



MIDWEST ARCHITECTURE COMMUNITY COLLABORATION 2020

NOVEMBER 5, 2020

**Digital Transformation and the
COVID Disruption**

RESILIENCE

- The American Psychological Association (2014) defines **resilience** as “the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress

- **Resilience Theory** argues that it's not the nature of adversity that is most important, but how we deal with it. When we face adversity, misfortune, or frustration, **resilience** helps us bounce back. It helps us survive, recover, and even thrive in the face and wake of misfortune – but that's not all there is to it



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What is **Digital Transformation?**

Digital transformation is all about becoming a digital enterprise – an organization that uses technology to continuously evolve all aspects of its business models (what it offers, how it interacts with customers and how it operates).

In simple terms, digital transformation is how to futureproof a business.

**WHAT GOT YOU HERE...
WON'T GET YOU
THERE.**



ACTIVITY: HOW HAS THE PANDEMIC AFFECTED YOUR COMPANY?

- What new business strategy came about as a result of the pandemic?
- Do you believe this will be a short-term or long-term change?
- How did you have to change technology to support this new business strategy?
- Is this a restart or a new start?
- Will new skills be required to support?

SEEK THE IMPACT THAT MATTERS

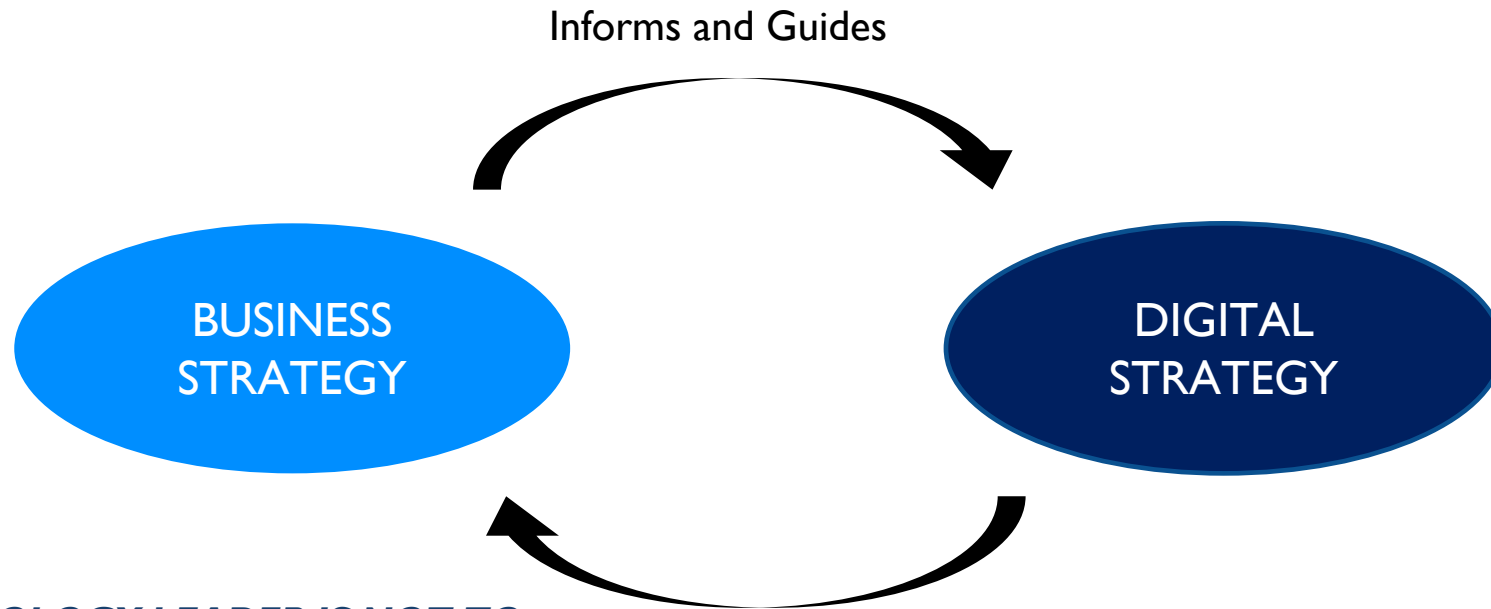
- Scale the edge

- Provides an opportunity to learn through action what architectural principles are most effective in accelerating performance improvement

- Strengthen the core

- Harness new business and technology architectures to redefine the work itself
- Rethink how work is done

BUSINESS & DIGITAL STRATEGY



THE ROLE OF A TECHNOLOGY LEADER IS NOT TO DEVELOP A DIGITAL STRATEGY OR VISION – IT IS TO EMBED DIGITAL IN THE BUSINESS STRATEGY.

Informs and Guides

LARRY QUINLAN, CIO AT DELOITTE



DIGITAL BUSINESS DRIVERS

- 1 ■ Increased revenue
 - bigger share of market
 - new markets acquired
 - lower costs to acquire and maintain customers
- 2 ■ Increased competitive advantage
 - better products or services
 - filling a new need/want category no one else caters to
- 3 ■ Getting more done faster and with less
 - increased efficiency, coordination
 - new ability to quickly tap into strengths

MANY SILICON VALLEY COMPANIES FOLLOW A ZOOM OUT & ZOOM IN APPROACH

Zoom Out

Consider a 10+ year time horizon by defining what the market will likely look like and what customers will expect.

Zoom In

Address the next 6-12 months & identify the 2-3 initiatives that will have the greatest potential to accelerate movement toward the longer-term destination.

How Digitally Mature is your Company?

KEY TRAITS OF MATURING COMPANY.

Develops digital leaders

Is faster, more flexible and distributed

Is more likely to experiment and iterate

Encourages and supports continuous learning

Pushes decision-making down in the organization

BARRIERS TO DIGITAL MATURITY BY MATURITY STAGE

● Early	●● Developing	●●● Maturing
<ul style="list-style-type: none">• Lack of strategy• Too many priorities• Lack of management understanding	<ul style="list-style-type: none">• Too many priorities• Lack of strategy• Insufficient technology skills	<ul style="list-style-type: none">• Too many priorities• Security concerns• Insufficient technology skills

STRATEGY: WHO IS LEADING DIGITAL PROGRESS?

Early		Developing		Maturing	
Information Technology	23%	CEO's Office	31%	CEO's Office	41%
CEO's Office	22%	Information Technology	20%	Information Technology	16%
Marketing	10%	Marketing	9%	Marketing	7%
Operations	7%	Operations	7%	Product Development	7%

Percentages reflect those respondents ranking the choice as No. 1.

MATURING AND DEVELOPING COMPANIES TEND TO FIRST LOOK INSIDE, NOT OUT

How is your company primarily strengthening digital innovation capabilities?

SELECT ONE (TOP 4 RESPONSES BY COMPANY MATURITY LEVEL)

	EARLY	DEVELOPING	MATURING
1	Hire Contractors/ Consultants	Develop Employees	Develop Employees
2	Don't know	External Relationships	Recruit Digital Employees
3	External Relationships	Hire Contractors/ Consultants	External Relationships
4	Develop Employees	Recruit Digital Employees	Recruit Digital Leaders

ACTIVITY

- 1. WHERE IS YOUR COMPANY ON THE DIGITAL MATURITY CONTINUUM? WHY?**
- 2. WHAT DO YOU AS A TECHNOLOGY LEADER NEED TO DO TO MOVE YOUR BUSINESS ON THE CONTINUUM AROUND PEOPLE, PROCESS AND TECHNOLOGY?**

**IN TIMES OF DISRUPTION &
RADICAL CHANGE**



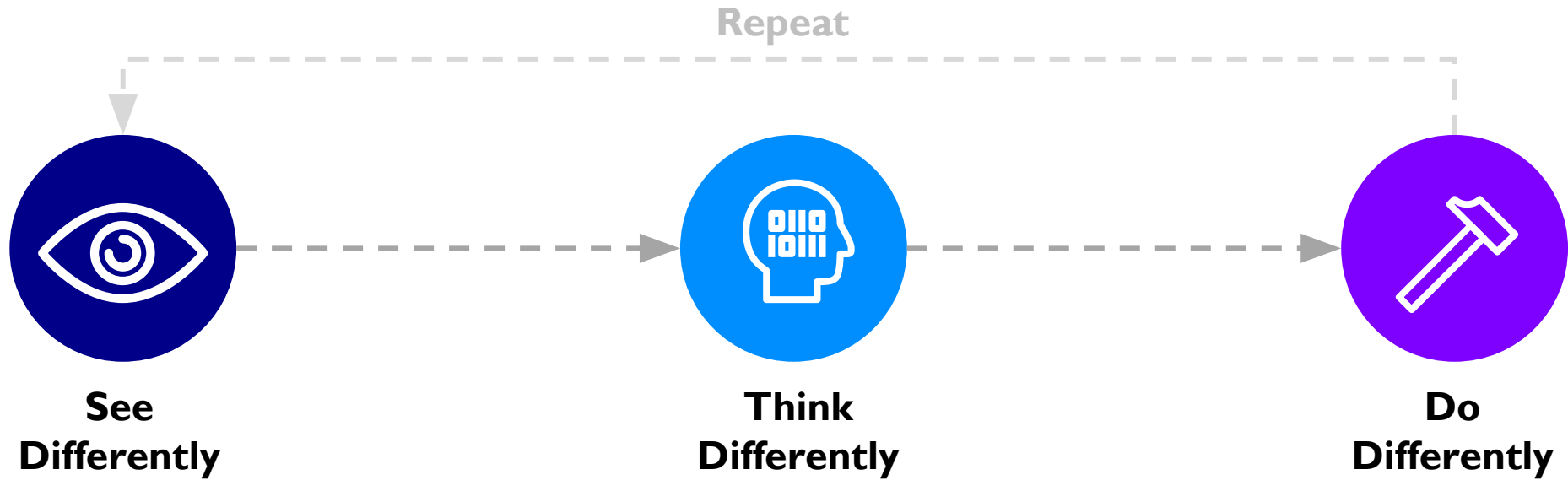
**WE NEED LEADERS WHO WILL HELP
US SUCCEED**

YOUR ROLE AS A TECHNOLOGY LEADER

- Tech expertise and skills are now table stakes
- Experience with change and transformation
- Influencers – bring people together and move it forward
- Emotional intelligence
- Empathy
- Active listening

“TECH LEADERS NEED AN INFORMED OPINION, AND THAT COMES FROM REALLY UNDERSTANDING THE BUSINESS. HAVING A DIALOGUE WITH BUSINESS LEADERS IS TABLE STAKES, BUT IT’S ALSO ABOUT UNCOVERING PERSPECTIVES THROUGH RESEARCH.”

SAMIR DAIYA, CIO OF MOTOROLA SOLUTIONS



Judy Pennington



PROFESSIONAL EXPERIENCE:

Judy Pennington has spent the past 30+ years focusing on people and organization development. Working both inside organizations as well as in a consulting capacity, she has specialized in organization strategy, workforce transformation, leadership development, operating model and organization design, learning, culture, and change management.

Judy currently is a leadership coach and a team development and change management leader. She is an adjunct instructor at the University of Minnesota's Technological Leadership Institute and on the board of directors for the Banyan Community Center. Prior to this, Judy was a Managing Director with Deloitte Consulting.

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- The Midwest Architecture Community Collaboration's (MACC) purpose is to bring all domains of architecture together to share information and techniques of interest to all of us. It is our shared belief that through collaboration, we can better understand and promote the significance of architecture to business success.