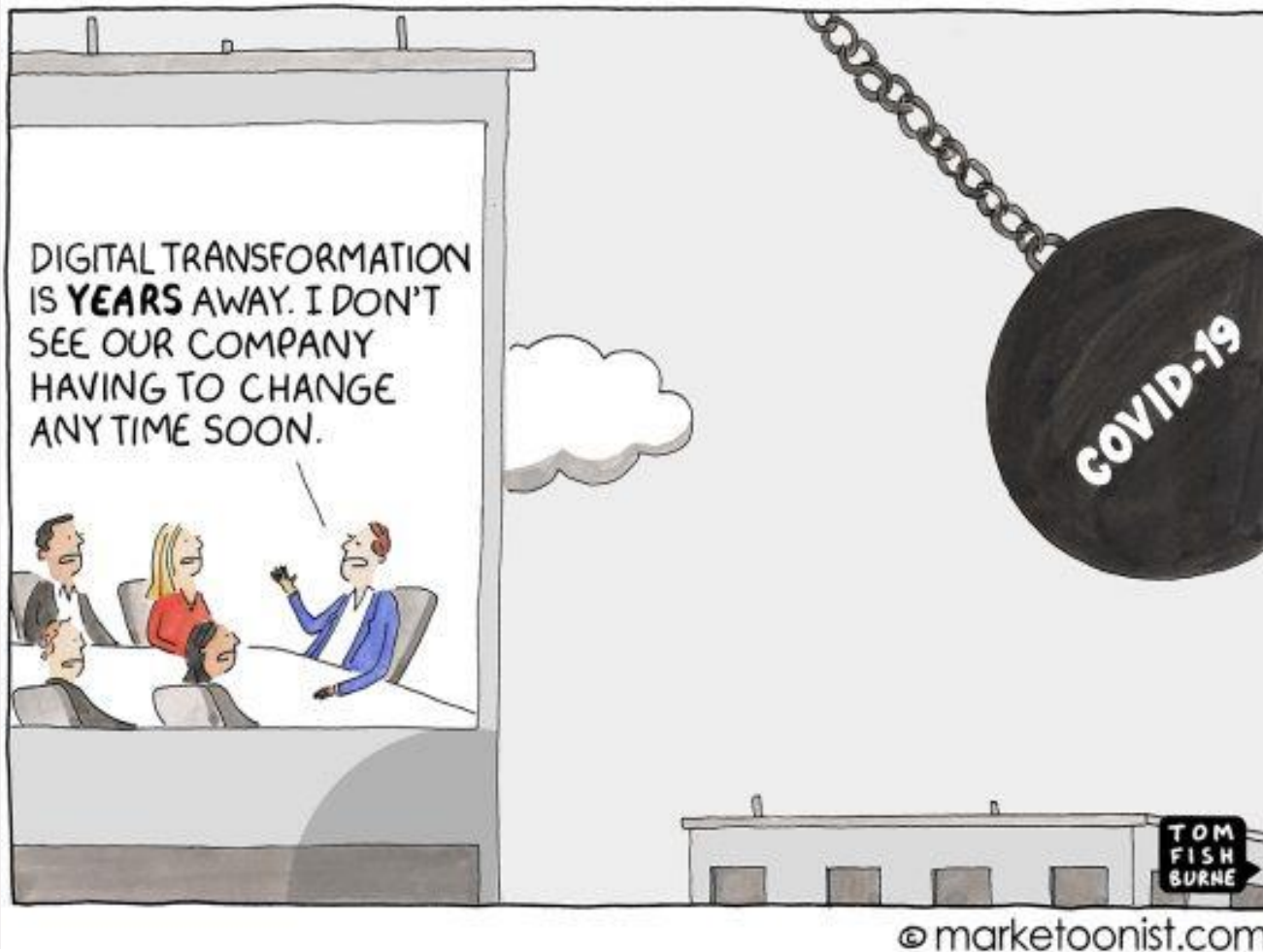# The 5 Great Shifts Driving Digital Transformation

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Digital Transformation in a Time of Crisis

- The current crisis has redefined strategies and plans
- Innovation and digital transformation have been accelerated

- *What do you see as the impact on digital innovation in your teams?*
- *Will this change be permanent or temporary?*
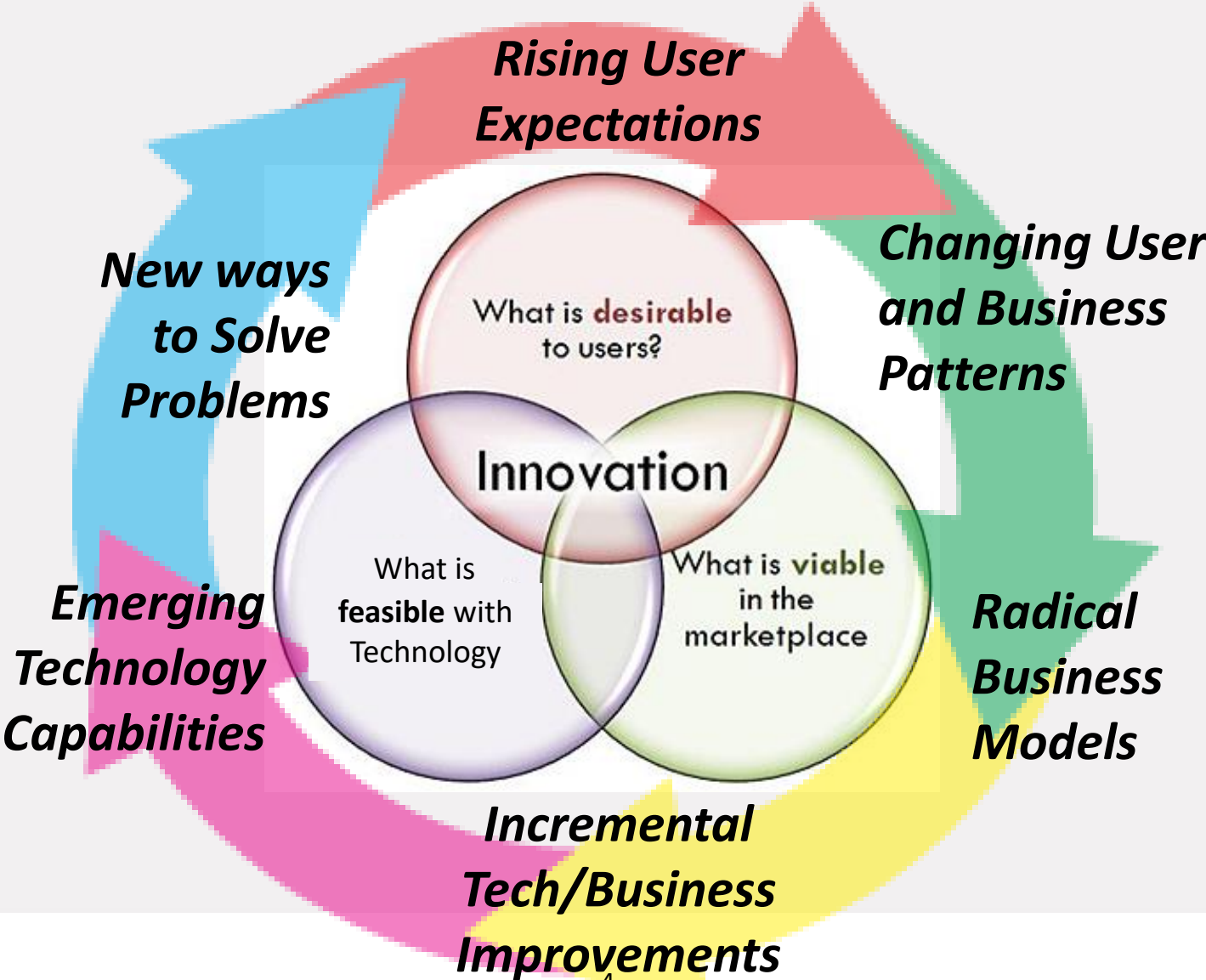
The 5 Great Shifts

"There are decades where nothing happens; and there are weeks where decades happen."

Lenin

- The Great Acceleration

- The Great Disruption

- The Great Resignation

- The Great Dispersion

- The Great Reset

See: www.alanwbrown.com/dispatches

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Digital Innovation is a Response to Change

Rising User Expectations

New ways to Solve Problems

Changing User and Business Patterns

What is **desirable** to users?

Innovation

What is **feasible** with Technology

What is **viable** in the marketplace

Emerging Technology Capabilities

Radical Business Models

Incremental Tech/Business Improvements

Seizing the Digital Opportunity

- The digital technology revolution is the catalyst for change in all aspects of business and society.

- This opens new possibilities, but requires intense coordinated action.

- The current challenges and uncertainties demand a focus on:

  - Agility and flexibility to adapt to changing circumstances

  - Innovation and experimentation to deliver on opportunities that matter

  - Discipline and rigor to ensure ideas bring sustained value and impact

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The Hard Truth about Digital Innovation Cultures

Innovative cultures are misunderstood. The easy-to-like behaviors that get so much attention are only one side of the coin. They must be counterbalanced by some tougher and frankly less fun behaviours.

- A tolerance for failure requires an intolerance for incompetence.
- A willingness to experiment requires rigorous discipline.
- Psychological safety requires comfort with brutal candor.
- Collaboration must be balanced with individual accountability.
- Flattening hierarchical decision making requires strong leadership.

Innovative cultures are paradoxical. Unless the tensions created by this paradox are carefully managed, attempts to create an innovative culture will fail.

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Focus Areas For Digital Culture

Strategy		**North Star embodied across the organization**	• Shared purpose and vision • Sensing and seizing opportunities • Flexible resource allocation • Actionable strategic guidance
Structure		**Network of empowered teams**	• Clear, flat structure • Clear accountable roles • Hands-on governance • Robust communities of practice • Active partnerships and ecosystem • Open physical and virtual environment • Fit-for-purpose accountable cells
Process		**Rapid decision and learning cycles**	• Rapid iteration and experimentation • Standarized ways of working • Performance orientation • Information transparency • Continuous learning • Action-oriented decision making
People		**Dynamic people model that ignites passion**	• Cohesive community • Shared and servant leadership • Entrepreneurial drive • Role mobility
Technology		**Next-generation enabling technology**	• Evolving technology architecture, systems,and tools • Next-generation technology development and delivery practices

Why are these important?

Where do you see your organization's strengths and weaknesses?

How are these enabled and supported by digital technologies?

The Future of Work?

"Over the past year, no area has undergone more rapid transformation than the way we work. Employee expectations are changing, and we will need to define productivity much more broadly — inclusive of collaboration, learning, and wellbeing to drive career advancement for every worker, including frontline and knowledge workers, as well as for new graduates and those who are in the workforce today. All this needs to be done with flexibility in when, where, and how people work."

Satya Nadella, CEO at Microsoft
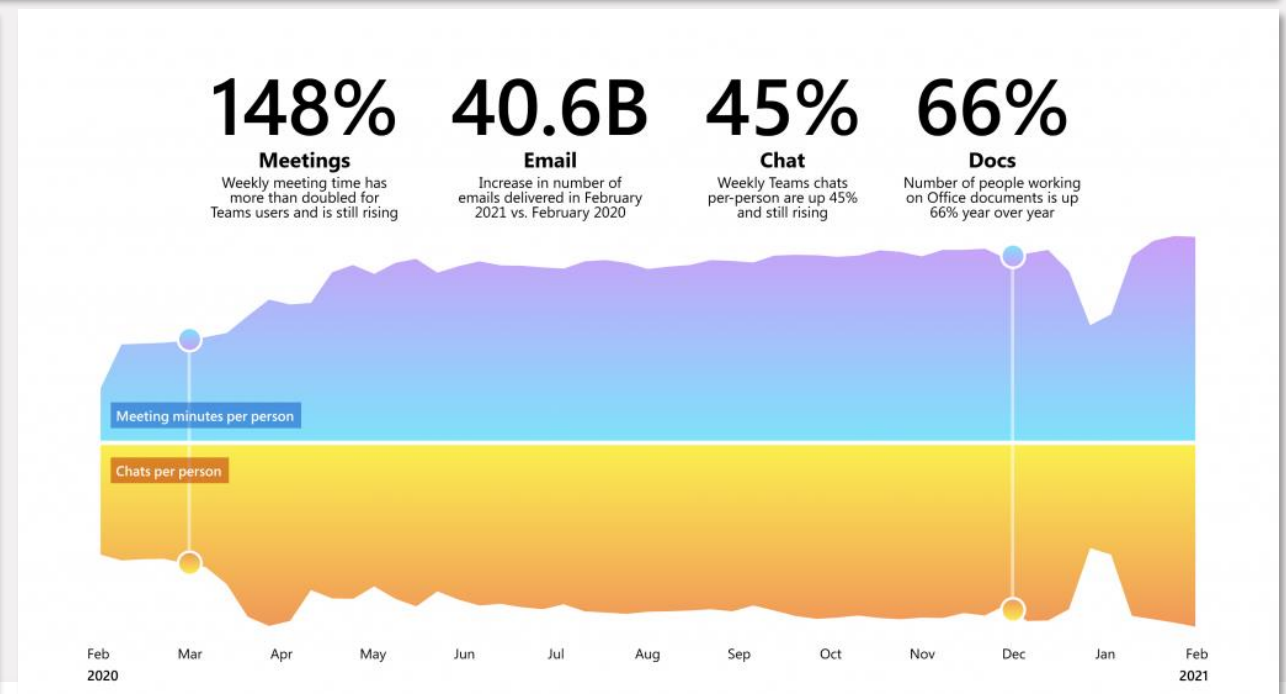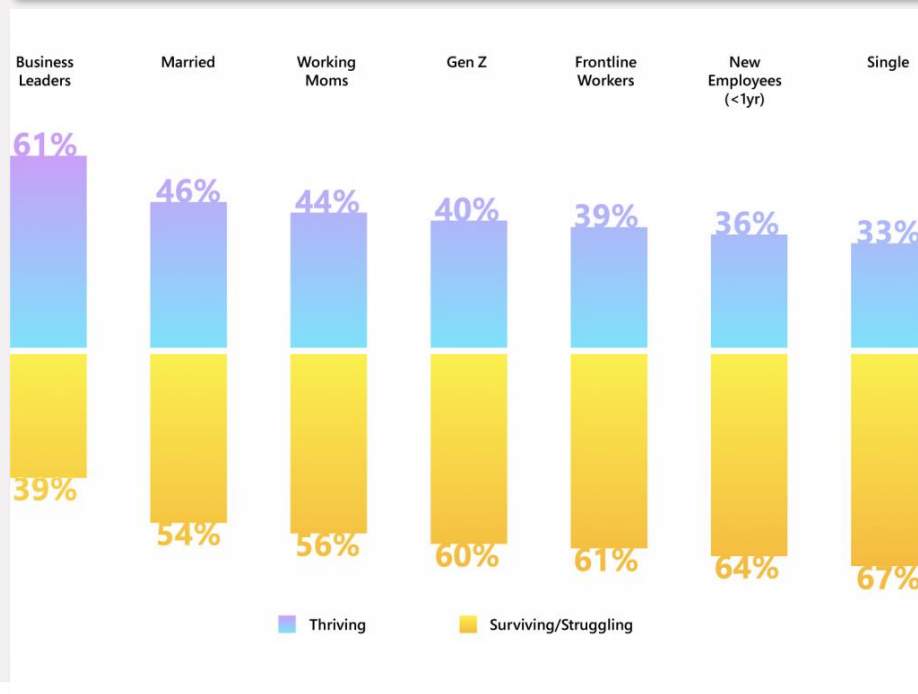
7 Urgent Trends
Every Leader Needs to Know in 2022

01 Flexible work is here to stay

02 Leaders are out of touch with employees and need a wake-up call

03 High productivity is masking an exhausted workforce

04 Gen Z is at risk and will need to be reenergized

05 Shrinking networks are endangering innovation

06 Authenticity will spur productivity and wellbeing

07 Talent is everywhere in a hybrid work world

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