

MESSAGE FROM SIM

Mike Hammer once said to me, years ago, that the soft stuff is the hard stuff. I see the theme of this issue to be *Relationship Management*. Despite the technological advances we have made with IT, it's still all about human and organizational behavior. The best IT leaders know how to manage the soft stuff.

Nordea Bank has used customer relationship management to establish e-trust and an e-habit among its account holders.

A survey of 137 BPO relationships showed that relationship management was more important than contractually heavy service level agreements.

Infosys knows that CMM level-5 process maturity alone doesn't win or sustain business. They have gone out of their way to establish strong client relationships across major time zone barriers.

The case studies of BT plc and Toyota show that the successful linkage between corporate strategy and local execution is a governance structure based on well defined relationships among stakeholders.

SIM has long recognized the need for IT leaders to manage the soft stuff. The RLF Program educates up and coming IT leaders on the subtleties of the CIO role, the human dimension, not how to manage hardware and software.

SIM has worked with over 20 academics and thought leaders to sponsor research on the future IT workforce. The purpose of this project was to study what skills are needed in today's IT marketplace and what will be needed in 2008:

- Understand the current and future needs for IT skills and capabilities in both internal IT departments and IT service providers;
- Determine how organizations are recruiting and developing in-house IT skills and capabilities;
- Determine the extent to which organizations will access IT skills and capabilities through global sourcing; and
- Describe what skills universities should be providing their graduates.

Please visit www.simnet.org to see a summary of the article entitled The IT Workforce – Trend and Implications 2005-2008 and look for the full article in a future issue of MISQE. It will be no surprise that soft skills are always in demand.



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