Business Managements Role in Technology Projects

Historically economic development has undergone multiple periods of growth resulting from innovations introduced during the Industrial Revolution (1760-1840), Second Industrial Revolution (1870 – 1920), and Digital Revolution (1975-2021). Today, however, we are experiencing the Technical Revolution which began in 2022 and is ongoing. Each of these phases of development has impacted our social, economic, and political landscape in ways that have not only changed processes but also social norms.

The new Technical Revolution will catapult us forward in years to come by providing more sophisticated applications that can perform functions faster and with a higher degree of accuracy than ever before. Furthermore, it is projected that it will eventually move toward greater functionality, expanded data availability, and decisioning capabilities. These advances will be driven by business, education, manufacturing, and health care industries as new uses are identified. This places the onus for ensuring accuracy of results and security of data not only on development teams and data security function but also on those that are developing requirements at the business user level. It also carries with it a responsibility related to the understanding of the application, technology capabilities, and functionality as well as the ability to align these systems with legal, corporate, and operational processes requirements. Business managers and executives will need to be able to communicate requirements and expectations to technical development teams, ensure that proper protocols are followed for development and testing by both the development team and operational User Acceptance Group prior to implementation, and that staff have the level of current state operational experience needed to

operate and evaluate results. The latter implies skills sets related to perform the necessary reviews as well as a thorough understanding of the current process and/or expected results.

Given these responsibilities in an ever-changing environment, business management should have some basic understanding of technology to be able to appropriately interact with development teams on projects impacting their areas of operation. Following are some key components to understanding technology that can be helpful in navigating projects:

- Common terminology (traditional & Artificial Intelligence) related to application involvement by non-technical individuals.
- Guidelines that provide clarity in identifying business requirements, level of security – both internal and external as needed, interfacing applications, and regulatory requirements.
- Criteria for evaluating vendor software from a line of business perspective. The must haves, nice to haves and don't need requirements should be clearly identified. The Development Team will have separate criteria related to the infrastructure and compatibility with any existing applications.
- Predefined project metrics associated with the development, testing and implementation that should be monitored by the user team and management. Through monitoring, it can assist in understanding issues identified during development, success of test and implementation status.
- Developing user test cases. This includes both common processing requirements as well as unusual transactions. By covering both, you can determine what the system response will be to inaccurate data/erroneous processing and appropriateness of security framework.
- Determining implementation approach: direct cutover, pilot implementation, parallel operation, or phased implementation.
- Implementation guidance for end users. This includes identifying training required for all end users, initial period for monitoring performance, and issue monitoring as necessary.
- Project and technology information should be communicated to end users as needed and as it becomes available.
- Monitoring of vendor performance is crucial due to the adoption of artificial intelligence as these capabilities are implemented into many processing, monitoring and marketing areas. This trend primarily involves a cloud environment supplied by a third party vendor, thus there is crucial need for tightening vendor requirements and the ongoing monitoring processes.

These are some of the minimum responsibilities that are required when managing projects from a business perspective. The key to success is to have an understanding and working knowledge of the process being automated and the automation applications being implemented. This also assists in relieving stress on the part of end users.