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THE FIVE PILLARS FOR SUCCESSFUL DIGITAL TRANSFORMATION

IN THE CONSTRUCTION INDUSTRY

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The Five Pillars for Successful Digital Transformation

Far more than just the introduction of new technology, digital transformation is an exercise that affects every aspect of your business while bringing about large-scale changes designed to improve your company's performance. For these reasons, change management is a vital part of the process when implementing any new solution.

Focusing on the five pillars for successful digital transformation, this eBook will help you lay the groundwork for an efficient change management plan of your own; empowering you with the tools to embrace technology correctly and drive the success of your construction business.

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Pillar 1

Senior Management Must Be Involved

Because change management is a people issue, it must be a leadershipdriven process. The senior management team within your business set the tone for digital transformation and, ultimately, your company's vision for the future.

By taking an active role in this process, they not only affirm their commitment to the changes that will take place but also encourage other employees to do the same by presenting themselves as a unified leadership team.

Only through effective communication that begins at the top can a culture of change be created and sustained within a company. If a bottom-up approach is used instead, it will be more difficult to achieve successful transformation throughout your organisation and the result will be scattered pockets of change across your business.

Another reason to involve senior management is their ability to allocate the resources (including skills, time and money) required for the digital transformation process to be successful.

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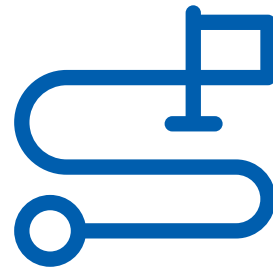
Pillar 2

Plan and Milestone Your Journey

The second pillar for successful digital transformation requires the establishment of a road map that clearly defines how new technology will benefit your company, what the expected results are, and how the implementation process will occur.

This foundation or 'change story' will help drive transformation by articulating the overarching strategy for your business, identify the key stakeholders or change agents that will oversee everything, set clear milestones to monitor progress, and define a schedule for the rollout of your new solution.

Together with these steps, a risk analysis and assessment of your company's organisational readiness should also be undertaken.

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Pillar 3

## Reinforce Change with Personalised Training

By identifying key employees and then empowering them with training to become super users, these individuals can be deployed throughout your organisation to upskill their colleagues in a more personal manner.

This is extremely beneficial because it establishes a deeper level of trust with employees who may be resistant to change and wary of an outside consultant telling them how to work.

Another benefit is greater understanding and embedded use of your new technology which allows employees to become self-sufficient.

For greater results, this process should also be actively monitored and feedback gathered to assess success rates and identify where resistance may be present; appropriate corrective measures can then be implemented.

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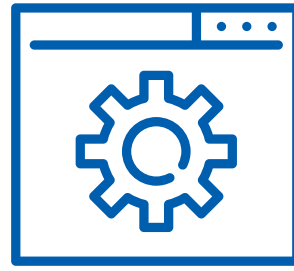
Pillar 4

Adopt Change at the Enterprise Level

The adoption of new technology and software that utilises a single enterprisewide approach, while combining core construction company functionality, will enable more effective management than a solution merely adopted across projects or departments.

By including all divisions of a business in the digital transformation process, data use can be standardised and centralised within an organisation; providing greater visibility on the status of projects from an enterprise perspective.

This all-inclusive approach is also a great way to foster a culture of change across your company, one where employees view transformation as an ongoing process that they need to anticipate and be ready for when it does occur.

Another benefit of adopting change at the enterprise level is enhanced collaboration, with all stakeholders working from the same page and the same information for informed insights and decision-making.

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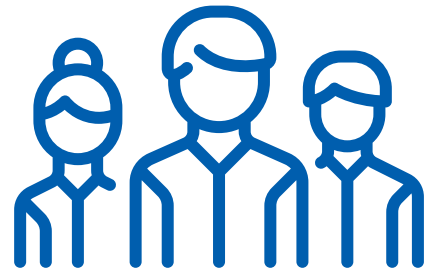
Pillar 5

Make the Process Inclusive

The fifth and final pillar for successful digital transformation requires that the whole process be as inclusive as possible for employees and stakeholders.

When rolling out new software, for example, consultants should provide a detailed demonstration of the technology in action, work through business-specific processes utilising an interactive show-and-tell format, and encourage users to ask questions.

Following this, detailed workshops can be conducted to give employees the chance to work with the new solution using their data. In this way, they gain real-world experience with the software and its benefits.

Again, as with pillar three, your employees should feel energised and empowered because without their support your digital transformation initiative will fail. At the end of the day, you have a responsibility to get them excited while reducing their anxiety and eliminating resistance to the planned change.

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Promoting Greater User Adoption

We are all creatures of habit. So, when it comes to digital transformation within your company, don't be surprised when your enthusiasm for the new solution you plan to implement is not met with similar feelings from your employees.

Rather than being accepted as a new way to improve business processes and efficiency, the change that new technology brings will most likely only be perceived as more work.

To counter this negative perception and convince your employees to embrace digital transformation positively, it is important to employ an adoption strategy that makes the process fun and inspirational. Here are three ways you can promote greater user adoption when implementing a major organisational change.

Create a Launch Event

Much in the same way that Apple does with its keynote addresses, a special launch event can be used to generate hype for the rollout of your new technology platform. By inviting all employees and stakeholders to attend, your new solution can be introduced in a collaborative manner that communicates a sense of camaraderie. Gifts and catered food are also great ways to get people excited on the day.

Keep Them Aware of New Tech

The sooner you can make your employees aware of the coming change the better. By communicating this information early, you can showcase the project's benefits in a way that avoids a typical knee-jerk reaction. This can be achieved through poster campaigns promoting key information (like important dates, training events and success stories), by encouraging constant feedback and hosting interactive Q&A sessions.

Reward and Incentivise

By defining measurable goals and then rewarding individuals for achieving them, you can boost adoption rates and encourage your employees to constantly engage with and learn about your new technology solution. Team competitions between colleagues or departments also work wonderfully.

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Embrace Change the Right Way

At RIB, our goal is to ensure our clients feel comfortable at every stage of their digital transformation process. That's why, together with cutting-edge construction software solutions, we provide both the resources and expertise for effective change management across every area of your business.

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