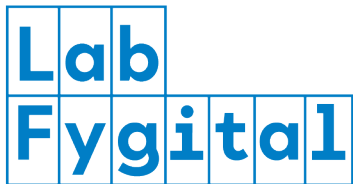


Digital Leadership Cards



Understand, Explore and Grow
Your Digital and Transformational
Capacities

CREATING



Digital Leadership Cards

These *Digital Leadership Cards* help entrepreneurs to develop their digital and transformational capacities in three steps: understand, explore, and grow.

Sources

Westerman, G., Calm  jane, C., Bonnet, D., Ferraris, P., & McAfee, A. (2011). *Digital Transformation: A Road-Map for Billion-Dollar Organizations*. MIT Cener for Digital Business and Capgemini Consulting.

Westerman, G., Bonnet, D., Ferraris, P., & McAfee, A. (2012). *The Digital Advantage: How Digital Leaders Outperform Their Peers in Every Industry*. Capgemini Consulting and MIT Center for Digital Business.

Level 1: Understand

Players develop their understanding of digital and transformational capacities.

Gameplay

Each green card contains concepts of digital capacities in terms of customer experience, operational processes and digital business models. Each blue card contains concepts of transformational capacities in terms of digital vision, digital governance and digital engagement.

Players distribute the cards at random among themselves. They try to come up with examples for the concepts that are described on the cards. All players discuss these examples until they reach a common understanding of the concepts.

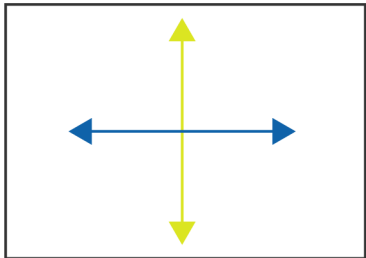
Level 2: Explore

Players assess their activities and business model in terms of digital capacities and transformational capacities.

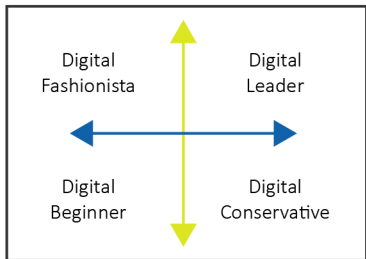
Gameplay

Each player draws a “playing field” on a large sheet of paper (e.g. A3). The playing field consists of a blue x-axis and a green y-axis.

For each of the three dimensions of digital capacities, each player rates themselves as a



beginner, an average player or a master of that dimension with respect to their (local) industry. They do that by placing the respective cards on the green y-axis of the playing field. Then, they do the same with the blue cards (the transformational capacities) along the blue x-axis. Now, the cards indicate in which quadrant of the playing field their business falls in general. Players validate their assessment and discuss their position among each other.



Level 3: Grow

Players develop ideas and trajectories for the further development of their digital and transformational capacities.

Gameplay

Players team up in pairs. One player is the consultant, the other player the client.

The client states their ambition with regard to their position in the matrix of digital and transformational capabilities, based on their current position from level 2. The consultant checks with the client if they have the necessary resources to work towards that position: time and perseverance for a development along the blue axis; positive cash flow for a development along the green axis.

Together, they then determine which actions to take, using the examples from level 1 .

Then the two swap roles and develop ideas and trajectories for the other player.

Plenary: All participants reflect on their plans.



Customer Understanding

Analytics-based segmentation
Socially-informed knowledge

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Top Line Growth

Digitally-enhanced selling

Predictive marketing

Streamlined customer processes

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Customer Touch Points

Customer service
Cross-channel coherence
Self service

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Process Digitization

Performance improvement
New features

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Worker Enablement

Working anywhere anytime
Broader/faster communication
Community knowledge sharing

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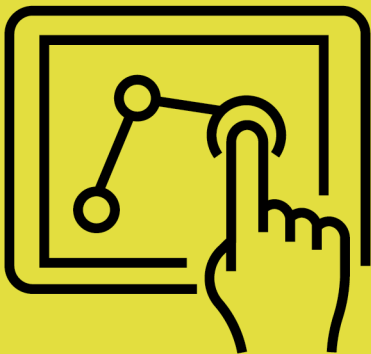


Performance Management

Operational transparency
Data-driven decision-making

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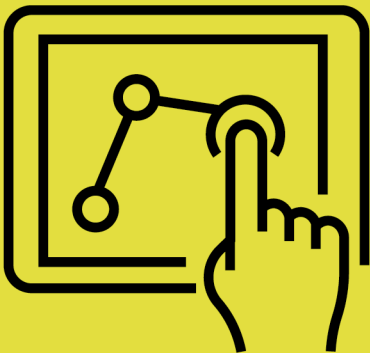


Digitally Modified Business

Product/service augmentation
Transitioning physical to digital
Digital wrappers

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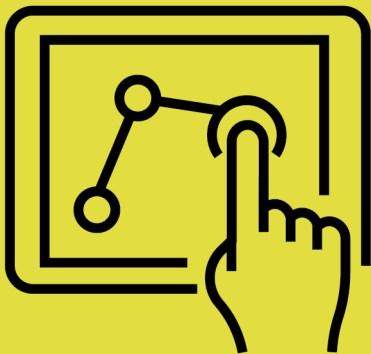


New Digital Business

Digital products
Reshaping organizational
boundaries

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Digital Globalization

Enterprise integration

Redistribution decision authority

Shared digital services

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Digital Vision

Is the vision
well-articulated
and shared?

L	a	b					
F	y	g	i	t	a	l	

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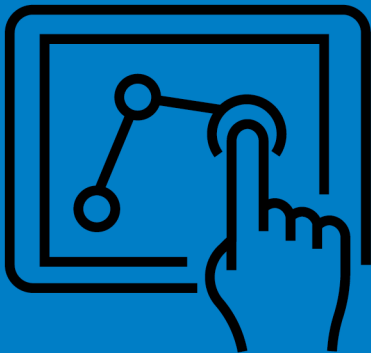
Digital Governance

How well are you
governing and coordinating
digital investments?

L	a	b					
F	y	g	i	t	a	l	

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Digital Engagement

How well are you
helping the organization
be ready for change?

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