

INVESTIGATING RATIONALITY, IN CONCEPT AND IN USE, IN A MODEL FOR IT GOVERNANCE

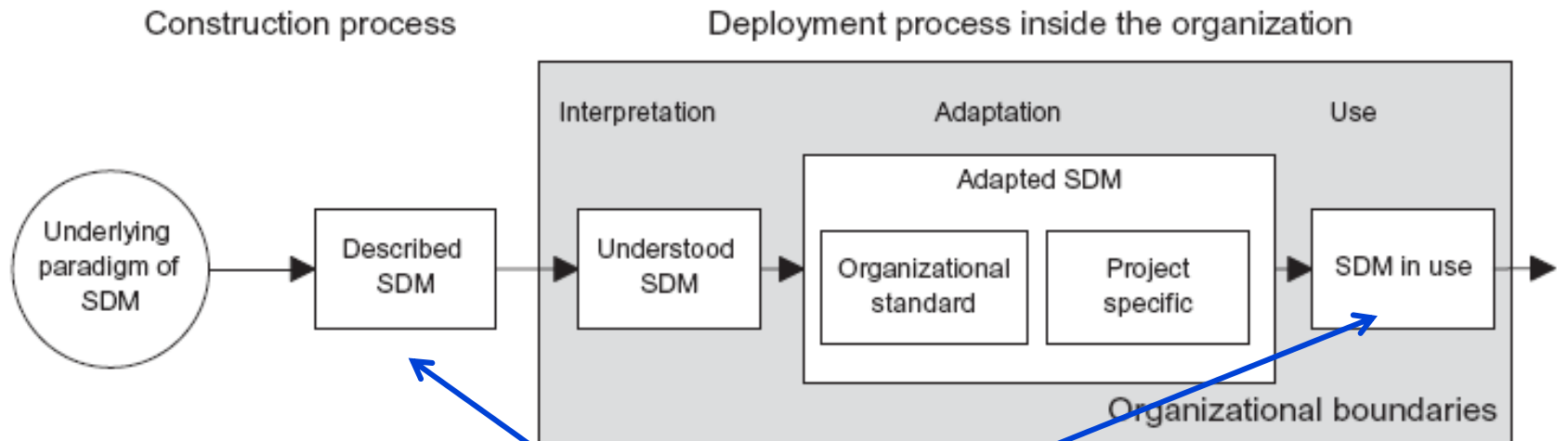
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IT Governance

- The goal of IT governance is achieving a better alignment between the business and IT
- "IT governance consists of the leadership and organisational structures and processes that ensure that the organisation's IT sustains and extends the organisation's strategy and objectives" (ITGI, Van Grembergen 2009)
- "IT governance can be deployed using a mixture of various structures, processes and relational mechanisms" (Van Grembergen 2009)

Structures (examples)	Processes	Relational mechanisms
IT steering committee	Portfolio management (include, ROI, payback)	IT leadership
IT project steering committee	IT budget control and reporting	Co-location
CIO reporting to CEO	Project governance /management methods	Cross-training
Security risk officer	SLA	Job rotation
IT strategy committee	COBIT	Informal meetings

Motivating Research Questions



Deployment perspective (Päivärinta et.al. 2010)

What difference?

Usable knowledge for practice and theory as:

In what way has the IT governance model been deployed in the healthcare organisation?

Is the deployment successful? When and why are deviations done?

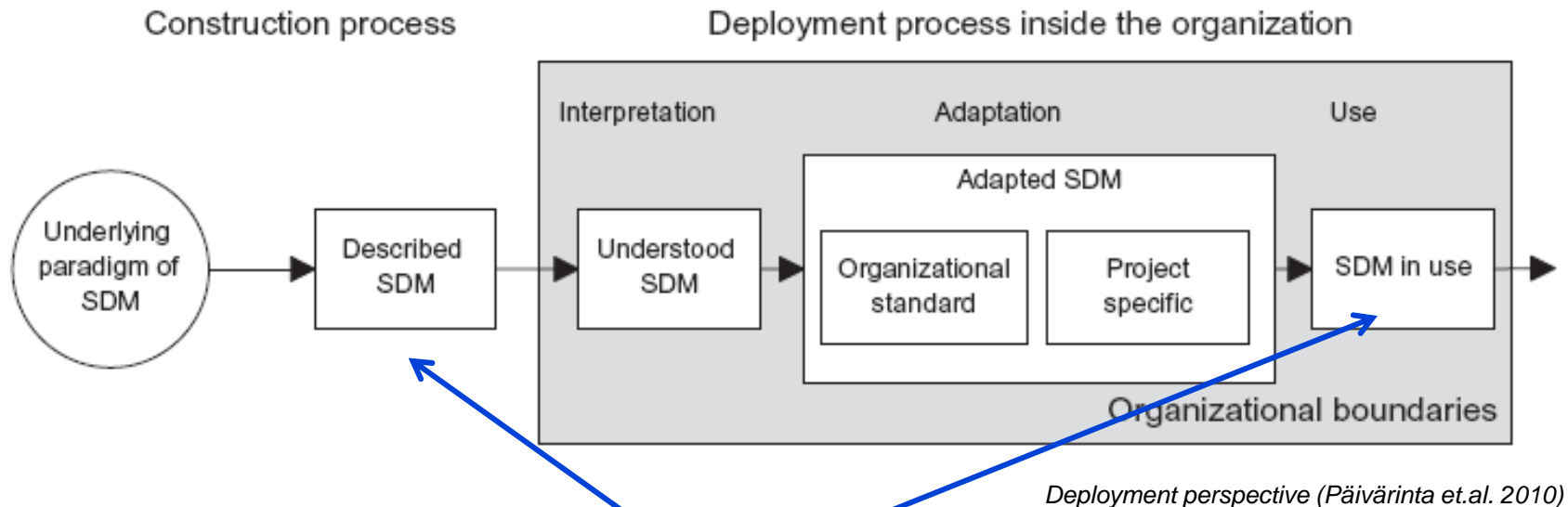
What are the difficulties in the model deployment?

How to improve the T governance model (pm³)? The deployment Process?

Are there general IT governance model use problems? What are these problems?

Why do not work and IT align?

Research Question



What difference?

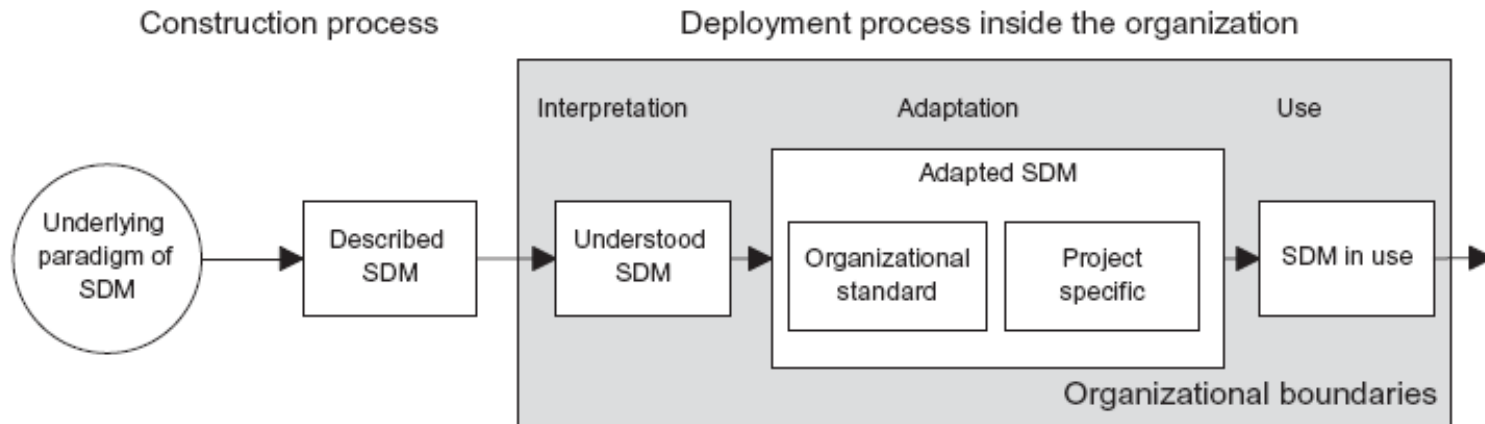
How to analyse and understand the difference between the model-in-concept and the model-in-use?

Suggestion: The concept of model rationality expressed in goal graphs is a usable instrument for analysing the difference.

Research procedure

IT governance
model pm3

Implementation/deployment process in a
large healthcare organisation



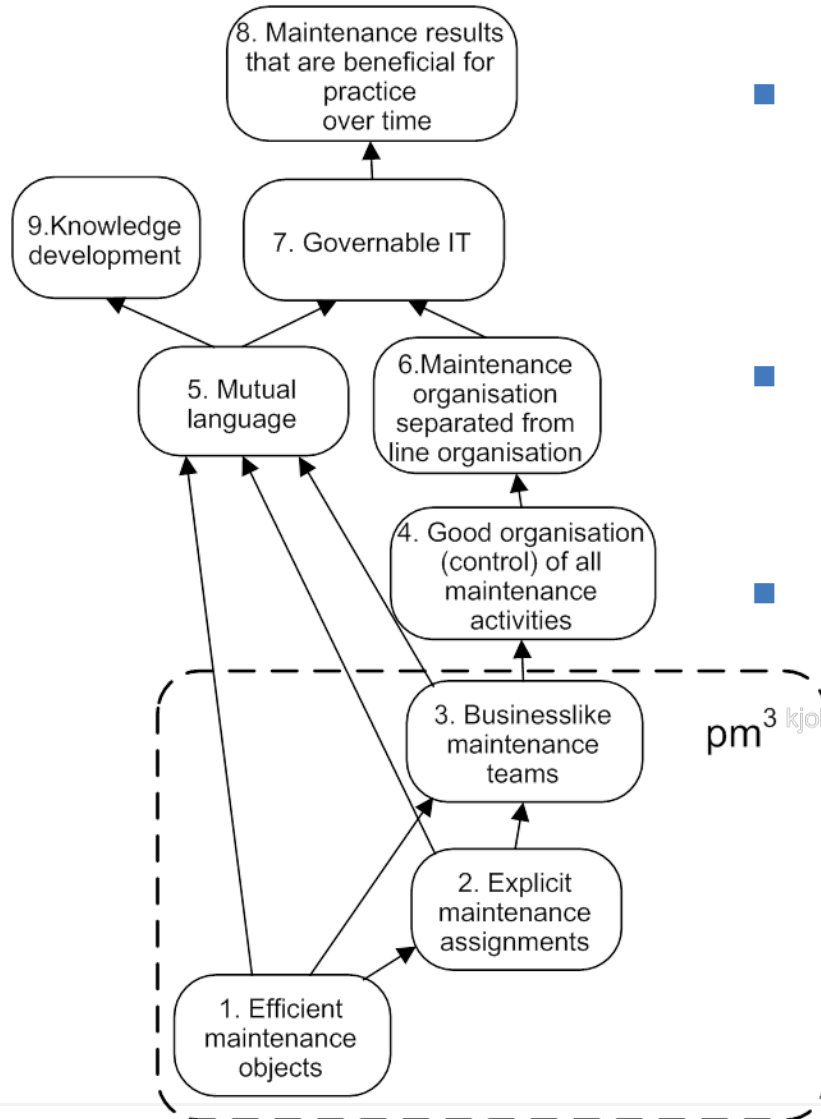
Documentation from
vendor
2-day indepth modelling
workshop with model
developer

3 separate workshops with 2
different maintenance teams
Interviews
Document studies

pm³ rationality
in 4 goal graphs

Comparison

Model rationality expressed in goal graphs

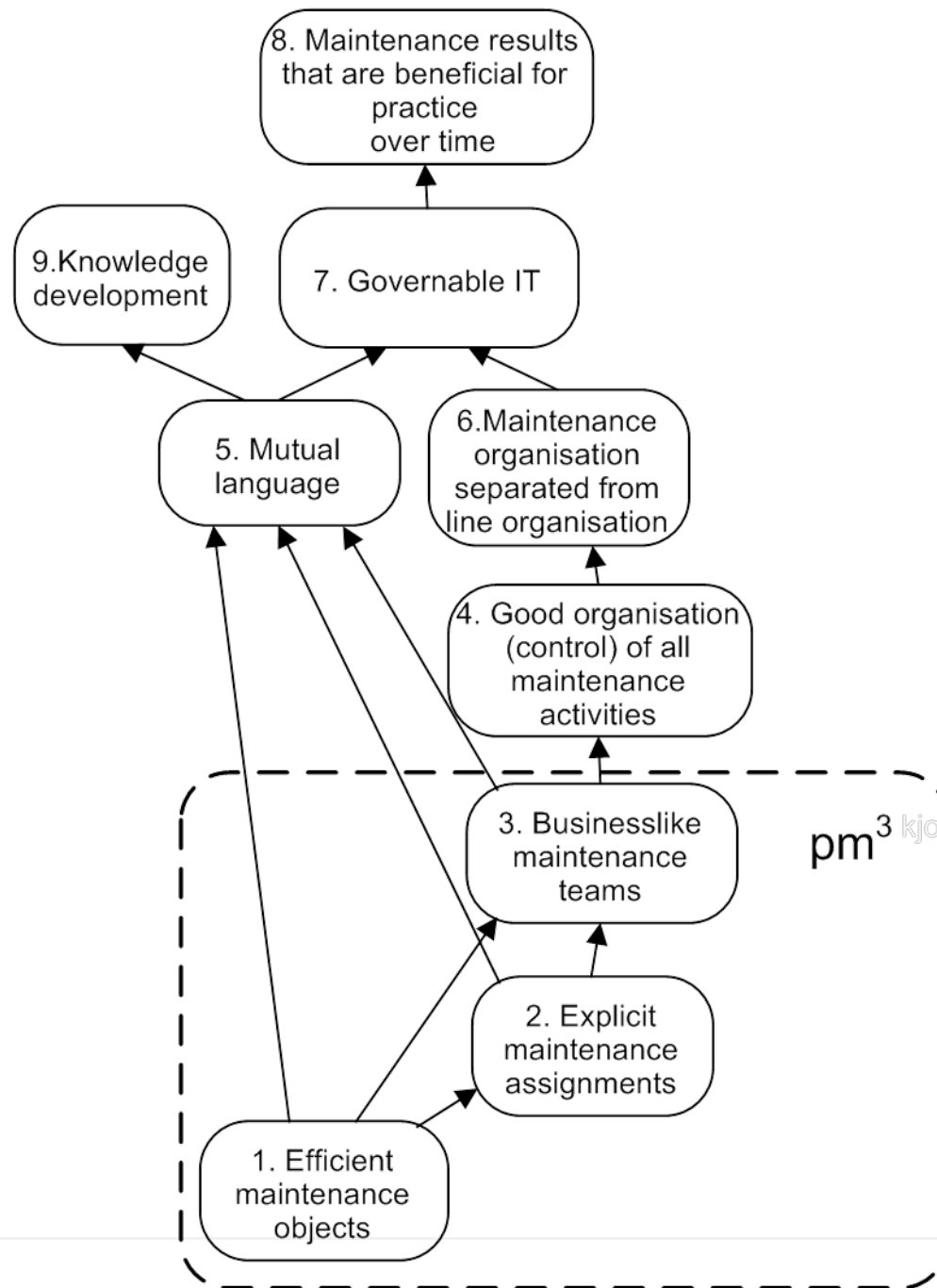


- A goal graph express how goals – **desirable states** – lead to higher level goals and relations between goals
- Model rationality expressed as how goals intend to lead to higher level goals
- A formal reasoning scheme expressing the logic in pm^3

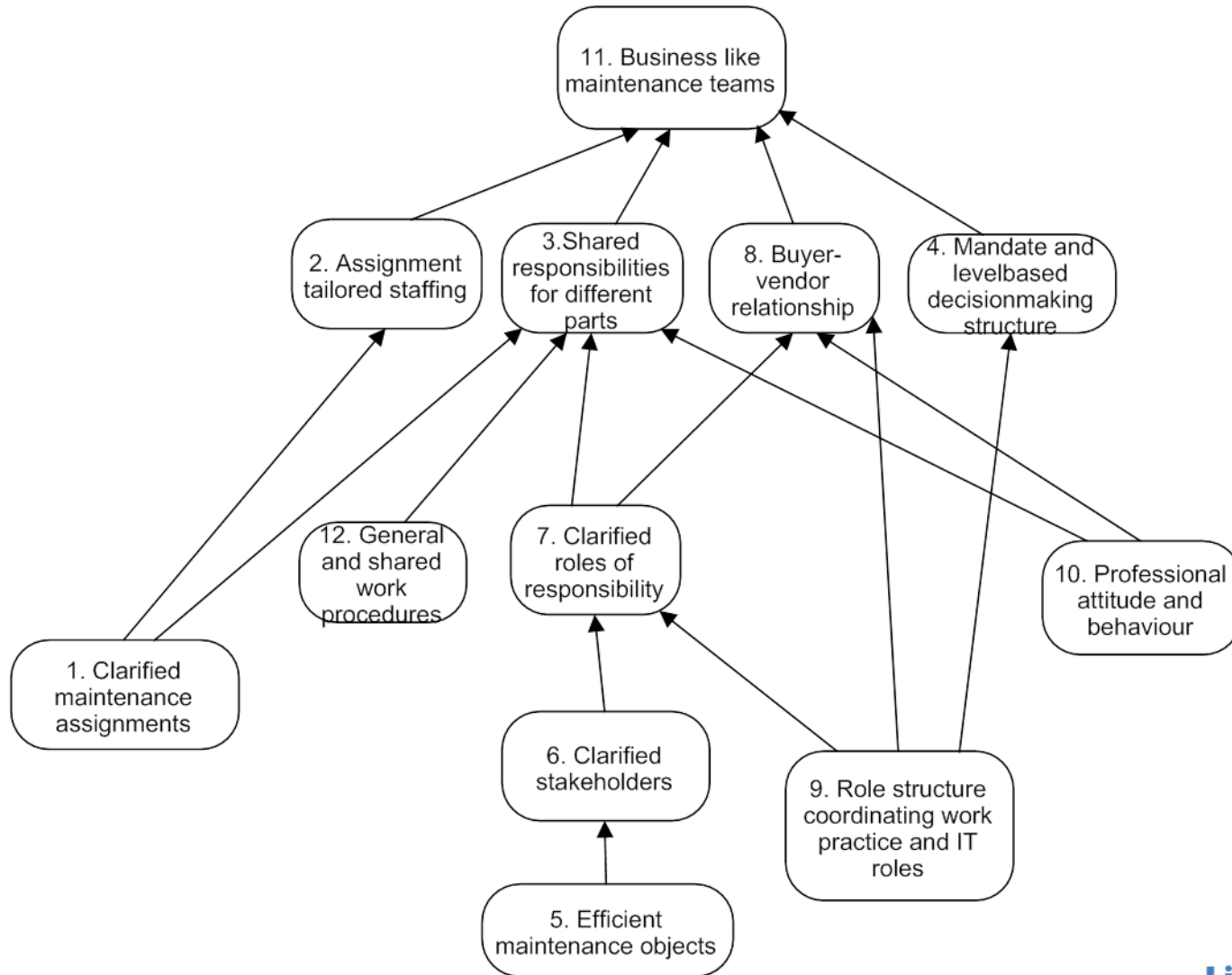
pm³ – an IT Governance model

- Team level
 - *Maintenance object (MO)*. Contains work practice-components and IT-components (as IT-systems, applications)
 - *Maintenance assignment*. Maintenance plans has the functions of a project plan, specifying an assignment for the team
 - *Maintenance team*. Create collaboration between units and IT-department
- Organisational level
 - *Maintenance Object Architecture (MOA)*. Overall description of all maintenance objects categorised and grouped into portfolios
 - *Steering committee structure*. Responsible for approving maintenance plans, priorities, coordination etc

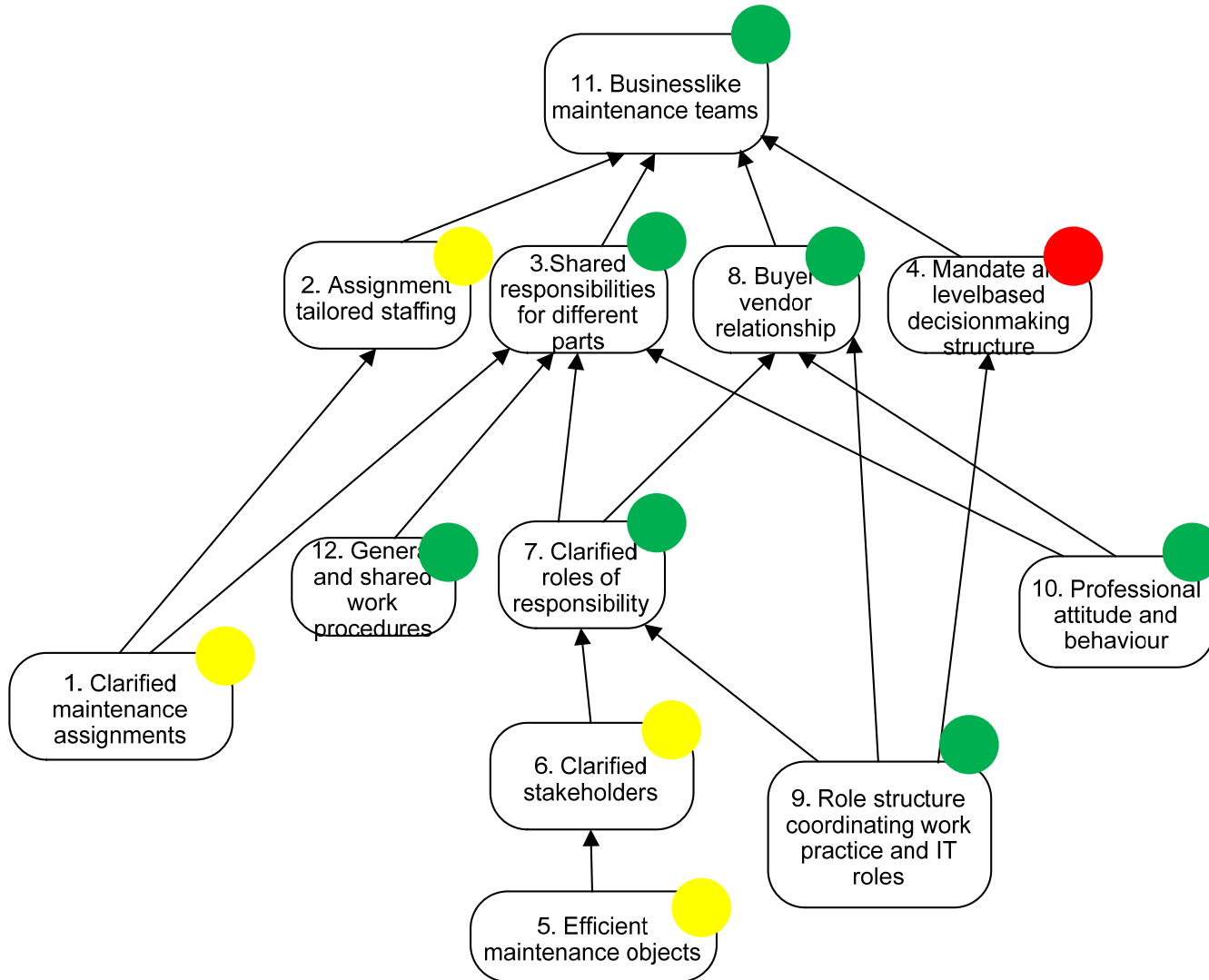
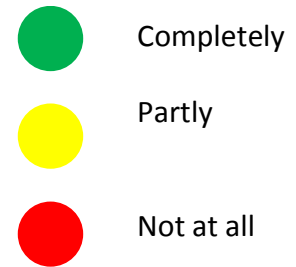
pm³ model rationality



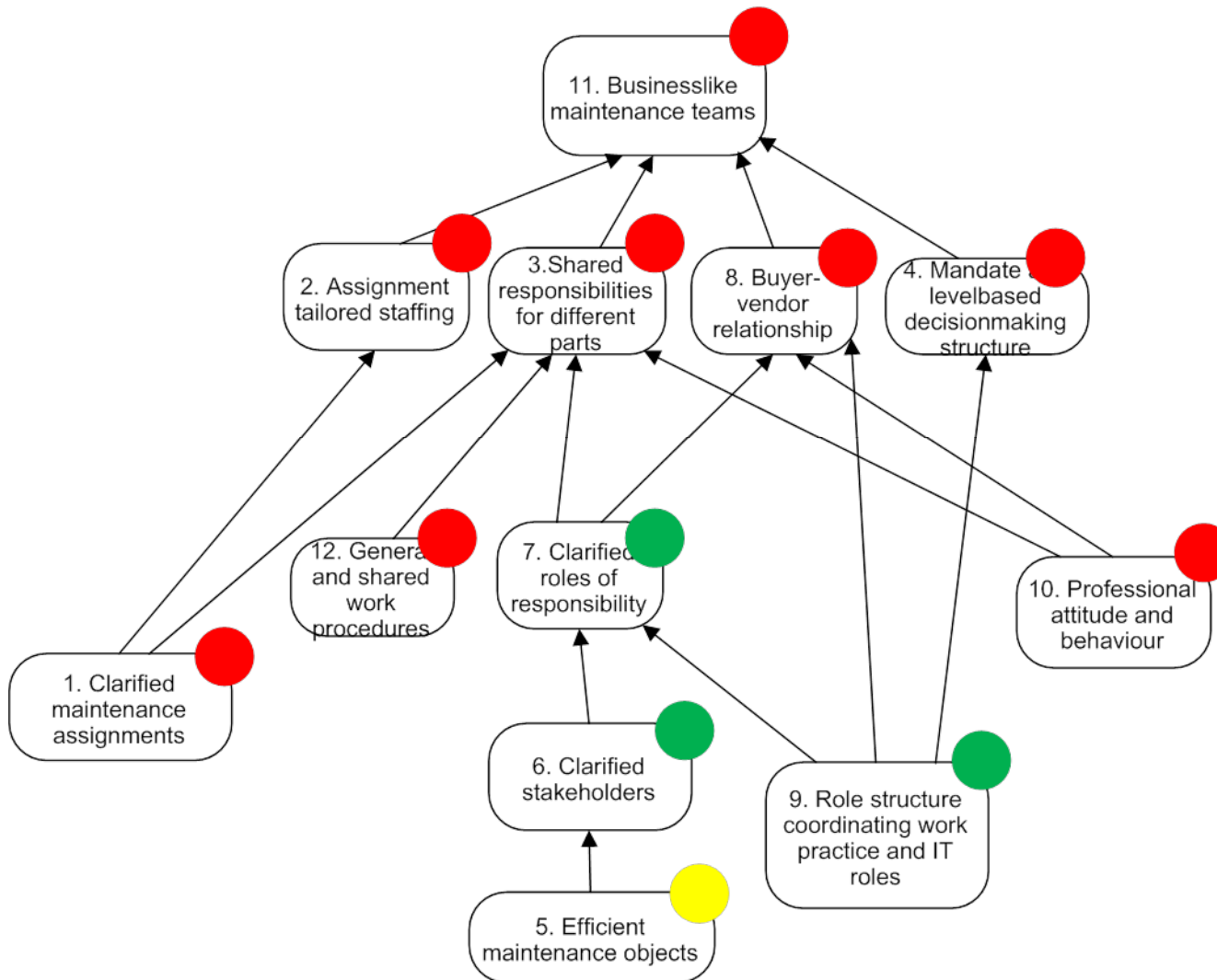
Businesslike maintenance teams



Team 1. Internal communication



Team 2. Specialist medical records



Summary and conclusions

Yes, we think the proposed approach - the concept of model rationality expressed in goal graphs - is beneficial

Because:

- 1) We can define and express the rationality in the pm³ model for IT and governance in a clear manner*
- 2) We have used the pm³ rationality as an evaluation tool that has proven to be useful in practice,*
- 3) We have also identified main problems in deploying pm³ in the investigated healthcare organisation.*



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