IT Enabled Business Change

Successful Management

Sharm Manwani
IT-Enabled Business Change

Successful Management
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During his career, Sharm has successfully led a large number of major international IT change programmes. These included mergers, acquisitions, cross-border shared services, business process re-engineering, enterprise resource planning and IT restructuring.

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Note: As of August 2008, Henley Management College merged with the business school of the University of Reading to create the Henley Business School at the University of Reading.
Technical innovations have changed complete political, social and economical systems in history several times. Taking a closer look at these fundamental changes, there are a few interesting things to notice.

Firstly, technical inventions were the base for the innovation and even change-resistant critics were unable to hold up the resulting fundamental and global change. Secondly, at the heart of most changes were real innovations, not just new ideas. A real innovation is characterised by a new idea or technology commercialised and implemented as a sustainable business. Thirdly, at the beginning of these innovations, there were no 'business cases' for any of them. Bell thought that there was no global application of electrical lighting, as one needed power plants, electrical networks and bulb manufacturing and none were available as commodities, as they are today. The global market for computers was estimated as a maximum of five, when IBM developed the first programmable electrical machines. Later in the 1990s people said that there would be no mass market for mobile phones as they cost US$20,000, weighed 10 kilos and network coverage was spotty. Today billions of people use this technology globally and a multitude of completely new industries and business models have emerged successfully and there are many more to come.

With the advent of the information age another important aspect becomes increasingly important when looking at business ideas: the external network effect. This is where the utility of an item grows proportionally or sometimes even exponentially with the number of its users. This is best understood with telephones. Just imagine the utility of a phone if there is only one, there are two or everyone has one. The same is true for many new business models such as eBay or Google. This can be helpful in understanding the enormous market capitalisations of such companies.

Today IT has become the nervous system of any business, industry, enterprise or company. The better this system works, the better the company can compete in its markets. The system, however, is not a purpose by itself. When managing IT one must understand that there are areas with different characteristics that must be treated adequately and not mingled together.

There is the area that I would call 'non-discretionary'. Here major innovations are mostly over and everyone has access to best practice. The only way to differentiate in this area is by cost-efficiency. Systems stability, reliability, cost per transaction and units consumed are the main drivers and are undeniably very important in any IT manager's life and
Foreword

the basis for everything else. Unfortunately, this is the area most business managers see to be IT’s main and often only domain. Hence they try to manage it through key figures such as IT-spend as a percentage of revenues. While focus on cost is important in this area, one also needs to take technological change, new functionalities, maintenance etc. into account and install a good and strict prioritisation and technology refresh process. This must be imbedded with the normal resource and finance planning process of the company and led by the IT group. We also speak about this area as ‘run the company’.

The much more important and also interesting area is the one I would call ‘discretionary’ and which is often referred to as ‘change the company’. This is the area where innovations are formed. New technological possibilities mix with new business ideas in a constant and iterative innovation process between the IT organisation and the business functions. Remembering the characteristics of fundamental and sustainable change we spoke of above, this process is a very entrepreneurial one, often involving the Boards of Management and Directors of companies because of its all-encompassing nature. To drive or at least be part of this process is the most interesting and creative task of IT and the one that makes the difference between being a ‘Director of IT’ and a real ‘Chief Information Officer’ (CIO).

To accomplish this, IT managers need a fundamental and deep understanding not only of technology and its application, but also the industry they are in, the traditional and emerging business functions and the economical models behind all these. The latter is most important as, in this discretionary area, IT is competing head-on with other business functions on a short- and long-term basis for funds out of the free cash flow of the enterprise. Sometimes this will mean considering major investments with multi-year business cases necessitating external funding.

Becoming much more of a business enabler than a mere company backbone operator is the challenge of any CIO and IT organisation. How well IT lives up to this challenge will determine its position within the enterprise and its ability to add sustainable innovation to the business.

A core capability to master this challenge is a structured communication process between business and IT. This book brings you ideas, frameworks and processes to be more successful in understanding, mastering and leading this important communication with your business counterparts. I wish you lots of pleasure and success in navigating technological and business change, improving and innovating your business through IT.

Peter Thomas Sany

Peter Sany has been Group Chief Information Officer at Deutsche Telekom since September 2005 when the post was created, and is responsible for information management and processes. The Deutsche Telekom Group has 2007 revenues in excess of 60 billion euros with 244,000 employees.
Acknowledgements

Many parties have contributed to the development and production of this book. My career as a practitioner and manager has evolved into a portfolio of academic, professional and consulting roles. This has provided me with access to a network of information systems professionals, executives and organisations as shown below.

THE BRITISH COMPUTER SOCIETY

The British Computer Society (BCS) promotes professionalism in many guises, including the Professionalism in IT programme (Prof IT) sponsored by David Clarke and led by Colin Thompson. As an Executive Board member of Prof IT I have seen at first hand the commitment from BCS to work with a range of industry partners to create a business-driven and professional approach to IT.

BCS promotes a range of qualifications. The development of the IT-enabled business change qualification was a key driver behind this book. Matthew Flynn, the BCS editor, has provided valuable guidance at every stage of the creation of this book.

ISEB QUALIFICATION WORKING PARTY

Members of a specially formed ISEB working party generated the contents of the IT-enabled business change qualification. Included in this book are some of the outputs of this work, most notably the sample questions, glossary of terms and the core IT-enabled business change life cycle model. The working party comprised Karen Webb from BCS with a selected team of Peter Hardie-Bick, Debbie Paul, Darren Scates, Paul Turner and myself.

INDUSTRY FRAMEWORKS

The Skills Framework for the Information Age (SFIA) provides a framework for the identification of the skills needed to develop and operate effective information systems (IS). The SFIA Foundation comprises: e-skills UK – The Sector Skills Council for IT and Telecoms, BCS, The Institution of
Acknowledgements

Engineering and Technology and The Institute for the Management of Information Systems. Permission has kindly been granted to use extracts from SFIA with support from Ron McLaren.

The Office of Government Commerce (OGC) is an office of HM Treasury, responsible for improving value for money in procurement. One of the ways it increases capability is through developing useful frameworks for programme management. Permission has been granted to produce selected extracts and references with support from Bob Assirati.

CASE ORGANISATIONS

Practical experiences reinforce the theory of a professional or academic qualification. I am grateful to senior IT executives such as Ailsa Beaton from the Metropolitan Police Service and Phil Ives from Yell for sharing their insights to provide both a public and private sector view. I have also included examples from my own experiences as a leader of IT-enabled business change in large multinational companies.

OTHER INFLUENCERS

Many others have influenced this work. The reviewers of this book provided very helpful feedback, with Jackie Shearer and Paul Turner providing additional considered and constructive comments. I have worked closely with colleagues developing material for the MBA programme at Henley Management College including Peter Race, Chris Head and many others. Tim O’Leary and I conducted research into leading IT-enabled business change supported by the Change Leadership Network led by Jean Irvine, OBE, and Serco. Finally, my thanks to all those whom I have not explicitly named but who have directly or indirectly influenced the contents of this book.
Abbreviations

BCS  British Computer Society
BPO  Business process outsourcing
BPR  Business process redesign
CATWOE  Customer, actor, transformation, Weltanschauung, owner, environmental constraints
CIO  Chief information officer
COTS  Commercial off the shelf
CSF  Critical success factor
DSDM  Dynamic Systems Development Method
EA  Enterprise architecture
EIP  Executive information planning
ERP  Enterprise resource planning
HR  Human Resources
IMP  Information Management Profession (group)
IT  Information technology
ITIL  IT Infrastructure Library
KPI  Key performance indicator
MOST  Mission, objectives, strategy, tactics
MPS  Metropolitan Police Service
NPfIT  National Programme for IT
NPV  Net present value
OGC  Office of Government Commerce
PEST  Political, economic, sociological, technological
PESTLE  Political, economic, sociological (social, socio-cultural), technological, legal, environmental
PID  Project initiation document
PIR  Post-implementation review
PRINCE2®  Projects In a Controlled Environment
### Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>Prof IT</td>
<td>Professionalism in IT programme</td>
</tr>
<tr>
<td>RAD</td>
<td>Rapid Application Development</td>
</tr>
<tr>
<td>RFC</td>
<td>Requests for change</td>
</tr>
<tr>
<td>ROI</td>
<td>Return on investment</td>
</tr>
<tr>
<td>SARAH</td>
<td>Shock, anger, rejection, acceptance, hope</td>
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<tr>
<td>SDLC</td>
<td>Systems development life cycle</td>
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<td>SFIA</td>
<td>Skills Framework for the Information Age</td>
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<tr>
<td>SRO</td>
<td>Senior responsible owner</td>
</tr>
<tr>
<td>SRO/PO</td>
<td>Senior responsible owner/project owner</td>
</tr>
<tr>
<td>SSADM</td>
<td>Structured Systems Analysis and Design Method</td>
</tr>
<tr>
<td>SSM</td>
<td>Soft systems methodology</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, weaknesses, opportunities, threats</td>
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<tr>
<td>TOGAF</td>
<td>The Open Group Architecture Framework</td>
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Glossary

This Glossary was compiled by members of the ISEB IT-Enabled Business Change qualification working party.

**Activity sampling**  An investigation technique carried out to determine the amount of time individuals spend on different aspects of their work. This approach involves the collection of data that may be used for statistical analysis.

**Application life cycle**  The approach taken to the management and control of all application-related activities and information over the application and asset life cycle. This includes both the development or acquisition of the application, its customisation and integration, its delivery and subsequent support and management as a service to the business.

**Balanced scorecard**  A balanced business scorecard supports a strategic management system by capturing both financial and non-financial measures of performance.

**Benefits realisation**  A process that is concerned with achieving the business benefits predicted in the business case for a change project. This process requires a focus on business benefits throughout the business change life cycle and includes managing the project in order to deliver the predicted benefits and, after the project has been implemented, checking progress on the achievement of such benefits and taking any actions required to support their delivery.

**Business actor**  Those individuals or groups who have an interest in, or may be affected by, the business change project.

**Business activity model**  A diagrammatic representation of a business area showing business activities, business events and business rules. An example is that used within the Soft Systems Method. It represents a future view of the activities necessary for the business to achieve its perceived objectives and takes account of a range of perspectives as to what these activities might be.

**Business analysis**  An internal consultancy specialism that has the responsibility for investigating business situations, identifying options for improving business systems and bridging the needs of the business with the use of IT.

**Business capability**  The skills and capacity of an organisation to effectively operate one or more business processes.
Glossary

**Business case**  The presentation of a proposal describing the significant aspects that could influence a decision to proceed with an initiative. It would normally include: an introduction, management summary, description of the current situation, options considered, analysis of costs and benefits, impact assessment, risk assessment, recommendations, appendices including detailed supporting information.

**Business change life cycle**  The different stages of organisational change covering alignment, improvement, design, implementation and benefits.

**Business change management**  The process of managing the organisation through the business change life cycle.

**Business continuity**  Business continuity describes the processes and procedures an organisation puts in place to ensure that essential functions can continue during and after a disaster. Business continuity planning seeks to prevent interruption of mission-critical services and to re-establish full functioning as swiftly and smoothly as possible.

**Business environment**  The external environment that is the source of forces that may impact a business organisation. Types of forces may be the introduction of new laws, social trends or competitor actions. See PESTLE analysis.

**Business intelligence**  Information that is used to manage the business of an organisation derived both from analysing operational data and acquiring external information.

**Business process modelling**  A technique for producing a diagrammatic representation of the steps that need to be carried out in order to respond to a business event or trigger and achieve a specific goal or objective.

**Business process**  Any set of tasks performed by a business that is initiated by an event, that transforms information, real-world items or business commitments, and produces an output. This output should be valued by customers or by other processes.

**Business requirements elicitation**  The investigation and collection of requirements for an IT solution required to resolve a business problem or enable a business opportunity.

**Business rule**  A business rule specifies how an organisation will operate in specific circumstances. For example, it will perform a credit check on all new customers to verify that they do not have a bad credit history.

**Business sponsor**  A senior person in an organisation who is accountable for delivering the benefits from a business change.
**Business strategy**  A strategy describes the approach and decisions taken to achieve the goals of an organisation.

**Business user**  The set of actors or roles in a business change project from the customer side of the equation. It covers from sponsor through domain experts to the actual end users of any solution.

**Change control**  A process whereby changes to requirements are handled in a controlled fashion. This process will ensure that any proposed change is analysed to determine the impact of the change. Following this analysis, a formal decision is made, and recorded, about the action to be taken with regard to the proposed change.

**Change management**  The different stages of organisational performance resulting from the implementation issues and psychological responses which follow a significant change.

**Core competency**  A core competency is a business capability that provides customer benefits, is difficult for competitors to imitate and contributes to many products or markets.

**Cost-benefit analysis**  This is a process identifying where initial and ongoing costs will be incurred and where both financial and non-financial benefits can reasonably be expected.

**Critical success factors**  These are the limited number of areas in which positive results will ensure successful organisational performance.

**Cultural factors**  These define the values and behaviours of an organisation or a geographical region.

**Data warehouse**  A data warehouse is where large quantities of data are collected together from a variety of locations for efficient analysis; it also provides a form of archive of the data. Since the data is likely only to be used for further analysis it does not have to be complete or up to date.

**Deliverables**  A deliverable is a tangible component of a project which can be declared to be unambiguously complete (or not). All projects should have deliverables that define the completion of the project. Projects may also require the production of intermediate deliverables which are necessary to produce the final end result. Deliverables provide a basis for project estimating, planning, monitoring and control.
Glossary

Development life cycle  A conceptual model that describes the stages involved in an information system development project, from an initial feasibility study to maintenance of the completed application. Various approaches have been developed to guide the processes involved, including the waterfall model, the V-Model and rapid application development/Agile (based on an incremental and iterative approach). Frequently several of these are combined into some sort of hybrid method. Documentation is crucial regardless of the type of model chosen or devised for any application, and is usually done in parallel with the development process. Some methods work better for specific types of project.

Enterprise architecture  A framework that maps and integrates processes, information, applications and technology in support of business goals.

Enterprise resource planning  An integrated set of applications that supports the operational business processes of an organisation.

Ethnographic study  An ethnographic study is concerned with spending an extended period of time in an organisation in order to obtain a detailed understanding of the culture and behaviours of the business area under investigation.

External business environment  See Business environment.

Force field analysis  Force field analysis provides a framework for looking at the factors (forces) that influence any given situation. It looks at forces that are either driving movement toward a goal (helping forces) or blocking movement toward a goal (hindering forces). Developed by Kurt Lewin, it is a significant contribution to the fields of organisational development and process management. It is a method for analysing change and is used in change management.

Gap analysis  Gap analysis concerns the comparison of two views of a business system, the current and the ‘ideal’ or required view, in order to determine where the current situation has ‘gaps’. This leads to the identification of actions to improve the situation. The business activity modelling technique may be used to provide an ideal view that can then be compared with a view of the current situation. An alternative approach is to use the business process modelling technique, using ‘as is’ and ‘to be’ process models.

Holistic approach  The consideration of all aspects of a business system – the people, process and organisational areas – in addition to the technology.
**Incremental approach**  The delivery of a developed or procured software solution in phases with each phase adding additional functionality or performance.

**Information**  Data organised and arranged in a manner that conveys meaning both to its use in context and in relation to other data.

**Intangible cost**  A cost incurred by a business change project for which a credible monetary value cannot be predicted.

**Internal business environment**  The internal factors that affect an organisation’s ability to respond to external environment forces. An analysis of the mission, objectives, strategy and tactics set out by its directors (MOST analysis) and a consideration of the physical, financial and human resources available to the organisation will help develop an understanding of the strengths and weaknesses of the organisation.

**IT-enabled business change**  The improvements in the way an organisation carries out its business brought about through the effective use of information technology.

**IT architecture**  IT architecture has two meanings depending upon its contextual usage: (i) a formal description of an IT system, or a detailed plan of the system at component level to guide its implementation; (ii) the structure of IT components, their interrelationships and the principles and guidelines governing their design and evolution over time.

**IT governance**  IT governance is the accountability framework that ensures executive and management responsibility for the effective business-aligned development and use of IT and the appropriate moderation of IT risks.

**Key performance indicators**  These are financial and non-financial metrics used to quantify objectives to reflect the strategic performance of an organisation.

**Management consultant**  An individual experienced in managerial practices who is able to support business managers in their work.

**Management information**  See Business intelligence

**MOST analysis**  An analysis of the mission, objectives, strategy and tactics to identify any strengths or weaknesses inherent in the organisation, for example from a lack of strategic direction or unclear objectives. See Internal business environment.
OGC  OGC is an independent office of the Treasury that works with public sector organisations to help them improve their efficiency, gain better value for money from their commercial activities and deliver improved success from programmes and projects. As part of this it has produced a range of best practice guidance and publications, including PRINCE2 and ITIL.

Option in a business case  The first step in developing a business case is to identify (in the case of IT business cases) two types of option: (i) business options – explore what the proposed solution is intended to achieve in business terms; (ii) technical options – consider how the solution is to be implemented most probably in terms of IT.

Organisation structure  Typically this will be a diagram showing the departments and personnel as a hierarchy within an organisation. It may, however, be developed to show more detail about the responsibilities and procedures carried out by departments, sections and personnel.

Organisational boundary  The definition of the scope of an organisation showing where the interactions occur between the organisation itself and its customers, partners and suppliers.

Organisational capability  See Business capability

Outsourcing  The process of selecting external suppliers in preference to in-house resources, with the capability to provide effective IT services to meet overall organisation goals and strategy.

Performance measurement  Measures that enable management to monitor the success of specific units or entities within an organisation. These measures may be quantitative, not necessarily financial, or qualitative when relating to human performance of significant tasks.

PESTLE  An analysis of the political, economic, sociological (social, socio-cultural), technological, legal and environment forces that may impact upon an organisation. See Business environment.

Post-implementation review  One or more reviews held periodically after project closure to determine whether the expected benefits have been obtained.

Programme  A collection of projects that is directed toward a common goal.

Programme manager  See Programme management.

Programme management  The overall management of a programme through a set of projects while ensuring continued alignment to the programme goals.
Glossary

**Project**  A project is a set of activities with a defined start point and defined end state, which pursues a defined goal and uses a defined set of resources.

**Project initiation document**  A document that identifies the customer for the project and clarifies the objectives, scope, deliverables, timescale and available resources.

**Project sponsor**  See Business sponsor.

**Risk management**  The monitoring and controlling of significant risks during the development, design and implementation of IT systems.

**SARAH**  The psychological states that an individual is likely to go through when faced with major unplanned change from an external source: shock, anger, rejection, acceptance, hope.

**SFIA and SFIA Plus**  SFIA is the Skills Framework for the Information Age. SFIA Plus includes additional detail. These are standard frameworks for the definition of skills in the information systems field.

**SMART**  A mnemonic used to ensure that objectives are clearly defined in that they are specific, measurable, achievable, relevant and time-framed.

**Soft systems methodology**  An approach to analysing business situations devised by Peter Checkland and his team at Lancaster University.

**Software package**  Often referred to as COTS (commercial off the shelf), a software package is a purchased solution to a business problem rather than a bespoke development.

**Stakeholder**  Someone with an interest in the change. Categories may include: customers, employees, managers, partners, regulators, owners, suppliers, contractors.

**Stakeholder analysis**  Consideration of their power and interests is a way of categorising stakeholders that acts as a guide for engagement to achieve buy-in to the desired change.

**Stakeholder management**  The process of analysing and engaging with stakeholders.

**Strategic analysis**  The consideration of an organisation and its strategic position in the light of its external business environment and internal capability.
Strategy  The direction and scope of an organisation over the long term. The strategy is defined in order to achieve competitive advantage for the organisation through its configuration of resources within a changing business environment. The strategy also needs to fulfil the stakeholders' expectations.

Swimlanes  A row on a business process diagram or model. A way of indicating who is responsible for a given process or task. In most cases swimlanes are assigned to departments, groups within department, individuals, applications, systems of applications or databases.

SWOT analysis  An approach to analysing the strategy of an organisation. Consideration of the strengths, weaknesses, opportunities and threats provides a framework for strategic analysis.

Systemic view  An approach that views a business situation as a system of related activities in order to analyse the situation and identify opportunities for business improvement.

Task modelling  The technique for developing a model which describes the human activities and task sequences required by a business system. The task model elaborates the tasks identified by mapping business processes onto specific individuals or workgroups.

TOWS analysis  An approach to analysing the strategy of an organisation. Consideration of the threats, opportunities, weaknesses and strengths provides a framework for strategic analysis. See SWOT analysis.

Work practice modelling  The definition of user roles and the classification of users, via user analysis, so that job design can be carried out in support of the IT activities within a task.
1 Introduction

Nothing endures but change.
Heraclitus, from Diogenes Laertius, Lives of Eminent Philosophers
Greek philosopher (540 BC–480 BC)

CONTEXT

Change happens in organisations. Sometimes you have a choice – to be in the driving seat, ride as a passenger or not to get onto the bus. At other times that choice is made for you. When it comes to business change you may be asked to lead a major project or to join the team. Alternatively you may be the recipient of change (or unaffected by it).

This book is about business change in organisations. It examines why organisations change the way they work. It looks at how change is managed through projects. It considers the impact and reliance on people to do things differently. The focus is on a particular type of business change, one that involves the use of information technology (IT).

What is IT-enabled business change?

IT-enabled business change is a term that denotes a mix of two very different elements – IT and business change. Why is this term more appropriate than ‘IT project’? The label of ‘IT project’ is arguably simpler and descriptive since projects deliver change and IT describes the type of solution. However, calling it an IT project implies an over-dependent focus on the technology part of the solution. In contrast, ‘business change’ makes it clear that the focus is on a change in the business activities of an organisation which may or may not be enabled by IT. The term ‘IT-enabled business change’ reflects a type of hybrid change as represented in Figure 1.1.

FIGURE 1.1  IT-enabled business change
There are business change projects such as introducing an employee suggestion and reward scheme which have few or no elements of IT. At the other extreme there are (apparently) fully IT projects such as the introduction of an IT computer network to link together two sites. With a wider view, however, this might in practice be an IT-enabled business change requiring many staff movements and training to enable communications between the personnel in these sites.

Many initiatives or projects that are or should be an IT-enabled business change are incorrectly labelled as IT projects. This is often true of commentary on national government projects that spend vast amounts of money on new IT systems due to the scale of the change. The visibility of both the IT spend and the failure to deliver if the system is late makes this type of project a strong contender for media attention. Below is an example of one such report and there are many others in the public domain.

‘NEW IT PROGRAMME CRASHES’

This was the headline report in a national UK newspaper about the halting of development work on a £244 million UK programme designed to create a single, accurate profile of an offender. It was said that the original costing had been ‘optimistic’ and a fundamental review was needed to ‘return to an affordable programme’. The failure of this programme was set in the context of a range of other public sector programmes, which included:

- cost of IT systems for magistrates courts rises from £146m to £232m;
- IT systems for asylum applications abandoned after £77m contract fails to deliver;
- a £1bn IT project to create a swipe card capability collapses.

Source: *The Times*, 9 August 2007

In these cases, there are usually some business change impacts that have not been properly considered, which emerge through a more detailed analysis of the issues. This is illustrated by reports on one of the most costly and wide-ranging IT-enabled business change programmes of all time – the National Health Service (NHS) implementation of new systems in the UK, called NPfIT (National Programme for IT). Below is an extract of an article on the interim report from the National Audit Office which examines these types of programme, effectively on behalf of the taxpayer.
**Introduction**

In other reports on this programme, concern was expressed at the lack of engagement with medical staff in designing and communicating the changes in the way they were expected to work as a result of new integrated appointments and record-keeping systems.

**Why is IT-enabled business change important?**

These days much of the change in organisations is enabled by IT. Why is this so? A key reason is that the activities of a commercial organisation rely on IT to implement the business rules which define how an organisation operates in its environment. These rules relate to business processes that are sets of activities to support a customer. One such example is the order to payment process, which starts with a customer need and ends with the cash in the bank. It covers the activities of taking orders from the customer, delivering products, invoicing customers and receiving the payment, as shown in Figure 1.2.

![Business process diagram](image-url)

**Figure 1.2** Business process

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**UK NATIONAL HEALTH SERVICE PROGRAMME**

The committee's report – drafted initially by the National Audit Office – depicts the NPfIT as a failure so far. It also finds that the programme might have done more harm than good, by inhibiting innovation and progress. The strongest criticisms are in the final paragraph. It simply questions whether the 10-year contracts – which could cost taxpayers £6.2bn – will bring significant clinical benefits by the time they expire. This report derived the following apposite conclusion.

The programme has ‘focused too narrowly on the delivery of IT systems at the expense of the proper consideration of how best to use IT within a broader process of business change’.

Source: *Computer Weekly*, 17 April 2007
A commercial organisation will want to manage the risk that its customers are not able to pay the invoice. Hence it may create a business rule, which applies when it takes an order, to carry out a check that the total amount outstanding is less than the agreed credit limit. This check is usually carried out using a computer system where the limit has been pre-defined by a credit controller. If an organisation wishes to change the business rule either the data or the system, or both, must be updated. The way this type of change is managed not only affects the current way of doing business but if badly handled may have an adverse impact on future changes over many years.

There are very many business rules in a large organisation; far too many for one person to know in detail. If these rules are not well documented, the only place they are made explicit may be in the IT system, which will make the planning of business change more difficult. While processes are often similar, organisations typically have different ways of doing business, hence the use of IT will vary. This way of doing business will change over time. How easy or difficult that change will be often depends on how well the IT system has been designed and implemented in the past. The demand from business executives is for increased agility from their IT systems and business processes.

**AGILITY**

Phil Ives is the UK head of information services at Yell, a leader in the international directories business. He defines agility as ‘being one step ahead of what the business needs’. This is a big challenge in a fast moving business. Phil Ives recognises that this requires strong governance processes combined with responsive people and flexible IT systems.

What is the state of play?

It is often reported that the majority of IT projects are failures. This of course depends on how you measure success and failure. The Standish Group studied more than 40,000 projects in a period of over 10 years. It differentiates between a project being a failure and projects being ‘challenged’, which means that they are over time, over budget or lacking critical features based on the requirements. There has been a reduction in failure of the average IT projects over time but large IT projects, or, more accurately, IT-enabled business change projects, are still prone to major delays or budget over-runs.

Partly this lack of success is due to the complexity of what is in effect a large engineering project with many different IT components. It is a
mistake, however, to focus only on these IT aspects of change. Much of the difficulty in large projects relates to deciding what business change is needed and dealing with the people issues such as engagement and training. In these circumstances, good practice is to treat these as business (change) projects with IT as one of the key enablers.

Business change is not a smooth sequential process. There is, however, a goal to move from an idea to an implementation of that idea. This involves several stages, which include strategic alignment and definition of the required improvement before designing and implementing a business solution, which generates the target benefits. These stages are often iterative as learning from one stage uncovers the need to revise the outputs of a previous stage.

OUTCOMES

What does this book attempt to do?

Awareness of the impact of unsuccessful projects that depend on IT has spread well beyond the computing journals. In the UK, USA and other countries many government programmes have come under intense scrutiny and the public are questioning how their tax contributions are being spent. There have been some high profile failures in the private sector so this is certainly not just an issue for the public sector and government.

The main desired outcome of this book is that it helps those who are involved in IT-enabled business change projects to understand the issues and to be more successful. A caveat is that each project is different hence there are no magic formulas and no guarantees. What can be done is to capture and share good practice using a consistent terminology which becomes familiar to all those involved in IT-enabled change.

Who is this book designed to help?

Anyone who works in an organisation today is likely to be affected by IT-enabled business change. If you understand what is happening, you will be in a better position to judge which bus, or which part of the bus, you would like to be on (if you have the choice). There are many different potential groupings of roles required in IT-enabled business change. One view of these is represented in Figure 1.3, a framework derived from research into the business leadership of IT-enabled change sponsored by the Change Leadership Network.
Let us start with the implementers. There are some individuals and teams who are directly engaged with implementing IT-enabled change. Business analysts and consultants typically have a very direct role in analysing, designing and implementing IT-enabled business change. They may have come up through the IT or the business route. In either case they need to understand the whole life cycle from both perspectives, which represents a significant challenge that this book aims to address. IT professionals and managers working on projects that implement change also need this full understanding.

IT professionals, suppliers and consultants who work in a specialist area of IT sometimes have difficulty in understanding where they fit into the overall life cycle of change. For example, someone working on an IT helpdesk may be supporting business staff on how to use a new system. Understanding IT-enabled business change will give them insights into the challenges that users face beyond the technology itself. This book will help IT specialists to gain insights into how the different disciplines of service management, project management and business change management are interrelated.

Business sponsors of change are typically senior executives who understand the organisation and the challenges but may have limited direct experience of IT-enabled change programmes. This book

Source: O’Leary and Manwani (2006)²

**Figure 1.3**  *IT-enabled business change roles*
describes the role of the sponsor and the key challenges they face over the life of a programme. It will help those who take on this role or are asked to sit on a steering or sponsoring group overseeing the change.

On the user side, business managers may be asked to be change agents and operate in the role of business change managers. They need to work closely with their IT colleagues in achieving the programme goals. In some organisations this is a specialist role of change management working with operational managers to design and implement new processes. A goal of this book is to help them understand what contributions are required in each stage of the IT-enabled change life cycle.

Business actors are individuals or groups who have an interest in, or may be affected by, the business change project. Experienced business actors often take on a role as ‘super users’ in a project helping in analysing and testing business changes. This book aims to provide insights into what is happening around them and how to influence the outcomes.

There are roles that can be described as enablers and moderators that are important to the success of IT-enabled business change but may not be involved in specific change projects. Chief information officers (CIOs) and heads of IT need to evaluate how IT-enabled change is delivered in their organisations in order to decide what skills are required and where they should be located. These skills are not exclusively in the IT department but a broader organisation view is required for success, and if these business change skills are missing there will be an impact on the perceived capability of the CIO.

Also in this category are the chief executive and the top team. They may not need to understand the specific technology used in their organisation but they should certainly define the governance for IT-enabled business change and drive the business benefits. These are key elements of the preliminary and final stages of the change life cycle.

Given that people and systems are both critical in IT-enabled business change, the involvement of human resource managers is advisable. This is another group located within the ‘enablers and moderators’ who will benefit from the overview in this book.

In summary this book is aimed at practitioners and consultants directly involved in IT-enabled business change, experienced professionals from IT and other disciplines who work closely with these practitioners and, finally, executives who need to guide one or both of these groups. New entrants to organisations with a related qualification should gain a contextual overview of the subject from this book.

What this book gives you

Chapters in this book follow the IT-enabled business change life cycle. This book provides sample questions for each stage with supporting
information to help readers appreciate the reasons for the selected correct answers.

No specific prior knowledge is assumed for this book. The breadth of IT-enabled business change topics covered in this book is necessarily wide given its target positioning. This makes it suitable as an introductory text for qualifications in this area.

Ultimately the book is concerned with the learning of practitioners, executives and advisers in IT-enabled business change and any qualification is a confirmation that a core level of knowledge has been achieved. The working party who designed the outputs to support a qualification as described in the Acknowledgements included members with many years of relevant practitioner, consulting and academic experience.

One way that chief information officers (CIOs) can support their organisations in expanding and evidencing the core knowledge in IT-enabled business change is through a relevant qualification. This follows the direction that some CIOs have taken with the Project Management and Service Management qualifications. CIOs have the option to take a leadership role in this type of education throughout the organisation.

Why did I write this book?

The views expressed in this book are based on both theory and practice. My career roles range from business analysis and project management to IT director and CIO. This has given me the opportunity to lead a large number of IT-enabled business projects – big and small. Alongside this I completed my MBA and Doctorate at Henley Management College and then joined the faculty developing and teaching IT-enabled business change courses on the MBA.

One part of my current career portfolio is to advise organisations on strategy, programmes and capability development. I am also committed to developing IT and business change as a professional discipline. In support of this goal, I joined the Executive Board of the Professionalism in IT programme. My other professional activities include writing for practitioner publications such as ‘Ask the Experts’ in Computing Business and the ‘Strategy Clinic’ in Computer Weekly, presenting at conferences and judging at major IT award events.

This breadth and depth of experience provided me with hard-earned lessons and has driven my desire to produce this book. I have included stories from my experiences, which are intended to illustrate the learning. Details have been changed or names excluded to offer anonymity unless permission has been granted for inclusion. My final reason is the evidence that there is a hierarchy of learning that progresses through observing and doing to teaching. I continue to learn about this subject through lecturing, consulting and writing.
Introduction

FORMAT

How can you use this book?

The proposition is that business change follows a series of stages and this book follows a similar sequence. This means that readers can follow the life cycle of an IT-enabled business change or decide to focus on one particular step such as the implementation of the change. If you decide to implement successful IT-enabled business change you will need a broad understanding of each of the elements and a specific knowledge of the key terms and principles.

Structure

The book has the following main topics:

- Overview of IT-enabled business change.
- Business and IT alignment.
- Business improvement definition.
- Business change design.
- Business change implementation.
- Benefits management.
- Business change and modelling skills and techniques.

The next chapter provides an overview of the life cycle and each of the next five chapters covers a stage of the life cycle. Business change and modelling techniques are summarised in Chapter 7. This book introduces a wide range of concepts and models. It should be recognised that the aim of any model is to provide understanding through an insightful but limited representation of reality. You need to be selective in your use of models. Hence business change and modelling techniques are covered in the most relevant chapters. This does not mean that they can or should only be applied at this stage. In practice, techniques may be appropriate at multiple stages of the business change journey. You will find that many of these models are also referenced in the Glossary.

I have worked with many large organisations and consultancies and found that they use a wide variety of models for similar activities such as describing business processes. This book aims to provide a simple representation of some common techniques so that you can start to recognise when these models are appropriate.

Sample questions

The sample questions in this book were developed by an IT-enabled business change working party as described in the Acknowledgements. Questions are provided in the relevant chapter. These are all
multiple-choice questions. Each of the questions is followed by a discussion that helps to inform the reader which answer is the correct one.

Glossary

The glossary contains many of the key definitions referred to in this book. Some of these definitions are critical to answering the sample questions and these terms will be introduced in the body of this book.

Case stories and study

Practical illustrations are provided through case stories and other relevant material. The main case study is included at the end of the book and is based on a real-life programme with some elements changed to ensure confidentiality. Questions are provided in each chapter to stimulate thinking on the relevant issues that have been introduced through the case study.

Notes

This book is aimed primarily at practitioners and students of IT-enabled business change. The contents cover a broad range of topics. At the end of the book there are opportunities for further reading with references, along with notes, all of which are indicated within the chapters by superscript numbers.

SUMMARY

Projects involving technology have often been viewed as IT projects and the responsibility of the specialist IT function within an organisation. Delivering IT systems has been problematic because of a failure to clearly define the business requirements and a tendency to focus on the system as the deliverable. However, the perception of IT and its value-add is changing significantly in leading organisations. There is a greater acceptance that IT is a means to achieving business improvement rather than an end in itself.

The counterpoint is that much of the creative business change in organisations these days is enabled by IT engineering. There is a powerful but sometimes uncomfortable relationship between these two different worlds. This book aims to provide a methodology and insights for dealing with the opportunities and challenges in this intersection. For those who are interested in a qualification to demonstrate their knowledge and understanding, this book is intended to support relevant courses in IT-enabled business change.

This chapter has introduced many new terms and you may wish to refer to the Glossary for further information. At times, this book refers to IT-enabled change; this is used as shorthand for IT-enabled business change.
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Future-proofing your organisation in response to external challenges requires the ability to deliver successful business change. The high profile failure of major IT-related projects in recent times underlines the impact on commercial outcomes. This book explores how IT can be utilised to deliver effective change, providing practical guidance on the entire process, from identification and sponsorship to implementation and benefits review.

Key areas covered include:
- Strategic alignment and execution of change
- The IT-enabled business change lifecycle
- Integrated approach to change
- Skills and techniques needed at each stage
- Key business and IT roles

About the author
Dr Sharm Manwani obtained his MBA and Doctorate at Henley Business School, where he now lectures and directs programmes in IT-enabled business change. Previously, he was the European CIO at two leading multinationals, directing large-scale international IT-enabled change programmes, supporting mergers, business process redesign and organisation restructuring.

‘Our ability to successfully enable business change seems inversely proportional to what we invent. This book brings together common sense and best practice to help address this situation. Well worth reading, for IT professionals and business managers alike.’
John Suffolk, Her Majesty’s Government Chief Information Officer.