

# **Why Digital Transformations Fail**

**The Surprising Disciplines of How  
to Take Off and Stay Ahead**

**Tony Saldanha**

**BK**

Berrett-Koehler Publishers, Inc.

*a BK Business book*

# Contents

<b>Foreword</b>	<b>ix</b>
<b>Preface</b>	<b>xiii</b>
<b>Part I: Why Digital Transformations Fail and What to Do about It</b>	<b>1</b>
<b>Chapter 1: How to Survive an Industrial Revolution</b>	<b>3</b>
<b>Chapter 2: The Disciplines to Move Up to Stage 5 Transformation</b>	<b>15</b>
<b>Part II: The Five Stages of Digital Transformation</b>	<b>33</b>
<b>Stage 1: Foundation</b>	<b>34</b>
<b>Chapter 3: Committed Ownership</b>	<b>37</b>
<b>Chapter 4: Iterative Execution</b>	<b>47</b>
<b>Stage 2: Siloed</b>	<b>61</b>
<b>Chapter 5: Disruption Empowerment</b>	<b>63</b>
<b>Chapter 6: Digital Leverage Points</b>	<b>75</b>
<b>Stage 3: Partially Synchronized</b>	<b>87</b>
<b>Chapter 7: Effective Change Model</b>	<b>89</b>
<b>Chapter 8: Strategy Sufficiency</b>	<b>103</b>
<b>Stage 4: Fully Synchronized</b>	<b>114</b>
<b>Chapter 9: Digital Reorganization</b>	<b>117</b>
<b>Chapter 10: Staying Current</b>	<b>127</b>

Stage 5: Living DNA	<b>135</b>
Chapter 11: Agile Culture	<b>137</b>
Chapter 12: Sensing Risk	<b>147</b>
<b>Part III: Winning with Digital Transformation</b>	<b>161</b>
Chapter 13: P&G's NGS Transformation	163
Chapter 14: How Digital Transformations Can Succeed	171
Resource A: Checklist of the Surprising Disciplines	179
Resource B: How to Use the Five Most Exponential Technologies	185
Notes	199
Acknowledgments	205
Index	209
About the Author	217