GOVERNANCE
Wisely Navigating Your Organizational Maze
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• 15 years software development and enterprise architecture
• Energy, Utilities, Finance, Healthcare, and Tech Industries
• Delivered successful global low-code program, on Mendix at a Fortune 100 energy company
IMAGINE

WHAT SUCCESS FEELS LIKE
WHAT SUCCESS REQUIRES
WISE GOVERNANCE
OUR GOAL

Define governance, understand what wise governance is, how it could look in your organization, and where to start
**AGENDA**

**INTRODUCTION**
Discuss what success feels like, clarify our goals, set some ground rules, and review the agenda

**DEFINING GOVERNANCE**
Level-set on what governance actually is, how we should define it, why it is necessary, how to structure it, and what it enables

**WISE GOVERNANCE**
Expose what wise governance looks like, and explore its effects on an organization

**STARTING THE JOURNEY**
Share a practical example on how to get started, how long it takes, what it really takes to get done, and some concluding thoughts
FORMAL DEFINITION

IT GOVERNANCE

“IT governance (ITG) is defined as the processes that ensure the **effective and efficient use of IT** in enabling an organization to achieve its goals.

**IT demand governance** (ITDG—what IT should work on) is the process by which organizations ensure the effective evaluation, selection, prioritization, and funding of competing IT investments; oversee their implementation; and extract (measurable) business benefits. ITDG is a **business investment decision-making and oversight process, and it is a business management responsibility**.

**IT supply-side governance** (ITSG—how IT should do what it does) is concerned with ensuring that the IT organization operates in an effective, efficient and compliant fashion, and it **is primarily a CIO responsibility**.

FORMAL MODELS

IT GOVERNANCE

- ISO/IEC 38500:2015
- COBIT5
- IGPMM
- CMM
- ITIL
- TOGAF
- Six Sigma
"...[C]ulture and behaviour of individuals and of the enterprise are very often underestimated as a success factor in governance and management activities.

ROWLANDS, DE HAES, GREMBERGEN
IGI GLOBAL, 2018
“

...IT consumerization not only challenges the foundations of IT governance but ultimately also transforms it.

GREGORY, KAGANER, HENFRIDSSON, & RUCH
MIS QUARTERLY, 2018
IT Governance is Killing Innovation... When it comes to IT’s ability to allocate investments in response to the new work environment, traditional governance processes prove grossly outdated.

HORNE & FOSTER
HARVARD BUSINESS REVIEW, 2013
BETTER WAY
A core mission, the organizational factors & technical considerations supporting the mission, and the foundational principles that drive all program decision making; tailored for a given organization.
THE GOVERNANCE STRUCTURE

DEFINITIONS

The **single-sentence goal** of the maker program within your organization: **Drive disruptive organizational change through action**

The principles used to **drive all program decision making** in support of the core mission (e.g. Quality is non-negotiable, Identify and Measure the Right KPI's)

The **processes, operating models, directives, roles, and org. structures required to be successful** at the core mission; this is where the traditional 4P model fits

The **steps, best practices, and guidelines for executing** on each piece of the **solution delivery, operation, and rationalization** model
THE GOLDEN VALUE TRIANGLE

The descriptions of value qualifiers that most people care about.

Credit: Mendix CRO, Eric Erston

**MUCHNESS**
The quantity and scale of value expected or captured

**SOONNESS**
The speed with which value is captured, retained, and realized

**SURENESS**
The surety of the size, timing, repeatability, and staying power of value expected or captured
THE IRON TRIANGLE

- **MUCHNESS -> COST**
  How much will it generate becomes how much will it cost

- **SOONNESS -> TIME**
  How soon can we capture becomes how long will it take

- **SURENESS -> QUALITY**
  How sure becomes how little risk can I take
W I S E  G O V E R N A N C E
ENABLEMENT

Keep your golden triangles GOLD through
• Organizational Agility
• Professionalism
• Shift-Left & Automation
GOVERNANCE

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HALLMARKS
WISE GOVERNANCE MODEL

• Clear, concise, & simple
• Authentic
• As lightweight as possible
• DRY
• Visionary
• Enabling
• Flexible
• Low-Friction

• Created, owned, and changeable by the Makers
INDICATORS
WISE GOVERNANCE MODEL

• Accelerated Value
• Increased Alignment
• Increased Morale

• Organizational Cadence
• Unexpected Value
• Visible Friction
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**FOUNDATIONAL PRINCIPLES**

Value, Quality, Business & IT collaboration, Maker empowerment, Measure the right KPIs

**ORGANIZATIONAL FACTORS**

- **Portfolio**: Value Metrics, Prioritization, Measure & Demonstrate Success
- **People**: Alignment, Roles & Responsibilities, Org. Structure
- **Process**: SDLC, Security, Change Management
- **Platform**: Cloud, Multi-Platform, Security

**TECHNICAL CONSIDERATIONS**

Build & Deploy, Config Mgmt., Rollback, Provisioning, Best Practices, Version Ctrl., Ops. & Monitoring, Support, Purchasing, Getting Started, Quality Guides
THE JOURNEY

A REAL TIMELINE

The experience of one global customer creating and scaling a low-code program through wise governance

BEFORE/AT PURCHASE
- Budget reserved
- Customer Success Plan
- Workshop Scheduled
- Prep-Work

WORKSHOP
- Vision Set
- Documentation Partner
- Dedicated Notetaker
- Started With Principles
- 3 – 5 Days

REVISIONS
- Reviewed First Draft
- 2 More Drafts
- Sent to Management
- Sign-Off, Roll-Out

DELIVERY
- Second Production App Delivered w/ Governance
- Citizen Developers
- Maker Made Edits
DIGITAL EXECUTION

Success enabled by Customer Success, Digital Execution, and Expert Services

Arjo van Oosten
Sr. Director Digital Transformation Global
“Just one more thing...”

—LT. ”FRANK” COLUMBO
THE JOURNEY
BUSINESS & IT LEADERS
DEPENDS ON YOU

AUTHENTIC
Authenticity is crucial, and difficult; it is ultimately authenticity that creates alignment

THICK-SKINNED
You are in for many hard truths. These are not personal attacks but opportunities for positive change, as well as competitive disruption

TRUSTING
Your people need to be trusted as professionals just as they are trusting you
KEY TAKEAWAY

Wise Governance drives better outcomes
Thank you.