

Leading the Digital Transformation in Your Organization

CALL Conference, Vancouver BC

May 17, 2016, 1:00pm

1. Can you tell us about your background and how you came to the role you have now?

Tadhg Healy

- Originally from Ireland – obtained a PHD in telecoms engineering in 2007 and worked as an optical engineer.
- Transitioned to digital project management after moving to Canada – worked with a range of digital agencies here in Vancouver
- Joined City of Vancouver in 2013 to lead the Digital Services team
- Work with our Chief Digital Officer to drive the implementation of the Digital Strategy

Fiona McPherson

- 25 years in Federal Government law libraries
- Departments, Agencies, Courts, Tribunal
- 2013 : A New Information Service Delivery Model merging Library & IM Services
- 2015: New roles of strategic information advisor and digital information specialist
- “Change Agent”



Jennifer McNenly

- Started as a solo librarian at an engineering firm
- 8 years as Library and Technology Director at a non-profit international affairs institute.
- 10 years in KM at another law firm. Senior librarian embedded in IT designing knowledge systems solutions.
- Past 2 years as Director, Library and Information Services at Fasken Martineau. Founding member of firm innovative technology committee. Leading intranet upgrade projects and various KM related initiatives.

Digital Transformation Blog Post by Euan Semple:

Digital Transformation "Digital transformation". It sounds grand doesn't it. One of those big, strategic, important initiatives we can all get busy with. But what does it really mean? Does it just mean using computers more, using the web more, shifting what we do now from one technology to another?

Or does it mean something more personal, more profound? Does it mean seeing the world differently and thinking hard about our role in it? Does it mean losing sight of the familiar shore of our assumptions about work as we set off into uncharted territory?

I see more and more people struggling with the changes we are going through and likely to face in the future. Uncertainty and anxiety can provoke an existential crisis. What does all this mean? What does it mean to me? What am I prepared to do about it?

Until more of us are willing to seriously attempt to answer these questions there will be little chance of a true "digital transformation" happening. We will keep rearranging the deckchairs until the new world passes us by and leaves us behind.

euansemple.com (October 21, 2016)

2. What does digital transformation mean to you and to your organization?

Are we moving things from one technology to the next because our users or other forces demand it, or are we charting a path for new content creation, new or improved services?

Leading the Digital Transformation

Takeaways: Fiona

- Yes. It's personal!
- Change on My Terms
- Technology and Behaviour
- Adjusting to the Inevitable
- Successful in a Digital World

Let's Get Digital!



Leading the Digital Transformation

Takeaways: Jennifer

- Client focused - internal and external
- Personalized content whether by role, department, region or self involves making sense of information and connecting it in a meaningful way for a variety of uses
- Context and timing are key
- Making the user experience less stressful and more delightful

Leading the Digital Transformation

Takeaways: Jessie

- Be user-centric
- Respect the disciplines that have formed around digital design and development
- Take advantage of tactical opportunities
- Remain flexible
- Leverage data

3. How do you start developing and delivering a strategy for digital transformation or digital services?

Can you tell us about your approach to creating a strategy? What were the conditions at your organization that helped you, and what things were challenges to overcome?

Leading the Digital Transformation

Takeaways: Jennifer

- Experts - claim your leadership role!
- Be proactive, responsive and collaborative
- Ask your users, both formally and informally, at every stage and opportunity
- Take an iterative approach. You are never done.
- Allow for trial and error. Give good ideas a chance.
- Ask yourself "Is what we are proposing going to making people's lives easier or more stressful?"
- Biggest challenges are silos and lack of ownership

Leading the Digital Transformation

Takeaways: Jessie

- Think laterally across your organization
- Understand your goals and objectives and the problems you are trying to solve
- Understand your users and simplify your engagement with them
- Lead by example
- Showcase data based decision making

Leading the Digital Transformation

Takeaways: Fiona

- Believe It. Build It.
- Build Your Network
- Align with priorities and needs
- Design the new service model
- Demonstrate Value
- Adjust the Strategy to the “Buzz



4. What are the skills sets you had that helped you on this path? What skills would you like to improve or learn more about?

What are you next big challenges?

Leading the Digital Transformation

Takeaways: Fiona

Started with:

- Strategic Thinker (Dreamer?)
- Communicator: Listener, Talker, Writer
- Thrifty
- Negotiator
- Networker, People Person
- Judgment
- Project Management

Become better at:

- Change Management and Changing Behaviour

Next Challenge:

- Breaking down silos between published and unpublished information and the people who work there



Leading the Digital Transformation

Takeaways: Jessie

- Traditional
 - Project, Portfolio, Product Management
 - Software Development
 - Marketing and Operations
 - Business Case Development
- Digital/New
 - UX, CX Design
 - Analytics
 - Agile-ish
- Experience working with users and projects utilising new advents in digital is key to future relevance

Leading the Digital Transformation

Takeaways: Jennifer

- My career has led me to be more technical than most librarians. I am constantly learning about whatever interests me. I find this has given me a unique perspective.
- My employers have always supported my PD.
- I would really like to know more about business and marketing skills to help anticipate user's needs.
- Biggest challenge is time. Important to learn things that you find fun. If tech isn't your thing surround yourself with people who get it.