

# contents

<b>Preface</b>	<b>xxi</b>
<b>Acknowledgments</b>	<b>xxiii</b>
<b>CHAPTER 1    Define the Goals</b>	<b>1</b>
Today's Reality	2
The Entire IT Spend: Reducing Cost and Improving Bottom-Line Impact	4
The Strategy-to-Bottom-Line Value Chain	5
Disconnects	6
Critical Success Factors	7
Completing the Picture: The New Information Economics Practices	8
Summary of the Book	13
Define the Goals: Management Agenda	14
<b>CHAPTER 2    Ask the Right Questions</b>	<b>17</b>
The Right Questions Focus on Affordability and Impact	18
Affordability Questions: The Starting Point for the Right Actions	20
Impact Questions: The Roadmap for the Right Actions	22
Examples: Answering the Questions	24
The Contexts for Management Questions Are Planning and Budgeting Processes	26
Why Ask Affordability and Impact Questions?	26
Taking Action	28
Chapter Summary	29
Ask the Right Questions: Management Agenda	30
<b>CHAPTER 3    Connect to the Bottom Line</b>	<b>33</b>
Bottom-Line Impact Based on Cause and Effect	35

Cause and Effect Is Based on Management's Intentions	36
Management's Strategic Intentions	37
Principles of IT's Bottom-Line Impact	39
Summary and Additional Implications	43
Connect to the Bottom Line: Management Agenda	45

---

## **CHAPTER 4 Understand Costs and Resources 47**

Introduction	47
Origins of Portfolio Management	49
IT Portfolio Management in Prioritization	51
Portfolios in NIE Practices	52
Four IT Portfolio Concepts	56
Practical Problems in Applying Portfolio Management	62
Summing Up Portfolios and Portfolio Management in Information Technology	67
Chapter Summary	68
Understand Costs and Resources: Management Agenda	70

---

## **CHAPTER 5 Focus on the Right Things 73**

The Goals and Principles for Right Decisions/Right Results	74
Goal 1: Actionable, Commonly Understood Strategic Intentions	74
Goal 2: The Right Bottom-Line Results from IT	79
Goal 3: The Right Management Culture and Management Roles	81
Goal 4: Portfolios and Portfolio Management	83
Goal 5: Actions and Results	84
Summary of Right Decisions/Right Results—Goals and Principles	85
Goals and Principles Applied to the Strategy-to-Bottom-Line Value Chain and NIE Practices	86
Focus on the Right Things: Management Agenda	88

---

## **CHAPTER 6 Adopt Effective Process to Produce Action 91**

The Strategy-to-Bottom-Line Value Chain	92
Establishing the Process Connections	98
Management Roles	98
New Information Economics Practices	99
Summing Up New Information Economics Practices	106

---

Summing Up: Adopt Effective Process to Produce Action	107
Adopt Effective Process to Produce Action: Management Agenda	109
<b>CHAPTER 7 Tackle the Practical Problems</b>	<b>111</b>
<hr/>	
A Practical Perspective	111
The Practical Problems Revolve around People	112
Addressing Practical Problems: IT Impact Management	113
Practical Problems Getting from Strategy to Bottom-Line Impact	113
The Role of IT Impact Management	126
Tackle the Practical Problems: Management Agenda	127
<b>CHAPTER 8 Make the Right Decisions</b>	<b>129</b>
<hr/>	
The Management Context for “Make the Right Decisions”	130
Elements of Right Decisions	132
Make the Right Decisions: Two NIE Practices	141
The Prioritization Practice	141
The Alignment Practice	150
Make the Right Decisions with Prioritization and Alignment	160
Chapter Summary	162
Make the Right Decisions: Management Agenda	164
<b>CHAPTER 9 Plan for the Right Results</b>	<b>167</b>
<hr/>	
Two Planning Processes	168
The Strategic Demand/Supply Planning Practice	172
The Innovation Planning Practice	187
Chapter Summary: Plan for the Right Results	194
Plan for the Right Results: Management Agenda	196
<b>CHAPTER 10 Keep Score</b>	<b>199</b>
<hr/>	
Management Issues	201
Frameworks and Process Overview	202
Result	207
Critical Success Factors: Right Decisions/Right Results Principles in Performance Measurement	208

Summary: Performance Measurement Practice	210
Keep Score: Management Agenda	211
<b>CHAPTER 11 Deal with Culture</b>	<b>213</b>
Part 1: The Impact of Management Culture	214
Part 2: The Need for Culture Change	217
Part 3: Classification of Business/IT Culture	218
Part 4: Applying Culture Management Concepts	225
Deal with Culture: Management Agenda	230
<b>CHAPTER 12 Chart the Path to Implementation</b>	<b>233</b>
Introduction to the Business Value Maturity Model™	235
Maturity Model Goals	237
Requirement for Management Action	238
Embedding NIE Practices into Management Processes	240
Using the Business Value Maturity Model™	242
Summary: The Business Value Maturity Model™	245
Chapter 12 Appendix A: Details of the Business Value Maturity Model™	246
Chapter 12 Appendix B: The Development of Maturity Models	250
<b>CHAPTER 13 Define What's Next</b>	<b>253</b>
Three Methods to Establish Right Decisions/ Right Results Goals	254
Setting Goals from a Corporate Governance and Process Perspective	261
The IT Impact Management Program to Implement Right Decisions/Right Results and NIE Practices	263
Conclusion to Chapter 13	267
<b>CHAPTER 14 Answer the "So What?" Question</b>	<b>271</b>
Why This Trip Is Necessary	271
First, Hit the IT Improvement Zone	272
The "So What?" for the Company	273
The "So What?" for the CEO	273
The "So What?" for the CFO	274

---

The “So What?” for Line of Business Management	274
The “So What?” for IT Management	275
The “So What?” for the Business	276
Continuing Development	276

**APPENDICES****277**

---

Appendix A The Role of Enterprise Architecture in Right Decisions/Right Results	277
Appendix B Management Team Roles in Right Decisions/ Right Results	283
Appendix C The Development of Strategic Intentions, with Examples	289
Appendix D Applying Strategic Intentions in Prioritization	297
Appendix E The CFO Role in Right Decisions/Right Results	299
Appendix F The Details of the Business Value Maturity Model™	301

**Bibliography****313****Index****323**

**Notes** are available on this book’s website: [www.wiley.com/go/ITAction](http://www.wiley.com/go/ITAction).