

Get the latest headlines in your inbox.
CIO Leader Newsletter
 Career & leadership tips and advice.



White Papers | Blogs | Video | Webcasts | Podcasts | Events | Solution Centers | Newsletters | Magazine | RSS Feeds

 SEARCH

Home How-To Advice & Opinion Research & Analysis News Careers **Topics**



Advice & Opinion

All Posts Rants Questions Soapbox Best Practices

Logout | FAQ |

View Edit

TUE, OCT 14, 2008 21:02 EDT

IT Governance - The Solution to Old Fashioned Silos



POSTED BY: **usercentricea** in **Best Practices**
 TOPIC: **IT Organization Management**
 CURRENT RATING: ★★★★★ COMMENTS: 0

--By Andy Blumenthal, <http://totalcio.blogspot.com> & <http://usercentricea.blogspot.com>

The Total CIO is responsible for the strategy, operations, and governance of everything IT.

The strategy ensures that we are doing the right things and doing them the right way. It's the CIO's vision, goals, and objectives for developing IT solutions that meet business requirements.

The operations is providing for core IT functions like voice and data communications, information, applications, infrastructure, security, and so forth.

The governance is how we make decisions about IT. Through good governance we enhance visibility of IT requirements and projects, enable better communication and vetting, share risks, and prioritize, authorize, and control IT investments.

Architecture and Governance Magazine, Volume 4, Issue 2, has a good article titled "Bringing IT Governance from Theory to Action." (by Davin Gellego and Jon Borg-Breen)

The problem is complexity:

"Even as technology has simplified and become almost invisible to most audiences, the complexity of maintaining technology is reaching a breaking point for information technology organizations...little time is invested between the lines of business and IT to communicate corporate goals and how technology can support these goals. The mandate is simply 'do more with less.'"

The solution is governance:

Lines of business and IT can no longer work in their respective vacuums. This new interconnectedness means that what affects one now affects all. If problems are no longer confined to one functional area, solutions can't be either. IT governance defines accountability and decision making and simplifies the challenges of consolidation, outsourcing, and increased visibility—ensuring IT

Welcome **usercentricea**

Your profile | Post

Hot Conversations

Open Source, Can You Afford Not Considering?

Posted by **bcrowell** in **Best Practices** | 5 comments

Need advice on SLM (Service Level Mgmt) Solutions

Posted by **Anonymous** in **Questions** | 5 comments

Managing IT in a Recession

Posted by **Thomas Waitgum** in **Questions** | 11 comments

CIO Ladder

Posted by **Anonymous** in **Questions** | 2 comments

Linus Torvalds: Why C++ Sucks

Posted by **Esther Schindler** in **Soapbox** | 8 comments

Start a Conversation



Got something to say? We want to hear it! Click the Post button to get started. **GO»**

EXPERT ADVICE



See our roster of experts.

Advice & Opinion from more than 94 of IT's most insightful thinkers.

TAG CLOUD

TOPICS

Apple **blackberry** career career coach CIO cto
employment facebook Google **Innovation**
 interview iPhone **job job search**
 jobsearch job search 2.0 leadership management
 microsoft **mobile** outsourcing recareered
 Research In Motion **resume** resume search
 optimization rim security **smartphone Web**
2.0 wireless

advertisement

- [Advice and Opinion](#)
- [CIO Consumer IT](#)
- [CIO Leader](#)
- [CIO Enterprise](#)
- [CIO Insider](#)

[More Newsletters](#) | [Edit Profile](#)

enter e-mail

[SIGN-UP](#)

[RSS Feeds »](#)

SUBSCRIBE TO CIO

Are you involved in setting the direction for your company's IT budget or strategy?

Apply today for a FREE subscription to CIO Magazine!

- » [Subscription Services](#)
- » [Reprints](#)

expenditures deliver real business value.”

The traditional organizational paradigm was silos. Everyone works for their particular unit, division, line of business and so on. Each is functionally and organizationally independent. Each develops their own strategy, products and services, customer base, and so on. Each has their own profit and loss statement. Working with other divisions, conducting joint product development, sharing information or ideas, cross-selling, and other collaborative efforts are discouraged, shunned, minimized, and looked at with suspicion. It's every line of business or man for themselves. A unit that is not “producing” gets disciplined, downsized, reorganized, spun off, or otherwise eliminated. A division head that isn't meeting their targets is toast! (Interestingly enough, people traditionally work in a “division”—that very word connotes separation, distinctiveness, and divisiveness.)

The enlightened paradigm is cross-functional. Everyone works for the enterprise. Each unit of the enterprise is part of a functional whole. The whole is greater than the sum of the parts. Collaboration, integrated product teams, working groups, information sharing, cross selling, corporate brand, interoperability, standards, component re-use, and other unifying activities are encouraged, taught, mandated, recognized, and rewarded. Performance measures take into account not only how your division is doing, but how it is contributing to overall mission of the organization. The goals of each individual and unit are aligned to the enterprise.

In the enlightened enterprise, The CIO is not running “the IT division,” but rather is providing IT services and solutions to the enterprise. In this paradigm, the CIO requires a structured and mature governance process, so that all stakeholders have a voice at the table and can influence the decision process and ensure more successful project delivery. IT governance provides for a consistent, collaborative decision process. Governance bring business and IT subject matter experts together to communicate, make visible, align, share risks, vet, prioritize, and issue decisions.

“The most successful enterprises engage in both business and IT in investment decisions. IT governance strengthens and clarifies the connection between corporate goals and IT initiatives. And with both business and IT aware of the strategic benefits of a given initiative, the initiative has a far greater chance of company-wide adoption and success.”

In the enlightened

1 [Next »](#)

Keywords: CIO, communications, complexity, Consolidation, Cross-functional, Decision Making, Enlightened, governance, Information Technology, operations, outsourcing, Silos, strategy, value, Visibility

Rate This:

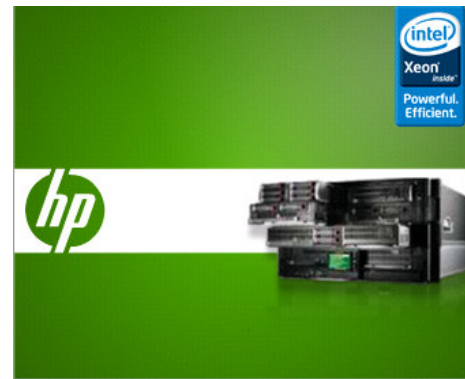


Average (1 vote)



- [Reply](#)
- [Recommend user as an expert](#)
- [Digg this](#)
- [Slashdot](#)
- [Reddit](#)
- [LinkedIn](#)

[Comments](#)



TOP USERS

User	Points	User	Points
1. laith al jazi	12550	6. Al Sacco	6150
2. reCareered	8900	7. remi	5625
3. Akshay Upadhye	7650	8. Mark Cummuta	5575
4. Chris Moore	6750	9. Brian Flora	5125
5. abdiraj	6175	10. asengupta	3750

[PARTNERS](#)

[PODCASTS](#)

[WEBCASTS](#)

From Laggard to Leader: Transforming the Data Center

This webcast offers an understanding of how customers are transforming their data centers, the successes and challenges of each approach, and how IT can become the driver to provide real business value and competitive advantage.

Sponsored by [HP](#) [Register for this Webcast »](#)

Raising the Bar on Business Service Delivery: Best Practices in Application Performance

Applications drive every business, but as networks become more complex and dynamic, performance has become a key tenant in service delivery. In this CIO webcast, Forrester and Fluke Networks offer advice and best practices for ensuring high delivery with better application performance - from implementing change and solving problems to optimizing networks. [Watch this webcast.](#) »

The Universal Wireless Client

Learn how replacing multiple wireless clients with one Universal Wireless Client can cut support and help desk costs, increase end user satisfaction, improve security, and help implement Network Access Control.

Sponsored by [Fiberlink](#) [Read this White Paper »](#)

[More Partners »](#)

Resource Alerts

Get instant email notifications by topic when white papers, webcasts, and case studies are added to our library.

[SIGN-UP](#)

NEWSLETTER

Sign-up for the Advice & Opinion Newsletter

Enter Your Email Address

[SIGN-UP](#)

FEATURED SPONSORS



White Paper

Telepresence Adopters Report Significant Benefits

New global research reveals that significant strides have been made in the technological evolution of video conferencing and telepresence solutions. CIOs are reporting critical benefits such as the ability to consistently and effectively connect knowledge workers in disparate locations. In this white paper, IT leaders share their experiences with telepresence managed services.

Learn more »



White Paper

Strategic IT Financial Management - Achieve Higher Organizational Performance

Enterprise value is maximized through market leadership, which is achieved through successful, strategically-aligned innovation. This paper examines a strategic approach to financial management, why it is needed, and how such an approach leads to higher organizational performance by maximizing innovation.

Learn more »



White Paper

Strategies for Asia-Pacific Expansion

Learn how a trusted, managed service provider can help build and maintain a secure and robust global network while integrating IT infrastructure, disaster recovery, reliability and accommodating the significant boundaries imposed by cultural and language barriers.

Learn more »

SPONSORED LINKS

Build up or Tear down? See how UC makes sense with Nortel. Calculate your UC ROI

Download the free CIO Starter Kit to access useful resources created by top CIOs

AMD. The Future is Fusion

The Future is Fusion. Only from AMD. Learn more

Industry Analyst Report: Top Hosted Exchange Vendors in 2008

Log onto Hitachi True Stories, films inspired by the next great achievement

Request a Novell/Microsoft deployment workshop

Simplify your data center with Juniper Networks. View the webcast

Let Hubspan's managed service tackle your business integration challenge so you can focus on your core business

Strong Authentication. Secure USB data storage. One Device

Discover PMI's credentials and career path tools

SOA Educational Library at the TIBCO SOA Resource Center

Deliver Social Computing Business Value

Learn how Technology Escrow provides access to critical application source code

Make Hidden Trends, Inter-Relationships and Influences Visible.

Grassroots Data Governance with SAP MDM

E-LOAN Maintains Reputation as a Privacy Leader with Symantec

Information Security: Data Drains and How to Prevent Loss

Prudential Financial Protects its Brand with Symantec

A Guide to Understanding Hosted and Managed Messaging

Google Apps Premier Edition Helps Indoff Manage E-mail More Effectively

CapGemini Cut Call Center Costs with Google Apps Premier Edition

Comprehensive Review of Security and Vulnerability Protections for Google Apps

Web 2.0 The New Face of the Web

Universal Search in Healthcare Organizations

CIO Starter Kit includes useful resources created by top CIOs. Free Download>>

Manage servers from a single interface-HP Insight Dynamics-VSE

Rolling the dice with your security? Take the Self-Assessment Test now

Keep proven data center technology. Evolve with Brocade

Motorola AirDefense can identify and exterminate your rogue APs. Learn more

Request a Novell/Microsoft deployment workshop and kit

Request a Novell/Microsoft deployment kit

Keep your valued customers through tight business integration - it's a lot easier than you think

Simplified business collaboration, we make the connections so you don't have to

Compuware.com - See how we make IT rock around the world

Dell Latitude: Battery life up to 19 hours. Learn more

TDWI Report shows strong validation for investing in predictive analytics

The ECM Paradox: Extending Local Flexibility to Strengthen Central Control

Dashboard Strategies for Business Users

Customer Insight Yields Sales, Marketing Gains

Improve delivery of product information to customers.

7 Requirements of Data Loss Prevention

Data Loss Prevention: Keeping Sensitive Data Out of the Wrong Hands

Best Practices in Choosing and Consuming Managed Security Services

A Guide to Messaging Archiving

2008 Google Communications Intelligence Report

The Impact of Messaging and Web Threats

Comparing Google and Other Leading Messaging Security Solutions

Deploying a Google Search Appliance is Not your Typical IT Implementation

[Google Case Study: Pioneer Investments](#)

[Home](#) | [About CIO](#) | [Privacy Policy](#) | [Terms of Service](#) | [Subscription Services](#) | [Advertising](#) | [Executive Programs](#) | [Sitemap](#)

THE IDG NETWORK

[CIO](#) | [Computerworld](#) | [CSO](#) | [DEMO](#) | [Game Pro](#) | [Games.net](#) | [IDG Connect](#) | [IDG Tech Network](#) | [IDG World Expo](#) | [Industry Standard](#) | [InfoWorld](#) | [ITworld](#) | [JavaWorld](#) | [LinuxWorld](#) | [MacUser](#) | [Macworld](#) | [Network World](#) | [PC World](#) | [Playlist](#) | [CIO Germany](#) | [CIO China](#) | [CIO Sweden](#) | [CIO Australia](#) | [Other CIO Sites](#)



© 1994 - 2008 CXO Media Inc. An International Data Group(IDG) Company