Navigating the Human Elements of Digital Transformations

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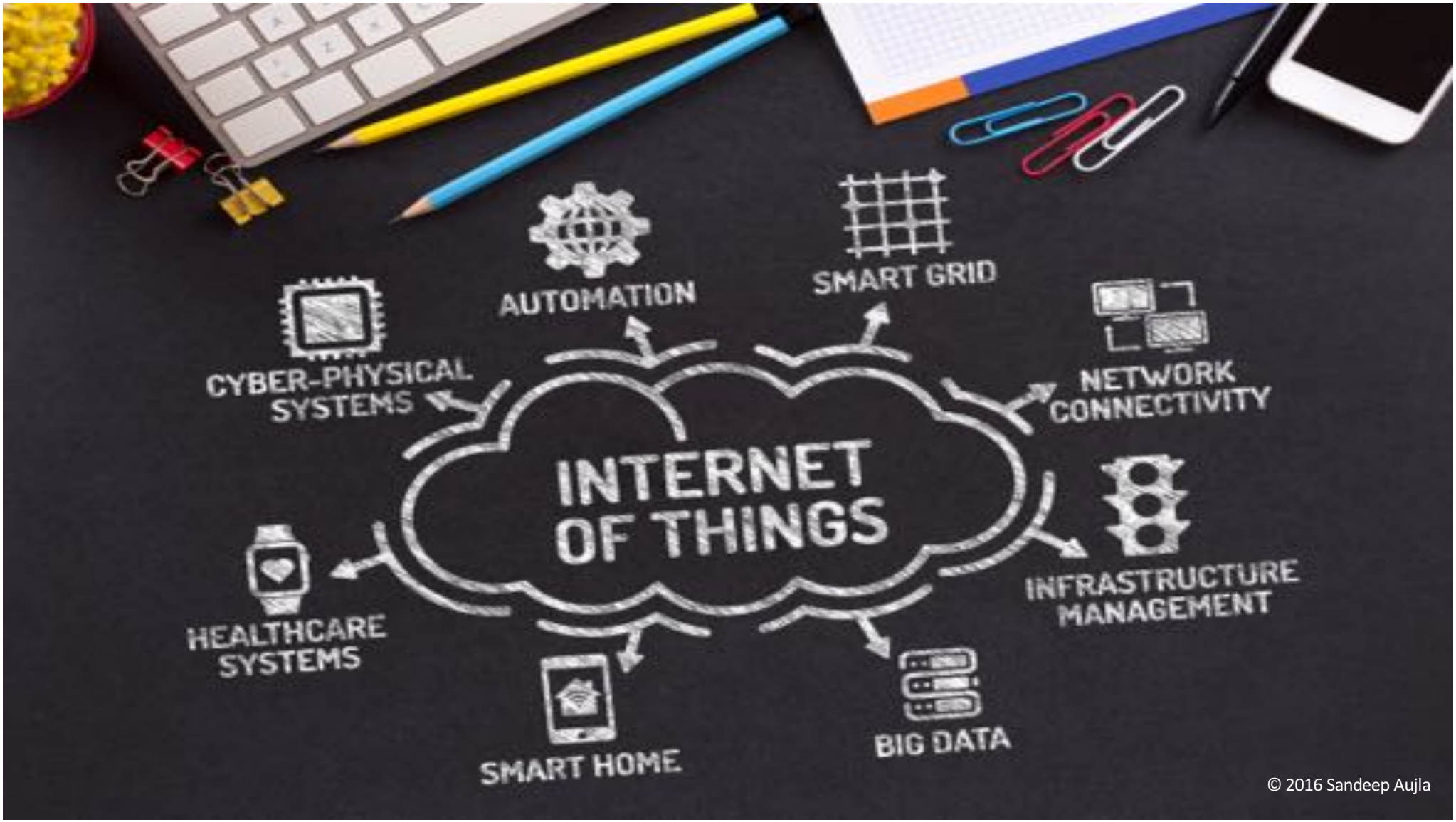
HEALTH SLAM '16
IoT for Healthcare Virtual Conference
December 2nd 2016
An IoT Slam® Production



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- Organizational Psychology Practitioner with 13 years of work experience in management consulting
- Led organizational transformation projects in healthcare, government, and retail organizations
- Developed the Human Dynamics of Change Management © framework that has been taught in executive leadership development programs
- On a mission to help plan, manage, and implement organizational changes that advance the patient care agenda

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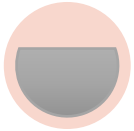
Where do you stand right now?

We're curious but skeptical

We have to implement IoT but not yet sure how

We already have a plan

We're curious and excited for the possibilities



We are actively developing plans to implement IoT

We are currently executing our plan

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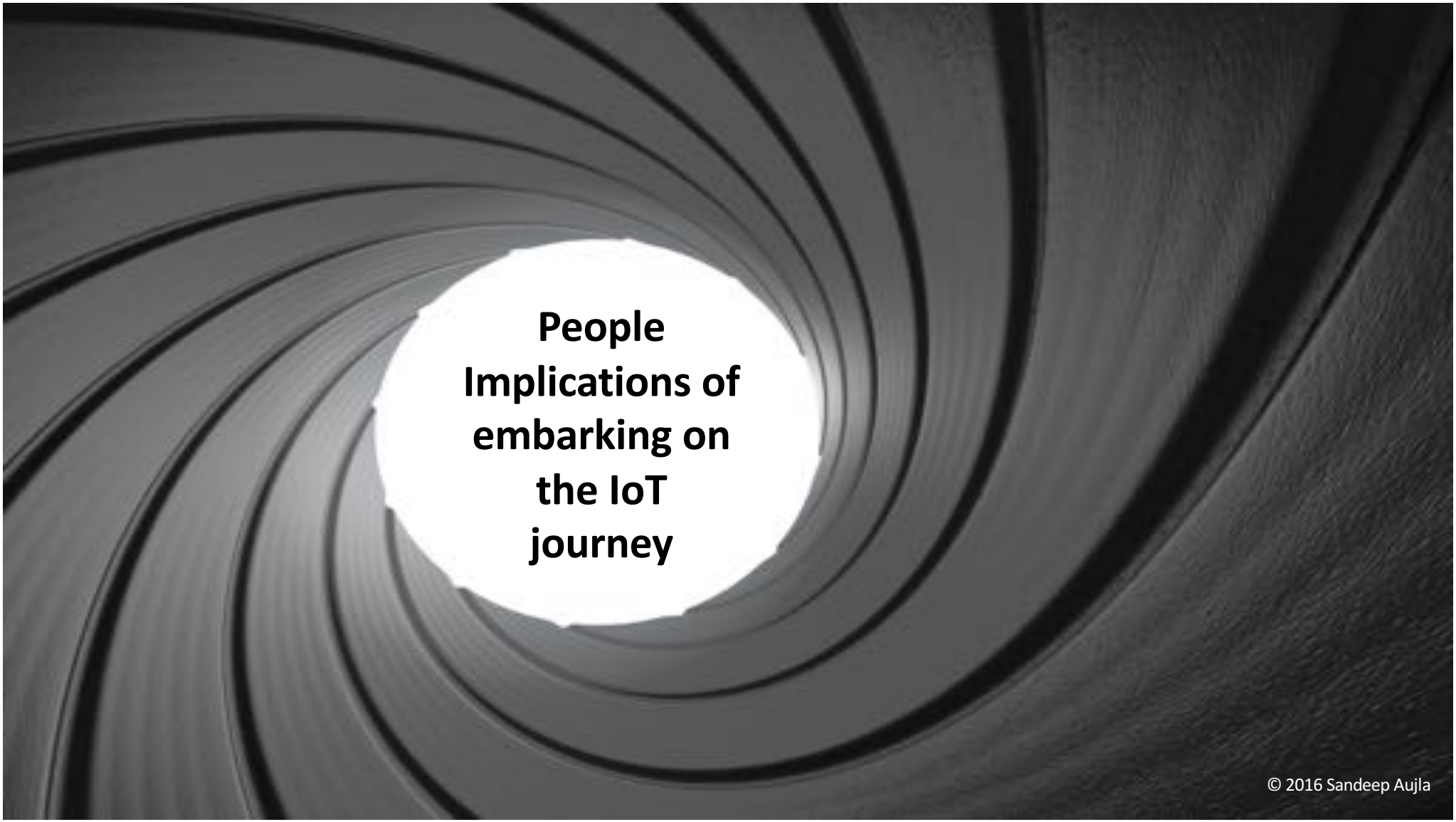

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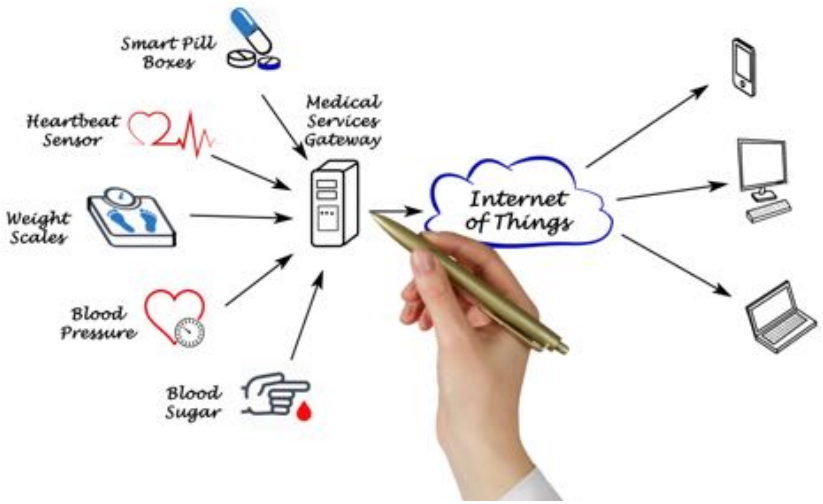

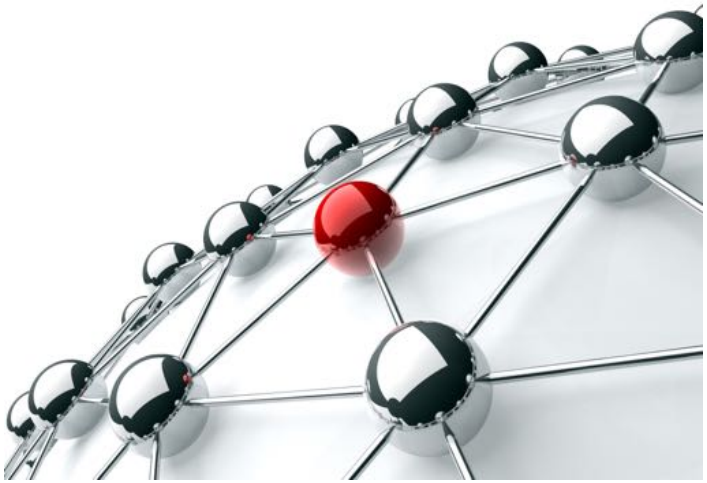

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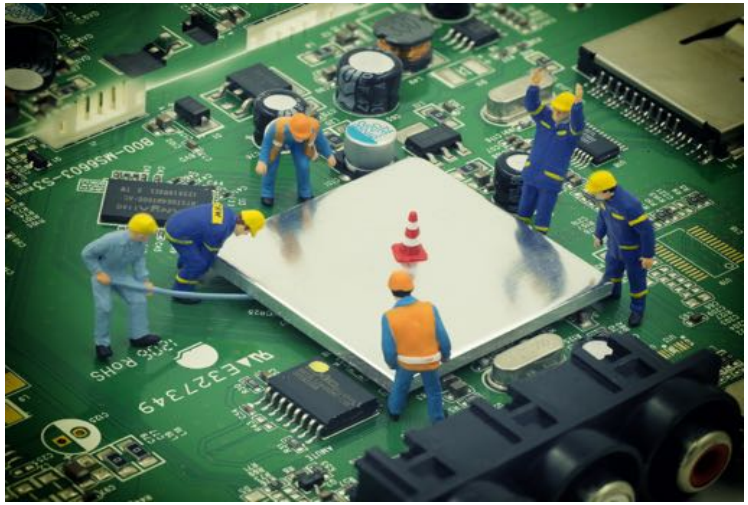

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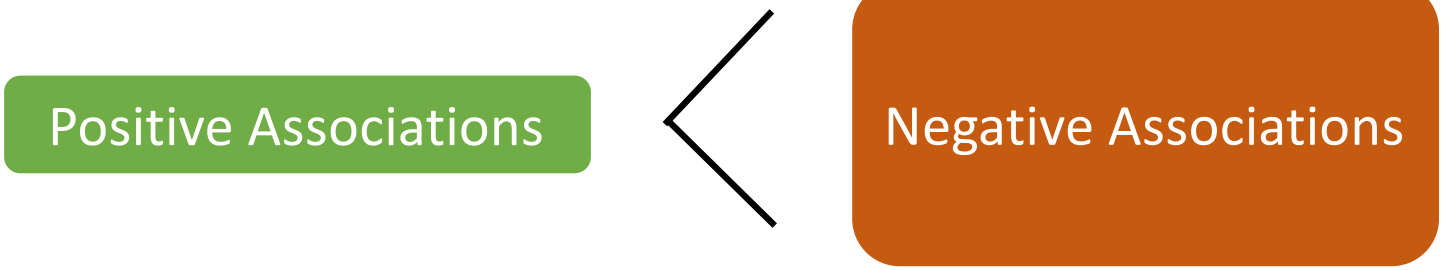
Perceived Inequity



- Increases perceived threat of the new technology change
- Reduces perceived usefulness of the new technology
- Weakens behaviour intention resulting in low adoption of new technology

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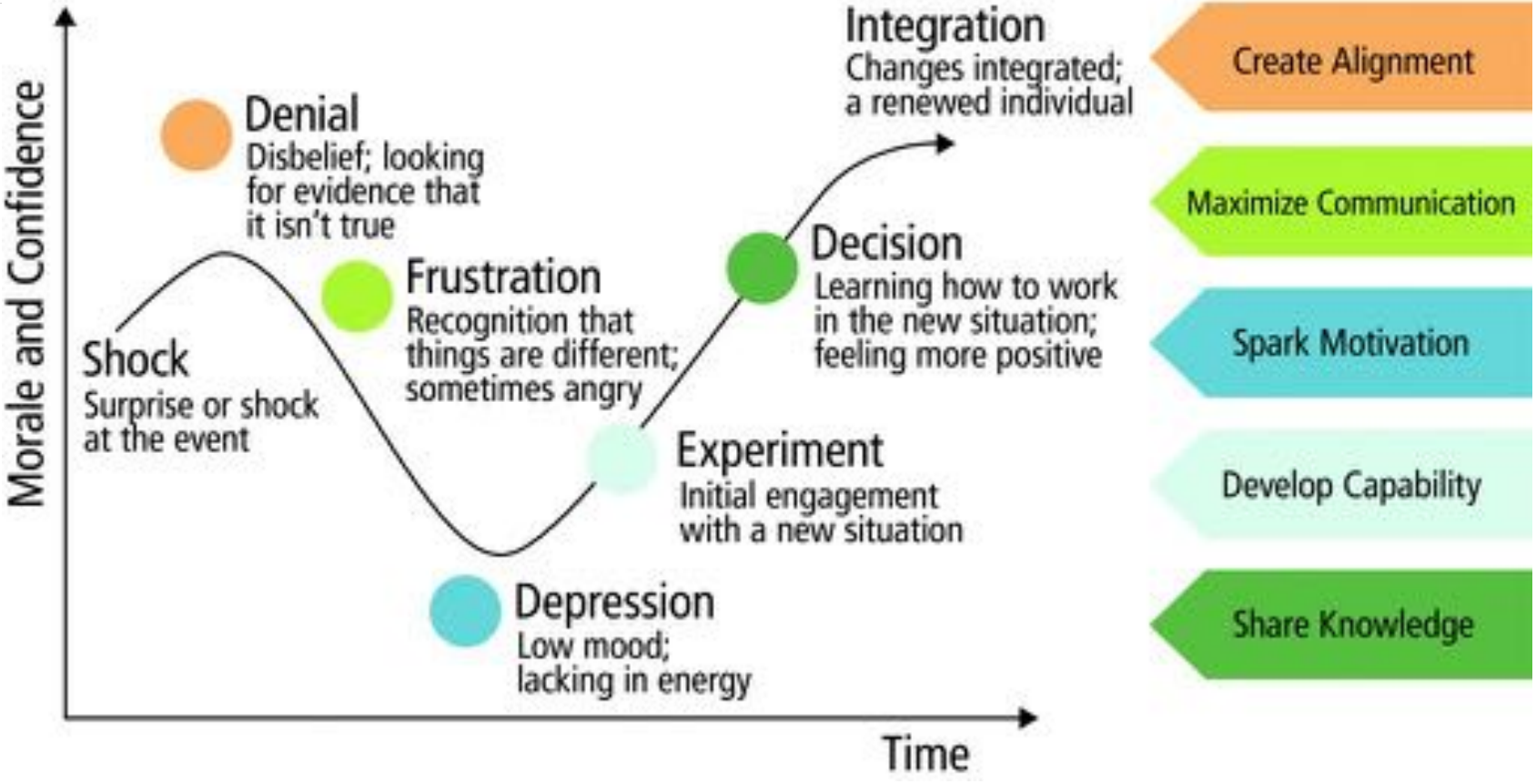
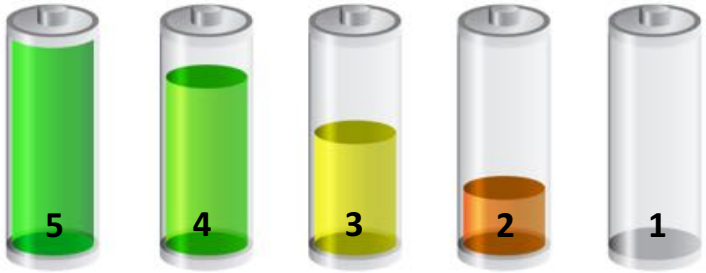
THE KÜBLER-ROSS CHANGE CURVE



Primers for organizational change



1. History of (technology) change adoption
2. Sound understanding of the value of adopting IoT
3. Engagement levels of middle and line management, employees, and physicians (pick one that has greatest organizational influence)
4. Physicians' perceptions
5. Current capabilities aligned with IoT change

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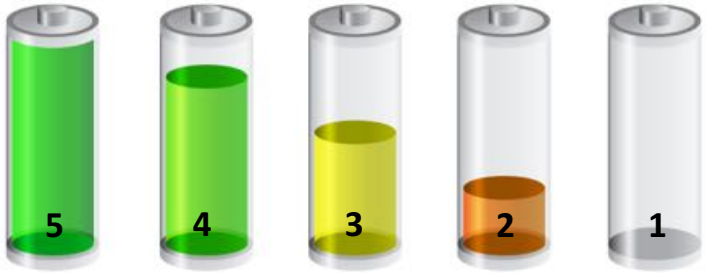
Primers for organizational change



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Drip Irrigation Communication Strategy

Key Influencers Strategy

Multilevel Capacity Building

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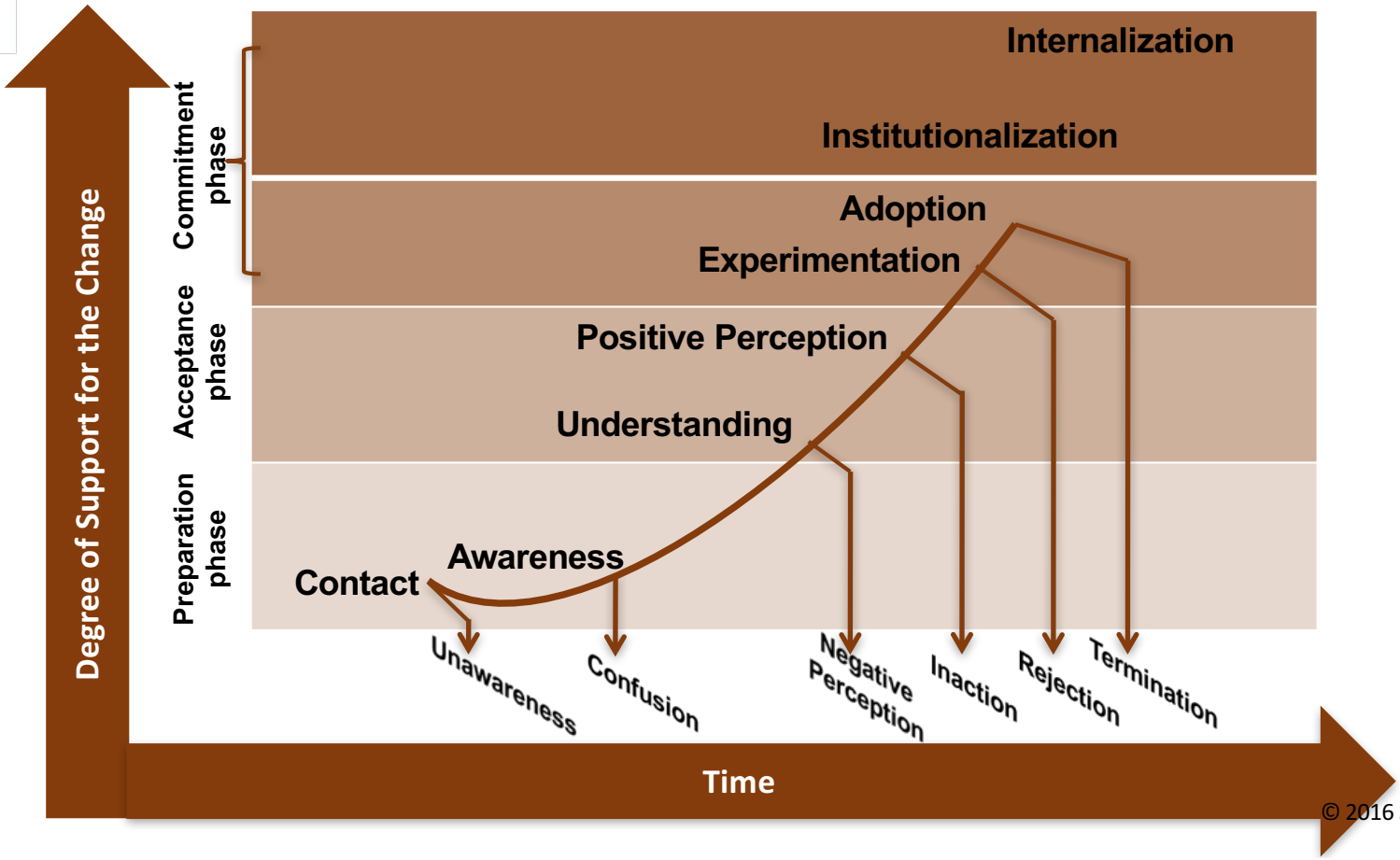
Strategy 1: Building Commitment to Change



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Strategy 3: Build Capabilities across organizational levels

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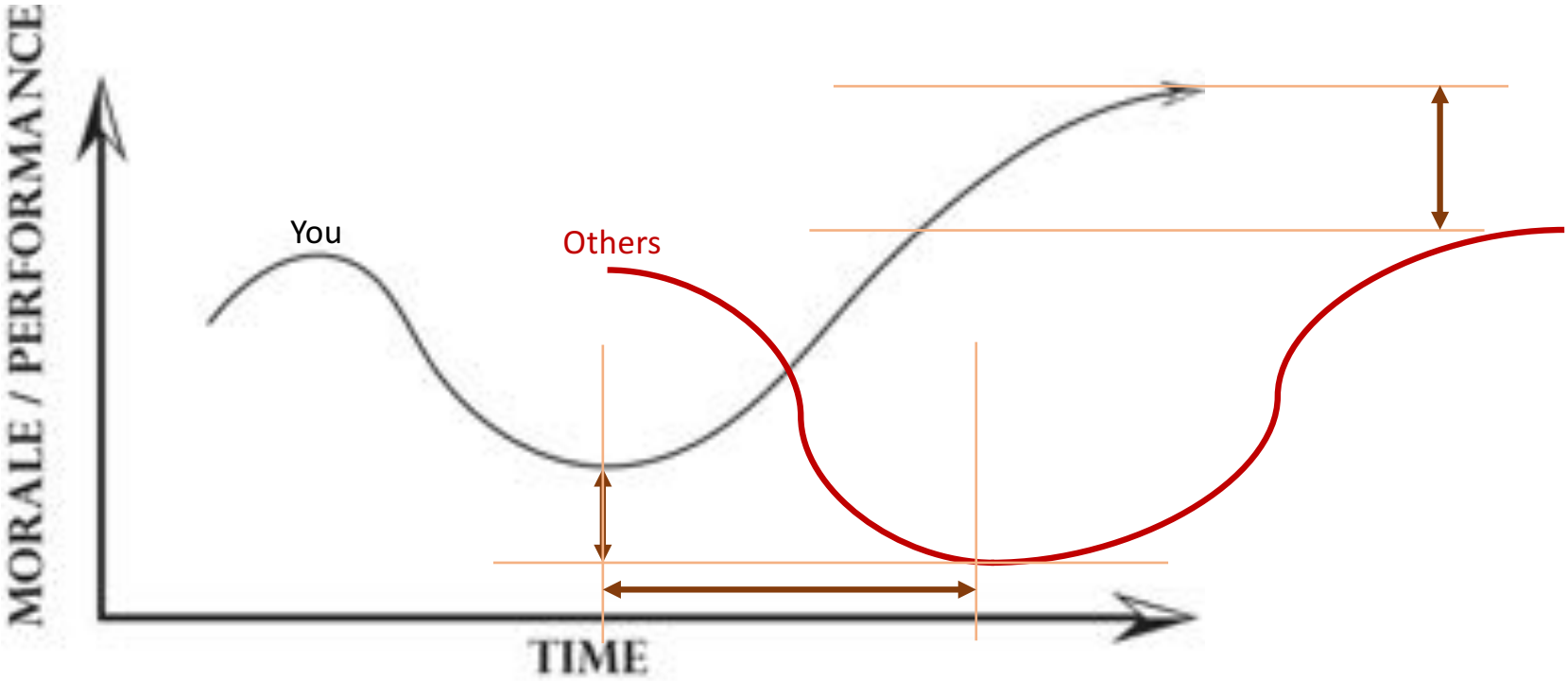
The differential experience of change



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Implications for CIOs

- **Align the executive team** on adoption of IoT as an enterprise agenda; support articulation of implications for specific portfolios
- **Reimagine the business platforms** with semi-porous boundaries creating value through dynamic connections between all resources and stakeholders (Gartner, 2016)
- **Engage clinical leadership** from onset as its critical to the outcome of the adoption of health information technology in organizations that provide healthcare to patients (Lin, Lin, & Roan, 2012)
- **Integrate human dynamics of change management into the design of your change vision and implementation, beginning with the envisioning stage**

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Implications for all other leaders, except the CIO

- **Secure executive sponsorship**
- **Evaluate and manage the dominant associations** your staff has about IoT
- **Consider the information time lag** when evaluating employee performance through the different phases of IoT implementation
- **Evaluate merits of running a pilot** with a specific value chain; when successful, diffuse change throughout the organization
- **Do thinking work regarding a revised managerial identity** where your future role may have limited administrative and coordination responsibilities that get automated as a result of IoT

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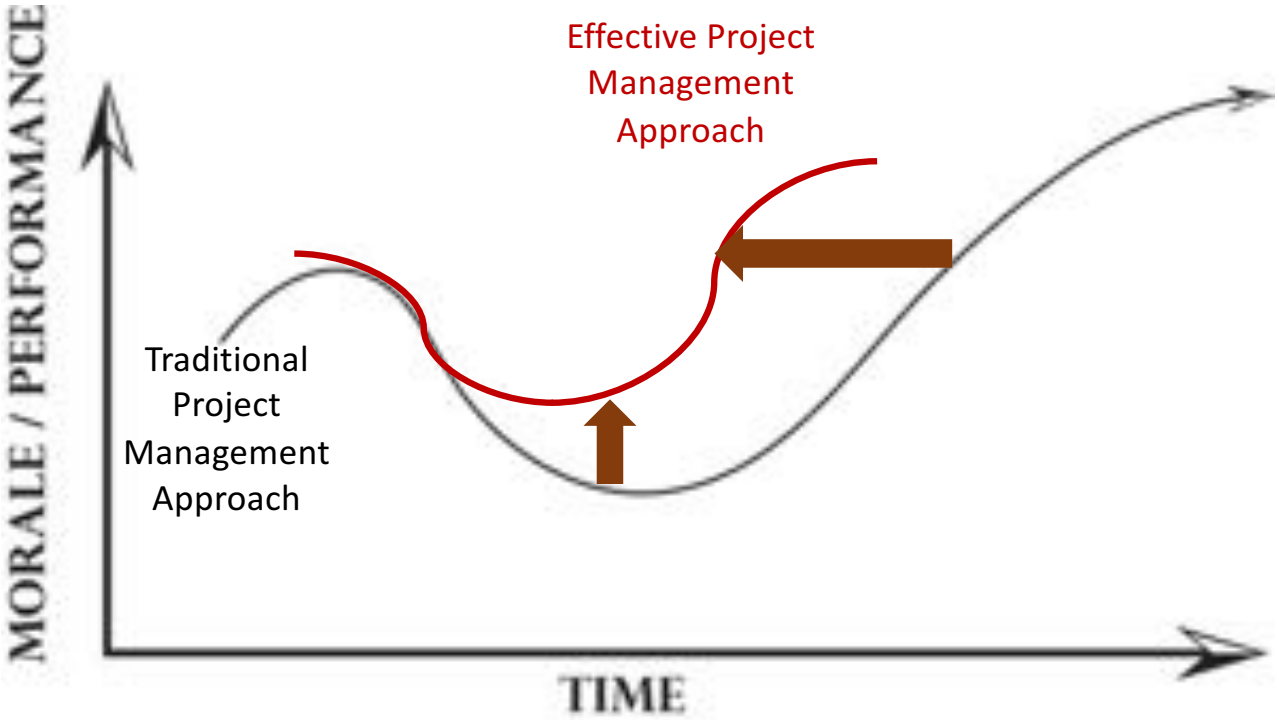
Effective change management



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