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FORCES OF CHANGE

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THE FORCES OF CHANGE



WORKFORCE















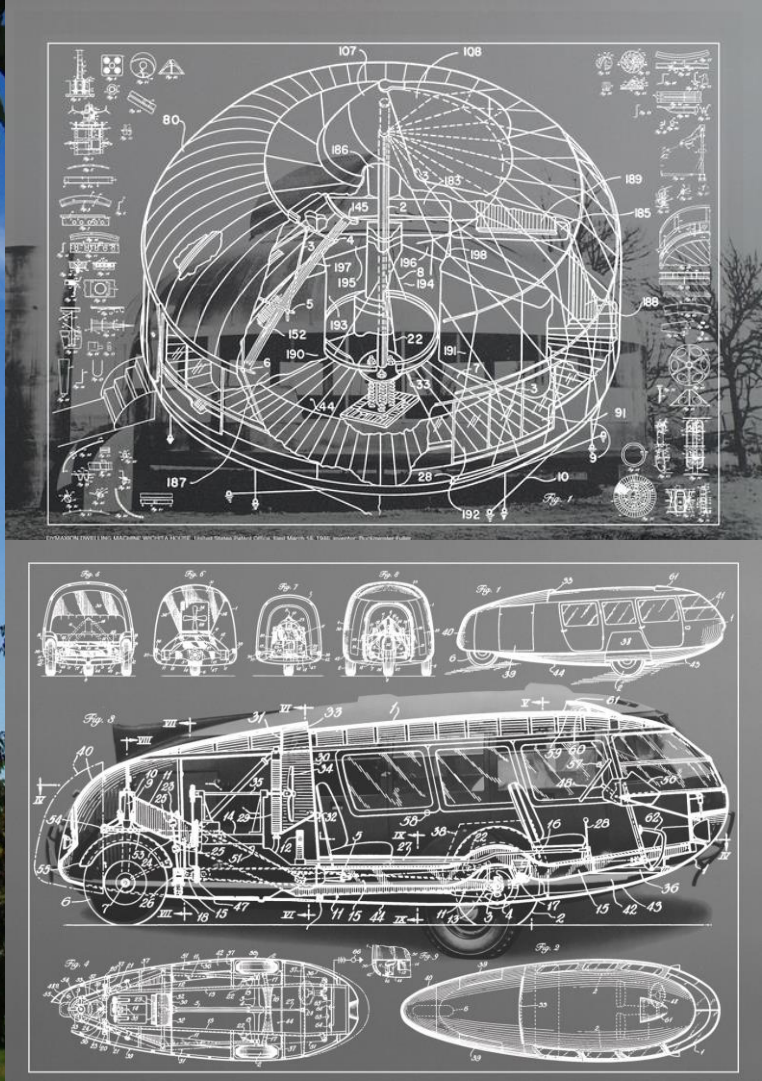




“

*Our beds are empty
two-thirds of the time.
Our living rooms are
empty seven-eighths
of the time. Our office
buildings are empty
one-half of the time.
It's time we gave this
some thought.*

**R. Buckminster Fuller
1936**





Human Needs

High

Digital
working
maturity

Low

Technical Needs

Self
Care

Self Service

Richer Working

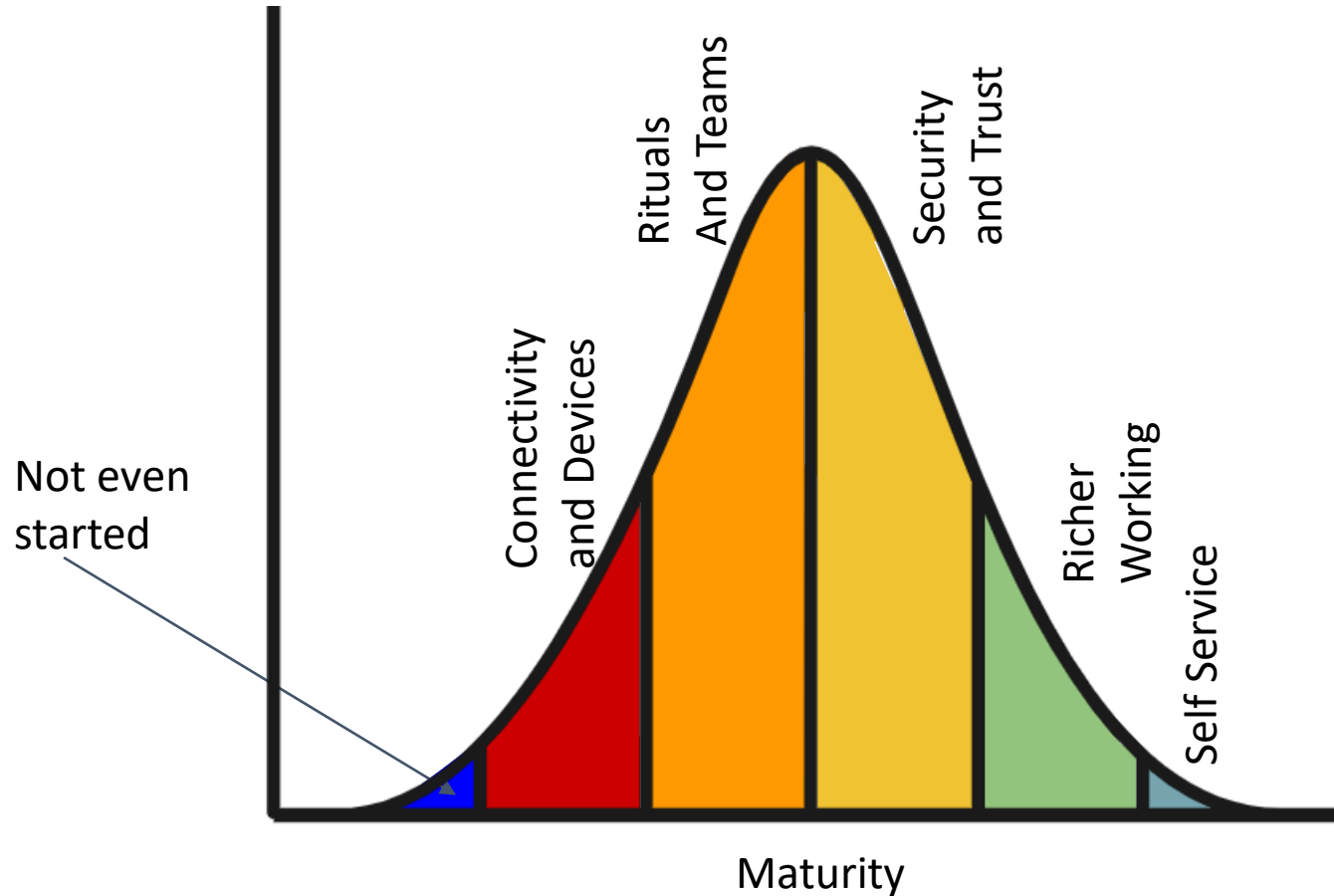
Security and Trust

Rituals and Teams

Connectivity and Devices



Deloitte found that 76% of companies are figuring out their approach





Remote working relies on multiple dimensions of trust.

The 11 Paradoxes of Management

- | | |
|--|---|
| To be able to establish a close relationship to your employees | and keep a proper distance. |
| To take the lead | and recede into the background. |
| To show the employee confidence | and to be aware of their doings. |
| To be tolerant | and to know how you want things done. |
| To be concerned about your own field of responsibility | and at the same time to be loyal to the overall goals of the company. |
| To plan your work day carefully | and to be flexible in your planning. |
| To express your opinion | and to be diplomatic. |
| To be visionary | and to keep both feet firmly on the ground. |
| To aim at consensus | and to be able to make a decision. |
| To be dynamic | but also thoughtful. |
| To be self-confident | and be humble. |



Concrete Actions



Remote first thinking



Be flexible and supportive



Continuous, informal communication and education



Adopt new rituals and tools



Build trust, psychological safe spaces and confident vulnerability



Measure output, not hours



WORKPLACE



A WSJ survey of directors, CEOs, and senior executives found that digital transformation risk is their #1 concern in 2019. Yet 70% of all initiatives do not reach their goals. \$900 billion of the \$1.3 trillion that was spent last year went to waste.





COVID-19 Risk App built in
just over a week with
Dr Warren J. Wexelman

<http://www.mycovid19risk.com>





Office Depot opened
curbside collection
in 48 hours.



Eliminated paper forms:

- 80% increase in field productivity
- Remove viral transmission vector



Karen Hobert's Three Dimensions of Digital Transformation

DIGITAL BUSINESS

How does the business interact with customers, partners, colleagues? Is it fully automated or are humans and paper involved?



DIGITAL WORK

How do people work in the business – from fully analogue to fully digital. Is it easy to communicate and collaborate with colleagues?



DIGITAL INFORMATION

How is information stored, managed and monetized? How much do you know about your customers? How do you report and analyze?



Refresh your employee experience



SEARCH FIRST



VIDEO
ENABLED



REMOTE FIRST



KEEP IT SOCIAL



RADICAL
SIMPLICITY

Funding change during an economic crisis



UNDERSTAND YOUR
SPEND



CLEAN
HOUSE



COMBINE
SYSTEMS



OPTIMIZE



INVEST

Concrete actions



Refresh the employee experience to drive engagement



Identify systems that are no longer used or fit for purpose



Optimize everything from access to licenses, listen to feedback



Be aware of security issues but not driven by them



AUTOMATION



Traditional development is broken

What has worked up to now no longer meets the needs of clients.



TAKES TOO LONG

Slower than needed.



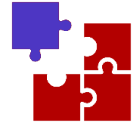
TOO EXPENSIVE

Development costs too much.



LOW PERFORMANCE

Apps don't scale.



NOT INTEGRATED

Siloed systems.



CHANGE LOGJAM

Essential updates are delayed.



LIMITED CHANNELS

Not mobile or remote.



NOT DIGITAL

Does not support digital transformation.



OLD TECH

Not cloud native



Human Nature

We work with what is familiar



Traditional Hand Coding



No/Low Code



Software development is now a spectrum



No
Code

Power
Apps



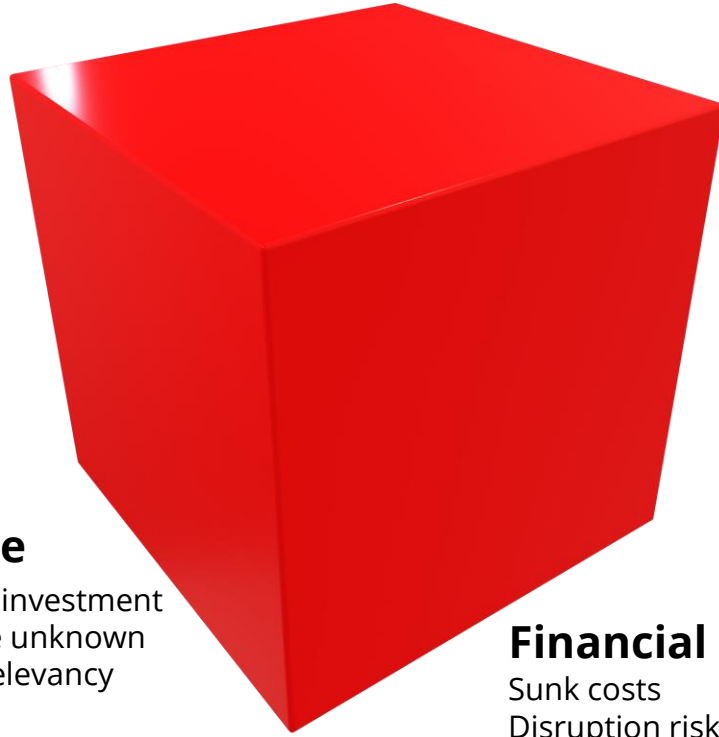
Low
Code

Hand
Code

Visual
Studio



The objections 3D space



Emotive

Emotional investment
Fear of the unknown
Fear of irrelevancy

Technical

Lack of relevant skills
Platform lockdown
Instability risk

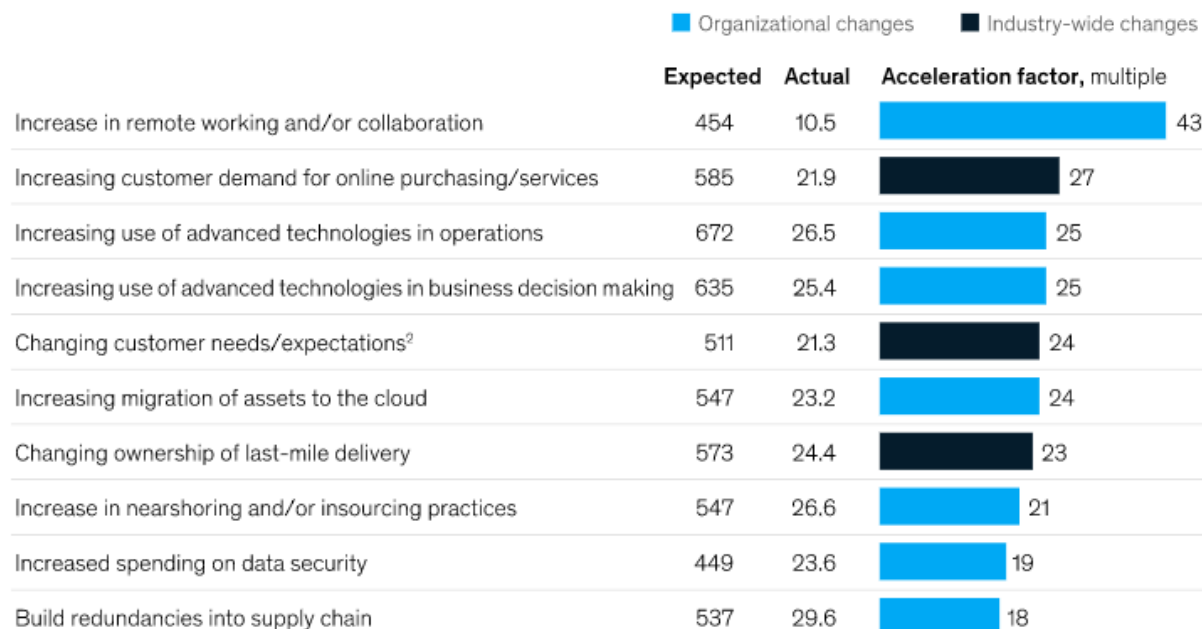
Financial

Sunk costs
Disruption risk
Budget block



Executives say their companies responded to a range of COVID-19-related changes much more quickly than they thought possible before the crisis.

Time required to respond to or implement changes,¹ expected vs actual, number of days

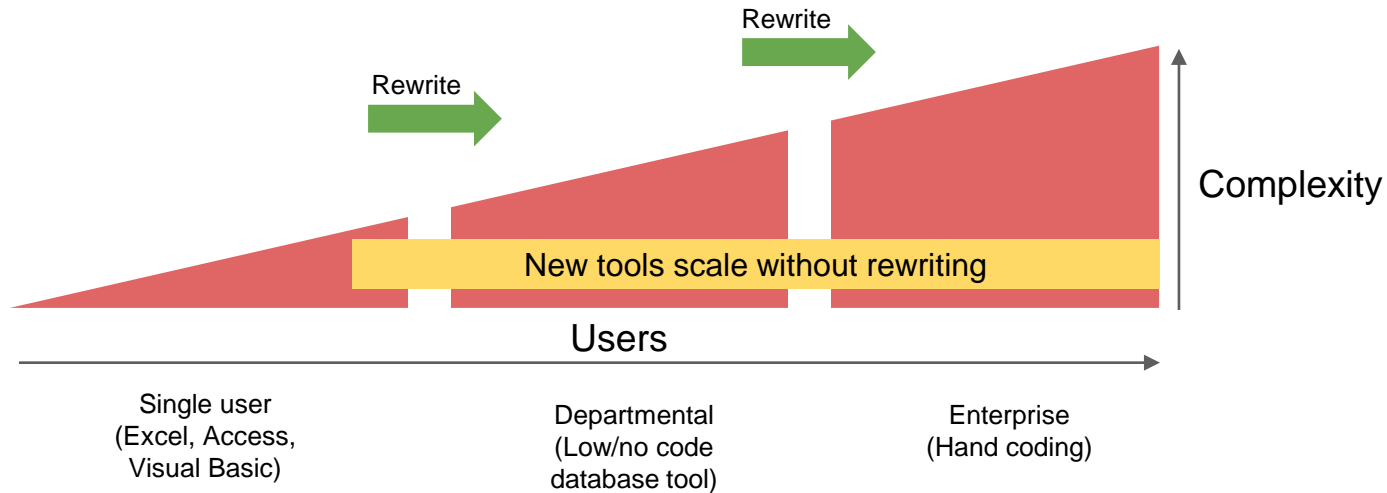


¹Respondents who answered "entry of new competitors in company's market/value chain" or "exit of major competitors from company's market/value chain" are not shown; compared with the other 10 changes, respondents are much more likely to say their companies have not been able to respond.

²For instance, increased focus on health/hygiene.



The scalability challenge



Modern developer tools automate the grunt

Your clients need solid, modern software - quickly.



ACCELERATED

Time to value accelerated at every step of development



EFFICIENT

More productive developers deliver more client value.



HIGH PERFORMANCE

Optimized output, cloud is elastic.



INTEGRATED

Related apps in a common project, easy to consume and producer data and APIs.



EASY UPDATES

Consistency controlled, frictionless updating, powerful debugging.



MULTICHANNEL

Always multichannel.



DIGITAL

Cloud is natively digital.



MODERN

Modernize architecture and methods.



Concrete actions



Turn on new approaches to development



Adopt modern architectures for easy of deployment and scalability



Match tools and skills – not everything needs an expert



Balance and share skills across teams



Understand business and help business understand IT



Adopt continuous approaches



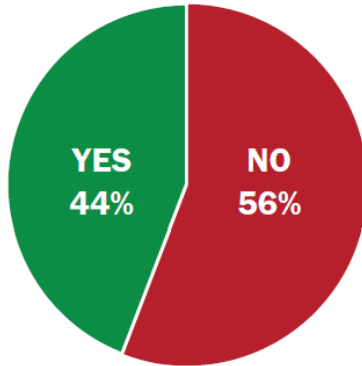
AGILITY



Chaos Report: Project Metrics

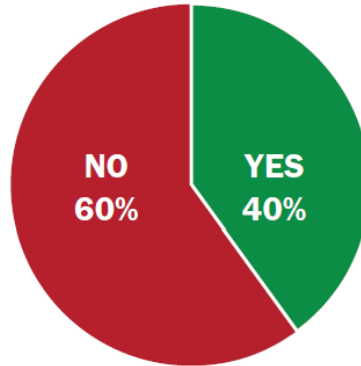
Standish Group Chaos Report: Project success metrics

ONBUDGET



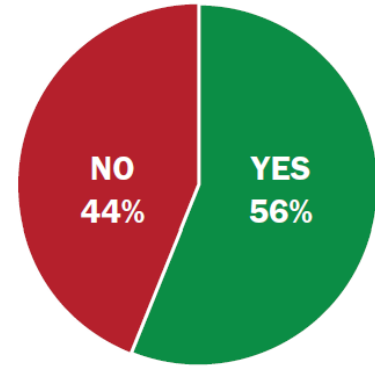
The percentage of projects that were OnBudget from FY2011–2015 within the new CHAOS database.

ONTIME



The percentage of projects that were OnTime from FY2011–2015 within the new CHAOS database.

ONTARGET



The percentage of projects that were OnTarget from FY2011–2015 within the new CHAOS database.



Chaos Report: Project Success Rates

Standish Group Chaos Report: On time, on budget, satisfactory result.

	2011	2012	2013	2014	2015
SUCCESSFUL	29%	27%	31%	28%	29%
CHALLENGED	49%	56%	50%	55%	52%
FAILED	22%	17%	19%	17%	19%



Chaos Report: Project Size Matters

Standish Group Chaos Report: Project success by size

	SUCCESSFUL	CHALLENGED	FAILED	TOTAL
Grand	6%	51%	43%	100%
Large	11%	59%	30%	100%
Medium	12%	62%	26%	100%
Moderate	24%	64%	12%	100%
Small	61%	32%	7%	100%

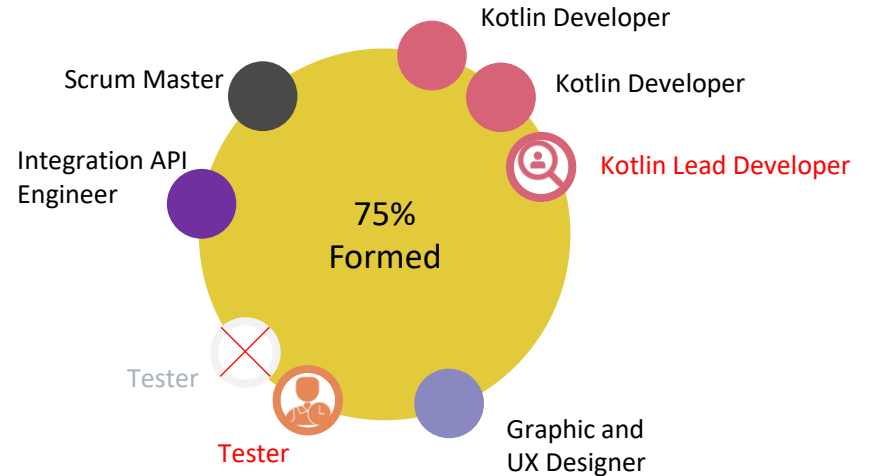
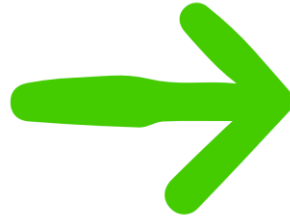
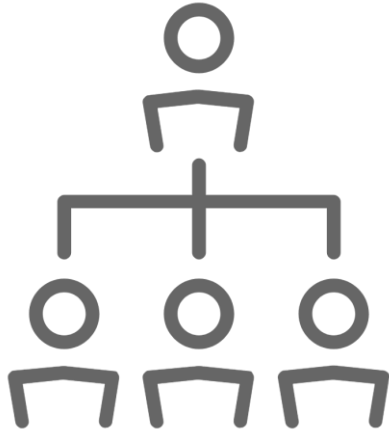


*We need management,
not managers.*

To paraphrase Bill Gates.



From Tree To Team: Holacracy



Concrete actions



Develop business agility



Focus on many small projects, not one huge one



Move from jobs to functions



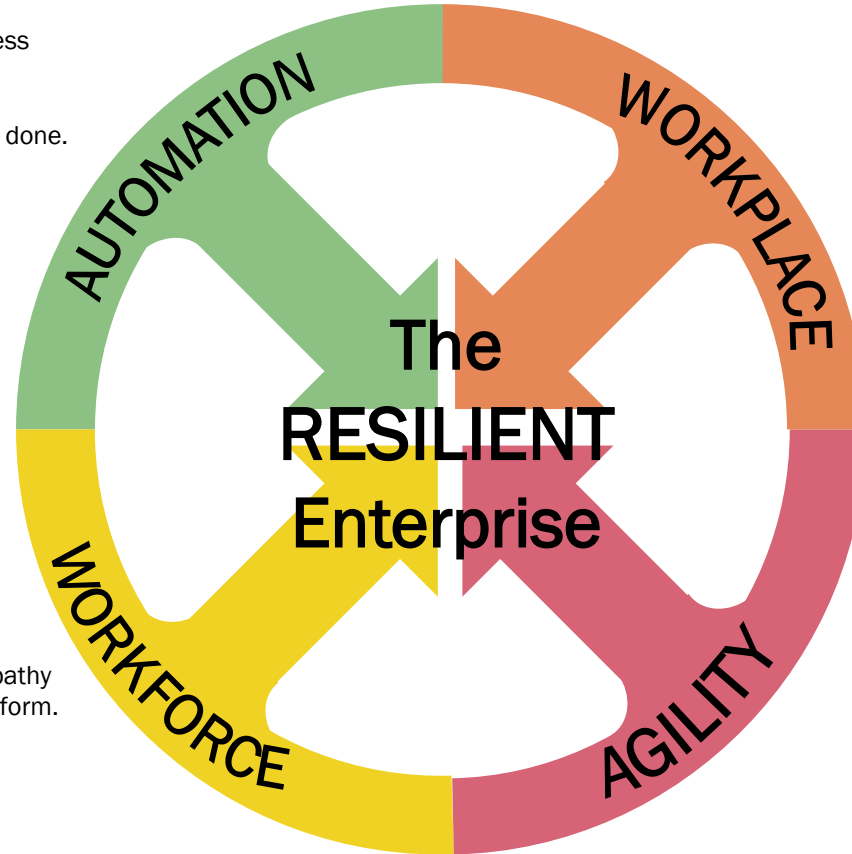
Develop a continuous learning, exploring culture



THE FORCES OF CHANGE

New automation approaches to business process and software development, including AI and machine learning, are transforming how all kinds of work are done.

Digital transformation has gone from being an expensive hobby to a critical necessity. Human-centric digital workplaces and digital customer and partner interfaces accelerate business.



Changing corporate structures, informal communication and an emphasis of empathy and trust is transforming how people perform.

Agility is essential to survival through turbulent economic conditions. Maximum competitive advantage is gained when all aspects of an enterprise become agile.





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