



Transforming the Performance of IT Functions

So what does it take to unleash the talent of an IT organization, transform its performance and re-imagine its future?

Communication among people, **collaboration** across boundaries and **coordinated** actions from disparate teams.



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The challenge for IT organizations has never been greater. Today's CIO is expected to dramatically reduce costs and provide a continuous reliable service, at the same time while keeping abreast of digital innovations for new and innovative ways to improve customer service and grow the business.

Contending with these competing demands requires strong leadership, a compelling vision for IT that's linked to business needs, and an aligned and engaged workforce that recognizes the role they have to play in that future.

THE JMW DIFFERENCE

JMW has over 30 years experience working with IT leaders to transform organizational performance. We have helped them to identify goals and realize results that would not otherwise have been achieved.

We help create an environment for culture change that focusses on innovative approaches and out-of-the-box thinking about solutions to problems.

The resulting impact for IT functions and organizations has typically been evidenced by a shift:

FROM	TO
Being tentative about their ability to deliver	Being able to consistently meet expectations
Being primarily reactive	Being far more proactive
Being a service provider	Becoming a strategic business partner
Being seen by the business as an expense	Being recognized as a critical enabler for the success of an organization

How? We do that by equipping IT leaders with a unique set of highly desirable leadership capabilities including:

- Increased confidence to make bold promises for delivery
- The ability to influence and engage key stakeholders more effectively
- The discipline to focus discussions on what's important to customers and business partners
- Courage to challenge limits of current performance

Plus

- Faster response to problems, difficulties and setbacks
- Greater ownership and responsibility
- Accelerated delivery of strategic IT projects
- Improved partnership with business colleagues
- Enabling a new level of committed action from the workforce
- Increased ability to reliably deliver and to intervene when deliverables fall behind
- The ability to lead through influence, rather than dictating or demanding



OUR TRACK RECORD

Raising IT's Game

A global energy company CIO engaged JMW after a period of dramatic growth through acquisition. The challenge at hand—to rapidly engage support for the successful transformation of the company's IT infrastructure to a unified, state-of-the-art platform. The first phase to upgrade the dilapidated infrastructure would require the agreement and commitment of dozens of leaders and set the stage for successful subsequent phases of the technology transformation. Through a combination of one-on-one coaching, team building sessions and conferences, JMW helped create a focus and alignment to the IT strategy with impressive results. Thanks to the success of the project, the company was positioned for a successful large-scale technology conversion to a state-of-the-art digital platform.

The desired result was achieved:

The project was delivered successfully, the CIO was able to reinforce the strategic importance of his organization as a partner in the business, as well as his own capacity as a business leader. On top of this, the company became the first in its industry to adopt the advanced, next-generation IT infrastructure.

Leading a Cultural Transformation



In 2010, a U.S. Federal Agency's IT organization was under tremendous public scrutiny, dealing with problems ranging from reputational issues to high-profile technical breakdowns. As congressional oversight intensified, the agency appointed a new Chief Information Officer to step in and turn things around.

What he found was an organization with unreliable systems, a thorough lack of standardization, consistent failures in delivery, and a loss of confidence internally and externally. In addition, there was a major data conversion project that was years behind schedule and millions of dollars over budget.

JMW was engaged to support the CIO to lead the organization in becoming world-class. The first step in the process involved the launch of a customized leadership development program for the CIO and his direct reports, as well as key senior managers. The 4 three-day sessions conducted between early 2010 and early 2011 focused on establishing a sense of shared mission and vision for the organization. These sessions, between-session coaching, and a subsequent leadership program focused on equipping leaders to act as role models for the culture change and leadership behaviors they wished to promote throughout the organization. JMW simultaneously helped create a focus on execution and delivery.

The desired result was achieved:

The CIO's vision was established and embraced, silos were dismantled, inevitable problems were tackled powerfully and the critical data conversion project was recognized by the Government and Industry leaders for the successful implementation.

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