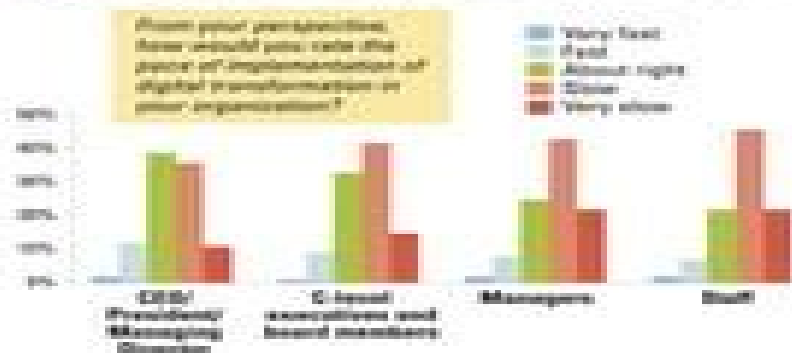


FIGURE 4

## OFF THE PACE

The pace of digital transformation is too slow in almost 90% of the CEOs.



But only 30% of respondents said that senior leaders had shared a vision for digital transformation across their organizations. Why would two-thirds of executives fail to articulate a vision for digital transformation? At least part of the reason comes from choosing the right way forward.

**Picking a direction** Creating a road map towards digital transformation is challenging. The survey showed impressive alignment around the idea that digital transformation is important — more than 80% of leaders at companies categorized as Digital and Fashionista, and more than 60% at Conservative-level companies, see leadership is “completely” or “somewhat” aligned.

There is much less alignment when it comes to the road map. Fewer than 20% of respondents at Conservative, Fashionista and Beginner companies thought leadership was completely aligned on a road map (it was less than 5% at Beginner), compared to a bit over 40% at Digital companies. Digital and Conservative firms were notably better overall at alignment, but each firm reported only 20% of all companies in the sample.

Developing a road map for digital transformation presents hard challenges because digital

transformation takes many forms. For instance, executives must decide what to transform first: Customer relationships? Internal operations? The business model? Any individual step requires multiple, coordinated actions. It can also require executives to rethink what they think about their business.

McDermott's Lori Bore recalled that when she ran operations for the company, it could only begin to transform customer service when it stopped looking at traditional service metrics like average speed of answer, and started asking questions like why customers who had talked to customer service would then call back. Rethinking questions about the business is a real challenge, because doing so requires a company to challenge its own assumptions about itself.

## INSTITUTIONAL CHALLENGES

Corporate behavior among first staff reflects a company's history, its people, its leaders and the ideas they hold. Some of these reflect broader societal ideas about gender, age, education and other factors, which can be complex issues that affect every aspect of a company, including digital transformation. We will look at four major institutional barriers to change.

**Attitudes of older workers** Responses to the survey suggest a deep-rooted perception that older people will have trouble adapting. Bill Gates may be 58, and Gordon Moore of Moore's Law fame is 84, but there's still a perception that older people are technophobic, and older managers don't want to deal with technological change. “I sincerely doubt that managers who are over 50 share the same enthusiasm and excitement when it comes to digitizing business segments where compared to a younger person,” wrote a survey respondent in the construction industry.

Another respondent complained that “management is composed of old people from 55 years and above, they know nothing about technology and its benefits and also don't want to learn.” Another called management, “ dinosaurs [who] don't

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**Minjie Lin**



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