



Chapter V

IT Governance Implementation Guide

Introduction

There is no real “silver bullet” (the ideal way) for implementing and maintaining good IT governance within an organization. Organizations differ in culture and size, they operate in different sectors, and they may own a different market position resulting in different business strategies. These different contingencies have a direct impact on the organizational structure and processes, and as such have a direct impact on the IT governance mechanisms.

Striving for better IT governance is a continuous process, which most probably will never be completed. Indeed, as the company, the marketplace, and people are constantly changing, it is important to closely monitor the company’s structures, processes, and mechanisms and to adapt and fine-tune them to the new situation. (The same is true for IT governance.)

Based on earlier research and completed with best practices captured from the case study research, a set of guidelines and ideas was compiled which should help your organization in achieving better IT governance. From this collection of practical guidelines and best practices you can pick those that best suit your environment. Some have sense to follow in a more chronological order (i.e., first determine business goals and IT goals and then optimise the IT processes), while others just provide an overview of mechanisms and practical guidelines that can be used in a best-practice set-up.

Most organisations already have IT governance elements in place or are in the process of implementing others. So how do you best start?

A logical first step is to inform you about the different aspects of IT governance, its mechanisms, processes, and frameworks. Not only you, but all people, responsible for driving the overall IT governance initiative should be educated on this topic by means of literature, best practices, seminars, trainings, and others. Next, a status of the current situation in the company related to IT governance should be made. The IT governance maturity models (2005) are a useful instrument for this purpose. By analysing the current IT governance status and the desired IT governance status, gaps can be identified and a company-specific IT-governance implementation plan can be set up. This is a process that must be adopted both by IT people and people from the business, and should be executed at all levels in the organisation. As confirmed by the case studies, most of the IT governance initiatives are driven (mainly) by IT. Although a lot of these initiatives may be good, they have the intrinsic danger that they are not easily adopted by the business people because they were not involved. Involvement of the business, as early as possible, is therefore crucial for a successful IT governance implantation.

Below listed guidelines can assist in finding elements that may suit your situation and as such may complete your plan.

Nine Guidelines for Better IT Governance

1. Define Business Goals and IT Goals

Achieving better IT governance starts with the business, and more specifically with understanding its strategy and goals. Each organization should own clear

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