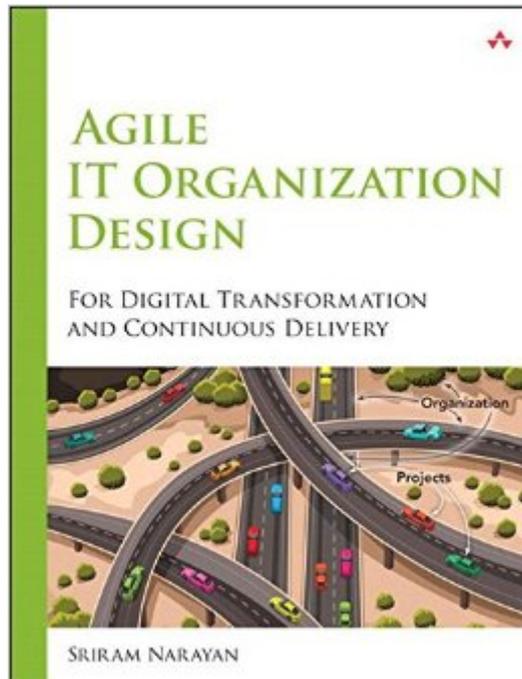


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Agile IT Organization Design: For Digital Transformation And Continuous Delivery



Synopsis

Design IT Organizations for Agility at Scale – Aspiring digital businesses need overall IT agility, not just development team agility. In Agile IT Organization Design, IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization. Drawing on more than fifteen years’ experience working with enterprise clients in IT-intensive industries, he introduces an agile approach to “Business IT Effectiveness” that is as practical as it is valuable. The author shows how structural, political, operational, and cultural facets of organization design influence overall IT agility and how you can promote better collaboration across diverse functions, from sales and marketing to product development, and engineering to IT operations. Through real examples, he helps you evaluate and improve organization designs that enhance autonomy, mastery, and purpose: the key ingredients for a highly motivated workforce. You’ll find a “close range” coverage of team design, accountability, alignment, project finance, tooling, metrics, organizational norms, communication, and culture. For each, you’ll gain a deeper understanding of where your organization stands, and clear direction for making improvements. Ready to optimize the performance of your IT organization or digital business? Here are practical solutions for the long term, and for right now.

- Govern for value over predictability
- Organize for responsiveness, not lowest cost
- Clarify accountability for outcomes and for decisions along the way
- Strengthen the alignment of autonomous teams
- Move beyond project teams to capability teams
- Break down tool-induced silos
- Choose financial practices that are free of harmful side effects
- Create and retain great teams despite today’s “talent crunch”
- Reform metrics to promote (not prevent) agility
- Evolve culture through improvements to structure, practices, and leadership and careful, deliberate interventions

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Customer Reviews

Deep. Wide. Credible. Current. All those adjectives apply. In this overview, Sriram Narayan has successfully integrated a wide variety of experience and principle into a comprehensive, Agile-informed discussion of organizational design, particularly in the context of IT delivery. Narayan first briefly covers the key principles of Agile, and then digs deep into core questions of organization design, line/staff issues, project vs. product management, functional silos vs. cross-functional teams, and many other topics currently troubling the IT industry as Agile continues its inexorable march. This is not some magazine article expanded to book length. Each chapter is well crafted and meticulously researched; reading the book took me quite some time as I branched off into his excellent and credible sources. Some high points:- the evolving relationship of planning & execution, and the need for planners to keep some execution responsibilities- how CapEx vs OpEx accounting expectations drive ineffective operating models- "How Email Shapes Us," with reference to McLuhan, original and thought provoking observations- His discussion of microaggressions in Chapter 14 really made me look at my own behavior. Couple questions:- "Functional silos=bad, product team=good" is near dogma in the Agile world. What about the functional team that formalizes its services to the point they are essentially a product team?- Re: internal competition, he's against it and brings in some good citations (e.g. DeMarco's Slack). But what about parallel development and options strategies when trying to establish a product direction? It seems a zero-sum mentality might be hard to overcome.

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