

LEADERS OF DIGITAL TRANSFORMATION

BUILDING A SUPPORT COMMUNITY FOR CHANGES ONLINE

December 2019:
Digital Transformation Strategy was approved

Challenge:

to build regional teams within a short time for supporting the digital transformation project of Russian Railways aimed at the introduction of large-scale changes in the company

Key restraining factors of change processes:

- The digital transformation projects are piloted and replicated in the regional offices of the company located in 8 time zones
- The initial level of consciousness, supporting and changes accepting in regional divisions was low
- The pandemic prohibition of any trips didn't allow to launch the process of support team building in the regions
- An extreme workload of managers left limited time for learning
- Regional managers' explicit skepticism towards digital issues, backed by the commitment to the physical processes of huge cargo volumes transportation

Educational solution

The Corporate University of Russian Railways with HR and IT Departments of the Company developed and provided 20-hour programme "Leaders of Digital Transformation":

- 8 educational intensives
- 40-50 attendees at each seminar online



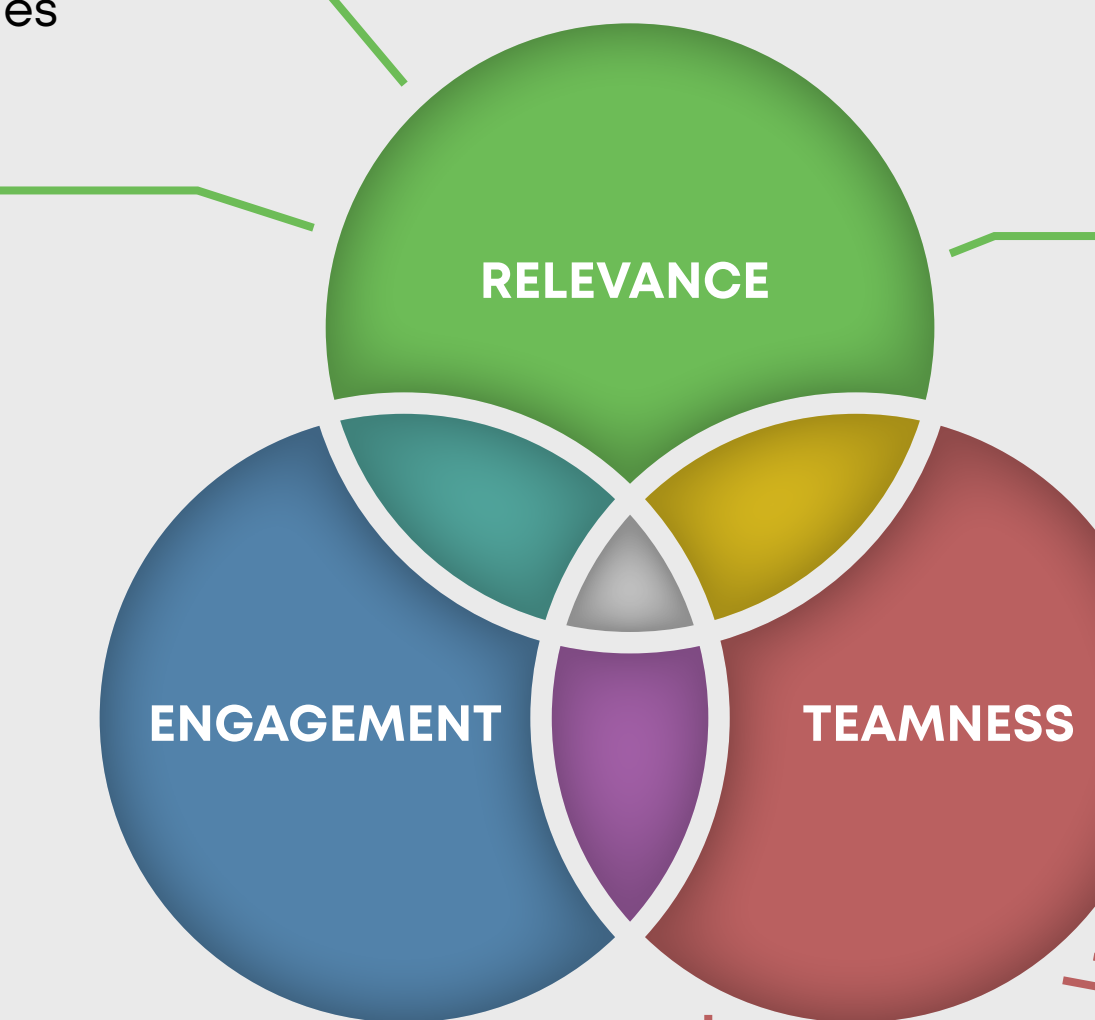
Change drivers of the world
Difference between digital transformation and automation
Digital disruptive technologies in transportation industry

THEORY

Methodology for launching projects in the Company
Life cycle of a real project in the Company
Success stories within the Company

FRAMEWORK AND TOOLS

Consideration of projects with the maximum effect for the regional divisions
Digital project promotion
Finding regional leverage for the project



PRACTICES

Online rating of participants
Minutes of local fame
Returns to early questions
"Studio" quality picture

CREATING INTEREST

Pass-through quiz
Leveling knowledge in mini-groups

UNDERSTANDING CHECK

Short content blocks (20-30 minutes)
Actual polls

ATTENTION HOLDING

All functional units are involved
Consolidation with adjacent regions
Mini-groups with a moderator
Experts from the company's digital transformation project office

REGIONAL TEAMS

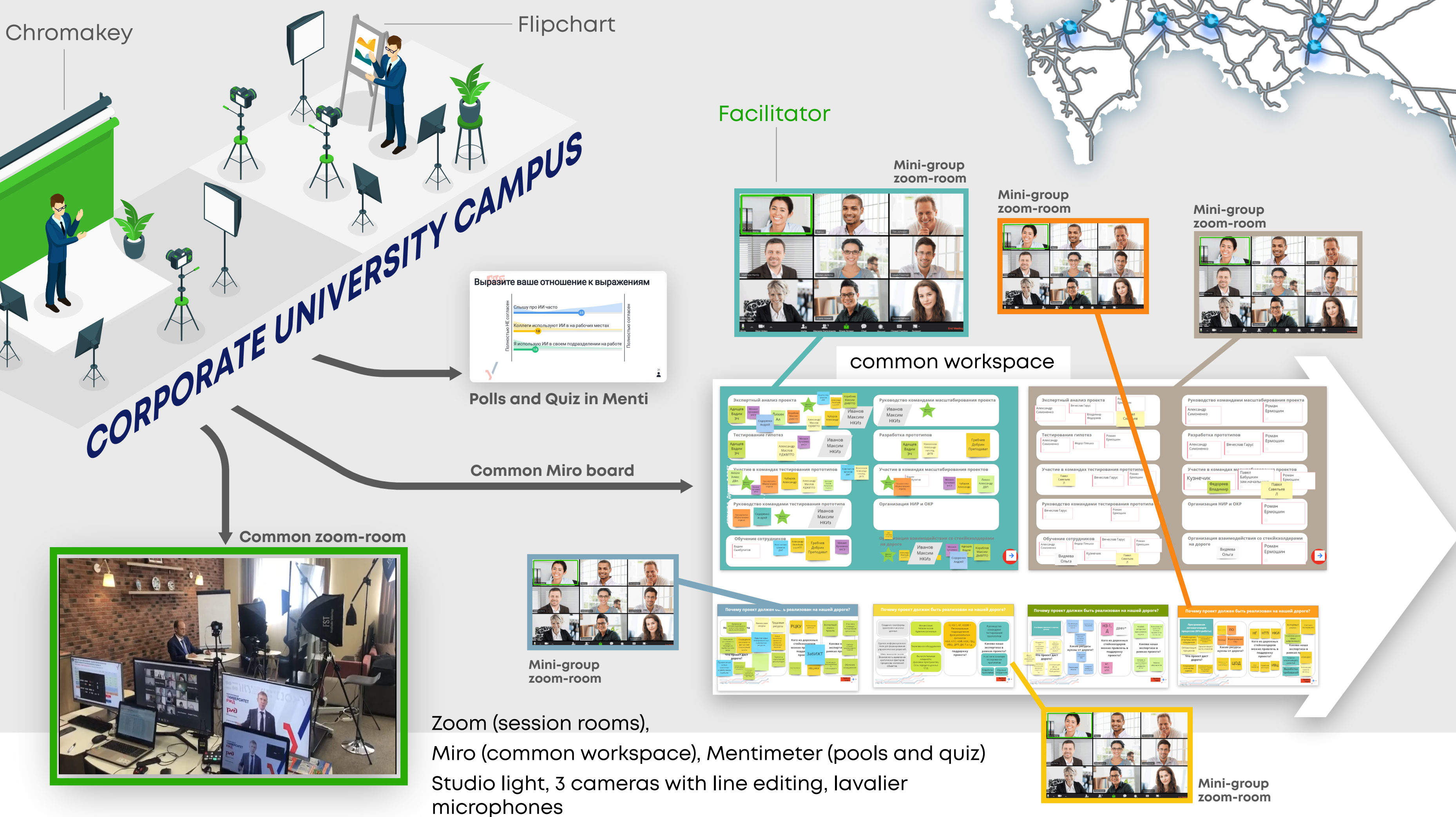
All participants see each other during the training
A common space where actions and team results of all participants are visible at the same time
Questions with video

PRESENCE EFFECT

Community in corporate messenger
General boards of participants' expertise
Involvement in different stages of real projects
Attracting experts to the community

KEEPING IN CONTACT

Implementation



Results

Digital transformation support teams at least of 15 people each in all 16 regional railways - 291 managers

Community with quick connection in the corporate messenger

Shared understanding of digital transformation implementation

Results

Practical applicability and knowledge usefulness ranked 9 out of 10

