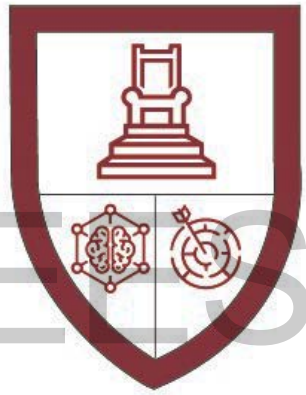
Digital Transformation Leadership Consulting Framework

Jibran Bashir, Sehrish Ilyas

Jibran Bashir Leadership Institute



JIBRAN BASHIR
LEADERSHIP INSTITUTE

Abstract

Organizational leaders are now in unprecedented situations caused by a dynamic, unpredictable, difficult, and ambiguous climate, often known as the world of VUCA. Today, businesses are in an almost constant state of transition as they strive to keep up with emerging innovations (such as AI, Robotics, IoT, 3DP AR / VR, etc.), while simultaneously facing

external factors such as a global epidemic (i.e. COVID-19) that drive the need for digital transformation. Firms must not only upgrade technology tools to be part of the 4th Industrial Revolution (4IR) and undergo effective digital transformation, but they must also undergo a company-wide change in mindset. Thus, Jibran Bashir Leadership Institute's Digital Transformation Leadership Consulting (DTLC) is a Jibran-5Ds Application solution designed to assist organizations in their impactful digital transformation, consists on *Diagnose*, *Direction, Design, Develop* and *Deploy*. The Digital Transformation Leadership Consulting (DTLC) framework is introduced and is easy for consultants to understand. The consultant will digitally transform the businesses in a processed manner by doing this. In the other hand, by taking a clear view of the aspects of technology, business and individuals, organizations can be effectively modified. This white paper is contributing towards the new futuristic approach about *Digital Transformation Leadership* Consulting.

Keywords: Digital, Digitalization, Transformation, Leadership, Consulting

Foreword

Effective businesses operate with a consistent plan, framework and processes. Without these components, organizations can only concentrate on solving today’s challenges and struggle to generate consistent value for their stakeholders. But do today's organizations have a clear path to digital transformation? Most definitely, the response is "no." This situation has generated a poor position for many businesses, provided that 4th Industrial Revolution innovations are gradually being mixed up in most businesses and societies.

The new digital era is an opportunity for organizations to compete and build a framework for competitors that are far and close. To this end, however, a strong and transparent digital transformation approach and competent digital transformation consultants (internal or external) are important for organizations. This white paper by Jibran Bashir Leadership Institute

introduces a framework that consultants can confidently use for digitally transforming clients' organizations so that clients start their digital journey effectively.

Desk Review

Digital transformation (DT)

DT is a process of using digital technology to develop new or change current business processes, culture and consumer experience to meet changing business and market requirements. This re-imagining of business in the modern age is a digital transformation.

Digital transformation, described as transformation 'in the sense of emerging digital technology that can contribute to a company's business model, products or organizational structures,' is probably the most widespread managerial challenge for established firms in the last and coming decades. However, in order to expose its transformative power, digital possibilities need to come together with professional workers and executives. Digital transformation also requires both technology and individuals.

Significance of Digital Transformation

This is backed by incredible numbers: about 39.1 million Google results for the search term "digital transformation", 818 thousand for "digital business model", 311 thousand for "digital entrepreneurship" and, in total, 7.3 billion results for the search term "digital" (Google search query, performed with the respective search terms on May 10th, 2020). Apparently, something digital is not only a dominant trend in industry and academia, but particularly when it comes to transforming business models into a sustainable and circular economy. There is no meeting, no new business model, and no political debate that lacks a link to Industry 4.0 or Fourth Industrial Revolution (4IR.) "Digital" or its sometimes used siblings. Klaus Schwab,

Executive Chairman of the World Economic Forum in 2015, first presented the expression 'Fourth Industrial Revolution .

Which industries get the most out of the digital transformation? Reduced expenses and greater profitability! It leads to better savings and improved revenue when a company's technology and processes are digitalized. The systems are quicker and error-free, as digital technology eliminates manual interventions. Thus, it is very advantageous to incorporate digital technologies in organizations.

Technologies of Digital Transformation

The following are some main technologies for achieving the most widely followed transformation initiatives by industrial enterprises.

Artificial Intelligence

Unlike the natural intelligence exhibited by humans and animals, artificial intelligence (AI), also called computer intelligence, is intelligence demonstrated by computers. The field is described by leading AI textbooks as the study of "intelligent agents": any system that perceives its environment and takes actions that maximize its chance of achieving its objectives successfully. The term "artificial intelligence" is also used colloquially to describe machines (or computers) that emulate "cognitive" functions associated with the human mind by humans, such as "learning" and "problem solving." Artificial intelligence (AI) and digital transformation are expected to reshape the business landscape and have major competitive advantages.

Robotics

At the interface of computer science and engineering, robotics is an interdisciplinary research field. Design, development, operation, and use of robots are included in robotics. The aim of robotics is to build smart machines that can assist and assist people in their everyday lives

and keep everyone safe. Robotics is focused on data engineering, computer engineering, mechanical engineering, electronic engineering, and other achievements.

Many manufacturing-based companies are already adopting smart robotics today, according to studies, and this trend is increasingly growing .

Internet of Things (IoT)

The Internet of Things (IoT) defines the network of physical objects equipped with sensors, software, and other technologies for the communication and sharing of data over the internet with other devices and systems. Due to the integration of various technologies, real-time analytics, machine learning, commodity sensors, and integrated systems, the concept of the Internet of Things has evolved. IoT devices record and move data to track critical processes, provide new insights, improve productivity, and allow businesses to make more informed decisions. They tell organizations what's actually going on, rather than what they think or hope is going on.

Blockchain

With the use of decentralization and cryptographic hashing, Blockchain, often called Distributed Ledger Technology (DLT), makes the history of every digital asset unalterable and transparent. Blockchain is a highly exciting and revolutionary technology because it helps reduce risk, fraud is stamped out and scalable offers transparency for countless uses. A number of industries and organizations have been attracted by its transparent and decentralized platform and are increasingly inclined to use Blockchain for various business purposes.

3D Printing (Additive Manufacturing)

The creation of a three-dimensional object from a CAD model or digital 3D model is 3D printing, or additive production. 3D printing may refer to a variety of processes in which material is converted, joined or strengthened under computer control to create a three-dimensional structure with material being added together, usually layer by layer (such as liquid molecules or

powder grains being fused together). 3D printing is not only a revolutionary method for product creation and production; the application of the technology will have a huge effect on how the business functions, delivers value to its consumers and makes a profit.

Augmented Reality and Virtual Reality

Augmented Reality (AR) is an immersive real-world experience where computer-generated perceptual knowledge enhances the objects that exist in the real world, often through several sensory modalities, like pictorial, auditory, haptic, somatosensory, and olfactory. AR can be defined as a system that has three basic characteristics: a mixture of real and virtual worlds, interaction in real time, and precise 3D recording of virtual and real objects.

Virtual reality (VR) is a synthetic environment that can be equivalent to the physical world or entirely different from it. Entertainment (i.e. video games), educational purposes (i.e. medical or military training) and retailing (virtual commerce) may be virtual reality applications.) .

AR and VR combine the physical and digital lines of the universe. They deliver a new way to connect with clients, friends and the world around us. Often referred to as sister AR / VR technologies, there is a tremendous market opportunity that is just in the initial phases of unlocking.

Digital Transformation process

In the era of 4th Industrial Revelation, businesses who will digitally transform them, will win new customers and create competitive advantage. Organizations can do it by following these steps:

Step 1: Diagnosis

Organizations must begin by addressing the question of where they are now and where they want to go. Organizations will determine the result of the game they will be playing by answering these questions.

Step 2: Create a business strategy through the lens of digital

The digital business approach is distinct from the technology or marketing strategy. This is an overall business strategy that uses a data-driven digital transformation system and agile methodologies to test ideas and assumptions.

Step 3: Move beyond firefighting to create capacity

The greatest challenge facing at this point is the persistent burden of the day-to-day operating activities of the organization. These distractions never stop coming, but organizations must make room for profound thought and critical but non-urgent work that will lead to the desired change.

Step 4: Bring your People

The next role of CEO is to put his people with him on a journey of digital transformation. To do this, he must forget about himself for a moment and reflect on the needs of his people. If he succeeds in fulfilling their individual needs hierarchy, his whole team will be involved in this phase of transformation and in promoting new ways. He's getting the power behind him that he wants to move forward. Digital transformation is not just about handling transition, but it has an essential role to play.

Step 5: Build Capabilities

Top Management / HR needs to recognize differences in current skills and knowledge and those needed to complete the transformation agenda. It is essential to bridge these gaps by providing the training and education needed to empower people.

Step 6: Innovate

However, the most effective organizations spend weeks implementing new strategies and performing observational experiments to find out where their prospects lie. This is how they ensure that creativity is laser-focused and maximizes the potential for developing a new sustainable competitive advantage. If businesses want to innovate without facts, data and strategy, our best result is blue sky thought. Innovation is about solving market challenges that we need to accurately diagnose in the plan.

Step 7: Apply Technology

Now solutions are ready to be applied and companies need to get out of their comfort zone and try to apply something different. Smart organizations recognize that the best approach to their strategic needs involves a high degree of technology.

The goal of digital transformation is not always to pursue disruption. To explain this, look at Uber, a tremendously profitable, creative, technology-driven company that has not disrupted the taxi industry. They competed actively and leveraged technology, but the same consumers are purchasing the same service on the market. According to *Clay Christensen* that is not disruption. The effect of the disruption is new customers' if we have reached the top of the network, rescued the customer, and overcome the problem .

Leadership & Digital Transformation

Leadership's role in the transformation of digital business is focused on four key themes: strategic vision and action, leading cultural change, enabling networks and leading them.

As well as the first phase of digital transformation, strategic vision and action have been known to be prerequisites. Two topics were primarily discussed in the strategy: good vision and concrete priorities, and engagement and investment. Leadership should provide and convey strong emphasis and direction, as well as advance digital development through tangible, strategic actions, such as experimental investment, creativity and expertise.

Cultural change is a major part of the transformation of digital business; leading cultural change is therefore essential. Leadership is seen as the foundation of the community of organization. It is defined as innovation promotion, more risk taking, experimentation adoption and piloting and agile process creation. Cultural change is seen as involving approaches based on individuals. Emotions are involved in the process of transition, and within the organization, trust is required. In having everyone on board, leading cultural change is considered significant.

Enabling leadership requires teaching and encouraging engagement in leadership styles. Open partnerships that foster dialogue are seen as essential to each of these themes, as well as respecting and treating workers as experts in their own jobs. Coaching here means encouraging and helping workers excel in their jobs. Promoting involvement in the digital transformation process, on the other hand, is critical as it considered that employees are engaged in the transformation process in multiple ways.

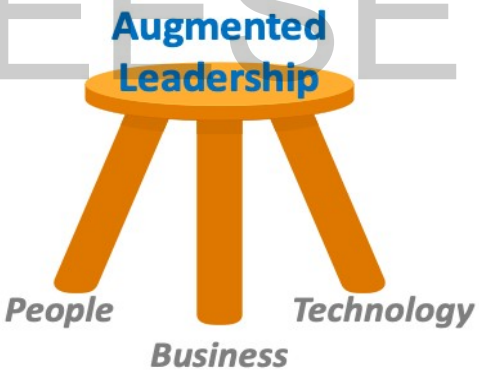
The role of networks in the digital transformation of business is a significant shift related to leadership that is required in the process of digital transformation. Two topics were discussed by leading networks: consumer orientation and cooperation and partnership. Organizations can no longer rely inward and must reach out more often and in new ways to customers / customers,

as well as actively pursue alliances with other organizations to be able to improve operations and services.

Digital Transformation Leadership

Digital Transformation leadership is a new game, as it is more than introducing new technologies, but a holistic approach to business, technology, and people during digital transformation, as per the Center for Creative Leadership. It defines business direction, accelerates technology alignment with processes, and strengthens people's attention to opportunities for digital transformation.

Digital Transformation Leadership has been addressed in some forums as potential leadership or as "Augmented Leadership." The idea is like a three-legged table with each leg perfectly balanced so that the table stays stable.



Postulation

We suggest a leadership consultancy system for digital transformation, which is only possible in a processed manner implemented by a consultant. It is a consultant's step-by - step working scope in which the consumer company is digitally transformed. Onward is a step-by - step summary of the 5Ds Digital Transformation Leadership Consulting Process;

1. **Diagnose**

To carry out an evaluation of the strengths of the company and conduct a Difference analysis in the three dimensions below.

***Technology*:** We define the technologies introduced or to be implemented in the client industry for the purpose of gap analysis of the company. In the second step, with the perspective of technology usage and the degree of use maturity, we research competitor behavior. We also undertake research to understand the need and desire of consumers linked to digital transformation by consumers, which clarifies existing consumer behavior. We then research external suppliers and learn about the availability of technology sources from the industry.

***Processes*:** Re-examine the primary and secondary value chain processes and see if, in the light of technology, they are too static, too heavy and too slow.

***People*:** We evaluate the inclusive CEO of customers on the knowledge, preparation and skills of digital transformation.

2. **Direction**

Our direction refers to the organization's strategy of digital transformation.

The mission of digital transformation explains why the company is moving to DT what value creation it will offer in the lives of consumers & workers and the enhancement of the processes of the organization. Whereas the roadmap discusses, in the near future, what companies expect to be digitally transformed.

The Digital Transformation Scope Statement covers the entire involvement in the digital transformation, including job scope or deliverables, as well as a list of steak holders that will be carried out. It will also cover the priorities for DT financials and non-financials .

3. Design

Digital Transformation requires companies to fully re-design their workforce systems, procedures, job requirements and incorporate technology, processes and individuals. It is fair to assume that organizational change is mandatory for digital transformation.

By replacing more costly people during service delivery with the aid of robots or virtual agents or optimizing logistic streams and reducing supply chain costs through the use of AI and block chain, the new digital technologies influence the company's cost structure. Internally, companies need to build agile systems with low hierarchical levels, lean business processes and new innovation requiring employee positions. The consultant's input is to redesign the above.

4. Develop

The truth is that there are not enough people in the workforce with the knowledge and expertise of the right digital technologies. Or, in other words, in the digital age, many and many practitioners do not have the skills to prosper. And this gloomy image is scattered all over the globe.

In spite of digital natives, young millennials and generation z are joining the workforce as entrepreneurs and professionals, but the digital literacy, skills and mindset of these generations still has a large gap to fill.

In order to improve the awareness of emerging technology and digital intelligence (the amount of social, emotional and cognitive skills that enable people to face the challenges and respond to the demands of life in the digital world) of top management and organizational staff members, it is imperative to undertake Digital Transformation Development Programs by top-to-bottom consultant.

5. Deploy

"Deploy" here infers the implementation of technology by the method of Change Management. In organizations, there is currently a 70% failure rate of digital transformation, and it is largely due to inadequate change management (people side of change). It is necessary to note, therefore, that effective introduction of digital transformation involves management of organizational change and people who have to support new changes.

Leading change management is also about having the right people with the right mindset and expertise who can back up DT Mission, Vision and Strategy when someone says it is too costly or takes too much time to coordinate. The full benefit of investment will not be obtained by a quick implementation without the proper change management.

The selection of the best change model involves a number of disciplined steps, starting with a clear understanding of the organization's change requirements. "In most cases, digital transformation consultants can use Lewin's Change Management Model (Unfreeze-Change-Refreeze) where the unfreeze process can intelligently start from the" Road "process and change and refreeze phases at the time of the" Deploy "step. So, Lewin's change model provides a high-level approach to ease organizational disruption while experiencing a significant transformation and transitioning to a digital-first company strategy.

Framework

In order to experience an effective digital transformation, organizations must not only upgrade technological resources but must also undergo a company-wide change in mindset. Thus, the 5Ds based Digital Transformation Leadership Consulting (DTLC) Framework by Jibran Bashir Leadership Institute is an applied solution to help the organizations for their impactful digital transformation.

The 5Ds Digital Transformation Leadership Framework is following;

1) Diagnose (Study Technology, Processes & People to understand Digital Transformation needs)
2) Direction (Set Digital Transformation Mission, Vision and Scope)
3) Design (Craft Organizational Structures, Processes and Job Descriptions to align them with Digital Technologies)
4) Development (Enhance Digital Technologies Knowledge and Digital Intelligence of people in Organization)
5) Deployment (Technology Implementation through Change Management Process)

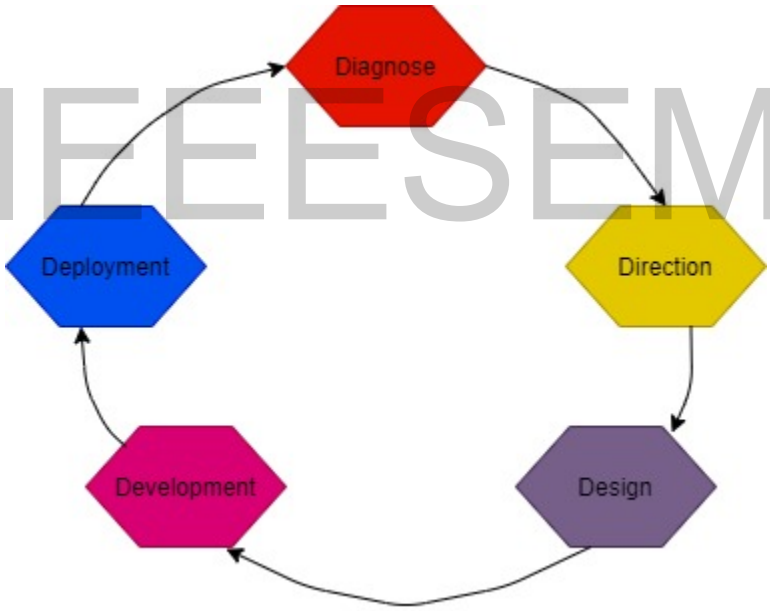


Figure 1: Digital Transformation Leadership Consulting (ALC) Framework

Impact & Cessation

The Digital Transformation Leadership Consulting (DTLC) system is implemented and easy for consultants to understand. By doing this, the consultant can digitally convert the companies in a processed manner. On the other hand, organizations can be changed successfully by taking a clear view of the facets of technology, industry and people.

During the Digital Transition, the organization will feel like everything is falling apart, but in fact, everything is coming together for the highest good. The organization is being forced to develop and get out of the comfort zone so that it can live and appreciate true grandeur.

Footnote

"Digital Transformation Starts With Organizational Transformation". (2017). *Goglobal consulting group*.
Donagh Mc, J. (2020). "What can digitization do for Formulated Product Innovation and Development". *Polymer International*. doi: doi:10.1002/pi.6056
Eric, B. (2016). 21 Open Source Projects for IoT. *linux.com*.
Glen, A. (2019). Successful digital transformation starts with a well defined executable strategy for success.
James, B. (2019). *Evolving Digital Leadership*.
Jon, E. (2013). The rise of additive manufacturing. *Wikipedia*.
Jorge, D. C. (2020). 8 Ways to Achieve Augmented Leadership in the Digital Age. *Globis Insights*.
Kagermann, W., Helbig. (2013). Recommendations for implementing the strategic initiative Industrie 4.0. 84.
Koval, R. (2020). Augmented Reality for Business: Benefits and Applications.
leadership, c. f. c. (2020). Leading Digital Transformation.
Lee, C. (2019). Change management will make or break key technology rollouts. *Red Hat*.
lewin. (2020). Lewin's Change Management Model. *emerald works limited*.
McKeown Niall , D. M. (2017). *The Seven Principles of Digital Business Strategy*: Business Expert Press.
Mike, M. (2019). what is industry 4.0 everything you need to know. *Tech Radar*.
Mike, O. (2018). How secure is blockchain really? *MIT Review*.
Nanncy, W. (2019). 8 commonly-used digital transformation technologies. *PTC driving product innoation*.
Otles, S., & Sakalli, A. (2019). 15 - Industry 4.0: The Smart Factory of the Future in Beverage Industry. In A. M. Grumezescu & A. M. Holban (Eds.), *Production and Management of Beverages* (pp. 439-469): Woodhead Publishing.
Press, A. (2019). 5 Examples of How 3D Printing Is Creating New Business Models. *AMFG*.
Research, G. (2019). Leverage Augmented Intelligence to Win with AI.
Rouse, M. (2019). internet of things (IoT). *Wikipedia*.
Schueffel, P. (2017). The Concise Fintech Compendium. *School of Management Fribourg/Switzerland*.
Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Qi Dong, J., Fabian, N., & Haenlein, M. (2019). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*. doi:https://doi.org/10.1016/j.jbusres.2019.09.022
Wikipedia. (2020). Robotics.