IBM yazılım zirvesi '10

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Director, EMEA, IBM Lombardi

Coping in a complex world, a practical guide to driving Productivity

Are We in Control?

Not of everything, but Strategy & Execution, we do

Remember when?

1999

They thought we would want.....

And would you want.....

If Nokia could imagine this?

Or this..

Why do we all have..?

22 July 2010 | last updated at 11:50 GMT

Nokia profits slump 40% in second quarter

Profits at Finnish mobile phone handset company Nokia slumped by 40% in the second quarter compared with the previous year.

The firm announced profits of a mere 227m euros ($291m; £191m) for the three months ending in June.

Nokia warned last month that it expected its sales and profits figures to fall short of earlier forecasts.

Nokia has struggled in the smartphone market

The company has struggled to compete since Apple and Google entered the market with their new smartphones.

'Mixed bag'

The results saw the company's share price swing violently in a 10% range, first down and then up. It was trading up 3.6% as of midday BST.

Analysis

Rory Cellan-Jones
Technology correspondent, BBC News

So Nokia still has a third of the overall mobile phone

Top Stories

Euro MPs demand EU help for Roma NEW

Big toll in Russian market bomb

Police search Sarkozy party's HQ NEW

Vitamin B 'puts off Alzheimer's'

Features & Analysis

Downward spiral
Is Mexico becoming like 1980s drugs-wracked Colombia?

Altered image
Pictures reveal new side to life in trend-setting Soweto

'Real women'
Plus-size models make New York Fashion Week debut

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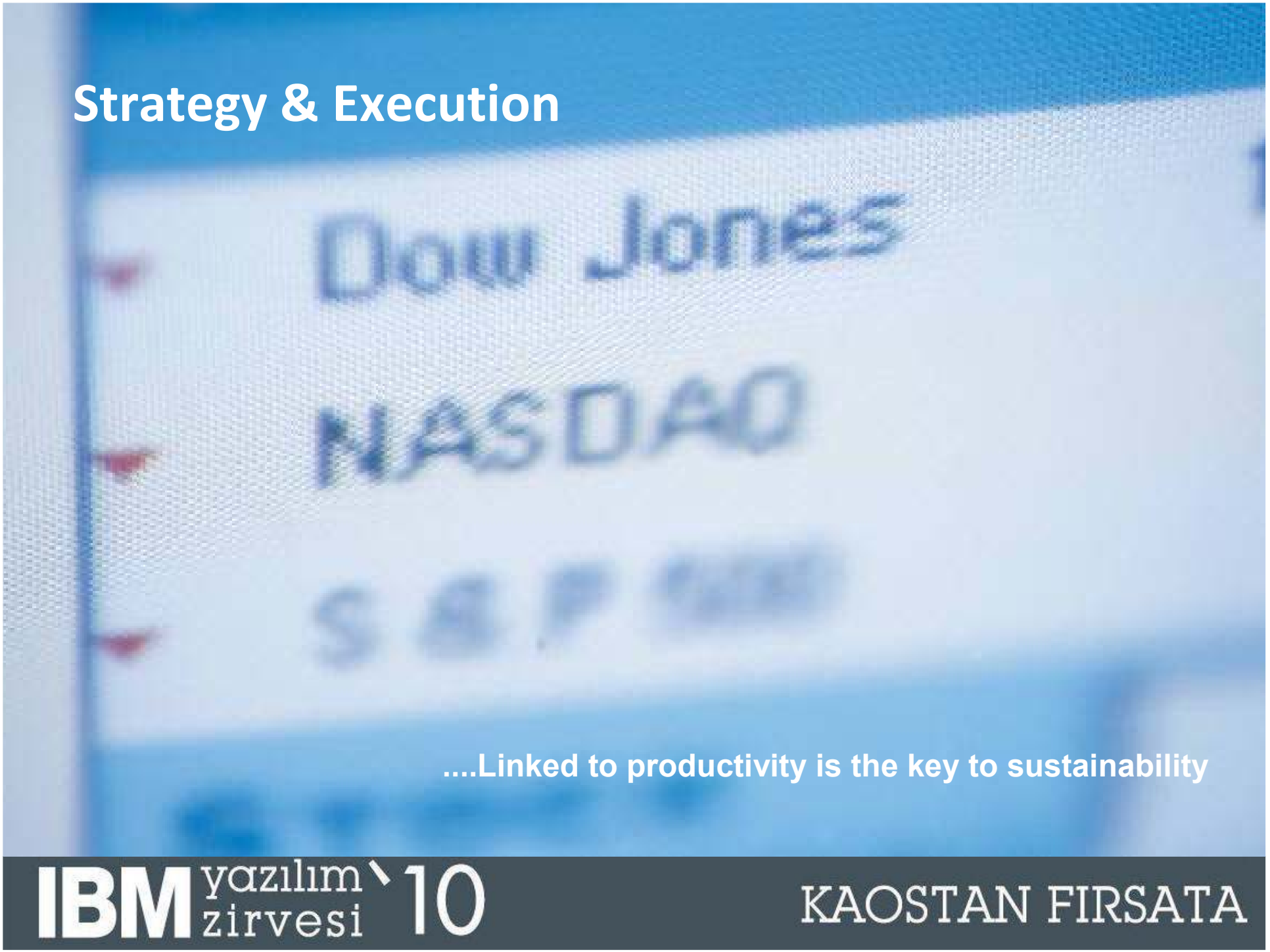
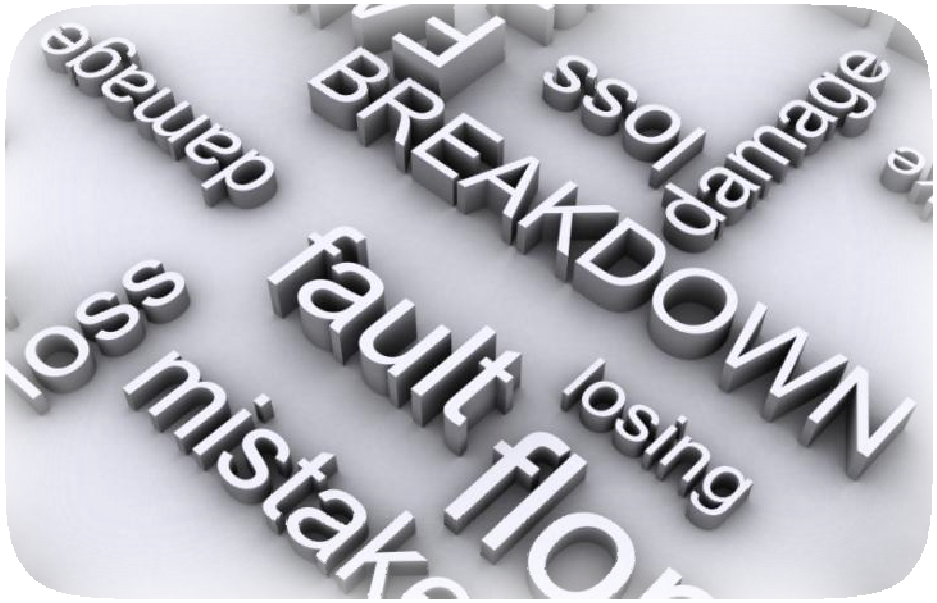
Strategy & Execution



....Linked to productivity is the key to sustainability

Lag between ‘Strategy’ to ‘Execution’ causes a productivity gap....

- “How can I get my organisation to respond, with urgency?”
- “How can I get ‘world class’ results from my people?”
- “How do I simplify the ‘day to day’ operation”



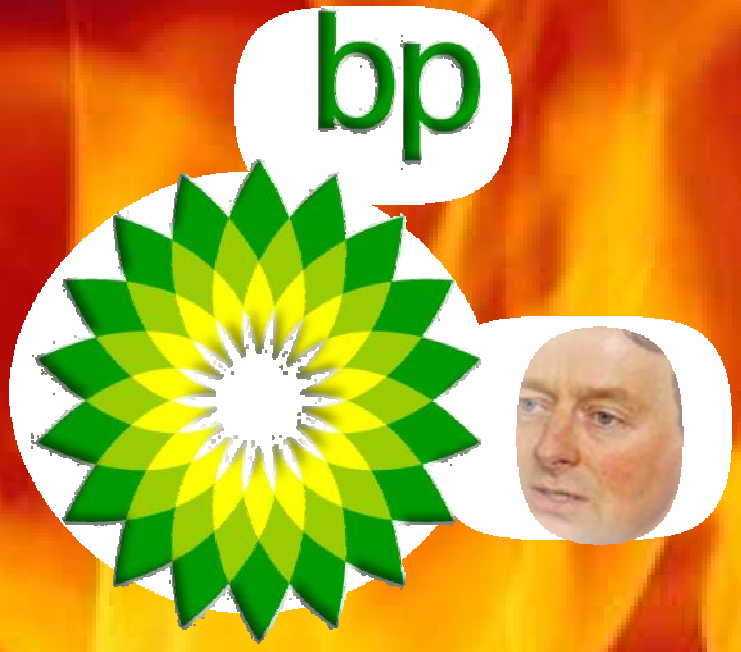
Flawless execution is a strategic imperative

And if we don't....

LEHMAN BROTHERS

Lehmans former CEO – Richard Fuld

And if we don't....



Tony Haward, former CEO BP

CEO's believe….

- Simplify operations
- Quick decisions, execute at speed

Build operating dexterity

Embody creative leadership

- Creativity is Priority
- Drive change to stay ahead of market

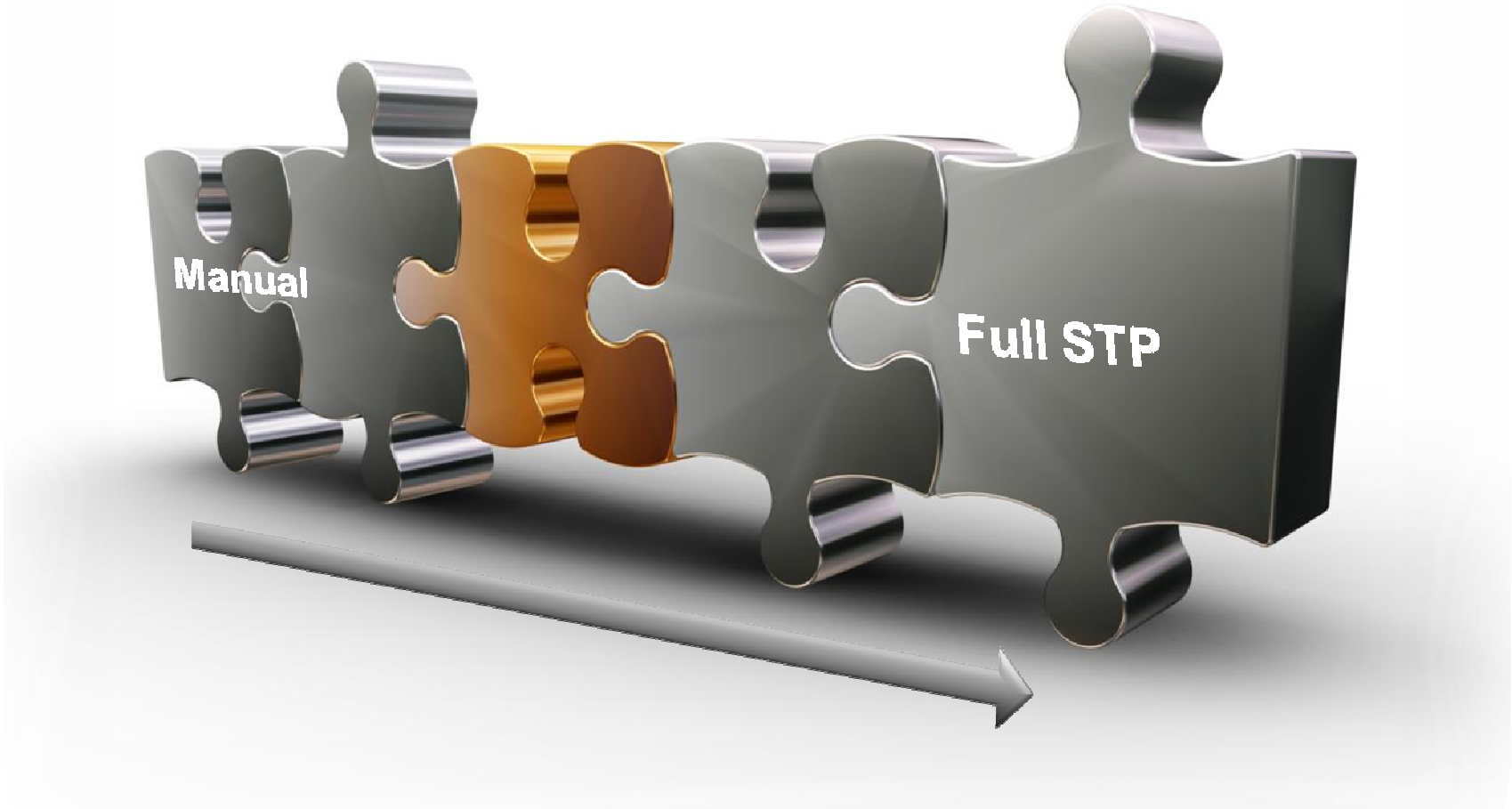
Reinvent customer relationships

- Getting closer to customers
- Better customer understand

What do our working processes say about us?

How do clients view their interaction with us?

Are we not experts at execution?



....not often, and we don‘t like change

The Business view of change?
....Iterative change is natural to the business
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Business view of change with IT?

….slow, costly and to be avoided

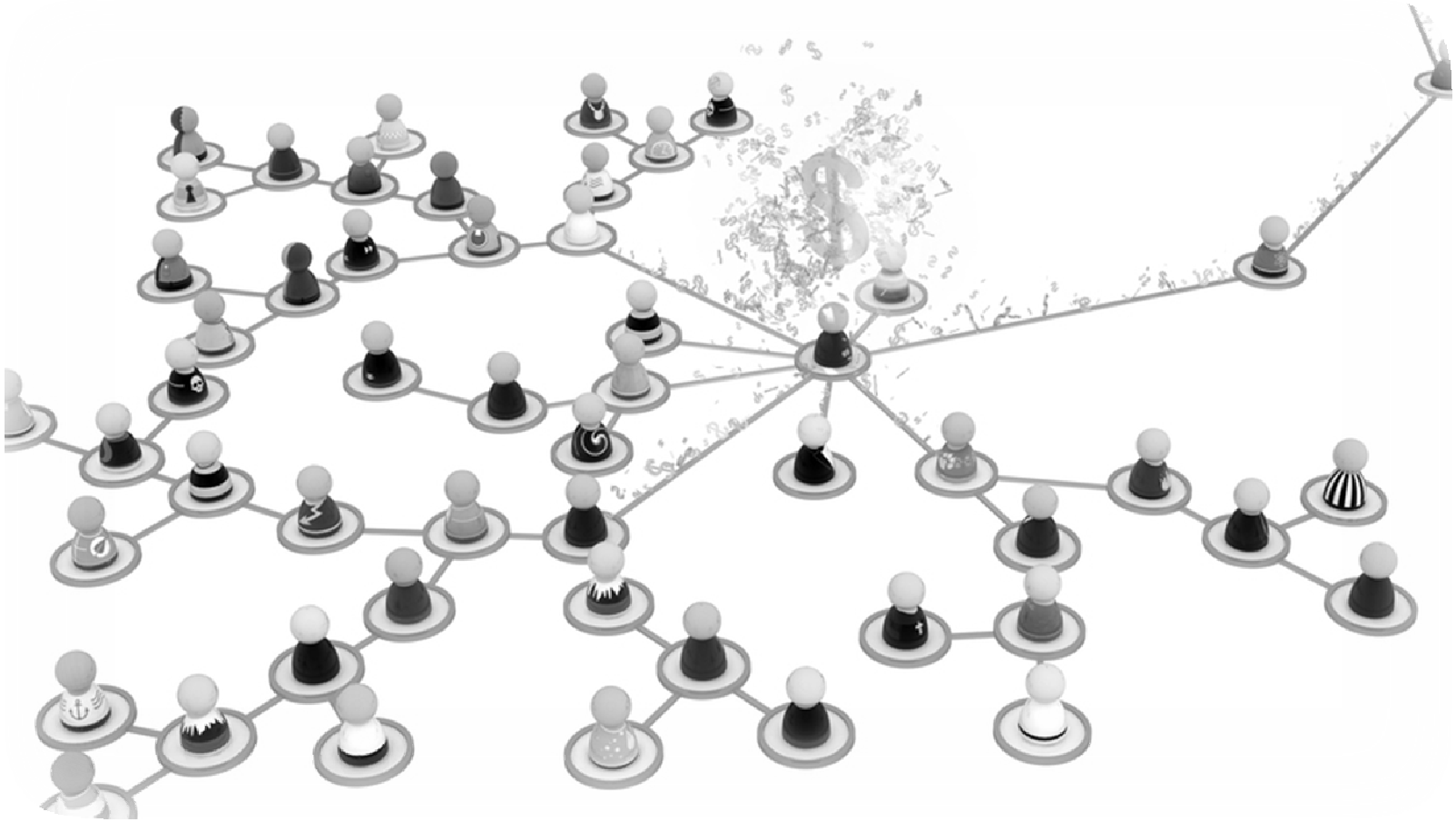
Do we understand how IT change happens?

IT

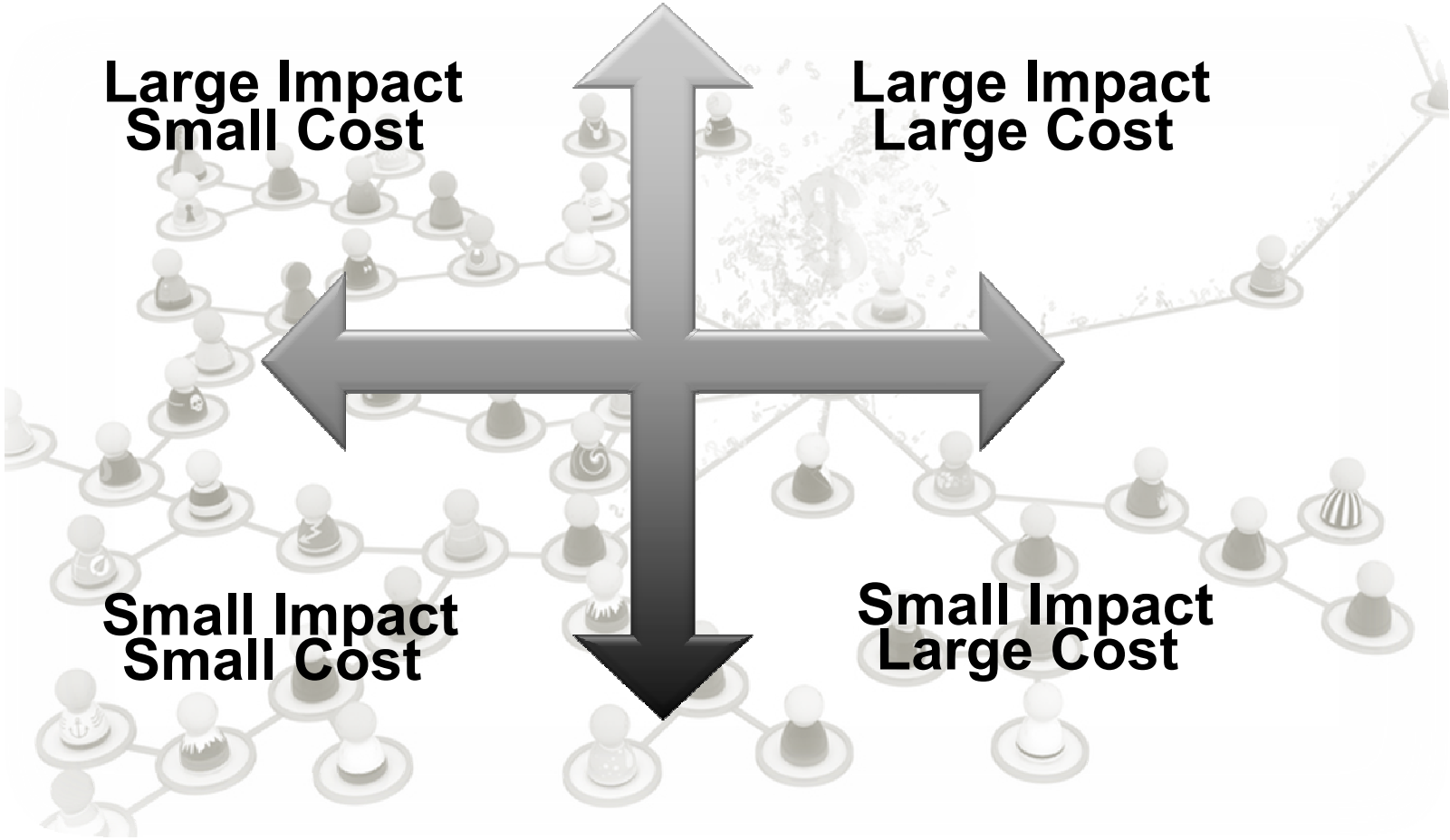
Business/Users

….We have to solve the bottleneck of scalability

The Power of Social Change



The Power of Social Change



...harnessed for productivity gains

Stay Ahead, Know your Goals

- It‘s about Productivity!
- Don‘t think it‘s just about automation
- Look to drive better decisions
- Put the ability of innovation in the hands of those who need to innovate

Approaches today

Detailed Specification

Challenges……

- Users are not 100% clear about needs
- Don’t know what they don’t know
- Details will only be revealed during development
- Change their minds as they see, triggers creativity to change/improve/adjust

Collaboarate for Success

- Expertise from all Domains
- External suppliers as an extension of your business
- Over the fence solutions usually fail
- Share Change between Business & IT

Create a Common Language

Create a Common Language

Get it right and the rewards are high....

BANCO ESPIRITO SANTO

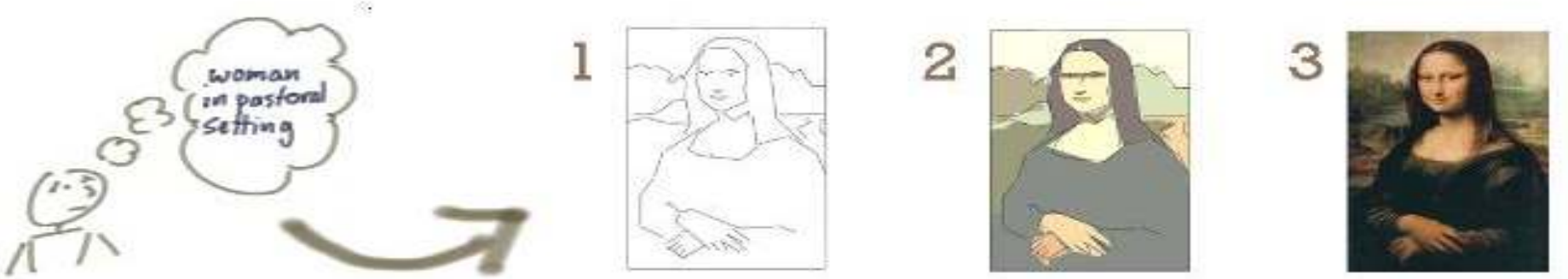
Build a Productivity Factory

- Cross Functional Team where ‘Evolutionary’ and ‘Revolutionary’ changes come to life through optimised business processes

Get it right and the rewards can be high....

"Emergence as a Global Automotive force" Paul Nussbaum – VP Ford

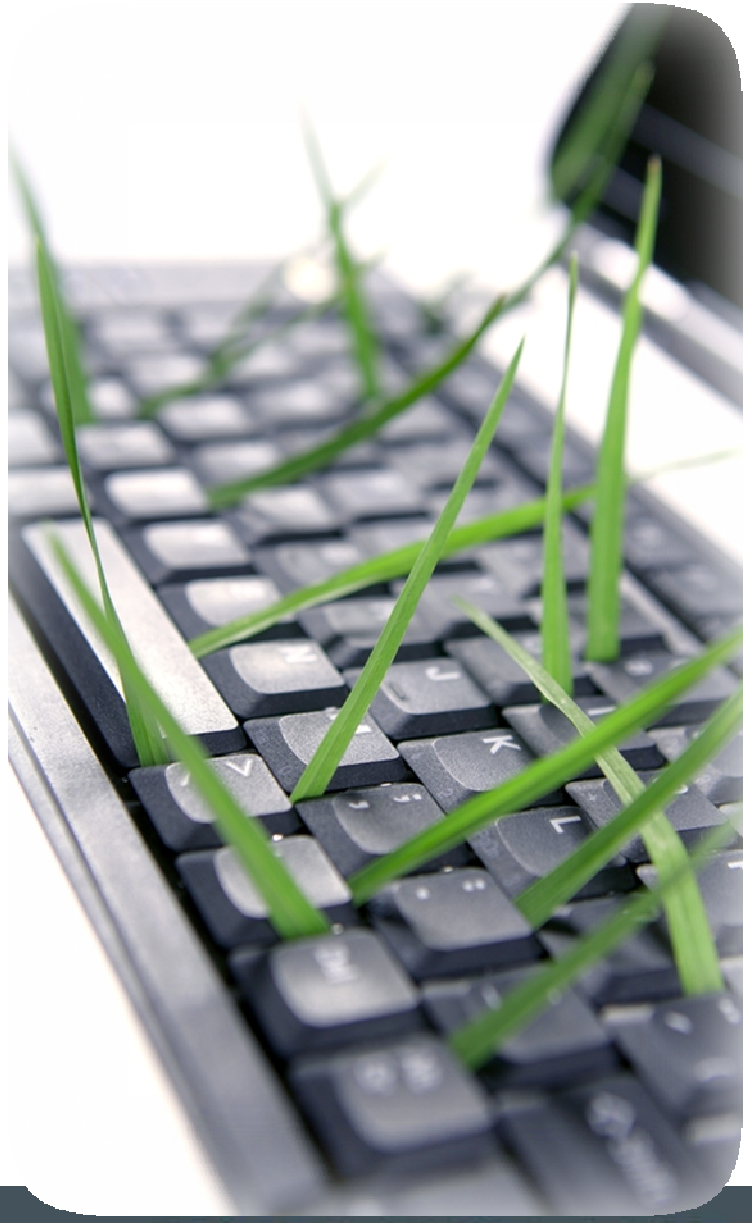
Approaches in the Factory



- Build something
- Evaluate whether it'll work
- Make changes to it.
- Build expecting to change it – Validate each step

Design for Change

- All Processes age
- Major Disruptions Require Wholesale Changes
- Do not Implement perfect processes
- Business can self serve in many areas
  - Elements of process change
  - Elements of updating business Logic/Rules
- Modern BPMs & BRMs are directly applicable



How do Leaders start?

- Harness the community
- One step at a time
  - *Problem by problem*
- A compelling or strategic issue
- Think big, Start small, scale fast
- Create a cross functional team
  - *The full factory comes later*
- Focus on the ‘approach’

When Does it Go Wrong?

- Business abdicates responsibility
- Business ‘trained’ to want it all now!
- IT too focused on technology
- Starting too big
- Using external resources with Waterfall
- Commercial methodologies
- Lack of Executive oversight

Questions