



Session S12

Implementing COBIT® in your Organization

by

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Implementing COBIT® in your organization

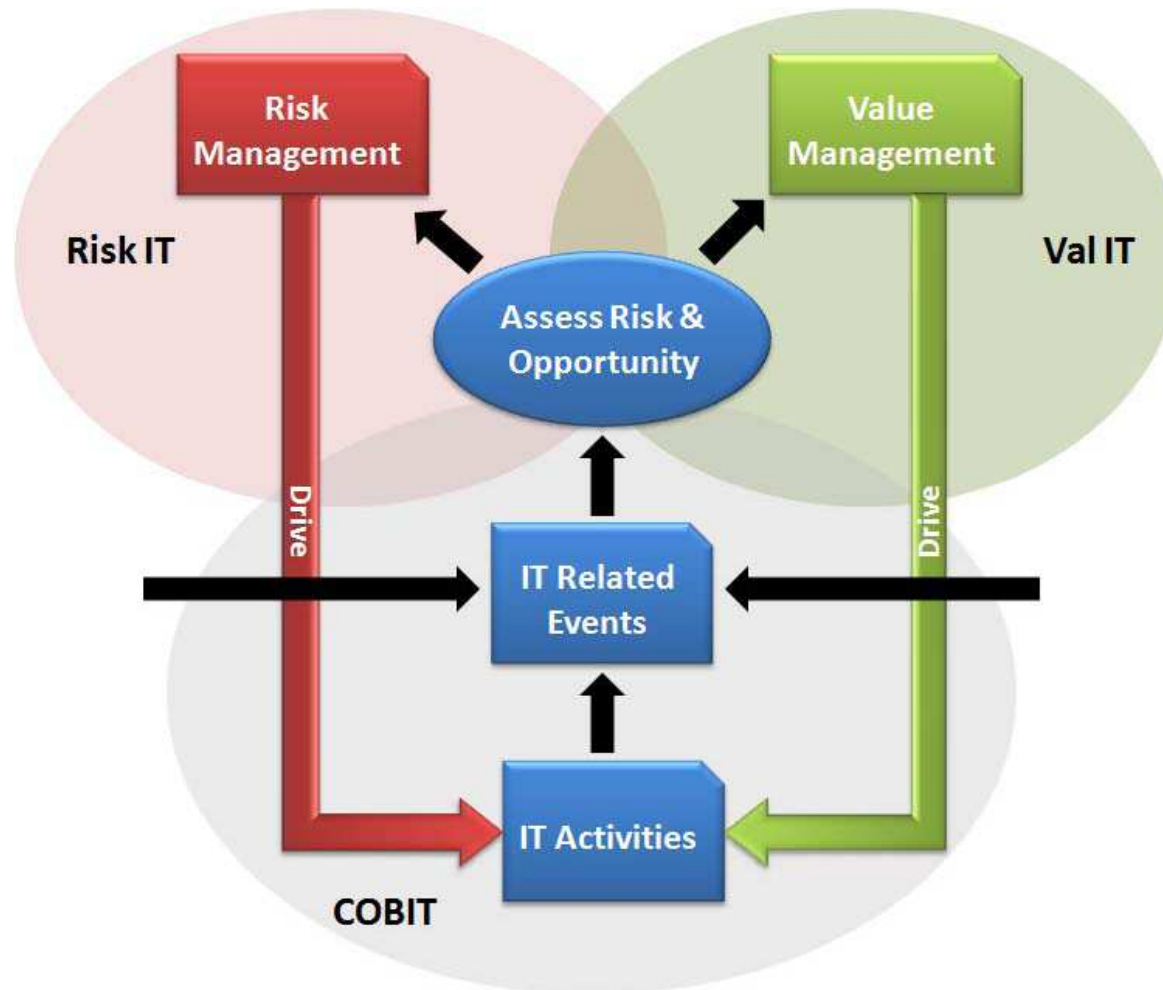
- Implementing COBIT Program:
 - Organizational Change
 - IT Governance Program
 - Iterative approach to implementation
- Learning Objectives:
 - definitions and context
 - basic process
 - lessons learned
 - success factors
 - risk mitigation
 - how to adapt these for your organization.
- Pre-requisites:
 - "COBIT Foundation Certificate"
 - familiarity with ValIT and RiskIT

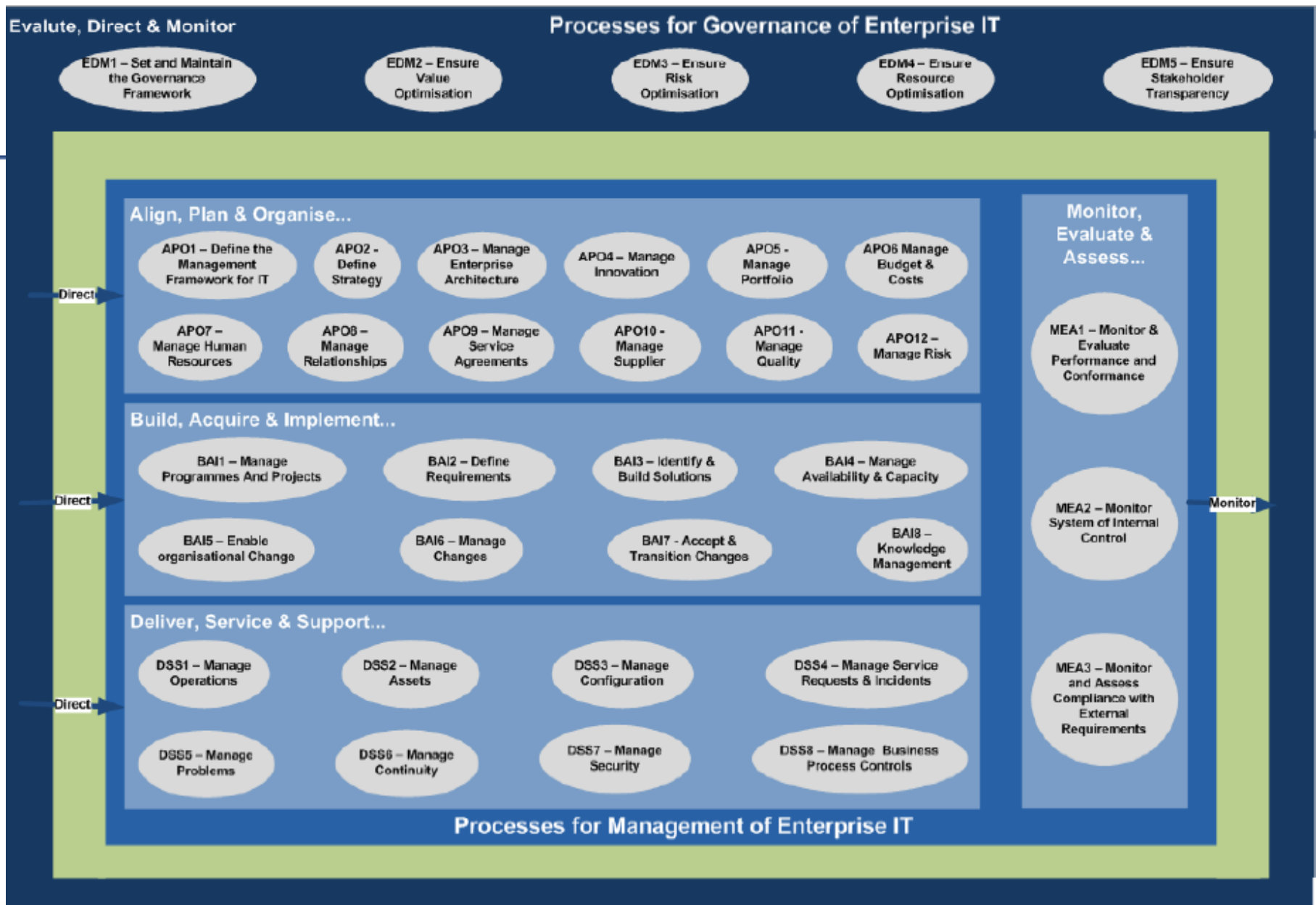
Why are you here (in this session)?



- Assignment?
- Champion?
- Career Advancement?
- Curiosity?
- All of the above?
- Other?

Current COBIT®

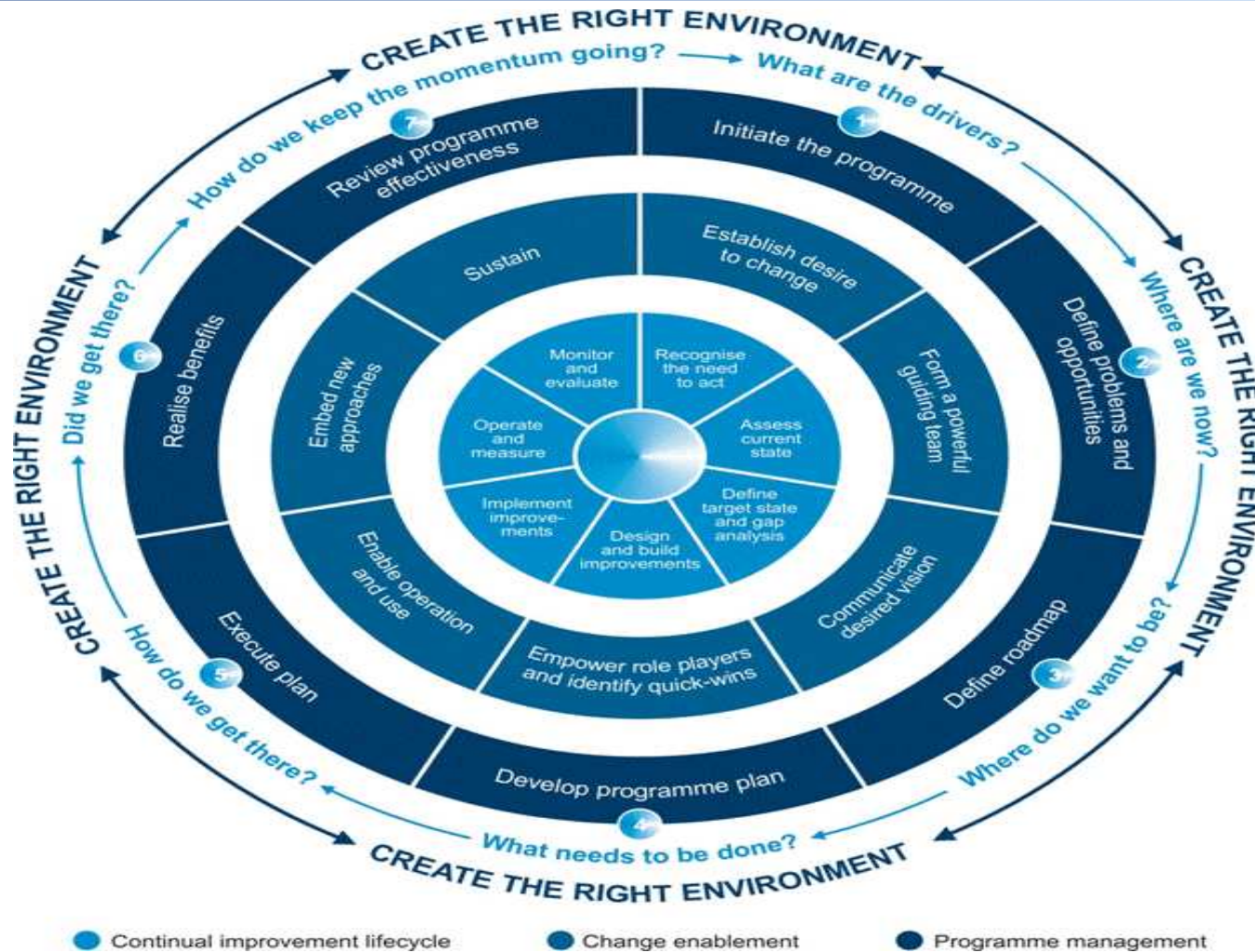




Why implement COBIT?



How to implement COBIT – Basic Process



1. What are the Drivers?

- Pain Points + Trigger Events -> Need for Governance!

7. How do we keep momentum going?

- Review the Programme effectiveness
- Sustain
- Monitor and Evaluate

2. Where are we now?

- Define the Problems and Opportunities
- Form Powerful Guiding Team
- Assess the Current State

6. Did we get there?

- Realize the benefits
- Embed new approaches
- Operate and Measure

3. Where do we want to be?

- Define the Roadmap
- Communicate (communicate,)
- Define Target State and Perform Gap Analysis

5. How do we get there?

- Execute the Plan
- Enable Operation and Use
- Implement Improvements

4. What needs to be done?

- Develop Programme Plan
- Empower Role Players and Identify Quick Wins
- Design and Build Improvements

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Lessons Learned Success Factors Risks

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- Senior Management not bought in
- Lack of Enterprise policy and direction

- Cost of Improvements outweigh perceived benefits
- Lack of trust and good relations between business and IT

- Resistance to Change
- Lack of Understanding of IT Governance

- Trying to do too much at once
- IT in fire-fighting mode, not able to prioritize tasks
- Lack of appropriate IT skills in place

- Improvements not adopted or applied
- Benefits difficult to show or prove

Continual improvement lifecycle

Change enablement

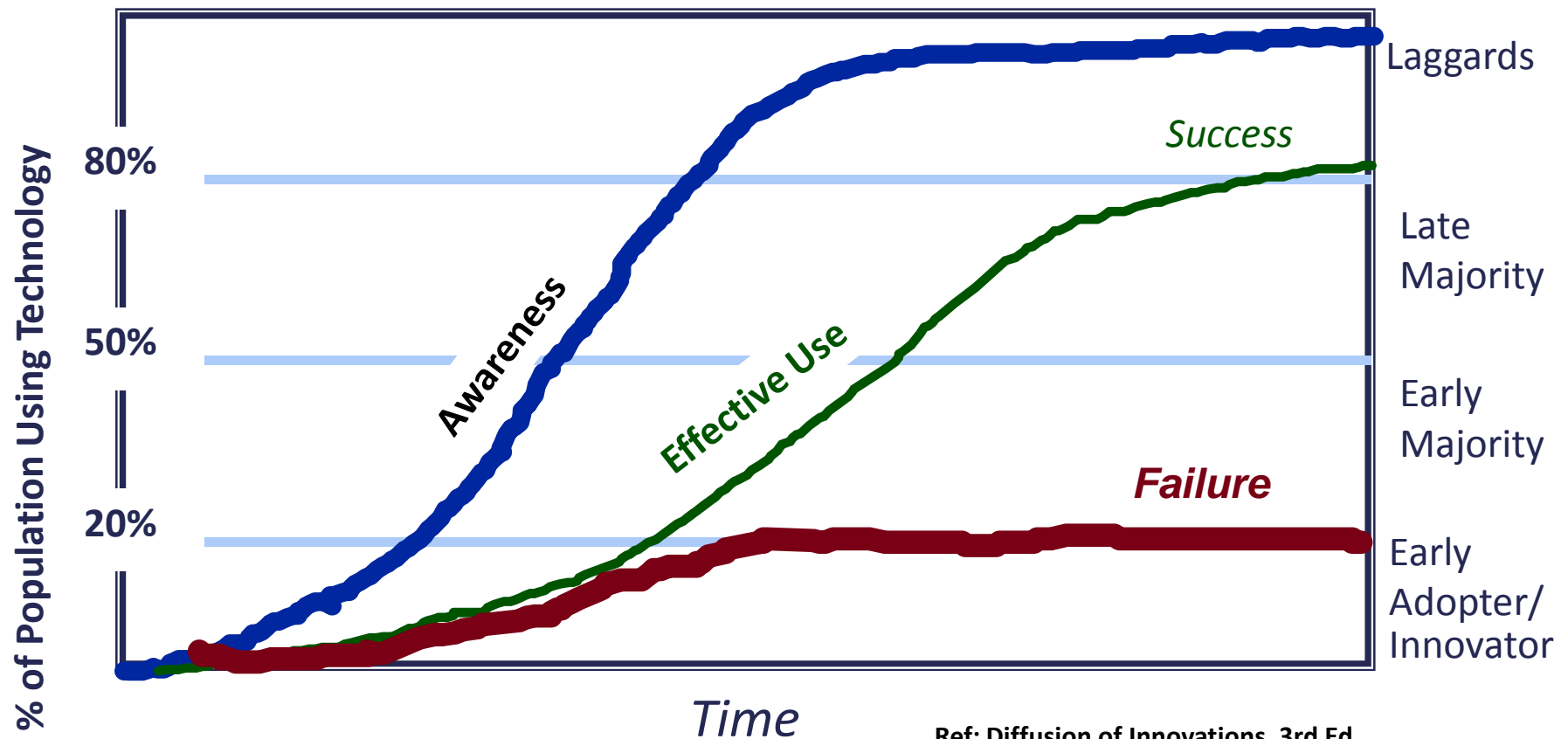
Programme management

Lessons Learned: Deal with the People

- Must assure that people in the organization adopt, use and sustain the practices
- People, employing the practices, generate the benefits to the organization
- Must understand, communicate, influence and persuade people with the case for change
- Failure to establish a measurable target

Lesson Learned: Failure is Likely

The Diffusion of Innovations Model



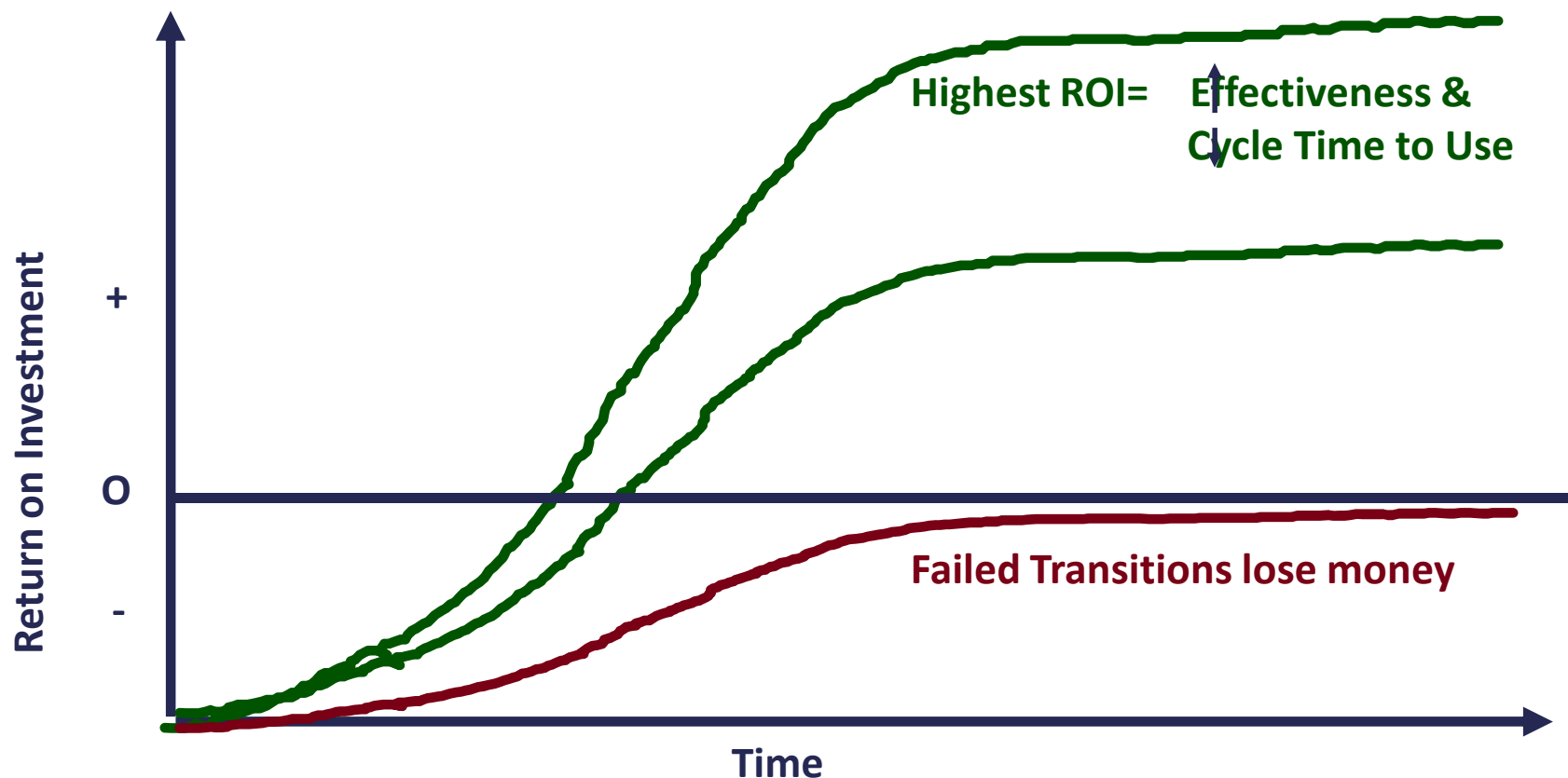
Ref: Diffusion of Innovations, 3rd Ed.
by Everett Rogers; Simon & Schuster, 1995

Lesson Learned: People employing practices generate benefits to organization

Return = $f(\text{Use (Population, Effectiveness), Synergy}(1/\text{Time}))$

Investment = $g(\text{Infrastructure, Culture, Transition Process})$

Return on Investment = $(f - g) / g$



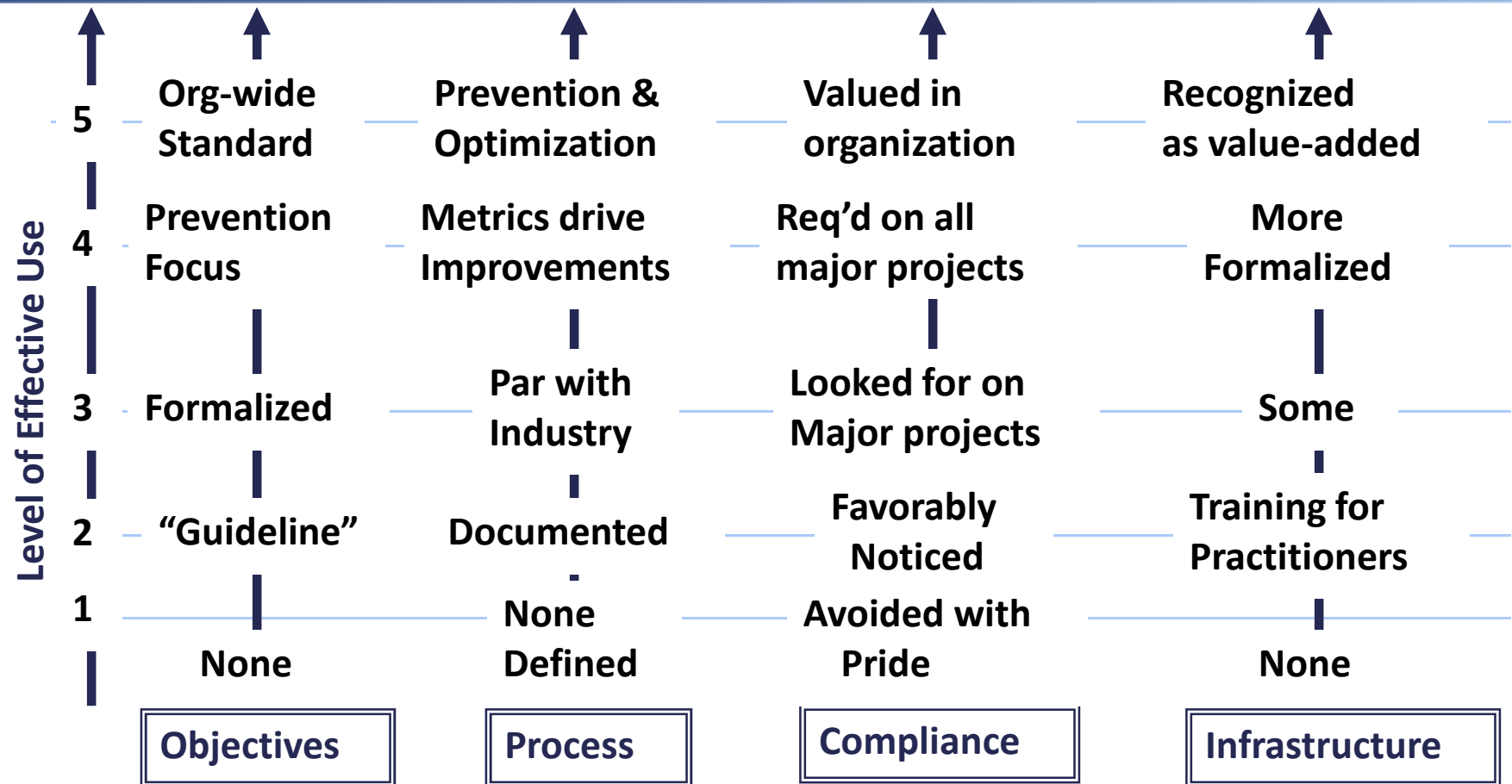
Lesson Learned: Improvements not sustained

SMART Implementation Goal:

- At least **80% of the target users** in the organization **effectively & efficiently use** the improvement.
- There is evidence of **sustained use** and **improving effectiveness and efficiency**.
- The organization has **measurable results**.
- People **new to the organization**, are **told what to do and learn how** to do it.

Lesson Learned: Improvements not applied

Attributes of Effective Use



Ref: "Key Lessons in Achieving Widespread Inspections Use"
by Grady & Van Slack, IEEE Software July 1994

Lesson Learned: Benefits difficult to measure

Use => Benefits!

Question:

- Who is using it?
- How often?
- For what?
- Where in org?
- How widespread?
- Users satisfied?
- Is the use making an impact on the business?

Metric Source

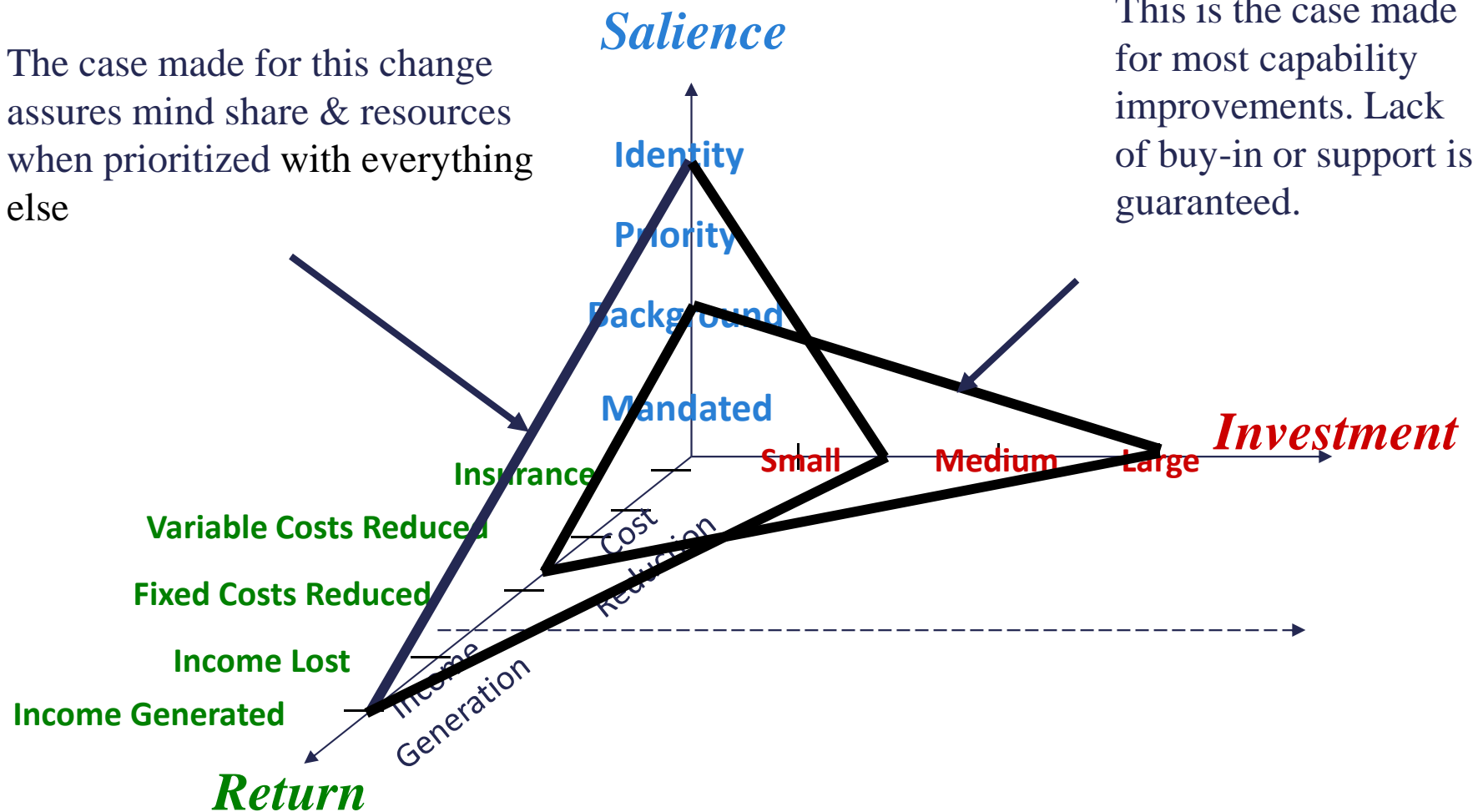
- | User id's
- | Hit rate
- | Hit paths & operations
- | Tie to org chart
- | Diffusion Curve
- | User responses
- | Correlation to business information

Lesson Learned: Making the case is important

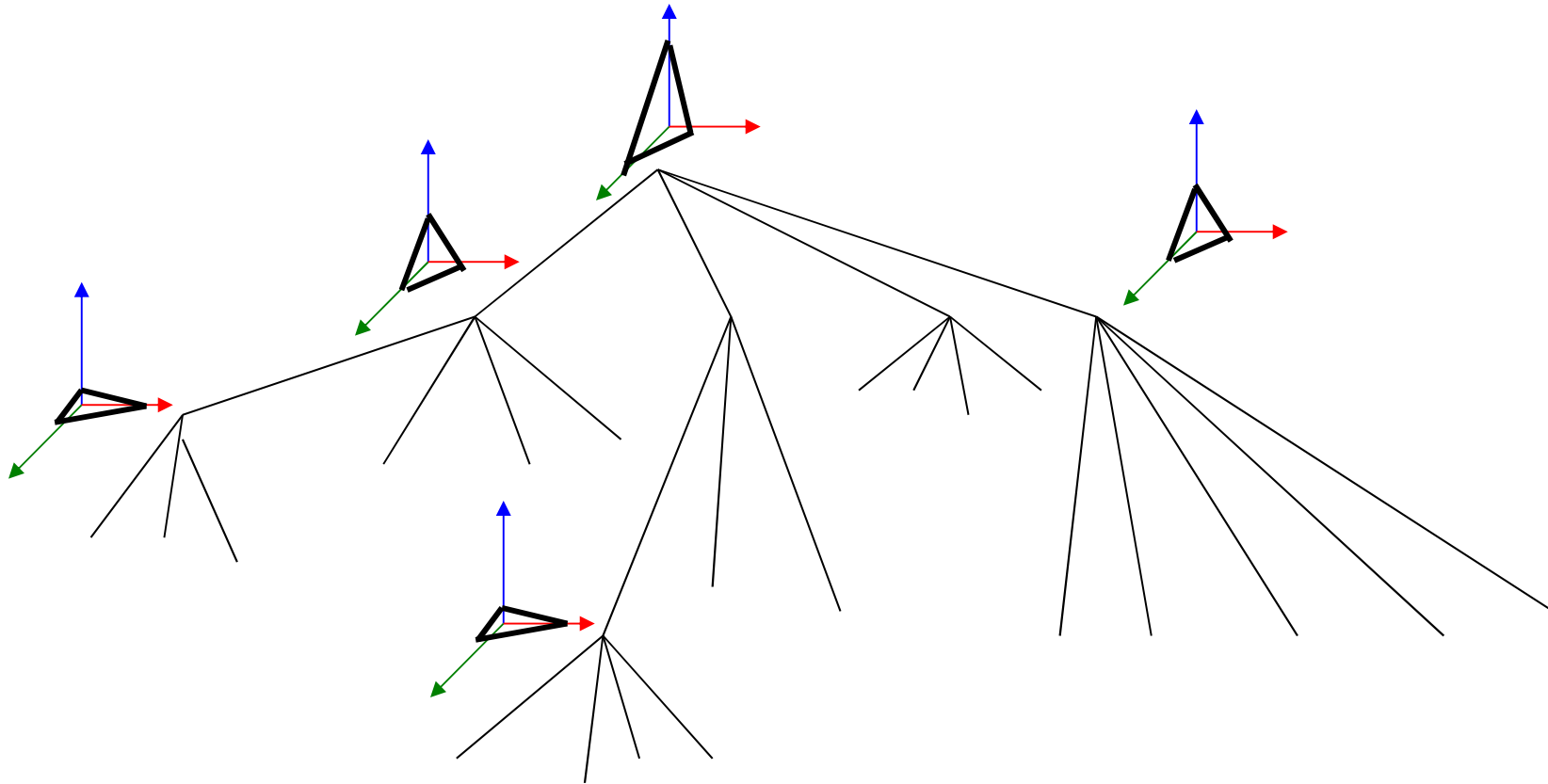
Process Paradox

The case made for this change assures mind share & resources when prioritized with everything else

This is the case made for most capability improvements. Lack of buy-in or support is guaranteed.



Lesson Learned: Resistance to Change Middle Management Black Hole



Implementation follow-through in organization: Development->Test->Production (Service Delivery)

- Each must be resourced and managed.
- Who has what accountability and responsibility for sustaining or service delivery activities in the COBIT implementation?
- How do you assure the implementation is sustained through re-orgs?
- What is the SLA/OLA's for delivering the IT Governance service?
- How are sustaining / service delivery functions resourced or financed?

Risk Mitigation – List, prioritize, plan

Risks/challenges	Challenge for you? Plan to address?
• Senior Management not bought in	
• Lack of Enterprise policy and direction	
• Resistance to Change	
• Lack of Understanding of IT Governance	
• Trying to do too much at once	
• IT in fire-fighting mode, not able to prioritize	
• Lack of appropriate IT skills in place	
• Improvements not adopted or applied	
• Benefits difficult to show or prove	
• Cost of Improvements outweigh perceived benefits	



A circular diagram representing the Program Management cycle. It features a central blue circle with the text 'PROGRAMME MANAGEMENT' in white. Surrounding this is a larger blue ring with the text 'CREATE THE RIGHT ENVIRONMENT' in white. Arrows indicate a clockwise flow from the center to the outer ring and back.

Program Management:

1. Initiate program
2. Define problems and opportunities
3. Define roadmap
4. Develop program plan
5. Execute plan
6. Realize benefits
7. Review program effectiveness

➤ Sustain

Adapting these to your organization

Please take 10 minutes to discuss amongst yourselves:

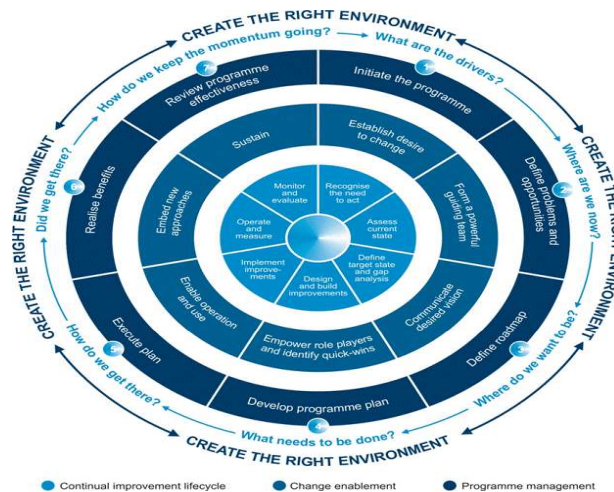
- Your role?
- What implementation phase to start at?
- What's your target (big Why)?
- What risks need to be managed?
- What methods to use?
- What resourcing approach?



Discussion Report out

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Wrap-up: Implementing COBIT® in your organization



Smarts and action are on the same side of the equation where the sum is success.

~Garrett Hazel

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