

# Agents of change

A personal journey  
by Mary Visser

UCISA Director's Forum on Leadership

# Agenda

- What needed changing
- What we've done so far
- Stress relief principles and tactics!

# Why did IT at Leicester need a revolution?



# Service delivery fragmented .....

Many different units.....	Doing overlapping things....
Computer Centre	Networks, Email, Student PCs, File storage, Web, VLE.....
Management Information Services	Student Records, Finance, Payroll..... End user support for central admin
Audio Visual Services	Lecture Theatres, Bulk Printing, Multimedia Design
Estates	Telephony
Beyond Distance Research Alliance	E-learning strategy, research and some service delivery
Staff Development	IT Training for staff (including VLE)
Student Support and Development	IT Training for students
Library	Information training for students
60 ish <u>individuals</u> in departments	Departmental end user support, student records, research computing, web...

## With no glue.....

- No one leading IT at the top table
- No coherent vision or strategy
- No common processes, vocabulary, values or standards....
- No metrics or targets

## Negative outcomes.....

- Under-investment in core infrastructure
- Dislocated systems operating in silos
- Duplication
- Inequitable service provision despite high total spend on IT support staff

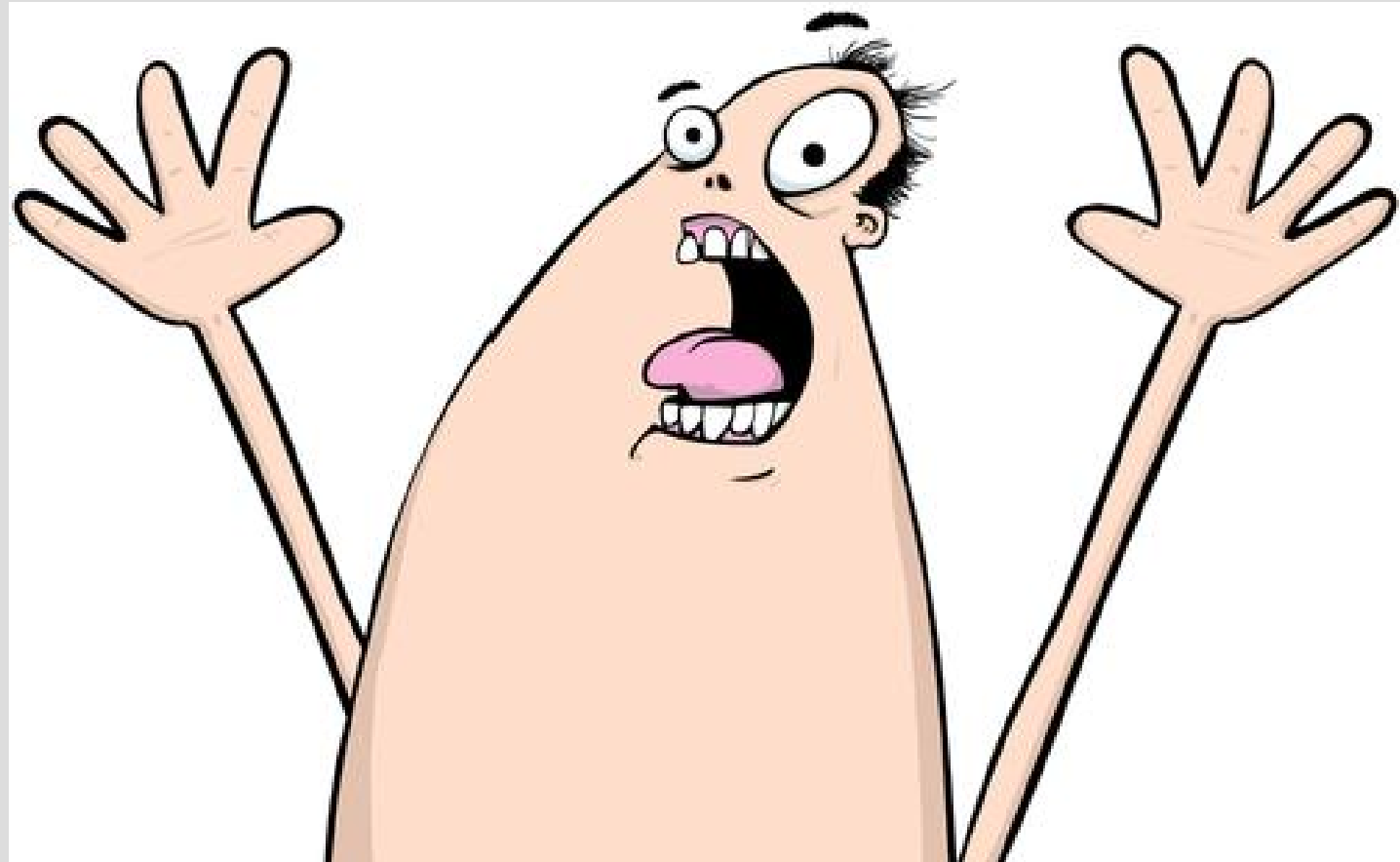
# Intangibles.....

- Culture of risk aversion
- Seen to be led by technology rather than needs of the University
- Reputation for reliable systems
- But lack of innovation and poor service



Computer  
says no!

What has been inflicted on IT  
staff.....?

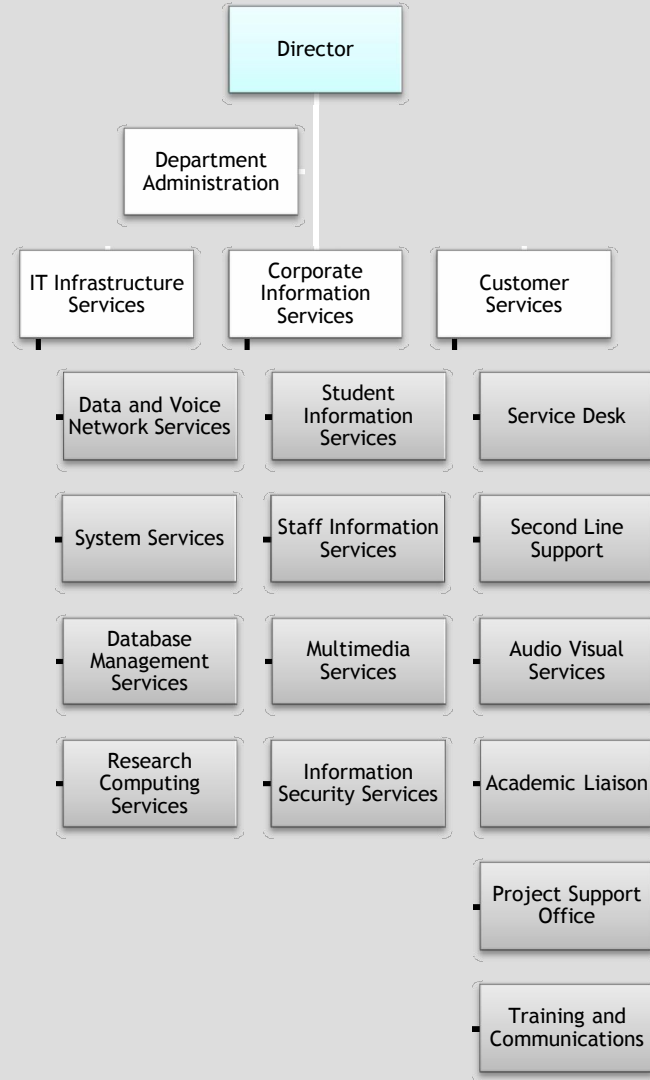


# Two years on .....

Fewer units.....	Doing different things....(mostly)
IT Services	Networks, Email, Student PCs, File storage, Web, VLE, Student Records, Finance, Payroll, End user support for central admin and two faculties, Teaching room support, Multimedia Design, Telephony, IT Training
Beyond Distance Research Alliance	E-learning strategy and research
Library	Information training for students
*50 ish <u>individuals</u> in departments	Departmental end user support, student records, research computing, web...

\*9 departmental staff moved into ITS. 2 made redundant. More to do.

# A new ITS organisation.....



# People impact.....

- Roles redefined and titles rationalised
- Career development paths identified
- 35 new recruits (of 107 total)
- 20 redeployed to completely new roles
- 2 redundancies from departments
- 2 early retirements
- 1 regretted loss
- 5 other losses (all from Help Desk)

# Big investment in training.....

- ITIL awareness (90+)
- ITIL Foundation (24)
- ITIL Manager's Certificate (1)
- PRINCE2 Foundation (35)
- PRINCE2 Practitioner (4)
- Managing Successful Programmes (1)
- ITSM tool set training (90+)

# New ITSM processes and concepts.....

- Service Desk and Incident Management
  - New call tracking and telephony systems
- Change Management
  - CAB meeting weekly
- First stage Service Catalogue




# Terminological exactitude..!



# Evolving PM methods and concepts

- First PRINCE2 project – Jan 07
- First Programme – May 08
- Now launching Portfolio Management



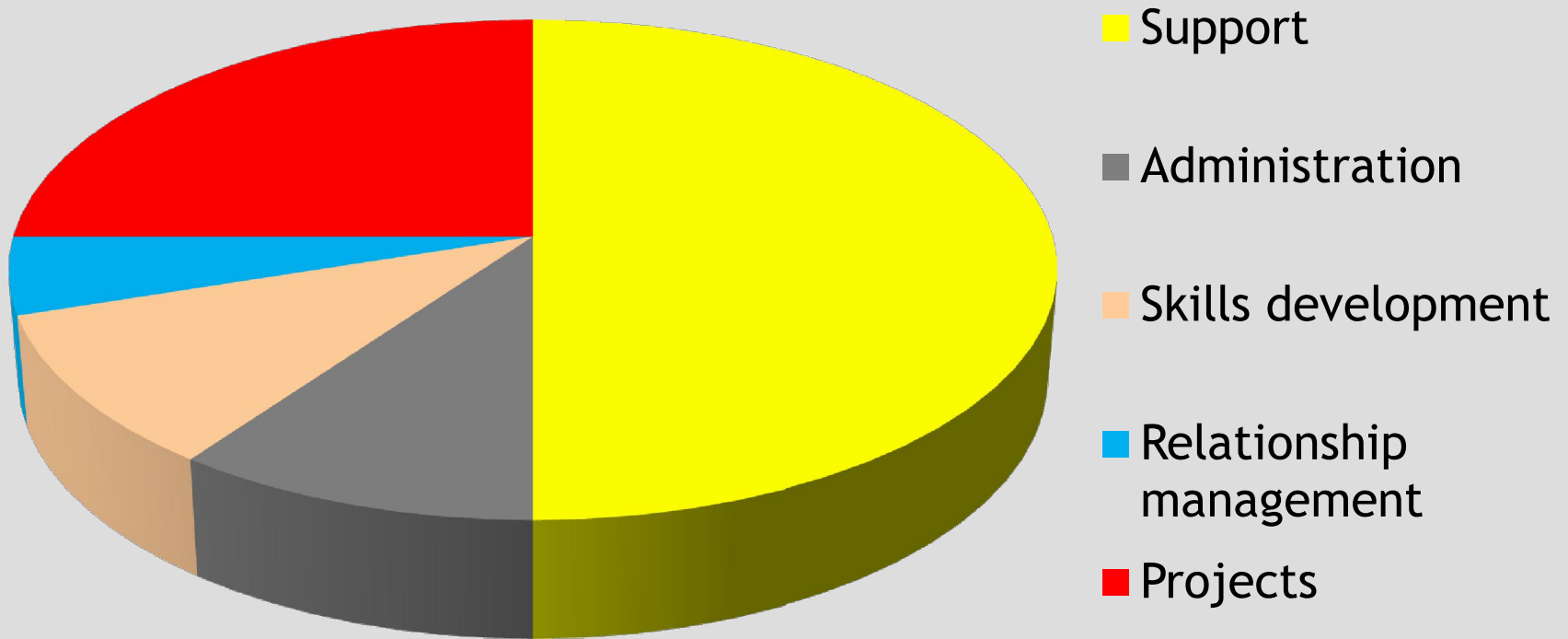
Needs 5 years to embed!

Portfolio Management

Programme Management

Project Management

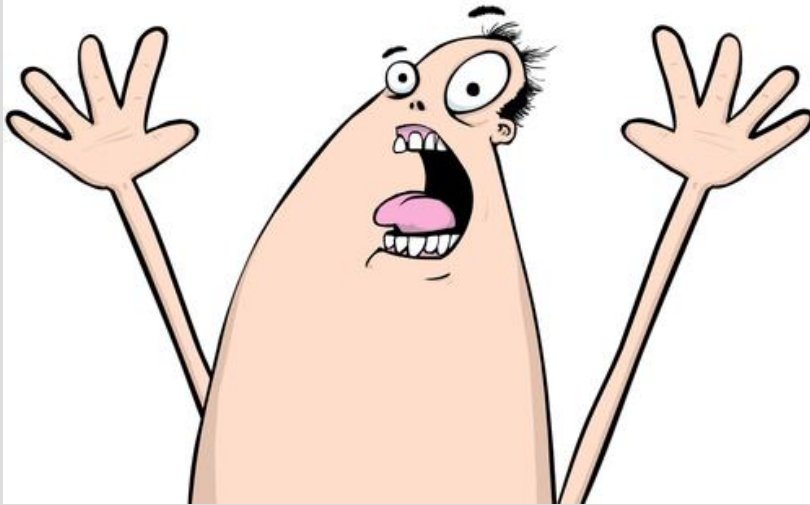
# Scary accountability for time spent.....



To cap it all, new accommodation....



# What causes stress?



Change I  
don't  
understand

Change I  
can't  
influence

Uncertainty

Change  
happening  
too fast

# Stress relief principles.....

- Be clear on ‘what’ and ‘why’
- Give people time to hear, reflect and respond
- Buy influence by listening
- Be relaxed on ‘how’

# Stress relief tactics

- Run ‘get it off your chest sessions’
  - ask them to think of all the reasons why people will say it won’t work
- List all your people
  - Work out the scale of change for each
  - Assign talk and reflection time accordingly
- Run working groups for each change area
  - Give them decisions to make!



Questions?