The IT Manager's Survival Guide

Rob Aalders and Peter Hind



The IT Manager's Survival Guide

The IT Manager's Survival Guide

Rob Aalders and Peter Hind



Copyright © 2002 by John Wiley & Sons, Ltd, Baffins Lane, Chichester, West Sussex PO19 1UD, England

National 01243 779777

International (+44) 1243 779777

e-mail (for orders and customer service enquiries): cs-books@wiley.co.uk

Visit our Home Page on http://www.wiley.co.uk

or http://www.wiley.com

All Rights Reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except under the terms of the Copyright, Designs and Patents Act 1988 or under the terms of a licence issued by the Copyright Licensing Agency, 90 Tottenham Court Road, London, W1P 9HE, UK, without the permission in writing of the publisher.

Other Wiley Editorial Offices

John Wiley & Sons, Inc., 605 Third Avenue, New York, NY 10158-0012, USA

Wiley-VCH Verlag GmbH, Pappelallee 3, D-69469 Weinheim, Germany

John Wiley & Sons Australia, Ltd, 33 Park Road, Milton, Queensland 4064, Australia

John Wiley & Sons (Asia) Pte Ltd, 2 Clementi Loop #02-01, Jin Xing Distripark, Singapore 129809

John Wiley & Sons (Canada) Ltd, 22 Worcester Road, Rexdale, Ontario M9W 1L1, Canada

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN 0-470-84454-X

Typeset in 10/12pt Garamond by Dorwyn Ltd, Rowlands Castle, Hants Printed and bound in Great Britain by T.J. International Ltd, Padstow, Cornwall

This book is printed on acid-free paper responsibly manufactured from sustainable forestry, in which at least two trees are planted for each one used for paper production.

I have but gathered

a posie

of other men's flowers

and nothing

but the thread that binds them

is mine alone.

John Bartlett¹

Contents

_		XV
		xvii
Acl	knowledgements	xix
1	Introduction	1
	Becoming a manager	3
	Knowing your customer	5
	Our greatest asset	5
	DEVELOPING STAFF	5
	SUPPORTING ROLES	5
	Managing recruiters	5
	THE RULES OF ENGAGEMENT	6
	Establishing sound corporate governance	6
	ESTABLISHING SERVICE LEVEL AGREEMENTS	6
	Dealing with hot spots	6
	Tips for quick-wins	6
	LIVING WITH LEGACY SYSTEMS	7
	Managing vendors	7
	Using consultants	7
	Business process re-engineering	7
	Benchmarking	7
	Managing the desktop	8
	DISASTER RECOVERY PLANNING	8
	Managing change	8
	Outsourcing	8
	Information management	8
	Planning for the future	9
	Understanding architectures	9
	Take stock of your assets	9
	STRUCTURING THE IT ORGANIZATION	9
	Where to next?	10
	ANECDOTES	10

	PART B WHAT IS WRONG WITH IT MANAGEMENT?	10
	PART C MANAGEMENT THEORISTS	10
PAI	RT A MANAGE YOUR WORLD	
2	Becoming a manager	15
	CHANGING YOUR FRAME OF REFERENCE	15
	SPENDING YOUR TIME	17
	ACTIVITIES OF A MANAGER	17
	I'M GOOD AT SOME THINGS AND NOT SO GOOD AT OTHERS	18 20
	People and work Are you ready to manage?	20
	CHECKLIST	21
2		
3	Knowing your customer Here's HOW	23 23
	IMPLICATIONS	23
	BENEFITS	24
	CORPORATE ENTITY	26
	BUSINESS PROCESSES	26
	Organization	27
	Personalities	29
	CHECKLIST	29
4	Our greatest asset	31
	I'M ON FIRST-NAME TERMS WITH EVERYONE	31
	Build a Human Resources Database	31
	Process	32
	CHECKLIST	34
5	Developing staff	35
	What's the problem?	35
	THE ALTERNATIVE	36
	THE MAJOR TASKS	36
	DEVELOPING THE CURRENT COMPETENCY MATRIX	38
	IDENTIFY FUTURE NEEDS EXAMINE ARCHITECTURE AND PLANS	38 39
	IF YOU HAVE NO FUTURE PLANS	39
	THE DELIVERABLE	40
	Don't overlook non-technical competencies	40
	INCLUDE SUPPORT COMPETENCIES	41
	Checklist	42
6	Supporting roles	43
	THE CONUNDRUM	43
	DIY	43
	Use a specialist	44

iх

	Approach	46
	CHECKLIST	46
7	Managing recruiters	48
	Your goals	48
	THE COST OF RECRUITING	48
	Before you leap	49
	RECRUITMENT CAMPAIGNS	50
	Induct new staff	51
	CHECKLIST	52
8	The rules of engagement	54
	What are principles?	54
	WHY?	54
	The benefits	54
	Some background	57
	GOOD PRACTICE	61
	Change control	61
	DISPUTES	62
	Drawbacks	63
	Conclusion	63
	Checklist	64
9	Establishing sound corporate governance	66
	Why establish governance?	66
	The traditional IT steering committee	66
	CHARACTERISTICS OF POOR GOVERNANCE	67
	Benefits	67
	THE ROLE OF THE CORPORATE GOVERNORS OF IT	68
	BTOPP	70
	ACCOUNTABILITY AND RESPONSIBILITY	71
	Measuring the 4 Rs	71
	Business cases and gates	73
	Programme-approval gates	74
	THE INVESTMENT COMMITTEE	75
	CHECKLIST	76
10	Establishing service level agreements	78
	Introduce service level agreements!	78
	What are SLAs?	78
	Benefits	79
	SLAs for what?	80
	The first task	81
	SCOPING THE SLAS	82
	Defining SLAs	83
	SETTING MEASURES	85

x	Contents

	MOTIVATION	85
	Measuring achievement	86
	Further considerations	87
	Change	87
	Issues	88
	Tips	88
	CHECKLIST	89
11	Dealing with hot spots	91
	Issue	91
	THE PROBLEM WITH HOT SPOTS	91
	CATEGORIZING HOT SPOTS	93
	OUTCOMES	95
	ISSUE-RESOLUTION AGREEMENT	97
	CHECKLIST	97
12	Tips for quick-wins	100
	Issue	100
	Effects	100
	Benefits	100
	Approach	101
	How do I do it?	102
	CHECKLIST	102
13	Living with legacy systems	104
	The first problem	104
	The first task	105
	PATHWAYS TO REPLACEMENT	107
	Benefits	108
	Lifespan	109
	RISK MANAGEMENT	110
	CHECKLIST	110
14	Managing vendors	111
	The trouble with vendors	111
	Well-managed vendors	111
	How do I do it?	112
	Conclusion	116
	CHECKLIST	117
15	Using consultants	118
-	WHY IS MANAGING CONSULTANTS AN ISSUE?	118
	Benefits	119
	Approach	119
	Checklist	122

Contents	xi

16	Business process re-engineering	123
	IT involves everything	123
	Some common weaknesses in BPR	123
	Doing it the right way	124
	SOME TIPS	125
	CHECKLIST	126
17	Benchmarking	127
	The benefits of good benchmarking	127
	OBTAINING AND SETTING BENCHMARKS	128
	THE CURRENT MEASURE OF THINGS	129
	Measuring business outputs	129
	Rose-coloured spectacles	130
	Collecting the data	130
	SELECTING MEASURES	130
	Types of measures	131
	NOT THE HELP DESK	134
	ISSUES WITH HELP DESK MEASURES	134
	STATISTICS, STATISTICS AND DAMN LIES	135
	WHAT ABOUT THE ENVIRONMENT?	136
	Considerations with future benchmarks	137
	GIVE YOURSELF TIME	137
	Summary	137
	CHECKLIST	138
18	Help desk management	139
	Issues	139
	Effects	140
	Benefits	141
	Approach	141
	CHECKLIST	143
19	Disaster recovery planning	144
	It will never happen to me	144
	The crux of the matter	145
	Without a DRP	145
	With a DRP	145
	NEXT STEPS	146
	CHECKLIST	147
20	Managing change	149
	Narrowly focused change management	149
	Well-managed change	150
	Approach	151
	CONDITIONS FOR CHANGE	152

xii	Contents

	Leading the charge	153
	A FABLE	153
	CHECKLIST	154
	GIEGKESI	1)1
21	Outsourcing	156
	When it is bad	156
	WHEN IT IS GOOD	157
	How do I do it?	157
	CHECKLIST	158
22	Give the business intelligence	160
	WHY IS IT SO HARD?	160
	Do yourself a favour	160
	THE STEPS TO IMPROVING BUSINESS INTELLIGENCE	161
	MAKING PEOPLE AWARE OF THE OBSTACLES	161
	Explain <i>why</i> and how much!	162
	Introduce principles governing data	164
	RATIONALIZE THE PHYSICAL INFRASTRUCTURE	164
	SCRUB IT CLEAN	166
	The data warehouse	166
	Summary	168
	CHECKLIST	168
23	Planning the future	169
-0	The future	169
	I'll take one day at a time	169
	How does forecasting the future help me?	170
	Semantics	171
	How do I do it?	172
	Techniques	173
	TABLING YOUR FINDINGS	176
	Readings on Strategy	177
	CHECKLIST	178
24	Understanding architecture	179
	Architecture? I don't do hardware	179
	How do we use architectures?	179
	Can I live without architectures?	180
	Benefits	180
	Using the architectures	184
	CHECKLIST	185
25	Taking stock of your assets	186
	DEATH IN THE BOARDROOM	186
	The bad news	186

Contents		xiii	
	How much work do I have to do?	187	
	THE SCOPE	188	
	DISCOVERY ISSUES	188	
	Mapping your domain and SLAs	189	
	Feral IT	190	
	THE DISCOVERY TEAM	190	
	Financial analysis	193	
	Technology domain issues	193	
	Summary	194	
	Checklist	195	
26	Structuring the IT organization	198	
	The problem	198	
	Guessworked structures	199	
	THE SOUNDLY STRUCTURED ORGANIZATION	199	
	Theory	200	
	Approach	201	
	Time-span and complexity analysis	202	
	Affinity analysis	203	
	Structuring	204	
	Take care of logistics	205	
	Finalize role descriptions	205	
	Assign people to roles	206	
	Obstacles	206	
	Be prudent	207	
	Introduce the teams	207	
	FILL THE GAPS	208	
	IMPLEMENTATION ISSUES	208	
	EXPECT TROUBLE	209	
	Maintaining the structure	209	
	Tips	210	
	Modifications	210	
	SUMMARY	211	
	CHECKLIST	211	
27	Where to next?	213	
	SHORTAGES OF IT STAFF	213	
	Changing structure	213	
	Changing face of work	214	
	Business focus	215	
	BLUEPRINT THE FUTURE	216	
	CONSIDER A STRATEGIC PLAN	216	
	REVIEW WHAT YOU DO NOW	216	
	Learn	216	