ODF Design Dilemma – Re-Design the IT Org
How We Approached the Dilemma and Notes from an Eighteen Month Check-in

The Method
1. We immediately collected a diagonal cross-section of leaders to a two-day Workshop. Leaders include3d representation from IT, HR, Fi, and Operating Units.
2. We took elements from GE-Workout (David Cooperider & Diana Whitney) and Appreciative Inquiry (Dave Ulrich, Steve Kerr, and Ron Ashkenas) and designed a large-group pursuit of a perfect set of interactions and outcomes for the IT/Business Unit Teams.
3. The outcomes and interactions were the basis of a set Epics and User Stories which each subgroup posted.
4. Teams rotated through a dozen or so stages hosted by team spokespersons leaving behind Stop, Start, More, and Less Post-Its^{TM}
5. Epics and User Stories were decomposed to a Product Backlog.
6. Senior IT/Business Liaison pairs signed up as Product Owners and organized them into Sprints
7. Sprints were stack-ranked by Risk-Adjusted cost reduction then sequenced to account for pre-requisite actions/outcomes.
8. Each was then assigned a Cost Takeout Timeframe of 30, 60, 90, 90+ days
   a. 5% fell into the 30-day return window with 100% confidence or 5% risk adjusted
   b. 5% into the 60-day window with 80% confidence or 4% risk adjusted
   c. 20% into the 90-day window with 80% confidence or 16% risk adjusted
   d. 20% into the 90+-day window with 60% confidence or 12% risk adjusted
   Total commitment accepted by the CIO was 30% of the 37% risk adjusted promise.
9. All Business Unit and IT leaders went through bootcamps on Change Leadership, Scrum, Dynamic & Networked Team Self-Design, Macro-Design, and Capability Model-based Micro-Design.

The Results – Over the next eighteen months
1. Greater than 30+% budget reduction delivered.
2. Other divisions voluntarily contributed Scrum Masters, Process Mappers, Job Designers, Change Coaches, and backfill developers to handle maintenance coding, testing, and installation.
3. Software releases were taken from 2 per year to 1 per quarter with weekly fix installs and when-ready crash remediation.
4. Transition of applications to current languages, databases, and platforms was outsourced to Keene Associates who hired all who chose to follow their skills on a one-year employment contract.
5. The former structural model transformed over time from business-unit siloed full-service teams one to three person business-unit-based local IT support and liaison teams with IT-Department-based application and infrastructure specialty teams.
6. We had RBL Leadership-720 Assessment and Employee Engagement survey data from before we started in addition to the Hackett Group Survey data.
   a. IT Spend went from the 95th to the 25th percentile
   b. Employee Engagement picked up 30 points.
   c. Leadership-720 scores using Zenger-Folkman's Extraordinary Leader analysis revealed seven Extraordinary Leaders and not one underperformer
   d. The consultants were designing a Banking Division, Renovating HR, and refocusing the Office of Finance Controllers.