“Avanade is one of 10 global research patrons of the Center for Information Systems Research at MIT Sloan and it’s our privilege to host Dr. Kristine Dery at the NetHope Summit”.

Pam Maynard, Chief Executive Officer, Avanade
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Founded in 1974 and grounded in the MIT tradition of rigorous field-based research, MIT CISR helps executives meet the challenge of leading dynamic, global, and information-intensive organizations. Through research, teaching, and events, the center stimulates interaction among scholars, students, and practitioners.

**2019 MIT CISR Research Projects**

- Moving from Value Chains to Ecosystems: Building & Leveraging Partnering Strength
- Coordinating Innovations: How Firms Realize Greater Business Value from Their Innovation Portfolio
- Developing Data Monetization Portfolios That Pay Off
- Operating Models for Your Digital Business
- Investing in Employee Experience to Create Better Customer Experience
- Decision Rights in the Digital Era
- The Executive Committee & Board Relationship in Digital Transformation
- Guiding Your Enterprise to Future Ready (and Beyond)
- What’s Next for the IT Unit?
Challenges:

- Work becoming more complex with multiple systems, faster, fewer boundaries, more data collection
- More technology, more people.
- Increased uncertainty
- Digitizing work to make it easier to do more complex work that needs humans
- Shortage of digital talent - harder to attract and retain
- Need to work in ways that are more meaningful in a Digital World

Dana Schultz: Building the Boat while Sailing (2012)
What keeps your CEO up at night?
Meet Rick...

Front-end web specialist

Left school at 18

No formal training; self taught on the job

5–10 job offers a week

Has worked at 4 organizations in the last 5 years

Only interested in gig employment

8 years ago the Guardian described his job as “a relatively obscure internet discipline…”

Explosion of Apps and everyone needs a “Rick”
Expectation: 67% of employees will be significantly affected by the transformation.

Source: MIT CISR 2017 Pathways to Digital Business Transformation Survey (N=400).
Pathways for digital transformation present challenges for our people (NFP data for pathways)

Note: Pathway lines are based on a series of informal interviews (conducted between 2015 and 2017) on digital transformation with senior executives globally. The lines were confirmed via the MIT CISR 2017 Pathways to Digital Business Transformation survey (N=400). Explosions represent significant organizational changes. 2019 TMT and Transformation Survey, interim results (N=589). Not For Profit= Education, Healthcare and Social Assistance, and Public Administration, N=72. 2% of sample have not started a transformation.

Numbers in brackets are For Profit companies.
Employee Experience:

The extent to which employees of an organization are enabled or constrained by its adaptive work environment and collective work habits to do their jobs today, and to reimagine their jobs of tomorrow.
Digitizing work vs Working Digitally

Get Rid of the junk

Get better at working to add value

Efficiency

Effectiveness
Great EX delivers better business outcomes

Why?

- **Employee Experience**: Top Performers
- **Customer Satisfaction**: NPS (industry adjusted)
- **Innovation**: % of revenues from new products/services
- **Profitability**: Increased revenue, lower costs

EX changes the options in the War for Talent

**Employee Experience**

- **Top 25%**
  - **Integrated 10%**
    - Net Margin (adjusted): -1.7
    - Time to Market: +16.0
    - Ability to Change: +39.5
    - Innovation: 37.3%
  - **Enabled 15%**
    - Net Margin (adjusted): +10.3
    - Time to Market: +22.0
    - Ability to Change: +56.0
    - Innovation: 53.3%
- **Bottom 75%**
  - **Separated 53%**
    - Net Margin (adjusted): -3.2
    - Time to Market: -8.5
    - Ability to Change: +6.0
    - Innovation: 20.6%
  - **Constrained 22%**
    - Net Margin (adjusted): -2.1
    - Time to Market: -1.5
    - Ability to Change: +6.5
    - Innovation: 25.0%

**TALENT FOCUS**

- **External (<50% FTE)**
- **Internal (≥50% FTE)**

**Note:** Net Margin is industry-adjusted: values are percentage points above or below industry averages. Time to Market and Ability to Change are relative to competitors in the industry. Innovation represents the percentage of revenues from new products and services introduced in the last 3 years. N=279.
New Zealand Government (SIA) Data Exchange

The Social Investment Agency facilitates the Data Exchange to increase coordination among government agencies and NGOs

- SIA facilitates implementation and training; data architects visit organizations to build trust and ensure data sharing facilitation agreements are in place between exchanging parties
- 10+ government agencies and 20+ NGOs connected on multiple use cases across the social sector

Multi-organization use cases:
- Collective impact initiative focused on the wellbeing of whānau
  - Agencies and NGOs securely share data via the Data Exchange. This helps NGO providers and service users to inform service decision making (e.g., housing, skills and employment, health)
- Department of Corrections
  - Near real-time data sharing on service referrals, housing availability, placement status with multiple housing providers


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Where to next....... 

Actively look for the speedbumps to Digitize work 

Invest in Working Digitally for your organization 

Learn more about how to build great EX for Hybrid work environments
Invitation to participate in the Pathways survey to get more NFP data

https://survey.qualtrics.com/jfe/form/SV_6y7LwhbsoB1kovz