

## Research Survey: Maximizing ROI in People and IT- an Integrated Perspective

### *Invitation to Participate*

Burton-Jones & Associates is an international management consultancy practice specializing in strategies and techniques for managing intellectual resources. As practice founder and principal I research and write on these topics and have recently co edited *The Oxford Handbook of Human Capital* (Oxford University Press, 2011), a comprehensive survey of latest thinking on human capital in organizations. For further information visit [www.burton-jones.com](http://www.burton-jones.com)

We would like to invite you to participate in a research survey we are conducting into how leading organizations are maximizing ROI and improving performance by adopting integrated approaches to their people and IT strategies. Findings from the survey will be contained in a report to be published in early 2011. In addition to identifying best practices the report will include an assessment of latest tools and frameworks. All participating organizations will receive a complimentary executive overview of the main research findings.

#### **Research study objectives**

Modern organizations typically invest more in people and IT than any other forms of capital. People and IT are also increasingly interconnected and interdependent, witness the recent social media explosion, yet research by the OECD and other expert bodies reveals considerable variation in the extent of HR-IT integration in organizations e.g. aligning HR and IT strategies, coordinating support services, leveraging interdependencies and interdepartmental cooperation. The purpose of this survey is to find out how managers view the opportunities and challenges involved – from both people and technology perspectives – and to identify emerging best practices.

#### **Research topics**

We wish to learn about strategies and techniques that managers have found effective in areas such as:

- *Strategic alignment: e.g. aligning HR and IT strategies with corporate objectives*
- *Sourcing: e.g. integrated approaches to insourcing and outsourcing people and IT*
- *Operational alignment : e.g. aligning HR and IT support internally and with employee groups*
- *Talent management: e.g. integrating HR management with analytics and predictive tools*
- *Value maximization : e.g. leveraging HR and IT interdependencies to create and capture value*
- *Social networking: e.g. blending HR and IT approaches to collaboration and community development*
- *Systems design and use: e.g. coordinated approaches to designing ISs and evaluating usage*
- *Learning and innovation: e.g. integrating elearning, knowledge and information strategies*
- *Change management: e.g. supporting people transitions during organizational transformation*
- *Performance management: e.g. using causal mapping and metrics to identify IT and HR impacts*

#### **Who should be involved in the survey?**

We are interested in talking to HR and IT Managers and others concerned with improving returns from people and IT, including CEOs, CFO's, Corporate Services Managers, Knowledge and Change Managers, Outsourcing and Shared Services Managers, Recruitment and Training Managers.

**Survey questions**

Participants are asked to consider the following questions in relation to their organization (see below) and then to discuss their responses in a telephone interview. Summaries of information obtained will be sent to participants for checking. Individual responses will not be identified unless agreed in advance.

1. *Please provide examples of integrated HR – IT strategies that you have found effective in improving ROI and/or performance (see examples above).*
2. *What have been the main challenges encountered and benefits obtained from these initiatives?*
3. *What do you see as the main objectives for future HR – IT coordination and cooperation?*
4. *What do you see as the major obstacles to achieving these objectives?*

**Would you like to participate in this survey?**

If so please email us at [info@burton-jones.com](mailto:info@burton-jones.com) with details of your name, position and a telephone number where we can reach you. We will contact you to agree a time for a telephone interview.