



**SMARTIVE**  
LINKED TO CHANGE



## A PROVA DI FUTURO: ORGANIZZAZIONI PEOPLE-CENTRIC

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# NICE TO MEET YOU

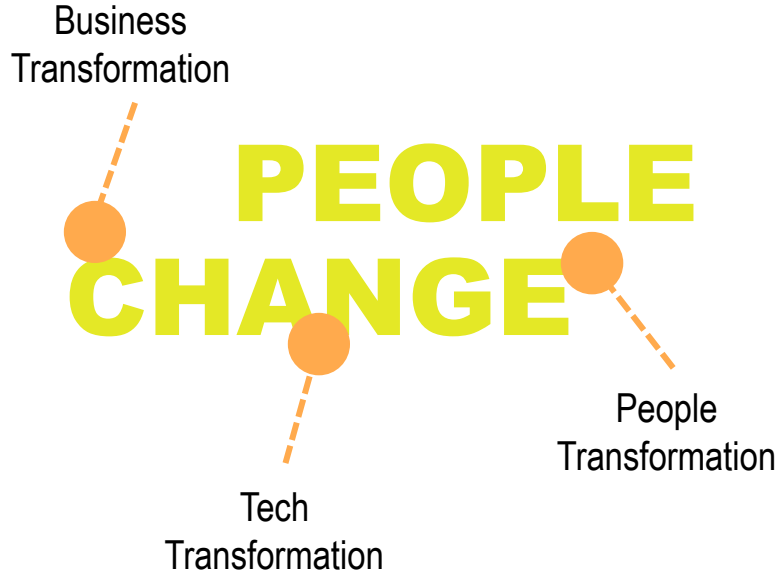
Designed for facing change: Italian with Austrian roots. English & German Education Background. Law Degree & Master in Marketing Management.

Grew up in the corporate environment in the marketing, communication and policy area acting as VP.

Gained a second life, personally and professionally, from scratch with Smartive.



# WE TRANSFORM PEOPLE TO TRANSFORM COMPANIES



Empowering people to visualize and design desirable futures (at work!)

Enabling organisations to embrace transformation(s) and a new way of working.

Are our people open to change?

How aware are we about the digital culture?

Is culture change enabling transformations?

# READY?

Do we have a favourable attitude towards the digital world?

What level of digital skills do we have?

What kind of gaps do we need to fill?

# WITHOUT DATA YOU HAVE JUST AN OPINION

The inability to identify critical skills was the most significant impediment to workforce transformation by **53%** of respondents

(Gartner, 2020)

Employees who feel that their skills are not being put to good use in their current job are **10 times** more likely to be looking for a new job than those who feel that their skills are being put to good use.

(LinkedIn, 2022)

**27%** believe LinkedIn knows more about their workforces than their organisations do.

(Source:i4CP, 2021)



Which is the effect of  
**SKILL & MINDSET**  
**FOG**

in your organization ?

**VINTAGE  
ATTITUDE?**

**DATA  
BLACK BELT?**

**CURIOUS  
MIND?**

**SKILL FOMO  
VICTIM?**

**FORWARD  
LOOKING  
NINJA?**

**CHANGE  
AGENT?**

**PROACTIVE  
LEARNER?**

# WITHOUT DATA YOU HAVE JUST AN OPINION

70% of digital transformation initiatives fail, falling short of their objectives, which often produces profound consequences.

(Source: "ALL" 2022)

Only 41% of companies have an enterprise-wide digital strategy, and only 18% of companies rate their use of digital technology as 'very effective'

(Source: Harvey Nash/KPMG, 2022)





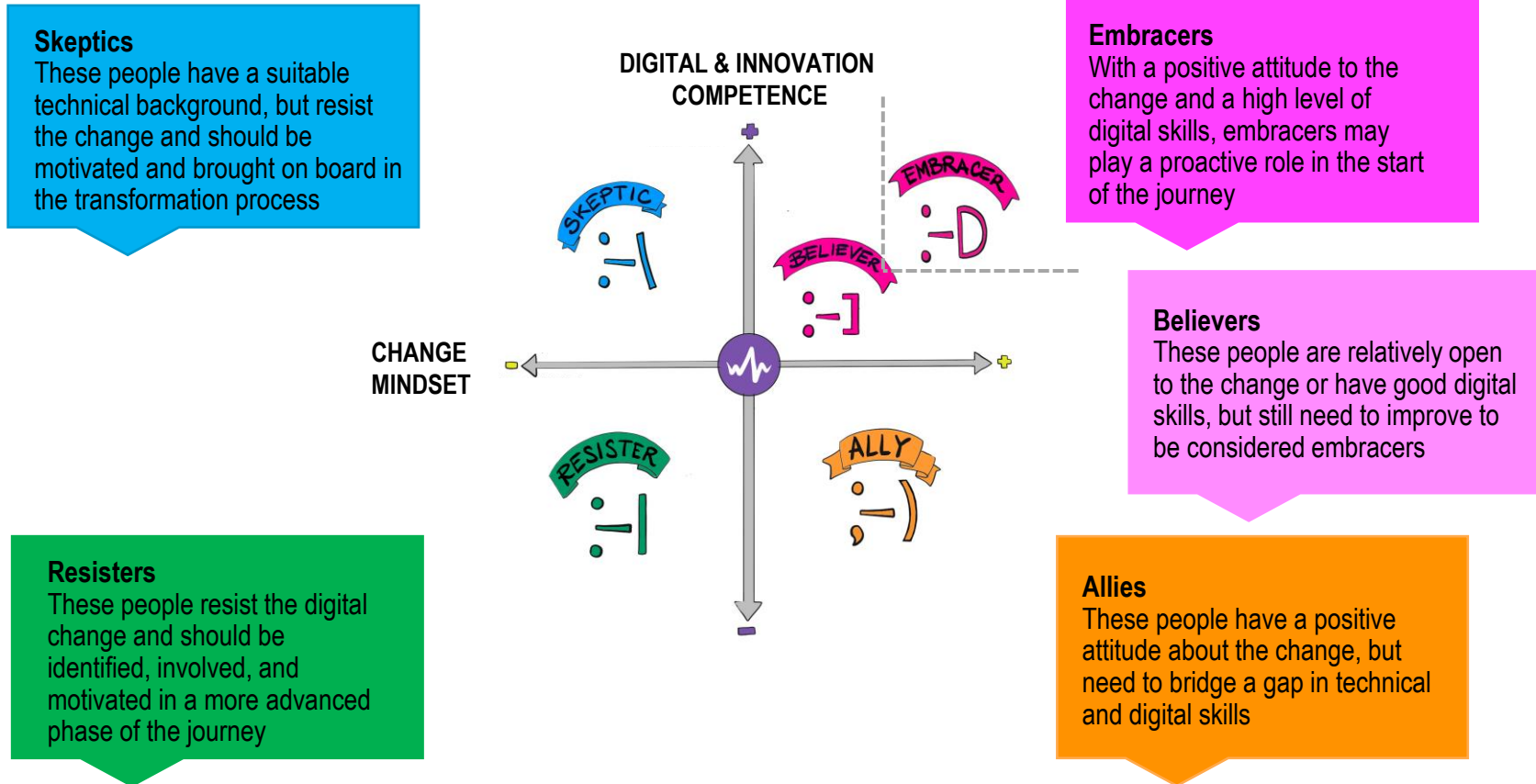
# FUTURE-PROOF ORGANISATIONS



OPENNESS TO CHANGE  
& GROWTH MINDSET

DIGITAL  
COMPETENCES

# HOW MANY PROFILES CAN WE FIND WITHIN AN ORGANISATION?



## Skeptics

These people have a suitable technical background, but resist the change and should be motivated and brought on board in the transformation process

## Embracers

With a positive attitude to the change and a high level of digital skills, embracers may play a proactive role in the start of the journey

## Believers

These people are relatively open to the change or have good digital skills, but still need to improve to be considered embracers

## Resisters

These people resist the digital change and should be identified, involved, and motivated in a more advanced phase of the journey

## Allies

These people have a positive attitude about the change, but need to bridge a gap in technical and digital skills



SMARTIVEMAP

HOW TO MAKE DATA  
ACTIONABLE

GIVING FEEDBACK &  
SUPPORT BASED ON THE  
REAL NEEDS OF PEOPLE.

SmartiveMap is recommended by the **European Commission** as **best practice** in the use of the **DigComp** European framework of digital skills:  
<https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/digcomp-work>



**Mapping** profiles and openness to the digital transformation



**Identifying** potential digital champions



**Understanding** training needs for a Digital Academy



**Tracing** improvements during the transformation journey



**Building** the dynamic skill matrix

# 3 EXAMPLES OF USE OF SMARTIVEMAP FOR DIFFERENT GOALS



- About 450 people from 27 member states of EU
- Smart working adoption project «New ways of working»



- Digital Champions finding and engagement
- 2 mappings: before and after the adoption initiatives (+ 10% Smartive Index, adoption 0365 completed, agile projects + 14%)
- Learning path by different profiles



- Over 12.000 Group employees
- Selection of the most innovative people for the annual corporate hackathon



- Digital mapping and strategic skills assessment
- Integration with another external tool
- Final ranking of only 120 selected people



- About 430 people
- Cultural Digital Transformation Journey of 12 months with Academy, Hackathon, Learning Expedition, E-learning, project works
- Working From Home Culture Project

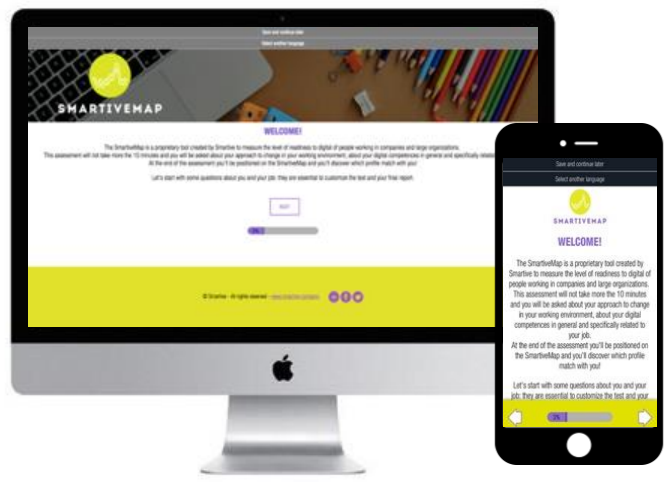


- Digital Champions finding and engagement
- Competence gaps analysis for Academy planning
- 2nd wave of mapping after 12 months

# HOW IT WORKS



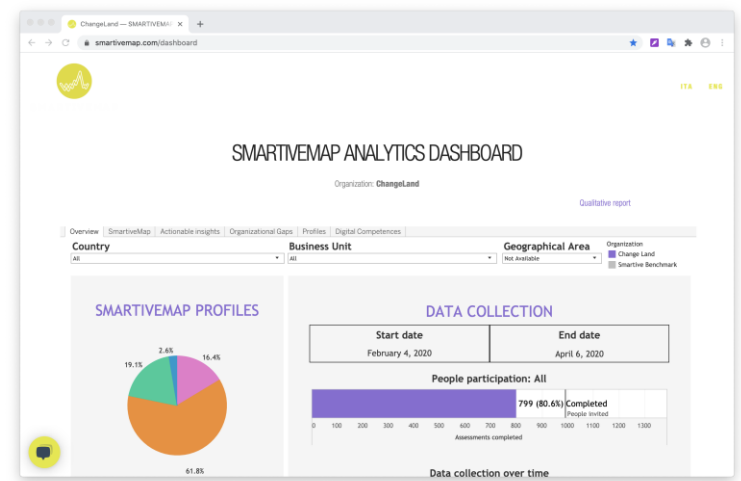
An online test of about 20' with individual reports for users, qualitative module included



Available languages: 11 different languages



An interactive data-analysis dashboard for the company + an executive summary per leadership team



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# USER EXPERIENCE & RAISING AWARENESS

# THE INDIVIDUAL REPORT AS FIRST FEEDBACK

## SMARTIVEMAP RESULTS

### YOUR PROFILE

**BELEVER**

**YOUR KEYWORDS:** DIGITAL MIGRANT, CURIOUS, OPEN, CAUTIOUS

You still have room for improvement on your openness to change and/or your digital skills. You recognize that Digital can become a key priority for your organization, but you've not had much time to fully assess its role in the digital transformation process yet.

**PAY ATTENTION TO:** In order to become a change agent and foster digital transformation within your organization, you need to highlight personal change and digital competencies, including new skills and new concrete behaviors.

**WHAT YOU CAN DO:** Assess your personal skills. If your scores below 80 in one or both cases, you need to invest further efforts to become a change agent against the transformation. You'll try to do with the best team and learn a skill gap with your management colleagues in the field. Don't be afraid to take the change and empowerment in your hands, open your mind to change and innovation, experiment new ways of working and don't apply to the old processes.

YOUR OPENNESS TO CHANGE

**62**

If your score is higher than 80, your level is suitable for leading the changes posed by transformation and you only need to improve your digital competencies. If it is lower than 80, it means that all necessary behaviors, stability and continuity are too much and you tend to avoid or resist initiatives that could make your team or your organization experiment new activities.

YOUR DIGITAL COMPETENCES

**93**

If your score is higher than 80, it means you have a high level of digital competencies and you only need to improve your openness to change. If your score is lower than 80, you have to improve your digital competencies. This is true both for your general knowledge and for specific knowledge concerning your work in the organization to which you belong.

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## SMARTIVEMAP

### YOUR DIGITAL COMPETENCES IN DETAIL

Your digital competencies according to the 5 key dimensions of your professional area. All the SmartiveMap questions are processed by the SmartiveMap Editors, a network of digital talents working in innovative companies and startups (for more info [www.smartive.com](http://www.smartive.com))

The dimensions of your professional area:	Your scores
<b>HUMAN RESOURCES</b>	
<b>SOCIAL &amp; DIGITAL HR MARKETING</b> Level of knowledge of the Digital Tools for engaging internal and external talents	
<b>STRATEGY &amp; NEW HR PARADIGMS</b> Level of knowledge of the new role of HR in the Digital World	
<b>TRENDS &amp; NEW BUSINESS PARADIGMS</b> Level of knowledge of the new business paradigms of the Digital Era	
<b>SMART COMPANY</b> Level of knowledge of the organizational behaviours and models required to prepare an Organization for the Digital Era	
<b>HR DATA &amp; TECHNOLOGY</b> Level of knowledge of the technologies and Data-driven tools for the HR of the Future	

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## SMARTIVEMAP

### BENCHMARKS

Useful information about the competencies, relative position of digital talents, together of the same benchmarking

**YOUR PEERS**  
(The respondents profile by job title and professional area)

**PROFILE DISTRIBUTION**

**ALL SURVEY RESPONDENTS**  
(For comparison to the 100)

**OPENNESS TO CHANGE**  
(Average 64)

**DIGITAL COMPETENCES**  
(Average 72)

**64**

YOUR OPENNESS TO CHANGE (Average 64)

YOUR OPENNESS TO CHANGE (Average 64)

**72**

DIGITAL COMPETENCES (Average 72)

DIGITAL COMPETENCES (Average 72)

**55**

YOUR OPENNESS TO CHANGE (Average 55)

YOUR OPENNESS TO CHANGE (Average 55)

**55**

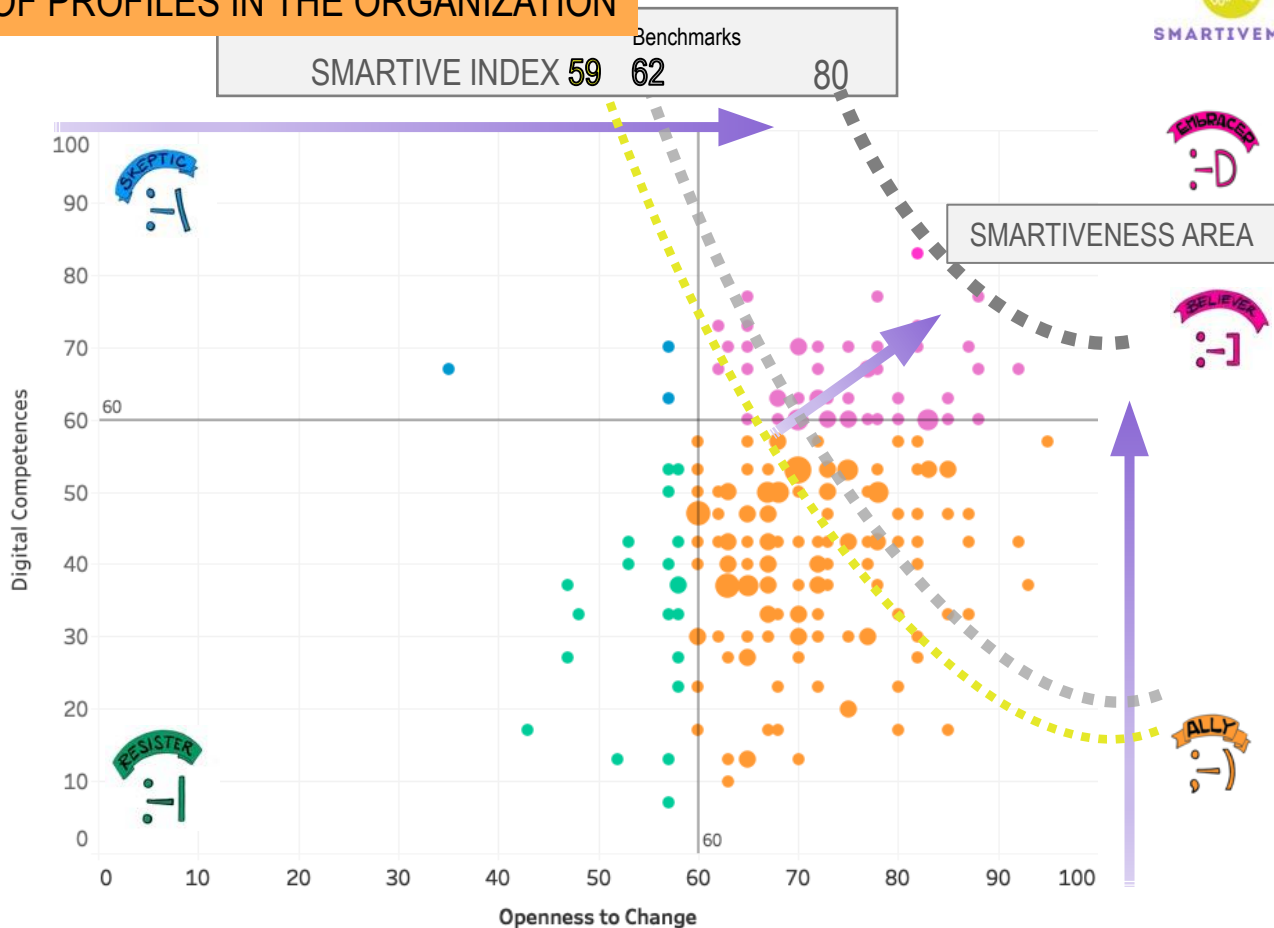
DIGITAL COMPETENCES (Average 55)

DIGITAL COMPETENCES (Average 55)

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At the end of the test, each user views an individual report with a personal profile and some initial suggestions to develop basic awareness of what to improve and what conduct to follow. All analytical scores about the change mindset and skills are also included, with a comparison to the benchmarks based on the user's profile. Viewing and subsequent sending of this report may be deactivated as deemed appropriate by the company.

## DISTRIBUTION OF PROFILES IN THE ORGANIZATION



SmartiveMap provides the company with an overall view of the profile distribution. The map can also be **filtered** based on function, age, seniority, geographical area, etc.

'**Smartiveness**' is the goal of the People Transformation Journey.

People achieve Smartiveness when they are fully aware of their deep digital knowledge and possess a long-lasting and self-generating openness to the change.

The **Smartive Index** measures individuals' and the organization's distance from Smartiveness.



SMARTIVEMAP

# TRACKING THE CHANGE WITH THE SMARTIVE INDEX

How many people have a greater probability of changing in a short time?

## SMARTIVENESS CLUSTERS FOR PLANNING CHANGE



**?** The Smartive Index defines the level of Smartiveness of your employees. A change management plan should follow an incremental approach: first, to involve people with high Smartive Index level as change agents (Digital Champions), and then to focus on the ones closer to the Smartiveness Area (Tier 1). Change initiatives should also address two different needs within each tier: lack of competences and improvement of openness to change.

Are there change agents within the organization? What is their profile?

### SMARTIVENESS AREA

These employees are ready to change! They don't need any improvement and should be involved as change agents in a transformation program.

### CANDIDATES DIGITAL CHAMPIONS:

4

### IDENTIKIT OF THE DIGITAL CHAMPION

**Area:** Operations  
**Age range:** 35 to 44 y.o.  
**Seniority:** Less than 5 years  
**Role:** Professional

What gaps should be bridged for people that have a greater probability of changing?

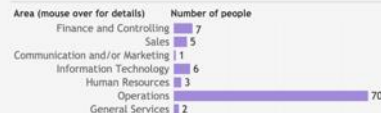
### TIER 1

These employees have an high score of Smartive Index and the most likely to become Digital Champions. They are grouped in 2 clusters with different focuses and priorities

#### Cluster 1.1: focus on refining competences

This group of people still has some lack of competences in specific areas

Total people **94**



#### Cluster 1.2: focus on proactivity

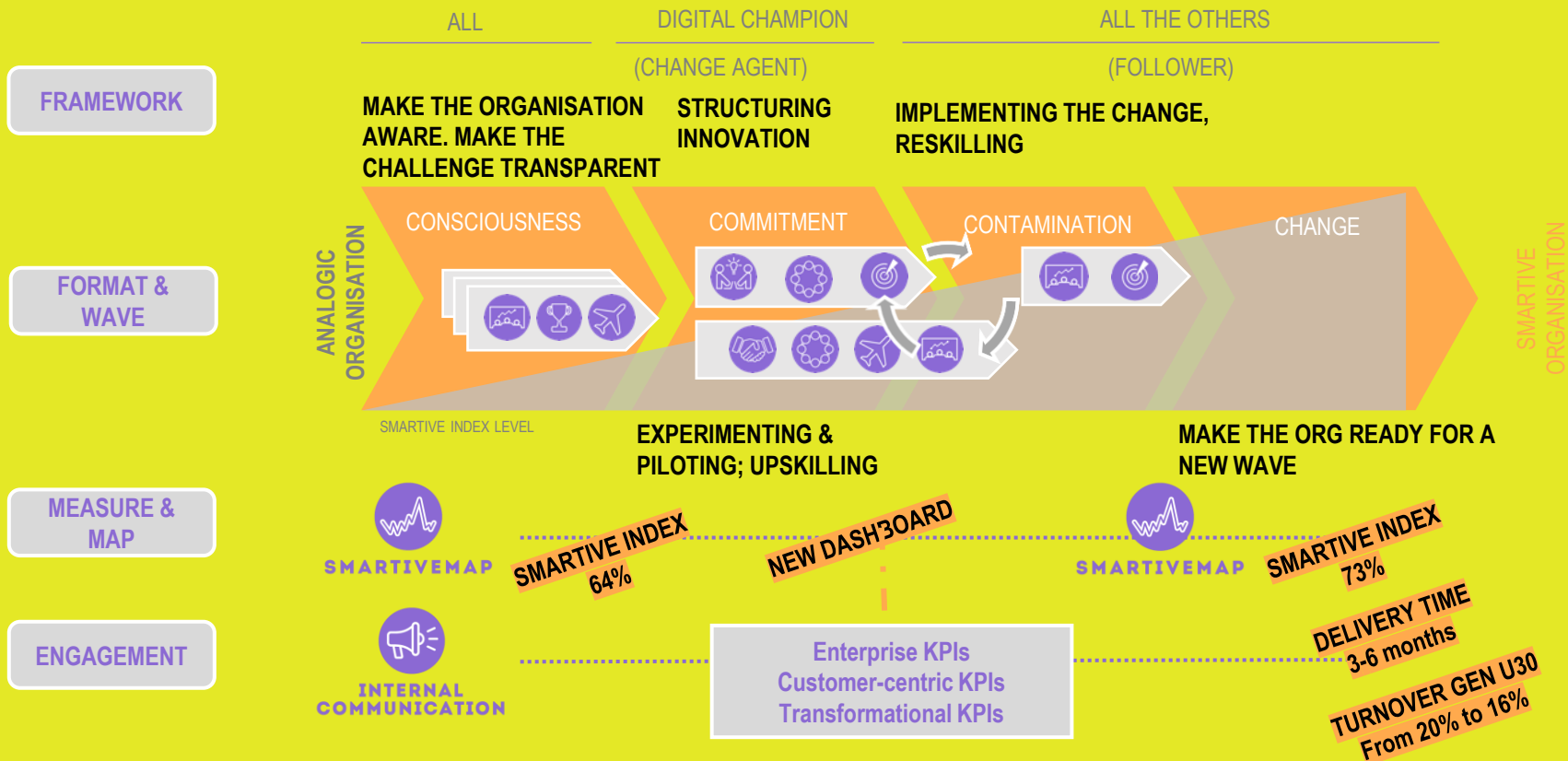
This group of people needs to be more proactive to become Digital Champions. Competences are ok.

Total people **12**





# FOSTERING OPEN TRANSFORMATION: AN EXAMPLE OF A COMPLETE JOURNEY (2.000 people involved / major Italian Institution)



# FROM THE ORG MAPPING TO INNOVATION DELIVERY

## 3 Steps Towards Future

#AIM



ALFASIGMA  
INNOVATION MANIFESTO



- Assessment HQ + Markets
- Sharing of the results  
(digital breakfast roadshow)
- TIER 1 | Digital academy for allies  
w/ project works (3-6 m. goals)
- CHAMPION | Digital Innovation  
Manifesto w/believer & embracer
- TIER 2 | Reverse mentoring w/  
skeptic
- TIER 2 | New micro-learning  
experience for ally (and resister)



## PRECISION

Enables planning of **development actions aimed** at well-defined uniform groups of employees



## FOCUS

Focuses on people's **specific needs**, both skills gaps and mindset using different experiential and learning formats



## SAVINGS

**Leads to optimise** costs and organization productivity thanks to a more precise data-based approach



## OPTIMIZATION

**Combined** with the other People Analytics to have a more complete sight on our people and improves the **effectiveness** of change management actions.

# IF YOU CAN MEASURE IT, YOU CAN CHANGE IT!

Data driven and insights lead mindset for people related decision making.

People Analytics is not so much the tools as much as it is a **philosophy** and a **mindset** and today we have the privilege of a whole host of technologies to generate insights we require.



FUTURE-PROOF ORGANISATIONS ARE DATA-CENTRIC

DANKE!  
THANK YOU!

LINKED TO CHANGE.  
STAY IN TOUCH

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Test the free demo

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