Emerging Technologies Bring Opportunities

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NZCCSS Conference
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Napier

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Outline

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- Opportunity: Choice or Survival?
- The nature of technological change
- Positioning: what everyone should do
- Results – desert later

Who in the room …

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- Uses email regularly?
- Uses a mobile phone?
- Uses the World Wide Web?
- Used any of these in 1990?
- Has a page on Facebook, or similar site
- Has a formal organisation plan?
- Has a plan that addresses technological change?

Predicting the future

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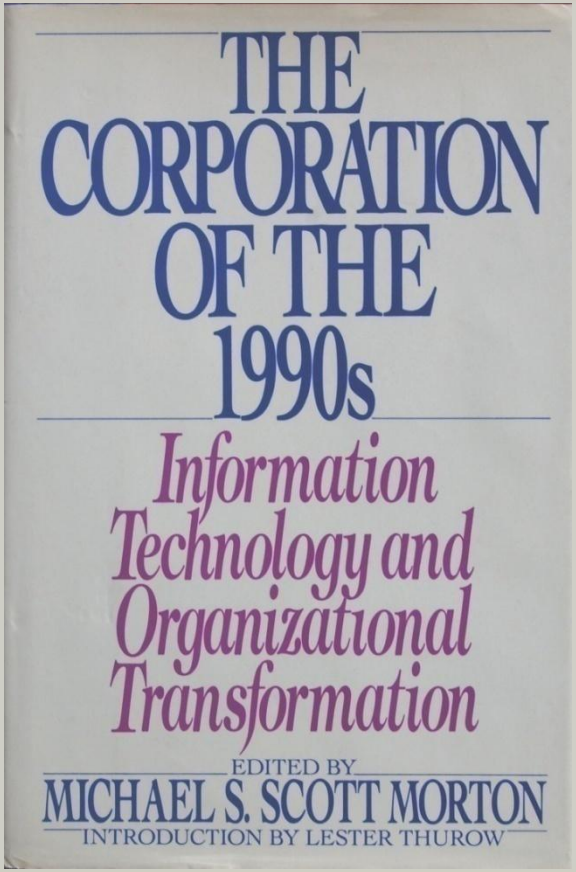
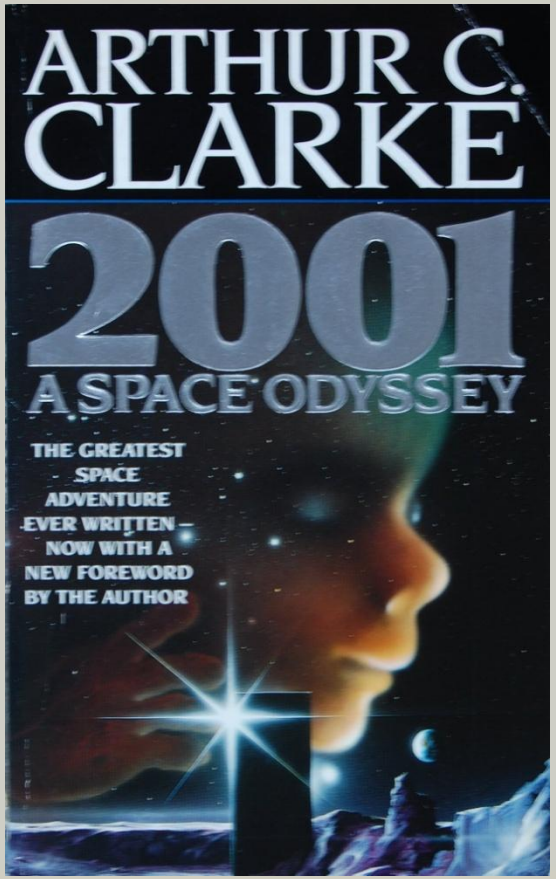
1989



1969



passion | innovation | quality | results

Technological Change

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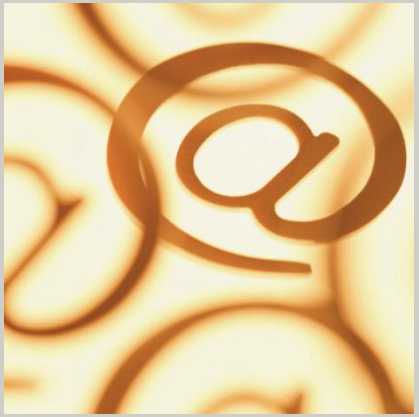
- Happens more slowly than you think
- The “latest thing” is often not that new
- Some technologies never take off at all
- Some are taken up faster than others
- Some will stall at partial uptake
- Cycle is fairly well defined



Gartner Hype Cycle

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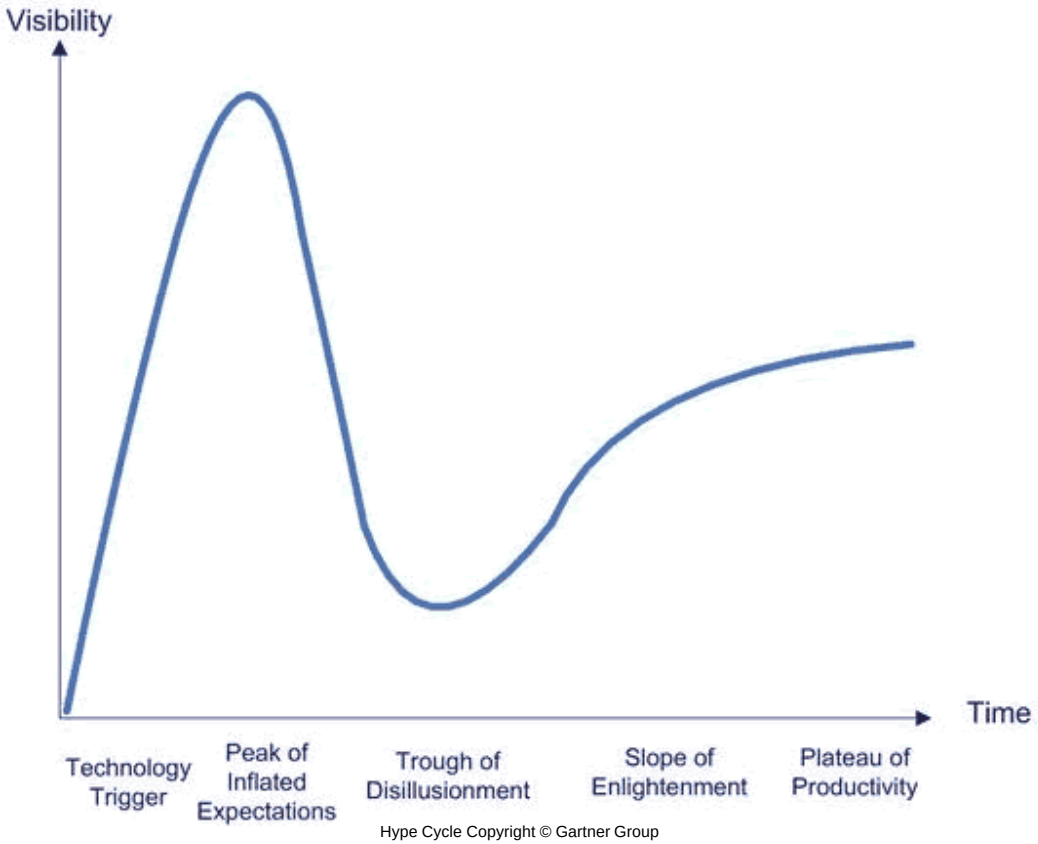

- Tool for understanding
- Not scientifically rigorous
- Cumulative validity
- Try out on history
- Key message:

Don't invest just because it's new, and don't ignore just because it's not living up to expectations

Technology Projects

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- 51% view their implementation as unsuccessful
  (Robbins-Gioia survey 2001)
- 40% of projects failed to achieve business case
  (Conference Board survey 2001)
- 61% of projects deemed to have failed
  (KPMG Canada 1997)
- 52% will cost over 189% of estimate and 31% of projects will be cancelled
  (Standish Group 1995)

However…

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- Very little new data is emerging
- Less interest in spreading F.U.D.
- IT projects *are* hard to get right, so are building projects
- IT projects fail for the same reasons as other projects such as civil engineering projects
- Unrealistic expectations, lack of governance
- Eat your vegetables!

Human Factors

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- 50% of technically sound systems have foundered on staff issues *(Kaplan & Shaw 2002)*
- Most people have an empirical approach to using technology
- End-users expectations unrealistic
- Lack of basic end-user skills
- Home use can often be very different from office use

IT Staff Stereotype

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- “Typical IT geek”
- Skilled at dealing with technical issues
- Not interested in or focused on wider business issues
- Not people oriented
- Situation created and reinforced by recruitment policies and practices

Nature of Technology

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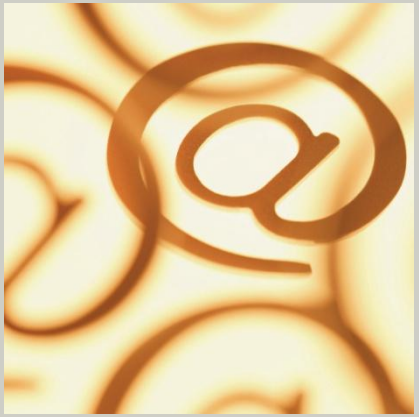
- New technology infiltrates into society in a fairly predictable way
- Timing is everything, you can move too soon, or too late
- Projects always have some risk and should be carefully managed
- Human knowledge factors must be taken into account



Dream of wonderful machines

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"… they listened in astonishment while Snowball conjured up pictures of fantastic machines which would do their work for them while they grazed at their ease in the fields or improved their minds with reading and conversation …"

Animal Farm by George Orwell 1945

Planning

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- Drive with windscreen covered?
- Failing to plan = planning to fail
- Develop strategic and operational plans
- Strategic plan (ISSP) covers 3-5 years
- Project planning; scope, time and cost for specific outputs
- Failing to manage plan = failure

Strategic Plan

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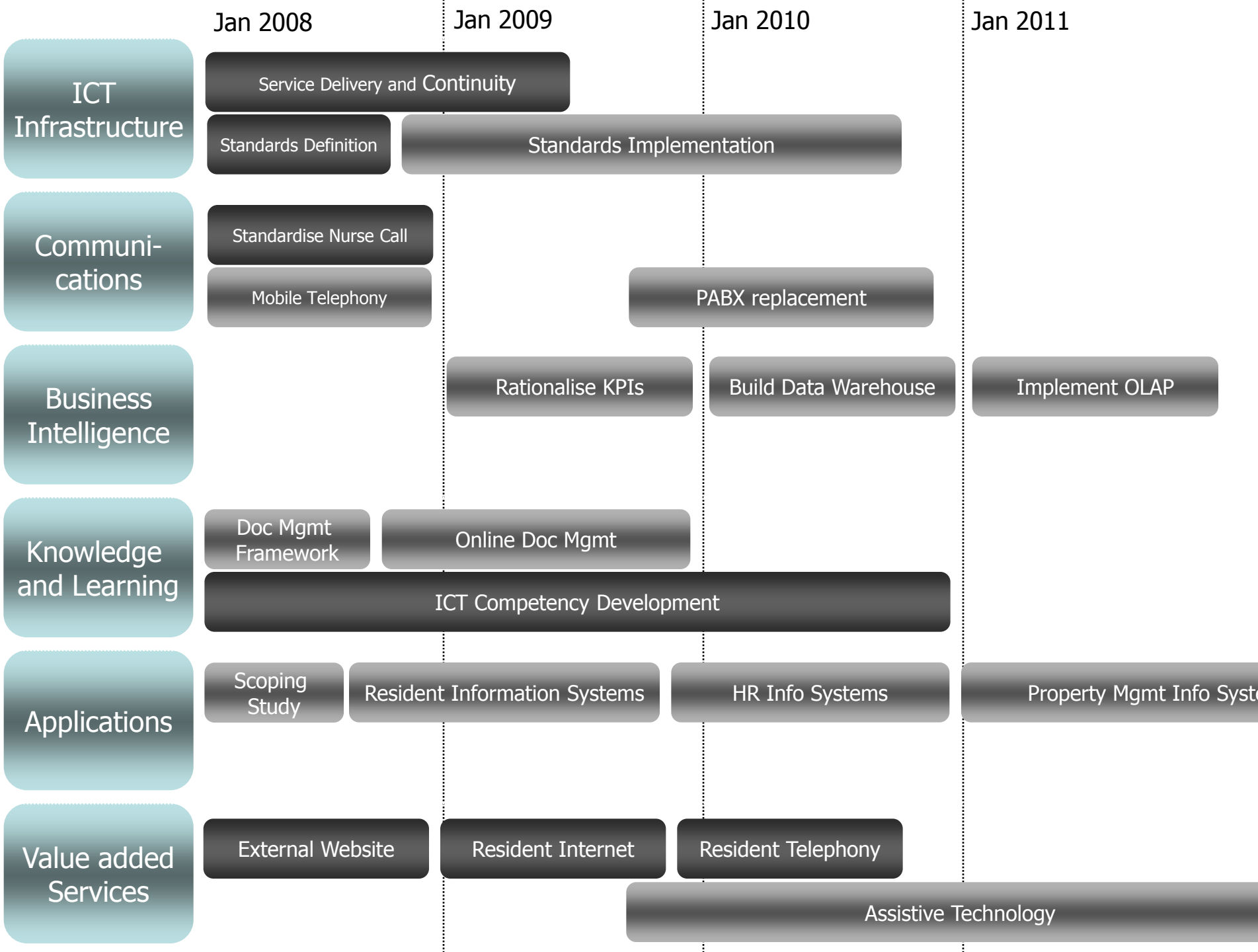
- Should be a broad outline
- Indicates general areas to be developed
- Identifies *potential* projects
- Provides high-level estimates of cost
- Indicates how the implementation will be governed for success


Jan 2008
Jan 2009
Jan 2010
Jan 2011
ICT Infrastructure
Service Delivery and Continuity
Standards Definition
Standards Implementation
Communi-cations
Standardise Nurse Call
Mobile Telephony
PABX replacement
Business Intelligence
Rationalise KPIs
Build Data Warehouse
Implement OLAP
Knowledge and Learning
Doc Mgmt Framework
Online Doc Mgmt
ICT Competency Development
Applications
Scoping Study
Resident Information Systems
HR Info Systems
Property Mgmt Info Syst
Value added Services
External Website
Resident Internet
Resident Telephony
Assistive Technology

Governance of IT

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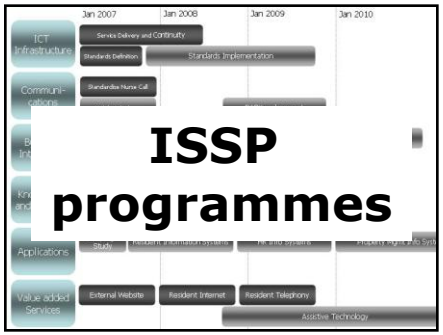
- IT is pivotal to virtually every strategy and essential to solving virtually every challenge
- Perception that if we simply spent enough money on IT, this would in and of itself correct for poor process design
- People with good ideas for moving forward, but no good way to connect their ideas in a way that would lead to action
- Far too many companies still delegate essentially all IT governance responsibilities to the CIO

Clark, F. C. & Kimmerly, W. C. (2002). Strong IT Governance: Don't Even Think About Not Doing It!. Proceedings of Healthcare Information and Management Systems Society Conference, Session 28, Atlanta GA: January 27-31.



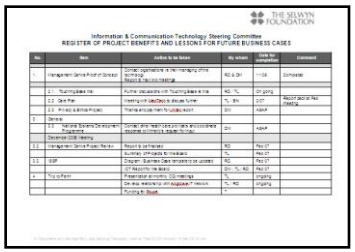
ICT Budget $$

Business Cases

Future opportunities feed ISSP revisions

Lessons learned checklist for new business cases

Rework needed

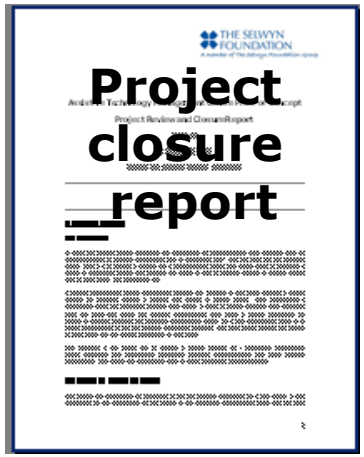


Register maintained
Summarising project benefits, lessons and future opportunities

Approval ICT ctte

Monthly until Project complete

Key findings



Detailed report of project Benefits and lessons

Not approved

No project

ISSP Implementation Process V1.0 Feb 2007

Technology = Building

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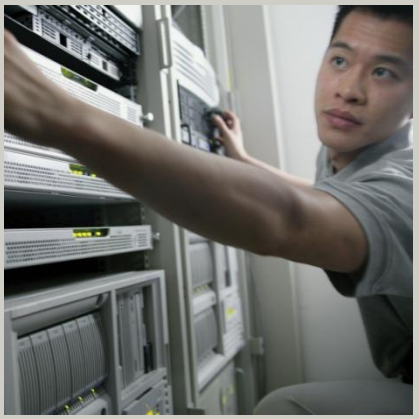
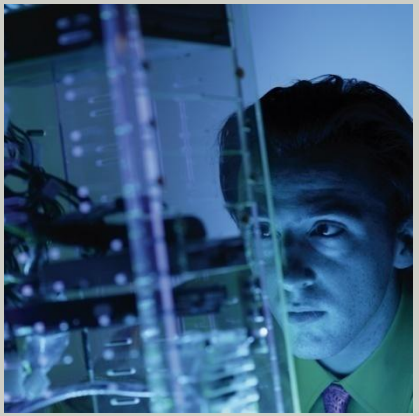
- Not just a one-off capital project
- Plan for regular upgrade and expansion
- Three-year obsolescence for many components





Project Scope

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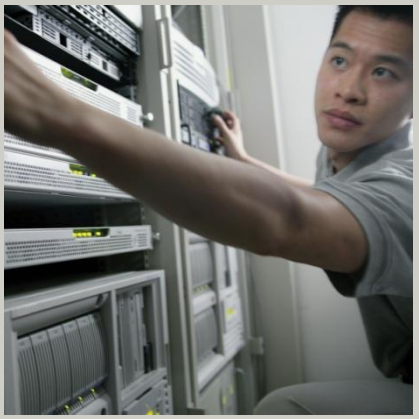
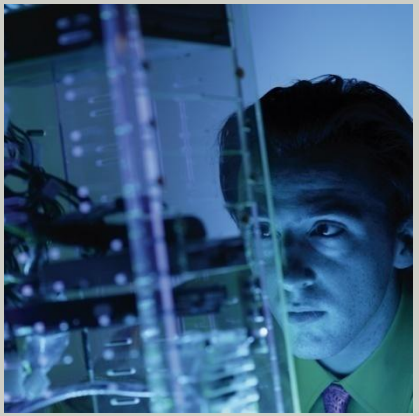
- Doing the right things
- Feasibility tested
- Independent quality assurance
- Expensive but worth it





Project Schedule (time)

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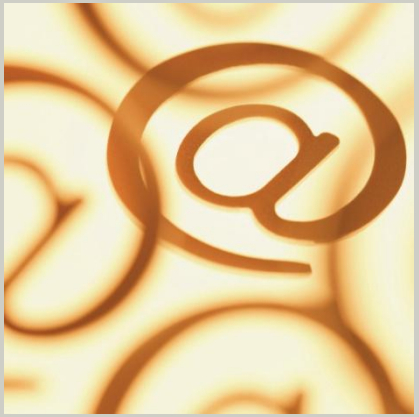
- Doing things right
- Individual tasks
- Overall deadlines
- First casualty
- Needs capable manager



Project Cost

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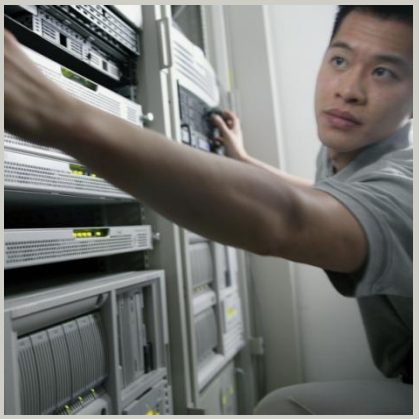
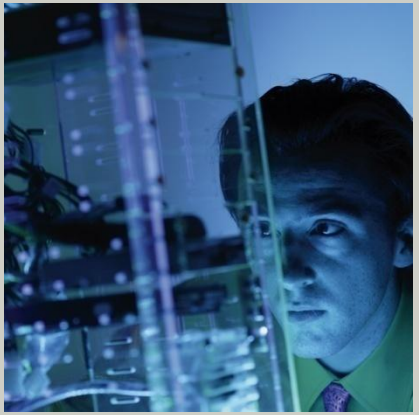
- Basis for budgeting
- Total project cost estimate?
- How has estimate been tested?
- Formal RFP process
- Independent QA





IT Project Manager - not

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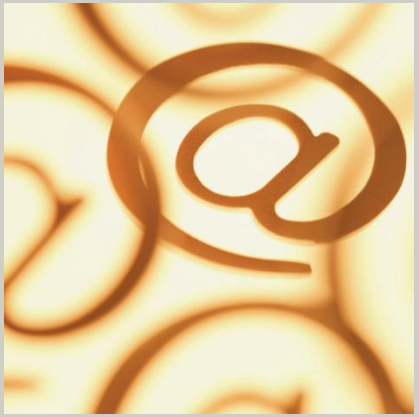
- Someone who is hopeless at their regular job so gets given a project to get them out of the way
- Someone who is did a night course at Uni and seems to understand this stuff
- Someone who loves to play with technology and is always talking about the latest gadgets around the water cooler
- Someone who's really, really good at drawing Gantt charts with Microsoft Project



Key Trends

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- Utility computing
- Subscription services
- Software as service not asset
- Convergence
- VoIP, disruptor
- Faster networks, LLU
- Progressive improvements

Finally

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- Opportunities to survive technology, or a blueprint for working in the 21st century
- Ten years has changed everything
- Y2K bug to Facebook
- Commoditisation of technology
- Good management principles always apply
- Continue to dream of wonderful machines

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Thank you for your attention

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