



Oifig Phríomhoifigeach Faisnéise an Rialtais  
Office of the Government Chief Information Officer

# ICT Strategy Planning Session

Public Service CIO Council Workshop

Wednesday 11 September 2013

# Aims for Today

- First step in co-creation of an ICT Strategy
  - An ICT Strategy that:
    - Creates space for CIOs to progress & succeed
    - Is based on shared functions & collaboration
    - Demonstrates progress through metrics
    - Maximizes benefits to both the organisation & citizens/businesses
    - Is designed for the future not the past
    - Addresses the ICT capability gap



# Key Themes


- Invest to Transform
  - Need to release resources to support Reform Agenda
  - Rebalances investment - move from 90/10 towards 60/40
  - More effective utilisation of resources over time
  - Develops a more mature approach to outcomes based actions
  - Manage transition through metrics
- Build to Share
  - Building and delivering common platforms
    - Cloud, Network, Cyber, Info Management, Identity ....
  - Co-created by Government, Industry & Academia
  - Creates new competencies/capabilities (90/10 results in KTLO competencies)
- Design for Digital
  - Automated provisioning & self service



# Outputs from Today

- Agreed themes
- Some high level actions
- Some measureable outputs/outcomes
- A framework to develop a first draft ICT Strategy



A close-up, slightly blurred photograph of a hand moving a black chess piece on a chessboard. The hand is positioned on the left side of the frame, with fingers gripping the piece. The chessboard is visible in the background, showing a grid of squares and other pieces in both black and white. The lighting is soft, and the overall tone is somewhat muted.

The poorest performing IT organizations are distinguished by weak delivery practices

The highest performing IT organizations are distinguished by strong strategy practices

# Great IT Strategies Are Brief, Complete,

*How will we win, and  
how will IT help?*

*How will we ensure  
strategic decisions and  
behaviors?*

*How will we evolve IT  
supply and capability?*

## **Demand**

Business Context

Business Success

Bus. Capabilities

IT Contribution

## **Control**

IT Principles

IT Governance

IT Fin. Mgmt.

Metrics

## **Supply**

IT Services

Architecture

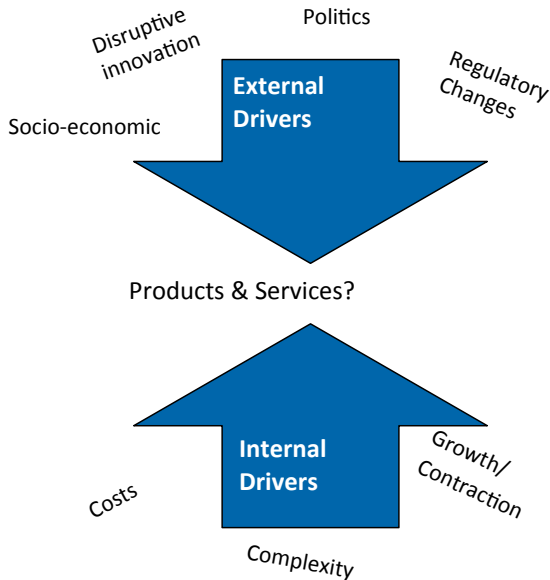
People

Sourcing

# Clarify the scope and purpose of your IT strategy

	Questions	Examples
W H O	Who is this strategy primarily for?	<i>Board, CEO, Group IT</i>
	Who are other key stakeholders?	<i>Board, BU CEOs, BU CIOs, Group IT</i>
	What roles will they play?	<i>Sponsor, ratify, create, review</i>
W H Y	What exactly do we want to achieve with this strategy?	<i>Ensure IT is adding as much value as possible, build IT's credibility, inspiring the IT organization, avoiding deviance from direction</i>
	Any specific burning issues to solve?	<i>Making group vs. business unit approaches visible</i>
	How will we know if it's successful?	<i>Architectural compliance, IT staff will know strategy</i>
W H A T	What entities will this cover?	<i>Whole group, corporate only, some geographies only, some business units only</i>
	What areas will this cover?	<i>IT, information, Operational Technologies (OT), other non-IT such as business process change</i>
	Any conventional areas to exclude?	<i>(Refer to the strategy template in this document)</i>
	What timeframes?	<i>Detailed plan for 12-18m, direction for 3-5 years</i>
H O W	Touch points with other processes?	<i>With business strategy, budget cycle</i>
	How much of who's time to create it?	<i>2 months effort for strategist and architect + 1 consultant</i>
	Where will external input be used?	<i>Reviews of template, process and final draft</i>
	How long will it take?	<i>6 months</i>

# What is driving you?



**CHALLENGE  
OR  
OPPORTUNITY?**



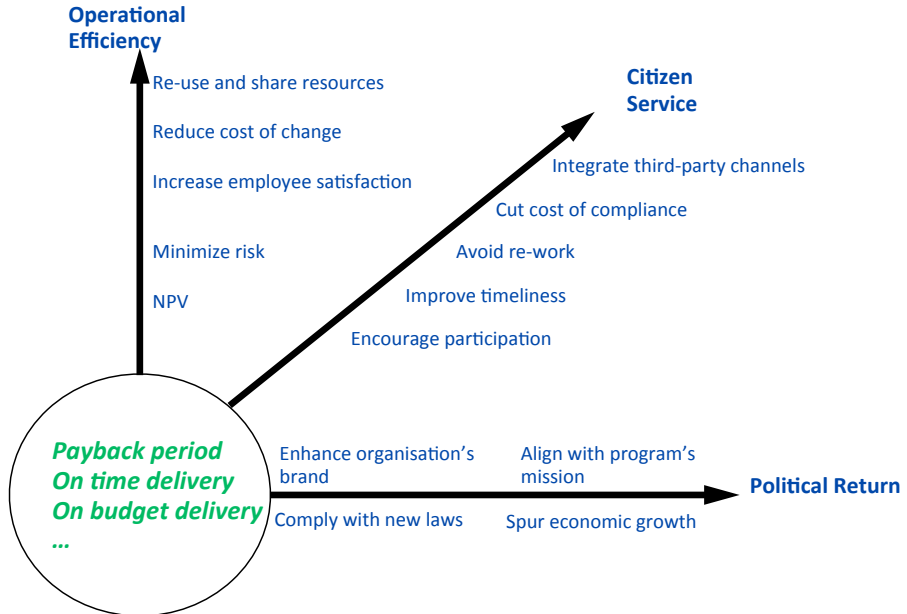
# Investing to Transform

Discussion points	Opportunity
Examine potential cost saving areas	<ul style="list-style-type: none"> <li>• Rationalisation - because it ...</li> <li>• Simplification - because it...</li> <li>• Standardisation</li> <li>• Sharing &amp; Collaboration</li> <li>• Reduced duplication</li> <li>• Reduced waste</li> <li>• ...</li> </ul>
Faster implementation & better response to citizen requests	<ul style="list-style-type: none"> <li>• Agile</li> </ul>
Measurement	<ul style="list-style-type: none"> <li>• Metrics</li> <li>• ...</li> </ul>
User Examples	<ul style="list-style-type: none"> <li>• What does success look like?</li> </ul>

**Move us towards 60/40**

**Moves us quicker to 60/40**

# Recognising the Value Propositions

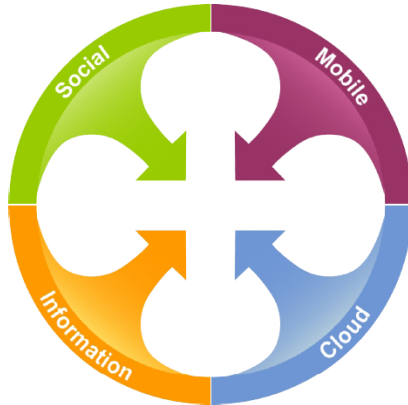


# Exploitation of New Technology & Demand

Discussion points	Opportunity
User Outcomes	<ul style="list-style-type: none"><li>• Increased automation/self-service</li><li>• Improved user experience</li><li>• Reduced burden of participation</li><li>• Designed for needs of user<ul style="list-style-type: none"><li>• Delivery Platforms</li><li>• Delivery Channels</li></ul></li><li>• Mobile infrastructure</li><li>• ...</li></ul>
Measurement	Higher levels of take-up?
User Examples	What does success look like?

## What's driving IT and digital strategies?

The Convergence of Four Forces is transforming user behaviour and user expectations, creating new business opportunities. Known as the “Nexus of Forces” – it is the convergence and mutual reinforcement of **social, mobility, cloud and information** patterns that drive new business scenarios.



# Focus on the Citizen

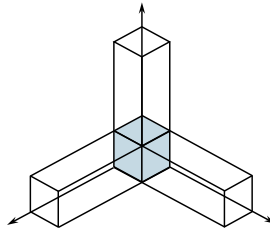
Opportunity	Mechanism
Better User Experience	<ul style="list-style-type: none"><li>• User-centric Digital Delivery</li><li>• Automation</li><li>• Data Sharing (provide info once to Government)</li><li>• Openness &amp; Transparency</li><li>• ...</li></ul>
Efficient Government	<ul style="list-style-type: none"><li>• PSC Infrastructure</li></ul>
User Examples	<ul style="list-style-type: none"><li>• What does success look like?</li></ul>

# A refreshed and co-ordinated ICT Strategy – a launch-pad to ‘Invest to Transform’?

- ‘Digital’ has changed the way we live, work & play
- What services, which departments/organisations?
- Where might we start?
- How do we sell it?
- Who are the key stakeholders?
- What else should we be thinking about?
- 10 minutes, groups of 3 then a 5 minute plenary



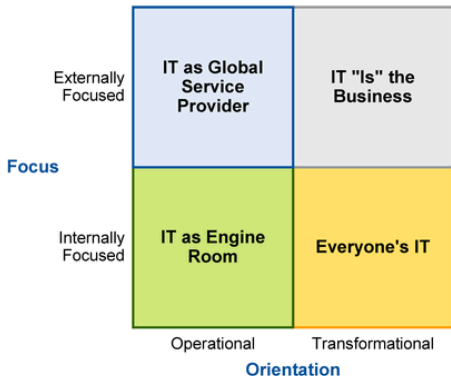
**Customer  
Intimacy**



**Product  
Leadership**

**Operational  
Excellence**

# The Four Futures of IT





# IT's Evolving Role in the Business

IT as Cost Center	IT as Engine Room	IT as Global Service Provider	IT "Is" the Business
<ul style="list-style-type: none"><li>■ Supply-driven</li><li>■ Technology-centric</li><li>■ Functionally and technically siloed</li><li>■ Insulated and monopolistic</li><li>■ Cost-obsessed</li></ul>	<ul style="list-style-type: none"><li>■ Demand-driven</li><li>■ Solution-centric</li><li>■ Predominantly outsourced</li><li>■ Orchestral and externally aware</li><li>■ Operationally obsessed</li></ul>	<ul style="list-style-type: none"><li>■ Capability-driven</li><li>■ Internal-customer-centric</li><li>■ Functionally process-based</li><li>■ Competitive and engaged</li><li>■ Service-obsessed</li></ul>	<ul style="list-style-type: none"><li>■ Goal-driven</li><li>■ External customer-centric</li><li>■ Business process-based</li><li>■ Integrated</li><li>■ Market- or industry-obsessed</li></ul>

Source: Gartner (April 2012)

# IT's Evolving Role in the Business

IT as an Engine Room	IT as a Global Service Provider	IT "Is" the Business	Everyone's IT
<ul style="list-style-type: none"><li>■ Demand-driven</li><li>■ Solution-centric</li><li>■ Predominantly outsourced</li><li>■ Orchestral and externally aware</li><li>■ Operationally obsessed</li></ul>	<ul style="list-style-type: none"><li>■ Capability-driven</li><li>■ Internal-customer-centric</li><li>■ Functionally process-based</li><li>■ Competitive and engaged</li><li>■ Service-obsessed</li></ul>	<ul style="list-style-type: none"><li>■ Goal-driven</li><li>■ External customer-centric</li><li>■ Business process-based</li><li>■ Integrated</li><li>■ Market- or industry-obsessed</li></ul>	<ul style="list-style-type: none"><li>■ Change of mindset from control to collaboration.</li><li>■ Standards shaped by code of conduct, community guidelines, peer reviews.</li><li>■ Attention on governance and decision rights</li></ul>

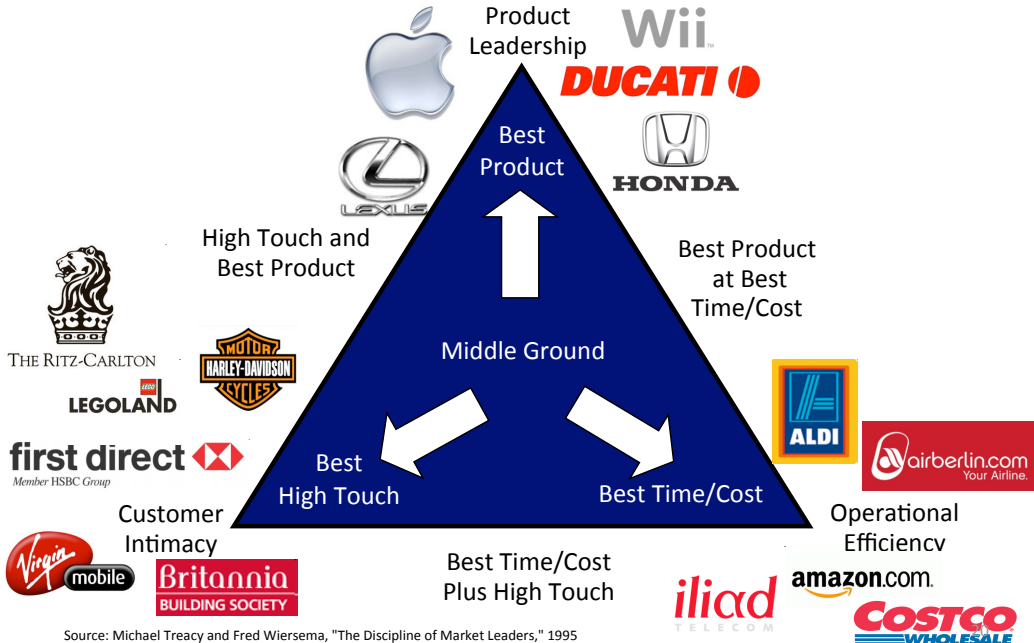
Source: Gartner (March 2013)

Each of the four potential futures is not mutually exclusive, and it is likely that more than one future will be present in the enterprise. However, in most cases one of the four futures will be the dominant model for the enterprise IT organization.

# How might this apply to us?

- Discuss where each of the different departments are currently operating
  - What is your KTLO/Transform split?
  - What are you key themes for next 2 years
- Is this right? Where could you be?
- Where could you collaborate/share?
- How do you get there?
- 10 minutes, groups of 3 then a 5 minute plenary

# The Discipline of Market Leaders



Source: Michael Treacy and Fred Wiersema, "The Discipline of Market Leaders," 1995

# What do you need to get

### Supporting Reform by Building Capabilities

#### Strategic:

- Make a *material* difference to efficiency and productivity
- Keep delivering throughout many years
- Supports the transformation agenda

#### Business:

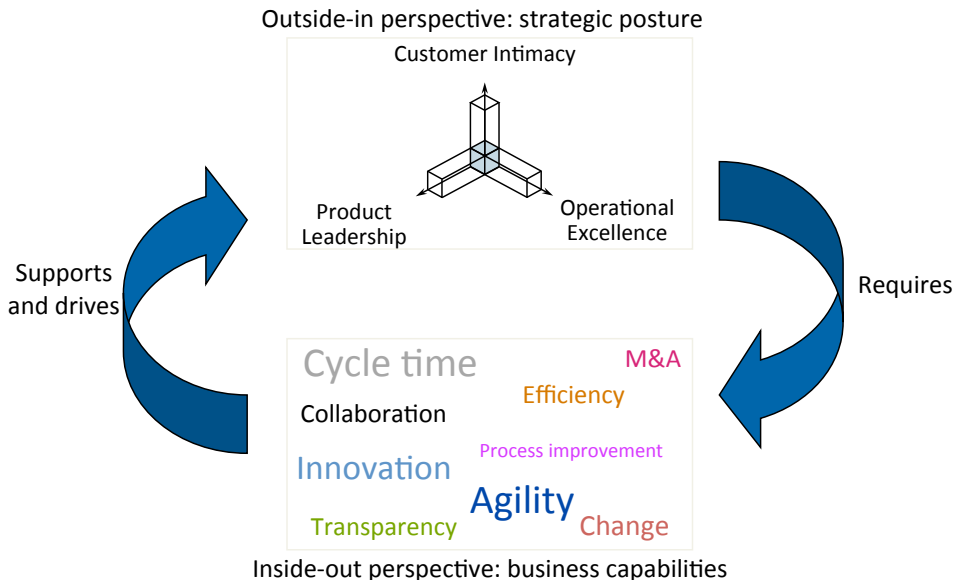
- Recognized and developed directly by *business* leaders
- Seldom under control of the CIO
- Not "technologies" — but most require or exploit them

#### Capabilities:

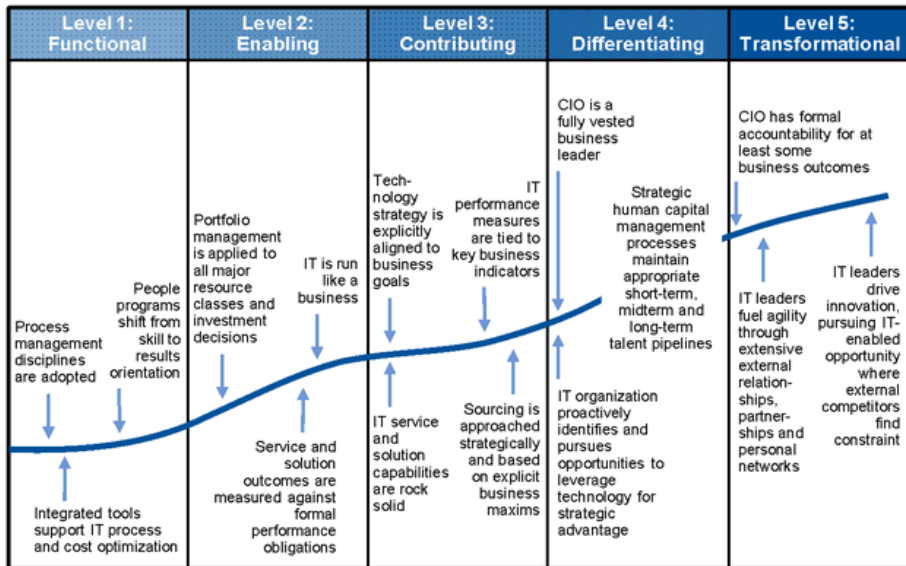
- Competencies or management disciplines
- Require process, organization and culture development
- Built, not bought (exception: by business acquisition)



# Capabilities are the glue that connects demand-side strategy and supply-side plans



# Gartner's IT Maturity Model



Source: Gartner (April 2012)

## IT's Contribution to Reform



### Systems:

- Collaborative/social media/inclusive
- Robust/secure/transactional
- Scalable/agile/adaptable

### Behaviours:

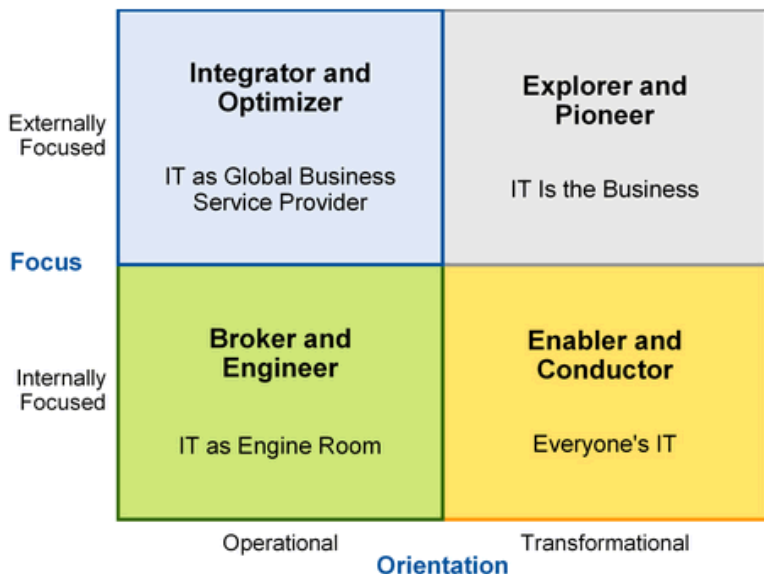
- Business engagement focus
- Professionally aligned
- Reliable and predictable outcomes

### Competencies:

- Innovative thinking
- Technical rigour
- Financial discipline
- Architectural alignment
- Governance and prioritisation



# The Four Futures of The CIO Role



# Where do we need to focus our energy

- “What should our ambition be for Ireland?”
- Plenary to discuss:
- How do we now lead that within our teams?
- What needs to be recognised as ‘good’ behaviours, values, approaches, ways of working?
- What does the ‘Centre’ need to do to support?
- What doesn’t work anymore?

# Next Steps and Actions

- Agree next steps
- What themes have we identified?
- What actions are needed
- Next workshop