An IT team is typically expected to make decisions about which software to purchase, or conversely, to be responsible for technology that someone else purchased. Yet they are not necessarily expected to have a strategic outlook that aligns with the business(es) they are working for.

For construction businesses to be effective in selecting, managing, and deploying technology in today's world, especially when the inf uence, intelligence, and complexity of that technology is growing, they need a new approach to IT. This includes a combination of a guiding framework of governance to ensure that technology investments are properly aligned with key business objectives, and the def nition and use of the different supporting roles throughout your organization and its IT department.

The good news is that resources to f ll the responsibilities of many of these supporting roles likely already exist in your company.

A term you are most likely already increasingly hearing throughout the construction industry is governance, a subset of which is IT governance. This is a series of practices that help guide, control, and measure the effectiveness of strategy, tactics, and resources in a business. At a strategic level, governance ensures that any technology initiative is evaluated against and directly supports key business objectives. At

a tactical level, it provides a framework for determining things like how to approve — or reject — budget requests for technology, what level of cybersecurity and disaster recovery posture to maintain, and other operational technology level activities.

All construction companies of any size can and should implement at least some form of governance, but implementing a governance model is not something that happens overnight. Fortunately, most contractors already have something in place they can leverage with a little recalibration. An example of which is the IT steering committee along with the business process improvement committee.

This small but highly placed team goes by several different names but generally with the same function: a crossfunctional committee or team with a very specifc mandate. Many contractors already operate with an IT steering committee.

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