


FT PUBLISHING

# GOING DIGITAL



What it takes  
for smoother  
transformations

A practical and revealing guide for anyone dealing with transformation, whatever their business or sector. Throughout the book, you will:

- Understand how to navigate digital transformation and change, whatever your sector or challenge.
- Build a mindset that's ready and adaptable to digital disruption.
- Learn quickly, fail fast and adapt unexpected discoveries to help your business evolve, stay relevant and boost profits.
- Discover how to win over individuals and teams to change the way they operate and work more efficiently.
- Read the stories of internationally recognised companies to learn what worked (and what didn't) for them.

*'This wise, expert and supremely practical guide is an invaluable aid to navigating the nitty gritty of pushing digital change.'*

**Prof. Dr Lucy Kueng**, Digital Transformation Expert, Senior Fellow Reuters Institute, Oxford University

*'This ideal guide takes the mystery out of transformation showing the way to success in a digital world.'*

**Liz Hannam**, Head of News, ITV News Central

LYNDSEY JONES AND  
BALVINDER SINGH POWAR

## **Praise for *Going Digital***

‘Here is the essential guide to how managers should adapt their businesses to the digital revolution. Written by a journalist who was the driving force behind the shift from print to digital in the *Financial Times* newsroom, the book offers many examples of how to change mindsets and work practices – and keep employees on board.’

***Lionel Barber, Editor of The Financial Times 2005–2020***

‘Digital transformation is a daunting challenge. This wise, expert and supremely practical guide is an invaluable aid to navigating the nitty gritty of pushing digital change into the heart of your organisation. If you need to know where lean stops and agile starts, and how to craft a vision that truly heralds change this is the book for you. Highly recommended.’

***Prof. Dr Lucy Kueng, digital transformation expert;  
Senior Fellow, Reuters Institute, Oxford University***

‘This is an ideal guide for anyone working in an industry where change is the only constant. Drawing on the experiences and advice of those who’ve been there before, it takes the mystery out of transformation showing the way to success in a digital world.’

***Liz Hannam, Head of News, ITV News Central***

‘*Going Digital* is an essential survival kit in our journey of a constantly changing environment, giving the reader the inside and real view from champions behind the scenes sharing their tips on how to drive change at companies. It will become your bedside book.’

***Berta Merelles, Senior Director,  
BTS Global Consultancy***

‘This book frames and filters that bigger dataset helping to benchmark one’s own experience with examples from peers who faced similar challenges. Its value lies there, providing an understanding on how they responded and what succeeded, helping to lay out your own tailored approaches to these relatable problems.’

The book serves that practical purpose. It is a great read and I was pleased to find out how many of the experiences paralleled what I had also encountered these past 18 months. It felt immediately like a validation that my journey was not uncommon and that I could learn something of value to my aspirations through the anecdotes of others.'

*James Murray, Co-founder  
and Chief Engineer, Offworld.ai*

GOING DIGITAL



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Lyndsey Jones  
Balvinder Singh Powar

# GOING DIGITAL

WHAT IT TAKES FOR SMOOTHER  
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**From Lyndsey Jones**

For David, my husband, sounding board and tactician

**From Balvinder Singh Powar**

For Satinder 'Sunny' Singh Powar, my identical twin; even though you are far away, this book is a way to honour your inspiration, creativity and memory





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# ABOUT THE AUTHORS

**Lyndsey Jones** is the lead author who was inspired to write *Going Digital* after spending several years leading digital transformation projects at the *Financial Times*.

She is currently a consultant, strategic advisor and coach working with media companies across Africa and Europe on digital transformation of their newsrooms, from operations to content strategy. She is also an international speaker, guest lecturer and business mentor.

As an executive editor at the FT, she played a key role in streamlining editorial operations and reshaping the newsroom to shift its main focus and mindset from print to digital publishing and collaborating with colleagues, teams and the union to secure buy-in to change.

Lyndsey was the architect of the 'broadcast schedule' aligning content publication with peak audiences to boost traffic, engagement and subscription revenue. She also devised and implemented a content reduction strategy to allow resources to focus on delivering the FT's gold standard journalism in digital formats.

**Balvinder Singh Powar** is the co-author and an adjunct professor and business mentor at IE Business School in Madrid, specialising in leadership, team management and motivation, innovation culture, mediation and conflict resolution, and entrepreneurship globally.

He co-developed a system called 'Unfold Work' in 2019 on how to create effective virtual hybrid teams with a focus on 'distributed work', where group interaction, neuroscience and agile and lean methodologies are key.

He is also a founding partner, board member and director at Booster Space Industries and Aerdrone, which are both new space/aerospace consultancies.

Balvinder is passionate about the importance of building strong and effective teams and enabling projects, which push boundaries. He is a strong advocate of self-empowerment and pro-activeness to achieve one's goals, with his favourite quote being that of Mahatma Gandhi: "Be the change you want to see in the world."

In 2015 he became a business mentor at The Founder Institute, one of the largest start-up networks. In 2017 he became a partner at B-Scaled, a consultancy helping mainly tech start-ups to find clients and investment

globally. His current focus is on wellbeing projects in the therapy, mindfulness and hydroponic food production sectors.

English of Indian origin, and resident in Spain, he is a business and finance graduate who also studied a masters in mediation from the University of London. He has extensive experience leading business, social, cultural, media and technology projects in Spain and internationally.

# AUTHORS' ACKNOWLEDGEMENTS

## LYNDSEY JONES

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FT columnist Brooke Masters and author Fran Abrams, both of whom warned me how long it was going to take to write a book (months) and that I had seriously underestimated it (weeks). They were right.

Tony Major, former assistant editor at the FT, who asked me to help lead and manage a digital transformation project, which involved not only changing the print production operation, but also working practices in the newsroom.

That experience led me to other transformation projects, where I became the architect of the *broadcast* schedule, a global online publication system, working alongside the then head of news, Peter Spiegel. And later, I devised a strategy to prioritise value over volume, reducing the number of stories published.

And to all the journalists that I have had to cajole, trick or laugh, and enforce (aka encourage, influence and persuade) into changing their working practices.



All of this change management experience inspired the idea for this book.

Balvinder Singh Powar for agreeing to come on this crazy journey with me at what turned out to be not only a crazy time for the world but for him personally. He pulled the stops out to give his insights and change management expertise for which I am deeply grateful.

My parents, Glenda and Alan Jones, for not only encouraging me to become a journalist in the first place but also listening every night for several months to my updates on the progress and process of writing this book.

And finally, my husband David Bell for all the advice he gave me when I was navigating digital transformation during my career, whose strategic nous and logic helped me to tackle the challenges that I faced at the time.

## BALVINDER SINGH POWAR

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My mum (Surinder Powar) and dad (Jagdish Powar) who always did their best and made education a key driver for our future success. My brothers Raja (Rajinder) and Sunny (Satinder) who inspired me to always better myself.

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