

Selling Governance in Your Organization

CIO102

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Agenda

- ▶ Long Term vs. Short Term sell
- ▶ What is Governance?
- ▶ Who Cares?
- ▶ Why Don't They Buy It?
- ▶ When to sell
- ▶ Who to sell



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Long Term vs. Short Term sell

Short Term

- ▶ "I want it now" – said in the voice of a screaming 4 year old
- ▶ I need \$20,000 to buy a new car tomorrow.
- ▶ We need to buy this new server to make the application work

Long Term

- ▶ I know we need this to be successful long term.
- ▶ I need to put back money for retirement. \$20,000 now means a lot more later
- ▶ We need to evaluate our network infrastructure to take better advantage of virtualization

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What is Governance?

- ▶ "a method or system of government or management" (Dictionary.com)
- ▶ "Corporate Governance is the set of processes, customs, policies, laws, and institutions affecting the way a corporation is directed, administered or controlled" (Wikipedia.org)
- ▶ "... focused on information technology systems and their performance and risk management." (Wikipedia.org)



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Who Cares about Governance?

- ▶ Business leaders – because it's risk management
- ▶ If the person you're talking to doesn't care about risk management – find someone higher up



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Why Don't They Buy Governance?

- ▶ #1 – They don't understand it. They think it's useless (or barely useful) documentation
- ▶ #2 – They don't think they need it



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The Insurance Sale

- ▶ Every person could use insurance. It manages risk
- ▶ Not every person buys every kind of insurance
- ▶ You only buy insurance for risks you're concerned about



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Insurance Options

You probably have...

- ▶ Auto insurance (because it's a law)
- ▶ Home Owners insurance (because it's the largest single investment you'll ever make)
- ▶ Life Insurance (because you care about your loved ones)

You probably don't have...

- ▶ Long Term Care insurance (because you've not considered it)
- ▶ Travel insurance (because it's not that big a deal)
- ▶ Automobile renters insurance from the rental company (because it's too expensive)

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When to Sell

- ▶ Before the project starts
- ▶ After there has been a problem
- ▶ When things are out of control



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Before the project starts...

- ▶ Sell risk management for if it's wildly successful
- ▶ Sell it as a process not a deliverable
- ▶ Be prepared for it to be very hard



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After there has been a problem...

- ▶ Convert the reaction (to the event) into long term action (a governance process)
- ▶ Strike while the iron is hot



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When things are out of control...

- ▶ Sell that you can take small steps to get big value
- ▶ The problem isn't unmanageable
- ▶ Expect a highly motivated team



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Who to Sell?

- ▶ The non-believer
- ▶ The impatient



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The Non-Believer

- ▶ We don't need it...
 - Ask questions that governance would answer
 - Describe the real risks/costs
- ▶ Not now...
 - Then when? (get a specific date/time)



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The Impatient

- ▶ But this will slow us down...
 - Not much, and even in the short term it's going to save us.
- ▶ It's just a bunch of useless paper...
 - How do we keep from making it that?



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In the End...

- ▶ Governance is Risk Management – sell it that way
- ▶ You can't sell all of the people all of the time – wait for the right time
- ▶ Take little steps – all the time



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