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Successful Digital Transformation

Roffey Park OD Conference 2025

Leatham Green

Public Sector Transformation Senior Director UK&I

Business Value Services

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Safe Harbor

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Clarity drives successful change

Creating a compelling purpose & vision of the future designed to drive the best customer/ employee experience and maximum value & impact from technology (ROI)

Achieving real change
## Tech is just the tip of the iceberg

It's all about organizational transformation.

All things tech:
Finance Cloud SaaS
CRM SaaS
CX SaaS
HR & Self-Service Cloud SaaS
IaaS – Integrations
PaaS – pluggable bespoke widgets

All things organisation:

Business Vision & Strategy
Business Change Managements
Target Operating Models
Culture Change
Business Process Mapping
People -centred Design
Leadership
Benefits realisation
Governance & Compliance
User Adoption
End-to-End Business Rehearsals
Training

What to Why

THE GOLDEN CIRCLE

WHY

HOW

WHAT

by SIMON SINEK
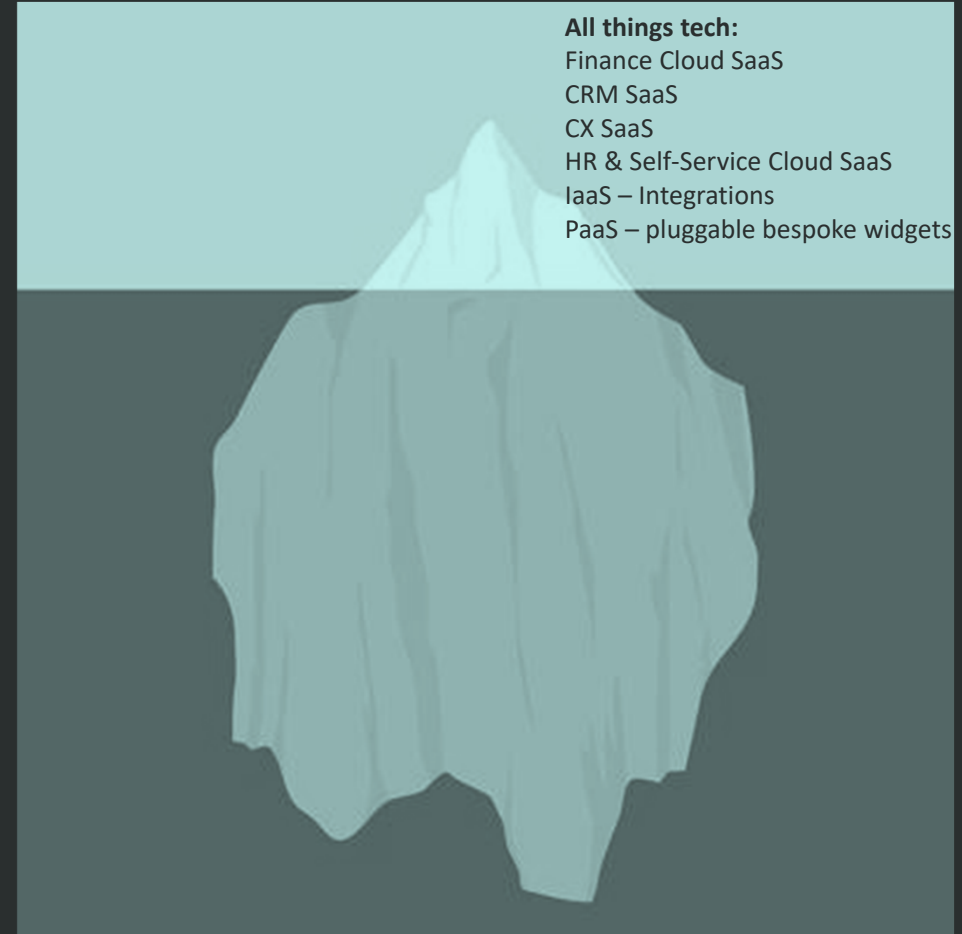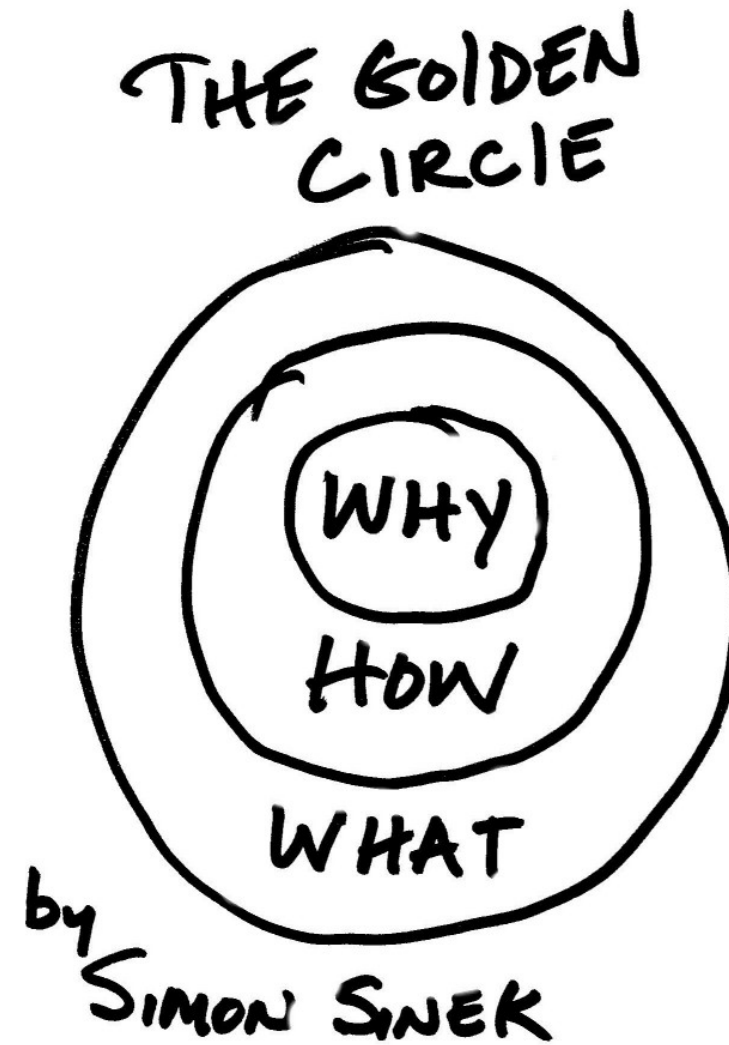
The positioning of 'digital' is a consideration for organisations as they develop new leadership models and how to drive impact and benefits realisation from their investment.

- **'Technology'** is about 'IT management and deployment' – harnessing new IT, managing supply chains, ensuring IT infrastructure is (and remains) resilient, responsive, accessible and available.

- **'Digital'** is about new ways of working flowing from the effective deployment of the latest technology and data availability. It is less about the 'IT' and more about business, process modernisation and culture changes.

- **'Data'** is a product of technology and the raw material for generating insights and knowledge that can inform resource allocation and policy making.

The distinction is important – for example, best practice IT management can mask poor digital behaviours, allowing outdated and inefficient business practices and failure to utilise data to inform better decisions and outcomes.

What Digital Transformation *is*:

1. Holistic Change
2. Significant Shift
3. Leveraging Innovation
4. Customer/Employee (People) -Centric
5. Long-Term Process

In essence, **business transformation** is a comprehensive shift that touches every facet of an organisation. It is not just about changing parts of the business—it's about reshaping the heart beat of the whole business for the future.

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Successful digital transformational is less about technology or strategy – it is more about leadership culture, behaviour, collaboration, and shared purpose…

….it is essential for survival and maintenance of service quality and continued business success
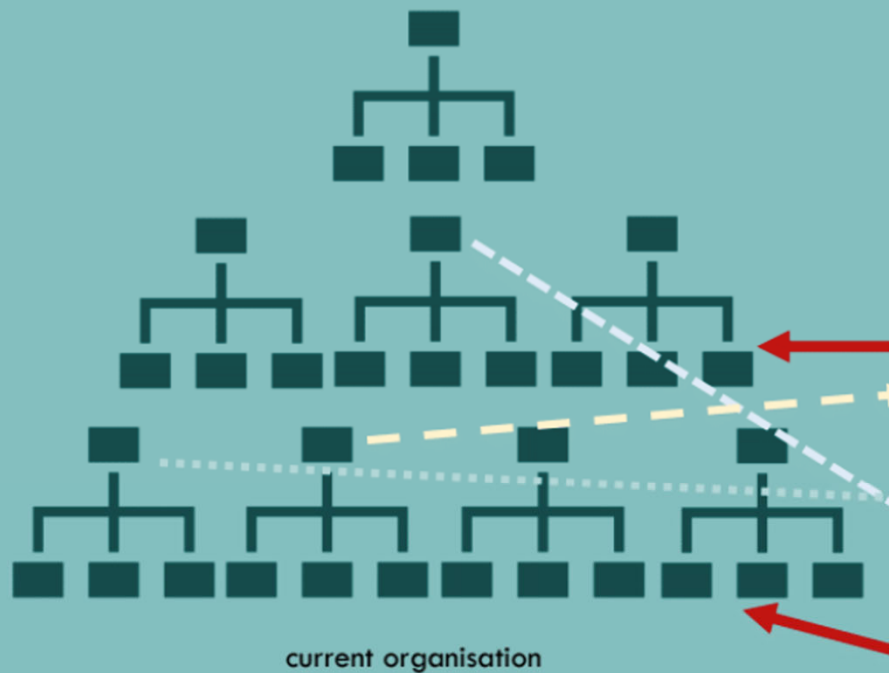
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Ingredients for a Successful 'Transformation'

- **A Compelling Vision for the Future with a clear purpose**

- **Behavioural and Cultural Alignment**

- **Capability and Capacity**

- **Incremental Wins**

- **Team Resilience**

- **Agility and Simplicity**

Organisations are complex

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The Leadership Imperative

Transformation success begins and ends with leadership.

Imperative structural shifts required:
- From hierarchical to collaborative leadership
- From risk-aversion to innovation and learning
- From top-down control to team empowerment

"Transformation isn't what you do to the organisation. It's what you become together." Linda H. Hill

People are complex!

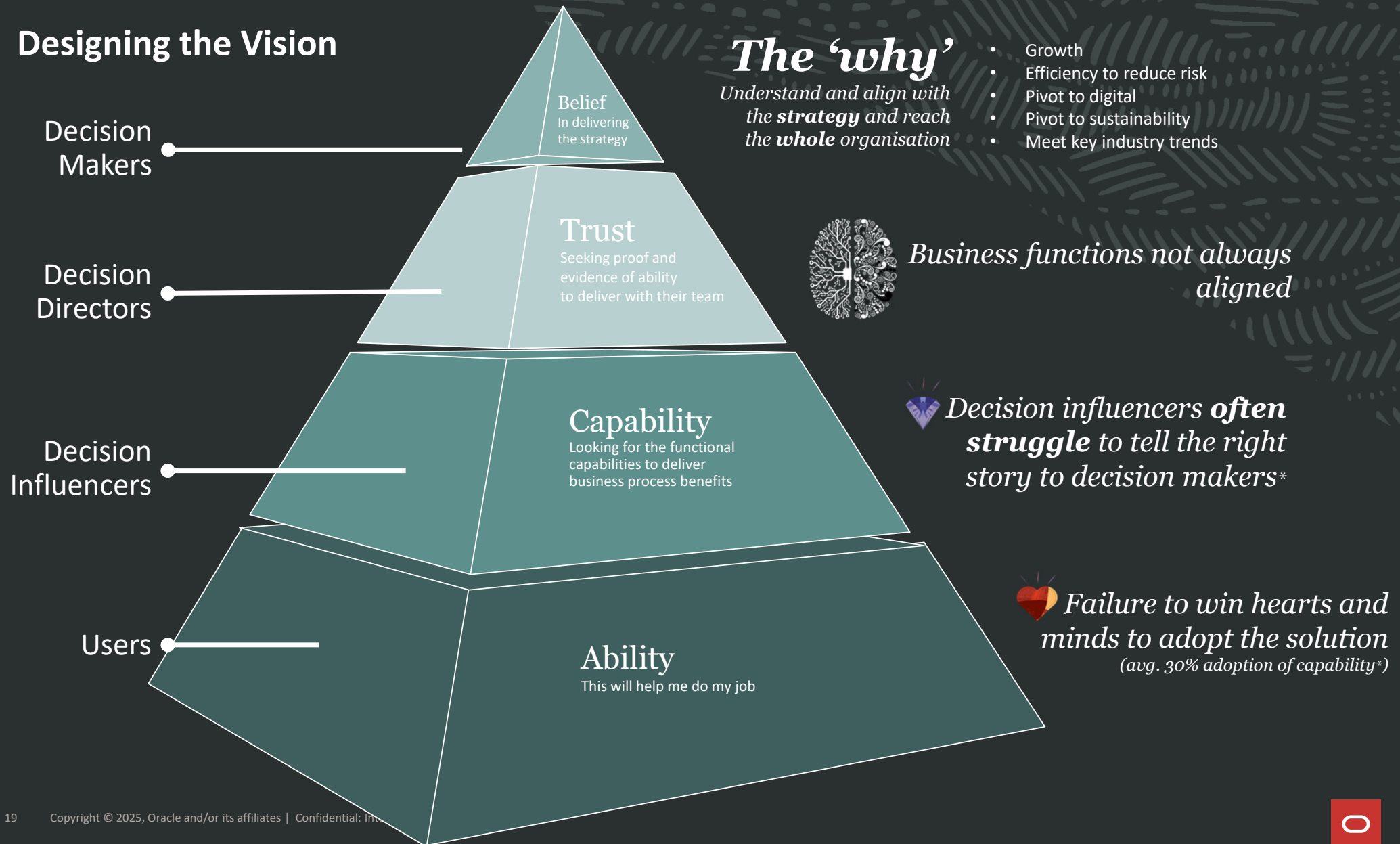**WE ARE** Very sophisticated Copying machines ...

Designing the Vision

Decision Makers

Decision Directors

Decision Influencers

Users

Belief
In delivering the strategy

Trust
Seeking proof and evidence of ability to deliver with their team

Capability
Looking for the functional capabilities to deliver business process benefits

Ability
This will help me do my job

The 'why'
Understand and align with the **strategy** *and reach the* **whole** *organisation*

- Growth
- Efficiency to reduce risk
- Pivot to digital
- Pivot to sustainability
- Meet key industry trends

Business functions not always aligned

Decision influencers **often struggle** *to tell the right story to decision makers**

Failure to win hearts and minds to adopt the solution
(avg. 30% adoption of capability*)
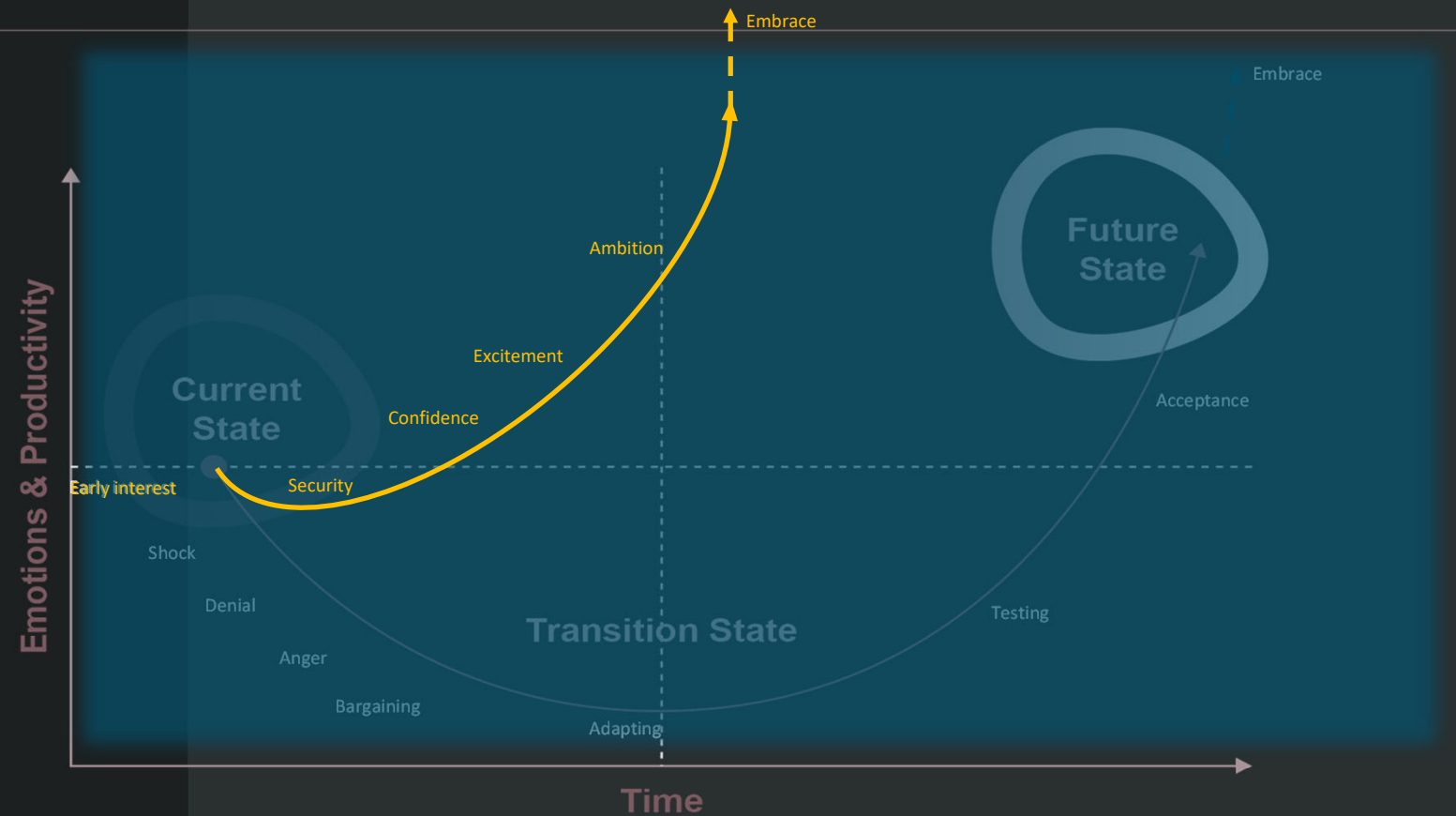
Accelerating Success

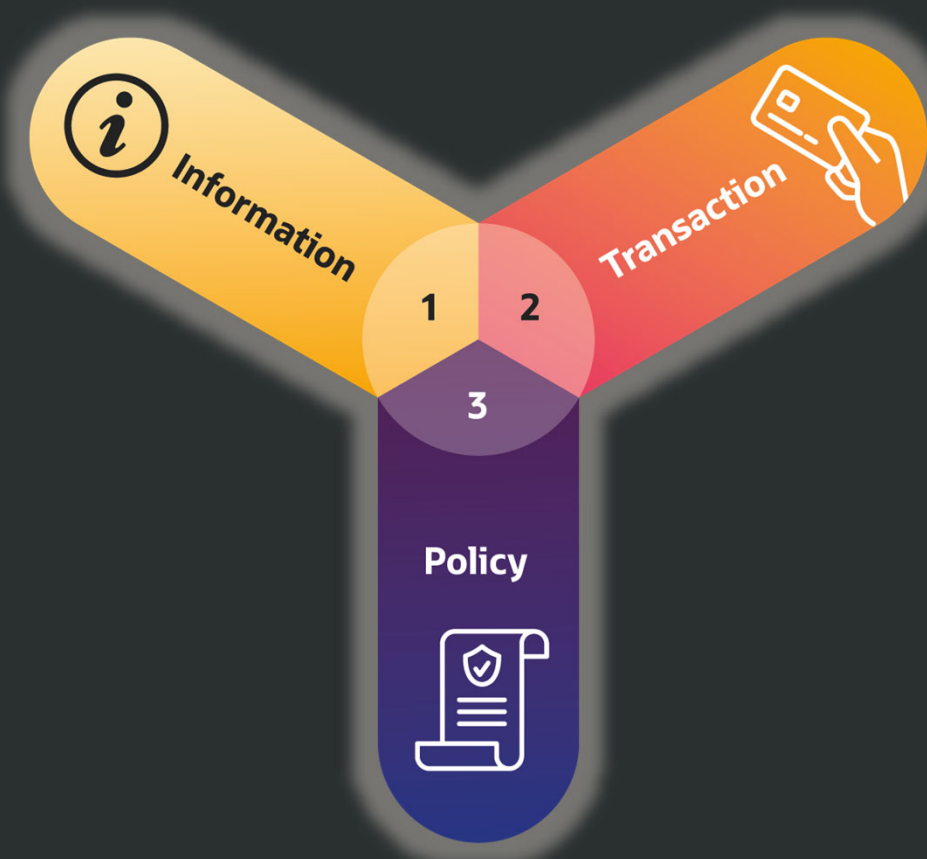Mindset and communications management accelerates success

Preparing the ground, then including stakeholders drives acceptance and ambition

Reducing Costs

Category	No. of Queries
Pay/Benefits	8001
Policy Advice-LM	2531
Learning	1346
Leave and Absence	1309
Personal Profile	1109
Leaving the Group	609
General HR Query	942
Maternity	1009
Manage My Team	1098
Performance	2423
Grand Total	**21627**

Information
1

Transaction
2

Policy
3

How far do you want to go?

Average Cost per Transaction

Pre-Transformation Volumes

Target Volumes – Stage 1

Target Volumes – Stage 2

Volumes

Tier O
Self Service

Tier 1
Service Centre

Tier 2
CoE / 3rd Party

Tier 3
Business Partner
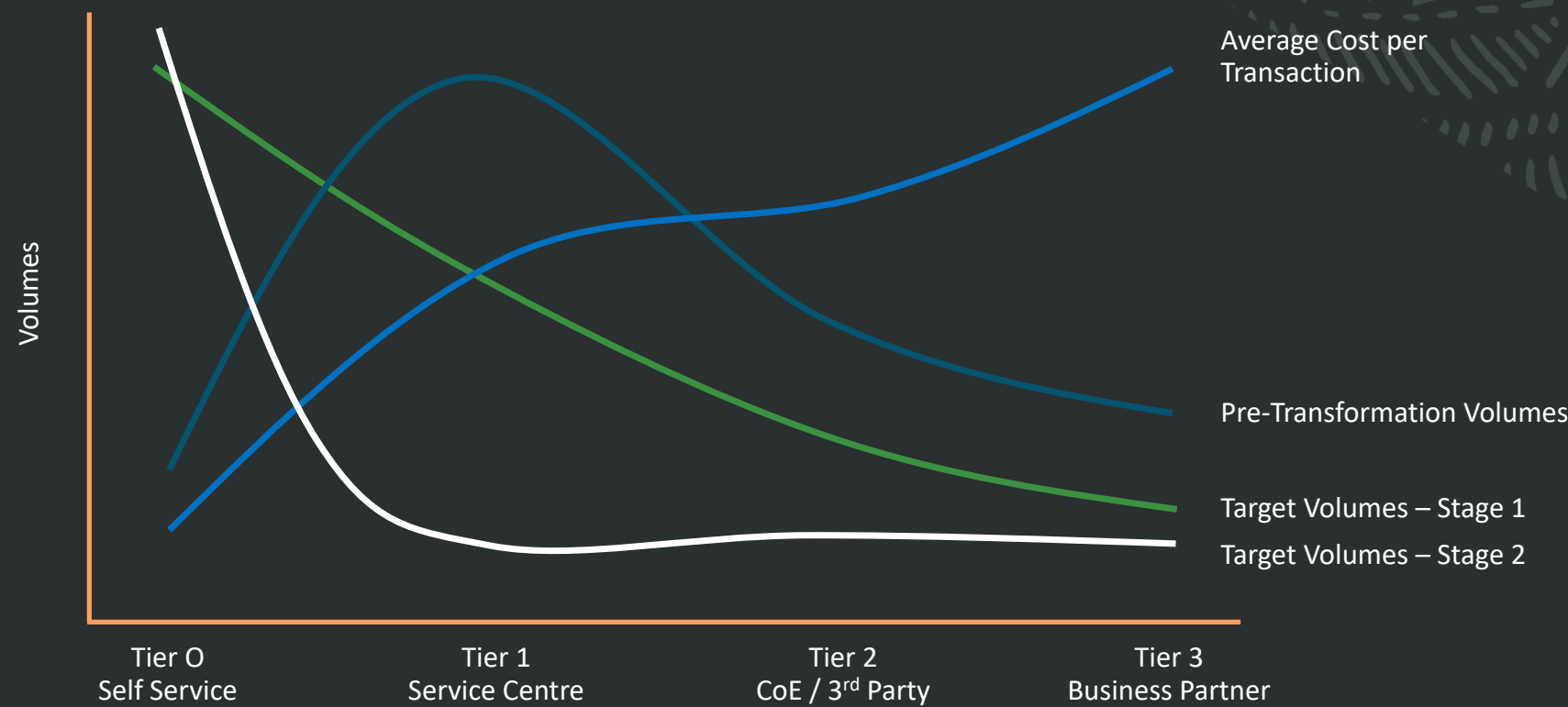
What's required to succeed?

2 — The Right Design (for You!)
- Covering all the bases
- That avoids 'borrowing with pride'
- Aligned with the tech

3 — Collective Executive Sponsorship
- Ambition(!)
- Visible and consistent sponsorship is key
- It's imperative that no-one 'breaks ranks'

7 — Adequate Time / Resources

1 — A Clear Case for Change

6 — The Requisite Skills & Capability
- To operate effectively in the 'new world'

4 — The Right Enabling Capabilities
- Programme management
- Change management
- Benefits management
- Design authority
- HR advice / support

5 — Institutional Buy-in*
- *to a point

Ultimately, it's all about people…

Creating a leadership statement for successful transformation

Strategy 1

Challenges
1. Industry challenges
2. Tactical & Market challenges
3. Organisational challenges & culture

Hurdles
4. Current capabilities
5. Barriers to overcome

Future
6. Target Future State

Building actionable intelligence
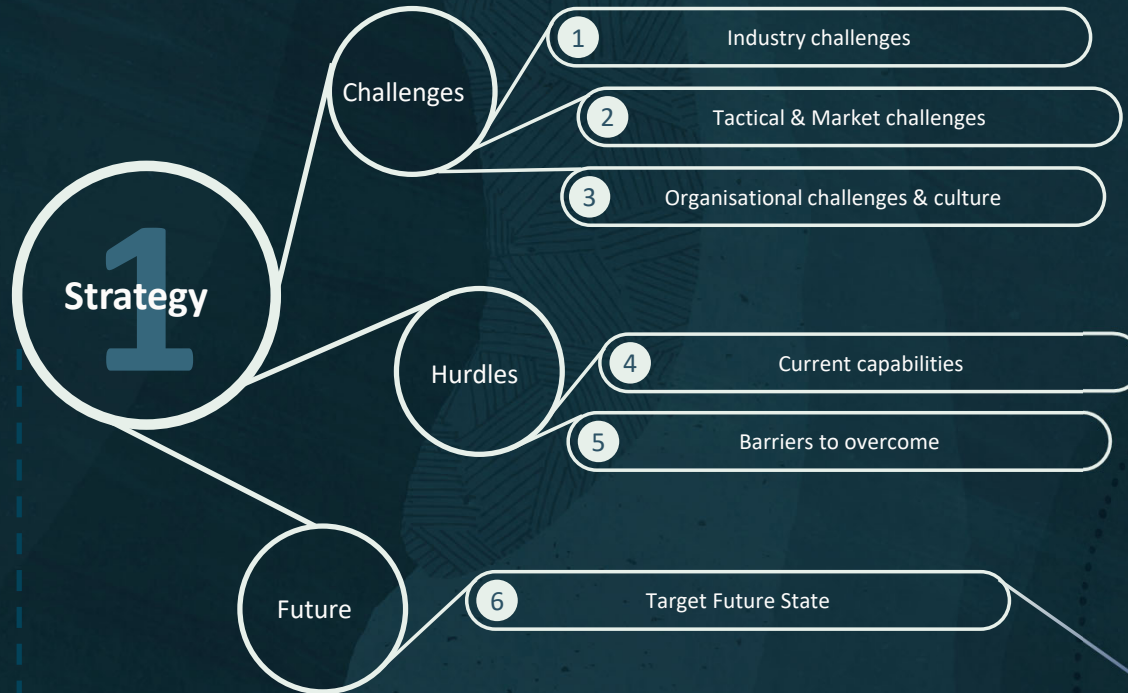
Business outcomes & strategy

Articulate the "WHY?"	DEFINE TOMMOROW				
	Understand current state	Create Design Principles	Establish clear vision	Detailed Target Operating Model	Build capability model
Build business case	Gather reporting requirements				
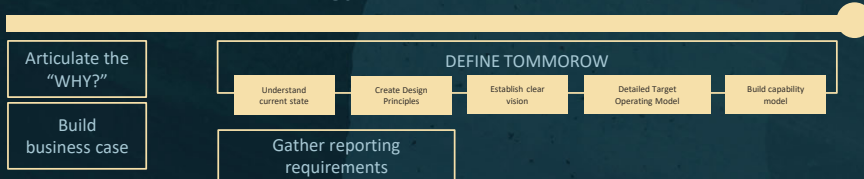
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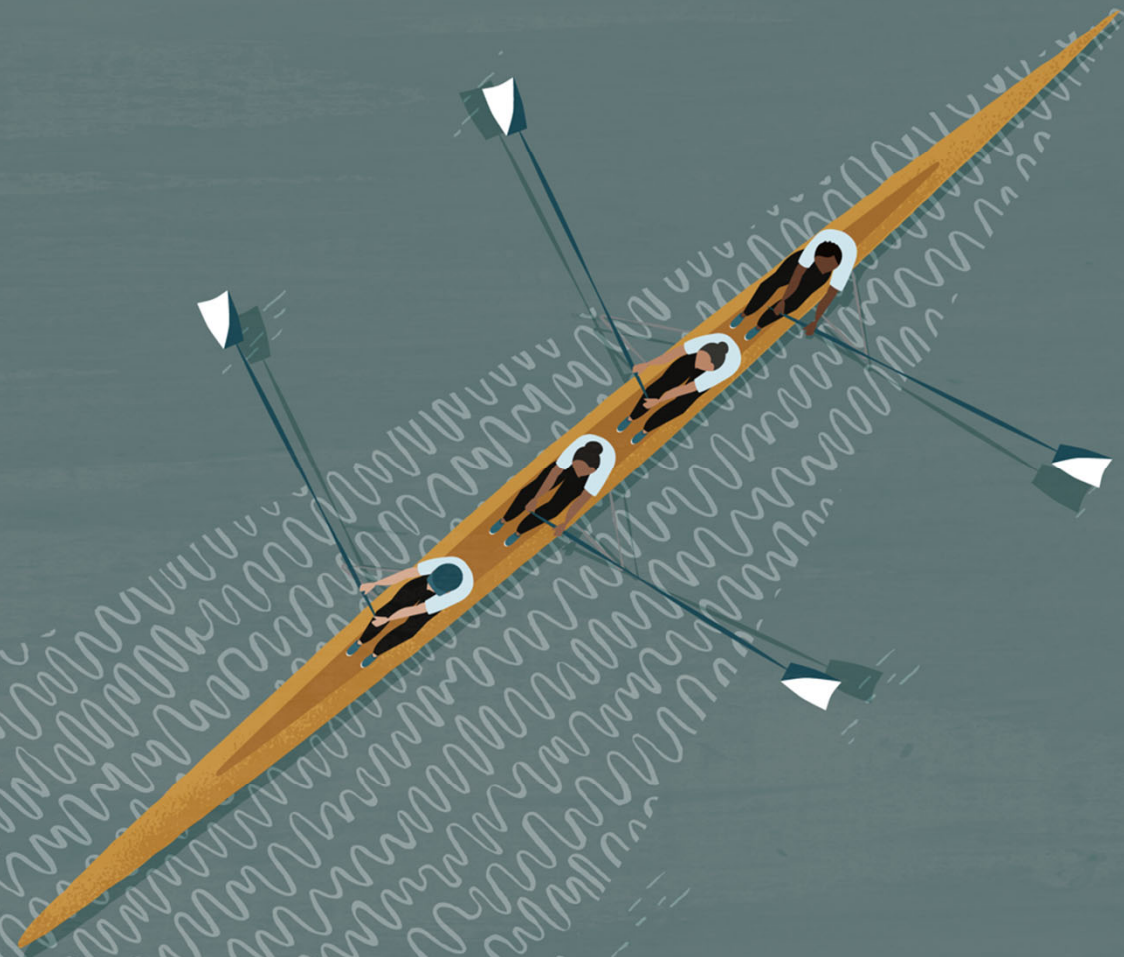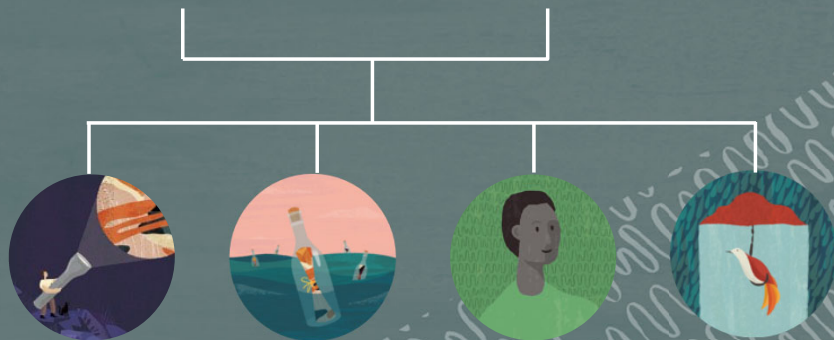
How aligned do you feel?

What do you need?

What are the opportunities?

What are the challenges?

Vision Theme

A single value-based message under which many different subjects can be addressed

How Full Is Your Value Glass?

CURRENT

Struggling to 'go-live' with Cloud Technology

Confusion over embracing emerging technology such as AI/ Gen AI

Difficulties in proving value of Cloud technologies to stakeholders

BARRIERS

How to prioritise and manage continuous Cloud change

Credible guidance to eliminate fear, uncertainty & doubt

How to measure technical & human value

EXPECTATIONS

Desire for a personalised and persona led mindset

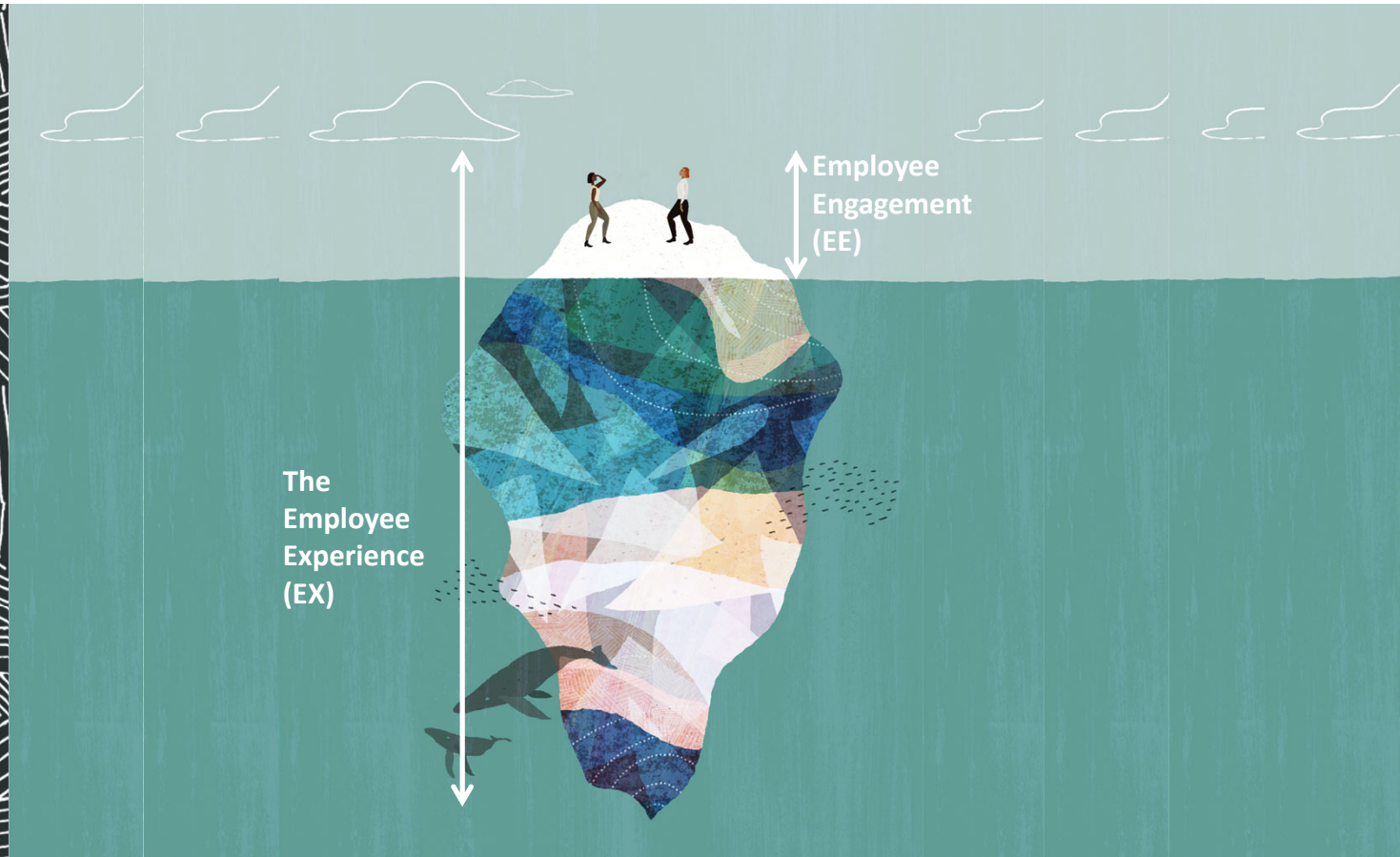Pressure to automate and deliver service improvement

Do more with less – funding, times & resources

What if...
Employee Experience (EX) = Citizen Experience (CX)

Inputs vs Outputs
The **Complete** Picture

Employee
Engagement
(EE)

The
Employee
Experience
(EX)

Input → **EX** → Throughput → **EE** → Output → **CX**

"The driver"   "Internal KPI"   "External KPI"

ORACLE **Critical Cultural Traits for Success**

1. **Acceleration** – The ability to work at pace, make quick but sound decisions.
2. **Transparency** – Open dialogue & communication builds trust and resilience.
3. **Adaptability** – Colleagues must stretch beyond their comfort zones.
4. **Collaboration** – Cross-functional and inter- organisational collaboration is key.
5. **Innovation** – Human-centred, iterative design thinking is required.
6. **Simplicity** – Reduce operational complexity to maximise efficiency and productivity.
7. **Empowerment** – Give people the space to lead and act.

These traits are **non-negotiable** for effective transformation—especially for cloud and digital implementations.