



EBOOK

Digital Dexterity:

Why Your Workforce Needs It—And
How You Can Help



Kristin Shackelford

Organization Transformation,
Digital Business and Leadership

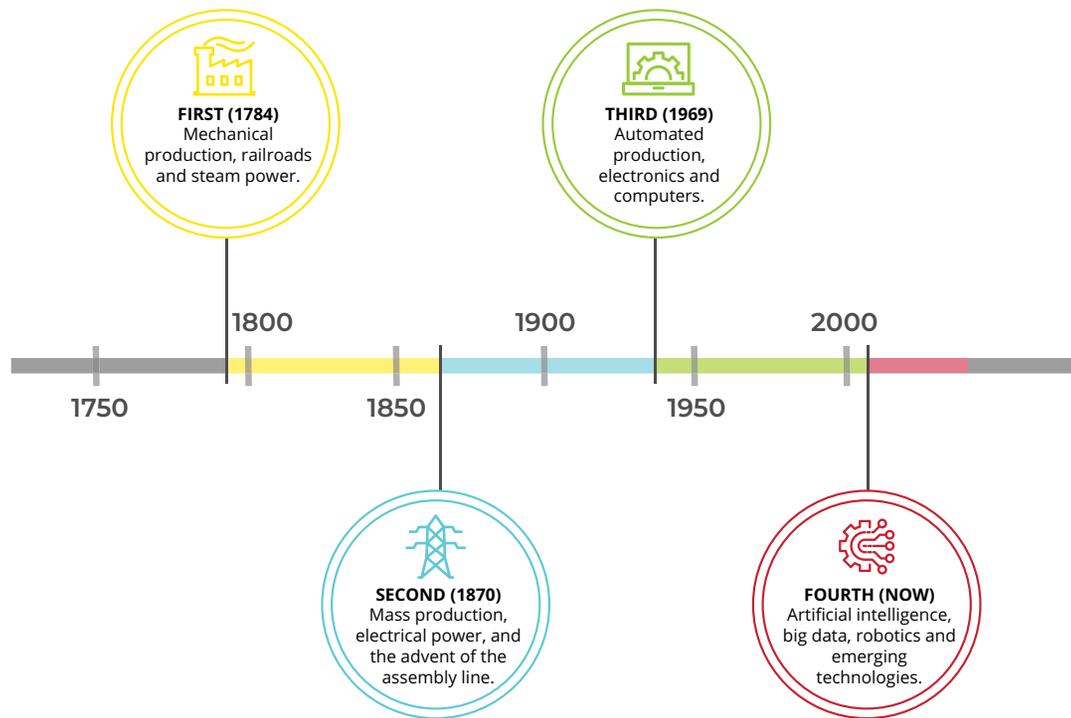
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THE FOURTH INDUSTRIAL REVOLUTION

According to the World Economic Forum, “As the Fourth Industrial Revolution unfolds, companies are seeking to harness new and emerging technologies to reach higher levels of efficiency of production and consumption, expand into new markets, and compete on new products for a global consumer base composed increasingly of digital natives.”¹

To sustain their business, organizations, across every industry vertical, need solutions to address the complexities that go hand-in-hand with this technological revolution.

INDUSTRIAL REVOLUTIONS OVER TIME

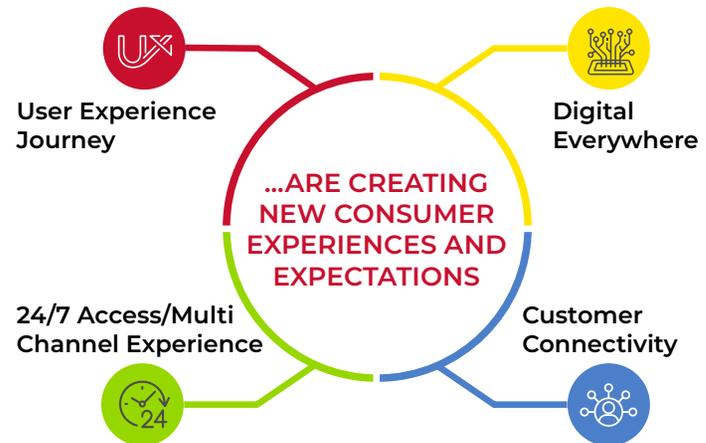
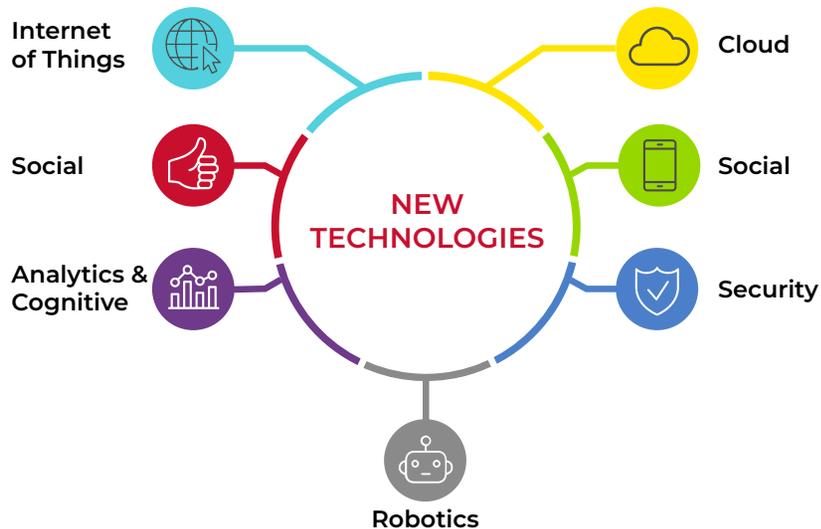


¹ "The Future of Jobs Report 2018." World Economic Forum, 2018.

DIGITAL'S DRIVING CONSUMERS' EXPECTATIONS TO NEW HEIGHTS

New digital technologies and tools are creating remarkably seamless, convenient experiences for consumers—raising their expectations to new heights. Consumers take for granted that:

- They'll get information fast and have constant connectivity.
- They'll receive personalized services and communications from—as well as 24/7 access to—the companies with whom they do business.
- They'll have a seamless experience across the multiple channels an enterprise uses, such as brick-and-mortar stores and online platforms.

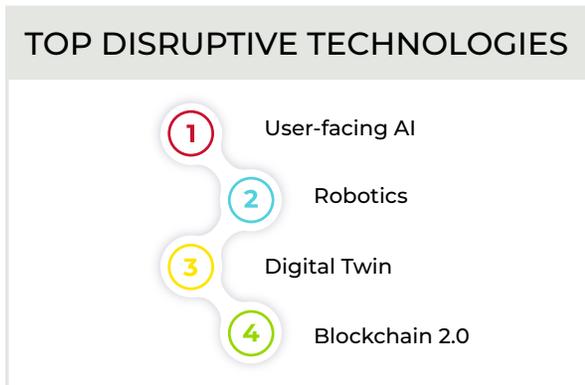


BUSINESS LEADERS SEE DIGITAL'S PROMISE

Research reveals that business leaders have strong opinions about the top disruptive digital technologies and the kinds of business benefits these technologies could help their organizations attain.

TOP FIVE DIGITAL TRENDS AND TECHNOLOGIES²

TOP FIVE DIGITAL TRENDS AND TECHNOLOGIES	
AUTOMATION	Replacing human-based actions with technology.
INTEGRATION	Integrating new technologies with existing customer, partner and supplier technology.
SCALE	Increasing a product or service quickly.
INTELLIGENCE	Leveraging technology to learn from data to improve efficiency.
IMPACT	Delivering a positive customer experience and social impact.

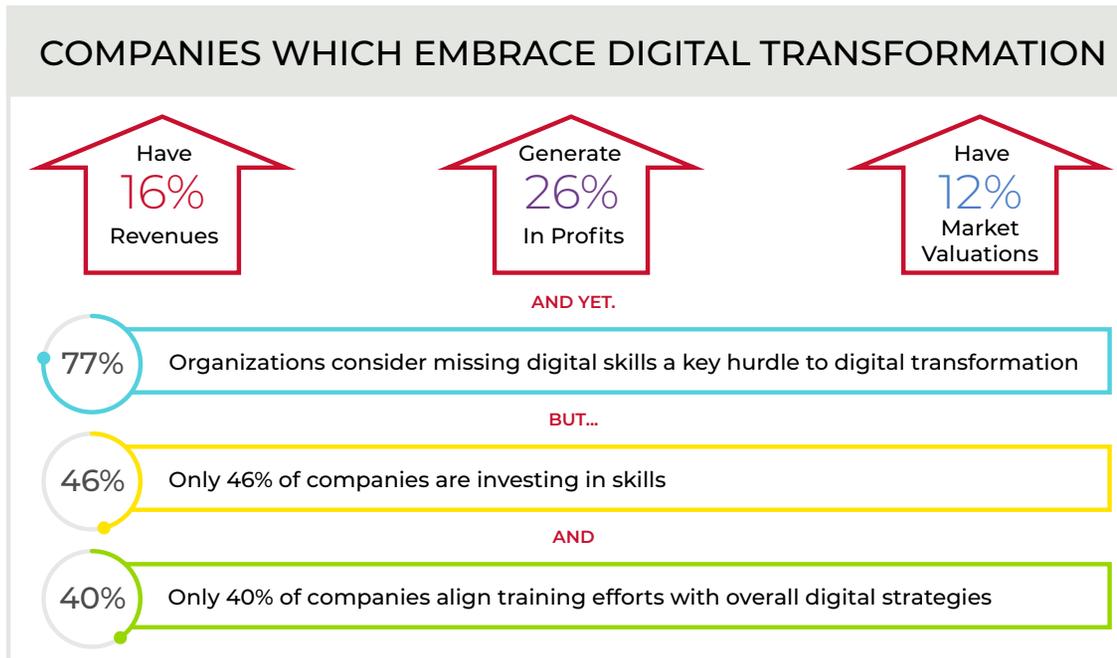


² CIO Trend Report 2018. © Info Tech Research Group, 2018.

COMPANIES THAT GET DIGITAL RIGHT REAP BIG BENEFITS

Digital natives and immigrants that successfully deploy digital to keep satisfying customers' ever-rising expectations are reaping impressive benefits, on multiple fronts.

BUSINESS IMPERATIVE: ORGANIZATIONS WILL NEED SUPPORT IN ORDER TO SUCCEED³



According to a recent poll that Skillsoft conducted in partnership with Training Industry, more than 70% of respondents come from organizations with an active plan for digital dexterity.

90% of respondents believe creating a common vocabulary among managers, workers and technology is crucial to successful transformation. By doing so, everyone understands what digital transformation means to their organization, and how the accompanying digital technologies will help them meet the expectations of their customers—both present and future.

³The Digital Advantage: How Digital Leaders Outperform Their Peers in Every Industry." Capgemini Consulting, July 2017.

DIGITAL DEXTERITY REQUIRES CHANGE ON MULTIPLE FRONTS

What explains the discouraging statistics on digital investments? In large part, it's digital illiteracy among teams and leaders. Consider these symptoms of digital illiteracy cited in a recent study⁴:

- Lack of manager acumen.
- Weak understanding of digital trends and their implications for the company.
- No clear strategic direction for digital transformation programs.
- Resistance to the changes that come with digital transformation.

The fact is, excelling in the digital age requires change on multiple fronts, particularly:

- New skills—like algorithmic thinking, data literacy, deep collaboration, and critical thinking.
- New roles—such as cloud engineer, data scientist, experience designer, digital marketing professional, and cybersecurity specialist.
- New mindsets—especially a willingness and ability to continually learn and to tolerate change and risk.

⁴ "The 2017 State of Digital Transformation." Brian Solis and Aubrey Littleton, Altimeter, October 2017.

NEW “DIGITAL” MINDSETS IN THE WORKPLACE



The team as primary organizational unit
Team / Collaboration Mindset



Constant up-skilling will win the day
Growth Mindset



People and technology/
machines = killer combo
Technology-Adaptive /
Digitally-Dexterous Mindset



Algorithms and data-driven
decision-making becomes routine
Algorithmic / Data Literacy Mindset



Work will become
less routine
Complex Problem-Solving
and Critical Thinking Mindset

NEW “DIGITAL” MINDSETS IN THE WORKPLACE

Despite the growing need for digital dexterity, one study revealed troubling news:

- Just **39%** of companies have the digital capacities needed to successfully implement their digital transformation programs.
- Only **35%** have the managerial capacities required.
- Even more shocking, **overall readiness for digital transformation actually declined** from 2012 to 2018.⁵

Equally worrisome, skills needed to support new strategies and business models for the digital age will be in...

High Demand but in **Short Supply**

⁵“Companies Lack Leadership Capabilities for Digital Transformation Projects.” Consultancy.eu, August 20, 2018.

THE SOLUTION: DEVELOP DEEP EXPERTISE AND A BROAD SKILLSET

Individuals must continue leveraging their deep knowledge and expertise in whatever function or field they work in (for example IT, marketing, finance, supply chain management, and specific industries). In addition, they need the ability to converse in the language of a broader range of disciplines—across the organization, and up and down the hierarchy.

Such conversations need to center on:

- What digital tools are being used in the organization?
- How those tools work?
- How they can create more value and drive growth for the organization?

One of the most relevant and tangible areas of reinvention surrounds the understanding of and use of data to make meaningful decisions that can help claim those highly competitive market leading positions when:

- Conceiving new **business models**
- Envisioning better ways of performing **processes**
- Imagining innovative **products and services** the organization could provide

The process of reinvention doesn't have to be a daunting one, and may be as easy as looking within your own organization. Many of today's employees have an appetite to learn; they have the "will" and area just looking for the organization to help them develop the "skill." Those closest to the customer should not be overlooked as they understand what areas of improvement can make a quick impact. Organizations need to present employees with the right opportunities to learn and collaborate to achieve this impact. There are many candidates within the talent pool with valuable insight to create new meaningful business models and processes that will delight existing customers, and draw new ones.



DRIVING DIGITAL FLUENCY WITH SKILLSOFT

The best digital-dexterity training covers key components of digital transformation along with a combination of technical and behavior-based topics:

TRAINING COMPONENT	TECHNICAL AND BEHAVIOR-BASED TOPICS
Essentials of digital transformation	<ul style="list-style-type: none"> • Disruptive technologies • Infrastructure and architecture • Digital transformation strategy • Digital automation
Data science	<ul style="list-style-type: none"> • Data visualization • Big data
Digital experience	<ul style="list-style-type: none"> • Designing digital experiences
Agility for digital transformation	<ul style="list-style-type: none"> • Agile methodologies • Agile mindset and culture
Digital marketing & communications	<ul style="list-style-type: none"> • Social media marketing
Virtual work	<ul style="list-style-type: none"> • Virtual collaboration
Digital competencies	<ul style="list-style-type: none"> • Computational thinking • Cross-functional collaboration • Continuous learning

Effective training for today's learners and organizations:

- Prepares workers to build the digital capabilities essential for today and tomorrow.
- Delivers relevant ideas—exerting an immediate impact on learners' jobs and/or the projects they're working on.
- Supports anytime, anywhere learning with mobile and app-enabled capabilities.
- Takes advantage of digital tools to achieve a modern look and feel reflecting the digital economy we all live in—which helps keep learners engaged.
- Uses digital to support micro-learning, further fostering engagement.
- Leverages digital to curate and regularly update best-in-class collections of assets that learners can choose from, depending on their preferred learning style—such as videos, written thought-leadership pieces, podcasts and other audio presentations and interactive infographics.

By partnering with your organization, Skillsoft provides personalized learning solutions for diverse audiences that align with your business needs to ensure your employees have the skills and behaviors critical for success in the digital age.

[Visit our website](#) to learn how our learning content can support your organization.

Try Skillsoft content for 14 days.

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FREE TRIAL

ABOUT THE AUTHOR

KRISTIN SHACKELFORD

Kristin Shackelford serves as Skillsoft's Organization Transformation Solution Principal for North America and EMEA. A seasoned strategist in the talent and learning industry, Kristin has over 20 years' experience bringing relevant industry insights and practical experience to many of the largest global enterprises.

As a seeker of insights and customer partner in building the workforce of the future, Kristin is passionate about helping organizations develop new capabilities for the digital age to ensure they are armed with the right knowledge to future proof their organization. With the objective of a stronger DevOps culture, Kristin's expertise secures greater confidence amongst Senior Leaders to break down organizational silos and accelerate projects.

Kristin regularly speaks and consults on current topics including developing leaders for the digital age, women in leadership, gender parity and its impact on business, digital transformation, and impact technology and globalization have on culture, people and organizational talent strategy. The power of continuous learning and innovation are key themes across these customer discussions.

She is instrumental in two of Skillsoft's premiere customer centric forums:

- Skillsoft Digital Council: a cross-collaborative council where executives, practitioners, and thought leaders across lines of business come together to discuss the implications digital transformation and what forward thinking tactics will accelerate transformation and contribute to a future proof strategy.
- Innovation Day: a lively, relevant, workshop among business leaders and practitioners, in collaboration with Skillsoft and industry transformation thought leaders intended to identify ways to accelerate digital readiness within your organization, demystify technology trends, improve cross-functional team performance.

Kristin has served on the advisory board for the Center for Talent Reporting and is a member of various professional groups.



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ABOUT SKILLSOFT

Skillsoft is a front-runner in corporate learning, delivering beautiful technology and engaging content that drives business impact for modern enterprises. Skillsoft comprises three award-winning systems that support learning, performance and success: Skillsoft learning content, the Percipio intelligent learning experience platform and the SumTotal suite for Human Capital Management.

Skillsoft provides a comprehensive selection of cloud-based corporate learning content, including courses, videos, books and other resources on Business and Management Skills, Leadership Development, Digital Transformation, Technology and Developer, Productivity and Collaboration Tools and Compliance. Percipio's intuitive design engages modern learners and its consumer-led experience assists in accelerating learning. The SumTotal suite features four key components built on a unified platform: Learning Management, Talent Management, Talent Acquisition and Workforce Management.

Skillsoft is trusted by thousands of the world's leading organizations, including 65 percent of the Fortune 500. Learn more at www.skillsoft.com.