Reshaping IT for the Future

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IT of the Past Will Not Take Us into the Future

• If we continue to do what we’ve always done, we will continue to get what we’ve always gotten

• IT structure of the past was not designed to support the technology of the future
  – Mobile Technology
    • Students’ expectations
  – Cloud
  – Outsourcing
  – Managed services
IT of the Present Will Not Sustain Us in the Future

• Emerging technologies are forcing IT departments to reevaluate their present strategies and structures.

• Present IT structure will not sustain future trends in technology.
  – BYOD
  – Increased storage demands
  – Flexible and sustainable solutions

“The consumer world of technology is driving innovation.” – Dion Hinchcliffe
IT Must Reshape Itself Now for the Future

• The current structure of most IT departments cannot sustain the fast-paced changing landscapes of emerging technologies.

• Reshape from “Keeping the lights on” to achieving strategic business value from the use of technology.
IT Is in Transition

• Virtualization, standardization and connectivity have changed the game.
• Users expect to be able to access any data or application from any device, anywhere, at any time.
• Management and auditors expect sensitive information to be governed and controlled.
• Everyone expects predictable performance and continuous availability.
Reasons to Transform IT

• Increased technology demands with shrinking resources
• Shrinking budgets to meet user demands
• Need to select and deliver the right projects
  – Not just any project (According to Zdnet, 21% of IT projects fail)
  – Projects that support the University’s strategic goals

“Digital technologies will further challenge a weak IT labor market.” - Gartner
How It All Began ...

• CIO’s charge to the IT management team
• Educating management team in business practices
  – CIE (Certified Information Executive) program
  – In house sessions with School of Business faculty
  – Manager retreats focused on strategic goals
• Formation of IT Steering Committee
• Move from management focus to leadership focus
How Did We Do This at BJU?

• Decided to take a radical approach to restructuring
• Worked to align roles and functions with strategic goals
• Redefined roles and functions to meet present and future needs
• Outsourced areas where we did not have the roles to meet strategic goals
• Built a shared purpose among the verticals in IT to optimize IT’s value
Reshaping our IT

• Three main areas of change
  – Leadership changes
  – Business involvement changes
  – Operational changes
Started with Leadership Changes

What IT leadership team used to look like:
Leadership changes

Then it moved to this:
Leadership changes

And now we have this:
There Are Five Jobs of a Leader

- Power of Role

- Set and maintain a vision
- Maintain a healthy, nurturing, stable environment
- Motivate subordinates
- Be a good manager
  - Provide resources
  - Remove obstacles
- Mentor your subordinates by training them to be leaders

“Leaders are at their very best when they are developing leaders.”  -Hybel
Why the Shift from Technology Focus to Business Focus?

• Communicate value to move IT from a cost center to a strategic business partner and value generator

• Align IT with business practices and couple with technology trends

“Times are changing, and tides are shifting, and the tech industry as a whole needs to be preparing.” — Adrian Kingsley-Hughes
Why the Shift from Technology Focus to Business Focus?

• IT has to stop doing what the business units can do
• Business units should present digital technology ideas right for their business units
• IT has to stop providing what we think business units need

“If IT does not change, then we will likely see an acceleration of business going around us for their information processing needs.” — Haight
Business Involvement Changes

- Business training for IT management team was initiated and supported by CIO
  - School of Business faculty
  - Project Leader Training
  - CIE Certification through the Institute for CIO Excellence at USC Upstate
    - [http://www.cioexcellence.com/OfficerTraining/](http://www.cioexcellence.com/OfficerTraining/)

- Developing our teams to be more business minded
Business Involvement Changes

• Creation of Business Analyst role
  – Academic Departments
  – Ancillary Business Units
  – BJU Press

• Creation of Tactical Advisory Groups
  – Academic TAG
  – Ancillary TAG
  – IT TAG
  – BJUP TAG
Business Involvement Changes

Why business acumen is necessary:

• Technology for technology’s sake is never a good prospect.
• Technology that meets established and articulated goals from the executive team is essential to the progress of the University.
• Finding technology that matches the need and aligns with the goals is difficult but satisfying.
Business Involvement Changes

Why knowing how to write a business case is a necessary skill for IT professionals:

“Knowing how to develop and articulate a business case in executive terms is invaluable for building consensus and proving your ideas are essential to meeting the goals and objectives of the executive team.”

- Paul Litzenberger, Senior Manager BJUP R&D
Business Involvement Changes

Helping IT go from a cost center to a valued business partner:

• A focus on delivering solutions to aligned goals and objectives creates outcomes with a higher probability of acceptance.

• Buy-in improves the probability of the success of a project and the achievement of its identified benefits.

• Adding benefit brings greater value to the University than simply cutting costs.

• Adding value through significant benefits lessens the focus on the costs associated with providing that value.
Operational Changes

• Management team challenged to create a plan that would take IT into the future
• Management team challenged to be creative and think outside the box
• Long process with many changes to get from where we were to where we are and to where we will be
• Focus on IT’s goal and purpose
INFORMATION TECHNOLOGIES

Purpose Statement

IT exists
to enable BJU’s ministry
of developing Christlikeness
through discovering, deploying, and
supporting
technology solutions
From Silos to Service

Gartner says:

• Leaders need guidance on when, why and how to structure their teams for the future.
• Most I&O organizations expected to undergo major reorganizations to improve their efficiency and effectiveness within the next two years
• Failure of I&O organizations to look beyond new or emerging technologies to save the day, has resulted in lackluster improvement in maturity. However, IT operations management can, in fact, lead the charge for IT by aligning to the business and making the appropriate investments necessary to become a real broker of not only service to the business, but value.
Our Past

Operations
- Communications
- Customer focus

Development
- Communications
- Customer focus

Service desk
- Communications
- Customer focus

Administration
- Communications
- Customer focus

Application Support
- Communications
- Customer focus

PMO
- Communications
- Customer focus
Making It Happen

• Moved people into new roles
• Moved job responsibilities into new verticals
  – Aligned with the new structure
  – Merged Dev and Ops into Technology Solutions
  – Made Customer Relations the “face” of IT
  – Refocused Administration on governance
• Change Management
  – Met with focus groups for input
  – Worked to overcome “TTWWADI” mentality
  – Communicated and then communicated again and again
WORKED FINE IN DEV

OPS PROBLEM NOW
DevOps – A Valentine’s Day Fairy Tale
Ongoing Process for Moving Forward

If we become satisfied with where we are now, we will be right back where we started.
Three areas needing our attention:

• Tending
• Hunting
• Harvesting
Benefits from Reshaping our IT

• Breaking down silos
• Broadened our staff knowledgebase
• Aligned employee strengths with opportunities
• Empowered individuals to succeed
• Mentoring future leaders
• Encourage and develop future critical thinkers
• Move from reactive to proactive IT
Benefits from Reshaping our IT

• Improved internal and external communication
• Less fear
• Willingness to take a risk
• Increased creativity
• Development of the Versatilist

"Versatilists are able to apply a depth of skill to a progressively widening scope of situations and experiences, equally at ease with technical issues as with business strategy." - Gartner
Change Resistance and Adoption Participants in Any Change Initiative Follow a 10-Stage Cycle of

- Blame
- Denial
- Testing
- Skepticism
- Disbelief
- Hope/Action
- Initial Success
- Hard Work
- Acceptance
- Ongoing Improvement

How IT Responds to Change
• The measure of intelligence is the ability to change.

- Albert Einstein -
Questions?