Chapter 2
IT/IS Readiness Maturity Model

Mustafa Alshawi
University of Salford, UK

Hafez Salleh
University of Malaya, Malaysia

EXECUTIVE SUMMARY

This chapter explains the concept of an IT/IS readiness maturity model including particular requirements in terms of four domains, embracing nine attributes: IT infrastructure (top management perception, systems and communication), people (skills, roles and responsibility of IT staff, user involvement), process, and work environment (organization behaviour, IT department, leadership). Each of the attributes consists of 14 factors: top management perception (drivers, systems requirements definition), systems and communication (focus, network communication), skills (type of skills, capability building), roles and responsibility of IT staff (position of IT/IS heads, roles of IT staff), user involvement, process (practices), organizational behaviour (characteristics), IT policy (control of IT/IS activities), and leadership (communication, participation). The following section describes the concept of readiness and maturity, the resources used for element extraction/adoption and the description of the model.
DESCRIPTION OF MODEL

The Purpose of IT/IS Readiness Model

A. The model is intended to be used prior to IS/IT project implementation
B. The model is a holistic in nature and focuses on soft issues which embrace all the key organizational elements such as IS/IT, people, business processes and work environment.
C. The model adopts the maturity-level techniques to facilitate the measurement of the “Readiness Gap”, i.e. the gap between the current and the required state of readiness, prior to the implementation of a selected IS/IT project.
D. Each maturity level provides guidelines for managers to improve the readiness status and progress through the maturity levels.

The proposed model is a maturity model composed of six progressive stages of maturity that an organization can achieve in their investment and implementation of IT/IS. These maturity stages are cumulative; which means, in order to get a higher position in the maturity stages, the organization must comply with the pre-ordained requirements for that stage (in addition to those for all the lower stages).

What is being Evaluated?

The model is based on assessing four organizational elements and is shown in Table 1.

A. IT infrastructure
B. Business process
C. People
D. Work environment

The proposed model is a maturity model composed of six progressive stages of maturity that an organization can achieve in their investment and implementation of IT/IS. These maturity stages are cumulative; which means, in order to get a higher position in the maturity stages, the organization must comply with the pre-ordained requirements for that stage (in addition to those for all the lower stages).

IT Infrastructure

Top Management Perceptions

Level 1. Small IT/IS are developed or purchased where the decision regarding their acquisition tends to be ad-hoc in nature. They are made at low levels within the
Implementing Business Intelligence in Contemporary Organizations
www.igi-global.com/chapter/implementing-business-intelligence-in-contemporary-organizations/120757?camid=4v1a