

10 Habits of Highly Effective IT Organizations



"Management is doing things right; leadership is doing the right things." - Peter F. Drucker

Amy Fowler, Managing Partner



- Managing Partner, Lewis & Fowler
- 20+ Years IT Leadership and Consulting Experience
- Held Internal IT Management and Consulting roles
- Industry experience includes government, aerospace & defense, insurance, retail, financial services, healthcare, energy, utility, consulting, wholesale distribution, telecommunications, travel and aviation among others
- B.S Computer Science, PMP

Qwest — The Journey Continues...



- Leadership
- Execution
- Results

Internal and External Forces Drive the IT Organization



Who Did We Consider? Industry Best Practices



- Leadership
- Strategic Planning
- Customer Focus
- Measurement
- Workforce Focus
- Process Management
- Results



- **Top 100 requirements**
 - Using IT in innovative ways to deliver competitive advantage to the enterprise and enable growth
 - Not only that they have executed their project well, but that they have done so in uncommon, innovative ways
 - Pioneering a new technology, applying a familiar technology to a new purpose, setting the bar higher for their competitors.
 - Must demonstrate business value



- Strengthen the competitive position of their organization's product or service via the creative use of technology.
- Create an entirely new information-based product or service.
- Significantly transform the way their organization conducts business as demonstrated by its commitment to improved customer service or vendor relationships.
- Increase the efficiency and effectiveness of their organization.
- Improve their organizations capacity to manage quality through improved measurements, more responsive
- Corrective actions and more effective preventative processes.
- Elevate information technology to a proactive role as part of their firm's strategy, rather than as a passive response to necessity.
- Demonstrate leadership in the IT community



- Be Proactive
- Begin with the End in mind
- Put first things first
- Think Win-Win
- Seek first to understand, then be understood
- Synergize
- Sharpen the Saw

	The Principles	Description
1	Leadership	How the organizations senior leaders' personal actions guide and sustain the organization
2	Strategic Planning	Development of strategic objectives and action plans
3	Customer Focus	Engagement of customers for long-term success
4	Measurement	Selection, gathering, analysis, management, and improvement of data, information, and knowledge assets
5	Workforce Focus	Engagement, management, and development of the workforce to utilize its full potential in alignment with the mission, strategy, and action plans
6	Process Management	Design of work systems and design, management, and improvement of key work processes for implementing those work systems
7	Results	Performance and improvement in all key areas – products, service, financial, market outcomes, work force focused outcomes, process effectiveness outcomes, and leadership outcomes

Habits Create Patterns of Success



- **Habit**

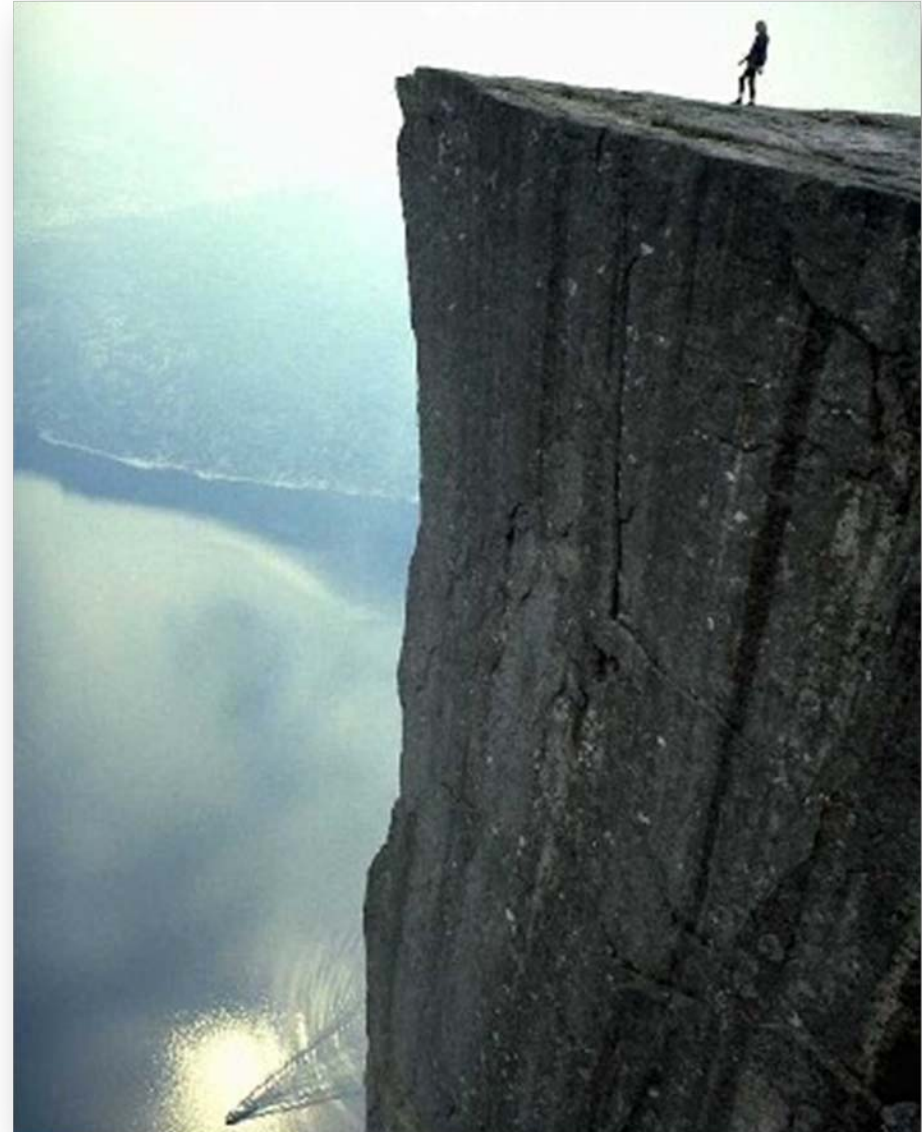
An acquired behavior (pattern) regularly followed until it has become almost involuntary.

- **Pattern**

A repeatable solution (habit) to a commonly recurring problem.

Habit #1: Leadership

- Vision, Values, and Mission
- Communication and Organizational Performance
- Governance and Societal Responsibilities
- Have Broad-Based Knowledge
- Know Your Strengths and when to Delegate
- It's A Process...Not An Event



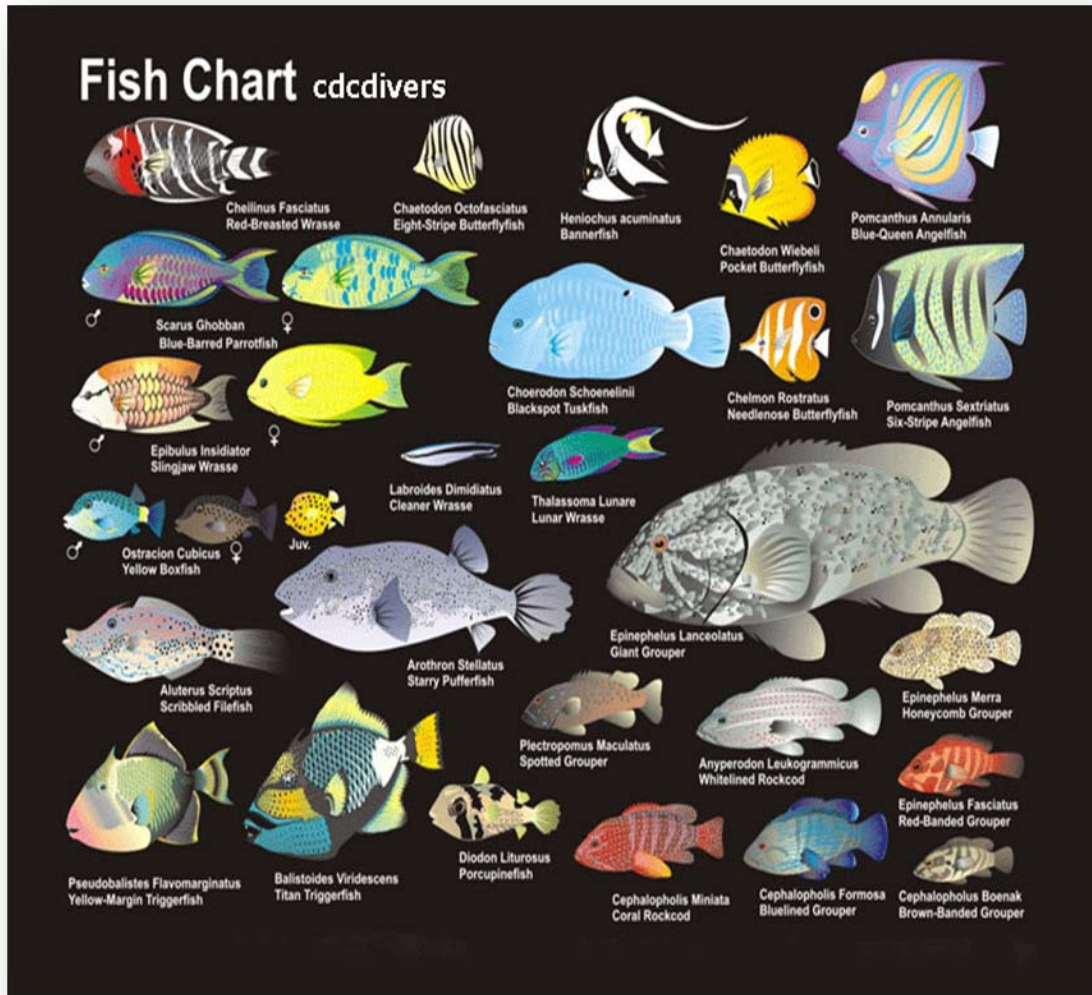
Habit #1: Leadership

■ Roles of an IT Leader

- Leader
- Visionary
- Change Agent
- Risk Taker
- Team Player
- Executive
- Marketer
- Quality Agent
- Public Speaker
- Mentor
- Counselor
- Laborer
- Decision Maker
- Negotiator
- Financial Analyst
- Project Evangelist

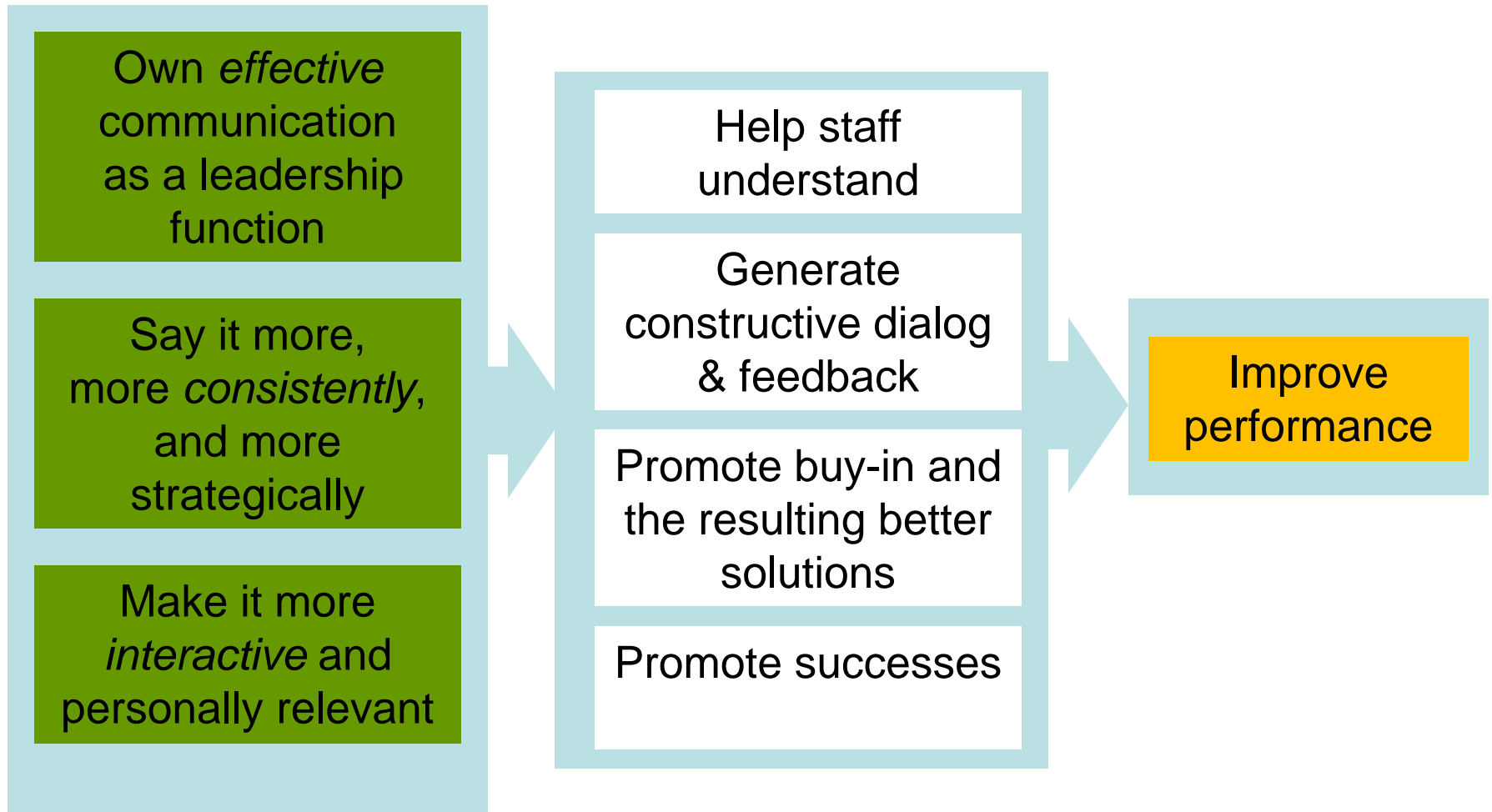


Habit #2: Communication



- Trust
- Have a plan
- IT communication IS about marketing
- Communicate good and bad news
- Communication is a two-way process
- Collaboration & tools – use them!

Example Communication Strategy



Will these STRATEGIES achieve these GOALS?
Which achieve this PURPOSE?

Results of Effectively Communicating

- I understand *my role*, others' roles, and how our roles relate
- I understand *where we're going*, how we're measuring success, the priorities, and how I fit in
- I understand the *opportunities for me*, how and for what I will be *held accountable*, and what the rewards are
- I understand how to use resources to help me accomplish my goals

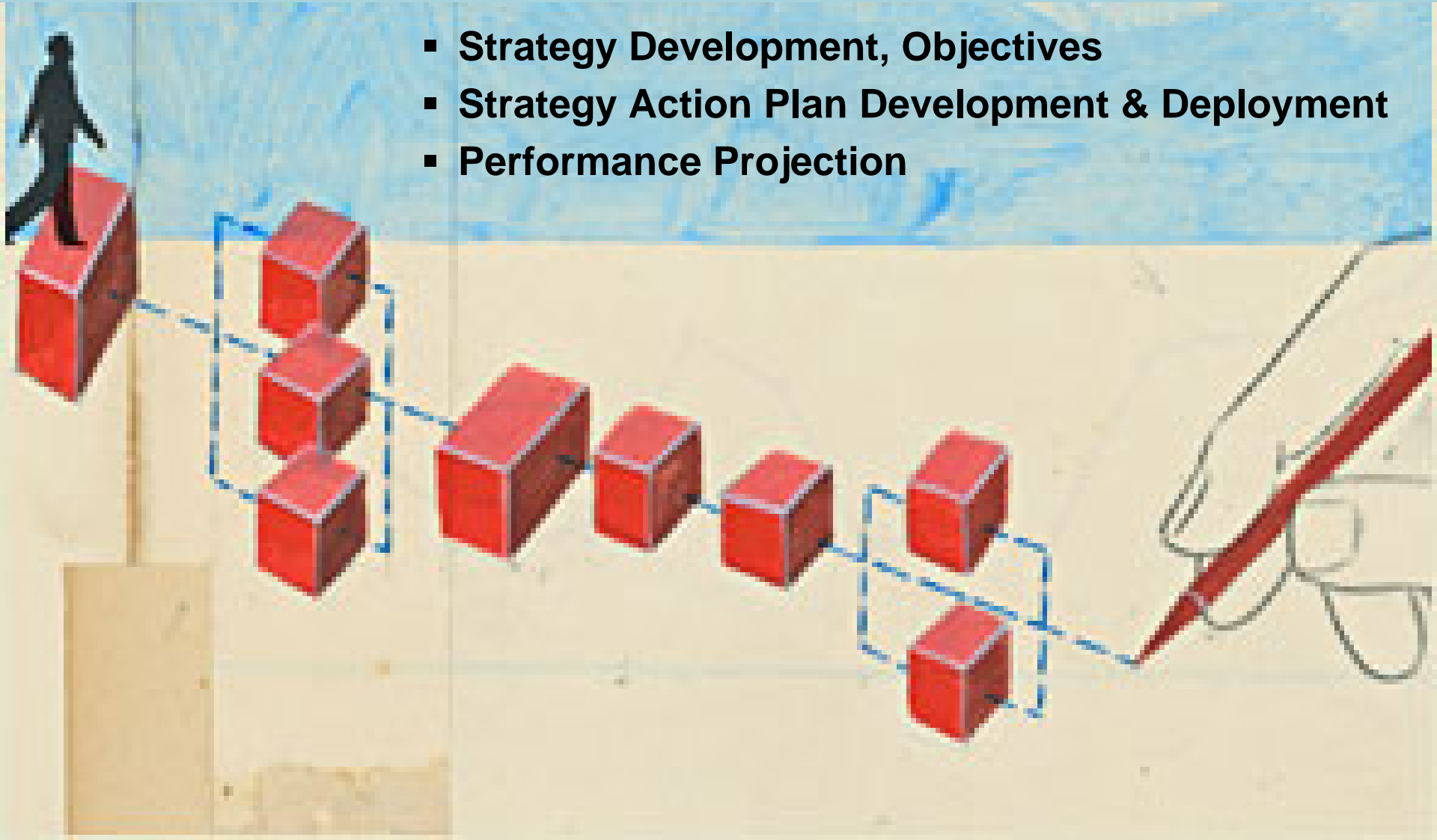


Benefits of Effectively Communicating

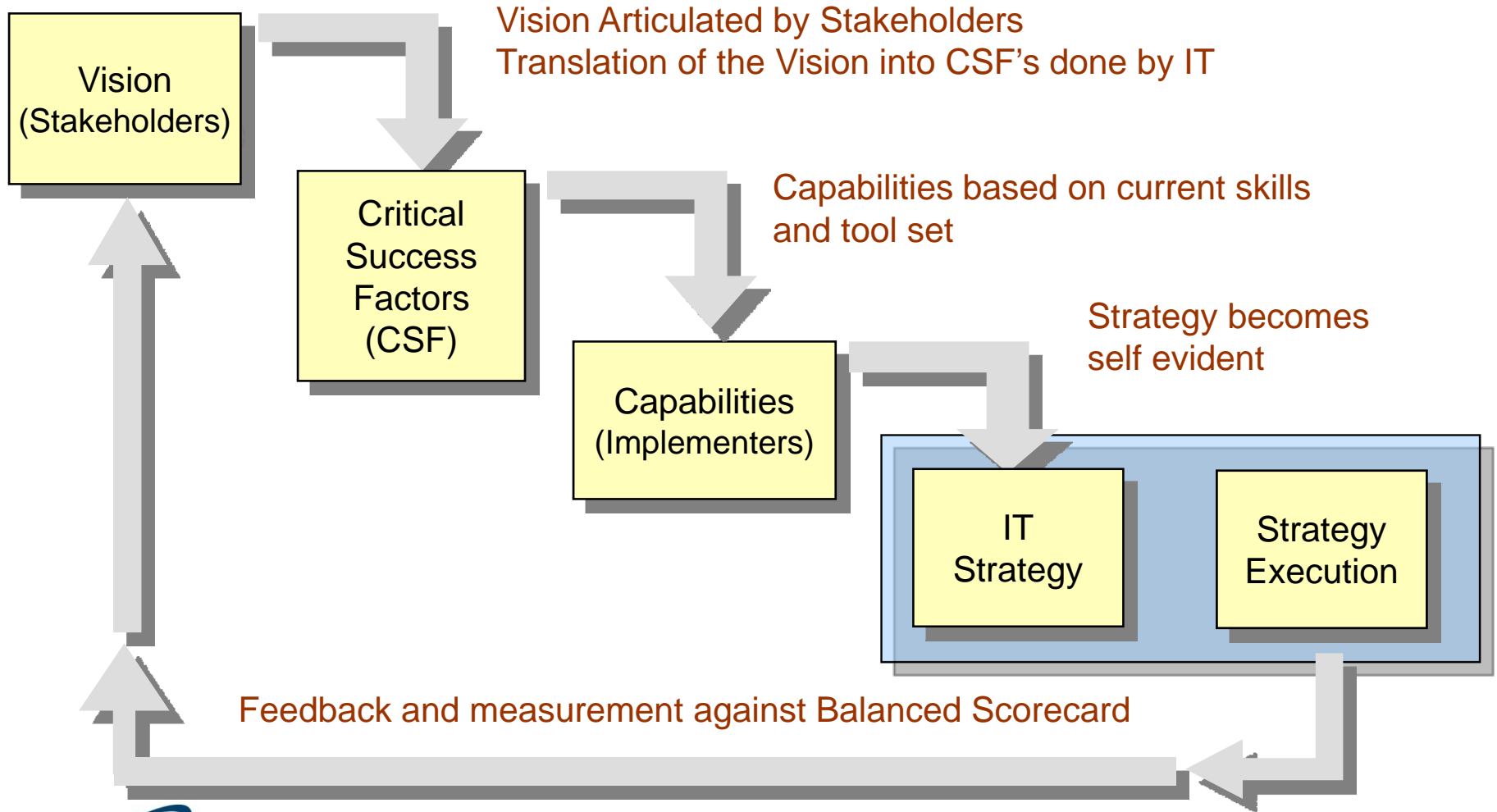
- Reduced organizational conflict
- Increased ability to move from project to project
- Improved decision making
- Improved project execution
- Improved efficiency, productivity, and customer satisfaction
- Increased ability to be successful
- Increased sense of meaning and purpose
- Improved morale

Habit #3: Strategic Planning

- **Strategy Development, Objectives**
- **Strategy Action Plan Development & Deployment**
- **Performance Projection**



Typical IT Strategy Process



Habit #4: Customer Focus



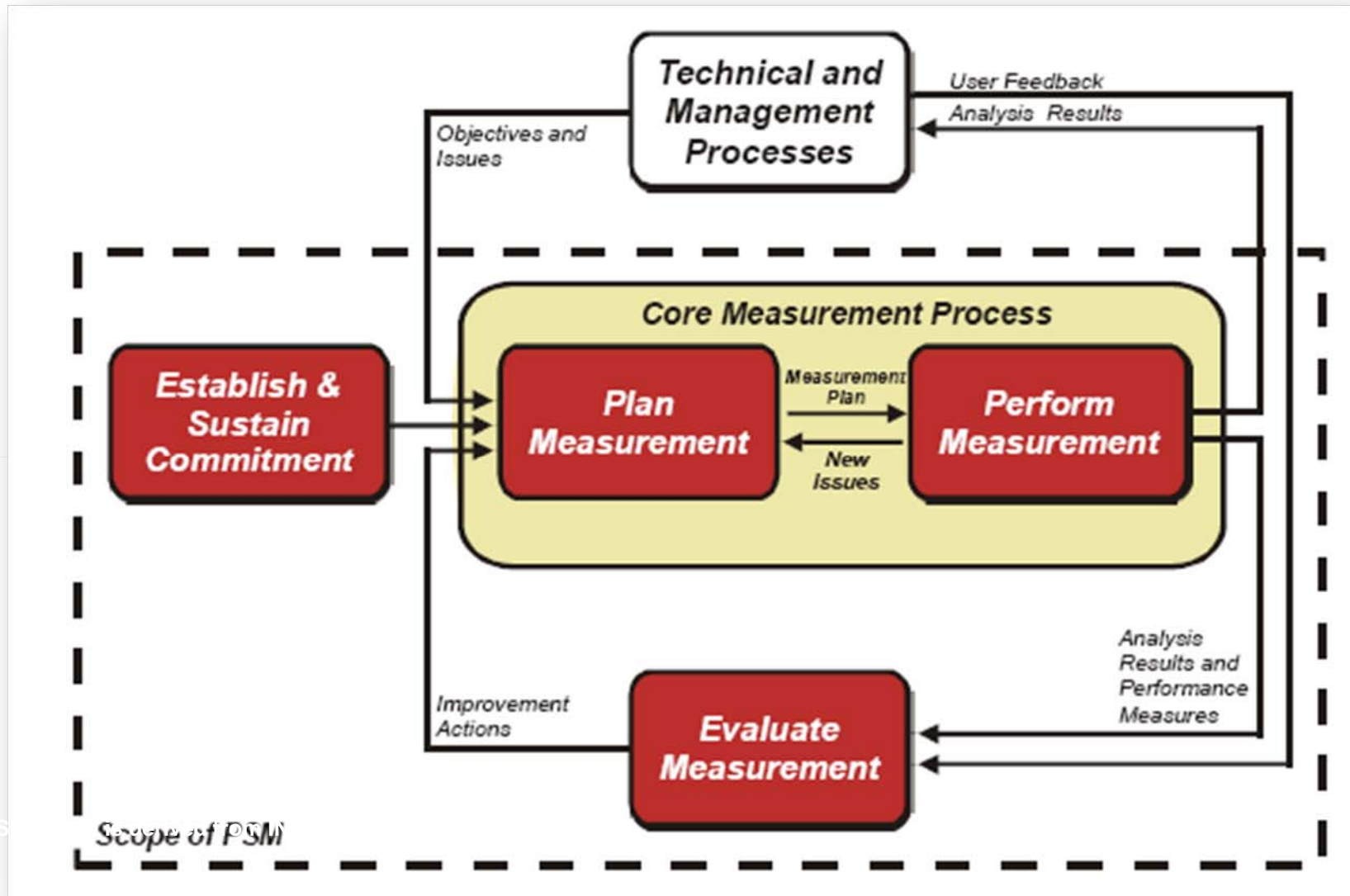
- Customer Engagement
- Voice of the Customer (6 σ)

Habit #5: Measurement, Analysis, and Knowledge Management



- Management of Information, Knowledge and IT
 - Data
 - Knowledge
 - *Information resources and Information Technology*
- Performance Measurement

The 4 Keys of Measurement



Successful Measurement Requires...



- Establishing a Commitment
- Planning the Measurement
- Performing the Measurement
- Evaluating the Measurement

Habit #6: Workforce Focus



- Enrichment
- Workforce and Leader Development
- Assessment of Workforce Engagement
- Face/Face Matters
- Remember to say “Nice Job”

Habit #7: Form Strategic Partnerships



- Trust
- Two types of IT partners
- Look for opportunities to move commoditized operations to transactional partners
- Help your strategic partners understand ROI
- Integrate them into *YOUR* culture
- Reduce vendor count where appropriate, but not simply for the sake of doing so
- Have the business needs drive the right workforce mix

Habit #8: Process Management

- Work Systems Design
- Key Work Processes
- Key Work Process Management
- Work Process Improvement
- Emergency Readiness



Habit #9: Quality



- Have a process
- Not optional – early and often
- Know what done looks like
- Know what good looks like
- Assessment of this is not in eyes of IT
- Make quality processes match the outcome – i.e., “Is this life threatening?”
- Automation is a component – automate the right things

Habit #10: Innovation / Opportunity

- Be positioned to do this
- Assess where you are – not same for all companies
- Forward thinking, not just rearview window thinking
- Understand who is good at this and cultivate them
- Take the time to do this
- Industry Awareness
- Partner with Thought Leaders in the industry – know what you are good at and want to be good at
- Don't do it just for the sake of it



Results Of Effective IT Habits...



10 Habits of Effective IT Management Guided by the 7 Baldrige Criteria

	Practices of Effective IT Orgs	Leadership	Strategic Planning	Customer Focus	Measurement, Analysis, Knowledge Management	Workforce Focus	Process Management	Results
1	Vision, Values, & Mission	■	■	■	■	■	■	■
2	Communication	■	■	■	■	■	■	■
3	Ongoing Effort	■	■	■	■	■	■	■
4	Listening	■	■	■	■	■	■	■
5	Simple is better	■	■	■	■	■	■	■
6	Strategic Partners in workforce	■	■	■	■	■	■	■
7	Culture Matters	■	■	■	■	■	■	■
8	Quality	■	■	■	■	■	■	■
9	Innovation/Opportunity	■	■	■	■	■	■	■
10	Trust	■	■	■	■	■	■	■

Seems Simple?



- If it were, everyone would be there, we would not be awarding the rare cases
- What is the value of focusing on the top 10 for you?
- These take real time / effort and focus
- Remember ...
 - 3% of a workforce can change a culture
 - It takes 27 days of repetition to form a habit

Consider This...



- Which of the top 10 resonated with you and why?
- Are there short term changes you can make from today?
- Are there longer-term evolutionary improvements?

Acknowledgements

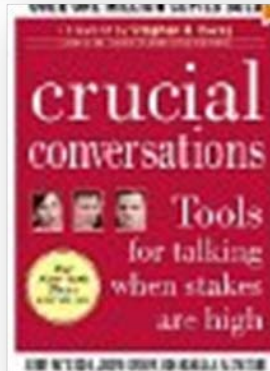
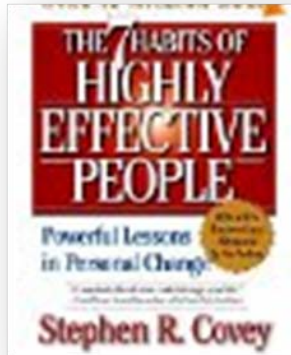


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Top 10 Habits of Highly Effective IT Organizations

Amy Fowler

Lewis & Fowler

8310 South Valley Highway, Suite 300

Englewood, Colorado 80112

www.lewisandfowler.com

303.618.2307