

IT Governance Framework



“Governance isn’t just about making the right decision; rather it’s about the process for decision-making”

Unknown

IT Governance Framework

IT DECISION MAKING IMPROVES WITH GOVERNANCE

Table of Contents

- What Decisions Must Be Made? 1
- What Will Guide IT Decisions? 3
- Who Should Make the Decisions? 5
- How Does IT Support These Decisions? 8
- Why Do We Need to Manage Decisions?10
- How are the Decisions Managed?11
- How are Decisions Monitored?14
 - IT Portfolio Management14
 - IT Balanced Scorecard 15
 - IT Project Management 15
- Additional Impacting Policies and Processes..... 16
- In Closing.....18
- Mary J Patry Biography 19

AUTHOR BACKGROUND

ITeffectivity LLC was founded in 2013 with the mission of bringing order to the ever-changing world of the IT leader. Since then we have advised over 50 leaders as well as conducted over 15 major consulting assignments on behalf of Fortune 100 firms to small non-profits. Interested in learning how we might assist you?

Visit us at [ITeffectivity Contact](#) to schedule a strategy discussion

MARY PATRY

IT Executive Advisor

T: 480-393-0722

M: 480-862-3455

Mary.Patry@ITeffectivity.com

www.ITeffectivity.com

Background

IT Governance is defined as the decision rights and accountability for assuring good behavior in our use of IT. The Governance Framework can be applied to any institution and is typically used by CIO's and IT management.

Our IT Governance Framework evolved over 30 years of pragmatic IT leadership experience working with IT organization of all sizes. It is simple; we offer a practical approach to CIO's and IT leaders to use as your own with the request that you respectfully acknowledge the source when presenting externally.

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We are here if you are interested in learning more about applying the framework.

Let's Talk!

What Decisions Must Be Made?

WHAT DECISIONS MUST BE MADE TO ENSURE EFFECTIVE NAVIGATION AND USE OF IT?

IT Governance is defined as the decision rights and accountability for assuring good behavior in our use of IT. The IT Governance Framework can be applied to any institution and typically for use by CIO's and top IT Management. It is a framework of decision rights and oversight that is intended to drive maximum value out of all information technology investments, minimize risks, use resources effectively, and assure alignment with Company's most important strategic business goals and objectives.



As outlined, the first step is identifying what decisions need to be made. Identifying what decisions need to be made will drive the organization to answer questions such as “*How will we use IT to create value for the enterprise?*”

The IT Governance Framework proposes that decisions be driven by answering the following six questions:

1. *How will IT create Business value?*

IT Guiding Principles - Clarifying the values and practices that guide IT operation actions.

2. *How much and where will we invest?*

IT Portfolio Management - Collecting, evaluating and prioritizing which investments to fund and how much to spend on IT solutions, including project approvals, justification techniques, and benefit realization measurement methods.

3. *What applications or services do we need to deliver to enable business capabilities?*

Business Applications/Service Requirements – Specifying the business need for purchased or internally developed IS applications and services.

4. *How will we execute against the portfolio decisions?*

IS Program Management - Collecting, evaluating and prioritizing the project requests which come to IS and delivery utilizing the defined project management lifecycle.

5. *What technical guidelines and standards will we use?*

IT Architecture - Defining roles, responsibilities, and relationships between IS components through policy and standardization; defining integration and standardization requirements.

6. *How will we build and deliver shared services effectively and efficiently?*

IT Infrastructure - Determine shared and enabling technology services and systems management processes, practices and policies.

These six key decisions are all related and require linking for effective governance.

What Will Guide IT Decisions?

LET'S GET STARTED BY DEFINING GUIDING PRINCIPLES?



prin·ci·ple *'prinsepel/noun*

Plural noun: **principles**

A fundamental truth or proposition that serves as the foundation for a system of belief or behavior or for a chain of reasoning.

Synonyms: **truth, proposition, concept, idea, theory, assumption, fundamental, essential, ground rule**

With this, we can agree that IT guiding principles are a related set of high-level statements about how information technology is to be used in the business. There is a clear trail from the strategy and operating model of the business to the principles that define desirable behavior in the use of IT tools and

systems.

Examples of IT principles may include the following:

- Ensure flexibility in our processes, systems, and prioritization in support of evolving demand
- Promote technology innovation across all business domains
- Information systems guide product quality parameters to enable predictive science
- IT services and capabilities are aligned with industry and compliance frameworks
- Solutions prioritize the use of industry standards, best practice frameworks, and a “buy vs. build” approach with interoperability across the enterprise being paramount
- Leverage existing technologies wherever viable and cost effective
- Use external partnerships for non-core capabilities
- Investment decisions are driven by Return on Investment and Total Cost of Ownership analysis and standards
- Standardize technology/infrastructure, leverage or re-use before acquiring new
- Optimize spend, eliminate waste and leverage existing contracts
- Protect the business’ license to operate

IT Governance must align to and be supported by the organizations. The scope of the CIO authority and accountability should be at the business enterprise level, not limited by the IT organization or placement of any IT related activities in any part of the organization. In other words, the policy should ensure that any embedded (aka shadow) information technology and systems activities are also subject to this governance.

The principles under the IT governance process should be designed to support all information technology and function decisions. These principles need to be communicated to all staff, end users, and business unit management to ensure that all parties understand the proper role and use of IT across the business — all other elements of the IT Governance Process flow from these principles.

Going back to IT Governance Framework - Principles drive IT Architecture that leads to Infrastructure. The infrastructure capability enables applications to be built based on business needs specified by the business process owners. Finally, IT investments and prioritization must be driven by the IT principles, architecture, infrastructure, and application/service needs.

Who Should Make the Decisions?

WHO SHOULD MAKE THESE DECISIONS AND HOW WILL THESE DECISIONS BE MADE?

Determining who makes the decisions and how the decisions will be made relies on the structure of the organization.

First, let's talk about the importance of the decision itself.

Every outcome is the result of a decision – either made or not made by someone. Many companies struggle with getting decisions made. I've seen progress grind to a halt for the lack of a decision. Any decision, please!

Making good decisions quickly is the hallmark of a high performing organization. Harvard Business Review wrote a wonderful article back in 2006 that is still relevant today:



[Who Has the D? : How Clear Decision Roles Enhance Organizational Performance](#)

It is such a great article it is available for sale on Amazon as well! Okay, we have that out of the way. Let's move on.

Making a good decision quickly is dependent on clear ownership of the right to make the decision. The organizational structure of any company results in decision-making authority throughout various levels in the organization.

From here on let's discuss an example of how a fictional company's corporate structure effects IT decision making and governance. For the sake of illustration, I will call the organization "Company."

The primary vehicles for Company's strategy providing governance to the IT functions most likely will or should act as follows:

- The **Company Executive Team (CET)** will set the guiding business principles that define the role of IT in the business. When acting in this role, the CET will collaborate with Company's board team to ensure maximum alignment with the goals and mission of the organization. In global or multi-divisional companies, the divisional or business area leadership will collaborate with IT to specify the business capabilities needed to support the business strategy. The capabilities outlined by the Business Leadership Team (BLT) will result in defining the need for modifying existing or acquiring new applications and services, either purchased or developed in-house. They also guide business unit IT requirements and their alignment with the strategic business needs.

- The **IT Portfolio Oversight Committee (ITPOC)** will approve all IT projects, strategies, and initiatives. They will also approve capital and operational budgets related to enabling their business services. Think of the ITPOC as a board of directors. They should guide and approve strategy and spend but stay out of the operational delivery of the projects. Sometimes that is easier said than done.
- The **Program Management Office (PMO)** is expected to monitor progress and expenditures against the approved project plan and to conduct gate reviews at defined critical points in the development/installation process.
- The **Project Steering Committees (PSC)** are expected to resolve issues and conflicts, to ensure continued alignment with the goals of the business and ensure functional user participation and ownership throughout the life cycle of each project.
- The **IT Leadership Team (ITLT)** will set and maintain the principles that guide IT architecture and infrastructure decisions. The ITLT will deal with policies, relationships and technical choices to achieve desired business and technical standardization and integration. The ITLT will also set key infrastructure standards and directions that apply to all business units to ensure a consistent and sharable foundation for IS capability. The ITLT relies on input from the functional IT leadership team to define the principles and determine the standards, policies, etc. Operating within these principles, standards and policies, the ITLT will delegate or authorize operating level decisions to the functional leaders.
- A key consideration is to drive operating level decisions as low as possible based on risk to the organization. Good decision making depends on assigning clear and specific roles as well. This sounds simple on paper but is, in fact, an area most companies struggle with because many people feel accountable. When many people feel accountable, most often no one takes actions. Worse yet, no one may feel accountable OR the wrong person may take the wrong action.
- The HBR article outlined above lays out a “**Decision-Making Primer**” that I particularly like. In this primer, they introduce a tool called “RAPID”. The letters in RAPID mean:

R = Recommend. These are the people who have or will:

- Recommend a course of action
- Gather input by consulting with others and generating buy-in along the way
- Provide the right data and analysis
- Make a sensible and timely proposal

A = Agree. This is the person who can:

- Veto or approve the recommendation (should be very few people)
- Engage the recommendation in a discussion/ debate that leads to a modified proposal
- If that takes too long or they cannot agree they can escalate to the person with the ‘D.’

P = Perform. This is the person or team who:

- Executes on the decision (often the ones who make the recommendation)
- Work with defined roles, responsibilities and processes as well as flexibility

I = Input. These are the people who:

- Provide the relevant facts that are the basis of good decisions
- Often are responsible for implementing the decision
- Give non-binding input

D = Decide. This is THE person who is responsible for:

- Being the single point of accountability
- Exercising good business judgment, grasping the relevant trade-offs, having a bias for action and a keen awareness of the organization
- Resolving any impasse
- Bringing the decision to a close
- Committing the organization to action

The three trouble spots in most organizations are the lack of clarity around who has the “D”; a proliferation of people with veto power; and proliferation of people providing input.

This is where the inclusion of organizational change management in all major initiatives is very helpful. A simple piece of advice is to clarify the decision-making responsibility matrix at the beginning of the program.

It is easy to see that an effective approach to the decision making is in the best interest of the IT and the organization overall.

How Does IT Support These Decisions?

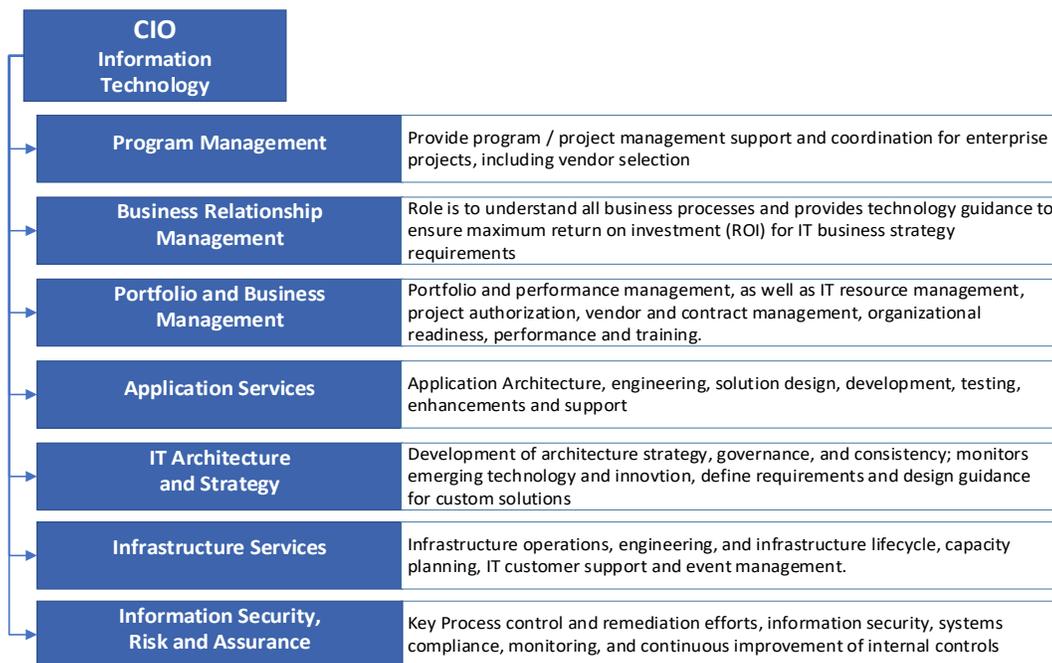
IT GOVERNANCE DECISIONS ARE SUPPORTED BOTH TACTICALLY AND STRATEGICALLY.

The tactical support discussion could get a bit complicated as there is a high dependency on your IT department organization structure. I will try to keep it simple by referring to a typical centralized organization structure with IT relationship and program management maintained within the business.

Most commonly, an Information Technology (IT) department is organized by functional area. The IT department provides tactical support for governance decisions as exemplified by the illustration below:

This is just an example of a decision support structure. The critical point is the need to articulate the roles and responsibilities of the various support groups. This effort goes far to provide clarity of decision-making authority.

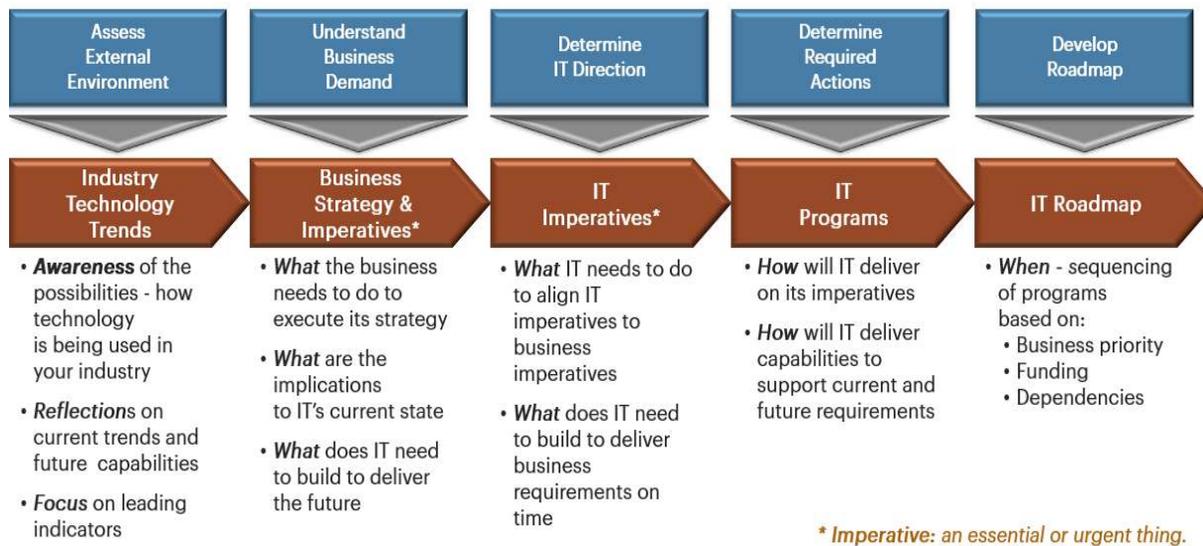
Now that we have outlined the tactical - let's move forward to the strategic. The strategic supports start with the development approach to the creation and maintenance of the IT Strategy.



The purpose of the IT strategy:

1. Helps to ensure that IT investments are aligned with Company's most important strategic business goals.
2. Provides the guidance and direction for the IT operating model, organizational changes and leadership.
3. Provides long-term perspective resulting in efficiencies and cost savings.

The IT Strategy is developed by aligning IT business strategy and imperatives to IT programs and roadmaps as illustrated:



The Company's IT strategy is developed by the Chief Information Officer (CIO) and IT Leadership Team (ITLT) using the Company's strategy as the foundation. The expected outcome of the strategy is to ensure alignment to business goals and provide the structure and guidance to realize the benefits of IT investments.

A suggested rule of thumb is to build the strategy on a three-year cycle due to the rate of technology and business strategy change. Annually updated, this rolling three-year roadmap outlines the plan for IT initiatives and investments across the Company and should be the basis for annual operating and capital budgets for IT functions.

The IT Strategy has many uses in the governance process:

1. It is used by the CIO to communicate the IT plan and to achieve the objectives set forth by the Company President and Executive Team, as well as to gain business approval and support. It is used to support the annual capital and expense budgeting process.
2. Domain IT three to five-year roadmaps are developed based on the IT Strategy.
3. The IT Strategy is refreshed annually and followed by the refresh of the Domain IS and Enterprise IS roadmaps. Detailed annual plans are subsequently developed.
4. Having a consolidated view of proposed projects allows the CIO of Company to address issues of timing, commitment, staffing, potential leveraging of resources, tools and assets, audit requirements and corporate initiatives, on a timely basis.
5. Modifications are thoughtfully made throughout the year as business drivers dictate.

That last point is **very important**. An IT strategy is a key component of the IT governance management process. It is a living document, not one to be created and collect dust.

Why Do We Need to Manage Decisions?

THE OBJECTIVE OF IT GOVERNANCE IS TO ENSURE BUSINESS ALIGNMENT.



As we go into the final stretch of this conversation, I will recap the Objectives behind IT Governance to assure it is well understood. I find planning IT Governance to be the fun part. It is much harder to execute and monitor it. A firm foundation of understanding the objective is necessary to facilitate the adoption of the practice and realize the true value.

Again - IT Governance is a framework that ensures information technology decisions are aligned with the business goals and objectives. It is like the corporate governance goals of ensuring that key decisions are consistent with corporate vision, values, and strategy. Both are driven by the need for transparency of enterprise risks and the protection of shareholder value.

The overall objective of IT Governance is to understand the issues and the strategic importance of IT so that the Company can compete now and, in the future, as well as to ensure decisions support company policy and the right to operate. Hence, IT governance exists within corporations to ensure IT initiatives, and the performance of IT meets the following corporate objectives:

- Strategic Alignment – Link IT and Business Goals
- Value Delivery – Optimize the Cost and Value of IT Services
- Resource Management – Optimize Resource Investment
- Risk Management – Understand the Enterprise Appetite for Risk
- Performance Management – Track and Monitor Achievements

How are the Decisions Managed?

MANAGING THE DECISIONS MAY BE AS IMPORTANT AS MAKING THE DECISIONS.

Now that I've emphasized **WHY IT GOVERNANCE** is important let's move on to discuss how we manage the decisions.



Simply put, there are three general categories of IT Governance decision management mechanisms - the decision making itself; the process assignment; and the communication approaches. Typical techniques used to manage within these mechanisms include:

- Business IT relationship managers
- IT leadership committee composed of the IT executives
- IT Councils composed of business and IT executives
- Senior business leadership committees (of which the CIO should be a standing member)
- Capital Approval Committee (led by a senior business executive and comprised of senior business leaders including the CIO)
- Architecture Review Committee

Managing the alignment of the decision to the overall corporate strategy and objectives may utilize the following techniques:

- Tracking of IT projects and resources consumed
- Formalized Service level agreements (SLA) or objectives (SLO)
- Formal project management lifecycle that includes tracking of the business value of IT and decisions made
- Chargeback or cost tracking arrangements

Approaches to communicating may include:

- Office of CIO or Office of IT Governance
- Addressing failures in the process early on
- Communicating adoption through announcements from Senior Management
- Creating, managing and monitoring web-based portals and intranets articulating IT programs and progress

All companies and especially publicly held (or for those aspiring to issue an IPO) companies should look to develop a Governance System Framework within IT. A recommendation for this framework would preferably be based on the latest **COBIT** (Control Objectives for IT) governance model with supporting ITIL v3 (IT Infrastructure Library) system management operating practices.

COBIT is a globally accepted framework for providing a business view of the governance of IT. Most often SOX audits are based on its controls. You can learn more about COBIT at: [What is COBIT?](#)

ITIL is the most widely accepted approach to IT service management. It provides a clear and cohesive set of best practices drawn from a global community of IT leadership. The **ITIL IT Service Management** (ITSM) Best Practice is supported by a certification scheme that enables practitioners to demonstrate their abilities in adopting and adapting the framework to address their specific needs. ITIL has been adopted by thousands of organizations worldwide, including NASA and Microsoft. To learn more about ITIL visit “[What is ITIL® Best Practice?](#)”

Neither of these frameworks was meant to stand alone (at least in my opinion). COBIT provides the framework of policy, process, procedures, and metrics that give direction to ITIL systems management framework for driving IT Operations. I like to think of COBIT as the **WHY** and the **WHAT** you must do and **ITIL** as the **HOW** you will manage IT. Perhaps in a future conversation, we will discuss these frameworks further.

Also, **TOGAF 9** (The Open Group Architecture Framework) provides an industry approach for designing, planning, implementing and governing enterprise information architecture decisions. **TOGAF** is a high level and holistic approach to design, which is modeled at four levels: Business, Application, Data, and Technology. It provides a common set of tools and language for developing and managing architecture.

For additional information, let me direct you to a resource provided by The Open Group: [The TOGAF Standard, Version 9.2 Overview](#)

With this, we will pause the IT Governance conversation with a memory of Steve Jobs...

People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully."



How are Decisions Monitored?

IF YOU CAN'T MONITOR IT, YOU CAN'T MANAGE IT.

We wrap up our IT Governance conversation with a discussion on monitoring decisions made.

Why is it so important to monitor decisions made? Monitoring plays a key role by enabling transparency of decision actions, progress, and outcome as well as informing us of lessons learned for continual improvement of decision making. Notice I did not use "Governance" in that last sentence. There is a trend towards eliminating "Governance" from our management vocabulary. There are some people who claim. Governance is passé. At the same time, I often find that these people also don't feel the need to manage their career or plan for retirement. Without it – success is an accident.

I am the first to admit it is overused and misused at times. At the same time decisions are made; thus they need to be managed and monitored.

Okay, now that I got that off my chest...what is monitoring IT Governance all about?

Think about this - business leaders are accountable for making decisions required to support the corporate objectives. In pursuit of building the capability required to meet the objectives, they are delegated the authority to make and approve design decisions. Along with the design decisions, the business leader is authorized to approve the funding needed to implement designed solutions within their designated delegation of authority.

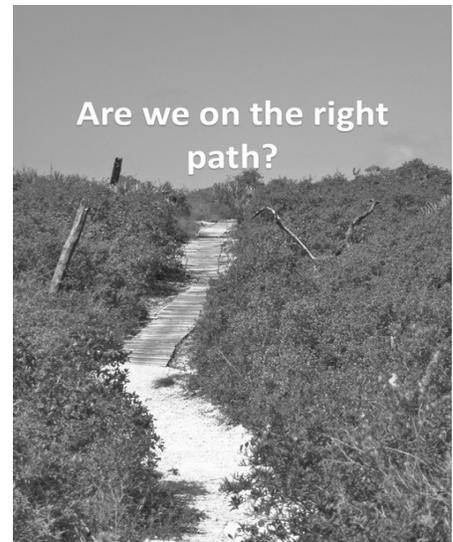
Without monitoring the organization would be blind to the quality of the actions and return of the investments. It would be akin to building and mortgaging a home without bank approval, without an architected plan, without quality inspections, and without a bank appraisal. Does that resonate?

In the IT space, various techniques have proven useful in monitoring IT decisions made. More importantly, these practices are fundamental to running IT as a business.

IT Portfolio Management

Portfolio Management ensures that technology projects complement overall business strategy and value. IT utilizes a project prioritization methodology that reflects the enterprise's strategic goals and monitors changing circumstances throughout the portfolio lifecycle.

The fundamental objective of the IT Portfolio Management process is to determine the optimal mix and sequencing of proposed projects to best achieve the organization's overall goals - typically expressed in terms of hard economic measures, business strategy goals, or technical strategy goals while honoring constraints imposed by management or



external real-world factors (such as disasters, funding, and resources).

Typical attributes of projects being analyzed in a portfolio management process include, each project's total expected cost, consumption of scarce resources (human or otherwise) expected timeline and schedule of investment, expected nature, magnitude and timing of benefits to be realized, and relationship or interdependencies with other projects in the portfolio.

IT Balanced Scorecard

The IT Balanced Scorecard is a methodology for assessing the state and managing the risks of an IT Department. This could be a conversation on itself.

The IT balanced scorecard was developed in the early '90s by Kaplan and Norton as a set of measures that would give management a view into the business. The Information Systems Audit and Control Association provides a great example of how to use it:

[ISACA: Use of the Balanced Scorecard for IT Risk Management](#)

It reports on four key perspectives – The customer, internal processes, employee learning and growth, and financials against the strategy. In my opinion, it is one of the most impactful maturing processes an IT organization can take to articulate the value IT provides to the organization.

IT Project Management

Project managers (PM) need to report project status weekly on a Red/Yellow/Green scale across multiple categories, including Delivery, Resources, Budget, Technical, and Overall. Written updates on costs, key milestones, ongoing issues, and next-step action items are also included.

Project information should be kept up to date on a weekly basis in whatever systems the company deems appropriate. I am agnostic to what is chosen, as long as, the process allows the PM to track schedules, actual work performed, budgets, spend, forecasts, issues, risks, and project changes.

Each week, the PM evaluates the information in the tracking system to ensure that it is accurate and provides an assessment of the overall project performance using this suggested rating scale:

- **Green** – Project is performing within expected thresholds
- **Yellow** – Project is at risk for missing delivery expectations
- **Red** – Project will miss delivery expectations

Here I ask that you consider what works for your firm when implementing these or other methodologies for monitoring decisions made.

Additional Impacting Policies and Processes

WHAT OTHER POLICIES AND PROCESSES SHOULD BE CONSIDERED?

While you are thinking about it, I want to outline additional policy, processes, and organizations that contribute to the success of the IT practice:

- The **IT Policy** is a formal management policy that governs corporate practice concerning the authority of the Chief Information Officer (CIO). The policy sets out the principles under which ALL services relating to electronic information and technologies (Information Technology Services, or 'IT') are provided in the company.

It should outline the authority and the responsibility of the CIO clearly. This key policy needs to be sponsored by the CEO or highest leader of the organization on behalf of the CIO and IT. It is the policy that all IT, Accounting, Sourcing, and Legal policies should link back to. The power of this policy is applied to internally and externally hosted systems and should outline the guidance and ramifications of obtaining IT services outside of the central IT decision making process. For example, if a department decides to take advantage of a software-as-a-service offering without engaging IT technically there is nothing IT can do to stop it. The questions one must ask is, "Who is accountable if there is a breach of privacy? Who is the steward and accountable for the contractual and financial liability?"

- The **Information Security Policy** establishes mandatory requirements that assure the confidentiality, integrity, and availability of electronic information and the systems which store and process that information.
- The **Portfolio Management Process** facilitates the development of enterprise portfolio prioritization, recommendation, and portfolio approvals. It is designed to ensure timely processing of approvals for all projects and initiatives while ensuring alignment with IT principles and the business strategies and goals of the company.
- The **Capital Expenditure Request (CER) Process** outlines the steps for the procurement of all capital assets and how to get funding.
- The **Project Management Process**, which utilizes the IT Project Delivery Methodology (IS PDM) provides ongoing governance of approved projects. Embedded within the Project Management Process will be the Organizational Change Management (OCM). OCM is central to the deployment of any transformation initiative. The intent is to ensure that end users understand the need for change and have the right capabilities and motivation to accelerate and make the change.
- **Change Management** is the process of scheduling, coordinating and monitoring all changes to an information system resource. Its objectives are to assess, prioritize, authorize all changes, and to ensure that changes are made with minimum disruption to the system availability.

- An **IT Solution Design and Delivery** practice are responsible for the design and delivery of IT systems acquisition, development, deployment, and maintenance activities. IT develops and delivers a variety of systems and applications ranging from stand-alone systems to server-based systems and commercial-off-the-shelf (COTS) to custom-developed software. It also manages external and contractual partnerships for vendor-hosted solutions and managed service agreements.
- The **Architecture Review Board (ARB)** is a governing body that provides a technical review and reporting for all IS projects. Call it anything you want, but hopefully, you can see the value.
- **Audits and Risk Assessments** are integral parts of both corporate and IT governance. The CIO will work with the head of the Internal Audit department and the IT leadership to ensure that the benefits of audit and risk assessment activities are maximized and institutionalized.
- **Office of General Counsel, Finance, and Sourcing and Procurement** are integral parts of the IT governance process and will be involved in all major procurement decisions. The focus of sourcing is to leverage the buying power of the company and to leverage assets across the organization while assuring financial and contract obligations are understood and managed.
- **Vendor Management** is a discipline that enables organizations to control costs, drive service excellence and mitigate risks to gain increased value from their vendors throughout the relationship life cycle. Vendor management enables organizations to optimally develop, manage and control vendor contracts, relationships and performance for the efficient delivery of contracted products and services.

In Closing

IT IS TIME TO MOVE FOWARD



I've given you a great deal to consider.

Let me help by adding a simple thought as you contemplate how to best apply all that I have shared:

- The role of IT and the potential value IT brings to the company is ever increasing. Competition is driving the need for innovation while shrinking profit margins. This calls for scrutiny of every dollar invested.
- The role of IT governance is critical in determining if we are investing in the right systems that will enable the right capabilities at the right cost.

This ends our discussion on IT Governance.

For assistance in improving your IT decision making processes contact please email mary.patry@iteffectivity.com or visit [ITeffectivity Contact](#) to schedule a strategy discussion.



Mary J Patry Biography

IT Executive Advisor and Coach, ICF ACC

Accomplished IT management leader Mary Patry engages her unique combination of experience, leadership values, training, and personality in helping her coaching clients create an attainable, sustainable vision of success.

After over 30 years in the IT industry, Mary stepped away from her corporate leadership career to focus on her passion, helping others triumph, personally and professionally. At the heart of Mary's coaching practice is her desire to create a compelling new vision for her clients' success and her commitment to providing leadership in identifying key motivations, creating positive solutions, and enabling her coaching clients to set and achieve previously unimagined goals.

When it comes to IT, Mary's expertise is hard-won, founded on decades of commitment, dedication, and strategic growth. Her sterling reputation in the IT industry is ground in her well-known ability to define the strategy, design and implementation leadership of actionable IT programs focused on increasing IT value and satisfying the needs of business stakeholders.

Beyond her technical skills, Mary's empathy, care, and innate ability to listen set her apart in an increasingly crowded field. Mary helps her clients design a future around the positive core values, priorities, and principles they've identified. She guides them through understanding key motivations and offers the emotional grounding necessary to take on new challenges. Since 2013 she has helped over 50 IT Executives move forward towards their goal.

Representative Clients

ABM Industries, BCBS CA, CareFirst, Celestica, Dow Chemical, Eli Lilly, Emergent BioSolutions, FedEx, Genworth, Howard Hughes Medical Institute, IDEXX Laboratories, Kaiser Permanente, Karl Storz Endoscopy, Liberty Mutual, LPGA, Owens Corning, The Pantry/Circle K, Univ. of Arizona, Western Union, Zimmer, Inc.

Representative Assignments

- C-Level IT, SVP Financial Services (focus on executive leadership, strategic change)
- C-Level IT, SVP Biopharmaceutical (focus on onboarding, baseline assessment, org change)
- Global Executive IT Director, Medical Devices (assuming expanded global role)
- IT European Director, Animal Sciences (improving global relationships)
- Head of IT, Non-Profit US Sports Association (new leadership role, org design, strategy)
- VP IT, Military Organization (onboarding into new IT Role)
- VP IT, Healthcare Provider (work/life balance, executive presence, stress management)
- Director of IT Architecture, Global Manufacturing (priority management, strategic presence)

"Mary possesses great listening capabilities and is a trusted advisor, committed to providing unbiased guidance in a safe/confidential environment. She focuses on eliciting information rather than telling you what to do. She personally helped me make improvements regarding enhancing my visibility within the organization and improving my perceptions among leadership which, has led to an increase this year in the scope of my responsibilities."

- Sr. Director IT

ITeffectivity

Mary Patry

IT Executive Coach and Advisor, ACC

T: 480-393-0722

M: 480-862-3455

Mary.Patry@ITeffectivity.com

www.ITeffectivity.com

INFO~TECH
RESEARCH GROUP
— CERTIFIED PARTNER —

