THE DIGITAL DILEMMA

Companies are making meaningful investments and commitments...

In 2017, companies spent $1.7 trillion on digital transformation technology alone.

96% of organizations see digital transformation as critical or important.

...but feel like they're struggling.

75% of organizations are “not very confident” in their ability to execute a digital transformation.

84% of executives believe that their organizations do not have the skills and capabilities to deliver on its digital ambition.

The roadblock? People.

63% of executives believe their digital transformation efforts are stalled because of difficulties in “changing company culture to be agile.”

One in five executives secretly believes digital transformation projects are a waste of time.

Source: IDC, Progress, Prophet, Wipro

KORN FERRY’S UNIQUE POINT OF VIEW

At Korn Ferry, we have a unique, big data-driven understanding of what great digital organizations, great digital jobs and great digital leadership look like.

What makes a great digital organization?

Our study of more than 400 organizations across 14 countries shows that successful digital organizations are strong in the following five leadership and organizational capabilities:

- Agility
- Connectivity
- Discipline & Focus
- Empowerment & Alignment
- Openness & Transparency

What do digital jobs look like?

Using our analysis of thousands of digital job descriptions, we developed seven job families:

- SHAPING CUSTOMER JOURNEYS
- DIGITIZING OPERATIONS
- DEPLOYING DATA & ANALYTICS
- PROGRAMMATICALLY DRIVING INNOVATION
- ENABLING DIGITAL COMMERCE
- CREATING DIGITAL PRODUCTS & SERVICES
- DRIVING INNOVATION

What are the attributes of best-in-class digital leaders and talent?

Our analysis of assessment data for more than 500 best-in-class digital transformation leaders shows that great digital leaders:

- Have a pioneer mentality.
- Thrive in ambiguity.
- Contrary to stereotype, have high IQ.
- Are demotivated by structure.
HOW WE CAN HELP YOU

Digital Sustainability Assessment and Plan
- Evaluate your existing digital capability using our digital sustainability index tool.
- Design a plan for addressing opportunities and gaps exposed through assessment.

Digital Leadership Academy
- Rapidly change your leaders’ mindset to a digital focus through development and training.
- Assure your rewards program aligns with your digital strategy, attracts the best talent and drives results.

Rewards and Performance Management Programs for Digital
- Help you understand the cultural drivers of better digital progress and develop an impact-oriented plan to reshape culture for true performance in the digital world.

Digital Organization Structure
- Determine optimal structure for your digital strategy, moving away from traditional design to one with a customer-centric focus.

Digital Job Design
- Crisply delineate jobs and job families associated with digital.
- Optimize your workforce by benchmarking your jobs against our models of a successful organization.

Digital Strategy Clarification and Execution
- Clarify your organization’s approach to digital.
- Define key actions for achieving target outcomes.

Digital Talent Heatmap
- Assure you have the talent and leadership you need by assessing talent against our digital leadership profile and creating a data driven talent heatmap.
- Rapidly change your leaders’ mindset to a digital focus through development and training.

Digital Culture Interventions
- Help you understand the cultural drivers of better digital progress and develop an impact-oriented plan to reshape culture for true performance in the digital world.

HOW WE’VE HELPED ORGANIZATIONS ON THEIR DIGITAL JOURNEY

- Transformed a bank division into “a software company.”
- Changed retail leadership mindsets for the e-commerce journey via immersive simulations.
- Provided large scale leadership development for a tech company’s major digital shift.
- Crafted digital teams for the IT function of a large industrial company.
- Assessed the digital readiness of thousands of leaders for a telecom company.
- Helped a large pharma company understand its current digital operating model, and how that model needed to shift.

FIND OUT MORE

For more information about our point of view around digital transformation, please visit engage.kornferry.com/dsi

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About Korn Ferry

Korn Ferry is a global organizational consulting firm. We help companies design their organization—the structure, the roles and responsibilities, as well as how they compensate, develop and motivate their people. As importantly, we help organizations select and hire the talent they need to execute their strategy. Our approximately 7,000 colleagues serve clients in more than 50 countries.