ADAPTIVE ETHICS
for DIGITAL
TRANSFORMATION

A New Approach for Enterprise Leaders
Featuring Frankenstein vs. the Gingerbread Man

MARK SCHWARTZ

Foreword by Gene Kim
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Table 1.1: Values

Traditional Bureaucratic Organization	Digital Organization
Impersonality (Leave Yourself at Home)	Inclusion (Bring Yourself to Work)
Rationalized Production	Continuous Innovation
Neutrality	Care
Owned Time	Owned Efforts
Functional Skills	Generalist Skills
Conformity	Contribution
Deference	Impeccability
Predictability	Adaptability

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Mr. Schwartz has been passably ethical in a wide range of organizations, public sector and private sector, large and small, good and evil, benevolent and malevolent. As an enterprise strategist at Amazon Web Services, he works with leaders of the world's largest companies on the challenges of digital transformation: cultural change, organizational structure, governance models, investment strategies, and his favorite topic, overcoming bureaucracy. He has been the CIO of US Citizenship and Immigration Services and Intrax Cultural Exchange and CEO of Auctiva. His four previous books on IT leadership have earned him a passionate following that might very well be in need of ethical instruction. Mr. Schwartz has a BA in computer science and an MA in philosophy from Yale and an MBA in Unethical Studies from Wharton.

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