

Change Happens...

Managing Change by Leading Change

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Managing Technology Change in Today's Insurance Environment
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Summary

- ☑ *Manage change by leading the change!*
- ✓ *Business-savvy technology leaders can drive business transformation as they manage their own technology transformation.*
- ✓ *Information and the technologies that gather, analyze, and distribute data are at the heart of any business model.*
- ✓ *Gather the facts, choose a destination, set a direction, create a plan, establish governance, and execute to plan.*

Context...Change

What's the force behind change? Let's consider the following...

- **Changes in the Financial Services industry**
- **Advances in technology**
- **Shifts in the service delivery model**
- **Challenges faced by today's IT leaders**

Financial Services

Financial Services industry changes have dramatically altered the business landscape!

- **The Stock Market...**
- **The Industry itself...**

Technology

Technology advances...which ones do I invest in? How do I take advantage of the opportunities?

- **Data>>>Information>>>Decisions**
- **Service Oriented Architecture (SOA)**
- **Radio Frequency Identification (RFID)**

Service Delivery

Service delivery shifts are real...who does what, where, and with whom is the question!

- **Global delivery model**
- **Strategic partnerships**
- **Transparency (financial and operational) with partners, suppliers, and customers**

Leadership Challenges

Running a solid IT shop isn't just a little harder – it's a lot harder these days!

- **Antiquated legacy systems**
- **Expense pressures**
- **Service expectations**
- **Business responsiveness**

CIO Dilemma

If change is the only true constant in business, how does a CIO deal with an ever changing business landscape?

- **Manage change by leading the change**

Who takes the lead?

Who is best positioned to drive business and technology change in an organization?

- **Technology leaders**

Change Leadership

How do you lead through change?

- **Gather the facts**
- **Choose a destination**
- **Set a direction**
- **Create a plan**
- **Establish governance**

Communicate...Communicate...Communicate

Gather the Facts

When you understand how you've generated the current set of outcomes, you're creating transparency!

- **Architecture**
- **Organization**
- **Finances**

Choose a Destination

If you don't know where you are going, then how will you know when you're there...

- **Where is the business going in the next 3 to 5 years?**
- **What technologies are emerging and how will (could) they change the business model?**
- **Where is your competition headed in the future?**
- **Where do your employees wish or need to go in the future?**

Set a Direction

Establish a direction that's compelling to those being asked to support and follow you!

- **What's the business case for change?**
- **What are the opportunities from change?**
- **What's ahead per role, per discipline, per person?**

Create a Plan

To lead through change, you need to build a structured plan to align all the moving parts...

- **Consider all stakeholders**
- **Establish clear and measurable tollgates**
- **Get Business and IT buy-in at all levels**
- **Put leaders in place that are execution-focused and outcome-driven**

Establish Governance

Holistic change requires a change in behavior and a move away from the status quo...new rules for new behaviors to yield new outcomes!

- **Delivery Model**
- **Capital Planning**
- **Architectural**

Relentlessly Communicate

Communication, in varied mediums and across diverse audiences, is critical to facilitate change

- **Facts versus feel-good messages**
- **Focus on what lies just beyond the next wave of change...the destination**
- **WIFM...everyone needs to understand their role and the potential benefits to them**

My Experience

The Hartford is leveraging its Information Technology organizations to deliver distinctive products and services

- **9-year Personal Lines program**
- **Agency distribution products**
- **P&C Transformation**

The Differentiator

Technology is a differentiator! The end game for us as technologists is to be a partner with the business, not simply an order taker. True collaboration between Business and IT can yield:

- **Lower operating costs**
- **Increased capability**
- **Best-in-class talent base**
- **Innovation...sustainable business advantage**

What do we deliver?

Every company can leverage technology through collaborative relationships between their Business and IT organizations to support business transformation and drive competitiveness

- **Technology contributions**
- **Business contributions**

Wrap-up

- ✓ *Business-savvy technology leaders can drive business transformation as they manage their own technology transformation.*
- ✓ *Information and the technologies that gather, analyze, and distribute data are at the heart of any business model.*
- ✓ *Gather the facts, choose a destination, set a direction, create a plan, establish governance, and execute to plan.*
- ☑ ***Manage change by leading the change!***

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