



**Brightline**  
Project  
Management  
Institute.

# Digital Transformation in Action

::GLOBAL, VIRTUAL EVENT

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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.



**Sir Tim Berners-Lee**  
Inventor of the World Wide Web



**Didier Bonnet**  
Speaker, Author, Thought Leader, Advisor.



**Karolin Frankenberger**  
Academic Director, School of Management, University of St.Gallen



**Tiffani Bova**  
Chief Growth Evangelist at Salesforce and best-seller author



**Habeeb Mahaboob**  
Managing Consultant, Business Excellence at Tech Mahindra



**Rebecca Kerr**  
Board Member at Seattle Credit Union



**Martin Reeves**  
Chairman of the BCG Henderson Institute and Senior Partner at BCG



**Otema Yirenkyi**  
VP, Global Engagement at the Project Management Institute (PMI)



**Rahul Avasthy**  
Lead Digital Transformation & Experience at Abbott



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



**Dina Matta**  
Head of Global Transformation Office at ING



**Mehran Gul**  
Author and Advisor



**Rahaf Harfoush**  
Strategist, Digital Anthropologist, and Best-Selling Author



**Tony O'Driscoll**  
Adjunct Professor Duke University & Research Fellow at Duke Corporate Education



**Alwin Magimay**  
Sr. Mgmt Director, EMEA Chief Digital Officer at FTI Consulting and Strategic Advisor for PMI



**Mark Lines**  
VP, Disciplined Agile at the Project Management Institute (PMI)



**Tahirou Assane**  
Director at the Brightline Initiative

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?**

# PROGRAM

:: THURSDAY 17 JUNE

## Setting the stage and Welcome

:: Tahirou Assane :: Rebecca Kerr

## Optimizing your Organization's Ways of Working for True Business Agility

:: Mark Lines

## Leading Change when Next is Now

:: Sir Tim Berners-Lee :: Sunil Prashara

## Digital Transformation - What's Next

:: Didier Bonnet

## How to Deliver Human-centered Transformations in the Digital Age

:: Tony O'Driscoll :: Tahirou Assane

## Conference Recap

:: Rebecca Kerr

## How to Put People at the Heart of Digital Transformation

:: Tiffani Bova

## Reimagining the Company, Digitally

:: Martin Reeves

## The Digital Transformers' Dilemma

:: Karolin Frankenberger

## How Millennials and Gen Z are Driving the Digital Revolution [Panel]

:: Rahul Avasthy :: Otema Yirenkyi :: Mehran Gul :: Rahaf Harfoush

## How to unlock the potential of citizen development in your organization

:: Alwin Magimay

## Successful Digital Transformations Through Working Smarter [Panel]

:: Mark Lines :: Dina Matta :: Habeeb Mahaboob

# 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



Sir Tim Berners-Lee  
Inventor of the World Wide Web



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



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**

# Digital Transformation -What's Next



Didier Bonnet  
Speaker, Author, Thought  
Leader, Advisor.

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

:: Prof. Didier Bonnet

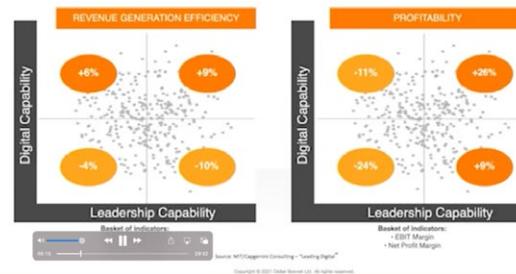


Prof. Didier Bonnet shared his lessons learnt from successful transformations, and “digital masters”? Digital Masters are adept at making smart investments and implement transformation through a series of well-thought-out initiatives. They begin with a strong digital vision and build a strong people 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

The WHY: Digital Masters Have Significantly Better Financial Performance



# 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**



Tiffani Bova  
Chief Growth Evangelist  
at Salesforce and best-  
seller author

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.

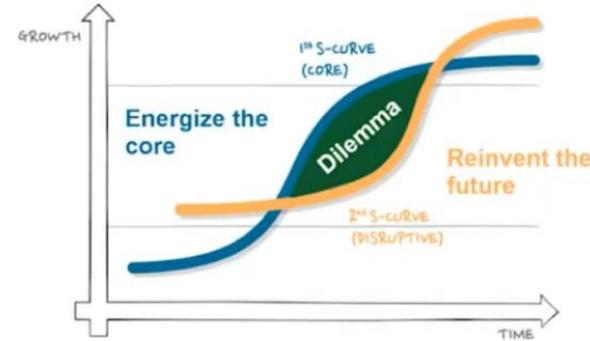
# The Digital Transformers' Dilemma



Karolin Frankenberger  
Academic Director,  
School of Management,  
University of St.Gallen



The "double S-curve" is the biggest challenge of organizations throughout the transformation



Success on both S-curves is key for long-term survival

Institute of Management & Strategy  
University of St. Gallen  
Source: Frankenberger, Mayer, Reiter, Schmidt (2020); S-curves adapted from Tardé (1903)  
© Karolin Frankenberger 2

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 of the BCG  
Henderson Institute and  
Senior Partner at BCG



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



**Otema Yirenkji**  
VP, Global Engagement at  
the Project Management  
Institute (PMI)



**Mehran Gul**  
Author and Advisor



**Rahaf Harfoush**  
Strategist, Digital  
Anthropologist, and Best-  
Selling Author



**Rahul Avasthy**  
Lead Digital  
Transformation &  
Experience at Abbott



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.

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.

# Audience Feedback

*“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*

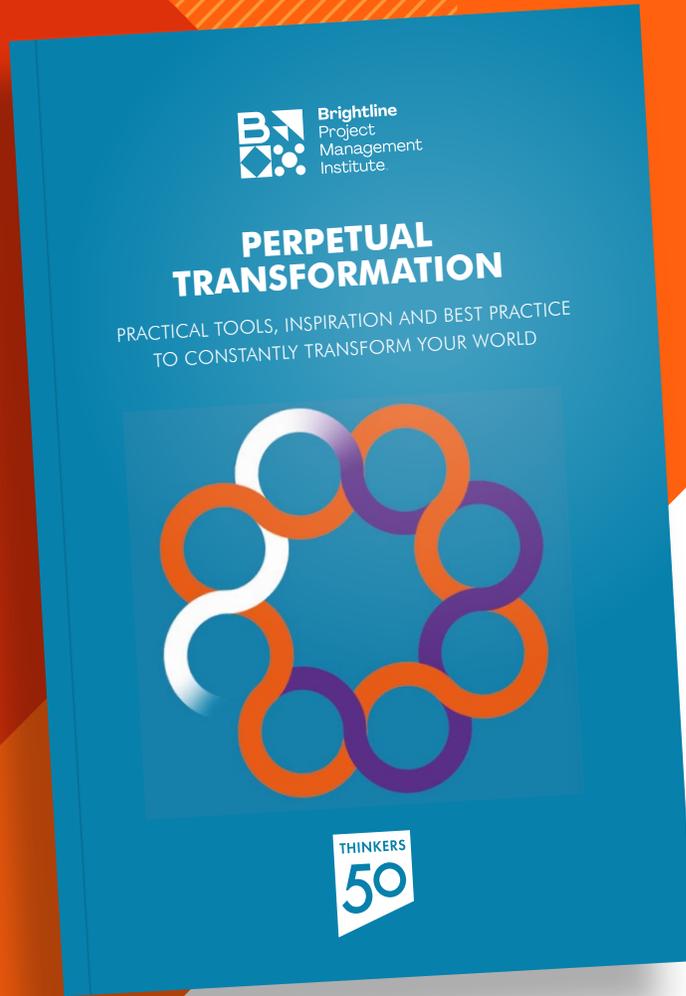
# Acknowledgements

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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**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**

# About Brightline



**Brightline**  
Project  
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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.

[WWW.BRIGHTLINE.ORG](http://www.brightline.org)