



BUSINESS **AGILITY**
CONFERENCE

SOUTH AFRICA

Lessons learned in leading a Digital Transformation

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- Position: **DBA Candidate/Consultant | Leading Digital Transformations in (South) Africa**
- Title of Talk: **Lessons learned in leading a Digital Transformation**
- **Bio:** Nola Dlamini holds a Masters in Engineering from UCT and has studied at GIBS, INSEAD and the Imperial College of London. She is a Telecoms Engineer with 24 years' experience in technology, strategy development and leading change. Nola established the position of Head of Digital Transformation for the Vodacom Group. Under Nola's leadership, Vodacom won the global award of 'Fastest Digital Transformer 2018/19' in the VF Group. Vodacom further received recognition for being the second fastest exponential organisation on the JSE top 40 – based on an independent survey done by OpenExO, Singularity University



Lessons from Leading a Digital Transformation

Nola Dlamini

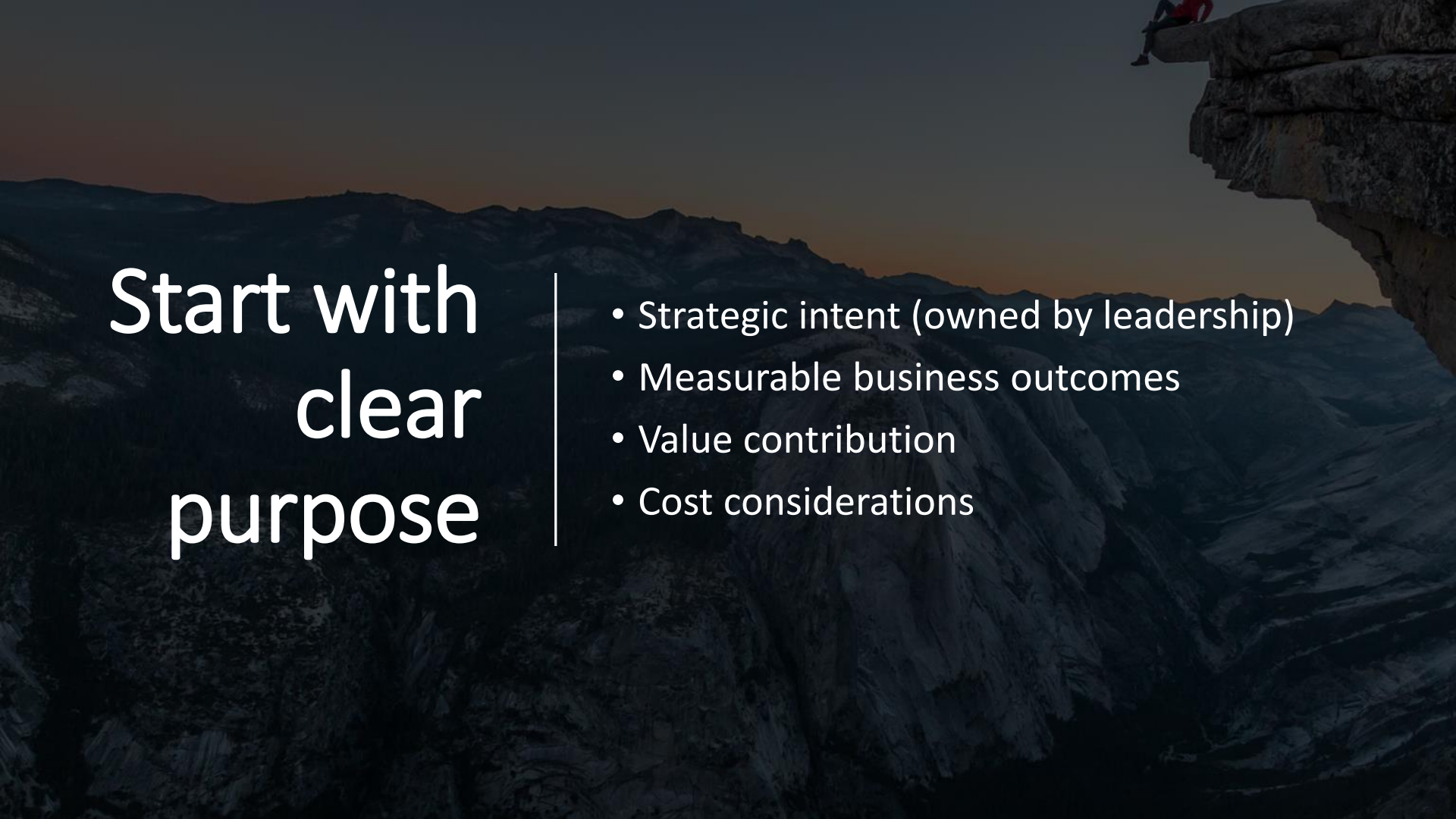
A photograph of a paved road stretching into the distance, flanked by dense green trees. In the far distance, a shimmering, reflective surface on the road creates a mirage effect, appearing like a body of water. The sky is overcast and grey.

Mirage
...an optical illusion caused by
atmospheric conditions

i.e. “hot air”

A broken metal ring, possibly a wedding band, lies on a dark, textured surface. The ring is split into two pieces, with a small gap between them, symbolizing a broken connection or a question mark.

Digital Transformation \propto Agile
?

A person is sitting on the edge of a dark, rocky cliff. The background shows a vast, dark landscape under a sunset sky with orange and yellow hues. The overall scene is dramatic and contemplative.

Start with clear purpose

- Strategic intent (owned by leadership)
- Measurable business outcomes
- Value contribution
- Cost considerations

Draft a plan

1. Ownership
2. Subsets
3. Metrics
4. Reporting

Note: This is not a linear project plan.



The Plan

1. Customer & Offer Management
2. Operating Model (WoW, Culture etc.)
3. Technology
4. Operations

The two faces of
Digital Transformation

Customer vs Employee



Operating Model

1. Objective is *to enable* the business to deliver
2. Start off with a 'wire frame'
3. Fill in detail
4. Adjust the model with learnings gained





Culture

- Identify aspects that will not fit the future
- Start with leadership
- Collaborate on a new culture identity
- Decide on a mechanism to drive change
- Act

Leadership

A lighthouse with a red lantern room stands on a dark, rocky shore. Large, white-capped waves are crashing against the base of the lighthouse and the shore, creating a dramatic and powerful scene. The sky is dark and overcast. The overall mood is one of resilience and steadfastness, which serves as a metaphor for leadership.

1. Who leads the transformation?
2. Ownership versus participation
3. Conversation in and outside the room
4. Priorities reflected in actions
5. Behaviour and culture impact
6. Learning from failure

People & Change

A group of people are running in a dimly lit hallway. The focus is on their legs and feet. One person in the foreground is wearing colorful, abstract patterned leggings and white sneakers. Another person to the right is wearing blue jeans and black sneakers. The background is blurred, showing other runners and a brick wall.

1. Invest in change management and communication
2. Ensure that skills and roles required for the future is identified and opportunities communicated
3. Don't avoid the RPA question



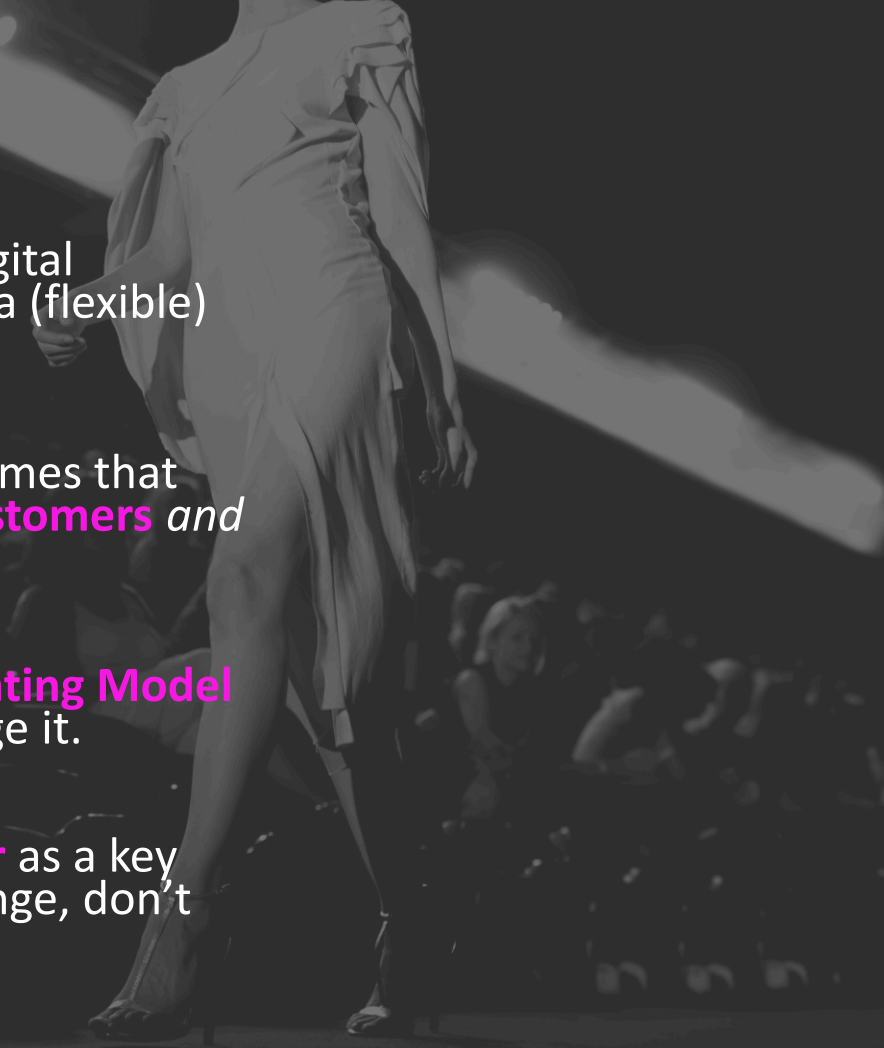
Press any key to continue_

Technology Platforms

- Exponential change – AI, AML, RPA, data driven, analytics etc.
- Technology is the business model cornerstone
- Enabler or inhibitor of execution
- Legacy versus new
- Tool up!

In brief...

1. **Know the 'why'** of the digital transformation and have a (flexible) plan.
2. Decide on business outcomes that will **add value to your customers** *and* your business.
3. Draft a 'wireframe' **Operating Model** and be prepared to change it.
4. See **leadership behaviour** as a key enabler. Manage the change, don't leave it to chance.



Minds, like
parachutes, work
best when open...

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