

Information Processing Management Association

Unpacking the Leadership and Innovation stack

Key themes

- Outside-In thinking
- Tips for discovering innovation opportunities
- Project Roles Discussion:
 - Business Analysts
 - Project Leadership
 - Executive Sponsors
 - Integration strategy
 - Citizen / Customer
- Leadership Tips for IT professionals

Outside-In Thinking

- We compete and perform in an EXPERIENCE economy
- SELF SERVE has become the standard for service excellence
- Michael Porter of Harvard: “Sense of Agency” over transactions
- Start each IT investment with a desired customer experience
- Learn to push out control of the event to the customer, and dismantle back office processes whenever possible
- Ask project teams to produce a Press Release of the desired customer experience
- Defend the Press Release throughout the project

Tips for Discovering Innovation Opportunities

- Decompose the customer journey through the transaction
- Become students of customer pain points: ***Moments of Truth***
- Look for tasks that are currently performed by St of WA that can be pushed out to the Citizen
- SME Innovation Events, SPIGIT is an example
- Use cases: Registration at CHMC ; Travel Notification at BECU
- Innovation centered on the customer experience knowledge becomes “understandable” and “culture positive”
- Inside the ITO: change your vocabulary from technical stuff to customer experience knowledge
- Frame specific areas where you want Innovation...do not use the Suggestion Box approach

Business Analyst

- Knowledgeable SME staff with the authority to make fast paced decisions
- The right mix of SME staff with 100% availability is often difficult to free up but should be a high priority for the Ex Sponsor
- Matching domain knowledge with new ideas is an important point

Project Leadership

- Leadership is most often the unspoken reason for project failures; and the most celebrated reason for big successes
- Leadership is a non-negotiable, both from the Executive Sponsor and the Project Leader
- Good leadership will usually cover over other weaknesses in the project
- Your role is not just involvement; its engaged leadership
- There is a difference between project administration and project leadership

Executive Sponsor

You manage things; you lead people. —Rear Admiral Grace Murray Hopper

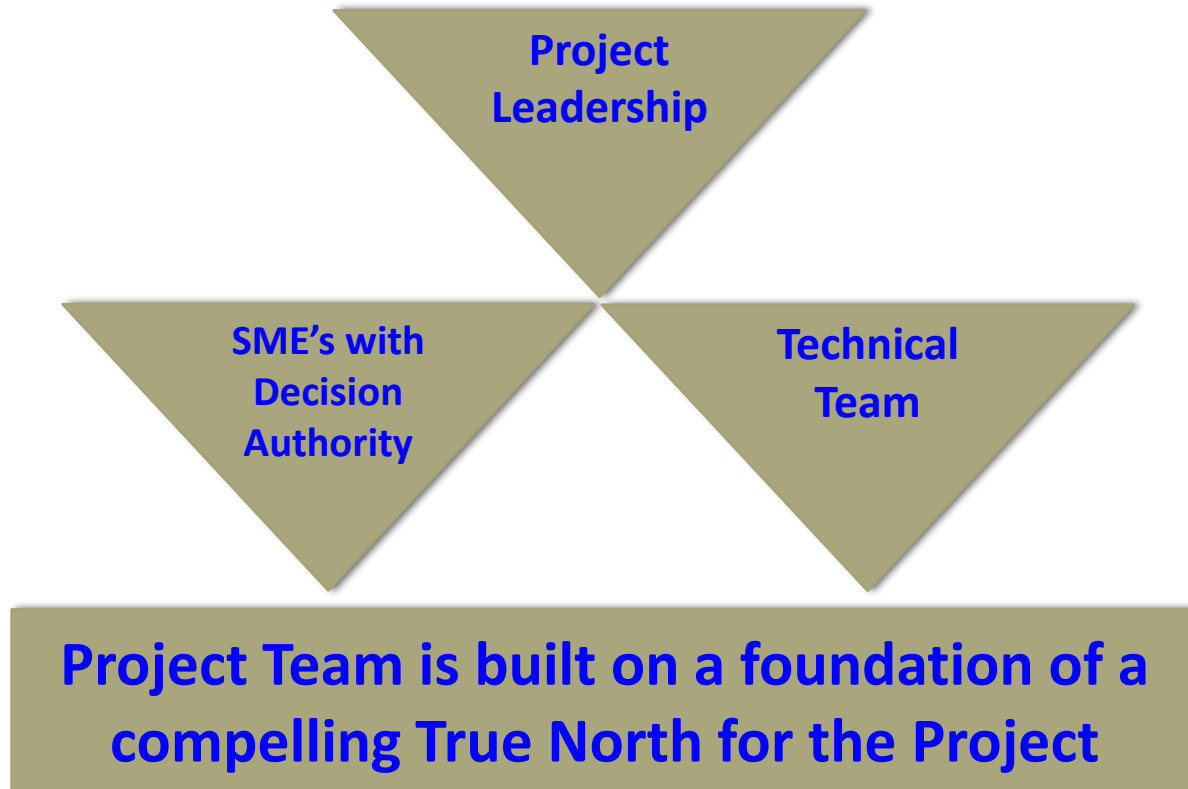
The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant. —Max DePree

Trust is the lubrication of great organizations – Warren Bennis

With today's technology capabilities; Collaborative Trust and Imagination will drive organizational innovation – Butch Leonardson

- Learn to trust each other
- Make it safe for imagination to take root

Project Framework



Most Common Ex Sponsor Mistakes

- Starts strong then disappears
- Participates but doesn't lead
- Avoids the tough change management stuff
- Delegates without framework
- Lets the team insidiously get off track from the True North
- Assumes vendor partners are aligned with the True North
- Often think their lack of “technical knowledge” is a weakness

Integration Partner

- Own the Integration Solution
- This is a key to agility
- We buy solutions; so get very good at Integration
- Be sure Integration Partner buys in on the desired outcome
- Define the outcome.....usually a missing element when we have “vendor problems”

Citizen/Customer

- Discuss Crown Sourcing with Innovation
- Discuss the Customer Experience path
- Moments of Truth
- Pain Points

IT Professional Leadership Tips

- Compelling vision and relentless implementation of that vision
- Orchestrating rather than managing
- Ask for what you want=everyone knows their roles and expectations
- Remember the power of autonomy
- Give trust, don't make your staff earn it
- Read constantly on Leadership
- Communications is non negotiable
- Engagement with your key relationships is non negotiable
- Always Outside-In thinking and communicating