

---

# The Leadership Initiative

Aligning The IT Human Resource with  
Business Vision

Liz Gomez  
CIS677-852

# Partnerships with IT

---

- Business leaders are now partnering with IT
- This strategic direction leverages people rather than information technology
- As a result, roles and competencies must change

# Planning for the 21<sup>st</sup> Century

---

- IT organizations keys to success include the ability to be:
  - adaptive
  - responsive
  - aligned with business needs
- The role of IT within an organization is being reconsidered in efforts to maintain a competitive advantage

# Role Changes in IT

---

- To maintain a competitive advantage, process changes are needed such as:
  - Assuming an entrepreneurial role
  - Supporting process innovation
  - Seeking a more proactive role
  - Adapting to relationship changes such as outsourcing, vendors and consultants

# Transforming IT

---

- Becoming a strategic partner entails developing business-aligned leadership skills
- Achieving three related objectives:
  - Transforming the relationship between IT managers and workers
  - Empowering the IT workforce to contribute to the strategic partner role
  - Encouraging IT professionals to stay for an extended tenure.

# 5 Strengths for Growth Potential

---

- Delegating and encouraging individuals to take initiative contributes to building 5 key strengths:
  - Market leadership
  - Technical innovation
  - Customer focus
  - Global reach
  - Employee initiative

# IT Alignment

---

- Focus on transformational leadership
- Engage in three programs such as:
  - Creating of a vision
  - Mobilizing and encouraging commitment to the vision
  - Institutionalizing the change
- Proactive management is crucial

# Leadership Capability

---

- Managerial models were developed to facilitate leadership capability as follows:
  - Fundamental conceptual model
  - Personal leadership model
  - Positional leadership model

# Transition Model

---

- Changing the relationship of older style management-worker relations to new style management by encouraging partnership and joint relationships
- Key transitions include:
  - Fostering a collaborative philosophy in lieu command-and-control management philosophy
  - Placing emphasis on the people in lieu of the job environment
  - Encouraging participation in lieu of compliance

# Empowerment

---

- Bowen and Lawler identify four essentials:
  - Increasing information availability about organizational performance
  - Rewards based on such performance
  - Enabling richer employee contributions
  - Decision making that influences performance
- Nurturing empowerment from suggestion and job involvement to achieve overall organizational performance

# Transitional Strategies

---

- Moving from control to commitment entails a unique set of practices and a considerable investment in:
  - Training
  - Development
  - Compensation
  - Employment assurances

# Personal Leadership Model

---

- Includes 8 skills to successfully transform IT. Some of the goals include:
  - Getting people to take responsibility
  - Accepting change in the workplace
  - Learning to continually adapt

# Positional Leadership Model

---

- Designed for those in IT management positions. Essential elements include:
  - Delivering value added to the marketplace
  - Developing a shared vision within your work group
  - Encourage alignment within the work group itself

# Future Leadership Initiatives

---

- A shared leadership architecture is envisioned for the future including:
  - Positional leadership based on organization, project and knowledge coupled with group dynamics
  - Personal Leadership based on personal effectiveness and career management

# Similar Topics

---

- Markus raises the awareness of organizational change. One basic theory is the interaction theory which focuses on organizational tasks and work-related communication and the coordination of tasks.
- Sambamurthy recognizes that agility is essential in today's competitive business environment. Firms are integrating IT with key processes, knowledge, and relationships to nurture innovation in customer relationships and other key activities.

# Similar Topic cont'd

---

- Kayworth addresses working relationships and business vision with respect to virtual teams and the global changes of corporations. The emphasis of effective leaders is from a mentoring perspective And responsibilities among the virtual team members.
- Zwass indicates that changes in technology call for more complex support systems and also in corporate communication with the use of electronic mail and videoconferencing.

# Critique

---

- IT partnering is an essential part of maintaining a competitive advantage in today's global market.
- The leadership initiative taken was insightful and on ITs role to become a strategic business partner.
- The emphasis on human behavior to guide the organization into the 21st century was practical and supported the author's purpose.
- While the article was designed to be more practical than theoretical, the dept of the theory was difficult to follow at times.
- The supporting theories and explanations did support the leadership initiative and the figures provided were beneficial.

# Lessons Learned

---

- The role of IT and the potential as a strategic partner places emphasis on the importance of human capital.
- This transformation serves as reinforcement to secure IT personnel and reduce ongoing turnover.
- The focus on the Leadership Initiative serves as a guide and provides a starting point for this transformation.
- The objective is business-aligned, entrepreneurial leadership skills, competencies, and behaviors among the entire IT staff.