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

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

Professor Malcolm McDonald
The relationship between strategy and tactics

Strategy -- doing the right things

Tactics -- things right

Thrive

Professor Malcolm McDonald
The relationship between strategy and tactics

Strategy -- doing the right things

Tactics -- things right
The relationship between strategy and tactics

Strategy -- doing the right things

Tactics -- things right

Die
The relationship between strategy and tactics

Strategy -- doing the right things

Tactics -- things right

Die fast

Die slowly
The relationship between strategy and tactics

Strategy -- doing the right things

Tactics -- things right

Survive

Die slowly

Die fast

Thrive
What is strategy?

The essence of why an organization exists and how it thrives
The time dependency of strategy

Not a forecast
The time dependency of strategy

Not an objective

Today

Objective

+ n Years
The time dependency of strategy

Strategic plan -- the path to competitive advantage

A realistic trajectory of continuous improvement within business constraints + n Years
The trajectory from good to great

Gilette case study

"From Good to Great" by Jim Collins page 24
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

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

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

Number of New Adopters

- Innovators (2.5%)
- Early Adopters (13.5%)
- Early Majority (34%)
- Late Majority (34%)
- Laggards (16%)

Time
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
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.

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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