

DIGITAL ALPS CONFERENCE 2022

Digitalization of the labour market

LEF – your digital revolution



Who we are

- LEF is a model company with real machines, products, and operators which serve as...
- a unique environment for delivering hands-on capability building
- a test base for piloting and scaling up innovative solutions
- a go-to place for learning from leading technology players and research institutions



What we do

- We help you drive the next level of performance improvement and build the required technical, management, and people skills needed to achieve world-class operations – be it in introducing lean management principles or by capturing the value from state-of-the-art digital and analytics solutions
- Our motto is: **explore, try, and apply**

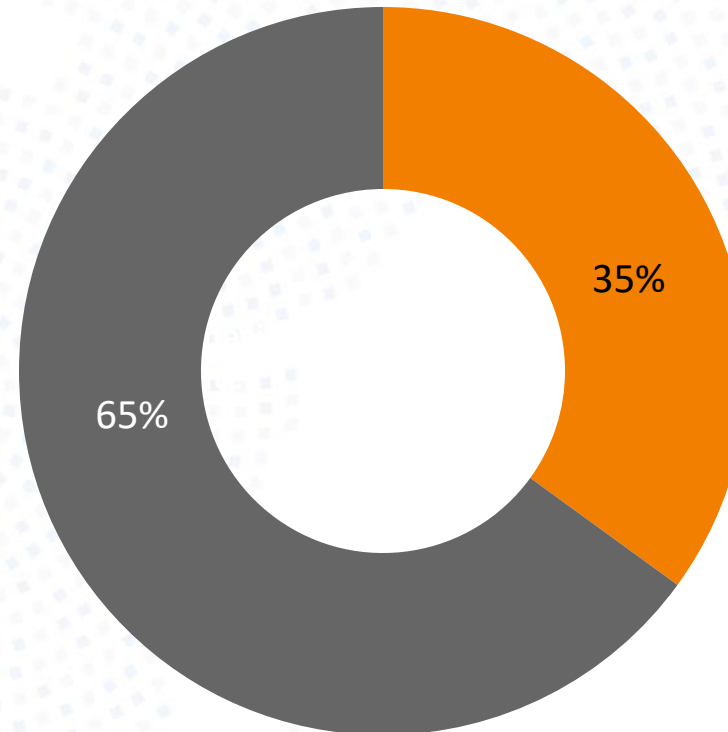


Organizations today face digital challenges, but only 1/3 of digital transformations are successful



Critical failure factors

- Lack of skills and knowledge
- Poor accountability and performance dialogue
- Insufficient leadership
- Mismatch of aspirations within the organization



Successful transformations
Failed transformations

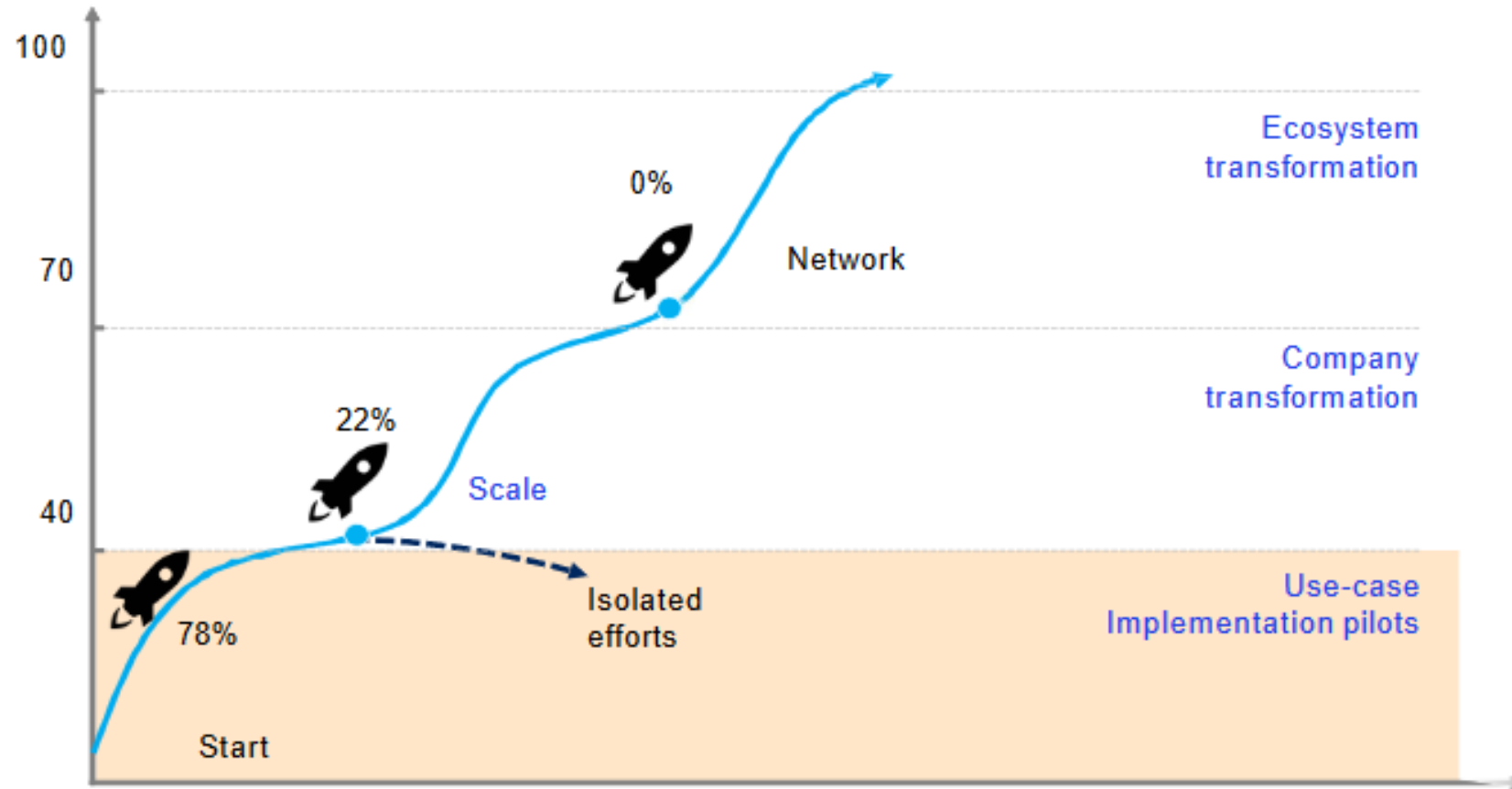


Critical success factors

- Building skills and knowledge
- Communication to engage all stakeholders in change
- Active leadership in the design and implementation phase
- Deployment of resources needed to accelerate change

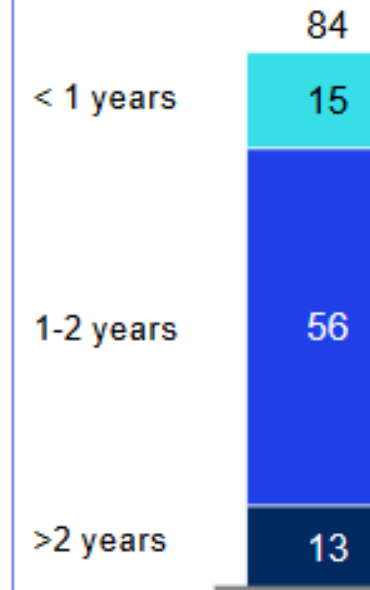
A great part of the companies find themselves stuck in pilot purgatory

Customers piloting/
deploying IoT solutions

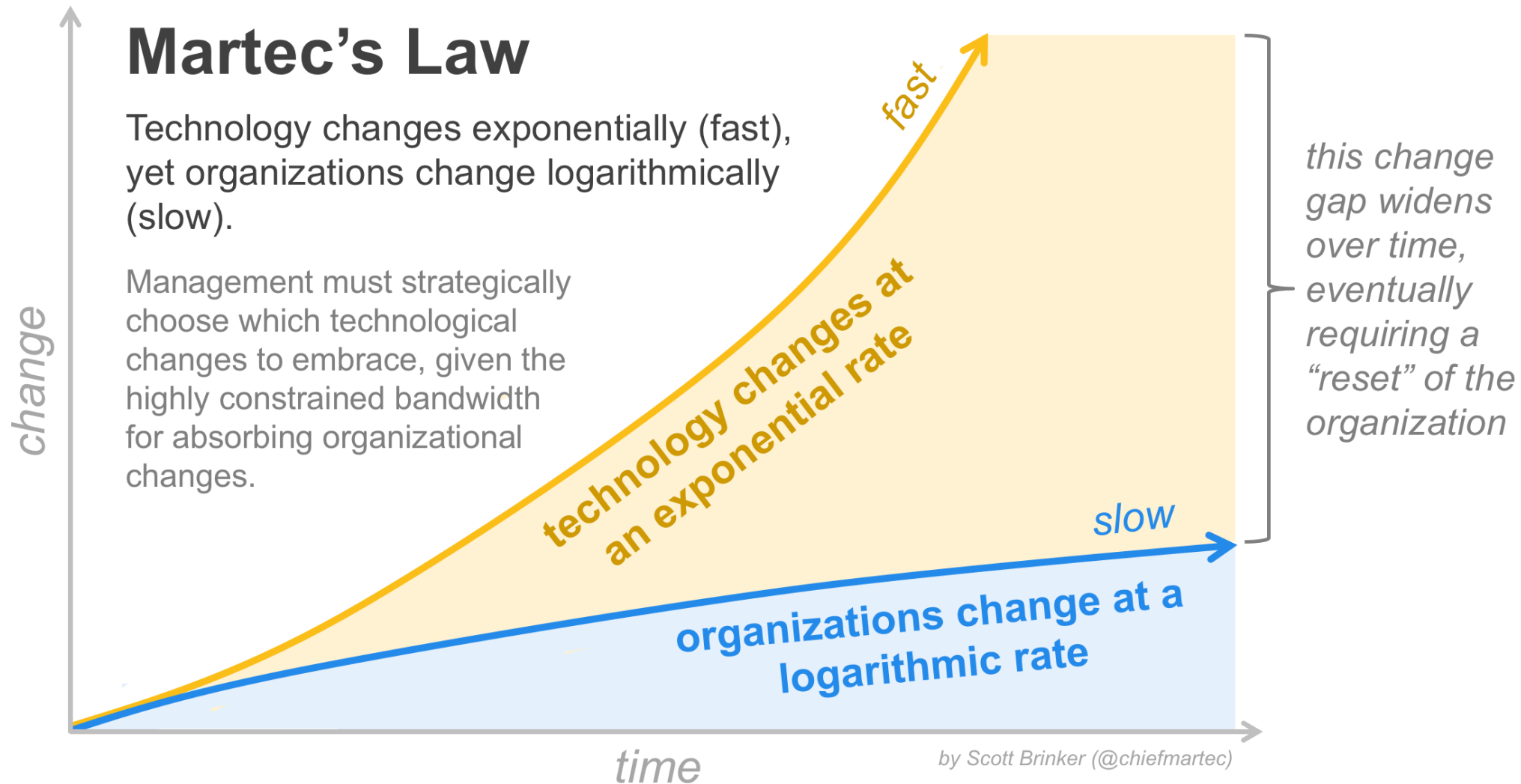


Time spent piloting by
companies

Percent of companies



The challenge we face in our organizations



Capability building as the powerful answer

Developing capabilities makes a fundamental difference to the success of a transformation and to the organization's financial performance

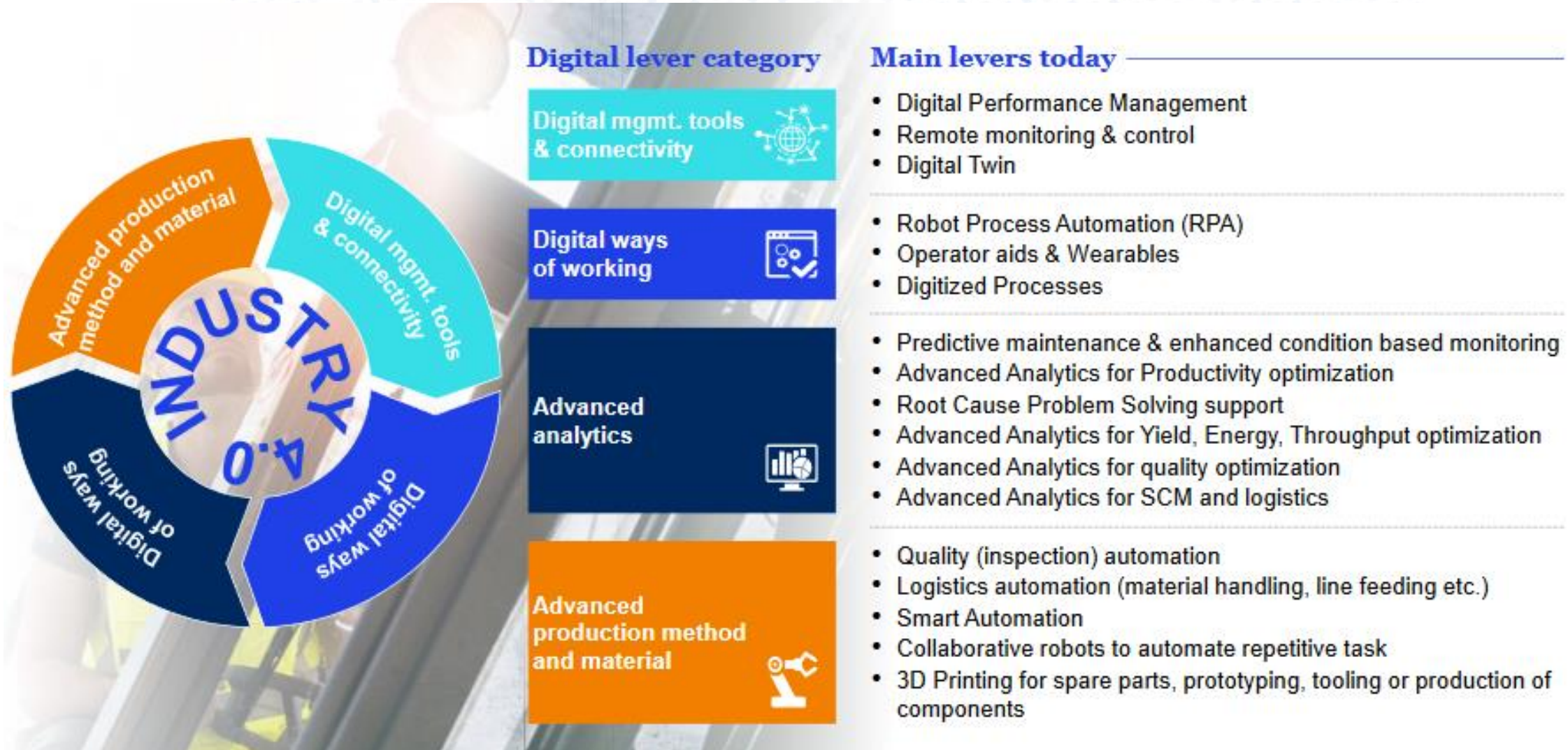
x 4.1

Success rate of
transformations in
organizations which
develop their
people so they can
surpass expectations for
performance

x 2.2

EBITDA margin
of top-quartile vs.
bottom-quartile
capability builders

We have identified a long list of key levers with related skills

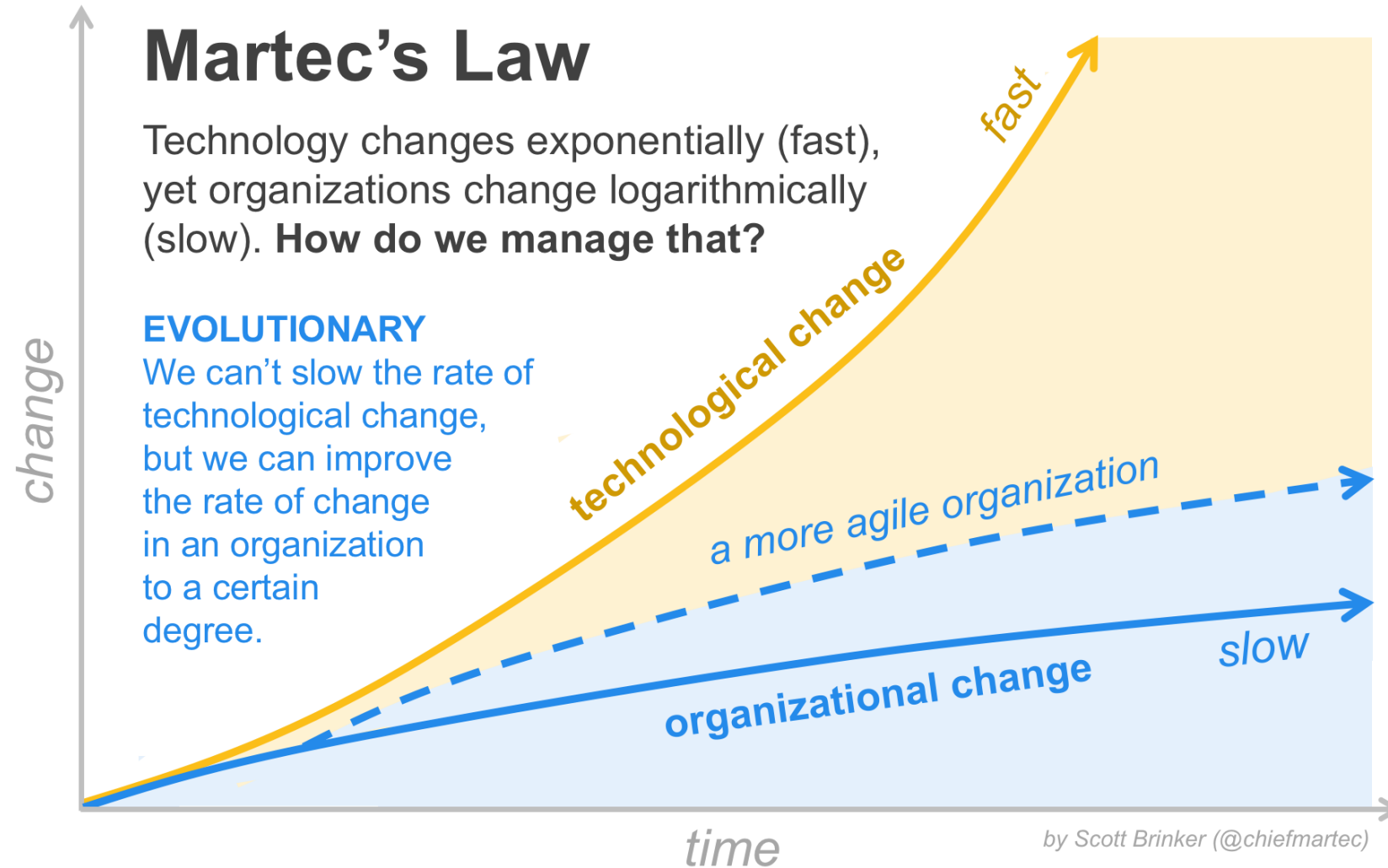


Martec's Law

Technology changes exponentially (fast), yet organizations change logarithmically (slow). **How do we manage that?**

EVOLUTIONARY

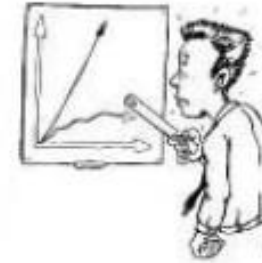
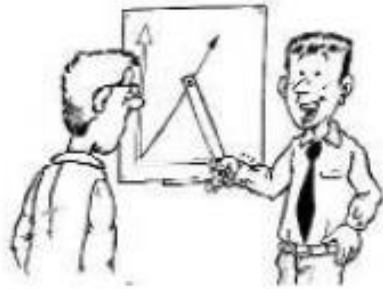
We can't slow the rate of technological change, but we can improve the rate of change in an organization to a certain degree.



by becoming a more adaptive organization — such as with agile and lean management practices — the coefficient on organizational change rates can increase

by Scott Brinker (@chiefmartec)

Mindsets are a hidden part of the performance chain



Inputs

What we say we want to happen

Mindsets

What people think this means and how they behave in response

Behaviors

What people do in the workplace



Performance

The outcome of individual and group actions

Behaviors are the product of hidden mindsets and beliefs

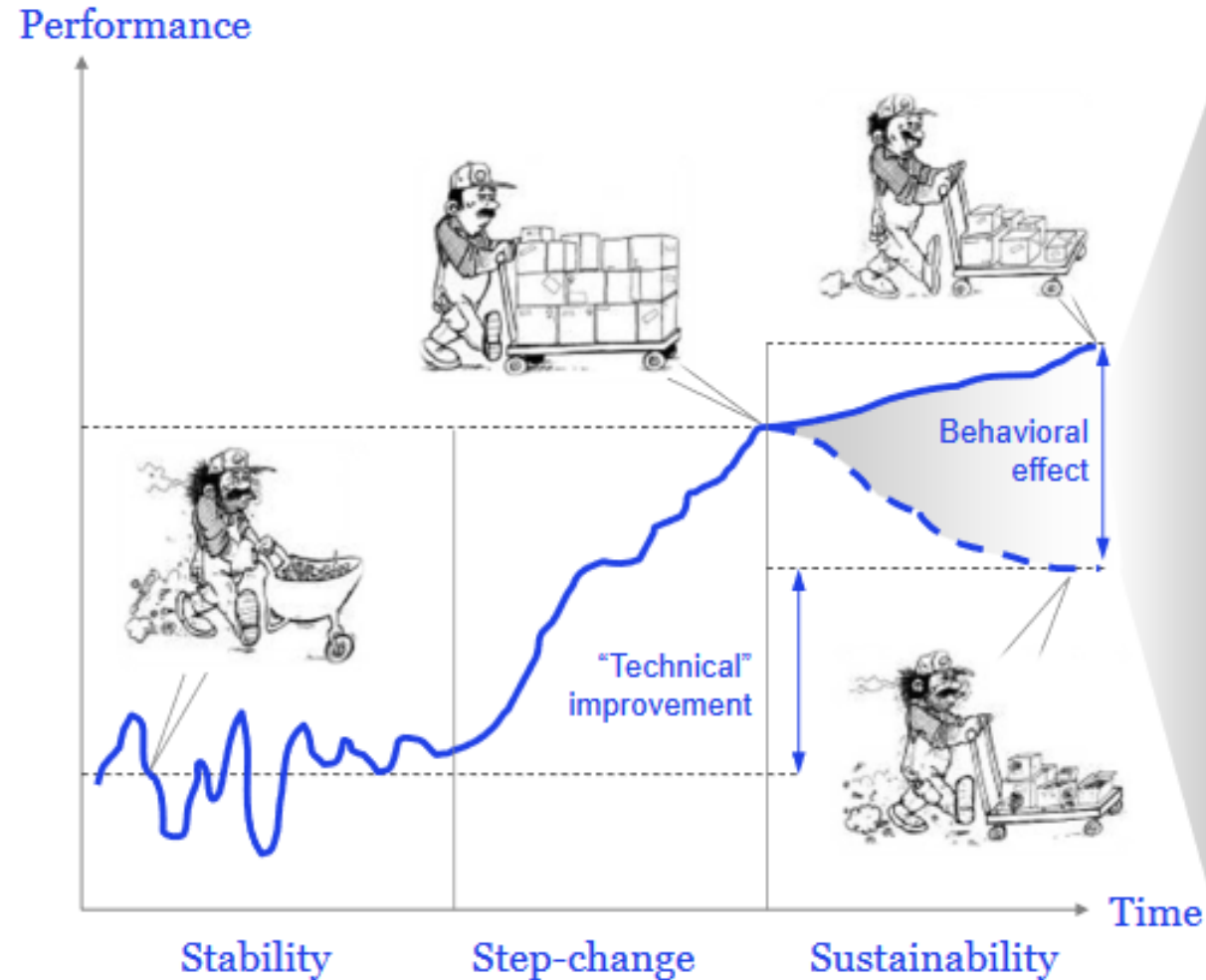
- What we see
and usually attempt to address

Under the surface:

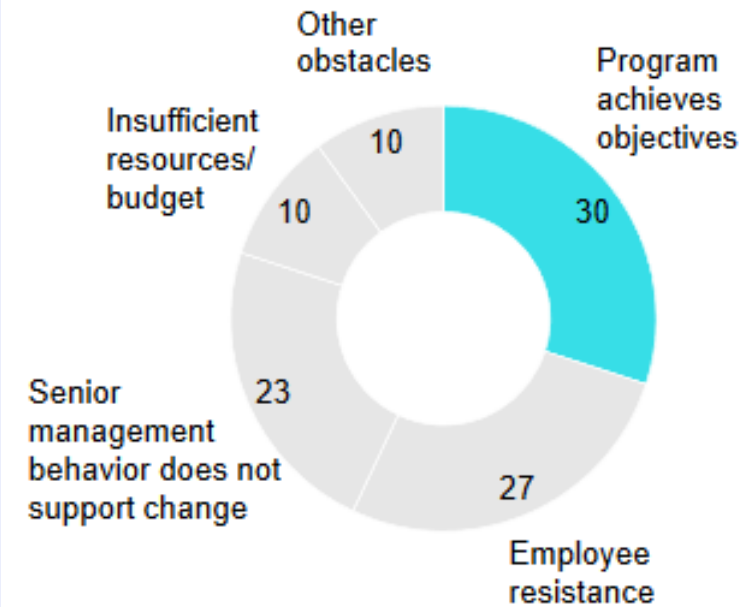
- Thoughts and feelings – both conscious and unconscious
- What's important - values, assumptions, beliefs, priorities
- Underlying needs, including fears and threats to our identity



Behavioral shifts are key to successful transformations



Half of transformations fail for behavioral reasons





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