The WHY-WHAT-HOW Principle of successful communication in IT
my journey in book outputs in the last 17 years

1st Sales, then Architect
@ Microsoft

1st Architect, then Sales
@ T-Systems

Java Dev
J2EE Architect

Sales Architect
@ IBM Platform Computing

Enterprise Architect
@ Postbank Systems

tlangner@outlook.com  | @torstenlangner  | www.warumwaswie.org | www.google.com
so, what’s the problem?

“but communication in IT is a known issue!”
“Yes. Did you solve it?”
“Well... No...”

you have a “hot“ example?
these are the main influencers...
What’s the reality in large companies?

KPIs | Commitments | Codes of Conduct | Strategies | Score Cards | Budgets | Plans | ...
Hartung: the status quo police

Not in this company
Not your problem
The management won’t support this
This does not seem to be practical

Companies focus on the things that made them become big in the past

Big companies create organizations with processes, metrics, people that are focussed to improve the processes, metrics, people, costs of what they made become big
... and now HE or SHE say: „Let‘s change something!“

GOOD LUCK!
1. 2 years ago your company has signed a contract with SuperConservative&More
2. Your company is responsible for their E-Mail System.
3. The mail system fails
4. according to ITIL INM, PRM & CHM start working
5. after 3 days there is a back-to-green concept
6. YOU don’t trust this concept
7. YOU ask the experts yourself
8. YOU find out that they warned already 7 months ago and recommend X, Y, Z – but nothing happened
9. YOU analyse the problem, restructure it and now...
10. YOU write an email (including all the 10 VIPs):
Dear colleagues,

because of the incident ... Mr. Müller, Maier, Schmitz, ... and me sit together to discuss a more solid aproach to improve the service quality for SC&M. We discussed how the service can be improved today and tomorrow. In a brainstorming session we found out that an E2E Monitoring initiative, which was initiated but stopped 5 months ago, will help us to identify failing Cisco 7200 routers... Especially the collaboration of the areas SSE and GED need to be improved. Furtheron we need change approvals regarding cross PL emergency changes.

[...]

I ask you for support

XXX
Architect
... and here’s the result

1. 1 guy answers to all: @PeterM: I thought the routers are all monitored?
2. PeterM answers to all: Yes, they are!
3. 😞
4. Oh no! That’s not in the context so you answer to all:
   
   Dear Mr. Müller,
   
you are right. The routers are monitored. But they are only locally monitored! The mail system needs to be monitored from end (client) to end (server). As I said in my last mail […]
5. PeterM answers to all:
   
   Mr. colleague,
   
   all routers are monitored. We identified the failing router. It worked. What’s the issue if the client does not receive e-mails?
6. 😞😞
7. No! No! No! 😞😞😞. You answer to all – because he’s SO wrong:
   
   Dear Mr. Müller,
   
   yes you identified the failing router. When the incident happened the colleagues who take care of the mail system were not able to see that the router was the root cause. Therefore it is important that the E2E initiative needs to be brought back to live again. The customer uses automatic mails for his trading system.
8. no answer: you give up. The status quo.
what happens?

"HELLO! I WANT TO DO GOOD THINGS!"

DANGER

TRUST

YOUR AUDIENCE

DANGER

DANGER

DANGER

YOU

DANGER
who’s guilty?
your brain!
old vs new brain

<table>
<thead>
<tr>
<th></th>
<th>NEW BRAIN</th>
<th>OLD BRAIN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SPEED</strong></td>
<td>SLOW</td>
<td>FAST</td>
</tr>
<tr>
<td><strong>COMMUNICATION STYLE</strong></td>
<td>SPEECH / ARGUMENTS</td>
<td>EMOTIONS / SOMATIC MARKERS</td>
</tr>
<tr>
<td><strong>ASSESSMENT CATEGORIES</strong></td>
<td>RIGHT / WRONG</td>
<td>LOVE IT / NOT</td>
</tr>
</tbody>
</table>
which part of the brain does the HERO reach?

“Hi, accidents are common and unnecessary. A 12 T bus has a long braking distance…”
which part of the brain does the HERO now reach?

“HEY HEY HEY! A BUS!! GET OFF THE ROAD!!!”

HERO

WHY?

ROAD CASUALTY
the NEW BRAIN plays chess
so, how to reach the OLD BRAIN?

1. danger... bear!!!
2. food
3. Sex
4. environmental change
5. contrast
6. known/unknown
7. love it! not!
what’s the solution then?
what’s in for you?

- Your Audience
- You / Your Initiative (35%)
- Status Quo (40%)
- Competition / An Other Initiative (25%)
the example again: structured with a BDN

why?
- Competency
- Quality means Success
- Less Incidents
- More Quality
- faster time to repair
- more internal transparency
- Factory 5.0
- Profitability

what?
- organizational change
  - service chains
  - CHM + PRM + INM Optimierung

how?
- enablers
  - service chain identification and documentation
  - 1 test system per service chain
  - reduction of 3 CMDBs to 1
  - 1 test scenario per service chain
- technologies
  - NaGiSius
  - Test System
  - SUPER CMDB
and now: reach the OLD Brain

**why?**

- **drivers**
  - Competency

- **investment objectives**
  - Quality means Success

- **benefits**
  - Less Incidents
  - More Quality

- **profitability**
  - Factory 5.0

- **more internal transparency**

- **10/40** of all incidents can be avoided!

- **65%** of all outages could be repaired in time

- **200,000 EUR** penalties every year can be avoided!!!
now: restructure your mail

**SUBJECT**

**SITUATION**

**COMPLICATION**

**SOLUTION**

A) ...
B) ...
C) ...
Dear Mrs. Müllermaier-Schmitz,

profitability is the main driver of our company. You are responsible for ensuring the profitability of the SC&M contract. But every year YOU pass on 200,000 € in revenue.

Together with the experts ... I have ...

The following initiatives will solve the revenue issue:

a) ... 
b) ... 
...

I am happy to discuss the details in a face to face meeting with you.

bR, ...
simple, isn’t it? 😊

tlangner@outlook.com

@torstenlangner

www.warumwaswie.org

#warumwaswie