

# REINVENTING THE WHEEL (AGAIN)

IIBA Calgary – May 7<sup>th</sup> 2009



This presentation is intended to demonstrate the evolution of the IT industry and how this has developed into the recent movement towards integrated processes, particularly with regards to the discipline of Business Analysis.

We will highlight the importance of tracing Business Requirements from inception through the Project lifecycle, transitioning to Production in the form of project deliverables, and finally back to new business requirements in a cycle of continuous improvement.



**“It’s déjà vu all over again” – Yogi Bera**

Many of the solutions to the challenges facing today's IT Departments can be found in the evolving methodologies of Business Analysis, Project Management, and Service Management. There are also many lessons, both good and bad, to be derived from the history of IT.

Our industry has resulted from constant change, both external and self imposed. These changes have resulted from the need to solve problems and there are more problems out there today there than ever before!



Everything Old...



Is New Again!

**"Luck is when preparation meets opportunity" - Seneca**

## Pre 80's:

- IT views the Business as the consumer of data
  - Business views IT as the strange speaking high priests at the data altar
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- Mainframes roamed the earth
  - Manual processes automated through technology with focus on data processing
  - Methodologies existed out of necessity and home-grown within each organization
  - Lack of integration of disciplines, even within the IT department
  - Timesharing only option for those that couldn't afford computers
  - SMB's got forgotten all together

**“If you don't know where you're going, you'll end up somewhere else” – Yogi Bera**

80's: Along came the PC. Yes, we did have personal computers in the 80's

- IT views Business as the consumer of information and related services
- Business views IT as a major cost centre and slow to deliver with poor quality. In some cases actually constraining the business

THE PROMISE OF TECHNOLOGY...

If only the mainframe only had a mouse!

"Those who cannot learn from the past are condemned to repeat it" - George Santayana

## 80's (cont...)

### WHAT WE ACTUAL GOT...

- Too much emphasis on specialization of knowledge
- Technologists seen as 'hobbyists'
- Per Unit Costs were still prohibitive and didn't integrate well with the mainframes
- Solutions were highly technical and single-use.
- Systems were still not Enterprise focused

**"And Repeat It, And Repeat It, And Repeat It" – HAL 9000**

90 – 95:

- IT now views Business as the client
- Business views IT as a necessary and expensive evil
  
- Mainframe labelled as a vulnerable ‘glass house’ by the business
- Start of major movement towards Client Server and distributed systems
- Multiple Servers deployed and then created multiple single points of failure
- Many methodologies were thrown away along with the new technology
- The business starts creating ‘IT-lets’ out of pure frustration

“It was the best of times, it was the worst of times” – **Charles Dickens**

95 – 00: (actually '2000')

→ Business views IT as a major revenue centre

→ IT not prepared for the cultural shift

- Along comes the Internet
- Airline magazine hype drives major technology decisions
- Dot Com anxiety and The 'new' economy go into overdrive
- Y2K FUD – Most of the programs requiring attention were actually written in the 90's
- The IT industry gets a bad rap when Y2K doesn't actually occur
- **In reality, IT Maturity is WHY Y2K didn't occur!**

**"Things get Even Better.....And Even Worse..."**



## 2000's

- IT views the Business as the customer
- Business views IT as one of many possible service providers
  - Dot com Meltdown and Y2K New Years hangover
  - Major change in focus towards the 'old' economy
  - Resurgence of formal methodologies and good governance
  - Greater alignment with business

## 2010's

- IT needs to view Business as a colleague. Loyalty must be earned
- Business will view IT, not the IT department, as key to success
  - Expect integration of methodologies
  - Not just alignment, but integration with the business
  - Major focus will be on IT agility, adaptability, delivery
  - Self Serve capabilities
  - Ubiquitous technologies

Now, let's overlay this history within the context of IT Service Management, IT Project Management, and Business Analysis.

The next few slides will outline how the industry has created the necessary methodologies and frameworks necessary to respond to the challenges that we've just seen.

- ▲ 1. Service Management
- 2. Project Management
- 3. Business Analysis

# 1. Service Management

## Pre 80's

- Other industries had been successfully evolving Service Management for decades:
  - Military and Aerospace Industry (IBM / HP / General Dynamics / NASA)
  - Telecom Industry (ETOM – Enhanced Telecom Operations Map)
  - Power Generation and Transmission (Integrated throughout industry)

## 80's

- IT finally gets on board.
- The CCTA (Central Computer and Telecoms Agency) was a major government area in the UK who was placed under severe pressure to cut their budget.
- Greater efficiency was a major focus to achieve these objectives.
- Political pressure created the necessary environment for the development of ITIL.

## 90's – 2000's

- Large companies and government agencies in Europe adopted ITIL very quickly.
- The CCTA merges into the OGC, Office for Government Commerce.
- Microsoft uses ITIL as a basis to develop the Microsoft Operations Framework (MOF).
- The worlds first ITIL aligned standard is published in 2003, filed as BS15000.
- In 2001, version 2 of ITIL was released.
- The Service Support and Service Delivery books were redeveloped.
- The BS15000 service management standard is significantly revised in 2002.
- In 2005, consultation for ITIL version 3 is undertaken.
- BS15000 is placed under 'fast track' to become an ISO standard: ISO 20000.
- SO20000 succeeds BS15000 in 2005.
- ITIL V3 is released in 2007.

1. Service Management
- ▲ 2. Project Management
3. Business Analysis

# 2. Project Management

## Pre 80's

- Early roots can be seen starting in the industrial revolution.
- Early 20<sup>th</sup> century brings formalization to these methods.
- IT had the benefit of leveraging from a previously mature industry.
- PERT developed for the development of the Polaris missile system.
- Henry Gantt (1861-1919) publishes the two dimensional project schedule approach.
- PMI formed in 1969.

## 80's

- 1981 PMBOK created and RUP makes a major presence (Rational then IBM).

## 90's

- RAD (Rapid Application Development) embraced as a means of early delivery.
- New development methods evolve (Agile, etc).

## 2000's

- Major focus is on being Iterative, Adaptive, Collaborative and time to market.
- Certified PMP's reaches over 0.5 Million.

## 2010's

- We will see more of a collaboration and blending of ideologies.

1. Service Management
2. Project Management
- ▲ 3. Business Analysis



# 3. Business Analysis

## Pre 80's to Mid 80's

- Due to cost overruns, failed projects, property damage and deaths caused by software defects and no ready solution to address these issues, the term “Software Crises” was coined. (ref: [Google](#) or [Wikipedia](#) “Therac25” accidents)

## Late 80's

- The availability of inexpensive and increased market and demand for accompanying software outside the constraints of the mainframes led to a corresponding demand for increasing numbers of managers and software developers, which was satisfied by less experienced and capable professionals than previously existed in the industry, which led to a worsening of the Software Crises.
- The concept of an “Information Revolution” or an “Information Age” was being used to describe the use of computers and information. The BA role started to form from this void.
- The biggest complaint about software development was the length of time required to develop a system that didn't always meet the business needs. Business people had become accustomed to sophisticated software and wanted it better and faster.

### 90's

- Mainframe technology was tainted with these failures although the problem wasn't the result of the technology at all. Replacing the technology just added to the problems and in some cases made the old problems even more aggravated through a distributed model.
- The REAL reasons for failure were that projects became unfocussed, receiving (sometimes conflicting) demands from different business departments. Systems were developed with unrealistic business cases, without clear objectives, with unmanaged expectations of performance or merely to follow the 'emperors new clothes syndrome' of jumping on the latest technology bandwagon.
- Due to early software development approaches, the system requirements were gathered up front and validated only during UAT. However by this time the business requirements had generally changed and the project had no chance to succeed.
- Rapid Application Development (RAD) was a response to address the issue of requirements changing before the software was complete, often resulting in delivered products no longer fit for purpose.

### 3. Business Analysis (Cont...)

#### 90's

- **Businesses became increasingly frustrated** with the barriers that limited their ability to implement change promptly and effectively. This resulted in a major cultural shift in the relationship between IT and the business....**This is where things got interesting!**
- The **business started driving the technology decisions** as never before and many organizations began staffing the Business Analyst role from within the operational units instead of from IT.
- PC and Server technology evolved and as a result, **business users started to purchase and build their own localised systems and applications.** This left many companies in a position where as well as their existing 'legacy' systems, they now had hundreds of different systems which often link in an uncontrolled fashion with no real documentation to explain the links.
- Many IT projects in this era continued to fail due to the multiple integration points and tended to be **delivered without providing any significant business benefits.**

## 3. Business Analysis (Cont...)

### 2000's

- The Sarbanes-Oxley (SOX) Act of 2002 is introduced to address a range of corporate and accounting scandals in the US. This Act acknowledges the role that IT plays in maintaining the security, authenticity and accountability of a company's accounts, and has had a big impact on the processes around developing software and managing production data.
- 2003 IIBA Formed
- 2005 BABOK created
- The Business Analyst role becomes more critical as project teams become more geographically dispersed.

### 2010's

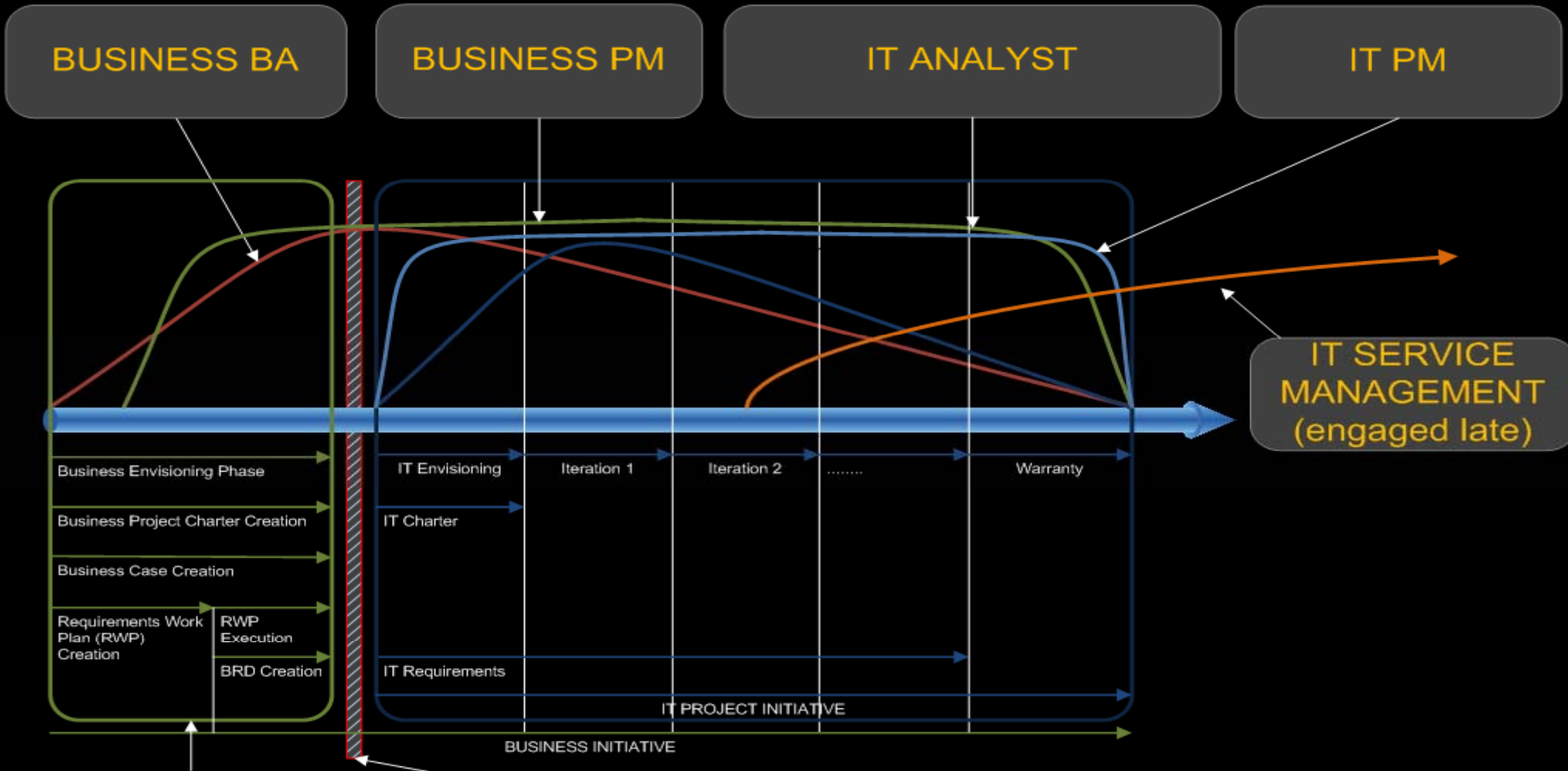
- The Business Analyst role will continue to shift from "IT Systems" to "Business Systems".
- The Business Analyst role will continue to evolve as business dictates.
- Formal Certification and Training for the Business Analyst.
- We will likely see more Government imposed acts related to Corporate Governance as a result of the current economic situation.

- Learn from the past!
- Continual improvement of each discipline is not good enough
- Focus on continual improvement of ALL disciplines together
- Understand how the business continually measures your value
- Don't expect technology to solve your process problems!
- The Next Slides reference two common methodology integration approaches. The opportunity for business alignment becomes clear...

**“History is the only true judge, and a clear conscience is the only true reward” - JFK**

# Bringing it all together (The Wrong Way)

- Business Making IT Successful
- IT Does Not Engage Until Specific Criteria Are First Met
- A model for Misalignment

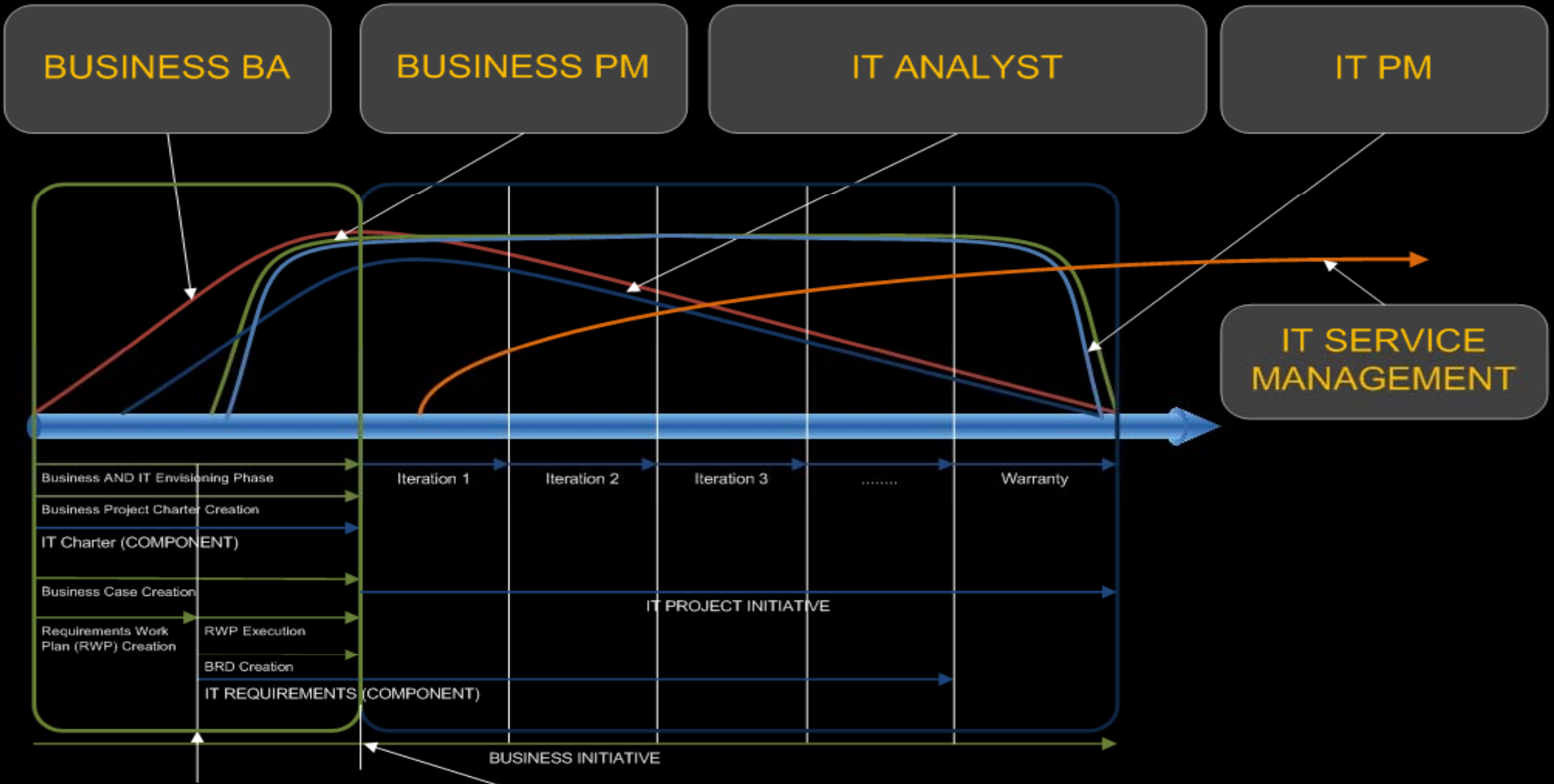


-BUSINESS EXECUTES THESE TASKS.  
 -IT APPROVES AND ACCEPTS BEFORE FORMAL ENGAGEMENT

- IT ENGAGEMENT FIREWALL. IT APPROVES THE FOLLOWING:**
- Business Project Charter
  - Business Case
  - Business Requirements Document (BRD) Approved
  - Financial Resources released to Project
  - Human Resources released to Project
  - Formal Project Initiation

# Bringing it all together (The Right Way)

- IT Making The Business Successful
- IT and Business Engaging Collaboratively
- A model for Alignment

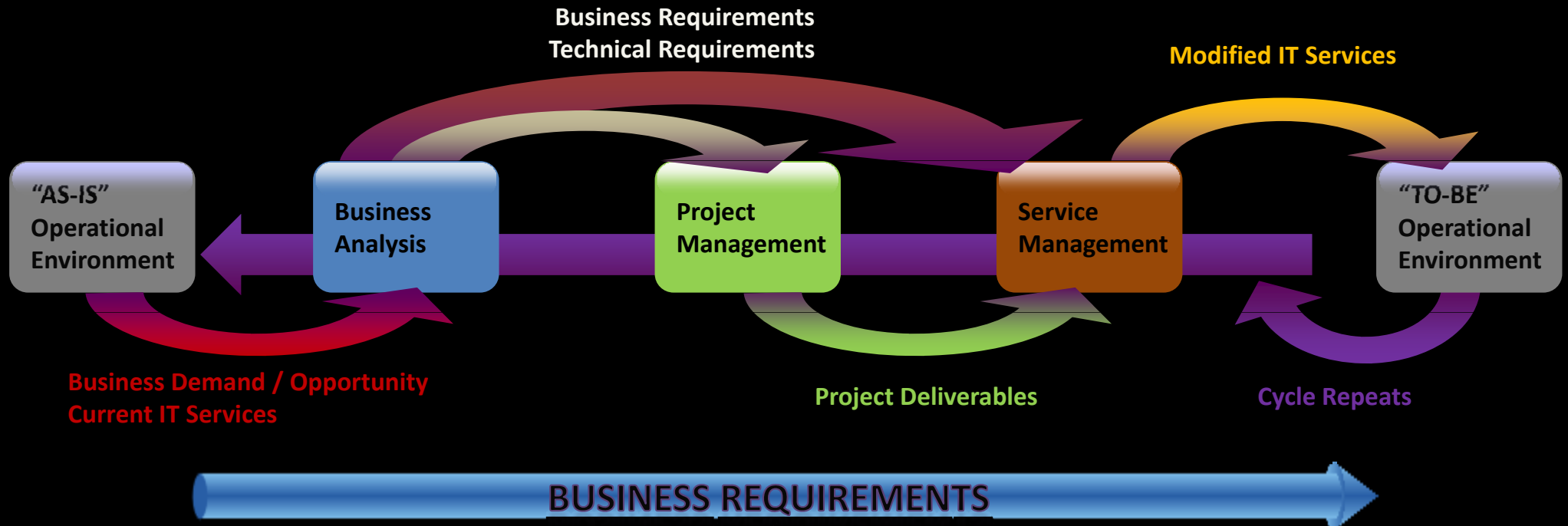


-BUSINESS EXECUTES THESE TASKS WITH IT  
-IT INVOLVED PRIOR TO APPROVAL OF CHARTERS, ETC

- STEERING COMMITTEE (GOVERNING BODY) APPROVES THE FOLLOWING:**
- Business Project Charter
  - Business Case
  - Business Requirements Document (BRD) Approved
  - Financial Resources released to Project
  - Human Resources released to Project
  - Formal Project Initiation

# Integration Of Methodologies

- Binding IT Activities, Deliverables and Services
- Business Requirements are the common touch-point
- BA, PM, and SM become aligned through the requirements lifecycle





# What Have We Learned? (Homework)



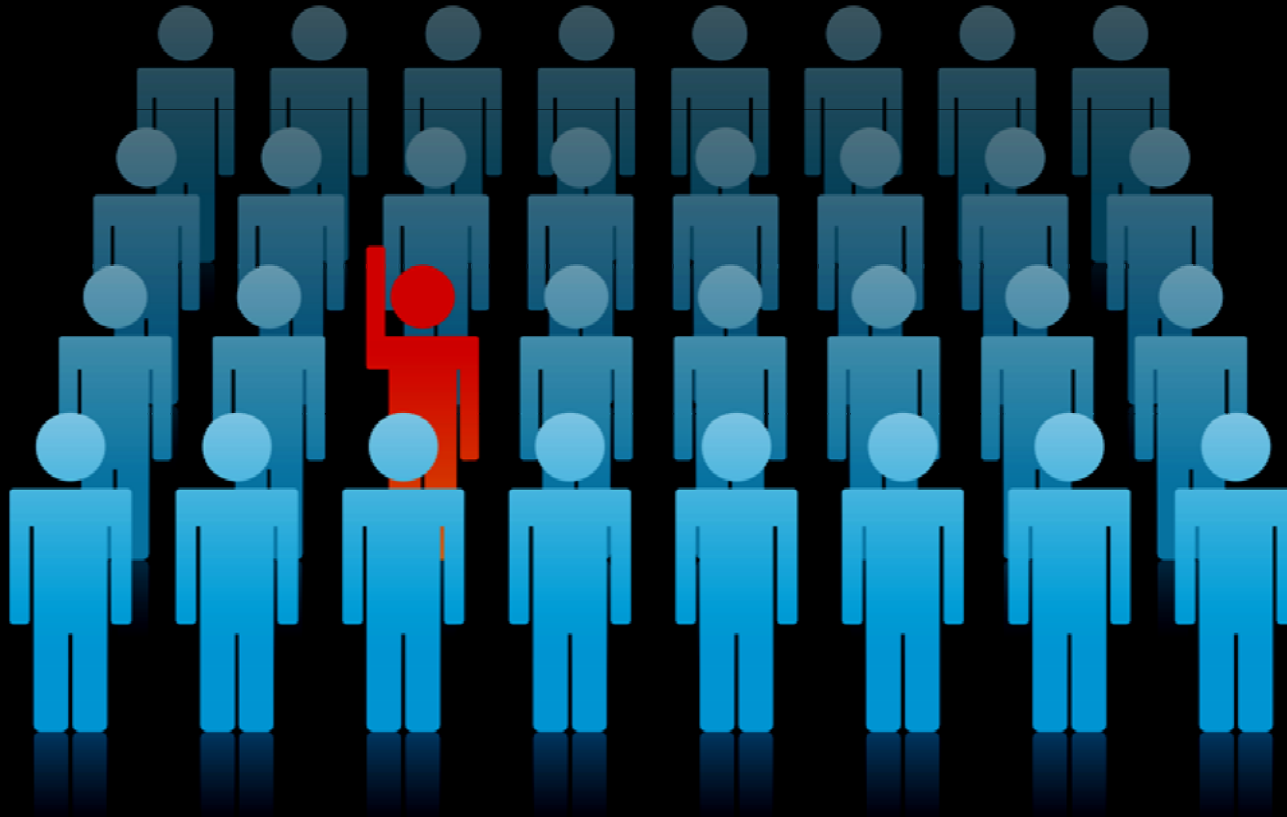
- Understand that no one methodology is going to solve the problem
- Continual improvement of all disciplines through collaboration and education
- Achieve common Understanding, Goals, and Language
- Move from prescriptive, towards subscription based ways of thinking
- Don't get religious about your favourite methodology. Get away from "But we're different" , "But we're Agile", and "But that's old school"
- Share your knowledge with the industry and be a humble student
- **There are a lot of problems out there. Search them out as they are your greatest opportunities!**

- Information Technology is no longer a young industry and we should be considering breathing new life into fundamental and time proven ideas.
- We are rewarded by solving business problems and each of these problems represents an opportunity for change leadership.
- Remember, you never harvest in the same season that you sow and the greatest reward for doing good work is the opportunity to do more.
- **Today, right now, could represent the greatest time of opportunity that we've ever seen in our lives, but it means learning from the past!**

**"If a window of opportunity appears, don't pull down the shade" - Thomas J. Peters**

# Questions?

Please contact [info@corporateOasis.ca](mailto:info@corporateOasis.ca)



Thank You!