

# GLENN M. MILLER -- Overview of my experience – Snapshot version – Process Focus

My past career was divided into distinct periods; all related in some way with the use/users of technology and the improvement of businesses through strategic leadership. This snapshot specifically highlights process work.



## PERIOD ONE (1968-1985): Traditional MIS/IT path.

Roles / Employers	Relevance
<p>Roles:</p> <ul style="list-style-type: none"> <li>• Computer Programmer</li> <li>• Programmer Analyst</li> <li>• Systems Analyst</li> <li>• MIS Director</li> <li>• Instructor, Software Engineering</li> <li>• President, Chief Systems Designer</li> </ul> <p>Employers:</p> <ul style="list-style-type: none"> <li>• General Electric</li> <li>• Mississippi State University</li> <li>• GA Institute of Technology</li> <li>• University of Miami Medical School</li> <li>• University of Texas Health Science Center at Dallas</li> <li>• University of Texas at Arlington</li> <li>• Texas Sports Hall of Fame</li> <li>• Data Place Inc.</li> <li>• Computer Business Services</li> <li>• The Catalyst Group</li> </ul>	<ul style="list-style-type: none"> <li>• Software engineering and systems analysis are process mapping jobs at their core. If one cannot think in process units, one cannot make a flow chart or construct a grid of sub-routine dependencies.</li> <li>• Systems design requires workflow design, in addition to process skills used in programming.</li> </ul>

## PERIOD TWO (1986-1998): Technology Services Industry.

Roles / Employers	Relevance
<p>Roles:</p> <ul style="list-style-type: none"> <li>• Business Systems Consultant</li> <li>• CPU Product Marketing Manager</li> <li>• Director of Strategic Planning,</li> <li>• Director of Operations Improvement</li> <li>• Director of Business Development</li> <li>• Managing Director Network Systems Division</li> <li>• VP IBM Value Alliance</li> <li>• VP Advanced Management Services</li> <li>• DVP Advanced Client Services</li> <li>• DVP Entex University</li> <li>• VP Strategic Development</li> </ul> <p>Employers:</p> <ul style="list-style-type: none"> <li>• Amerisource</li> <li>• Businessland</li> <li>• JWP</li> <li>• Entex Information Services</li> </ul>	<ul style="list-style-type: none"> <li>• All of the <b>internal</b> roles were heavily process-focused.</li> <li>• Designing performance metrics for each department in Operations requires advanced business analyst skills.</li> <li>• Requiring measurements for all claims about process improvements or process inadequacies, is the core mantra of “you cannot manage what you do not measure”.</li> <li>• Finding gaps and loopholes in warranty processing --wasting \$3M a year—only emerges when the processes are clearly documented.</li> <li>• Identification and articulation of what <i>client</i> processes <b>NEED TO CHANGE</b> is fundamental to replacing/upgrading those processes with services from an outside provider.</li> </ul>

**PERIOD (1999-2002): Executive Support Services.** This period was focused on helping executive teams in varied, tech-dependent businesses, with specific needs.

Roles / Clients	Relevance
<p><b>Roles:</b></p> <ul style="list-style-type: none"> <li>• Executive Consultant</li> <li>• Acting CFO</li> <li>• Marketing Designer</li> <li>• Researcher/Writer</li> <li>• Seminar Teacher / Video Trainer</li> </ul> <p><b>Clients:</b></p> <ul style="list-style-type: none"> <li>• Comdisco,</li> <li>• <i>CIO Magazine</i></li> <li>• (others)</li> </ul>	<ul style="list-style-type: none"> <li>• All of the roles (e.g. CFO) required the ability to quickly analyze a business environment.</li> <li>• The material I put together for CIOs contained critical skill training in CHANGE MANGEMENT, which is a core challenge and task in all process improvement initiatives.</li> <li>• The training materials for CIOs made specific recommendations for process improvement.</li> </ul>

**PERIOD THREE (2002-2020): Technology Finance Industry**

Roles / Employers	Relevance
<p>Roles:</p> <ul style="list-style-type: none"> <li>• VP Technology</li> <li>• VP Strategic Advisory Services</li> <li>• VP Research and Strategy Services</li> <li>• CTO, Research and Strategy Services</li> </ul> <p>Employers:</p> <ul style="list-style-type: none"> <li>• GATX</li> <li>• CIT</li> <li>• Macquarie Equipment Finance</li> <li>• Huntington Technology Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of lease financing requires close attention to process, as it involves creating hybrid processes. I had to develop numerous educational deliverables and models that explained and emphasized this.</li> <li>• In large complex client situations, I had to discover the quality costs of FAILED processes and then identify the organizational COSTS of those.</li> <li>• Change management skills/tactics were required in all large-scale transitions (e.g. replacing systems or outsourcing).</li> <li>• As the sales environment became more complex, I had to develop detailed selling processes, customized to various industries (e.g. healthcare, VARs)—and then had to build consensus for the new processes.</li> </ul>

**Most of the relevant skill sets were developed from the wide range of experiences above:**

Skill set	Source/Basis
Ability to <u>quickly</u> analyze the current state of a problem situation, identify the relevant problem factors including human/political factors, and begin formulation of one or more alternative processes and plans—along with metrics to measure progress and success.	Wide exposure to many business models, in most industry classes, in my past roles as advisor to CIOs and CFOs.
Ability to <u>surface most/all cost factors and trade-offs</u> in technology infrastructure investments.	Decades of implementation experience.
<u>Fast learning &amp; research skills</u> —to quickly find best practice information, pitfalls, honey/horror stories, industry changes, accounting issues, etc. – to custom-fit the proposed solution to the client’s situation.	Decades of <u>planning</u> for implementations.
Ability to <u>construct materials/media that communicate to stakeholders</u> my analysis of the problem factors, my proposed solution/timeline, and values for each stakeholder.	Extensive experience in presenting plan proposals to groups large and small, writing analysis papers, and creating video materials for this.
Ability to <u>train / teach others in selling to executives and peers.</u>	Almost all of my roles required both external and internal ‘selling’ (I developed training videos for this, based on this experience base.)