

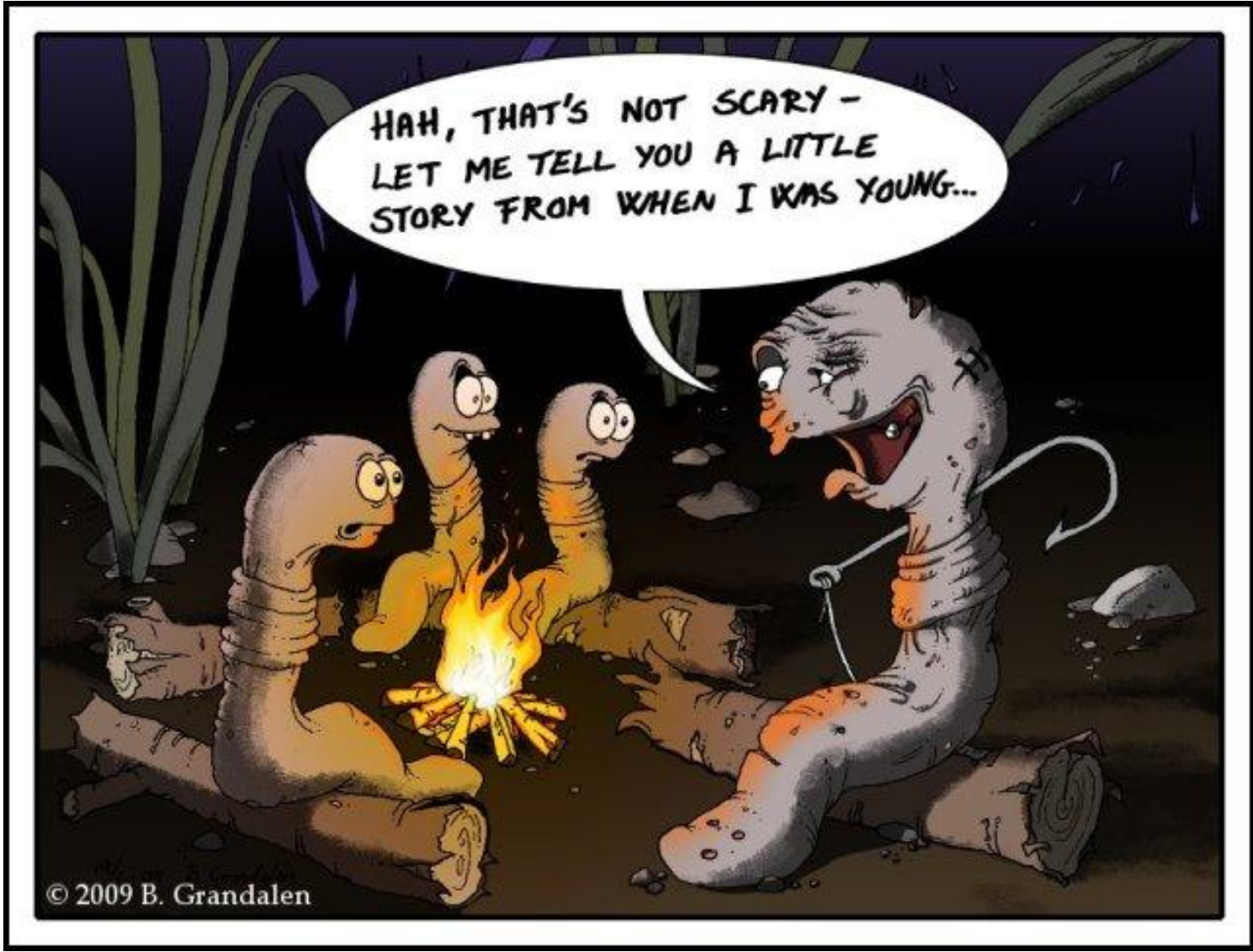
TALES FROM THE TRENCHES



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Life's **best**  
lessons are  
learned the  
**hard** way.

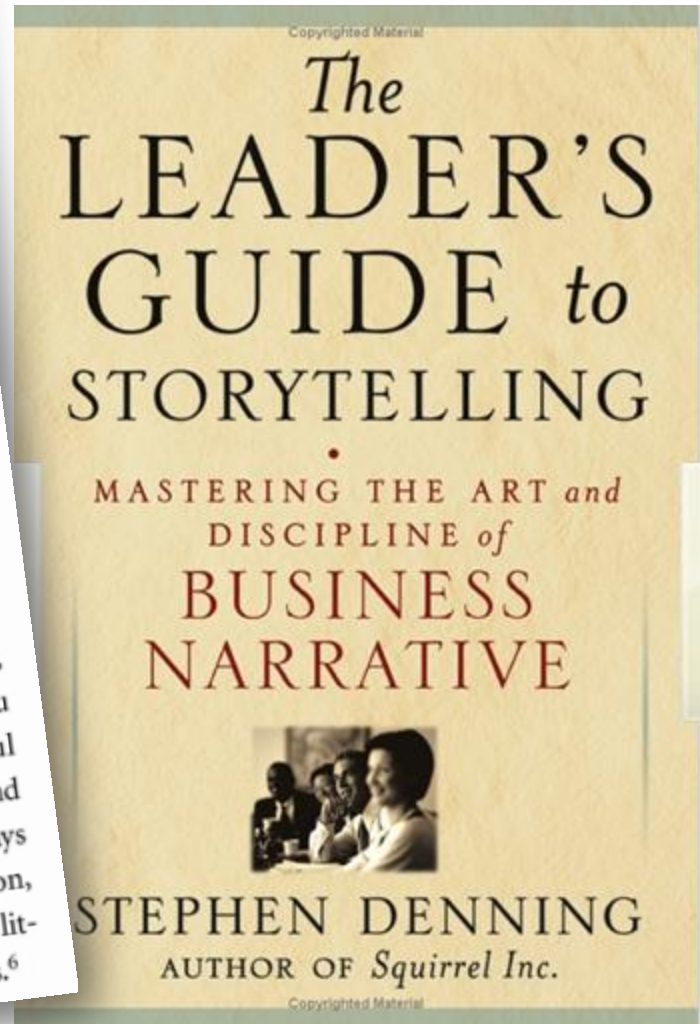
HAH, THAT'S NOT SCARY -  
LET ME TELL YOU A LITTLE  
STORY FROM WHEN I WAS YOUNG...



One of the factors driving me was the awareness that the average manager was not having such extravagant success in meeting leadership challenges that there was no need to learn. Let me cite just a few statistics of the kind that managers love to hang their hats on:

- Study after study concludes that only 10 percent of all publicly traded companies have proved themselves able to sustain for more than a few years a growth trajectory that creates above-average shareholder returns.<sup>3</sup>
- Repeated studies indicate that somewhat less than 10 percent of major innovations in large corporations—the ones on which the future is said to depend—are successful.<sup>4</sup>
- The multibillion-dollar activity of mergers and acquisitions enjoys a success rate, in terms of adding value to the acquiring company, of around 15 percent.<sup>5</sup>

To grasp the significance of these figures, you need only ask yourself, If your airline's flights only arrived 10–15 percent of the time, would you be getting on that plane? If your surgical operation was only successful 10–15 percent of the time, would you be undergoing that operation? And it's not as though these rather staggeringly low rates of success have always been accomplished in an admirable manner, with names such as Enron, Arthur Andersen, and WorldCom filling the news. Managers thus have little reason to be complacent about their current mode of getting results.<sup>6</sup>





Lived  
to tell  
the  
tale.



# Panelists

Penny Collen, Chargeback  
Delivery Team Lead, IBM  
Global Services

Karen Garcia, IT Chief of Staff,  
BMC

Charlie Johnson, Principal,  
CNJohnson & Associates  
Consulting

Dean Meyer, President, NDMA

what  
not to  
do

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