Webinar on October 29th, 2020

Demystifying IT Governance roles in a dynamic business environment

Presenter
Mark Thomas
CGEIT CRISC, CDPSE, COBIT, ITIL
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.
Agenda

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)

Stakeholder Needs

Governance Objective: **Value Creation**

- **Benefits Realization**
- **Risk Optimization**
- **Resource Optimization**

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

<table>
<thead>
<tr>
<th>Board</th>
<th>Enterprise Risk Committee</th>
<th>Head Architect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Committee</td>
<td>Chief Information Security Officer</td>
<td>Head Development</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>Business Process Owner</td>
<td>Head IT Operations</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>Portfolio Manager</td>
<td>Head IT Administration</td>
</tr>
<tr>
<td>Chief Operating Officer</td>
<td>Steering (Programs/Projects) Committee</td>
<td>Service Manager</td>
</tr>
<tr>
<td>Chief Risk Officer</td>
<td>Program Manager</td>
<td>Information Security Manager</td>
</tr>
<tr>
<td>Chief Information Officer</td>
<td>Project Manager</td>
<td>Business Continuity Manager</td>
</tr>
<tr>
<td>Chief Technology Officer</td>
<td>Project Management Office</td>
<td>Privacy Officer</td>
</tr>
<tr>
<td>Chief Digital Officer</td>
<td>Data Management Function</td>
<td>Legal Counsel</td>
</tr>
<tr>
<td>I&amp;T Governance Board</td>
<td>Head Human Resources</td>
<td>Compliance</td>
</tr>
<tr>
<td>Architecture Board</td>
<td>Relationship Manager</td>
<td>Audit</td>
</tr>
</tbody>
</table>
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
  - Digital transformation
  - Creative cloud-based solutions
  - AI/Machine learning
  - High-velocity IT delivery
  - Humanization of IT
  - Customer/user experiences (CX/UX)

- Performance and conformance analyst

- Value Co-creation advocate

- Culture, Diversity and Inclusion Advocate
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

<table>
<thead>
<tr>
<th>Emerging Role</th>
<th>Organizational Change Management</th>
<th>Business Relationship Management</th>
<th>Anything related to cybersecurity or privacy</th>
<th>Enterprise and data architecture</th>
<th>Risk governance and management</th>
<th>High velocity IT (Agile, DevOps, Lean)</th>
<th>AI and machine learning systems</th>
<th>Cloud applications</th>
<th>Internet of things</th>
<th>Digital collaboration and experience (CX/UX)</th>
<th>Cryptocurrency</th>
<th>Technology legal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology innovation visionary</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
</tr>
<tr>
<td>Performance and conformance analyst</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
</tr>
<tr>
<td>Value Co-creation advocate</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
</tr>
<tr>
<td>Culture, Diversity and Inclusion Advocate</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
<td>🌒</td>
</tr>
</tbody>
</table>

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

1. Understand your enterprise
2. Create a tailored governance system
3. Identify key roles and KSAs
4. Endorse training and certifications
5. Constantly monitor and improve
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
- Organizational Structures
- Information Flows and Items
- People, Skills and Competencies
- Principles, Policies and Procedures
- Culture, Ethics and Behavior
- Services, Infrastructure and Applications

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
<table>
<thead>
<tr>
<th>COBIT EDM04 Ensured Resource Optimization</th>
<th>COBIT APO07 Managed Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose:</strong> Ensure that the resource needs of the enterprise are met in the optimal manner, I&amp;T costs are optimized, and there is an increased likelihood of benefit realization and readiness for future change</td>
<td><strong>Purpose:</strong> Optimize human resources to meet enterprise objectives</td>
</tr>
<tr>
<td><strong>Practices:</strong></td>
<td><strong>Practices:</strong></td>
</tr>
<tr>
<td>• Evaluate resource management</td>
<td>• Acquire and maintain adequate and appropriate staffing</td>
</tr>
<tr>
<td>• Direct resource management</td>
<td>• Identify key IT personnel</td>
</tr>
<tr>
<td>• Monitor resource management</td>
<td>• Maintain the skills and competencies of personnel</td>
</tr>
<tr>
<td></td>
<td>• Assess and recognize/reward employee job performance</td>
</tr>
<tr>
<td></td>
<td>• Plan and track the usage of IT and business human resources</td>
</tr>
<tr>
<td></td>
<td>• Manage contract staff</td>
</tr>
</tbody>
</table>
CGEIT Domains

- Governance of Enterprise IT
- Risk Optimization
- Benefits Realization

CGEIT DOMAINS

IT Resources

IT Resource Planning
IT Resource Optimization
CGEIT Human Resource Management

- 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 world

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

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)
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 / +44 (0)1494 836161
Demystifying IT Governance roles in a dynamic business environment

Presenter
Mark Thomas