



Work Matters



Catena Solutions, Powerful Perspectives. | Volume 2, Issue 1

Table of Contents

3

WELCOME
Introduction

4

WORKFORCE
The People Component of Your Business Transformation

5

WORKFLOW
Micro vs. Macro: The Scale of Business Transformation

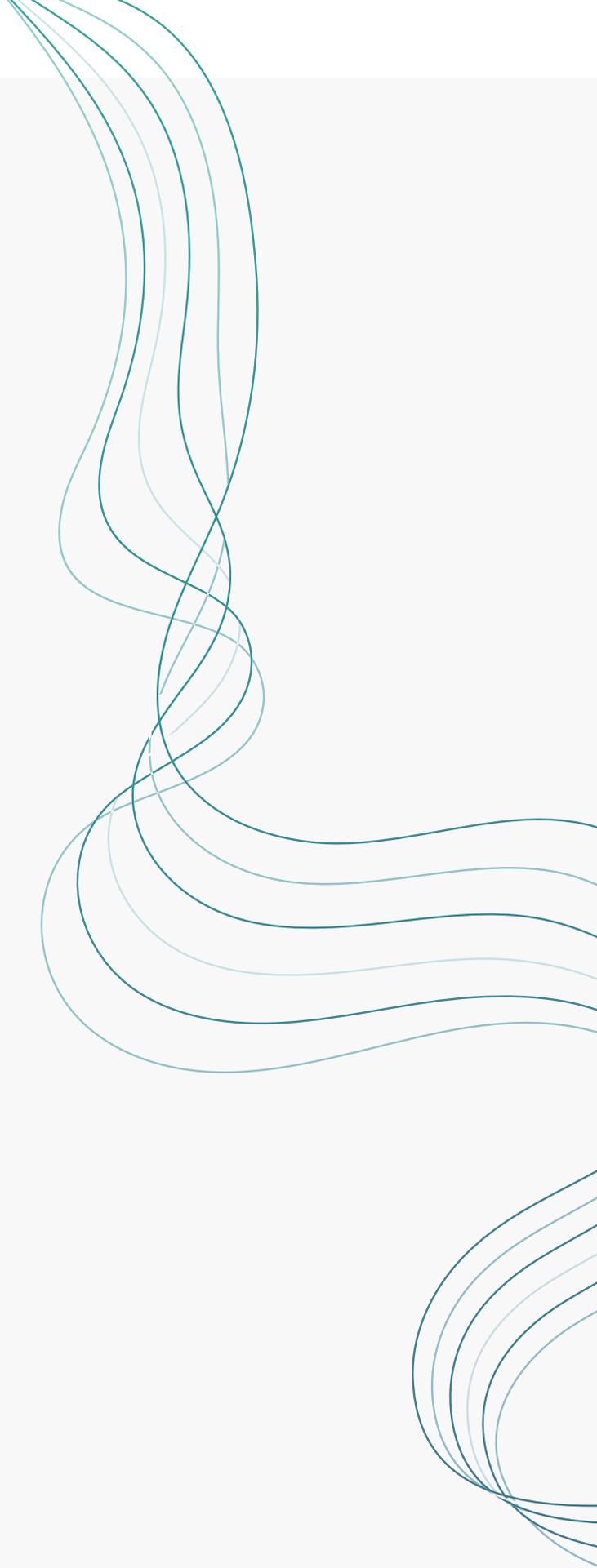
7

WORKPLACE
Creating a Culture of Change

9

WORKSHOP
The Business Transformation Priorities Right Now





WELCOME

Introduction

Companies are creating future-ready organizations in the wake of constant business change. We've seen this increase in business transformation activity up close. Over the past 12 months, many of our clients have asked us to help them develop strategies around initiatives like organizational effectiveness, building and enhancing PMO or EPMO functions, and optimizing total rewards to drive performance.

The odds are stacked against businesses that attempt to take on these initiatives alone. According to the latest [McKinsey Global Survey](#) of respondents, all of whom had been part of a transformation in the past five years, "less than one-third say their companies' transformations have been successful at both improving organizational performance and sustaining those improvements over time."

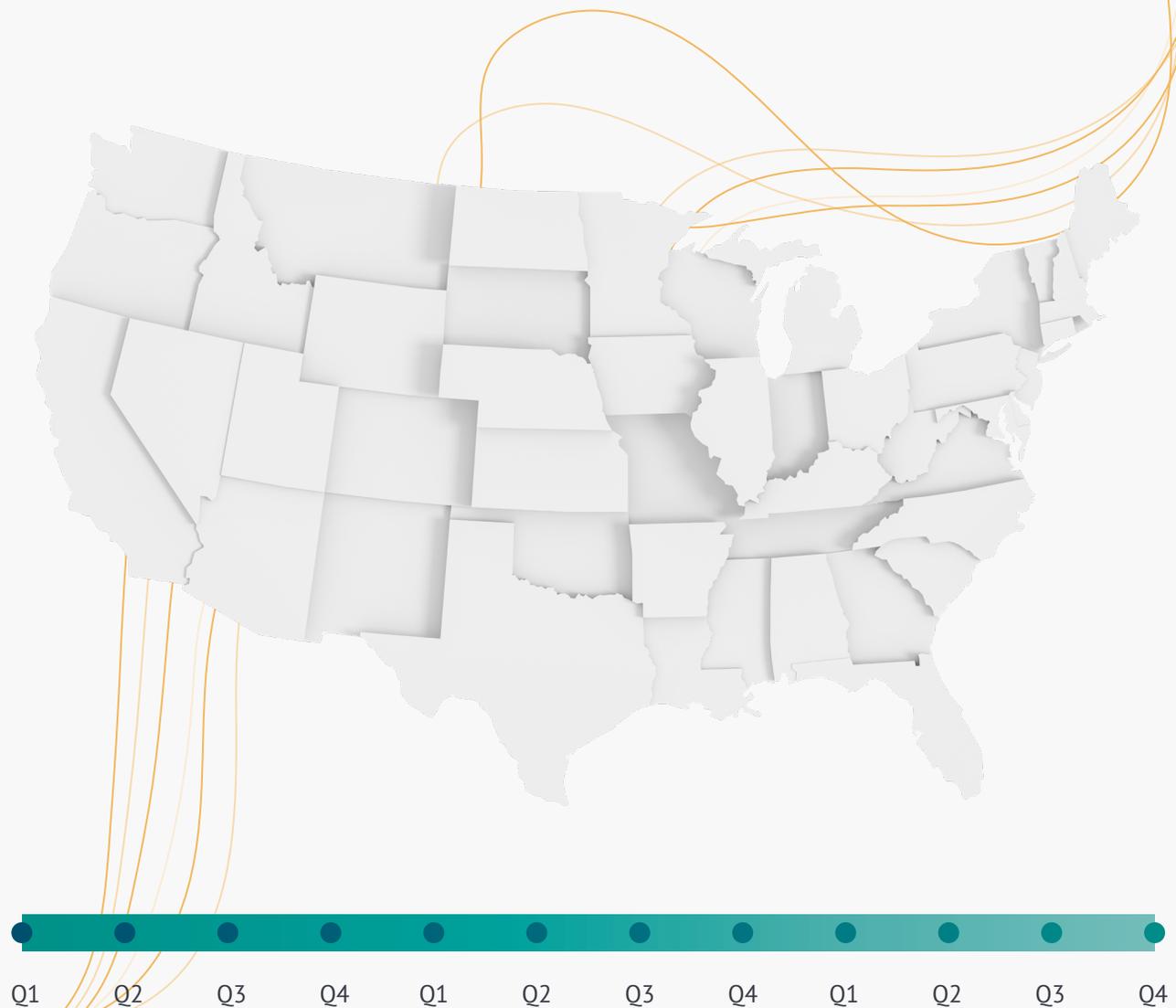
From overall business transformation strategy to execution across initiatives, we're working with companies to create more resilient, efficient operations. This issue of Work Matters focuses on business transformation, and all the key strategies and processes that enable it.

WORKFORCE

The People Component of Your Business Transformation

A recent [Fortune/Deloitte CEO survey](#) found that almost three out of four CEOs believe that a labor and skills shortage will be the top external disruptor of business strategy over the next 12 months. Respondents cited the difficulty in “developing the workplace, workforce, and work plan for the new normal.”

In times like these, there are typically two different schools of thought: brace for impact, and do what you can to meet client and business needs, or take the opportunity to recalibrate your workforce strategy to better prepare for future business disruption.





Operational Workforce Planning

Businesses with large hourly or shift-based workforces and varying seasonal or cyclical resource demands often undergo operational workforce planning. Organizations take on this effort to prepare their teams to meet short term needs.

Operational workforce planning is a cross-functional effort requiring expertise across HR, Finance, and Operations. With a focus on demand forecasting and planning, a company must adjust operations and align resources accordingly. This type of planning is critical today as plant locations often have different supply chain disruptions and business needs.



Strategic Workforce Planning

Businesses looking to create competitive differentiation at the operational level benefit from strategic workforce planning initiatives. Led by the C-Suite, this type of planning aims to redesign a company's workforce strategy to achieve long-term goals, often three to five years into the future.

Any strategic workforce plan starts with the company's broader business goals. From there, leaders come together and leverage data. The goal of developing the plan is to understand where their workforces are unable to support future growth, how to accommodate current labor market challenges, and how to optimize their current and future teams with the right digital tools.



CATENA SOLUTIONS' TAKE

In this business environment, companies are struggling to get out of reactive mode when it comes to workforce planning. With immediate needs and challenges to be solved, it's no wonder why. But it's important to see the bigger picture of your business goals and operations, and then design a workforce strategy that helps to future proof against whatever is next to come.

Jennifer D'Angelo, Vice President of Consultant Engagement at Catena Solutions



Micro vs. Macro: The Scale of Business Transformation

The current business environment makes it difficult for companies to invest in future-ready strategies while also keeping up with the tremendously accelerated pace of change. What's driving that change? There are a number of constraints on businesses, including contending with ever-evolving supply chain challenges, talent shortages and retention issues, and fluid business goals and objectives. Deciding how to move forward requires companies to evaluate their pain points through the lens of their bottom line.

Stabilizing Operations At The Plant Level

For some companies, inefficiency at the plant level, where operations more directly impact customers, is the biggest threat to their business overall. For these companies, the priority is to create organizational effectiveness at the point of their operations. Our clients have enlisted our team to help them stabilize the supply chain to keep up with customer demand.

A lack of organizational effectiveness can create inefficiencies and a slew of workforce-related challenges that hinder productivity. Inconsistent processes around recruiting, training, onboarding, and worker development can strain labor relations and result in product and distribution delays.

Creating Shared Services Functions Or Centers Of Excellence

Developing the right organizational structure from which to execute on transformation initiatives is critical, especially as change moves from the exception to the rule. The purpose of creating shared services functions and centers of excellence is to bring visibility, consistency, cost savings, and process to your business.

Our organizational design consultants look at functions, review the current organization, and create the design of the future. Our compensation consultants are a key component of these projects, looking at global mobility, retention compensation, and severance packages to ensure a seamless execution. Communications strategy and change management consultants are also imperative for success. Our expert consultants create and devise the communications and change strategy to ensure the right leaders are armed with the right messaging and strategy to manage the transformation.

“

CATENA SOLUTIONS' TAKE

One of the biggest reasons centers of excellence or shared services functions fail is because they can feel too disconnected from a company's operations. A well-designed, thoughtful strategy on paper might not work in practice in the context of existing processes and team culture. While these efforts aim to create efficiency and visibility, they must also be aligned with the business strategy. Only through alignment can we positively impact the day-to-day, employee experience.

Matt Wessels, Leader of Human Capital Transformation at Catena Solutions

”

WORKPLACE

Creating a Culture of Change

According to [Gartner](#), business disruption increased 260% in the last five years, and the future points to continued change ahead. Executives need to ensure their business transformation initiatives keep employees productive and engaged. “Work” is no longer a place, and change is no longer the exception—it’s the rule.



Organizations have gone through five major changes in the past three years—and nearly 75% expect to increase this number in the next three years.

Gartner

Effectively managing organizations through this next period means that companies will need to think about change management in a much more comprehensive way. It’s not about managing change around specific initiatives; it’s about empowering your organization to embrace continuous change that improves the business.

From Change Awareness To Change Expectation

There are many powerful statistics that demonstrate the value of creating a culture of change as a means to increase success.

- 46% of CIOs report culture being the biggest reason change initiatives fail, and 42% of CEOs at companies undergoing digital transformations expect their firms to experience deep culture changes. – [Gartner](#)
- Companies also need to lean into change by supporting employees both before and after; 69% of the most effective change programs offered training before and after go-live. – [Google](#)
- It's all about being transparent and keeping communications open to build trust. Employees with high trust have 2.6 times the capacity to absorb change. – [Gartner](#)

“

CATENA SOLUTIONS' TAKE

Change fatigue' is a very real side effect of too many poorly communicated and executed initiatives. Change needs to be communicated from the top and include an effective L&D strategy that is built into performance management plans for all leadership involved. Consistency is key. As they say, all effective change occurs once the organization shares the change seven times in seven different ways.

Jennifer D'Angelo, Vice President of Consultant Engagement at Catena Solutions

”



The Business Transformation Priorities Right Now

Far and away, there are three areas of business transformation that rise to the top of the priority list for the businesses we engage with. We currently have major projects in motion across these areas.



Organizational Effectiveness

What does the organization of the future look like? Without exception, the focus is on building resilience and agility, both from a process and a talent perspective. The top initiatives in this area include organizational design, workforce planning, change management and communication strategies, and shared service creation.



Project Management Office (PMO) And Enterprise Project Management Office (PMO/EPMO) Support

Companies are preparing for a business environment of continued change ahead. Establishing PMOs and EPMOs can ensure that projects are aligned with business goals, help companies plan for resource allocation, and drive higher return on investment. Our team provides strategic support as well as project management and overall program management support.



Total Rewards Optimization

The talent climate is difficult across all industries, marked by labor shortages, skills gaps, retention challenges, and changing employee needs. We've been helping businesses choose, implement, and configure their digital systems to ensure their strategies around compensation, benefits, and more are right-sized for today's environment.



[Contact us](#) to learn more about our business transformation expertise.

