



Demystifying IT Governance Roles in a Dynamic Business Environment

EMERGING ROLE SHORT DESCRIPTIONS

Technology innovation visionary

Study the aspects and trends of the industry in which the organization operates as well as the rapidly changing capabilities in the field of technology while combining studied knowledge of business and technology trends to create original ideas that advance the strategic goals of the enterprise.

Performance and conformance analyst

Provide transparency of performance and conformance and drive achievement of goals by collecting, validating and evaluating enterprise goals and metrics. Monitor that processes and practices are performing against agreed performance and conformance goals and metrics and provide reporting that is systematic and timely.

Value co-creation advocate

Deliver meaningful endorsements and strongly influence stakeholders with information about how a product or service co-creates value. Work with service providers and service consumers in a wide range of mediums to demonstrate and support how services provide outcomes through a collaborative approach between service provision and consumption.

Culture, diversity and inclusion advocate

Research, apply and promote diversity initiatives and share best practice advice, guidance and support on equality and diversity issues. Assess community needs and promote cohesion by promoting changes in the wider community. Develop systems to measure all efforts and successes and prepare and deliver presentations and workshops to staff, stakeholders and partner organizations.



KNOWLEDGE, SKILLS AND ABILITIES DESCRIPTIONS:

Organizational change management

Prepare and commit stakeholders for business change and reduce the risk of failure. Maximize the likelihood of successfully implementing sustainable enterprise wide organizational change quickly and with reduced risk. Cover the complete life cycle of the change and all affected stakeholders in the business and IT.

Business relationship management

Manage relationships with business stakeholders in a formalized and transparent way that ensures mutual trust and a combined focus on achieving the strategic goals within the constraints of budgets and risk tolerance. Base relationships on open and transparent communication, a common language, and the willingness to take ownership and accountability for key decisions on both sides.

Business and IT must work together to create successful enterprise outcomes in support of the enterprise objectives.

Anything related to cybersecurity or privacy

There is no specific suggestion for this KSA. This is a very broad category which includes multiple areas. My suggestion is to look at ISO or NIST for appropriate descriptions.

Enterprise and data architecture

Establish a common architecture consisting of business process, information, data, application and technology architecture layers. Create key models and practices that describe the baseline and target architectures in line with the enterprise and I&T strategy. Define requirements for taxonomy, standards, guidelines, procedures, templates and tools, and provide a linkage for these components. Improve alignment, increase agility, improve quality of information and generate potential cost savings through initiatives such as re-use of building block components.

Risk governance and management

Ensure that I&T-related enterprise risk does not exceed the enterprise's risk appetite and risk tolerance, the impact of I&T risk to enterprise value is identified and managed, and the potential for compliance failures is minimized. Integrate the management of I&T-related enterprise risk with overall enterprise risk management (ERM) and balance the costs and benefits of managing I&T-related enterprise risk.

High velocity IT

Automate and streamline existing processes and think of new and innovative ways to manage all deployed services and products. Deploy and maintain products, services and network components with a focus on security, reliability and zero downtime and implement a large cross-cloud and on-premise resilient infrastructure to allow for global coverage through cloud-based infrastructure and container orchestration.

AI and machine learning

Research, develop, build, test, and deploy AI models and maintain the underlying AI and machine learning infrastructure. Creatively solve problems between software development and intelligent technology adoptions. Coordinate between various data scientists and analysts to empower the enterprise with novel capabilities.

Cloud applications

Identify and adopt strategies and techniques to migrate enterprise information and services to the cloud. Analyze organizational needs and assist in the selection of appropriate cloud technologies by collaborating with key stakeholders on adoption milestones, analysis of risks and recommending system improvements.

Internet of things

Inventory and understand the landscape of IoT devices and their interconnectivity with business systems. Examine trends and patterns in the data, information and value contribution surrounding IoT and create meaningful reporting on the use of IoT in the enterprise.

Digital collaboration and experience

Oversee the user/customer experience of a website, application or digital interface. Work closely with design and development teams to ensure that client interfaces meet their needs and are aligned to industry standards. Test different areas of the site or application for ease of use and effectiveness.

Cryptocurrency

This skill includes a multitude of skills based on the role that include business development, data science, financial analysis, marketing and research, security architecture, technical writing and web development.

Technology legal

Provide advice on legal and policy issues related to intellectual property, the internet, connected devices, digital media, and emerging technologies. Partner with IT process, service and control owners to identify legal concerns and create regulatory deliverables.

ROLE TO KSA MAPPING

This mapping includes the four key emerging roles in today's environment and the appropriate knowledge, skills and abilities required to be successful in these roles. The connection between the roles and KSAs are based on the author's experience and may vary based on specific industries and organizational structures.

- 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

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

MARK'S TOP TIPS

Understand what value means to your stakeholders

The key is to conduct a goals cascade to identify specific stakeholder needs and map these through a series of goals from the enterprise, to IT, to specific objectives in the IT organization. In CGEIT, refer to the benefits realization domain. In COBIT, refer to the goals cascade.

Create a tailored and dynamic governance system

No governance system is a "one size fits all." Use a set of design factors to create a governance system that is unique to your organization and has the ability to change as your internal and external environment changes. In CGEIT, refer to the Governance of Enterprise IT domain. In COBIT, refer to the design guide workflow.

Human resources are your most important asset

No IT service can be successful without people. Gain a solid understanding of the appropriate roles and required skills to successfully co-create value with your key stakeholders. In CGEIT, refer to the IT Resources domain. In COBIT, refer to the People, Skills and Competencies component.

Inventory roles and KSAs

Acquire and maintain adequate and appropriate staffing by identifying key roles and competencies required to achieve enterprise success. Provide appropriate education and development training to ensure proper performance management and professional development.

Fund and endorse training and certifications

The “new collar” concept focuses on the critical technical skills required that often times are not acquired with an advanced college degree. Allocate funding for training and certifications for your staff that enhance the chances of success. For the areas discussed during this webinar, I suggest going to ISACA and APMG for this training.

There is no new normal, it is the next normal

Be prepared for the next disruption. The key to this is organizational agility and resilience. Enterprises must have agility to support changes and resilience to withstand changes. Adopting a tailored governance system with prepared and educated staff can be a major success factor in enterprise success.

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