Digital Transformation in Action

::GLOBAL, VIRTUAL EVENT

Putting People at the Centre of Technological Transformation

> 17 JUNE 2021

EXECUTIVE SUMMARY
Brightline Project Management Institute organized a fully-online exchange to double-click on digital transformation with foremost experts and practitioners in the field.

At **Digital Transformation in Action**

20 speakers and 410 C-suite and decision makers and global change makers got together to discover deep insights on the topic. Here is a snapshot of what they discussed.
Widespread economic uncertainty, the global pandemic, and climate change are fueling greater need for organizations to deliver on the transformation agenda. The ever-changing world is sparking big changes in how organizations are transforming. Leaders are on the frontline of driving change through organizations. Even amidst upheaval, leaders at Strategy@Work expressed optimism and hunger for innovation. They felt a real need for the intentional pursuit to keep humanity at the center of this rapid transformation.

> What are the key takeaways for leaders?
> What are the lessons that they can apply right away?
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Putting People at the Centre of Technological Transformation

Digital Transformation has become a broad concept signifying several waves of incredible changes in the external environment. Living through challenging times, COVID-19 pandemic reminded us how fragile our societies, businesses, and our lives are. This realization has pushed organizations to reimagine how they do business, how they would survive and grow in the future. As we adapt rapidly to the changes to fully digital and hybrid models for school, work and accessing services. We have devised new ways to meet up with family, friends, attend worship and stay connected with our communities, our employers, and our service providers. We are seeing an acceleration of digital transformation. According to a study with customer leaders by McKinsey in 2020, COVID-19 impact has pushed Digital Transformation ahead by an average of 5.3 years!

The understanding of digital transformation has transformed during the uncertainties of the COVID-19 pandemic. In earlier days, Digital Transformation for enterprises meant finding ways to do things at lower per unit cost, move to more variable cost model and automate processes. Many organizations quickly progressed towards globalizing work, digitizing collaboration to continue to deliver value. This wave is about applying Artificial Intelligence (AI), Augmented Reality (AR) and creating ecosystems of new user interfaces with edge devices and sensors. The new, accelerated wave of opportunities and blockers for Digital Transformation is underway. Research indicates that less than 30% digital transformations succeed. The ability to move forward comes down to organizations, and their people with the right skills across critical areas. The 2020 article in HBR suggests that successful digital transformation comes down to talent in 4 key areas - technology, data, process, and organizational change capability. How can leaders bring in a people focus? Isn't digital transformation all about humans and our interaction with technology as an organization and as a society?
Leading Change when Next is Now

The inventor of the World Wide Web joined us virtually in conversation with PMI President and CEO, Sunil Prashara about how the World Wide Web (WWW) laid the foundations of the digital revolution - and where do we go from here?

Their conversation reveals the story of how the WWW was born (hint: it started as a project!). Berners-Lee built the internet protocols while working at the European Organization for Nuclear Research, CERN, in Switzerland. His primary motivation was to build a system that he could use to connect various departments through a phone book to enable collaboration within the organization. This sparked an interest from others around him. Several other people were inspired to put their own servers and stay connected to this system. Since then, the World Wide Web has grown exponentially. Lee is continually working to solve bigger problems. Even now, only half of the world’s population is connected to the WWW. How can today’s leaders help other parts of the world get connected to the digital multiverse? With Inrupt, he is building, Solid Pods, that will revolutionize user digital rights through a secure, Single Sign On for the web.

"Socially good platforms are open and allow creation of new tools. It is not about how exciting the platform is, it is about what people can build on top of it"

Sir Tim Berners-Lee

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Sir Tim Berners-Lee
Inventor of the World Wide Web

Sunil Prashara
President & CEO of the Project Management Institute (PMI)

Habeeb Mahaboob
Managing Consultant, Digital Transformation Office at Tech Mahindra

Rahaf Harfoush
Strategist, Digital Transformation at Deloitte

Mark Lines
Senior Partner at BCG

Tiffani Bova
Selling Author, Strategist, Digital Transformation at LinkedIn

Didier Bonnet
Speaker, Author, Thought Leader.

Otema Yirenkyi
Fellow at Duke Corporate Education

Rahul Avasthy
Sr. Mgmt Director, EMEA, Chief Digital Officer at FTI Consulting and Experience at Abbott

Alwin Magimay
Sr. Mgmt Director, EMEA, Chief Digital Officer at FTI Consulting and Experience at Abbott

Rebecca Kerr
Expert, Academic Director, ING

Dina Matta
Board Member at Seattle University & Research Initiative for Global Change

Rahul Avasthy
Sr. Mgmt Director, EMEA, Chief Digital Officer at FTI Consulting and Experience at Abbott

Fabiola Aquino
Expert, Academic Director, ING

“Socially good platforms are open and allow creation of new tools. It is not about how exciting the platform is, it is about what people can build on top of it”

Sir Tim Berners-Lee
Prof. Didier Bonnet shared his lessons learnt from successful transformations, and “digital masters”? Digital Masters are adept at making smart investments and implement transformation through a series of well-thought-out initiatives. They begin with a strong digital vision and build a strong people culture through effective governance. The result? Higher revenue generation efficiency and profitability than other competing organizations.

How do you effectively lead during the “hyper-connected now”? He shared results and cases from his research of 500 large, complex organization undergoing digital transformation to share the key learnings:

1. People are the core of digital transformation – let us move beyond the conversation of man vs. machine, and talk about the coupling of how to best combine both the intelligences.

2. How can technology augment your enterprise decision-making? How will it lead to better human experience?

3. Leaders need to orchestrate the digital transformation and think about building a digital culture.

"You have to be scientific, analytic and empathetic to design digital experiences well."

: : Prof. Didier Bonnet
How to Put People at the Heart of Digital Transformation

"How often do you put your HR and IT Leaders in the same room?"

Tiffani Bova, Chief Growth Evangelist, Salesforce emphasized the people aspect of digital transformations. We must confront the reality prevalent in organizations. The expectation of customer is changing faster than how enterprises can adapt. Enterprises are struggling to deliver a seamless, integrated, and fast service delivery. She cited a study by MuleSoft where a typical large organization has 900 applications in house, but only 27% were integrated and 60% do not talk to each other. This translates into a digital experience where employees get caught up in multiple systems. They are frustrated and cannot respond to customer issues efficiently or effectively. How does digital transformation impact the employee and customer experience? How are they coupled together? This talk delivers powerful messages on why you should focus on enhancing employee experience to improve customer experience.
The Digital Transformers’ Dilemma

Prof. Karolin Frankenberger, Academic Director, School of Management, University of St. Gallen spoke about the dilemma that transformers face—keeping the lights on, achieving operational excellence while transforming the digital aspect of the business. She speaks extensively about the role of leadership and culture in the digital transformation. The change starts at the top and needs to be built through employees. Leaders need to think about their own transformation, they need to build high performing teams, and rethinking the business is run.
Reimagining the Company, Digitally

"You see the signals, but how do you interpret the signals?"
:: Martin Reeves

Martin Reeves, Chairman, BCG Henderson Institute: and the author of “Imagination Machine”. He spoke about how leaders need to reimagine the current digital transformation. The market growth has largely come from tech stocks, and the transformation of society has been driven by technology. Successful players orchestrate transformation through ecosystems. In this context, it is important to look at how growing digital ecosystems like Netflix, Airbnb, and Alibaba use data, how do they look at patterns and use it to determine their dynamic activity in the wider marketplace.

Reeves outlined 5 factors to gain competitive advantage:
> Superior perception: the ability to see what others do not
> Superior cognition: the ability to leverage algorithms and human imagination
> Superior sociality: the ability to be part of and innovate through digital ecosystems
> Superior adaptability: the ability to be digitally adaptive and shift portfolios
> Superior translation to action: The ability to translate the information gathered into a competitive advantage.
Successful Digital Transformations Through Working Smart

"Every major company has become a tech company."

:: Mark Lines

Digital transformation is about transforming the customer experience from end to end. How can we really understand why organizations are transforming, and then dive into how to best transform? Every multi-million-dollar company is a digital company in today’s world.

The value stream starts and ends with the customer. Digital transformation cannot be aptly described in technological terms, it needs to be defined from people’s perspective.
How Millennials and Gen Z are Driving the Digital Revolution

Is technology driving digital transformation or the digital natives? The millennials and Gen Z are growing up with a unique experience of digital transformation. In fact, they are driving it. The panel discussed how the new cohort is redefining the meaning of transformation.
The Digital Transformation in Action event was one of the best I've attended. Each presenter was knowledgeable and prepared. I particularly appreciate the continuity between presenters. We heard the same general concepts/practices throughout the event. Each presenter offered approached the topic uniquely and there was a variety of examples given. This resulted in a good flow of information & reinforcement of concepts throughout the day!

:: PMO lead, USA

In general, I think Brightline has good, solid content. Not fluffy (for the most part) and has good speakers who know their craft. I always learn something new.

:: Head of Strategy in Consulting, USA

It is tackling what the future of business will look like. It was great listening to the speakers, lots of great knowledge imparted.

:: IT Consultant, USA
Acknowledgements

This conference has been an example of transforming an in-person event to 100% digitally delivered global experience in an extra ordinary year. And we must recognize the efforts of all who made this big shift a reality – the production crew, the PMI professional development team, Brightline team, speakers, and the audience. On behalf of Brightline Project Management Institute would like to thank all our participants, speakers, especially our partner – Mpower Envision.

The team that made it a reality, includes:

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- Marketing and Communication :: Riina Corrigan, Kristin Jones, Molly Rigas, Deborah Walker
- Executive Summary :: Yavnika Khanna
Thank you for supporting us through a challenging year. We are working on your feedback to build another year of exciting programming.

Continue your reading and reflection on transformation with our new ebook.

STAY TUNED FOR FUTURE DIGITAL TRANSFORMATION IN ACTION
Brightline is a Project Management Institute (PMI) initiative dedicated to helping executives bridge the gap between strategy design and delivery. Brightline empowers leaders to successfully transform their organization's vision into reality.