



## GOVERNANCE & ORGANISATION

### THE FOUNDATION FOR PERFORMANCE

It is fundamental that the governance principles for IT and for the wider business are aligned. If not, tension and conflict appear, leading to lack of collaboration, mis-alignment, unnecessarily high costs and significant underperformance against competitors.

Typical symptoms of governance and related organisation problems are:

- the business feels it cannot influence IT, which it feels is unresponsive and inflexible
- IT feels the business doesn't involve it in planning until its too late
- there is confusion and conflict over ownership and control of IT resource
- IT is seen to be holding back essential business change; particularly where business is being managed regionally or globally, while IT remains national.

### OUR SERVICES

NixonBrooke provides advice and guidance on the fundamentals of IT governance and organisation design. We highlight where management processes and practices need to be changed to align with these. We can design the change programme needed to move from the status quo to the target structures, addressing both the hard and soft components.

The key outcome of our work is buy-in, to the case for change and accompanying pragmatic plan of action, from the IT and business professionals who will be impacted by it.

We place great emphasis on:

- maximising impartiality through rigorous analysis of hard and soft issues using tried and tested diagnostics
- using an appropriate process for each client to facilitate agreement and action; particularly creating a forum for constructive debate
- creating an agreed rationale for change, which emphasise the benefits to the IT organisation as well as the business it supports.

### BENEFITS OF USING NIXONBROOKE

Because of the sensitivity around these issues, we believe that governance and organisation work is best done by senior individuals who have the respect of executive stakeholders, as well as the technologists, and who are skilled in handling controversy. We use a mixture of participative debate and challenge based on measured performance, to create understanding and buy-in. Our consultants all have practical experience of what does, and does not, work in this field and all are trained facilitators. Most have worked on national, multi-national and even global assignments and, if needed, we are able to call upon our international network for local culture input.

We have an impartial and open view. Our consultants can draw on ten years' accumulated know-how of diagnostics, tools, frameworks and models, to provide a robust foundation. We often work in teams with internal HR departments and other specialist advisors.

### OUR APPROACH

#### 1 Focus

We use a three stage approach to governance design which starts with assessment of the current situation, in order to focus on the specific client issues. Besides collecting baseline data on costs and headcount, we typically begin by exploring the implicit and explicit governance principles in use within the business and IT; and within central and local units. We also cover stakeholders, organisational mapping and relationships.

We examine company-wide culture, values and norms and highlight differences to bring out particular sources of conflict. We use a number of diagnostic tools to capture different perspectives around these issues.

After different viewpoints have been captured, we compare the results and jointly examine variations to understand them in more depth and draw out conclusions. This enables us to reach a shared view with client management of the improvement initiatives which will be needed and the gains that can feasibly be achieved.

## 2 Develop Solution

Once we have established the main governance principles, we can design the organisational structures and management processes to align with them. Management information and reporting of IT performance needs to be considered at this stage, to make sure that governance principles are reinforced and carried through into everyday operation.

Detailed design covers organisational structures, roles, management processes and reporting and may also go into details of competency profiles, reward and recognition, career paths and motivation and appraisal. It is important that the design is linked to the business benefits being sought.

## 3 Implementation Planning

Implementation planning identifies the various change projects that need to be undertaken to deliver the change. They are likely to cover a diverse range from structural change and redeployment of staff to cultural change initiatives, training, accommodation moves and introduction of new management disciplines and reporting. The action plan must also incorporate staff consultation and communication processes.

## IMPLEMENTATION

While many clients prefer to staff the change team internally, we are often invited to remain with the programme in an assurance role. We can also provide programme support and targeted assistance in specialist areas.

## OUR BACKGROUND

NixonBrooke is a specialist IT advisory team. Our role is to help the business obtain the best possible return from its investment in Information Technology. Our teams comprise experienced consultants who have specialised in this field for many years. We were formed as an agreed spin-out from KPMG, with whom we have a licensing arrangement for our methods, and with whom we continue to work collaboratively for some clients.

Our services cover:

- IT strategy
- IT performance management
- Governance & organisation
- Outsourcing
- Strategic programme management.

## CONTACT US

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