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Infant

Irish Centre for Fetal and Neonatal Translational Research

LEANBH Project

Learning to Evaluate Blood Pressure at Home



Shifting the dial towards greater success on messy software projects

IT Architects Conference 2017

15th June 2017

Croke Park Conference Centre, Dublin 9

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The Role of the IT Architect …

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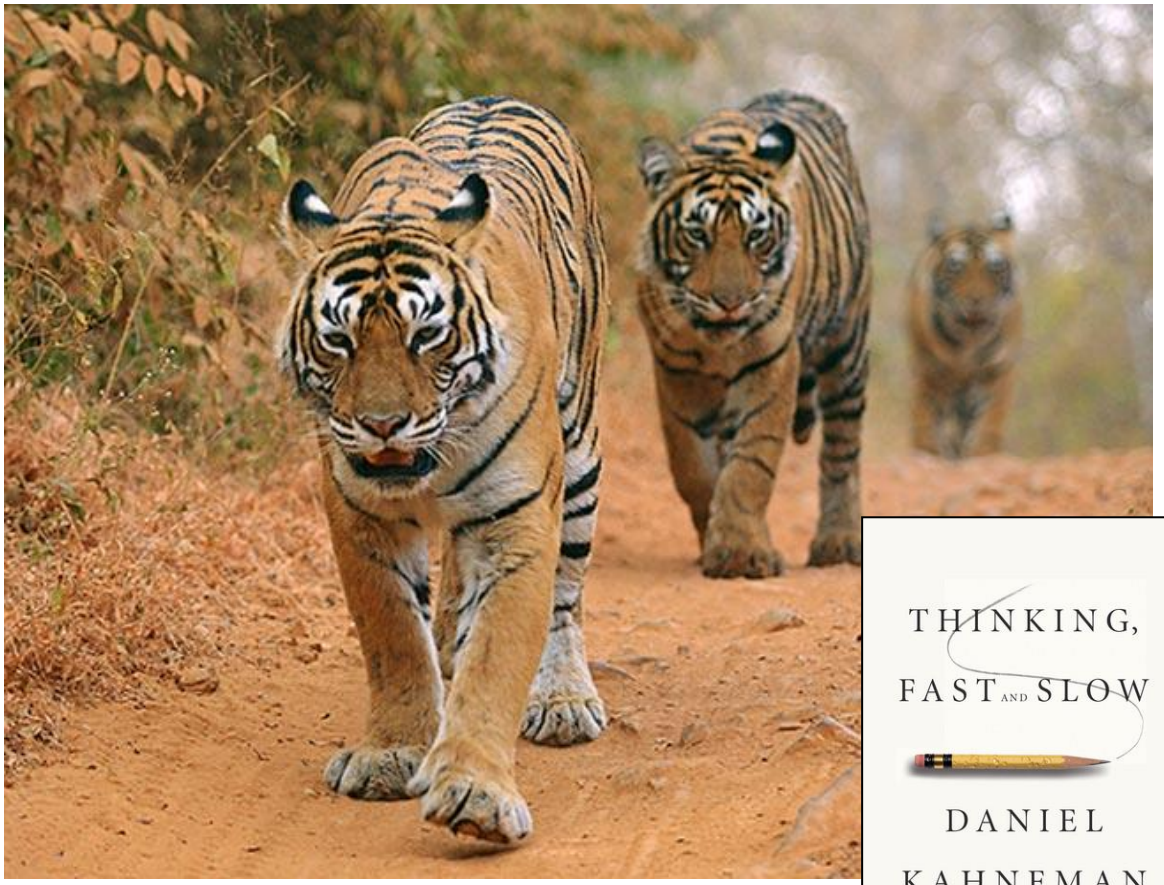
IT architecture is the art and science of designing and delivering valuable technology strategy.

Source: https://www.iasaglobal.org/itabok/what-is-it-architecture/

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Wired to survive but …

Human beings are illogical and irrational. For most of our existence, survival required that we think quickly, not methodically. Making a life-preserving decision was more important than making an accurate one. This has meant that the human brain has developed an array of mental shortcuts.



Source: http://www.jagdeeprajput.com/Latest%20Large/Approaching-R

Doing it right but …



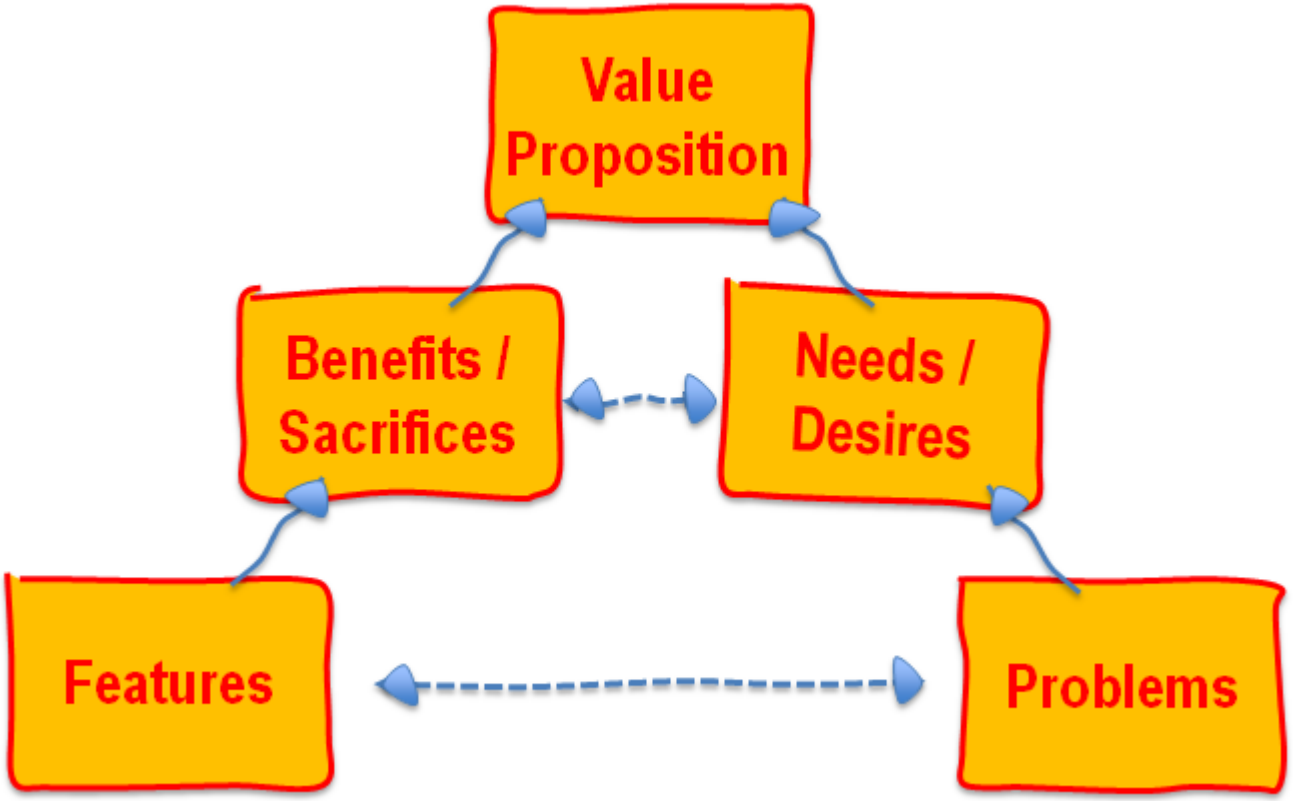
Source: https://salesbenchmarkindex.com/insights/hit-the-number-with-the-right-balance-of-strategy-and-execution/

Tools, tools, tools, …



Source: http://www.toasto.com/?attachment_id=1357

Features-Benefits-Value Triangle



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Value for whom?





http://www.slideshare.net/pstaehler/from-an-idea-to-a-great-and-sustainable-business-model

The IKEA Example



Source: https://www.pinterest.com/pin/378302437430139076/

Design is a Wicked Problem …

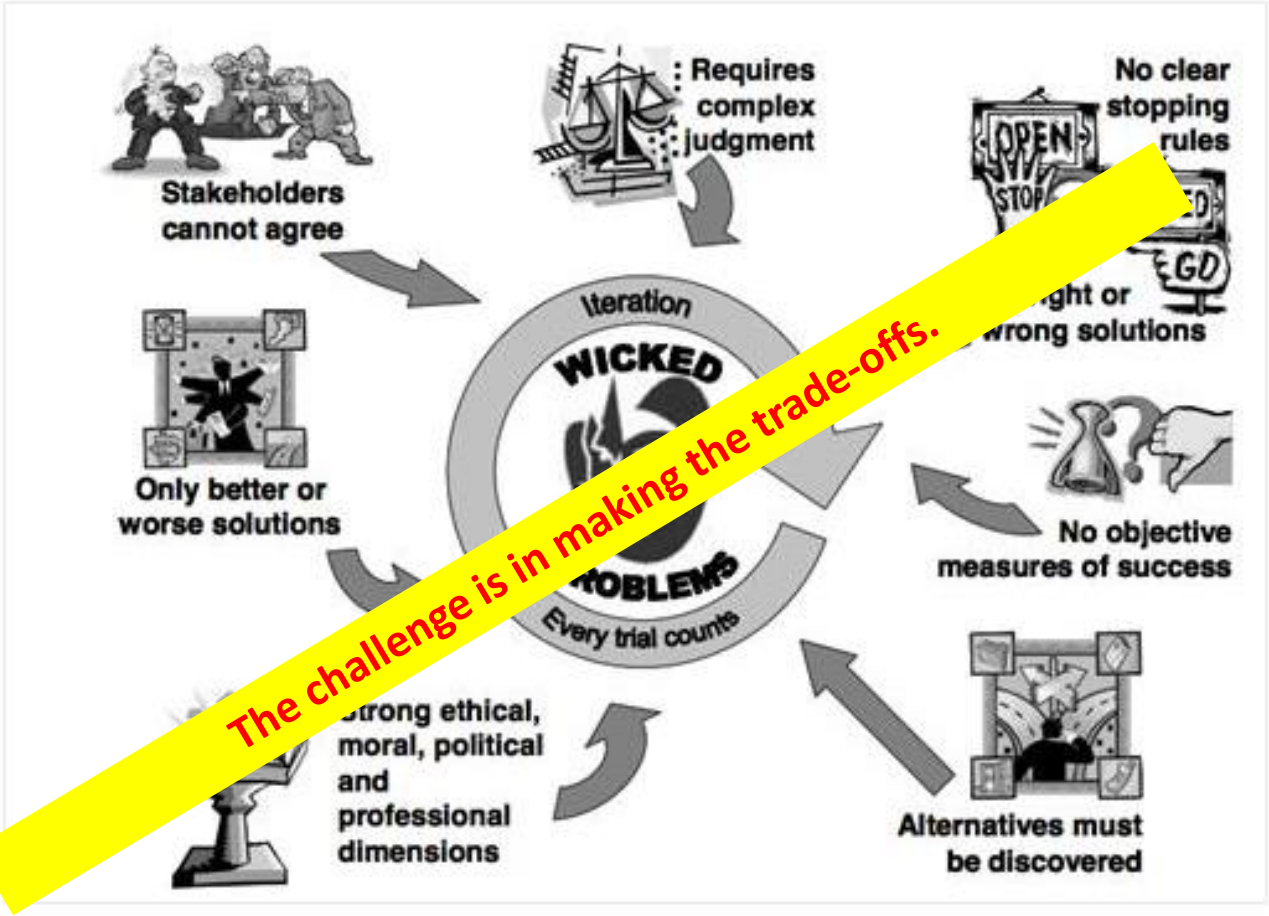


Figure 2 (How to recognize a wicked problem (based upon Rittel and Weber, 1973, 1984)

Source: http://writepass.com/journal/2012/12/what-are-the-wicked-problems-facing-private-and-public-sector-organizations-for-which-analytic-support-might-be-helpful-what-implications-do-these-have-for-soft-system-analysis-consulting/

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Some Hard Lessons Learned

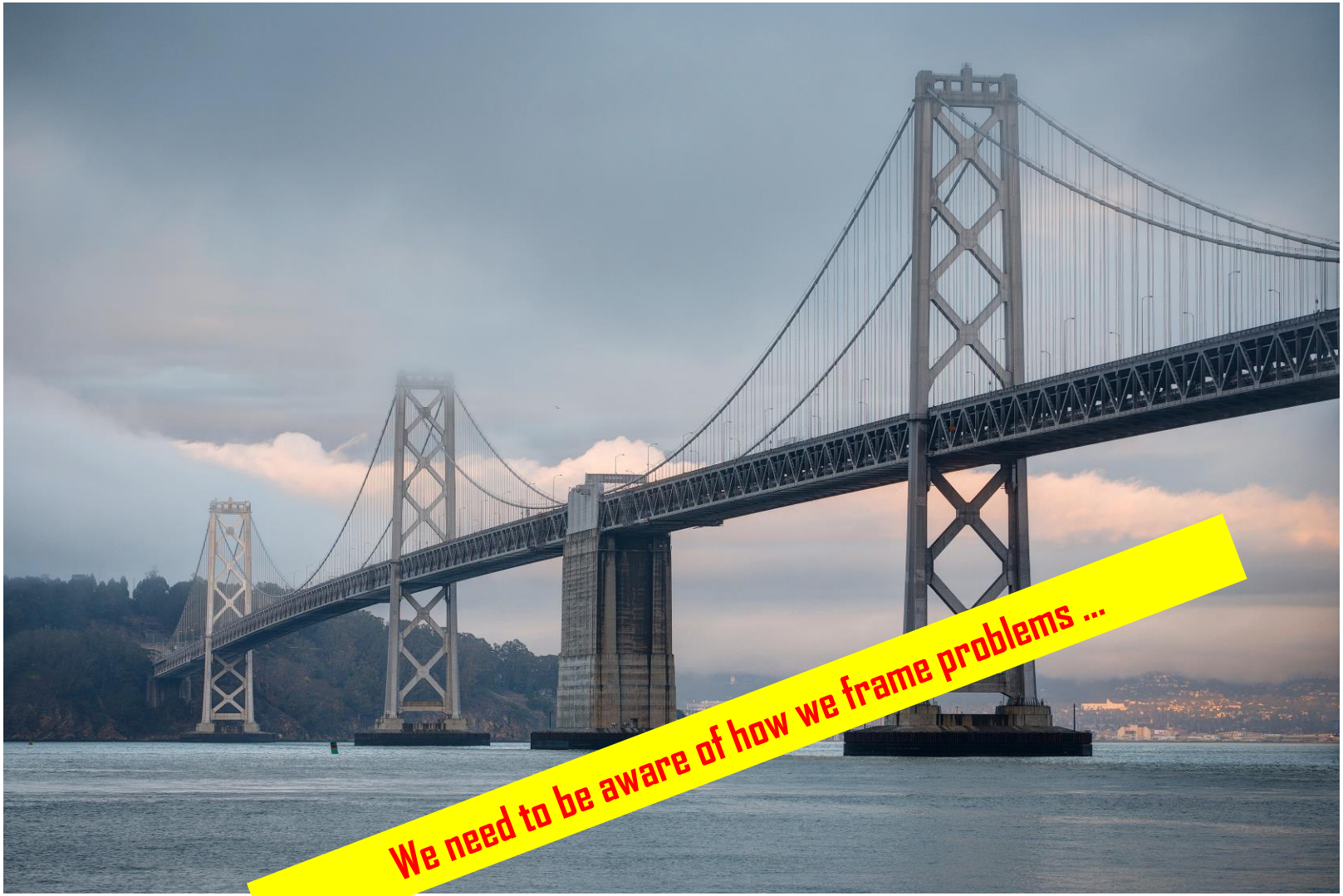


Source: http://www.smallkitchengarden.net/small-kitchen-garden/the-vine-ripened-tomato-lie

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Framing the problem …

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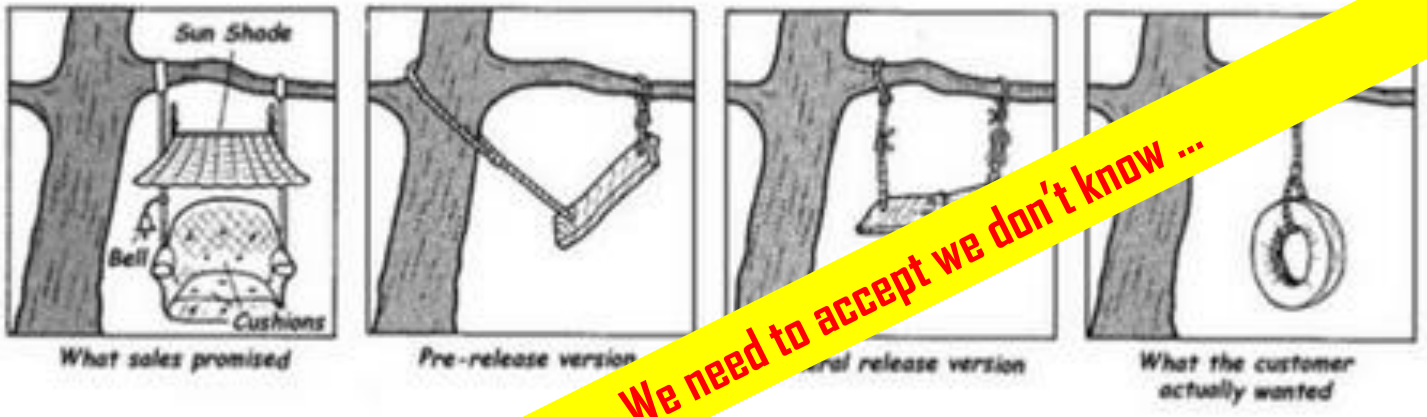
Source: https://upload.wikimedia.org/wikipedia/commons/8/82/Oakland_Bay_Bridge_Western_Part.jpg

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Mantle of expertise …

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"My perspective is that the bulk of our industry is organized around the demonstratable myth that we know what we want at the start, and how to get it, and therefore build our process assuming that we will take an optimal, direct path to get there. Nonsense. ***The process must reflect that we don't know and acknowledge that the sooner we make errors and detect and fix them, the less (not more) the cost."*** (Bill Buxton)



We need to accept we don't know …

Source: http://www.slideshare.net/u…vision/user-vision-breakfast-briefing-prototyping

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Falling into the Product Trap …



Source: http://2.imimg.com/data2/RX/XX/MY-4291542/oxygen-mask-250x250.jpg



We need to solve problems rather than create products …

Source: http://www.youtube.com/watch?v=jmpOToLAPl8

A quick case study …



"Empathy at the beginning is the heartbeat of the project as you begin to move forward"

Source: https://www.youtube.com/watch?v=jajduxPD6H4

Building empathy …

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Source: http://3pregnantdads.com/

We need to have empathy for the problems we solve …

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Wants versus Needs

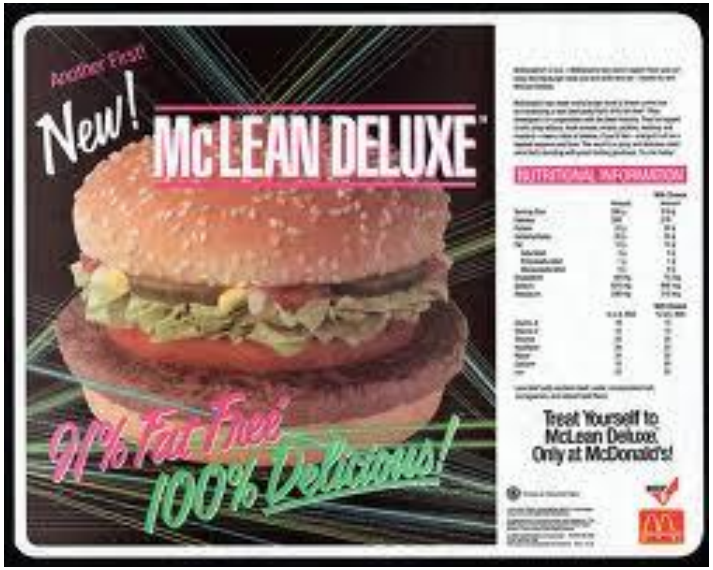
We need to concentrate more on the *needs* of the customers and less on their *wants* …







Voice versus Mind



In other words we need to focus less on the '*voice of the customer*' and more on the '*mind of the customer*'.

How can we get access to the '*mind of the customer*'?



We need to get inside the head of our stakeholders …

Read at … http://www.destinationmarketing.org/future_studies/content/chapters-nbt/NBT08-ModelBuilding101-ValueModel.pdf

Creating a bias for doing …

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We need to be 'doing' in order to learn and learn early …

Source: http://www.scientificamerican.com/article/stone-age-the-art-and-craft-of-paleo-toolmaking-slide-show1/

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Failing in order to Succeed …



"Position yourself to fail small in order to Succeed Big …"

We need to aim to fail rather than Fail ….

Focusing on points of failure

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The jet black swan has arrived at Abbo… …ery in Dorset and set up home with the resident 600 m… …hich are all white

We need to zero in on the most likely points of failure …

Source: http://www.dailymail.co.uk/news/article-2154839/Black-swan-stands-gatecrashing-group-600-white-ones-ancient-swannery.html

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Prototype it – but which prototype

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Products

Services

Experiences

Val...itions

Business Models

We need to use the right type of prototype at the right time ...

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Behaviour is the real issue …

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We need to accept that behaviour is probably bigger than technology ..

Source: https://s3.amazonaws.co[illegible]onstock.com/social-issues-drunk-drunkard-drunkenness-disorderliness-social_problems-amrn666_low.jpg

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Challenging the status quo



"Just because things are the way they are, doesn't mean that is the way they should be"

We need to learn to grab the banana …

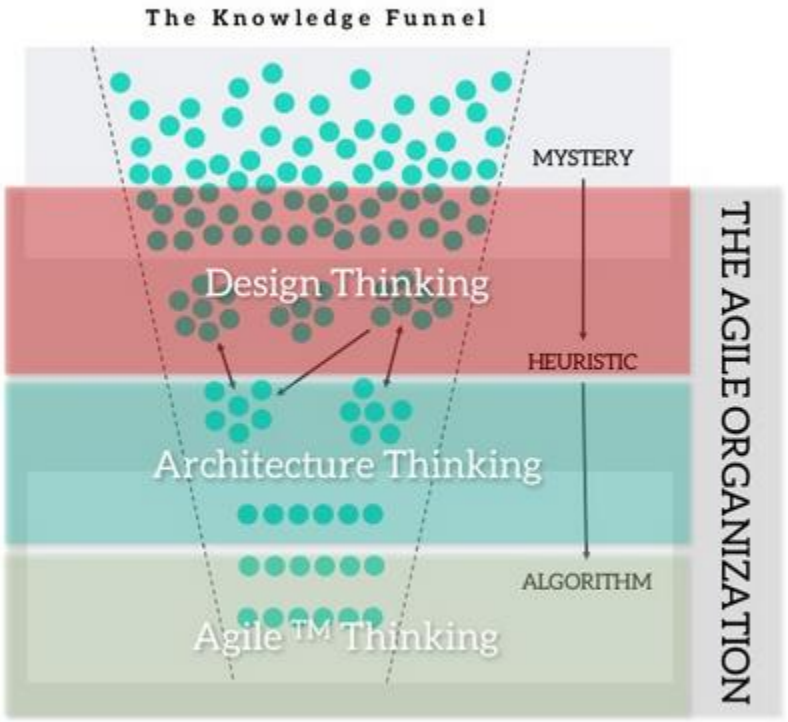
Source: http://www.businessinsider.com/stop-feeding-your-monkeys-bananas-2014-1?IR=T

Traversing the funnel …

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A Multi-Disciplinary Journey

HOW ARE PROBLEMS SOLVED?



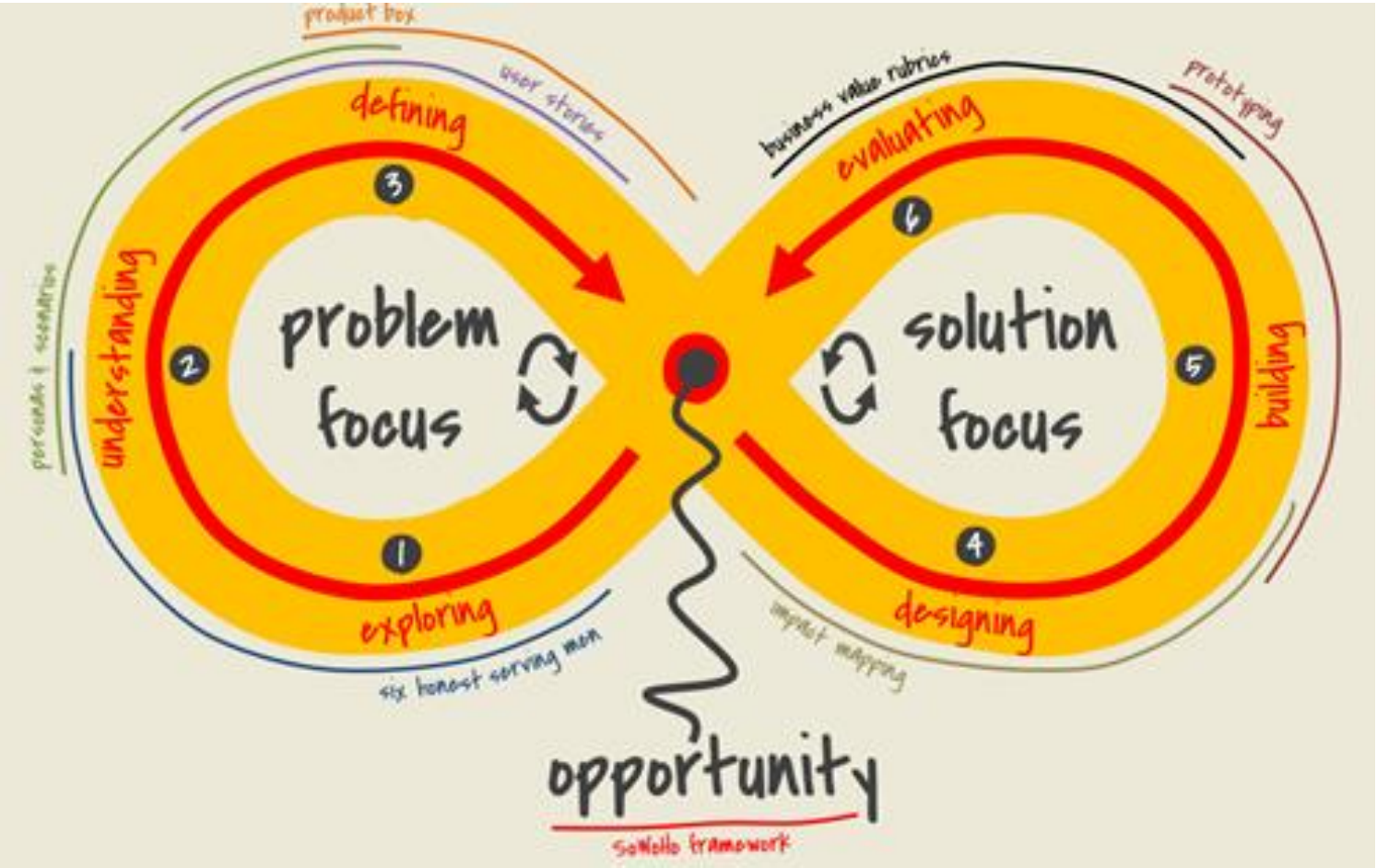
No single discipline can traverse the funnel, it is a multi-disciplinary journey.

* From Roger Martin (2009) *The Design of Business*

Source: https://www.slideshare.net/craigrmartin/hybrid-thinking-the-missing-link?qid=fe4123ce-c7e7-4456-8fc8-c1b66468d456&v=&b=&from_search=1

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A Process for the funnel …



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Source: http://funnyshit.com.au/img/not-my-job-redux.jpg

Moving from ‘playing not to lose’ to ‘playing to win’

Doing things right versus doing the right things.

Many Thanks

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