# Capgemini

# Succeeding in the Digital Age

How Capgemini Academy can support the success of you and your organisation with a rich portfolio of products and services.

# Academy

Capgemini Academy supports executives, staff and decision-makers in their personal and professional development. Capgemini Academy creates a learning environment in which people can prepare themselves perfectly for the future.

> " Als je weet wat je wilt, en je kan wat je denkt, en je doet wat je moet
>
> Als je weet wat je wilt, dan komt het allemaal wel goed.
>
> Jurk! 2010 "

> " If you know what you want and can do what you think you can do,
>
> and you do what you have to once you know what you want,
>
> then everything will turn out fine.
>
> Jurk! 2010 "

academy.capgemini.com

+31 (0) 30 689 6600

academy@capgemini.com

As Bob Dylan once sang: 'The Times They Are A-Changin''. And he was right: the only thing that stays the same is change itself.

Ground-breaking revolutions, and there have been many, are as old as time itself. From the Bronze Age in pre-history, via the first industrial revolution in the eighteenth century [the steam engine], to the most recent, third, industrial revolution that unfolded at the end of last century [computers]. We have, at last, arrived in the following age: The Digital Age.

There are great expectations for this age. The age offers many new opportunities: what about self-driving cars, intelligent robots and self-communicating domestic appliances?

Each revolution brings its own threats. Threats to our work: 'Is our work about to be taken over by smart robots?' to our privacy: 'Is 'Big Brother' watching me?' and for our security: 'Can our identities be stolen?

One thing is certain: The Digital Age is upon us. The world is turned on its head all over again. The question is how, in this age, you can grasp the new opportunities and ward off the threats. In short, how can you use the situation to your advantage? That's up to you, and that's where Capgemini Academy can be of assistance.

This booklet describes our views on successful companies in the Digital Age. We take you on a journey through the developments in the Digital Age. And give you an insight into how you can develop personally. We explain how we can oversee your success as an IT professional in the Digital Age.

# Digital champions, transformation & talent
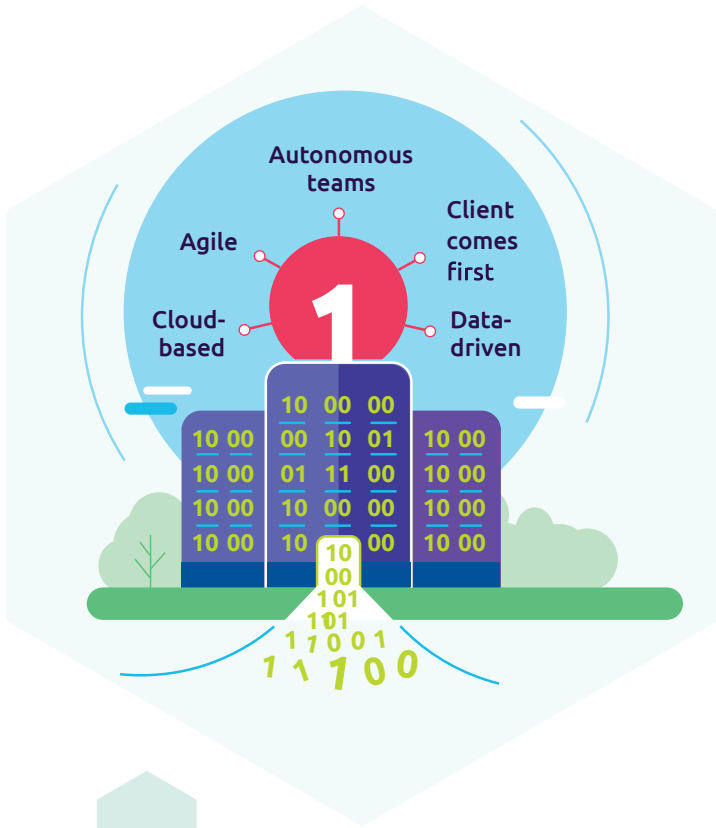
## Digital champions

Companies that excel in client focus. They are agile and give a mandate to self-managing teams. They are cloud-based and data-driven.

**Autonomous teams**

**Agile**

**Client comes first**

**Cloud-based**

**Data-driven**

## Digital Transformation

Digital transformation means a change in how things are organised, at the level of organisation, processes, systems and talent.

**Organisation**

**Processes**

**Systems**

**People**
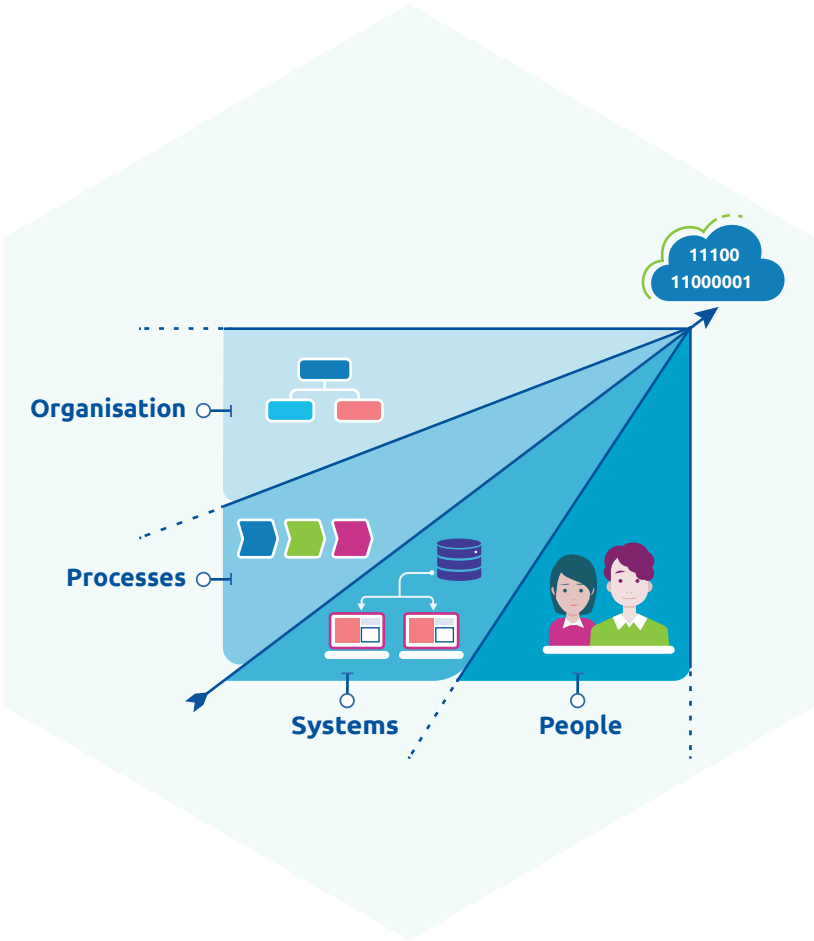
## Digital talent

Digital talent stands out in terms of agility, makes innovations in its field and gets energy out of the opportunities that the Digital Age has to offer.

**Agile**

**Professional**

**Digital-ready**

# The future is digital

## Successful companies are digital and disruptive…

…they turn the market or, indeed, the whole economy on its head. They do this in the financial market, for instance, with fintechs, in the taxi market with Uber and even in the music industry with Spotify. These are completely different companies with a number of common features:

- Agile: These companies have organised themselves so that they can adapt rapidly to new opportunities and threats.

- Client focus: What these companies have in common is that they always put the client/customer first. They are aware of the fact that customer loyalty does not stretch any further than the next new, cool app with a more advantageous financial model.

- Autonomous, self-managing teams: This is expressed in quicker decision making, improvements and a heightened sense of responsibility.

- Cloud based: They operate completely in the cloud. This means that they have access to information for making decisions at all times, in all places, and are agile.

- Data-driven: The have access to correct, up-to-date, relevant information at any time of day. This information drives their action, tactics and strategy.

## Success demands a transformation

The features that we describe above may seem obvious. But putting them into practice is a different matter; that demands a transformation.

The organisation must be adapted to accommodate self-managing teams. And the existing, ingrained processes must be rigorously rethought.

The organisation and the processes are supported by IT systems. The essence of this type of IT landscape is often made up of systems that were built during the 3rd industrial revolution, so they often need to be renewed.

# Digital Talent, talent for the Digital Age

Organisations are looking for digital talent; employees who get energy from the opportunities that the digital age has to offer, who quickly adapt to developments and who use them to develop distinctive products and services.

People are the driving force behind our innovations. So being successful as an organisation is not just down to innovation in terms of processes, systems and how they are organised alone, but precisely the development of people.
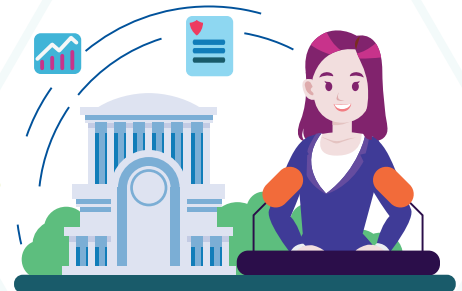
In the following section we will introduce you to three talented people in the Digital Age. Colleagues full of enthusiasm who keep immersing themselves further in all existing and new opportunities that the Digital Age offers.

## Meet the Digital talent

**Amir:**
Software Engineer at an insurance company

**Karin:**
Sector lead at a government department

**Susan:**
Business Analyst at a retailer

# Three colleagues in the Digital Age

## Meet Amir: Software Engineer at an insurance company

Amir has only just started learning what it is to be a Software Engineer. Two years ago he graduated from the University of Amsterdam. He got his MSc in Computer Science and was soon able to join the company where he did his work placement while studying. At the moment he is working as a software engineer, optimising the 'Digital customer experience'. The work is very interesting, he has a lot of responsibility and can work reasonably autonomously. Alas, his working environment is not particularly inspiring. Is this really what he's after and, if so, what does the future hold?

He shares a house in Amsterdam; his partner has just quit university where she was studying the Science of Education: Forensic Special Educational Needs, and is taking a gap year.

## Meet Karin: Sector lead at a government department

Karin is a political animal: ambitious, intelligent and driven. She has risen meteorically through the ranks of the department. It has taken her just five years to grow from a junior policy officer, via project and programme manager to the head of the 'Information management and Control' sector. She reports directly to the HR executive board.

She manages a team of 45. She is determined to make the difference. It's just that she doesn't know what difference, precisely, and how she's going to achieve that. Something has to give, that's for sure.

## Meet Susan: Business Analyst at a retailer

From shelf-stacker to millionaire would be a good way to describe Susan's career. But the step up to becoming a millionaire is still a bit of a challenge. Susan is a retailer at heart. In the holiday periods she worked at a large supermarket, did a work placement there during her time at technical college (MBO) and took her career to the next step here. She gets energy from placement of the right products with the right satisfied customers.

As a business analyst, she is very much involved with the amazing opportunities that she sees being created. She sees enormous potential for a radical change in customer experience. The only question is, how can she get the company on the same page?
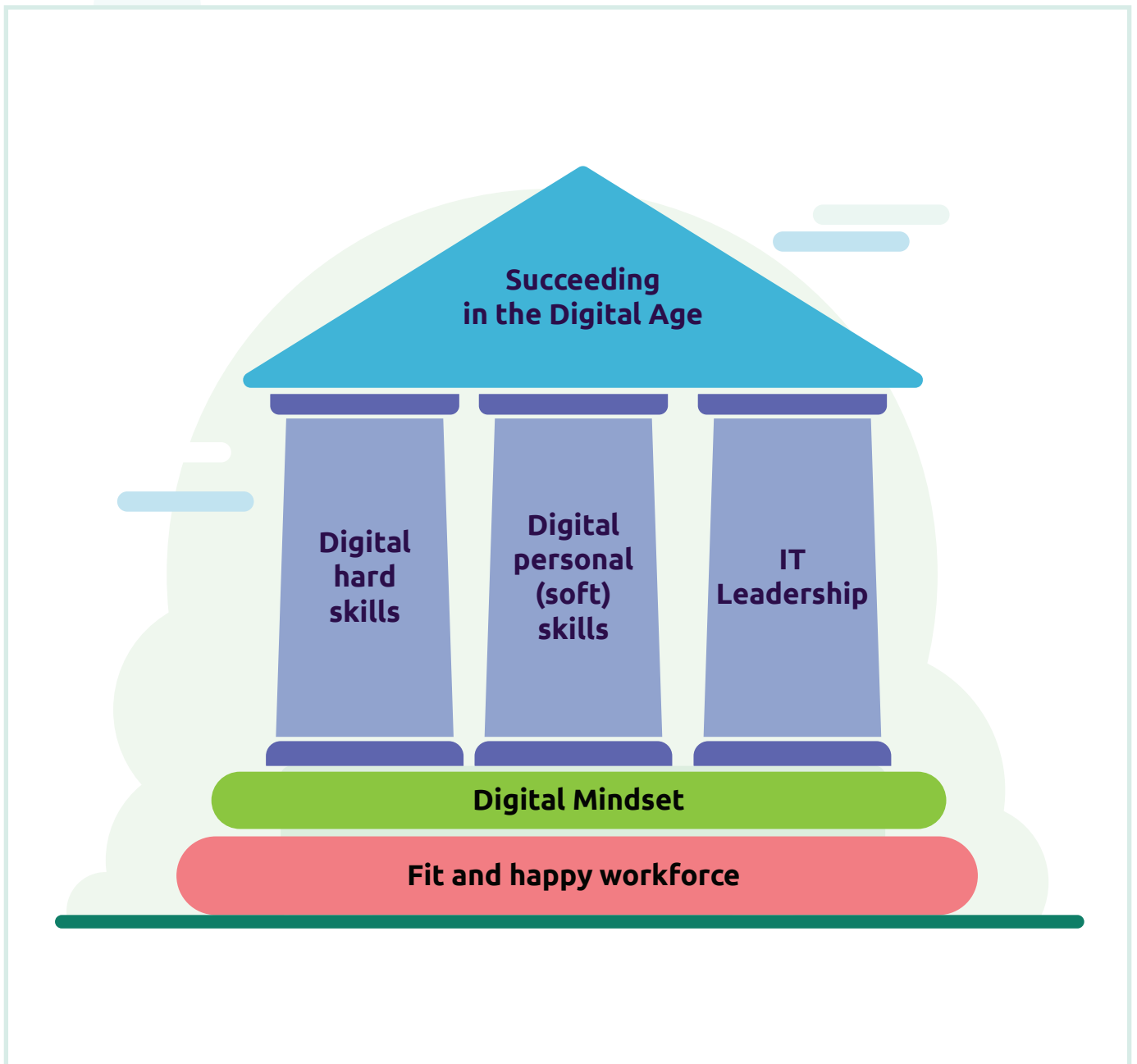
## Becoming a success in the Digital Age

Capgemini Academy helps talent to evolve and be successful in the Digital Age. We offer training courses and other programmes to engage to a greater extent in digital 'hard' skills, digital 'soft' skills and IT leadership skills.

Capgemini Academy also offers services that help create solid foundations: a fit workforce with a digital mindset

We will explain these products and services in greater depth in the following sections.

**Succeeding in the Digital Age**

**Digital hard skills**

**Digital personal (soft) skills**

**IT Leadership**

**Digital Mindset**

**Fit and happy workforce**

# Succeeding in the Digital Age

Being successful in the Digital Age, requires the right building blocks.

## Digital Hard skills

The work of an IT professional is both challenging and interesting. Developments and opportunities come in rapid succession. It is important for IT professionals to seize these developments and working methods.
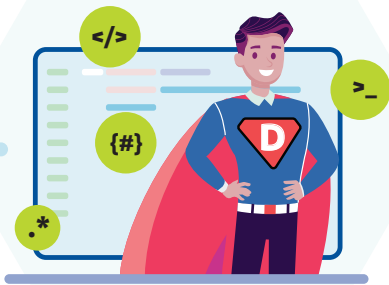
## Digital soft skills

New times call for a different skill set. A Skill set that helps you hold your own in today's turbulent times. Digital soft skills help you to get the most out of the opportunities that today has to offer, and to prepare you for the opportunities that tomorrow may bring.

## IT Leadership

New times require new leadership styles, they offer new opportunities to evolve and shine as a team.

## Digital Mindset

The basis of a successful career in the Digital Age is to have a digital mindset. It is crucial to be open to the new opportunities and to have a healthy interest in future developments.

## Fit and happy workforce

In order to be successful in the Digital Age it is particularly important to work with people who are fit and who enjoy working on the digital transformation. Energy and drive are factors that have a positive impact on this transformation and the ultimate result.
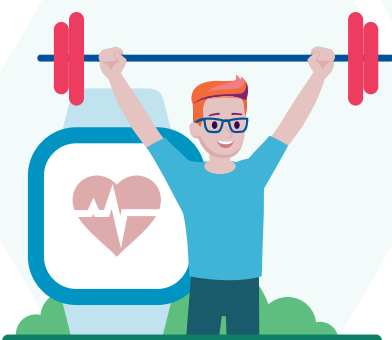
# Digital Hard skills
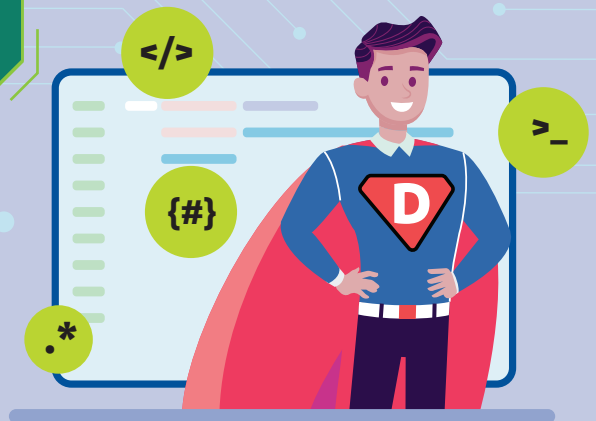
The time when a software engineer worked with technical specifications detailed by analysts and designers who left no stone unturned is long gone. Requirements in the Agile and DevOps approach change at the design stage. In other words, there's more to software engineering than just writing code.

There are several features of successful IT professionals (for instance software engineers, Cloud infrastructure specialists and data architects) that we see time and again:

- They are curious and always on the lookout for new technology and improved solutions.
- They generally learn by doing things in practice.
- They have attention to detail.
- They use all sorts of on-line platforms to acquire knowledge, but often to share knowledge, as well.
- They are team players who take responsibility, together with their team.
- They can cope with changes.

## Developing as an IT professional

A learning programme for, for instance, software engineers must be in tune with the qualities outlined above. A software engineer must learn many aspects cohesively. It is no longer enough just to learn a language like Java. In addition to one or more programming languages, a software engineer must also know specific languages that are used, for instance, to communicate with databases or to develop the look and feel of a website.

### Capgemini Academy offers: TechAcademy

The TechAcademy is the very place where Amir can evolve and gain inspiration for his future career as a successful software engineer. The TechAcademy makes use of a whole spectrum of insights. Software engineering tracks, for instance, are 50% compiled out of a case study, making use of the Scrum methodology. The other 50% is generally accounted for with more study at the student's own pace, in the student's own time, on figuring out new theories and how they are applied. The flexibility of the concept makes it easy to learn new variants such as Java, .Net, Python, Node.js and pure front-end web development. An IT professional must not only understand his own field in great detail; knowledge of related areas, such as the Cloud and cyber security are crucial. This also applies to other roles, such as that of the data architect. In addition, the TechAcademy offers individual learning paths with individual support. In this way, Amir can evolve at his own pace.
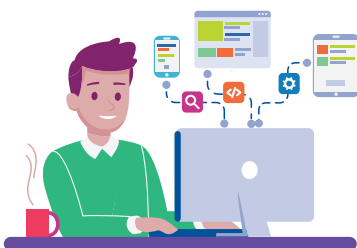
# Digital soft skills

If there is one thing that is noticeable in the requirements set for the modern professional, it is the requirement of also having social skills. Professionals generally start out as well-trained, competent people. But practice demands more. Organisations are constantly generating new methods of working that make substantial demands in terms of the flexibility, adaptive capacities and creativity of the professional.

Modern organisations want workers who have a pragmatic approach, are agile and self-assured, and can get along with clients, colleagues as well as management. Good inter-personal skills are of great importance in this respect:

- Client/Customer focus: clients want to feel that they come first. The client wants value for money. This demands good client contact and empathy. A flexible approach is also important in this relationship.

- Partnership: working together with peers and, more importantly, with other disciplines and cultures. Working in provisional groups, with rapid changes of role and person also make significant demands of your capacity for adaptation.

- Being pro-active: knowing where your responsibilities lie, demonstrating ownership and taking the initiative. Organisations now tend to work both top-down and bottom-up.

- Self-awareness: feeling comfortable in ever-changing environments and alliances.

## Capgemini Academy offers: Personal skills for the Digital Age

Capgemini Academy offers a rich portfolio of training courses in the field of self-development, collaboration with clients, working as a team and leadership. Examples of this are 'Coping with Change', 'Design Thinking', 'Leadership in the Digital Age', 'Client-centricity', 'Consultancy Skills' and 'Professional Scrum Master'.

These training courses offer Susan the skills that she needs in a digital world. They offer her depth of knowledge, theory and techniques to consistently act professionally in the Digital Age, and to make the difference in her organisation. They help her to feel comfortable in provisional teams that work on short-cycle projects that deliver a solution to a client's specific problems.

# IT Leadership

To be able to manage transformation processes within organisations successfully, efficiently and effectively, ever-higher demands are being set for managers. As a manager, you can no longer get away with outdated, hierarchical management styles; you need to come up with something new.

## Leading by example

The development of leadership begins with leading by example: personal leadership. The first step on this journey is awareness of your own personality, behaviour and impact on others.

## Leading Others

The next step in leadership is leading others, giving your all without taking it to excess. Leadership in the digital age demands agility and empathy, but also clarity and determination.

## Management in IT & Business

In addition to managing yourself and others, today's managers are also expected to shape/plot the course of the organisation. The following issues are important in this respect: generating 'new business', innovation and (co-)creation, design thinking, Lean start-up, DevOps and Agile leadership.

## Capgemini Academy offers: Leadership Development
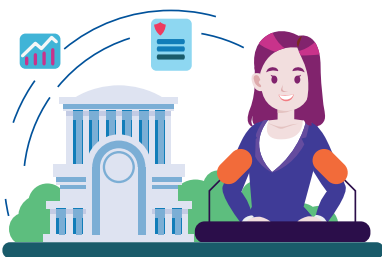
Karin can benefit from leadership development. For instance, a programme in which she learns how she can give substance to a vision and get the organisation on board to put the vision into practice. Capgemini Academy offers an interactive, intensive programme. It demands physical attendance, focus and commitment. In many different, stimulating and, at times, confrontational ways she is challenged to address and face her own awareness and development.

Leadership Development is something we do on the basis of various topics; we delve into them with the participants. Things such as insight into character traits (for example Insights, MBTI, DISC), core values and intrinsic motivators.

We can also provide Leading SAFe®, Agile Project Management and Scrum Master.

# Digital Mindset

Amir, Karin and Susan each have different requirements, ambitions and career paths. But what they have in common is a digital mindset. Because no matter what they do and what choices they make, the rise of technology in their lives (both working and personal) cannot be stopped. A digital mindset helps them to embrace technology in order to be successful. But what is that digital mindset precisely, and how do you acquire it?

A digital mindset forms the basis of a business culture in which digital is the way to go. Funnily enough, that digital mindset isn't just about technology; it's about you as a person. If you have a digital mindset, you don't just follow your intuition when making important decisions. You might also opt to use data to influence your decision. You are always on the lookout for how you can automate repetitive business processes, or at least to have ideas in that direction. But much more important is your basic attitude. Is everything you do geared towards the customer? Do you pull out all the stops in an effort to understand your client? Can you cope with teams that are constantly changing in their make up? And are you prepared to keep on learning?

## Capgemini Academy offers: One-day modules

Amir, Karin and Susan all work in a different field. The organisations in which they work are making the transition to agile working methods. This means that they are increasingly working in multi-disciplinary teams.

Amir, Karin and Susan meet each other at an event. They each notice that it is very handy to learn a little more about what the others are engaged in. It helps them to understand the others better and to put their work into context, but also how new developments in other fields can provide innovative solutions for their work. Amir googles something and finds Capgemini Academy's One Day training modules.
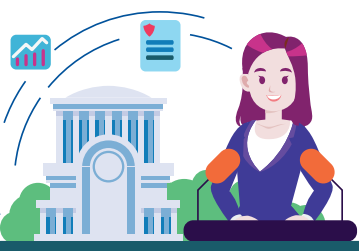
These training courses give you all you need to know about a hot topic in just one day. You become aware of developments in the digital field, which helps you to devise new insights and meet professionals from other fields. For instance, Capgemini Academy offers 'Digital in a Day' (which we do not have on the website) or 'Cyber Security in a day'. Otherwise, we organise customised training sessions in which we introduce teams or departments to new developments and what they have to offer for that particular team, department or organisation.

# Fit & Happy Workforce
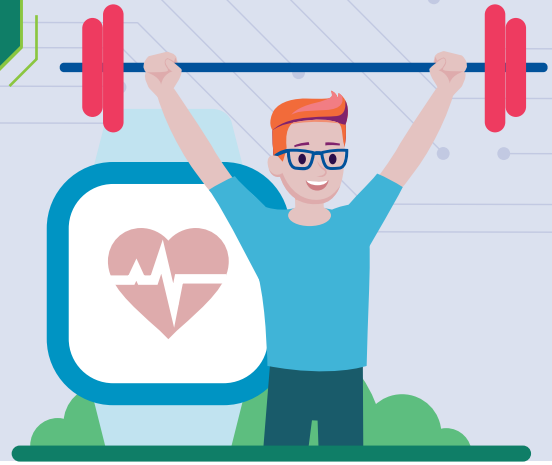
There was an enormous teddy bear at the offices of a software start-up. The pressure of work was high; the field of work was a pioneering industry. In order to prevent the developers from being too busy at work with questions and discussions they set the following rule: if you have a problem you can't solve, ask the teddy bear first, rather than bothering a colleague. At first sight it might seem strange, but it works. By seeking out interaction (even with a teddy bear) you can come to new insights. If you want to share your problem with others, you first have to look at it from a different perspective. This often leads to a solution. That is the role that the Capgemini Academy coaches can fulfil.

As the duo Jurk! wrote back in 2010: 'If you know what you want and you can do what you think you can do and you do what you have to, then everything will turn out fine.' Our coaches are trained to ask the right questions and to give you food for thought about what you want, what you can do and what you have to do.

## Capgemini Academy offers: EPIC

**Employability:** Our coaches ensure that staff members know what they want and what they are capable of, so that they can do what is good for both themselves and the company. Capgemini Academy has a team of certified coaches. They know exactly how to coax the talent out of your team so that team members can be successful in the Digital Age. They can do this either at one-on-one, group or organisation level.

**Physical fitness:** A healthy mind in a healthy body. In addition to coaching, EPIC also offers services for achieving and maintaining physical fitness with methods such as mindfulness, massages, yoga and running clinics. In line with participants' own interests and needs.

**Inspiration:** What is better than to be inspired? If you're 'in the zone' and 1 plus 1 equals more than 3, then your performance and enjoyment of work is as good as it gets. EPIC offers inspiration sessions in which people come together, complement and challenge each other to find something that no-one expected was there, and to feel what a satisfying experience that can be.

**Center:** The services we provide are tailored to the individual, on-site or remotely. You are welcome to come to us to work on your objectives, but we can also construct a complete centre for your organisation.

Amir follows the 'Digital in a day' module. In the break, he talks to one of the coaches about EPIC. Thinking of his girlfriend, who's just quit university and doesn't know what to do next, he wonders whether a coach could be useful for her. He calls her during the break: 'If you know what you want out of life, then everything'll turn out for the best!'
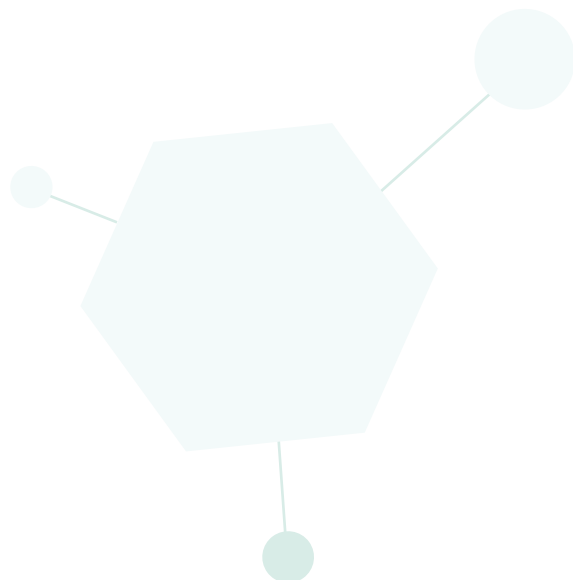
# Succeeding in the Digital Age: a step-by-step plan

In this booklet we have discussed three professionals: Amir, the software engineer; Karin, the sector lead and Susan, the business analyst. Each one a talented person in their own right. To make sure your organisation stays successful teams, departments and business units must keep evolving. Evolving from a starting point, plus ambition equals direction. It helps you identify where to put the stress in the evolution of talent and teams. A good plan has three steps:

## Step 1: Be aware of what you want

In order to develop talent it is important to understand which target groups your organisation is aiming to attract, and what you want to achieve with these target groups. Good ideas abound when people with energy, confidence and inspiration get down to work. With these ideas and the right mix of qualities, we will be able to define a vision.

**Capgemini Academy offers:**

- A range of workshops to convert ideas into a clear vision and strategy in the field of learning and evolving in the Digital Age.
- Digital Mastery Assessment

## Step 2: Know your limits

Once you have an idea of your vision and objective, you will also know what sort of know-how and skills you need to take the next step. You can make a list of skills and profiles. This means you can make a map of the roles required in your team. To what extent does the talent in your organisation already have the know-how and skill set required to fulfil the roles?

> **Capgemini Academy offers:**
>
> - Description of profiles (not least using the European e-Competence Framework).
> - Scans; where are you: Digital Skills scan; Skills radar; Agility scan
> - Analysis of learning needs

## Stap 3: Do what you have to do

On the basis of the vision and the current state of affairs you make a plan for the route to follow. A learning roadmap is made up of different stages and sections. Depending on the needs of the organisation and teams, we help you to decide which interventions we use at which stage. The route is made up of a mixture of learning modes (digital and otherwise), such as on-line modules, training sessions and peer-review sessions. Together we consider what you want, what you are capable of and what suits you.

> **Capgemini Academy offers:**
>
> - Educational advice & support
> - Design and development of learning plans, digital learning solutions and blended learning processes.
> - Digital Learning Hub

# Notes

# Notes

# Capgemini Academy

The professionals at Capgemini Academy offer IT specialists what they need. Our staff have a keen eye for what makes people tick, attention for nurturing talent and awareness of specific circumstances. They get people going. Programmes that have their roots in the day-to-day work of our trainers (well-versed in both the didactic side and the subject matter) stoke the flames. Real-life examples that explain how you really solve IT problems for people do the rest.

An institution such as ours helps people and organisations every single day to get the best out of themselves and each other. It gives them the tools to deal with tomorrow's challenges assertively. It encourages curiosity and inquisitiveness. So that IT specialists and their employer can go forwards on a better footing, for longer and more intensively. To the satisfaction of both sides.

Capgemini Academy. We Transform IT-Professionals.

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