

IT Governance Isn't 'one thing' – Its Everything

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Core Competencies – C21





IT GOVERNANCE ISN'T 'ONE THING' – *ITS EVERYTHING*

An executive view of governance



Based on 2009 Survey of 255 Non-IT Executives

- 50% Ranked ITG as “very important”
- 75% of businesses consider ITG to be an integral part of enterprise governance, but the overall maturity level is still relatively low
- Stronger ITG practices correlate positively with better IT outcome (ITG is more often found in organizations where IT is a significant contributor to business value)

The state of IT governance



February 24, 2011

The State Of IT Governance, Q4 2010

by [Craig Symons](#)

with [Sharyn Leaver](#), Mackenzie Cahill



A more recent Forrester study

- Firms with good IT governance outperform those without
- IT governance is an imperative
- IT governance is maturing, but slowly
- IT governance framework adoption has increased over the past five years; however, it is still not ubiquitous

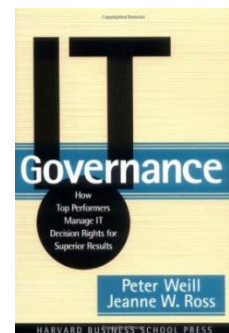




MIT CISR view of ITG

According to Massachusetts Institute of Technology Center for Information Research Sloan School of Management

- MIT CISR has been asking and answering the same question for 37 years: *How do enterprises realize the most value from their investment in technology?*
- Peter Weill, Chairman of MIT CISR: “If I was to choose one factor that most contributed to the success of IT, it is IT Governance.”
- Firms with superior IT Governance had more than 20% higher profits over those that did not





IT governance definitions – *Take your pick*

The responsibility of executives and the board of directors, and consists of the leadership, organizational structures and processes that ensure that the enterprise's IT sustains and extends the organization's strategies and objectives.

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“The set of processes that ensure the effective and efficient use of IT in enabling an organization to achieve its goals.”

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“A decision-making framework for IT investments that is designed to maximize the return of benefits while managing risk to acceptable levels.”

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Specifying the decision rights and accountability framework to encourage desirable behavior in using IT.

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The latest out of ITGI

“A governance system is all the means and mechanisms that will enable multiple stakeholders at various levels of an entity for specific purposes to have an organized say in setting direction and monitoring compliance and performance so as to create for them acceptable value, while taking acceptable risk levels and using limited resources responsibly.”

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You can still find this definition on the ITGI website but according to ISACA sources, the COBIT 5 definition now “supersedes all other ISACA definitions.”



The ISO IT Governance Standard

ISO/IEC 38500 is a high level, principles based advisory standard. In addition to providing broad guidance on the role of a governing body, it encourages organizations to use appropriate standards to underpin their governance of IT. 75% of businesses consider ITG to be an integral part of enterprise governance, but the overall maturity level is still relatively low.



ISO 38500 Defined

ISO 38500 definition:

The system by which the current and future use of IT is directed and controlled. Corporate governance of IT involves evaluating and directing the use of IT to support the organization and monitoring this use to achieve plans. It includes the strategy and policies for using IT within an organization.



The objective of ISO 38500

The objective of their standard is to provide a framework of principles for Directors to use when evaluating, directing and monitoring the use of information technology (IT) in their organizations.



The 'other' objectives of ISO 38500

- Proper corporate governance of IT may assist directors in assuring **conformance** with obligations (regulatory, legislation, common law, contractual) concerning the acceptable use of IT.
- Inadequate IT systems can expose the directors to the **risk** of not complying with legislation. For example, in some jurisdictions, directors could be held personally accountable if an inadequate accounting system results in tax not being paid.



A standard rooted in risk aversion

Processes dealing with IT incorporate specific risks must be appropriately addressed. For example, directors could be held accountable for breaches of:

- security standards
- privacy legislation
- spam legislation
- trade practices legislation
- intellectual property rights, including sftwe licensing agreements
- record keeping requirements
- environmental legislation and regulations
- health and safety legislation
- accessibility legislation
- social responsibility standards



ISO/IEC 38500 is based on meeting six principles

- **Responsibility** – Individuals and groups within the organization understand and accept their responsibilities in respect of both supply of, and demand for IT. Those with responsibility for actions also have the authority to perform those actions.
- **Strategy** – The organization’s business strategy takes into account the current and future capabilities of IT; the strategic plans for IT satisfy the current and ongoing needs of the organization’s business strategy.
- **Acquisition** – IT acquisitions are made for valid reasons, on the basis of appropriate and ongoing analysis, with clear and transparent decision making. There is appropriate balance between benefits, opportunities, costs, and risks, in both the short term and the long term.



ISO/IEC 38500 is based on meeting six principles

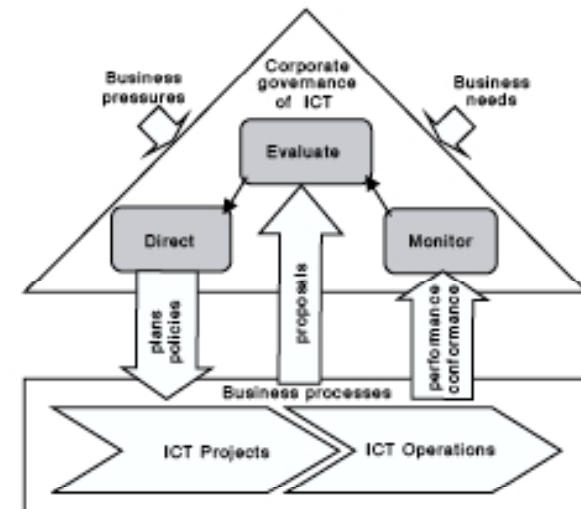
- **Performance** – IT is fit for purpose in supporting the organization, providing the services, levels of service and service quality required to meet current and future business requirements.
- **Conformance** – IT complies with all mandatory legislation and regulations. Policies and practices are clearly defined, implemented and enforced.
- **Human Behavior** – IT policies, practices and decisions demonstrate respect for Human Behavior, including the current and evolving needs of all the ‘people in the process’.



ISO/IEC 38500 Governance Model

IT is governed through 3 main tasks

- Evaluate the current and future use of IT.
- Direct preparation and implementation of plans and policies to ensure that use of IT meets business objectives.
- Monitor conformance to policies, and performance against the plans.





Separation of governance and management

In ISO's view, governance is distinct from management, and for the avoidance of confusion, the two concepts are clearly defined in their standard.

COBIT®

Control Objectives for Information and Related Technology



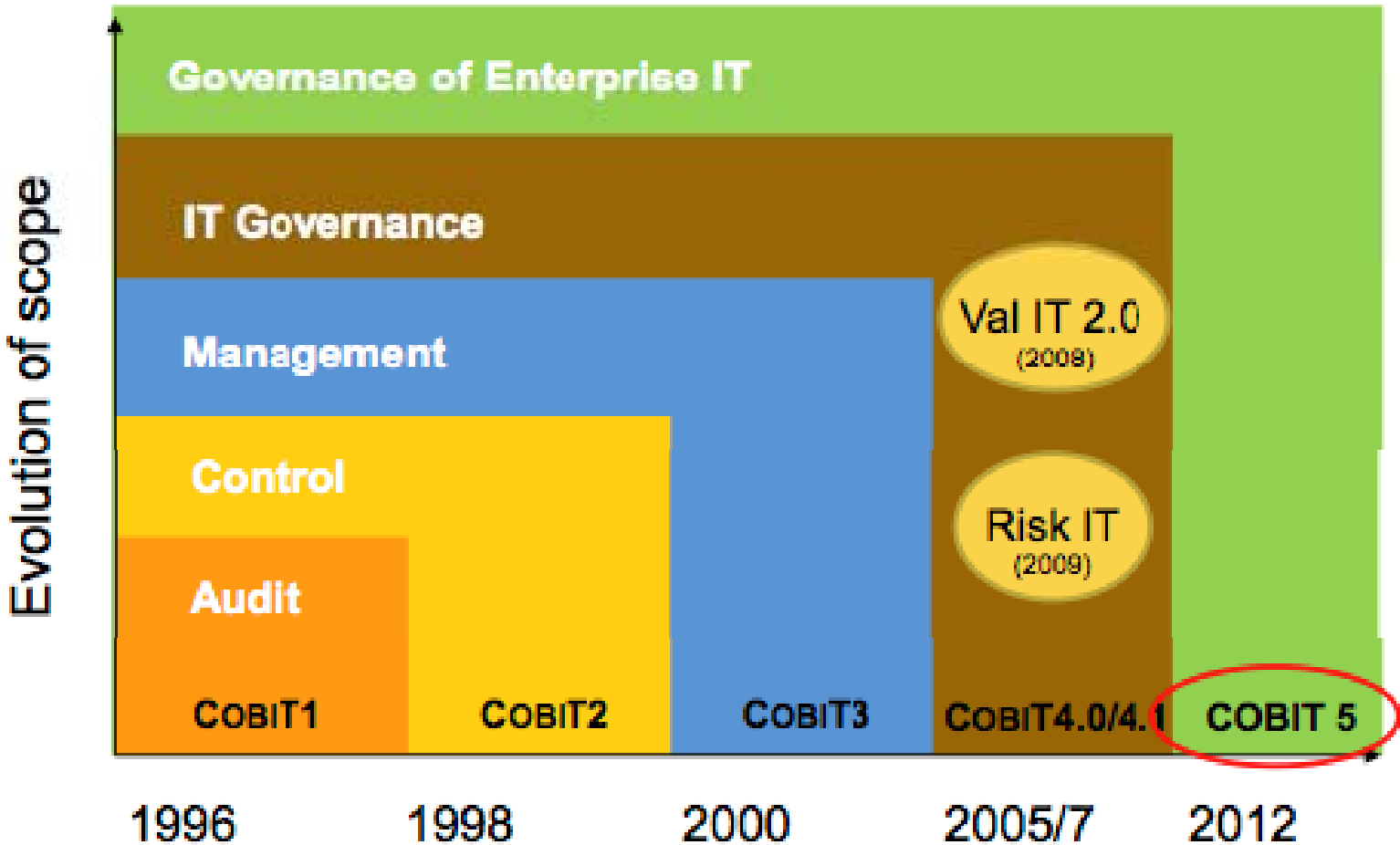


What is COBIT 5[®]?

- COBIT 5 is a Foundational enterprise IT Governance framework, providing a basis to effectively integrate other complimentary frameworks, standards, and practices.
- As a single overarching framework it serves as a consistent and integrated source of guidance in a non-technical, technology-agnostic, common language.



The evolution of COBIT®





What is the scope of COBIT 5[®]?

- COBIT 5 addresses the governance & management of information and related technology from an enterprise-wide, end-to-end perspective, including the activities and responsibilities of both the IT function and non-IT business functions.
- The end-to-end aspect is further supported by COBIT 5 coverage of all critical business elements, e.g. processes, organizational structures, principles & policies, culture, skills, information, service capabilities.



IT governance according to COBIT

Governance

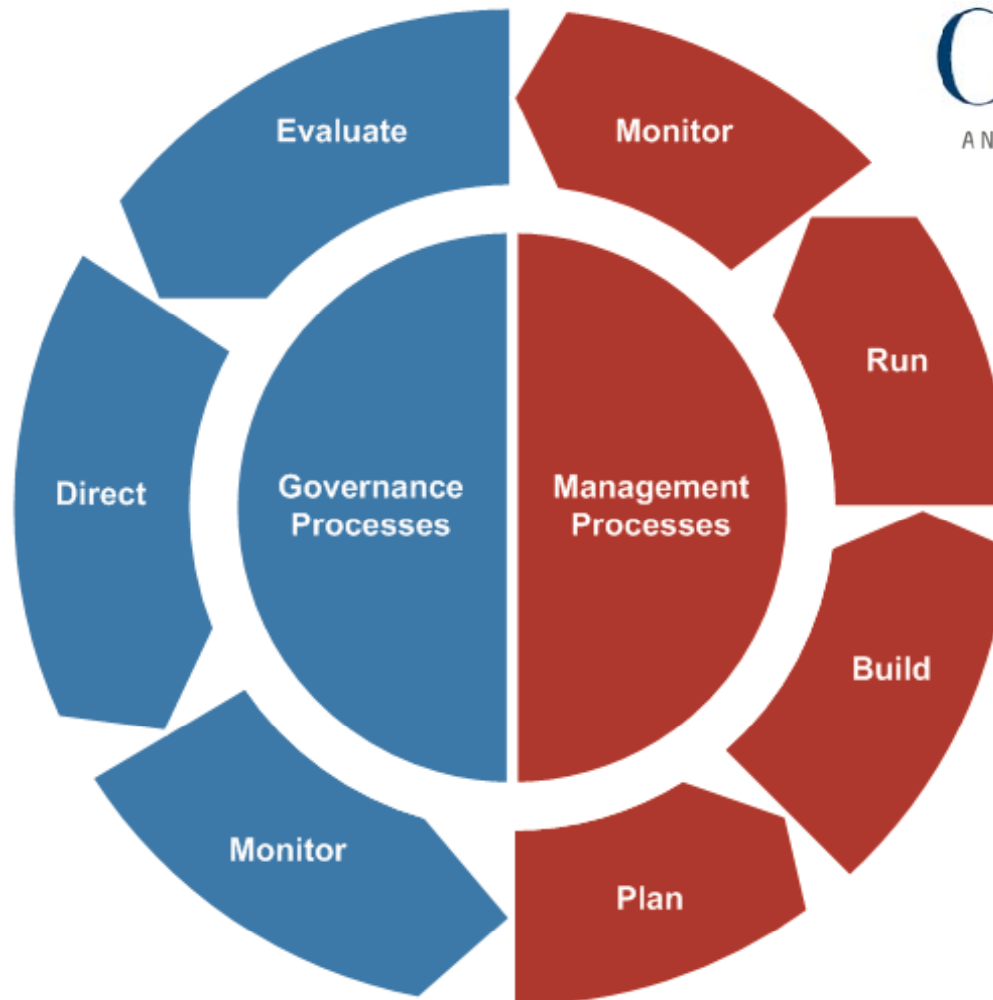
- Ensures that enterprise objectives are achieved by evaluating stakeholder needs, conditions, and options
- Sets direction through prioritization and decision making
- Monitors performance, compliance, and progress against the agreed upon direction and objectives

Management

- Plans, builds, runs, & monitors activities in alignment with the direction set by the governance body to achieve the enterprise objectives

Governance & management processes

COBIT[®] 5
AN ISACA[®] FRAMEWORK





The governance to management handoff

In ISO's and COBIT's view, governance is distinct from management, and for the avoidance of confusion, the two concepts are clearly defined in their standard/framework.

- If they are directing, then how is that distinct or separate?
- Is monitoring activities enough?
- What exactly is monitoring and ensuring?
- What happen when variances, gaps, deviations, and failure exist?



The governance to management handoff

I argue the purview of governance is not distinct from management because it goes beyond simply making decisions, or evaluating, directing and monitoring activities.

- If governance is distinct from management, then it becomes an “add-on” – an “extra step” – a “roadblock”
- This view ignores the omnipresence of governance – something is governing all decisions, it is simply a matter of whether those “governance mechanisms” are formally defined and managed

Management must be “integrated” with governance – and not “separate”



Integration of governance and management

- Distinction between Governance & Management often misunderstood
- Effective integration of these two elements is critical for successful IT governance in any enterprise or organization
- IT governance is NOT responsible for “rendering” IT infrastructure
- IT governance IS responsible for “oversight of the management processes” that render IT infrastructure



Governance defined

“Governance is the system by which organizations are directed and controlled. It is essentially about leadership and involves overseeing the preparation of plans, overseeing the delivery of business change, overseeing operations, and overseeing the realization of benefits.”

Basil Wood, New Zealand @bazpractice



IT governance simplified

The processes and relationships that lead to reasoned decision-making in the use of IT

3 Key Questions:

- What *decisions* need to be governed?
- Who will be assigned accountability for governing those *decisions*?
- How will those *decisions* be governed?



ITG is based on meeting 5 principles

- Ensure IT is aligned with the business – focus on aligning with the business and collaborative solutions (#1*)
- Ensure IT delivers value to the business – concentrating on optimizing expenses and proving the value of IT (#2*)
- Ensure IT risk is managed – addressing the safeguard of IT assets, disaster recovery and continuity of operations
- Ensure IT resources are managed – realizing the optimal investment in, and proper management of, critical IT resources
- Ensure IT performance is managed – tracking and monitoring strategy implementation, project success, resource usage, process performance & service delivery

*According to the ITGI Global Status Report of Governance of Enterprise IT 2011 Survey of 834 Business Executives and heads of IT



Latest Principle Definitions from ITGI

Strategic alignment — Achieving the goals and strategies of an enterprise through the coherent undertaking of activities by the different governance structures or management levels within an enterprise. A culture of business and IT partnership should be developed, supported by IT's interest in and understanding of the business, and sharing of technology-related issues and opportunities.

Value delivery — Creating new value for the enterprise through IT, maintaining and increasing value derived from existing IT investments, and eliminating IT initiatives and assets that are not creating sufficient value for the enterprise. The basic principles of IT value are delivery of fit-for-purpose services and solutions on time and within budget, and generating the financial and non-financial benefits that were intended.

Risk management — IT risk is the business risk associated with the use, ownership, operation, involvement, influence and adoption of IT within an enterprise. IT risk consists of IT-related events that could potentially impact the business. While value delivery focuses on the creation of value, risk management focuses on the preservation of value.

Resource management — Ensuring that the right capabilities are in place to execute the strategic plan and sufficient, appropriate and effective resources are provided. Resource management ensures that an integrated, economical IT infrastructure is provided, new technology is introduced as required by the business, and obsolete systems are updated or replaced. It recognizes the importance of people, in addition to hardware and software, and, therefore, focuses on providing training, promoting retention and ensuring competence of key IT personnel.

Performance measurement — Tracking the achievement of the objectives of the enterprise's IT-related services and solutions and compliance with specific external requirements. Without establishing and monitoring performance measures, it is unlikely that the previous focus areas will achieve their desired outcomes. It provides a link back to the other focus areas by monitoring that the required direction is being followed and creates the opportunity to take timely corrective measures, if needed.

Every org addresses 5 key IT governance decisions

IT Principles for Digitization Decisions *Clarifying the Role for IT*

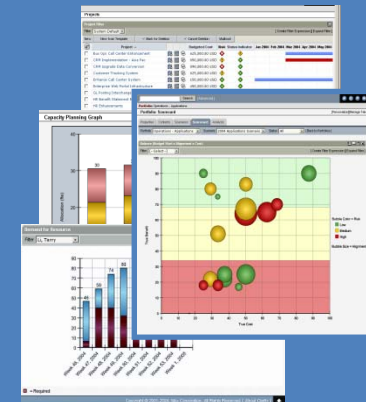
Enterprise Architecture Decisions



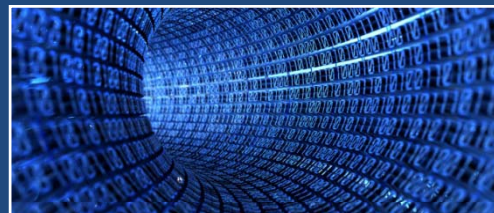
IT Infrastructure Decisions



IT Investment and Prioritization Decisions



Business Application Decisions



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IT governance decisions

IT Principles for Digitization - Clarifying role of IT in the business – *basis for defining IT Archetype*

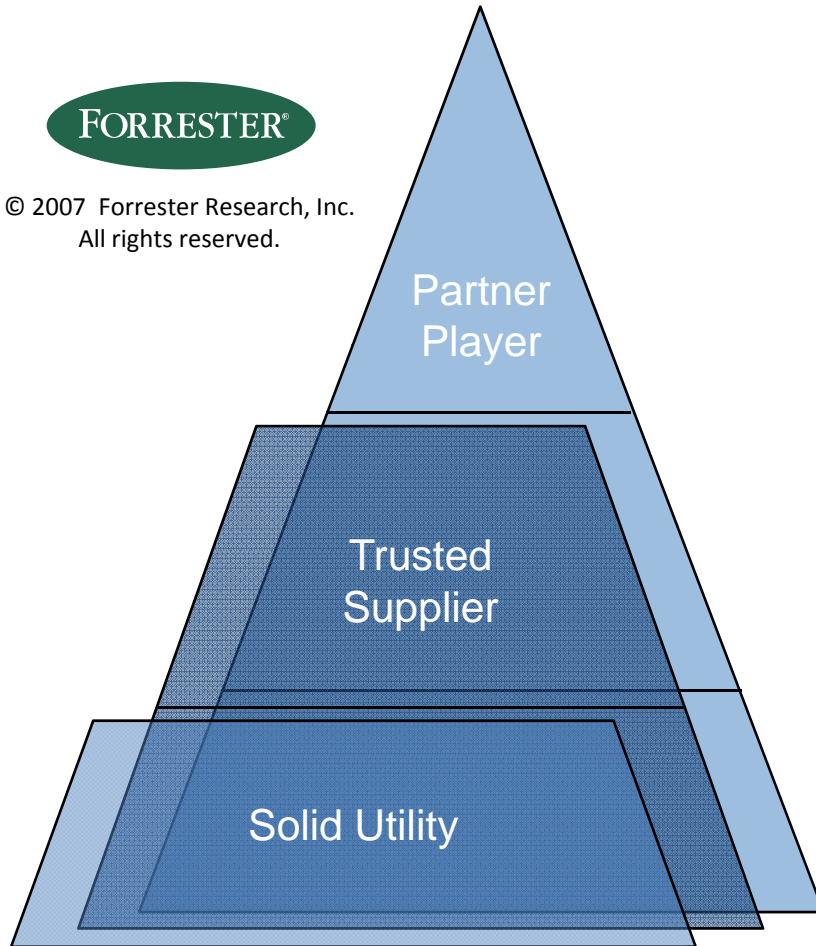
- Based on the Business Principles of the enterprise – *business drives IT*
- Driven by Business' expectations and industry sector constraints
- Developed by IT and business leadership
- A related set of high-level statements about how IT is used in the business
- IT Principles provide clarity and focus for the IT enterprise, establishing the direction for all other decisions



IT archetypes



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Partner Player

IT organizations expected to create unique and competitive solutions with customers, suppliers, and internal users — plus, being a Trusted Supplier.

Trusted Supplier

IT organizations expected to deliver app projects on time and on budget, based on operating units' requirements and priorities — plus, being a Solid Utility.

Solid Utility

IT organizations expected to provide cost-effective, dial-tone reliability with transparent, constantly declining costs.

Approximately one-third of companies are in each of the archetypes according to the Forrester State Of IT Governance In North American And European Enterprises Report © 2008, Forrester Research, Inc. All rights reserved.



IT governance decisions

Enterprise Architecture - *Defining integration and standardization requirements of a company's operating model*

- Organizing logic for business processes, data, applications and infrastructure
- Captured in policies, relationships and technical choices
- Technical and data standardization
- Defines where shared infrastructure ends and applications begin
- **Supports current and future application needs – fostering innovation**





IT governance decisions

IT Infrastructure Strategies - *Determining shared and enabling services*

- Foundation of planned IT capability
- Shared and reliable services used by multiple applications
- Includes infrastructure applications
- All communications pass through a security and risk capability
- **Enables rapid implementation of future business initiatives**

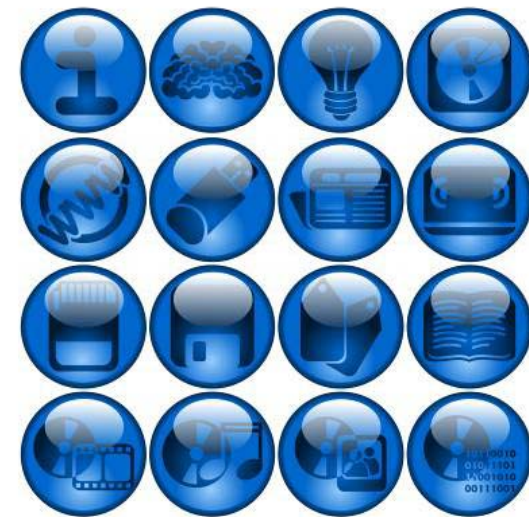




IT governance decisions

Fulfilling business needs - *Determining shared and enabling services*

- Fundamentally improve business processes
- Enables operating efficiency
- Balance of creativity and discipline
- Willingness to sacrifice functionality for architectural integrity
- **Contributes to strategic value**



*75% Said IT is “failing”, especially on application delivery**

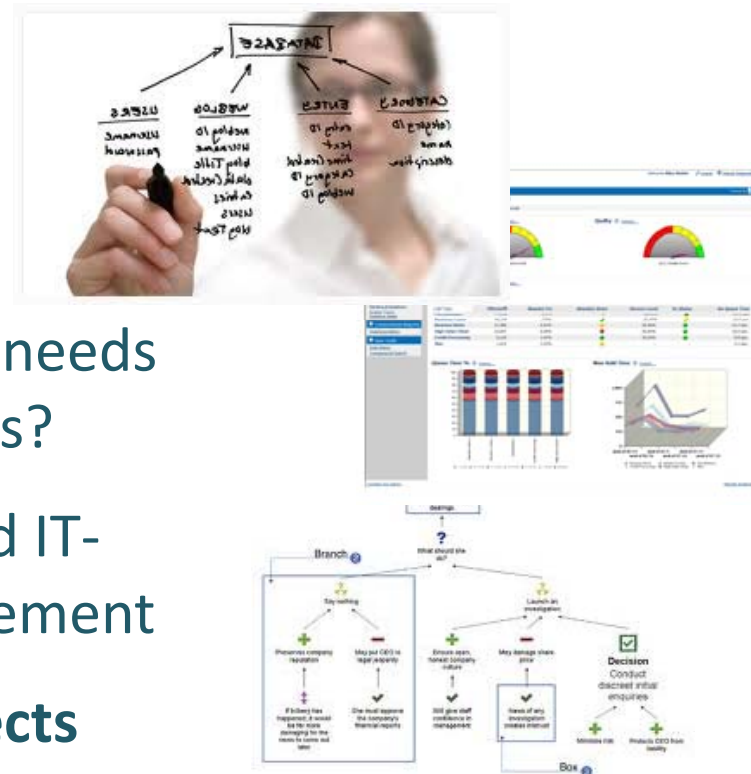
**According to the ITGI 2009 Survey of 255 Non-IT Executives*



IT governance decisions

IT Investment and Prioritization - *Choosing which initiatives to fund and determining how much to spend*

- How much do we spend?
- What do we spend it on?
- How do we reconcile the needs of different constituencies?
- Requires business-led and IT-enabled Portfolio Management
- **Ensures IT spending reflects strategic priorities**





Governance accountability – *roles*

Examples of Decision-making Bodies

Directors according to ISO and half of Peter Weill's and Jeanne Ross' IT governance mechanisms

- Executive or Senior Management Committee
- IT Leadership Committee comprising IT Executives
- IT Project and Portfolio Management Committee
- IT Policies & Standards Committee
- Architecture Committee
- Process Teams and Owners
- Business IT Relationship Managers
- IT Council comprising Business and IT Executives
- External service management committee

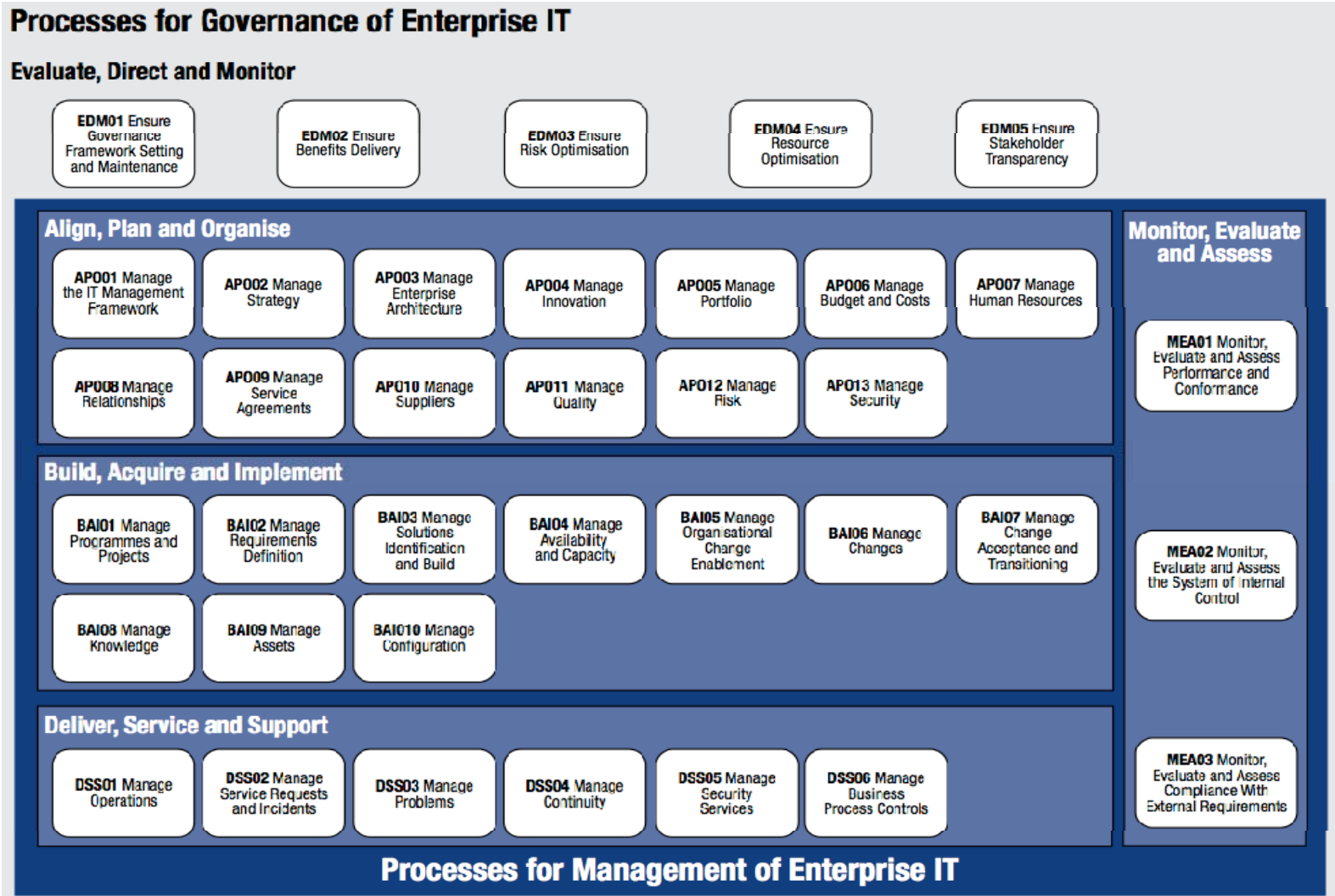




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Process reference model





ITG decisions are enabled by ITG processes

- Integrated Business & IT Planning
 - Architecture Management - Standards & Review
 - IT Investment Assessment, Prioritization, Funding & Benefits Realization Accountability (PPM)
 - IT Financial & Resource Allocation
 - Project Execution & Decision-making
 - Emerging Technology Evaluation & Adoption
 - Client Relationship Management
 - Building & Maintaining Applications & Infrastructure
 - Provisioning of IT Services
 - Strategic Sourcing Services
 - Audit & Risk Management
- The other half of the Weill and Ross IT governance mechanisms*



IT governance processes

Integrated Business and IT Planning

- IT Strategy “embedded” in business strategy
- IT Strategic Plan based on Business Strategic Plan
- IT Tactical Plans based on IT Strategic Plan
- IT Operational Plans based on IT Tactical Plan





IT governance processes

Architecture Management

- Architecture Committee
- Defined architecture
- Policies, standards, relationships and technical choices
- Enabling future capability – fostering innovation

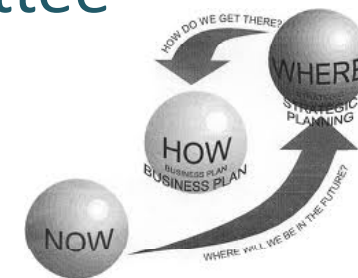




IT governance processes

IT Investment Assessment, Prioritization, Funding & Benefits Realization Accountability (PPM)

- Demand Management
- Portfolio Management
 - Project, Demand, Resource, Asset, Application, Service
- Governance or Steering Committee
- PMO Supported





IT governance processes

IT Financial and Resource Allocation

- Financial Services for IT
- Financial plans
- Budgets and forecasts
- Cost accounting
- Cost modeling/benchmarking
- Chargeback
- Resource management

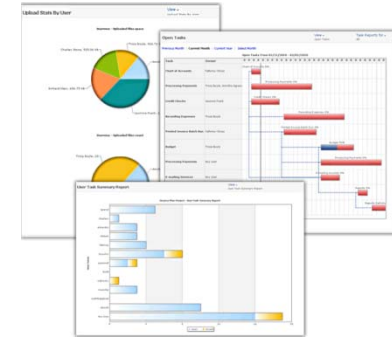




IT governance processes

Project Execution and Decision-making

- Project Management
- Fact-based decision-making
- Scenarios and what-if analysis
- Monitoring, speeding, slowing, stopping, trade-offs and killing projects
- Empowered PMO - Project management best practices and center of excellence





IT governance processes

Emerging Technology Evaluation/Adoption

- Enable enterprise innovation
- Research and development
- Market side – not just supply side
- Linked to business strategy
- Hand-in-hand with enterprise architecture



Almost half of business respondents report their enterprises have implemented or are planning initiatives to promote IT innovation.

According to the ITGI Global Status Report of Governance of Enterprise IT 2011 Survey of 834 Business Executives and heads of IT



IT governance processes

Client Relationship Management

- Advocate for business and IT
- Acute understanding of business needs
- Acute understanding of IT capability
- Facilitate communication and collaboration
- Speed and improve decisions
- Improve requirements processes
- Ensure value and performance

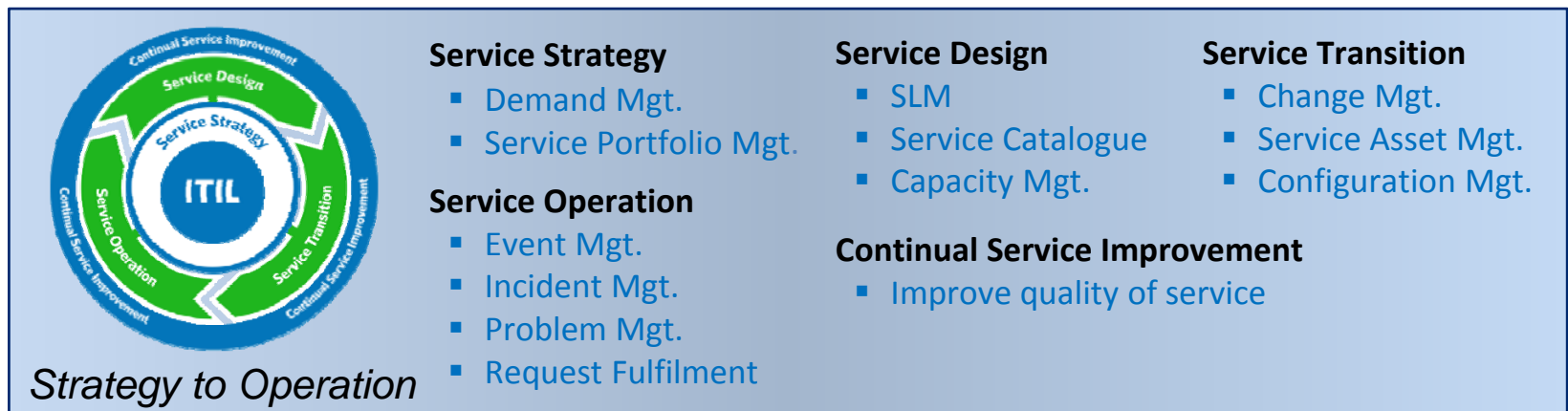




IT governance processes

Building and Maintaining Applications and Infrastructure

- SDLC – CMMI – Testing – Q&A
- ITIL Service Lifecycle
- Provisioning of IT Services
- ITIL Service Lifecycle





IT governance processes

Strategic Sourcing Services

- Facilitates decision that services are better provided externally
- Ensures architectural fit
- Fact-based price comparisons
- Vendor and contract management
- Mitigate risks and prevent 'value-leakage'
- Sets clear expectations for provider performance/service levels
- Ensure compliance with corporate and regulatory requirements





IT governance processes

Audit and Risk Management

- Risk modeling and assessment
- Partner with IT Audit – COBIT
- Security
- Compliance
- Policies & Standards
- Service continuity and disaster recovery





The drivers of ITG initiatives

Increased IT Governance Awareness

- Audit Influence
 - ISACA/IT Governance Institute
 - Audit Issues
- Risk and Compliance
 - Regulatory Requirements
 - Legal Requirements
 - Security Requirements
- Investment Decision-making - PPM
 - IT-Business Alignment
 - IT Accountability to the Business





ITG is a function of the board of directors

The Board is responsible for ensuring

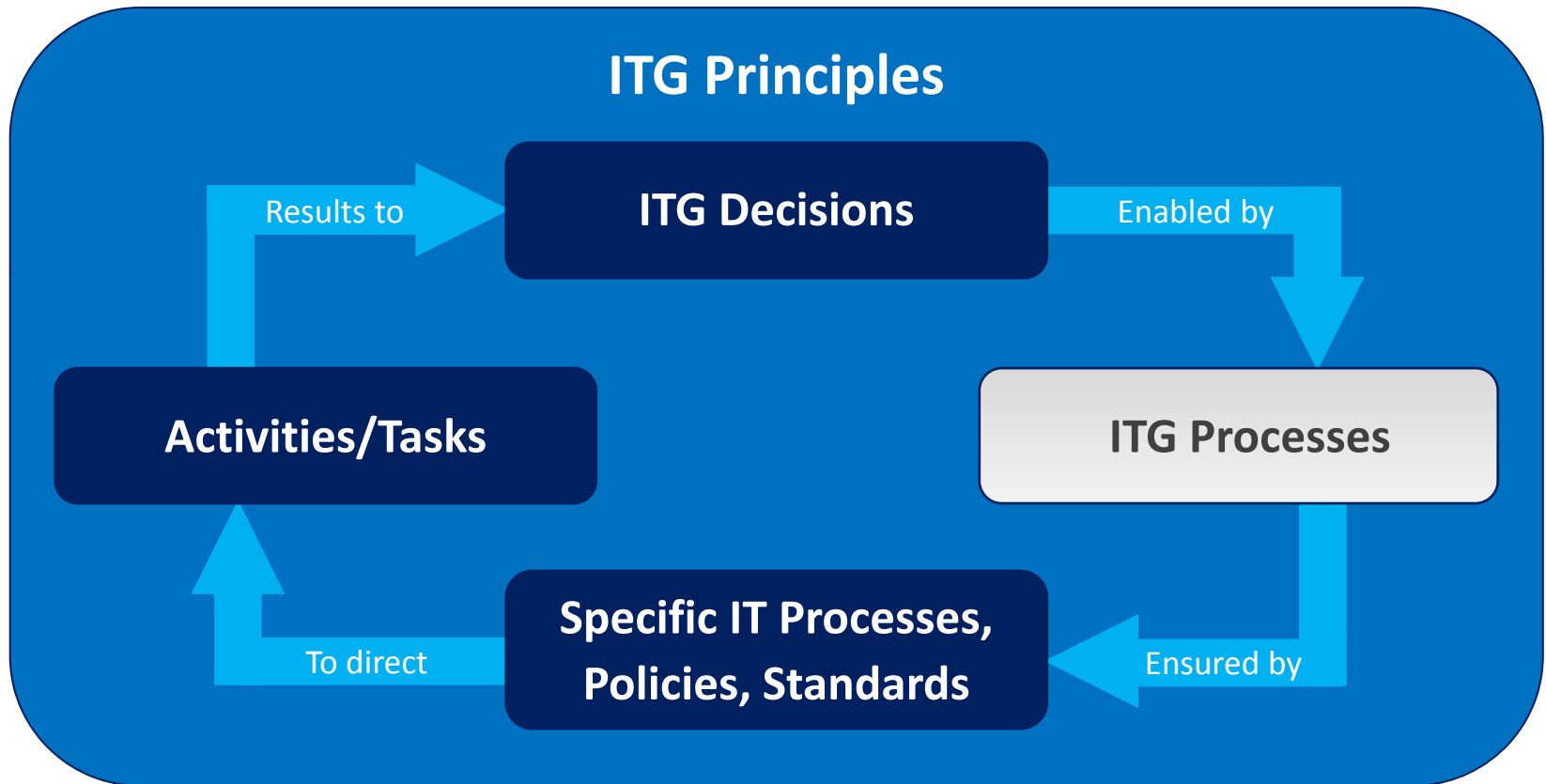
- IT is aligned with business strategy
- IT brings value to the business
- IT manages risk
- IT manages resources
- IT manages performance



IT matters are discussed predominantly on an ad hoc basis at the board level.

According to the ITGI 2009 Survey of 255 Non-IT Executives

Why ITG? to enable IT to support business strategy



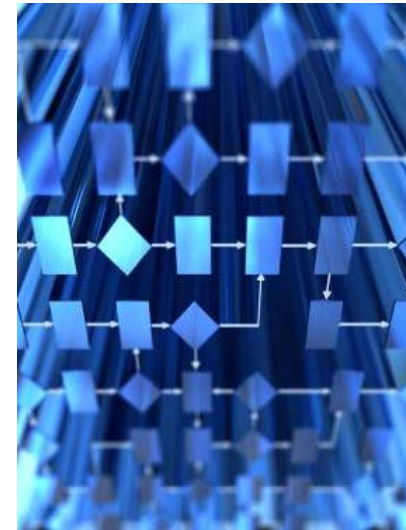
Connection between business strategy and personnel action to realize the principles of IT Governance



ITG processes require process management

Changing from a function-centric to a process-centric Organization

- Process design
- Process implementation
- Process management lifecycle
- Process governance
- Institutionalize processes





ITG principle metrics

Strategic Alignment



- > Show how IT supports the Enterprise Strategy
- > Show how IT Operations are aligned with current Enterprise Operations

Risk Management

- > Risk Controls
- > Transferring risk
- > Risk acceptance



Performance Management

- > Show how IT measures performance (balanced scorecard, KPIs, etc.)
- > Use of automated systems providing performance data and information



Value Delivery



- > Show how IT delivers appropriate quality on-time and within budget
- > Show how actual cost and ROI is managed

Resource Management



- > Show how IT optimizes the infrastructure
- > Show how IT optimizes human resources



Strategic alignment



Focus on aligning with the business and collaborative solutions

- Show how IT supports the Enterprise Strategy
- Show how IT Operations are aligned with current Enterprise Operations

Show how IT:

- Delivers against the strategy
- Adds value to products and services
- Improves customer satisfaction and customer retention
- Assists in competitive positioning
- Balances investments between systems that support the enterprise as is, and transforms the enterprise to create an infrastructure that enables the business to grow
- Contains costs and improves administrative efficiency
- Increases managerial effectiveness



Value delivery



Optimizing expenses and proving the value of IT

- Show how IT delivers appropriate quality on-time and within budget
- Show how actual cost and ROI is managed

Show how IT:

- Is fit for purpose, meeting business requirements
- Flexible to adopt to future requirements
- Provides required throughput and response times
- Enables ease of use, resiliency and security
- Provides integrity, accuracy and currency of information



Risk Management



Addressing the safeguard of IT assets, disaster recovery and continuity of operations

- Risk Controls
- Transferring risk
- Risk Acceptance

Show how IT:

- Mitigates risk by implementing controls (e.g. Risk Management Systems, Audit controls, acquiring and deploying security technology to protect the infrastructure, Business Continuity Planning, Disaster Recovery, etc.)
- Transfers risk by sharing risk with partners or transfers risk to insurance coverage
- Accepts risk by formally acknowledging that the risk exists and it is being monitored



Resource management

Optimizing knowledge and IT infrastructure

- Show how IT optimizes the infrastructure
- Show how IT optimizes human resources

Show how IT:

- Manages system procurement
- Benefits from service procurement
- Manages the lifecycle of hardware, software licenses and services contracts
- Applies appropriate methods and adequate skills to manage and support IT Projects and Systems
- Improves workforce planning, recruiting and workforce retention
- Provides IT education and development





Performance management



Tracking project delivery and monitoring IT services

- Show how IT measures performance (balanced scorecard, KPIs, etc.)
- Use of automated systems providing performance data and information

Show how IT:

- Establishes and measures financial objectives
- Maps financial objectives to customer requirements and needs
- Measures process performance, effectiveness, efficiency and criticality to the business
- Addresses innovation requirements and future needs
- Determines how business executives and users view the IT department



Symptoms of poor ITG

- Senior executives can't describe your IT Governance
- Decisions take too long
- There is little accountability for decisions
- Senior management less than happy (IT Governance performance self-assessment is poor or varies widely by respondent)
- Sum across all projects (Project ROI Business Case – Project ROI PIR*) is not close to zero
- There is ineffective IT Portfolio Management – duplication, too many applications, low percentage spend on new initiatives
- IT Governance seen as overhead and “red-tape”

*PIR = Post Implementation Review

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Assess your ITG resilience

For each of the following assess your IT Governance on a score of 1 (strongly disagree) to 5 (strongly agree) – X 2 = Total

1. Our senior executives could accurately describe our ITG
2. Our ITG was actively designed – not a series of uncoordinated mechanisms
3. Our ITG is stable with few changes in recent years.
4. Managers who ignore the ITG are counseled to follow the guidelines
5. There are a small number of key business objectives driving our ITG design
6. We have a well defined and fast exceptions process that requires political capital to escalate
7. The ITG has a clear owner(s) and measures of success
8. The pay, incentives, and the ITG are well aligned
9. We have effective ITG at both firm wide and BU levels which are linked
10. Our CIO could leave for two months and our ITG would work well

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Benefits of sustainable ITG

IT Functions as a Business Partner Enabling Competitive Advantage

- Executive leadership freed from day-to-day execution
- IT freed from proving value
- Exploring avenues to leverage IT for competitive advantage
- Driving business innovation
- Focused on the future vision





Obstacles to IT-driven business innovation

- IT's contribution to efficiency is deemed more important than its innovative value.

According to the ITGI 2009 Survey of 255 Non-IT Executives

- 42% of IT orgs said that they reported to the CFO, and 53% of CFOs said that they would like to move to this reporting arrangement.

According to the 2010 Gartner/FERF Technology Study

- Only 25% of respondents said the CIO's primary role in innovation is to drive new business value. Only 55% viewed the lead IT executive as both a business and IT leader.

According to the Diamond Consulting 2010 Survey of 724 senior business executive and IT Executives



Maturing ITG requires...

- Acknowledging that governance is both decision-making and accountability (should be empowering, not bureaucratic)
- Linking the firm's other key assets and incentives to governance
- Recognizing the link to financial performance (firms with superior IT Governance also had more than 20% higher profits)
- Determining what should be shared at enterprise, sector and BU levels and govern at that level

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Maturing ITG requires...

- Relying on a few IT governance mechanisms (utilizing non-IT governance mechanisms e.g., exec committee, CapEx process, etc.)
- Focusing on how each project and service contributes to a reusable digitized platform
- Centralizing for cost focus – decentralizing for innovation and growth and blended governance to achieve both
- Simplification, removing bureaucracy and fostering more communication

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Advice when addressing ITG

- Ensure IT Governance is driven by business problems and opportunities – not Governance for its own sake
- Transparency is the most critical aspect of IT Governance
- Design deliberately at enterprise and BU levels
- No one-size-fits all – find the right flavor



Advice when addressing ITG

- Redesign and constantly strike the balance – not too much, not too little
- Governance processes can be sophisticated and complex, or incredibly simple and should quickly address and respond to exceptions
- Assign ownerships that continually educates, engages, incentivizes, and proves the value of IT Governance – The three M's: metrics, measures and marketing



ITG critical success factors

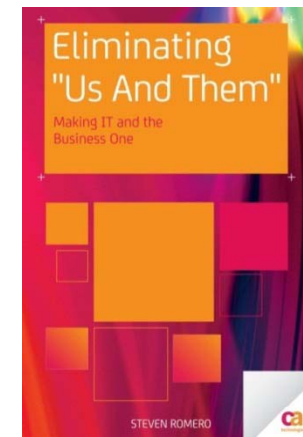
- Absolutely requires Executive sponsorship and leadership – vision and enablement
- Absolutely requires Business participation – IT facilitates but the business must be a partner, if not the leader in the effort
- Business process initiative – This requires skills in process management, design, implementation – and organizational change
- Decisions require fact-based information – This requires a systematic approach to collect, integrate, analyze and provide meaningful data



IT governance, Process, and Organizational Behavior

“Eliminating ‘Us and Them’ – Making IT and The Business One”

- IT governance
- Process & Process Management
- Organizational Behavior



<http://www.amazon.com/Eliminating-Us-Them-Making-Business/dp/1430236442>

<http://amzn.to/qnfj77>



Thank you

Steve Romero

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