



Unleashing the Power of IT



Presented by: Dan Roberts
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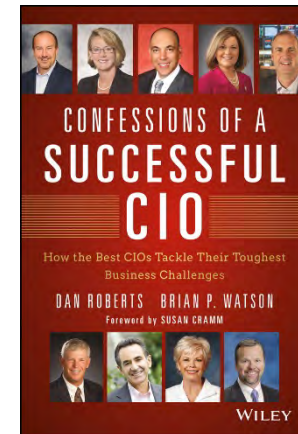
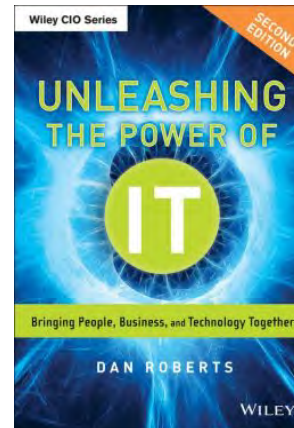
Unleashing the Power of IT

Dan Roberts



CEO
Ouellette & Associates

Author:



Keynote Speaker & C-Suite Panel Moderator :
***“Developing the Human Side
of Technology”***

Congratulations & Kudos



Complexity

Change

Speed

Expectations

Digital Disruption

Our Format

- ❖ The slides
- ❖ Your Session – stop, pivot, go deeper
- ❖ Interactive + Exercises
- ❖ Fun is allowed
- ❖ Humor



First, A Story...







The Journey

Moving ITS Up the Maturity Curve



Team Exercise



Building & Sustaining Culture

1. Top Down

2. Bottom Up

3. Win the Middle

5 C's for Success

Competence

Confidence

Commitment

Consistency

C

Courage

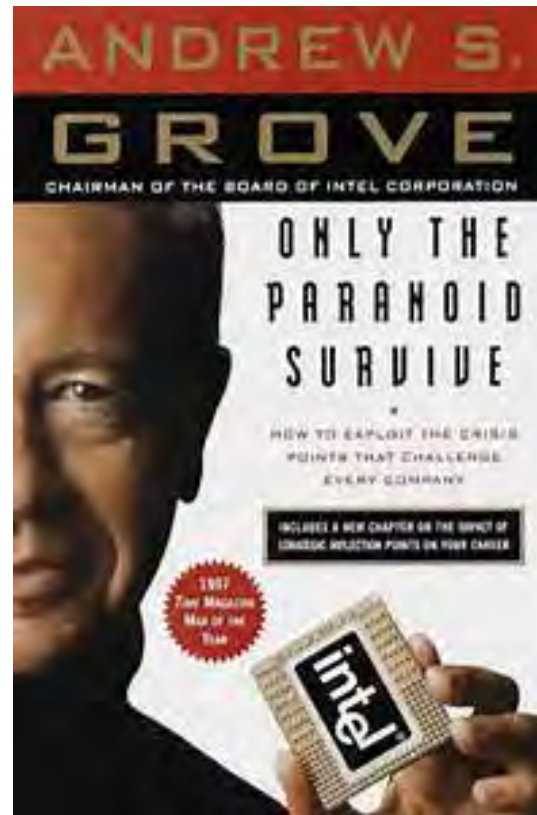
Courage in Action



Courage to Burn the Ships



Courage to be Paranoid





**Courage to
Go Faster**



Courage to Go Faster



Courage to Innovate



Google



amazon



Wharton
UNIVERSITY of PENNSYLVANIA

wrds

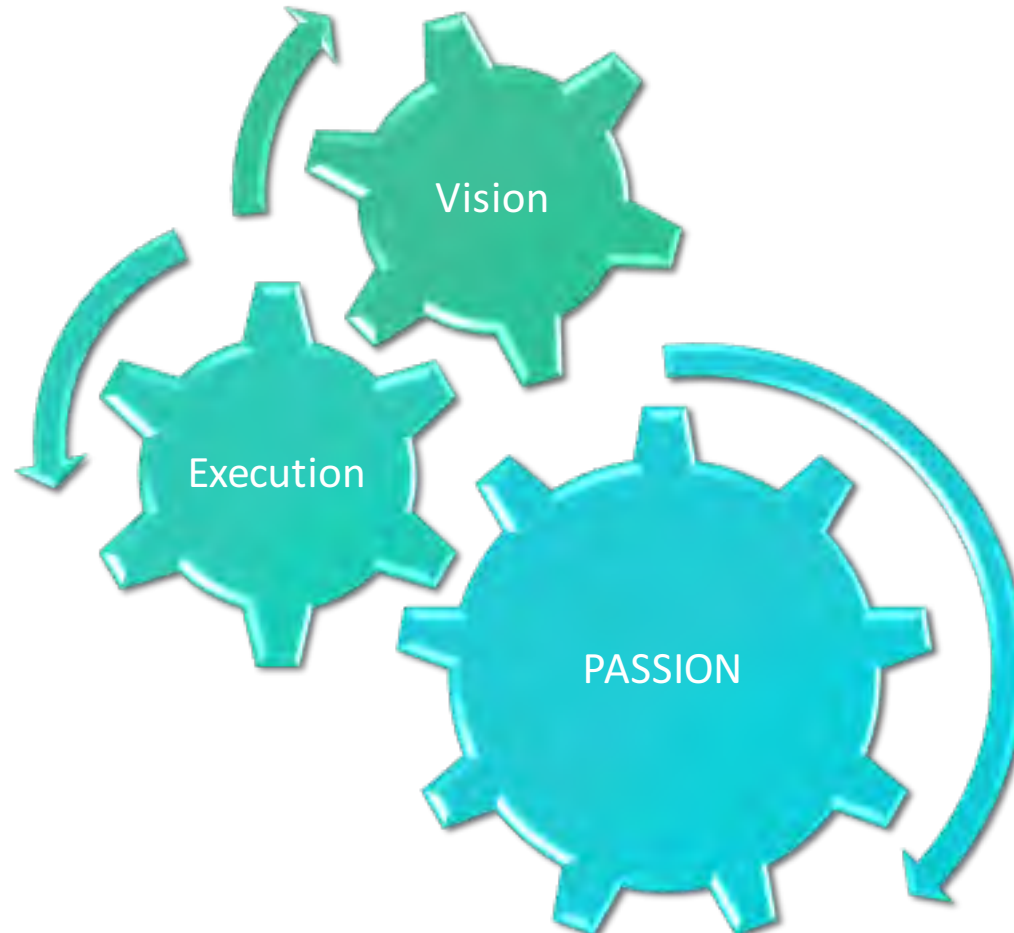
The Global Standard for Business Research

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BRITA®

Courage to Stay the Course



Courage to Know When To...

“Courage is what it takes to stand up and speak...”

Courage to Know When To...



Courage to Listen, Really Listen

H = Hear

E = Empathize

A = Analyze

R = Respond

Courage to Market ITS' Value



66% of CIO's said they believe that there's a scarcity of talent, and its approaching "crisis" proportions. Their top 3 barriers to achieving their objectives are:

- 1. TALENT**
- 2. Funding/Budget**
- 3. Culture**

2016 Gartner CIO Agenda Survey

ITS T.A.L.E.N.T. Model



T = Transparency / Clarity

People are Changing

Today's job market is highly dynamic and transparent. High-potential young employees want regular feedback and career progression advice, not just “once and done” reviews.

Josh Bersin

People Want to Grow

36% of techies felt they
had a clear career path
compared with

50% of workers in areas
such as marketing and
finance.

The Economist

T = Transparency / Clarity

+ A = Analytics

**“Without data you are just
another person with an
opinion.”**

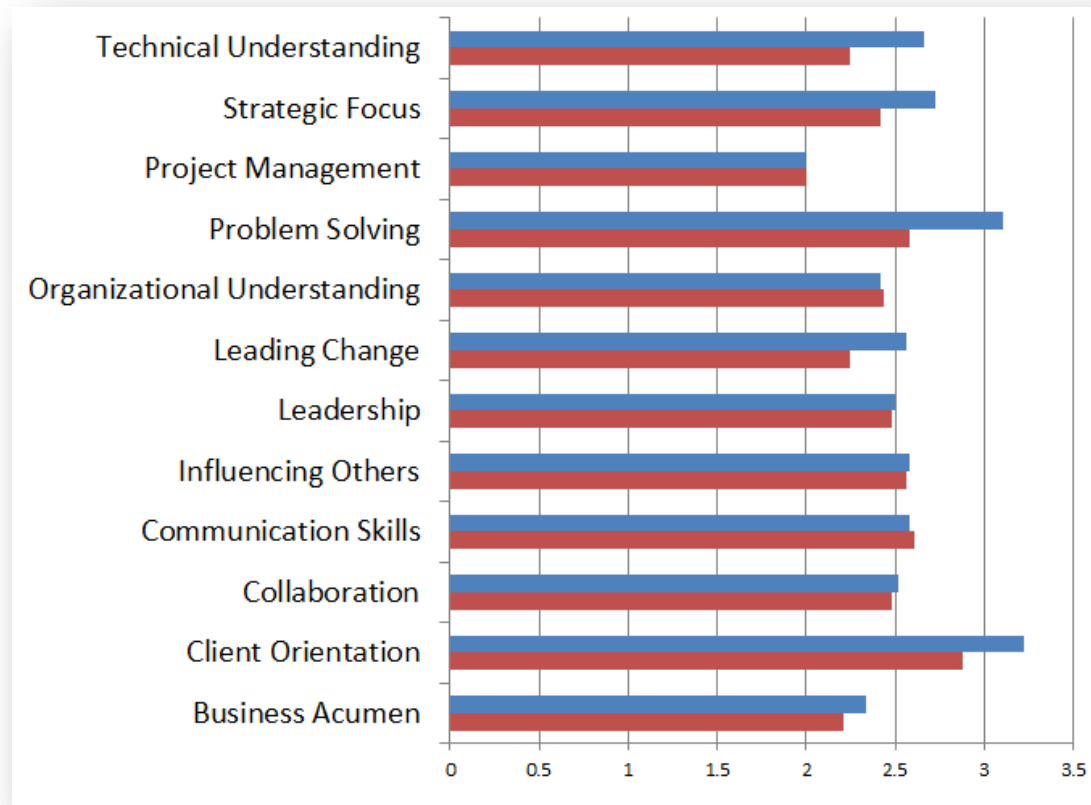
Dr. Deming

Talent Heat Map

Business Systems Analyst													
	Innovation	Agility	Client Orientation	Influencing Others	Leading Change	Leadership	Strategic Focus	Comm. Skills	Collaboration	Org. Understanding	Problem Solving	Business Acumen	Project Mgmt
1	-3	-2	1	-3	0	2	3	2	2	-3	2	-1	1
2	0	-1	1	-1	1	1	3	2	2	-1	1	1	1
3	-1	0	2	0	2	3	3	2	3	0	3	1	1
4	-2	-2	1	-1	0	2	3	-1	1	-1	2	-1	1
5	-2	-1	0	-1	0	2	3	1	2	-1	2	-1	0
6	0	0	0	-2	1	3	2	0	2	-2	3	-1	0
7	-1	-2	0	-2	1	2	2	0	1	-2	2	0	0
8	0	-1	0	-3	0	0	2	1	1	-3	0	-1	1
9	-1	-1	1	-1	1	1	3	1	2	-1	1	1	1
10	1	-1	1	-1	1	1	2	1	2	-1	1	0	1
11	-1	-2	1	-1	1	2	3	1	2	-1	2	1	0
12	-2	-2	-1	-3	2	0	3	1	1	-3	0	-1	1
13	-2	-1	-1	-1	1	2	3	1	1	-1	2	-1	1
14	1	-1	0	-2	1	2	2	0	2	-2	2	0	1
15	1	0	2	-1	1	3	2	1	2	-1	3	2	1
16	0	-1	2	-2	0	1	3	0	2	-2	1	0	1
17	-1	0	1	-1	2	3	3	1	3	-1	3	0	0
18	0	-1	0	-2	1	2	3	1	2	-2	2	0	1
19	0	-1	1	0	0	1	3	0	1	0	1	-1	0

sample data

ITS Core Competencies Year Over Year Comparison



sample data

T = Transparency / Clarity

+ A = Analytics

+ L = Learning Agility

How Successful People Become
Even More Successful!

What Got You Here Won't Get You There

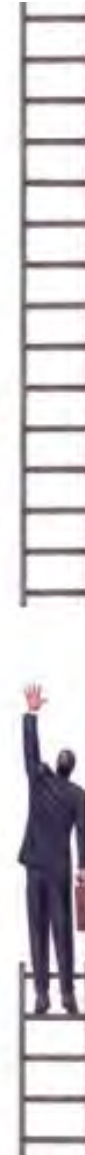
Discover
the 20
Workplace Habits
You Need to
Break

MARSHALL
GOLDSMITH

WITH MARK REITER

Read by Marshall Goldsmith

"...Marshall's proven improvement process ROCKS!"
—Alan Mulally, CEO, Ford Motor Company



Core Competencies



“Organizations with a strong learning culture are **92%** more likely to develop novel products and processes,

25% more productive,

56% more likely to be the first to market with their products and Services, and

17% more profitable than their peers. Their engagement rates are also

30-50% higher.

TINYpulse Survey

T = Transparency / Clarity

+ A = Analytics

+ L = Learning Agility

+ E = Employee Engagement

People are Changing

87% of business leaders are
highly concerned about retention
and engagement of employees.

Research by Josh Bersin

Cost of Disengagement

71% of the workforce is
actively disengaged.

Kotter Int'l.

Annually, this costs US organizations

\$450-550B

PwC

T = Transparency / Clarity

+ A = Analytics

+ L = Learning Agility

+ E = Employee Engagement

+ N = Navigate Internal Mobility

“More than **80%** of leaders want better talent mobility in their companies;

Now... we can offer everyone the ability to ‘shop for the next job’ intelligently ***within*** the company.”

- Bersin Research

Bersin Talent Mobility Formula

Figure 7: The Talent Mobility Formula



Source: Bersin by Deloitte, 2015.

Bersin Talent Mobility Formula

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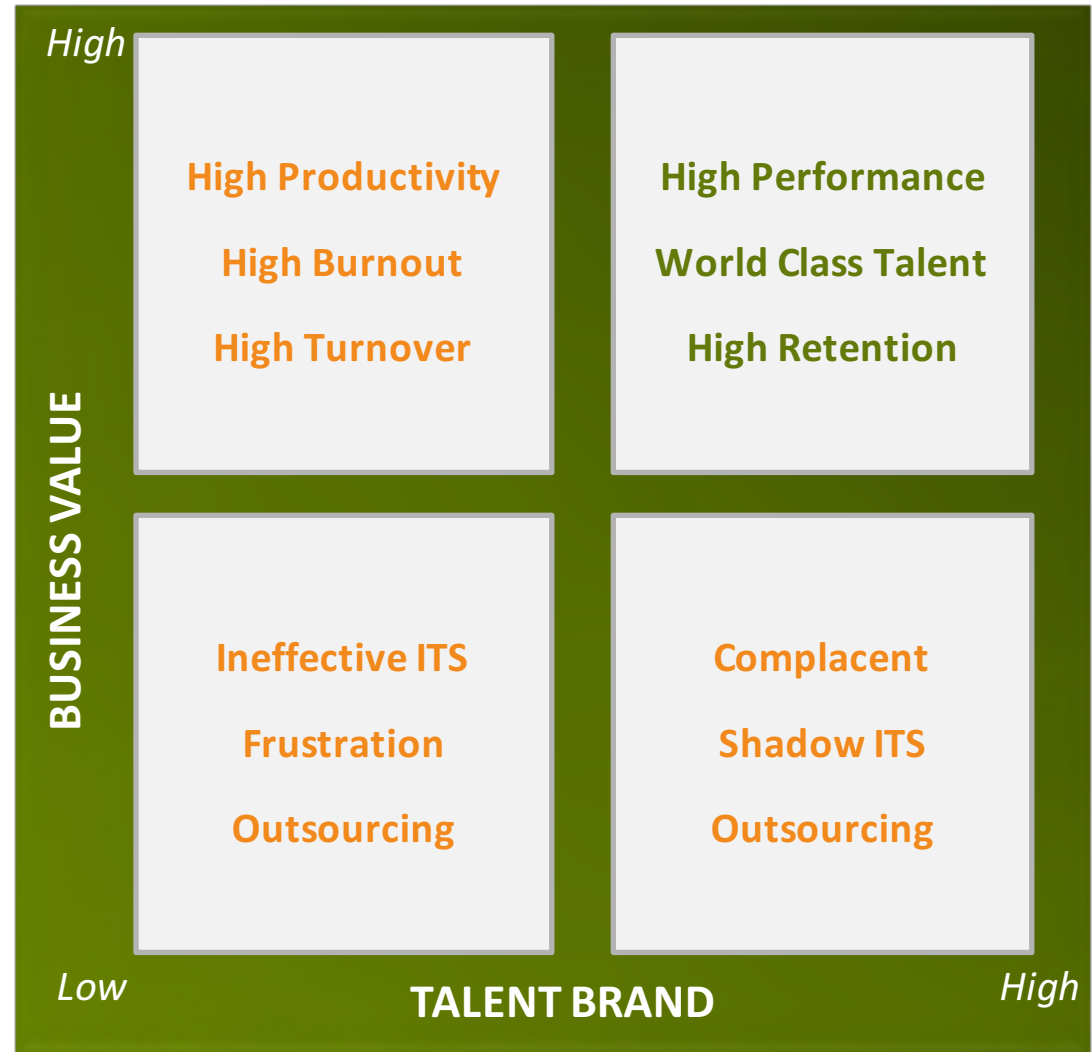
+ L = Learning Agility

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+ N = Navigate Internal Mobility

T = ***TALENT BRAND***

Driving *Business Value* and *Talent Brand*



Talent Management Strategy

Workforce Planning

Who do I need in 3-5 years?

Talent Acquisition

What gaps do I need to fill?

Talent Retention

How will I reduce attrition?

Talent Development

How will I build a learning culture?

Leadership Development

How can we be better managers?

Talent Risk Management

How can we share knowledge?

The Rise of the T-Shaped Organization (WSJ, 12/18/15)



“T-shaped professionals are in high demand in today’s workplace, and are characterized by their ability to collaborate across functions and innovate across disciplines (horizontal bar), and their deep knowledge in at least one area (vertical bar).”

- Harvard IT Academy

<http://itacademy.harvard.edu/about>



Twitter: **@roberts_dan**

LinkedIn: **<http://www.linkedin.com/pub/dan-roberts/7/935/21b>**

Website: **Ouellette-online.com**



What is Marketing, Really?

- ❖ It's NOT a used car salesman!



- ❖ It's NOT hype or glitz!
- ❖ It's NOT a quick fix or silver bullet!

Marketing is:

Creating an awareness of our
value.

Marketing Is:

- ❖ An orientation, not a task
- ❖ Long-term & dynamic
- ❖ A vehicle to help us move beyond alignment and become integrated as part of the business

“We ARE the Business”

Who is Responsible for Marketing ITS' Value?

- ❖ CIO
- ❖ Senior ITS Leadership Team
- ❖ ITS Communications Person/Team
- ❖ ITS Relationship Manager
- ❖ Project Managers

It's Everybody's Job!



Two Types of Marketing

- ❖ Formal – Developing & Implementing ITS Marketing Plans
 - Marketing ITS' Value to our Clients
 - Marketing ITS's Value to ITS

Two Types of Marketing

- ❖ Informal – Leveraging the Power of Hallway Marketing
 - Everyone who represents ITS is marketing your value
 - Are we helping our people add value to every interaction?
 - Utilize press statements

Press Statements

- ❖ Consistent messages about ITS
- ❖ Brief = 15-30 seconds
- ❖ Positive, jargon-free headline
- ❖ Clear, concise, consistent, client focused



When Marketing ITS, Remember to Use...

❖ WIIFMs

❖ Benefits vs. Features

A FEATURE IS . . .	A BENEFIT IS . . .
What something IS	What something DOES

❖ Language of the Business vs. Technology

Moving ITS Up the Maturity Curve



