The IT Governance Toolkit

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Welcome!
Thank you for purchasing The IT Governance Toolkit! The Toolkit is designed to complement Alan Calder’s *IT Governance: Guidelines for Directors*, and *IT Governance Today: A Practitioner’s Handbook*, both of which are included in the Toolkit.

Take time to read this document.
We want your implementation of an IT Governance system to be successful, so even if you are in a hurry, please take time to understand our approach, and how to use the Toolkit.

For those of you who are in a hurry, there is a Quick Start guide later in this document, but even if you choose that option you need to understand the concepts and frameworks behind the Toolkit ... please read on.

This Introduction document gives an overview of our approach and the Toolkit by asking those simple (but sometimes awkward!) questions ... Why? Who? What? When? and How?

Why?
The fact that you are reading this means that you already have some interest in, or need for, IT Governance. But do you understand all the drivers? Can you explain the importance of IT Governance to Directors and to Managers? Will they all understand, then fully commit to an IT Governance programme? On the next page, “Why? A Strategic Necessity” outlines the context for IT Governance, and points you in the direction of some very useful background reading.

Who?
Virtually everyone in your organisation has an interest in IT Governance. “Who? The Key Players” explains why the Principle Board should own and drive IT Governance, who should “do” it, and how to make hearts and minds follow.

What?
IT Governance is a broad topic and has become the catch-cry for a large number of specialist groups - many of whom offer their own solutions. The problem is that none of these solutions actually covers all your needs. “What? The IT Governance Framework” gives you a Boardroom view, providing a context for planning and implementation.
When?
What should you do first? How do you keep control of your implementation? “When? The Road Map and Lens” provides you with the tools to control from the Boardroom.

How?
The IT Governance Toolkit is not just about the view from the Boardroom; it is about implementing the detailed tools and solutions to improve the value you derive from IT. “How? The IT Governance Toolkit” lists all the components and their locations on the Toolkit CD.

Can’t wait?
Some of you may be facing crises. Some of you just need to “get on and do it”. Others need to test the water or build credibility. The Toolkit contains a Quick Start Guide that lists tasks that you can **start today** to get early results. The Quick Start Guide can help you to deal with a crisis, or establish credibility. Of course there is no such thing as a thorough shortcut, and the Guide comes with the caveat that it should be followed up with a broader implementation.

Using the Toolkit
We have designed this Toolkit to be modular. “How to use the IT Governance Toolkit” shows you where to start, where to look, and how to get the best value from your Toolkit investment.

Stuck?
In the purchase price, we include an e-mail based support service to help you through your implementation. “The IT Governance Toolkit Support Service” describes that service and how to use it.
Why?

A strategic necessity

Read some commentaries and you may be forgiven for backing right off the idea of IT Governance as a serious management issue - let alone something that the Board should get involved in! Various commentators describe IT Governance in different ways - from Board-level concerns, to discipline-specific perspectives, to technical tools. Each is correct in its own context but few, if any, take an overall view of IT governance.

Perhaps as a result of these different perspectives IT governance is seldom seen as integral to business and IT processes, but is seen as yet another bureaucratic overhead that imposes more layers of bureaucracy and hinders “real work”.

Those perceived hindrances are real issues for line and operational managers - those of us who are accountable for product and service delivery, cost structures, and the bottom line.

But let’s not forget some facts:

- Corporate governance is a hot topic. Regulators are becoming prescriptive about how firms conduct their business, how they manage risks, and how they inform stake-holders - with Directors and Officers being held personally accountable in real terms for their firms’ actions
- Hackers, viruses, spyware, terrorist threats, natural disasters and other nasties remain high on most risk registers
- Despite a great deal of technical progress (or perhaps because of it) there are still major IT-related project failures that reach the front pages of news and business papers
- Again, despite a great deal of progress in IT operational management there are still well publicised crises in what should be routine operations
- Constant organisational change that results in loss of corporate memories, changing strategies and tactics, and tension between changing priorities

From the Australian Standard AS8015-2005 ...

“The main reasons for these negative outcomes are the emphasis [sic] on technical, financial, and scheduling aspects of ICT activities rather than corporate governance of ICT”.

What, then, is IT Governance? Alan Calder, in IT Governance Today: A Practitioner’s Handbook says that the five major drivers are (presented here in summary):

- The search for competitive advantage;
- Evolving governance requirements across the OECD;
- Increasing information and privacy related legislation (compliance);
- The proliferation of threats to intellectual assets, information and IT; and
• Project governance.

We would add to this list “the need for operational integrity” - making sure that the information, the technology, and the applications are maintained and operated to prevent information and process defects.

What does good IT Governance look like? Again from Alan Calder’s Practitioner’s Handbook:

• It requires and depends on Board leadership;

• It requires and depends on Executive execution - by the CEO and business leadership;

• It leverages intellectual assets for competitive advantage [refer to Alan’s companion book IT Governance: Guidelines for Directors for an excellent discussion of intellectual assets];

• It ensures that information and IT risks are identified, managed, and controlled;

• It ensures that there are no unexpected regulatory, statutory, or contractual exposures; and

• It ensures that IT projects deliver benefits, rather than destroy value.

Again, we would add:

• It ensures that the intellectual, information, technology and application assets are managed and operated in a fit state to approach zero defects.

But how do you stop IT Governance from becoming “just another overhead” - destroying value and becoming an industry in its own right?

We believe that the Board’s needs can be met - and an efficient IT Governance system can be implemented - by careful implementation of existing solutions within a simple (not simplistic!) framework.

This IT Governance Toolkit provides you with:

• a framework to navigate your strategic, risk management, compliance, and operational needs,

• a step-by-step guide to implementation,

• templates and assessment tools; and

• guidance for integrating widely used IT Governance solutions.

We believe that these tools and techniques can be implemented efficiently without a detrimental impact on either IT or the business, and at the same time allow Directors and Executives to “understand and meet their obligations” (again, from AS8015).
Who?

The key players

Richard Nolan (of the University of Washington Business School, and Harvard Business School) had this to say at the Seattle SIM Annual Conference in May 2004:

He described IT as the largest capital investment that many corporations are making, but one that has insufficient value assurance management, and one that is increasing the risk of negatively impacting shareholder value.

- “IT investment and [the corresponding] business role are at levels to sufficiently impact shareholder value;
- IT is not being managed at [the] same level [as] other resources;
- resolving the senior management / board level culture of IT avoidance and mitigation is a long term problem; and
- best practice corporations are already moving on the IT issue.”

“Simply stated: IT is generally not effectively managed for strategic advantage, not for avoidance of strategic jeopardy; senior management and boards continue to marginalize CIOs as “their technical guys”; [so] IT board-level discussions all too often fall off the end of the agenda, are too brief, and typically lack any real substance”.

But why Board involvement?

It is the combination of investment magnitude, potential for large scale disruption, the increasing regulatory focus, and poor track record. IT has become critical to most organisations’ success, and possibly their greatest risk. Yet many Boards, many Directors, and many senior managers are marginalising IT - seeing it simply as an operational support function.

Note we are talking about all organisations, not only private sector firms. The Australian Standard AS8015-2005 applies to “public and private companies, government entities, and not-for profit organisations ... [and] to all sizes of organisation ...”.

Good reasons for Directors to inform themselves (“I was not aware” is no longer an excuse), lead the implementation of an IT Governance system, and actively govern using that system.

Note that when we say “IT Governance system” we are talking about a business system, not an IT system (although one or more IT applications may be involved).

As we explain in more detail later, the Board should establish a Board-level IT Committee - comprising at least one senior non-executive Director, at least one non-executive IT expert (a Director or an independent external adviser), the CEO, the CIO, and an IT Governance practitioner (secretary). Optionally, the CFO or a LOB executive could be included.
The IT Committee should use a simple framework - such as that provided in this Toolkit - to provide context, then - as outlined by Alan Calder in the Practitioner’s Handbook - implement two streams of work:

- Assess, plan, build and implement the IT Governance system, and
- Using the IT Governance system, ensure that IT delivers on business strategy and operational requirements.

Ultimately these streams converge.

Effective implementation of the second strand will usually require an executive-level counterpart (more than one in large organisations) to the IT Committee - managing investment decisions, day-to-day issues, projects, operations, and capabilities. This requires active involvement by all senior business executives, and execution by both business and IT.

**Jargon alert!**
In this Toolkit we use some titles in quite specific ways ...

**Directors**
These are members of the main Board that represents the interests of the owners, shareholders, government, or other stakeholders. There are Non-Executive Directors, and Executive Directors (usually the CEO/MD, CFO, sometimes others as well).

**Executives**
These are the people who manage the organisation. They include the Executive Directors and members of the Executive Team (usually those who manage lines of business or support functions such as Finance, Risk, IT, HR, and so on). While some organisations use the term “Director” for certain management roles, for clarity we use the term “Executive” to refer to all management positions.

**Practitioners**
The people who implement and manage the IT Governance system on behalf of the Directors. As opposed to ...

**IT practitioners**
People who manage, develop, and operate IT.

**IT**
Information and Communications Technologies (sometimes called ICT).
What?

The IT Governance Framework

The Framework
There are many possible solutions for IT Governance. Some of them are shown in the outermost layer of the Calder-Moir IT Governance Framework. The problem is that no single solution actually covers the broad range of issues that you will face as you tackle the full spectrum of IT Governance issues. This is not necessarily a bad thing - each of those solutions has been developed from a specialist perspective to solve specific problems - and each can provide an excellent result when used properly.

From strategy to operations
An IT Governance framework - like any other framework - exists to help you navigate a complex problem. It should be simple but not simplistic; and it should not try to do more than the navigation role.

The IT Governance Framework shown on this page is derived from practical experience in business & IT management at Board and Executive levels.

Its sole purpose is to provide an aid for Boards, Executives, and IT Governance practitioners as they navigate a broad and complex subject. It should, therefore, provide a common framework when discussing IT related issues at the high level.
As you can see the framework has six coloured segments, each of which has three layers.

First, the inside layer names the six IT Governance issues - the broad subjects that the Board and Executives need to get right to ensure value delivery, compliance, and risk control.

The middle layer breaks each issue down into a number of topics for governance and management. Thus the question “What is IT Strategy” is answered by the middle layer: “Information Strategy, Business/IT Architectures, and IT Principles”.

The outside layer lists a number of existing solutions that many organisations already use to govern, control, manage, and deliver. There are others, but those listed are the most prominent, and are the ones we focus on in this Toolkit.

Second, the segments:

These are arranged so they tell a “story”. Starting at the red “Business Strategy” segment the framework read like this:

“The organisation develops a business model, medium and long term goals, and business strategies to achieve those goals. It does this within a constraining Business and Risk environment that - necessarily - involves compliance, risk management, and audit.

Bound by those constraints, the organisation develops an IT Strategy that is aligned with the business strategy, goals, and constraints. The IT Strategy contains principles, architectures, and information strategy.

The business-aligned IT Strategy is translated into business/IT programmes of work that consider the organisation's readiness for change, using well-established methods to deliver the business benefits that were originally envisaged (or seek approval to vary project parameters or stop the project!).

The projects add to, or change, capabilities and assets - information capital, organisational structures, skills, raw data, information, business processes, IT applications that deliver the processes, the technologies themselves, IT management processes, and so on.

Finally, business and IT operations deploy these capabilities within secure environments to deliver the required business outcomes at the required levels of service.

These are the subjects that the Board must govern. This Toolkit shows how to implement an effective IT Governance system without overloading the Board with detail, and without overloading executives and practitioners with unnecessary bureaucracy.
When?

The Road Map and Lens

Use the Shewhart Cycle (also known as the Deming Cycle) - Plan, Do, Check, Act - as the basis for implementing IT Governance. This approach is simple without being simplistic, and suitable for Board leadership of the implementation. The implementation process is based on the Shewhart Cycle, and is appropriate for a "start small, implement a trial, and roll out if successful" approach. This is exactly what we suggest for implementation of IT Governance: select a current problem, design a governance system to manage and implement the solution, then if successful, move on to the next problem.

But remember that we are dealing with two streams - implementation of IT Governance, and governance of IT processes. For the moment we are talking about IT Governance, rather than the IT processes.

Alan Calder, in IT Governance Today: A Practitioner’s Handbook outlines a very practical route map that deals with the first step: “Plan”.

In brief you must decide:

• Where do we want to be?
• Where are we now?
• How do we get there?
• How do we know we’ve arrived?

This may seem like overkill for a simple task like “get that project under control” but as with all projects, IT Governance implementation can easily fail at this first step.

You need to know what you are trying to achieve - both with the project, and with the IT Governance system that you will implement to get the project under control and keep it under control.

To clarify - initially you need to think of these as two different activities - the wayward project, and implementing the IT Governance for that project. Later, once IT Governance becomes institutionalised, the two streams will naturally merge.

The first time you develop answers to these questions may be quite difficult - you are establishing a model that you want to persist beyond the immediate problem. Go through all the steps - in the boardroom - and you will arrive at a useful starting point.
Now assess where you are. To help you with this we have included several assessments of IT and IT Governance. There are about 20 assessments in the Toolkit, ranging from 360° summaries (covering all six topics, through brief assessments of each topic, to drill-downs for most topics (a drill-down of the risk topic is excluded, since that is better covered by CoBIT)).

Put together a strategy for implementing IT Governance. The step-by-step guide in the Implementation section will help you with this, and the assessments provide you with additional detail (and may indicate that certain IT Governance solutions are already in place and working well!).

Decide how you will know when your IT Governance system is working well. What are the success criteria? How will you know whether IT Governance is becoming a bureaucratic “tick-the-box” exercise, or focusing on the wrong things?

Once you (the Board, or IT Committee) have determined the plan for IT Governance, you can delegate for implementation by a practitioner. If you are applying this to an immediate problem, you need to make sure that the IT Governance implementation and the project that is dealing with the IT problem (project, security, operational defect, etc) work closely together, and that the people managing the problem have incentive to incorporate the Governance solution as they remedy the problem.

The IT Committee can now review the assumptions that underpin IT governance, put together a longer term implementation plan, and operationalise IT governance. The combination of the ongoing IT Governance reporting program with the supplied assessments provides you with a “lens” to help you answer critical questions about your IT, such as those shown in the diagram on the right. A copy of this diagram is supplied with the Toolkit.
How?

What the Toolkit contains
The IT Governance Toolkit contains materials suitable for both Directors and Practitioners.

On the following pages you will find a table of all the documents contained in the Toolkit. This table is provided as a separate document in the Toolkit, in the same folder as this introduction.
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### Resources - Toolkit Introduction

- **Lens diagram**: A graphic for use in presentations
- **Steward cycle diagram**: A graphic for use in presentations

### Resources Ch1

**Resources used in Implementation Chapter 1**

- **Road Map Graphics**
  - 8 Flow charts of the implementation road map

### Resources Ch2

**Resources used in Implementation Chapter 2**

- **Checklist for a compliance crisis**: A printable checklist from the Implementation doc
- **Checklist for a physical crisis**: A printable checklist from the Implementation doc
- **Checklist for a project crisis**: A printable checklist from the Implementation doc
- **Checklist for a security crisis**: A printable checklist from the Implementation doc

### Resources Ch3

**Resources used in Implementation Chapter 3**

- **ITG framework**: 4 Explanation of the Calder-Moir framework

### Resources Ch4

**Resources used in Implementation Chapter 4**

- **Quick Start Guide**: A printable checklist from the Implementation doc
- **QUICK-START-MODEL**: 30 Interim IT governance objectives & standards

### Resources Ch5

**Resources used in Implementation Chapter 5**

- **ROLES-ARCHETYPAL-STRUCTURE**: 1 Structure chart (large organisation)
- **ROLES-SIMPLE-STRUCTURE**: 1 Structure chart (small organisation)

### Resources Ch6

**Resources used in Implementation Chapter 6**

- **B-WHYWORRY.xls (also in Ch7 resources)**: Assessment questionnaire, data capture, and graphs
- **PRELIMINARY-ASSESSMENT**: 15-questions to raise awareness
- **PRELIMINARY-ASSESSMENT**: 4 Spreadsheet for analysing responses
- **PREPARATION-BRIEFING-MEMO**: 2 A memo outlining IT Gov and requesting discussion
- **PREPARATION-CORESE-RISK-EXAMPLE**: 1 An example high level risk analysis (used in the text)
- **PREPARATION-CORESE-RISK**: 2 A blank template to conduct a coarse risk assessment
- **PREPARATION-COMMIT-v02**: 12 Presentation describing & requesting board commitment
- **PREPARATION-COMPLIANCE**: 1 Template for assessing how well IT supports compliance
- **PREPARATION-CORP-GOVERNANCE**: 1 A template for analysing how well IT supports governance
- **PREPARATION-DRAFT-v03**: 13 Prompts and templates to develop clear IT Gov purpose
- **PREPARATION-JMP-PLAN-SAMPLE**: 1 Sample plan for implementation of IT Governance
- **PREPARATION-JMP-PLAN**: 1 Excel & MS Project templates for planning implementation
- **PREPARATION-JTG-RISK**: 2 A spreadsheet template for analysing risks to IT Gov
- **PREPARATION-JTG-STRATEGY**: 21 A sample high-level IT Gov implementation strategy
- **PREPARATION-MODEL-v01**: 9 A presentation that illustrates the IT Governance model
- **PREPARATION-PLAN**: 1 Excel & MS Project templates for preparatory tasks
- **PREPARATION-PROBLEM-MAPS**: 5 Example maps & blanks to show IT problems in the org
- **PREPARATION-PROBLEMS**: 2 Straightforward template for listing IT problems
- **PREPARATION-PURPOSE-DIAGRAM**: 1 Tasks involved in the IT Governance preparation process
- **PREPARATION-REPORTING-SAMPLE**: 2 Example text based monthly directors report on IT
- **PREPARATION-REPORTING-TEMPLATE**: 2 Blank text template for monthly directors report on IT
- **PREPARATION-RESPONSES**: 4 List of common objections to IT Gov, with responses
- **PREPARATION-RISKLINKS-TEMPLATE-v01**: 31 A template for defining how IT Gov relates to Corp Risk
- **PREPARATION-RISKLINKS-v01**: 8 A presentation outlining how IT Gov relates to Corp Risk
- **PREPARATION-SCOPE-TEMPLATE-v01**: 4 A starter for presenting your IT Gov scope & approach
- **PREPARATION-SCOPE-v01**: 23 A workshop presentation for developing scope & approach
- **PREPARATION-SOLUTIONS**: 1 A worksheet for analysing how well you use IT Gov solns
- **PREPARATION-TOP-5-PROBLEMS**: 1 Spreadsheet (with sample) to analyse top 5 IT problems

### Resources Ch7

**Resources used in Implementation Chapter 7**

- **RISK-PROMPTS**: 1 Template for analysing IT risks
- **ASSESSMENT-GUIDE**: 22 Guidelines for using the assessments
- **ASSESSMENT-PLANNING-WORKSHEET**: 2 Task planning sheet for the assessments
- **ASSESSMENT-SPONSOR-LETTER**: 1 Sample letter from assessment sponsor to interviewees

### Additional Resources

- **B-BOARD-LD**: Board-level assessments & good practices
- **B-BOGOSS-v04.xls**: 38 10 questions that assess all IT Gov topics
- **B-BUSSTRAT.xls**: 20 10 questions that assess business/IT clarity & alignment
- **B-CAPAB.xls**: 20 10 questions that assess your mgmt of IT capabilities
- **B-CHANGE.xls**: 20 10 questions that assess your change & project mgmt
## NEW: The IT Governance Toolkit - Structure and Contents

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### 2-MGMT-LEVEL Management-level assessments & good practices
- M-BUSSTRAT.xls: 41 questions that assess business/IT clarity & alignment
- M-CAPAB.xls: 41 questions that assess your mgmt of IT capabilities
- M-CHANGE.xls: 41 questions that assess your change & project mgmt
- M-ITSTRAT.xls: 41 questions that assess bus/IT architecture & strategy
- M-MGMT360.xls: 41 questions that assess all IT Gov topics
- M-OPS.xls: 41 questions that assess IT ops support for business
- M-RISKENV.xls: 41 questions that assess IT alignment with Ent Risk Mgmt

### 4-DRILL-DOWN Drill-down assessments & good practices
- D-BUSCASE.xls: 75 250 drill-down questions to assess a business case
- D-BUSSTRAT.xls: 51 126 drill-down questions to assess business/IT alignment
- D-CAPAB.xls: 85 250 drill-down questions to assess IT capabilities
- D-ITSTRAT.xls: 86 216 questions to assess IT architecture & strategy
- D-OPS.xls: 70 148 questions to assess IT ops support for business
- D-PROJECT.xls: 92 306 questions to assess a business/IT project

### 4-SAMPLES
- ABOUT-THE-SAMPLES: 1 An overview and explanation of the sample reports
- S-BUSCASE-D1: 19 A sample business case drill-down report (1 of 2)
- S-BUSCASE-D2: 13 A sample business case drill-down report (2 of 2)
- S-BUSCASE-WS: 21 An example assessment in a workshop environment
- S-BUSCASE: 17 A sample management-level business case assessment
- S-ITSTRAT: 13 A sample management-level IT strategy assessment
- S-MGMT360: 41 A sample 360º view of IT, prepared for a board
- S-PORTFOLIO-MGMT: 12 Assessment of IT project portfolio management
- S-ROGUE-PROJECT: 23 Tracks a rogue project during its first nine months

### Resources Checklist
- CHECKLIST-BUS-IT-STRATEGY: 7 52 questions to prompt thought about bus/IT alignment
- CHECKLIST-BUS-IT: 7 52 questions to prompt thought about IT support for bus
- CHECKLIST-BUSCASE: 7 62 questions to prompt thought about IT business cases
- CHECKLIST-CHANGE-READINESS: 8 119 questions about how your business works
- CHECKLIST-CHANGE: 4 48 questions to prompt thought about the change agenda
- CHECKLIST-CULTURE: 6 Indicators of healthy culture and behaviour
- CHECKLIST-ITGOV-PORTFOLIO: 7 62 questions about bus/IT governance and capabilities
- CHECKLIST-PROJECT: 7 67 questions to prompt thought about a project

### SAMPLE-BOARD-PROGRAMME (dup): A programme for monthly, quarterly and annual reporting
- SAMPLE-BOARD-PROGRAMME: 1 Templates for reporting programme and six reports
- SAMPLE-EMERGENCIES: 2 A sample board report of IT emergencies
- SAMPLE-HEALTH-CHECKS: 2 A sample board report of IT health checks
- SAMPLE-OP-SUPPORT: 2 A sample board report of IT operational support for bus
- SAMPLE-PROJECT-PORTFOLIO: 2 A sample overview of project resource allocation
- SAMPLE-SECURITY-DR-BC: 2 A sample board report of IT security, DR & BC tests

### Resources Extras
- BENEFITS: 7 A simple benefits realisation method for practitioners
- Infonomics Discussion Paper: 10 The story behind a high profile project failure
- ITCOST-FORECASTING: 4 Helps practitioners develop IT budgets from bus drivers
- ITSTRATEGY-DECISION-PAPER: 24 A small firm’s decision process for system replacement
- ITSTRATEGY-FOR-SMALL-ORGS: 12 An outline five-step process for small-scale IT strategy
- RIGHT-FIRST-TIME: 4 A discussion paper on the cost impacts of change

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Quick Start

Thank you for purchasing the IT Governance Toolkit.

The IT Governance Toolkit contains materials suitable for both Directors and Practitioners. In most cases Directors will want to stay at a high level and will not wish to use the detailed tools and guidelines except in unusual situations.

The Implementation document contains a chapter that provides you with a list of immediate actions so you can get some early feedback and results.

The Quick Start approach assumes that – while they may not understand IT – all Directors will be receptive to the notion that they must take responsibility for IT Governance.

That responsibility includes:

- Understanding what IT Governance covers
- Understanding how IT Governance affects fiduciary duties
- Understanding how well IT Governance is implemented in your organisation
- Finding out where IT Governance should be improved
- Leading and directing your managers to effect the improvements
- Monitoring the improvements
- Allocating boardroom time to IT Governance
- Putting time and effort into making an IT Governance committee work

NOTE: The Quick Start Guide does not cover the case where Directors need to be convinced that IT Governance matters. The Preparation chapter in the Implementation document contain an approach that should help in that situation.
Using the Toolkit

Make sure you understand the subject
Make sure you understand why IT Governance is a Board issue (read Alan Calder’s books).

Make sure you understand the ideas behind the IT Governance Framework - there is a more detailed coverage in the Implementation document.

Know what you are trying to do
Why do you want to “get some governance”?

If you don’t set goals that relate directly to shareholder or stakeholder value then it is likely you will fail in the medium to long term. Your IT Governance system will not be relevant to your Directors and will become a bureaucratic overhead.

Start small
As we described in “When? The Route Map and Lens”, a good approach is to use one immediate problem to focus IT Governance implementation on a small scale. The benefit is that everybody involved in the problem - from the Board to the Business Executive to the IT professional to the business operative - can see understand and monitor the entire implementation, and has an incentive to cooperate and get it right.

Apply IT Governance to one problem at a time, refine your implementations to suit your organisation, and make sure that at any one time you only have one version of IT Governance (don’t fall into the trap of allowing exceptions for different situations - refine your existing solution to cover the new case, and refit existing implementations to match the refined IT governance solution).

Use the framework
The IT Governance Framework helps you to understand what you should be thinking about at each phase of IT Strategy, Implementation, and Operation.

If you are looking at a single IT problem, ask where it is in the framework. Find out what issues you should be thinking about; what questions you should be asking.

Use the assessments
The assessments have been designed to inform three different audiences - Directors, Executives, and Practitioners.

Use the assessments to build your implementation agenda.

Follow the Road Map
The Quick Start Guide helps you when you have a burning need to do something now but it does not lead you through all the steps necessary for thorough implementation.

Unless you take the time to revisit assumptions you make during your Quick Start process your implementation will be substandard.
Support

Your IT Governance Toolkit comes with support services:

**E-mail support**
We provide an e-mail based support service to help you resolve any issues that arise from your use of the Toolkit. Your purchase entitles you to six months e-mail support.

Send us an e-mail containing the following information:

- your situation, including a profile of your organisation (or the part of your organisation) that you are dealing with
- the implementation step
- what you have done to-date
- the complication

The e-mail address is [itgtoolkitsupport@itgovernance.co.uk](mailto:itgtoolkitsupport@itgovernance.co.uk)

We will respond by e-mail within 36 hours. We require only three things from you:

- a telephone number and contact hours, so we can call you if we don’t understand your query
- a single contact name - we can’t deal with multiple questioners from a single organisation
- on the e-mail subject line, the name of the entity that purchased the Toolkit (the name on the invoice we sent you); this will enable us to confirm that your query is legitimate and to respond quickly.

**Updates**
IT governance is an evolving discipline. From time to time we may publish updates to keep the Toolkit current. If updates are necessary, we will send an e-mail to the e-mail address shown on the invoice.