

# Leadership Analysis and Decision



# Agenda

- Recap
- Survey results and analysis
- Next steps in improvement process
- Leadership team decision point



# Recap



# Practice Improvement Model

Stage 1

Vision & Engage

Stage 2

Measure & Focus

Stage 3

Collaborate & Improve

Stage 4

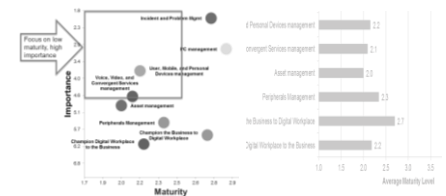
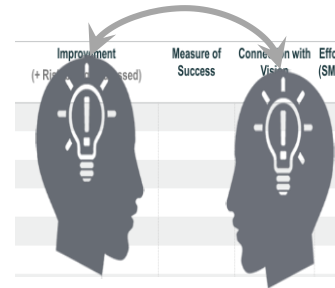
Measure & Learn



PC Management: Setup and management of Desktop PCs, laptops, and terminals

• Select the levels that show current and target PC Management levels in EA Region

	Level1	Level2	Level3	Level4	Level5
Current	Vendor supplied images and patch management	Some OS, firmware and App images. Manual inventory control. Training has been identified and is being provided.	Images well developed. Remote discovery and management. Patch testing and scheduled deployments in place.	Discovery software with exception reporting. Enterprise images deployed. In use with legal protection criteria fully met.	Discovery software with exception reporting. Images deployed, monitored and patched remotely.
Target					



Learnings, actions, backlog, updates, communications



# Capability Improvement Context

<Position the CI initiative in the organizational strategy and goals>

- <Relate to strategy>
- <Align with goals>



# Recap: What we've done so far

## Stage 1

### Vision & Engage

- Launched improvement initiative ✓
- Leaders' commitment ✓
- Established support for initiative ✓
- Communicated vision and objectives ✓

## Stage 2

### Measure & Focus

- Create RMC survey ✓
- Run Survey ✓
- Gather and Distribute Results ✓
- **Leaders prepare for reviews** !
- Review data with teams
- Ratify improvement focus



# Recap: Leaders' Commitment

## 1. Leaders' contribution

- <>

## 2. Capability Improvement goal

- <>

## 3. Embedding in day-to-day activities

- <>

## 4. Priority of Capability Improvement

- <>

## 5. Recognition

- <>



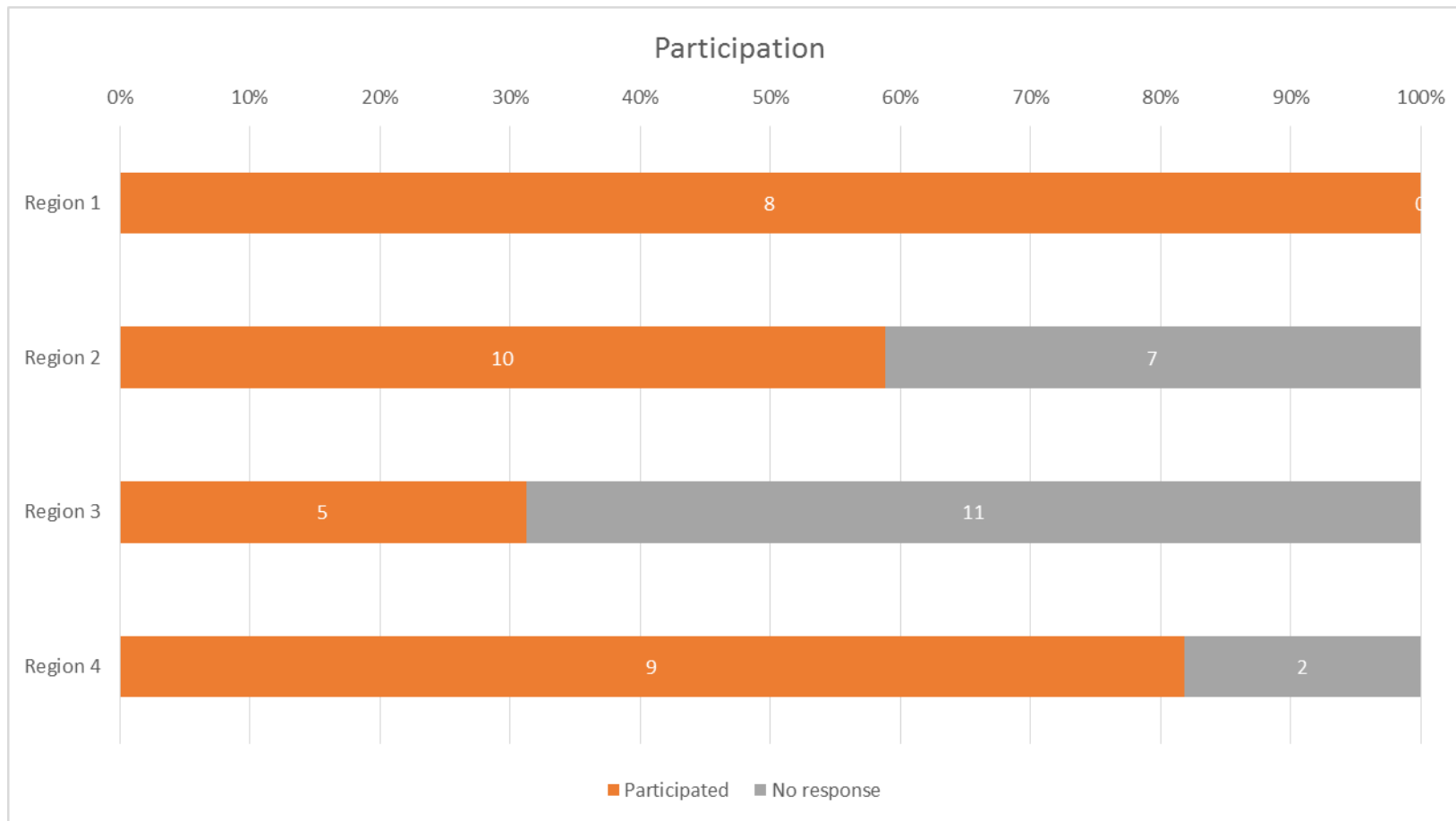
# Leaders Prepare for Reviews

## Survey Results and Analysis

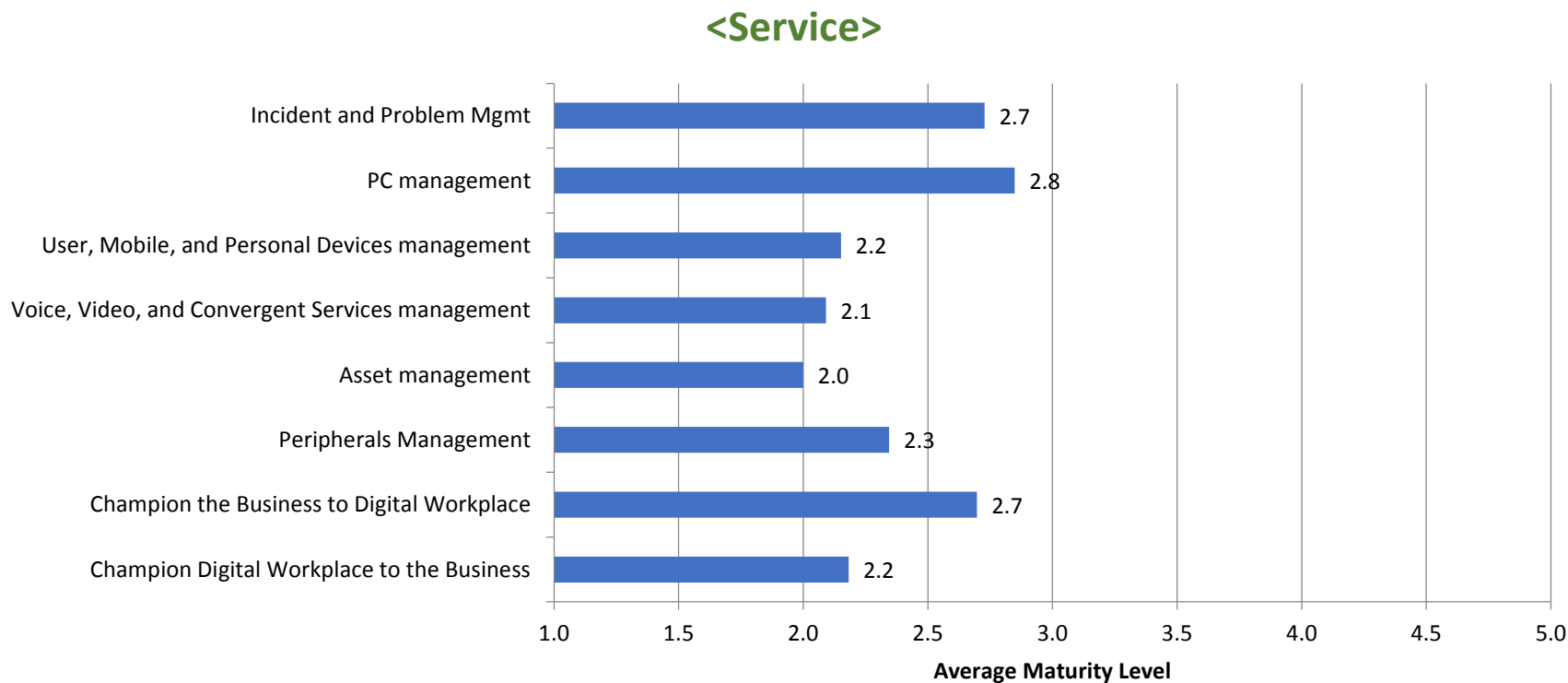




# Participation



# Maturity



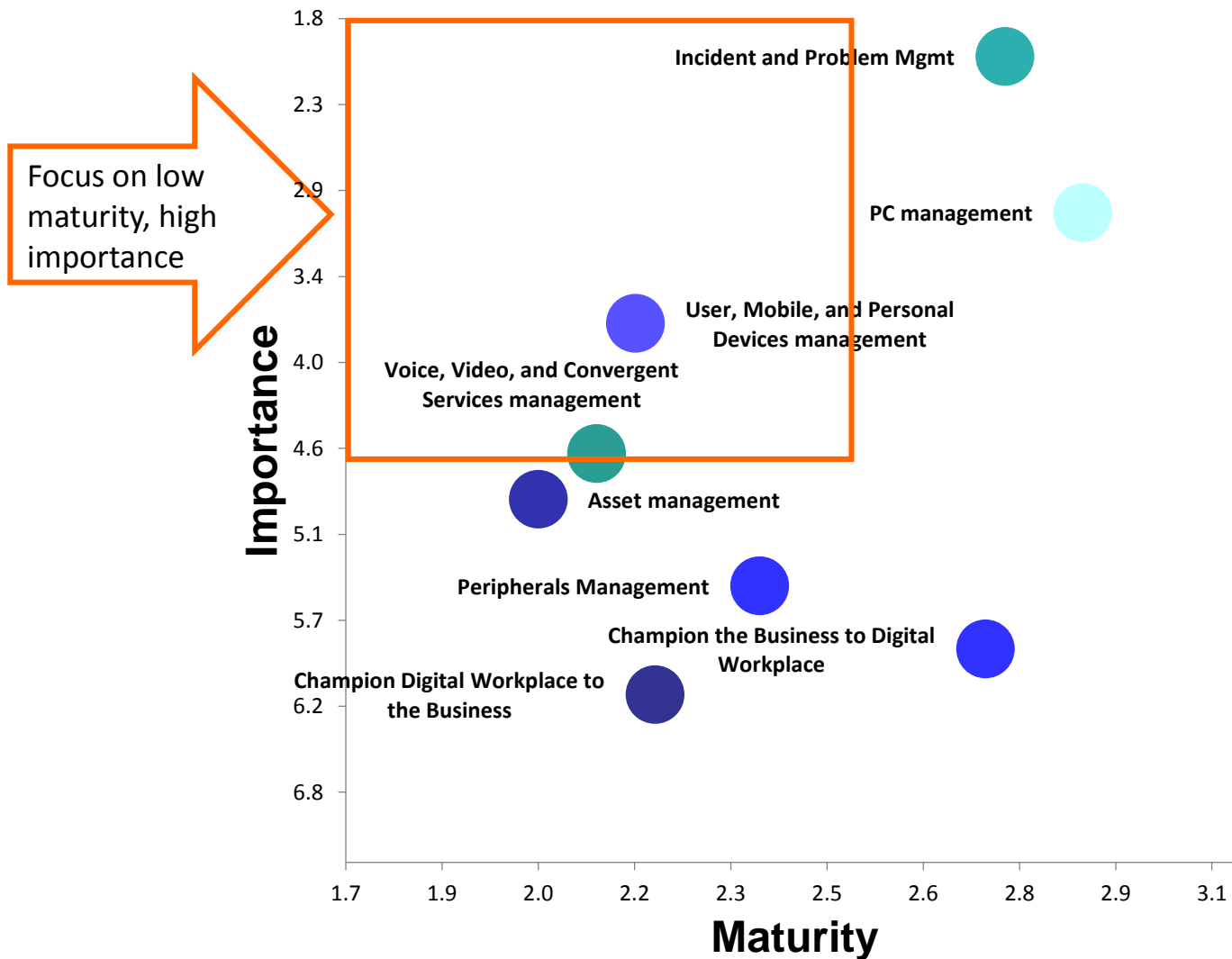
# Current and Target Maturity

EMEA	Level-1	Level-2	Level-3	Level-4	Level-5
<b>PC management</b>	Vendor supplied images and patch management.	Some OS, firmware and App images. Decommissioning is legally compliant. Manual inventory control. Training has been identified and is being provided.	Images well developed and remote discovery and management, patch testing and scheduled deployments in place.	Discovery software with exception reporting. Enterprise Images in use with legal and data protection criteria fully met.	Discovery software with exception reporting. Images deployed monitored and patched remotely.
<b>User, Mobile, and Personal Devices management</b>	The set-up, ongoing maintenance, and support of mobile and personal devices is ad hoc.	Basic management and support for a bring-your-own-device (BYOD) programme are emerging for a limited set of devices.	Standardized management and support for a BYOD programme are in place for a growing set of devices.	Comprehensive management and support for a BYOD programme are in place for virtually all relevant devices across the organization.	The management and support for a BYOD programme are continually reviewed based on industry-proven practices.
<b>Voice, Video, and Convergent Services management</b>	Standards identification and policy development are ad hoc in relation to voice, video, and convergent services.	Applicable standards, architecture rules, & regulations are being identified to guide the development of policies & procedures for voice, video, and convergent services within a defined risk mgmt. approach.	Policies and procedures are standardized, and use toolsets to monitor and manage the voice, video, and convergence environment and to enforce some elements of those policies and procedures.	All elements of policies and procedures are enforced using configured tools to monitor voice, video, and convergence environment issues, and invoke appropriate actions automatically.	Policies and procedures relating to voice, video, and convergence are continually reviewed for improvement. Tools can pre-empt management issues relating to the voice, video, and convergence environment.
<b>Asset management</b>	Asset management is ad hoc and highly manual.	Defined approaches and tools for asset management are emerging. However, manual asset management approaches dominate.	Standardized approaches and tools for asset management are in place, enabling increasing levels of automation to accurately record life cycle state data.	Comprehensive levels of automation across approaches and tools for asset management enable real-time recording of asset life cycle, depreciation, and vulnerability status.	Approaches and tools for asset management are continually reviewed and optimized.
<b>Incident and Problem management</b>	Incident and problem management is non-existent or ad hoc.	Defined practices for incident & problem management are emerging for a limited number of IT services. Basic diagnostic metrics that measure why a process is not performing to expectations assist root cause analysis.	Standardized incident and problem management practices are applied for most IT services. Diagnostic metrics focus on control limits to prevent and detect issues.	Comprehensive incident and problem management practices are applied to all IT services. Diagnostic metrics focus on minimizing repeat incidents and the advanced detection of potential incidents before they occur.	Incident and problem management is continually reviewed and optimised.
<b>Peripherals management</b>	The set-up, ongoing maintenance, and support of peripheral devices is ad hoc.	There is defined set-up, configuration management, and support for a limited set of peripheral devices.	There is standard set-up, configuration management, and support for most of the peripheral devices used in the organization.	There is comprehensive set-up, configuration management, and support for all peripheral devices used in the organization.	The management of all peripheral devices is continually reviewed based on industry-proven practices.
<b>Champion Digital Workplace to the Business</b>	Nobody outside of IT views Desktop Services as an enabler	The role that Desktop Services can play in enabling the business begins to be understood outside of IT	Business managers understand the contribution Desktop Services makes to the business and the challenges it faces	Desktop Services is viewed as a value driver	The management of all peripheral devices is continually reviewed based on industry-proven practices.
<b>Champion the Business to Digital Workplace</b>	Desktop Services has little understanding of the contribution it can make to the business	Understanding of how Desktop Services can help address challenges facing key areas of the business emerges	Challenges facing the business are understood. Desktop Services identifies opportunities to support the business	Desktop Services staff understand the importance of enabling the business and actively seeks to deliver IT business value	Incident and problem management is continually reviewed and optimized

Current Maturity

Target Maturity

# Importance vs. Maturity



# What is the data telling us?

<Capture the key messages from the data>



# Getting to the next stage

Stage 1

Vision & Engage

Stage 2

Measure & Focus

Stage 3

Collaborate & Improve

Stage 4

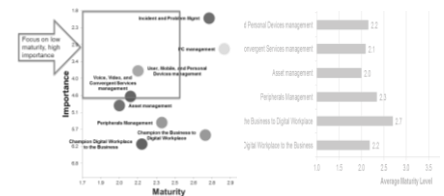
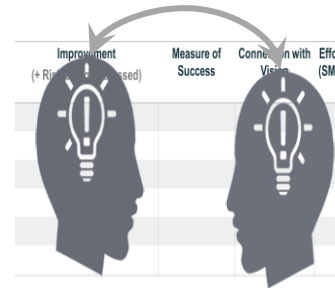
Measure & Learn



PC Management: Setup and management of Desktop PCs, laptops, and terminals

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Learnings, actions, backlog, updates, communications



# Measure and Focus

- Create Rapid Maturity Check (RMC) survey ✓
- Run Survey ✓
- Gather and Distribute Results ✓
- **Leaders prepare for reviews** !
- Review data with teams
- Ratify improvement focus



# Leaders prepare for team reviews



- What are the leadership team's top 3 areas for improvement focus, based on the data?
- What's Involved?
- Agree the areas for improvement the leadership team identify from the data
- These are input for validation at the teams reviews

## Decision

1. <area 1>
2. <area 2>
3. <area 3>





# Reviews with Teams



## Objectives

- Discuss and synthesis survey results
- Identify improvement participants and leaders

## Structure

- Face-to-Face or Online Sessions
- Participative, with small group discussions
- Leaders' role is listening and facilitative



# Review Outputs

**Reviews build common understanding and highlight areas to focus on**

Focus Area	Priority	Review Comments

--	--	--

**Team members choose their area of interest, and volunteer as leaders**

Name	Focus Area	Role (leader, participant)

--	--	--

**Reviews outputs collated and distributed to all**

# Ratify Improvement Focus



## Objective

- Leadership team agree and communicate improvement focus

## Key Activities

- Review outputs from results sessions
- Ratify top 3 improvement focus areas
- Identify Leadership team sponsor for each area
- Align with organisational improvement programs
- Communicate conclusions, decisions and next steps

# Stage 3: Collaborate and Improve

Stage 1

Vision & Engage

Stage 2

Measure & Focus

Stage 3

Collaborate & Improve

Stage 4

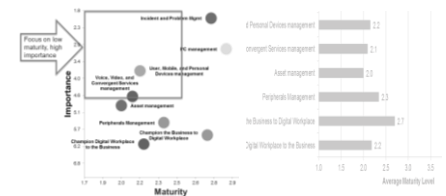
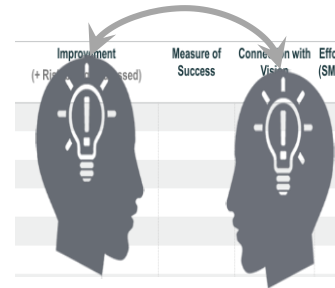
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Learnings, actions, backlog, updates, communications



# Collaborate and Improve

- Establish improvement teams
- Hold improvement workshops
- Prioritise and create benefits maps
- Get stakeholder commitment
- Collaborate to realise improvements iteratively



# Stage 4: Measure & Learn

Stage 1

Vision & Engage

Stage 2

Measure & Focus

Stage 3

Collaborate & Improve

Stage 4

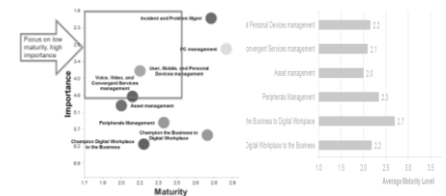
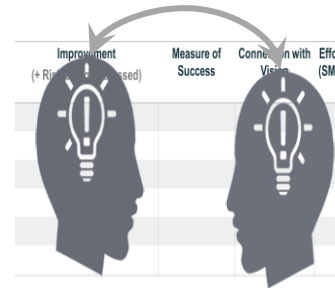
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Learnings, actions, backlog, updates, communications

# Measure and Learn

- Follow-up online survey
- Talk with stakeholders for feedback
- Retrospective workshop
- Update improvements backlog



## 1. PC Management: Setup and management of Desktop PCs, laptops, and terminals

Please select two levels below:

- Your **current** level in the EMEA region
- A feasible **target** level in the EMEA region in the next 12 months

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Target	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

# PIM: Iterate through stages

- Revisit vision
- Re-inforce engagement
- Revise and communicate focus
- Continue to collaborate on realising improvements

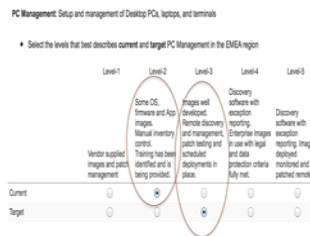
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Vision & Engage



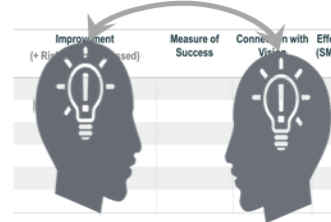
## Stage 2

Measure & Focus



## Stage 3

Collaborate & Improve



## Stage 4

Measure & Learn

