The Human Factors of IT Excellence

ITEx

IT Excellence
INSTITUTE
"A Social Enterprise"

Agenda

- ★ Introduction

- ★ Imagine This

- ★ Today's Reality

- ★ The High Performing Culture

- ★ Questions

Personal Introduction

- ★ 30+ Years in the Business
- ★ Started as Technician → Leader
- ★ Systems, Service, Consulting, Operations
- ★ Cross-Industry Experience
- ★ CIO Roles at Prudential, Harry Fox and Guardian
- ★ Founder, The IT Excellence Institute, LLC

Personal Introduction

★ Significant Experience with Turnaround Transformations across companies and industries.

★ My finding:

  ✦ IT was failing because professionals were managed as "interchangeable parts" in cultures where the social chemistry was toxic to productivity

  ✦ Fix this, leverage best practices, and IT Flourishes.

JUST IMAGINE

You Own a Factory

Robotic Assembly

An Industrial Factory

- ★ The Robots are:

  - ✦ *"Producers"*
  - ✦ *Programmed to perform a task*
  - ✦ *Highly specialized and not interchangeable*
  - ✦ *Orchestrated together to build a product*
  - ✦ *Very expensive*

Robot – Word Origin

Robot comes from the Czech word *robota,* which means drudgery or serf-like labor.

How Would you Feel?

- ★ If you had purchased expensive robots, and you had no idea if they would work successfully the next time you used them?

- ★ If 63% of your aggregate costs were spent on complex robots, yet you didn't have a single Operators Manual?

How Would you Feel?

★ If the people responsible for networking your robots together had never been trained to do this, and worse yet, no one knew if they even had the aptitude required to do it?

★ If there was a wealth of valuable research available that described how to optimize the use of your robotic equipment, but it was ignored?

How Would you Feel?

★ If your people had been trained that the industrial robots were interchangeable parts and they blindly interchanged them, only to realize each unit was different?

★ If …

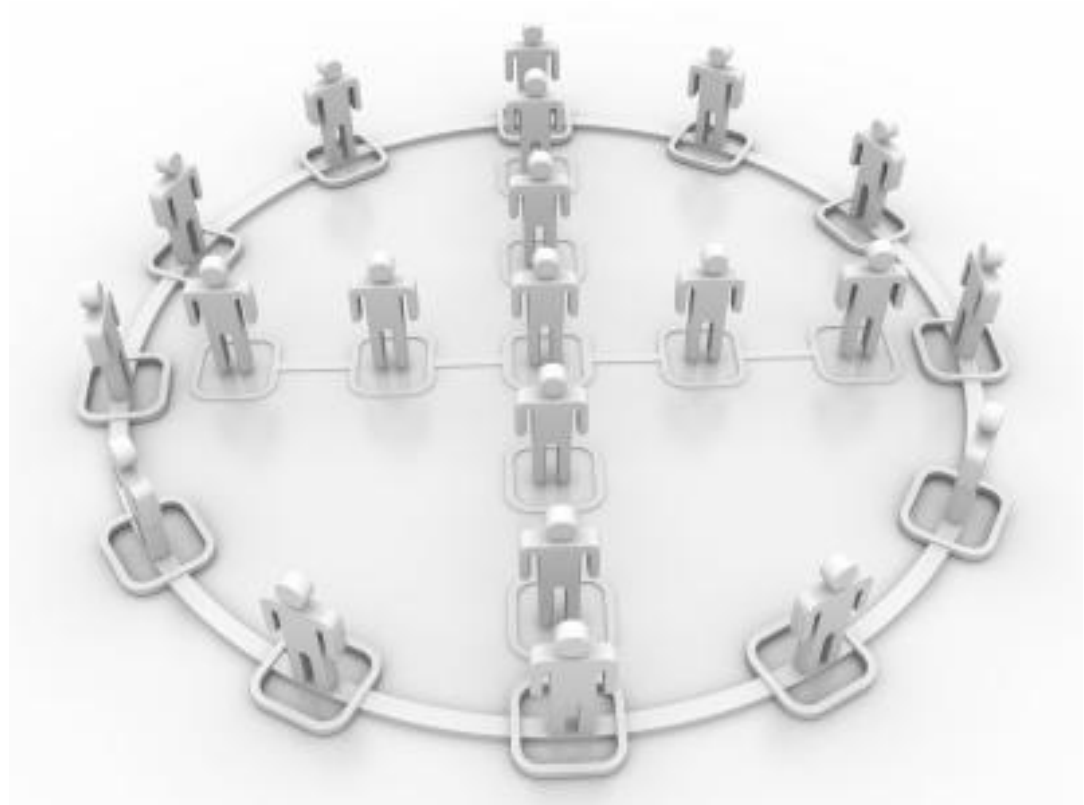# TODAY'S REALITY

Guess What, It's Not IF – *It IS*

If you have an IT division, or manage other Knowledge Workers, much of this is true!

The Factory Exists

Knowledge
Worker
Assembly

"*Many Producers,
One Result*"

David Castillo Dominici

The IT Factory

- Each Knowledge Worker is:

  - *A Producer*
  - *Programmed through either training or experience (learning)*
  - *Highly specialized*
  - *Required to collaborate to build a product*
  - *Creative, and guided by emotions*

The Factory Isn't Reliable

IT Execution

57% of Projects are On Time

Gartner: IT Key Metrics Data 2011

The Factory Isn't Reliable

IT Execution

Project Success Rates: Customer Perception

Outstanding Success	23%	
Somewhat Successful	53%	
Somewhat Disappointing	17%	77%
Not Successful	7%	

Gartner: IT Key Metrics Data 2011

The "Machines" are Costly

IT Key Metrics – Insurance Industry
(% Total IT Spending)

Hardware/Software: 37%

Talent: 63%

Personnel - 44%

Outsourcing - 19%

Gartner: IT Key Metrics Data 2011

The Basics Are Missing

★ There is:

  ✦ *No operator's manual*

  ✦ *No insight into how the human capital is collaborating or performing*

  ✦ *No one trained to design or build a social system, i.e., a knowledge worker factory*

The Model is Broken

- ★ If a $5000 server or elevator slows down, alarms go off, and people respond immediately to the alert. ☺

- ★ But if the $150,000 database administrator is operating at 50% of capacity - who cares? He's just an "*interchangeable part*," a mere Human Resource. ☹

The Model is Broken

★ Because the "robots" are mere interchangeable parts, we build and manage cultures where the human factors of productivity are all but ignored.

"Don't forget to check your emotions and half your personality at the door."

The Model is Broken

- ★ Workers are managed:

  - ✦ As if they have no emotion, and understanding emotion is not a critical factor in success or failure

  - ✦ As if the experience they gain, at great cost, has no value

  - ✦ As a commodity, where you replace groups of them with parts that cost less per hour to use

Conclusion

Talent is the:

- Most Important
- Most Expensive
- Least Understood Tool

Knowledge Workers Would Flourish!

DESIGNING
A
FLOURISHING
CULTURE

How do you create an organization where talent literally flourishes?

The Design Goal

Acquire the best talent, and design a culture where the social chemistry and leadership practices unlock your professionals full potential.

The Chief Designers

The CIO and IT Leadership

Change your Perspective

The Environment:

Department / Organization

A Social System ✓

Your Tone at the Top

Tone at the Top Drives Mood

- ★ People don't do what you say, they model what you do.

- ★ Mood is Contagious

  (See research: *The Contagious Leader*)

How is your organization feeling today?

Be *selfless*

★ Selfishness is *socially corrosive*, destroys trust and breaks bonds

★ *Humility* and *vulnerability* make you approachable

(See research on *Level 5 Leadership*)

Does the organization *trust* you?

Your Tone at the Top

Care about your people

★ Caring unleashes productivity

★ We've known this since 1927 (See Hawthorne Western Electric Studies)

How do you show you care?

Nurture ProSocial Behavior

"Voluntary actions that are intended to help or benefit another individual or group of individuals"

(see Eisenberg & Mussen)

Lead from Behind

- ★ IT is a support organization

- ★ Primarily a cost center

- ★ Build trust by being a loyal follower

- ★ Don't set a separate agenda

- ★ Don't run "IT Projects"

Grow Experience

★ The "robots" are programmed to do a specific function that is highly specialized. Once programmed, they aren't often moved and reprogrammed to do another. They are highly valued for doing what they do well.

★ Deep and intimate experience greatly increases productivity.

Cultivate Collaboration

Collaboration is the byproduct of a safe and emotionally healthy social environment

Create Harmony

Harmony Unleashes Productivity ☺

"A family in harmony will prosper in everything."
Unknown.

Eliminate Toxic Social Behaviors

- Blame
- Betrayal
- Hidden Agendas
- Deceit
- Fear
- Untrustworthiness
- Punishment
- Public Embarrassment
- Ostracism
- Combative Behavior
- Criticism
- Intimidation
- Conflict
- Threats
- Insincerity
- Emotional Aggression

Emotional Toxicity Slows Your Producers

Cognitive Symptoms

- Memory issues
- Difficulty concentrating
- Impaired judgment
- On the look out for negatives
- Anxious or racing thoughts
- Constant worrying

Emotional Symptoms

- Moodiness
- Irritability or short temper
- Agitation; an inability to relax
- Feeling overwhelmed
- Sense of loneliness and isolation
- Depression or general unhappiness

Physiological impact of an emotionally toxic environment on your Producers. *How is your factory running?*

Conclusion

It can be simple:

✓ Work top down
✓ Recognize the human factors
✓ Take some small steps
✓ Make social design a priority
✓ Drive positive cultural change

Walk -> Hustle -> Run

More Information

You can find more information about us, and our services at:

www.itexcellenceinstitute.com

"If your people aren't flourishing, you won't either" ™
  We can help.