

# Transforming your partnership with the business

How IT functions can improve their partnering with the business

Fiona Ellis
David Jarrett

### **Summary**

#### **Pressures and risks**

- •Business functions want proactive IT solutions or will take greater control to achieve their strategies
- Pressure for outsourcing commodity services
- Cost concerns in downturn
- Emerging technologies vs existing
- Pace of mergers/ acquisitions/ resulting in system disjointedness
- •IT role is at risk if not perceived as partnering on strategic agenda.

#### How we can help

- •We can help you identify your profile in the business and its drivers.
- •We can work with you and your team to improve the profile and capture IT's role in strategic agenda.
- We can develop people's capability to implement strategic role

### Is this a familiar story?

- Are you perceived as...
- Reacting to requests?
- Fire fighters?
- Holding up business progress?
- Too focused on system detail?
- A cost/overhead?
- Often asked to benchmark yourselves to external organisations?

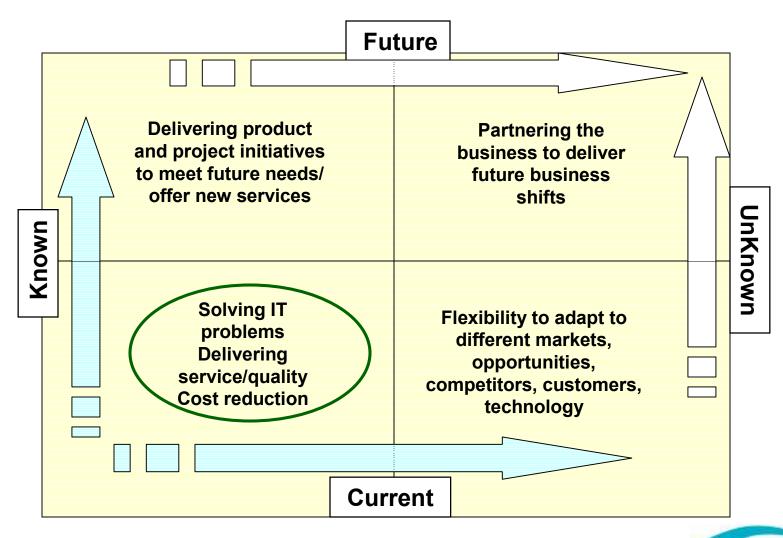
Is your profile sufficient to engage a strategic role?



### What are the risks of not changing?

- Outsourcing reliant on one provider
- Small core left with little influence
- Less investment in new systems
- Incoherence across company systems
- Downward motivational spiral of team
- Difficulty recruiting new talent
- IT increasingly marginalised

### **Strategic Partnership**with the Business



### Our approach

**Bringing about Profile the role** Change Stakeholders Directly Strategic context •For the future **Transforming** your business partnership **Increasing Identify issues Capability** Sifting Management Team Agreeing Key People



### Working with your management team

- We can help your management team to create partnership with the business by:
- Engaging and influencing critical stakeholders
- Creating effective business networks
- Developing IT strategy with key stakeholders
- Identifying people capability shifts needed
- Developing relationship management skills
- Speeding up and maximising exchange of information across boundaries

# Recent example of working with an IT management team

#### Identifying what needs to happen

Discuss with team members their aspirations for the team

Review 3-4 previous initiatives

Capture learning from history of change implementations

Understand some internal customer views of IT

Understand the current Strategies

Outline a 'systemic' view of what is happening for individuals, the team and IS as a whole

#### **Outcomes**

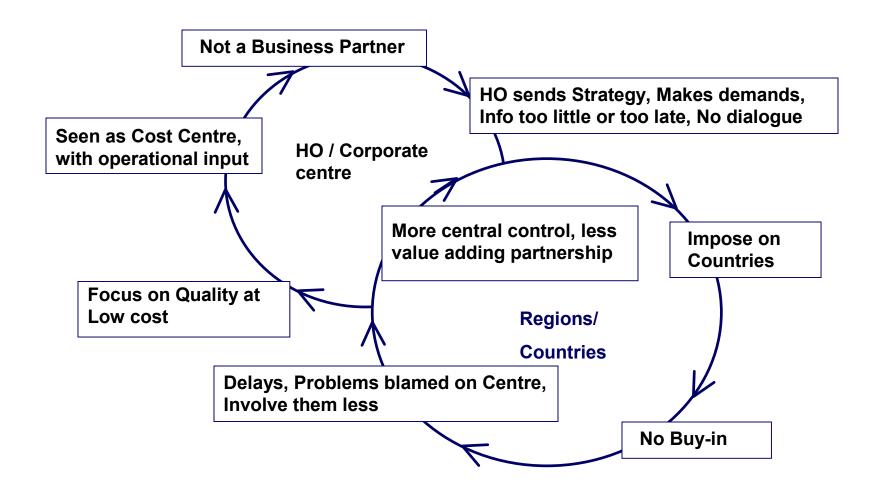
Uncover potential reasons for success or failure of your implementation

Make a compelling case for Change

Recommendations to shift the 'patterns'

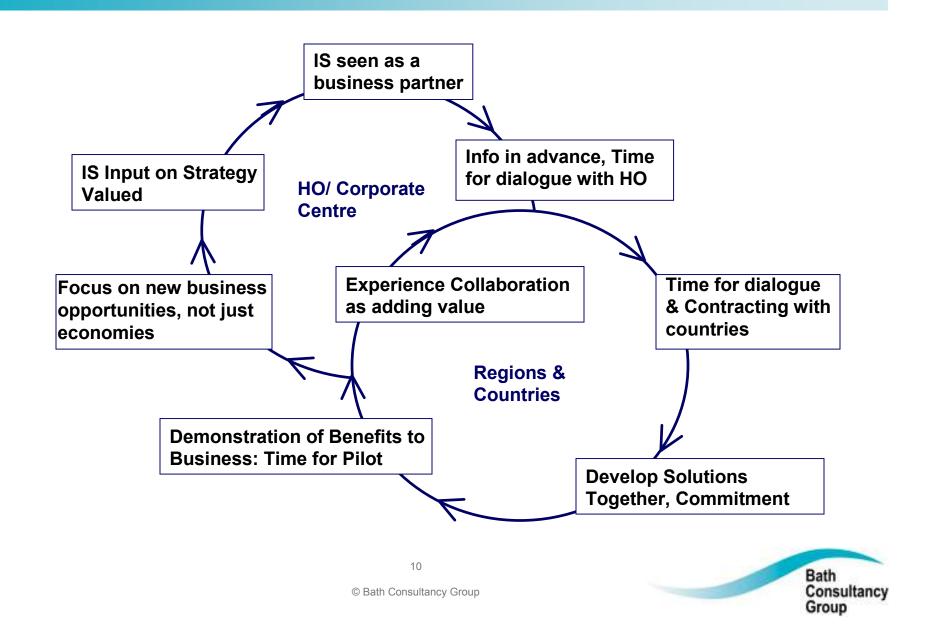


## **Key pattern: Partner or Cost Centre - Impose or Buy-in?**





# Alternative: Partner and Get Buy-in



### **Key Capabilities**

#### We can help your people to:

- Build effective relationships
- Assess needs and create client centred solutions
- Manage Client reviews/ contract with business
- Build commitment to change
- Review their personal impact
- Work well across interfaces

### Our experience

- Developing top leadership teams in IT functions
- Consulting and relationship skills
- Strategy Development at Board level
- Client range : blue chip companies across hi tech, banking, insurance, oil, telecomms

References are available if required