

# THE DIGITAL TRANSFORMATION PLAYBOOK

Rethink your business for the digital age



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## SELF-ASSESSMENT: ARE YOU READY FOR DIGITAL TRANSFORMATION?

Even extremely successful companies built in the pre-digital age struggle to adapt their strategic thinking in order to thrive and grow in the digital age. This self-assessment tool is designed to assess the readiness of your own business or organization for digital transformation.

For each pair of statements, reflect on the current state of your own business. Choose the number, on the scale from 1 to 7, that reflects where your organization stands in relation to the two statements: 1 indicates fully aligned with the left, 7 with the right.

The first group of questions relates to the strategic concepts presented in this book. These questions are designed to measure the degree to which your organization has adapted its strategic thinking to the digital reality. The second group of questions relates to organizational agility. These questions are designed to measure your organization's ability to put into practice these new strategic principles and successfully drive change in your business.

After completing the self-assessment, look back at your results. Those areas with a score on the left (e.g., 1–3) are where change is most needed. You can use this diagnostic tool to focus your leadership attention and efforts as you guide your own organization into the future.

## Strategic Thinking

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We are focused on selling to and interacting with customers through the usual channels.	1 2 3 4 5 6 7	We are focused on our customers' changing digital habits and path to purchase.
We use marketing to target, reach, and persuade customers.	1 2 3 4 5 6 7	We use marketing to attract, engage, inspire, and collaborate with customers.
Our brand and reputation are what we communicate to our customers.	1 2 3 4 5 6 7	Our customers' advocacy is the biggest influence on our brand and reputation.
Our sole competitive focus is beating our rivals.	1 2 3 4 5 6 7	We are open to cooperating with our rivals and to competing with our partners.
We look to create value exclusively through our own products.	1 2 3 4 5 6 7	We look to create value through platforms and external networks.
We are focused primarily on our own industry and on direct competitors.	1 2 3 4 5 6 7	We view our competition as broader than our current industry.
Our data strategy is focused on how to create, store, and manage our data.	1 2 3 4 5 6 7	Our data strategy is focused on how to turn data into new value.
We use our data to manage day-to-day operations.	1 2 3 4 5 6 7	We manage our data as a strategic asset we are building over time.
Our data stays in the division or business unit where it is generated.	1 2 3 4 5 6 7	Our data is organized to be accessible by all divisions of the company.
We make decisions by analysis, debate, and seniority.	1 2 3 4 5 6 7	We make decisions through experiments and testing wherever possible.
Our innovation projects always go over time or over budget.	1 2 3 4 5 6 7	We innovate in rapid cycles, using prototypes to learn quickly.
We try to avoid failure in new ventures at all costs.	1 2 3 4 5 6 7	We accept failure in new ventures but look to reduce cost and increase learning.
Our value proposition is defined by our products and our industry.	1 2 3 4 5 6 7	Our value proposition is defined by changing customer needs.
We assess new technologies by how they will impact our current business.	1 2 3 4 5 6 7	We assess new technologies by how they could create new value for our customers.
We are focused on executing and optimizing our current business model.	1 2 3 4 5 6 7	We aim to adapt early to stay ahead of the curve of change.

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## Organizational Agility

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Our IT investments are seen as operational.	1 2 3 4 5 6 7	Our IT investments are seen as strategic.
It is hard to allocate resources away from existing lines of business.	1 2 3 4 5 6 7	We are able to invest in new ventures even if they compete with our current business.
Our key performance metrics relate only to sustaining our existing businesses.	1 2 3 4 5 6 7	Our business metrics adapt to suit changes in strategy and the maturity of a line of business.
Managers are accountable and rewarded for immediate results on past objectives.	1 2 3 4 5 6 7	Managers are accountable and rewarded for long-term goals and new strategies.
We have difficulty developing new ventures far from our existing business.	1 2 3 4 5 6 7	We are able to seed and develop new ideas that are unusual for our business.
The sharing of best practices across our organization is slow and inconsistent.	1 2 3 4 5 6 7	We are skilled at taking successful new ideas and integrating them across the organization.
Our first priority is maximizing shareholder return.	1 2 3 4 5 6 7	Our first priority is creating value for customers.

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