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## **Downsizing the IT Department**

### **A two day programme**

The programme on downsizing to mid-range or client server computing, gives management the knowledge to make cogent decisions on the merits of the technology. It provides a background to the development of downsizing and the pitfalls that await the unwary.

An assessment of how, when and where downsizing can be made to work effectively is outlined. We assess the emerging technologies of expert systems and imaging in conjunction with personal computers and how they can radically alter the business processes. This technique, called re-engineering, completely reorganises business processes and has the potential to reduce both labour and costs. Finally, we examine the effects on the I.S. department and its staff, together with the cost implications of downsizing both short term and long term.

### **Key elements of downsizing the IT function**

Disenchantment with the use and benefits of computers is rife within the ranks of business executives. The reasons for this disenchantment are IT projects that come in late and over budget, together with applications that do not bring in the benefits that the project team promised. Despite I.S. people being the so-called 'agents of change', they are one of the most conservative and change resistant groups.

The main issues in downsizing are non-technical and revolve around the decision to decentralise the business and, with it, the computer hardware. People are involved in working in teams more and more and these teams support business processes like customer service. A business process team requires that everyone have access to Work-group Computing and this sort of software works best, and most effectively, on PC networks. Therefore, the new business aims and objectives are forcing the changes just as much, or even more, than the technology.

There are of course risks with downsizing, both in terms of overrun on costs and technical failure, which is true of any innovation. However, it is important to be sure that downsizing is the best solution for your company. Do not to pursue it as a fashion to gain control of your own computing destiny.

### **The programme enables participants to:**

- Understand the philosophy of downsizing and its implications
- Be aware of the technological strategy for hardware and software.
- Appreciate the other opportunities downsizing presents.
- How to successfully downsize at acceptable cost

### **Learning outcomes:**

People can assess the merits of downsizing within their own organisation without the burden of office politics by taking our strategy and applying it systematically and fairly. Having our unbiased and pragmatic approach mean that your downsizing operation benefits the whole organisation.

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## **Programme Agenda**

### **Downsizing**

The organisational imperative  
The history of downsizing  
The attractions of downsizing  
The risks of downsizing  
Beyond downsizing

### **Hardware and Software**

Supplier choices  
Operating systems - UNIX  
Midrange hardware  
Windows NT  
Communications and networks

### **Managing the change**

Designing distributed data  
Designing downsized systems  
Managing information  
The necessary tools  
Implementing downsized projects

### **Re-engineering Business Processes**

Origins of process engineering  
Business process cycle  
Process innovation  
Taco Bells experience  
Strategies for Re-engineering

### **Typical delegates are:**

Senior executives engaged in cost reduction exercises that need an independent and unbiased view of downsizing, from a business not a technical perspective. The programme enables management to understand and appreciate the advantages and difficulties of downsizing.

### **The Technology Base**

The problems with mainframes  
Open systems  
PC's and Windows  
Why small machines work  
Client server

### **Emerging Technologies**

Knowledge based systems  
Imaging technology  
Multimedia  
Workgroup computing  
Integrating technologies

### **Personnel and Organisational Factors**

Downsizing skill requirements  
Project managers  
Training  
Managing a downsized I.S. function  
The I.S. executive's role

### **Financial Implications**

Hardware/software cost  
Development and maintenance cost  
Cost control  
Value for money  
Case studies in downsizing