Information Technology Transformation

UC Santa Cruz
Information Technology Services
Mark Cianca and Ann Berry-Kline, UCSC
The Design “Elevator Speech”

- At the end of the IT Transformation Program we will have a customer facing, services-based, and process driven IT organization.
Design Components of ITTP

UC Santa Cruz ITTP Design Components
Complicating Factors
Transformation was akin to managing an organization while simultaneously managing a start-up using the same staffing resources.
Transformation was akin to managing an organization while simultaneously managing a start-up using the same staffing resources.
The Case of the Miraculously Disappearing IT Resource — More chilling than any Nancy Drew Mystery!
“I wasn’t able to solve these problems for the last umpteen years, but now that they’re your problems, I’m going to need you to solve them ASAP. Okay? That’d be great…”
Quiz Time!
The Story of **Romeo** and **Ethel**, the Pirate’s Daughter
Major Changes Encountered

- Four Chancellors and Four Executive Vice Chancellors during transformation period
- Monolithic Planning became Incremental Planning
- Learning to live with “Yours, Mine, and Ours”
- Infrastructure Projects led to Process Projects
Lessons Learned
Big-bang changes simply don’t work. Designing for big-bang doesn’t acknowledge the complexity of your work.
You’re never finished creating the organization you want to become. Create guiding principles that help inform steps along the way.
Pearls of Wisdom
Once You Get Started, You’ll Rely on Great Strategy More Than Great Plans

Don’t Reinvent The Wheel

Assumptions Are Deadly
The Principles of Aikido apply to change. Learn to receive, channel, and direct the energy that comes back to you.

Change is neither a race nor a sprint; periodically refresh yourself to pick up your work anew and to the best work possible.
In the eye of the storm it’s hard to see what might be clear to others. Take time to reflect, to undertake mini-reviews.

Use external advisers and customers to validate progress and to expose issues.

What you learn becomes one of your greatest assets.
Iterate

- Plans won’t be perfect the first time around. Or the second. Quite possible, even the third. This is okay

- Rapid iteration (a.k.a., “learning to fail quickly”) gets you to success more effectively

- Iteration brings depth to your strategy (sense a theme that suggests big bang is a bad idea?)
Ann Richards got it right — at some point, you gotta call it “done” and stick a fork in it.

With Version “1.0” done, you can move into the process of continual improvement.
http://its.ucsc.edu/transformation