DIGITAL TRANSFORMATION AND THE WORKFORCE OF THE FUTURE - HEALTH DIGITAL DISRUPTION USE CASE

Digital disruption in the new normal

Mazin Gadir | PMI UAE Chapter
AUGUST 2021
Mazin Gadir - PhD, MSc, BEng, PMP, CPHIMS, Six Sigma

Senior consultant and advisor, Dubai Health Authority
Healthcare Innovation Strategy and Digital Health Transformation Expert

Management Consultancy support in the following areas:
- Organizational Development and Excellence
- Change Enablement
- Strategy Development and Management
- Corporate Policies and Procedures
- Corporate Performance Management
- Organization Design and Structuring
- Business Process Management

https://ae.linkedin.com/in/mazin-gadir-phd-msc-beng-b4a4533
Presentation Outline

- Leadership and Innovation
- Digital Transformation or Acceleration
- Disrupting Healthcare in the Middle East – case study
- Conclusion
- Q&A
LEADERSHIP AND INNOVATION

Deep dive into the workforce of the future

Mazin Gadir
What businesses consider significant focus areas

Q: How high a priority is each of the following aspects of organizational culture? (% very/somewhat high)

- Delivering customer value: 71%
- Aligned with organizational values: 63%
- Supports flexible work: 59%
- Embraces digital solutions: 59%
- Fosters diversity, equity, and inclusion: 56%
- Receptive to change: 50%
- Fosters innovation: 50%
- Values project management: 46%
- Values upskilling: 44%
- Attracting the next generation of project leaders: 38%

Q: How would you describe the change in your business over the past 12 months compared to the 12 months prior in the following areas? (‘Many/some significant changes’ shown.)

- Digital transformation: 68%
- Business strategy: 64%
- Organizational adaptability: 61%
- Innovation approach: 57%
- Operational efficiency: 57%
- Diversity, equity, & inclusion initiatives: 55%
- Organizational culture: 53%
- Project management maturity: 49%
- Talent management: 42%
Change management is important for the futuristic skills

Mindset
The selling of the vision.

Task
- Change management is the process, tools and techniques to manage the people side of change to achieve the required outcomes.

Solutions
- The organizational support to transition from where we are to where we need to be.

Structure
- Using frameworks for change.
Change management maturity with continuous improvement

We communicate more than normal

Naivety

Getting teams to embrace uncertainty

Well informed

A structured approach to making change

Sophisticated

A methodology for adopting new working models

Ability to embed continuous change in the supply chain

Culture of change
Un-learning old and learning new behaviors, overcoming resistance
A leader is the first to be unconsciously competent.
A journey to transform mindsets

- This change is news to me!
- This is a worse way of working!
- I am stressed by learning to work differently
- This could solve some of our problems
- This is a great way of working
3 Key motivators to engage discretionary effort

**Mastery**
People like to do things well, and to get better at doing things they value, so opportunities to grow, develop and excel at their work are intrinsically motivating.

**Autonomy**
People like to be self-directed, with a high degree of freedom to decide the direction, methods and circumstances of our work.

**Purpose**
People like to feel that their work has meaning and value, and will choose to invest in activities they consider worthwhile.
A cultural leader support by the pillars of cultural transformation

Alignment
Link individual initiatives to the big picture, so people understand context.

Assumptions
Establish the baseline and know the risks, constraints and benefits.

Optimism
Inspiring and empowering people to believe they can make a difference.

Outcomes
How will the patients, staff and society see the positive impact they are having on people’s lives.
Leadership incorporates elements of cultural change

- **Basic assumptions**
  - **Storytelling** → Specifics of what needs to happen
  - **Benefits of behaviours** → Role modeling

- **Values develop into processes, standards and performance metrics**
  - **Systems**

- Specifics of what needs to happen:
  - Storytelling
  - Role modeling
Leadership is the core of embedding change

**Emotional**
Creating a desire to be part of the change by:
- Pride
- Excitement
- Fear of missing out
- Guilt and anxiety, letting yourself or your team down

**Procedures and structures**
Making your change an essential element of the process
Creating new controls to emphasise the importance of the change including:
- Appointing a director to lead a new product or service area
- Creating a cross-functional team

**Environmental**
Changing the physical organisation of the office to reinforce the new behaviours.

**Leadership**
Role modelling the new behaviours by leaders and influential people to encourage others to adopt the behaviours.
Leadership and TEAM FOCUS – great tools

**TEAM**

**TALK**
- Communicate with your colleagues constantly
- Listen Attentively
- Separate issues from people

**EVALUATE**
- Discuss team dynamics
- Set expectations and monitor results
- Develop and re-evaluate a personal plan

**ASSIST**
- Leverage expertise (process roles and content roles)
- Keep team mates accountable
- Provide timely feedback

**MOTIVATE**
- Identify unique motivators
- Positively reinforce team mates
- Celebrate achievements

**FRAME**
- Identify the key question
- Develop the issue tree
- Formulate hypotheses

**ORGANIZE**
- Develop a high
- Create a content map to test hypotheses
- Design the story line

**COLLECT**
- Design ghost charts to exhibit necessary data
- Conduct meaningful interviews
- Gather relevant secondary data

**UNDERSTAND**
- Identify the “So what...?”
- Think through the implications for all constituents
- Document the key insights on all charts

**SYNTHESIZE**
- Obtain input and create buy-in from the client
- Offer specific recommendations for improvement
- Tell a good story
DIGITAL TRANSFORMATION
The next frontier

Mazin Gadir
Technology trends in the new project economy

Q: How often do project teams at your organization leverage each of the following in the management of projects? (% always/often)

Q: How has the use of each of the following at your organization changed over the past 12 months relative to the 12 months prior? (% increased significantly/somewhat)

- Cloud solutions: 60% (past year usage) to 73% (usage increase among users)
- Internet of things (IoT): 31% (past year usage) to 47% (usage increase among users)
- Artificial intelligence (AI): 23% (past year usage) to 46% (usage increase among users)
- 5G mobile internet: 21% (past year usage) to 33% (usage increase among users)
- Voice-driven software: 17% (past year usage) to 28% (usage increase among users)
- Advanced robotics: 15% (past year usage) to 29% (usage increase among users)
- Blockchain: 14% (past year usage) to 23% (usage increase among users)

Q: How high a priority is enterprise-wide adoption of the following? (% very/somewhat high)

- Complex problem-solving tools and techniques: 39%
- Computer-aided design/manufacturing: 37%
- Artificial intelligence (AI)-driven tools: 33%
- On-demand micro-learning tools/apps: 33%
- Career assessment tools/apps: 32%
- No/low-code development platforms: 26%
Industry 4.0 – The mother of all digital transformations

INDUSTRY 4.0 Disruptive Transformative Forces

1st 2nd 3rd 4th
Mechanization, water power, steam power
Mass production, assembly line, electricity
Computer and automation
Cyber Physical Systems

The 4 Industrial Revolutions (by Christoph Roser at AllAboutLean.com)

1760 1870 1969 2000 2050
1950 Begin Modern PM Era
1969 – 1972 PMI & IPMA Founded
The future of economies will rely on agile workforce

**Gig Economy – and – DevOps  { Proj/Ops? }**

**Gig Economy** *(circa 2009):* A labor market characterized by the prevalence of *freelance short-term contract workers*, as opposed to permanent jobs – *specialized subcontractors.*
The rise of project economy

**Project Economy**: An economic model where enterprises deliver value to stakeholders through successful completion of project and product delivery initiatives, which align to the enterprises’ value streams, and where those initiatives deliver business benefits, financial value, and societal value.

- Represents a **fundamental business paradigm shift** worldwide
- Uses **projects** to handle enterprise’s work and solve problems
- Uses **projects** to promote and **drive organizational change**
- Requires **project management personnel** to have the skills and **capabilities** to both **innovate** and turn ideas into reality
- Reflects **radical and disruptive operational changes** through **transformative business strategies**
- Enterprise **funds expenditure strategically shifting from operations to projects**
Are you ready?

How companies are preparing for adoption

1. How is your business integrating the adoption of emerging technologies with business strategy?

2. How many, and which, macro technology forces do you believe provide the strongest backbone for future innovation in your business?

3. Which time horizon does your organization's technology strategy currently address?

Exploring intersections of the macro technology forces can drive purposeful, transformational change.

The next horizon versus macro forces

Horizon Next

To make sense of the vast number of technology prospects, we have grouped them by influencing macro forces and anticipated time horizons. The resulting view is neither exhaustive nor precise, but it does convey our belief that today’s realities can offer a glimpse of tomorrow’s possibilities.
DISRUPTING HEALTHCARE IN THE MIDDLE EAST – CASE STUDY

Digital Transformation

Mazin Gadir
Key Influencers of Digital Health Strategies in the Middle East

- Virtual Clinical Trials
- Digital Medicine
- AI Imaging
- Virtual Health in the Home
- Pharma Delivery
- Telehealth
- Life Science
- Provider
- Payer
- Government
- Digital Natives
- Biometric Monitoring
- Environmental Monitoring
- Internet of Things
- Risk Assessments
- Digital Therapeutics
- Virtual Primary Care
- Cost-Effectiveness
- Universal Health Coverage
- Sustainability
- Digitalization
- Public Health Automation
- Innovation & Health Consumerization
2020: Towards the next 50

“Human beings, their ideas, innovations, dreams and connections, are the capital of the future. Because where great minds go today, great things will happen tomorrow.”

HIS HIGHNESS SHEIKH MOHAMMED BIN RASHID AL MAKTOUNM

A health system with international standards

Our Citizen is the focus of development and the main pillar for achieving progress, development and advancement.

Video: Sheikh Mohammed announces UAE’s theme for 2020

Web Report/Dubai
Filed on December 16, 2019 / Last updated on December 15, 2019 at 06:38 am
Business being redefined by technology and advancements

Why the Swift Rise in UAE Healthcare Technology Sector?

- Growing population in terms of size and life expectancy
- UAE vision for best quality health services based on Artificial Intelligence
- Increased burden of non-communicable diseases and emerging epidemics
- Greater expected demands of the community
- Expanding medical tourism in the country
- Release of Up to Date Supporting Legislations for Smart Health Services
- Attracting the Largest International Pharmaceutical Industries & Companies

The United Arab Emirates will launch its 1st-ever Mars mission today. Here's how to watch live.

By Mike Wall 25 days ago

Liftoff is scheduled for 5:58 p.m. EDT (2158 GMT).

The United Arab Emirates (UAE) will launch its first-ever interplanetary mission today (July 19), and you can watch the historic liftoff live.

The UAE now has a minister of Artificial Intelligence
DHA innovation framework “Deep Dive” towards Healthier and Happier Community

**Stakeholders Impact**
- Effective and efficient Authority
- Public health
- Patients safety and customers Happiness
- Employee Happiness
- Achieving mutual benefits and added value from suppliers and

**DHA Innovation strategy**

**Main Pillars**
- Care model innovation (Continuum of care)
- Excellence and innovation in service delivery
- Smart transformation and Artificial Intelligence in DHA services
- Future shaping
- Government Initiatives
- Research and Development
- Innovation Centre

**Supporting Culture**
- Innovation management process
- E-suggestions and MBR system
- Service Development and global rating system processes
- Patency and Intellectual property processes in research and development and new inventions
- Project planning
- Monitoring the performance reporting

**Governance and Processes**
- Availability of resources
- Rewarding
- Knowledge management
- Benchmarking
- IT infrastructure
- Supporting Partnership
- Training and spreading culture of innovation

**Stakeholders Impact**
- Achieving mutual benefits and added value from suppliers and
The focus in healthcare – Digital enablement

Key themes

- Pervasive Sensing Technologies
- On-Demand Computing/Info Access
- Interactivity & User Interfaces
- Hyper-connectivity
- Miniaturization of devices

Population health management and precision medicine.
Data/Decision Science and AI
Quantum/Edge computing and nanotechnology
Collaboration and Innovation
CONCLUSION – MY ADVICE

Takeaways

Mazin Gadir
What the future will unfold...

**Businesses / Marketplace Becoming Projectized**

[Diagram showing the shift from resources to projects over time, with key events and trends marked.]
Leading versus managing

https://stevekeating.me/2020/02/13/managing-vs-leading-part-five/
The Leadership Continuum

Tannenbaum-Schmidt Leadership Continuum

Manager Centered Leadership

Using authority

Subordinate Centered Leadership

Giving freedom

Tells
Sells
Suggests
Consults
Joins
Delegates
Abdicates

Manager makes decision and tells team.
Manager makes decision and sells it to team.
Manager presents suggestions but invites questions from team.
Manager makes decision, consulting team before making final.
Manager presents problem, gets team ideas, then makes decision.
Manager defines limits, then asks team for decision.
Manager allows full freedom to explore options and make decision.
Final thought...

Armored Leadership vs. Daring Leadership

BEING A KNOWER & BEING RIGHT

BEING A LEARNER & GETTING IT RIGHT

dare to lead
Brene Brown

Ikigai
A JAPANESE CONCEPT MEANING "A REASON FOR BEING"

What you LOVE

What you are GOOD AT

What the world NEEDS

What you can be PAID FOR

PASSION

MISSION

PROFESSION

VOCATION

https://www.linkedin.com/pulse/courage-know-bren%C3%A9-brown/
Thank you!

Let’s Connect

https://ae.linkedin.com/in/mazin-gadir-phd-msc-beng-b4a4533
https://www.slideshare.net/MazinGadirPhDMScBEng
https://twitter.com/eenmag
https://www.facebook.com/mazin.gadir
https://www.instagram.com/mazingadir/