



Digital Transformation: Now and Future Leadership — Leading To and Through Digital Transformation

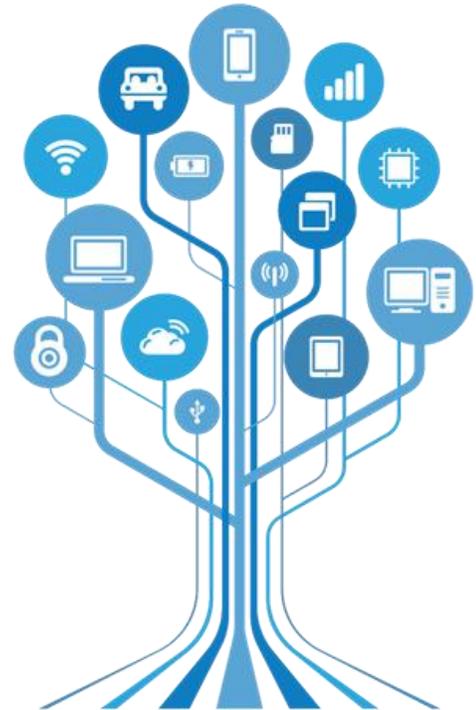
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The transition from automation to digitization is here, and the march to industry 4.0 has already begun. The key to unlocking the full potential of digital transformation hinges upon your workforce strategy.

Organizations will need to think about how they leverage both the human and data capital of their organization very differently to get to a point where they can operate as a 'naturally digital' organization. These workforce strategies must balance how work is structured, how people are engaged and where talent will come from.

The common thread is leadership. The role of the leader is to be both responsive and responsible. Leaders will have to design creative solutions to developing their workforce's skills and talent, while increasing the resilience of people and their organizations. They must lead through transition with confidence and expertly guide their people as they develop into a digital workforce.

What kind of leader will be needed to lead [digital transformation in](#) organizations across all domains? Regardless of the digital leader type / title / specialty, all of these leaders must possess enhanced responsibilities and perspectives.



81%

Participants who recognize digital is a critical driver of future competitiveness

14%

Organizations with high digital capability today

Source: McKinsey survey of approximately 170 digital design and manufacturing leaders, DMDII

Transformation Through Leaders With “Digital Vision”

The most effective leaders are looking at every aspect of their jobs through a more digital lens, from customer experience strategies, business development, research and development, ethics, to regulations and compliance, and people management. Digital leaders will need to use five key lenses to be successful:



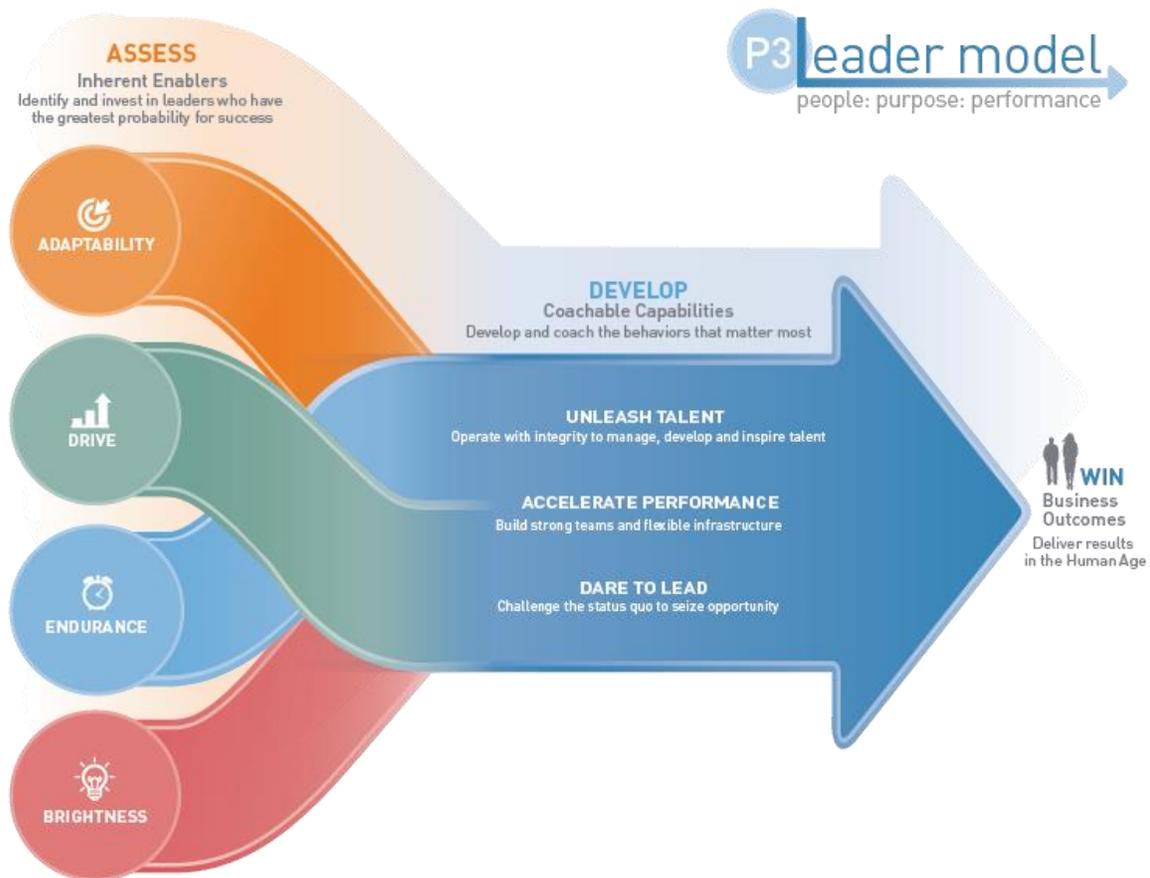
1. **Vision:** The ability to see both the long and short-term “big picture.” Careful navigation guided by vision will enable leaders to lead the transformative collaboration between people, machines and data.
2. **Paradox:** Innovation while operating requires leaders to embrace, balance and live within the sometimes contradictory demands of [digital transformation](#).
3. **Collaboration:** Leaders must leverage networks, communities and employees while demonstrating a high degree of empathy, cross-communication, and manage well defined internal/external feedback loops.
4. **Diversity:** Leading through digital transformation requires agile leaders who can foster diverse, creative ideas about products and services, and the teams to make this happen.
5. **Transformation:** The ability to successfully lead, experiment and execute new processes in an organization, while managing the significant fundamental shifts to operations that digitization is

rapidly shifting. Leaders must be simultaneously capable of executing while experimenting in a fast-fail mode.

Being able to use these lenses fluently to lead their organizations both to and through [digital transformation](#) is no easy feat. Your leader's success depends upon strategic use and fluid adjustment of these lenses in both short and long-term views.

Assess: Inherent Enablers — Identify Digital Leaders

Right Management has developed the **P3 Leader Model (People: Purpose: Performance)** for precisely this transitional dilemma. In our exclusive P3 Leader model, we help organizations to identify specific traits called “Inherent Enablers” which we use to assess leaders. These enablers (Adaptability, Drive, Endurance and Brightness) represent the key inherent attributes of an individual that, when present, can help predict future success and lay the groundwork for the development of leadership capabilities.



Inherent enablers can help to identify a person’s potential to thrive in digital leadership roles, when given the appropriate development and support. Enablers are what the person is, how she is hardwired — not what she does or says. The degree to which a person is assessed positively on these four enablers can help predict his or her likelihood of success in developing leadership capabilities and realizing desired

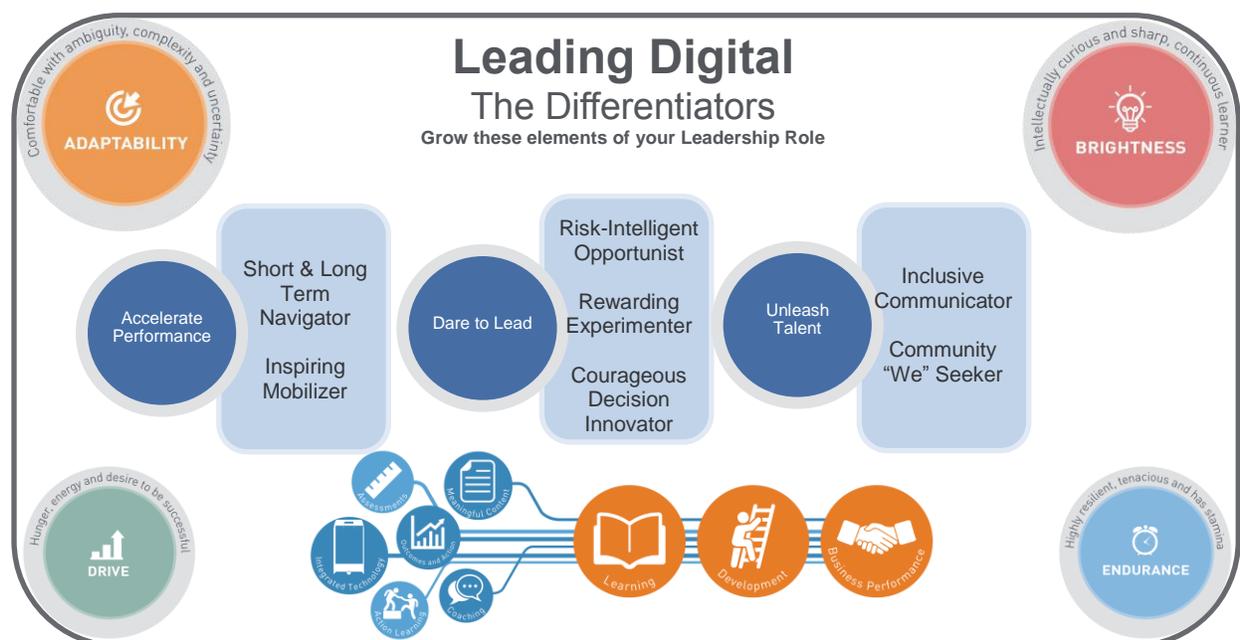
outcomes. Enablers can be enhanced in a person, but if a trait is not already present to some degree, it will be difficult to develop.

In our experience, few leaders are equally strong in all areas. Assessing for enablers can be of value in revealing potential problem areas where leaders could benefit from learning compensation strategies.

For organizations that are moving to a more digital enterprise, or who are currently moving through the transformation (perhaps even leading in their industry), we believe that there are seven key accelerators within the inherent enablers of Adaptability and Brightness, that are critical for “Leading Digital.”

Leaders charged with the digital transformation will have to display these key competencies:

1. **Short & long term navigators** — leading their organization in a way that builds tomorrow while strengthening today’s performance
2. **Inspiring mobilizers** — evangelists for the change inside of their organization and mobilizing resources to bring the change about
3. **Risk-intelligent opportunists** — able to pivot to new opportunities as data guides them
4. **Rewarding experimenters** — not just ‘in name’ only, but truly rewarding fast failure and experiments that promote the change required within the business
5. **Courageous decision innovators** — daring to see what no one else sees, and to take decisive action
6. **Inclusive communicators** — seen as taking everyone with them on the journey
7. **Community “we” seekers** — understanding that the digital enterprise is the connected enterprise and that no one wins unless everyone wins



Your Leadership Team in the Digital World

It's not only important to understand your current leadership through the lens of what it will take to lead digital, but to understand the questions that will need to be dealt with at each level of leadership in your organization.

So, the first question to ask yourself is at what point are you at on your transformation journey? Do you feel comfortable that you have a clear sense of how your leaders stack up — at all levels of the organization, including the manager level? How does your leadership pipeline look when viewed through this lens? Do you believe you understand what you will need from your leaders in the next 3-5 years?

When you are “Leading To” the digital enterprise, certain competencies will be weighted as more critical, and are in fact, accelerators to digital transformation. Because the organizational structure will evolve, it is important to effectively develop leaders at each level to handle the new challenges they will face.

And, knowing that the more your organization moves to a digital enterprise, the more the traditional pyramid structure will move to a network structure, what do you need to start thinking about now? How equipped are your leaders at each of these levels to answer these questions and how do you measure the gap?

At Right, we believe that while the fundamental challenges remain the same in the digital era (business strategy, organization & talent strategy, values, culture, employment brand, and change capability), they will become easier to address & resolve as the organization moves through digital transformation — which hinges upon the right leadership at each stage of your journey.



Ready to learn more about how Right Management can help ensure your organization's leaders are ready to lead through digital transformation? Contact us at LeaderDevelopment@right.com to request a meeting with our Digital Leadership experts.