

Show Me Your Work...

“Don't tell me about your effort. Show me your results.” Tim Fargo, author of *Alphabet Success*

When most of us were children our teachers would say to us, “Show me your work.” It wasn't good enough to simply show them the answers to the problems they gave us. We also had to show them **how** we achieved our results—so that they could examine our logic and problem-solving techniques, and perhaps prove to them that the answers we gave them really were our own creation.

As a director, I believe in “getting out of the way.” Rather than dictate answers, I empower my teams to find their own solutions to the obstacles they're facing. Their ideas are usually much better than anything I can think of; nonetheless, I will periodically ask them to “Show me your work.”

Here are three initiatives that show how the Computing Services team has risen to the challenge of providing **better, faster, cheaper** services for their customers, while also improving performance.

(1) Implementing Lean Processes and Batched Mentoring

At the beginning of this year, the Computing Services Customer Engagement and Service Delivery Center of Excellence (CoE) faced an enormous dilemma: New customers were waiting an average of 67 work days before they were deployed and considered independent. They lost some customers; others complained loudly but waited.

Daisy Duck, the senior leader for Computing Services, and Minnie Mouse, the team lead for Mentoring and Deployment Support, held two process and metrics workshops with the CoE and their Business Relationship Managers (BRMs). Together, they examined waste within existing processes and analyzed their delivery model, identifying areas where they could improve their efficiency and quality, and reduce risk. The team also implemented a new Batched Mentoring program.

The work they showed me is **better, faster** and **cheaper** because Computing Services has:

- **Reduced Cycle Time for New Customers by 70%**
 - The original queue was 67 days; the average queue is now 20 days. 47 days saved!
 - Their New Customer Backlog is now effectively zero, the lowest it's been in years.
- **Curtailed Attrition:** New customer abandonment from waiting has been virtually eliminated.
- **Introduced Synergy:** Batched teams are matched based on their needs, so they not only learn from their mentor but also from one another.
- **Lowered Costs:** New customers no longer have to pay the full costs associated with private mentoring. Actual hourly savings are based on the number of teams participating in each batched mentoring session, which can vary between 2 (10 hours) and 5 (25 hours) teams.

(2) Delivering Impressive, Hands-on Virtual Training

While presentations have their place in providing instruction, I can think of no better way to execute meaningful, relevant, customer training than by administering hands-on instruction to each participant. Computing Services currently is delivering three classes (Developer, Architect and Tester) in a Virtual Collaborative Environment (VCE). A fourth class (Build) is in peer review for future release.

The work they showed me is **better, faster** and **cheaper** because Computing Services:

- **Has Improved Training Quality:** Students across various time zones are immersed in a virtual classroom, complete with hands-on labs. During each class it's pretty clear who's catching on and who needs additional help to master the content.
- **Continues to Add Classes to Meet Growing Demand:** Student participation has increased in comparison to WebEx offerings. Demand for VCE classes—especially Developer—continues to increase, with most classes filling-up a month ahead.
- **Has Introduced Subtle Marketing:** Effective, engaging classes are often a gateway to obtain new customers.
- **Has Reduced Operating Expenses:** Current savings (to date) are **greater than REMOVED (X.XC** per minute, per participant); these savings continue to grow with each class offered. Classes are conducted fully in the VCE. WebEx and AT&T are used only as emergency back-ups.

(3) Improving Information Security and Reducing Rework

There's no sugar-coating it; security breaches are nightmares! With global hacking and cyber terrorism on the rise, information security is on the forefront of every common service we provide. In May, the Computing Services Competency Center deployed Veracode, a code-scanning service that is integrated within the Microsoft Team Foundation Server (TFS) application. Right now, Veracode is scanning more than 380 .Net and 280 Java applications; that list continues to grow.

The work Computing Services showed me is **better, faster** and **cheaper** because of:

- **Automation:** Veracode automates code scanning for developers, to guard against vulnerabilities as well as to ensure adherence with best practices.
- **Compliance:** Teams that use Veracode are assured that their work complies with our Enterprise Information Security Compliance policies and standards.
- **Less Rework:** Development teams also will see reductions in rework, due to security flaws being discovered *prior* to moving to the Test and Pre-production environments.

I'm proud of the work the Computing Services has shown me, and I encourage all of my teams to do the same.

Donald Director

Director, Information Technology

Our Company's Information Systems News — May 2015

Word count = 820