



To do list Your strategy for exploiting digital technologies and ways of working

Link your digital strategy to your overall business objectives

- Ensure your digital strategy is central to your corporate strategy by identifying where the opportunities for the greatest organisational impact exist. Don't limit your digital strategy to just technology
- Think about your biggest organisational challenges and how digital (both technologies and ways of working) can drive innovation. Then experiment by running pilots to establish proof of concept.



To do list Artificial Intelligence

Assess AI opportunities

- Think big – use AI as a tool to address your most significant strategic challenges.
- Start small – experiment, test and iterate.
- Estimate the benefits of AI on a task-by-task basis and select pilots for proof of concept.
- Don't take what is done today and copy it – think about the outcome you want to achieve.
- Think beyond cost savings – identify where AI will provide faster decision-making and improved productivity.
- Consider how AI can be used in combination with RPA and how they can combine as Robotic Cognitive Automation.
- Don't think about work as processes; instead break work down into tasks – implementing AI is not about automating a specific process but rather about creating a bridge between human and machine intelligence.

Determine how you will deliver AI

- Decide the operating model you want to use. For example, will you set-up an AI capability within your own organisation or seek external partnerships and other relationships?
- Establish AI governance and ensure IT supports your vision for AI.
- Identify the implications for your human workforce and the need for them to collaborate with technology to ensure all the complementary benefits are realised.
- Plan for industrialisation so that AI can spin-up quickly.



To do list Digital skills

Create a talent plan

- Your talent plan should link directly to your digital strategy. Determine the outcomes that you require from your digital strategy and how you will measure them.
- The digital strategy should impact who you recruit, what skills you develop, how you develop them and your approach to managing and developing your workforce.

Create a digital talent brand

- The scarcity of digital talent and the difficulty in recruiting the right skills and roles mean that organisations must create a compelling employee brand.
- Building your digital talent brand starts with your recruitment process. Utilise social media and gamify your recruitment process.
- Consider siting your digital centre of excellence where there are richer sources of top digital talent.

Utilise your existing talent pool

- Don't assume your existing workforce can't transition to digital.
- Identify digital capability gaps across your organisation and prioritise areas where capability should be built, borrowed or bought.
- All roles, even non-IT roles, should be technology fluent.
- Offer training and coaching through a variety of multimedia channels and allow your employees to take ownership in identifying their training needs.
- Don't just build technical skills but focus on how employees can adapt and develop new ways of working.

Use data analytics to plan for better retention

- Use data to plan ahead and to predict when people are likely to leave and why. Use the findings to make your workplace appealing to the right digital talent at the right times.
- Engage with your alumni and use this network as a source of potential candidates for digital roles in the future.

