



## Step Change: The Game of Organisational Digital Capabilities

by Non Scantlebury and Clare Killen

is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License.

Based on a work at

<http://eprints.hud.ac.uk/id/eprint/33874/>.

The Game of Open Access (2017) created by Katie McGuinn and Mike Spikin

Shared under CC-BY-NC 3.0

Beetham, H; Killen, C & Knight, S (2017)

Developing organisational approaches to digital capability. Available from

<https://www.jisc.ac.uk/guides/developing-organisational-approaches-to-digital-capability>



**Strategic Steps.**  
**Vision and intent**  
**action steps**

**Review the range of digital support options available to staff and students to create a holistic approach that makes most effective use of resources**

**Discuss how easy this would be to achieve.**

**What are the benefits and barriers?**

**If you have managed to achieve this, how did you go about it?**

**Is it a sustainable approach?  
What other approaches did you adopt or are planning to adopt?**



**Strategic Steps.**  
**Vision and intent**  
**action steps**

**Focus on what you would like to achieve and how digital capabilities can contribute to your vision**

**Discuss how easy this would be to achieve.**

**What are the benefits and barriers?**

**If you have managed to achieve this, how did you go about it?**

**Is it a sustainable approach?**



**Strategic Steps.**  
**Vision and intent**  
**action steps**

**Work with stakeholders using analytical tools such as the Jisc audit tool or checklist to ascertain the current situation and develop an outline action plan**

**Discuss how easy this would be to achieve.**

**What are the benefits and barriers?**

**If you have managed to achieve this, how did you go about it?**

**Is it a sustainable approach?  
What other approaches did you adopt or are planning to adopt?**



**Strategic Steps.**  
**Vision and intent**  
**action steps**



# **Work with stakeholders to identify vision and rationale for developing digital capabilities for your organisation**

**Discuss how easy this would be to achieve.**

**What are the benefits and barriers?**

**If you have managed to achieve this, how did you go about it?**

**Is it a sustainable approach?**

**What other approaches did you adopt or are planning to adopt?**



**Strategic Steps.**  
**Vision and intent**  
**action steps**

**Align aspirations for digital capability initiatives with other initiatives, policies and priorities - identifying where digital capabilities will enhance this performance and reputation of your organisation**

**Discuss how easy this would be to achieve.**

**What are the benefits and barriers?**

**If you have managed to achieve this, how did you go about it?**

**Is it a sustainable approach?**

**What other approaches did you adopt or are planning to adopt?**



**Strategic Steps.**  
**Vision and intent**  
**action steps**

**Review the digitally capable organisation model with stakeholders and the organisational framework for digital capability in relation to the current and desired situation**

**Discuss how easy this would be to achieve.  
What are the benefits and barriers?**

**If you have managed to achieve this, how did you go about it?**

**Is it a sustainable approach?  
What other approaches did you adopt or are planning to adopt?**



**Strategic Steps.**  
**Vision and intent**  
**action steps**

**Facilitate the collaboration and the bringing together of all of those who have a role or interest in developing digital capability including those responsible for the digital infrastructure of your organisation, estates teams and human resources teams**

**Discuss how easy this would be to achieve.**

**What are the benefits and barriers?**

**If you have managed to achieve this, how did you go about it?**

**Is it a sustainable approach?**



**Strategic Steps.**  
**Vision and intent**  
**action steps**



**Signify the intention to embed digital capability development throughout the organisation by leading, championing, supporting and communicating the objectives and benefits of the plan for each stakeholder group illustrated by evidence based examples**

**Discuss how easy this would be to achieve.**

**What are the benefits and barriers?**

**If you have managed to achieve this, how did you go about it?**

**Is it a sustainable approach?**



**Strategic Steps.**  
**Design and construct**  
**Action Steps**

**Promote concept of digital professionalism to your team members and students, encouraging an exploration of what this means to different audiences**

**Discuss how easy this would be to achieve.**

**What are the benefits and barriers?**

**If you have managed to achieve this, how did you go about it?**

**Is it a sustainable approach?**

**What insights could you learn, or have learnt, by using different methods?**



**Strategic Steps.**  
**Design and construct**  
**Action Steps**

**Lead and engage your teams  
- communicating and  
conveying the importance  
and relevance to curriculum  
or target audience, providing  
clear direction but  
encouraging development of  
own approaches**

**Discuss how easy this would  
be to achieve.**

**What are the benefits and  
barriers?**

**If you have managed to achieve  
this, how did you go about it?**

**Is it a sustainable approach?**

**What insights could you learn,  
or have learnt, by using  
different methods?**



**Strategic Steps.**  
**Design and construct**  
**Action Steps**

**Align digital capability  
ambitions with other  
departmental or service  
team providers**

**Discuss how easy this  
would be to achieve.  
What are the benefits and  
barriers?  
If you have managed to  
achieve this, how did you go  
about it?**



**Strategic Steps.**  
**Design and construct**  
**Action Steps**



**Review the existing support offer for all members, considering local and cross organisational support mechanisms (for example HR, Library and Information Services, Technical Teams, Student Services, Student Union, Student Experience Teams, special interest groups, communities of practice and networks)**

**Discuss how easy this would be to achieve.**

**What are the benefits and barriers?**

**If you have managed to achieve this, how did you go about it?**



**Strategic Steps.**  
**Design and contract**  
**Action Steps**

**Review data from organisational surveys that capture information relevant to digital capabilities or conduct your own survey if data is not available for this specific focus**

**Discuss how easy this would be to achieve. If you have managed to achieve this how did you go about it? What would you need to do to enable this action step at your institution?**



**Strategic Steps.**  
**Design and contract**  
**Action Steps**

**Initiate team profiling  
including profiling  
different roles within  
teams**

**Discuss how easy this would be  
to achieve. If you have managed  
to achieve this how did you go  
about it? What do you perceive  
the benefits and challenges to  
be in profiling digital  
capabilities aligned to roles?**



**Strategic Steps.**  
**Design and contract**  
**Action Steps**

**Liaise with other stakeholders including students and staff, professional and curriculum teams, support services**

**Discuss how easy this would be to achieve. If you have managed to achieve this how did you go about it? What would you need to do to enable this action step at your institution?**



**Strategic Steps.**  
**Design and contract**  
**Action Steps**



**Embed opportunities to develop, recognise, reward and accredit digital capabilities in HR, personal development and student award processes**

**Discuss how easy this would be to achieve. If you have managed to achieve this how did you go about it? What would you need to do to enable this action step at your institution?**



**Strategic Steps.**  
**Design and construct**  
**Action Steps**

**Establish mechanisms for sharing, networking and collaboration- internally and externally including with specialist organisations**

**Discuss how easy this would be to achieve. If you have managed to achieve this how did you go about it? What would you need to do to enable this action step at your institution?**



**Strategic Steps.**  
**Design and contract**  
**Action Steps**

## **Embed digital capabilities in curriculum review processes**

**Discuss how easy this would be to achieve. If you have managed to achieve this how did you go about it? What do you perceive are the main benefits and challenges to achieving this action step at your institution?**



**Strategic steps**  
**Explore and**  
**contextualise**  
**Action Steps**

## **Review the digital capability framework and six elements model (individual)**

**Discuss how useful the framework is in helping you to identify what digital capabilities mean in a practical context.  
How could we improve the framework as a community of practice?**



**Strategic steps**  
**Explore and**  
**contextualise**  
**Action Steps**



**Research subject and professional digital capabilities appropriate to role, subject and destination industries that students are likely to be seeking employment in**

**Discuss the benefits of doing such research. How easy would it be for you to achieve at your organisation? How might such research help you focus on the development of specific digital capabilities for your staff and students?**



**Strategic steps**  
**Explore and**  
**contextualise**  
**Action Steps**

**Individual team members self-assess own digital capabilities using the discovery tool and identify personal development options for discussion with line manager or team leader**

**Discuss the benefits of undertaking self-assessment using the Discovery Tool. What are the challenges associated with using the tool and undertaking the relevant development signposted in the diagnostic? What other approaches are you using?**



**Strategic steps**  
**Explore and**  
**contextualise**  
**Action Steps**

**Align and map individual findings from discovery tool activities with other team priorities and development plans (for example plans to review or refresh curricula, new or updated services etc)**

**Discuss how easy this would be to achieve. If you have managed to achieve this how did you go about it? What would you need to do to enable this action step at your institution?**



**Strategic steps**  
**Explore and**  
**contextualise**  
**Action Steps**

**Discuss the profiles most closely related to the roles of team members (with those identifying in the same role as well as with mixed roles within the same team)**

**Discuss how easy this would be to achieve. If you have managed to achieve this how did you go about it? What do you perceive the benefits and challenges to be in profiling digital capabilities aligned to roles?**



**Strategic steps**  
**Explore and**  
**contextualise**  
**Action Steps**



**Collaborate with other team members and other teams on projects designed to improve your curriculum, service, learner experience, etc**

**Discuss how easy this would be to achieve. If you have managed to achieve this how did you go about it? What do you perceive are the main benefits and challenges to achieving this action step at your institution?**



**Strategic steps**  
**Explore and**  
**contextualise**  
**Action Steps**

**Individuals align professional development review (PDR) plans with relevant professional frameworks**

**Discuss the benefits of doing such alignment. How might such alignment help you focus on the development of specific digital capabilities for your staff?**



**Strategic steps**  
**Explore and**  
**contextualise**  
**Action Steps**

**Include opportunities to develop digital capabilities and digital graduate attributes in curriculum activities- make these clearly signposted with links to supporting resources**

**Discuss the benefits of integrating these in curriculum activities. How might such integration your students focus on the development of specific digital capabilities for their learning and employment goals?**



**Strategic steps**  
**Support and**  
**consolidate**  
**Action Steps**

## **Review and evaluate progress against goals set at individual and at organisational level**

**Discuss the benefits of doing evaluation. What types of support might you put in place or have put in place to achieve goals, both for individual staff members and at strategic levels? Why is this important to review regularly?**



**Strategic steps**  
**Support and**  
**consolidate**  
**Action Steps**



## **Review mechanisms for monitoring and evidencing success- amend and update as required**

**Discuss the benefits of reviewing ‘evidence- based practice’. What types of support might you put in place or have put in place to enable a “digitally capable culture” supported through individual action planning and strategic goal setting? Why is this important to review regularly?**



**Strategic steps**  
**Support and**  
**consolidate**  
**Action Steps**

**Feed successes into team meetings and staff and student development programmes inviting those involved to lead sessions**

**Discuss why this important to action? How might it incentivise staff to engage in their digital capabilities development? How might this help to foster a 'digitally capable culture' within your organisation?**



**Strategic steps**  
**Support and**  
**consolidate**  
**Action Steps**

**Establish and support networks and special interest groups- both internal and external, subject specific and themes that are applicable to more than one subject or topic making use of existing channels where they exist**

**Discuss why this important to action? How might it incentivise staff to engage in their digital capabilities development? How might this help to foster a 'digitally capable culture' within your organisation?**



**Strategic steps**  
**Support and**  
**consolidate**  
**Action Steps**

**Report on progress using established reporting structures and procedures as well as informal networks and communities of practice**

**Discuss the benefits of sharing practice through these approaches. What types of reporting might you put in place or have put in place to share progress? How could our community of practice help to foster a “digitally capable culture” within your organisation?**



**Strategic steps**  
**Support and**  
**consolidate**  
**Action Steps**



**Gather case studies and examples of best practice sharing 'what works' and lessons learned**

**Discuss the benefits of sharing 'evidence-based practice' and existing community of practice resources.**

**How valuable are these in stimulating ideas and as tools to help action planning at your organisation?**



**Strategic steps**  
**Support and**  
**consolidate**  
**Action Steps**

**Promote identified reward and recognition schemes to staff and students to encourage participation**

**Discuss the challenges and benefits to recognising and rewarding achievement. What schemes and incentives do you have in place to stimulate engagement? How and when might you incentivise students and staff to engage in their digital capabilities development?**



**Strategic steps**  
**Support and**  
**consolidate**  
**Action Steps**

## **Ensure development of individual digital capabilities is recognised within individual performance and appraisal mechanisms**

**Discuss the benefits of integrating digital capabilities development within performance measures and appraisal mechanisms.**

**How easy is this to achieve in your organisation? If you haven't achieved this what are the barriers and how might they be overcome?**