

involved and the potential for sharing. In 2010, whilst sitting in one of these department meetings, flabbergast became horror. I was looking at approaches that I hadn't seen since the mid 90s and discussing policy issues with people that lacked the skill to make rational choices. Where skill did exist, the Government had bizarre stratifications of hierarchy which often meant the people who could make the right choices were far removed from the people making the choices. "Big IT" just seemed to be a euphemism for snafu and it was only "Big" in terms of cost, lack of solid management information and failure rates. When it came to the number of users served and performance it was decidedly "Average" verging on "Small".

With Fotango, we had dealt with millions of users from our warehouse base in the technology desert (at that time) of Old Street. We used an open plan environment which brings its own problems, we used hack days, scrum meetings and town halls to counter communication difficulties. Despite our best efforts, our use of small teams and our small size it was inevitable that the layers of hierarchy and politics would impact communication. However, the scale of our communication issues was trivial compared to entrenched structures, politics and communication failures within these departments. The scale of the problems was "Big" even if the IT wasn't.

The "triple helix" group needed to start somewhere, so we started with a basic set of principles.

*Doctrine: Think big*

We need to get out of the mindset of thinking about specific systems