

Excellent IT Management 5 DAYS

This 5-day programme covers business & IT strategy, project excellence, change leadership, communicating technology, advanced business relationship management, IT operational excellence, continual service improvement, crisis management and commercial IT management.

Excellent IT Management takes managers to the next level, using proven IT management techniques and the experiences of 100s of IT managers. The course is suited to all levels, and typically includes those with PRINCE2, ITIL and other similar qualifications, and line managers looking to deliver exceptional IT performance. The course is continually updated to incorporate the experiences and lessons learned of previous delegates, and includes best practice in five key areas of IT management: IT strategy, project implementation, operational performance, crisis management and commercial acumen.

DAY 1

Introduction to Excellent IT Management

The course starts with introductions, confirmation of delegate objectives, and outlines the five skills of our IT management model.

Business & IT Strategy

Strategy defines future goals and maps the route to achieve them. Day 1 looks at business strategy in overview and IT strategy in detail.

Business Strategy

- What is strategy?
- Solving the problems of business strategy
- Leading approaches to creating top-level strategy
- Case study 'Setting corporate direction'

IT Strategy

- A proven process for IT strategy
- Aligning IT strategy to business priorities
- Balanced scorecard IT objectives
- Enterprise architecture in IT strategy
- Looking for a better way – optimizing IT strategy
- Strategic plans – plot on a page
- Communicating strategy

DAY 2

Project Excellence

Day 2 topics include advanced project, program & portfolio management.

- Validating project business cases using investment appraisals & sensitivity analysis
- IT project management wisdom – lessons learnt from successful and failed projects
- Effective project governance and reporting
- Project portfolio management guidelines

The First 90 days

- Making an impact – the first 90 days
- Strategic importance and tactical urgency
- Case study 'Priorities of the new IT director'

Business Change Leadership

- The emotional cycle of business change
- Guidelines for successful change projects
- IT's unique role in business change management

DAY 3

Communicating Technology

Day 3 looks at improving business relationship management and communication skills using a number of interactive and typical IT business relationship scenarios. The day uses a careful blend of acting techniques and business methods. It has been carefully constructed to be relevant and applicable to IT managers and has proven highly popular with delegates.

- The art of communicating technology
- Presenting IT to non-technical audiences
- Creating a compelling technology message – IT's elevator pitch
- Handling difficult (IT) situations – forum theatre and role play
- Group debate – What has IT ever done for us?

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Business Relationship Management

This module looks at some advanced techniques for improving the relationship between business sponsors and IT managers, supporting better project delivery and improved IT services.

- Business relationship scenarios
- The POSTMAN technique for identifying priority business requirements
- The advanced use of questioning strategies – opening and closing dialogue
- Methods of influencing outcomes

DAY 4

Continual Service Improvement

This session looks at a number of techniques in overview, including ITIL, Six Sigma and Lean IT and the relative merits of each one. The key principles are brought together in a highly successful, interactive, and stimulating case study.

Teams of delegates put together plans and ideas for transforming a case study organization. The exercise emphasizes skills in continual improvement, operational excellence, innovation and delivering to business priorities.

Topics include:

- Continual Service Improvement (CSI) models
- An overview of different frameworks, including ITIL, Six Sigma and Lean IT
- Techniques of root cause analysis
- CSI examples and guidelines

Crisis Leadership

All technology leaders need to manage crisis situations at some time. This module focuses on the essential skills for resolving crisis situations.

- Preparing for major (technology) incidents
- Managing major incidents
- Leading in crisis – the art of communication
- Role play 'Handling difficult situations' – media simulation

DAY 5

Commercial Acumen

This module provides a short but highly valuable overview of some key commercial techniques that will make significant difference to the successful delivery and operation of IT services.

- Making good decisions
- Avoiding supplier pitfalls
- Choosing good technology partners
- Creating a culture of partnership
- Harnessing vendor innovation

Essentials of IT Contracts

An overview of the different types of IT contract to provide guidance for legal representatives to deliver good IT outcomes.

- Contract guidelines for successful IT
- Getting what you want from your legal team
- Designing contract flexibility
- Managing IT contract portfolios

IT Negotiation Strategy

IT managers are often negotiating high-value contracts and yet, shockingly, our research has found that less than 20% of IT managers have had any training in this area. The skills developed on day 5 have been shown to offer massive benefits to IT organizations.

- Creating a negotiation strategy
- Rational supporting arguments
- Agreeing final positions and BATNA
- Negotiating as a team
- Delivering better negotiated outcomes
- Negotiation role plays and case studies

Course Close

- An action list for the future
- Staying connected
- Wrap up

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