



THE DIGITAL JOURNEYMEN

DAMN GOOD DIGITAL ADVICE

FOR PEOPLE WHO REALLY WANT TO EMBRACE CHANGE

KAY LUMMITSCH

*YOU WON'T MAKE SIGNIFICANT
CHANGE WITHOUT GOING TO
WHERE IT REALLY HURTS!*

~ KAY LUMMITSCH – THE DIGITAL JOURNEYMAN

SETTING THE STAGE ...

WHY I WROTE THIS BOOK AND WHY YOU SHOULD READ IT

I led an API-Program for almost four years and talked to so many teams in similar situations. At various moments on the journey I was feeling totally distressed ! Why didn't some kind of superhero come from Mars to help us, telling us the brutal truth about what works and what doesn't? This time I write from outside the sheltered, calming corporate cage. Take this book as a superhero friend at your side to gain massive momentum towards Digital.

Since #AdaptOrDie was never meant to be a joke – may the transformative power be with you !

~ KAY LUMMITSCH

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ABOUT THIS BOOK

The trilogy *The Swisscom API journey* was a great success. Many people told me that they love these little books because I kept things short and digestible.

This book is about catalyzing change in Digital Programs. It shall spread Digital Change throughout the world.

Though the stakes are high – again – I'll do my very best!

*KAY – YOUR BOOKS ARE STILL
SOME OF THE BEST FIRST HAND
MATERIAL ON DIGITAL
TRANSFORMATION OUT THERE*

*DIGITAL TRANSFORMATION STRATEGY LEAD – GOOGLE CLOUD PLATFORM
~ JOHN RETHANS*

ON CHANGING ONE'S DIGITAL DNA

How to change DNA – the very core of our being? What we say, what we do, how we look, what we feel – are rooted deeply in every cell of our organism or our organization.

New haircut? Won't work!

Facelift? Won't work!

New dress? Won't work!

New perfume? Won't work!

Moving to Wyoming¹? Won't work!

New strategy? Won't work!

New illumination? Won't work either!

Attending a Yoga class? A lifelong approach, maybe...

Drugs? Maybe, but...

Reading this book? Of course this helps!

¹ Wyoming is randomly chosen. If you moved to Zurich it might work!

Humor aside – to influence corporate DNA you must address many aspects on every level. You have to address structures, individuals, teams, departments, management, communication, infrastructures, workplaces, mindsets, processes, coffee quality, travel budgets, personal development – and way more.

***AND MAYBE – IF YOU DID ALL OF THAT –
YOU COULD CHANGE THE DNA.***



ON RESISTANCE TOWARDS REAL CHANGE

Changing the Digital DNA seems huge, but there is good news. You can start to install catalyzers (Real people/ Digital Catalyzers) and let them:

- act as role models
- tear down the walls of the status quo
- create new environments
- live the change
- achieve the future today
- guide the others

The only thing you have to do is to sign a contract with them.

**WARNING: DON'T READ THIS CONTRACT IF YOU HAVEN'T
HAD BREAKFAST!**

CONTRACT

- §1 I allow you to show us how to change towards Digital.
- §2 I empower you to make it happen.
- §3 I allow you to change things even if it makes me feel extremely uncomfortable.
- §4 I will trust you even if I have no idea what you are talking about.
- §5 I allow you grow higher than me and I'd love to see us growing together.
- §6 I will take full responsibility and create value for customers.
- §7 If I can't be of value, I'll rethink my position.

Still comfortable? Still relaxed? No?

OK, let's add a safety-rope:

§8 I can stop you at any time. Better?

The feeling that arises if you see a contract like this – Is most probably your resistance to real change.

Whatever you do – If this feeling doesn't arise on a daily basis, you're probably postponing and therefore not enroute towards real change.

Your name:

SOMETHING NICE...

FOR THOSE WHO ARE TORN DOWN BY THE LAST CHAPTER

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***#RESPECT FOR ANOTHER
MAN'S #BARBECUE!***



TRANSLATION VS. TRANSFORMATION

YOU'LL KNOW WHY I BROUGHT
IT UP ONCE YOU READ IT ...

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Translation is like reordering LEGO®-Blocks on a flat surface. It looks different, but it's still a flat world re-producing flat-world problems. That's what we used to do when we were changing things – or – organizations.

Transformation means starting to stack the blocks on top of each other. Now block-world is three-dimensional! Flat-world was never able to describe or imagine the new stacked-world.

If you just Translate, you'll soon face the same old problems again and again. You will recognize Transformation when old problems aren't relevant anymore.

Sadly, you will run into new problems – but – on a higher level. **Good markers for being *Lost in Translation* are that it feels convenient, comfortable and known.**

*BEWARE OF ADVICE PROMISING
TRANSFORMATIONAL CHANGE
THAT DOESN'T HURT IN EVERY BONE AND
QUESTION YOUR PERSONAL ROLE!*

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~ THE DIGITAL JOURNEYMAN

DIGITAL STRATEGY IS DEAD – LONG LIVE DIGITAL STRATEGY

**... OR, A STRATEGY THAT MAKES US FEEL COMFORTABLE
IS NOT A DIGITAL STRATEGY**

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Recently I read an article on LinkedIn – Title : Digital Strategy is dead ! If you are a person who has to create Digital Strategies for organizations, this is quite exciting. After reading it, I was 100% reconciled.

We don't need strategies that make us feel comfortable, that make us hide in endless meetings, that make us forget about the customer, that make us wait for an employed retirement.

We need to provide strategies that are disruptive, straight-forward and somehow ruthless. Everything else will keep us in calm-water (translational) and prevent us from making transformative steps.

**AND WE HAVE TO PROVIDE SUCH STRATEGIES
EVEN IF THEY ARE HARD TO SELL !**

#RESTINPEACE

*EVERYONE CITES JEFF BEZOS ON
'PROVIDING APIs OR BEING FIRED'
AT AMAZON – BUT – NOBODY
DOES IT THE SAME!*

~ THE DIGITAL JOURNEYMAN

SPEED MATTERS – ACT LIKE A START-UP!

**CHALLENGE YOUR STATUS-QUO (START-UP-QUO)
ON A DAILY BASIS ...**

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Week-long proof-of-concepts, endless meetings, tooling discussions, talks about creating an overall governance, trying to solve every problem that could arise in the future, creating strategies to prevent proliferation. Talking about problems instead of solutions.

I assume, you know all of that very well.

WHAT IF, WE WOULD STOP THAT NOW?

That's the moment where all the problems / no-gos are popping right into our mind.

What about focussing on solutions only?

TRIAL

Block your calendar and make it happen within 10 days. What, that's too hard? Then make it happen in 9!

I won't leave you alone here. Take these wonder-drug like questions and throw them into every meeting – as often as needed!

Side-effects are heavily welcomed!

QUESTION #1

Would we have the same discussion, if we had to deliver in two weeks? What would we do instead?
... <Cool Answer> ... That's it? Let's do it!

QUESTION #2

Would we decide like that, if we had to spend our own money? ... <Short discussion> ...
That's it? Let's do it!

QUESTION #3 (Make careful use of it!)

Is this the fun way to do it? ... <Short discussion> ...
That's it? Let's do it!

This is the start-up way to address solutions!

THIS COULD BE YOUR STEP INTO ROCK'N'ROLL!

THE PIPPI LONGSTOCKING APPROACH

WHERE DIGITAL MEETS BULLERBY ...

Maybe this sounds harsh, but If you want to be successful, make sure that you're surrounded by excellent people who drive change. Try to get a critical mass of top-notch people into your teams to electrify and educate the other team members.

Some of you may never heard about Pippi Longstocking and Annika Settergren.

Matt, I can't believe it!-) Pippi is a corporate nightmare. She doesn't follow any rule, is bold, loud, extrovert, has supernatural powers and she's able to make anything 'just happen' – ANYTHING!

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HOW TO FIND THEM?

- Look for people your company usually won't hire!
- Make recruiting a priority and don't let HR do the interviews
- Choose Pippi rather than Annika!
- If you fear you'll lose them, then hire them quickly!
- Find people who are professionally engaged on social-media.
Twelve Followers on LinkedIn and sixteen on Twitter are not enough!
Why? @see "On Social Media Absence"

Annika, Pippi's best friend, is well behaved, extremely careful, rather scary, and she never makes a mistake

Let me introduce...

THE PIPPI LONGSTOCKING APPROACH

The ultimate way to find the right people to gain Digital momentum.

Right before **you** are interviewing your next potential team-mate, take a sheet of paper and draw two scales from 0 to 10. Write 'Pippi' on the first scale, 'Annika' on the second (see example on page 28).

Now, have your interview and challenge your interviewee really hard. Finally make a mark on the Pippi scale.

How much Pippi Longstocking mindset do you see? Take the Annika scale. How much Annika mindset do you see?

WINNING RULE FOR DIGITAL SUCCESS

PIPPI > 6 AND ANNIKA < 5

HRs CHOICE WOULD HAVE BEEN

PIPPI < 4 AND ANNIKA > 5

If you see Pippi below 3 and Annika below 3 – Call an ambulance!

If you continue to follow your company's prescribed process to hire your mates, you will very probably get people who stabilize the status-quo.



SHARE YOUR STORY – BE GENEROUS!

... YOU'RE NOT ALONE!

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Start to share your experiences with as many other Digital Programs as possible. Find programs that are running the road to Digital like you. Meet them physically! Travel, have dinners together, organize workshops and breakout sessions on certain topics. Start to talk, start to give and take.

It's not about copying other programs, it's not about disclosing secrets. It's about being influenced, inspired and fully engaged. Doing this, you'll see that you're not alone. Having friends whilst riding stormy seas of **CHANGE** is crucial.

INSIDER TIP

When meeting program teams – always leave your marketing slides at home.

GIVE, AND IT WILL BE GIVEN TO YOU 21

~LUKE 6:38

THERE'S NOTHING BUT PEOPLE ...

DON'T START AT THE WRONG END!

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When I am talking to organizations addressing Digital Transformation I often hear something like:

Digital Transformation? That's tech-stuff. So let's put the focus here! Once we master the technology we'll see prospering landscapes of huge revenues. Cultural Transformation? We don't have time for that now, but we are already using Scrum. Let's talk about the culture stuff later – we're too busy!

Bad news – This will take a long, long time!

Digital Transformation is about People, People, People and what these People do. We keep hiding in our comfort-zone if we put the focus mainly on technology. I am talking about 20% technology and 80% people.

We've got so many competent dudes in our organization that could handle the technical stuff blindfolded – if only – there was a Digital Culture in place. Throwing all your efforts towards technology is like putting the cart before the horse.

If you change the culture the technology will follow nimbly. So try to turn your efforts upside-down – towards your people.

*CHANGE COMES ONLY
FROM PEOPLE, AND WHAT
THOSE PEOPLE DO*

~ MATT CHALMERS

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*DIGITAL TRANSFORMATION IS NOT JUST
ANOTHER SOFTWARE PROJECT*

~ AMANCIO BOUZA

ON SOCIAL MEDIA ABSENCE

WHY “I’M NOT ON LINKEDIN” IS NOT AN OPTION ...

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Digital Transformation needs a radical open attitude. A closed attitude is a hint to a lack of customer-centrism. And customer-centrism is exactly what you need. You have to face your customer each and every day. Organizations should encourage their employees to talk about their daily work, their products and their passion on Social Media. This is an outward activity and it's great. A noteworthy contribution on Social Media demonstrates excitement to the world out there.

Search for people that are actually adding value to these platforms. Most probably these people have already embraced Digital.

*THERE'S NO DIGITAL
WITHOUT ADDING VALUE!*

*AIN'T THINKING GLOBAL,
AIN'T THINKING DIGITAL!*

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DO GOOD AND TALK ABOUT IT!

THE SERMON OF DIGITAL TRANSFORMATION

TEN COMMANDMENTS TOWARDS DIGITAL SUCCESS

- §1 **Thou shalt** be pushy – Be a #DoOrDie because #AdaptOrDie was never meant to be a joke!
- 26 §2 **Thou shalt** choose teams wisely – You definitely need as much transformative Pippi Longstocking power as possible!
- §3 **Thou shalt** be radically consumer-oriented – Everything else is not relevant anymore!
- §4 **Thou shalt** do good and talk about it – Embrace Social-Media and start to add value.
- §5 **Thou shalt** change the culture – Technology will follow automatically.
- §6 **Thou shalt** share experiences and find friends from other programs.
- §7 **Thou shalt** leave the old offices as often as possible – Old environments create old ideas!
- §8 **Thou shalt** not (only) be fast – **Thou shalt** be super fast! – Make heavy use of the start-up questions @see 'Speed Matters'.
- §9 **Thou shalt** not feel comfortable – Ain't feeling pain, ain't getting towards Digital.
- §10 **Thou shalt** start now and gain momentum!
- §11 *AND SINCE NO MARTIAN IS KNOCKING AT YOUR DOOR: THOU SHALT NOT HESITATE TO CALL THE DIGITAL JOURNEYMEN.*

*FIRST THEY IGNORE YOU,
THEN THEY LAUGH AT YOU, THEN THEY
FIGHT YOU, THEN YOU WIN*

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~ MAHATMA GANDHI

CREDITS



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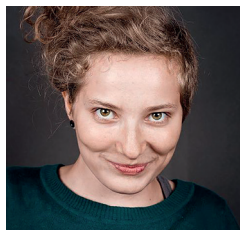
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***SINCE WE'VE GROWN TIRED
OF TRAVELING ALONE,
WON'T YOU RIDE WITH US?
~ JASON ISBELL***

Digital Leaders and Changemakers,
please join the Digital Journeymen by contacting
lummitsch@charismatix.ch or visit
thedigitaljourneymen.com

LINKS & SOURCES

On the Web: **The Swisscom API journey #1**

...it requires changing our DNA

bit.ly/1basqBk

The Swisscom API journey #2

... it still requires changing our digital DNA

bit.ly/1DnIETv

The Swisscom API journey #3

The API-Kitchen, scaled and Agile

bit.ly/1L8PNd9

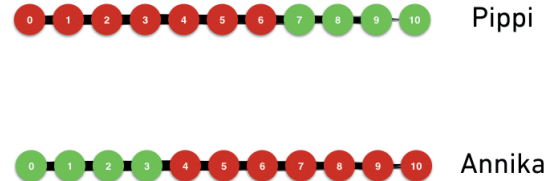
The Digital Journeyman

bit.ly/2lIfEiG

Images: bit.ly/2lJoVI2

bit.ly/2lCI7dK

THE PIPPI LONGSTOCKING SCALE



@MAUDE: Writing and designing this book within three days would never work without you #NAMASTE!

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