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THE FACE OF DIGITAL LEADERSHIP

How would you describe your organization's enterprise-wide digital transformation strategy?

We strongly believe that digital transformation is a journey not a project – that the focus should be on digital evolution not revolution. We fully embrace the move to agile and the exploitation of disruptive technologies. In fact, the journey approach to digital transformation almost mandates the adoption of agile thinking and iterative development – rather than ‘big bang’ transformation. Our strategy has also been formed in close collaboration with our customers. Through interviews with CEOs from around the world we have identified six clear digital focus areas covering customer experience, big data, artificial intelligence, IoT, cloud and cybersecurity. To fully capitalize on these priorities we have adopted a ‘Spotify model’ with tribes and squads aligned to the six global digital focus areas.

What are the biggest challenges you face in achieving your digital transformation aims?

The biggest challenge is recruiting people fast enough to meet growth ambitions. The UK is an incredibly competitive market in digital technology and there is a real war for talent.

Digital transformation is not just about changing processes and technology; it also involves a shift in organizational culture.

How is your teamwork changing and what's your role as a team leader?

People and culture are actually the most important pieces of any transformation

program. It is vital that every member of the team is educated about the principles of digital transformation to support the journey. We see this education as much a part of our role as the technology delivery.

What initiatives does your company have to become a more diverse and inclusive workforce?

We have a very active Diversity and Inclusion community and collaborate with external partners like the 30% Club, The Girls Network and Stonewall. We were also very proud that this was the second year that we are the key sponsors for Pride in the City.

In terms of the wider societal impact of digitization, what are you looking forward to over the next decade?

Giving back to society is a strong part of Japanese culture – and “making society a better place” is a key part of our global strategy. We work in partnership with the Royal National Institute of Blind People to make the world more accessible. We provide advanced wearable technology to Team BRIT, a motor racing team consisting of disabled drivers which includes many ex-military personnel. We are also one of the founding partners of the DRIVE Lab at Great Ormand Street Hospital, helping to revolutionize clinical practice and treatment for children.

What concerns you?

Digitization is not a ‘concern’ – it is a tool and as with any tool it depends how it is used. So it is not that digitization in itself is a threat. It is when digitization is in the wrong hands that is the concern.

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