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# Management for Professionals

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Andreas Graesser

# Run IT

Dominating Information Technology

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*To Gudrun and my family.*

Andreas Graesser

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## Preface

This book describes the fundamental factors of IT Operation and its setup and preparation during software implementation phases. Based on my long-term experience in managing IT for more than 100 clients over 20 years, I will outline the needed knowledge and IT execution management capabilities to implement, to run, and to operate IT environments successfully for all sizes of enterprises. Many examples from the real implementation world provide insight into typical operational situations, and particularly into situations that didn't run well. You will understand how to identify the conventional risk factors during software implementation and IT operation phases. And once the risks are identified, this book provides many risk mitigation measures and preventative actions that can be launched and executed quickly.

My book targets a wider IT audience ranging from students and beginner levels to sophisticated program leaders and higher management.

- Existing IT management benefits from the book by understanding the most common pitfalls of software implementations and their preventative measures.
- Program Managers learn about the significant importance of IT and data integration across many applications and understand the need for knowledge in this area for being successful in most of the enterprises across all industries.
- MBA students and students of computer science learn about the need for simple operation to ensure  $24 \times 7$  software availability that all needs to be architected into the foundation of the software implementation.
- Professors at universities leading MBA, computer science, or business administration programs can use the provided real-life industry examples to teach their students.

Within today's enterprises, IT organizations always need to improve their operational processes and service levels. You will be guided to dominate IT by identifying the areas of functional improvement along with sustainable risk mitigation and risk prevention measures.

**Motivation.** During my career spanning more than 25 years within the software industry, I saw many failing implementation projects. Many operational issues and deficiencies of management oversight impacted the availability of software applications for business, missing deadlines, and missing budget targets. In 2017,

I conducted a study involving all the customer projects I got involved over the years. I identified a pattern of common project failure situations, the *Five Pitfalls of Software Implementations*. Those pitfalls repeatedly occurred across different customer situations involved in the study. Interestingly, the same project failure pattern occurred across several industries.

My book goes further than just describing the failure patterns. While risk identification is an essential first step toward successful software implementation and IT operation, the risks must be mitigated and tackled. This book provides enough content along with a number of checklists and many best practices to develop and launch individual risk attack plans.

You get the real value out of this book by taking the described pitfalls serious and by acting on it, be it as an existing IT manager, a program leader, or a future IT leader. You should apply my “lessons learned” to your respective IT situations—it will save your company lots of money and provide you with reputation and credibility.

Based on my experience with large enterprises around the globe, the proper risk mitigation strategy and its merciless execution saved my customers millions of dollars. Keep in mind, I had to rescue many software implementation projects, many in jeopardy and many close to collapse. This book proves that saving money by applying preventative risk measures for software implementations is no myth.

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January 2019

Andreas Graesser

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