



IT Management Perspectives/2010

The Contract Between I.T. & Management



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I.T. Manager
Tru Vue, Inc.



Agenda

- What I do/Who I am/My World
- Focus for this week
- IT Applications Alphabet Soup (TLAs)
- Who (I think) you are
- Infrastructure
- The IT - Management Contract
- Questions & (maybe) Answers

A little bit about me...



MBA, Dominican, January 2009

Application developer, ERP specialist

I.T. since 1977, management since 1982

Manufacturing since 1980

Former high school science teacher

IT Manager, Tru Vue

www.tru-vue.com



- Manufacturing company with two plants
 - McCook, Illinois and Faribault, MN
 - Specialty glazing for picture framing and display cases
- IT Manager since August, 2008
- Smallest of six business units (BU) of Apogee Enterprises
- One-person IT department (me)
- Support from parent company's shared IT services

Apogee Enterprises

www.apog.com



- Viracon
 - Leading fabricator of coated, high-performance architectural glass
- Harmon
 - One of the largest full-service building glass installation, maintenance and renovation companies
- Wausau Window & Wall Systems
 - Manufacturer of custom aluminum window systems and curtainwall

Apogee Enterprises

www.apog.com



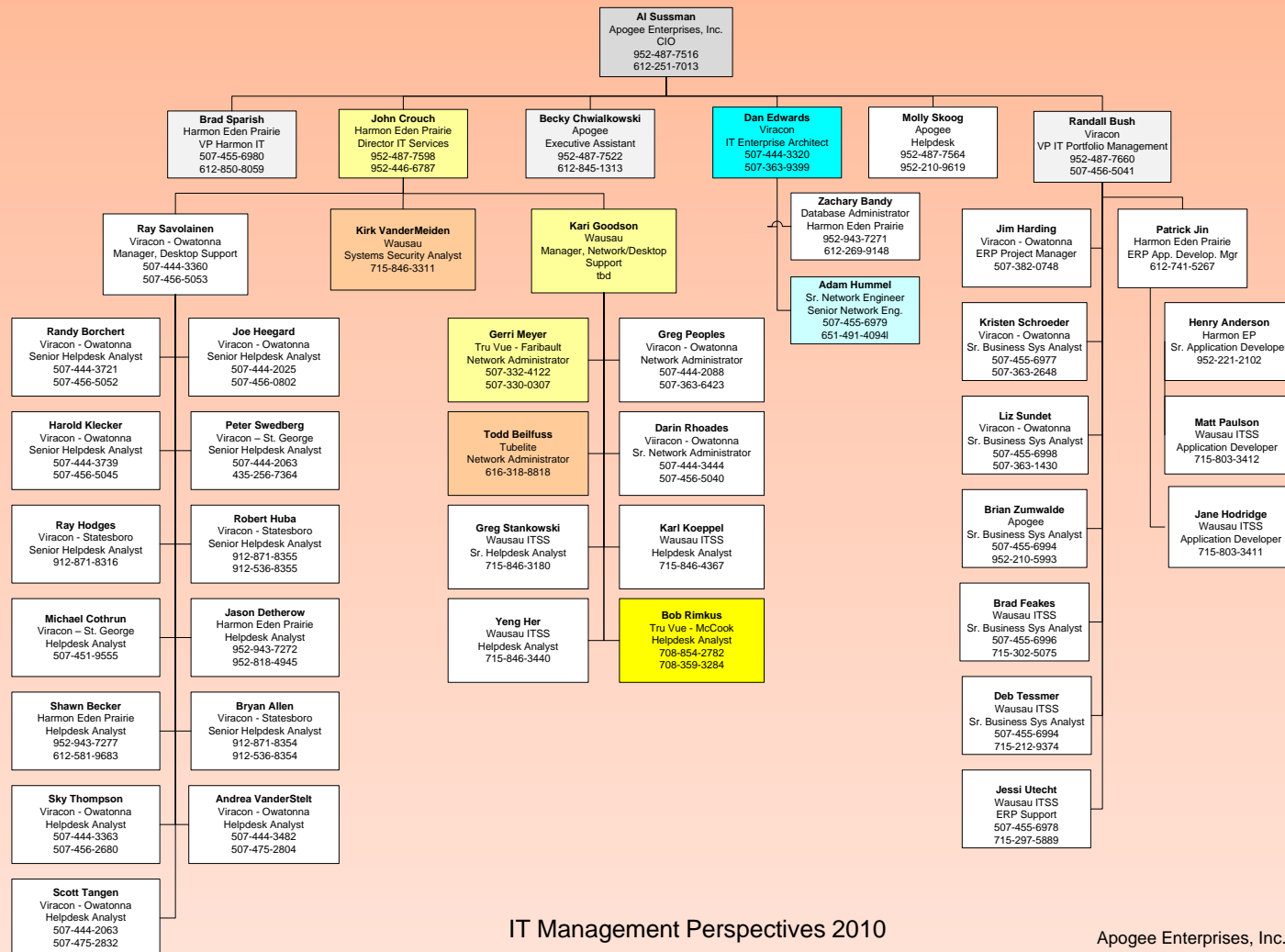
- Linetec
 - Paint and anodizing finisher of window frames and PVC shutters
- Tublite
 - Manufacturer of aluminum, storefront, entrance and curtainwall systems
- Tru Vue
 - Leading U.S. value-added framing glass provider
 - Different from other business units



Tru Vue Environment

- Infrastructure, networks and security managed by shared services division of Apogee
- Internally support ERP with contract programmer
- SOX environment
- Matrix organization internally and externally
- Heavy Lean Sigma emphasis

Apogee ITSS (IT Shared Services)



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Apogee Enterprises, Inc.
IT Combined
August 30, 2010, 2009

Tru Vue IT Environment

www.tru-vue.com



- 14+ Windows servers
- 175+ PC's (Desktop/Laptop)
 - Mostly Microsoft applications
 - Microsoft Office
 - Microsoft Access
 - SharePoint
- Unix server running a legacy ERP
- Linux server for factory automation
- Web-based Oracle CRM

Tru Vue Environment



- Extensive use of collaboration technology
 - Video Conferencing
 - Installed between McCook & Faribault
 - Adopted by all Apogee locations
 - VOIP Phones
 - Net Meeting
 - Spark (internal IM)
 - Shared Outlook Calendars
 - Smart phones
- Emphasis on Safety
 - No OSHA recordable incidents for 12+ months

Tru Vue Environment



- Personal Communication
 - Weekly 1-on-1 with my boss (VP, Finance)
 - New challenge will be reporting to a new VP when that person is hired. An adjustment as well as an opportunity to redefine my position. Temporarily reporting to VP, HR
 - Weekly staff meeting with his staff
 - Myself and two plant controllers
 - Quarterly Management meetings
 - Quarterly employee meetings
 - Annual 2-day off-site management meeting

Tru Vue Environment



- Intercompany Collaboration
 - Member of ITSS Governance Committee
 - President leads Integrated Façade Design effort
- Extensive use of analytical tools (BI)

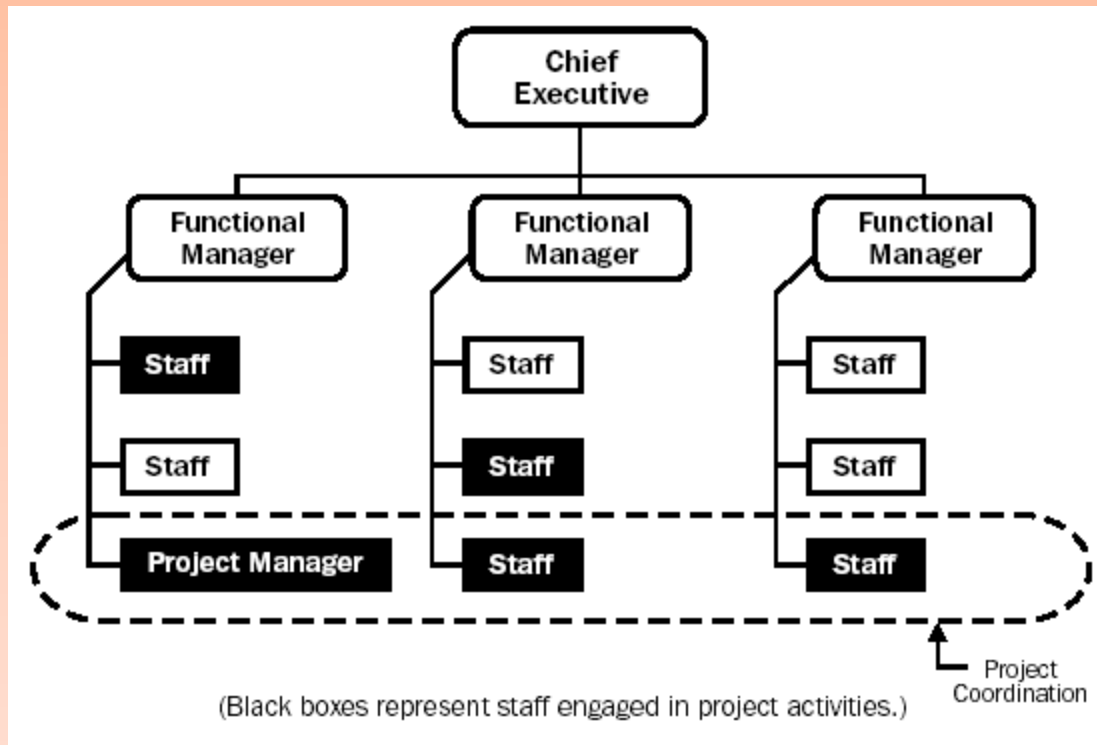
Some definitions...



- **Matrix Management** is a type of organizational management in which people with similar skills are pooled for work assignments. For example, all engineers may be in one engineering department and report to an engineering manager, but these same engineers may be assigned to different projects and report to a project manager while working on that project. Therefore, each engineer may have to work under several managers to get their job done.



Matrix Organization



Application Alphabet Soup



- CRM Customer Relationship Management
- ERP Enterprise Resource Management
- EDI Electronic Data Interchange
- DSS Decision Support Systems
- EIS Executive Support Systems
- WSS Windows SharePoint Services

CRM Applications



- **Customer relationship management (CRM)** is a broadly recognized, widely-implemented strategy for managing and nurturing a company's interactions with customers, clients and sales prospects. It involves using technology to organize, automate, and synchronize business processes—principally sales activities, but also those for marketing, customer service, and technical support.
- http://en.wikipedia.org/wiki/Customer_relationship_management

Matrix Management

Call Center Close and Outsourcing



- Marketing Assistant Is The Team Leader
 - Finance
 - Sales
 - Distribution
 - IT
 - ITSS
 - Call Center

ERP systems



- **Enterprise Resource Planning (ERP)** is an integrated computer-based system used to manage internal and external resources, including tangible assets, financial resources, materials, and human resources. Its purpose is to facilitate the flow of information between all business functions inside the boundaries of the organization and manage the connections to outside stakeholders. Built on a centralized database and normally utilizing a common computing platform, ERP systems consolidate all business operations into a uniform and enterprise-wide system environment.
- http://en.wikipedia.org/wiki/Enterprise_resource_planning

Microsoft SharePoint (WSS)



- **Microsoft SharePoint** is a software platform for collaboration and web publishing combined under a single server. These capabilities include developing web sites, portals, intranets, content management systems, search engines, wikis, blogs, and other tools for business intelligence

EDI



- **Electronic data interchange (EDI)** is the structured transmission of data between organizations by electronic means. It is used to transfer electronic documents or business data from one computer system to another computer system, i.e. from one trading partner to another trading partner without human intervention.
- http://en.wikipedia.org/wiki/Electronic_Data_Interchange

Decision Support Systems (DSS)



- DSSs serve the management, operations, and planning levels of an organization and help to make decisions, which may be rapidly changing and not easily specified in advance. Properly designed, DSS is interactive, and intended to compile useful information from a combination of raw data, documents, personal knowledge, or business models to identify:
 - inventories of information assets (including legacy and relational data sources, cubes, data warehouses, and data marts),
 - comparative sales figures between one period and the next,
 - projected revenue figures based on product sales assumptions.

Executive Information System (EIS)



- An **Executive Information System (EIS)** is a type of management information system intended to facilitate and support the information and decision-making needs of senior executives by providing easy access to both internal and external information relevant to meeting the strategic goals of the organization. It is commonly considered as a specialized form of a Decision Support System (DSS) [\[1\]](#)
- The emphasis of EIS is on graphical displays and easy-to-use user interfaces. They offer strong reporting and drill-down capabilities. In general, EIS are enterprise-wide DSS that help top-level executives analyze, compare, and highlight trends in important variables so that they can monitor performance and identify opportunities and problems. EIS and data warehousing technologies are converging in the marketplace.
- In recent years, the term EIS has lost popularity in favor of Business Intelligence (with the sub areas of reporting, analytics, and digital dashboards).

My Role @ Tru Vue



Coordinate internal and external efforts

Budget control

Project management

Strategy and planning

Small amount of hands-on development

...and a little bit about you



Business School Heresy



Business schools think they're training students to be Fortune 500 CEOs

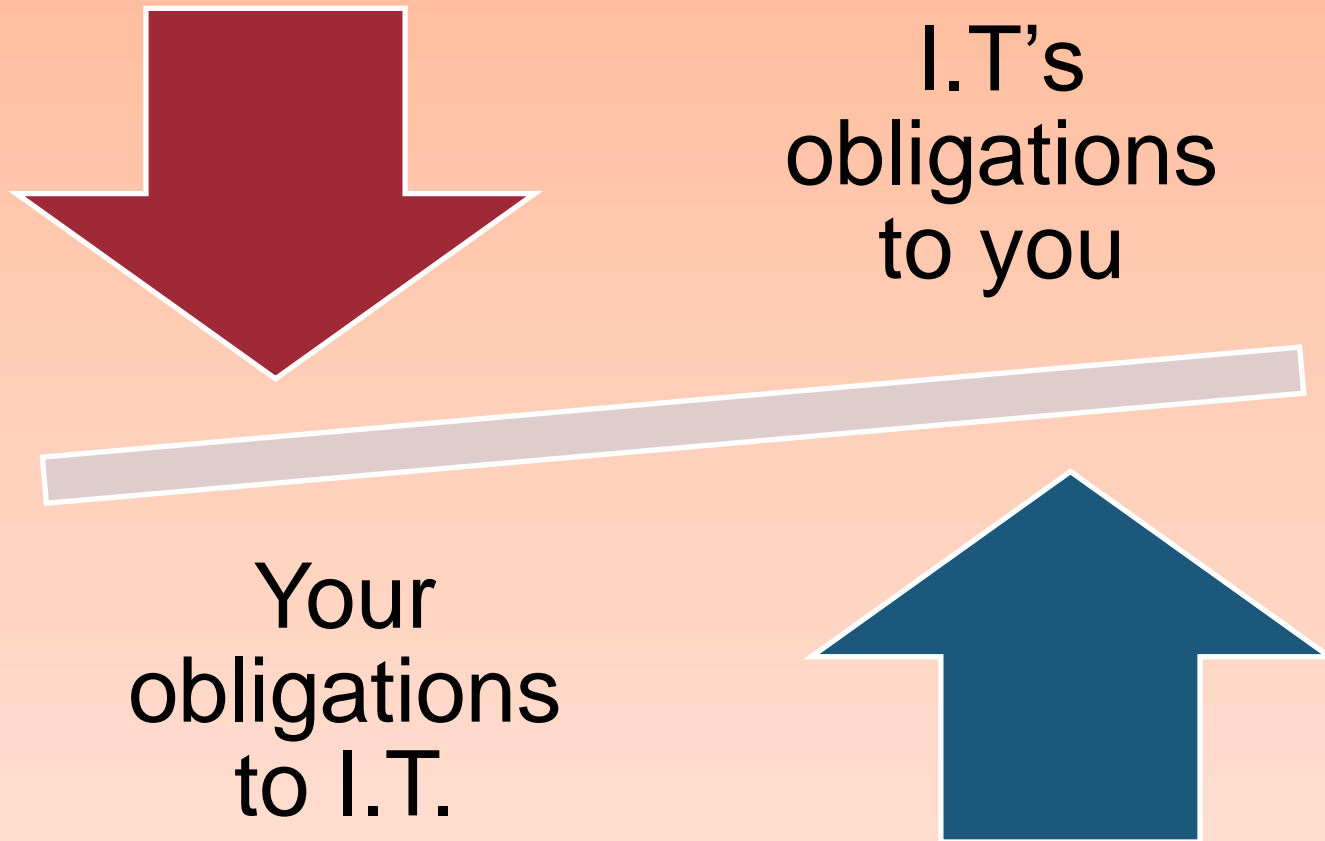


Bad news: You're probably not going to be one of them



Good News: There are thousands of management positions in SMBs

Theme For This Week



Management Agenda



Choosing I.T. Management

What I.T. owes you

What you owe I.T.

Questions

Contact Info

Selecting Your I.T. Manager



Don't necessarily promote the best tech



Business skills



Communication & "People Skills"



Customer service orientation



Exhibits pattern of growth



Function of the IT Manager

Bridge between “suits” and “geeks”



You need a “geek in a suit”



You need (IMHO)... someone who sits at the boundary of IT and the business



What You Owe I.T.

Communication/Seat at the table



Your understanding of I.T. issues



Realistic demands and deadlines



Budgetary support



Involvement & Commitment- more than support



Taking ownership

I.T.'s Obligations To You



Strategy

Project
Management

What You Should Require
Of Your IT Manager

Realistic
estimates

Security

Security



Data C.I.A – The
Data **IS** Your
Business



Compliance



Disaster
Recovery/Business
Continuity



Change Control



Documentation



More of I.T.'s Obligations To You

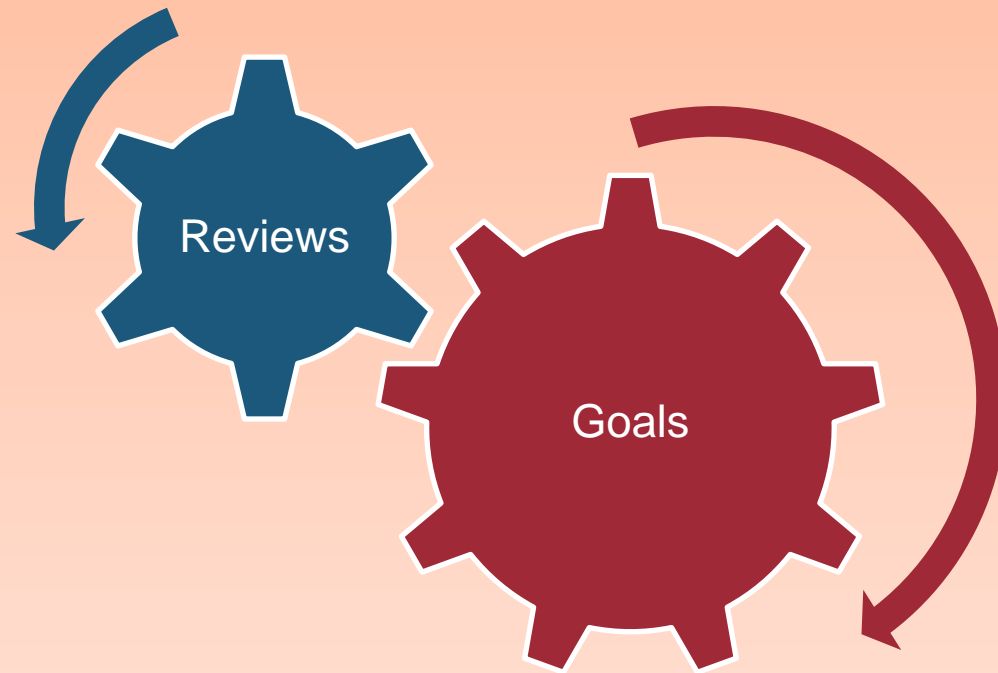


Strategy

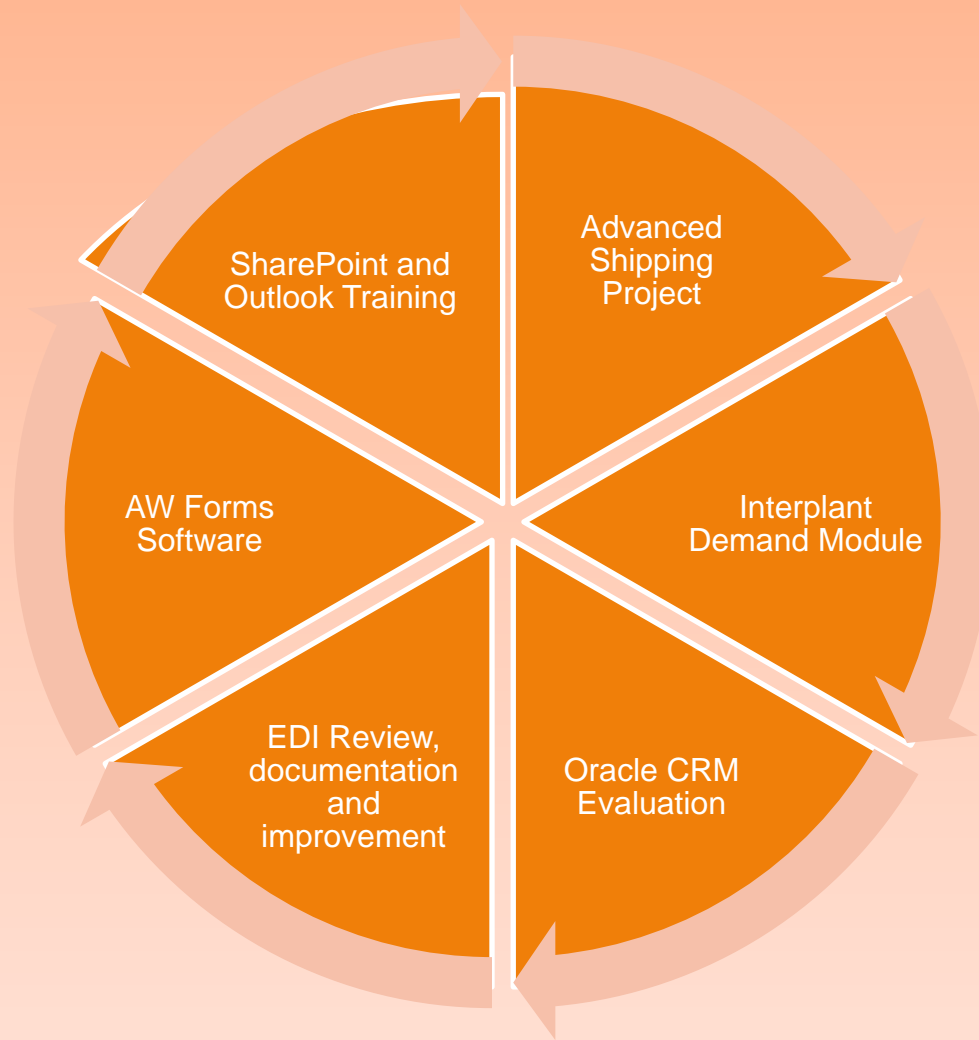
Project Management

Realistic estimates

Set and Measure Goals



My Goals for FY 2011





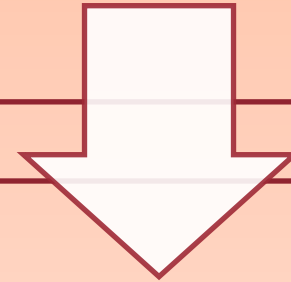
Additional Projects

- Disaster Recovery
 - Unix Server running ERP
 - Recoverability uncertain
- Microsoft license true-up
- Phone consolidation

Contact Information/ Feedback To



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Useful Links

- www.TechRepublic.com
- www.bnet.com
- www.cnet.com
- www.LinkedIn.com
- www.itbusinessedge.com/
- www.cio.com
- www.ziggs.com
- www.techterms.com



Other Resources

- Newton's Telecom Dictionary
- CIO Magazine (www.cio.com)
- Books
 - *Good To Great* (Collins)
 - *Execution* (Bossidy, Charan)
 - *Five Dysfunctions Of A Team* (Lencioni)
 - *Act Natural* (Howard)
 - *Mr. Lincoln's T-Mails* (Wheeler)

Questions

- **Anything not confidential**
 - I.T.
 - Management
 - Career

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Perspectives
2010**

