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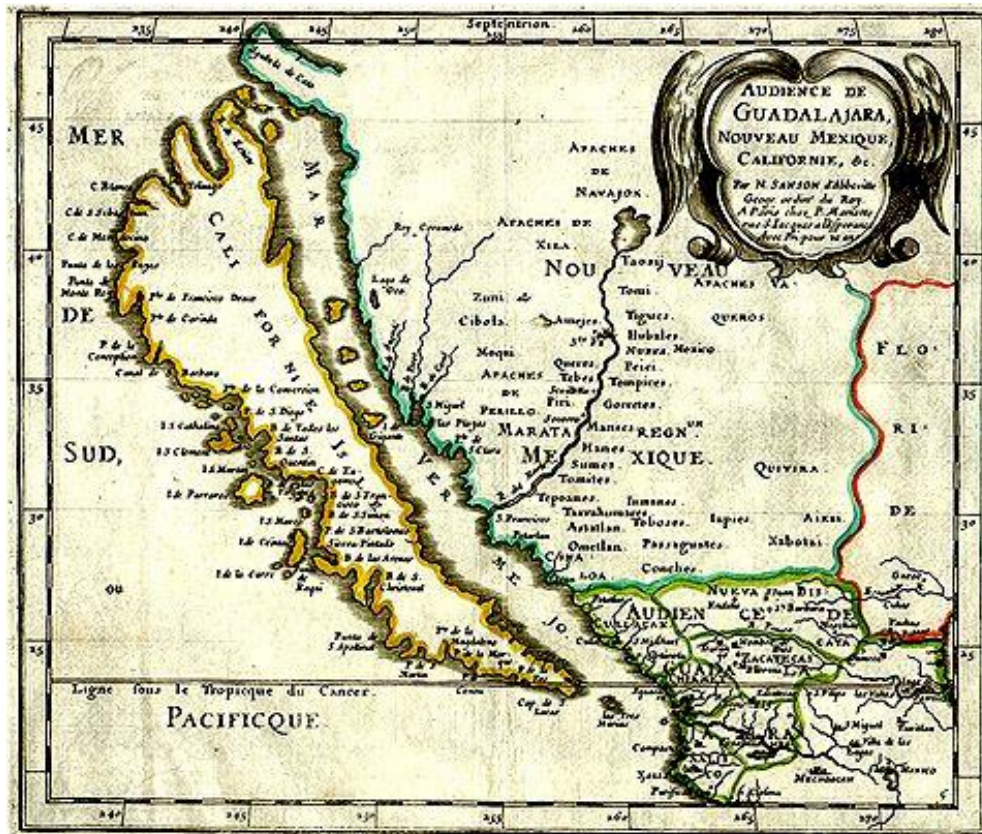
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CIONET Belgium | What's Next 2022

The IT Department is Dead! Long Live IT

Dublin, Ireland | January 2022

A frame of reference for the IT department?

"Agile" addressing a symptom not a cause

Delivering value from technology is an intellectual exercise

Challenge: Arrange people (surrogate for knowledge)
Response: Decompose ("division of labor")

⬇

Challenge: Consequential coordination of workflows and activities
Response: Information exchange ←→ co-creation

⬇

Challenge: Who is going to make what decisions?
Response: Allocation of decision rights

⬇

Challenge: Oversight
Response: Governance mechanisms

⬇

Challenge: Build capabilities (assemble knowledge)
Response: Coordination and integration of knowledge/people

Conway's Law: fundamental principle of the organizing model

- *"Organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations"[1]*

- Code mimics organization. Organizations that produce any sort of systems are going to create systems that reflect their own systems.

- This dynamic occurs because governance structures, problem solving routines and communication patterns constrain the space in which it searches for new solutions[2]

[1] Melvin E. Conway, "How do Committees Invent?" *Datamation*, Vol. 14, No. 5, April 1968, pp. 28–31.
[2] Alan MacCormack, Carliss Baldwin and John Rusnak, "Exploring the duality between product and organizational architectures: A test of the "mirroring" hypothesis," *Research Policy*, Vol. 41, No. 8, 2012, 1309–1324.

1. **Decouple people from technology: delivering value from tech is an intellectual challenge**

2. **Design organizing model: concern is the arrangement of people ("knowledge")**

3. **Design brief to <u>optimize value from technology</u> (not to manage IT)**

California is not an island….

- **Most populous US state**
- **If a country, would be 5th largest in the world**

Further readings

J. Peppard, "Rethinking the Concept of the IS Organization," *Information Systems Journal*, Vol. 28, 2018, pp. 76-103.

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J. Peppard*, A New Metaphor for IT: How Can we Know the Dancer from the Dance?*, Working Paper, April 2020.

J. Peppard, "IT as the Whipping Boy: Mistakenly Confusing 'Enterprise IT' with 'Consumer IT," *European Business Review*, July-August, 2020.

J. Peppard*, Romancing the PMO or IT Architecture or IT Service Management or Agile ….*, Working Paper, August 2020.

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