**Tranformation Occurs At Night**

Jose Manuel Arnaiz, 2020

**Acknowledgments**

Three years, weekends and at night. Wife Carmen & daughter Inés: compensate both of them.

Proud of their son. Probably far more than I deserve.

**Introduction**

Transformation is the essence of life and is about diversity and cooperation. Believers in the transcendence of life will see in this optimization a universal purpose of improving and expanding, and maybe to pure materialists, this process will mean an exercise of efficiency or efficacy. Life calls for changes that generate an improvement

***“We may prefer to think of ourselves as fallen angels, but in reality, we are rising apes”.***

 ***Desmond Morris***

A new way of cooperation scheme with others. Focusing only on technology, HR, and customer-centric attitude, important as they may be, is no more than a poor substitute for a true digital transformation. This would only generate a low degree of diversity and a limited shift in cooperation.

Investing time and money, for our very survival.

How to perform a true rational analysis on the substance of the changes that will make us more competitive and on the innovations that will allow us to radically change the game

1. Emergence of a new digital culture.
2. This new culture simulates a group of recognizable phenomena that. Describe seven levers
* Lever #1: Enhanced self-involvement
* Lever #2: Extending kinship
* Lever #3: Outcome control
* Lever # 4: Simulus granularity
* Lever #5: Shifting synchrony
* Lever #6: Effort allocation
* Lever #7: Engendering wealth

***“Start by doing what is necessary, then what is possible and suddenly you are doing the impossible”***

 ***St. Francis of Assisi***

**Never underestimate the ingenuity of an ‘old’ engineer**

**Then, strive to make it come true**

**Part I – The Handheld – Internet Culture**

Digital evolution is not a consequence of technological availability, but of a change in culture.

***“When in Rome, do as Romans do”. European proverb, middle ages***

**Distance and Location**

***“I see that is by no means useless to travel, if a man wants to see something new”***

 ***Jules Verne, Around the world in eighty days, 1873***

Distance and location are concepts clearly impacted by the HI-culture effect.

**Feedback, Opinion and Audience**

***“Opinion is between the knowing of true idea and the ignorance of the unreal”. Plato, 380 DC***

**Reputation and Trust**

An organized group is less vulnerable and more powerful than a single individual; there’s little doubt about that.

Reputation helps us predict behavior.

***“You can’t build a reputation on what you’re going to do”. Henry Ford***

The absence of a LinkedIn profile for an individual is today suspicious.

Unfortunately, reputation and trust can be used by the dark side to manipulate us.

**Control and Causality**

Heuristic is the most natural way for humans to learn. That is trial and error.

**Security**

***“The quietness and the proud look of it; nothing very bad could happen to you there.”***

 ***- Holly Golightly, Breakfast at Tiffany’s movie dialog***

The World Economic Forum, a global think-tank that gather three thousand business and political leaders, economists, journalists and celebrities annually in Davos.

**Colleague, Competitor, and Companion**

***“I destroy my enemies when I make them my friends”. Abraham Lincoln, 1864***

**Ownership, Possession, Use, and Sharing**

***“If nature has made any one thing less susceptible than all others of exclusive property, it is the action of the thinking power called an idea”***

 ***Thomas Jefferson 1813***

**Discussion on Money’s Evolution**

Prejudice should not could your judgement. Study, learn and then judge, as is due for any sensitive matter.

**Part II – Applying the Levers**

* Lever #1: Enhance self-involvement
* Lever #2: Extend kinship
* Lever #3: Outcome control
* Lever #4: Stimulus granularity
* Lever #5: Shift synchrony
* Lever #6: Effort allocation
* Lever #7: Engender wealth

***“Capitalism is an evolutionary “solution-finding” system that rewards people for solving other people’s problems”. Nick Hanauer, 2014***

**Lever #1: Enhancing Self-involvement**

*Providing people a strong reason and an opportunity to become more involved in the processes of your company.*

The internet has brought a large amount of self-service, and your customer likes it for three main reasons.

* Unsynchronized process: the speed, the moment, and the continuity of the process can be decided by the customer.
* Allows for research, getting advice, and having second thoughts, before proceeding to the buying.
* The customer remains anonymous during the whole process

**Lever #2: Extending Kingship and Relatedness**

*Proposing your stakeholders make acquaintances and provide more significance to the relationship among them, within your company’s framework.*

***“Whatever goes upon two legs is an enemy. Whatever goes upon four legs, or has wings, is a friend”***

 ***George Orwell, Animal Farm***

**Lever #3: Improving Outcome Reporting and Providing Control**

**Lever #4: Tuning for Consequences and Stimulus Granularity**

**Lever #5: Shifting Synchrony**

***“Time is an illusion, but timing is an art”. Stefan Edmunds***

**Lever #6 - Shifting Effort Allocation: Proposing a Charge in the Perimeter of our Companies**

*Largely improve your risk management, reduce your investment, improve your results or quality by changing the boundaries of your organization, finding new ways to cooperate with others that are more apt, flexible, or less costly at each function, without relinquishing your very nature or giving up your core know-how.*

***“The skill, dexterity, and judgement with which its labor is generally applied…”***

 ***Adam Smith, The wealth of nations, 1776***

**Lever #7: Engendering Wealth**

*Finding new ways to generate cash or cash-equivalent, or to obtain it earlier or later than before, means to make it larger, safer, steadier, or more predictable by shifting parts of the combination of value monetization.*

***“Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime”***

 ***Ancient proverb***

Lever #7 invites you to dream of new ways to engender wealth or value with a clear current or future way of cashing it.

**Conclusion**

* Lever A: Automation: Repeating calculations, personal productivity.
* Lever B: Showcase. Exposing your products.
* Lever C: Aggregation. Creating a marketplace or a platform.
* Lever D: Disintermediation. Eliminating the middleman.
* Lever #1: Enhance self-involvement People becoming more involved in the processes of your company.
* Lever #2: Extend kinship. Make new acquaintances and increase their significance.
* Lever #3: Outcome control better understanding of the situation and increasing the capacity to change it.
* Lever #4: Stimulus granularity. Run experiments.
* Lever #5: Shift synchrony. Split or synchronize events.
* Lever #6: Effort allocation. Find new ways to cooperate with the rest of the world.
* Lever #7: Engender wealth. Change the way and moment of cash generation.

Dreaming with a new value proposition, with a better cooperation scheme, with a huge improvement are the keys to a deep and disrupting digital transformation.