



Getting Help

Welcome to The Infonomics Letter for August 2010.

Another month has flown past, and with it, some "Milestones in My Life's Quest".

In this service oriented world, we all depend on our suppliers to meet our needs, whether in the context of the products and services we consume as individuals, or that of corporate outsourcing. A number of recent close-to-home experiences provide the motivation for "Why can't you solve my problem" – a look at how organisations are killing customer service and innovation by locking their entire business model into the rigidity of computer software.

Audit is an essential activity in medium and large organisations as an avenue for ensuring that the work is done properly and that rules are being followed. However, my perception has been that audit is often too late to make a difference. Thankfully, Dan Swanson, a leading light in the audit field, has just published a new and insightful book. My review of "Raising the Bar" picks out some of the gems from Dan's advice. It's recommended reading not just for those who want to be successful with their use of IT, but for all who want to be sure that their organisations are running well.

The survey conducted by Infonomics early in 2010 confirmed a severe shortage of quality literature giving practical advice for company directors on how they can ask pertinent questions and drive the right behaviour through the management ranks of their organisations. "Guidance for Directors" introduces a number of highly regarded friends of Infonomics, who do provide relevant quality insight. It also briefly summarises the literature available from Infonomics.

Much of my time goes into preparing and delivering education about governance of IT and ISO 38500. September's "Education Schedule" is substantial, with opportunities in Melbourne, Sydney and Brisbane. In October, I will be in Madrid, November is for the UK, and December should see me back in Malaysia.

Infonomics and University of Southern Queensland are collaborating to run an ISO 38500 Corporate Governance of IT Masterclass on September 24th, in conjunction with the World Computing Congress at the Brisbane Convention and Exhibition Centre.

Finally, there's an important event as part of ongoing participation in academic research. On October 22nd, Monash University is hosting Resolving the Elephant in the Room: Board and Executive perspectives on governance of IT in Australian Organisations.

Mark Toomey
31 August 2010

Milestones in My Life's Quest

August 30 saw a minor milestone in my life – my 55th birthday. I was delighted to receive many messages of encouragement and friendship from around the world. Many, it seems, believe in the work that I do and want me to continue. I'm pleased to do so.

That milestone more or less coincides with the ten year point since I embarked on this journey. Early in 2000, Steve Moir and I launched a company that we called "The Experience Network". Its value proposition was simple: we, and those we would progressively employ, were veterans of IT and we knew how to spot when things were likely to go pear shaped. We could help CIOs be much more successful, by helping them spot and resolve looming failures in projects and operations before the problems got out of hand. The business was not successful, and in retrospect we recognised that few CIOs wanted anybody, let alone fiercely independent experts, looking over their shoulders and telling them where they were making mistakes.

So as 2000 rolled forward from second quarter to third quarter and on into the southern spring, we reset our gaze on those who might be interested in learning if the CIO was getting it right consistently. We tested the idea, and some tools we had developed, with a couple of company directors, and had an immediate positive response. Almost immediately, Steve and I were drawn into our first boardroom engagement – to review and advise the board on a strategy for implementing a CRM system in a very well known national organisation.

The experience of helping that board for the better part of a year, and a couple of other top level engagements we won during that time, reinforced for me the learnings from earlier days of building first generation IT systems for organisations that were just beginning to automate, and further lessons from eleven years as a consultant working with senior managers in diverse organisations around the world. It became abundantly clear to me during that time that problems with IT are frequently not technology problems at all – rather they are problems with how organisations use technology, and especially with the way that managers on both sides of the technology divide engage in the pursuit of real value from IT investment.

But despite renaming the company (to BCT Governance – for Business Change and Technology Governance), publishing a small book (The Director's IT Compass) and a great deal of promotional effort, we could not make it fly. Perhaps we weren't that good at business development – or perhaps we were just too far ahead of the curve. So our partnership dissolved and we went our separate ways. I took on

an interim CIO role, but never let go of the dream – writing and speaking on governance of IT whenever the opportunity arose. One of the significant products of that time was The Infonomics Lens – an evolution of a framework Steve Moir and I had devised for monitoring the progression of IT use from strategy development, through planning and implementation and on into operation. As I think about that lens, I realise that the developing market is likely to be interested in it and I must plan to develop it further.

Thinking that my interest in board level oversight of IT might lead to some opportunities in consulting and also as a practicing non-executive director, I joined the Australian Institute of Company Directors in 2002, and soon after undertook a profoundly important education program – the Company Director's Course. This equipped me with a rock-solid platform on which to further develop my thinking and on which to engage in very useful peer level conversation with fellow directors.

2003 was very significant in that I came into contact with people working on the Australian Standard for Governance of Information and Communication Technology. The concept was good – guidance for the board of directors. The team was committed and innovative, but did not at the time include any directors. But the Australian Institute of Company Directors saw the wisdom of being involved, and I was appointed to represent them in the development process – with a clear mandate to ensure that the standard created no new obligations for directors and did not demand that directors get involved in the management level detail. These instructions were perfectly reasonable and fitted my understanding of established director obligations, which I had just learned in the AICD course. Fundamentally, the obligations of directors to act in the best interests of the company, with the skill of the common person, already created the expectation that they would oversee the use of IT, and the standard could be very valuable in that it would give them tools to help guide their oversight. In respect of the proverbial "future conversation with an unknown judge", a director who had used the standard as a guide to oversight of IT should have a very strong defence.

The AICD representation role was probably pivotal in an invitation to participate as moderator for a discussion on governance of IT at the AICD conference of 2004. That conference and subsequent events have been very important in building a small but valuable network of practising directors who have given generous time as a sounding board and guide for my thinking, with a few also becoming clients.

Release of AS 8015 in early 2005 had me hoping that the watershed had arrived, and indeed I commenced an engagement to assess the governance of IT in a financial institution the day after the launch. Without a doubt, the standard and the assessment framework I had developed to complement it were very effective

and enabled me to very quickly form an accurate view of why that particular company was experiencing a number of operational IT based mishaps. A second engagement just weeks later had me using the standard to look at why the IT function in a major Australian company was not delivering the services required by the various lines of business. Again the cause became very clear in short order. As with the first case, it wasn't a problem in the IT function at all. Rather, it was an issue with the behaviour of senior and executive management. But this time, instead of reporting to the board and having the board provide clear direction to the executive, my report was delivered to the executive, which agreed my analysis, but declined to take the necessary action. There was no doubt about it – executive failure in this company was going to continue putting it at disadvantage with IT, and the board was oblivious to the problem.

A desire to expand market awareness was behind creation of The Infonomics Letter – with the first edition published in August 2005. The timing could not have been better, as one of the great failures in governance of IT was just around the corner, and when the Australian Customs Service launched its new imports management system on October 12 2005, the vehicle for commenting on it was ready to go. The comments I made in the November edition were picked up by two high profile journalists of the time – Graeme Philipson at Fairfax (writing in The Age and the Sydney Morning Herald) and Sue Bushell (writing for CIO). Their stories gave a huge boost in awareness of AS 8015 and its concepts for good governance of IT.

But while it had attracted a strong following and helped generate a lot of discussion, the original Infonomics Letter was too big and I just ran out of steam. The last edition in the first series struggled out the door in early September 2006. It wasn't until two years later, in August 2008, that I succumbed to the temptation of reattaching the millstone of a monthly publication, and with a new, more compact approach, it's been going well ever since. So apart from my own birthday, this is the second, or fourth, birthday for The Infonomics Letter!

While AS 8015 did not set the business and boardroom worlds on fire, it did gain enough interest that I was able to keep modestly busy doing assessments and developing effective governance arrangements for diverse organisations. This also left plenty of time for thinking and working on further developments in the standards space itself. I wrote and published the second edition of The Director's IT Compass, and scored the major coup of selling several hundred copies to HP as part of their regional training program. That book remains fully useful today, with four sets of twelve points to help directors ask questions about IT at the four fundamental stages of the business cycle. However, despite the opportunity that sale represented, it was far from

enough to head off a major terminology problem, with more and more IT industry service and product being labelled "governance" when it is in fact "management". It's taken another five years of railing against this confusion, but we are at last seeing a turn in the tide. On one hand, ISO has asked us to produce a document that establishes for once and for all the distinction between the concepts of governance and management in the standards space. On the other hand, ISACA, itself an organisation that had been incorrectly referring to management tasks as "Governance" has set out to distinguish between the concepts in its forthcoming COBIT 5 framework.

Despite AS 8015 not being a wildfire success in Australia, it was noticed by experts and commentators around the world, and during 2006, an invitation was issued by the Joint Technical Committee of ISO and the IEC, for Australia to fast-track the standard to international adoption. And so began the unexpected but sensationally interesting and challenging voyage of effort to change the thinking of IT leaders not just in Australia, but throughout the world.

Perhaps because of the work that I had done using the standard since early 2005, and perhaps because I had foolishly volunteered, I was asked to take on the role of Project Editor for the fast-track adoption. It was my job to draft and redraft the words as we waded through hundreds of comments ranging from suggested improvements to outright rejection of the concepts. International adoption of AS 8015 as ISO 38500 involved an enormous effort of rewriting virtually every word of the document to maximise its relevance to the international community, while not changing any of its meaning or purpose. This was achieved over the course of two major meetings in Moscow, and then in Montreal, where there was unanimous acceptance of the standard by the nations that were involved in the process. From there, the administration machine took over, and in the six months leading up to release of ISO 38500 in June 2008, it became clear that there would be significant interest in the standard from the IT community at least. Thus it was that shortly after a standards meeting in Berlin, I joined Alison Holt (who had been convenor of the group that conducted the fast track adoption process) at an industry briefing on ISO 38500 at Schiphol in the Netherlands.

During the train journey from Berlin to Amsterdam for that briefing I reflected on the adoption process, the experience I had with AS 8015, and the general behaviour of the IT industry – especially its increasing tendency to value spin over substance and to superficially exploit guidance such as that in ISO 38500. I concluded that the standard would be insufficient as a stand-alone document. People in all sorts of roles would need guidance on how to understand it and exploit it. Thus began a twelve month marathon, writing the book that we now know as *Waltzing with the Elephant*. A year on from its

dual launch events – one with the itSMF Australia annual conference in Sydney and another hosted by the delightful Alistair Urquhart at Affairs of State in Melbourne, I am delighted that the book has sold several hundred copies and has made it to many nations around the world.

Paralleling the recognition that the world would need a book, it also became clear that the world would seek training, and the classes that I had originally developed for explaining AS 8015 were overhauled, to become the foundation training in ISO 38500 that I offer today. Laborious networking and cold calling has delivered a small, but important band of partners who schedule classes which I deliver, and looking forward to the day when demand justifies them training their own trainers so that classes can be delivered in many more locations.

There can be no doubt that the Global Financial Crisis – itself an undoubted product of governance failure – has severely impacted investment in IT and associated take-up of guidance on governance of IT. But as nations slowly emerge from the chaos, and as is already happening in Australia, we can look forward again to organisations investing in IT as they try to maximise business performance and compete now more than ever on a global stage. With these investments we will no doubt again see organisations taking unnecessary risk, doing too much at once, trying to drive business change by operating the technology lever alone, and falling victim to the classical syndrome of "unknown unknowns", most of which should be readily identified and controlled. Effective governance of IT should help limit the risks and improve the value, and organisations that understand this should be among the winners.

The governance concepts in ISO 38500 are extremely powerful. Organisations that take the time to properly understand them and follow their lead to direct and control the use of IT at a business level should derive a significant strategic advantage, because they will have high rates of success with few operational breakdowns and project failures. But we won't convert 99% of the world's companies to this thinking overnight. Many – perhaps most, will continue to operate on the flawed belief that the problems they experience with IT are the fault of their incompetent IT suppliers rather than with the way they engage those suppliers and exploit the products they deliver.

Slowly, the tide will turn. That's what I'm working toward – helping to get that tide to turn as soon, and as sharply as possible. I'll continue writing newsletters like this, papers on specific aspects of governance, debating issues in online forums, publishing books, developing and delivering training, speaking at IT industry and business leader events and, when the opportunity presents, working directly with organisations that want to improve their own performance through effective governance of IT.

And I'll continue criticising those who don't get it: – the trainers who purport to be explaining ISO 38500 but dive immediately into the management detail of COBIT; the IT companies which deliver haphazard services based on motley collections of contractors rather than properly trained and organised teams; and the incredibly naive business leaders who still think that one can change an entire business merely by imposing an IT system on it.

In traditional terms, I've got another ten years of working life in front of me. I've got an enormous and talented virtual team helping me all around the world. In that ten years, I hope and pray that we can deliver radical transformation in the behaviour of organisations in their use of IT, so that they are effective in generating significant value from their investments, while avoiding failures that come from poorly understood and poorly managed risk. About three years ago, Raymond Young estimated that in Australia, that performance improvement is worth between 1.6% and 3.2% of GDP. Is that a goal worth pursuing? I certainly think it is!

Why can't you solve my problem?

My daughter has just returned from a year long tour of Europe and other places most foreign. She's had a great time, mostly, but several experiences with her bank's call centre have been frustrating.

She lost her wallet, and all her cards, early in the trip. She called the bank to report the loss, stop the cards and request replacements. That's where the trouble started. Despite being well aware of advertising here in Australia that promises replacement cards within 24 hours anywhere in the world, she was told to wait for the card to be couriered from Australia to the Netherlands. This and a saga following revealed to us that the personnel in that bank's call centre had no idea at all of the correct procedures to follow when a card is lost outside Australia – despite television advertising. They also had no idea of how to manage escalation – to the extent that one operator insisted that there are no supervisors in the call centre.

Thankfully, good friends in Amsterdam gave her a bed for almost a fortnight while the bank sorted out its problem, and after intensive intervention through the bank's customer complaints channel, a substantial compensation payment was made. But the bottom line was that the bank created an angry customer, wasted a lot of people's time, and ended up giving away a significant amount of what should have been shareholder's profit. Why? Because it seems that they relied on the scripts in their call centre system to cover all conceivable problems, instead of training people in the call centre to do the job properly.

Then there was the extreme hailstorm that hit Melbourne in March 2010, and pounded parts of my car into oblivion. My insurer took the claim on the chin, and processed it by the book. Trouble was, that

process involved writing off the car and cost me a significant amount of extra money because of a nasty clause in the lease (yes, I failed to read the fine print). I argued for a different approach, repairing the car with good used parts rather than brand new parts which cost a great deal more, as is provided in the policy. That approach would have saved the insurer a significant amount on the payout, would have removed the extra impost on me, and would have resulted in them retaining me as a customer. Instead, the insurer was utterly inflexible, insisting that its systems do not allow discretion.

My partner wants to reduce her environment impact by using her pony and buggy to take her places, rather than her car. She went to the nearest roads authority office to determine the requirements for using the buggy on the road. Although the counter was attended by several staff, with no customers awaiting service, she was directed to obtain a queue ticket before she could be served. Having completed that futile piece of administrivia, she then caused enormous consternation by asking for details of the rules pertaining to horse drawn vehicles. None of the staff in the office had any knowledge of any such rules and had no idea of where to find them. After much consultation internally, they concluded that their rules only to vehicles with an engine. My partner can do what she likes... which is probably not the way a police officer will see it if she goes out with no marker lights or reflectors.

These illustrations probably echo the experiences of many readers – we deal with organisations today that frequently cannot solve the most basic problems in our relationship with them. And this is despite their having both invested heavily in call centre technology and perhaps having outsourced their call centre activities to "professionals".

What's the problem here? Why can't so many organisations solve our problems any more?

My view is that too many business leaders view customer service as something that can be totally automated. They think it can be scripted and conducted by low skill personnel who simply do whatever the computerised script processor says to do next. If the script doesn't offer a suitable branch, they become stuck and unable to solve the problem – forcing the customer to either accept an inferior outcome accessed through an alternate path of the script, or abandon the call entirely.

Those who have heard me speak on governance of IT, or who have read *Waltzing with the Elephant*, will recall that I am an avid user of Leavitt's Diamond (you can look it up on the web if it's unfamiliar). Leavitt said in 1965 that in order to change a business system, one needs to apply change pressure to four key elements of the system – the people who work in the system, the tasks (processes) they perform, the structure and rules within which they operate, and the

tools (technology) they use to do the work. If we apply change pressure to less than the four elements, we will probably damage the business system. How often is it that organisations blindly seek to cut costs by outsourcing and automating their call centres without ever properly understanding the people – process – structure – technology interaction that is essential to providing effective service that really does solve problems?

I once worked with a director of an organisation that served its customers through hundreds of shopfronts. He was also a customer of the company and he made sure that he transacted his business in person every month. The experience of being a customer and engaging with the front line staff often gave him a better insight to reality than the management reports, and he often disarmed the managers by asking questions based on his own customer experience.

Perhaps it's time for directors to begin engaging their organisations through the call centres, to again become familiar with the typical customer experience. Among other things, they may learn whether management is keeping an appropriate balance in apportioning the spend on business improvement across people, process, structure and technology.

Raising the Bar

Dan Swanson knows more about auditing than most. He's been in the business for 26 years, working across more than 30 different organisations, and with ten years in the government sector. He was the director of professional practice for the Institute of Internal Auditors. For several years, he's been blogging and writing articles on audit for diverse professional and market journals. Now he's compiled all of that experience into a significant new book called "*Swanson on Internal Auditing: Raising the Bar*".

It's an eminently readable book. Swanson writes as he speaks – having a conversation with his reader. He looks at the topic from end to end – from the decision on whether or not to establish an internal audit function, to the conduct of audits and the post audit follow through. He delivers blunt recommendations on how internal audit should operate, and on who should own the audit function. Early in the book he sets out twelve priorities for audit in any organisation, starting with its risk management program and the three most significant business (investment) initiatives.

Taking the view that internal audit must serve the directors by providing them with essential assurance on the company's activities, Swanson recommends that directors ask twenty questions published by the Canadian Institute of Chartered Accountants. In doing so he reinforces that his recommendations are not merely based on his own experience, but draw on established learnings from respectable institutions. Notwithstanding, he presents numerous checklists of

his own as he explores every facet of effective internal audit that creates and enhances value.

Swanson has extensive experience of auditing IT, and has learned many valuable lessons. He devotes several pages to the topic, and strongly advocates board oversight of IT whenever IT is critical to the operations and future performance of the company. He very clearly agrees with the advice in ISO 38500 and in *Waltzing with the Elephant*, that IT decisions are no longer decisions about technology, but fundamental business decisions that should be taken by senior management and the board, with advice and counsel from IT specialists. He makes the disarmingly simple statement: "After all, if your company hasn't defined where it wants to go, all the IT investment in the world won't help it get there".

In much of my own experience, it has been evident that audit has had a similar role to the coroner in human life – that of investigating failure to determine its cause in the hope that lessons learned will prevent future failures. Swanson strongly advocates a different view – that of the health professional – engaging early to assess activity and ensure that it is being done well – raising points that need attention before they become major issues, and contributing directly to success. Organisations that follow Swanson's guidance are likely to be more successful, simply because they will make effective use of their internal audit functions and thereby avoid many of the common pitfalls that so often conspire to snatch failure from the jaws of success.

Swanson on Internal Auditing: Raising the Bar (ISBN: 9781849280679) is available in 340-page softcover and e-book format. It can be ordered for US \$49.95 at www.itgovernanceusa.com/product/249.aspx, or for £39.95 at: www.itgovernance.co.uk/products/3109.

Guidance for directors

The research conducted by Infonomics during early 2010 suggests that there is a dearth of useful guidance on governance of IT. Much of what is published under that banner is in fact management oriented and much too detailed for directors – too focused on how to do things, rather than on what should be happening, and not giving directors the tags they need to ask appropriate questions.

Of course, I've aimed to satisfy much of this need in *Waltzing with the Elephant*, which abounds with checklists of what should be happening and matters that should be considered throughout the organisation's planning and operational cycles. But others have useful ideas as well. Here are some sources I regard as very useful:

Jed Simms has enormous experience as a project manager and consultant, and has devised an approach to IT-enabled business investment projects that he calls "Value Delivery Management (VDM)". He complements the approach with a suite of books

covering different aspects of ensuring that projects are successful. More information is available at www.valuedeliverymanagement.com, and Jed's frequently entertaining blog can be found at: www.valuedeliverymanagement.com/blog/

John Thorp is one of the world's "grand masters" in governance of IT. His book, "The Information Paradox", published in 1998 and revised in 2003, was one of the first to deal with the challenge of IT becoming fundamental to the current and future operations of business, and the associated problem of ensuring that investment in IT delivers value. Thorp continues to offer valuable advice today, via his blog on www.thorpnets.com.

Attaché Software is an Australian company providing business software to small and medium enterprises. Recently, Attaché published a unique, software independent Business Improvement Guide, which helps directors and managers in the SME space exploit the untapped value in their existing software investment, and recognise when they need to move to more effective software. See www.attache.com.au.

Alan Calder is founder of IT Governance Limited in the UK. He published "IT Governance: Guidelines for Directors" in 2005, and is continuously active in developing new materials. Unfortunately, Calder's material does sometimes suffer from the IT industry habit of talking about management detail under the heading of governance, but it's worth the effort to filter out the higher level gems, especially from his blog at www.alancalderitgovernanceblog.com.

Recent Events

August has been another busy month in the Infonomics camp. It started with a briefing for ISACA members at the annual CACS conference, held this year in Melbourne. I spoke about audit and governance of IT in the post-GFC world – a topic I had done just prior to Easter for a similar group in Auckland. Given the currency of the Queensland Government's problems with its Health Department Payroll, I added a couple of extra slides looking at that particular case study. Right at the end, I asked the audience to tell me what it regarded as the most basic success criteria for a payroll system, and was rather surprised that it took three people before I got the answer I sought – that it pays people, correctly, and on time.

That session also resulted in an interesting encounter with some auditors from Queensland government, including the lead auditor responsible for the report on the Queensland Health payroll project. The conversation continues on that front.

Later in August, I spent time in Queensland, principally to run a board workshop of a major not-for-profit company. Feedback is very positive and with both government and third-sector interest, I

think that we can expect to see more happening to improve governance of IT in that state.

The federal election campaign during August also provided an opportunity to make some points about governance of IT in the government arena. When the Labor party announced a raid on the savings that arose from implementing recommendations in the Gershon Report, the industry speculated that this might mean the demise of the government's information management office, AGIMO. In a discussion picked up and published by itWire, I argued that it is not AGIMO that has failed, but the government itself, by failing to understand the gravity of the first two Gershon recommendations that focus on executive behaviour at pan-government and agency head levels. Read the article at www.itwire.com/it-policy-news/government-tech-policy/41154-gershon-savings-sold-short-experts.

The Victorian Department of Education launched its new Ultranet system, which is supposed to connect 50,000 teachers, 500,000 students and one million parents, in an education management context. It was immediately buried in brickbats as the system failed to cope with the load of all the teachers logging on at once, for training. This gave an opportunity to engage some political leaders on the issues in governance of IT in government, including avoidance of the mentality that all IT projects suffer "teething problems" and the imperative for government department heads to drive business improvement, rather than expecting IT initiatives to do it for them.

Finally, on August 26, I spent 90 minutes with a Melbourne University post graduate class looking at governance of IT in the context of the international firm. One of the key elements discussed is the risk associated with data being placed "in the cloud" and the possibility that it moves beyond the jurisdictional reach of domestic authorities, while simultaneously becoming subject to the laws of an unknown foreign government.

Coming Events

A central pillar of Infonomics activity is building capability in governance of IT and ISO 38500, for directors, business leaders and IT specialists. The Infonomics education program is continually evolving, includes classroom, conference and open access events, and is frequently organised in conjunction with business partners operating around the world.

September 2: Melbourne, Australia: [Australian Industry Group seminars on governance and management of IT](#).

September 7: Sydney, Australia: [Australian Industry Group seminars on governance and management of IT](#).

September 15-17: Johannesburg, South Africa. ISO/IEC JTC1 WG6 meeting to continue work on revision of ISO 38500 and development of other

resources for governance of information technology. This event is open only to accredited delegates of national standards organisations and other accredited stakeholder organisations.

September 22: Brisbane, Australia: World Computer Congress, [South East Asian Regional Computer Confederation \(SEARCC\) Conference](#) "ICT Leadership & Governance: Building a resilient organisation in a rapidly changing world".

September 24: Brisbane, Australia: ISO 38500 Masterclass in association with University of Southern Queensland.

October 5: Melbourne, Australia: [ACOSM2010 - The Australian Conference on Software Measurement](#), in conjunction the International Software Benchmarking Standards Group's (ISBSG) Annual Workshop. This session will be tackling something different – *"Measuring the Unmeasurable: Governance of IT"*.

October 22: Melbourne, Australia: Industry workshop with Monash University: *"Recognising the Elephant in the Room: Key ICT Governance Issues for Australian Organizations"*. Further details to be advised.

October 25 - 29 (TBC): Madrid, Spain: ISO 38500 Two Day Foundation Class in conjunction with a leading university – details in the September issue.

November 1 – 5 (TBC): Europe or UK: ISO 38500 Two Day Foundation Class in conjunction with a leading industry partner – details in the September issue.