

IT and Business Transformation Program

Situation Now			Final Outcomes
<ul style="list-style-type: none"> ○ Multiple Business units ○ No single view of projects ○ Geographies developing projects independently ○ No workforce planning for business and IT projects ○ Few innovative projects pursued as staff ill-equipped to develop them ○ Executive insisting major client services be developed while reducing costs <p>Business Consequences</p> <ul style="list-style-type: none"> • History of project deadlines missed • Ill-equipped staff assigned to projects causing tension • Projects not delivered when scheduled enterprise-wide • Few innovative projects in progress to enhance competitiveness • Staff resisting changes <p>Focusing Question What do IT and business management need to do to enhance existing business processes and systems to make a stunning business and client impact?</p>	<p>Guiding Principles</p> <ul style="list-style-type: none"> • No unapproved systems • functional changes made • Use Cloud when compelling business reasons • Stop projects unlikely to meet objectives • Buy before build solutions • Adhere to approved architectural principles • Only approve thorough and compelling business cases • Equitably allocate resources to projects • IT and business managers • Only implement systems when business is ready • Adopt Agile methodology but only when apt • Appoint project managers (internal & external) who: <ul style="list-style-type: none"> ○ have servant leadership mindset ○ are politically aware ○ know business context ○ have technical and social skills ○ are persistent ○ can confront and challenge with empathy ○ can sell their ideas ○ are coaches 	<p>Major Initiatives</p> <ul style="list-style-type: none"> • Assign staff to projects who can work well in a team • Actively recruit experienced and competent IT professionals and business analysts • Develop ALM (Application • Implement a Project Board: <ul style="list-style-type: none"> ○ To use Balanced Score Card to track projects ○ To ensure management is accountable for wise use of resources allocated • Implement cross training initiatives • Implement Project Mgt. training program and reward completion • Implement workplace change management program • Conduct challenging reviews, eg stage gate processes of major systems and act on findings • Grow capabilities of all staff • Develop competencies of IT staff assigned to projects • Engage business analysts as conduit between business and IT 	<ul style="list-style-type: none"> • No unplanned systems outages recorded due to programming failures • Business systems delivered on schedule • Staff assigned to projects when needed based on proven competencies • A pool of competent project managers exists • Applications developed faster • Virtual teams operating successfully under one PM • Project teams co-located when feasible • All work in progress tracked by Project Board and findings circulated widely • Business managers accounting for project outcomes • Active management of project risks is achieved • Integrated serviced delivered • Positive feedback from clients received • Staff recognized for their achievements

Source - 'If we could first know where we are And whither we are tending We could better judge what to do And how to do it'
Abraham Lincoln - 'A house divided - about future of the union', Republican Convention, Springfield, Illinois 16/6/1858