

Digital Skills Transformation

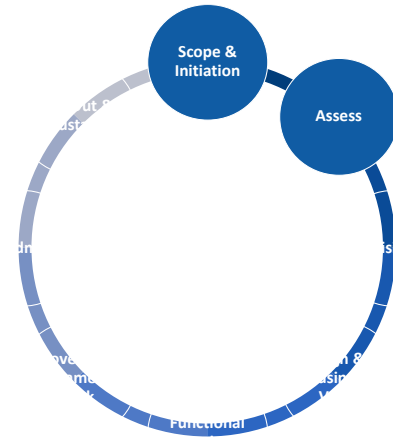
Assessing, Defining & Enabling the Workforce of the Future

For nearly 40 years, CIMdata has been working in the Product Lifecycle Management (PLM) industry while helping companies define and execute major components of their digital transformation. Our consulting, research expertise, and educational services are known around the world for best practice-based content and insight. CIMdata leverages this industry leading knowledge and experience to assess, define, and enable enterprises' need to transform their workforces to thrive in the rapidly evolving digital age.

CIMdata's Digital Skills Transformation consulting and educational services are built on nearly 40 years of global experience, working and interacting with thousands of companies based on six continents. These strategic services focus on leading an organization through the assessment, definition, implementation, and continuous improvement of the digital skills of its employees. CIMdata works collaboratively with its client during this process to form a lasting structure for training, education, and skill enhancement. The resulting education and training framework, implementation, and support structure typically cover a number of different organizational processes and supporting technology platforms (i.e., PDM, CAD, System Modeling & Simulation, etc.), as well as different experience and skill levels into one repeatable standard that can be implemented throughout an enterprise, no matter its size or complexity. With such a structure in place, the enterprise is in a better position to proactively handle growth, reduce employee turnover, and successfully deal with technological and process changes.

In summary, CIMdata's Digital Skills Transformation consulting and educational services deliver the following:

- Company-specific digital skills transformation strategy by determining need, analyzing audience, and establishing goals
- Company-specific digital skills transformation frameworks (e.g., matrices & skill plans) based on reviewing existing materials and organizing, developing, and enhancing content
- Digital skills assessments, including review of goals and objectives, development and execution of evaluation strategies and associated tools, and collection and analysis of assessment data for continuous improvement
- Company-specific digital skills transformation implementation roadmaps
- Company-specific digital skills transformation implementation support



Main Digital Skills Transformation Steps

CIMdata's Best Practice Approach

Developing a Digital Skills Transformation program strategy, associated roadmap, and sustainment structure is a multi-step process. It starts with scope and initiation, and finishes the cycle with roll out and sustainment (see figure). Detailed activities typically include:

- Defining needs & desired outcomes
- Defining topics to be covered
- Defining community to be included
- Identifying current & potential content development resources
- Gathering & creating content
- Creating an implementation/transition roadmap
- Identifying & securing necessary facilities
- Identifying & securing trainers and other personnel necessary to support the program
- Installing the necessary hardware, software & support environment
- Training the trainers
- Conducting pilot sessions & communicating results to the organization
- Conducting evaluation & update materials as required

Key Program Elements

A well-defined Digital Skills Transformation program is multi-faceted, and typically includes organizational, process, technology, and content considerations. As previously stated, it starts with scope, and the scope elements that are included in CIMdata's methodology are, but aren't limited to, the following:

- Associates/employees
- Communities of Practice and/or Network of SMEs
- Processes, tasks, and supporting tools
- Rewards and reward systems
- Specific areas of interest based on industry, which could include:
 - Project & program management
 - Agile product development principles & practices
 - Organizational change
 - Simulation-Drive Systems Development (Sys. Eng.)
 - Team dynamics & facilitation techniques
- Best practices & lessons learned

Key Guiding Principles

CIMdata's Digital Skills Transformation methodology follows a comprehensive set of proven principles¹—each of which represents a critical component that must be followed to maximize the organization's return on talent investment. The top five guiding principles of a well-defined and executed digital skills transformation are as follows:

- *Strategy-driven program*—the program must be aligned with the organization's overall strategic goals.
- *Criteria that define success of the program are defined and consistently and continually refined*—the enterprise's overall digital skills framework should result in a positive return on investment, usually in the short- as well as the long-term.
- *Supported by key strategies, systems, structures, policies, and practices*—the defined program should ensure that learning is aligned with and directly supported by organizational structures, lines of authority, decision-making, values, and other appropriate business practices.
- *Driven through multiple channels*—it should incorporate different platforms and utilize them to reinforce outcomes

and ensure that people get the right skills at the right time, in the right way, and at the right cost.

- *Integrated learning by doing and establishing shared accountability*—this is because by identifying their own needs, creating individual learning plans and seeking learning opportunities, employees are encouraged to take responsibility for learning and applying the learned concepts at work.

Key Objectives

Finally, it should be stressed that a well-defined and executed Digital Skills Transformation program should be strategy driven to drive benefits. Besides being aligned with the organization's overall strategic goals, its implementation must result in tangible benefits, and, based on CIMdata's research and expertise, they usually do. Here are some of the typical benefits:

- Increased process adherence
- Improved productivity
- Enhanced skills
- Efficient and effective reskilling of employees
- Keeping employees current
- Increased employee retention
- Enhanced job progression structure

To learn more about CIMdata's Digital Skills Transformation consulting and educational services, please contact CIMdata at +1 734.668.9922 or +31 495.533.666.

About CIMdata

CIMdata, an independent worldwide firm, provides strategic management consulting to maximize an enterprise's ability to design, deliver, and support innovative products and services by identifying and implementing appropriate digital initiatives. For nearly forty years, CIMdata has provided industrial organizations and providers of technologies and services with world-class knowledge, expertise, and best-practice methods on a broad set of product lifecycle management (PLM) solutions and the digital transformation they enable. CIMdata also offers research, subscription services, publications, and education through certificate programs and international conferences. To learn more, visit www.CIMdata.com or email info@CIMdata.com.

¹ Adapted from <https://trainingindustry.com/articles/content-development/training-best-practices-and-organizational-success/>