Organizational Analytics Transformation Plan for a large Technology Organization

By

Team LEAF

Jayakesh Kesavan
Josh Lee
Brennan Lodge
Ravi Sangili
Danielle Wilson

Strategy, Change, and Analytics Post-Module Assignment

Masters of Science in Business Analytics
New York University – Stern School of Business

April 2015

Introduction

Global Corporate Services Technology (GCST) is technology organization for a large global financial services institute supporting the Global Corporate Service functions and processes. The organization is accountable for end-to-end technology services, infrastructure, and applications enabling the global corporate services processes. It consists of Chief Technology Officer, Business Operations Manager, Program Managers, Project Managers, Business Analysts, Developers, Architects, and Testers.

Future State

In order to transform this organization into a decision-centric organization the following key decisions for the GCST organization will need to be the key focus of how they run their business:

- When does the new technology need to be released into production?
- Do we build new technology or vendor or enhance existing tools?
- What is the project budget?
- How many resources are required to deliver each project by the set timeline and budget?
- What type of resources are required – employees or contractors?
- What skill sets are required?

The data required to help inform and address the key decisions are the following:

- Detailed application data on existing tools and technologies used within the organization.
- Strategic vendor data – 3rd party technologies the organization is able to be leveraged
- Resource data – job function, skill sets, location
- Project budgets and forecasts
- Bank Holidays
- Line of business strategy

The key decision makers in the organization are the following:

- Chief Technology Officer who is accountable for making decisions along with the line of business on establishing a technology strategy.
- The program managers are accountable of making decisions on project timelines, forecasting, and staffing.
- Business Analyst accountable to understand the complexity of the project and development.

- Lastly the business operation managers along with the CTO and Program managers are accountable for ensuring we have a control function over people, process, and tools for the organization

The support mechanisms enabling the decision making process require the following:

- The right people with the right skill sets.
    - The CTO requires having business acumen and strong technology expertise to help define the technology strategy.
    - Program managers must have expertise is staffing and executing technology projects.
    - Business operations manager must be able leverage the technology strategy and the program managers decisions to focus on a future state organization
- The right data platforms, with the right datasets which is real time and accessible
- The right fit incentives to make the right decisions.
    - Deliver the right fit technology strategy
    - Execute all projects on time, minimal defects, and under budget

Action Plan

It is mission critical to the success of the organization and ultimately to our shareholders to reduce the overhead cost of the organization, which includes how we deliver technology, in order to do so we must become a decision-centric organization. We must be able to make the right decisions that deliver a technology for our business partners. We need to decide on which projects would deliver on the business strategies, decide on a cost saving project budget, hire the right people with the right skills for the job, and all while being able to reduce costs long term.

Over the next month, we will put together a team that will create our vision and strategies. It will also be the core team to execute this action plan moving us towards a decision-centric organization.

We will kick off the change in direction in a town-hall meeting, and we will continue the conversation in all our team meetings. We will address how employees can escalate if barriers are preventing our vision to become a decision-centric organization. We will provide an incentive for teammates who raise issues that do not put the critical decision-making process a priority.

We will also reward the behaviors that are being demonstrated moving into this decision centric direction. Our incentive program will also be revised to encourage decision centric behaviors, to look at the questions first then to address the data needs that will help support the decision and also help support the right decision.

We need to take some time to understand the data we gather in each stop for the technology delivery process. What requirements are we gathering for each project? Are they standardized? The data we gather today during the onboarding process is critical to the project staffing decisions. Also, the data we gather during the forecasting process. If all these datasets are performed consistently for all projects, it would enable us to leverage that data to look at new workforces strategies to more refined decisions on delivering technology.

The challenges we may face in making executing a decision centric visions is continue to make the wrong decisions based off bad habits. First, there is also a risk of human behavior, which could be driven by personal agendas to build empires instead of making the right decision and build the right fit organization. Second challenge we need to be prepared for would be the processes of how we gather data is inconsistent. If the processes are inconsistent, then the data we are using to make decision could be inconsistent.

For a decision centric organization to be successful the ideal data required must be constant and complete especially when you're using the data to decide how many and what type of resources are required to complete a technology project. Not having consistent and complete data could have different results every time and if you're wanting to use this this data to forecast or predict future project, not having the same and complete data would cause errors in that forecast. The requirements gathered for all projects must also be constant and need to be quantifiable. The ideal datasets required would be the following:

- Complete listing of existing resources in house – name, location, job title, skills, function.
- Complete listing of vendor talent listings by location, skill set, and bill rate.
- Robust repository of application data that allows the assessment of enhancements to be quantifiable.
- Standardized estimating process of a project by planning, coding, testing, and deployment