

Skills and competencies for tomorrow



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What we have found!

The key conclusions from the session:

- We need to find an innovative method to identify new roles or missing competencies to support the digital transformation
- How to fill the gap? : transforming and/or attract and retain new profiles
- How to organize the different profiles: old vs fresh, IT and Business, inside and outside?

What we have explored

What do we mean and what can be done with IT transformation

1. We need to find an innovative method to identify new roles or missing competencies to support the digital transformation

- Formulate an IT strategy covering first Business priorities and need for flexibility (KPIs, volumes...), service catalog, technology, sourcing (internal and external), functional model including for example service integration
- Derive skills requirements
- Analyze where we are (skills, ability to understand businesses)
- Gap analysis and transformation roadmap

The method cannot be waterfall, as needs constantly evolve, IT needs to establish a permanent conversation with the Business and review the plans and the gap on a regular basis (see Sliding window:**image 1**)

2. How to fill the gap? : transforming and/or attract and retain new profiles

Change transformation is continuous. Technical transformation is easy but not cultural transformation: it is a process not a one shot action!

Attraction depends on company image and innovation, plus social and finance package. People from the Business can also be good candidates for new IT positions especially to handle an increased relationship with Business and core activities. Use external candidates when internal resources cannot be found or when the rhythm for change is too fast. Existing IT staff must take the proposed opportunities to change (through trainings usually targeted for mid and long term, certifications, serious games, digital seminars...) otherwise they will be left aside, even will have to leave as transformation is critical (see Transform existing staff. Attract and retain new profiles: before and after: **image 3**).

Also projects are a good opportunity to mix different talents and expertise and make the people move. To increase the buy-in from staff, the transformation journey should be properly explained and communicated by the management. Transformation needs 3 actors: Business, IT ... and HR

- Talent management activities
- Recruitment
- Different schemes for compensation (experts...)
- HR should be part of projects to better understand the needs for change (see Wedding IT-BU + HR:**image 2**)

3. How to organize the different profiles: old vs fresh, IT and Business, inside and outside?

To answer to more agility and service-oriented IT, reorganization is inevitable. It must take into account the need to jointly support the "digital promise", IT and Business are committed together

Even if we see the need to integrate rather than split new teams and legacy teams, we don't have many recipes. When change is rapid it increases the discrepancies in IT teams (innovation, waterfall, culture, experience...)

Subject left open (see §3)

What we have left open...

Some questions still remain to be addressed:

Convergences

What points do we share in common:

- All

Differences

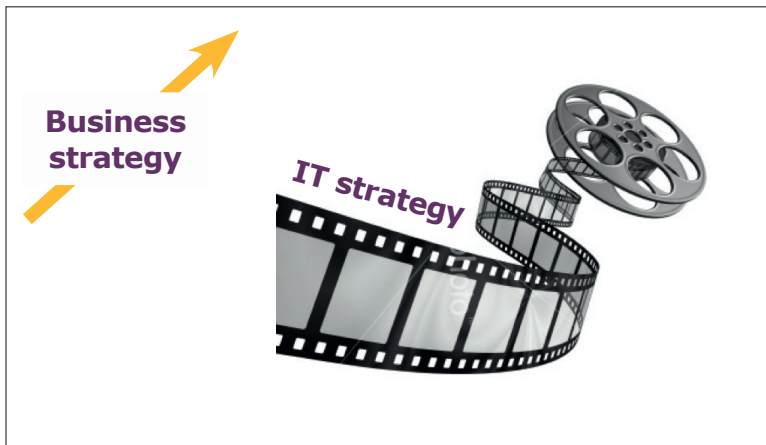
What points do we agree to disagree:

- Even if we come from different countries, business sectors and roles, we globally agree on the findings

A picture is worth a thousand words

An illustration that sums up our results:

1.



2. Wedding IT-BU + HR



3. Transform existing staff.

Attract and retain new profiles: before and after

