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CA Forum'10 | Bratislava 20. október

Together. Free your energies

IT is from Flatland, Business is from Spaceland

Successful outsourcing from a business perspective

CA Forum Bratislava 2010

Mark Smalley

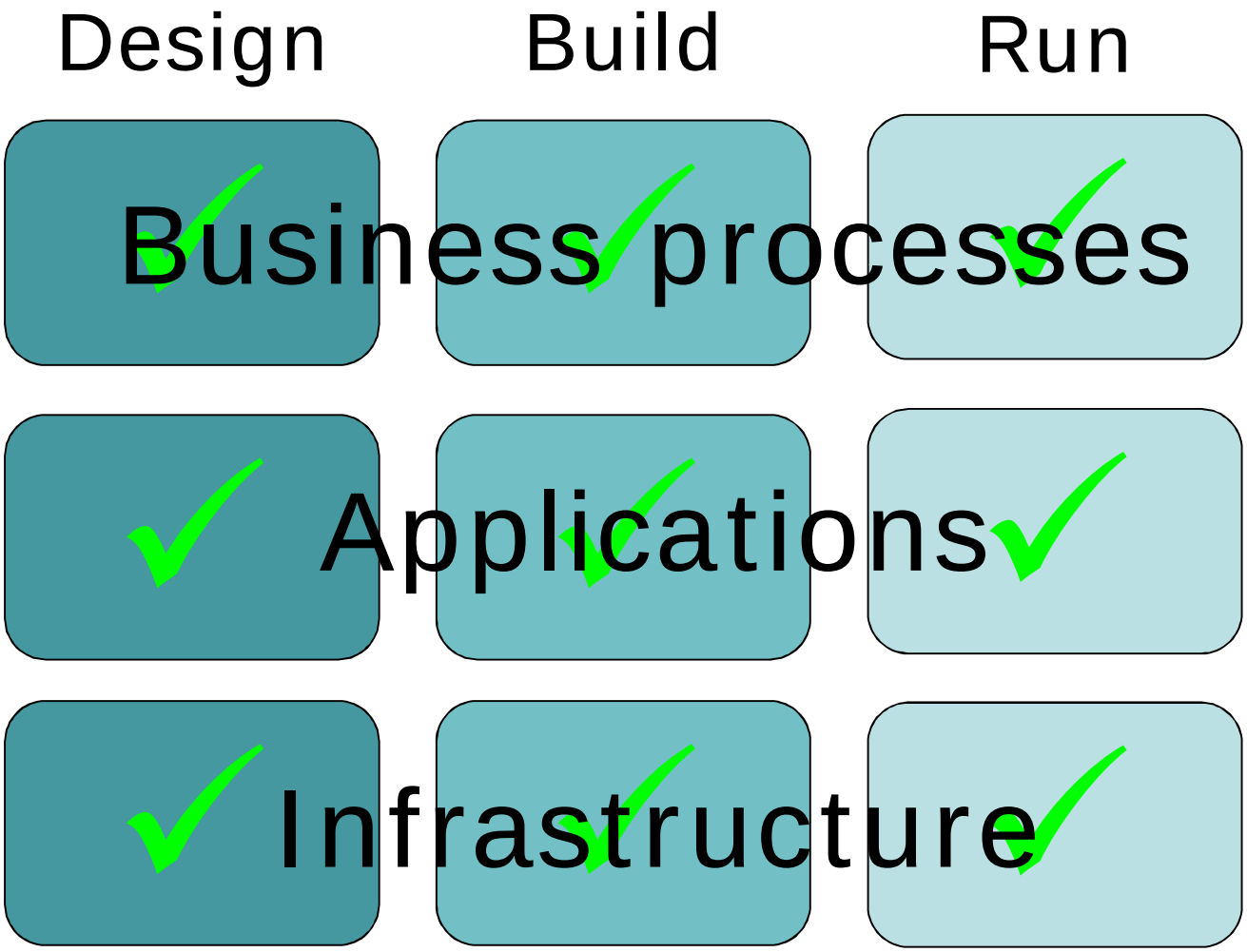
20th October 2010

Introduction Mark Smalley

"I help people market, sell and deliver Application Management"

IT Management Consultant
Director of International Affairs at ASL BiSL Foundation
Member Professional EXIN Group
Lecturer at Rotterdam, Brussels, Hangzhou
Author & Speaker
CYO
Blind Monk
IT Paradigmologist
IT Management Philosopher

Capgemini Portfolio of Services



Application Lifecycle Services
“Building a new city in the old city”

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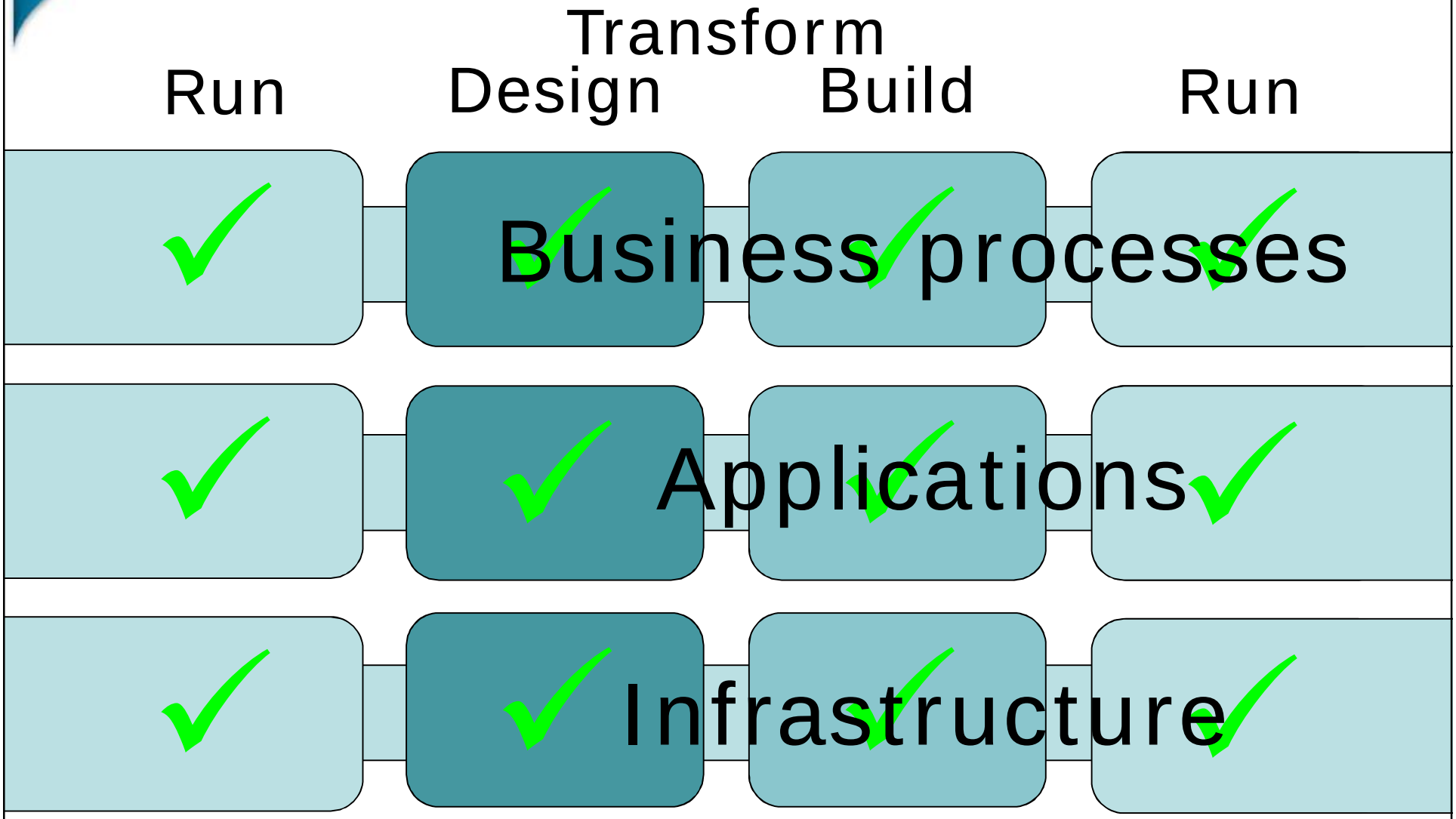
Capgemini Portfolio of Services



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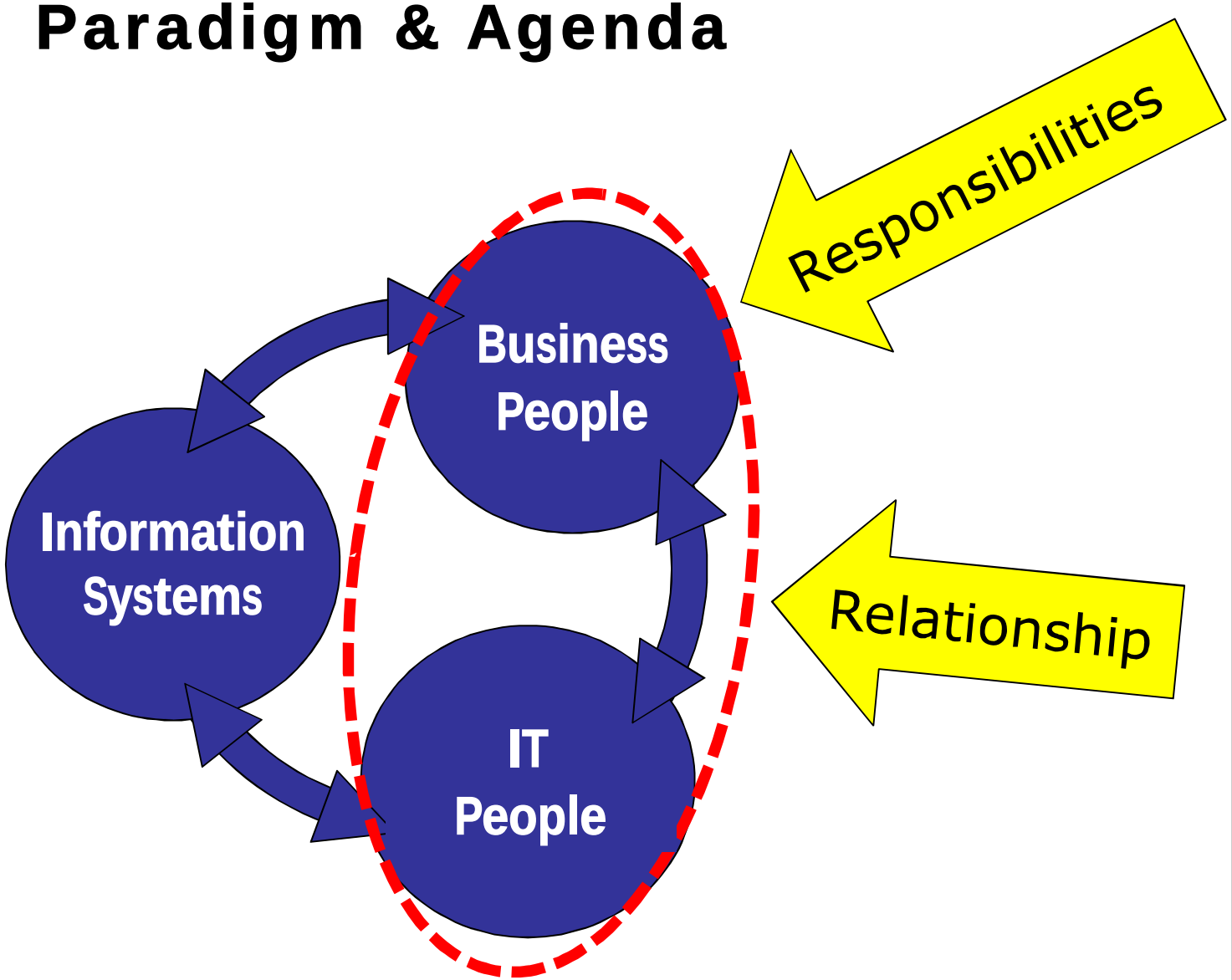
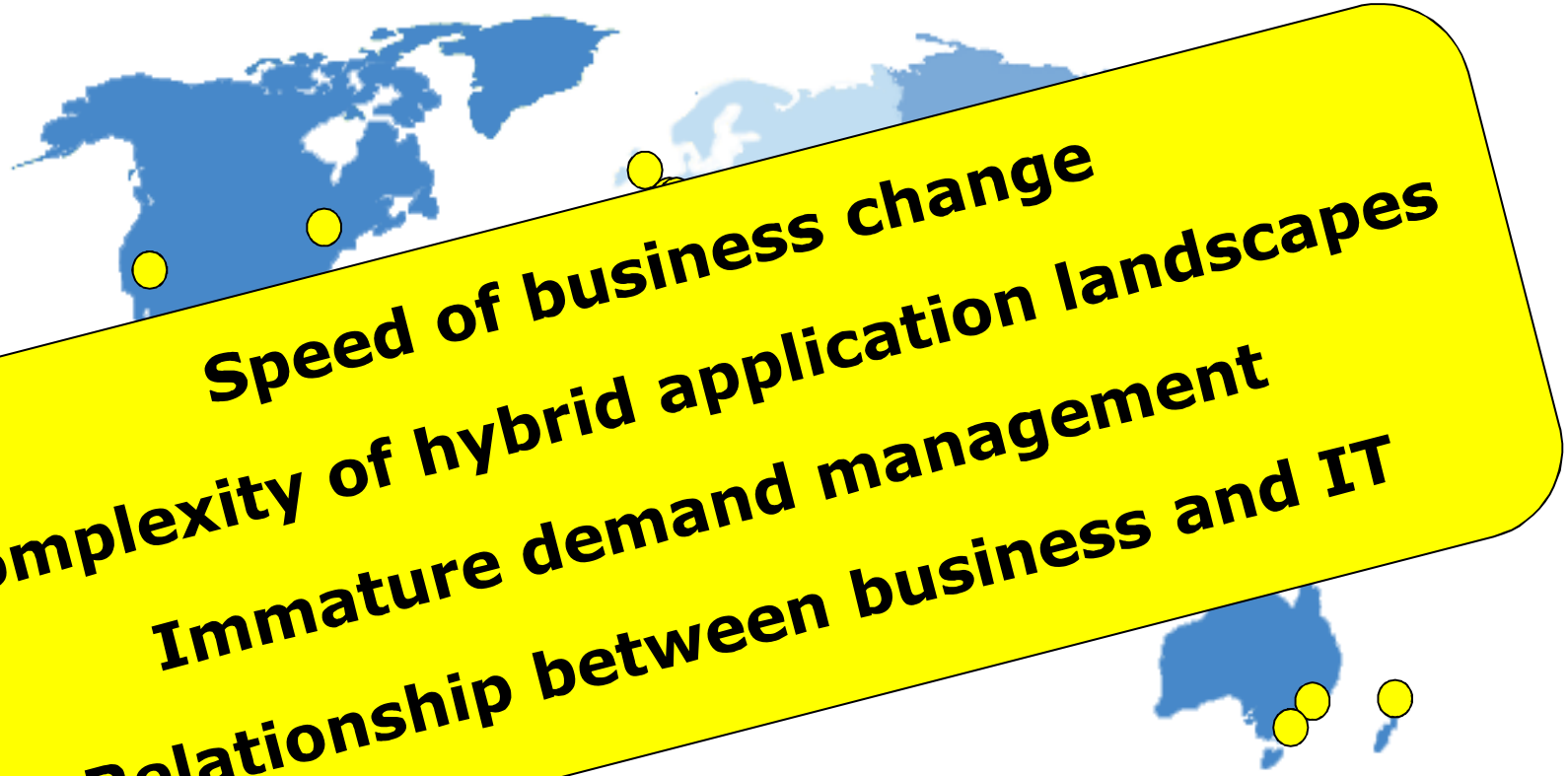
Paradigm & Agenda



Speaking Engagements



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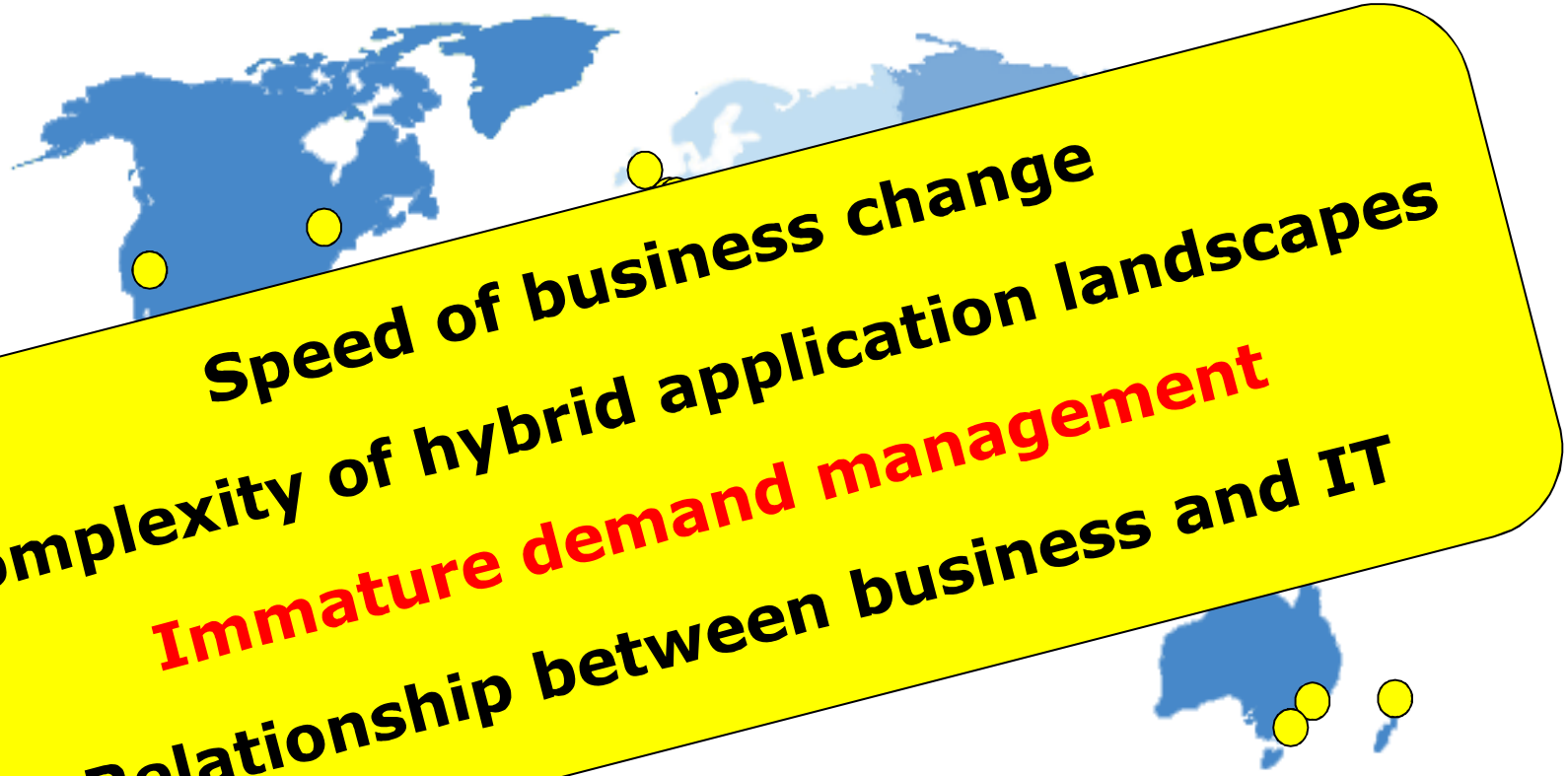


IT people about Business people

- Don’t know what they want
- Are always changing their minds
- Make unreasonable demands
- Won’t take responsibility for decisions
- Don’t use the system properly
- Can’t think strategically
- Blame us for everything
- Don’t trust us
- Don’t understand us

Business' IT responsibilities according to IT

- Usage of information (systems)
- Business data (quality)
- Contact with IT
- Functionality and quality requirements, including specification and acceptance testing
- Business cases and funding
- Procurement of IT services
- Information policy and strategy

Typical roles

Key user

…

Business analyst

…

Information manager

…

CIO

Business' IT responsibilities according to the Business

Huh?

Business people about IT people

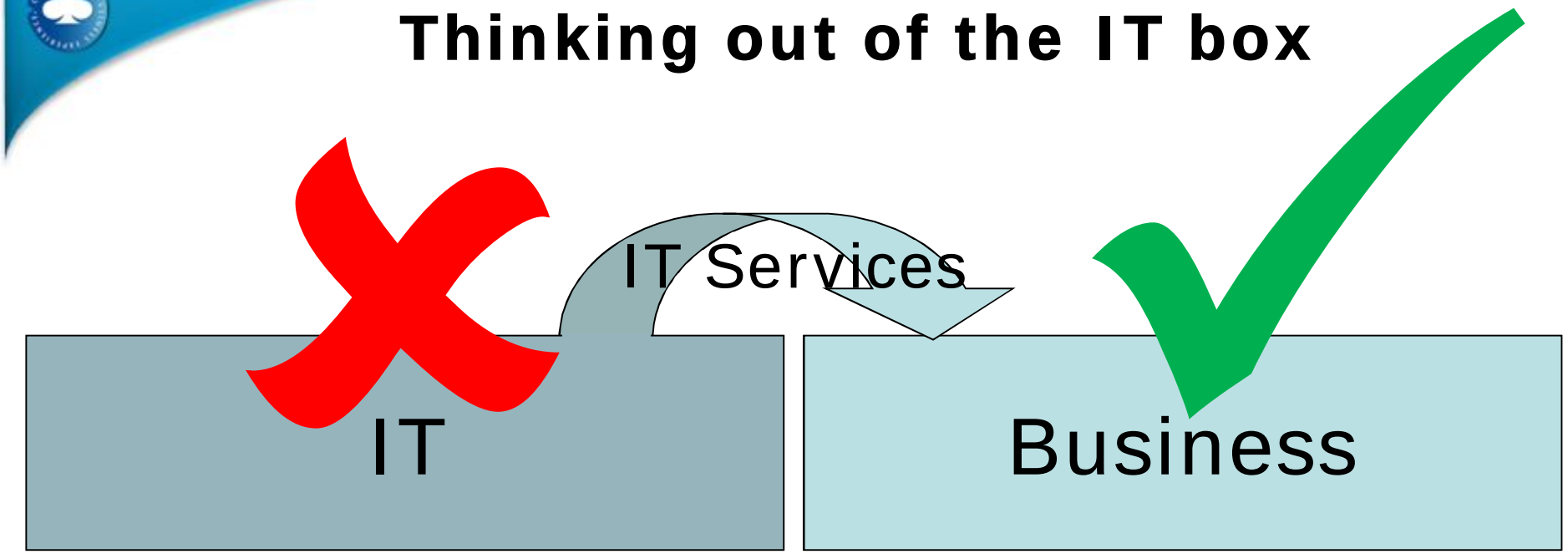
- Don’t understand our business
- Speak techno-babble
- Aren’t pragmatic enough
- Too slow
- Say it’s our fault – “you didn’t tell us that”
- Don’t understand what an entrepreneur needs
- Are reluctant to learn about the business
- Live in a world of their own

These guys are wierd!

Business

IT

Thinking out of the IT box



Supply

IT Service Providers & Suppliers of IT Components

Demand & Use

Business Departments

Business Issues, also for IT

- Capital, Profit, Risk
- Contribution of information (technology)
- Less capital/More income/Fewer costs/Less risk
- Fewer *business* costs, maybe more IT costs

Business IT Issues

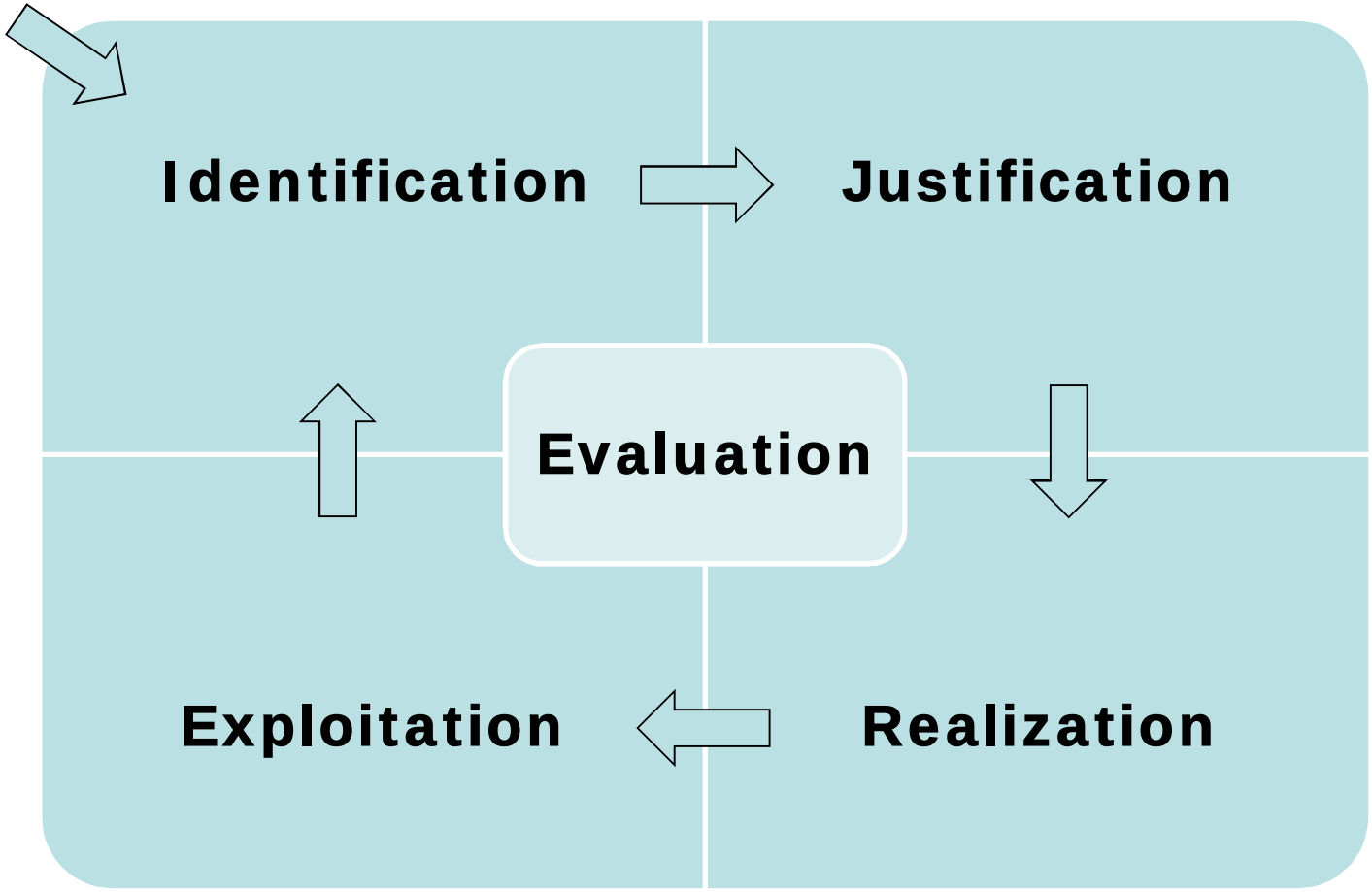
- What IT activities to outsource and what not?
- How much should my IT cost?
- Which applications & infrastructure to acquire?
- How to make requirements for IT systems?
- How can I ensure that my information is correct?
- What should I test and how do I do that?
- What about security?
- What is my role and responsibility in IT projects?
- How to organize internal aspects of IT?

Real Business IT Issues

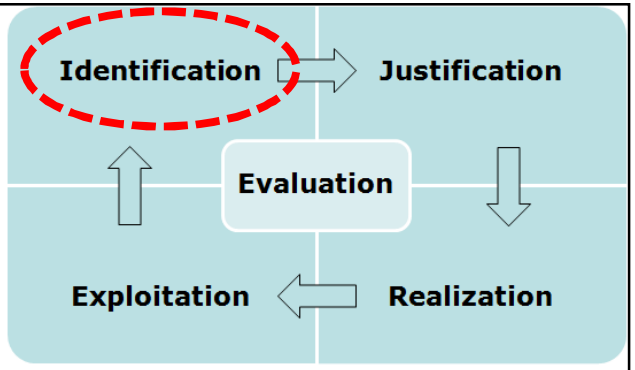
- IT: just another resource, not my highest priority
- Not in my individual target, thank you (NIMITTY)
- Keep under corporate radar
- Avoid the idiots at the IT Department
- Avoid other Business Prevention Departments

Economic Lifecycle

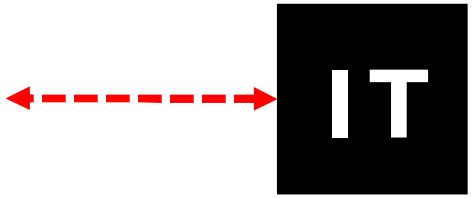
Application Lifecycle Management
from a Business Perspective



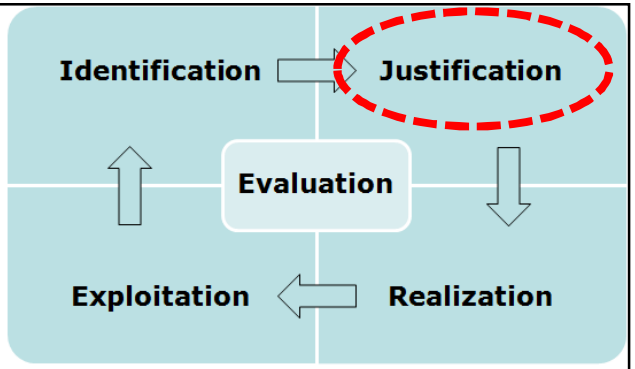
Identification



- Come up with a brilliant idea to achieve less capital/more income/fewer costs/less risk
- Use IT to improve existing business
- Use IT to create new business
- Balance IT change and organizational change
  - Don't disturb the operation
  - Use IT to introduce change (e.g. centralization)
- Specify requirements



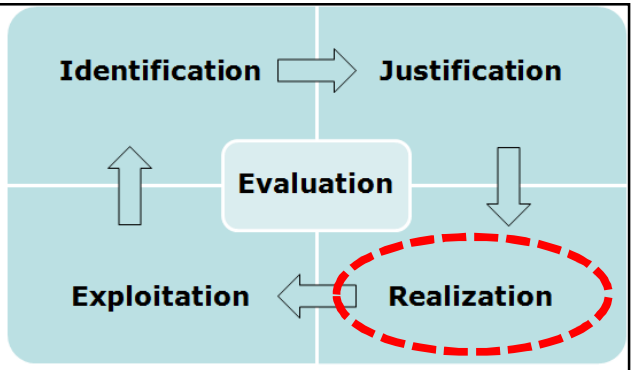
Justification



- Well informed decision making versus:
  - (Un)Sound bite seduction
  - Keeping up with the Joneses
- Cost benefit analysis
- Political feasibility
- Impact on non-IT aspects
- Priorities: budget and planning
- Long term investments vs market uncertainty
- Compromises are not the exception to the rule

IT

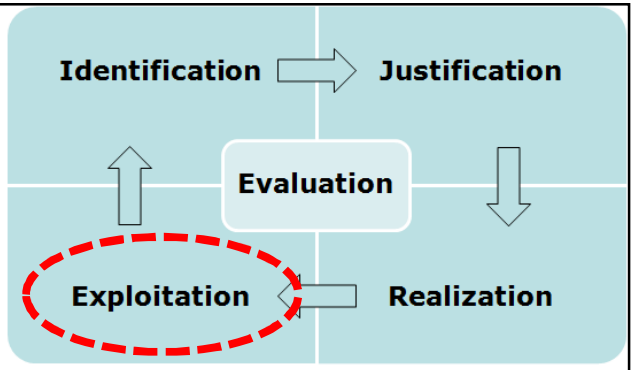
Realization



- Contract IT Services & participate in design
- Design non-automated aspects
  - Business processes and procedures
  - Manuals, forms
- Review & test
  - Organization
  - Application
- Transition
  - Planning & coordination
  - Communication, communication, communication
  - “Implementation between the ears”

IT

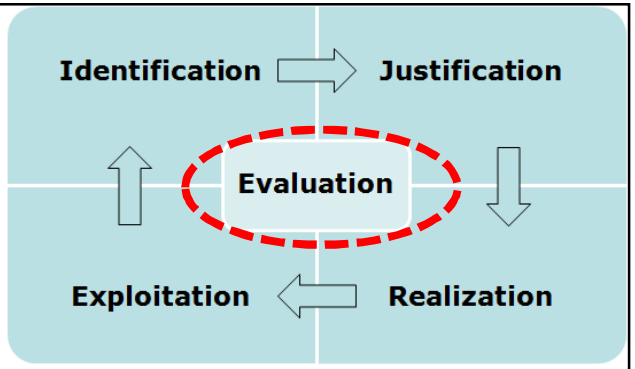
Exploitation



- End user support
  - Ensuring productive users
  - Optimal use of applications
- Business data management
  - Corporate data and parameters
  - Data quality
  - Ad hoc queries
- Operational supplier management
  - Standard service requests
  - Availability, performance, continuity
  - Monitoring operational supplier performance

IT

Evaluation

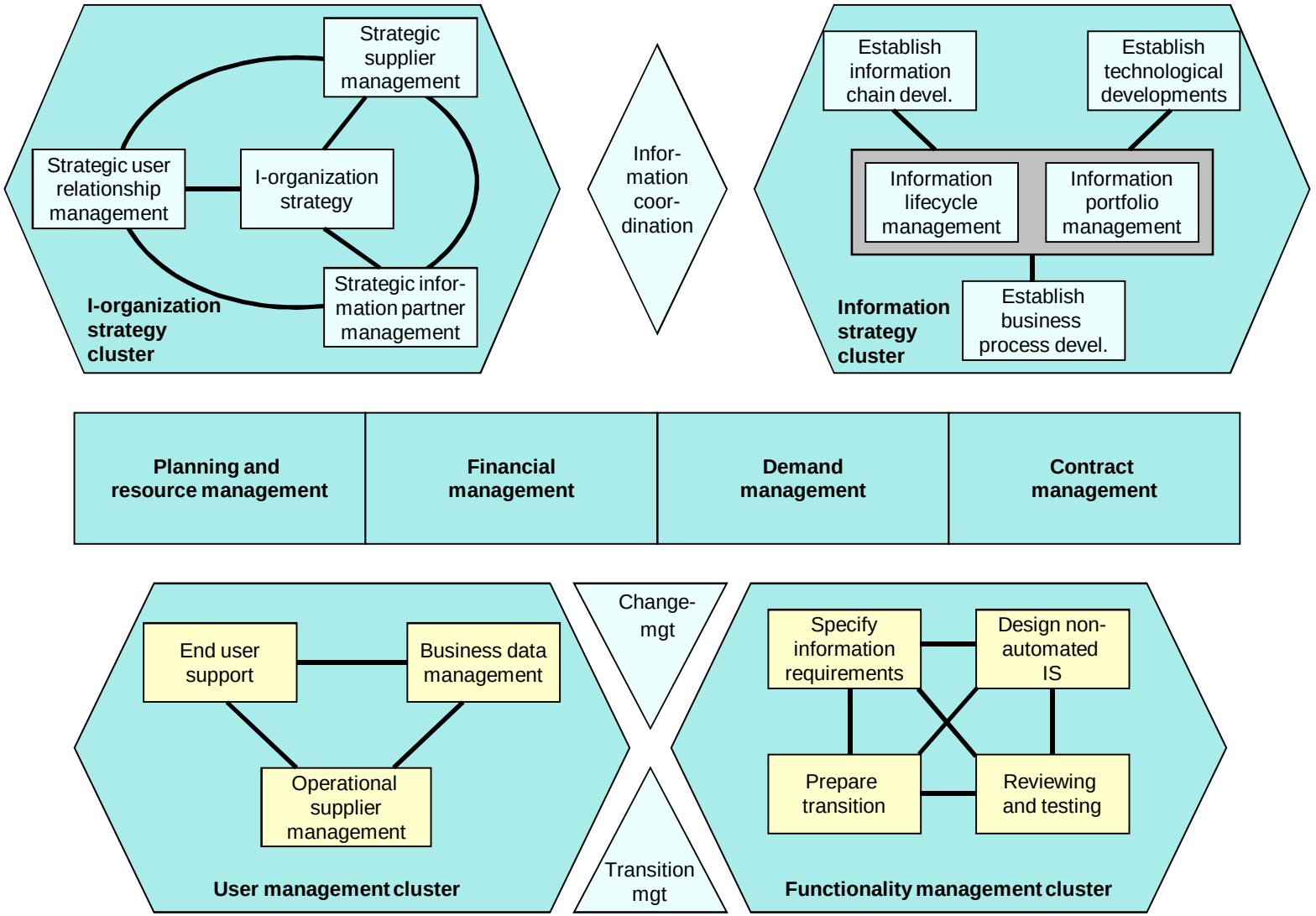


- Project planning and use of resources
- Financial performance, return on investment
- Supplier performance
- Information as an effective business resource

Business IT Roles
- key to successful outsourcing

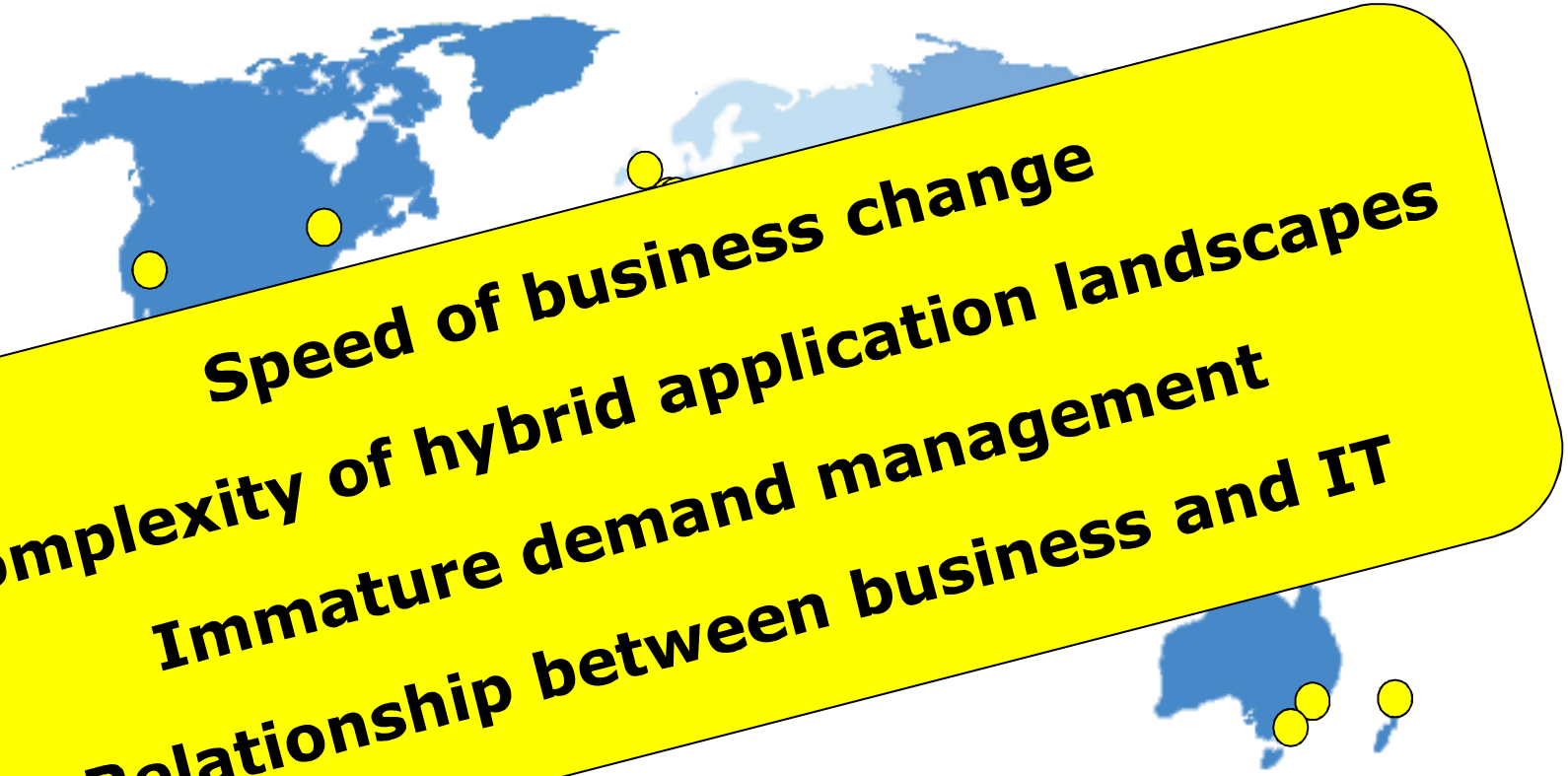
- **Strategic supplier manager** who aligns partnership and services with strategic business direction
- **Enterprise architect** who aligns IT architecture with information strategy
- **Contract manager** who signs off on delivered services
- **Business project/transition manager** who liaises with IT projects
- **Change manager** who takes decisions on changes
- **Operational supplier manager** who channels service requests etc
- **Business data manager** who monitors data quality etc
- **Super users** who deal with 1st line calls regarding system use in a *business* context

BiSL – Guidance for Business



www.aslbislfoundation.org

Speaking Engagements



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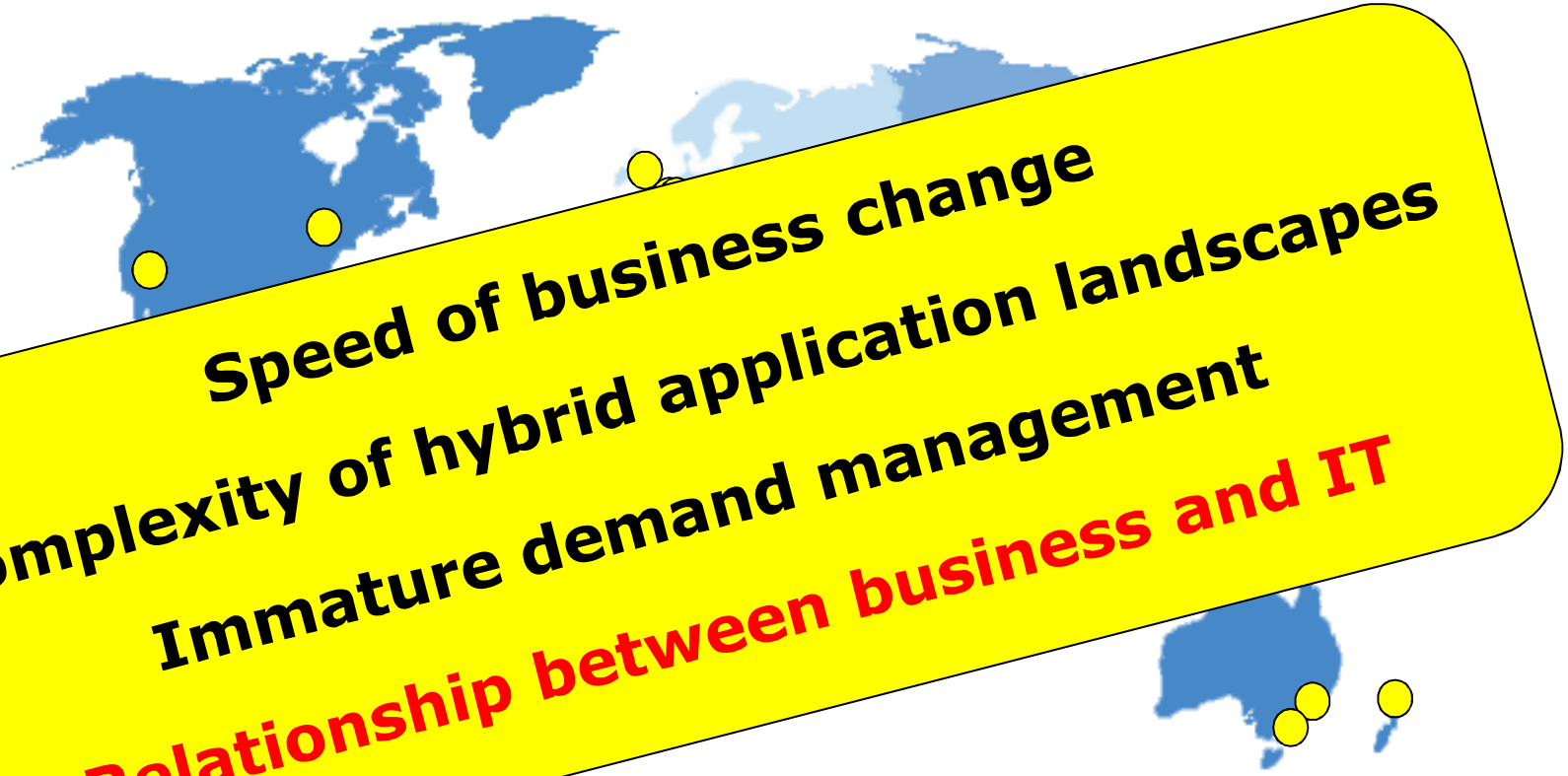

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APPROVED

"Thought provoking"
Paul Wilkinson

The ABC of ICT

White Paper

IT is from Flatland,
Business is from Spaceland

The relationship between Business and IT has been a source of concern for as long as IT exists. The relationship used to be dominated by the God-like IT department who knew what was good for the Business. IT inevitably fell from its pedestal and adopted the sub-dominant position of "Just tell us what to do" (with the implication that it's the business' fault when it goes wrong). The challenge is to develop a mature relationship in which both parties play their part.

This paper addresses the relationship between Business and IT using concepts inspired by

On Dialogue by David Bohm
Flatland: A Romance of Many Dimensions by Edwin Abbott,
Stuart Wray's work on Programming Aptitude,
Men are from Mars, Women are from Venus by John Gray,
Kirk and Spock of Star Trek fame,
Herbert Simon's concept of Bounded Rationality,
Daniel Ofman's Core Quadrants,
Paul Wilkinson's ABC of ICT and
The Business IT Alignment Illusion, by Remko van der Pols & Mark Smalley.

The main premise of this paper is that IT people live in fewer dimensions than business people, have differing core values and therefore have difficulty understanding business' extra dimensions, resulting in unsatisfactory "digital solutions for an analogue world".

Mark Smalley, 23 March 2010

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IT is from Flatland, Business is from Spaceland

- Relationship
- Communication
- Differences
- Understanding
- Benefitting

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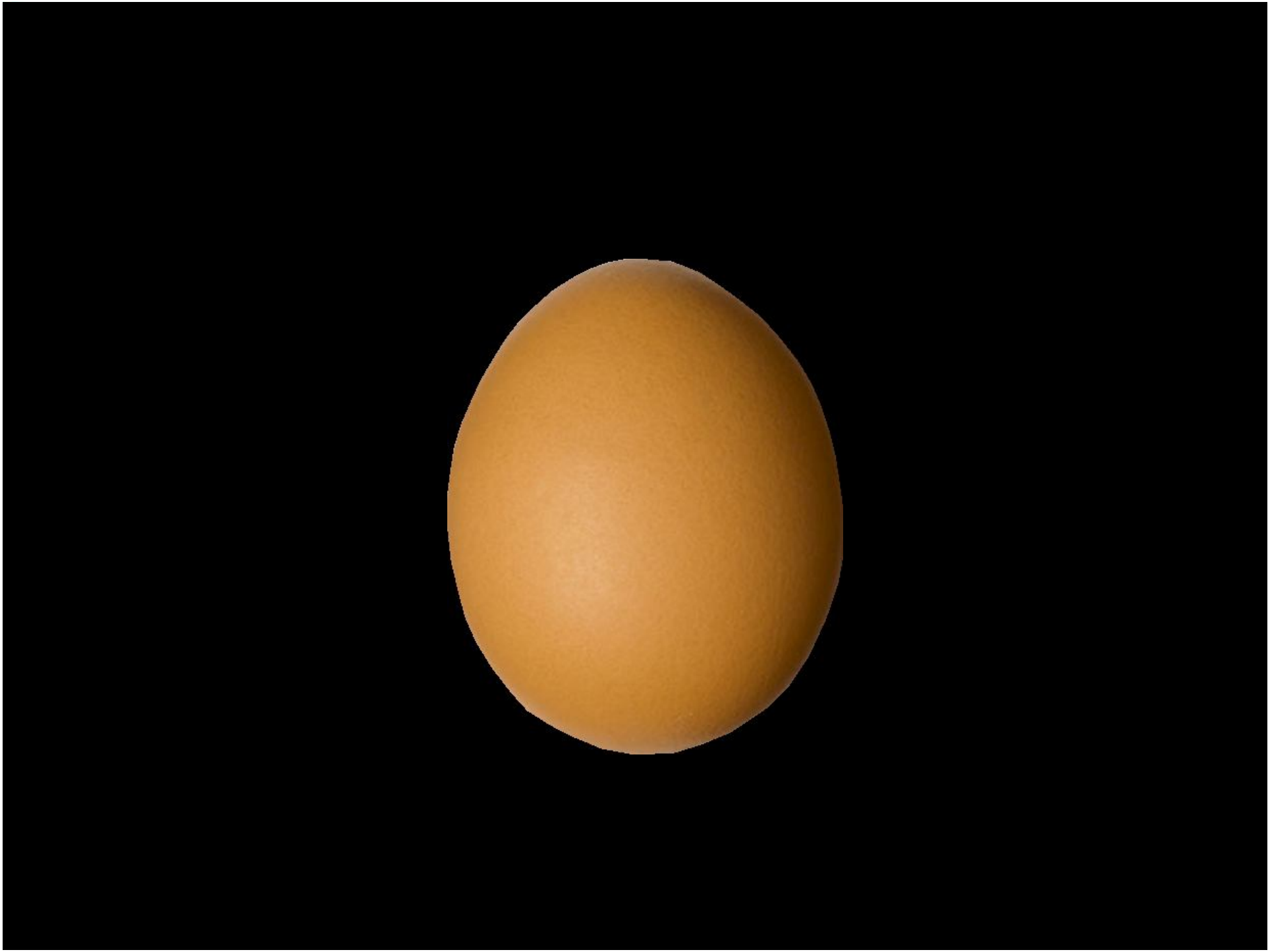
value
toothpaste
Quality Guaranteed



SQ or EQ?

Stuart Wray

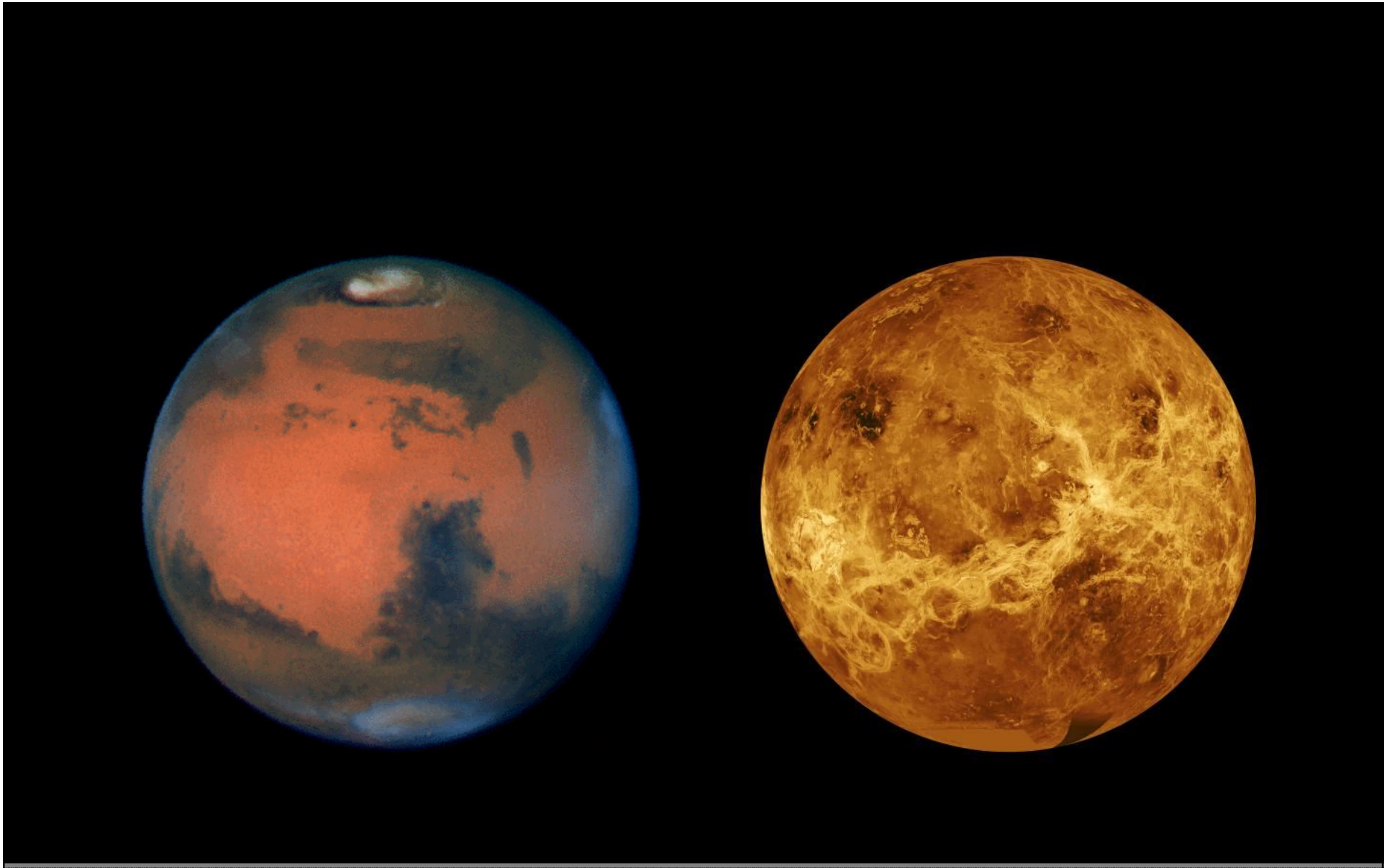
‘SQ Minus EQ can Predict Programming Aptitude’

Ads by Smalley ☒

The N Word

TALK NERDY TO ME

ΠΑΠ



John Gray

Ads by Smalley ☒

‘Men are from Mars, Women are from Venus’

Fix it or
Talk about it?

Change Management

Men marry Women with the hope they will never change

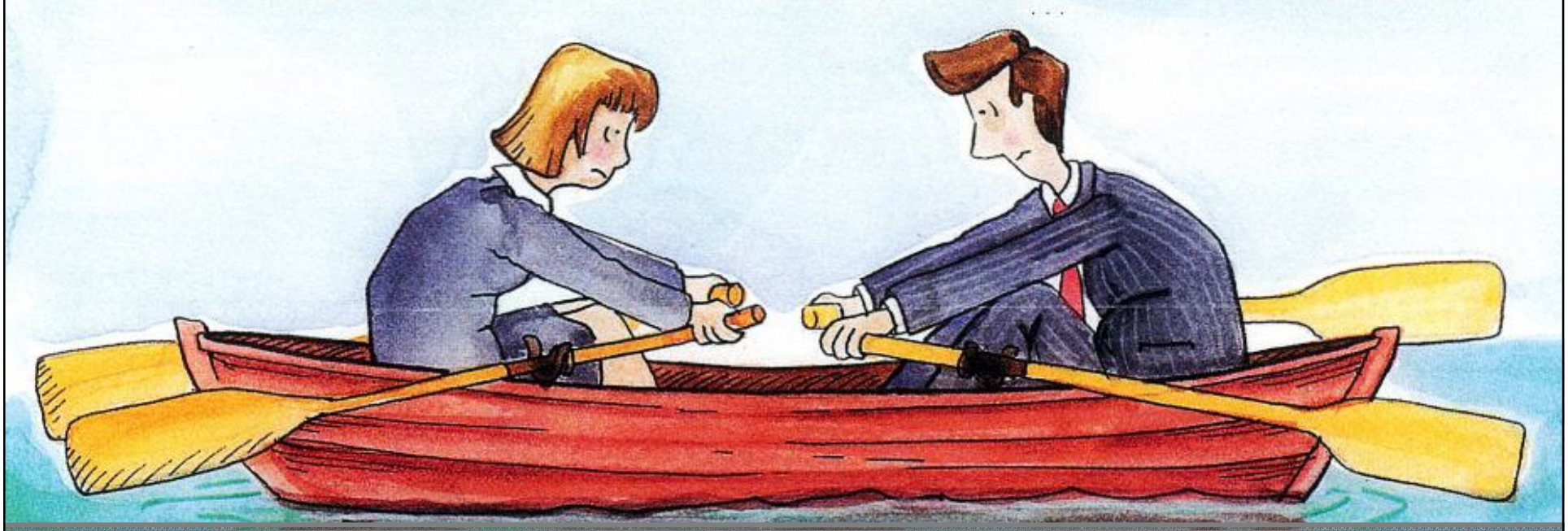
Inevitably, they are both disappointed

Albert Einstein

‘Zur Elektrodynamik bewegter Körper’

Ads by Smalley ☒

"We can't help men and women
to speak the same language,
but we can teach them
to understand both"

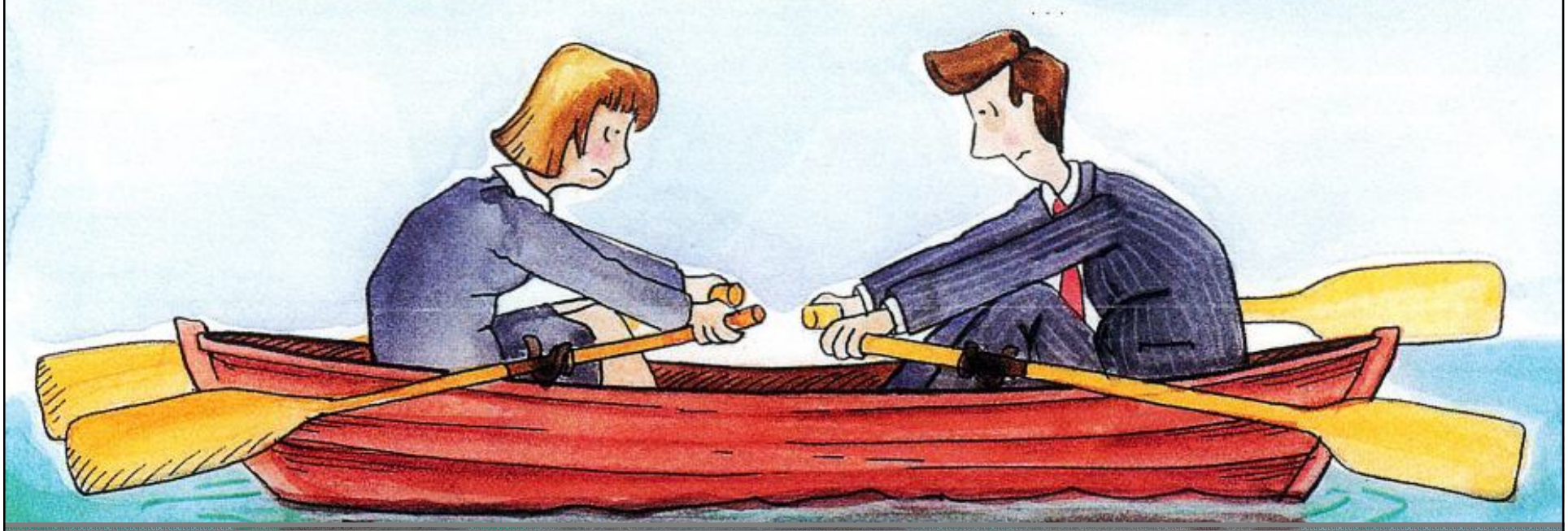


Pat Heim

'Row Boat Cartoon', www.heimgroup.com

Ads by Smalley ☒

"We can't help **Business and IT** to speak the same language, but we can teach them to understand both"



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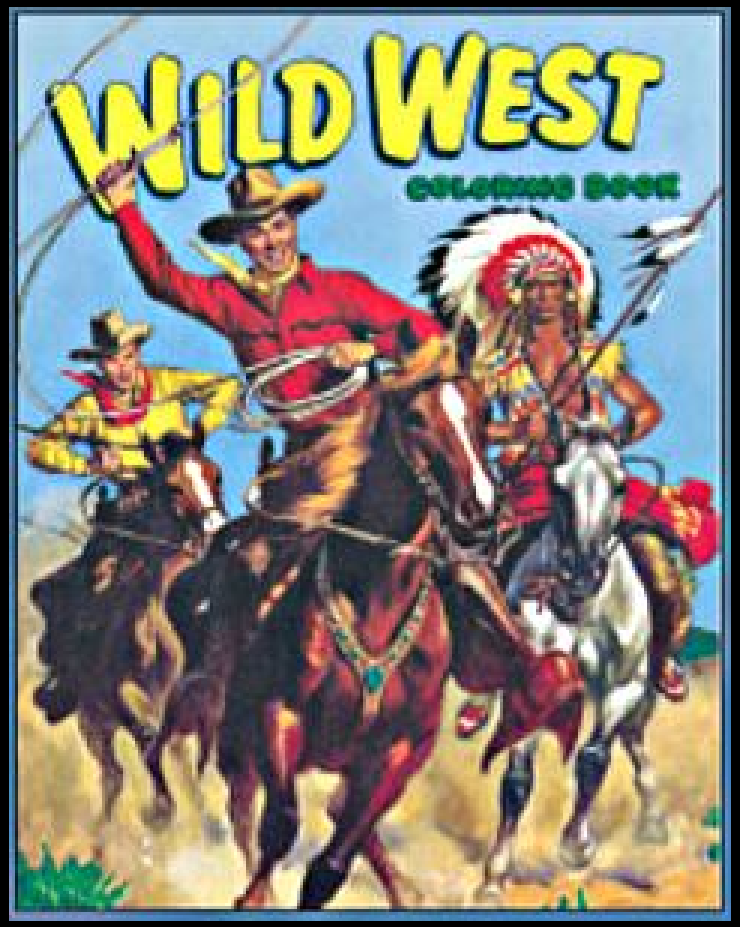
IT from a Business Perspective



Sunit Prakash (www.sunit.co.nz)

Ads by Smalley ☒

"Too many Cowboys and not enough Indians"

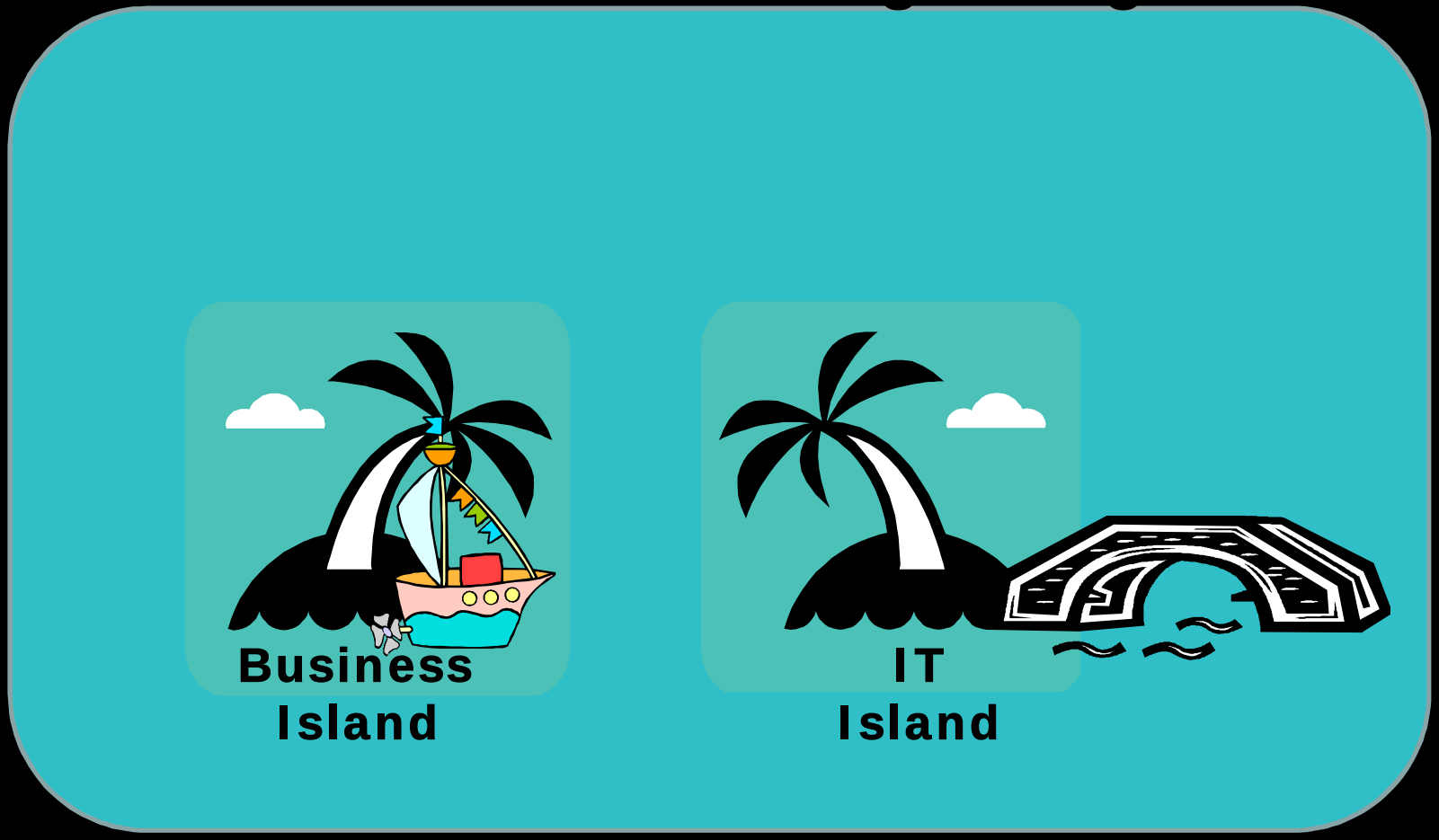
Business from an IT Perspective

Remko van der Pols

'The Business IT Alignment Illusion'

Ads by Smalley ☒

Digital systems for an analog world



Remko van der Pols

‘The Business IT Alignment Illusion’

Ads by Smalley ☒

Wrong Bridge

Flatland or Spaceland?

William Arntz, Betsy Chasse,Mark Vicente

'What the Bleep!?: Down the Rabbit Hole'

Dr Quantum visits Flatland

Ads by Smalley ☒

IT people ...

... have differing core values ...

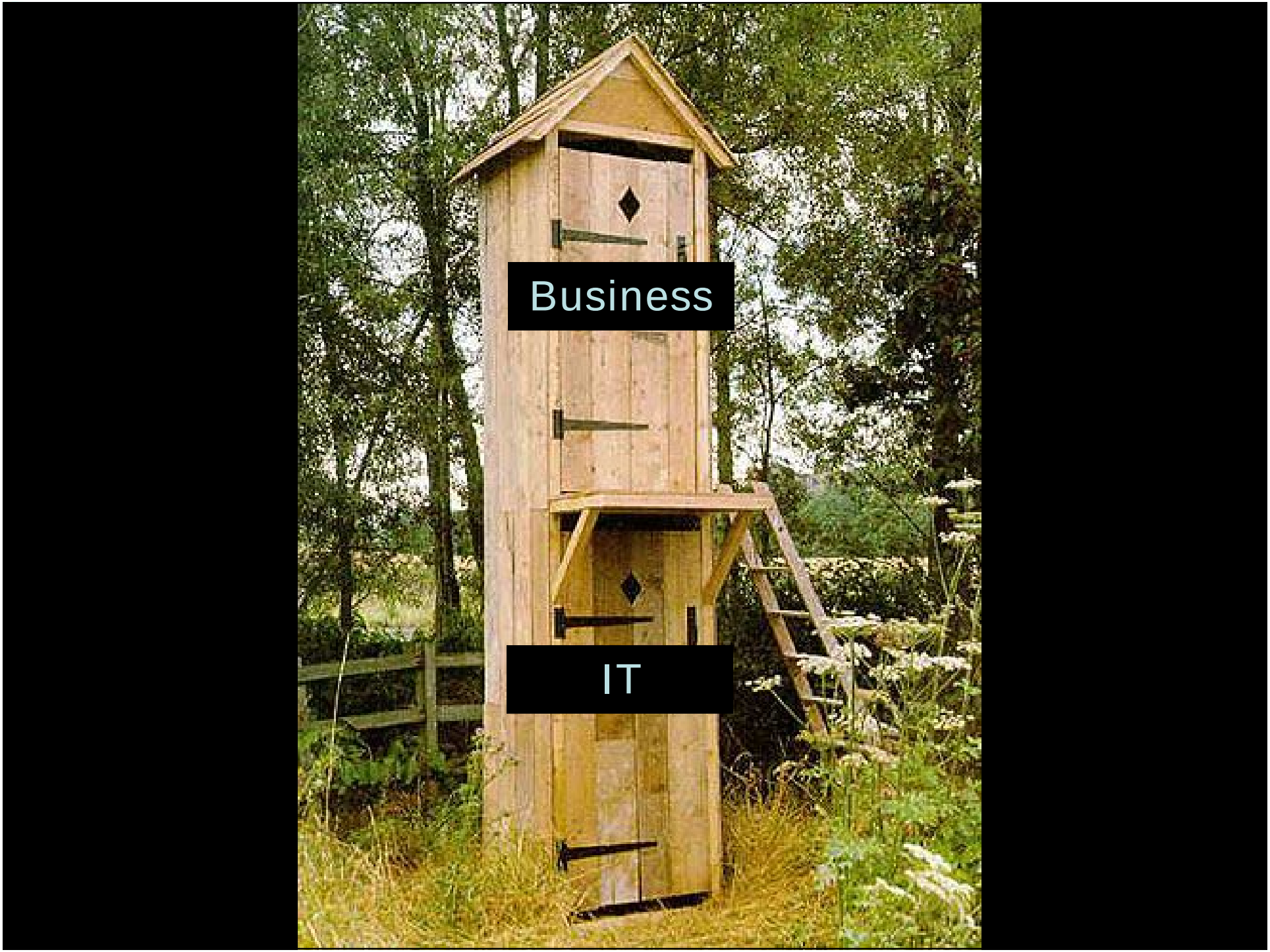
... live in fewer dimensions than business people ...

… can’t grasp business’ extra dimensions …

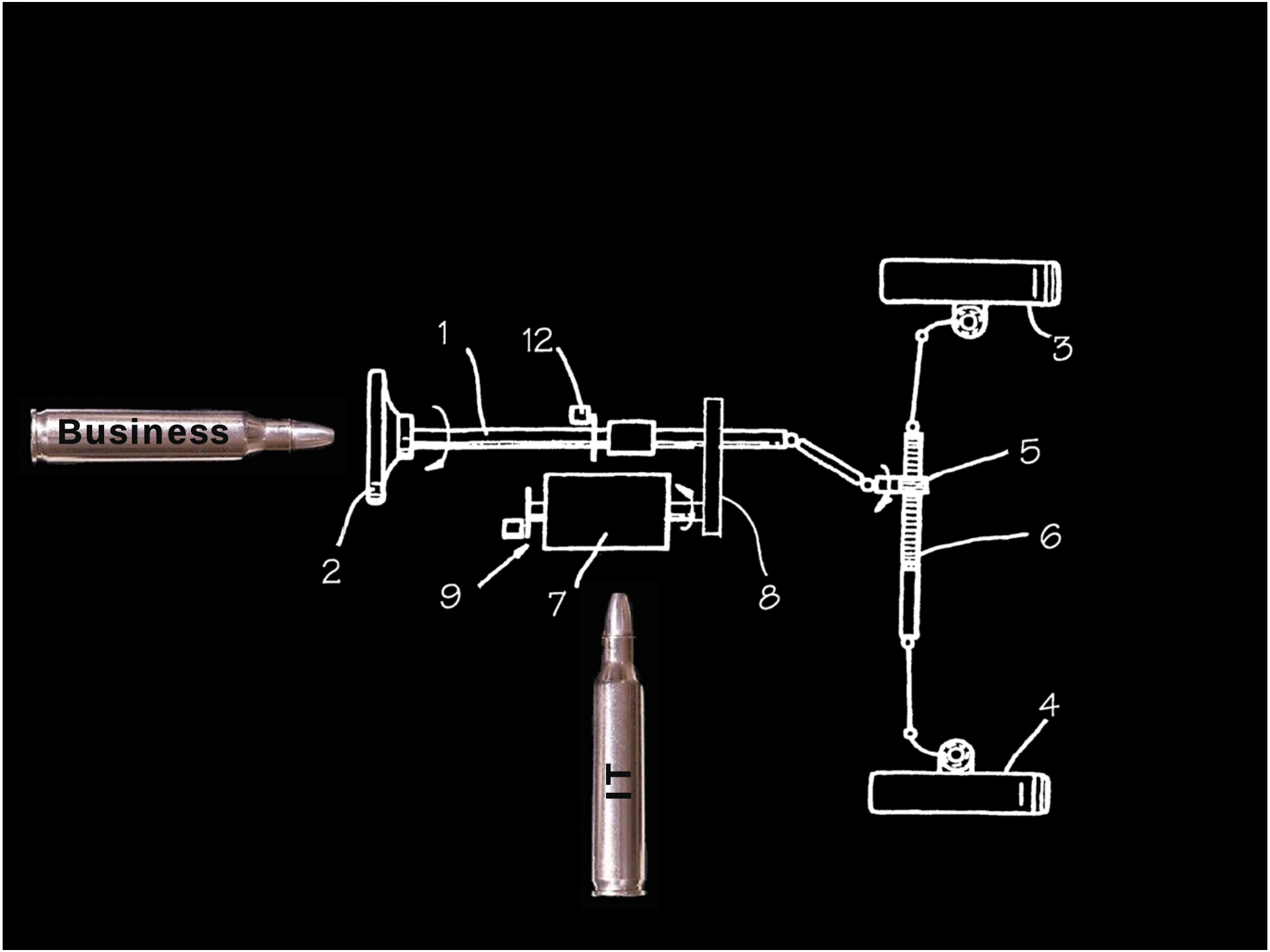
... and make
“digital solutions for
an analog world”

Discuss

Life just ain’t Fair


Business
IT

Business
Rules
IT


Business
1
12
3
5
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2
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8
4
IT

Take

The

Time

To

Paul Wilkinson

'The ABC of ICT'

Ads by Smalley ☒

Please keep in touch!

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