Digital Transformation: What You Need To Know.
A Guide for Leadership

Hello!

I'm Ryann Miller

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Find me here instead: linkedin.com/in/ryannmiller1/

Our agenda

What's the problem?

What is digital?

Digital as a strategy

Why bother?

Getting Buy-In: when digital meets business goals

A framework: moving from tactical to strategic

Digital maturity is what again?

Structure, Culture, Leadership, Talent

What's the Problem?

We're expected to know how to master digital.

We can't even define it.

Let's define it

Digital encompasses everything from technology and infrastructure to the website and online giving to email to social and mobile. It generally serves a number of masters, who don't work together and have their own goals and business objectives. It generally has no central strategy. It generally means different things to different people.

What we're moving towards: "digital capabilities in which a[n organization's] activities, people, culture and structure are in sync and aligned toward a set of organizational goals."

Sloan Management Review 2016, Aligning the Organization for It's Digital Future,
https://sloanreview.mit.edu/projects/aligning-for-digital-future/

Examples

- Investing in technology, assuming it'll fix your internal political/resource/culture problem. #CRMdreams

- When you want the person who controls the email to just send your email out, and they don't share your sense of prioritization. #EmailSerenityNow

- You've fought for digital budget when if teams worked together, you'd get more money and show the boss you're #integrated and #BustinSilos.

Examples

- You have to do all the things because there's no budget to hire someone because you can't generate more revenue because you can't optimize and expand your program because you can't hire someone. #ViciousCycle

- Adding a hashtag to a campaign and thinking you've got this digital thing all figured out. #micdrop

Real talk

The 2017 Digital Outlook Report found that 62% of the nonprofits and charities surveyed **have no digital program**.

Your organization is part of the 62% if you don't have dedicated digital staff, follow a written digital strategy, or measure key performance indicators.

Digital Strategy

is a bigger picture vision doc that sets the stage for organizational growth. It should cover 1) digital and organizational goals, 2) staff and tech needs, 3) outline the team responsible, 4) define success, how you'll measure each goal, 5) and budget.

Digital Program

is this strategy in action. A program is defined as having dedicated staff, following a strategy, and having KPIs.

Digital Plan

is an offshoot of the strategy, and some create one of these for each campaign they run (assuming you're not digital-first). The more digital-embedded you get, the easier these get. A digital plan asks and answers these questions: why are we doing this? Who are we doing this for (audience)? What does success look like and how will we measure it?
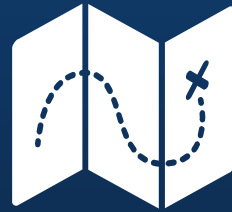
Sidebar: what goes into a digital strategy

What actually goes into a digital strategy:

strategy

What actually goes into a digital strategy:

operations

Why bother?

I'm not here to tell you about how technology has changed humankind. We've all seen that keynote. This is about the investment in digital transformation that still largely **isn't happening** in the social profit sector.

From a report by IDC research: "By the end of 2019, digital transformation (DX) spending will reach $1.7 trillion worldwide, a 42 percent increase from 2017."

https://www.idc.com/getdoc.jsp?containerId=prUS43188017

The big question

Start with the question: **what are we trying to accomplish?**
New monthlies? Better use of systems, tools, platforms?
Understanding your user metrics better? New audiences?

How can digital answer your question.

Real talk

Digital transformation can only work when it's aligned with business goals.

Then: **buy-in.**

Aligning digital with business needs

Org X has multiple teams that have silo'd KPIs and they're not incentivized to work together. Investments in tech become harder since there isn't org-wide agreement on priorities.

Using a fundraising and marketing campaign for more hospice beds, someone implements Google Analytics and invites all the teams to use it. Still focused on their own KPIs, the fundraising, marketing, digital and programs teams meet together and see how solid digital analytics help everyone meet their goals. Leadership is in the room, sees the value, helps the org to build on this momentum.

Digital maturity framework

No buy-in

On the radar

Leadership buy-in

Deep and wide buy-in

Tactics, tools

legacy ways of working (aka 1.0)
silo'd teams, independent KPIs
not enough sharing
fear of risk
status quo
not agile

Digital strategy, program

Strategy drives digital
building staff, competencies
experimenting with new ways of
working, delivering services
testing more collaboration

Digital integration, convergence -> maturity

Investing in training
overlapping/shared KPIs
Testing, failing, learning, sharing and
testing again
Stuff about culture making sense
now

Digital first

digital is your approach, how you
work
digital strategy feeds down into
campaign plans that are digital first,
not digital last
lean startup approach
Data-driven decision making

adding digital

doing digital

hiring digital

being digital

Let's define it

"[D]igitally maturing organizations [are] companies in which digital … has transformed processes, talent engagement, and business models."

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What the heck does this look like?

Campaign-side

The BBC using WhatsApp as a national health information service for Ebola in West Africa. (Link here.)
-User-centric
-Agile, efficient
-Focused on problem solving, not channel/medium comfort.

The response to Ebola is now the BBC World Service's biggest health information drive since its reporting on HIV/Aids in the 1980s and 1990s. In addition to the WhatsApp service, the BBC is offering a range of content on radio, online and TV, including special Ebola bulletins in several languages.

The latest Ebola stories will also be covered on the BBC social media accounts listed below:

On Twitter:

@bbcafrica

@bbcafrique

On Facebook:

facebook.com/bbcafrica

facebook.com/bbcafrique

Use WhatsApp to receive BBC health information updates on Ebola

You can also get the latest coverage of the Ebola crisis by clicking on our special index on the BBC News website, bbc.com/ebola.

Organization-side

My Drive > Digital Director (and related) job descriptions ▾

Name ↑	Owner	Last modified
📕 Break Something -- Digital Strategist_fall 2017.pdf	me	Mar 19, 2018 me
📘 Digital Director RAN 2018.docx	me	Mar 19, 2018 me
📄 digital fundraising manager	me	Apr 30, 2018 me
📄 digital organizer june 2018	me	Jun 18, 2018 me
📄 HOPE not hate - digital director	me	Mar 8, 2018 me
📕 HOPE not hate - digital director.pdf	me	Mar 19, 2018 me
📘 Job description - digital campaigner - parents together - functional organi…	me	Mar 19, 2018 me
📕 Job-posting-Manager-Digital-HQ-Mar-2018-1.pdf	me	Mar 19, 2018 me

Organization-side

We're looking for a driven, creative, flexible, and solutions-oriented Digital Director to manage the organization's digital department and be a part of 350's core global decisionmaking for the future.

We're looking for someone who wants to help build the climate movement's next-big-thing -- someone who understands climate politics, but is not bound by conventional political thinking; someone who is comfortable analyzing conversion rates, but believes that data should be in service to strategy; someone adept at both managing a narrative arc and structuring a global team for maximum success.

We're looking for someone who is 100% committed to building a better world as fast as we possibly can, and has the talent and heart to deliver.

Areas of Responsibility

The Digital Director will manage the team responsible for 350.org's digital campaigns and infrastructure, including web development, e-mail program, social media, and multimedia. They will also be responsible for high-level decisions regarding the health, strategy and structure of the the team and organization.

The ideal candidate will be a sharp digital strategist, a superb communicator, an experienced manager of people, and a creative problem-solver.

The Digital Director will:

- Lead a global team of online organizers in diverse public campaigns that mobilize thousands of people to stand up to stop climate change.

- Craft digital strategy for global and regional projects that enable our campaigns to win and to bring in new supporters;

- Effectively manage and structure the digital team to be as effective as possible, as well as select senior staff and contractors as appropriate. Oversee staff development on the digital team, pushing for team members to become stronger movement leaders

- Bring 350's global digital systems in line with established best practices in terms of testing, data analysis, list health management, audience listening/monitoring and online fundraising.

- Oversee 350.org's ecosystem of web platforms and tools, while creating a culture of innovation that encourages use of cutting edge digital tools and apps;

- Oversee digital security systems to ensure 350's organization-wide data remains protected from malicious actors;

- Engage with the public and partner organizations on behalf of 350.org in the space of technology and online organizing.

The Digital Director will hold a senior leadership position, helping to set organizational strategy, and represented in senior-level decision-making. They will report to the Executive Director.

Industry (lack of) maturity

Industry (lack of) maturity

Maturity

"Digital-first companies have more fluid structures, where people are identified by their competencies and capabilities and come together to solve particular business problems."

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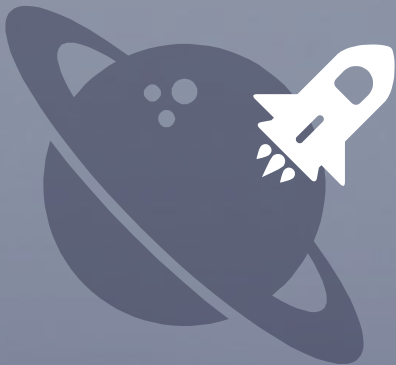
Moving from 'doing' digital to 'being' digital.

It's the culture shift.

Where and how does digital maturity fit?

Organizational vision

Brand

Digital Culture and Attitude

Business / processes

Workflows
Service delivery
Reporting
public/donor facing

Team

Staff
Leadership
training

Tech / systems / data

Tech platforms
Analytics

From Brani Milosevic

Digital Culture - key attributes

- Supporter/consumer-centric
- Transparent
- Collaborative
- Empowered
- Data-driven
- Agile, cross-functional
- Innovative
- Iterative

Digital Culture

A 2017 study by <u>Capgemini Group</u> found that outdated company cultures are the number one barrier to digital transformation:

In 2011, 55% of respondents said culture was the #1 barrier to digital transformation.

In 2017 this number rose to 62%.

Digital Culture

What is digital culture?

Corporate culture is the result of how a company works and operates. It is composed of the collective experiences of employees; what they believe in and what they value. Leadership, purpose, and how work can implement a vision also play a role in describing a corporate culture. Building on our research with MIT and what we consider to be a digital organization,[3] we have defined digital culture as a set of seven key attributes.
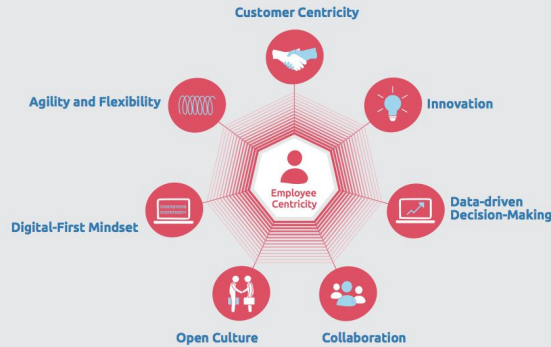
- **Innovation:** the prevalence of behaviors that support risk taking, disruptive thinking, and the exploration of new ideas
- **Data-driven Decision-Making:** the use of data and analytics to make better business decisions
- **Collaboration:** the creation of cross-functional, inter-departmental teams to optimize the enterprise's skills
- **Open Culture:** the extent of partnerships with external networks such as third-party vendors, startups or customers
- **Digital First Mindset:** a mindset where digital solutions are the default way forward
- **Agility and Flexibility:** the speed and dynamism of decision-making and the ability of the organization to adapt to changing demands and technologies
- **Customer Centricity:** the use of digital solutions to expand the customer base, transform the customer experience and co-create new products

We also applied the lens of employee experience across these seven dimensions, for example, the engagement of employees and their empowerment or the weight of bureaucracy and hierarchy.

Leadership

Leaders communicate strategy effectively, transparently
Leaders drive the values, including risk and failure positivity
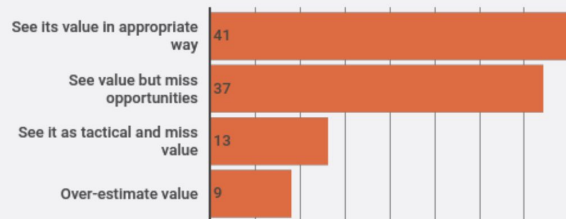
16. Yet digital isn't at the top of most orgs, and senior leadership suffers as a result

Q: Is digital represented at the senior-most management level of your org?

42% of orgs do not have someone with digital experience at the senior-most level of management. The larger the org, the less likely someone with digital experience is on the executive team.

Among our high performing group, a full 75% had digital represented directly on the senior management team.

An additional question asked how management perceives digital's strategic value, and 50% report they "miss major opportunities". 9% have unrealistic expectations on the value of digital.

Category	Value
See its value in appropriate way	41
See value but miss opportunities	37
See it as tactical and miss value	13
Over-estimate value	9

insight
Leaders will continue to miss (or over-estimate) big opportunities from digital to transform campaigns and orgs until they add more digital leads to senior management. The data proves digital deserves a seat.

Talent

1. **Soft skills**

2. **Retention**

   At legacy digital organizations, more than 50% of employees who responded say they are planning to leave their organizations in less than three years, and more than 20% plan within one year.
   "At digitally maturing companies, on the other hand, only 25% of employees expect to be seeking greener pastures in the next three years, and only 4% have plans to leave within a year."

3. **Training, professional development**

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17. And we don't invest in leadership development to help us get to the top

Q: Is your professional development budget to support growth of yourself & your team sufficient?

56% of respondents have an insufficient or non-existent budget for professional development.

An additional question asked about coaching or other leadership development opportunities for digital directors. Only 37% of respondents have access to this support. Another third report inconsistent opportunities, while the bottom third are left out of professional development entirely.

Pro/Dev Budget

48

40

4

8

● Ample   ● Sufficient   ● Insufficient   ● Non-existent
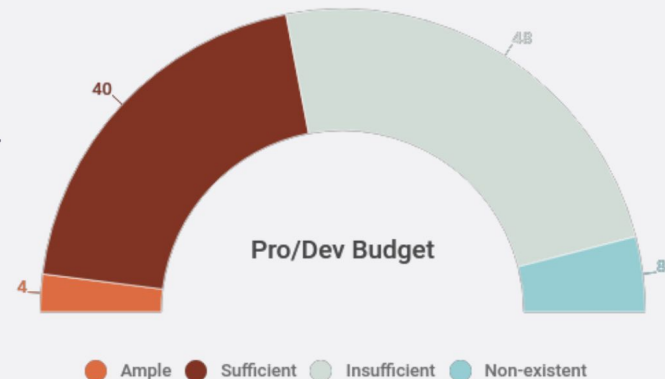
insight

With the never-ending pace of change in digital, unless an org supports training it may continue to be left behind. And we won't see more digital leaders rise to the top of orgs without more investment in leadership.

NetChange

Austen Levihn-Coon & Jason Mogus   2018   *Creative Commons Atribution-NonCommercial*

Winning over the board/ED

The bottom line re: digital.

Be persistent.

Bring data.

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Top Tips

1. Go big.

2. Leadership buy-in is key.

3. Culture & curiosity should be enshrined and demonstrated at all levels.*

4. Create an environment that's safe and nurturing to learn/grow/evolve, esp regarding competencies.

Digital framework

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Leader ship buy-in

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not enough sharing
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Digital strategy, program

Strategy drives digital
building staff, competencies
experimenting with new ways of
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**Digital integration,
convergence -> maturity**

Investing in training
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lean startup approach
Data-driven decision making

adding digital

doing digital

hiring digital

being digital

Thanks!

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