Trust and partnership : strategic IT management for turbulent times

Benson, Robert J., author Deskripsi Lengkap: https://lib.ui.ac.id/detail?id=20395719&lokasi=lokal

Abstrak

Machine generated contents note: Important Message to the Individual Reader A Note on Vocabulary and Cultural Differences xvii A Note on Our Perspectives and Prior Work Notes and Acknowledgments Notes ch. 1 Business and IT in Turbulent Times Turbulence and Uncertainty Challenge Enterprises This Is Not about Alignment (Entirely) The Problem of Business and IT Relationships Strategic IT Management Changes the Mental Models about IT in the Enterprise To Whom Are We Writing? Who Is Our Audience? Whose Mental Models Are We Changing? ch. 2 The Barrier: Trust and Partnership Trust and Performance Are Highly Correlated Trust and Partnership Are Highly Correlated Context and Performance Affect Trust and Ability to Partner Trust and the Total Value Performance Model **Trust and Governance** A Case of Broken Trust The Role of Executive Leadership ch. 3 A Staircase to Trust What Is Trust? **Dimensions of Trust** Contents note continued: Trust Improves Business Performance Can Trust between Business and IT Be Built? Personal Trust versus Organizational Trust Maslow's Hierarchy of Needs and IT **Business Requirements for Total Value Performance** How Does Trust Affect IT Strategy in Turbulent Times? Producing Business Outcomes-An Assessment References ch. 4 IT Strategy in Turbulent Environments Change and Turbulence Defined How Do Organizations Cope with Change and Turbulence? Assessing Turbulence in the Enterprise Organizational Capabilities and Environmental Turbulence

How Do IT and IT Management Cope with Turbulence and Change? Producing Business Outcomes Despite Turbulence and Uncertainty: An Assessment ch. 5 Turbulence in Information Technology History of Technology Turbulence The Impact of Technology Turbulence Enterprise Implications Based on Turbulence in IT Technology Turbulence Assessment Contents note continued: References ch. 6 The Effects of IT Sourcing The IT Services Supplier as a Strategic Concern Strategic IT Outsourcing The Impact of Trust and Turbulence Looking Ahead Strategic IT Management Principles for the Business and IT Relationship A Scorecard for Strategic IT Management Principles Note ch. 7 Requirements for Strategic IT Management The Impact of Turbulence and Trust The Impact of Turbulence The Impact of Trust Turbulence and Trust: Requirements for Business-IT Partnership Demand and Supply Management of IT Demand and Supply Impact on Outsourcing To Conclude: The Need for Relational Governance Self-Assessment: IT Competencies ch. 8 The Service Relationship IT Is a Service Business Service Performance Is the Foundation for IT Credibility and Trust IT Service Management Is Critical So What? **Conclusion and Scorecards** Scorecard Evaluation Contents note continued: Notes ch. 9 The Partnership Relationship Reasons for the Business-IT Partnership Defining the Business-IT Partnership Dealing with Culture, Behavior, and Silos Implementing the Business-IT Partnership **Engaging the Business** Implementing Partnerships Requires Agreement on Roles for the Partners Is This a Real Problem? "Teaming" Is the New Partnership

Partners Exist at Every Level Summary Partnership Scorecards ch. 10 The Leadership Required Goal #1: Leadership Is Required for Partnership, Trust, and Common Goals Goal #2: Leadership Requires Leaders-and a Good Understanding of the Leadership Requirements Goal #3: The Requirements for (Proactive) Transactional Leadership Goal #4: The Requirements for Transformational Leadership Goal #5: Leadership Is Earned through Credibility, Trust, and Culture Leadership Scorecard ch. 11 Enterprise IT Capabilities Contents note continued: Connecting IT Value, IT Competence, and Enterprise IT Capabilities Connecting IT Capability with IT Methodologies and Processes Breaking Down the Barriers between IT and Business: Enterprise IT Capabilities Enterprise IT Capability Overview The Core Ideas for Enterprise IT Capabilities Assessing Enterprise Performance against Requirements Reviewing the Initial Enterprise IT Capability Assessments IT's Capability to Change: The IT Dynamic Capability Reference Seven Fundamental Capabilities of the Enterprise Good Methodologies and Processes Aren't Enough The Challenge to CEOs and ClOs: What Exactly Should Be Done? Strategic IT Management Applies to More than Just the Current IT Organization(s) **Business Outcomes Are Required** ch. 12 Strategic Enterprise IT Capabilities and Competencies Enterprise IT Capability: Planning & Innovation Contents note continued: Strategic IT Management: The Systemic Capabilities for Producing Outcomes for Planning & Innovation Strategic IT Management: The Business Outcomes for Planning & Innovation What Is the Current Status with Planning & Innovation? Planning & Innovation Scorecard Bottom Line: Planning & Innovation Performance ch. 13 Tactical Enterprise IT Capabilities and Competencies Enterprise IT Capability: Information & Intelligence Enterprise IT Capability: Development & Transformation Enterprise IT Capability: Service & Resource Optimization Summary: Tactical Enterprise IT Capabilities and Competencies ch. 14 Operational Enterprise IT Capabilities and Competencies Enterprise IT Capability: Service & Operational Excellence Enterprise IT Capability: Sourcing Enterprise IT Capability: Cost & Performance

Summary: Operational Enterprise IT Capabilities and Competencies Contents note continued: ch. 15 Managing Complex Business-IT Relationships **Clear Strategic Positioning** Formal Organizational Arrangements Trust **Example Enterprises** Example #1: Angus International Example #2: Global Financial Services Example #3: National Governmental Agency ch. 16 What Should Be Done? Applying Frameworks to Describe the Enterprise The Power of Frameworks **Organizational Context** Turbulence and Change What Needs to Be Done? ch. 17 Requirements for CIO and IT Leadership Message #1: The CIO and IT Managers Have Important "To Do's" on Their Lists Message #2: The Business-IT Partnership Requires CIO and IT Management Leadership Message #3: Enterprises Need Strategic IT Management and Enterprise IT Capabilities Message #4: The CIO Needs to Manage the Technology Well; This Is Necessary, but Not Sufficient Contents note continued: Message #5: Authority, Control, and "Reporting to the CEO" Are Not Sufficient Message #6: Be Faster; Be Flexible Message #7: An Active, Proactive Leadership Approach Is Required, with Clear Vision Conclusions: For the CIO, What Does Strategic IT Management Offer? ch. 18 Requirements for CEO and Business Leadership Message #1: The Enterprise Needs Strategic IT Management Message #2: Strategic IT Management Requires CEO Leadership for Organizational Context, Culture, and Change Message #3: The CEO Provides the Enterprise Leadership to Generate and Actively Communicate the **Business Vision and IT** Message #4: The CEO Builds and Supports the Environment for Partnership, Teamwork, Collaboration Message #5: The CEO Builds and Supports IT Governance as Critical to Change Management Message #6: Engage the CMO, CFO, and Board in Strategic IT Management Message #7: Good IT Is Necessary; Do Not Accept Poor Performance Contents note continued: Messages to Business Managers and Professionals Concluding Message to the CEO Self-Assessment for Business Leadership ch. 19 Reflections and Recommendations Summarizing the Enterprise IT Capabilities and Their Importance The Bottom Line.