



# Be Match-Fit for Leading Digital Transformation in Today's Business Landscape

**MASTERINGSAP**  
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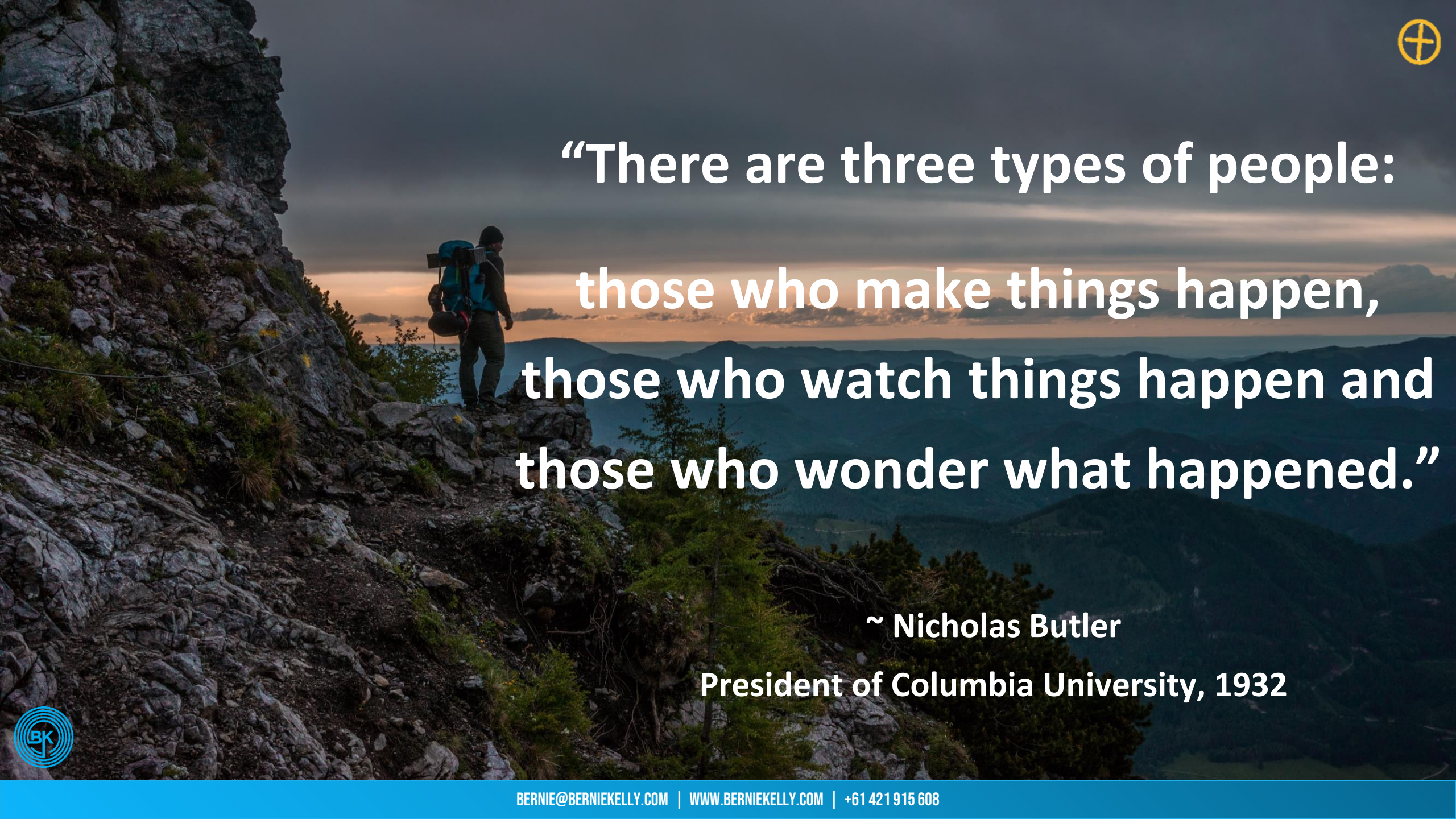
7 - 8 June, 2023  
Melbourne



**Bernie Kelly**

HR & Payroll | Financials | Data & Analytics | Tech & Cloud | Security & Risk





**“There are three types of people:  
those who make things happen,  
those who watch things happen and  
those who wonder what happened.”**

**~ Nicholas Butler**

**President of Columbia University, 1932**





# Leave this session understanding critical questions for every Digital Transformation leader:

- Why the context has shifted and how this shifts communication to positively influence Sponsors, Executive colleagues, and teams.
- How to expand the view of opportunities and risks when planning your change program in the context of ongoing disruption.
- How you ensure your transformation projects are sponsored, led, and owned accordingly.
- How to more effectively define and communicate roles during transformation.
- How you avoid change fatigue and create energy to embed.





# Bernie Kelly

## Transformation Partner

I am passionate about accomplished leaders continuing to lead their intended Digital transformation through ongoing business disruption.

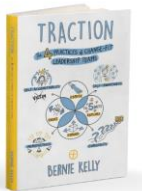
This drives an obsession with expanding beyond expertise and raising levels of Leadership Match-fitness for the shifting landscape.

### Author of:

- TRACTION: The 4 Practices of Change-fit Leadership Teams
- READY Digital Transformation Leadership E-book series
- The Bright, The Bold & The Board due for release 2023.



The Bright, the Bold & the Board: Leading Disruption with Grace  
Due for Publication 2023.



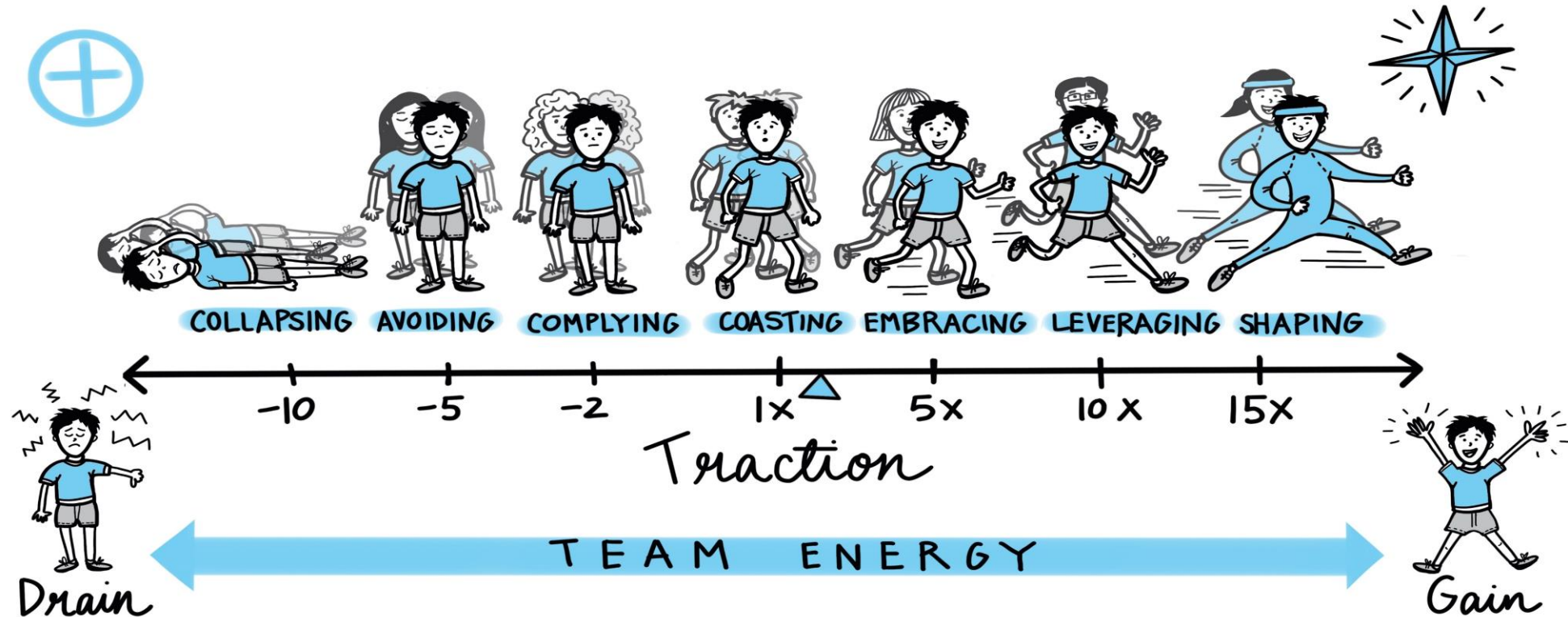
Traction: The 4 Practices of Change-fit Leadership Teams.  
Published 2020.





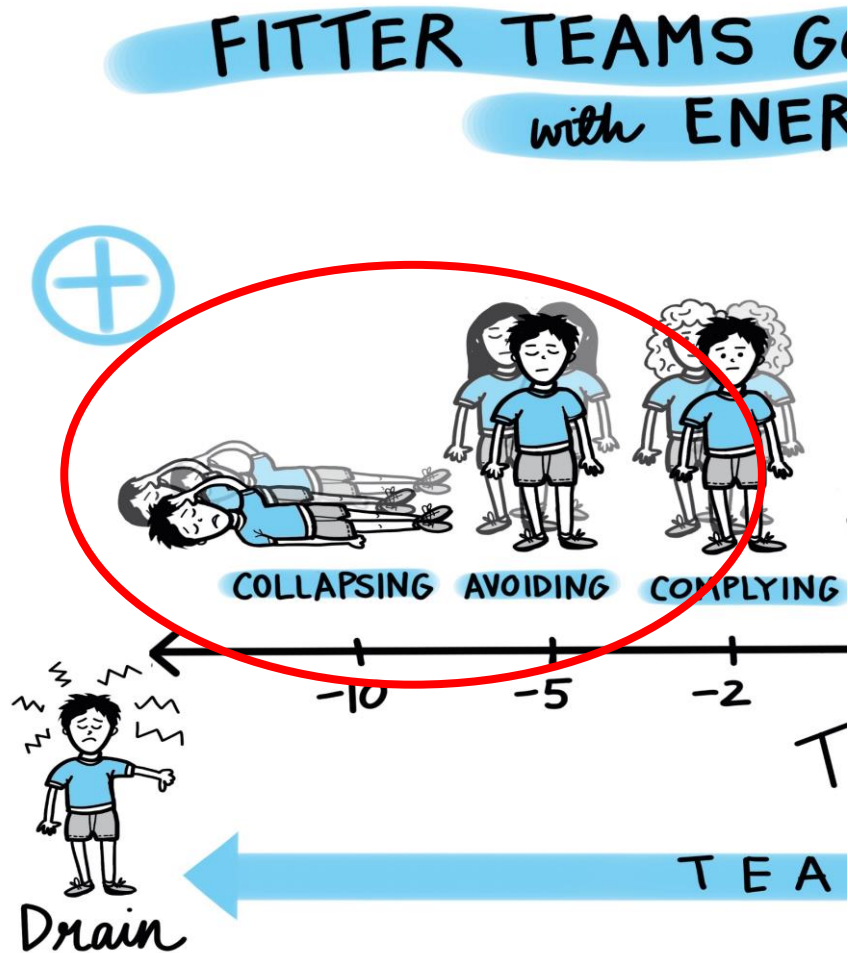
# Is this session for you?

**FITTER TEAMS GO FURTHER and FASTER**  
*with ENERGY to GO AGAIN*





# This Masterclass is NOT for you if:



- You assess the leadership team here in Match-fitness.

In fitness metaphors, this is SICK CARE.

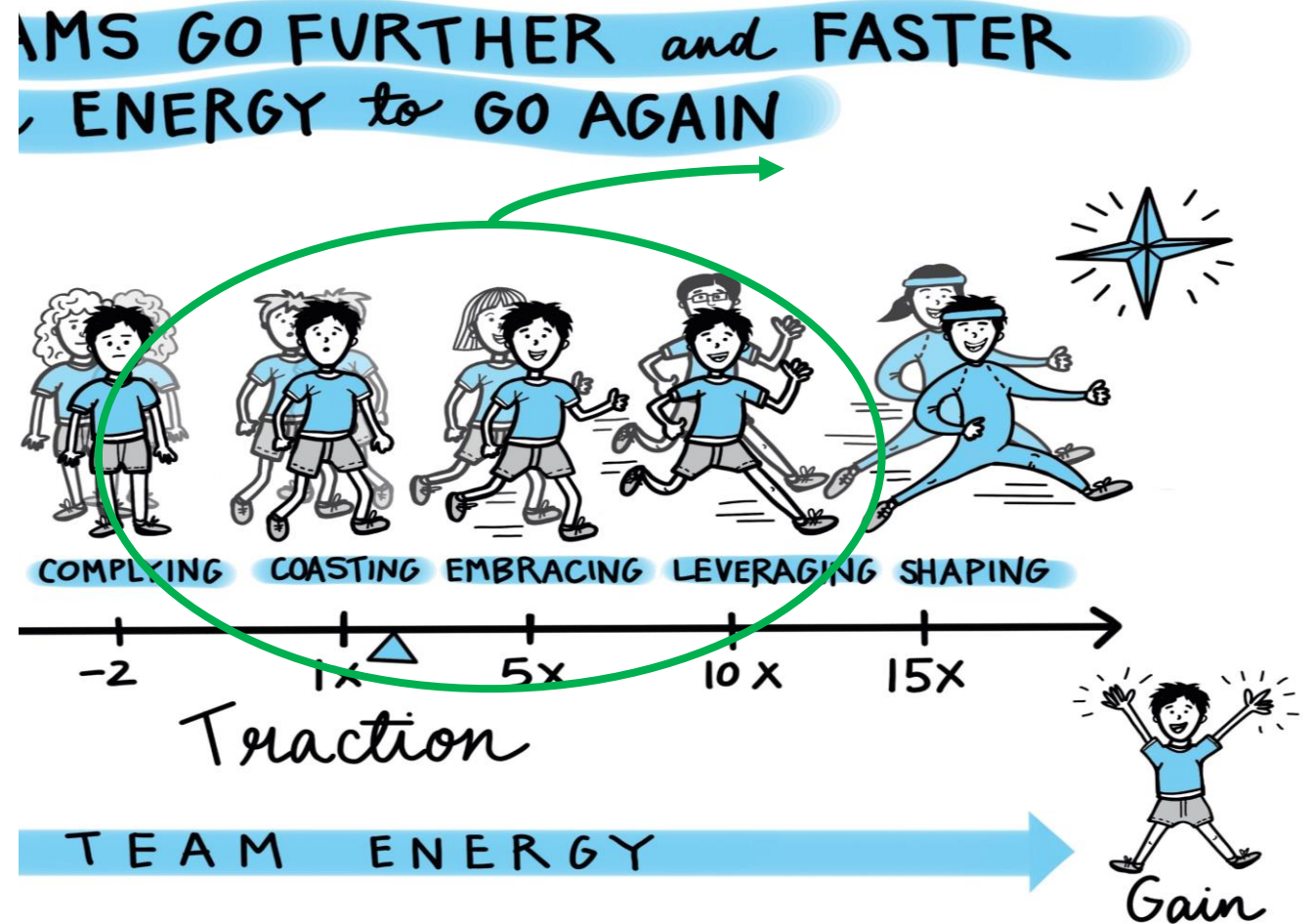
IT IS A DIFFERENT TOPIC.





# This Masterclass IS for you if:

- You assess the leadership team here in Match-fitness.
- You are a leader who is curious and aspiring to lift Match-fitness for leading Digital Transformation in today's business landscape.







 **Fit for one thing, not necessarily another?**



# STEEPLE Strategic Analysis



**Social**

**Technological**

**Economical**

**Environmental**

**Political**

**Legal**

**Ethical**

STRATEGIC   
OPPORTUNITY  
RISKS



TWO SIDES OF  
THE SAME  
COIN



# At a high level we see



## Social

Rising anxiety and mistrust of institutions, the definition of 'workplace' just changed.

## Technological

Convergence of multiple exponential information capabilities: Data & knowledge capture / Processing power / Connected tech / Data storage capacity / Information distribution.

## Economical

Industries are reinventing, requiring massive upskilling and reskilling, Global trade assumptions are reshaping due to geo-politics. Environmental and Economic drivers are converging.

## Environmental

The move away from Fossil fuels is mainstream global finance now. Insurance cost assumptions are being reset. Electrification is embedded in National and Corporate plans and timetables.

## Political

No war is a distant war. Inter-connected global politics and trade

## Legal

Legislators globally playing catch up with exponential growth and consequences of technology platforms.

## Ethical

Ethics can be contentious within a shared culture. It's now global, and situations can be recorded visually where we are eyewitnesses.







## When we look more deeply we see

- Knowing what to prioritise is a pressing leadership issue.
- Strategic shift from primarily Efficiency within operating models to creating relevant Business and Operating models.
- Today's “underperforming” transformation is a starting risk for our next strategic cycle.





# Knowing what to prioritise is a pressing leadership issue

- **85%** of CEOs say it is increasingly difficult to know what to prioritise / they don't know where to start.
- **95%** report having enough resources to invest in new technologies and digital solutions, but **83%** find that their Board of Directors often impedes the process.
- **72%** say their Executive team lacks the agility to deal with the ongoing disruptions.



Source: Credit to AlixPartners – Disruption Index 2023





# Creating relevant Business and Operating models is now mainstream leadership work

**85%** of senior leaders have experienced **two or more** major transformations in the last 5 years alone.

Source: EY 2021 Global Board Risk Survey

**98%** expect to change their business models in the next three years.

Source: Credit to AlixPartners – Disruption Index 2023





# Today's 'underperforming' transformation is a starting risk for our next strategic cycle

Two-thirds **(67%)** said they have experienced at least one underperforming transformation during this time.

At the end of an underperforming transformation, the negative emotional impact is massive. **75%** of the workforce reported negative emotions, including **31%** who experienced sadness, upset or depression.

Overall, negative emotions in the workforce increased by more than **130%** in an underperforming transformation.



Source: EY 2021 Global Board Risk Survey



# The self led fitness levels can be broadly recognised



## Managerial Led Transformation

Leadership and functional roles respond to the opportunities and risks outlined in the current strategy

- Conceptual strategy
- Efficiency vs Relevance given light intellectual acknowledgement

- Additive
- Rising activity
- Difficult to prioritise

- Delegated engagement
- Sponsors take observer view

- Little of who we will need to BE



**STRATEGY**  
(Thinking)



**DELIVERY**  
(Doing)



**ENGAGEMENT**  
(Feeling)



**PURPOSE**  
(Being)

## Bright, Bold & Board Led Transformation

Leadership lead intentionally, individually and collectively, growing transformation capacity as they pursue their purpose

- Emergent integrated strategy
- Expanded deeper perspectives

- Transitions
- Letting go for the important to flourish
- Activity and technology within context

- Strong relationships and personal adaptability
- The lived experience expands insights

- Connect to what really matters





# Your Match-Fitness for Leading Digital Transformation in Today's Business Landscape

**“The future is already here.  
It's just not evenly distributed yet.”**

**~ William Gibson**

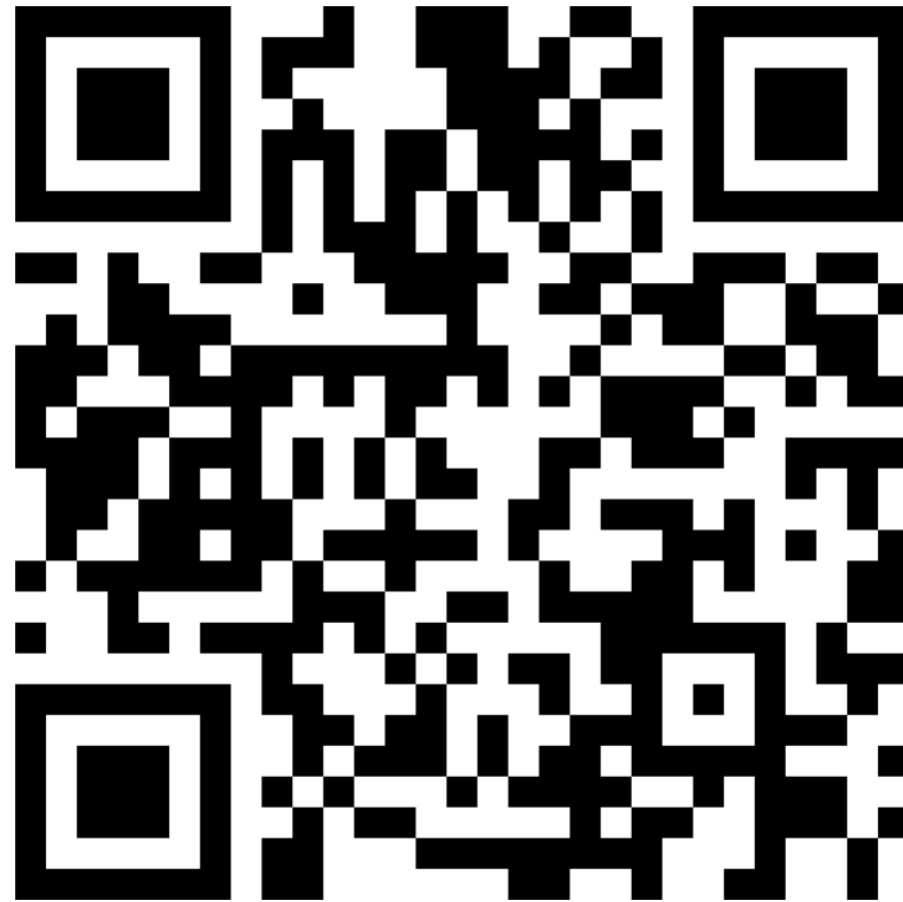
**Like a Personal Trainer would consider our personal fitness, we all have different contexts, objectives and histories when considering our fitness requirements.**







# It is your Fitness that matters





**Is being Match-Fit for Leading Digital Transformation in today's Business Landscape relevant to you?**

**Are you going to make it happen?**

**Will you get going today?**



[www.BernieKelly.com](http://www.BernieKelly.com)



[@berniekelly100](#)



[Bernie@BernieKelly.com](mailto:Bernie@BernieKelly.com)



+61 421 915 608

- **Connect with me on LinkedIn** and subscribe to my free weekly newsletter. This week's article "Know the 3 Base Fitness Levels that Determine your Digital Transformation Leadership Path" is like a cheat sheet for you to lead conversation in your network considering Fitness for Business Transformation.
- **Email** [support@berniekelly.com](mailto:support@berniekelly.com) to participate in **The Fitness for Business Transformation Index 2023** global survey, which will be in progress July/August 2023.







# To your ongoing success

Our gift to you:

## Ready Digital Transformation Leadership E-book series

**Book 1:** The Only Certainty is Change

**Book 2:** Leadership Team Change-fitness is Like Personal Fitness

**Book 3:** What to Focus on to Build a Change-fit Leadership Team

**Book 4:** Traction Through Transitions



# READY

## Digital Transformation Leadership

### Book 1

The Only Certainty is Change

Bernie Kelly

FOREWORDS:

Paul Kurchina  
&  
Judith O'Callaghan

MASTERINGSAP

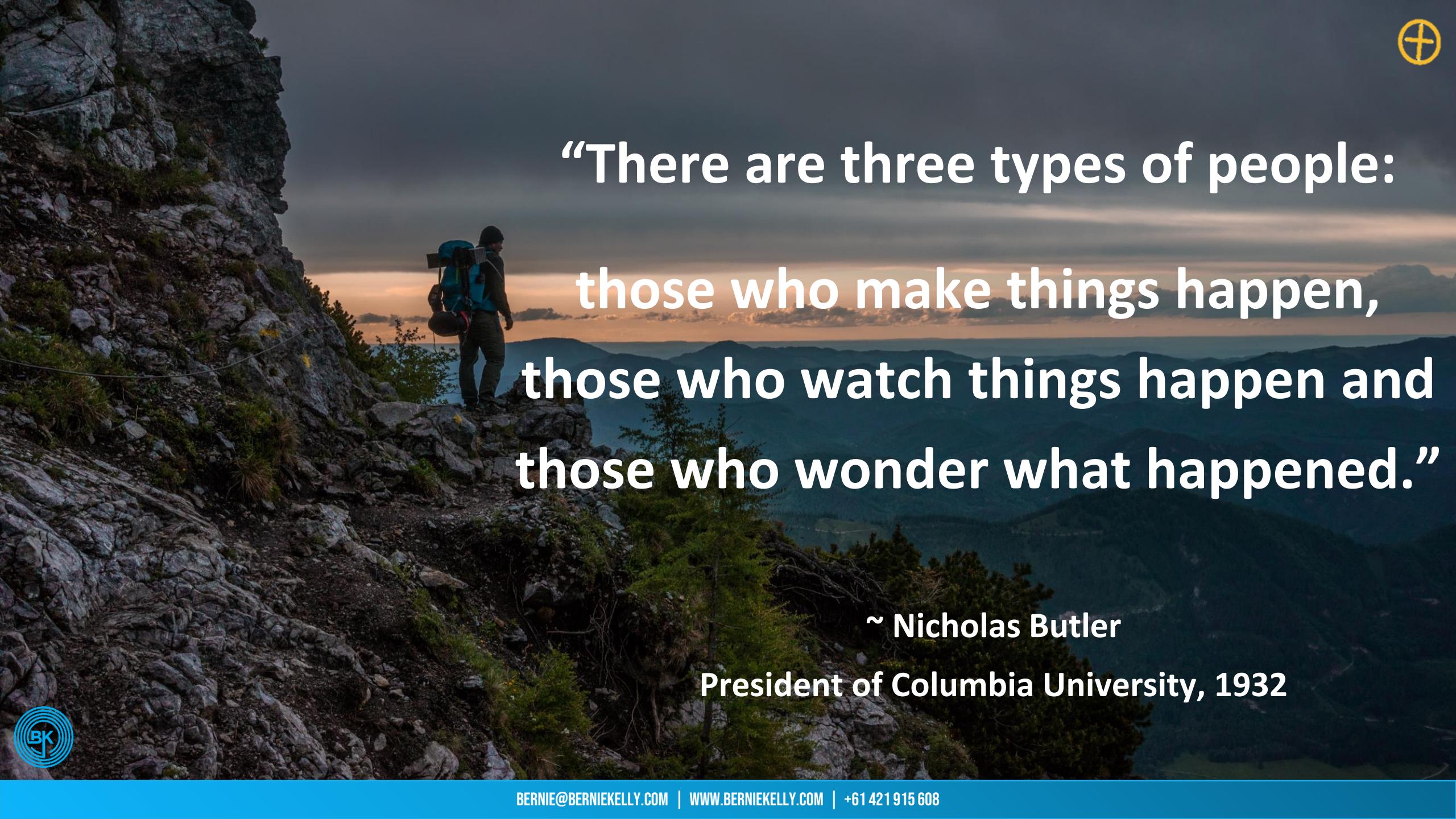
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