
2019 Release

BICG | Leading
the Company Experience
Revolution

BICG INSIGHTS

Culture: the core of
transformation

Purpose

Why develop this report?

After 20 years of experience analysing the soul and body of organizations, BICG is willing to share its knowledge on key aspects related to the evolution of work within different organizations and markets. This does not allow us, by any means, to predict the future. This is not the intention of this document. Our daily work with organizations and our constant research on how to complete a successful transformation with our clients encourages us to share some information that we consider could be of interest for the future of work. We hope you will enjoy reading.

Methodology

How did we accomplish it?

After gathering concepts and trends that repeatedly appeared in our research work as well as in the worries of organizations, we profit from our collective intelligence by asking our professionals at BICG to select which ones they considered the most relevant for the years to come. They then clustered the different topics and prioritized them according to their experience.

It is not surprising to check that culture remains one of the main aspects. This may be because culture is in the core of our work and our understanding of transformation.

Introduction

Why is it so challenging to predict the future?

In the digital revolution context, more than ever « it all goes back to culture ». The progress and technology disruption as well as the habits' transformation confirm the only certainty of the future: Change is the only constant and certain thing about the future. Human beings must find ways which allow them to constantly change the way they focus problems and implement solutions. In other words, if you want your company to change, you must work with the people, involving them in the process of change, co-designing solutions, and making them feel owners of their own destiny. Transforming organisations focuses on providing the adequate tools to allow professionals to achieve their strategic goals: like in a jazz band, structure and improvisation become the place at the company for talent to flourish. This will allow companies to achieve a unique, creative and harmonic result. To succeed, we must involve every professional in the company.

10 INSIGHTS THAT WILL IMPACT TODAY'S ORGANIZATIONS

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It is all about culture

- Organization transparency
- Put purpose into practice
- An Employee Experience that makes work easier
- New leadership: disrupt management.
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It is all about culture



Culture eats strategy for breakfast.

Peter Drucker

When facing any transformation process, we always underestimate the importance of culture. In a digital revolution context, both the uses of the new tools as well as the way to organize around processes and technologies only have real impacts when the culture evolves embracing the evolution.

Defining a culture is sometimes so abstract that it hardly means anything. The big challenge is creating an ecosystem in organizations with all infrastructures (space and technology), behaviours (people and processes) that are orientated to the same goals: nothing seems incoherent, everything appears to respond to the same ambition: friendly atmosphere, collaboration, results focussed, human centred, etc. It will depend on what you want to be and your market demands.

To achieve this, many things must change. People do not feel willing or ready to change. Succeeding in translating these changes in each persons´ behaviour and habits is the keystone of a transformation. Culture combines the collective approach with the individual power and talent.



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Organizations are more than ever the combination of talented and diverse individuals with their needs, goals and values. Culture should be able to provide a setting where everyone finds its place. In this new land, we must understand new realities that will allow us to succeed and these concepts are very different from the ones that were useful in the past: creativity is a must, transparency should guide us to communicate with others, collaboration and sharing is the key for success; serendipity (which is the source of disruptive innovation), process design, human centred experiences... And all this is only about culture.



Takeaways

- 1—Values are abstract, behaviours are real: translate values into behaviours.
- 2—Involve people in change, make them owners of their own transformation.
- 3—Top management should take it seriously.
- 4—Culture is viral: inoculate the right one.



Related concepts

digital revolution, organizational transformation, change management, cultural evolution.

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Organization transparency



The single most important ingredient in the recipe for success is transparency because transparency builds trust.

Denise Morrison

Today, we are also facing a transition period from a world of opaque information to an increasing demand of transparency within organizations. But, how can we go from A to B? How can we make organizations open and transparent, where information is shared and used in a positive way? How do we transform ourselves from a culture of hiding to a culture of sharing? Can all information be shared? For what purpose? Transparency applies in various domains: it is the consequence of an extremely exposed society through social media and technology. And it is a must in organizations, between services, units, employees, levels... Communication and transparency are key to have professionals that feel they are treated like adults and it is the fuel that feeds the speed. Moreover, this transparency will mean the strategy of the company is shared by employees, all working to achieve a common goal. For employees and customers, it becomes essential to count on the information about production, operations and finances before trusting a brand. People need to identify themselves with brand values. Organizations must share critical information to be reliable.

Companies are forced to be more open and transparent. A clear example is how workspace is moving from an enclosed environment to glass separations and open offices. This physical environment based on openness and transparency gives a clear message of a more collaborative environment, with no barriers and borders between areas, with an increased accessibility of leaders within their teams. Sharing information between units or teams represents a fundamental part of the transparency movement, especially between different areas that need to work together today.

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Transparency is in line with a more open and collaborative environment, fostered by a concept of space based on activity (activity-based office), mixing service areas that generate random informal meetings. Network structures and social dynamics as project-oriented work are essential to generate more collaboration and avoid information retention.



Takeaways

- 1—Use common clouds to share the information: learn how to share.
- 2—Make sure you know what is happening in other areas by sharing key information.
- 3—Create the right environment to foster contact and collaboration.
- 4—Impulse horizontally communication on tactics and share top-down information on strategy.



Related concepts

Internal communication, ethics, social responsibility, architecture, accessibility, new leadership, slow management.





When employees can bring their full selves to work, we get the full benefit of all their perspectives and experiences.

Robert A. Kotick
Activision Blizzard CEO

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Put purpose into practice

Reasons to choose a company are evolving. Up to a certain amount of income, professionals are no longer looking for their carrier progression or status improvement. They increasingly want to have a meaning behind what they do. More and more often we discover that transparency, environmental concern, impact on society play an important role for today´s professionals. These values are becoming more important for employees as it makes them feel that what they do matters and that their work is a positive contribution to the organization and beyond this, to the society. They simply feel they have a purpose.

Beyond motivation, this feeling of purpose is able to give individuals and teams real energy and a profound reason to keep trying, finding, creating, testing, taking risks and ambitious decisions. A big challenge for organizations is to offer this purpose to each one of their professionals, based on its own values, and connecting different generations in the same direction.



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This seek for purpose, in practice, is also translated into a management based on challenges and objectives. People need to work to solve complex problems and their motivation is linked to been able to do it. They need to have the adequate tools to do so autonomously and their main reward is to achieve key results, or in other words, working in a stimulating team with clear challenges.



Takeaways

- 1

—Think about the ‘Why’ of your company.
- 2

—Communicate to all employees what impact they achieve in society.
- 3

—Find the challenges for your people.
- 4

—Use methodologies like OKR to translate purpose to actionable goals and challenges.



Related concepts

generational transition, talent war, motivation, productivity, retention.

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An Employee Experience that makes work easier



Anything that sets employees up for success or improves our culture should be a part of Employee Experience.

Mark Levy
Airbnb head of Employee Experience

Organizations are conscious of the importance of improving Employee Experience. They know that offering the best environment, the adequate tools and the right culture will allow them to attract talent and maintain workers motivation. Moreover, this employee experience should be in line with our focus on customers and clients.

Providing a coherent experience in both worlds is key to generate the experience of the company. If the company is full of unnecessary bureaucracies, employees will feel totally demotivated. High performance depends on the ease of an employee ´s daily life. How easy is technology, connectivity, how accessible is your team and your boss, how adapted is the space for the different needs, how flexible and versatile to host different professional needs, etc. From the moment an employee enters or leaves a Company (on boarding and off boarding process) to the way he or she evolves in the company through challenges and training, providing a good experience will have a direct impact on performance, motivation or innovation capabilities.



Related concepts

work life blending, attractiveness, motivation, engagement, branding, satisfaction, company experience, new ways of working.



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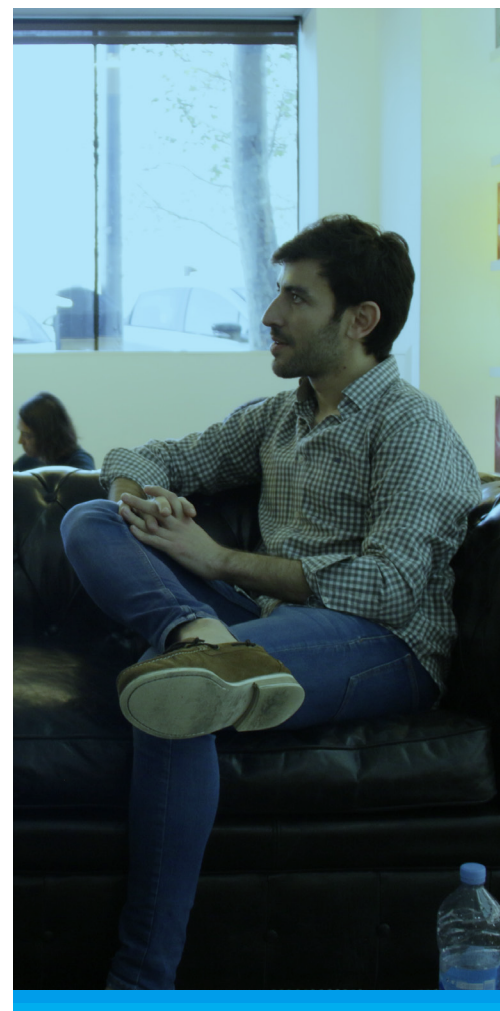
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Some kind of employee experiences that professionals are demanding are also linked to space: for instance, activity-based offices offer this kind of environment based on professional needs to work efficiently. Lean spaces where layouts are based on efficiency and conceived without any waste are helpful to improve user's experience. Getting rid of useless and unnecessary bureaucracies is one of the first steps towards an employee satisfaction. Spending time in those activities that really impact the business and the company creates more motivated and engaged employees. This employee experience is linked to a better work life balance. In BICG analysis, most employees demand a better blend between professional and personal life. Employee experience also focuses on how to deal with today's strong dependency upon technology: employees are requesting to have certain vital moments where they can choose to disconnect. This is key to help people refill their brain batteries and avoid stress of a hyper connection and full availability at work. These are examples of different aspects that contribute to a better employee experience: the magic comes when putting them together, aligning them and sticking to its coherence.



Takeaways

- 1—Try to create a work model that is simple and easy.
- 2—Put together initiatives related to space, work processes, technology and culture together.
- 3—Get rid of unnecessary bureaucracies; let them spend their time on what they do best and add value.
- 4—Providing solutions on flexibility and partial remote work is key for work life blending.

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New leadership:
disrupt management

Employees do not usually quit companies, but managers. It is clear how management is therefore key for a company. Several reasons lead us to the fact that managers are essential engines of a company: they have direct contact with teams, they are the ones transforming the culture, preaching by their example, they are the connection between top management and the rest of the company, they are role models and are exposed to the rest of the company... if managers do not embrace change, the company will not be able to evolve.

For the organizations that are looking for a new way of working model or strategy, management is a key point for the success or failure of the project. The pyramidal model of companies is no longer able to respond to today’s challenges. There is a strong demand for horizontal structures, based on networks, small teams, more transversal contact between areas to allow knowledge sharing and multidisciplinary projects. The management mindset must radically change. Skills and abilities should be different. Their expectation of their team should change.



When his task is accomplished, and things have been completed, all the people say, 'We ourselves have achieved it!'

Tao Te Ching



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Related concepts

management, innovation, motivation, performance, collaboration, role model, new ways of working.

Leader´s abilities must be compatible with new working models. Abandoning vertical management, developing trust and commitment and giving back power to people will allow them to obtain new relations and a better working culture.

Leaders should evolve to become servant leaders for their team, helping them to awaken their talent and creativity. Managers own the responsibility of creating great teams. Therefore, they must take the time to know each person in their team and provide feedback. This is a powerful tool to help their teams learn and improve.

In the future, companies that are not able to shift to leaders that work for their teams, without control (no presence control by all means) but with a real trusting system, will not be able to attract new generations talents and more importantly, will not be able to make the most of the talent they have at their company.



Takeaways

- 1—For the good or bad, people at the company are watching their leaders.
- 2—Change starts by the managers.
- 3—Leaders have the responsibility to awaken their teams´ talent.
- 4—Future leadership will be based on trust and communication.

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Embracing Agility



Since 2001 Agile methods have revolutionized information technology. They have greatly increased success rates in software development, improved quality and speed to market, and boosted the motivation and productivity of IT teams.

Nowadays, Agile is spreading across a broad range of industries: Financial, Professional services, Insurance, Government, Healthcare, Pharmaceuticals, etc.

We frequently see those companies implementing Agile among teams, departments or areas, just as one methodology to be implemented within the existing management framework. But Agile isn't just a methodology, it is a mindset that involves new values and principles.

It offers the following benefits: increased team productivity and employee satisfaction, minimizing waste, improving visibility, continuous adaptation to customers' changing priorities, improved customer engagement and satisfaction, speed to market, reduction of risk, broadening organizational experience, building mutual trust and respect. But to get all the benefits, companies not only have to "do Agile." They have to "be Agile.", and It represents a deep cultural change for most organizations.



Related concepts

reactivity, flexibility, innovation, network.

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Agile begins with a different view of the goal of the organization. “The highest priority is to satisfy the customer ” the Agile Manifesto states.

This is a revolutionary challenge to the management status quo. The center of the commercial universe is no longer the firm: it is the customer.

Agile is the antidote to shareholder value and aligns with Peter Drucker’s 1954 foundational insight: “The only valid purpose of a firm is to create a customer.”

It is the foundation for continuous innovation. It is the key to the extraordinary success of firms in Silicon Valley, like Google, Facebook, Amazon and Apple. Agile is causing many organizations to rethink their structure, culture, management model and internal processes. And that’s good news. They are going from “doing Agile,” to “being Agile.”



Takeaways

- 1—Agile isn’t just a methodology, it is a mindset.
- 2—It can’t be implemented within the existing management framework.
- 3—Represents a deep cultural change.
- 4—The highest priority is to satisfy the customer.



Companies rarely die from moving too fast, and they frequently die from moving too slowly.

Reed **Hastings**
Netflix CEO

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Awakening talent



We wanted people to feel excited to come to work each day, not despite the challenges but because of them.

Patty McCord
talent officer at Netflix

Famous Gallup survey on engagement shows that we are facing a worldwide employee engagement crisis. Figures out of this survey are categoric: only 13% of employees that have answered the survey felt engaged. 63% of respondents are not engaged and 24% are actively disengaged (understanding by disengaged, those people at the company that are contaminating the work environment in an active and premeditated way). What do we understand by engagement? 3 things, basically: feeling involved with, committed to and satisfied with our work.

What is then going wrong?

In this context, todays concept of empowerment is somehow misleading. People have the power. However, the way companies traditionally manage people has a negative impact in peoples´ power: conventional management based on authority, rigid and hierarchical structures, lack of trust to make decisions, wrong tools to do the work in an autonomous way, daily obstacles to allow employees to solve problems´ complexity.



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There is powerful talent at organizations, but this talent is asleep. How can we wake this talent up?

Why don't we put all our efforts in the people of the company? Why don't we understand their needs? We should focus on providing the adequate tools, culture, processes and environment to make the most of our talent. This implies a revolution on the traditional concept of HR, involving in the new concept aspects linked to design, architecture, culture, collaboration, innovation, evolution, training, services or support. Employee experience becomes a key factor for the attraction and stimulation of talents that look for a culture and a purpose that fit with their own values. It should be somehow tailor made to the needs of the individual. General policies do no longer work. Talent war is all about creating the right company experience and awaking the existing talent. And this is only possible with a coherent model of new ways of working, centred in every single user.



Related concepts

empowerment, on boarding experience, innovation, work-life blending, employee experience, processes optimization.



Takeaways

- 1—Implement evolution and personal growth through generalized and personalized processes.
- 2—Evaluate objectively and recognize different levels and kinds of performance.
- 3—Give the power back to people.

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Innovation: prepare the company for disruption

Innovation has become a real paradigm and most of the organizations place this topic at the centre of their strategies. Many times, innovation is seen as new products, services, markets. But professionals are innovating every day to realize their common tasks. Innovation covers a variety of activities that all have a relation with creativity. And therefore, it is strictly linked to the tolerance of making mistakes.

It is not about not making mistakes, it is more about learning from them. This change of mindset will impact every process in the company and will install a new way of addressing problems. Best ideas can come from any employee. Opening innovation to all profiles at the company will ensure taking advantage of the collective intelligence at a company.



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Different kinds of innovative initiatives follow several goals. For example, open innovation allows customers to participate in the process or evolutive improvement and employees to work on best practices inside the organization. A critical point is to understand which ecosystem focused on innovation is more adequate for the business strategy and internal challenges. The New Ways of Working scenario should allow all types of innovation to fit in the model of the company and will foster sources of disruptive innovation, like serendipity based on multidisciplinary teams and collaboration between distant areas.



Related concepts

open innovation, corporate innovation, continue improvement, disruption.



Takeaways

- 1

Take potential advantage of any single idea, no matter where it comes from.
- 2

Generate environments for sharing ideas and ways of communicating.
- 3

Standardize improvement processes by automated follow up and goal driven evaluations.
- 4

Listen to customers, test with them. Avoid conjecture.



Failure is an option here. If things are not failing, you are not innovating enough.

Elon Musk

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Beyond Big Data



The goal is to turn data into information, and information into insight.

Carly Fiorina
former CEO HP

The power of Data is changing the world, and therefore the way we work. Masses of information that could not be analysed and connected before are now available, and new sources of data are now possible to exploit business, management, or internal matters. Strategic decisions can be taken upon objective facts. Data allows opinion to be more proven. But we must also avoid the tyranny of data and translate it quickly into facts. Hold your data to scientific standards, not only to support your own opinion but data itself, is not useful unless you translate it into facts. Top management cannot have a clear vision of what is happening in the market unless they have proven data and facts that allow them to make the right decisions. And in the same way, actionable metrics versus vanity metrics (as it is recommended in lean start-up methodology) have to be collected and used not only for measuring business, but also for internal matters.

This trend is also impacting work spaces and IT services, offering a large opportunity to collect and use data related to work dynamics, communication relations, efficiency or well-being.



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Data is only as good as the conclusions it allows you to draw from it.

Patty McCord
Chief Talent Officer at Netflix

The real power of big data belongs to the capacity of algorithms to cross a huge amount of information from different sources and identify defined patrons in order to accelerate and facilitate decision making. Companies are combining big data with machine learning and other innovation camps to let the systems learn and understand an environment or identify potential new events. Possibilities are increasing, and Big Data hasn't finish to be deployed in new areas, combining with other technologies that are opening possibilities in a hard way.



Takeaways

- 1—Take advantage of data you already produce and use it transparently.
- 2—Don't collect or use data that doesn't follow a real business or organization goal. Don't focus on metrics that don't matter.
- 3—Integrate big data to base your strategic decisions upon facts.
- 4—Big data is not about data (as Gary King said), but about methods to extract insights from the data.
- 5—Democratize data and adopt a data culture mind-set across the organization.



Related concepts

algorithms, machine learning, deep learning, artificial intelligence, optimization, work spaces, efficiency.

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Human empowerment through Artificial Intelligence



Related concepts

automation, robotics, digital revolution, machine learning, algorithms, company experience.

Artificial Intelligence is no longer a sci-fi concept. It is developed and already used in several sectors and areas, as finances or facility management. It is even in the palm of your hand, inside your smartphone right now. Risks are often presented, like prediction errors in trading transactions or security domains or potentially biased-algorithms that replicate discriminatory patterns, therefore the tendency is to implement IA with human supervision. The combination of both artificial and biological intelligence remains the most efficient way to take profit from these new solutions. If automation and bots are more and more used for customer relations or back office tasks, its development and application opportunities seem to be endless with the potential combinations of other technologies as big data, IoT or robotics for example.

How to place AI in the new model of work remains to be the most difficult question to answer. A lot of tasks will be realized in an automatized way, but human control will still be necessary. This threat on employment can be an opportunity too, but organizations will have to build strong and integrated work force strategies to generate social and strategic sustainable models.



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This is the beginning of a wave of A.I. technologies that will proliferate across the economy in the next decade.

Rich Wong
Accel

New jobs will appear too, like trainers (those who will teach the IAs) and explainers (those who will act as links between machines and people). Maybe there will be questioners who will feed the IAs with the right questions and problems.

Big changes are coming and the way we choose to attend costumers could make the difference between companies that would choose to go all digital or combine human experiences and digital processes led by AI. Customers still prefer human relationships and differentiation will stand from the ability to offer it. Internally, optimization systems for air conditioning, lighting, furniture uses, and other concerns are often controlled by humans with AI-powered recommendations and sometimes even automated under AI full control. The future is definitely now.



Takeaways

- 1—Co-design with employees the ways to incorporate AI.
- 2—Create human-machine tandems giving employees creative and more cognitive tasks.
- 3—Train your workforce and bring them to the next level with cultural evolution.
- 4—Identify which processes to automate: Do you have the data to support the automation? Do you have the scale to justify it?

Conclusion

The context of fast transformation in technology with economical changes is leading organizations to question themselves about culture and social utility. Embracing change appears to be the best way to confront new challenges. Being able to find stability thanks to an agile organization offering a real qualitative employee experience is a key factor of success for the coming years.

Learn how to incorporate technological opportunities to the company experience model for internal uses, respecting privacy in a transparent way to communicate and share information. Disrupt management culture will be key for the success of change, transparency, collaboration and openness. Innovation will come from those companies that will be able to structure these processes in a « designed » or user centred way, opening them to customers and society, making employees part of the decision making. These trends show one more time that success will be all about culture... and culture is about assembling all the pieces together around people.

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Should you need any further information, contact us!
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