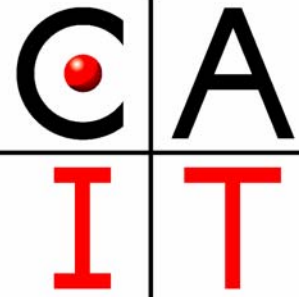


CAIT Connection

Center for the Application of Information Technology
Washington University in St. Louis

Sep/Oct 2007



Next Event, October 18th -- Group Genius: Managing IT Teams for Innovation

Just a few short years ago, no one could have imagined the creative role that IT is now expected to play, generating ideas and technologies that deliver competitive advantages to the enterprise. At first blush, it might seem like those blessed with the most technical talent might be exactly the type of individuals who would be among the most creative -- highly passionate, innovative, disciplined, and brilliant perfectionists who, when left alone, can focus their attention and talents until they see things no one else can see. But what if the most common beliefs about how creativity works are wrong?

Join us on Thursday, October 18th



R. Keith Sawyer, Associate Professor,
Washington University

when we will explore "Group Genius: Managing IT Teams for Innovation" with **R. Keith Sawyer**, Associate Professor, Washington

University in St. Louis. This event will be held from 8:15-10:30 a.m. at the Mission Control Room of the St. Louis Science Center (enter at the Planetarium). Organizations may register up to the following numbers of individuals based on their membership level: Executive A = 10; Executive B = 5; Supporting = 5; SME = 2; Vendor A or B = 5 + 3 guests. To register, contact (314) 935-4444 or EventRSVP@cait.wustl.edu.

Drawing from research he compiled for his authoritative and fascinating new book, Dr. Sawyer will dispel some of the most popular myths *GROUP GENIUS* (Continued on page 4)

Register for the November 13th session of FREE Training Roundtable series. For those in training-related roles

Representatives from some of the area's premier corporations met in September and October to launch an ongoing series that will be called "Training Roundtable: Issues, Insights, Experiences." They agreed to hold regular monthly meetings, with the next scheduled for Tuesday, November 13th at CAIT in Clayton. This roundtable provides an opportunity for training-related professionals to meet, learn from, and collaborate with colleagues in the St. Louis region. There are dozens of people throughout the area who are engaged in securing training for members of their organizations, most of whom have few, if any, internal colleagues performing the same function. Each session of the roundtable is designed to help people share knowledge with others who are doing the same things they are, facing the same challenges, and solving the same problems.

Roundtable sessions will be held once per month from 7:30 - 11:30

a.m. Meetings will consist of short presentations and facilitated discussion, drawing from internal and external speakers. All information and discussion will remain inside the group, and will be considered confidential.

At the September meeting, members suggested dozens of topics which fell into seven major themes of interest. They agreed that at each of the next seven meetings, participants would explore one of these themes and share concerns, experience, and ideas.

1. Training Community of Support: At the October 9th session, the group established the Roundtable's initial membership, and mechanisms for contacting and engaging one another. This included determining ways to reach the training community, and how to join with other companies to meet specialized training needs, drawing upon CAIT's resources as necessary.

2. Needs Assessment #1: This session will focus on all aspects relating to effective assessment of individual or target group training requirements. Among other areas, this will include performing individual/small group training needs assessments, assessing people's skills against what they need to know in their current positions and for future projects, migrating people to their next projects, developing the individual, providing both technical and soft skills training, and generational considerations.

3. Needs Assessment #2: This session will be a continuation of the previous session and will focus on planning and fulfillment of established training needs. Topics will include coordinating money, time, and people resources, fulfilling against needs assessment and individual requirements, determining the

TRAINING RDTBL (Continued on page 2)

WHAT'S COMING

"Training Issues Roundtable"
(RDTB18)
Half-Day:
Tue, Nov 13
7:30am-11:30am

"Developing IT Profess'ls into Leaders"
(MGT240)
Two Days:
Mon-Tue, Oct 15-16
8:30am-4pm

"IT as a Service Organization"
(MGT115)
Two Days:
Tue-Wed, Oct 30-31
8:30am-4pm

"Business Strategy Fundamentals for IT Professionals"
(MGT325)
Two Days:
Thu-Fri, Nov 1-2
8:30am-4pm

"Business Requirements Management"
(MGT245)
Three Days:
Tue-Thu, Nov 13-15
8:30am-4pm

"The Business-IT Partnership Deliver'g Bus. Results"
(MGT280)
One Day:
Mon, Dec 3
8:30am-4pm

To enroll, contact CAIT Training Services at (314) 935-4444 or training@cait.wustl.edu

From the Director's Chair...

Those of you who were able to join us at CAIT's annual presentation and golf tournament at Innsbrook heard David Van de Voort's perspective on the current and future IT workforce. It became very clear that many of us have teams that are comprised of baby boomers, generation Xers, and snowflakes (the up and coming generation of each one 'unique' and each one 'special' workers). The not-so-subtle differences in the values, priorities, goals and communication styles of these different groups make managing, motivating, training and developing this very diverse pool of individuals an entirely different challenge than what it used to be. It also has implications for building organizational teams, formal and informal, particularly when the teams are intergenerational in composition. How do we design incentive plans that apply to a diverse set of workers? Will menus need to be built that offer various types of benefits cuisine to satisfy the tastes of the different types of workforce members?

This topic appears to be the focus of many discussions and articles lately. I suspect that's due to the fact that more and more of us are beginning to experience situations where the intergenerational divide is noticeable. If we also look at the trend toward graduating fewer computer science majors now than 10+ years ago, what does that say about the source of the replacement staff as baby boomers retire? How do we leverage the time we still have with these soon-to-retire workers in order to transfer as much of their knowledge and insight to their younger colleagues as possible? Then, how do you incent these younger workers to stay with your organization once they have much of this critical knowledge, versus leave for a job that offers more intangible rewards that might be important to them?

Being prepared to work and manage very creatively and differently than in ways our corporate cultures may be ready to support looks like a fundamental necessity. Even the HR professionals being hired and developed need different competencies than their predecessors. It's about to get very interesting... again.



Laurie Koetting

Laurie Koetting
Executive Director,
Sever Institute of
Continuing Studies

Annual Innsbrook Event Featured Sunshine, Insights, and Camaraderie

For the first time in recent memory, perfect weather was never in doubt, providing a perfect backdrop for the annual Executive Speaker Series and Golf Outing at Innsbrook on Friday, September 21st. Dozens of St. Louis IT executives participated in the region's premier IT executive event of the year and enjoyed a day of camaraderie, fun, and learning with other St. Louis IT leaders.



The Winning Team of Dave Shake, Fred Rice, Ryan Jackson, and Dan Mullen

The day began with an insightful and entertaining presentation by Mercer Human Resource Consulting Principal Consultant David Van De Voort entitled, "Optimizing IT Workforce Effectiveness: Current practices in talent attraction, retention & productivity." He presented the group with a unique and comprehensive look



CAIT's Laurie Koetting models Dan Mullen's prize for Closest to the Pin

at the state of just about all HR issues in IT today. Particularly noteworthy was the data he shared on issues that are rarely seen quantified, such as salaries, use of contractors, hardest-to-hire positions, and the impact of various rewards on retention. One of the most engaging sections of his presentation was the differences between generations – the "Baby Boomers," "Generation X," and the latest generation, which he labeled "Snowflakes." According to Mr. Van De Voort, this is the generation that believes that everyone is unique, and everyone is special, providing unprecedented challenges for those trying to manage an organization using standard HR practices and policies.



2nd Place Team: At left, Craig Schaefer and Scott Altmiller. At right, Steven Westlund and Erie Craig



CAIT's Laurie Koetting with Longest Drive Winner Craig Schaefer

After the presentation, many of the attendees attempted to manage a very different type of talent in an 18-hole golf scramble, while **INNSBROOK** (Continued on page 4)

TRAINING RDTBL (Continued from page 1) level and price of training, covering work while people are in training, and providing training to get the project done vs. outsourcing.

4. Training Cost/Justification and Assessing ROI: This session will explore tangible and intangible methods and metrics associated with ensuring that training investments produce appropriate benefits.

5. High-Tech Training Requirements and Techniques: This session will address training needs associated with new technologies and the use of new technology for use in training. Keeping up with market demands and coordinating blended learning opportunities will also be discussed.

6. Organizing Enterprise Training for Effectiveness and Efficiency: This session will explore the various organization strategies that incorporate training awareness, stake-

holder involvement, and enterprise relationships that align most effectively with business goals and culture. Participants will also shed light on matters related to working in centralized vs. decentralized internal training environments.

7. Training's Role in Change Management and User Preparedness: This session will magnify the focus on establishing relationships that reinforce and support a tight integration between organization projects and change, and the preparedness of the user community to embrace those changes.

If you have any questions, contact Madelynn Hopson (madelynnh@cait.wustl.edu, 314-935-5367) or Bill Darte (billd@cait.wustl.edu, 314-935-7575). If you would like to attend the November 13th or future sessions, please register online at http://www.cait.wustl.edu/index.php?option=com_courses&task=view&code=RDTB18

Next Advanced Project Management certificate series begins January. Timing provides opportunity to complete prerequisites if needed.

CAIT has just placed on the schedule a special Advanced Project Management Certificate series that begins January 30th. This means there is time for anyone who would like to enroll to complete the needed prerequisites in advance.

To enroll in this series, students must have either: 1) earned the CAIT Project Management Certificate, or 2) completed CAIT's Project Management Fundamentals and Advanced Project Management courses, plus have three years of project management experience. Between now and the January 30th certificate series start date, the Project Management Fundamentals class will be offered October 22nd and the Advanced Project Management class will be offered December 3rd and December 17th. So, both prerequisites can be completed in advance!

This is one of many new offerings that reflects the growing commitment of CAIT and its parent, the Sever Institute of Continuing Studies, to Project Management education. The program consists of four classes conducted over 10 weeks. Participants enroll for all four classes at the beginning and proceed through the program in a cohort, lock-step manner to more closely simulate real-world peer exchange, team-building, and leadership. Teams are assigned during the first session and work together throughout the program.

The program is designed to take participants to a "new level" of understanding and capability, helping graduates better mentor their subordinates and

achieve a "mastery" level of project assessment and leadership. This "advanced" certificate places the focus on "performance" and builds upon the Project Management Mastery Model and Parametric Analysis introduced in other coursework under the direction of Dr. Tom Browdy and Dr. Jim Blair, PMP.

The four classes in the certificate are: 1) Developing Project Management Mastery Skills; 2) Advanced Practices of Leading and Motivating Project Teams; 3) Multi-level Project Metrics; and 4) Conducting a Project Assessment. The program concentrates on building mastery skills for project managers by organizing current knowledge of participants. Material will be structured in such a way that current knowledge can be passed along to more novice project managers, and future knowledge can be integrated effectively in a consistent and meaningful way.

For more information on CAIT's new Advanced Project Management certificate, contact Bill Darte (billd@cait.wustl.edu, 314-935-7575) or Madelynn Hopson (madelynnh@cait.wustl.edu, 314-935-5367). We hope you will prepare now as needed so that you can enroll in the next Advanced Project Management certificate series that begins January 30th!

Connecting with the CAIT Staff

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"Making the Case for IT" is topic of November 13th event

In the past, the conventional wisdom was that IT was all about improving cost efficiency and productivity, and IT professionals were best thought of as helpful servants, but not the types of people corporations would invite to the business table. But now that it is understood that IT is also a driver of business growth and innovation, the misunderstandings and missed opportunities have still not come to an end. What frameworks and tools can be used to identify how best to use IT? And, how does



Lynda Applegate, Henry R. Byers Professor of Business Administration

one make the case for IT, demonstrating its often hard-to-quantify business benefits to those who must decide how to invest corporate funds?

Join us on Tuesday, November 13th when we will explore "Making the Case for IT" with **Lynda Applegate**, Henry R. Byers Professor of Business Administration at Harvard Business School. The event will be held on Tuesday, November 13 from 3:30 - 6:00 p.m. at the St. Louis Zoo's Living World. The presentation will begin at 3:30 p.m., with cocktails and "heavy" hors d'oeuvres beginning at 5 p.m. Organizations may register up to the following numbers of individuals based on their membership level: Executive A = 6; Executive B = 3; Supporting = 3; SME = 2; Vendor A or

B = 3 + 3 guests. To register, please contact (314) 935-4444 or EventRSVP@cait.wustl.edu.

Lynda M. Applegate is the Henry R. Byers Professor of Business Administration at Harvard Business School, teaching courses in entrepreneurial management and technology and innovation, and serving as co-head of the school's Entrepreneurial Management unit. She is the recipient of numerous awards for her research and teaching, including Harvard Business School's prestigious Berol Award for Research Excellence and its Apgar Award for Innovation in Teaching. Lynda is an active international consultant and has *NOVEMBER EVENT* (Continued on page 4)

GROUP GENIUS (Continued from page 1)

about creativity, including the myth of the solitary genius. He will show that it is collaborative effort that generates ideas and inventions -- that innovation always emerges from a series of sparks, never a single flash of insight. In fact, creativity is always collaborative — even when you're alone. He will discuss how to be more creative in collaborative group settings, how to enable creativity in our IT organizations, and how to tap into their reserves of creativity. His empowering message is that all individuals and enterprises have the potential to be more creative; we just need to learn the secrets of group genius.

Dr. R. Keith Sawyer, a professor of psychology, education, and business at Washington University in St. Louis, is one of the country's leading scientific experts on creativity.

His new book, *Group Genius: The Creative Power of Collaboration*, was published by Basic Books in June 2007. It shows us how to be more creative in collaborative group settings, how to change our organizations for the better, and how to tap into our own reserves of creativity. After receiving his computer science degree from MIT in 1982, Sawyer began his career with a two-year stint designing videogames for Atari. From 1984 to 1990, he worked as a management consultant on innovative technologies; clients included Citicorp, AT&T, and U.S. West. He has been a jazz pianist for over 20 years, and spent several years playing piano with Chicago improv theater groups. His research has been featured on CNN, Fox News, Time Magazine, and other media. A popular speaker, he lectures to corporations, associations, and universities around the world on creativity and innovation.

Visit CAIT at
<http://cait.wustl.edu>
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 5 North Jackson, Suite 130, Clayton

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For training information, contact Madelynn Hopson at: madelynnh@cait.wustl.edu or (314) 935-5367

To register for courses, contact: training@cait.wustl.edu (314) 935-4444

INNSBROOK (Continued from page 2)

engaging in this once-a-year opportunity to meet and get to know their colleagues.

The winning team delivered a combined score of 6 below par, earning them the coveted CAIT Innsbrook trophy with faux-crystal golf ball and bragging rights for a full year until next year's outing. Other winners received CAIT keychains, a deluxe golf cooler, and a Washington University in St. Louis sweat-shirt. But, no one went home empty handed — every attendee received an official CAIT travel alarm clock.

The winning team, with a net score of 64, consisted of Dave Shake of DISA, and Ryan Jackson, Dan Mullen, and Fred Rice of SAIC. Just one stroke behind, the Second Place team

included Scott Altmiller of the Washington University Medical School Finance Office, and Erle Craig, Craig Schaefer, and Steven Westlund of Washington University Computing Facilities.

The longest drive competition was won by Craig Schaefer of Washington University Computing Facilities, with a towering shot that exceeded 350 yards. Dan Mullen of SAIC won the 'closest to the pin' competition.

We would like to thank all participants for helping us make this year's Innsbrook event as enjoyable as the weather!

NOVEMBER EVENT (Continued from page 3)

served on the board of directors of both public and venture-backed companies. In addition, she is on the board of Trustees of the Massachusetts Technology Council, served as a member of the Technology Advisory Board for NASDAQ, and was an advisor on the launch of the World Bank's Global Development Gateway. She also served as a policy advisor on business and technology to the Comptroller General of the U.S., participated on a Blue-Ribbon Panel to define a National Research Agenda on the development of the Network Economy, and was a member of an advisory roundtable to President Clinton's Commission on Critical Infrastructure Protection.

2007 CAIT MEMBER EVENTS

UPCOMING EVENTS

Date	Topic	Presenter	Time	Location
Thu, Oct 18	Group Genius: Manag'g IT Teams for Innov	R. Keith Sawyer, Assoc Prof, Wash U	8:15-10:30am	St. Louis Science Ctr, Mission Control Rm
Tue, Nov 13	Making the Case for IT	Lynda Applegate, Prof, Harvard Bus Scl	2:45-7:30pm	St. Louis Zoo, Living World
Wed, Dec 12	Taking User-Centered Approach for Customer Self-Service	Carol Righi, PhD, Dir. User Experience, Perficient	8:15-10:30am	TBD

PREVIOUS EVENTS

Thu, Mar 1	IT Trends 2007	Merv Adrian, Forrester Research	8:15-10:30am	St. Louis History Museum, Forest Park
Thu, Mar 22	Endpoint Security	David Strom, IT author & journalist	8:15-10:30am	Eric P. Newman Educ. Ctr
Tue, Apr 17	ITSM: The Path to True Bus. Alignment	David Cannon, HP	2:45-7:30pm	Jones Visitors Center, Forest Park
Tue, May 15	IT Transformation: 5 Critical Success Factors	Gwen Walsh, Ouellette & Assoc.	5:30-7:30pm	Whittemore House, Wash Univ Campus
Tue, Jun 7	IPv6: Business Ramifications and Benefits	Anupam Shah, SAIC	8:15-10:30am	Whitaker Hall, Wash Univ Campus
Wed, Sep 5	Social Networking in the Enterprise	Jeff Schick, VP Social Cmptrg Sftwr, IBM	8:15-10:30am	Eric P. Newman Educ. Ctr
Fri, Sep 21	IT Talent Management & Workforce Effect.	David Van Der Voort, Mercer Human Res	7:30am-5:00pm	Innsbrook Golf Resort