## Part I Introduction: The IT Organization Over Time

1 Organizations in General			ons in Generaltion of Terms	3
	1.1		izations Today	<i>3</i>
		_		6
	Neit	nence.	••••••	O
2	IT (	)rganiz	ations in Particular	7
	2.1	From 1	the Beginnings of IT to 2010	7
	2.2	Where	Does IT Stand Today?	12
	Refe	erence.		13
Daw	TT	The C4	weekens of IT Organizations	
Part	ш	The St	ructure of IT Organizations	
3	The	Organi	izational Structure of IT: Various Models in Pro and Contra	17
	3.1	The Fo	our Ways of Integrating IT into the Business Organization	17
		3.1.1	Advantages and Disadvantages	18
	3.2	Overv	iew of IT Organizational Structures	21
		3.2.1	The Model of the Classical IT Organization	21
		3.2.2	The "Plan-Build-Run" Model	23
		3.2.3	The Source-Make-Deliver Model	24
		3.2.4	The Innovate-Design-Transform Model	25
		3.2.5	Shared Service Models	27
		3.2.6	The Demand-Supply Model	28
	3.3	3.3 Special Features of the Organizational Structure of IT		32
		3.3.1	DevOps	32
		3.3.2	BizOps or BizDevOps	33
		3.3.3	A Bimodal IT Organization	34
		3.3.4	The IT Organization in an International Context	35
		3.3.5	Line-Centric Versus Project-Centric IT Organization	37

VIII Contents

	3.4	Agile l	Methods in IT Organization Design	39
		3.4.1	SCRUM	39
		3.4.2	IT KANBAN	42
		3.4.3	Self-Organization and Holacracy in IT	45
		3.4.4	Digital Labs	46
		3.4.5	Tip from the Field: When and Where Do Agile Approaches	
			Make Sense?	53
	3.5	The Pr	ocess Organization as an Interface to the Specialist Departments	55
		3.5.1	The Question of the Responsibility of a Process Organization	55
		3.5.2	The Three Levels of Requirements Management	55
		3.5.3	Important Roles in the Process Organization	57
		3.5.4	Establishment of a Process Organization	58
	3.6	Summ	ary and Plea for a Modern IT Organization	63
	Refe	rences.		64
4	The	Process	o Organization of IT: Which IT Processes and Structures	
•			lern and Lean IT Organization of the Future Need?	65
	4.1		vernance as a Framework for IT Process Organization	65
	4.2		lew of Common Frameworks for IT Process Organization	66
		4.2.1	COBIT as a Possible Reference Model for the IT Process	
			Organization	66
		4.2.2	ITIL as a Framework for the Implementation of IT Service	
			Management Standards	69
		4.2.3	A Guide Through the Jungle of ITIL, COBIT, and Co:	
			What Is Really Important for the CIO?	71
	4.3	Your C	Own IT Framework	72
		4.3.1	IT Strategy and IT Governance	74
		4.3.2	Demand Management	84
		4.3.3	Project Management	86
		4.3.4	IT Architecture	102
		4.3.5	IT Development and Deployment	103
		4.3.6	IT Service Management	
		4.3.7	IT Operations	105
	4.4	IT Pers	sonnel and Roles: Defining the Right Roles for the IT Processes	105
		4.4.1	The CIO's First Reporting Level	105
		4.4.2	IT Strategy and IT Governance	105
		4.4.3	Demand Management	106
		4.4.4	Project Management	108
		4.4.5	IT Architecture, Innovation, and Digitalization	109
		4.4.6	IT Development/Deployment	112
		4.4.7	IT Service Management	113

Contents

		4.4.8	IT Operations	117
		4.4.9	Interfaces and Decision Rights of the IT Roles	
	Refe	erences.		
Par	t III	The R	Role of IT and the CIO in the Company	
5	The	Role of	f IT in the Company	121
	5.1	Driver	rs and Influencing Factors of the IT Organization	121
		5.1.1	Digitization and New Digital Business Models	122
		5.1.2	Agility, Dynamism, and Collaborative Working	123
		5.1.3	Consumerization of IT and IT Security	124
		5.1.4	Artificial Intelligence, IoT, and Cloud Computing	124
		5.1.5	Finding and Retaining Talent and Experts	125
	5.2	Positio	oning: Where Does IT Stand Today?	125
	5.3	Clarify	y Expectations of the IT Organization	126
	5.4	The N	ew Role of IT: Old Ways of Thinking Must Be Overcome	130
		5.4.1	From Administrator of Technology to Designer of Digital	
			Change	
		5.4.2	The Four Stages of IT Becoming an Innovation Driver	133
		5.4.3	Conflict Potential 1: "Sovereign Tasks" Versus Service Tasks	
		5.4.4	Conflict Potential 2: Self-Image Versus External Image	135
	5.5	The N	ew Role of IT Drives the Business: How IT Can Create	
			Business Value	
	Refe	erence.		136
6	Quo	Vadis	CIO? – The Role of the CIO in Times of Digital	
	Trai		ation	
	6.1		Role Models	
	6.2		of a CIO: Working on IT and Not in IT	
	6.3	Neces	sary Skills and Competencies of the CIO	141
		6.3.1	Agile Leadership: Modern Leadership Instead of Command and	
			Control	142
		6.3.2	The CIO as a Change Leader: Not Just Making the Technology	
			Work, But the People and the Processes	142
		6.3.3		
			and Benefits of IT	
		6.3.4	Communication and Marketing: Making IT Understandable	143
		6.3.5	Simplify Complexity: Understanding Technologies and Using	
			Them Correctly for the Company	
		6.3.6	The Seven-Point Plan for Success as a CIO	
	6.4	CIO V	Versus CDO: The CIO in the Digital Age	
	Refe	rences		146

X Contents

Par	t IV	Management of IT Organizations	
7	Leadership Principles for CIOs and IT Managers 7.1 Results Orientation and Business Impact as CIO 7.2 Managing IT Specialists 7.3 Concentration on the Essentials 7.4 Employee Development: Strengthening Strengths! Reference		
8	Meaning and Purpose as a Management and Control Instrument18.1 Developing a Target Picture for IT18.2 How Is the IT Target Image Achieved? – Creating the IT Roadmap1		
9	9.1	ity and Dynamism Need a New Form of Leadership 166  Leadership Agility: Effective Leadership in an Agile and  Dynamic World 166  9.1.1 The Starting Point of Leadership Agility 166  9.1.2 How to Become an Innovation Driver? 166  9.1.3 Leadership Agility: From Conventional Leadership to Agile Leadership 166  9.1.4 How Can Agile Leadership Be Implemented in the IT Organization? 166  Specifics of Leadership in the Digital Age 166  erences 176	1 1 3 4 8 9
10			
11		dership and Team Building: The Five Phases According to Tuckman 17	
12	12.1 12.2 12.3	Trust Is the Basis for a Healthy Corporate Culture in IT	3 5 6 7
13	<b>Summary</b>		
Ref	erenc	ees	3