


Orchestrated Knowledge




Free Personal Call




bcs
The
Chartered
Institute
for IT


IT Management Past, Present and Future

Paul Hookham & Peter Leeson




CQI
CHARTERED QUALITY
PROFESSIONAL


   

 www.Orchestrated-Knowledge.com IT Management: Past, Present & Future 1

1




The
Chartered
Institute
for IT




Paul Hookham
Exceedus Limited
Interim Manager
IT Delivery, NLP Master Practitioner,
Author

Management?
I.T. needs it Jim – but not as we know it
| Paul Hookham




Peter Leeson
Orchestrated Knowledge
Culture and Transformation Coach
Consultant, Instructor, Coach,
Lecturer, Author


The Future of Management?
Peter Leeson



Free Personal Call

 www.Orchestrated-Knowledge.com IT Management: Past, Present & Future 2

2




Management?


I.T. needs it Jim – but not as we know it

| Paul Hookham

bcs
The
Chartered
Institute
for IT


 www.Orchestrated-Knowledge.com IT Management: Past, Present & Future 3


3



Copyright Statement

- All materials created by any of the following Q:PIT, Q:PIT Ltd, Orchestrated-Knowledge, Peter Leeson or PLeeson are under protected under the [Creative Commons Attribution-NonCommercial 4.0 International License](#).
- Materials may be quoted and shared as long as the appropriate reference to the origin of the material is referenced and it is not used for commercial purposes.
- Permissions beyond the scope of this license may be available at <https://www.Orchestrated-Knowledge.com/copyright/>



Free Personal Call
 www.Orchestrated-Knowledge.com IT Management: Past, Present & Future 4

4

bcs
The
Chartered
Institute
for IT

Management - a 50 year view

What I'll Talk About Tonight

- Who am I?
- 1970s
- 1971 – it was a very good year
- My Computer and I (1972-1979)
- 1980s – recovering from injury
- 1990s – what happened there
- 2000 + – The Renaissance
- Insights
- Over to Peter

Free Personal Call
www.Orchestrated-Knowledge.com

A Bit of Uncle Albert to Start

We can't solve problems by using the same kind of thinking we used when we created them.

Albert Einstein
German Theoretical-Physicist
(1879-1955)

QuoteHD.com

5

bcs
The
Chartered
Institute
for IT

Management - a 50 year view

Who am I?

- An operator who evolved
- A manager who recovered
- A team builder
- A breaker of rules
- A Master Practitioner of NLP
- An author
- A relatively Happy Hammer

Free Personal Call
www.Orchestrated-Knowledge.com

A Honeywell 316 circa 1972

6

bcscs
The
Chartered
Institute
for IT

Management - a 50 year view

1971 – It Was A Very Good Year

- 16th August is a key date
- International Banker
- Letter of Credit maestro
- Foreign Exchange aficionado
- Management were bankers
 - Formal Dress Code
 - Laser focused Time Recording
 - Lots of shouting
 - No guidance whatsoever

Well, We Can All Dream

VINTAGE
★ SINCE ★
1971
ALL ORIGINAL PARTS
AGED TO PERFECTION

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

7

7

bcscs
The
Chartered
Institute
for IT

Management - a 50 year view

My First Ever Manager

My Computer And I (1972-1979)

- My first encounter with a leader
- Trained as an operator
- Set up London Data Centre ☺
- Saw Europe on expenses
- Management
 - Fear / Blame Culture
 - No training / coaching / mentoring
 - Bullying / Humiliating in public
 - Retired hurt
 - Put me off for life (or so I thought)



Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

8

8


bcs
The
Chartered
Institute
for IT

Management - a 50 year view

1980s – Recovering From Injury

- Moved into COBOL programming
- A Very Reluctant Team Leader
- Moved from international to retail
- First PM role (FX – what else?)
- Management
 - Hierarchical
 - Quality Bonanza
 - Some training at last
 - Management by Objectives
 - Points make Prizes

An Interesting Chap



If the 1980s were about quality and the 1990s were about reengineering, then the 2000s will be about velocity.

— Bill Gates —

AZ QUOTES

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

9

9

bcs
The
Chartered
Institute
for IT

Management - a 50 year view

1990s – what happened there?

- Big Programme – Big Bang
- CASE Tool Frenzy
- Appraisal Madness
- Process Improvement
- Management
 - Flat-ter structures
 - Change Overwhelm
 - Matrix Management.....MM!
 - Certifications Rule
 - Productivity Mania

Another “interesting” chap



The 1990's sure aren't like the 1980's.

Donald Trump

BrainyQuote

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

10

10

bcs
The
Chartered
Institute
for IT

Management - a 50 year view

2000 Onwards – The Renaissance

- God bless Amsterdam
- The Q-Cell experience
- Hello Agile
- Come in Transformation
- Welcome DevOps
- Management
 - Move from Command and Control
 - Self-Managing Teams
 - Coaching not Coercing
 - Communication is not a dirty word

If It Works In The Army Then...

Never tell people how to do things. Tell them what to do, and they will surprise you with their ingenuity.

George S. Patton
www.geckoandfly.com

Free Personal Call
www.Orchestrated-Knowledge.com

CC BY NC ND

11

bcs
The
Chartered
Institute
for IT

Management - a 50 year view

Insights - 1

- Shouting doesn't help
- Appraisals don't work
- Meetings Meetings Meetings
- People not Process
- Bring me Solutions not Problems
- Working from home is not a crime
- We've always done it like this
- Don't shoot the messenger
- You don't have to be an **CENSORED** hole

Please Don't Try This At Home

- The first rule of bad management: -

IF IT'S NOT WORKING – DO MORE OF IT

Free Personal Call
www.Orchestrated-Knowledge.com

CC BY NC ND

IT Management: Past, Present & Future

12

12

bcs
The
Chartered
Institute
for IT

Management - a 50 year view

Orchestrated Knowledge

Let's hope the future is not like this

Insights - 2

- Manage how you'd like to be managed
- Encourage, listen, be there!
- Know when to be in the spotlight and when to get off stage
- Ask questions – show an interest
- Empower don't abdicate
- Encourage decision making at the informed level
- Move hierarchies to Room 101

'So much of what we call management consists of making it difficult for people to work'

➤ (Peter Drucker)

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

13

13

bcs
The
Chartered
Institute
for IT

Management - a 50 year view

Orchestrated Knowledge

Happy Next Year?

Over to Peter

- Any burning questions?
- Please don't hesitate to ASK PETER 😊

MY CONTACT DETAILS

- paul@exceedus.co.uk
- 07740087614

2021
loading...

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

14

14




Free Personal Call

The Future of Management?

Peter Leeson





CHARTERED QUALITY PROFESSIONAL

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future


15

15



Copyright Statement

- All materials created by any of the following Q:PIT, Q:PIT Ltd, Orchestrated-Knowledge, Peter Leeson or PLeeson are under protected under the [Creative Commons Attribution-NonCommercial 4.0 International License](#).
- Materials may be quoted and shared as long as the appropriate reference to the origin of the material is referenced and it is not used for commercial purposes.
- Permissions beyond the scope of this license may be available at <https://www.Orchestrated-Knowledge.com/copyright/>



Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

16

16



bcs
The
Chartered
Institute
for IT

What is Management?

A Series of Activities

- A scientific approach to
 - Identifying requirements
 - Establishing clear and achievable objectives
 - Balancing the competing demands from the different stakeholders
 - Ensuring that a commonality of purpose is achieved

A Role or Function

- End to end visibility
- Focused on solving issues that menace inter-relationship of tasks
- Awareness and control of the triple constraint
 - Calendar
 - Cost
 - Quality

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

17

17

bcs
The
Chartered
Institute
for IT

Management's Role

- The role of a manager is to provide the resources necessary to allow the team to produce their best:
 - Time
 - Budget
 - Staffing
 - Knowledge
 - Tools and equipment
 - Structure and organization
 - Protection from external interference
 - Clear and realistic objectives
 - Support
 - Etc.
- **You're a good manager if your team is effective**

Free Personal Call
www.Orchestrated-Knowledge.com


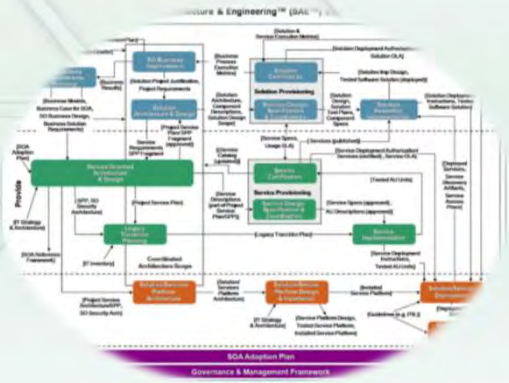
IT Management: Past, Present & Future

18

18

Two Basic Approaches

- Mechanistic
- Systemic

Orchestrated Knowledge

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

19

Mechanistic Approach

- People are interchangeable
- A task is a task
- Command and control
- Assume everyone is out to cheat the company
- Measure and give measured objectives
- Well defined hierarchical structure
- Formalise and standardise
- We need to see everyone in an Open-Plan Office

Orchestrated Knowledge

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

20

bcS
The
Chartered
Institute
for IT

Open-Plan Office

Orchestra

DISSATISFACTION LEVELS OF OPEN OFFICE EMPLOYEES

Percentage Dissatisfied

Category	Percentage Dissatisfied
Noise level	~25%
Sound privacy	~55%
Visual privacy	~32%

Charlie Chaplin "Modern Times"

Peopleware
Productive Projects and Teams
Published / Revised:
• 1987
• 1998
• 2013
Tom DeMarco & Timothy Lister

SOURCE: ANALYSIS OF DATA FROM THE CENTER ON THE BUILT ENVIRONMENT BY JUNGSOO KIM AND RICHARD DE DEAR, UNIVERSITY OF SYDNEY
<https://www.officeprofile.co.uk/blog/should-i-have-an-open-plan-office-layout/>

<https://www.bbc.co.uk/news/magazine-23419229>

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

21

21

bcS
The
Chartered
Institute
for IT

Systemic Approach

- Flat structures
- Shifting boundaries: the organization is a living system
- People are considered as assets rather than resources
- Deal with complexity, uncertainty and ambiguity
- Does not rely on formalized structures
 - Organizational structures coalesce for specific projects
 - Symbiotic relationships

<https://aipracticitioner.com/wp-content/uploads/2017/08/Teambuilding-Dialogue.jpg>

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

22

22

bcS
The
Chartered
Institute
for IT

<https://st1.latestly.com/wp-content/uploads/2019/12/Happy-and-Prosperous-New-Year-2020.jpg>

Then, 2020 happened...

Happy and Prosperous New Year 2020



LATESTLY

Free Personal Call

 www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

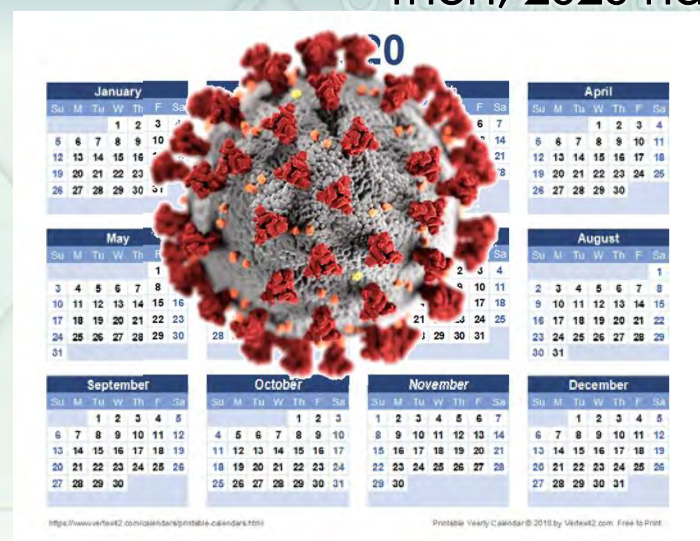
23

23

bcS
The
Chartered
Institute
for IT

<https://cdn.vertex42.com/calendars/pdfs/images/2020-yearly-calendar-landscape.png>
https://en.wikipedia.org/wiki/COVID-19_vaccine

Then, 2020 happened...



20

January							April						
Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa
			1	2	3	4				1	2	3	4
5	6	7	8	9	10	11	5	6	7	8	9	10	11
12	13	14	15	16	17	18	12	13	14	15	16	17	18
19	20	21	22	23	24	25	19	20	21	22	23	24	25
26	27	28	29	30	31		26	27	28	29	30		


May							August						
Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa
				1	2	3						1	2
3	4	5	6	7	8	9	2	3	4	5	6	7	8
10	11	12	13	14	15	16	9	10	11	12	13	14	15
17	18	19	20	21	22	23	16	17	18	19	20	21	22
24	25	26	27	28	29	30	23	24	25	26	27	28	29
31							30	31					

September							October							November							December						
Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa
			1	2	3	4				1	2	3	4	1	2	3	4	5	6	7	1	2	3	4	5	6	7
6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12
13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19
20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26
27	28	29	30				25	26	27	28	29	30	31	29	30						27	28	29	30	31		

<https://www.vertex42.com/calendars/printable-calendars.html>

Possible Yearly Calendar © 2018 by Vertex42.com. Free to Post.

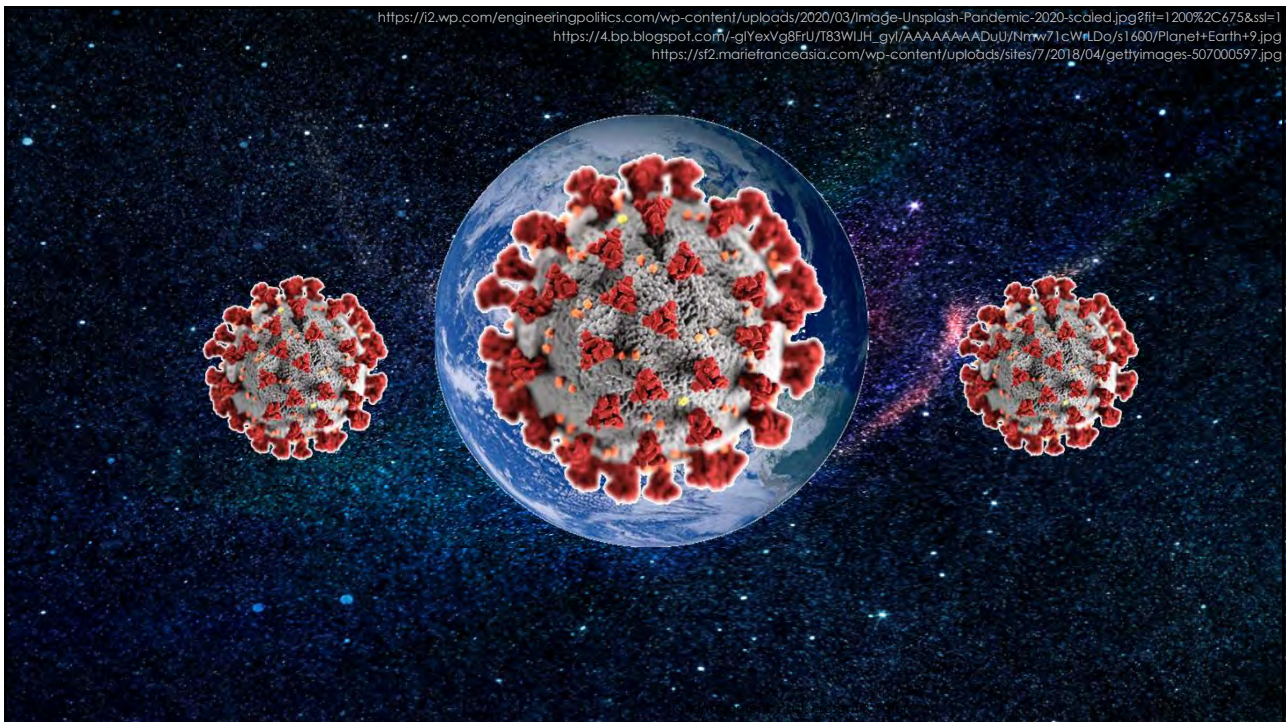
Free Personal Call

 www.Orchestrated-Knowledge.com

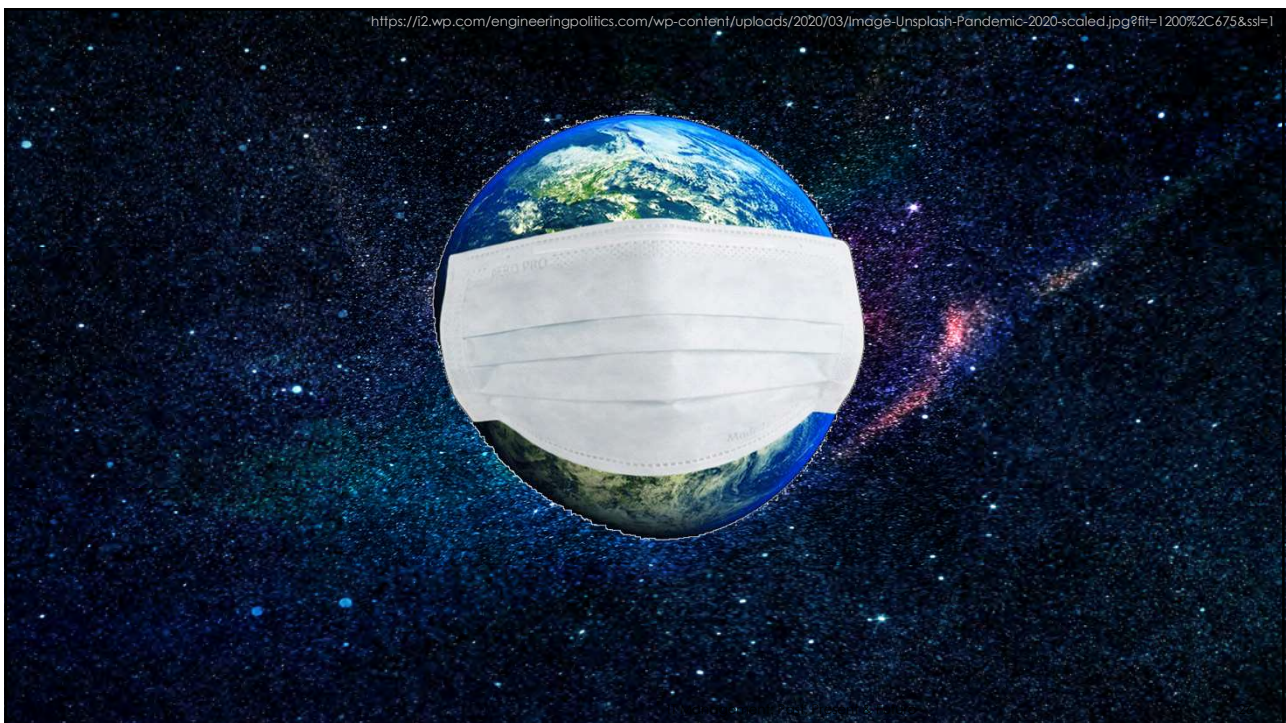
IT Management: Past, Present & Future

24

24



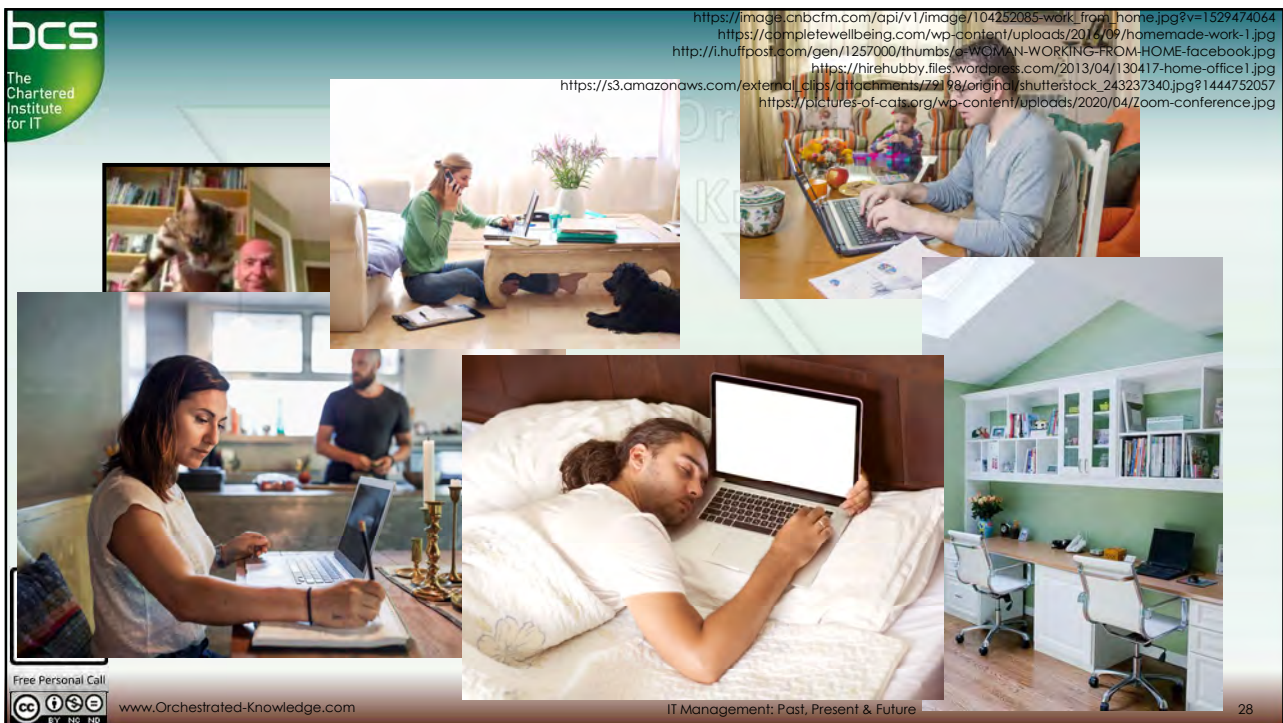
25



26



27



28

Everything Changes

http://arteascuola.com/wp-content/uploads/2013/01/10dic12_31.jpg



You can't use old maps to explore new worlds


(Quote attributed to Albert Einstein)

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

29

Contents



- Management Styles
Different people, different approaches?
- Management, Leadership or What?
Control, support, encourage, motivate, delegate?
- Management Skills
The things that are important
- The Organization and the Individual
Management is forming the best?
- Chaos and Complexity
It's messy, really that simple is it?
- Conclusion
In brief

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

30

bcs
The
Chartered
Institute
for IT

Orchestrated Knowledge

Management Styles

Different people, different approaches?



Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

31

31

bcs
The
Chartered
Institute
for IT

Orchestrated Knowledge

The Role of Managers

<http://www.clipart.com/clipart-251839.html>

- Motivate!
- Balance competing demands
- Determine appropriate interventions whenever necessary
- Provide personalised directions to the individual members of the team




Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

32

32



Key Components of Project Management

Proactive Manager

- The centre of the universe
- Directly involved in every activity
- Technically competent

Subdued Manager

- The orchestra conductor
- Typical of matrix organization


or


Control or Guide?

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

33

Dominate

Accompany, Prepare & Transfer

Inspire





Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

34

bcs
The
Chartered
Institute
for IT

Orchestrated Knowledge

Management, Leadership or What?

Control, support, encourage, motivate, delegate?



Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future 35

35

bcs
The
Chartered
Institute
for IT

Orchestrated Knowledge

Roles

The Manager

- Maintains perspective from behind the troops
- Establishes the environment
- Creates atmosphere
- Enables productivity
- Establishes priorities
- Likes stability
- Business interests
- Get things done
- Control
- Information
- Documentation

The Leader

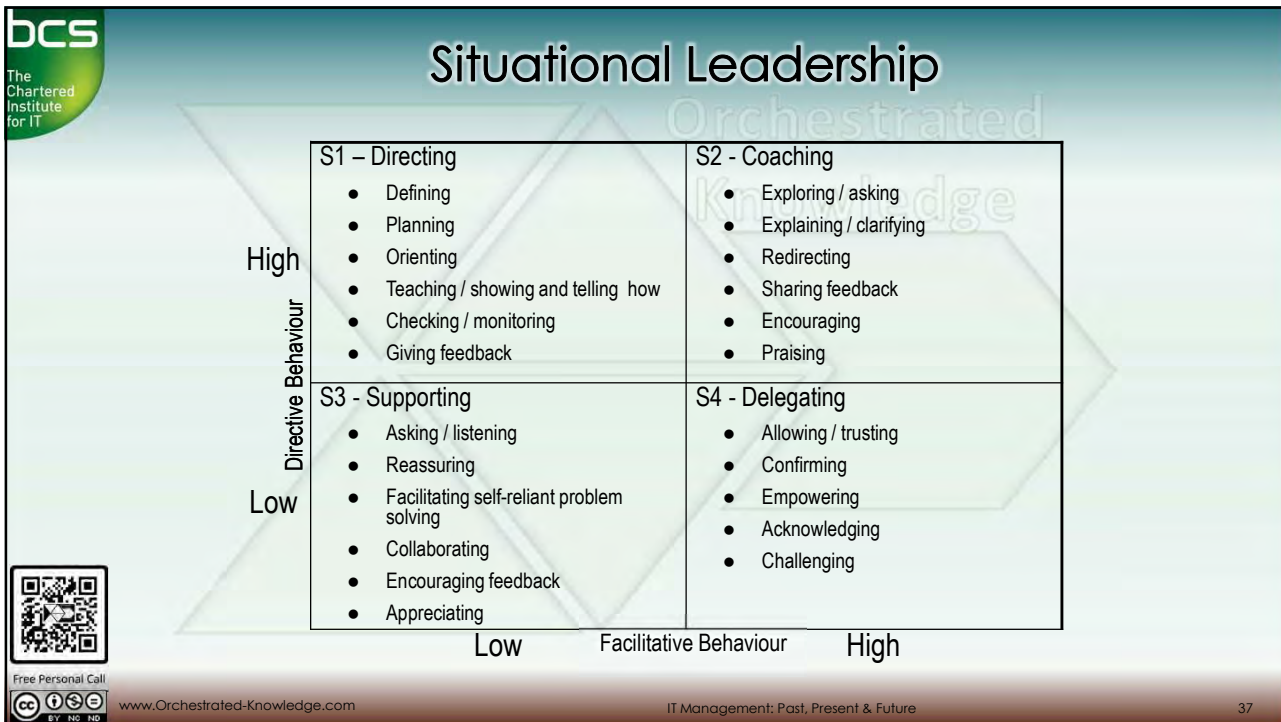
- Charges in front of the troops
- Motivates
- Encourages
- Builds enthusiasm
- Communicates a vision
- Likes movement
- Personal interests
- Does things
- Leads
- Knowledge
- Abilities



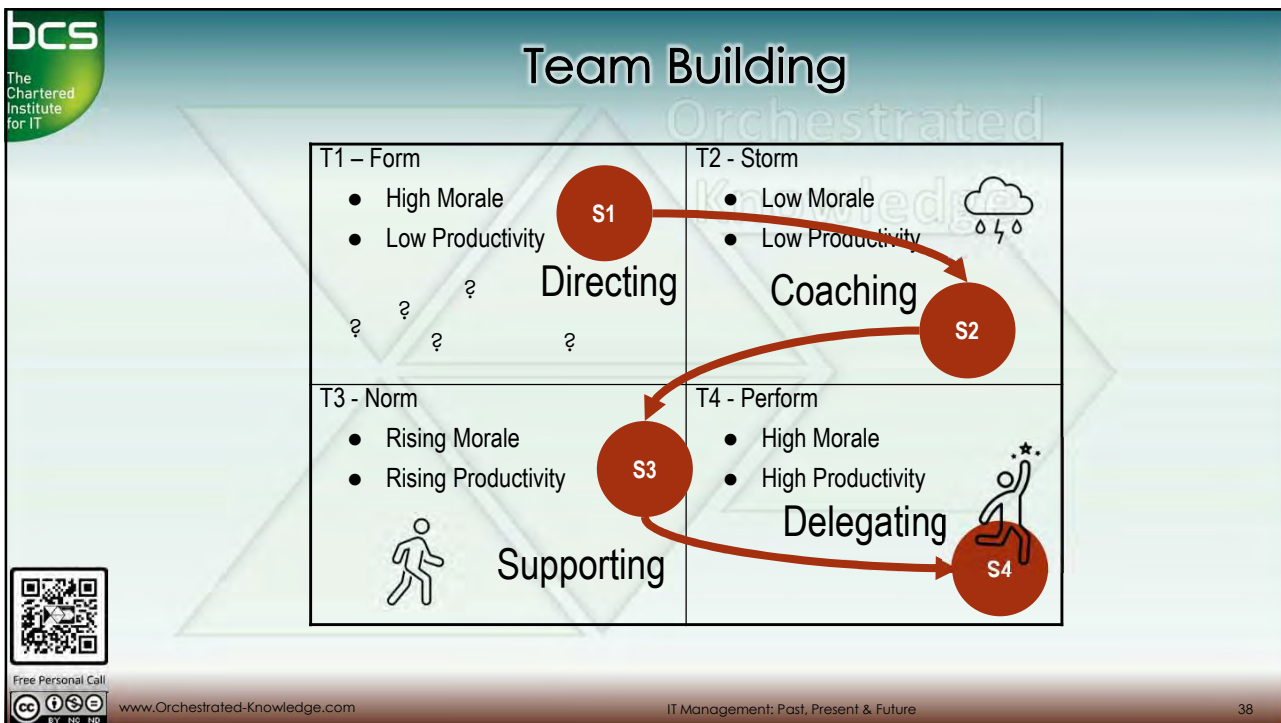
Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future 36

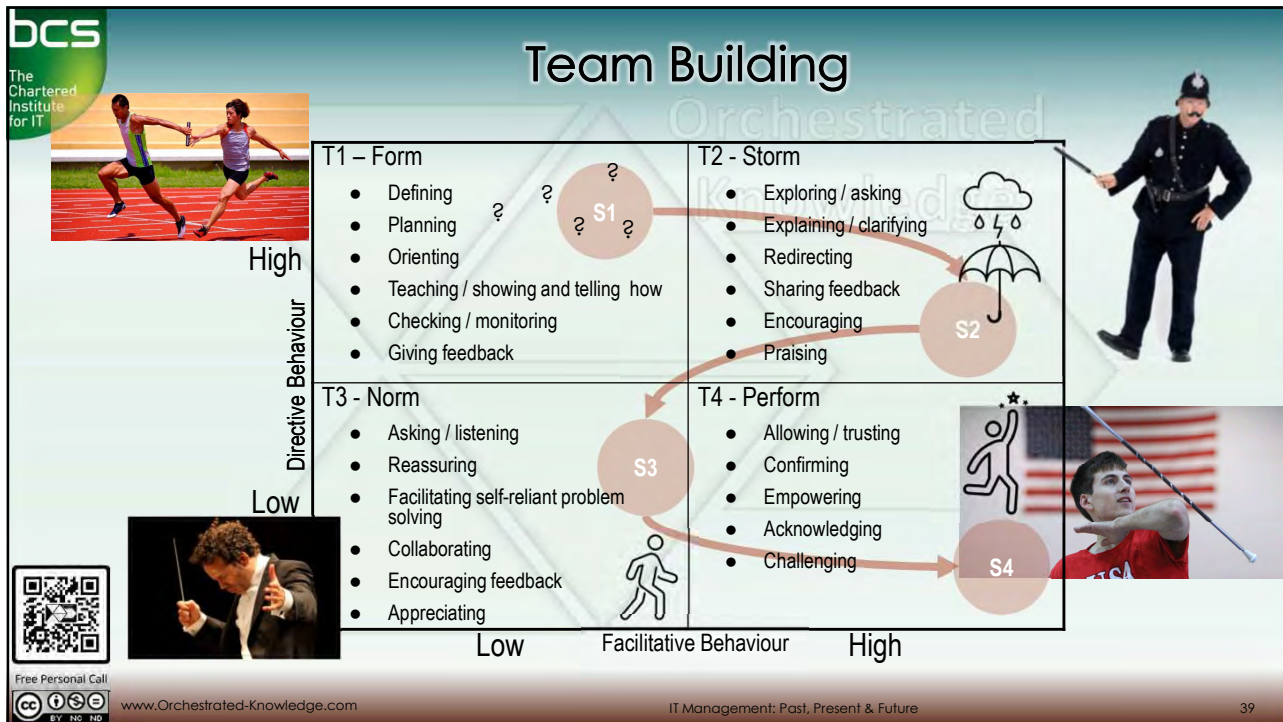
36



37



38



39



40

bcs
The
Chartered
Institute
for IT

The Skills of a Manager

Orchestrated Knowledge

- Communicate
 - With the team
 - With each team member
 - With other stakeholders (management, clients, suppliers, other project managers)
- Leadership by example
- Inspire and Motivate
- Conflict transformation, team development, mentoring
- Negotiation
- Trouble-shooting
- Estimating, planning and bidding
 - Matching external competitive drivers and internal capabilities
- Monitoring and Tracking

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

41


41

bcs
The
Chartered
Institute
for IT

Remember the Interesting Chap?

Orchestrated Knowledge

- 1980s: Quality
- 1990s: Reengineering
- 2000s: Velocity
- ...
- 2020s: Taking care of your people!



If the 1980s were about quality and the 1990s were about reengineering, then the 2000s will be about velocity.

— Bill Gates —

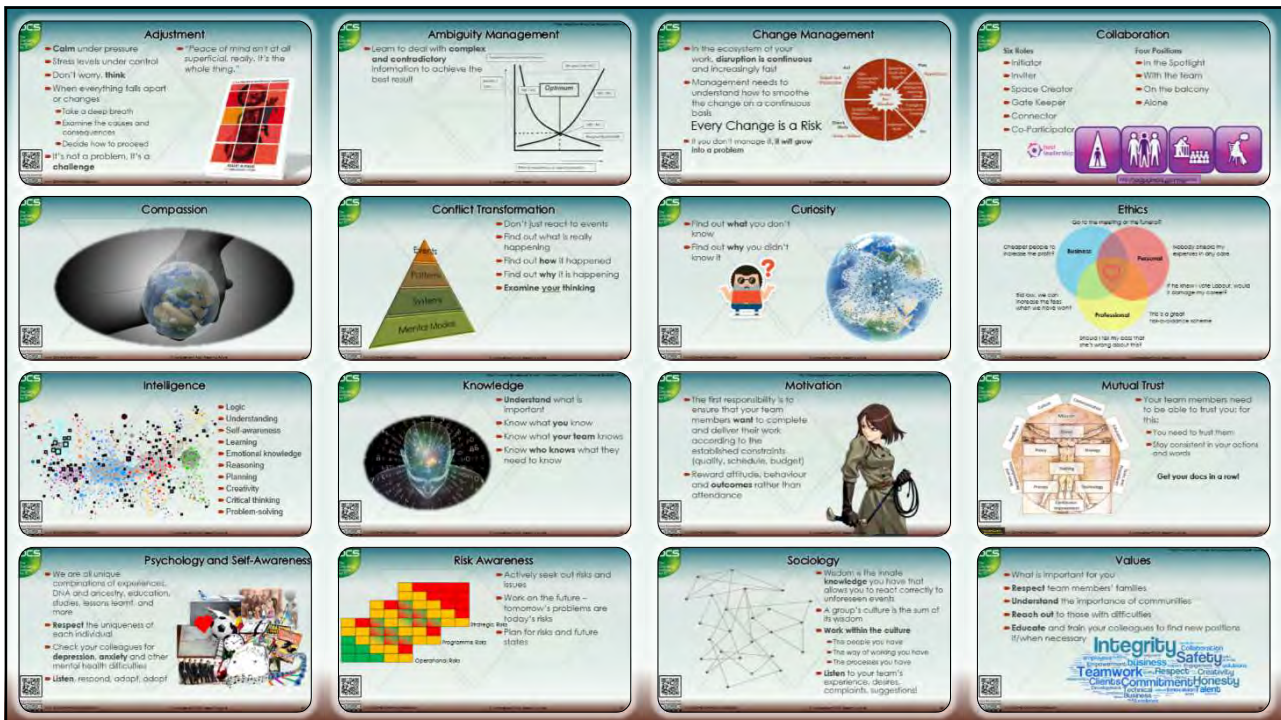
AZ QUOTES

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

42

42



43

BCS
The
Chartered
Institute
for IT

Adjustment

“Peace of mind isn't at all superficial, really. It's the whole thing.”

- **Calm** under pressure
- Stress levels under control
- Don't worry, **think**
- When everything falls apart or changes
 - Take a deep breath
 - Examine the causes and consequences
 - Decide how to proceed
- It's not a problem, it's a **challenge**

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

44

44

Ambiguity Management

Learn to deal with **complex and contradictory** information to achieve the best result

Fundamentals of Cost Benefit Analysis

Benefit or Costs

Marginal Cost (MC)

Optimum

MB > MC

MB < MC

MB = MC

Marginal Benefit (MB)

Effort or Expenditure on hazard prevention

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

45

45

Change Management

In the ecosystem of your work, **disruption is continuous** and increasingly fast

Management needs to understand how to smoothe the change on a continuous basis

Every Change is a Risk

If you don't manage it, **it will grow into a problem**

Grasp the Situation

Plan

Determine Goals and Targets

Determine Method for reaching Goals

Do

Engage in Education and Training

Implement Work

Check Study

Analyse the Effects of Implementation

Act

Take Appropriate Corrective Actions

Adjust and Standardize

Study / Reflect

Hypotheses

Try

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

46

46

bcs
The
Chartered
Institute
for IT

Collaboration


Six Roles

- Initiator
- Inviter
- Space Creator
- Gate Keeper
- Connector
- Co-Participant

Four Positions

- In the Spotlight
- With the team
- On the balcony
- Alone




   


Free Personal Call
 www.Orchestrated-Knowledge.com <http://hostleadership.com/resources>

47

bcs
The
Chartered
Institute
for IT

Compassion



Free Personal Call
 www.Orchestrated-Knowledge.com IT Management: Past, Present & Future

48

Conflict Transformation

- Don't just react to events
- Find out what is really happening
- Find out **how** it happened
- Find out **why** it is happening
- **Examine your thinking**

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

49

Curiosity

- Find out **what** you don't know
- Find out **why** you didn't know it

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

50

BCS
The
Chartered
Institute
for IT

Ethics

Go to the meeting or the funeral?

Cheaper people to increase the profit?

Bid low, we can increase the fees when we have won?

Should I tell my boss that she's wrong about this?

Nobody checks my expenses in any case

If he knew I vote Labour, would it damage my career?

This is a great tax-avoidance scheme

Business

Personal

Professional

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

51

51

BCS
The
Chartered
Institute
for IT

Intelligence

- Logic
- Understanding
- Self-awareness
- Learning
- Emotional knowledge
- Reasoning
- Planning
- Creativity
- Critical thinking
- Problem-solving

Free Personal Call

www.Orchestrated-Knowledge.com


IT Management: Past, Present & Future

52

52

Knowledge

- **Understand** what is important
- Know what **you** know
- Know what **your team** knows
- Know **who knows** what they need to know



<https://www.lanternaeducation.com/wp-content/uploads/2015/01/Senses-e1583502391711.jpg>

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

53

Motivation

- The first responsibility is to ensure that your team members **want** to complete and deliver their work according to the established constraints (quality, schedule, budget)
- Reward attitude, behaviour and **outcomes** rather than attendance



http://3.bp.blogspot.com/-oUL3l10_JMA/Ty6UvOmeXyl/AAAAAAAAAD5I/Wm9qFqGkFs/s1600/whip.jpg

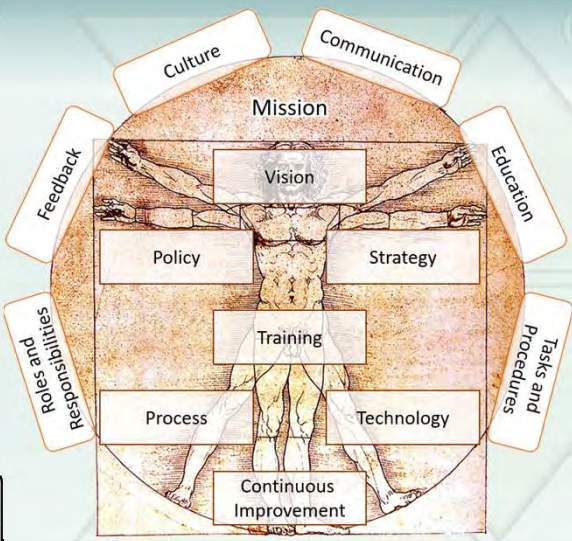
Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

54

bcS
The
Chartered
Institute
for IT

Mutual Trust



- Your team members need to be able to trust you; for this:
 - You need to trust them
 - Stay consistent in your actions and words

Get your docs in a row!

Free Personal Call
Vitruxion Quality
©2020 Peter Leeson
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

55

bcS
The
Chartered
Institute
for IT

Psychology and Self-Awareness



- We are all unique combinations of experiences, DNA and ancestry, education, studies, lessons learnt, and more
- **Respect** the uniqueness of each individual
- Check your colleagues for **depression, anxiety** and other mental health difficulties
- **Listen**, respond, adapt, adopt

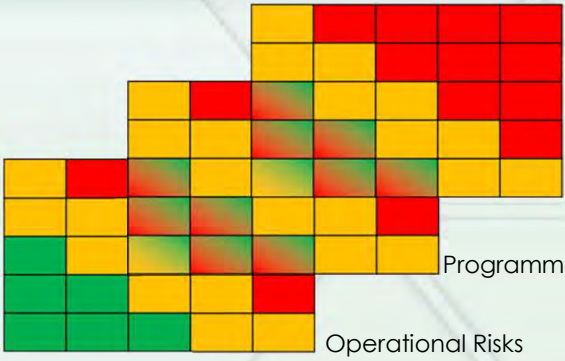
Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

56

bcs
The
Chartered
Institute
for IT

Risk Awareness



- Actively seek out risks and issues
- Work on the future – tomorrow's problems are today's risks
- Plan for risks and future states

Strategic Risks

Programme Risks

Operational Risks

Free Personal Call

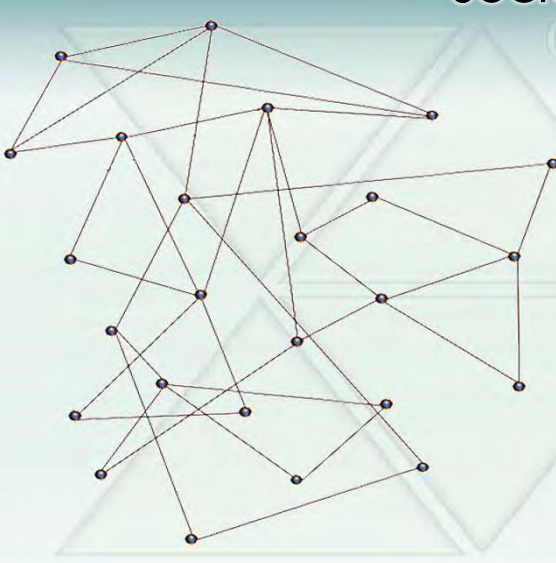
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

57

bcs
The
Chartered
Institute
for IT

Sociology



- Wisdom is the innate **knowledge** you have that allows you to react correctly to unforeseen events
- A group's culture is the sum of its wisdom
- **Work within the culture**
 - The people you have
 - The way of working you have
 - The processes you have
- **Listen** to your team's experience, desires, complaints, suggestions!

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

58



Values

- What is important for you
- Respect** team members' families
- Understand** the importance of communities
- Reach out** to those with difficulties
- Educate** and train your colleagues to find new positions if/when necessary



<https://matrixi.com/wp-content/uploads/2018/04/Core-Values.jpg>

59

60

bcs
The
Chartered
Institute
for IT

Most Organizations End Up As...

Orchestrated Knowledge

People doing what the client wants

People trying to control productivity of

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

61

61

bcs
The
Chartered
Institute
for IT

It's Time to Change That!

Orchestrated Knowledge

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

62

62

bcscs
The
Chartered
Institute
for IT

Why?

- Promotion replaces performance as the measure of personal success
- Valuable engineers are promoted to inefficient managers
- People learn to obey the rules instead of implementing the needs of the business
- The effort to reduce the cost of development is countered by the cost of the overhead

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

63

63

bcscs
The
Chartered
Institute
for IT

The Organization as an Organism

Cost:

- Human
- Financial
- Technological
- Material
- Resources

Value:

- Products
- Services

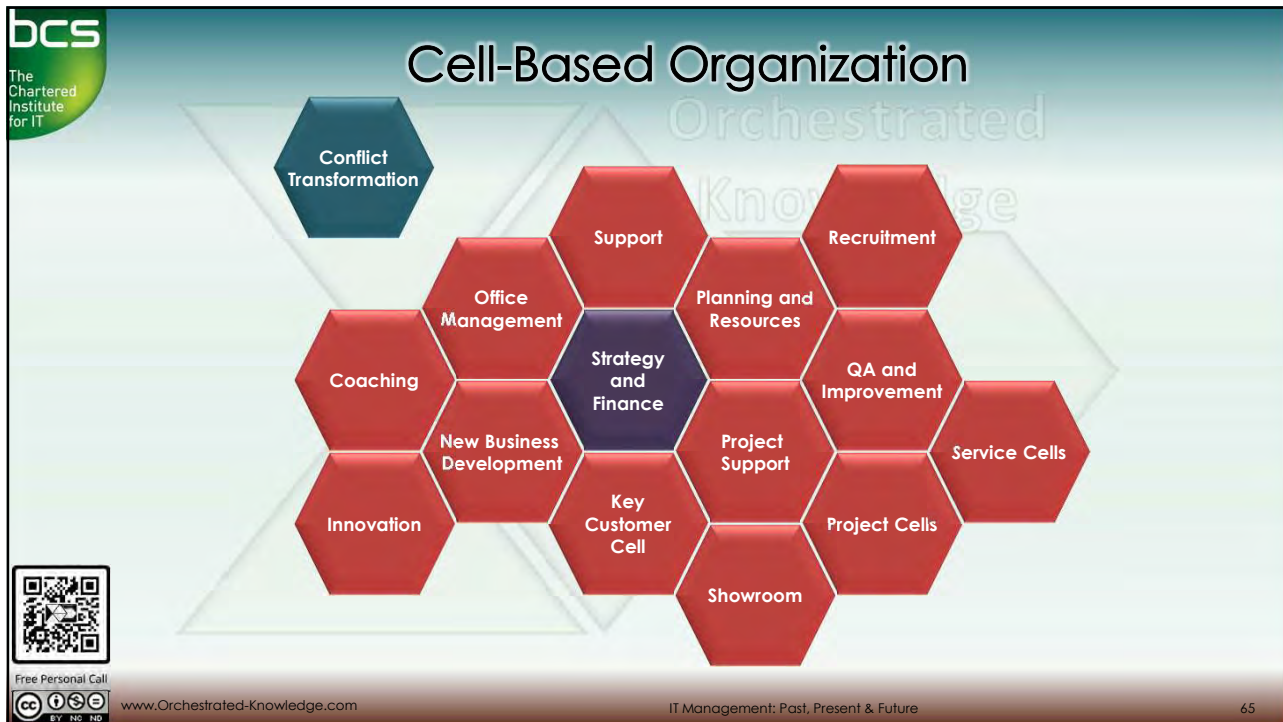
Input-Output:
Flow of materials,
energy, information

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

64

64



What is a Cell?

- A team of people working together
- Meeting on an ongoing basis
- Solving their own problems
- Making their own decisions
- Membership based on interest
- Rotating membership
- Focus on solving issues and organizing work

A Self-Governing, Focused Team!

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

66

bcs
The
Chartered
Institute
for IT

<https://3kcz333h8win3px3rh3vhfv3-wpengine.netdna-ssl.com/wp-content/uploads/2018/09/tameday-team-collaboration-800x533-1.jpg>

That Means Empowering Teams



So, give them the power to be empowered!

Free Personal Call
www.Orchestrated-Knowledge.com


IT Management: Past, Present & Future

67

bcs
The
Chartered
Institute
for IT

The Basic Approach

Orchestrated Knowledge



1. Envision **Goals**

2. Plan **Project**

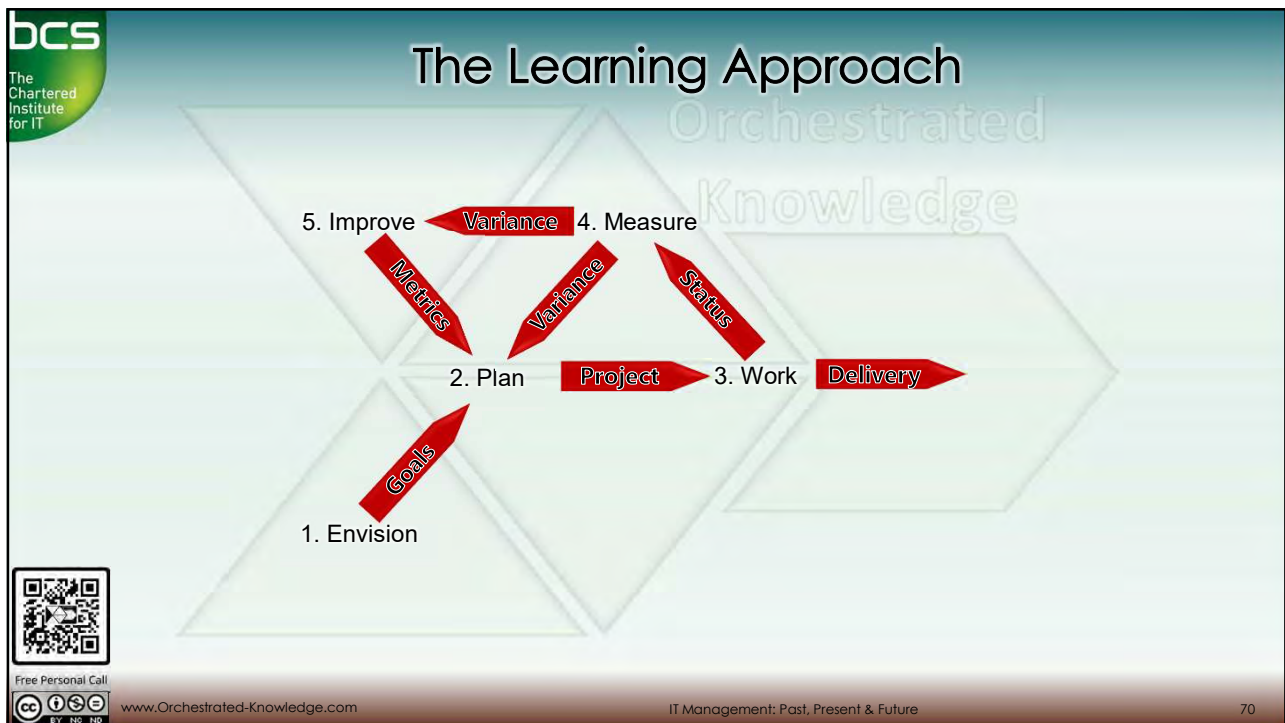
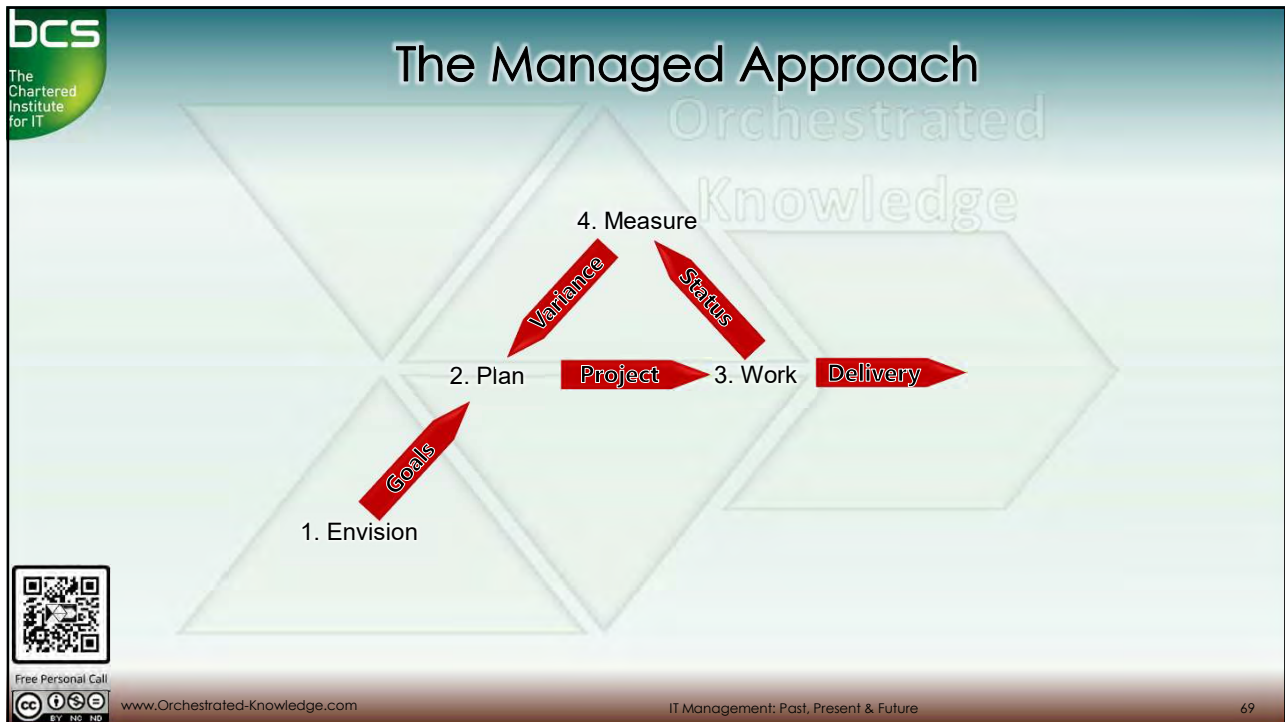
3. Work **Delivery**

4. Delivery

Free Personal Call
www.Orchestrated-Knowledge.com

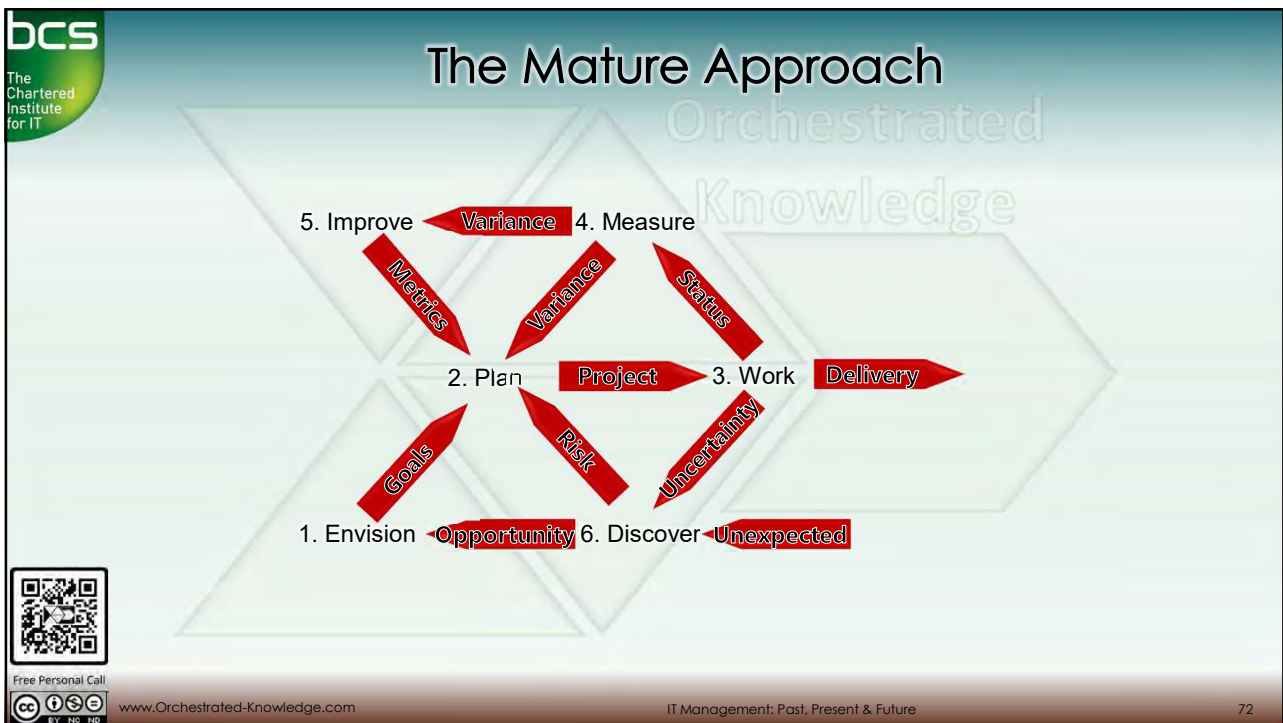
IT Management: Past, Present & Future

68

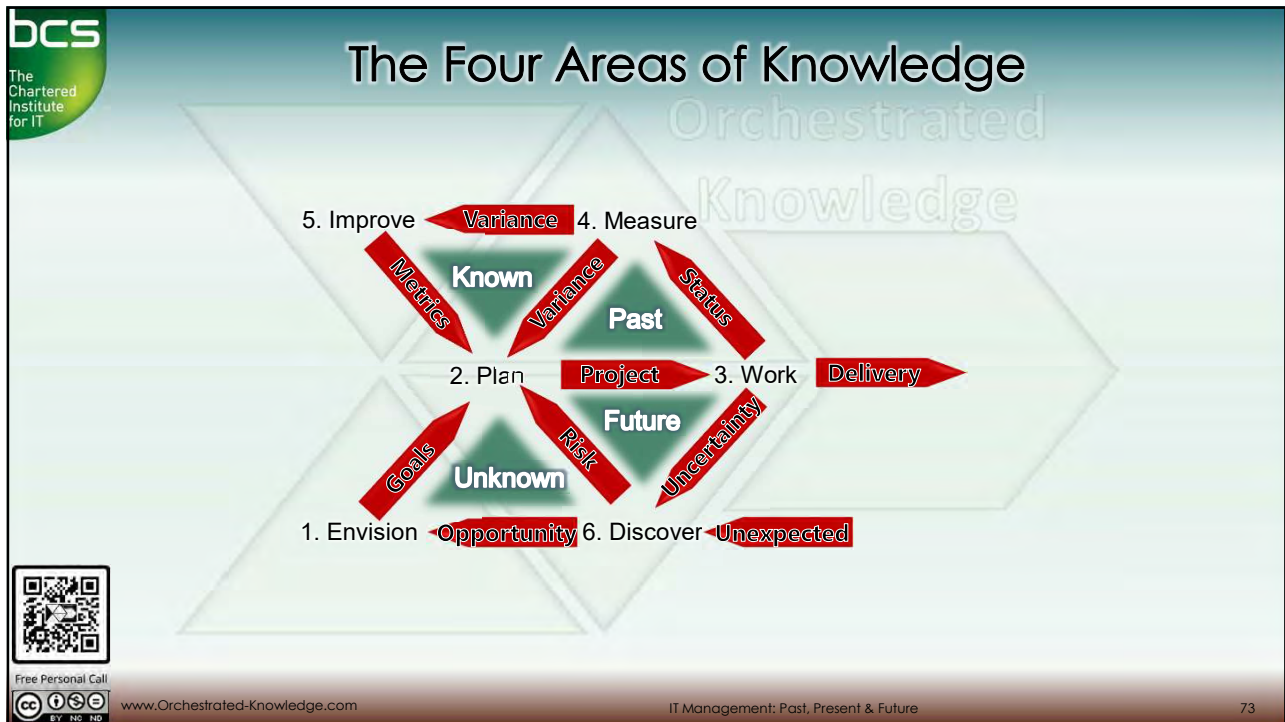




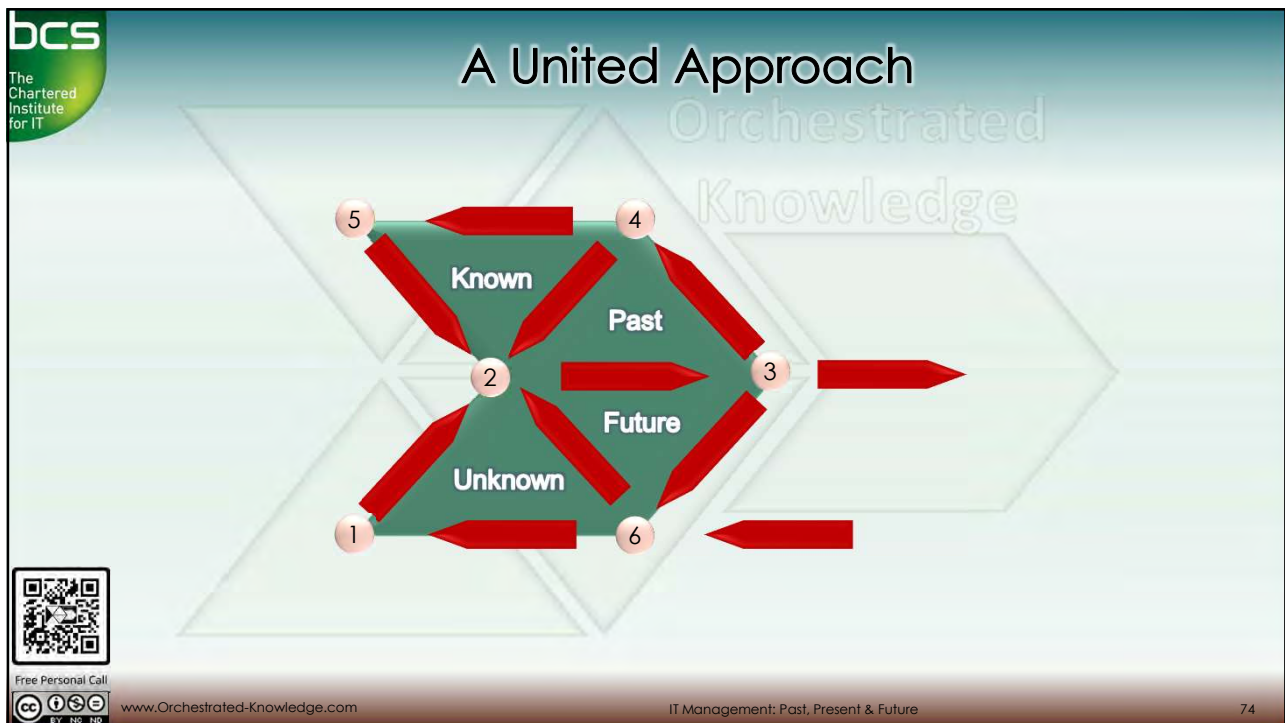
71



72



73



74

BCS
The
Chartered
Institute
for IT

The Four Quadrants of the Human Brain

Orchestrated Knowledge

Logic Known
Memory Past
Emotion Unknown
Imagination Future

Left Brain
Right Brain

Limbic Cerebral

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

75

75

BCS
The
Chartered
Institute
for IT

Using Intelligence

Orchestrated Knowledge

Me
Ego
Spirit
Soul
Self

Stimuli

Influence

Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.
Viktor E Frankl "Man's Search for Meaning"

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

76

76

bcs
The
Chartered
Institute
for IT

Motivating Change

Orchestrated Knowledge

Rational

Responsive

Reflective

Reactive

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

77

bcs
The
Chartered
Institute
for IT

Motivating Change

Orchestrated Knowledge

Acceptance

Ability

Rational

Aspiration

Attitude

Responsive

Reflective

Reactive

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future


78

bcs
The
Chartered
Institute
for IT

Orchestrated
Knowledge

Chaos and Complexity

It's never really that simple, is it?



Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future


79

79

bcs
The
Chartered
Institute
for IT

Understanding Complexity

- Complex means difficult to understand by people of average intelligence
- Simple means easy to understand by people of average intelligence
 - We are biologically programmed to prefer simple,
 - but we often overdo it
- Simplistic means too simple
 - e.g., trying to apply a known easy solution to a new, complex problem
 - Simplistic sells
 - i.e., widely-accepted often means too-simple



Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

80

80

bcs
The
Chartered
Institute
for IT

Applying Complexity

- ▶ People are **complex**
 - ▶ Random reactions are not traceable back to causes
- ▶ Tools are **complicated**
 - ▶ Many parameters and constraints need to work together
- ▶ Theories are **simple**
 - ▶ Academics and self-help books have ready solutions for problems they don't know about
- ▶ Organizations are **chaotic**
 - ▶ Many people seek to apply different simple theories to solve complicated problems
 - ▶ Many people applying simplistic solutions to complicated problems

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

81

81

bcs
The
Chartered
Institute
for IT

Complexity Assessment

Expectations Stability

Chaotic

Complicated

Complex

Simple

Complicated

Environmental Complexity

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

82

82

Start Where You Are

- Before you can move on, you need to understand your current position
 - Then define where you would like to be
 - Then decide how to start moving in the right direction
- Resist the urge of taking the "obvious, easy solution"
- Analyse rationally before jumping

Dave Snowden's Cynefin Framework
www.Cognitive-Edge.com

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

83

Adapt your Thinking to the Issue

- System thinking starts from an ideal situation and decides what needs to be done
 - It fails because the idealism is too far
- Complexity thinking starts from the current state and starting a journey with a sense of direction but without overstating the goals
 - We can discover things along the way
- Value the Cynics – they challenge you

Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future


84

bcs
The
Chartered
Institute
for IT

Cynics

**Include the cynics in
defining
designing
developing
deploying**

- They challenge you
- People prefer questions over impositions
- Ask them more simple questions
 - How would you simplify this?
 - How could we avoid that difficulty?
 - When do you think we will start it?
- Listen, respond, adapt, adopt



Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

85


85

bcs
The
Chartered
Institute
for IT

Conclusion

In brief

Orchestrated
Knowledge



Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

86

86

Management Objectives

- Remember: people do things
 - Processes, standards, methodologies, audits, controls, KPIs are only tools to help people do things correctly
- Work with people
 - Encourage, motivate, lead, listen
 - Take responsibility for mental issues, stress, depression, all of which lead to loss of productivity...

Free Personal Call
www.Orchestrated-Knowledge.com
IT Management: Past, Present & Future

87

5 Steps to Wisdom

```

graph LR
    A[Data: Numbers and Words representing objects, events and properties] --> B[Information: Contained in answers to questions of who, what, where, when and how many: it is processed data]
    B --> C[Knowledge: Contained in instructions, know-how. You might think of it as organized information]
    C --> D[Understanding: Contained in answers to why questions]
    D --> E[Wisdom: Being able to recognise and judge long-term possible consequences]
    E --> F[Prediction]
  
```

According to Ackoff, Russell L. (1999)
Re-Creating the Corporation: A Design of Organizations for the 21st Century.
Oxford: Oxford University Press

Free Personal Call
www.Orchestrated-Knowledge.com
IT Management: Past, Present & Future

88

Give Control, Take Control

- ▶ We are naturally beings who like to solve problems
- ▶ We are designed to take on challenges
- ▶ We have evolved to control our destiny
- ▶ Facilitate, don't bully



Free Personal Call
www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

89


89

Candid Feedback

- ▶ "A feedback loop is one of the most effective tools for improving performance."
- ▶ "We learn faster and accomplish more when we make giving and receiving feedback a continuous part of how we collaborate."
- ▶ "Feedback helps us to avoid misunderstandings, creates a climate of co-accountability, and reduces the need for hierarchy and rules."

- ▶ Giving feedback
 - ▶ Aim to assist
 - ▶ Actionable
- ▶ Receiving feedback
 - ▶ Appreciate
 - ▶ Accept or discard

▶ Hastings, Reed. "No Rules Rules". Ebury Publishing.



<https://www.isbns.net/isbn/9780753553633/>

Free Personal Call
www.Orchestrated-Knowledge.com

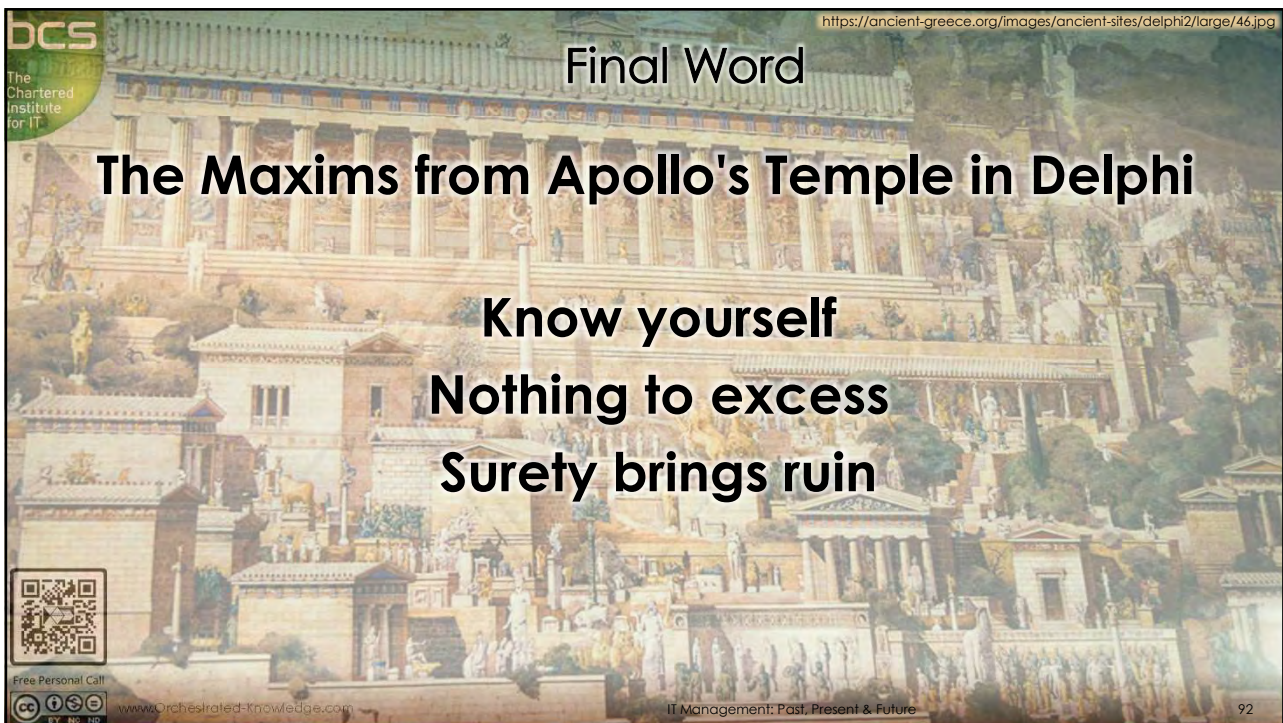
IT Management: Past, Present & Future

90

90



91



92

Questions?

Request a Call
[Calendly.com/Orchestrated-Knowledge](https://calendly.com/Orchestrated-Knowledge)
www.Orchestrated-Knowledge.com




- **Peter Leeson**
Orchestrated Knowledge
- Tel. +44 12 13 646 999
- Email: Info@pleeson.co.uk
- @PeterLeeson

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

93

93

Feedback, please?

► Please provide us with candid feedback
► <http://bit.ly/Feedback-PLeeson>







Paul Hookham
Exceedus Ltd
► Tel. +44 7740087614
► Email: paul@exceedus.co.uk

Peter Leeson
Orchestrated Knowledge
► Tel. +44 12 13 646 999
► Email: Info@pleeson.co.uk
► @PeterLeeson

Free Personal Call

www.Orchestrated-Knowledge.com

IT Management: Past, Present & Future

94

94