

## Introduction to the Minitrack “IT Governance and its Mechanisms” HICSS 55 (2022)

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In many organizations, information technology has become crucial in the support, sustainability and growth of their businesses. The pervasive use of technology has created a critical dependency on IT that calls for a specific focus on IT Governance (or Enterprise Governance of IT).

Enterprise Governance of IT (EGIT) is “an integral part of enterprise governance exercised by the Board overseeing the definition and implementation of processes, structures and relational mechanism in the organization enabling both business and IT people to execute their responsibilities in support of business/IT alignment and the creation of business value from IT-enabled business investments.” [1, p. 3]

The minitrack “IT Governance and its Mechanisms” welcomes papers on theories, models and practices in the IT governance domain and aims to contribute to the understanding of IT governance and its structures, processes and relational mechanisms. The minitrack was first introduced at HICSS 35 in 2002. For its 21<sup>st</sup> edition at HICSS 55, the following papers are included in the minitrack.

1. “*Building IT Ambidexterity in Paradoxical Times: The Role of IT Project Ambidexterity*”, by Rogerio Kaneko and Otavio Sanchez. In this paper, the authors propose a new construct, IT project ambidexterity, which they define as the ability to ambidextrously deal with paradoxes in IT projects. Furthermore, they evaluate its influence on IT ambidexterity with a sample of 132 Brazilian IT

executives, and found a relevant effect of IT project ambidexterity on IT ambidexterity.

2. “*Governance of Digital Transformation: A Review of the Literature*”, by Jennifer Jewer and Nick van der Meulen. This paper argues that traditional IT governance mechanisms may not apply as well to the broader scope of digital transformation. In response, the paper provides a review of how the digital transformation literature discusses governance, and identifies areas for future research.
3. “*Mastering the Downward-Facing Dog: IT Flexibility and Business-IT Alignment*”, by Marie Minderjahn, Hans Borgman, and Hauke Heier. The authors investigate the flexibility of IT infrastructure as a mechanism to induce more aligned business and IT activities in large organizations. To complement earlier findings of IT flexibility’s influence on alignment, the study operationalizes three models. Using standardized survey responses from 130 organizations from around the globe, structural equation modeling is applied to analyze these models.
4. “*The Role of Compliance Requirements in IT Governance Implementation: An Empirical Study Based on COBIT 2019*”, by Tim Huygh, Dirk Steuperaert, Steven De Haes, and Anant Joshi. Based on a large and diverse sample of organizations (N=2566), and rooted in the conformance perspective

of IT governance, this paper sets out to research the role of compliance requirements in IT governance implementation, and to shed light on what aspects (i.e., processes) of IT governance are important under different levels of compliance requirements.

5. “DT4GITM - A Vision for a Framework for Digital Twin enabled IT Governance”, by Geert Poels, Henderik Proper, and Dominik Bork. This paper is concerned with the question of how novel digital technologies can be used to enable IT governance to better deal with the need for more agility, flexibility, adaptivity, and connectivity. More specifically, the paper proposes to digitally transform IT governance, in particular making it smart(er) by following a data-driven approach. In line with this, a vision for digitally transformed IT governance is presented in the form of the DT4GITM (Digital Twin for Governed IT Management) framework, which exploits the Digital Twin concept as it is already used in other fields to monitor, analyze, simulate, and predict the performance of real-world assets.

## References

- [1] S. De Haes, W. Van Grembergen, A. Joshi, and T. Huygh, *Enterprise Governance of Information Technology: Achieving Alignment and Value in Digital Organizations, Third Edition*. Cham, Switzerland: Springer, 2020.