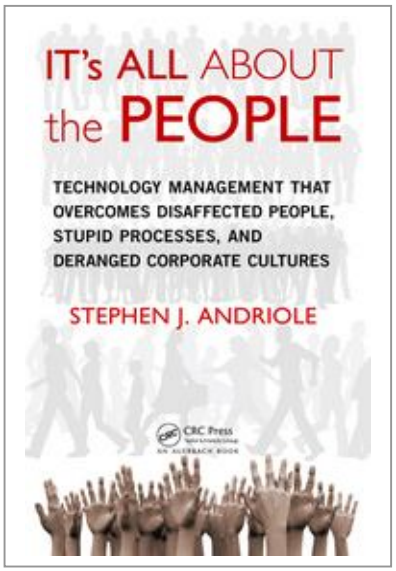
PM WORLD BOOK REVIEW



Book Title: ***IT's ALL about the PEOPLE: Technology Management That Overcomes Disaffected People, Stupid Processes, and Deranged Corporate Cultures***

Author: **Stephen J. Andriole**

Publisher: **Auerbach, CRC Press, Taylor & Francis**

List Price: US$69.95

Format: hard cover; 224 pages

Publication Date: October 2011

ISBN: 9781439876589

Reviewer: ***Ronald C. Johnson, PE, PMP***

Review Date: August 2012

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Overview of Book's Structure

Major topics included are people, organization, management, sourcing, and organic transformation. Each of these areas is thoroughly discussed in the book. The author shares many personal experiences, thoughts and advice in these areas that can be applied to improve the IT in all organizations.

Highlights: What's New in this Book

The discussions on people offer an analysis on understanding the diversity of people as well as diversity in cultural environments and providing steps to motivating personnel and improving IT groups. There is good information on the evolution of IT trends and skills, corporate culture versus personal culture, the people placer, business technology

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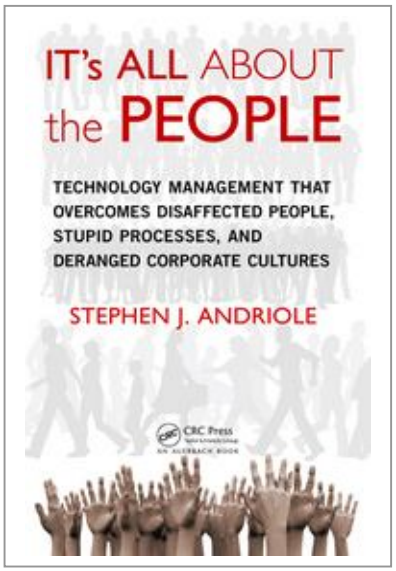

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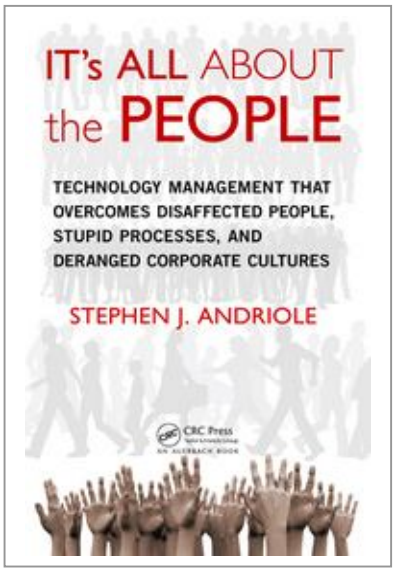

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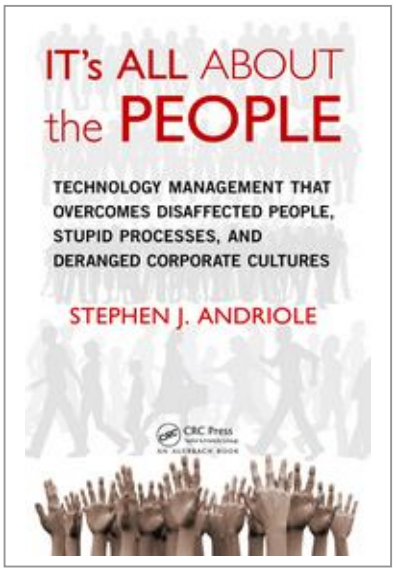

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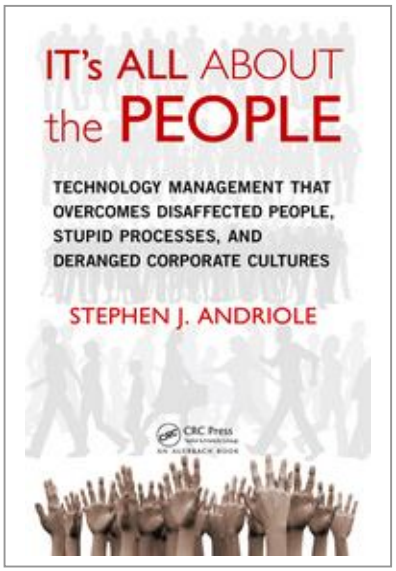

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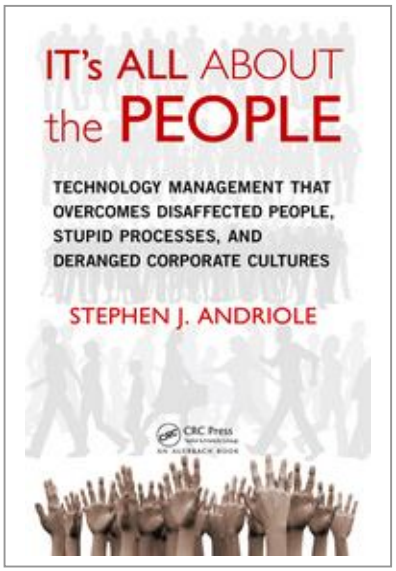

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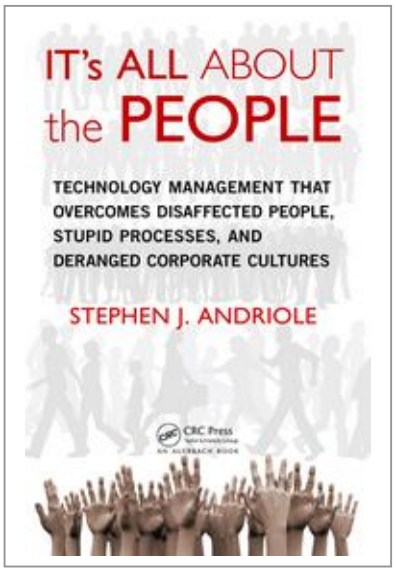

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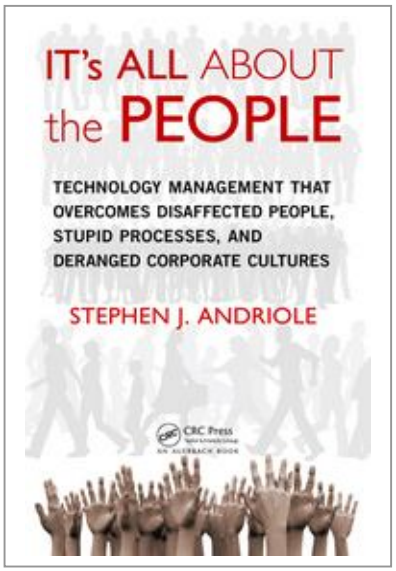

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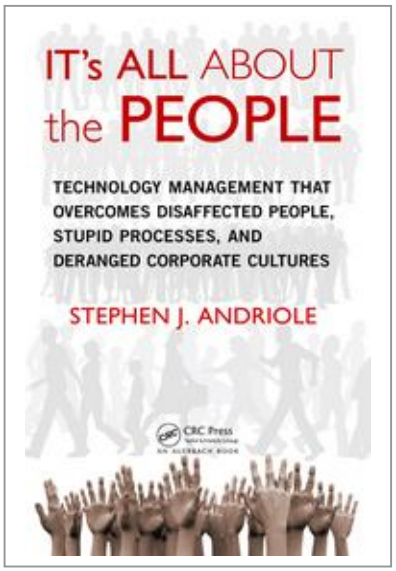

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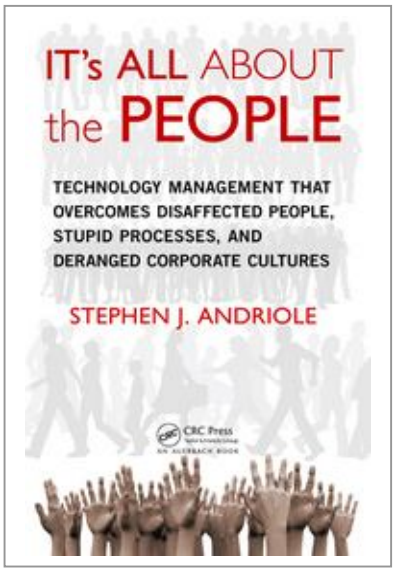

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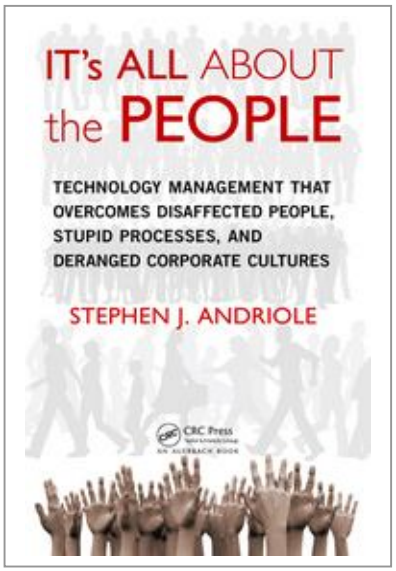

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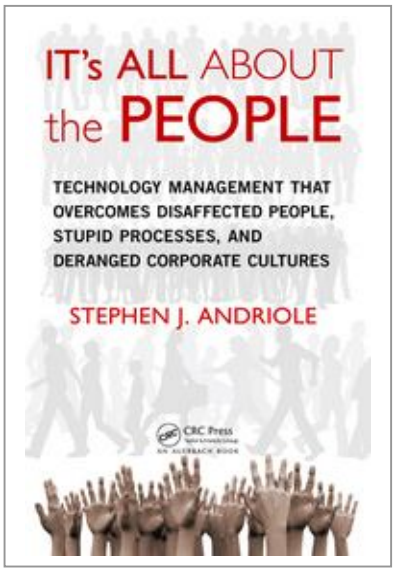

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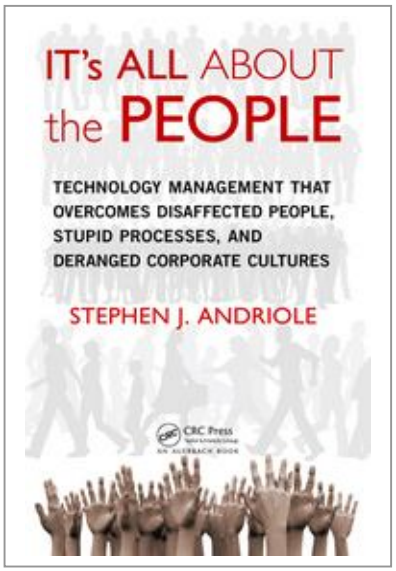

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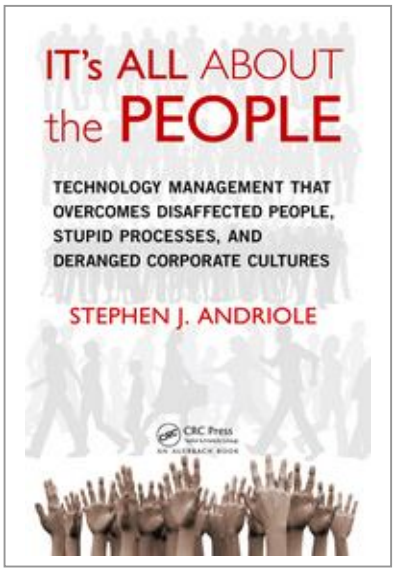

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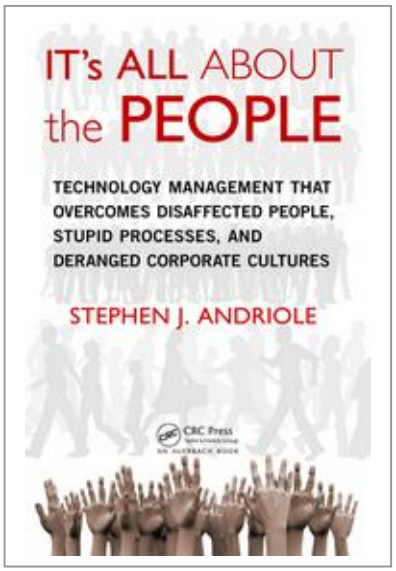

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Major topics included are people, organization, management, sourcing, and organic transformation. Each of these areas is thoroughly discussed in the book. The author shares many personal experiences, thoughts and advice in these areas that can be applied to improve the IT in all organizations.

Highlights: What's New in this Book

The discussions on people offer an analysis on understanding the diversity of people as well as diversity in cultural environments and providing steps to motivating personnel and improving IT groups. There is good information on the evolution of IT trends and skills, corporate culture versus personal culture, the people placer, business technology

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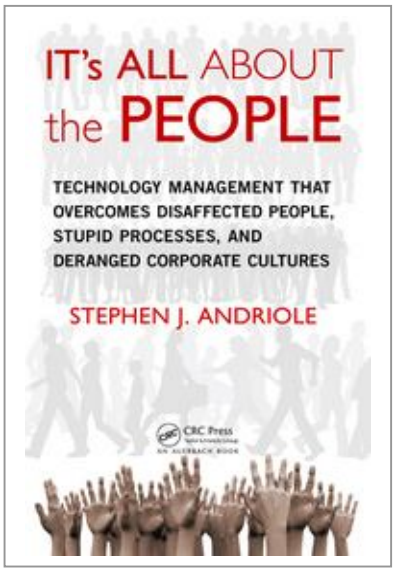

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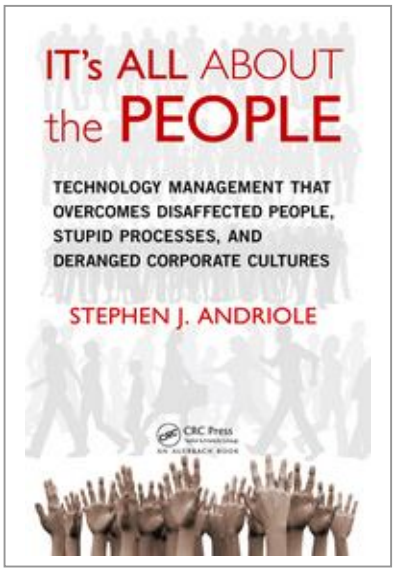

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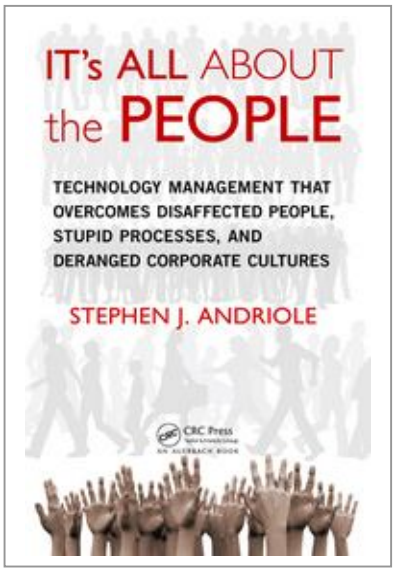

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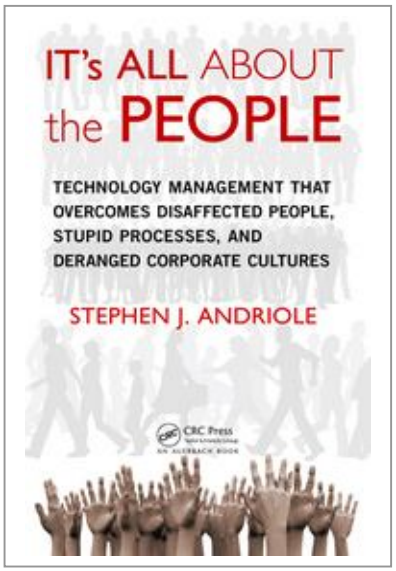

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Ronald C. Johnson, PE, PMP is a Process Improvement Manager for L-3 Communications. He has over 30 years of manufacturing and industrial engineering experience in operations, systems integration, electronics, optics, and consulting. A registered Professional Engineer and certified Project Management Professional with international electronics manufacturing process experience. Ronald has BS and MS degrees in Industrial Engineering from Texas A&M University. He has published technical articles and received over 25 quality and leadership recognition awards from Westinghouse, Northrop Grumman, L3 Communications and professional industry groups. He is a member of several professional societies, ASQ, IIE, PMI, and NSPE. Ronald can be contacted at ronaldjohnson2006@charter.net.

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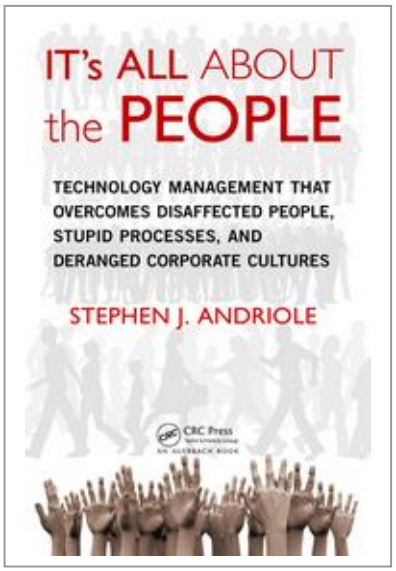

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Author: **Stephen J. Andriole**

Publisher: **Auerbach, CRC Press, Taylor & Francis**

List Price: US$69.95

Format: hard cover; 224 pages

Publication Date: October 2011

ISBN: 9781439876589

Reviewer: ***Ronald C. Johnson, PE, PMP***

Review Date: August 2012

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Overview of Book's Structure

Major topics included are people, organization, management, sourcing, and organic transformation. Each of these areas is thoroughly discussed in the book. The author shares many personal experiences, thoughts and advice in these areas that can be applied to improve the IT in all organizations.

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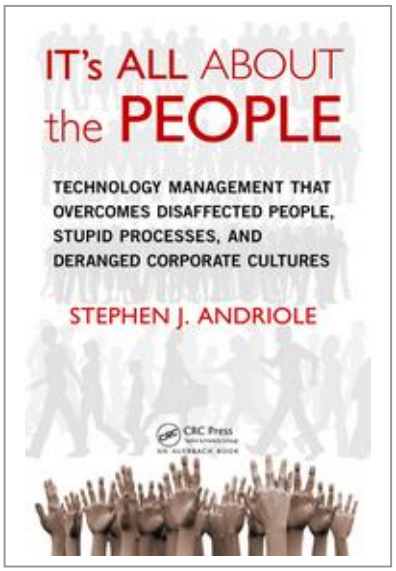

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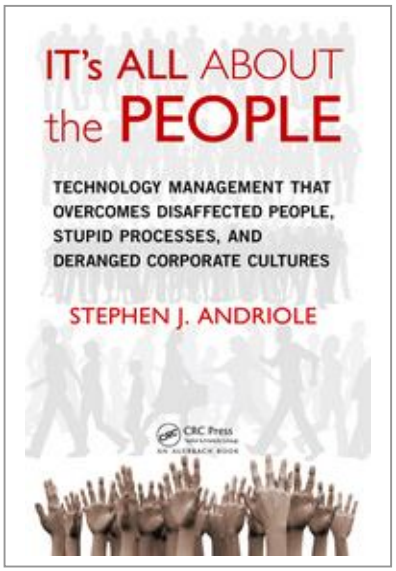

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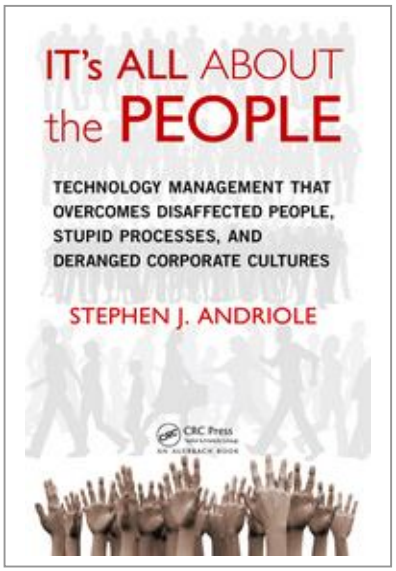

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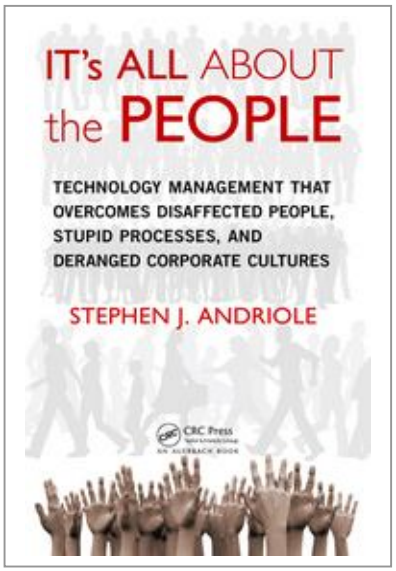

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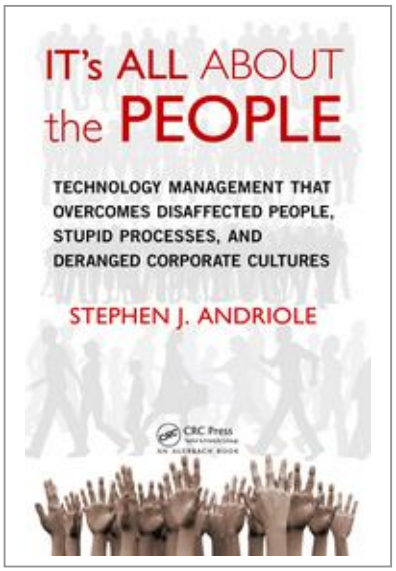

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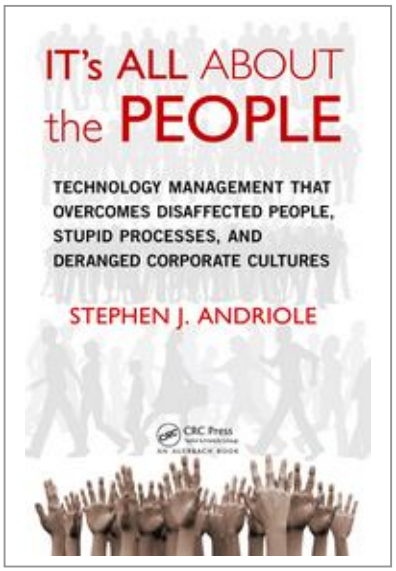

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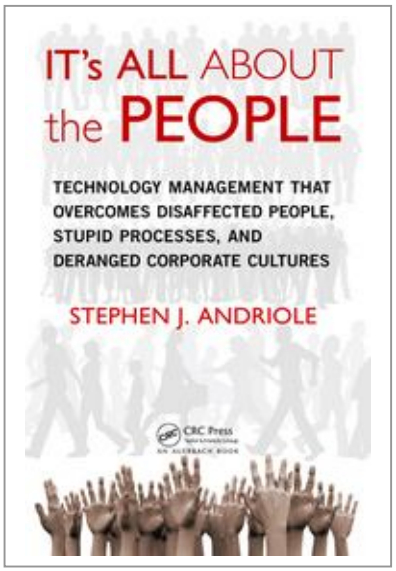

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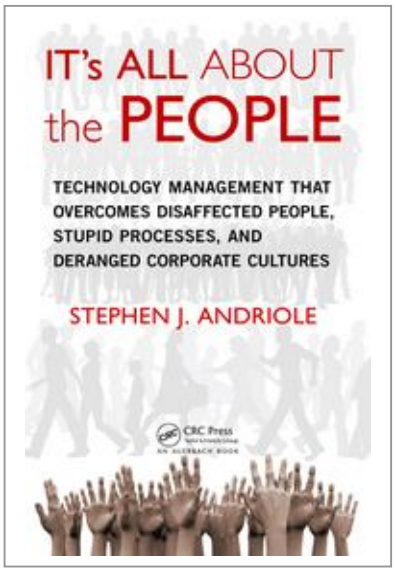

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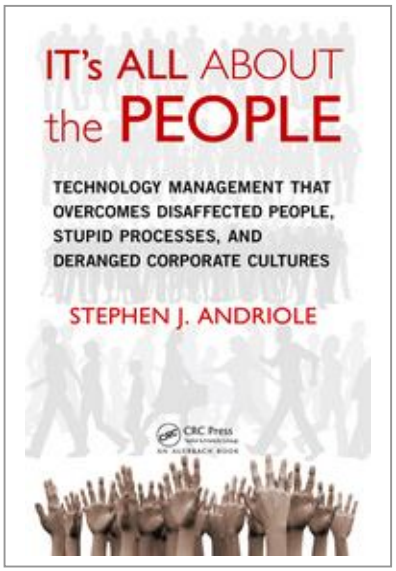

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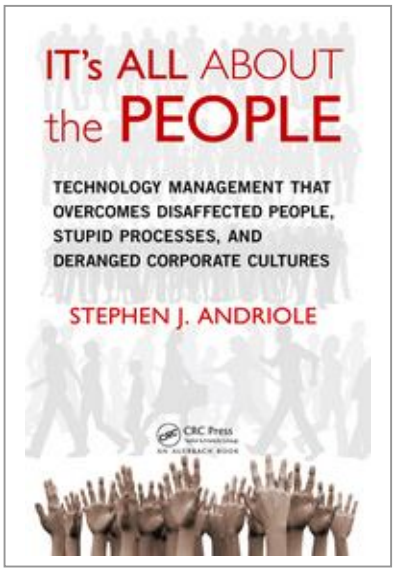

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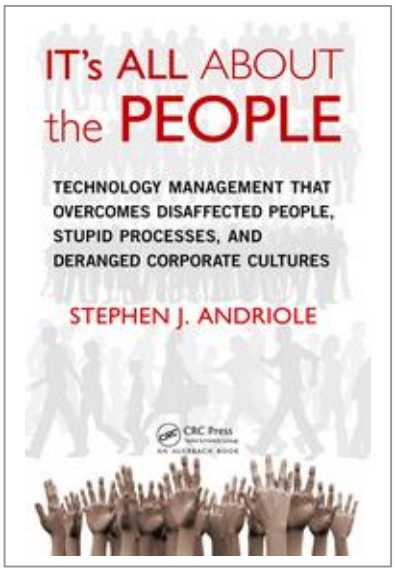

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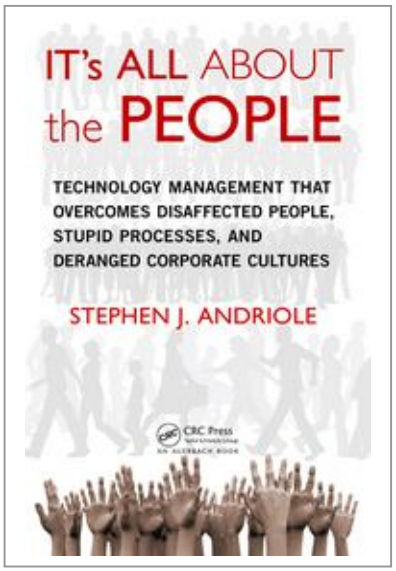

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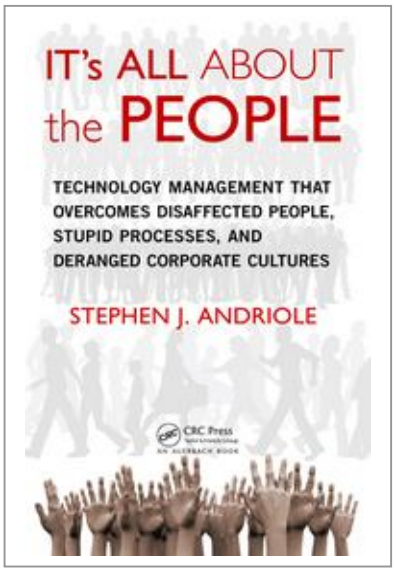

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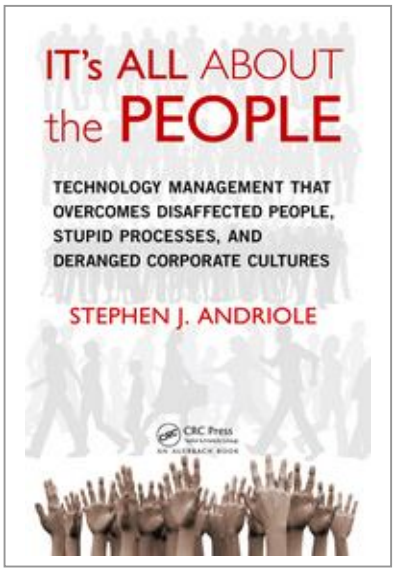

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Publisher: **Auerbach, CRC Press, Taylor & Francis**

List Price: US$69.95

Format: hard cover; 224 pages

Publication Date: October 2011

ISBN: 9781439876589

Reviewer: ***Ronald C. Johnson, PE, PMP***

Review Date: August 2012

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Major topics included are people, organization, management, sourcing, and organic transformation. Each of these areas is thoroughly discussed in the book. The author shares many personal experiences, thoughts and advice in these areas that can be applied to improve the IT in all organizations.

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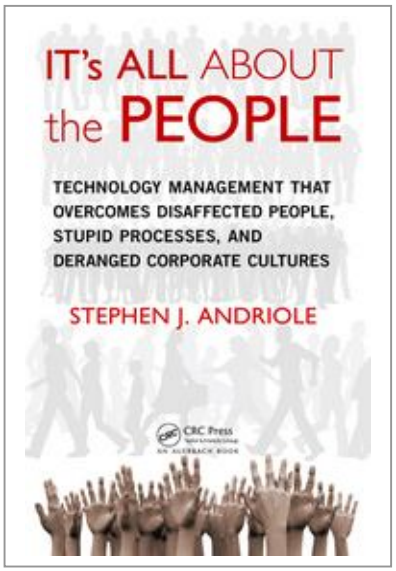

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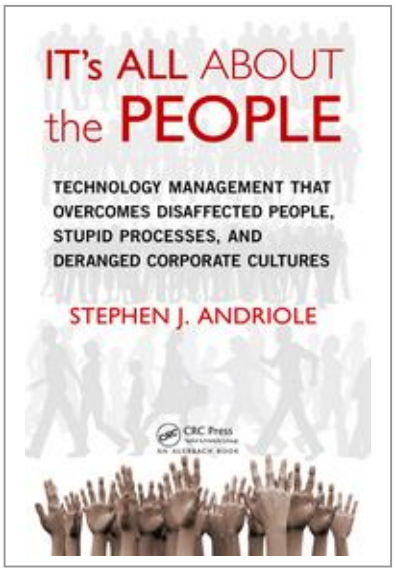

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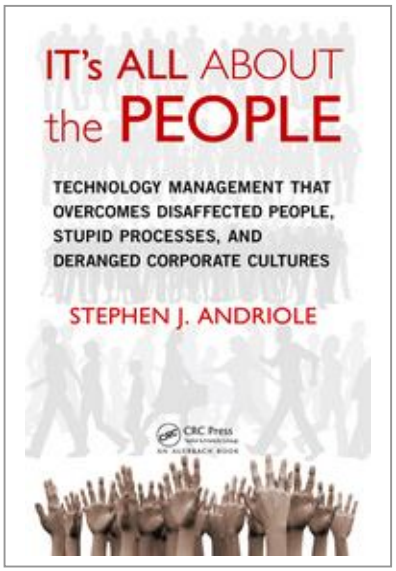

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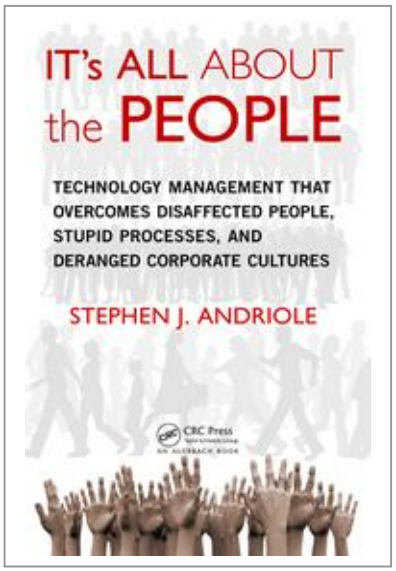

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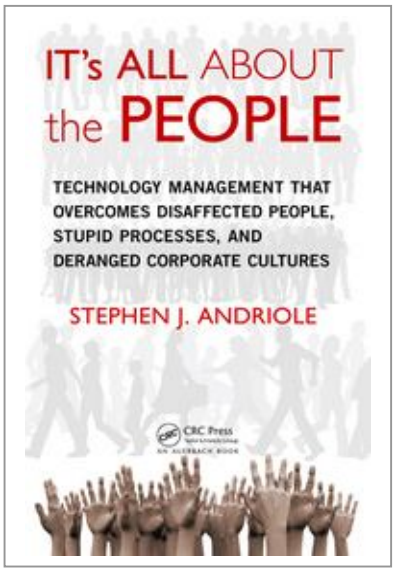

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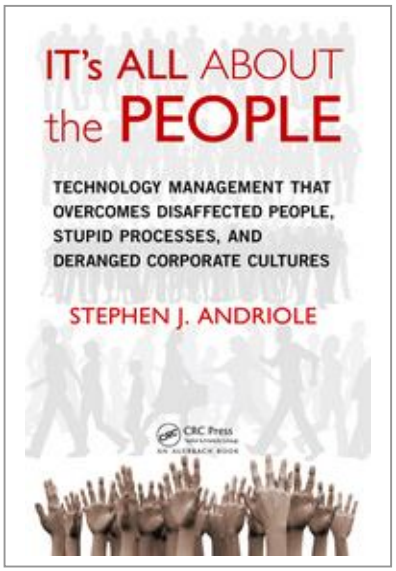

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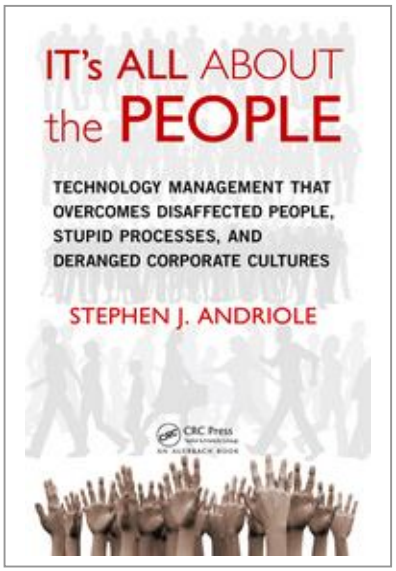

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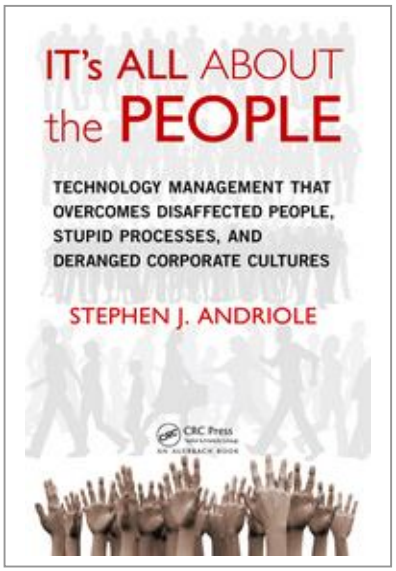

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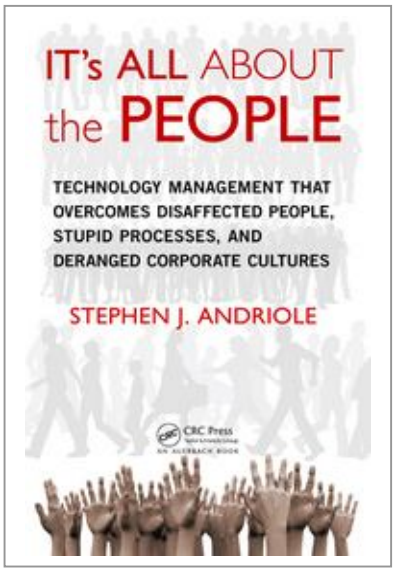

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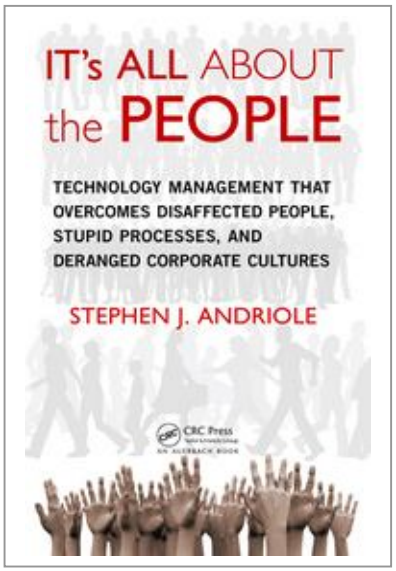

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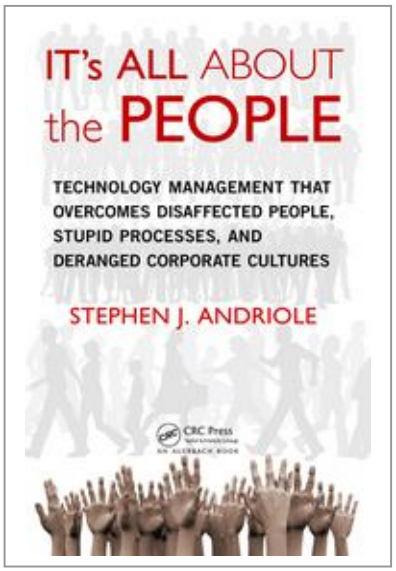

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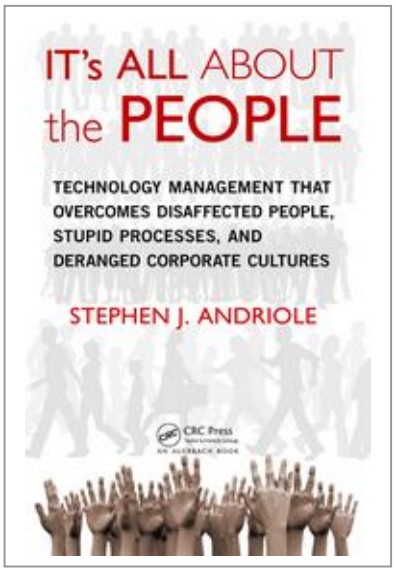

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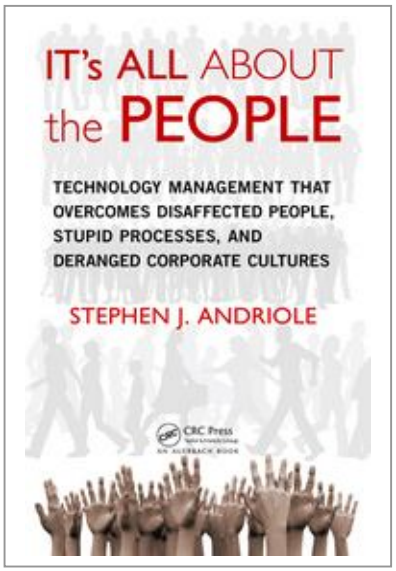

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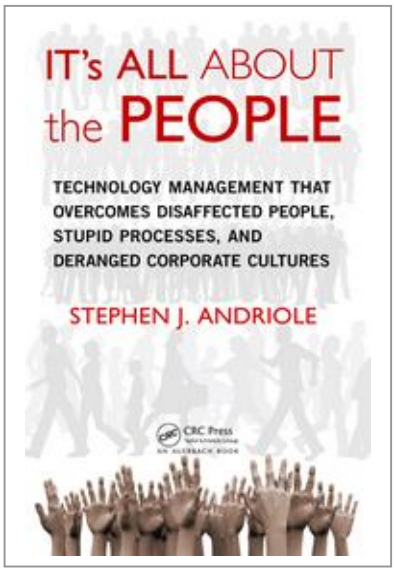

Book Title: ***IT's ALL about the PEOPLE: Technology Management That Overcomes Disaffected People, Stupid Processes, and Deranged Corporate Cultures***

Author: **Stephen J. Andriole**

Publisher: **Auerbach, CRC Press, Taylor & Francis**

List Price: US$69.95

Format: hard cover; 224 pages

Publication Date: October 2011

ISBN: 9781439876589

Reviewer: ***Ronald C. Johnson, PE, PMP***

Review Date: August 2012

Introduction to the Book

Stephen J. Andriole provides a detailed insight into the importance of having good quality people and implementing smart processes in making Information Technology (IT) successful for companies. The book explains the major influences of culture, organization, and politics on IT. The author comes across very blunt and frank in some discussions. Mr. Andriole tells it likes he sees it and does not sugarcoat his opinions, but states them strongly and clearly.

Overview of Book's Structure

Major topics included are people, organization, management, sourcing, and organic transformation. Each of these areas is thoroughly discussed in the book. The author shares many personal experiences, thoughts and advice in these areas that can be applied to improve the IT in all organizations.

Highlights: What's New in this Book

The discussions on people offer an analysis on understanding the diversity of people as well as diversity in cultural environments and providing steps to motivating personnel and improving IT groups. There is good information on the evolution of IT trends and skills, corporate culture versus personal culture, the people placer, business technology

partnership, and brands in the millennium (operationally, strategic, and business technology management). I found the section on mentoring, meritocracies, and sabbaticals to have a broad application to other groups in corporations and non-profit organizations, not just IT.

The book includes many interesting thoughts about technology organizations and how they should be organized to match the future IT trends. The author provides good arguments and explanations with an approach to having operational and strategic technologies as different groups but tied by architecture. New governance models (e.g. "Web Transaction Platform Challenges") are reviewed and described in detail. Excellent consideration is provided for implementing a Business Technology Management Office (BTMO) approach in a business. Being a strong manufacturing process type individual I appreciated the different IT perspectives on processes (control, improvement, and incentives). There is a good listing of true thoughts (e.g. "Please make us account for technology investments.") that IT should communicate to management about how to do technology.

Highlights: What I liked!

There are valuable discussions offered on how to improve IT organizations and Stephen Andriole provides multiple recommendations on approaching management. Meaningful structures and processes with accountability are the keys to management of people, providing a strong leadership, and a positive work culture. There are good discussions on using total cost of ownership (TCO) and return on investment (ROI) for evaluating business technology projects and opportunities. The concept of the importance of utilizing strategic risk management is critical in helping companies maintain their future competiveness in the global economy.

Explanations on sourcing development and future trends for delivery of digital technology information technology provide beneficial insights for organizations to consider. Sourcing taking place in all IT areas (e.g. software development, call centers, etc.) and determining core competencies are reviewed. There is an excellent analysis on platforms from 1980-2005 (Corporate Platform) and 2005 – present (Internet Platform) that is very useful. In addition, helpful examples and explanations on alternative technology delivery methods and processes including Open-source software, Web 2.0 technologies, Hardware-as-a-Service, Software-as-a-Service, and Thin client architecture are included. Importance on renegotiating contracts and redefining relationships with vendors is critical as more technology sourcing occurs.

Organic Transformation of the people and organizations is a notable area that provides sound guidance on processes, governance, rationalization, sourcing, innovation, management best practices, and consulting practice. The new governance matrix for operational, strategic, and innovation technology provides an improved approach involving all stakeholders. I really enjoyed the ideas on implementing internal

consultants versus using external consultants to improve business technology in organizations. The consulting process discussions give good insights in finding meaningful problems, assessing solutions, determining costs and risks, developing compelling business cases, and others.

Shortfalls: What was Missing!

There are some IT items that needed to be covered. It would have been beneficial to have seen more discussions on security and confidentiality of personal information in IT. Also missing was any mention of the need to address handling IT obsolescence in organizations and what to do about it.

Who might benefit from the Book

This is an informative book on IT dealing with the importance of people, organizations, and culture. There is much information that can be applied with positive results. I recommend this book to all IT personnel and others interested in learning about Information Technology Management.

Conclusion

Having a manufacturing operations background I learned much about how IT has changed since the 1980s and the future trends in the 21st century. After reading this book I have a greater appreciation and understanding of the impact of IT in corporate culture and its complexity on all areas of businesses. Finally, the author has strong opinions that the reader may or may not agree with but there is still much useful information to be gained by reading the book.

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About the Reviewer

Ronald C. Johnson, PE, PMP

Ronald C. Johnson, PE, PMP is a Process Improvement Manager for L-3 Communications. He has over 30 years of manufacturing and industrial engineering experience in operations, systems integration, electronics, optics, and consulting. A registered Professional Engineer and certified Project Management Professional with international electronics manufacturing process experience. Ronald has BS and MS degrees in Industrial Engineering from Texas A&M University. He has published technical articles and received over 25 quality and leadership recognition awards from Westinghouse, Northrop Grumman, L3 Communications and professional industry groups. He is a member of several professional societies, ASQ, IIE, PMI, and NSPE. Ronald can be contacted at ronaldjohnson2006@charter.net.

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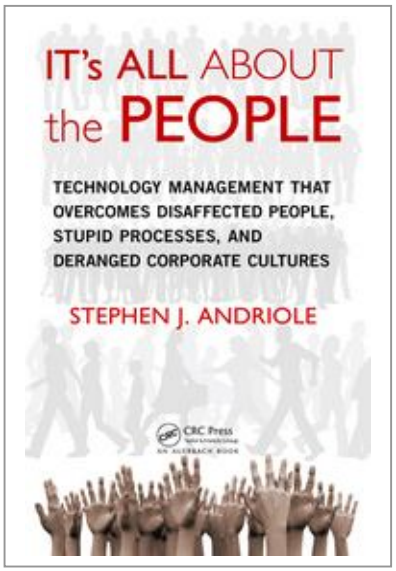

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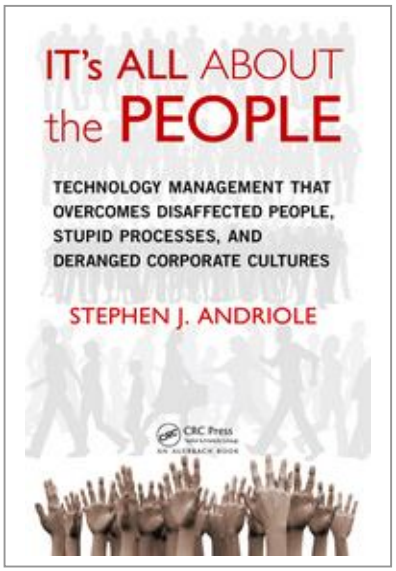

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