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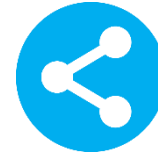
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Implementing Bimodal IT – Delivering on the Promise



Simon Mingay
Research Vice President

19 years at Gartner, 33 years Industry experience

smingay



Simon Mingay



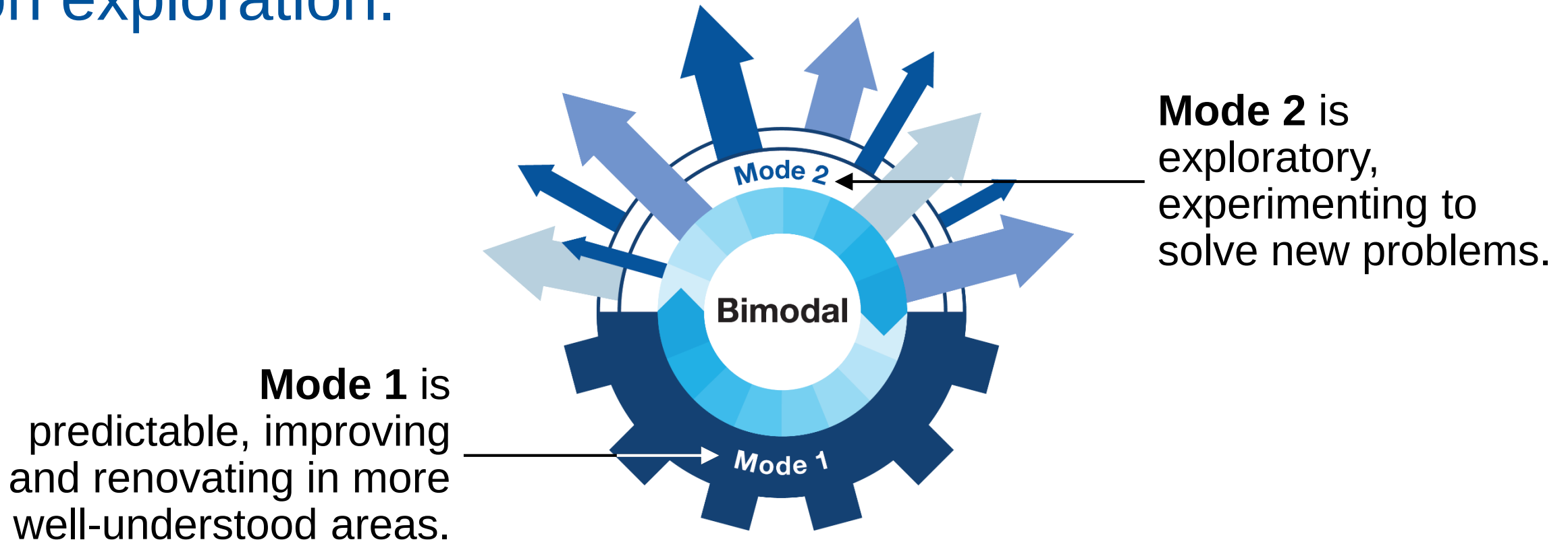
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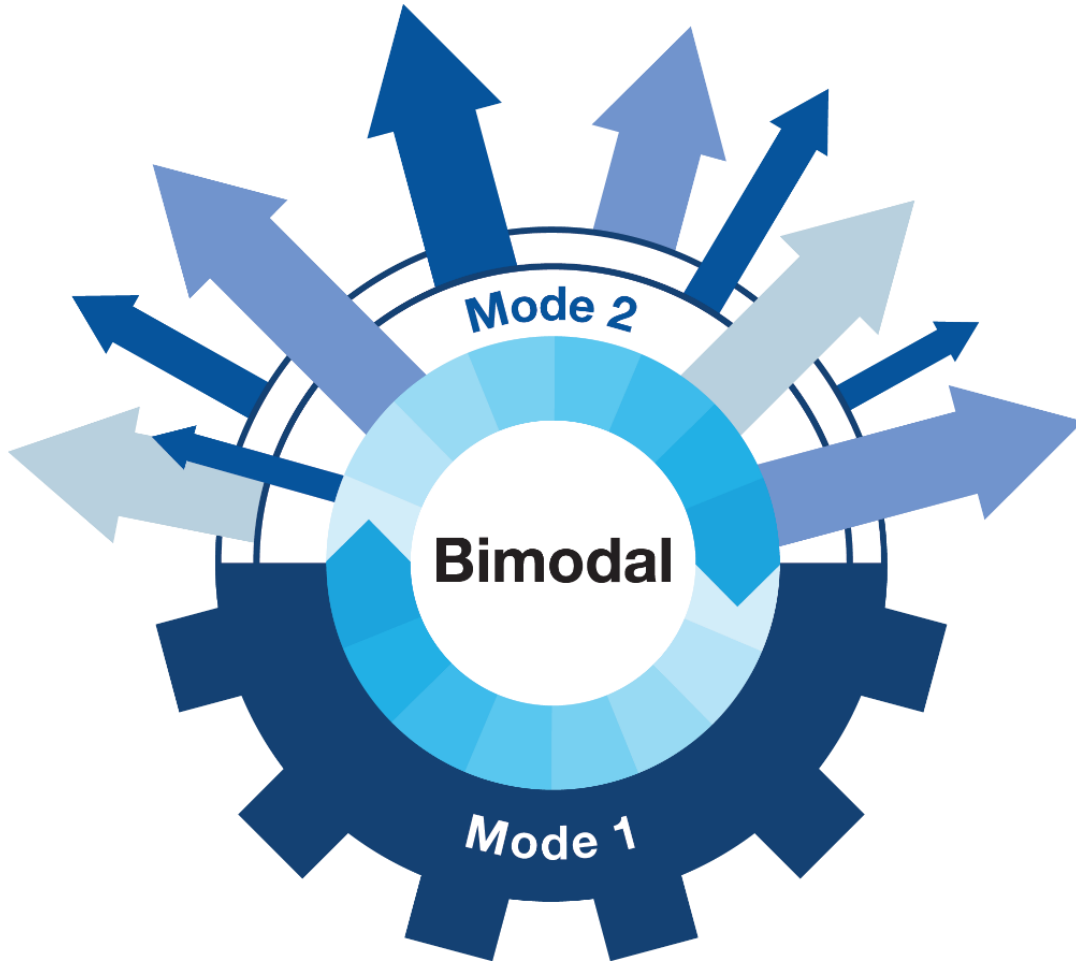
CIOs — and increasingly, enterprises — cannot confront the demands of digital business with a single, conventional approach.



Bimodal is the practice of managing two separate but coherent styles of work — one focused on predictability and the other on exploration.



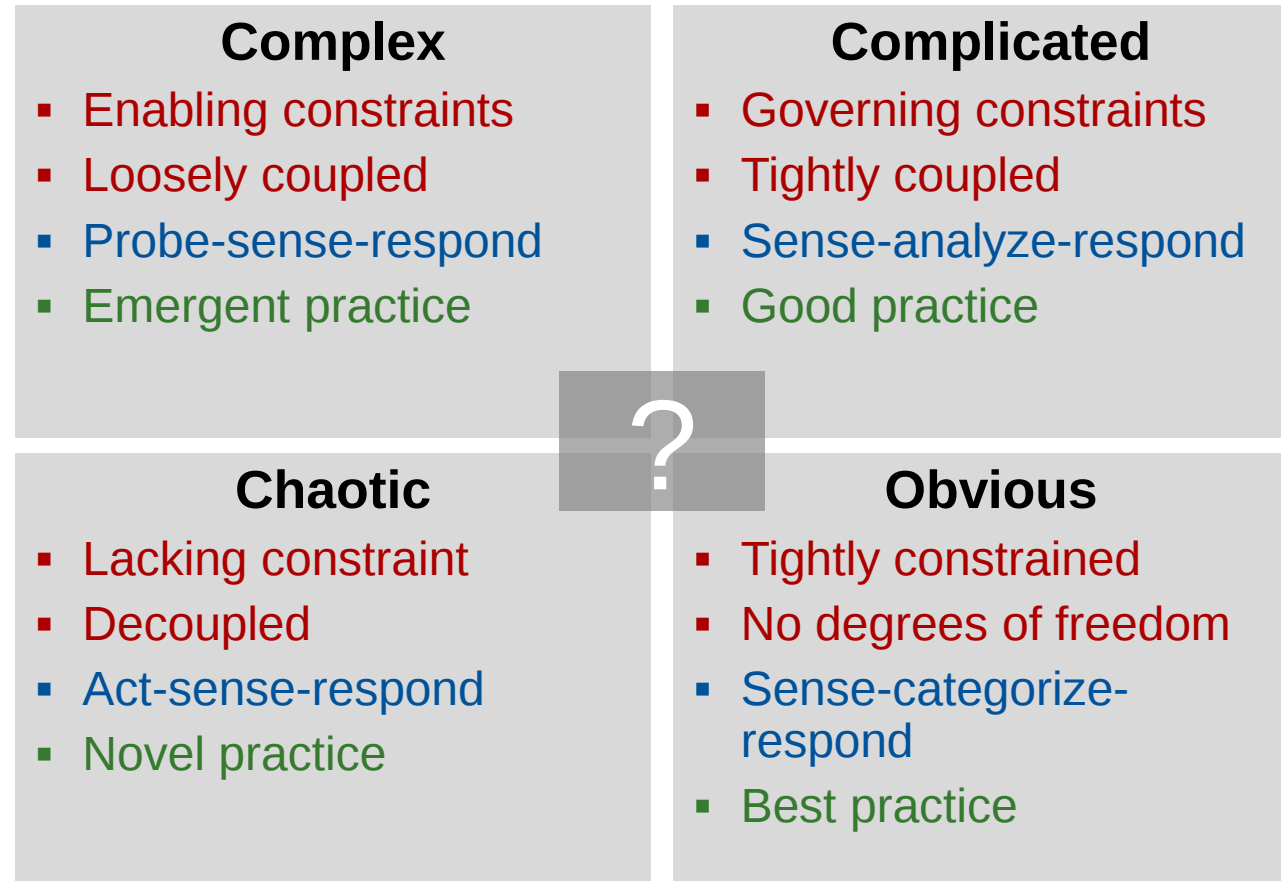
Bimodal Helps Deal With Uncertainty in a Complex World



Simply put, bimodal recognizes that there are areas of the enterprise that have more certainty, objectives are clear, cause and effect is understood, we can predict and plan — Mode 1.

In other areas, requirements are unclear and changing, the relationship between action and outcome is uncertain, and things are less well-understood at the start — Mode 2.

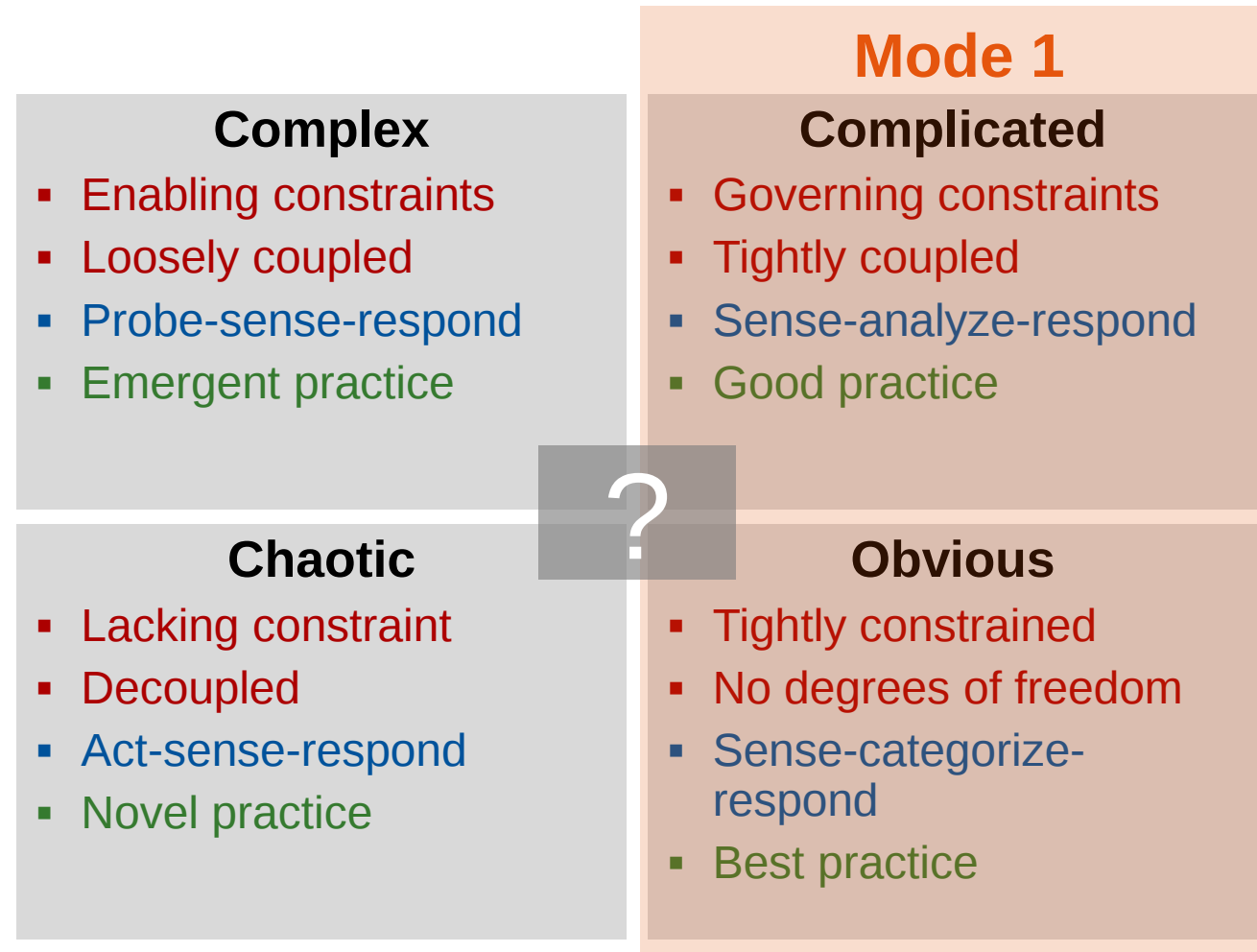
A Model of Complexity



The Cynefin Framework

— Dave Snowden

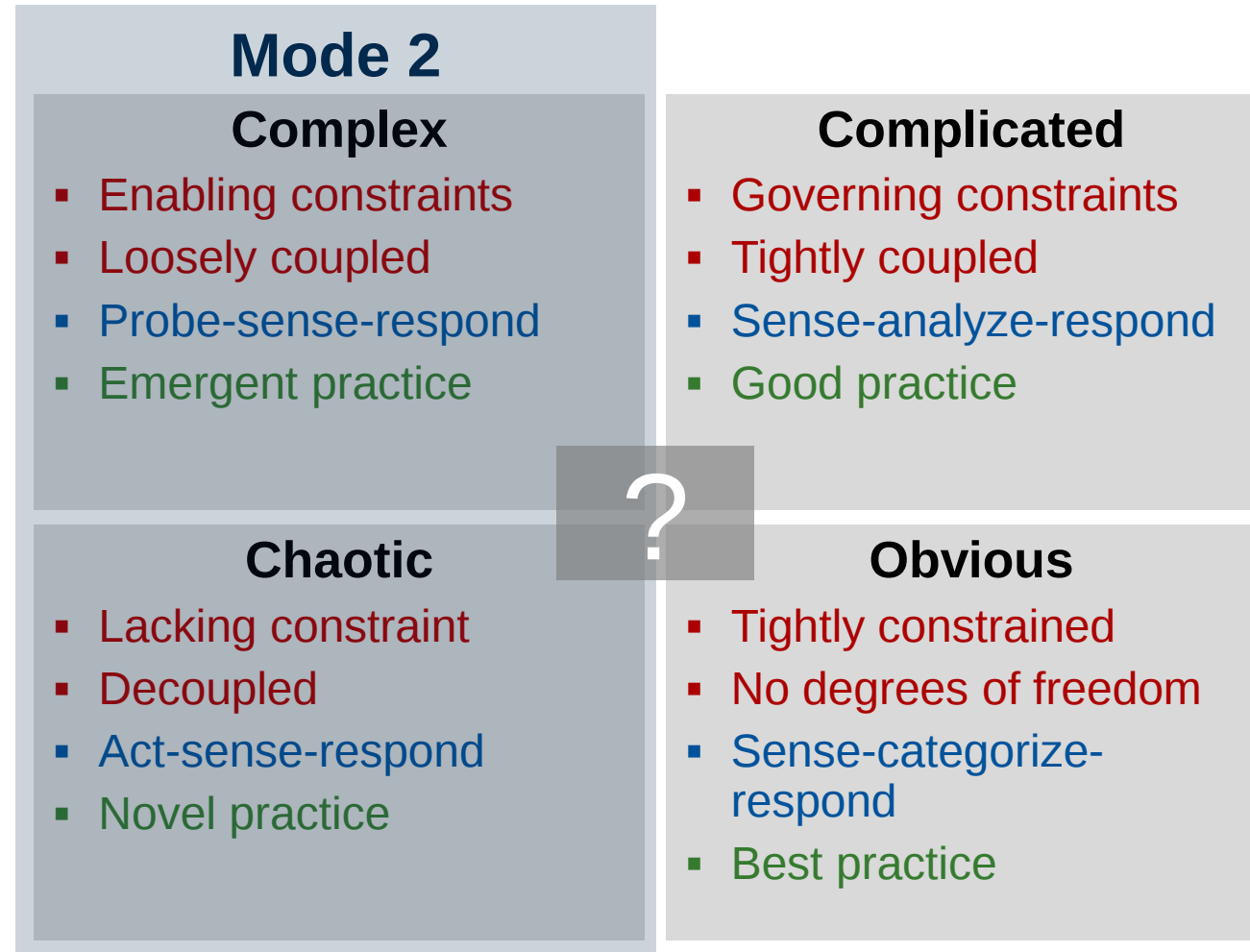
A Model of Complexity



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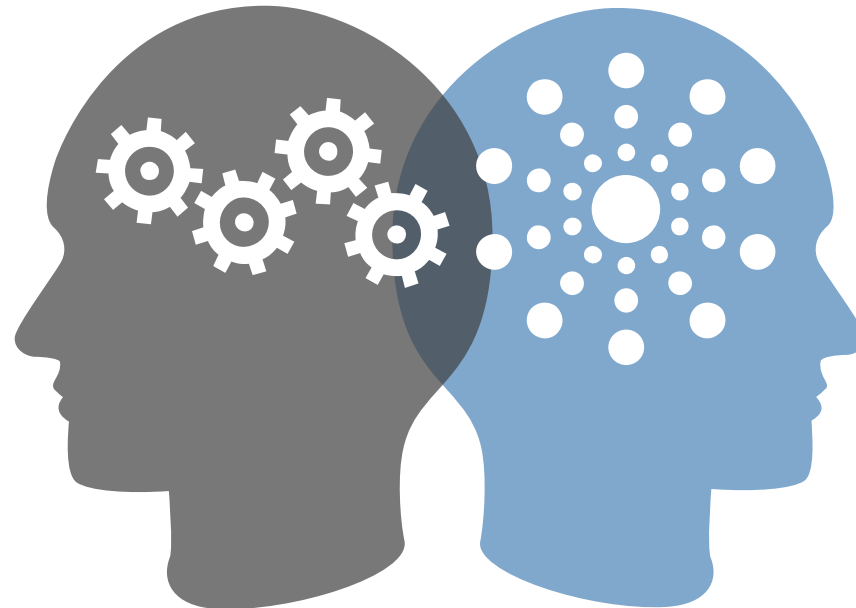
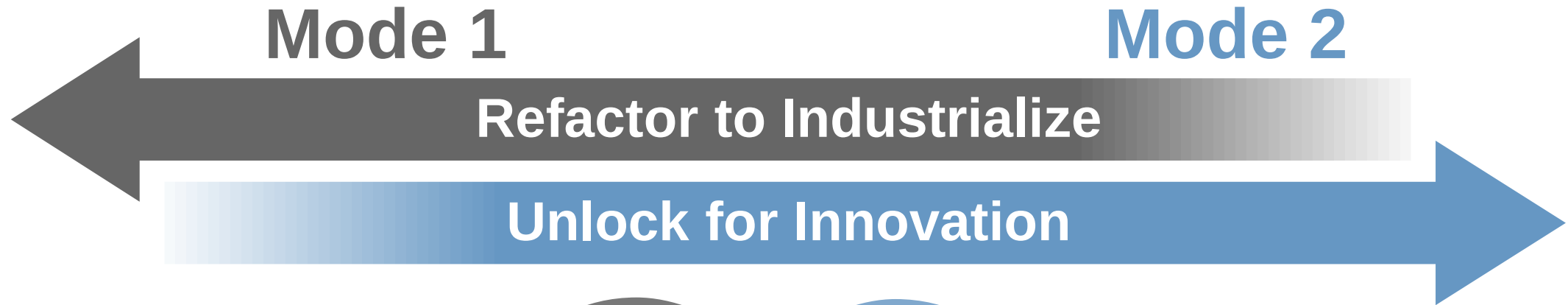
A Model of Complexity



The Cynefin Framework

— Dave Snowden

Work Must Flow Between Modes (Refactoring); Methodologies Should Also (Metarefactoring)



Beware of the Myths of Bimodal

Myth 1 — Agile, DevOps and Mode 2 are synonymous.

Myth 2 — Bimodal is about software development.

Myth 3 — Mode 2 is less rigorous than Mode 1.

Myth 4 — Bimodal is all about speed.

Myth 5 — Mode 1 is static and does not need to change.

Myth 6 — Mode 1 will disappear.

The Phases of the Bimodal Journey

Start

- **Project Bimodal:**
Focus is on forging identity of Mode 2
- Mode 1 and Mode 2 teams work independently
- Projects are small and contained, with emphasis on learning

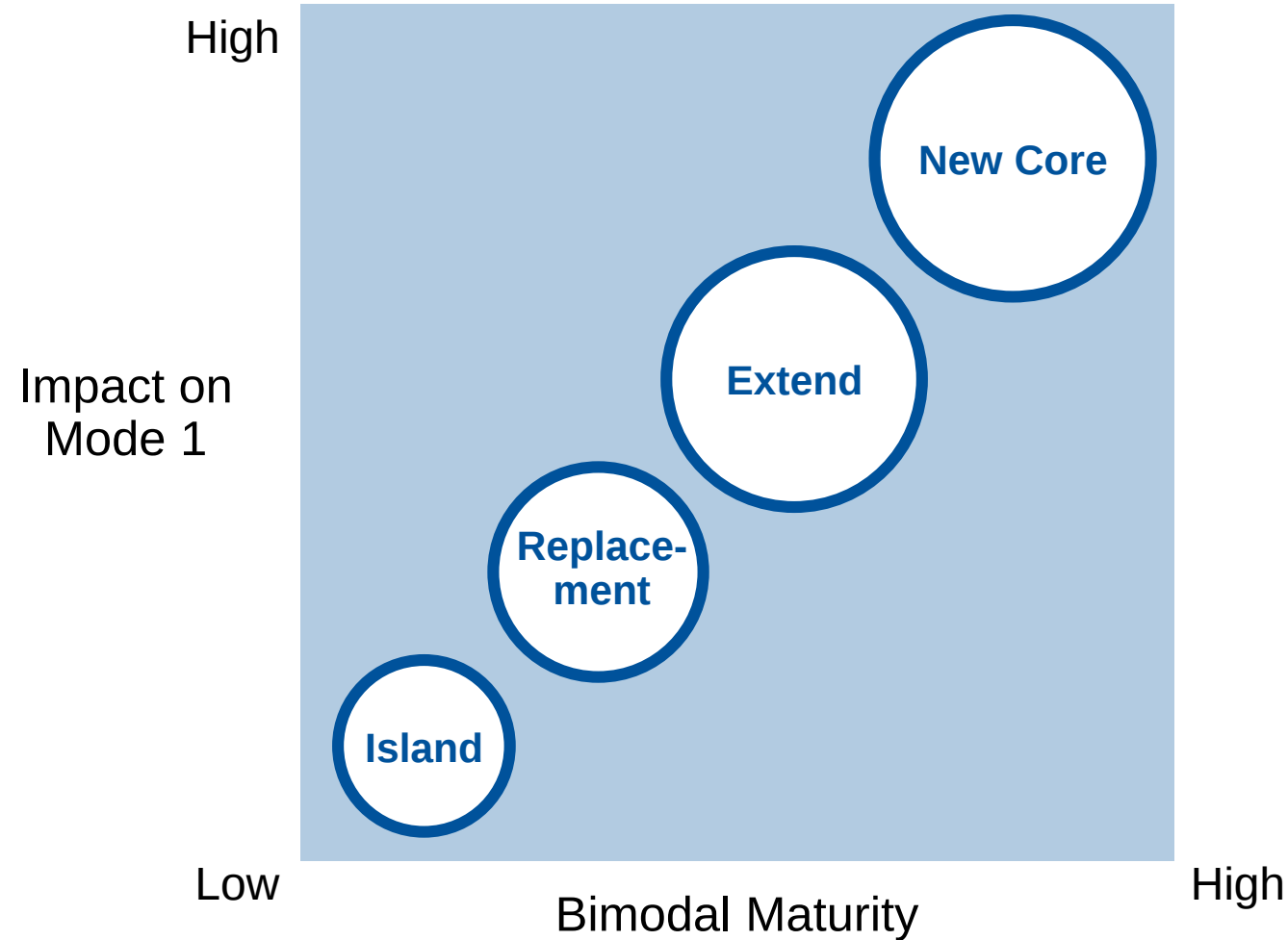
Scale

- **Enterprise Bimodal:**
Significant structural bet for whole business
- Protocols for intermodal collaboration established
- Big changes in Mode 1 process, technology and mindset

Synthesize

- **Bimodal Business:**
Synthesis never "done"
- Focus is on continuous improvement
- Proactive business posture

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, Mayor's Office of New Urban Mechanics (MONUM)

Recommended Island Project Characteristics

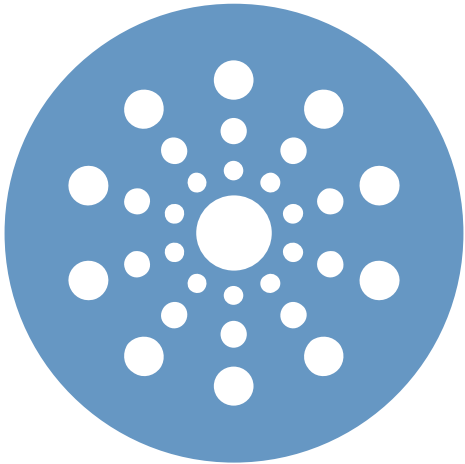


Targets a
Greenfield



Has a Willing
Business Partner

Is Small, Can Be
Completed Fast



? Is Subject to
Uncertainty

Creates
External Value



Is a System
of Innovation

Ask and Answer These Three Questions, in This Order

- 1 Does this idea have value?
- 2 What shape should this idea take?
- 3 How do we scale this idea?

If You're Just Getting Started, Do These Three Things



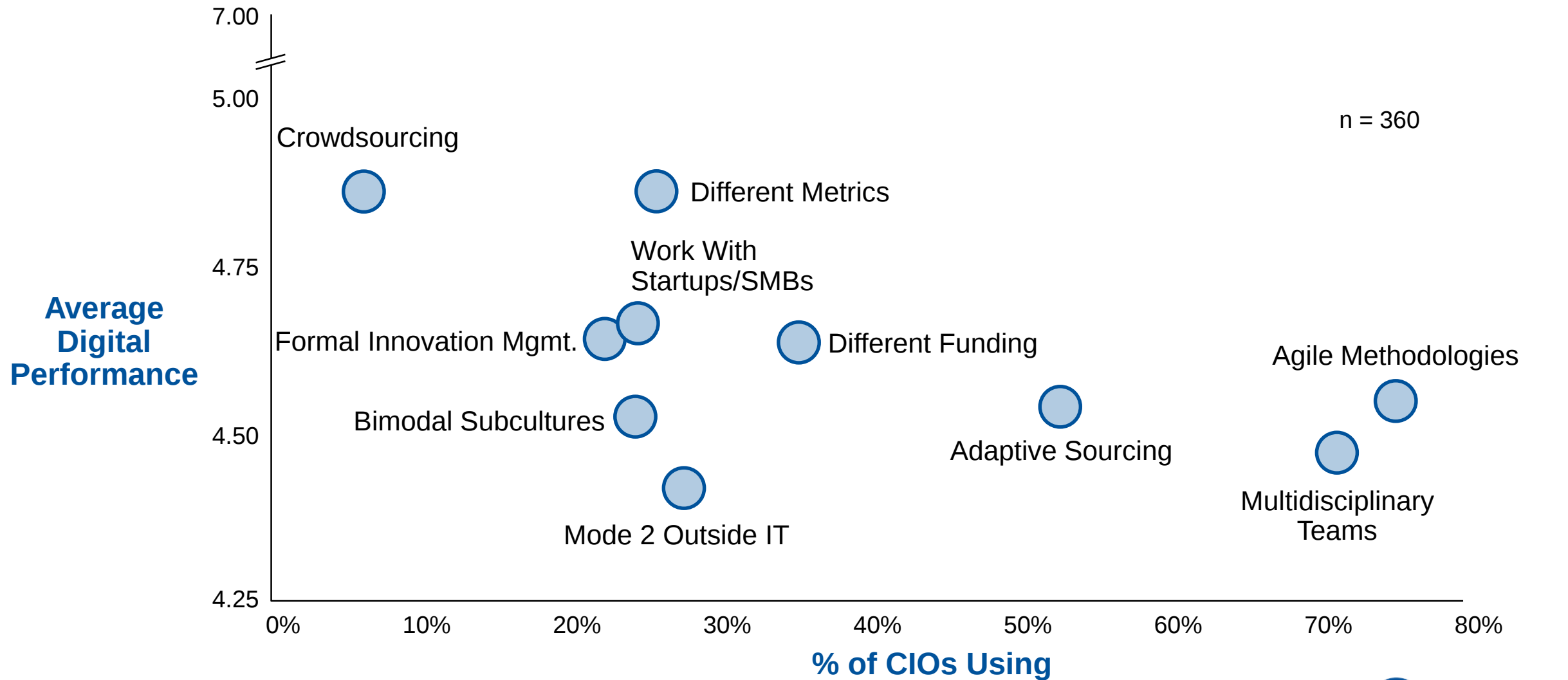
1. Start before you're ready. Don't overplan. It's okay to be under the radar at first.
2. Careful what projects you kick off with. Choose islands, not extensions.
3. Understand that you learn more by experience in the field, rather than *a priori* analysis.

Show, don't tell!

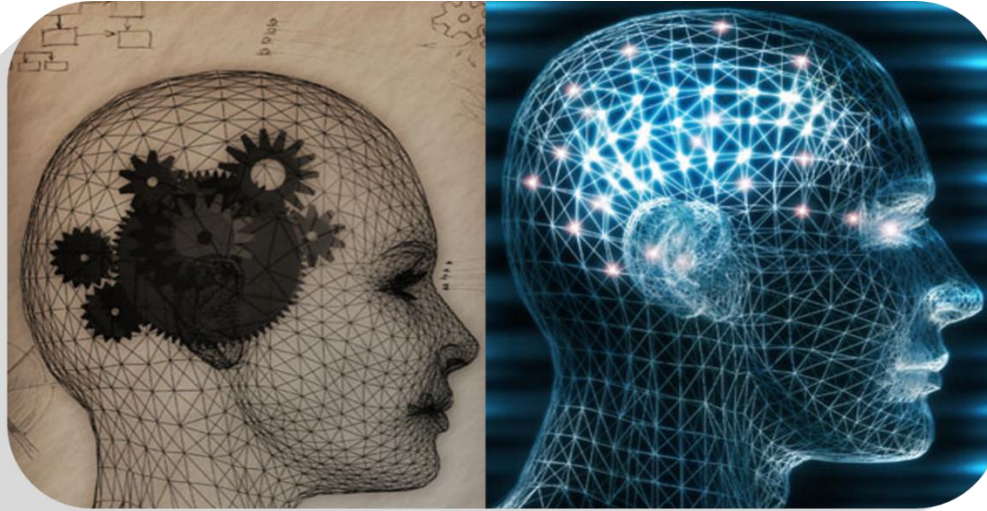


What Bimodal Practices Deliver Highest Impact?

The Most Impactful Bimodal Tactics Are Not the Most Used



How Can You Scale Bimodal?



Scaling triggers
at least as much
Mode 1 change
as it does
Mode 2 change.

Help Executives to Adopt Bimodal Thinking

1. **Change the conversation about risk —**
be careful with executives who confuse detail with rigor.
2. **Provide a continuous stream of results,**
even if small.
3. **Bear in mind that what executives value most**
is often not technically complex.
4. **Guard against confusing Mode 2 with**
a lack of discipline.
5. **Change funding from "under the radar"**
to differentiated and flexible —
encourage adoption of a fear, fact, faith approach ...



Scaling Bimodal: Make Core IT Digital Ready, and Invest in Mode 1

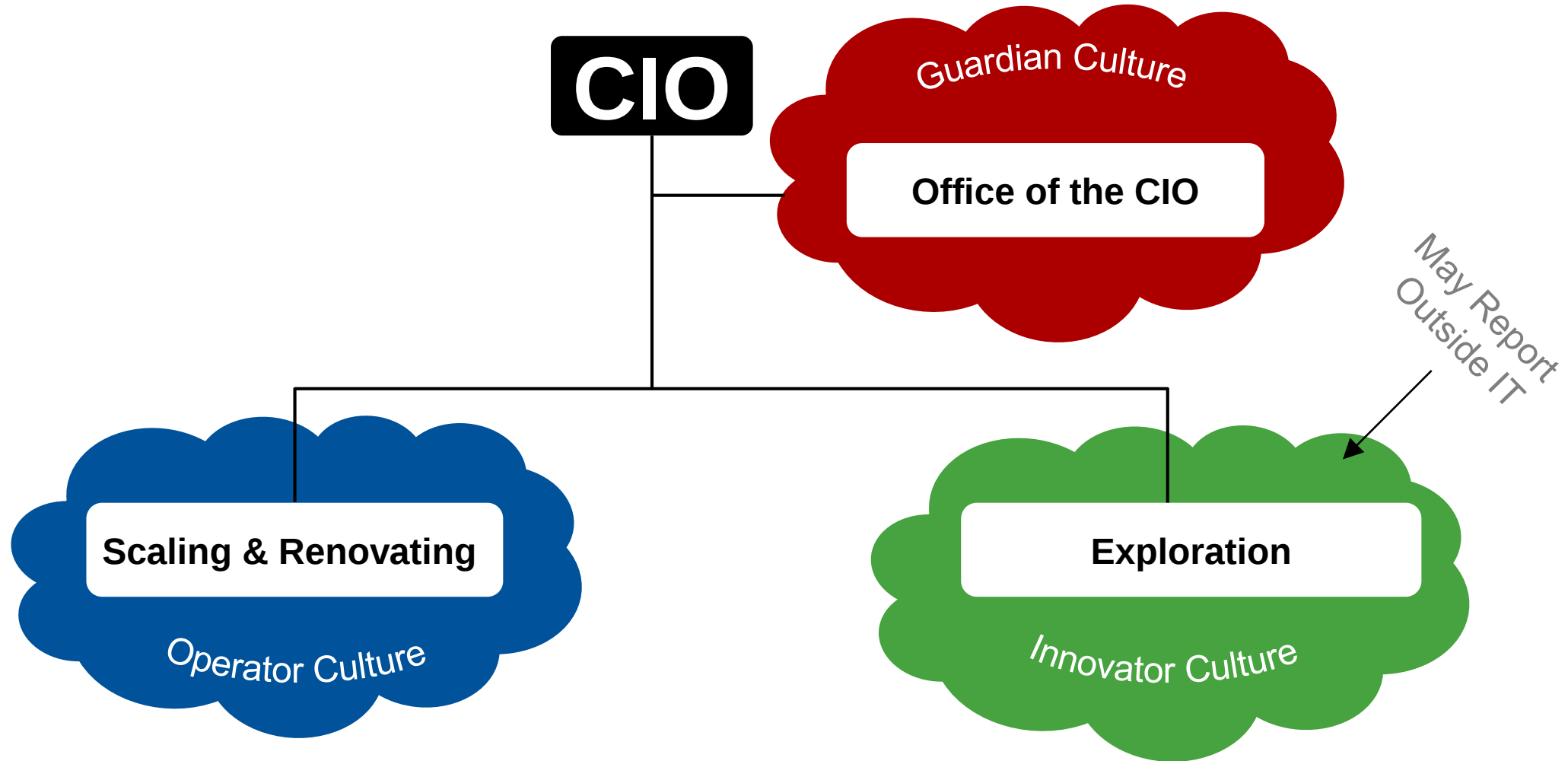
- Align goals, values, priorities.
- Identify metrics and incentives that reward collaboration and break down fiefdoms.
- Open up the legacy systems with SOA, APIs.
- Modernize application architectures, reducing application complexity, increasing infrastructure agility.
- Rearchitect the money flows away from siloed ownership of application stacks, enabling reuse.



Cultural Essentials

- 1 Build a compelling vision
- 2 Train as many as possible on the principles
- 3 Use coaches
- 4 Recognize and reward collaboration

To Win With Bimodal, Start With Culture



Choose the Right People for Each Subculture

- Those that can rotate, should

Prepared to stick to the rules, but ...

Motivated by making stakeholders more successful day to day

Love removing obstacles



Must Play Well With Others!

Neophiles, excited by the new

Not afraid of uncertainty or risk

OK with lack of structure & ambiguity



Tough-minded arbiters; big-picture mindset, focus on enterprise agility. Like to keep things safe and scalable

Can balance short term speed, long term agility, compliance, cost, innovation, growth



Traps to Avoid:

1. Disconnection
2. Spiralling technical debt
3. The timid middle
4. Lack of equity
5. An unrenovated core

Recommendation

- ✓ Start swimming, start now and start in the shallow end.
- ✓ Move promptly to expand the capabilities to include the more demanding ones like adaptive sourcing and crowdsourcing.
- ✓ Changes in the business:
 - Change the approach to portfolio management and funding.
 - Lead discussions about risk with the executive team.
 - Rigorously control and broaden the Mode 2 selection criteria.
 - Insist on full business engagement in teams.
- ✓ Changes in IT:
 - Renovate the IT core.
 - Increase your Mode 2 employees: Coach, mentor, develop, recruit.
 - Focus on changing the belief system, before worrying about tools and methods.

Recommended Gartner Research

- ▶ [Deliver on the Promise of Bimodal](#)
Simon Mingay and Mary Mesaglio (G00299685)
- ▶ [Dispel the Myths of Bimodal to Succeed With Digital Transformation](#)
Simon Mingay, Mary Mesaglio (G00310228)
- ▶ [Kick-Start Bimodal IT by Launching Mode 2](#)
Mary Mesaglio, Suzanne Adnams and Simon Mingay (G00273955)
- ▶ [Transitioning to Bimodal IT Requires Rearchitecting the IT Money Flow](#)
Andy Kyte (G00275220)
- ▶ [Overcoming Innovation's Measurement Problem](#)
Mary Mesaglio (G00236813)
- ▶ [Orchestrating the Digital Team](#)
Ed Gabrys and Tina Nunno (G00290126)

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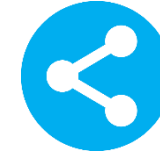
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