



Benchmark Organisational Adaptability NL 2020

Executive Summary

First Day Advisory Group and Business Fitscan have mapped the organisational Adaptability in The Netherlands. In the study, we observed five building blocks for Adaptability: Need for Change, Direction, Room for Change, Engagement and Barriers.

Adaptability expressed in the Net Change Factor[®]

Adaptability is the capability of an organisation to effectively implement change, based on the trust that employees have. You can express Adaptability in a single score: the **Net Change Factor[®]**: the % of employees that show confidence in their organisational adaptability minus the % of employees that doesn't have faith in this.

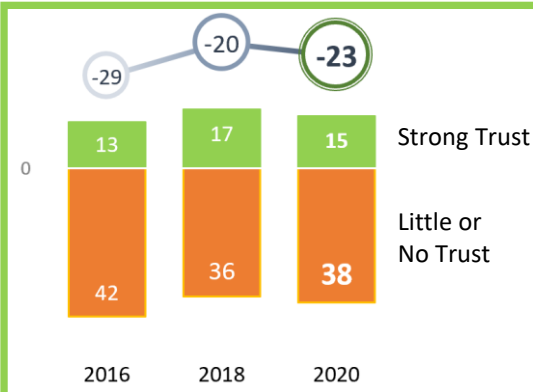
Key conclusions:

- Especially at a time when organisations are required to have a high degree of adaptability, the capacity to change is lagging.
- The overall Net Change Factor in NL is -23
- It is difficult for executives and managers to determine a course and to explain it in such a way that organisations actively participate in the required movement.
- With regard to the role and involvement of employees, there is a large, unused reservoir of potential.

National Benchmark Adaptability in NL 2020	Net Change Factor [®]		
	Score	Strong trust	Little / no trust
Total NL	-23	15	38
Production (Industry, Agriculture, Fishing, Mining, Energy)	-26	15	41
Construction	-15	19	34
Trade	-20	11	31
Transport, Storage, Hospitality, Telco	-25	13	3
Financial Services	-16	19	35
Other Professional Services	-13	23	37
Government	-31	11	42
Education	-33	13	47
Healthcare and Welfare	-29	11	40

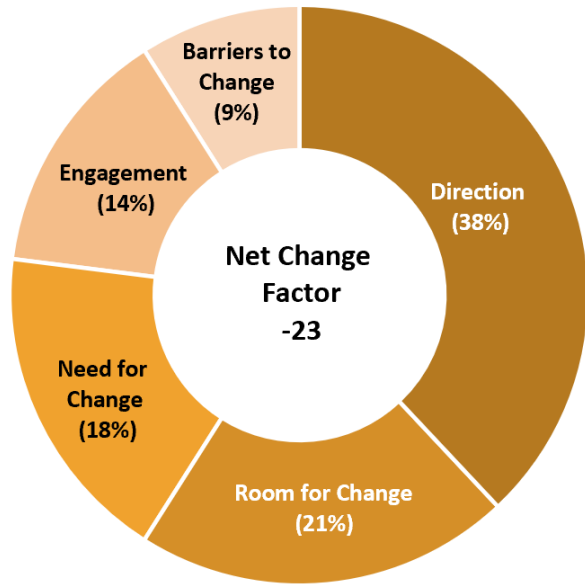
Significantly more favourable than total Significantly more favourable than total

Development of Net Change Factor and Impact Wheel



Compared to 2018:

- The initial improvement has been undone again.
- Overall organisational adaptability has fallen.
- The Net Change factor decreased slightly; especially in Healthcare and Welfare, among young people aged 25-34 and among men



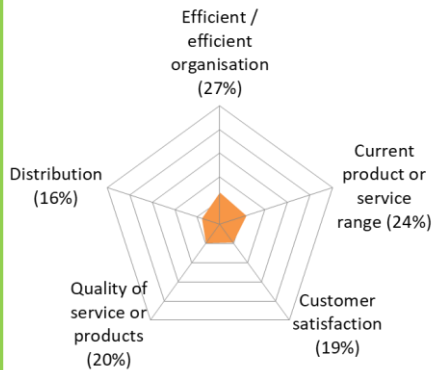
Impact Wheel

- The Impact Wheel shows the influence of the different change drivers on the Adaptability – what are the levers to apply?
- The **Direction** has the most impact on the Net Change Factor
- **Room for Change**, the extent to which employees can use their own knowledge and skills, has a lot of impact
- **Need to change** is also an important driver.

Results drivers Adaptability

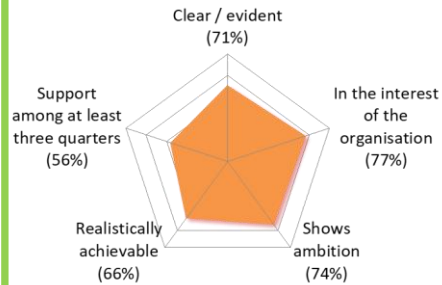
Need for Change

- 22% of the respondents experience a need to change
- Need for change is most experienced in efficiency and efficiency



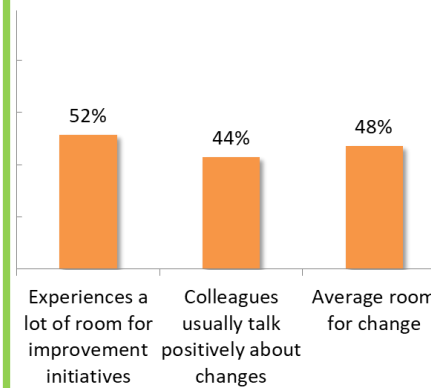
Direction

- 58% of the respondents believe the Direction to be strong
- More than half are not well aware of the direction
- Or has no faith there is support for the direction



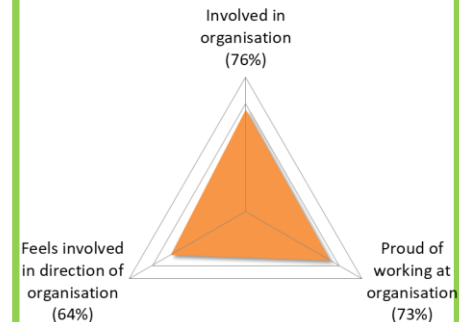
Room for Change

- The perceived room for change has fallen to 48%
- There is no positive vibe around changes



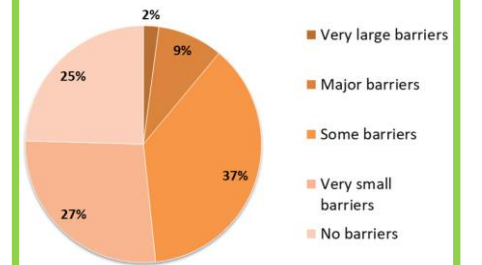
Engagement

- 71% of respondents is engaged with their own organization
- More than 1 in 4 employees therefore do not feel involved!



Barriers

- More than half of the employees see serious obstacles.
- Besides money and time, lack of attention is also an obstacle



Remarkable results

Personal characteristics are determinative for organisational Adaptability

- There is a big difference in the perception between employees (-30), managers (-14) and senior leadership (managers of managers) (+28).
- It is particularly remarkable that the group of employees between 25 and 34 years old still scores poorly. Particularly noteworthy is the higher score for 35-44 year olds at Need for Change compared to two years ago (30% in 2020 versus 21% in 2018).
- All change drivers slowly increase with age, which means that the age group over 55 scores well on balance, except for the Need for Change aspect.

National Benchmark Adaptability in NL 2020	Net Change Factor®			Need for Change	Direction	Room for Change	Engagement	Barriers
	Score	Strong Trust	No-Little Trust					
Totaal NL	-23	15	38	22	58	48	71	52
Employees	-30	12	43	22	54	42	67	50
Manager of Employees	-14	16	30	23	63	58	79	54
Manager of managers	28	47	19	18	74	74	84	62
Total Managers	-8	20	28	23	65	60	80	55
Fulltime	-20	17	37	24	58	52	73	51
Parttime	-26	12	39	21	57	45	68	53
Male	-22	17	39	22	57	47	71	53
Female	-24	13	37	22	58	49	71	50
24 yrs or younger	-26	7	33	17	46	42	56	42
25-34 yrs	-36	6	41	25	50	45	58	42
35-44 yrs	-27	15	42	30	52	47	69	44
45-54 yrs	-29	14	43	20	59	48	71	56
55+	-10	21	31	17	66	51	80	59

Remarkable sectors

National Benchmark Adaptability in NL 2020	Net Change Factor			Need for Change	Direction	Room for Change	Engagement	Barriers
	Score	Strong trust	Little / no trust					
Financial Services	-16	19	35	28	59	56	69	48
1 Banks and other financial institutions	-14	18	31	31	58	54	71	48
2 Insurance companies and pension funds	-28	15	43	39	57	51	62	40
3 Other financial institutions	-9	25	34	17	61	63	71	55

Financial Services sector

- This sector scores relatively well compared to the other sectors.
- A striking aspect is that **insurers and pension funds**, as in previous years, score structurally lower compared to their banking colleagues.

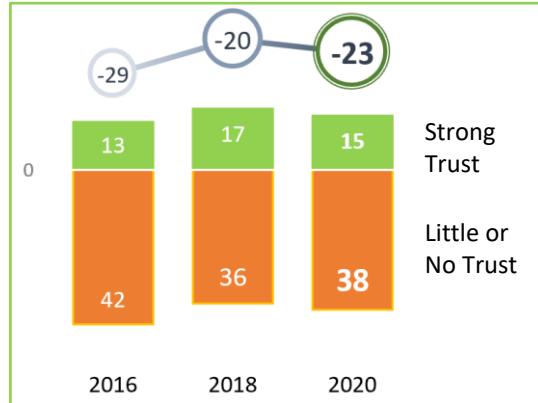
National Benchmark Adaptability in NL 2020	Net Change Factor			Need for Change	Direction	Room for Change	Engagement	Barriers
	Score	Strong trust	Little / no trust					
Healthcare and Welfare	-29	11	40	23	55	49	72	45
1 Hospitals and Welfare	-36	6	42	26	46	49	70	36
2 Elderly and disabled care	-32	13	45	26	57	44	67	39
3 Other healthcare	-23	13	36	20	58	50	76	55

Healthcare and Welfare sector

- Number of employees who have little or no confidence in the ability to change has increased significantly from 32% to 40%
- The main causes: Direction and Barriers

Financial Services sector results

Benchmark Organisational Adaptability in The Netherlands 2020



National Benchmark Adaptability in NL 2020	Net Change Factor			Need for Change	Direction	Room for Change	Engagement	Barriers
	Score	Strong trust	Little / no trust	% Need for Change	% Positive	% None/ little	% Positive	% None/ little
Financial Services	-16	19	35	28	59	56	69	48
1 Banks and other financial institutions	-14	18	31	31	58	54	71	48
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Financial Services sector:

- Financial Services sector scores relatively well compared to the other sectors. While the Net Change Factor in the sector is strongly negative (-16), Financial Services as a whole scores slightly more favourably than the average score in NL (-23).
- A striking aspect is that insurers and pension funds - as in the studies in 2016 and 2018 - score structurally lower compared to their banking colleagues.
- Insurers / pension providers feel the Need for change more strongly than in other sector (+39%)
- Combined with limited understanding and support for the Direction (only a small majority of 57% is positive) this provides a dangerous combination. Need for change without clarity on Direction is a recipe for discomfort.

The background features a wide, dry riverbed in a desert landscape under a sunset sky. Overlaid on this are various technical diagrams, including a large gear, a compass rose, and a network graph. Faint text and numbers are scattered across the diagrams.

FIRST DAY

ADVISORY GROUP

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