# DEFINING A CLOUD CENTRE OF EXCELLENCE PART 2

In Part 1 of this series on CCOE we looked at various definitions of what is a CCOE. We saw how vendors define the CCOE differently. We also saw what they all agree is a common function of the CCOE.

Now listen up. The following section is important. Very important.

## CCOE is about Governance

That's right governance. Not management. Not day-to-day activities. Not business-as-usual (BAU) but governance. Yes, the CCOE will influence all these other areas through the governance it develops and instils throughout the organisation. All three definitions from the previous article agree on one thing. And it is a critical thing.

## The CCOE is the centre of governance for all things cloud and digital

This is important. The CCOE is a centre of governance. Not management. Not day to day tasks. Not business-as-usual (BAU). It is the centre for establishing and maintaining appropriate governance regarding cloud and digital services.

Therefore, the CCOE is the body which makes and develops the rules, guidelines and codes of practice for the organisation regarding cloud and digital assets and investments.

So let's see what this means in more detail.

## Characteristics of a CCOE

The CCOE;

— Is the centre of governance for all things cloud and digital

— Is a body, not a department

— Is a matrix structure, not a silo or tower

— Comprises of people from various functions throughout the organisation

— Develops governance for cloud and digital services

— Provides a set of repeatable standards, governance models and good practices for the rest of the business to follow

## Centre of governance for all things cloud and digital

The key takeaway here is the word governance. Governance which is looking to develop the overarching structures needed for the organisation to be successful with their digital and cloud investments. This means developing rules, structures, norms and a governance model.

But remember governance is totally different to management. Many organisations fail to remember this. They try to set up something like a cloud centre of excellence using management techniques, management objectives and management structures. They focus on management activities and not governance whatsoever.

## CCOE is a body under a matrix structure, not a department

The CCOE is a body, not a department. It is a matrix structure not a silo / tower. The CCOE looks to develop rules guidelines and codes of practice for the best use of cloud and digital services and investments.

## CCOE comprises of people from various functions throughout the organisation

The CCOE is to be made up of members from various parts of the organisation.

Include people from key disciplines such as finance, architecture, security, product development, delivery, compliance, engineering, business leaders, HR, and C-Suite (if you can) etc.

There has to be a broad selection of people from IT and business represented on the CCOE.

All the disciplines listed here have important roles to play in defining the appropriate levels of governance for the organisation.

For example - architecture rules and guidelines are so important to ensure we know how to join up the many different clouds and digital services being used. Just think how many software-as-a-service (SaaS) apps and APIs organisations are using from so many different vendors. These need good architectural governance in order to get this right. These need good architectural governance in order for technologies and services to integrate together and work.

Same applies to security , delivery  product development finance etc. Spend time understanding who to include – and when to include them.

## CCOE provides a set of repeatable standards, governance models and good practices for the rest of the business to follow

In general terms governance sets the DIRECTION through prioritisation and decision-making monitoring overall performance. Governance for IT and Digital services needs to align with the mission and vision of the organisation.

The governance function of the CCOE creates the structure, guidance and guardrails for the development of repeatable standards and good practice models for the business to follow.

So where does management fit in? It is the responsibility of management to execute, operate and monitor day-to-day activities as determined by governance. Management makes operational decisions based on the direction provided by governance. Management is focused on operations. I will repeat that. Management is focused on **OPERATIONS** from a day-to-day perspective. Running operations, monitoring and reporting on operations and improving

operations of cloud and digital services. So when management are doing operations, they are not doing governance.

This is a simple, but often misunderstood, difference between governance and management.

Considerations to think about regarding your CCOE;

— So how well does your Cloud / Digital governance seem now?

— Do you really have an appropriate level of cloud / digital governance in place?

— Have you even a team of appropriate governors to develop appropriate governance for your organisation?

— Are you running a Cloud Centre of Excellence (CCOE or a Cloud Centre of Operations (CCOO). More on this in a separate article.

If you don't have a CCOE ask yourself, do you actually have an appropriate level of governance in place to support the organisations investments in cloud and digital services and deliver on business expectations. Stop and ask yourself that question again to be sure of your answer.

This is part of a series of articles on the Cloud Centre of Excellence / CCOE.

Download the additional articles from our website.