

# White Paper

# Right Things, Right Time, Right Results!

A guide to rapid strategic alignment and value: Part 1 - Enterprise Goals & ICT Goals

WP0115 | November 2013



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Shane Mortensen is an Enterprise Architecture Consultant, specializing in Capital Planning & Investment Control, and Organizational Change Management. His experience crosses private, public and government sectors including Utilities, Telecommunications, Environmental, and Engineering industries.

Shane has a very pragmatic approach - built from first-hand experience successfully adapting and applying frameworks such as COBIT, ITIL, FEA, APQC, CMMI, TOGAF and more in the real world - delivering value by implementing practical mechanisms for planning, operating and supporting the full CPIC cycle.

## **Are we doing the right things, at the right time, and in the right way to get the right results for the right reasons?**

As CIOs and enterprise architects, how do we effectively work on the business and in the business at the same time, whilst dealing with limited resources, competing priorities, and perhaps a disengaged executive audience?

How do we provide “just enough” of a view of the enterprise’s architecture to enable the senior management, executives and the board to identify, prioritize and invest in the right things in a consistent and repeatable way, without the need to convince them to embark on a(nother) full enterprise architecture cycle, an organizational restructure or a(nother) re-working of the PMO, CPIC, BPM or benefits realization processes?

Just as importantly, how do we empower our teams to make decisions with complete confidence in the direction and value of their contribution towards the larger enterprise, building a corporate culture that makes this behavior self-perpetuating?

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## **Objectives: What we want to achieve**

This series is about rapidly putting in place simple and effective foundational mechanisms to deliver towards the following measurable objectives:

- Investments in people, processes, information and technology are producing tangible, measurable and demonstrated value towards the enterprise's goals and strategies.
- Impact on the enterprise from creation of, or changes to, the enterprise's goals, objectives and strategies are deliberate, planned, traceable, quantifiable, measured and communicated.
- A single source of truth for strategic information assets is being used daily by the executives, senior management and management for all strategic and tactical planning activities.
- Organizational units, positions, roles, functions and training are all quantitatively connected to enterprise goals and outcomes, with staff engaged and explicitly aware of the nature and value of their relevance and contributions.

## **Enablers: Mechanisms and Abilities**

Enabling abilities and mechanisms we're putting in place in part 1 are:

- A practical, re-usable approach to connect outcomes, goals, strategies, objectives, people, processes, information, technologies, etc.
- An enterprise dashboard for goal & strategy setting, prioritizing, planning and reviewing (and for relating to processes, audits, etc. which will be covered in subsequent articles).
- A simple toolset to enable and maintain collaboration between and within business divisions to support continuous and informed realignment of strategy and execution.

## **Requirements: Tools and Information**

The tools and information you need for this series are:

- An open mind – you can't fix a problem with the same thinking that created it, and we're going to be cutting across and through all sorts of frameworks and approaches.
- Your enterprise goals and strategies (12 month and/or 5 year)
- A set of industry-standard goals, or auditing framework goals to baseline against (critical to ensure traceability and integrity of planned vs. actual long-term strategic outcome delivery)
- Depending on the initial scope of your business and current efforts, you could work well with any framework (e.g. COBIT, APQC, ISO, ITIL, SOX, FEA, etc.); COBIT will be used in our examples (fine at the enterprise level, even if you aren't an ICT division)

- A repository and single point of truth for the information we'll collect and produce (critical once we start dealing with more detailed information).
  - Excel will serve fine (and is used in all examples in this series),  
**or**
  - An Enterprise Repository like Orbus Software's iServer (however I recommend initial capture in excel so that you can change information and structures quickly and easily. This is particularly important if you already have a structure and (jargon alert!) a meta-model defined (say from TOGAF).
- A communications mechanism which is accessible to the entire organization
  - Excel will serve fine (e.g. saving as html to a network location),  
**or**
  - A basic SharePoint site, **or**
  - A live or published repository from an EA tool like Orbus Software's iServer

## A consistent approach to the long-term strategic view

### The challenge...

Can we agree that it's important we have a clear, consolidated and agreed list of enterprise goals?

And would everyone agree that the ability to quantify and visualize how a goal or a strategy affects each part of the organization is a Very Good Thing™? Yes? Neat.

Can we also agree that it's critical these goals are clearly communicated...? Which means that it's not too large a stretch to suggest we should be using a standard language to consistently describe and communicate our goals and strategies across the entire enterprise, and how these change over time, right? Groovy. I'm not going to dive into complexities such as benefits realization methods, architecture frameworks, etc, so put your minds at ease. These things come later.

In a nutshell, we want a way to translate subjective, transient and ever-changing goals and strategies into a common language that the entire organization can work with, well beyond the tenure of any single executive or board team. And we don't want a team of people or a rack full of kit to make it happen...

By way of example, when the board and executive leadership team come back from

Due to licensing requirements we can't reproduce large chunks of TOGAF, PEAR, FEA, COBIT, SFIA, APQC or ITIL, etc so we'll show some overviews, talk you through the approach to build the scaffolding, then you just have refer to your own enterprise's information and frameworks of choice to plug the details in. The same approach will apply with each subsequent, more detailed level as we progress down through detail in subsequent articles.

If you are licensed for the frameworks mentioned along the way, please make contact and we can assess if it will be possible to assist you further with starter-templates.

strategy and planning days, we need to be able to interpret just what the goal & objective “Customer Service: Manage and meet customer expectations” means in terms of impact and action for say Marketing, ICT, HR, Finance, Operations, etc. We also need to be able to quantify what the new direction means for current resourcing levels, skills/training, organizational structure, capital investments, etc.

In the real world, this comes down to each division being able to answer questions like:

- What functions or processes should we focus on to deliver the current list of outcomes and/or objectives? And do we have enough of the right resources?
- If we focus on certain functions or processes, what value will we deliver for the organization?
- Do the processes required to deliver value on the one-year goals also deliver value on the five-year goals?
- Are our current investments/projects positively or negatively impacted by the new goals?

The challenge is to avoid this kind of thinking taking place in what is effectively a random, arbitrary fashion, which varies (and randomly so) every time the process is undertaken – even by the same people!

### Beginning with the end in mind...

Our showcase enterprise is a fictitious utility company in the UK (we’ll call them WaterPowerCo), and we’ll dive into their ICT department for the specific, divisional examples...

Example Enterprise Outcomes & Goals: 2013 - 2015 (Create in conjunction with ELT)				Your divison's Priorities & Weightings	
<b>EXAMPLE - ENTERPRISE GOALS</b>	Sustainable operations and growth	1	Long-term sustainability	5	29%
		2	Environmental protection	9	
		3	Prudent Capital investments	3	
	Customer Satisfaction	4	Manage and meet customer expectations	1	18%
		5	Active and positive community engagement	11	
	Optimal core service delivery	6	Effective services (eg for an energy utility, this could be power generation and distribution services)	2	38%
		7	Efficient, consolidated operations	4	
		8	Rationalised and Integrated ICT systems	6	
	Proud, Productive People	9	Zero Harm	7	15%
		10	Skilled, satisfied and sustainable workforce	8	
		11	Commercially focussed culture	10	

FINANCIAL	1	Stakeholder value of business investments
	2	(REDACTED) COBIT ENTERPRISE FINANCIAL GOAL 2
	3	Managed business risks (safeguarding of assets)
	4	Compliance with external laws and regulations
	5	(REDACTED) COBIT ENTERPRISE FINANCIAL GOAL 5

Above we have a dashboard based on a standard balanced scorecard, with eleven objectives grouped into four outcomes, or areas. The Board has kindly provided percentage weightings (far right) for the areas, and the Executive Leadership Team (ELT) have come back from a strategy and planning day with the objectives and their rankings (numbers in colors on right) for the coming year for the enterprise as a whole, and also for each division

(ICT, HR, etc.); the below shows what the ELT's agreed weightings for the ICT division might have been as an example.

From this, we can see that the top three goals are about meeting customer expectations, providing effective services, and making prudent capital investments. But what does this really mean for ICT?

As it turns out, WaterPowerCo have adopted the COBIT v5 list of Enterprise Goals as their standard strategic "language", so the ELT take their (now prioritized) creative output from the strategy and planning day and run it through a "translation" process where they describe the intended value of their enterprise goals in terms of COBIT's Balanced Score-Card (BSC) set of seventeen common enterprise goals; above is a subset of the Industry Enterprise Financial Goals by way of example.

### But what does your goal actually need to achieve?

The process the ELT follow is deceptively quick and simple. Using the dashboard shown below:

- The green Enterprise Goals on the left are worked through systematically and checked against each orange Industry Enterprise Goal across the top.
- For each Enterprise Goal, the question is asked, "How much value will this generate towards XYZ Industry Enterprise Goal?" with the answer being scored as 2 for much, 1 for some, 0 for none.

No more than one minute is spent on each Enterprise Goal for this first exercise, so in less than fifteen minutes the ELT have reached a unanimous position in answer to the question "What value do we intend to deliver for our organization?".

Is this the right answer, though? We think we know the value we want to deliver, but which things should come first, given we don't have infinite time, money or resources...?

Expected Value Delivered by Enterprise Goals  2=Much, 1=Some, 0=Minimal/None (Create in conjunction with ELT)		Industry ENTERPRISE GOALS (We're using COBIT below for the examples - use any relevant/applicable goals for your industry)																	Goal Score				
		FINANCIAL					CUSTOMER					INTERNAL					LEARNING & GROWTH						
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17					
		Shareholder value of business investments	REDUCTED COBIT ENTERPRISE FINANCIAL GOAL 2	Managed business risks (subpart of goal)	Compliance with external laws and regulations	REDUCTED COBIT ENTERPRISE FINANCIAL GOAL 5	REDUCTED COBIT ENTERPRISE CUSTOMER GOAL 1	Business service continuity and reliability	REDUCTED COBIT ENTERPRISE CUSTOMER GOAL 3	Information based strategic decision making	REDUCTED COBIT ENTERPRISE CUSTOMER GOAL 5	Optimization of business process functionality	REDUCTED COBIT ENTERPRISE INTERNAL GOAL 2	REDUCTED COBIT ENTERPRISE INTERNAL GOAL 3	Operational and staff productivity	REDUCTED	Skilled and motivated people	REDUCTED COBIT ENTERPRISE LEARNING & GROWTH GOAL 2					
EXAMPLE - ENTERPRISE GOALS	Sustainable operations and growth	5	Long term sustainability	2	1	2	2	1	1	2	2	2	2	1	1	1	1	0	1	0	22		
		9	Environmental protection	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	5
		3	Prudent Capital investments	2	1	1	1	2	2	1	1	2	2	1	1	2	1	0	0	1	0	1	21
	Customer Satisfaction	1	Manage and meet customer expectations	2	1	1	1	2	2	2	2	1	1	0	1	2	0	1	1	1	1	19	
		11	Active and positive community engagement	0	0	1	1	2	2	0	2	2	0	1	0	1	0	0	0	1	1	13	
	Optimal core service delivery	2	Effective services (eg for an energy utility, this could be power generation and distribution services)	2	2	2	1	1	1	2	1	2	1	2	1	1	2	0	2	0	23		
		4	Efficient, consolidated operations	2	2	2	1	1	0	1	1	1	2	2	2	1	2	2	1	1	1	24	
		4	Rationalised and integrated ICT systems	2	1	2	2	2	0	2	2	2	2	1	1	1	1	2	1	1	1	24	
	Proud, Productive People	7	Zero Harm	0	0	2	2	0	1	2	1	1	1	1	1	1	1	2	2	1	19		
		8	Skilled, satisfied and sustainable workforce	1	1	1	2	1	2	2	2	2	1	1	1	1	2	2	2	2	2	26	
10		Commercially focused culture	2	2	1	1	2	2	2	2	2	1	2	2	1	2	1	2	2	2	29		
		Strength of Industry Goal to Enterprise Strategic Goals	15	11	16	16	14	13	16	15	16	12	13	10	11	15	9	12	11				
		Strength of Industry Goal BSC Area to Enterprise Strategic Goals	30					72					58					23					
			16%					39%					32%					13%					
		This tells us we INTEND our goals to be primarily customer focussed, with a secondary focus on internal benefits, a supporting focus on financials and L&G.																					
This shows us the INTENDED value of our goals and strategies... Refer to the next sheet for the ACTUAL or LIKELY value based on the priorities...																							

The ELT spends another fifteen minutes reviewing the implications, with a basic sanity-check:

- Review and update the priority (number in color on far left) of each green Enterprise goal and consider the total value score (white number, far right)
  - Is there proportionally sufficient value, given this Enterprise Goal's priority? Do we need to adjust the value scores?
  - Did we not translate the intended value of the goal correctly?

Once the ELT agrees what - and how much - value each goal is intended to achieve, the next step is to weight things so that we can describe which are the most important goals to focus on to deliver the most important value first.

The dashboard below handles the calculations for us, applying the weightings from the board, the priority of each Enterprise Goal, and the amount of value we assigned in the previous step to each Enterprise Industry Goal.

The question this dashboard enables us to answer is, "Which Goals should we focus on, in priority order, to deliver the most value for our organization given our current priorities".

What value do our goals deliver for the organization, based on our goal weightings and prioritisation, in terms of the industry goals?		Industry ENTERPRISE GOALS																		
		FINANCIAL					CUSTOMER					INTERNAL					LEARNING & GROWTH			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17		
		Stakeholder value of business investments	REACTED) COBIT ENTERPRISE FINANCIAL GOAL 2	Managed business risks (subparting of assets)	Compliance with external laws and regulations	REACTED) COBIT ENTERPRISE FINANCIAL GOALS	REACTED) COBIT ENTERPRISE CUSTOMER GOAL 1	Business service continuity and availability	REACTED) COBIT ENTERPRISE CUSTOMER GOAL 3	Information based strategic decision making	REACTED) COBIT ENTERPRISE CUSTOMER GOAL 5	Optimisation of business process functionality	REACTED) COBIT ENTERPRISE INTERNAL GOAL 2	REACTED) COBIT ENTERPRISE INTERNAL GOAL 3	Operational and staff productivity	REACTED)	Skilled and motivated people	REACTED) COBIT ENTERPRISE LEARNING & GROWTH GOAL 2		
1	Long term sustainability	5	4.4	2.2	4.4	4.4	2.2	2.2	4.4	4.4	4.4	4.4	2.2	2.2	2.2	2.2	0.0	2.2	0.0	48.4
2	Environmental protection	9	0.0	0.0	1.2	2.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.2	0.0	1.2	6.1
3	Prudent Capital Investments	3	7.3	3.7	3.7	3.7	7.3	7.3	3.7	3.7	7.3	7.3	3.7	3.7	7.3	3.7	0.0	0.0	3.7	77.0
4	Manage and meet customer expectations	1	22.0	11.0	11.0	11.0	22.0	22.0	22.0	11.0	11.0	0.0	11.0	0.0	11.0	22.0	0.0	11.0	11.0	209.0
5	Active and positive community engagement	11	0.0	0.0	1.0	1.0	2.0	2.0	0.0	2.0	2.0	0.0	1.0	0.0	1.0	0.0	0.0	0.0	1.0	15.0
6	Effective services (eg for an energy utility, this could be power generation and distribution services)	2	11.0	11.0	11.0	5.5	5.5	5.5	11.0	5.5	11.0	5.5	11.0	5.5	5.5	11.0	0.0	11.0	0.0	128.5
7	Efficient, consolidated operations	4	5.5	5.5	5.5	2.8	2.8	0.0	2.8	2.8	2.8	5.5	5.5	5.5	2.8	5.5	5.5	2.8	2.8	66.0
8	Rationalized and Integrated ICT systems	6	3.7	1.8	3.7	3.7	3.7	0.0	3.7	3.7	3.7	1.8	1.8	1.8	1.8	3.7	1.8	1.8	1.8	66.0
9	Zero Harm	7	0.0	0.0	3.1	3.1	0.0	1.6	3.1	1.6	1.6	1.6	1.6	1.6	1.6	1.6	3.1	3.1	1.6	29.9
10	Skilled, satisfied and sustainable workforce	8	1.4	1.4	1.4	2.8	1.4	2.8	2.8	2.8	2.8	1.4	1.4	1.4	1.4	2.8	2.8	2.8	2.8	35.8
11	Commercially focused culture	10	2.2	2.2	1.1	1.1	2.2	2.2	2.2	2.2	1.1	2.2	2.2	2.2	1.1	2.2	1.1	2.2	2.2	31.9
		Calculated Score, based on relationship with Your Enterprise Goals																		
		5.7	39	47	41	49	46	56	40	48	39	41	24	36	55	16	37	28		
What value do our prioritised goals ACTUALLY deliver to the enterprise?		1	11	6	8	4	7	2	10	5	14	9	16	13	3	17	12	15		

This shows us the ACTUAL enterprise value being delivered by focussing on the Your Enterprise goals (prioritised per first sheet)... the previous sheet showed the INTENDED value... if these are out of alignment, consider reweighting or redoing the goal mapping exercise again...

But we're still not sure this is the right set of priorities, so the ELT spends a further thirty minutes reviewing the implications and tuning the goals, by using the above:

- In priority order, check each green Enterprise Goal against each orange Industry Enterprise Goal – also in priority order. E.g.
  - If “Manage and meet customer expectations ” is the highest priority, does it make sense that “Stakeholder value of business investments” is ranked as the most important goal to focus on for that priority? And that “Business service continuity and availability” is the next most important goal in meeting customer expectations? Etc. If not, what should be?
- With weightings and priorities now in mind
  - Adjust the original Enterprise Goal priorities (numbers in color, next to green items)
  - Adjust the value mappings from the previous step until the priorities of the weighted Industry Enterprise Goals line up with the intended goal value. E.g. did we realize that one of the goals does in fact contribute towards “Stakeholder value of business investments” quite strongly? Score it a 2 and review the dashboard above. Do the goals now line up better? Rinse and repeat.



## **So what?**

We're an hour in, and the ELT now have a set of goals translated into COBIT's Industry Enterprise Goals prioritized based on the amount of value they deliver towards the organization's current priorities – so what, and why would they bother? Well, even if the exercise went no further, there are many good things that can be done with this approach, for example:

- Compare multiple periods' strategies in terms of direction (outcomes or areas) over time
  - A dramatically shifting direction in multiple, consecutive quarters or years might rightly raise eyebrows and questions at the board level.
  - Without the standard format, you would not readily pick this up.
- Compare multiple periods' strategies in terms of value (goals) over time
  - If the same goal is always in focus, it could indicate a number of problems.
  - If certain goals are never in focus, it could indicate opportunities (or problems).
- Provide a consistent (and traceable) view of enterprise strategy over time to the entire organization
- Translate any strategy, no matter how loose or fluffy, into a consistent, quantifiable format
- Enable boards and executives to separate the creative and analytical aspects of strategy and planning; and without creating re-work.

## **From strategy to tactics...**

So at the Enterprise level, things are looking sweet – the intended value is clear, along with our priorities. But how do we build this into something executable for each division, and maintain the linkage between the divisional plans, resourcing plans, organizational structure, etc?

Depending on your business, the back office (or supporting) functions can quite literally be from different industries to your main line of business, covered by different regulations, with their own frameworks, processes, etc. Chances are, these regulations, frameworks and process et al will change often enough to be inconvenient, and will almost never map neatly to an overarching enterprise process framework, auditing methodology, or anything else for that matter (without significant effort)!

But to get our enterprise goals into a useful (executable) state for these other functions, we need some way of linking them all together



with minimal overhead and re-work. And for this we follow the same, progressive, linking approach as above.

If you're in ICT, you've now got it easy - COBIT's Industry Enterprise Goals have been sourced from a multitude of enterprises, of various sizes in a range of industries; based on feedback from the real world on what kind of actions lead to what kind of value, they've taken it one level further with a set of common ICT-specific goals and mapped the things you should focus on (backed up by industry data) to deliver value for the enterprise... For other non-ICT functions, you have to look to your industry (or something like FEA, AGIMO or APQC) for a set of goals and create a mapping yourself.

The dashboard below shows the COBIT mapping between ICT Goals and Enterprise Goals and can answer three truly useful questions (and more besides):

- Generally speaking, what things can ICT do – in priority order - to provide the most value to my organization?
- If I want to deliver XYZ for my organization, what should ICT focus on?
- If ICT focuses on A, B, C and G where will I see the most value in my organization?

Which industry ICT Goals deliver the most value towards the industry Enterprise Goals?  2=Much, 1=Some, 0=Minimal/None (Unweighted - not factoring in your Enterprise goals)  <b>REFERENCE ONLY:</b> Built from Industry data. No touchie the matrix or the scores.			COBIT ICT GOALS																	OUR Prioritised Rank			
			CORPORATE						CUSTOMER				INTERNAL					LEARNING & GROWTH					
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17				
COBIT ENTERPRISE GOALS	FINANCIAL	1 Stakeholder value of business investments	1	2		2		2	1	2	1	1		2	1	2	1		1	1	19	64	
		2 (REDACTED) COBIT ENTERPRISE FINANCIAL GOAL 2	11	2		1		2		2	1	2		1	2	1	1		1	2	18		
		3 Managed business risks (safeguarding of assets)	6	1	1	1	2		1	1	1	1	2		1	1	1	1		2			17
		4 Compliance with external laws and regulations	8		2		1				1				2				1	1			8
		5 (REDACTED) COBIT ENTERPRISE FINANCIAL GOAL 5	4					2															2
	CUSTOMER	4 (REDACTED) COBIT ENTERPRISE CUSTOMER GOAL 1	7	2			1		2	1	1				1	1				1	1	11	54
		7 Business service continuity and availability	2	1			2		1	1		2					2					9	
		8 (REDACTED) COBIT ENTERPRISE CUSTOMER GOAL 3	10	2		1	1	1		2		2			1	1				1	2	14	
		9 Information based strategic decision making	5	2		1			1	1	1						2				1	9	
		10 (REDACTED) COBIT ENTERPRISE CUSTOMER GOAL 5	14	1			2	1	2		1				2	1	1					11	
	INTERNAL	11 Optimisation of business process functionality	9	2		1		1		2	2	2			1	2		1			1	15	53
		12 (REDACTED) COBIT ENTERPRISE INTERNAL GOAL 2	16	1			2	2	1	1				2	1	1						11	
		13 (REDACTED) COBIT ENTERPRISE INTERNAL GOAL 3	13	2		2	1		1		1			1	1	2					1	12	
		14 Operational and staff productivity	3				1				2	1			1	1				2		8	
		15 (REDACTED)	17		2		1						2						2			7	
	LEARNING & GROWTH	16 Skilled and motivated people	12	1		1	1			1	1	1								2	1	9	21
		17 (REDACTED) COBIT ENTERPRISE LEARNING & GROWTH GOAL 2	15	1		1		1		1	1	2			1	1				1	2	12	
			20	5	11	11	12	9	18	14	14	8	12	13	9	9	4	11	12				
			68						32				69					23					

At a glance, you can also infer that ICT overall will provide most value in the areas of Financial and (end-) Customer benefit; over time, you can make your own assessments from your own experiences and update the mappings to reflect your results, but this is a solid starting point. You could pick this up alone and go a long way to improving ICT planning sessions. I've even seen it used to drive strategic discussions very effectively.

It's worth mentioning at this point, with these dashboards all linked in excel (lookups and the like for common lists of information), we can update, say, the goal priorities and have the entire set update to show you what impact it would have on enterprise and/or ICT focus... these should not be built as disconnected products.

### Diving back into WaterPowerCo...

With the calculations from the above dashboard and their previously weighted and ranked set of Goals, the ELT are in a great position to highlight what ICT needs to focus on to deliver the most value towards the Enterprise Goals.

To deliver on Enterprise Goals, ICT should focus on these goals...			COBIT ICT GOALS																	
			CORPORATE					CUSTOMER					INTERNAL					LEARNING & GROWTH		
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
			Alignment of IT and business strategy	IT compliance and support for business compliance with external laws and regulations	Commitment of executive management for making IT related decisions	Managed IT related business risks	Realised benefits from IT enabled investments and services portfolio	Transparency of IT costs, benefits and risk	Delivery of IT services in line with business requirements	Adaptive use of applications, information and technology solutions	IT ability	Security of information and processing infrastructure and Applications	Optimization of IT assets, resources and capabilities	Enabling and support of business processes by integrating applications and technology into business processes	Delivery of programmes on time, on budget and meeting quality standards	Availability of reliable and useful information for decision making	IT compliance with internal policies	Competent and motivated business and IT personnel	Knowledge, expertise and initiatives for business innovation	
Calculated Rank, based on relationship with COBIT Enterprise Goals			<b>1</b>	<b>16</b>	<b>6</b>	<b>14</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>3</b>	<b>10</b>	<b>15</b>	<b>5</b>	<b>11</b>	<b>8</b>	<b>7</b>	<b>17</b>	<b>9</b>	<b>13</b>	
1	Stakeholder value of business investments	<b>1</b>	57.5	115.95	1.0	116.0	1.0	116.0	58.5	116.0	58.5	58.5	1.0	116.0	58.5	116.0	58.5	1.0	58.5	58.5
2	(REDACTED) COBIT ENTERPRISE FINANCIAL GOAL 2	<b>11</b>	38.8	8.1	1.0	4.5	1.0	8.1	1.0	8.1	4.5	8.1	1.0	4.5	8.1	4.5	4.5	1.0	4.5	8.1
3	Managed business risks (safeguarding of assets)	<b>6</b>	47.1	8.8	8.8	8.8	16.7	1.0	8.8	8.8	8.8	8.8	16.7	1.0	8.8	8.8	8.8	8.8	16.7	1.0
4	Compliance with external laws and regulations	<b>8</b>	41.4	1.0	11.4	1.0	6.2	1.0	1.0	6.2	1.0	1.0	11.4	1.0	1.0	1.0	6.2	6.2	1.0	1.0
5	(REDACTED) COBIT ENTERPRISE FINANCIAL GOAL 5	<b>4</b>	49.0	1.0	1.0	1.0	1.0	1.0	25.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
6	(REDACTED) COBIT ENTERPRISE CUSTOMER GOAL 1	<b>7</b>	45.6	14.0	1.0	1.0	1.0	7.5	1.0	14.0	7.5	7.5	1.0	1.0	7.5	7.5	1.0	1.0	7.5	7.5
7	Business service continuity and availability	<b>2</b>	55.6	28.8	1.0	1.0	56.6	1.0	1.0	28.8	28.8	1.0	56.6	1.0	1.0	1.0	56.6	1.0	1.0	1.0
8	(REDACTED) COBIT ENTERPRISE CUSTOMER GOAL 3	<b>10</b>	39.5	8.9	1.0	5.0	5.0	5.0	1.0	8.9	1.0	8.9	1.0	5.0	5.0	1.0	1.0	1.0	5.0	8.9
9	Information based strategic decision making	<b>5</b>	47.6	20.0	1.0	10.5	1.0	1.0	10.5	10.5	1.0	1.0	1.0	1.0	1.0	1.0	20.0	1.0	1.0	10.5
10	(REDACTED) COBIT ENTERPRISE CUSTOMER GOAL 5	<b>14</b>	29.7	3.1	1.0	1.0	5.2	3.1	5.2	1.0	3.1	1.0	1.0	5.2	3.1	3.1	1.0	1.0	1.0	1.0
11	Optimization of business process functionality	<b>9</b>	41.3	10.2	1.0	5.6	1.0	5.6	1.0	10.2	10.2	10.2	1.0	5.6	10.2	1.0	5.6	1.0	1.0	5.6
12	(REDACTED) COBIT ENTERPRISE INTERNAL GOAL 2	<b>16</b>	23.8	2.5	1.0	1.0	1.0	4.0	4.0	2.5	2.5	1.0	1.0	4.0	2.5	2.5	1.0	1.0	1.0	1.0
13	(REDACTED) COBIT ENTERPRISE INTERNAL GOAL 3	<b>13</b>	35.7	6.5	1.0	6.5	3.7	1.0	1.0	3.7	1.0	3.7	1.0	3.7	3.7	6.5	1.0	1.0	1.0	3.7
14	Operational and staff productivity	<b>3</b>	54.6	1.0	1.0	1.0	1.0	19.2	1.0	1.0	37.4	19.2	1.0	19.2	19.2	1.0	1.0	1.0	37.4	1.0
15	(REDACTED)	<b>17</b>	15.5	1.0	2.8	1.0	1.9	1.0	1.0	1.0	1.0	1.0	2.8	1.0	1.0	1.0	1.0	2.8	1.0	1.0
16	Skilled and motivated people	<b>12</b>	36.9	4.1	1.0	4.1	4.1	1.0	1.0	4.1	4.1	4.1	1.0	1.0	1.0	1.0	1.0	1.0	7.1	4.1
17	(REDACTED) COBIT ENTERPRISE LEARNING & GROWTH GOAL 2	<b>15</b>	28.0	2.9	1.0	2.9	1.0	2.9	1.0	2.9	2.9	4.7	1.0	2.9	2.9	1.0	1.0	1.0	2.9	4.7
Calculated Score, based on relationship with COBIT Enterprise Goals				238	37	172	108	179	124	229	184	141	100	174	135	159	170	32	149	120

The final dashboard above works the magic required to rank the ICT goals (in yellow with ranks in color beneath them) based on the Industry Enterprise Goal rankings (orange items with ranks in color beside them) we just completed.

A final thirty-minute review by the ELT to tweak priorities, value mappings, etc. is all it takes to pull things together. Even at a glance, you can tell it looks pretty solid and reading it is pretty easy: For ICT to deliver towards “Stakeholder value of business investments” they should focus on “Alignment of ICT and Business Strategy”, “Delivery of ICT in line with business requirements” and “Adequate use of technology solutions”. Sounds sensible enough.

### **The journey so far and the next steps...**

This article has focused on putting foundations in place to help assess if an enterprise is working on the right things at the right time for the right results, based on:

- An enterprise dashboard for enterprise goal & strategy setting, prioritizing and reviewing
- A method to link outcomes, goals and objectives
- A method to prioritize ICT goals & strategies for maximum business value
- A method to view and assess the impact of changing business goals on ICT's goals and strategies
- A method to show how ICT delivers towards the business' Goals
- A method to view the business impact of shifting ICT goals and strategies

The next article will close the operations loop by plugging metrics and ICT processes into the equation so that we can see:

- Precisely what value a given ICT process contributes towards at the ICT and enterprise levels
- Which ICT processes deliver the most value for a given goal
- What-if scenarios showing the enterprise impact of focusing on certain ICT processes
- What-if scenarios showing the required ICT response to changing business goals

# Appendices

## Appendix A: Underlying Information Management Principles

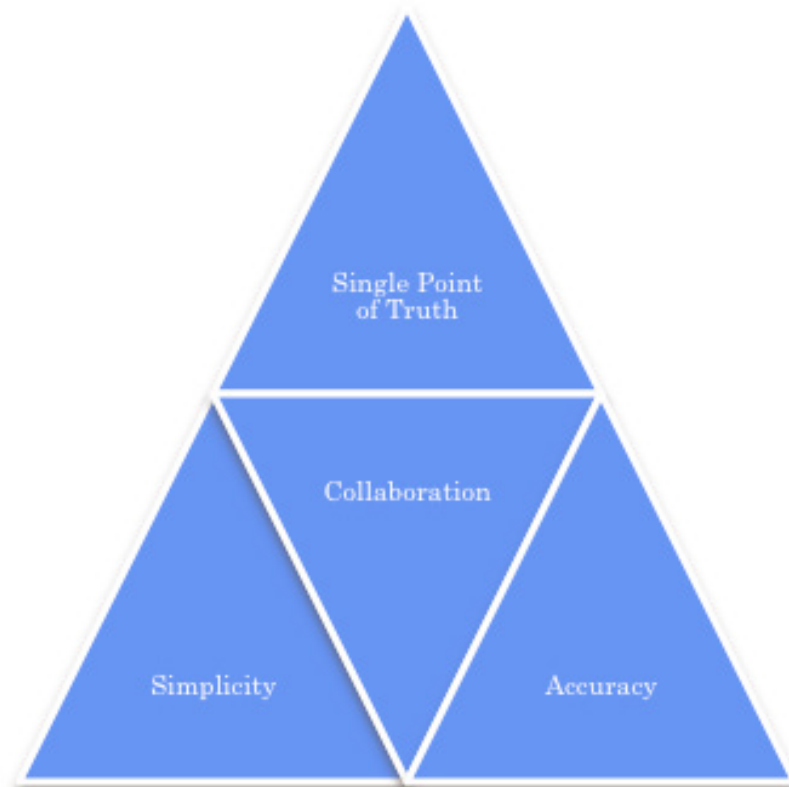
Four key, interrelated principles need applying to ensure both quick delivery and sustainability of our outcomes; they'll hopefully go some way to explaining the compromises and rationale behind the approach outlined in this series as well:

### Accuracy is more important than precision:

- Does it really matter how well you're doing, if you're doing the wrong thing?
- Incrementally add detail only when your foundations are correct and when further detail is proven to be required.
- "I don't know" can be more accurate than a very precise, but inaccurate guess!

### Simplicity is king:

- Avoid complexity – period; if you can't explain an outcome or goal in one sentence, it's too complex... Yes, really.
- Collect only what you need and document why it's needed before you collect it.
- Don't collect it if you won't use it and if don't have resources to keep it accurate.
- Don't document/diagram if a list will suffice.
- Collate rather than collect, rather than calculate, rather than estimate, rather than guess.
- Re-work sucks - simplicity will help you avoid work and re-work.



### **Collaboration can save your bacon:**

- Collaborate, consult and publish early, often, consistently and widely.
- Don't wait until your information is "complete" to involve stakeholders - share what you have and what you're trying to achieve as early as possible.
- Ensure consistency of message, layout, channel and medium.
- Build on previous communications to tell your story - familiarity and consistency also build trust.
- Consult as much as is practical – it seems people don't like (read: loathe) surprises when those surprises might highlight something about their "turf".
- Ambivalence, ignorance, or lack of awareness will hurt your efforts as much as active resistance – if it's neither criticized nor praised, it's not being used!
- Those who offer the most resistance could prove to be your greatest champions if you can win them over and get them involved.

### **Build, maintain, publish, promote and passionately defend a single point of truth for information assets:**

- Build one master information index to list sources, custodians and basic quality characteristics of each information type.
- Aim for one master repository for each type of information at most.
- When people complain about the coverage, completeness, accessibility, etc. of your information sources, this is an opportunity. Engage them to improve your source, don't let them bad-mouth it and don't send them away empty handed – free labor!

The above are in what I consider to be the correct order of priority – there's no point (or possibility of) having a single point of truth (4) if you haven't consulted with the right people (3), if people – yourself included - can't understand what you've done, why & how (2) and/or if you've collected precise or prolific detail about the wrong things (1)...

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