



International Council on Systems Engineering
A better world through a systems approach

Panel - Navigating Organizational Change: Transforming for a Digital Engineering Future

Frank Salvatore (Moderator)

Dr. Thomas McDermott (Panelist)

Guillermo Chale (Panelist)

Kerry Lunney (Panelist)

Devon Clark (Panelist)

INCOSE International Symposium 2025 | Ottawa, Canada



“Culture and the associated behavioral changes were assessed as the main obstacle to digital effectiveness.”

They stressed that “executives who wait for organizational cultures to change organically will move too slowly as digital penetration grows, blurs the boundaries between sectors, and boosts competitive intensity.”

(McKinsey, 2018)

A strong top-down direction from the senior executive team coupled with methods that engage employees in making the change happen is the only effective way to drive digital transformation.

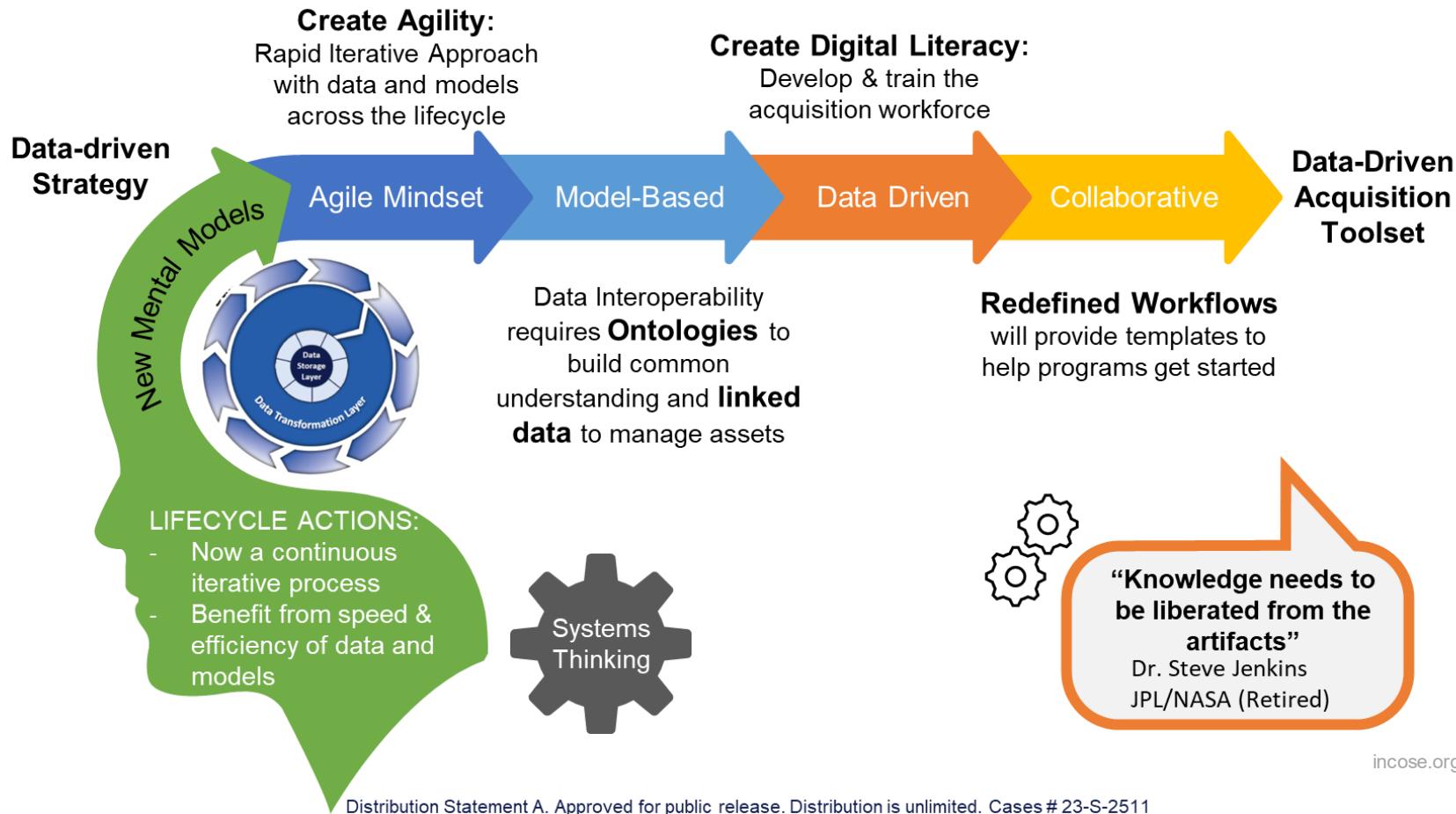
“Culture change is not an abstraction; it is really walking the walk.”

(Satya Nadella, CEO of Microsoft)

“Digital Leadership stands for everything that a lot of organizations currently lack—innovative spirit, value orientation, potential for disruption and contradiction, flexibility in the matter at hand, but also steadfastness in essence, a high level of social competence and a great deal of courage.”

Teichmann, S., Hüning, C. (2018). Digital Leadership – Rethinking Leadership: What Stays, What Goes?. In: Keuper, F., Schomann, M., Sikora, L., Wassef, R. (eds) Disruption and Transformation Management. Springer Gabler, Wiesbaden.

What does this mean for DE?





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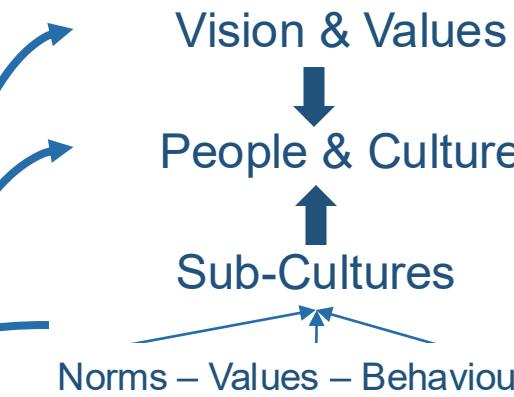
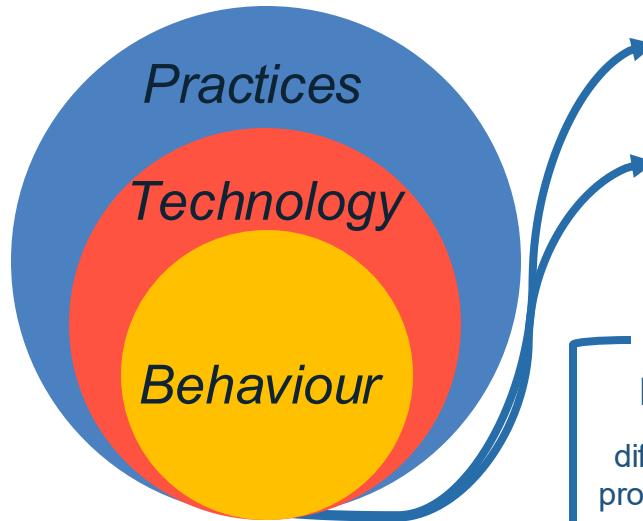
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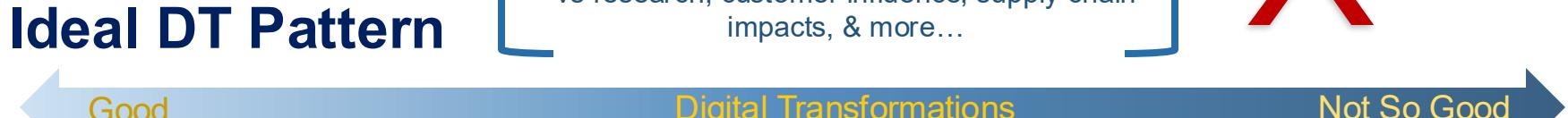
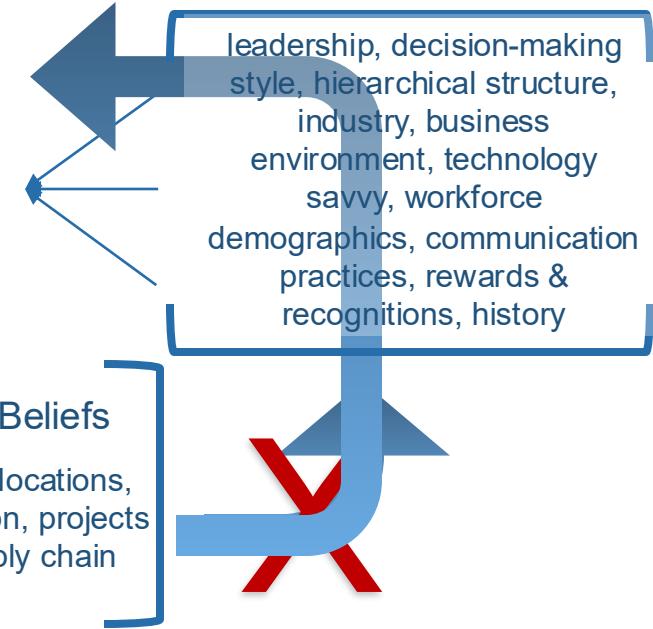
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Digital Transformation (DT) – The Cultural Influence



Norms – Values – Behaviours - Beliefs
different disciplines, different priorities, locations, professionalism, diversity-equity-inclusion, projects vs research, customer influence, supply chain impacts, & more...



digital mindset – curiosity mixed with growth – future readiness – collaboration culture – flexible hierarchy – decision-making at the “coal face” – integrated knowledge behaviour – transparency – teamwork – embracing technical literacy – tolerance for failure – openness to change

- Disney • DBS Bank (Singapore)
- Tesla
- BAE Systems
- Thales
- BBC – Digital Media Transition
- Ford Motor Co. (2010s)