

Developing strategy and governance to increase ICT effectiveness

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Radisson SAS Manchester Airport

CHH Consultancy Ltd.



What is strategy?



CHH Consultancy Ltd.

“If you don’t know where you are going, any road will get you there”

Lewis Carroll, Mathematician and author, 1832-1908

“Prediction is very difficult,
especially about the future”

Neils Bohr, Danish Physicist, 1885 -1962

Key components

- ❖ **Vision** –outcome leaders describe for the future
- ❖ **Goals** – individual specific targets, which, taken together, would secure the vision
- ❖ **Predetermined** – thought out in advance, not left to happenstance
- ❖ **Designed** – consideration of needs and resource configuration crystallised into a plan (or architecture)

Why build an ICT strategy?

As if we haven't enough to do!

Reasons for an ICT strategy

- ❖ Coping with fewer resources
- ❖ Understanding and supporting what customers want to do
- ❖ Coping with a rapidly changing service environment
- ❖ Making wise technology choices
- ❖ Ensuring people, financial and technology resources are there when needed
- ❖ Maintaining order against rising consumerism

How do we build a strategy?

“The value from an ICT strategy comes as much from the process of its production as from the report itself”

Socitm *Insight* 2002

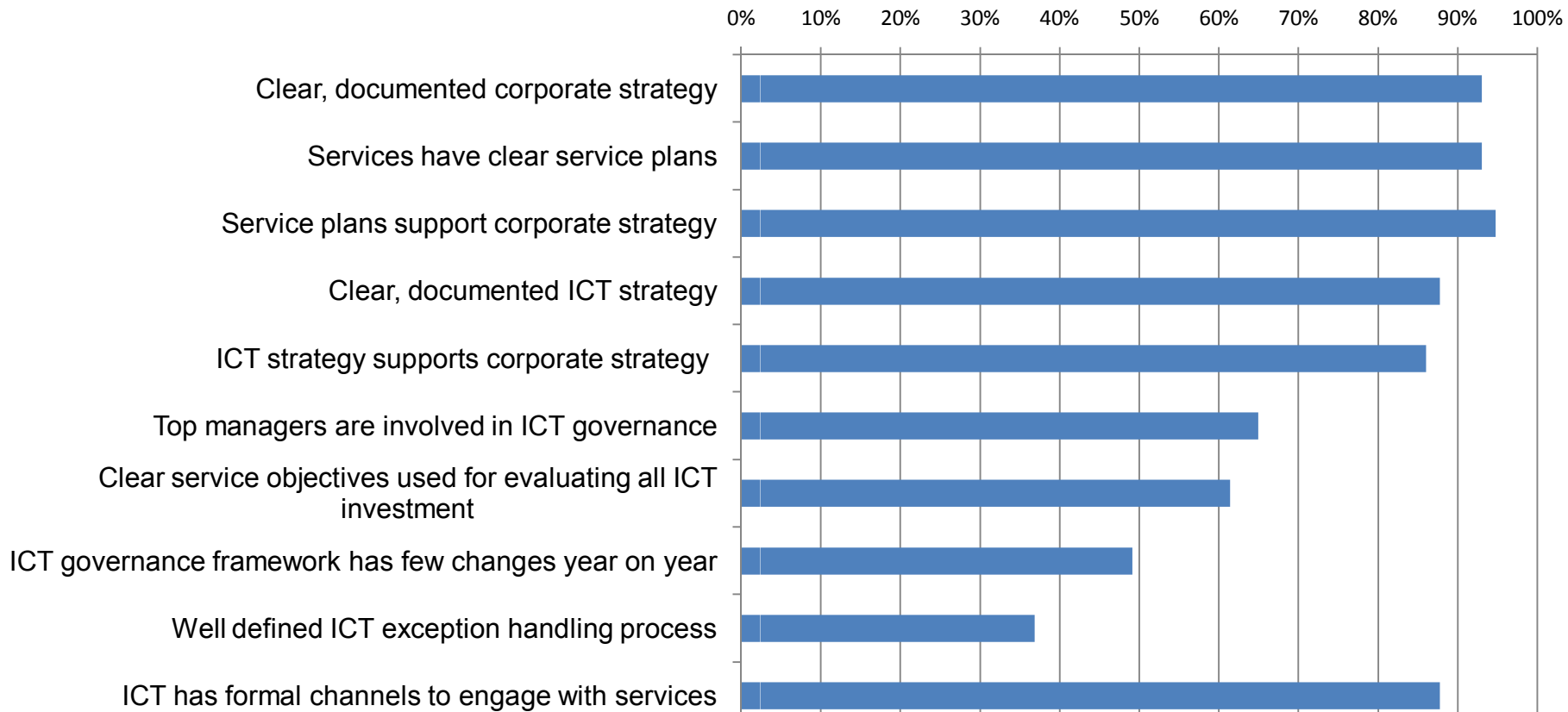
What happens in practice

- ❖ ICT does it on its own in isolation
- ❖ ICT consults those it serves
- ❖ ICT involves a wide range of stakeholders
- ❖ Rarely, the business owns the process, and commissions ICT to do the work

What's wrong with ICT driving?

- ❖ Service functions abdicate their responsibility
- ❖ ICT finds difficulty in getting services to engage
- ❖ Services ignore the outcomes
 - ❖ Ignore policies and standards
 - ❖ Flout the rules
 - ❖ Present requests 'out of the blue'

2007 survey results



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Strategy is ineffective without strong governance

- ❖ Service managers must:
 - ❖ Participate actively in ICT governance
 - ❖ Take cabinet responsibility for decisions taken
 - ❖ Ensure delivery of business benefits
- ❖ ICT managers must:
 - ❖ Get time with top management team
 - ❖ Explain importance of strong governance
 - ❖ Be prepared to give up some control

Getting time with the top team

- ❖ Listen first, do the research
 - ❖ What is the strategy, whether written, espoused or implicit?
- ❖ Have something to say that they want to hear
- ❖ Talk about service issues, not technology
- ❖ Provide answers, not problems

When you've got their attention

- ❖ Terms of reference for an ICT governance board
 - ❖ Responsibilities
 - ❖ Composition and voting rights
 - ❖ Role of the ICT manager (as a change leader?)
 - ❖ Resources
- ❖ Take care with the agenda
- ❖ Delegate technical issues
 - ❖ Choosing standards, compliance audit

Jobs for the Governance Board

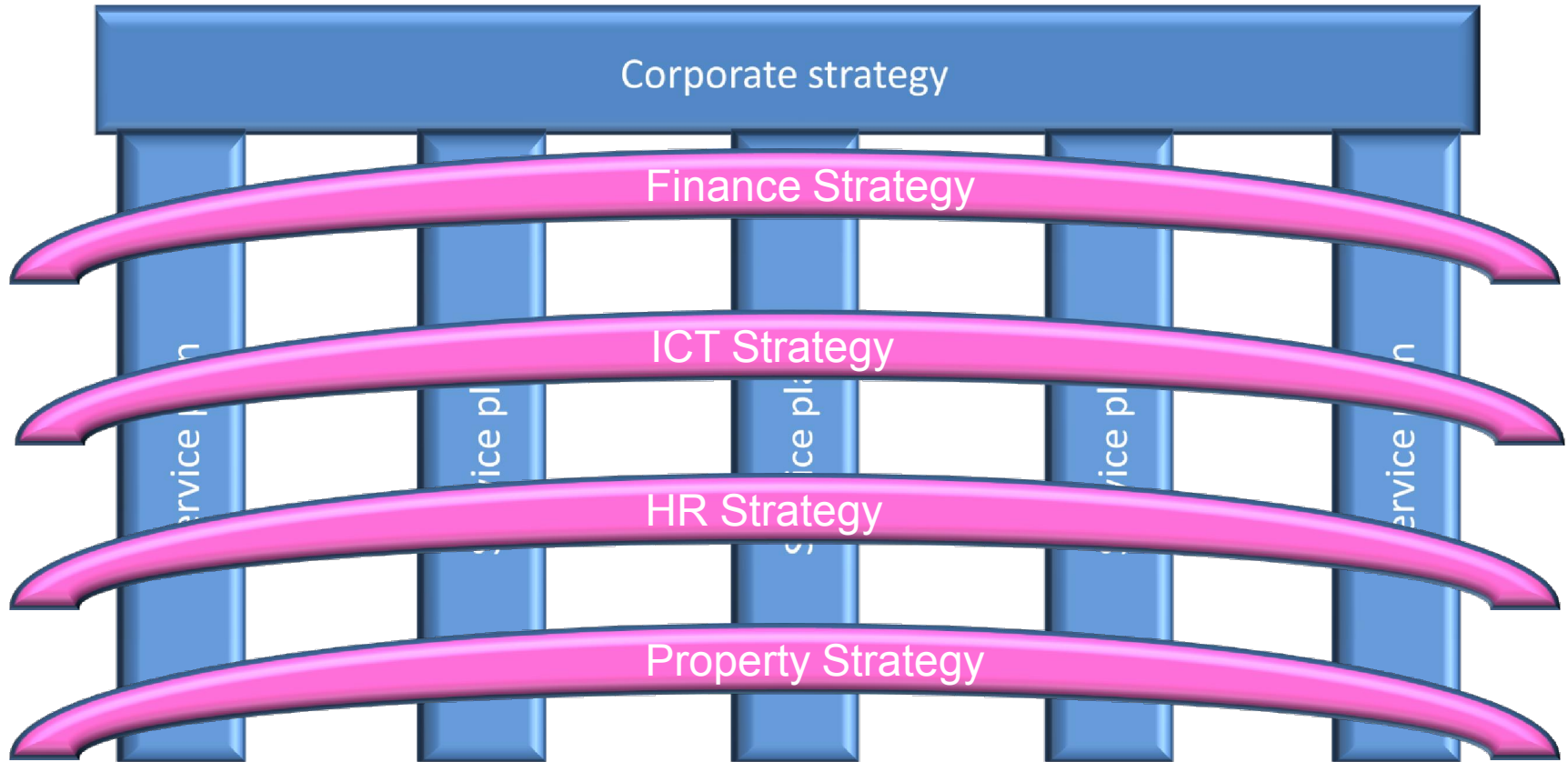
- ❖ Commission the ICT strategy process
- ❖ Approve and implement ICT policies
 - ❖ eg Document retention and destruction
 - ❖ . . . Exception handling process
 - ❖ . . . Acceptable use
- ❖ Manage the development programme & £
- ❖ Set up and manage the ICT audit function

Strategy development process changes!

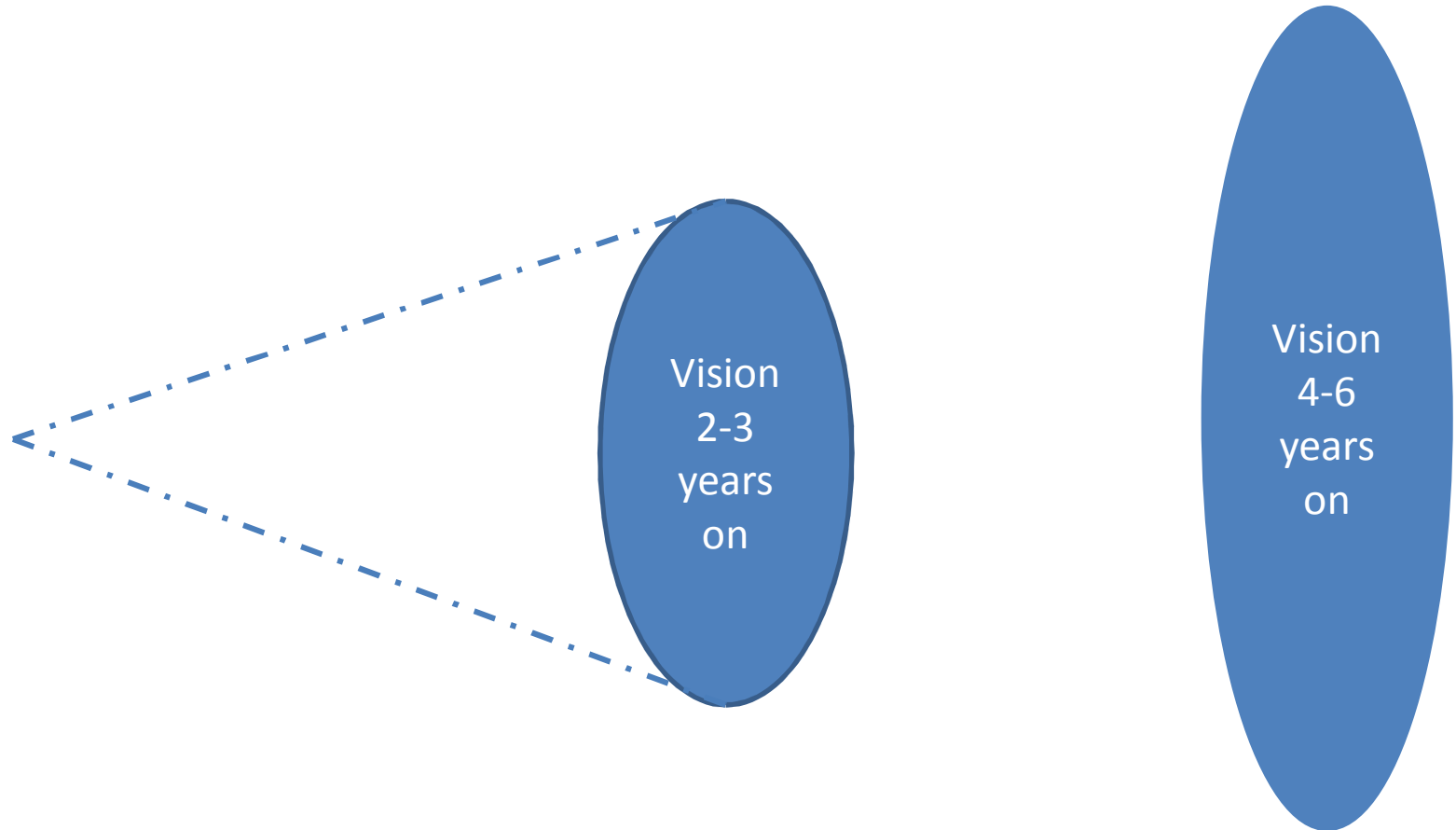
Strategy development

- ❖ Where does the organisation want to be?
- ❖ How will services support that ambition?
- ❖ What changes to the systems portfolio?
- ❖ What changes to the underlying infrastructure?
- ❖ What are the resource needs?
- ❖ What skills will be required?

Complexity of multiple strategies



Not looking for absolute precision



In summary

- ❖ ICT can only achieve so much on its own
- ❖ Need involvement and commitment from the services
- ❖ Strong governance with top team backing
- ❖ Strategy becomes a logical planning process
- ❖ Must integrate with other strategic plans
- ❖ An ongoing process – continual review

Thank you for your attention
ANY QUESTIONS?