

# Business-IT Ecology

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# IT's Not Going to Get Any Better

- Cancel 31% of projects before completion
- 57% of projects with 189% cost overruns
- 9% of large projects on time, within budget
- Large projects with 42% of original features
- Restart 94% of projects at least once

# IT's going to get worse

- Agile Enterprise
- Innovation Enterprise

Pace of change accelerates,  
available response time decreases,  
innovative responses essential

# IT Must!

- Do it now
- Do it right
- Do it for less
- Show ROI at the "function level"



From ...

# Formalism



Descartes



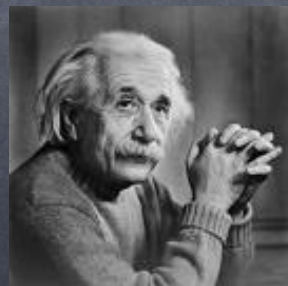
Leibniz



Newton



Kant



Einstein



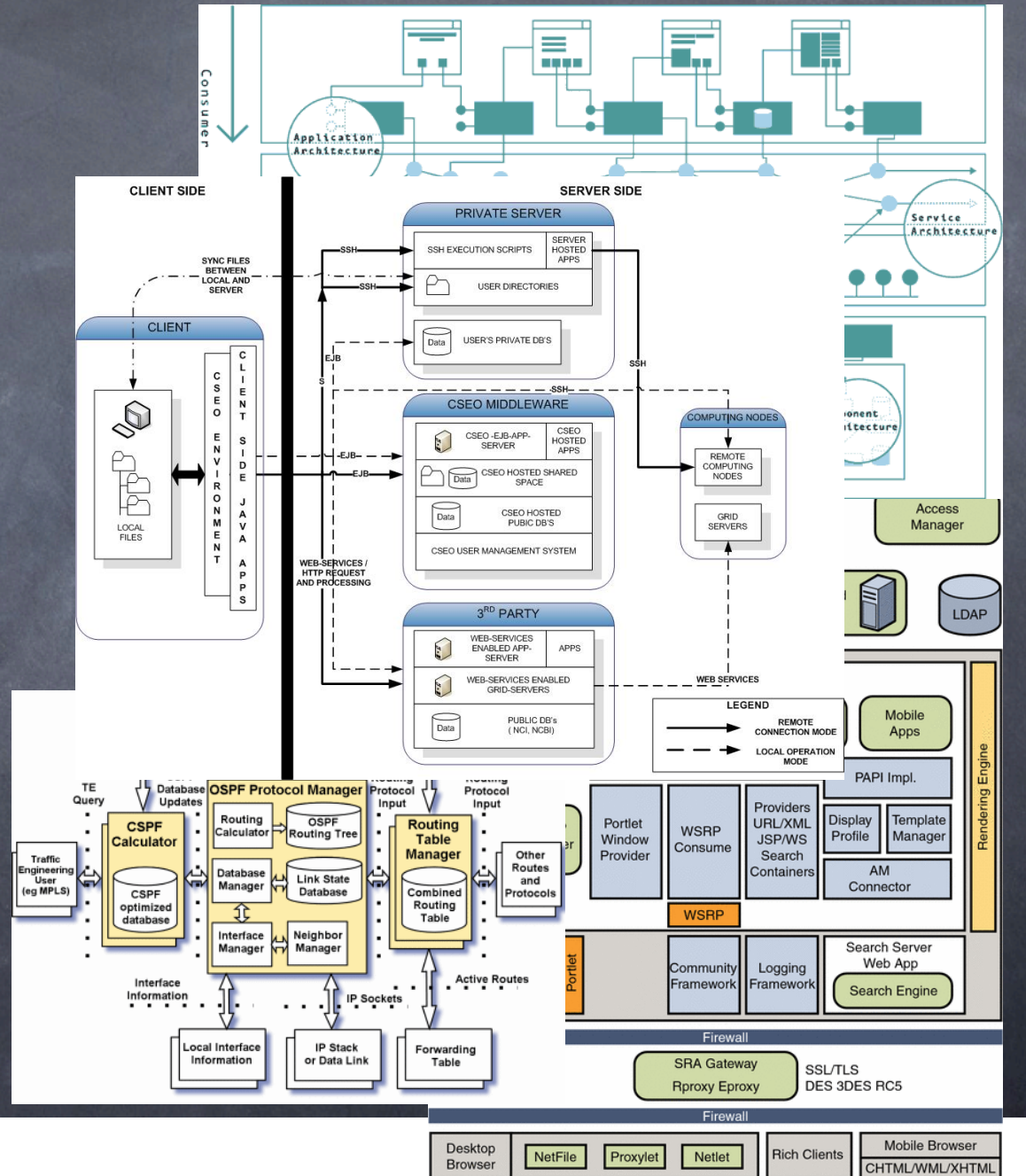
Pascal

# Metaphor Abuse - Clockworks





# Dualism



# Technology Lock-In



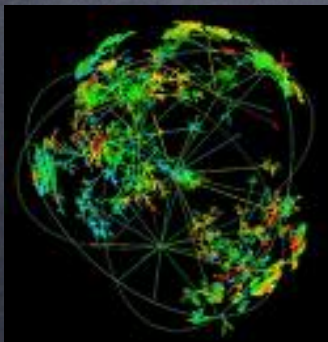
Legacy is a self-fulfilling prophecy - a myth - a ghost - a million-ton boat anchor



70-80% of the IT budget in large organizations is spent on maintenance!

To ...

# One Single CAS



# Adopt a New Way of Thinking

Which integrates

:

Object Thinking,  
Design Thinking,  
Agile Thinking  
Systems Thinking

And then uses Computational Thinking for  
implementation

# Object Thinking

System is a collection of objects participating in relationships (which are also objects).

• OBJECTS (contrary to what you believe) are simply autonomous things which have an identity, exhibit specific behaviors, possess certain knowledge.

# Design Thinking

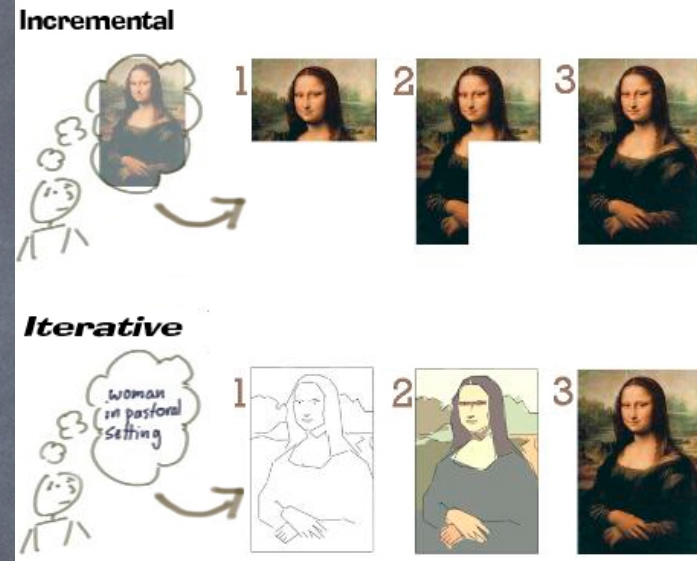
## Finding Solutions to Wicked Problems

...solving problems with imperfect knowledge using exploratory techniques, while involving all stakeholders.

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Design is Change

# Agile Thinking = E-i-i





# System Thinking:

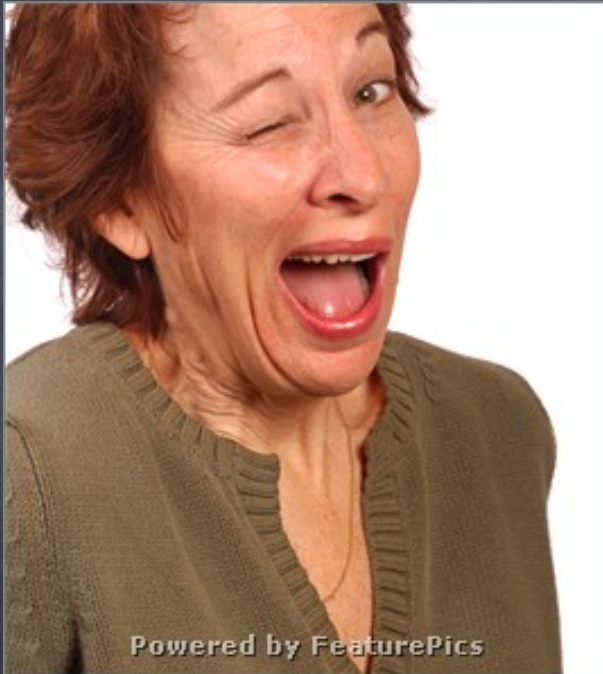
Theory of How It All Works.

Naur – “Theory Building”

Theory is Thick Description

Thick Description is collection of stories that make sense of object behaviors in context.

# Thick Description



:Complement Thick  
Description  
With Patterns and  
Properties

# Patterns

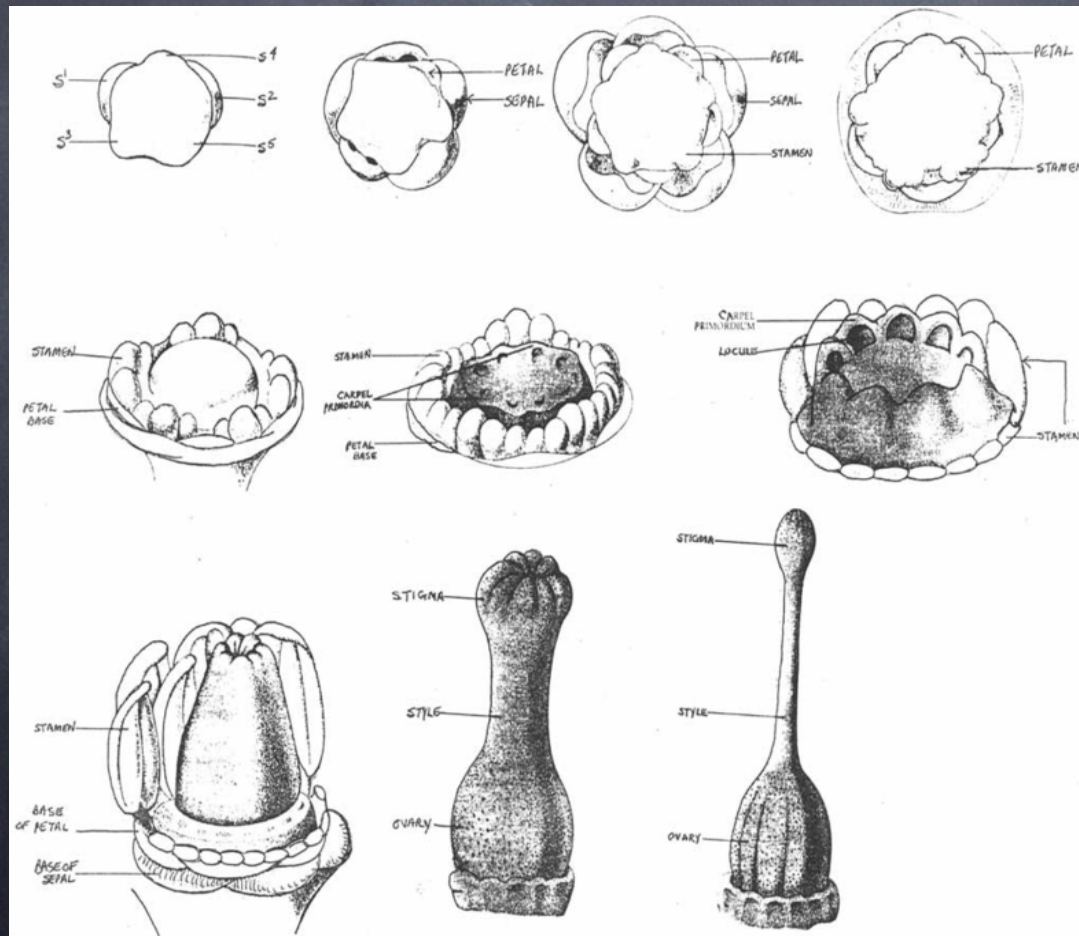
Observed in Reality, in Nature

Not

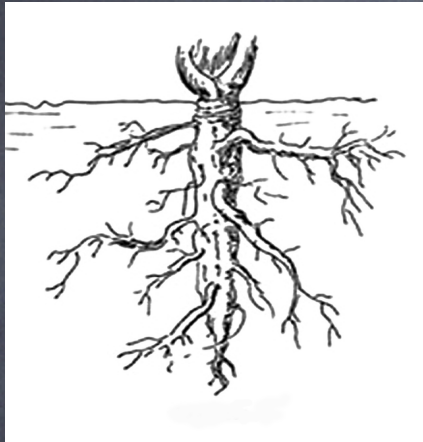
Product of thought that can  
be applied in many contexts.

# Properties

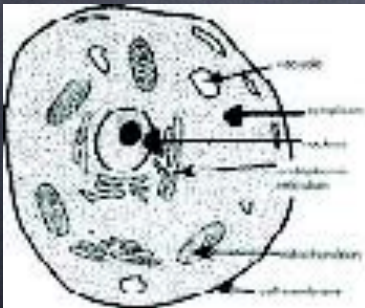
Geometries  
underlying  
patterns and  
generating form



# Properties



Levels of Scale



Boundaries

centers as fields  
levels of scale  
boundaries  
local symmetries  
contrast  
positive space  
deep interlock and ambiguity  
echoes  
alternating repetition  
good shape  
gradients  
roughness  
simplicity and inner calm  
void  
not separateness



Centers

# Business – IT Integration

Business and IT are already – inescapably integrated.

The required revolution  
is in the way you think  
about the problem.



The “Five Thinkings” point the way.