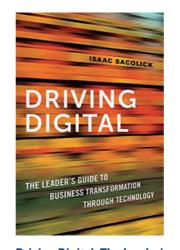## Be the Change:
Driving Digital Transformation in Your Organization

Michelle Kirk, IGP, CRM

Driving Digital: The Leader's Guide to Business Transformation Through Technology by Isaac Sacolick is a tactical guide for IT organizations to drive digital transformation in their organizational culture. The book is aimed at an IT leadership audience but contains broader primers and resources that make it useful for any professional interested in approaches that enable data-centric organizational change. Sacolick presents tactical strategies in *Driving Digital* that he believes are keystones for building nimble, data-focused organizations that want to capitalize on their existing strengths to drive revenue generation in a constantly evolving marketplace.

In *Driving Digital,* Sacolick covers topics that are both business- and technology-related. Included in these is discourse on why it is crucial for organizations to become data-centric and how that approach relates to revenue and success. Tactical approaches for leveraging agile methodology, application programming interfaces, and portfolio management tools to build a flexible foundation for data projects are included as an essential foundational element, and he gets relatively detailed on these topics.

Sacolick also educates readers on big data in real life, presenting his solutions in such a way that they can be adapted to small, medium, and large businesses alike. Throughout the book, the author refers to his blog, Social, Agile, and Transformation (*http://blogs.starcio.com/*), which is a worthwhile resource for education and ideas in the space. This review highlights some of the major themes Sacolick presents in *Driving Digital* so readers can determine the applicability of the content to their organizations.

Driving Digital: The Leader's Guide to Business Transformation Through Technology
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Digital Transformation Drivers

In his book, Sacolick sets the stage by highlighting how new and evolving technologies, competition, regulations, risks, and devices have changed the way we do business. He presents a series of examples highlighting how specific types of organizations have flourished or failed as a result of their ability to adapt to the new information economy.

He also points out how the information volume and technologies available to create and harness it have exploded in breadth. The resultant digital disruption directly influences how our organizations need to approach customers, employees, and the marketplace to remain relevant in the long term – but successful approaches are not one-size-fits all.

Sacolick believes that to position our organizations for success over time, we must take on the role of transformation leaders. As transformation leaders, we are responsible for understanding what is needed to transform the foundation and culture within our organizations to enable success and revenue growth in the digital economy.

Leveraging Agile Methodology

Sacolick spends a significant portion of the book describing ways to transform an organization's project methodology to one that is based on agile methodology principles. Though knowledge of agile software development concepts and terms is not required to understand his change management and strategy advice, it is recommended to gain familiarity with some common terms before diving in. His goals and approaches for transforming the way an organization achieves project-based goals get quite detailed, and readers will gain more if they come in with a basic understanding of agile methodology and general project management concepts.

*Driving Digital s*tresses that in quickly changing markets, it is important to have flexible approaches to developing products and solutions. This makes it clear why Sacolick is a big proponent of agile methodology, and his change management approaches for organizations in this space are well thought out and practicable. He details methods for educating staff, gaining adoption, and even best strategies for organizing project teams, roles, and projects. His bottom line is that without this development agility and laser focus on the goals of the business, it is difficult to achieve a transformational mindset, especial-

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and the mentor FAQs at

http://discoverarma.org/mentorFAQ.

ly one that results in measurable success.

Building an Agile Technical Foundation

Driving Digital offers insight about building an effective, flexible IT organization and using the right tools to optimize its performance. Sacolick offers some insightful advice about using members of technology teams to their individual comparative advantage and paying attention to whether their roles offer them the chance to be successful in their work. He advocates careful definition of roles among project teams and describes ways to strategically separate responsibilities to make efforts more successful. He also places importance on treating IT teams as transformational – and expecting collaboration and transitional thinking that leads to accomplishing goals in new ways.

Sacolick's experience in executing has made him a believer that standardized, integrated, and extensible technology platforms are part of the foundation that makes agile businesses more nimble, and that the right portfolio management tools can elevate a technology program. He also encourages a focus on ways to develop a data-driven culture. Stressing providing digital leadership, he details examples big and small that can be pushed out in an organization to change the status quo – from simply educating on what data science and big data are, to influencing new ways to interact with data and embracing data governance.

Driving Revenue Through Digital

Driving Digital encourages a focus on product management – examining market opportunities and

competition and focusing on how the organization can best compete to its strengths. Sacolick's advice is that all foundational agility should be focused on the organization's go-to-market goals and achieving them "smarter and faster." He maintains that achieving this is an evolution, as the goals change as quickly as the marketplace does. He suggests treating every day as the first day on the job, and a new opportunity for positive impact on the business.

Thought-Provoking

Driving Digital is tremendously informative on topics of agile methodology in practice and spurs a lot of ideas by providing examples on how to interact with an organization's data in new ways. It does get rather detailed in terms of execution options, so it may be a tough read for those not especially interested or involved in organizational change, data transformation, or agile. I would recommend it to anyone who has interest or need for advice in those areas, as it contains some very actionable advice and thought-provoking ideas. **E**

TIPS

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Diane K. Carlisle, IGP, CRM

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About the Author: Michelle Kirk, IGP, CRM, is the director of information governance and chief privacy officer at Georgia-Pacific. She has more than 20 years of experience in enterprise content management, records and information management (RIM), and information governance (IG), specializing in IG strategy and risk mitigation. Previously, Kirk was an IG program manager for Iron Mountain Professional Services and a vice president of RIM at SunTrust Bank. In her spare time, she volunteers for ARMA and enjoys speaking about IG at educational events. Kirk can be contacted at *michelle.kirk@ gapac.com*.