

# Beyond Business/IT Alignment: IT Implementation & Execution Perspectives

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## Information Technology (IT) & Operational Technology (OT)

- Separate Scopes
- Technology Overlap
- Specialized OT focus
- Convergence
- Opportunities & Risks



## IT Organizational Focuses

- IT OMS
  - Operations / Maintenance / Support
- IT Advancements
  - Advancing Business:
    - Efficiencies
    - Effectiveness
    - Information Intelligence



## IT OMS

Keeping Information Systems, Services & Communications Up & Running

- Information Security
- Helpdesk & End User Support
- Data-Center & Production Operations
- Printing Services?
- Infrastructure Support



## IT OMS

- 70% - 80% of Annual IT Spend
- External / Direct Costs
  - Hardware Refreshes
  - Software Vendor Maintenance & Support
  - Telecom Vendor Services
- Payroll & Other Services
  - Application Outsourcing... Cloud
- OMS Projects → Software upgrades
  - “the bane of our existence”

## IT Advancements

- Advancing Business Efficiency, Effectiveness and Information Intelligence
- Advancement Projects – multiple sizes
  - Small / Medium / Large / XL
- Not “IT Projects” → **Business Projects**
- Product Owner
  - Knowledge / Authority / Time

## IT Advancements

- No Product Owner – No Project
- Shifting the Perception:





## PMO Principles

- Advancement Project Portfolio & Roadmap
- Utility Strategies and Priorities
- IT PMO → Portfolio & Roadmap Factors
  - Spending Constraints
  - People Capacity
  - Skills Availability



## Project Approach / Methodology

- One is not optimal for All Sizes / Types
- Options:
  - Traditional → Waterfall
  - Contemporary → Iterative / Agile / SCRUM



## Small & Medium sized Advancement Projects

- Less Formal Project Process
- Incremental Value can be Huge
- “Smart” Scope
- Infiltrate / Embed IT Business Analysts into the Business Units
  - Key to High Impact, High Value



## Large & Extra-Large Advancement Projects

- More Rigorous Project Process
- By Nature → Tend to be High Risk
- Risk Mitigation:
  - Business Projects (not IT Projects)
    - Executive Sponsorship is a Must
    - Product Owner is a Must



## Large & Extra-Large Advancement Projects

- Risk Mitigation:
  - Don't Ignore Your Gut
  - Prepare for Vendor Disappointment
    - Scope
    - Time & Budget
    - NOT Quality
  - Don't be Afraid to Kill a Bad Project



## Large & Extra-Large Advancement Projects

- Risk Mitigation:
  - Value of Skilled & Experienced Advisors
  - Value of Top Notch Project Managers
  - Be Obsessive/Compulsive about Defining Your Requirements & Priorities



## Large & Extra-Large Advancement Projects

- Risk Mitigation:
  - Know Your Vendors Underlying Technology & Product Roadmap
    - Alignment with your Enterprise IT Architecture
  - Contingency Budgets



## Large & Extra-Large Advancement Projects

- Post Deployment:
  - Measure Business Impact / Value / Benefits
  - Compare to Original Business Case
    - When Worse → Blame Something...
    - When Better → Credit Somebody...
    - Actually...



## Large & Extra-Large Advancement Projects

- Post Deployment:
  - Learn from Project Results (good or bad) and Refine Your Process Accordingly