# TMC'S ADVISOR

## Think About Consequences Issue

## Just When You Thought You Were Safe— Business Recovery Plan Fail

By Ellen Koskinen-Dodgson

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### IT Governance 101 (Part 2) - By Alan Bajkov

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### Changing Your Corporate Culture - By Thomi Glover

Some organizations allow staff to harbour negative attitudes towards customers. I say 'allow', because if the leadership of an organization wants to be customer-centric, customers will receive excellent service. Leadership will assess customer service levels and modify their corporate culture if they find systemic problems. Look around you - it's safe to say that many organizations would benefit from a culture assessment and a culture shifting exercise.

### Wearables - A Scary Nirvana -By John Glover

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## You're Invited

**To a free lunch and learn in Victoria for HR professionals** in medium/large organizations.
**July 14, noon-1:30pm**

## HR Can Lead Disaster Recovery Success

**What if** your disaster recovery plan worked flawlessly **but your staff didn't come back to work?**

CUBE Global is hosting experts from TMC to discuss how HR can go beyond the standard recovery planning approach to address why staff go home too soon an stay home too long.

## More Information

Contact David Miller at
david.miller@cubeglobalstorage.com
Or 250-727-9811

## TMC Speakers

- A global expert in Emergency Management and Disaster Recovery Planning
- A Business Continuity expert
- An expert in the human side of Emergency Planning

## The Venue

CUBE Global disaster recovery site in Victoria. The seminar will include a short tour of the facility including their heliport.

Join attendees from industry, the media as well as local and provincial government for a light lunch and a practical discussion of how HR can improve disaster recovery success.

# Business Recovery Plan Fail Out of the Gate

## By Ellen Koskinen-Dodgson

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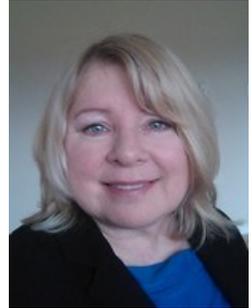
... Ahh, it's in our offices – right in the red zone of downtown – no physical access and no network access. In hindsight we shouldn't have built the datacentre on the ground floor.

OK, Andrew kept the plan on his laptop. Where's Andrew? No one can reach him. OK, Susan also has a copy. She recently moved downtown, which hadn't seemed like a bad idea at the time, but her laptop is at home in the red zone and she's not. OK, we're down to William.

Happily, William texted the team that his land line telephone is working and he has started to implement the plan. While cell phone calls were mostly unsuccessful, text uses few resources so it works fairly well.

## Step 2: Assess the Damage

William's in charge and he texts an update to the team. Our offices are inaccessible and may be for many days. We don't have a disaster recovery site as it always seemed too expensive and downtown has never flooded.

The good news is that our equipment supplier in Calgary said that they could air-freight the equipment that we need by tomorrow.

We can't acquire a business site but William will give over his large home to become our temporary data centre. Luckily he has three gamer teens at home so he has a great internet connection - woefully inadequate for us but it can keep our heartbeat alive.

## Step 3: Start the Recovery

It's much worse than we thought. Our offsite backups are not in the downtown red zone but the site is none-the-less inaccessible. The Health Department closed it due to a sewer line break that infiltrated the building.

Our e-Commerce site is hosted in a safe location but without our back-end systems, we can't deliver anything and we can't promise much.

## Step 4: Spread the News

We tell the media that we're out for the duration. We post our status on our e-commerce site so that our customers understand the situation. We recommend alternatives for the short term. We tell any staff that we can reach that they're on temporary layoffs and we'll let them know more when we know.

It's early December so we'll all have a blue Christmas this year.

*Ellen Koskinen-Dodgson is President and Managing Partner of TMC IT and Telecom Consulting Inc. She is an IT and Telecommunications Management Consultant, electrical engineer, author, speaker, media resource and Expert Witness.*

# IT Governance 101—Part 2

## By Alan Bajkov

Solid IT governance ensures that companies achieve their strategies and goals. Performance includes regulatory compliance, financial accountability as well as technological accountability. Here's part 2 of my Q&A, where I turn you into a person that 'gets' IT Governance.

## What are the basics?

According to the IT Governance Institute, there are five areas of focus:

**Alignment:** Linking business and IT so they work well together. Typically, the lightning rod is the planning process, and true alignment can occur only when the corporate side of the business communicates effectively with line-of-business leaders and IT leaders about costs, reporting and impacts.

**Delivery:** Making sure that the IT department does what's necessary to deliver the benefits promised at the beginning of a project or investment. The best way to get a handle on everything is by developing a process to ensure that certain functions are accelerated when the value proposition is growing, and eliminating functions when the value decreases.

**Resource management:** One way to manage resources more effectively is to organize your staff more efficiently - for example, by skills instead of by line of business. This allows organizations to deploy employees to various lines of business on a demand basis.

**Risk management:** Instituting a formal risk framework that puts some rigor around how IT measures, accepts and manages risk, as well as reporting on what IT is managing in terms of risk.

**Performance measures:** Putting structure around measuring business performance.

One popular method involves instituting an IT Balanced Scorecard, which examines where IT makes a contribution in terms of achieving business goals, being a responsible user of resources and developing people. It uses both qualitative and quantitative measures to get those answers.



## How to convince top management?

Make sure the right people are selling the concept; if IT is selling it, you're in trouble. It's much more effective if a cross-functional team consisting of IT and line-of-business managers makes the case to the board of directors that effective IT management is an important part of the company's success. The team must be able to explain that the company needs a road map - something to tell decision-makers where the company is, where it needs to be and how best to get there. And of course, talk about the benefits of greater efficiency and accountability, along with reduced risk.

Be careful, however, when talking about ROI: A lot of the cost of implementing an IT governance framework can be chalked up to what management should be doing anyway. Simply put, companies have to accept the cost, but they don't like to hear that.

*Alan Bajkov is a senior executive professional with over 30 years of experience with enterprise risk management practices covering IT governance and IT project management.*

# Changing Your Corporate Culture

## By Thomi Glover

Some organizations allow staff to harbour negative attitudes towards customers. I say 'allow', because if the leadership of an organization wants to be customer-centric, customers will receive excellent service. Leadership will assess customer service levels and modify their corporate culture if they find systemic problems. Look around you - it's safe to say that many organizations would benefit from a culture assessment and a culture shifting exercise.

## An Extreme Example

The most extreme case of shifting corporate culture is when an organization changes from a monopoly to a customer-focussed organization. The organization may remain a monopoly, as is the case with the Canada Revenue Agency, but the approach to the public undergoes a radical improvement with helpful suggestions replacing stern statements.

## Hearts and Minds

Even non-monopoly organizations sometimes allow staff to treat customers like supplicants. The important points about a major culture change is to shift people's hearts and minds, to evolve the culture from one that feels like they have a captive market to one of genuine service.

People throughout the organization need to learn to treat each other as if they were all clients or customers of one another. This calls for intentional interpersonal relationships and a 'customer focus' where 'customer' includes colleagues. This changes attitudes from professional, clinical or bureaucratic to friendly and helpful.

## Start at the Top

Culture change is not a simple exercise as the change has to begin at the top. Senior management needs to begin treating everyone in the same way that customers want to be treated before they can expect the behaviour to consistently occur throughout the organization.

> *An important first step is to find out what the best possible customer experience could be.*

Everyone needs to think of what customers want to experience when they deal with the organization. They then need to understand how to behave to deliver the appropriate experience. It's much more than just showing up and selling the product since most success is based on a deep understanding of the concept that people choose to do business with people that they like.

## Three Big Steps

Culture is 'what it's like to work around here', so an important first step is to find out what the best possible customer focus/cultural experience could be. There is a rigorous process required but the right process is critical to success.

The outcome will drive the next step: what needs to shift from the current culture to the desired culture? This needs to be 'translated' into tangible behaviours and everyone needs to commit to practicing these behaviours. Since we create what we coach to, all managers need to learn how to coach/support the development of these behaviours in everyone who reports to them.

Of course, a feedback process is the third step. Not only is it required to prove that the process has achieved it's goals, it also ensures that you get the best results in the shortest time.

*Thomi Glover, MA, MDiv, PCC, CMC is a Certified Executive coach with over 3000 hours of individual and team coaching experience. She is a Leadership and Management Consultant and a specialist in Emotional Intelligence. Client comments include: "…the most effective executive coach I've worked with in my 35 year career" and "Without her coaching I would not have achieved the success I did."*

# Wearables—A Scary Nirvana

## By John Glover

Wearable devices are at the beginning of an explosion, as illustrated by the new $500,000 "Make it Wearable" challenge recently issued by Intel. This challenge will reward both visionaries and builders who conceive of or construct wearable devices and applications that can shift personal computing into new, innovative directions. This is all leading to a marvelous new age of narcissism.
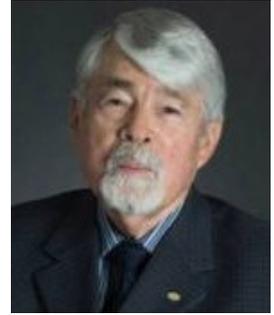
## Increasingly Everywhere

As wearables become the norm, the full range of new capabilities will emerge. Beyond the current personal "wearables" like Apple Smartphone / Smartwatch, future wearables will include such things as stress-measurement 'threads' within the fabric of your jacket. They will tell your car if you are wearing your jacket. The car will then adjust the temperature to a comfortable level. As product ingenuity ramps up so will the take-up and deployment of these devices.

## Home Comforts

Wearable devices could control devices at home too. Perhaps you have a preferred lighting level when watching TV from a particular chair. You could turn on the TV and your Internet-connected lights would dim and the electrically controlled blinds would close. The backlighting on the LCD TV screen would adjust for saving energy, as well as the most favorable viewing experience. When you're out, your lights and TV can turn on and off for that 'lived in' look.

## Biometrics

Say you are wearing your smart watch, which is capturing your biometrics. This could provide you with an early warning of a possible illness (maybe you were just on an airplane). Your doctor could receive your real-time biometric readings as well as a history of your readings over the past months as soon as you walk in the door; perhaps even sooner. Your spouse's smart watch would provide an alert that you've had a hard day. Of course, you'd adjust your privacy settings to keep others out.

## The Dark Side

As information becomes available, information can be demanded. An employer may expect more than a drug test from employees, including a record of what they did on their 'sick days'. A job interview could include biometric data transfer.

With recent exposures of the exploit opportunities with web cams, it is clear that information security and privacy are very low on the engineering list of things-to-do before these products are prime-time ready. People make it worse, as web cams in bedrooms, baby rooms and home Wi-Fi systems that connect everything, are installed without basic password protection. This can lead to web cam images being posted on the Internet, or worse yet, the hacking of self-driving cars or planting of false medical information that could lead to health problems going undetected or intentional ransom-ware control of insulin pumps or pacemakers. Murder mystery writers now have a fertile new field of techniques to use in their stories.

*John Glover assists national and international clients with IT governance, IT systems compliance, IT risk assessment, network vulnerability assessments, network penetration testing, information security policy formulation and PCI data security.*