



Employee Training and Upskilling in the Digital Transformation Era

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Abstract Summary

The introduction of analyzing large data sets composed of Big Data and Internet of Things (IoT) has afforded organizations the ability to become razor focused on strategic planning and evidence-based decision making due to advanced predictive modelling. In order for organizations to build efficacy, increased productivity, and maintain their competitive edges during the digital transformation era, they must first access the skill sets of their existing workforces.

Managerial Issue

- Organizations are now functioning in the digital era and need to work towards becoming digitally mature organization
- Key to organizational success is to become knowledgeable of Artificial Intelligence (AI) in decision-making by incorporating data analytics, including Big Data and IoT



Purpose Statement

The purpose of this research is to explore how employee training, development and upskilling impacts the organization's competitive edge in the digital transformation era as employees collaborate with AI and brilliant machines.

C.I.M.O. Logic

C - Effective collaboration with AI and brilliant machines

I - Employee readiness and upskilling

M - Theoretical attributes of Disruptive Innovations and Ambidextrous Leadership

O - Well skilled workforce set for the digital transformation era

(Denyer & Tranfield, 2009,p 683.)

Research Question

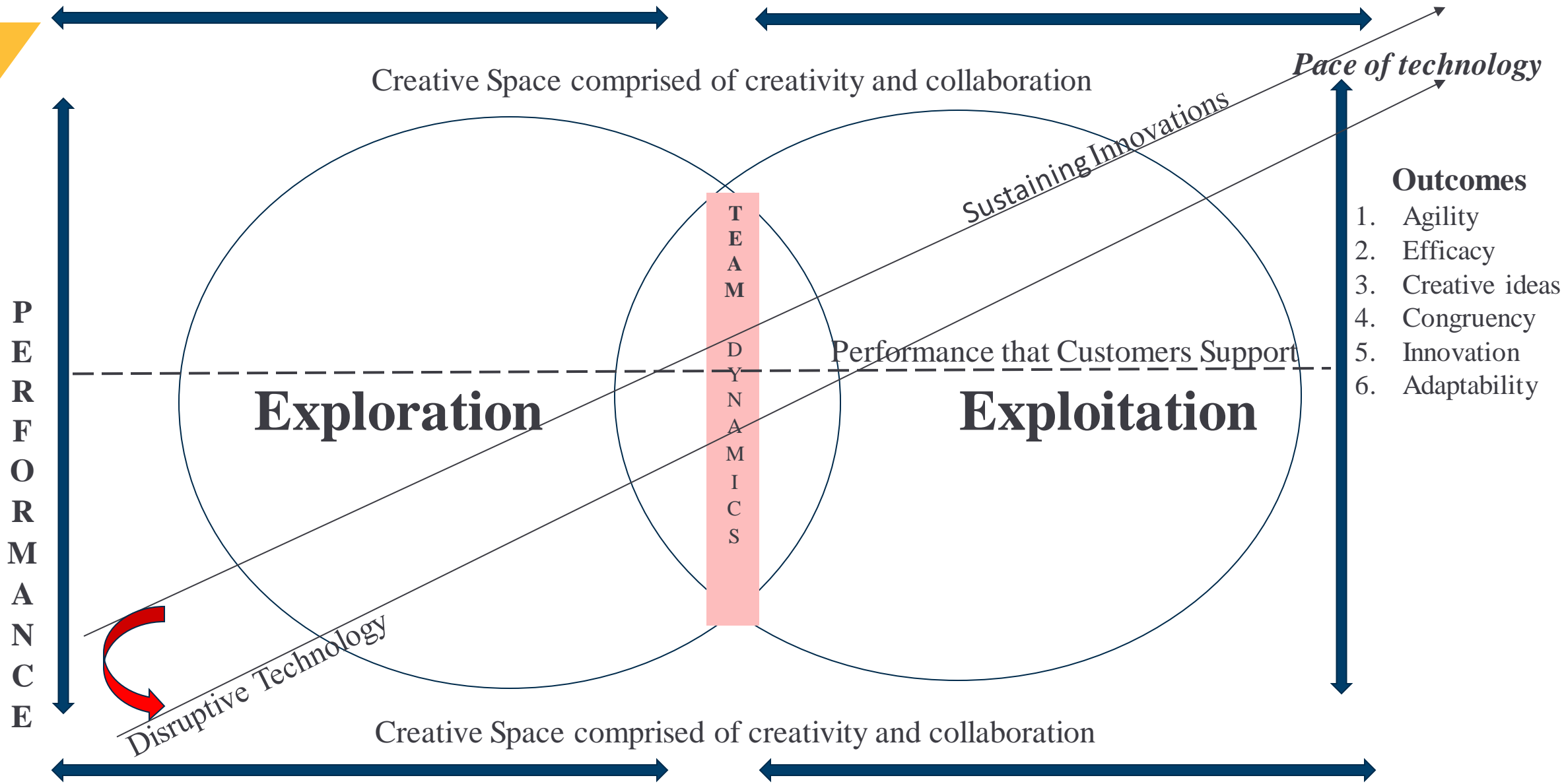
How do management teams impact employee readiness and upskilling for the technological revolution which includes collaboration with AI and brilliant machines?

Conceptual Model

- Clayton M. Christensen's Disruptive Innovations
- Charles A. O'Rielly & Michael L. Tushman's Ambidextrous Leadership

(Christensen, 1977)

(O'Rielly & Tushman, 2011)



- Outcomes**
1. Agility
 2. Efficacy
 3. Creative ideas
 4. Congruency
 5. Innovation
 6. Adaptability

TIME

Methodology

- Rapid Evidence Assessment utilizing the CEMba Guidelines
- TAPUPAS

(Barends et al, 2017)

(Pawson et al., 2004)

Thematic Coding Findings

- Leadership skills and relationship building for AI versus humans
- Leaders impact the attitude employees will have towards AI
- The training and upskilling of employees can be done by each employer which will impact an entire generational workforce

Utilized Dedoose software

Managerial Implications

Leadership must work towards developing a digitally mature organization as well as workforce

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