

We worked for a global technology company that helps external organisations to build trusted relationships and solve technology challenges to help them to realise greater value, potential and outcomes.

The need:

They wanted to upskill their IT Business Partners, both those that are internal facing as well as those that are external facing, ensuring they develop the 'right' mindset, to align IT and the Business, as well as recognising the importance of business drivers. Specifically, they wanted their Business Partners to:

- Understand what IT Business Partners do and the differences between being a partner, an expert and a supporter; identifying the key skills required
- Develop strategic IT Business Partnering, including aligning IT with the business strategy; understanding business drivers, comparisons with competitors, identifying market forces and trends, developing IT roadmaps
- Develop consultancy skills; build relationships and manage their stakeholders
- Implement change
- Help lines of business to identify where the highest value add opportunities were
- Engage key stakeholders to collect insights that will help form a multi-year technology roadmap aligned to strategic priorities
- Develop a plan on how they will incorporate the important element of networking with peers outside of the organisation to learn different perspectives related to their domain of responsibility
- Develop and manage key stakeholder relationships; and earn a seat at the table as credible and trusted business partners
- To translate business strategies into technology roadmaps that bring innovation and drive business value; and proactively unearth and qualify opportunities to develop strong business value propositions
- Develop deep industry and functional knowledge; and ability to effectively source and leverage external thought leadership and knowledge capital to drive process standardization and simplification, and implementation of leading practices through transformative change
- Ability to manage planning and delivery efforts, and portfolio management

To achieve this, we delivered:

- Six Business Partnering e-learning modules and associated Business Partner toolkit
- A self-assessment questionnaire for participants to complete and discuss with their managers to help them identify what they needed to be able to deliver in their role and therefore where best to focus their development
- Five online modules covering: Operating as an Effective IT Business Partner; Aligning Business & IT Strategy – Developing an IT Roadmap; Demonstrating Added Value and Influencing Stakeholders; Implementing Change; Building Relationships & Influencing Stakeholders in Practise (working with actors).
- Supported a final module where participants were able to present their Business Case to achieve one of the organisation's development objectives identified above.

Outcomes:

The programme was described as exceeding the expectations and objectives that were set for the programme.

Feedback included:

- *“I liked the breadth of scope the program covered, from strategic planning and road mapping, to consultancy styles, to communication styles and techniques. The pacing of the live sessions was very good, in terms of being the right balance between the module's content and the break-out practice sessions”*
- *“The actors’ session was great and very relatable”*
- *“This exceeded my expectations... it was a very well developed and delivered programme”*