

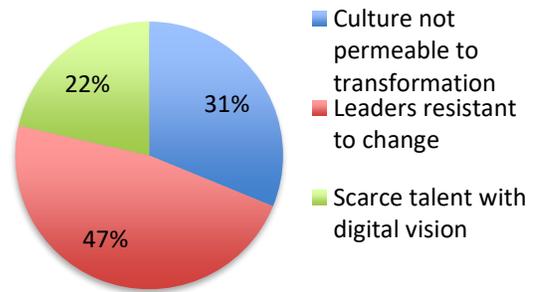
Leaders resistant to change: main barrier to digital transformation

Despite all the benefits, digital transformation is a struggle for many organizations and there is no single model for success. In what does exist consensus is that for a digital transformation to be successful, it must be driven by its leaders. In this context, SommerGroup® conducted a survey, published in March by Chile's leading daily newspaper (El Mercurio), where it consulted which are the main barriers to digital transformation, where 52% of respondents voted for the "resistant leaders option to the change". CEOs need to move beyond their traditional role and become leaders who understands the potential of new technologies and has the ability to create new business models.

"The leader is the figure responsible for guiding the organization towards Digital Transformation. Therefore, if the leaders have not previously modified their own look with which they observe the world, understand and promote the changes that occur and achieve credibility for the rest of the employees, it is practically impossible. For this, it necessary be open to change, to be receptive to new ways of learning and to be willing to face new unknown areas. Inevitably, the leaders cast their shadow on

the organization, and it is precisely for this reason that it is not possible to change the company without changing the shadow that the leader exercises " explains Ximena Rodríguez, partner at SommerGroup®.

What is the main barrier to digital transformation?



The second most voted alternative of the survey, with 30% support, was "a culture that is not permeable to change". In relation to culture, organizations must also go through a cultural transformation. "Trying to change the culture is to change the mentality of people, change the way of thinking about the company and change the way things are done, all this generates resistance in the teams, and the transformation does not permeate", explains Rodríguez, partner and psychologist of SommerGroup®. On the other hand, employees who do not adapt will become obsolete. It is hard, but it is a proven



reality. The current moment demands a continuous learning, adaptation to new forms of work and, above all, a change in the way of producing and managing work.

Finally, the "low talent with digital vision" option obtained 16% of the votes in the survey. Although it is a timid support, it is undoubtedly a reality of which we must take charge. Companies must invest in searching for talent, from those who already have the experience and digital knowledge to attract them to the company.

However, "it is important to understand that this change is not only technological, but that it brings with it new aptitudes both in people and in the reinvention of organizations", adds the psychologist.

In short, the key is to see the digital transformation as an opportunity that allows combining practices and ways of doing things, which result in new techniques and skills. "And for leaders to handle resistance to change they must be the first to change their mentality, be open to a new way of solving problems, persuasive with their teams so that they can internalize the changes, visualizing their benefits, and always maintain the communication to receive feedback from their collaborators", concludes Rodríguez.

Sample Data - N: 266 executives

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