



Leading With Bimodal

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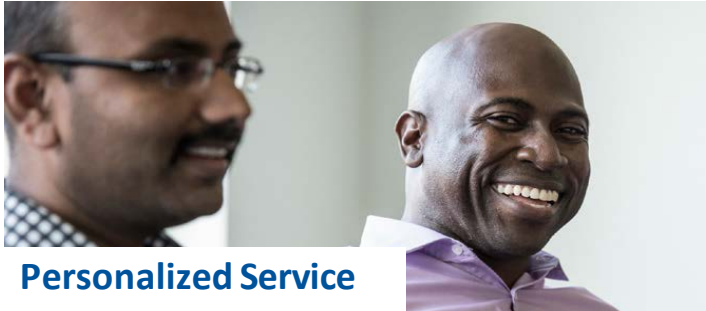
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Key Issues

1. What is bimodal IT and why should you care?
2. How should you get started in bimodal IT?
3. How do you progress to enterprise bimodal and what traps should you avoid?

By 2017, **75%** of IT organizations will have a bimodal capability.

Half will make a mess.

Bimodal IT is not a "nice to have."

Bimodal IT Means —

Having two modes of IT, each designed to develop and deliver information- and technology-intensive services in its own way.

Mode 1 is traditional,
emphasizing
predictability,
accuracy, stability.

**Mode 2 is
exploratory,**
emphasizing agility
and speed.

Bimodal Is Not —

Just dividing
something
in two

Agile
development

Pace layering

An IT capability

An operating
model or
organization
chart change

Shadow IT

Bimodal IT = Marathon Runners + Sprinters, Deeply Different, Both Essential

Mode1

Mode 2

Reliability	Goal	Agility
Price for performance	Value	Revenue, brand, customer experience
Waterfall, V-model, high-ceremony IID	Approach	Agile, Kanban, low-ceremony IID
Plan-driven, approval-based	Governance	Empirical, continuous, process-based
Enterprise suppliers, long-term deals	Sourcing	Small, new vendors, short-term deals
Good at conventional process, projects	Talent	Good at new and uncertain projects
IT-centric, removed from customer	Culture	Business-centric, close to customer
Long (months)	Cycle Times	Short (days, weeks)

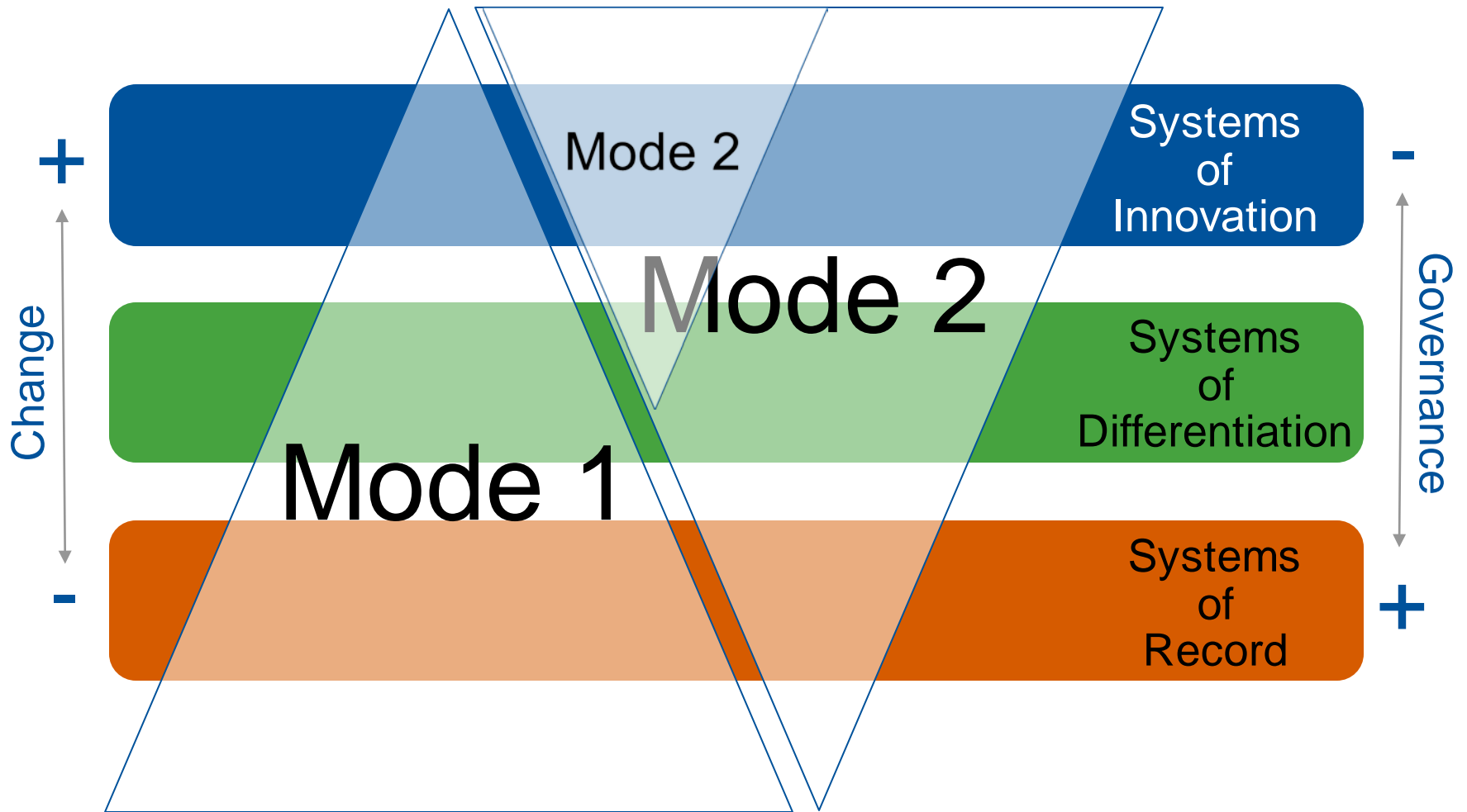
**Think
Marathon
Runner**



**Think
Sprinter**



Pace Layering and Bimodal IT Are Complementary



CIOs should care about becoming bimodal because they cannot confront the range of needs presented by digital business with a single, conventional mode of IT.

Key Issues

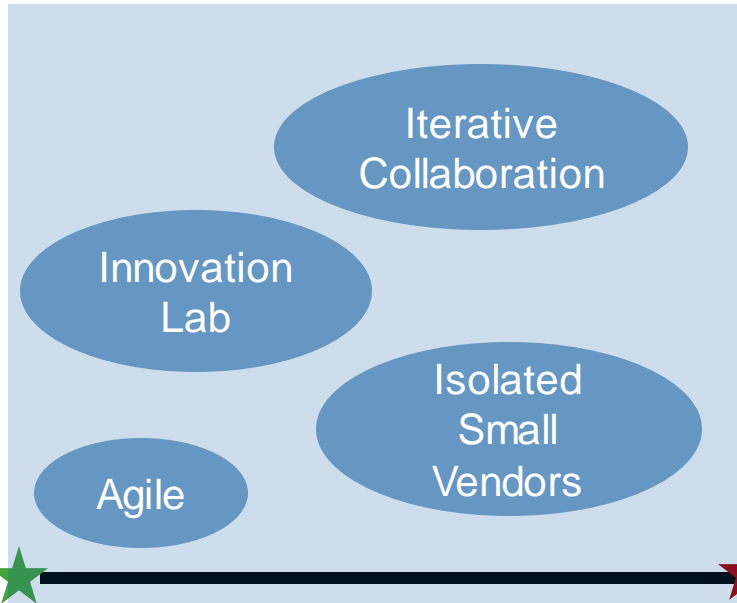
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Start Before You Think You Are Ready

Project Bimodal



Low
Maturity
Limited
Value

Enterprise Bimodal

Integrated:

- Agile, Iterative Methods
- Highly Collaborative X-bus.
- CFO and CEO on Board
- Flexible Funding
- Adaptive Sourcing
- Scaling Process

High
Maturity
High
Value

★ Typical Second Mode Starting Point

★ Point Beyond Which Enterprise Change Significant

Bimodal Is Very Experimental — You Have to Do It to Learn It



Recommended Mode 2 Project Characteristics, to Start:



Is an Island Project



Has Willing Business Partner



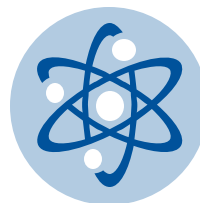
Can Be Completed Fast



Has Uncertain Requirements, Low Complexity



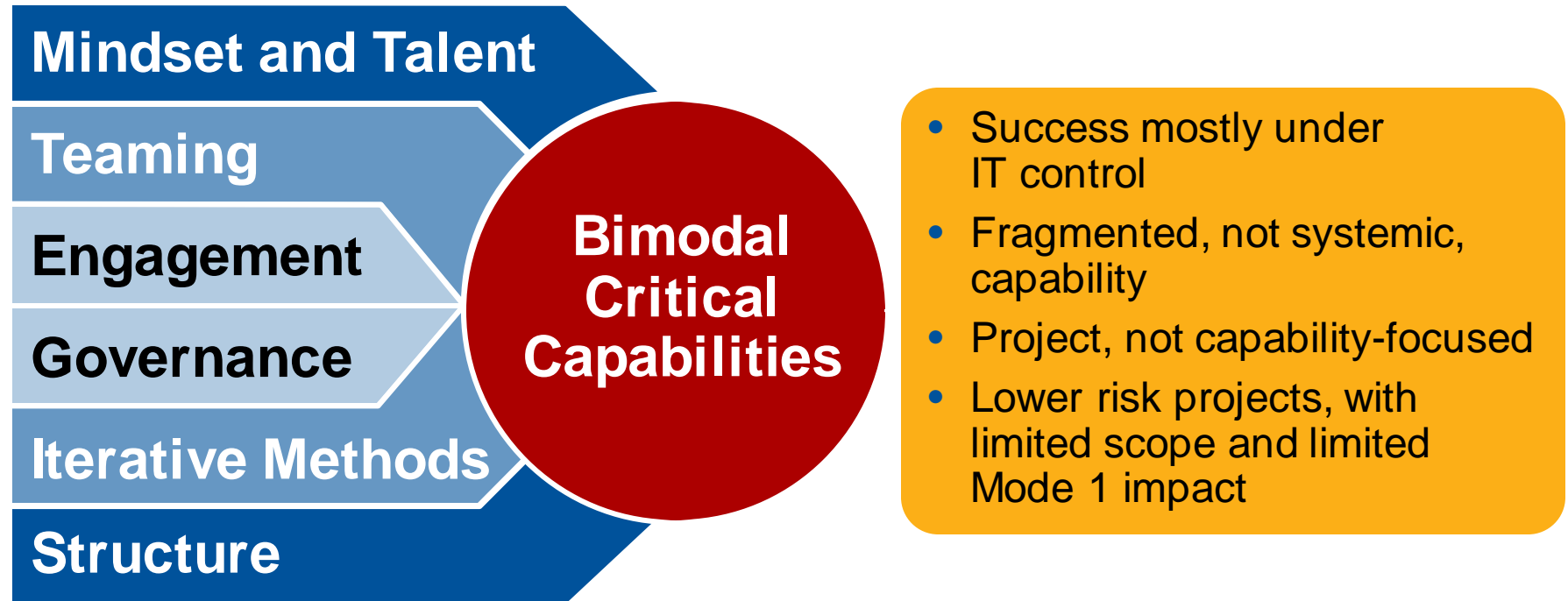
Creates External Value



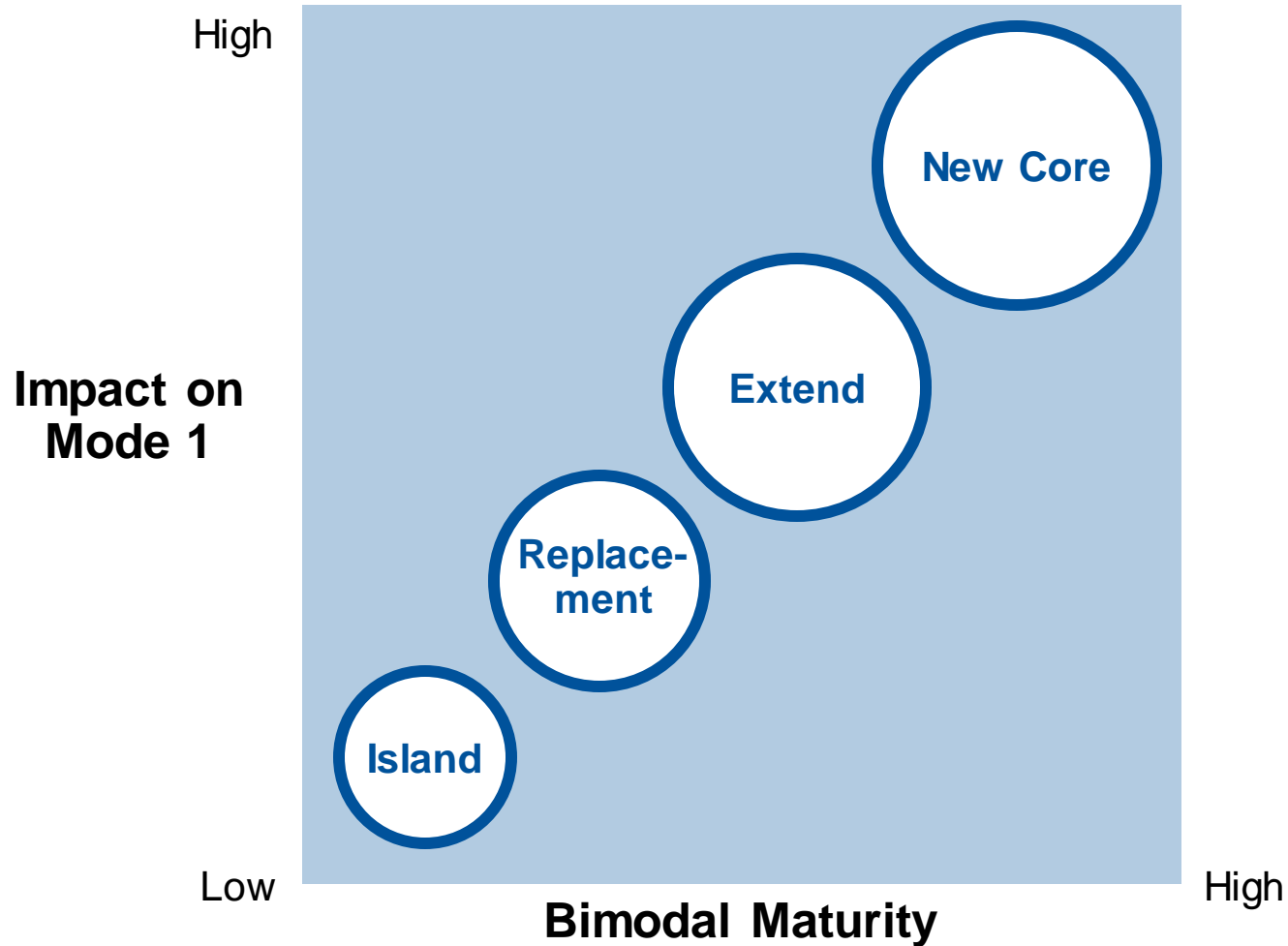
Is a System of Innovation

Project Bimodal — Mode 1 Dominates

Project Bimodal



Select Your Projects Based on Their Mode 1 Impact



"A Project Will Never Scale If Mode 1 Is Not Willing and Fully Supportive."

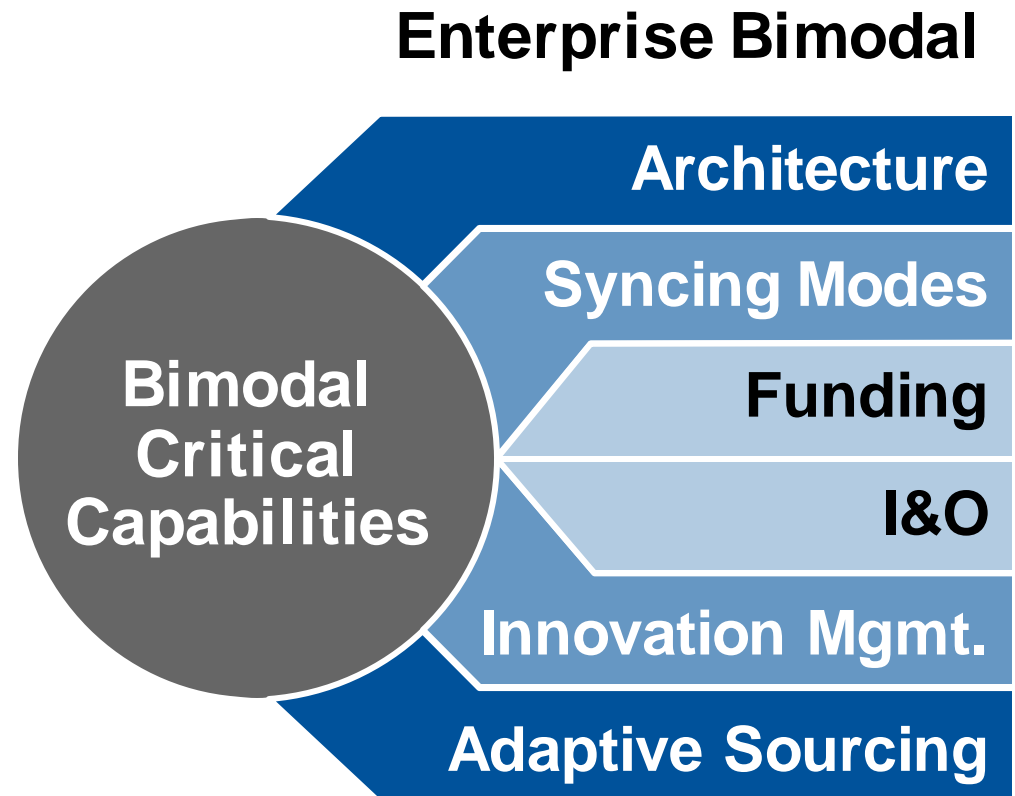
— Chris Osgood, Co-Founder and Co-Chair, MONUM

Key Issues

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Progress to Enterprise Bimodal — Mode 2 Dominates

- A Committed Executive Team That Accepts More Operational Ambiguity
- A Well-Architected Digital Core on Which to Innovate
- Top Digital Talent
- Syncing Between Modes



Bimodal IT — What Are the Next Steps?

UNCONSCIOUS COMPETENCE

Embed in Culture

- Establish shared values.
- Ensure equity.
- Build the processes and protocols to synchronize the two.
- Reward team-oriented, goal-driven behaviors.

CONSCIOUS COMPETENCE

Build Capabilities

- Define your filters.
- Pick a project.
- Pick the team.
- Define the process, methods, tools.
- START.
- Capture learning, iterate.
- Protect the team and its funding.
- Engage sourcing and procurement.
- Define an innovation management process.
- Manage technical debt.
- Iterate, iterate, iterate.

Create Awareness and Appetite

- **Socialize** the concepts of bimodal with the executive team.
- **Challenge** the executive team — How will it respond to the transformation it faces?
- **Get agreement** — What does bimodal mean to you, how to proceed?

UNCONSCIOUS INCOMPETENCE

CONSCIOUS INCOMPETENCE

**THANK
YOU!**