

The “digital” in digital transformation is just the catalyst, not the outcome. True transformation happens when people change the way they work, think, and deliver value. Yet this is where most organizations stumble.

Too often, companies pour resources into new systems and platforms, assuming that technology alone will drive change. It doesn't. Without employee adoption, even the best tools fall flat, and so do the outcomes.

Change management is the bridge between intent and impact. It's the discipline that moves people from old habits to new ways of working, aligns behavior with strategy, and builds lasting organizational muscle.

After more than a decade leading enterprise change across industries, one truth stands out: transformation success depends far more on people than on platforms. Below are four critical lessons, learned in the trenches, that every executive should consider:

1. Start at Day Zero — or Sooner

Change management isn't an add-on; it's a foundational part of your digital transformation strategy. The most successful programs begin with a clear vision, measurable goals, and a deliberate plan for driving adoption. At Peloton Consulting Group, from day one, we embed change leadership from the outset to align stakeholders, build momentum, and reinforce the “why” behind the work.

2. Adapt to the New World of Work

Hybrid and remote work have transformed how organizations communicate. Gone are the hallway updates and passive alignment. In their place, effective programs rely on structured communication, repeatable messaging, and trusted change networks. Champions on the ground help bridge the gap, ensuring feedback flows both ways and messages actually land.

3. Leadership is the Difference

Transformation success often hinges on leadership. It's not just about steering the ship; it's about modeling the behavior, sustaining energy, and keeping people engaged through ambiguity. Leaders who communicate with empathy, clarity, and conviction set the tone for the entire organization. Without visible, consistent leadership, even the best programs can stall.

4. Go-Live is Just the Beginning

The real test of transformation comes after go-live. That's when behaviors are tested, habits are formed, and outcomes are realized — or not. Successful organizations treat post go-live as a critical phase, providing reinforcement, ongoing training, and a clear path to continued adoption.

5. One Size Doesn't Fit All

There's no universal playbook for change. Every organization brings its own culture, history, and resistance points. The best strategies are tailored, not templated, and built around a deep understanding of what makes each team tick.

Bottom Line: Digital transformation is a people transformation. The organizations that recognize this, and act on it, are the ones that turn bold investments into lasting results.



Written by Lesley Mattson, Vice President of Enterprise Change Management at Peloton Consulting Group, where she leads a practice dedicated to helping organizations navigate the complexities of digital transformation. Drawing from over 20 years of consulting and implementation experience, she helps organizations develop and execute change management strategies that drive successful transformations.

About Peloton Consulting Group

Peloton Consulting Group has the vision and connected global capabilities to help organizations envision, implement, and realize the benefits of digital transformation. Our team has the best practices, knowledge, industry expertise, and know-how. We make digital transformation a reality by leveraging Enterprise Performance Management (EPM), Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Human Capital Management (HCM), Customer Experience (CX), Analytics, and Data Management for the cloud. Through connected capabilities, we bring people, processes, and technology together. We help organizations go further, faster. That is the Peloton way!