

WORKING

EDITOR: CHARLES FRANK 235-7370 FAX: 235-7358

WWW.WORKING.COM

SATURDAY, SEPTEMBER 8, 2007

IT often lost in translation

Project failures blamed on lack of understanding

DEREK SANKEY

FOR THE CALGARY HERALD

Any information technology worker can tell you it's difficult to keep up with the breakneck speed of change in technological advancements, but now those specialists have another dimension to add to their to-do list: develop better business skills.

A growing disconnect between the IT world and the business world is resulting in high failure rates for IT projects, causing researchers and corporate trainers to urge both sides to learn each other's lingo for the benefit of the bottom line and their own careers.

"The skill set as just a technical person is no longer good enough," says Richard Lannon, an IT industry veteran and now a Calgary corporate trainer who specializes in aligning business enterprise and information technology (IT) skills.

He launched his company, **BraveWorld Inc.**, in part due to what he perceived as the inability for business executives and IT professionals to align themselves to common business objectives.

Some of his client companies are beginning to create two separate streams of IT workers: those with the purely technical skills and those with "business-technical" skills required to move up the corporate ranks.



Colleen De Neve, Calgary Herald

Richard Lannon, owner of BraveWorld Inc., says he set up his company, in part, because he realized that business managers and IT professionals need to overcome problems getting their messages across so they're all on the same page.

Some firms have even created business offices dedicated to IT professionals furthering their understanding of the business side of the technology equation, he says.

"They've literally taken these people out of their IT department and put them into a business analysis office... with the idea that interfacing with the business client and really understanding their needs will translate into business solutions," Lannon says.

There is evidence to back up his claims. A team of researchers at the University of Western Ontario's Richard Ivey School of Business recently conducted in-depth interviews with IT professionals exploring how the workers keep up-to-date and cope with increasing expectations.

"One of the reasons for the kinds of failures in IT projects we've experienced is they propose things the business doesn't necessarily need; they try

and implement it in a way that doesn't reflect how the business works," says Nicole Haggerty, one of the researchers in the management information systems group at UWO.

"The sense is that if they increase their business skills... they'll be better at conducting IT deployments and therefore the business will benefit," Haggerty says.

But it's a two-way street. Most business executives know little about how the IT industry

works beyond the basics.

"Equally, business has an obligation to have some level of IT competency beyond (using) Excel or Word," says Haggerty. "Business people really need to get on the bandwagon there."

Her research also found a surprising disregard among business and IT schools for each other's domain.

Only about half of business schools, for example, have required courses that business students must take to graduate,

giving them an in-depth understanding of the relationships between business and information systems.

"If they do teach technology, they teach people how to use it, not how to appreciate it strategically as a strategic lever in organizations," Haggerty says.

Lannon says this growing disconnect is derived from the ever-increasing technological advancements coupled with a reluctance by some companies to acknowledge the reality of how much their IT strategy impacts the bottom line.

"Organizations now look at IT as either a strategic partner or as a support services group," he says.

IT professionals who invest time and energy in developing better business skills are usually the ones who climb into senior roles, whether it's out of frustration with trying to keep up at the purely technical level or a desire to blend IT and business effectively.

Haggerty recognizes every occupation requires ongoing skill upgrading, but says the need is intensified for IT workers, since the changes aren't cumulative like most fields.

"In IT, if you move from a legacy system to a (newer system), what you knew before is worthless," she says. "It's competency-destroying change."

Regardless of how people gain the skills in each other's territory, the blending of business and IT is long overdue.

"It's really important for business people to break through the stereotype of the quintessential geek that we all think of," Haggerty says.

DEREK.SANKEY@TELUS.NET

Admissions Recruiter Calgary, AB

10 Month Contract Assignment – High School Representative

The Art Institutes, with over 34 locations across North America, currently has an opportunity for a sales professional to recruit students from the Calgary, AB and surrounding area as a High School Representative.

This position will commence September 2007 for ten months, with a possibility for extension at the end of that term. This proactive, dynamic position requires the ability to meet production plans by scheduling and delivering dynamic multimedia presentations in the high school market.

The Art Institutes offer a competitive hourly wage, vehicle reimbursement plan, and comprehensive training program. If you are a self-motivated individual who has a reliable car, and is comfortable working from home with some overnight travel, submit your resume by e-mail and title it "Calgary Temporary" to:

staffin@edmc.edu
Ivana-Joy Hurtado
DIRECTOR OF HIGH
SCHOOL RECRUITMENT
The Art Institutes,
North West Region
www.aai.edu



AA640506

Senior Corporate Financial Analyst

SAIT Polytechnic has been a leader in providing technical training for the past 90 years. SAIT is committed to being a leader in learning by maintaining an entrepreneurial outlook and fostering a world class service culture.

The Finance department has an excellent opportunity for a Senior Corporate Financial Analyst. The individual will be part of the Budget & Performance Analysis (BPA) team, reporting directly to the Manager of BPA. Key responsibilities include: direct supervision of the junior financial analyst, providing the link in the BPA team for financial and operational information, coordinating and reviewing the consolidated budgets and forecasts for the Institute as a whole, assisting the Manager BPA with the development of policies and procedures and performing duties of the Manager, BPA in their absence.

Qualifications include: a minimum of five years experience in an accounting, budgeting and forecasting environment, exposure to working in mid to large sized organizations and with large financial systems and executive reporting tools, and the ability to be adaptable and flexible in a deadline driven environment with shifting demands.

SALARY: Commensurate with education and experience.

COMPETITION: 54-07-JR ADPS

CLOSING: Until a suitable candidate is found.

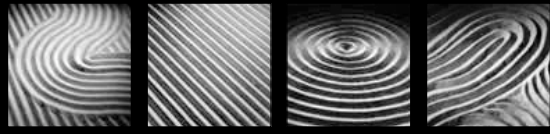
Visit our website for further information.

redefine yourself
www.sait.ca/careers



AA640504

MILLER
THOMSON LLP
Barristers & Solicitors
Patent & Trade-Mark Agents



MARKETING ASSISTANT Calgary Office

Miller Thomson LLP, a prominent national law firm, is seeking a Marketing Assistant.

The successful incumbent will support the marketing and client service activities of the lawyers in the firm's Calgary office. In accordance with the firm's national marketing programs and standards, you will provide tactical support to business development initiatives, including, event coordination, graphic and proposal/presentation support.

Good working knowledge of Word, Excel and PowerPoint is required, as is an aptitude in learning and manipulating new computer programs. Experience with Photoshop and/or other desktop publishing packages (preferably QuarkXPress) is a definite asset. Must be self-motivated and independent, flexible, organized, detail oriented, able to work with a minimum of supervision and prioritize in an environment with multiple stakeholders. Experience in a professional services firm or business-to business marketing environment is preferred.

Qualified applicants should forward their résumé and salary expectations in confidence on or before Friday, September 21, 2007 to:

Marketing Manager, Alberta
Miller Thomson LLP
3000, 700 - 9th Avenue S.W.
Calgary, Alberta T2P 3V4

E-mail: lfinn@millerthomson.com
Fax: 403.262.0007

We thank all applicants, however only those considered for an interview will be acknowledged.

Calgary Edmonton Toronto Vancouver London Kitchener-Waterloo Guelph Markham Montréal
www.millerthomson.com



The Board invites applications for the position of:

RESERVOIR ENGINEER

The Canada-Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB) is the authority that regulates the offshore oil and gas industry off the coasts of Newfoundland and Labrador on behalf of the governments of Canada and the Province. The C-NLOPB requires the skills of a Reservoir Engineer to assist with determining the size and production capacity of discovered resources and to ensure that reserves are developed using good oilfield practice.

Qualifications:

Applicants must possess a bachelor's degree in engineering and be eligible for registration with the Professional Engineers and Geoscientists of Newfoundland and Labrador. Applicants should have a minimum of five years reservoir engineering experience and be able to work with minimal supervision. Experience with economic assessments would be an asset.

Duties:

The successful candidate will be a member of the Board's Resource Management Department and will assist with review of applications for approval of development plans for oil and gas fields and drilling and production activities; monitor production and drilling activities for compliance with approvals and the legislation; conduct field and well evaluations including well test analysis, reservoir simulation studies, oil and gas resource/reserve evaluation, and prepare production forecasts. Other duties may be assigned as required.

Interested persons may submit their application, which must be received in the Board's office by September 24, 2007, to:

Human Resources Manager
Canada-Newfoundland and Labrador Offshore Petroleum Board
5TH Floor, TD Place, 140 Water Street
St. John's, NL A1C 6H6
Fax: (709) 778-1473
E-mail: postmaster@cnlopb.nl.ca

Any personal information you submit to the C-NLOPB in support of an application for employment is protected under privacy legislation. Our complete Privacy Statement can be accessed on our website at www.cnlopb.nl.ca.

AA640516

Rogers Sugar Ltd., located in Taber, Alberta, has been successfully involved in beet sugar processing for more than 50 years. We are a safety-oriented organization, committed to quality assurance and customer service. Currently we are seeking to fill a vacancy in each of the following trades...

Journeyman Electrician

... to be involved in the installation, trouble-shooting and routine maintenance of a wide-range of plant electrical equipment. Knowledge of power generation plants and/or PLC's and packaging equipment, along with 3-5 years experience in an Industrial Plant setting would be an asset. You must have the ability to work shift work and be available for call-out duty.

Journeyman Machinist

... to be involved in monitoring the operations of the work flow for machining parts in a factory environment. You must be proficient in the operation of metal lathes, milling machines, horizontal grinders and drill presses. You must have the ability to manufacture, repair or rebuild parts from drawings/blueprints, existing parts or from your own measurements. You must be able to work under pressure of tight deadlines. You must be available for call-out duty. A second trade certificate such as welding, millwright and/or mechanical experience, will be an asset.

For both positions, reading text, written and oral communication, job task planning and continuous learning are essential skills, as is the ability to work in a respectful manner with a wide variety of personalities.

This will be a full-time permanent position covered by a union collective agreement. The wage rate is \$27.78 per hour plus a generous benefits package.

Please send your résumé, references and application letter to:



Human Resources Department
Rogers Sugar Ltd.
5405-64 Street
Taber, AB T1G 2C4
Fax: (403) 223-9699
jobstaber@rogerssugar.ca

AA640562

Heritage Roofing Ltd. in Grande Prairie has an immediate opening for a manager.

The successful candidate will have several years in the roofing industry preferably with asphalt shingles and cedar shakes. This person will also need to be organized, have good people skills, work independently and be able to multi task. We would also require proof of a valid drivers license and a good driving record.

Please fax resumes with salary expectations to (780) 524-2631.

AA634689