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Delivering Major Programmes
Digital State of Mind

Deloitte Major Programmes

Contents

This point of view is dedicated in memory of our friend and colleague James Boyd-Hill

Executive summary
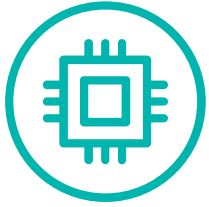
A digital state of mind enables people and organisations to embrace technology, data, and innovation, creating new possibilities and improving programme delivery.

A digital state of mind is one of the most powerful characteristics that programme leaders can promote in supporting the delivery of major programmes. Due to their duration and complexity, major programmes will always face unforeseen challenges. We believe that a digital state of mind provides the foundation for a programme with digital at its heart.

The ability to see and adapt to a changing set of objectives, while keeping an eye on delivery and embracing new supporting technologies is critical to large scale major programme success. Fostering and instilling a digital state of mind in teams gives them the tools to consistently adapt and deliver.

> A digital state of mind is a set of attitudes and behaviours that enable people and organisations to embrace technology, data and innovation, creating new possibilities and improving programme delivery.
>
> With a truly digital state of mind, leadership and teams work and behave differently - through use of tools and techniques, but also empowered by deep digital understanding and capability.

In this point of view, we explore the benefits and characteristics of a digital state of mind, and how programmes can move towards their goals of digital maturity.

A digital state of mind drives:

• Increased productivity
• supportive culture
• engine for innovation
• accelerated transformation and collision avoidance
• making people's lives easier
• protecting data and assets.

Organisations which leverage a digital state of mind and want to reap the benefits that come from being digitally mature, must address the following four common barriers:

01. Teams need to see through the digital deluge and embrace tools and technologies that are fit-for-purpose

02. Organisations must provide teams with both formal and informal digital training - this should include independent training options for digitally curious teams to continue learning

03. Leadership must take the leap and introduce new digital ways of working such as agile

04. Leadership must change their mindset to endorse this completely, support teams and leaders within the organisation, and advocate for innovation.

Digital Maturity Spectrum

DIGITAL MATURITY SPECTRUM

| Passively Digital	Exploring Digital	Doing Digital	Becoming Digital	Being Digital
REACT	ANTICIPATE	INTEGRATE	COLLABORATE	ORCHESTRATE
Introduce basic digital technology advances to meet minimum industry standards and market demands	Leverage traditional technologies to introduce digital technologies into existing capabilities. No change to the organisation	Leverage digital technologies and data to extend capabilities, but remain focused on the same business and operating processes	Shift from technology-led to business-led, to embed digital capability within the organisation and significantly change processes	Change previous ways of working and optimise business and operating processes using digital

Why a digital state of mind?
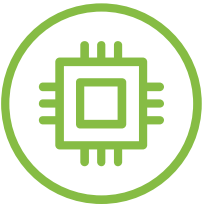
Digital culture and a digital state of mind are the foundations of digital transformation. But they are often overlooked in favour of transformation led by technology and data initiatives.

From an organisational perspective, the level of digital maturity across different teams can vary significantly. Some may fully embrace digital ways of working, while others may rely on historical working practices with no digital curiosity in sight. A digital state of mind is one of many aspects that an organisation can leverage to embrace the value that digital has to offer, alongside the often more straightforward and tangible elements such as data, technology and innovation.
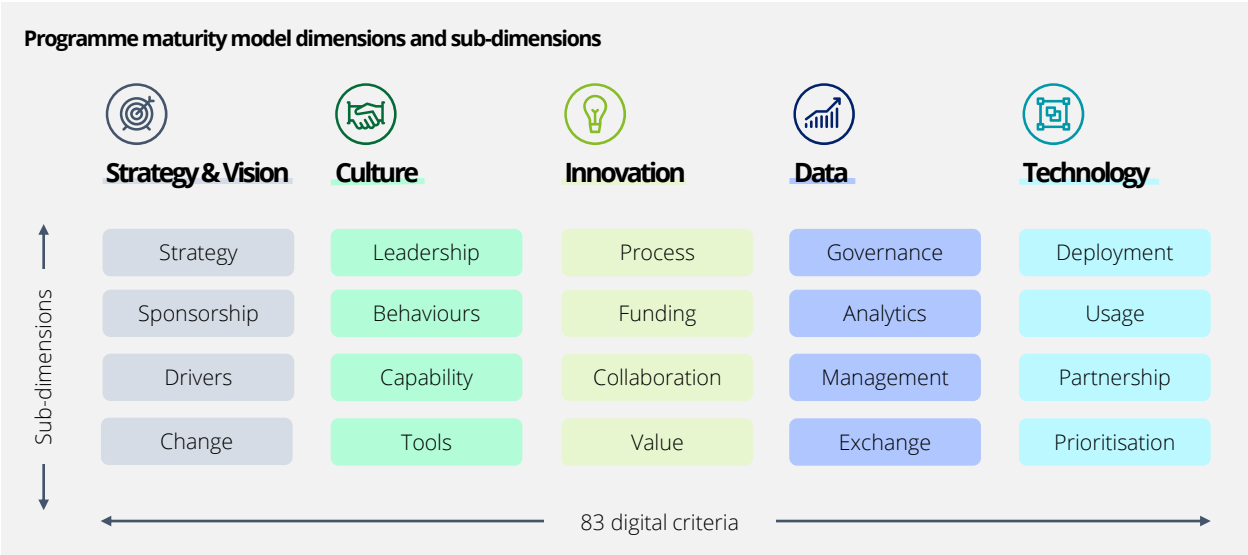
Based on our work with some of the world's largest programme delivery organisations, we have distilled a digital state of mind into a clear framework. This includes a set of tangible benefits, four constituent parts and key challenges organisations need to address. A digital state of mind is part of Deloitte Major Programmes' digital maturity model. It provides an overall structure, defined by 20 sub-dimensions and 83 criteria, to help organisations explore and learn how to evaluate and develop their digital state.

At the heart of a digital state of mind, lies the premise that digital technologies are enablers. However, it extends far beyond just data and technology. A positive and thriving digital culture is a fundamental component of a successful major programme and a core aspect of Deloitte Programme Aerodynamics ® methodology.

Programme Aerodynamics® is Deloitte's highly flexible and responsive next generation approach to major programme delivery. It creates organic, data-informed check points and empowers organisations to effectively anticipate, shape and manage change so that they can:

- Continuously scan the horizon to look forward, assess choices, and anticipate risks and opportunities
- Efficiently and rapidly allocate and coordinate available resources
- Implement a forward-looking delivery approach to create momentum
- Foster a digital-first mindset to simulate scenarios to drive strategic decision making and enhance delivery
- Build a human system to create direction, connections and a delivery rhythm.

As workforces grow and businesses scale, they naturally gravitate towards digital values to make processes more efficient. However, this can only be achieved if people are ready to adapt, learn and embrace a more digital state of mind.

Programme maturity model dimensions and sub-dimensions

Strategy & Vision	Culture	Innovation	Data	Technology
Strategy	Leadership	Process	Governance	Deployment
Sponsorship	Behaviours	Funding	Analytics	Usage
Drivers	Capability	Collaboration	Management	Partnership
Change	Tools	Value	Exchange	Prioritisation

Sub-dimensions

83 digital criteria

Benefits of a digital state of mind

INCREASING PRODUCTIVITY
achieving delivery of programme to time & budget

SUPPORTIVE CULTURE
building resilient teams and leadership relationships

ENGINE FOR INNOVATION
empowering continuous improvement

ACCELERATES TRANSFORMATION
encourages teams to be comfortable with change

MAKES PEOPLE'S LIVES EASIER
improving wellbeing and user experience

PROTECTS DATA AND ASSETS
safeguarding information and programme security

Benefit 1: Increasing productivity

When an organisation develops a digital culture, there are great rewards in the productivity of teams and across the organisation – significantly enhancing the likelihood of the programme being delivered to time and budget. There are several mechanisms underlying these improvements. These include the workforce's ability to work flexibly through new working practices, increasing team happiness, setting up ways of working to help team members collaborate, raising awareness of team priorities and surroundings. In addition, tools and services can incorporate specific project tasks, as well as business as usual activities.

Through investment in capability building and endorsement from leadership, employees can leverage the full benefits of hybrid and virtual working. To deliver digital aspirations across teams, investment must be paired with promoting a culture which embraces new tools and leaders who employ an ambitious and creative approach to changing working habits.

Benefit 2: Supportive culture

Instilling a digital state of mind provides colleagues with an environment which actively engages in continuous improvement and promotes collaboration across all levels of an organisation. In our post pandemic environment, creating a culture which supports individuals' wellbeing is critical, providing colleagues forums to speak openly about how they are feeling and what can be done to improve workload and working conditions.

Shifting to collaborative digital platforms such as Miro and Microsoft Whiteboard allows teams to participate freely and illustrate their thoughts and ideas in parallel. Proactively engaging team members through these types of platforms allows everyone to have a voice, as opposed to one individual leading the discussion and idea generation sessions. There is a particular influence here with junior team members, in which a collaborative environment like this can make it easier for them to share their thoughts and views, and therefore feel more valued and listened to while also increasing productivity.

Benefit 3: Engine for innovation

Innovation is a crucial element to the success of an organisation. Where there is rapid change, technological disruption or unexpected competition, a digital state of mind can be pivotal for organisations to change and adapt quickly.

By nurturing digital competence, a team or organisation becomes ready to adapt and position itself to embrace organisational and digital transformation. We see organisations struggling to grow through a lack of ability to innovate successfully. A digital culture creates a critical shift with a desire and ability to 'fail-fast' and then either iterate or move on to the next idea. Supported by a robust innovation process within an organisation, embracing this mindset provides a real competitive edge.

Benefit 4: Accelerates transformation and 'collision avoidance'

There are several technological and cultural forces at play when organisations undergo digital transformations. This provides them with the opportunity to leverage the values and principles of a digital culture and spur the growth of digital innovation.

Digital transformations often focus on technological tools that drive idea creation and focus on solving business problems in a more efficient and effective manner. Digital also has a significant part to play in transition risk management from a reactive and mitigatory process to a proactive approach that 'avoids collisions' rather than dealing with the impact of them. A digital state of mind instills the concept that teams can act quickly and use alternative means to meet the growing demands of their work. This naturally drives transformation.

Benefit 5: Makes people's life easier

Before the pandemic, workforces relied on face-to-face meetings and working collaboratively in one room. However, during lockdowns throughout the pandemic, workforces were forced to transition to virtual working almost overnight. It showed organisations and workforces the benefits of hybrid working, such as online conferences and virtual meetings. It also highlighted the need to develop a large number of collaborative tools.

Digital ways of working can also reduce unnecessary meetings and improve team collaboration. Having a major programme delivery organisation which is ready to adapt to new working styles is crucial for these transformative changes to be a success.

Benefit 6: Protecting data and assets

The shift to a digital state of mind can create a proactive and informed workforce, who feel confident and better equipped to protect the integrity of their business and clients. This is supported by improved digital document management tools. For example, storing information on one platform internally (Microsoft Teams) while exchanging information with the client externally (SharePoint). These platforms allow information to be stored in one place for ease of access and modification, while ensuring that access is restricted and remains confidential.

Refining ways of exchanging information through new digital tools and platforms protects the integrity of the firm, and also accelerates progress made by the workforce.

Digital state of mind elements
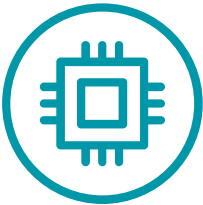
We've worked with some of the world's largest programme delivery organisations and our experience has helped us distil a digital state of mind into four key areas: Leadership, behaviours, capability and tools.

Four elements of a digital state of mind

Leadership	Behaviours
Capability	Tools

Leadership

Leadership has a significant role to play and will have a large impact on the success of any digital transformation. Digital ways of working can make leaders feel like they have less control, but these methodologies increase empowerment, collaboration and autonomy.

The role of leadership in any type of transformation is essential. But when it comes to digital, leaders are presented with a unique challenge where true digital leadership is often at odds with established programme delivery methods. Traditional programme delivery methods rely on the accuracy of up-front planning, a focus on controlling scope, cost, and budget to deliver the original plan. Programme delivery using digital methods emphasises the initial planning phase and accepts that a more agile approach to scope and change will have a higher chance of successful outcomes.

Leaders will need to adopt a growth mindset. Becoming more digital increases levels of insight and collaboration that outweighs any perceived loss of 'control'. This element of control doesn't just change with programme delivery methods, but with the emergence of hybrid working and the physical presence of team members, digital empowers teams to be more progress driven, connected, autonomous and goal oriented. Performance management will always be a powerful lever, but leaders need to consider additional incentives that support digital transformation. This can be achieved in two ways. First, make digital a part of CPD and training programmes. Second, build digital into employee performance objectives.

Leaders need to consider their own involvement in championing digital transformation. We encounter the perception that digital is something 'done to' the project teams by IT, and that digital professionals propose digital initiatives that are forced onto end users.

The end users must champion and drive the development of digital initiatives which extends to leadership. Leadership sponsors of digital initiatives should not sit with IT, but in the organisational function that will benefit most.

Behaviours

Behaviours and behavioural change are a critical element of any transformation. However, they are as critical as they are intangible and difficult to change through specific initiatives.

The behaviours element is an example of how digital culture can be made tangible. Organisations should start by identifying some of the behaviours that they want to encourage or eradicate, and then develop plans to reinforce them. Our experience with some of the world's largest infrastructure and capital programmes on health and safety has taught us that the thought processes behind those strategies can be used in digital transformation. This means a shared sense of responsibility, formal learning, leaders emphasizing the importance and is part of performance measurement.

Capability

Capability building and training is an important element of transformation. It is impossible for the workforce to truly embrace a digital state of mind without understanding the benefits digital can bring, as well as the tools and methods that will support it.

Leadership perceptions and realities

Leadership perception

Team reality

"I can't see anyone in the office – are people actually working?"

"I am more productive *and* have eradicated my commute time!"

"I need to see a detailed plan to track progress against"

"A task board helps keep us flexible to changing scope and priorities"

"We must see projects through to completion – I don't want to look weak"

"Fail-fast prevents us from working on projects that aren't valuable"

Any programme delivery organisation should have a clear digital strategy and roadmap that includes a capability element, which is more than just training. Capability includes talent attraction, an understanding of digital roles required, a breakdown of digital skills and where they will sit in organisations.

A useful place to start is to identify where the most value can be gained from digital, and then which capabilities will be required in the organisation. It's important to consider how digital capability will be integrated and to avoid the situation where digital is seen as an imposition on other parts of the organisation by IT.

There are three types of formal learning that organisations should invest in and be equally weighted:

• expectations and benefits
• methodologies and principles
• tools and technologies.

A lack of clarity on expectations and benefits will result in training that's too broad and is unlikely to provide value to the specific programme being delivered. If there is no knowledge or little understanding of any digital methodologies, the tools used will lead to an incoherent set of processes and approaches, confusion, and lost value. If training is not provided to individuals adequately by a specialist, the technology will not be utilised to its full potential.

There is power in giving employees the ability to drive their own learning in addition to formal training programmes. The breadth and depth of readily accessible online training providers allows learners to 'dip in and out' of certain modules. This helps them to determine how useful the courses will be before committing their time to them. The immediacy and availability of this type of learning is important too.

Employees may lose motivation or opportunities if they wait a few months for a training course. Organisations should consider different approaches to agile.

Is your organisation "agile by name" or agile by nature?"
It's important to know the difference between sprints and stand-ups. Incorrect use of these methods can be more damaging to the long-term success of digital than doing nothing at all, or by accepting that waterfall methods still apply to some elements of programme delivery. It's vital for organisations to know where full agile methodologies are not applicable. They must know when to be adaptive, utilise certain digital ways of working and adopt new programme delivery methodologies.

As part of implementation of any new way of working, especially significant shifts like moving from waterfall to agile, organisations should have a clear and communicated end goal, ensuring the organisation is onboard and can reap the benefits.

Levels of digital capability		
Level 1		"I am digitally capable enough to do my job. I understand how to use the digital technologies and solutions within my role."
Level 2		"I have sufficient understanding and experience to identify how I could use digital to do my job more efficiently and safely."
Level 3		"I have a deep conceptual and practical understanding of digital which enables me to drive digital change within my team and wider."

Tools
Technology has a huge part to play in delivering programmes better digitally. Technologies support information capture, increase efficiency, increase insight, and support information sharing and collaboration. A digital state of mind lays the foundation to improve the speed of uptake of new technologies across organisations.

It's important to see tools as the final piece of the jigsaw and not the first piece. Low barriers to entry and the intuitive nature of today's software makes it all too easy to start and end with tools. Tools alone will have limited impact unless there is a clear understanding of where digital is going, the supporting behaviours, a change in leadership attitudes, and a workforce that is empowered and trained. When thinking about digital capabilities, organisations should consider which clusters of tools will add most value to programme delivery – for example those that rely on similar datasets or complement challenging process areas.

An organisation's innovation process can be used to raise suggestions on which tools should be considered, and simple prioritisation exercises can be done to determine where investment should be prioritised.

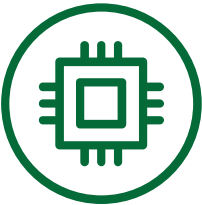| Types of tools that support Programme delivery |
|---|
| INFORMATION CAPTURE *Drones, Photogrammetry, PowerApps, IoT* |
| GREATER INSIGHT *Visualisation, AI, Programme Simulation, Digital Twin* |
| PRODUCTIVITY *Project Management Platforms, Taskboards* |
| SHARING AND COLLABORATION *SharePoint, Miro, Whiteboards* |

Removing barriers to entry

It is easier to talk about developing a digital state of mind than to put it into practice. Barriers need to be recognised and removed to fully leverage this way of thinking and create an organisation shift.

Barrier 1: 'The digital deluge'
In the modern world, the sheer amount of technology, methodologies and platforms that are available to improve productivity, results and team culture can be incredibly daunting. Competition between technology providers is high and many claim to have 'the next best thing'. Fundamentally, technologies aim to solve challenges - challenges that have also evolved with the digital age. Therefore, understanding both how to choose a methodology or tool and when to use it are paramount.
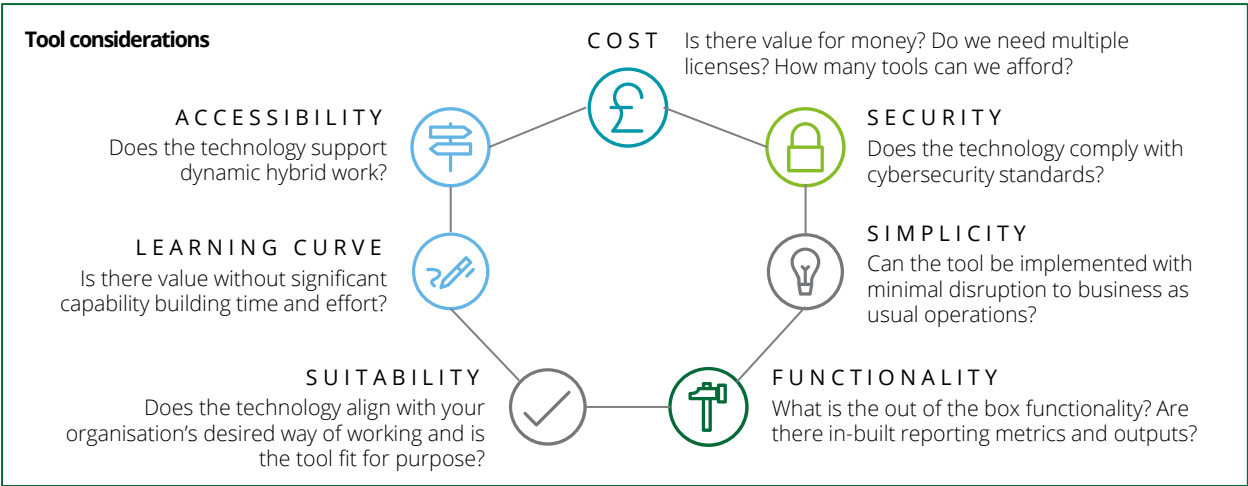
Questions one should ask to achieve objectives using new tools are the following:

- **Suitability** – Does the technology align with your organisation's desired way of working and is the tool fit for purpose?
- **Learning curve** – Is there value without significant capability building time and effort?
- **Accessibility** – Does the technology support dynamic hybrid work?
- **Cost** – Is there value for money? Do we need multiple licenses? How many tools can we afford?
- **Security** – Does the technology comply with cybersecurity standards?
- **Simplicity** – Can the tool be implemented with minimal disruption to business as usual operations?
- **Functionality** – What is the out of the box functionality? Are there in-built reporting metrics and outputs?
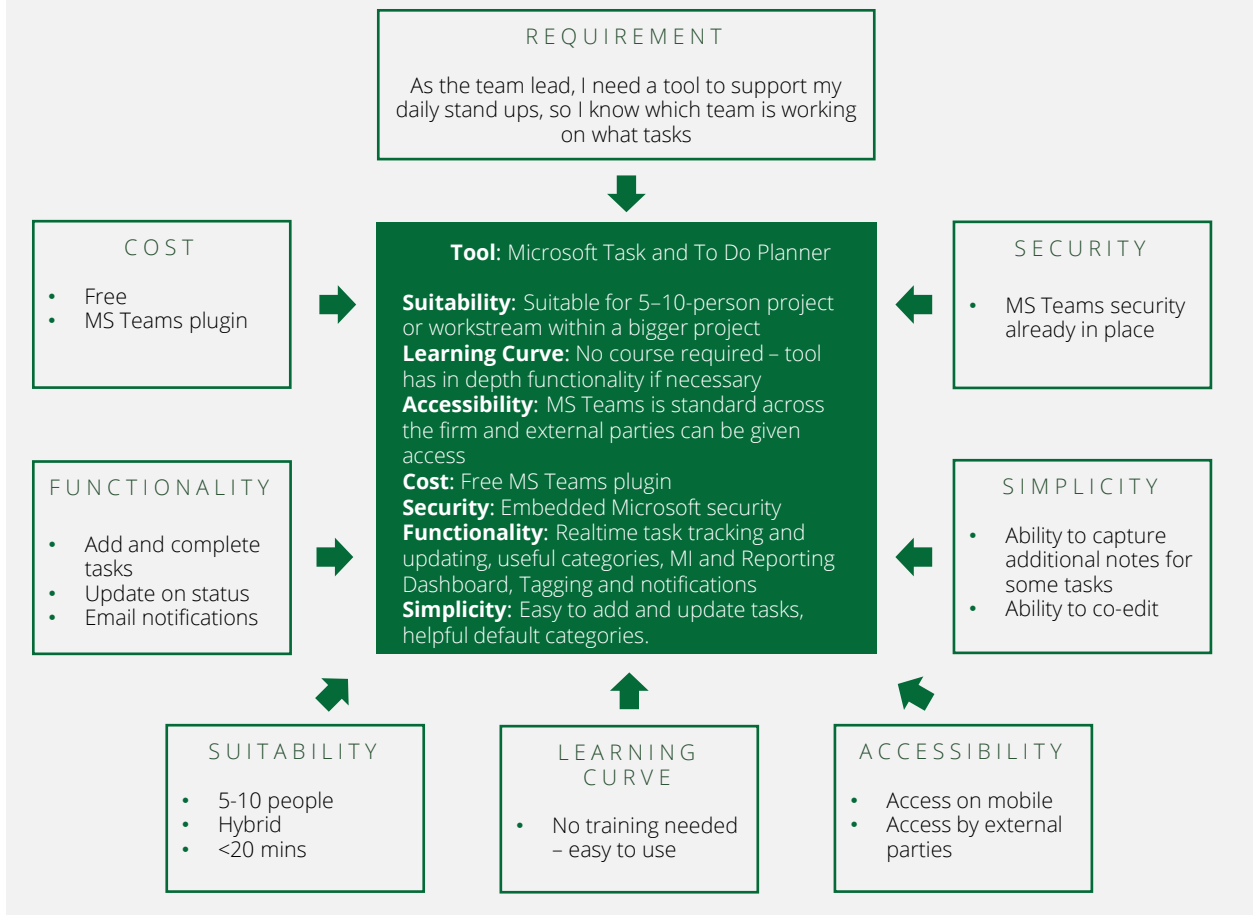
These methods of determining the value of a tool and where to use it aren't ground-breaking; however, to deploy at pace across an organisation, the right foundations need to be in place. Especially with new digital ways of working, tools often have to provide value in multiple ways and often replace tried and tested solutions. It's important we know how to navigate and balance the amount of technology available with the business need. This reduces the 'digital deluge' barrier as practitioners are not overwhelmed by technology and complex ways of working – leadership can ensure the tool is fit for purpose and reduce the effort required to adopt new technology.

Barrier 2: Capability and Skills Barrier
There is a perception that those established in their careers don't need to learn how to use new technologies because it can be picked up by the 'do-ers' in their organisation. This capability barrier needs to be addressed, as everyone is capable of learning new skills. Often the technology has inbuilt learning functions for all levels. Reducing the capability barrier should be a focus for a technology leader. An important aspect of overcoming barriers to entry for emerging technologies is to trust that technology can be useful even if you aren't a tech 'native'. One needs to shift from a 'I must know exactly what I'm doing' attitude to a 'try it and see' attitude. To reduce the skills barrier, one must take time to understand the value of a change in attitude, new way of working or tool. This can be achieved by scheduling time to explore an online learning platform or start a community of practice amongst the organisation.

Tool considerations

COST Is there value for money? Do we need multiple licenses? How many tools can we afford?

ACCESSIBILITY Does the technology support dynamic hybrid work?

SECURITY Does the technology comply with cybersecurity standards?

LEARNING CURVE Is there value without significant capability building time and effort?

SIMPLICITY Can the tool be implemented with minimal disruption to business as usual operations?

SUITABILITY Does the technology align with your organisation's desired way of working and is the tool fit for purpose?

FUNCTIONALITY What is the out of the box functionality? Are there in-built reporting metrics and outputs?

Example of a tool selection in action

REQUIREMENT

As the team lead, I need a tool to support my daily stand ups, so I know which team is working on what tasks

COST
- Free
- MS Teams plugin

Tool: Microsoft Task and To Do Planner

Suitability: Suitable for 5–10-person project or workstream within a bigger project
Learning Curve: No course required – tool has in depth functionality if necessary
Accessibility: MS Teams is standard across the firm and external parties can be given access
Cost: Free MS Teams plugin
Security: Embedded Microsoft security
Functionality: Realtime task tracking and updating, useful categories, MI and Reporting Dashboard, Tagging and notifications
Simplicity: Easy to add and update tasks, helpful default categories.

SECURITY
- MS Teams security already in place

FUNCTIONALITY
- Add and complete tasks
- Update on status
- Email notifications

SIMPLICITY
- Ability to capture additional notes for some tasks
- Ability to co-edit

SUITABILITY
- 5-10 people
- Hybrid
- <20 mins

LEARNING CURVE
- No training needed – easy to use

ACCESSIBILITY
- Access on mobile
- Access by external parties

'Is there a subject matter expert in the organisation?', 'Does the tool have a quick tutorial?', these actions improve confidence and are the questions we'd expect digitally mature teams to be asking. Most emerging technologies have both written and visual information, tutorials and public videos with SMEs, which helps to avoid a 'complete and forget' mentality. Even with existing, familiar tools, leaders should encourage their teams to try something new every time they use it – it is often surprising how quickly and often new features are released.

As the adoption of versatile tools is becoming more widespread in large programmes, so are the availability of resources that can be utilised to curate digital know how. Free online platforms such as Udemy, LinkedIn learning and even open platforms such as YouTube provide unparalleled access to experienced individuals that can enable more efficient ways of working.
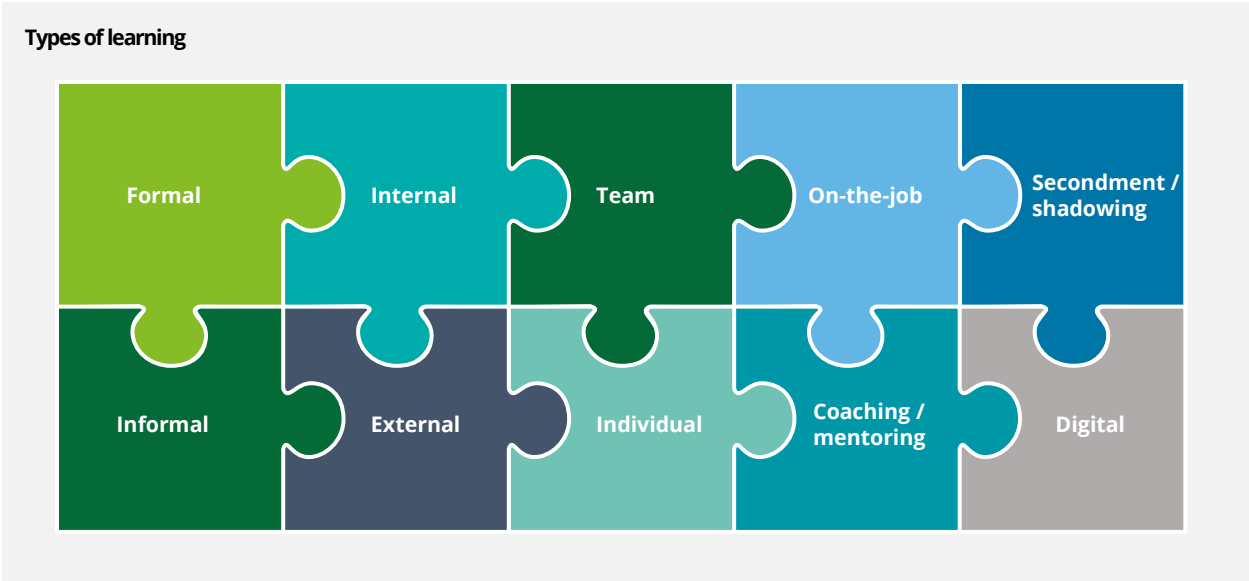
Without commitment to learning, the tools will never be fully utilised. Everyone from leadership to junior resources should champion the shift to a digital state of mind and advocate for the 'why not' approach rather than 'why' when it comes to deploying new solutions.

Barrier 3: Reluctance of major programmes to consider emerging new ways of working including agile
Leadership endorsement is a fundamental aspect of any change or transformation. Leadership needs to be comfortable to allow employees to embed a digital state of mind across all elements of work. Introduction of new ways of working and supporting tools and technologies tends to have a greater day to day impact on practitioners however adoption needs to come from the top down.

A digital state of mind promotes and endorses teams working in a more agile way. One of the biggest challenges in moving to more agile ways of working within a major programmes' environment is that at a leadership level, agile can feel like it gives less control compared to waterfall project management methodologies.

Leaders need to acknowledge that other team members are also able to innovate and encourage them to explore their new ideas. Agile leadership transfers the authority and influence from a central point to a more equitable distribution across the firm. An agile culture always pursues improved ways of working and has numerous benefits. Team efficiency and collaboration are enhanced, since teams are self-organised and communicate transparently. Teams can therefore react to a changing environment quicker and more effectively, which enables them to be outcome focused.

Types of learning

| Formal | Internal | Team | On-the-job | Secondment / shadowing |
| Informal | External | Individual | Coaching / mentoring | Digital |

An agile way of working should not mean a lack of forward planning. Focus adapts from sprint to sprint whilst delivering on the long-term objectives of a programme remains the priority. It simply allows the team to act with agility. The rigidity of a major programme delivered over a long period of time with complex plans and dependencies means there are fewer opportunities to address challenges. With the widespread adoption of new technologies, the benefits of working in a more agile way can be realised. There is no lack of workstream visibility by relying on one programme plan that requires constant updates, leaders can have real-time delivery confidence through the utilisation of new tools.

How can we reduce this barrier? Programme Aerodynamics ® outlines that human system design and digital catalyst provide 'connections and a rhythm between programme controls, strategy and leadership to deliver with confidence', proving the benefits of moving from a static and often fragmented approach to an agile one. Adopting Programme Aerodynamics ® can be an effective way to embed new agile ways of working whilst reducing the typically associated risks.

Waterfall methodologies can recognise potential risks and issues and address them ahead of time. However, project controls using a waterfall methodology can only anticipate theoretical challenges. Therefore, an agile methodology combined with a digital first mindset could uncover challenges much earlier. This is supported by Programme Aerodynamics ® 'Continuous Strategy' where the long and short-term strategy is defined, considering key inflection points throughout the programme lifecycle where strategic choices need to be reassessed. Particularly, agile planning allows teams to perform 'horizon scanning' more effectively and that horizon will more accurately reflect the state of the programme when compared to waterfall planning.

Barrier 4: Leadership mindset shift:
Leaders on major programmes must be comfortable with a 'fail fast and learn' attitude. They must also be at the forefront of endorsing digital curiosity in an organisation, promoting self-learning and embracing innovation. When operating at the scale of a major programme, having a robust structure around this is critical.

Like everyone, leaders find it challenging to let go of traditional mindsets that they are accustomed to and that have been effective previously. Without transforming their own mindsets and aligning themselves to the shifting market, they cannot encourage their companies to become more digital. Additionally, leaders should recognise the importance of setting the tone and becoming role models to guide and promote a digital culture throughout their organisation.

To overcome the leadership mindset shift barrier, leaders need to continuously self-reflect and reframe their perspectives and change their behaviours. This requires challenging their core beliefs to ensure they are still valid in an evolving business world, as well as identify their new digital-era leader mindset. After this mindset shift, conscious choices should be made by leaders to refrain from returning to their old mindsets. Lastly, a digital state of mind will be strengthened over time by creating routines and experimenting with new practices.

Get in touch

We have supported digital change for
some of the world's largest programme
delivery organisations

Guri Neote
Partner

Major Programmes
Digital Catalyst Leader
gneote@deloitte.co.uk

David Hope
Senior Director

Major Programmes
Digital Catalyst Leader
dhope@deloitte.co.uk

Ed Lambourn
Senior Manager

Major Programmes
Digital Catalyst Leader
elambourn@deloitte.co.uk

Heather Campbell
Manager

Major Programmes
Digital State of Mind Lead
hecampbell@deloitte.com.au

Additional contributors:
Moez Mitha, James Boyd-Hill, Sabbir Khan, Neekita Patel, Tess Elbaz

Thought Leadership

Digital Capital Projects

The Capital Project
of the Future
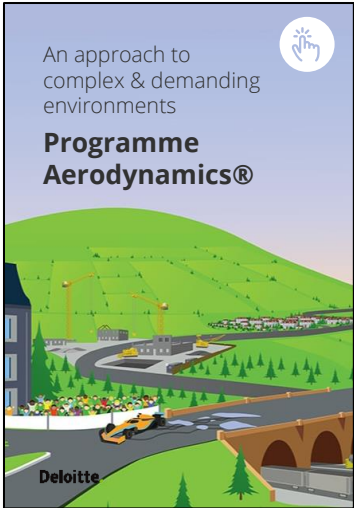
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An approach to complex and
demanding environments

Digital Maturity Model

Realising value through
Digital Maturity

Digital DNA

Organising, operating,
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