La Fosse

Enterprise Evolution:
Empowering Teams
for Lasting Change

La Fosse

Introduction

In today's fast-paced business environment, integrating technology and artificial intelligence (AI) is essential for fostering innovation and driving sustainable growth. However, the deployment of these emerging technologies raises challenges related to people, processes, and existing infrastructure. This report outlines strategies for effectively leveraging AI, fostering a culture of innovation, aligning processes, and ensuring organisations and their people can adapt and thrive amid change.

Executive Summary

Glyn Blaize
Chief Operating Officer,
La Fosse

As AI and technology reshape industries, businesses and their people must adapt to stay competitive. AI presents £10 trillion in potential economic value by 2030; to unlock its benefits, we must foster innovation and align organisational processes to drive sustainable transformation.

Building and supporting a culture of innovation is critical. Encouraging risk-taking and providing spaces for idea generation fosters both creativity and growth. But there are challenges to address - such as bias and ethics - that will affect how successfully we can embed this technology within our organisations. Strong governance

and sustainability practices will be vital as we navigate the next wave of innovation.

For long-term success, businesses must focus on upskilling, flexible staffing, and support frameworks that balance resource development with innovation. By embracing these strategies, we can remain competitive in an evolving landscape.

Many thanks to our panelists and contributors for their expert commentary at the **Enterprise Evolution: Empowering Teams for Lasting Change** event, from which the following report was created.

Leveraging AI for business success

Identifying opportunities for AI implementation

McKinsey reports that AI has the potential to create $13 trillion in additional economic activity by 2030, underscoring its transformative potential across industries. To pinpoint areas where AI can add real value, organisations must utilise discovery exercises and frameworks such as the RICE model (Reach, Impact, Confidence, Effort) to prioritise initiatives that align with strategic goals. Starting with internal projects allows for controlled experimentation and minimizes risk.

Addressing bias and training needs

Inherent biases in AI tools can lead to significant ethical concerns and misaligned outcomes. A report from the AI Now Institute indicates that AI systems can perpetuate existing societal biases, impacting decision-making processes. Organisations must establish robust AI policies to ensure employees receive comprehensive training to understand the implications of these technologies. Furthermore, integrating sustainability practices into AI governance can help mitigate environmental impacts - the World Economic Forum highlights that data centres alone contribute to approximately 2% of global carbon emissions.

Fostering a culture of innovation

One squad mentality

Adopting a "one squad" mentality encourages collaboration between tech and business teams, fostering a shared sense of ownership. According to Harvard Business Review, organisations with cross-functional teams are 25% more productive than those with siloed departments. Regular, outcome-focused workshops can help teams remain aligned, ensuring product development meets user needs.

Risk-taking and innovation

Creating a culture that embraces risk-taking is essential for fostering innovation. Companies like Google and 3M have successfully implemented "innovation arenas", where employees can pitch ideas for funding. Research from PwC shows that 61% of executives believe that fostering a culture of innovation is critical to business success. This encourages an environment where failure is viewed as a learning opportunity, reinforcing the notion that innovation encompasses both sustaining and disruptive efforts.

La Fosse

Aligning processes and methodologies

Establishing clear priorities

Alignment begins at the executive level. Clear communication of business objectives is crucial to ensure that teams understand their roles in achieving strategic goals. Tools like Jira enable organisations to track project progress and resource allocation, facilitating a culture of innovation and accountability. According to a study by Gartner, organisations that align tech and business strategies are 50% more likely to achieve their objectives.

Bimodal delivery and external augmentation

Effectively managing external resources is essential for successful project delivery. Bimodal delivery balances traditional tech team practices with agile methodologies. By integrating external subject matter experts (SMEs) to train existing staff, companies can enhance their capabilities while remaining agile and responsive to market demands.

Embracing agile transformation

The Reverse Conway Manoeuvre

The Reverse Conway Manoeuvre is a strategic approach that involves structuring teams around desired business outcomes rather than existing organisational silos. This method minimises dependencies, allowing teams to work more efficiently and respond swiftly to market change.

Balancing Zero to One and One to Zero projects

Organisations must manage the dual focus on developing new systems (Zero to One) and decommissioning old systems (One to Zero). Acknowledging the different mindsets required for these projects helps maintain team morale. According to research from McKinsey, organisations that invest in both types of projects can improve their overall innovation capacity by 30%.

Cultivating talent and mindset shifts

Fractionalised talent models

The rise of fractional employees has transformed how organisations acquire talent. This model allows companies to access specialised skills without the commitment of traditional hiring. A report from the Future of Work Institute indicates that 68% of organisations are now using some form of contingent labour, highlighting the shift towards more flexible staffing solutions.

Continuous learning and adaptation

Promoting a culture of continuous learning is vital for embedding innovation within organisations. Deloitte's 2021 Global Human Capital Trends report found that 78% of executives believe that organisations need to be more agile in their learning approaches. Regular training sessions, open forums for discussing both successes and failures, and a no-blame culture create an environment where employees feel safe to experiment and innovate.

Strategic goals for 2025 and beyond

Governance frameworks are becoming increasingly important in the face of heightened regulatory scrutiny. Organisations must establish control functions and methodologies that prioritise security and compliance while continuing to foster innovation. Celebrating successes while openly discussing failures can reinforce a learning culture that supports ongoing improvement and adaptation.

Conclusion

The intersection of people and technology is critical for driving sustainable transformation. By prioritising the responsible use of AI, fostering a culture of innovation, aligning organisational processes, and adapting to changing environments, businesses can navigate the challenges of the modern landscape. Embracing these principles will enable organisations to remain competitive and responsive to evolving market needs, ultimately driving long-term success.

For more information, please contact:

marketing@lafosse.com
+442079321630

lafosse.com

The content of this report was gathered during La Fosse's exclusive panel event, **Enterprise Evolution: Empowering Teams for Lasting Change**. Special thanks to our event panellists:

Mal Minhas
Tech Advisor,
Checkatrade

Mark Davis
Head of Portfolio Management,
Moneycorp

Melissia Dembrosky
Markets Business
Platform Lead,
Lloyds Banking Group

Simon Farnsworth
Chief Technology Officer,
ITV

Hosted by:

Glyn Blaize
Chief Operating Officer,
La Fosse