**IT Work**

For our choice of an IT professional, we decided to interview Glenn Goodwin - Executive Director of Information, Communication and Technology at the Victorian Chamber of Commerce and Industry. Glenn is also an advisor on two advisory boards for the Australian Cyber Security Centre and RMIT Centre for Cyber Security Research and Innovation.



*Glenn Goodwin’s LinkedIn Profile:* [*https://www.linkedin.com/in/glenngoodwinau/*](https://www.linkedin.com/in/glenngoodwinau/)

We conducted a half-hour interview with Glenn, asking a range of questions about his role, work, interactions, challenges, and insights. It was an extremely valuable experience, having the opportunity to gain first-hand impressions of an executive role in IT, as opposed to managerial, senior, or entry-level IT roles.

Glenn works in the Corporate ICT industry, which is primarily focused on maintaining and improving the ICT components of a company. The overview of his role and duties was extremely broad and intensive. Firstly, he is involved in every IT component in an organisation, whether this would be networking, enterprise solutions, software development, procuring devices etc. As he put it informally, *“If it’s got a plug in it, it’s my problem.”* Therefore, it is necessary that he has a good understanding of all aspects of ICT to perform his role properly.

When enquired about his primary focus in his duties, he answered “Can I say all of the above?” signifying just how important every aspect of his duties is.

One of his main duties he expanded upon involves managing human resources, IT resource allocation, and budgeting. He must ensure his department delivers on their outcomes, that they have the capacity and resources to deliver effectively, and that they are heading in the right strategic direction. He also has staff run day-to-day projects and sets daily goals/tasks for his teams to achieve. Glenn mentioned however, that he leaves the decision-making of how they achieve these goals to his teams and their managers.

Stakeholder management and engagement are another key duty Glenn spends majority of his time on. Glenn advised that at a senior level, good relationship management is a must-have to succeed. His primary interactions are with internal stakeholders. The nature of the Corporate ICT industry dictates that he must deal with other teams within the organisation and ensure he can deliver upon their needs and vision.

However, it was specified that within the organisation, there are 4 individuals you need to focus on and ensure they are happy. Number one is the CEO, who is an immediate priority to attend whenever they have a tech issue. Glenn highlighted the urgency and importance of this, saying *“I’ll go heaven and earth to get his laptop working.”* He went further to explain that if the CEO is unhappy with their performance, then the jobs of the IT department are at risk. Number two is the CFO, who is responsible for the overall finances and budget of the entire company. The IT department spends a significant amount of money and resources, so having an uneasy relationship with the CFO is ill-advised. It can potentially lead to not having an approved budget, resulting in the IT department not delivering on their outcomes and eventually even the loss of their jobs. Number three was the Corporate Service Manager or whoever the IT department reports to. In Glenn’s case, he reports directly to the CEO. Surprisingly, number four was the Executive Assistant (EA) to the CEO. Glenn has personally witnessed in his previous roles, individuals losing their jobs because the EA could not print their documents or could not perform other tasks due to tech issues. When the EA is unhappy, they complain to the CEO, and when the CEO is unhappy, this can again lead to people losing their jobs.

External stakeholders that Glenn interacts with are external providers such as telecommunication companies or website developers and other IT professionals. He does not have any interactions with clients or investors in his role. These stakeholders are particularly important to deliver solutions that the team do not specialise in and cannot deliver themselves. One of the difficulties Glenn faces for this task, is ensuring that products/services he contracts and purchases, are being delivered at a cost at value. Firstly, this means finding good providers who pay fairly and deliver effectively. He must maintain a balance between holding providers to account and being lenient. If he becomes too aggressive with providers, this can lead to them cutting corners and delivering lower quality products and services. He avoids doing this since providers can do the same to him and this impedes his capacity to deliver outcomes.   
On an individual basis with other IT professionals, he succeeds with managing these relationships by having built years of networking, trust, and fair treatment. A concept and strategy Glenn often employs is that you need to be positive and encouraging. He explains that most IT professionals do not react well when pushed too much. This can often lead to them delivering less than expected. By being more positive, encouraging, and playing to their egos, Glenn has had many successes having these IT professionals deliver a greater product and service.  
  
The tools used to achieve all these goals and tasks are primarily the Microsoft Office Suite. Word is used for writing up documents and reports, Outlook for emails and Teams for Meetings. Collaborative tools, task tracking tools, and project management tools are also deployed such as Azure DevOps. Glenn occasionally springs from different tools depending on the nature of the task but he mostly avoids any task-based tools like Visio or Visual Studio which his teams often use.

When asked what the most challenging aspect of his role was, Glenn answered the following. *"The natural enemy of IT, ... is the marketing team.”* and they are “*bleeding edge.*” It is an insurmountable challenge to deliver upon the marketing team’s need and vision that is almost present in any job in the IT industry. The marketing team have extremely high visions and expectations, demanding the newest and latest technology whilst complaining that friends or other organisations have them. Furthermore, within the organisation, the IT department have a priority to deal with ‘hygiene’ issues like allocating laptops to staff as opposed to marketing’s request to implement QR codes or purchase VR headsets.