

## **Episode 8: Practical Aspects of Crisis Change Management with Emeline Rousselet-Yasmin**

**Oliver Hussick:** Hello and welcome to the second episode of our podcast, mini-series by WXC on Change in a Time of Crisis. My name is Oliver Hussick and I lead a consulting practice, but it's the team around me that are the real experts and our previous episode. We spoke with Dr Amelia Mosquera Pardo about the important health check we can do within your team project or entire organization to make sure you are ready to support employees and their workplace experience in periods of unmitigated change, helping you manage it compassionately and cater to the right priorities first.

Today, I'm joined by Emeline Rousselet-Yasmin to talk about some of the more proactive, tangible things we can help you with right now at a time when it's hard to roll out new initiatives and even carry on with projects in full swing. Hello, Emily.

Hello. Thanks for having me.

**Oliver Hussick:** You're most welcome. Now, to introduce my guests? I'm going to start with a story of my own. It may sound unrelated at first, but hear me out. I've recently been working with a client on a new and improved way of designing services, planning, implementing and routing them out on a fundamental level. Even the process of starting a project is different. So we started mapping out what it would take to make people feel welcome in a new world and thinking about where people are made to feel most welcome.

There's no role on earth quite like the hotel concierge for making you feel welcome. Immediately transitioning you into your home from home, no matter how long your stay in bed with World-Class, retailers like Apple basing their entire store experience on that which one might receive in a Ritz Carlton hotel. It's a good place to start making customers feel welcome in your environment. Have you ever stayed in a Ritz Carlton hotel? Emily

**Emeline Rousselet-Yasmin:** I have not yet. But I have been to the bar at the Ritz in Paris.

**Oliver Hussick:** Very nice. And that's I've not had that pleasure, but I have stayed at the Ritz in London. and it sets a certain tone for customers arriving. When your customers are project managers, they need to feel welcome in your new way of managing projects. And that got us to thinking about what you might expect from a digital concierge. And from there, we got excited about how a digital concierge might make anyone feel welcome in any virtual space. We think there's merit in a digital concierge greeting you and your new digital workplace on hand to answer your questions, show you where things are in Germany, attend to your comforts and capability to be productive.

And we're looking at ways we can develop that concept, deliver it to people wherever they are, and make it reliable, relatable and replicable. And as a concierge helps you transition from living at home to living in a hotel, they can help you in your workplace change. Now, working from home, by signposting to newly relevant resources like VPN connections, taking care of some of the heavy lifting for you, like a concierge

would carry your bags. Maybe they're the ones to coordinate the dispatch of your laptop and as a focal point for all questions related to the rapid change, generally providing comfort in a time of chaos.

Whilst it might not be possible to automate the digital concierge from the outset, even nominating a member of your team or organization to perform this role will rapidly help build a knowledge base of answers to questions most people are likely to ask now. I'll come to you, Emeline, before I get carried away in the flights of fancy on projects that can take time to roll out.

As our portfolio management expert, can you walk us through the products we offer our clients right now that can make a difference immediately

**Emeline Rousselet-Yasmin:** Well our drive is to help our clients achieving that, they want to enable their people to work to the best of their ability, considering their new and challenging environment. They understand and have experienced themselves that they need to get on board on new ways of working. We have clients prioritize what matters and most support them on the change journey and ensure the well-being of each and every one. This makes some great difference between being left behind and feeling useful and feeling relevant and feeling that they belong to a greater purpose.

User centric consulting service works hand-in-hand with the crisis response teams to assess, understand, recommend and deliver inclusive and practical workplace change, communication and adoption solutions. We need to act fast and meet to be practical and effective. And it shows we measure engagement, productivity and collaboration as a result.

**Oliver Hussick:** That sounds like good stuff. So all of those products that we're normally employed to help our clients roll out planned changes are equally applicable with this current unplanned change.

**Emeline Rousselet-Yasmin:** Yes, absolutely. It's helpful even to map out the journey people are on right now as we can understand their needs a little better when we do, it's more important than ever to enable and engage them. And if we're not in a state of constant workplace experience, evolution right now, I don't know what is.

**Oliver Hussick:** That's very true. There's lots of iterating and agile behaviors out there without people even realizing. And what about our response specifically to a crisis? I appreciate all manner of disaster recovery and business continuity plans will be in full swing right now, but they really focus on the people. What can we offer there?

We've assembled a series about capabilities into a product called Workplace Experience Resilience, that addresses the needs of the people doing terms of massive change, including sudden bursts and drops of activities and bursts and drops in confidence and well-being. It helps organizations identify how much of their workplace experience can be delivered consistently in or out of the office.

**Oliver Hussick:** Well, that sounds really helpful, but it might be a little late to test resilience when lots of workplace experiences and digital transformation projects are at full stretch, if not breaking point. So what are we offering that space?

**Emeline Rousselet-Yasmin:** It's true. In times of crisis, organizations need to follow technology and new ways of working quickly and effectively to service their client's needs, adjust course of action, identify opportunities to stay afloat and mitigate waste. That's all organization that still can service their own clients or in position to adapt their business model and provide a tailored COVID 19 service proposition, which means that the requirement for change will vastly vary across walls and departments, level of responsibilities and level of client facing.

Likewise, let's ask ourselves for work streams and teams that are not currently firefighting. Would it be the right time to pose, to review processes, to simplify, to optimize and or introduce flexibility in ways of working, to redefine the leadership organization or to address gaps and waste, etc.? In effect, in time of uncertainty, organizations can support their staff in taking actions on things they can control with adaptive change, teams can perform better, smarter, faster and deliver value every day.

That's where we can help workers experience crisis response boosted package aims at providing organization. Is it cost effective this book service that supports them in the implementation of people centric approaches to change and adoption in times of crisis? Like Amelia said before, having perhaps carried out some early assessments and identifying some gaps in your change management response to the current situation. You can tailor that booster package towards affirmative, proactive actions leaning on us to springboard your all hands communication, post reissuing town hall meetings with all your employees and clarify expectations going forward.

**Oliver Hussick:** wow, we really aren't geared up to help trying to meet current and future challenges.

Thank you so much, Emeline, for helping us understand our offering and how it applies more than ever to be here and now and what we can support our clients with immediately.

And our next episode will speak with Kirsty Marshall about the foundations for good incident management, crisis communications and how to rise to the challenge in a hurry. If you have any questions, you can e-mail us on [WXC@hcl.com](mailto:WXC@hcl.com). And be sure to look out for and listen to the next instalment.

Thanks again for listening.

This episode of the HCL Digital Workplace podcast has ended, but be sure to subscribe for more insights on how to identify, understand and prepare for a world of possibilities around the new and upcoming digital workplace technologies and trends.

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