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WHY NOW?



**Timing is
everything**

DIGITAL TRANSFORMATION

Digital Transformation is the novel use of digital technology to solve traditional problems

In business, **digital transformation** is the evolving pursuit of innovative and agile business and operational models — fueled by evolving technologies, processes, analytics, and talent capabilities — to create new value and experiences for customers, employees, and stakeholders.

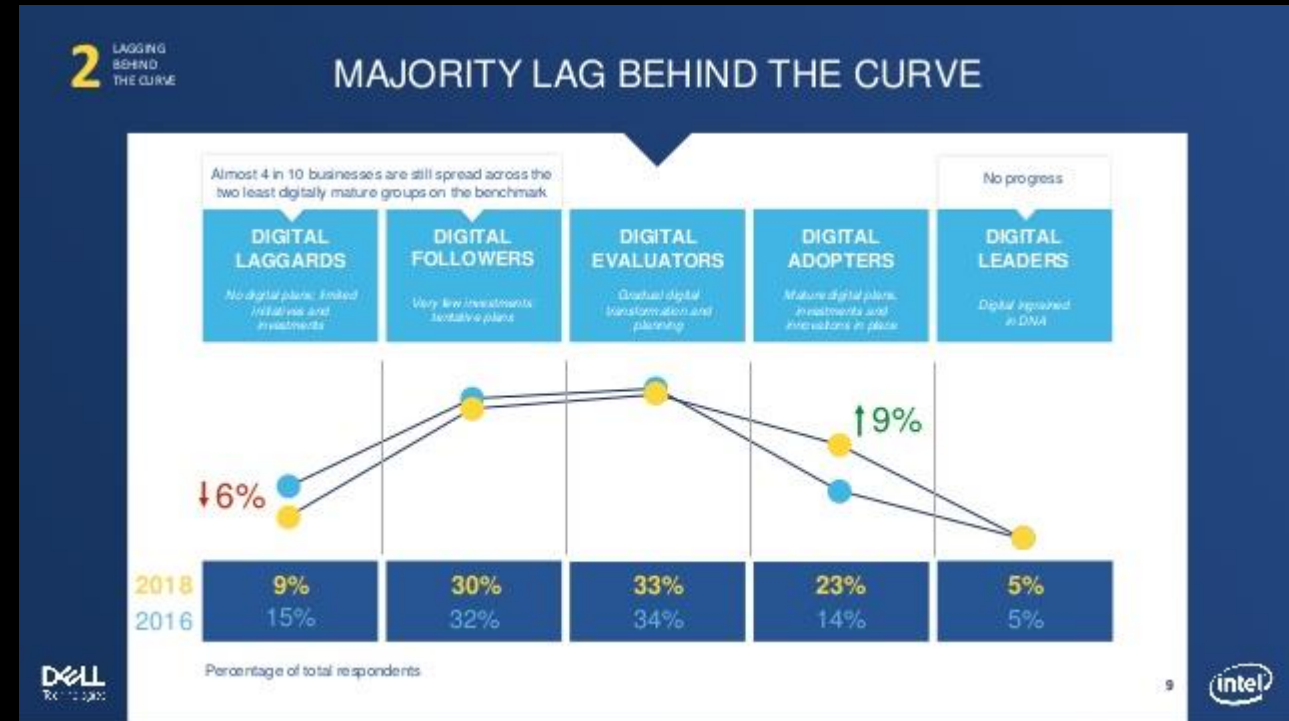


DIGITAL TRANSFORMATION Is Already Here & Moving Fast

45% of Senior Executives are concerned about their business becoming obsolete in the next 3 - 5 years

50% have no idea what their industry will even look like

Source: Dell Digital Technology Index 2019



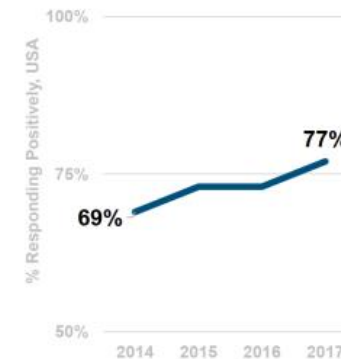
The Workplace is Changing

- 45% of U.S. employees currently spend time working from home
- Regular work-at-home, *among the non-self-employed population*, has grown by 140% since 2005, nearly 10x faster than the rest of the workforce or the self-employed.
- 4.3 million employees (3.2% of the workforce) now work from home at least half the time.

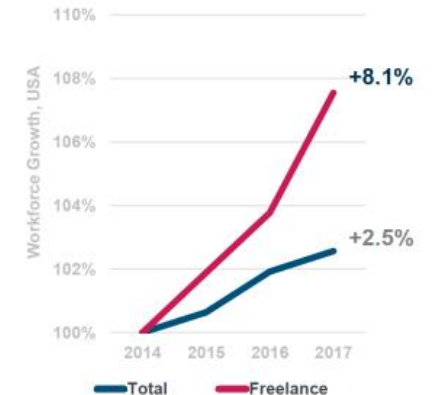
Source: GlobalWorkplaceAnalytics.com 2018

Technology = Makes Freelance Work Easier to Find...
Freelance Workforce = 3x Faster Growth vs. Total Workforce

Has Technology Has Made It
Easier To Find Freelance Work?



Workforce Growth –
Freelance vs. Total



Talent Management is Changing

Human Resources is becoming more involved in affecting enterprise-wide digital transformation, showing a huge spike (300% over last year) in their participation in cross functional committees. This spike is most likely due to the rising importance of employee experience (EX) — surfacing alongside CX — as a key area of focus for digital transformation.

Source: Altimeter Digital Transformation Survey, Q3 2018



WHAT ARE THE IMPLICATIONS?

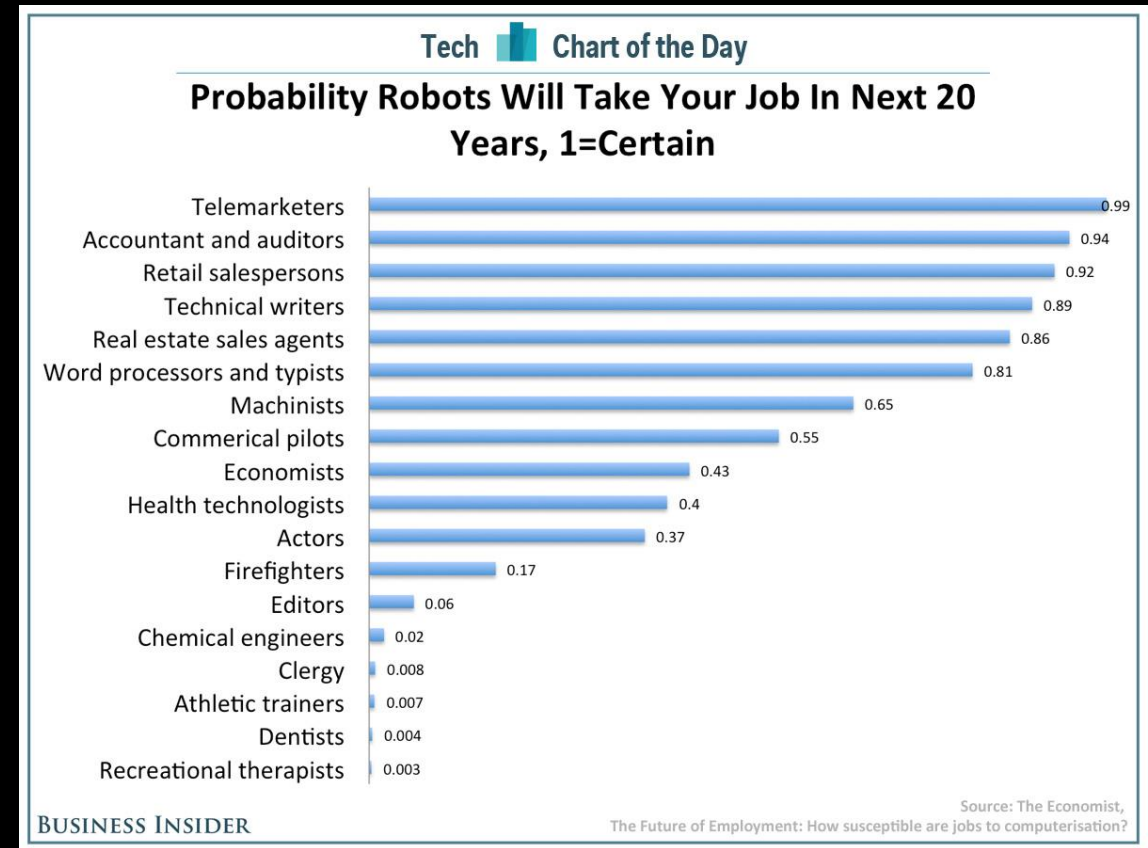


Jobs Lost/Jobs Gained

Human Implications:

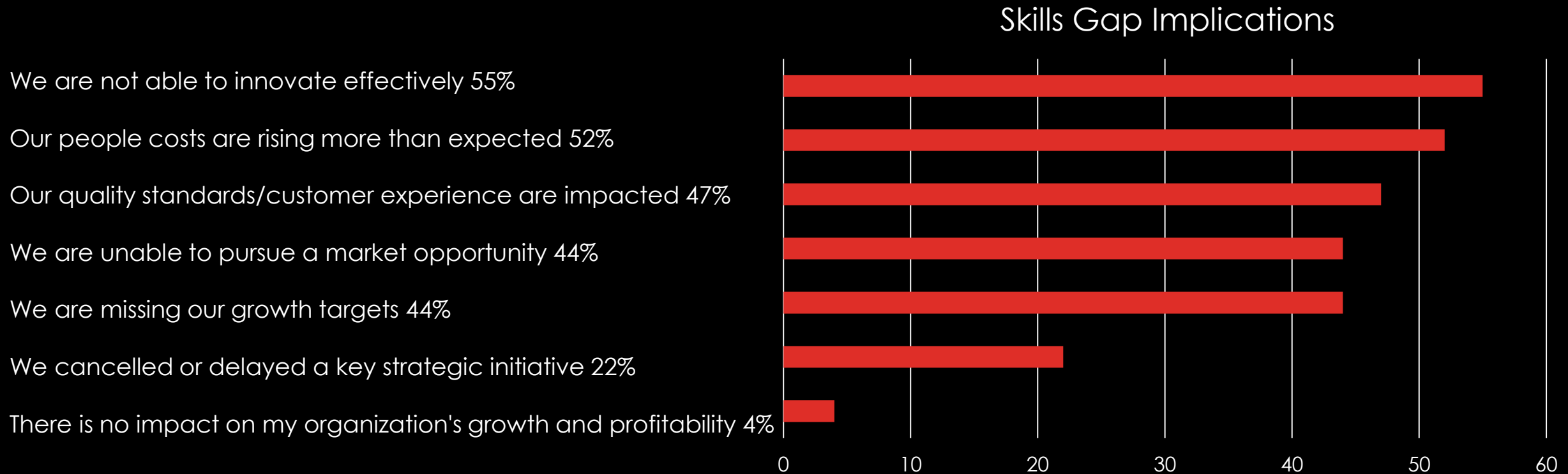
Pew Research, McKinsey, Brookings, and Oxford studies disagree on whether the number of jobs lost to technology will be equaled by the number gained. All put those numbers in the millions. All say the new jobs will require different skills than those lost.

Perhaps more telling, is a 2019 University of Cambridge report that estimates between 36-47 percent of the jobs that we will continue to do will be augmented, assisted, or enhanced via technology.



Human Implications: Talent Development is Key

#3 threat to business growth prospects was availability of key skills (1/3 of respondents.)



2019 PWC Global CEO Survey

Human Implications: Talent Development is Key

5 FORMULATING
A DIGITAL
RESCUE PLAN

LEADERS HAVE AN INCREASED FOCUS ON WORKFORCE



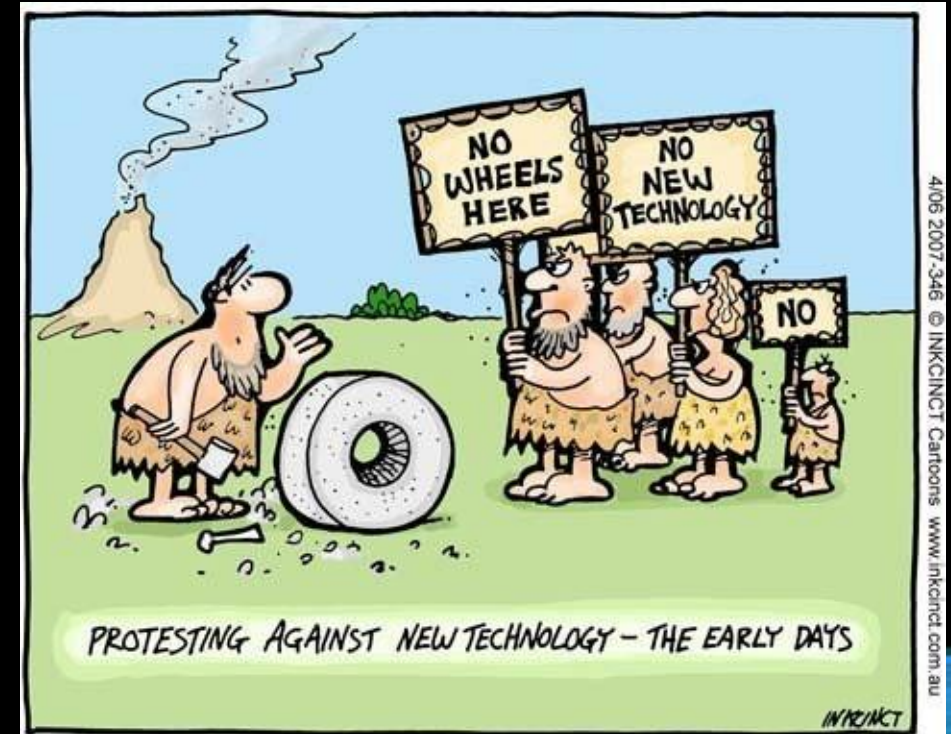


WHAT ARE
YOU
DOING?

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Six Opportunities

1. Embrace opportunities for adoption of new tech
2. Actively participate in, sometimes even drive, the decision process around selection
3. Be a key part of the planning for adoption and use
4. Help the organization to anticipate all of the associated development needs implied by the new tech AND BY THE CHANGE IT REPRESENTS
5. Identify organizational and individual barriers to the successful adoption.
6. Take actions to increase the ease and speed of adoption.

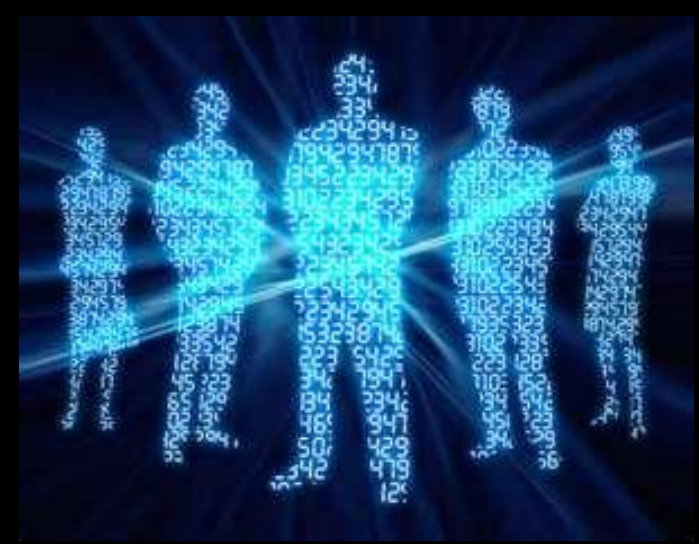


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Necessary Changes –

Embracing Employee-Driven Digitization

- 1. Provide lots of information, communication and feedback*
- 2. Make sure that systems, processes, and rules are supportive*
- 3. Provide training on secure use.*
- 4. Reward effective use*



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Necessary Changes

2. Participating in, sometimes even driving, the decision process around selection

- a) How strong is the business case? What are the organizational benefits that the tech will provide and how do they compare to downside implications?
- b) Are there non-technological solutions that could do an equal or better job?
- c) Are there significant organizational, operational or people issues that the technology doesn't resolve (or may mask or even make worse)?
- d) Is the tech going to resolve customer or employee pain points or enable the organization to do something totally new? Will it create new areas of friction?
- e) Are there higher priorities where the resources for this proposed technology might be better used?

Necessary Changes

2. Participating in, sometimes even driving, the decision process around selection

- f) What are all of the resources that will be required to implement the technology? How big of an organizational change does it really represent?
- g) How easy will the transition be and how easy will sustaining the change be? Where will human intervention still be required or preferred? How easy will it be to integrate the tech into existing systems and processes? Who will have to interact with, manage and maintain the tech and how easy will that be?
- f) Do the benefits of the tech accrue to one part of the organization; but the demands and difficulties fall on another?
- g) If both can't be equal, which should be the priority – functionality or user friendliness?

Necessary Changes

3. Actively participating in the planning for adoption and ongoing use.

Where will the new technology will be managed?

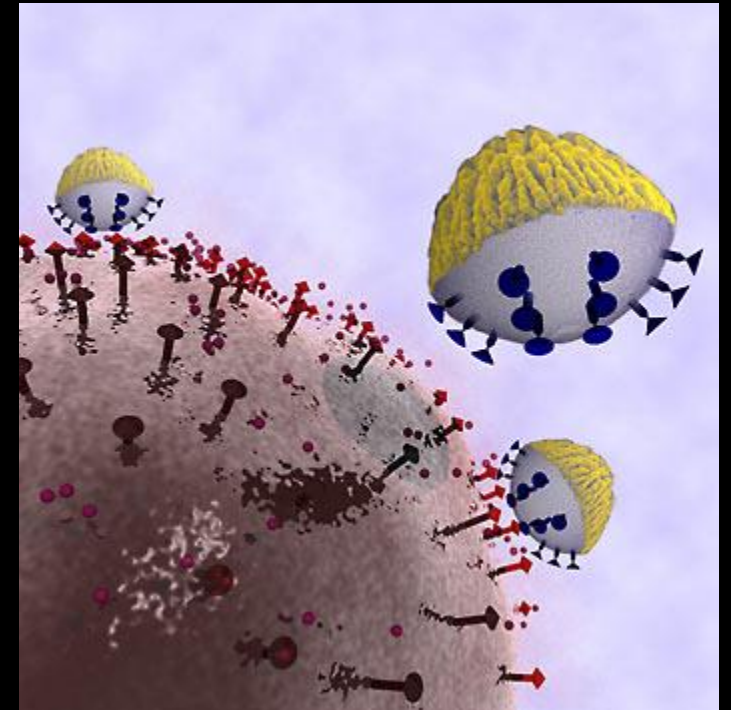
Who will be using it and how it will be used?

How and by whom it will be maintained?

If, how and by whom it can be modified?

How long can we expect to use it?

What are the expected outcomes of using it?



Necessary Changes

4. Anticipating and addressing all of the associated development needs implied by the tech AND THE CHANGE IT REPRESENTS

What competencies are required to manage and use the new technology?

How and for which positions does the new technology change job requirements?

Does it change where or how people can best learn?

Will the new technology support EPSS or other ways of learning while working?

Does human infrastructure act as a barrier to the success of the new technology?



Necessary Changes

4. Anticipating and addressing all of the associated development needs implied by the tech AND THE CHANGE IT REPRESENTS

Does new technology affect the employee experience?

Is there a logical order based on implementation milestones, duration of training programs, or on who needs the most training?

How will you evaluate your rollout?

How will you help employees feel connected to and in control of their transitions?



Necessary Changes

5. Identifying organizational and individual barriers to the successful adoption.

Anyone who has an interest in the change and who has the power to affect the success of the transformation is worthy of consideration as a stakeholder.



Necessary Changes

5. Identifying organizational and individual barriers to the successful adoption.

Does the use of the new technology cross organizational boundaries?

Does it conflict with habits or patterns that may be seen as part of the culture?

Does it actually or even appear to disadvantage some people or departments?

Is the organizational environment supportive of the use?

Do people have the tools they need to use the new tech?

Do any existing rules and requirements appear to conflict or restrict its use?

Are rewards and recognition aligned with its use?

Do communication and feedback systems support the new tech or ignore it?



Necessary Changes

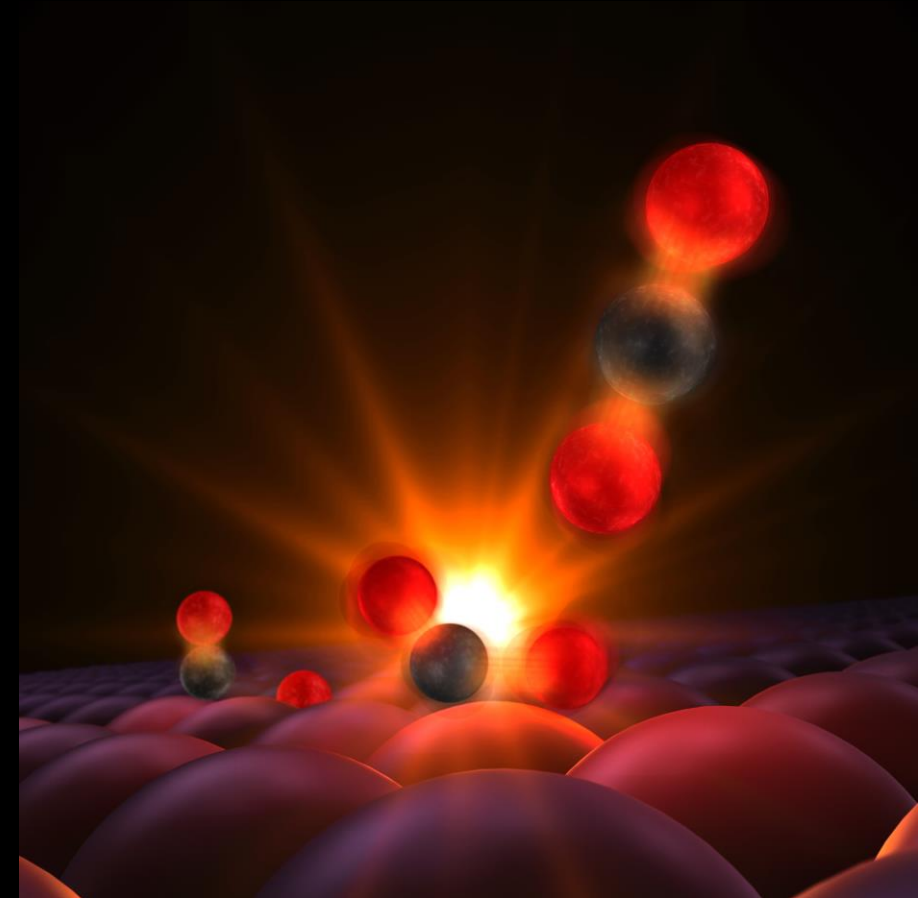
6. Taking action to increase the ease and speed of adoption.

How we design and deliver training can do a lot to convey the urgency of the need to transition.

The more focused our development efforts are on the critical elements of the needed transition, the faster we can make the change happen.

The more of the organization we can involve in the transition, the faster it will occur. Helping people to collaborate and support each other is key.

Catalysts may be execs or managers who we get involved in the ongoing development programs. They may be performance support, creating user groups, or leveraging social learning. User generated content can also catalyze.



WHAT IS YOUR BEST ADVICE?



NOW
NEXT
FUTURE