Behave yourself!

Kepner Tregoe Gold Client Event, Cologne, 6 November 2017

I have to think about things in depth before I can speak about them with uncertainty

Mark Smalley, The IT Paradigmologist

Current interests: Digital enterprise, IT operating models, value of IT, business-IT relationships, co-creation of value, multidisciplinary collaboration, working with complexity

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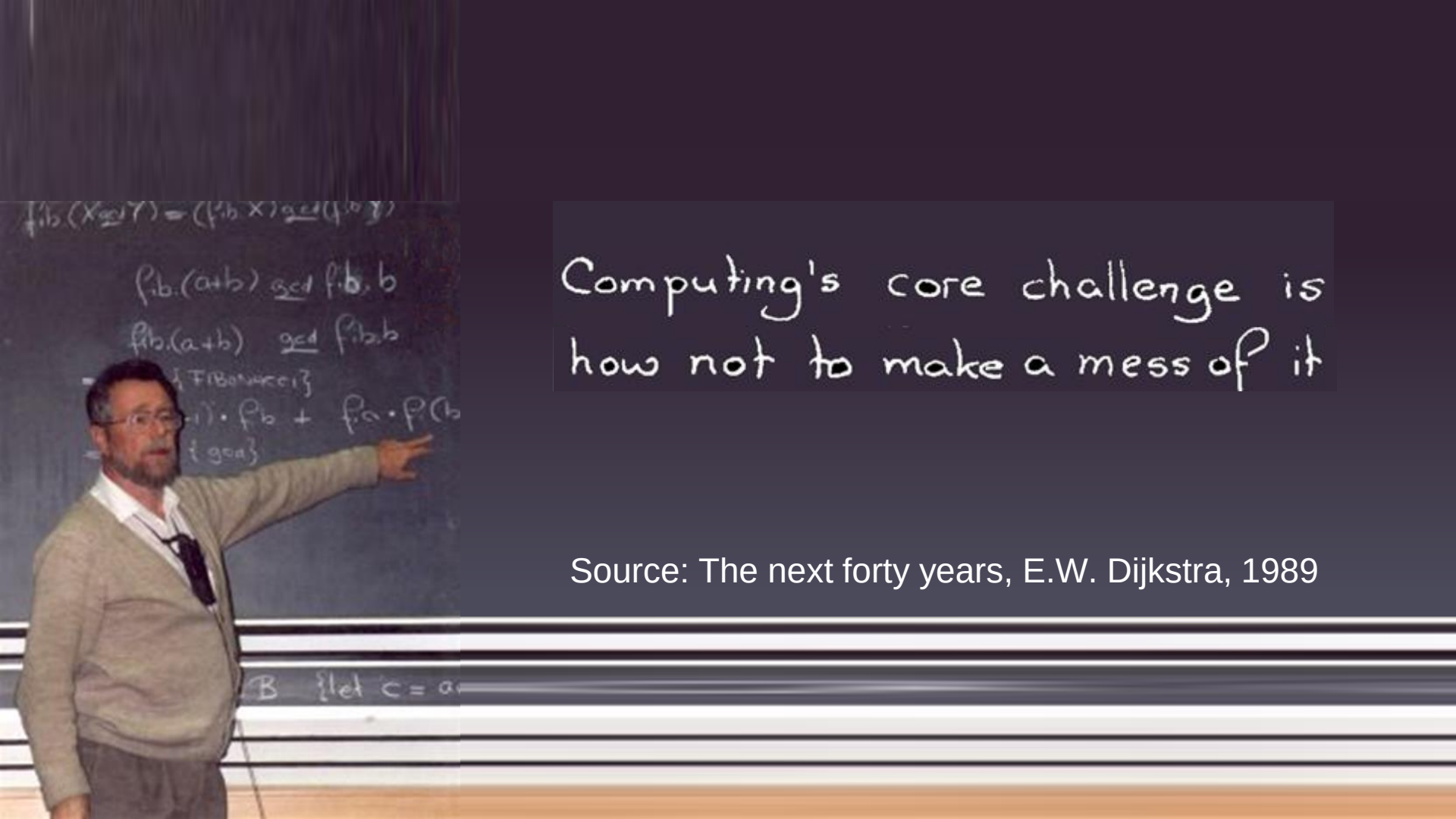
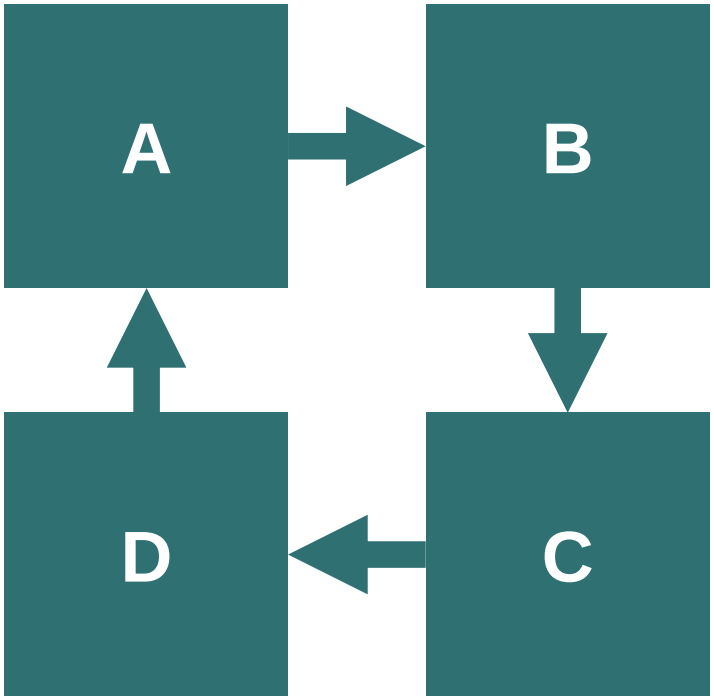


Source: The next forty years, E.W. Dijkstra, 1989

Life is messy on a good day

Harold Broos, President IIBA Toronto Chapter



Two critical questions

Really?

So what?

Service for slide photographers

You can take pictures of any slide

But I’m still building the slide

Until the sign has vanished

Now you can relax

Promiscuous IT Paradigmologist

Enterprise architecture

Enterprise governance of IT

Business relationship management

Business analysis

Business information management

Application management

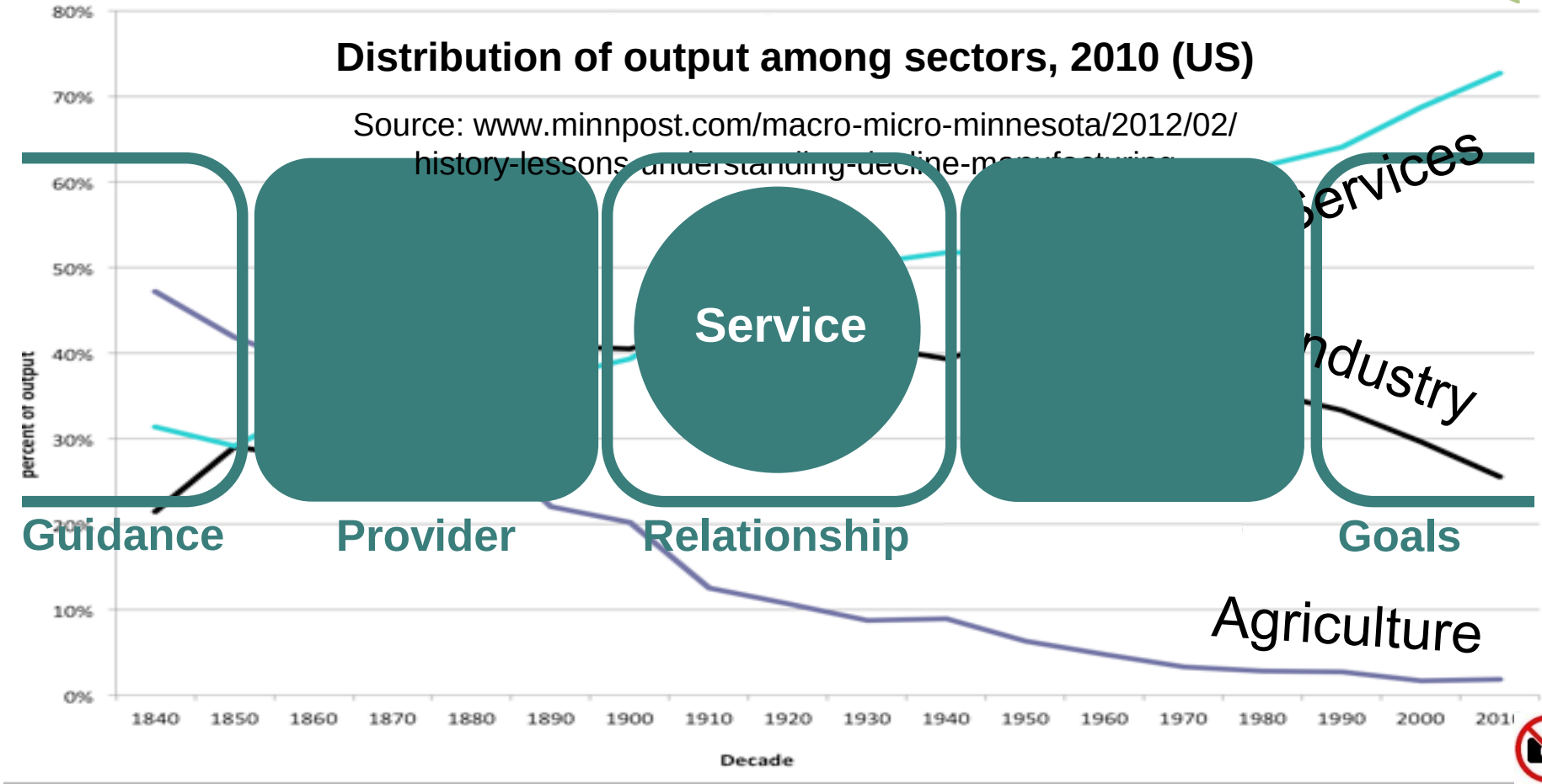
Project management

Agile / DevOps

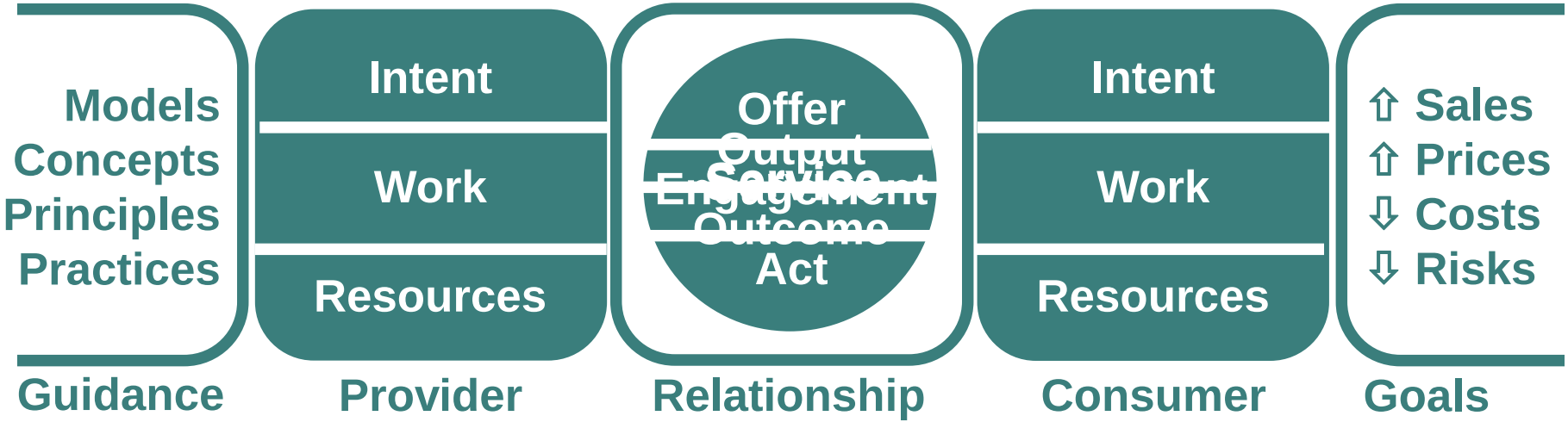
IT service management

@marksmalley

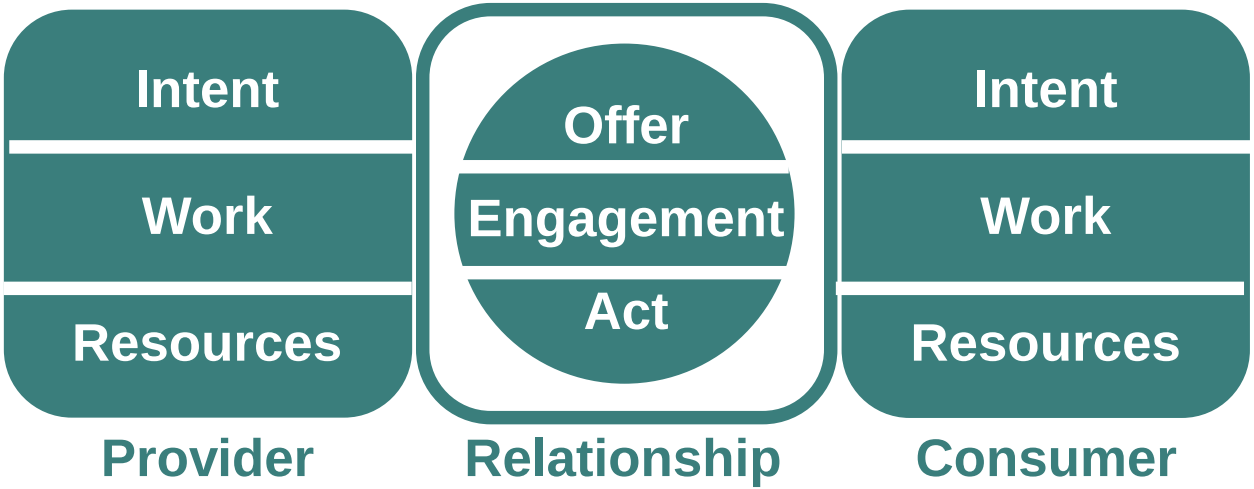
Why are we here?



Why are we here?



Weakest link



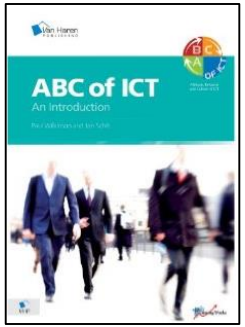
‘Agility and digital disruption’ Major concerns?

- Responding **quickly** to business demand
- Delivering IT services of more **value** to the business
- **Protecting** the business from damage due to external/internal abuse of information systems (infosec)

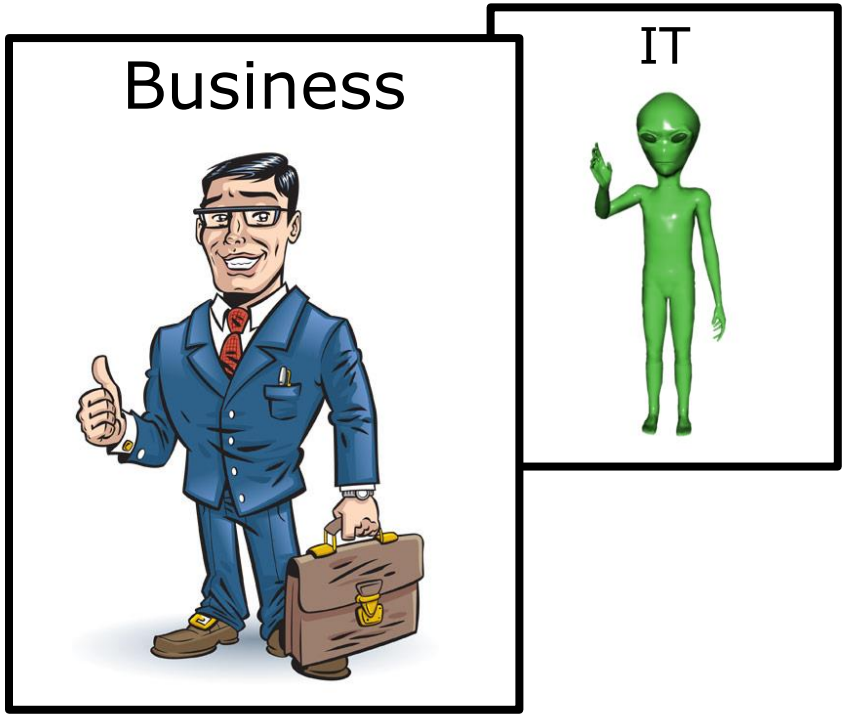
➢ Aligning or **converging**?

Business-IT counselling

ABC of ICT
Paul Wilkinson



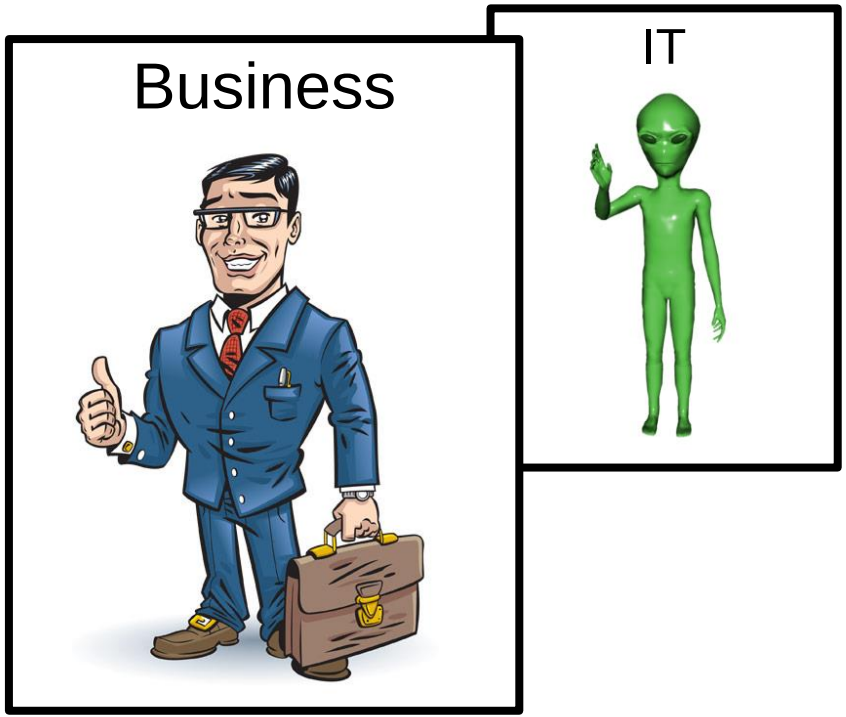
These guys are weird!



What do business people think about IT people?

- Bureaucratic and slow
- Speak in techno-babble
- Think that they know what we want
- don’t have a clue what we need
- The last people we want to call

These guys are weird!



@marksmalley

What do IT people think about business people?

- Don’t know what they want
- Are always changing their minds
- Won’t take responsibility
- Are never satisfied
- Blame us for everything

source: theworkplacetherapist.com

EXERCISE

1. Split group into two halves: business and IT

2. Split each half into discussion groups (4-7)

3. Business groups list desired behaviour from IT, &
IT groups list desired behaviour from the business

4. Spokesperson of each group summarizes findings

Effective business-IT behaviour patterns

16 workshops in GBR[3], IRL, FIN, NOR, SLK, BEL, POL, AUS, JAP, AUT, NED[2], CAN, LVA

Business people should

- Ask for outcomes, not solutions
- Articulate strategy and needs clearly
- Accept risks, set priorities, take decisions
- Understand IT's limitations
- Own organizational change
- Give feedback about use

IT people should

- Be accessible, quick, flexible, communicative and empathetic
- Understand the business and IT's impact
- Talk benefits, costs and risks
- Discuss consequences
- Suggest innovations
- Say "Yes, if", not "No"

BRM & ITRM

How is Business Relationship Management positioned?

Where is the loyalty of the BRM?

What about the BRM's "business partner"?

IT Relationship Manager

Is the business the weakest link?

Check responsibilities for:

- Ownership of information & systems
- Information needed by each business entity
- Functionality & *intended* use of each information system
- Value realization – *actual* use
- Relationship with IT

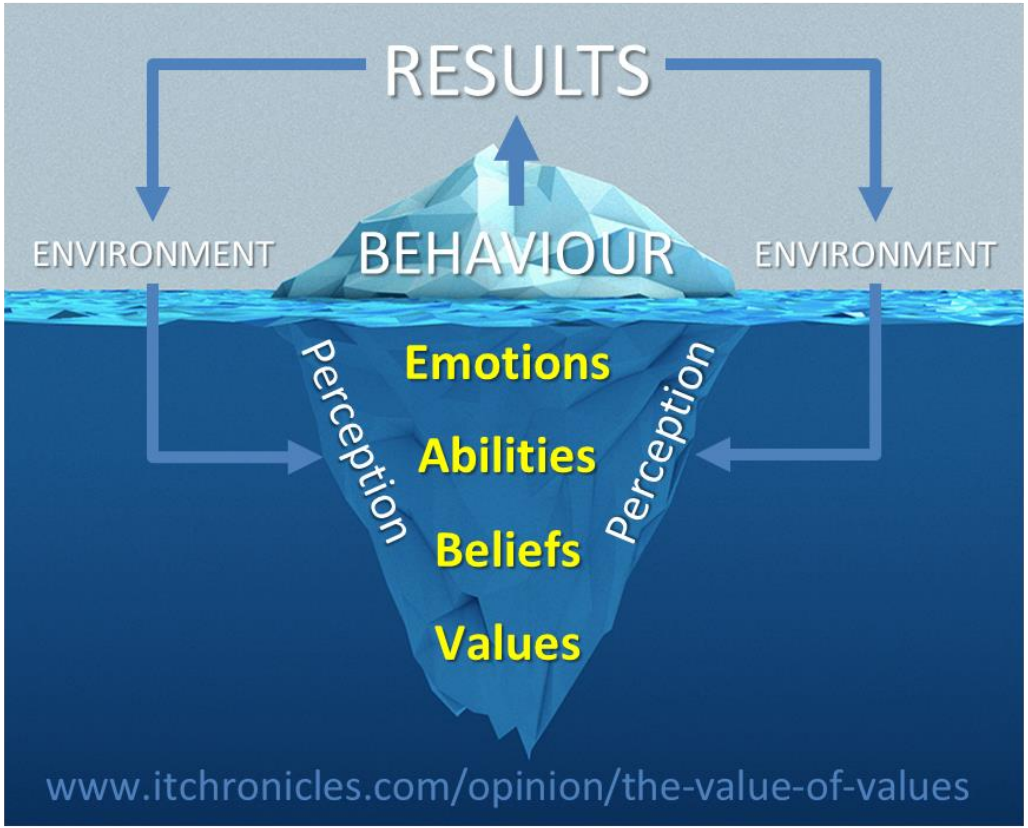
BiSL®: the business' guide to IT

What influences behaviour?

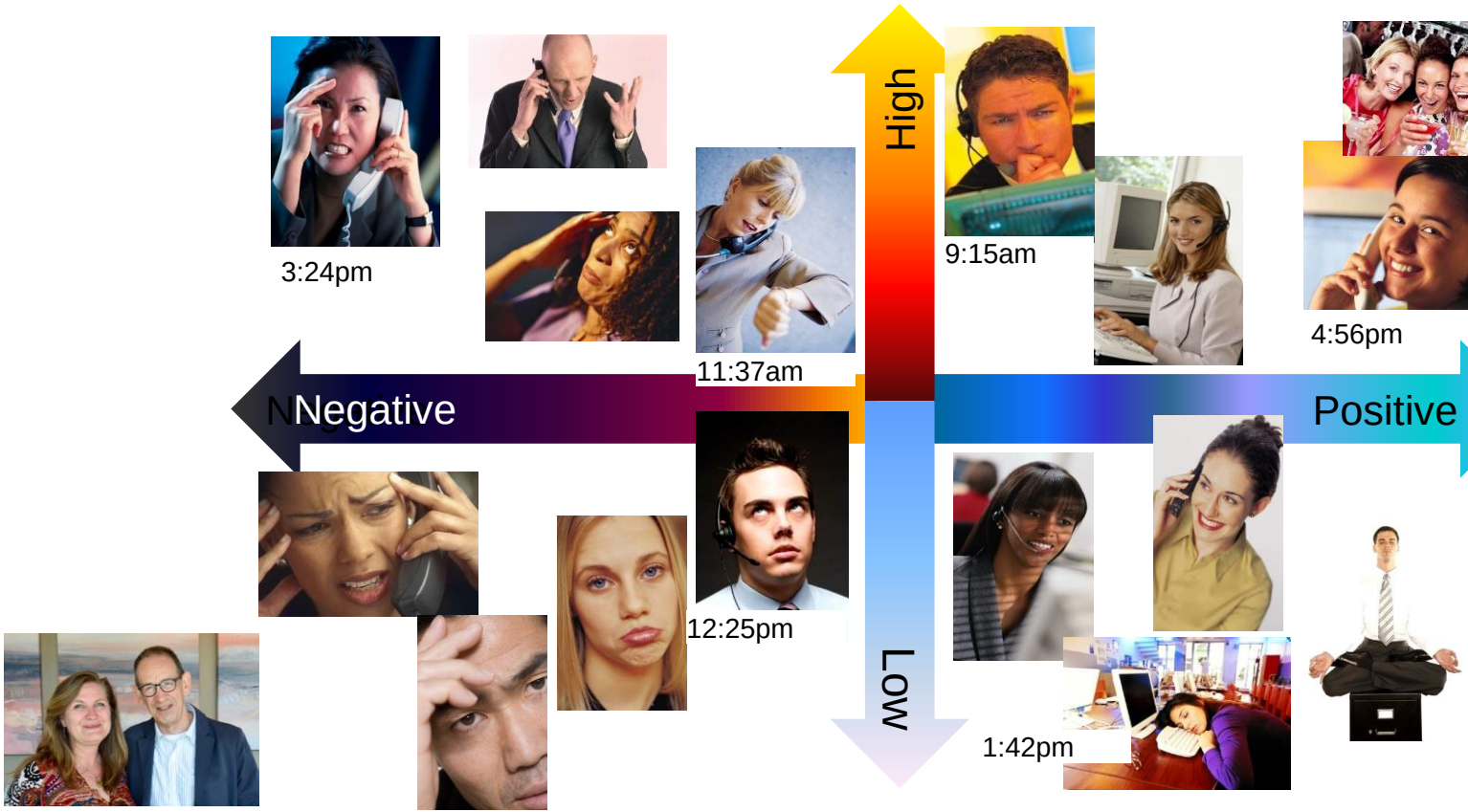
Past events
Upbringing, education
Beliefs, opinions, pre-conceived ideas
Role & ‘colour’
Co-workers
Thoughts, thought-patterns
Health, mood
Material wealth
Culture (tradition, symbols, rules, objects, beliefs)

Source: Breekers Amsterdam 2014-2015

Behaviour and results are influenced by the environment and ‘invironment’

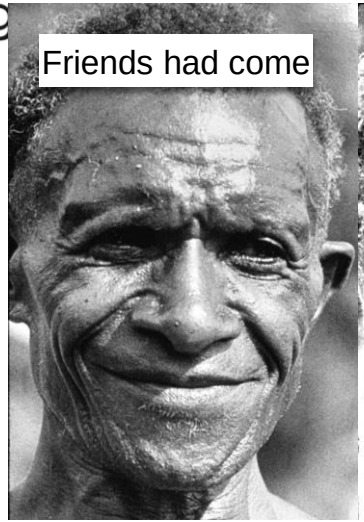


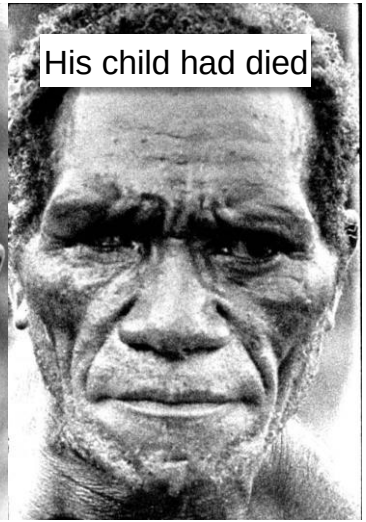
EXERCISE: How are you feeling?

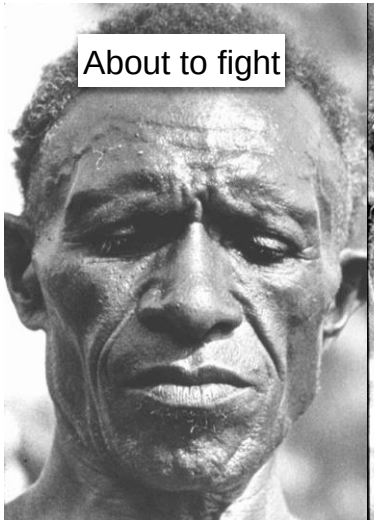


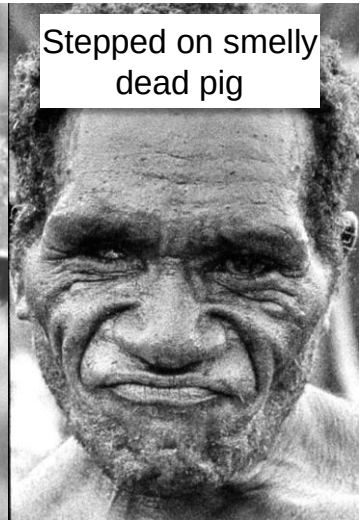
By Simone Jo Moore
www.simonejomoore.com

EXERCISE: reading emotions









Anger	Anger	Anger	Anger
Sadness	Sadness	Sadness	Sadness
Disgust	Disgust	Disgust	Disgust
Happiness	Happiness	Happiness	Happiness
Fear	Fear	Fear	Fear

Source: www.paulekman.com/universal-facial-expressions

Emotions

Atlas of emotions

Helps build your emotional vocabulary

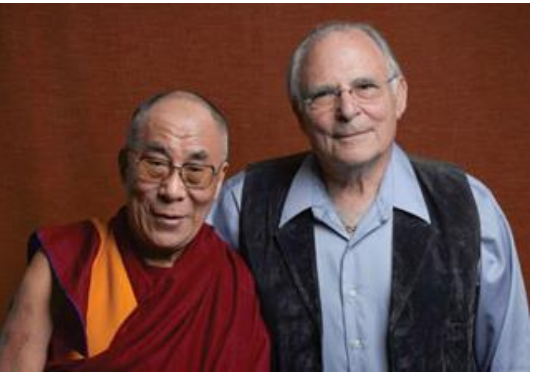
Anger, Fear, Disgust, Sadness, Enjoyment

Triggers and Responses

Paul Ekman

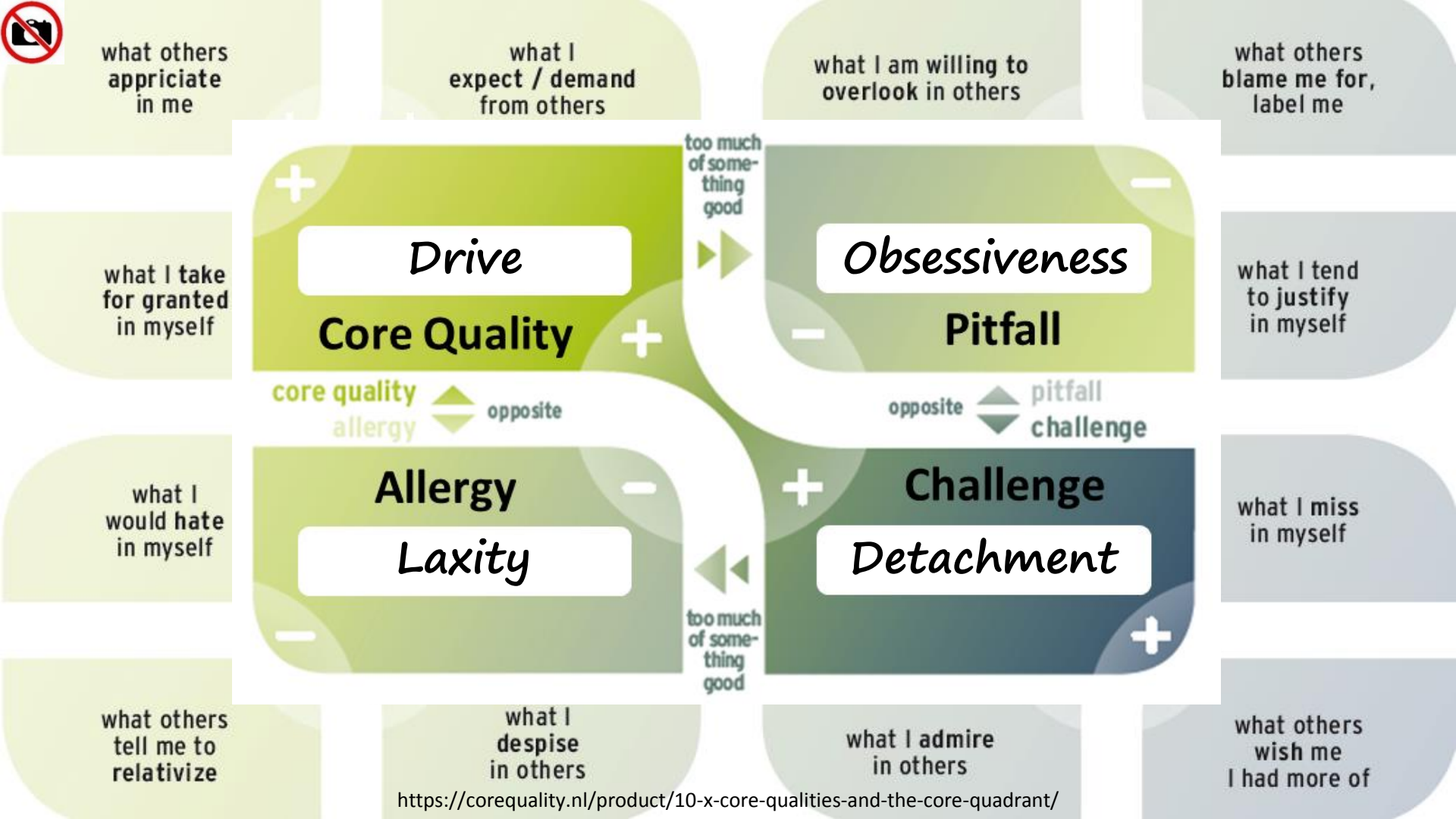
Supported by the Dalai Lama

http://atlasofemotions.org/



EXERCISE (part 1 of 2)

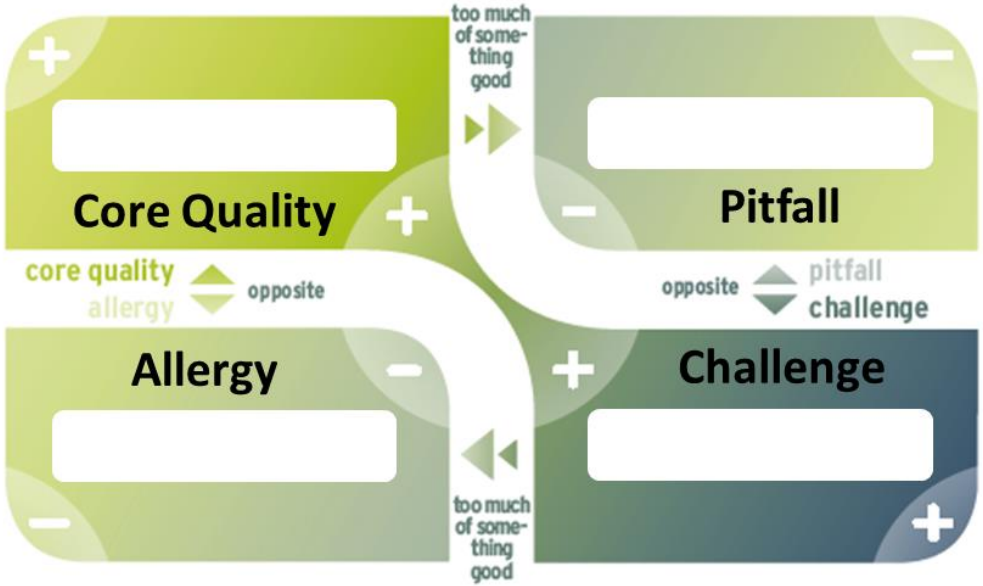
1. Choose a quality that is one of your strengths
2. Choose a quality (in others) that you detest



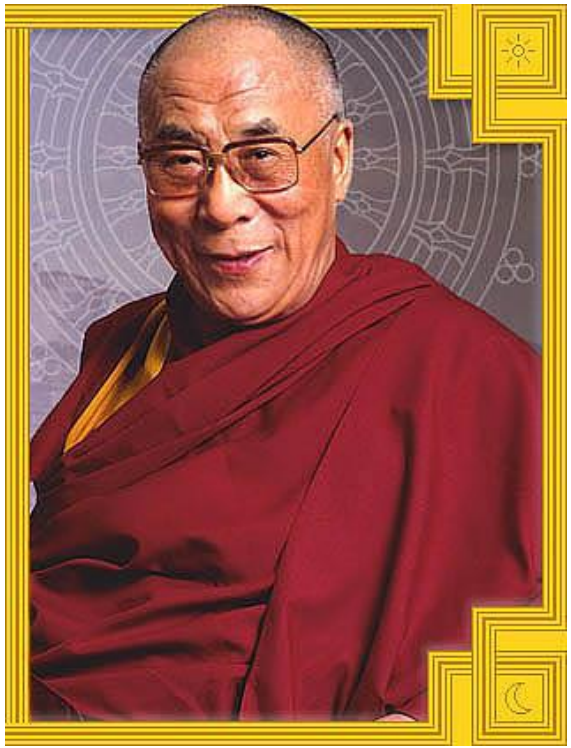
https://corequality.nl/product/10-x-core-qualities-and-the-core-quadrant/

EXERCISE (part 2 of 2)

3. Translate your core quality into your pitfall
4. Translate your allergy into your challenge



Values



Meaning of life:

I consider the happiness
and usefulness,

is the purpose of our life,

meaning of our life.

The very existence of our life,

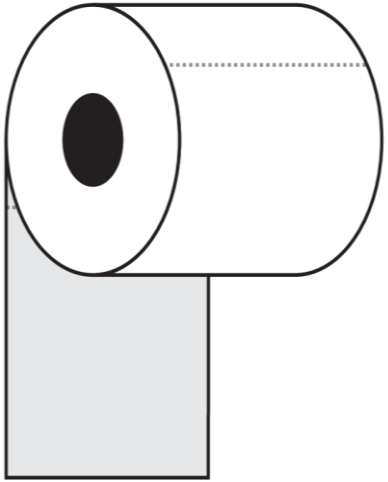
is surely not for trouble,

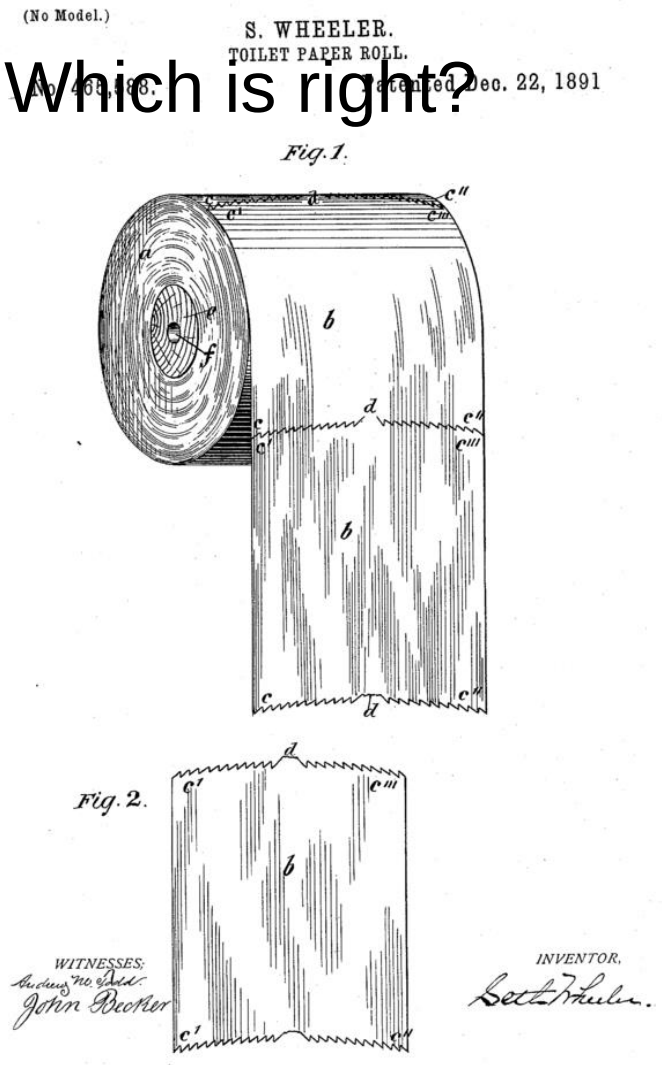
not for suffering.

Suffering

I want sympathy
I want to avoid responsibility
I want to be right

EXERCISE: Which is right?

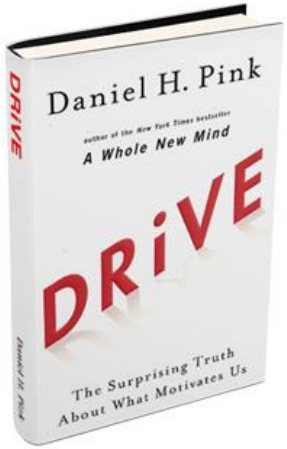




By Seth Wheeler
https://patentimages.storage.googleapis.com/pages/US465588-0.png,
Public Domain, https://commons.wikimedia.org/w/index.php?curid=39918080

Autonomy, master and purpose

Source: YouTube ‘RDA Animate: Drive: The surprising truth about what motivates us’, The RSA, Daniel Pink



Autonomy

SCHUBERG PHILIS

Make your own promise. No management to blame.

Mastery

Photo: www.pexels.com/photo/handmade-ceramics-pottery-workshop-22823

Purpose

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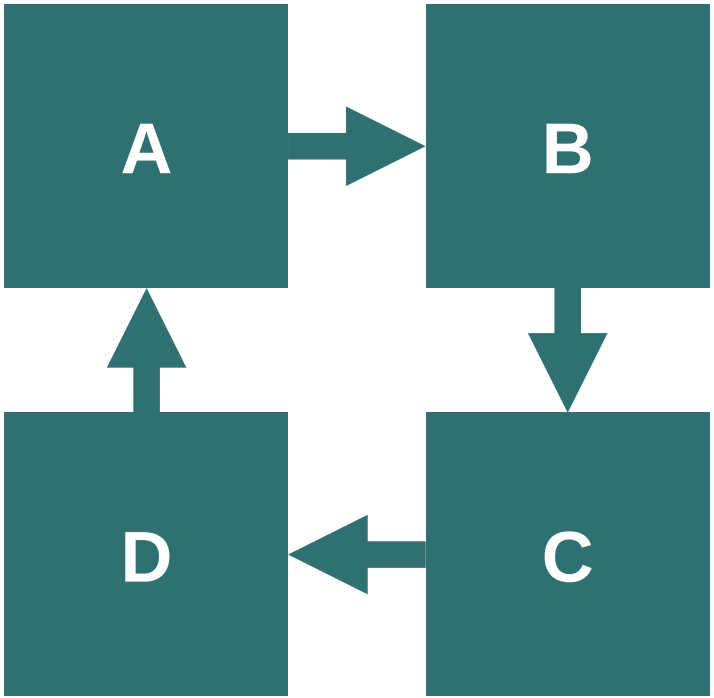


My enlightenment

itSMF Sweden, Malmö, 5 March 2013

What's in your portfolio? – ITSM in focus

John Wallhoff, Robert Falkowitz, Christian F. Nissen, Mark Smalley

AGENDA

- **Design** approach: Business Process Reengineering
- **Kaizen** approach: Continuous Service Improvement
- **Emergence** approach: Complex Responsive Processes

Conclusion

Conclusion – the cynefin framework

A Leader's Framework for Decision Making
HBR, Nov 2007, David Snowden and Mary Boone

Building the Framework

David Snowden, 2002 http://youtu.be/Miwb92eZaJg

© 2013

CFN PEOPLE it's integrated

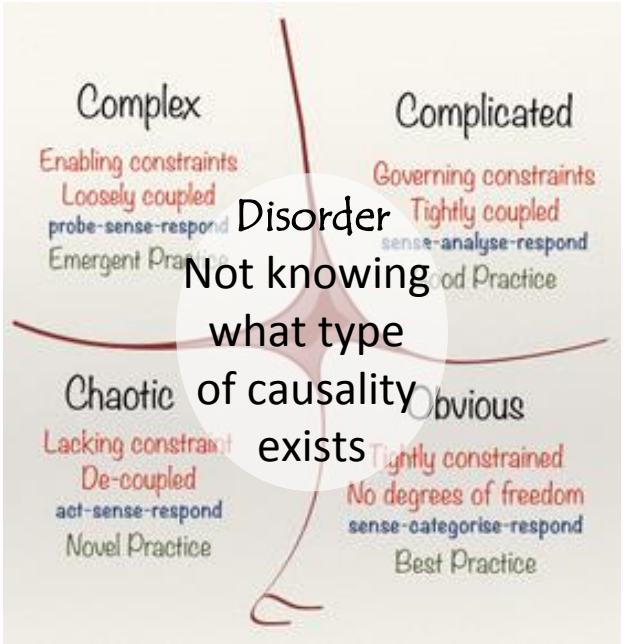
22-06-2015, Amsterdam

Relationship between cause and effect

Unknown unknowns

Known unknowns

Can be perceived in retrospect, but not in advance



Requires analysis and/or expert knowledge

Impossible to determine

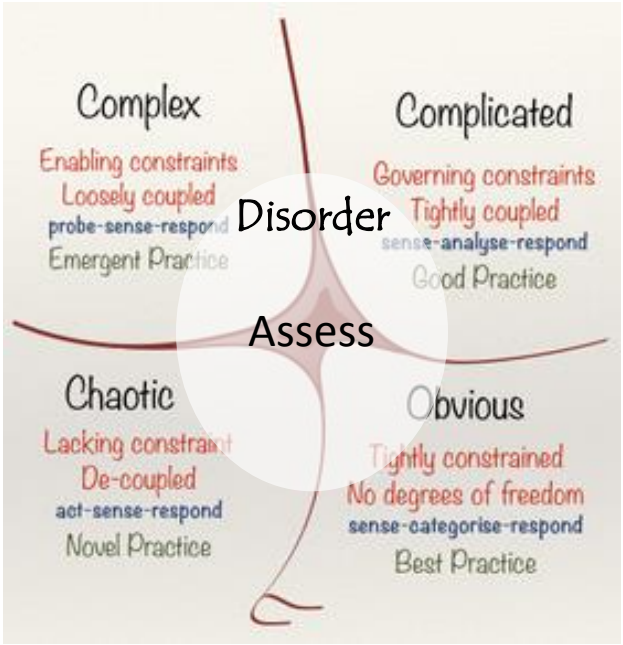
Obvious to all

Unknowables

Known knowns

Appropriate approaches

Experiment

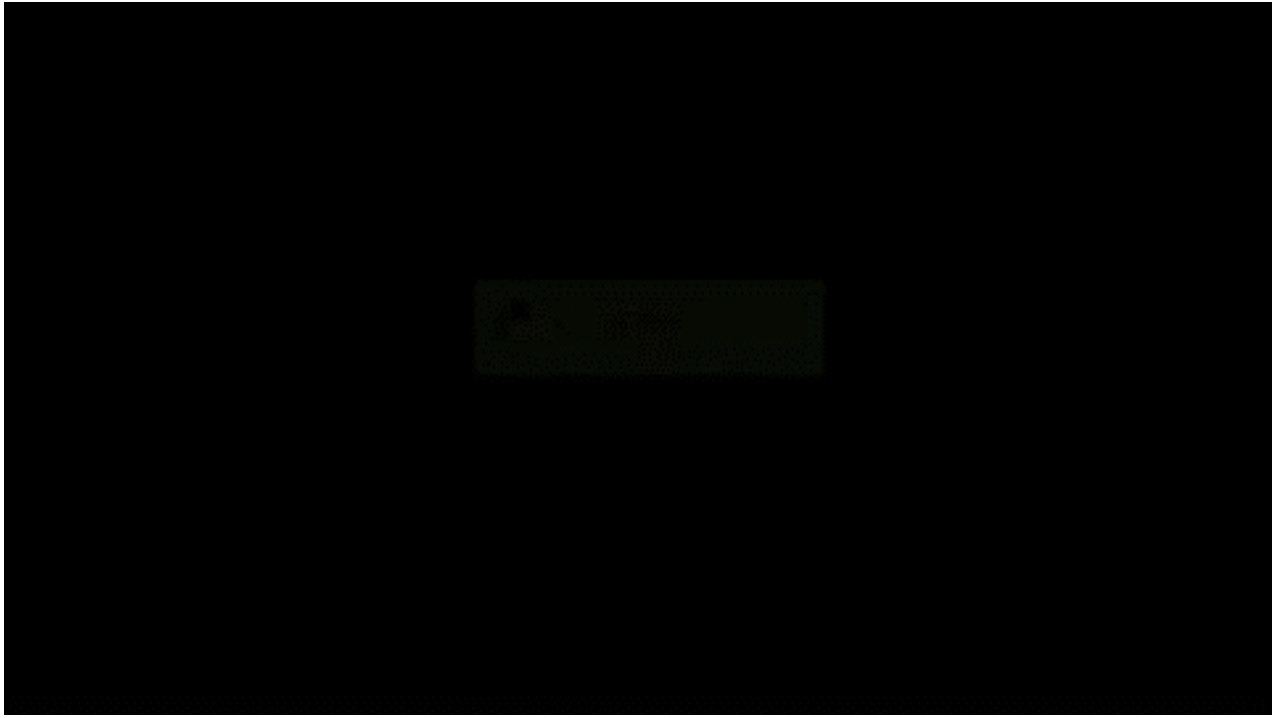


Analyse

Act!

Execute

How to organize a children's party



Reference: Snowden on best practice

- Beware of using ‘recipes’ based on cases – understand the context and don’t confuse correlation with causation
- Sometimes things don’t repeat themselves in the same context
- Never repeat *what* without understanding *why*
- Don’t copy dominant predators: first movers are a special case

Source: Practice without sound theory will not scale; Dare Festival 2011; https://vimeo.com/30596502

Reference: Snowden on organisational change

- Watch out for defining the future state and closing the gap
- You can't engineer human systems – you evolve them
- Develop the evolutionary potential of the present – move to the adjacent possible
- Myths, stories and metaphors are more powerful change agents than people

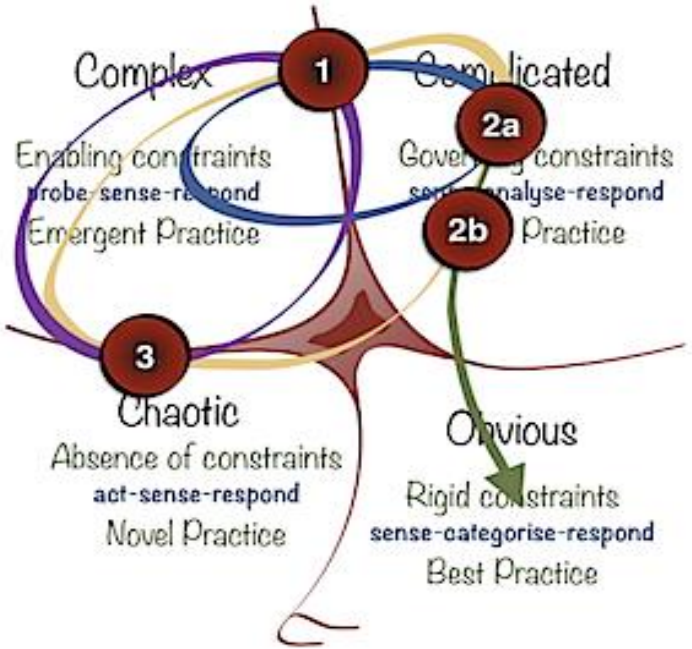
Reference: Cynefin dynamics

Blue: natural cadence

Green: shift into the obvious

Yellow: shallow dive into chaos

Purple: grazing



Trigger 1: complex to complicated

Trigger 2: full exploitation

Trigger 3: after radical reset

Blog 30 July 2015 – Triggering attention in Cynefin
http://cognitive-edge.com/blog/triggering-attention-in-cynefin/

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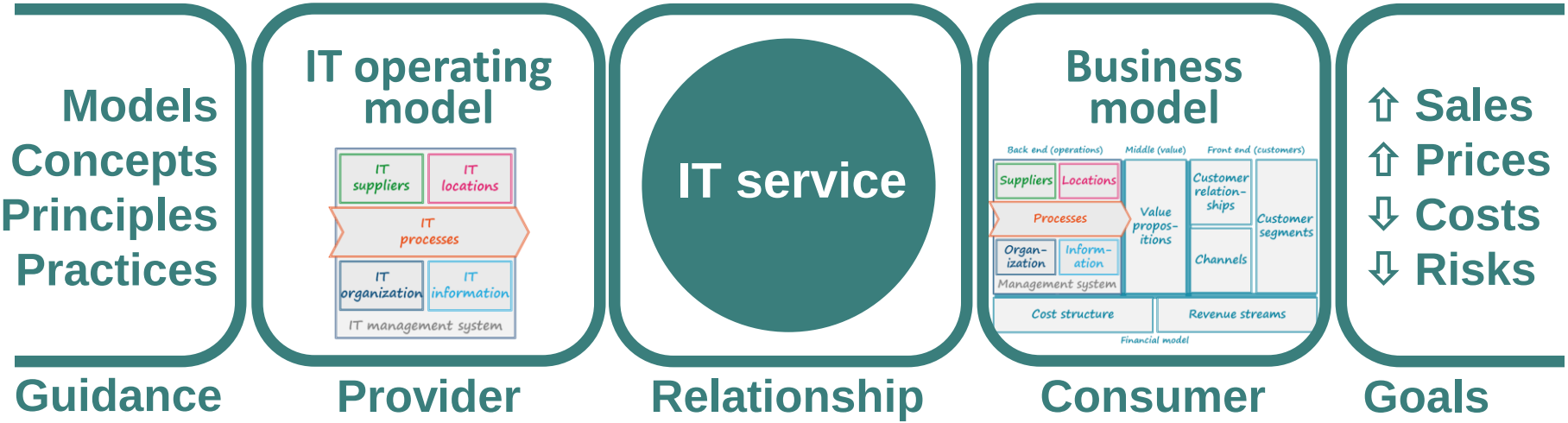
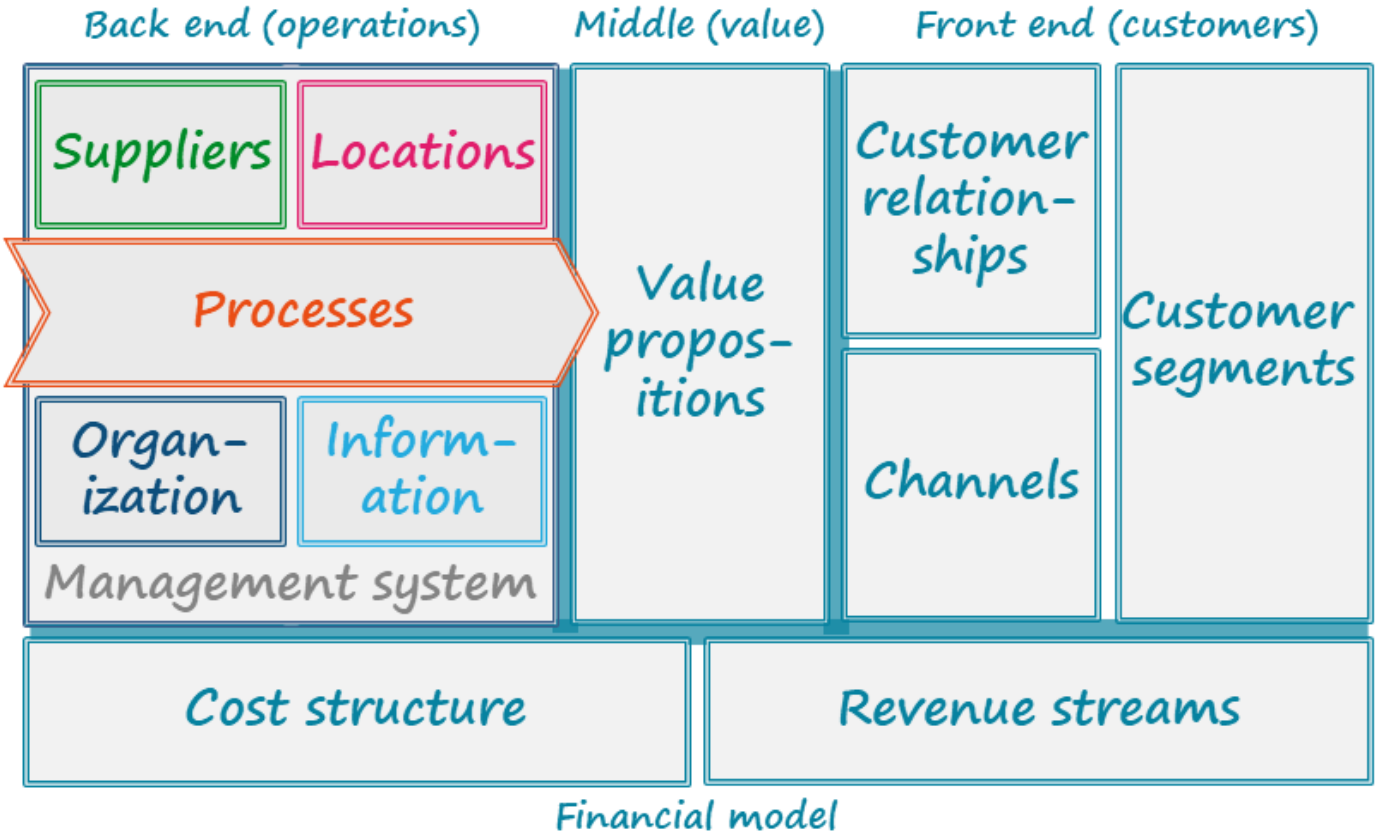
Business models and operating models

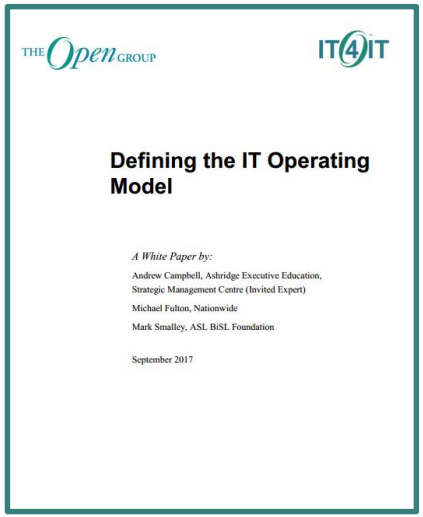


Extended business model canvas

A. Osterwalder / A. Campbell, www.operatingmodelcanvas.com



IT operating model (IT4IT™)
https://publications.opengroup.org/w17b


THE Open GROUP

IT4IT

Defining the IT Operating Model

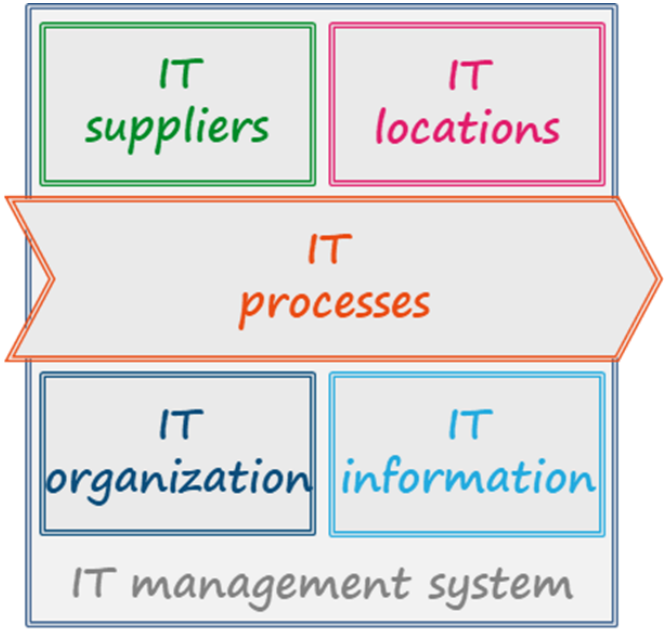
A White Paper by:

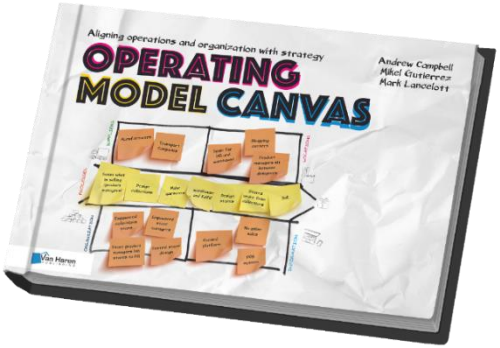
Andrew Campbell, Ashridge Executive Education, Strategic Management Centre (Invited Expert)

Michael Fulton, Nationwide

Mark Smalley, ASL BiSL Foundation

September 2017





www.operatingmodelcanvas.com

Business value of IT services

Properties of IT services

Fitness for purpose			
↑	Fitness for use		
↑	↑	Speed & priority	
		↓	Cost of dev & ops

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