Designing for digital transformation:
The convergence of customer and employee experiences

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Mary Wharmby

Mary is a digital transformation leader and educator with 20 years experience guiding teams in the creation of customer-facing products and services as well as employee-facing tools and systems.

She is the former Head of Design Transformation at the global bank, BBVA, where she architected and led a team dedicated to driving innovation by strategically infusing design across the entire organization.

Today she is founder of the challenger consultancy, Design Transformation, as well as Digital Strategy Lead for Employee Experience at US Bank.

DESIGN TRANSFORMATION

Connecting customer and employee experiences.

The same design tools
that we use to create
great products and services
for customers

are equally applicable to
building change-embracing
teams and cultures.

Rapid change is the new normal

And Covid-19 is intensifying it.

"There is **no alternative to digital transformation**.

Visionary companies will carve out new strategic options for themselves — **those that don't adapt, will fail**."

— Jeff Bezos, Amazon

Rapid digital change has been the norm for years.

70%

**of customer interactions
will be digital
by 2022**

87%

**of companies think digital will
disrupt their industry but
only 44% are ready**

DESIGN
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Covid-19 is exposing the cracks in our systems.
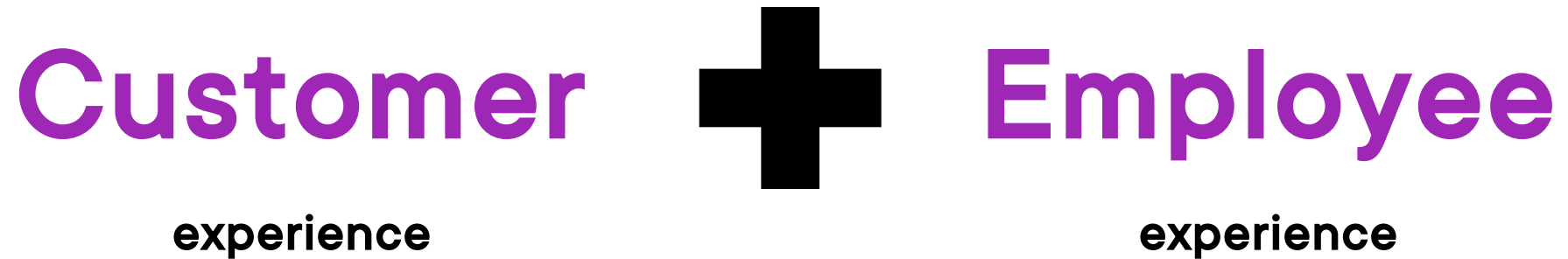
Covid-19 is accelerating the migration to digital.

Years ➡ **Months** ➡ **Days**

Automation
Contactless interactions
Supply chain resilience
Remote working and schooling

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Covid-19 is also putting people in the center.

Customer **+** **Employee**

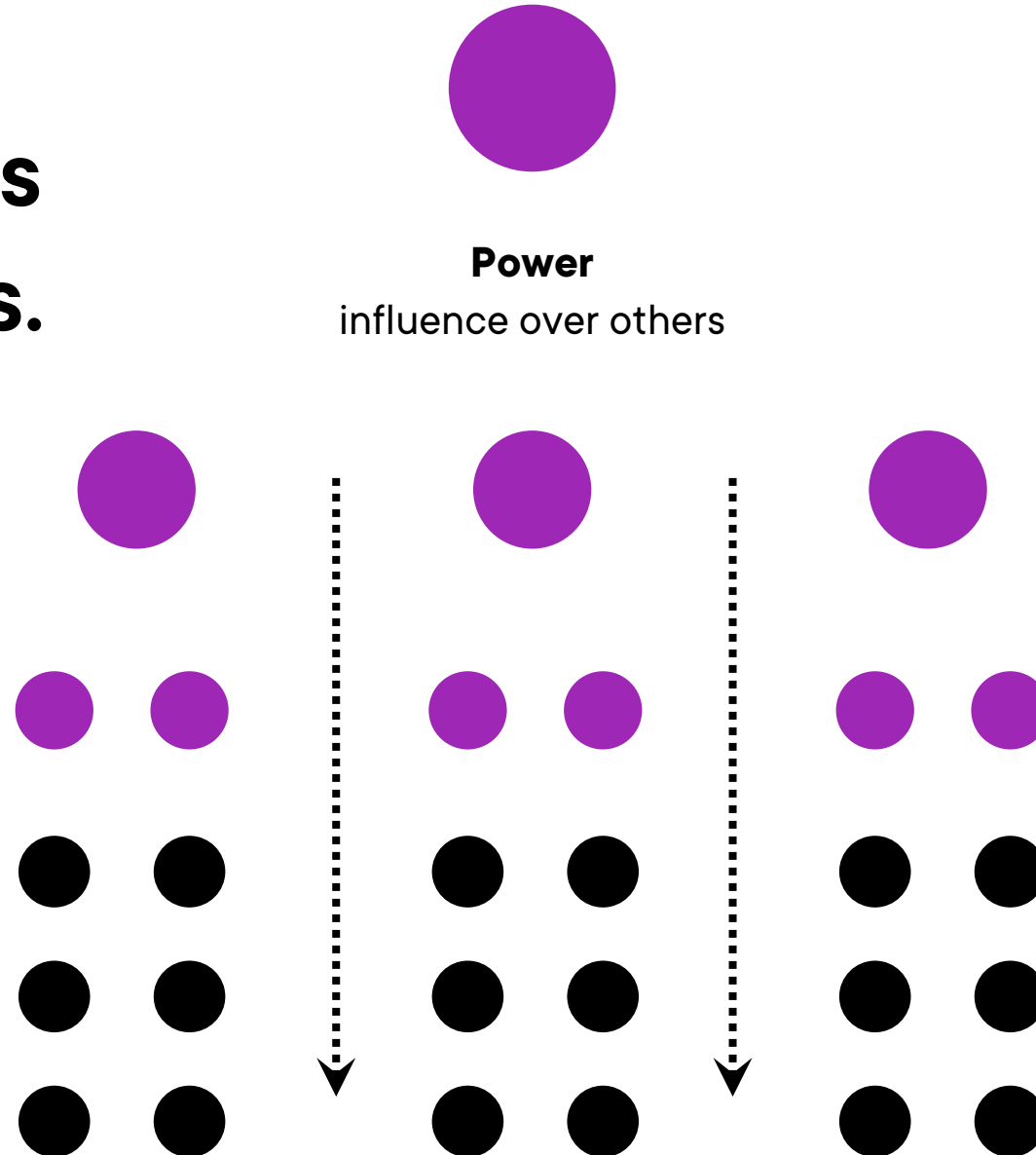experience   experience

Ease of use
Efficiency
Engagement
Empowerment

DESIGN
TRANSFORMATION

The spotlight is on people

So how we might we shift our approach?

Many organizations work like this.

Power
influence over others

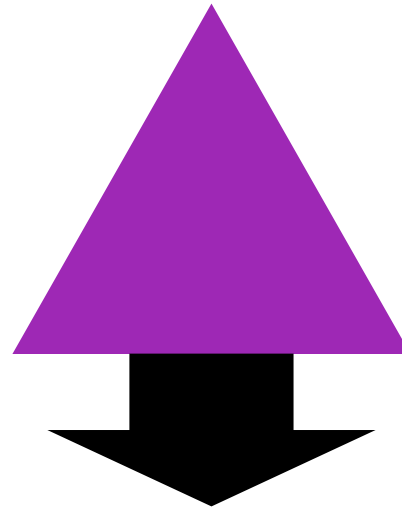DESIGN TRANSFORMATION

Many organizations work like this.

TYPICAL ORGANISATION

DESIGN TRANSFORMATION

Mind the gap between leadership and rank and file workers. It's growing with Covid-19.

GAP

DESIGN TRANSFORMATION

The view from the top.

Rapid fire triggers for change are coming from all directions.

Digital disruption

Public health emergencies

Customer expectations

New competition

Market fluctuations

Shifting politics

DESIGN TRANSFORMATION

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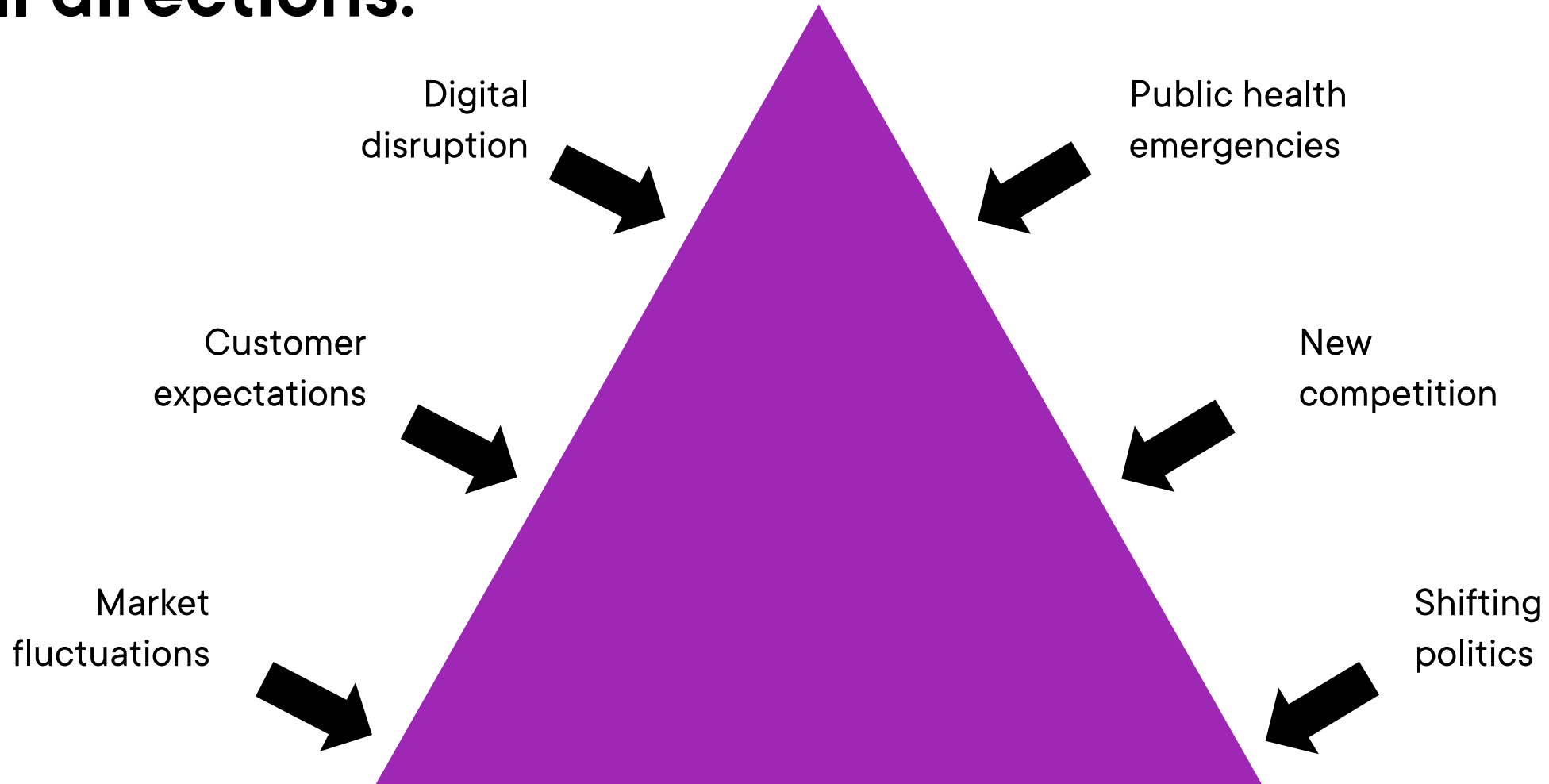
The view from the top is a search to build, buy, or borrow capacity and talent.
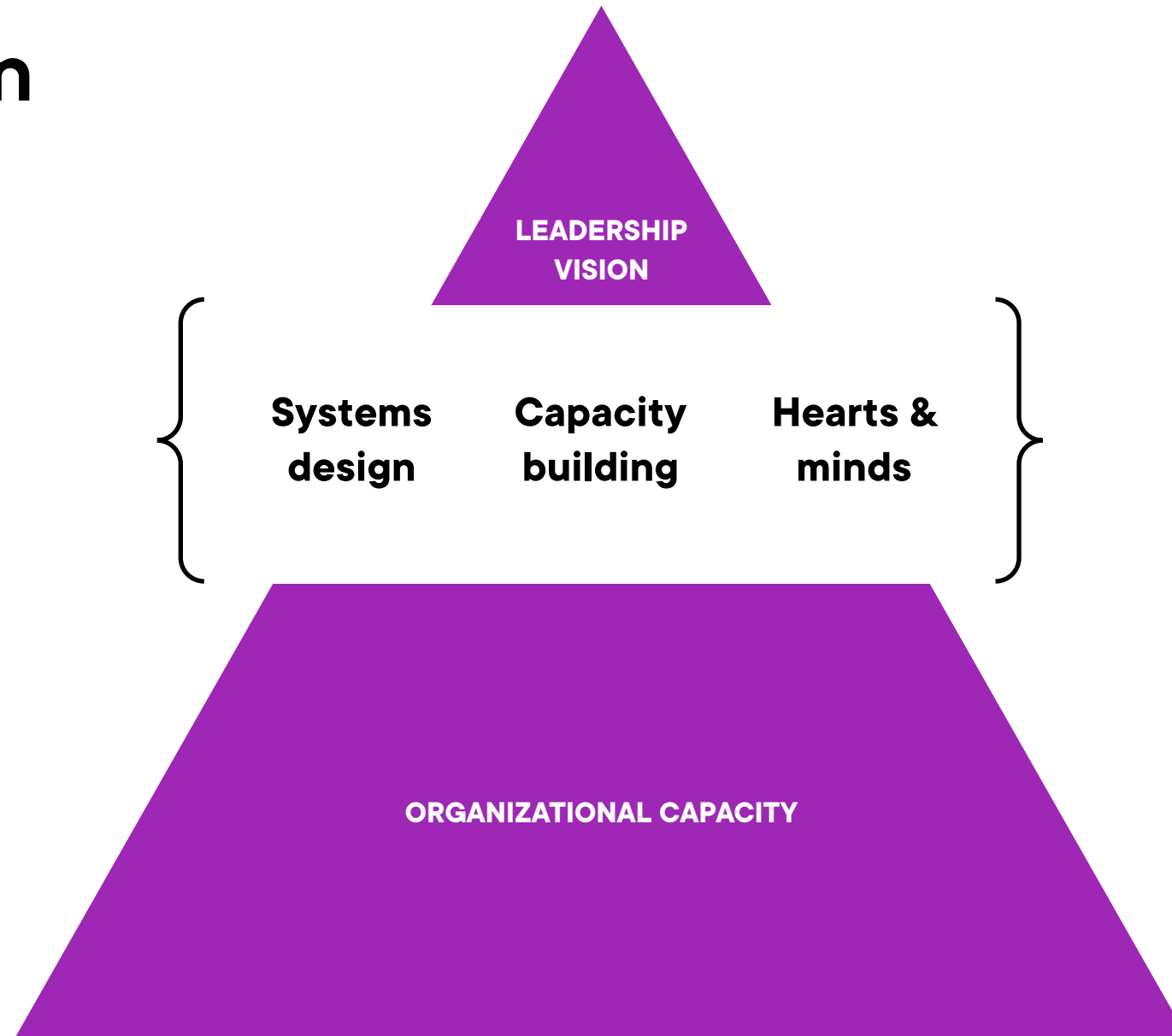
$366 bn
spent on L&D last year globally

14%
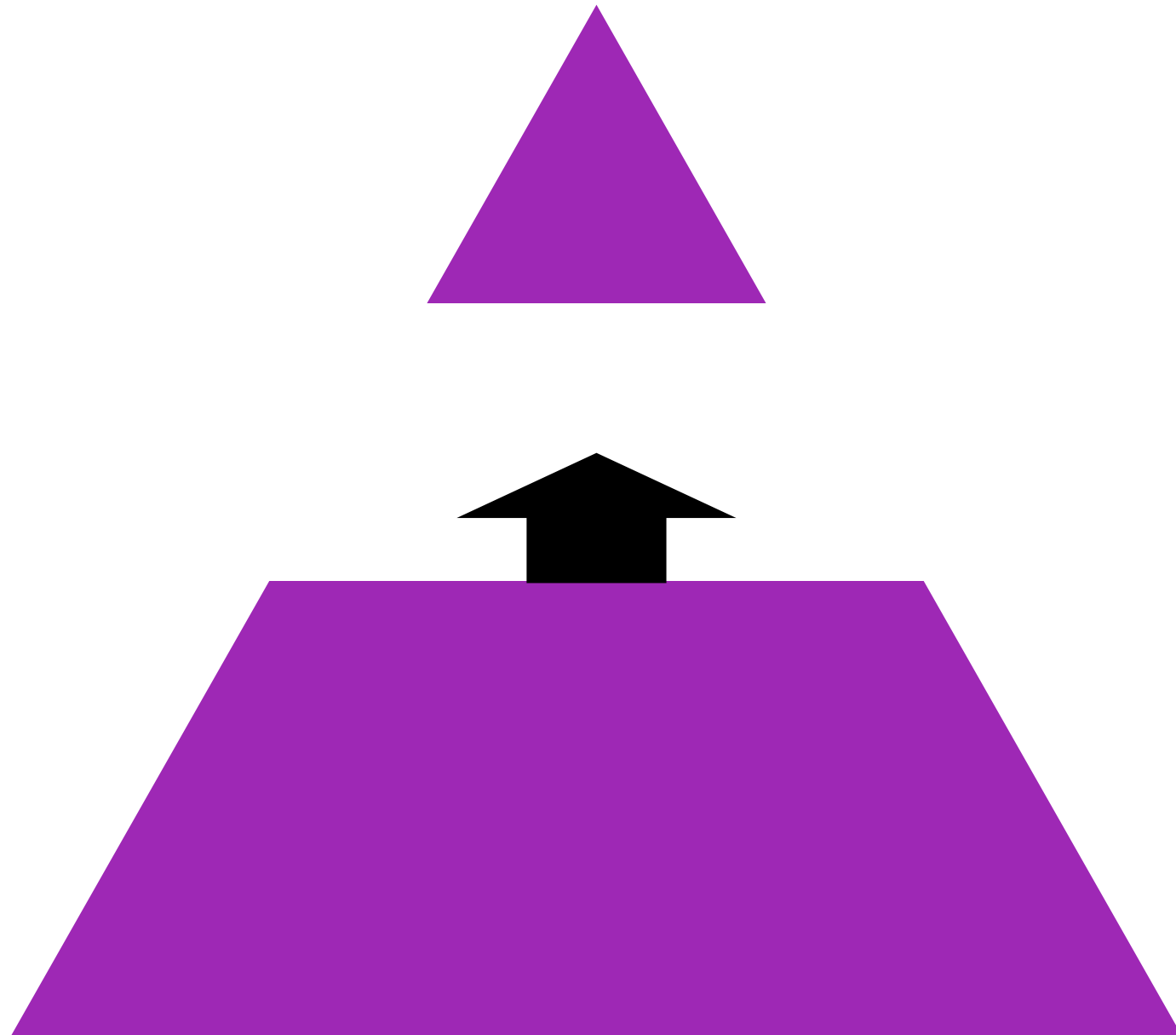of executives say they have the talent needed to compete

'Hard skills' like cloud computing, AI and analytical reasoning, **are easier to source than 'soft skills'** like **creativity, collaboration, and empathy**.

Top down change.

LEADERSHIP VISION

Systems design   Capacity building   Hearts & minds

ORGANIZATIONAL CAPACITY

DESIGN TRANSFORMATION

The view from the bottom.

The view from the bottom is a search for meaning and empowerment.

9 in 10
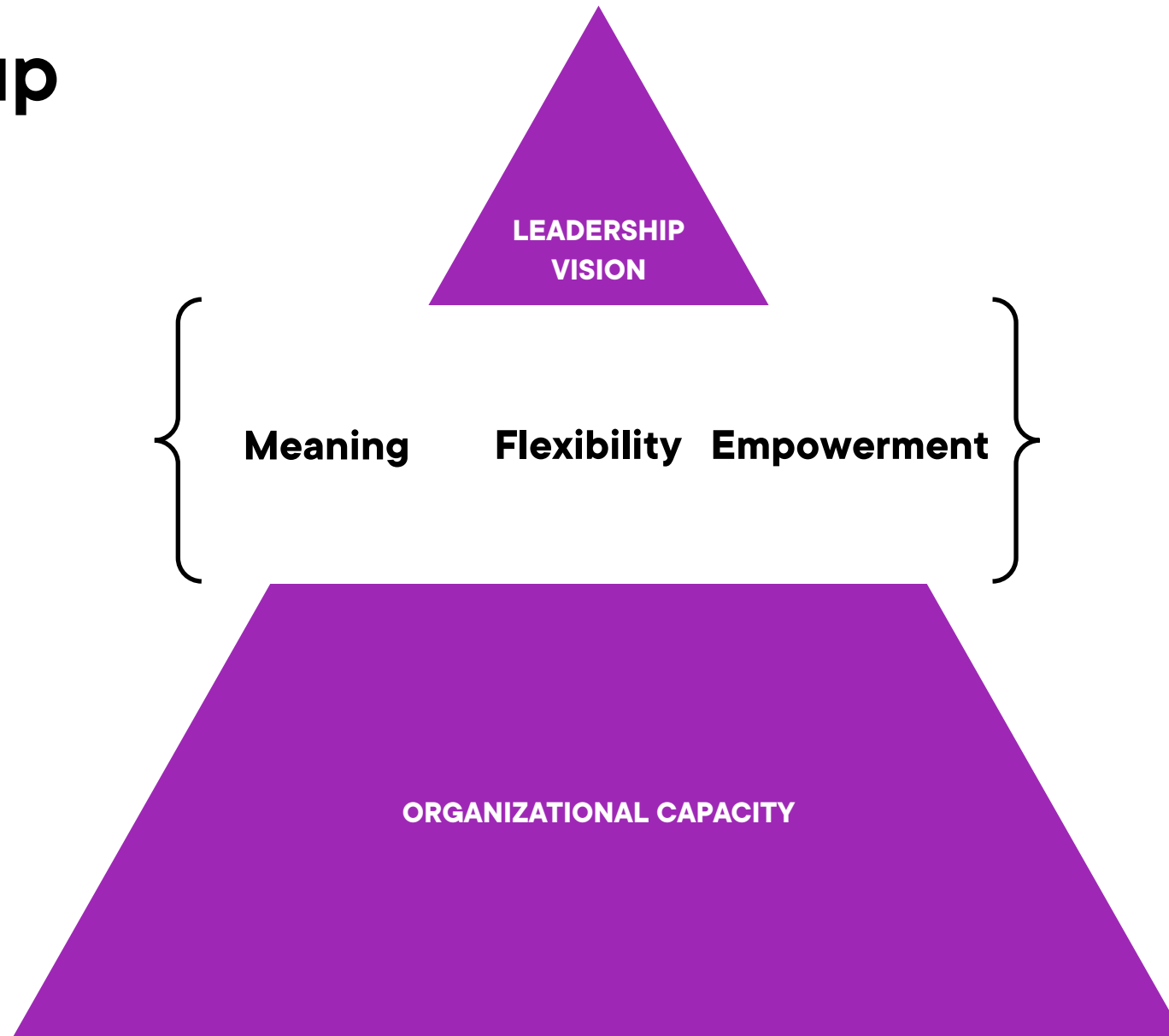willing to earn less money in exchange for more meaningful work.

60%
of employees say "the ability to do what they do best" in a role is "very important.

13%
of employees worldwide feel engaged.

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Bottom up change.

LEADERSHIP VISION

Meaning   Flexibility   Empowerment

ORGANIZATIONAL CAPACITY

DESIGN TRANSFORMATION

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Empowering your human capital
With the language and tools of innovation.

Design thinking provides a toolset for human-centred change.

Research-based, human-centred lens

Collaborative problem-solving toolkit

Discovery-based process of "build and learn"

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Top down change =
winning hearts and minds
in support of business vision and values.

Design mindsets and practices
of empathy, collaboration, and creative problem solving
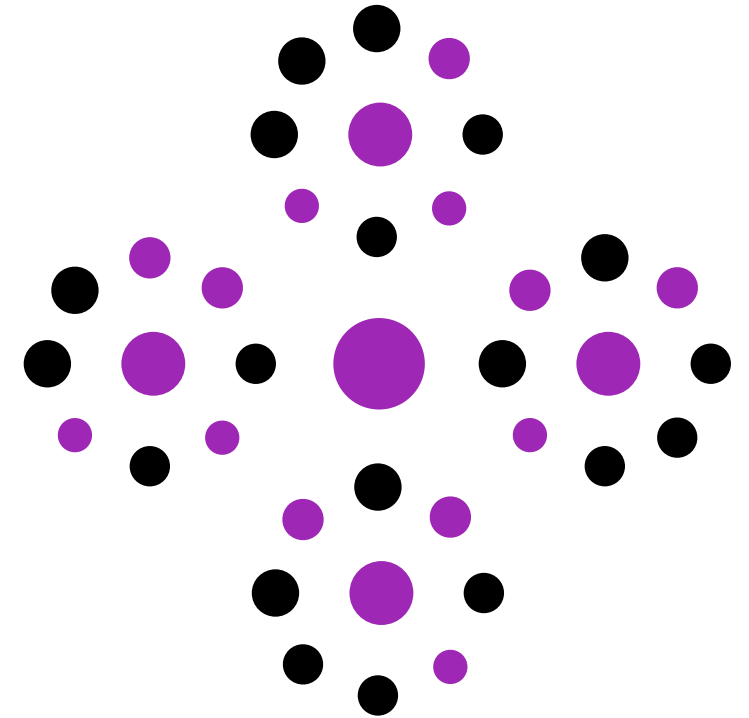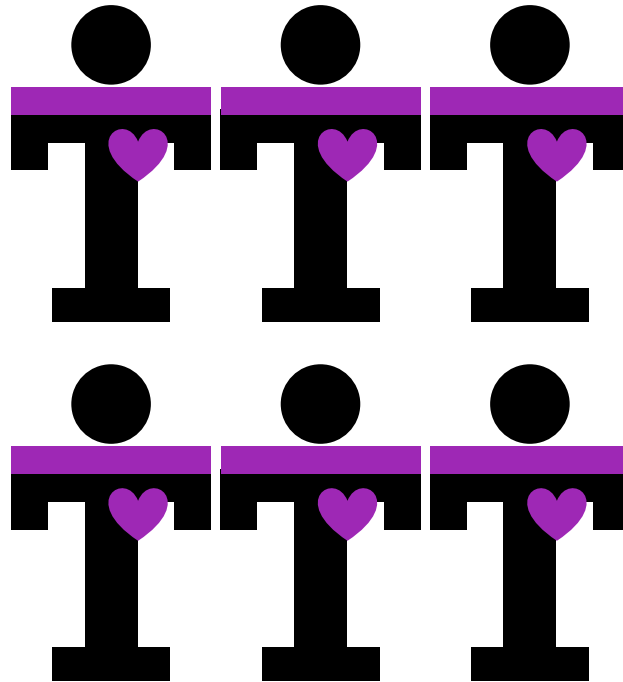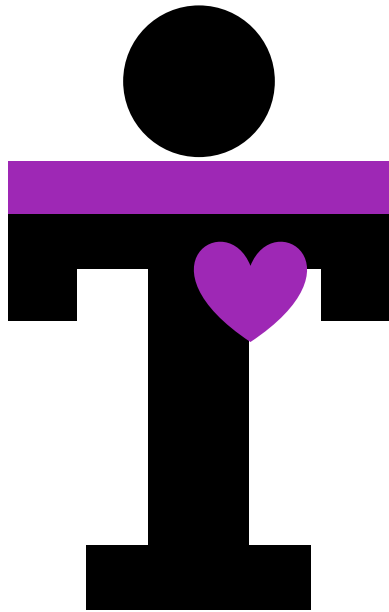build inclusion, ownership, and empowerment
for employees.

Bottom up change =
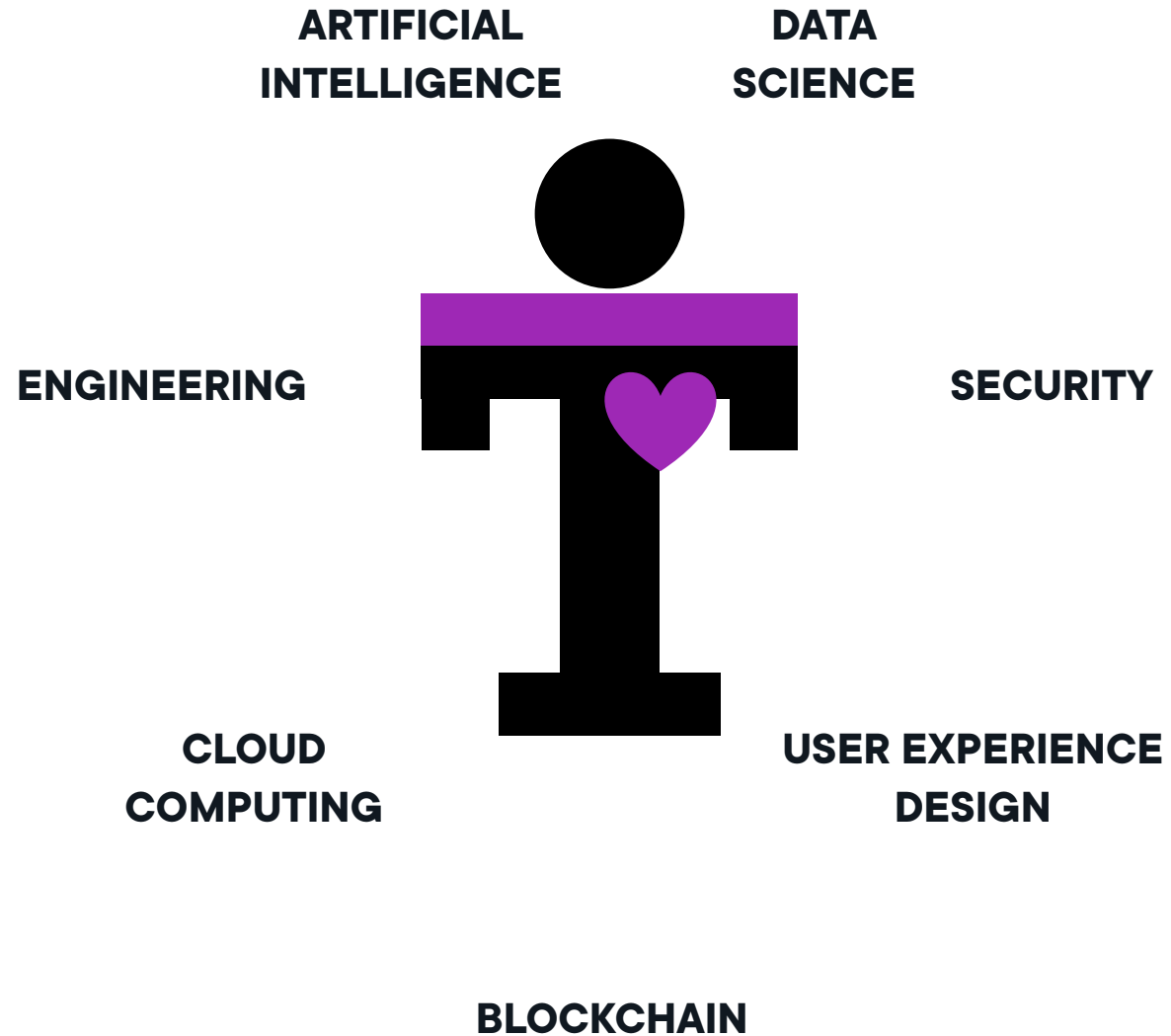empowering employees to recognize and react to the new opportunities.

Design thinking can build capacity, empowerment and agency, ultimately connecting the customer and employee experiences.

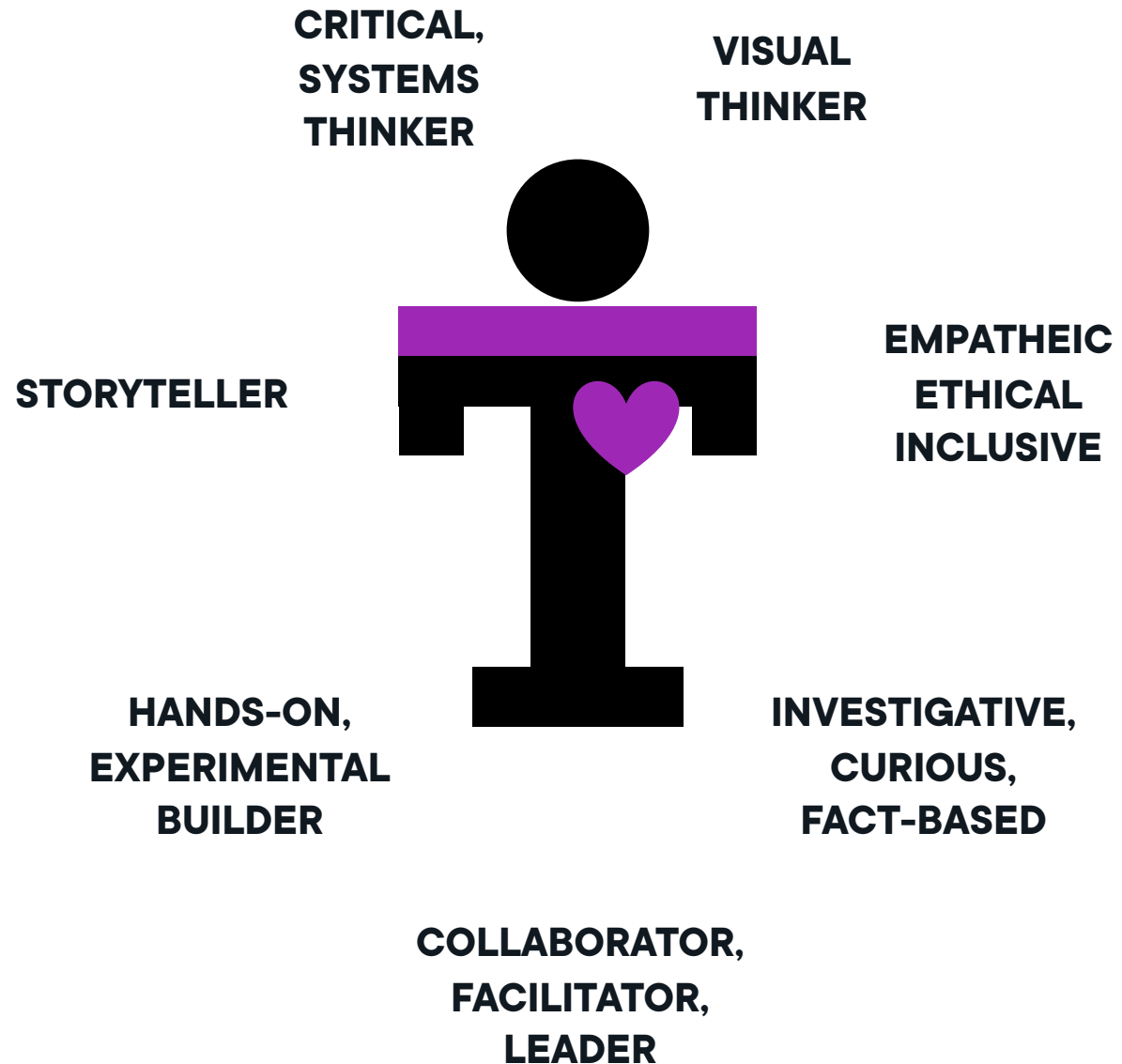# But how do we get there?
Focus on individuals, teams and systems.
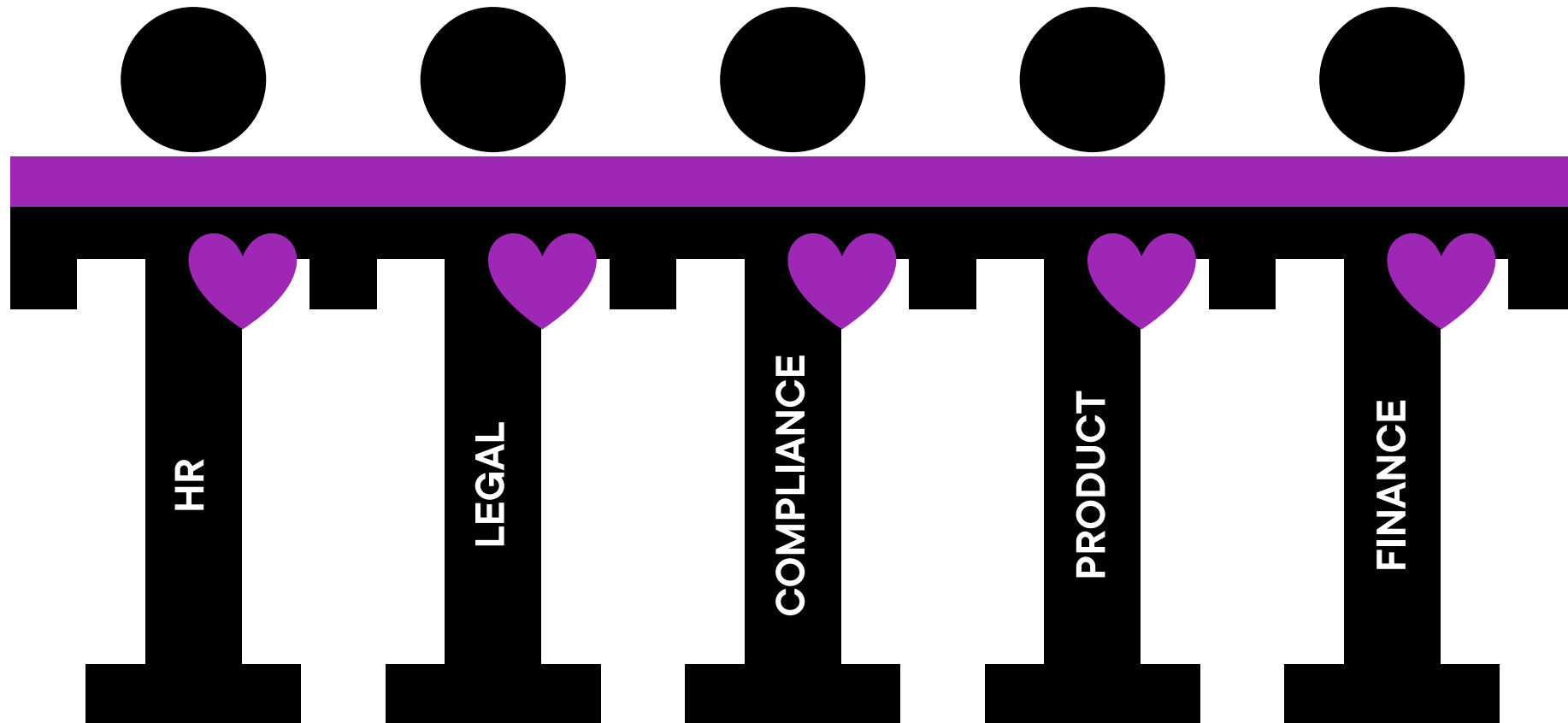
Yes, 'hard' technical skills matter.

ARTIFICIAL INTELLIGENCE

DATA SCIENCE

ENGINEERING

SECURITY

CLOUD COMPUTING

USER EXPERIENCE DESIGN

BLOCKCHAIN

DESIGN TRANSFORMATION

But don't forget about 'soft' innovation skills.

CRITICAL, SYSTEMS THINKER

VISUAL THINKER

STORYTELLER

EMPATHEIC ETHICAL INCLUSIVE

HANDS-ON, EXPERIMENTAL BUILDER

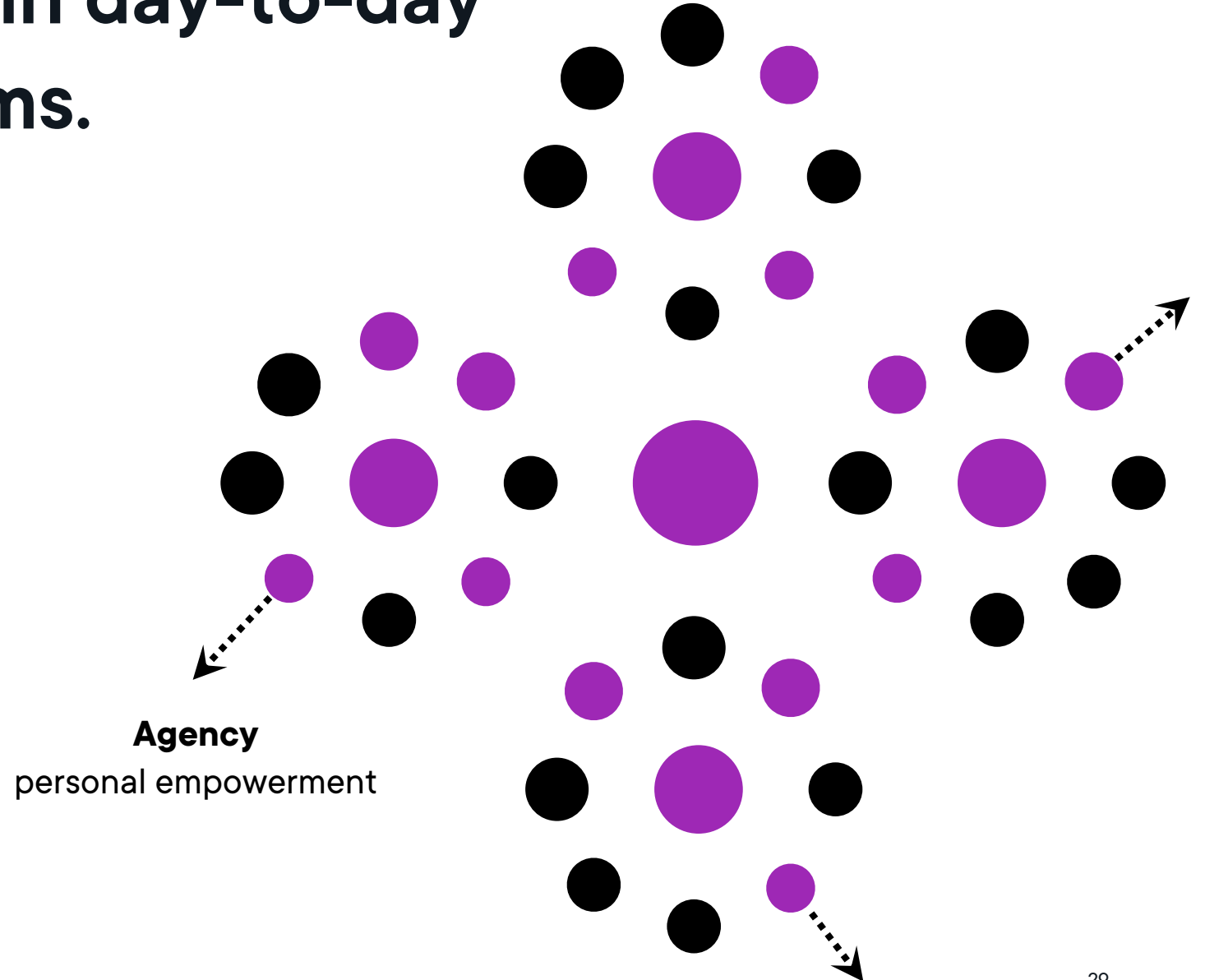INVESTIGATIVE, CURIOUS, FACT-BASED

COLLABORATOR, FACILITATOR, LEADER

Scale soft skills across teams to build a common toolset and language of innovation.

Embed innovation in day-to-day process and systems.

Make <u>everyone</u> an owner.

Agency
personal empowerment

Empower employees to solve business problems.

- Begin with human needs and extrapolate to organization.

- Foster distributed leadership.

- Implement a discovery-driven strategy of learning.

- Shift from linear to experimental processes.

- Focus on people and engagement first (efficiency will follow).

- Remember that occasional failure is part of winning.

Thank you!

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