Digital transformation is not about technology—it’s about change. In the digital economy, enterprises won’t succeed just by tweaking the management practices that led to past success. Leadership is key. Leaders must set the vision, choose the management team, characterize and help change the culture, and coach and course correct.

**Visión:** enterprises should understand both the threats AND the opportunities enabled by digital. Leaders need to know how to use digital to learn more about their customers as well as to open up enterprise boundaries and work with partners to deliver better products and services. That vision must then be communicated to the entire company.

**Choose the management team:** successful business transformation always requires changing decision rights and often involves organizational restructuring. Being great at digital means providing a seamless experience to the customer, and this means breaking down silos. The company needs great people who understand digital’s potential and who can work together to achieve the vision. The CEO must make the tough decisions to get them in the appropriate places.

**Cultural change:** while planning remains important in the digital economy, enterprises are becoming more flexible, using data to generate insights and then decisions. This entails creating a culture that thrives on new ways of working, like test and learn, and cross-functional collaboration.

**Coach and course correct:** leaders not only set the digital vision, they have to guide behavior. Coaching at every level becomes critical so everyone receives feedback on how to change their behavior. Most enterprises don’t get transformation right the first time, and timely feedback is critical to discovering what works and what doesn’t. Enterprises should expect to learn and make significant course corrections.

Digital transformation requires hard work and won’t happen overnight, so now is the time to start. Getting the right leadership practices in place is a good beginning.