IT Organisation & Governance

Is your IT organisation fit for purpose?

With many pressures on the CIO and IT managers, both from within the organisation (e.g. rapid business change, higher expectations from IT) and from outside (e.g. regulatory changes, risk and audit control or searching for talent), IT needs to ensure that it is 'fit for purpose' to handle today's challenges as well as to prepare for tomorrow's.

The stretch created on IT as a result of these drivers for change can be expressed in terms of:

- governance or engagement with the business;
- ability to create or demonstrate value;
- operating and sourcing model;
- resource management and skills;
- ability to manage risk;
- measurement of success.

Our Approach

Pitcher Partners, through its principles, methodologies and consultants, has a unique set of capabilities to support its clients, ensuring their IT organisation can increase its fitness for purpose through a pragmatic programme of change.

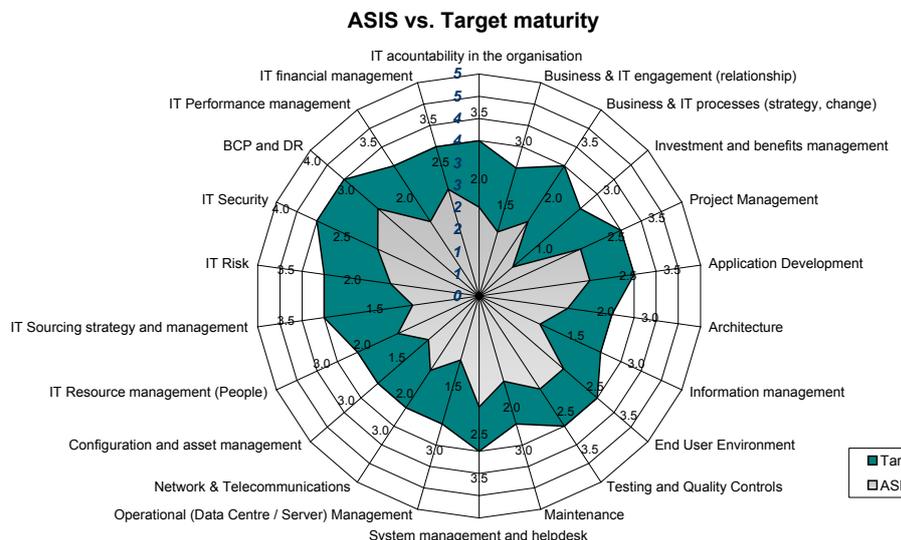Pitcher Partners' **key principles** in addressing IT organisation and governance are:

- early and ongoing engagement of relevant key stakeholders;
- a choice of approach to assess capability, either participative or a more intimate one;
- encouragement of ownership and accountability for the initiatives identified;
- value based thinking;
- delivery of pragmatic outcomes that can be implemented.

Pitcher Partners' **approach** and methodology include:

- articulation of drivers for change ('pain points', challenges and opportunities);

- assessment of IT capability and maturity (currently and at target horizon) (refer diagram 1);
- a set of tools and standards to implement change such as ITIL, value based frameworks or risk frameworks;
- the review of IT skills, core vs. non-core competency or skills analysis and of sourcing models;
- the review of organisation model, and alignment to key stakeholders.

Our Pitcher Partners consultants are experienced in both business and IT, across a wide range of industries, making them ideally placed to help an organisation deliver an assessment of their IT and address organisational or governance pressures and change.
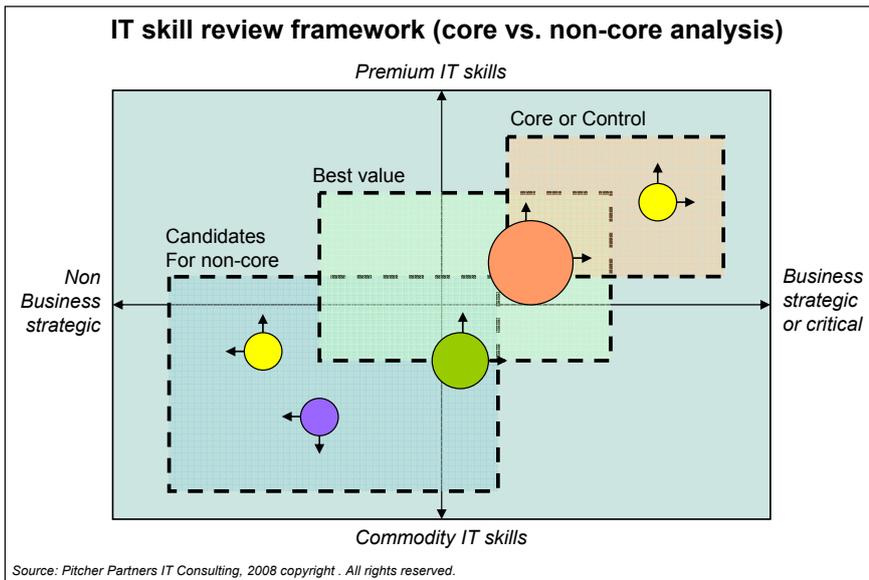
ASIS vs. Target maturity

Diagram 1

IT skill review framework (core vs. non-core analysis)

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Diagram 2

Our Deliverables

The result increases clarity on how IT can address numerous and conflicting demands. It provides a path forward to increasing organisation maturity and ensures IT is better aligned to the business and focuses on value delivery for the organisation as a whole.

Most of the deliverables are based on an assessment of the current situation (ASIS) and the articulation of a desired end state (TOBE), carried out using structured workshop techniques and frameworks. The focus might be on skills, capability, process, organisation model, or a combination depending on clients needs.

A path and set of initiatives is articulated, taking the organisation to its desired end state within the agreed timeframe.

One of the Pitcher Partners' tools is the maturity assessment framework (refer diagram 1).

It can support the assessment of more than 20 IT competencies across development, operation or IT management. The structured framework leads the organisation through the various states of maturity from a 'reactive' state (level 1) to a 'proactive and repeatable' state (level 3) and beyond. The deliverables includes an ASIS and TOBE assessment, supported by a set of pragmatic initiatives taking the organisations through the maturity stages.

Pitcher Partners can also work with the IT organisation to deliver a skills map (refer diagram 2), positioning skills in quadrants supporting a value-based discussion on core versus non-core competency. The map and discussions can contribute to a review of sourcing arrangement or to an IT organisation redesign.

The RACV IT&T activity benchmarking assignment has provided valuable insight and direction for us.

Pitcher Partners created a rich and participative environment of key IT&T stakeholders addressing sometimes challenging IT&T issues. This approach, coupled with the expertise of Pitcher Partners resulted in strong engagement from all at IT&T management team level and high levels of accountability on both the strategic and more practical outcomes.

We are very appreciative of the efforts of Pitcher Partners on this assignment.

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