DISRUPT YOUR
MINDSET

— TO —

TRANSFORM YOUR BUSINESS
WITH BIG DATA

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Pernille Rydén, Torsten Ringberg
& Per Østergaard Jacobsen

Disrupt your Mindset

to transform your business

with big data

A guide to strategic thinking

Pernille Rydén, Torsten Ringberg & Per Østergaard Jacobsen

Information & inspiration:
www.yourbigdatamindset.com

LinkedIn group – Big Data Mindset:
https://www.linkedin.com/groups/13508630

Contributions
Pernille and Torsten contributed equally to the conceptual content of the book, each
developing different aspects, including structure, figures and tables. Per contributed
with useful insights and ideas to case studies and the Big Data chapter, including related
figures and tables. We all contributed to the development of the mindset test.

Contents

Dedicated to our families with love

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PART 1

1

Setting the frame

"The snake which cannot cast its skin has to die. As well the minds which are prevented from changing their opinions; they cease to be minds."

Friedrich Nietzsche

Why a Big Data strategy starts with the manager's mindset

It is key for managers to continuously develop strategic thinking in order to build success and achieve the outcomes they aspire for their organizations. Most strategy books focus on how to best deal with organizational and external factors, including the use of Big Data. While this is obviously relevant, they overlook what lies at the heart of all strategies; namely, strategic sense making and how managers' mindsets influence this process. Most managerial books assume that managers optimize their decisions based on careful elaborations informed by their experiences, training, education, and intuition. More recently, a new line of management books has emphasized the influence of emotions, personal values and biases on managerial reasoning.

In this book we add another important perspective, namely managers' mindsets. We identify four influential mindsets, *Promote-and-Sell, Listen-and-Learn, Connect-and-Collaborate,* and *Empower-and-Engage*. Each mindset uniquely orients, and therefore limits, how managers engage with the market place, and moreover how they use new tools and technologies such as Big Data.

Big Data technology offers so many new and tantalizing opportunities, both to engage with customers and other stakeholders, and to fend off existing and new entrants that disrupt existing go-to-market practices. It also requires large financial investments and reorganizations. Therefore, it is well worth investigating whether your mindset is constraining the success of your business and it uses Big Data technology.

To meet the urgent need of organizations that want to benefit from Big Data technology, the aim of this book is to offer a simple, but comprehensive toolkit with which to understand your mindsets to ensure the

optimal use of Big Data technology in the organization. We also provide an online tool that enables you to test and identify your dominant managerial mindset, and to compare this to those of your colleagues' mindsets and the organization's strategic orientation in relation to business-customer interaction.

Who should read this book?

This book is intended for managers who interact or plan to interact with customers in their daily work by applying Big Data technology. However, if you are another type of professional or a management student, and you are interested in understanding how managerial mindsets affect strategic decision making and the usefulness of having a meta-mindset, then you can also benefit from reading this book and taking the online mindset test. If you just want to know more about Big Data in business, you might find stimulation in some of the chapters, case studies and figures. In the back of the book you will find a list explaining the central concepts used throughout the book.

What will I gain from reading this book?

This book offers a cognitive perspective on how managerial mindsets constrain managers from optimally using Big Data technology to improve the organization's interaction with the market place. It explains how different mindsets create different decision-making related to your interaction with customers and in particular the use of new technology[1].

It is important to note that the book does not focus on the more straight-forward logistical and operational improvements Big Data technology

can help companies achieve. These activities are important, but will only move the organization so far within a given dominant mindset, and help little to fend off competitors and newcomers who are able to serve the customers in new and more meaningful ways. That said, by optimizing operations, organizations might be able to provide better external services to the market.

The mindset framework builds on solid academic pillars and has been published and presented at leading academic outlets by two of the authors (Pernille and Torsten). Equipped with this framework, you will learn how each mindset uniquely affects the way in which you use Big Data and you will get the opportunity to identify your own managerial mindset as well as change it. Insights into your own mindset related to business-consumer interaction are useful for a number of reasons:

1. When you become aware of your own mindset, you are able to minimize decision-making biases and take advantage of a broader range of opportunities in the marketplace.

2. By becoming aware of your mindset (meta-mindset) it is possible to change it, if necessary.

3. You will be better at relating to and reflecting on how best to use Big Data technology in your organization in terms of optimizing the interactions with customers as well as other stakeholders.

4. It is possible to expose hidden mindsets across the members of a management team, and thereby start the process of aligning perspectives so that everyone pulls in the same direction and 'sees' the same organizational vision and mission.

After having read the ten chapters, you will understand how your mind influences your daily business decision-making without you being aware

of it. With this information, it becomes clear why you and your colleagues might act and strategize in different ways and why you, at times, might find yourself not understanding your colleagues' interaction with customers. You will experience how your interaction with stakeholders is influenced by your internalized managerial mindsets and tacit assumptions about your organization-customer interaction will be made visible. These insights will open your mind to new ways of thinking, interacting, and understanding what Big Data technology can do for your customers, your organization, and society. In the best-case scenario you will feel equipped to take on the Big Data lead to create an organization that will benefit competitively and profit-wise.

We have developed a unique online method that enables you to assess your dominant managerial mindset, compare it to those of your colleagues', and see how it fits with the strategic orientation of your organization. Moreover, you will get tips and techniques as how to change your dominant mindset. With insights about the managers' different mindsets within your organization, your organization will be able to adjust these to a more optimal business-customer interaction with Big Data technology.

Prior to writing this book, we tested scores of managers' mindsets and interviewed them about the usefulness of these insights. This fieldwork helped us further validate the credibility and relevance of the mindset test. Our findings are presented and discussed along with illustrative business cases demonstrating how your mind confines you to think in certain ways, and offers a path to make changes you need to optimize your mindset given the market conditions.

In addition, we draw upon our professional experiences that range from high level international consulting and conducting leadership courses to advising organizations on how to implement better customer relationship management systems and the strategic use of Big Data technology to improve interactions with customers. The book is a result of this extensive

and diverse work, as well as our own very different mindsets! We have learned a lot in the process of collaborating on this book and have tried to pass it all on to you.

Why should I be concerned about my mindset?

Do you often wonder why successful change-management can be such a difficult task to accomplish? Have you wondered why new technologies like Big Data and the buzz about disruption don't turn on your 'action button'? Perhaps you wonder why your superiors, peers, and employees have such a hard time following your thinking and logic. You might also have questioned why your management team is so divided when it comes to understanding how Big Data technology should be used in the organization? Maybe you even feel something is wrong with you since no one else sees the same opportunities from Big Data insights as you do.

This book will help you come to grips with these questions and issues, and provide you with a new and perhaps disruptive understanding of doing business in the Big Data era. Everyone talks about how Big Data technology disrupts industries and organizations, but they forget to ask the central question: How can we work with our strategic *thinking* to improve the organizational preconditions for creating value with Big Data technologies?

According to a large survey by MIT Sloan Management Review; only 25% of participating organizations that had begun to use Big Data technology had succeeded. The failure of some organizations is likely attributable to well-known challenges, such as silo thinking, managers fearing for their jobs, and/or lack of sufficient support from mid- to top-level managers[2]. A more significant issue, we argue, is the core belief that by having adopted the technology, it will lead to a transformation. However, technology does

not come with a mind of its own. While Big Data brings along new technical opportunities as well as constraints, it is the managers, who use Big Data technology who define its usefulness. This should be quite obvious, yet comes as a surprise to many managers. The opportunities afforded by Big Data technology require a thoughtful exploitation and exploration by managers. This brings managers' mindset into center stage. This book shows how these managerial mindsets confine us from seeing such new opportunities. Instead, existing mindsets of the business-customer interaction are projected upon the new technology, limiting its potential disruptive benefits, including new and more powerful ways to interact with customers and thereby blinding them from seeing the opportunities afforded by this technology.

Today, the fast speed of technology innovation makes it possible for new organizations to emerge almost overnight and disrupt entire industries at a breathtaking pace. How is this possible? The business press typically attributes the Big Data technology as the disruptor and the originator of the fourth industrial revolution; why is it then that most organizations, within existing industries, and which already have introduced Big Data technology, are not able to fend off these disruptive newcomers? If it were only a matter of technology, we wouldn't see a majority of organizations struggle so much after they have made large investments in this technology. Subtler, but powerful factors must be at play.

We argue and show that the successful use of Big Data technology requires more than the technology, it requires the right managerial mindset. Successful Big Data driven organizations came about as a result of managers applying new mindsets to existing practices. Big Data enables such changes, but it does not make them. If you are a manager in one of those organizations that consider or already have introduced Big Data technology and still struggle, this book is for you.

This new reality could be described as *Digital Darwinism* - when technology

and the marketplace evolve faster than organizations are able to adapt their mindsets. This has enabled newcomers to enter who are not restricted by prevailing viewpoints or dominant practices within existing industries. It is a very similar process compared with that of the natural world where entire species suddenly collapse because new and more agile species evolved or suddenly are introduced to an existing habitat. In the business world, changes happen because some managers see new opportunities. These opportunities might be afforded by new technology, but it takes the right mindset to see them, otherwise Big Data technology is just wasted investment. For Big Data technology to be useful and powerful, managers need to understand how their managerial mindsets orient their interaction with the market and become projected upon their use of Big Data technology. Without this insight, manager mindsets restrict them from seeing the full set of opportunities (and threats) this technology brings along[3].

In times of change, managers are often their own worst enemies. How should they manage in a marketplace where classical business models are being ripped apart; and new ones, radically different from what their own mindsets come into play? When disruptive business models emerge based on delivering better products and services, it is essential to evaluate these from a position outside your internalized and largely tacit mindset. "But how is that possible?" you may ask. Well, the first step is to become aware of what dominant managerial mindset governs your way of seeing the business-customer interaction. The next step is to become aware of alternative mindsets that could be useful to make sense of new ways to interact with customers and other stakeholders.

The challenge for most managers is that they remain unaware of how powerful their managerial mindsets are in circumscribing and limiting how they engage in the market place. Obviously, managers who become aware of the limitations of their own mindsets stand a much stronger chance to change them and embrace new radical ways to look at existing

and accepted market practices. If you don't, you risk projecting your existing mindset upon the new technology - thereby making the unknown familiar–and overlooking the opportunities of new technology to optimize your business-customer interactions and the fulfillment of customer needs. Therefore, it is essential to become aware of this mindset so it can be adjusted, updated, or perhaps outright discarded.

Not surprisingly, whenever newcomers introduce dramatic changes to a market, the typical reaction by managers in existing organizations is to increase organizational activities based on their existing mindsets. Recent research in neuroscience shows that the brain reacts adversely to anything that is perceived as being difficult to achieve. Accordingly, many managers are likely to view Big Data with skepticism, as it contains many new aspects they do not understand, and therefore do not know how to leverage into business value. While one manager might envision Big Data as a business intelligence system that enables access to vast customer analytics that could enhance and optimize sales tactics, another might envision Big Data as an opportunity for initiating new services to the customers, and another for strategic repositioning in the market, and yet another might focus on the challenges it presents to the organization.

Murli Buluswar, chief science officer at AIG, highlights how mindsets' influence Big Data strategy and culture transformation.

66 The biggest challenge of making the evolution from a knowing culture to a learning culture – from a culture that largely depends on heuristics in decision making, to a culture that is much more objective and data driven and embraces the power of data and technology – is really not the cost. Initially, it largely ends up being imagination and inertia. What I have learned in my last few years is that the power of fear is quite tremendous in evolving oneself to think and act differently today, and to ask questions today that we weren't asking about our roles before. And it's that mindset change – from an expert-based

mindset to one that is much more dynamic and much more learning oriented, as opposed to a fixed mindset — that I think is fundamental to the sustainable health of any company, large, small, or medium."[4]

Each of the four managerial mindsets we describe in this book has a different way of both enabling and preventing managers from making sense of the marketplace. Managerial mindsets represent a leading cause for creating tacit resistance to new thinking. While most managers have the best of intentions in wanting to explore new opportunities for the organization, our research suggests that managers often end up resisting it unintentionally or pulling in very different directions because they have divergent tacit managerial mindsets, each of which becomes projected upon how they use Big Data technology. The result is that Big Data technology might not reach its full potential and remains underused - which is part of the observed unsuccessful investment in Big Data technology that we have seen. Investment in Big Data technology therefore comes with significant risk.

The discussion of how managerial mindsets tacitly bias strategic management is more than half a century old and covers an impressive amount of literature. Already in 1958, March and Simon[5] contested rational decision-making when they said that a manager's decisions are influenced by assumptions, vision, limited knowledge of alternative actions, and the (in)ability to visualize future scenarios. Such 'bounded rationality[6]' implies that managers rely on simplified mindsets when facing complex problems[7]. More complex decision-making requires handling by individuals trained to engage multiple mindsets at the same time and who are able to reframe these according to the optimal match with given market dynamics. Therefore, one determining selection criterion for advancing managers along the career ladder ought to be based on their ability to disrupt their dominant managerial mindset and engage in alternative perspectives. New perspective taking is an ability that should be nurtured throughout managers' careers as they move toward higher

leadership positions. Otherwise, even CEOs risk becoming entangled by their myopic mindset, and thereby overlook how both existing and new resources could be used to identify new strategic opportunities provided by new technology.

We may laugh at well-known examples of experts in their fields who, in the past, understated the influence of new technology because they could not perceive its opportunities within their existing mindset. Among some of the most cited are: Thomas Watson, Chairman of IBM, who back in 1943 said; "I think there is a world market for maybe five computers." Nearly forty years later, the inventor Marty Cooper asserted; "Cellular phones will absolutely not replace local wire systems." Even in the Internet age we find similar examples of mental barriers that eventually were challenged. For example, when Steve Chen, CTO and co-founder of YouTube in 2005 expressed his concerns about his organization's viability when stating; "there's just not that many videos I want to watch."

A more efficient and advanced use of Big Data technology requires an introspective managerial mindset that is capable of 'seeing' and evaluating different ways of doing business afforded by this new technology. Figure 1.1 illustrates how our actions and strategies are influenced by our managerial mindsets that are circumscribed by market paradigms, which in turn are influenced by more fundamental socio-political paradigms. The darker the color, the more tacit, deep-seated, and subconscious the influences are on our thought processes. Because each layer of the Mental Iceberg is tightly connected with the next layer, the deeper the layer, the more hidden and the more influential it is in reinforcing patterns of thinking and creating barriers to change. The deep-seated paradigms lead to an internalization of managerial mindsets that end up influencing strategic thinking and actions.
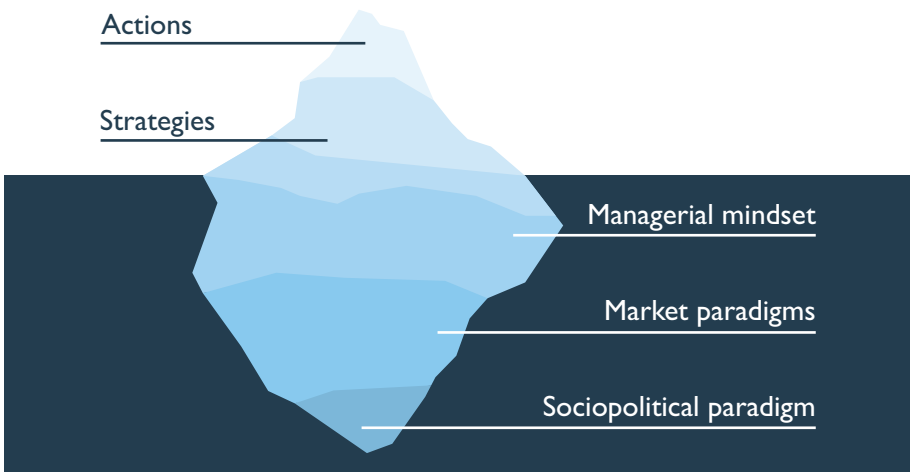
Figure 1.1. The Mental Iceberg: Paradigms and Managerial mindsets

The fundamental paradigms that affect how business is done are the values permeating various sociopolitical systems, such as Social Capitalism in Scandinavia, Capitalism in the U.S., Socialist capitalism in the former Soviet Union, Communist capitalism in China, and Buddhist based market exchange in Nepal (for lack of a more profound expression)! Of course, each of these paradigms could be further traced to earlier political and religious influences. This book explores only the managerial mindsets situated within the largely capitalistic Westernized paradigms, but also identifies new and emerging managerial mindsets that are influenced by the other paradigms. Here, we think about social capitalism that has spurred ideas about co-creation and Buddhist-market based exchange that emphasizes a deeper balance between market forces (capitalism) and the utilization of Earth's limited resources by embracing sustainability and conscious capitalism.

The managerial mindsets are located just below the 'surface' in the Iceberg model. This reflects the possibility to 'surface' given sufficient introspection. On top of managerial mindsets there are everyday 'surface' mindsets which are not depicted in the Iceberg model. These are more

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easily exchanged than managerial mindsets and adjusted according to the context you are in, be it social, formal or intimate. These surface mindsets guide everyday routines such as, locking the door when going to the bathroom, sitting on a chair rather than on the floor when having dinner (when dining in the Western world), holding a fork in your left hand and a knife in your right hand while eating (if you eat in Europe). These are customs, habits, routines, and norms that are relatively easy to be unlearn, change or adjust when you travel to a very different culture.

The managerial mindsets that govern how you go about interacting with customers and stakeholders are located in the continuum between deeper-seated paradigms and surface mindsets. That is, while your dominant managerial mindset is typically tacit and applied categorically across business contexts, it can still be changed given that you realize it governs your thinking and behavior. Figure 1.2 below depicts how our underlying assumptions, ingrained values, and norms about business are governed by four different market paradigms, which lead to creating four different managerial mindsets.
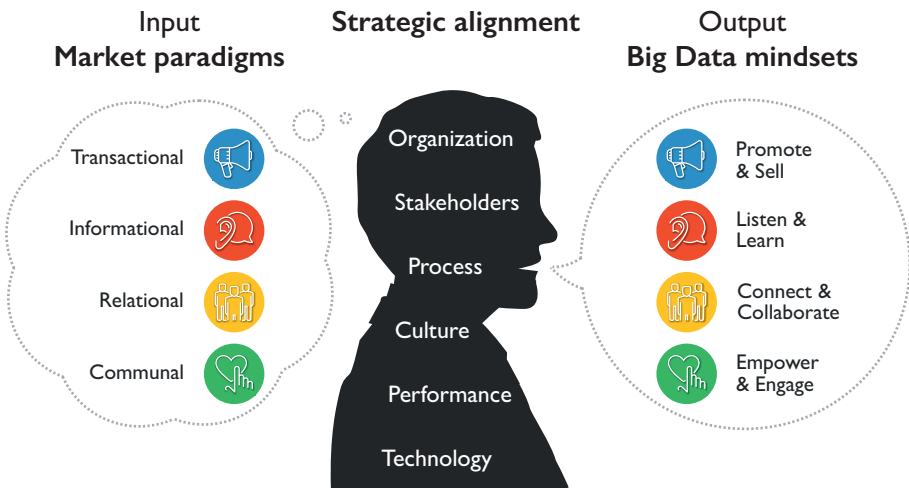

Figure 1.2. Market Paradigms and Your Big Data Mindsets

Arguably, the better a manager's and his/her organization mindsets match with a given market condition, the better the organization will perform, assuming that the organization is able to go-to-market in an efficient and competitive fashion[8]. The challenge with this assumption is that our understanding of the market is a mental construction, one that is biased by our managerial mindsets. As such, it is difficult to determine what constitutes an ideal match until you evaluated the perspective from different managerial mindsets and how they influence the ways in which you make sense of the market.

We are prone to believe that innovative organizations 'see' opportunities where competitors see none and that entrepreneurs have innovative mindsets, but that is not necessarily the case. Seeing new opportunities is as much a result of an unintended application of a newcomer's mindset to an existing market, as it is based on the newcomer's insightful identification of new market opportunities. Innovative managers are typically as unaware of their mindset as other managers. They just happen to have a more opportune mindset given a particular market context. If we would hear more about all (which is the majority) the innovations that failed, we would soon realize this! That is because the 'seeing' of opportunities is rarely done based on a conscious evaluation and subsequent selection among different possible managerial mindsets. Rather, new opportunities arise based on happenstance or luck rather than careful deliberation of different managerial mindsets. This equation could change if managers became more attuned to and aware of how their mindsets influenced their strategic choices.

Therefore, we should be cautious when attributing successes in using Big Data technology to entrepreneurial spirits with special ability to rethink and create new visions. Given that such decisions often are a result of these individuals having the 'right' tacit mindset at the right time (with the right technology), we should also expect that when market conditions change, these organizations are as much in need of inspiration and new

thinking as the more traditional ones. Many of those we see as innovative people might simply be individuals with very different backgrounds who apply their existing tacit mindset to a new environment and thereby disrupts its current market logic. Many newcomers that initially disrupted the market succumbed when the market adjusted. You don't have to be an innovator to take advantage of new technology, but you have to be willing to challenge your mindset if you want to stay at the forefront of the market.

Ultimately, it should be possible for the everyday manager to create new business models and engage in creative rethinking by evaluating various managerial mindsets and their usefulness in a given market with new or existing technology. In fact, becoming aware of your dominant managerial mindset and how it frames your market construction will dramatically accelerate this process. Of course, if it were as simple as that, there would be no need for this book. The reality is that such a process is quite involving and can benefit from facilitation. It is somewhat akin to psychotherapy where the therapist tries to uncover and reframe the way in which an individual makes sense of self and others creating an awareness of why you think the way you do.

As an integral part of reading this book, you are encouraged to take an online managerial mindset test, described in Chapter 4, which will help you identify your own dominant mindset. You can then evaluate if this indeed is the most productive one, given your colleagues' mindsets, your organization's strategic focus, the market conditions, and the possibilities afforded by Big Data technology. Changing your current managerial mindset may be akin to going through a disruptive experience: it typically takes both time and effort. Keep in mind that it is not always a pleasant feeling to engage in this process and you have to question some fundamental assumptions. The introduction to new information alone can be a useful step, but is insufficient for most managers, as it still becomes filtered through their existing mindsets, which prevents managers from

fully taking advantage of and implement new insights This book offers you a helping hand in accomplishing this task by providing you with steps you can take to make the necessary changes and most importantly to become aware of how to think differently.

With this introduction, we hope you feel stimulated to further explore the contents of this book and see how it can help you identify and rework your current managerial mindset.

Contents and structure of the book

Chapter 2 explains the 'what' and 'why' of Big Data technology. Big Data has moved from being described as a hyped technology to that of a multifaceted and crucial managerial tool that will be both integral and essential for business. We briefly introduce you to Big Data and the tasks of keeping track of – and analyzing Big Data in order to identify new and often surprising insights relevant for understanding consumers and other stakeholders by applying it either as a preventive, descriptive, or predictive technology. We describe the different roles of Big Data at the strategic, tactical, and operational levels and lead you through our V9 model, which introduces Viewpoint as a key to optimize the Value from the remaining Vs (Volume, Variety, Velocity, Veracity, Validity, Volatility, and Visuality).

Understanding the why and how of Big Data technology is important, but it is even more important to learn why Big Data is not just a digital add-on to existing business practices. With the right managerial mindset, this new technology offers opportunities to rethink business models and traditional interaction with stakeholders, not the least customers.

Chapter 3 tells you how your managerial mindset develops and why it

is so difficult to change. Here, we explain how your mindset enables and prevents you from optimizing the strategic use of Big Data. Although new technology such as Big Data, at the surface might seem to enable radically and potentially disruptive ways to both understand and interact with the market, if the managers don't 'see' these opportunities because of their mindsets, then the efforts and investments are wasted. While finances, technical know-how, organizational culture, and silo thinking are all potential issues that prevent the optimal use of Big Data technology, we argue and show that a more important barrier is your managerial mindset. We therefore describe the origin of mindsets from a neuro-cognitive perspective. If you feel this gets a bit too nerdy, you can skip it and continue with the next chapter and still benefit from the book.

Chapter 4 invites you to identify your managerial mindset through a dynamic online test at www.yourbigdatamindset.com. The chapter instructs and explains how the online test works. You can assess your dominant Big Data mindset and see how it aligns with the strategic vision and goals of your organization, your colleagues and the corporate strategic mindsets. Confronting yourself with how you interpret the business-customer interaction is the first step toward a managerial mindset disruption process. The online version provides you with an up-to-date benchmarking opportunity where you can compare yourself to other managers, both within your industry and across industries (as we build the dataset).

Part 2

The following four chapters (5, 6, 7 and 8) introduce you to the four dominant managerial mindsets: *Promote-and-Sell, Listen-and-Learn, Connect-and-Collaborate,* and *Empower-and-Engage*. Each managerial mindset is presented in a separate chapter as each mindset produces a particular managerial viewpoint that directs and confines how managers interact with the market and project this mindset on their use of Big Data

technology. Each chapter contains a brief historical tracing of each managerial mindset, with a general description applied to cases that illustrate the mindsets in action. We illustrate and discuss when a managerial mindset leads to fortunate or unfortunate outcomes for an organization. A few cases illustrate the transition from one mindset to another and the workings of more than one mindset as organizations typically consist of managers who hold different mindsets.

We focus on your dominant managerial mindset as it typically sets the stage for how you manage the business-customer interaction. You therefore need to become aware of it in order to critically evaluate its usefulness in exploring and exploiting Big Data technology, as well as understand how it aligns with those of your colleagues, your organization's strategy, and the market conditions.

The identification of your dominant managerial mindset paves a path for achieving a meta-perspective and becoming more agile and flexible in your thinking. It ensures that you will be better at identifying future Big Data opportunities and match these with the needs of consumers. This will help prevent Big Data technology from turning into a worthless investment. Obviously, both managers who have introduced, and the ones who are considering whether to use Big Data technology, will gain useful insights into how each mindset leads to different strategic opportunities.

Chapter 5 discusses the *Promote-and-Sell* mindset. After a short historical tracing and description of this mindset, we introduce several company cases including; Netflix, Chartbeat, Kodak, Tesco, and Starbucks among others to illustrate the use as well as various outcomes of this managerial mindset. With a *Promote-and-Sell* mindset, managers apply Big Data technology as an enhanced broadcast tool that is used to strengthen one-way communication.

Chapter 6 discusses the *Listen-and-Learn* mindset. After a short historical

tracing and description of the mindset, we introduce cases like N26, Delta Airlines, Leo Pharma, and Track Unit A/S to illustrate the use as well as various outcomes of this mindset. With a *Listen-and-Learn* mindset, manages (and presumably their organizations) apply Big Data technology as an amplified listening tool that generates, monitors, and measures a large amount of customer behavior footprints left across large domains of social media as well as interactions with the organization.

Chapter 7 discusses the *Connect-and-Collaborate* mindset. After a short historical tracing and description of the mindset, we introduce cases such as Nokia N8, Lego, and Intuit to illustrate the use as well as various outcomes of this mindset. With a *Connect-and-Collaborate* mindset, managers use Big Data to engage with their customers. Customers are regarded as a source for deep insights and innovation. Managers will establish measures to interact, collaborate, and co-create with customers on an on-going basis that affect the core of their business model.

Chapter 8 illustrates the *Empower-and-Engage* mindset. After a short historical tracing and description of the mindset, we introduce cases, such as Whole Foods Market, Tesla, Claus Meyer, and the Roskilde Festival to illustrate the use as well as various outcomes of this mindset. With an *Empower-and-Engage* mindset, managers use Big Data technology to engage with both their immediate stakeholders and broader societal stakeholders. Managers and their organizations are actively focused on broader societal issues. Being profitable is regarded as a means to a larger end, rather than an end in itself as is the case for the previous three mindsets. The term *conscious capitalism* is a representative concept for this mindset.

Chapter 9 invites you to step out of your mental comfort zone and into the uncertain territory of challenging the status quo of your mindset. We describe how important it is to reflect on your managerial mindset for learning and reacting to opportunities such as Big Data technology. This

involves challenging your managerial mindset and possibly changing it as well as the organization's future market approach. The management challenge becomes how best to 'disrupt the organization', to transform its business model such that it can deal with - and adapt to - evolving, hyper-dynamic, and disruptive business environments.

Chapter 10 introduces you to the Mindset Matrix and the Big Data Strategy Compass. These tools provide a structured point of departure for discussing how Big Data technology might afford new strategic opportunities, but also requires new ways of viewing the market. The Mindset Matrix identifies four types of interactions that need to be addressed within an organization in order to optimize the benefit from the introduction of Big Data. We suggest organizations use the Mindset Matrix to systematically analyze how well managers' mindset and their organization's mindset align internally as well as externally with the market dynamics that increasingly represent a demand for an agile mind to face the rapid changes and in some instances radical new business models, such as platforms.

In most chapters, we provide various practical examples to illustrate how to incorporate Big Data technology into your organization. No single glove fits all hands or organizations. In order to convince upper level managers and your colleagues to engage in a transformative journey with Big Data technology as your companion, several options and pathways have to be explored. One option is to discuss your mindsets within your management team to identify the best one that fits with your organization's capabilities and market demand. In wrapping up the book, we provide you with a motivating 10-step process to accelerate your success with changing your mindset. This short epilogue may inspire you with the help of Led Zeppelin lyrics as you pursue your Big Data journey.

We hope this book will be a stepping stone for you and your organization toward breaking down unrealized mental barriers so that you and your

colleagues can adopt and use Big Data technology in new and strategically relevant ways. This is where true business disruption begins.