



# **Why is ENKI, LLC Success Unlocked®**

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## **ENKI, LLC**

*Article – Summary of Client Case Studies and Discussions*

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## WHY IS ENKI, LLC SUCCESS UNLOCKED<sup>®</sup>

IT departments drive a lot of business change. Today they are pushing “Digital Transformation” which means they are either modernizing legacy systems and/or moving software to the cloud and turning off internal systems including applications, integrations, hardware, data management, reporting, and other legacy technology. Yesterday it was Big Data, AI, ML, CRM, IoT, BI, SaaS, ERP, and on and on... They always think “this” is an IT thing and business teams don’t need to be involved.

Statistically, IT Projects fail to deliver the promised benefits 99.5%<sup>1</sup> of the time. This is up 25% points since 2015’s Chaos Report by the Standish Group. So, success is getting harder to achieve for the vast majority of companies. So, maybe it is time to reverse this value destruction. Maybe IT departments need to reconsider that these efforts are more than just an IT change? Maybe the IT departments need to reconsider partnering with consulting firms that are happy to overstaff and over complicate transformations to drive up their own revenues without regard for their clients’ outcomes.

ENKI’s diversity of experience and perspectives is required to deliver motivated cross-functional teams, development of others, and achievement of the improbable. Does your preferred consulting firm or your current internal teams give you that? If your answer is yes, STOP READING.

ENKI consultants have the experience of owning and being accountable for successful global transformations as corporate executives. Our approach helps you motivate your team and develop others. Building your high-performing team is not achieved by bringing in a bunch of junior consultants and crossing your fingers. It takes executives that have built their own high-performing teams to help your employees develop and take on the transformation as their own, in every department because teams today are cross-functional.

*“After working with 6 consultants from a large firm for 4-years to build a DevOps group, you came in and sat outside my office for a year with 1/3 of the resources and created a real DevOps group. I still have no idea how you did it!”*

For the client with the quote above, the answer on “how we did it” is simple but the execution is hard because it requires extensive experience. The answer is that ENKI uses real organization change management in delivering everything we do. Getting our client’s employees engaged and helping deliver their future is key to having them take ownership and making the change sustainable.

<sup>1</sup> Bent Flyvbjerg and Dan Gardner (2023). How Big Things Get Done. Penguin Random House LLC

## HOW ENKI IS DIFFERENT



In an ever-evolving world, ENKI helps you balance the investments in people and technology critical to obtaining the transformation outcomes you expect. Our fit-for-purpose team of cross-functional experts is selected to Unlock Success<sup>®</sup> given your specific cultural and technical challenges. Our approach is designed to engage and develop your team for sustainable economic benefit.

## DID YOU KNOW...

1. Project Management in Information Technology failure rates average 99.5%.<sup>2</sup>
2. Recent meta-analyses of organizational change implementation efforts show an average failure rate of 73%.<sup>3</sup>
  - Projects are abandoned 30% of the time
  - Financial objectives are missed 33% of the time
  - Reduction of business unit costs and earnings growth is missed as much as 70% of the time
  - Quality improvement efforts fail as much as 93%.<sup>4</sup>
2. When there is a failure in productivity it is linked to the adaptive needs of the technical change within the organization.

## THE NEED FOR TECHNICAL AND ADAPTIVE CHANGE

Technical changes include but are not limited to technology changes, reorganizations, M&A, office locations (Work from home), processes, procedures, and other tangible changes. These changes cannot take hold without shifting the mindsets, beliefs, behaviors, and cultural adjustments needed to achieve the desired outcomes. Change theorist, author, and researcher Ronald A. Heifetz and Marty Linsky<sup>5</sup> suggest that the mark of leadership in the competitive world is leading others in adaptive work<sup>4</sup>.

*“We don’t need Organizational Change Management, Cloud Migration is an IT thing.”*

Failure of transformation outcomes may be common but are not inevitable. ENKI has learned that paying attention to the people and helping them through the adaptive change needed to embrace transformation is the key to ENKI LLC Success Unlocked<sup>®</sup>.

<sup>2</sup> Bent Flyvbjerg and Dan Gardner (2023). How Big Things Get Done. Penguin Random House LLC

<sup>3</sup> Candido & Santos, 2008; Bridgeforth, 2000

<sup>4</sup> Ibid

<sup>5</sup> Heifetz, R., & Linsky, M. (2017). *Leadership On The Line*. Harvard Business School Publishing. And Heifetz, Ronald A., & Laurie, Donald L. (1997). The Work of Leadership. *Harvard Business Review* (January February, 1997), 124-134. <https://createvalue.org/wp-content/uploads/Heifetz-The-Work-of-Leadership-1.pdf>

- Get focused to free up time to perform the Adaptive Change required<sup>6</sup>
- Inspire Others (Inspiring you to achieve your vision)
- Train your people (Training, mentoring, and coaching)
- Engage your people as architects of YOUR future

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<sup>6</sup> Susan Weinschenk Ph.D., Brain Wise. The True Cost of Multi-Tasking. Psychology Today.

<https://www.psychologytoday.com/us/blog/brain-wise/201209/the-true-cost-multi-tasking>. And, ENKI, LLC has measured an increase in productivity of 35% at our clients on average by engaging Organizational Change Management experts to change culture, beliefs, and behaviors of employees to free up time for adaptive change.