



# ADOPTION AND ADAPTION IN DIGITAL BUSINESS

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Cover design by Charlene Kronstedt

Interior design by Exeter Premedia Services Private Ltd., Chennai, India

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First published in 2021 by  
Business Expert Press, LLC  
222 East 46th Street, New York, NY 10017  
www.businessexpertpress.com

ISBN-13: 978-1-63742-024-9 (paperback)  
ISBN-13: 978-1-63742-025-6 (e-book)

Business Expert Press Service Systems and Innovations in Business and Society Collection

Collection ISSN: 2326-2664 (print)  
Collection ISSN: 2326-2699 (electronic)

First edition: 2021

10 9 8 7 6 5 4 3 2 1

# Description

Bringing sustainable change is part of our lives and occurs because we decide to do things differently. To become a winning sports team, the consistent and persistent application of proven principles is pragmatically and incrementally used with adoption and adaption to circumstance. The sports team undertakes campaigns or programs to address emergent behaviors while delivering specific outcomes through its people. The team trains differently, skills up, varies the plays and nurtures the players, brings new leadership, and takes time to resolve issues. The winning team comes from the emergent behavior of empowered emotional individuals who have ownership. They have pride in who they are, what they do, and who are prepared to do things differently, because their interests and values are aligned. The leadership works best when they are the change they wished to see and treat others as they themselves would be treated.

Similarly, with COVID-19. The environment was changed, behaviors were instilled, people were supported, and outcomes were achieved. Having people want to do things differently was key to containing and living with COVID-19. This also applies to a business being transformed or undergoing digital transformation. Sustainable change comes through having people do things differently. An emergent behavior of empowered individuals with an emotional response having ownership with pride in who we are and what we do. We make change because interests and values are aligned, we understand the need, and we have trust in the process. When we are supported and provided with the skilling (the ability to do) and training (the how to do), we make changes and an emergent behavior is formed. We respond to a change in our environment, we exhibit revised behaviors, and we achieve an outcome.

Change requires ambiguity management, messaging with the emotional bond to create empowered emotional ownership which requires decision making, leadership being the change they wish to see and treating others as they themselves would wish to be treated to enable interests and values to be aligned. A hands-on approach to “fixing the

pipes and helping people” for sustainable change is provided within this book to enable the emotional empowered ownership with interests and values alignment required for change to support “I do good work, change is coming, help me with the change, and I can do more”.

## Keywords

ambiguity management; behaviors management; business transformation; change leadership; change management; COVID-19; decision making; digital transformation; interests & values; leadership; operational change; organizational change; process improvement; project management; risk management; service management; strategy

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# Foreword

*Grant me the serenity to accept the things*

*I cannot change,*

*courage to change the things I can,*

*and wisdom to know the difference*

Serenity Prayer  
Reinhold Niebuhr



# Preface

From coaching a children's sports team, to lifting people out of poverty across a country, to transforming a company, through digital transformation, to making the work environment better for a group within an organization, change is part of our lives. Change is how we better ourselves, achieve our goals and dreams, or improve the lives of those around us. Change does not occur by some magic wand or silver bullet or panacea that just works and produces results quickly with minimal issues. You only have to look at the varying successes in business transformation to see this. Yet, the sports team becomes a winning championship team through the consistent and persistent application of proven practices. The winning sports team forms an emergent behavior to make the changes necessary. Amongst others, the winning sports team manages ambiguity, provides support and messaging with an emotional bond, brings empowered emotional ownership, makes decisions, provides leadership, and aligns interests and values through skilling and training and other supporting activities.

Change is about people and getting us to do things in another way, like eating differently for better health. We understand the issue, the impacts, what we should do, and where to get help and support. The actions then come from empowered individuals with ownership, pride in who they are and what they do, who are responding emotionally, because interests and values are aligned. With help and support provided, an emergent behavior is formed, and change occurs: *"I do good work, change is coming, help me with the change, and I can do more."*

Whether it is a business attempting digital transformation or our experience from a winning sports team, we see that crafting and shaping change is about working with the nuances and complexities of people as well as getting the best from them to do things differently. By being the change we wish to see and treating others as we ourselves would wish to be treated, we form an emotional bond to align interests and values in those around us who we then influence. The environment for the team is

changed, the behaviors are instilled, and the results achieved. The change to a winning team has come from an emergent behavior by the actions of empowered individuals who have ownership with the alignment of interests and values.

The global response to the COVID-19 pandemic saw people from around the world stand up and help each other in an emergent behavior. The emergent behavior included the sharing of time, goods, and skills and expertise. A change in the environment occurred, behaviors were shaped, and an outcome of responding to COVID-19 and the new normal was seen. This emergent behavior was crafted and shaped through the actions of empowered individuals having ownership with pride in who they are and what they did. Knowing the issue, the importance to them, what was needed to be done, and where to get help enabled people to better themselves and those around them.

Whether you are leading transformation in a country, or coaching and mentoring a business through change, or wanting to influence your team, this book provides a hands-on approach to bringing real and sustainable change through the betterment of people. A range of pragmatic and practical experience and advice is brought together in a series of chapters to form some self-contained guidelines within an overall approach to successfully achieving change. Please feel free to mix and match what you need for your circumstance to help you to help those around you.

We hope this book has grabbed your attention and that it will resonate with your views, experiences, and goals and aspirations. Thank you for your most valued gift, your time, and we hope to repay your investment for you and those you help.

# Perspective

We live with change. A sports team becomes a winning team through the consistent and persistent application of proven principles applied pragmatically. The sports team trains differently, skills up, varies the plays and nurtures the players, brings new leadership, and takes time to resolve, rather than the magic wand or panacea or the one size fits all approach. The winning team comes from the emergent behavior of empowered emotional individuals who have ownership. They have pride in who they are and what they do and do things differently because the interests and values are aligned. The leadership works best when they were the change they wished to see and treated others as they themselves would be treated. The environment was changed, behaviors were instilled, and outcomes are achieved.

Managing the COVID-19 global pandemic showed similar patterns. The importance of crafting and shaping emergent behaviors in bringing the change was seen. It was the actions of empowered individuals with ownership which was required to contain the spread of the virus (individuals washed hands, social distanced, wore a mask, and volunteered for testing). The response was emotional, but people changed what they did because interests and values were aligned. People responded to leadership which guided and made decisions, especially when the leaders were the change they wished to see and treated others as they themselves would be treated. The efforts of people were recognized, issues were explained, the impacts understood, and help and support were provided. People responded and helped those around them. People were taken on a journey of change; efforts were made to get the best from people, with adoption and adaption to circumstance.

In COVID-19, the environment was changed, behaviors were instilled, and outcomes were achieved through the emergent behavior of individuals over time. We responded differently according to our experiences and views, but overall, we responded when our interests and values were aligned. We were accepting when mistakes were made,

because we saw the adoption and adaption to circumstance. Budgets and resources were required. The impacts had to be managed and a multitude of approaches, which varied according to circumstance, were used. The combination of Ambiguity Management, Messaging, Empowered Emotional Ownership, Decision Making, Leadership, and Interests and Values alignment (AMEDLI) was seen to bring the change and sustain the change for responding to COVID-19.

Both the sports team and COVID-19 show how change is achieved. These same principles applied pragmatically bring changes to teams, organizations, or countries. From the transformation of business, to making changes in response to costs or regulatory changes, or a business trying to undergo digital transformation, bringing change requires people to do things differently. We know how to do this, and the change is enabled through supporting “I do good work, change is coming, help me with the change, and i can do more.” The next step is with us. Do we want to fix the pipes and help people (make the decisions necessary and take the required actions)?

# Getting the Most from This Book

This book is about a real-world approach to having us do things differently. Pragmatically and practically bringing change in us or those around us, a range of text, images, and videos are provided for the consistent and persistent application of proven principles and practices ([www.amedli.biz](http://www.amedli.biz)). It is often best to just start and bring those around you on the journey, because any time is a good time to start with a real-world approach to having us do things differently.

Helping the reader to bring empowered emotional ownership, be the change they wish to see, and to treat others as we ourselves would be treated. The intent of the book is to shape actions on what is required and how to go about bringing sustainable change. What an individual reader gets from this book is up to us as individuals and what we elect to do. Read as standalone sections, end-to-end, incrementally, or sequentially to develop an overall picture. Choose to read selected sections, in parts or entirety, and/or referenced back, as well as mixing and matching according to needs with the videos ([www.amedli.biz](http://www.amedli.biz)). For ease of access and use, chapters include:



QR Code for  
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- Summary—A summary for prioritization of reading.
- Key learnings—As bullet points, key learnings from the chapter are also included.
- Next steps—Action items on how to implement the main points from the chapter.

Most of the chapters provide sections around the themes, how to set the example, what to do to make it happen, and then links to the supporting materials (often linking to supporting videos).



Beyond the direct business and management use of this book, the book can also be used to assist in the setting of policies, governance, and management of transitions and services across industry sectors as well as within government. Applicable on both the business and the technology sides, the book brings value within business management and operations, as well as skilling and training within business. Also suited for educational purposes, this book can also play a role within undergraduate and post-graduate teaching forming the basis for lectures, discussions, and practical projects. Example audiences include:

- **Executive Level:** From the role of leadership in organizational change management to the business impacts of technology at the board level, this book provides insights to make transformation real.
- **Senior Management Level:** To those faced with maintaining operations whilst making strategic and operational changes, the realities of achieving change and the forming of emergent behaviors are laid out.
- **Technologist:** From the ICT operations management to those who love to develop the technology, the realities of adoption and adaption around technology are explored.
- **Business Operations Manager:** For those faced with pragmatic adoption and integration, this book provides an approach for making it happen.
- **Postgraduate Researcher:** Opportunities and areas for research are hinted at throughout the book.
- **Masters Student (Technology or Business or Both):** This book provides a valuable teaching aid around achieving change as this is the environment in which they will live and work.
- **Lecturer:** For those teaching and preparing lectures, ample material is furnished that can be used alongside industry and course-specific teaching.
- **Trainers:** A range of course material is provided to those writing and providing training whether it is for operational change, technology adoption, or specific capacity and capability building.

- **Management Consultants:** The consultants advising businesses on transformation and the adoption of technology and for those implementing, the book provides valuable insights and guidance as well as how cloud-based knowledge worker services are changing the business model of the consultants.
- **Accreditors and Certifiers:** Use of the material within other offerings, or within modules, as part of accreditation and certification across a range of industries with focus on the professional skills.

Change is part of our lives and is about getting people to do things differently. Change the environment, instill the behaviors, to achieve the outcomes. It is the actions of empowered emotional individuals with ownership and pride in who they are and what they do that brings change. Change comes from the alignment of interests and values and having leadership that is the change they wish to see and treat others as they themselves would be treated. Change is about working with what you have, crafting and shaping the emergent behaviors, to get the best from people. Change takes time and comes from the consistent and persistent application of proven principles implemented pragmatically.

Whether you are a leader shaping the future, aspiring to make a better future, wishing to further an education, or just seeking to help the people around you, please enjoy the read and the videos ([www.amedli.biz](http://www.amedli.biz)) as best suits and may the rewards come your way.

