



The InfoWorld 2012 Technology Leadership Awards

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By Galen Gruman

J. Wolfgang Goerlich, information systems and security manager, Munder Capital Management

Financial services provider Munder Capital Management had decided on an aggressive growth strategy requiring a world-class IT infrastructure that had to respond quickly and provide a platform for growth. But J. Wolfgang Goerlich, information systems and security manager, faced a problem in executing that business strategy: The existing systems -- the applications, servers, storage, network, and the data center itself -- were unable to scale to the new demands.

Goerlich responded with two initiatives:

Under a "one team, one system" plan, he restructured the software development and network operations efforts. Often called devops, this method increased the team's productivity by building cooperation, coordination, and alignment.

The "not a cloud in the sky" initiative was meant to revitalize the applications, servers, and storage. Using the principles created by infrastructure-as-a-service providers, he restructured his IT services to gain the best of both on-premise and cloud computing, reducing the number of servers from 137 to 43 and the number of custom applications from 317 to 272.

As a result of these two initiatives, the six-person IT team then outsourced the physical aspects of IT and built the needed modern infrastructure -- without raising the organization's budget for technology. Yet the team has 20 percent of its time allocated for improving the team and building new competencies, to keep it forward-thinking.

The IT team's metrics underscore the result of the management change: Pushes to production were increased from monthly to daily (42 on an average month), yet failed changes decreased from 17 percent to 4 percent, application feature deployment periods decreased from 45 days to five days, and server deployment periods decreased from eight hours to 30 minutes.