**The Digital Culture Challenge: Closing the Employee-Leadership Gap**

**Digital-First Mindset** consistently found in all the seven dimensions of digital culture: Agility and Flexibility, Customer Centricity, Innovation, Open Culture, Collaboration, Data-driven Decision Making, and Leadership.

Leadership and employees disagree on the existence of high prevalence of digital culture dimensions in their organizations.

<table>
<thead>
<tr>
<th>Percentage of Leadership and Employees who agree that there is a high prevalence of digital culture dimensions</th>
<th>Leadership</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership vision is clear and visible</td>
<td>83%</td>
<td>59%</td>
</tr>
<tr>
<td>Data-driven decision making is strongly promoted and practiced</td>
<td>65%</td>
<td>31%</td>
</tr>
<tr>
<td>My organization always prioritizes digital solutions in all areas of work</td>
<td>80%</td>
<td>71%</td>
</tr>
<tr>
<td>We use digital technologies to create stronger customer engagement</td>
<td>63%</td>
<td>34%</td>
</tr>
<tr>
<td>We have a culture of innovation, experimentation and risk-taking</td>
<td>38%</td>
<td>31%</td>
</tr>
<tr>
<td>We easily collaborate across functions and business units</td>
<td>75%</td>
<td>56%</td>
</tr>
<tr>
<td>My organization has a culture of flexibility and agility</td>
<td>43%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Percentage of organizations with high prevalence of the seven digital culture dimensions is 6 out of 10.

**Lack of congruence between leadership and employees**

- Leadership and employees disagree on the existence of high prevalence of digital culture dimensions.
- Lack of clear leadership vision.
- Lack of digital skills.
- Data-based decision making is not strongly promoted and practiced.
- My organization always prioritizes digital solutions in all areas of work.

**How to evolve your digital culture?**

- **Set a clear vision and have visible leadership involvement**
- **Deploy change agents**
- **Launch digital culture leaders (Front-Runners) lead the way**
- **Make digital culture tangible**
- **Invest in the Digital DNA**

**Defining Digital Culture**

- Agility and Flexibility
- Customer Centricity
- Innovation
- Open Culture
- Collaboration
- Data-driven Decision Making
- Leadership

**Numbers to digital transformation**

- 36% of respondents rate 2017 as the year of digital skills
- 40% believe that 2021 will be the year of digital transformation
- 44% of digital transformation projects are considered as successful
- 47% of organizations with high prevalence of the seven digital culture dimensions
- 56% of leadership and employees who agree that their organization has a culture of openness to the outside world: we work closely with start-ups and partners
- 43% of respondents expect to achieve higher alignment between leadership and employees
- 34% of respondents expect to outperform the Followers and Slow Movers on all digital culture attributes
- 40% of respondents expect to see a culture of innovation, experimentation and risk-taking

**Leadership and employee engagement**

- 62% of respondents who believe that their organization has a digital culture believe that their organization has a culture of openness to the outside world: we work closely with start-ups and partners.
- 48% of respondents believe that their organization has a culture of innovation, experimentation and risk-taking.
- 59% of respondents believe that their organization has a culture of flexibility and agility.
- 56% of respondents believe that their organization has a culture of data-driven decision making.

**Cultural issues respondents consider as number one hurdle to digital transformation**

- 47% consider lack of cultural change.
- 31% consider resistance to change.
- 25% consider lack of leadership involvement.
- 20% consider lack of digital skills.

**Contact us:**

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**Learn from the Front-Runners:**

<table>
<thead>
<tr>
<th>Front-Runners</th>
<th>Followers</th>
<th>Slow-Movers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agility and Flexibility</td>
<td>85%</td>
<td>71%</td>
</tr>
<tr>
<td>Customer Centricity</td>
<td>80%</td>
<td>75%</td>
</tr>
<tr>
<td>Innovation</td>
<td>75%</td>
<td>56%</td>
</tr>
<tr>
<td>Open Culture</td>
<td>65%</td>
<td>31%</td>
</tr>
<tr>
<td>Collaboration</td>
<td>53%</td>
<td>33%</td>
</tr>
<tr>
<td>Data-driven Decision Making</td>
<td>47%</td>
<td>31%</td>
</tr>
<tr>
<td>Leadership</td>
<td>38%</td>
<td>31%</td>
</tr>
</tbody>
</table>

**What is your digital culture?**

- **Leadership:**
  - Agility and Flexibility: 85%
  - Customer Centricity: 80%
  - Innovation: 75%
  - Open Culture: 65%
  - Collaboration: 53%
  - Data-driven Decision Making: 47%
  - Leadership: 38%

- **Employees:**
  - Agility and Flexibility: 71%
  - Customer Centricity: 75%
  - Innovation: 56%
  - Open Culture: 31%
  - Collaboration: 56%
  - Data-driven Decision Making: 31%
  - Leadership: 31%