

Building Your Organizational Technology Strategy

Shannon H Tufts, Phd
UNC School of Government



If Public Service is Noble...



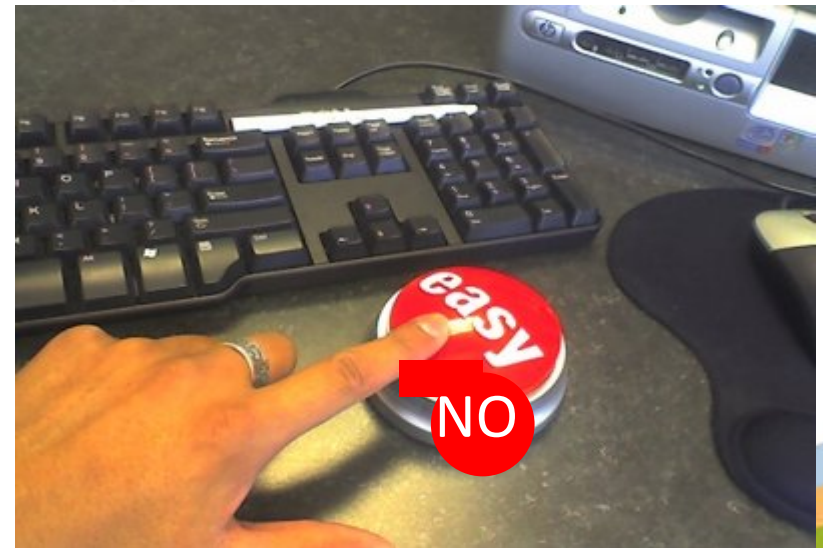
I'M FROM THE GOVERNMENT, I'M HERE TO HELP



Then What About IT?



"IT'S NOT THAT I DON'T WANT TO TRY WEB 2.0 TECHNOLOGY. IT'S JUST THAT I'M STILL GETTING USED TO THE FAX MACHINE."



Technology is ...

the vehicle from which
accurate, reliable, and timely
information is produced for:
developing strategies, identifying objectives, improving
productivity, and
facilitating service delivery

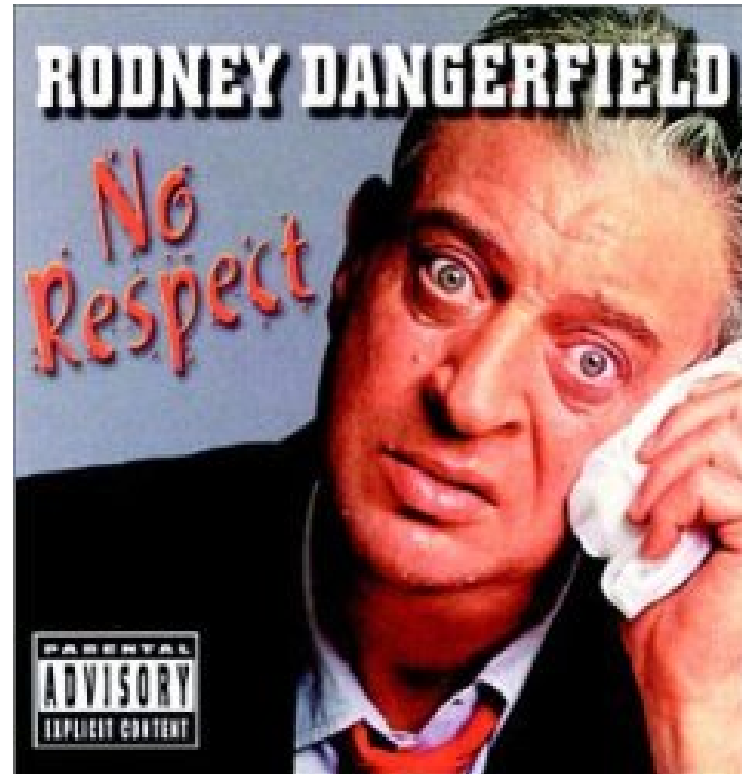
The Value of Technology

What percentage of your organization's budget goes towards technology?

What percentage of work does technology support?



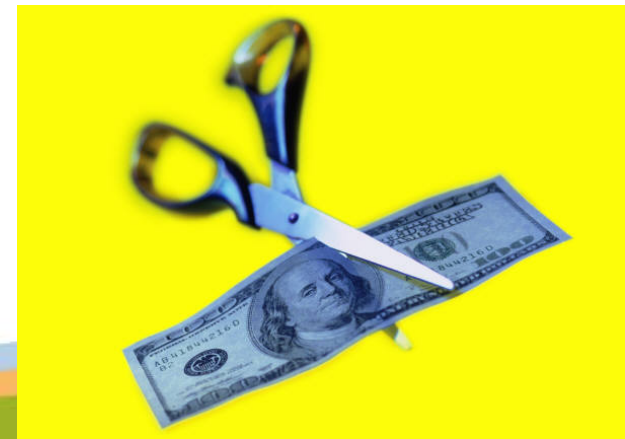
Then why is this your IT Department?





At the end of the day...

Does leadership see IT
as a cost to be controlled or
a strategic value add?



Building Blocks for IT Strategy

<i>Run</i>	<i>Grow</i>		<i>Transform</i>	
1. Function	2. Enable	3. Contribute	4. Differentiate	5. Transform
<i>What Management says...</i>				
We must keep our business running well and efficiently.	Business leader have the leeway to use or invest in technology as required to meet their objectives	Business and IT leaders are held accountable for enhancing operations and raising business	We depend on information and technology to develop and sustain sources of competitive advantage	By operating at the cutting edge of information technology, we change the rules of engagement
<i>With the Intention, The CIO focuses on...</i>				
IT Performance and assets	Business Support	Business Performance	Scale, reach, time to delivery	Ingenious application of information and technology
<i>The IT Organization will look like...</i>				
IT = Utility	IT = Responder	IT = Problem Solver	IT = Differentiator	IT = Visionary
Measure = Uptime	Measure = Response Time	Measure= Business Performance	Measure = New Services	Measure = New Services and programs
Emphasis = Budget and FTE	Emphasis = Run Portfolio	Empasis = Run and grow portfolio	Emphasis= Grow and Transform	Emphasis = Transform
Focus = Cost and Efficiency	Focus = Meeting expectations	Focus = Business Results	Focus = Building Partnerships	Focus = Breaking the rules



The challenge...

How can we use information technology...

- to create public value

Once Upon a Time, In a Land Far, Far Away...





The challenge...

How can we use information technology...

- to create public value
- through a better division of labor





The challenge...

How can we use information technology...

- to create public value
- through a better division of labor
- where innovation is essential



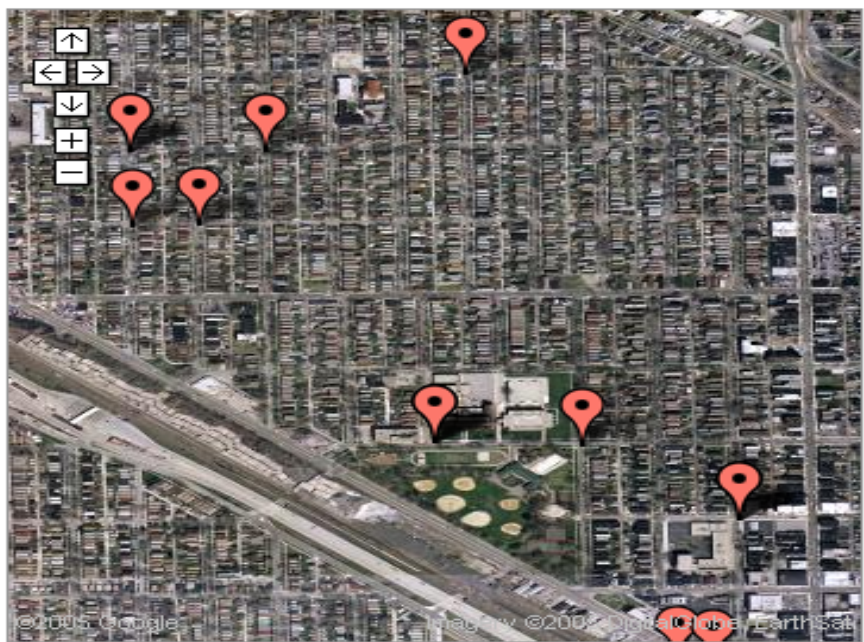
A freely browsable database of crimes reported in Chicago.

Browse by: Crime type - Street - Date - Police district - Location - City map Search: [input] GO

District 4 / Beat 0423

Latest reported crimes RSS

- MAY 5** [Battery](#)
12:31 p.m. 8200 block S. Exchange Ave. [Sidewalk](#)
- MAY 5** [Battery](#)
9 a.m. 9000 block S. Exchange Ave. [School building \(public\)](#)
- MAY 5** [Assault](#)
5 a.m. 2700 block E. 89th St. [School building \(public\)](#)
- MAY 5** [Criminal damage](#)
1:30 a.m. 8400 block S. Manistee Ave. [Street](#)
- MAY 4** [Weapons violation](#)
6:19 p.m. 8900 block S. Muskegon Ave. [Park property](#)
- MAY 4** [Criminal damage](#)
2:50 p.m. 8600 block S. Essex Ave. [Street](#)
- MAY 4** [Battery](#)
1 p.m. 9000 block S. Exchange Ave. [School building \(public\)](#)
- MAY 4** [Sex offense](#)
9:56 a.m. 2700 block E. 89th St. [School building \(public\)](#)
- MAY 3** [Assault](#)
5:20 p.m. 8300 block S. Marquette Ave. [Residence: Porch/hallway](#)
- MAY 3** [Criminal damage](#)
3 p.m. 8500 block S. Essex Ave. [Street](#)
- MAY 3** [Battery](#)
3 p.m. 8500 block S. Essex Ave. [Street](#)
- MAY 3** [Assault](#)
2:45 p.m. 9300 block S. Marquette Ave. [Street](#)
- MAY 3** [Robbery](#)
12:25 p.m. 8800 block S. ...



[View larger map](#)

[Map - Satellite](#)

Most common crimes for this beat

Battery: Simple battery	80 crimes
Criminal damage: Criminal damage to property	53 crimes
Assault: Simple assault	40 crimes
Criminal damage: Criminal damage to vehicle	39 crimes



twitter  feed



Crowd Sourcing



Instagram
Fast beautiful photo sharing



Pinterest foursquare™

facebook

Google alerts beta

Google
realtime

#Hashtags

TF





The challenge...

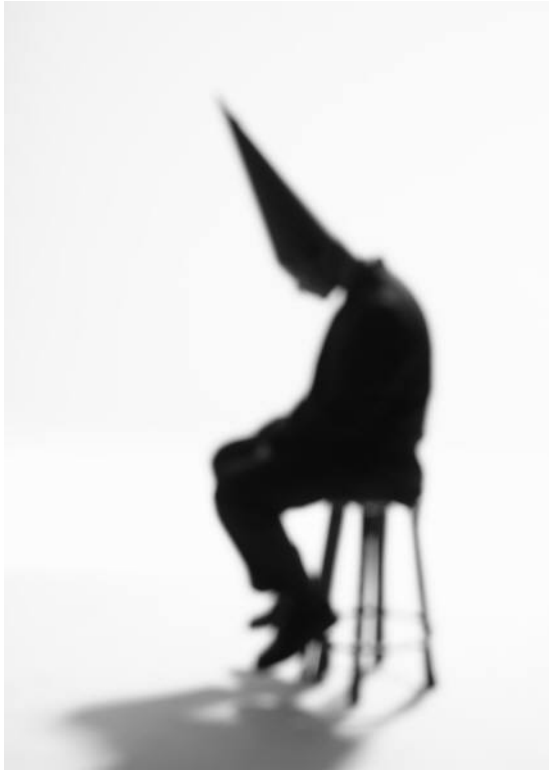
How can we use information technology...

- to create public value
- through a better division of labor
- where innovation is essential
- and implementation is often difficult?

Chaos 2014



Are Your IT Investments Failing?



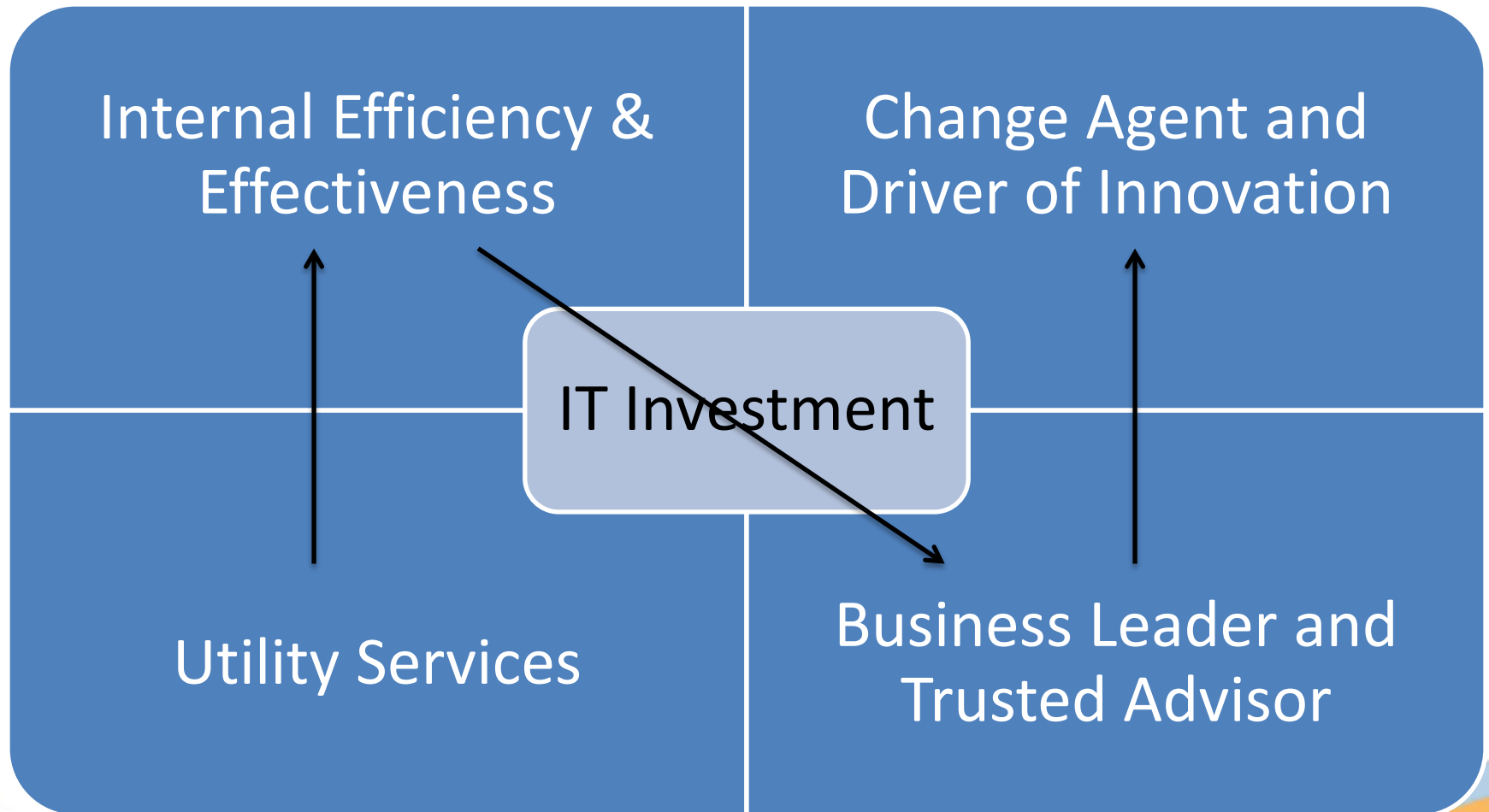
**YOU
ARE
FIRED**



Failure 1: Drinking the Kool-Aid



IT Value Progression



**Technology corrupts...
and absolute technology corrupts
absolutely.**



facebook

Failure 2: Believing We Can Have It All!



IT Cannot Defy the Triangle...

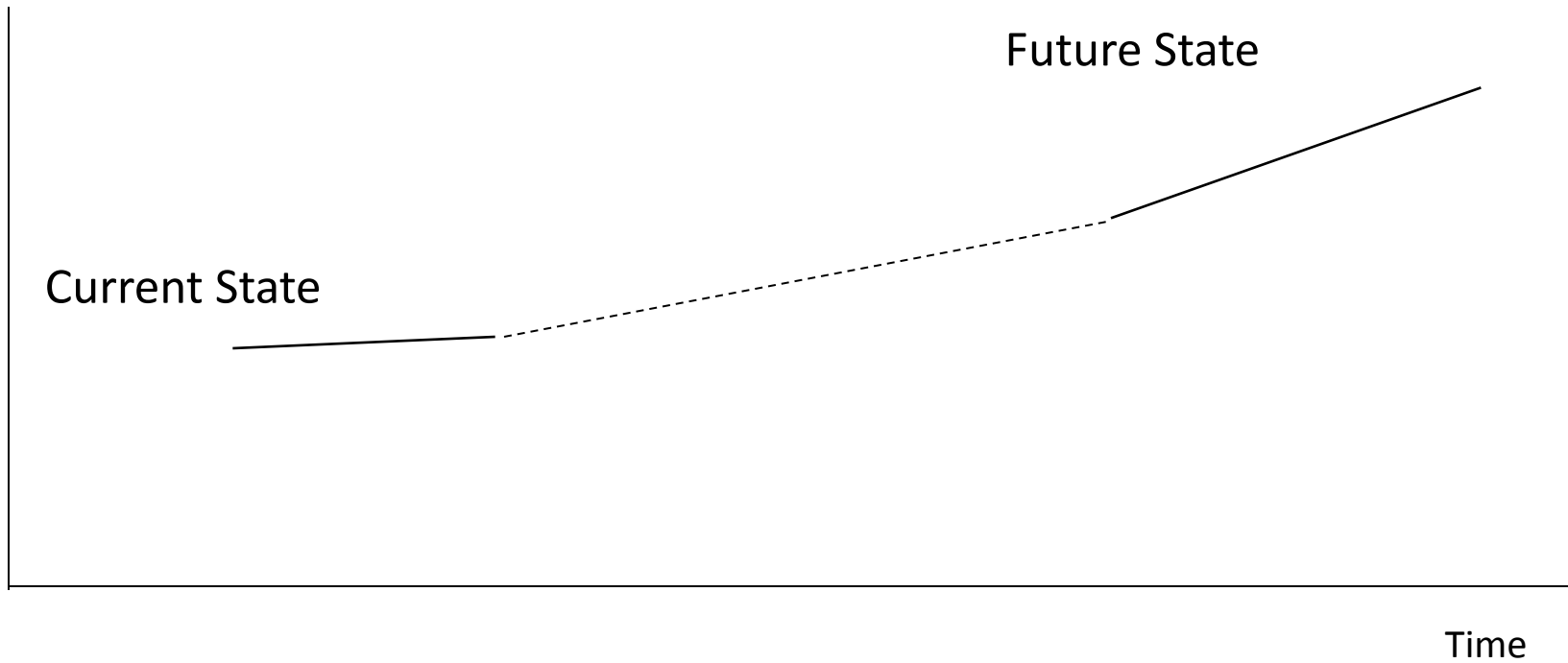


Failure 3: Forgetting the People Part



What Does Change Look Like?

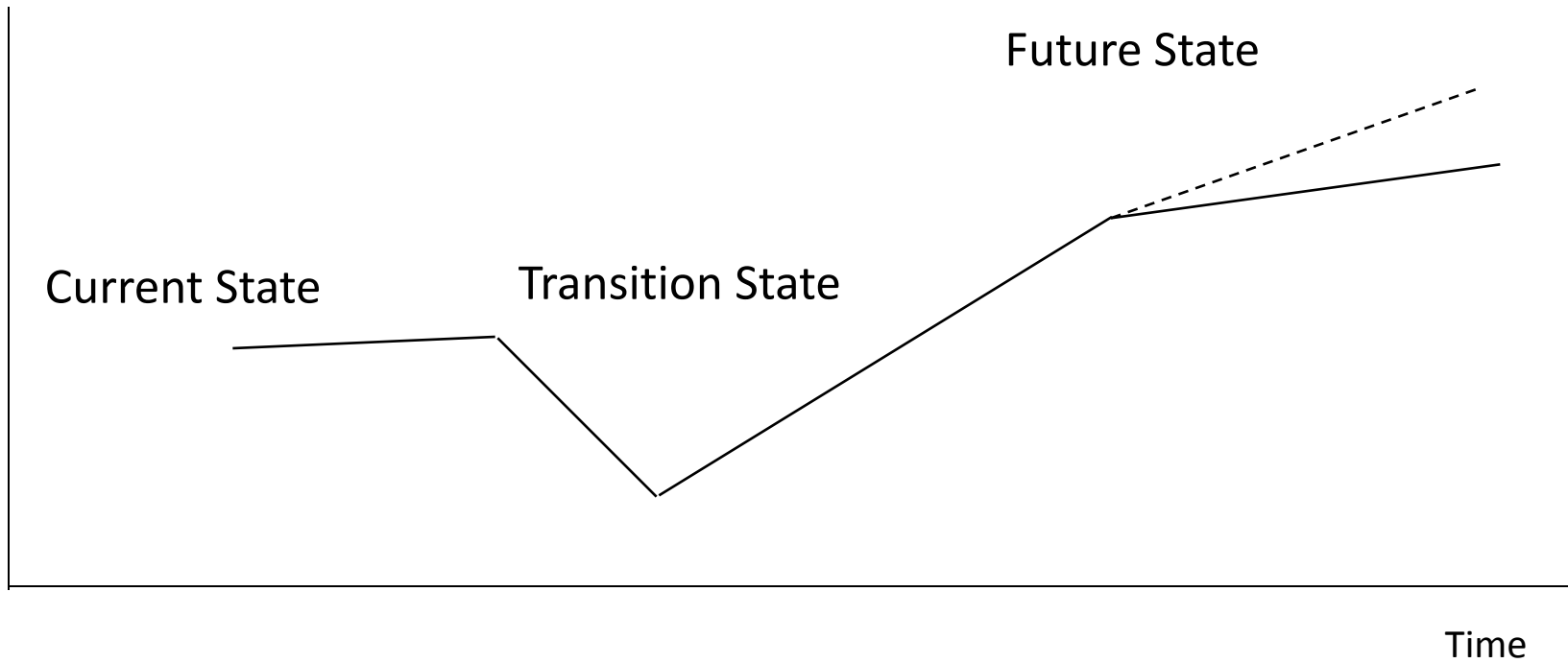
Performance



The expectation...

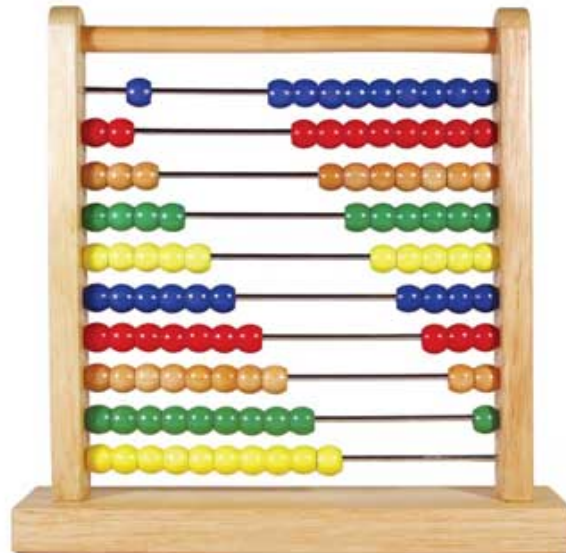
What Does Change Look Like?

Performance



The reality...

So what is the solution?





“ We are out of money...
now we must think.”

Winston Churchill

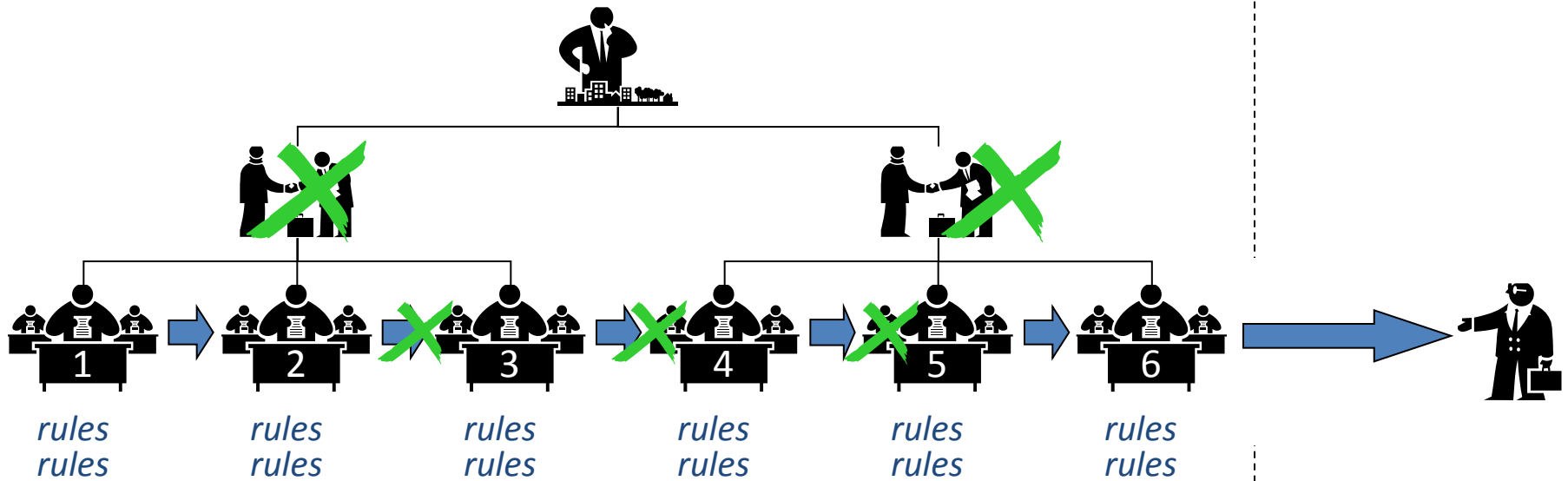
Rule 1: Don't Honor Process without Justification



Business Process Reengineering

Manager

Citizen



Rule 2: Be Willing to Divest



Are You Driving A Pimped Out Pinto?



Rule 3: Build Partnerships & Establish Trust



The New IT Commandments



Not “No” but “Finding a Way to Yes”

Not dictate but involve and empower

Stop talking about control ...there is no such thing!

Rule 4: Business Projects with IT Solutions





Roadmap

Supporting
Better
Government

Governor's Strategies

Promote
Economic
Development

Improving
Education
Product

Building Self-
Sustaining
Families

Strengthening
Efficiency and
Operations of
Government

Reducing
Crime and its
Costs to
Society

Improving
Quality of
Life

Examples of GOT's alignment

UI Tax Restructuring
—
Workers Comp Claims Processing
—
KIH
Kentucky Information Highway
—
New Economy Initiative

Postsecondary Education Reform
—
Kentucky Virtual University, High School, Library
—
Area Tech Centers Reform
—
MERR
Minority Education Recruitment and Retention Program

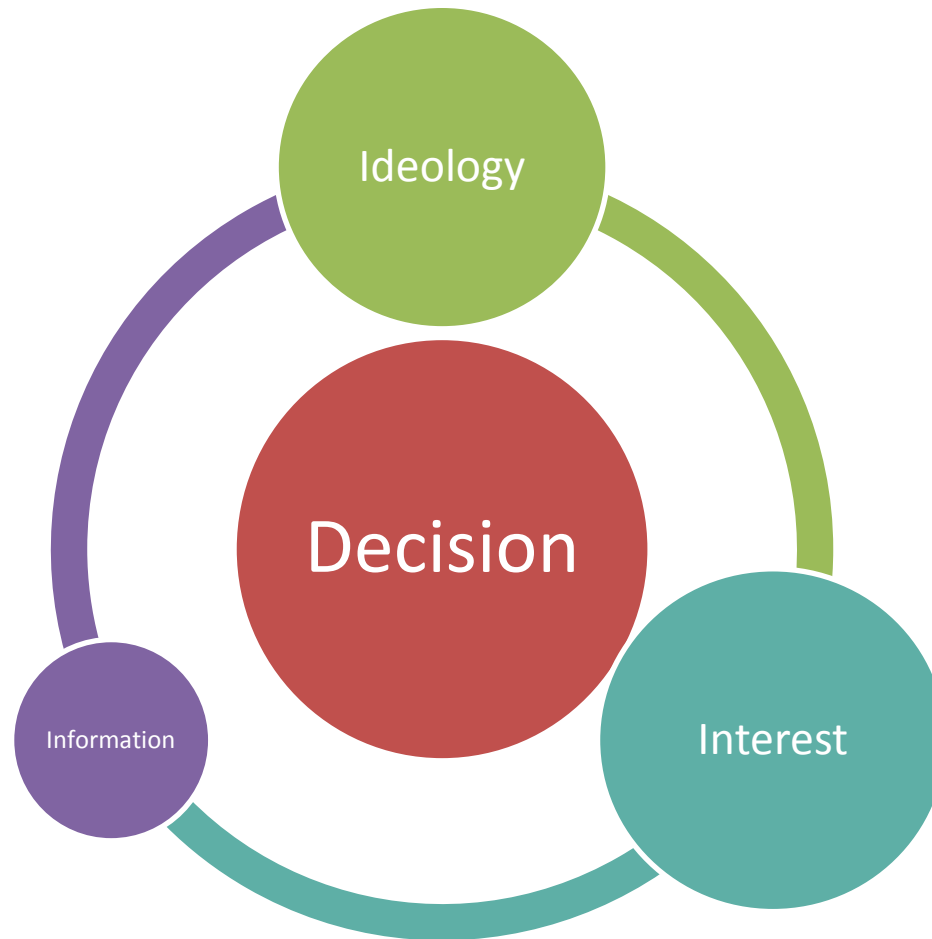
Early Childhood Education Reform
—
KASES
Child Support Enforcement
—
KAMES
Eligibility System for TANF and Medicaid
—
TWIST
Workers Information System
—
KYCARES

EMPOWER Kentucky
—
Technology in State Government and Schools
—
Personnel Reforms
—
e-Government

UCJIS
Unified Criminal Justice Information System
—
Corrections Improvements
—
KASPER
Prescription Drug Tracking

Smart Growth Strategy
—
Statewide Digital Basemap
—
Wireless 911

The “I’s” of Decision Making



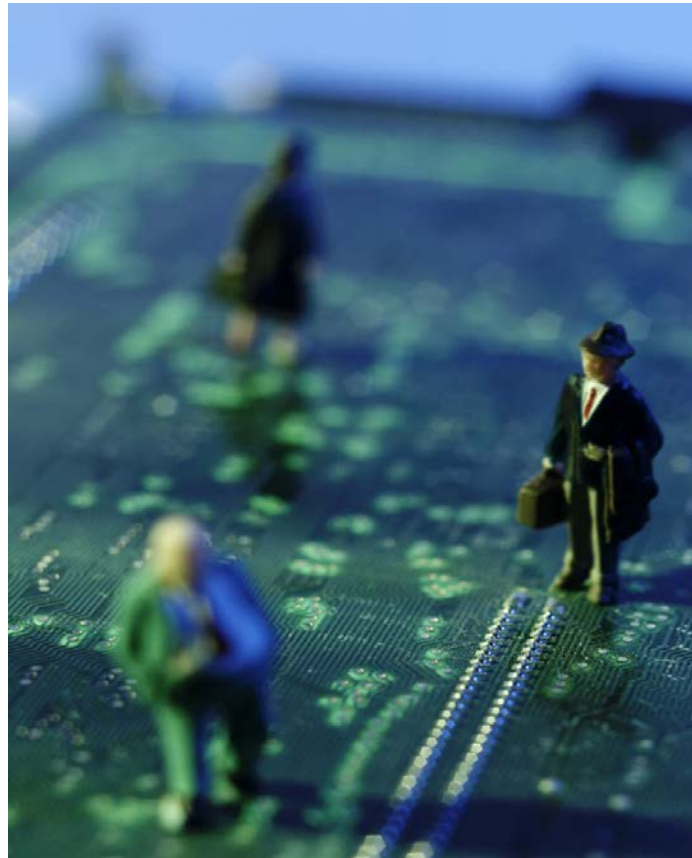
Rule 5: Understanding IT Costs and Limitations is Key



**VIDEO
KILLED
THE
RADIO
STAR**



Rule 6: IT-FTE is the new tax-service paradox

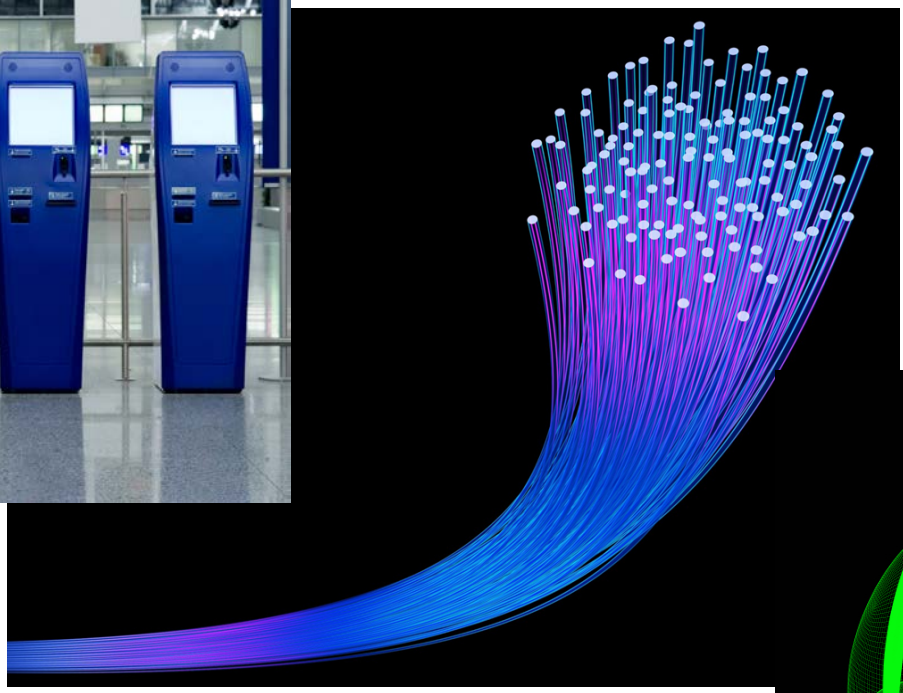


Rule 7: Invest Strategically

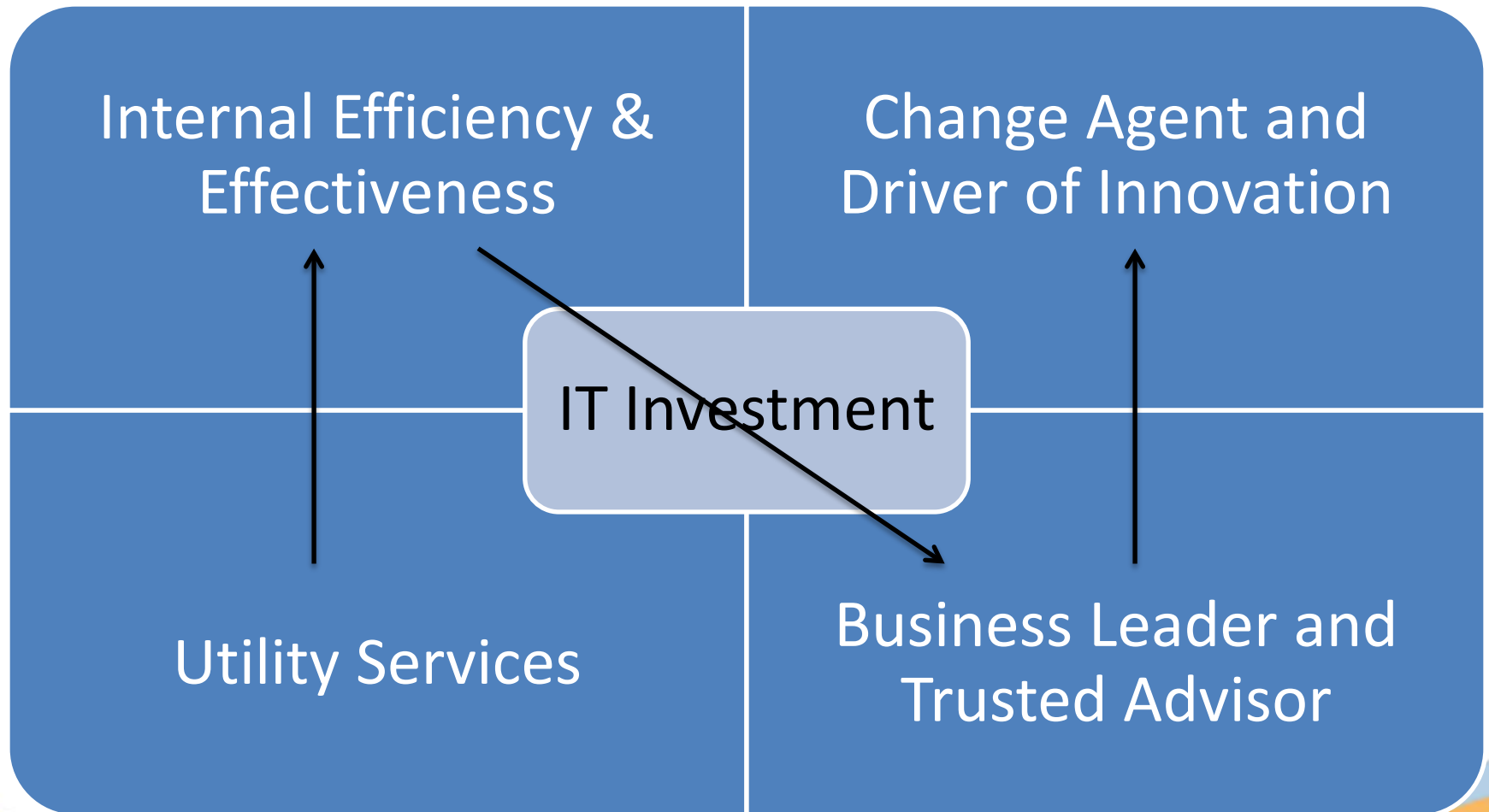
(a.k.a. there is no silver bullet)



What Technologies To Consider?



IT Value Progression



The Five Cs of IT Investments

1. Clear on the intent
2. Cognizant of the effort required
3. Committed to continued support & maintenance
4. Cautious of unintended consequences
5. Create policies prior to implementation



What does IT do
on a daily basis
to improve the efficiency & effectiveness
of government in accomplishing
its goals and objectives?

The number one benefit of information technology is that it empowers people to do what they want to do.

It lets people be creative.

It lets people be productive.

It lets people learn things they didn't think they could learn before, and so in a sense it is all about potential.

Steve Ballmer, CEO of Microsoft

Questions/Comments?





ICMA
100th

ANNUAL CONFERENCE

Charlotte
Mecklenburg County

SEPTEMBER • 14-17 • 2014

