



Harnessing the Power of Digital Disruption

Cultivating High Digital Acuity Mindsets

Graham Waller
Research Vice President
Digital Business Leadership

Gartner®

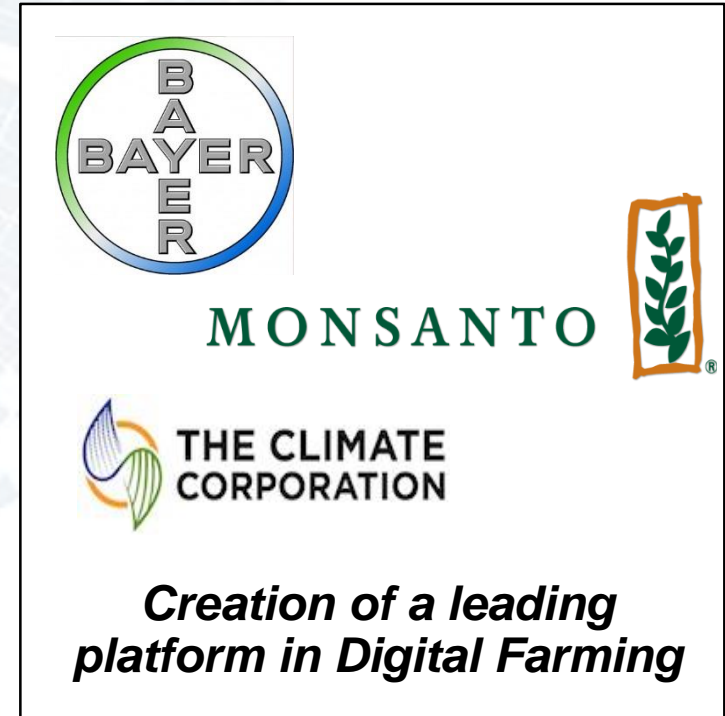
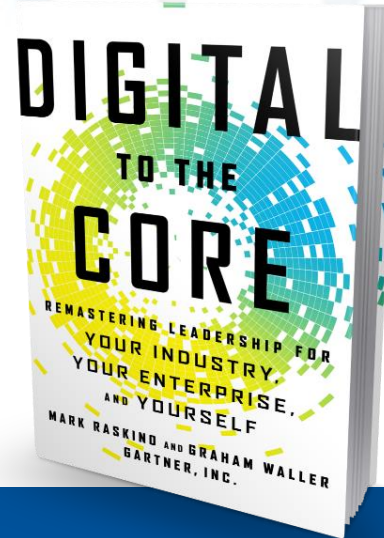
CONFIDENTIAL AND PROPRIETARY

This presentation, including any supporting materials, is owned by Gartner, Inc. and/or its affiliates and is for the sole use of the intended Gartner audience or other intended recipients. This presentation may contain information that is confidential, proprietary or otherwise legally protected, and it may not be further copied, distributed or publicly displayed without the express written permission of Gartner, Inc. or its affiliates. © 2015 Gartner, Inc. and/or its affiliates. All rights reserved.

While the world is moving forward
at breakneck speed...

...the core beliefs wired into
our minds often are not.

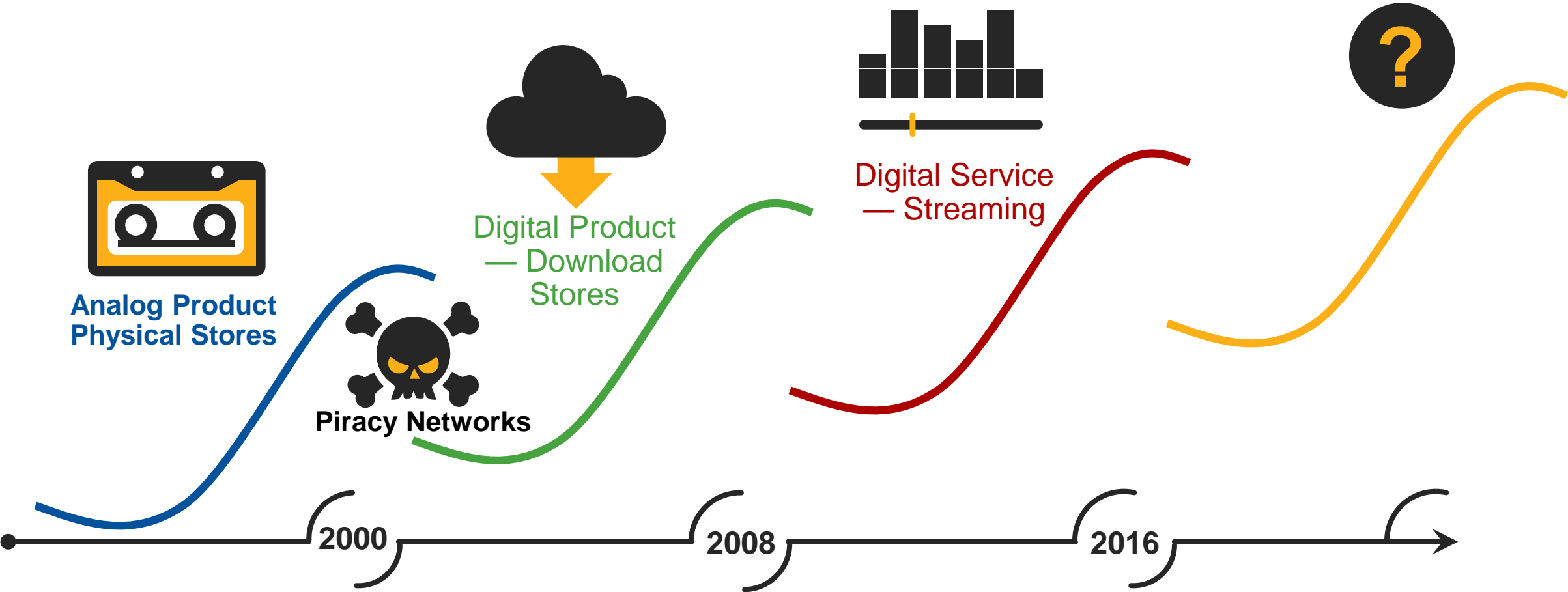
As digital disruption penetrates products and services



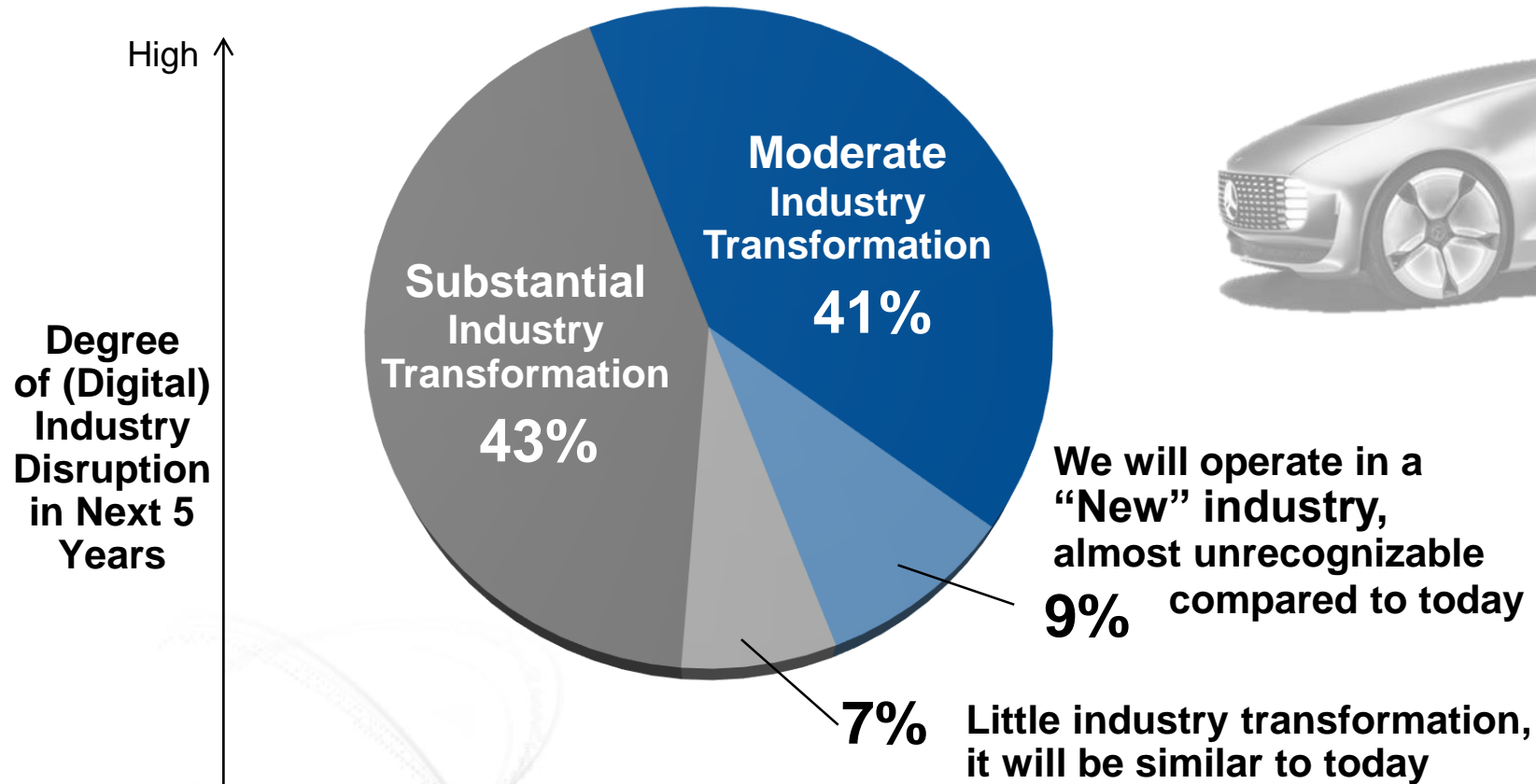
... every industry will be digitally remastered



Catching Triple Tipping Points — Music Industry Example

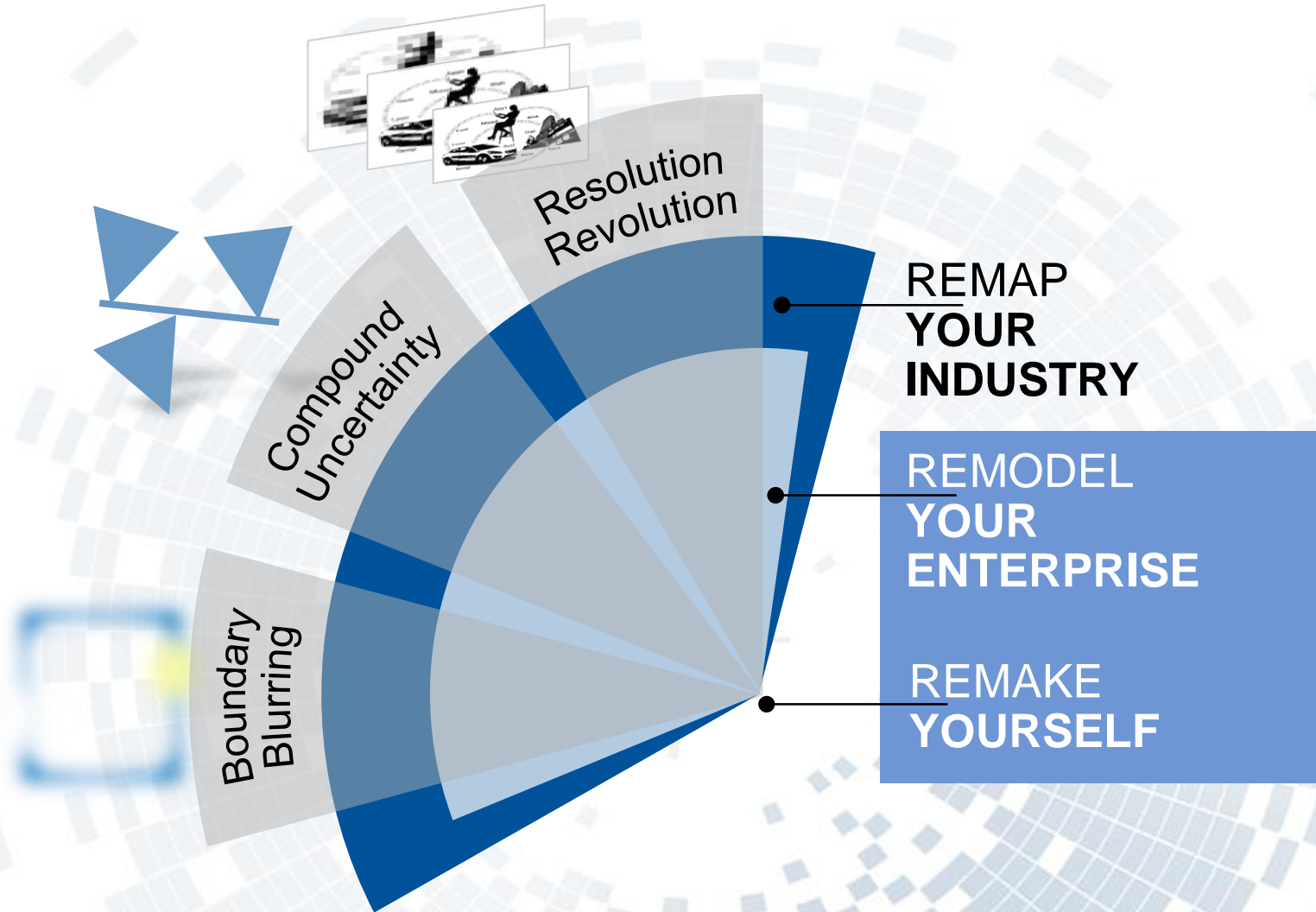


CEOs Anticipate Industry Level Change



"Digital technology and business model innovations are leading some industries to change, and others to blend into each other. To what extent do you expect your industry to change in 5 years?"

Digital doesn't just disrupt markets...



...it disrupts
leadership
mindsets,
behaviors
and culture
as well

Incumbent and Digital Leader Mindsets in Stark Contrast

Industrial-era Incumbent



- **Seeks Certainty**
- **Anchored in today's paradigms**
- **Only invest with a solid business case**
- **All projects 'green'**
- **Values predictability over speed / innovation**

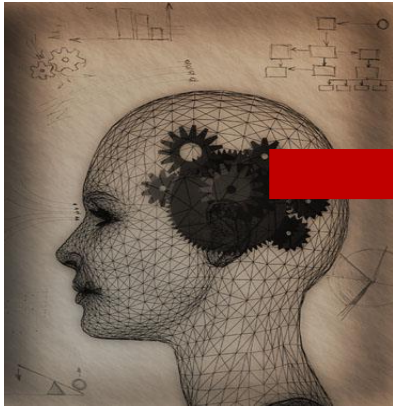


Digital-era Market Disrupter

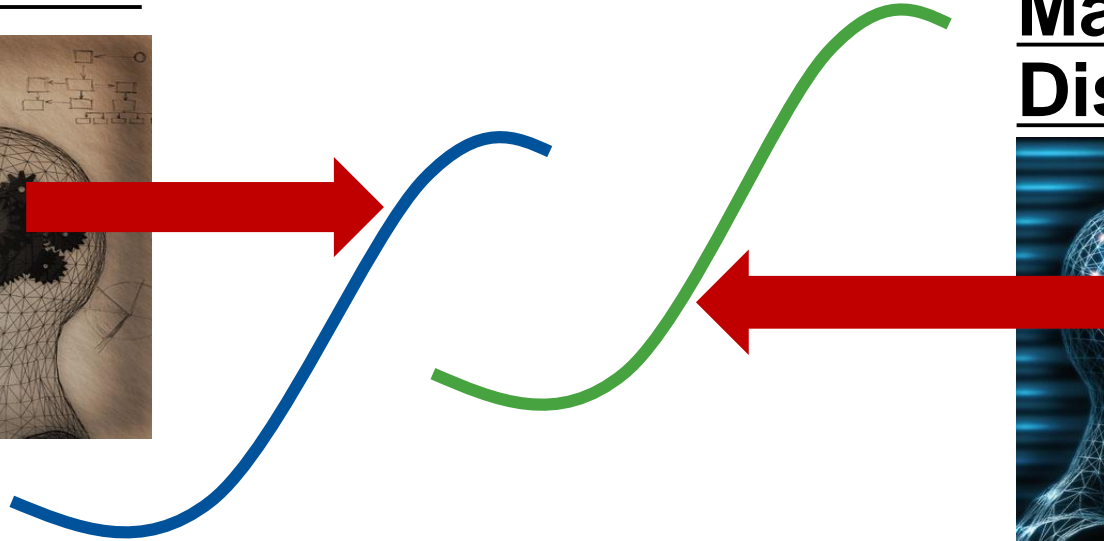
- **Thrives in Uncertainty**
- **Quest to master the next paradigm**
- **Portfolio of strategic investment bets**
- **OK to fail fast (and win big)**
- **Values speed / innovation and continuous learning**

Disrupter and incumbent mindsets are in stark contrast

Industrial-era Incumbent

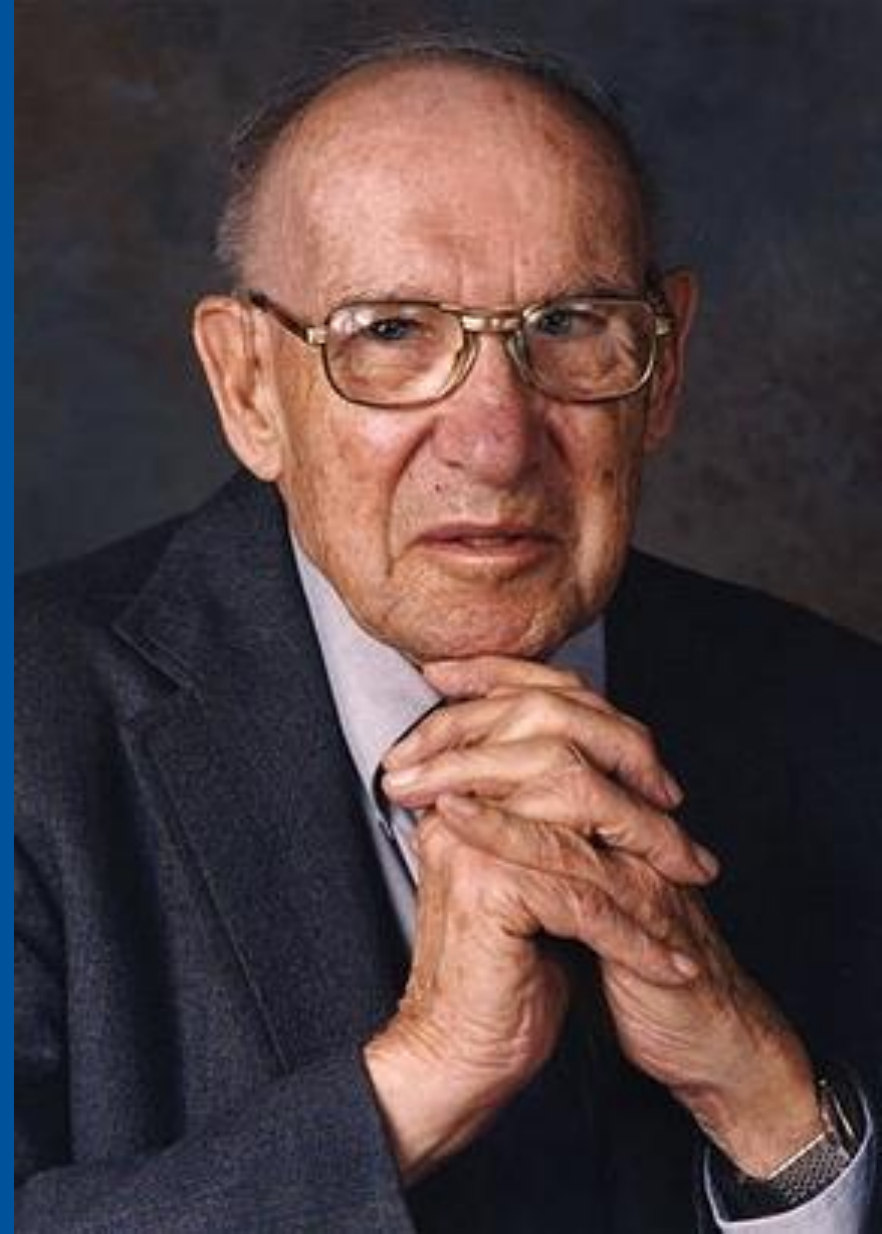


Digital-era Market Disrupter



"The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic."

Peter Drucker



Future Success Will Require High Digital Acuity Mindsets



Myself



My team



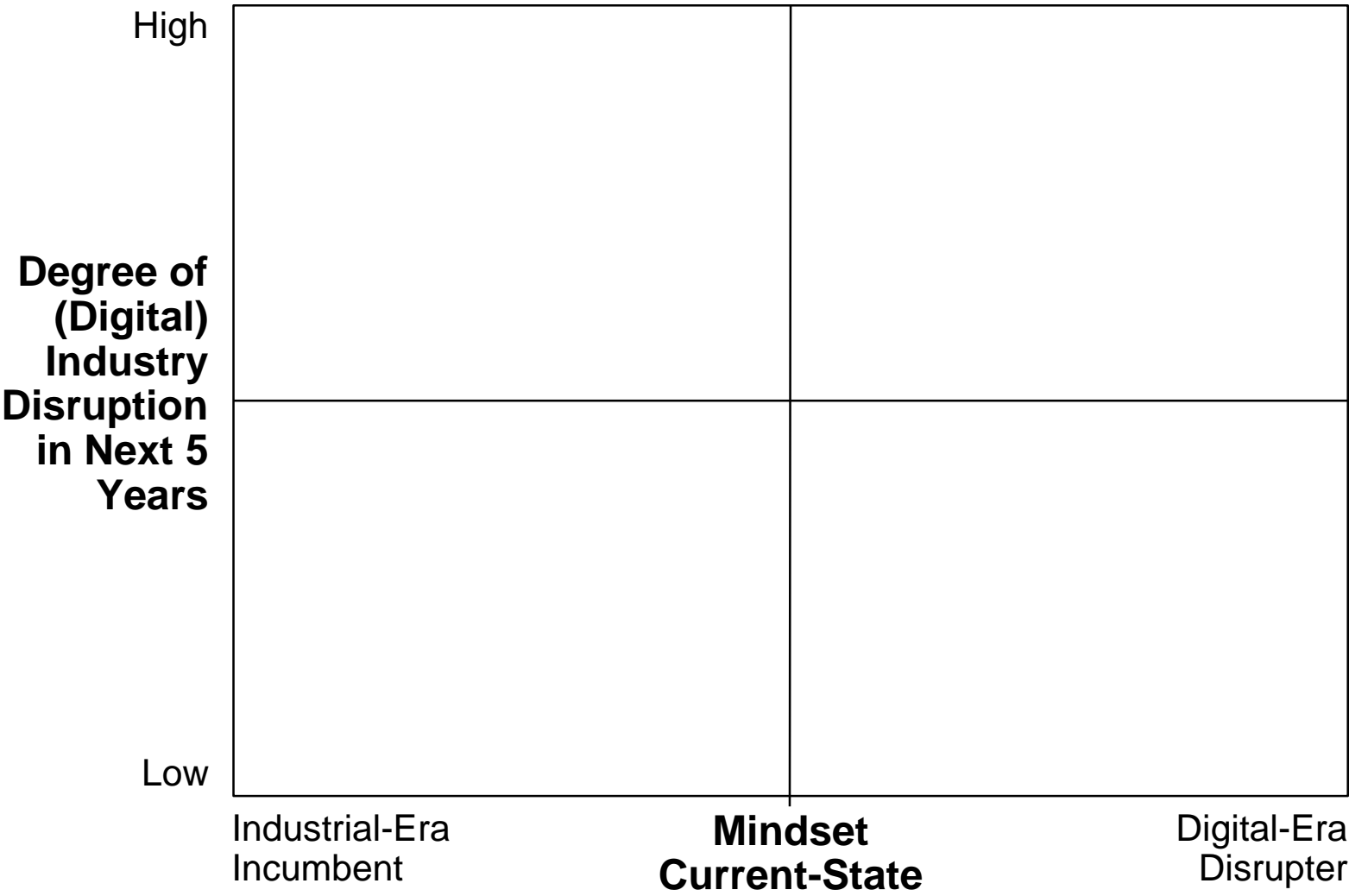
My Business Partners



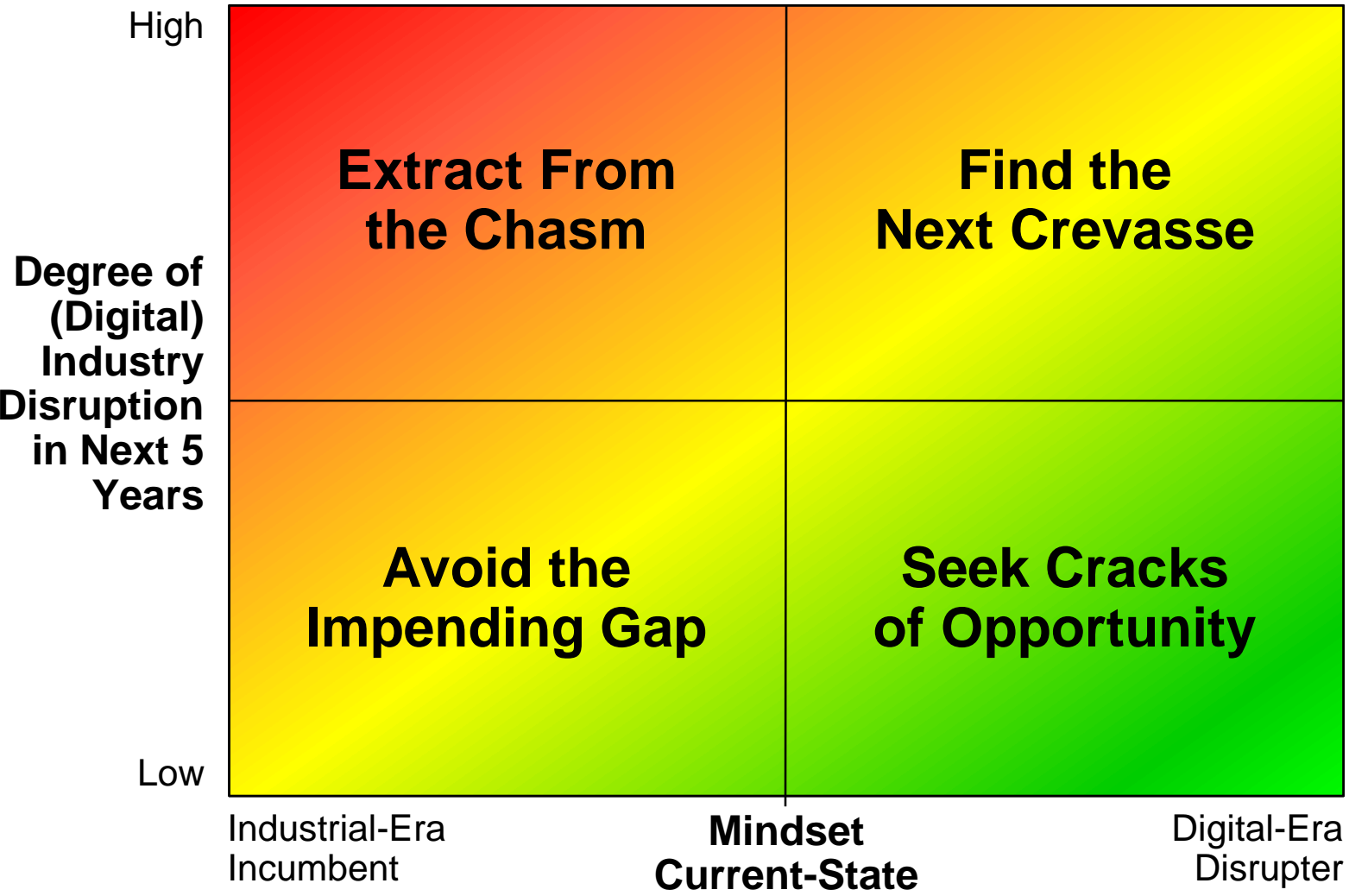
Digital Acuity

Digital acuity: A sharpness or keenness of thought, vision and understanding in relation to digital technologies as a source of competitive advantage.

By the Time a Mindset Shift Is Needed, It Is Often Too Late



By the Time a Mindset Shift Is Needed, It Is Often Too Late



How Can Mindsets Hold Us Back?



Fixed Mindset

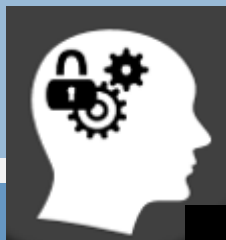


Innate abilities are set.

Growth Mindset



Intelligence and talent can
be learned.



Fixed Mindset

Leads to a desire to look smart, so tends to:

Avoid challenges

Give up easily

See effort as fruitless or worse

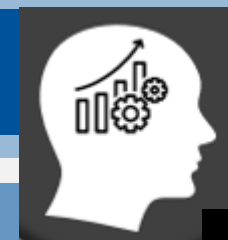
Ignore useful negative feedback

Feel threatened by the success of others

As a result, they may plateau early and achieve less than their full potential.

vs.

Growth Mindset



Leads to a desire to learn, so tends to:

Embrace challenges

Persist in the face of setbacks

See effort as the path to mastery

Learn from criticism

Find lessons and inspiration in the success of others

As a result, they reach ever-higher levels of achievement

Mindset:

A set of assumptions, methods or notations that is so established it creates a powerful incentive to continue to adopt or accept prior behaviors, choices or tools.



Are Today's Leadership Mindsets ...

*Digitally Attuned or
High Digital Acuity*

Incumbent or Disrupter

Fixed or Growth

Innovative or Risk Averse

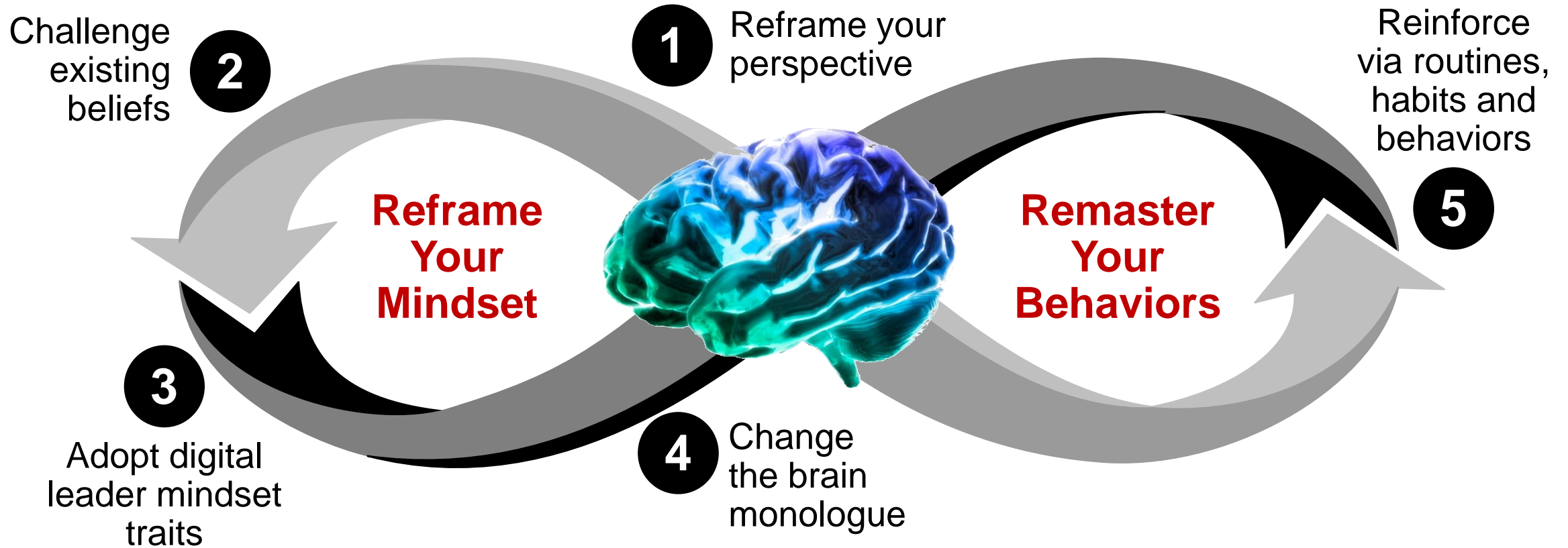


... the Ones You Will Need in the Digital Era?

Now for the Good News — Mindsets Can Change

Sure your mind may be wired with deeply entrenched beliefs, but they are just in your mind. And you can change your mind.

Five Things You Can Do to Change Mindsets ...



... and Build Digital Acuity

1. Reframe the Perspective to Match Future Reality



"For GE's leaders to pivot their mindset, you also need to change their frame of thinking."

Raghu Krishnamoorthy

*VP – Executive Development
and Chief Learning Officer, GE*

Reframing: *Changing the conceptual and/or emotional viewpoint in relation to which a situation is experienced and placing it in a different frame that fits the "facts" of a concrete situation equally well or better, thereby changing its entire meaning.*

2. Challenge Existing "Knowns" and Beliefs



Premortem Session



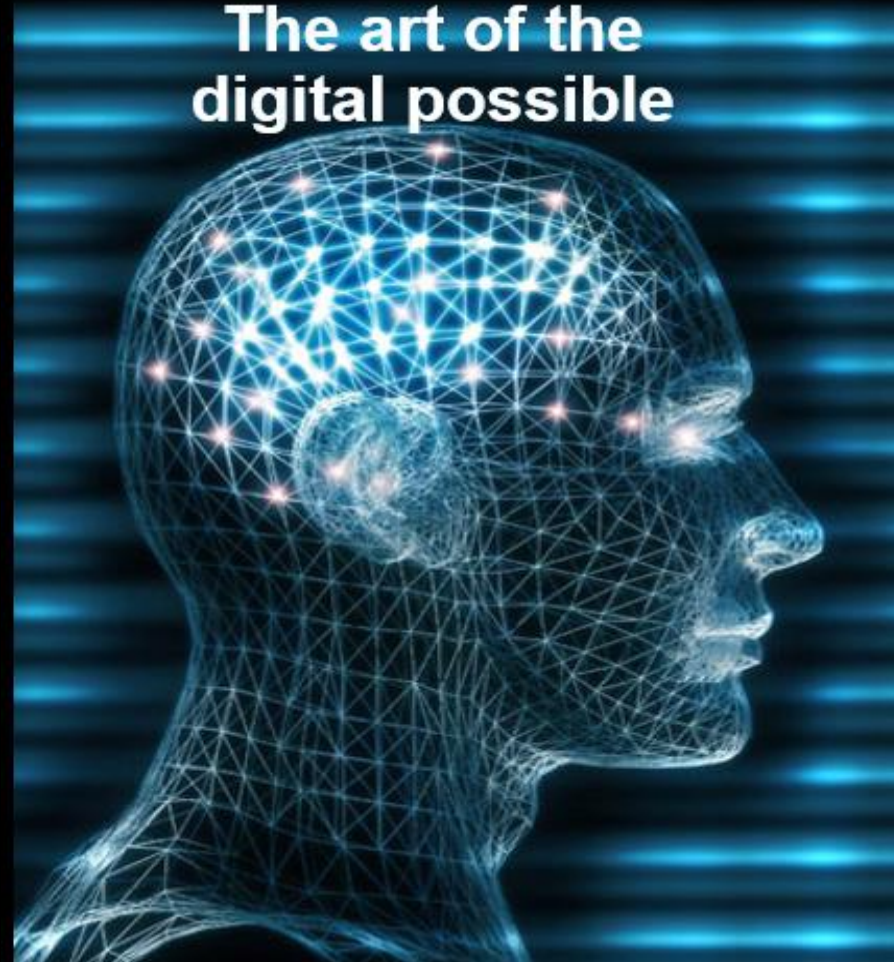
**"Challenge What You Know"
Workshop**

3. Adopt Relevant Digital Leader Mindset Traits

**Thrive despite
uncertainty**

**Quest for
breakthrough
business outcomes**

**Exploit digital-era
competitive levers**



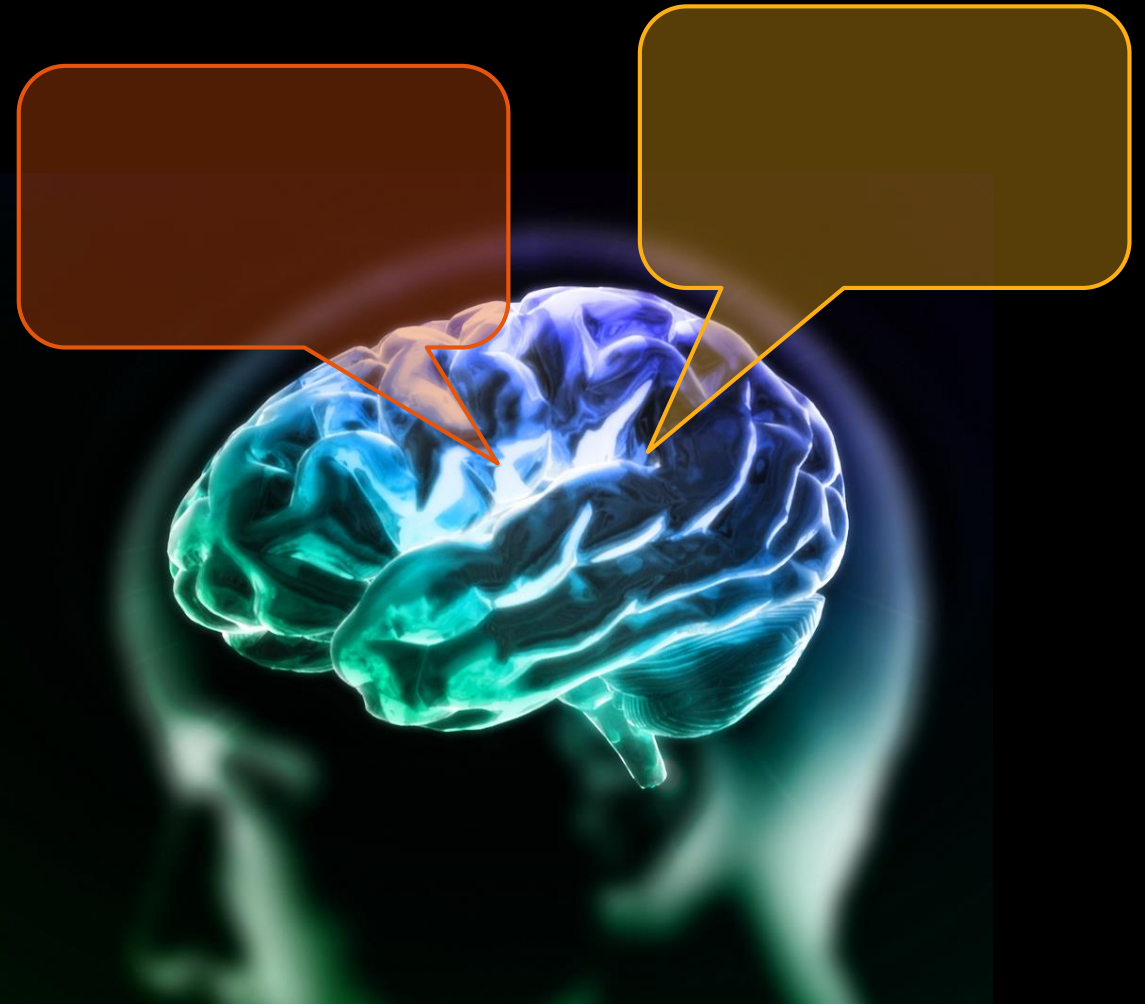
**Start-experiment-
learn-iterate**

**Worship
creativity and
innovation culture**

**Cherish digital
talent — geek reverence**

4. Mindfully Change the Monologue in Your Brain

- Be self-aware how your mindset shapes your inner brain monologue
- Practice mindfulness of targeted digital-thinking traits
- Identify and use triggers to engage a new monologue
- Use appreciative inquiry to resist urge of default response



5. Reinforce With Daily Routines, Habits and Behaviors



*'If you
have a
minute'
videos*

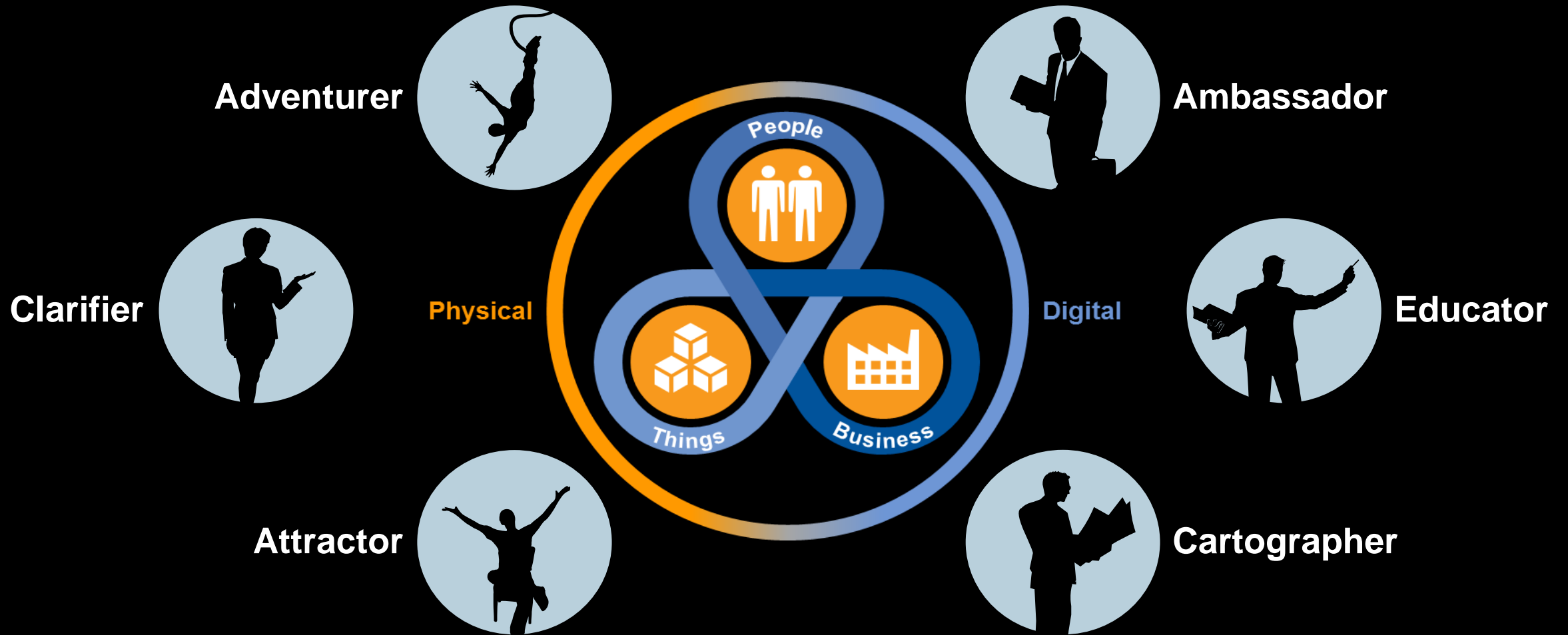
Marcy Klevorn, CIO, Ford



Images: U.K. GDS Blogs

- Kick off a regular meeting with short section on a digital topic
- Ingrain a series of digital beliefs or design principles
- Develop, tell and evolve stories to bring digital to life
- Model and reward growth mindset behaviors — willingness to try and fail

5. Embrace Persona Behaviors Fit for Your Digital Context



Action Plan for CIOs to Reframe Leadership Mindsets

Monday Morning:

- *Challenge* your core beliefs to ensure they are not "yesterday's logic"
- *Adopt* and *ingrain* via habits digital leadership mindset traits relevant to your situation

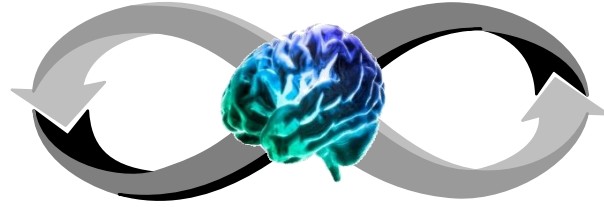
Next 90 Days:

- *Create* a compelling narrative that frames future market reality for your team
- *Dedicate* segments of regular meetings to digital mindset learning opportunities, *challenge* your team to lead segments as a regular routine

Next 12 Months:

- *Introduce* practices so leaders can help their teams reframe mindsets
- *Identify* new roles and career paths that accelerate high digital acuity leadership

You can reframe mindsets



...and cultivate high **digital acuity** leadership...



...to thrive in the digital era

