



# What is Business-IT Partnership & Why is It Important?

## A Definition

### **Business/IT Partnership**

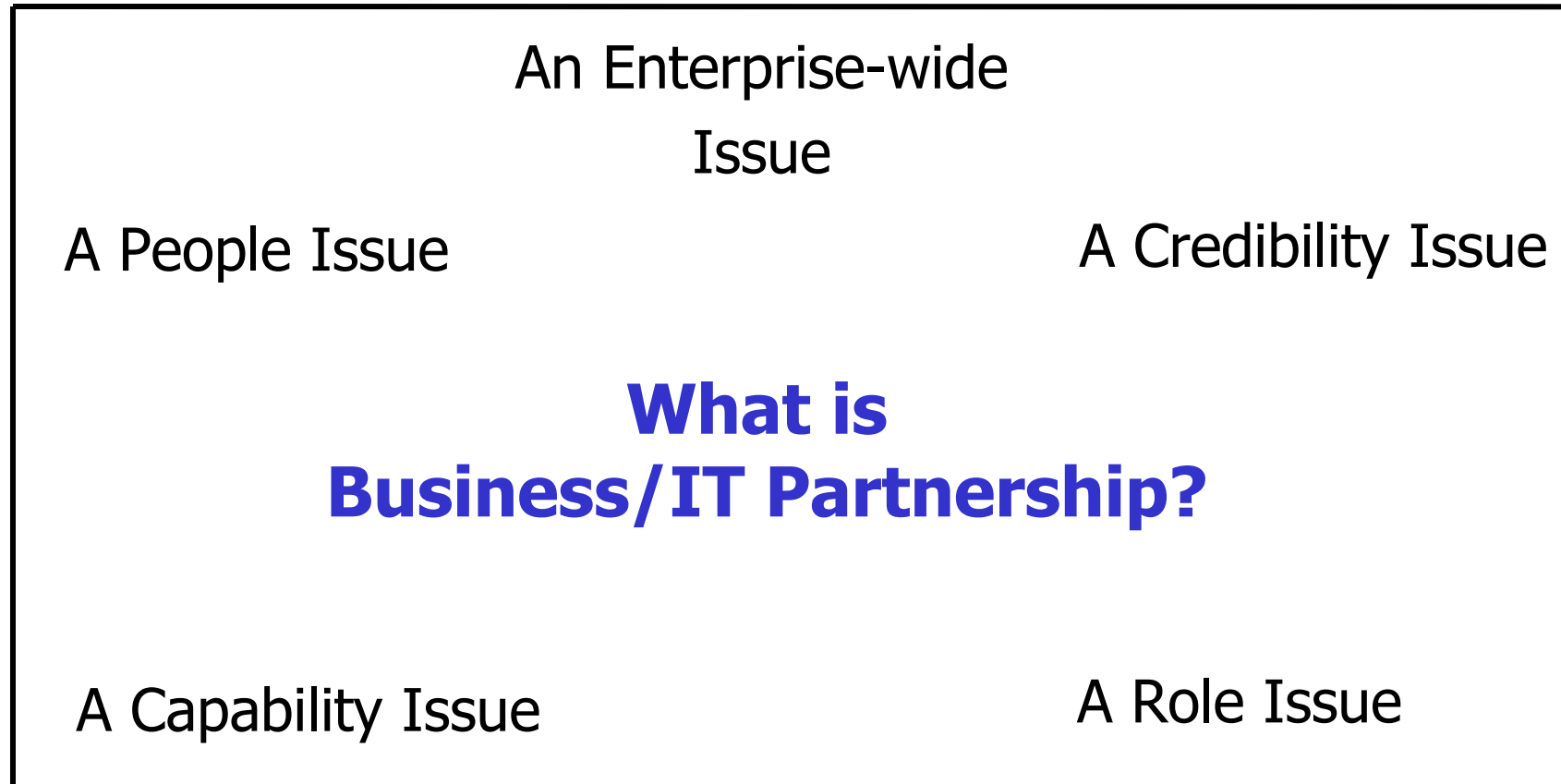
The collaboration between the Business and IT to execute IT processes in a way that delivers optimum value to the business.



## Importance of Partnership

- ❑ Partnership between IT and business units is the key to true innovation and generation of shareholder value
- ❑ Integrates the organization's best technological and business intelligence
- ❑ Allows creation of best solutions and practices
- ❑ Enables us to create a shared culture
- ❑ Enables an enterprise view & priorities
- ❑ Leverages the IT investment for highest value
- ❑ Helps IT & business be aligned with priorities and business decisions
- ❑ Contributes to operational effectiveness & less churn on IT projects

## A Complex & Multi-Faceted Issue



# Your Business-IT Partnership Objectives



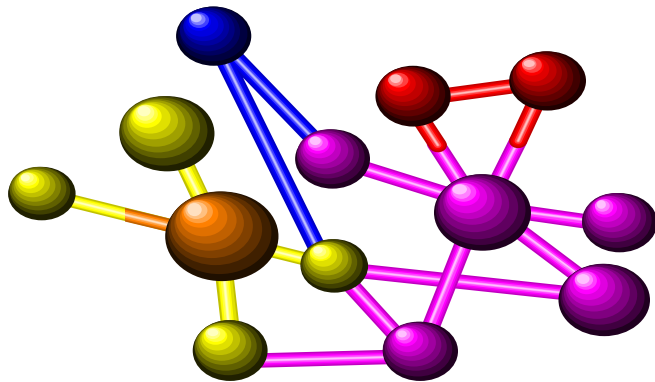
- ❑ Senior IT and business unit managers have a shared view of the business (understanding of goals, priorities, projects, etc.)
- ❑ Project teams operate through a shared approach to projects, with everyone from IT and business units asking the same questions and speaking a common language

## Example Set of Objectives of One Organization's Partnership Model

- ❑ Build joint ownership in priorities and outcomes
- ❑ Create a relationship and processes to manage IT priorities
- ❑ Create a process that recognizes limited resources and understands how priorities get set across the enterprise
- ❑ Ensure that relevant information is shared so that informed decisions can be made
- ❑ Enable effective communication and coordination
- ❑ Build confidence in IT's capability to deliver
- ❑ Ensure that the voice of functional areas is heard, and the operating constraints of IT are understood

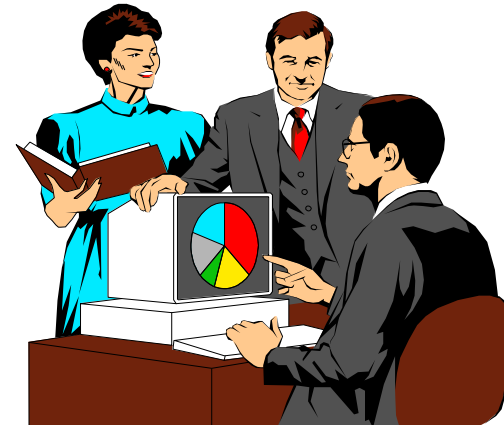
# Partnership Dimensions

## Alignment



“Are you working on the right things?”

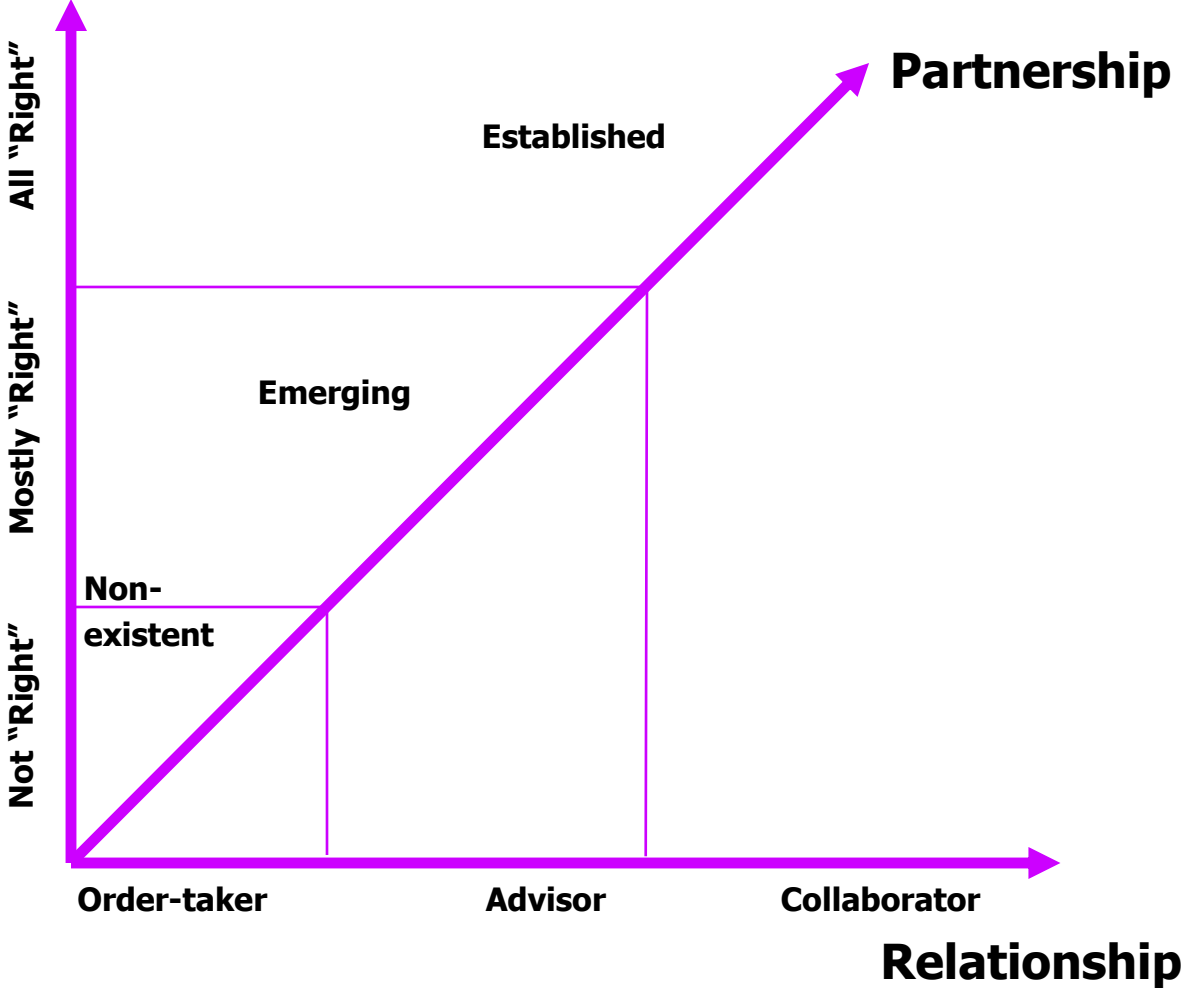
## Relationship



“Are the right people involved?”

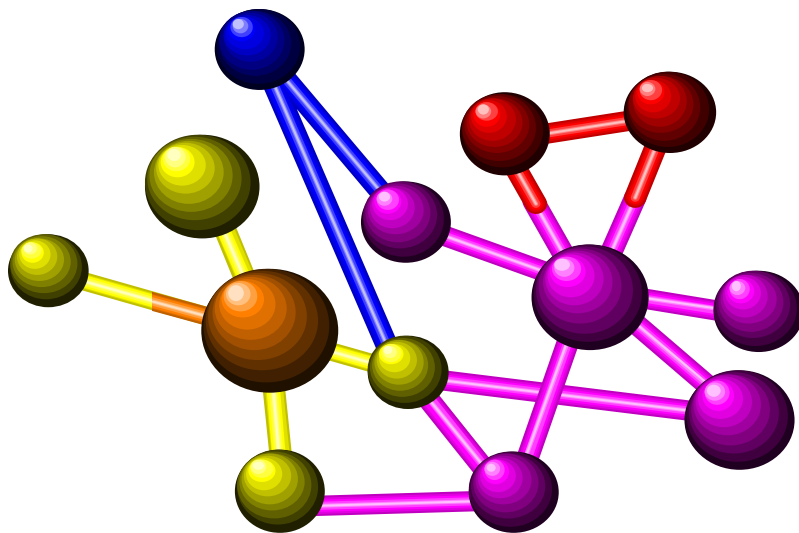
# Partnership Maturation

**Alignment**





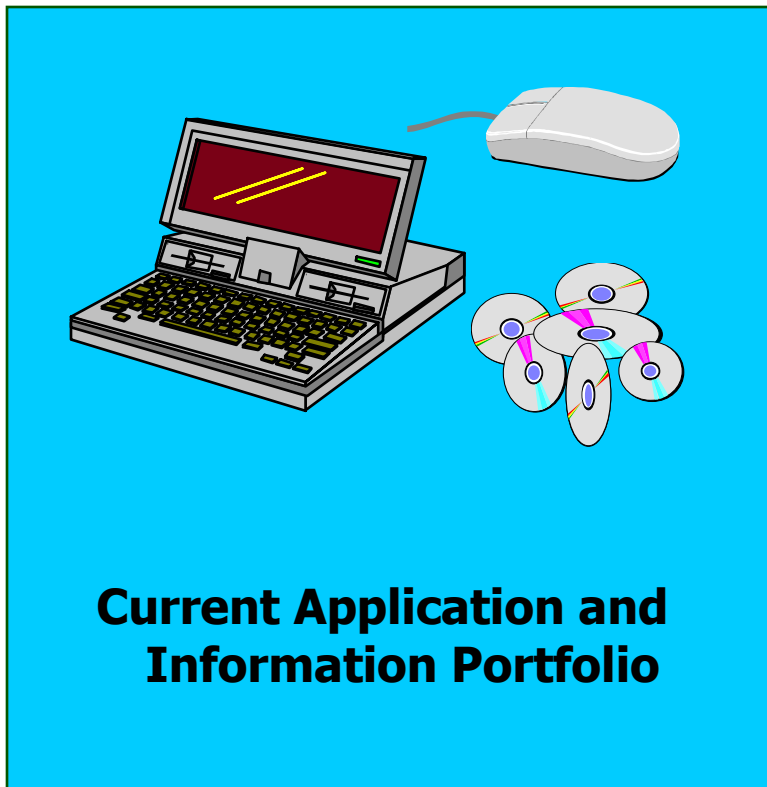
# Alignment



- ❑ Portfolio Analysis
- ❑ Demand Management Techniques
- ❑ Value Principles

“Are you working on the right things?”

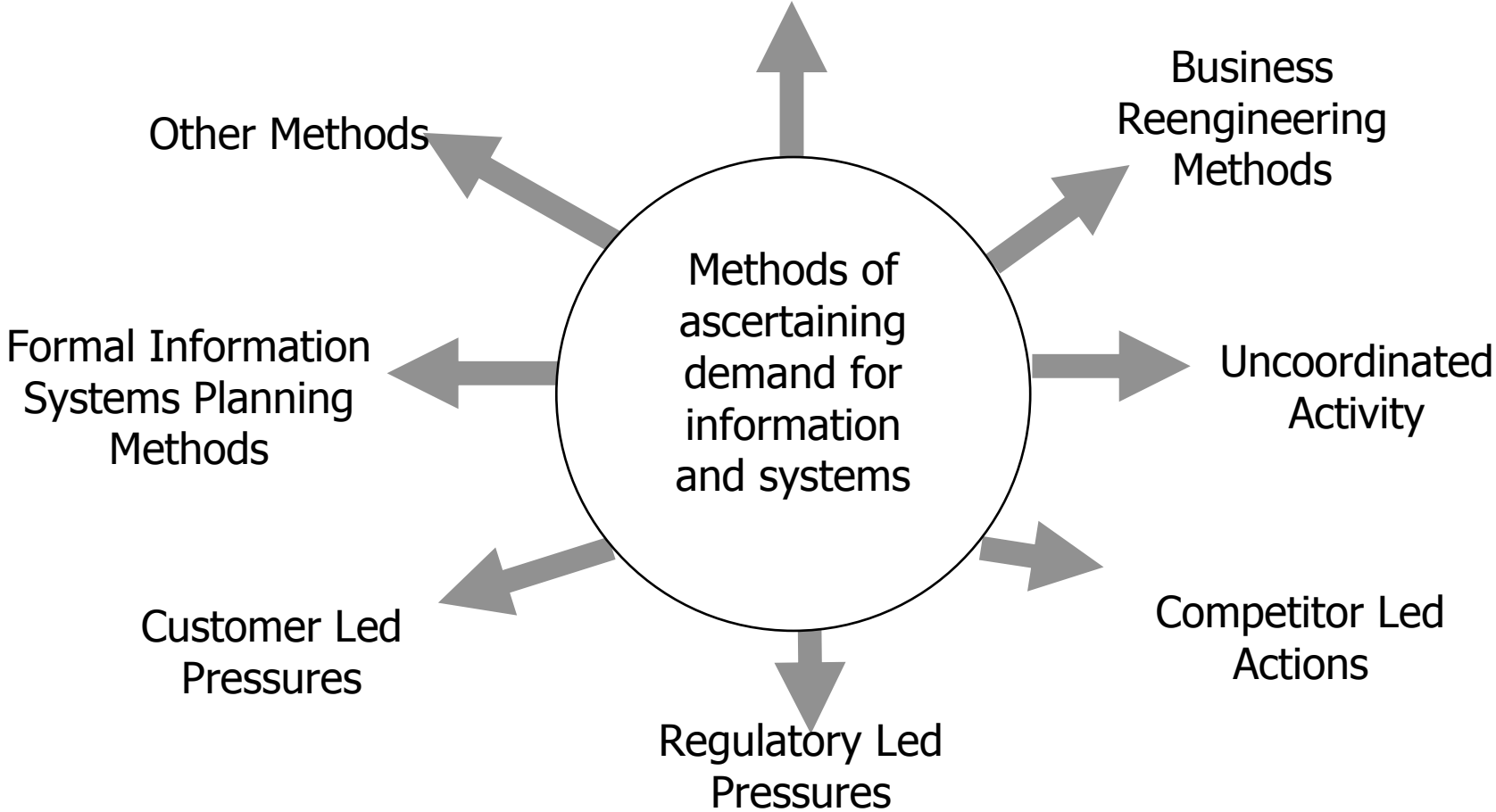
## Alignment: Past & Present



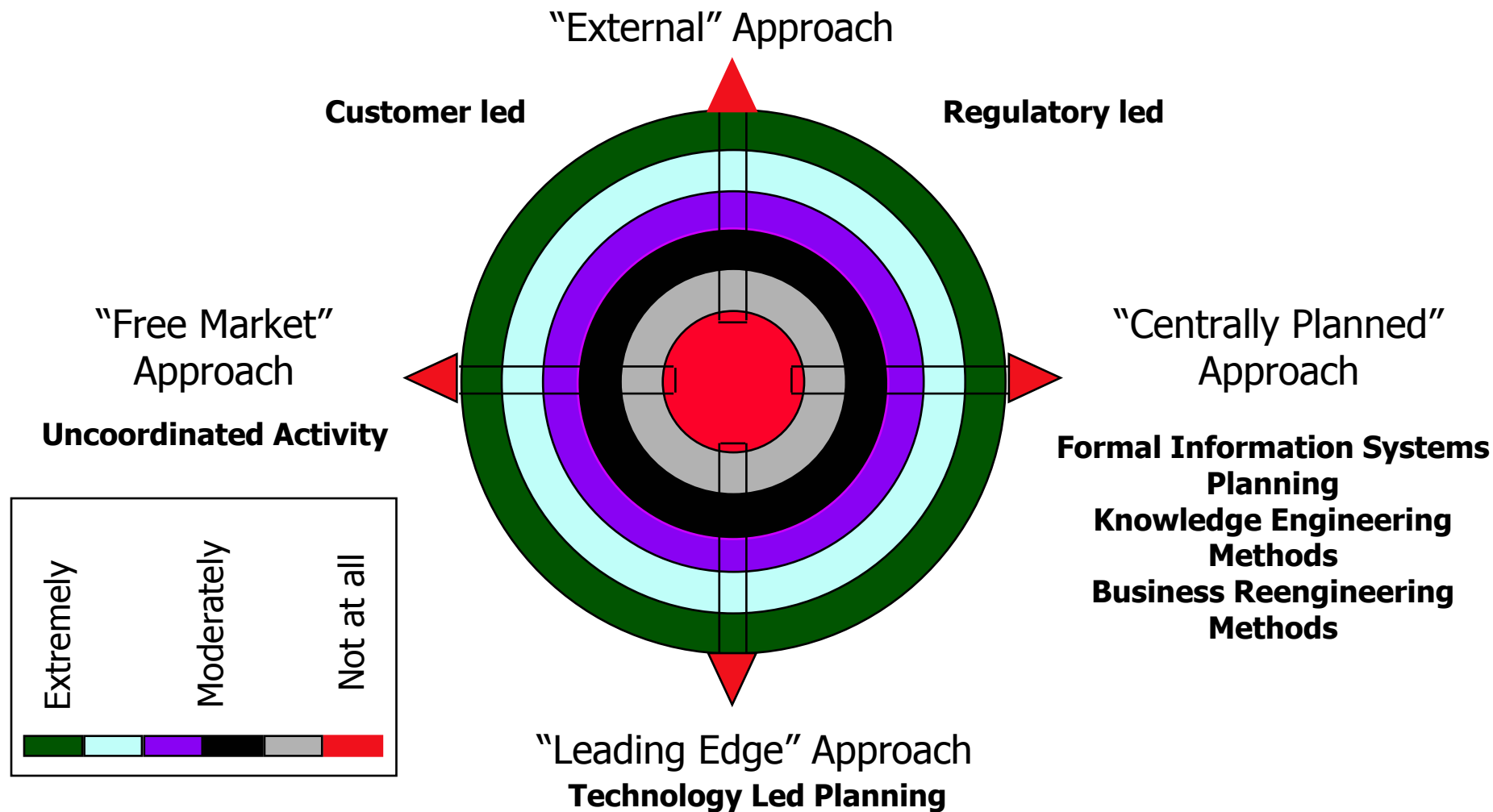
## What is Demand Management?

“The process by which possibilities for using IT within the business are surfaced and are capitalized upon. The goal is to identify the set of possibilities that will create the most value for the organization.”

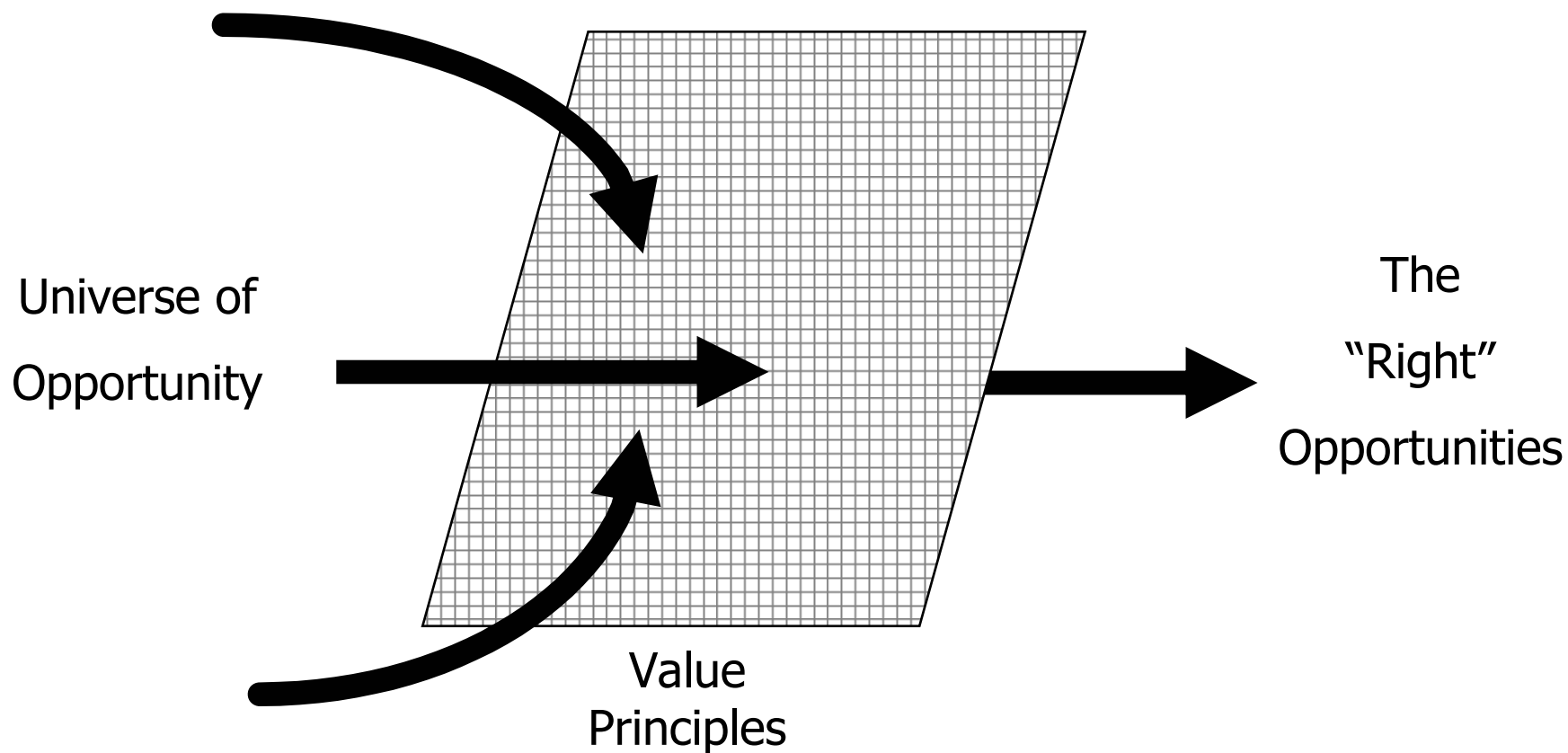
# How Has Demand Traditionally Been Identified?



# A Diagnostic



# Value Principles

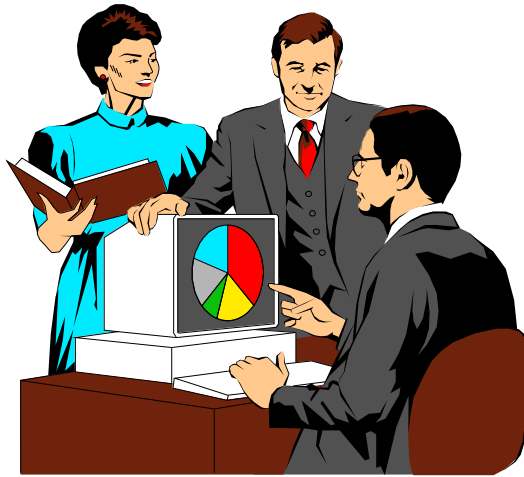


# Value Principles

An organization's expressions of business value may be based on:

- Financial outcomes
- Business outcomes (e.g., customer value)
- Alignment with business and/or IT strategy
- Implementation risk

# Relationship



- Relationship Management
- Business-IT Liaison Role
- Communication Planning

“Are the right people involved?”



# Supporting & Contradictory Behaviors for Partnership

## Supporting Behaviors

- Holding IT and business units jointly accountable for effectiveness of processes and results produced
- Top IT and business managers supporting and demonstrating partnership
- Being prepared to participate fully in meetings and work sessions
- Sharing key information without being asked
- Giving up a key person for an assignment that benefits the team

## Contradictory Behaviors

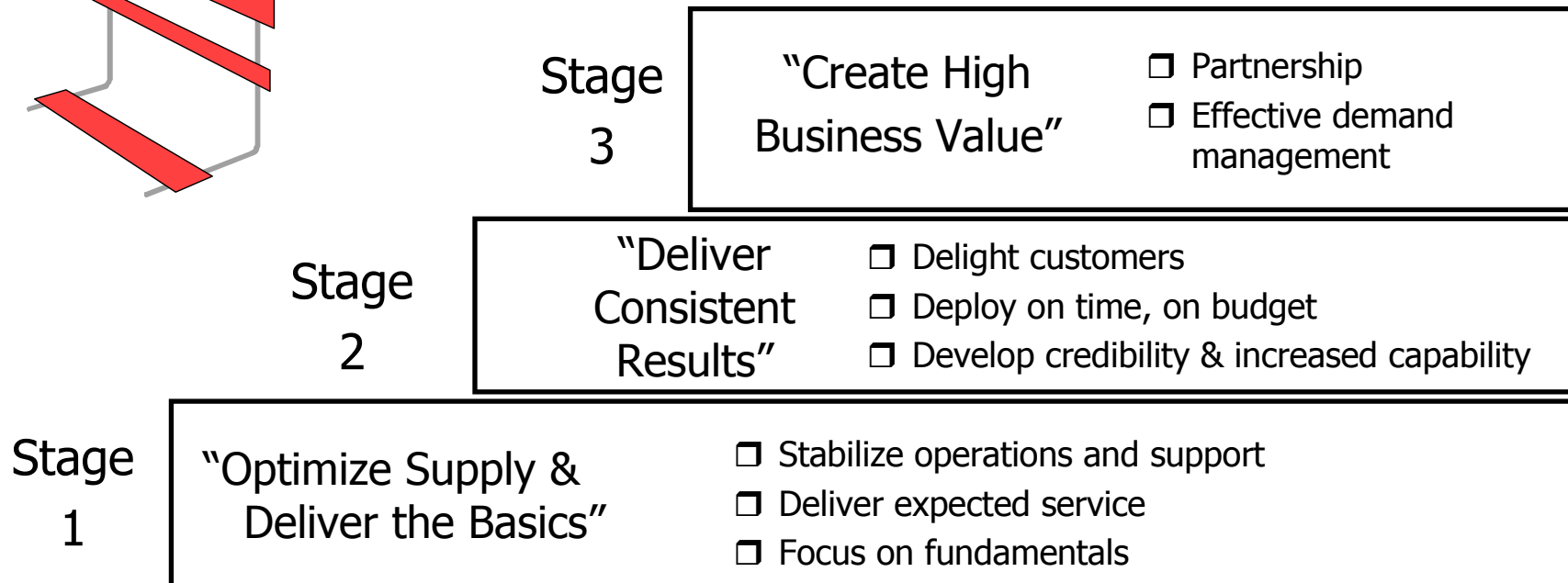
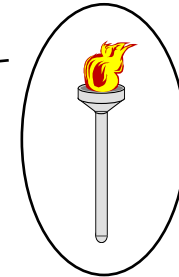
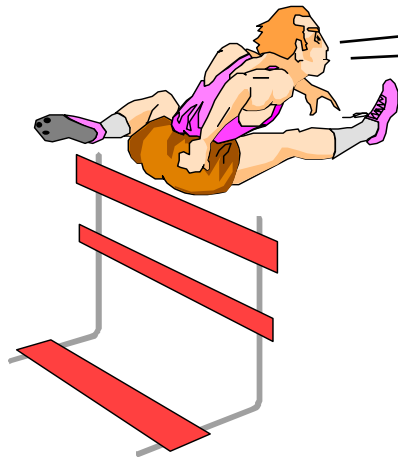
- Playing card close to the vest
- Finger-pointing
- Duplicity
- “Recreational complaining”
- Gossiping

## Lessons Learned in Achieving Partnership

- ❑ Common language
- ❑ Credibility is essential and fragile
- ❑ Results results, results...
- ❑ Role clarity is essential



# Path to Business-IT Partnership



# Business-IS Partnership Model Dimensions

