TJ: Hi, I'm TJ. In this episode, we'll be focusing on the concept of digital dexterity in the enterprise and how to make workplace transformation holistic and inclusive for every member of the workforce.

<Guest Intro, Welcome and Thanks you's>

TJ: Gartner defines the concept of digital dexterity as "a set of beliefs, mindsets and behaviors that help employees deliver faster and more valuable outcomes from digital initiatives". In the age of the digital workplace, concepts like digital dexterity have gained a significant position in the mindshare of leadership across the world. This is because concepts like these have a major play in the process of transforming enterprises for the digital future. With every workplace forced to adopt to the future of work, the workforces have had to adjust to the changing ways of working as well. **Our workplaces are seeing dramatic technological changes across all domains. Do you see any negative fallout that may occur due to this rather rapid phase of transition?**

Guest: As digital technologies dramatically reshape industry after industry, many companies are pursuing large-scale change efforts to capture the benefits of these trends or simply to keep up with competitors. In a new McKinsey Global Survey on digital transformations, more than eight in ten respondents say their organizations have undertaken such efforts in the past five years. Yet success in these transformations is proving to be elusive. Digital transformations are even more difficult than traditional change efforts to pull off.

A major plight of digital workplace transformation cases has been user adoption. Workplaces all over the world are progressing towards newly available technologies as part of their hybrid transformation. Unfortunately, at the same time, employee use of these technologies is seen to be lagging behind. This is because workforces don't adapt at the same rate; whereas some catch on quickly, others take months or years to acclimate. In that vein, it's safe to say the more 'digitally dexterous' that a workforce is, the more willing to try and take risks with new technologies it will be, as compared to the otherwise less dexterous workforce.

TJ: Keeping what you just said in context, how do organizations encourage employee engagement as advancements in workplace technologies continue to increase?

Guest: We need to have a closer look at the workplace transformation strategies that incorporate both technology and human-centric considerations as they move the enterprise towards a digital future. All workers should have their role in the overarching digital transformation story clearly defined within the organization. Setting the expectations and using measurable checkpoints to evaluate each employee's progress is the way to go. For the entire workforce to embrace digital transformation, they need to be united behind a common vision. Such high-level goals are best disseminated through narratives. These narratives should be convincing of the need for the transformation or the purpose of action and how its going to be achieved.

Now onto the technical consideration, it is important to consider is whether your company's daily operations help or hurt the organizational mission of digital adaptation? Take a critical look at the policies and metrics that could negatively affect your objectives and may need to be changed. Also, it would be a good practice to identify potential challenges ahead of time in order to meet them head-on. Employees can help in pinpointing the same from their own perspectives and come up with solutions through workshops and one-on-one interactions with management. The quicker leadership

realizes they're in the same boat with their employees, the more efficient a digital transformation effort can be carried out.

TJ: Correct me if I'm wrong, but this is starting to sound a lot like the ideas around digital dexterity that we have previously discussed.

Bringing the conversation back to digital dexterity is an essential part of the transformation narrative. Communication, collaboration, data, insights, talent management, skill development, and training are aspects of digital dexterity that will create an organization-wide impact. Digital dexterity requires leaders to take initiatives and encourage employees to break barriers by having a futuristic mindset. While technological aptitude is essential, the right attitude to drive and adopt digital technology and change is a must.

In this pursuit of digital transformation, digital dexterity is the key ingredient. Without this critical competency, employees will never fully maximize the value of enterprise technology, and resistance will persist. To circle back, no matter the endgame, uniting employees on a common vision may be the best way to drive digital transformation at the workplace. From training programs for new internal technologies to introducing a next-generation product to the market, the overarching narrative around your work will determine the success of your entire digital transformation.

TJ: So, in theory, a successful digital transformation requires an enterprise to be digitally dexterous. In that vein, how do organizations develop a workforce that can be considered digitally dexterous?

Guest: Embracing workplace digital transformation requires the end solution to be human-centric. This is because, statistically speaking, the majority of any workforce will not possess the digital dexterity to navigate a transformation without expert guidance. For this concern, it's advisable that your digital initiative should be able to provide training and support for both new and existing employees. Similarly, if there's something leadership across the board can agree about is when it comes to digital dexterity, it will find its roots in workplace culture. If the culture is not supportive or indicative of new initiatives and risk-taking, employees will have difficulty embracing concepts like digital dexterity and may even abandon it entirely. Success of digital dexterity at work means prevalence of certain attributes that will allow it to prosper.

While tech-savviness is considered a component of digital dexterity, there are other attributes as well. The workplace must be collaborative, flexible, and open-minded. Even individuals on the lesser side of their technical abilities may find themselves on the higher end of the digital dexterity spectrum if they are willing to remain open to the new ways. This is because change management among existing employees may be an even larger obstacle as the workplace heads towards digital transformation. A McKinsey study found that unfailing commitment toward long-term sustainability and organization-wide change were the most important capabilities in successful workplace transformations. Clearly, leadership needs to communicate the long-term intent behind these strategies and take accountability for seeing such initiatives through to the end.

TJ: The writing is clearly on the wall. Organizations that wish to fulfill a holistic workplace transformation in these times need to treat digital dexterity as critical. Your thoughts on this?

Guest: The enterprise as a whole should own the objective of digital dexterity. The first barrier is thinking anything "digital" is owned by others – like IT, those with "digital" in the title, or even a new executive formally tasked with "digital transformation." The reality is that every part of an enterprise is impacted, and every leader can be an amplifier or blocker of digital adoption. If leaders do not see

how digital technology and ways of working translate to their role, there is little hope for sustained impact from transformation efforts – and for their ability to drive success in the future. Organization should have few leaders or champions who should practice Digital Dexterity themselves and slowly inherit to other employees. Digital dexterity at work is hard to come by, but the benefits brought by those employees who are highly digitally dexterous are invaluable. According to Gartner, these employees are three times more likely to have a positive impact on business outcomes than their peers.

TJ: That does sound like a hard-to-ignore fact in this matter.

Guest: And it's not just the obligation of the HR and IT team to look after it. With this concept, organization enhances agility and adaptability towards any cultural and technological changes to meet their strategy objectives. The past year was about reacting to extraordinary circumstances by focusing on short-term improvements to culture and working arrangements for business continuity. The coming years should be about establishing these changes permanently across business strategy and operations to be prepared for the future of work.

TJ: I'm sure those words of inspiration will come in handy for our listeners who now understand the critical components of a successful enterprise digital transformation. How understanding Digital Dexterity and implementing it's concepts as a part of their transformation story will go a long way in creating an agile and future-ready enterprise. I would like to take this chance to thank <guest> for taking time out of his schedule to share his insightful views with our listeners.

Guest: Thank you.