

IT Governance and Organizational Issues

Based on a Personal Experience

While working at Deloitte, I majored in the IT department, and the following is a reflection of the lessons I learned from within the company, as well as from auditing level for companies in the areas of IT governance and Ethics. First, I noted that many organizations we served optimized COBIT framework in risk management, resource management and performance management. In employing IT governance, one of the issues mostly considered is the integration of IT assessment tools which help teams working on projects to have continuous assessment of their delivery and work targets.

I noted that there was a significant increase in the overall yields when there was alignment of targeted strategies aimed at improving portfolio and performance targets. This was best attained when the IT infrastructure was developed in a manner that aims at optimizing the various inputs and synchronizing activities to avoid delays and time lags. In effecting this, I realized that some companies, especially the ones with a higher adherence to continuous evaluation of their performance based on the IT enabled indicators were able to adapt a culture of excellence. On the other hand, the companies that ignored one of the aspects, either portfolio management or performance targets, were likely to experience shorter cycles of success. The key derivative from this experience was the overlooked need to match both portfolio management and performance standards.

Another aspect I noted while working for Deloitte is based on the work they do for other companies. Notably, value addition processes are part of the Deloitte's IT and governance approach when working with companies and businesses. For instance, we helped organizations create more value by aligning technology with their daily procedures. In particular, we noted that

most organizations have loopholes in their tech optimization and as such recommended causes of action that help to bridge gaps between their tech-use and corporate goals. This has led to an optimization approach of technology as part of easing some of the existing organizational problems which are often tied to the operational gridlock. For instance, in cases where we noted that companies' struggle with bottleneck, we recommended the use of enterprise resource planning approaches.

Notwithstanding, I observed that as part of strategic realignment that the COBIT principles infer to accountability through open and centralized database systems. This was one of the key criteria that Deloitte uses in making sure that as it seeks to offer IT governance and audit services to other companies, it does not fall short of the values it promotes. While this was taxing at the beginning of my work with Deloitte, I realized how it helped to ensure that all the parameters and standards are met when addressing a given project. There was a good utilization of IT governance values such as value addition, which, even as "experts" were required to adhere to fully. This has been the standing guide that has enabled Deloitte to remain competitive and effective through the years. There was also a sense of agility that Deloitte seems to have borrowed from the COBIT principles.

Another significant lesson I learned on IT governance in Deloitte is the use of the various tools to their relevant aims, and as such solve the problems that exist in a given organization. For example, I noted that most of the organizations that seek to improve their governance practices employ COBIT and ITIL. As these tools are broad, there is a narrowing to the specific needs of the organization and the available IT resources that the organization has. The key focus is often to reduce the risk, improve the security of communications, enhance sustainability of the organizational performance, improve compliance levels within the different departments and

assure quality in various levels. Thus, the application of the tools is dependent on the weaknesses that face the organization. Some of these range from choices of the right software to use in centralizing the database and making it more accessible to contemporary aspects such as the choice of the right project management software.

Further, I also experienced how companies with better human resources and who understand the role of IT in an organization helped to attain and maintain great performance. The most ironic thing is that some of the not-so-great companies had immense IT resources, and infrastructure but still struggled to meet their work standards. This was common in organizations where IT is taken as a composite aspect but not part of the organizational “DNA” of operation. Thus, there was little optimization of how the existing resources could be used to scale the business market or to improve the general standing of the company. On the other hand, smaller companies with less IT resources and the right people—that is people who understand the essence of IT in improving the efficiency of activities were more successful than those who were not.

I also realized that one of the key elements in IT governance is risk management. The behavior of risk management as per the use of IT can colloquially be compared to the use of software tools that help to manage project creep. The foundational aspects that ought to be observed regularly is conducting regular updates that ensure safety and security of the operational model under the established IT infrastructure. However, I learned that this aspect is not to be confused with security for the IT systems but how the systems can flag off risks by use of control systems. On the other hand, just like in managing project creep, part of the IT governance in ensuring ethical compliance is highlighting when some of the processes are out of the compliance standards. Having covered the area of risk, and observed all other protocols that

define IT governance and ethical practices, an organization can significantly increase its performance, just as Deloitte has been doing over the years.