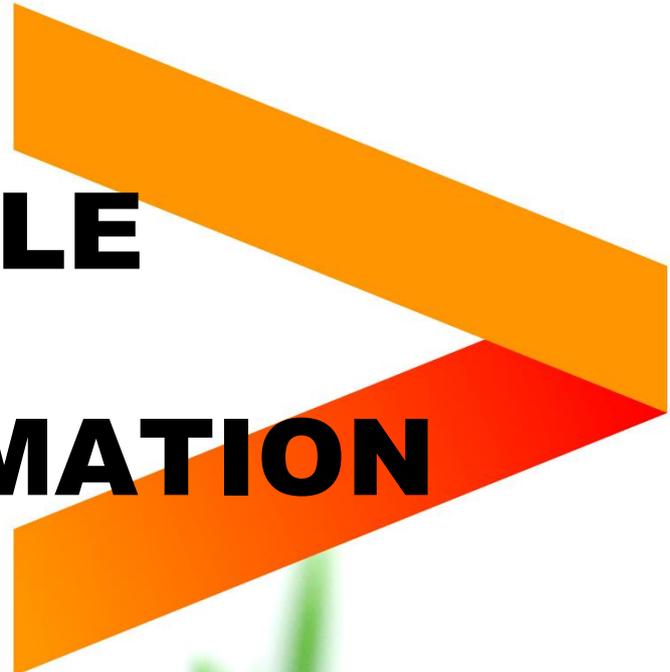




RESPONSIBLE DIGITAL TRANSFORMATION

FOR SOCIAL IMPACT



VIDEO TRANSCRIPT

WEF 2019: RESPONSIBLE DIGITAL TRANSFORMATION FOR SOCIAL IMPACT

Louise James: Welcome everyone to this panel from the World Economic Forum on Responsible Digital Transformation for Social Impact. I'm Louise James, and I'm a Managing Director at Accenture, where I co-lead Accenture Development Partnerships. And we focus on bringing the skills that Accenture has to address social and environmental issues in the developing world.

I'm delighted to be joined by a fantastic panel here today, firstly, in the middle, Neal Keny-Guyer, the CEO of Mercy Corps, Neal described himself just now as the thorn between two roses, so I'll leave you to make your own determination. To Neal's left, Laurence Morvan, who is Accenture's Chief of Staff and Corporate Social Responsibility officer, and last, but by no means least, Lauren Woodman, the CEO of NetHope.

And Lauren and I co-chair a working group for the World Economic Forum on this exact topic of Responsible Digital Transformation for Social Impact. And this is part of the Forum's wider initiative on looking at the 4th Industrial Revolution from a civil society perspective. So, Lauren, if I could start with you, during the discussions that we've been having with the working group, I think given the pace of digital disruption, and the opportunities that emerging technologies present, most civil society organizations recognize the need to transform but the challenge is really how to do that in a responsible way? How would you define responsible digital transformation and what are the key elements?

Lauren Woodman: It's a great question, Louise, thank you and thank you for teeing up this panel to be able to explore that very topic. You know, I think there's a real challenge that non-profit organizations and civil society faces in trying to balance the risks of moving forward very quickly, but then also perhaps creating harms that were unintended or unforeseen by doing so. And I think that's really a key element of how do we balance the desire and the demand to move forward quickly and address these social questions, whether it's poverty, or climate change, or displaced populations, as well as understanding what we're doing. And I think that really boils down to a couple of things, are we looking appropriately at questions around data protection and privacy and the rights of the individual in the context, are we skilling our workers both internally and externally, those in the field and at headquarters, to make sure that we are making appropriate trade-offs, and are we moving quickly enough to address those problems but also really looking constantly for new opportunities and new connections that can accelerate that change.

So, those questions of partnership and really responsible digital development and balancing the internal and the external, I think, are critical.

Louise James: And you mentioned skills. From the work that NetHope has done, what is your sense around skills in this sector, do they exist?

Lauren Woodman: They definitely do exist, and I think there's been a lot of discussion about digital skills and that phrase seems scary sometimes in this sector simply because digital skills makes us think of coding or being a systems architect, but really what we're talking about are the skills necessary to use technology effectively. We actually did a survey earlier this year based on some work that we had done to customize digital skills for the non-profit sector and about half of the organizations that we surveyed said that they felt they were well on their way to having the skills that they needed. I think that the thing that was perhaps a bit of a red flag was the area of biggest concern was around questions of risk and protection and only 31% of the organizations that we surveyed felt like they

had the skills internally to do good data protection, to understand the limitations of technology, to identify bias and those types of things are those we really really worry about.

Louise James: Now that's understandable and I think this sector feels a strong pressure to be at the forefront and actually to be the ones leading on these areas. Neal, as an organization that is on this journey, do you relate to what Lauren outlined and how are you moving in the transformation?

Neal Keny-Guyer: I mean very very much so and while I'm here I really want to congratulate NetHope for the work it's doing in kind of elevating the whole sector, I think that's absolutely critical because the social change world, just like the private sector, we have to bring all the available tools and best practices to achieve our mission and if we're not engaged in the digital world and if we're not using the right technologies, we're not going to build a better world, we're not going to achieve the aspirations that we all want to achieve. So, I don't think we have a choice but to become twenty first century organizations and that means to be full in as organizations that use technology, that know we've got to develop digital skills, but we have to bring the solutions on the front line. So, I mean, yes we have to do this internally but I get most excited about actually the solutions on the front lines and how we're using the latest technology to improve our analytics with machine learning or artificial intelligence, how we're using virtual reality to deal with trauma, particularly with adolescents, you know, how we're using all of the digital platforms to bring financial services to small holder farmers to promote the gig economy in Africa, even in places like Gaza, so I am all in, extremely excited, and my only caution is, Lauren is great about reminding us of this, my only caution is that we need to be humble. You know, in this world we can't think we have all the answers and we always have to start with let's do no harm, but let's also remember let's do some good too!

Louise James: Absolutely. And you alluded to the private sector angle and I wanted to bring Laurence in, because actually when we look at the challenges they're no different, for the different sectors, and I know Accenture is doing a huge amount on responsible digital transformation so it would be great, Laurence, if you could share our perspective on how we see it.

Laurence Morvan: Definitely. I mean, when I was listening to you Lauren, I was thinking, but it's absolutely no different to the key questions that our commercial clients ask ourselves. So basically, I would say what does it mean to be responsibly innovating. And I would say one is to design with purpose, so it's really having a clear objective, a clear business case, but what do you want to achieve, whether it's better end user experience, whether it's efficiency in your processes, whether you want to tap into new markets with new business models, have a clear business case. And the second would be implement with responsibility at the heart. And clearly some of the issues that we see is about resilience, resilience of the solution in terms of architecture, it's about embedding from the start key considerations around data, data protection, data security, cyber security risk mitigations, and I would say the skills is absolutely crucial because whenever you automate you've got to think about what will happen to the people whose job might be displaced. And more than displacing of jobs, I would say it's the reskilling of people who are going to use the technology which is really at the heart.

And finally, you mentioned data, algorithms, etc, you know how do we make sure that we build in the right algorithm transparency so that we check for the intended consequences so all that has to be from the design into the solution.

Louise James: And Laurence, do you see the two sectors, if you think about private and civil society, do you see the sectors learning from each other?

Laurence Morvan: I think there's lots of lessons learned to be shared and definitely we, as professional services firms working on the two sides of the equation can be a factor diffusing those. I would say, I would call out three things. One is, we've seen a lot of our clients experiment, lots of proof of concepts and at some stage you have to move towards the industrialization phase so how do you do that is one area of lessons learned. The second, I would say, is about how do you best structure your efforts because always transformation requires multiple skills, right, for sure the technology skills, from architecture, new IT types of skills, but much beyond, I mean you need new business skills, different operating model, different processes, how do you measure the value, monitor the value, I mean those are new skills, and for sure design starting from the end user customer perspective I think those are also new techniques that we need to bring. And finally, I would say it's always a huge change management effort, so how to do you reskill at pace, I think that those are areas where definitely we can learn from each other.

Louise James: So, skills has come up multiple times, Lauren if I could come back to you, for organizations that are on this journey and are worried about the skills within their organization, where should they start, what pointers could you give to them?

Lauren Woodman: It's a great question because the question of digital transformation is so large no matter what aspect of that you're looking at the question of where do we start, is always one. I heard a fascinating statistic yesterday, which I probably am going to get wrong, but you know the gentleman that was speaking said that a third of the people that will carry you forward in digital transformation in your organization are already working for your organization. And so, this question of reskilling who we have is really important because it allows us to build on employees that already understand our culture, understand our mission, so how do we make sure that they have the right skills. I think the first thing that organizations need to do is understand where they are. It's very hard to measure progress if you don't know exactly where you are. There's lots of tools out there to do that, we have one, lots of organizations have one, but then I also think that, to Laurence to your point, the question of where are we going, that really helps us define what skills we need. I do think that there are some that go across the board, you know skills around collaboration and being able to work in a disparate environment, where we're all working in different locations, having great communication skills, learning how to really drive for results as opposed to just thinking some more about the problem, all of those are skills that if we're going to move forward are ones that we need to have regardless of where you are on that digital transformation journey.

Louise James: So, the softer skills are equally as important.

Lauren Woodman: Yes, they are.

Louise James: Neal, if I could come to you, how are you approaching this from the skilling are you partnering are you doing it all in-house?

Neal Keny-Guyer: All of the above. So, we are partnering with external organizations, groups like NetHope, we're partnering with universities, we're partnering with the private sector and we have our own in-house training education program. We just build it into our leadership development programs and again in an effort to demystify, again I think these are the kind of skills that we're going to need to be successful organizations to achieve our missions, and so we need to demystify it a bit and say just as we used to train on certain basic skills before, these are critical but a lot of

them do have to do with you know, how do you work better in teams, how do you work remotely, how do you use the digital world to you know enhance your collaboration, those are critical and ultimately I think it does get back to culture. You know, I come from the view that, you know, culture eats everything else all the time and if you get the right culture most everything else follows including the transformation we want to see in the new world.

Louise James: Absolutely and we've been talking a lot at Davos this week about the importance of trust and that's really the new currency. So, Laurence, if I could just finish with you in terms of the skills element, how is Accenture approaching skilling up our own workforce?

Laurence Morvan: So, a number of things, one is reskilling at scale, because you know we are a very large population at Accenture, particularly around the new IT components, you know, we had hundreds of thousands of people to reskill, so we really leveraged digital as a way to multiply and accelerate the reskilling. So, anything from digital learning boards, connected classrooms, gamification, I mean all of those are techniques that really help to accelerate, so that's one thing. The second thing, back to what you were saying, it's really also a lot about culture and new ways of working, new ways of thinking, and here we've deployed new approach to consulting which embed much more how do we co-create with our clients, how do we embed innovation, so techniques like these I'm thinking. How do we work much more in agile ways, you know more experience, so all of those are new techniques but they are really more new mindsets that we need to embed? And then as every company, I think, we've had to recruit deep experts in specific fields and then they can build the teams around. So, I would say those would be the three levers.

Louise James: Thank you, well in closing, if I could just ask you all to give just one piece of advice about as organizations are setting out and thinking about how to transform in the digital context but to do it in a responsible way, what would your one piece of advice be? Lauren.

Lauren Woodman: Oh gosh, just one! I think that the advice I would have is to be brave. It's hard work but it's the right thing to do because it will allow us to have greater impact and we shouldn't be afraid of the challenges ahead of us.

Louise James: Thank you. Neal.

Neal Keny-Guyer: That's great. I would agree. Be bold and brave but also be humble. I think that too often those in the technology world believe they have an app or a solution to every problem and when we know in today's world where we're being pulled apart and torn apart, where we're going back to the most narrow form of our identities, when conflict is driving extreme poverty now, you know we have to remember that the challenges are still the same, how do we as humans embrace shared society and believe that a diverse world that is highly connected and that those tools can drive the better angels are what we want to strive for.

Louise James: Great thanks Neal.

Laurence Morvan: And I would say, to start with the end user experience in mind because at the end of the day it's less about technology, it's more about how can we enable the end beneficiary, the end user, the customer with a better ability to work and in an efficient way and the best way. Start with the end user experience in mind.

Louise James: Great, well thank you so much for your participation and insights that you've shared today. For those of you that are interested in learning more about this topic, we've just scratched the surface, as you said, Lauren, it's enormous but there are other tools and organizations that are working a lot on this. A couple of suggestions, The Principles for Digital Development that DIAL have developed, the work that the Global Partnership for Sustainable Development Data is doing, Accenture is working a lot around Responsible AI and has worked with the Forum along with other partners on AI board toolkit, we've also worked with the Turing Institute on a Fairness Tool for Responsible AI and then finally, to come back to where we started around the World Economic Forum's work I would strongly encourage you to go and look at the WEF's website and they launched the initiative on preparing The Civil Society for the Fourth Industrial Revolution yesterday and there's a white paper that you can find on the website and there will be a future program of cross sector learning in collaboration on this topic. So, no shortage of challenges but also no shortage of ideas and organizations that you can go to as you yourself go along this journey. Thank you for watching.

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