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Are You Asking the Right Questions?

What Business and IT Managers Are
Responsible for Communicating

Presented by Faun deHenry
FMT Systems Inc.



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Introduction

Faun deHenry is President and CEO of FMT Systems Inc. Ms. deHenry has worked in small business for 20 years founding and operating regional consulting organizations. She is an officer in Business Intelligence/Data Warehouse Special Interest Group, Chair of the OAUG Education Committee, and Training Chair for OAUG Connection Point 2004. Faun is a recognized speaker and trainer on topics including *Managing and Sustaining Virtual Teams*, *Best Practices for Virtual Organizations*, *Oracle's e-Business Suite*, and *business intelligence*.

After a decade of working on system integrations with such clients as PG&E, Tandem, Applied Materials, and Brocade Communications, Faun deHenry has refined her thinking into the **FMT Solution**.

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Agenda

- Introduction
- A Tale of Two Businesses
 - Human Resources — Corning Glass
 - Customers and Market — IBM
 - Lessons
- Business Manager's Responsibility
 - Discovery Process
- IT Manager's Responsibility
- Necessary Changes
- Summary

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Economic Shifts



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Today

- Current approach informs managers about the organization as it was
- New approach helps inform managers regarding *where the organization needs to be*

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A Tale of Two Businesses

Competitiveness is far more about doing what customers value than doing what you think you're good at.

Clayton M. Christensen and Michael E. Raynor, **The Innovator's Solution: Creating and Sustaining Successful Growth** (Boston: Harvard Business School Publishing, 2003), 162.

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About Corning Glass — 1

- Economic situation
 - Recession
 - Manufacturing orders cancelled or pushed out
 - Inventory rising
 - Cash on balance sheet shrinking
- Corporate/Governmental constraints
 - ERISA regulations
 - Management's assumptions

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About Corning Glass — 2

- Corning's actions
 - Severance/retirement offer to managers over the age of 50
 - Human resources managers' inconsistent message
- Results
 - Serious drain of engineering talent
 - Disrupted succession planning

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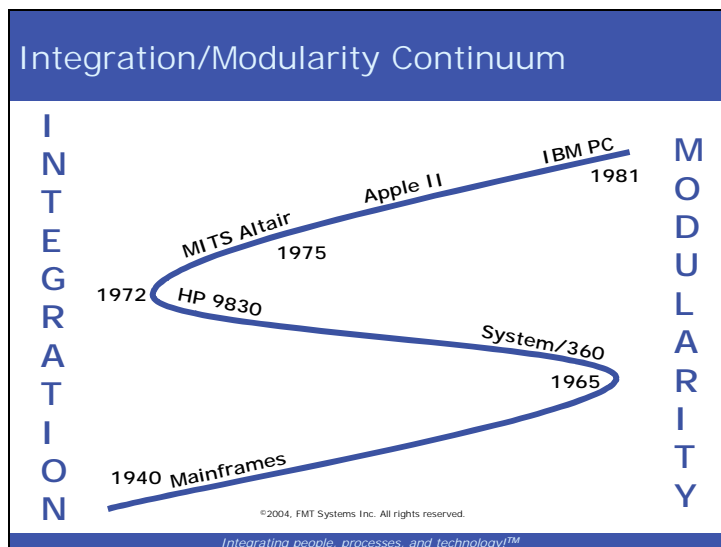
About IBM — 1

- Economic situation
 - New PC industry
 - Move to modularity in marketplace
- Corporate constraints
 - Lesson from 1960's regarding modularity
 - Outsourcing

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About IBM — 2

- IBM's actions
 - Introduced modular design to PC market
 - Outsourced microprocessor design and operating system
- Results
 - Intel and Microsoft
 - Realization of “where the money would be”

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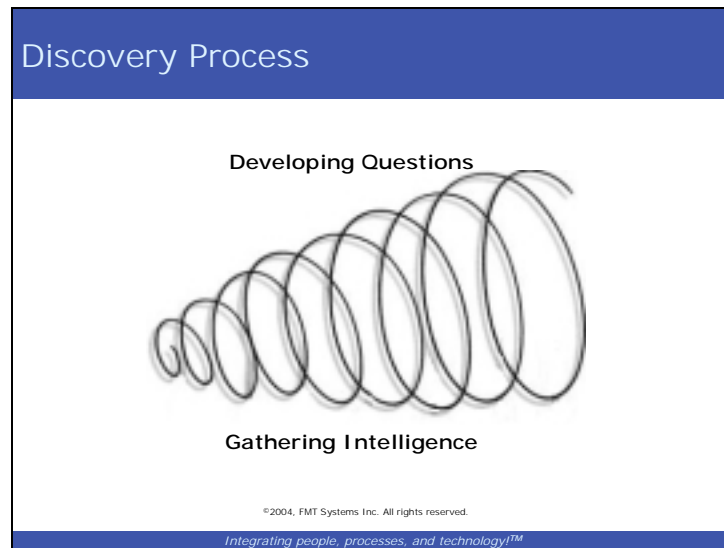
Lessons Learned

- Corning
 - What skill sets are needed today?
 - What skill sets are needed tomorrow?
- IBM
 - Where is the marketplace regarding the integration/modularity continuum?
 - Who are our customers?
 - How might it change?

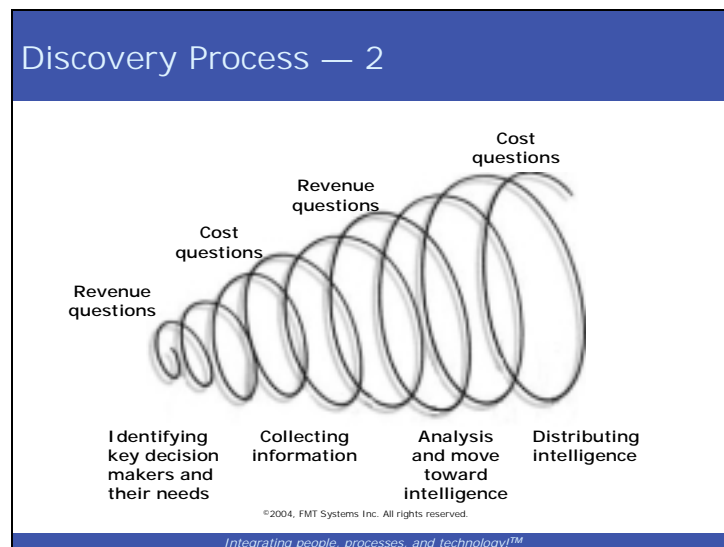
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IT Manager's Responsibility

- Event orientation
- Contextual navigation
- Multidirectional transparency
- Unified view
- Support for hypothesis generation and evolution
- Applications portfolio approach
- Accommodation of heterogeneity in interactions
- Balance between innovation and efficiency

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Necessary Changes

- Collaboration
- Reaction time
- Teams
- Skill base
- Migration paths
- Managerial mind set
- Values and Beliefs

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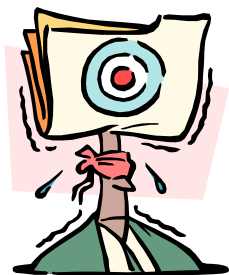
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Summary

- ❑ Question where you are and where you are going
- ❑ Use a continuously improving discovery process
- ❑ Structure IT infrastructure to support the discovery process
- ❑ Be ready to carry out the necessary changes to make success happen

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Questions???

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