

management that are suitable for all environments. The use of multiple methods and techniques based upon context had to become a norm.

*Doctrine: Distribute power and decision making*

Departments and groups should be able organise themselves as appropriate to meet central policy. Hence the governance procedure should refrain from directly imposing project methodologies and structure on departments and groups and allow for autonomous decision making. Improvements to ways of operating could be achieved through challenging via maps i.e. if one department thought that everything should be outsourced, we could use their own maps to help them challenge their own thinking.

*Doctrine: Think fast, inexpensive, restrained and elegant (FIRE)*

Governance should encourage an approach of fast, inexpensive, simple and tiny rather than creation of slow, expensive, complex and large systems to achieve value for money. Any reasonably large technology proposal should be broken down into smaller components with any in-house development achieved through small teams. The breaking down of large systems would also help demonstrate that multiple methods were usually needed along with encouraging re-use. However, we would have to be prepared for inertia and counter arguments such as the “complexity of managing interfaces”. The interfaces existed regardless of whether we tried to ignore them or not.

*Doctrine: Use a systematic mechanism of learning (a bias towards data)*

The governance system must provide a mechanism of consistent