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CHALLENGE THINKING. LEAD CHANGE.

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Towards a Digital Professional Body of Knowledge

Charles Betz, Principal Analyst



Nov 8, 2017

What I will talk about

Understanding the current digital and IT landscape

Scale and the digital operating model

An “emergence” approach to the operating model

Founder

Team

Team of Teams

Enterprise

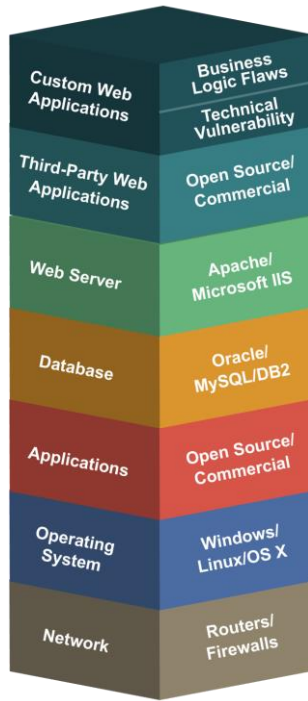
GPS Enrollments in spring 2017

Headcount: 585, 35.9% women

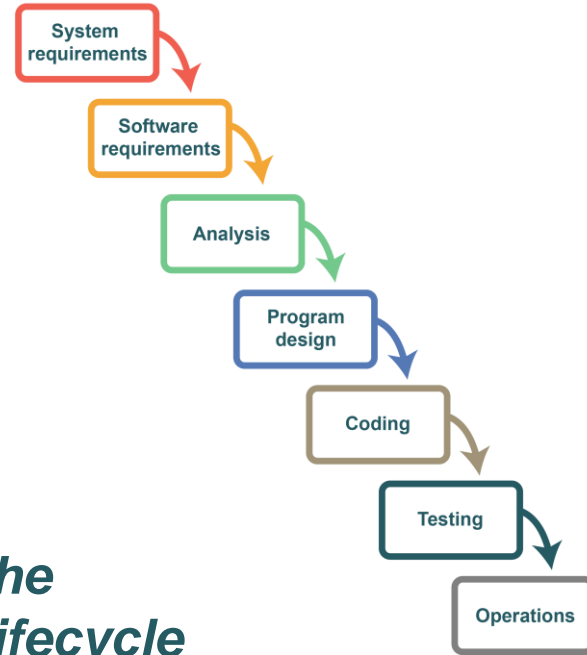
Ethnicity: 43.6% person of color
31.6% international

Average Age: 34

The narratives

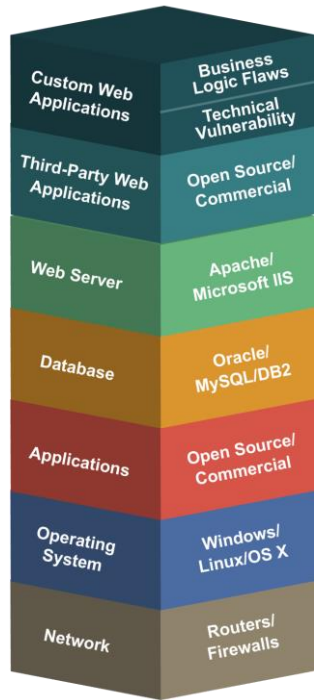


The Stack



The Lifecycle

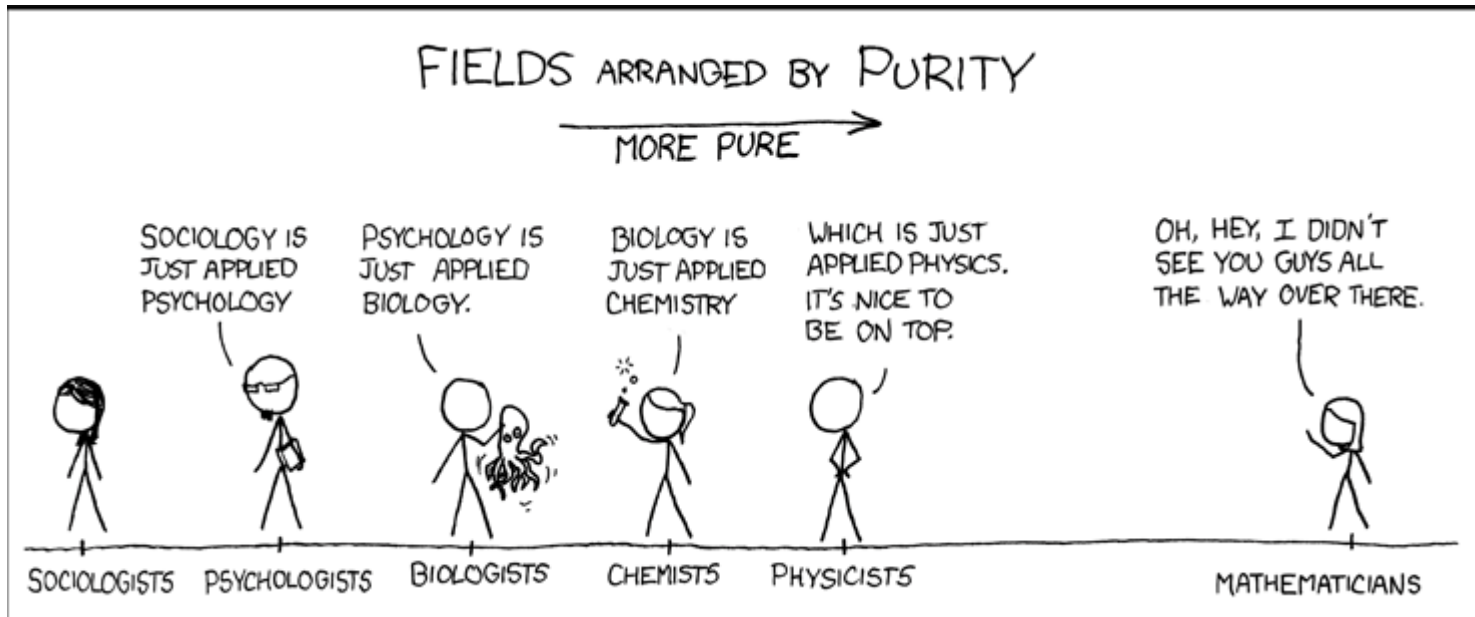
The stack



*The
Stack*

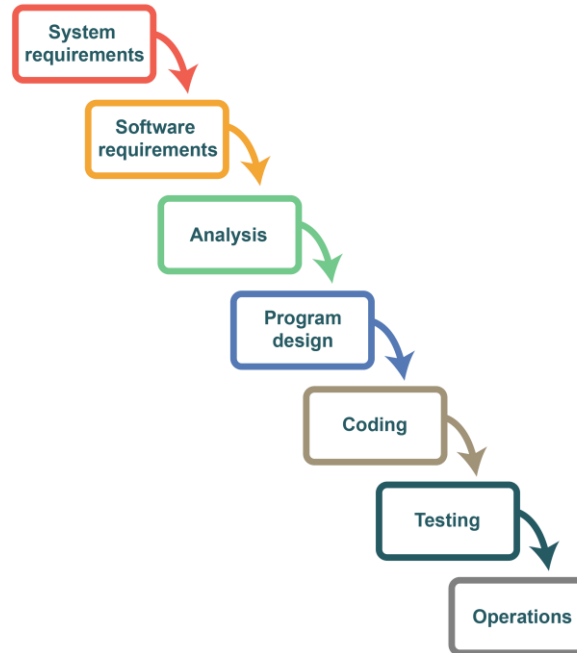
Computer science (bottom-up)
OSI & TCP/IP
Zachman layers
TOGAF

Reductionism

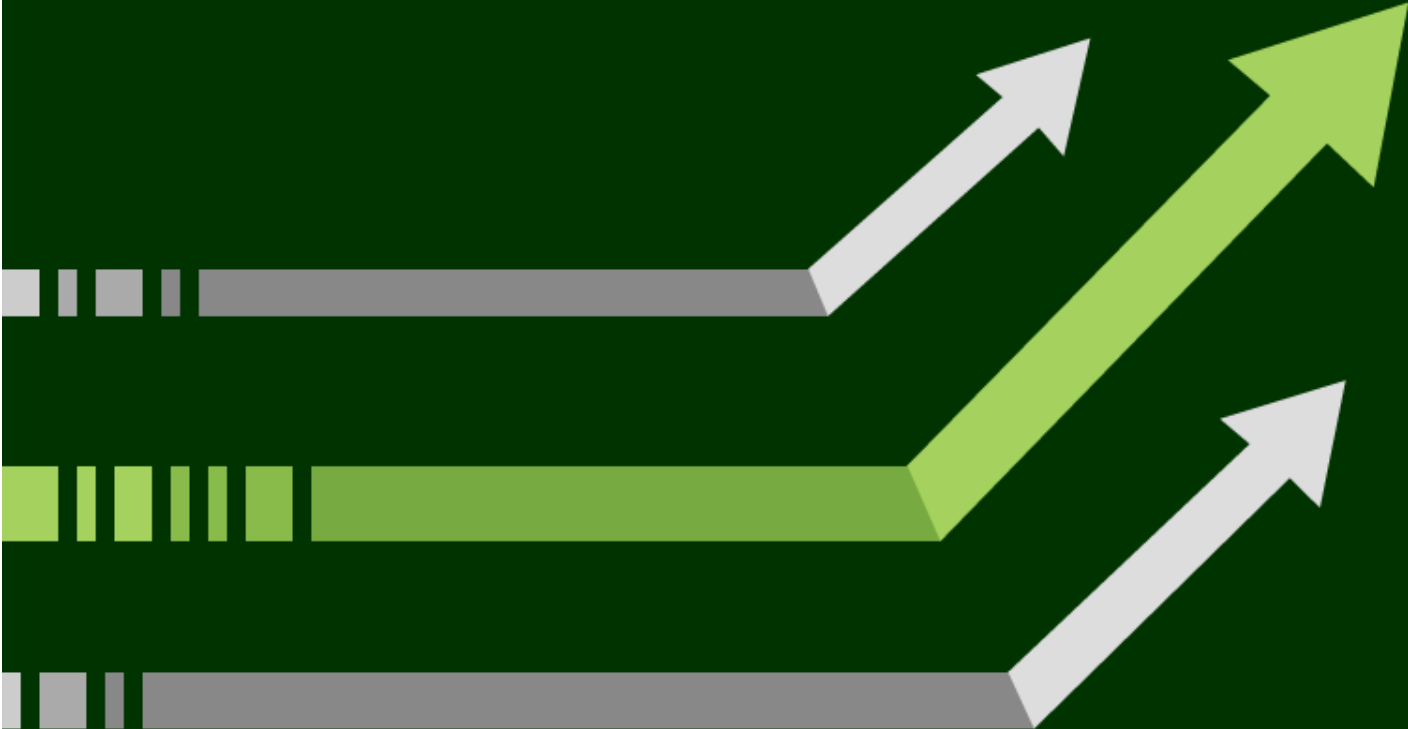


The lifecycle (aka “plan-build-run”)

Software engineering
Most pre-Agile methods
ITIL
COBIT
IT4IT
TOGAF “crop circles”
PMBOK
DMBOK
SWEBOK



How to transform?



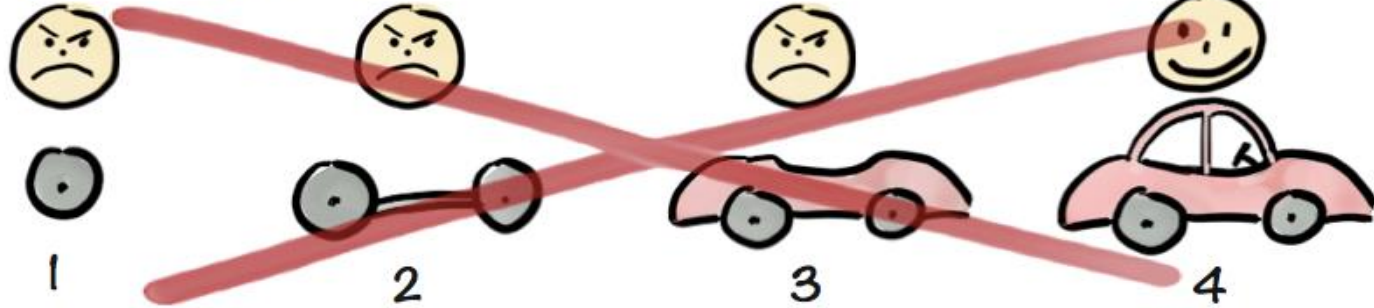
**It's a matter of
scale**



A complex system that works is invariably found to have evolved from a simple system that worked. A complex system designed from scratch never works and cannot be patched up to make it work. You have to start over, beginning with a working simple system

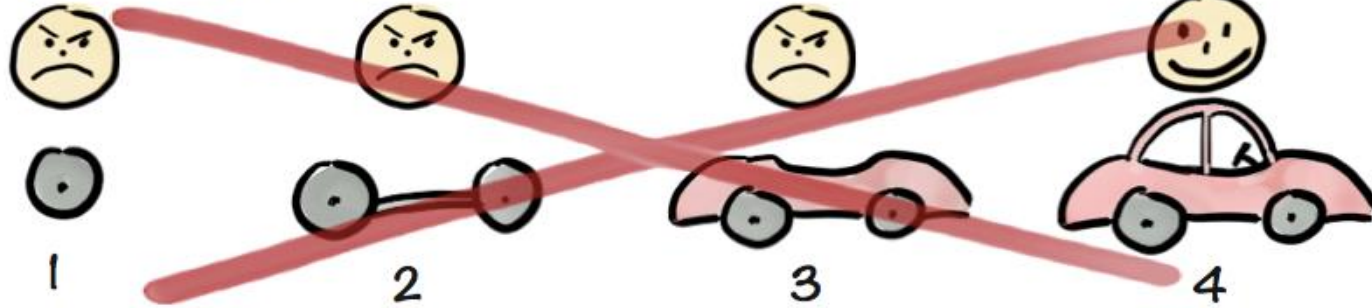
John Gall

Not like this....

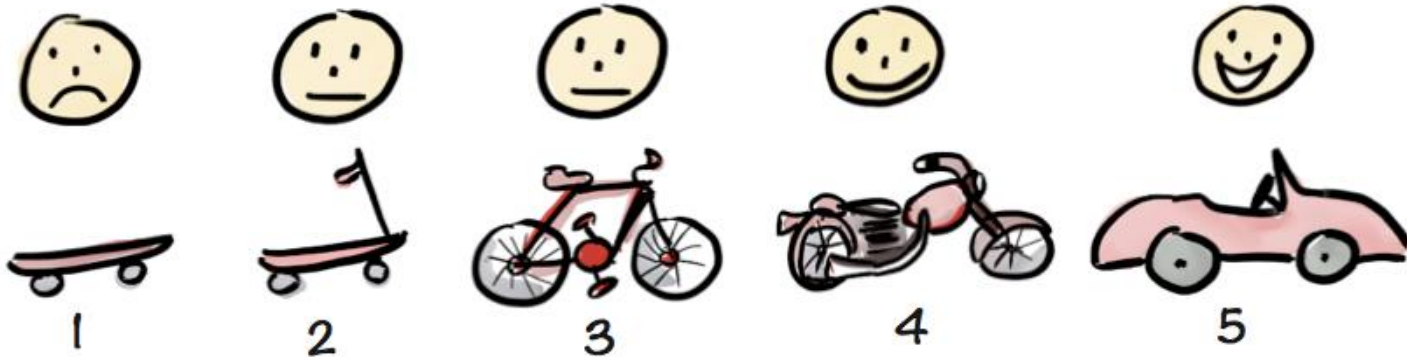


**A
systems
approach**

Not like this....



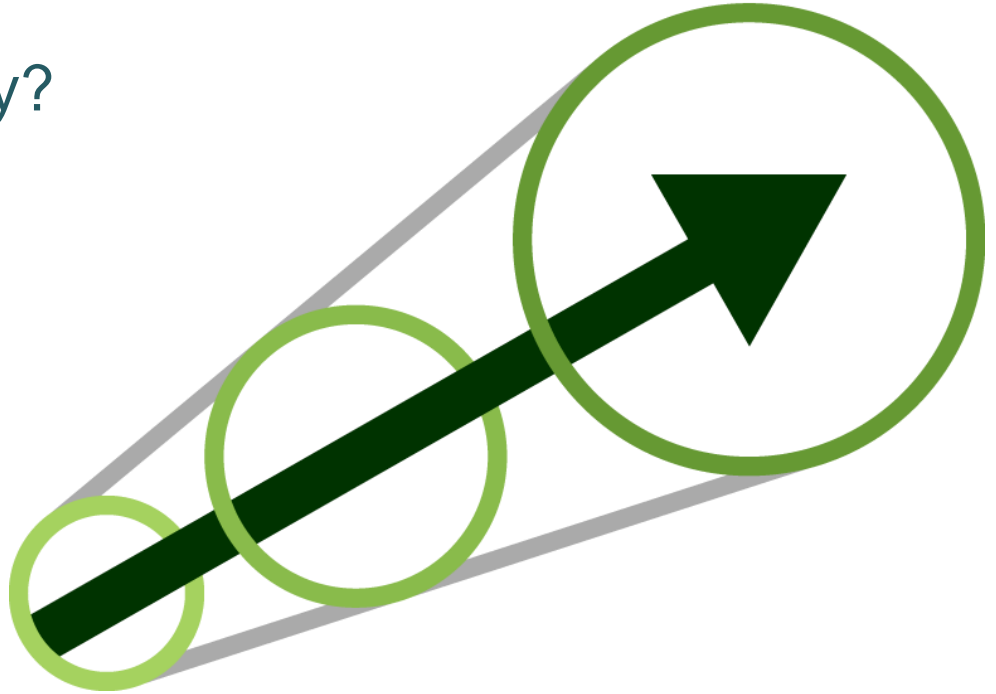
Like this!



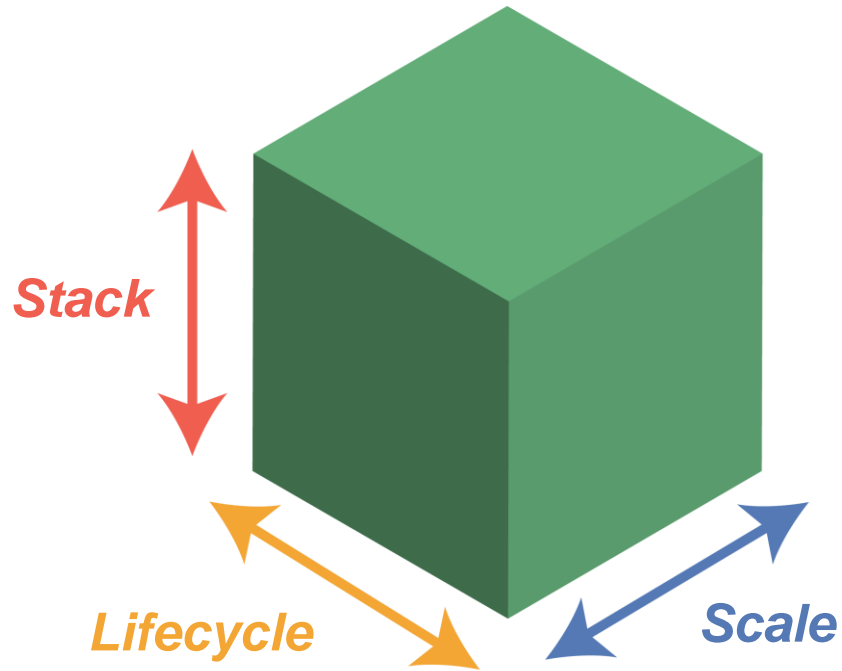
A
systems
approach

Scaling journey

- › What do we need? Why?
- › When do we need it?
- › How is it changing?



The 3 Dimensions of Digital Learning

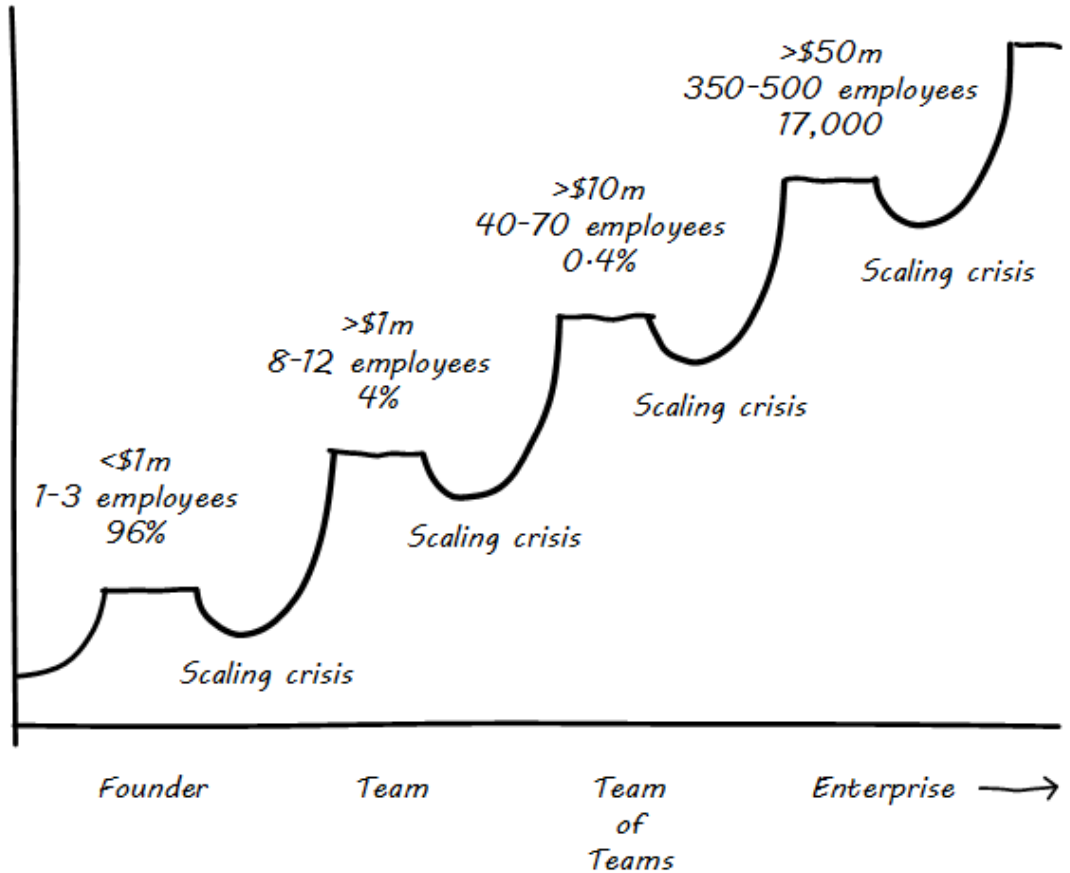




The hero's journey

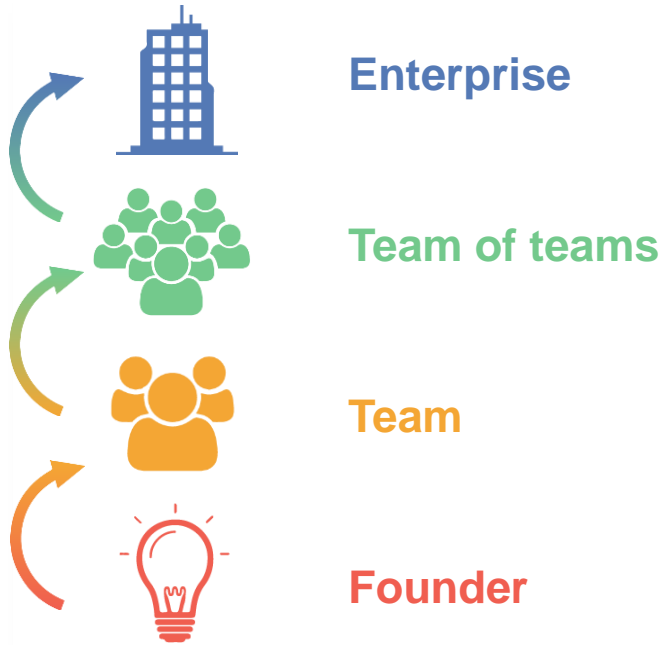
Quantifiable

A basis for research and analysis



Derived from Verne Harnish, *Scaling Up*

Scaling



THE SCALING PROBLEM

What do we need? Why?

When do we need it?

How is it changing?

Founder



Digital Value

From goods to services to experiences

Minimum viable product

Testing, learning, pivoting



Infrastructure

Minimum viable platform

Infrastructure as code

From snowflakes to cattle
to ants to serverless

Opinionated platforms...
full circle?



Applications

Fast feedback: **NOT OPTIONAL**

Test-driven, continuously integrated
& delivered

From batch handoffs to automated
pipeline flow (release engineering)



Team



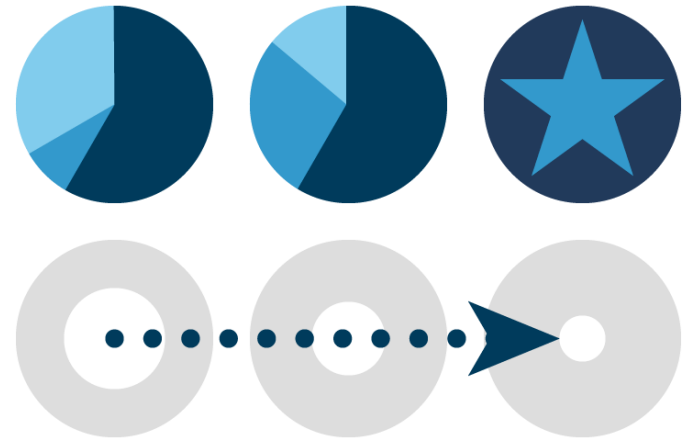
Product Management

Story, outcome, experience

High-bandwidth collaboration
across specialties

Bring the work to the team

Not the team to the work



Work Management

Keep it light – formal process
not needed yet

From control to self-
organization

LIMIT WORK IN PROCESS

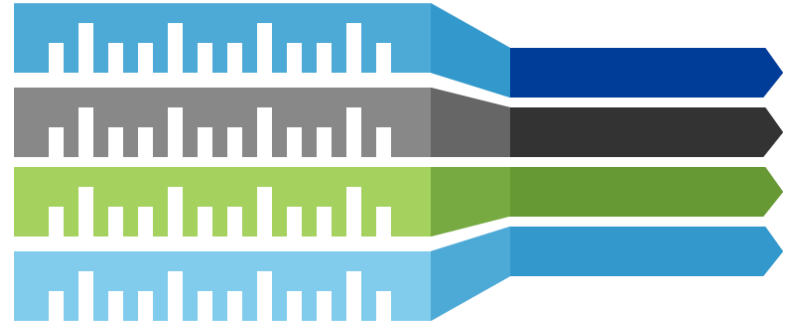


Operations

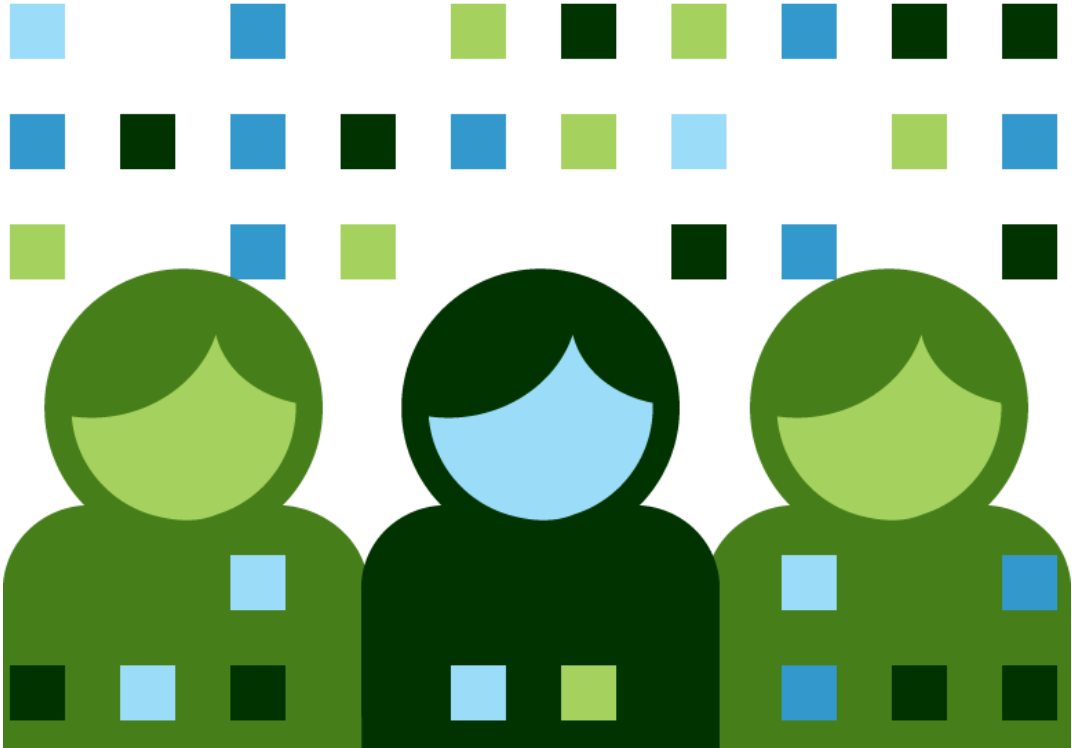
Interrupt-driven work

From “accountability” to
blameless

Site reliability engineering &
Web-scale



Team of teams



Coordination

From hierarchy to network

From defined to adaptive processes (e.g. Case Management)

From efficiency to effectiveness



Investment

From HIPPO to DIBB (Highest Paid Person's

Opinion vs Data, Insight, Belief, Bet)

Project vs product portfolios;
features v components

From cost of inputs to cost of delay



Culture and Organization

Functional vs product – Spotify model

From pathological to generative

Learning, inquiring organization
–“go and see”



Enterprise



Governance & Security

From theater to antifragility

Automation is more
auditable!

Heavyweight approaches can
INCREASE risk of value loss



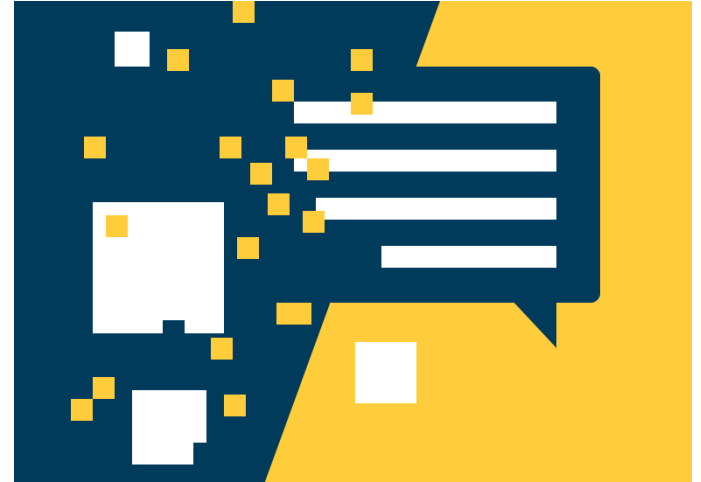
Information

Meaning

Records

From enterprise data model to
domain-driven design

From binary to continuous

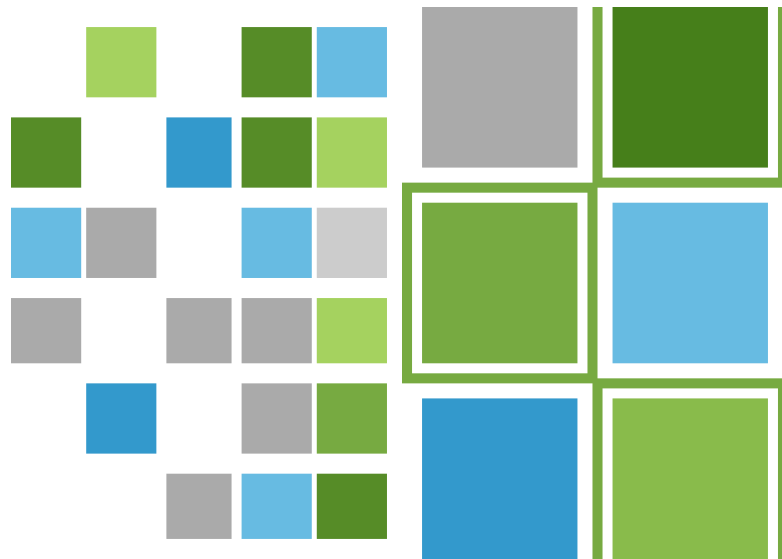


Architecture

From mandate to hypothesis-testing

Technical debt, it's a thing

Architecture as code



From startup to enterprise

Continuity

Architecture
Information Management
Governance and Security

Enterprise



Coordination

Organization and Culture
Investment and Portfolio
Coordination and Process

Team of Teams



**THE
SCALING
PROBLEM**

Collaboration

Operations
Work Management
Product Management

Team



Creativity

Applications
Infrastructure
Digital Value

Founder/Individual



Key state transitions.

Emergence & formalization are a function of scale

Emergence means formalization



People need to see themselves



From startup to enterprise

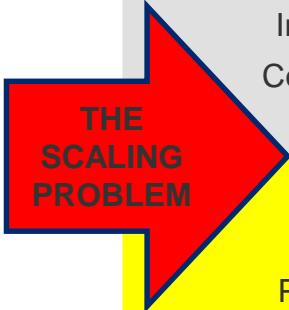
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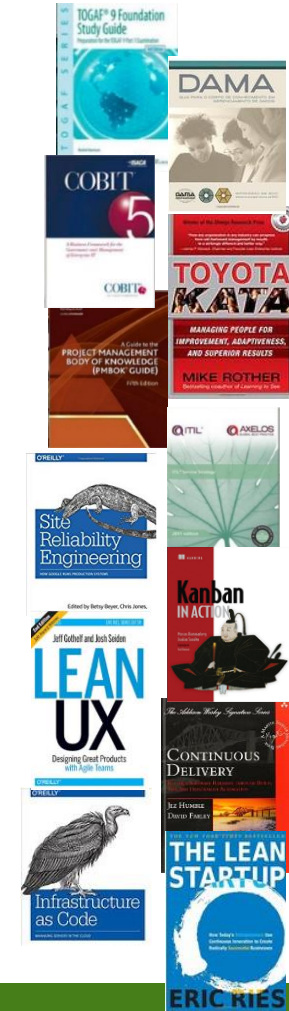
Collaboration

Operations
Work Management
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Team

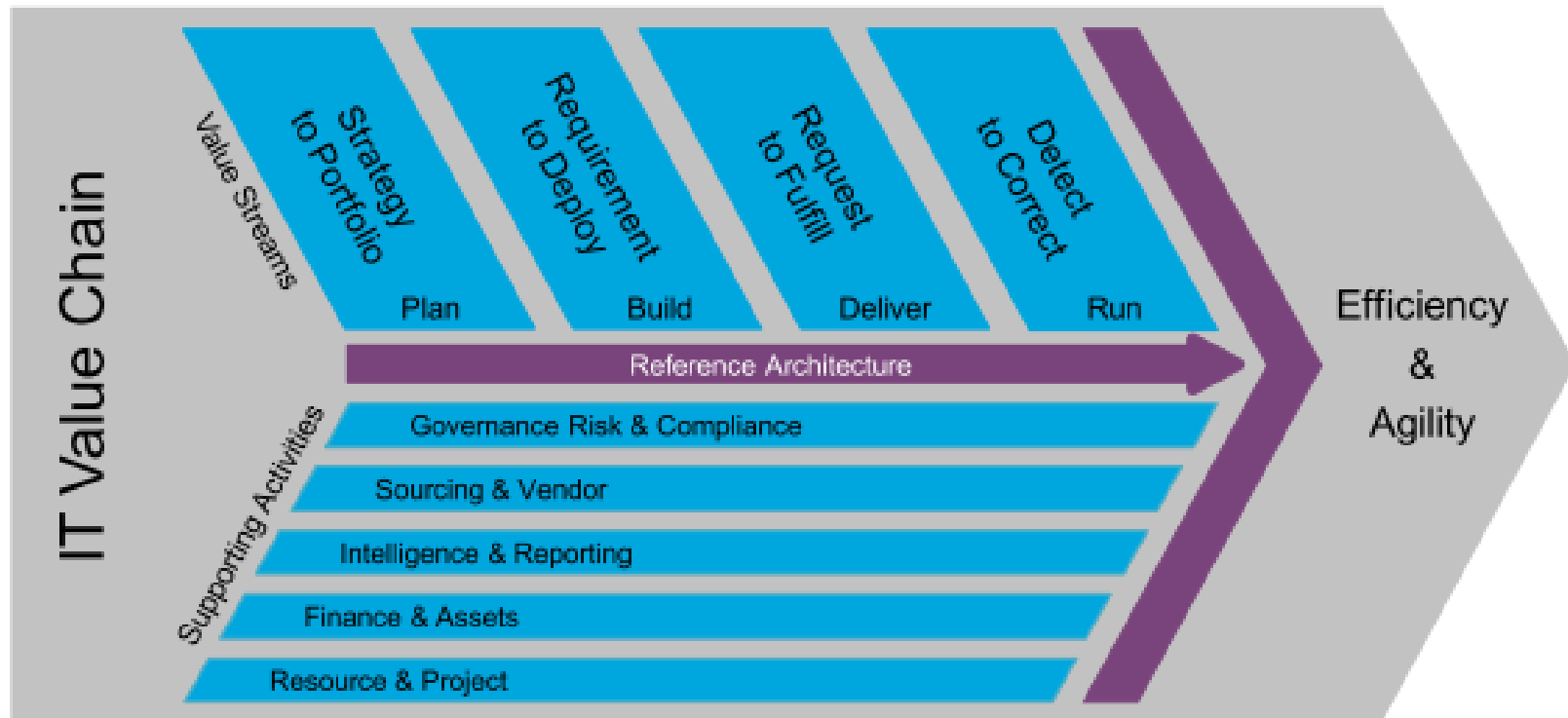


Creativity

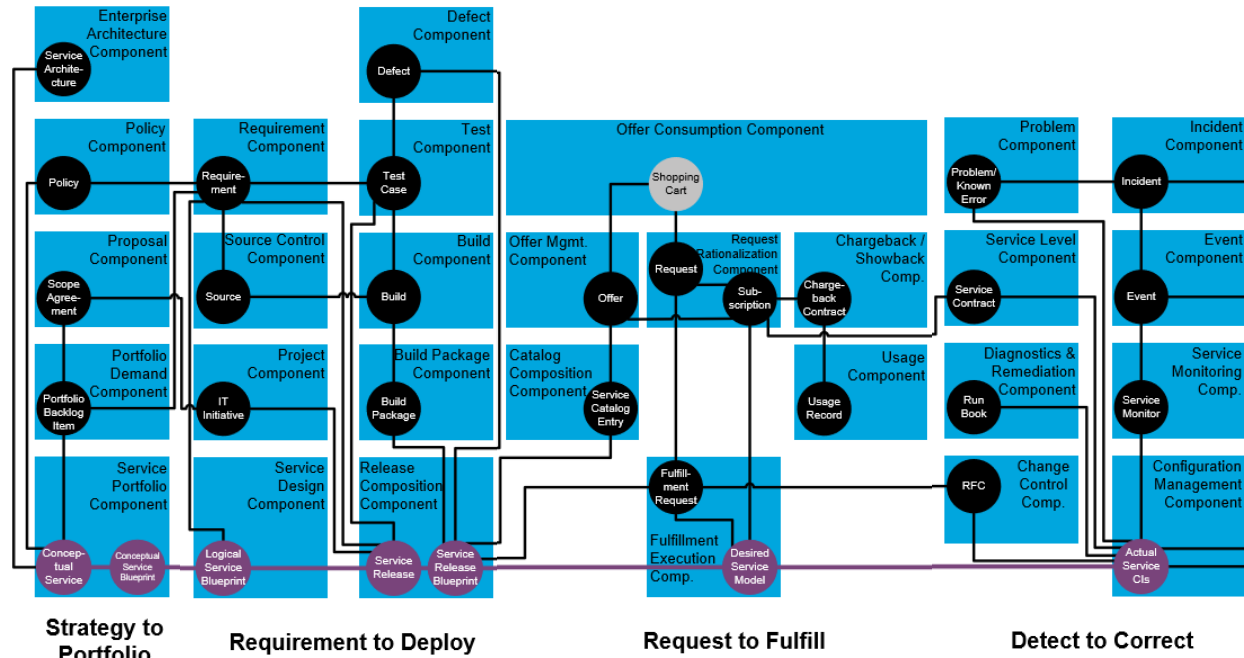
Applications
Infrastructure
Digital Value
Founder/Individual



IT4IT Value Chain



IT4IT™ Functional Model – v2.0



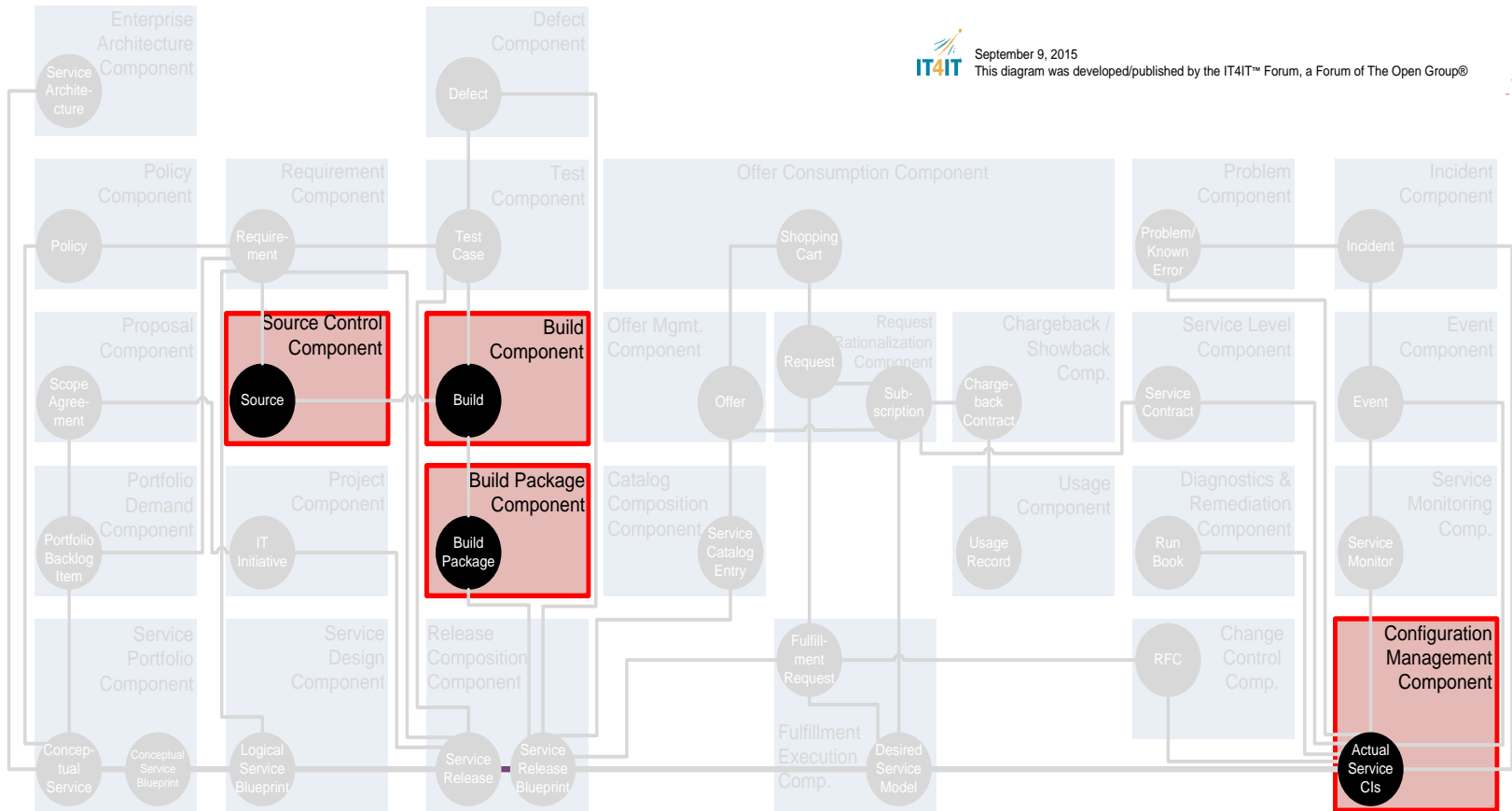


September 9, 2015

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Founder



Strategy to Portfolio

Requirement to Deploy

Request to Fulfill

Detect to Correct



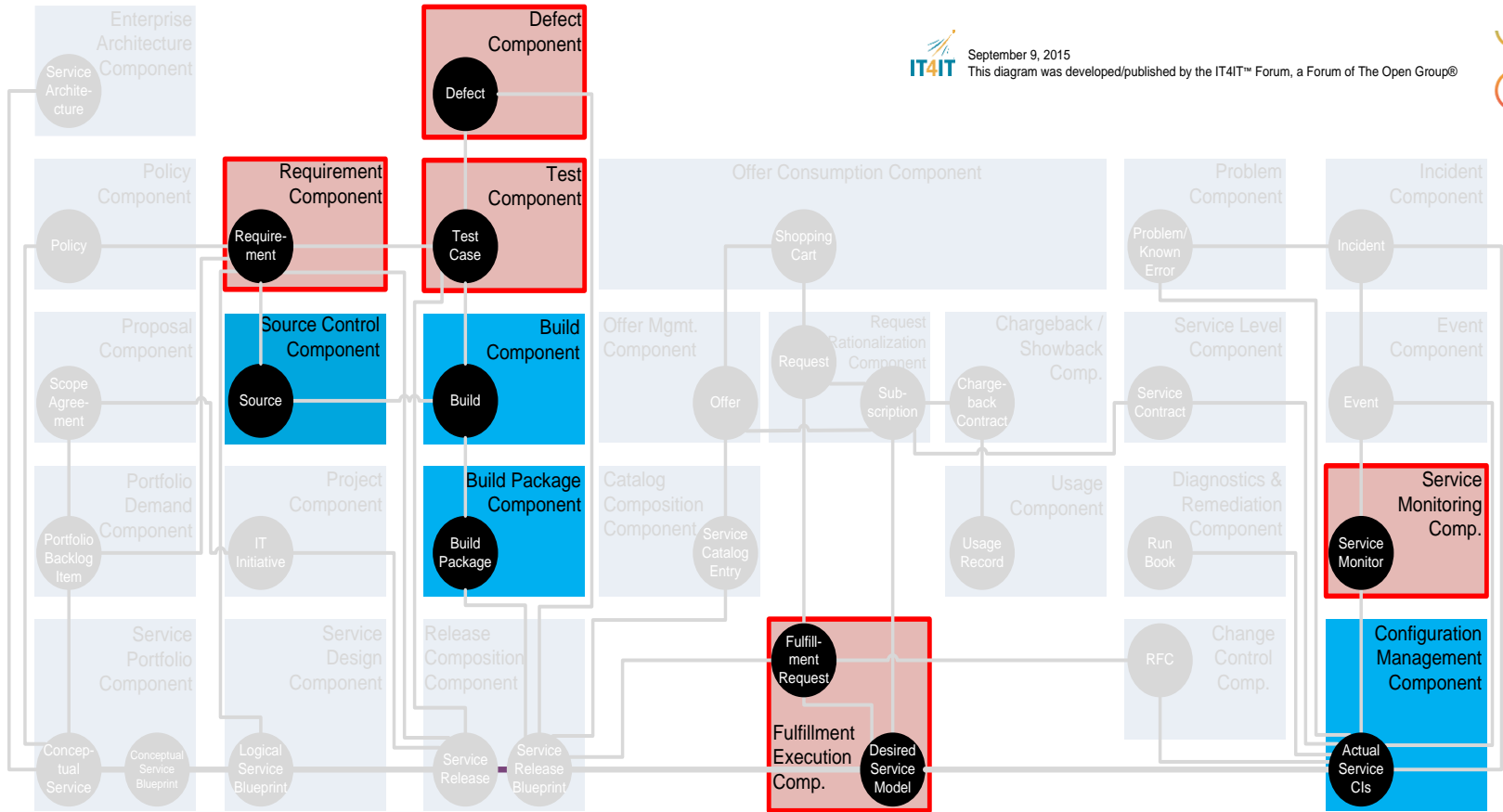
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Team

Founder



Strategy to Portfolio

Requirement to Deploy

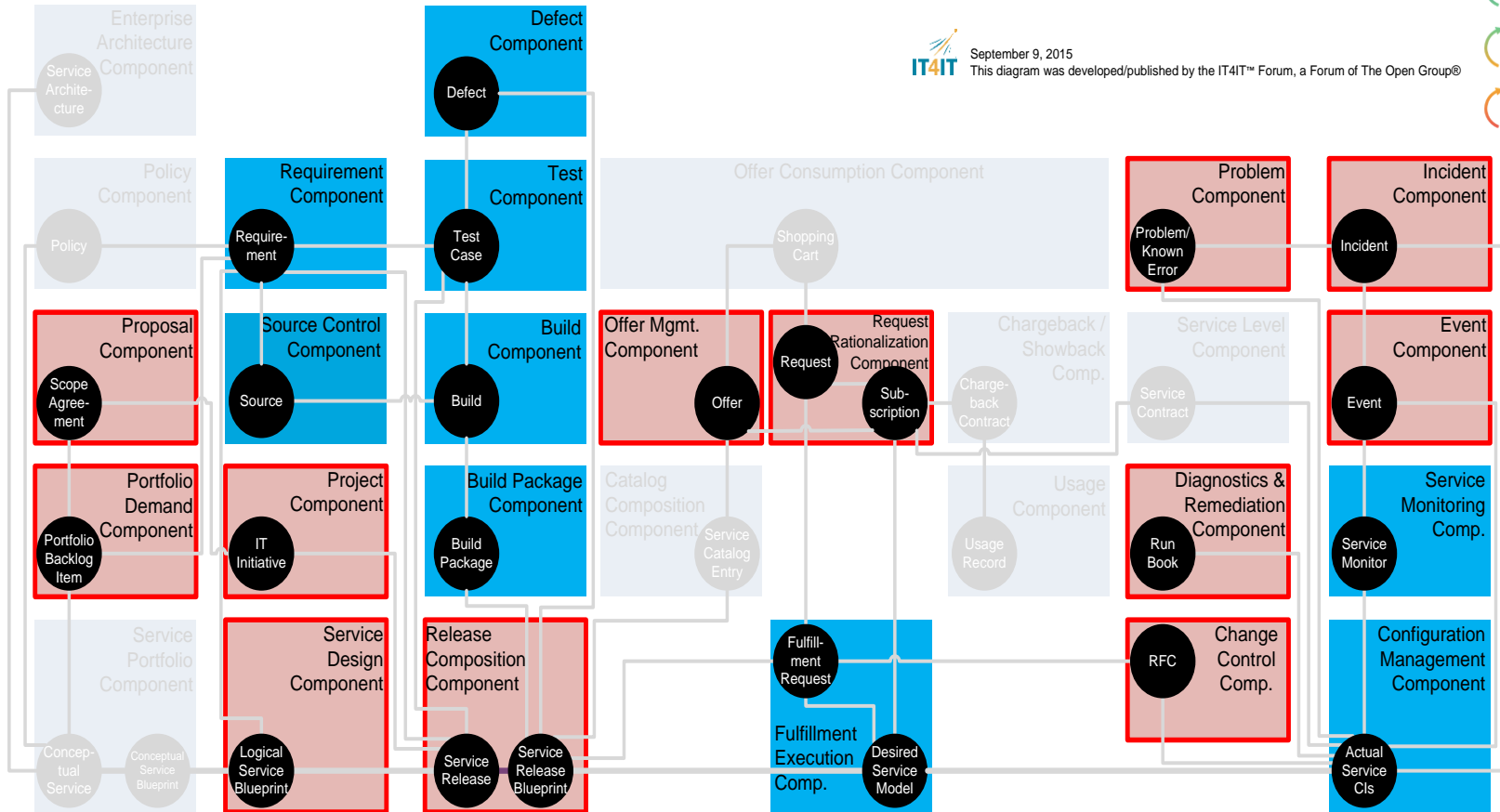
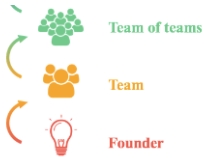
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Strategy to Portfolio

Requirement to Deploy

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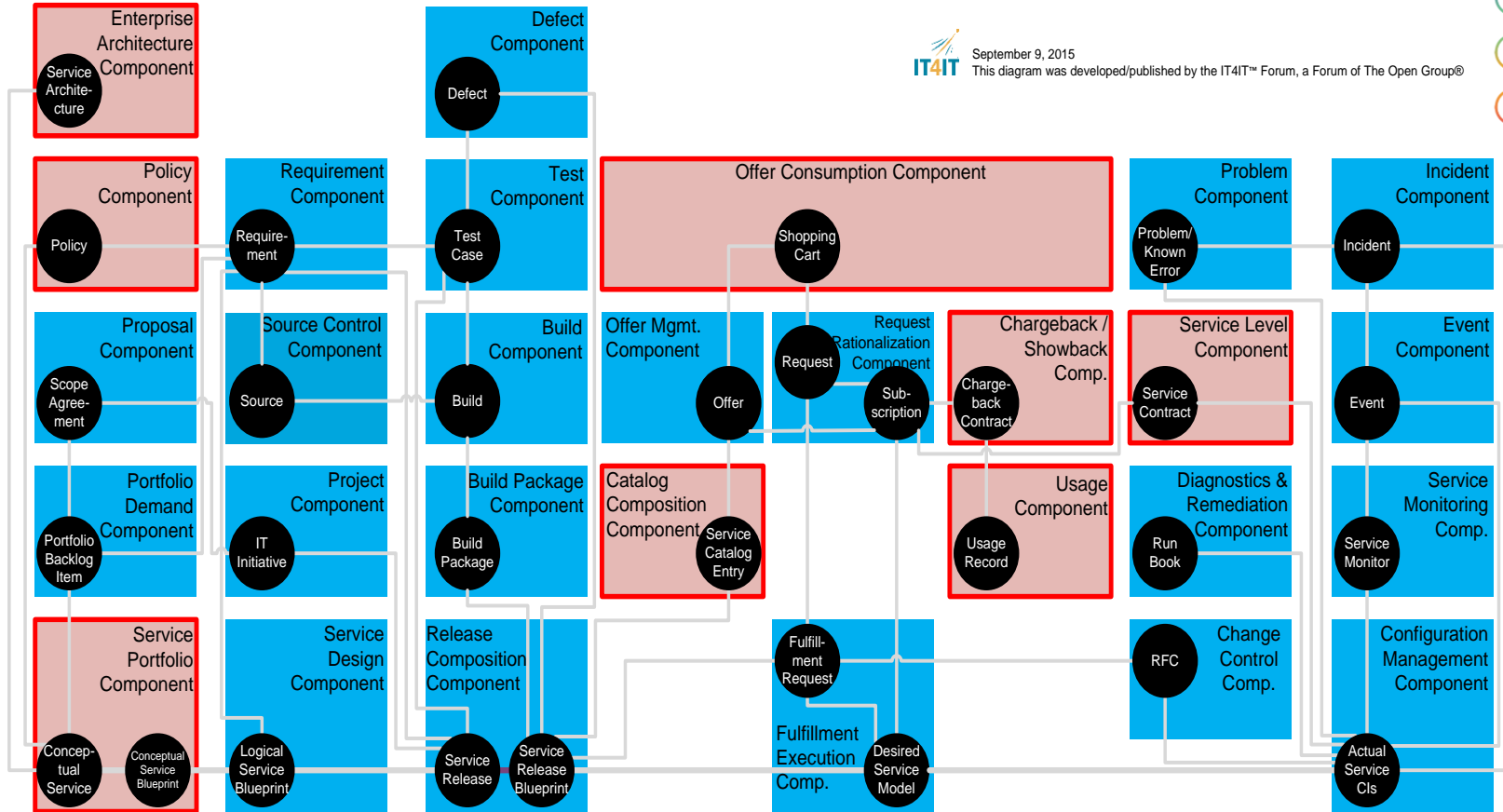


Enterprise

Team of teams

Team

Founder



Strategy to Portfolio

Requirement to Deploy

Request to Fulfill

Detect to Correct

From startup to enterprise

Architecture
Information Management
Governance and Security
Enterprise



Organization and Culture
Investment & Portfolio
Coordination and Process
Team of Teams

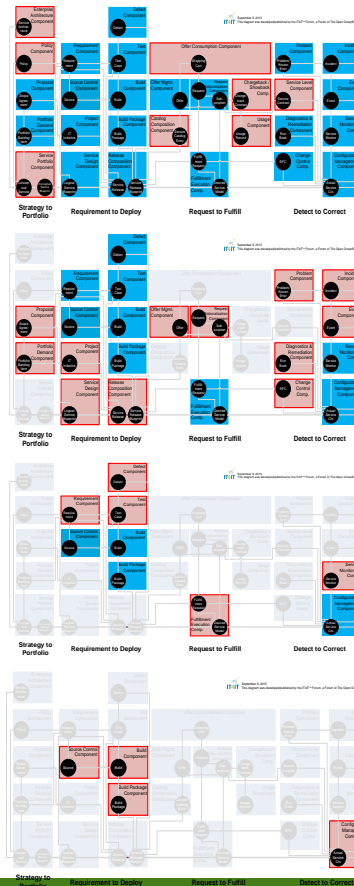


**THE
SCALING
PROBLEM**

Operations
Work Management
Product Management
Team



Applications
Infrastructure
Digital Value
Founder/Individual



Not just for entrepreneurs

- › Applies also to a person in their career **within** an enterprise
 - Individual
 - Team lead
 - Group manager
 - Executive
- › Or the journey of a new product within a company
 - Prototype
 - Pilot
 - Rising star
 - Cash cow



**DevOps vs ITIL
Agile vs EA
SAFe vs Scrum
etc..**



Let's get clinical

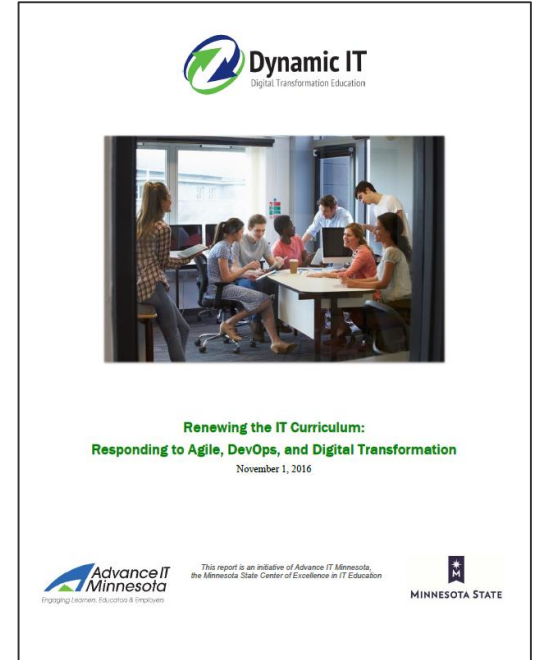
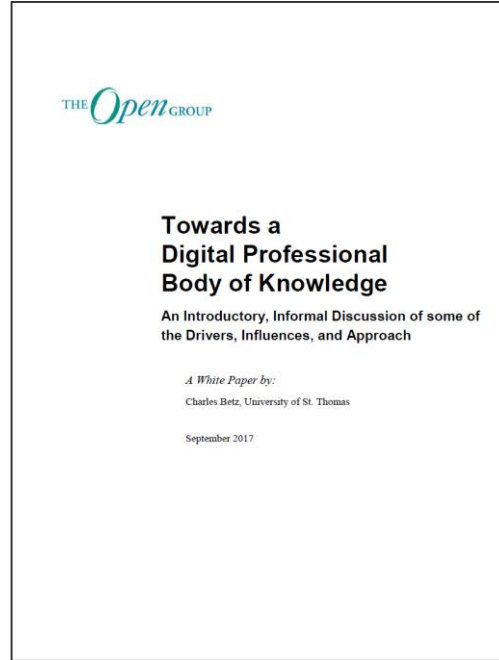
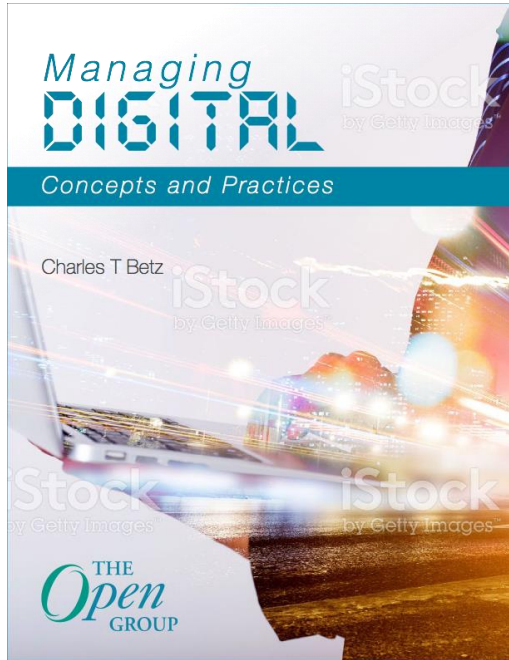
*Cadence...
synchronization...
investment...
coordination...
feedback... flow...*



Recap

- › Digital learning takes place along multiple dimensions
- › A scaling model can help you orient

Current work



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Charles Betz
+01 612 868 2754
cbetz@forrester.com

Thank you

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