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!

2. **Where are we now?**
   - Define the Problems and Opportunities
   - Form Powerful Guiding Team
   - Assess the Current State

3. **Where do we want to be?**
   - Define the Roadmap
   - Communicate (communicate, ....)
   - Define Target State and Perform Gap Analysis

4. **What needs to be done?**
   - Develop Programme Plan
   - Empower Role Players and Identify Quick Wins
   - Design and Build Improvements

5. **How do we get there?**
   - Execute the Plan
   - Enable Operation and Use
   - Implement Improvements

6. **Did we get there?**
   - Realize the benefits
   - Embed new approaches
   - Operate and Measure

7. **How do we keep momentum going?**
   - Review the Programme effectiveness
   - Sustain
   - Monitor and Evaluate
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**Back to Business**
Lessons Learned
Success Factors
Risks
- 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
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

- Laggards
- Late Majority
- Early Majority
- Early Adopter/Innovator

% of Population Using Technology

- Failure
- Effective Use
- Awareness
- Success

Time

Ref: Diffusion of Innovations, 3rd Ed. by Everett Rogers; Simon & Schuster, 1995
Lesson Learned: People employing practices generate benefits to organization

Return = \( f \) (Use (Population, Effectiveness), Synergy(1/Time))
Investment = \( g \) (Infrastructure, Culture, Transition Process)
Return on Investment = \( (f - g) / g \)

Highest ROI = Effectiveness & Cycle Time to Use
Failed Transitions lose money
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!

<table>
<thead>
<tr>
<th>Question</th>
<th>Metric Source</th>
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<tbody>
<tr>
<td>• Who is using it?</td>
<td>User id’s</td>
</tr>
<tr>
<td>• How often?</td>
<td>Hit rate</td>
</tr>
<tr>
<td>• For what?</td>
<td>Hit paths &amp; operations</td>
</tr>
<tr>
<td>• Where in org?</td>
<td>Tie to org chart</td>
</tr>
<tr>
<td>• How widespread?</td>
<td>Diffusion Curve</td>
</tr>
<tr>
<td>• Users satisfied?</td>
<td>User responses</td>
</tr>
<tr>
<td>• Is the use making an impact on the business?</td>
<td>Correlation to business information</td>
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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

<table>
<thead>
<tr>
<th>Risks/challenges</th>
<th>Challenge for you? Plan to address?</th>
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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
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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