2013 Legal CIO Roundtable Retreat

March 3-5, 2013
The Boulders Hotel
Carefree, Arizona
The New IT
• New roles and expectations for CIOs
• New positions in IT
• Diminishing positions in IT
• Improving IT Services
The Changing CIO Role

“There’s a quiet crisis, being that CIOs as a whole, the entire industry, and their practice of it, is in need of reform”

Mark McDonald Group VP and Gartner Fellow

“Innovation is the next frontier for all CIOs, and now is the time for the CIO to prepare and take action”
"In a world of change, it is concerning that around half of CIOs surveyed do not see IT's enterprise role changing over the next three years. IT needs new tools if it hopes to hunt for technology-intensive innovation and harvest raised business performance from transformed IT infrastructure, operations and applications. Without change, CIOs and IT consign themselves to tending a garden of legacy assets and responsibilities."

Mark McDonald Group VP and Gartner Fellow
“Legal technology departments, when properly managed, have the power to contribute to the firm’s revenue and to reduce costs through automation.”

ILTA 2012 Technology Survey, Todd Corham Sedgwick LLP
CIO’s New Roles Outside of IT

- 2008
  - 50% of CIOs had no roles outside of IT

- 2013
  - 67% of CIOs surveyed now have roles outside of IT
  - 33% still have none

Gartner
Change Drivers

- Cloud
- Rapid Changes in Technology
- Requirement to Innovate
- Consumerization
- Cost reduction pressures
Change Drivers

• Do more with less
• The mobile workforce
• The user decides
  – Information to see and format
  – Apps to use
• Others?
New Roles for CIOs

- Contribute to firm’s strategic business goals
- More strategic than tactical
- Introduce innovative technologies
- Manage big data and analytics (quality)
- Move beyond “just keeping the IT lights on”
- Information governance
New Roles for CIOs

- Knowledge management
- Master communicator (good news and bad)
- Change Agent
- Business process improvement and automation
- Organizational Transformation (not just IT)
- Vendor Management
New Roles for CIOs

• Form strong internal relationships with lawyers
• Help introduce new firm services (revenue)
• A consumer of outside advice and skills
• Contribute to business decisions
• Others?
IT People
“Effective IT transformation begins and ends with people. IT functions that embrace and aggressively develop their people will increase the likelihood of achieving change, becoming more adaptable, and, ultimately, find new ways to support in the drive to create new revenue streams and profitability.”
New Positions in IT

• Mobile Apps & Devices Manager and Team (Policies, processes, procurement, technical, etc. Everything.

• Legal Practices Liaison Manager (internal IT account manager)

• Service Management Director

• User Experience Manager
New Positions in IT

- Legal Project Management (tools, practices & standards)
- Cloud Architect
- Security Architect
- Application Architect
- Data & Information Architect (big data)
- Social Media Solutions Manager
New Positions in IT

- Business Process Analyst and Engineer (workflow, practice automation)
- Business Intelligence (BI) Analyst & Developer
- Vendor Relations Manager (cloud services)
- Change Management Manager
- Risk Operations Manager
- Others?
New Positions – In or Outside IT?

• Information Governance Director (Risk)
  – Records
  – Security
  – Liability insurance
  – NBI and conflicts

• Security Director
  – Policies
  – Compliance
  – Awareness
Diminishing IT Positions

- Engineers and Server Administrators (cloud and colocation data centers)
- Network Operations Center (NOC) staff (outsource)
- Trainers (self service, on-line, outsource)
- Help Desk staff (self-service, outsource)
- Paper Records Manager
- Others?
It’s The User Experience!
It’s The User Experience!
Improve IT Service

- Start now
- Step back, take a fresh holistic look
- Focus on user experience
- Make bold changes
- Promote the exceptional
- Assume you can do better
- Include business and practice leaders
Improve IT Service

- Ask frequently “what can be better?
- Increase speed & quality of delivery and response
- IT staff work from home
- Staff colocation (HD, NOC, Training, Doc Srvs)
- IT staff customer service training
- Others?
• What is ITIL? - Information Technology Infrastructure Library (ITIL)

• A set of good practices in the provisioning, management, and support of services by the IT community. It encourages the IT organization to re-imagine all of its processes in a customer-centric way.

• ITIL Training and Certifications

• Use ITIL best practices as a guide

• Not a “silver bullet”
Service Improvement Ideas

• Establish Key Performance Indicators (KPI) and Service Level Agreements (SLA)
  – Publish and report (transparency, on Intranet)
  – Response time
  – Services up-time
  – Staff performance and improvements
  – Others?
Service Improvement Ideas

• Self Service (on Intranet)
  – Routine service requests (printer toner)
  – Workflow. Route directly to service provider
  – Answers to FAQs

• Seek feedback
  – Surveys
  – On the spot feedback
  – Automated
Service Improvement Ideas

• Real-Time Targeted Training
  – Repeat “callers” generate immediate targeted training
  – On-line modules

• 100% services up time
  – “High Availability” No single point of failure
  – No disruptive maintenance windows

• Rapid case start up
  – NBI process automatically generates tasks
Service Improvement Ideas

• VIP service
  – Dedicated “account” teams
  – Concierge service
  – Rapid response

• Deploy monitoring tools to Help Desk and Support Teams

• Implement alert tools
  – Predict an impending poor user experience
  – Be proactive
Service Improvement Ideas

- Deploy mobile devices to support teams
- Communicate outages (they like to know)
  - Continuity services
  - Mobile devices
  - Intranet
  - Internet
Get Started

• Establish Service Management Director
  – Help Desk
  – On-site support teams
  – Owns the complete service management process

• Fully implement an ITIL compatible service management application
  – Many choices
  – Opportunity for cloud solution
Get Started

• Centralize all information (assets)
  – Automated tools available to capture
  – People, software and hardware

• Create a Configuration Management Database (CMDB)
  – Link or associate all the assets
  – Allows immediate impact analysis for incidents and changes
Get Started

• Capture and Manage all Incidents and Problems
  – Update knowledgebase
  – Analyze trends

• Manage Changes and Releases
  – Conduct impact analysis

• Implement automated workflows
  – Notify users
  – Notify service teams
  – Trigger automated tasks (ship supplied, parts)