



**WORLD INNOVATION AND  
CHANGE MANAGEMENT  
INSTITUTE**  
GENEVA SWITZERLAND

## **The WICMI 10 for '22**

The management of change is the greatest challenge facing business today. The principal drivers are the response to the ongoing COVID pandemic and the expectations of employees, suppliers, customers and communities which expect business to contribute to the resolution of personal, social and environmental issues. The World Innovation and Change Management Institute (WICMI) has ten recommendations for how managers can address these issues in 2022.

Our recommendations aspire to provide actionable points to help organizations directly alleviate the stress and negativity of our times, leading to personal, societal and company growth through people-centric leadership.

### **Be a more public facing, crowd-sensing company**

Always put yourself in the mind of the customer---as if we were them. Know what their reality is and how you can shape it - by listening; by engaging with influencers who help you tell your story; don't expect people come to you; take your story to them by using language and content that appeals; and employ multiple channels to tell the same story.

### **Rediscover face-to-face ways of connecting**

Digital communication is a tool of relationship management but misses a vital element – the unspoken signals of facial and body expression which may complement but sometimes conflict with what is said or written. Clear communication is essential in professional environments - specifically in giving, receiving, and applying meaningful feedback.

### **Determine how you will operate – office, hybrid or home based?**

Virtual communication has become the norm for many during the pandemic: it has enabled work to continue. But is it the future of work? It has made employees question their work/life balance; environmentalists highlight reduced pollution; business the impact on city-centre economies. Each business has to make its own decision but employee participation in the process is vital.

### **Clarify the relationship with your employees**

New ways of working require revision of employment contracts that need to be upgraded to reflect new ways of working in the gig economy. Clarification of the rights and obligations to protect both the company and the employee. in the case of work from home and employees. Clearly defined legal documents of companies will provide a basis for changing all legal acts in the new way of work.



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### **Create an in-house wellbeing programme**

The World Health Organization has drawn attention to serious mental and physical health conditions in companies the world over. Design and deploy a program that will help everyone become the best version of themselves by empowering employees to participate actively in the conception, planning and deployment of wellbeing initiatives.

### **Develop a sustainable leadership succession strategy**

This should focus on identifying and helping potential new leaders to be ready and to feel empowered to propose and implement changes, act fast when needed, and always with a clear vision of long-term organisation sustainability.

### **Increase engagement through sharing your corporate values**

Your human capital is key to your future. Make Human Resources central to your whole business strategy approach. Alignment of your internal and external communication is essential to attract and keep talent, and key to employees buying into company branding values and having an authentic voice externally is by living up to these Corporate Social Responsibility goals.

### **Apply Life Cycle Assessment standards to develop sustainable environment goals**

Sustainability goes far beyond the direct impacts of the elimination of plastic cups, monitoring energy use and waste management. Every little bit helps. But only by examining the entire lifecycle of procurement, production, product use and disposal can a long-term sustainable strategy plan be developed.

### **Do not neglect digital security**

Malware, ransomware, hacking or just a power outage – the impact on a business whose records, processes and output are digital is at best inconvenient at worst very costly. Investment in digitalization must also include cyber security, data access processes and data protection, not only to counter potential external factors but also to prevent unauthorized internal access to sensitive data.

### **Provide training which satisfies both company and employee needs**

New platforms provide the potential for innovative ways for employee education, but attention should focus on designing training programmes in cooperation with them. Educational opportunities increase knowledge and technical skills but also attract and keep staff and contribute towards improving wellbeing and accepting change in working practices and behaviour.



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The WICMI 10 for '22 are the product of our seven multi-national, multi-discipline panels. Each is related to one of the United Nations Strategic Development Goals; each is lead by a recognized expert in their field - Business- Maria Laura Garcia (Argentina), Communication- Peter Hopwood (Croatia), Education- Zeynep Dereli (Turkey), Environment - Tom Bosschaert (Netherlands); Governance- Fatima Al Ali (Qatar); People - Nikolaos Dimitriadis (Greece); and Technology and Data- Angel Salazar (United Kingdom). The members of the panels represent 23 countries and are dedicated to the WICMI ethos of sharing their knowledge and experience.

The World Innovation and Change Management Institute is Geneva-based NGO committed to a culture of networking, sharing knowledge and managing change for the benefit and shared prosperity of all.

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