

Introduction of Session 3: Companies' own digital transformation – Philippe Vivien

This question sounds easy: Digital transformation has become, along the months, one of the most frequently described topics in management books and articles.

It sounds like a cookie recipe:

First of all the CEO expresses that digital transformation is part of the Top list of his (her) personal priorities. As a result the company and all the organization should become more agile, more customer centric, a benchmark as lean organization and the best-in-class corporation thanks to the outstanding commitment of its workforce.

Secondly, the leadership team appoints a CTO, or Chief Technology Officer, or better a CDO, Chief Digital Officer, a sort of Harry Potter of the 21st century who anticipates, understands and fixes all the existing, expected and even unforeseen questions related to Digital.

Third, broadly communicate across boarders that the Leadership Team has nominated a shadow cabinet made up of highly talented young specialists or managers considered as High Potential through HR processes to bring fresh eyes, analyze and decrypt the new mega trends the Corporation is currently facing and will have to deal with within the next years.

Fourth, develop an innovative website and an e-communication policy, directly connected to all social networks and on-line apps.

And ultimately you tell your Chief HR Officer to train all the staff on line through online education programs, MOOCS and other digital learning processes and tools.

Thanks to this structured and smart program the business should soar. You should top your numbers and outperform your competitors.

Unfortunately, after such a sweet dream you wake up and have to face reality. The world speeds up as ever, your competitors have never been so aggressive, some new startups -you have never heard of- create innovative products and services. You do not have a clue about new generations at work. GenY and Millenium do not expect from the company what you have always been looking for.

In other words, the grip and reputation you are so proud of do not fit anymore with the new digital world.

This afternoon we will try to bring some key leanings, key findings and food for thoughts.

Karima, as a spokesperson of a group of talented HR managers with the contribution of each member of the team based upon his (her) experience and track record on the field, will cover three key and operational topics: (i) The lessons learned on a day-to-day basis, taking advantage of concrete situations they lived in their company, (ii) their beliefs as well as the roadblocks, difficulties and boosters they had to deal with in the field, and most important (iii) the key success factors for tomorrow. These three topics will be reviewed through the perspective of the employees, the HR and the managers.

Jérôme will move a step further with a “Survival guide for the HR teams in a Digital world: 10 key ideas”

Ludovic will give us a flavor of the ongoing process implemented throughout the Orange organization

But before leaving the floor to the speakers let me give you my deep feelings about Digital transformation.

First: The digital transformation is far more complex than the shift between “analog” to “digital”. The Kodak, Nokia, Philips, Sony... business failures have been described in many books. None of these companies could imagine, could believe that their market place would so harshly be disrupted. Technology has created a new bunch of products.

On Sunday May 15th, the *New York Times* released an advertisement regarding its new offer: *Times Insider*. The shift is no more the replacement of a print by a website... the breakthrough is more radical. “*Times Insider*” delivers behind-the-scenes insights into how news, features and opinion come together at *The New York Times*”.



The reader becomes a member of the “production team”. Not only the outcome matters, but the process is important too. It sounds like a “DO IT YOURSELF” attitude.

This new approach dramatically modifies the role of the HR teams and the way we drive our processes.

If a reader is used to being part of the editors’ meetings, what happens to employees? Would they get access to HR performance reviews? What level of transparency should we promote? Will they assess “live” how professional we are?

Second: As a result the new attitude of employees towards confidentiality and transparency will change the rules of the game and the DNA of the HR function and managers.

At the same employees desire more and more transparency we will all have to protect their private life against any kind of attacks. Last week the MIRROR announced on the front-page that “British spies help smash ISIS terror cell in Spain...”. The reality is devastating: One of the arrested men is a director of multinational HR firm. Detectives fear that he could have been using the company’s database to make contact with thousands of Muslims.

One of the major roles of the HR function will be dedicated to determining the right balance between the transparency and confidentiality. It will not be easy but it remains a fundamental responsibility to create and promote a respectful culture for all.

Third: We must completely revisit the way we approach the organizations and the contribution of the workforce

As a motto of the Makers so clearly described by Chris Anderson in “ Makers, the New industrial Revolution” and Michel Lallement in “L’âge du faire”, we move through a new relationship to work. The huge success of the FabLabs demonstrates that new organizations are possible.



But let's go back to the speakers and enjoy our session.

