

Resource type: Project 13

Digital Transformation maturity matrix: leadership

Leadership	Traditional	Simple collaboration	Integrated functions and relationships	High performing enterprise	Interconnected industry
<p>Leadership How committed are your leaders to change?</p>	<p>Leaders have limited understanding of digital transformation, do not see relevance to their business.</p>	<p>Commitment to digital transformation at the highest level of key partners, belief it is fundamental to business success. Informal champions exist across multiple functions.</p>	<p>Strong digital leadership, with change agents across all levels and functions of Owners and partners, empowered to drive change.</p>	<p>Joined-up leadership across the enterprise drives digital transformation in an integrated manner. Leaders engage and create a platform for everyone to drive change.</p>	<p>Leaders recognise value of greater alignment with other Owners and sectors. Partnering with peers and competitors become core business activities.</p>
<p>Strategy & plans How do you align all parts of your business around a clear vision?</p>	<p>No overarching digital strategy exists, work may be under way to develop it. Disconnected digital plans may be in place for specific aspects.</p>	<p>Owner's digital strategy sponsored by senior leaders. Digital plans exist for different Owner functions and partners.</p>	<p>Comprehensive digital strategy addresses all aspects of transformation, at multiple levels, closely aligned to corporate strategy. Digital planning is coherent across different functions of the Owner and partners.</p>	<p>Digital transformation is at the very centre of corporate strategy and planning. Information is fundamental to the enterprise's services and operations.</p>	<p>Corporate strategy and planning account for digital interdependence across multiple sectors and impact of digital disruption on society and economy.</p>
<p>Culture How ingrained are digital behaviours in the way you operate?</p>	<p>Perception that digital doesn't apply to individual's role, function or business - it is an IT function. Belief that digital transformation is incidental, focused on technology.</p>	<p>Digital is dealt with by specialist teams, with limited impact on most functions. Analytic teams rely on data for decision making.</p>	<p>Belief that digital transformation is fundamental, focused on information. Everyone understands how digital impacts them individually and how their performance relates to the digital strategy. Data-driven decision making becoming commonplace across all functions and partners.</p>	<p>Full digital change programme has been implemented across the enterprise, embedded in everything people do. Digital articulated as part of organisational values.</p>	<p>Digital capability of interfacing organisations of utmost importance in assessing impacts on their own organisation and society.</p>
<p>Innovation How do you foster innovation in your business?</p>	<p>Ad-hoc innovation with highly variable investment. Limited visibility of outcomes and minimal benefit to business. Risk averse blame culture with fear of failure.</p>	<p>Owner's innovation strategy considers digital transformation, with investment in pilot projects demonstrating financial opportunity/risk. Primarily focused on technological innovations. Innovation culture developing in pockets within certain functions/teams.</p>	<p>Structured, targeted approach to digital innovation across Owner and key partners, including behaviours and processes. Risk appetite understood and partners share investment and rewards. Innovations tested in safe space to fail fast without impacting service to customers. Successful innovations scaled up across all partners.</p>	<p>Learning culture of continuous innovation embedded across the enterprise. Everyone feels they can contribute ideas. Horizon scanning supports systematic monitoring and evaluation of emerging digital technologies. Open innovation provides opportunities for digital disruptors and start-ups, incentivising digital suppliers to join ecosystem.</p>	<p>Digital innovation spans multiple Owners and sectors, co-creating for mutual value. Collaborative partnerships influence the course of technological innovation to meet industry needs at earlier readiness levels.</p>