

Evolving from Control to Enablement: A Change Management Journey

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W I I F M

Importance of Change Management

Being a Change Enabler

Focus on Business Outcomes



What Does it Look Like

Show the Value

Commerce Bank

Kansas City, Missouri



Business/Customer Expectations

FAST



DAZZLING



Business Strives to work at the “Speed of Google” and Technology is the Underpinnings of Game Changers

Stability and Reliability



I.T.'S All about the business

Computer World (Struggling Companies Turn to Business-savvy IT Pros)

“You must understand the business to drive it forward,”

IBM (The New Voice of the CIO)

...IT functions represent the lifeblood of most business

The Real Business of IT

“...the issue is not about cost – it’s communication”



IT Integral to the Business

- No Longer Just about Keeping the Blinking Lights Flashing
- No Longer Just about Making Sure Nightly Batch Processes Run
- No Longer Just a Data Entry Platform

IT Applications and Systems are an Integral Part of how the Business:

- Generates Revenue
- Gains a Competitive Advantage
- Manages and Controls Cost
- Responds to Regulatory Changes
- Delivers Customer Satisfaction



So, What About Change Management?

Evolution of Change

Autocratic Change

← 80's

- Centralized
- Controlling
- Rigid
- Risk Adverse
- Defensive
- Once a Month (Infrequent)



Change Control

90's

- Centralized
- Preventative
- Managing the Risk
- Bi-Monthly (Planned/Scheduled)



Change Enablement

00's

- De-centralized Ownership
- Enabling
- Managing the Risk
- Daily (Flexible/Agile)



Power of Positive Publicity



Daily Technology Update

TUESDAY, MAY 28, 2013

RBS' Mobile App Disrupted by IT Issues

For at least the second time this spring, divisions of the Royal Bank of Scotland Group were affected by a mobile banking outage caused by an IT glitch.



What's in it For the Business



Potential Revenue at Risk

Year	Total Revenue	Annual Business Hours	1hr of Revenue	MTTR	SEV1's	MTTR Business Exposure	Potential Total Revenue at Risk	% of Total Revenue at Risk
2009	\$1,000,000,000	8,760	\$114,155	9:27:00	67	\$1,090,183	\$73,042,237	7.30%
2010	\$1,000,000,000	8,760	\$114,155	6:03:00	43	\$684,932	\$29,452,055	2.95%
2011	\$1,000,000,000	8,760	\$114,155	3:33:00	26	\$405,251	\$10,536,530	1.05%
2012	\$1,000,000,000	8,760	\$114,155	1:42:00	24	\$194,064	\$4,657,534	0.47%



Factors Driving Adoption

- Regulatory
- Continuous Operations
 - Size and Complexity of Applications & Infrastructure
 - Demands of IT from the Business
- Tolerance for Risk
- Speed to Market

The Days of Old are Gone

So What's Next?



Utilizing a Change Management Tool

Why ISPW?



One Vendor
One System to Learn
One System to Support
One System to Train

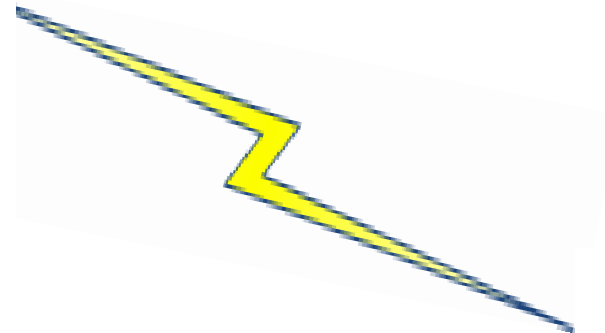
Why ISPW?

Windows
AIX
Linux
HP/UX
Sun
Solaris



Production

All Mainframe
No MIPS

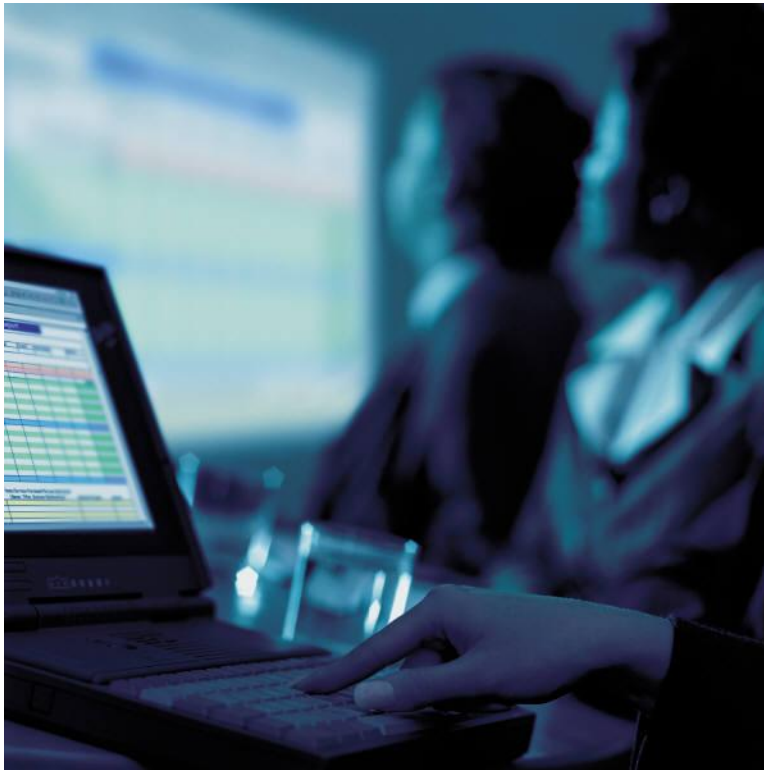


**Disaster
Recovery**



Automatically Mirrored
Stable Proven Environment

Why ISPW?



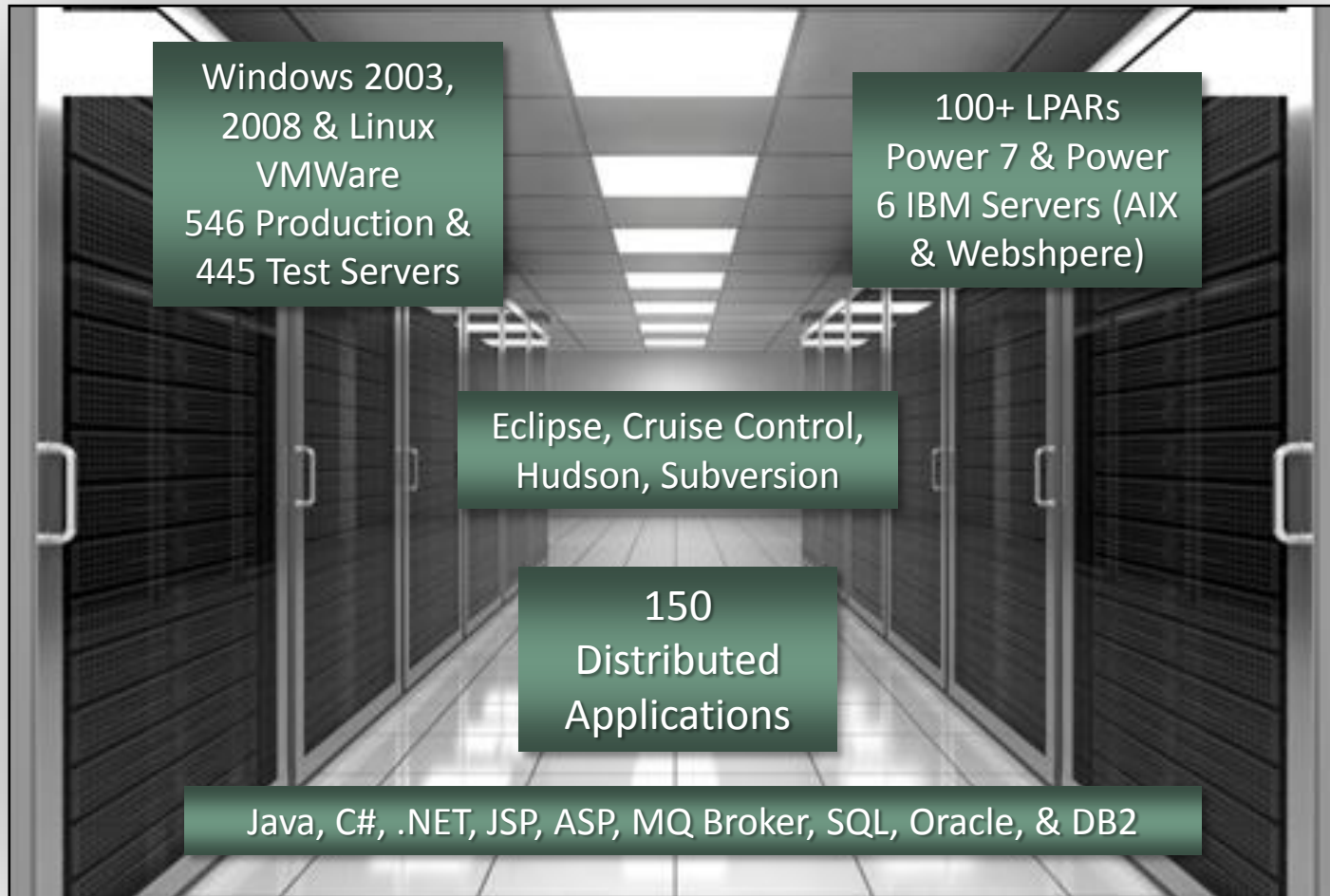
Informative Presentations
All Questions Answered
Excellent References



Mainframe Environment



Distributed Environment



Two Choices?

- Gather Requirements
- Don't Assume Current System is Meeting all Requirements
- Question Status Quo (Revisit Processes)

Project
Management



Shotgun
Approach

- Don't try to do all Customization Up Front
- Convert Small Subset of Applications
- Use Phased Approach
- Break into Logical Groups Based on Requirements

Two More Choices?

ISPW

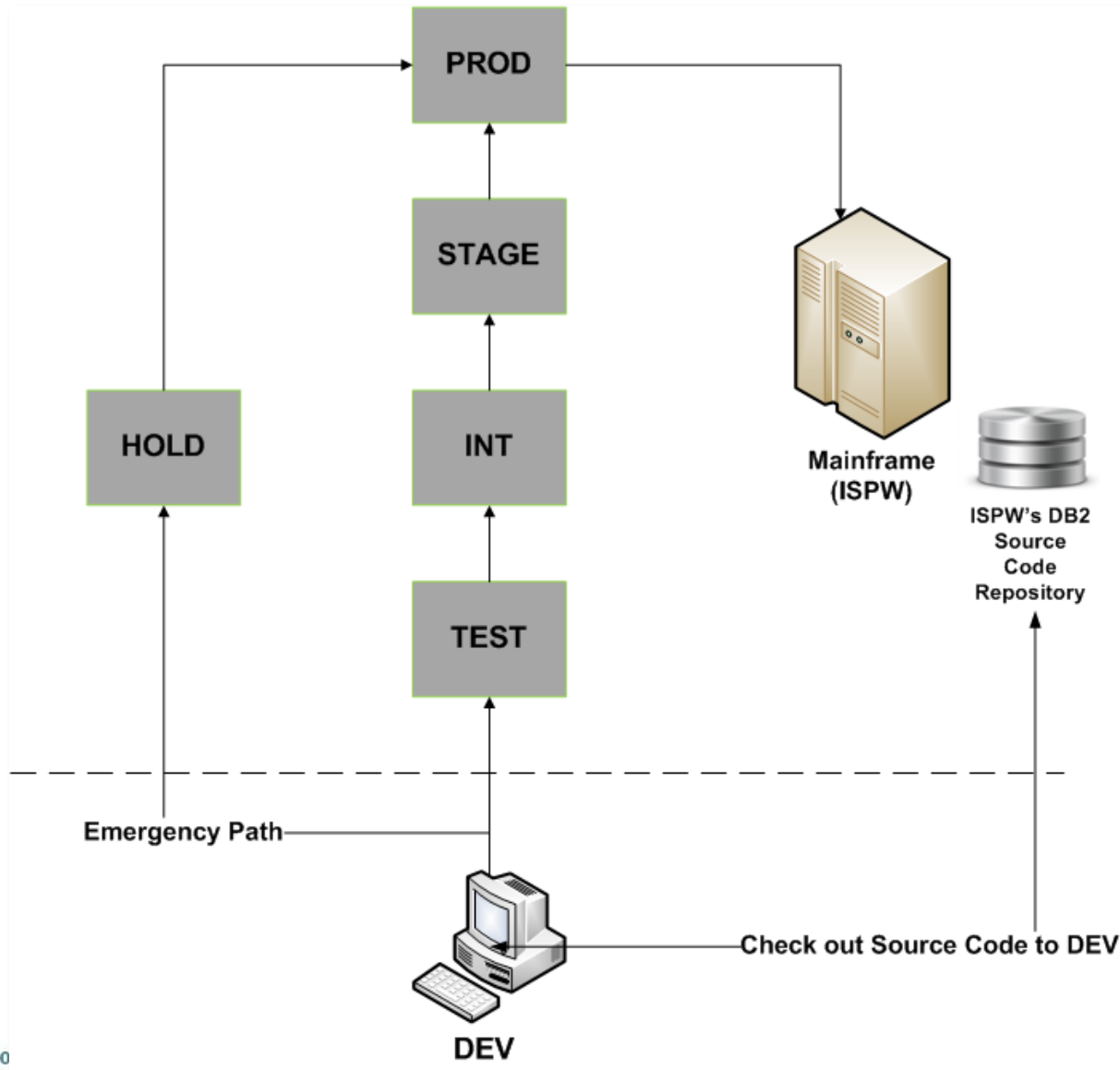


Source Code
Control

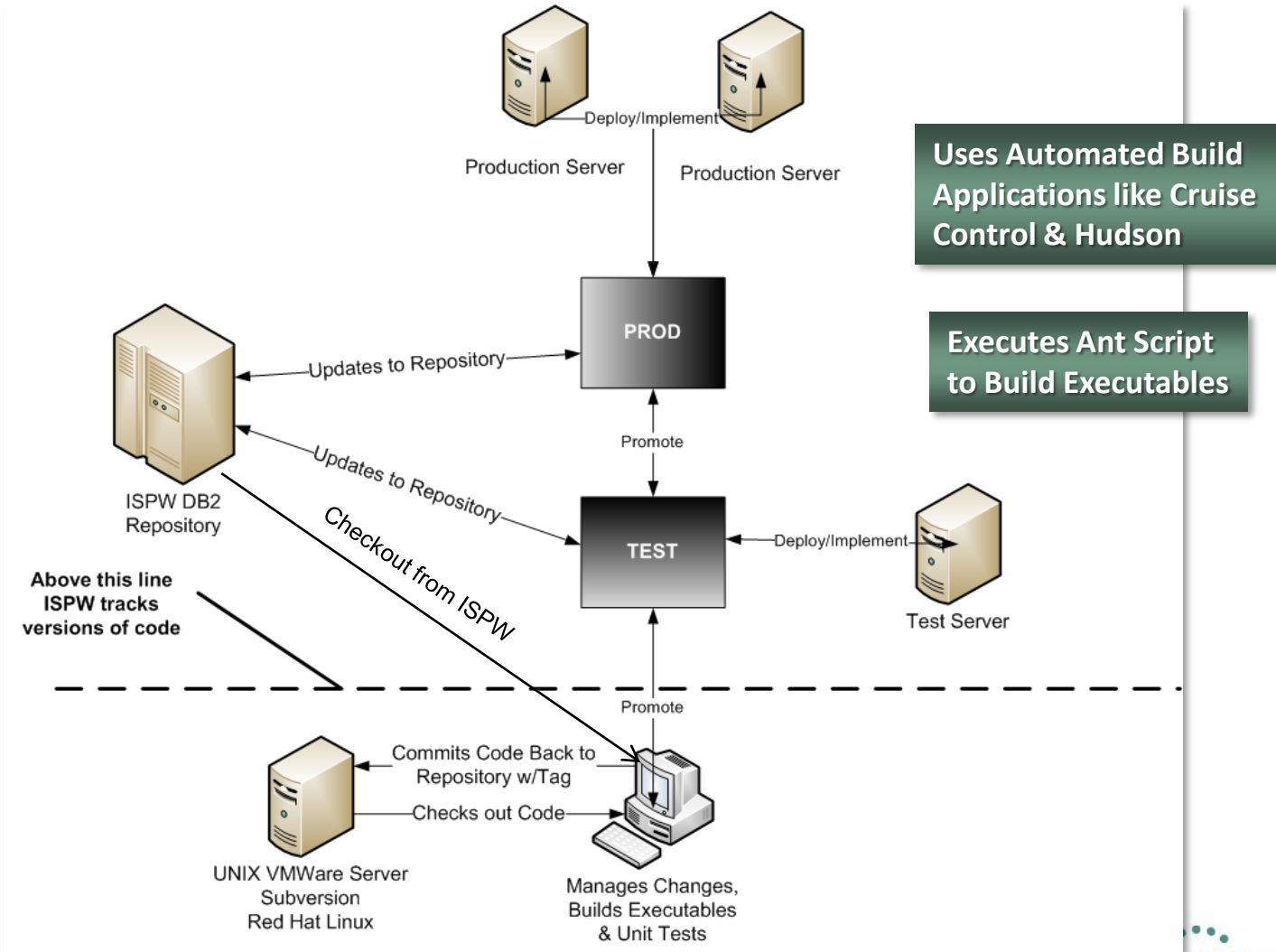
Subversion

- CollabNet Subversion
- Redhat Enterprise 5 (Linux)
- Access Controlled by AD Groups
- Partitioned by Application
- Each application has a Non-secured and Secured Repository

Standard Mainframe Development Cycle



Standard Distributed Development Cycle



Agile change control

Enabling Change to be Responsive to Business Needs

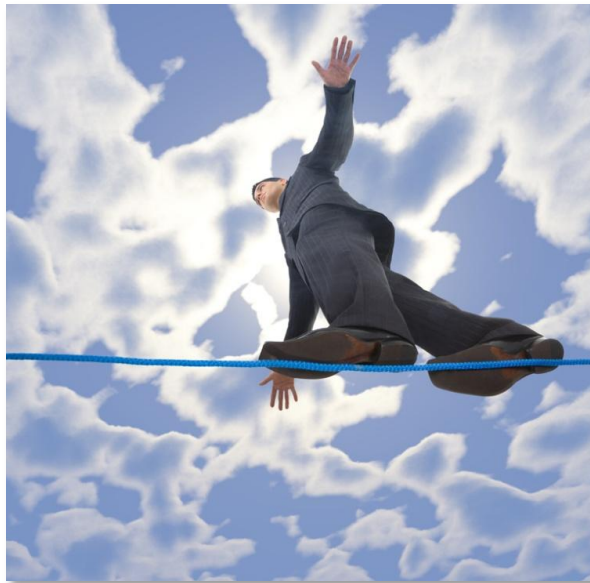
- Change Happens Rapidly at Commerce
- Over 50,000+ Business Enhancing Changes since 2005
- Changes are Read, Assessed, Approved, and Implemented Daily

Creates

- Accountability
- Visibility

Business

- Reliability
- Stability



Read and Approve Changes

Change Control Console

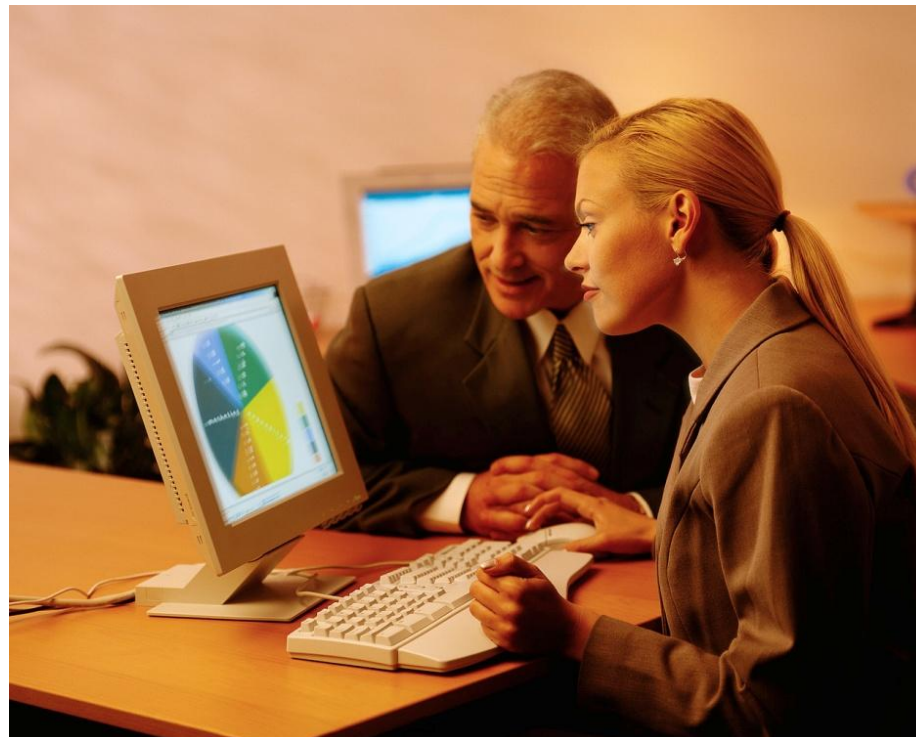
- ISPW supplied a DLL to Return Set Information to ISPW
- Created a COM+ Application to Manage DLL Supplied by ISPW

Creates

- Accountability
- Visibility

Business

- Reliability
- Stability



What Metrics?

Measurements Drive Behavior

- Number of Changes
- Number of Incidents
- Number of Emergency Changes
- Number of Unsuccessful Changes
- MTTR
- Problem Analysis



Demonstrating Agility

2011		
Risk	# Chgs	% of Total
Low	4365	80%
Medium	987	18%
High	122	2%

2012		
Risk	# Chgs	% of Total
Low	4937	80%
Medium	1088	18%
High	171	2%



Demonstrating Stability

SEV1's		
Year	% Chg	Trend
2006	47%	↓
2007	47%	↓
2008	24%	↓
2009	12%	↓
2010	12%	↑
2011	40%	↓
2012	8%	↓

MTTR		
Year	% Chg	Trend
2008	6%	↓
2009	47%	↓
2010	37%	↓
2011	18%	↓
2012	57%	↓

W I I F M

Importance of Change Management

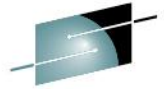
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SHARE
Technology • Connections • Results

