

Terms of Use

Palomino Consulting Group, LLC (Palomino) hereby authorizes you to copy materials published by Palomino on its Web Site solely for non-commercial use within your organization (or if you are a Palomino Partner, your customer's organization) in support of Palomino services and products. No other use of the information is authorized. In consideration of this authorization, you agree that any copy of these materials which you make shall retain all copyright and other proprietary notices in the same form and manner as on the original. Except as specified above, nothing contained herein shall be construed as conferring by implication, estoppels or otherwise any license or right under any patent, trademark or copyright of Palomino or any third party.

ALL CONTENTS OF THIS MATERIAL ARE PROTECTED BY COPYRIGHT. EXCEPT AS SPECIFICALLY PERMITTED HEREIN. YOU ARE NOT PERMITTED TO MODIFY OR CREATE DERIVATIVE WORKS OF THIS MATERIAL FOR ANY PUBLIC OR COMMERCIAL PURPOSES.

© 2009 Palomino Consulting Group, LLC

www.palominoconsultinggroup.com



We are what we repeatedly do.

**Excellence, therefore, is not an act,
but a habit.**

Aristotle

Branding IT – Habits of Excellence



It Takes
Strategy, People, and Process

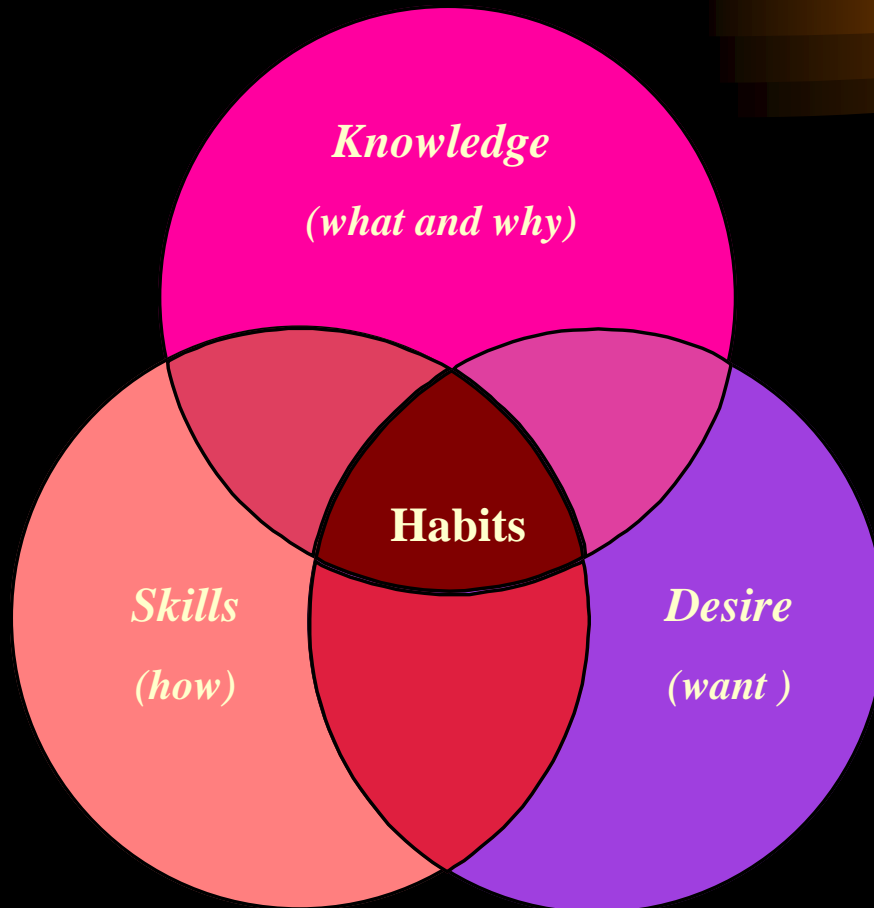
7 Habits of Excellence in IT Organizations

- **Build** Trust
- **Develop** a Proactive Culture
- **Understand** the Company/Business
- **Align** with Company's Goals and Objectives
- **Lead** People - Manage Things
- **Adapt** to Change
- **Embrace** a Passion for Learning and Improvement

Excellence Benefits

- Faster Throughput (projects and processes)
- Less Costly (unit costs)
- Better Quality (products, software, systems and processes)
- More Agility (change)
- More Capacity (w/o more resources)
- Better Risk Management
- Better Place to Work

Habits





Build Trust

Character + Capability = *Trust*
*(What you say,
How you say it)* *(What you can do,
How you do it)*

Adapted from Stephen R Covey

With *high trust*, success comes faster,
better and at lower cost.”

David Neeleman
Founder and CEO
JetBlue

Emotional Bank Account - Character

Deposits (+)



Think Straight, Talk Straight

Listens to Understand

Manages Expectations

Works to Right Wrongs

Puts Employees First, Then Customers, Then Stockholders

Promotes Win/Win Decisions

Withdrawals (-)



Shows Disrespect

Listens to Respond

Not Trusting

Talks Behind People's Backs

Avoids Conflict

Talks the Talk, But Does Not Walk the Walk

Being Intolerant/Inflexible

Build Trust

Emotional Bank Account - Capability

Deposits (+)

Withdrawals (-)



Keep Commitments and
Delivers Results

Manages Risks

Solves Root Cause of
Problems

Promotes Continuous
Improvements

Admit When Wrong or Do
Not Know

Demonstrates Leadership

Does Not Hold People Accountable

Makes Excuses

Blaming Others; Not Taking
Responsibility

Sells Poor Ideas

Does Not Understand the Business

Does Not Measure Success

Reactive vs Proactive

Not Aligned with Business



Develop a Proactive Culture



- Take Responsibility
- Be Accountable
- Reward Initiative
- Keep Commitments
- Manage Expectations
- Anticipate/Prevent Problems
- Manage Risks

Understand the Company/Business



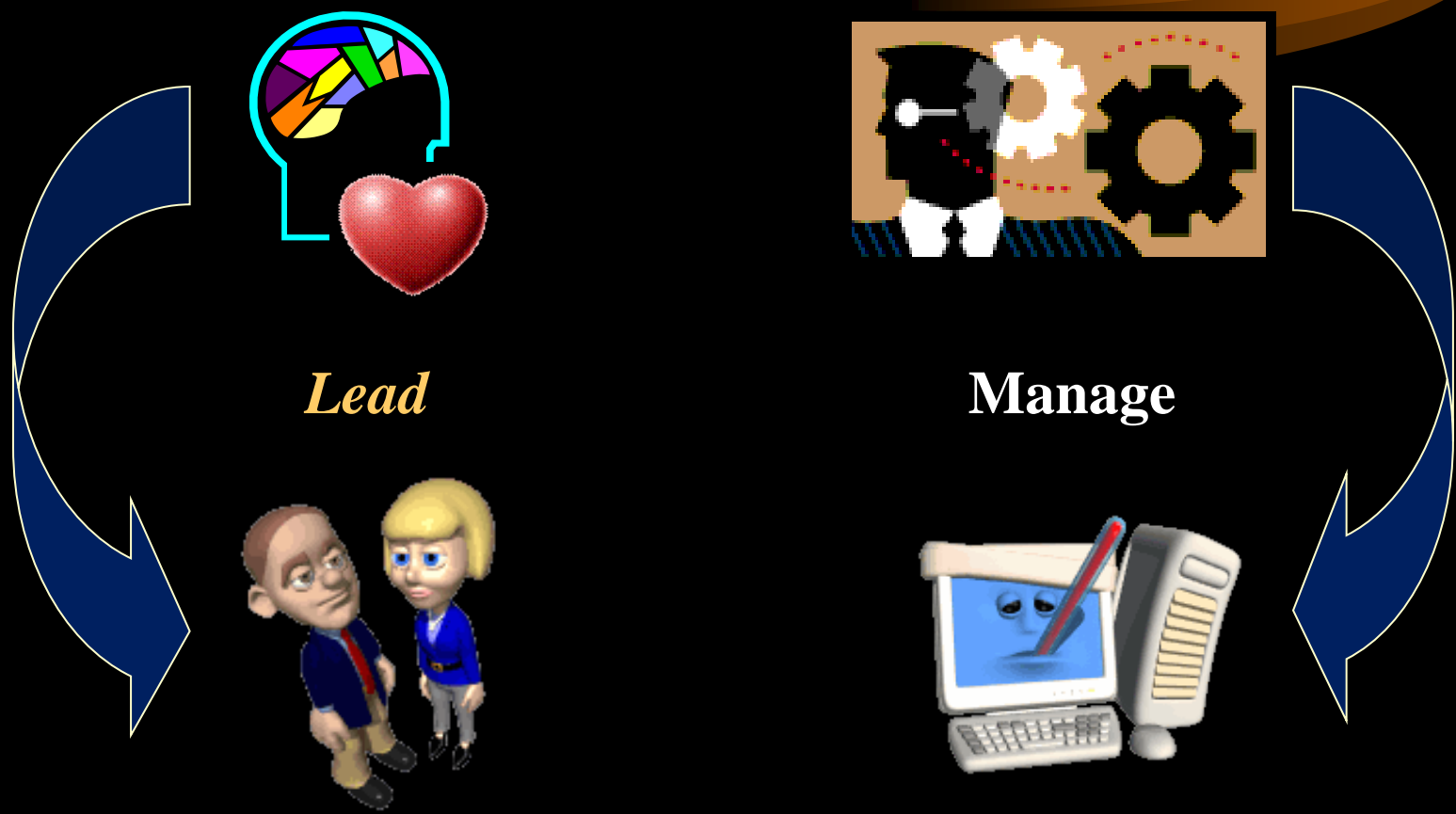
- Industry
- Business Model
- Customers
- Products/Services
- Challenges
- Economics/Financials
- Processes/Systems
- Competitors

Align with Company's Goals and Objectives

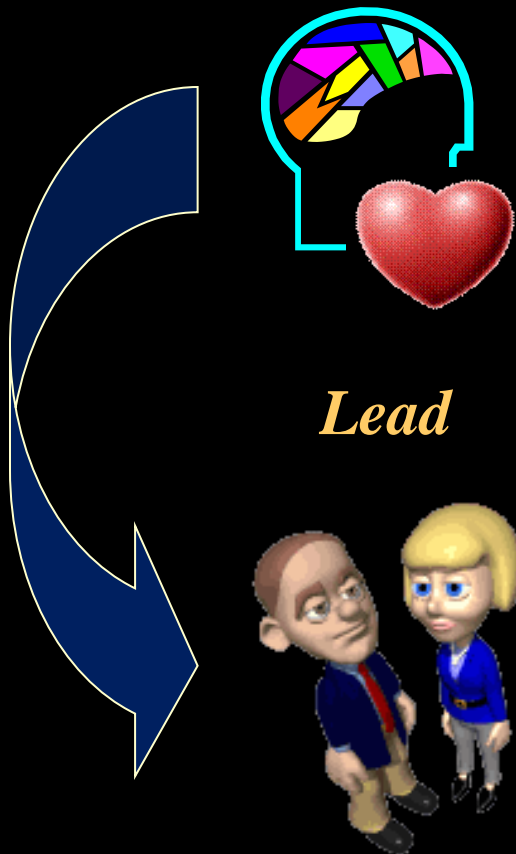


- Align with Short/Long Term:
 - Enterprise Goals
 - Business Unit Goals
 - IT Goals
 - Then, Personal Goals
- Know when Goals Conflict
- Put First Things First (*Covey*)

Lead People, Manage Things



Lead People, Manage Things



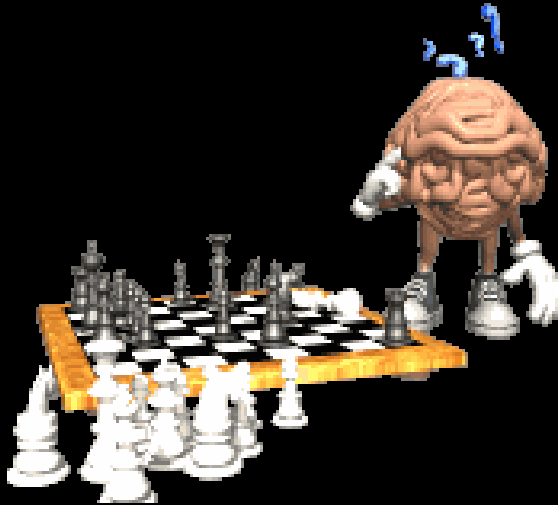
- ***Mentor*** People
 - Teach and Coach
- ***Energize*** People
 - Motivate and Inspire
- Embrace Core ***Values***
 - Talk the Talk, Walk the Talk
- Promote ***Ideas***
 - Develop and Sell Winning Ideas
- Demonstrate ***Courage***
 - Make Tough Business and People Decisions

Adapt to Change



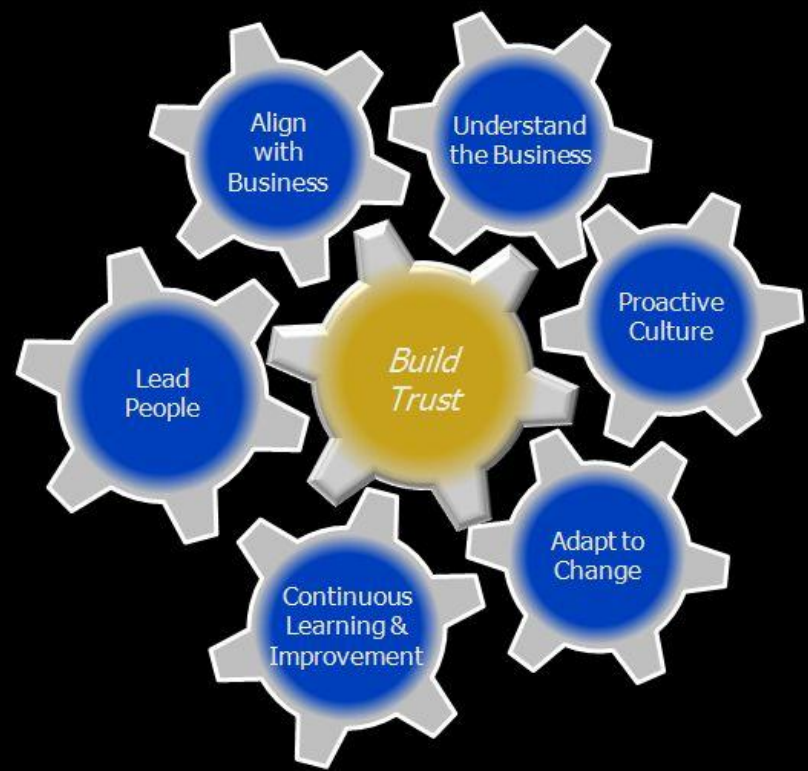
- Maintain an Abundance Mentality
(Covey)
 - Trouble or *Opportunity*?
- Keep a Positive Attitude
 - Enthusiasm and Energy are Contagious
- See Habit #2 – Anticipate
- Develop Agility

Embrace a Passion for Learning and Improvement

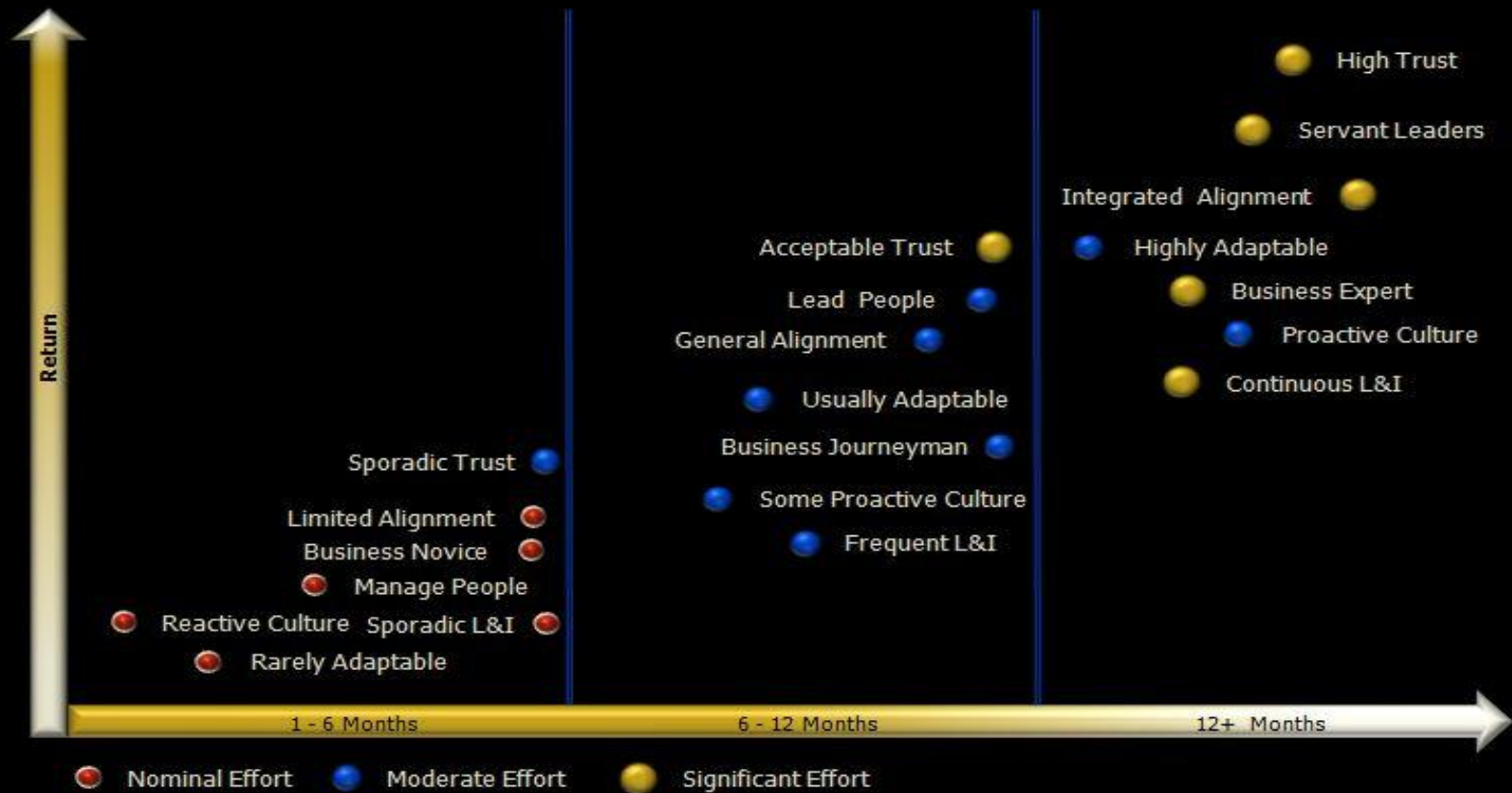


- Learning or Improvement is a Journey **not** a Destination
- Areas (priority varies):
 - Business
 - People
 - Leadership
 - Process
 - Technology
 - Management
- Measure and Reward People

Synergy



Effort/Return



7 Habits of Excellence in IT Organizations

- **Build** Trust
- **Develop** a Proactive Culture
- **Understand** the Company/Business
- **Align** with Company's Goals and Objectives
- **Lead** People - Manage Things
- **Adapt** to Change
- **Embrace** Passion for Learning and Improvement