
Notes from the IT Frontline 1965-2003

From Punched Cards to PDAs

October 1, 2003

A Journey



**Systems
Implementation**

**Business
Strategy**

65

73

91

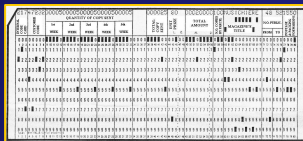
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**Systems
Strategy**

**Cultural
Change**

**Societal
Impact**



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 - **IT's capacity for inspiring and absorbing creativity often leads to foolishness.**

Principles

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- Information systems are inextricably intertwined with the mission, objectives and structure of the enterprise.
- Disciplined approaches to applying information systems are critical to success.
- **Information systems are technology, process, tools, skills, experience, and culture.**

A Growing Dichotomy

Business drivers shape the business strategy that shapes the business configuration that shapes the IT investment decisions that shape IT developments.

Knowledge of IT developments can lead to new strategies.

General Themes

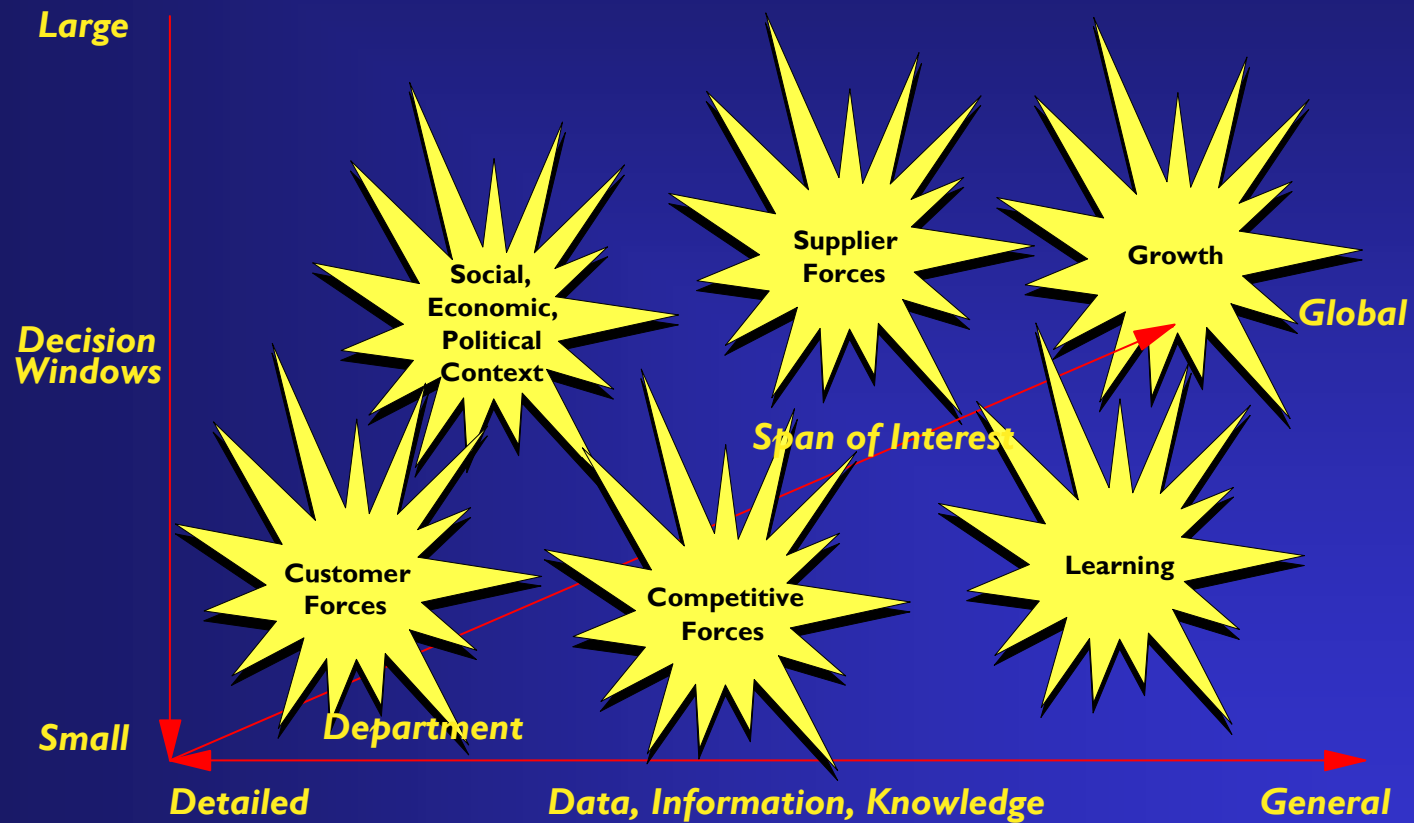
The Spread of Competence and the Rise of Skepticism

The Importance of Business Value

Dynamic Connections

The Business Dimension

Business White Water



Ideas for Running the Business Rapids

- The Adaptive Enterprise
- A Learning Organization
- Real Options
- Highly Reliable Organizations
- A Change in Culture
- Sustainable Organization
- Balanced Scorecard

If these are key ideas that secure the health of the organization and its stakeholders, what are the required roles and responsibilities of information technology as a critical enabler?

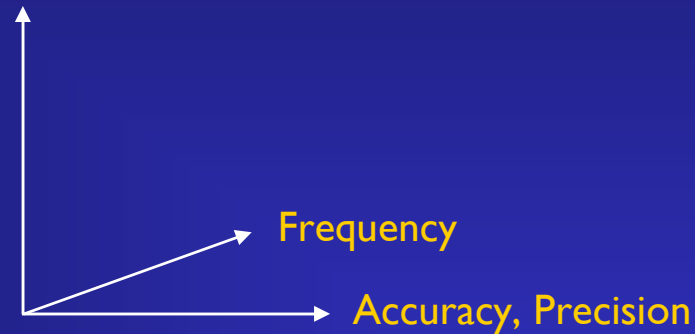
New Principles

Everything important is always visible.

Everything to be managed is always reachable.

So What?

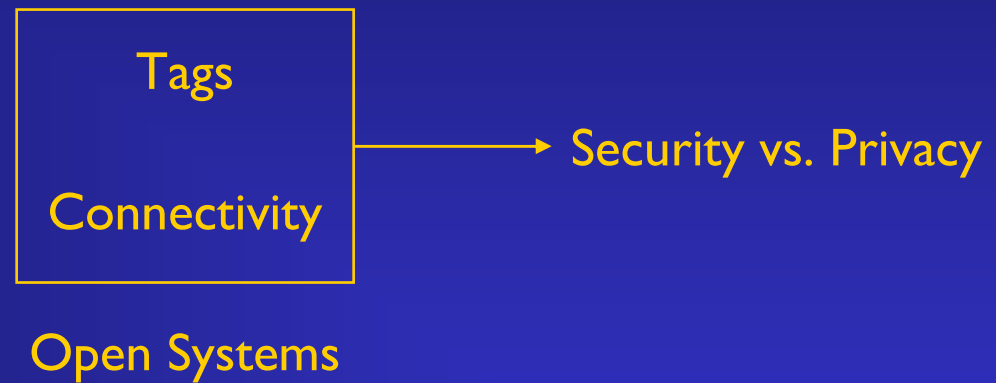
Data, Information, Knowledge



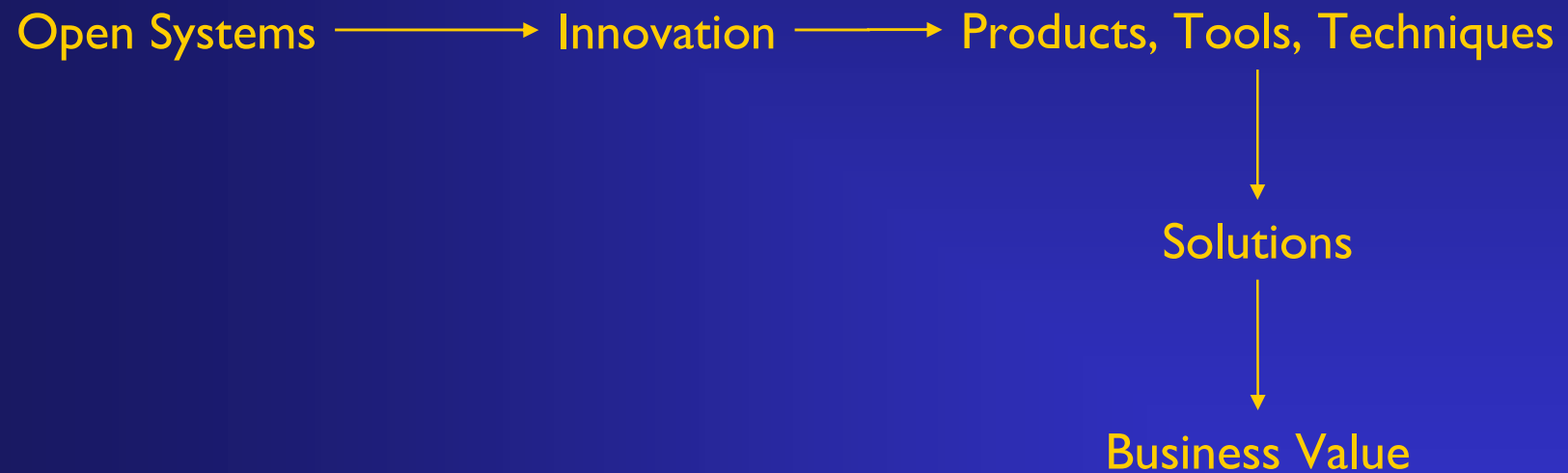
Do these increases lead to business decisions of sufficient value?
What sort of decision support systems are required?

The Technology Dimension

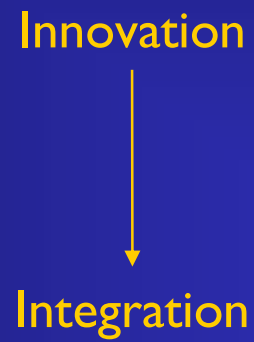
Prominent Issues



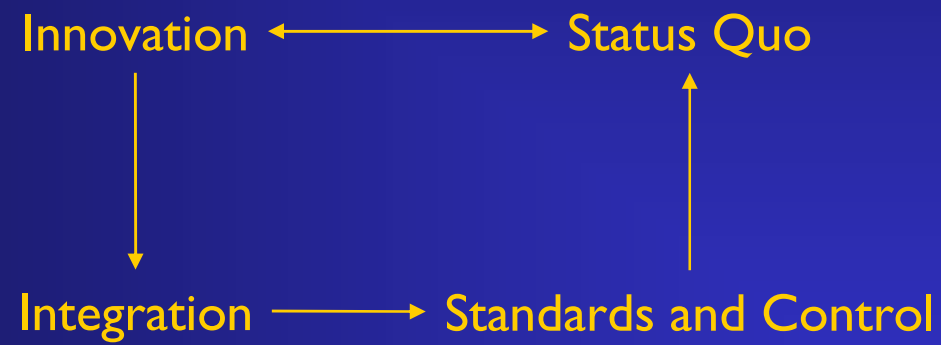
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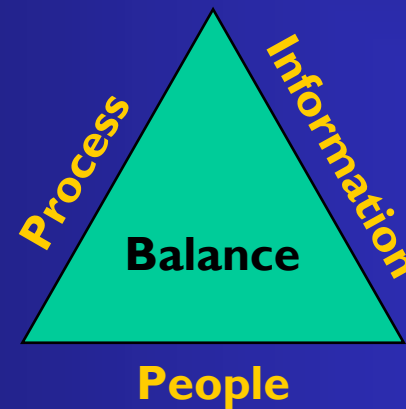
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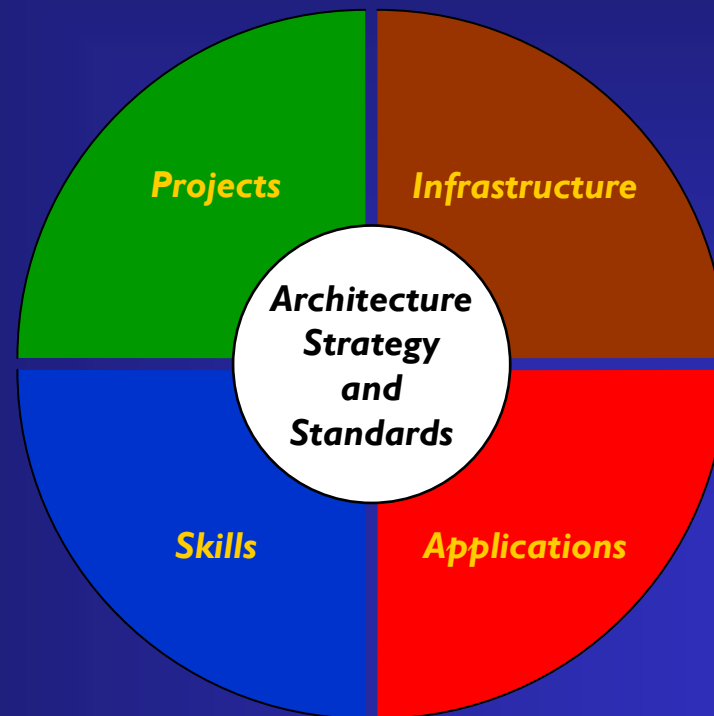
Synthesis

“Success takes a balance of forces, but technology is not always necessary and is almost never sufficient.”

Source: Michael Scott Morton, MIT, *Inventing the Organization of the 21st Century Project*, Co-Director, The MIT Report, December/January 2000, p. 5.



Technology's Levers



Bilateralism



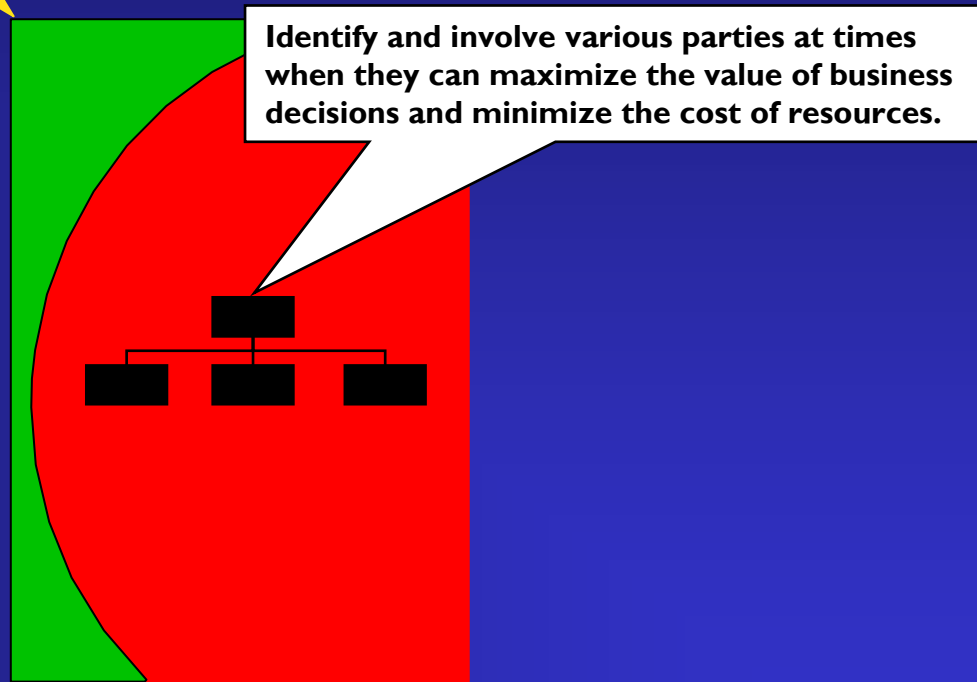
A growing premium on

- **Business Expertise**
- **Leadership**
- **Strategy**
- **Project Management**
- **Relationship Management**

Multilateralism

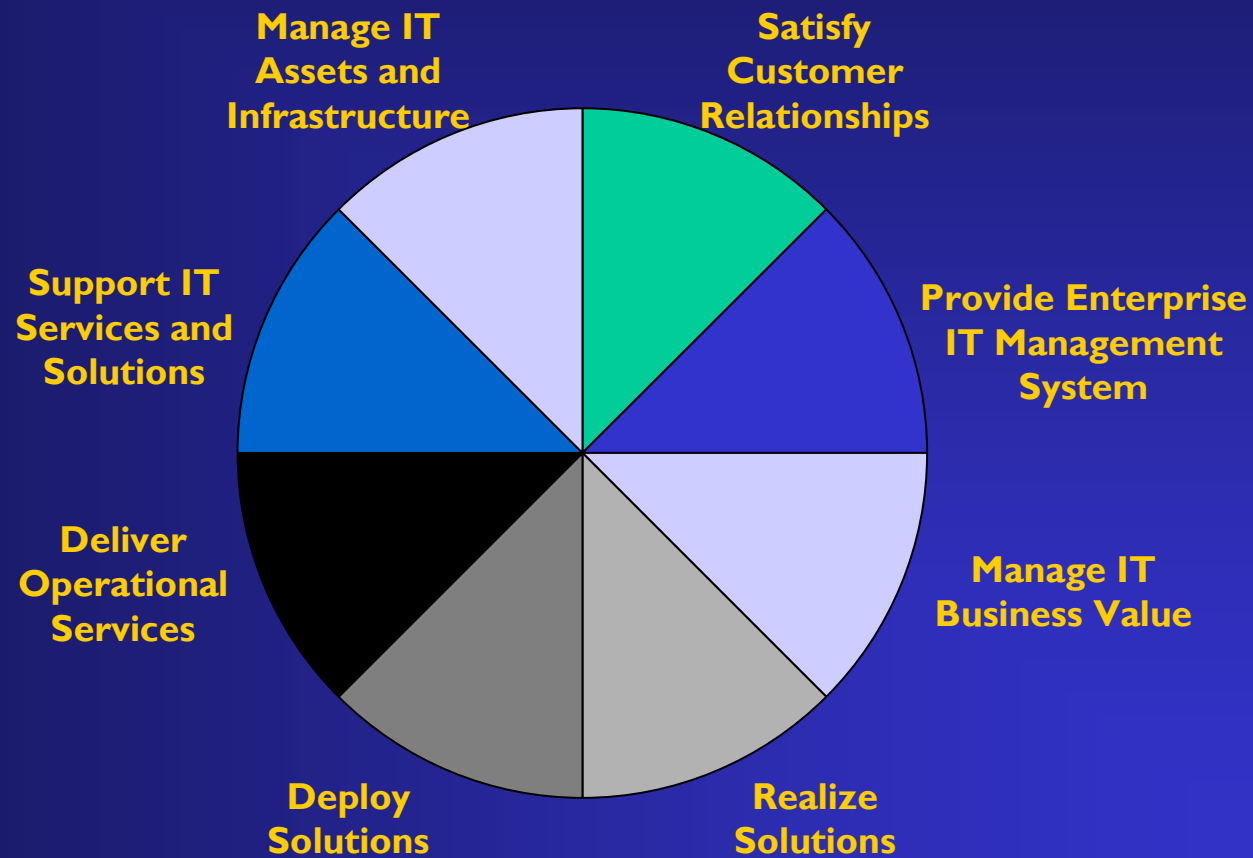
value of business decisions

- Business Strategy
- IT Strategy
- IT Planning
- Requirements Gathering
- Analysis
- Design
- Build
- Implement
- Exploit and Enhance



cost of resource

Technology Process Management



Source: *IT Process Management* (IBM)

James Drogan
Educator and Management Consultant

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Changing Emphasis Over Time 

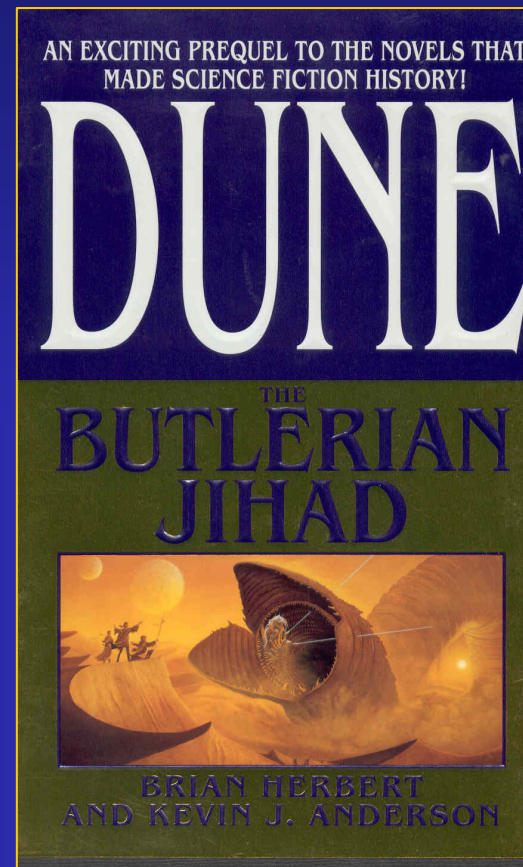
Ethics

- Kurzweil, R. (2000). *The Age of Spiritual Machines: When Computers Exceed Human Intelligence*, Penguin Books.



Ethics

- Herbert, B. and K. J. Anderson (2002). *Dune: The Butlerian Jihad*, Tor Books.



The primary difference between world class organizations and those viewed as average is that world class firms allocate scarce resources to those things considered most important by their customers rather than dissipating resources on those things viewed by customers to be relatively unimportant.

Source: Douglas M. Lambert, W. Christine Lewis, James R. Stock, *How Shippers Select and Evaluate General Commodities LTL Motor Carriers* (1991)