STOP DOING!
Taking Disciplined Action to Focus on Innovation and Success

Carol L Smith
Chief Information Officer, DePauw University

Cynthia L Herrera Lindstrom
Vice Provost for IT & CIO, University of Illinois at Chicago

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Session Outcomes

• Understand how a *Stop Doing List* empowers successful IT leaders to focus on innovation and services with the highest priority

• Identify IT services that are prime to stop doing, both in the immediate and in the near future

• Describe methods for drafting a team’s *Stop Doing List*

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The New Normal

Business is changing
New technologies emerge across every area, from academic to administrative
Reliance on automation, information, and cooperation

IT work is shifting to the Edge
“Analysts with Agency” –
Campus members are more sophisticated and IT tools are easier to use

Our roles are evolving
Service continuum –
Core IT is shifting from the end-all provider to connector and enabler

Needs and Demands outweigh Resources to support them

Something has to give...
Disciplined Leadership

Disciplined People
- The right people

Disciplined Thought
- The right things

Disciplined Action
- The right focus

“Greatness is not a function of circumstance.

Greatness, it turns out, is largely a matter of conscious choice and discipline.”

– JIM COLLINS

A Stop Doing List enables Discipline

What are you passionate about?

What can you do that brings the biggest ROI?

What are things that only you can do?

Passion

Skill

Value

Hedgehog Concept

Discipline Empowers Us to Shift

From

Core IT services provider

To

Institutional Enabler, Broker, Integrator, and Innovator
Which services are you, or should you, stop doing?
Which services are you or should you stop doing?

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What Have We Stopped Doing (or would like to Stop)

• Hosting Blackboard
• Managing Email – Shifted to Google or Office 365
• Blog hosting
• Telephony – Outsourced VOIP services
• Phones in student dorm rooms
• Backups desktop
• On-premise network file storage – Moved to Box
• Dial-up modem pools
• Campus Cable TV in residence halls
What are the reasons that you have used to decide to *Stop Doing* something?
What Prompts Us to Decide to Stop Doing

- Changes in client and end-user needs
- Shift in funding or resource allocations
- Refocused institutional initiatives or strategic direction
- New external provider sources for IT products or services
  - An “alternative ways to IT” perspective – aka, “Who can do it better, us or them?”
- Vendor or product end of life – Support of products, Licensing changes, Costs
- “Convenient Catastrophes”
- ...
So....

You know what you *should* Stop Doing.

What keeps you from doing so?
What is stopping you from doing it?
Then...

How do we overcome those obstacles?
First, Remember that *It’s All about People*

**Language Matters**

- Use positive language to ease people through the transition – e.g., “retire a service” vs. “kill a service”

**Focus on Alternatives**

- Consider how people will accomplish their goals without this product or service, ensuring they can be successful after it is retired.

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Chas Grundy, University of Notre Dame

“Retire Service Offerings Before They Retire You”

Planning a STOP

Why?
Have supporting data ready – old technology, costs, usage

Planning
Consider impact to campus clients
• Account for “But how will I do ___?” – Be ready with solutions
• Involve IT Governance and end-users
• Ask: Are we doing to them or are we doing for to them?

Is there a Migration or a Hard Cutover?
• Overlapping Transition – Cost and support implications

Plan Announcement/Dates (Timing)

Prepare to deal with the last holdouts
• This is what disrupts a service or product retirement more often than not
• Who will they scream to?
• How loud?
• How much effort do you dedicate to helping them move on/away

Communicate, Communicate, Communicate
Discussion

Institutional differences:
• Public vs Private
• Large vs Small

What will be our Stop Doing items in 3-5 years?
Be Thoughtful, but Be Brave

It’s generally Ok to stop
More often than not, it is ok with end-users –
They’re used to change and using alternatives

The App mentality
We live in an experimental culture –
Download one, use for a while, then try another one.

Impact of change is variable
Some isn’t so disruptive (e.g., email clients)
Others can be very disruptive (e.g., Financial systems)
Stop Doing List → Disciplined Leadership

Disciplined People
- The right people and talent working on what will bring value, not commodity

Disciplined Thought
- The right things and services at the right level

Disciplined Action
- The right focus on where we bring value as Institutional Enabler, Broker, Integrator, and Innovator
Questions?
Contacts

Carol L Smith
Chief Information Officer, DePauw University
clsmith@depauw.edu

Cynthia L Herrera Lindstrom
Vice Provost for IT & CIO, University of Illinois at Chicago
cynthiar@uic.edu