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Rapid Results!

**How 100-Day Projects
Build the Capacity
for Large-Scale Change**
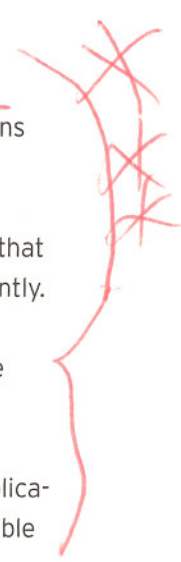
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HIGHLIGHTS BY TOM INGRAM

wait for an invitation to come out of the stands. This doesn't mean that you, as a staff executive, will always be successful. But it is important to try.

For example, Ford Calhoun, the chief information officer of Glaxo-SmithKline Pharmaceuticals, proposed that no business applications development project be approved unless it could pay for itself in twelve months or less. He was discouraged from proceeding. This was too big a change for the line organization. It would also mean that the IT community would have to shape projects completely differently. Undeterred, Calhoun worked with his own management team and their IT people to start carving up projects so that they would have shorter-term payoffs. He began to demonstrate the value of the approach. Eventually he convinced the senior executive team to make this a policy. The results were dramatic—with business applications projects producing returns on investments at more than double their historic rates.

Another aspect of this approach, as many examples throughout the book—including Toole and Calhoun—illustrate, is that staff not only takes accountability and initiative, but actually collaborates actively with line management. The job of staff, in this respect, is not just to produce recommendations, systems, reports, papers, or controls. It is to join in with others to make things happen.

Patrick O'Sullivan provides another good example. After he completed the turnaround of Zurich Financial Services' U.K. general insurance unit as its CEO, as detailed in Chapters Five and Six, he became group finance director for Zurich worldwide, with a mandate to make major improvements in the financial management of the company. Previously, Finance had played a traditional staff role. For example, its people had been analyzing the need for better cash management for some time but had taken no decisive action.

Within three weeks of starting in his new role, O'Sullivan and the top Finance leaders from around the world developed a cash management