



COBIT AS FRAMEWORK FOR LEADING CHANGE AND TRANSFORMATION

GOH BOON NAM

10 Mar 2016 / PMI Singapore Regional Symposium 2016

My Organisation

- Institute of Systems Science www.iss.nus.edu.sg
- Part of National University of Singapore
- Support national IT competency development needs
- Faculty of practitioners from industry with average of more than 15 years experience each
- Caters to working IT professionals
 - Post-Graduate Programmes
 - Executive Programmes
 - Industry Research
 - Consulting (Digital Innovation, Enterprise Architecture, IT Portfolio Management, Change Enablement etc)

About Myself



Goh Boon Nam
Chief, IT Service Management
Institute of Systems Science

Chief, IT Service Management
CGEIT, TOGAF 9 Enterprise Architect,
CITPM (Senior), COMIT, CBAP, ITIL Expert

- 20 years of IT management experience
 - Process Improvement
 - Enterprise Architecture and Planning
 - Application Development
 - IT Operations

- Consultancy for private and public sector
 - Enterprise Architecture
 - CMMI

Why Change and Transformation Important? (1)

- Is your IT system implementation project a **success** if the system is implemented as below?
 - On time
 - Within budget
 - Meets the documented requirements
- What if the business feels that:
 - Competitors' systems more innovative
 - Competitors' systems fit better into their overall long term plans
 - Staff not willing to use the system due to change to their ways of working
 - Our new system will not be able to work well with other systems being planned for the company (e.g. different standards used)
 - Overall, new system provides **little beneficial transformative outcome to the business**



Product recommendation
cum
cashier system



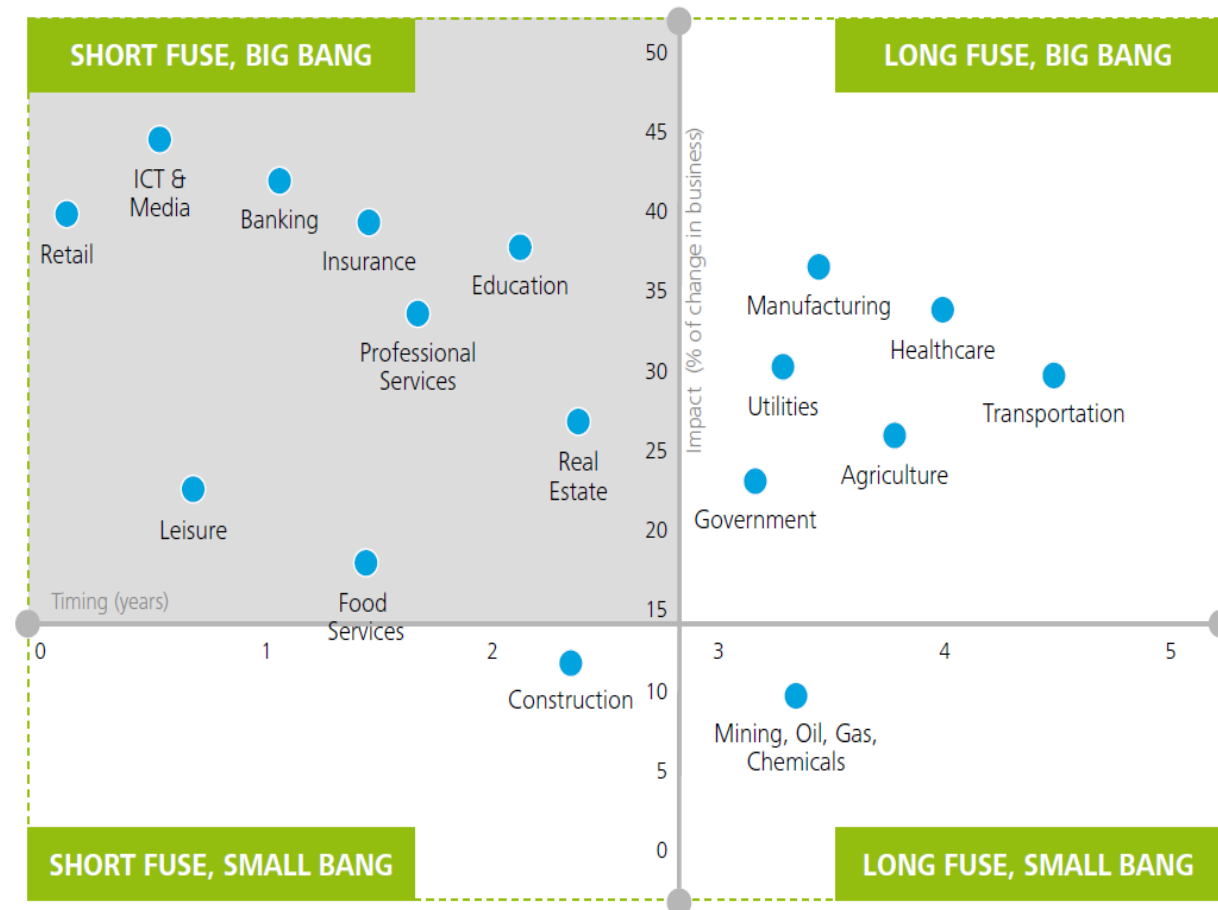
Why Change and Transformation Important? (2)

Deloitte predicts digital disruption will affect:

- **all industries**
- **globally**
- **with big impact** (“big bang” for almost all industries)



2000 idle taxis arising from Uber / GrabCar in Singapore



*Based on analysis by HeadsI and Deloitte Digital

Successfully doing “more-of-the-same” projects may not help

Why Change and Transformation Important? (3)

“While **technical (PM) skills** are core to project and program management, PMI research tells us they’re **not enough** in today’s increasingly complex and competitive global marketplace.

... developing the **additional skills you need** to meet the evolving demands on your profession.

... new opportunities to **elevate your value** as a strategic partner in business success.”

- PMI

Skills to lead and manage
Change & Transformation

PMI’s new
Talent Triangle





Why Change and Transformation Important? (4)

Symposium 2016

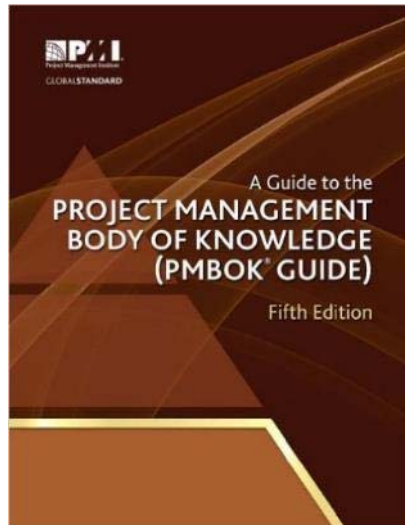
PMI Singapore Regional Symposium 2016



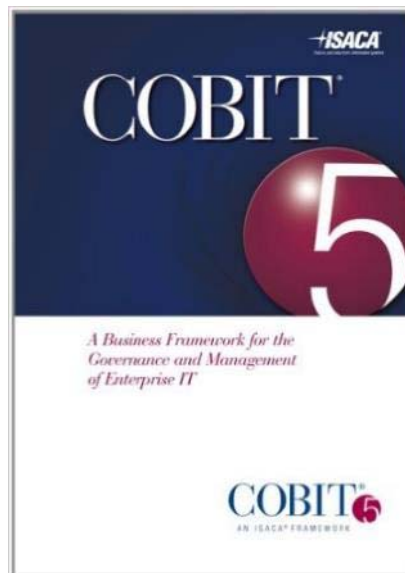
Project Leadership 360: Leading Change & Transformation

The theme of this Symposium

Framework for Change & Transformation?



Does this provide framework for change and transformation?



This provides such a framework.

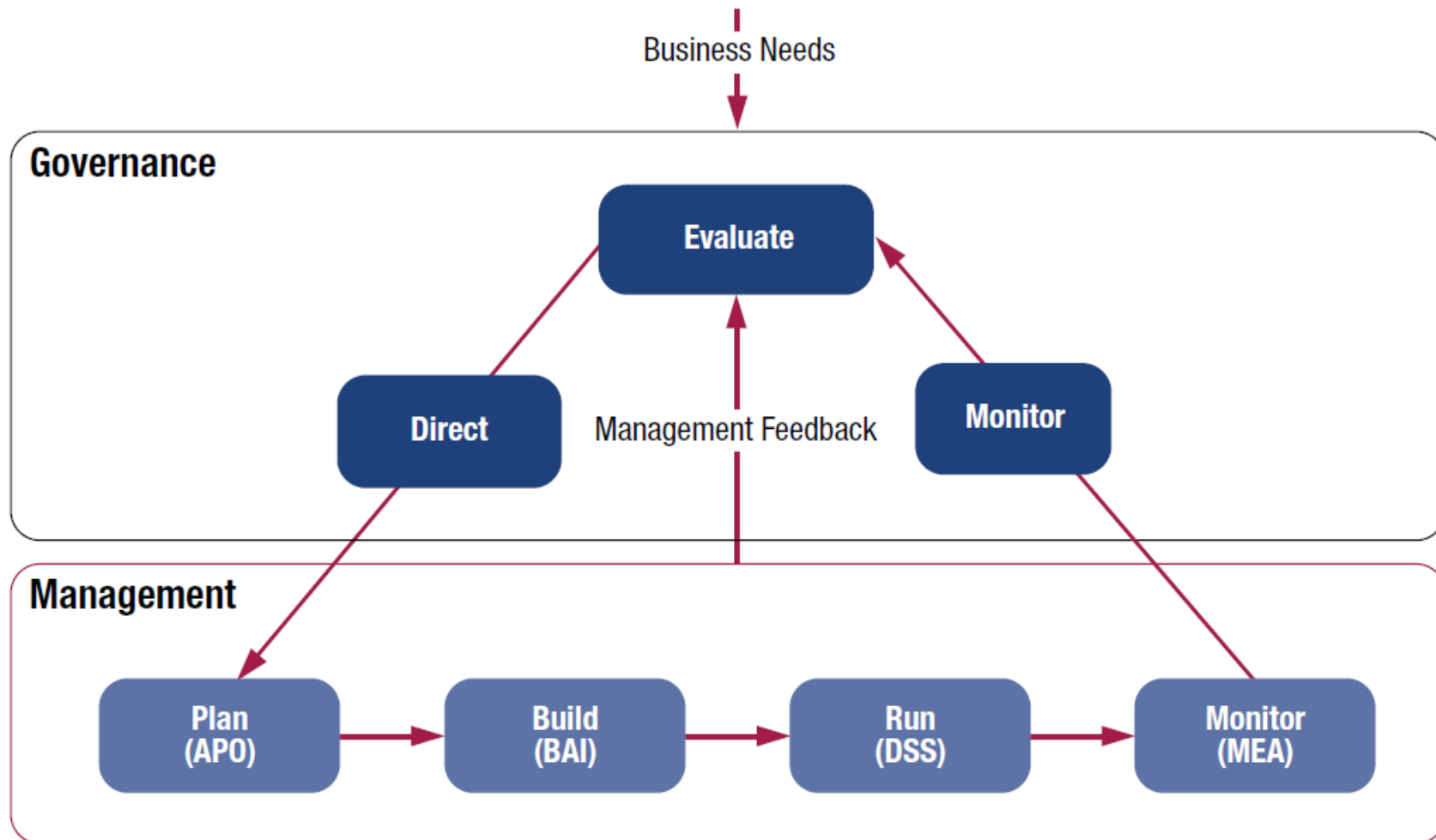
What is COBIT?

Umbrella Framework of all
IT governance and management
best practices

- including those for Change
& Transformation

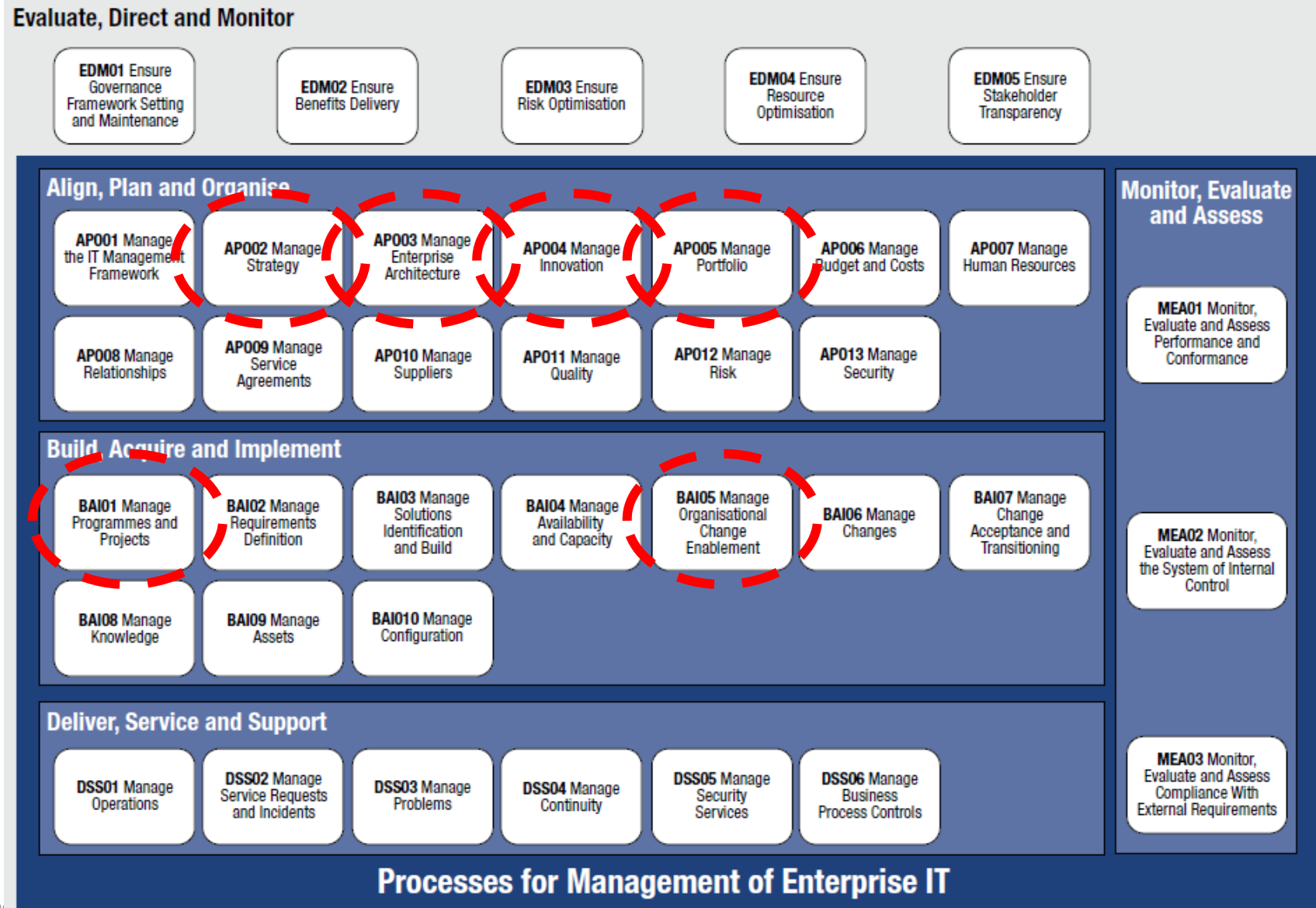


COBIT Governance-Management “Lifecycle” Domains



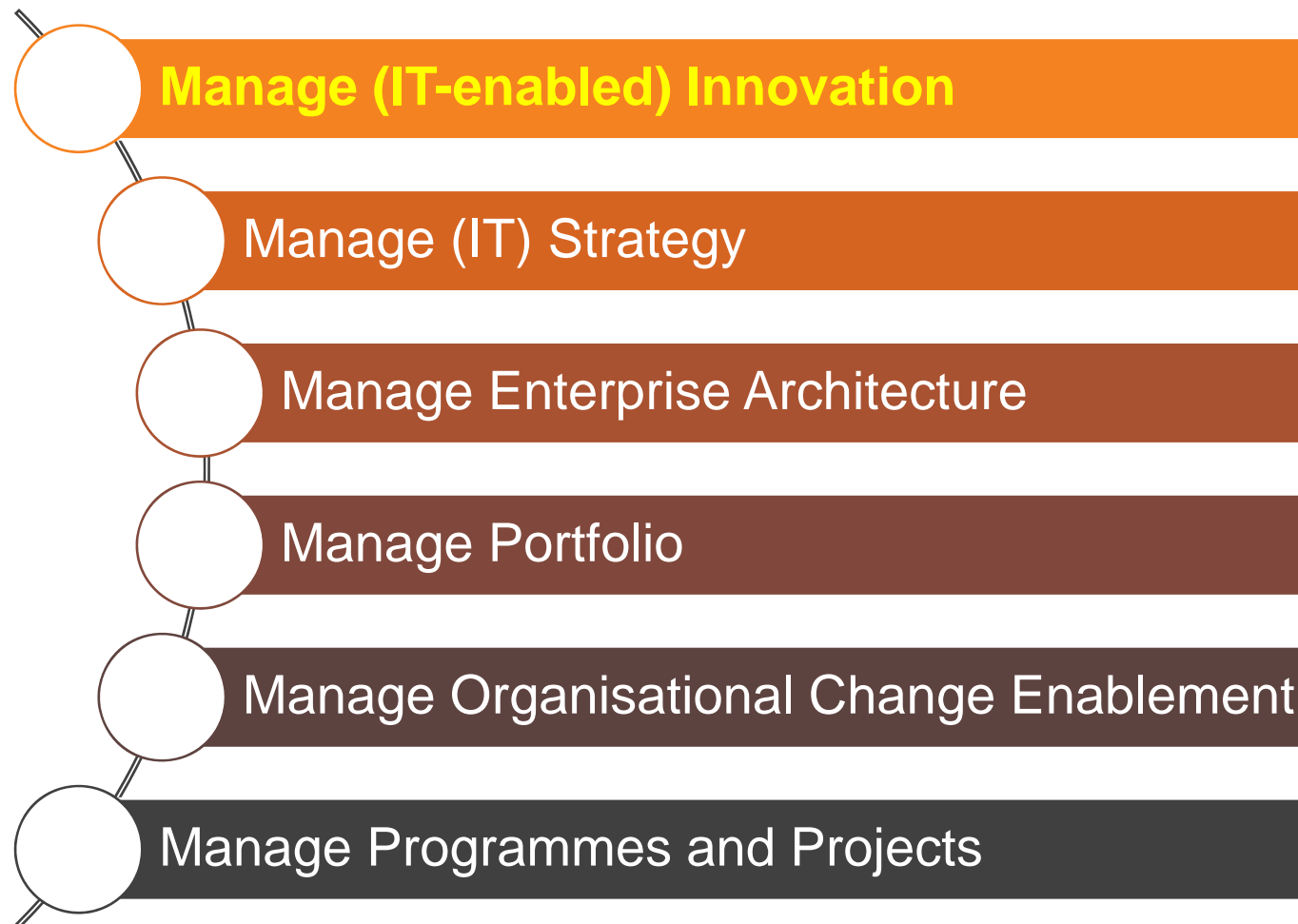
COBIT Processes

Processes important for
Change & Transformation





COBIT Change & Transformation Processes

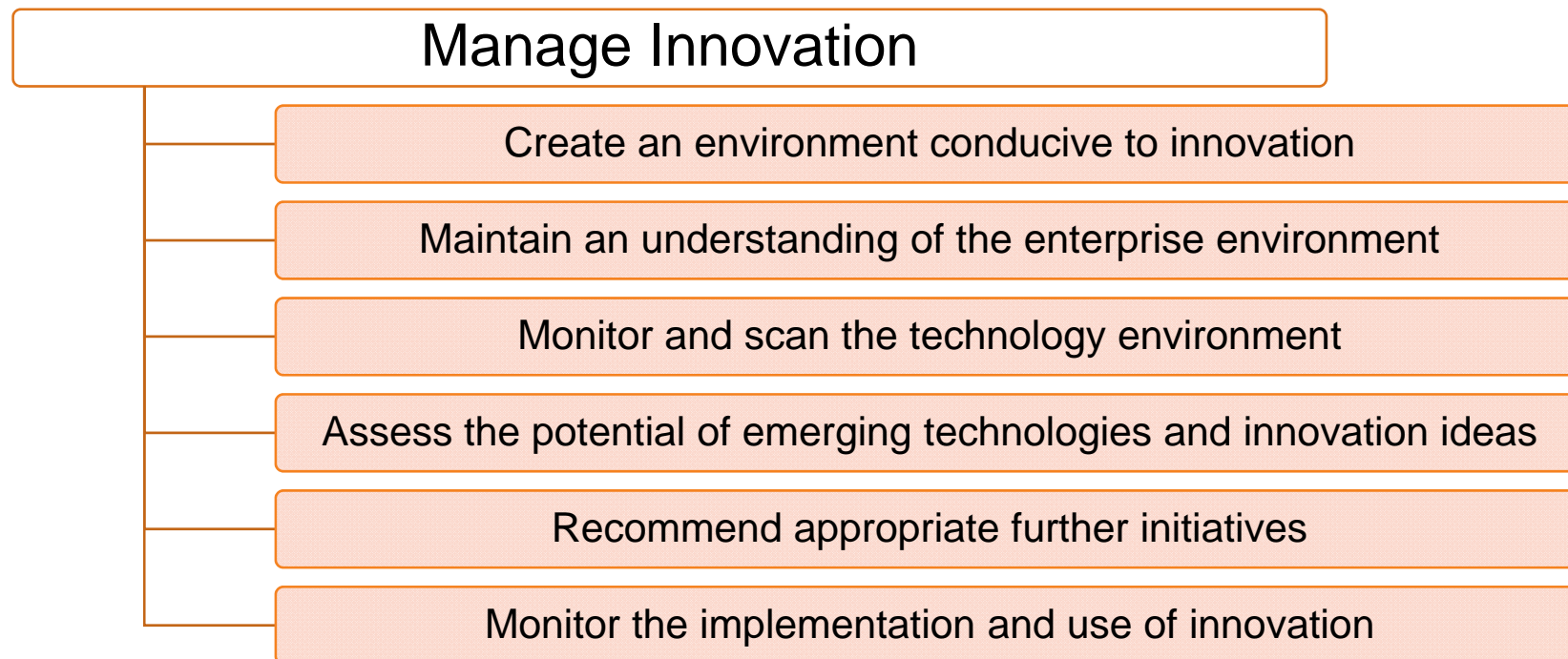




Why IT-enabled Innovation for Change & Transformation?

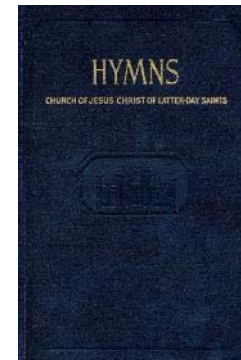
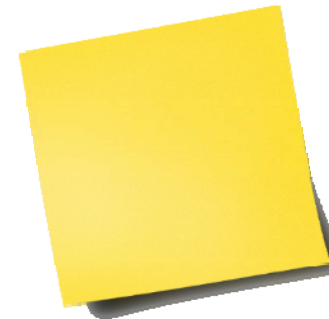
- Self-explanatory
 - but many organisations just “upgrade” from an end-of-life IT system to a new system with no transformative improvement to business capability
 - hence, innovation NOT so commonly done
- For IT, innovation is especially important due to the fast pace of change
 - e.g. what are up and coming technologies that you have heard about?
 - Internet of Things / Sensors
 - Big Data
 - Cloud
 - Machine Learning / Artificial Intelligence
 - Augmented Reality

Manage Innovation - Practices i.e. sub-processes (1)



Manage Innovation - Practices (2)

- Environment conducive to innovation
 - e.g. 3M 15 percent time off to do own chosen innovation
- Understanding of the enterprise environment
 - Customer need - bookmark that stays put (initial understanding)
- Monitor and scan technology
 - new 3M glue materials
- Assess potential
 - Other uses besides bookmark
 - “New way to communicate and organise information”
- Recommend
- Monitor implementation

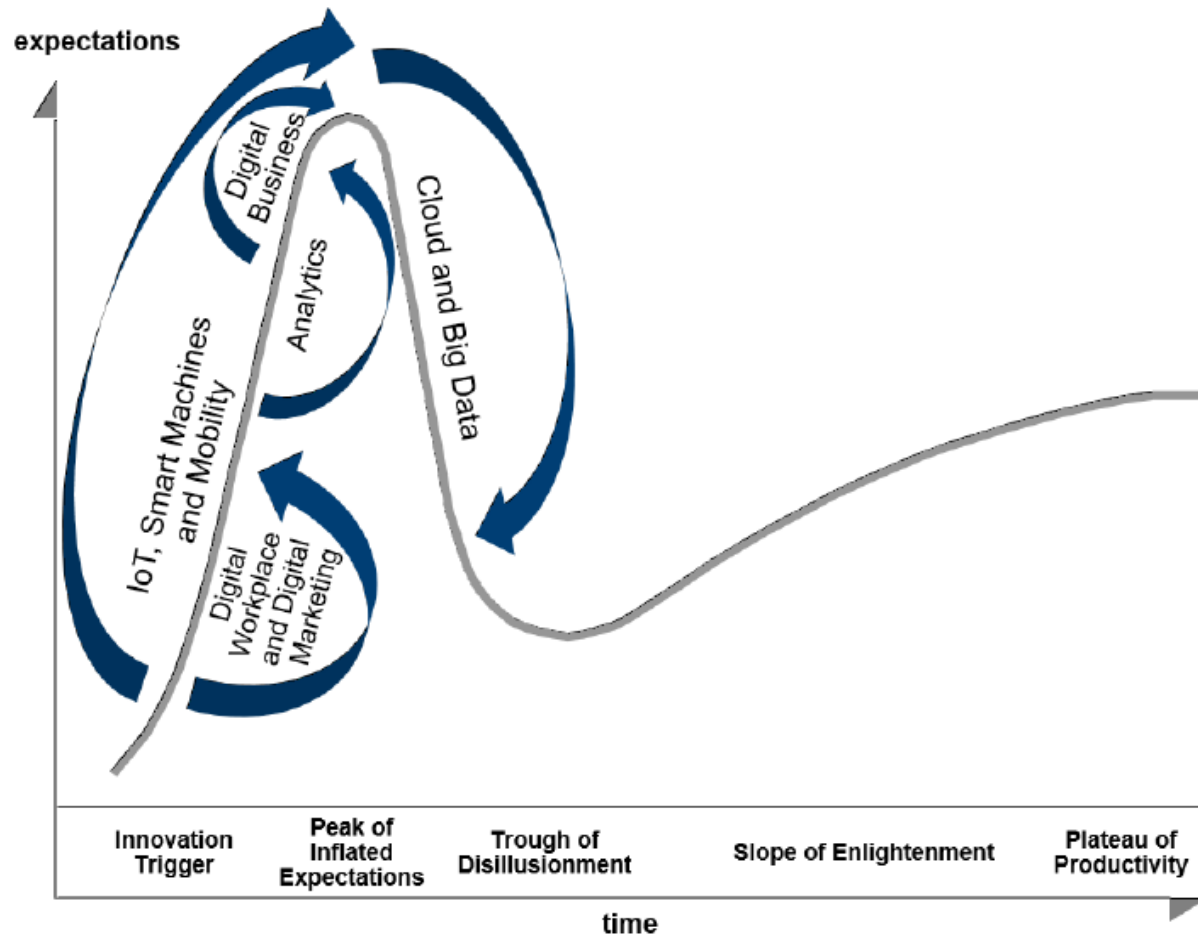


**Is this relevant to me or my company?
Yes, innovation not just for new
products. For productivity, customer
satisfaction / demand etc.**

Manage (IT-enabled) Innovation - Practices (3)

Monitor and scan
the **(IT)** technology
environment

How?



Source: Gartner (August 2015)




Manage (IT-enabled) Innovation - Practices (4)

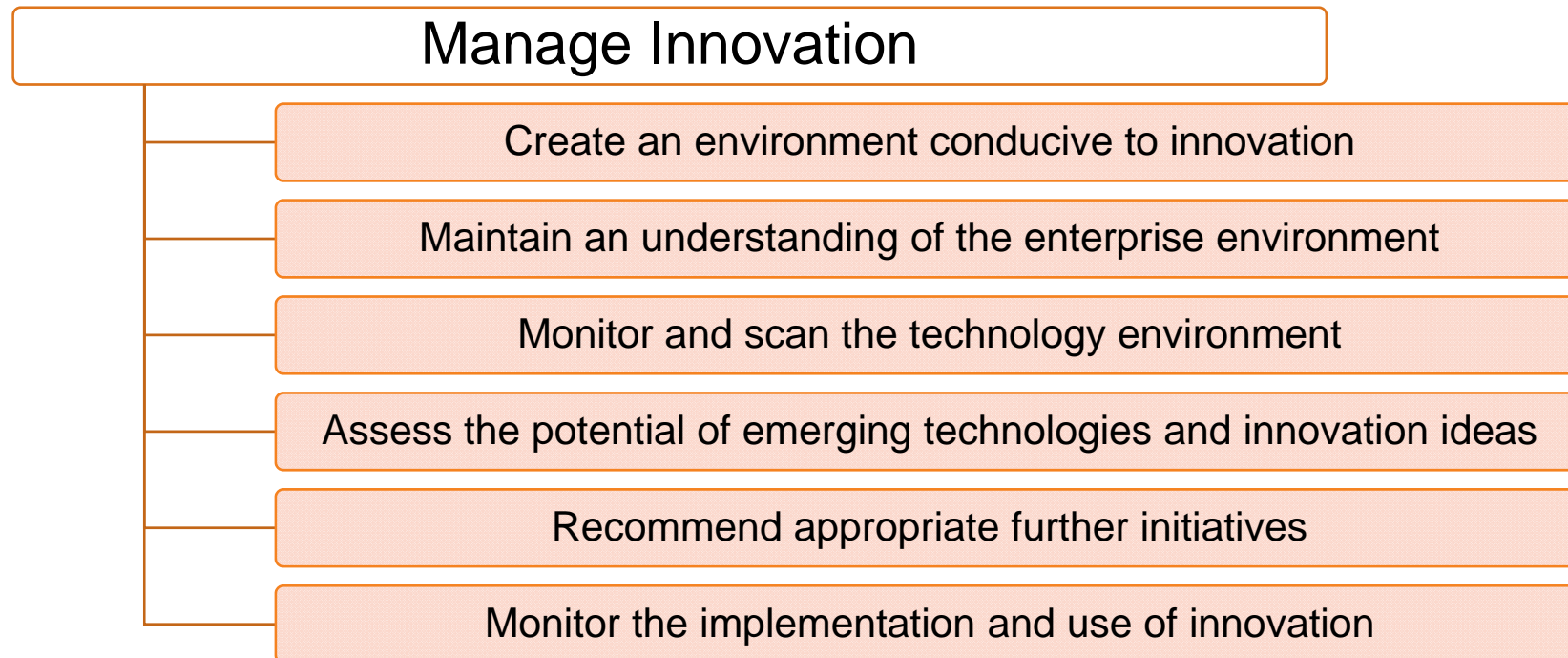


Application of IoT
in
Disney innovation -
MagicBand



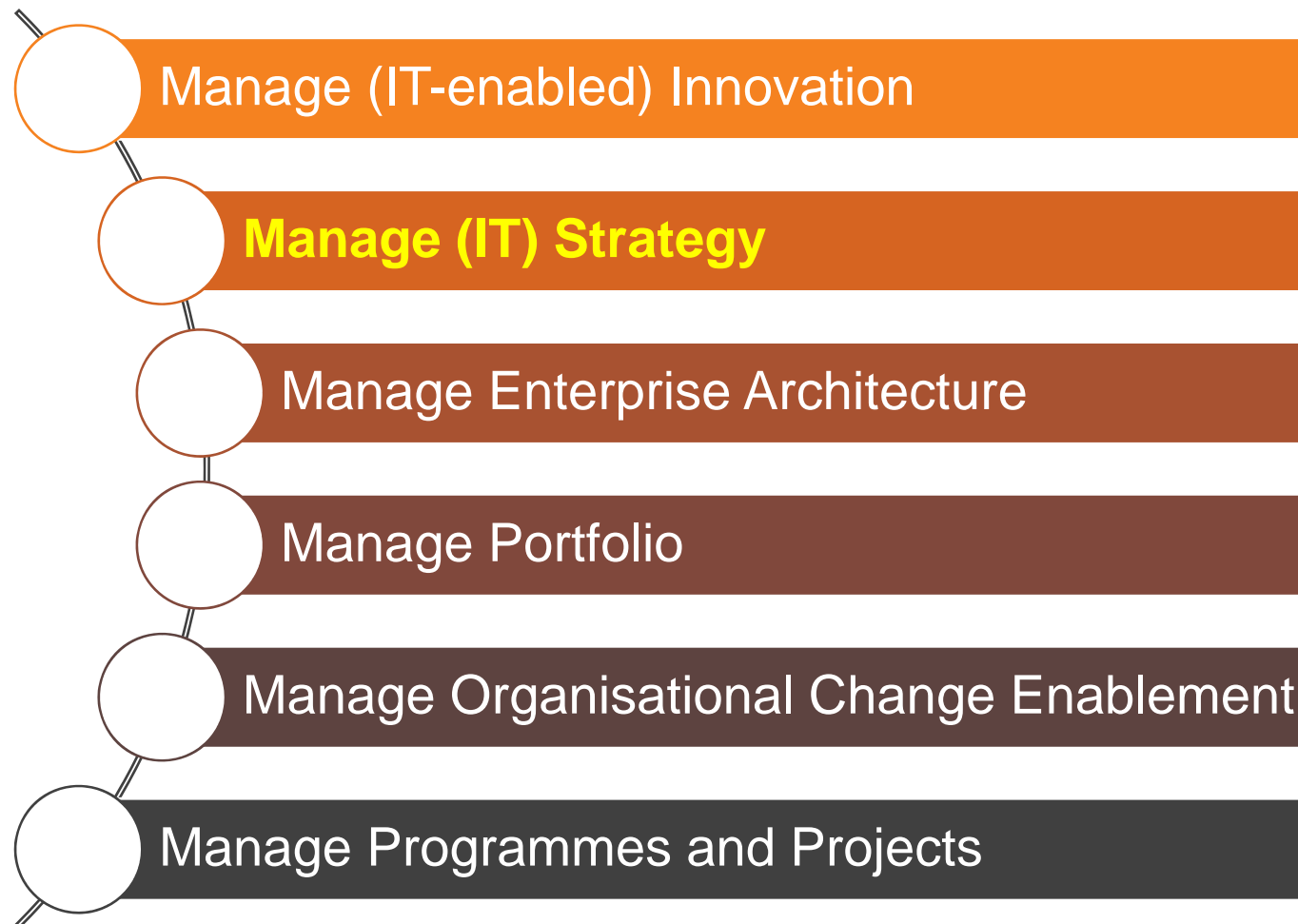


Manage (IT-enabled) Innovation - Practices i.e. sub-processes (Summary)

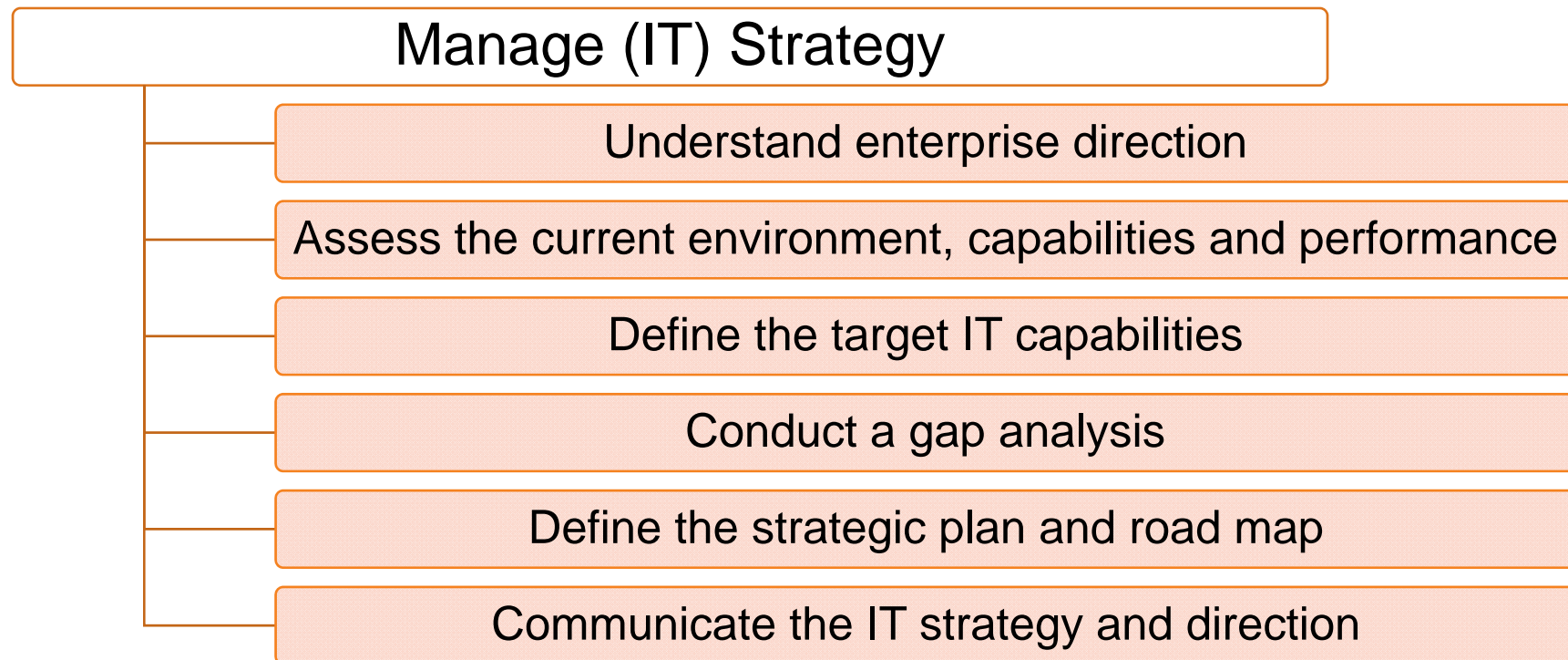




COBIT Change & Transformation Processes



Manage (IT) Strategy - Practices





Manage (IT) Strategy

- Understand Enterprise Direction & Assess Env

DisneyWorld Vision : Where dreams come true and magic comes to life
but

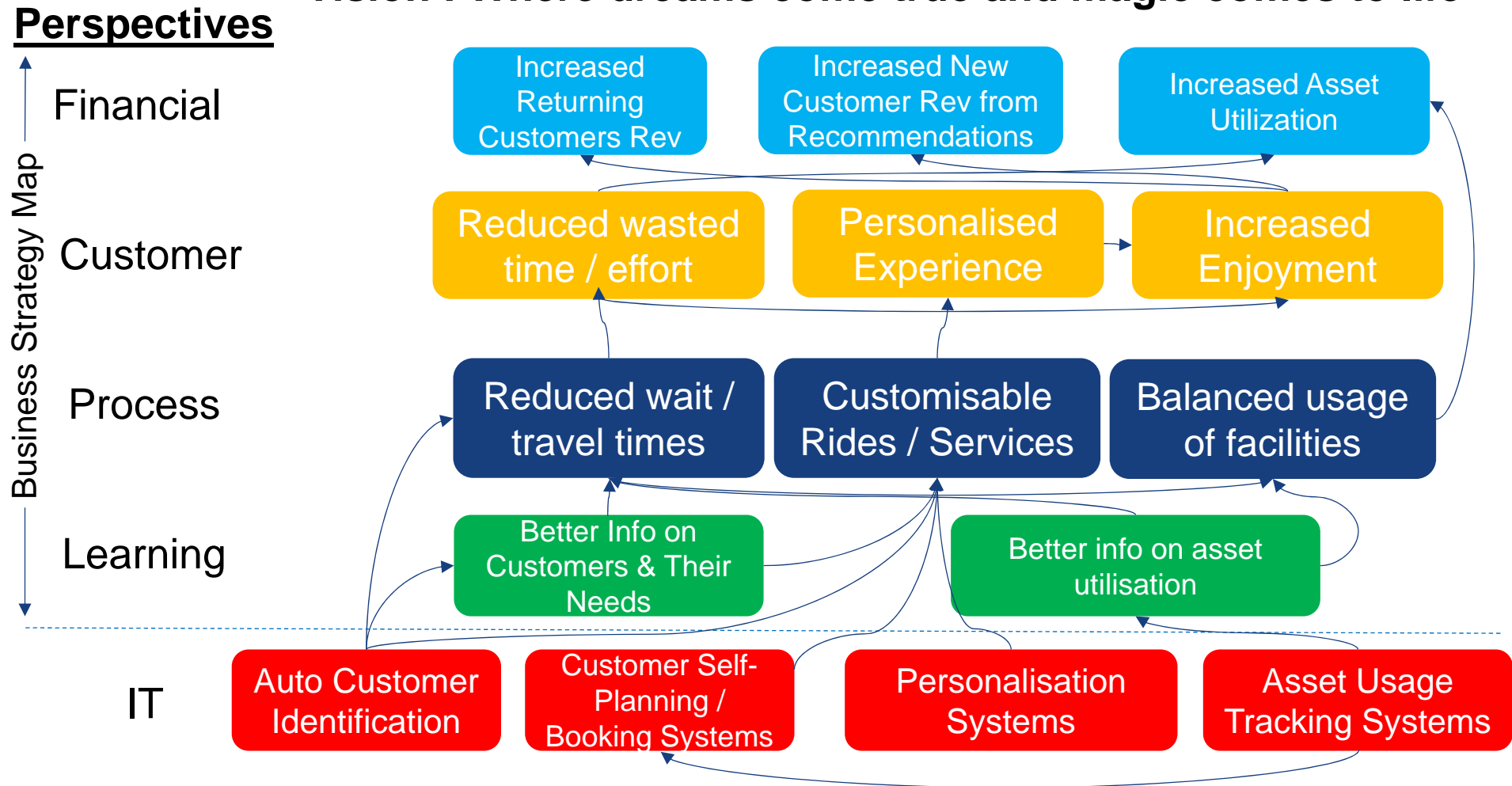




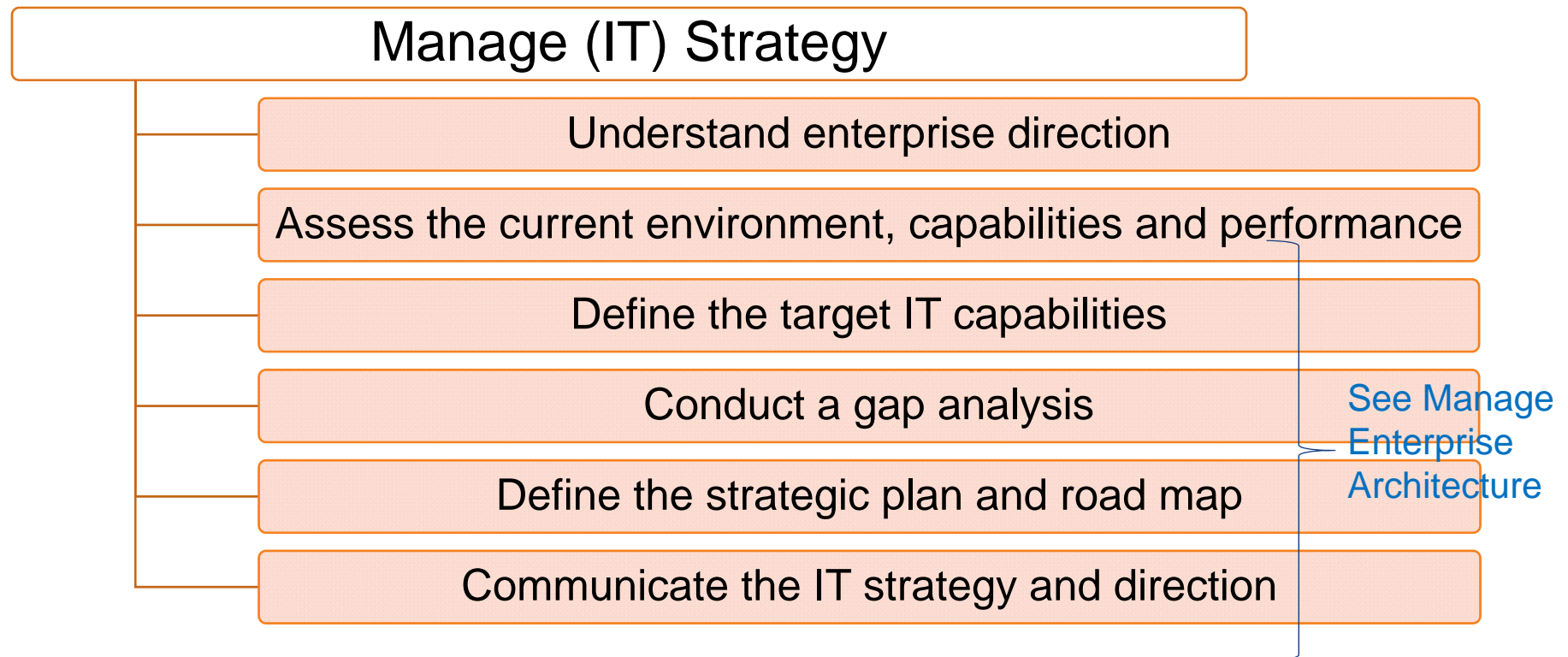
Manage (IT) Strategy - Assess Env & Define Target

(Fictitious Example Adapted from Disney World)

Vision : Where dreams come true and magic comes to life

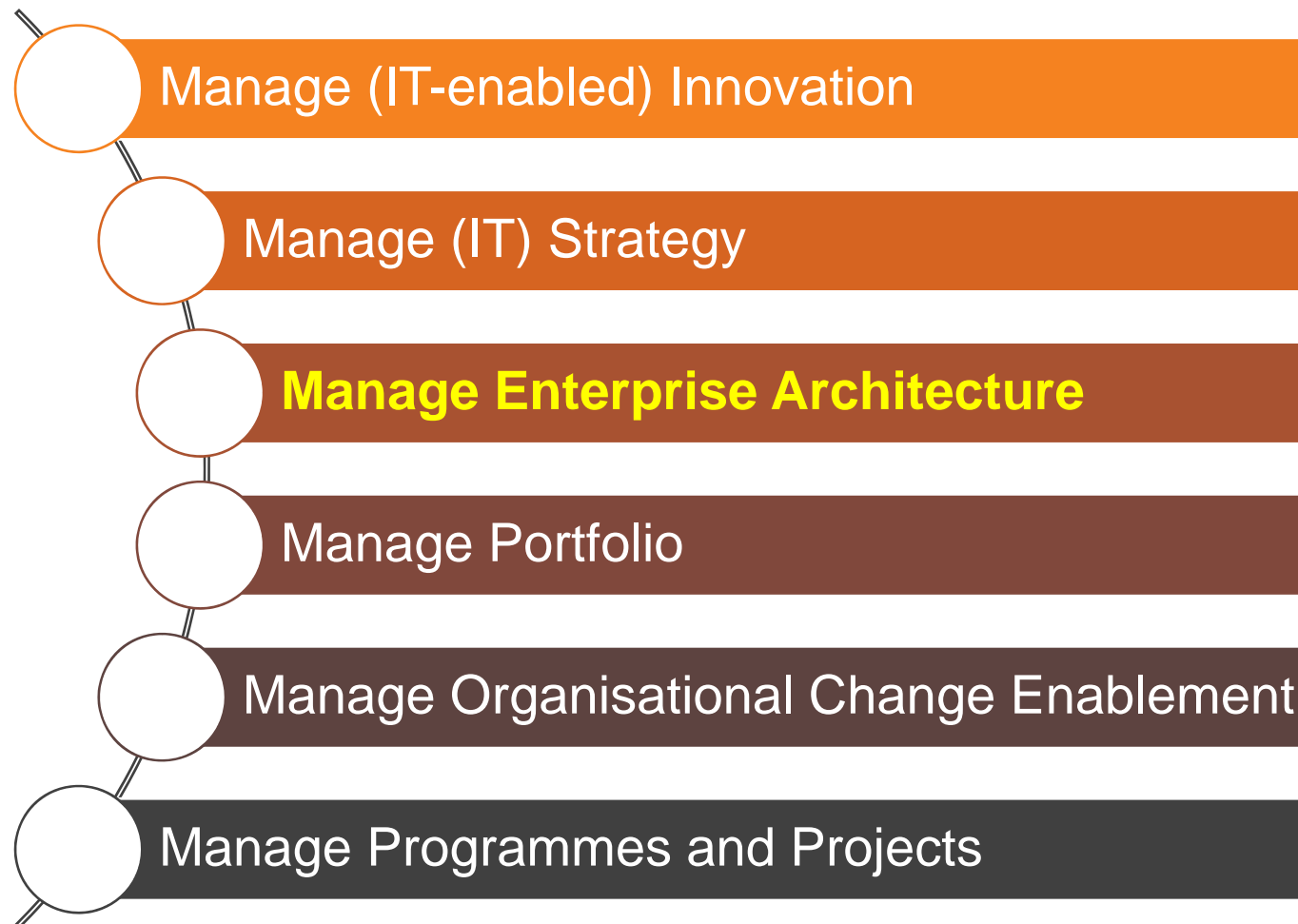


Manage (IT) Strategy - Practices (Summary)



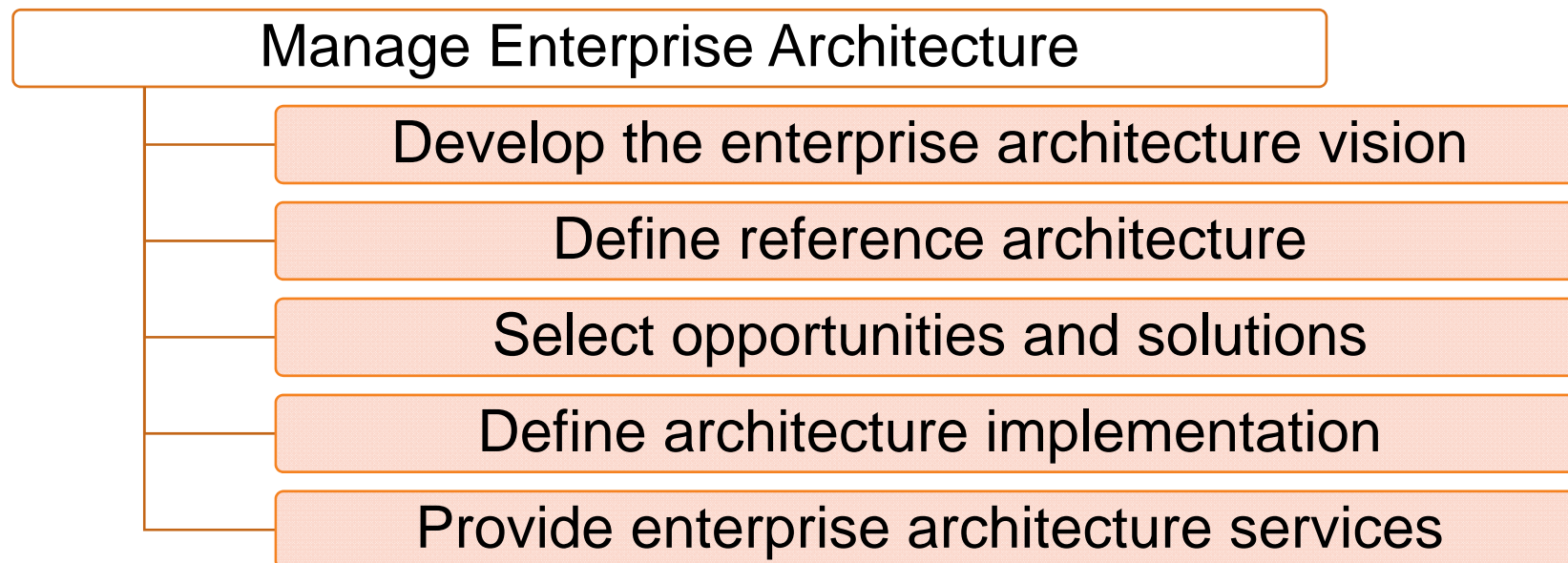


COBIT Change & Transformation Processes

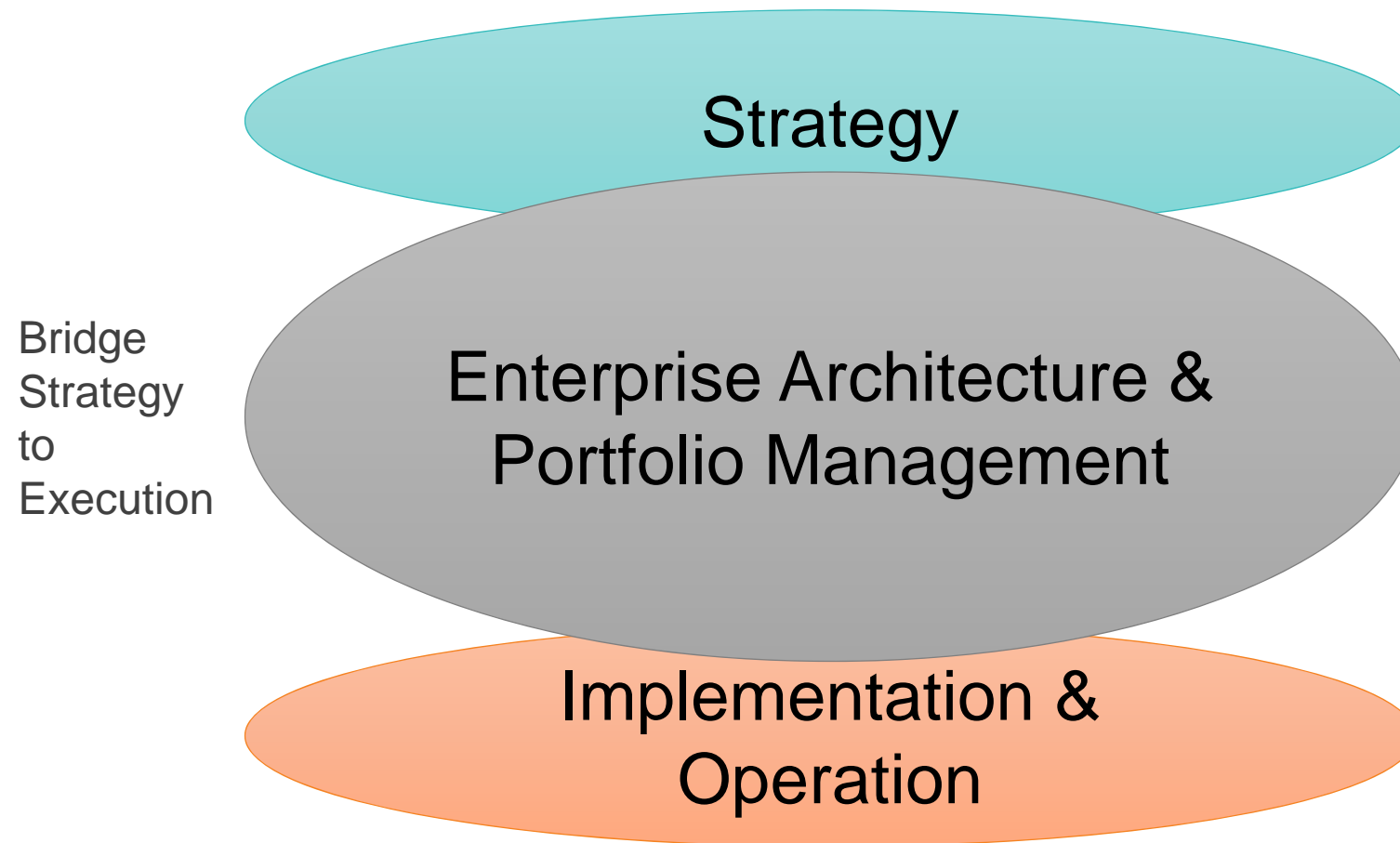




Manage Enterprise Architecture - Practices

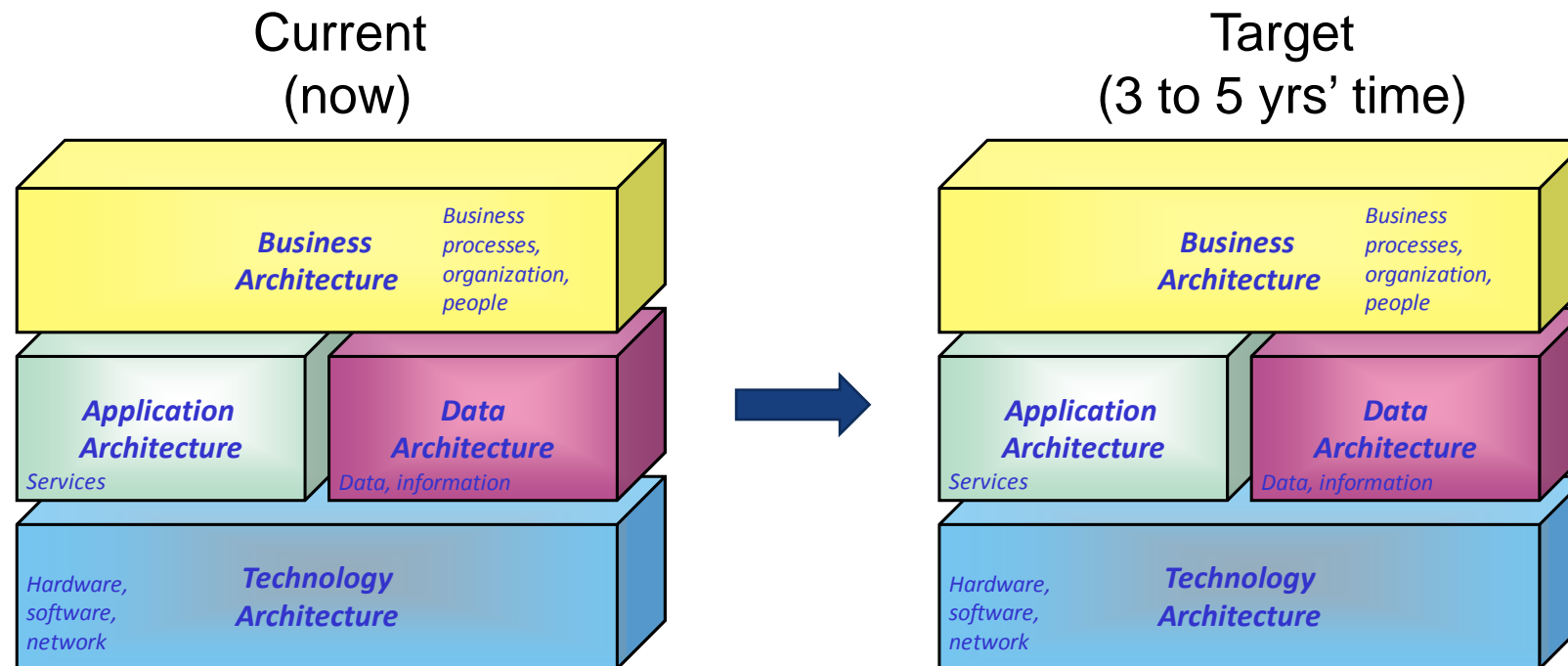


Why Enterprise Architecture



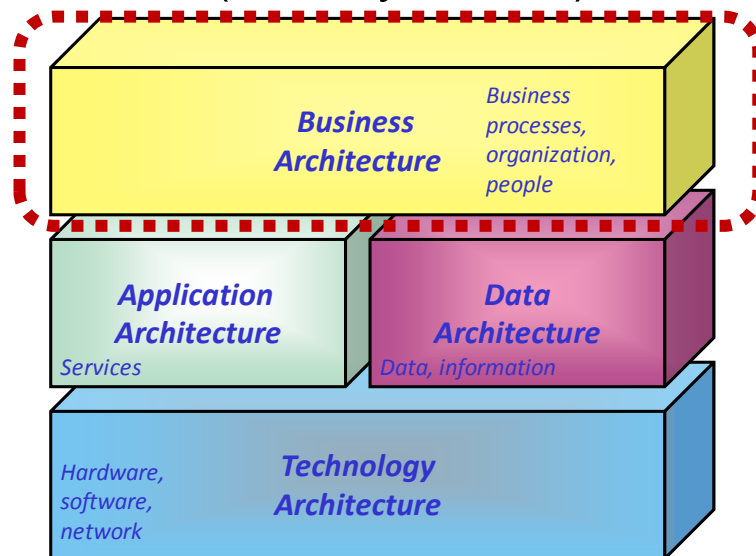
Enterprise Architecture

Plan Target (Reference) Architecture



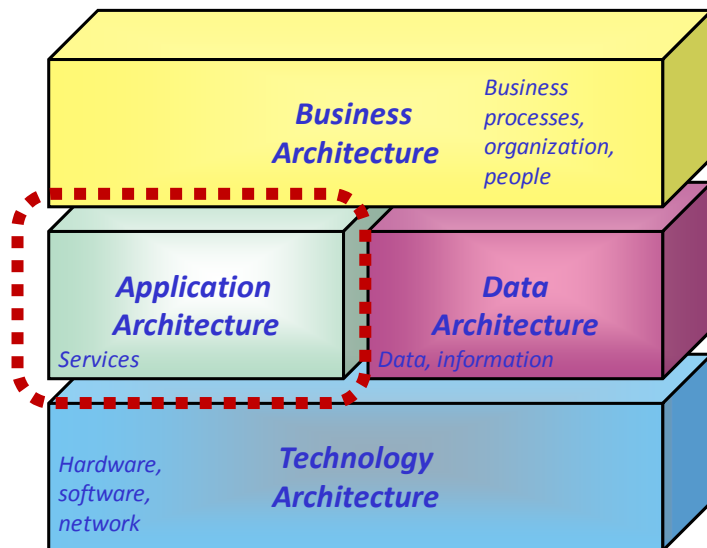
Business Architecture

Target
(3 to 5 yrs' time)



Application Architecture

Target
(3 to 5 yrs' time)



Front End:



Back End:

Turnstile
Systems

Hotel Check-
In Systems

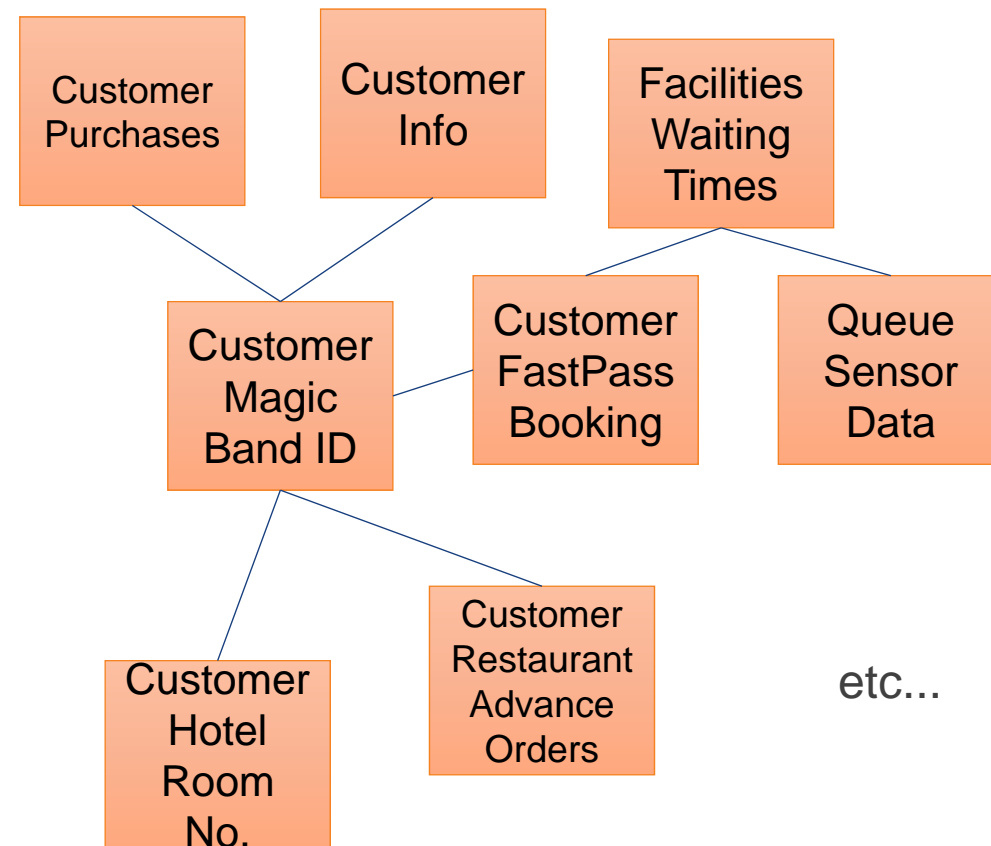
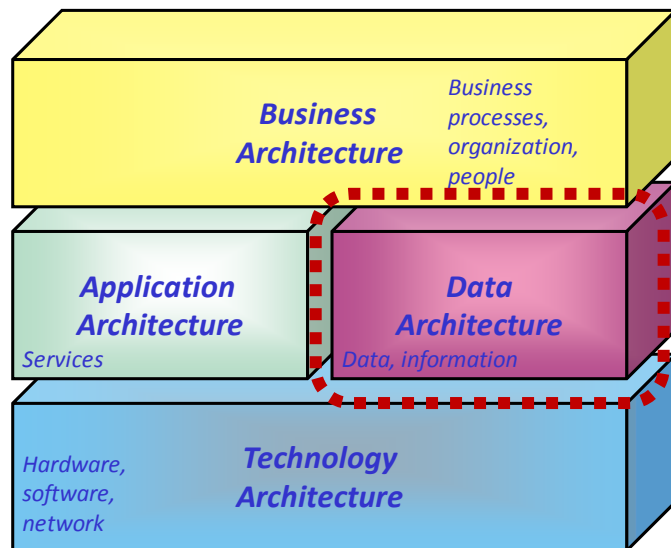
Kitchen Ops
Systems

Etc..

and how they work together

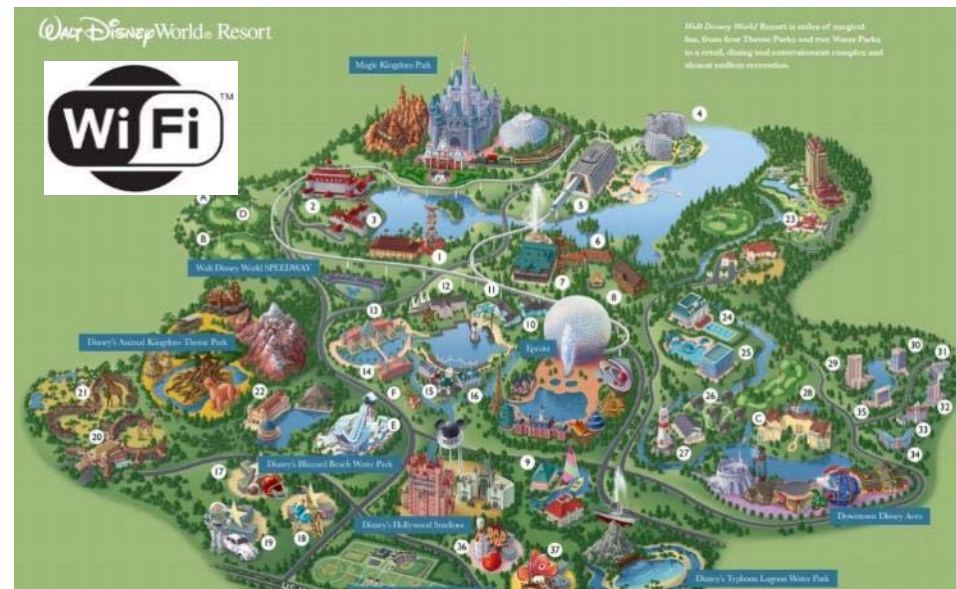
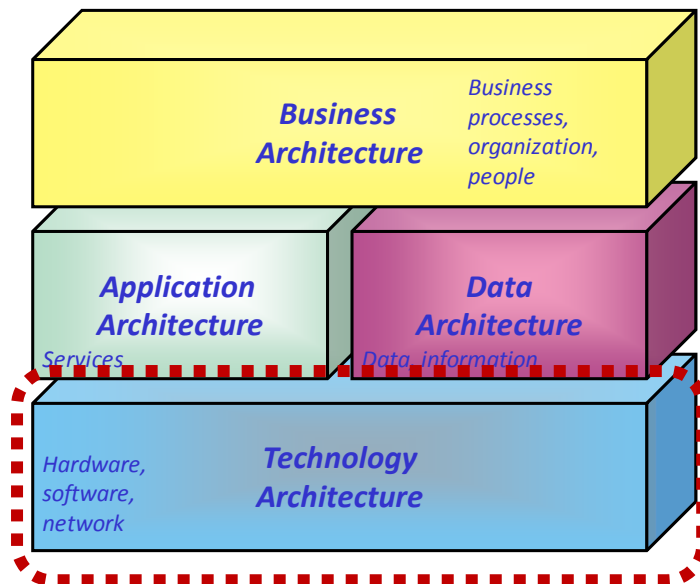
Data Architecture

Target
(3 to 5 yrs' time)



Technology Architecture

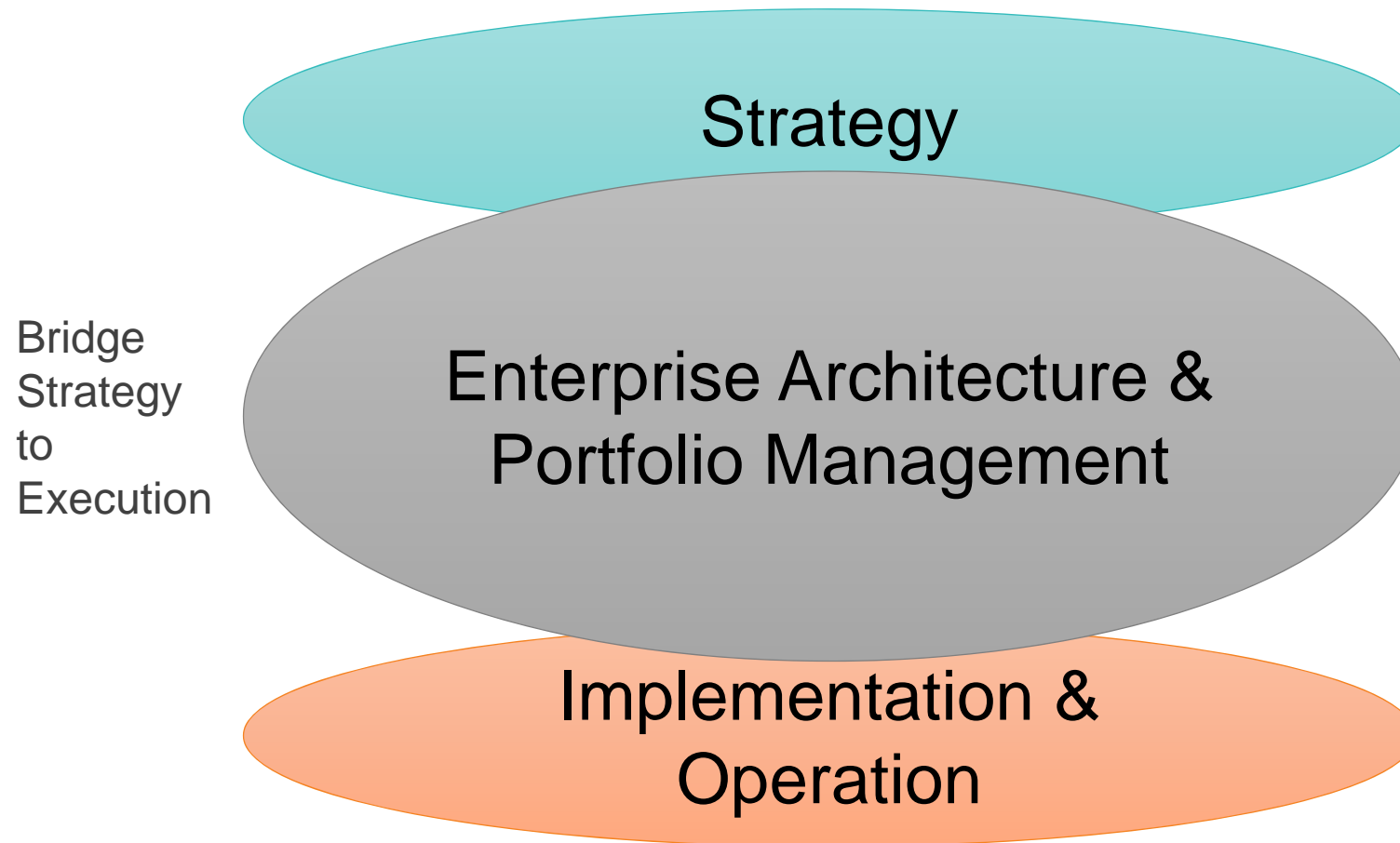
Target
(3 to 5 yrs' time)



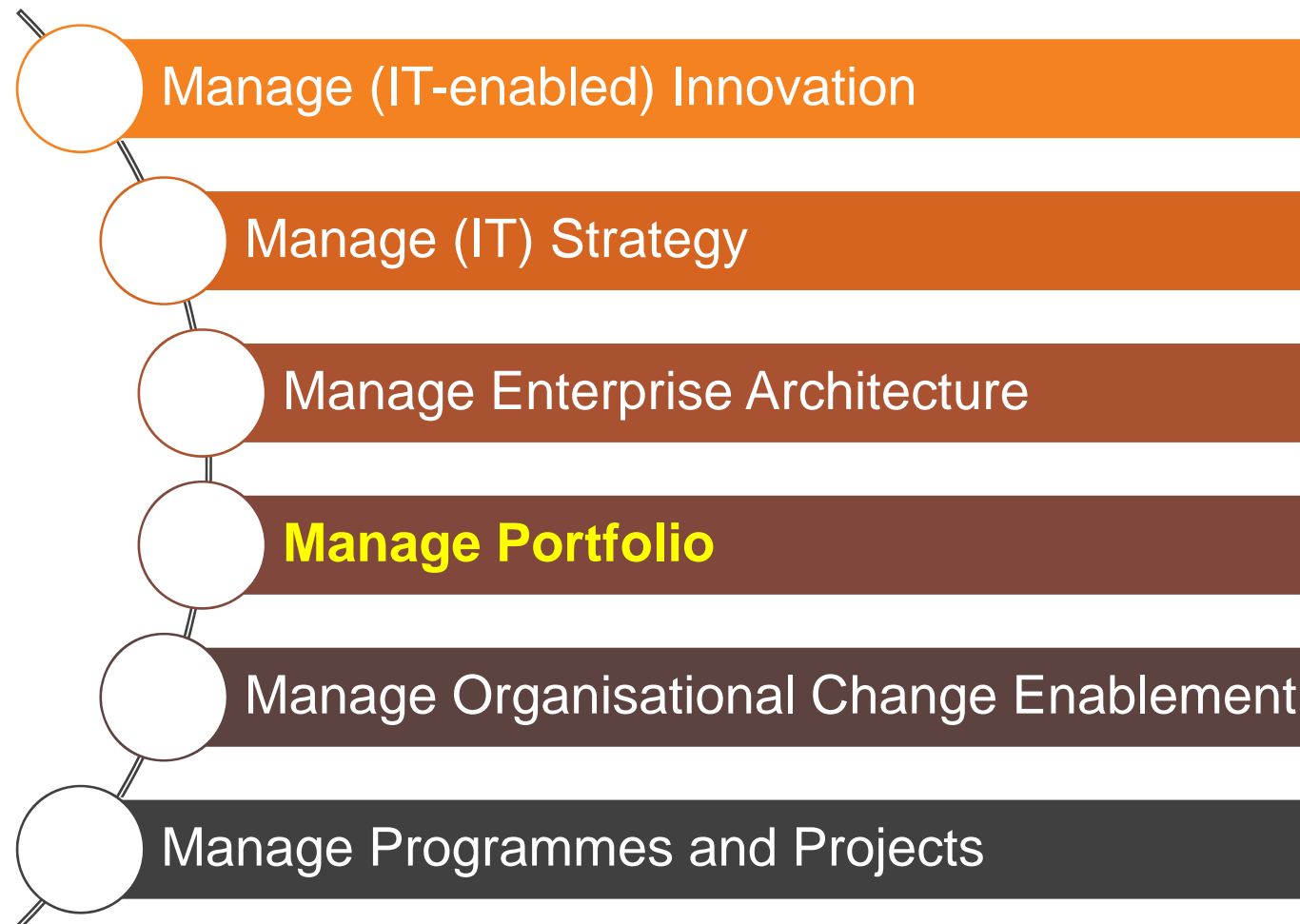
etc...



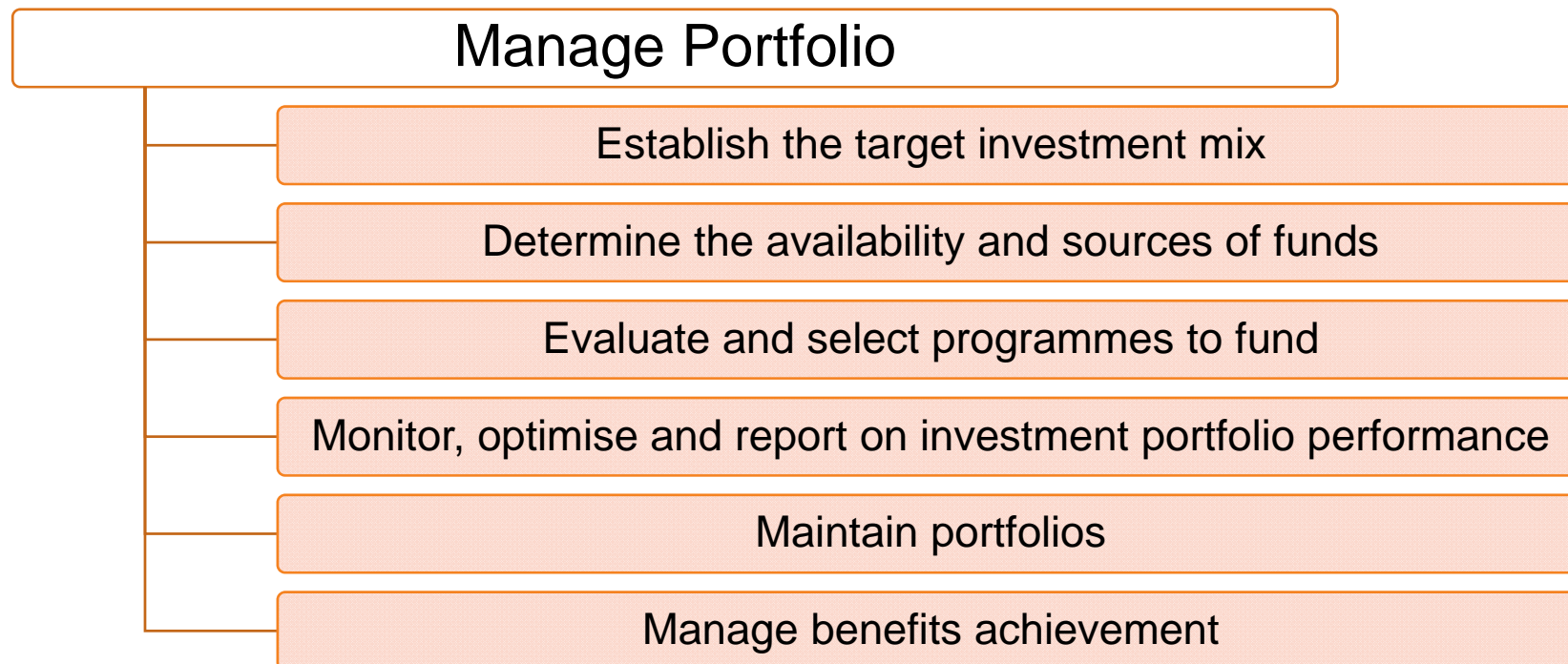
Manage Enterprise Architecture - Summary



COBIT Change & Transformation Processes

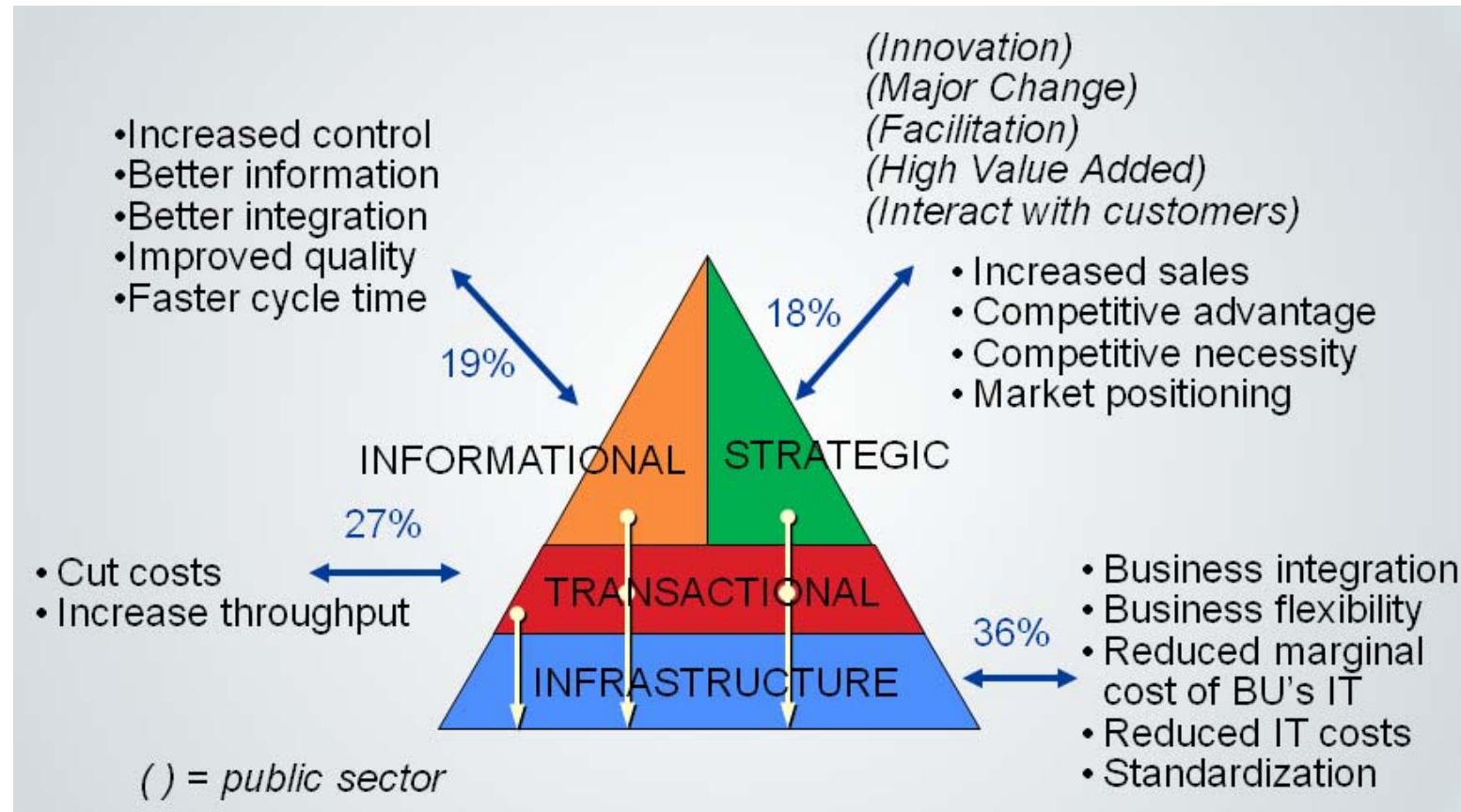


Manage Portfolio - Practices





Establish Target Investment Mix



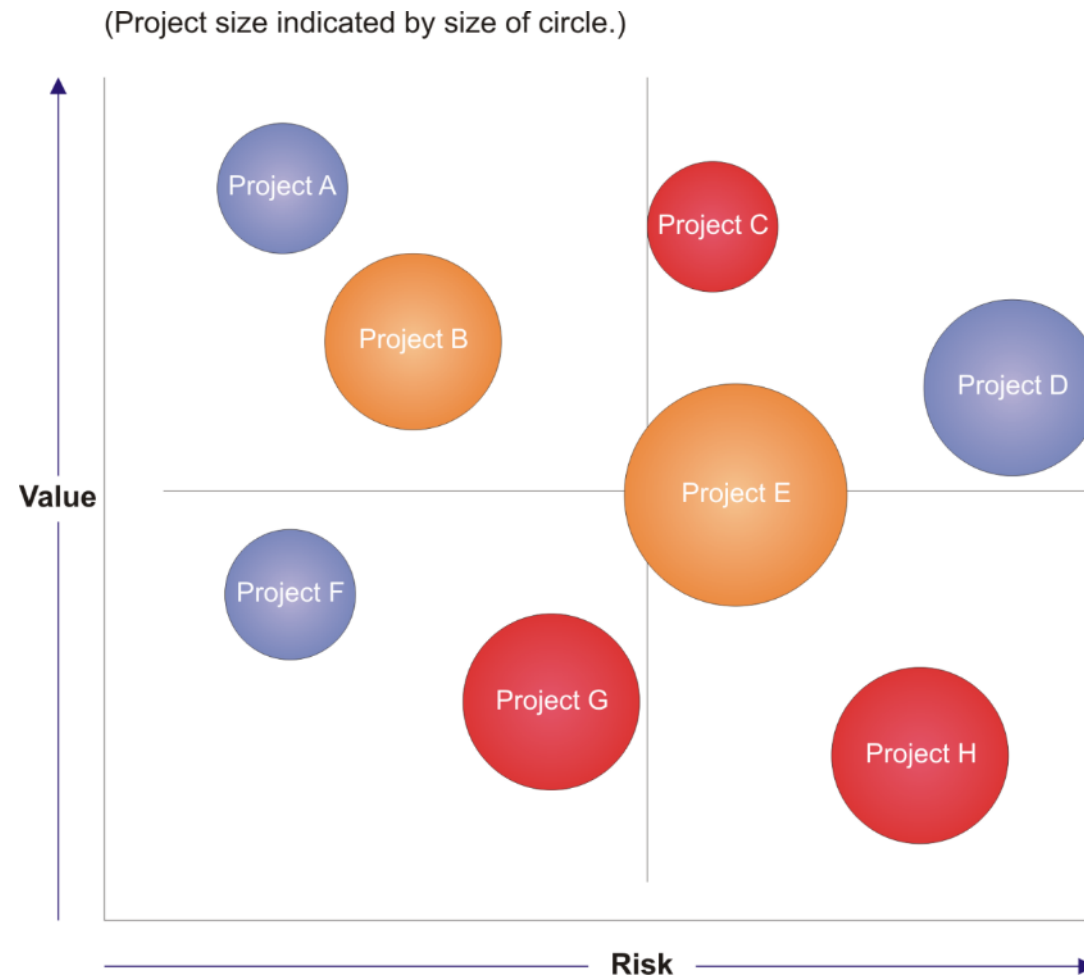
<http://cisr.mit.edu/research/research-overview/classic-topics/it-portfolio-management/>

Source: Framework from P. Weill & M. Broadbent, *Leveraging the New Infrastructure: How market leaders capitalize on IT*, Harvard Business School Press, 1998. Data: Percentages are 2009 total \$IT spending (operations + depreciation) from 1091 firms in 77 countries from Gartner CIO Survey



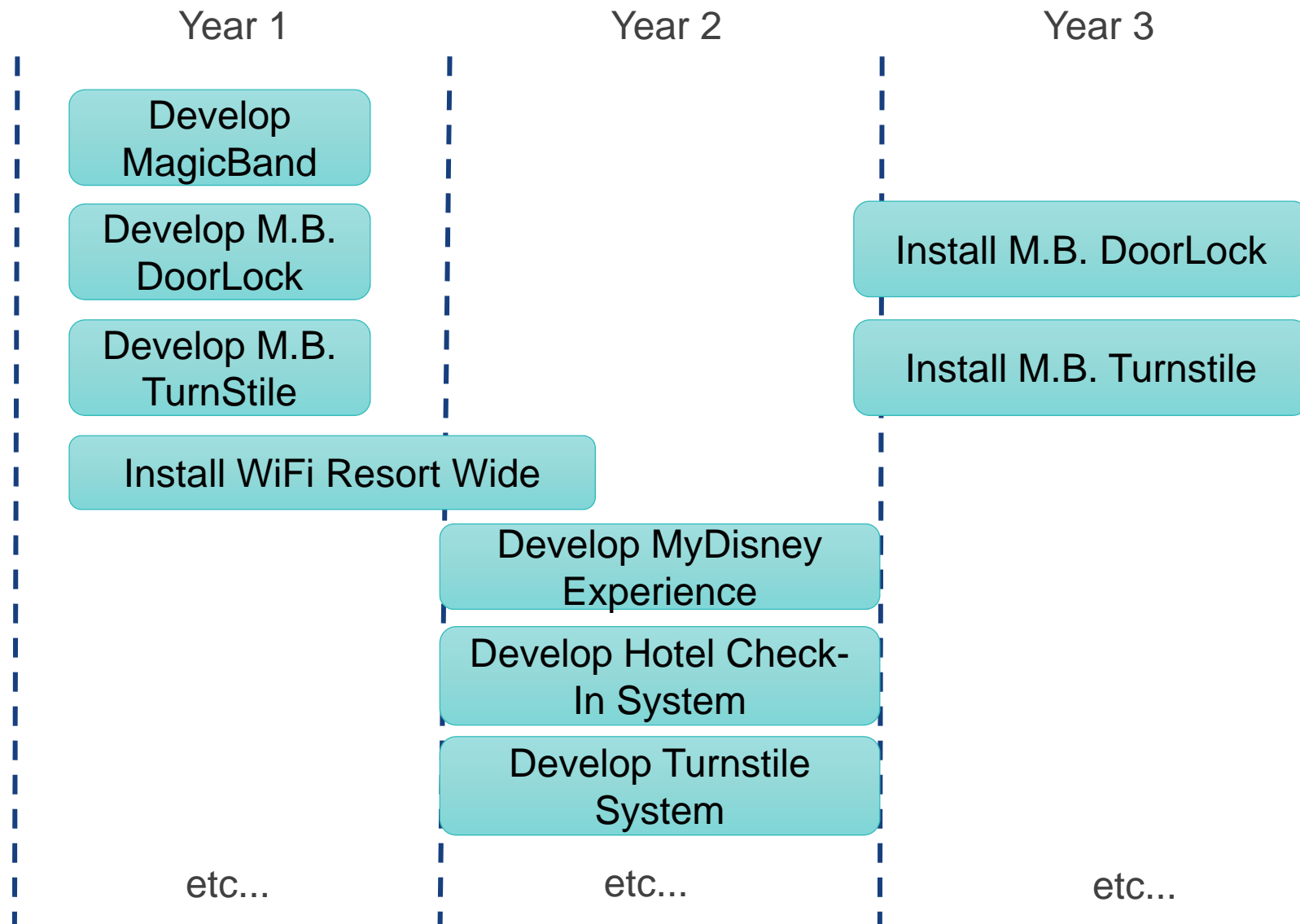
Evaluate and Select Programmes to Fund (1)

Which projects would you do first?



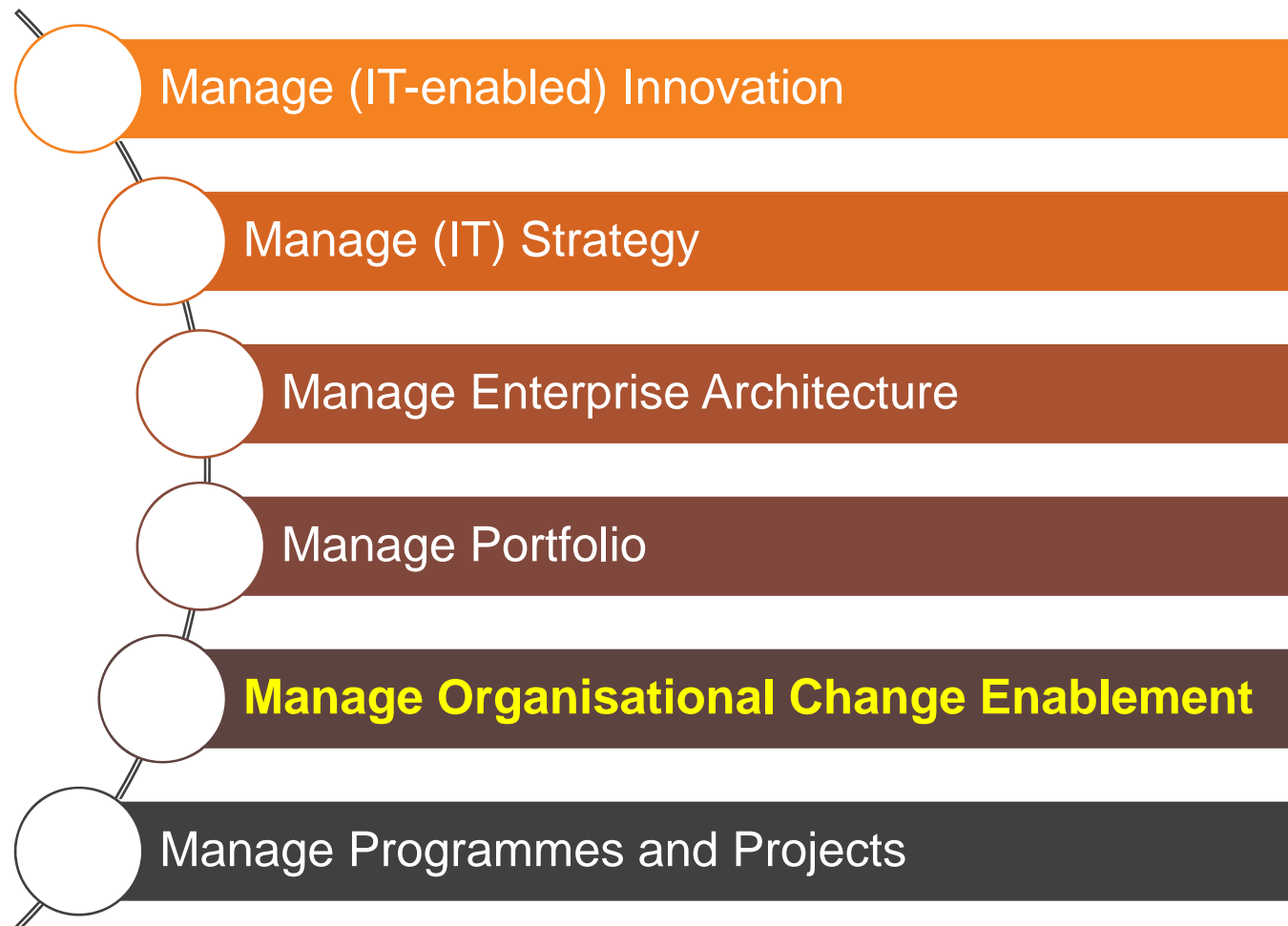


Evaluate and Select Programmes to Fund (2)



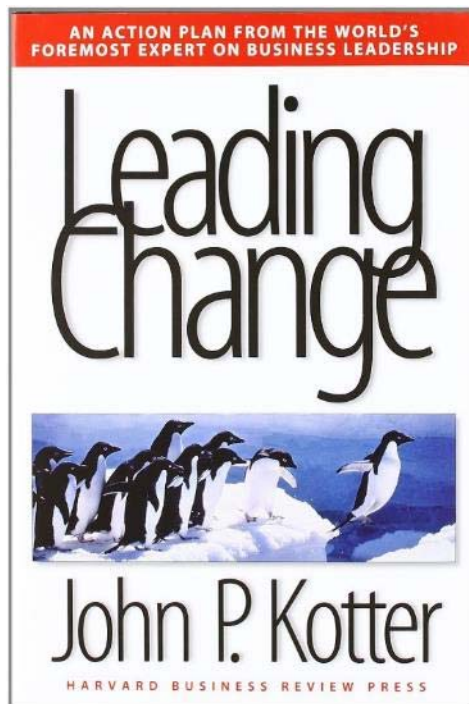


COBIT Change & Transformation Processes





Why Organisational Change Enablement?



70% of change programmes
fail

Why?
People **unwilling** to change
or **unable** to change

Manage Organisational Change Enablement - Practices

Manage Organisational Change Enablement

Establish the desire to change

Form an effective implementation team

Communicate desired vision

Empower role players and identify short-term wins

Enable operation and use

Embed new approaches

Sustain Changes

Preparing to Change - Willingness

Establish Desire to Change



Form an effective implementation team



Communicate Desired Vision



Preparing to Change - Ability

Empower Players and
identify Short Term Wins



Changing - Ability and Willingness

Empower Players and
identify Short Term Wins

Embed New Approaches

Sustain Changes

Enable Operation & Use

Initial



SOP



Medium Term



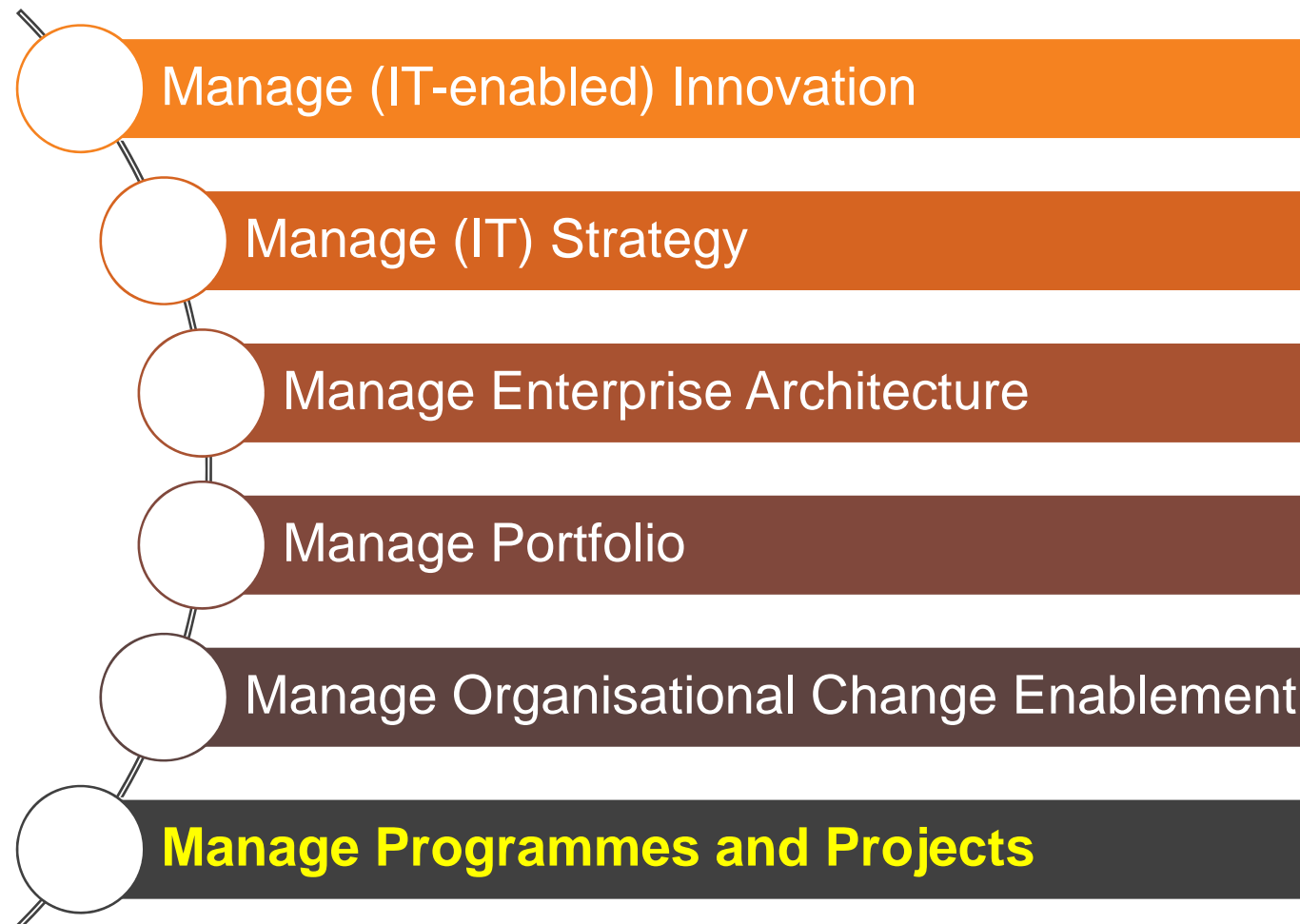
KPIs
& Pay

Long Term



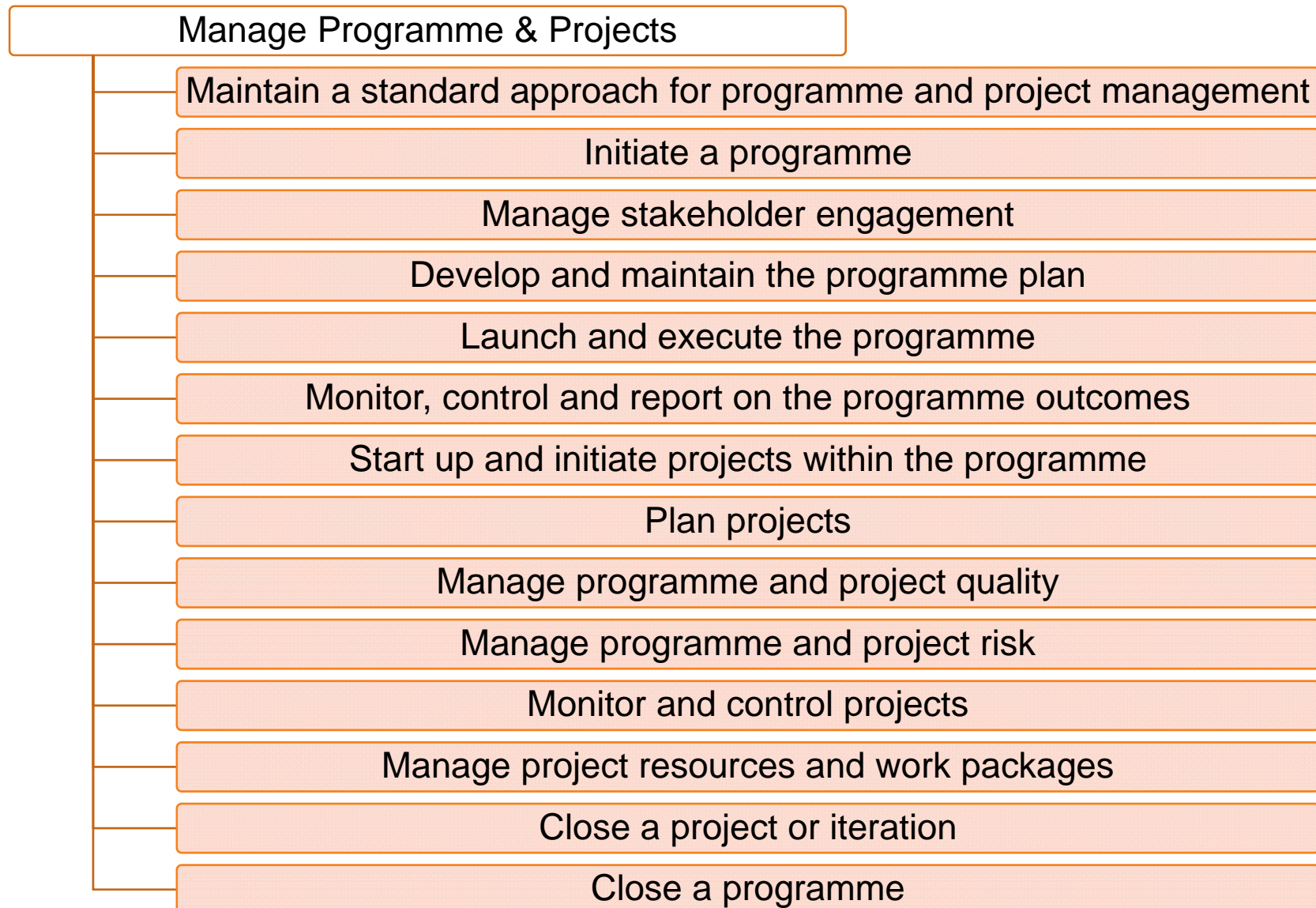


COBIT Change & Transformation Processes





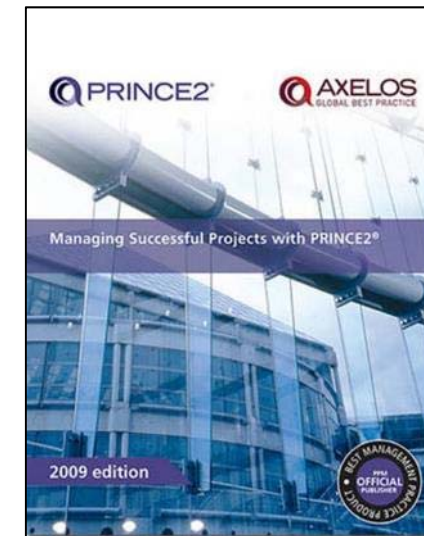
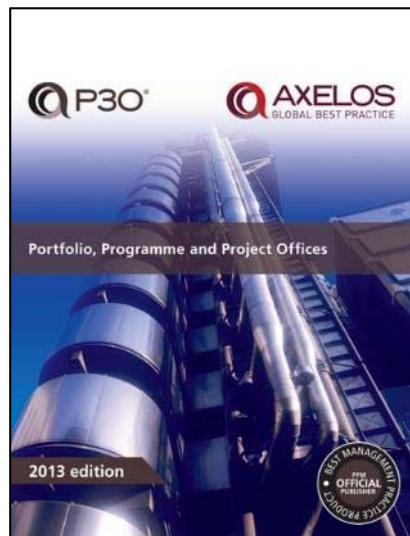
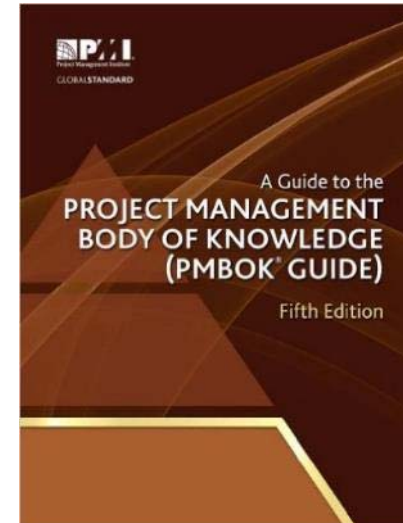
Manage Programme & Projects - Practices





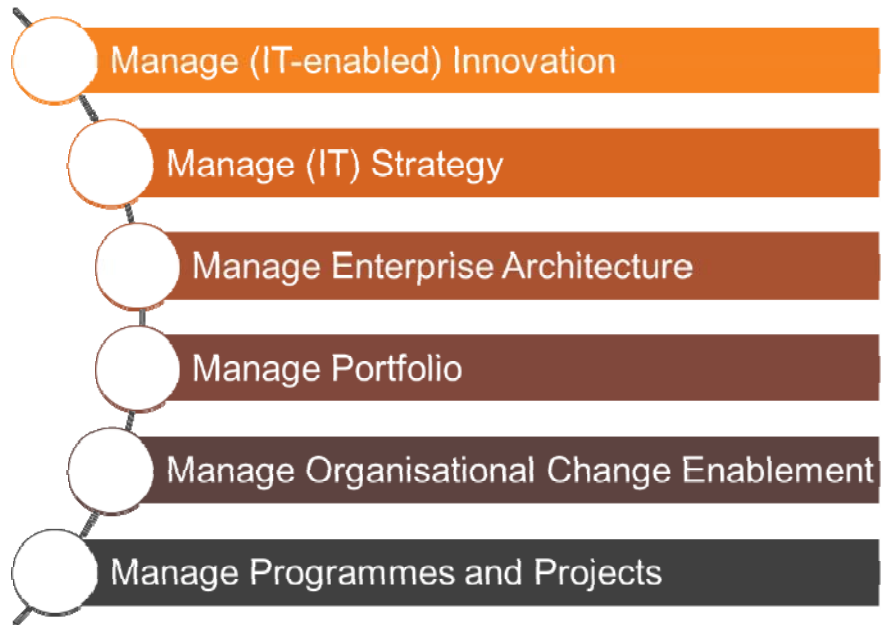
Manage Programmes and Projects

Related guidance:





Change and Transformation - Summary



Customer's

- Intent-to-return ↑
- Intent-to-recommend ↑

Allowed capacity increase to 5000
more concurrent customers

Won many awards – e.g. Fast
Company “Innovation by Design”



 **THANK YOU**
Q & A



For Further Information

Please refer to:

<http://www.iss.nus.edu.sg/>

Or email Goh Boon Nam at:

issgbn@nus.edu.sg

For ISS courses relevant to this presentation:

- <http://www.iss.nus.edu.sg/ProfessionalCourses/SearchCourse/CourseDetail/tabid/267/cid/307/cname/transformational-leadership/Default.aspx>
- <http://www.iss.nus.edu.sg/ExecutiveEducation/DigitalInnovationDesign.aspx>
- <http://www.iss.nus.edu.sg/ExecutiveEducation/ITPlanningGovernanceEnterpriseArchitecture.aspx>
- <http://www.iss.nus.edu.sg/ExecutiveEducation/ProjectManagement.aspx>

 **THANK YOU**