

“The role of information systems in supporting transformational change”

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The role of information systems is to make transformational change possible

- Information Systems
 - consist of the People, Information, Process and Technology aspects of any business
 - are responses to then-current strategic change drivers, which then drive transformation in the program/product delivery environment
 - once the systems are in place they tend to “set” and take on an increasingly concrete-like nature
 - ultimately, they must be replaced to enable further transformation to meet new business demands
- But changing systems leads to risk and many such initiatives end in failure
 - We must temper transformation expectations

Clayton Christensen

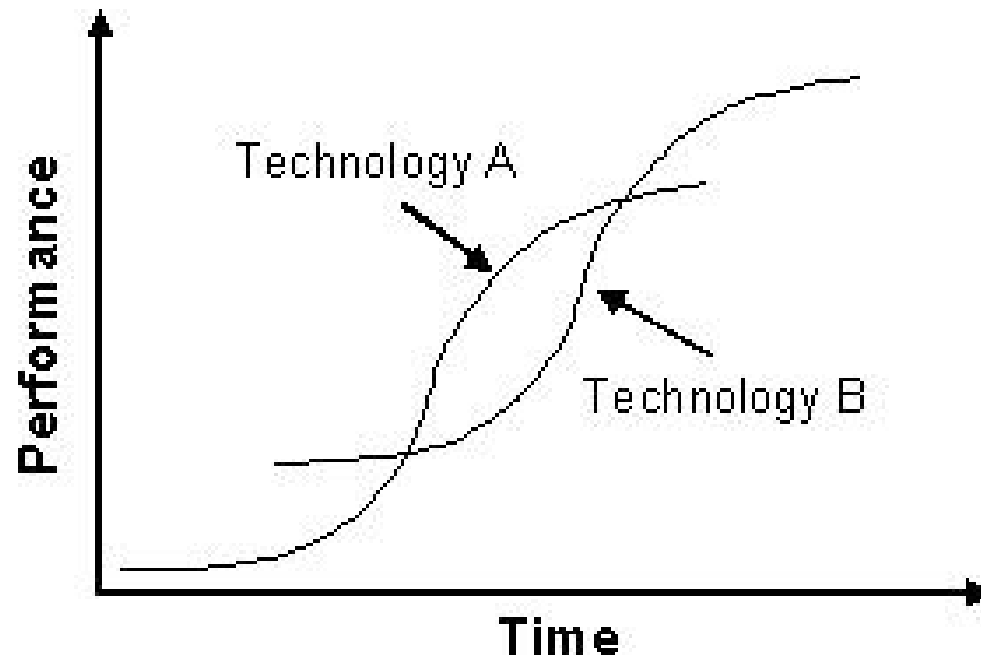
The Innovator's Dilemma (1997)

- Disruption-driven transformations
 - Driven by external market forces:
 - New thing vs. Incumbent thing
 - Transistor Radio
 - Computer Hard Drives and many others
 - S-curves

And I suggest:

- *Driven by business strategy:*
 - *New system vs. Old System*
 - *More S-curves*

S-Curves



From Innovation Zen website

Two examples

- Not so good - Major Crown Project 1995-2000
 - Major payment system redesign
 - Successful procurement including proof of concept
 - Development went off the rails due to hidden complexity
 - “Just make the new system do everything that the legacy system did...”
- Good, *eventually* - Global Case Management System 2002-2011
 - Project in difficulty until new leadership arrived in 2008
 - De-scoped from 2 to 1 business line
 - Went back to legislation to determine base functionality
 - Delivered in series of releases
 - Legacy co-existence strategy taken – legacy decommission 2014
 - CIC’s Modernization agenda enabled – transformation is continuing
 - New, emerging requirements being met by previously unused solution capabilities

In conclusion

- Information Systems are without doubt a key ingredient to transformation but come with high level of implementation risk
- Transformation results are a function of the new system's capabilities – getting the full benefit comes with persistence and time