

Implementing IT Change

WRIGLEYS
— SOLICITORS —

Gav Brining

Head of IT

Brendon Higgins

Technical Architect

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8 Months In

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Managers First Week?

- What?
 - What are the urgent things that need addressing?
- Who
 - What resources are available to make changes?
- When
 - Tactically what can be done in the first month?

Managers First Month

- What has the business committed too & what priorities do they have in the next 6 months?
- How can IT help the business achieve these things?

Highly flexible, moving target, subject to frequent change

Follow The Money

- Understand what contracts you're committed to, and how soon any renewals
- Learn how the business allocates funds (formal, informal)
- Map out where you can make savings to afford what you want to buy
- Any 'big' projects you can use to help move things forward quickly

A Dream without a Plan is just a Wish

- Take your vision and put it on paper in bite size chunks
- Assign technical resource (do you have enough?)
- Estimate the time per chunk will take and then double it (while telling the technical resource they have half the amount of time)

Start Delivering The Plan

- Now we've removed most of the daily issues we can concentrate on delivering change
- What can be achieved quickly that has is visible and adds most value
- **SHOW THE PLAN – White board & post stick notes**
- **FEEL THE PRESSURE – Days since last outage**
- **NO TOMORROW– Year planer with due dates**

Big Business Project 2018

Document Management Solution (DMS)

Core to what we do	=	<i>Effects everyone</i>
Important to GDPR	=	<i>Regulatory issues</i>
Risk management	=	<i>Saying no</i>

Lessons For IT

- Explicit idea of actual deliverables BEFORE selecting 3rd party
- Contract management – Don't be afraid to put specifics into the SOW (always be thinking, you may have to walk away)
- Motivation – When do they get paid & who has the power?

Lessons For the Business

- People HATE change! (Who knew?)
PLUS - Senior Management Buy in (They asked for the project) - *Don't proceed without a sponsor*
- Training – *Never enough but publicly document all the session that WERE available*
- *Constant Delivery – Don't be afraid of 'good enough'*

People

Filling the gaps in the team

- Project Manager
 - Run interference
 - Own the ‘Drama’
 - Fixed time scales (Meetings & deadlines)
- Apprentices
 - *‘Shift right’*

Internal Marketing

- Change the culture from 'No' to 'Yes, if'
- Communication to internal customers – Do they know what you're doing?
- Make your plan visible so people can see progress

Engineer's View

- Patching & upgrading solves problems
- Clean house, review best practise, repeat
- Backup, backup, backup!
- Documentation is your FRIEND!
- Daily checks - Nagios

New World - Delivered

- Reduced outages & logons 20 from 90 seconds
- Upgraded Infrastructure
- Demonstrated DR & BC (Reduxio / Veeam)
- 200 New Desktops deployed
- Frequent patching & updating systems
- New Doc & Case Management Systems
- Security enhancements

Tomorrow

- Windows 2008 → Windows 2016
 - Citrix Infrastructure, User Desktop & Profiles
 - AD & SQL
- Sheffield Office Move
- Office 365 (Teams, SharePoint, Skype)
 - Exchange
- Telephone replacement
- WAN / LAN Firewall Upgrade (128 Technology)

Questions

- Come grab us at the bar if you want to know the things we couldn't put in a slide!