## **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

Change drivers of the world The Corporate University of Difference between digital Russian Railways with HR and IT transformation and automation Departments of the Company Digital disruptive technologies developed and provided 20-hour in transportation industry programme "Leaders of Digital Transformation": THEORY

RELEVANCE ENGAGEMENT TEAMNESS 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)

8 educational intensives 40-50 attendees at each seminar online 

# common workspace Regnar Parameter Par изация взаимодействия со стекйкхолдерами дороге Иванов Изания Ании Максии НКИЗ Обучение сотрудников Вичелав Гарус Реман Слиссица Синоненто Видлева Кузнечик Павко Савные Mini-group zoom-room

## Results

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

Shared understanding of digital transformation implementation

Community with quick connection in the corporate messenger

Actual polls

**ATTENTION HOLDING** 

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

**FRAMEWORK AND TOOLS** 

Practical applicability and knowledge usefulness ranked 9 out of 10



## Results

#### Attracting experts to the community **KEEPING IN CONTACT**

Community in corporate messenger

General boards of participants' expertise

Involvement in different stages of real projects

**PRESENCE EFFECT** 

#### **REGIONAL TEAMS**

Experts from the company's digital transformation project office

Consolidation with adjacent regions Mini-groups with a moderator

All functional units are involved

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

for the regional divisions Digital project promotion Finding regional leverage for the project PRACTICES

Consideration of projects

with the maximum effect

Several software packages and educational solutions were blended to achieve maximum results. CU team focused on providing the maximum attendee engagement, relevance of the content, and teamness of all activities.

The speaker format was amplified by mini-group discussions with flash switching of rooms.

Common workspace gave the gamification effect. All mini-groups

(teams) saw the others' progress in

insights. Team-to-Team discussion

understanding of the technologies

and projects respectively to regional

real time, including ideas and

rooms helped to share the

conditions.

integral product with