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Digital era Technology Operating Models
One-day Lab Experience

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The **Digital Technology Operating Model Lab** is a one-day experience for technology leaders to equip them with insighs and concrete plans for transforming their Technology Operating Model to materialize their digital aspirations. The Lab is based on extensive Deloitte research.

You will be guided through the day by experienced facilitators as you create a bespoke plan.

The Research

Digital disruption is not going away. Companies need to develop capabilities to continuously explore, deploy and scale successive waves of digital technologies. Companies use digital technology as an enabler for a winning position for the firm in its industry – possibly even changing the industry itself. However, enterprises with digital aspirations often encounter a mismatch between their digital strategy and their existing Technology Operating Model—the way in which they configure their operations to execute on their business technology strategy—whether it resides within the business or within IT. This mismatch creates a need for organizations to fundamentally change their Technology Operating Model, which many find an extremely difficult task. Deloitte Research revealed the reason why this is so difficult. There are 9 Big Shifts impacting the "Way we Work", the "Resources" we need and the "Nature of the Technologies" themselves.

The 9 Big Shifts

The 9 big shifts we identify are not simple changes that can be made overnight. They are fundamental changes to the technology operating model that takes years to initiate, evolve and master. Together, these 9 big shifts are a multi-year journey that consists of many smaller steps. Not to address them or to address them only as individual "phenomena" in Deloitte's opinion would be a serious miscalculation of the future ahead.

3 Big Shifts in 'Ways of working'	3 Big Shifts in 'Resources'	3 Big Shifts in 'Technology'
1. Agility and speed become the new norm. Organizations learn and adapt by experimenting and fast deployment.	**4.** The workforce transitions as digital, data, AI, and robotics create new jobs and cause existing jobs to disappear.	**7.** Cloud becomes the dominant IT delivery model, with highly automated IT processes.
2. The boundaries between business and IT blur, business-led IT increases, and tech fluency is vital for all.	**5.** Organizations adopt the vision, values, culture, and leadership required to build digital DNA.	**8.** Competitive advantage shifts in favor of data and algorithms fueling algorithmic business.
3. The rise of innovation ecosystems with joint risk taking, and value creation among quickly engaging and disengaging partners.	**6.** Innovation and experimentation require a larger share of resources, with fit-for-purpose funding mechanisms and governance.	**9.** Information technology (IT) and operational technology (OT) converge.

The Lab

During the lab, you will:

- **Define your aspirations** - We start the day exploring your hopes and concerns, and defining the legacy you wish to leave behind. The day is then focussed around making your vision a reality.

- **Assess the 9 big shifts** – We explore with you how each individual shift is relevant to your enterprise, where you are today, what needs to be done and how dependencies influence synchronization of these actions.

- **Define your key priorities** - Using the Four Faces model, the Lab gives you the opportunity to reflect on which key priorities will determine your success. You will think and talk this through systematically, looking at alignment between your stakeholders' expectations, the wider organisation's strategy and your desired legacy.

- **Assess your team & talent issues** - Figuring out which team members will advance your priorities is critical and needs to occur in an unbiased environment. As you progress through the Lab, structured exercises will reveal when "A" talent must be applied to a priority and where "C" talent could become a liability.

- **Examine relationships & influence** - Right away you want to connect to and establish relationships with people who matter, and then consider the major issues you will be facing with them and how these could be tackled.

- **Your 180-day plan** - Your Lab culminates in the creation of a plan that you are confident to execute. The plan is populated with relevant milestones including issues that require immediate attention, as well as longer-term priorities that are critical to the success of the organisation and your legacy.

The lab experience

Your priorities, your success. Spend a day focused entirely on you

Customization. A half- to one-day, custom-designed session that incorporates content focused on your specific board's needs and priorities

A confidential environment. Meet in a safe environment to discuss concerns and ask questions you may not feel comfortable asking elsewhere

Innovative. The facilitated session will be interactive and dynamic, and leverage innovative tools for learning and enhancing dialogue

Insightful. Not only are leading practices discussed, but they will be accompanied by input from the board's key stakeholders to allow for tailored discussions about company-specific issues

Multiple perspectives. Hear insights from others that have been in your position, as well as from Deloitte specialists with deep governance, industry, and business experience

Plan. Create a tailored action plan to enhance the effectiveness of the board and its members

Contact

Dr. Andries van Dijk
NL Technology Research & Insights Lead
Director Technology Strategy
Mobile: +31 6 5204 8705
Email: anvandijk@deloitte.nl

Hans van Grieken
EMEA Technology Research & Insights Lead
Fellow of Deloitte's Center for the Edge
Mobile: +31 6 2387 0063
Email: hvangrieken@deloitte.nl