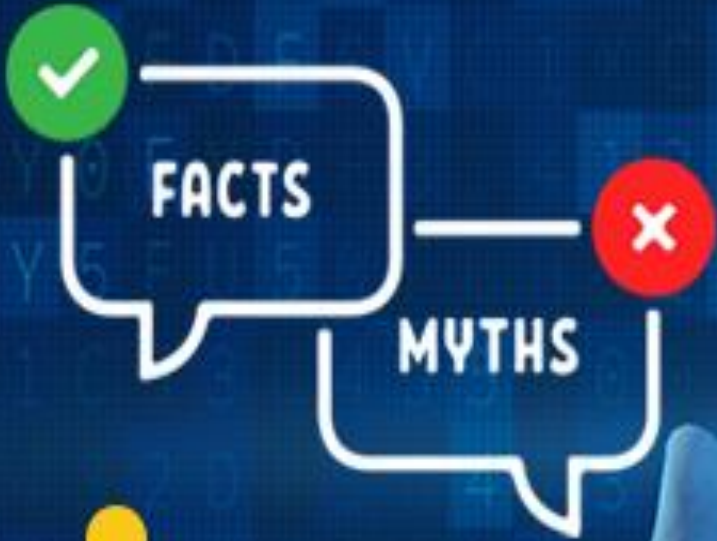


# Digital Transformation



“The next greatest disruption to technology, process, and the status quo will be of the people kind.” (2014).



Technology is **transforming** the way we  
live, work & learn at an **ever-increasing** pace.



# Future Shock (1970) – Alvin Toffler

- Predictions

- Knowledge would become the driving force behind powerful societies--more so even than labor or materials.
- People, institutions, and civilizations that failed to keep up with the pace of new information would quickly face decline.
- Free-flowing information would spread via personal computers and the internet, and brought the term "information overload" into the popular lexicon.
- We would live in a society where there was no reason to own anything.
- Fewer and fewer jobs today require employees to be physically present in their office.
  - The rise of home offices
  - Homes would one day resemble "electronic cottages" that would allow people greater work-life balance and a richer family life.
- Rapid changes in technology would profoundly change the way people would interact with each other.
- The consumption habits of the people will also change—moving toward disposable products designed to fulfill temporary needs instead of a more permanent solution, inevitably leading to renting pushing ahead, making ownership obsolete.
- A new, nomadic movement of workers triggered by the fact that industries constantly fall and emerge
  - This will cause marketers and traders to shift their targeting policies to deal with their transient targets.
  - Stability and long-term plans will decrease, giving way to more short-term commitments when it comes to jobs, products, family, and friends.

US NOW: THIS BOOK CAN HELP  
US SURVIVE OUR COLLISION WITH TOMORROW.

Future  
Shock  
Alvin

# Resident Expert

**expert**

*/ˈɛkspə:t/ - noun*

*ex (a has-been)*

*spurt (a drip under pressure)*

**Usage:**

*An expert is a has-been  
drip under pressure.*

# Goals

- **Differentiate between transformation, innovation, modernization**
  - What is digital transformation? Innovation?
- **What type of leadership is needed today?**
- **Reasons transformations fail**
- **Keys to Success** you with some context that will help you shape your own vision of digital transformation for your organization.



# Imagine

**WELCOME TO THE  
FUTURE**



The background is a deep blue space filled with stars and glowing digital elements. A central globe is surrounded by intricate circuit board patterns and data lines. At the bottom, a network of interconnected nodes and lines is visible. The overall aesthetic is high-tech and digital.

# Barriers to Transformation



# TECHNICAL DEBT



I DON'T UNDERSTAND WHY IT TAKES SO LONG TO ADD A NEW WINDOW.



©VINCENT DAL

# Technical Debt

Concept of delaying or omitting work to complete or reach a goal faster. It becomes the sum of the downside of expeditious decisions made over the years.

Lack of standardization

Under or poor investing in technologies

# Technical Debt

Technical debt isn't inherently bad. But, like financial debt, it can cause serious problems if left unpaid. This is because choosing the easy option over the best one is a short-term fix.

In the long term, the weaker option leads to work around processes, data inaccuracies, lack of engagement, and not realizing the full value of the tech investment.

**YEEAAH! IF YOU COULD JUST DO  
THIS QUICK FIX**



**THAT'D BE GREAT**

memegenerator.net

# Technical Debt

- Consequences
  - Everything takes longer. Shortcuts that were taken creates extra work.
  - Total cost of ownership is very high.
  - Impacts modernization.
  - Negatively impacts or slows innovation.
  - Creates operational churn by merely overlaying technology on top of existing processes.



# Transformation vs. Innovation

What's the difference?

# Transform

Transformation refers to the process of changing or converting something from one form, state, or condition to another. This can occur in many different contexts, including in mathematics, physics, biology, technology, and personal development.



Digital transformation refers to the process of using digital technologies to fundamentally change the way organizations operate and deliver value to their customers. It involves adopting new digital tools and processes, as well as rethinking business models and strategies to take advantage of the opportunities offered by digital technology.

The genetic information encoded in the DNA remains the same throughout the transformation, but different parts of the DNA are activated or suppressed, resulting in the development of new tissues, organs, and physical features. In this way, the DNA is "reprogrammed" to produce a new organism with distinct characteristics from its previous form.

# Digital Transformation

“Digital transformation is not just about technology and its implementation; it’s about looking at the business strategy through the lens of technical capabilities and how that changes how you are operating and generating revenues.”

- Isaac Sacolick - Global CIO and Managing Director, Greenwich Associates

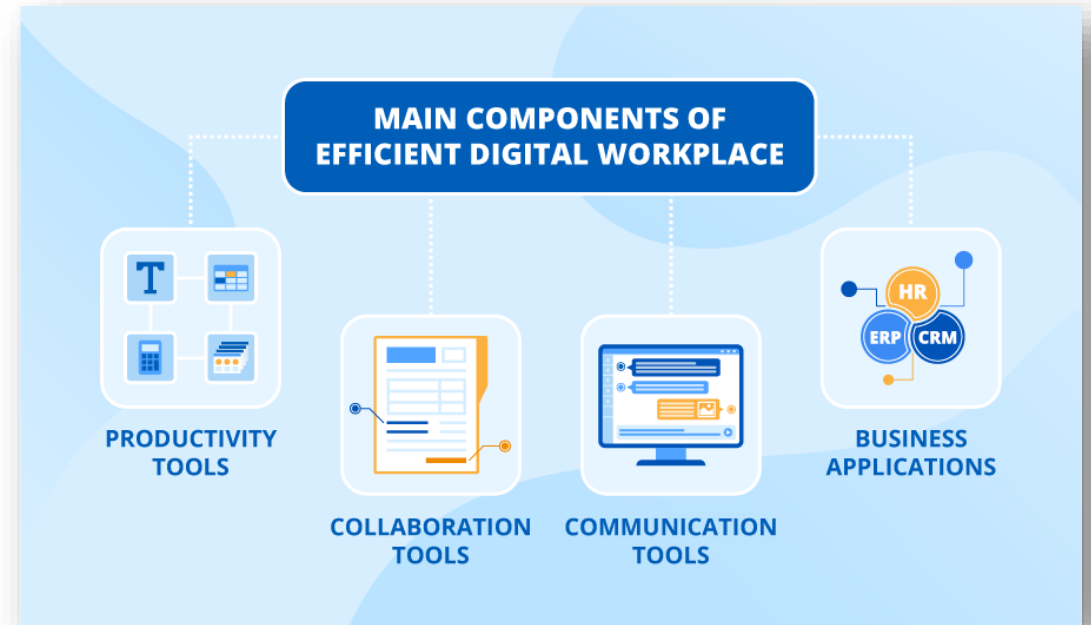
Puts people first and reduces barriers between business units and reduces operational friction for stakeholders.

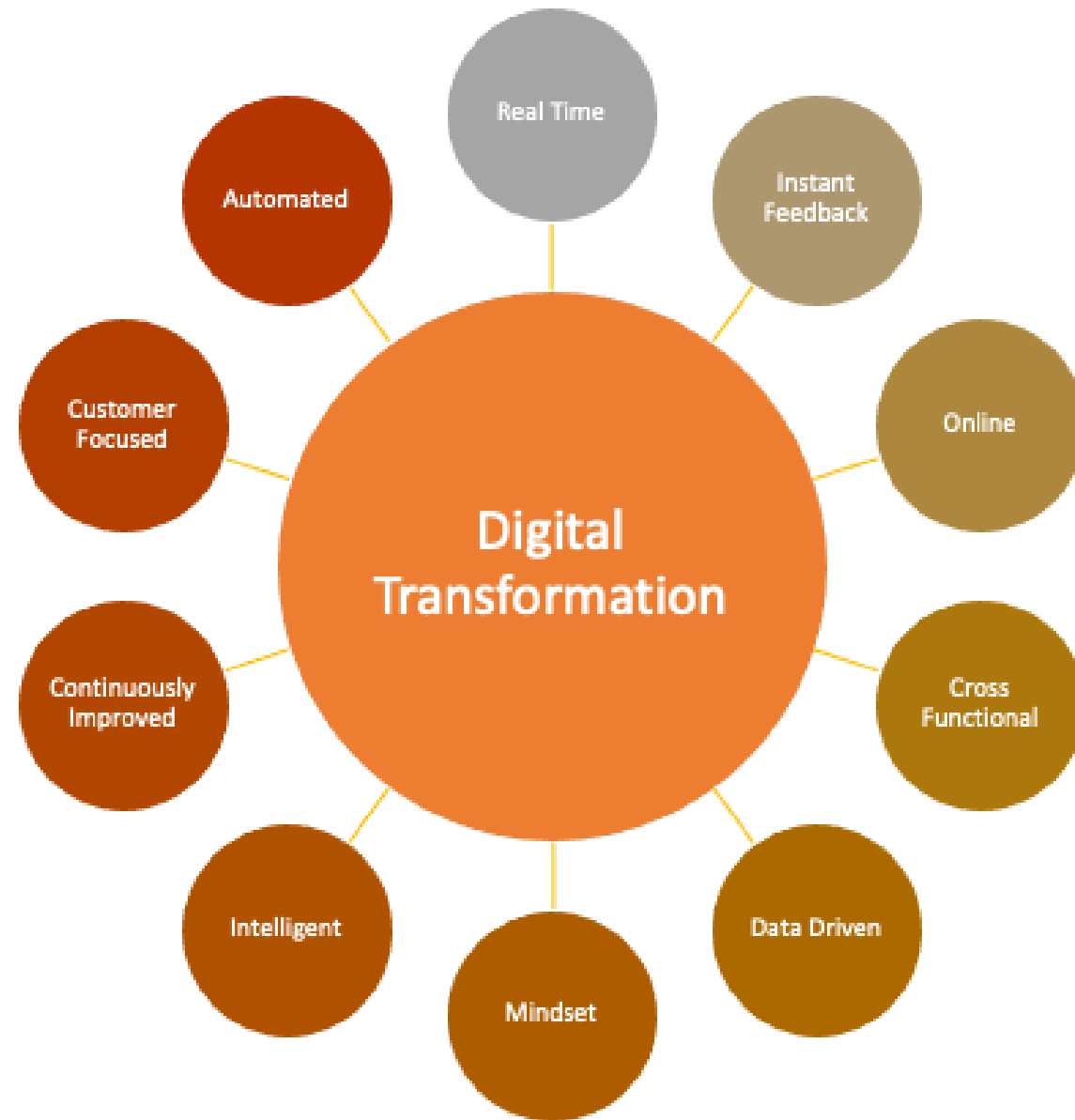


# Digital Transformation and the Digital Workplace

“Entities that will be successful in the future will be those who break down the barriers between people, workplaces and technologies and empower their employees to be productive and creative wherever they are... IT is a catalyst for new ways of working, but competitive advantage increasingly comes from letting employees use technology in the way they want to. This requires a culture that puts people first.”

Klaus Hulse (Microsoft Western Europe VP) - [HR Magazine 29 Feb 2012](#).







Innovation

Digital transformation and innovation are related concepts, but they are not the same.

# Innovation

- Innovation refers to the creation of new products, services, processes, or business models that bring value to customers and the organization.
- Innovation can be driven by a variety of factors, including advances in technology, changes in customer needs, and shifts in the competitive landscape.
- Innovation can be digital, but it can also be non-digital. **Digital Transformation provides a pathway to innovation**
- While digital transformation often involves innovation, not all innovation leads to digital transformation.
- Digital transformation can be a driver of innovation.
- Digital transformation can lead to greater efficiency, improved customer experiences, and new revenue streams.



# Leadership

Analog vs Digital

# Two Types of IT Leadership

- Analog

- Create online versions of current institutional business models (managing first-order effects)

- Digital information

**“If I had asked people what they wanted, they would have said faster horses.”** —attributed to Henry Ford (debatable) efficient

- Digital

- Create new value using digital technology and assets to build new digital institutional business models that transform value, funding and performance.

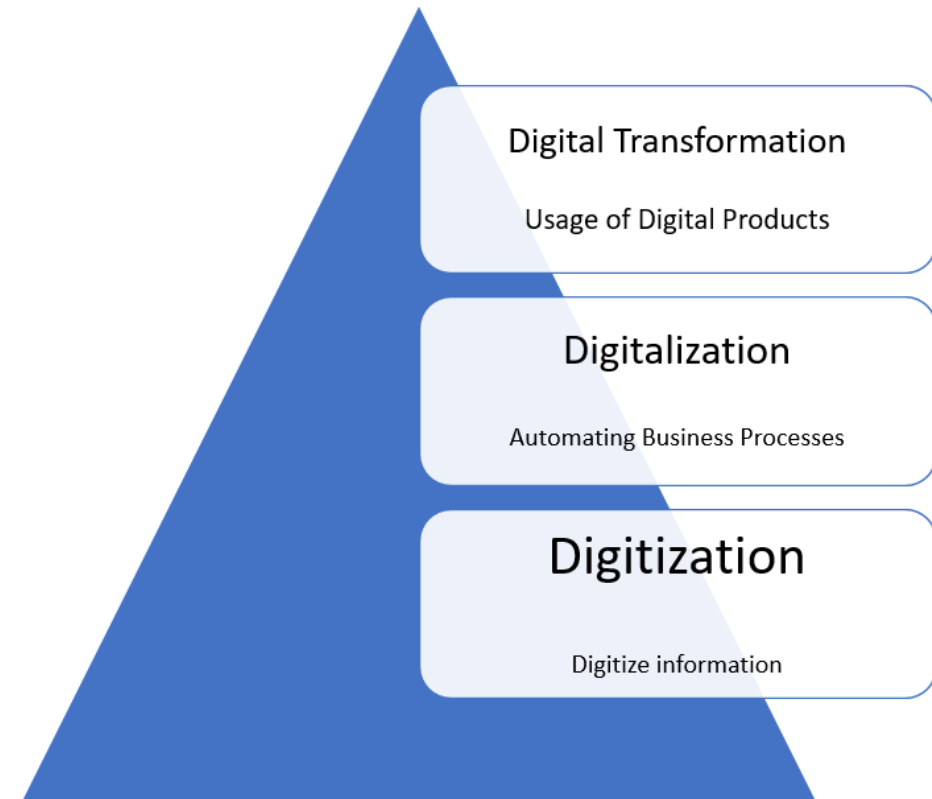
- Digitized vs. digitalized

- IT

- T is more commoditized
- I is differentiator—innovation, integration, and information

# Digital Transformation

- Digitalization
  - Automation
    - Does not ask for information we already know
    - If someone has never denied, they may not need to be approver
      - Exceptions – compliance and/or accountability
    - Not forms based
    - Eliminate unnecessary approvals/steps to resolution
- Personalization
  - Role based
  - Targeted communications
  - Choose how you want receive communications



# Four Strategic Principles

P.A.I.R.

Integration

Automation

Reporting/Outcomes

Personalization/User Experience



Why transformations fail?





# Why Transformations Fail?

## Lack of definition

1. Tell me what you're transforming into and why?
2. Can you do it under 2 minutes with no corporate speak
3. Comprehensible and motivating to the front lines
4. Would peers say what you said in maybe in their own language.



# Enemy of transformation

Digitizing forms

Manual processes

Lack of data/system integration

Disaggregated user experience

Customizations to mimic legacy processes

Lack of standardization

Keys to Success

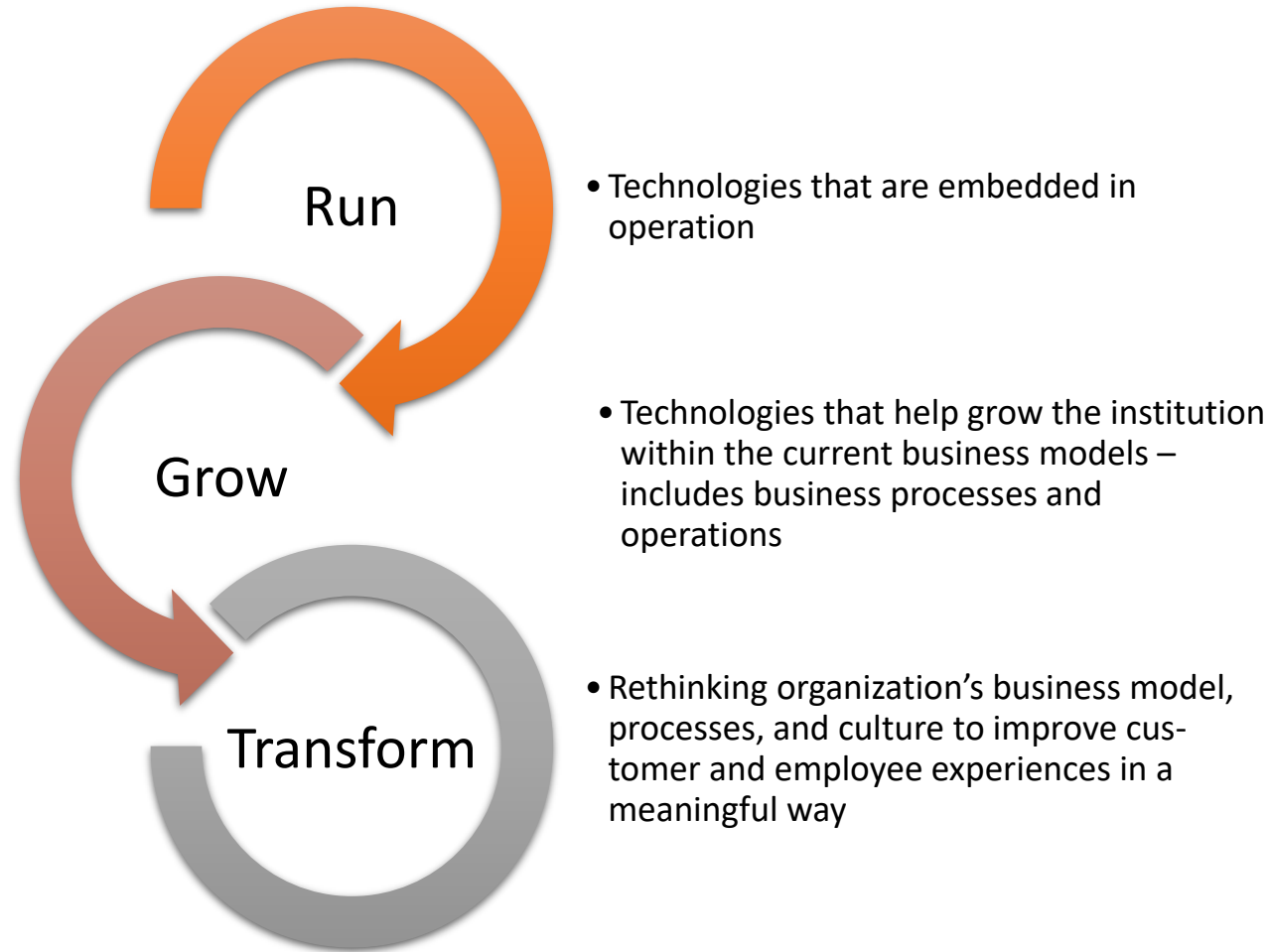


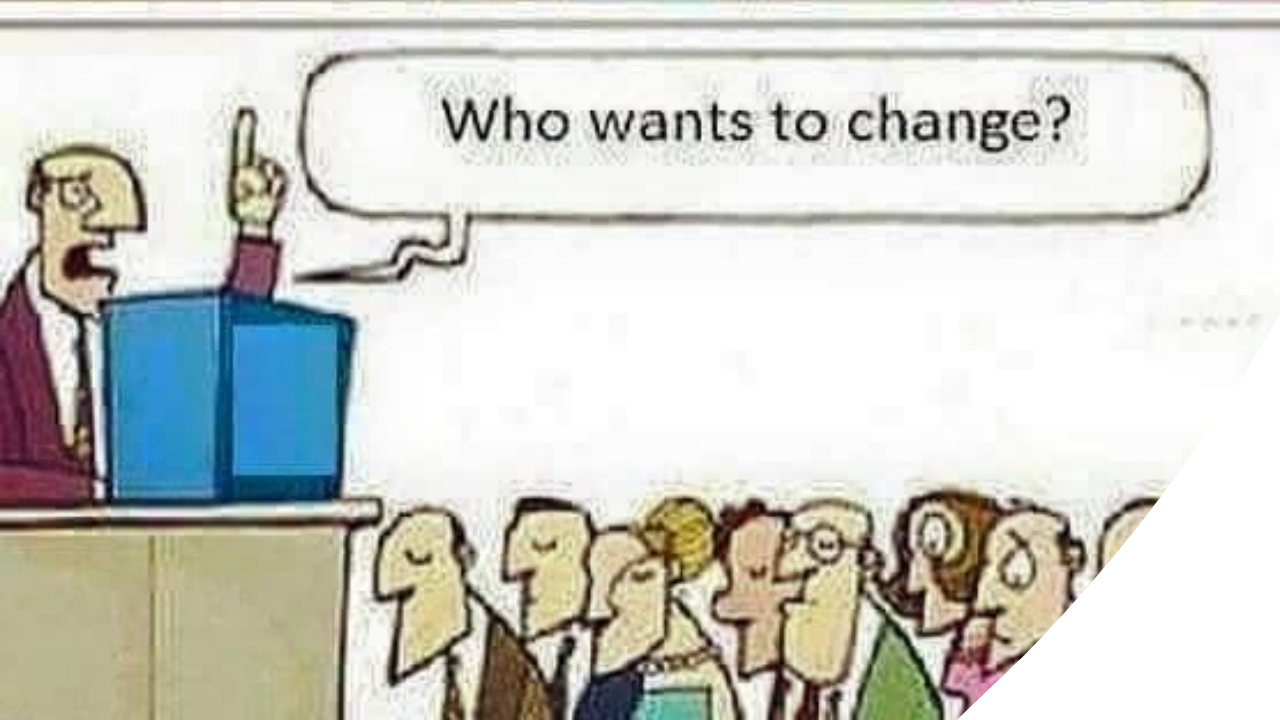
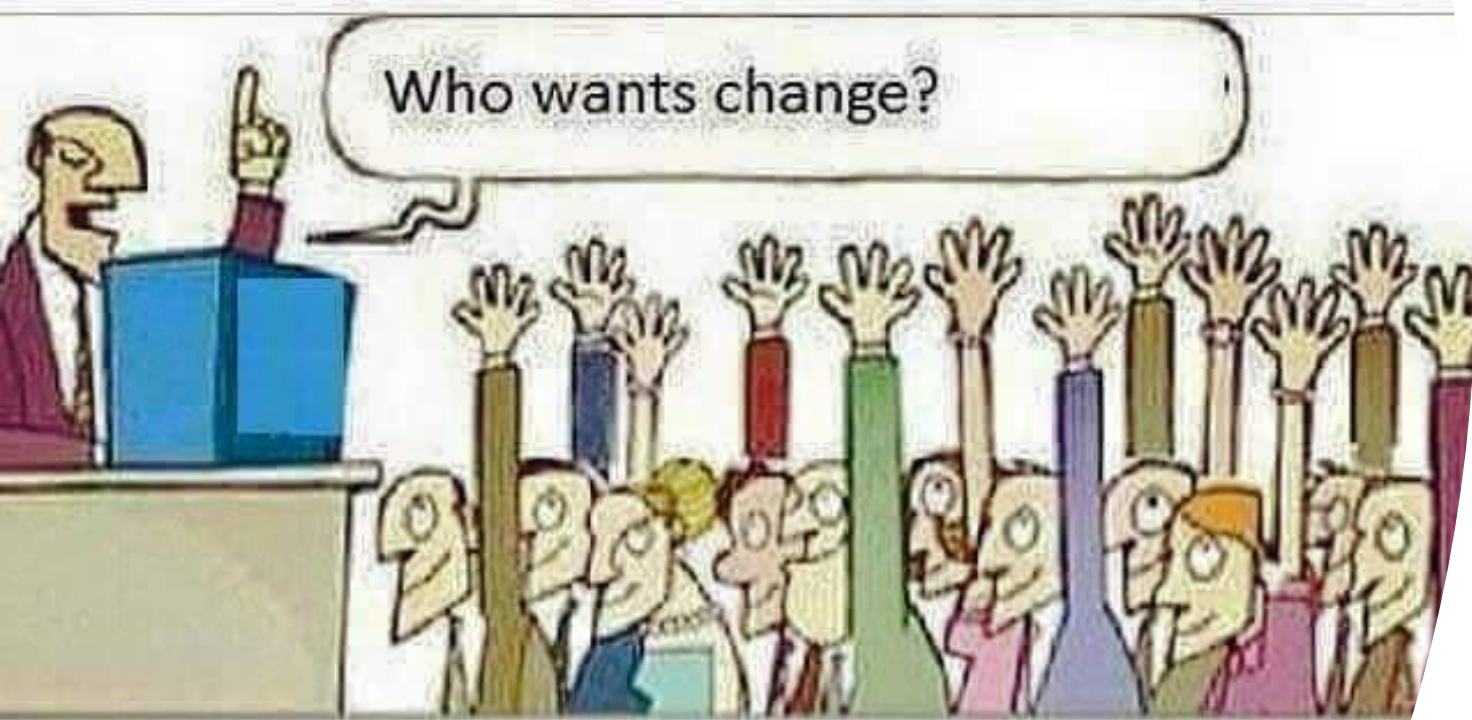


# Keys to Success

- Define the why
  - Benefits
  - Challenges
- Sell your agency head
- Modernize your tech
  - Identify the barriers
  - Know the costs
- Socialize the impact-telling the story
  - How will we operate differently?
  - Connect to what people do everyday
  - WIIFM – What's in it for me?
- Build partnerships with other business units
- Start before you're ready - if it can be reversed just go.

# Telling the story: 3 States of Technologies



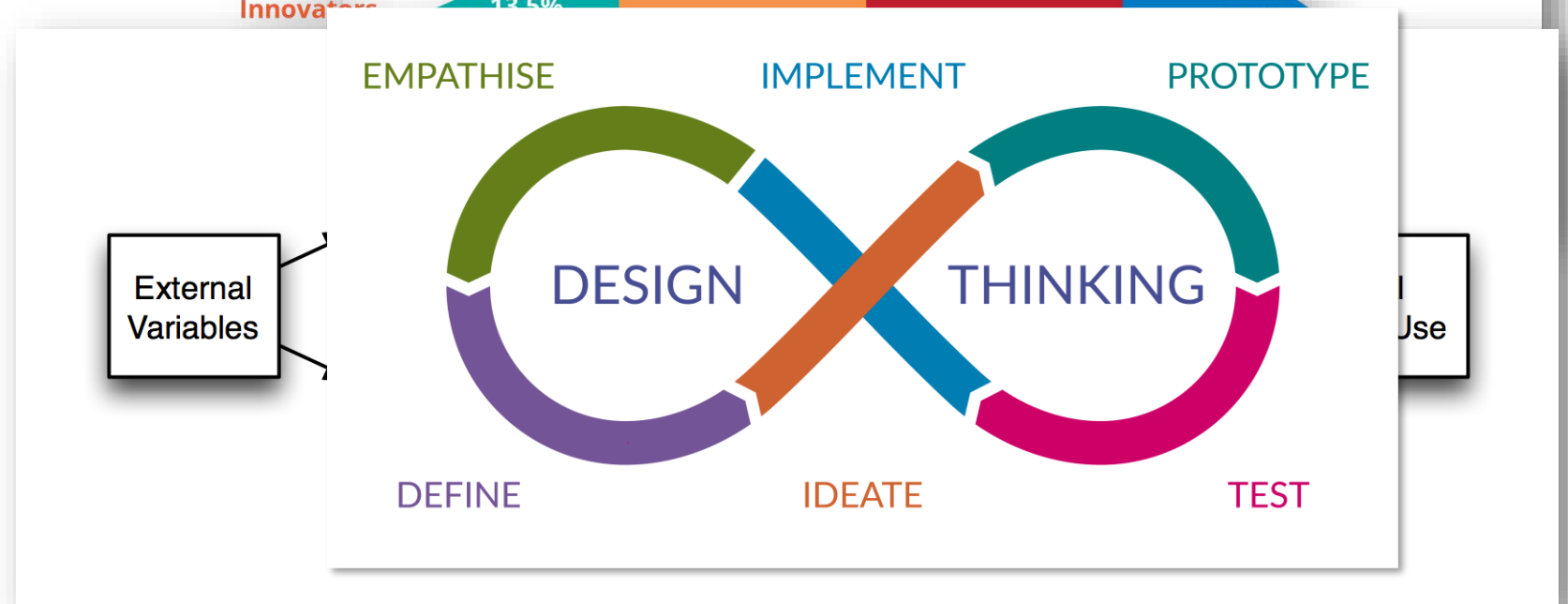
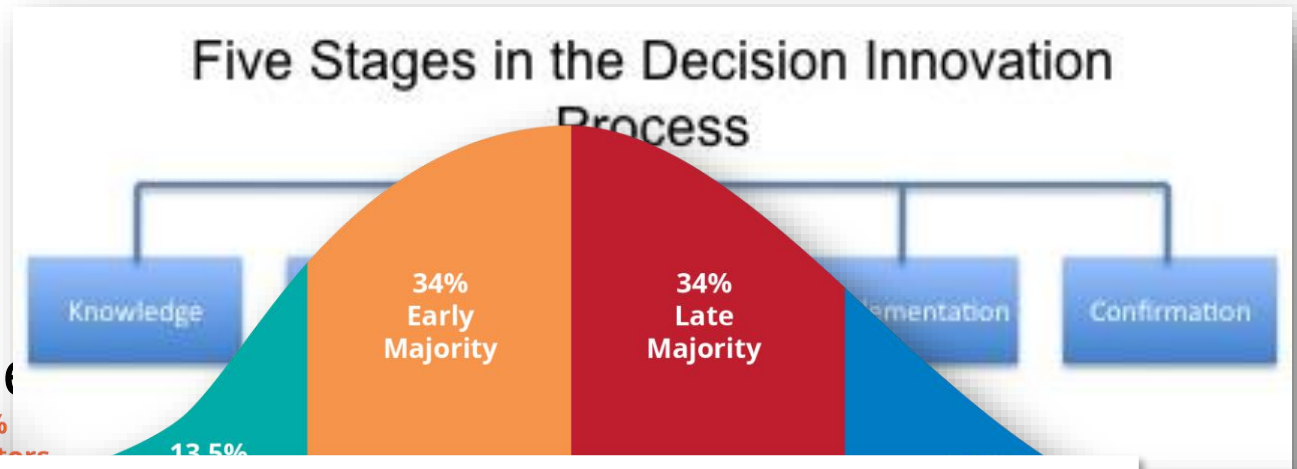


The biggest threat to innovation is internal politics and an organizational culture, which doesn't accept failure and/or doesn't accept ideas from the outside, and/or cannot change.

Source: 2016 Gartner Financial Services Innovation Survey

# Models that influenced my views

- Decision Innovation Process
- Diffusion of Innovation
- Technology Acceptance Model
- Design Thinking





# What I left out

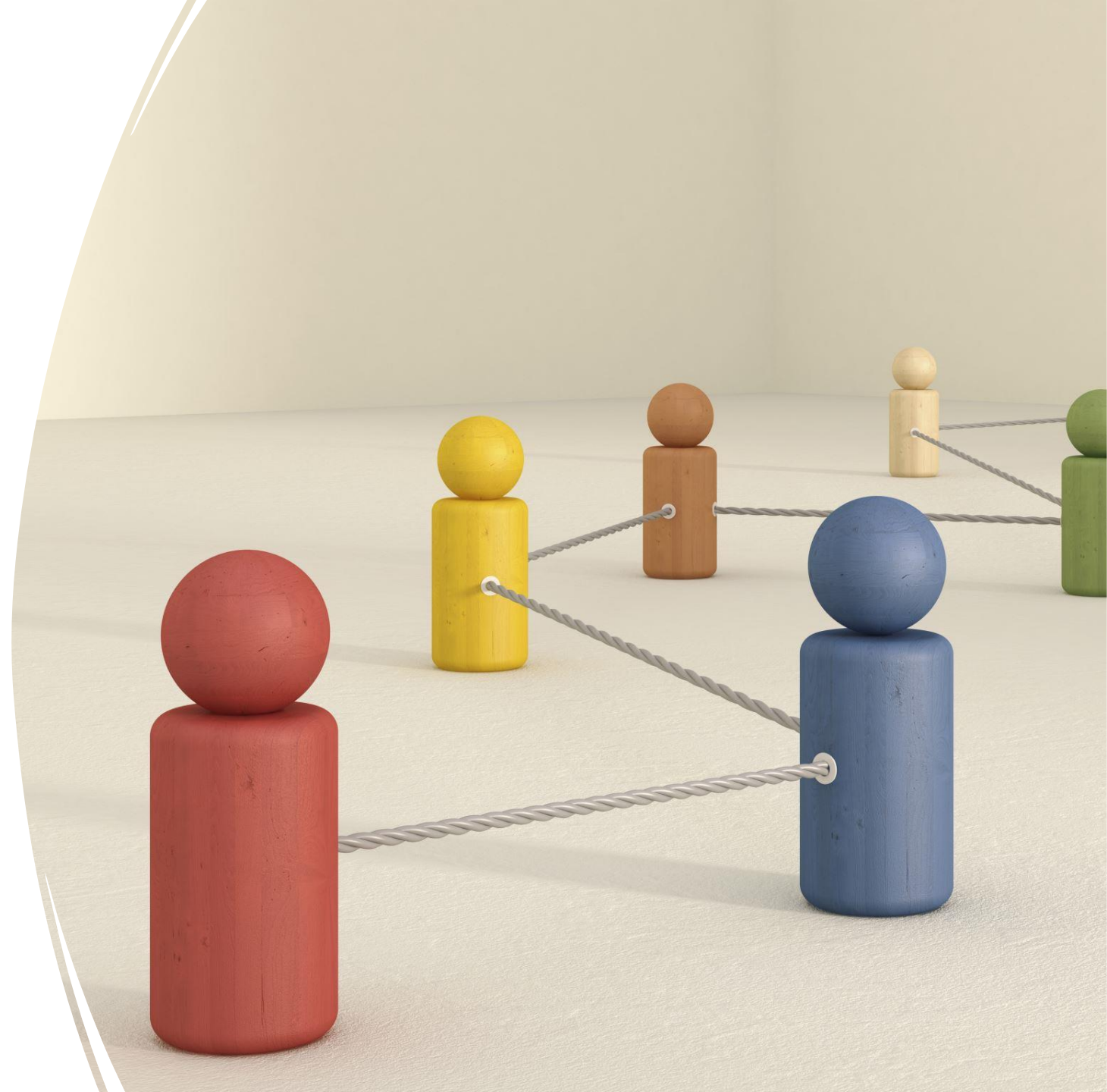
- Technology Modernization (in depth)
- Technical Literacy
- Digital Literacy



# Conclusion

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Digital  
Transformation  
is about people,  
not technology.





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For a copy of this presentation send email  
with Subject: SCITDA-Transformation

"Tomorrow's illiterate will not be the man  
who can't read; he will be the man who  
has not learned how to learn."

-Herbert Gerjuoy (by way of Alvin Tofler, Future Shock, p414)