

While you are waiting for our webinar to begin, you might be interested in the downloads on the Attachment tab:



A copy of today's presentation and our Upcoming webinars



Information on how to dial in if you are unable to attend via VoIP

Have a question for our analyst? Click the Question tab. Q&A will be at the end of today's presentation.

If you have any difficulties, please email gartnerwebinars@gartner.com.

Gartner at a Glance




Bimodal IT — Bimodal IT: How to Have It All Without Making a Mess

Simon Mingay



Welcome to the Digital Wild West



Where Opportunities Come and Go Quickly, and Winning or Losing Has Meaningful Consequences for the Business

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

Half will make a mess.

Bimodal IT is not "nice to have."

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?

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

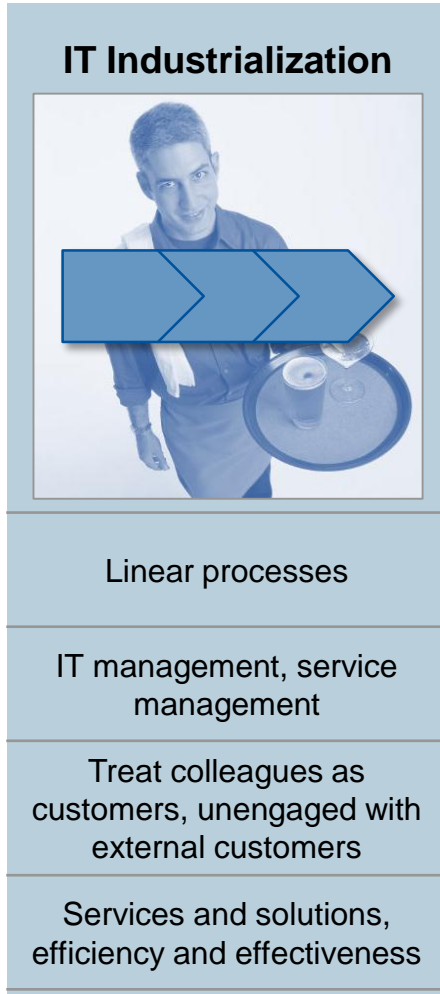
An operating
model or
organization
chart change

Shadow IT

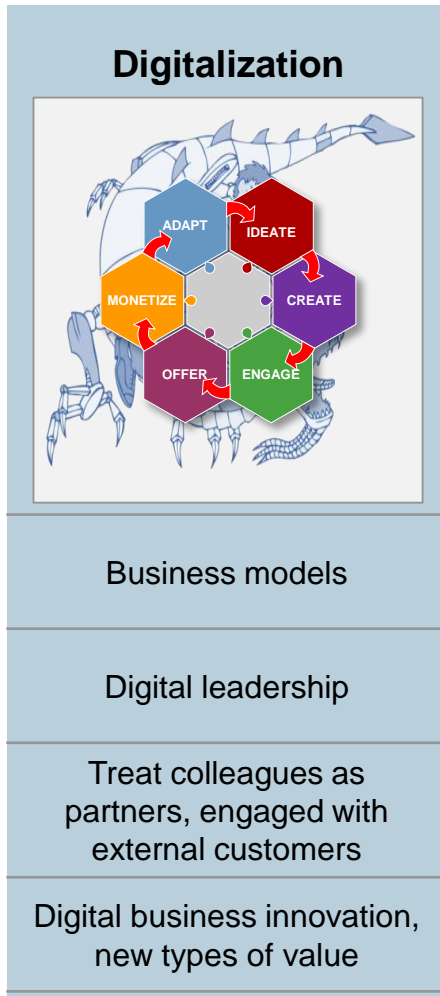
Shhhh, don't tell anyone, but ...

Lean

The Industrialization Era Created Marathon Runners



The Digital Era Requires Sprinters



=



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

Mode1

Mode 2

**Think
Marathon
Runner**

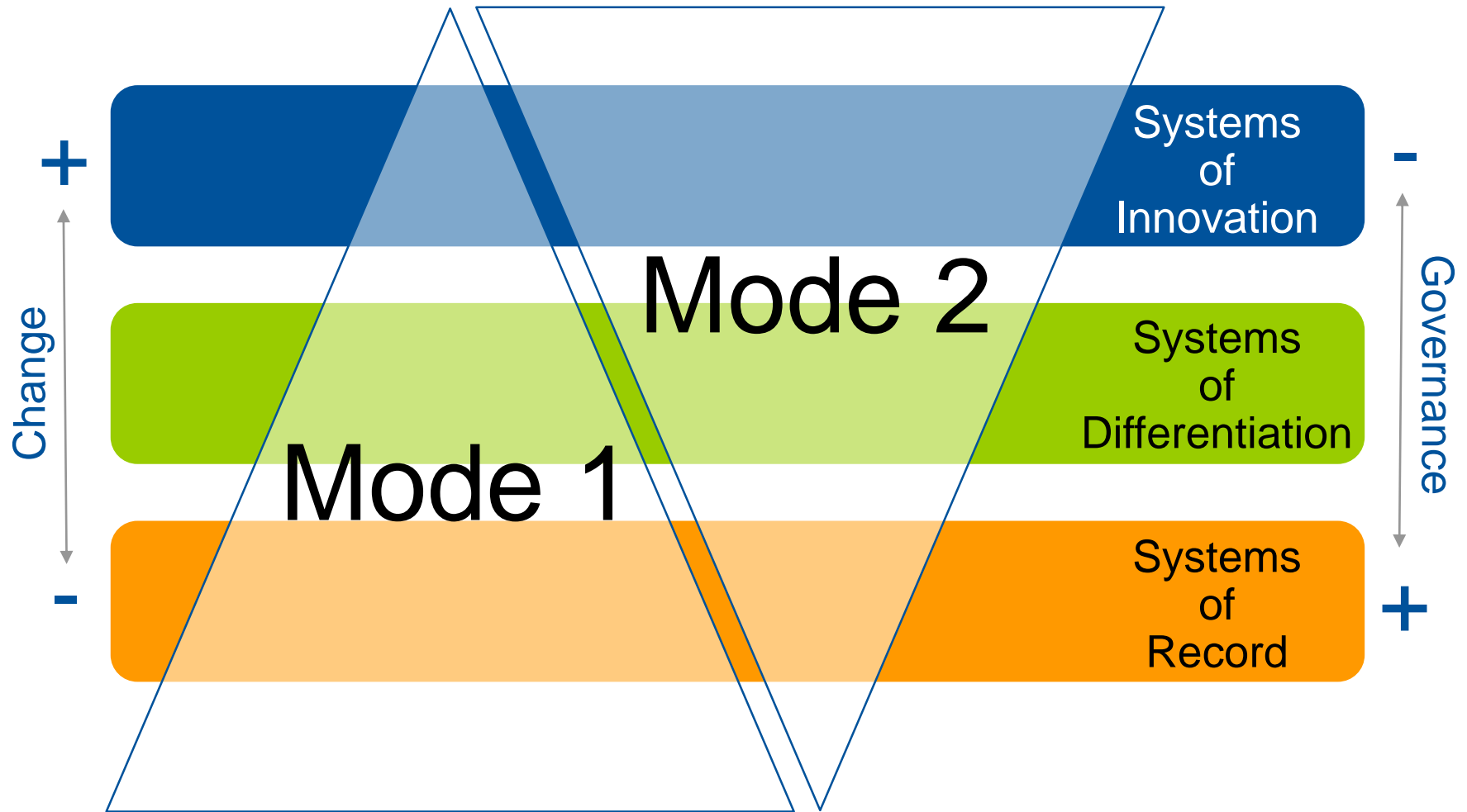


Reliability	Goal	Agility
Price for performance	Value	Revenue, brand, customer experience
Waterfall, V-model, high-ceremony IID	Approach	Agile, Kanban, low-ceremony IID
Plan-driven, approval-based	Governance	Empirical, continuous, process-based
Enterprise suppliers, long-term deals	Sourcing	Small, new 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)

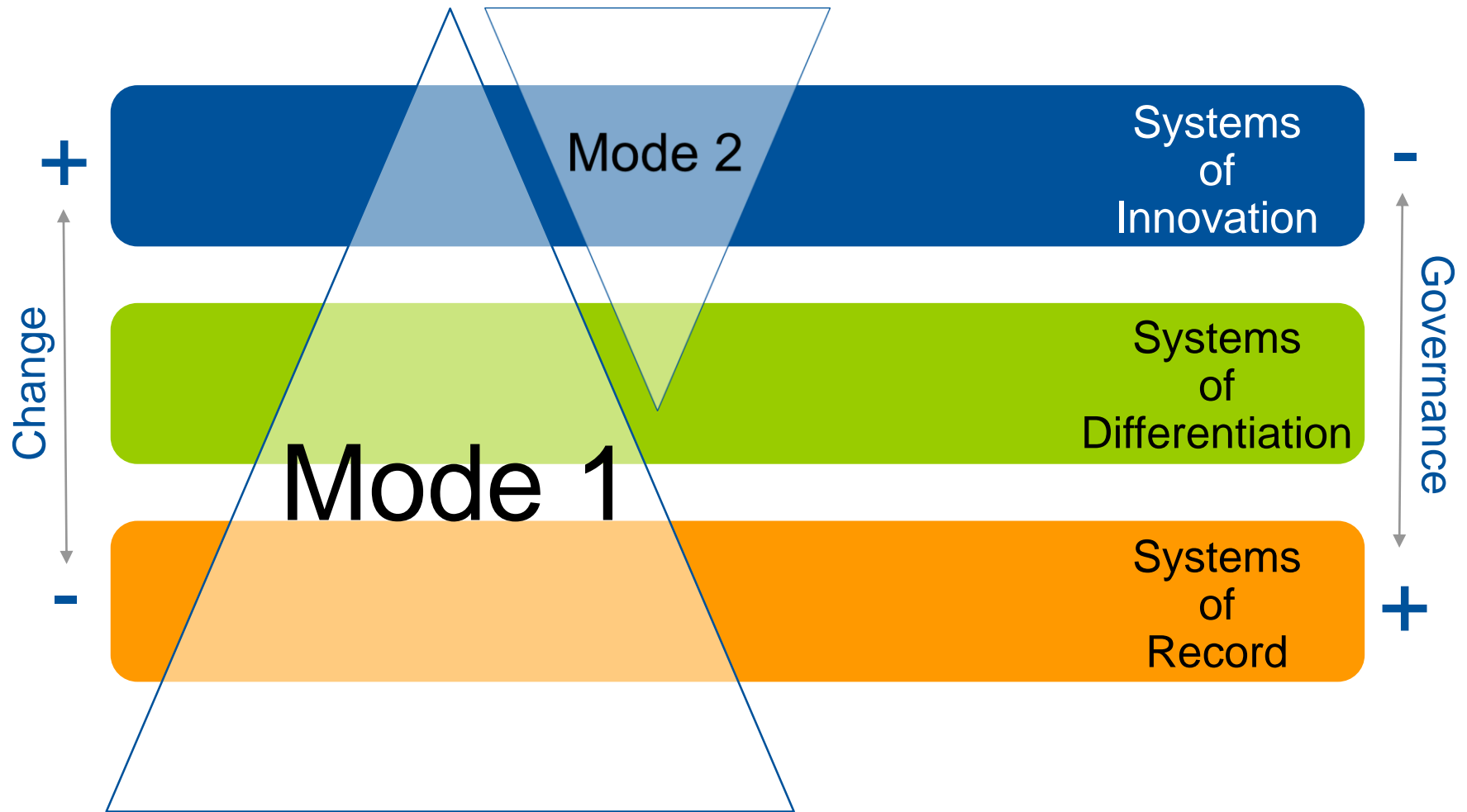
**Think
Sprinter**



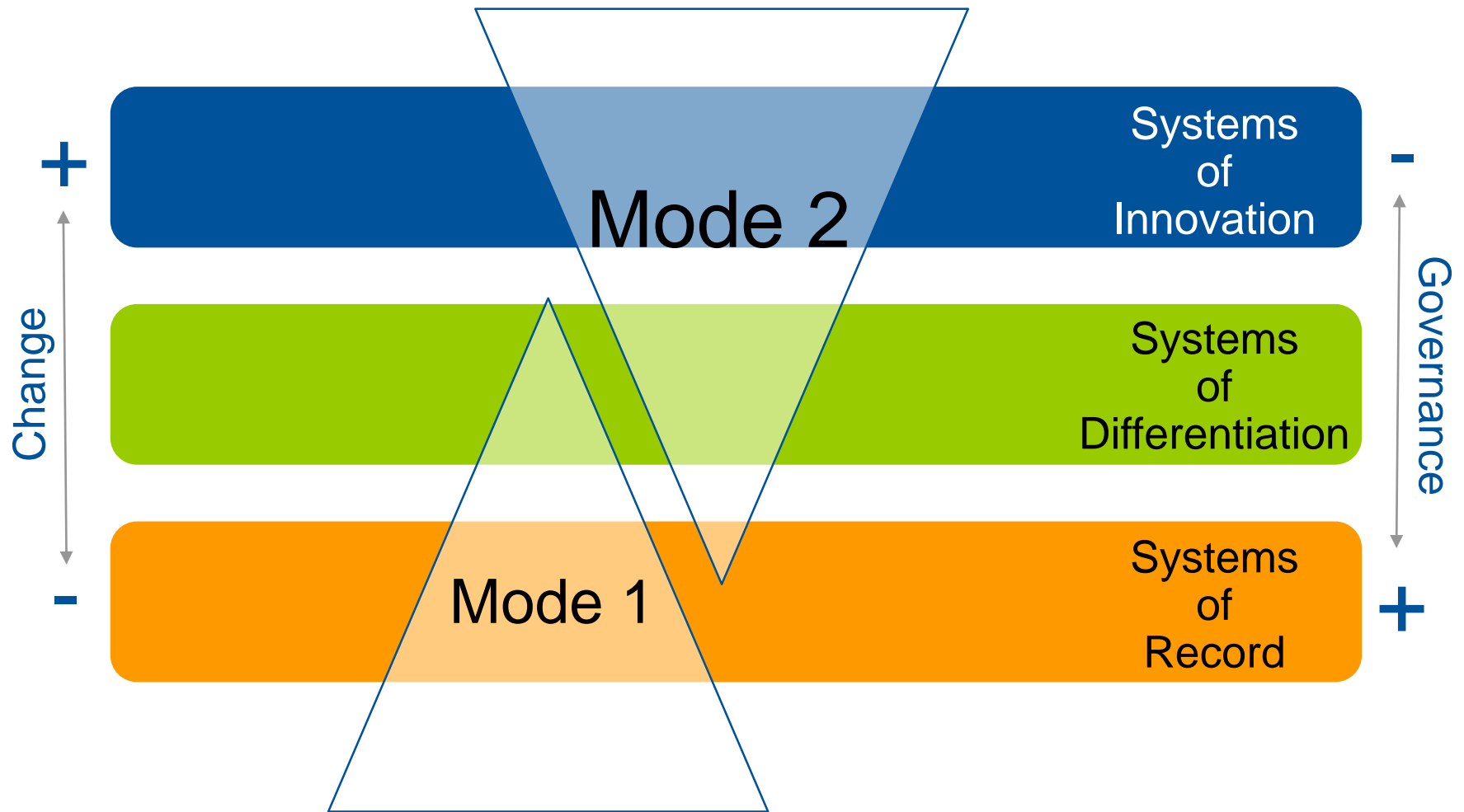
Pace Layering and Bimodal IT Are Complementary



Pace Layering and Bimodal IT Are Complementary

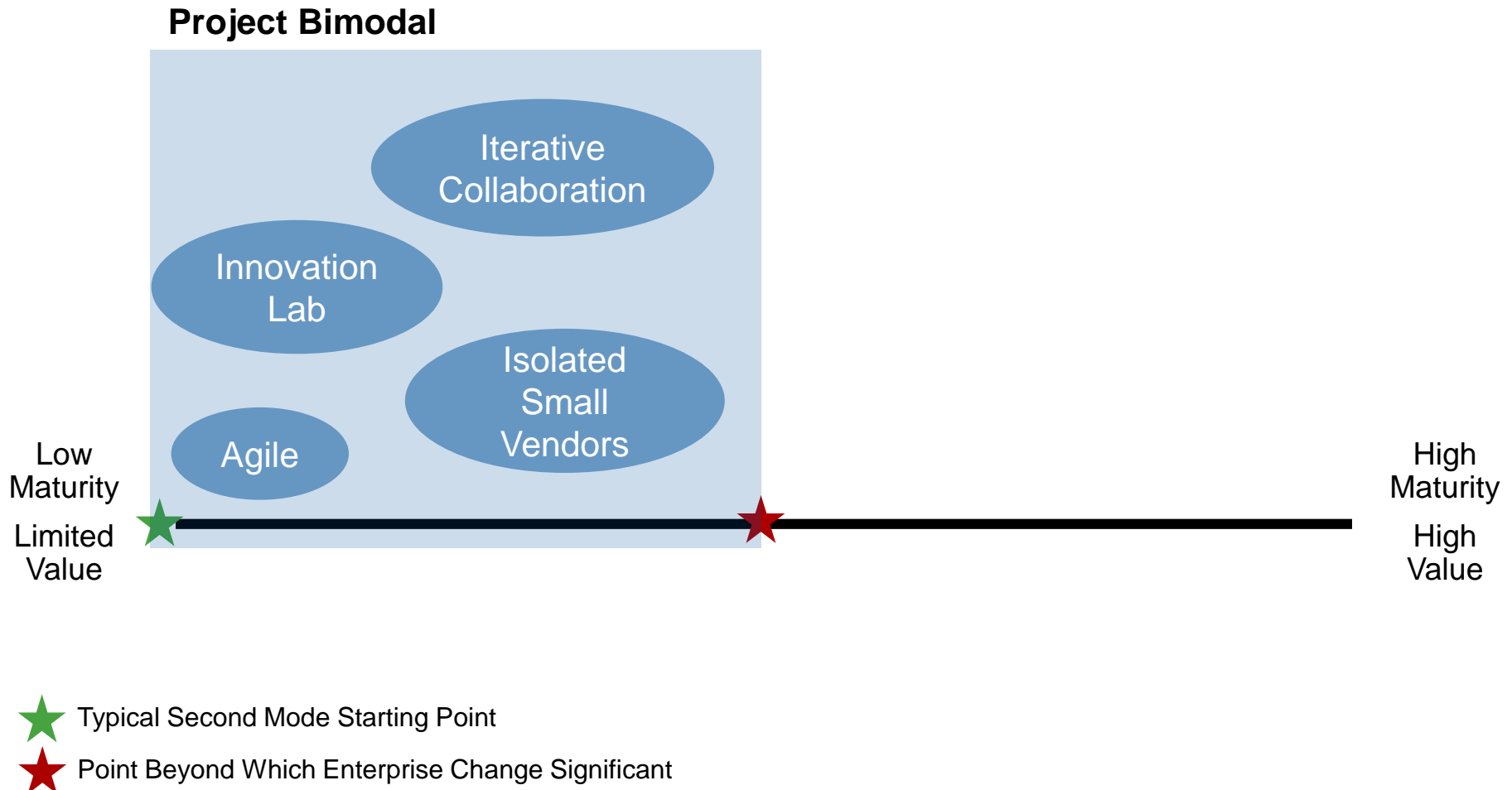


Pace Layering and Bimodal IT Are Complementary

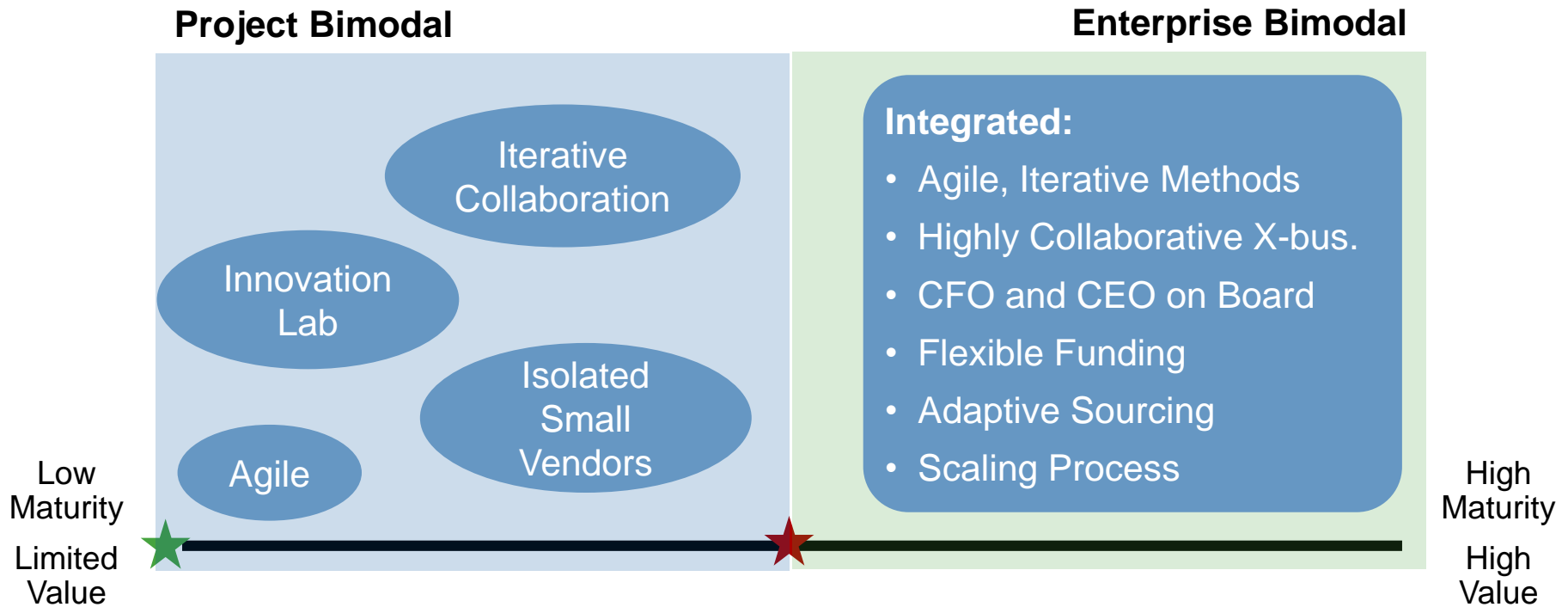


CIOs should care about becoming bimodal because they cannot confront the range of needs presented by digital business with a single, conventional mode of IT.

Start Before You Think You Are Ready



Start Before You Think You Are Ready



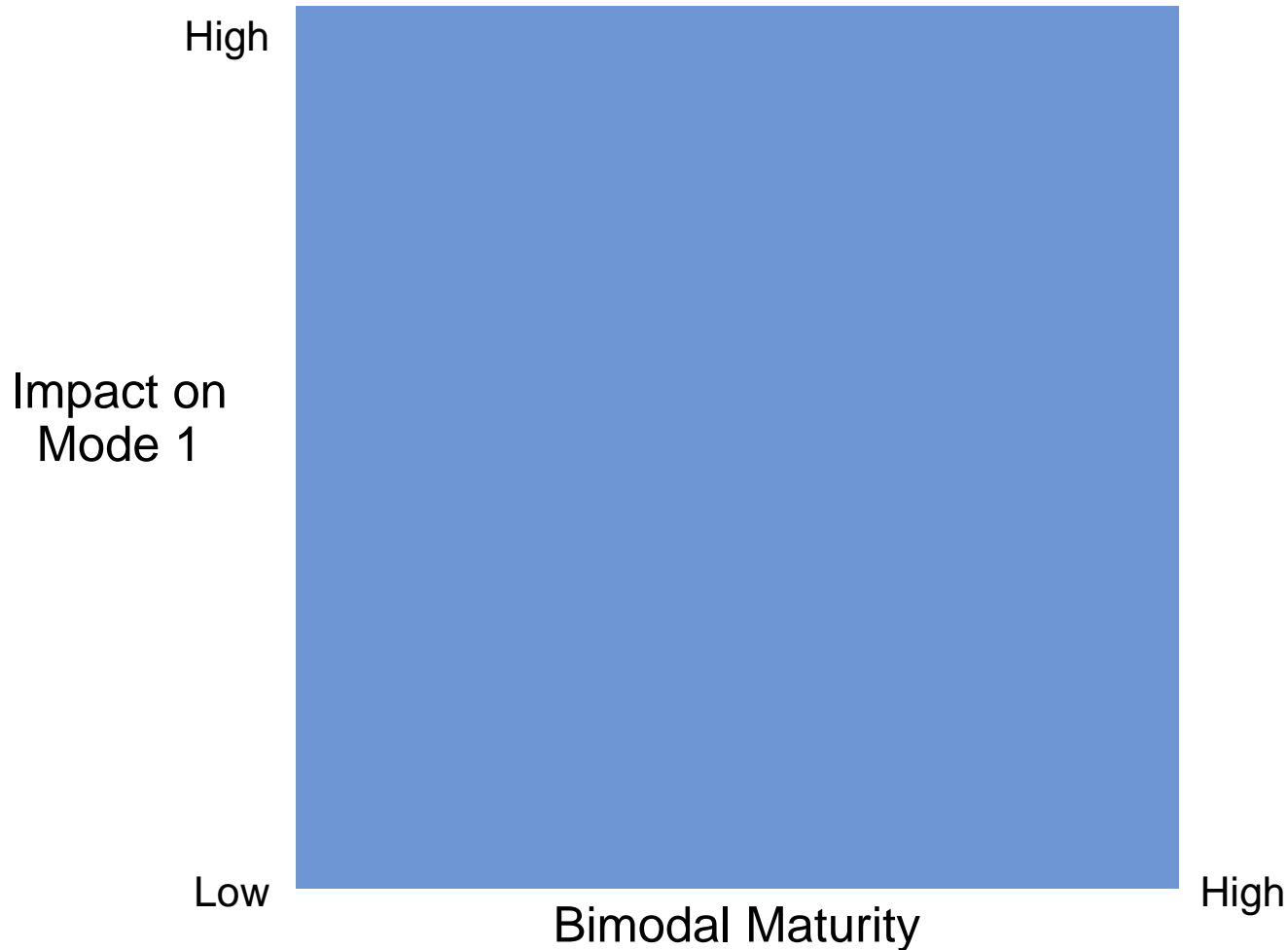
★ Typical Second Mode Starting Point

★ Point Beyond Which Enterprise Change Significant

Bimodal is Very Experiential – You Have To Do It To Learn It



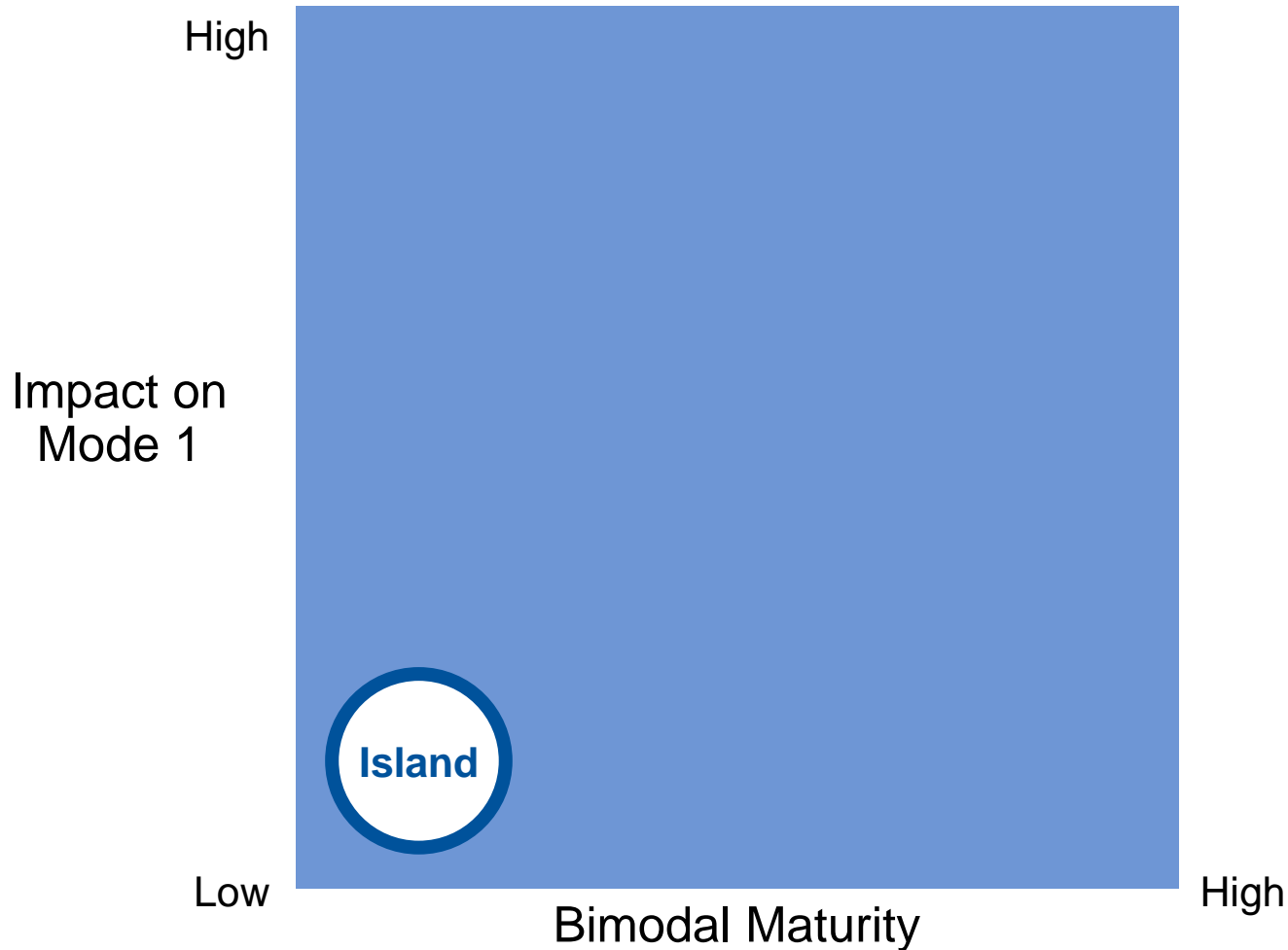
Select Your Projects Based on Their Mode 1 Impact



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

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

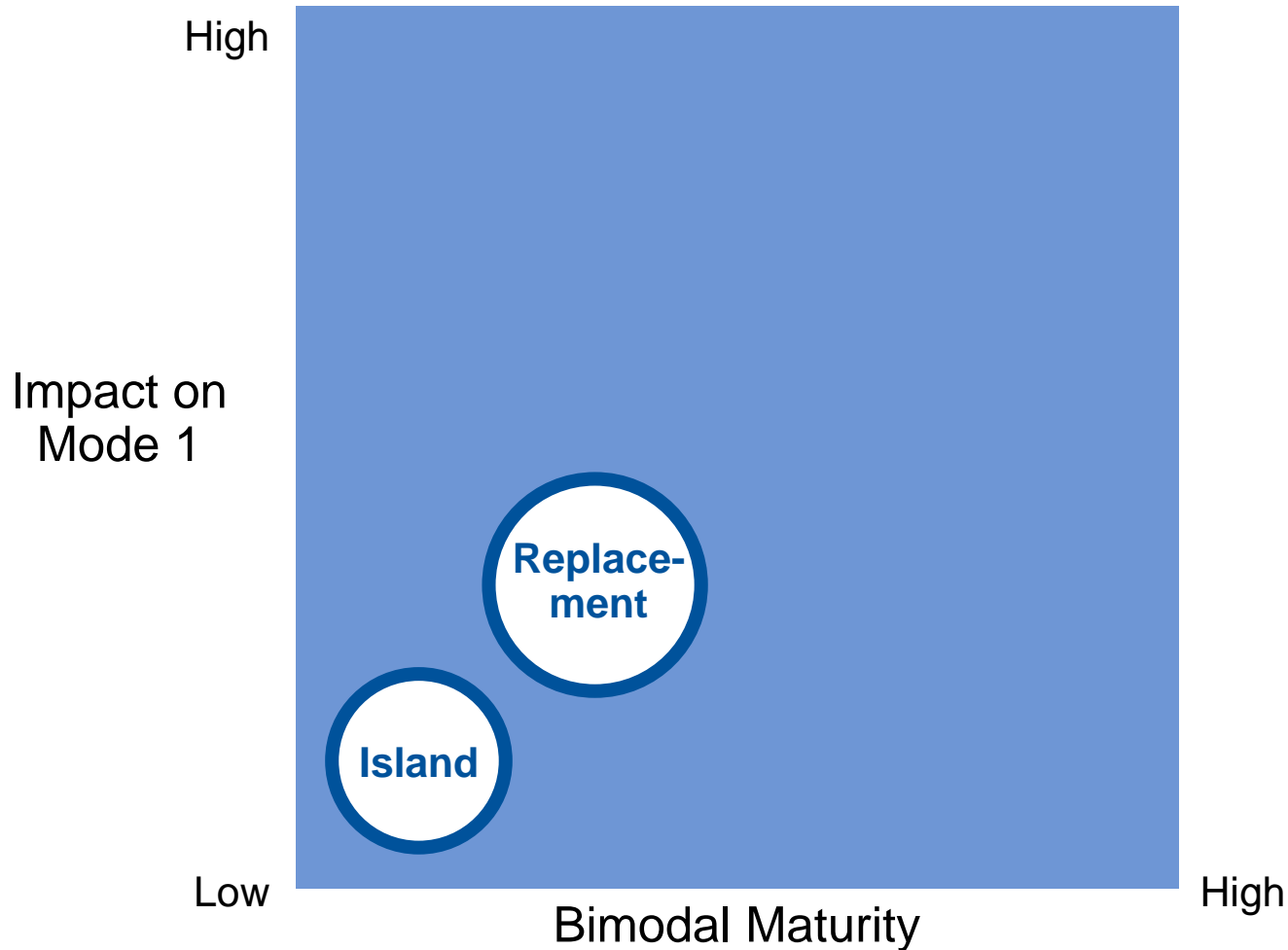
Select Your Projects Based on Their Mode 1 Impact



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

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

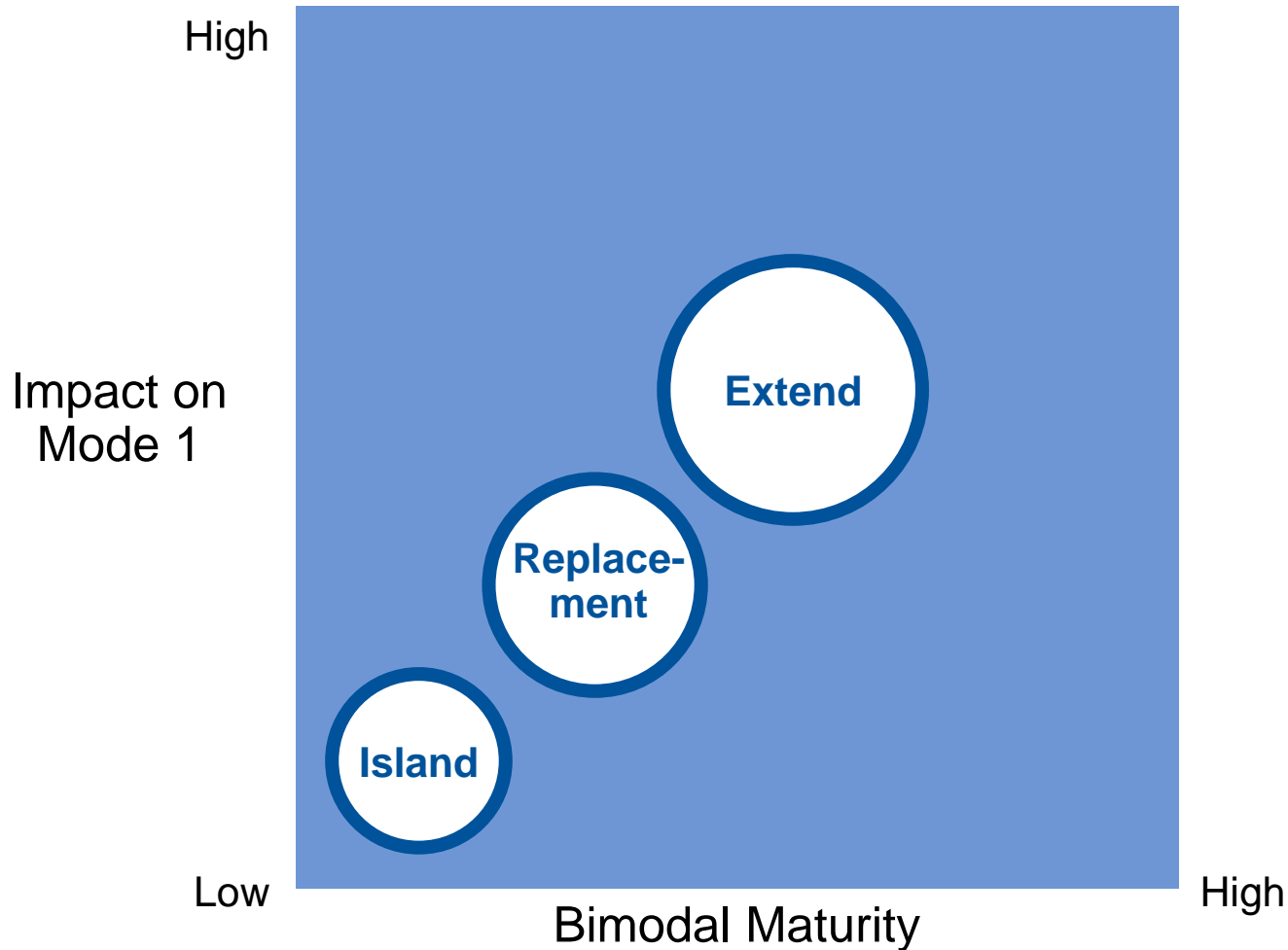
Select Your Projects Based on Their Mode 1 Impact



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

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

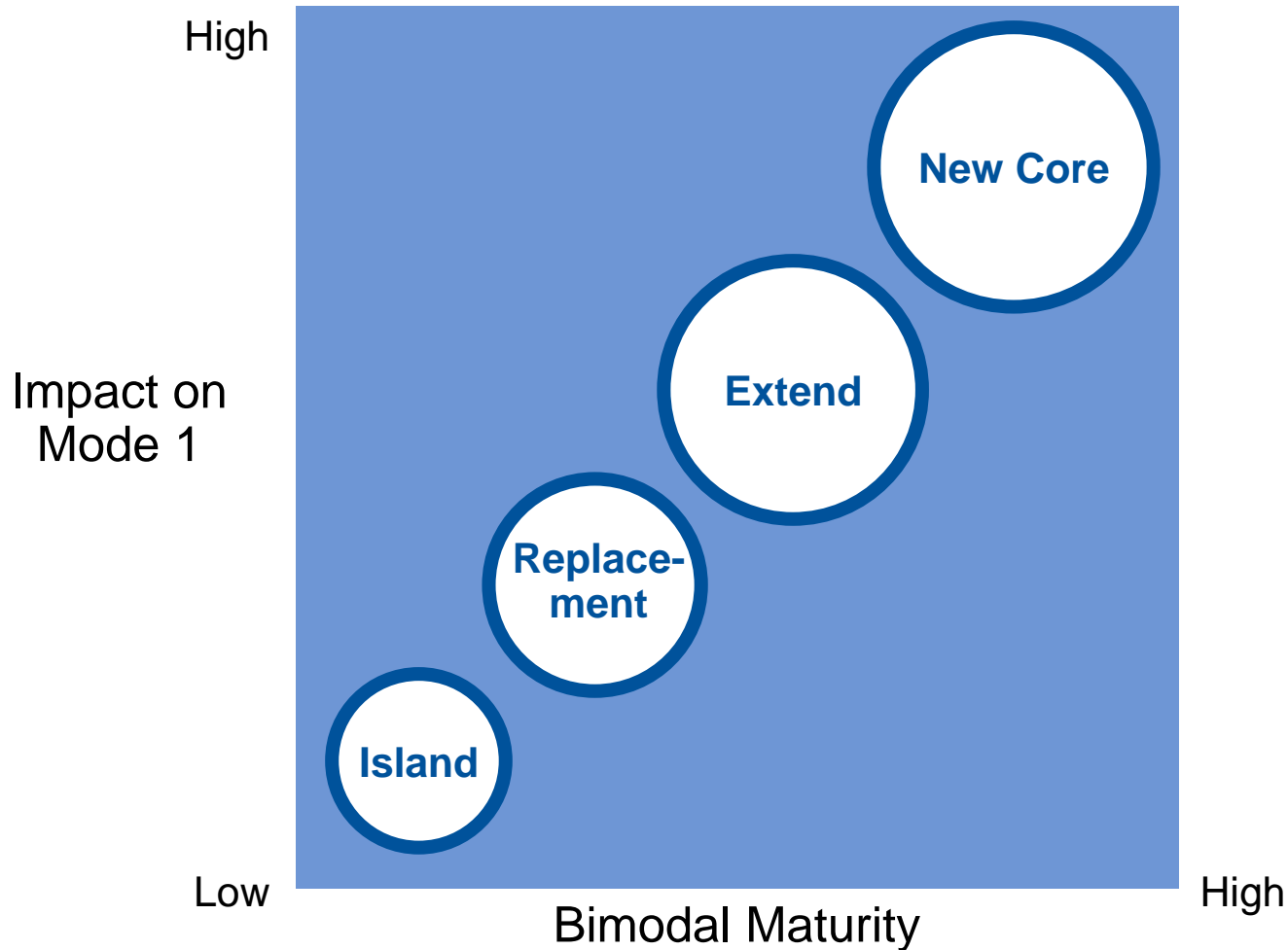
Select Your Projects Based on Their Mode 1 Impact



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

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

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

Recommended Mode 2 Project Characteristics, to Start:



Is an Island
Project



Has Willing
Biz. Partner



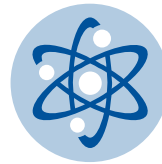
Can Be
Completed Fast



Has Uncertain
Requirements,
Low Complexity



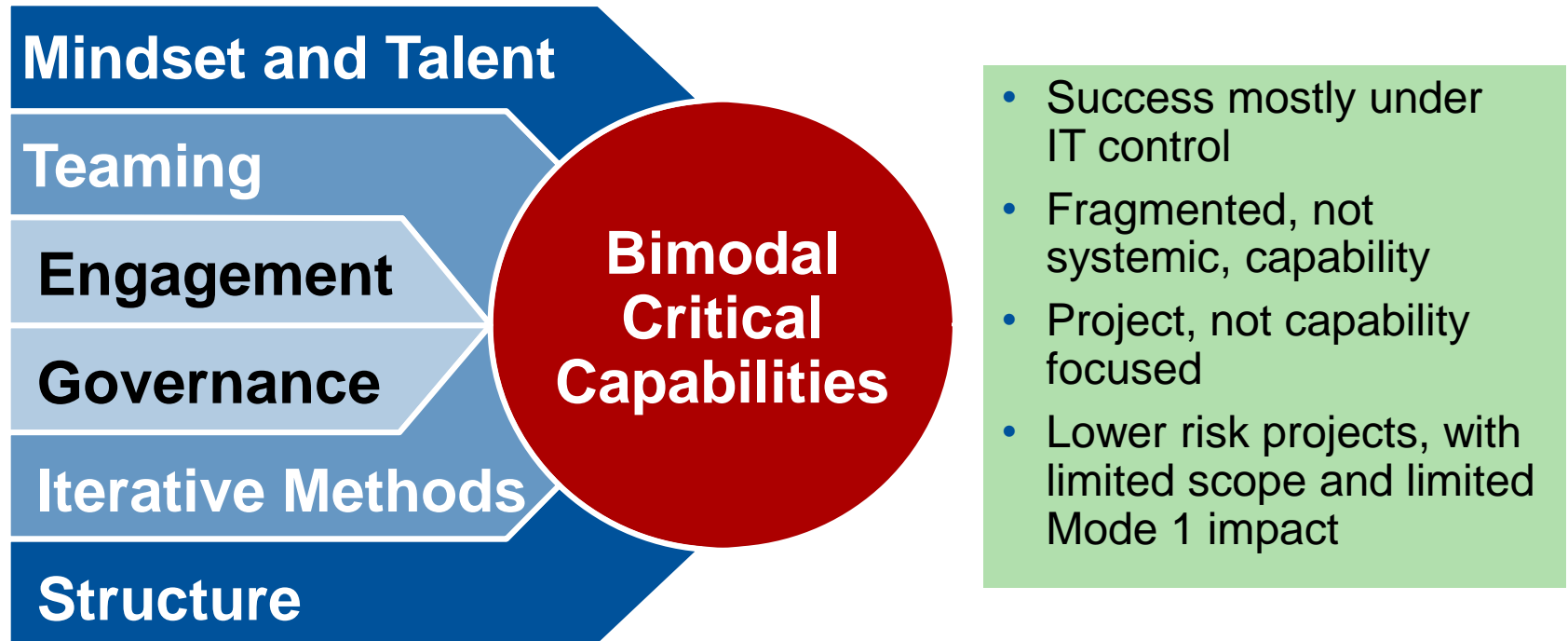
Creates External
Value



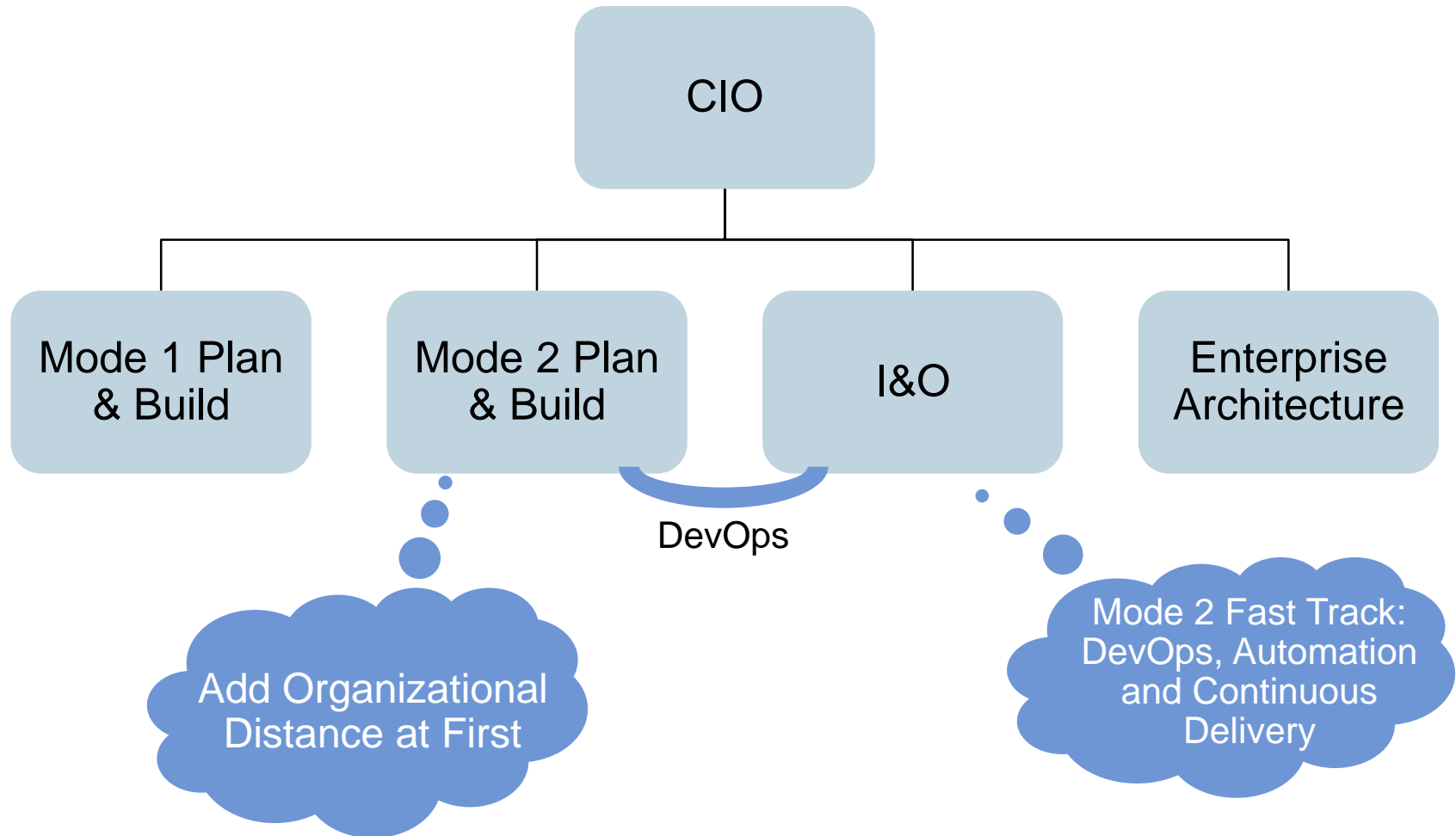
Is a System
of Innovation

Project Bimodal — Mode 1 Dominates

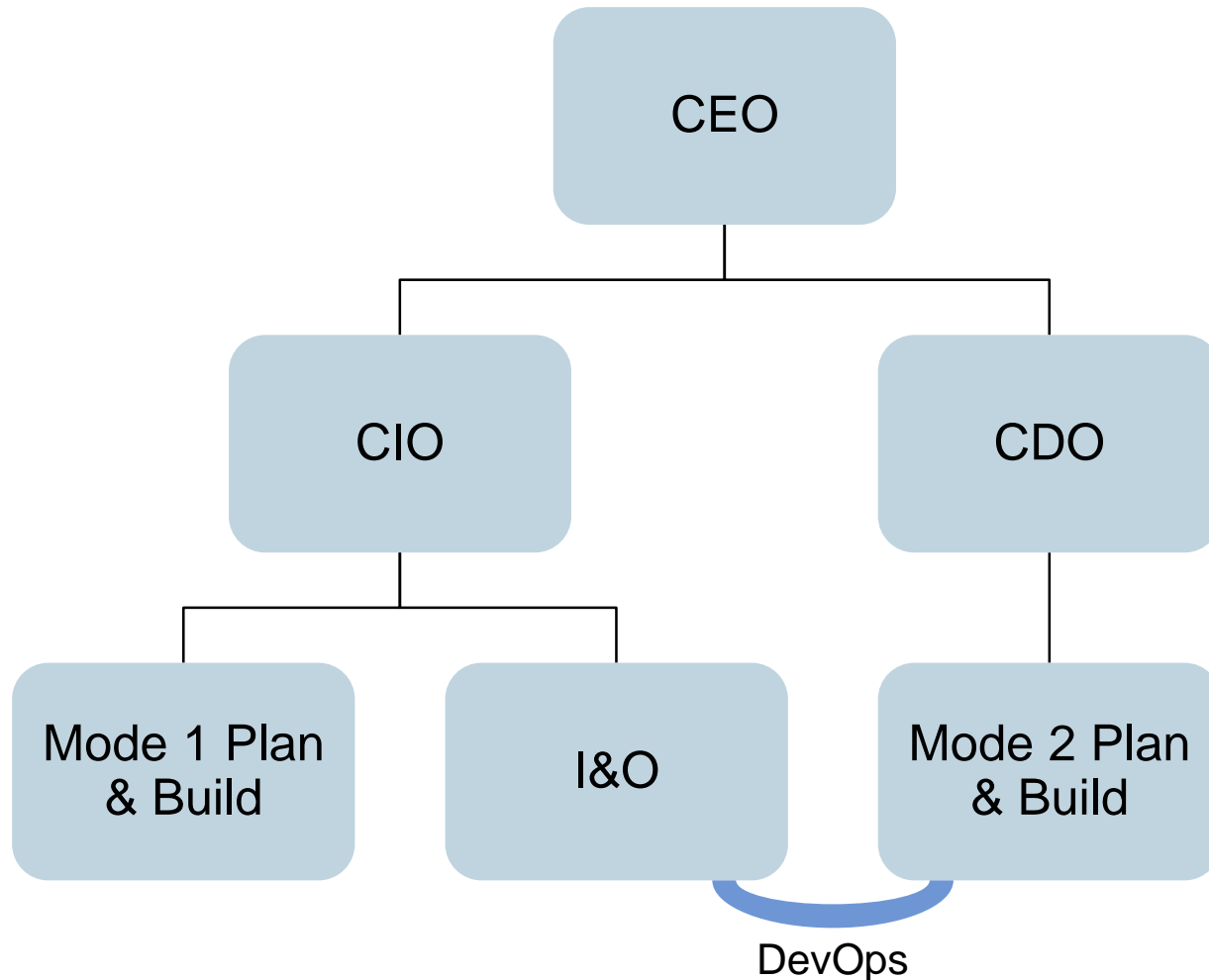
Project Bimodal



Organizational Structure A — Mode 2 Reports to the CIO



Organizational Structure B — Mode 2 Plan & Build Reports Outside IT

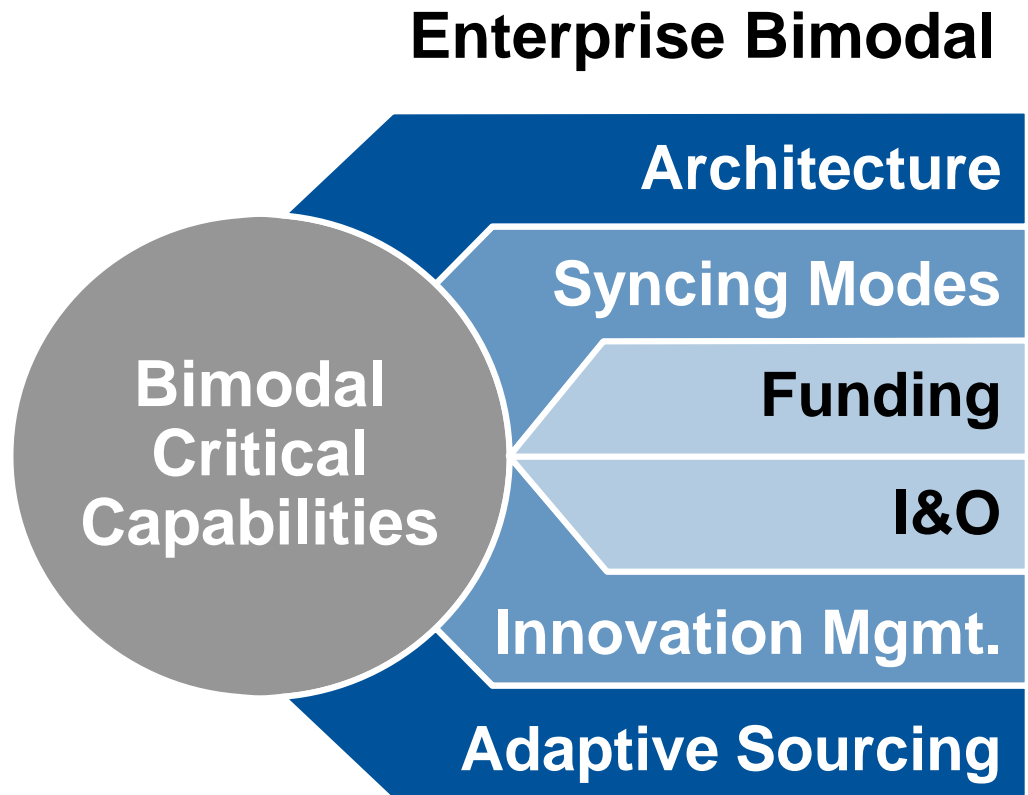


Two Critical Roles: Architect and Relationship Manager



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

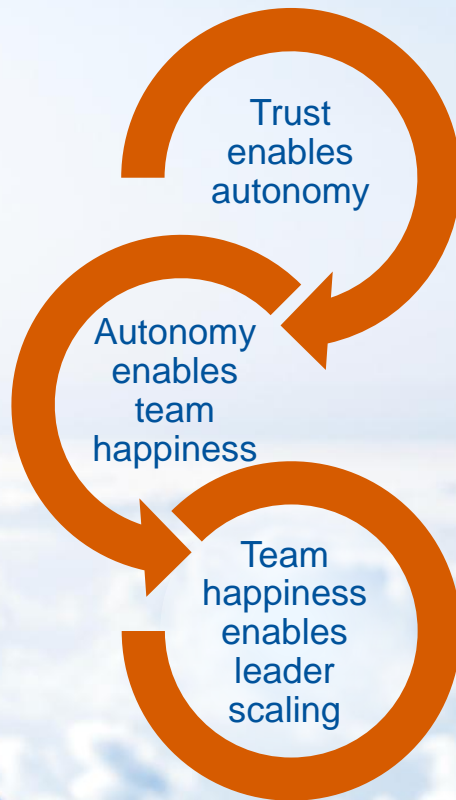




Traps to Avoid

1. Disconnection
2. Timid Middle
3. Spiralling technical debt
4. Lack of equity
5. An unrenovated core

Bimodal Is Built on Trust



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 & 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

Recommended Gartner Research

- ▶ [How to Achieve Enterprise Agility With a Bimodal Capability](#)
Simon Mingay and Mary Mesaglio (G00276981)
- ▶ [Bimodal IT: How to Be Digitally Agile Without Making a Mess](#)
Mary Mesaglio and Simon Mingay (G00268866)
- ▶ [The End of the Waterfall as We Know It](#)
Matthew Hotle and Others (G00238330)
- ▶ [Getting Started With Transitioning to Agile](#)
Maritess Sobejana and Nathan Wilson (G00261803)
- ▶ [Bimodal IT and Adaptive Sourcing Are Critical to Digital Business Success](#)
Claudio Da Rold and Others (G00265879)

Events for CIO & IT Executives



Experience live analyst expertise plus much more at a Gartner event.



CIO & IT Executive Summit 2015

8 – 10 September, Mexico City, Mexico

Visit gartner.com/events



SYMPOSIUM/ITXPO

THE WORLD'S MOST IMPORTANT GATHERING OF CIOs AND SENIOR IT EXECUTIVES

Symposium is Gartner's flagship conference and the industry's leading event for CIOs and senior IT and business strategists.

It delivers independent and objective content with the authority and weight of the world's leading IT research and advisory organization, and provides access to the latest solutions from key technology providers.

Symposium is the industry's only event to deliver the insight, tools and relationships necessary to create, validate and execute transformative business technology strategies.

Select a location to experience what IT's all about.

- Hundreds of analyst-led sessions, workshops, how-to clinics and more
- Role-based tracks designed to address your key priorities and challenges
- Immediately actionable take-aways—a clear action plan for the next three, six and 12 months
- Mastermind Interview Keynotes with industry leaders
- ITxpo exhibit floor with hundreds of top solution providers and exciting startups



September 28 -30
October 4 - 8
October 14 - 16

Cape Town, South Africa
Orlando, FL
Tokyo, Japan

October 19 - 22
October 26 - 29
November 2 - 5
November 8 - 12

Sao Paulo, Brazil
Gold Coast, Australia
Goa, India
Barcelona, Spain

Visit gartner.com/symposium

Simple steps for increasing the value of today's webinar experience



Today's presentation is available to download on the Attachment tab of our webinar portal and on our webinar page.



Download our Upcoming Webinars (pdf) on the Attachment tab or visit gartner.com/webinars

Don't forget to check out the on-demand webinars and share these resources with your colleagues.

Contact your Gartner account executive with any additional questions, comments or for a complimentary copy of today's presentation.