IT Next
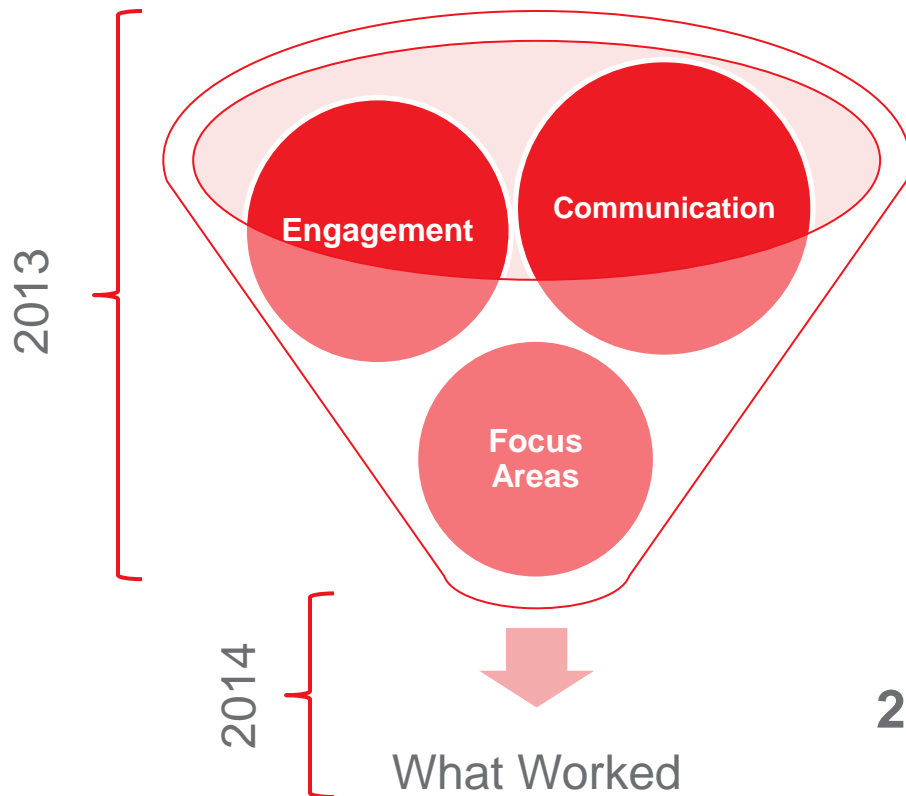## 2014 Kickoff Strategy Cascade

February 2014

Strategic Vision for 2014: Operationalize IT Next

2013 Lessons Learned & Refined Vision

2013

Engagement

Communication

Focus Areas

2014

What Worked

- Yielded a more focused and strategic set of initiatives

- Moved Collaboration to GVB

- Added AoF for Developing Talent

- Expanded E2E CE with additional VP Co-Champion & TI lead

- Grew IT Next recruiting

- Continued sight on new AoFs based on need

2014 Still to Work on

- VP Champion ongoing support

- Deeper/Broader Director engagement

Expanding Scope from AoF teams to whole VES IT org

IT Next
1Q14 Kick Off Cascade

Agenda

- Ground Rules and Objectives
- 2014 IT Next Video
- High Level Strategy Review
- 2014 Transformation Initiative Updates
- Feedback Session
- Wrap-up

Ground Rules, Objectives, and Expectations

Ground Rules

- Focus on the information and the exercise

- Think beyond your roles and teams' boundaries

- Consider how activities tie back to 2014 priorities

Objectives and Expectations

- Watch the TI Lead Video

- Review the IT Strategy and 2014 updates

- Understand how IT Transformation touches your specific area of the business and discuss with your team leader

- Work on team commitments to 2014 Transformation Initiatives

- Collect and share team feedback with leaders and the IT organization via Chatter

- Take a brief survey to help the Process Support Team assess Cascade and Transformation effectiveness

IT Next
[TI Leader Video](#)
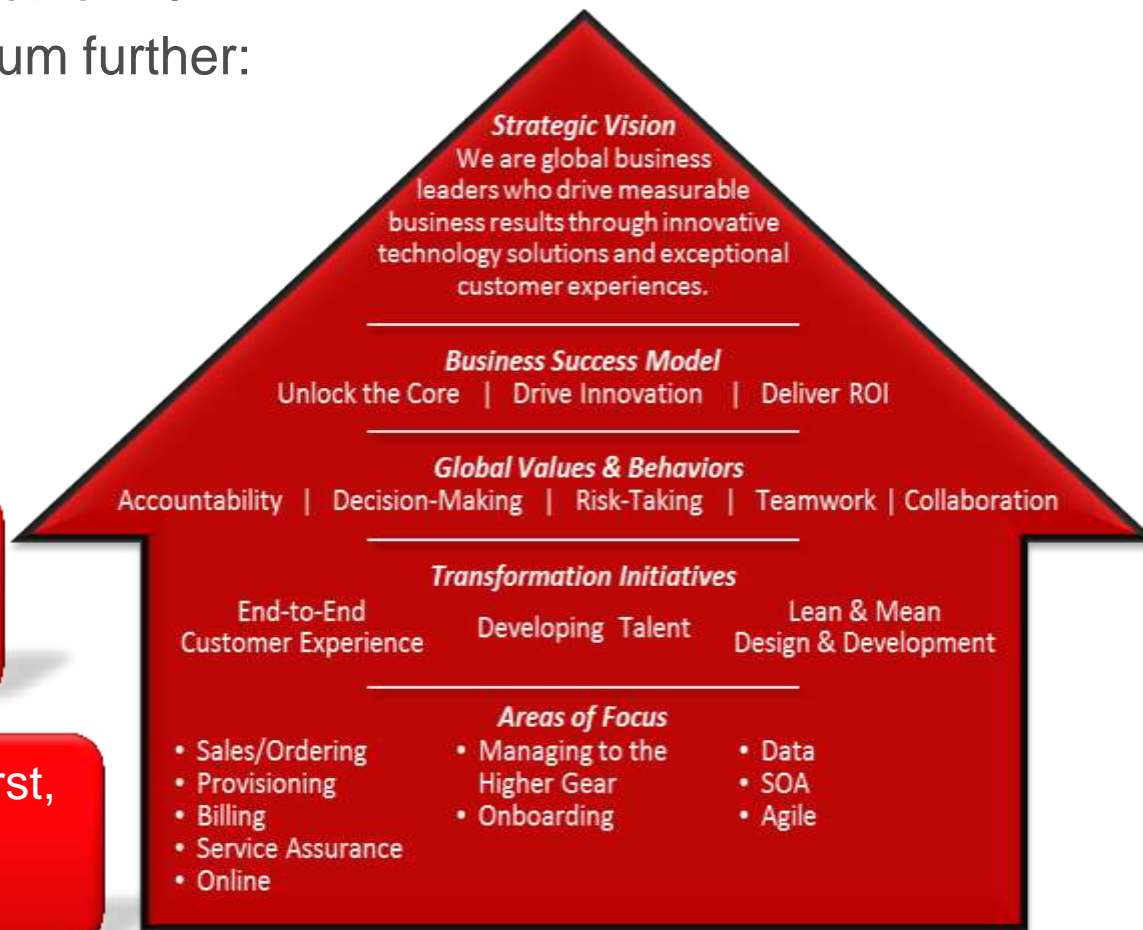
VES IT Transformation
Operationalize IT Next in 2014

- Strategic vision remains intact for 2014
- Actions to push our momentum further:

Driving the competitive advantage for the business

Utilizing IT's unique perspective across the full customer experience

Being business people first, IT specialists second; focus on Innovation

Strategic Vision
We are global business leaders who drive measurable business results through innovative technology solutions and exceptional customer experiences.

Business Success Model
Unlock the Core | Drive Innovation | Deliver ROI

Global Values & Behaviors
Accountability | Decision-Making | Risk-Taking | Teamwork | Collaboration

Transformation Initiatives
End-to-End Customer Experience | Developing Talent | Lean & Mean Design & Development

Areas of Focus
- Sales/Ordering
- Provisioning
- Billing
- Service Assurance
- Online

- Managing to the Higher Gear
- Onboarding

- Data
- SOA
- Agile

2014 Transformation Initiative Updates

End-to-End Customer Experience TI Map

Initiative Vision	Strategy	Metrics	Commitments to Action

Operationalize End-to-End Customer Experience throughout VES

Strategy:
- Link all center interactions / visits to broken promises: CDDD, Untimely Delivery, HCUS and CNR Reduction
- Link all center interactions / visits to driving results in following 2014 VES Priorities: Customer Experience, Revenue, and Profitability
- Have teams collaborate on center interactions / visits to achieve common objectives

Metrics:
- Regularly track and report on the following metrics:
  - CDDD
  - Untimely Delivery
  - HCUS
  - CNR
  - CLI
  - Revenue generation and recovery

Commitments to Action:
- Make Customer Experience deliberate and not 'just happens.' Drive across VES that Customer Experience is a consequence of many different decisions made without understanding the impact or implications to the customer
- Drive teams to think End-to-End across VES rather in silos
- Find dedicated leaders in high impact areas to operationalize center interactions/visits
- Streamline the center engagement model across VES IT in Q1/Q2

Lean & Mean TI Map

Initiative Vision	Areas of Focus	Success Metrics	Commitments to Action

To transform VES IT into a lean competitive force through driving best development practices focused on agile, data architecture and SOA principles.

Agile AoF
- Become more Agile

Agile Mindset & Practices Training
- ➤ All Employees Trained
- ➤ 75% project usage

Client /Customer Satisfaction
- ➤ 20% increase

Agile Adoption
- ➤ 20% increase

Commitments:
- ➤ Roll out Agile Mindset
- ➤ Roll out foundational Agile Practices
- ➤ Partner engagement with business
- ➤ Roll out training program & coaching

Data AoF
- Establish Data Modeling & Standards

Dictionary & Standards
- ➤ 100% VRD systems in compliance

Enterprise Model
- ➤ 400+ EDGC approved business terms
- ➤ 100 schemas loaded and mapped

Governance
- ➤ <10 exceptions granted for data replication

Commitments:
- ➤ Finalize how Architecture Requirements are inserted into the SDLC and Program Management Office.
- ➤ Include IT Next Data standards in BREQs, SREQs, establish projects for significant Technical Debt

SOA AoF
- Establish Message Oriented Middleware (MOM)
- Redeployment of SOA Methods

SOA Systems
- ➤ 100% in compliance with SOA Model

MOM
- ➤ 10 tools reviewed and approved

SOA Models
- ➤ 30 mapped and reviewed

SOA Methods
- ➤ 10+ targeted for reuse

Commitments:
- ➤ Extend SOA and drive adoption in partnership with Enterprise Architecture team
- ➤ Facilitate self-service in VES web and mobile portals.

Developing Talent
TI Map

Initiative Vision	Areas of Focus	Success Metrics	Commitments to Action
Provide resources to enable individuals to manage their careers and improve their ability to drive innovation and results. Facilitate manager engagement with their peers, subordinates, management and business partners.	**Developing Talent Objectives** • Build on "Own Your Career" theme • Leverage the collective knowledge of VES IT for individual growth	SMART Objectives ➢ 100% compliance with Performance Agreements Organizational Knowledge Sharing ➢ 500 "live " attendees and 1000 replays at virtual brown bags ➢ 500 "live " attendees and 1,000 replays at VES IT Book Club and Book Reports	➢ Roll out SMART video and web site ➢ Deliver 8-10 virtual brown bag sessions featuring experts from across VES IT ➢ Deliver 5 sessions with VES IT Book Club, leveraging Chatter, Netmeeting and replay on VzTube ➢ Deliver 5 sessions of Book Reports using Books 24x7, Chatter, Netmeeting and replay on VzTube
	Managing to a Higher Gear Objectives • Build on LHPT with emphasis on staff development and team building • Draw managers outside their silos	Draw managers outside their silos ➢ TBD Staff development ➢ TBD Team Building ➢ TBD	➢ TBD

Global Values, Behaviors & Collaboration TI Map

Initiative Vision	Areas of Focus	Success Metrics	Commitments to Action
To transform the way we work to deliver IT services and solutions to our customers.	**Teamwork and Collaboration** • Improve Brainstorming • Accelerate Problem Solving • Improve Meeting Effectiveness	➤ 100% Adoption of Global Plus 1 Minus 2 Collaboration Model Metrics ➤ 50% measured improvement in GVB Survey Baseline Results	➤ Drive mind set change with use of IT Managers Forums and utilizing the various Top Dogs to provide best practice and real life scenarios. In conjunction with relevant HR training sessions ➤ Deploy PPCO and KTC Brainstorming tools (Future Think)
	Risk Taking & Decision Making • Enable Quick Wins • Foster Innovation Fast Starts	➤ 2X increase in capabilities delivered in "minor" standalone releases versus major integrated releases ➤ 5X increase in projects using proof of concepts, continuous improvement	➤ Sponsor GVB Transformation Workshop module focused on proof on concept management and continuous improvement ➤ Enable Dashboards to publish Capability Tracking and Trending reports for 2013 Baselines and monthly 2014 Targets
	Accountability • Drive KPIs aligned with Business Priorities • Deliver Key Business Results	➤ Incorporate data science discipline in 100% of all projects linked to broken promises : UDOS, UROS, Incorrect Billing, Inbound Calls ➤ 100% of projects linked to driving results in one or more 2014 VES Priorities: Customer Experience, Revenue, Profitability, vTeam Culture	➤ Share Customer Satisfaction Metrics, CLI, Verbatim Quarterly on VES IT Manager Forum ➤ Quarterly IT PxQ / High Noon accomplishments (misses) linked with quarterly business results announcements

Feedback Session

Feedback Session

Review	Team Discussion	Compile and Post to Chatter

Purpose

Provide feedback on the IT Next Transformation process, contribute ideas, and make additional commitments to action.

Process

Assign someone to take notes on the guided discussion and compile the top points into a summary that will be posted on **Chatter** marked with the hashtag **#ITNextCommitments** and any other relevant hashtags (see slide 17).

If you have any questions about using Chatter, check the top of the search results on VzWeb for helpful documentation.

2014 IT Next Commitments

Review	Team Discussion	Compile and Post to Chatter
	10 Minutes	

Question 1

What commitments to action will your team make to support the Transformation Initiatives and the corporate theme of "Our Customers. Every Day"?

End-to-End Customer Experience

Lean & Mean Design & Development

2014 IT Next Commitments

Review	Team Discussion	Compile and Post to Chatter
	10 Minutes	

Question 1 (Cont.)

What commitments to action will your team make to support the Transformation Initiatives and the corporate mantra of "Our Customers. Every Day?

Developing Talent

Global Values & Behaviors

2014 IT Next Commitments

Review	Team Discussion	Compile and Post to Chatter

Compile and Post to Chatter

Team leader and person taking notes are responsible for compiling the top 1-2 answers per question and posting them to Chatter marked with the hashtag **#ITNextCommitment** and any other relevant hashtags:

TIs: #TI
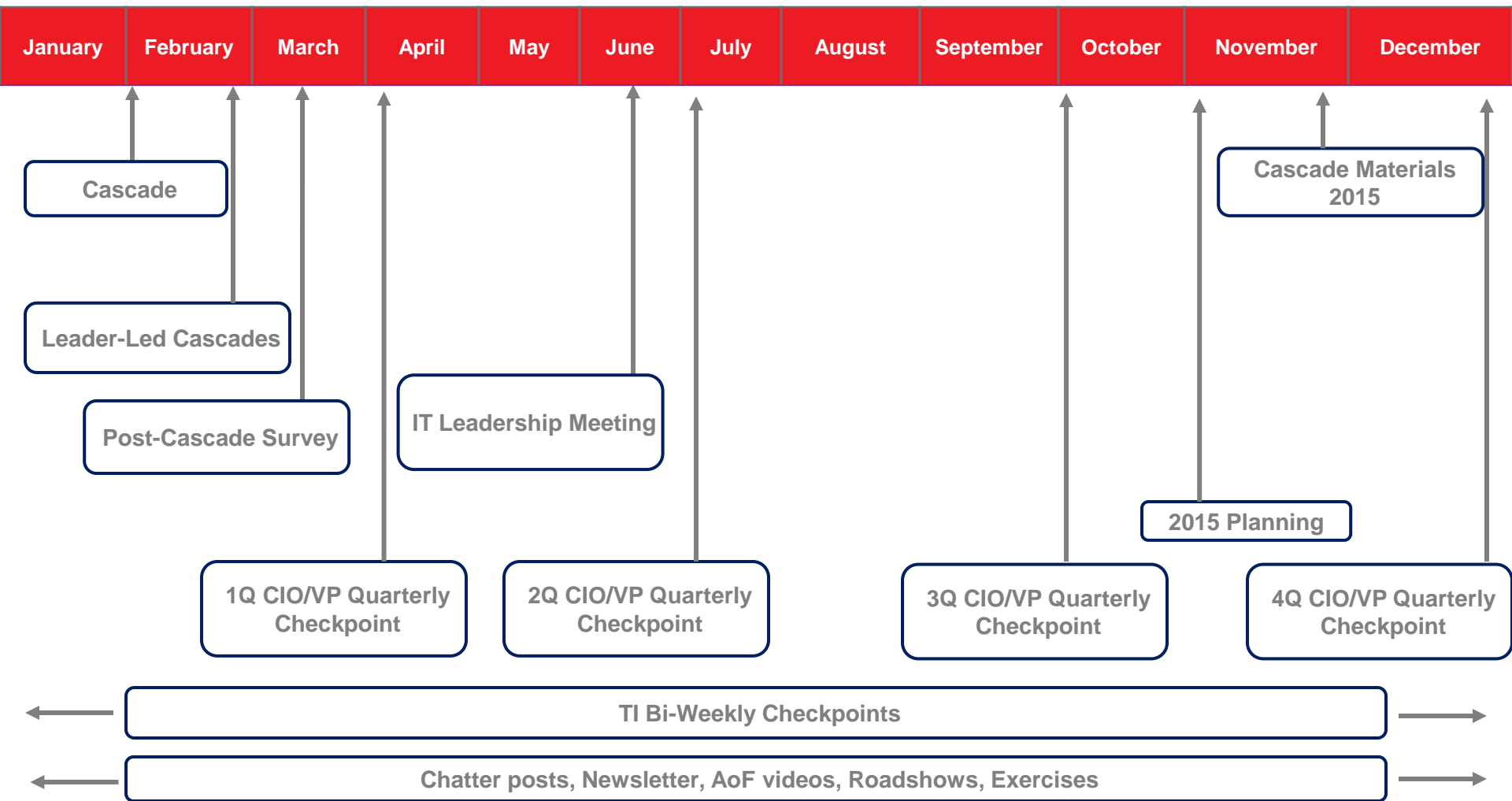**E2E CE: #E2ECE**
L&M: #LeanandMean
DT: #DT
GVB: #GVB

The IT Next Chatter group can be found here.

Wrap-Up

IT Next
2014 Roadmap

January	February	March	April	May	June	July	August	September	October	November	December

Cascade

Leader-Led Cascades

Post-Cascade Survey

IT Leadership Meeting

Cascade Materials 2015

2015 Planning

1Q CIO/VP Quarterly Checkpoint

2Q CIO/VP Quarterly Checkpoint

3Q CIO/VP Quarterly Checkpoint

4Q CIO/VP Quarterly Checkpoint

← TI Bi-Weekly Checkpoints →

← Chatter posts, Newsletter, AoF videos, Roadshows, Exercises →

Next Steps

- Post feedback to Chatter with the #ITNextCommitment hashtag Track and join the discussion individually by reviewing and responding to team comments

- Encourage your direct reports to volunteer to participate on an AoF Team – see appendix

- Work with your team leader to incorporate Transformation-related goals into your PA's

- Work with your team and team leader to incorporate More on Less principles to your daily work

- Continue to stay engaged through the IT Next Website, IT Next Cascade Webpage & Chatter groups

End-to-End Customer Experience Team Members

- Champions:
  - Rob Shapiro, Mustansir Jhaveri & Tizil Zecheria
- TI Leads:
  - Hrushikesh Dingari (Jhaveri) & Sanjiv Gulshan (Venkatraman)
- Area of Focus Leads
  - Provisioning: Elaine Van Horn
  - Billing: Jeff Bolster
  - Service Assurance: Ken Hamilton
  - Online: Aroon Gursahaney
  - Sales/ Ordering: Chris Hafner
- Communication Leads:
  - Bett Correa, Marc Mondry & Linda Doobay

Lean & Mean Team Members

- Champions:
  - Archana Jain & Kim Simone
- TI Lead:
  - Don Burgio
- Area of Focus Leads
  - Agile: Scott Melanson
  - Data: Alan Mott
  - SOA: John Shaw
- Communications Leads
  - A.C. Rooney, Teresa Will

Talent Development
Team Members

- Champions:
  - Radhika Venkatraman & Laura Buttler
- TI Lead:
  - Dave Landry
- Area of Focus Leads
  - Developing Talent: Dave Landry
  - Managing to a Higher Gear: TBD
- Communication Lead

Global Values, Behaviors & Collaboration Team Members

- Champions:
  - Carolyn Smith & Rajeev Chandrasekharan
- TI Lead:
  - Chris White, Manishi Sharma, Wesley Flores
- Area of Focus Leads
  - Accountability: Ashuma Kaul
  - Risk Taking & Decision Making: Todd Kercher
  - Teamwork & Collaboration: Mark Ives
- Communication Lead:
  - Dona Quinlan