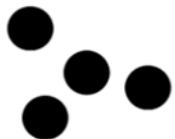


# Do You Sense Your TBMO Has Lost Its Pulse?

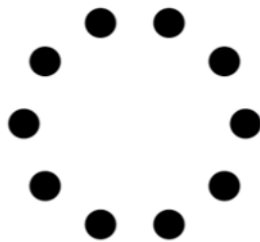
Jeremy King

Vice President, Technology Business Management

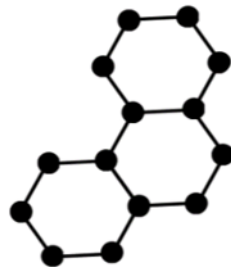
Globe Life



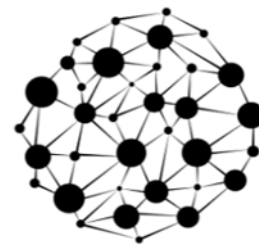
Decentralized  
Manual



Centralized  
Manual



Centralized  
Automated



Decentralized  
Automated

## Stage Hallmarks

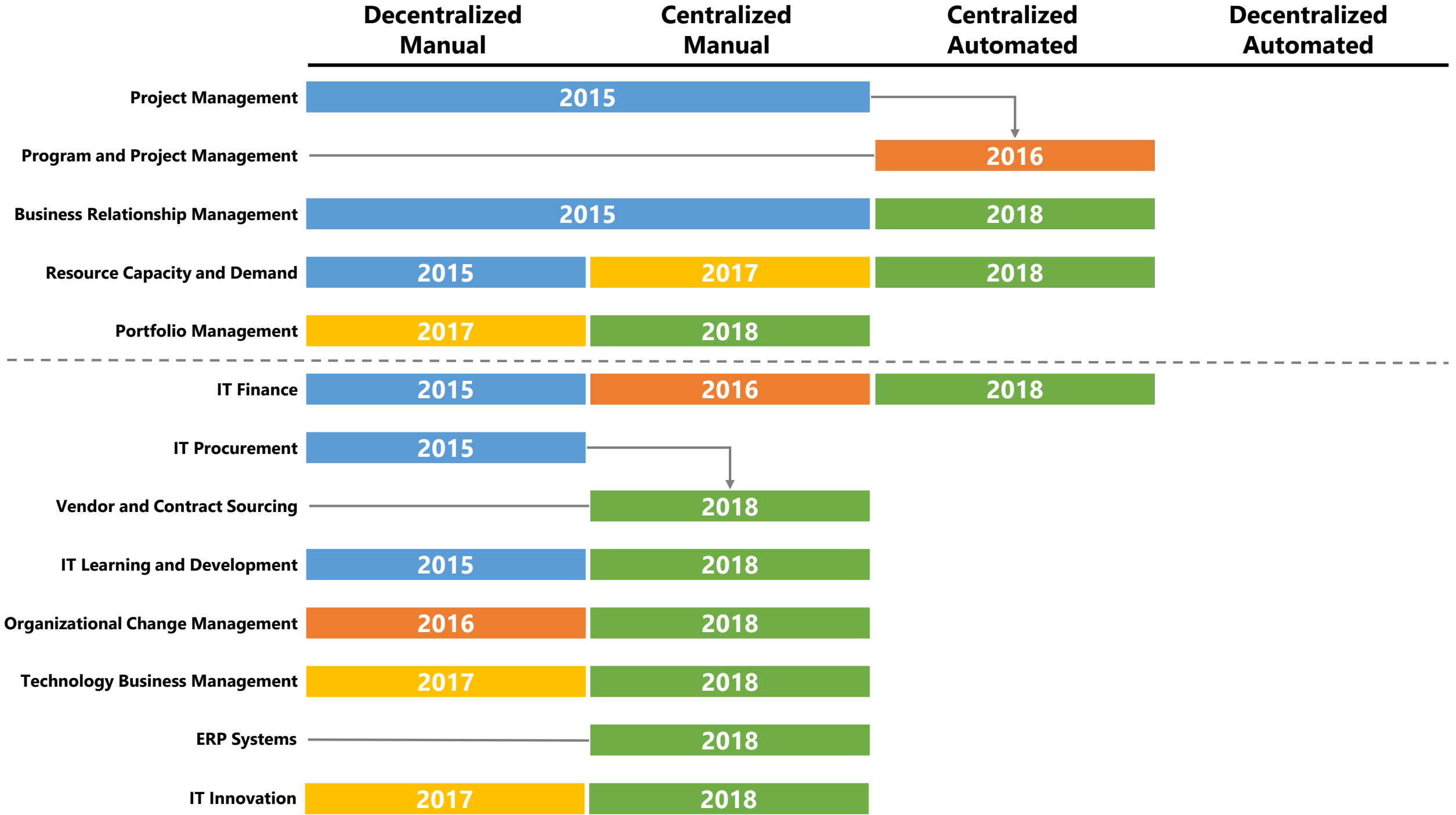
Chaotic	Central Team	Central Team	Delegated Responsibilities
Reactive	Manual	Automated	Automated with RPA/AI
No Standards	Standardized	Standardized Using Technology	Standardized, Integrated

## Transition Steps

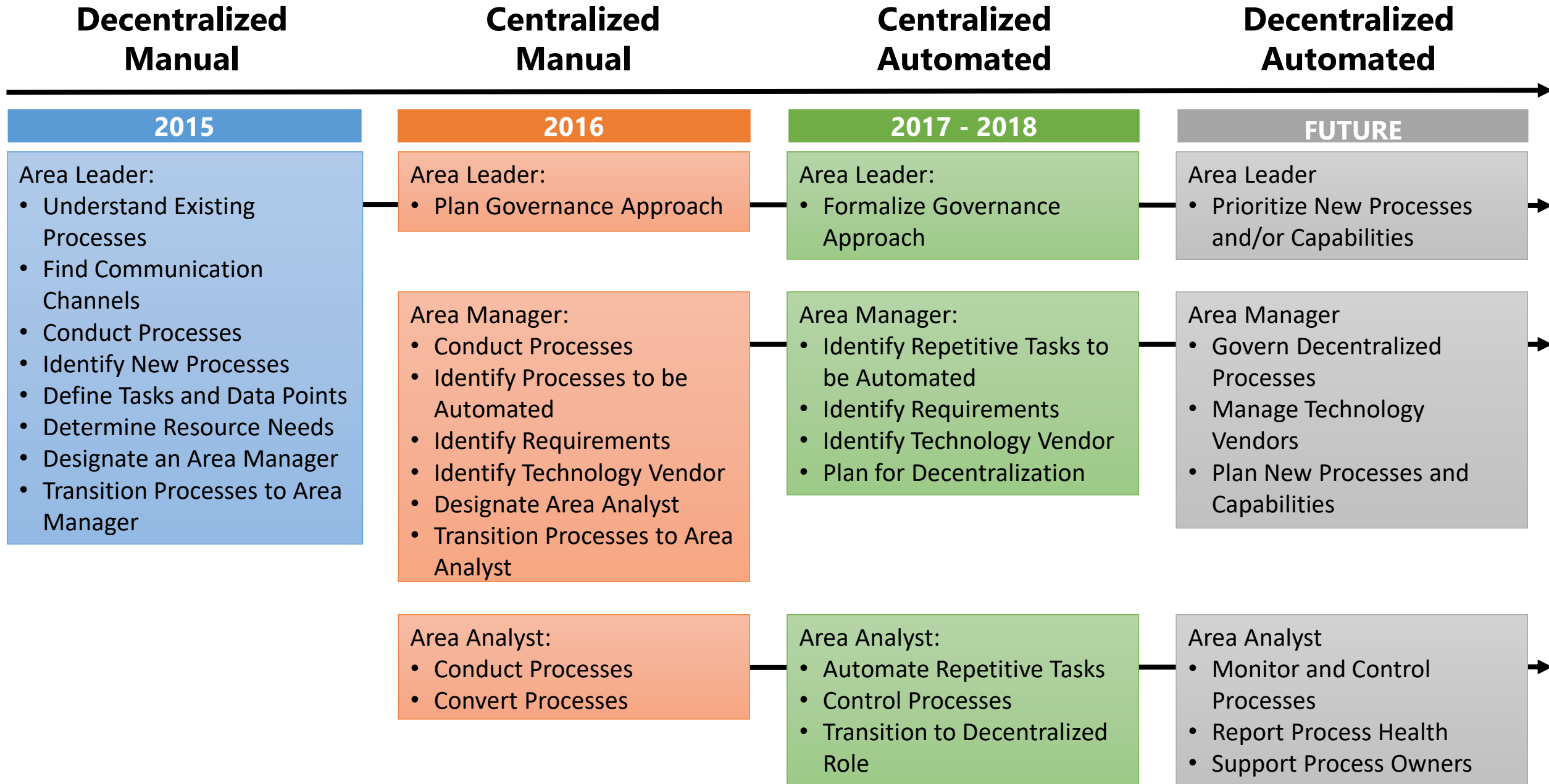
- Dedicate staff to centralized roles
- Consolidate communication channels
- Identify data points to begin capturing

- 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



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



START OVER



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



START OVER

## 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"><li>• Communicating the value they add</li><li>• Focusing on the most valuable areas</li></ul>
Only make progress in starts and stops	<ul style="list-style-type: none"><li>• Understanding how the business works</li><li>• Solving shared business problems</li></ul>
Have created reporting that nobody looks at or uses	<ul style="list-style-type: none"><li>• Reporting against established targets</li><li>• Developing processes with metrics and associated accountable owners</li></ul>



START OVER



# Signs of An Issue



**Sear – Cole Syndrome**

**1<sup>st</sup>** - Innovative spirit seems dead

**2<sup>nd</sup>** - Can't move on from the past



**Grey's Disorder**

**3<sup>rd</sup>** - People don't see their efforts

**4<sup>th</sup>** - Stuck in the background



**Crowe – Malcolm Disease**

**5<sup>th</sup>** - Only see what they want to see

**6<sup>th</sup>** - 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

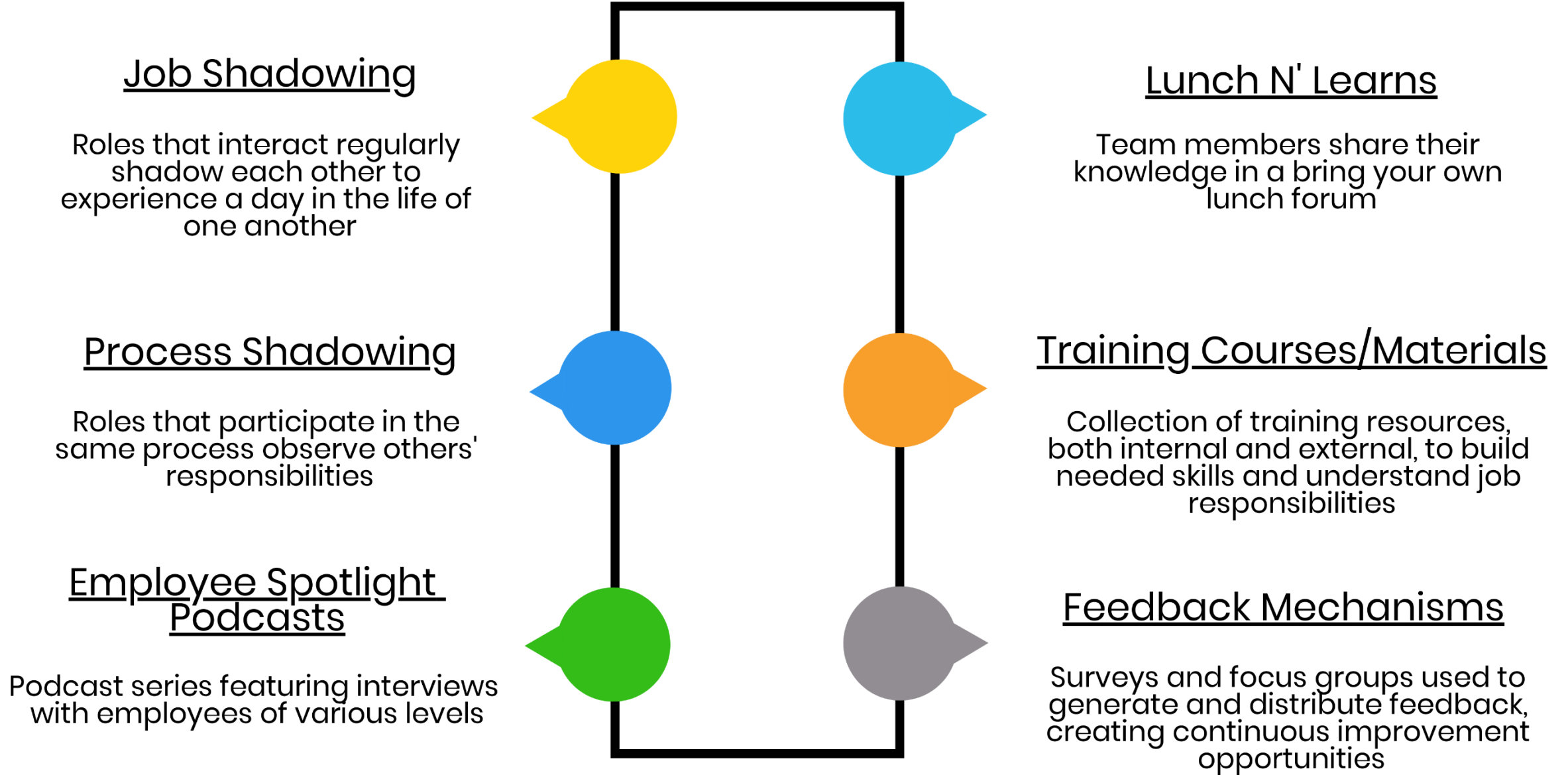
Established Our Brand

Celebrated Our Successes

Shared Our Vision



# Treatment Methods Utilized



# 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

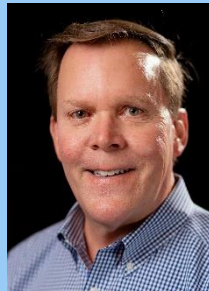


Melanie  
Yanock



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