

TECHNOLOGY TRANSFER PRESENTS

HARRY CHAPMAN

IT PERFORMANCE

GETTING IT RESULTS WITH DATA,
NOT INTUITION

OCTOBER 16-17, 2008

VISCONTI PALACE HOTEL - VIA FEDERICO CESI, 37
ROME (ITALY)



info@technologytransfer.it
www.technologytransfer.it

ABOUT THIS SEMINAR

The success and growth of every IT organization is dependent upon how it uses its critical data to track Performance and make decisions. The principal is based on the understanding that *"You don't get what you want, you get what you measure"*. In spite of this, far too many IT departments are overwhelmed with measures and underwhelmed with the results from those measures. Why? Because IT organizations do not know the secrets of how to unlock the potential of Performance measurement. Performance measurement is not understood.

This course clears up much of the confusion surrounding Performance measurement for IT. It provides practical approaches and frameworks that provide insights and into your most critical Performance measurement questions. By participating in this course, you will obtain the skills and knowledge needed to harness the power of Performance measurement and transform their IT organization. You will learn the difference between good measures and bad measures. You will learn how to determine what to measure and what not to measure. The course is a practical, "hands-on" course that explains the conceptual frameworks for Performance measurement-based Management techniques. This seminar integrates these powerful and proven concepts with Case Studies to enable the participant to experience the concepts in a real-world setting. As a result of the class, the participant will be able to immediately apply the knowledge gained to make a difference at work and to put in place effective IT Performance measures – Performance measures that deliver sustainable "world-class" results.

WHAT YOU WILL LEARN

- The seven deadly sins of Performance measurement
- Why the "right" IT Performance measures are critical for IT organizations to exceed
- How to exploit the principles and concepts that underlie effective IT Performance measurement programs
- How to differentiate effective IT Performance measures from ineffective or misleading measures
- How the right use of IT Performance measures is a powerful change enabler
- How to use IT Performance measures as the basis for implementing IT and corporate strategy
- The subtle but important differences between types of IT Performance measures
- When it is most appropriate to use each type of measure
- The common pitfalls inherent in IT Performance measurement programs
- What frameworks are appropriate for which situations to achieve break-through IT results
- What an IT Balanced Scorecard is and how it can be instrumental to implement IT strategy
- What an IT Dashboard is and when to use it to get results

This seminar is a fast-paced, interactive session in which the underlying theories are interlaced with practical, real-world situations to enable the participants to internalize the concepts most effectively. The goal is to give the background to enable the participants to immediately put their learnings into action in their companies for immediate results that are "world class."

1. Overview of IT Performance Measurement

- Why the appropriate use of IT Performance measures can dramatically change the results delivered by it and improve user satisfaction
- Common mis-conceptions regarding the use of Performance measurement to improve results
- The difference between operational measures and strategic measures
- The “seven deadly sins” of Performance measurement (and how to avoid them) as described by the master of reengineering, Dr. Michael Hammer

2. The Common Pitfalls of Performance Measurement

- Participate in “The Best Laid Incentive Plans” Case Study to learn via a true-to-life example
- Identify the underlying pitfalls and typical mistakes inherent in many Performance measurement programs and how to avoid them
- Know how to apply critical thinking to identify Performance measures that can result in exactly the wrong changes
- Understand the tests to use to develop effective Performance measures

3. The Difference Between a “Dashboard” and a “Scorecard”

- The definition of each
- Why the two are not interchangeable

- When it is appropriate to use a Dashboard and when it is appropriate to use a Scorecard
- A real-world Case Study (“Ka-Boom!”) to demonstrate a Dashboard and highlight the importance of context for Performance measurement

4. The “Science” of Proven Performance Measurement Techniques and how to apply them to IT

- Overview of the most effective approaches and when to use them
- An overview of the most common techniques:
 - Re-engineering
 - Six Sigma
 - “Lean” Six Sigma
 - Total Quality Management (TQM)
 - Kaizen
 - Balanced Scorecard
- How to know when to use each

5. The “Art” of IT Performance Measurement

- The role that an organization’s cultural plays
- Considerations that apply to all Performance measurement approaches
- Why it is so important for IT to engage IT’s “customers” in the process
- Why setting the context is critically important to ongoing success

6. IT Performance Measurement for monitoring and Improving IT Operations

- Introduction to Information Technology Infrastructure Library (ITIL) - a framework of Best Practices for IT
- History of ITIL
- Concepts behind ITIL
- How to apply IT Performance measurement to ITIL Best-Practices
- Real world limitations to ITIL and IT Performance measures

7. IT Performance Measurement for implementing Change - Introduction to the Balanced Scorecard

- History of the Balanced Scorecard
- Barriers to strategy implementation
- Concepts behind the Balanced Scorecard – the four Business perspectives
- Scorecard terminology
- The importance of cause and effect relationships
- How the concepts apply to IT

8. Putting the Balanced Scorecard to work in IT

- The “Wells Fargo On-Line Financial Services” Business Case
- The Strategy Map
- How the Strategy Map drives Performance
- Identifying the strategic initiatives
- How to develop measurements for the strategic initiatives
- The “magic sauce” – why the

Balanced Scorecard was so effective for an IT-based Business unit – lessons learned

- How to apply the principles in your organization's IT group

9. Selecting the “Right” IT Measures

- Why it is critically important to be careful in selecting the IT Measures
- Measurement drives Performance – the wrong it measures drive the wrong Performance – how to select the “right” measures
- How to lie with statistics
- How unconventional wisdom can result in breakthrough thinking and Performance
- Assessment of your IT Performance measures – how to determine whether they are effective

10. The Ten Keys to an Effective IT Performance Measurement Program

- How to set the proper context and expectations
- The importance of executive sponsorship and a process for reviewing measures
- The language of a Performance measurement culture and the appropriate way to use the results for breakthrough improvements
- Setting the “right” expectations
- The importance of acting on the data and not on intuition
- How to translate the impact of the decisions resulting from the IT Performance measurement activities into financial terms

- The role technology plays to facilitate the process

11. Bringing it All Together

- “Top-Down” view of concepts
- Insights into the “Real World” application of the principles – How to make the insights from this course work in your organization
- Top Ten Tips for successful IT Performance measurement implementation

WHO SHOULD ATTEND

This seminar is for IT Professionals who want to get more out of their IT organizations and believe that an effective IT Performance measurement process would enable improved Performance and satisfied customers. The attendee may already have an IT Performance measurement but does not believe the current measures are driving the behavior nor delivering the results desired. The course is for senior IT Executives, IT Managers, IT Operating Managers, IT Process Owners, Members of process design teams, Functional Managers and everyone else with a stake in either planning, implementing or using IT Performance measurement to improve Performance.

INFORMATION

<p>PARTICIPATION FEE</p> <p>€ 1200</p> <p>The fee includes all seminar documentation, luncheon and coffee breaks.</p> <p>VENUE</p> <p>Visconti Palace Hotel Via Federico Cesi, 37 Rome (Italy)</p> <p>SEMINAR TIMETABLE</p> <p>9.30 am - 1.00 pm 2.00 pm - 5.00 pm</p>	<p>HOW TO REGISTER</p> <p>You must send the registration form with the receipt of the payment to: TECHNOLOGY TRANSFER S.r.l. Piazza Cavour, 3 - 00193 Rome (Italy) Fax +39-06-6871102</p> <p>within October 1, 2008</p> <p>PAYMENT</p> <p>Wire transfer to: Technology Transfer S.r.l. Banca Intesa Sanpaolo S.p.A. Agenzia 6787 di Roma Iban Code: IT 34 Y 03069 05039 048890270110</p>	<p>GENERAL CONDITIONS</p> <p>GROUP DISCOUNT</p> <p>If a company registers 5 participants to the same seminar, it will pay only for 4. Those who benefit of this discount are not entitled to other discounts for the same seminar.</p> <p>EARLY REGISTRATION</p> <p>The participants who will register 60 days before the seminar are entitled to a 10% discount. The participants who will register 30 days before the seminar are entitled to a 5% discount.</p> <p>CANCELLATION POLICY</p> <p>A full refund is given for any cancellation received more than 15 days before the seminar starts. Cancellations less than 15 days prior the event are liable for 50% of the fee. Cancellations less than one week prior to the event date will be liable for the full fee.</p> <p>CANCELLATION LIABILITY</p> <p>In the case of cancellation of an event for any reason, Technology Transfer's liability is limited to the return of the registration fee only.</p>
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October 16-17, 2008
Visconti Palace Hotel
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Registration fee:
€ 1200

If registered participants are unable to attend, or in case of cancellation of the seminar, the general conditions mentioned before are applicable.

first name

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Stamp and signature

Send your registration form with the receipt of the payment to:
Technology Transfer S.r.l.
Piazza Cavour, 3 - 00193 Rome (Italy)
Tel. +39-06-6832227 - Fax +39-06-6871102
info@technologytransfer.it
www.technologytransfer.it



SPEAKER

Harry Chapman, CMC, is a Principal with the Bay Area Consulting Group LLC headquartered in San Francisco, California. Mr. Chapman learned the importance of Performance measurement early in his career working for the legendary CEO of Intel Corporation, Andy Grove. One of Dr. Grove's management principles was "If you measure it, it will improve". He used this philosophy as one of his Management principles which resulted in Intel becoming the world leader in semiconductor design and manufacturing. Mr. Chapman learned from the master and is quoted in Dr. Grove's best-selling book, "**High Output Management**". Mr. Chapman has been an IT Director for many organizations and currently works with CIO's and IT Directors focusing on helping them improve the Performance of their IT Departments. He is an expert in Performance measurement and the Balanced Scorecard. He was the consultant on a project at Wells Fargo that is a Harvard Business School Case Study used as part of Dr. Robert Kaplan's course at the Harvard Business School. Mr. Chapman has over 30 years of experience across a broad set of disciplines including IT Management, finance, operations and consulting. His mission is to make IT organizations more effective in achieving their strategic objectives by using proven Performance measurement-based tools and techniques correctly.