



Enabling the
information society



SFIA Conference 2009



Trends in Capability Management

Adam Thilthorpe
BCS Director for Professionalism
December 2009

The IT Profession



“Only a Digital Britain can unlock the imagination and creativity that will secure for us and our children the highly skilled jobs of the future. Only a Digital Britain will secure the wonders of an information revolution that could transform every part of our lives. Only a Digital Britain will enable us to demonstrate the vision and dynamism that we have to shape the future.”

Rt Hon. Gordon Brown MP, Prime Minister

The IT Profession

Headlines from Computer Weekly September 2009

IT at biology's frontiers

In less than 10 years IT has gone from being a valuable tool for life sciences to being at the heart of some of the most important research projects ever undertaken.

- Mining data from the human genome requires massive computing power
- Chemical equivalent of the genome project is producing another data mountain

IT helps restore Lehman UK

If separating the IT systems is successful, Nomura will be able to run Lehman Brothers UK as a standalone entity at a significantly lower cost than when it was Lehman Brothers' UK entity

Go green with software

Organisations are looking to software to help them meet their environmental commitments

Computers to harness speed of light

Scientists aim to speed information processing by using light waves

Future optical computers will provide more processing power and higher speed

Technology at the heart of business

WH Smiths,
Amazon and the
incredible shrinking
market share..

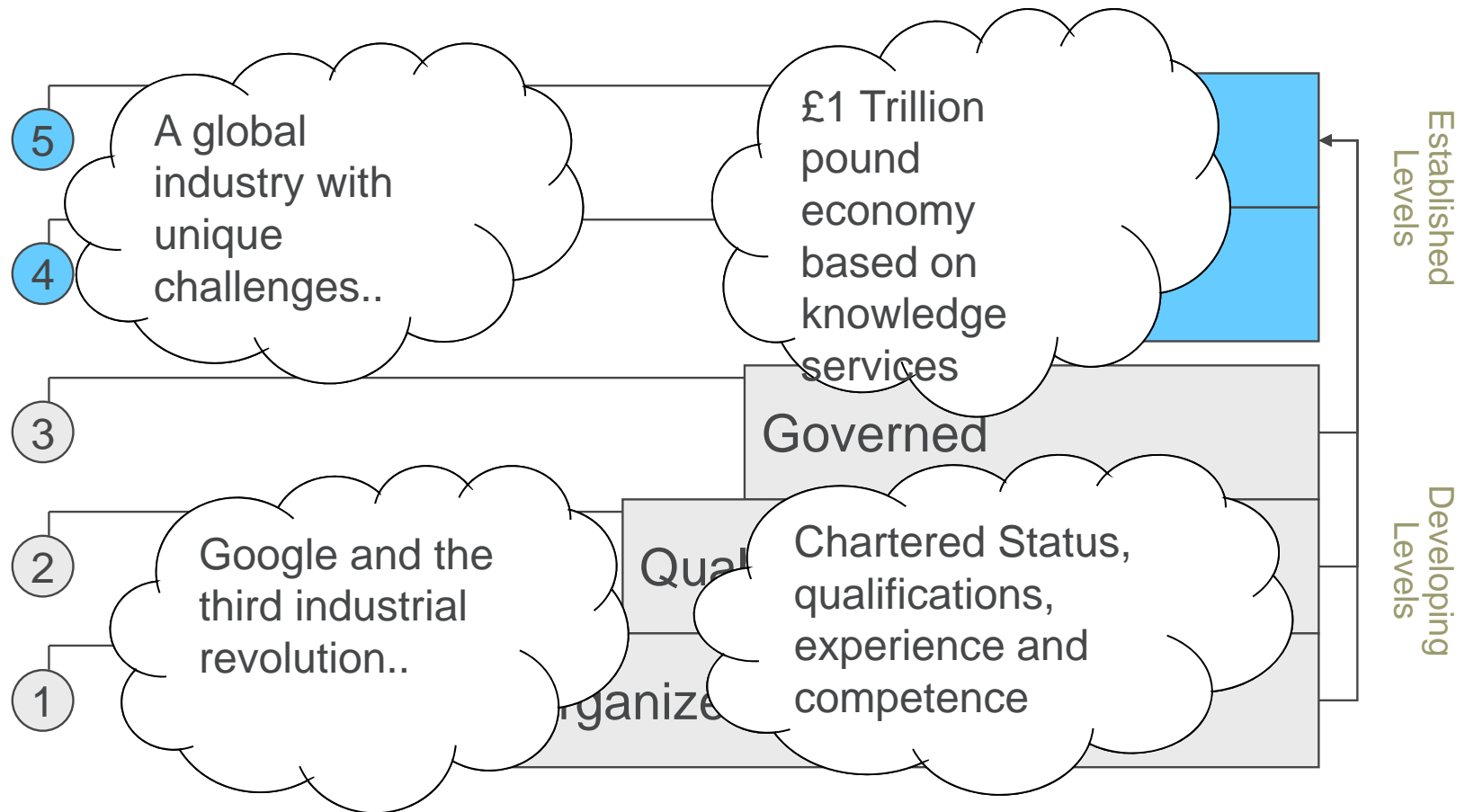
Groceries,
knowing your
customer and real
time delivery..

VISA, Mastercard
and no other
relevant threats..

Collaborative
working and
booze, or how
to get ahead in
Columbia..



A Maturity Model for a Profession



Derived from the Carnegie Mellon University Capability Maturity Model®

Capability Management - Definition



Capability management aims to:

- balance the achievement of current operational requirements at the same time as developing future capabilities to meet competing operational and strategic objectives

Effective capability management helps organisations to achieve strategic and current operational objectives by:

- Aiding the understanding, and effective integration, re-alignment and application of total enterprise ability or capacity and
- Develops and provides innovative solutions

Capability of IT Workforce



The skills of IT professionals are key to:

- Maximising the dividends of successful IT enabled innovation
- Exploiting the potential of the technology to meet customer expectations
- Using the power of the technology to help drive business growth

BCS Research September 2009:

Improving the IT skills of the UK workforce should be a top priority for boosting economic recovery

Capability of IT Workforce



- The changing demographics of the labour market,
- Skills shortages
- Employee demands for work–life balance
- Changes to traditional geographic and competitive boundaries
- The pace of change

Skills and knowledge need constant refreshing in order for them to stay current, stay productive and stay in line with strategy

Can Capability Management be ignored?



“Businesses change every day, and the development of a workforce that can cope with change is not easy.”

General Manager, Human Resources Group, Japanese transportation company

IBM Global Business Services - Unlocking the DNA of the Adaptable Workforce: The Global Human Capital Study 2008

Can Capability Management be ignored?



Consequences of a shortage of qualified IT professionals:

- Negative impact on business effectiveness and efficiency
- IT loses talent to other areas
- Increase of operational costs

BCS research October 2009

Can Capability Management be ignored?



How do you address a shortage of skilled IT professionals?

1. Professional development, career path initiatives

2. Improved working environment

3. Better engagement with the business

4. Better compensation

5. Training

6. Greater technology innovation

BCS research October 2009

Workforce Capability



Enhancing workforce performance in today's business environment requires:

- An adaptable workforce that can rapidly respond to changes in the outside market
- Leadership to guide individuals through change and deliver results
- An integrated talent management model that addresses the entire employee lifecycle
- Data and information to deliver strategic insights and measure success.

IBM Global Business Services - Unlocking the DNA of the Adaptable Workforce: The Global Human Capital Study 2008

Approaches to Talent Management



CIPD report 2006 – Talent Management: understanding the dimensions

Business priorities

Linking business challenges to workforce issues

Organizations that are facing the following challenges:	Are more likely to be concerned with:*
Improving operational effectiveness	<ul style="list-style-type: none">• Aligning employee skills with current organizational priorities
Developing new products/ service offerings	<ul style="list-style-type: none">• Attracting qualified candidates
Expanding into new markets/ geographies	<ul style="list-style-type: none">• Rapidly developing skills to address current/future business needs• Redeploying/realigning resources against new opportunities

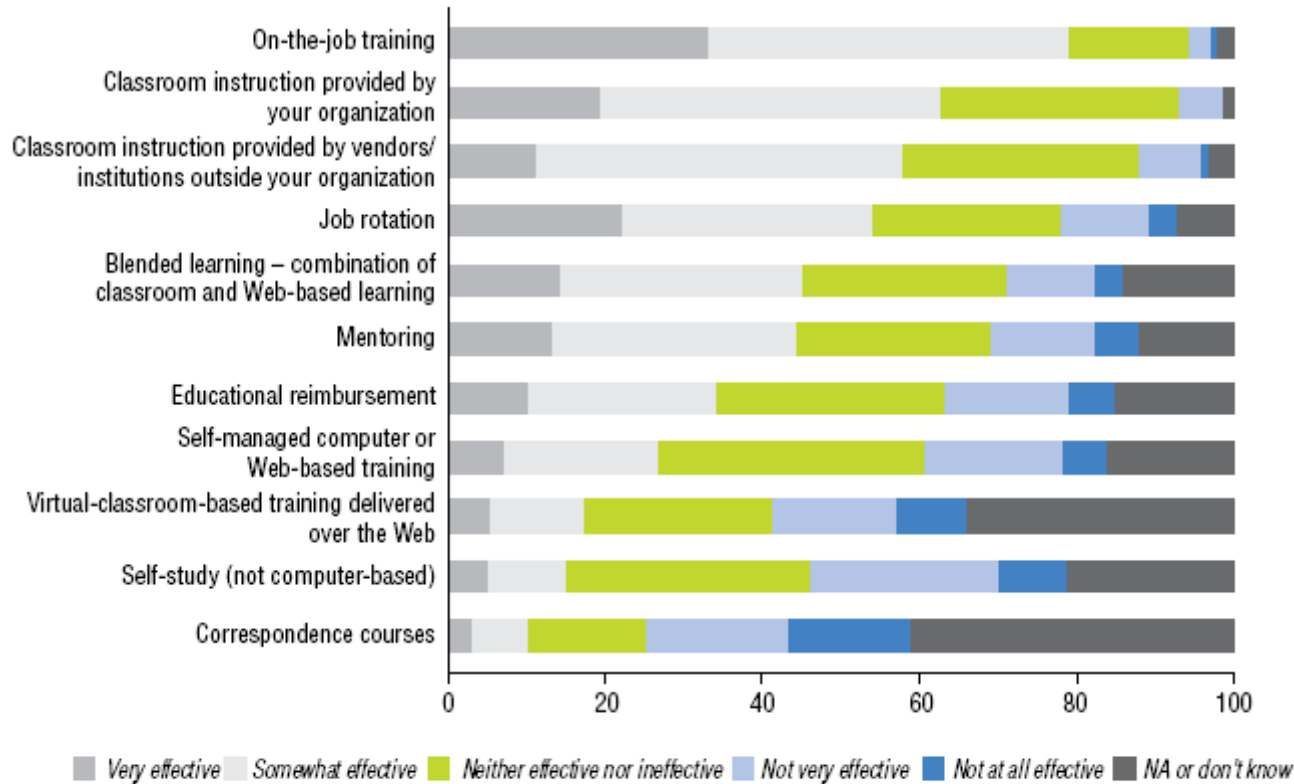
*Note: *statistically significant areas of concerns.*

Source: IBM Global Human Capital Study 2008.

How do we get what we need

How effective are the following employee development techniques in your organization?

(Percent)



Source: IBM Global Human Capital Study 2008.



Trends in Capability Management

Adam Thilthorpe
BCS Director for Professionalism
December 2009