



# GROWING TOGETHER IN THE AMERICAS

DIGITALISATION FOR INTERNATIONAL TRADE  
CHALLENGE



## Caroline Ribeiro Abreu

### *People Advisory Services – Manager*

Caroline is a People Advisory Services (PAS) Manager at EY with a focus on Organizational Change Management and over 9.5 years of experience in consulting, working on transformation projects and tax and labour in M&A projects.

Specialist in Neuroscience and Psychology and certified in Change Management by PROSCI methodology, she served as change management leader of South and North America in global projects of operating model restructuring, digital transformation, cultural transformation and systems implementation in clients in the agrochemical, automotive and beverage industry. She also has experience as an instructor for trainings related to change management and personal development and facilitation of Design Thinking workshops.

In Diversity & Inclusion at EY, she acts as Delivery Lead for the Women in Tech Program and was Facilitator for the mentoring program for women entrepreneurs, Winning Women. In the third sector, she has 7 years of experience as a volunteer mentor for young people in situations of social vulnerability, having led a social project for 3.5 years of which she was co-founder.



# Agenda

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1. Important announcements

2. Context

3. Change

What is change management?

What is the importance of change management?

How does change occur?

What is needed to change?


Our take on Change

4. Q&A



# Attention!

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1. If you have any questions, **send them through the Q&A section**. We will answer them at the end of the class.  
And any comments you want to share can be left in the chat. Remember we are reading you!
2. For more questions and contributions, post in the class **forum on the ConnectAmericas Academy**.  
 **Keep in mind that this is the space where you will be able to interact with your peers, learn from them and help them grow, just as they will help you achieve your digital transformation goals. Don't miss out!**
3. This is a learning environment - we come to learn, to make mistakes, to reflect, to change our minds, **and it's all good!**
4. If you have any problems, please contact us: [creciendojuntas@connectamericas.com](mailto:creciendojuntas@connectamericas.com)
5. Don't forget to complete the survey at the end of the class to give us your feedback.  
<https://forms.office.com/r/SQ0e95uMA0>  
**We will keep this in mind for the next classes!**

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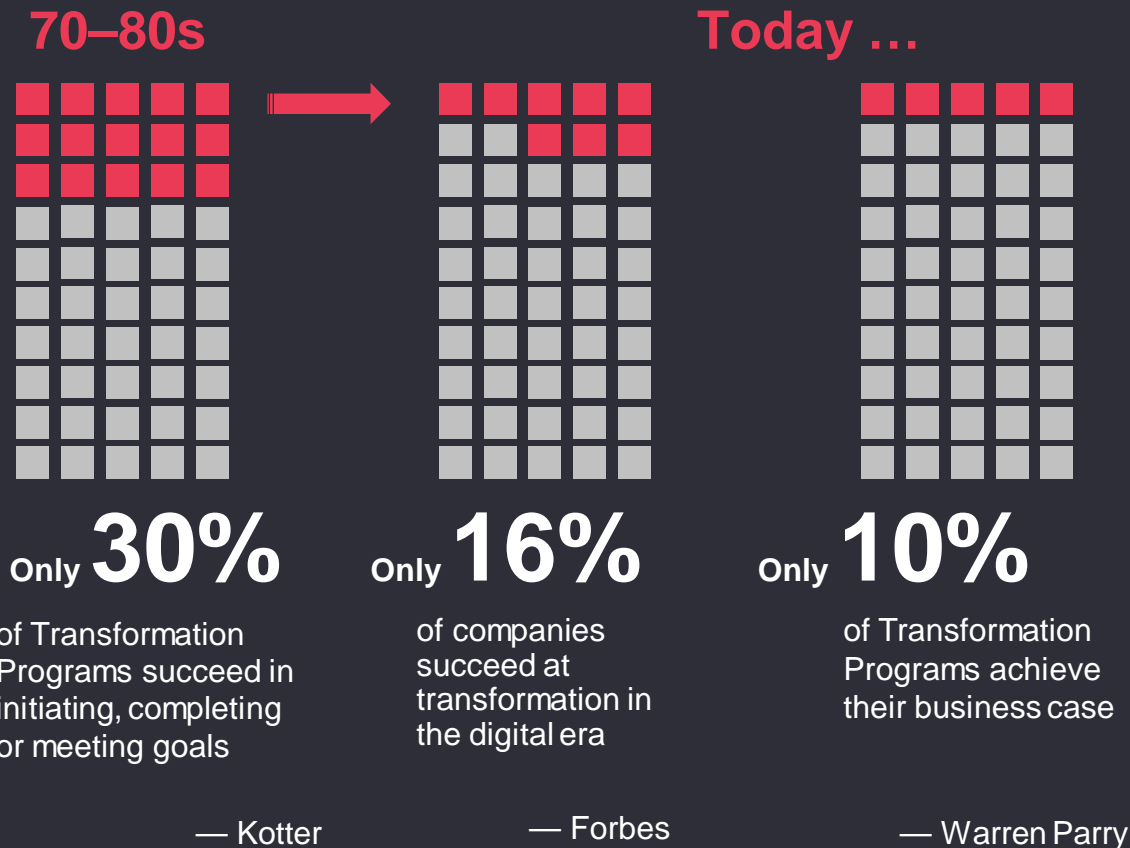


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**Nothing is permanent,  
except change.**

**Heraclitus**

**Organizations need to change** to deal with this, even more so than before ...



Amid growing disruption, increased complexity and heightened employee expectations, organizations can't afford to suffer the same pitfalls that commonly derail transformations

- Lack of alignment to purpose or business outcomes
- Inability to adapt to an evolving, increasingly complex landscape
- Absence of data-led decision making
- Misalignment with human experiences and expectations

To help organizations address these challenges, a new approach to change management is required.

¿QUÉ FUTURO TIENE ESOP?



DEFINITION





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To begin with, we must understand how to put these changes into practice

## What is Change Management?

It is a discipline that guides how we **prepare**, **equip** and **support** people and the business to successfully make change in order to drive the organisation's desired outcomes and achievements.



**Driving**  
organisational  
results

**Increase** and **accelerate** the  
adoption of organisational  
changes with  
business/productivity impact

**Maintain** the benefits associated  
with change over time



Change management addresses **individual needs** - how the individual lives and implements change as an experience - and **organisational needs** - how the company lives and implements change on a large scale, with all its stakeholders



Change in motion



# What is the importance of Change Management?

Change and people experience management is only effective if we ensure the **right conditions and structures, as well as adequate support and guidance**, throughout the change journey...

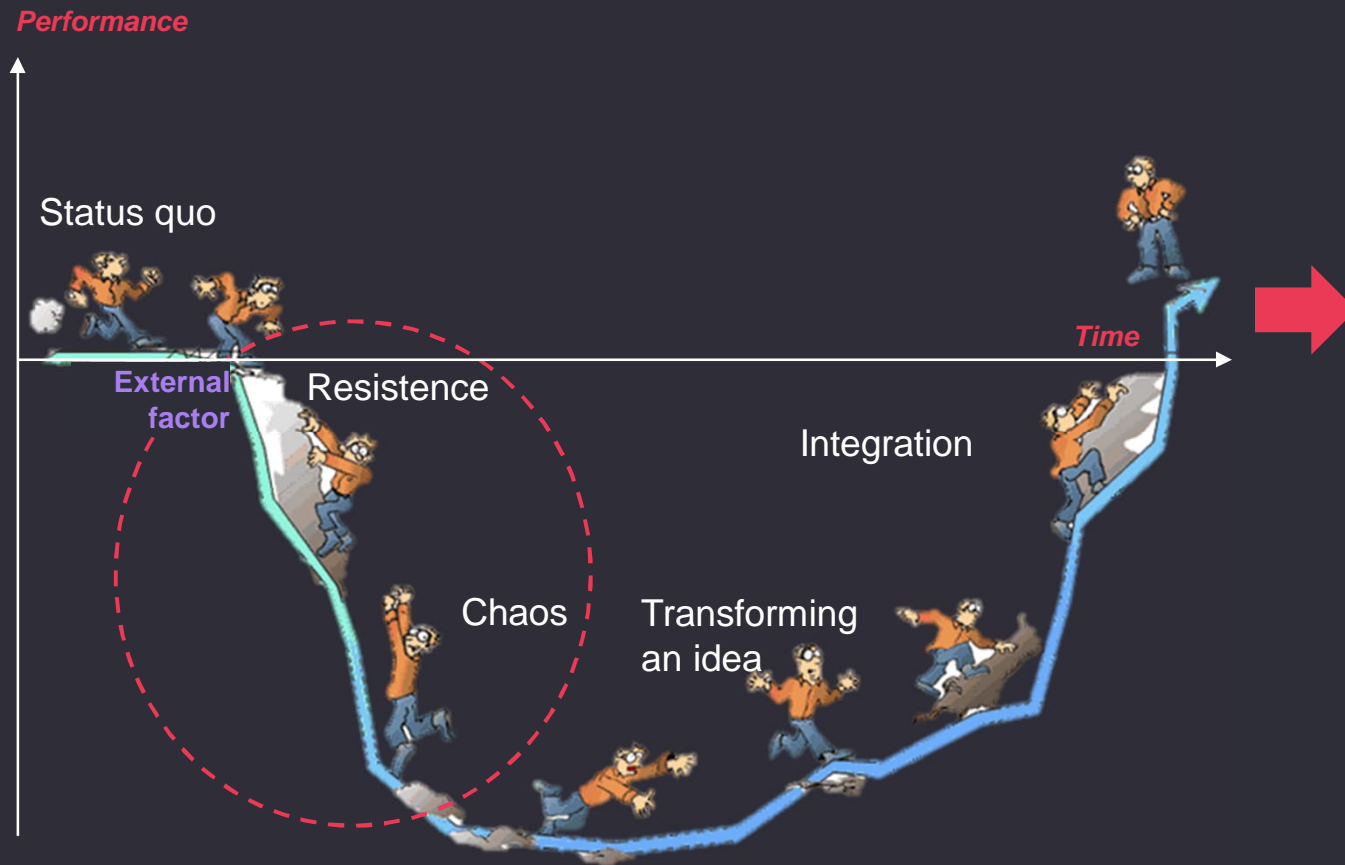


# ADKAR Strategy

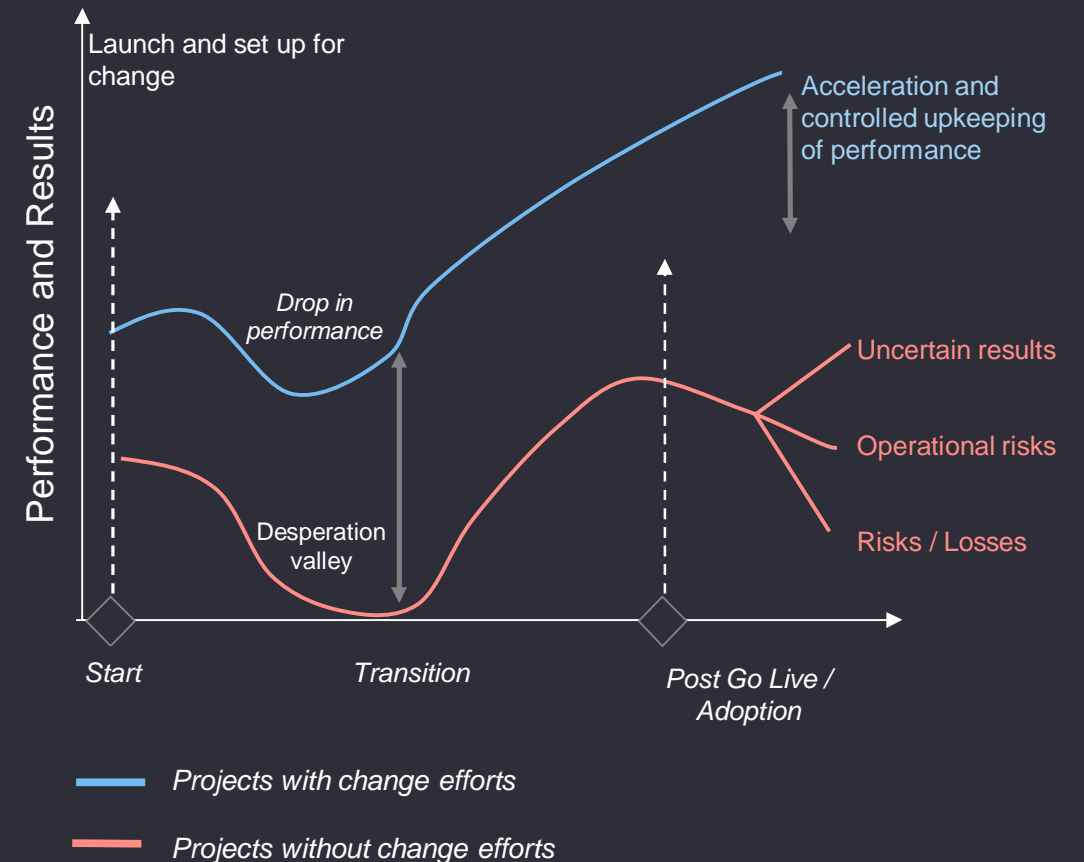
ADKAR Element		Definition	What you hear	Triggers to develop
<b>A</b>	<b>Awareness</b>	Of the need to change	“ I understandwhy...”	Why? Why now? What if we don't change?
<b>D</b>	<b>Desire</b>	To participate and Support change	“I decided...”	WIIFM (What's in it for me?) Personal motivators Organisational motivators
<b>K</b>	<b>Knowledge</b>	About how to change	“I know how...”	In context (after A&D) What you need to know during What you need to know after
<b>A</b>	<b>Ability</b>	To implement necessary abilities and behaviours	“I am capable of...”	Size of K-A gaps Barriers/capacity Practice/coaching
<b>R</b>	<b>Reinforcement</b>	To sustain change	“I will continue to...”	Mechanisms Measures Sustainability

# How does change occur?

Managing people's experience, does not mean avoiding resistance and discomfort...

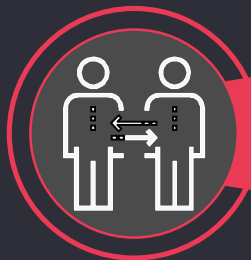


## The phenomenon of change and its impact on people and business



## What is needed to change?

More and more, change approaches must also help people and the organisation navigate **complex and ongoing transformations**.



**Empathy** with people impacted by change is a key aspect - people who feel supported and empowered, show more motivation towards change.



**Creating together with people** is a must, after all, all stakeholders in the organisation are agents of change - it is necessary that leaders, employees, customers, suppliers are becoming more actively involved.



**The evolution of mindsets and behaviours** requires the application of human-centred design, and the strategic use of incentives to cut through the noise in communications and help a resilient workforce to learn, develop and transform.

# Our take on change

## Change's purpose:

- What is my company's purpose?
- What do I need to change?
- Where do we want to go? (Goal)



## Planning:

- Where are we?
- Where are we headed?
- What do we need?



## Execution:

- What are we going to do?
- How do we get there?
- How do we communicate?



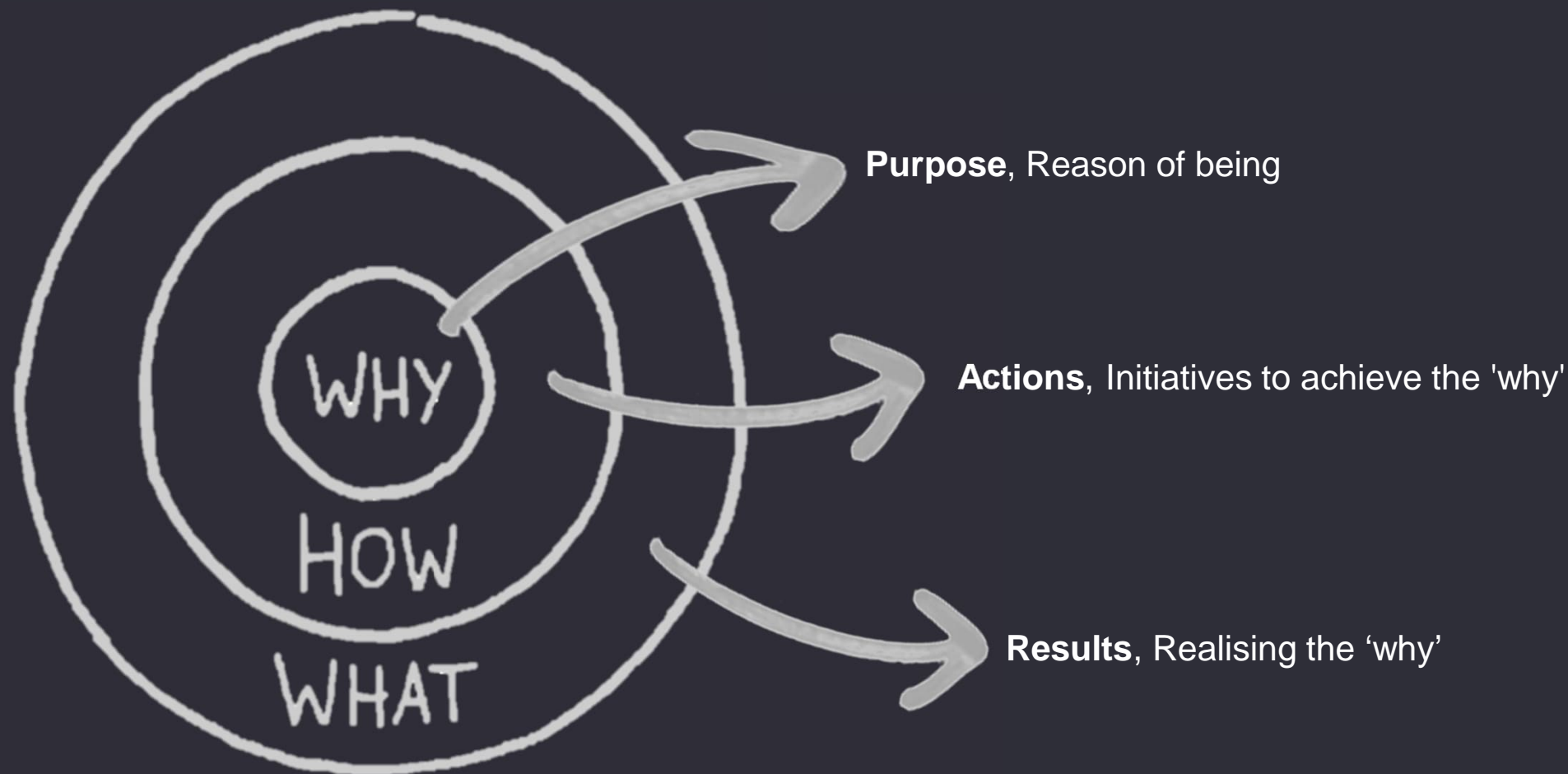
## Monitoring:

- Was the objective achieved according to the chosen metrics?
- What adjustments do we need to make?

# Our take on change

## Change's purpose

The **Golden Circle**  
– Simon Sinek



*“What you do simply serves as **proof of what you believe**”.*



# Our take on change

## Change's purpose

Let's get to work!



Working time: 20 min  
Voluntary presentation: 10 min

**What** do you do?

What products do you sell?

What services do you offer?

What is your role on your job?

**Why** do you do it?

What is your purpose, cause or belief?

**How** do you do it?

Which are your strenghts?

Which are your values or guiding principles?

What diferences you from your competitors?



People don't buy  
WHAT you do, but  
WHY you do it.

Simon Sinek

Leadership expert

# Our take on change

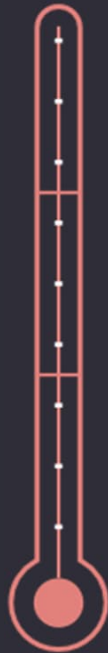
## Change's purpose

**What needs to be changed?**

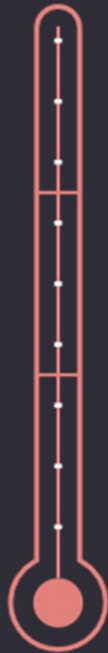
EY 7 Drivers of Growth - 7 factors for the evaluation of your company



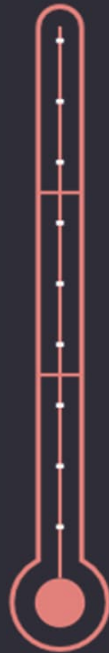
People,  
behaviours and  
culture



Digital,  
technology and  
analytics



Operations



Customer



Capitalisation  
and finance



Transactions  
and alliances



Risk

# Our take on change

Based on your company's Purpose:

1. Choose the pillar you consider most critical
2. Think of 2 actions that need change

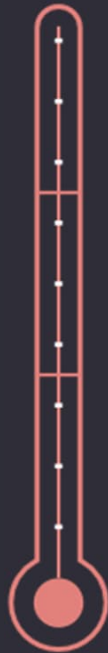
Let's get to work!



Working time: 3 min



People,  
behaviours and  
culture



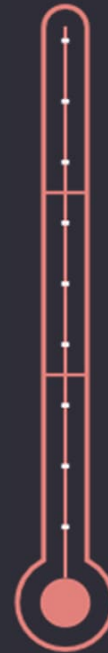
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Risk

# Our take on change

## Planning

Let's get to work!



Working time: 10 min

Voluntary presentation: 10 min

### Where am I **today**? (Baseline)

- What do I perceive as the problem points today?
- What is stopping me from growing more today?

### What do I **need** to do to get there?

- Who will be affected by the action?
- Who is responsible for the action?
- What are the start and end dates?

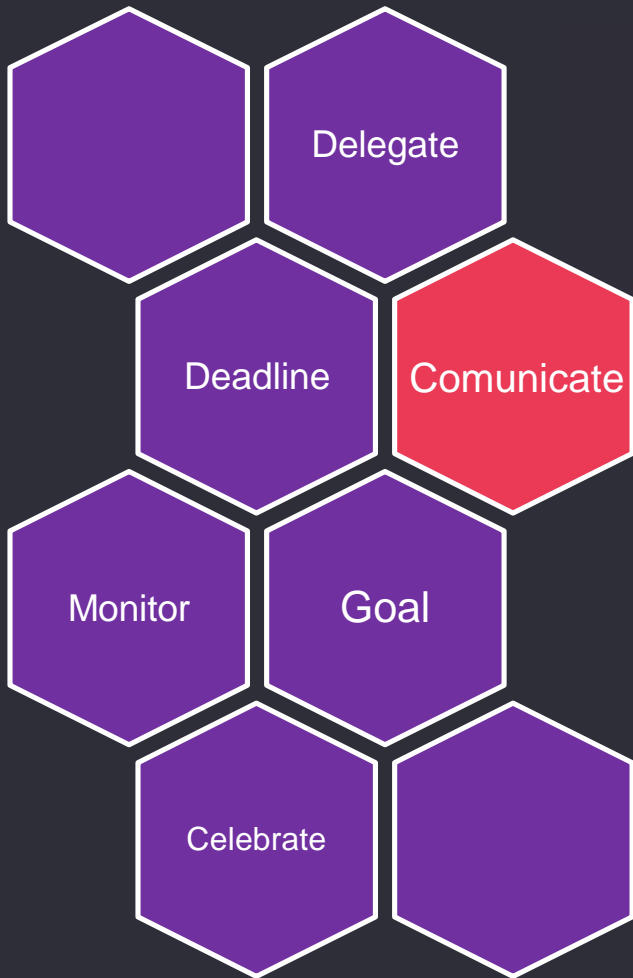
Taking into account  
my company's  
purpose:

### Where do I **want** to go?

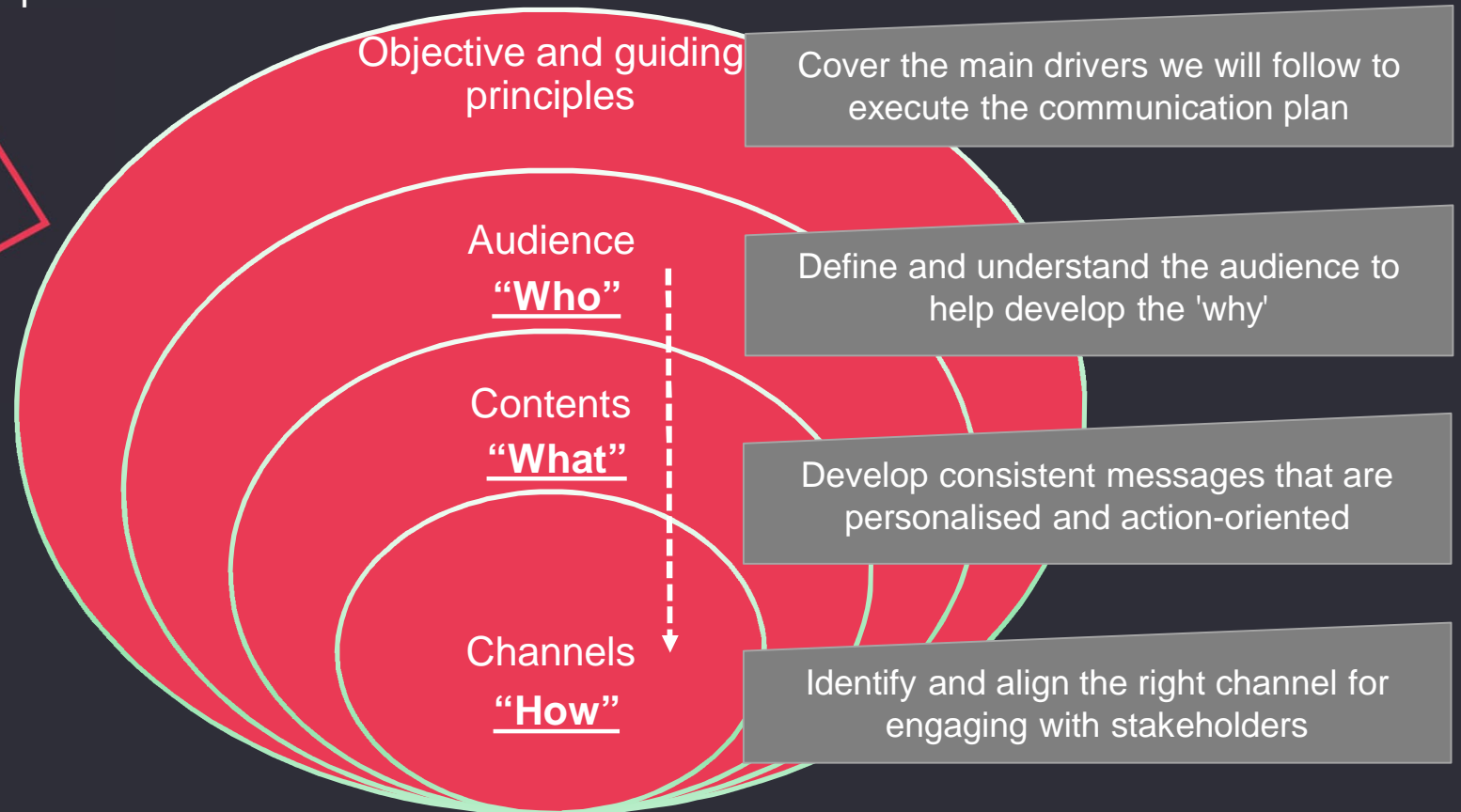
- What is the result of the action?
- How do I know if I've reached the goal?

# Our take on change

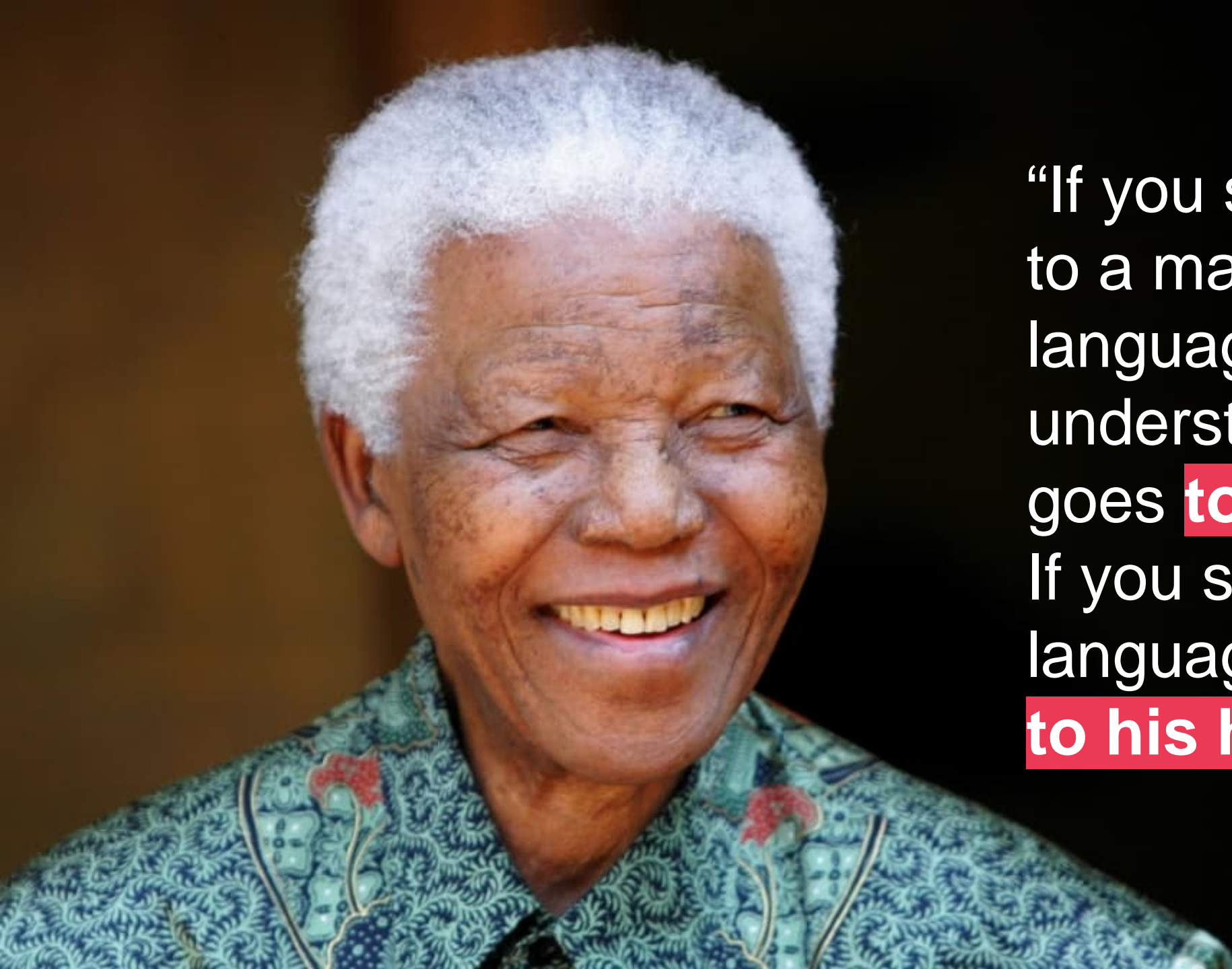
## Execution



Our communication strategy is divided into **three key components** (**audience, content and channel**) which are all encompassed by our guiding principles.



Every communication decision will be guided by the **Who, What** and **How** we start with our audience, whose ways of working shape the targeted content that is distributed through preferred channels.



“If you speak to a man in a language he understands, it goes **to his head.** If you speak in his language, it goes **to his heart.**”

# Our take on change

## Monitoring



After the change process takes place it is necessary to verify:

- Comparison between baseline and current state
  - How far have we come since the beginning?
- Were the established goals achieved?
  - Yes
    - Do they still meet my current needs?
  - No



Change is a movement.  
**It's okay to change strategies and start over**





Q & A

Thanks!  
See you next Tuesday



Please access the link down below and give us your feedback on today's class:

<https://forms.office.com/r/SQ0e95uMA0>

Your opinion is very important to us.