To Solve Unsolvable IT Problems

The world has moved away from traditional linear problem solving in many fields. Innovation used push and pull to bring inventions to market, lacking any understanding of how problems change through-out the process (Dodgson, Gann, & Salter, 2008; Johansson & Woodilla, 2009), design used linear sequences and scientific methods to identify a predictable end (Nerur & Balijepally, 2007) and strategy used to be the job of exclusively top management, without involvement of the people that would implement it. They all lacked learning through experimentation, were inflexible, and ill-suited for agile response to rapid environmental change (Nerur & Balijepally, 2007).

Increasingly, strategy issues are seen as “wicked”. They are the opposite of hard but ordinary problems, cannot be solved in a finite time period by applying standard techniques, and search for solutions never stops and they generate unexpected consequences over time. Wicked problems often crop up when organizations have to face constant change or unprecedented challenges (Camillus, 2008).

For the last years, design thinking has gained popularity among managers, promising a solution for how to deal with highly complex and wicked problems. Agile practices helped to reduce waste in development processes by constant feedback loops, helped to reduce risks to deliver products and services of high quality and helped to get satisfied customers.

An initial very interesting area of research (that will probably change through-out the project) would be: “What are the advantages to use IT Strategy-as-a-Service?” Potential sub-questions includes:

* Are both strategy and IT strategy wicked problems? How should they link to each other?
* How well does ‘as-a-Service’ solve wicked problems?
* How are wicked problems best solved by an agile and a design thinking approach?
* How would the offering, relationship and delivery need to be arranged?

We would like to look into these questions using an agile approach to service innovation, exploring both the problem and the solution by acquiring data from customers and other stakeholders using both qualitative and quantitative methods. Nice avslutningsfras! “We have too much to do to sit on the sidelines. We need you to step out of the gray twilight into the bright sunshine so that we can all see the dawn of a new day” – Theodore Roosevelt.

Or

In summary, the task is huge and the issue is complex. We believe that by applying design thinking, agile practices and IT strategy we can come up with a model on how to solve wicked problems.

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