Category

Enterprise Transformation

IT-Business Alignment & Digital Governance Playbook

A governance operating model that gets IT investment decisions made by the business value they create, not the loudest stakeholder.

- Executive
- Intermediate
- Template Included

- Mithun A. Sridharan

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Overview

A structured governance framework using COBIT principles to align technology investment with business strategy, clarify decision rights, and stop reactive, politically driven IT prioritization.

Isn't this just a PMO function with a different name?

A PMO typically manages delivery execution — timelines, resourcing, status reporting. This governance model sits a level above that, at the decision-rights and portfolio-prioritization layer, determining which initiatives get funded and why before a PMO ever begins managing their delivery.

How large does an organization need to be to justify a formal Technology Steering Committee?

Any organization with more competing technology initiatives than it has delivery capacity to fund — which describes most organizations above roughly 500 employees, and many well below that — benefits from formal governance. Smaller organizations can run a lighter version with a monthly leadership review rather than a dedicated committee structure.

What happens if a business unit leader disagrees with the committee's decision?

The Decision Rights Matrix should specify an explicit escalation path — typically to the CEO or a designated executive sponsor — used sparingly. A well-run committee that publishes clear rationale for its decisions sees escalations become rare, since most disagreement

stems from not understanding why a decision was made rather than genuine disagreement with the criteria.

How is this different from adopting COBIT wholesale as a compliance framework?

This playbook borrows COBIT's Governance/Management distinction and its Evaluate-Direct-Monitor structure as a practical decision-making model, not as a full compliance or audit framework. Organizations don't need to implement every COBIT control objective to get the alignment benefit — the governance operating model is the valuable part for this purpose.

How often should the Decision Rights Matrix be updated?

Review it annually or whenever a significant reorganization changes reporting lines, but avoid revising it more frequently than that — a matrix that changes every quarter undermines the clarity and trust it's meant to build.

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Author

Mithun A. Sridharan Thought Leader

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