

CONTRACT DISAGGREGATION

Don't be dazzled by where you're going, focus on how you're going to get there.

By Ian Watson, Method's Director of Operations

So, your organisation has embarked on a programme of disaggregation from a complex outsourced IT contract.

Central Government has mandated this change in isolation and now the Head of IT is now on the hook to deliver.

Ian Watson, has a long track record of successfully delivering change programmes within high profile environments in both Public and Private sectors. Working as a client, defining and managing contracted services and as a supplier delivering key programmes, Ian has a unique insight into both sides of the service provision equation.



Delivering disaggregation requires high-level IT skills which have mostly been outsourced, particularly strategists, as part of the previous regime of large SI contracts. These skills therefore must now be bought in – Technical and Solution Architects - to form the strategy team.



Big consulting houses respond to this requirement and paint a roadmap of El Dorado i.e. their Disaggregation solution. They provide the skilled resources required, however they have no affiliation to your organisation and will take time to get up to speed.



This situation typically results in the following:

1.

Everyone gets tech-focused because of vision that's been sold. The Business Requirement gets lost.



2.

Folk on the ground are frustrated by change mandated from above.



3.

There is no ownership from above once the decree to disaggregate has been made.

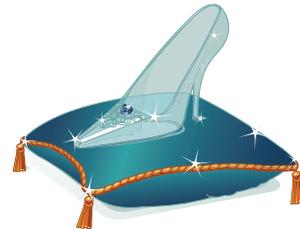
4.

The Procurement team have significant sway in supporting the process, however their focus is on saving money.

CHALLENGES:

There is no 'one size fits all'.

The Big Consultancy houses' 'cookie-cutter' disaggregation solution, does not cater for non-standard requirements.



The roadmap often doesn't take the business needs into account.

The focus is on the future without considering what needs to happen to support business as usual.



The existing IT solution works, it's just expensive and inefficient. It does the job it's supposed to do, and the users know how it works– therefore not everyone sees or welcomes the need for change.



RECOMMENDATIONS:

Engage with the Business Users

- Take time to engage with the business users to understand their requirements, how they use the system and to get them onside. If you burn them once, the default setting is 'no'. And remember, business users are not always right!
- Don't be dogmatic about how you do something



Any change in technology needs to ensure BAU continues.

The Transitional model needs to be more sophisticated. Organisations tend to be dazzled by 'Future operating model' without the focus needed on the transitional model. Don't bite off more than you can chew. Don't write-off interim solutions.



Compromise

The business and IT need to work together to understand constraints on both sides.



“ Eat your own dogfood and lead by example! ”