

### ***Fails to use appropriate methods.***

Tends towards single size methods across the organisation e.g. “*outsource all of IT*” or “*use Agile everywhere*”. This can often be accompanied with a yo-yo between one method (the old emperor) and a new naked emperor based upon its success in a specific example (outcome bias). Expect to hear statements of the form “*Six Sigma worked on this project, it’ll work on every project*”.

### ***Fails to think small.***

Tends toward big scale efforts (e.g. Deathstar projects) and big departments. This can include frequent major platform re-engineering efforts or major re-organisations.

### ***Fails to think aptitude and attitude.***

Tends to consider all of a specific aptitude (e.g. finance, operations or IT) as though it’s one thing. Promotes a mantra of there is only “IT” rather than a nuanced message of multiple types. Tends to create general training courses covering the entire subject e.g. “*Let’s send everyone on agile training*”

### ***Fails to design for constant evolution.***

Tends to bolt on new organisational structures as new memes appear. A cloud department, a digital department, a big data group etc. There is another example of what can go wrong here which is best explained by the examination of dual, bimodal & twin speed IT concepts that have become all the rage. The basic premise is that we have two groups, one of which is focused on the new (often the digital) and one is focused on the core operational aspects of the company. It sounds