AGENDA

1. IT Business Alignment?
2. Maturity Assessment
3. A taste of SAM Insights
What is strategic alignment?
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* Persistent
## Global 2010 IT Management Concerns

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Why is it taking so long to address?
IT does not matter!!!

Does IT matter???

Nicholas Carr HBR, May, 2003
WHY DISCUSS IT-BUSINESS ALIGNMENT?

1. Consider their organizations are not misaligned
2. Too often considered just IT aligned with the business
3. Semantics: alignment vs fused, linked, integrated, fit, harmony, converged, matched, melded, interwoven…
4. In search of mythical silver bullet
5. Focusing on infrastructure/architecture
6. How do you know if your alignment is “appropriate”?
7. Can we move from a descriptive vehicle to a prescriptive vehicle?
HOW MATURE IS YOUR IT-BUSINESS ALIGNMENT?
Climbing the Strategic Alignment Pyramid

Level 1: Initial Process
Level 2: Committed Process
Level 3: Established Process
Level 4: Improved Process
Level 5: Optimized Process

Alignment Gap

Business Strategy
IT Strategy
These are the KPAs associated with each level:

- **INITIAL (1)**
  - Disciplined Process
  - Standard, Consistent Process

- **REPEATABLE (2)**
  - Predictable Process
  - Standard, Consistent Process

- **DEFINED (3)**
  - Defined Process
  - Predictable Process

- **MANAGED (4)**
  - Managed Process
  - Defined Process

- **OPTIMIZING (5)**
  - Optimizing Process
  - Managed Process

An organization is not considered to be at a given level until it has satisfied the conditions for every Key Process Area through that level.
Interoperability

IT BUSINESS ALIGNMENT MATURITY CRITERIA

COMMUNICATIONS
- Understanding of Business by IT
- Understanding of IT by Business
- Inter/Intra organizational Learning/Education
- Protocol Rigidity
- Knowledge Sharing
- Liaison(s) effectiveness

COMPETENCY/VALUE MEASUREMENTS
- IT Metrics
- Business Metrics
- Balanced Metrics
- Service Level Agreements
- Benchmarking
- Formal Assessments/Reviews
- Continuous Improvement

GOVERNANCE
- Business Strategic Planning
- IT Strategic Planning
- Organization Structure
- Budgetary Control
- IT Investment Management
- Steering Committee(s)
- Prioritization Process

PARTNERSHIP
- Business Perception of IT Value
- Role of IT in Strategic Business Planning
- Shared Goals, Risk, Rewards/Penalties
- IT Program Management
- Relationship/Trust Style
- Business Sponsor/Champion

SCOPE & ARCHITECTURE
- Traditional, Enabler/Driver, External
- Standards Articulation
- Architectural Integration:
  - Functional Organization
  - Enterprise
  - Inter-enterprise
- Architectural Transparency, Agility, Flexibility
- Manage Emerging Tech.

SKILLS
- Innovation, Entrepreneurship
- Cultural Locus of Power
- Management Style
- Change Readiness
- Career crossover; training/education
- Social, Political, Trusting Interpersonal Environment
- Hiring and retaining
Priority of Time Allocated for IT Business Alignment Considerations

- IT-business partnership (e.g. trust, relationship, shared perceptions) 26% (30%)
- IT-business communications regarding understanding strategy, risks, opportunities, etc 35% (25%)
- Measurements demonstrating IT contribution to business 16% (12%)
- IT Governance & prioritization 10% (15%)
- Skills (business, technical, interpersonal) 9% (7%)
- Architecture and technology standards, integration, flexibility 4% (11%)

(2009)
Strategic Alignment Maturity Summary

Level 1
- **Initial/Ad-Hoc process**
  - COMMUNICATIONS: Business/IT lack understanding
  - COMPETENCY/VALUE: Some technical measurements
  - GOVERNANCE: No formal process, cost center, reactive priorities
  - PARTNERSHIP: Conflict; IT a cost of doing business
  - SCOPE & ARCHITECTURE: Traditional (e.g., acctng, email)
  - SKILLS: IT takes risk, little reward; Technical training

Level 2
- **Committed process**
  - COMMUNICATIONS: Limited business/IT understanding
  - COMPETENCY/VALUE: Functional cost efficiency
  - GOVERNANCE: Tactical at Functional level, occasional responsive
  - PARTNERSHIP: IT emerging as an asset; Process enabler
  - SCOPE & ARCHITECTURE: Transaction (e.g., ESS, DSS)
  - SKILLS: Differs across functional organizations

Level 3
- **Established focused process**
  - COMMUNICATIONS: Good understanding; Emerging relaxed
  - COMPETENCY/VALUE: Some cost effectiveness; Dashboard established
  - GOVERNANCE: Relevant process across the organization
  - PARTNERSHIP: IT seen as an asset; Process driver; Conflict seen as creative
  - SCOPE & ARCHITECTURE: Integrated across the organization
  - SKILLS: Emerging value service provider; Balanced tech & business hiring

Level 4
- **Improved/managed process**
  - COMMUNICATIONS: Bonding, unified
  - COMPETENCY/VALUE: Cost effective; Some partner value; Dashboard managed
  - GOVERNANCE: Managed across the organization
  - PARTNERSHIP: IT enables/drives business strategy
  - SCOPE & ARCHITECTURE: Integrated with partners
  - SKILLS: Education/careers/rewards across the organization

Level 5
- **Optimized process**
  - COMMUNICATIONS: Informal, pervasive
  - COMPETENCY/VALUE: Extended to external partners
  - GOVERNANCE: Integrated across the org & partners
  - PARTNERSHIP: IT-business co-adaptive/improvisational
  - SCOPE & ARCHITECTURE: Evolve with partners
  - SKILLS: Education/careers/rewards across the organization
CUSTOMER-PROVIDER ALIGNMENT MATURITY CRITERIA

**Value Measurements**
- Customer & Provider Metrics (tech. & bus.) for services
- SLA & Management Process
- Benchmarks
- Formal Assessments & Improvement Reviews

**Governance**
- Use of Joint Strategic, Tactical & Operational Committees
- Formal/Informal Mechanisms
- Prioritization Process
- Resource Allocation Process
- Statutory & Regulatory Requirements

**Partnership**
- Role of Provider in Customer Strategy & Planning
- Shared Goals, Risks, Rewards/Penalties
- Mutual Trust
- Formal & Informal Agreements
- Joint Sponsor & Champions

**Communications**
- Customer Understanding of Provider
- Provider Understanding of Customer
- Organizational Learning & Knowledge Sharing
- Customer-Provider Liaison

**Human Resources & Skills**
- Technical & Business Skills of Customer & Provider
- Cultural Match
- Change Readiness
- Cross Training/Education
- Hiring/Retaining; Skills Management & Portfolio

**Scope & Architecture**
- Architectural Agility, Transparency, Flexibility
- Standards Adherence
- Impact of Provider Services on Customer & its Partners
IT IS NOT JUST THE LEVEL OF MATUREITY

- Where is the organization strong/weak?
- Where is there disagreement?
- What are the implications?
- What can be done to improve the maturity level (prescriptive)?
- It opens the door to discuss alignment
Industry Classification

Global 1,000 Companies  N= 362
SAM Participants Profile

N=2,541

- CIO's: 1,209
- CTO's: 156
- IT Execs: 1,022
- CEO's: 1,332
- CFO's: 31
- VP's/COO: 136
- Bus. Unit Execs: 115
- 793
Total Number Of Companies = 362
A Taste of Insights
## Geography: Maturity by Component

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<th>Geography</th>
<th>Number of Companies</th>
<th>COMMUNICATION</th>
<th>COMPETENCY</th>
<th>GOVERNANCE</th>
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**Overall Alignment Average Score: 3.09**
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EUROPE Alignment Average Score: 2.82

Alignment Average Score:

United States
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**Overall Alignment Average Score: 3.09**
SAM Performance Framework

Communications

Competency

Governance

Partnership

Tech Scope

Skills/HR

Strategic Alignment Maturity

Performance
Structural Equation Model Validation

Communications → SAM
Value Measures → SAM
IT Governance → SAM
Partnership → SAM
Tech Scope → SAM
HR/Skills → SAM

SAM → Performance

.53
.65
.64
.69
.64
.63
.19
Organization Structure

- **Federated/Hybrid**: 3.67
- **Centralized**: 2.87
- **Networked**: 3.60
- **Decentralized**: 2.69
- **Matrixed**: 2.98

Alignment Maturity: 3.09
CIO Reporting Structure

President, Chairman, CEO: 56%
COO: 9%
CFO: 5%
Business Unit Exec: 30%

Alignment Maturity: 3.09
Open up the door to improve the relationship of IT & Business!
http://www.stevens-is.com/sam/

Password: Guest
What would you like to talk about?

- IT careers
- IT skills
- IT business alignment
- Future of IT