

# CGN PROJECT SUMMARY INFORMATION TECHNOLOGY ORGANIZATION TRANSFORMATION

## PROJECT TITLE: IT ORGANIZATION STUDY & IMPLEMENTATION SUPPORT

**Project Overview:** CGN conducted an in-depth IT organization study to create an IT organization that would be a key driver and contributor to a new business strategy for the company.

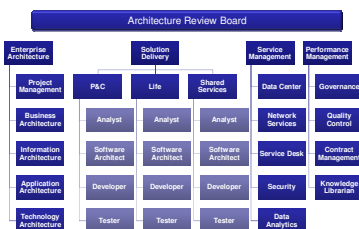
### Business Objectives:

- Identify the implications of the Company's new strategic directions on the capabilities and performance goals required of the IT function
  - Assess the degree to which the IT function in its current state will be capable of providing what the company needs, in the time frame needed
  - Identify the competencies the IT function needs now and in the future
  - Evaluate the current culture in IT, and identify the underlying causal factors and cultural changes needed to accomplish the Company's business strategy
- Evaluate the effectiveness of the IT function
  - Evaluate IT responsiveness and service, including root causes
  - Inventory current skills and competencies; compare with future requirements
  - Identify recommended modifications to the existing staffing plan
- Assess how (and how effectively) inter-departmental issues are being managed
- Recommend changes to improve the effectiveness of the IT function and its contribution to achieving strategic and tactical business goals
- Develop a short term action plan to produce measurable improvement in IT performance in the near term, and provide implementation support

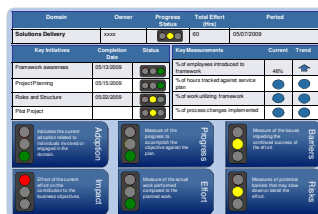
### Methodology:

- The project followed 5 phases: Launch and Initial Scan, Data Collection and Analysis, Idea Generation and Evaluation, Recommendations, and Implementation
- Analysis methods used during this engagement included individual and focus group interviews, a culture survey, value stream mapping, Activity Based Analysis, and organization development workshops
- IT practices were benchmarked against industry standards, frameworks and best practices. Intensive training was provided to bring the people up to speed

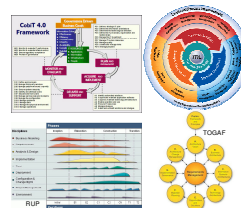
### STRUCTURE, ROLES, SKILLS



### DASHBOARDS



### TOOLS, FRAMEWORKS ITIL, COBIT, TOGAF, RUP



### PROJECT DURATION:

**Design Phase:**  
October, 2008 – January, 2009  
(12 weeks)

**Implementation Support:**  
February – July, 2009  
(6 months)

### KEY RECOMMENDATIONS:

Recommendations were made for improvement in eight major areas:

- Strategy and Governance
- Organization Structure
- Processes
- Metrics
- Technology and Tools
- Culture
- Talent Management
- Change Management and Communications

CGN Architect provided guidance & support to the IT leadership team during implementation including:

- Frameworks adoption
- Process modeling
- Detailed org design
- Skills inventory & career planning with all staff
- Performance dashboards
- Coaching of leaders and staff
- Project management

*"IT is now producing far higher quality work product than ever before; they've come a long way"*

President & COO, June 2009



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