ORGANIZATIONAL CHANGE MANAGEMENT IN BANKING SECTOR TO ADOPT CLOUD BANKING SERVICES

[1] Abitha Sridhar
[1] III B.com
[1] Department of Commerce,
[1] SRMIST, Chennai, India

Abstract: Traditional banks, changing (and getting better) into an efficient digital business needs/demands the organizational equal of a hammer and nail: Structures must be taken apart and rebuilt, and processes need to be deconstructed and reassembled in new ways. Organizational change management provides the big plan/layout/dishonest plan. It helps banks change more quickly by reordering their structures and processes, and creating the consistent, multi-channel, fluid and personal customer experiences that are becoming ordinary in other consumer-facing businesses. Factors like unclear ownership, responsibility for behavior, and internal politics have blocked many banks' ability to operationalize the needed things for change. Smart change management ends the confusion. A planned and neat/ well-organized/ well-behaved approach to digital change translates explanation (of why something works or happens the way it does) into reality and gives leaders a (map of roads/plan for doing something) for their digital mission**.**

Index Terms- **Digital Banking, Reporting Structure, Organizational Barrier, Digital Culture, Incentive Structure.**

I. INTRODUCTION TO DIGITAL BANKING & CLOUD BANKING SERVICE

Every bank wants to go digital. But what does digital mean within your organization? The answer to this (much easier than it looks) question is extremely important, as it establishes clearness of purpose. It's the job of leaders to define what digital means by gathering input from (people who are interested in a project or business) across the organization and remaining open to new and bold ideas. Once that definition is established, the leadership team should develop a (map of roads/plan for doing something). Doing so can avoid long debates, false starts, and fights. This is also the time to set (important things that are done or completed) and goals. The strongest banking leaders challenge their teams to identify digital opportunities that leapfrog (in small steps up) and boring improvements. Aim for .10x (wasting very little while working or producing something) gains or 10x growth. Such goals -- although difficult/scary -- can also be (desire to do something/reason for doing something) al to everyone involved. Within banks' (in the past) (not wanting to do anything dangerous) (surrounding conditions), securing approval is easier said than done. Because digital attempts (to begin something new) hit/effect the whole organization, they require leadership -- and helping people who aren't being treated fairly -- across all functions and levels. Senior leaders alone cannot drive digital efforts, so engaging and give power toing mid-level leaders to drive the digital (list of things to deal with/desire to reach a goal) is key. Equally important is identifying your organization's most effective change leaders and agents. Research points to/shows that the qualities possessed by the most effective leaders of disruptive, new and interesting attempts (to begin something new) differ from those of traditional, more structured efforts. People with broad, (many different kinds of people or things) networks of relationships, for example, often are the most influential

II. CHANGEROUND YOUR REPORTING STRUCTURE

In digital organizations, top-down project planning needs to be replaced by energetic/changing, discovery-oriented approaches that free teams to quickly test ideas and learn from data and results. To encourage and support flexible athletic ability, leaders need to encourage (trying new things out/testing ideas scientifically) while driving performance; display patience while bringing across a sense of extreme importance; and support teams while also challenging them. To strike this balance, leaders need an organizational structure that enables them with the right reporting relationships, ownership and authority and control of digital abilities. Thankfully, banks can make these changes without a huge reshuffling of organizational charts by (combining different things together so they work as one unit) (machines/methods/ways) outside of the formal reporting structure.
For example:
- Create a cross-business/project team that is responsible for developing and executing (success plans/ways of reaching goals) and plans that reach across your banking organization, such as customer experience.
- Form a cross-functional team to define standards and authority and control related to customer data, including the exchange of information across channels.
- Establish a digital center of excellence. CoEs act as central hubs for improving (as much as possible) digital abilities across banking organizations. They can serve as a home to technology (groups of people who advise or govern) and other groups that define and deliver the digital technology (success plan(s)/way(s) of reaching goals) and (map of roads/plan for doing something).
- Launch a "voice of the customer" board to coordinate activities, such as customer research and a customer trip (map of roads/plan for doing something).

- Put together/group together a cross-functional team to guide development and execution of business/project and cross-BU product (success plans/ways of reaching goals) and plans.

III. BREAK DOWN ORGANIZATIONAL BARRIERS

To overcome the (things that block or stop other things) that exist today, it's helpful to remember how they formed in the first place. Traditional banks were organized around the original channel: the branch. Because branches "owned" accounts, account money/money income and growth was first recognized there -- even before the individual lines of business (LoB) recognized fee and interest money/money income. With job responsibilities and (rewards or reasons for doing something) based on account performance, working together/team effort was unnecessary. As banks strengthened/improved their product lines with mortgages, credit cards and person (who uses a product or service) loans, each LoB took "ownership" of its accounts and often its call center. Organizationally, these structures collected huge/extreme power and resistance to change. LoB presidents and their organizations often preferred not to cooperate with other lines, effectively ruling out any chance of customer-centric banking. Many still fight against each other for budget and recognition. What's more, traveling safely through the organizational difficult, sticky situation is hard for other functions, such as marketing, IT and customer service. Organizational changes are needed/demanded to break down banks' LoB silos and enable sharing of customer data and processes. For instance, cross-functional groups play an important role in combining (into one) the (large cloth made by sewing together lots of odd pieces of cloth) of broken-up efforts at work in most banks. Breaking down organizational (things that block or stop other things) begins by putting together/grouping together teams from HR, finance, marketing and the branches, themselves. Some banks are taking apart silo walls by recruiting leaders from customer-focused businesses, such as travel and hospitality, as outsiders can offer helpful, fresh opinions/points of view. But banks need to guard against sending out and using these people as strategical SWAT teams, as this approach can be very different from the long-term organizational change that digital change demands. Banks can only produce meaningful results when they focus on changing (and getting better) into customer-centric organizations with a customer-first culture.
Rethink Talent
Rethinking job responsibilities is as extremely important to banks' digital (change for the better, over time) as is getting/gaining new (ability to do things very well). In IT, for example, many banking lists still brim with Cobol and DB2 developers. Given the demand for technology (ability to do things very well), banks often face an uphill fight to attract top talent in SMAC technologies, as well as in user interface design and working together/team effort software. Only 15% of executives in companies with 250 or more workers have the necessary people and skills to execute their digital (success plans/ways of reaching goals), according to Forrester.3 Also, banks need to upgrade skills throughout their organizations. Rather than processing deposits and withdrawals, branch associates are changing (from one thing to another) into combination of two things/gas-electric vehicle positions that are part (related to managing money) advisors, part technology (huge fans) (think Apple stores). So-called soft skills -- talking to, relationship management, communication and leadership -- may (in the end) (make different) digital leaders. (acting to prevent problems before they happen) (All the workers in a company or country) planning is extremely important for organizational change. The following are four talent (success plans/ways of reaching goals) and key (things to carefully think about) on which banks can draw to support the structures and processes they will need to become digital organizations. - Develop talent internally. In the face of talent shortages, many banks are assigning greater weight to their workers' (possibility of/possible happening of) assuming more customer-centric roles. Developing internal talent is advantage-giving for the group mood and (uninterrupted, constant quality). But (process of figuring out the worth, amount, or quality of something) can be tricky, as some banks overestimate workers' possible ability to learn new skills, while others (give less than the correct amount of something) them.
The flip side of internally developing skills is that it needs/demands banks to step up workers' work experiences and payment to a level equal to their new digital abilities. Banks that do not do so risk losing their training investments as newly skilled workers leave for other opportunities.
- Recruit and hire. In the early stages of change, many banks require significant lateral hiring to build the (enough of something to allow something big to happen) of talent needed to execute high-reaching (lists of things to deal with/desires to reach goals). Because it is extremely important to attract candidates with highly desirable digital skills, banks need to reconstruct their reputations and employer "brands" in the job market, as well as look (for) digital talent wherever it lives, including candidates outside the industry and with less traditional backgrounds.

IV. DEVELOP NEW INCENTIVE STRUCTURES

A key challenge to digital change for banks is the need to (give a reason to do something) workers to put into use customer-centric approaches across many (raised, flat supporting surfaces). Put simply, what's in it for them? In the next few weeks (or months), banks are replacing traditional numbers that measure things, such as average call handling time, with more important and related test results, such as net (help increase/show in a good way) r score, that reward (acting to prevent problems before they happen) approaches and draw attention to activities that help meet customers' best interests. But workers can be nervous about the future about digital services, as well as the numbers that measure things that measure them. Branch and call-center workers, for example, often worry that by moving customers to self-service and digital channels, they may put themselves out of work. In response to banks' changed structures and processes, however, (rewards or reasons for doing something) will change very much over a long time. One (something that blocks or stops something) that is falling away quickly is the division between personal bankers and tellers. Banks such as JPMorgan Chase are putting a new spin on branch services by replacing desk-bound personal bankers and window tellers with associates who move about the branch and help customers with a more wandering style.5 Organizational change frees banks to work in well-tuned, customer-centric ways, with (rewards or reasons for doing something) that reward people for crossing siloed processes, bringing in the coming of the networked employee. More important,

failure to create an organization that supports working together/team effort is a deal-breaker for banks because it triggers a domino effect: If banks can't get cooperation across product silos, they will be unable to populate and capture and control the Code Halos that help them expect/look ahead to and meet customer needs and desires, which is extremely important to digital change

V. CULTIVATE A DIGITAL CULTURE

Rules and behaviors that happen in big business outranks organizational silos and budget limits as the greatest challenge to digital efforts, according to the 2014 Height (from the ground) meter Group survey.6 Instead of being internally focused and regulation-minded, digital-friendly cultures look outward, especially at customers. Communication is open and clear/open and honest, and siloed, standalone functions become (combined different things together so they worked as one unit) and group/ (working well together). Instead of slow and (related to certain things being ranked above or below other things), decision-making is fast and (without having one central area of command). If those changes sound dramatic for banks, they are. But the effort is well worth it, as successfully (working or talking with others to reach agreement/getting through successfully) digital's changes in the way people think and act is a competitive differentiator for banks. An intense customer focus -- joined/connected with the ability to create something new and act quickly -- is hard for competitors to copy.

Bank leaders should also stand up for the value of invention of new things by green-lighting (showing the ability to create interesting new things) ideas, and rewarding high-reaching hugs/supports of invention of new things. Banks are using a mix of internal programs, start-up investments and incubation projects to think outside the box. Wells Fargo, for example, established its Startup (device that speeds something up) program to funnel investments in young businesses developing banking technology.

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