

Aligning Skills and Competencies with a Changing Tech Environment

Jim Phelps, Director of Enterprise Architecture & Strategy, UW-IT
Itana April, 21 2017



About my role

Director of Enterprise Architecture & Strategy

My ToDo List:

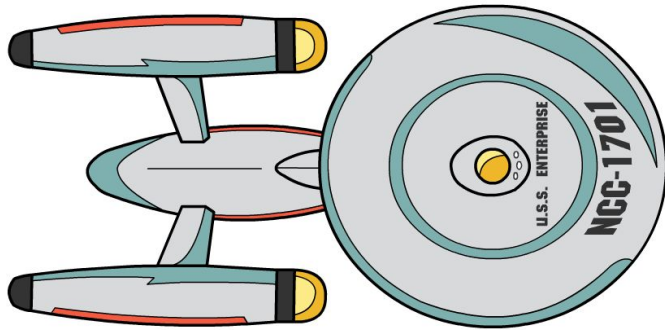
- Scan the horizon
- Plan 5+ years out
- Be holistic in my roadmaps
 - **Business Changes**
 - **Organizational Changes**
 - Process / Service Impacts
 - Technical Changes

Questions - So What? Now What?

- > What does this mean to jobs in Higher Education?
 - Which ones go away? What new jobs arise?
- > What does this mean to our services?
 - Which ones go away? What new services are needed?
- > **What new skills are needed?**
 - **In the organization?**
 - **What new skill or skills do I need personally?**

Trend 1: Tech as a Service

Trend 2: Technology as a Service



Technology as a Service:
The point at which technology is no longer a **thing you own and do** but is instead a **thing you lease, rent or use for free.**

Technology as a Service



Bring
Your
Own
Everything

Technology as a Service



Technology as a Service



Big-Data-Driven Advertising Platforms

Technology as a Service



API Economy - making things easy to connect

User Experience Driven Solutions - making things easy to use

Digital Natives / Immigrants - who are comfortable with technology

Maker Trend - digital DIY as a lifestyle

Technology as a Service

Technical Drivers

- > BYOE
- > Cloud in all its flavors
- > API economy
- > Ad Driven Big Data Platform
- > User Experience Driven Solutions

Cultural Drivers

- > Rising digital natives and digital immigrants
- > Enabled and encouraged users
- > Maker Trend

Outcomes

- > I.T. as a commodity

Questions - So What? Now What?

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Trend 2: The Digital Enterprise

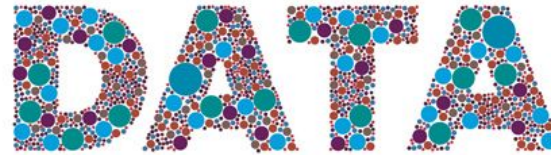
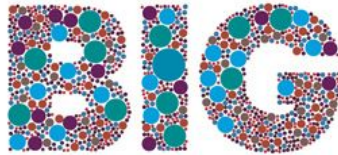
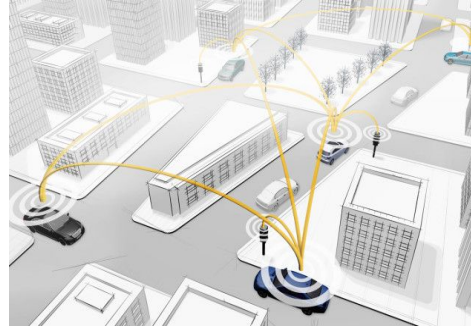
Trend 2: The Digital Enterprise

What does digital mean?



Trend 2: The Digital Enterprise

What does digital mean?

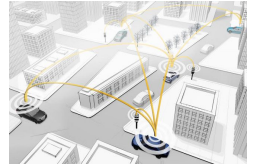


Trend 2: The Digital Enterprise

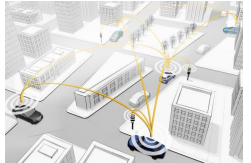
Blurring the boundaries between
products, channels, and operations



Creating a more **integrated,**
customer-centric perspective across
the enterprise.



Trend 2: The Digital Enterprise



Trend 2: The Digital Enterprise

**What help do our
business partners
want with this
transition?**



Trend 2: The Digital Enterprise

Harvard Business Review Analytics
asked business leaders:

What will be IT's
most important
contribution to the
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next three years?

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21

Lead and implement most IT projects

Trend 2: The Digital Enterprise

Harvard Business Review Analytics
asked business leaders:

What will be IT's
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41

Support business-led IT initiatives

Trend 2: The Digital Enterprise

Harvard Business Review Analytics
asked business leaders:

What will be IT's
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48

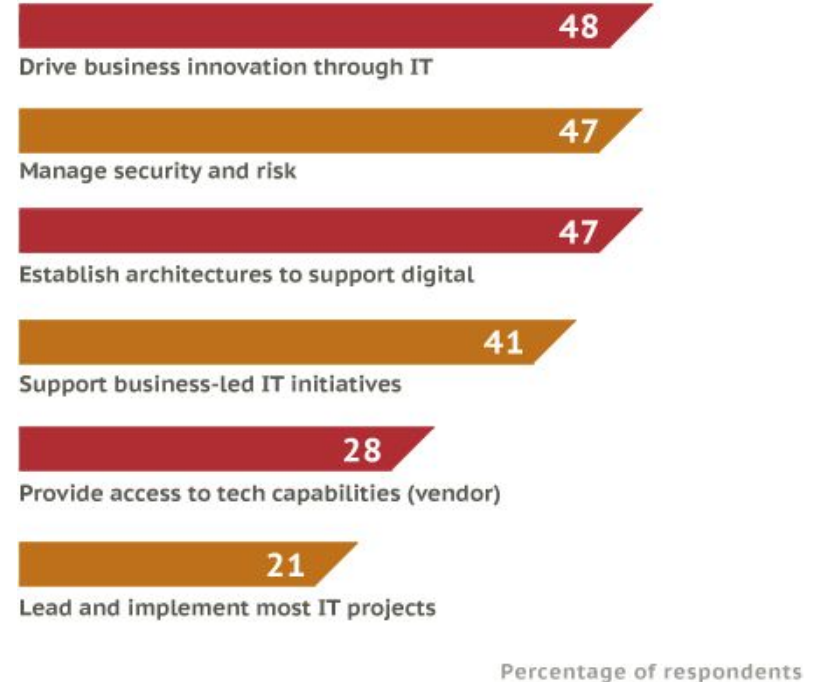
Drive business innovation through IT

Trend 2: The Digital Enterprise

What will be IT's most important contribution to the business over the next three years?

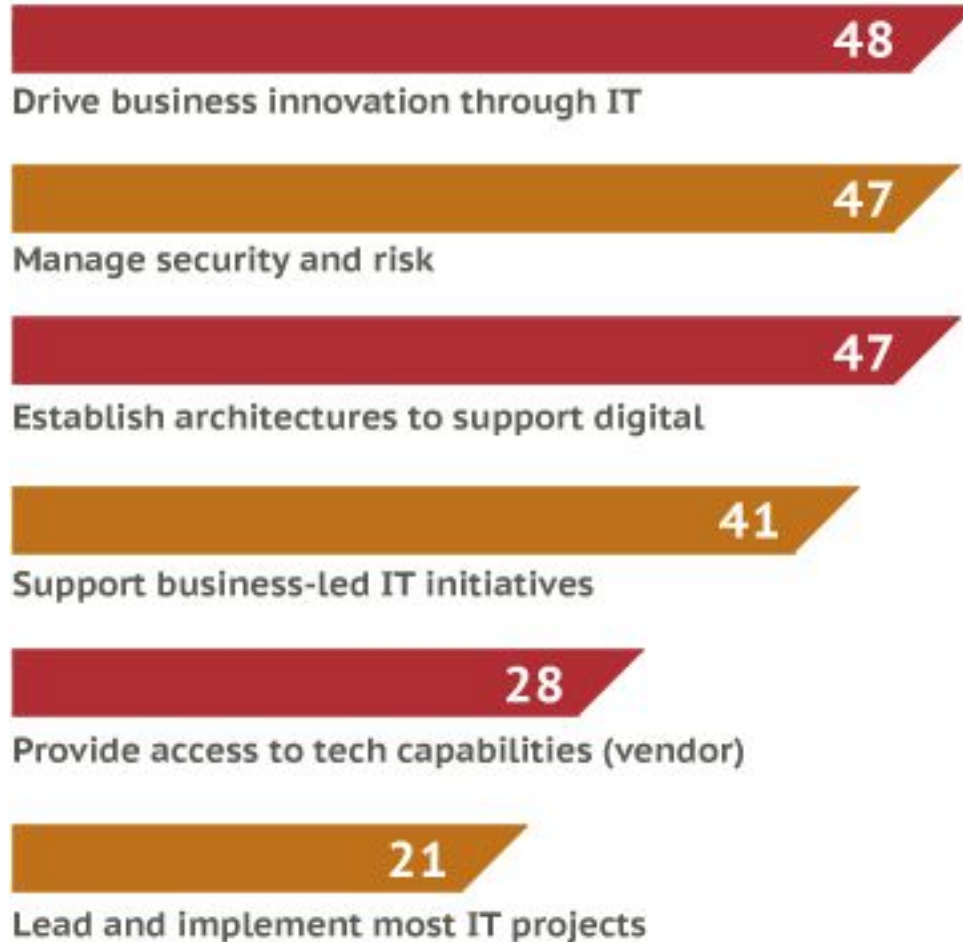
Business leaders' changing expectations for IT

What will be IT's most important contribution to the business over the next three years?



Source: HBR Analytic Services

Trend 2: The Digital Enterprise



Trend 2: The Digital Enterprise

2

Adaptive Business Engagement

Trend 2: The Digital Enterprise

Business partners want

**technical advice
and support...**

CEB: The New IT Operating Model for Digital

Traditional IT:

Business Relationship
Managers

Requirements development
and documentation

Trend 2: The Digital Enterprise

In this digital transition, Business partners want:
strategic advice on digital opportunities and risks
as well as technical advice and support...
and the **ability to access the expertise** they need at
multiple levels.

CEB: The New IT Operating Model for Digital

Trend 2: The Digital Enterprise

Five Engagement Activities

1 
Evangelizing

Keep abreast of emerging digital trends, and educate business partners on opportunities to create value from technology.

Trend 2: The Digital Enterprise

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Offer advice and frameworks to enable successful business leadership of technology investments.

Trend 2: The Digital Enterprise

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Brokering

Provide the internal and external connections needed for business leadership of technology investments.

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4 
Coaching

Develop employee skills to help them make full use of the enterprise's technology and information.

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Delivering

Own the process of delivering technology functionality, or provide integration capabilities for business-led technology investments.

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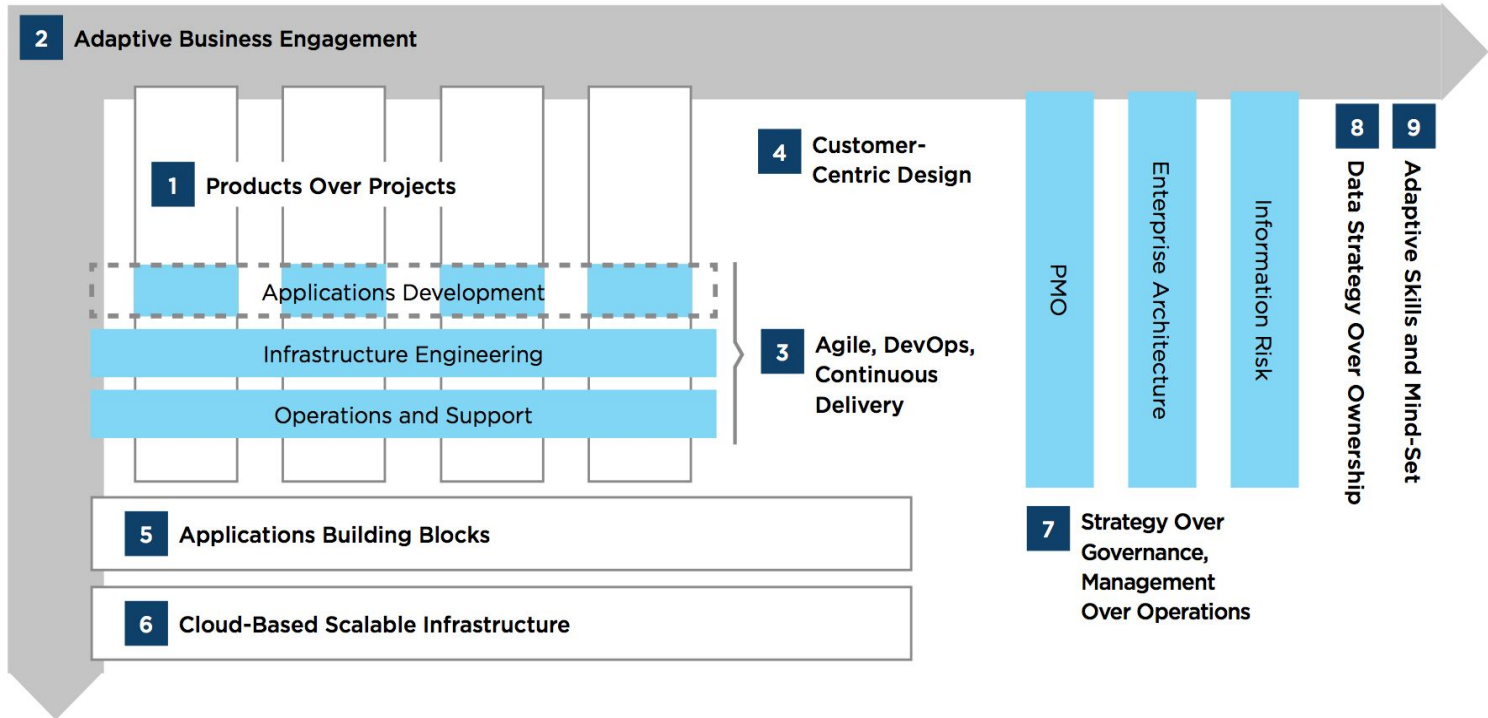
5 
Delivering

Own the process of delivering technology functionality, or provide integration capabilities for business-led technology investments.

Flex between the five activities based on business partners' digital ambition and ability, not their personality or ways of working.

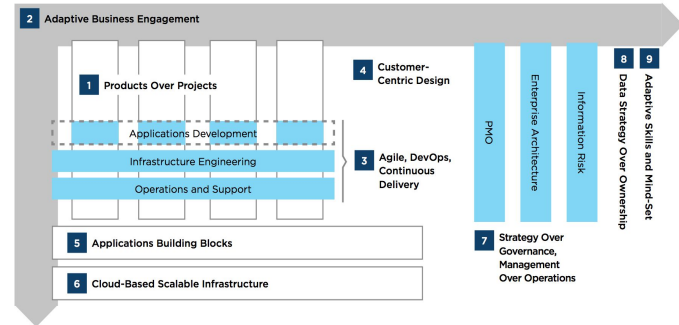
Trend 2: The Digital Enterprise

And how will we work to drive this transformation?



Trend 2: The Digital Enterprise

- Adaptive Business Engagement
- Customer-Centric Design
- Adaptive Skills and Mindset
- Strategy over Governance
- Management over Operations
- Agile, DevOps, Continuous Delivery



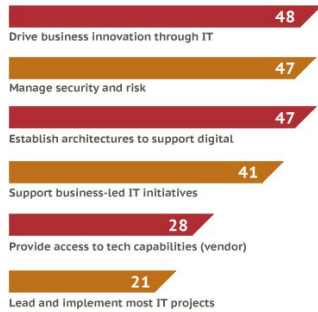
“Agile at Scale”

“Digital Enterprise”

IT as Transformation Partner

Business leaders' changing expectations for IT

What will be IT's most important contribution to the business over the next three years?



Percentage of respondents

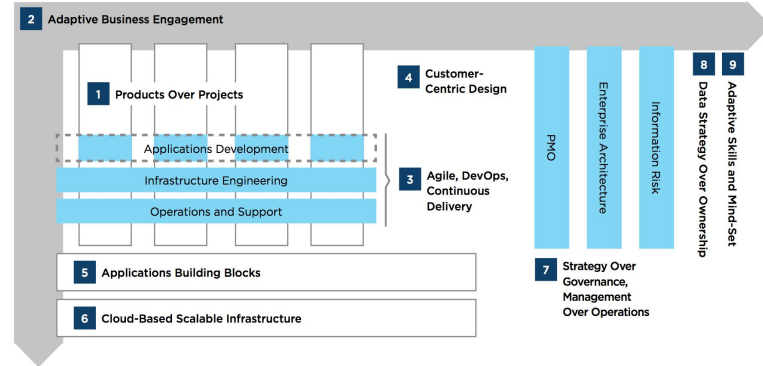
Source: HBR Analytic Services

Five Engagement Activities

- 1 Evangelizing** (Wi-Fi icon) Keep abreast of emerging digital trends, and educate business partners on opportunities to create value from technology.
- 2 Consulting** (Handshake icon) Offer advice and frameworks to enable successful business leadership of technology investments.
- 3 Brokering** (Briefcase icon) Provide the internal and external connections needed for business leadership of technology investments.
- 4 Coaching** (Megaphone icon) Develop employee skills to help them make full use of the enterprise's technology and information.
- 5 Delivering** (Gears icon) Own the process of delivering technology functionality, or provide integration capabilities for business-led technology investments.

Source: CEB analysis.

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Technology as a Service

Technical Drivers

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Cultural Drivers

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- > Enabled and encouraged users
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Outcomes

- > I.T. as a commodity

IT as Transformation Partner

Technical Drivers

- > BYOE
- > Cloud in all its flavors
- > API economy
- > Ad Driven Big Data Platform
- > User Experience Driven Solutions
- > **AI, Autonomous Systems**
- > **Big Data & IoT**
- > **Business Lead Technology**
- > **Digital Enterprise**

Cultural Drivers

- > Rising digital natives and digital immigrants
- > Enabled and encouraged users
- > Maker Trend
- > **Enabled and encouraged business leaders**
- > **Rate of change in the business landscape**
- > **Digital Enterprise**

Outcomes

- > I.T. as a commodity
- > **I.T. as transformation partner**

Questions - So What? Now What?

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Trend: The Digital Enterprise

Outcome: IT as Transformation Partner

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