

Introduction to IT Consulting

Week 14

Tuesday, May 26 2025



Gil Regev

EPFL – I&C

gil.regev@epfl.ch

Plan of Today

- Comments on presentations 13:15 – 13:30
- Key Learning Points and exam info 13:30 – 14:00
- Course Affinity Diagram 14:00 – 16:00

Exam Information

- Give your name when you talk
- Coverage: Present the whole RFP
- Traceability: From expectations to requirements and selection criteria with notes and evidence
- Plan for less than an hour because of the Q&A
- I will ask each one of you questions for the individual grade

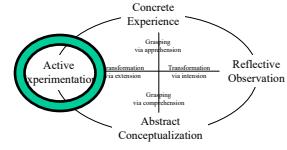
Exam Information

- The complete team must be present in the exam room at the prescribed time. It is imperative that every student is present. If you're not present you automatically fail the exam.
- You will draw a theory question at random and will have 1 hour to prepare your presentation.
- Grading scale
 - 2 points for individual performance
 - Knowledge of RFP and course content
 - 3 points for team performance
 - 1 point: RFP (completeness, clarity, method)
 - 1 point: What you learned in the course
 - 1 point: The theory question
 - 1 point (optional, bonus): What is missing in the course or could be improved
 - Total: 5 points + 1 point for presence = 6

Exam Schedule Final

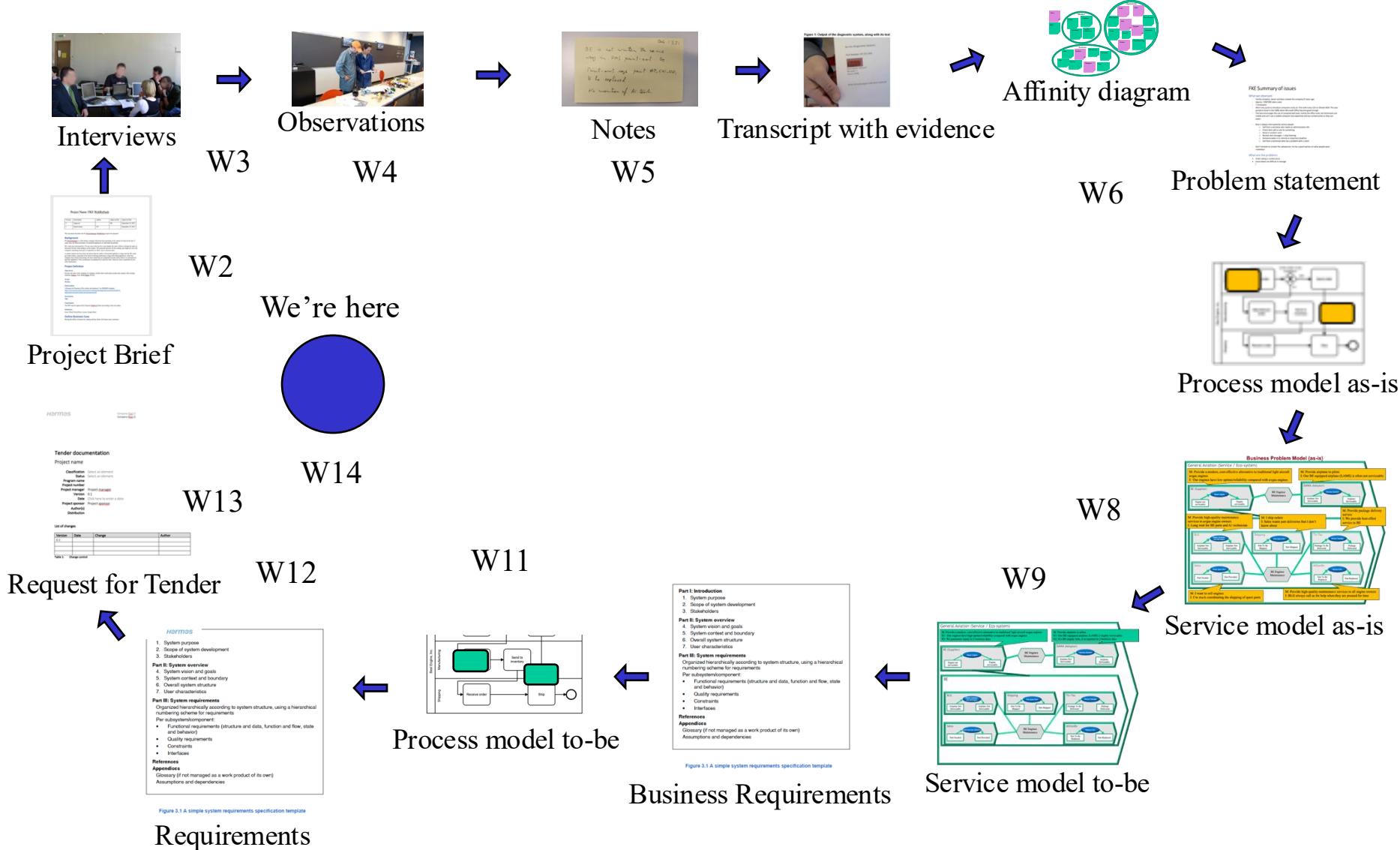
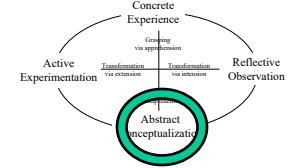
Group	Day	Preparation	Presentation
Group 1	June 19	08:30 – 09:30	09:30 – 10:30
Group 2	June 19	09:30 – 10:30	10:30 – 11:30
Group 6	June 19	10:30 – 11:30	11:30 – 12:30
Break			
Group 4	June 19	12:30 – 13:30	13:30 – 14:30
Group 5	June 19	15:00 – 16:00	16:00 – 17:00
Group 3	June 19	16:00 – 17:00	17:00 – 18:00

Comments on Presentations

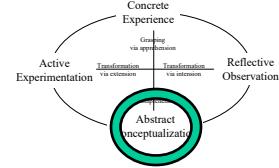


- Fill-in as much as you can about the business Organization Concept
- Explain the method you followed
- Explain the business process and service models
- Show transcripts and evidences and link them to the models

From Project Brief to Request for Tender

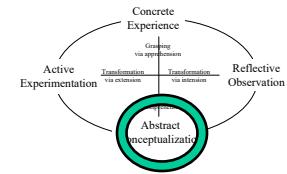


Key Learning Points



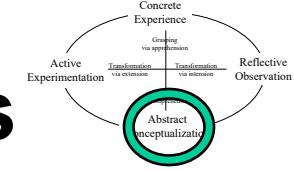
- It is crucial to identify stakeholders and understand their motivations, fears, beliefs...
- A project can be derailed by visible and invisible stakeholders.
- Even though a project is about achieving an outcome (a goal) its success depends more about the maintenance of some norms than it is about creating some new state.

Assignment for Monday



- Peter Checkland, Achieving ‘Desirable and Feasible’ Change: An Application of Soft Systems Methodology, <https://www.tandfonline.com/doi/abs/10.1057/jors.1985.148>
- Shoshana Zuboff’s Automate and Informate
<https://www.sciencedirect.com/science/article/pii/0090261685900336?via=ihub>
<https://www.sciencedirect.com/science/article/pii/0090261685900336/pdf?md5=4795ce15866abfbef043dafceba8426f&pid=1-s2.0-0090261685900336-main.pdf>

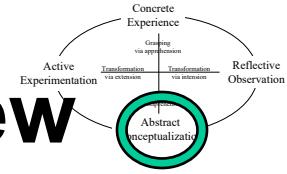
Models, Debate, Accommodations



- **“The models are used in the problem situation to provide structure to a debate about what to do.**
- The debate is organized by comparing the models with real-world perceptions and happenings. The purpose of the debate is to uncover the different constructions people in the situation place upon the happenings and to **find some kind of accommodation between different, conflicting constructions.**
- An 'accommodation' does not eliminate conflict-which is endemic in human situations since we are all free to interpret the world in our own way-but **may make purposeful action (often corporate purposeful action) possible.**
- The object of debate, then, is to arrive at some changes which could be introduced in the problem situation, changes which are at the same time (systemically) desirable and culturally feasible. Of course, what is culturally feasible is often changed by the debate, as norms and values are exposed in the discussion, and the whole process is iterative. The debate itself may well also change the initial perceptions of what systems, and what root definitions of them, are 'relevant'.”

Source: Peter Checkland Achieving ‘Desirable and Feasible’ Change: An Application of Soft Systems Methodology, Journal of the Operational Research Society Vol. 36, No. 9

Root Definition with the World-View



“C: (customers) Who are the system's victims or beneficiaries?

A: (actors) Who would do these activities?

T: (transformation process) What input is transformed into what output?

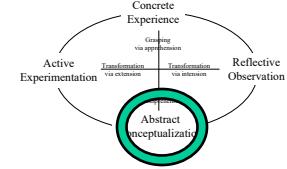
W: (Weltanschauung) The world-view which makes this definition meaningful

O: (owners) Who could abolish this system?

E: (environmental constraints) What does this system take as given?”

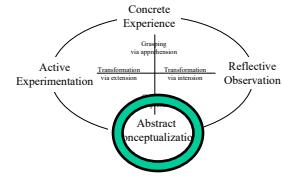
Source: Peter Checkland Achieving ‘Desirable and Feasible’ Change: An Application of Soft Systems Methodology, Journal of the Operational Research Society Vol. 36, No. 9

Some Links on Vision



- Eriemann and Kohler inversion "upside-down" goggles - Film 2:
<https://youtu.be/z1HYcN7f9N4?si=O2mVrmPTCnTIBZaD>
- The Selective Attention Test:
https://youtu.be/vJG698U2Mvo?si=SU-R_H1ucASwvBWF

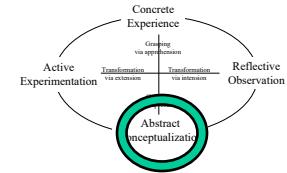
Informating



- “The worker’s knowledge had been implicit in his or her actions. **Informating makes that knowledge explicit; it is a mirror reflecting what was tacitly known but now is in a form that is public and precise.** It also expands the range of what can be known, since the newly available information often extends beyond the narrow boundaries of a conventional job definition.”
- “Intellective skill becomes one of the organization’s most precious resources, and the company invests in maintaining and upgrading that skill base in measures comparable to the investment in technology itself.
- “Are we all going to be working for a smart machine,” he asked, “or **will we have smart people around the machine?**””

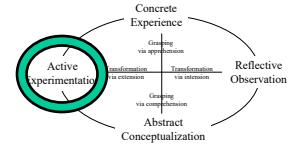
Source: Zuboff, S., Automate/Inforname: The two faces of intelligent technology, *Organizational Dynamics*, Volume 14, Issue 2, Autumn 1985

Automate / Informate



- Zoboff's paper brings together much of what we saw in this course
 - Tacit and explicit knowledge (Data is more than knowledge)
 - The understanding of processes and division of labor (BPR)
 - The use of IT for sustained advantage (IT doesn't matter)
 - The relationship between users and IT (requirements engineering, BA)
 - The shifting of power
- The Link with FKE case
 - Mishel and Bruno become smart employees
 - Christiane and Christian can focus on strategy and design
 - Customers can be empowered to shop for products and schedule their repairs
 - FKE can become an information service and managed service provider rather than just a product and repair store

Guest Presentation



COH_Erence & SOL_Utions



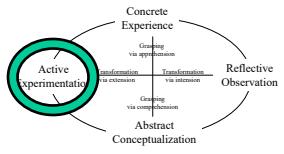
Isabelle COHEN SOLAL · 1st

Chairperson | Board Member | Sustainability expert | Chair of 100
Women in Finance Geneva | Consulting on mission

Lausanne, Vaud, Switzerland · [Contact info](#)



Individual/Team/Class Work



- Please create a synthesis of the course
 - What was the course about?
 - What did you learn?
 - What went well?
 - What didn't go well?
 - What can we improve?

Plan for Tuesday December 19

- Some more recap on the course 13:15 – 14:00
- Accenture's presentation 14:15 – 15:00
- Apéro 15:00 – 16:00

We hope to see you tomorrow