



CONSULTANCY SG
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AGENDA

- Brief introduction
- Business context
- CIO challenges
- IT trends
- The role of consultants
- Covid – what has changed?
- Q&A

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- 20 years IBM – selling services, implementing internal systems, running businesses
- 15 years Deloitte – Partner/Managing Partner leading Central Government, then Health, then Public Sector UK, then Public Sector across 25 countries
- 20 years focussing on the Public Sector
- BCS since 1997: Senior Women’s Forum and later STELLAR. Member, Vice Chair and Chair Policy and Public Affairs Board, then Organisation and Employers Board. Trustee Board. Deputy President, President, Past President. Chair of Nom Com and Rem Com. From March 2022 Member of Nom Com. Leading the search for the new Group CEO
- Independent Chair – Skills Reform Board, Department of Education

**YOU CAN'T PREDICT THE
FUTURE, BUT YOU CAN BE
READY FOR IT**

What is important in a volatile and uncertain business context?

- Financial management, monitoring and performance, regulation and compliance
- Recruiting the right talent – change is out-pacing training
- Exploiting new technology, managing exploding data
- Customer service, reputation management
- Change management
- Fraud, security and privacy
- And for SMEs add – Brexit, red tape, supplier/freight costs, growing/transforming the company, late payments, access to funding, recruitment

What is keeping CIOs awake at night?

- Proving the value of technology in business cases for investment, and in delivering measurable outcomes for the organisation
- Security and all that goes with it, keeping at least one step ahead
- Agile digital transformation – rebuilding the airplane whilst it's in the air
- Talent – there are never enough people with the right technical and business skills, and relevant experience managing change

IT keeps relentlessly changing

- IoT, AI
- Data as a liability and an asset including geospatial, image and mapping data
- Analytics and data science
- Cyber security, data protection, privacy,
- Cloud computing and SAP4HANA and edge computing at the same time
- Blockchain
- Assurance – never high enough on the agenda

Consultants

- Everyone shares one challenge – talent: finding, training, keeping repeat. Good news for consultants?
- There's a lot of work around – lots of change, new faster, more agile digital transformation
- More focus on the business case - changing outcomes – decisions and designs need a strong evidence base
- Challenge mainstream thinking
- New relationships – clients, partners, private/public collaborations, risk based payments
- Evolve with the changing environment – technical, business, commercial and relationship skills
- System design – inclusive, secure, reusable components, phased
- Impact on wider society – purpose, climate change, digital divide, support local community

COVID and beyond

- Who has NOT worked from home during the pandemic?
 - How many of you are back on your client site or in the office?
 - How many of you enjoyed working from home?
 - Do you think you will carry on the same?
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- Emerging thinking – important decisions for organisations to make
 - Who needs to be in the office? For those random discussions at the coffee machine, impromptu mentoring and coaching, watching more senior people dealing with difficult situations, brain storming new ideas, living the culture of the organisation

What are people saying?

CIPD – ongoing research study – preliminary findings:

- Increased productivity among homeworkers is often achieved through work intensification.
- For some workers, homeworking can provide a more productive environment because there are fewer distractions.
- Knowledge sharing and team relationships often suffer – unless task-related processes are designed to take location into account.
- Innovation can suffer if knowledge sharing and team relationships deteriorate.
- Social isolation can be a problem for some workers, but this depends on personality and lifestyle.
- Avoiding the commute is a major benefit for most.
- Attention to work-life boundaries is helpful not just for homeworkers but for anyone in the digital age.
- The career downsides are real and need to be managed.

Preliminary recommendations

- Be aware of the difference between ‘standard’ and COVID-enforced homeworking
- Homeworking is here to stay: design your working practices to suit all locations
- Concentrate on partial, voluntary homeworking as part of designing high quality jobs

What are people saying?

McKinsey

- 80% people enjoy working from home
- 41% more productive than before
- 28% as productive
- Not commuting – big bonus + work-life balance and flexibility
- Organisations are eyeing up savings in office space and expenses
- Finance, professional services, management and information sectors have the highest potential for working from home
- Activities with the highest potential for remote working: updating knowledge and learning; interacting with computers; communicating with and guiding colleagues or clients; and thinking creatively; processing, analysing and updating information

Questions

- Has enforced working from home 'worked' because people were mainly already well established in their organisations?
 - Has it succeeded because it was seen as temporary?
 - Will cultures and communities erode over time?
 - Do different parts of projects need different approaches?
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- Are longer term solutions only possible for advanced economies with good digital infrastructure, connectivity and a higher prevalence of service based organisations?
 - Will patchy infrastructure in the UK dictate patterns of remote working?

REFLECTIONS AND COMMENTS

Sources

- CIPD: [Working from home: assessing the research evidence | CIPD](#)
- McKinsey: [Reimagining the office and work life after COVID-19 | McKinsey](#)
- [The future of remote work: An analysis of 2,000 tasks, 800 jobs, and 9 countries | McKinsey](#)
- OECD: [digital-economy-outlook-covid.pdf \(oecd.org\)](#)