



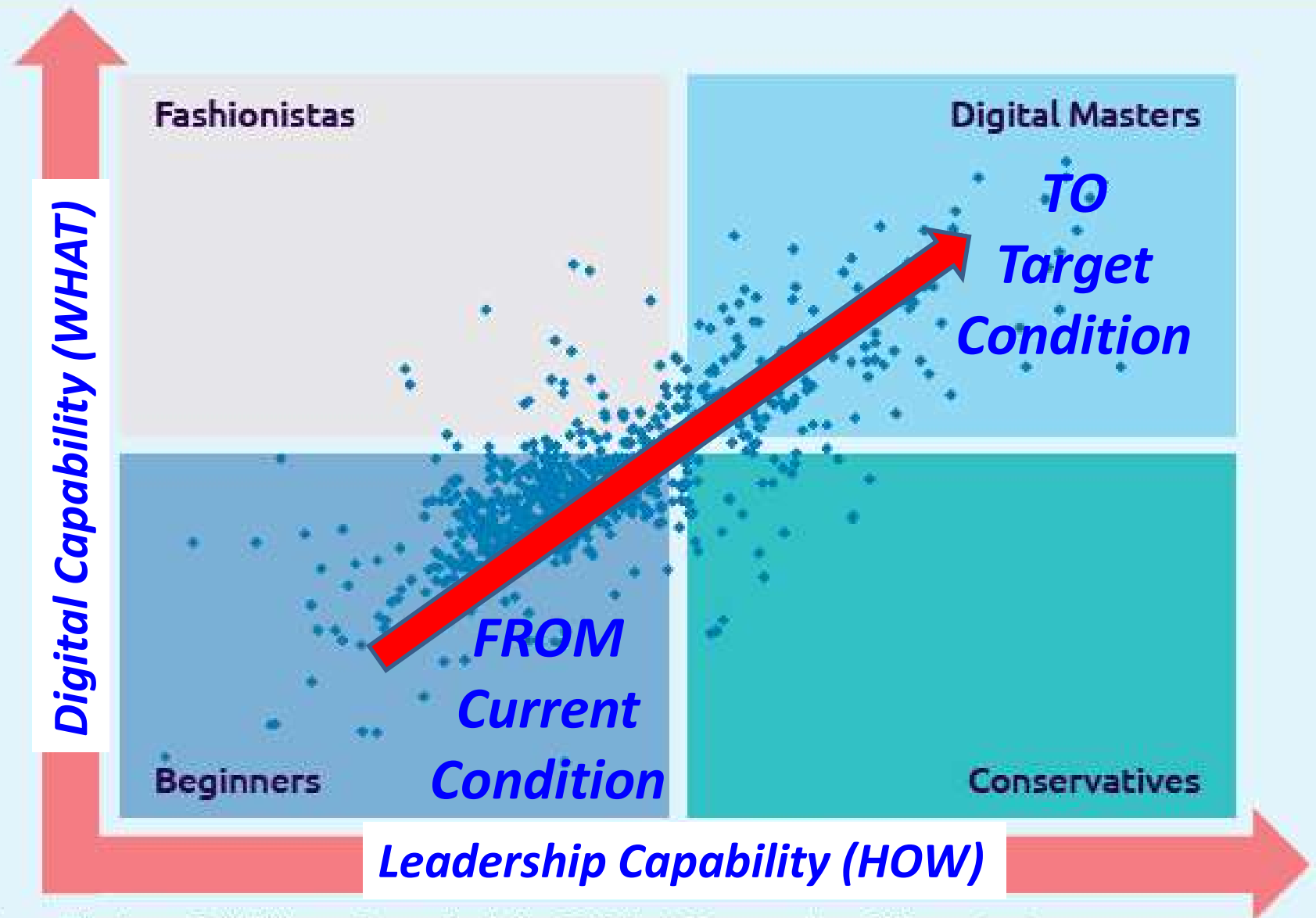
SETTING THE PANEL SESSION STAGE

- A Panel Session-
**Leadership Capability development
in the era of Industry 4.0**



*4A Jln USJ 4/9G, 47600 Subang Jaya, Selangor, Malaysia
Tel. 03 8024 8066, Fax. 03 8024 3064, Email: info@qasystem.net*

WHAT & HOW in Digital Transformation



Source: Capgemini Research Institute, Digital Mastery Survey; April–May 2018, N=1,338 respondents, 757 organizations.

Industry4WRD

BUILDING BLOCKS OF DIGITAL TRANSFORMATION



All wheels should be developed in equilibrium

'PEOPLE' SHOULD BE CHANGED TO 'PEOPLE & ORGANIZATION'



WHY INCLUDE 'ORGANIZATION'?

***ENGAGING THE ORGANIZATION AT SCALE :
IS AN ORGANIZATIONAL LEADERSHIP CAPABILITY ISSUE***

EXAMPLE OF ENGAGING THE ORGANIZATION AT SCALE :

"I will enable you to be more effective in your job" by:

- 1.listening to your point of view,***
- 2.asking you for feedback***
- 3.giving you choices in how to do your job,***
- 4.recognizing your good work in a way that matters to you.***

84% Of Companies Fail At Digital Transformation

WHY? The organization is not engaged at scale in the transformation process.

- *The organization is not connected to the voice of the employees..*
- *The organization has not understood that there is a fundamental shift in :*
 - *how people have to think about how they interact,*
 - *how they collaborate and work*
- *The organization has not spent time*
 - ❑ *on changing people's behaviours,*
 - ❑ *on changing culture and how people make decisions.*

**IF DONE WELL TECHNOLOGY SHOULD MOVE FROM
A COST CENTRE TO A PROFIT CENTRE**

**Digital Masters out perform their peers in
business performance:**

- 1. REVENUE GENERATION BY 9%**
- 2. MARKET VALUE BY 12%**
- 3. PROFITABILITY BY 26%**

Reference: *MIT Sloan*

Digital Masters operations performance:

- 1. Improves productivity by 15%**
- 2. Yield by 20%**
- 3. Decrease operating cost by 50%**

Reference: *Schneider Electric*

PANEL DISCUSSION



Question

What Leadership Capabilities are required in “Engaging the Organization at Scale” in getting everyone moving in the same digital transformation direction?

Dato Sri Ganes, SG Academy

Mr. Chong Kok Onn, Technical Director. Tekmark Group

Dr. -Ing Narendra Kumar, University of Malaya

Moderated by

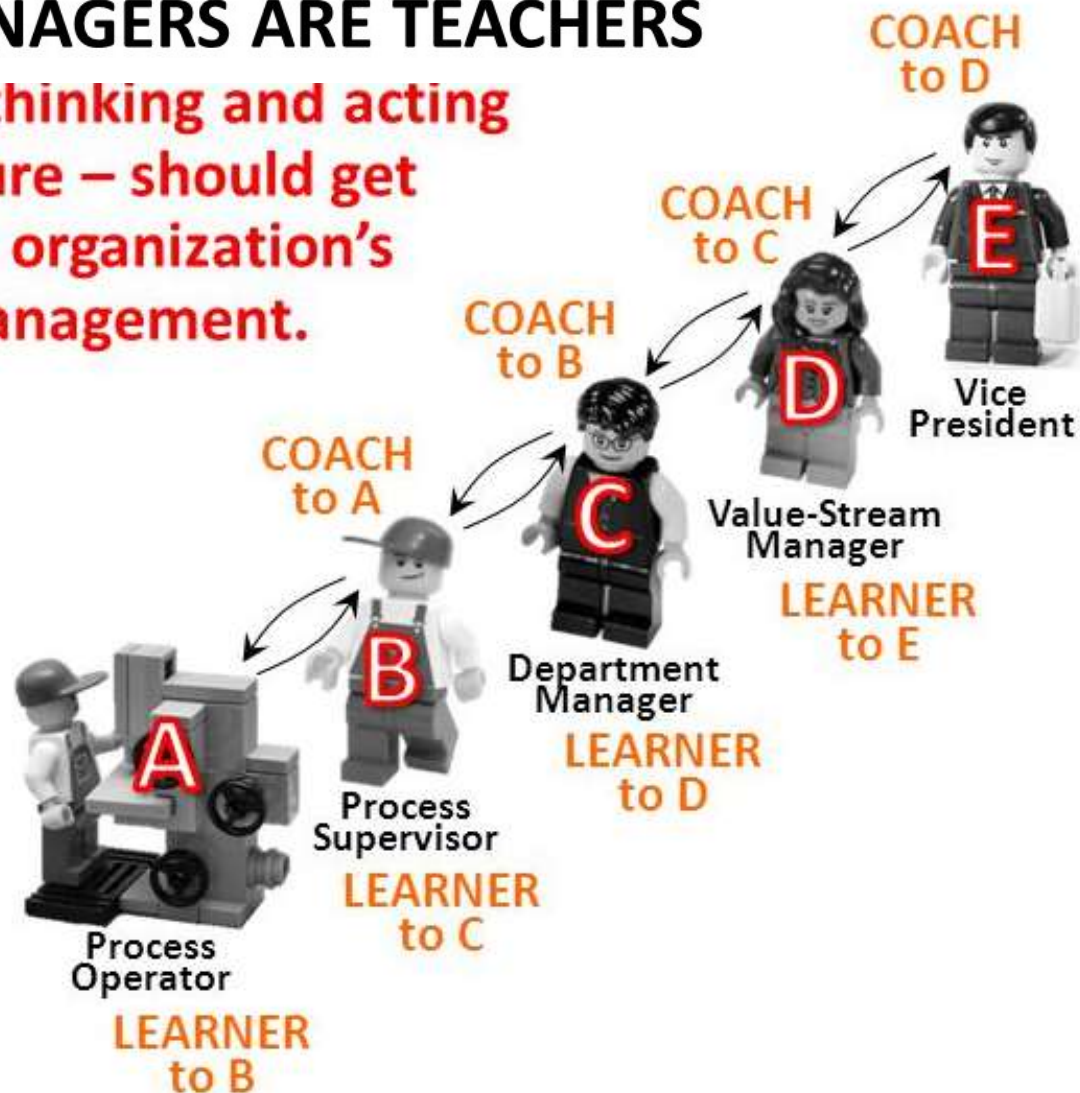
Dr K. Ragunathan - Quality Associates Sdn Bhd

Focus on engaging the organization WITH

TOYOTA KATA

MANAGERS ARE TEACHERS

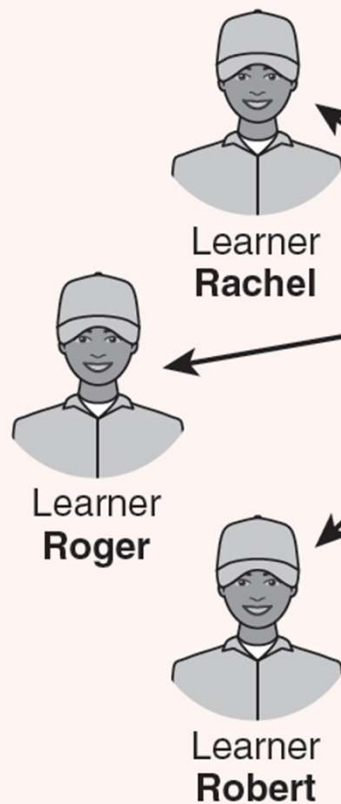
Teaching a way of thinking and acting
– a deliberate culture – should get
integrated into the organization's
normal chain of management.



Focus on engaging the organization WITH

TOYOTA KATA

Target Condition: 18%	Current Condition: 20%
Target Condition: 116 sec	Current Condition: 120 sec
Target Condition: 72 min	Current Condition: 72 min
Learning from Last Step: The process consists of 7 steps. They add up to 72 min C/O-time.	
Next Obstacle and Problem Addressed: Different fastener sizes cost additional 5 min for tool change.	
Next Step and Expected Result: Standardize fasteners, expect 15-5 = 10 min for step 4 "install new tool"	



Learner's Story Board

Focus Process:		Challenge:
Target Condition Achieve by:	Current Condition	Experimenting Record





**THANK
YOU!**