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A Framework to Drive Perpetual Transformation

We are living in a world where our actions and activities are either driven or influenced by digital, industrial, and social technologies. Every organisation has a focused set of products and services as a part of its go-to-market strategy. It builds capability and capacity along with partners to serve its customers. It adopts technologies to enable, accelerate, and govern perpetual transformation towards the creation, change, and continuity of its outputs.

Any transformative programme must be policy-driven and is expected to deliver the following characteristics for the organisation:

- **Efficient:** Productive management of people, processes, assets, resources, quality, and cost
- **Adaptable:** ability to address adjacent issues and problems with efficiency
- **Agile:** ability to respond to stakeholders' needs quickly and consistently

- **Anticipative:** anticipation of future needs and proactive change management to effectively reach the new points of arrival

The transformation must have the foundation of a **connected enterprise platform** that seamlessly integrates people's expertise and technology capabilities to manage data, collaboration, and insights, leading to:

- Effective management of the data lifecycle to accelerate the delivery of business value Acquire-to-Retain, Detect-to-Correct, Enrich-to-Analyse, and Demand-to-Distribute
- The creation of organisational knowledge on stakeholders' needs and market directions
- Descriptive, predictive, and prescriptive analysis of organisational data to draw inferences, insights, and actions on the organisation's current and future priorities

The leadership team must imbibe service orientation, on-the-job experience, continuous learning, and regular assessment for employees to remain professionally competent in identifying, innovating, piloting, and scaling transformative changes. Leaders must continuously engage with the stakeholders and conduct contextual exercises to ensure that they are adequately prepared for any challenges that may come along the way.

The boardroom has a key role in understanding and ensuring that:

- The transformational journey of the organisation delivers value to its stakeholders.
- The leadership has set the tone from the top.

- The programme is policy-driven.
- The process is understandable and transparent.
- There are measures and controls to track performance and risk.
- The execution is monitored and governed, and the feedback is recorded for review.
- The team has a good understanding of technology adoption through learning and on-the-job experience. ■

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Dr. Mohanty has previously held the below positions:

Industry Strategy Officer at the World Economic Forum (WEF)

Multiple leadership Positions at Tata Consultancy Services in CEG, TEG & BIPM Practice

Founding Member and Chair of Licensing Executive Society (LES) IT & SW Industry Advisory Board

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