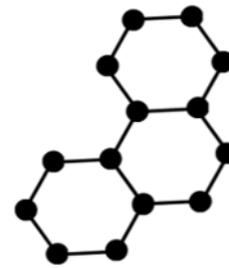
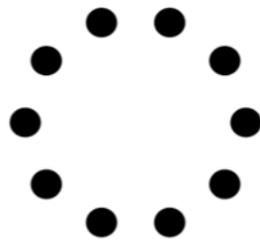
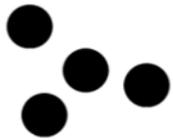


Do You Sense Your TBMO Has Lost Its Pulse?

Jeremy King

Vice President, Technology Business Management

Globe Life



Decentralized
Manual

Centralized
Manual

Centralized
Automated

Decentralized
Automated

Stage Hallmarks

Chaotic	Central Team	Central Team	Delegated Responsibilities
Reactive	Manual	Automated	Automated with RPA/AI
No Standards	Standardized	Standardized Using Technology	Standardized, Integrated

Transition Steps

- Dedicate staff to centralized roles
- Consolidate communication channels
- Identify data points to begin capturing

- Gap analysis: Define processes to be automated
- RFI/RFP: Identify the right technologies and vendors
- Act on gap analysis: Convert manual processes to automated

- Gap analysis: Identify processes to decentralize or further automate
- RFI/RFP: Identify technologies (automated workflows, RPA, AI) to manage repetitive tasks
- Act on gap analysis: Decentralize processes and install RPA/AI



**Decentralized
Manual**

**Centralized
Manual**

**Centralized
Automated**

**Decentralized
Automated**

Project Management

2015

Program and Project Management

2016

Business Relationship Management

2015

2018

Resource Capacity and Demand

2015

2017

2018

Portfolio Management

2017

2018

IT Finance

2015

2016

2018

IT Procurement

2015

2018

Vendor and Contract Sourcing

IT Learning and Development

2015

2018

Organizational Change Management

2016

2018

Technology Business Management

2017

2018

ERP Systems

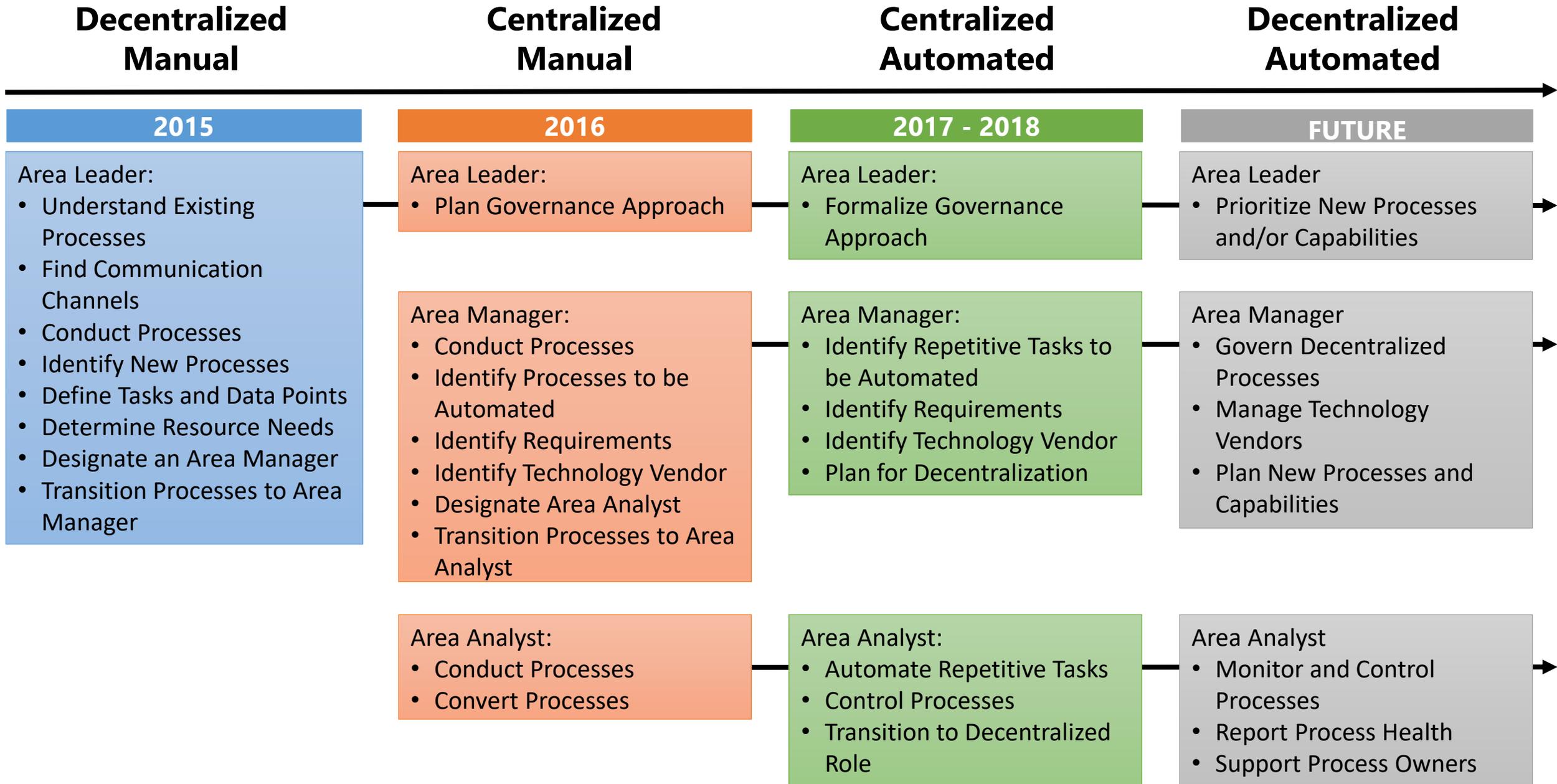
2018

IT Innovation

2017

2018

Team Activities Aligned with Stage Progression



We're following a structured approach,



And things aren't going smoothly...



They make it sound so easy, but it's not!



What could be going wrong?



SIGNS

DIAGNOSIS

CONDITION

TREATMENT

- Does your team seem uncomfortable trying new things?
- Are your people willing but unable to excel in their job roles?
- Does your team display signs of complacency?
- Is your company hesitant to embrace new things?
- Does your team lack influence?
- Do team accomplishments go unnoticed by others?
- Do you feel like you can't do more until you grow your team?
- Do you make progress in starts and stops?
- Have you created reporting that nobody looks at or uses?



NEXT

SIGNS

DIAGNOSIS

CONDITION

TREATMENT

Teams with **SEAR – COLE SYNDROME** can't move on from the past.

Not being willing/able to move on from the past can surface as:

- Fear of failure
- Discomfort taking risks
- Resistance to change
- Misalignment between roles and needed skill
- Inability to imagine potential



NEXT

SIGNS

DIAGNOSIS

CONDITION

TREATMENT

Teams that:	Should consider:
Seem uncomfortable trying new things	<ul style="list-style-type: none">• Embracing learning associated with failing• Encouraging growth through stretch goals
Have people that are willing but unable to excel in their job roles	<ul style="list-style-type: none">• Skilling up for the future• Re-aligning jobs where appropriate
Display signs of complacency	<ul style="list-style-type: none">• Focusing on continuous improvement• Soliciting continuous, ongoing feedback



START OVER

** Conditions were created for the purposes of this presentation and are not actual medical conditions.

SIGNS

DIAGNOSIS

CONDITION

TREATMENT

- Does your team seem uncomfortable trying new things?
- Are your people willing but unable to excel in their job roles?
- Does your team display signs of complacency?
- Is your company hesitant to embrace new things?
- Does your team lack influence?
- Do team accomplishments go unnoticed by others?
- Do you feel like you can't do more until you grow your team?
- Do you make progress in starts and stops?
- Have you created reporting that nobody looks at or uses?



NEXT

SIGNS

DIAGNOSIS

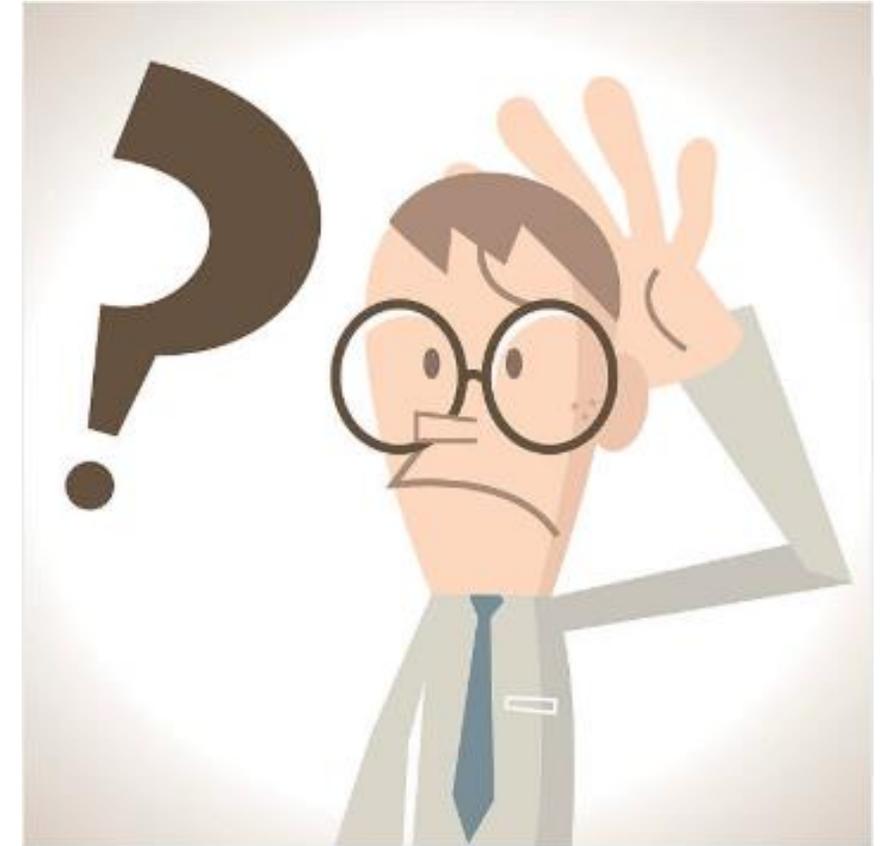
CONDITION

TREATMENT

Teams with **GREY'S DISORDER** are overlooked and/or excluded, making them feel like no one sees them or their efforts.

These teams:

- Hold onto old habits
- Struggle to implement new processes
- Do not have a seat at the table
- Are excluded from strategic decision-making
- Work in the background, not the forefront



NEXT

SIGNS

DIAGNOSIS

CONDITION

TREATMENT

Teams that:	Should consider:
Work for companies hesitant to embrace new things	<ul style="list-style-type: none">• Identifying allies across the business• Creating new allies where possible
Lack influence	<ul style="list-style-type: none">• “Selling” their vision regularly• Showcasing their work
Have accomplishments that go unnoticed by others	<ul style="list-style-type: none">• Looking for partnership opportunities across the business• Finding ways to help others succeed



START OVER

** Conditions were created for the purposes of this presentation and are not actual medical conditions.

SIGNS

DIAGNOSIS

CONDITION

TREATMENT

- Does your team seem uncomfortable trying new things?
- Are your people willing but unable to excel in their job roles?
- Does your team display signs of complacency?
- Is your company hesitant to embrace new things?
- Does your team lack influence?
- Do team accomplishments go unnoticed by others?
- Do you feel like you can't do more until you grow your team?
- Do you make progress in starts and stops?
- Have you created reporting that nobody looks at or uses?



NEXT

SIGNS

DIAGNOSIS

CONDITION

TREATMENT

Teams with **CROWE – MALCOLM DISEASE** only see what they want to see. They end up adding less value than they think they should be adding.

Only seeing what you want to see can result in:

- Struggling to obtain funding to grow the team
- Pursuing roadmaps that don't meet current business needs
- Encountering obstacles at every turn
- Reporting information that no one seems to care about
- Having process owners that aren't accountable



NEXT

SIGNS

DIAGNOSIS

CONDITION

TREATMENT

Teams that:	Should consider:
Can't do more until their team grows – “Labor Locked”	<ul style="list-style-type: none">• Communicating the value they add• Focusing on the most valuable areas
Only make progress in starts and stops	<ul style="list-style-type: none">• Understanding how the business works• Solving shared business problems
Have created reporting that nobody looks at or uses	<ul style="list-style-type: none">• Reporting against established targets• Developing processes with metrics and associated accountable owners



START OVER

** Conditions were created for the purposes of this presentation and are not actual medical conditions.

Signs of An Issue



Sear – Cole Syndrome

1st - Innovative spirit seems dead

2nd - Can't move on from the past



Grey's Disorder

3rd - People don't see their efforts

4th - Stuck in the background



Crowe – Malcolm Disease

5th - Only see what they want to see

6th - Sense that something is amiss

Our Resurrection Protocol

How We Moved on From the Past



Continuously Improved
Skilled Up and Stretched
Ourselves
Set Goals and Kept Them
Tried and Failed, But Learned
From Our Mistakes

How We Got Into The
Limelight



Found Problems Outside Our
Area
Solved Shared Business Problems
Focused on The High Value
Efforts
Defined Meaningful Metrics

How We Became Seen
and Heard



Created New Partnerships
Established Our Brand
Celebrated Our Successes
Shared Our Vision

Treatment Methods Utilized

Job Shadowing

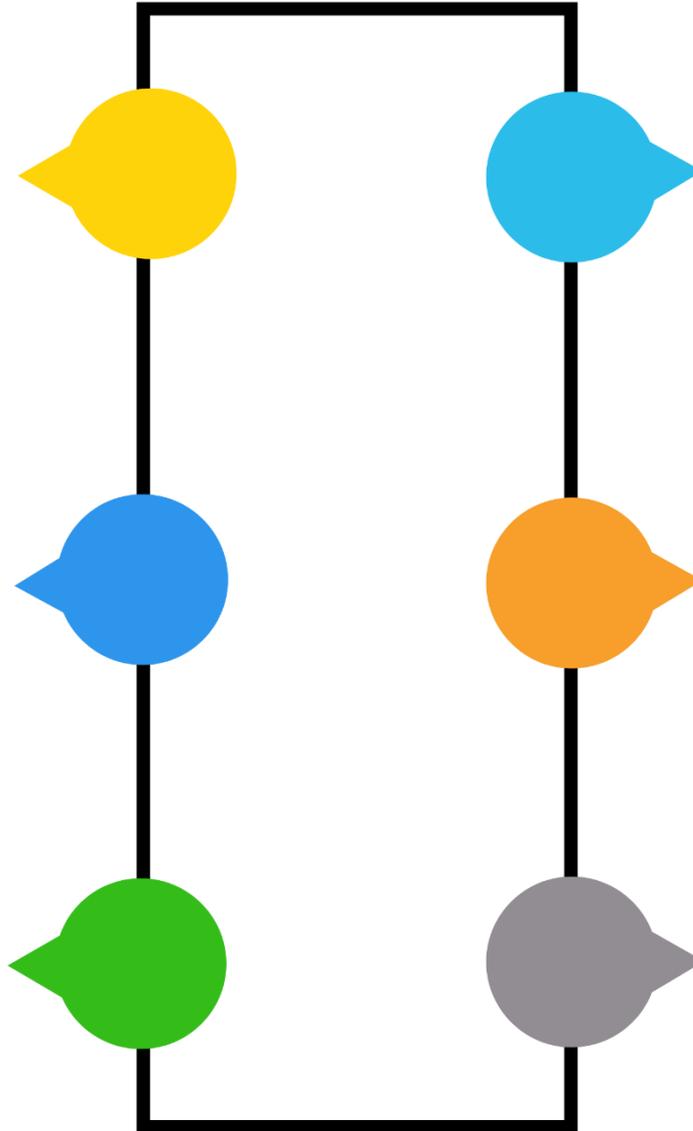
Roles that interact regularly shadow each other to experience a day in the life of one another

Process Shadowing

Roles that participate in the same process observe others' responsibilities

Employee Spotlight Podcasts

Podcast series featuring interviews with employees of various levels



Lunch N' Learns

Team members share their knowledge in a bring your own lunch forum

Training Courses/Materials

Collection of training resources, both internal and external, to build needed skills and understand job responsibilities

Feedback Mechanisms

Surveys and focus groups used to generate and distribute feedback, creating continuous improvement opportunities

Lessons Learned Along the Way

Have a vision,
follow the
model, and be
patient



Align your
vision with
your business'
objectives

Be persistent
with
leadership to
get the correct
staff in place



As your team
evolves, skill up
and re-align to
keep the right
people in the
right roles

Connect,
share, and
educate



Be vocal
about your
commitments
and your
successes

Set
quarterly
and annual
goals



Encourage
and foster
accountability
in yourself and
others

Take action;
start what
you can
when you
can



Look for
partnership
opportunities
to move
shared goals
forward

Question and Answer Panel

Technology Business
Management Office



Jeremy King
VP of TBM



Melanie
Yanock



Hilary
Stead

IT Financial
Management



Michael Kruse
Sr. Mgr. IT FMO



Jason
Tucker



Barrington
Green



Andy
Spears

Business Relationship
Management



Matt
Gildon



Todd
Schutte



Jaime
Willis