

**Course Syllabus**

<p>Course Description</p>	<p>The digital era will place demands on enterprises that will run counter to most of the well understood operating paradigms of the past. Multi-year planning cycles are being replaced with dynamic strategies. Product cycles, both in terms of development, as well as in terms of marketability, have shortened dramatically. Competitors are emerging at a more rapid rate and from unforeseen quarters as barriers to entry fall. Most industries are seeing these things happen right now.</p> <p>Culture is why most digital transformation efforts fail. A successful digital transformation is not, in fact, a technology-driven endeavor. It is first and foremost a cultural and organizational transformation. Digital technology, such as video streaming and the internet of things, are merely the catalysts and then ultimately, the product.</p> <p>You will be introduced to the Fundamentals of Digital Transformation and understand the foundations of a Digital Enterprise:</p> <ul style="list-style-type: none"> <li>• Operational Sustainability</li> <li>• Organizational Agility</li> <li>• Strategic Agility</li> <li>• Disruptive Culture</li> </ul>
<p>Target Audience</p>	<p>This course is designed for those who wish to be introduced to Digital Transformation. It is also designed for Managers and Executives who wish a deeper understanding of Digital Transformation and what it takes to be Ready to take on a Transformation. Those who are leading Digital Transformation efforts, should consider going on to the Digital Transformation Practitioner course after completing Fundamentals.</p>
<p>Prerequisites</p>	<p>None</p>
<p>Course Length</p>	<p>14 hours (7 hours for two days)</p>
<p>Course Goal</p>	<ul style="list-style-type: none"> <li>• Provide an examination of what a Digital Enterprise is and how this differs from Enterprises in the Industrial Era</li> <li>• Develop a knowledge of the four Dimensions of Digital Enterprise Readiness</li> <li>• Focus on organizational culture and agility as the foundations of Digital Readiness.</li> </ul>
<p>Course Learning Outcomes</p>	<ul style="list-style-type: none"> <li>• Students will be able to define and describe the Four Dimensions of Digital Readiness</li> <li>• Distinguish and recognize the transition between the Industrial Era and the Digital Era and discuss the differences between the two</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide examples of Digital Cultural Characteristics and summarize how they contribute to the Digital Enterprise.</li> </ul>
Attendance	Class attendance is required, and classes will start promptly at the scheduled time. Students are expected to fully attend each day of scheduled classes.
Tardiness/Early Departure	Since this class results in an Essentials Certificate, attendance will be taken at the start of each day. If late to class, it is the student’s responsibility to make sure faculty notes attendance. Students are strongly encouraged to notify faculty as soon as possible in the event they are going to be late or absent.
Course Overview	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Chapter 1: The Digital Era - Transition from Industrial Era</li> <li>• Chapter 2: The Digital Enterprise</li> <li>• Chapter 3: The Four Dimensions of Readiness</li> <li>• Chapter 4: Dimension 1 – Operational Sustainability</li> <li>• Chapter 5: Dimension 2 – Organizational Agility</li> <li>• Chapter 6: Dimension 3 – Strategic Agility</li> <li>• Chapter 7: Dimension 4 – Disruptive Culture and it’s unique position in Digital Readiness and Transformation</li> <li>• Chapter 8: Putting it all together – Introduction to the Practice of Digital Transformation</li> <li>• Chapter 9: Wrap Up</li> </ul>
Course Materials	<ul style="list-style-type: none"> <li>• Participant Guide</li> <li>• PowerPoint Slide Presentation</li> <li>• Tools and Templates</li> </ul>
Readings	<ul style="list-style-type: none"> <li>• Required for after the class is over – Selected articles from leading Journals</li> </ul>

**Course Agenda**

**Day 1**

Introduction	<input type="checkbox"/> Overview, Course Objectives, and Learning Outcomes
Chapter 1 – The Digital Era - Transition from the Industrial Era	<input type="checkbox"/> Overview of the Industrial Era <input type="checkbox"/> The Challenges presented by the Digital Era <input type="checkbox"/> Introduction to Organizational Culture
Chapter 2 – The Digital Enterprise	<input type="checkbox"/> Cultural and organizational transformation <input type="checkbox"/> Technology as Catalyst and Enabler <input type="checkbox"/> Readiness
Chapter 3 – The Four Dimensions of Readiness	<input type="checkbox"/> Overview of the Dimensions
Chapter 4 – The First Dimension: Operational Sustainability	<input type="checkbox"/> Strategic & Functional Clarity <input type="checkbox"/> Inter-Functional Integration <input type="checkbox"/> Organizational Discipline

	<input type="checkbox"/> Governance <input type="checkbox"/> Metrics-Driven Management <input type="checkbox"/> Operational Flexibility <input type="checkbox"/> Team Dynamics
Assignments – End of Chapter Knowledge Checks	

**Day 2**

Chapter 5 – The Second Dimension: Organizational Agility	<input type="checkbox"/> Organizational Taxonomy <input type="checkbox"/> Organizational Communication & Coordination <input type="checkbox"/> Organizational Autonomy <input type="checkbox"/> Operational Experimentation <input type="checkbox"/> Organizational Collaboration <input type="checkbox"/> Mission-Driven Governance <input type="checkbox"/> Adaptive Leadership
Chapter 6 – The Third Dimension: Strategic Agility	<input type="checkbox"/> Strategic Planning Framework <input type="checkbox"/> Formalized Listening Capability <input type="checkbox"/> Deep Listening Empowerment <input type="checkbox"/> Strategic Assessment Capability <input type="checkbox"/> Strategy Testing <input type="checkbox"/> Strategic Governance <input type="checkbox"/> Strategic Shift Communication & Execution
Chapter 7 – The Fourth Dimension: Disruptive Culture	<input type="checkbox"/> Evidence-based Decision making <input type="checkbox"/> Continual Operational Reassessment Bias <input type="checkbox"/> Critical Thinking and Analysis <input type="checkbox"/> Management Innovation <input type="checkbox"/> Organizational innovation <input type="checkbox"/> Organizational leadership <input type="checkbox"/> Agile Values <input type="checkbox"/> Collaborative Digital Storytelling <input type="checkbox"/> Customer Orientation
Chapter 8 – Introduction to the Practice of Digital Transformation	<input type="checkbox"/> Guiding Principles <input type="checkbox"/> Leading Practices <input type="checkbox"/> Knowledge and Skills
Chapter 9 – Wrap up	<input type="checkbox"/> Next Steps: Transformation Practitioner <input type="checkbox"/> Questions and Answers
Assignments – End of Chapter Knowledge Checks	

[ALL OF THE ABOVE CAN BE A PART OF PARTICIPANT AND INSTRUCTION GUIDES]

**Facilitator Checklist**

<b>3 Weeks Before</b>	
	Confirm class has enough students registered to go. If online class, inform students of any technical requirements.
<b>Day Before</b>	
	Request needed items for class such as markers, post it notes, flipcharts, etc.
<b>Day of</b>	
	Test A/V Load slides
<b>During</b>	
	Take attendance each day
<b>At End</b>	
	Remind students to complete the class evaluations sent to them via email
<b>After</b>	
	Review class evaluations