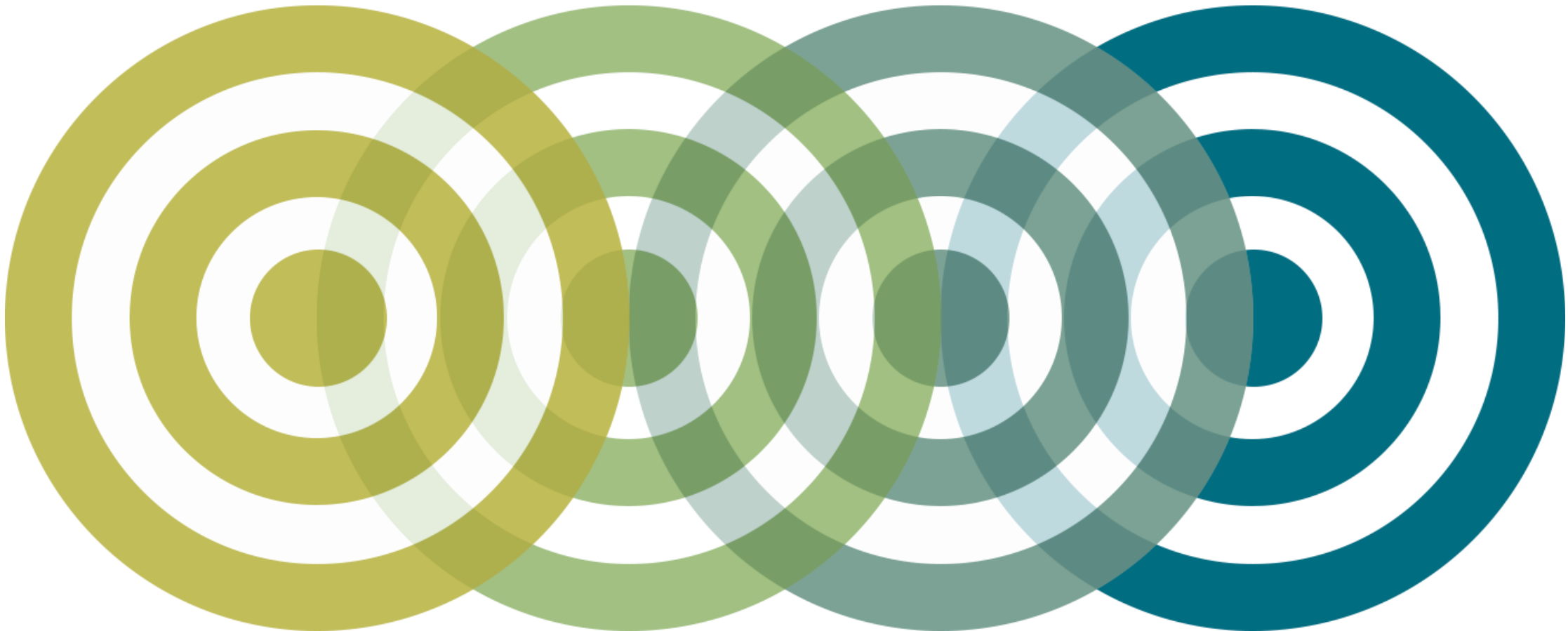


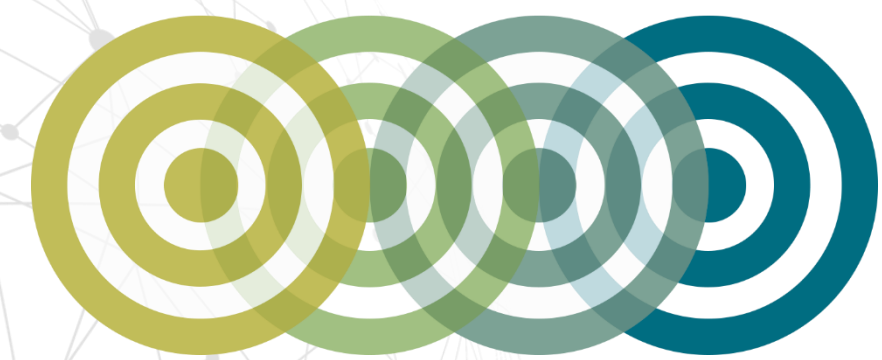
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THE
TRANSFORMATION
MYTH
EXECUTIVE PERSPECTIVES

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THE EVOLVING NATURE OF TRANSFORMATION

**COVID-19
significantly
impacted
business, but
leaders have faced
similar types of
decisions in prior
disruptions**

Key areas requiring executive attention during covid



Business Model Design



Customer Experience



Partner Strategy



Employee Well-Being



Empowering Teams



Digital Infrastructure



Operating Model Design

PRIOR DISRUPTION

1995 -2004 *Dot.com bubble*

2000 *Y2K*

2001 *Terrorist attacks*

2004 *Indian Ocean tsunami*

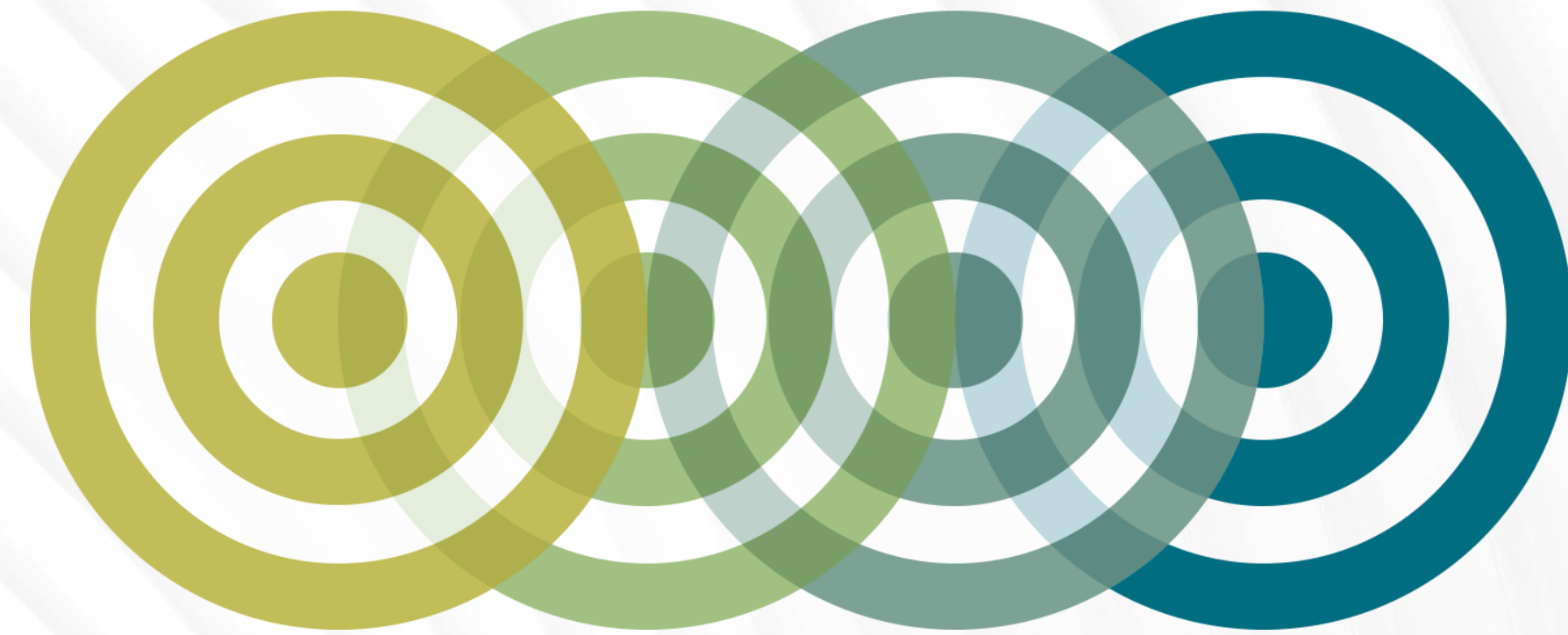
2009 *Financial crisis*

2010 *Iceland volcanic explosion*

2016 *Brexit vote*

COVID-19 was a particularly acute disruption with immediate consequences that required dramatic intervention

	ACUTE	CHRONIC
ONSET	Sudden, rapid and often severe onset	Slow-building and persistent
SYMPTOMS	Obvious and attention-grabbing	Not always obvious; can be overlooked
TREATMENT	Requires rapid and typically dramatic response	Requires sustainable, well-planned changes
DURATION	Temporary, but can develop into acute conditions	Long-lasting and cannot simply be “cured”



What is the **transformation** myth?

Transformation is an **event with a start and end** where organizations migrate from one steady state to another as **opposed to a continuous process** of adapting to a highly volatile, ambiguous, and uncertain environment **shaped by multiple, overlapping disruptions**

Sustaining an environment of continuous change requires a Growth Mindset

A belief that **innovation is a key to growth** and that it is possible to acquire the capabilities required to thrive through disruptions

“

“Microsoft’s culture change was the belief that everyone can grow and develop; potential is nurtured, not predetermined, and anyone can change their mindset’. They would shift from being ‘know-it-alls’ to ‘learn-it-alls’”.



Satya Nadella
CEO, Microsoft

*“In moments of incredible change, that's when the **companies that are most nimble thrive**. We asked what are 15 things that we've always known we've had to do, but never gotten a shot to do? **We adopted the mindset that this is our moment; we can't miss the moment.**”*



Andy Ruben
Founder & CEO, Trove

**Growth Mindset
means innovating
through disruption**

We see **three phases that resilient leaders
will likely face in acute (and chronic)
disruptions**



Respond

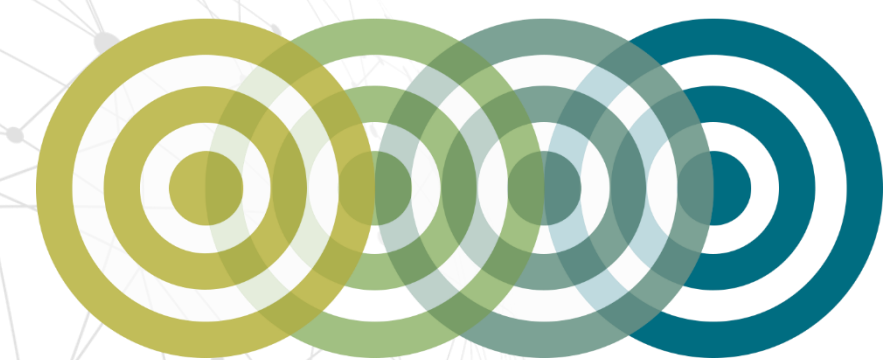
How an organization deals with the present situation and manages continuity

Recover

How an organization learns and emerges stronger

Thrive

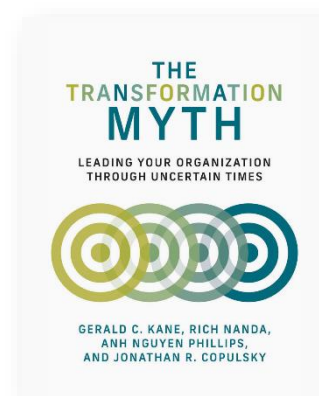
How an organization prepares for and shapes the “new normal”



BUILDING NEXT-GEN CAPABILITIES USING TECHNOLOGY

Technology is undoubtedly the strategic issue of our time; however, common myths relegate it to a driver of optimization instead of an enabler for transformation

“Technology is only part of digital resilience...It’s not that we think that the technological tools are unimportant, but simply that they command a disproportionate amount of attention, oftentimes to the detriment of effective application and use of those technologies”



Excerpt from
The Transformation Myth

Five myths permeate management thinking about the strategic impact of technology

#01 Technology is the responsibility of CIOs and CTOs

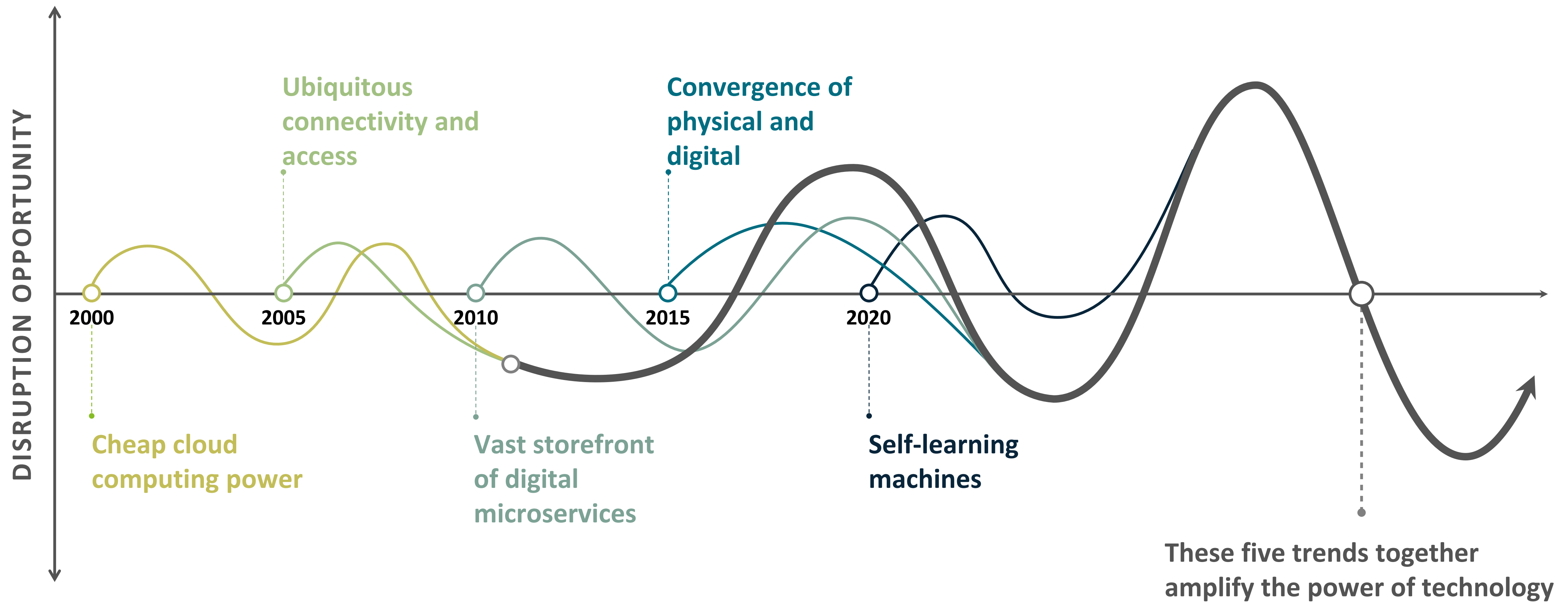
#02 Technology is a silver bullet

#03 Technology > Strategy

#04 Acting like a ‘tech company’ means acting like Amazon or Google

#05 Newcomers will disrupt incumbents

Converging technologies are creating new business opportunities



**Growth mindset
organizations invest
in technologies
that enable four key
capabilities**

FOUR CAPABILITIES THAT ALLOW ORGANIZATIONS TO ADAPT AND INNOVATE



Nimbleness

Act decisively
and pivot quickly
when
circumstances
merit a change
in direction



Scalability

Handle any
unanticipated
changes in
demand
overnight



Stability

Maintain
operational
excellence and
results-
orientation, even
while nimbly
pivoting and
rapidly scaling



Optionality

Integrate new
capabilities to
become even
more nimble,
scalable, and
stable



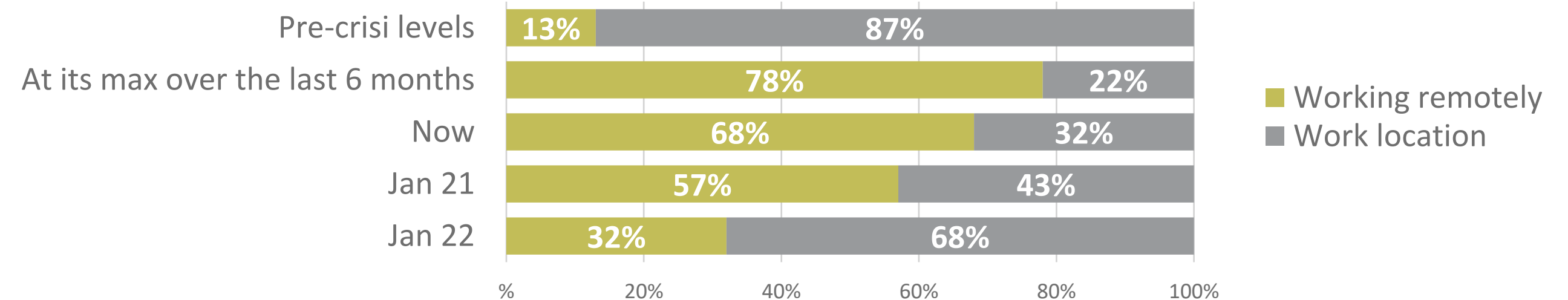
FOCUSING ON THE PEOPLE

COVID-19 shift to remote work has permanently changed the way we think about our future workplace

Shift to Remote Work

CEOs expect almost one-third of their employees to be working remotely in January 2022

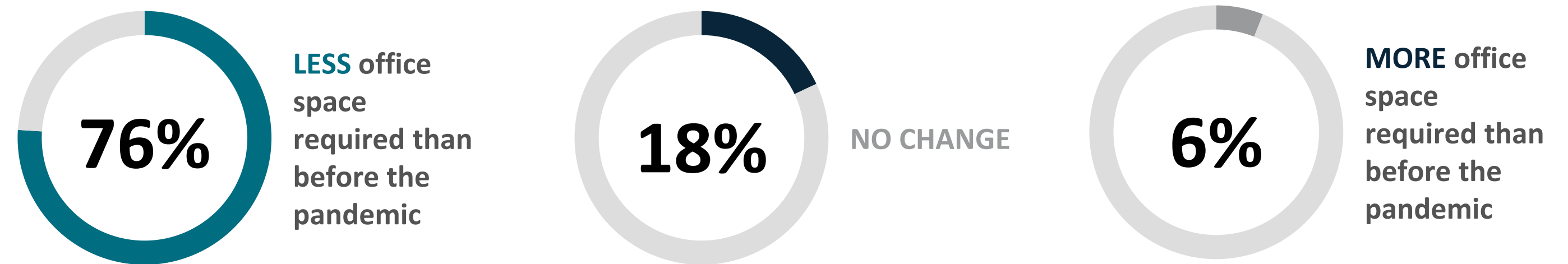
Breakdown of In office vs. remote work



Expected Office Space Requirement

76% of CEOs say their companies will need less office space in the future

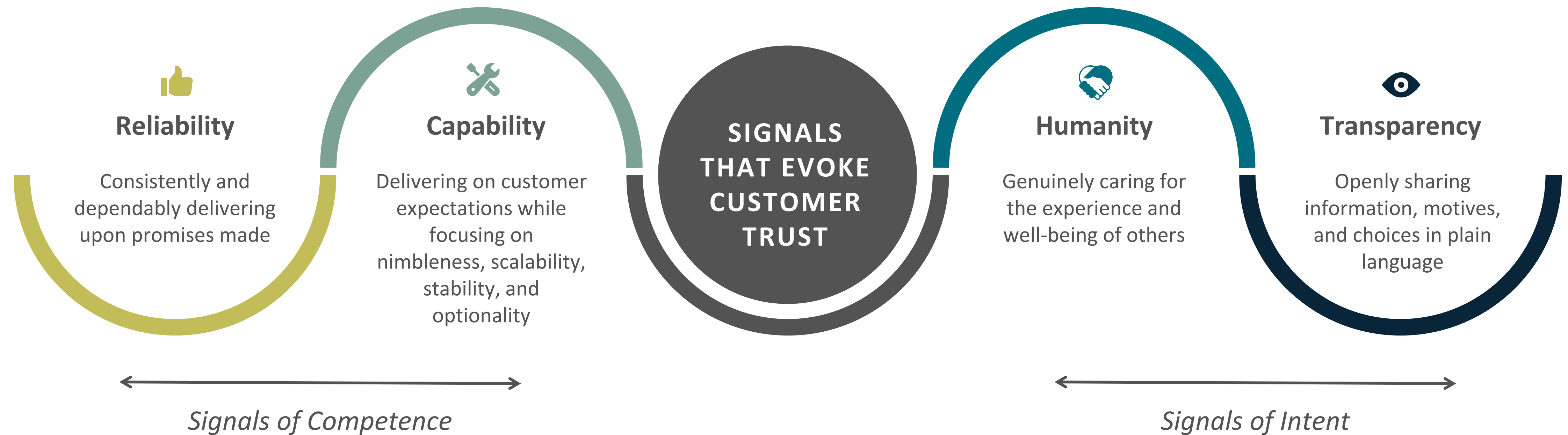
Future office space preference



Companies were forced to re-imagine future of work in order to account for behavioral shifts and technological advancements

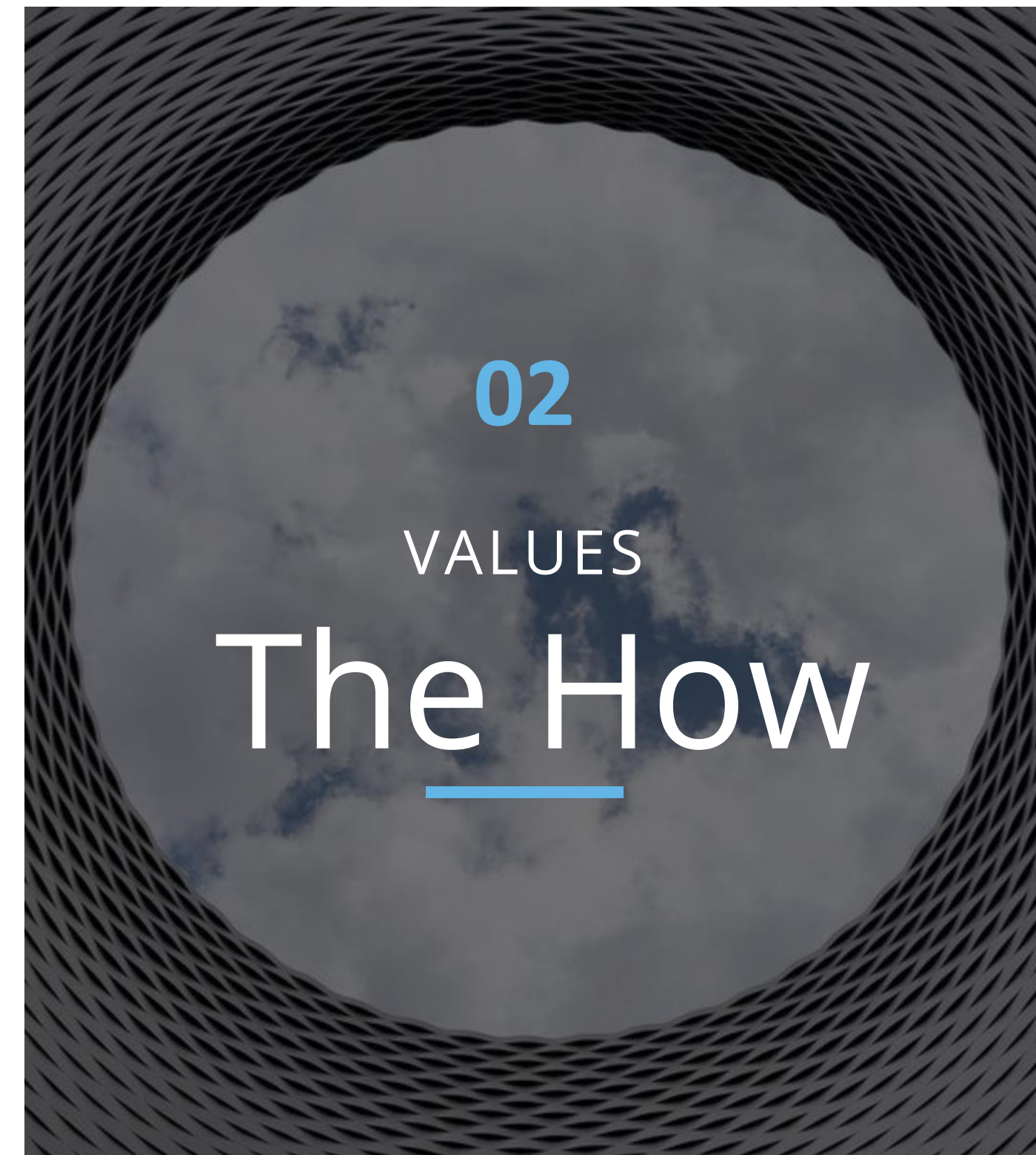


Disruptions also impact customer habits. What can organizations do to exhibit commitment to evolving customer needs?





CONCLUSION



In times of crisis, leading with purpose, common values, and a clear mission can provide the north star needed to guide and propel organizations forward

THE TRANSFORMATION MYTH

Please feel free to navigate to our D.com page to gather additional insights about the book, explore purchasing options, or reach out to the authors.

Contact us:



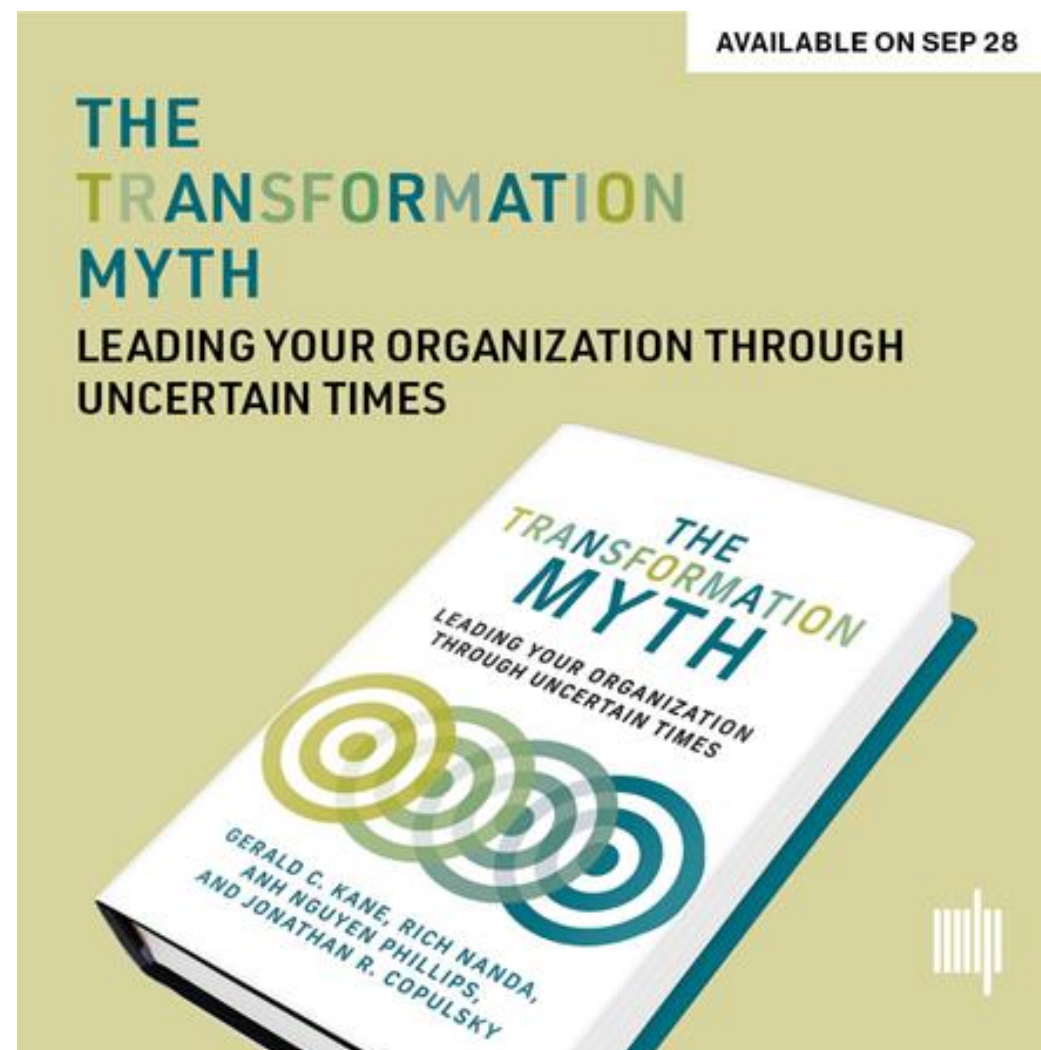
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