

How Leaders Think and Why Software Sucks

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▶ What keeps me **Rational**?



Where are we now?....

Old Chestnuts	Legacy	Business Demands	Change
 <p>Cost</p> <p>Time</p>	 <p>Minor Change= Major Heartache</p> <p>Gridlock</p>	 <p>IT Aware</p> <p>Expect More</p>	 <p>IT Acceleration</p> <p>Business World</p>



How is the IT Department perceived?

“Dark Art”



Not Part of Business

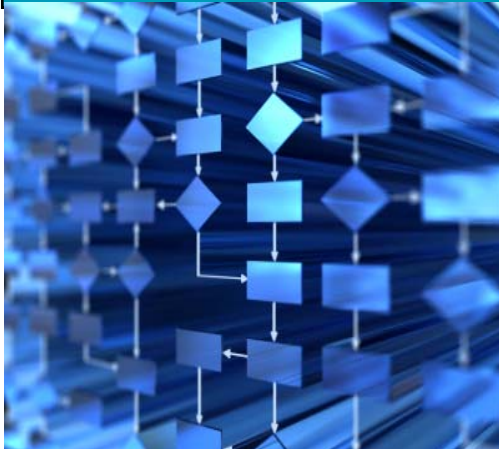


Typical tradesman



And what about the users?

**Manage Application
Not Process**



**Grapple with Different
Front Ends**



Not Shielded



So What's Happening?

**Business Dealing Directly
With suppliers**



**New Departments
Emerging**



**IT is Disengaged and
Becomes Infrastructure**



Great challenges need great leaders



Great Leaders Think Differently

- Four steps to solving a problem
 - ▶ Determining Salience
 - ▶ Analysing Causality
 - ▶ Envisioning the Decision Architecture
 - ▶ Achieving Resolution



Determining Salience

- Conventional Thinkers
 - ▶ Focus only on obviously relevant features
 - ▶ Quickly attempt to simplify the complex
- Integrative Thinkers
 - ▶ Seek less obvious but potentially relevant factors
 - ▶ Thrive on the complex to cover all the bases



Analysing Causality

- Conventional Thinkers
 - ▶ Consider one-way linear relationships - more of A produces more of B
- Integrative Thinkers
 - ▶ Consider multi-directional and non-linear relationships



Envisioning the Decision Architecture

- Conventional Thinkers
 - ▶ Break a problem in to pieces and work on them seperately
- Integrative Thinkers
 - ▶ See a problem as a whole, examining how the parts all fit together and how decisions affect one another



Achieving Resolution

- Conventional Thinkers
 - ▶ Make either-or choices and settle for the best option
- Integrative Thinkers
 - ▶ Creatively resolve tensions among opposing ideas and generate innovative outcomes



Understand that leadership v management

- Lead from the front
- Will hire to fill their skills gaps
- Will use managers and peers for execution of the vision
- Implement effective governance
- Rarely gamble but take calculated risks



Have a strong and enduring vision

- Create a compelling reason to follow and deliver
- Won't change their minds and won't change the subject
- Involve IT in the business strategy
- Do more than keep the lights on



Understand that people make business and software work

- Attract like minded people
- Use their integrity to build loyalty
- Get business and software people to work together as one
 - ▶ Business analysts should sit in IT
 - ▶ Rename IT Dept as Business Process Automation Dept
- Are levellers



Great teachers

- Educate the business on how they can get the best from IT
 - ▶ The business needs to produce more than just targets it needs to describe how
- Educate the business on their responsibilities (the counter of their authority)
- Educate IT on how to talk business



Understands Change

- Continual large scale change is damaging
- Large scale change should be run as a project
- Change is constant like the seasons
- Know that longevity comes from constant small improvements



Great psychologists

- Understand perception can be more important than reality
- Take advantage of "What's in it for me"
- Know that no one wants to do a bad job
- Understand that trust is the foundation on which joint success is made
- Understand that respect is earned



Use business focused automation

- Business impact of system failure
 - ▶ Report on outage of business process
 - ▶ Prioritise based on business process criticality
- Use simulation to help in decision making
 - ▶ Integration of business process in to software requirements and beyond
- Use change trends to
 - ▶ Identify fragile architectures during and in live
 - ▶ Impact analysis
- Reduce the dependency on experts
- Create automatic knowledgebase
 - ▶ Fault diagnosis and fix is faster



Use business focused automation (2)

- Automated inspections
- Objective and transparent metrics capture
 - ▶ Automated conversion of data in to information
- Improved pre-emptive fault diagnosis



Good leaders are fast learners

- Study business history
 - ▶ History will not repeat itself
 - ▶ There will be patterns and trends
- Welcome being challenged
- Are ravenous readers
- Invest in their own future
- Understand that success is born from failure





Questions





Thank You

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