

# Building a Digital Culture through Digital Transformation and Upskilling of Existing Workforce

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# Upskilling is a movement with global momentum

“I've been asked, what happens if we upskill our people and they leave?

I say, what happens if we don't and they stay”



# Why did we need to change?



Increasing technology-fuelled globalisation, disruption and accelerating pace of change, impacting how we work, what we do and where we work

Our clients' needs and expectations, as well as that of our workforce, are changing - with technology influencing services, delivery methods and ways of working

Automation and 'thinking machines' are replacing human tasks and jobs, changing the skills that organisations need in their people

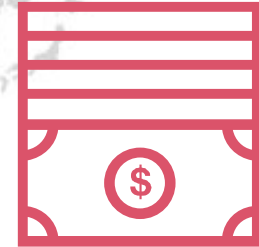
# Case for Change



More **value** and  
**higher quality**



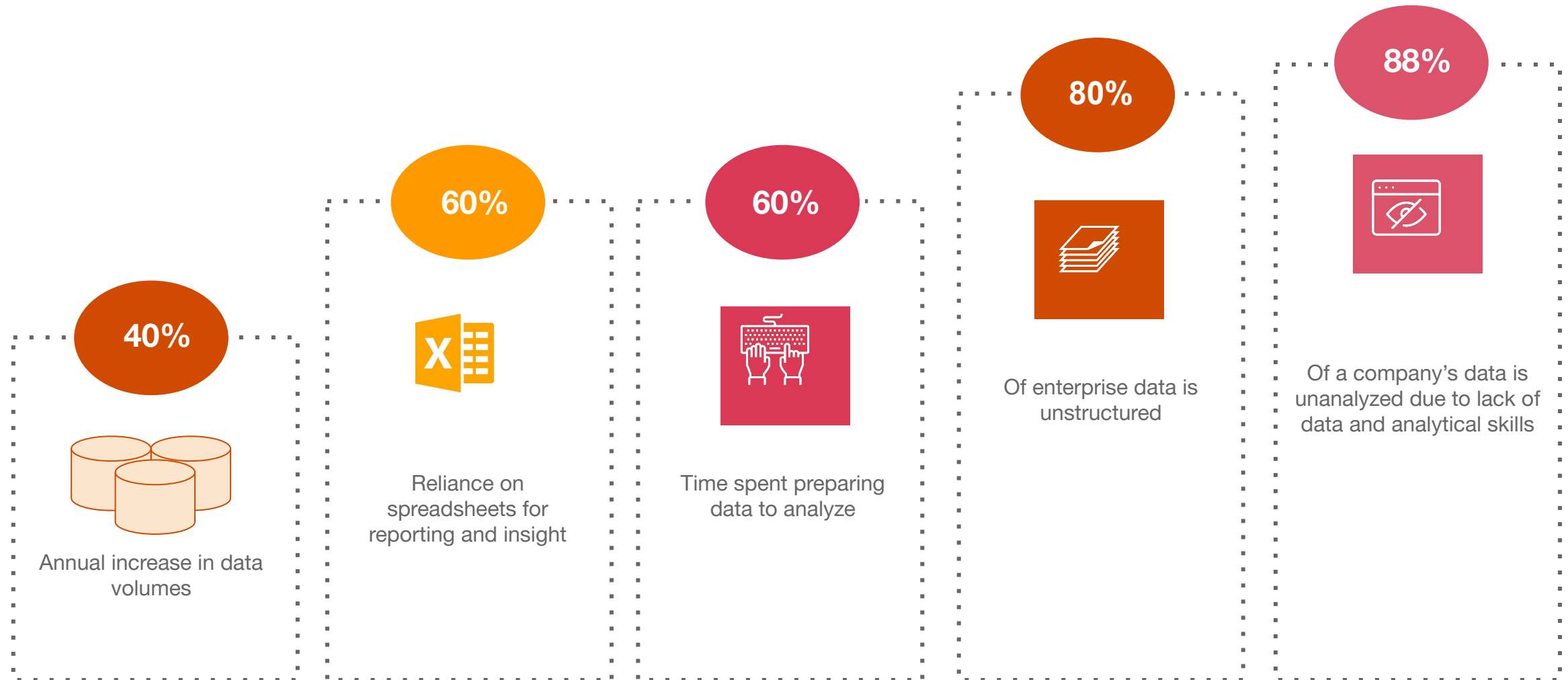
A more technology  
enabled **experience**



At a lower **cost**

# Our teams must deliver differently

We spend more time wrangling data than we do on solving our clients' problems



# Why are so many investing in upskilling?

Purpose and profit go hand in hand. Upskilling not only solves a skill/technology issue but creates improvement in business and society overall.

By 2022...

75M

...roles will be in decline

133M

...people will need a new career path

Currently...

500k

...tech jobs are unfilled

77%

...people are open to upskilling now

# Goals: *Adopt a digital & data mindset*

- **Lead in the market on automation and data acquisition**
- **Academies and Accelerators**
- **Share knowledge, skills and digital assets across technology**
- **Create more time**



# *Inspiring Change*

- Cultural shift
- Inspire, empower & enable he tangata
- No idea is a silly idea!
- Tolerance for risk
- An Iterative approach
- Build the momentum
- Continuous learning & Improvement
- Growth mindset

**“The definition of Insanity is doing the same thing over and over again and expecting different result”**

**Albert Einstein**





# Driving disruption at scale

## Citizen-led innovation

Drive adoption and engagement, including



Digital Fitness Assessment app

And create tech-enabled innovators, including



Digital badges



Digital Academy



Digital Accelerators

Drives scale



Digital Lab

Generates ideas



## Business-led innovation

Leadership from the top across lines



- Financial Advisory
- Assurance
- Consulting
- Enabling Functions

New Ways of working



- Scaling Agile
- Cultural shift

PwC platforms

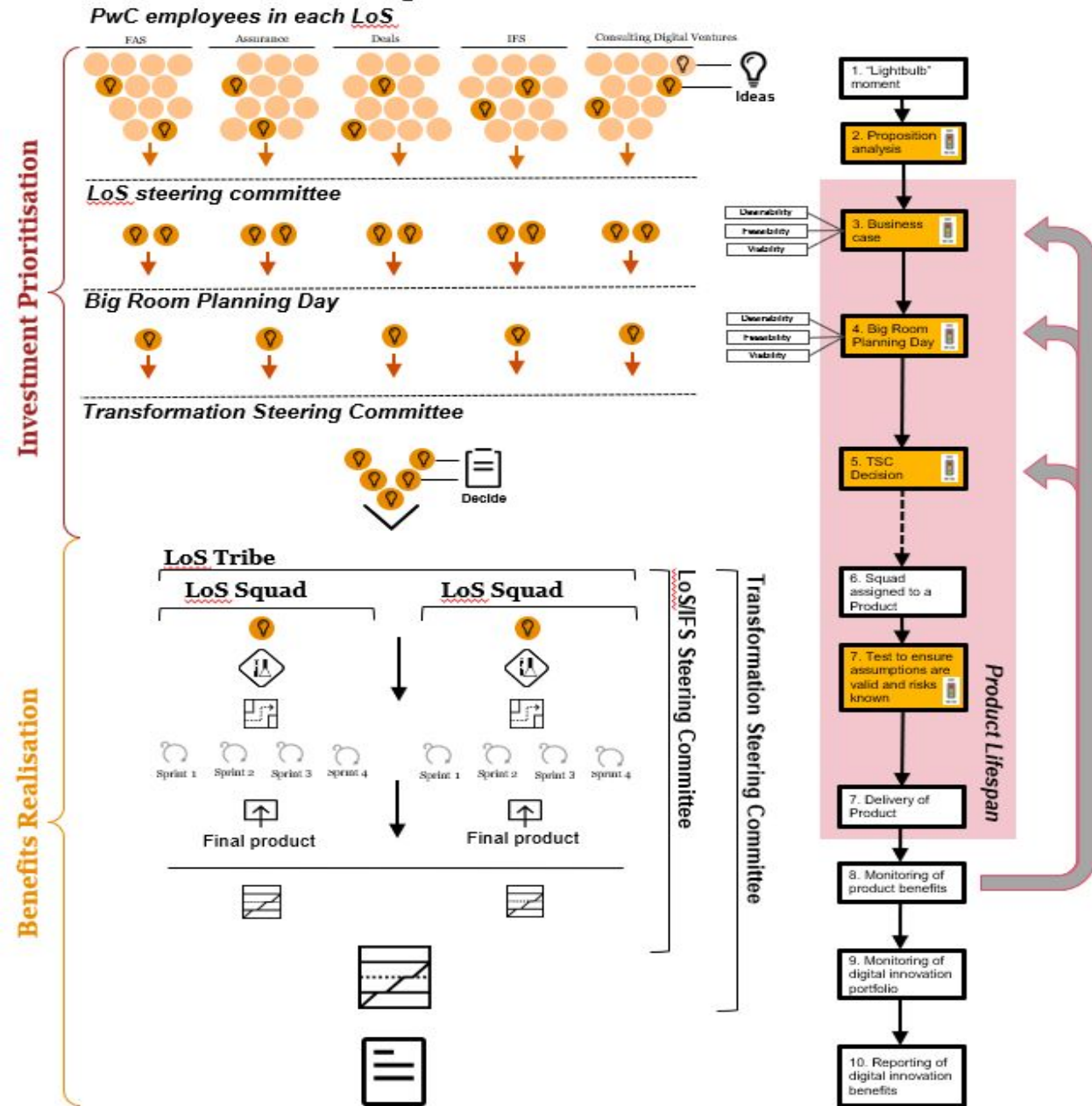


- Data Platform
- Automation
- Center of Excellence

# We scaled the business-led approach

1. Built the foundation
  - a. Upgraded our baseline technology
  - b. Aligned our systems globally
2. Built our transformation pipeline
3. Started transformation one LOS at a time
4. We scaled using SAFe Principles
5. Continue to mature

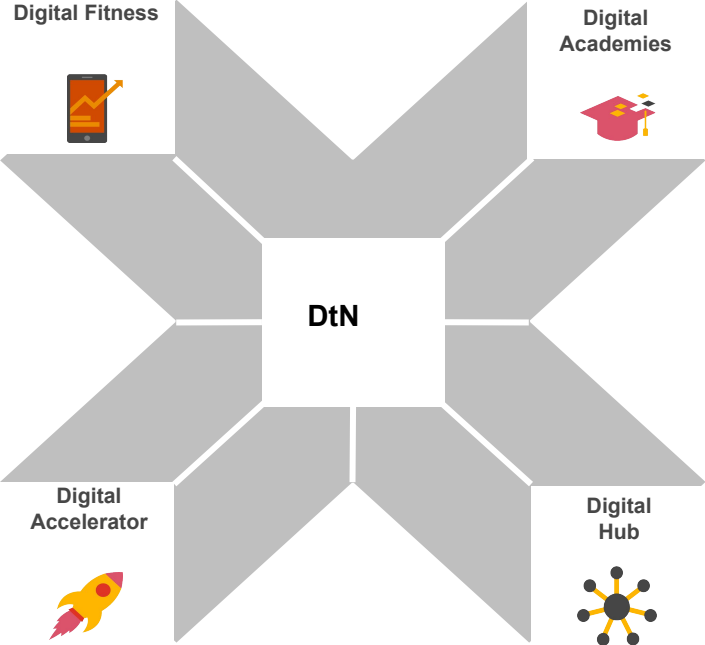
## Digital investment prioritisation and benefits realisation process flow



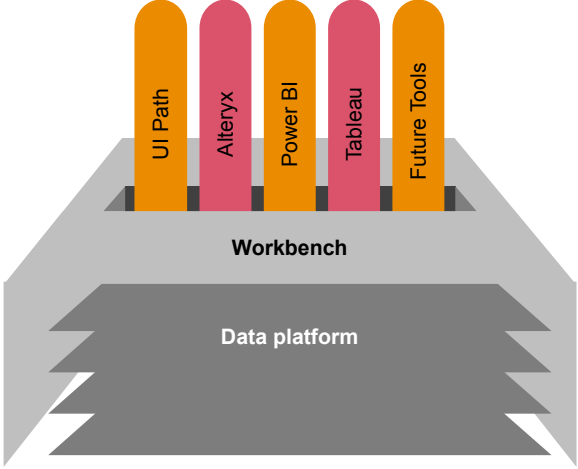
The above diagram is illustrative of the process only. The quantity of ideas, time and sprints will vary.

# Core pillars of our Digital transformation

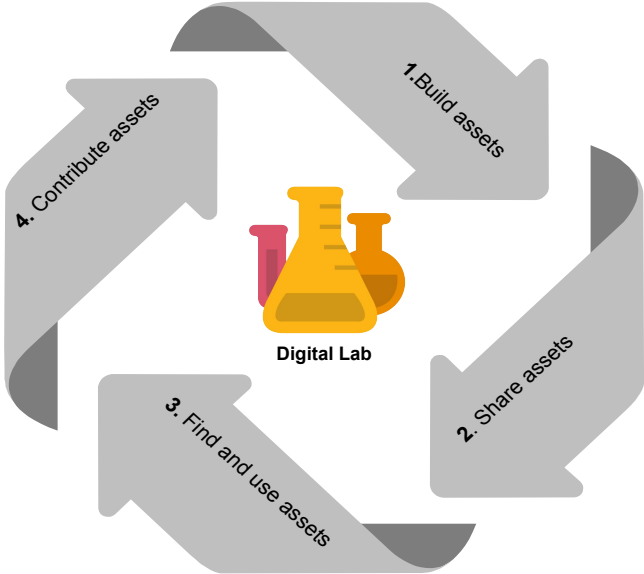
*Upskill our people*



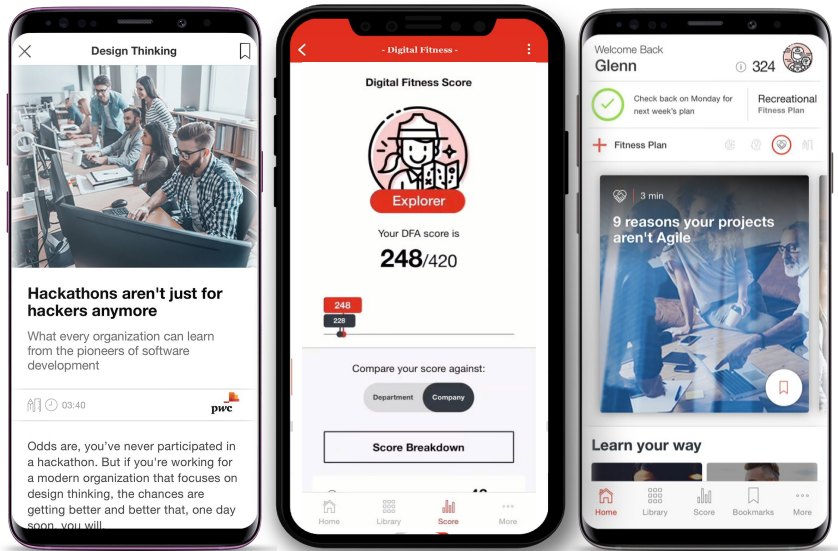
*And equipping them with the latest in advanced tools*



*To enable them to collaborate and share digital assets and ideas*



# In 2020, our investment is resulting in significant business impacts and benefits



**19k+**

Employee active on the Digital Fitness App in Asia Pacific



**4.5k**

Digital Lab contributions globally



**95%**

PwC Australia & NZ Partnership completed Digital Fitness Assessment



**60k**

Hours saved as at 1 July *(Since launch on 30 March, under our single use methodology)*



**60%**

PwC Australia/NZ employees participating in a Digital Academy



**1%**

PwC AU/NZ are specialist change agents called Digital Accelerators



**100%**

Digital skills training pivoted to virtual technology in response to Covid-19



**3k+**

Automation solutions executed from Digital Lab\* in Australia

\* Digital Lab launched in AU on 30th March 2020

# Our lessons learned & continue to learn



## People experience

- Culture is key
- Enable & empower people
- Investing in upskilling

## Technology & data

- Firm & consistent base is key
- We need a firm wide data ecosystem
- Focus on user & customer experience

## Culture & organisation

- Leadership buy-in and accountability
- Measurement to drive adoption
- Allocate Time

“It’s not a training expense, it's an investment in the future”

# Setting the foundation

## Getting the basics right

- Develop your vision, strategy & roadmap
- Tools & technology
- Pick one thing and get started
- Upskill your workforce
- Build the momentum
- Leap of faith



# Digital Fitness For The World

We've made our Digital Fitness app available for everyone to share with family, friends and the broader community.

Visit the Apple App Store or Google Play to download and use the invite code "LRNALL" to get started.



# Thank you

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