

21st Century Human Case Study



Upgrading your Global Workforce at Scale

Recently, we have been privileged to work closely with one of the world's leading industrial organizations. This client's senior leaders recognize that if their company is to sustain its success through the digital era, it must continually upgrade its skills and learning at every level of the organization. Their key challenge was how to do this efficiently and at scale. Working together, we developed and conducted the five-step end-to-end digital upgrade process described below.

1. **Explore.** As it reviewed various digital training possibilities, the company was attracted by LEF's focus on the nature of *21st Century Organizations*, as well as its emphasis on developing *21st Century Digital Humans*. Through a series of conversations, the client and LEF explored a range of potential objectives and services that matched LEF capabilities with particular client needs.

2. **Engage.** To kick off the work, the client used LEF's 21st Century Human framework to assess itself across our seven digital human categories – tools and abilities; amplifying productivity; collaboration at speed; listening and learning; personal purpose and brand; leading by example; and lifestyle integration. This data helped build a consensus on the current state of the company's digital culture, as well as what *good* should eventually look like.

The next stage of engagement involved participating in LEF's 21st Century Human workshops to fully experience LEF's approach and content. These sessions took the form of onsite pilot groups consisting of both senior executives and a variety of learning teams. The content was a mix of hands-on *haptic* learning with the latest technologies, and practical examples in agreed areas. This experience enabled the client to develop specific learning roadmaps appropriate for each organizational level.

3. **Embed.** Following the workshops, the company's learning team embedded LEF's 21st Century Human library of videos, exercises, documents and links to external content into its Learning Management System (LMS), combining it with its own on-demand educational services to enable employee access globally.

4. **Co-create.** The company and LEF then co-developed a customized, facilitated online course designed to be delivered over four or five hours, but with a two-hour break built into the middle for attending to business or carrying out various exercises. This course is now run by the company's learning team, while regularly being improved with the help of LEF and delegate feedback. With LEF assistance, the firm is also setting up its own *Xperience Lab* to maintain its sensing and haptic skills going forward.

5. **Scale.** The company has identified a number of *Digital Champions* who can promote the full range of 21st Century Human learning options now available to employees. These options now include: self-assessments, online courses, LMS content, onsite *Xperience Labs*, and even a complete two-day workshop. While the last is still facilitated by the LEF, this may well change in future.

Overall, this 5-step approach has greatly boosted the client's company-wide learning efforts, and is now an integral part of its digital transformation journey.

About Leading Edge Forum

Leading Edge Forum (LEF) is a global research and thought leadership programme dedicated to helping clients reimagine their organizations and leadership for a tech-driven future. We serve as a strategic touchpoint for CXO teams to provoke and challenge their thinking to help them win in the 21st century.

We believe that as business and IT become inseparable, virtually every aspect of work and the modern firm will need to be reimaged, and this creates exciting new digital opportunities.

Through an annual membership programme of research, events, onsite workshops and advisory services, we support senior leaders in areas such as strategy, organizational change, executive education, talent development and the future of the IT function. Members enjoy personalized access to our global network of thought leaders, clients and leading practitioners.

Leading Edge Forum is part of DXC Technology. For more information, visit leadingedgeforum.com.