

## Odds and Ends

Wednesday, April 23, 2003

## Quiz

- Which social unit invented the database?
  1. Ancient Mesopotamians
  2. The U.S. Military
  3. British Academics
- Computers allow a task to be accomplished faster?
  1. True
  2. False
- What Percentage of IT projects in the U.S. fail?
  1. <20%
  2. ~50%
  3. >80%

## Definitions

**Information** - the communication or reception of knowledge or intelligence.

**Technology** – how we get things done.

**Information Technology** – How we communicate knowledge.

Information Technology does not depend on computers, networks, or any other electronic medium – it depends on ingenuity.

## Understanding the Future of IT

- Understand the Past
  - What does Technology do for us?
- Understand IT as an Organization
  - Why do IT departments exist?
- Look at the future of technology
- Understanding Social Implications of Technology

## Understanding the Past

“There is nothing new under the Sun”

*Ecclesiastes 1:9*

- Technology simulates what we already know and do
  - Clay tablets and Pigeon holes
- Technology provide scalability
  - Not the same as speed
  - Both Larger and Smaller
- Technology eliminates barriers and dependencies

## IT as an Organization

- IT Organizations were created to, and largely still exist to, solve scalability problems
  - Bookkeeping - first
  - Manufacturing - then
  - Call centers – now
- As such, IT systems and organizations were measured by their ability to provide scalability.
- This leaves IT disconnected from overall organizational goals
  - Profitability

## IT Organizations (ctd)

- IT organizations, thus being disconnected, have been classically structured as cost centers
  - Optimum place to cut during economic pressure
  - No motivation to succeed
- Continued cost pressure has resulted in a movement to shift IT to being a profit center
  - Embedded in the competitive priorities of the business
  - Focus on ROI
- This engenders radical changes in the approach, methodology, and philosophy of IT organizations

## Philosophy Changes to Examine

- Buy versus Build
- Release cycles versus business cycles
- Measuring and Monetizing Results
- Staff Mix
  - Overcoming the “artist colony” culture
  - Assemblers versus programmers
- Change enabler versus blocker
  - Managing complexity
  - New devices and User experience
  - Standardization and Cost management

## CIO versus CTO

- Chief Information Officer
  - Part of the Senior Team of the Corporation
  - Manages internal technology to achieve corporate goals
  - Large organizational manager
  - Concerned with cost, staff, deadlines, measurement
  - Management and Financial background
- Chief Technology Officer
  - May be a part of several teams in the corporation
  - Manages external technology for products and services
  - Technology management, not organizational management
  - Concerned with differentiation, architecture, speed to market
  - Ubertechnologist

## New Technology

- The operative questions to ask when predicting the future of technology are “What needs to scale?” and “What barriers or inhibitors are in place?”
- New and disruptive technologies will succeed not because they can exceed current technologies in traditional benchmarks, but because they can exceed market expectation in those benchmarks as well as introducing new functionality or benefit

## Mr. Pareto and Critical Success Factors

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“A handful is a handful”

The few things that you think are responsible for project success

## Reframing for Process Delight

Draft lecture

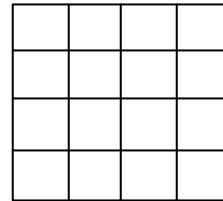
### *BOUNDED RATIONALITY*

A decision strategy or way of viewing a problem that relies on limited information.

- **FRAMING** – Aspects of the presentation of information about a problem that are assumed by the project team

Frames makes us blind and helps us to view things in an entirely new way

How many squares are there?



*Out of intense complexities  
intense simplicities emerge.*

- Winston Churchill

### Strategic Frame Analysis

#### **WHAT RESEARCH SUGGESTS**

- People use mental shortcuts to make sense of the world.
- Incoming information provides cues about which mental representations apply.
- How an issue is framed affects reasoning.

## THE POWER OF FRAMES

- Signal what counts, what can be ignored
- “Fill in” or infer missing information
- Influence decision outcomes

## Why Reframing

- *Helps everyone shift or modify their thinking*
- *Use reframing to help everyone break out of a rut*
- *Upsets groupthink*
- *Generates creativity, another view on the entire situation*
- *Ensures that you’re going down the right path to the right solution*
- *Helps us to find the right benchmarks*

## Types of Reframes

- Change the Title or Label the frames the problem
  - The YMCA Issue is *child care head count*
  - The issue is actually a form of *amusement park checking*
  - Or perhaps *daily homeless family shelter counts*
- Change the 90 second Elevator Pitch (4 elements)
  - What’s the unique solution / product you’re providing?
  - What’s the main issue / process (title)?
  - What’s the main process deliverable?
  - Why is this so important?

## Tips for Reframing

- Re-title the main process in terms of the deliverable
  - Instead of document approval, say document management
- Reframe the deliverable
  - Instead of document approval, say completed deliverable (do we need everything approved? Does it need to be a paper based document?)
- Reframe the customer’s main business
  - Instead of Boeing is in the “commercial airplane business”, they’re really in the “personal contact business” (thus they can also get into communication satellites)
- Reframe the type of solution you’re providing
  - We’re not automating the process, we’re standardizing it
  - We’re into process elimination, not process standardization

## Reframing the Issue

- Have you seen the problem before?
- Do you know a related problem?
- Look at the unknowns – think of a familiar problem having the same unknowns.
- Restate the problem differently.
- Imagine a more “accessible” related problem.
- Can you solve a part of the problem?
- Can you break the problem down into sub-problems that are easier to solve.
- Write it down!