

IT Management Excellence

Business and IT strategy

- o Business strategy
- o What is strategy?
- o Solving the problems of business strategy
- o Leading approaches to creating top level strategy
- o Case study 'Setting corporate direction'
- o IT strategy
- o A proven process for IT strategy
- o Aligning IT strategy to business priorities
- o Balanced scorecard IT objectives
- o Enterprise architecture in IT strategy
- o Looking for a better way — optimizing IT strategy
- o Strategic plans — plot on a page
- o Communicating strategy

• Project excellence

- o Advanced project, program and portfolio management
- o Validating project business cases using investment appraisals and sensitivity analysis
- o IT project management wisdom — lessons learned from successful and failed projects
- o Effective project governance and reporting
- o Project portfolio management guidelines
- o The first 90 days
- o Making an impact — the first 90 days
- o Strategic importance and tactical urgency
- o Case study 'Priorities of the new IT director'
- o Business change leadership
- o The emotional cycle of business change
- o Guidelines for successful change projects
- o IT's unique role in business change management

- Communicating technology
 - o Communication skills
 - o The art of communicating technology
 - o Presenting IT to non-technical audiences
 - o Creating a compelling technology message — IT's elevator pitch
 - o Handling difficult (IT) situations — forum theatre and role play
 - o Group debate — What has IT ever done for us?
 - o Business relationship management
 - o Business relationship scenarios
 - o The POSTMAN technique for identifying priority business requirements
 - o The advanced use of questioning strategies – opening and closing dialogue
 - o Methods of influencing outcomes

- Operational and crisis management
 - o Continual Service Improvement (CSI) models
 - o Overview of different frameworks, including ITIL, Six Sigma and Lean IT
 - o Techniques of root cause analysis
 - o CSI examples and guidelines
 - o Crisis leadership
 - o Preparing for major (technology) incidents
 - o Managing major incidents
 - o Leading in crisis — the art of communication
 - o Role play 'Handling difficult situations' — media simulation

- Commercial acumen
 - o Vendors
 - o Making good decisions
 - o Avoiding supplier pitfalls
 - o Choosing good technology partners
 - o Creating a culture of partnership
 - o Harnessing vendor innovation
 - o Essentials of IT contracts

- o Contract guidelines for successful IT
- o Getting what you want from your legal team
- o Designing contract flexibility
- o Managing IT contract portfolios
- o IT negotiation strategy
- o Creating a negotiation strategy
- o Rational supporting arguments
- o Agreeing final positions and BATNA
- o Negotiating as a team
- o Delivering better negotiated outcomes
- o Negotiation role plays and case studies