

# Dynamic Integration

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# Classic Integration

- Based on top-down linear thinking
  - Define objectives
  - Segment
  - Work details
  - Build
- But what happens when reality refuses to cooperate?

# Engineering in the Real World

- Client walks in with a basic concept
- Attempting to formalize it and define specs undermines the concept
- Development is started — anyway — because of
  - Time pressures
  - Attention Gap
  - Fatigue
- Development destabilizes upstream decisions

# Steady Stream of Actors

- Initial handful of partners
- Developers contracted to build initial system
- CTO destabilizes technical architecture
- Marketing / Business Development Manager
  - New logo
  - Online partnering infrastructure ahead of partnering model or value proposition
- User experience decisions and content arrive last

# Dynamic Integration

- Typical of dynamic content and other strategic enabling technology initiatives
- Chaos level is a function of accepted risk
  - High risk (Dot-coms)
    - Pure speed and innovation
    - Chaos on steroids
  - Medium risk: Quest for perfect plans
  - Low risk: You can't make me...

# Drivers

- Document management is an emerging practice
  - Embed meaning
  - Maximize value
  - Improve efficiency
- Opportunistic business strategies
  - Create new value propositions
  - Can't predict insights
- Startups — by definition — have gaps
  - In-house expertise
  - Process knowledge and decisions

# Design is Naturally Iterative

- Must move back and forth between problem and solution spaces
- Balance competing factors and approaches
  - Ask “what if” questions
  - Issues
  - Implications
  - Constraints
- Iterative learning
  - New understandings about problem destabilize solution
  - Execution of solution destabilizes perceived problem

# Alignment Issues

- Basic disconnects
  - Individuals with differing goals and expectations
  - Conceptualization ahead of agreement embeds tension into all downstream activities
- Unrealistic expectations
- Uncontrolled decision making hand-offs



# Lessons from Art Production

- Similar phenomenon
  - New people coming in with different ideas
  - Conflict
  - Risk of gray
- Mechanisms
  - Process of elimination (find me a rock)
  - Learn and adapt
  - Drive agreement on elements

# Managing the Chaos

- Accept the reality of what you're dealing with
  - Unknowns
  - Imperfections
  - Change
- Build expertise
  - Get as many people engaged as soon as possible
  - Find a good tour guide (or cat herder)
- Maximize learning with each iteration
  - Teach and structure lessons
  - Speed learning cycles
  - Build in time to play

# Create Social Memory

- Align values and perceptions of value
- Capture all ideas, opportunities, desires, needs, and issues (don't prune the bush)
- Describe the long-term solution before settling on the expedient solution
- Record decision points, constraints, rationale, confidence levels, which alternatives were considered, and triggers to revisit decisions
- Get sign offs and approvals from all affected parties

# Dynamic Integration

What's the integration point when you aren't sure about the point of the integration effort?

The trick is to be intelligent enough to be flexible and flexible enough to be intelligent