



MANAGING THE BUSINESS OF IT

“Transformation Through Process Optimization”

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Experience

Discipline

Results



A Practical Transformation Approach

- ❁ Start with the end and customer in mind
 - ❁ Develop and agree upon success criteria and metrics up front
- ❁ Appropriately leverage the best practice “alphabet soup”
 - ❁ COBIT, CMMi, ITIL, ITAM, Six Sigma, etc. provide great guidance
 - ❁ Success is a lot like playing Scrabble
- ❁ Prioritize people, then process, then technology
 - ❁ Designate clear accountabilities and governance to drive taxonomy
- ❁ Heavy focus on organizational culture to design a sound plan
 - ❁ The same process could take 2-10 months to implement within different organizations because success is achieved through adoption



Real World Value of a Process Orientation

- ❁ “Build it and they will come” (or stay)
 - ❁ Increase the value-add work for high level resources and increase the likelihood of attracting and retaining top talent
- ❁ Realize the value of true optionality
 - ❁ Selective source a mature, effective process rather than a problem
 - ❁ Enable merger and acquisition synergy and flexibility to support business cycles
 - ❁ Enable iterative compliance and become nimble for future regulations and mandates
- ❁ Provide predictable and consistent client experience
 - ❁ It should not matter who, when, how much or where – clients do not care
- ❁ Deliver operational and cost efficiencies
 - ❁ Increase the time-to-productivity for new and lower level resources
 - ❁ Deliver more with less resources, reduce cycle times and decrease fixed cost structures



Industry Best Practice Guidance

- ❖ Determine the right amount of process that can be phased into the organizational culture to drive business transformation
 - ❖ Manage the perception of academia, initiative du jour, overhead and “big brother”
 - ❖ Human nature is generally resistant to change, so expect creative circumvention
- ❖ Leverage best practices as a starting point and for incremental sanity checks
 - ❖ Do not expect “out-of-the-box,” commoditized best practices to effectively support the unique requirements of your business
- ❖ Internal resources will be accountable for continually refining the process, so “teach them to fish” and invest in their ongoing career development
- ❖ Certifications look good on business cards, but do not always equate to expertise or represent a guarantee for success
- ❖ Keep the “alphabet soup” behind the curtain



Make Technology Investments Pay Off

- ❖ Let organizational nuances and process requirements drive the tool implementation and configuration efforts
- ❖ Effective training and education connects the dots to buy in
 - ❖ When adoption equates to success, too often end user training is an afterthought and under-estimated as part of the effort
- ❖ Focus on addressing areas of improvement by fine tuning the process first, then codifying it within the tool
 - ❖ Do not mistake tool bells and whistles with business requirements
 - ❖ Foster a culture that focused on fixing the process rather than pointing fingers
- ❖ Take advantage of the vendor's R&D budgets by minimizing tool customization as much as possible



Lessons Learned

- ✿ There is no tool “silver bullet”
 - ✿ “If it was easy, we would have bought the tool and been done already”
 - ✿ Avoid the “have pain, buy tool” mentality as 80%+ of the success is based upon cultural, people and process transformation
- ✿ Manage expectations and communicate every step of the way
 - ✿ Expectations will exponentially increase and how bad it used to be is quickly forgotten
 - ✿ Immediate gratification is difficult when cultural change is required to deliver results
 - ✿ Cost structures may increase in the short term before longer term value is realized
- ✿ Sharpen your marketing and public relations skills
 - ✿ The promise of a new tool or device for tangible results may not be an option
 - ✿ Actively engage and win over key thought leaders as without “street credibility” the effort will stall, not deliver the intended value and reduce credibility
 - ✿ Know your ABCs as a common language of quality and vocabulary is a key to success

Thank you for your time!

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