About governance
Expected from the CIO

The combined skills of
Saint Peter, Peter the Great
Macchiavelli and Houdini

as well as
A good organizational fit
A brilliant manager
A technical wizard
A problem solver
Always available
...
## Expected from the CIO (2)

<table>
<thead>
<tr>
<th>Expertise</th>
<th>7*24, security, cost control, finance, resource allocation, product development, process and project management, people management, vendor management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills</td>
<td>All technologies, strategy formulation, negotiation, writing, speaking and presentations</td>
</tr>
<tr>
<td>Contribution</td>
<td>Value generation, enabling teamwork, creating impact, partnership with executives</td>
</tr>
<tr>
<td>Character</td>
<td>Leadership, integrity, insight and vision, sensitivity, commitment, intelligence, courage, tenacity, ethics</td>
</tr>
<tr>
<td>Other</td>
<td>Friend, mentor and advocate for the employer</td>
</tr>
</tbody>
</table>

_Genuine quotes extracted from dozens of advertisements_
Expected from the CIO (3)

I.T. vision
I.T. strategy
I.T. innovation
I.T. operations
I.T. support
... more, more, more

Leadership
Innovation
Knowledge work
Process effectiveness
Productivity gains
Process efficiency
No significant benefits
The expectations come from...

Don’t talk about computers - it’s Greek to me

Genuine statement from a Managing Director
Governance: the ICT Board game

How well are you doing with ICT?

Next steps

Impact

Strategies that work

Governance: the ICT Board game

Costs

Future enabling technologies

Alignment

Next steps

Benefits

Ability to exploit

Invest or Gamble?

What do you intend to achieve?

Disruptive change
Incremental change
No change

How much change?
What risks?

Risk management

Projects

Execution

CIO and others
Outsourcing
Security

KPI CSF
Governance

Business Value
Alignment priorities
Funding
Standards vs autonomy
Sourcing
Contingency plans
...etc, etc...

ICT policies
  Monitoring
  Compliance

End user computing
  Security
  End User Computing
  Appropriate use
  Personal use
  Confidentiality, etc...

Performance

Benchmarks
Audits
Assumption

ICT governance is a battleground for bureaucrats and technocrats

Status-quo
Complexitor
Problem
Cost

Executives' position

Change
Facilitator
Opportunity
Benefit
But it is never easy

Reduce/contain costs
Deliver quality
Respond quickly
Uninformed users

Constraints and legacies
Technical, financial, metabolic, human, environmental...

Recruit, train and retain personnel
Performance and reward systems
Demonstrate alignment
Demonstrate benefits

Territory battles and job-related politics
User autonomy, space, budget, reporting lines...