

Improving Digital Leadership Skills - RDP

David Emery – Supply Chain Sustainability School
Dr Reyhaneh Shojaei – University of Cambridge

Understand how to use the School's resources and to take a Training Needs Assessment

Understand some of the skills and characteristics required of the digital leader

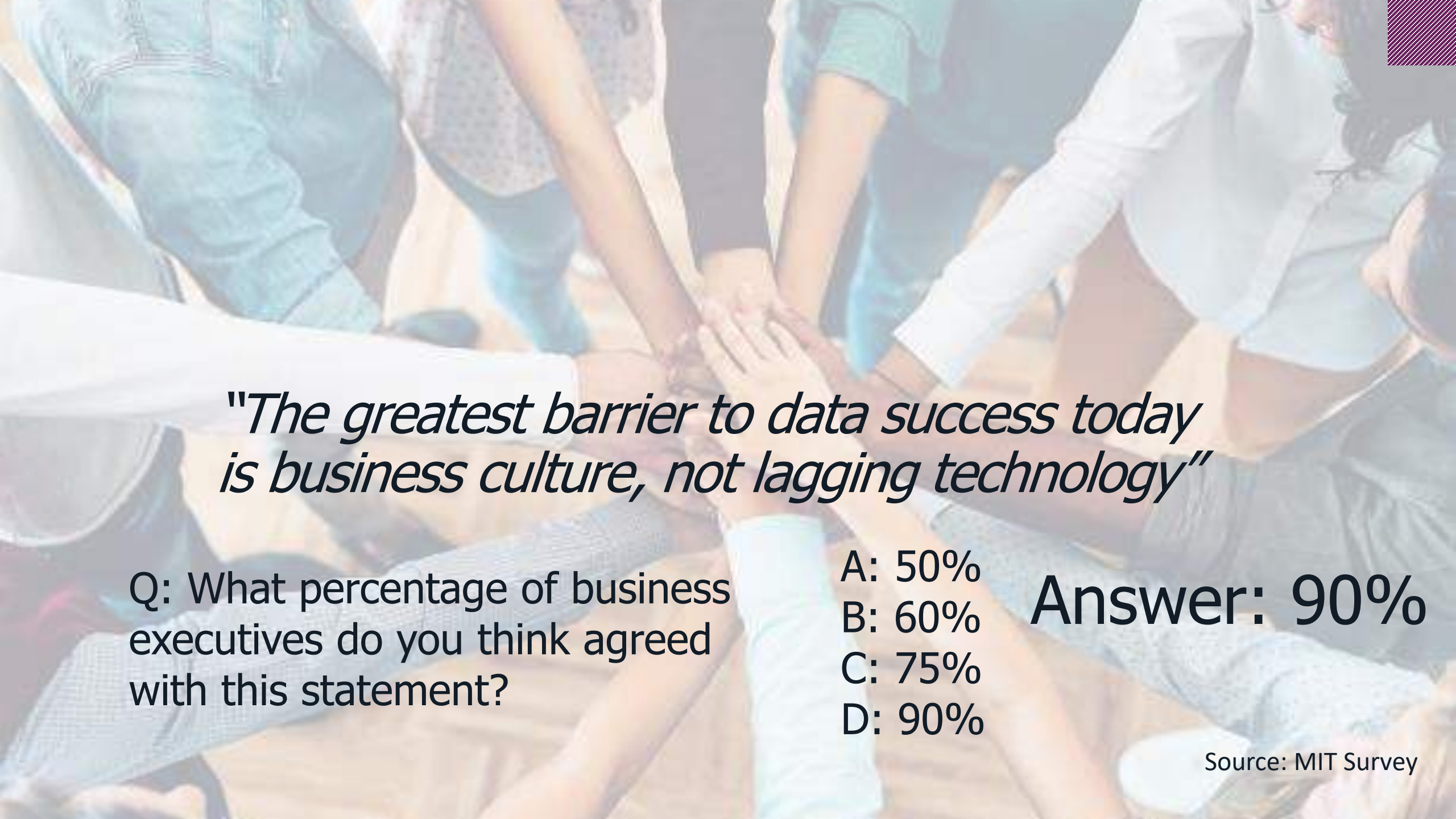
Understand some of the benefits – and pitfalls – of digital innovation

Understand the essentials of creating a digital strategy

Understand the ways of using data to drive better outcomes

Understand the further learning and support available.





"The greatest barrier to data success today is business culture, not lagging technology"

Q: What percentage of business executives do you think agreed with this statement?

A: 50%

B: 60%

C: 75%

D: 90%

Answer: 90%

Source: MIT Survey

SUPPLY CHAIN SUSTAINABILITY
SCHOL

SECTION ONE



Welcome and Introductions

SUPPLY CHAIN SUSTAINABILITY
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SECTION TWO

About the School

SUPPLY CHAIN SUSTAINABILITY
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SECTION THREE

About the 'Downloading a Digital Mindset' project



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SECTION FOUR

Demonstrating the Resources and the Assessment Tools



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SECTION FIVE

Characteristics of a Digital Leader



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SECTION SIX

Benefits and Risks



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SECTION SEVEN

Digital Strategy



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The value of data
SECTION EIGHT

Using data to drive better business outcomes



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Next steps





Welcome and Introductions

David Emery



Digital



Offsite



Reyhaneh Shojaei, PhD

Land Economy Researcher at the
University of Cambridge

Planning and Housing Research

MMC and BIM Specialist



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 Mentimeter

Instructions

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www.menti.com

Enter the code

6722 9604



Or use QR code

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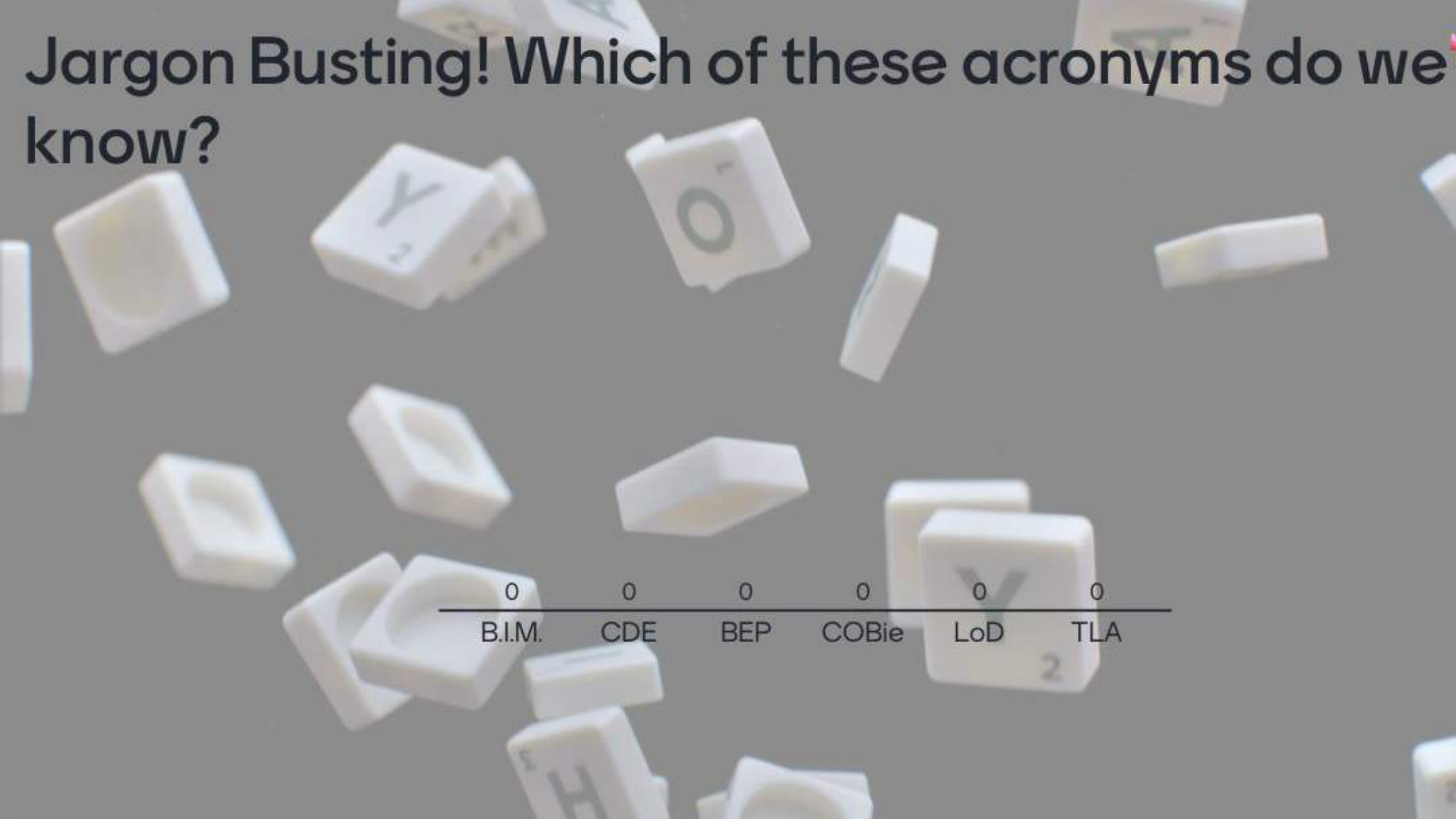
**Please introduce yourself - name,
company, location, job**

Hello

What was your most disappointing digital purchase?



Jargon Busting! Which of these acronyms do we know?



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B.I.M. CDE BEP COBie LoD TLA

About the School

Our mission

*"To be the world class collaboration to enable
a more sustainable built environment"*

The School is a common approach to...

1. Assessing supply chain sustainability competence
2. Developing suppliers' sustainability knowledge



17,000+ companies

60,000+ individual learners

190+

Partners leading
our work





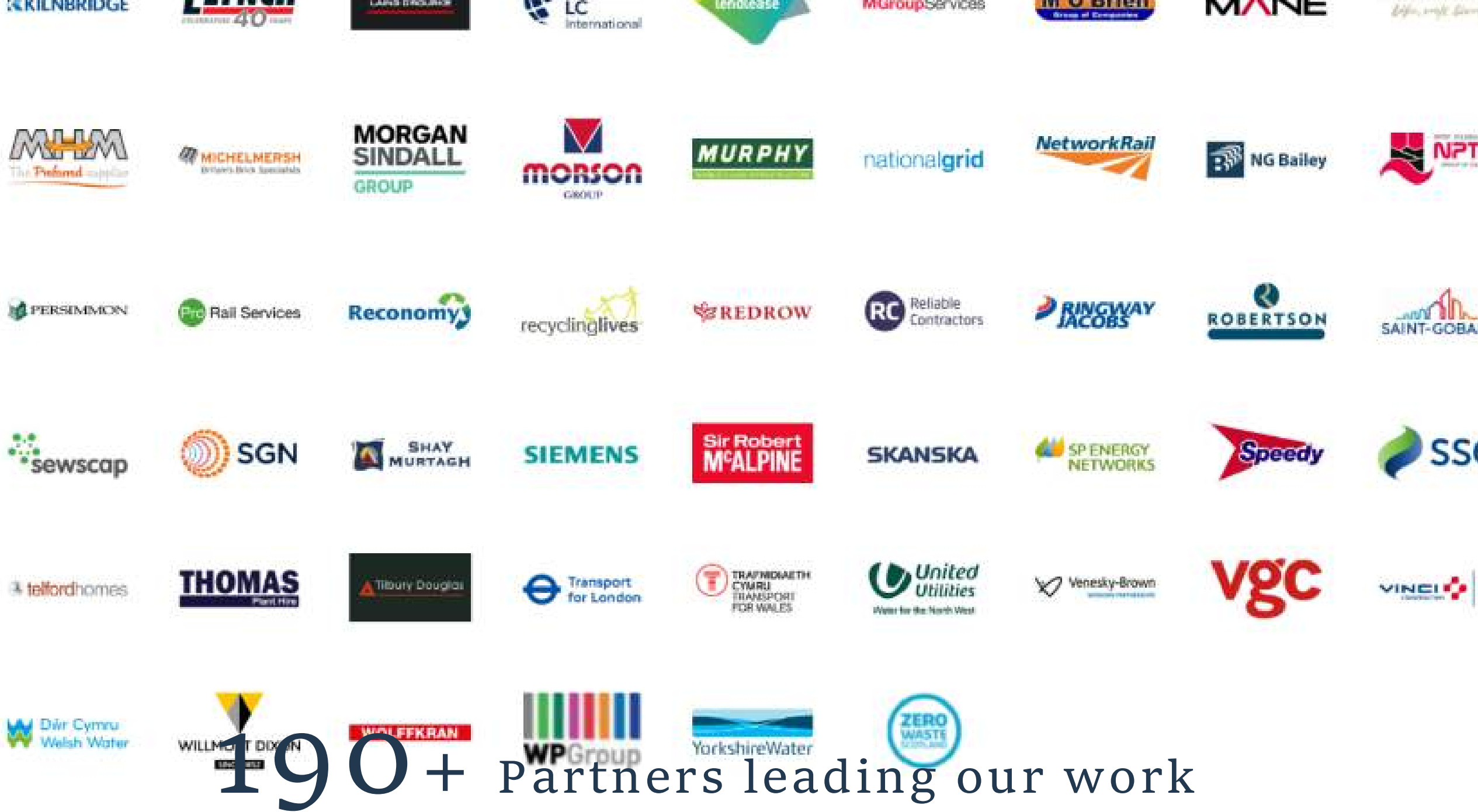
190+ Partners leading our work



190+ Partners leading our work



190+ Partners leading our work



190+ Partners leading our work

190+

Partners leading
our work



Our digital mission

*"To accelerate the adoption of digital technologies
in the construction supply chain"*

Free

Confidential

CPD Accredited

Key topic areas



Sustainability



Management



Offsite



FIR



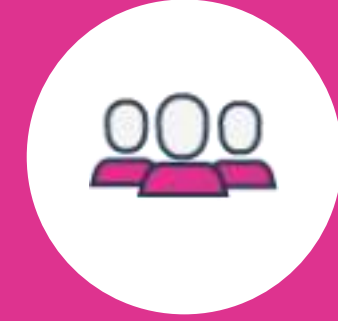
Lean Construction



Digital



Procurement



People

Variety of learning resources

Video based toolbox talks, 300 selected videos, 90+ e-learning modules

CPD Events & Workshops



Fairness, inclusion & Respect



E-Learning



Web Pages



Toolkits



Video Sustainability Shorts



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SECTION THREE

About the 'Downloading a Digital Mindset' project



Tideway



GRANDS PROJETS



SUPPLY CHAIN SUSTAINABILITY



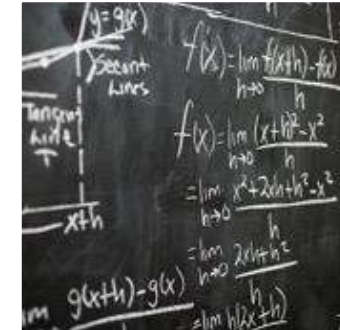
'Downloading a Digital Mindset'

Outputs from the project



Online Resource Library

Training Needs Assessment



Digital Maturity Assessment

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'Downloading a Digital Mindset'

Outputs from the project (cont'd)



5 New eLearning Modules

10 Digital Bite Videos



Digital Leadership Course

SUPPLY CHAIN SUSTAINABILITY



'Downloading a Digital Mindset'



SKANSKA

**MORGAN
SINDALL
GROUP**



Leadership
Group

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... "Digital technology and the wider understanding of its benefits are the vital next steps for modernisation.

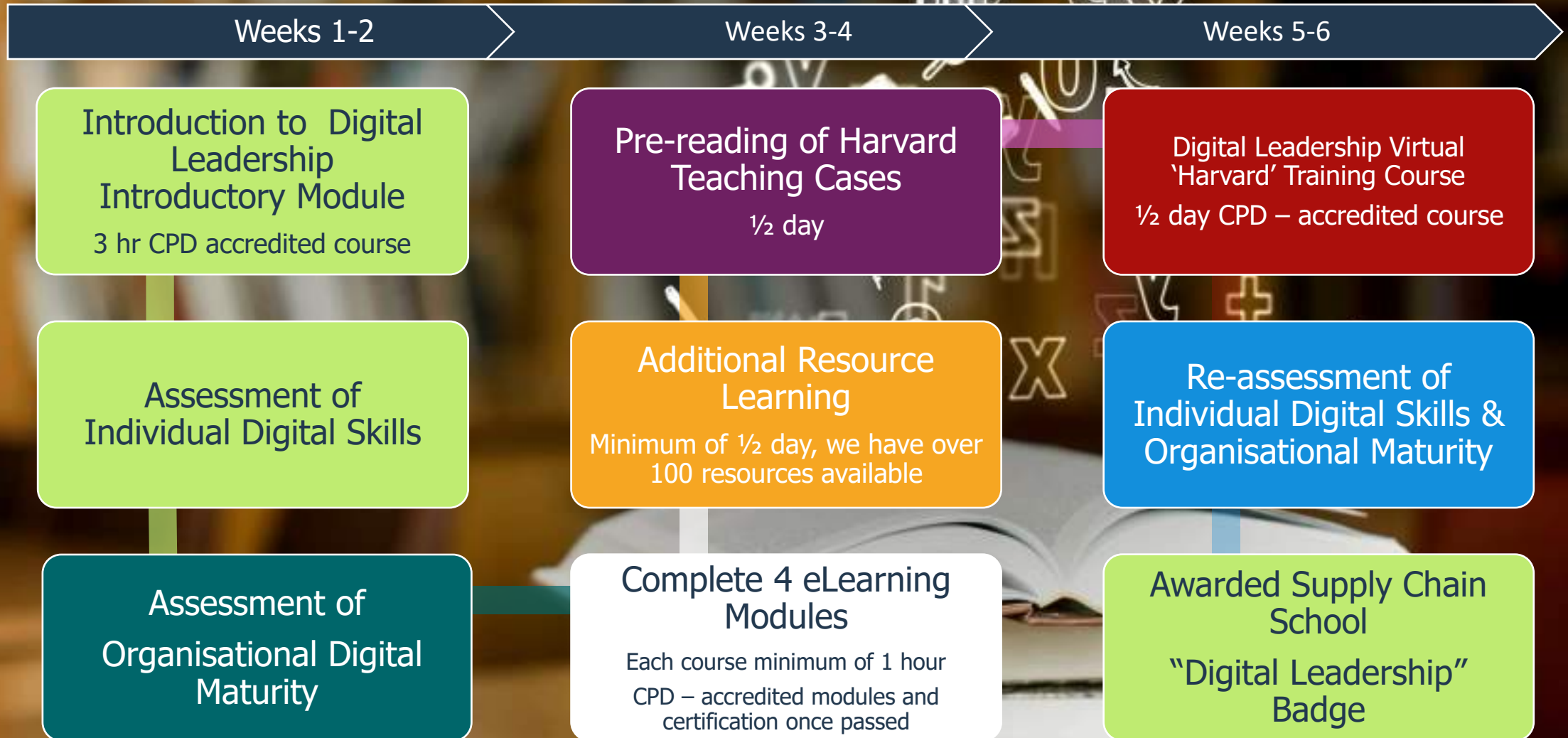
Digital technology will be a cornerstone of the construction sector's reform to productivity, efficiency, and quality of delivery.

[It] can also support the attraction, retention and inspiration of new generations of talent for our sector".



For leaders to become digital leaders, they will need to develop new skill sets.

THE DIGITAL LEADERSHIP STUDENT'S JOURNEY



THE DIGITAL LEADERSHIP STUDENT'S JOURNEY

Coming Soon!

Digital Leadership course 2
Addressing Business Culture and
Behaviours

Demonstrating the Resources and the Assessment Tools





Demonstrating the Tools:

1. Training Needs Analysis
2. Digital Maturity Assessment

World Class, Collaborative Learning

The School is a collaboration between clients, contractors and first tier suppliers who want to build the skills of their supply chains.



Search our catalogue of free learning resources



ASSESS NOW >

SUPPLY CHAIN SUSTAINABILITY



SECTION FIVE

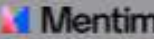
Characteristics of a Digital Leader

Percentage of respondents who agree or strongly agree



- My organization **needs to find new leaders** for the organization to succeed in the digital age.
- My organization is effectively **developing the types of leaders** who have the capabilities necessary to lead the organization in a digital environment.

Go to www.menti.com and use the code 8794 5215



Rate your own digital maturity (e.g. Early, Developing, Mature etc.)

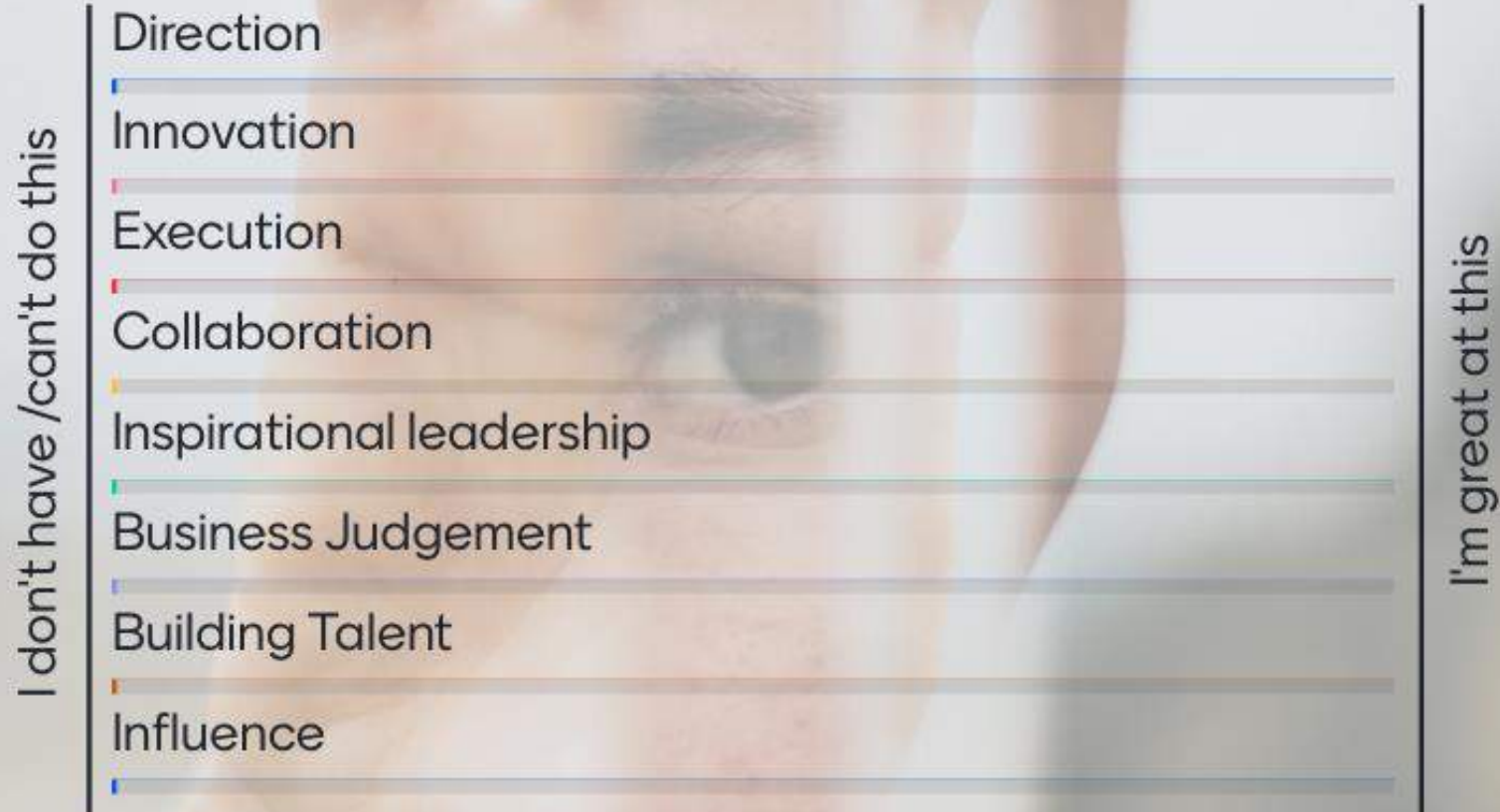
```
...count', 'order' ...  
...the_post()??  
...has_post_thumbnail()  
...col-sm-6 col-xs-12 ...
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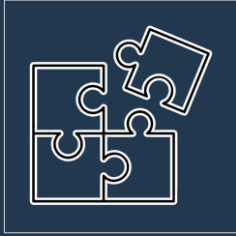
Rank the characteristics of a Digital Leader



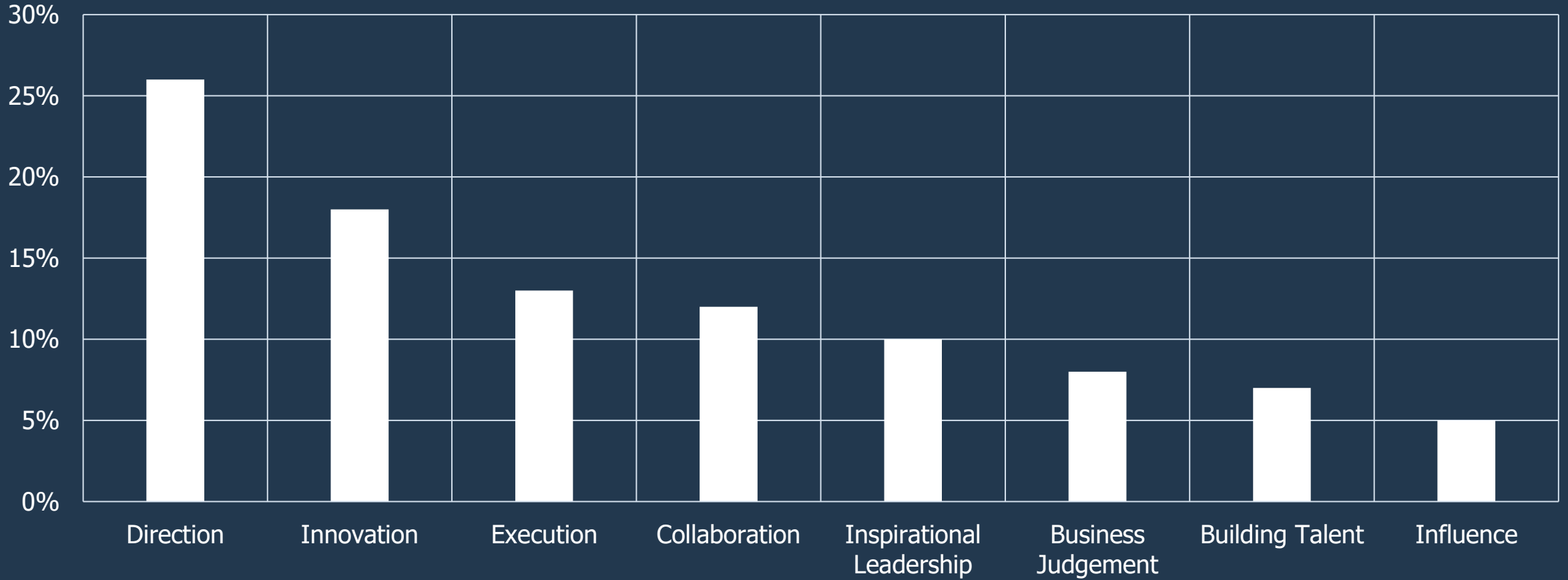
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Rank your own characteristics and skills





%





Reyhaneh Shojaei, PhD

Land Economy Researcher at the
University of Cambridge

Planning and Housing Research

MMC and BIM Specialist

Technological Skills of the Digital Leader



Critical thinking



Evaluating Sources

Analysing Data

Problem-Solving

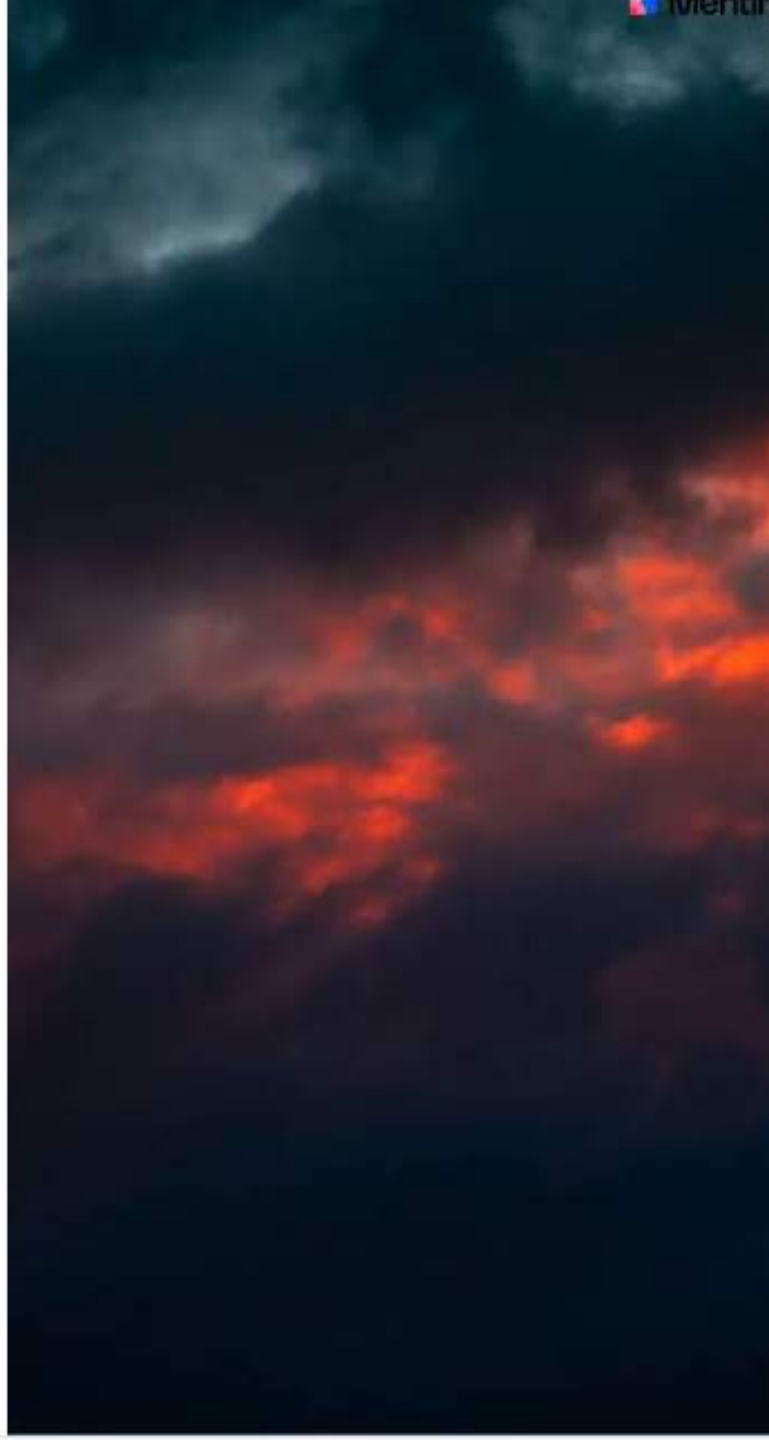
Ethical
Considerations

Innovating

Non - Technological Skills of the Digital Leader

As digital leaders, what negative behaviours might you anticipate in your teams?

Waiting for responses ...





- Resistance to change
- Lack of training
- Lack of knowledge about the benefits of digital innovation
- Negative perceptionst
- Lack of skills



People

Lack of knowledge about the benefits of digital innovation

- There is still a significant gap at the individual level, and employees are not clearly informed about the positive impacts that digital technologies can have on their role and day to day performance
-

Lack of skills and training

- It is unclear what kind of competencies and skills are required from each party and at what stage of project
 - Disconnection between two skillsets: digital skills and construction knowledge
-

Resistance to change

- Resistance to change varies according to personality type and attitude to change
- Resistance may be more prevalent among senior staff who are nearing retirement



- Technology-centric mindset rather human-centric
- Organisational resources and support
- Competitiveness
- Lack of clarity in current roles regarding digital responsibility
- Risk aversion
- Lack of collaboration
- Lack of organizational resources and support

Culture

Technology-centric rather than human-centric mindset

- Managers with a human-centric vision of BIM are more successful in bringing changes into their organisation, as they engage with people and bring them on board

Lack of clarity in current roles regarding digital responsibility

- The wider workforce, especially those who are in a non-digital role, need to have clear, role-specific, digitally-relevant responsibilities, as well as generic competencies

Lack of collaboration and communication

- There is a need for clear documentation indicating deliverables and data expected from each department, inside the organisation and through the supply chain

SUPPLY CHAIN SUSTAINABILITY

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SECTION SIX

Benefits and Risks

A wooden seesaw is shown against a light blue background. The seesaw is tilted upwards on the left side, where a single, ripe red strawberry with green leaves sits. On the right side, which is lower, sits a single white marshmallow. The seesaw is supported by a dark wooden cone-shaped base in the center. The overall image serves as a metaphor for balancing benefits and risks.

What might be some of the benefits of digitalisation in your business?

3D printing

5G

Artificial intelligence &
Machine learning

Big Data

Blockchain

BIM

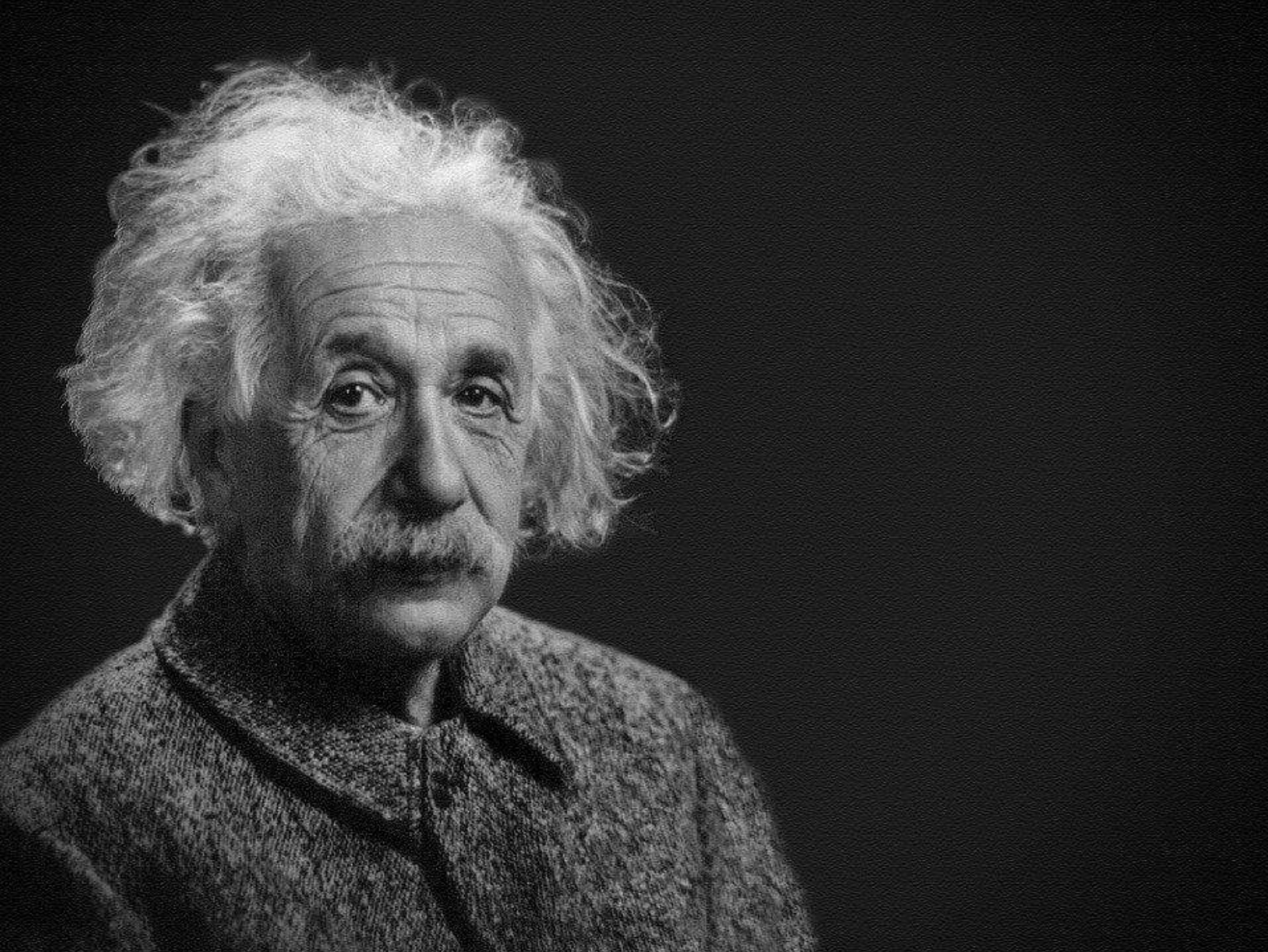
Cloud computing

Internet of Things

Proximity sensors

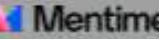
Robotics & Drones

"A UK industry that leads the world in research and innovation, transformed by digital design, advanced materials and new technologies, fully embracing the transition to a digital economy and the rise of smart construction".



*"The world
cannot be
changed
without
changing our
thinking"*

Go to www.menti.com and use the code 8794 5215



**Name some RISKS of Digital in
your job**





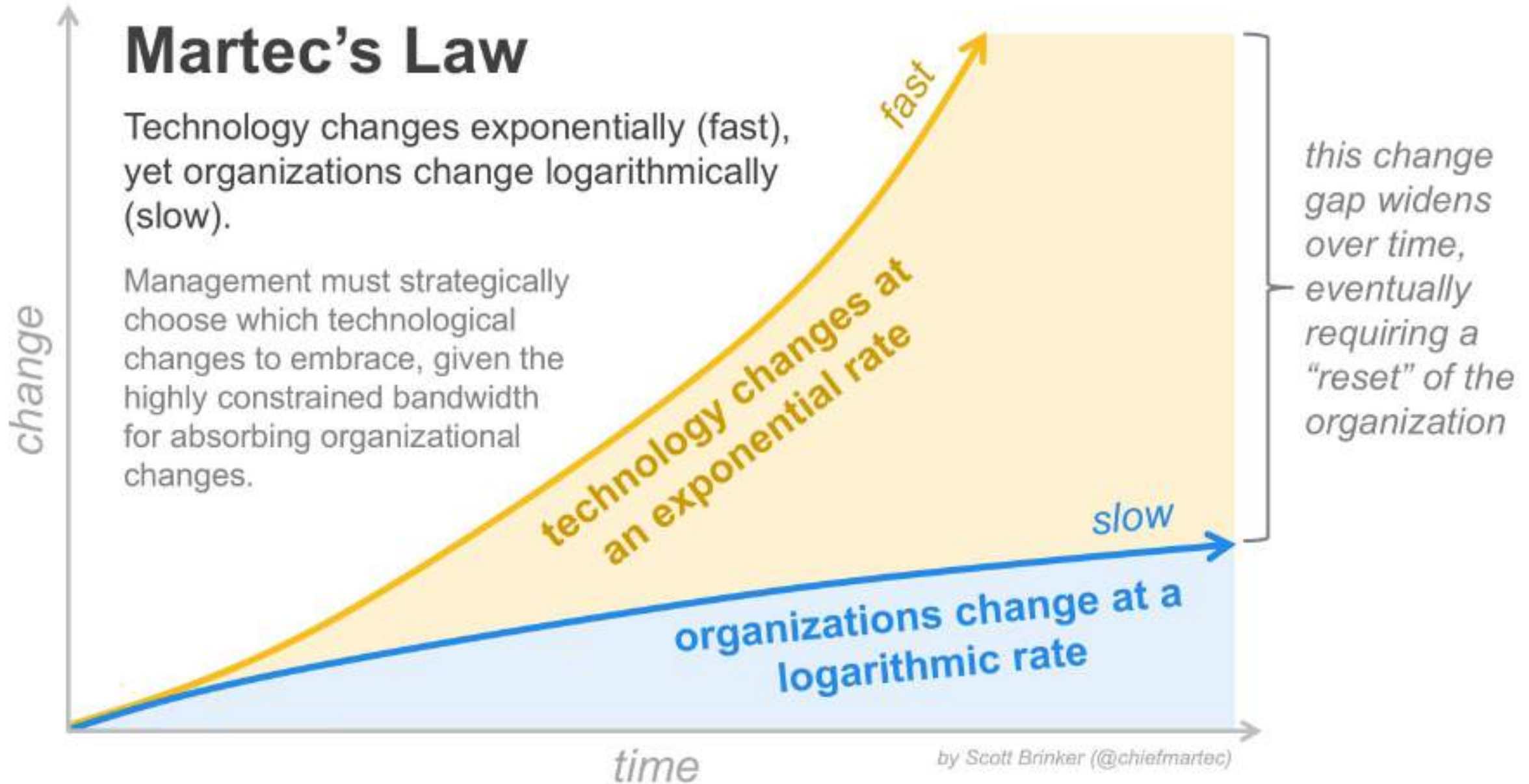
Underestimating the challenge

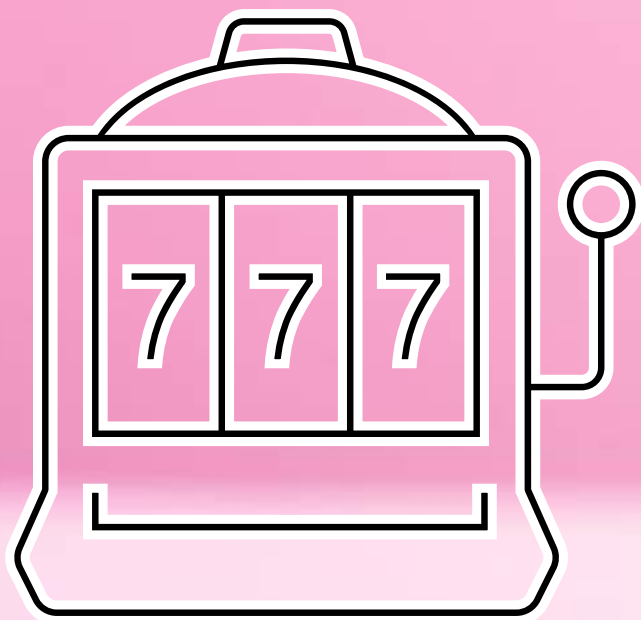
[Listen to John Batterbee, Solutions Director, Costain plc](#)

Martec's Law

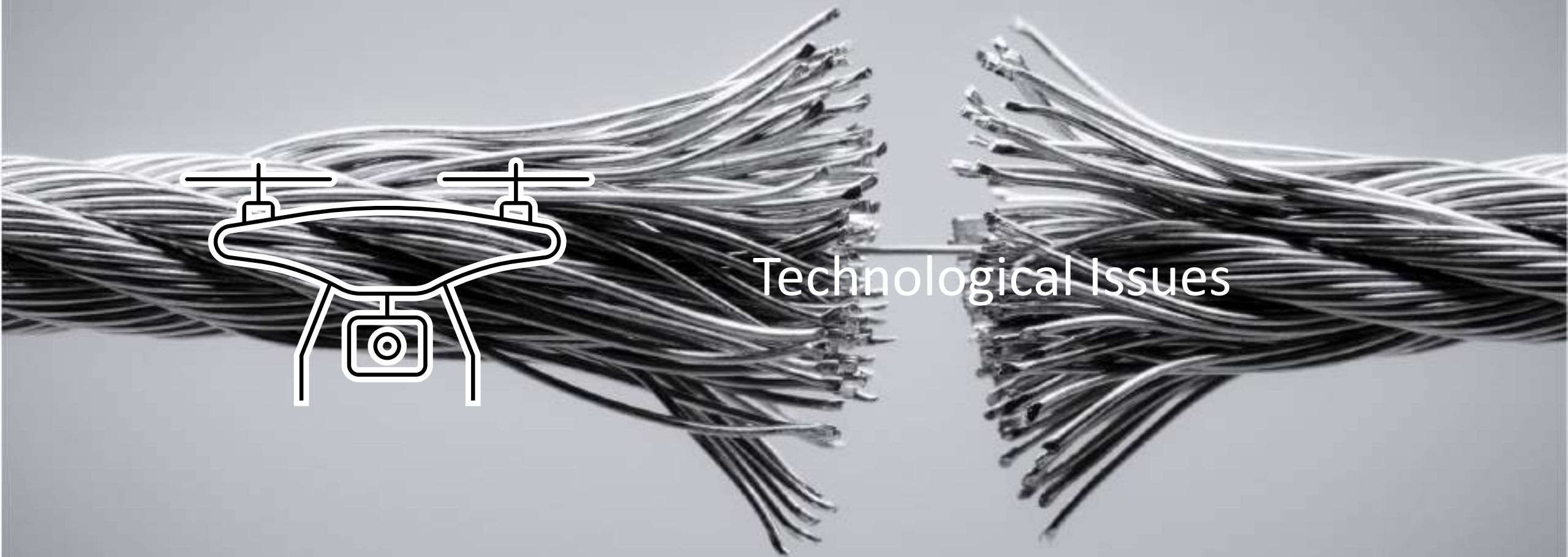
Technology changes exponentially (fast), yet organizations change logarithmically (slow).

Management must strategically choose which technological changes to embrace, given the highly constrained bandwidth for absorbing organizational changes.





Failing to grasp the
opportunity



Technological Issues



About Us

Media



Tideway

Investors

Corporate Info



THE TUNNEL

LOCATIONS

BENEFITS

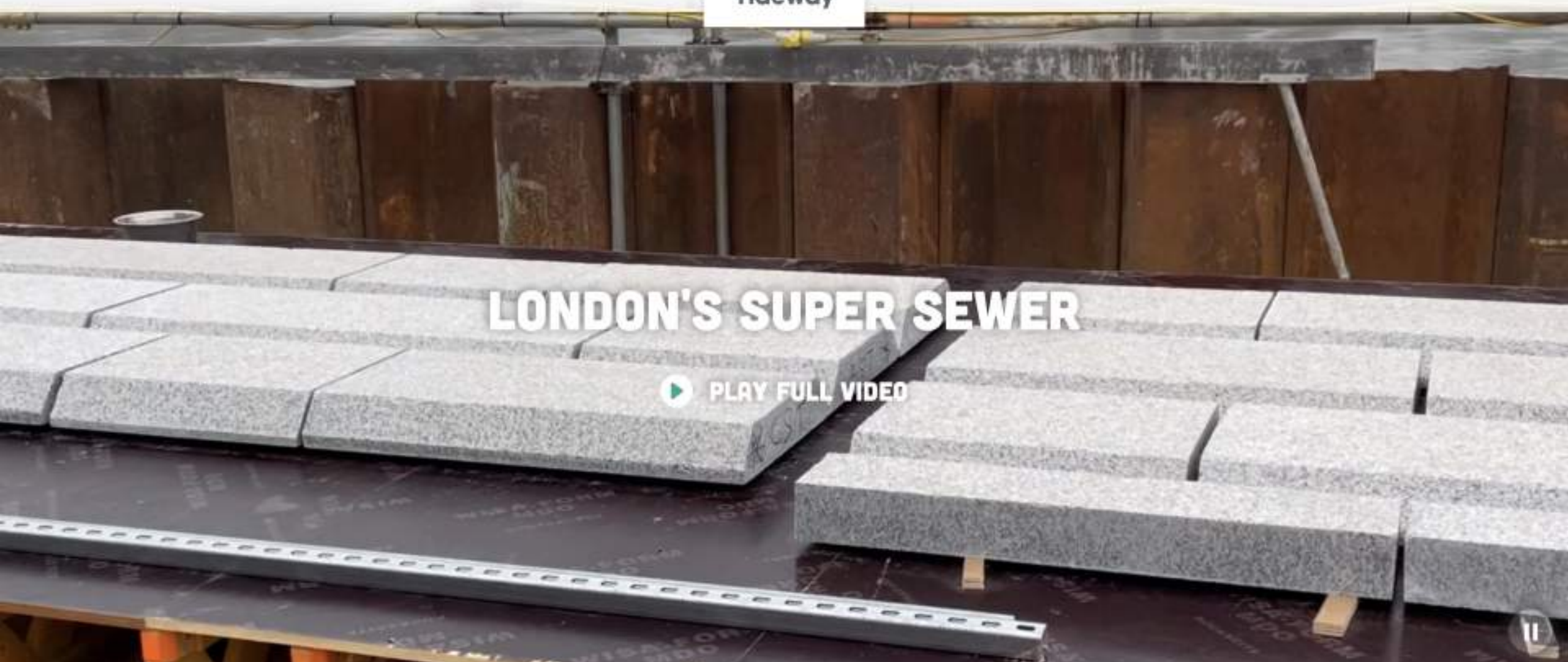
CAREERS

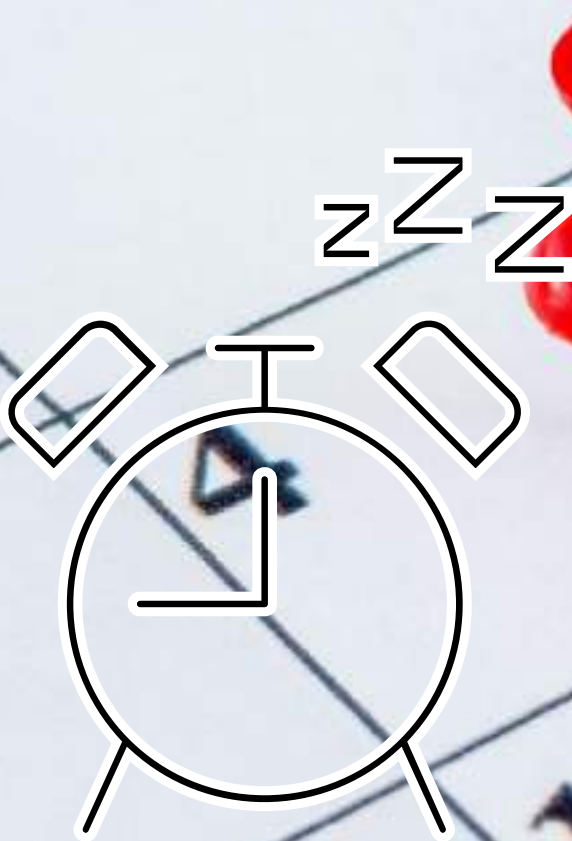
NEWS

CONTACT US

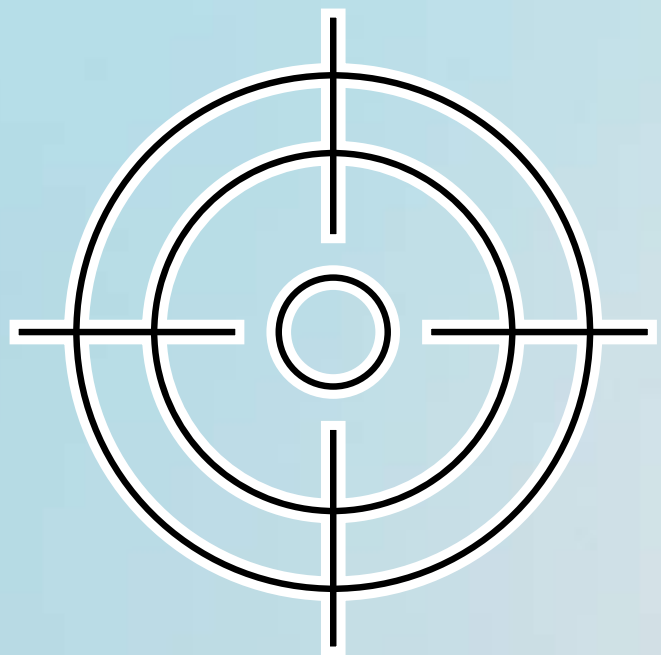
LONDON'S SUPER SEWER

 PLAY FULL VIDEO





Late delivery



Missing the target

[Listen again to John Batterbee, Solutions Director, Costain plc](#)



Case Study GAP Group



Risks



Cyber risks





Michael Born
VP, Cyber & Technology
Lockton Companies

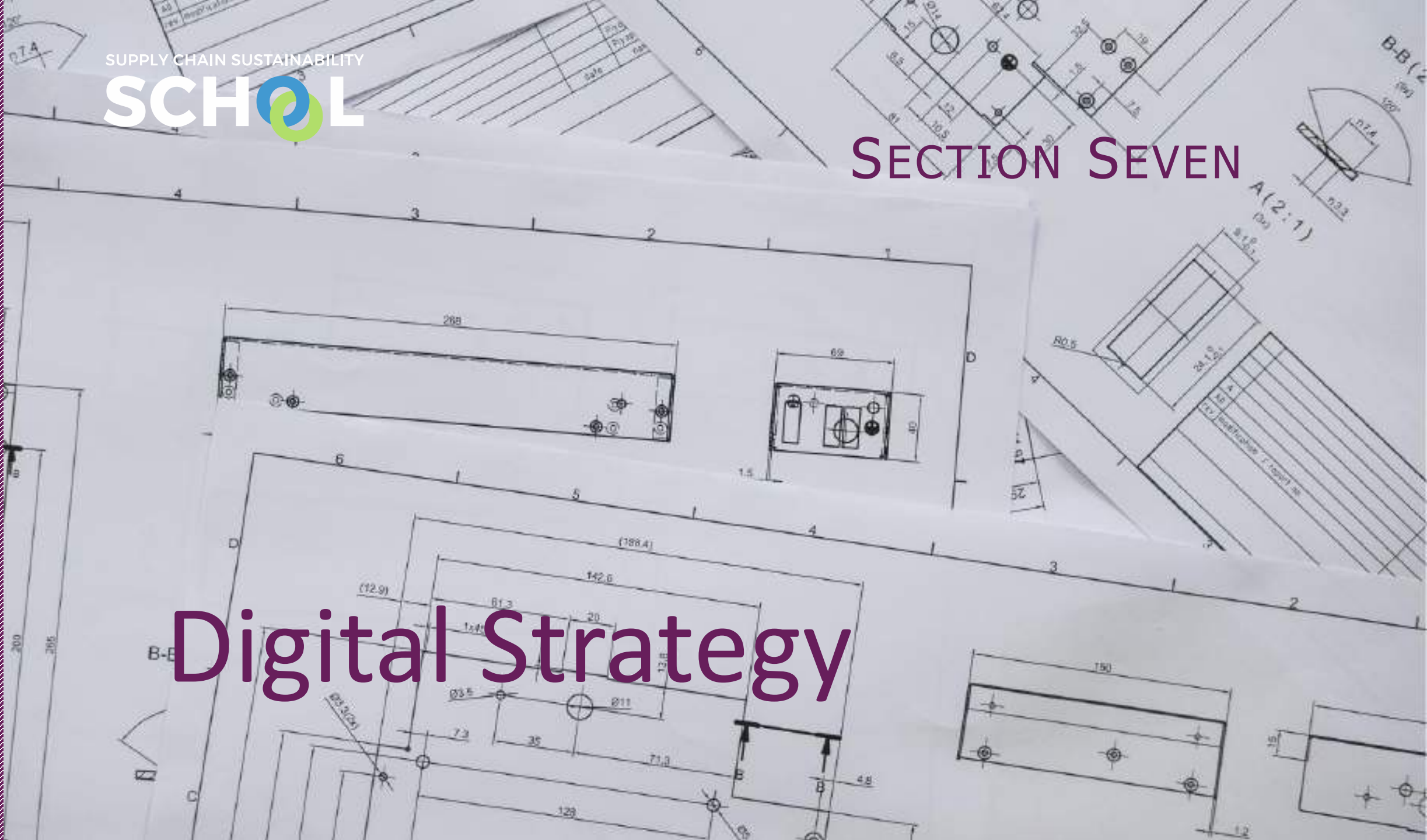


SUPPLY CHAIN SUSTAINABILITY



SECTION SEVEN

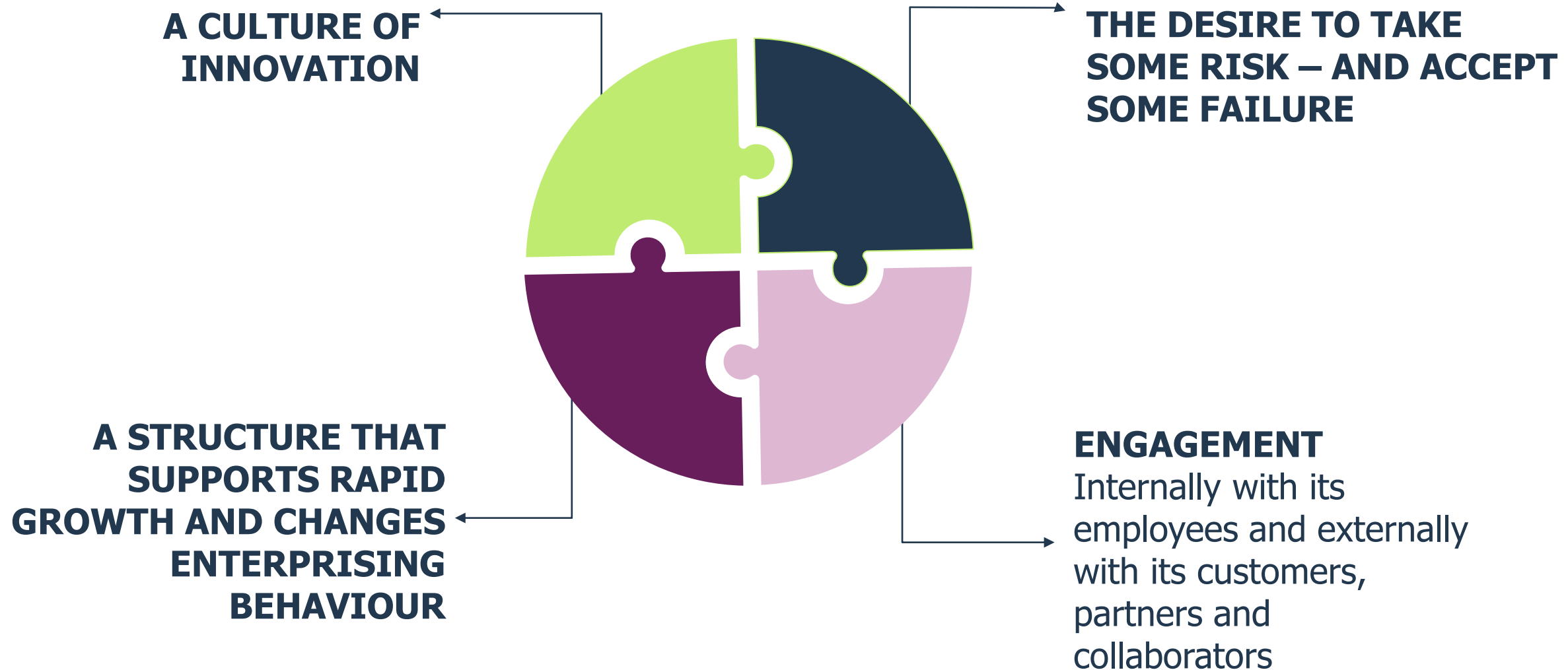
Digital Strategy



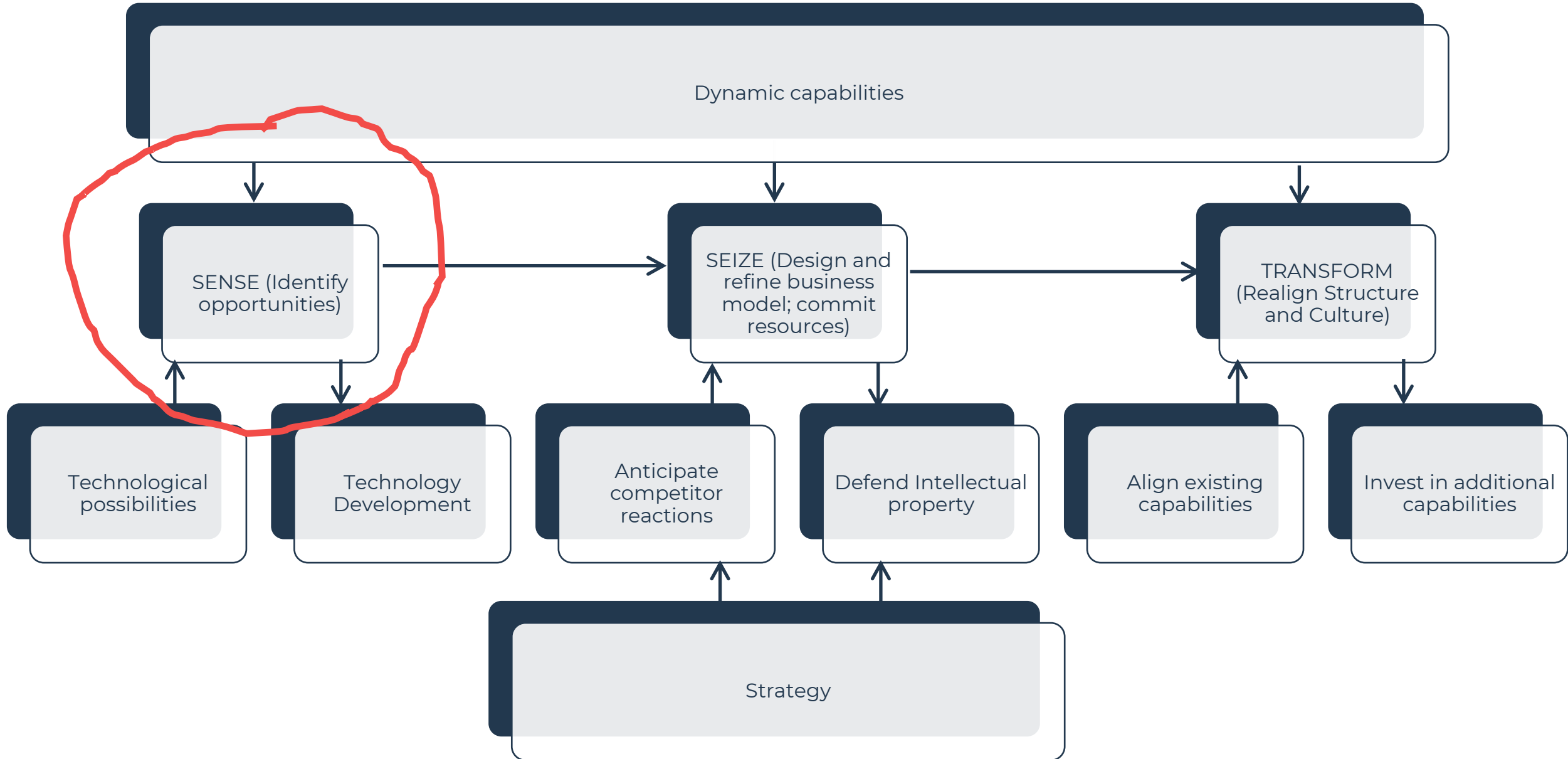


Digital Strategy: *"A plan formulated to achieve specific goals through a digital medium"*

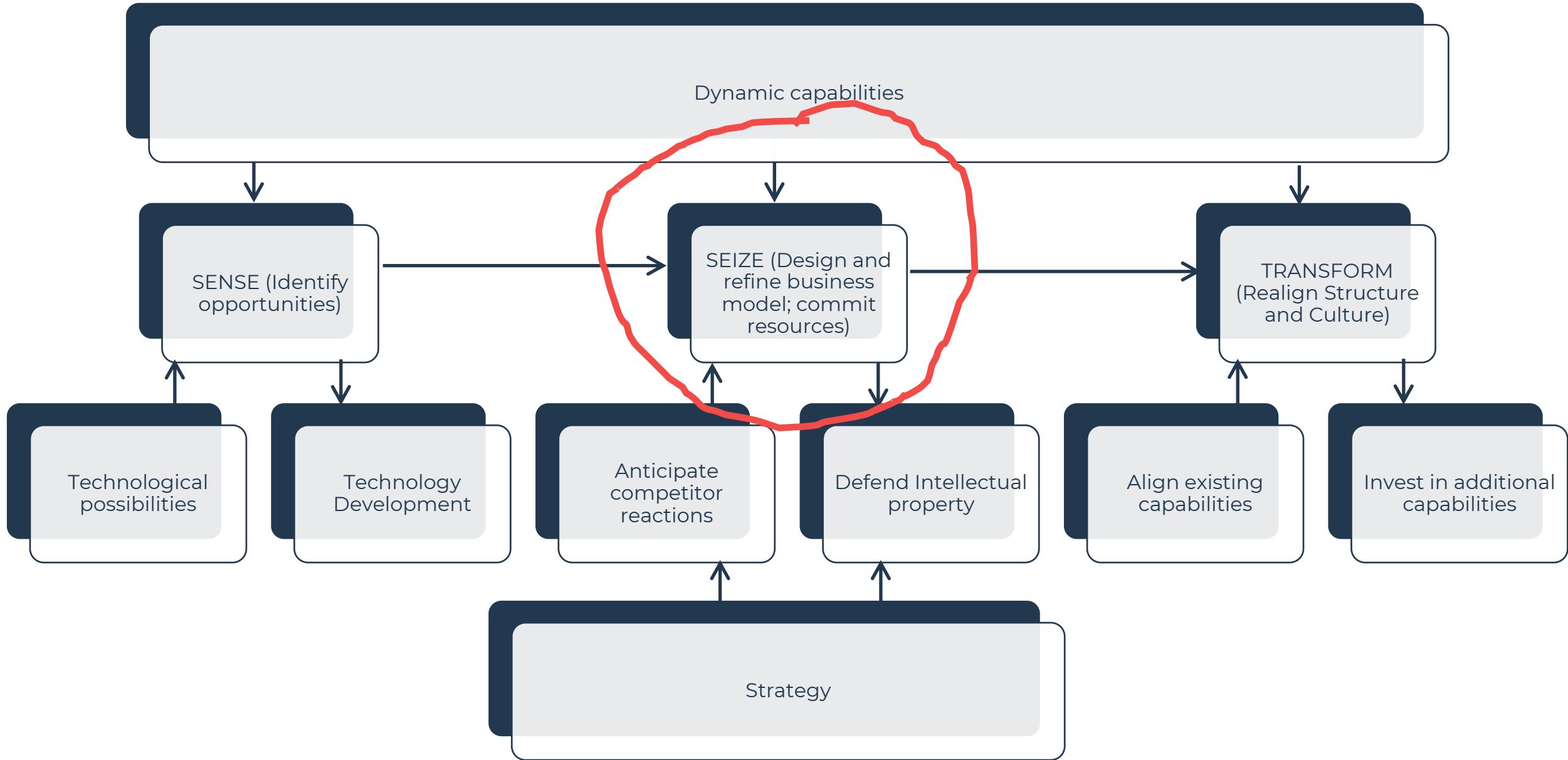
THE STRATEGY SHOULD HELP CREATE AN ORGANISATION THAT CAN DEMONSTRATE



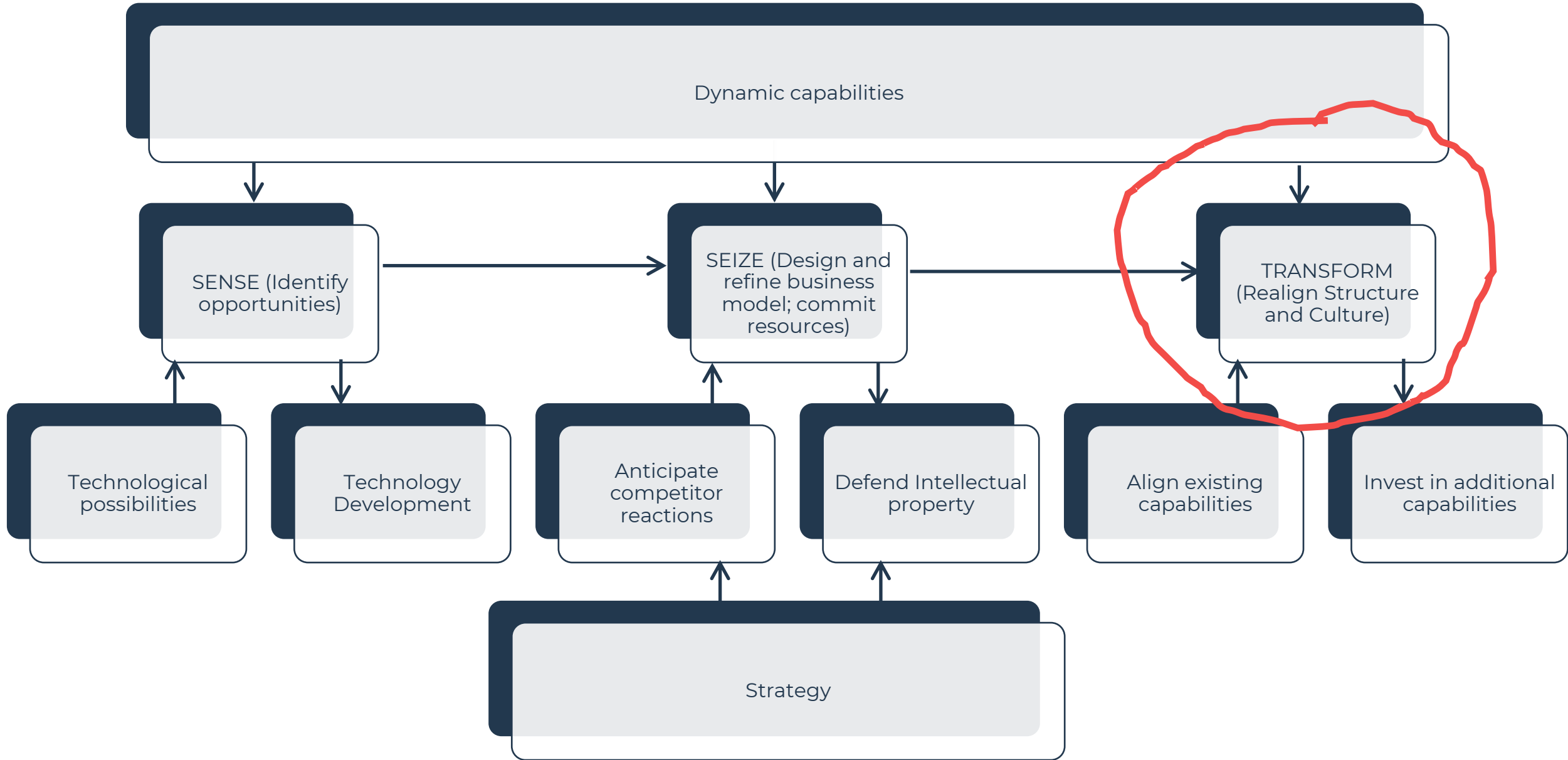
Dynamic Capabilities



Dynamic Capabilities



Dynamic Capabilities





Reyhaneh Shojaei, PhD

Land Economy Researcher at the
University of Cambridge

Planning and Housing Research

MMC and BIM Specialist

A digital transformation strategy with realistic objectives

A successful digital transformation strategy:

- provides a step-by-step map of how to create a new firm culture around the use of new technologies
- gears towards establishing new routines and practices and creating a new firm culture, with a focus on people, processes, routines and technology
- uses simple language to communicate the goal of transformation;
- gives employees a sense of 'shared ownership' in what is to be achieved;
- is consistent and can be repeated across the firm;
- considers the needs of people (employees) in introducing new technologies and processes; and
- provides the needed internal support structures for implementation (e.g., training and support for staff, appropriate software).

A digital transformation strategy with realistic objectives

Industry example: Willmott Dixon

Recommendation:

- Design a simple, clear and people-focused digital transformation strategy that can be easily communicated



SUPPLY CHAIN SUSTAINABILITY

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The value of data

SECTION EIGHT

Using data to drive
better business
outcomes



But first...
Feedback please

Using data to drive better business outcomes

Capture



Transfer



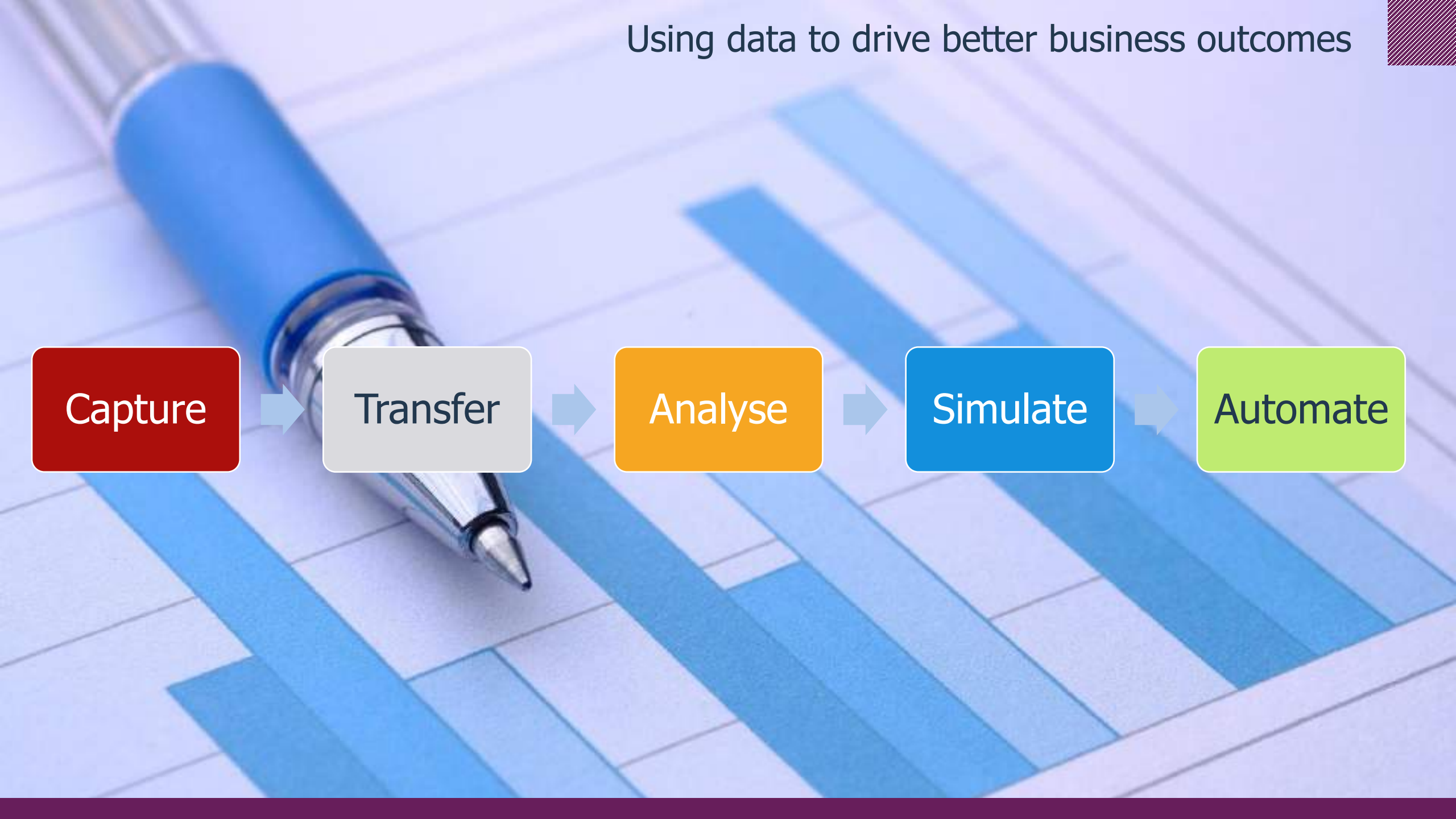
Analyse



Simulate



Automate





For the project team

What digital innovations can you think of?



For admin staff

What digital innovations can you think of?



For the site

What digital innovations can you think of?



For the customer

Before we discuss innovations....

A Capgemini study found that 75% of organisations believed themselves to be customer-centric.

What percentage of customers do you think agreed?

A: 30%!



For the customer

What digital innovations can you think of?

Next steps





Feedback please