



Balkan Project Leadership Summit

FIRST BALKAN PROJECT LEADERSHIP SUMMIT

29 - 30 June, 2019
Ohrid, North Macedonia



Leadership in Project Management as part of IT Governance

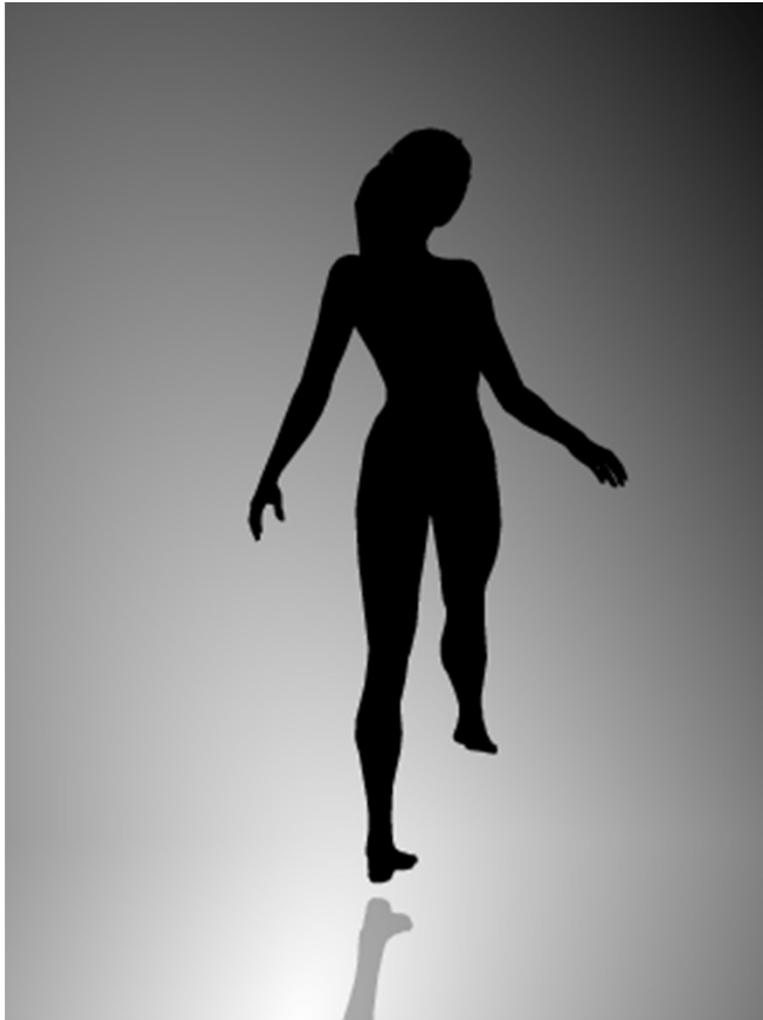
Snezhana Cherepnalkovska Dukovska

Project Leadership

In the organizational structure

Implementation of leadership

Controls for good project/governance leadership



- 3 questions:
 - ballerina is dancing in the clockwise direction or
 - ballerina is dancing in the counter clockwise direction or
 - both
- Individual's visual preference

The first step of leadership is to understand and accept different personal **perception**



The second step of leadership is to accept different characters and achieve higher level of understanding of employees

organizational culture



Set a clear vision for the organization and enables the organization to achieve its strategic objectives

Executive leadership view and support IT as a strategic enabler and not just another cost to the organization

The third step of leadership is to determine the effectiveness of the **tone at the top**, on how it is communicated to all levels within the organization and how that message impacts the IT function

- **Organizational culture-** pattern that provide acceptable human behavior by transmitting content of ideas, values and other symbolic schemes in the organization
 - implemented via soft (informal) controls usually addressed by intangible objectives such as competence, values, openness, **leadership**, and expectations

To make a difference, hard controls, or formal controls, refer to the set of documented or tangible control tools used by an organization such as policies and procedures, organizational structures, reporting mechanisms, and established internal review processes.

Organizational culture is most commonly implemented in ethical framework of the organization (Code of Ethics) and is part of **Organizational governance**

Organizational governance- the highest level of governance defined as “the combination of processes and structures implemented by the board to direct, manage, and monitor the application of resources toward the achievement of the organization’s purpose and mission”

responsible for conformance processes

consisting of the **leadership**, organizational structures, policies, and processes that ensure that the enterprise’s information technology supports the organization’s strategies and objectives



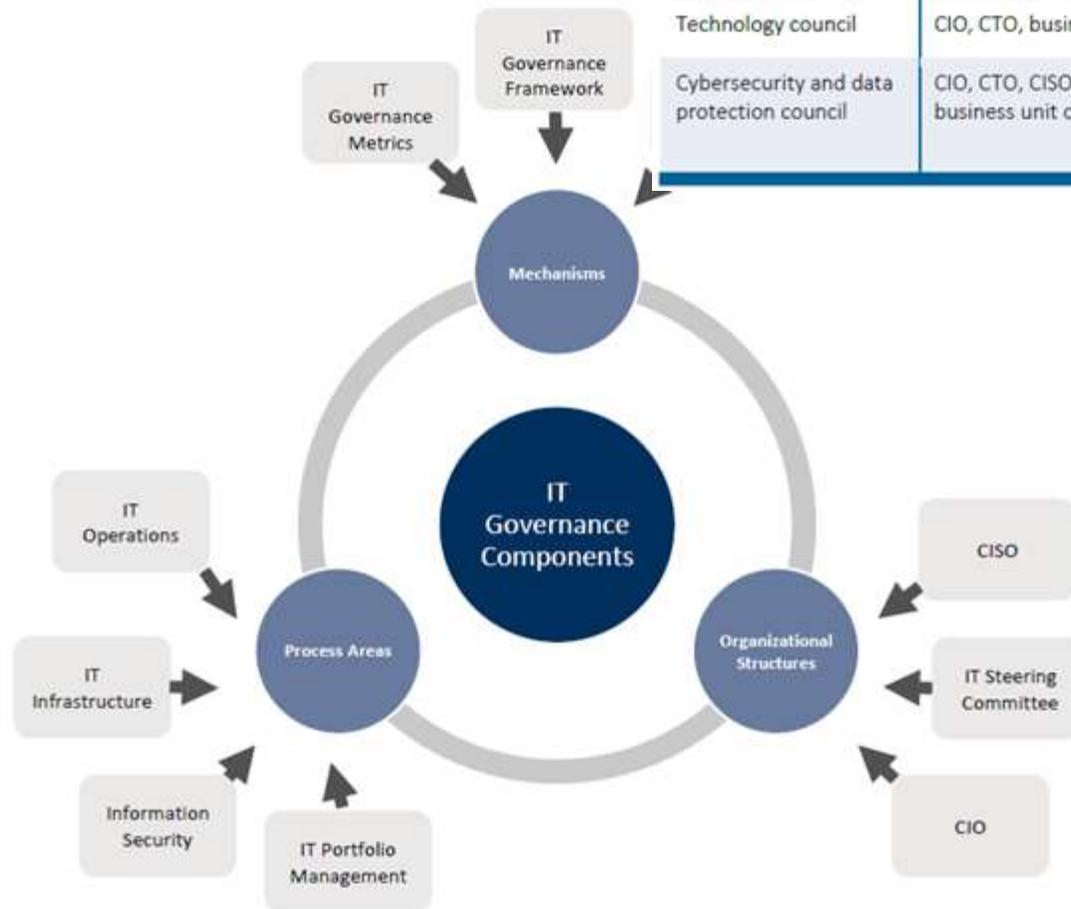
responsible for performance processes

IT Governance (COSO, CobIT)

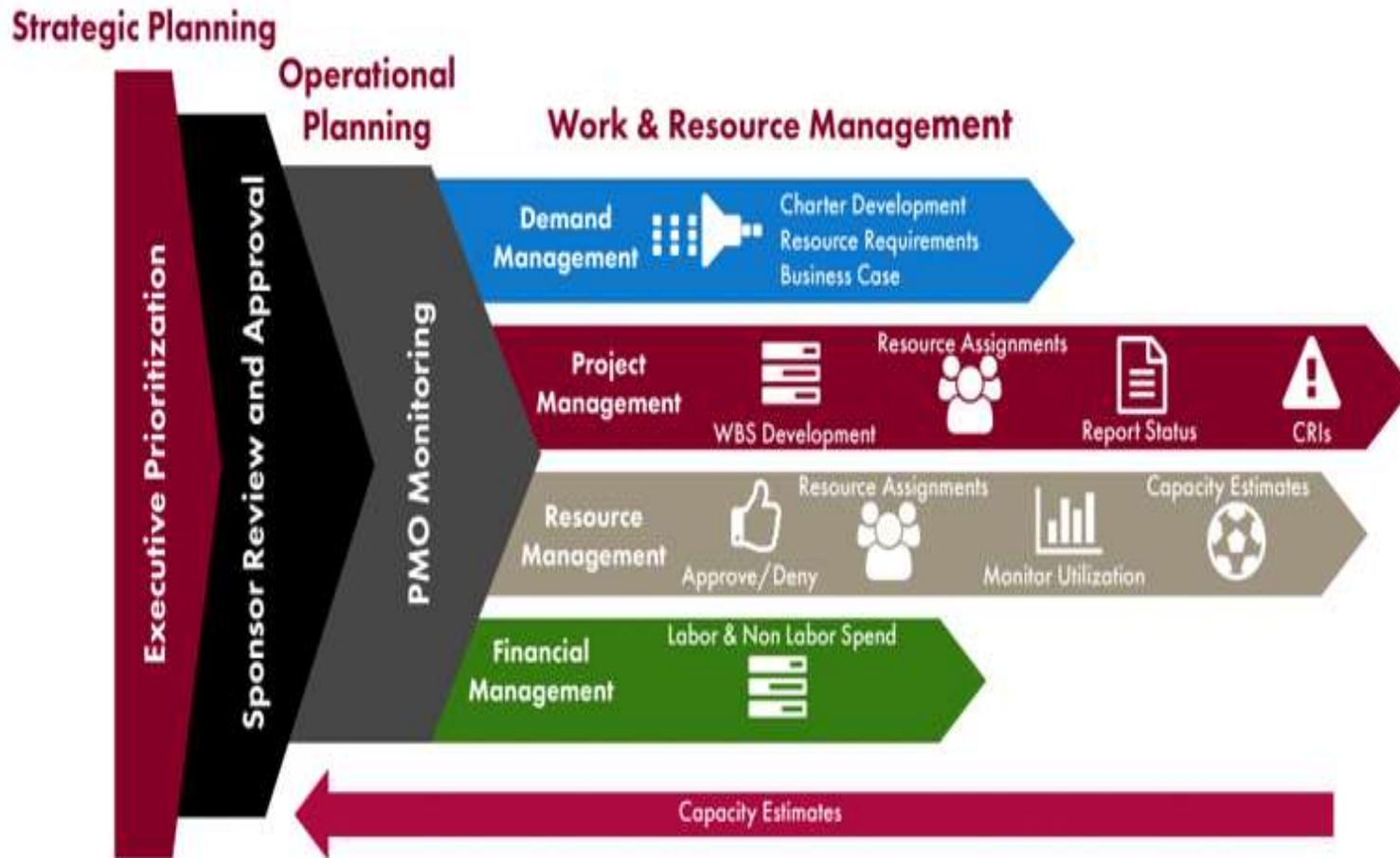


IT Governance Cor

Governance Body	Members	Scope
IT governance board	CEO, CFO, CIO, CAE*	Business and IT strategy and investment plans.
IT steering committee	IT senior management, business unit owners	IT strategic alignment.
IT portfolio office	IT program managers, business program/project managers, IT project managers	IT project metrics, monitoring, and reporting.
IT architecture office	CIO, CISO, COO, IT infrastructure managers	IT architecture design.
Technology council	CIO, CTO, business unit owners	Evaluate technology opportunities.
Cybersecurity and data protection council	CIO, CTO, CISO, CRO, CFO, COO, CAE* business unit owners	Evaluate organizational risk and strategies to protect the organization's information assets.



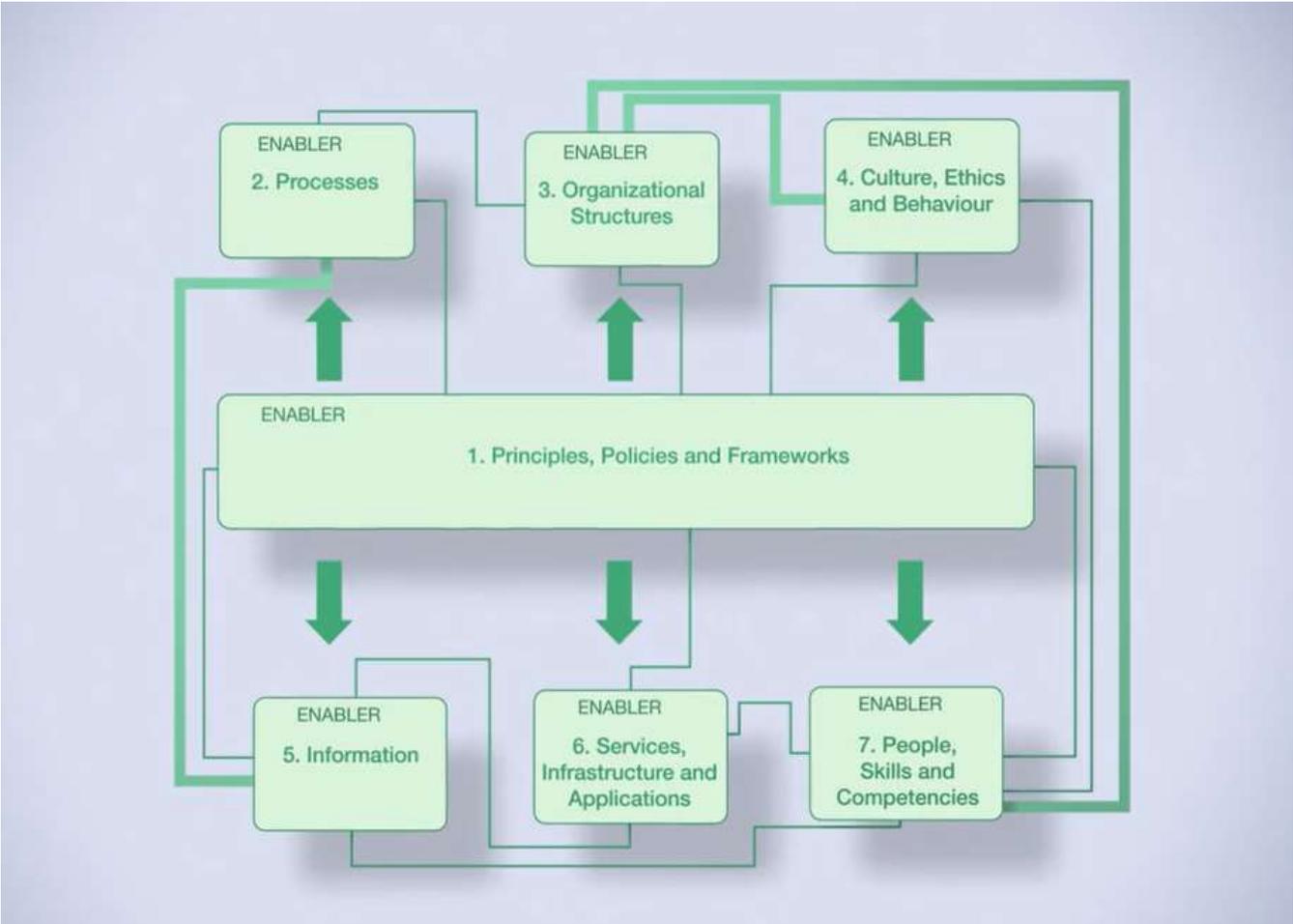
Example of implementation (SIO-Strategic Implementation Office)



Source: <https://uto.asu.edu/initiatives/sio/governance>

- **Leadership**, as a quality of person, refers to its ability to influence, motivate, and **enable** others to contribute toward organizational success.
- **Enablers** (characteristic of leaders) go beyond the tasks of effectively driving the project activities focus on the elements that empower the team by fostering a strong work ethic, high morale, satisfaction, and attaining personal and professional accomplishments

Cobit enablers



Source: <https://www.orbussoftware.com/blog/video-series-cobit-5-enablers/>

Executive leadership

Objective: vision, mission and strategy collectively provide direction for IT investment

Risk	Control
Lack of clear vision, mission and strategic plan for the organization and the role of IT can result in ineffective use of IT capital and other resources	The organizational vision is the basis for defining frameworks, processes, activities, roles, and relationships. This vision should be documented in the form of a strategic plan that defines IT dependencies.
A clear relationship between IT project performance indicators and organizational objectives does not exist	Organizational and IT goals and metrics are aligned.
Senior management is not appropriately involved in the IT decision-making process, which can result in misdirection of IT resources.	Roles are established, communicated, and accepted explicitly for investment decision making, program sponsorship, program management, project management, service delivery, and associated support roles.
Lack of definition of the value and cost of IT in terms of impact to the organization's goals and objectives can result in poor ability of IT to achieve its goals and objectives, as well as the overall organization's strategic goals and objectives	Formal training should be provided to information owners and administrators. This training should be mandatory during the employee onboarding process, and periodic briefing sessions should be developed to explain any changes to policy and how it affects working practices.

Executive leadership (2)

Objective: IT budget is communicated to senior management

Risk	Control
Senior management is unaware of IT funding and its implications to the enterprise's resources	Budgets are updated and communicated periodically

Objective: Budgets are controlled and monitored

Risk	Control
IT budgets are reallocated to nonstrategic projects without proper review and approval	IT financial planning practices are reviewed regularly, and there is assurance that resources are reallocated when the proper documentation and approval are provided
IT expenditures are not aligned with business objectives, which may result in resource allocation to noncritical objectives.	Require management to provide a cost benefit analysis and ROI calculations of potential IT investments as a basis for the board and senior management to make the best decisions possible

Executive leadership (3)

Objective: Organizational leadership understands the investments that have been made in IT

Risk	Control
Senior management and unit leaders lack a true understanding of IT, which can result in missed opportunities or lower ROI	To reduce the likelihood of unsound IT investment decisions, organization leaders should understand important characteristics of IT. To this end, the CIO is invited to board meetings to discuss IT-related risk and opportunities.
Lack of core organizational focus by IT senior management could mean that IT is unable to focus efforts or identify inefficient use of resources	Senior management and the board should have a clear understanding of core objectives and strategies.

Review

Leadership set the direction on how to implement the strategic objectives

Effective leadership is not presented as power and ultimate control

Implementation mechanisms are presented by tangible and intangible controls

Must have understanding and accept diversities on individual's characters

Must accept diversities on individual perception

Thank you for your attention

