Wandel gestalten, Digitalisierung leben!

Java Forum Stuttgart
Dr. Steffen Kram
07. Juli 2022

Mercedes-Benz Bank

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Teamleiter Händlerportal, Entwickler, Architekt

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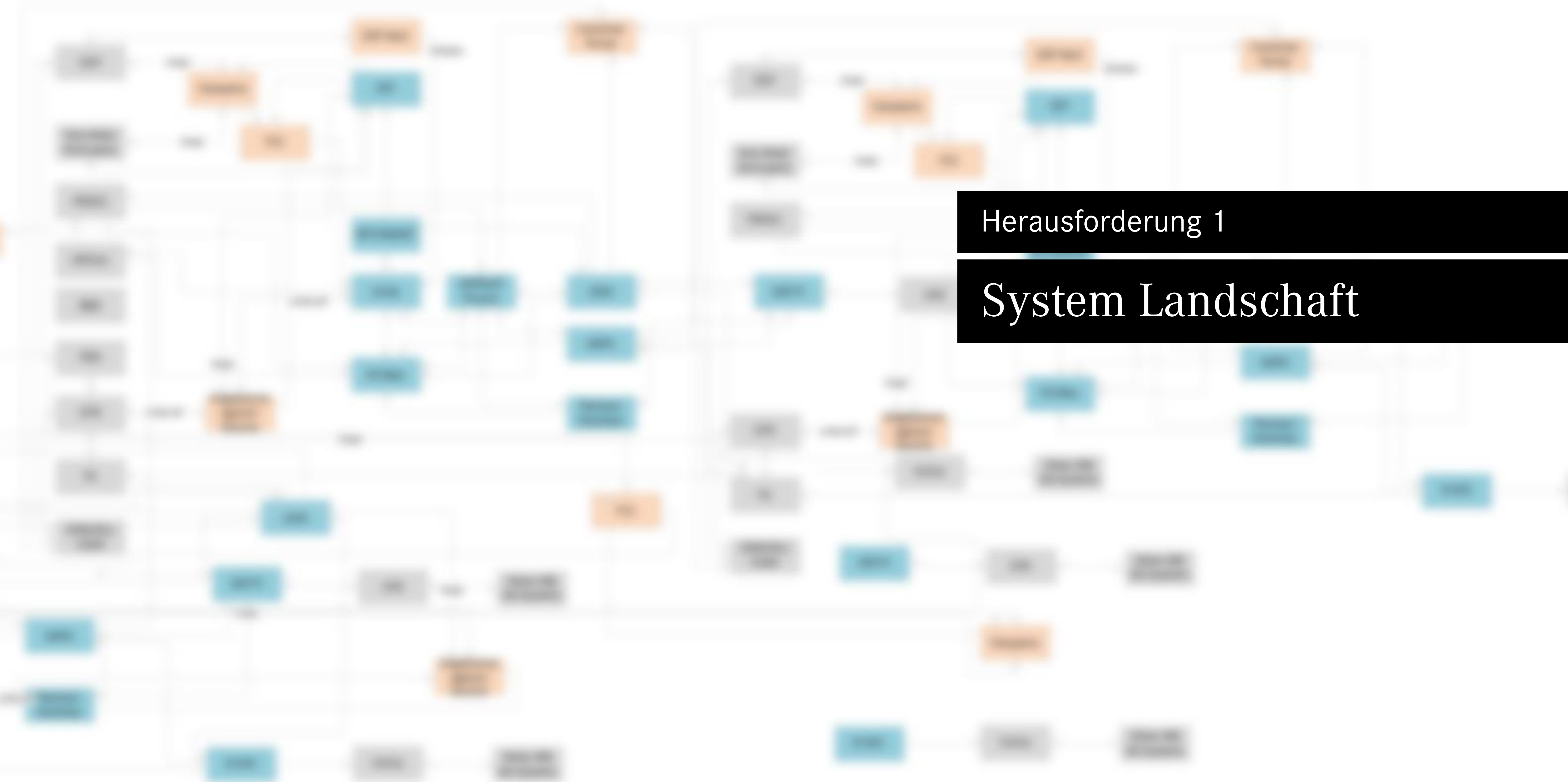
The Phoenix
Project
A Novel About IT, DevOps,
and Helping Your Business Wi
Gene Kim, Kevin Behr, and George Spaf
The Unicorn Project
A Novel about Developers, Digital Disruption, and Thriving in the Age of Data
Gene Kim
Author of The Phoenix Project

Unsere Herausforderungen

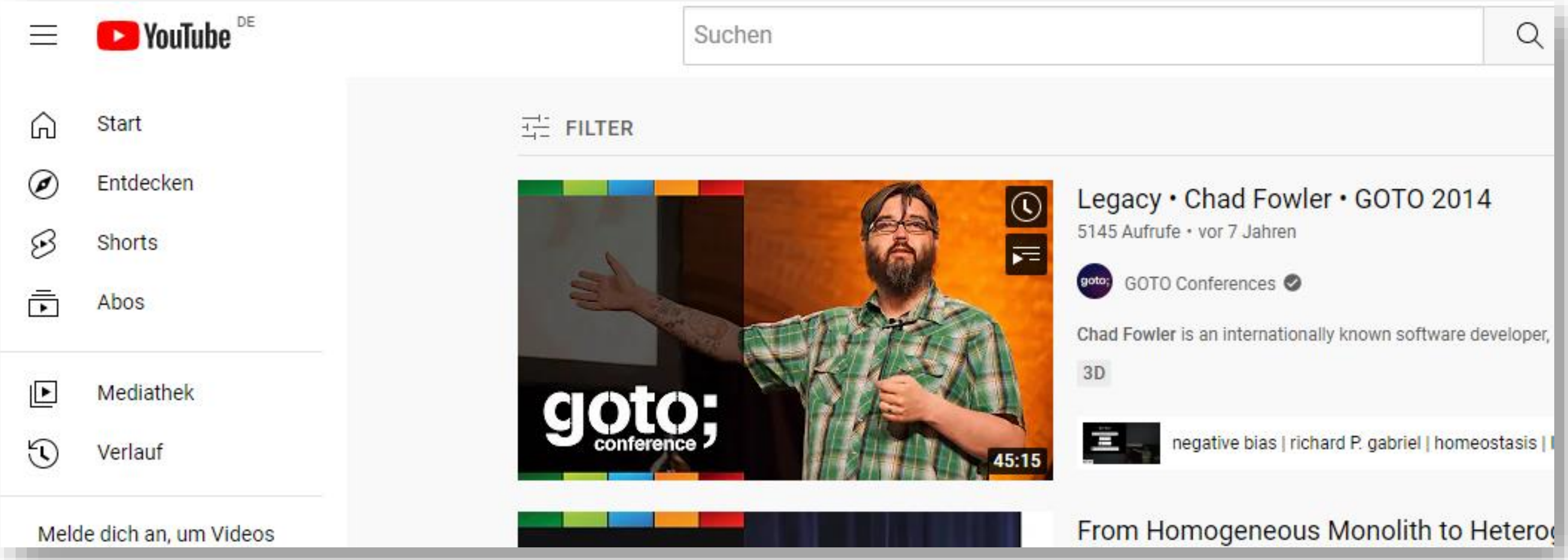
1. System Landschaft
2. Reguliertes Bank-Umfeld
3. Organisatorische Transformation



Herausforderung 1

System Landschaft

Ist „Legacy“ schlecht?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Legacy • Chad Fowler • GOTO 2014

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Chad Fowler is an internationally known software developer,

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From Homogeneous Monolith to Hetero

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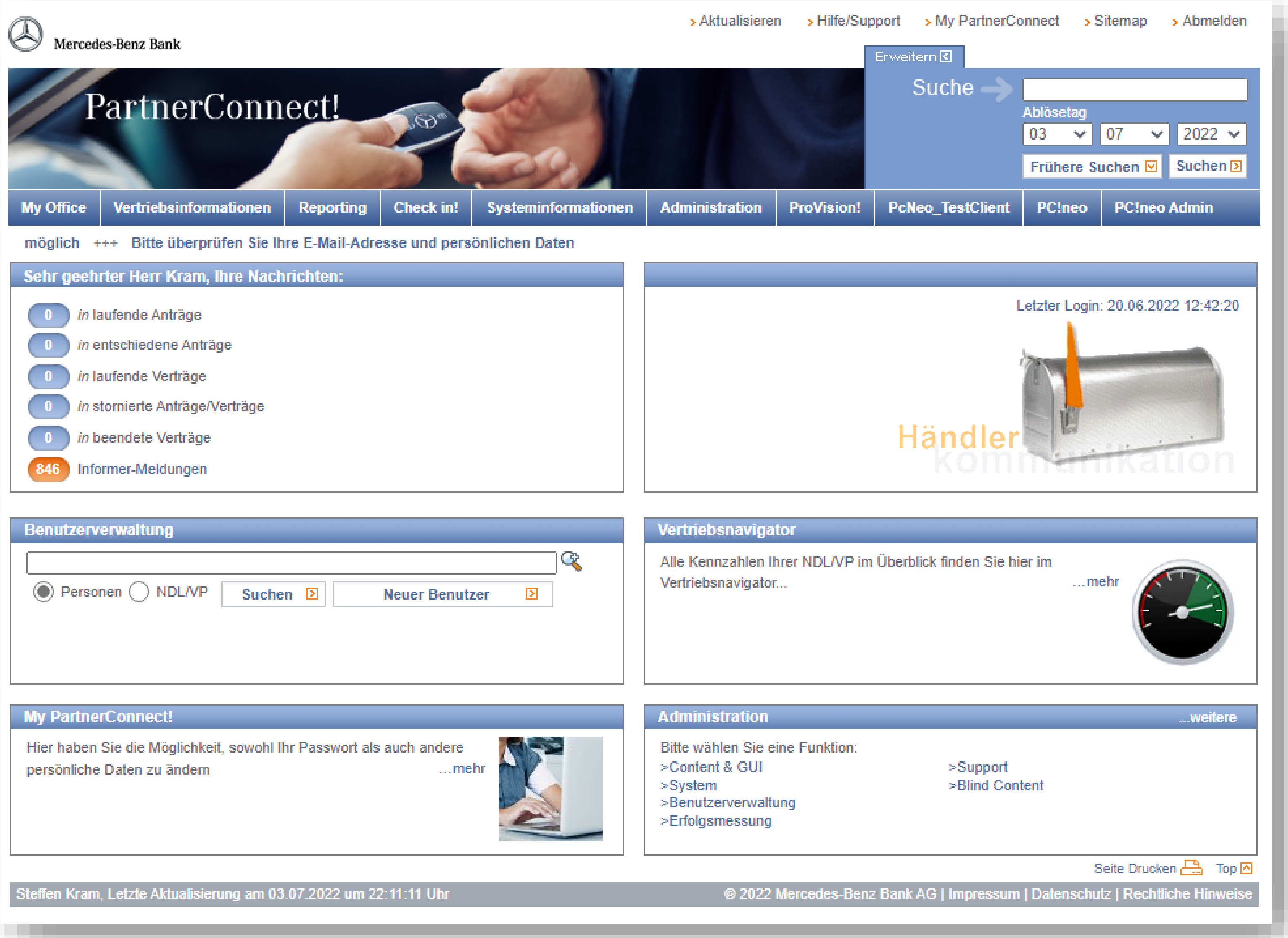
Legacy!

Beispiel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Suche
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03
07
2022
Frühere Suchen
Suchen
My Office
Vertriebsinformationen
Reporting
Check in!
Systeminformationen
Administration
ProVision!
PcNeo_TestClient
PC!neo
PC!neo Admin
Händler kommunikation
Personen
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- 846 Informer-Meldungen

Letzter Login: 20.06.2022 12:42:20

Benutzerverwaltung

○ Personen ○ NDL/VP

Vertriebsnavigator

Alle Kennzahlen Ihrer NDL/VP im Überblick finden Sie hier im Vertriebsnavigator... ...mehr

My PartnerConnect!

Hier haben Sie die Möglichkeit, sowohl Ihr Passwort als auch andere persönliche Daten zu ändern ...mehr

Administration ...weitere

Bitte wählen Sie eine Funktion:

>Content & GUI
>System
>Benutzerverwaltung
>Erfolgsmessung
>Support
>Blind Content

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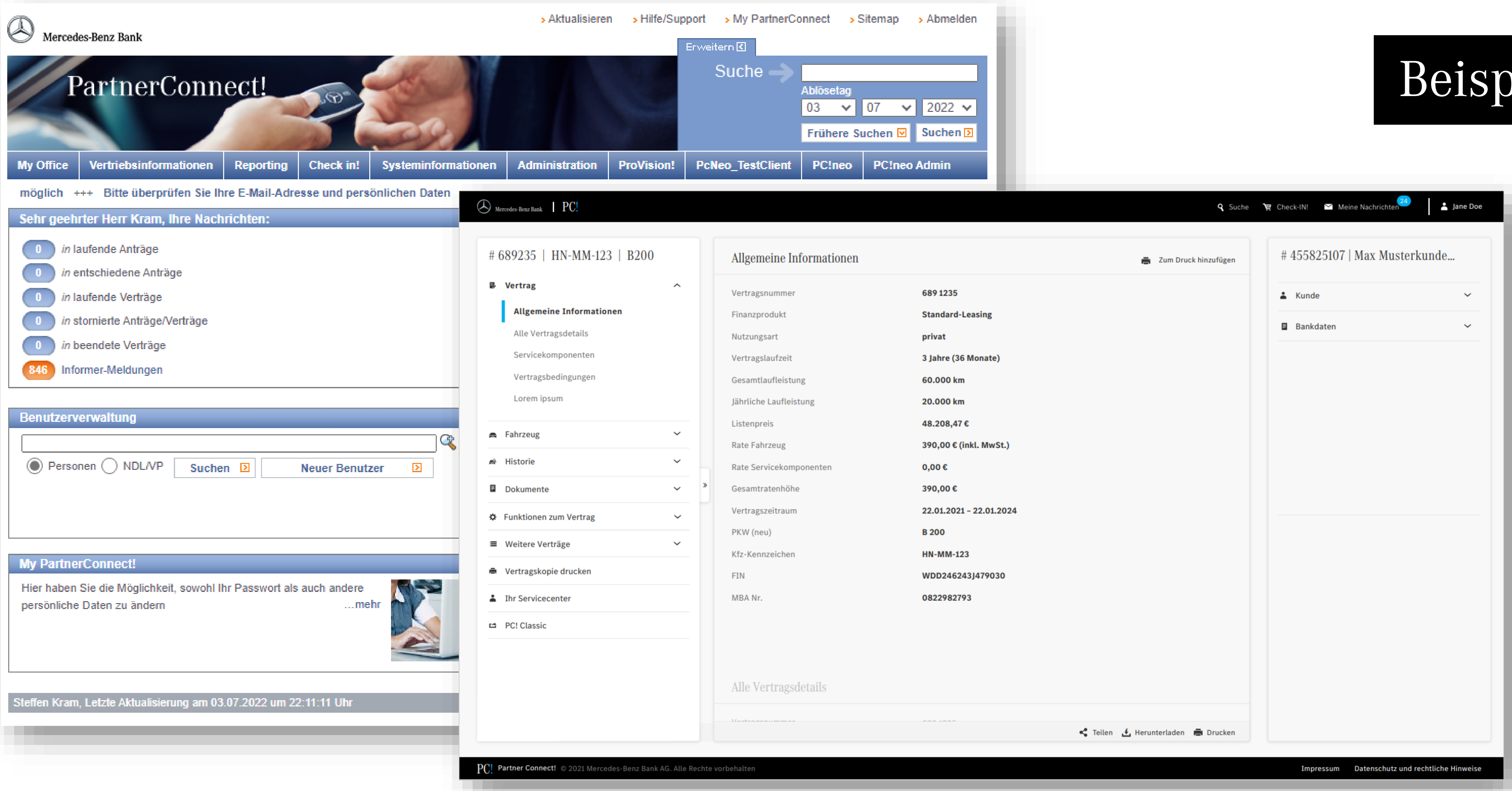
Beispiel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Suche
Check-IN!
Meine Nachrichten 24
Jane Doe
Vertrag
Allgemeine Informationen
Alle Vertragsdetails
Servicekomponenten
Vertragsbedingungen
Lorem ipsum
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Historie
Dokumente
Funktionen zum Vertrag
Weitere Verträge
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- 846 Informer-Meldungen

● Personen ○ NDL/VP

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Allgemeine Informationen

Vertragsnummer	689 1235
Finanzprodukt	Standard-Leasing
Nutzungsart	privat
Vertragslaufzeit	3 Jahre (36 Monate)
Gesamtlaufleistung	60.000 km
Jährliche Laufleistung	20.000 km
Listenpreis	48.208,47 €
Rate Fahrzeug	390,00 € (inkl. MwSt.)
Rate Servicekomponenten	0,00 €
Gesamtratenhöhe	390,00 €
Vertragszeitraum	22.01.2021 – 22.01.2024
PKW (neu)	B 200
Kfz-Kennzeichen	HN-MM-123
FIN	WDD246243J479030
MBA Nr.	0822982793

Alle Vertragsdetails

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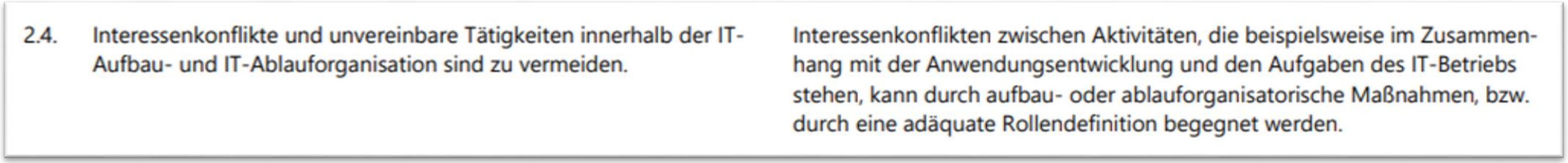
Herausforderung 2

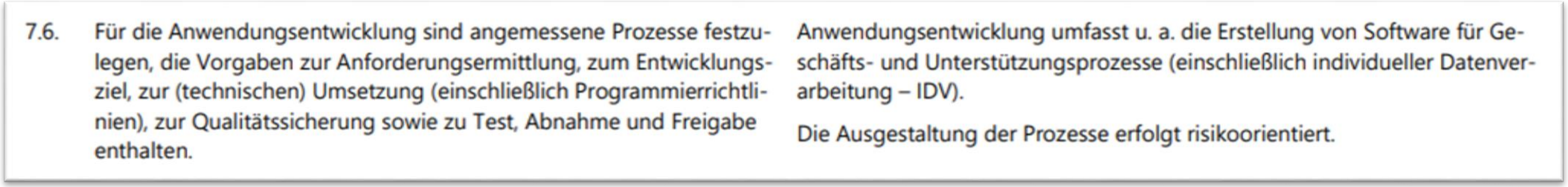
Reguliertes Bank-Umfeld

BaFin
Bundesanstalt für
Finanzdienstleistungsaufsicht

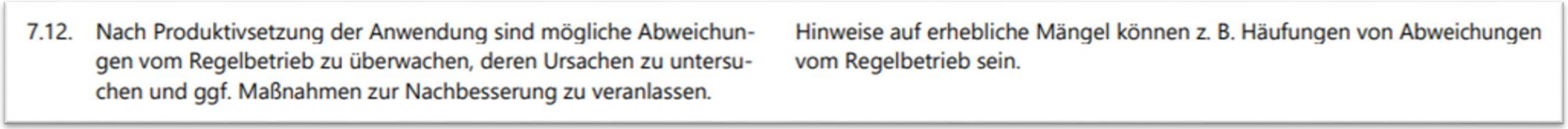
Auszüge aus der BAIT



2.4.	Interessenkonflikte und unvereinbare Tätigkeiten innerhalb der IT-Aufbau- und IT-Ablauforganisation sind zu vermeiden.	Interessenkonflikten zwischen Aktivitäten, die beispielsweise im Zusammenhang mit der Anwendungsentwicklung und den Aufgaben des IT-Betriebs stehen, kann durch aufbau- oder ablauforganisatorische Maßnahmen, bzw. durch eine adäquate Rollendefinition begegnet werden.

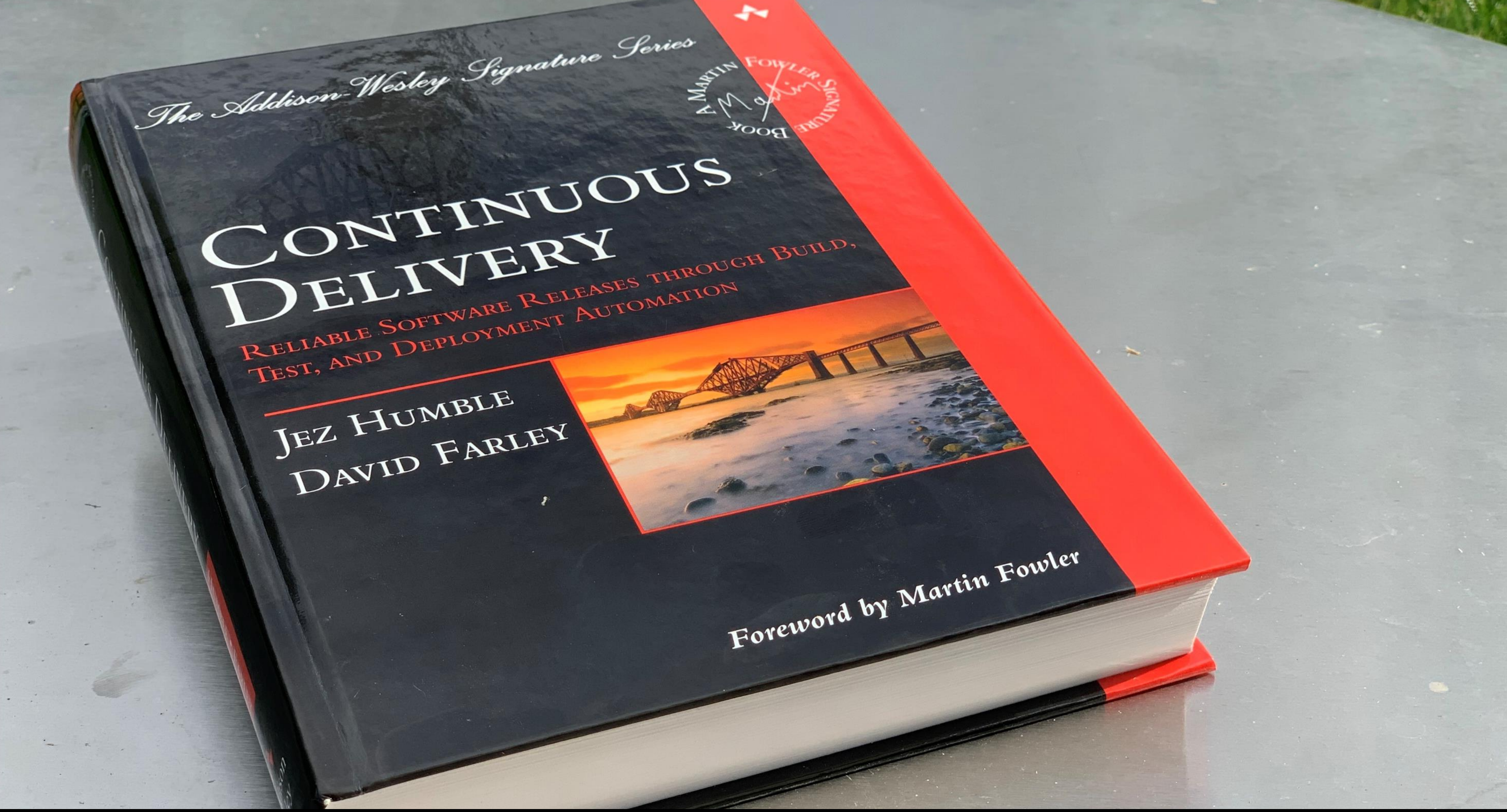


7.6.	Für die Anwendungsentwicklung sind angemessene Prozesse festzulegen, die Vorgaben zur Anforderungsermittlung, zum Entwicklungsziel, zur (technischen) Umsetzung (einschließlich Programmierrichtlinien), zur Qualitätssicherung sowie zu Test, Abnahme und Freigabe enthalten.	Anwendungsentwicklung umfasst u. a. die Erstellung von Software für Geschäfts- und Unterstützungsprozesse (einschließlich individueller Datenverarbeitung – IDV). Die Ausgestaltung der Prozesse erfolgt risikoorientiert.



7.12.	Nach Produktivsetzung der Anwendung sind mögliche Abweichungen vom Regelbetrieb zu überwachen, deren Ursachen zu untersuchen und ggf. Maßnahmen zur Nachbesserung zu veranlassen.	Hinweise auf erhebliche Mängel können z. B. Häufungen von Abweichungen vom Regelbetrieb sein.

Quelle: https://www.bafin.de/dok/10171052



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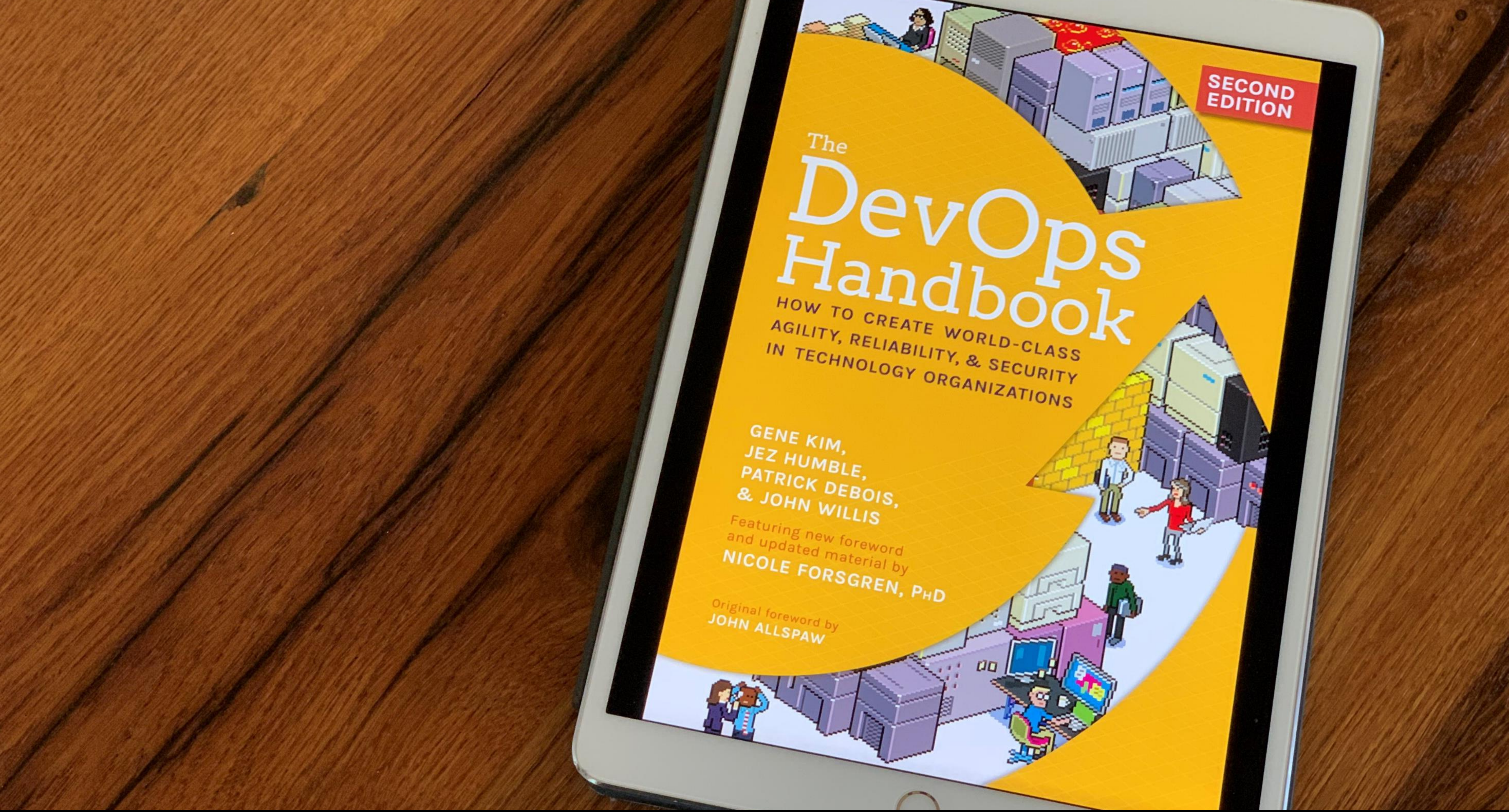

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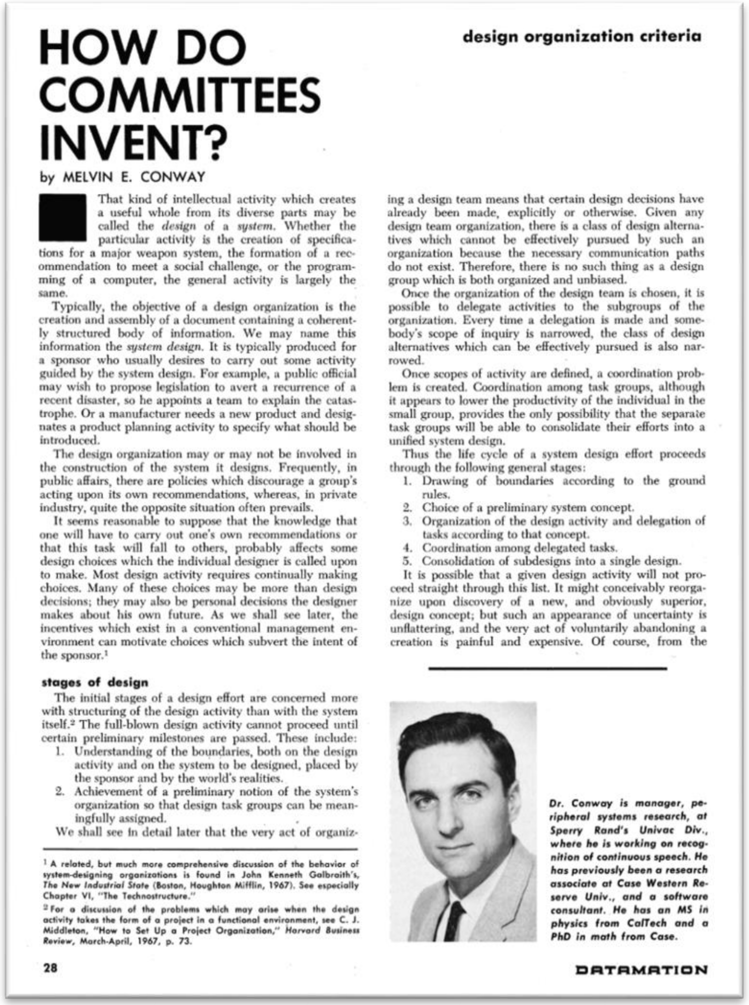
Herausforderung 3

Organisatorische Transformation

Conways Law in der MBB?



HOW DO COMMITTEES INVENT?

by MELVIN E. CONWAY

That kind of intellectual activity which creates a useful whole from its diverse parts may be called the *design* of a *system*. Whether the particular activity is the creation of specifications for a major weapon system, the formation of a recommendation to meet a social challenge, or the programming of a computer, the general activity is largely the same.

Typically, the objective of a design organization is the creation and assembly of a document containing a coherently structured body of information. We may name this information the *system design*. It is typically produced for a sponsor who usually desires to carry out some activity guided by the system design. For example, a public official may wish to propose legislation to avert a recurrence of a recent disaster, so he appoints a team to explain the catastrophe. Or a manufacturer needs a new product and designates a product planning activity to specify what should be introduced.

The design organization may or may not be involved in the construction of the system it designs. Frequently, in public affairs, there are policies which discourage a group's acting upon its own recommendations, whereas, in private industry, quite the opposite situation often prevails.

It seems reasonable to suppose that the knowledge that one will have to carry out one's own recommendations or that this task will fall to others, probably affects some design choices which the individual designer is called upon to make. Most design activity requires continually making choices. Many of these choices may be more than design decisions; they may also be personal decisions the designer makes about his own future. As we shall see later, the incentives which exist in a conventional management environment can motivate choices which subvert the intent of the sponsor.[1]

stages of design

The initial stages of a design effort are concerned more with structuring of the design activity than with the system itself.[2] The full-blown design activity cannot proceed until certain preliminary milestones are passed. These include:

1. Understanding of the boundaries, both on the design activity and on the system to be designed, placed by the sponsor and by the world's realities.
2. Achievement of a preliminary notion of the system's organization so that design task groups can be meaningfully assigned.

We shall see in detail later that the very act of organizing a design team means that certain design decisions have already been made, explicitly or otherwise. Given any design team organization, there is a class of design alternatives which cannot be effectively pursued by such an organization because the necessary communication paths do not exist. Therefore, there is no such thing as a design group which is both organized and unbiased.

Once the organization of the design team is chosen, it is possible to delegate activities to the subgroups of the organization. Every time a delegation is made and somebody's scope of inquiry is narrowed, the class of design alternatives which can be effectively pursued is also narrowed.

Once scopes of activity are defined, a coordination problem is created. Coordination among task groups, although it appears to lower the productivity of the individual in the small group, provides the only possibility that the separate task groups will be able to consolidate their efforts into a unified system design.

Thus the life cycle of a system design effort proceeds through the following general stages:

1. Drawing of boundaries according to the ground rules.
2. Choice of a preliminary system concept.
3. Organization of the design activity and delegation of tasks according to that concept.
4. Coordination among delegated tasks.
5. Consolidation of subdesigns into a single design.

It is possible that a given design activity will not proceed straight through this list. It might conceivably reorganize upon discovery of a new, and obviously superior, design concept; but such an appearance of uncertainty is unflattering, and the very act of voluntarily abandoning a creation is painful and expensive. Of course, from the

Dr. Conway is manager, peripheral systems research, at Sperry Rand's Univac Div., where he is working on recognition of continuous speech. He has previously been a research associate at Case Western Reserve Univ., and a software consultant. He has an MS in physics from CalTech and a PhD in math from Case.

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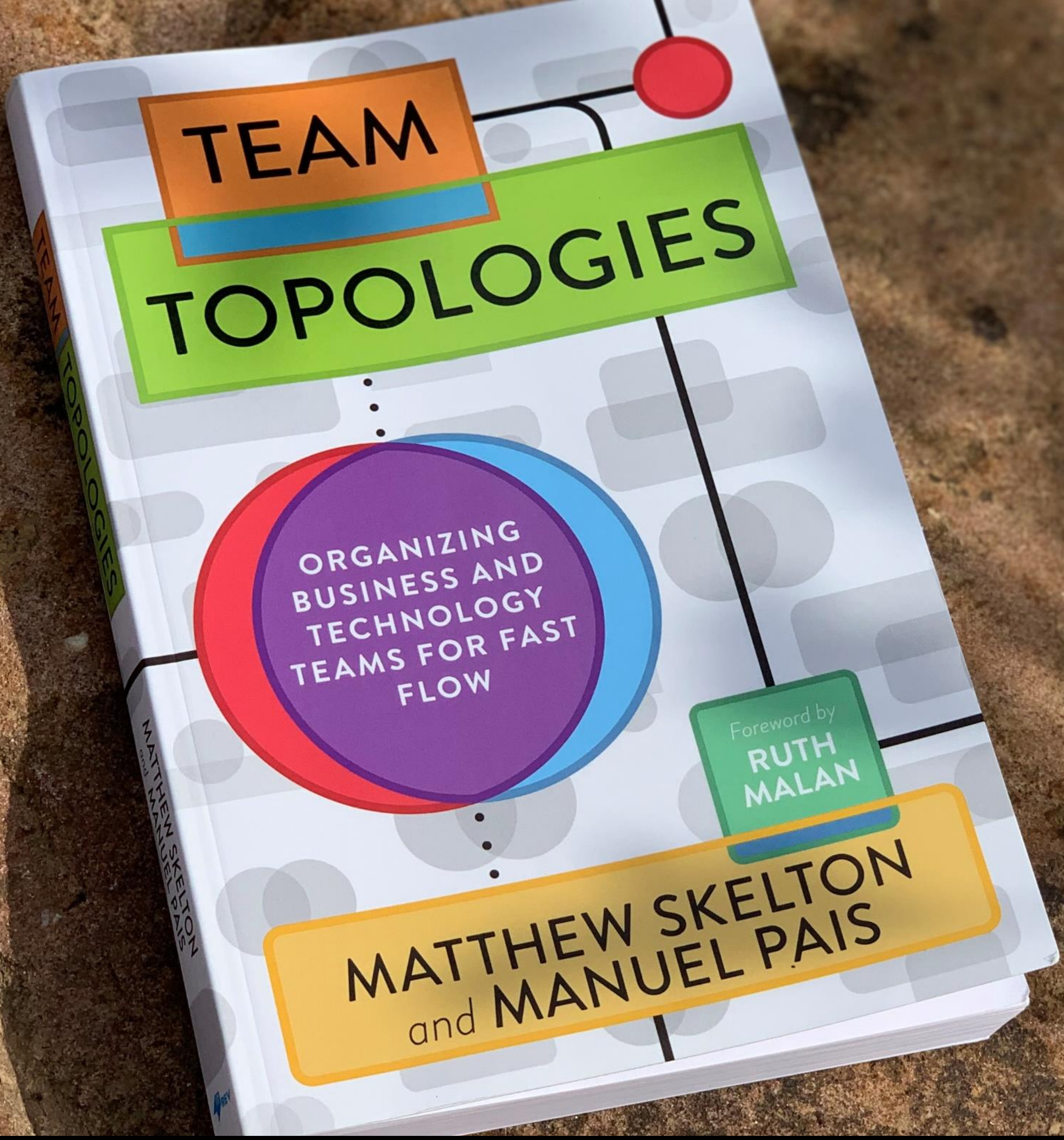
[1] A related, but much more comprehensive discussion of the behavior of system-designing organizations is found in John Kenneth Galbraith's, *The New Industrial State* (Boston, Houghton Mifflin, 1967). See especially Chapter VI, "The Technostructure."

[2] For a discussion of the problems which may arise when the design activity takes the form of a project in a functional environment, see C. J. Middleton, "How to Set Up a Project Organization," *Harvard Business Review*, March-April, 1967, p. 73.

"Any organization that designs a system (defined broadly) will produce a design whose structure is a copy of the organization's communication structure."

– *Melvin E. Conway*

Quelle: http://www.melconway.com/Home/pdf/committees.pdf


TEAM
TOPOLOGIES
ORGANIZING BUSINESS AND TECHNOLOGY TEAMS FOR FAST FLOW
Foreword by
RUTH MALAN
MATTHEW SKELTON
and MANUEL PAIS

Fazit

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