

Conquering “Big Hairy Audacious Goals”

An IT Transformation Starter Guide

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- Complete a “Big Hairy Audacious Goal” within 90 days
- Clearly define the goal
- Recruit your best staff to work on the project
- Remove all barriers and set up the team to operate like a start-up

We all face “Big Hairy Audacious Goals (BHAG)” in our careers. However, many of them turn out to be crises we have to address rather than proactive initiatives that make significant positive impact on the organization. At StrataFusion, we believe in order to transform your IT organization successfully you need to set some BHAGs. At a former employer, we had a goal to setup the first private cloud and were asked to use company products. This was a big test of using all of the company products together for the first time and provided a showcase of this technology for our customers.

Step 1: Define the Goal (and Secure Support)

First, we started by clearly defining the goal: in 90 days, set up an operational private cloud that supports a mission-critical business application. We selected a business intelligence (BI) system supporting our marketing organization due to its critical requirement to understand our customers’ buying behaviors and design marketing programs to gain their attention. We then set up a regular cadence of meetings with our R&D organization was to ensure we were using the products as designed. With R&D’s buy-in, we got support when we ran into issues, as many of these products were never used together before.

Step 2: Recruit your Best Staff

Next we formed a BHAG team with the very best staff within our organization and recruited them to the project full-time. Initially there was a lot of push-back as we pulled these key staff members out of their existing roles and key projects. We engaged the team and gave them a free hand in bringing in any staff from other organizations inside/outside the company.

Step 3: Remove Barriers

Finally, we removed all barriers for the team and allowed them to operate like a “start-up,” eliminating internal process constraints. The BHAG team did not have to follow change control processes, and was allowed to use non-standard hardware/software and bring in third-parties as required. We provided strategic management support for the BHAG team and held weekly meetings to remove any obstacles from completing their project.

Success

The private cloud project was completed on time, and the mission-critical applications continued to support key functions in marketing. We had developed a showcase for our customers on how to set up a private cloud in 90 days. StrataFusion has worked with clients to develop “big goals” and transform their IT organizations so they can focus on key areas such as revenue growth, customer satisfaction, and innovation. With the right team and the right strategy, conquering a “Big Hairy Audacious Goal” is achievable in 90 days.

Conquer your IT Transformation Project. Let StrataFusion show you how.

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