

James A Robertson and Associates Effective Strategic Business Solutions



**The essence of managing I.T. Projects on time
that meet expectation**

Dr James Robertson PrEng

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Positioning this presentation

Information technology can and should add value



I am passionately persuaded of the potential to use computer technology to effectively create enduring strategic value for organizations and intensely frustrated at how seldom this occurs



Pending disaster



1. **“This [I.T.] is an area where boards of directors will be named in stockholder suits”**
2. **"Senior management is not engaged enough in strategic information technology decisions and situations that could put the company at risk.“**
3. **"Information systems could cause the next outbreak of Enron-like corporate scandals.“**
4. **"I.T. is the next corporate disaster waiting to happen“**



“Creating an IT Watchdog for the Board by Assembling an I.T. Oversight Committee” presented to the I.T. Governance and Strategy Summit by Professor Rossouw von Solms of Nelson Mandela Metropolitan University quoting Richard Nolan of Harvard Business School in Harvard Business Review

Extreme failures



1. Seven years and half a billion dollars -- international chemicals company
2. \$400 million -- multinational shoe corporation
3. Multinational entertainment giant -- \$878 million
4. Major supermarket chain -- \$195 million



“Creating an IT Watchdog for the Board by Assembling an I.T. Oversight Committee” by Professor Rossouw von Solms of Nelson Mandela Metropolitan University at the IT Governance and Strategy Summit

An industry characterized by failure



“19 out of 20 E.R.P. Implementations do NOT deliver what was promised”

Duncan McLeod

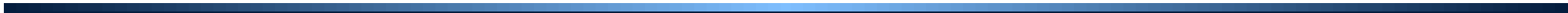
An industry characterized by failure



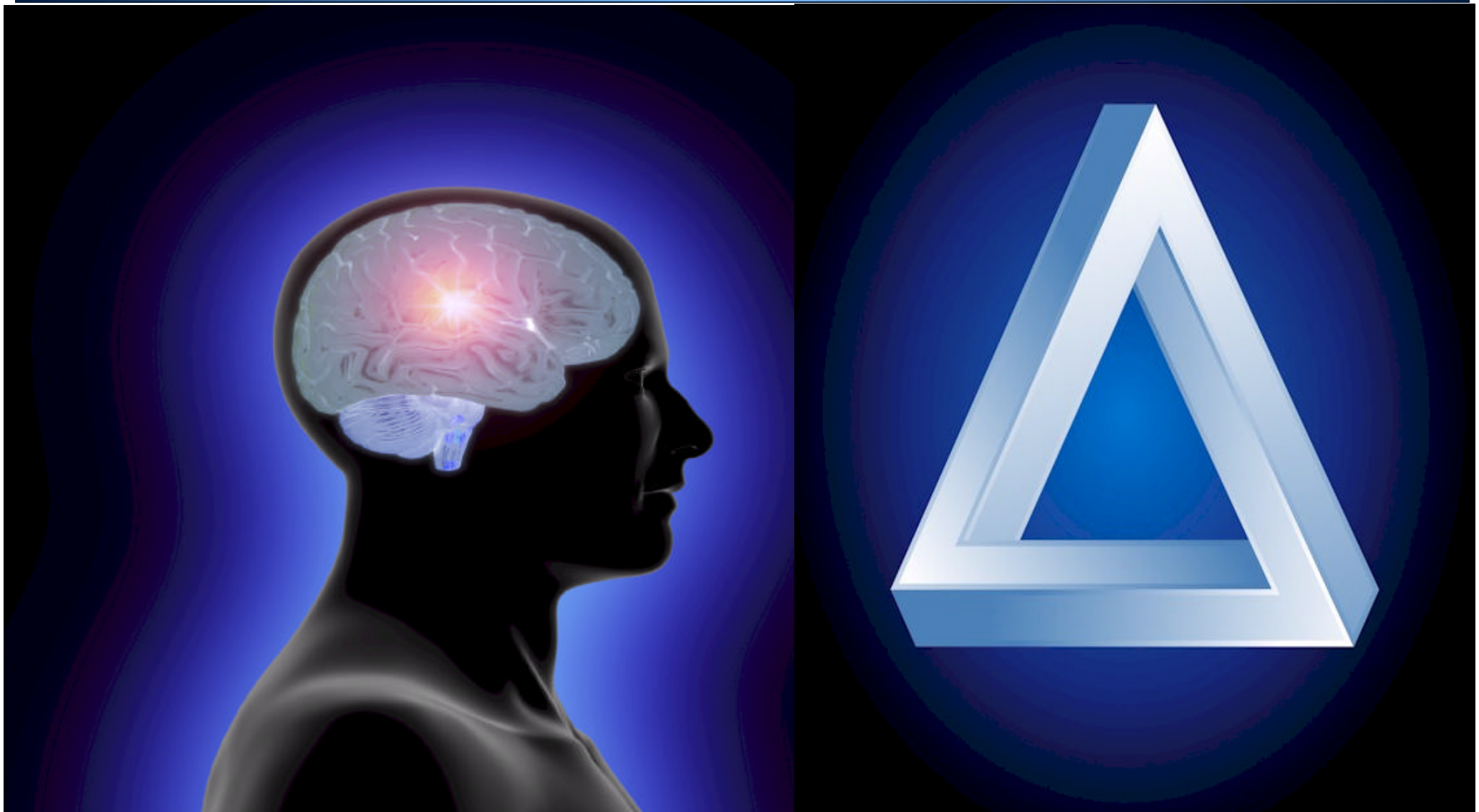
1. **Seventy percent of I.T. investments fail
TOTALLY**
2. **Another twenty percent fail to fully satisfy the
original business requirement**
3. ***"19 out of 20 E.R.P. implementations do not
deliver "what was promised"*** **McLeod**
4. **Ninety percent of strategic plans fail**
5. **Seventy percent of B.P.R. investments fail**
6. ***"Most organisations are not making better
decisions than they did five years ago."***
Gartner



What is an engineering approach?



What is NOT an engineering approach?



Engineers do NOT design bridges to stand up



They design them NOT to fall down



Engineer against failure

Only PEOPLE effectively using technology deliver value



Strategy



Doing the right things

Tactics



Doing things right

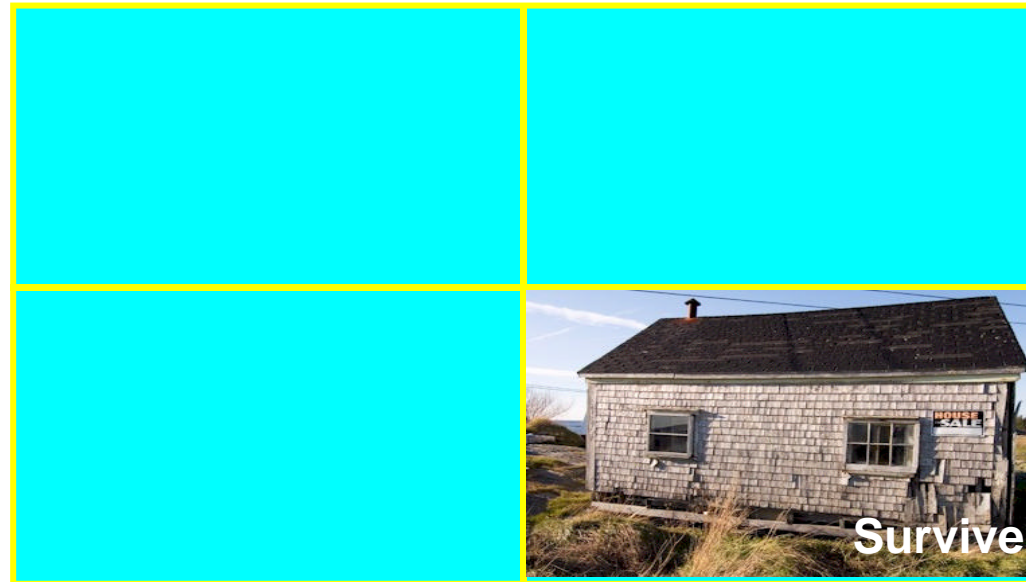
The relationship between strategy and tactics



The relationship between strategy and tactics

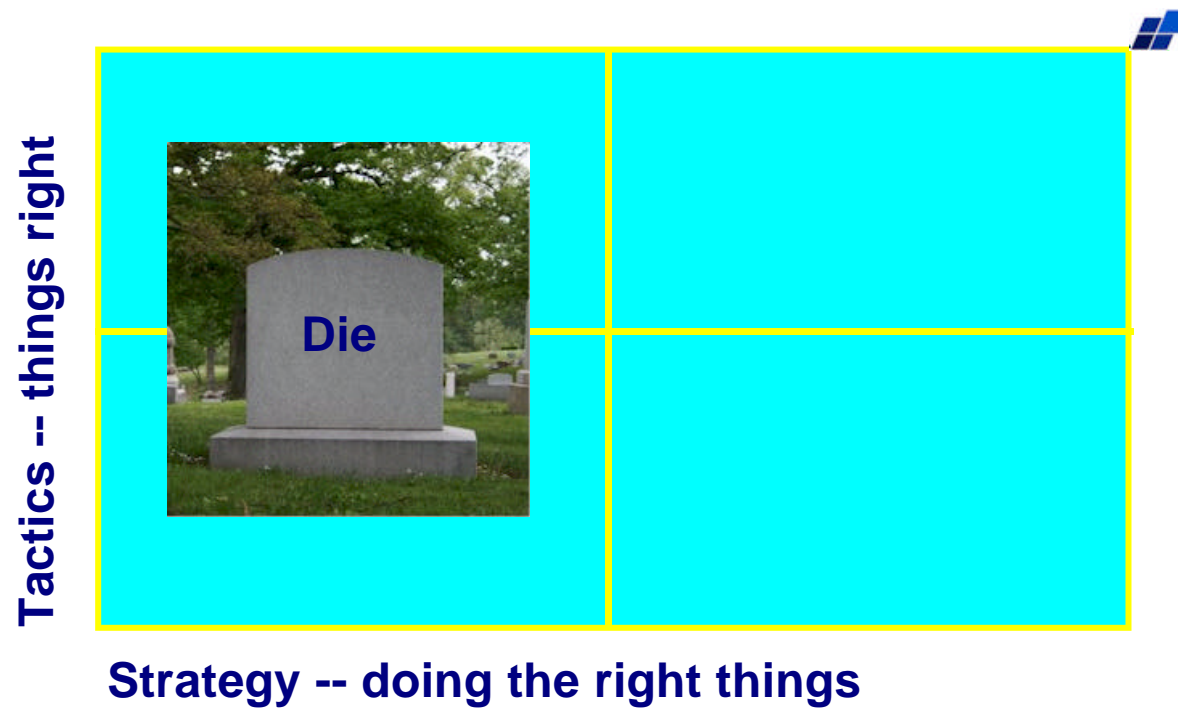


Tactics -- things right



Strategy -- doing the right things

The relationship between strategy and tactics



The relationship between strategy and tactics



Tactics -- things right



Strategy -- doing the right things

The relationship between strategy and tactics



Tactics -- things right



Strategy -- doing the right things

What is strategy?



The essence of why an organization exists and how it thrives

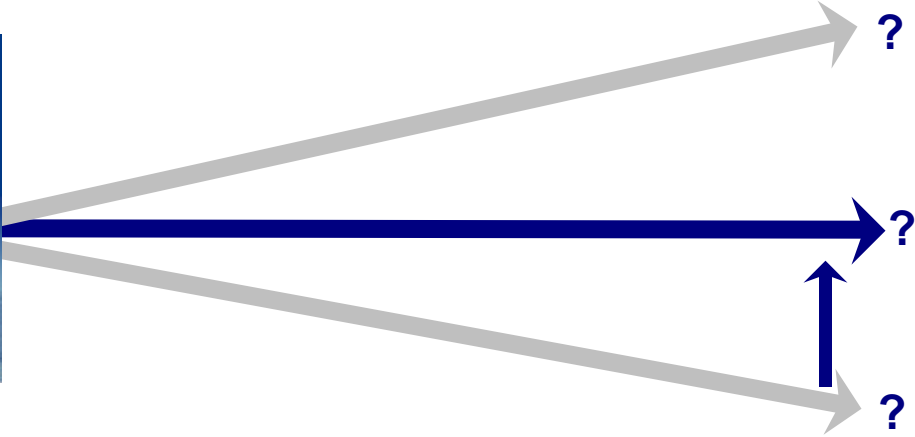
The time dependency of strategy



Not a forecast



Today



Forecast

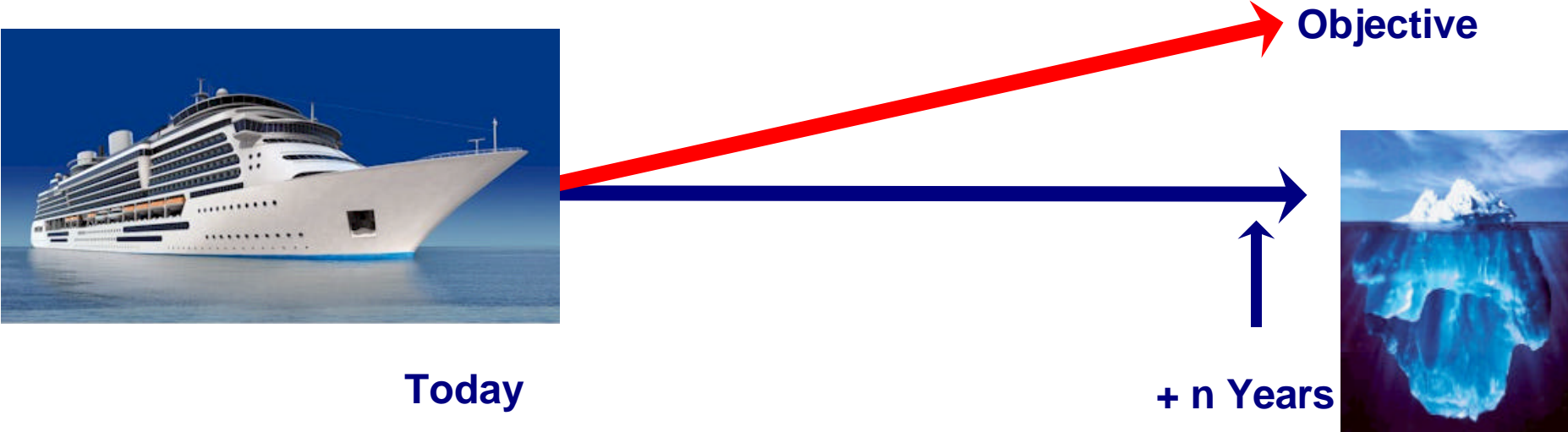


+ n Years

The time dependency of strategy



Not an objective



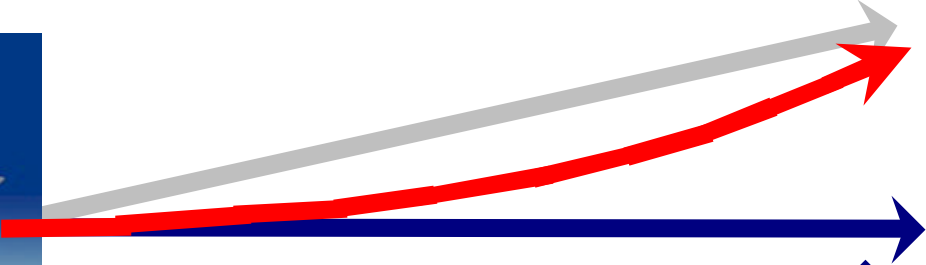
The time dependency of strategy



Strategic plan -- the path to competitive advantage



Today



A realistic trajectory of continuous improvement within business constraints

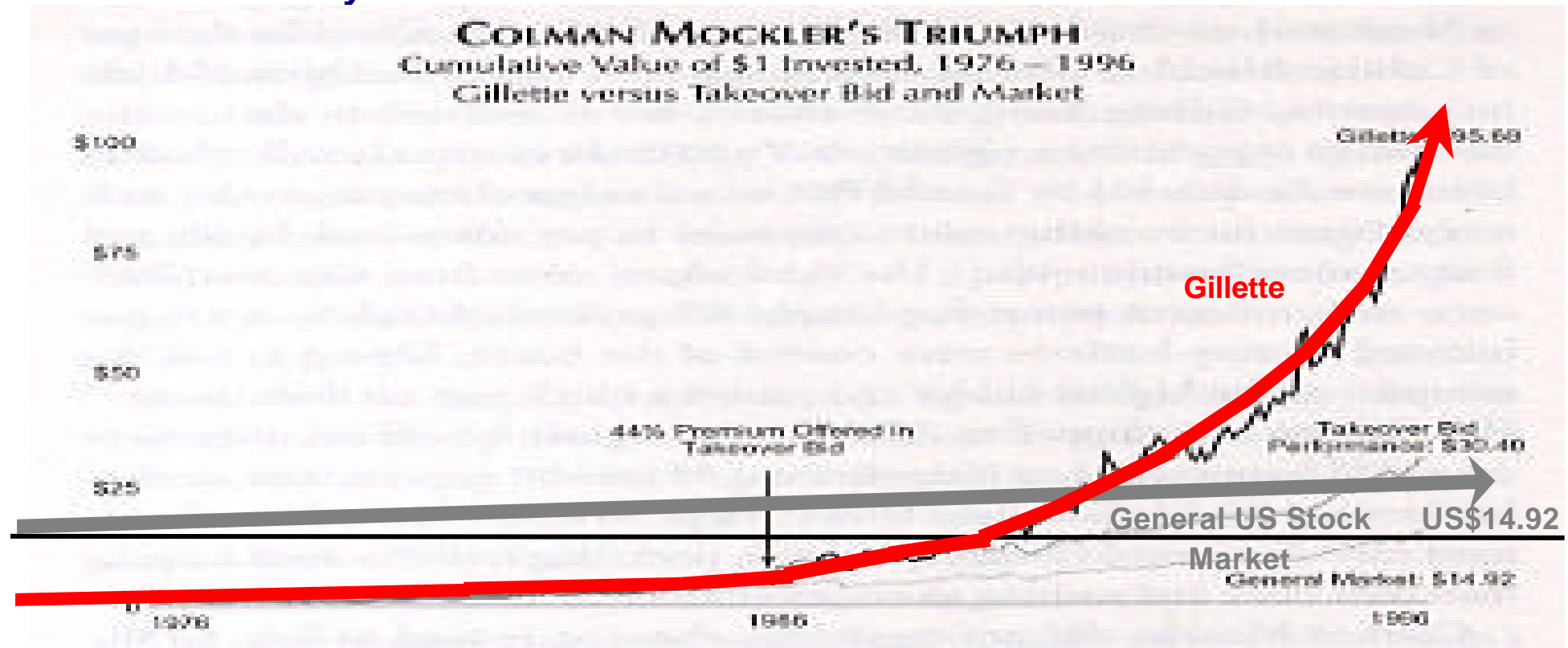
+ n Years



The trajectory from good to great



Gillette case study



↑
1975
Colman Mockler Appointed
CEO

↑
1986
Hostile takeover thwarted

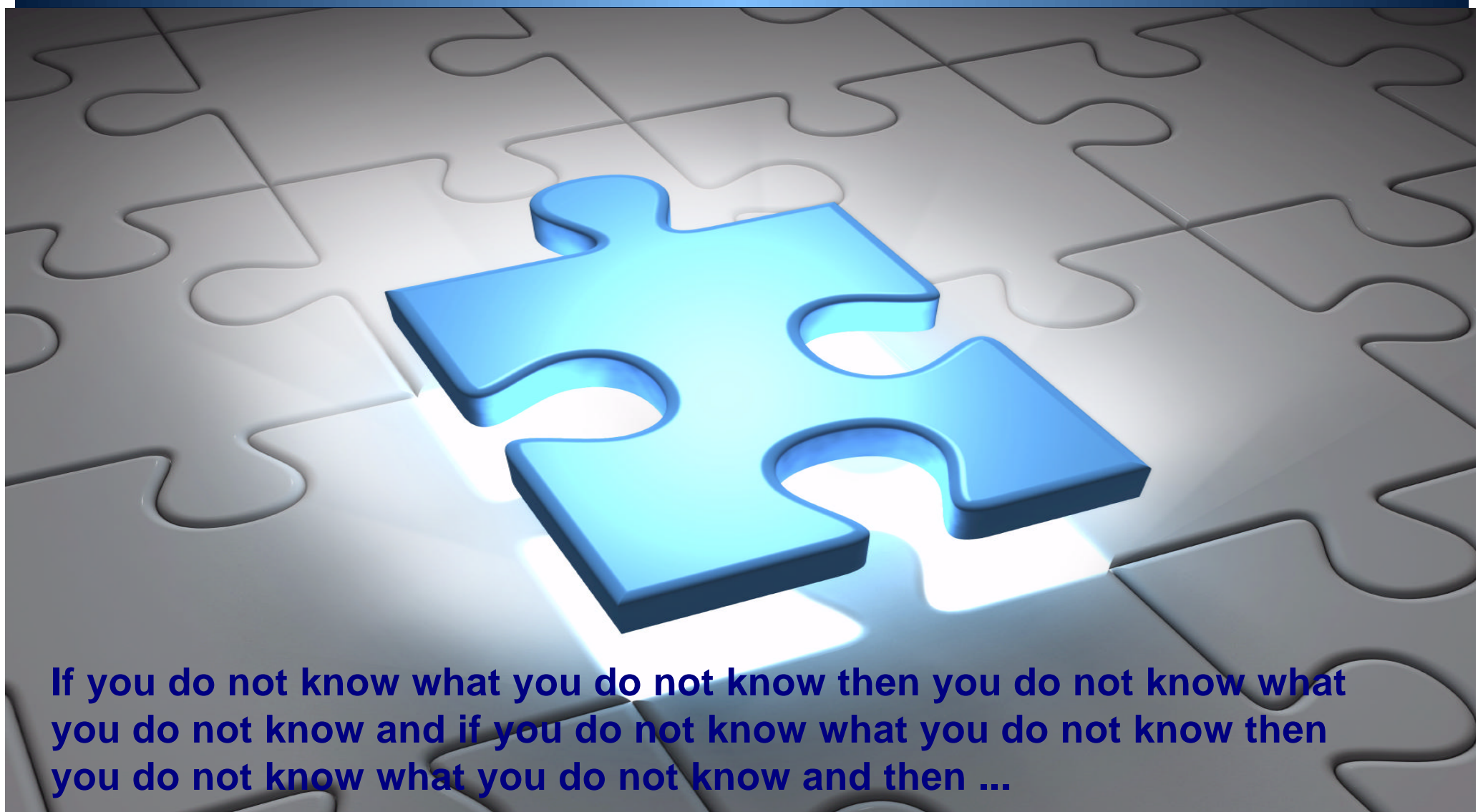
↑
1991
Mockler
retires

↑
1996
End Study

How to project manage I.T for success



Establish what you do NOT know

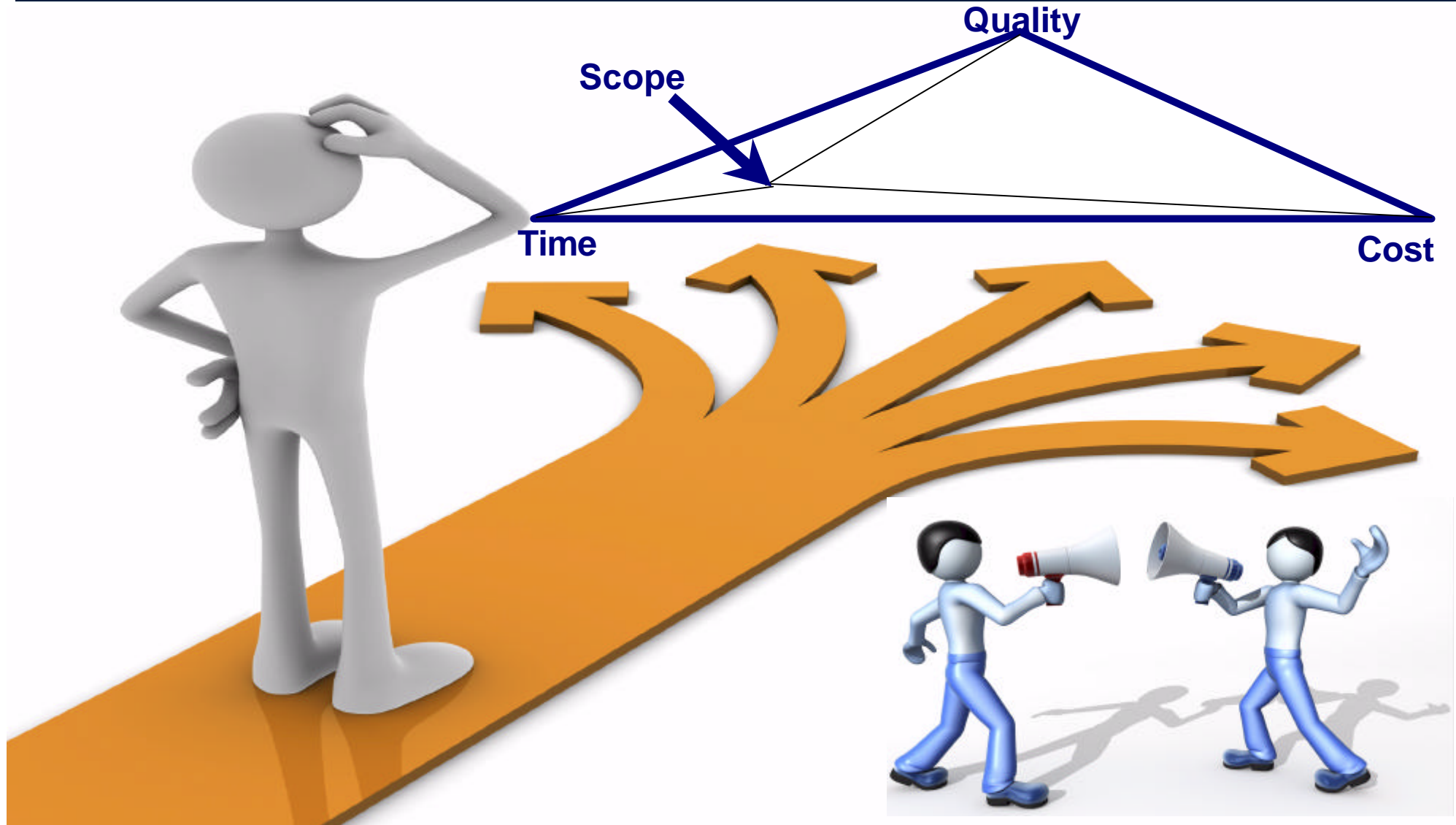


If you do not know what you do not know then you do not know what you do not know and if you do not know what you do not know then you do not know what you do not know and then ...

Establish a multidisciplinary team



Manage the tension between time, cost and quality





Critical factors to manage to prevent failure

- 65%
1. Information technology mythology (30%)
 2. Lack of executive custody and inappropriate policies (20%)
 3. Lack of strategic alignment (15%)
 4. Lack of an engineering approach (12%)
 5. Poor data engineering (10%)
 6. People / soft issues (8%)
 7. Technology issues (5%)

Remember that technology is value inert



The critical factors to manage to achieve success



59%

1. 25% -- Executive Custody and Policy
2. 18% -- Strategic Architecture
3. 16%-- Strategic Alignment
4. 14% -- Business Integration and Optimization
5. 12% -- Project Schedule, Budget and Resource Management
6. 10% -- Data Engineering and Information Management
7. 5%-- Technology Components

Information technology success is about people



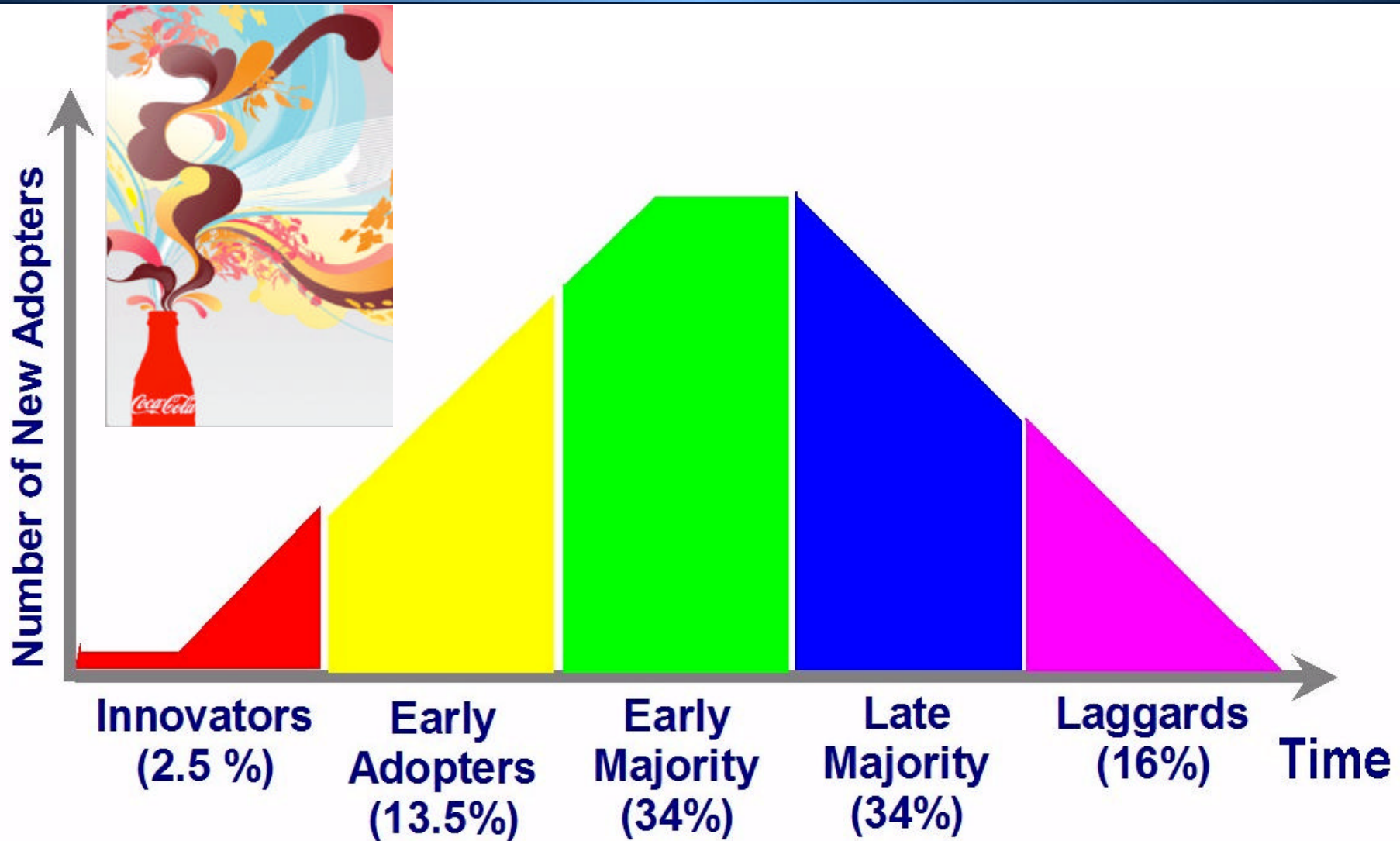
The critical human foundation



1. **Business Competence (Knowledge and Experience)**
2. **Technology Competence (Knowledge and Experience)**
3. **Personality Profiles and Related Human Traits**
4. **Solution Knowledge**
5. **Solution Experience**
6. **Communication**
7. **Other Human Factors**
Paradigms, culture, generations, history ...



Diffusion of innovation -- constraint on change



Just DO it!



Call to action



1. What are the (three) most important insights you gained from this presentation?
2. What are the (three) most important actions you propose arising from this presentation?
3. What is your single most significant long term goal arising from this presentation?

Write it down

If you gain an insight into something new and do not take some action within 48 hours the chances are you never will

Justin Cohen citing Bill Gates



Acknowledgement and dedication



I would like to acknowledge the contributions and inputs of all my clients, associates, staff and families without whom the work on which this presentation is based would not have been possible

Particularly my father and mother, Angus and Thelma, whose love and support for all my endeavours made it possible for me to gain this knowledge.

I also acknowledge Fiona and Ingrid for all they contributed and Sandra and Helene for their unreserved love and giving

This presentation is dedicated to The glory of the Eternal Creator who is the source and reason for our existence

Psalm 136:5 "To Him who by wisdom made the heavens, for His mercy endures forever;"



Questions?



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Finding the missing pieces of your I.T. and strategy puzzles