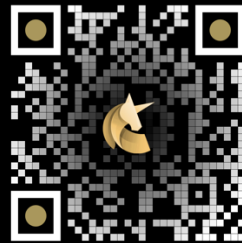# Stop Transforming, Start Evolving

Saturday, November 9, 2024 5:00 pm

Michele Brissoni

Scan for Contact Info

I'm
Michele Brissoni
High-Performance Coach

iad24
Florence

Evolution
Digital ~~Transformation~~ while **Empowering** Developers

BRIX Consulting
The forge of unicorns

Scan to visit our website

Scan to visit the SW Craftsmanship Dojo® website

SW Craftsmanship Dojo®
Developer EVOLUTION

iad24
Florence

What is a Digital Transformation?

"

Digital transformation is the rewiring of an organization, with the goal of creating value by continuously deploying TECH at SCALE. A clear digital transformation strategy focused on specific domains and enabled by a set of specific capabilities is critical for organizations to not only compete but survive. Digital transformations are not a one-and-done project; most executives will be on this journey for the rest of their careers.

by McKinsey Digital – August 2024

iad24
Florence

Reflect on Your **Digital** Transformation

iad24

Florence

How Many Digital Transformations Have You Been Part Of?

0

1

2

3

+

iad24
Florence

Agile Transformation

👍 **Human** Interaction

Process compliance 👎

iad24
Florence

DevOps Transformation

👍 Holistic **Cooperation**

Tools adoption 👎

iad24

Florence

AI Transformation

👍 Human potential **enhanced**   Massive human replacement 👎

iad24
Florence

Has Anyone Ever Seen a

WORKING

Digital Transformation?

iad24

Florence

91% of companies are undergoing DX.

$2.5 trillion invested globally (2024).

75% of employees feel unequipped.

84% of initiatives fail entirely.

70% don't meet expectations.

😳 **Only 7%** report real improvement.

iad24
Florence

The truth about

Digital Transformation.

Why Do Digital Transformations Keep **Failing**?

iad24
Florence

This talk is paired with the

Forge of Unicorns

and its

mini-series about Digital

Transformation Failures.

Scan and subscribe

iad24

Florence

The **five** killers of your Digital Transformations

These are the most common pitfalls – **avoid them at all costs!**

1. Resistance to Change, Lack of Talent

2. Failure to Translate Economic Objectives into Tactical Goals

3. Underestimating the Importance of DX

4. No Change Management Strategy

5. Underestimating Costs

Scan and read

iad24

Florence

Culture eats Digital Transformation for breakfast.

1 People, Not Just Technology: companies focus only on tech and

neglect their people.

2 Cultural Resistance: Pathological and bureaucratic cultures*

destroy psychological safety.

3 Talent Drain: In non-generative environments, top talent leaves,

leaving companies ill-equipped to evolve.

Scan and read

* Westrum R. A typology of organisational cultures. Qual Saf Health Care. 2004 Dec;13 → Link 🔗

iad24

Florence

🧑‍🔧 **How to Fix it** building a Generative Culture

1 Organizations must create an environment where **employees feel safe** to innovate and fail.

2 Collaborative continuous active learning, like a **dojo**, helps organizations build high-performance teams and a generative culture.

3 HR shift gears by implementing **DevX programs** that reward top talents, positioning them as role models within the organization.

Scan and read

iad24

Florence

2 Failure to Translate Economic Objectives into Tactical Goals

The Disconnect: Strategy Without Execution

iad24
Florence

Strategy Meets Reality: Where the Disconnect Happens

1. **Big Goal, No Execution:** board goals without tactical, day-to-day actions needed to achieve them.

2. **Failure to Bridge the Gap:** Leaders fail to communicate the business strategy effectively to the.

3. **The Strategy Black Hole:** teams struggle to turn high-level goals into actionable, trackable steps.

Scan and read

iad24
Florence

🧑‍🔧 **How to Fix it** with Behavioral Engineering

1 Organizations must break down high-level goals into specific,

measurable tactical steps that teams can execute and track.

2 **OKR** combined with **KBI*** close the gap between strategic intent

and operational action, reshaping the organization's behavior.

3 **Leaders' coaching** fosters team autonomy to translate strategy into

aligned, actionable goals.

Scan and read

iad24

Florence

* **OKR** = Objective and Key Results – **KBI** = Key Behavioral Indicators

Underestimating DX Will **Kill** Your Company

1 Short-Term Thinking: DX as a "nice-to-have" rather than an

essential part of their survival and future growth.

2 Failure to Prioritize: DX is deprioritized and treated as a

secondary goal, leading to fragmented efforts.

3 Misaligned Investment: Leaders underinvest in DX, failing to

recognize its role in **long-term competitiveness**.

Scan and read

iad24
Florence

🧑‍🔧 **How to Fix it** making DX a strategic imperative

1. DX as a Core to Business Survival to remain competitive.

2. Invest in Long-Term DX Programs balancing technology, people, and processes evolution.

3. DX is a core part of your Business Strategy, ensuring every part of the organization is **aligned** with the vision for digital evolution.

Scan and read

iad24

Florence

4 No Change Management Strategy

*The **Missing Behavioral Key** to Lasting Transformation*

iad24

Florence

Ignoring Change Management Triggers **Human Sabotage**

1 Over-Focus on Technology: Ignoring the human side of

transformation leads to resistance.

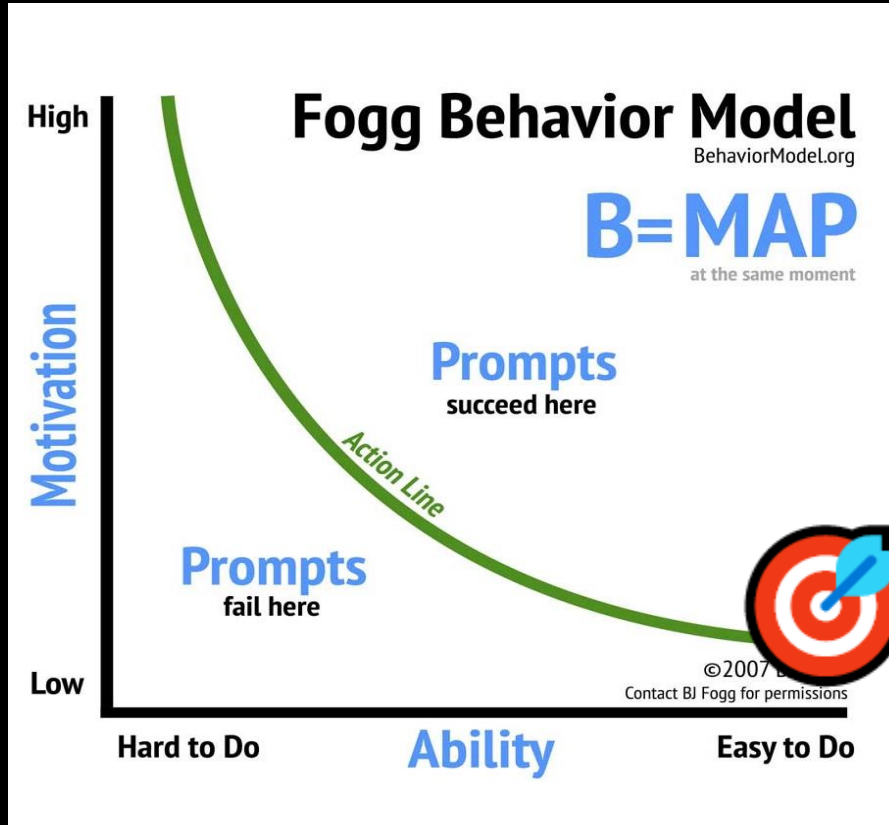2 Lack of Purpose: Without a clear "why," teams feel disengaged and

disconnected.

3 Resistance Across the Board: Employees and leadership push back

due to lack of *change management*.

Scan and read

iad24
Florence

Fogg Behavior Model

What is Change Management?

A Behavioral Perspective

"

The *structured approach* to transitioning individuals, teams, and organizations from a current state to a **desired future state**.

"

iad24
Florence

🧑‍🔧 **How to Fix it** shifting social behaviors

1 Treat change management as a **core element** of the transformation

process, not an afterthought.

2 Support employees with **continuous active learning** through a dojo,

helping them embrace new ways of working.

3 Leaders should act as role models, uniting teams by communicating the

vision, managing resistance, and inspiring commitment.

Scan and read

iad24

Florence

5 Underestimate the costs

*The **Financial Pitfall** That Derails Transformations*

iad24
Florence

The **High Price** of Underestimating Costs

1　Short-Term Budgeting: Plan for a quick, one-time transformation

but overlook long-term investment needs.

2　**Hidden Costs and Technical Debt:** Overlooked expenses, such as

infrastructure, upskilling, and technical debt, escalate costs.

3　Strain on Daily Operations: Managing transformation alongside

regular operations increases demands on resources and budgets.

Scan and read

iad24

Florence

🧑‍🔧 **How to Fix it** budgeting for DNA-Level Evolution

1   Identify not only technology costs but especially human upskilling needs and related change coordination efforts.

2   Budget long-term evolution, with flexibility to support adaptation, scaling, and ongoing transformation.

3   Avoid costly one-size-fits-all frameworks; tailor the approach to meet unique organizational needs.

Scan and read

iad24

Florence

Welcome behavioral engineering

iad24
Florence

Unicorn's Ecosystem

Foundation
for
Holistic
Evolution

iad24
Florence

Unicorns' Ecosystem: Nurturing Organizational Evolution

1. Bonsai Philosophy for Human micro behavioral change.

2. Behavioral Engineering applied to socio-technical system.

3. 1% daily behavioral change to evolve organization's DNA.

4. KBIs and OKRs to align tactical behaviors with strategic goals.

iad24
Florence

Unicorns Ecosystem in a nutshell

📊 Organization Assessment

👣 SW Craftsmanship Dojo®

👀 KBI + 🔧 Coaching

🎯 OKR + Leadership Dojo

📦 Product Dojos + Portfolio Modernization

🤸 Agility Dojo

⬚ HR + Onboarding Unicorns

© Brix Consulting

iad24
Florence

Lesson Learned

👀
Perpetual Digital Disruption

🥇
Technology 🤝 Social = **Evolution**

🥈
Behavioral Engineered Data-Driven Approach = **Easy Decision**

🥉
Ikigai philosophy = fuels passion, creativity, and well-being

BOB MARSHALL

HEARTS

OVER

DIAMONDS

❤️ ♦️

SERVING
BUSINESS AND SOCIETY
THROUGH
ORGANISATIONAL
PSYCHOTHERAPY

iad24
Florence

Conclusion...

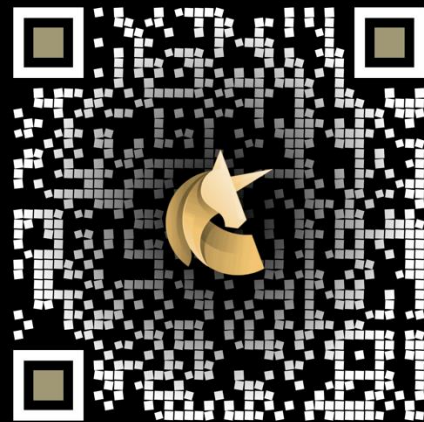✋ STOP 🛑 transforming

🌱 START evolving

iad24
Florence

Thank You All!

But before we take leave
we have an announcement. 👋

Join us and be a partner of the consortium!

Scan and join us

© Brix Consulting

iad24
Florence

WE WANT YOU!