ISAAC SACOLICK

DRIVING DIGITAL

THE LEADER’S GUIDE TO
BUSINESS TRANSFORMATION THROUGH TECHNOLOGY

AMACOM
AMERICAN MANAGEMENT ASSOCIATION
New York • Atlanta • Brussels • Chicago • Mexico City • San Francisco
Shanghai • Tokyo • Toronto • Washington, DC
CONTENTS

Introduction xiii
The Secret Every Business Must Confront to Succeed with Digital Transformation xvi

1. The Transformation Imperative 1
Beginning Transformation—Every Day Is Day One 5
What is Digital Business? 10

2. Agile Transformational Practices 17
Understanding Agile Practices 18
Agile Planning Practices 33
Aligning SDLC to Agile—What is your MVP (Minimal Viable Practice)? 50
Release Lifecycle 60
Transformational Improvements Through Agile 69

3. Technical Foundations for Transformation 71
Introducing the New IT Operations 71
Agile Operations Defined 73
Agile Architecture 88
IT Culture 114
4. Agile Portfolio Management 123
   What Is Everyone Working On? 123
   Implementing Portfolio Management 131
   Financial Portfolio Practices 147
   Final Thoughts on Agile Portfolio Management 154

5. Transforming to a Data-Driven Organization 155
   To Become Data Driven, Start by Reviewing Our Past Data Sins 157
   The Challenges of Enabling Big Data and Data Science 168
   Transforming to a Big Data Organization 173
   Transforming IT With Data Services 189
   The Agile Data Organization 199
   Summary of Data Governance 206
   Data-Driven Culture Summary 209

6. Driving Revenue Through Digital Products 211
   Strategic Planning Digital Revenue Products 211
   Product Strategy in Digital Transformation 217
   From Strategy to Product Planning 223
   From Product Planning to Development 235
   What Digital Leaders Should Do to Enable Product Management 250

7. Driving Digital: Smarter and Faster 251
   The Cultural Underpinnings of Digital Organizations 252
   Driving Digital—The Lens of Smarter-Faster 261

About Isaac Sacolick 265
Notes 267
Index 275