

## Hurdles to Look Out For

This exercise file contains a list and brief overview of hurdles that you might encounter in your digital operations journey. May they help smooth your journey to an integrated digital operation.

### People Hurdles

**Stakeholder alignment:** With complex technologies at hand, you'll need to coordinate responsibilities between different functions to ensure roles are clear and people are accountable.

**IT buy-in:** IT should be a priority in any technical engagement. You'll want to address key concerns regarding security, hosting, infrastructure, and data requirements early on; otherwise, conflicts may cause the project to stall and lose momentum.

**Maintaining tight communications:** Poor communication between key players can quickly snowball into chaos, whether it's an underestimation of effort leading to panic down the line or an unaddressed issue that eventually carries a devastating cost to fix.

**Avoiding talent shortages and skill gaps:** With the high demand for talent, you need to be prepared to find and invest in the right people. Digital transformation projects will often be longer-term sustained projects, which means it can be detrimental to have high-attrition rates or skill shortages.

### Process Hurdles

**Achieving full process documentation:** You don't want to find out midproject that an assumption the project was dependent on was not entirely accurate. Set aside time to document meticulously, double-checking details and getting them signed and verified by process experts.

**Keeping direction and focus:** Many initiatives will suffer from lack of investments, discontinuity, or scale and end up fizzling out. To improve your chance of success, develop a plan and stick to it with a strong focus, and I mean that in the sense of both attention and investment.

**Avoiding unforeseen consequences:** Don't focus solely on the automation of a process, or you'll neglect the impact of automation on related processes and the organization as a whole.

### Technology Hurdles

**Misleading expectations:** As we discussed already, it can be a challenge to ground your expectations in a reasonable middle ground, among all the buzzwords and hype. Challenge claims and spend time doing your own investigations

**Data preparation:** Your data could lack structure, it could be improperly managed, unsecure, or just nonexistent. Be prepared.

**Proper testing procedures:** Reduce operating risks by having the right test data or test environments and dedicating sufficient time to improving and debugging the solution.