



**Singapore International Chamber of Commerce  
Leading Digital Transformation – Digital Culture**

7 May 2019

## Starting Questions

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Do you **Agree or Disagree** to the following statements:

1. Organisation culture plays a **key role** in Digital Transformation.
2. “**The Way Leadership Team Works Together**” significantly influences / shapes the organisation culture.
3. The **Desired Digital Culture** that we are calling out for **is different** from what we use to expect of a **High Performing Culture** (before Digital Transformation becomes a buzzword).

**Demystify Digital Culture and what it takes to build one.....**

*“Don’t expect transformation (Digital or otherwise) until you get your (Senior) Leadership Team **RIGHT**” .....*



- Going to “War”
- Absence of SLT member interactions
- Lacks collaboration across units
- Information hoarding
- Blame
- Avoids accountability

### Company A

1. Customer Loyalty
2. Making a Difference
3. Integrity
4. Teamwork
5. Humour/Fun
6. Agility
7. Ethics
8. Financial Stability

### Company B

1. Blame
2. Short Term Focus
3. Internal Competition
4. Buck Passing
5. Risk Averse
6. Customer Satisfaction
7. Information Hoarding
8. Profit

**Similar Organisations, Different Cultures**  
Which organisation will be able to sustainably drive Business (Digital) Transformation?

Can culture be **measured**?

How do you quantify culture?



# Culture Diagnostics & Leadership Team Alignment

Refer to <https://www.valuescentre.com/our-products/cultural-transformation-tools> for more information

## How it works:

- ✓ **Cultural Values Assessment (CVA)** to measure current vs desired culture in the organisation
- ✓ **Small Group Assessment (SGA)** to measure leadership culture (i.e. the way we work as a leadership team)
- ✓ **Focus Groups and Interviews** with staff, supervisors and management to unpack/delve deeper into findings from CVA and SGA
- ✓ **Leadership Team Alignment Workshop** to dialogue on findings from surveys and focus groups, and agree on rules of engagement and role expectations for the leadership team in order to drive desired culture

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*“Success comes from strong culture, and it starts at the top”*

*From vision to results*

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## Outcomes

1

Understand **current state of** and **gaps in organisational culture**



2

Uncover the **level of dysfunction** and **key contributors** to it

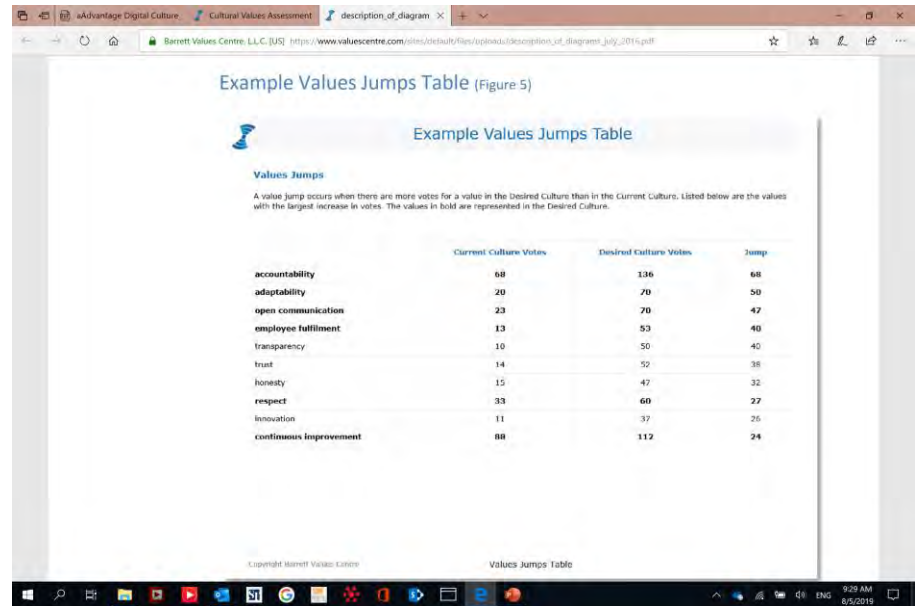
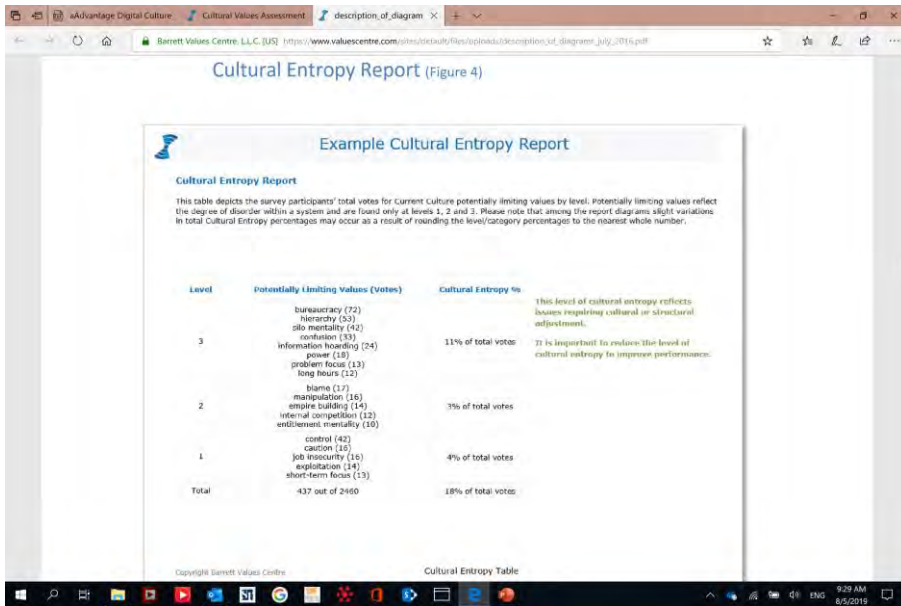
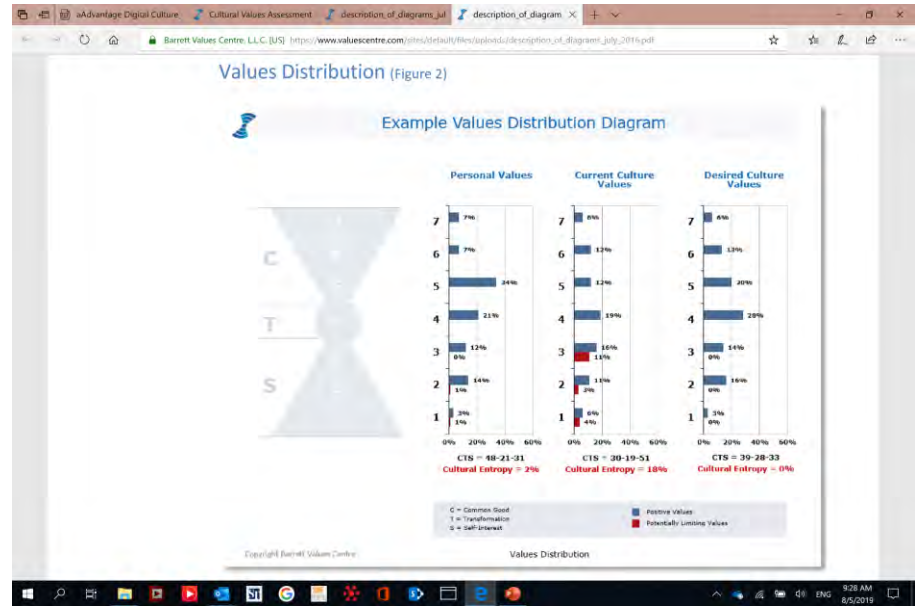
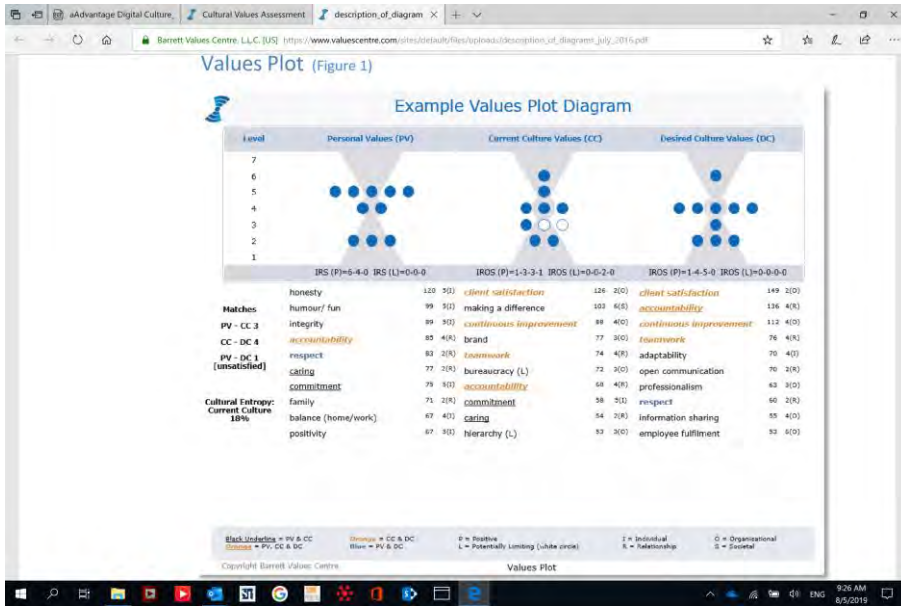


3

Align **leadership behaviours and expectations** to set the right culture



# Case XYZ – The Way We Work as a Senior Leadership Team



# Cultural Entropy Levels

Entropy	Impact
10% or less	Healthy functioning.
11-19%	Minor Issues: Requiring cultural and structural adjustments.
20-29%	Significant Issues: Requiring cultural and structural transformation and leadership coaching.
30-39%	Serious Issues: Requiring cultural and structural transformation, leadership mentoring / coaching, and leadership development.
40-49%	Critical Issues: Requiring cultural and structural transformation, selective changes in leadership, leadership mentoring / coaching, and leadership development.
More than 50%:	Cultural Crisis: For private sector or corporations, high risk of bankruptcy, takeover or implosion.

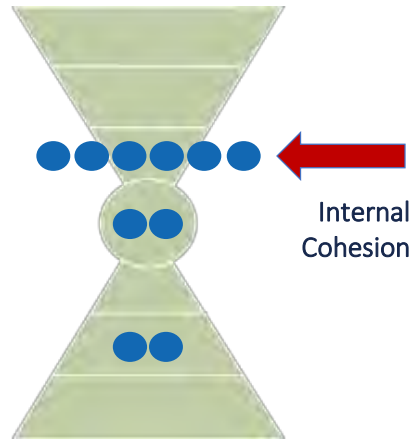


# Leadership Blind-spots

## How Maria sees herself?

1. commitment
2. positive attitude
3. accessible
4. teamwork
5. trust
6. integrity
7. accountability
8. customer satisfaction
9. enthusiasm
10. fair

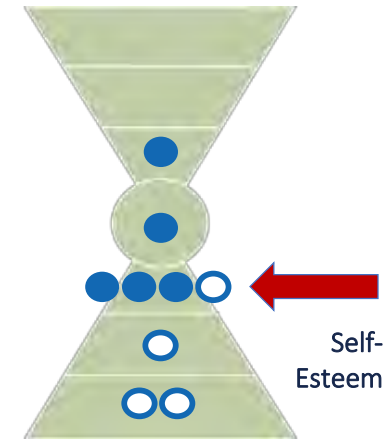
### Low entropy Leaders (0-6%)



## How do others see Maria?

1. commitment
2. **control** (L)
3. ambition
4. result oriented
5. **demanding** (L)
6. experience
7. goal oriented
8. **authoritarian** (L)
9. humor/fun
10. **power** (L)

### High entropy Leaders (21% +)



# Leadership Entropy Table

The level of entropy represents the degree of potential challenges that may prevent a leader from achieving the organisation's success outcomes

Entropy	Impact
0-6%	<b>Healthy:</b> Authentic individual. Decision-making is not driven by subconscious fears.
7-10%	<b>Minor Issues:</b> Requiring leaders to examine how their fear-based behaviours and actions are affecting people around them and/ or their degree of work/life balance.
11-15%	<b>Moderate Issues:</b> Requiring leaders to examine how their fear-based behaviours may be compromising relationships with peers and subordinates, and negatively impacting their professional goals.
16-20%	<b>Significant Issues:</b> Requiring leaders to examine how their fear-based behaviours may be undermining their personal integrity and trustworthiness, and negatively impacting their professional and personal goals.
21%+	<b>Critical Issues:</b> Requiring leaders to examine how their fear-based behaviours are compromising their ability to inspire and support their subordinates and collaborate effectively with their peers.

# What's the Difference between the 2 Sets of Companies?

## Traditional



## Born-Digital



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# MIT CIO Symposium 2018 – Culture as the Amplifier

Sharing by Tanguy Catlin, Senior Partner, McKinsey

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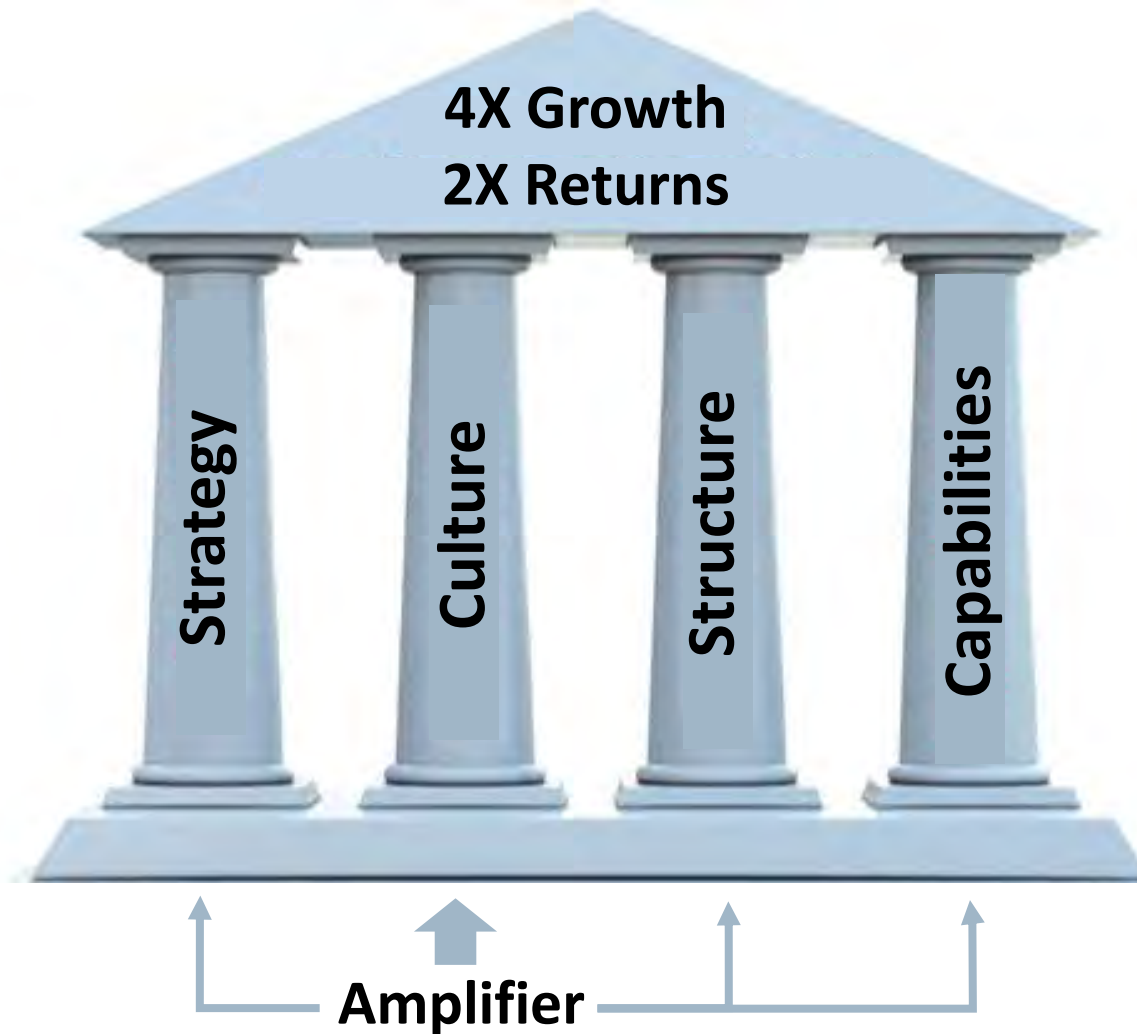


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# 4 “Outcomes” of Digital Natives

Culture being an Amplifier



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“Digital Culture is a self-reinforcing set of values and practices that enables an organisation to thrive in a **fast-moving digital economy.**”

- George Westerman,  
Principal Research Scientist, MIT



# SMU New study: Culture determines digital transformation success; not technology

- Cultural Transformation in the Digital World (2018)

Yet many organisations still choose to focus their investments in Digital Technologies only...

**THE ROADMAP**

**INNOVATE**

- ◆ Build globally-leading capabilities in high-growth areas
- ◆ Accelerate firms' innovation in service delivery via development of new solutions and business model transformation
- ◆ Plug firms into national co-innovation living labs and consortia
- ◆ Create data-sharing partnerships and sandboxes in Singapore

**RESKILL & UPSKILL**

- ◆ Work with firms to redesign jobs to capture high-growth opportunities
- ◆ Deepen employees' skills specialisations in high-growth areas
- ◆ Establish and refresh skills framework to map competency development for high-growth areas
- ◆ Strengthen collaboration between firms with Institutes of Higher Learning and continuous education training providers

**BOOST PRODUCTIVITY & INTERNATIONALISE**

- ◆ Drive wider adoption of productivity tools
- ◆ Expand firms' Pan-Asian market knowledge and networks
- ◆ Catalyse collaborations between complementary service providers
- ◆ Increase profiling of made-in-Singapore solutions

**ENABLERS**

- ◆ Promote use of Singapore's legal and accounting standards and frameworks
- ◆ Support Trade Associations and Chambers to lead key industry initiatives

SG singapore EDB singapore

Singapore Economic Development Board | www.edb.gov.sg

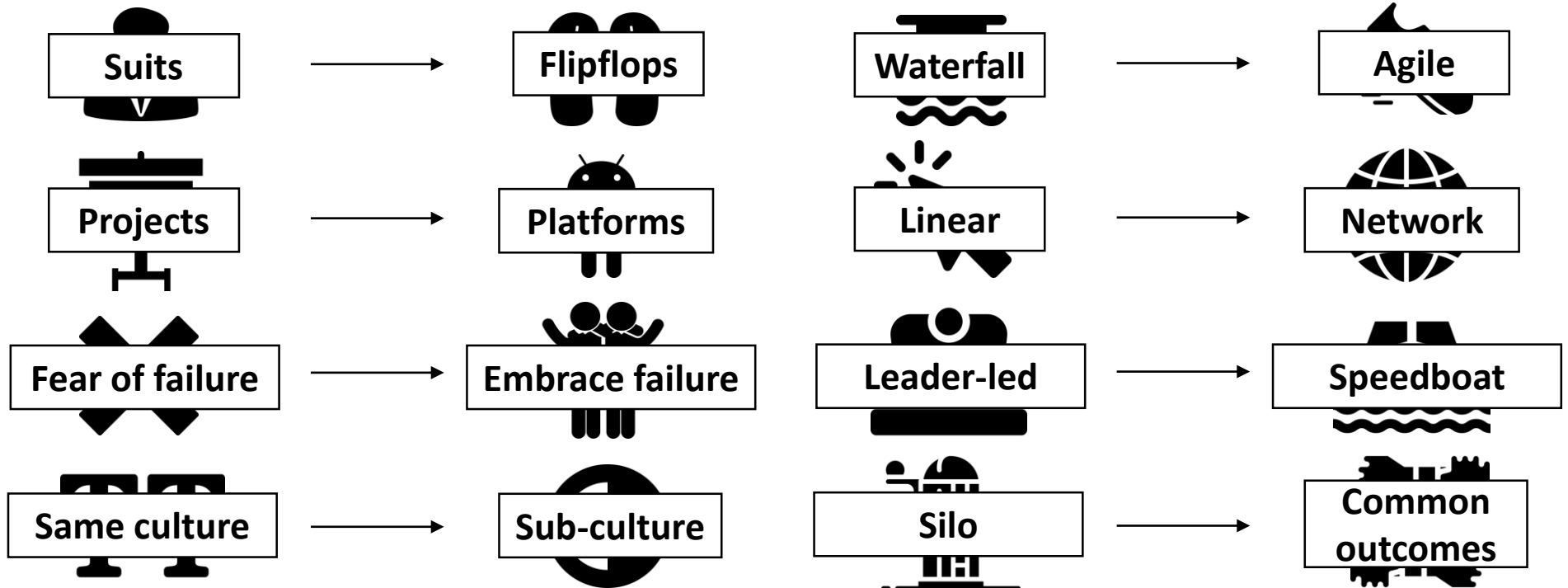
**Innovate**

**Re-skill and Upskill**

**Boost Productivity and Internationalise**

# “Digital” Culture: Openness, Flexibility, Agility

## Translating into some Leading Practices





# Digital Culture

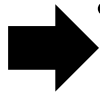
## Case Study: DBS



### To be a 22,000 start-up



Take Risk & Experiment



- 14,800 bank staff engaged in innovation programs
- Work with industry partners and start-ups to develop innovate mindset
- Exceeded a target of conducting 1,000 experiments



Agile



- Launched JoySpace programme – a complete redesign of DBS offices to define a 22k collaborative culture



Be a Learning Organisation



- Learn and Teach Back initiative
- Introduced gamified learning
- Learning in different ways (e.g. flipped classroom, sandbox learning, etc)



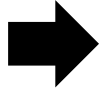
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Source: [https://www.dbs.com/investorday/presentations/Executing\\_the\\_digital\\_strategy.pdf](https://www.dbs.com/investorday/presentations/Executing_the_digital_strategy.pdf)

# Digital Culture

## Case Study: GRAB

### Go-getting, fast-moving, and collaborative



- Scrum: stand-up meetings to keep the meetings short

**Why? Too free, nothing better to do, is it?**



- YPIMP (Your Problem Is My Problem): If someone faces a problem and can't get it done, he/she calls for a 'ypimp' and people will come and support

**Why are you helping the other team? We don't have enough work is it?**



- Forming a growth team: conducts 115 experiments every quarter, of which 52 percent fail. Get learnings from failures and channel them into successful experiments.

**If something goes wrong, you are accountable.  
Since you brought up the idea, you are responsible for doing it!**



*"Don't worry about that project, we'll YPIMP it together."*

*"Wow, you guys stayed up all night to launch that feature? Classic YPIMP!"*



# Why do some companies adopt transformation better?

“Our (current) culture of naive curiosity and humility to learn, is actually helping us. All of us are learning the new ways, there is no blueprint for the future – it is much more fluid and dynamic” .....



Shekhar Khosla, Chief Commercial Officer, Kellogg's

## What's Our Culture Today? Is it Promoting or Inhibiting?

### Alignment between Current & Desired Values

Current Culture Values (CC)			Desired Culture Values (DC)		
Value	V	L	Value	V	L
Profit	120	1	teamwork	120	4
Results orientation	107	3	integrity	107	5
Cost reduction (L)	98	1	shared values	98	5
Brand image	86	3	shared vision	86	5
Bureaucracy (L)	76	3	trust	76	5
Integrity	69	5	employee engagement	69	5
Conservative (L)	63	1	customer satisfaction	63	2
Teamwork	58	4	balance (home/work)	58	4
Customersatisfaction	46	2	contin...		
Goals orientation	44	4	leadersh...		
Internal competition (L)	44	2	quality		
Short term focus (L)	44	1			

**3 matching values**

**Analysis**

- Staff have a moderate confidence in the current "Way We Work" and are carrying that into the future.
- From this slide and next, what people see more are, shared vision, trust, employee engagement.

From an organisation's current and desired culture, conversations can start on how to move towards the desired culture to achieve the organisational vision.

**Company A**

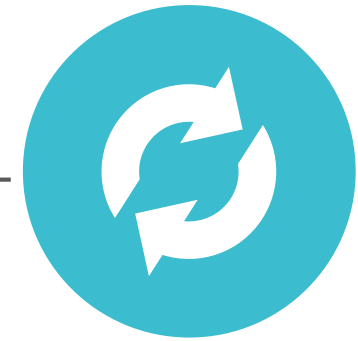
1. Client Satisfaction
2. Making a Difference
3. Integrity
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**Similar Organisations, Different Cultures**  
 Which organisation will be able to sustainably drive Business (Digital) Transformation?

# aAdvantage's Point-of-View: Lead and Sustain Culture Transformation



**Culture  
Diagnostics &  
Leadership  
Team Alignment**

**Leadership  
Values  
Assessment**

**Culture  
Development &  
Cascading**

**Ongoing Staff  
Engagement**

**Enabling  
Systems to  
Sustain Culture  
Transformation**

*From vision to results*

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A silhouette of a person standing on a sharp mountain peak, holding a bicycle aloft. The background is a vast mountain range under a blue sky with light clouds. The scene is backlit, creating a bright glow around the person and the peak.

From our experience...

Most organisations need it, but avoid it  
And struggle to achieve sustainable results

**This is your OPPORTUNITY**

# WHICH PATH WILL YOU CHOOSE?

- Achieve your vision
- Lasting foundation
- High performance

- Struggle
- Invest in solving symptoms
- Mediocre results



# aAdvantage: Global Culture Transformation Network

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aAdvantage Consulting together with Barrett Values Centre partner organisations to ensure successful transformation from **vision** through to **results**.



Established in 2002, the founders are bonded by the belief that consultants need to get involved in strategic implementation work. With key solutions in Business and Culture, Service Experience and Human Capital Transformations, the firm helps organisations and its people to achieve impactful and sustainable results.

[www.aadvantage-consulting.com](http://www.aadvantage-consulting.com)



The Barrett Values Centre (BVC) provides powerful metrics that enable leaders to measure and manage the cultures of their organizations, and the leadership development needs of their managers and leaders. The core products of the organisation are the Cultural Transformation Tools (CTT). The Cultural Transformation Tools have been used to map the values of over 6,000 organisations and 3,000 leaders in 90 countries.

[www.valuescentre.com](http://www.valuescentre.com)

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# Why aAdvantage

## Proven + End to end methodology and tools

We brought others through this journey. We are able to **facilitate** the right conversations, **measure** the right things, **design** the right solutions, and **implement** the right programmes to achieve your vision.



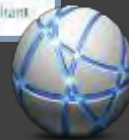
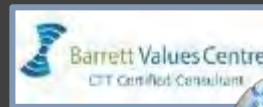
## Business partner accountable to your business results

We build a long term relationship and **commit ourselves to your business results** – Trust, Customer Satisfaction, Employee Engagement, Overall Growth.



## Network of Expertise for Large Scale International work

We have a network of internationally recognised partners to **support you in delivering large scale, international projects.**



## Ability to measure, manage and transform Culture

**Measurement matters. If you can measure it, you can manage it.** With a robust and proven model we can measure your organisation's culture.



## Transformation through Heart Conversations

We are appreciated for the ability to facilitate **hard and heart conversations to achieve true transformation.** We come with our experience, passion and authenticity.



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# Clients We Partner with for Business/Culture Transformations



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# Business and Culture Transformation References

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“ aAdvantage has been a strategic partner of Barrett Values Centre (BVC) since 2009. They have demonstrated clear commitment and leadership in this partnership and have provided valuable insights and contribution to the growth of BVC’s presence in Singapore. They have led many transformation engagements with organisations both in Singapore and in the region, and is by far a clear leader in terms of their knowledge and application of our suite of Cultural Transformation Tools (CTT).

aAdvantage also initiated and led the Singapore National Values Assessments (NVA) in years 2012, 2015 and 2018 and we are confident and proud to be associated with them. We are often amazed at the insights they bring to the table during these engagements. aAdvantage is the only organisation we have partnered with for NVA in Singapore and we remain committed to support them moving forward.

Lastly, Vincent Ho has been our main contact at aAdvantage since the start. He has proven to be very trustworthy and easy to work with. He is very goal oriented and have clear drive to complete and finish what we have agreed to do. We also appreciate his extensive knowledge in the field of cultural transformation, both for organisations and nations. This has been very valuable when working with Vincent as the Project Director for the Singapore NVA.”

**Tor Eneroth**

**Director of Cultural Transformation  
Barrett Values Centre**





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