

Approaching Digital Transformation Differently: Organizational Transformation and the New Worker Experience

As we enter the second wave of the Fourth Industrial Revolution (4IR), the human-machine relationship will redefine and redesign work as we know it and demand new work practices optimized for the digital organization. This is how we believe it will look:

CUSTOMER-CENTRIC

The worker and customer experience will be inextricably linked as we witness the fusion of digital innovation with human interaction. The line between customers, workers, partners, and other constituents (regulators, suppliers, contracted workers, etc.) will become indiscernible during this second wave of the 4IR.

TEAM-ORIENTED

Employees will increasingly use digitally-enabled technologies for collaborating, communicating, and connecting with team members. Productive business relationships will be created beyond functional work groups in order to enable knowledge sharing across the organization.

NETWORKED

Hierarchical organizational models are being deconstructed from the inside out. Businesses are reinventing themselves to operate as networks of teams to keep pace with the challenges of a fluid, unpredictable world.

AGILE

Creating powerful digital customer experiences means moving fast and adapting based on customer feedback. Agile also drives a cultural shift in an organization by emphasizing empowerment, transparency, and accountability.

THE EMERGING BUSINESS-DIGITAL ECOSYSTEM

The emerging organization will be a dynamic, business-digital ecosystem that must compete at the rate of learning. This will challenge workers and leaders alike to embrace and adapt to these changing structures, relationships, and new - formal and informal - ways of working.

Think of a business-digital ecosystem as a world of sectors without borders. Value creation during this second wave of the 4IR will result from horizontal players coming together across industry boundaries to capture the rewards from that value.

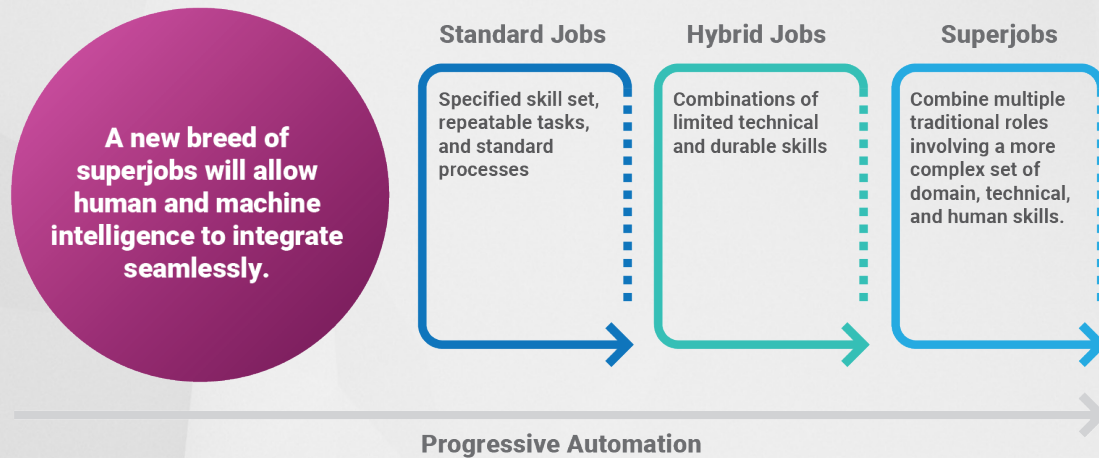
Networks of stakeholders, including business partners, suppliers, customers, and even competitors will interact digitally to replace traditional industries. These business-digital ecosystems will be created around the basic needs of individuals or organizations.

Digital technologies have the capacity to propel the rate of learning in business to untold heights as algorithms unlock complex patterns and insights with unprecedented speed. New technology can accelerate learning in individual process steps, but to create aggregate organizational learning and competitive advantage, it must be complemented by **organizational innovation**.

Ecosystems and Ways of Working

New Work Design

Workers need to be able to flex in the context of 4IR ecosystem-oriented tasks.



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Building the Workforce of the Future

Digital transformation is organizational transformation – and it is more about engaging people in new work paradigms than it is about replacing them entirely.

The evolving human-machine relationship – where people remain involved when work is not fully automated – is a crucial aspect of any digital transformation strategy. For many organizations, the amount of fully automated work is small compared to the amount of work expected to be performed in a hybrid, human-machine partnership. As humans increasingly take their hands off the wheel at work, this area will be a critical focus going forward. There are significant issues about how this work gets redesigned and continually optimized and how we prepare the existing workforce or hire the talent to do the new work.

“ Beauty does not come from decorative effects but from structural coherence.

Pier Luigi Nervi
- Architect & Engineer

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