IT Isn’t Wrong #2

...IT’s Complicated

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Welcome!

• Usual disclaimer: IMHO, YMMV, Opinions are the author’s alone

• Key Takeaway: Increased situational awareness of IT in our distributed campus environment
Incentives = Behavior

Incentives for executing IT across campus vary.
• It is common to Locally optimize (vs. Globally)
• It may not be “Pro”, but it works!
UW Family Tree Subset (IT focus)

- **Black arrow**
  boss to employee relationship

- **Red arrow**
  inverted power relationship

- **Yellow line**
  It’s complicated (and not IT)

**Important!**
Faculty do not have bosses.

Credit: Jeff Ballard, IT Isn’t Wrong 2017
DoIT Service Teams

- Funding and employing unit are under the DoIT Directors
- Finite Resources and staffing
- Can only execute on the Most important tasks for the customers
- Creative tension exists between service teams and Directors - and that’s a good thing: We get better decisions and better ideas
Figure 12: Functional vs. market orientation

Left: Functional orientation: all work flows through centralized IT Operations; Right: Market orientation: all product teams can deploy their loosely-coupled components self-service into production. (Source: Humble, Molesky, and O’Reilly, Lean Enterprise, Kindle edition, 4523 & 4592.)
Silos

Each team opens ticket to have code deployed

Business Units
Feature Teams
(optimized for speed)

Centralized Operations
(optimized for cost)

Server team
Network team
Database team
VM team

Users
Product Teams
(optimized for speed)

Operations
(optimized for speed and expertise)

Users

Each team can independently develop, test and code into production

Ops management
Service desk

Platform as Service
Platform team

vs. Services
References & Further Reading

● IT Governance: https://it.wisc.edu/it-community/governance/
● Some campus IT services: https://it.wisc.edu/services/