

Technology Leadership Board Event Report

Overcoming Barriers to Digital Implementation





Focus Group: Prioritization of Challenges and Opportunities

Date: 12th June 2024

Hosts: Susan Lattanzio, Aida Lazaro

Centre for People-Led Digitization, Bath University

Round Table Participants: Susan Lattanzio, Aida Lazaro, Sophia Akuffo

Introduction:

On the 12th of June 2024, the Technology Leadership Board convened to address the barriers to digital implementation in organizations. The session, hosted by Susan Lattanzio and Aida Lazaro from the Centre of People Led Digitization at Bath University, featured a detailed working session focused on the prioritization of challenges and opportunities in the digital landscape. The session saw active participation from a distinguished group of leaders and professionals, including myself, Sophia Akuffo, as part of the People Lead breakout sessions.

Breakout Session: People Lead

During the breakout session, I facilitated Activity 3, where participants were tasked with identifying and discussing specific challenges related to digital skills. This collaborative effort led to the identification of three primary challenges and their corresponding solutions. The challenges discussed were:

1. Technology Adaptation
2. Skill Gaps
3. Lack of Digital Resources



Identified Challenges and Solutions:

1. Challenge in Technology Adaptation:

- **Issues Identified:**
 - Difficulty in getting people to adopt and use new technology.
- **Solutions Proposed:**
 - Engage influential people within the organization to drive the change, building trust and acceptance among employees.
 - Clearly communicate the value of technology to end users and stakeholders, emphasizing benefits such as cost reduction, increased safety, enhanced productivity, and better compensation for digital skills.
 - Implement a culture shift through company policies. This involves identifying the current state, defining future goals, and outlining a clear roadmap to achieve these goals.

2. Skill Gaps:

- **Issues Identified:**
 - Significant gaps in translating technical language for non-technical staff (acting as brokers).
 - Deficiencies in specific technical skills.
 - Insufficient depth in training and upskilling within critical fields.
 - Concerns over the quality of talent.
 - Observations that there is no significant shortage of talent; rather, there is a need for expansion over downsizing.
- **Solutions Proposed:**
 - Enhance education and active involvement in digital skills development.
 - Recruit graduates and interns, providing them with necessary system and application training.
 - Offer on-the-job training tailored to industry requirements.
 - Consider global hiring to source the best talent.



3. Lack of Digital Resources:

- **Issues Identified:**
 - Hesitancy from some companies to invest in digital resources due to the fear that employees will develop skills and then leave for better-paying jobs.
- **Solutions Proposed:**
 - Focus on retaining employees by creating a supportive and growth-oriented work environment.
 - Demonstrate the long-term benefits of investing in digital resources, such as enhanced organizational capabilities and competitive advantage.

Conclusion:

The Technology Leadership Board's session on June 12th, 2024, provided a comprehensive overview of the barriers to digital implementation and the actionable solutions to overcome them. Through focused discussions and collaborative problem-solving, the session highlighted the importance of strategic leadership, targeted skill development, and proactive resource management. By addressing these challenges head-on, organizations can pave the way for successful digital transformation and sustained growth in the evolving