



DIGITAL TRANSFORMATION SERIES

Organization and People

Agenda

5 Minutes	Part One: Course Overview
15 minutes	Part Two: Organizational Readiness for Digital Transformation
20 minutes	Part Three: Culture, Employee Engagement, and Leadership
15 Minutes	Part Four: Agile and DevOps Methodologies
5 Minutes	Workshop Wrap-Up

Part One: Course Overview

This course will consider the benefits of an organizational readiness assessment, discuss the role of leadership in change management, and define Agile and DevOps methodologies.



Part One: Course Overview

Learning Objectives

- Define what an organizational readiness assessment is, and why it is helpful
- Consider what roles digital culture and leadership play when it comes to managing change in the workplace
- Provide a simplified definition of Agile and DevOps approaches, and how they can be applied to digital transformation

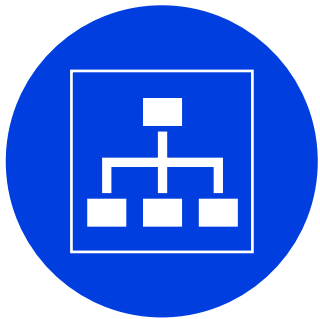
Part Two: Organizational Readiness for Digital Transformation

This session will explore what it means to conduct an organizational readiness assessment – particularly how it relates to internal processes and employees. The benefits of such an assessment will also be discussed.

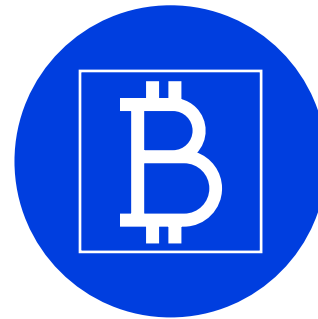


Part Two: Organizational Readiness for Digital Transformation

Assessing the Organization



The concept of organizational readiness is an assessment of whether an organization is prepared to make a major change.



The Harvard Business Review notes that digital transformation failure rates range from 66 per cent to 84 per cent, making a readiness assessment even more valuable.

Part Two: Organizational Readiness for Digital Transformation

Assessing the Organization

An organizational readiness assessment should not just consider the specifics of the change itself, but also the people involved – how leaders will effectively manage it, and how to get employees on board.



Part Two: Organizational Readiness for Digital Transformation

Assessing the Organization



Any type of change in a business is going to have an impact on the people working there.



If employees are not willing or ready to adapt to a new service or process, the project is not likely to succeed.



An organizational assessment should consider how employees will be impacted, their level of support, and what type of training will be required.

Part Two: Organizational Readiness for Digital Transformation

Assessing the Organization

- Being kept in the loop and engaged with what the company is doing will make your employees feel more valued, which will increase their personal investment in the proposed change or project and motivate them to want to do their part in it well
- This is important because it will save your company time and money, and even improve the profitability of the change

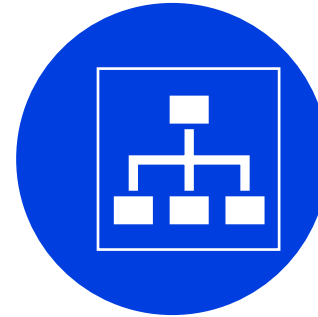


Part Two: Organizational Readiness for Digital Transformation

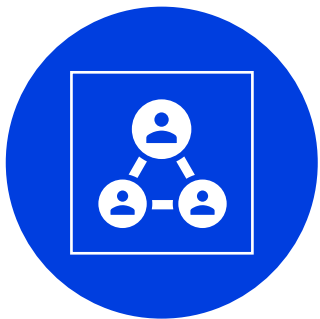
Assessing the Organization



Digital challenges and opportunities – determining what your customers want from your business and your technological challenges can show a path forward



Business driver – this is essentially why a business is striving to make a change and how important that reason is to the company, i.e. not meeting revenue goals



Leadership – change begins at the top in this case. If ownership and management do not believe in the transformation, why would anyone else?



Resource availability – ensuring staff have enough availability to take on digital changes is going to play a key role

Part Two: Organizational Readiness for Digital Transformation

Case Study: Etman

Read the case study. What did Etman do well?



Part Three:

Leadership and Change Management

This session will consider how culture plays a role in the workplace, the role of leadership in change, and how to engage employees.



Part Three: Leadership and Change Management

Building a Digital Culture

In *The Digital Culture Challenge: Closing the Employee-Leadership Gap* report, its authors stress the importance of culture in the success of a digital transformation.

In a survey of more than 1,700 people, including executives, managers and employees, from eight countries, 62 per cent considered culture to be the biggest hurdle.

Digital culture consists of customer centricity; innovation; data-driven decision making; collaboration; open culture; digital-first mindset; and agility and flexibility.

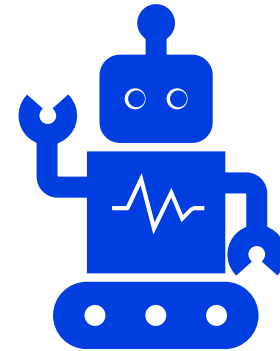
It is a years-long process, which involves vision and visible leadership involvement, investment in digital skills, empowered employees, and key performance indicators that measure behaviours.

Part Three: Leadership and Change Management

Building a Digital Culture



Clearly defining the digital transformation; encouraging leadership qualities within employees to help lead the shift; focus on hiring people for qualities that contribute to the culture; and changing operation models.



By treating digital transformation as a cultural change, organizations can help their employees focus on the aspects of their work that can be streamlined.

Part Three: Leadership and Change Management

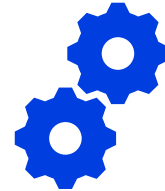
Change Management and the Role of Leadership



Understand



Plan



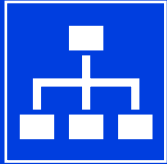
Implement



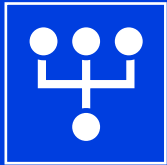
Communicate

Part Three: Leadership and Change Management

Change Management and the Role of Leadership



Change management is a structured approach to implementing change in an organization.



Change can be a painful process which can have a far-reaching impact on the organization and the people who work for it.



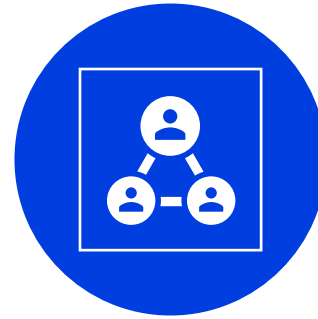
In order to be successful, leaders should be able to inspire trust, effectively communicate at every stage, possess emotional intelligence in order to notice pushback, and practice strategic thinking.

Part Three: Leadership and Change Management

Change Management and the Role of Leadership



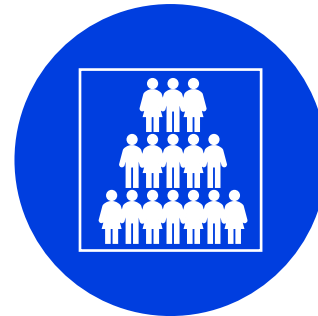
Businesses are not doing their employees any favours when their communication sugarcoats the change process.



Leaders should outline what the change is, the reasons behind it, and why it will be beneficial.



It should acknowledge the time and effort the change will require — and that it should let people know how you'll support them.



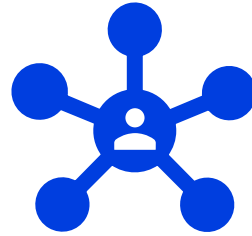
Leaders should make it clear — in specific terms — what will stay the same.

Part Three: Leadership and Change Management

Engaging Employees



Leadership and management need to translate the broader digital vision into compelling and tangible business outcomes to which employees can relate, for which they feel accountable, and that they can internalize in their current roles.



By empowering employees and giving them the ability to have a say, it is more likely they will be supportive of the change.



If you give people support in the early days of a change by listening deeply to their concerns and questions, without being dismissive or overly reassuring, they'll feel heard and supported.

Part Three: Leadership and Change Management

Engaging Employees



After a digital culture shift is underway, resistance could be created if employees are assessed purely from outcomes.



Instead of being judged on success and failure, employees should be judged based on their behaviour, and how they have adapted.



This could include looking at whether there is collaboration between teams, and whether they are engaged.

Part Four:

Agile and DevOps Methodologies

This session will define the Agile and DevOps methodologies, and how they can be applied to digital transformation projects.



Part Four: Agile and DevOps Methodologies

Introduction to Agile and DevOps Principles

Agile project management is an approach to planning and guiding projects that involves breaking it down into short phases called sprints or iterations.

It involves constant collaboration with stakeholders, in a cyclical process of planning, executing, and evaluating.

It allows for flexibility as changes can be made throughout a project's lifecycle, and it is well suited for projects with complex requirements.

It is an approach for software development and project management that uses collaboration between teams in order to solve problems, and to seek feedback for the purpose of improvement.

Part Three: Leadership and Change Management

Introduction to Agile and DevOps Principles

Individuals and interactions over process and tools.

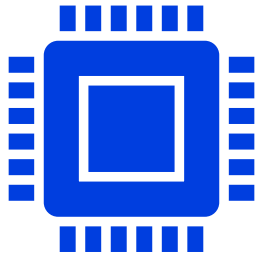
Working software over comprehensive documentation.

Customer collaboration over contract negotiation.

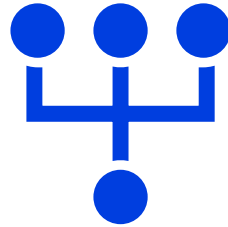
Responding to change over following a plan.

Part Four: Agile and DevOps Methodologies

Introduction to Agile and DevOps Principles



DevOps - combination of the words “development” and “operations”.



A process that involves collaboration between development and IT operations teams.



The idea behind the methodology is that bringing the two teams together, which traditionally worked separately from each other, produces higher quality products faster.

Part Four: Agile and DevOps Methodologies

Introduction to Agile and DevOps Principles



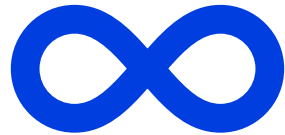
In its broadest meaning, DevOps is a philosophy that promotes better communication and collaboration between these teams — and others — in an organization.



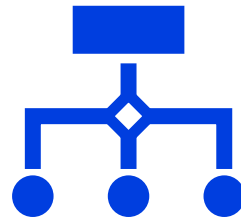
In its most narrow interpretation, DevOps describes the adoption of iterative software development, automation, and programmable infrastructure deployment and maintenance.

Part Four: Agile and DevOps Methodologies

Introduction to Agile and DevOps Principles



The DevOps approach is often illustrated as an infinite loop, as it is a continuous process of integration, delivery, testing, deployment, operations, and collaboration.



Combining two distinct departments and processes (development and operations) and bringing them together leads to increased transparency and concentration on automated testing.



Though different approaches, they share a focus on testing, productivity, and collaboration.

Part Four: Agile and DevOps Methodologies

Applying Agile and DevOps Practices to Digital Transformation Projects



Applying the Agile and DevOps methodologies to a digital transformation project will help to ensure its success and minimize risk.



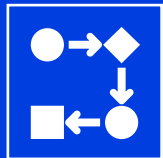
The underlying values and cultural shifts associated with Agile and DevOps offer a new way of thinking about and addressing the challenges of uncertainty and ongoing change.

Part Four: Agile and DevOps Methodologies

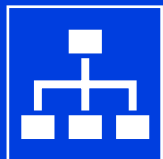
Applying Agile and DevOps Practices to Digital Transformation Projects



Effectively applied, these approaches yield greater visibility and alignment, faster time to market, higher quality and ultimately greater value for the business.



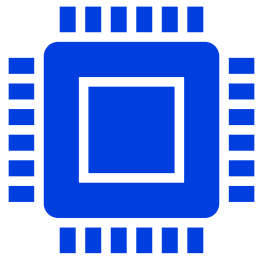
Agile is an iterative and incremental approach, meaning the process is repeated over and over, and small additions are made.



Using this approach allows businesses to tackle projects in smaller chunks, and to gather constant feedback in order to adapt.

Part Four: Agile and DevOps Methodologies

Applying Agile and DevOps Practices to Digital Transformation Projects



It is nearly impossible for a business to succeed at digital transformation without adopting DevOps practices. One of those practices is experimentation.



Experimentation, failing quicker than later, getting faster market feedback, and doing something right at first are key tenets of DevOps and digital transformation.



Some other DevOps practices that are also beneficial to digital transformation include the ability to move quickly, a digital mindset, shared accountability, cost-efficiency, and reduced risk.

