Massachusetts Institute of Technology

IS&T Transformation Strategy: Enabling the 2020 Vision for IT@MIT

IS&T “All-Hands” Meeting
February 11, 2015

Future of IT @MIT

Agenda

- Welcome
- What this is (and is not)
- Our truly amazing opportunity
- My expectations of you
- Transformation plan (structure, processes & infrastructure)
- Organizational agility
- Q&A
- Transition and change management plans & timelines
- Q&A

Over the next two weeks, we will communicate IS&T's transformed organization structure.

1. Individual meetings (Feb 12–13)
2. Team meetings (Feb 17-18)
3. Group meetings to review the full organization chart and answer questions (Feb 19)

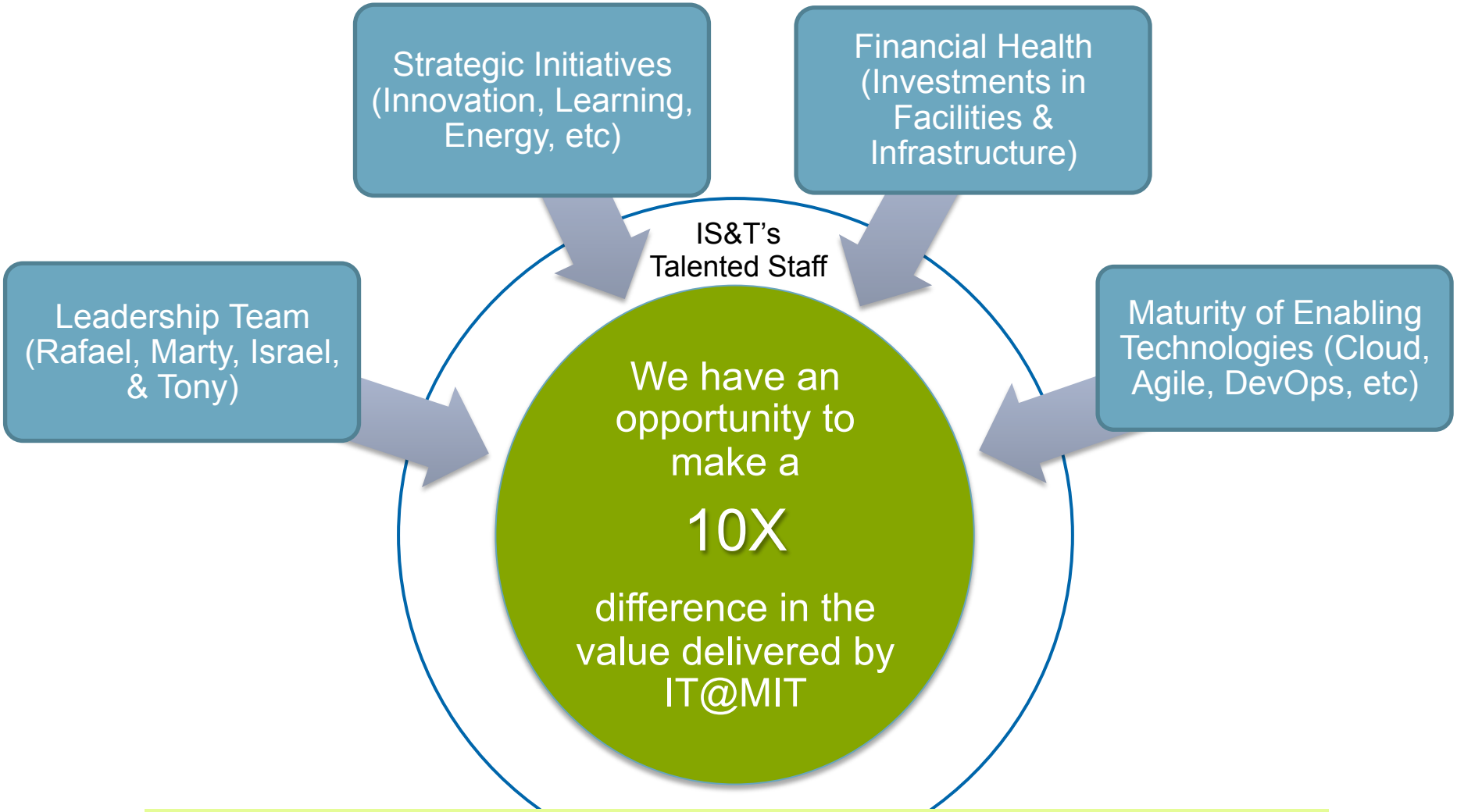
February 9	10	11	12	13
Snow Day	Snow Day	All Hands Meeting	Individual Meetings	

February 16	17	18	19	20
Holiday	Team Meetings	Team Meetings Org Chart Available	Group Meetings: Emerging, Enabling, Planning & Admin	

A Refreshing Departure from Past Experiences

- We scored BIG with our transformation PoCs
  - Sr leaders & stakeholders like what they saw – and have pledged their support
- They understand that this is NOT a typical "reorg" – it's a transformation
- It's also NOT about downsizing, layoffs, or budget reductions
  - Everyone is needed, and everyone will have opportunities to play important roles
- It's a strategic multi-dimensional transformation – a transformation involving urgently needed transitions to:
  - An agile-oriented structure;
  - Agile-oriented processes & methodologies;
  - Agile-oriented architectures & infrastructure; and
  - Agile-oriented mindsets & behaviors
- Simply put, it's about taking IS&T systems & services to the "next level" – a 10x leap forward

We are Positioned Well to Seize this Truly Amazing Opportunity



If we handle this right, we will be creating an entirely new agile-oriented operating model for IT@MIT – an innovation in the delivery of IT services for research institutions – and a transformation which everyone will be deeply proud to have been part of.

My Expectations for all IS&T Staff:

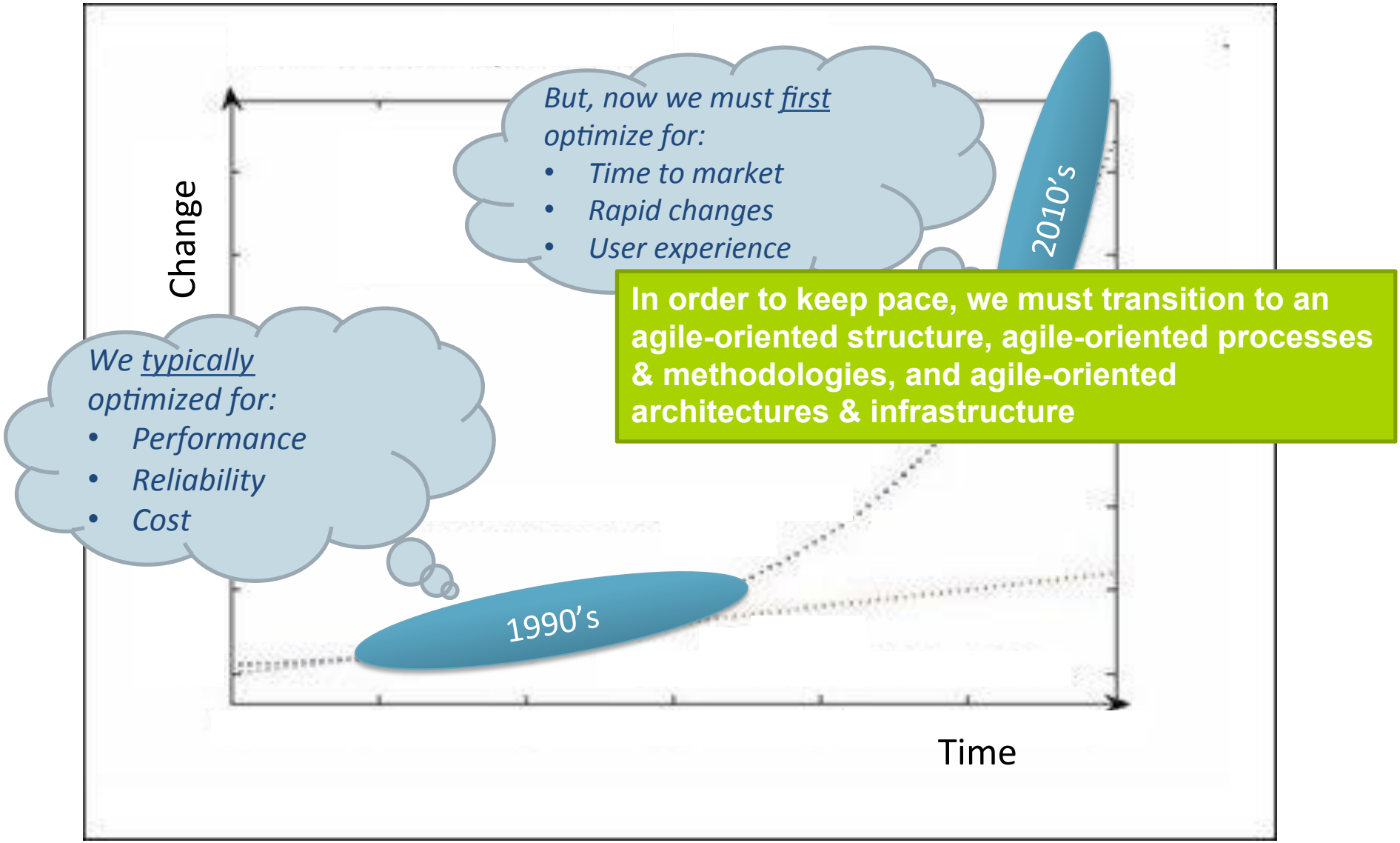
- Your head & heart will be “all in”
- You will help champion the transformation & strategic urgency
- You will be willing to embrace agile-oriented mindsets & behaviors
- You will become fully-engaged in helping to realize the 2020 vision for IT@MIT

What You Can Expect from Me:

- My head & heart will be “all in”
- I will champion the transformation & strategic urgency – expanding buy-in and support from key stakeholders at all levels throughout the Institute
- I will strive to anticipate & breakdown barriers that might hinder our progress
- I will give you my full support as you embrace the transformation

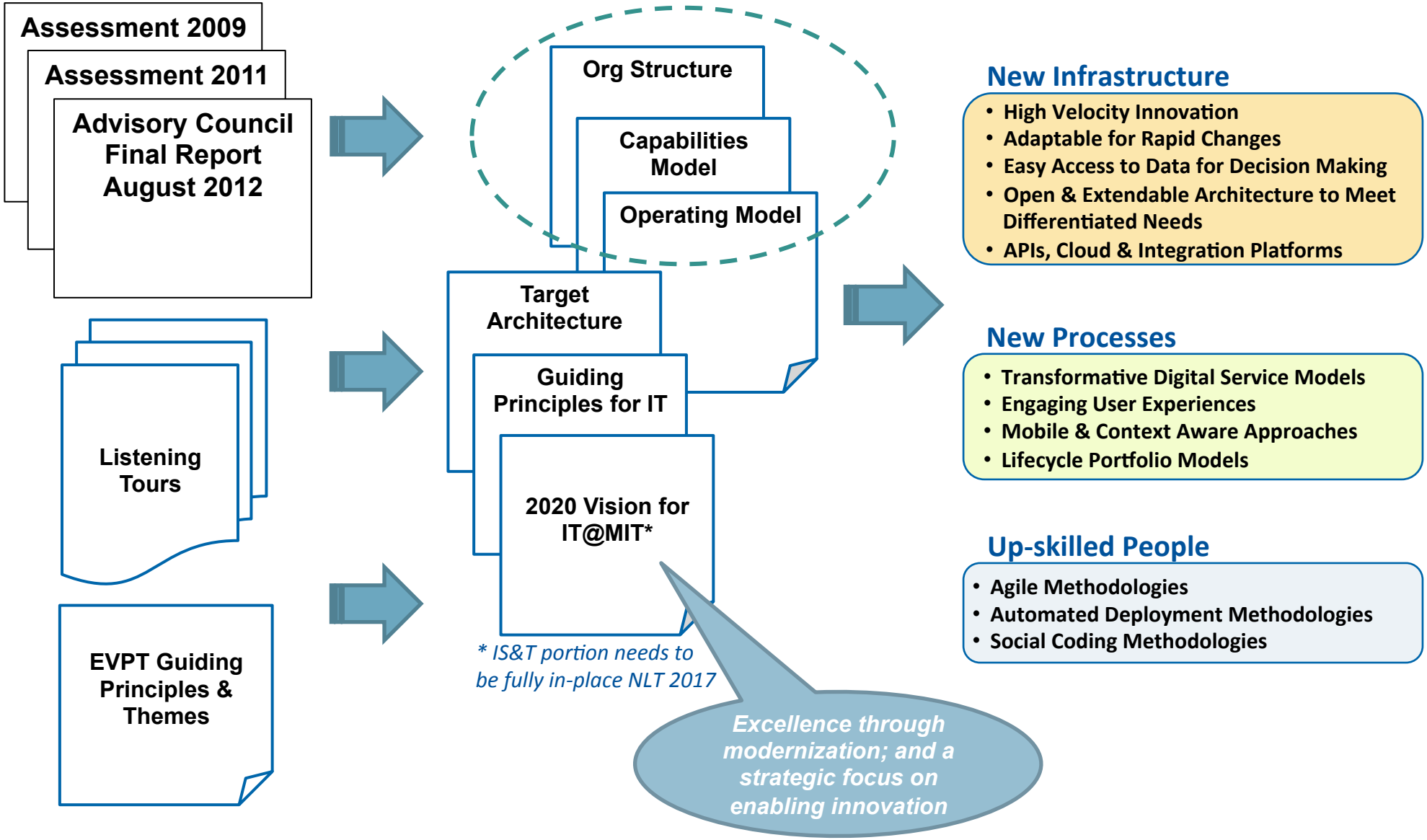
The IT Context has Changed

The Pace of Change Seemed Somewhat Linear in the Past – but its Exponential Nature is Now Clearly Apparent



Planning Process

Assessment of Institute's Needs: Drove convergence on a vision, guiding principles, target architecture, new operating model, new capabilities model, & new org structure



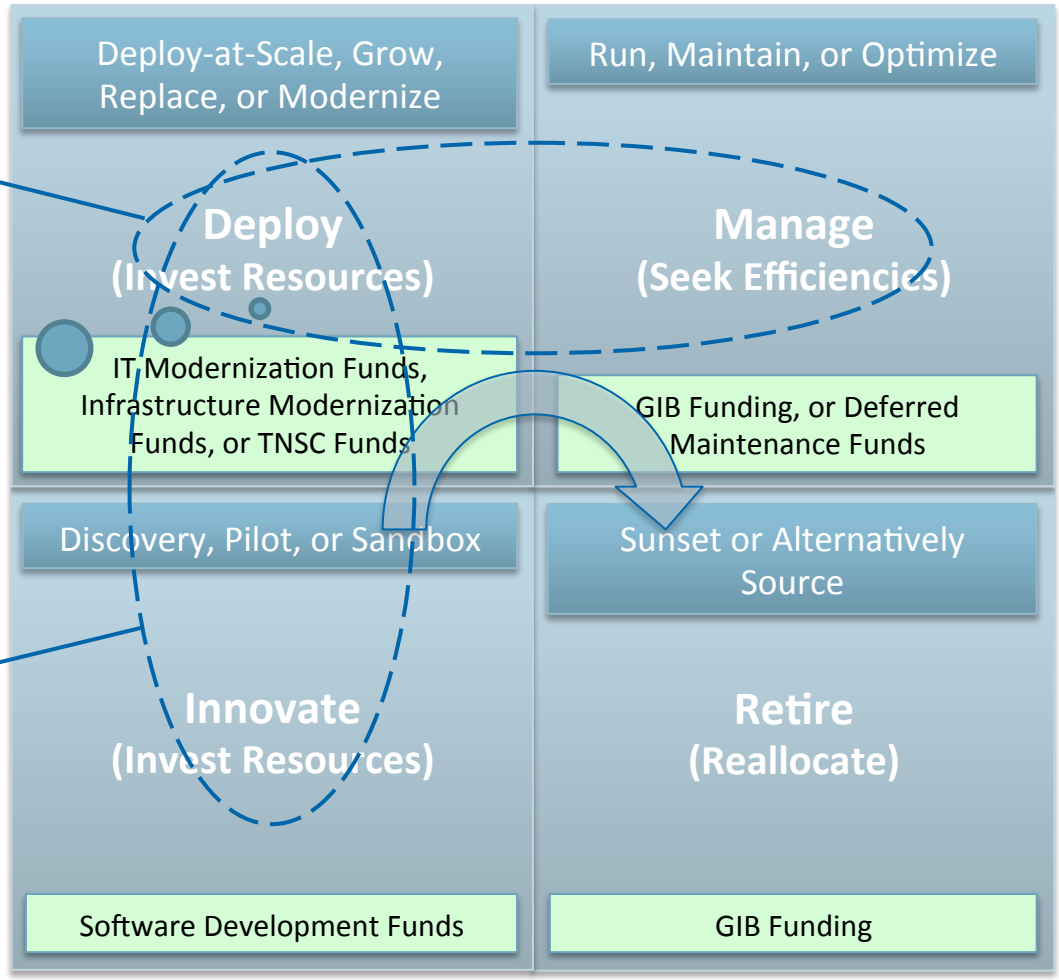
New Operating Model

New Operating Model

Enabling Services
- Cloud & API-centric Architectures
- Open & Extendable Platforms
- DevOps Culture**
- Data & Code Repositories

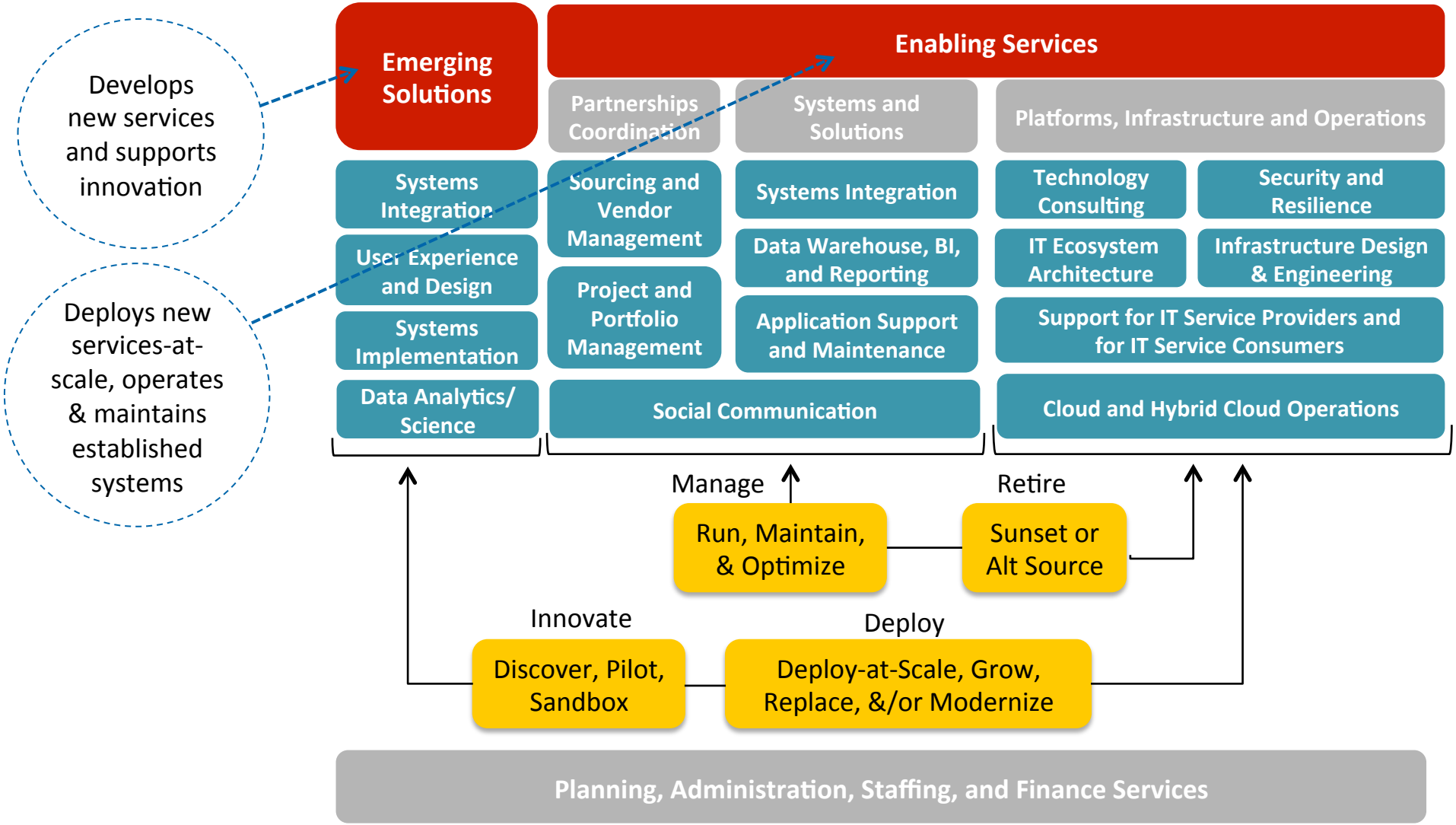
Handoff to Enabling Services frees-up the Emerging Solutions team to focus on next round of innovation

Emerging Solutions
- Work with Innovation Teams*
- Fast Track Agile Methodologies
- Focus on User Experiences
- Leverage Platforms



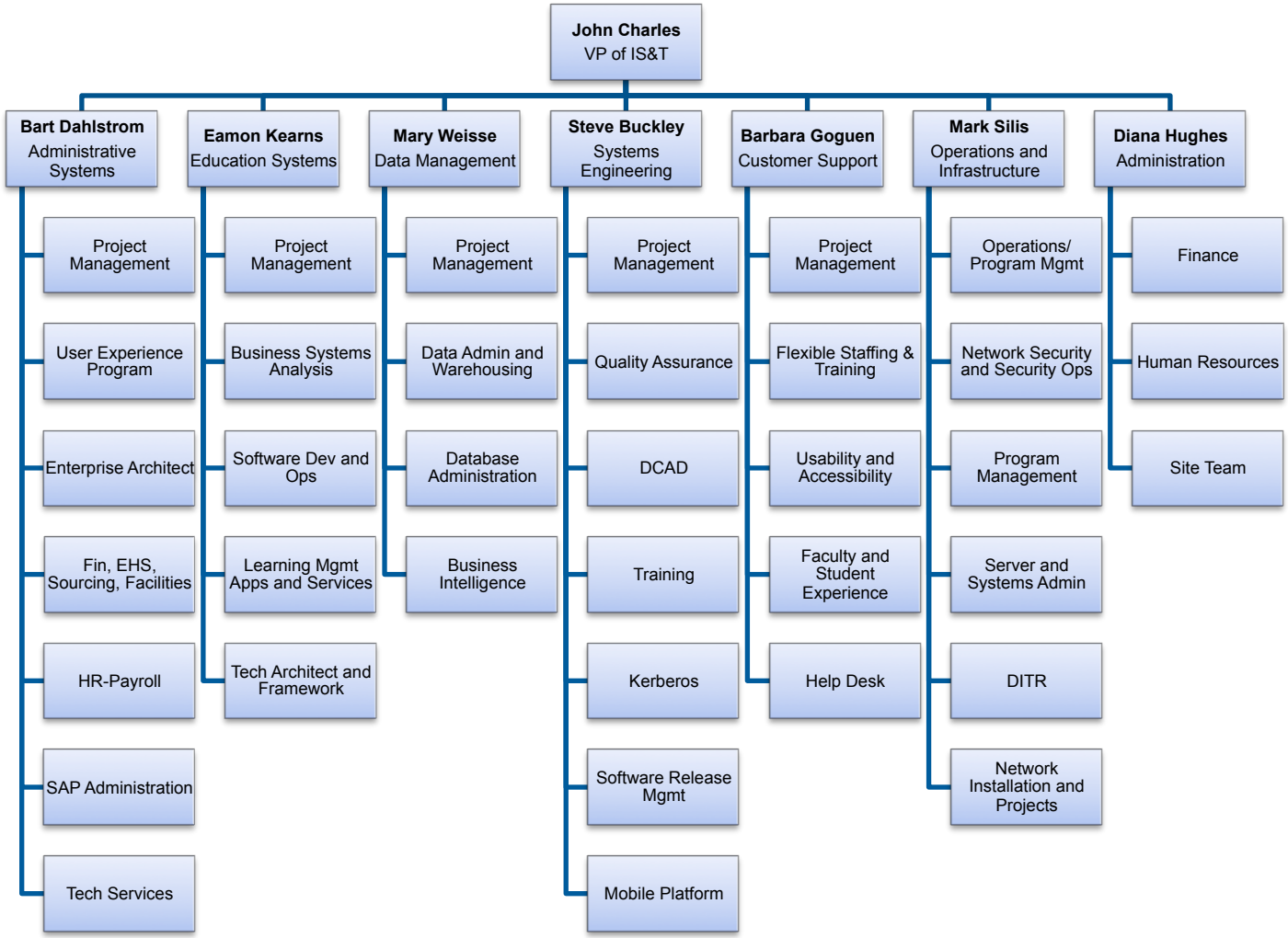
* Cross-functional innovation teams
** Rapid deployment-at-scale

Required Capabilities for IS&T: Support the work of innovation teams, enable rapid deployment of new services, and drive operational excellence across all systems and services

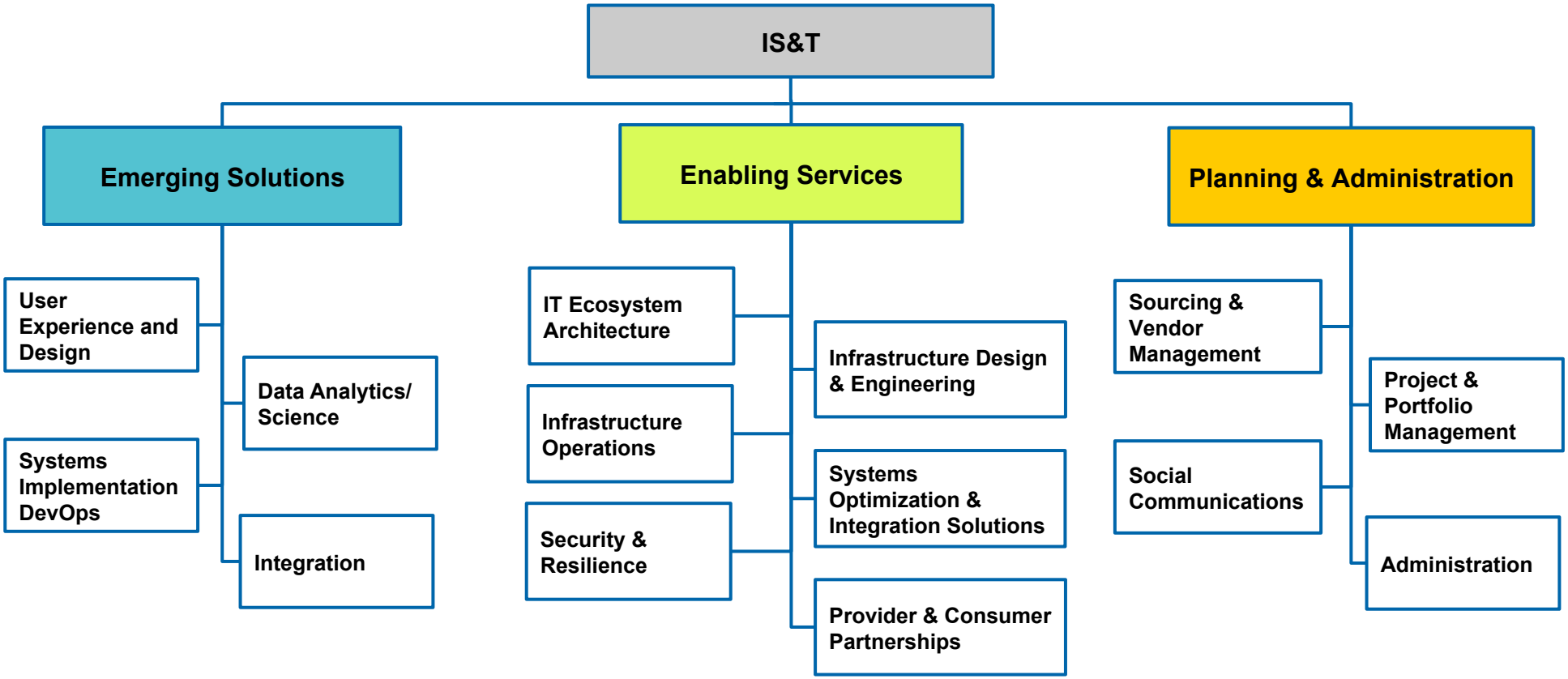


Transforming IS&T Team Structures

Current IS&T Organization: Divided into 7 groups with 37 teams



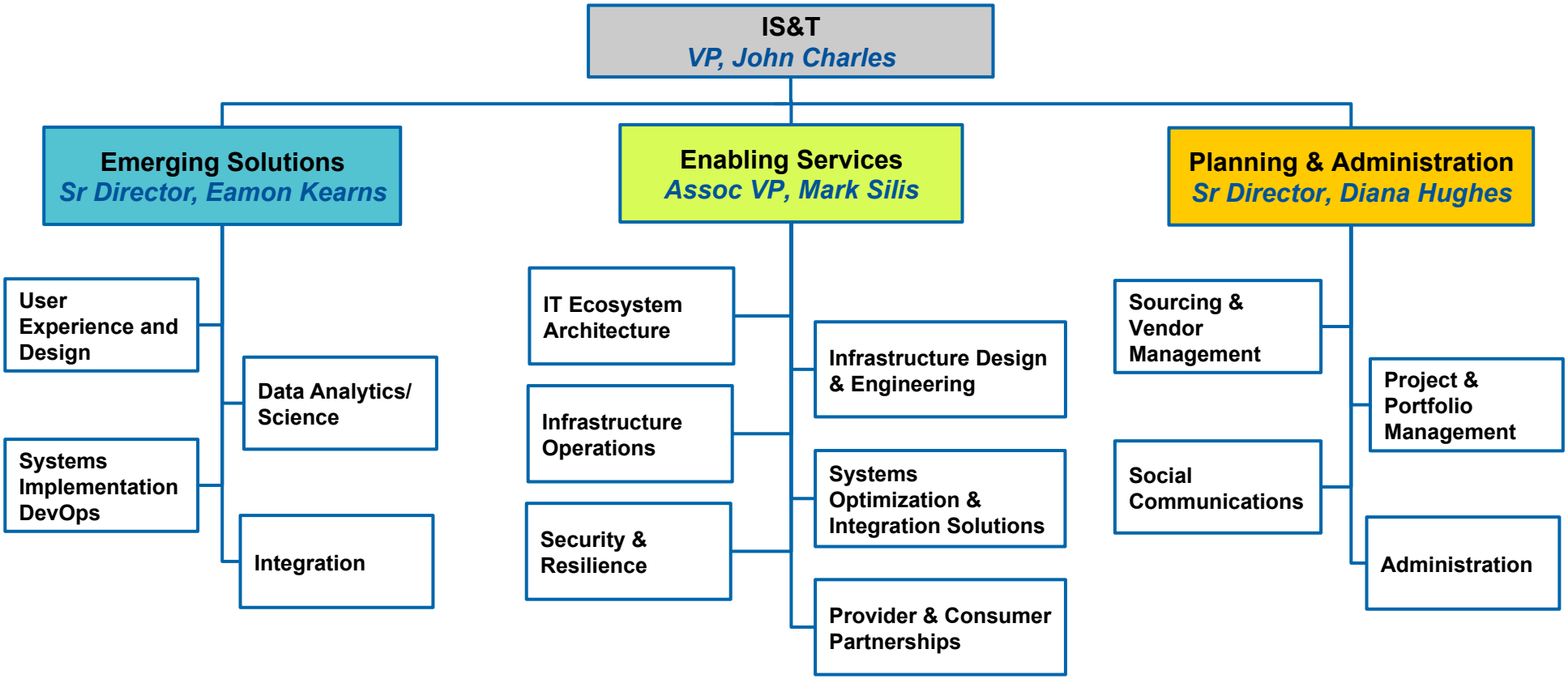
New IS&T Organization Structure: Consolidated into 3 “capability” groupings with 14 teams



Agility-Oriented Operating Model: Designed for Speed – Strategic Urgency

Emerging Solutions	**Mission** - Collaboration with innovation teams to create new services	*Rapid iterative-experimentation is a built-in principle, along with agile methodologies & platform-thinking*
Enabling Services	**Mission** - Rapid deployment of new services, operational excellence, and enabling & nurturing the IT@MIT ecosystem	*Platform-thinking is a built-in principle, along with DevOps, agile methodologies, open & extendable API-centric architectures*
Planning & Administration	**Mission** - Project & portfolio management support, vendor management, staffing & financial planning	*Fostering agility-oriented approaches, programs & practices is a built-in principle*

New IS&T Organization Structure: Consolidated into 3 “capability” groupings with 14 teams



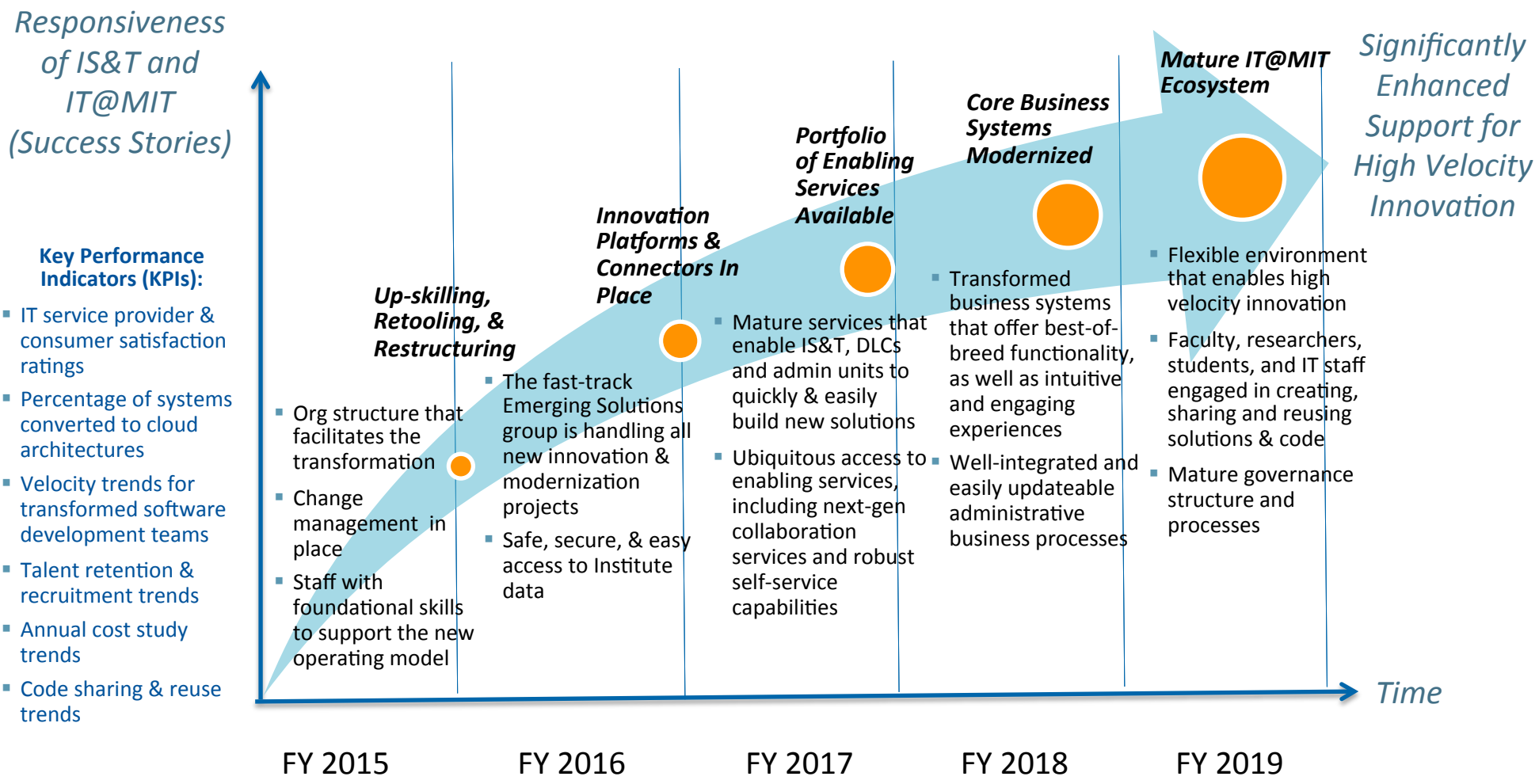
“Bridging” Strategy for Managing Risks & Workloads

"Bridging" Strategy

Risk Descriptions	Mitigation Strategy
Capability Risks • Competency gaps • Capacity shortfalls • Velocity challenges	• Provide flexible & comprehensive training and professional development activities • Recruit appropriately skilled & experienced talent to fill staff vacancies • Use consultants (& temp help) to fill near-term competency & capacity shortfalls
Operational Risks • Service interruptions • Conflicts with previous commitments • Persistent use of aging & duplicative infrastructure	• Staff-up to backfill staff for transformation tasks while pressing forward with approved roadmaps and steady-state operations • Leverage ITGC processes to affect retirement of legacy infrastructure

Transformation Roadmap

Transformation Milestones



Importance of Organizational Agility

Fostering Agility-Oriented Mindsets & Behaviors

We need each individual to fully embrace the Vision, Guiding Principles, and KPIs – thereby aligning everyone's efforts along the same vector of thrust – and making it safe and powerfully productive & rewarding for each individual to:

Be Proactive

- **Initiate** – Actively search for opportunities to contribute to organizational success and take the lead in pursuing those that appear promising
- **Improvise** – Devise and implement new and creative approaches to pursuing opportunities and dealing with challenges

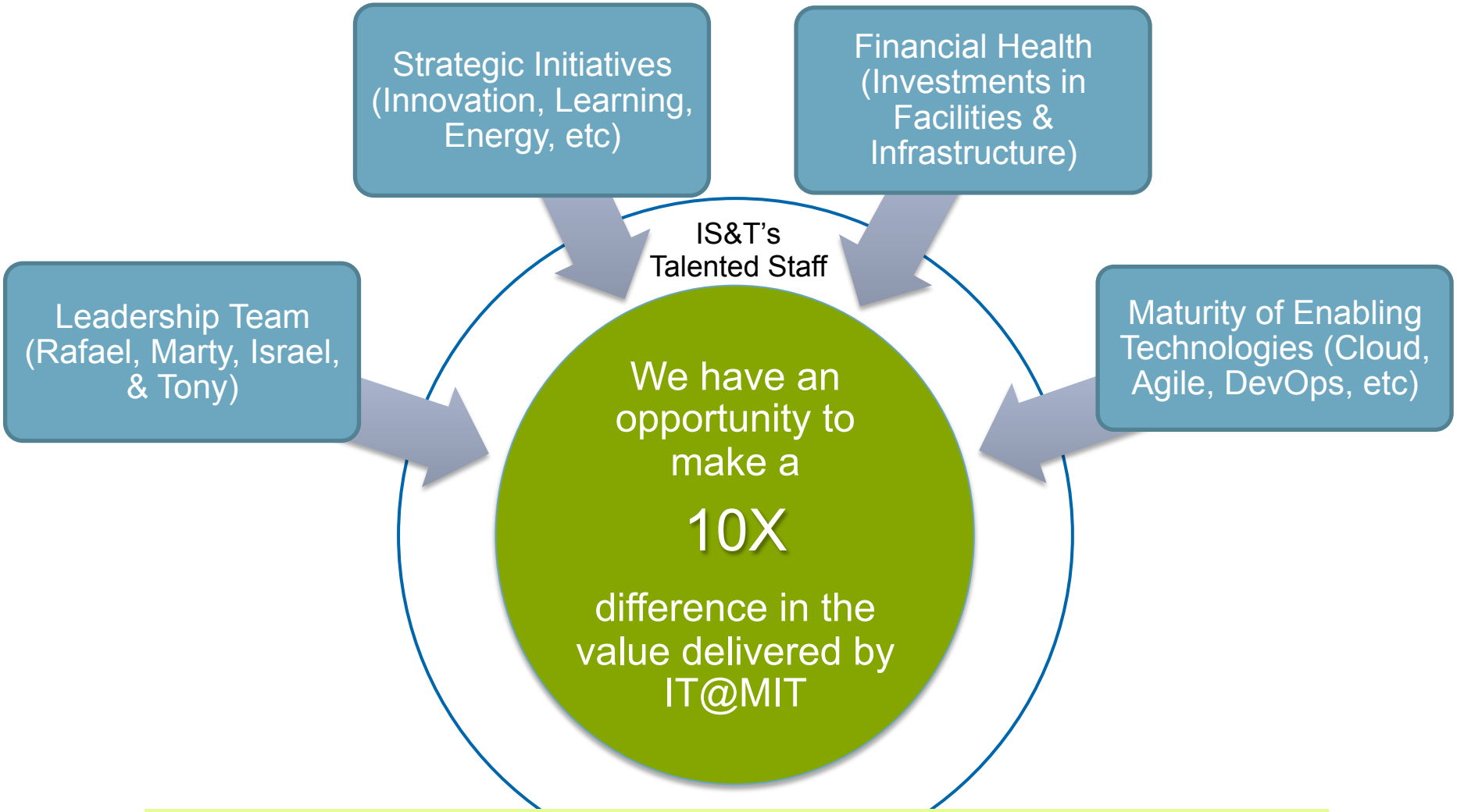
Be Adaptive

- **Assume multiple roles** – Perform in multiple capacities across levels, projects, and organizational boundaries (often simultaneously)
- **Redeploy rapidly** – Move quickly from role to role
- **Spontaneously collaborate** – Engage often and easily with others with a singular focus on task accomplishment

Grow & Share

- **Learn** – Continuously pursue the attainment of proficiency in multiple competency areas (eschewing overspecialization and complacency)
- **Educate** – Actively participate in the sharing of information and knowledge throughout IS&T, as well as with our partners and collaborators

We are Positioned Well to Seize this Truly Amazing Opportunity



If we handle this right, we will be creating an entirely new agile-oriented operating model for IT@MIT – an innovation in the delivery of IT services for research institutions – and a transformation which everyone will be deeply proud to have been part of.

My Expectations for all IS&T Staff:

Are you willing to help make this transformation a resounding success for IS&T and IT@MIT?

If "yes":

- ✓ Your head & heart will need to be "all in"
- ✓ You will need to help champion the transformation & strategic urgency
- ✓ You will need to be willing to embrace agile-oriented mindsets & behaviors
- ✓ You will need to become fully-engaged in helping to realize the 2020 vision for IT@MIT

I'm looking forward to working with all of you to transform IS&T and the future of IT@MIT.

Thank You. Questions?

Overview of Transition and Change Management Plans & Timelines

IS&T senior leadership has several key activities planned and underway to support you during this transition period.

- These activities relate to:
  - Developing new and revised position descriptions with industry leading titles
  - Aligning current staff to the new IS&T organization
  - Planning for change and communications to keep you informed
  - Preparing for transition to the transformed organization
  - Identifying training and professional development activities
  - Planning to recruit additional staff where we have vacancies

Over the next month we will be transitioning staff to the new organizational model. All staff will have a role in the new organization.

- In the coming days and weeks you can expect:
  - Meetings to discuss changes to roles (this week and next week)
  - Group meetings to discuss how the new organization will work (next week)
  - Access to the new IS&T org chart (next week)
  - Working with new managers and teams to establish new ways of working
  - Establishing a Change Management Team to help plan for the transition of responsibilities (next month +)

As part of the transformation effort, an IS&T Change Management team has been put in place.

- The Change Management team members are:
  - Staff in the organization who will help **drive change and a new culture**
  - Subject matter experts to represent the **specific needs of team(s)** within IS&T
  - **Liaisons to key stakeholders** in the MIT community
  - **Coaches and guides** to our IS&T colleagues
  - Ambassadors and a **positive voice** for this change throughout IS&T and MIT

The Change Management Team has certain roles and responsibilities during the transition.

- Their roles/responsibilities are to:
  1. Review proposed changes to ensure there are no significant gaps
  2. Assist IS&T leadership with communications related to upcoming organizational changes
  3. Help staff with their transition to new roles and responsibilities (where appropriate)
  4. Ensure operational integrity of current IS&T efforts underway during the transition period

Emerging Solutions	Enabling Services	Planning & Administration
• Eamon Kearns • Chris Giles • Derek Jaeger • Stephen Turner • Hao Wen	• Mark Silis • Sherene Aram • Marco Gomes • Myra Hope Eskridge • David LaPorte • Patricia Sheppard • Taeminn Song • Oliver Thomas • Garry Zacheiss	• Diana Hughes • Sharon Clarke • Amy Parker • Douglas Walsh

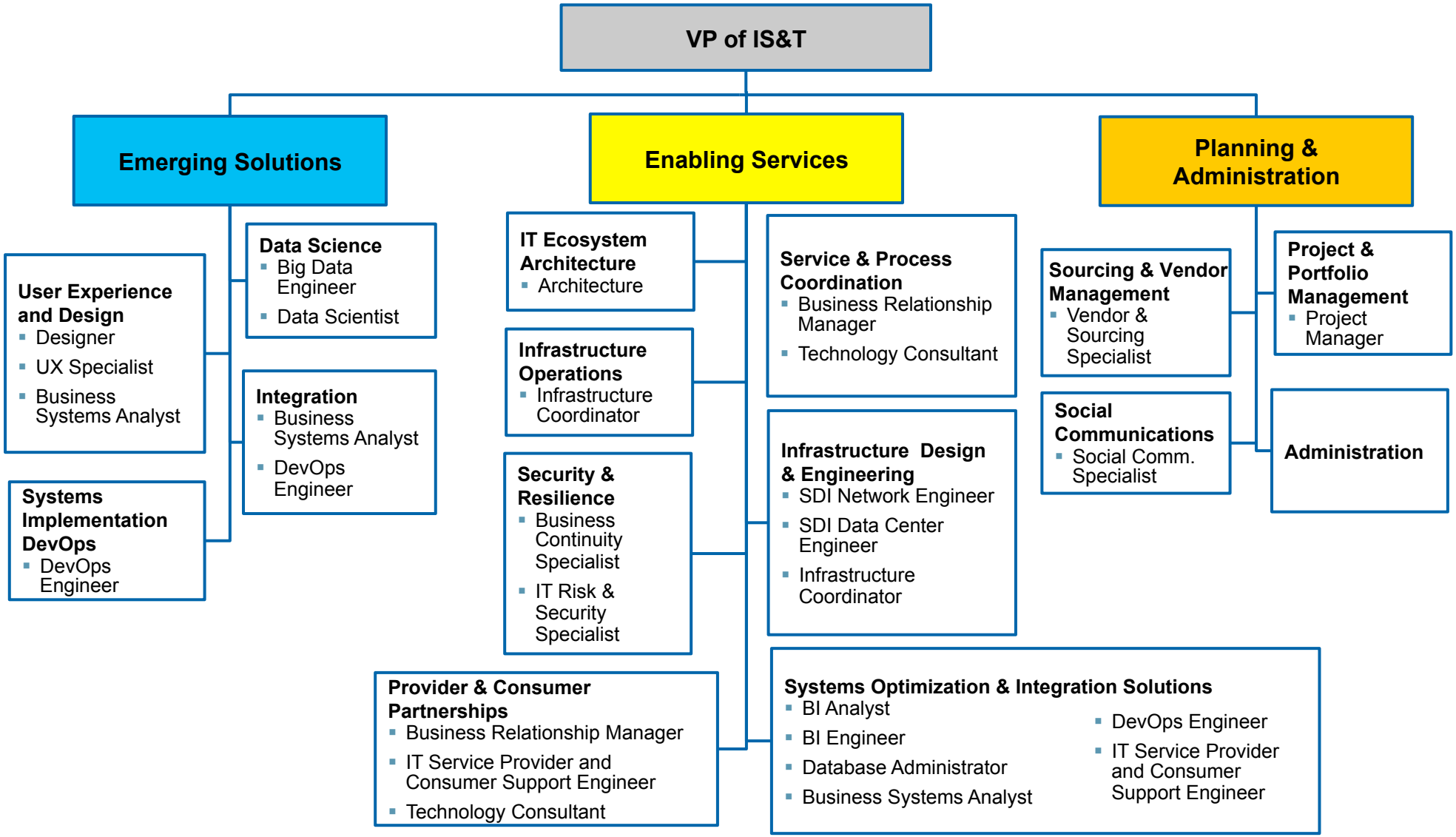
Additionally, as part of the transformation effort, new IS&T position descriptions have been developed. New positions include:

Emerging Solutions
Big Data Engineer
Business Systems Analyst
Data Scientist
DevOps Engineer
Designer
UX Specialist

Enabling Services	
IT Service Provider and Consumer Support Engineer	SDI Data Center Engineer
BI Analyst	SDI Network Engineer
BI Engineer	Technology Consultant
Business Continuity Specialist	Database Administrator
Business Relationship Manager	DevOps Engineer
Business Systems Analyst	Architecture
IT Risk & Security Specialist	Infrastructure Coordinator

Planning & Administration
Project Manager
Social Communications Specialist
Vendor and Sourcing Specialist

New IS&T position descriptions will be aligned in the following way across the organization.



Over the next few weeks, the Change Management Team will be working with staff on a variety of transition related activities.

High Level Timeline

Week of Feb 9	Week of Feb 16	Week of Feb 23	Week of March 2	Week of March 9	Week of March 16
• All Hands meeting • Individual meetings	• Team meetings • Group meetings – Enabling, Emerging, Planning & Admin • Transition period starts February 19 • Org chart available	**Transfer of Responsibilities**			• Transition period ends March 19 • Go-live with organization 1.0
		Ramp up New Responsibilities			
		Identify Learning and Development Opportunities			

Ongoing communication and collaboration with IS&T staff

Change Management Team Support, Outreach, Open House Sessions

This transformation is a huge opportunity for all IS&T staff to learn and grow.

- Our Key Activities in this period:
  - Individual meetings to discuss changes to roles (this week)
  - Team meetings to discuss changes to roles (next week)
  - Group meetings to discuss how the new organization will work (next week)
  - Change Management Team meetings to plan for the transition of responsibilities (next month +)
  - Identification of training and development needs (next month +)
- Definition of Success during this period:
  - Smooth operations during transition – nothing dropped between the cracks!
  - Responsibilities are clearly understood (even if not everything is transitioned)
  - Shared excitement about the opportunity and challenges ahead

Questions?