


# Digital Organizational Transformation Project - An Application Area Charter

\* indicates that this field is required

<b>Project Name*</b>	Digital Organizational Transformation (DOT)
<b>IPR Mode*</b>	RAND  <div>  Explanations of each mode is available at <a href="http://www.tmforum.org/IPRPolicy/11525/home.html">http://www.tmforum.org/IPRPolicy/11525/home.html</a> </div>
<b>Type of Project*</b>	<p>Indicate the type of project from the following project types:</p> <p>1) <b>Strategic:</b> nurturing of key initiatives prioritized by the Advisory Boards/ Collaboration Sub-Committee and 100% aligned with the ODF</p> <p>2) <b>Community:</b> ongoing development of an existing initiative aligned to the ODF</p> <p>3) <b>Pioneer:</b> rapid start-up of new initiatives which may be controversial</p> <p>4) <b>Catalyst:</b> rapid development of proofs-of-concept and their promotion to the wider industry</p> <p>5) <b>Pioneer:</b> rapid startup of new initiatives which may be controversial</p> <p>6) <b>Catalyst:</b> rapid development of proofs-of-concept and their promotion to the wider industry</p>
<b>Strategic Program</b>	Human Factor
<b>Previous Project Charter</b>	<b>add link to previous charter</b>
<b>Project Workspace Link</b>	<b>add link to project workspace</b>
<b>Project JIRA Link</b>	See Section 4 below
<b>Project Sponsor</b>	N/A
<b>Project Team Lead*</b>	
<b>TM Forum Staff Support</b>	Vicky Sleight Loell Wolfries

## 1. Table of Contents

- [1. Table of Contents](#)
- [2. Project Overview / Executive Summary](#)
- [3. Participants](#)
- [4. Project Workstreams and Deliverables](#)
- [5. Legal Notice](#)

## 2. Project Overview / Executive Summary

Arnold added changes in red

<b>Mission</b>	Produce a TM Forum standard for effecting a systematic approach to digital transformation, defining <b>future role &amp; people profile, continuous</b> culture and skills <b>learning</b> processes needed for success
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<b>Value</b>	Traditional approaches and solutions are no longer 'fit for purpose' for digital organizational transformation. The methodology provides the framework and the tools that organizations can adopt to help deliver on digital transformation commitments, incorporating the build of a talent centric business model as required by the industry to support the unlocking of the kind of innovation that companies are looking to deliver on (... incorporating the principles that address the talent adaptation journey to the destiny of the transformation intent)
<b>Strategy</b>	Bring on board geographically diverse members to actively contribute and bring valuable diversity of thought, <del>and perspectives and</del> organizational resolutions to the new approach to digital organizational transformation. Provide tools that aid cultural transformation including processes to address the skills gap

Remark Arnold: I added some ideas on the developing of the 6 principles; you might develop these pilas with some graphics.

Workforce transformation is based on some values applied in organizational transitions; the values are expressed in 6 principles:

#### Organizational Personalization

Using individual employee behaviour to drive an emotional connection with values (customer centricity). Demonstrating that you understand the customer's needs and circumstances and will adapt the personal mindset accordingly.

#### Organizational Integrity

Being trustworthy and engendering trust. Trust is an outcome of consistent organisational behaviour that demonstrates trustworthiness. There are trust building events where management need to publicly react to a difficult situation, and trust building moments that allow individual actions by staff. These add up to create employee's trust in the organisation.

#### Organizational Expectations

Managing, meeting and exceeding workforce expectations. Employees have expectations about how their work will be realized. Employee satisfaction is the difference between workforce expectation and the actual work delivery. Adapting mindset, skill, understanding, delivering method, and if possible, exceeding workforce expectations is a key skill of great organisations.

#### Organizational Resolution

Turning a poor workforce process into a great one Workforce continuously adaptation is highly important. Even with the best processes and procedures, things will go wrong. Great companies have an iterative process that not only puts the workforce back in control, but also make the workforce feel good about it.

#### Organizational Time and Effort

Minimising employee effort and creating frictionless processes. Employees are time poor and are increasingly looking for rewards. Removing unnecessary obstacles, impediments and bureaucracy to enable the employee to achieve their objectives quickly and easily have linked workforce to realizing organizational strategy. Many companies are discovering how to use time & rewards as a source for inspiring optimization of future strategy.

#### Organizational Empathy

Achieving an understanding of the employee's continuous learning of skills & cultural alignment to drive continuous adaptation of people & role profile. Empathy is the art of letting the workforce know that you as manager can understand what it is like to adapt to a new destination of a transformation intent. Empathy-creating behaviours are key to establishing a strong relationship. It involves telling personal maturity assessment stories that reflect to the workforce how you felt when identifying and validating new role profiles. Then going for the extra step of cultural workforce alignment to future work because employee understand how management feel.

Comments from [Julie Benteux](#)

Hi Vicky,

For some reason I can't edit the page directly. I don't have editing privileges on that part of the site.

Please find below my additions and changes in green, and my comments in italic.

M i s i o n	<p>Produce a TM Forum standard for effecting a systematic approach to digital transformation, defining <b>future role &amp; people profile</b>, <b>continuous</b> culture and skills <b>learning</b> processes needed for success</p> <p>Produce a TM Forum standard for effecting a systematic approach to creating a digital organisation, defining the operating model, culture, skills, roles and governance needed for a successful digital transformation</p> <p><i>(Note – I know that the “skills, roles and governance” are included in the operating model, but I thought I’d call these three elements out as I think they will resonate with our audience, and make it more tangible than just saying ‘operating model’)</i></p>
V a l u e	<p>Traditional approaches and solutions are no longer 'fit for purpose' for digital organizational transformation. The methodology provides the framework and the tools that organizations can adopt to help deliver on digital transformation commitments, incorporating the build of a talent centric business model as required by the industry to support the unlocking of the kind of innovation that companies are looking to deliver on (... <b>incorporating the principles that address the talent adaptation journey to the destiny of the transformation intent</b>)</p> <p><i>(Question: are we talking about our differentiators in this box? If so, we should talk about the data layer, the iterative delivery of the transformation</i></p> <p><i>Or are we talking about the value to the audience? In that case, it's probably something along the line of the second sentence in the cell below)</i></p>
S t r a t e g y	<p>Bring on board geographically diverse members to actively contribute and bring valuable diversity of <b>experience</b>, thought, <del>and perspectives</del> <b>and organizational resolutions</b> to the new approach to digital organizational transformation. Provide <b>advice and tools</b> that aid <b>building a new operating model, changing the organisational culture, addressing the skills gap, and delivering the transformation through an iterative approach</b>. <del>cultural transformation including processes to address the skills gap</del></p> <p><b>@Arnold:</b> what do you mean by “organizational resolutions”?</p>

Thanks,

Julie

Comments from [Mike Smith](#)

Hi all,

I think Julie's suggestions are good.

I also agree the value section should talk to DOT differentiators (and not repeat what has already been stated.)

I have “change tracked” as best I can and also include a cleaned up version below.

Hope that helps.

I noted some commentary re digital org transformation being different to regular org transformation. There may be some differences in emphasis but I think that regular org transformation has to change to become more like good digital org transformation because it is unusual if there is not an element of digital driving or enabling that. Increasingly in “regular” transformation it is not enough to look just at the org chart and change the “boxes and wires”. There is value in that. But even more value in understanding the work that is done, how work should change, and then figure out what that means for the roles, responsibilities and structure of the org chart.

Best,

Mike

## MISSION

Produce a TM Forum standard for effecting a systematic approach to creating a digital organisation, defining the operating model including roles, culture, skills, ~~roles~~ and governance needed for a successful digitally transformed ~~education~~ organisation to unlock the business potential that stakeholders require.

## VALUE

Traditional approaches and solutions are no longer 'fit for purpose' for digital organizational transformation. The methodology provides the framework and the tools that organizations can adopt to help deliver on digital transformation commitments. This incorporates a data-driven, iterative / continuous change approach, focusing on the essential organisational elements for change, enabled by appropriate workforce and work modelling capability to define the required work, roles, skills and therefore talent needs, and to result in the required ways of working and desired culture. ~~incorporating the build of a talent-centric business model as required by the industry to support the unlocking of the kind of innovation that companies are looking to deliver on (... incorporating the principles that address the talent adaptation journey to the destiny of the transformation intent)~~

## STRATEGY

Bring on board geographically ~~a diverse~~ ~~ity of~~ members to actively contribute and bring a valuable ~~range~~ ~~diversity of~~ experiences, thoughts, perspectives and organizational resolutions to the new approach to digital organizational transformation. Provide advice and tools that aid building a new operating model, changing the organisational culture, addressing the skills gap, and delivering the business transformation through an iterative approach required.

## CLEAN VERSION

### MISSION

Produce a TM Forum standard for effecting a systematic approach to creating a digital organisation, defining the operating model including roles, culture, skills and governance needed for a successful digitally transformed organisation to unlock the business potential that stakeholders require.

## VALUE

Traditional approaches and solutions are no longer 'fit for purpose' for digital organizational transformation. The methodology provides the framework and the tools that organizations can adopt to help deliver digital transformation. This incorporates a data-driven, iterative / continuous change approach, focusing on the essential organisational elements for change, enabled by appropriate workforce and work modelling capability to define the required work, roles, skills and therefore talent needs, and to result in the required ways of working and desired culture.

## STRATEGY

Bring on board a diversity of members to actively contribute and bring a valuable range of experiences, thoughts, perspectives and organizational resolutions to the new approach to digital organizational transformation. Provide advice and tools that aid building a new operating model, changing the organisational culture, addressing the skills gap, and delivering the business transformation required.

Further comments from [Julie Benteux](#)

Hi all,

I agree with Mike's additions and changes.

There's only one thing for which I've got different views. I wouldn't say "**defining the operating model including culture**". For me culture is not strictly a component of the operating model. There's an input element that I think sits outside of the operating model.

- [input] the Culture North Star comes from the strategic direction and corporate values defined by the organisation (rather than from the operating model).
- [output] the delivery of the desired culture mainly comes through the Leadership styles and the implementation of the relevant operating model.

So I guess, for the mission, I would write it as follows:

Produce a TM Forum standard for effecting a systematic approach to creating a digital organisation, **defining the operating model** (including roles, skills and governance) **and the culture** needed for a successful digitally transformed organisation to unlock the business potential that stakeholders require.

Let me know what you think.

Best,

Julie

Additional comments from [Mike Smith](#)

Hi all,

I agree with Julie that there is more to culture than the operating model influences alone. However the two are closely linked and op model does affect key aspects of culture – but not all of it.

So suggest the following to accommodate this ...

Produce a TM Forum standard for effecting a systematic approach to creating a digital organisation, defining the operating model (including roles, skills and governance) and **additional cultural aspects** needed for a successful digitally transformed organisation to unlock the business potential that stakeholders require.

Best,

Mike

### 3. Participants

This section identifies the project team members.

**Note** - Please review the [Team Roles & Responsibilities RACI here](#) which also indicates which roles are mandatory or optional

Project Team Role	Name*	Company*	Confluence “@” mention	Comments
Project Team Lead				
Project Team Co-Lead				
TM Forum Product Owner	Vicky Sleight	TM Forum		
TM Forum Subject Matter Expert	Vicky Sleight	TM Forum		
TM Forum Project Management Support				
Project Team Members				

### 4. Project Workstreams and Deliverables

The project workstreams and deliverables for this project are introduced in the pages below

[DOT Initiatives and Epics - 2021 Sprint 1 \(29-Jan-2021\)](#)

[DOT Initiatives and Epics - 2021 Sprint 2 \(02-Apr-2021\)](#)

[DOT Initiatives and Epics - 2021 Sprint 3 \(28-May-2021\)](#)

[DOT Initiatives and Epics - 2021 Sprint 4 \(30-Jul-2021\)](#)

[DOT Initiatives and Epics - 2021 Sprint 5 \(01-Oct-2021\)](#)

[DOT Initiatives and Epics - 2021 Sprint 6 \(26-Nov-2021\)](#)

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