Being digital

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Guests:
- Reza Moussavian, SVP Digital & Innovation (HR), Deutsche Telekom
- Arthur Mazor, Principal, Deloitte Consulting LLP
- Jeff Mike, Vice President and HR Research Leader, Bersin, Deloitte Consulting LLP
- Margie Painter, Principal, Deloitte Consulting LLP

David Mallon (David): Staying ahead of the digital curve demands new ways of thinking and doing. Today, Dr. Reza Moussavian, senior vice president at the Digital & Innovation Center of Excellence within HR at Deutsche Telekom, will speak to us about how Deutsche Telekom has navigated an enterprise-wide digital transformation, infusing innovation throughout the culture, and harnessing the power of a digital mind-set. Then my colleagues, Margie Painter, Arthur Mazor, and Jeff Mike, will share

their insights on the key benefits and opportunities of activating the digital organization.

Jeff Mike (Jeff): Hello, this is Jeff Mike with Bersin. I am here with Reza Moussavian of Deutsche Telekom to talk about digital transformation. Reza, would you please take a second or two to introduce yourself?

Reza Moussavian (Reza): So, my name is Reza, as mentioned, and I am heading a unit

which is part of our global HR organization, which is called Digital & Innovation. We have set this up three years ago as the result of restructuring HR, to support Deutsche Telekom's way in becoming a digital company and to elaborate on ambidexterity. So Digital & Innovation is the unit that has been set up and our focus is, I hope, something that we can talk throughout the upcoming podcast. ▶

Jeff: Excellent. Thank you for joining us Reza. To start, what does digital mean at Deutsche Telekom?

Reza: Digital means a lot for us at Deutsche Telekom. We're a telecom network operator, an incumbent that has a lot of infrastructure and that is moving from copper technology to fiber, from providing pure connectivity to what is digital services, from let's say being cost conscious because of organic losses and over the course of the last 20 years now toward completely new business models and rejuvenation of the business and of the brand and all that means digital for us. And it means that we have to provide digital solutions to our customers, be it residential or business customers, and it means we need to change the mind-set, where we operate as an organization—be it leaders, be it teams, be it individuals. So digital is not only something which is exposed to external services, to service touchpoints as such; it's also what drives us with regard to our cultural transformation and how to cope with the challenges ahead of us as an organization, with ongoing operations. And therefore digital means a lot to our technology unit, to our product innovation unit, to customer services, but it also means a lot to HR and, you know, to whatever is associated with employees, internal staff and internal services.

Jeff: Interesting that you mentioned the workforce, the employees, and the culture, as well as the external-facing components of digital transformation. Can you explain what was the trigger for digital transformation at Deutsche Telekom?

Reza: Well, I think the trigger is definitely that we're a telecom operator and we have to transform into a software-based digital company, which means we will change our reason for being, we will change our license to operate, which is going to be extended from providing infrastructure and providing voice, data, and TV services up to digital

solutions, up to software-based services for private and business customers. So that is why the trigger comes actually from the business model. The trigger comes from our strategy, maybe the distinction that we as a telco operator have compared to production companies, to manufacturing, to consumer goods in particular, is that today in 2018, you know, although close to 2019, I can tell you no one in Deutsche Telekom is questioning digital. I mean that has become the new normal for us, and it's sure that this is the fate of the company, to transform toward a digital company. Therefore, this is what I mentioned in the previous question, this is the all-or-nothing quest.

Jeff: So congratulations on the transformation. We do a lot of research on organizations that are endeavoring to transform, and it can definitely be a challenge, so it's good to hear that you feel like you have made that transformation. We'll dig a little bit deeper then maybe, if you could speak more about how this digital transformation affects your operations, or how have you become operationally digital? Reza: Well, that has lots of facets. One is to change the mind-sets of Deutsche Telekom's leadership team. So we talk about a company that has 230,000 employees in more than 50 countries in the world. Thereof we have 3,000 people in executive positions and a further 15,000 people in various roles as project team manager, product manager, so where there is some sort of responsibility for a team. So one of the big building blocks that we have, is change the leadership culture to become more innovative, more open for innovation, particularly for digital innovation and in that light to embrace new concepts of empowerment, such as transforming toward an agile organization with respective business principles for the business operation. It means that we're reviewing our internal processes, of course also customer-facing processes, but we're also reviewing our internal processes. How can we simplify them and how can we

digitize them? So we have the first building block which is on leadership and culture, the second one on process digitization. The third one is all around digital at work. So how can we foster new ways of working, which embrace not only let's say buzzwords, you know, around UX and being innovative and appreciative, but also giving very, very clear ways of working by new working methods, new governance models, up to new operating models, and collaboration tools and collaboration practices, so that we can boost our productivity by embracing not only the customer-facing digital products, but also digitizing our work. So working over distance, leading over distance, having teams that work highly effective but also highly innovative over distance, going into product development, into cocreation, not only in a colocation but over distance, is something that we take really, really serious. So this is probably the third big building block.

Jeff: Interesting, you mentioned a couple of times leadership and culture and in particular changing leadership mind-sets. Could you dig a little bit deeper into how you and others at Deutsche Telekom have been able to enact that transformation in terms of culture and mind-set among leadership?

Reza: I am talking always about mind-set and technology. For me digital transformation is about culture and technology. I am sensitive because I am one of those HR managers that does not believe it's all about culture, that does not believe it's all about mind-set, it's always about both. You can't change mind-set without having the competences and the understanding of technology. So when I talk, for example, about the experiences, it's the experience that, for example, we have introduced an HR chatbot, as one way of digitizing HR processes. We have taken a face-to-face training that has been visited by 18,000 employees and showed with new design thinking, creating an MVP,

implementing the MVP via agile. By bringing in VR technology we have transferred this training into a virtual realty training based on your corporate smartphone where you need the VR gear. That training is more employee focused, has much better rating than the face-to-face training, is much more innovative, has much better scoring and rating, as I mentioned, by the employee. So it brings higher employee satisfaction and it costs you much, much less than the face-to-face training. And we have given this one and now this is creating a pull, because now everyone says, "Okay, can you help us in creating cheaper, user-centric, technology-based products for HR or for internal administration?" This is for what my team and for what I as a leader of Deutsche Telekom stand for, it's the combination of excellent understanding of technology and understanding how to change mind-set. And the mind-set cannot be changed by talking about mind-set, it can only be changed by giving experiences and applying new ways of working and applying new technologies. So No. 1 is having an entirely different approach toward culture transformation and what is my transformation strategy. No. 2 is part of this transformation strategy should be, let's say, the application of technology, and not only for leaders but for leaders and their teams on their own business challenges, and it should move away from let's say, from these academic, kind of lab or business school–oriented clean spaces and leadership workshops where top leaders come together, have a nice time, get a top speaker and then, you know, they think they have the brilliant mind-set and nothing changes on the Monday thereafter. I think it has to be much more on the job, it has to be much more cocreative, but cocreative in conjunction with outstanding technology expertise in addition to the, let's say, to the change management and mind-sets expertise.

Jeff: Excellent. So just to make sure I understand correctly, it sounds like, you

know, this change is experiential change on the job throughout the organization, but a big part of that experience is interaction or experience with the technology itself. Is that correct?

Reza: Correct. You know, find your coalition of the willing in the organization, those leaders at the teams that are willing to experiment, create experiences for them that create an impact, talk about the impact to create a pull, and then you create your followers and your movement and this … what I call the coalition of the willing, is growing, and this is what we stand for and how we believe we can manage sustainable transformation of Deutsche Telekom.

Jeff: Excellent. Thank you. If I could switch now, you had mentioned earlier about digitizing operations or digitizing processes. Could you provide an example of an operation or a process, so our listeners can understand how this is actually applied in the organization?

Reza: Sure. For example, we have been introducing desk sharing to the organization. It may sound odd for you because maybe you are totally used to it, but it's a new concept for Deutsche Telekom as an organization and in particular as a culture. So we have been introducing open spaces and desk sharing and the desk sharing process is a bit cumbersome. So you have to log into the DRP system, find the desk-sharing tile, go into that, give the information from when to when you need your desk, do some sort of bookings, redo it because it's already booked, and so on. So it takes people a lot of time, and despite the fact that some people do not like and do not appreciate desk sharing, on top of that the booking process is really not a good experience. So what we did is, we went into cocreation workshops with users, with the real estate department, with people from IT, and came up and prototyped a desk sharing, so we called it deskbot. What

it is, is a chatbot for the booking process for booking your desk. And it's app based, it remembers your bookings, it gives you let's say preconfigured recommendations. You have new use cases, so you can add next to whom you want to sit, it gives you analytics on who is the one you have been neighboring your desk most and new use cases. So it has become a new experience. So even though some people may not like desk sharing as such, but the desk-sharing process with this chatbot, so applying chatbot technology and the AI behind it has become a very positive experience in the areas where we have deployed the deskbot, and this is one experience. So we're saving a lot of time, and if we calculate it up, we will save in 2019 something like 2 million working hours of employees because the new booking process saves for every booking eight minutes. The new one takes you 15 seconds max from the moment you take your smartphone out of your pocket, you open up the app, and you do your booking. So 15 seconds as opposed to 8.5 minutes in the past where you needed to log in to all the systems and find the desk-sharing tile and get the right booking and get the free desk and so on. So that is a huge change and that shows, you know, how we want to apply digitization, that it becomes an experience, that there is a win, win. We make the employee much more productive than before. It's an employee experience and honestly we save a lot of cost for the organization because the whole system is cheaper and the productivity gains behind it are tremendous. So that is one example where very, very concrete, we tackled the subject, and by we, I mean we as HR, we tackled the subject of internal process digitization.

Jeff: That is an amazing story, Reza. Thank you for sharing. I really liked how you described the cocreation upfront and involving the users in the design of the solution and then tying it up with actual savings at the end. Sometimes it's a little

counterintuitive to say we're going to slow down, we're going to do what might be perceived as time-intensive activities upfront, but once you have created your solution you have already indicated how much savings and more efficiency you have built into the process, so thank you for sharing an excellent example. I would like to switch a little bit now as we close the conversation, towards both HR and talent strategy. And you had mentioned just now about how you as HR tackle these problems. Can you say a few words on how the HR strategy for the HR unit itself is evolving as you become digital?

Reza: Number one is HR needs data. We need employee data to take fact-based decisions and to understand what is happening in the organization. Where are we with what type of activities, what do we need? So we see the whole subject of data-driven HR, of people analytics, but also in let's say in other areas, we become much more data driven. We do expect that within the next five years, half of the HR organization will be composed of data scientists whose main work is all around HR or people analytics. Number two is, these data need to be located somewhere and they need to provide, let's say, the foundation for the platform-based HR. So kind of talent management suite is one option and probably is today's predominant option where most of the corporations are moving to. However, I think there is also another world, a different world possible that is probably the next evolution, but currently, you know, also we at Deutsche Telekom, we're engaged in deploying a talent management suite that gives us the possibility to provide global HR services to allow us some sort of HR analytics coming out of the system, and to derive the right strategic implications then for talent strategy, for performance management, for recruitment, and for succession management, very important and very growing business-critical activity what we

need. So I see the whole analytics data–driven HR as one part, and the other thing that I see in HR is also we as HR we have to embrace new work, agility, user-centricity as such. The HR people of the past, to me, were kind of let's say, very concept oriented and less experience oriented, less user oriented. So we're changing this type of mind-set and behavior and the way of working, so that we're transforming HR to what is a user and product oriented organization.

Jeff: Excellent. Thank you Reza, you have indicated in the conversation about your approach to talent, to digital transformation throughout the organization, and I particularly appreciate the pull notion. All of this change and complexity and the demands of a digital environment can be taxing on the individual. Could you share anything that you do for either your team or that Deutsche Telekom does for its workforce to maintain wellness in such a challenging time?

Reza: As an HR leader, practitioner, someone who is in HR, and ... every one of us has been affected by digitization and by digital, so I think I can only recommend everyone in HR to dig into digital, to understand the 10 leading technologies that drive the digital change, to think about and get inspired about new ways of rethinking HR and what is it you bring to the organization, what is it that really counts for driving business forward and to cope with the digital challenges and that might hurt in one or the other way. This means you need to let go and to kill your darlings of the past, but it's necessary and that is my ... let's say, my recommendation. Kill your darlings, learn about digital, and apply it, and you may want to start small, but you should start.

Jeff: So Reza, in closing I wanted to thank you for taking the time to speak with us today and for recording this podcast for our listeners.

David: Hello, again. This is David Mallon, host for this week's episode of Capital H, and joining me are my colleagues Jeff Mike, Margie Painter, and Arthur Mazor. Margie Painter is a principal with Deloitte's Human Capital Practice, specializing in integrating people issues with business strategy. She has led and delivered all phases of organizational change initiatives, including major enterprise-wide transformation. Welcome Margie.

Margie Painter (Margie): Thanks David, happy to be here.

David: Next is Arthur Mazor. He is Deloitte's Global Leader for HR strategy and employee experience and US Human Capital Leader for digital. Thanks for joining us, Arthur.

Arthur Mazor (Arthur): Hey, David, good to be with you as well.

David: Rounding out the panel is Jeff Mike. He is Bersin's VP and leader for HR research. It's great to have you Jeff.

Jeff: Thank you David, it's great to be here.

David: Let's start with some fundamentals. This word digital. We encounter it daily and we use it ourselves quite a bit, but maybe it might not be as widely understood with our audiences. So, let's start there. I would like each of you to share your perspectives, say a few words. What does digital mean in the context of today's organization? What does it mean to be a digital organization? Arthur, I will start with you.

Arthur: I think the most common reaction that folks have when they hear the word digital is to think technology, and I think we all probably quickly agree around the idea that being digital is about way more than technology. It encompasses the change in mind-set, the change in behavior, change in the way of working, and operating in a way that is nimble and agile, just to name a couple.

Margie: Yeah, I will build on that a bit, because I think that mind-set shift is so critical, and I think the other shift that we often see in terms of digital transformation is about focus of an organization, and so I would say we typically will see organizations will change from their kind of internal product focus to more of a customer focus.

David: So, Jeff, we just heard from you in the interview with Deutsche Telekom as one example. What are your thoughts, what does it mean to be a digital organization?

Jeff: Sure David, thank you. I agree with Art in particular with regards to the mind-set. We hear a lot about digital being technology, but it says much mind-set and culture and the way you do things as it's about the technology, and Margie's point about customer-centricity and employee-centricity really resonates with a lot of our research. I would add a little bit to that, including the ability and willingness to innovate. Part of being digital is moving quickly and being able to address challenges, kind of alluding to the agility we have talked about, but even more so paving new paths through the unknowns. So, markets are changing, demographics are changing, everything is changing so quickly we can't predict. So, being willing to innovate to meet those changes I think is another central tenet of being digital.

Margie: You know Jeff, one thing that is interesting around this whole idea of fail fast. And for some reason, I think people got anchored on the idea of fail fast without the follow onto it, which is learn faster. And I think you are absolutely right for us to be able to say we're going to be willing to go and innovate or try new things, that the critical component of that is also that we learned from those mistakes that we make so that we're then able to continue accelerating our momentum forward.

David: I hear it often referred to. We've talked about this amongst ourselves and

with our clients, the difference between being digital and doing digital. So, whether it's just trying out new technologies or for example whether it's just thinking that trial and error is the means to the end versus walking a different path and inventing new ways of work. How does that play out, how you would know organizations have shifted their mind-sets to where they really are being digital?

Jeff: David, that's a good question. I think in terms of experimentation, and I would add the kind of evolved approach to risk that comes with that experimentation, or innovation is being deliberate about your trial and error. So, you collect some data, you have an idea of how you might want to implement a solution, but you are going into that implementation almost as a test. For example, one of our stories is about an organization that had tested a couple of different types of performance management technology and approaches in different parts of their organization, and then by implementing those tests or experimenting, they collect data, learn from that activity, and either select an approach or decline one of the other approaches, but the idea is they are continuously learning and improving things, making them better and adjusting as we go along. So, the old adage, the perfect is the enemy of the good—when things are changing so quickly there may not be a perfect, and you have to continuously strive in that direction.

Arthur: I think it's a good point, Jeff. I think about some of the ways that we're able to frame this in very practical field experience to build on what you are describing exactly, and using a maturity spectrum across four stages of maturity for an organization, from exploring, all the way through to being digital, and in between are doing and becoming digital. In each of those stages we find organizations across every trait and behavior that we've measured around digital is enabled to kind of move in that

progression that you are alluding to. As you move up that maturity spectrum, we find that organizations begin to do digital things where not only are they leveraging those technologies, but they are starting to think about and apply their capabilities in a way that comes closer to the customer, around the way that Margie was describing. And as organizations become digital, they are not only using the technologies and becoming less siloed and they are behaving differently across some of these digital traits that we describe. Finally, is that ultimate stage of maturity around being digital, which is truly being it, where it has completely rethought the business models and kind of optimized the way that the organization operates and engages with its customers.

David: We certainly in the roughly little more than a decade that we've had smartphones. We've been trying to certainly expect a hyper-personalization to move over into our work lives. Jeff, what does the research say about sort of changing expectations from our workforces in the context of digital?

Jeff: I think you've mentioned one of them, David, which is this personalization. So, that personalization that extends to the consumers. If you are looking at your workforce like customers or consumers and trying to create a consumer-grade experience for them, then that is something that you have to consider in terms of personalization. In addition though, there is another element to the workforce and that's the hyper-connectivity. All of this technology makes it so easy for the people to stay connected around the globe. The challenge there is, that can create either deliberately or inadvertently the expectation that someone is always connected, someone is always available, and possibly is always working, and as we know as human beings that is not sustainable, and so along with a personalization and this connectivity is the recognition that there is a requirement to

pay attention to wellness, and so in addition to performance data, employee preference data, there is also a sense of personalization with regards to wellness.

David: Art, you talked about digital maturity, and you laid out four simple levels organizations can move through. When it comes to digital maturity, why is this so important? Is any organization immune to this?

Arthur: That's a good question. I think the answer is that no organization of any kind is immune. Because being digital is effectively going to just be the way we operate, and I think at some point many of us have thought about this and discussed internally with our own colleagues at Deloitte and with our clients, that at some point in the not-so-distant future, talking about digital is just kind of seen like something we did in the past, because this will just be the way we have to operate, and I think no organization is immune, from government entities all the way to the commercial entities because …the cat's out of the bag. We have these capabilities to Margie's point and to yours, we can pull out devices of all different nature and just get stuff done, and consumers and individuals now are at a stage where generally the expectation is there that I should be able to operate that way. I should be able to engage in a rapid pace kind of fashion to get some answer or some piece of information or a problem solved at a pace that rivals …anything that we ever have seen before.

Margie: One another add to that, Art. I think we also were recognizing that the skills that we have and the sustainability of those skills or the life of those skills is also shortening and so is the pace of business is accelerating. I think we're also finding that for our employees their need to continue to evolve who they are and what their skill set is and what the life of their technical skills are is also going to continue to compress.

So, not only as the pace of business accelerating, the pace of expectations I would see of customers and consumers and employees accelerating, that we're also seeing that need also from an employee perspective to stay fresh and stay current, and that constantly changing environment is going to continue to accelerate as well.

David: That transition is just a notion of what do we do now, how do we get started? If you are in an organization that is early in your journey to being digital, how do organizations start to activate the digital organization?

Margie: So, I think there's a couple of places that I always encourage my clients to start, and first of all, is there clarity in the organization around what their digital ambition is? Because in so many things if you don't know what your vision is and who you want to be and what that business model is meant to be, and how that is shifting, it's really, really difficult to chart a path to get there. And so, being able to articulate, this is what is important to us and this is what we really want to focus on. What are those traits that are most important to us as an organization and where are we going to focus first? And if we don't have that clear picture of what it is that you are trying to grow up and become, it is really, really difficult to get there.

David: Art, practically speaking, I am a level one or level two organization, what am I really working on? What is getting me to the next level?

Arthur: Well, I think it absolutely begins with understanding the digital DNA of the enterprise and to build on that a little further. When we talk about digital DNA it represents a set of 23 traits that are distinct and separate around the way that organizations can behave and operate and effectively change their culture, and I think those organizations that are at that

earlier stage or maybe are unsure what stage they're at, have an opportunity to first embrace understanding and sensing where are we, what is our level of maturity in each of those trades, and then identifying where the organization wants to go. And like any maturity, it's not about getting to the highest level of maturity on every one of the 23 traits; in fact it's quite the opposite. It becomes a dialogue and a very thoughtful effort to look at what priorities the enterprise is aiming to accomplish, and as a result, which of those traits must advance at greater pace and then making some bets. We talk about making minimal, viable changes, changes that will help to move the needle on some of those traits and bring the organization further up that level of maturity.

Margie: Art, the other thing that I would say, I think that goes hand in hand with, that is, we have to put our hat on and think about do we have leaders and the right leaders in place who can guide us on that journey? Because we've talked a good bit about mind-set shift, but I think it's also when we think about leaders that can actually chart a path and help guide an organization on a digital journey. It's also a very different skill set, and having leaders who are comfortable in this type of ambiguous environment sometimes, leaders who are able to inspire an organization to move toward a vision that may feel uncertain for many folks in the organization, and so for us, as we're starting to think tactically around how do we get those right leaders in place and how do we prepare those leaders, potentially, to be able to lead this organization differently, is also something that is very, very critical for organizations who are early in that journey.

David: Jeff, you've been a driver of Bersin's high-impact HR research. What does this high-impact HR research say about HR's role in this digital transformation?

Jeff: Yeah, so there's a number of findings we found in our high-impact HR study that we released last year. One of them is interesting in terms of HR, that HR actually has a role in leading the digital transformation. Now, as part of a symphonic C-suite, there's a notion of, as Art ...and there's a business strategy, there's a leadership. Because HR is positioned so well between the business strategy, the people, and the technology; there is a lot of opportunity for HR to actually lead this transformation—a digital transformation— but with all of its touches and all of its services in terms of workforce, in terms of workplace, and in terms of technology, HR can actually lead some of this and take this idea from a business strategy and a slogan to what is part of the culture and what is part of how workers approach their work in a digital environment, and so that is one area. The area that we see a lot is in terms of employee-centric thinking, just like that we mentioned earlier, the customer-centric thinking ...so HR is not about HR anymore. It's about empowering the workers to do what they need to do in the digital environment, and then just kind of reinforce something we have talked about, is that willingness to take an evolved approach to risk in pursuit of innovation.

David: So, our time together is about up and I want to round off with sort of a look out into the future. How can organizations be positioning themselves now to thrive in a world in which there really is no such thing as steady state anymore; there's just constant disruption, constant innovation. How can we position ourselves to thrive in a digital world?

Arthur: Yeah, it's a great question. I think it begins, certainly, with an understanding of where you are and where you want to go, like any big transformational change. But I also think this is different. It used to be that transformational change was about setting a destination and a clock that counted down the time it would take to get to that destination. And I think to your point, in a

world where we should embrace and accept and maybe even be excited about this constant disruption so that it introduces new opportunity, it means that there isn't one destination with one countdown clock to get there in one transformational way. All of the players within an enterprise, starting at the top, need to play together to understand where those disruptions are coming from, consistently and continuously sense the market that they live within, the workforce that is demanding this kind of change, and the workforce capabilities that need to grow, and identify those multiple changes that will be taking place and incremental and exponential changes at the same time that should happen along the way. And I think as we embrace the disruption in that vein rather than thinking that I need to have a big project, leading to a destination at a particular date, and instead embrace constant change and constant change of the way we work, then we're probably scaling into the future of digital.

David: Margie, closing thoughts?

Margie: Yeah, I would add to Art's thought around that, because I do think it ties into this whole concept of mind-set shift because that idea that digital is a destination, I think it's tricky, because it's true that it's going to be always on, and it's just going to become the new normal, and I think one of the things that I think organizations have to crack is, how do they organize themselves to get the work done? And the latest shared research in this from our human capital trends report and the rise of teams and what we think about how work gets done, that kind of traditional hierarchical idea of sticks and boxes and teams that kind of report into a reporting structure; it's very, very hierarchical ...has to go away. And for us to be successful in this type of constant disruption and the idea, as Art has said, is that there is not a program that will have a beginning or an end date. We might have 50 initiatives that occur during a timespan and we're constantly seeing that we're going to have teams from different parts of an

organization that need to come together to be able to drive that work forward.

David: This notion of change no longer being a movement from A to B, just essentially a set of practices that's always on, that, I think, that is a big part of it. Jeff, you want to close this out?

Jeff: Yeah, sure I would. With that I think you've hit it right on the head, and this is a little bit hard to conceptualize because of the kind of way things have been in the past, but this notion of change being a constant rather than organization being a constant, and then you enact some sort of change and go back to the constant— change is the constant; organization could be a snapshot of what is happening right now. From Margie's point, you may have a configuration of teams around a particular offering or problem or challenge or initiative in the organization, but that configuration of teams is not going to be the same with the next problem or the next challenge or as your markets evolve. And so, I think one of the key mind-sets we talked about is this notion of networks and teams and perhaps formless approaches to organizations rather than something that is rigid and structured and requires a heavy lift—to be flexible and mobile in the digital environment.

David: Well, thank you Jeff, Margie, and Art, for a lively and stimulating conversation. I am sure we will come back to these topics quite a few times over the next little while, and thank you all. That brings us to the end of this episode of Capital H. Remember, thinking in digital terms is the new default. It's essential if you want to future-proof your enterprise, there are ways to manage digital transformations so that innovation thrives and people automatically think with a digital mind-set. I thank Reza Moussavian and my Deloitte colleagues, Margie Painter, Jeff Mike, and Art Mazor, for sharing their experiences on being digital. We hope you will tune in for our next episode.
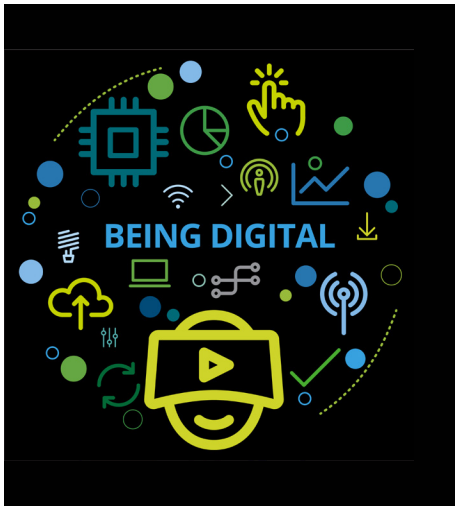
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