The
Digital
Leadership
2024
Perspective

Why are senior leaders digitally detached?

Insights from 2,138 leaders across four continents

2024 Research presented by:

The Digital Leadership Specialists
(Jeremy Blain and Robin Speculand)

BRIDGES™
Business Consultancy Int.

Performance Works
Rethink Leadership

Contents

Executive Summary –
Progress with a "Big But . . ."

The Progress

Digital transformation has created many breakthrough successes and efficiencies for companies. Our latest research reveals that:

- **Leading in a digital world is on the right track** – Leaders are coming to terms with the many moving parts of digital transformation and starting to incorporate them into their companies.
- **Being digitally confident** – Almost two out of every three leaders interviewed believe they were able to guide their organization through its digital transformation.
- **Adopting new measures** – Leaders recognize the importance of creating new measures to track the value gained from digital transformation.

The Big But . . .

- **Becoming digitally detached** – This year's research across four continents identified a major gap in that C-suite and board members are overestimating the state of digital transformation implementation, potentially resulting in misalignment, poor CapEx, and inconsistent DigEx investments.
- **Missing the purpose for digital** – Senior leaders have not identified the driving force behind the transformation – the customer. This is a critical stumbling block.
- **Leaders are under greater pressure to improve their digital knowledge** – the ever-accelerating pace of digital transformation continues to challenge leaders to upscale themselves and adjust their leadership in guiding their organization through the transformation.

Digital Leadership Research Highlights

The research revealed the most important factors for leaders and boards to embrace as they shift into positive, transformational action. From the 2,138 leaders interviewed across four continents—Asia Pacific, North America, Europe, and Africa we identified:

01

Disconnect exists between strategic and operational leaders.

Senior leaders are more confident about their organization's ability to digitally transform, whereas leaders closer to the operational reality disagree with them. With reason.

02

Half of all leaders are missing the customer opportunity.

Alarmingly, 50% of the respondents did not believe their digital transformation was improving their customers' experience. This is especially crucial given digital transformation's central aim is to deliver exceptional customer experiences.

03

Leveraging digital for the good of the customer is a vast opportunity.

Leveraging digital to improve the end-to-end customer experience and value represents an immediate competitive advantage for leaders who have the courage and tenacity to transform their organization around the customer.

04

Many leaders are not effectively leveraging data.

The 2024 research reveals that 60% of all respondents are struggling to use data to make more effective and better decisions. By comparison, our 2019 research found 70% of leaders were not leveraging big data at any level. This is important, for example, as data allows for more rapid and better decision-making. The five years of relative immobilization in data usage implies the urgency for action for those organizations and leaders who are lagging in this area.

05

Culture building continues to be a challenge.

With only one in two leaders believing that organizational culture underpins successful digital transformation, culture building continues to be both a challenge and a missed opportunity.

Our 2019 research identified that one of the top three reasons why two-thirds of companies fail in their transformation is because they do not change their culture. (The other reasons were senior leaders being reluctant to change their mindset and only applying "digital lipstick" to small areas of the business without transforming the whole business model.) After five years with little cultural change, culture building has become even more urgent as a critical component of digital transformation.

06

Digital acknowledgment is not converting into leadership action.

Our research in 2024 notes that 72% of all leaders interviewed recognize that digital transformation is a top concern. The research, though, pointed to a state of immobilization among senior leaders in terms of converting their knowledge into taking the right actions. That immobilization is affecting companies' ability to transform.

Five Years of Research Analysis

Our 2019 research highlighted that 40% of all leaders surveyed were not ready or willing to accelerate digital transformation. Fast-forward to 2020 and the global pandemic became a catalyst for becoming digital. This shift was key, given that one of the top three reasons for digital transformation failure was senior leaders' reluctance to change their mindset and accelerate the actions needed.

This 2020 pandemic proved that leaders could rapidly change their mindset, and their business could be reimagined, redesigned, and changed in an accelerated way.

The most competitive and adaptable senior leaders have been reaping the rewards of this mindset shift, although they are still in the minority.

For many companies, especially traditional ones, digital transformation turns into restructuring their whole business model. This starts with shifting mindsets at board and senior executive levels. Yet, five years after first researching this topic and despite the pandemic accelerator, only one in three companies is successfully implementing the strategy. This is according to the Bridges Business Consultancy Int., McKinsey & Co., IBM, and others. Even with the right mindset, it is no guarantee of success.

Organizations and leaders still have time to grasp the transformation opportunity more urgently, but time is running out. 2024 needs to see an accelerated change in mindset and transformational action, led from the top, with everyone aligned, supported by appropriate investment budget, and with a robust, measurable implementation road map.

Digital Leadership Specialists: Supporting Your Efforts

Robin Speculand and Jeremy Blain are specialists in digital transformation. They created the Ticking Clock© Model, a proprietary transformation model featuring 3 strategic stages and 11 operational steps. These steps have been tweaked to reflect 2024 research.

" The question is not, "What is our digital strategy for our organization?"

But

"What is our strategy in a digital world to create customer value?"

The Ticking Clock© Model is accompanied by a comprehensive [Digital Leadership e-Playbook](), which is designed for leaders to understand how to successfully transform in a digital world and build their own transformation road map.

The Ticking Clock© Model provokes your thinking and leads to taking action by:

- Understanding what digital means to your customers and organization.

- Providing a model to guide you through your digital transformation journey.

- Asking provoking leadership questions for each of the 3 strategic stages and 11 operational steps.

- Identifying the goal for each stage and step.

- Learning lessons from others who have failed.

- Providing related digital insights, case studies, and stories.

- Provoking thinking at each step through video introductions by the authors.

- Providing worksheet pages after each of the of the 3 strategic stages and 11 steps so you can build your own road map.
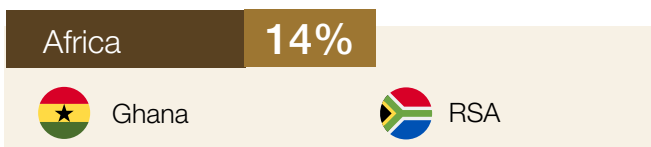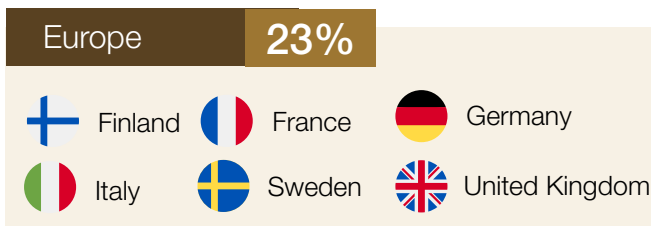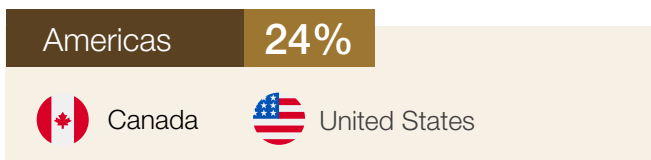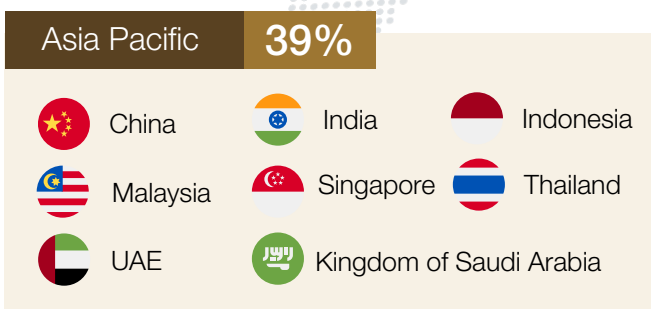
Questions? Contact Robin (Asia Pacific) and Jeremy (Europe, UK, and USA):
bridges@bridgesconsultancy.com | info@performanceworks.global

Research Breakdown – The Headlines

Total surveys completed:
2,138

4 regions

18 countries

Asia Pacific	39%

- China
- India
- Indonesia
- Malaysia
- Singapore
- Thailand
- UAE
- Kingdom of Saudi Arabia

Americas	24%

- Canada
- United States

Europe	23%

- Finland
- France
- Germany
- Italy
- Sweden
- United Kingdom

Africa	14%

- Ghana
- RSA

Number of Questions

Based on the principle that less is more, we asked fewer questions to more leaders across a larger number of geographies than in 2019. We also scaled down to six essential questions about digital transformation. See the questions and resulting responses that follow.

Level Split

52% C-Suite and Board Members

48% Executive Senior Leaders (includes function, division, regional, and country heads)

Company size representation

Large enterprise and multinationals

43% (251 employees or more)

Medium-sized enterprise and multinationals

34% (101-250 employees)

Small business / scale-ups
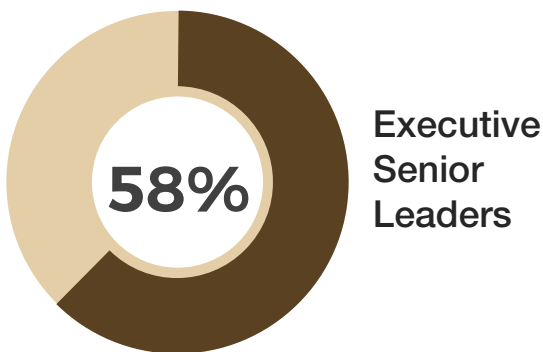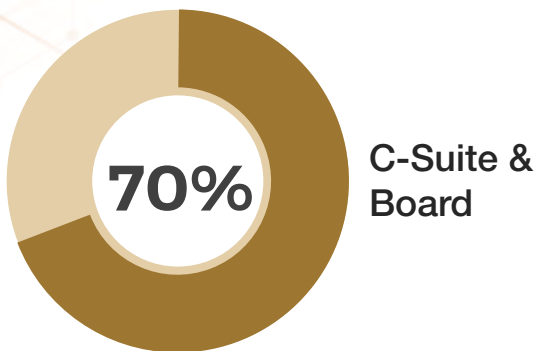
23% (1-100 employees)

Interview Questions and Responses

Q1

How confident are you in your leadership ability to guide your organization through its digital transformation?

(Scale of 1 to 10)

Confidence Level:

70% C-Suite & Board

58% Executive Senior Leaders

> "*This result masks a disparity of opinion between the positive C-suite group and the executive senior leaders who are closer to their organization's operation but not as confident as C-suite respondents.*
>
> *This digital detachment of these leaders and board members can potentially lead to investing in the wrong areas and wrong technology, as well as the wrong strategic focus, leading to misalignment across the company.*"

C-suite and board digital detachment can be devastating.

Digital transformation is crafted at the top and implemented from the bottom.

The leaders articulate what digital means and how to implement it. The employees participate in the implementation through the numerous digital activities, such as design thinking, hackathons, and customer journey mapping. The C-suite and board members' detached view of the transformation performance can become a roadblock as they fail to support, align, and provide the right resources for employees, and then invest heavily in the wrong technology.

Digital Do

To eliminate the digital detachment, C-suite and board members need to seek more actively to understand customers and their own company's day-to-day operations. They can, for example, visit customers more frequently to discover the job to be done, adopt reverse mentoring, participate in customer data analytics, mentor a design thinking activity, and conduct a hackathon only for senior leaders and board members. These actions aim to embed the voice of the customer into the boardroom and close the digital detachment gap.

Digital in Action

In 2017, the LEGO Group faced a pivotal moment as their sales growth plateaued, marking a shift from a period of robust expansion. This slowdown was attributed to a challenging retail landscape externally and internal factors like diminished innovation momentum and a lack of precise execution.

Addressing this, Loren I. Shuster, LEGO's chief people officer, created a transformative initiative to engage the leaders in the digital transformation. LEGO formed a diverse working group of 15 members, representing various functions, regions, and lengths of service. This group embarked on a journey to devise a revolutionary approach grounded in LEGO's core values and principles, culminating in the "Leadership Playground Manifesto." This manifesto defined that leadership is for everyone and that leadership as an act — not a position — in which leaders create the space to energize everybody, every day by being more focused, curious, and brave.

The LEGO Leadership Playground combines the fun and creativity of LEGO building with leadership development and team-building exercises. It involves:

- **Hands-on Learning:** Participants engage with LEGO bricks to construct models that symbolize different leadership and teamwork ideas. This tactile method brings abstract concepts to life, facilitating easier comprehension.
- **Collaborative Exercises:** Whether in teams or individually, participants engage in building exercises. These are designed to illuminate various teamwork facets, like effective communication, problem-solving, and creative thinking.
- **Reflection and Discussion:** Post-construction, guided discussions enable participants to share their models and the thought processes behind them. This step bridges the gap between the LEGO activities and real-world leadership scenarios.
- **Customized Themes:** The LEGO exercises can be specifically tailored to meet the unique needs of an organization, align with leadership ideologies, or address specific team dynamics.
- **Interactive Learning Environment:** The engaging and playful nature of LEGO building fosters a relaxed learning atmosphere. This setting encourages open dialogue and imaginative thinking among participants.

"At its core, the Leadership Playground is a network and a safe place where people and communities connect, where you find inspiration and inspire others. To bring the Leadership Playground to life we emphasise three key leadership behaviors: being curious, focused, and brave." – LEGO, Loren I. Shuster, chief people officer

A key takeaway is that organizations need to create the culture and environment that encourages experimentation in the digital world where both employees and leaders feel safe.

How effectively has your organization transformed by leveraging digital to improve the customer experience?

(Scale of 1 to 10)

Effectiveness Level:

5.2 C-Suite & Board

4.8 Executive Senior Leaders

5.0 Total Leaders Average
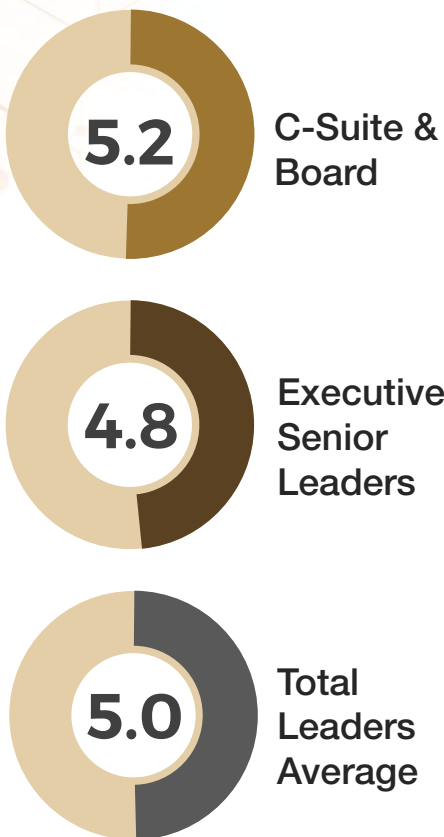
> "
> *Only 50% of leaders state that digital transformation is improving the customer experience.*
>
> *The main purpose of digital transformation is to improve the customer experience for both B2B and B2C (becoming data-driven dramatically reduces the gap that enables B2B to connect with the end user of the product or service), which means that 50% of leaders are failing to understand this. They are potentially conducting the wrong conversations and guiding their companies in the wrong direction, by taking the wrong actions.*
> "

Leveraging Digital Is Not as Straightforward as Leaders Anticipate.

The revelation that a staggering 50% of leaders do not believe that digital transformation is improving customer experience is alarming. It raises questions of concern, as all leaders are responsible for identifying how digital can enhance their customers' experience, articulating how that experience will affect the business model, and determining what needs to change internally.

A critical question leaders need to discuss is how and why they are leveraging digital for their business. Is it to improve internal efficiency and reduce costs? Or is it to create an enhanced customer experience? Or both? **Organizations need to know their digital ambition**.

Digital Do

Articulate your organization's digital ambition by taking these four steps:

1. Articulate what digital means to your customer.

2. Identify what needs to change in your current business model to deliver the digital ambition.

3. Visit the customer to obtain firsthand insights about the job to be done for them.

4. Create a road map for transformation internally, specifying the right actions to be taken.

Digital in Action

Singapore's DBS Bank stated its digital ambition as "Make Banking Joyful." The bank's leaders recognized that nobody wakes up in a Monday morning wanting to do banking and that it was a painful experience. Out of this realization was born a strategy to leverage technology to make the bank invisible to its customers and thus to make banking joyful.

Implementing this ambition transformed DBS into being named the best bank in the world for five consecutive years. Internally, it inspired and guided employees to consistently take the right actions to deliver joyful customer experiences. This all started with being customer obsessed, identifying the job to be done, participating in hackathons, and then leveraging technology to make banking invisible. Piyush Gupta, CEO of DBS, explains that the bank's philosophy is customer-employee performance. Many organizations put the employee first, but in DBS they are passionately focused about putting the customer first and giving a purpose for the employees that will then deliver the performance.

A key takeaway is the importance of placing the customer at the center of your digital transformation.

How much has your culture changed as a result of your organization's digital transformation?

(Options: 20%, 40%, 60%, 80%, 100%)

Culture Change:

60% — C-Suite & Board

40% — Executive Senior Leaders

50% — Total Leaders Average
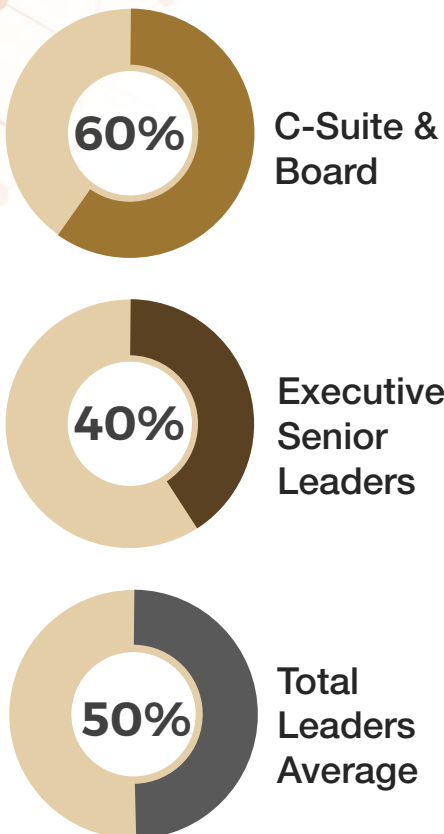
> *50% of leaders, on average, believe culture has not changed because of digital transformation.*
>
> *C-suite and board level exhibit more optimism about the organization's cultural evolution to facilitate digital transformation compared to executive senior leaders. There is also concern that 6 out of 10 executive senior leaders do not perceive a significant cultural shift occurring to support the digital transformation. This disparity in viewpoints underscores potential challenges in achieving alignment and effective implementation.*

Culture's Role in Digital Transformation Is Underrated.

Culture detachment from the C-suite and board makes any required cultural changes more difficult to implement, as the culture drives the way an organization implements its strategy. For many digital transformations and especially in traditional companies, the culture needs to change.

When an organization's culture does not support and encourage the right actions for the digital transformation—and when leaders are not actively focused on implementing the required culture changes—then the digital transformation falters and even stops.

Digital Do

Senior leaders need to understand the nature of their organization's current culture and what it takes to support the transformation. Then they have to identify the actions required to transform the culture and the business. A hard lesson is to prioritize and select fewer actions to achieve more, as this focuses and aligns the organization and its resources.

Simultaneously, C-suite and board members have to become more familiar with what needs to happen within the current culture and understand why it is happening.

Digital in Action

At the start of the Covid-19 pandemic, Pfizer and other pharmaceutical companies set out to urgently find a vaccine effective enough to prevent the disease. Typically, it takes 10 years to bring a vaccine to market. But billions of people, millions of businesses, and numerous governments were depending on this new vaccine. Pfizer had to quickly develop it by breaking many accepted rules.

Albert Bourla, Pfizer chairman and CEO, told the vaccine development team to do whatever it needed to deliver in rapid time. Team members were free to challenge all accepted norms with out-of-the-box thinking. And he said the funds to do this would be available like an open checkbook.

Bourla's approach was critical in inspiring the team and igniting new possibilities. Later, he commented, "We all agreed that the transformation we were driving would only succeed if we had the right culture, and it had to be particular to Pfizer. You can't simply go to Harvard and other top business schools and ask, 'Which company has the best culture, so we can copy it?'"

A key takeaway is that for many companies' leaders need to examine the culture to ensure it is supporting and not hindering the digital transformation.
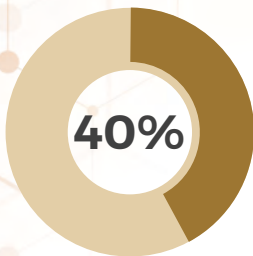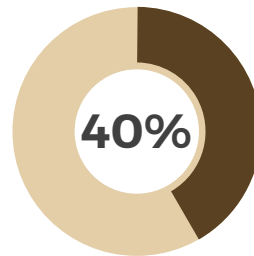
How successfully is your organization using data to make decisions?

(Options: 20%, 40%, 60%, 80%, 100%)

Data-based Decisions:

40% — C-Suite & Board

40% — Executive Senior Leaders

> *60% of all leaders are not using data to make decisions. This is the first data point in our research where consistent agreement across all leadership levels shows up.*
>
> *Data is one of the critical components of digital transformation, and the lack of its use is disturbing. The companies who are successful today use data to underpin their decision-making and their use of AI, which includes generative AI. To reinforce the use of data across the organization, they are creating new roles such as data analysts and translators.*
>
> *Yesterday's success does not guarantee tomorrow's.*
>
> *The indication is that 60% of existing senior leaders are reliant on how they previously made decisions, without evolving, learning, and challenging themselves, in data-driven decision-making terms. This leads to missing new customer opportunities and opens the door to existing and new competitors who are potentially changing faster, and who are leveraging data to explore new business models and capture new customer opportunities.*

Companies Are Struggling to Become Data Driven.

Only 4 out of 10 leaders are currently using data to make decisions. This is concerning on its own, but more concerning is that, since our 2019 research, progress toward becoming a data-driven organization has been very slow. The acceleration of AI availability and the launch of generative AI places additional pressure on companies still struggling with effective use of data.

Data-driven companies will outperform their competitors over the next few years.

Top-performing companies, for example, are moving away from using time-consuming slide deck presentations filled with historical data to using dashboards. Using visualization is tremendously powerful because the human brain processes visuals faster than text.

Digital Do

There are three significant stages to becoming data driven. Depending on the size of the organization and its adoption of digital, these stages can take up to or exceed three years to complete, and require tremendous tenacity from leaders and employees to implement. The three stages are:

1. Uploading historical data

This painful, time-consuming step can take up to 36 months for traditional companies, and it is critical that the upload is done correctly. As the saying goes, "Rubbish in, rubbish out." Using bad data can result in harmful errors and require additional funding and time to fix.

2. Adopting data

This involves changing employees' mindset to habitually use data in their decision-making. That can be even more challenging than requiring them to use data tools and platforms. It also requires ensuring there are enough scientists and translators within the organization.

3. Designing for data

New products, services, and platforms must be built to include data requirements. This supports scalability, security, and cost effectiveness.

Once in place, the data then drives the decision-making and, combined with customer journeys, allows companies to leverage customer science effectively.

Digital in Action

Netflix was one of the first companies to adopt customer science, which is the driver behind its tailored experiences and in-house content success. Netflix teams consistently scrutinize individuals' profiles for recommendations, run numerous focus groups, and test assumptions. Customer science is the fusion of data, behavioral science, and technology — predominantly AI. It combines elements from these various disciplines to understand and predict customer behavior.

The highly popular series *Black Mirror* and *The Queen's Gambit* are examples. In 2001, only 2% of Netflix recommendations were chosen by its 456,000 users. By 2020, that had increased to 80% of its more than 200 million subscribers.

A key takeaway is companies need to continuously ensure they are leveraging and acquiring the maximum value from data.
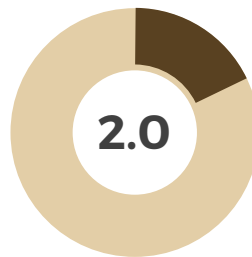
How proficient is your organization in using generative AI to enhance performance?

(Scale of 1 to 10)

AI Proficiency Level:
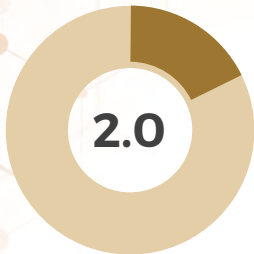
2.0 C-Suite & Board

2.0 Executive Senior Leaders

> *Results show that 8 out of 10 leaders believe they are not proficient in leveraging generative AI to enhance performance. The launch of this research coincided with the rapid adoption of generative AI, which allowed us to obtain initial leadership inputs.*
>
> *Forward-thinking companies and enlightened leaders see generative AI as an accelerator of transformation, not a disruptor, as articulated further in the recent Capgemini research insight: "Reshape our future with generative AI" – https://www.capgemini.com/insights/reshape-our-future-with-gen-ai/).*
>
> *Through frameworks, characters, and prompts, there is an opportunity to "educate" AI engines to be tailored to the industry, the organization, or a specific need.*

Generative AI Has Democratized AI and Is Rapidly Accelerating Its Adoption.

Companies are coming to grips with how to apply generative AI in their core business model. The fastest-transforming functions include finance (data capture, analysis, and visualization) and marketing (frameworks, characters, and prompts to drive targeting and communications).

For example, in the marketing space, AI is fast becoming the biggest game changer since the internet. Its future is all about social influence. Applying AI has a proven competitive advantage realized by companies such as Alibaba, Baidu, and PlanB. AI has influenced the rise of the B2B creator economy fueled by influencers and targeted generative AI. For example, flo.create is a talent support solution driven by the creator or influencer flo.create herself.

Digital Do

All leaders should ask these three questions:

1. Are we using current iterations of generative AI to work more efficiently and smarter? For example, AI might conduct research, identify provocative questions, analyze data, accelerate project delivery, improve employee education, and more. How could we deepen our know-how and the "education" of our chosen AI engine to be more focused, centered, and appropriate to our context?

2. What knowledge and skills gaps do we need to close at both leadership and employee levels to help us leverage generative AI in ways that improve the customer experience and our business?

3. To stay competitive, how can we identify the specific use cases for our business to ensure the technology aligns with our organization's strategic goals?

Digital in Action

The secret of leveraging AI is not to use a tool such as ChatGPT as an off-the-shelf solution. Rather, unlocking AI's true potential requires a build-our-own mindset. AI must be tailored to the organization's targeted customer experience promise, and going forward, it must be "educated" (part of an iterative process) based on new data measures and changing customer needs.

An example comes from Spotify with its formal launch of its AI DJ "X" in August 2023. It represents what generative AI promises. While not in its final form, "X" is constantly evolving and being updated with customer data to get better, and better, and better.

Entirely customer (listener) focused, DJ "X" is built to provide explorative experiences every time it is activated. This is how Spotify describes it:

"To create the DJ we reimagined the way users listen on Spotify. The DJ knows you and your music taste so well that it will scan the latest releases we know you'll like or take you back to that nostalgic playlist you had on repeat last year. Never has listening felt so completely personal to each and every user, thanks to the powerful combination of:

Spotify's personalization technology powered by generative AI in the hands of our music editors. The expertise of our editors is something that's important to our philosophy at Spotify.

A dynamic AI voice platform from our Sonantic acquisition that brings to life stunningly realistic voices from text."

A key takeaway is that in 2024 planning, company leaders need to be effectively integrating generative AI into their strategies to enhance the customer experience and the day-to-day business.

Source: https://newsroom.spotify.com/2023-02-22/spotify-debuts-a-new-ai-dj-right-in-your-pocket

How important are these digital initiatives to your organization's transformation?

Order in which the responses were provided as prompts:

1. Articulating your digital ambition
2. Implementing your strategy
3. Reskilling employees
4. Creating a safe environment for employees to experiment
5. Changing the leadership style to support use of digital methodologies
6. Leveraging data across the organization to make better decisions
7. Creating new measures to track the value from digital transformation
8. Leveraging AI to improve organization's performance
9. Building ecosystems to enhance customer experience

	C-Suite & Board	Executive Senior Leaders
1	Creating new measures to track the value from digital transformation	Leveraging data across the organization to make better decisions
2	Leveraging data across the organization to make better decisions	Implementing your strategy
3	Implementing your strategy	Creating new measures to track the value from digital transformation
4	Changing the leadership style to support use of digital methodologies	Articulating your digital ambition
5	Building ecosystems to enhance customer experience	Building ecosystems to enhance customer experience
6	Leveraging AI to improve organization's performance	Leveraging AI to improve organization's performance
7	Creating a safe environment for employees to experiment	Creating a safe environment for employees to experiment
8	Reskilling employees	Reskilling employees
9	Articulating your digital ambition	Changing the leadership style to support use of digital methodologies

> *The top importance from the options provided for C-suite and board is focusing on measuring the value from digital transformation, whereas executive senior leaders are most concerned about leveraging data.*
>
> *All leaders showed consistent responses about the high importance of "implementing your strategy," and 4 of the 9 digital initiatives were ranked exactly the same by both groups.*
>
> *Digital transformation continues to be a challenge for many organizations. The challenge is to identify the right path to success for your organization and prioritizing and focusing on what is most important to your customer and organization, rather than trying to do everything all at once.*

The Challenge for Leaders is Identifying the Implementation Prioritization.

Within the top four responses from all leaders, there was alignment on three. Executive senior leaders are more closely aligned and involved in the digital transformation. There can be a temptation to say this is natural, as they are closer to employees, but in top-performing companies, senior leaders on the board are also very close.

Digital Do

There needs to be more action among most senior leaders to become more engaged within the digital transformation. This initially starts with the understanding of the different digital components and concepts. It can also include:

- Participating in customer journeys.
- Adopting reverse mentoring to learn from subject experts.
- Being involved in a hackathon.
- Championing a team through design thinking.
- Restructuring meetings to minimize frequency and to adopt more data.

Digital in Action

The Haier Group of China, a global home appliance maker with over 70,000 employees, is one of the most innovative companies in the world. Its CEO and chairman, Zhang Ruimin, is among the leading management strategists of modern times. Under his stewardship, Haier was transformed from a near-bankrupt manufacturer of poor-quality refrigerators to the world's largest white goods manufacturer. At one stage, General Electric (GE) attempted to buy the Haier Group. It not only failed to buy it, but in 2016, Haier bought General Electric!

Early in Ruimin's stewardship, a story emerged that set the tone for his leadership. Ruimin was so disappointed with the quality of the fridges being manufactured that he lined up 76 defective fridges and invited the employees to join him in taking a sledgehammer to destroy them. This symbolic act resonated through the organization, declaring that defective products were no longer tolerated. Thus, quality became a critical part of Haier's new operating model.

In 2012, the Haier Group became an early adopter of horizontal management. Its leaders eliminated middle managers and created hundreds of customer-facing micro enterprises and thousands of service and support micro enterprises. Each of the customer-facing micro enterprises is responsible for its own profit-and-loss reporting. The aim? To have zero distance between the customer and the business while setting up real-time, continuous communication channels. Haier calls this approach the RenDanHeYi model.

"In the past, employees waited to hear from the boss; now, they listen to the customer."
– Zhang Ruimin, CEO, Haier Group

A key takeaway is senior leaders need to be open to being challenged as well as changing their mindset as required to support their organization through a digital transformation.

In Summary –
What Leaders Need to Digitally Do

Too many companies are still struggling in their digital transformation. To overcome lag and accelerate activity, we recommend leaders embrace these 6 critical steps to forge ahead in a productive way:

1 Articulate the digital ambition that is customer centric.

2 Constantly reinforce throughout the whole organization that digital transformation starts and ends with the customer in both B2B & B2C businesses.

3 Encourage the right actions to drive transformation and culture change, while listening and supporting employees.

4 Increase leaders' visits to the customer to understand firsthand the job to be done.

5 Ensure the organization is becoming data driven and making better decisions.

6 *Did we mention?* Make sure your digital transformation starts and ends with the customer.
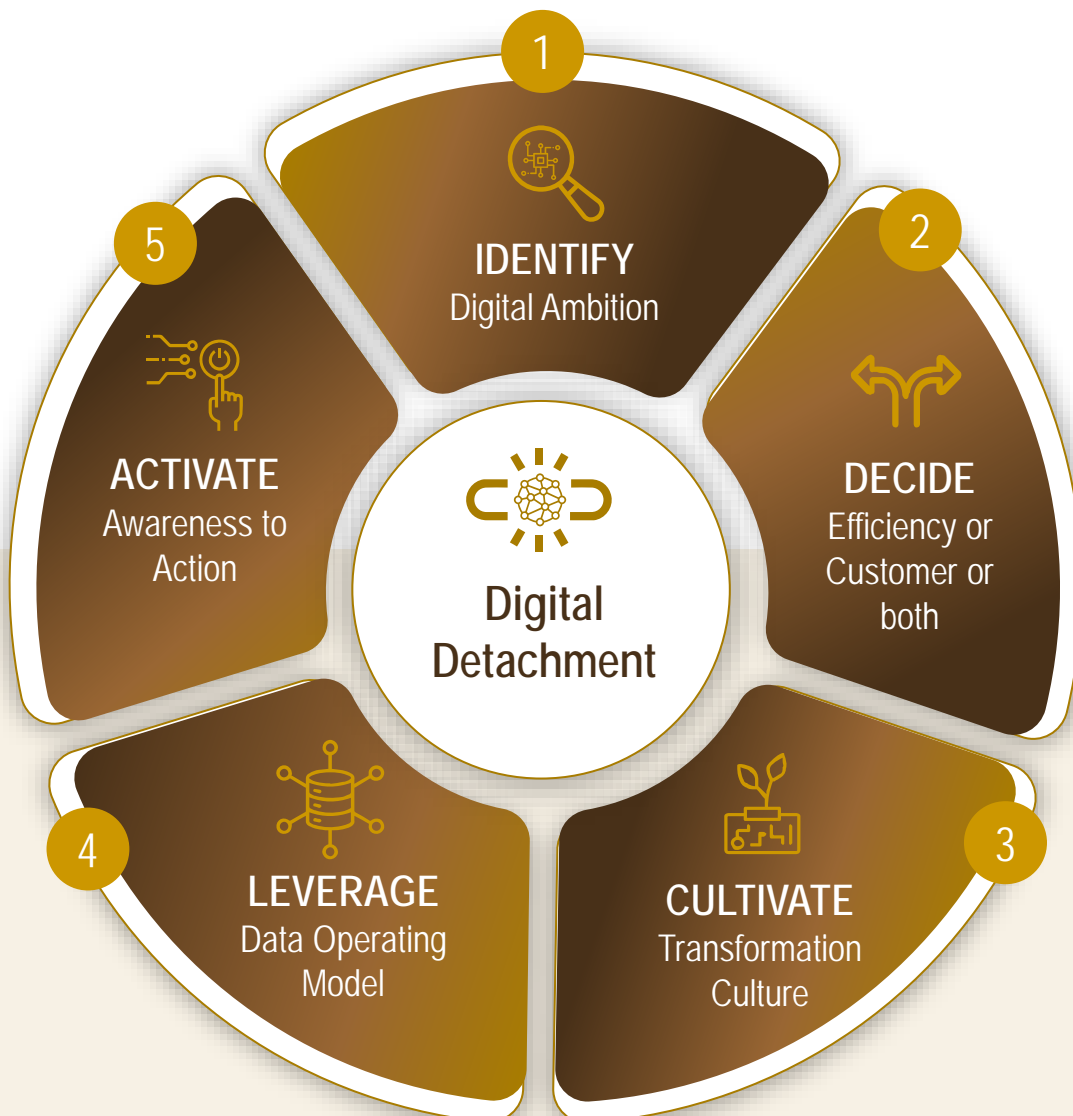
Digital Detachment to Digital Determination: IDCLA

Our 2024 research of 2,138 leaders across four continents reveals that there is a perception gap between how the C-Suit & Board perceive digital transformation from how the rest of the organization perceives it. This perception gap has been coined by us as the "Digital Detachment" gap.

As stated earlier 70% of C-Suit & Board are confident in their leadership ability to guide their organization through its digital transformation compared with 58% of Executive Senior Leaders.

The consequence of this gap is that organizations are potentially investing in the wrong technology, supporting the wrong outcomes, and providing the wrong resources.

To eliminate the digital detachment gap organizations need to take five steps which will move them from digital detachment to digital determination. These five steps are explained in the "IDCLA" model below.

1 **IDENTIFY** Digital Ambition

2 **DECIDE** Efficiency or Customer or both

3 **CULTIVATE** Transformation Culture

4 **LEVERAGE** Data Operating Model

5 **ACTIVATE** Awareness to Action

Digital Detachment

About the Digital Leadership Specialists

Robin Speculand

is a recognized pioneer and expert in strategy and digital implementation. He is driven to transform strategy implementation by inspiring global leaders to adopt a different mindset and approach. The founder of three companies, Robin is CEO of Bridges Business Consultancy Int. and co-founder of the Strategy Implementation Institute and Digital Leadership Specialists. A TEDx presenter and Thinkers50 nominee, he is a facilitator for IMD, NUS, Duke CE, and SMU, and part of Top 30 Global Gurus. As a best-selling author, he has written seven books including his most recent ones: *World's Best Bank: A Strategic Guide to Digital Transformation* (translated into six languages) and *Implement: The Discipline of Doing in a Digital World* (to be released early 2024).

Jeremy Blain

is the multi-award-winning CEO of Performance Works International (PWI), co-founder and executive director of The Transformational Leadership Acceleration Institute, co-founder and senior partner of DiversITy-talent, cofounder of Digital Leadership Specialists, and a non-executive board director for a global Web3 innovator and digital solution pioneer.

Jeremy assists companies, executive boards, and senior leaders to succeed in the digital climate amid disruption, opportunity, and uncertainty. His expertise was recently recognized by The Independent, a UK newspaper group that awarded Jeremy and Performance Works with the prestigious Best of Global Business Award 2023.

Jeremy combines his leadership knowledge and commercial success as a CEO and executive board chair in the UK and Asia with his experience as a corporate learning and human capital professional of over 25 years. Since 2020, he has produced and hosted a multi-platform "Rethink Leadership" Podcast, which is among the top 1.5% of podcasts globally.

Jeremy is also the international #1 best-selling author of *The Inner CEO – Unleashing Leaders at All Levels,* available from online bookshops globally. His new book, co-written with Dr. Rochelle Haynes, is *Open HR – A New Human Capital Framework for the Modern Workforce* (to be released in 2024).

Contact the Digital Leadership Specialists to support your ongoing digital transformation and strategy implementation.

We have more than 30 years of combined digital and whole business transformation experience to share with you. We provide tools, Harvard published case studies, and methodology that is up to date and designed to support your implementation success.

Contact Robin: bridges@bridgesconsultancy.com

Contact Jeremy: info@performanceworks.global

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