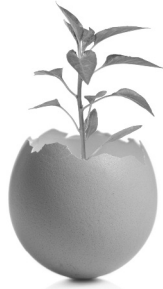


# Breaking Through the Agility Barrier



Creating Information Systems  
that  
Accelerate Business Evolution

Steve Laufmann

BAREBULB  PUBLISHING

Breaking Through the Agility Barrier: Creating Information Systems that Accelerate Business Evolution by Steve Laufmann

Copyright © 2015 Steven C. Laufmann

All rights reserved worldwide.

Except as permitted under the U.S. Copyright Act of 1976, no part of this publication may be used or reproduced, distributed or transmitted in any form, or by any means, or stored in a database or retrieval system, without written permission of the author, except in the case of brief quotations embodied in critical articles and reviews.

Published by  BAREBULB PUBLISHING

The publisher offers discounts on this book when ordered in quantity for bulk purchases and special sales, which may include electronic versions, custom covers and content, bulk electronic copies, and/or site licensing. For more information, please contact: [SpecialOrders@BareBulbPublishing.com](mailto:SpecialOrders@BareBulbPublishing.com)

COMPUTERS / Information Technology / Enterprise Architecture

Library of Congress Control Number: 2014910043

ISBN: 978-0-9904484-0-2 (Hardcover version)

ISBN: 978-0-9904484-1-9 (Softcover version)

ISBN: 978-0-9904484-2-6 (eBook version)

Book Consultant: Judith Briles

Editing: John Maling, Editing by John

Cover and Interior Design: Nick Zelinger, NZ Graphics

Author Photo: Ashlee Bratton, [www.Ashography.com](http://www.Ashography.com)

FIRST EDITION

Printed in the United States of America

Many of the designations used by manufacturers and sellers to distinguish their products are claimed as trademarks. Where those designations appear in this book, and the publisher was aware of a trademark claim, the first use of such designations have included the trademark symbol.

The author and publisher have taken care in the preparation of this book, but make no expressed or implied warranty of any kind and assume no responsibility for errors or omissions. No liability is assumed for incidental or consequential damages in connection with or arising out of the use of the information contained herein.

# TABLE OF CONTENTS

Preface .....	vii
Introduction .....	xi
<b>Part One: The Pain of Change</b> .....	1
1. The Trap .....	3
2. Business @ the Speed of IT .....	13
3. The Agility Barrier .....	23
4. Locks, Traps, and Unintended Consequences .....	35
5. The First Rule of Holes .....	53
6. Accelerating Adaptation .....	69
<b>Part Two: Design—Accept No Substitutes</b> .....	79
7. Separate and Specialize .....	81
8. Modularity .....	89
9. Encapsulation .....	97
10. Autonomy .....	105
11. So What? .....	113
<b>Part Three: Coordination—The Flipside of Modularity</b> .....	119
12. Combine and Coordinate .....	121
13. Define .....	133
14. Assemble .....	139
15. Operate .....	145
16. Adapt .....	151
17. Working, Together .....	157
<b>Part Four: Opposing Forces</b> .....	161
18. Benefits .....	163
19. Costs .....	181
20. Tipping the Scales in Your Favor .....	185

<b>Part Five: Getting There</b> .....	197
21. Developing Trends.....	199
22. A Framework to Dispel Confusion.....	209
23. Solution Enablers.....	215
24. Pragmatics—Tactical Enablers to Use Now.....	233
25. Solution Inhibitors .....	255
26. Taking Inventory .....	281
<b>Part Six: Best Better Practices</b> .....	285
27. IT Transformation.....	287
28. IT Strategy.....	301
29. IT Planning.....	315
30. IT Execution.....	333
<b>Part Seven: A Few Notes on Pragmatics</b> .....	341
31. Planning and Module Granularity .....	343
32. Legacy Systems Migration .....	361
<b>Part Eight: Looking Forward</b> .....	385
33. (Almost) Everything You Need to Know About the Future.....	387
34. Opportunities and Entrepreneurs.....	393
35. The Seven Keys to Success .....	401
36. Achieving Great Things .....	419
Acknowledgments .....	431
Index .....	433