



2017 Deloitte Renewable Energy Seminar

Innovating for tomorrow

November 13-15, 2017

Deloitte Center *for*
Energy Solutions

A large, thin green circle that frames the central text.

Building the
digital
organization
of the future

Jonathan Moore, Managing Director, Deloitte Consulting LLP
Matthew Shepard, Manager, Deloitte Consulting LLP

Introductions

Jonathan Moore

Managing Director

Jonathan is a Managing Director at Deloitte Consulting LLP and has been leading the Renewable Energy community of practice for Human Capital for over 2 years. He has over 20 years of experience in selling and delivering large, complex advisory engagements to a variety of clients in different industries, with 12+ years in Energy and Resources.

He is recognized for his extensive program management skills and his deep knowledge in numerous ERP and SaaS technology packages. Jonathan received his undergraduate business degrees from the University of Texas at Austin, where he is also a frequent guest lecturer.



Matthew Shepard

Manager

Matt is a Manager at Deloitte Consulting LLP and has been an essential part of Deloitte's Human Capital team. He has over 14 years of experience leading large scale implementations across a number of industries including semiconductor fabrication, retail, healthcare and public sector.

He is a recognized leader and expert in helping organizations adapt to new technology solutions. Matt has experience with international business expansions in Japan and Canada. He has a BS in Engineering from Rochester Institute of Technology and an MBA from Thunderbird School of Global Management.



2017 Human Capital Trends

Deloitte's [annual trends survey](#) includes feedback from 10,000 leaders across multiple industries, functions and levels

The org of the future

Arriving now

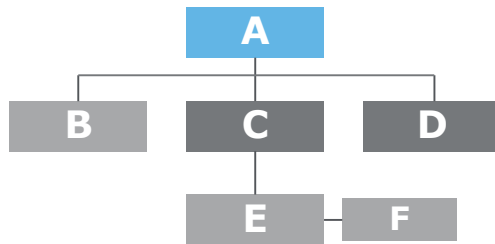
88%

believe the need to redesign the organization is urgent

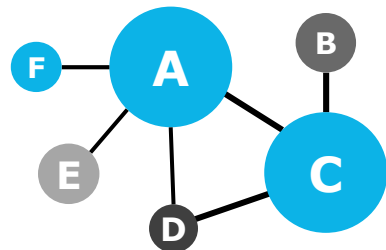
11%

understand what this new org looks like

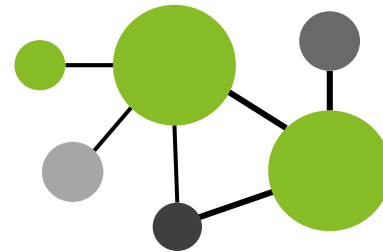
How things *were*



How things *are*



How things *work*



- Shared values and culture
- Transparent goals and projects
- Free flow of information and feedback
- People rewarded for skills and abilities, not position

Companies are **redesigning** their organizations today to be more **agile and dynamic, team-centric, skill-based, and connected.**

Organizations are shifting from designing to actively building the new organization

Careers and learning

Real time, all the time

83%

of orgs are moving to open career models

24 min/wk

average time employees spend learning

The **changing nature** of the career

Length of career



60 to 70 years

Average tenure in a job



4.5 years

Half-life of a learned skill



5 years

To retain the new workforce, organizations need to **constantly reinvent careers** and deliver **learning that is always on and always available** over a range of mobile platforms

Continuous learning is critical for business success

Talent acquisition

Enter the cognitive recruiter

81%

see talent acquisition shortfalls as a top-3 issue

61%

don't know where to start

Talent acquisition is dauntingly **complex**



Candidate Relationship Management



Sourcing



Passive Candidates



Predictive Hiring



Mobile Optimization



Indeed, Job Boards



Glassdoor



LinkedIn



Social Recruiting



Facebook



Assessments



Employment Brand



Video Interviewing



Background Screening



Internal Mobility

A company's **employment brand** must be both highly visible and attractive because **candidates now** often find the employer, not the reverse

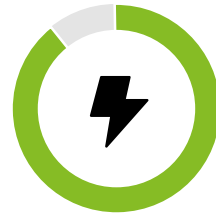
In the open talent economy, technology allows talent to move more freely than before

Exponential change is shaping a new world of work



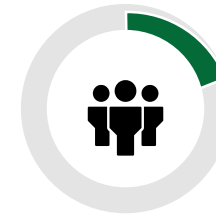
The future of work is
already here . . .

Most organizations are not currently equipped to operate effectively in this new world of work



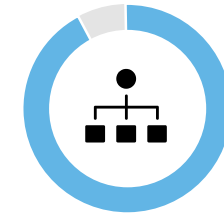
87%

believe digital will disrupt their industry



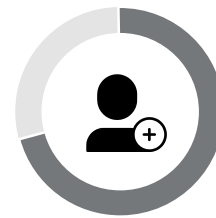
11%

believe their current talent pool can compete



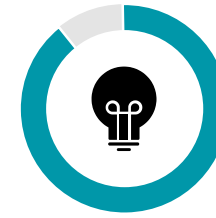
92%

of organizations are not correctly structured to operate in this new environment



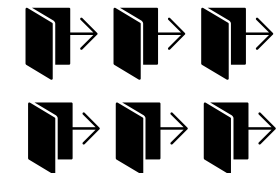
70%

need a whole new talent base to compete



87%

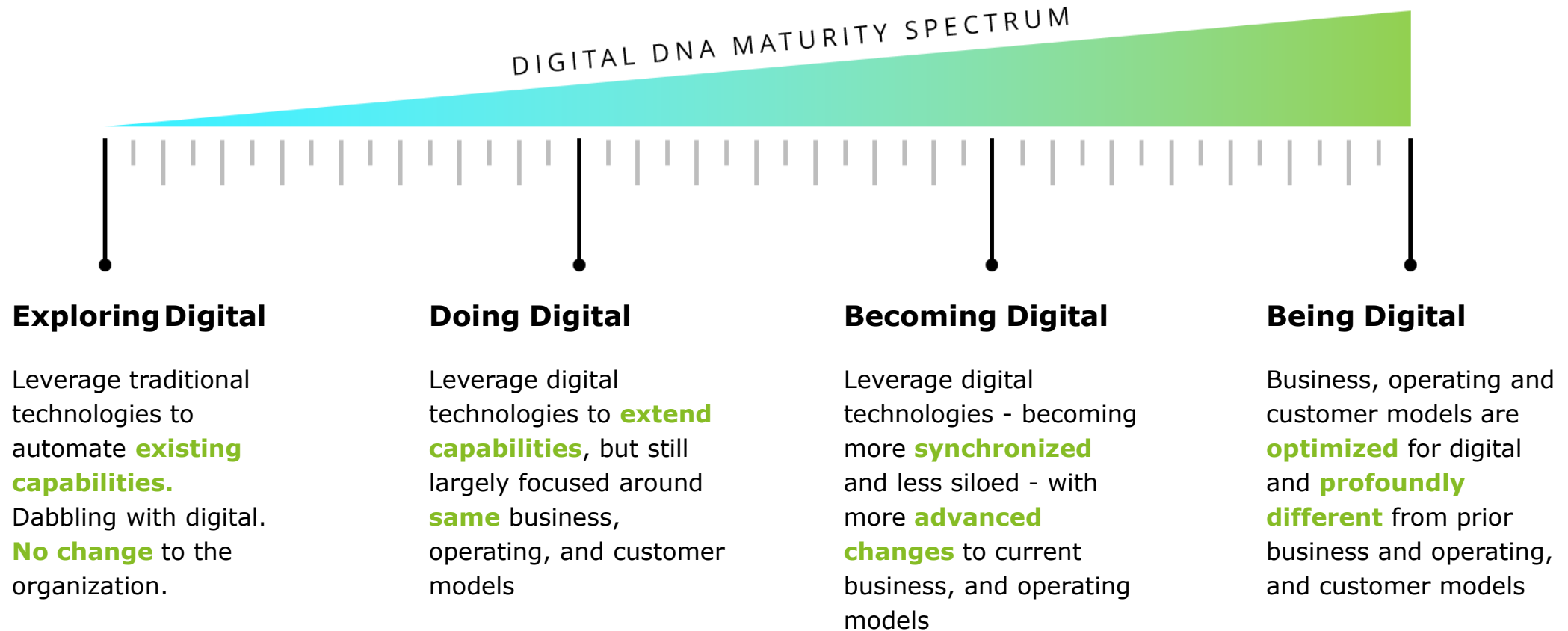
don't have the right leaders



6x

Leaders not getting new digital skills are more likely to leave their org within the next year

Just 'doing' digital things will not make an organization more digital



Activity 1: Doing vs. Being Digital

Timing ~ 10 minutes

Instructions

• **Small group**

- Read the Company Cards which profile 4 different organizations
- Discuss in your small group whether the each of the companies are “exploring”, “doing”, “becoming”, or “being” digital
- Plot each company on the Digital DNA Maturity Spectrum provided

• **Entire group**

- Be prepared to share with the entire group

Materials

- Set of “Company Cards”
- Digital DNA Maturity Spectrum
- Pens

Activity 1: Company Cards

Timing ~ 10 minutes

Company 1 Global leader in Prestige Beauty

Situation Company recognized that leveraging social media was the extent of its digital strategy

Response

- Company began to identify ways to incorporate social into other facets of the business
- Company acknowledged that there were other areas of the business that could become digitized

Company 2 Global Industrial Manufacturing Company

Situation Company sought to completely embrace digital and fully merge digital technologies, capabilities, and behaviors across the legacy business

Response

- Introduced advanced technologies alongside changes to its operating model
- Enacted a plan to rewire the organization and enable digital transformation
- Executed projects to infuse key digital traits into customer/ business models

Company 3 Fortune 100 Energy Company

Situation Company sought to become more digital through the creation of several apps

Response

- Apps introduced new digital technology into the organization
- Apps improved access to information and collaboration, but didn't interact with the company's legacy business and operating models

Company 4 Multinational Entertainment Company

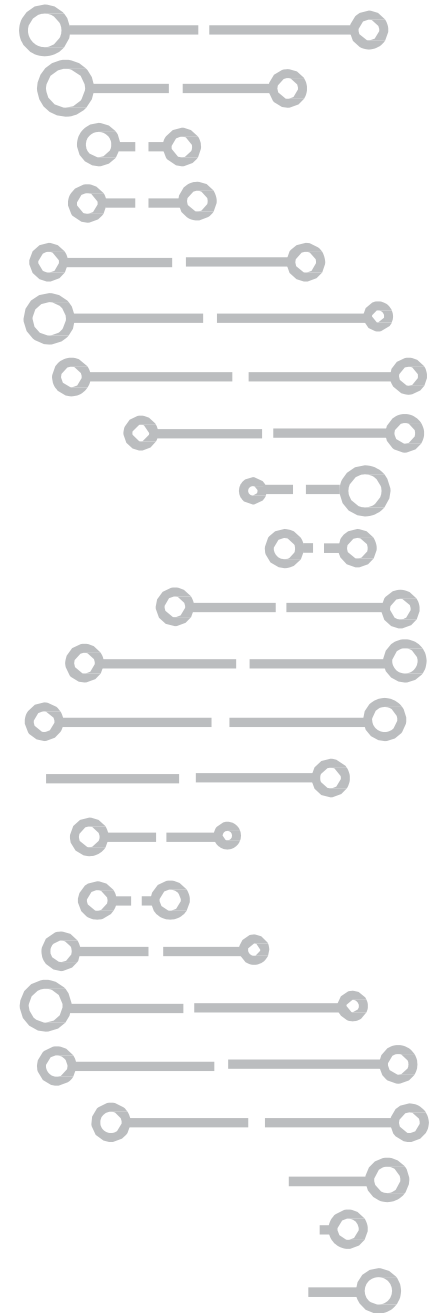
Situation Company needed to fundamentally transform and become digital to remain relevant among customers and competitive in the marketplace

Response

- Company infused digital traits across its operating, business, customer models
- Company transformed organizational behavior through weaving digital traits into organizational dimensions such as structure, processes, and rewards

How do we rewire for digital?

Digital DNA can be infused
into the organization.



Through research, we have identified

23

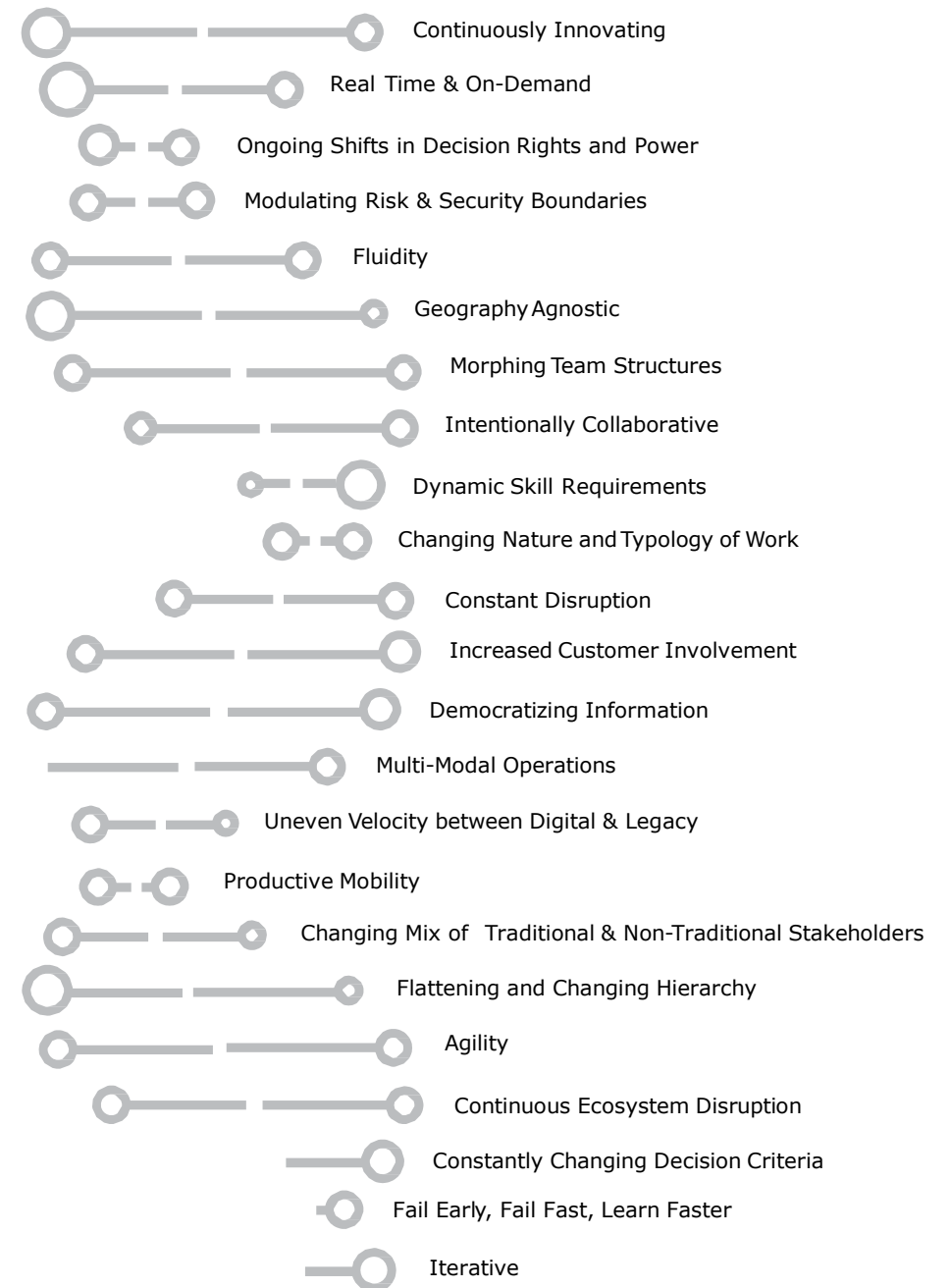
Traits of being digital

Digital DNA

(dij'ī--tl dē'ěn--ā')

n. Traits of maturely digital organizations.

It carries the underlying instructions, development, functioning, and replication for "being" digital.



Each organization has its own unique DNA

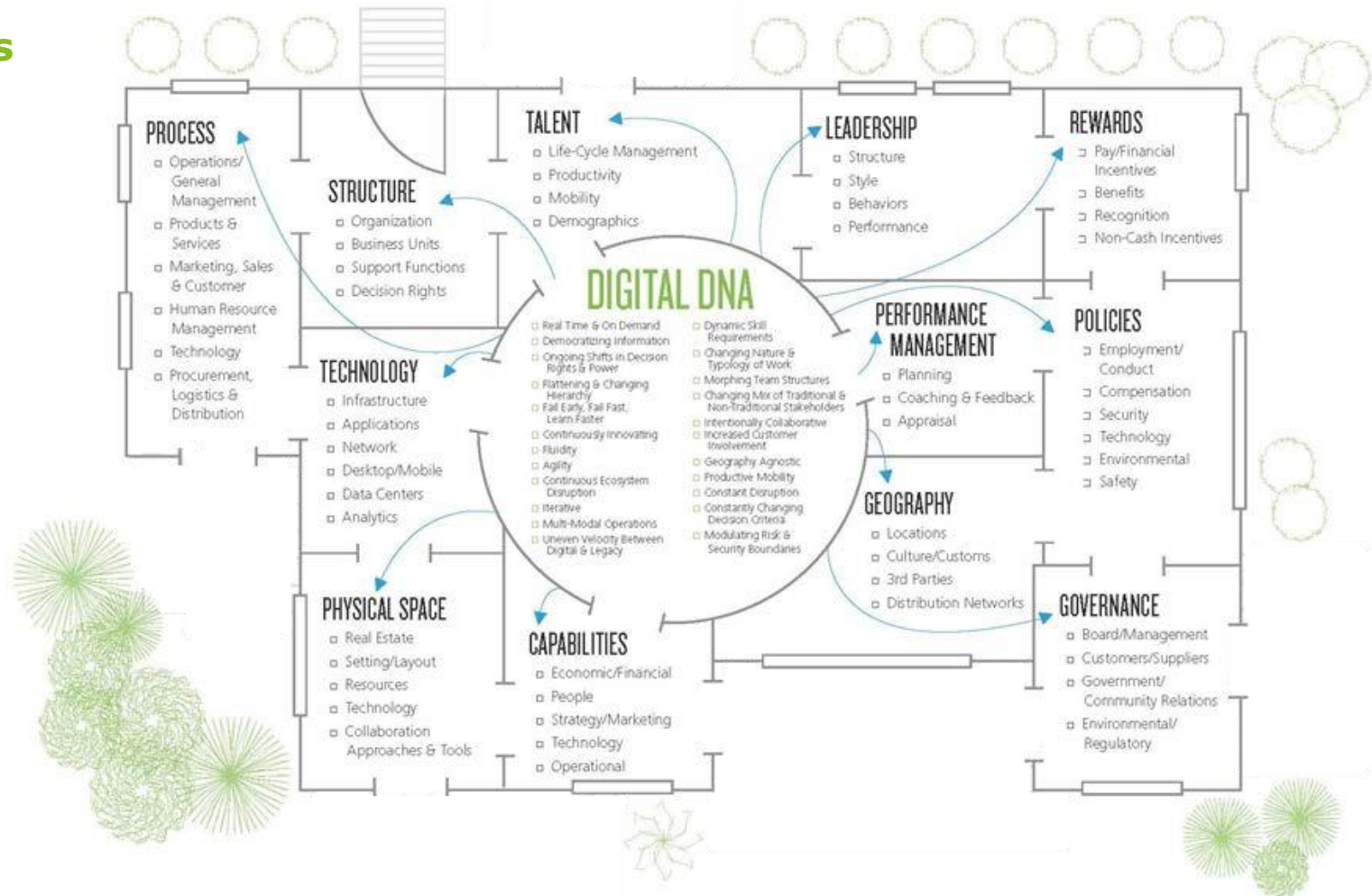
Organizational DNA are the key traits of your organizational environment. It defines how you:

- Organize
- Operate
- Behave

To 'be' more digital:

Infuse selected Digital DNA traits into your organization's current DNA

Each organizational DNA is a lever that either promotes or blocks adoption or increasing maturity of needed Digital DNA



The org of the future has digital DNA

Pulling the human capital levers that infuse digital DNA unlocks the ability of an organization to address core HR issues and position itself for success



Transition

to the Future
of Work

- Every business in every industry is being disrupted.
- The workforce is shifting in its composition, demands and expectations.
- Organizations need to take a proactive stance in understanding how work will be done in the future and what the workforce should look like.



Create

the Simply Irresistible
Experience

- The employee experience is at the core of how organizations find the talent they need to not only survive, but thrive in today's world of disruption.
- A simply irresistible experience is enabled by end-to-end design thinking that not only puts the employee at the center, but keeps them there.



Optimize

the Human Capital
Balance Sheet

- Human Capital represents one of the biggest, if not the biggest, components of any P&L.
- Costs must have a specific and intended impact on the balance sheet and that an ROI is clear and measurable.



Activate

the Digital
Organization

- To be digital, organizations need to understand their digital DNA and activate it within the organization.
- Organizations must grow leaders who know how to act, think and react differently. It means creating a workplace that empowers teams to connect as they do in their personal lives.



Sustain

Organizational
Performance

- To sustain progress organizations require the ability to constantly sense the trends that are happening in the market, invest in new capabilities to capitalize on them, and procure the strategic ongoing support in those areas that will need to shift with the business and market trends.



Thank you!

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