



# Enterprise and people change management and the **Digital Backbone**

Empower your people to navigate change with confidence, translating transformation ambition into measurable value.

# An end-to-end digital framework to power your success

In today's complex and competitive business landscape, it is common for organisations to embed digital technologies that enable their growth strategies. For many, this involves implementing IT throughout their organisation, but few develop a holistic business case or transformation roadmap covering everything they do, or have a comprehensive strategy that aligns their IT with broader strategic goals.

At CGI, we believe that true digitalisation isn't just about adopting new technologies; it's about embracing a holistic mindset. As a leader in IT and business consulting, we help organisations unlock their full potential, driving our clients' growth through the power of "digital".

But digital transformation isn't simple. That's why we developed our value-led, technology-enabled Digital Backbone framework, which delivers best practices and lessons learned to inspire your journey.

The Digital Backbone offers the fundamental building blocks to drive your transformation success. It helps you envision secure and sustainable solutions that combat your challenges and support your ambitions. Combined, your new capabilities will create a robust, IT-enabled structure – a digital backbone – that transforms everything you do, enabling your organisation to thrive in our ever-evolving world.



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# Navigating organisational change

In today's digital economy, organisations face the constant challenge of adapting to evolving technologies, market conditions and customer expectations. Advances in areas such as AI, digital platforms and data-driven services are accelerating the pace of change across every sector.

Many organisations are now managing multiple transformation initiatives simultaneously – from **cloud** adoption and **digital workplace** solutions to operating model change and AI adoption. Coordinating these programmes while maintaining organisational stability presents a significant challenge.

While investing in the right **strategy**, technology and **operating model** is essential, transformation success is determined not by what is delivered, but by how effectively people adopt and sustain new ways of working.

Without structured change focus, organisations experience change fatigue, inconsistent adoption and a gradual erosion of expected benefits.

Organisations must ensure their leaders and teams are ready, willing, and able to adopt new ways of working, so that transformation initiatives deliver their expected value. The new can be mandated and old processes removed, but for these programmes to truly succeed, each individual must personally invest in learning and embracing change.

The **CGI Voice of our Clients** survey highlights that 55% of CGI clients identify 'culture and change management' as the top constraint to achieving their business priorities.<sup>1</sup>

While continuous evolution is now the norm, employees can feel overwhelmed by the pace of transformation, seeking stability and familiarity. Once a project team has moved on and focus shifts elsewhere, it is all too easy for initial benefits to dissipate as people drift back towards familiar routines.

Organisations that thrive recognise that change must be managed holistically.

Success depends on building an enterprise-wide capability to manage transformation at scale, which requires not only strong leadership and a clear vision, but also coordinated support for leaders and employees as they adopt new ways of working.

This is how strategic objectives are met and lasting value is created from transformation – with research from Prosci showing that 88% of projects with excellent change management meet or exceed their objectives, compared with only 23% of those with poor change management.<sup>2</sup>

Technology enables your transformation – but people will make it succeed.

<sup>1</sup> CGI Voice of our Client Survey 2023

<sup>2</sup> Prosci Best Practices in Change Management Report 2023

# Enterprise and people change management and the Digital Backbone

**Unlocking your organisation's full potential – transformation done right**

## What is a digital backbone?

A digital backbone goes beyond simply applying IT to areas of your organisation as a support mechanism.

When designed effectively, a digital backbone becomes the cornerstone of a successful modern organisation; it embeds technology throughout all operations, using the power of IT to create a robust structure that enables continuous innovation and transforms everything you do.



Increased **efficiency and productivity across** streamlined operations.



**Increased revenue** alongside more cost efficient processes.



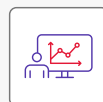
Greater **agility and growth** with a faster time to market.



Better **regulatory compliance**, including empowering sustainability initiatives.



Improved **service and product quality** for customer, employee and stakeholder satisfaction.



Strategic **decision making** through data-driven insights.

# The Digital Backbone

## Our end-to-end framework for transformation success

The Digital Backbone delivers twelve fundamental building blocks to inspire digital transformation and unlock your organisation's full potential.

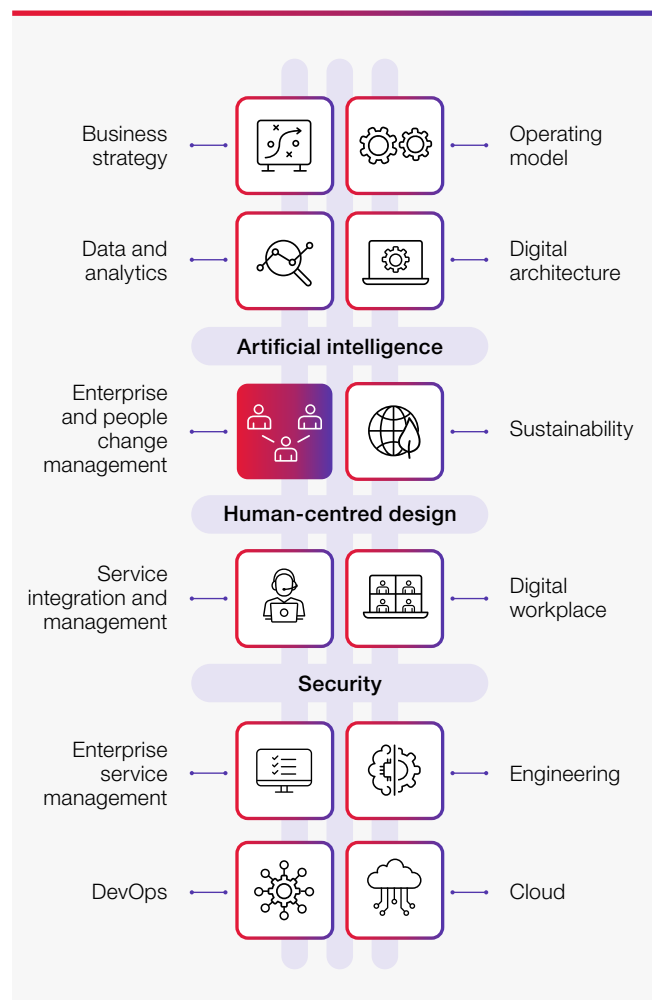
These can be implemented either individually or as a whole programme, with every step strengthened by three embedded enablers – artificial intelligence, human-centred design and security – so no matter where you are on your journey, the Digital Backbone provides a comprehensive vision for your transformation strategy.

At CGI, we know that true transformation is never just about technology. Success hinges on how effectively your people adopt new ways of working. **That is why we made enterprise and people change management a key component of the Digital Backbone.**

It provides the structure, governance and insight needed to coordinate transformation at scale, ensuring that technology delivery translates into sustained business outcomes.

This capability helps activate all the other propositions. It coordinates change across your portfolio of initiatives and supports your leaders and teams – ensuring that new technologies and processes are not just implemented, but fully embraced and leveraged.

By integrating a human-centred change strategy, we help you embed innovation into the fabric of your organisation. This approach bridges the gap between deploying new technology and realising real value, creating a sustainable and measurable impact on your enterprise.



# The key components for successful enterprise and people change

Every organisation has its own culture, priorities, and ways of working; and every transformation brings its own opportunities and challenges.

Successful organisations recognise that effective change requires more than structured plans and communications. It demands a deep understanding

of organisational culture, an ability to listen to the experiences of people across the business, and an agile approach that adapts as change unfolds.

While every organisation's approach will be different, in our experience, there are some characteristics that consistently underpin successful change:



## Drive meaningful value

Successful transformation connects incremental change to meaningful outcomes for different stakeholder groups. By linking initiatives to both user value and organisational goals, focus shifts to delivery of measurable impact, rather than simply completing programme milestones.



## Coordinate enterprise-wide change

Organisations that manage change effectively introduce transformation in a coordinated and sustainable way. Aligning initiatives with strategic priorities and managing the organisation's capacity for change creates a clearer, more manageable experience for everyone involved.



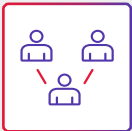
## Listen to people

Effective transformation begins with a deep understanding of organisational culture and the perspectives of those experiencing the change. By actively listening to leaders, teams and stakeholders, organisations gain the insight needed to understand how change is landing, what motivates adoption, and where support may be required. This shapes an approach grounded in real experience, not assumptions.

Getting these elements right is what defines a truly well-managed change — and the impact on people is significant. Research shows that **84% of employees report higher engagement in these environments, reducing turnover by 15%.**<sup>3</sup>

<sup>3</sup> Deloitte 2023 Global Survey

# A vision for your enterprise and people change capability



Empower your people to navigate change with confidence, translating transformation ambition into measurable value.

## The key steps

Achieving a seamless transition requires a careful, structured approach. We recommend these steps to build your robust change management capability:

1

### Define a clear transformation vision

A shared vision connects initiatives with strategic priorities and clarifies the value your change is intended to deliver. This is essential, as Gartner research highlights that 71% of employees resist change due to unclear benefits.<sup>4</sup>

2

### Engage and empower leadership

Visible leadership is critical in building readiness for change. Equip leaders to translate strategy into action, driving clarity and accountability for adoption alongside championing the culture and behaviours required to embrace new ways of working. This role is key, as middle managers alone drive 69% of adoption variance.<sup>5</sup>

3

### Build enterprise change capability

Strengthen your internal capability to manage change at scale, reducing dependency on external support and creating long-term resilience. This can be as simple as embracing change ambassadors, a tactic which can increase employee participation by 40%.<sup>6</sup>

4

### Design change around people

Embrace a human-centered approach to tailor change to different stakeholder groups, ensuring relevance, reducing resistance and accelerating adoption. When communication about change is personalised in this way, you can reduce resistance by 42%.<sup>7</sup>

5

### Embrace a culture of feedback

Embed continuous feedback loops to inform decision making, enabling rapid adjustments and proactive risk management. Two-way communication creates an environment where people feel valued. Employees who feel heard are 4.6 times more likely to feel empowered to perform at their best.<sup>8</sup>

6

### Establish data-driven governance

Track adoption, performance and value in real time, enabling informed decisions and early intervention where needed.

## Enterprise and people change management in action: client success story

**The challenge:** A Ministry of Defence business unit was undergoing complex change and needed to prepare its people for future ways of working to ensure it would achieve its transformation objectives.

**The approach:** CGI's business change experts conducted a comprehensive training needs analysis, identifying organisational goals, analysing data, and assessing role requirements and skills gaps to design effective training solutions aligned to the future operating model.

**The outcome:** The business unit gained increased readiness for upcoming organisational change and operating model design. By preparing staff for future ways of working and designing optimised training solutions, the organisation could progress with confidence in its ability to achieve transformation success.

[Find out more](#) →

<sup>4</sup>Gartner 2022, <sup>5</sup>Capgemini 2023, <sup>6</sup>Gartner 2023, <sup>7</sup>Forrester 2023, <sup>8</sup>Salesforce 2022

# CGI Business Consulting and Advisory

Built over 50 years, CGI is one of the world's largest providers of high-end IT and business consulting services. We are trusted to transform organisations with innovative solutions, so developed our Business Consulting and Advisory (BC&A) team to share our knowledge and experience with you.



## Offerings to support your organisation

Wherever you are in your transformation journey, we work with you to define, deliver and sustain value, aligning strategy, technology and people to achieve measurable outcomes.

We understand that transformation isn't simple. That's why **our experts developed all our BC&A offerings around the Digital Backbone's twelve key propositions**, embedding artificial intelligence, human-centred design and security throughout to support you with the right approach and solutions to address your challenges, achieve your ambitions and build your own digital backbone capability.

Whether you'd like to build a complete digital backbone that will become the cornerstone of your growth, or if there's one specific area standing in the way – perhaps that's enterprise and people change management – we have the offerings and solutions to ensure your transformation project succeeds.

We work alongside your teams and our technical and sector specialists to align strategy, people and delivery, ensuring transformation is coordinated and delivers measurable, lasting value.

## Our enterprise and people change management offerings include:

### Enterprise change and agility

- Change portfolio optimisation – provide visibility and control across your transformation portfolio, aligning initiatives to strategic priorities while managing organisational capacity for change.
- Change capability development – build the internal capability for managing change by embedding the tools, governance and skills that strengthen organisational resilience and reduce reliance on external support.
- Value assurance – move beyond activity-based reporting to evidence-based decision making, with clear visibility of how initiatives contribute to business outcomes.

### People change and adoption

- Change management – enable sustained adoption of new ways of working by translating human insight, behaviours and feedback into targeted, actionable change interventions.
- Learning and development – develop the skills, confidence and capability required for new ways of working, minimising disruption and strengthening adoption.
- AI culture and adoption – integrate AI-enabled tools into everyday work by understanding organisational culture, tailoring adoption to different roles, and connecting AI use cases to meaningful outcomes.

BC&A places you at the heart of our offerings. We work to understand your unique challenges and opportunities – whether you require strategy development, or solutions design and implementation – and we'll guide you every step of the way.

Our teams cover a range of sectors such as higher education and healthcare, as well as specialist areas including business consulting, technical advisory, service management, and sustainability.

We remain supplier agnostic, but also have teams designated to **our strategic alliances** with the likes of Microsoft, ServiceNow, Google, Dell, NetApp (and more), enabling us to design you the right solutions, working with the right partners to deliver the best outcomes.

So whatever your specific requirements, challenges or industry, with BC&A's breadth of knowledge and experience, we'll empower you with a team that is hand-picked to enable your success.



**To find out more:**

Explore the Digital Backbone and its twelve key propositions in more depth on [our webpage](#). Fill in [this short form](#) and we'll be in touch to discuss how our enterprise and people change management offerings or our overarching Digital Backbone framework can support your specific needs.



## About CGI

### **Insights you can act on**

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

[cgi.com/uk/digital-backbone](https://cgi.com/uk/digital-backbone)

