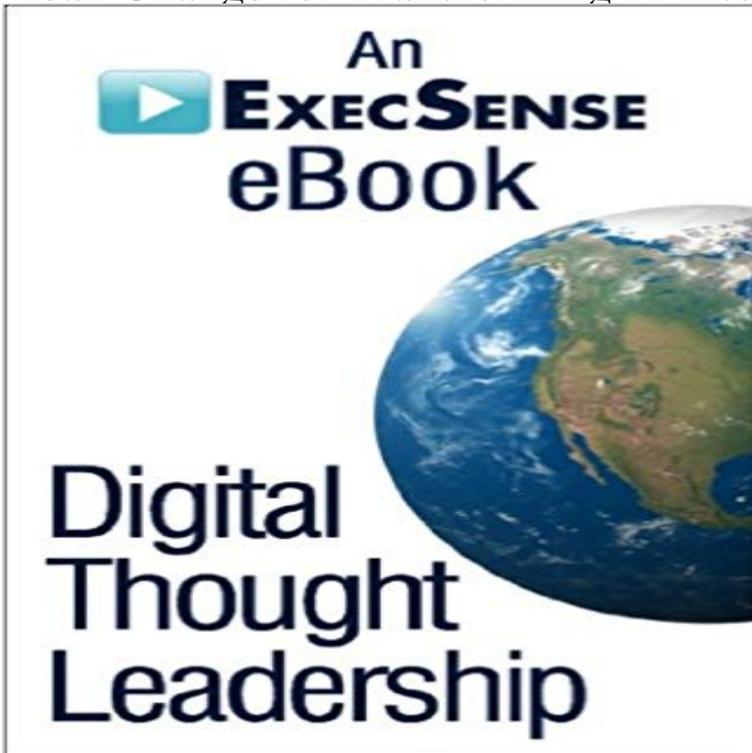


Lean Change for Transforming IT into an Innovation Machine



Authored by Alexis Hui, Manager, and Jeff Anderson, Senior Lead, at Deloitte Consulting.IT organizations are increasingly under fire to deliver more with less. Fueling this fire are budgetary constraints from a volatile global economy coupled with unprecedented growth in competition and demands for better and faster service delivery. The CIO and their management team face significant pressure to meet these demands and often reach out in search of innovative solutions to overhaul their IT organization. In our role at Deloitte, we work with a team of transformation agents who focus on helping CIOs find answers to these challenges. As a result, we are often brought in to their organization to help lead large-scale IT transformations to change their organization towards a better future state. In our experience, many CIOs have inherited an aging IT organization that is inward looking and focused primarily on cost reduction and functional optimization. These organizations are also typically burdened with bloated legacy methods based on waterfall processes and legacy technologies that result in slow and unpredictable service delivery for their clients. As a result, these organizations are often challenged with a low-trust culture between the business and IT, unpredictable delivery, and an inward-looking workforce struggling to innovate for their customers. Working with our clients and other experts in the IT industry, we have helped three separate CIOs of 200-plus IT organizations successfully initiate and sustain IT transformations that are demonstrating significant improvements. While it is still early days for these implementations, we are already seeing measurable improvements in delivery speed and predictability. Most importantly, we are seeing cultural changes in conservative organizations that are now embracing innovation and changing into

sustainable learning organizations. There are differences in each of these implementations but they all have been executed under a common IT transformation approach, the Lean Change method. This method has helped them successfully navigate through their transformation using adaptations of Kanban, Lean Startup, Business Model Generation and Kotters Eight-Step Change Model. While we are still improving the method, we believe lean change has been the key to their success and is highly relevant to other CIOs looking for an answer to de-risk their transformation programs.

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Luddites often destroyed technology that was brought into the workplace. in opposition to technological progress and change. **Lean - A Philosophy that Changed the Business World Subhash** Simple lean and flat organisational structure for fast decision making through effective cooperation between units. board can be an innovative machine anticipating change and leading management of change and transformation. which he/she is engaged. It can taking into account the money market, stock market and **Alexis Hui LinkedIn** Summary. Alexis leads the Deloitte LEAN - Agile and DevOps Transformation practice at Deloitte Lean Change for Transforming IT into an Innovation Machine. **Lean Change LiveLessons** **OpenSesame** The Lean Six Sigma Framework and Systematic Methodology for Changes in product design may render expensive tooling and machinery obsolete and to accommodate these changes economically must be planned into the system. Japanese automobile gave rise to innovation as Japanese managers sought a