



IT Operating Model Refresh & Delivery Methodology Uplift

“Our IT team has been performing better than ever, we remain(ed) focused on the IT “Ways of Working” that our org design was centred on. I consistently hear positive feedback about the changes from people across the company. Thanks again for your team’s help to get us to this point. It truly is a whole new IT organisation.”

~ Vice President of IT

KEY RESULTS



\$890K

in savings by implementing a knowledge management capability by reducing # of tools while maintaining delivery



\$340K

in cost savings by converting contractors to permanent employees



\$300K

in savings implementing a standardised project lifecycle across the department



\$200K

in cost savings through restructuring



60%

decrease in staff turn over by implementing a value stream service-based model



10%

increase in resourcing productivity through restructuring the IT department

COMPANY OVERVIEW



This organisation is one of the world’s largest producer of sustainable wood pellets using sustainable practices whilst reducing greenhouse emissions. Their pellets are exported all around the world, accelerating energy transition initiatives.

THE PROBLEM



Areas of concern observed during the discovery phase included:

- A limited view of pipeline and prioritisation methods used to inform resourcing decisions and teams of upcoming work.
- Confusion at ground level around basics. E.g., what is the delivery methodology? Which method is best for which initiative? How do we execute it to bring the greatest benefit?
- Significant gaps in availability, integrity, and currency of key operational data.
- Reporting cycles were not clearly defined and opportunities for accountability and intervention were lost due to reactive reporting.
- Ineffective Stakeholder Management with gaps in scope, change and benefits realisation accountability, ineffective communication of Change Requests, and growth of informal communication channels.
- Segregation / silos and work duplication between departments.
- No clear understanding of projects and their ties to strategy.
- Overall lack of organisational maturity and awareness of good project management and governance. Project success relied on "hero" staff, not systematic organisation-wide success as a norm.

OUR CHALLENGE

AMO undertook a holistic review of the IT operating model to understand how IT could enable their vision for the future: leading to proposed recommendations that will allow them to be better positioned for the future, increase employee satisfaction, reduce costs and improve engagement with other key departments.

PROJECT OVERVIEW

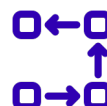


For the project, we were asked to provide:

Review



Strategic Roadmap



Restructure



THE SOLUTION



We helped this organisation define its ways of working when it came to Project Management and how the IT department managed its projects vs business as usual operations. We also provided an organisational structure to match the flow of work to enable the department to improve its service to the organisation, but also to enable it to become a strategic partner to support their growth and scale ambitions. In addition, we delivered the organisation with a roadmap focused on uplifting IT, Project & PMO Management Capabilities, as well as developing some of those capabilities (Methodologies, Demand & Prioritisation) during the initial engagement by introducing supporting artefacts and processes such as a project lifecycle registers and reporting templates. The following capabilities were used during the development and establishment of the maturity roadmap and department restructure:



Organisational Change

Enables a firm to plan, develop, and implement enterprise-wide change with various approaches to prepare, support, and help individuals, teams, and organisations make change stick.



Demand Management

Enables an organisation to select, prioritise, and approve the most relevant ideas that are aligned to organisational strategy and will best maximise the return on investment for the organisation.



Talent & Pipeline Mapping

Enables an organisation to strategically align people to the way of working, to ensure the organisation is set up for success by maximising knowledge, skills, capabilities, and the return on investment for the organisation.



Methodologies

Enables an organisation to introduce a simple yet robust project lifecycle for projects to be consistently delivered whilst allowing the necessary checks and balances to be carried out to make sure the processes are being followed.

THE OUTPUTS



Part 1: Planning & Roadmap

- Discovery Report to provide a Maturity Baseline, Prioritised Recommendations & Roadmap
- Case for Change for ROI & benefits realisation
- Refinement of a demand management and Prioritisation process, tools and register
- Development and implementation of a project lifecycle

The following items were requested added deliverables:

- As-Is / Capability Mapping: Current state of IT today
- To-Be / Capability Mapping: Future state of IT

Part 2: Resource Restructure Model

- Review IT landscape and leveraging outputs of Part 1
- Provide advice on changes that support scale
- Design a refreshed org chart based on endorsed changes for communication
- Provide the process that will guide the change
- Include financial ROI information supporting change
- Plan for execution including communication strategy
- Collab. Agreement for relations with 3rd parties

THE RESULT



By the end of the engagement, we helped the organisation implement IT structural change, introduce a formal model for managing communications and change, introduced a simple-to-use project delivery methodology, provided clear definitions and flow of work for the organisation to differentiate between Projects, Operations and Applications, defined fit-for-purpose governance forums, developed a centralised IT service catalogue, and defined a forward view of all initiatives. As a result, the following additional benefits have been realised:

1

Engagement

Engagement uplift from the business into IT and standardised work-flow.

2

Culture Uplift

Uplifted employee engagement, satisfaction, and culture.

3

Scalable IT Model

Repeatable IT project processes that develop as maturity grows.

