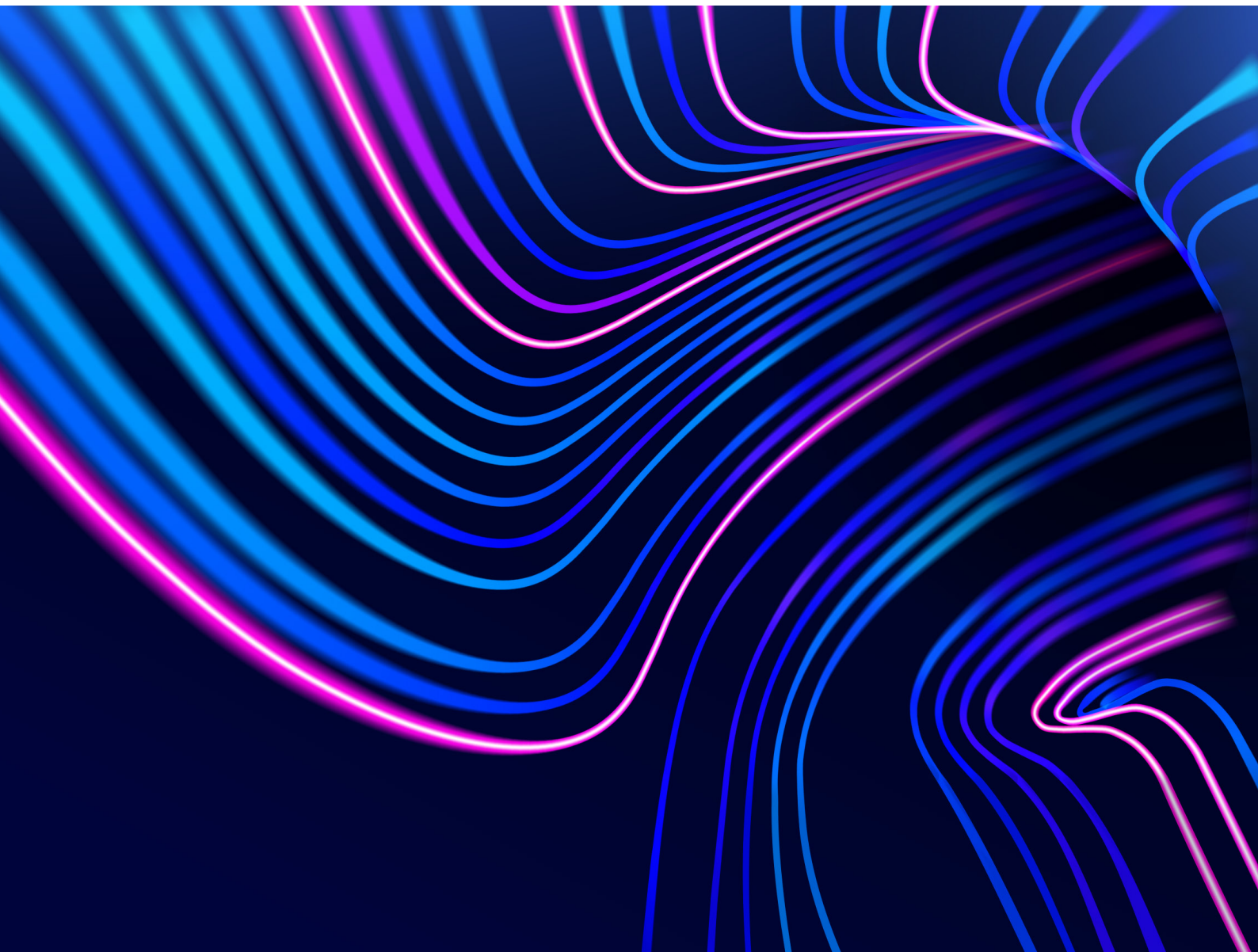# asset *hive*

# The Digitalised World
## A GUIDE TO CREATING A DIGITAL CULTURE

## Volume 4

## CREATING A DIGITAL CULTURE

A digital culture is more than the infrastructure and technology of your workplace, it includes the way your teams interact with each other and use the tools to do their jobs more efficiently.

# What is it?

**To understand digital culture in a workplace, it is important to describe what it isn't.**

Firstly, it is not about an individual employee's mindset or the technology used.

And it would be a mistake to think that a digital culture only relates to a transactional interaction between people and technology, software, or computers.

It is more about "the way we do things". It is a type of culture that describes how all of the workforce responds to, and manages and uses information as part of business processes and workflows.

A digital culture includes a workplace where leaders champion technology and the use of digital tools is encouraged, supported and organically adopted.

There is total support to use technology to get work done in the most effective way.

Part of any successful digital transformation relies on an overall digital strategy that drives digital innovation, ultimately focused on improving workforce efficiency and reducing operating cost.

To successfully implement transformational change, businesses need to recognise and identify better ways of doing things.

This type of change has to start from the top but be supported from the bottom up through the use of a suitable technology stack.

The digital strategy should also take into account human input and the activities that involve your workforce.

Many businesses invest in point-to-point solutions that tend to focus on specific areas, for example, the collection of data through IoT solutions, AI and sensors.

However, the outcome of these point-to-point solutions is that they are often not successfully integrated into the way that people work and use data.

A sensor may indicate or alert a problem, but if this data is not integrated into a business process, it is unlikely to trigger a follow up action that addresses the problem - this is the workflow aspect that involves workers at the coalface.

A digital strategy creates a digital culture. It looks at ways in which operations can be improved to remove or reduce manual handling or redundant follow up activity.

As much as possible, tasks should be automated to allow a direct input, or update to information that triggers the next action.

Digital culture is linked to people and as such, leaders will always play a pivotal role in shaping a company's workplace digital culture.

# Why should I care?

**Nourishing a high functioning digital culture in your workplace can increase productivity, improve profitability, and create a more mobile and agile workforce with increased flexibility and adaptability.**

In a workplace with a strong digital culture, hierarchies are broken down so teams are empowered to make their own judgements and quicker decisions.

Take for example, Peter who works as a manager at a mid-tier engineering company. Every day for the past 10 years, Peter has been responsible for his team's performance.

His routine starts in the morning - Peter meets with his key team members who explain how the project is progressing and the challenges they are working through.

Peter takes notes, instructs his staff, and then emails his update to the CEO. This information then goes into her inbox and due to the overwhelming amount of emails, never gets read.

In this example, there is a high degree of redundancy with little focus on collaboration, efficiency, or improvement.

It is a command and control hierarchical structure that does not support the broader team to identify opportunities, take accountability and drive change.

As a result, the company is not agile and risks being outperformed by the competition.

A business with a great digital culture will always outperform because it will have teams who are empowered, engaged, innovative, productive and use technology to enhance collaboration.

Cross-department collaboration can be enhanced by digital tools, which not only facilitates idea sharing across the company, it can prevent silos of information forming.

Contrary to the example above where the team's recommendations fall into a communications abyss, a company structure that encourages team input and cross-department collaboration supported by technology, will help foster a collaborative, outcomes driven culture.

In the world of operating and maintaining large oil and gas facilities, much of the time spent collating information to plan for campaigns, budgeting and scheduling activity, carrying out inspection, maintenance or refurbishment activity, and updating information sources post execution, can be significantly reduced by introducing new ways of working.

This means moving away from simply collecting data and information to integrating and aligning the data to business processes.

By this we mean making information available when it is needed, to those teams that rely on that information to make decisions.

There will always be exceptions to the process, but this is where management by exception creates enormous efficiency gains - fix or repair only what is absolutely necessary.

In a digital culture, agility is key and the team must feel empowered to try new untested initiatives. Most importantly however, they must understand that introducing new technologies to support new ways of working requires a cultural change as much as a technical change.
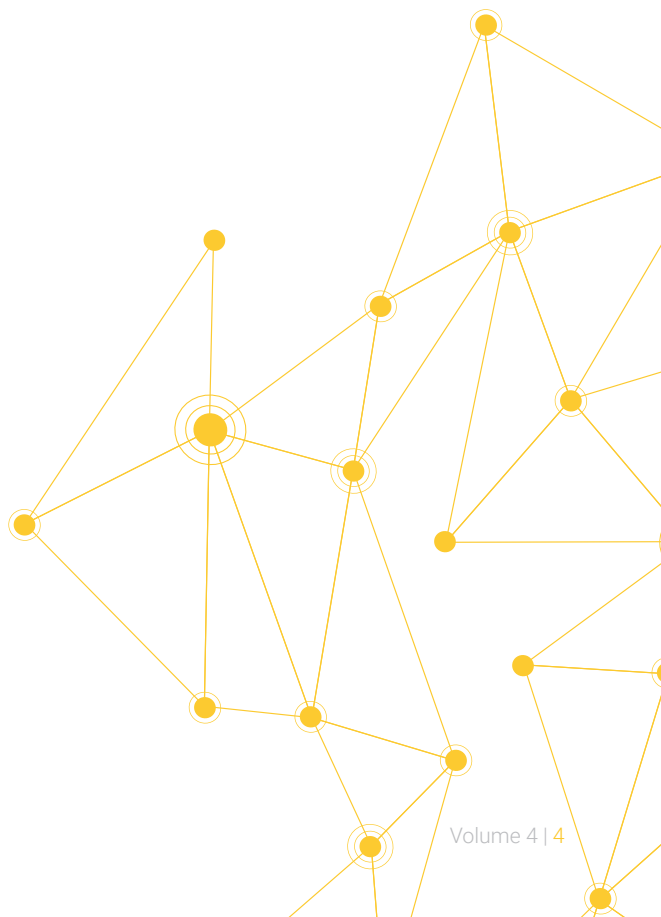
# What can I do about it?

**Without a strong digital culture, your company will not be agile enough to compete.**

**Follow these three steps for effective digital culture at your business.**

## 01

### It starts at the top but…

We all know that for effective change to occur in any organisation it needs the full support of the CEO and upper management. If a company is to have a strong digital culture though, one needs to consider more than just getting the top brass on board. Encouraging company-wide support for digital culture is critical. Instead of having a command and control style management approach, empower your teams on the ground to make decisions, collaborate, share and develop knowledge. This will give autonomy to teams to execute to their full potential.

## 02

### Stop the siloes

A company with a strong digital culture removes siloes between teams, reporting and departments. Instead, they create cross-functional teams that are self-organised, non-hierarchical, and empowered to execute activities from start to finish. This relies on integrating data into workflows so that the teams involved in executing actions have access to the information they need to make decisions.

## 03

### Risk it

As Michael Jordan once said: "You miss one hundred percent of the shots you never take."

In a rapidly developing digital world, one of the biggest risks is not taking risks. Digital disruption will challenge those companies which do not innovate and adapt. That said, you don't need to take a "Hail Mary". Instead start small with a pilot, identify areas in your company that could benefit from a productivity and collegiality overhaul, nurture some cross team collaboration and see what happens. If it works, roll it out to some other departments. The enemy of progress is sitting still. True digital transformation is scalable when implemented successfully.

# Innovator's checklist

**Implement a digitalisation strategy** – To be effective, a digitalisation strategy needs to consider the processes that keep your operations running. This ultimately involves your people and the way they execute their tasks. A digitalisation strategy should consider how data capture can be improved and how workflows can be sped up. When combined with technology, this will deliver transformational innovation.

**Empower your coalface** – Your teams on the ground are critical to the success of digital transformation. Make sure that you consider how they need to, or should work. The efficiencies and cost savings that arise from digital transformation are enormous but if the workflows that govern the new way of working aren't considerate of how your people need to work, adoption will be limited. After all, it's the people on the ground that can produce tangible efficiency outcomes if they are given the right tools.

**Innovate and collaborate** – Encourage new ways of working that focus on getting work done efficiently. Once validated to deliver operational efficiency, scale the new way of working and the knowledge base across all your operations. Scalability is the key to successful digital transformation. This will ensure that all your teams can benefit from the new way of working.

**Provide the tools** - Introduce the right technology stack that links your data to your workflows. Too often, digital transformation focuses on integrating all the old tech with all the new tech without integrating the tech with the people. For example, a modern data hub should be more than just a data store - it should be embedded with a workflow architecture that provides efficient, repeatable, accountable and auditable workflows that relies on your people.

# Who is Silverhorse?

Silverhorse Technologies is on a mission to add value for our customers and bring the transformative benefits of digitalisation to large-scale assets.

Our AssetHive platform is a next-generation connector/middleware data hub technology with an embedded workflow architecture which enables efficient, repeatable, accountable and auditable workflows.

AssetHive is an intelligent data hub, customised around your asset to enhance operational efficiency in a low risk and scalable way.

The data hub enables your digital strategy by implementing full cycle, optimised operational workflows. It delivers data insights where they are needed, with transformative, value-adding results.

## RECOMMENDED READING



Volume 1
**A GUIDE TO DATA HUBS**

Volume 2
**A GUIDE TO DATA HARMONISATION**

Volume 3
**A GUIDE TO WORKFLOW ENGINES**