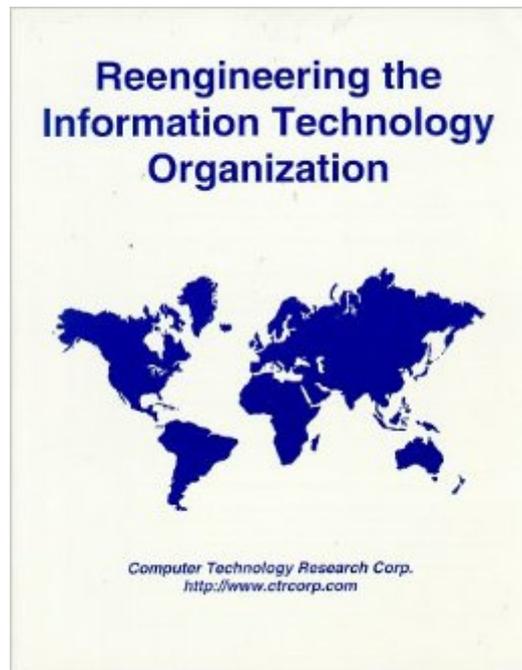


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Reengineering The Information Technology Organization



Synopsis

Reengineering within the context of the information technology (IT) function of an organization is examined in this CTR report. The report helps IT managers determine the need for reengineering various aspects of IT and develop successful reengineering strategies that are aligned with business goals. The hardware, software, and network concerns of IT are all addressed. Why Reengineer IT? Reengineering has penetrated many aspects of the traditional organization, and information technology (IT) has been the chief enabler of most reengineering initiatives. Throughout the reengineering process, however, many organizations' IT operations themselves have changed their business processes little. As a result, the application backlog still exists, networking lags far behind, and assistance to end users is less than adequate. CTR's Reengineering the Information Technology Organization report addresses the shortcomings of the IT operation as advanced technology provides opportunities for reengineering. The report defines reengineering as it applies to the IT function of an organization, helps determine the need to reengineer various aspects of IT, suggests reengineering projects for IT, and assists in formulating a reengineering plan for IT management. The hardware, software, and network concerns surrounding the successful reengineering of IT are all addressed. Reengineering Defined Reengineering the Information Technology Organization provides an analysis of reengineering and the role of IT, the critical issues surrounding the technology, and statistics on the progress and results of reengineering efforts. Potential efficiencies and cost savings of reengineering IT are explained for managers who must determine a business rationale for reengineering plans. The report explores the management advantages and disadvantages of reengineering the IT organization. The IT Organization Explored Reengineering the Information Technology Organization describes the current state of the IT function and explains how IT is expected to evolve in the future. The current IT operation in many organizations has lost a significant amount of influence over the last decade, primarily because it failed to adequately support the organization during a time of much technological change. The report reviews how today's IT operation can be reengineered to once again deliver on its mission. The report also examines the ways in which the use of information, and hence the IT function, is changing. The role of IT must continually adapt to take advantage of technological innovations; the report outlines how to develop a reengineering effort which takes future developments into consideration. Technical Aspects of Reengineering IT Explained Reengineering the Information Technology Organization analyzes the potential areas for reengineering within the IT shop, such as the network, the development of software, and the help desk. Computer networks have gradually grown within companies, generally without much specific planning. The report discusses how an

organization might consider reengineering to prepare for an enterprisewide network. The need to deliver custom applications in a timely manner is one of the greatest challenges facing IT shops. The report discusses how higher-quality information can be delivered to users without the delays of the traditional application development cycle. As the use of personal computers (PCs) and their wide variety of software continues to proliferate among end-users, IT shops are struggling to keep up with the demand for technical support services. The report discusses ways the support function can be reengineered to provide better assistance at lower costs.

Application Issues There are many software applications beginning to experience widespread use that have the potential to assist in changing or reengineering the IT function and mission. **Reengineering the Information Technology Organization** examines the many applications for IT functions which are just beginning to emerge. The report evaluates some of these applications and speculates on how they will affect IT. An IT organization must constantly investigate new products and test any relevant products in-house. In a proactive IT shop, at least several new products should be under consideration at any one time.

Strategic Planning for IT Reengineering the Information Technology Organization provides valuable guidelines for planning and implementing a reengineering project for the IT organization. The report explains how to evaluate and select potential projects, determine the technical and business need of each project, and successfully implement the chosen plan of action. Improvement does not conclude at the end of a successful reengineering effort. A reengineered IT process usually requires some fine-tuning to reach the planned level of efficiency. Therefore, the report also describes how to combine reengineering with continuous process improvement (CPI) and total quality management (TQM) to ensure an efficient IT organization.

Who Should Read This Report? This report is intended for IT managers, line and staff managers, and executives who are responsible for utilizing electronic information and other computing resources as a part of a strategy for improving all aspects of an enterprise's performance. The report provides comprehensive explanations of the technology, the hardware and software standards and techniques, and the management strategies associated with reengineering the IT organization.

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It's a wonderful book, but it is not for a novice in IT or in Reengineering... This can be a good help to learn more about theme but not to start

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