

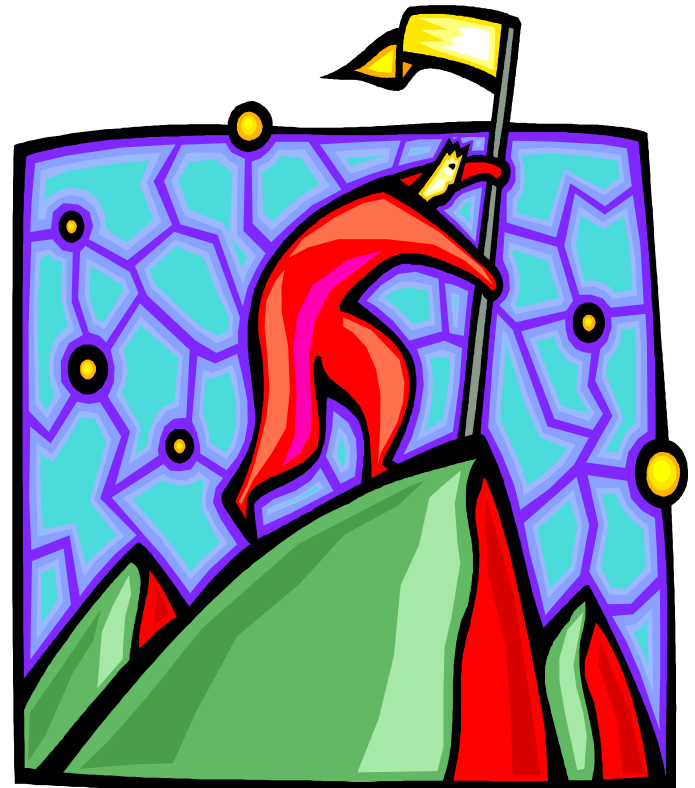


Enterprise Value Management

# Quality of Organizational Leadership

# Agenda

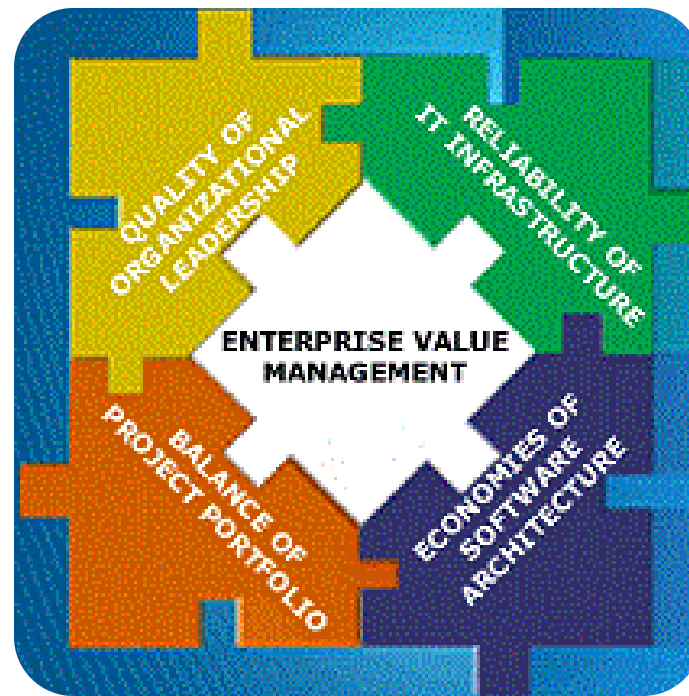
- Introductions
- Quality of Organizational Leadership
- Q&A
- Next Steps



# Enterprise Value Management

October 14, 2010

September 30, 2010



September 2, 2010

November 11, 2010



# Dayle Beyer (EVM member)



- **President/Founder of Inspire Excellence**
- Dayle has inspired excellence in thousands of people by using a unique blend of project management, business analysis and coaching tools and techniques to make projects faster, cheaper and easier.
- We co-actively collaborate with people, teams and organizations in how to take sophisticated exams, gain momentum towards significant goals and create solutions for bottom-line results.

[www.InspirExcellence.com](http://www.InspirExcellence.com)

# Shane Deay (EVM member)



- **President/Founder of Avant Corporation**
- With over 18 years of IT experience, the last 12 in service management consulting and training, Shane helps service providers and IT organizations identify opportunities for improvement in pursuit of the following goals:
  - Better align IT services with business objectives and customer needs
  - Improve overall service levels
  - Maximize the business value of their services
  - Successfully manage to service level expectations
  - Optimize resource allocations

[www.avantusa.com](http://www.avantusa.com)

# Peter Mauro (EVM member)



- **Founder of Encore Consulting**
- As the founder of Encore Consulting, Pete has over 25 years of IT consulting experience with responsibilities in all facets of the consulting business, including sales, delivery, and management. His primary responsibilities throughout his career have included building new branches of consulting companies, developing new geographic and vertical market sales territories, and reorganizing and managing underperforming branches to profitability.

[www.encoreconsulting.com](http://www.encoreconsulting.com)

# John Schladweiler (EVM member)



- **President/Founder of Schladweiler Associates, Inc**
- Schladweiler Associates, Inc. is a consulting firm that works with clients in the areas of IT strategy, product/service development, business systems planning, IT infrastructure and process optimization, e-business, and systems architecture. Enterprise Value Management is a key lever that can be used to achieve better IT value – requiring knowledge of where you are now, and developing the roadmap to improve in a way that gives the company the most benefit.

[www.schladweiler.com](http://www.schladweiler.com)

# Lawrence J. 'Butch' Sheets

## Keith D. Sutherland (EVM members)



- **Co-Owners of Service Management Dynamix, LLC**
- Keith D. Sutherland and Lawrence J. 'Butch' Sheets formed a business dedicated to delivering high-quality IT Service Management training and consulting based on the IT Infrastructure Library. This partnership, provides customers the benefit of their nearly 70 years of combined IT experience and 20 years of formal IT Service Management knowledge to enable and facilitate the development, deployment, and execution of their Service Management initiatives.

[www.svcmgtdynamix.com](http://www.svcmgtdynamix.com)



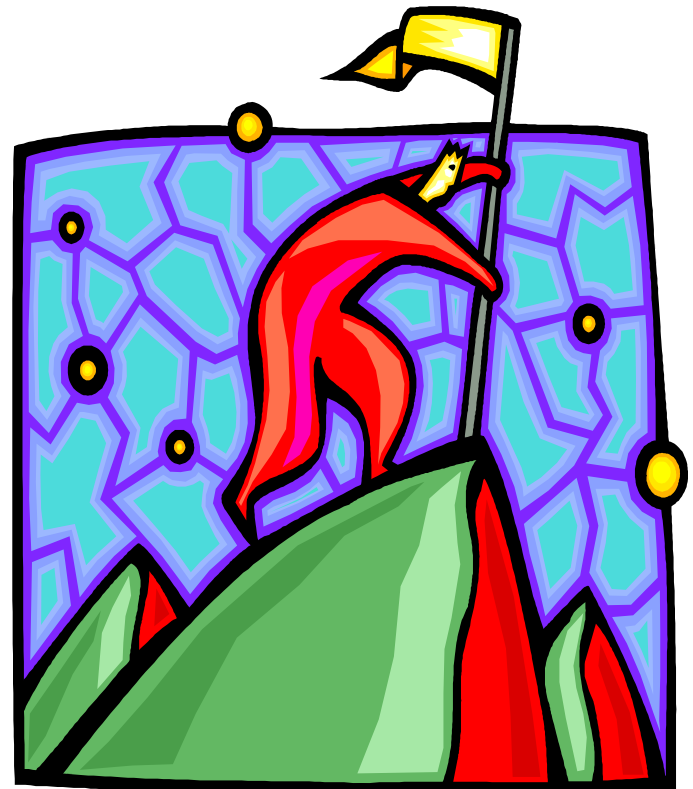


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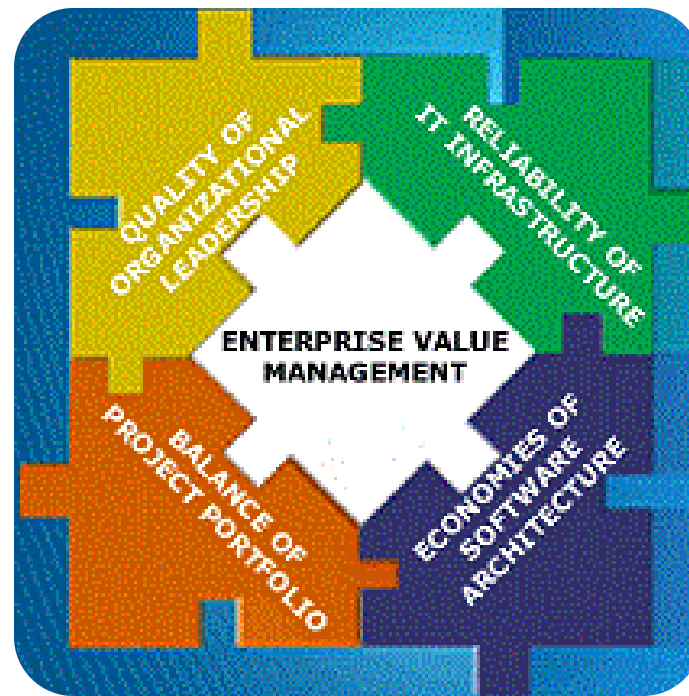
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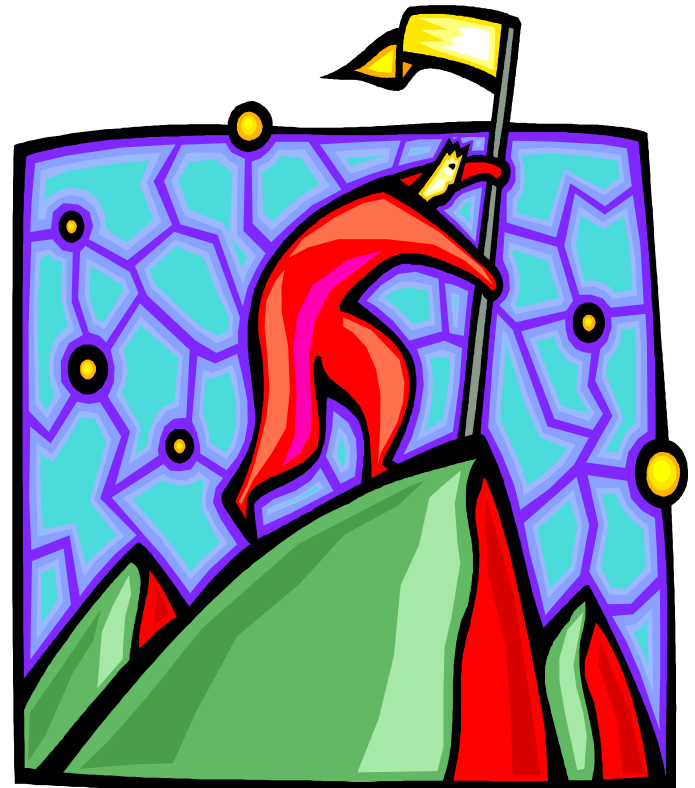


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# Objectives

- What “soft” and “hard” skills are needed for project/program success
- Dealing with conflict and negotiation
- Best use of a PMO and Center of Excellence for program success
  - Treating the continual service improvement as a project
  - Understanding customer requirements

# Who Is Darwin Smith?

- Darwin Smith, CEO at paper-product maker Kimberly-Clark from 1971 to 1991, epitomized Level 5 leadership.
- Shy, awkward, shunning attention, he also showed iron will, determinedly redefining the firm's core business despite Wall Street's skepticism.

– From *Good to Great* by Jim Collins

# A “Level 5” Leader Is:

- An **executive** who "builds enduring greatness through a paradoxical blend of personal humility and professional will. Described as being timid and ferocious, shy and fearless and modest, with a fierce, unwavering commitment to high standards."

– From *Good to Great* by Jim Collins

# Attributes of a “Level 5 Leader”



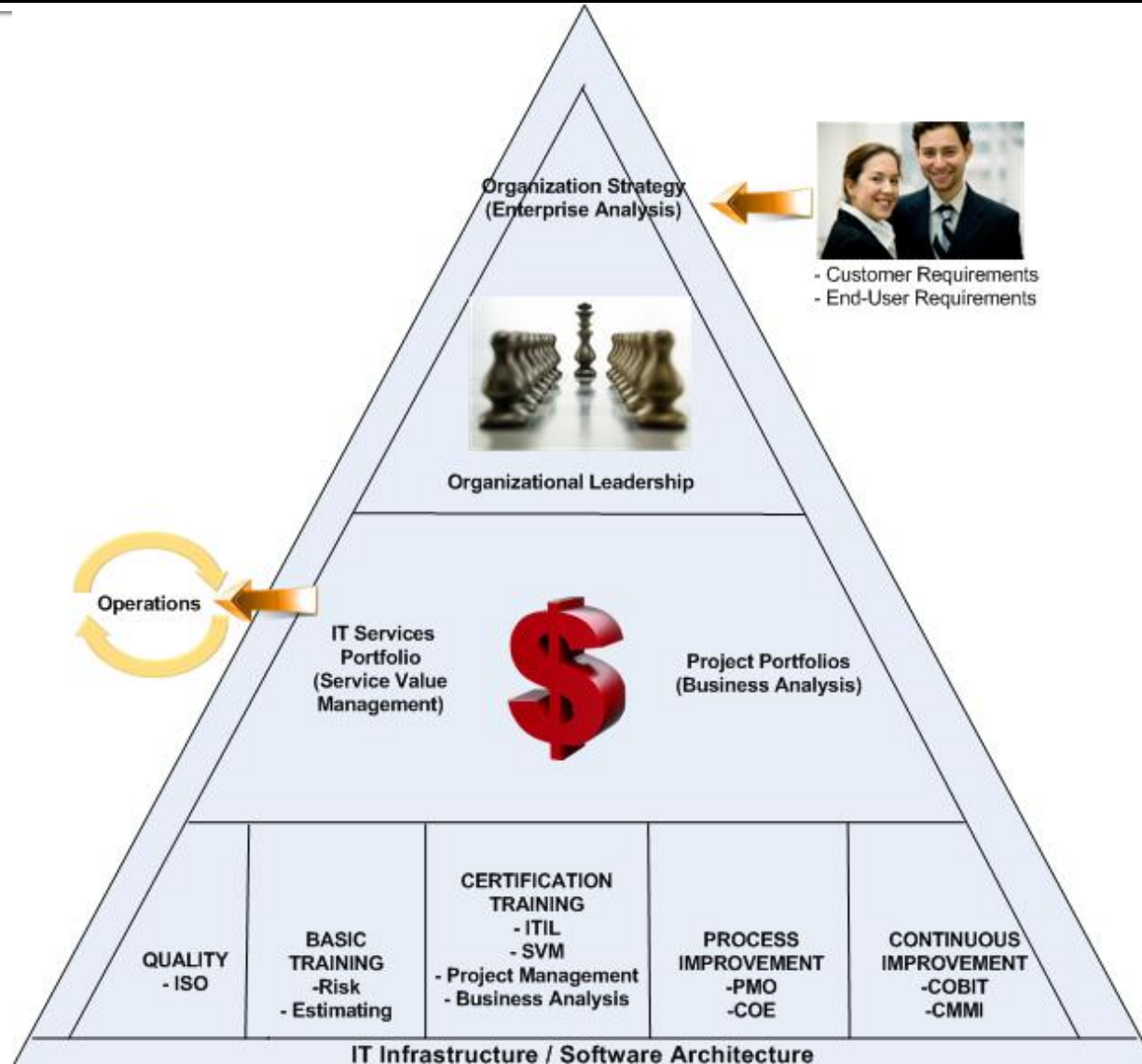
Lincoln

- Has personal humility
- Inspires standards to motivate
- Channels ambition to the organization
- Assumes responsibility for poor results and gives credit to others
- Resolves to produce long-term results
- Sets standards for building an enduring, great organization

***These leaders deliver what they promise. There is no hype, no spin, no excuses; just understated, realistic expectations.***

– From Good to Great by Jim Collins

# Enterprise Value Management



# Quality = Measure

The Standish Group, 2009 *CHAOS Chronicles*, an ongoing international study of 15,000 IT projects, shows a decrease in project success by:

- 32% of all projects are delivered on time / budget
- 44% of projects are late, over budget, or with less than the required features and functions
- 24% of failed projects are cancelled prior to completion or delivered and never used

These results represent the highest failure rate in over a decade!

**The vast majority of this waste is avoidable by using strong organizational leadership.**

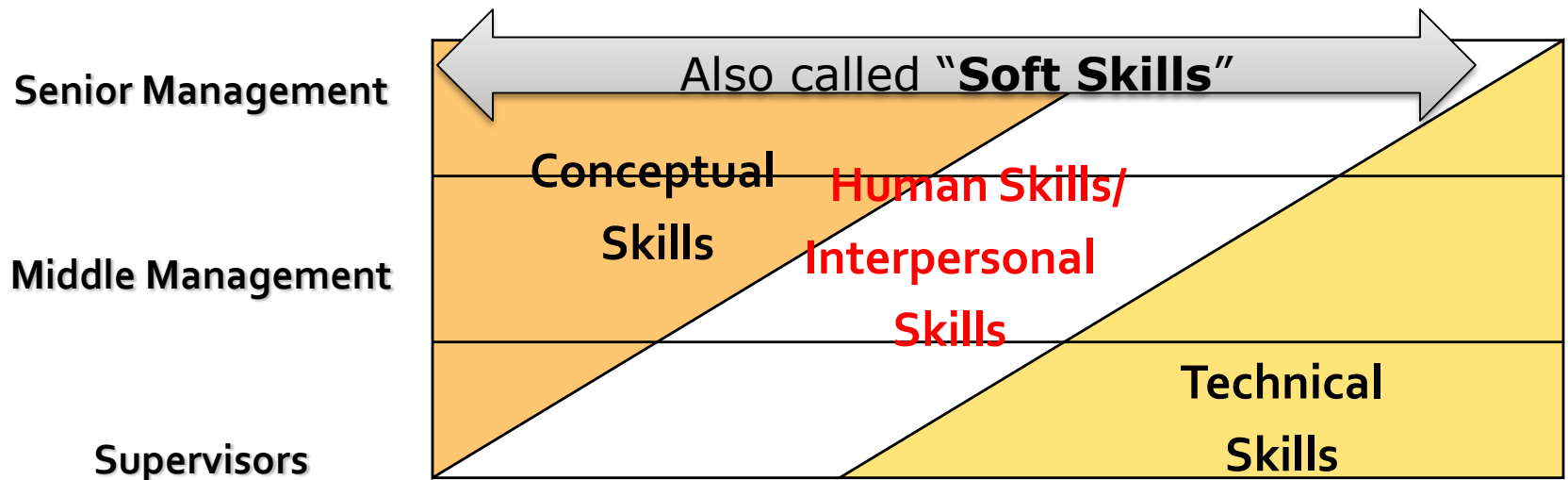


# What Keeps CIOs 'Up At Night'?

- In the 2010 CIO magazine survey, CIOs were questioned whether the team in IT is properly trained in leadership competencies?
- *48% of CIOs surveyed, felt that leadership skills were not of the level to cultivate a strong IT/business partnership.*

# Got Soft Skills?

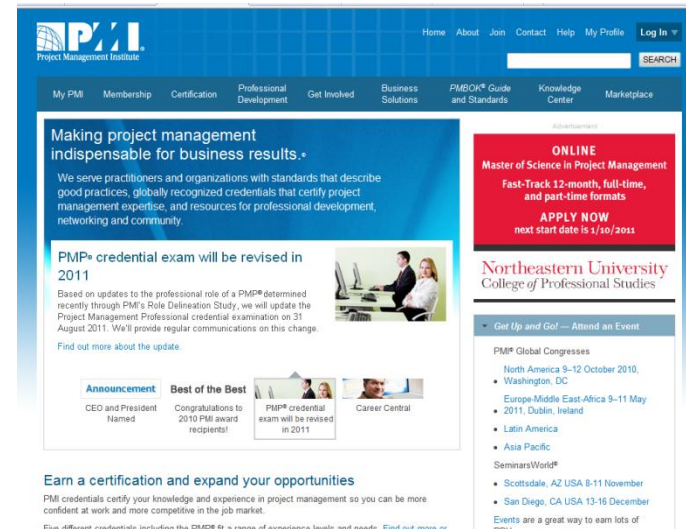
- R.L. Katz stated that all successful managers, whatever their level, need some skills in ALL three of these areas



Source: Katz, R. L., *Skills of an Effective Administrator*. Boston: Harvard Business Review, 1974.

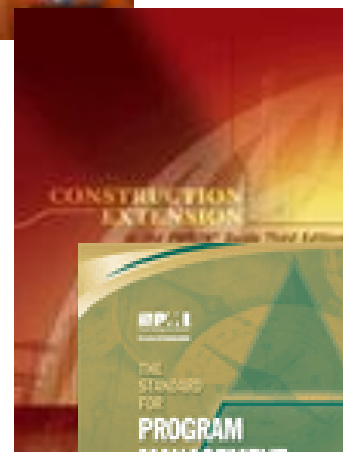
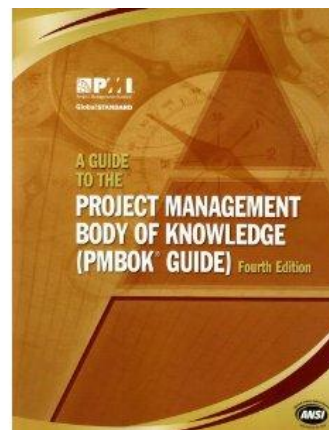
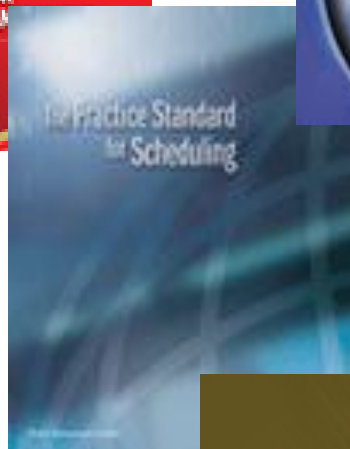
# Project Management Institute (PMI)®

- Half a million members and credential holders in more than 180 countries.
- 12 standards for project, program and portfolio management
- [www.pmi.org](http://www.pmi.org)



The screenshot shows the PMI website homepage with a blue header and navigation menu. The main content area features a large blue banner with the text "Making project management indispensable for business results." Below this, there is a section titled "PMP® credential exam will be revised in 2011" with a sub-headline "Based on updates to the professional role of a PMP® determined recently through PMI's Role Delineation Study, we will update the Project Management Professional credential examination on 31 August 2011. We'll provide regular communications on this change. Find out more about the update." To the right of this text is a small image of two people working at a computer. Below the main text are four small boxes: "Announcement: CEO and President Named", "Best of the Best: Congratulations to 2010 PMI award recipients!", "PMP® credential exam will be revised in 2011", and "Career Central". At the bottom of the main content area, there is a section titled "Earn a certification and expand your opportunities" with the text "PMI credentials certify your knowledge and experience in project management so you can be more confident at work and more competitive in the job market." On the right side of the page, there is a red box with the text "ONLINE Master of Science in Project Management Fast-Track 12-month, full-time, and part-time formats APPLY NOW next start date is 1/30/2011" and a section for "Northeastern University College of Professional Studies" with a list of events: "Get Up and Go! — Attend an Event", "PMI® Global Congresses", "North America 9-12 October 2010, Washington, DC", "Europe-Middle East-Africa 9-11 May 2011, Dublin, Ireland", "Latin America", "Asia Pacific SeminarsWorld®", "Scottsdale, AZ USA 8-11 November", and "San Diego, CA USA 13-16 December".

# Project, Program & Portfolio Management Standards

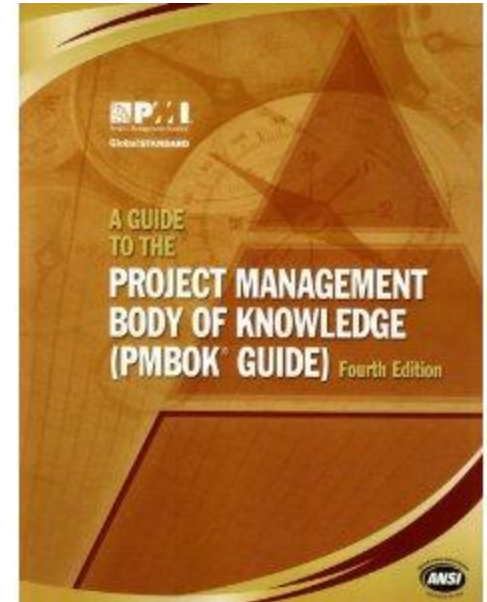


# Interpersonal Skills

group of individuals

## Appendix G: *Interpersonal Skills*

- **Leadership**
- Team building
- Motivation
- Communication
- Influencing
- Decision making
- Political & cultural awareness
- Negotiation



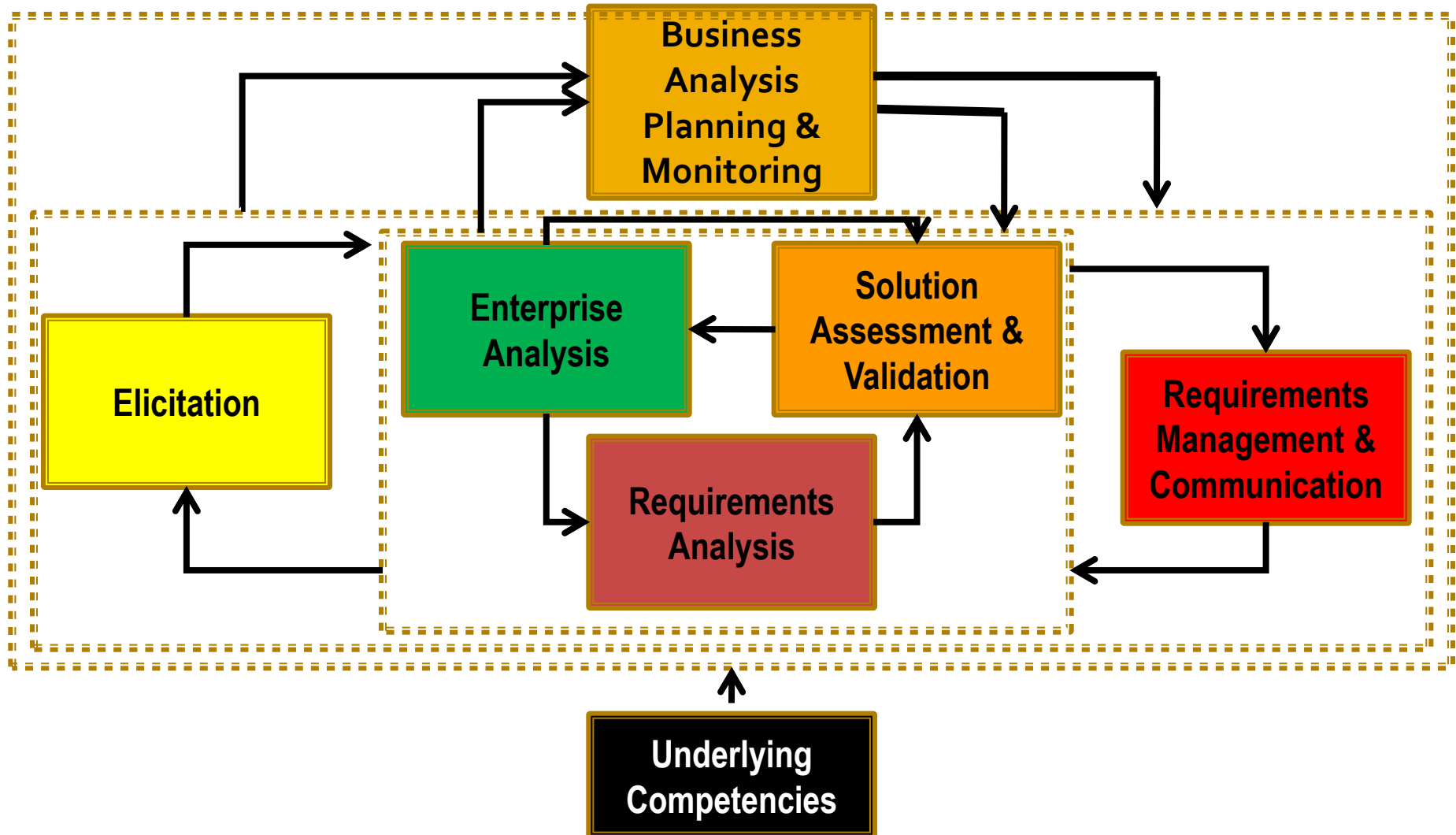
# International Institute of Business Analysis (IIBA)®

- Founded in 2003
- Active internationally with more than 12,000 members and over 90 chapters worldwide.
- Created Business Analysis Body of Knowledge (BABOK®)
- [www.theiiba.org](http://www.theiiba.org)

**IIBA™** International Institute of Business Analysis



# BABOK® Guide Knowledge Areas



# PMBOK® Guide Says...

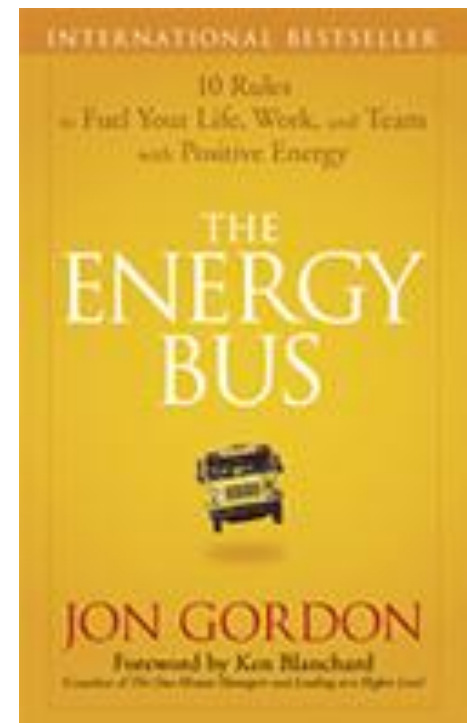
- Leadership is the ability to get things done through others.





# 10 Rules to Fuel Your Work and Team with Positive Energy

1. You're the Driver of the Bus.
2. Desire, Vision and Focus move your bus in the right direction.
3. Fuel your Ride with Positive Energy.
4. Invite People on Your Bus and Share your Vision for the Road Ahead.
5. Don't Waste Your Energy on those who don't get on your Bus



# 10 Rules to Fuel Your Work and Team with Positive Energy

6. Post a Sign that says “No Energy Vampires Allowed” on your Bus.
7. Enthusiasm attracts more Passengers and Energizes them during the Ride.
8. Love your Passengers.
9. Drive with Purpose.
10. Have Fun and Enjoy the Ride.

**BELIEVE!**

If you have the desire, you also have the power to make it happen!



# Nourish Your Team and Culture

## SOUP: A Robust Recipe to Nourish Your Team and Culture

In this dynamic 2-day course, you and your Team will:

- *Understand the best ingredients to bring to the table*
- *Review the 11 steps it takes to create an excellent soup*
- *Create an action plan to make real changes*

As part of the 2-day course, you will receive a FREE copy of "*SOUP: A Recipe to Nourish Your Team and Culture*" PLUS free resources and inspirational posters!

For more information on this course contact:

Dayle Beyer

[Dayle@Inspirexcellence.com](mailto:Dayle@Inspirexcellence.com)



# IT Service Value Management Essentials w/certification (SM4100)

- This 1-day course provides an overview of the fundamental components of IT Service Value Management™, Business Service Management, underlying best practices, related business drivers, and required steps to successfully prioritize projects, allocate resources, and effectively communicate business value with Service Value Modeling™.
- It is an excellent primer for those who are new to IT-SVM™, beginning their Service Management initiative, or interested in moving an existing Service Management initiative to the next level. IT-SVM™ facilitates numerous activities including...
  - Quickly building Service Catalogs.
  - Assessing the Business Value of IT services.
  - Accurately measuring service quality.
  - Justifying resources for service improvement initiatives.
  - Communicating Business-IT alignment in non-technical terms.
  - Successfully managing Service Portfolios

\$945/person including the exam

# Accredited ITIL v3 Foundations

ITSM Academy's ITIL® V3 Foundation course is a 2.5 day journey through the five (5) stages of the ITIL® Service Lifecycle:

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement

Embedded into the ITIL® V3 Foundation course is ITSM Academy's unique virtualization, Living the Lifecycle™. Woven through all of ITSM Academy's ITIL® V3 Certification courses, this virtualization brings V3 processes and concepts to life.

ITSM Academy's ITIL® V3 Foundation course prepares attendees to successfully achieve their Foundation certification. The independent exam is administered on the third afternoon.

# EVM Assessment

Our team can assess your IT organization to:

- Maximize the value of future IT investments
- Minimize risk in your IT/Business alignment
- Provide best practice processes, tools and techniques to make your projects faster, cheaper and easier

For more information on an EVM Assessment contact:  
Pete Mauro – [pmauro@encoreconsulting.com](mailto:pmauro@encoreconsulting.com)



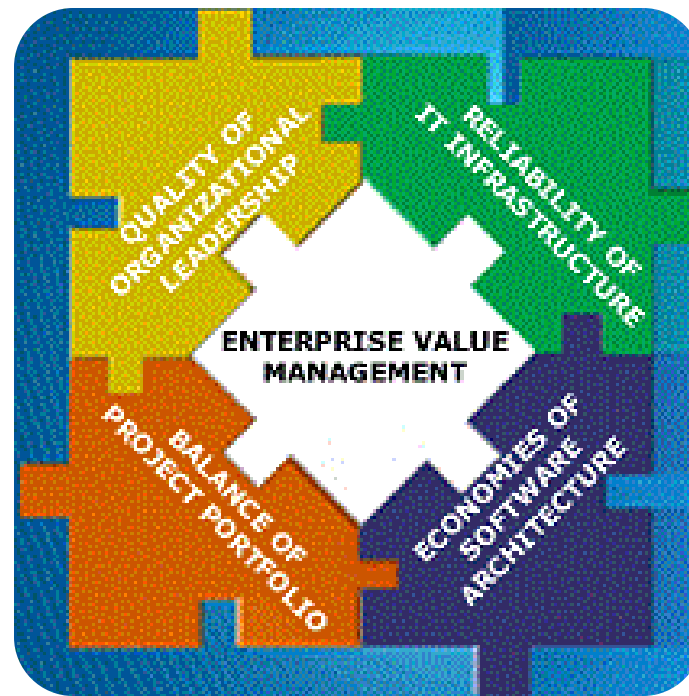
# Questions and Answers



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# For More Information

## Future Webinar Topics

- **Economies of Software Architecture**
  - November 11, 2010 – 10am CDT

## See us at:

<http://www.enterprisevaluemanagement.net>

