Strategies for Information Technology Governance

An Interview with Wim Van Grembergen

What is Information Technology governance?

IT Governance is the organizational capacity exercised by the Board, executive management and IT management to control the formulation and implementation of IT strategy and in this way ensure the fusion of business and IT. IT Governance consists of the leadership and organizational structures and processes that ensure that the organization's IT sustains and extends the organization's strategy and objectives. IT Governance is an important issue because in many organizations, IT has become crucial in the support, the sustainability and growth of the business. The pervasive use of technology has created a critical dependency on IT that calls for a specific focus on IT Governance.

Which are the most important Information Technology mechanisms?

There is a rich palette of mechanisms that can support IT governance. IT governance mechanisms can be classified into structures, processes and relational mechanisms. IT governance structures involve the existence of responsible functions such as IT executives and accounts, and a diversity of IT committees such as the IT strategic committee and IT steering committees. IT Governance processes refer to strategic IT decision making and monitoring including the balanced scorecard technique, strategic information systems planning, COBIT and ITIL frameworks, service level agreements, and maturity models. The relational mechanisms include business/IT participation and partnerships, strategic dialogue and shared learning.

How is the balanced scorecard an IT governance mechanisms?

Kaplan and Norton have introduced the balanced scorecard at enterprise level. The balanced scorecard can be applied to the IT function and its processes. Recognizing that IT is an internal service provider, the perspectives of the balanced scorecard can be adapted accordingly with the following perspectives: corporate perspective, customer (user) orientation, operational excellence and future orientation. By using a cascade or waterfall of balanced scorecards, a method for business and IT fusion and control mechanisms are provided to top management. To achieve this, the IT Development Scorecard and the IT Operational Scorecard are defined as enablers for the Strategic IT Balanced Scorecard that in turn is the enabler of the Business Balanced Scorecard.
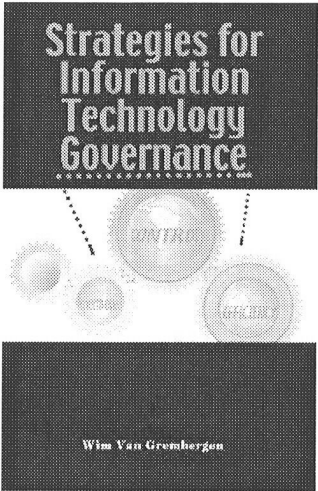
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How does this book offer assistance in managing Information Technology governance?

This book "Strategies for Information Technology governance" offers an overview of the theories and practices for information technology governance. It defines the concept of IT governance and its relationship with corporate governance, the Board, and IT management. To be able to place IT governance structures, processes and relational mechanisms in a comprehensible rela-

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tionship to each other, a framework is developed. Further, the book consists of chapters that describe in more detail some IT governance practices and IT governance in action.

For whom is this book written?

This book records and interprets important theories, models and practices in the IT governance domain and aims to contribute to the understanding of IT governance and its structures, processes and relational mechanisms. This book is primarily designed for use by practitioners - IT and business people - who want to develop and implement an IT governance structure within their organization. The book can also be used in graduate courses in Information Systems Management and executive courses as part of the common body of knowledge of business and IT majors.

and many researches find other areas (eg defense) are better financed. Naturally there are some researchers who pursue topics that are not in mainstream funding, but they suffer the disadvantage that progress is often slow, undertaken in their 'own time' and sometimes is simply harder to get published because it is to some extent 'fringe'.

Where do you think the topics of this book will lead?

There are a number of ways the research of this book might influence society in the future. With the huge variety of future research directions popularized, an increased body of researchers behind the field and a general increase of interest in the topics of the field some of

the ideas may be commercialized including the pen-based paradigm shift in interface technology, improved music recognition software for scanned documents, advanced 'interfaces' to 'music' search engines able to retrieve music combined with rigorous copyright enforcing for either the typesetting or musical work. The web-based components discussed by some authors will naturally play a role of ever increasing importance. Commercialization will not necessarily inhibit the amount of 'pure research' that needs to be undertaken in order to solve some of the difficult problems of the field, and I think the topics of the book will lead to both further 'pure' and 'applied'

## Executive Coaching: Solid Investment for Top Organizations

Executive coaching for high-potential employees has proven to be a solid investment for the world's top corporations. The results are astounding. A recent study by Manchester, Inc. involved 100 executives, mostly from Fortune 1000 companies, who received coaching. The participants reported a *return on investment of almost six times* the cost of coaching. According to the participants in the study, benefits to their companies included improvements in:
* productivity
* quality
* organizational strength
* customer service
* cost reductions
* bottom-line profitability

Individual benefits to the executives who received coaching included

improvements in teamwork, job satisfaction and working relationships with direct reports, peers, supervisors and clients. In *Leadership Chronicles of a Corporate Sage: Five Keys to Becoming a More Effective Leader* (Dearborn Trade Publishing, September 2004), author and executive coach Dr. Susan J. Bethanis takes readers behind the scenes in an actual coaching setting—the kind of coaching that produces results that companies can't say no to. Readers can "listen in" on the confidential conversation between a promising executive and his coach as Bethanis chronicles his reflections, struggles and triumphs.

How many investments pay off with a 600 percent ROI and increased revenue, decreased costs and improved job satisfaction?

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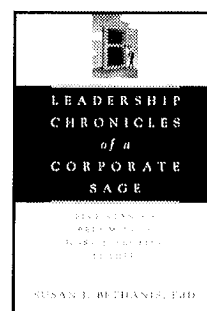
Dr. Susan J. Bethanis has coached more than 200 managers and executives at large corporations, including Charles Schwab, Cisco Systems, Hewlett-Packard, National Semiconductor, Washington Mutual, and Yahoo.

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