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Do you think you are a good listener? Many people do. However, the CEO Highgain Richard Anstruther states that the participants in the listening laboratories of the company are able to identify only one to two people in all their lives as large listeners. See also soft skills: listening to a better leadership if you recognize your actions in any of the following, it may be time to pay attention to your listening capabilities. Switch interruption to tell your story or give advice. Do not make visual contact. Finish the speaker thoughts or asking for too many questions about the details. Rubbish the speaker. Answer the phone by sending messages, e-mails or paying attention to something else. Forgetting what the speaker says. Waiting for the speaker to finish so you can "top" the history of the speaker "" that reminds me of ... "or," it's nothing compared to ... "Copyright A © 2007 IDG Communications, Inc. Outsourcing It's a source of stress, struggle and anguish for many IT managers, and there is no wonder: more than the one of outsourcing agreements end up prematurely completed, according to a study released last year by Diamondcluster International Inc., a society of consultancy based on Chicago. This leaves many companies away from Nirvana outsourcing, but it must not be so. We asked experts and veterans to talk about bad decisions and defective hypotheses that can cause your outsourcing project to fall From grace. They came with seven deadly sins. 1. Weak vice for governance: your organization is supposed to automatically fall into a regular work relationship with your outsourcing seller. Three months later, Snares meetings Management that seems to be released from nothing. A large dealer in outsourced a project that should have taken six months, but 18 months later, this was still waiting for results. Why? "There was no governance plan other than a goal for the end date," says Atul Vashistha, President and CEO of Neot Inc., a consulting company in San Ramon, California. "If they had a governance plan with milestones in place, they would soon be realized that the goals have not been satisfied. "Virtue: before signing with an outsourcing, nail an organizational structure, establish methods to keep the tabs on the work done And they explain how to manage the outsourcing project on a daily basis. "Your governance system should provide continuous feedback to the organization regarding how the relationship works, what value you are getting, as you are solving problems that have cropped," says Michael F. Corbett, executive director of the International Association of Outsourcing professionals in Lagrangeville, NY builds management costs in your budget. The average cost to manage an outsourcing contract is 3% to 6% of the size of the contract, according to John Giera, an analyst in Forrester Research Inc. in Cambridge, Mass. 2. Expectations Overblown Vice: Choose an outsourcing company for its ability to meet your main goal, but then the company falls shortly in other areas. For example, one of the largest European producers was so eager to cut the expenses that negotiated an outsourcing contract purely at the cost. How to progress the project, the producer complained that the outsourcing was not innovative enough. How badly it was? Less than two years after signing the contract, the manufacturer finished the agreement - a move that brought a steep price card in sanctions and legal taxes. Virtue: Don't even get closer to a service provider until you get price that you expect to get for outsourcing. If you are making purchases based on the cost you may have to A little level service. Keep in mind that a cost-based contract could be appropriate for standard services such as infrastructure management but not for specialized skills such as application development. "You don't have to be a rocket scientist to change brain trust," says Giera. What company should you look for? "Look for the size, rather than the number of employees," says Vashistha. It suggests that the focus on the project who will actually do it. Ask the seller if his employees are experts in your Sector? Do you have the appropriate technical skills? How much education provides the seller? Talk to customers that the seller served by that position for at least 12 months. 3. Blindly han Projects Vice: You have critical offshore areas of your business for suppliers abroad that are inexperienced in your field or otherwise not equipped to manage the task, and customers are standing in weapons. For example, after Dell Inc. outsourced its technical support to offshore suppliers, the company is It was flooded with complaints from US-based customers who reported that they could not understand service providers because of their accents. Dell had to move a piece of his own Technical support services at home in Texas. Virtù: Use common sense and send off-shore projects only to countries where your sector is mature. India and the Philippines, for example, while good choices for services such as the entry of health insurance data, are poor choices for jobs that require the decision-making process related to health insurance, says Vashistha. This is because the in-depth knowledge of the field is still poor in those areas. "Health insurance was not prevalent even 10 years ago in those locations," he says. Keep in mind that offshore projects cost more to manage than projects that are sent to domestic outsourcing. This can make small projects particularly expensive to send offshore. "Many people look at the money they will save per hour but ignore that they will probably have a 20% increase to 25% of administrative costs," says Rich Hoffman, President and CEO of Hyundai Information Services North America LLC in Fountain Valley, Calif. 4. Inspecialy deposited projects: you have outsourced so much of IT that all your outsourcing knows how much your customers, your products and your industry as you do. According to Hoffman, the IT department of another great automotive producer has recently realized that it has outwarded too aggressive and now he is trying to make almost 150 former employees who went to work for outsourcing. "When they outsourced all those people, the left half because they didn't want to work for an outsourcing, and the other half eventually was transferred from the outsourcing to other companies," he says. "So they have lost all the people who knew their customers, products, automotive industry and business processes." Virtù: NOT outsource functions that require you to provide outsourcing suppliers with strategic information about your company and your sector. Also, Hoffman recommends keeping most of your in-house internal help desk activities and discourage other business units from customer-face outsourcing activity. You will have more control over which processes are outsourced if you insist to be involved in all outsourcing discussions. "Answer an analysis in advance, and get a consensus with business leaders on what has to stay in the one that you have to go out," says Hoffman. 5. Bad assumptions Vice: The five-year outsourcing contract did not consider that technologies and business requirements would have evolved within those five years. Now you can't go ahead with new technologies. League Note that due to the changes to server technology, for example, many companies will need less, but larger server already the line. If your contract is based on a per-server formula a month, you may not be able to change that without being penalized financially, he says. Virtù: a contract that gives you the flexibility to replicate projects and resources without an important penalty. "Technologies change so fast and customer needs change so quickly, most parts should enter the contract waiting that after the first two years there is a pretty high probability that they will beper rinegoziare il contratto", afferma Robert M. Finkel, avvocato di Milbank, Tweed, Hadley & McCloy LLP to New York. Inoltre, assicurarsi che il conflitto costringe il vostro outsourcing a mantenere i costi in linea come il mercato evolve. "Includi clausole di benchmarking ogni due o tre anni in modo da poter guardare quello che è andato sul mercato e assicurarsi che l'outsourcer è ancora competitivo", dice Giera. 6. Livelli di servizio Sloppy Vice: Hai firmato un contratto che ti dà una leva minima sui livelli di servizio. However il povero servizio dell'espulsore sta intervenendo con il vostro business, ma non avete nulla da sostenere le vostre richieste di miglioramenti. Virtù: Definire i livelli di servizio nel contratto e stipulare sanzioni per i livelli di servizio mancati. Avere i livelli di servizio in mano non solo aiuta a Garante che si ottiene la qualità del servizio che ci si aspetta, ma può anche aiutare quando si negozia il prezzo del contratto. "It is difficile fissare un prezzo senza sapere quali sono i livelli di servizio", afferma Finkel. Ma dice che non è raro che i venditori vogliano aspettare fino a dopo la firma del contratto prima di accettare specifici livelli di servizio. Question door via la vostra takes and surrender meno probabile che raggiungerete un accordo soddisfacente. Le sanzioni dovrebbero escalare in base a come i livelli di servizio di frequenti sono persi e come la rottura risultante influisce sul vostro business. "Non si dovrebbero avere sanzioni per una miss, ma le sanzioni dovrebbero ottenere esponenzialmente più grande il più spesso un livello di servizio è mancato," dice Giera. And il vostro contratto può stabilire che avete il diritto di terminare o imporsi part al servizio che il venditore sta provvidendo se il numero o la gravità dei problemi di livello del servizio raggiunge un punto. Finkel dice. 7. Mopia finale Vice: Non hai included un piano di transizione nel tuo contratto. Now, among themselves avvicina, i vostri sforzi per trasferirsi in un altro outsourcing o portare il lavoro in-house sono stymied. A case ancora peggiore: il tuo rapporto di outsourcing finisce bruscamente. Uno dei clienti di Giera, una società di produzione di medie dimensioni, ha esternalizzato tutte le sue funzioni di payroll a una società che improvvisamente è andato fuori dal business. "Il mio cliente non poteva pagare i suoi operai orari in tempo quel venerdì. Non c'erano disposizioni nel contratto per ottenere i dati e i record dei dipendenti, quindi hanno dovuto andare a un sistema di payment manuale," ricorda. Il produttore ha infine trascorso otto mesi ricontrollando il suo system payroll, tra cui la ricotruzione manuale delle imposte, l'assicurazione contro la disoccupazione e i registri delle renditerzioni. Virtù: Per ridurre al minimo le interruzioni del tuo business, assicurarsi che il contratto richieda che il outsourcing sia coinvolto nella transizione di fine gioco. "Altrimenti, what is the incentive per il venditore ad aiutarci?" dice Finkel. Il vostro contratto dovrebbe stipulare che si può offrire posti di lavoro a persone sul personale del outsourcing che hanno sviluppato la conoscenza critica per la vostra azienda. Si dovrebbe anche essere in grado di acquistare a un prezzo ragionevole l'hardware e il software che il vostro outsourcing sta usando per vostro tale. Inoltre, essere certi che il contratto ti dà diritti di uso a qualsiasi software che il outsourcing si sviluppa per te. And assicuratevi di darvi abbastanza tempo per fare la transizione. "When you have finished a contratto di outsourcing, probably avrai bisogno di più tempo di as pensi", dice Giera. "Specifica nell'accordo che è possibile estendere l'accordo con avviso appropriato ai termini, condizioni e prezzo esistenti thin a 90 giorni." Artunian è uno scrittore freelance a Newport Beach, Calif. Contact jartunian@sbcglobal. Copyright © 2006 IDG Communications, Inc.

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