Transformation beyond the technology

Driving organisational change – a PwC perspective

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It's more than the technology

Within the fourth industrial revolution and in the wake of the recent global pandemic, never before has the need for digital transformation been so critical. Yet, the return on investment can sometimes fall short of what the vision aspires to achieve. Too often organisations rely heavily on the deployment of new cloud solutions to lead the transformation with little focus on the reengineering of the actual work environment and embedding new behaviours. Without a work environment that embraces a new way of working, the investment in new technology can realise a limited return.

Successful organisational change goes much deeper than the technology, it requires the alignment of people-centric initiatives with a well understood change story. It has the power to change behaviour and lead people along the envisaged transformational journey. It's about building an integrated programme of digital transformation initiatives, all working together to realise the business objectives. It calls for focus, perseverance and a relentless drive to realise outcomes. It's not about a definitive plan, it's agile and iterates on the go.

Learning from our internal digital transformation journey, we've compiled a list of elements which have been of value and shaped our journey. These all need to work together and run in parallel.

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Become a data business

At the heart of anything digital is data. Databases feed systems which manipulate data through human instruction or machine intelligence to produce value to the end user. When one explores and places value on becoming a data business, people start to see the potential and value that can be created from using new technology. It must become central to the business strategy, led from the top and form its own identity in the culture.

What does it mean to become a data business? The short answer is that it means something different to everyone. However, by placing this objective at the heart of the strategy, it forces people to unpack what it means to their business. Perhaps there are two data buckets to consider - the first being data within the business which comes from its people and operations, and the second is data from the customer. Each requires a different level of data privacy considerations before analysing, transforming and deriving new value.

Once the data strategy starts to unfold, organisations then need to explore software solutions to help build new value, for example Intelligent Automation (IA), Robotic Process Automation (RPA) or Artificial Intelligence (AI) solutions. What software will the business adopt on its mission to automate mundane tasks or derive new value from data?

People also need to start getting comfortable with the extraction of raw data and transforming it into structured databases ready for analysis or visualisation. It needs to become part of the culture, and most people in the business must be able to do some of this themselves. This is not an isolated initiative for the data science department. All people will require new data analytics skills and knowledge in emerging technologies to truly understand the value of data and derive the value from it. Business units will require dedicated data stewards to review and manage data quality.

Becoming a data business is a journey that starts to unfold after the first step, which is making it a critical objective of the business. This journey has the power to help unlock new value and build a digital identity (internally and externally) which differentiates the organisation by how you work rather than what you sell.

Questions

- How has the strategy defined a route to becoming a data business?

- Has each business unit leader explored how they can use data to build new value for their customers?

- Which data analytics, visualisation and automation technologies will support the transformation?

- Does your organisation have a data governance policy?

- Does the organisation have data stewards who ensure data quality?

Tell the digital change story

To lead anyone through a change they need to feel part of it and understand where they are heading. A change story, an iterative vision, can be used to showcase the future way of working and highlights what people should expect on the journey. If people can see the end result and experience some form of it today, then they will more than likely embrace the change. A story means that it's well communicated and includes more than technology deployment dates. It includes the human-centric side of the transformation, highlighting the purpose of the overall change and the value to be created.

The change story needs to be simple and clearly understood by all employees. It needs to be reinforced through multiple channels. One pager infographics that show the overall journey will help with understanding the size and nature of the change and make it easier to follow. Regular updates via dashboards and leadership town halls help build alignment and support for the change. People also want to experience the new way of working by playing with the new technology at an experiential level. It must be a show-and-tell experience with regular play-to-learn activities, such as physical Virtual Reality (VR) events to make it real and tangible for everyone.

Public messaging (outside the organisation) of the change story also helps to build trust with people. Trust is a key element for people to follow and support the change. It demonstrates that leaders believe in the change and are willing to put their names to it. This has the power to differentiate.

Telling early-stage success stories on the journey is critical in keeping people engaged as they transition through the change. Hearing that one team is finding significant savings through automation, for example, also creates a sense of competition to achieve the same results in another business area. People may also take comfort in the stories shared which can show them, for example, how software robots won't necessarily take their jobs away but rather that a symbiotic relationship can exist.

The organisation also needs to understand that a change journey is continuously evolving with emerging trends. It's agile and relevant but it's also urgent. Without it, the organisation won't get enough of a ground swell support to realise a return. It involves change on every front - from developing digital skills to process and business model transformation.

Questions

- Are the leaders in the organisation telling a digital change story?

- Has this story been communicated to all staff?

- Has the organisation shown early-stage wins demonstrating success of the change programme?

- Has the organisation set up objectives and key results for the change programme?

Make the change programme official

If the vision is about reengineering the organisation to become more digital and data led, then make it someone's full-time job to drive a structured programme of change. It's not something that can be added as a sideline role and delegated downwards.

Whatever form it takes, as a change or transformation office, an official team should be established to lead the end-to-end transformation. The office needs a lead who sits on the executive board and is co-accountable with the CEO to execute the change. The team should not be controlled by a finance or operations lead otherwise little transformation will be allowed - transformative change requires a strategic oversight change lead to support the CEO.

Since change has become a constant within a rapidly evolving digital world, this change office should not be seen as a temporary Project Management Office (PMO). It will be a permanent agile team used as an accelerator to drive rapid transformation. Resourcing this team can be challenging, as it will require people with not only technology skills but also high EQ and strong business process experience. Change leads in this office will be required to unpack complex processes from various business areas (finance, human capital, sales) and then redesign these processes using supporting technology while placing the user experience at the centre. It's a unique combination of skills that people have only recently started to develop.

Besides having strong change leads, the change office will need access to instructional designers who can shape and execute training programmes. Supporting any change project will require a communications resource who has the skills to filter out all the technology jargon and share a simple human-centred message.

Cloud collaboration tools become essential to such an agile team, who run daily standups to build alignment across all projects. Alignment within the team is essential to ensure that all priority projects relay a similar message to the employees.

Over and above the workload alluded to above, the change office also needs to be connected to the business. This is best done through a cross-business unit steering committee (SteerCo). This committee should meet regularly with a very structured agenda, key topics and critical decisions that need to be addressed for the business and on behalf of the executive board. Key persons of influence (KPIs) need to be invited to these meetings, such as business unit leaders or those able to influence operations, like the Chief Operating Officer (COO). The decisions of this SteerCo must be relayed through the change office leader directly into the executive board. This formal SteerCo will also help with any internal audit process done at a later stage, demonstrating consensus on decisions taken throughout the journey.

> The change office should be seen as a support team that acts as a catalyst for transformation.
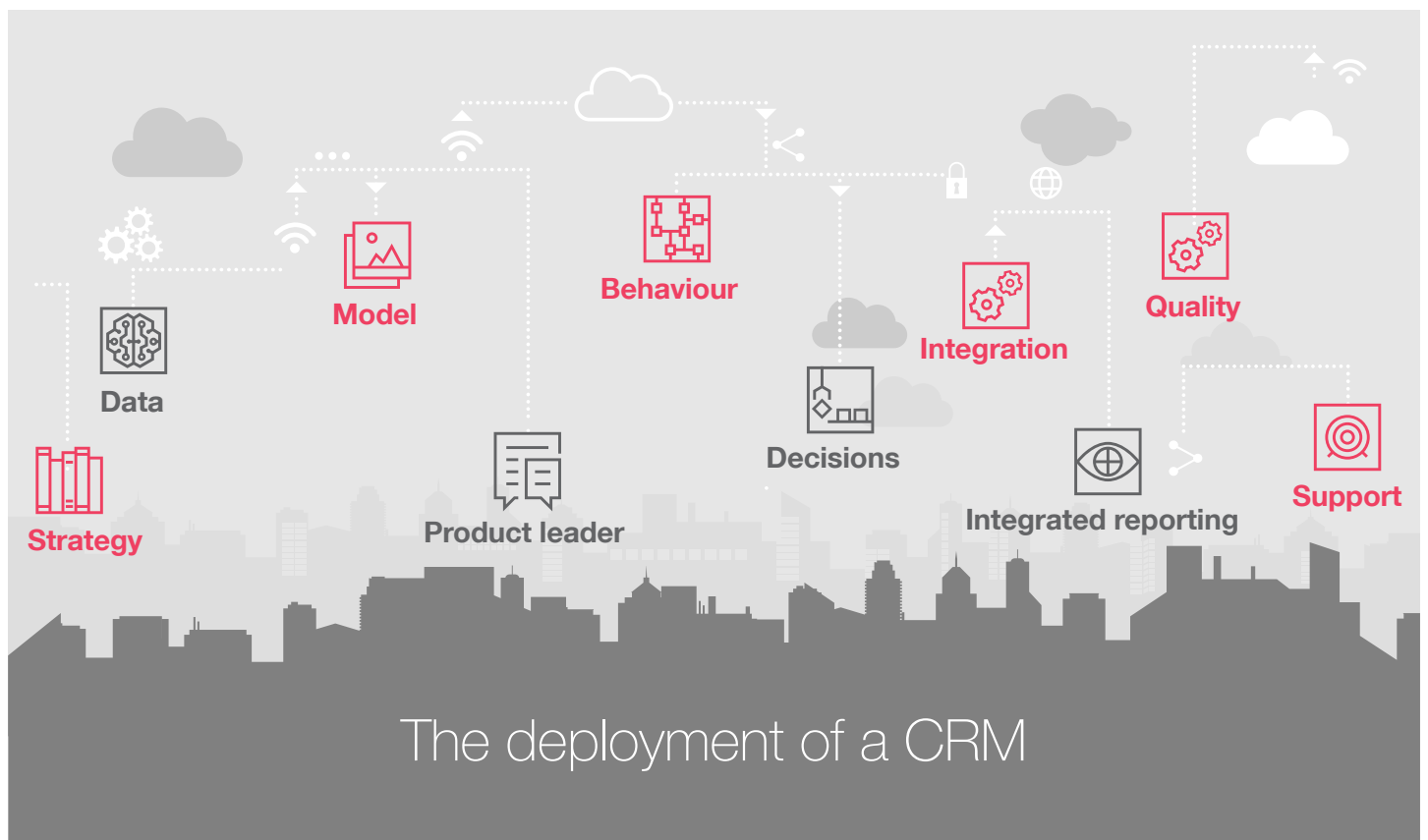
Questions

- Has the organisation set up a dedicated team (change office) to drive the change?

- Does this change office have the executive mandate and CEO support to lead transformational change?

- Does this office have sufficient resources to manage the priority transformation projects?

Migrate the front and back office to the cloud

It becomes difficult to lead an agile organisation without having an agile cloud operating environment for the front and back office. Nor can one be truly mobile unless core operating solutions are in the cloud. A combination of *Oracle Cloud*, *Workday*, *Salesforce* and *Google* could be a suite of solutions that service the organisation. However there are a number of factors to consider when making such a selection.

- **Strategy**: Does a cloud-based CRM system, such as *Salesforce*, work for business units and their subsidiaries, and do they see the value? It sounds simple, but certain operating models don't always align to one CRM approach and it can lower the return on investment if only half of the business is running on the new CRM.

- **Data**: Client and contact data will need to be cleaned up before deployment. If duplicates, inaccurate or obsolete data exist it will subsequently impact the user experience and people will stop using the technology.

- **Model**: *Salesforce* adoption requires a CRM culture where sales teams work and collaborate in *Salesforce* - everything is captured and reported in one location and in one system. A CRM culture and operating model needs to be ready for *Salesforce* before deployment.

- **Product leader**: As much as every team will be accountable to adopt the CRM technology, the organisation will need a *Salesforce* product and community leader to realise strong adoption.

- **Behaviour**: Teams need to be ready to collaborate with multiple departments to drive the overall account sales pipeline. This might mean a restructure of business units or teams prior to deployment to avoid clashes in sales targets.

- **Decisions**: People should no longer be able to make sales decisions without using the data in *Salesforce*; therefore people need to have direct mobile access to reporting and pipeline dashboards. This also requires a change in behaviour to move away from personal spreadsheets to collaborative data visualisations.

- **Integration**: Consideration should be given to how a 'won' sales lead would be automatically pushed into the project (engagement) management solution, *Oracle Cloud.* If the CRM and financial management system are not seamlessly integrated, then adoption will be a struggle and the user experience poor.

- **Integrated reporting**: The end user will operate across a number of software solutions and may therefore require a summary dashboard of key data points to review on a regular basis, in order to run their business.

- **Quality**: Data quality teams need to be established to maintain data quality in each system of the integrated software architecture.

- **Support**: Chatbots that provide information and execute mundane transactions should be introduced early on in the deployment phase to avoid large support teams. Chatbots also help build a culture of helping yourself rather than depending on a human.

The deployment of a CRM

(Diagram labels: Data, Model, Behaviour, Integration, Quality, Strategy, Product leader, Decisions, Integrated reporting, Support)

Questions

- Does the organisation have a plan to migrate core operating solutions to the cloud?

- Have end-to-end integration considerations been researched and approved before selecting the cloud solutions?

- Has the organisation set up a product leader to drive adoption of each cloud solution?

- How have chatbots been integrated into the cloud solutions to minimise large support teams?
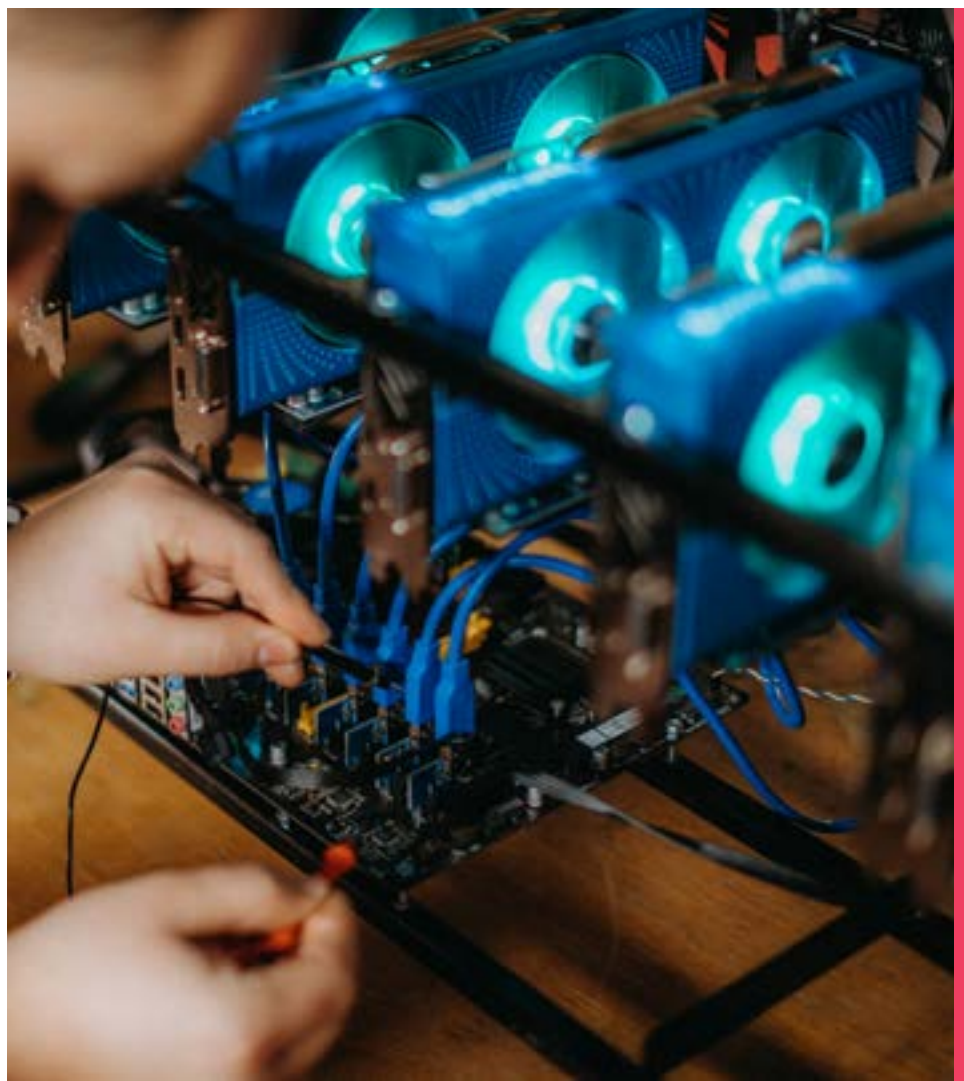
Focus on the essential technologies

The fourth industrial revolution is producing an endless list of new technologies on a regular basis, all of which can't be researched and incorporated into the organisation.

Focus is critical to building a differentiated digital capability within the organisation.

Business units need to workshop and define which technologies are material to their business today and forecast what's more than likely going to impact them tomorrow. Select five to seven essential technologies and explore how new value can be created for people, customers and shareholders through the application of these technologies.

The business strategy needs to illustrate how these selected technologies will be applied across each business unit. Equally so, people in each business unit need to understand why they have been tasked to focus, for example, on a drone transformation strategy. Exploration workshops can be used to unpack the value of each technology.

Even though a deep focus is required on a selected few technologies, teams still need to remain relevant through constant research into emerging technologies. This can't only apply to the technology-centred teams: it needs to be part of the culture where all teams are active in reading and learning about new technologies.

Nothing sticks unless it's repeated several times, so building focus on a selected list of technologies requires constant communication, drive and endorsement from leadership. Experiential campaigns can help people see the value of new technologies as they play-to-learn. An example could be a VR simulator in the office or simply giving people access to a sandbox developer environment where they can explore building a chatbot using the latest Natural Language Processing (NLP) technology from *Google*.

Not everyone will become experts in all technologies, but the organisation will require pockets of excellence for each. Establishing an operating model where teams can engage a Centre of Excellence (CoE) for support in the application of each essential technology, will become essential to a transformation programme that builds new value.

Essential 7

1 Artificial Intelligence

2 Blockchain

3 Drones

4 Internet of things (IoT)

5 Robotic process automation (RPA)

6 Chatbots

7 Data analytics (D&A)

Example of a selection of seven essential technologies

Questions

- Has the organisation taken time to define their top essential technologies?

- Have the selected technologies been communicated to the business?

- Has each core business unit explored how they can apply these technologies?

- Have the benefits of building a CoE been explored for each technology?

Enable a culture of community builders

One challenge with any significant change is building a substantial supporting coalition around the change. Whether it's an innovator with a new idea or a new technology that supports a new way of working, they both need support against those resisting the change. Building communities of like-minded people can help drive the broader change within the business.

A community not only has its people, but also a leader, who constantly feeds them with information, provides comfort on the value of the change, supports and encourages them. For example, an organisation may want to focus on data analytics as one of their essential technologies using *Alteryx* as the core product. In this case, an internal person will be required to build a community around *Alteryx*, constantly showcasing the value of the product, sharing recent success stories and new features, and running events to create a buzz around the product in the business. This is not the product manager but a person who builds the community and leads people in a direction of building value through the use of the product.

This community leader needs to work closely with stakeholders such as the *Alteryx* product manager and the executives, to lead the business through the change. Product managers will manage licencing, access and support as well as feed the community leader with new features and product release dates. Business unit executives need to work with community leaders to build a culture of data analytics using *Alteryx*, for example. The community leader should also maintain a strong alliance with the external technology provider (the company that licenses the technology to the business).

Community leaders should track, through dashboards, the adoption rate and change in way of working. They need to report the transformation success and challenges directly into the executive board. Where teams are falling behind, the community leader should support with additional upskilling or even strategic interventions to resolve a conflict, if that is the hurdle.

Communities are an important part of any successful transformation and will bring people together online and virtually, giving people the power to contribute and work together. The community leader is also a permanent role going well beyond the deployment of a technology.

Product leader
Manages and supports the product

Community leader
Builds and leads others around a way of working

Questions

- Is a community manager a defined role within the organisation?

- Does each essential technology have a community manager?

- Does the organisation have a collaboration technology to support community engagement?

- Has the organisation formed an alliance with an external party to build its internal communities?

Ignite business- and citizen-led innovation

Both citizen- (people) and formal (leadership) business-led innovation programmes need to be established and aligned to explore and build new value on the new technologies. These two streams are responsible for funnelling, testing and deploying new ideas that focus on the selected essential technologies.

Business-led innovation is something that an individual can't lead on their own. It requires senior leadership intervention with a possible transformation in operating model or change in process. Citizen-led innovation is a focussed exploration on how people can apply new skills or technology to solve current workflow challenges. In summary, citizen-led innovation would attract numerous ideas, while business-led innovation has a shorter, more focussed list list of larger transformational projects.

People will need a cloud platform (mobile) to share their ideas or innovations with others and where applicable download and scale, to get the recurring value. An interface or 'digital lab' that can house high-value digital assets to showcase and recognise innovators is an essential element to drive a culture of innovation. To avoid overwhelming the platform with immaterial innovations, some form of governance and curation is required to determine what gets uploaded. It's more valuable having 100 material innovations instead of 1,000 average ideas.

Whether they are working remotely or in the office, people will require a creative collaborative space to explore ideas in teams. PwC's Experience Centres offer teams the ideation space to unpack problem statements and rapidly iterate options for resolution. For virtual teams, *Google Jamboards* offer an effective virtual whiteboard to co-create and explore ideas in and amongst teams.

Targets for innovation will help focus what gets delivered and by when. If the business needs to find efficiencies in how they work, then the business-led innovation stream should focus on building back office chatbots, for example, by a certain date. Ideation on how to build this and what workflows need to be included, form part of the business-led ideation process. Similarly, the business stream could be tasked with a target to deploy two software robots before the financial year end. This team needs structure and focus on what to innovate and when.

To iterate quickly, teams should rapidly develop a Proof of Concept (POC) through no-code applications, such as *Invision*. It's important to officially introduce and support such technology that embraces the user experience design before developers start writing any code.

> Sharing digital assets in a virtual lab is a good way to demonstrate results with actual use cases.

Questions

- Does the organisation have a priority list of business led innovations for the financial year?

- Has an interface been mobilised for people to share their innovations?

- Do teams have access to developer sandbox environments to experiment with new technologies?

Grant access to core technologies

If the organisation has selected its essential technologies, which software solutions have been approved for use for each? Granting access to every Robotic Process Automation (RPA) software, for example, will dilute the community efforts in building a culture of automation. Therefore only a selected few software tools should be supported.

Starting with the baseline technologies for building a data business, software solutions to perform advanced data analytics, data visualisation and automation would be required. This could be a combination of *Alteryx*, *Power BI* and *UiPath*. This is not to say that the organisation can't use other solutions, like *Automation Anywhere*, but rather that there is a core suite of technologies that the organisation is going to focus their upskilling efforts on.

Similarly, if the organisation wants to focus on building AI capability within the business, then pick a route with *Microsoft Azure* or *Google Cloud Platform*, for example. It's all about focus and building that brand-defining differentiated capability. Exploring multiple AI solutions will dilute the impact. Multiple technologies will also mean multiple support teams, double the number of product managers plus multiple training programmes, all adding to the costs of transformation at a diluted return. People can also only consume so much change; therefore it's less about advanced AI technology and more about making a significant change simply by following a single technology and going deep.

Access to new technology, such as *Alteryx,* means that the product manager needs to be working closely with the *Alteryx* community to make sure that people have a simple way to download, use and upskill.

Questions

- Has the organisation selected a core data analytics, visualisation and RPA solution to scale across the business?

- For each of the selected essential technologies, has the organisation chosen a software provider to align with?

Those who fail to adapt will fail to survive. We are in the age of digital disruption where innovation can change an industry overnight.

Scale the digital upskilling

A suite of solutions selected for each of the essential technologies will give people access to a focussed list of core solutions, but they will also need training on each. Not all teams require training on every solution, but there will be some core technologies that are critical to building a data business, for example *Alteryx, Power BI* and *UiPath*. Training on Internet of Things (IoT) software would also be required, but perhaps only for a hub in a specific location in the business.

Not everyone will require advanced training on *Alteryx*, for example, but all staff should be aware of what the product is and how it can be applied. Therefore a short training intervention, such as a 2-hour elearn, can be used to upskill all staff on the basics of data analytics using *Alteryx* while learning more about structured data sets and data privacy, for example. The purpose of this mass upskilling is to create awareness of data analysis and to change the conversation. People who have completed a RPA foundations elearn, for example, will then be able to talk about software bots and how they could potentially automate a process. This training explores how teams can integrate bots with confidence into their operating model without fear of losing their jobs, which helps them to support the organisational change.

Beyond this baseline digital upskilling across the core software solutions chosen, the organisation should explore intermediate and advanced training programmes for each technology. Classroom or virtual training academies running for six to eight hours will give students a decent intermediate level skill. This type of training may only be applicable to 50% of staff, but each business unit leader will need to determine their completion rate numbers. Cost of licences and the associated operating model should also be considered. For example, RPA software solutions are vastly more expensive than data visualisation software. Therefore, in many organisations only a few people will actually build software robots; however, all staff need to understand what a bot is and how it could be applied within their business.

More advanced training starts to get expensive with the target audience being even smaller. Around 2-5% of staff can be targeted for advanced training. This small population needs to be used as change agents across the business, building and sharing their success stories. These individuals are hard to find and not normally the current stars of the old business model. They also need to be comfortable with change and ambiguity, and be self-motivated and keen to explore new ways. Various advanced training options should be explored and offered, including online self-paced learning on a learning platform such as *Udacity*. Using this remote learning platform means that teams can train and upskill as required. It's important to note that this small advanced group needs to show value, and quickly if there is such a significant investment in them. Therefore business transformation projects should be defined and aligned to the training programme so that outcomes are achieved from each individual and adopted by the business.

Questions

- Has a formal digital upskilling programme been mobilised covering all three core areas of data analytics, visualisation and automation?

- Has a foundation, intermediate and advanced digital upskilling programme been mobilised?

Build digital knowledge

Having in-depth skills in *Alteryx* is a great outcome for some, but the general digital IQ of all staff needs to be considered. Low general digital IQ will impact the broader digital transformation agenda. For example, if AI is an essential technology for the business, then is there a general understanding of what it is? AI can be divided into five areas: vision and spatial pattern recognition, speech and voice recognition, Natural Language Processing (NLP), Machine Learning and Deep Learning, and Expert systems. Does the organisation understand this and how and where it is relevant? Also, have you considered IoT?

Before jumping into another training programme, consideration must be given to how people like to grow their personal knowledge. People turn to short podcasts or micro-learning on *YouTube* clips. They also like to attend short virtual meetups to hear from experts on a topic.

We've adopted the PwC *Digital Fitness Application* (DFA) which offers curated content via a gamified mobile application. The content offered covers all the essential technologies and sources videos, articles and podcasts from trusted providers such as *Harvard Business Review* or *Fast Company*. PwC also developed their own podcasts relevant to industry-specific areas. Short knowledge bursts are also shared regularly with teams via email and *Google+* digital communities. Community leaders will play a critical role in running internal events where people can attend in person, experience and see the application of the technology.

Questions

- Does the organisation have a digital knowledge-sharing application like DFA?

- Are the community leaders tasked with driving an increase in general knowledge in their area of specialisation?

- Do you have a set schedule of knowledge areas to focus on per month?

Digital change is more than just using a new technology. It's about new ways of solving old problems, increasing quality and accelerating growth.

Reimagine delivery

As citizen-led innovation begins to thrive and parallel business transformation projects support new growth, the organisation will get pushed to explore how work, products or services get delivered to the customer. The delivery mechanism needs to be defined using new skills, knowledge and access to technology.

To start, people will need mechanisms to get or share information with an outside party (supplier, customer, or contractor). Abstracting or sharing data requires adequate data policies between parties but also a secure platform. The platform needs various levels of controls to manage who gets access, for how long, and whether the receiving party can download or edit shared files. *Google Visitor Sharing* can be used in this instance for one-way sharing of files and folders with stakeholders. Accommodation should be made to sharing files of any size. In some instances collaboration can also be created with external parties where users from both sides edit and update a document together on a cloud file.

The pricing strategy also needs to be reviewed, taking into account that automation of certain processes will reduce costs to produce a service or product. In professional services, this is a significant issue seeing that such firms charge hours worked multiplied by rate. A software bot will remove hours from a process and may then subsequently reduce the overall cost of completing the service. This sounds like a win-win scenario, but not if the bot removed high-profit processes through automation. Similarly, this may be an opportunity to reprice the service and remain competitive, but also presents an opportunity to redefine to a success fee model.

Upon development of *Power BI* visualisations, for example, there will be a growing interest to share the visualisation outside the business with various stakeholders. *Power BI* servers can accommodate this need and allow a web view sharing of the visualisation. This is critical to retaining intellectual property of the digital asset.

People or customer experience can also be reviewed taking into account external chatbots. Through using them, external parties can get an instant response from the business by using an engagement software robot.

For example, the recruitment process could consider how potential candidates find additional information regarding the organisation through a chatbot.

A chatbot operating model needs to be explored across the business to redefine how people are supported by automated responses.

There are two routes to consider with a chatbot strategy. The first is building native chatbots within operating solutions, like *ServiceNow*, where the bot resides inside the *ServiceNow* software and pulls the applicable information from the system to respond to the user request. This can be the most cost effective to build, as no Application Programming Interface (API) is required due to the bot being developed within and for the solution. However, a second instance of chatbots may also be required when users want, for example, more information about a business policy or process. For instance, a business unit might have a set process to procure goods or train staff and a support team may get numerous questions around this process every week. Over a year this could amount to hundreds of hours of support. This could be resolved with a knowledge question and response chatbot, for example, *Google's Chatbot* using *Dialogflow*. This includes Natural Language Processing, sentiment analysis and agents to respond quickly to staff needs.

Questions

- Has the organisation defined a project to assess how it reimagines the delivery of its services or products using emerging technologies?

- Has the organisation defined a process and solution for external sharing of files and view-only assets?

- Does the organisation use chatbots to reimagine the delivery of services or products?

- Has the organisation defined a chatbot strategy for operational solutions and questions/responses to the business?

Recognise and recruit digital talent

Recognition of those leading the change is a critical step to drive a broader adoption of the transformation plan. Those who have taken the time to explore and build a new workflow using a technology like *Alteryx* should be recognised.

Where possible, PwC shares success stories within the business to not only profile the individual but also the digital asset that they have developed. Each asset has the potential to be scaled with recurring value achieved across the business. This process empowers the individual but also creates a degree of competition with others to do the same. PwC also relies on a digital sharing platform for profiling valuable assets that can be downloaded and shared with others. *G+* (*Google's* social media platform) is also used to drive peer-to-peer recognition.

Recognition is also about actively seeking out and promoting people who have the skills and knowledge to lead the business through digital change. This is more than technical skills. It includes people who can lead others through change, have a high EQ to help others understand the user experience or are agile leaders who can iterate around a problem statement. Various people profiling tools offer this holistic view of innovative talent.

Questions

- How does the organisation recognise digital talent as it explores and builds new technology?

- Does the organisation take into account holistic skills when promoting digital talent?

- Does the organisation's onboarding process upskill new joiners on essential technologies?

- Does your recruitment process include a digital filter?
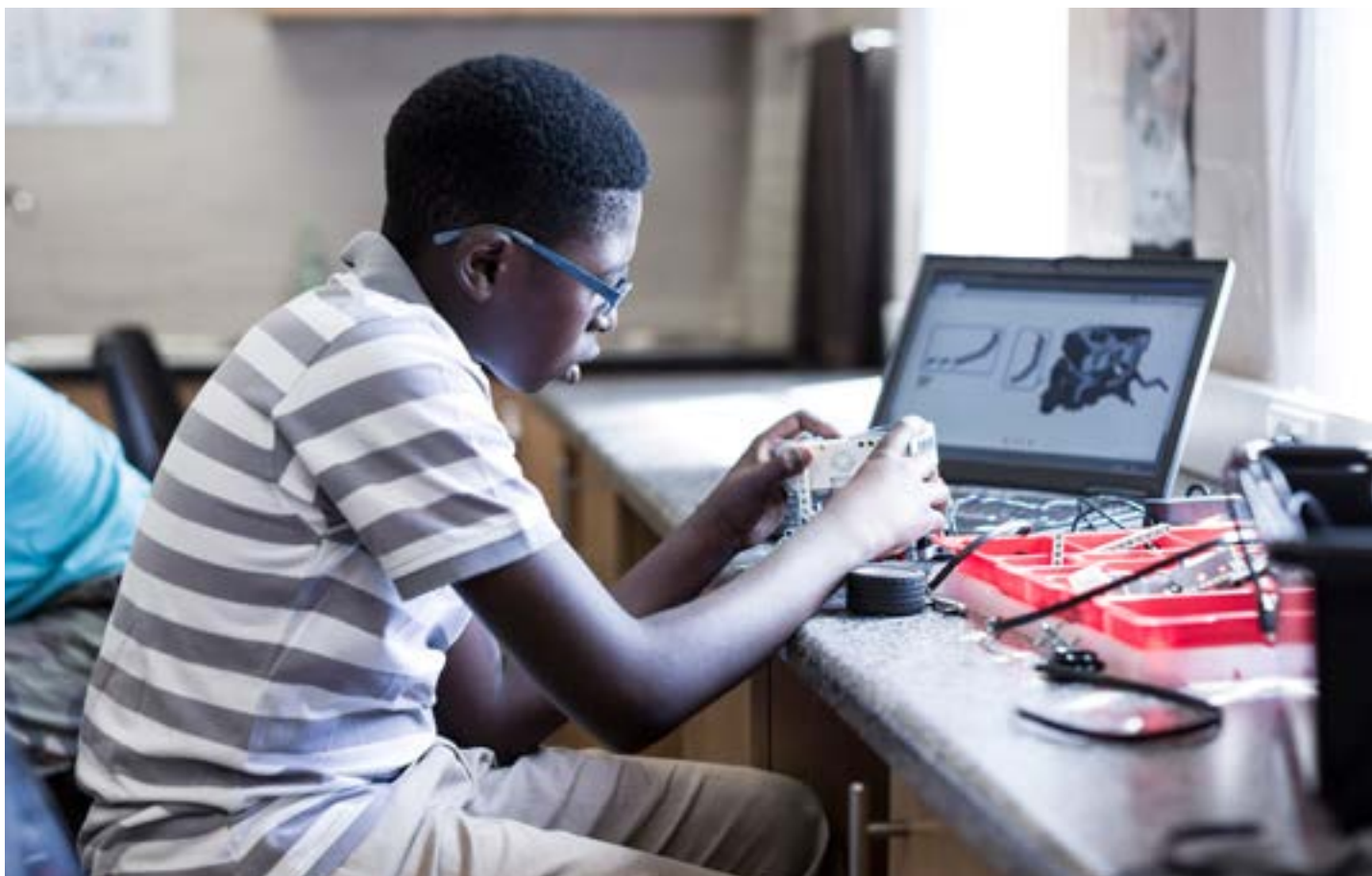
Responsible impact through technology

The selected essential technologies can be applied to solve a number of business challenges, from efficiency gains to cost reduction or improved people experience. The digital skills pool and software solutions within the organisation can also be used to solve societal changes, such as those listed in the United Nations Sustainable Development Goals (SDG).

People also want to feel that they can make a difference in the world and use their skills to solve problems. Many are willing to spend their personal time to solve societal challenges. Therefore Corporate Social Responsibility (CSR) programmes should consider how they shift their strategy to embrace the selected essential technologies and explore how internal skills, apps, workflows, bots or AI models can be repurposed to address a societal challenge. This will build a culture of trust and care within the organisation and society.

Similar to solving societal challenges, organisations could look to extend their digital capability to help their suppliers transform. Suppliers who are able to embrace digital change, upskill their workforce and prepare for a digital future will mean a more reliable supply chain to the business.

To survive, we must embrace a new reality: the workplace of the future never stops changing.

Questions

- How is the organisation shifting its CSR programme to include the application of the essential technologies?

- How is the organisation working with technology companies, like *Google* or *Microsoft*, for example, to solve a societal challenge?

- Is the internal CSR team aware of the selected essential technologies and actively leading programmes within the community using them?

- How is the organisation using its digital skills, assets and programmes to support the digital transformation of its key suppliers?

Allow and encourage a digital way of working

As the organisation deploys back and front office cloud operation solutions, such as *Oracle Cloud*, *Workday* or *Salesforce*, it then needs to support a cloud way of working. Cloud means that an individual can access associated services from any device at any location. A full cloud operating model gives organisations the option to encourage remote working and reduce office space.

Collaboration technologies like *Google's G Suite* have allowed PwC people to connect with teams via *Google Meet* and to use direct message chat functionality. This kind of cloud collaboration technologies will give organisations the opportunity to employ resources from different countries or even a workforce that works from home, at a lower cost to the company.

People are also embracing the 'gig economy' by working for multiple companies at different times of the year and perhaps even across different countries. The technology can support this way of working for some teams, but others will still require office-based roles. Nevertheless, leaders need to embrace a digital way of working by encouraging a mobile-enabled workforce that can work from anywhere and be flexible on working hours.

Questions

- Does your organisation have technology that supports a virtual workforce?

- Does your organisation embrace a virtual workforce, where it makes sense?

- How is the organisation encouraging a 'mobile first' culture?

- Can an employee join the local workforce while living in another country?

Lead people through the change

Movement in a new direction requires informed, strong and resilient leaders. However, in a fast-moving technology environment, it can be challenging for senior leaders to shift to a new way of working. It's often less about being an expert in the new technology, and more about being an agile leader who is open to trying new things.

One way to address this digital divide between the younger and older generation is a reverse-mentoring programme such as connecting a senior individual with a digital champion and scheduling regular engagement between both parties over a six month period. This could entail brief meetups (two hours every two weeks) tracked and scheduled in *Google Classroom*, where the two parties work through learning activities across each of the essential technologies. It's a two-way learning initiative, where the student informs the leader but also learns more by getting well prepared to teach a senior leader.

> Leaders who are open to change can navigate themselves and their teams through the transformation.

Some guiding principles for leaders to follow that will help them lead their teams through a change:

1. Get involved and understand the value and vision for the change

2. Take the time to understand how the change relates to our business objectives

3. Build a coalition of colleagues around you that understand and support the change

4. Be active and visible as you support the change (don't just think about it)

5. Be empathetic and support your team through the transition state of change

6. Provide constructive feedback to the primary sponsor of the transformation

7. Get involved in early adopter programmes and help mould the change

8. If it's a new technology then use it and encourage your team to do the same

9. Seek out training options to increase your team's skills and knowledge

10. Stop your team from spreading rumours and derailing the change

11. Avoid reverting to old ways

12. Help resolve problems that may arise during the transformation

13. Recognise people that support the change

14. Celebrate success stories

15. Seek feedback to help drive continuous improvement

16. Reinforce the new behaviours which support the change

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The secret of change is to focus all of your energy, not on fighting the old, but on building the new.

– Socrates