Intel IT Business Review

(intel®)

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Transforming IT (and Intel):
A pyramid of change for IT leaders

While Intel IT has routinely received high marks for performance, I believe we can do more. I believe we can help transform the business in significant and impactful ways. This requires new thinking, new strategies, and a shift in cultural norms while renewing our relationship with the business and up-leveling their expectations of us.

These expectations have historically centered on operational excellence: keeping the lights on and delivering core IT services while maintaining systems and cost effectiveness. And by these measures, Intel IT performs impeccably. We are flawlessly executing programs and service delivery. Our transactional relationship with business groups is excellent.

And we continually satisfy the day-to-day needs of the corporation and its divisions.

However, these longstanding expectations have fostered a narrow view of how IT can help achieve the objectives, challenges, and opportunities facing our business. For IT to deliver higher levels of contribution and value, we need to start at the top. We must redefine IT leadership.

From service delivery to transformation

Not long ago I read a book by Robina Chatham and Brian Sutton: "Changing the IT Leader's Mindset," and the principles they describe resonated with me. They talk about foregoing evolutionary leadership in favor of revolution and outline a leadership pyramid that I have adopted and adapted for my organization.

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My modified leadership pyramid has three layers. The base layer—Develop Programs and Service Delivery—represents operational excellence and what I believe my organization is already doing quite well. The middle layer—Contribute Business Value—is where the IT solutions delivered are innovative and ready when the business needs them. This results in IT being a business partner with the right to influence, to address unmet needs, and collaborate with the business to create value. Contributing business value requires IT to gain deeper insight into what the business objectives are and how it currently works in order to identify opportunities, solve problems, and bring the right expertise and technology solutions to achieve our business goals.

The pinnacle of the pyramid—Transformation—is where the IT solutions delivered transform the business processes across the company radically improving our business performance. This results in IT having a seat at the table and seen as a strategic team member with a "license to decide" on how we use technology solutions to transform the business. It's also where the greatest value is delivered. If Intel IT can perform at this top layer, we can create a distinct competitive advantage for our company.

Moving up the pyramid

Intel IT is adopting—and moving up—the pyramid in a number of ways.

While our day-to-day IT operations are excellent today, continuous improvement is always necessary. Accordingly, I've set a goal to double the velocity of all service delivery requests, while cutting IT incidents in half. I've also expanded our IT plans so we look further into the future. This will allow us to better anticipate and stay ahead of business needs.

Image adapted from: "Chatham, Robina and Brian Sutton, Changing the IT Leader's Mindset. Ely, UK: IT Governance

If we want to gain additional influence and do more for Intel, we need to continue to raise the bar—in everything we do.

For the middle layer of contributing business value, we are continually working to become higher level partners and thought leaders. We are making progress in both areas. We are more proactively engaging the business and partnering to find answers and solutions to their unique problems and opportunities. For example, Intel IT was recently involved in the acceleration of system on chip (SoC) development. These are the chips that enable phones and tablets and represent a key strategy for Intel. We use emulation, optimization and analytics to reduce time to market. With a joint set of goals set with the business, Intel IT continues to impact product development across multiple platforms.

We are now achieving results at the top of the pyramid as well. Advanced analytics is helping us transform how we influence top line revenue as well as overall efficiency of the company.

We developed a solution to help Intel sales teams strategically focus on which resellers to engage and when and with what products. We estimated up to $20M in potential new revenue and incremental sales opportunities from our 2012 deployments worldwide and expect further gains in 2013 as we expand this solution.

As we work to achieve IT and business transformation, IT can also be a catalyst in transforming Intel's culture. I'm happy to report my business partners buy into the IT Strategy and are excited about seeing progress. They value the increasing contribution Intel IT is making, and they see the difference between the old and new mindset inside IT.

I have challenged my organization to be bold, to think big, and to act fast. I believe we must also continue to learn from others, so please share your IT goals, strategies, and transformative initiatives.

I look forward to a lively conversation.

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