Talent Development - Developing Future Ready Workforce With A Robust Digitech Savvy Culture And Capability Framework & Roadmap; Towards Improving Organization’s Operational Efficiency And Strengthening Solution Adoption

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Abstract

OBJECTIVE/SCOPE: In today’s rapidly evolving business landscape, organizations face unprecedented challenges and opportunities brought about by digital and technology transformation. To thrive in this digital era, organizations need to develop and implement a robust digitech culture & capability strategy. While digital and technology plays a pivotal role in transformation, the inculcation of digitech culture & capability is equally important to achieve a successful transformation. Therefore, this paper explores the critical interplay between talent capability development and nurturing workforce with digitech-savvy culture guided by a robust framework and roadmap, enabling improvement in operational efficiency and digitech adoption.

METHODS, PROCEDURES, PROCESS: Drawing upon extensive research and industry best practices, this study examines the multifaceted dimensions of digitech culture & capability within the context of digital and technology transformation in Upstream business. The methodology involves (i) defining the quality required for a future-ready workforce (ii) assessing the current state of PETRONAS Upstream on technology tool / ecosystem, process, and people, (iii) determine the target and desired end state guided by in-house digitech culture & capability framework (a 2x2 matrix) (iv) development of digitech culture & capability roadmap to shape future-ready workforce.

RESULTS, OBSERVATIONS, CONCLUSIONS: Organizations with a strong digitech culture & capability are more likely to navigate and adapt to the complexities and disruptions brought about by digital and technology transformation which eventually led to maximizing and sustaining the value realized from proven solution. Based on the 2x2 matrix, it is observed that although the organization has achieved the intended digitalization level in digital and technology transformation journey, there are still gaps particularly in digitech culture & capability towards achieving the “Advanced / Future-Ready” state. In ensuring a successful digital and technology transformation, an “Upstream Digitech Capability & Culture Roadmap” was developed to navigate the business in addressing the identified gaps. The roadmap encompasses of three phases: Foundation Excellence, Accelerating Excellence and Sustaining Excellence covering the scope of leadership commitment, methods in driving the digitech culture & capability and impactful change management programs. The roadmap creates a pathway for organization to foster a culture that embraces experimentation, risk-taking, and adaptability, creating a conducive environment to innovate and practice agile way of working.
NOVEL / ADDITIVE INFORMATION: At the heart of digital and technology transformation is people. This paper highlights the importance of embracing digitech culture & capability as a critical driver for organizational success in the digital age. It underscores the importance of organizations to proactively adopt a comprehensive capability and culture strategy, incorporating a holistic and integrated approach, not only on technological advancements but also on cultivating a workforce who are digitech-savvy to remain competitive, agile, and future-ready. In realizing these aspirations, a digitech culture & capability framework & roadmap was established to address the culture and skill gaps, nurturing an agile and innovative workforce across Upstream. This completes the equation by integrating people, process, and technology elements with successful establishment of Upstream digitech culture.