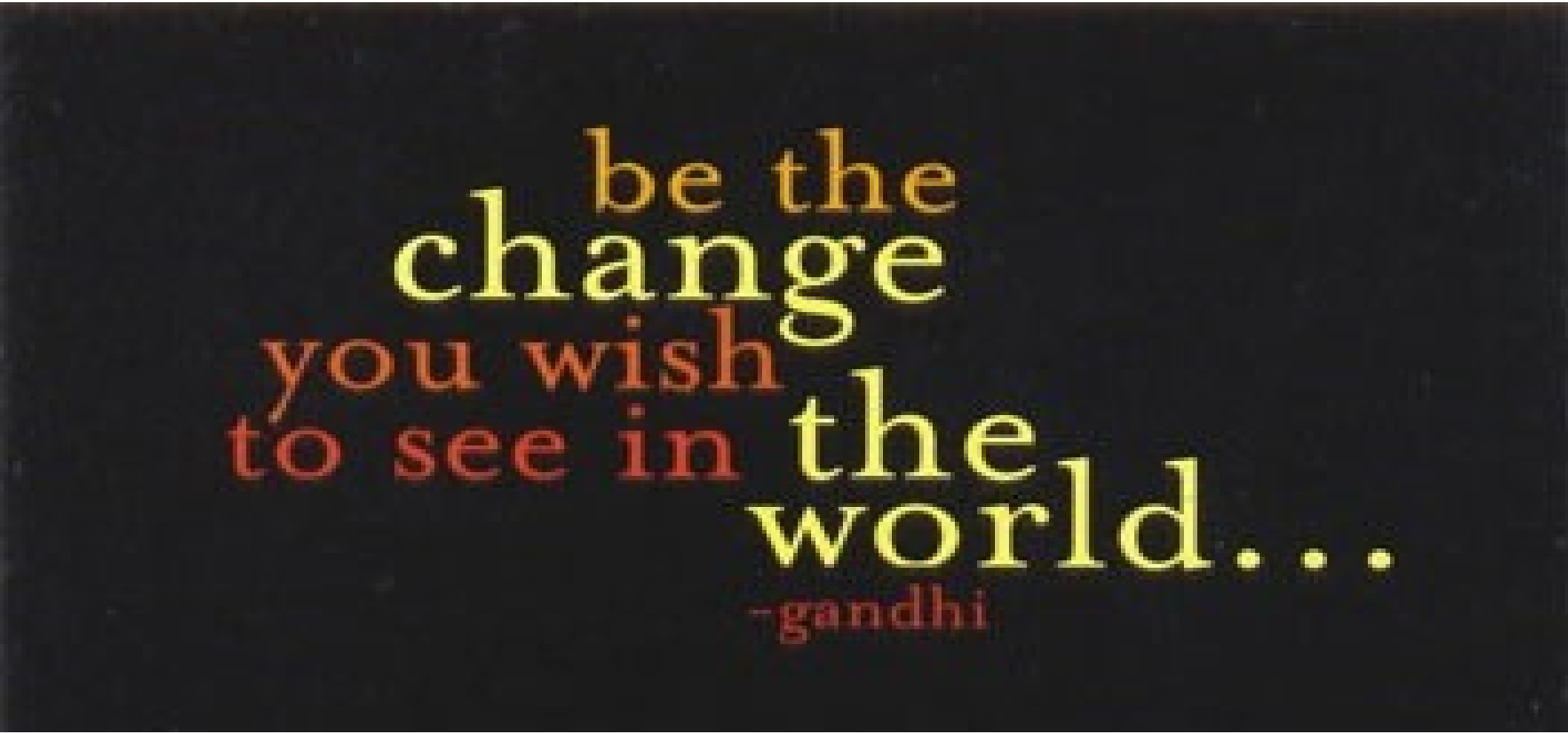
Office of the Vice President for

UW Technology

Learn › Discover › Change the World ›



Quarterly Review Meeting #4

30 June 2008

MORNING

- Goals
- Situation Report
- Moving Forward
- Technology Trends
- X-Sourcing

AFTERNOON

- Cellular Strategy
- Storage Futures
- OIM Update
- Catalyst Update
- The Agile Org
- Wrap-Up

UW Technology Mission

- Support discovery and learning
- Build partnerships
- Improve synergy and productivity
- Deliver capabilities worldwide
- Foster innovation
- Showcase technology

Ron's Goals

- Build a **leaderful** & **agile** organization & community
- Figure out **what** to do and to **how** to do it

Meeting Goals

- Encourage communication and leadership
- Discuss and debate ***choices*** for moving forward

I. Situation Report

“What's Happening Here?”

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30 Jun 2008
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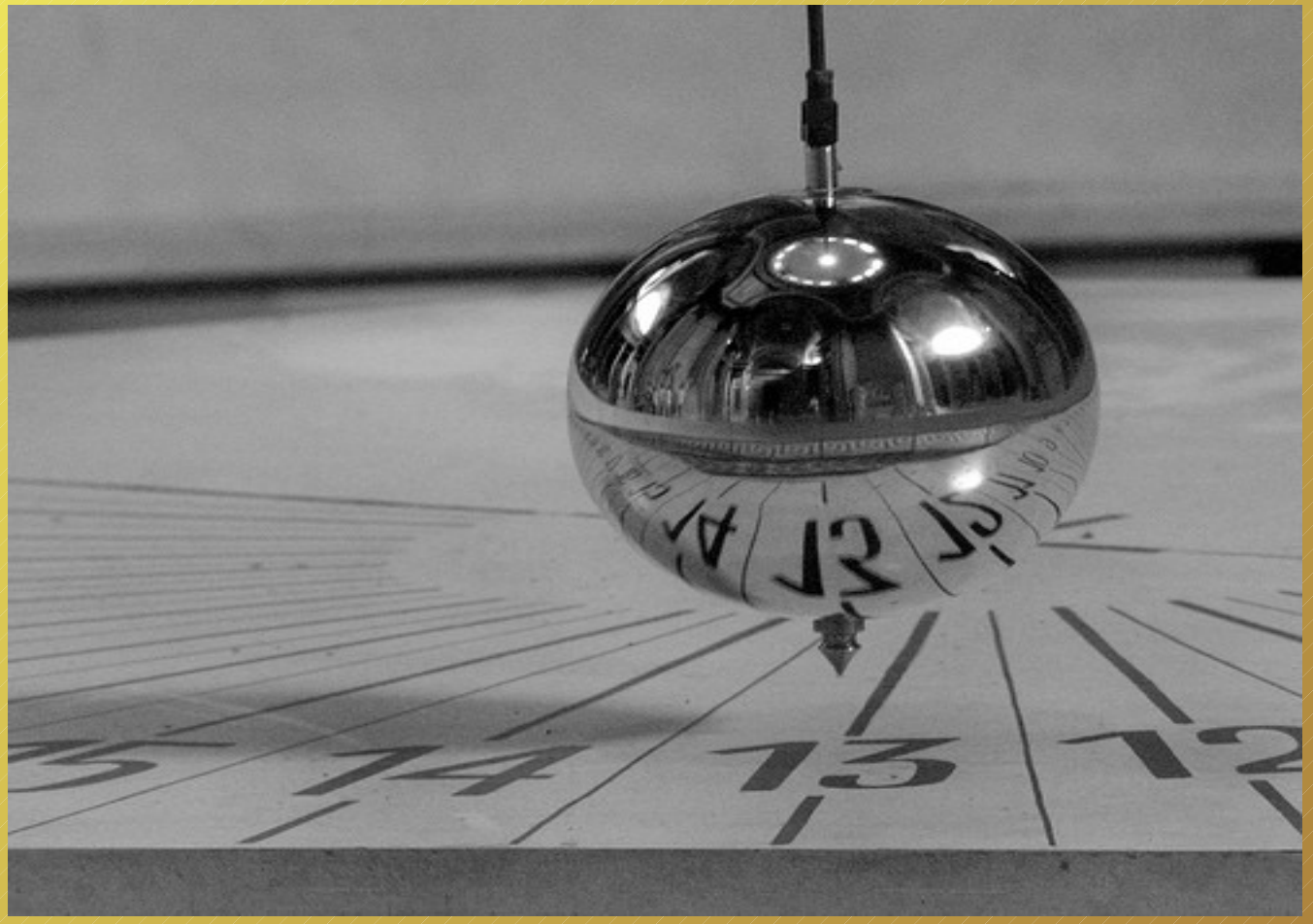
Triple Whammy

- Budget Earthquake
- Culture Shifts
- Technology Shifts

1. The Budget Earthquake

UW's Technology Funding Structure

2. Culture Shifts



Example:

1980s
Decentralized
Chaos

→

1990s
Central
Control

→

2000s
Loosely-controlled
Community Chaos

Culture Shifts

- **Governance**: Central → Community
- **Resources**: Central → Departmental
- **Priesthood** → DIY, disintermediation, social net.

- **Engineering** driven → Customer/market driven
- **Tech Excellence** → "Excellence in adequacy"
- **Build** → Buy/rent, borrow (open source)
- **Create** → Consult, broker, Integrate

- **Standards** → Proprietary application silos
- **Prescriptive** requirements → Performance codes
- Internet **wild-west** → More regulation

3. Technology Shifts

especially cloud computing

An instrument of “creative destruction”

Schumpeter: Capitalism, Socialism and Democracy -1942

Technology & Business Shifts

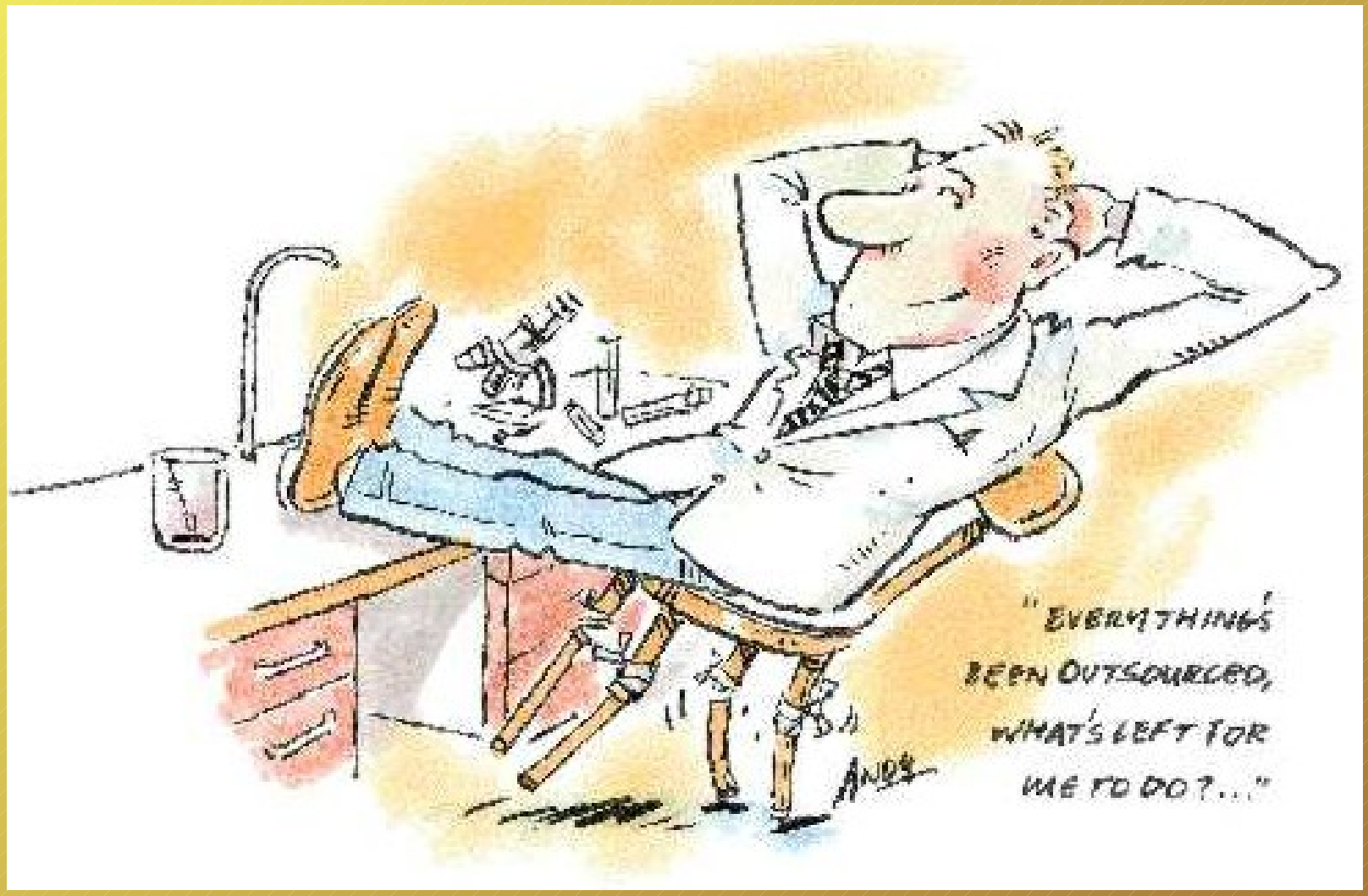
- Technology
  - Smaller/bigger, faster, chea[illegible]greener
    Info producers & consu[illegible] → drowning in data
  - Dedicated resources → [illegible]ualization
  - Thick clients, loca[illegible]ti[illegible] → Cloud-computing
  - Desk-centric co[illegible]ng → Mobility

- Business
  - Enterpr[illegible]en → Consumer/commodity driven
    (e[illegible]pt[illegible]s for the 2nd billion Internet users)
  - Stanc[illegible]rds driven → Proprietary silos
  - One-time-purchase → Subscriptions and “free”

PREVIEW

Result: Shock and Uncertainty

The Elephant in the Room



What is the future of Central IT?

Seattle Times April 1971 Hwy 99

We're Not Dead Yet!

"The IT department is far from dead yet - and will play the central role in managing the shift to the utility model and the coordination between Web-based services and those supplied locally."

-Nick Carr

Also: "The End of Corporate Computing"

Which is good...

II. Moving Forward

“Now What?”

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Which Way?

KEEP
RIGHT

CAREER
Same old
Entrepreneur
NEW COMPANY
Security
Heart's Desire
Nose to Grindstone
PARTNERSHIP

Two things we know…

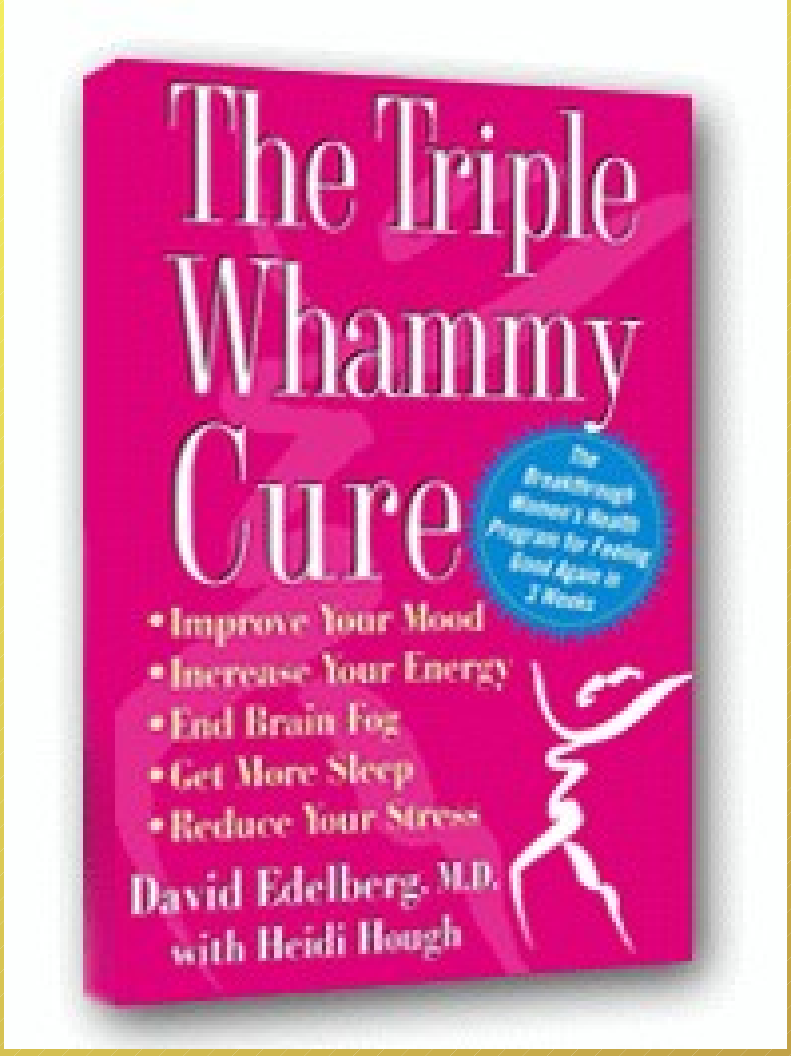
No, make that three things...

"It is **not** the **strongest** of the species that survived, **nor** the most **intelligent**, but the one ***more responsive to change***."

--Charles Darwin

We're all Darwinians now!

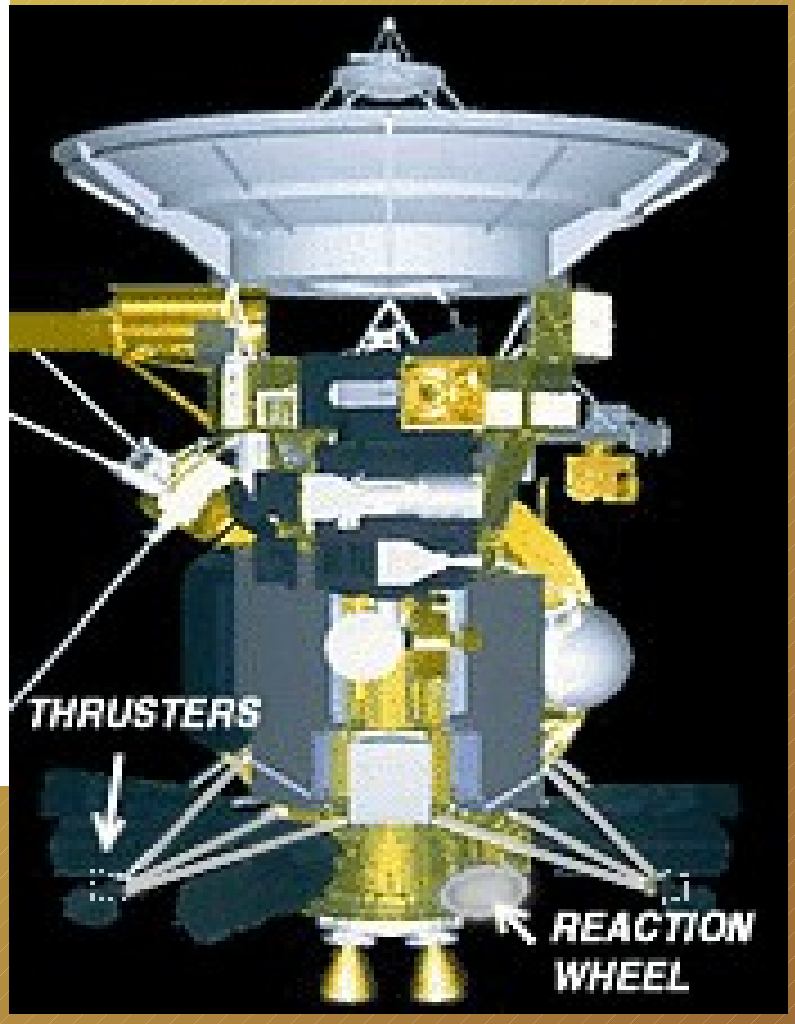
A Cure for the Triple Whammy?



- **Moving forward emotionally**
- **Moving forward organizationally**
- **Recognizing new opportunities**

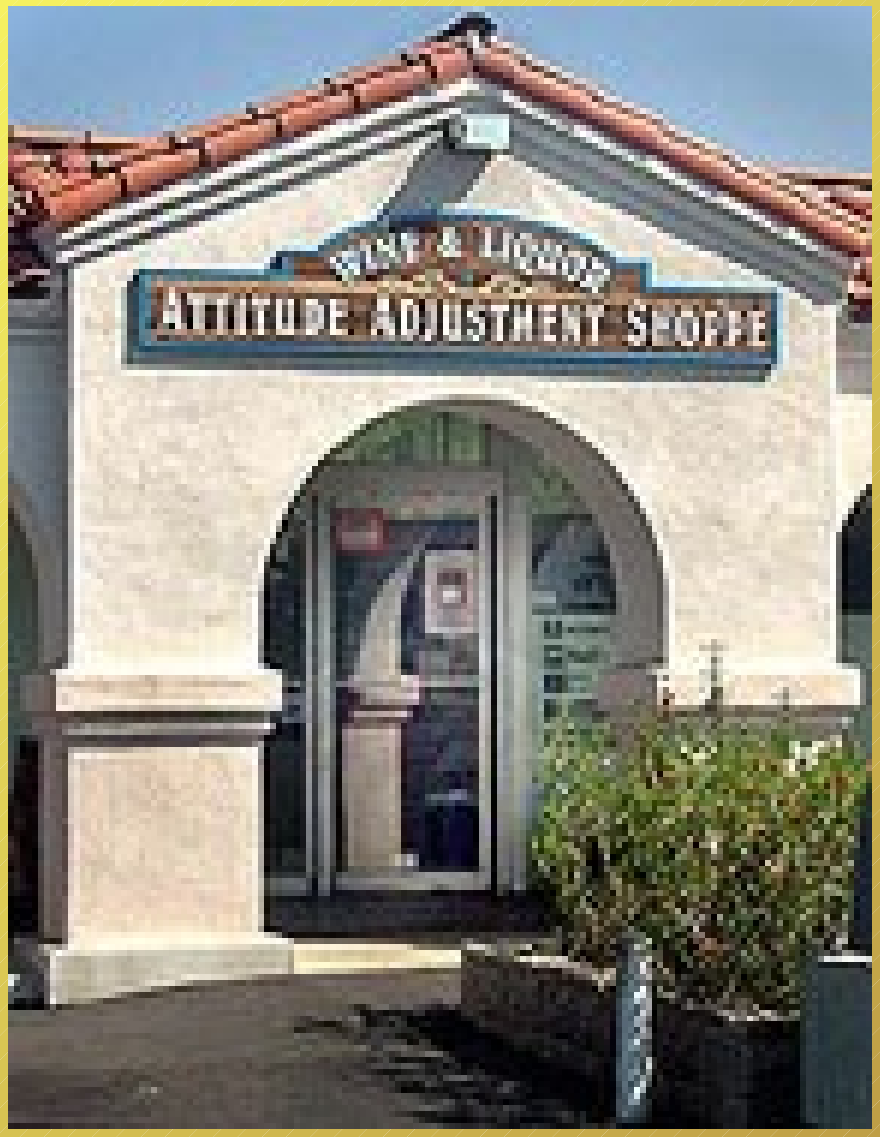
1. Moving forward emotionally

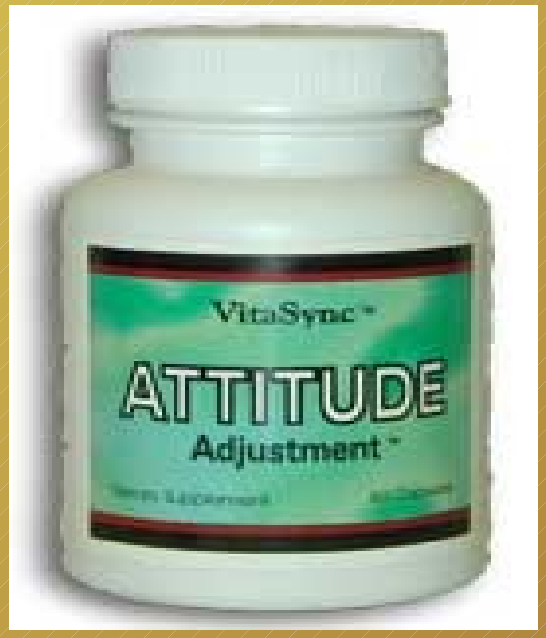
Attitude Control

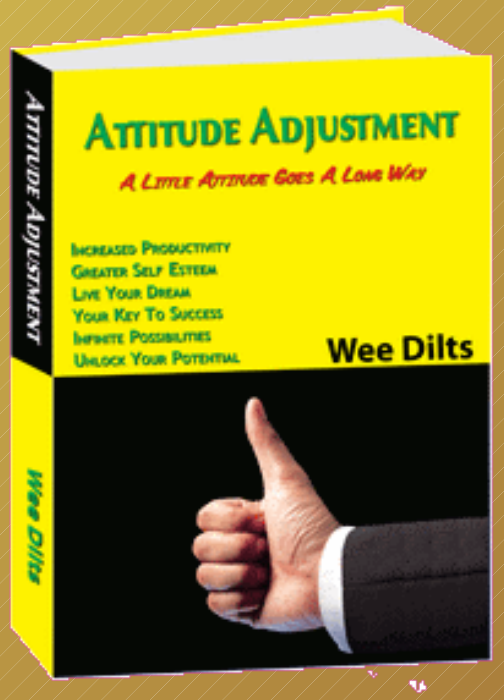


NASA knows how to do it!

Attitude Control for People...







Is a bit more problematic!

Take Responsibility!
TAKE RESPONSIBILITY
DARYL CAGLE
MSNBC.com

Fortunately we're not alone...

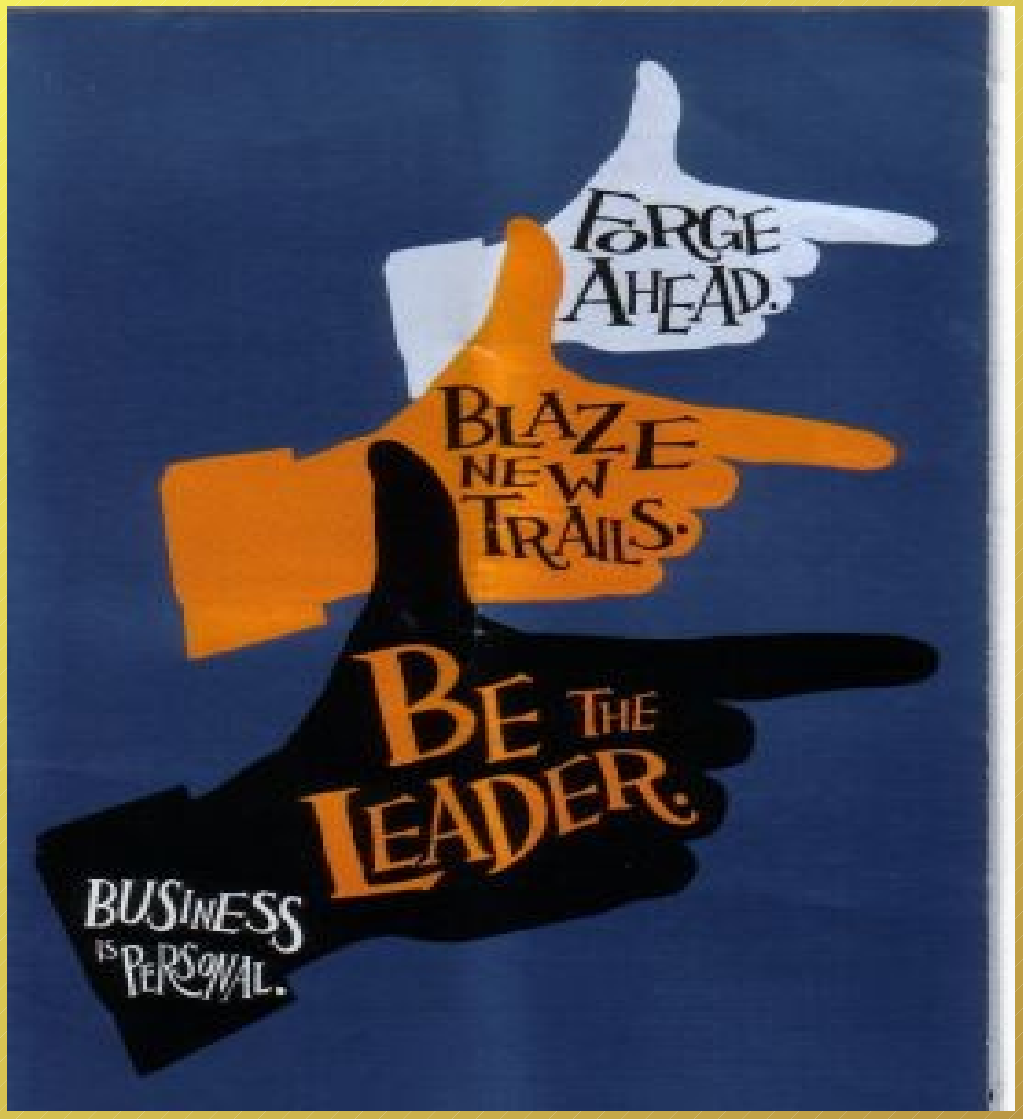
Community and Partnership

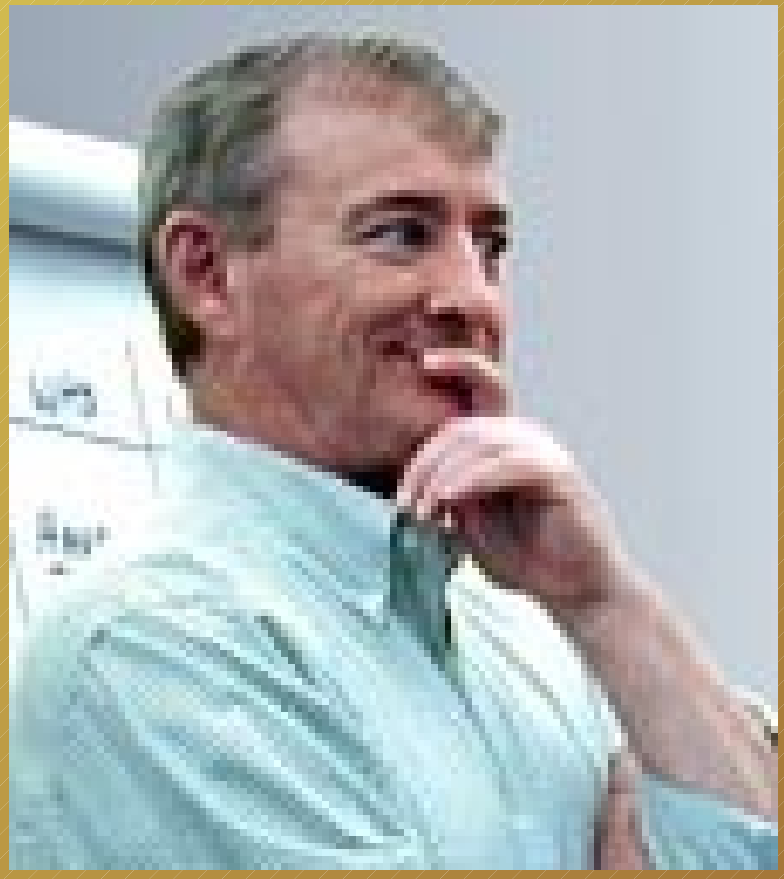
works in **both** directions

CHALLENGE: Support each other!

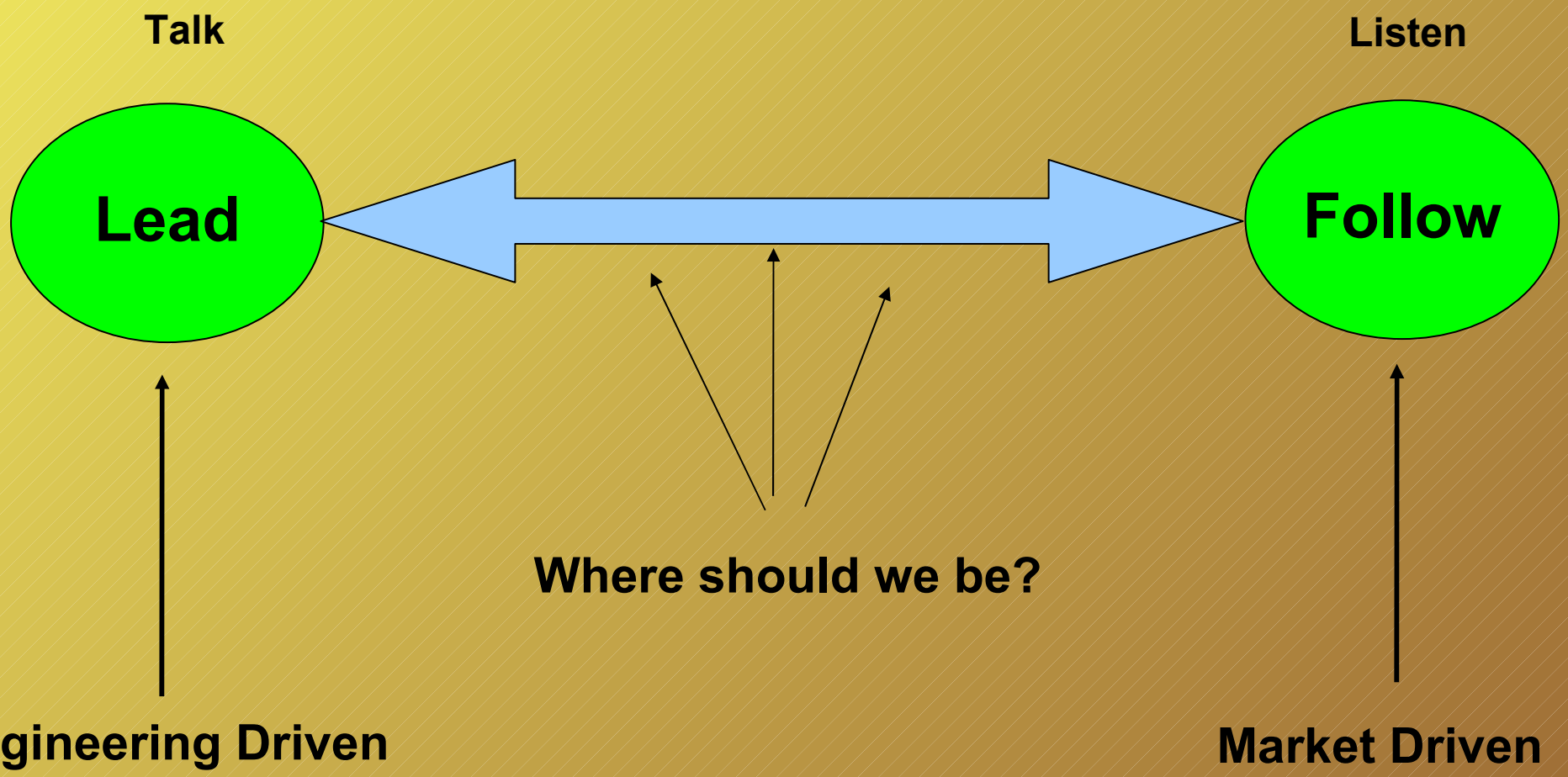
2. Moving forward organizationally

Leadership for the New World Order



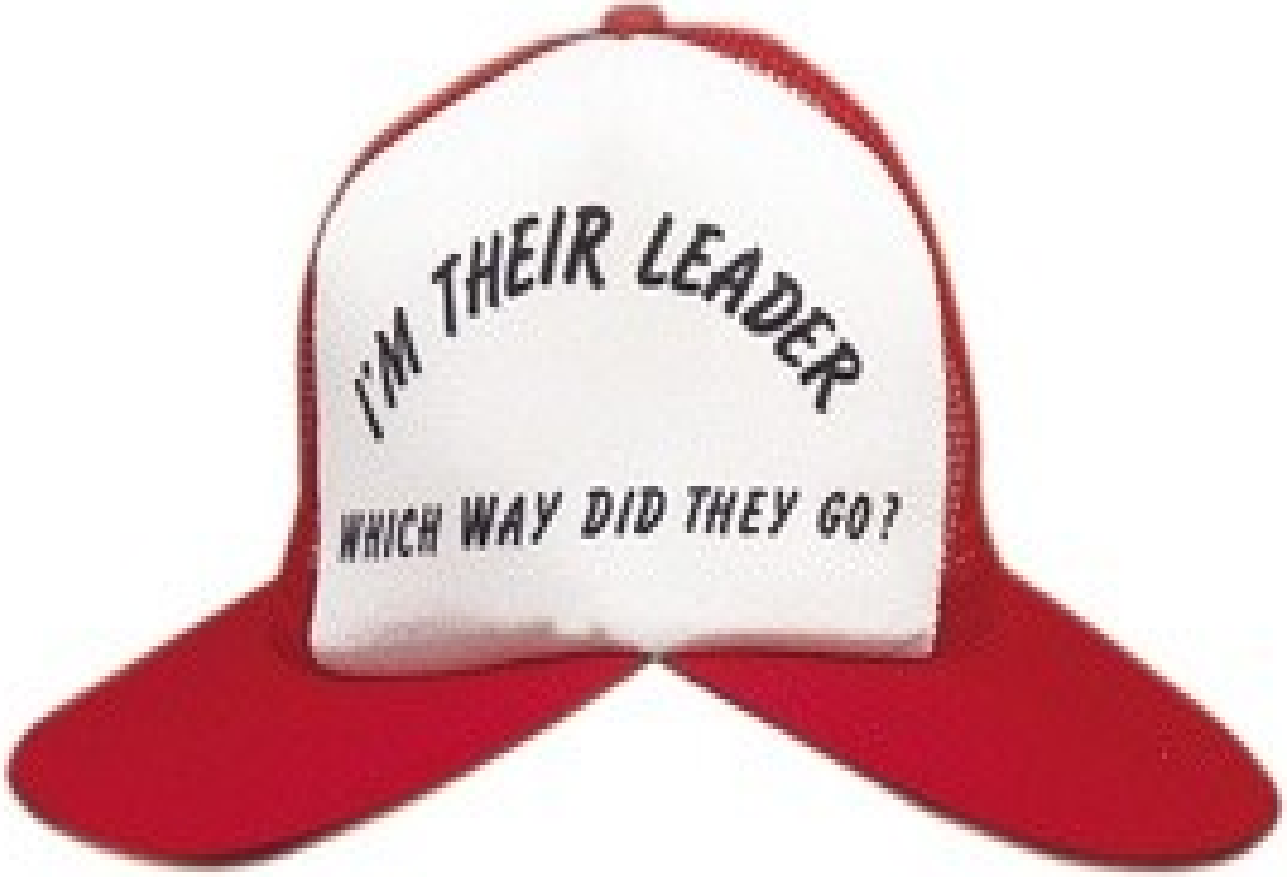


Does community leadership mean we are no longer leaders?



We're all leaders now...

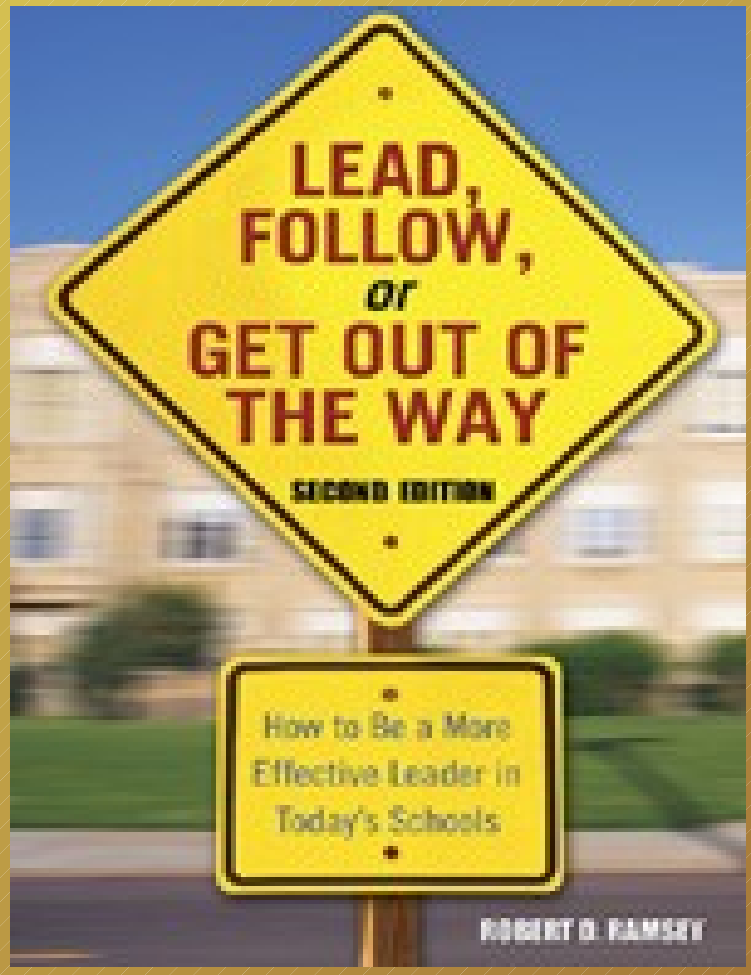
...So where are our followers?



Key point: It's not about authority

Balancing Different Roles

Leader + Follower → Partner



Community leadership → shared responsibility

Peter Drucker

1909 - 2005

"Management is doing things right; leadership is doing the right things."

"There is nothing so useless as doing efficiently that which should not be done at all."

Managerial Courage

Relentless review of products/services

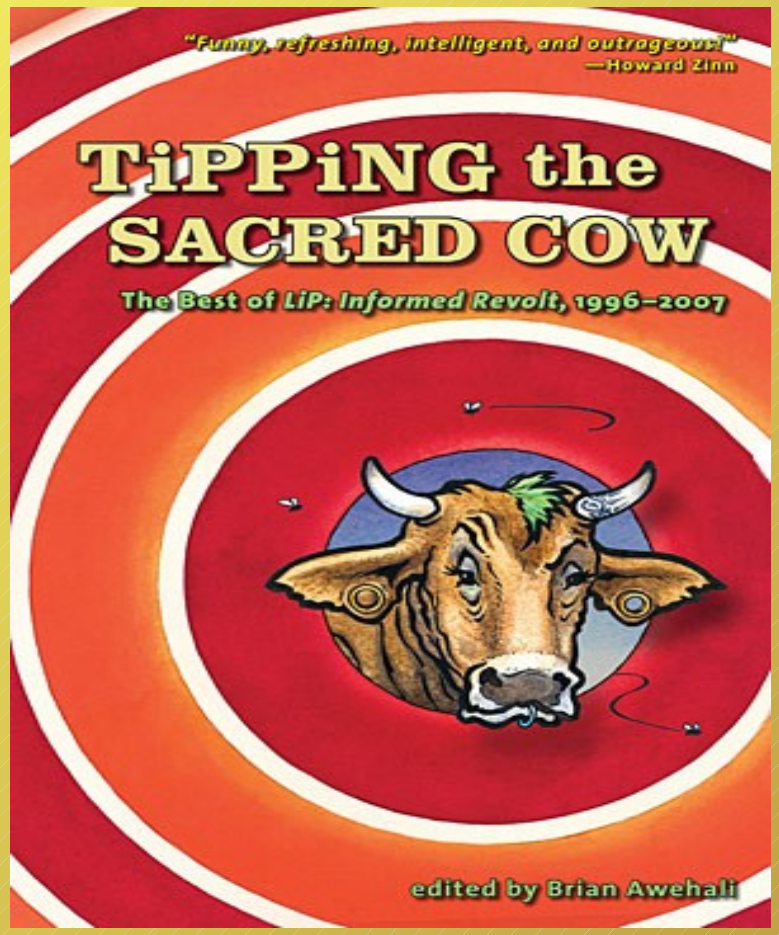
"If we were not in this already, would we now go into it?"

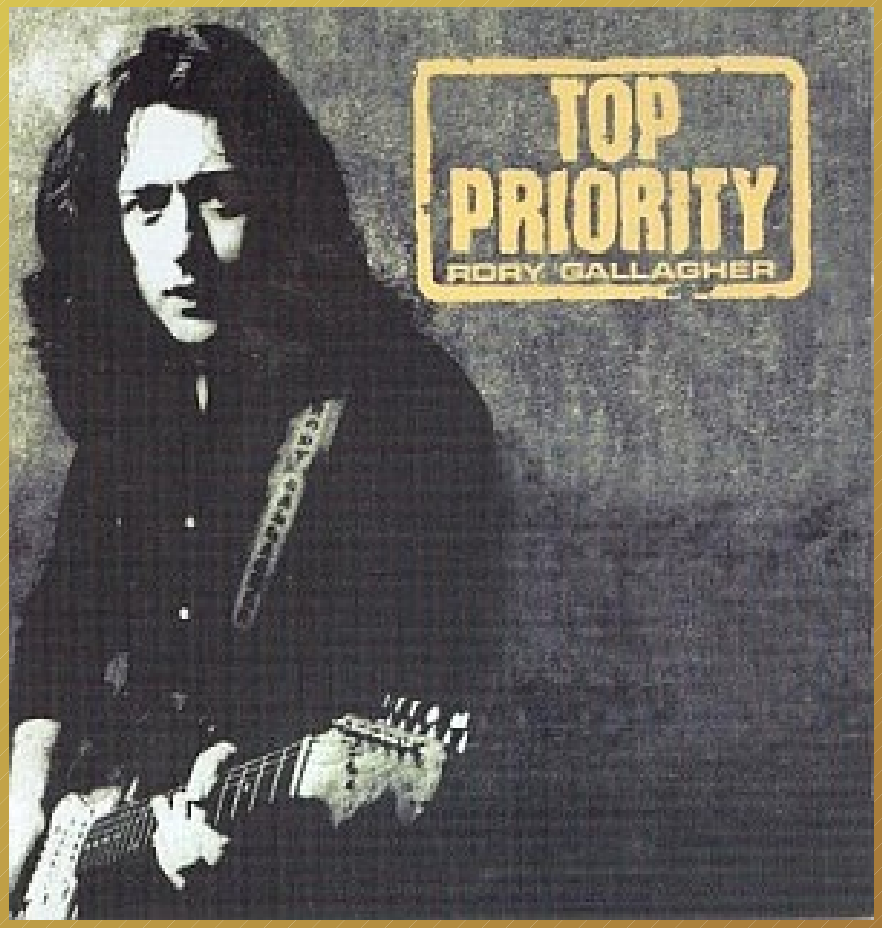
And if the answer is "no," the next question should be: "How do we get out and how fast?"

-Peter Drucker, 1964

Doing the Right Thing

Two Key Strategies





1. Challenge Assumptions

2. Prioritize

Doing the Right Thing

Assumptions & Prioritization

- There are exceptions to Drucker's rule, but an existing constituency is not sufficient, especially if new alternatives exist for them.
- The *best* is the enemy of the *good*: "Your competition is not a better product; it's one that is good enough."
- Crowd-sourcing is a new option for cost containment, but it isn't free...

$$\text{ROI} = \frac{\text{Need} + \text{Utility} + \text{Reputation} + \text{Revenue}}{[\ \text{FTE} + \text{Space} + \text{SoM}\ ] + \text{OtherCosts}}\ f(t)$$

FTE = Staff SoM = Share of Mind OtherCosts includes opportunity costs

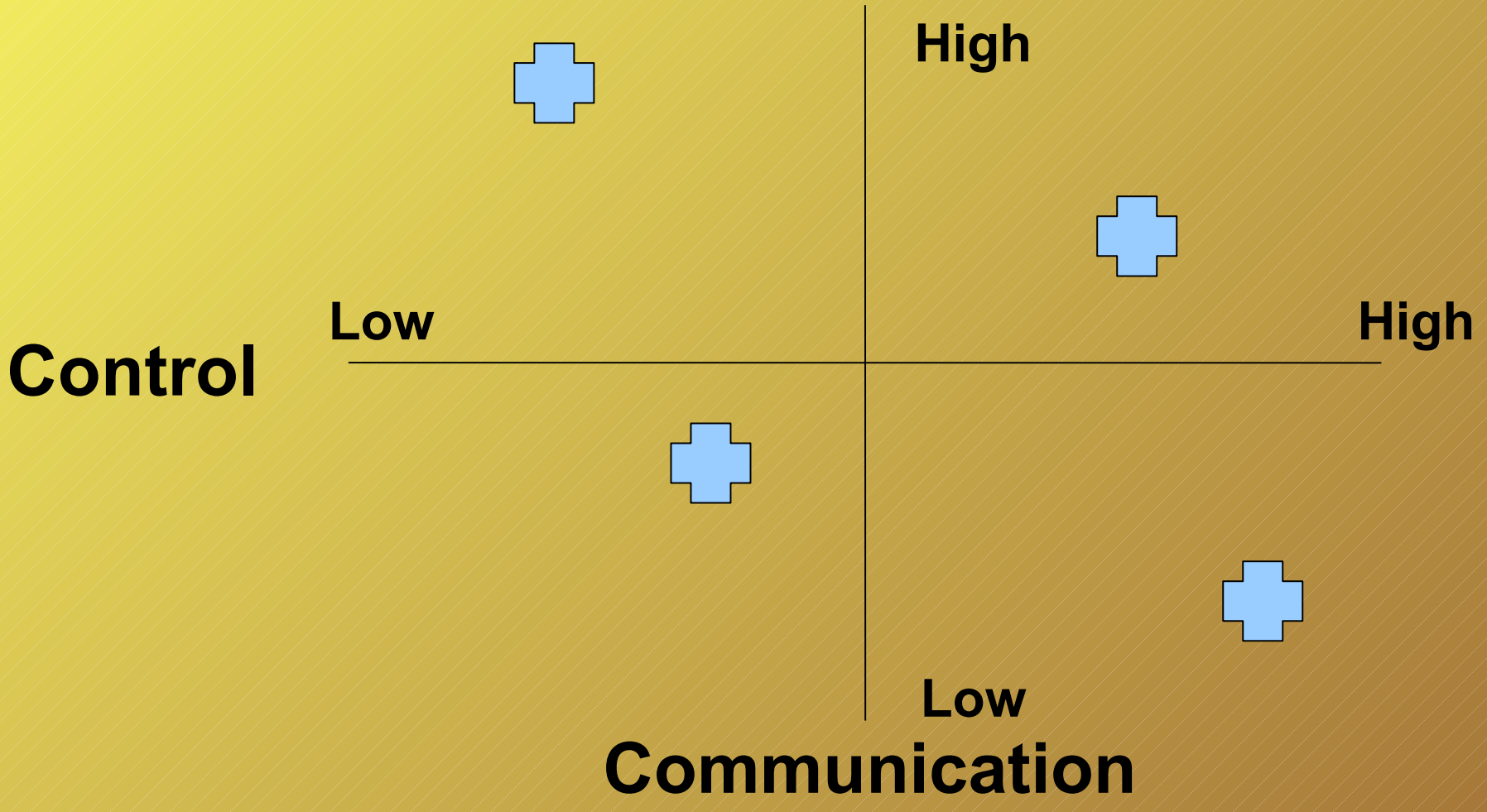
Management Truths

(Stephen Robbins)

- **Leadership** can't always trump context
- **Conflict**
  - Some is good...
  - Biggest source of negative conflict?
- **Happiness**
  - Environment or heredity?
  - Correlation between happiness & productivity?
- **Team composition**
  - Not all are team-players; not all want a challenge
  - Hire smarts, dedication; match your culture

Team Composition:

Map yourself, Hire your complement!



Also: strategic vs. tactical, ideal vs. pragmatic, etc

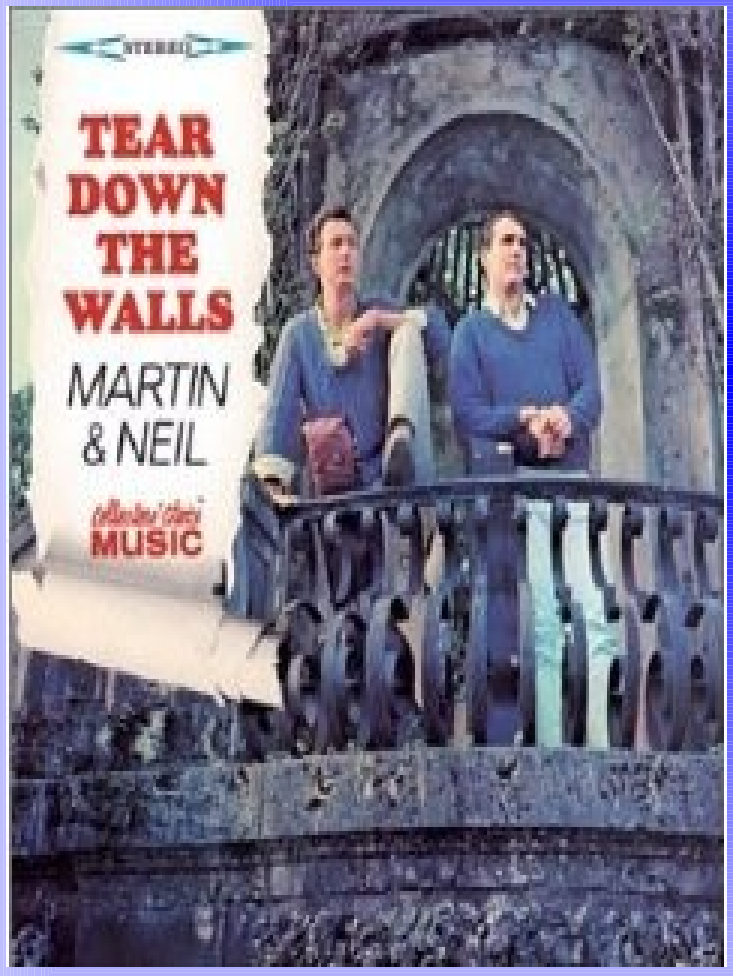
3. Recognizing New Opportunities

(What comes after the ***creative destruction***?)

- **Listen** to partners
- **Focus** on ***institutional efficiency & individual effectiveness***
- **Accelerate** innovation ***by improving collaboration***
- **Tear down** the walls ***among people & resources***

Flashback

Tear down the walls...
between people & resources

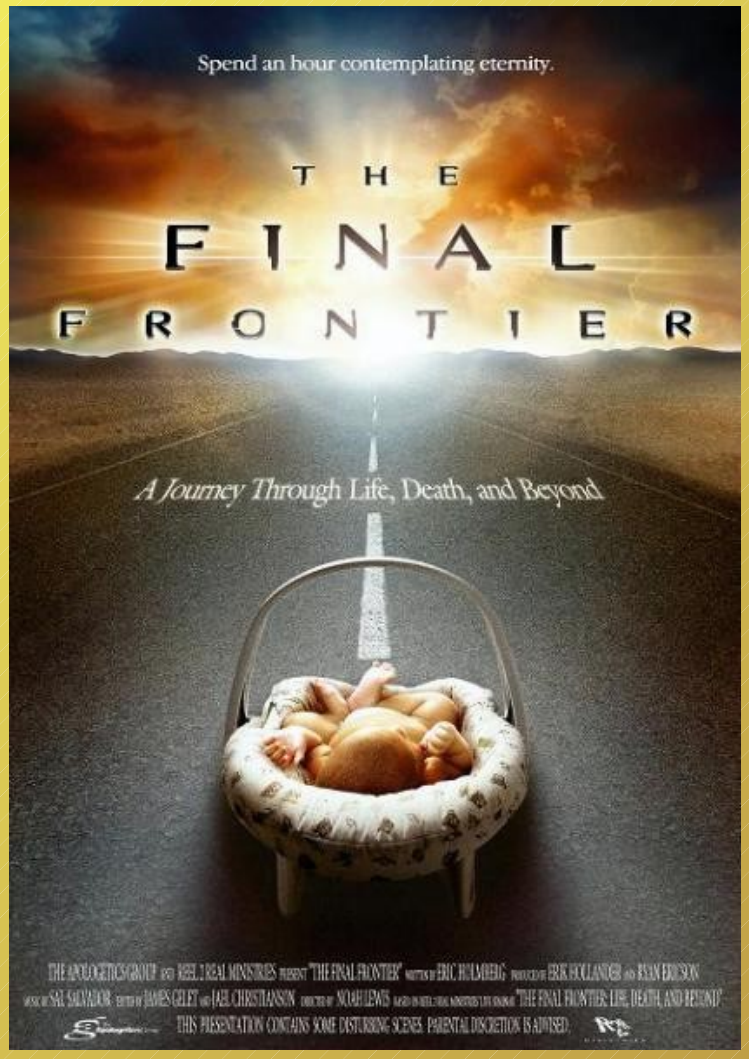


- Times
- Places
- Devices

- Applications
- Technologies

- Organizations
- Communities

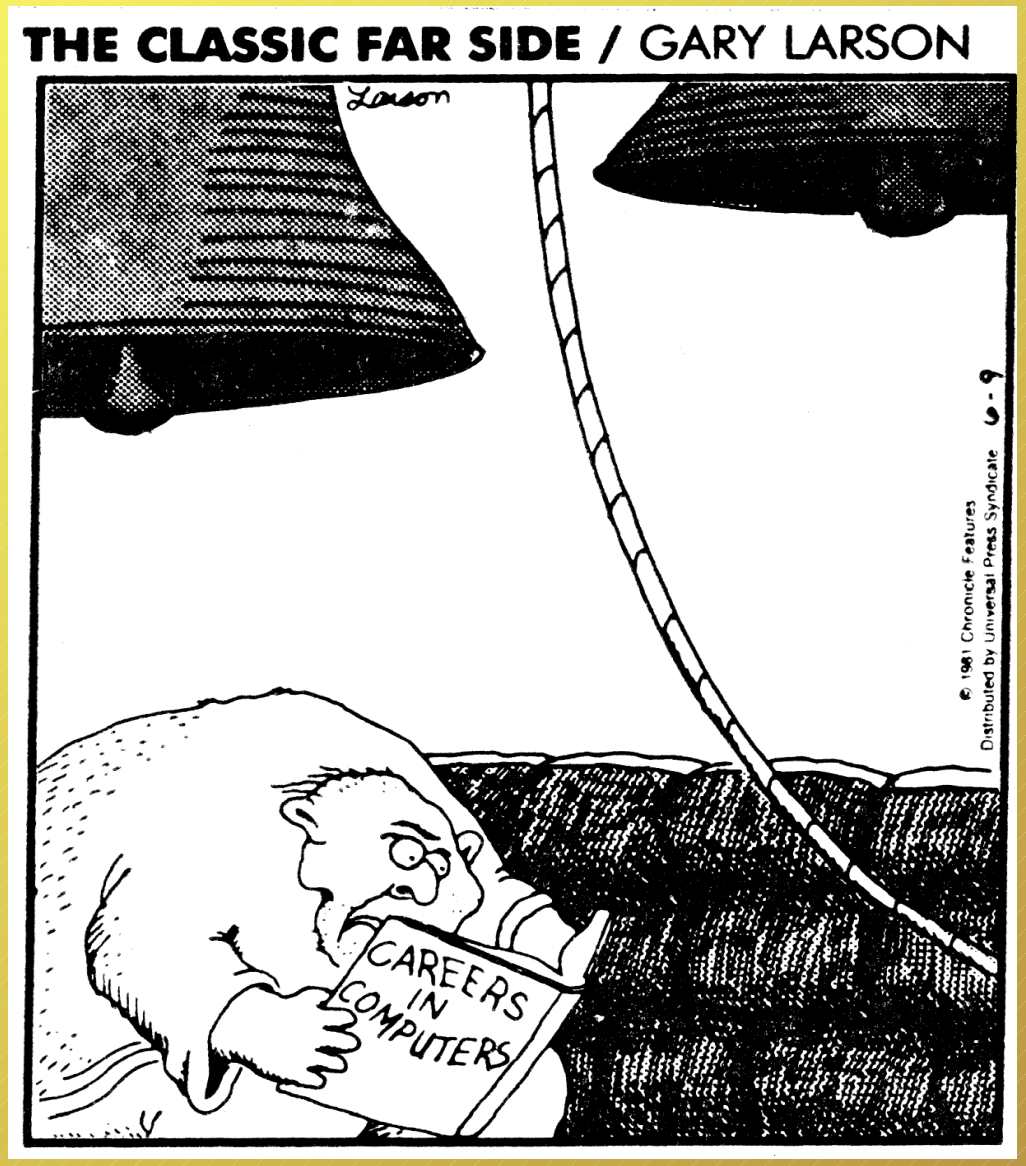
Execution: the Final Frontier



Key Questions:

- **Who decides?**
- **Who provides?**
- **What's "good enuf"?**

Top Takeaways



- Triple Whammy
- Support each other!!
- We're all leaders now
- Surprising mgt truths
- Creative destruction brings new opportunities

WHAT?