

# Winter 2001: People Strategies: The IT Organization of the Future

**Date:** February 2, 2001

**Place:** Federal Judiciary Building, Washington, D.C.

## AGENDA

10:00 - 12:00 p.m. **CIO Forum (*CIOs and Partners only*)**

The CIO Forum will discuss "*People Strategies: The IT Organization of the Future*," with **Linda Pittenger**, President and CEO of People<sup>3</sup>, Inc. and Ryan Nelson serving as moderator. (View presentation slides.)

The primary objective of this program will be to facilitate an open dialogue among participants focused on the evolving issues of managing IT human capital from the CIO's perspective, including how to best organize and structure the IT group. For example, given Capital One's somewhat unique dual-CIO arrangement, Marge Connelly, co-CIO of Capital One, will describe the pros and cons of such an arrangement with the group.

In order to make the discussion more informative for all participants, we ask that each CIO/Partner consider the following:

- .. What are the *most* critical IT human capital issues facing your organization today? One year from now?
- .. What impact has the demands of e-commerce, the growth of IT outsourcing, the emergence of business executives making technology decisions, and the renewed debate over whether the CIO's role is strategic or tactical, had on your organization?
- .. How will your IT organization be structured in the future? Are there competing models of organization that your firm/agency is considering?

1:00 - 3:00 p.m. **Presentation by Linda Pittenger, President & CEO, People<sup>3</sup>, Inc.**

## Synopsis

E-business transforms cultural norms, expands competencies and demands winning human capital strategies. This session examines which people will be successful in an e-world, what career paths will emerge and how performance management, pay and HR practices must respond.

- .. Which critical roles will emerge in an e-world?
- .. Which people strategies will help enterprises manage the transformation from "bricks and mortar" to "clicks and bricks"?
- .. How will the employee life cycle change, and what will be the implications?

## ***Program Notes***

### **Key Peopleware Issues**

- Number and skill mix of personnel
- Shifting from a technology to a business focus
- Integration of skills in a distributed environment
- Leadership development
- Role and location of CIO (most participants believe that there will be a CIO position in their organization in five years, whether it is called that or not).
- Retention of the *right* personnel
- Knowledge management in a high turnover environment
- Optimizing productivity
- Managing in a secure (top-secret/classified) environment
- Cat herding (managing engineers and technical personnel)

### **Recommendations**

- Come to work through the eyes of a new hire (e.g., 22 year old) and imagine what they would most want to see.
  - Free snacks, subsidized cafeteria, emerging technology, time off and car insurance.
  - NOT: Reserved parking for 25+ employees, long-term benefit plans, and time clocks.
- Create a cult-like culture (e.g., "fun" budgets).
- Create flexible pay scales that adjust with fluctuations in the market (e.g., Y2K and ERP)
- Blow up boxes on the organization chart to create a more flexible org structure.
- Bring in a consultant to speak with your CEO/Director/HR ... facts are our friends.
- Provide high level of support to HR department in return for their support in hiring and retention.
- Don't believe that higher pay will result in lower turnover.
- Career development typically has the biggest impact on lowering turnover.
- Retain through individualism.
- Create flexible retention plans.
- Remember: recruiters are salesmen, and are not necessarily retention-oriented.