



*Webinar on October 29th, 2020*

# **Demystifying IT Governance roles in a dynamic business environment**

**Presenter**  
**Mark Thomas**  
CGEIT CRISC, CDPSE,  
COBIT, ITIL

*© The APM Group Limited (APMG). 2020. All rights reserved.*

*All materials included in this publication are copyright protected. Any unauthorised reproduction or transmission of any part of this publication, in any form or by any means, will constitute an infringement of copyright. No part of this publication may be lent, sold or hired out for any purpose without the prior written permission of APMG.*



ISACA® is a registered trademark of the Information Systems Audit and Control Association

COBIT® is a registered trademark of ISACA and the IT Governance Institute.

CGEIT CERTIFIED IN THE GOVERNANCE OF ENTERPRISE IT is a trademark of Information Systems Audit and Control Association, Inc. (ISACA)

**COBIT®**  
An ISACA® Framework



Host & Moderator

---

**Mark Constable**  
APMG International



Presenter

---

**Mark Thomas**  
Escoute Consulting



WELCOME  
ABOARD

# Presenter



**Mark Thomas**  
*CGEIT, CRISC, CDPSE*

President, Escoute Consulting



# About Mark



- Mark Thomas (CRISC, CGEIT) is a well-known ITIL and COBIT expert with more than 22 years of professional experience, with leadership roles from CIO to IT Governance Consulting.
- Mark has led large teams in outsourced IT arrangements, conducted PMO, Service Management and governance activities for major project teams, managed enterprise applications implementations, and implemented governance processes across multiple industries.
- Mark's industry experience with 'Big Five' type consulting spans the health care, finance/banking, manufacturing / distribution, services, high technology, and government verticals.
- Additionally, Mark has forged a reputable competency as a consultative trainer and speaker in several disciplines receiving exemplary evaluations.



## Before we get started:



This session is being recorded. A follow-up will be sent to you.



Submit your questions anytime.



Your feedback is welcome and valuable. You have my email address!

# Presentation Overview



In today's rapidly evolving and disruptive business environment, it is more important than ever to tailor your IT governance system to ensure continued value creation. Key to a successful transformation is to focus on the knowledge, skills and abilities of the enterprise's most valuable resource: people. This insightful webinar will identify key governance decision scenarios, appropriate roles, and how COBIT and CGEIT can assist people in making the right decisions, the right way and with the right results.

Recognize today's changing environment and how a tailorable IT governance model can be used to prepare for the next disruption.

Explore traditional and emerging governance roles and what knowledge, skills and abilities they should possess to support a dynamic environment.

Understand how COBIT and CGEIT can assist in creating and guiding trained, prepared and confident resources based on role-based IT governance scenarios.



## IT governance in a rapidly changing world

Emerging roles

Achieving knowledge, skills and abilities

Top tips

Closing and questions

# What is transforming?



- Cyber threat sophistication
- Digital transformation
- High velocity IT
- Aggressive compliance requirements
- Global disruptions (pandemic)
- Political and social landscape
- Global climate concerns
- Economic instability

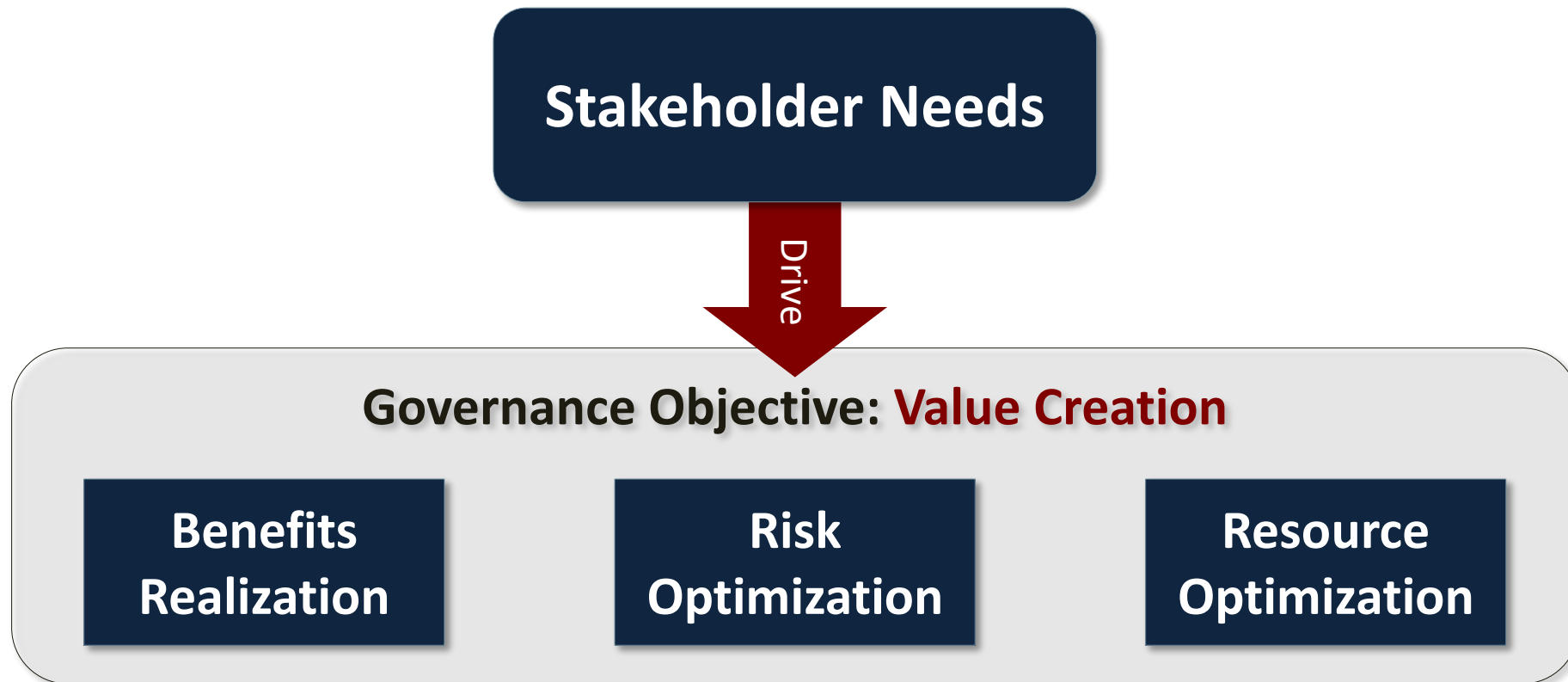
# Enterprise Governance of Information and Technology (EGIT)



- EGIT, GEIT, IT Governance
- Distinction between governance and management
- Distinction between a governance system and governance framework
- Where are your governing bodies?

*Reference: COBIT 2019 Framework*

# Enterprise Governance of Information and Technology (EGIT)



Reference: COBIT 2019 Framework

# What's in our future?



- More integration with the business
- Flatter organizations with more authority delegation
- Emergence of new roles and skills

# Agenda



IT governance in a rapidly changing world

## Emerging roles

Achieving knowledge, skills and abilities

Top tips

Closing and questions



# Traditional IT Governance-Related Roles

Board	Enterprise Risk Committee	Head Architect
Executive Committee	Chief Information Security Officer	Head Development
Chief Executive Officer	Business Process Owner	Head IT Operations
Chief Financial Officer	Portfolio Manager	Head IT Administration
Chief Operating Officer	Steering (Programs/Projects) Committee	Service Manager
Chief Risk Officer	Program Manager	Information Security Manager
Chief Information Officer	Project Manager	Business Continuity Manager
Chief Technology Officer	Project Management Office	Privacy Officer
Chief Digital Officer	Data Management Function	Legal Counsel
I&T Governance Board	Head Human Resources	Compliance
Architecture Board	Relationship Manager	Audit

# New Collar Revolution

- Coined by former CEO of IBM
- New category of skills-based careers
- Fast growing technology fields
- Not necessarily based on college degrees



# Emerging IT Governance Roles



**Technology Innovation  
Visionary**



*Performance and conformance  
analyst*



*Value Co-creation advocate*



*Culture, Diversity and Inclusion  
Advocate*

- Digital transformation
- Creative cloud-based solutions
- AI/Machine learning
- High-velocity IT delivery
- Humanization of IT
- Customer/user experiences (CX/UX)

# Emerging IT Governance Roles



*Technology Innovation  
Visionary*



**Performance and conformance  
analyst**



*Value Co-creation advocate*



*Culture, Diversity and Inclusion  
Advocate*

- You cannot be 100% compliant to everything!
- Cyber threat sophistication
- Global and local compliance landscape
- Assurance based

# Emerging IT Governance Roles



*Technology Innovation  
Visionary*



*Performance and conformance  
analyst*



**Value Co-creation advocate**



*Culture, Diversity and Inclusion  
Advocate*

- IT service management
- Focus on the complete value chain, removing silos
- Holistic governance structures
- Focus on benefits realization while ensuring consumer/user value

# Emerging IT Governance Roles



*Technology Innovation  
Visionary*



*Performance and conformance  
analyst*



*Value Co-creation advocate*



**Culture, Diversity and  
Inclusion Advocate**

- Increased performance
- Greater innovation
- Top talent recruiting
- Employee engagement



# Emerging Knowledge, Skills and Abilities

- This KSA is absolutely essential for the success of the role
- ◐ This KSA is required, but not a 'showstopper'
- ◑ This KSA is essential helpful for the success of the role
- ◒ This KSA is helpful to the role but not necessary
- This KSA is not applicable to the role

Emerging Role	Mark's top knowledge, skills and abilities (KSA)											
	Organizational Change Management	Business Relationship Management	Anything related to cybersecurity or privacy	Enterprise and data architecture	Risk governance and management	High velocity IT (Agile, DevOps, Lean)	AI and machine learning systems	Cloud applications	Internet of things	Digital collaboration and experience (CX/UX)	Cryptocurrency	Technology legal
Technology innovation visionary	◐	◐	●	●	◐	●	●	●	●	◐	◐	◐
Performance and conformance analyst	●	●	●	◐	●	●	●	●	●	●	●	●
Value Co-creation advocate	●	●	◐	◐	●	●	◐	◐	◐	●	◐	◐
Culture, Diversity and Inclusion Advocate	●	●	◐	◐	●	◐	◐	◐	◐	◐	◐	◐

*This information is based on the professional opinion of Mark Thomas and does not reflect the specific views of ISACA or APMG*

# Adoption Methodology



# Agenda



IT governance in a rapidly changing world

Emerging roles

**Achieving knowledge, skills and abilities**

Top tips

Closing and questions

**CGEIT certification is framework agnostic and the only IT governance certification for the individual.**

- Professional designation
- Addresses multiple enterprise roles
- Domains, tasks, knowledge statements

**COBIT 2019 is a framework for the governance and management of enterprise information and technology.**

- Certificate based
- Governance-management distinction
- Governance components and design factors
- Governance/management objectives

# Benefits of Certification



## CGEIT

- Enhanced knowledge in key topics in the governance and management of enterprise I&T
- Proven expertise in the five domains with a professional designation
- Over 8k certification holders with average salary of US \$141k (*based on ISACA website*)

## COBIT

- Understand how to adopt and adapt a tailorable and customizable framework
- Gain access to valuable knowledge, tools and methods to create a sustainable and flexible governance system
- Can ***assist*** in preparation for the CGEIT exam as well as adopting CGEIT concepts in your organization
- COBIT Foundation, COBIT Design and Implementation, Implementing the NIST Cybersecurity Framework Using COBIT



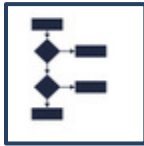
# COBIT and CGEIT



- COBIT components: People, Skills and Competencies
- COBIT objectives: EDM04 Ensured Resource Optimization and APO07 Managed Human Resources
- CGEIT domain: resource optimization



# COBIT Governance Components



*Processes*



*Principles, Policies and Procedures*



*Organizational Structures*



*Culture, Ethics and Behavior*



*Information Flows and Items*



*Services, Infrastructure and Applications*



**People, Skills and Competencies**

Reference: COBIT 2019 Framework: Introduction and Methodology

# COBIT People, Skills and Competencies

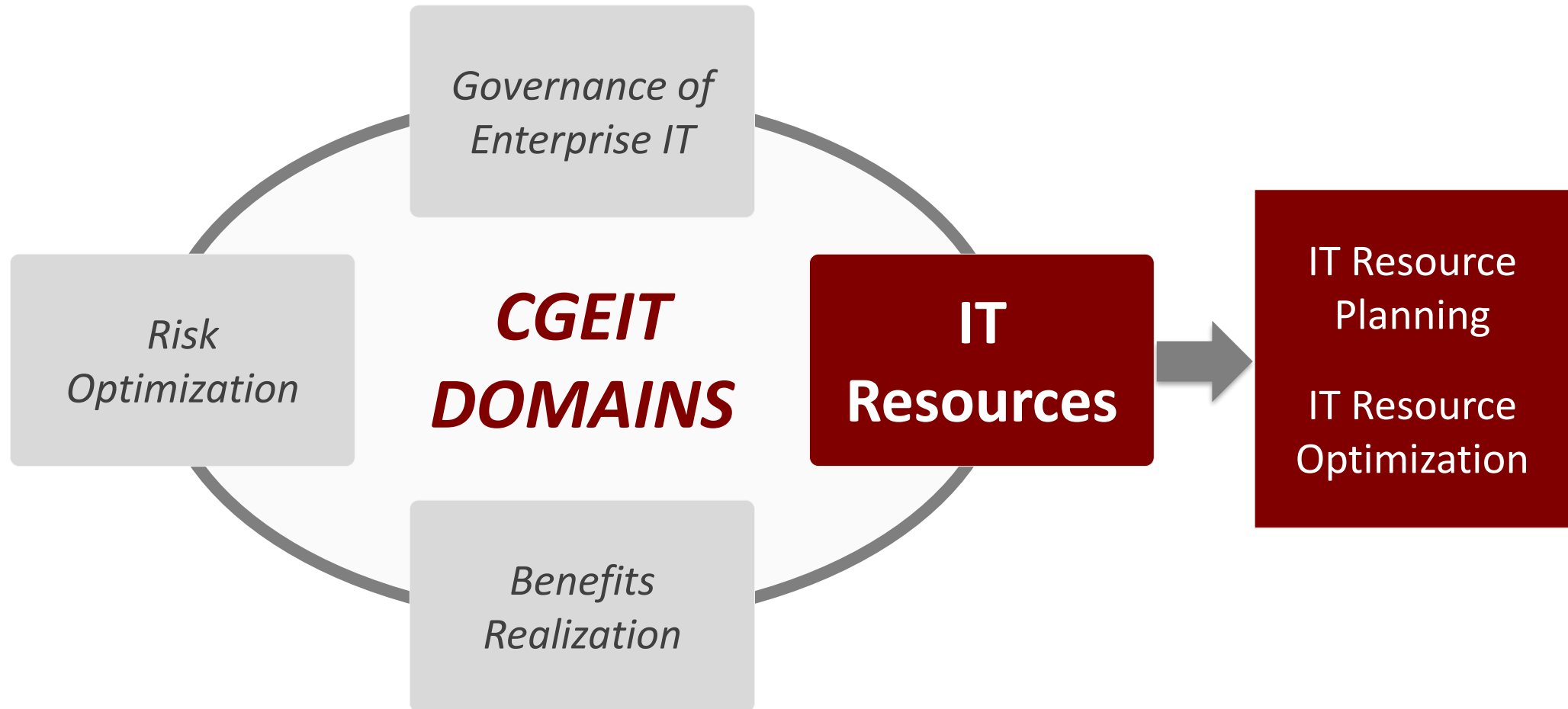
- Represented in RACI charts for each governance and management objective
- Assists in determining human resource demand and availability rates
- Lifecycle is determined by enterprise strategy and

**Enterprises should periodically assess current and future skills requirements:**

- Education and qualification levels
- Technical skills
- Experience levels
- Knowledge and behavioral skills

COBIT EDM04 Ensured Resource Optimization		COBIT APO07 Managed Human Resources	
Purpose: Ensure that the resource needs of the enterprise are met in the optimal manner, I&T costs are optimized, and there is an increased likelihood of benefit realization and readiness for future change		Purpose: Optimize human resources to meet enterprise objectives	
Practices: <ul style="list-style-type: none"> <li>• Evaluate resource management</li> <li>• Direct resource management</li> <li>• Monitor resource management</li> </ul>	Skills: <ul style="list-style-type: none"> <li>• Portfolio management</li> <li>• Resourcing</li> </ul>	Practices: <ul style="list-style-type: none"> <li>• Acquire and maintain adequate and appropriate staffing</li> <li>• Identify key IT personnel</li> <li>• Maintain the skills and competencies of personnel</li> <li>• Assess and recognize/reward employee job performance</li> <li>• Plan and track the usage of IT and business human resources</li> <li>• Manage contract staff</li> </ul>	Skills: <ul style="list-style-type: none"> <li>• Education and training provision</li> <li>• Learning and development management</li> <li>• Performance management</li> <li>• Personnel development</li> <li>• Professional development</li> <li>• Resourcing</li> </ul>

# CGEIT Domains



# CGEIT Human Resource Management



HR Philosophies

HR Strategies

HR Policies

HR Processes

HR Practices

HR Programs

- Ensure that the enterprise can achieve success through people.
- Objectives:
  - Satisfies business needs
  - Founded on detailed analysis and study
  - Actionable programs that anticipate implementation requirements and problems
  - Coherent and integrated
  - Considers the needs of both the people and the enterprise as a whole

# Agenda



IT governance in a rapidly changing

Emerging roles

Achieving knowledge, skills and abilities

## Top tips

Closing and questions



Understand what value  
means to your  
stakeholders

Create a tailored and  
dynamic governance  
system

Human resources are  
your most important  
asset

# TIPS & TRICKS



Inventory roles and  
KSAs

Fund and endorse  
training and  
certifications

There is no new normal,  
it is the next normal

# Agenda



IT governance in a rapidly changing world

Emerging roles

Achieving knowledge, skills and abilities

Top tips

**Closing and questions**





**Submit questions via your  
GoToWebinar control panel.**

**(sorry, function not available on mobile devices)**

# Get in touch....



[www.apmg-international.com](http://www.apmg-international.com)

@APMG\_Inter



[www.isaca.org](http://www.isaca.org)

@ISACANews



[www.escoute.com](http://www.escoute.com)

@ESCOUTE1



Mark Thomas: [www.linkedin.com/in/markthomas8/](https://www.linkedin.com/in/markthomas8/)



**COBIT**  
An ISACA® Framework

TRAINING & CERTIFICATION

[www.isaca.org/](http://www.isaca.org/)  
[apmg-international.com/](http://apmg-international.com/)







Look out for  
the follow-  
up email!



# Thank you

If you have any questions or feedback, please do not hesitate to contact me:

[Mark.Constable@apmg-international.com](mailto:Mark.Constable@apmg-international.com) / +44 (0)1494 836161

## Demystifying IT Governance roles in a dynamic business environment



Presenter  
Mark Thomas