



Engagement Scenarios

Selected AH Consulting Services provided by Anne Hartley, principal consultant, are summarized below. Please contact Ms. Hartley if you have questions or would like additional context about these specific engagements — or other transformational leadership services for business improvements, development, business technology adoption, and transitions.

TRANSFORMATIONAL AND TRANSITIONAL LEADERSHIP

- ▶ **Serving in a Practice Leadership role, led maturation of business-technology project delivery practices to achieve better throughput and outcomes — by spotlighting and addressing gaps and weaknesses with respect to definition, planning, and execution.** Ms. Hartley developed and led a Requirements Management (RQM) practice aligned with enhanced Business Analysis (BA) staff development and project lifecycle role expansion. She created and managed an early-stage, service-oriented hybrid RQM/BA center-of-excellence practice aligned with: industry standards (IIBA/BABOK, PMI/PMBOK), maturity-sensitive best practices, enabling technologies (RavenFlow RAVEN, IBM Rational RequisitePro with HP Quality Center integration), and customer's standard Project Management "playbook" — including development of a core team of high-performing Business Analysts and Business Solutions Architects.

This RQM/BA hybrid practice and people were positioned as a Change Agent for the enterprise, championed continuous improvement, and seeded the inception of a community of practice. It was also aligned with a control practice framework based on COBIT and assessed as being foundationally aligned with CMMI Level 2 for Requirements Management and Level 3 for Requirements Definition.

- ▶ **Serving in Practice Management and Implementation Leadership role, identified and mitigated significant project execution challenges and potential roadblocks for a strategic business-technology transformation initiative.** Ms. Hartley leveraged improved integration of Requirements Management project lifecycle roles performed by the lead Business Analyst to maintain a view into project progress and challenges, trigger timely intervention, collaborate with PM leadership appropriately, and suggest remediation approaches — improving project execution effectiveness, risk management, and communication — that was key to the successful outcome of the initiative.

- ▶ **Serving in Solution Architecture practice initiation and leadership role, improved strategic and tactical decision-making and direction-setting capability at all levels of the organization.** Ms. Hartley established a business-technology Solution Architecture discipline and transitional practice designed to facilitate comprehensive enterprise-aligned solution strategies — delivering tactical and strategic Solution Scope and Approach definition and roadmaps that were successfully implemented, deferred, or set the stage for future state. This practice was designed to tackle long-standing problems, project execution roadblocks, new opportunities, and help set strategic direction. In this role, Ms. Hartley led company-wide, cross-discipline teams through problem analysis and potential solution strategies that resulted in proposals used by executive leadership to drive strategic business decisions. Building upon a prior individual contributor role, Ms. Hartley led the creation of the practice, aligned staff, ensured collaborative approaches (working closely with other enterprise leadership, practices, and matrixed resources), managed assignments, and continued to serve in an individual contributor role. Deliverables were aligned with audiences at all levels of the organization including the Executive Leadership Team.

BUSINESS-TECHNOLOGY SOLUTION STRATEGY AND IMPLEMENTATION LEADERSHIP

- ▶ **Serving in Implementation Leadership and Solution Architect role, solved key points of failure in unsuccessful efforts to complete a strategic business-technology transformation.** Ms. Hartley assessed prior efforts and determined what was missing. Then defined a solution implementation strategy and roadmap with ongoing role of leadership, oversight, and intervention that resulted in a successful project implementation. In recognition of this work and its impact, Ms. Hartley received the CEO Award of Excellence. This role and practice were formally integrated into customer's project lifecycle practices and served as the framework for a transitional business unit and new job definition.
- ▶ **Serving in Implementation Leadership and Solution Architect role, increased document automation robustness and variability by a factor of 10,000.** Ms. Hartley led the initiative to analyze and determine limitations with current state, develop business and technology requirements, define solution strategy, and orchestrate end-to-end implementation that included third-party software integration, interfaces with customer's technical infrastructure, vendor management, and new roles and responsibilities. The resulting "automation factory" transformed the legacy solution from a limited, print-only implementation which produced less than 200 document variations in English hard-copy to an adaptable, data-driven solution producing all possible combinations of allowed data variations — more than 2,000,000 — personalized for each recipient, in multiple languages for both printed and electronic formats.

TRANSITIONAL STARTUP, TURNAROUND AND ACQUISITION FACILITATION LEADERSHIP

- ▶ **Serving in Startup Leadership role, helped business-technology startup create critical mass for successful launch and acquisition.** Ms. Hartley served as a key communication link between the visionary (company founder) and outsourced technology provider, initiating an important adjustment to the technical implementation strategy, setting roll-out strategy for critical pre-launch deliverables, and facilitating essential process/infrastructure components. Ms. Hartley also defined and created critical technology-enabled processes and trained staff to create key content for the offering. These contributions resulted in creating an asset that attracted additional funding opportunities, key management personnel and the launch of a company that was ultimately acquired.
- ▶ **Serving in Startup Leadership role, created new businesses from scratch that target new/emerging markets.** Ms. Hartley transferred her technology-centric business development and management experience to non-technical domains. She served as orchestrator and individual contributor from ideation through delivery and ongoing business management. This involved feasibility analysis, assembling a team of professionals integrating their contributions, working with state and county government regulations. Marketing approaches embraced the need to change buying habits and establish new visibility and inroad with targeted buying populations.
- ▶ **Serving in Turnaround Leadership role, transitioned more than a decade of turmoil into unified action in a 3-month period of time.** Ms. Hartley worked closely with customer's internal leadership team to initiate and facilitate the creation and approval of a comprehensive Vision and Mission statement with Strategic Goals that served as the basis for a 3-year Capital Campaign kickoff to secure financial resources to cover a building renovation. In support of the Capital Campaign, Ms. Hartley worked closely with the Capital Campaign Chairperson to create all of the collateral material and continues to help oversee the communication, execution and effectiveness of the campaign.
- ▶ **Serving in Turnaround Leadership role, helped transition a stalled business-technology strategic venture into a successful business turnaround.** Ms. Hartley worked closely with the owner to assess prior efforts and current state. Then together defined strategy and led implementation for a commercial technology offering that secured strategic Reseller and OEM business relationships. In addition, Ms. Hartley contributed to the design and implementation of the key enabling technology provided by her customer as well as its integration with the OEM business partner's technology. She also designed supporting communication material including that required for trade show venues. Ms. Hartley also established and managed partnerships with other third-party vendors in common with OEM partner.