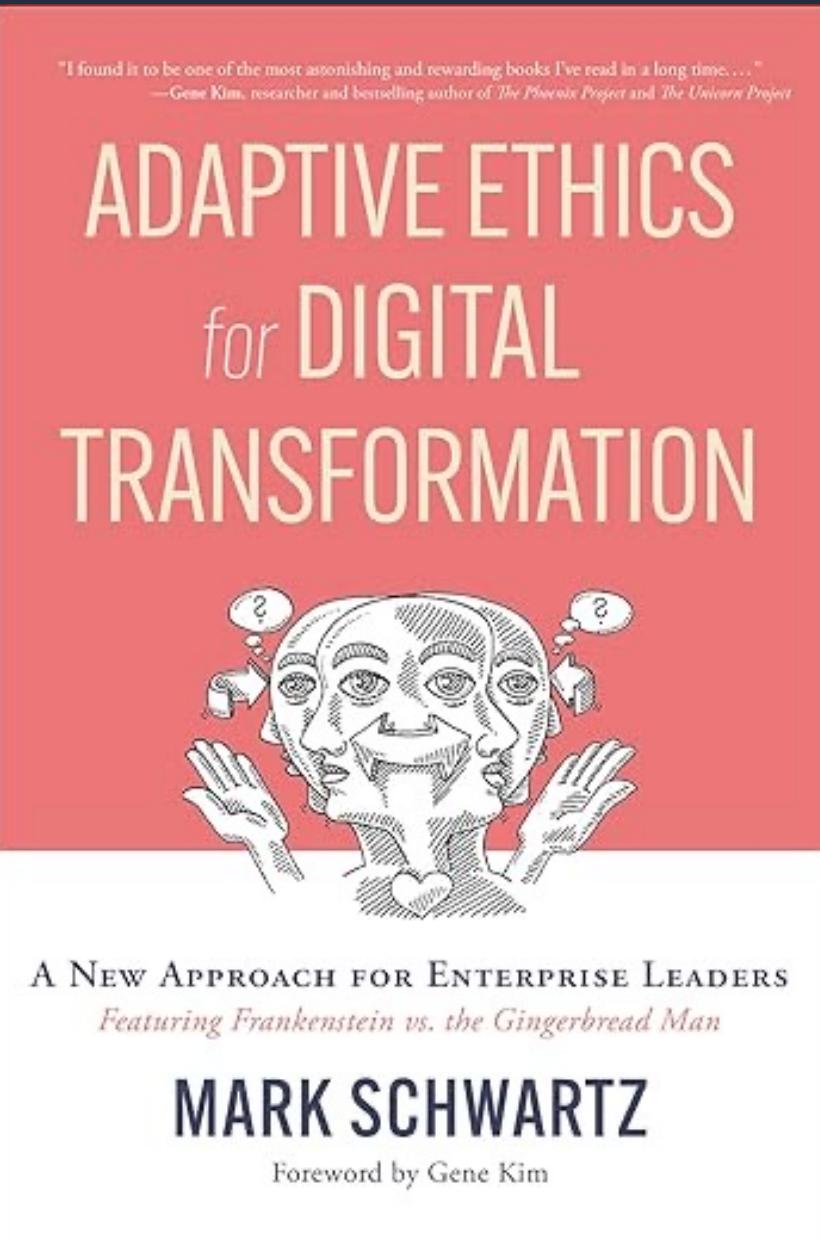


# Adaptive Ethics for Digital Transformation

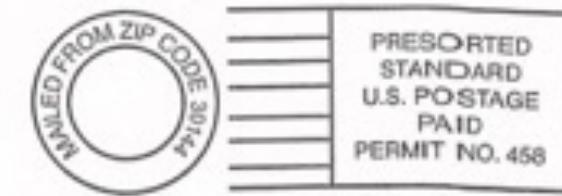
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Mark Schwartz  
Enterprise Strategist  
Amazon Web Services





Records Division  
P.O. Box 100090  
Kennesaw, GA 30156



**SECOND NOTICE**  
**TIME SENSITIVE**

Important Document Enclosed

EXXXAW-6

30 Winter Street  
Boston, MA 02108



## Notice of Extra Benefits

Respond before December 7, 2021.

### FOLLOW-UP NOTICE

Commonwealth Care Alliance® Medicare (PPO) Plans.

Healthy  
\$200 o  
over-th  
See ins

Personal and Confidential  
Open Immediately

### IMPORTANT

The RE: Warranty; Customer ID: CVV000VKXD  
Order Mark Schwartz 01-219  
Of 7 Landers St  
Somerville MA 02143-2807



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PAID  
Mailed from  
63375  
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**T-2**

**2022 BENEFIT INFORMATION  
FOR MASSACHUSETTS CITIZENS ONLY**

**2022**

As a resident of Massachusetts, you are entitled to more benefits not provided by government funds.  
You now have access to a 2022 state-regulated life insurance program which will pay 100% of all final expenses up to \$35,000.  
Return this postage paid card within 5 days to request this new benefit information.

**Please Respond By May 24, 2022**

010103\*\*\*\*\*AUTO\*\*5-DIGIT 02143 T127 P1  
MARK A SCHWARTZ  
7 LANDERS ST  
SOMERVILLE MA 02143-2807



To opt out of future mailings please visit [optoutdmn.com](http://optoutdmn.com) and enter this 9 digit code: 190-070-819.

Complete and return the information below:

NAME	AGE
SPOUSE'S NAME	AGE
STREET ADDRESS (No PO boxes)	
PHONE (With Area Code) (      ) _____ - _____	

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GD3A3U

PL819240248640HK



Your call is important to us. We are experiencing higher than expected call volumes so please stay on the line. Your call will be answered in the order it was received.....

.....





“It was the Golden Age of Russia, and the Czar reigned supreme. Europe, Asia: all the empire was his. Regal coaches carried him in elegance, but with his Cossacks he rode like thunder. Hunting wild boar in the northern forests, hosting feasts for a thousand guests in the Great Palace, no man could match the Czar’s thirst for life. And his drink? The toast of St. Petersburg. Genuine Vodka.“

(Brand name omitted) January 21, 1980.

“It is learnt that the missile landed in an area of Pakistan. While the incident is deeply regrettable, it is also a matter of relief that there has been no loss of life due to the accident.”

*Indian Minister*

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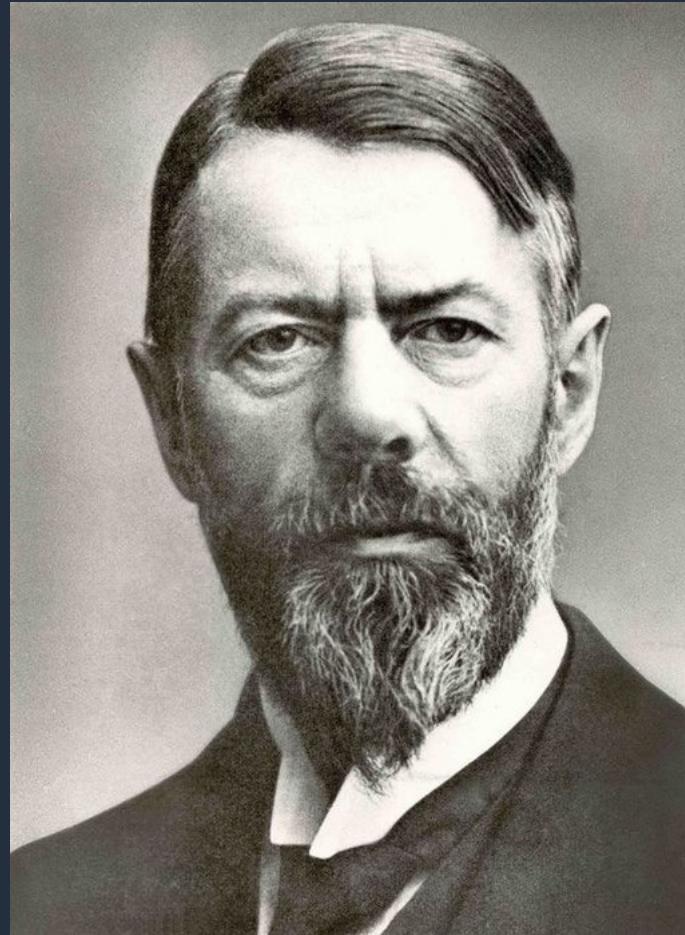
EXXXAW-6



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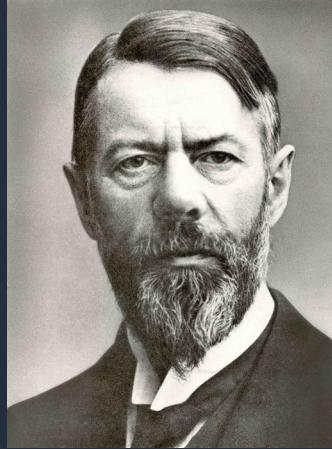
# Bureaucracy



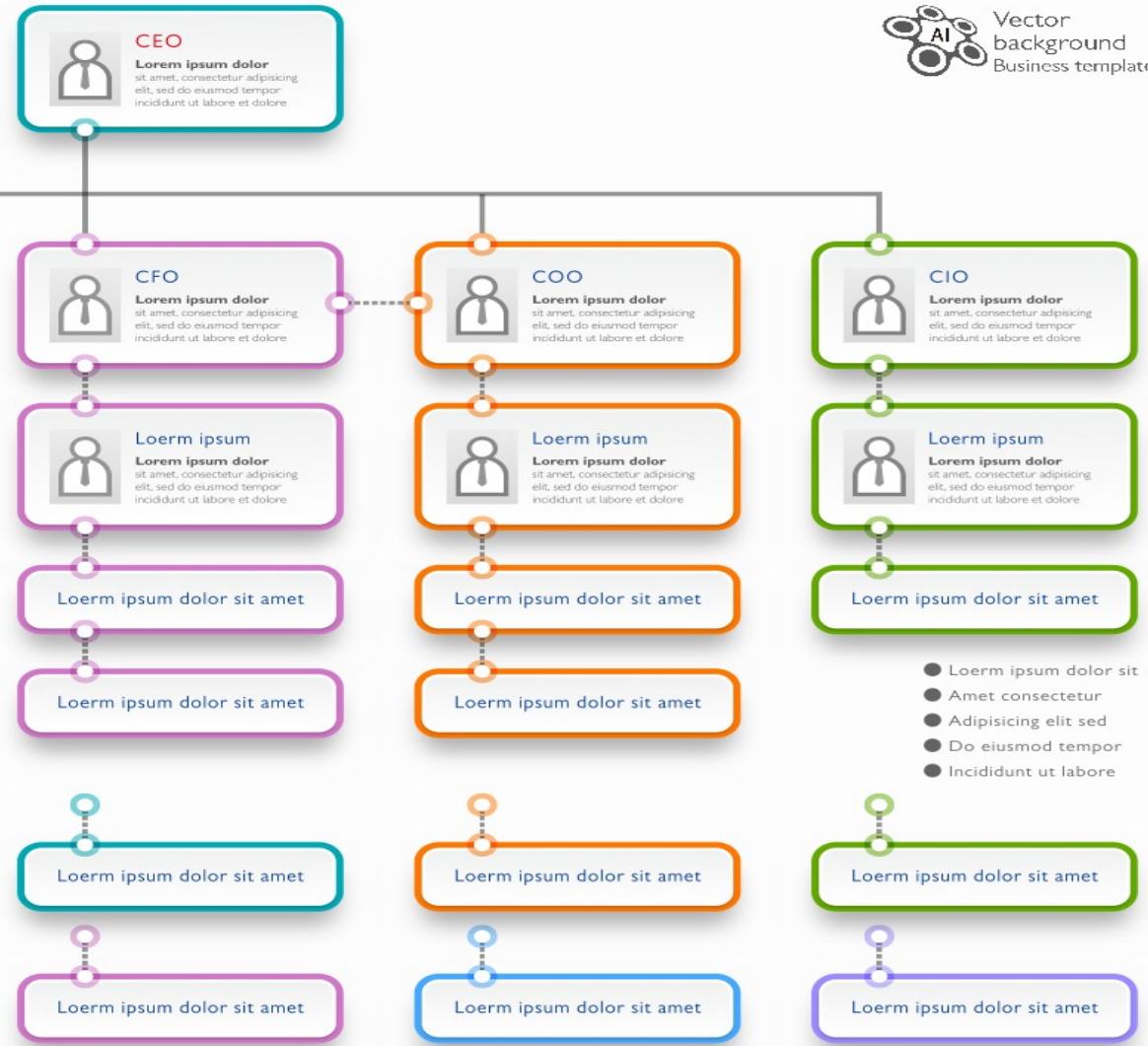
Division of Labor  
Hierarchical Organization  
Rules  
Functional Competence  
Formal, Documented Communications  
Impersonality

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# A (Traditional) Company **is** a Bureaucracy

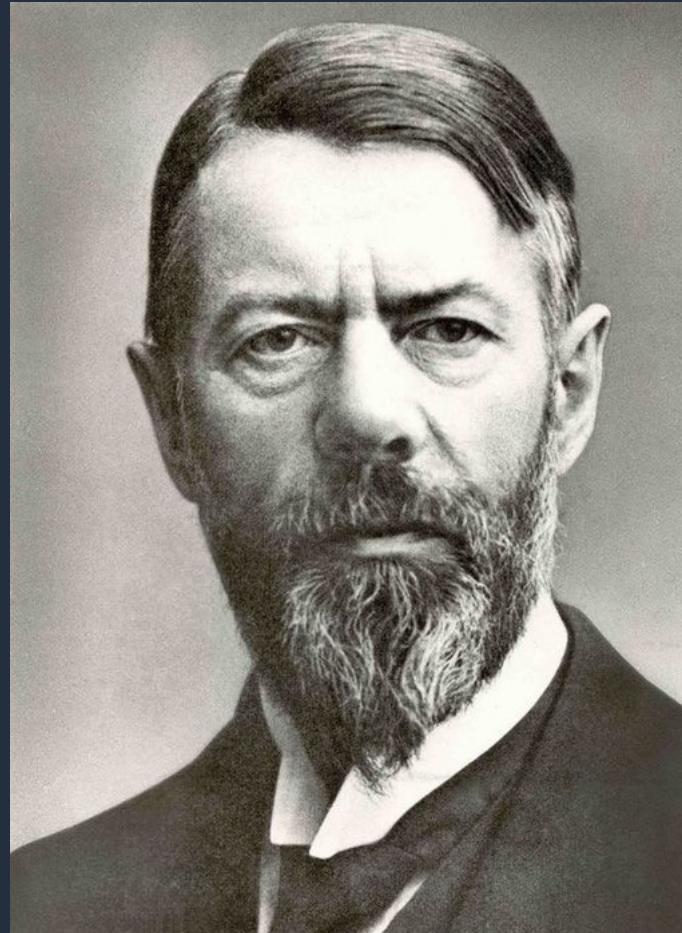


## INFOGRAPHIC Organization Chart



Vector background  
Business template

# Bureaucracy



- ✓ Division of Labor
- ✓ Hierarchical Organization
- ✓ Rules
- ✓ Functional Competence
- ✓ Formal, Documented Communications
- ✓ Impersonality

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# Bureaucratic Values

Impersonality

Rationalized Efficiency

Neutrality

Owned Time

Deference to Superiors

Functional Skills

Conformity

Predictability

# Digital Values

Inclusiveness

Leanness; Innovation

Value Creation; Positive Externalities

Owned Efforts

Flattened Hierarchy; Hands-On Mgmt.

Generalist and Mission Skills

Individual Contribution

Adaptability

“Just as we’re committed to bringing our name to life each day, we celebrate our employees for bringing their true selves to work in every way.

*Progressive Insurance website*



Activity	Points
Visiting a dying patient	1.0 point
Attending a funeral	1.75 points
Making a phone call to grieving relatives	0.25 points

‘But dying defied planning. Patients broke down, canceled appointments, drew final breaths. This left the clergy scrambling and in a perpetual dilemma. “Do I see the patients who earn the points or do I see the patients who really need to be seen?”’



- How can we measure productivity?
- How can we find skilled employees?
- How can we encourage D&I?
- How can we assess performance?
- How can we control autonomous teams?



- They are resistant to change
- There are gaps between the rules
- They lend themselves to legalistic nitpicking
- They try to foresee situations – predict the future
- Something not prohibited by the rules is OK
- They are generally about what NOT to do, not what to do







Vuori

NEW arrivals picked just for you

To: Mark Schwartz,

Reply-To: support@vuori.com

Inbox - Google

May 27, 2023 at 3:01 PM



## New For You

Freshen up your closet with our latest, greatest and soon-to-be-favorite styles.



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Impeccability

Presence

Authenticity

Manners

Care

Courage

Humility

Intellectual Integrity

Curiosity

Stewardship

Inclusivity

Justice

Respect

Practical Wisdom

