

Consultant's use of CobiT

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2008 January 29

My concern

- Help clients determine how to focus their internal improvement efforts
 - Endless improvement opportunities
 - Where to get most bang for the buck
- Help clients demonstrate they are spending money wisely
 - Have a good story for the auditors

CobiT Framework

- CobiT covers IT
 - Everything has a place in the framework
 - Thousands of sites have proved this
- CobiT as starting point
 - Confident that everything will be covered
 - Easy to explain to any outsiders (auditors)

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CobiT Maps (Appendix I)

- 17 Business Goals -> 28 IT Goals
 - 28 IT Goals -> 34 CobiT Processes
 - 34 CobiT Processes -> 28 IT Goals
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- 17 Business Goals
 - Cover most important IT related business goals
 - 28 IT Goals
 - Cover more important business related IT goals

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Planning Example

- To “Improve customer orientation and service”
 - “Ensure satisfaction of end users with service offerings and service levels”
 - PO8, AI4, DS1, DS2, DS7, DS8, DS10, DS13
 - “Make sure IT services are available as required”
 - DS3, DS4, DS8, DS13

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17 Business Goals

- Provide good ROI for IT
- Manage IT related risks
- Improve governance
- Improve customer service
- Competitive services & products
- Service continuity
- Agile responses
- Cost optimization
- Reliable strategic information
- Improve business processes
- Provide compliance
- Manage change
- Improve staff productivity
- Manage innovation
- Build good staff

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Dilbert on: *The Business Plan*



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... more than a plan

- The process is at least as important as the plan
- Build agreement about improvements that will be most important
 - Executives -> 17 Business Goals
 - IT Executives -> 28 IT Goals -> 34 CobiT Processes
 - IT Executives -> 34 CobiT Processes

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Building Agreement

- Planning Process
 - A one day session will allow the senior IT group to work through the 34 CobiT processes
 - Which improvements are: **Critical**; Useful; Nice
 - For Critical: gap between current and future level
 - Alternative: Use a Delphi process working through the same questions
 - Needs an introductory session, and online tool
 - Plan on three cycles to achieve convergence

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Limitation

- CobiT looks inward
 - IT may be doing a great job at what it has been asked to do
 - But ... IT may not have been asked/allowed to do the right things
- Val IT can be used to identify relative value of possible IT jobs
- Still need creative exploration of what is possible with IT

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Conundrum

- IT as utility
 - Dependable, controlled, predictable
 - Cowboys & cowgirls not allowed
- IT as creative force
 - Unpredictable, only bounds possible
 - Highly creative types required

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CobiT for the consultant

- Important part of the consultant's IT delivery toolkit
 - Nothing beats CobiT to deliver IT as utility
- Consultant also needs to find ways to exploit IT for business advantage
 - Must not be shackled by control mentality

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