

New Age CIO View

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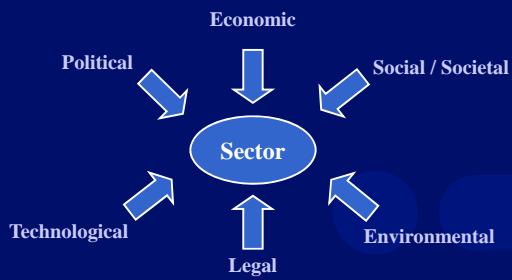
Trust and Empowerment



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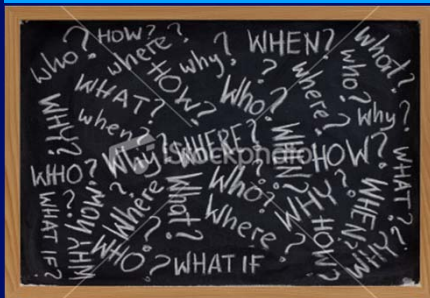


A time of unprecedented
turmoil/change/threat/opportunity



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Actually it's chaotic.....



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The new IT agenda

70's	80's / 90's	21 st Century
Fortress IT Specialist function Disconnected	Internal Supplier Technical realiser Passive / re-active	Solutions broker Change partner Pro-active initiator / innovator
Doing IT	Managing IT	Leading IT
Distanced from the organisations strategy	Aligned with the organisations strategy	Integral to both formulation and delivery of the organisations strategy
No direct 'board' contact or impact	Represented at 'board level'	'Board' member

Increasing intensity of competitive / performance pressures – nationally & internationally
Increasing power and potential of IT – pervasive IT / Web 2.0 and beyond.....

For example, we can show how to

- Transform IT affordability/performance/value/sustainability
- Modernise & make (even more) distinctive the student experience
- Transform both institutional performance (more for less) and academic 'enablement'

Ideally with IT integral to both formulation and delivery of strategy...



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So.....

If not us, Who?
If not now, When?



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Where do Trust & Empowerment fit in then?



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Some fun with Trust

Trust.



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Attribution: YouTube

Trust: The way to be taken seriously



Stakeholders/Investors

Peers ← ○ → Peers



Teams

Internally within our institutions and externally



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Some fun with Empowerment



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Panel 1: "I WANT ALL OF YOU TO FEEL EMPOWERED ON THIS PROJECT."

Panel 2: "YOU FORGOT TO GET OUR BUY-IN BEFORE YOU EMPOWERED US."

Panel 3: "I'LL GET YOUR BUY-IN LATER. IT'S FAR TOO LATE FOR THAT."

Panel 4: "I'M GOING TO USE MY EMPOWERMENT TO DESTROY THIS POORLY CONCEIVED PROJECT FROM THE INSIDE!"

Panel 5: "DONT DO THAT!"

Panel 6: "SO... NOW YOU'RE SAYING WE'RE NOT EMPOWERED TO DO WHAT WE THINK IS BEST?"

Panel 7: "CAN WE GO BACK TO OUR OLD SYSTEM WHERE WE'RE AFRAID TO MAKE DECISIONS AND YOU'RE NEVER AVAILABLE?"

Panel 8: "YOUR EYES SAY, 'YES.'"

Empowerment: The means to deliver

- Clear vision and objectives for teams
- Top-level backing/back up/help when needed
- Delegated: -
 - Accountability for results
 - All talent, energy and creativity harnessed to purpose.
 - Ability of teams to dynamically navigate challenges/obstacles/opportunities to achieve vision and objectives



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How can we catalyse this journey?

- Develop a personal/professional Game Plan for success
- Establish credibility; build **Trust** to be taken seriously and:-
 - Be the change you want to bring about - University leader Not IT leader
 - Work with your organisation as it is: 'warts & all'
 - Spend 40% time on upward/outward relationships
 - Run IT in a business like way, accept your share of any economic pain
 - Show (don't tell) what IT can do to help
 - Align to individuals' objectives and broader institutional & academic aims
 - Pick your moments: use stealth not frontal assault
 - If possible..... Be selective in your choice of boss ☺
- Always deliver promised results! **Empowerment** is the key here



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Martyn and Steve's four themes

- Huge paradigm shifts taken place in our sector
- As CIOs we hold the key to one of the most powerful means/enablers/capabilities that can help
- To be taken seriously to influence our institutions to see and exploit these opportunities we need to be at the top of our game
 - Technology embedded into institution's mission
 - Relationship Management/Academic Liaison – simply get out there more
 - Move firmly on performance management – good and bad
- **Trust** and **Empowerment** are critical to success



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