



Productive  
Business  
Solutions

# People behind the Process

Ashish Uttamchandani | Regional ICT Sales & Business  
Development Manager

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# DIGITAL TRANSFORMATION



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# OBSERVATIONS



Source: Mark Fidelman

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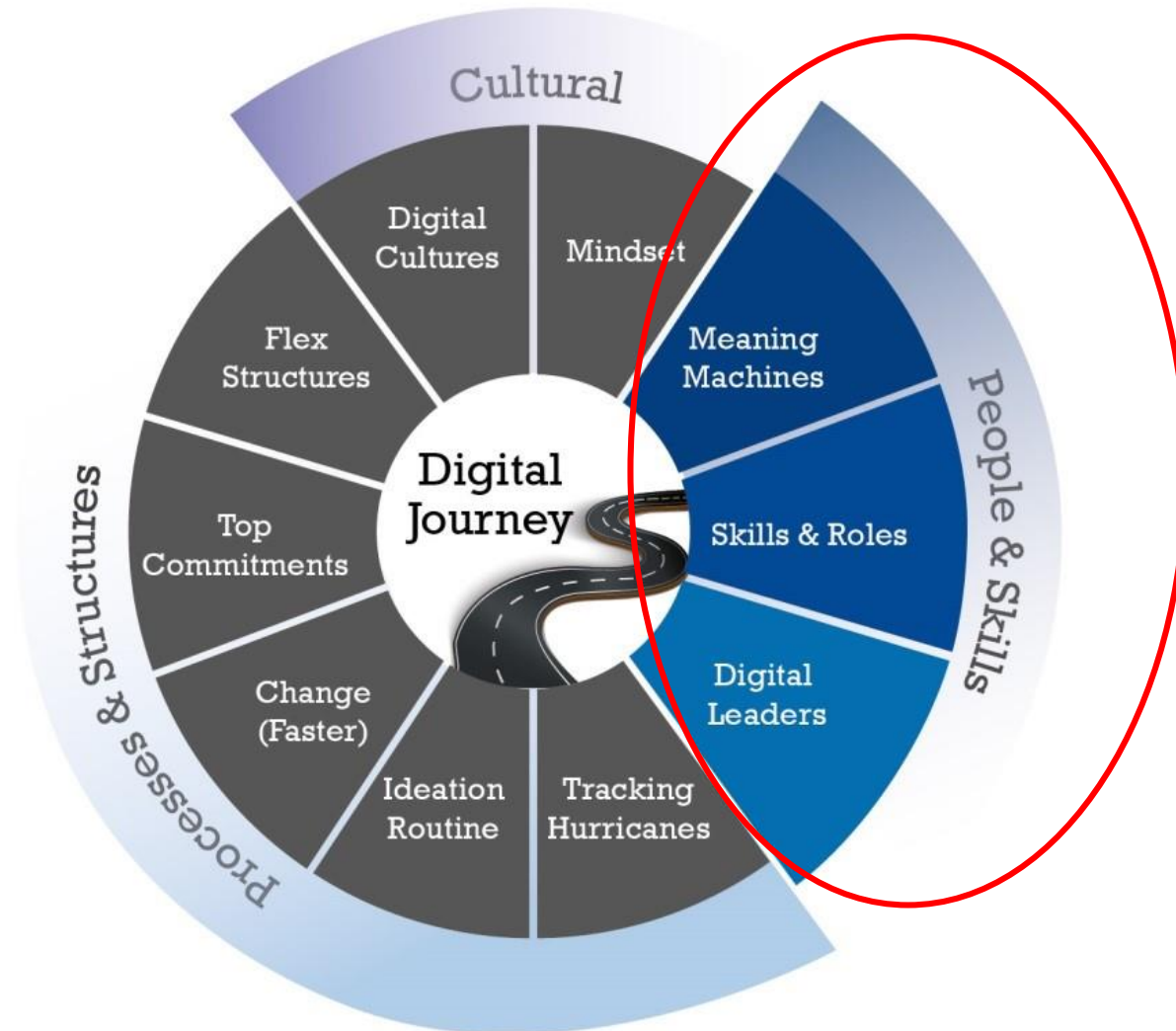


**2.5 Quintillion Bytes** of data  
generated per day.



**41%** of HR leaders believe that it's hard for  
European businesses to recruit the talent  
necessary to drive digital transformation, with  
skills in cybersecurity, big data and analytics,  
AI and robotics in particularly short supply.

# DIGITAL TRANSFORMATION



# CONSIDERATIONS

A photograph showing four hands of different skin tones (light, medium, dark brown, and very dark brown) stacked together in a supportive grip. A bright yellow diagonal banner is overlaid on the hands.

We have a wealth of granular real-time data; but  
what are the implications for new and existing roles?

# MULTIDISCIPLINARY TEAM

## LEADERSHIP

Digitally savvy leaders have an understanding of technology and how it can transform the business. They are adaptable and recognize the need for collaboration across silos.

## QUANTS

Persons with deep-programming and analytical skills. They derive value from using data-driven models.



## DIGITAL NATIVES

Those whom digital technology is second nature. They've grown up and lived in a world shaped by technology. They are active users of many platforms from messaging to collaboration.

## SUITS

Persons who have a good understanding of the business and strategy. They monetize opportunities by connecting technology with customer needs.



## Deep Analytical Skills

**Who Are They:** Data Analysts, Data Scientist, Data Architect, Business Analyst, Big Data Engineer.

**Characteristics / Skill Sets:** Have experience coding or using a particular BI tool, Analytical, Critical-Thinking, Data, Interpreting Data, Statistics, Economics, Computer Science.



# DIGITAL NATIVES

## Digital by Default

**Who Are They:** Typically young; however, can be found across all age groups. Passionate to learn and interested in how digital can be integrated into life.

**Characteristics & Skill Sets:** Utilize cloud-based platforms for collaboration, Social Media, Prefer to interact via online channels, comfortable with BYOD.



## The “Hybrid” Manager

**Who Are They:** Persons who understand the business and have an appreciation of how technology can deliver value to the organization.

**Characteristics & Skill Sets:** Excellent Communication Skills, PM experience, IT Fundamentals, Change management skills & familiar with the organization’s culture, structure and processes.





# DIGITAL-SAVVY LEADERSHIP

## Leadership (CDO, CIO)

**Who Are They:** Persons who recognize that digital transformation is not just about technology, but encompasses people, strategy, culture and understanding the customer/citizen. They can integrate the diverse but crucial skills. They would have had experience working with each.

**Characteristics / Skill Sets:** A technology and or strategy background, able to understand the disruption caused by technology, experience with data, collaboration with the c-suite, creative problem solvers, and storytellers.



# BRINGING IT ALL TOGETHER

## UNDERSTAND YOUR TALENT POOL

Perform an assessment of the team to determine the skill sets to embrace digital. Are they computer-literate? Offer training in targeted areas. Technology is only as good as the people using it. Provide formal training in new technology; this will provide people with the confidence required.

## PREPARE FOR RESISTANCE

Assume resistance and build out a change management strategy aimed at communication and education. View resistance as a form of positive energy and include employees early in Empower digital leaders and identify change agents.

## INFUSE DIGITAL DNA

Create a culture of collaboration and break-down silos. Supplement intuition with data-driven evidence and encourage some acceptable level of “failure” so people can learn from it.

## START SMALL AND SCALE

Use an Agile approach to development, create an MVP and test/launch new features. Start with minimal features and scale based on feedback.





# CLOSING THOUGHTS



Steps should be taken to reduce the negative impacts of technology on society e.g. digital divide.



Policies and the education system should be evaluated to ensure citizens are equipped with the right skill sets.



Organizations that do not invest in improving their digital talent may face extinction.

Thank you.

