



Taking Business Relationships to the Next Level

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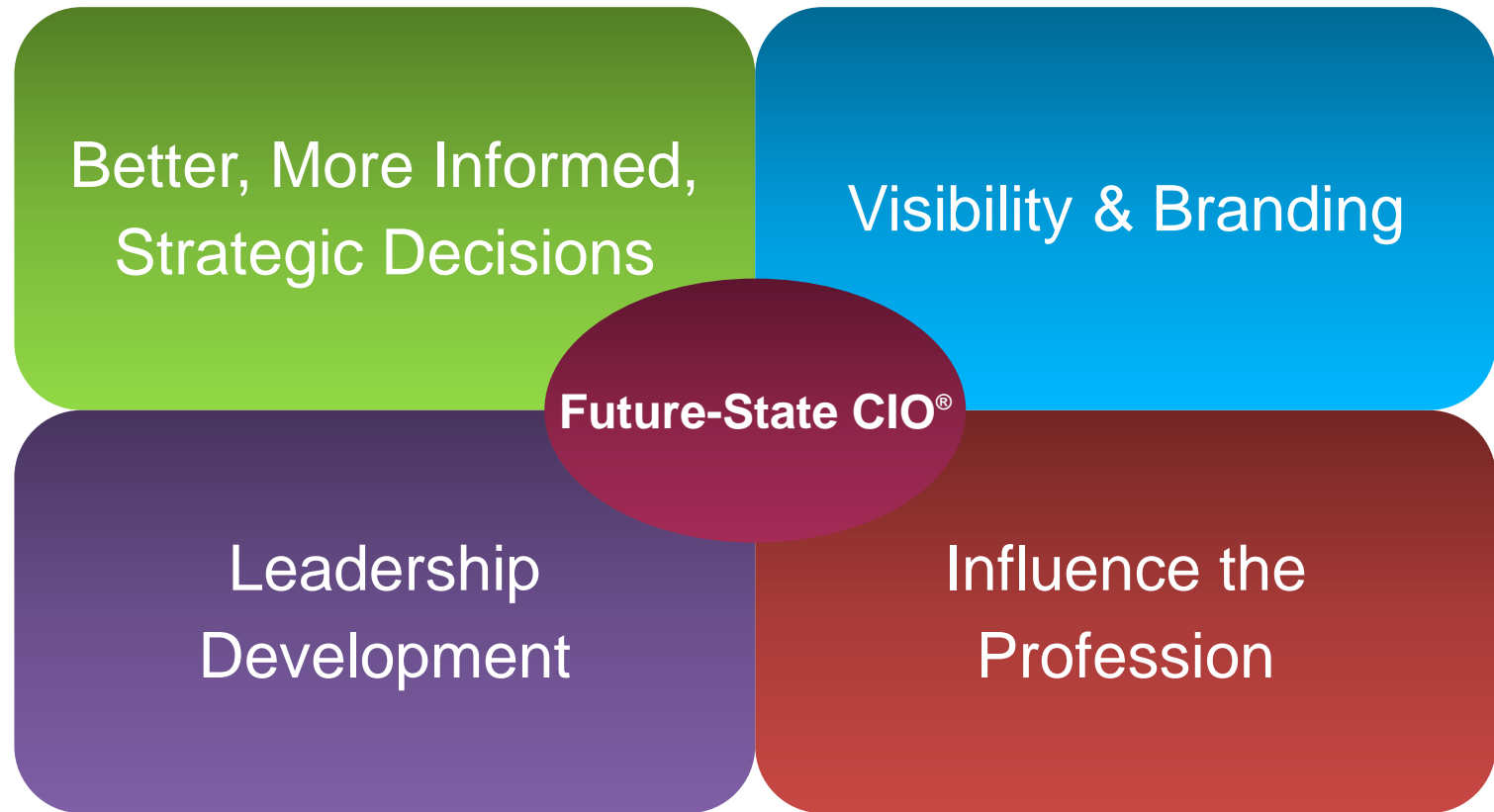
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The CIO Executive Council



CIO



I ♥ IT

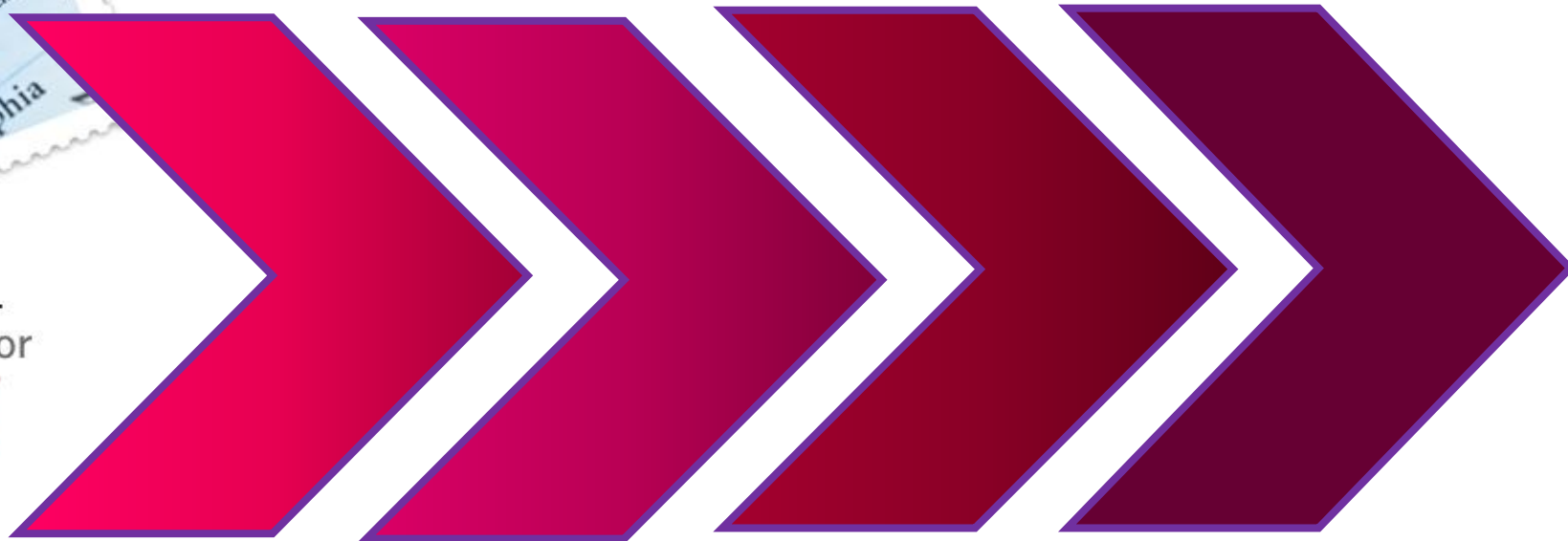
CEOmobile

My CIO made
the honor roll!



Stakeholder Relationships = IT Value

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Relationships

Perception

Expectations

Value

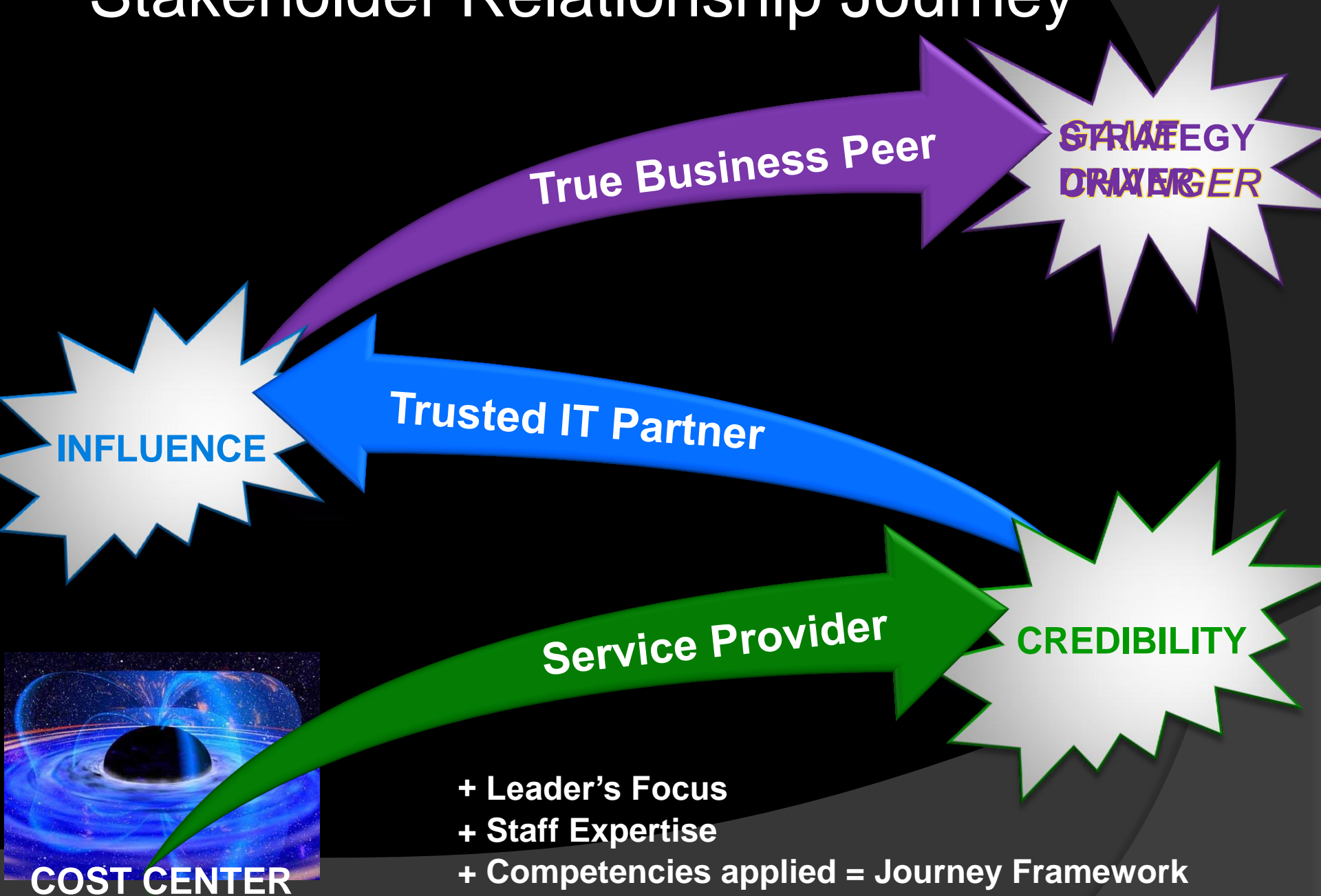
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Stakeholder Relationship Journey



Stakeholder Relationship Assessment



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“Is it routinely and typically true for large majority of our stakeholders. . .”

(Be conservative)

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Stakeholder Relationship Journey Assessment

This quick self-assessment is intended to indicate the degree of your IT organization's relationship with business stakeholders (excluding OB heads and other peers to the CIO). Check the box for each point that is routinely and typically true for a large majority of the stakeholders in your organization.

In general, our business stakeholders:

- ☐ Have an appropriate understanding of the business
- ☐ Invest in IT as a sound investment relative to other capital expenditures
- ☐ Trust us to provide a sound investment case for the betterment of the business
- ☐ Involve our organization in the corporate-wide budgeting process
- ☐ See us as the preferred service provider to enable their business
- ☐ Proactively turn to us for advice on technology to enable their business
- ☐ Perceive us less as a separate service provider and more as an integral part of the business
- ☐ Publicly acknowledge our strategic importance to their particular business units/functions
- ☐ Consider us a CIO a business stakeholder just like the other heads of business units/functions
- ☐ Appreciate our role in identifying cross-enterprise challenges/solutions
- ☐ Proactively seek our advice on the end-customer experience/customer-facing services
- ☐ Understand and appreciate our role in decision-making of business
- ☐ Engage us in strategic discussions about the CIO—in decision-making of executive- or steering-committee meetings
- ☐ Engage us in strategic discussions outside of executive- or steering-committee meetings
- ☐ Involve our senior IT leaders—not just the CIO—in decision-making of business roles
- ☐ Engage us in decision-making discussions outside of executive- or steering-committee meetings
- ☐ See us as a source of talent to start and/or lead a line of business in addition to heading up IT
- ☐ Have entrusted our CIO to start and/or lead a line of business in addition to heading up IT
- ☐ Seek our advice and contributions for innovation and differentiation initiatives
- ☐ Act on business ideas originating with the CIO or IT organization
- ☐ See us as a primary generating source of new business opportunities

Scoring:
Add the total number of checked boxes above to determine your cumulative score range: _____

1



Assessment Results

1-6 Service Provider

- Established IT credibility
- Efficient & effective IT function

7-12 IT Partner

- Trusted IT consultant & collaborator
- Influence over the business

13-18 Business Peer

- Business credibility
- Drive strategy & CEO agenda

19-20 Game Changer

- Primary driver of competitive future

Takeaway:

Assessment Version for Your Stakeholders



Assessment Comparison

Industry	Cost Center	Service Provider	IT Partner	Business Peer	Game Changer
All	21%	27%	30%	15%	7%
Financial Services	18%	23%	34%	21%	5%
Healthcare	20%	15%	37%	20%	8%
Retail/Wholesale/Distribution	26%	19%	30%	13%	13%
Manufacturing	23%	31%	30%	12%	4%
Government/Non-Profit	19%	34%	32%	10%	5%



Panelists

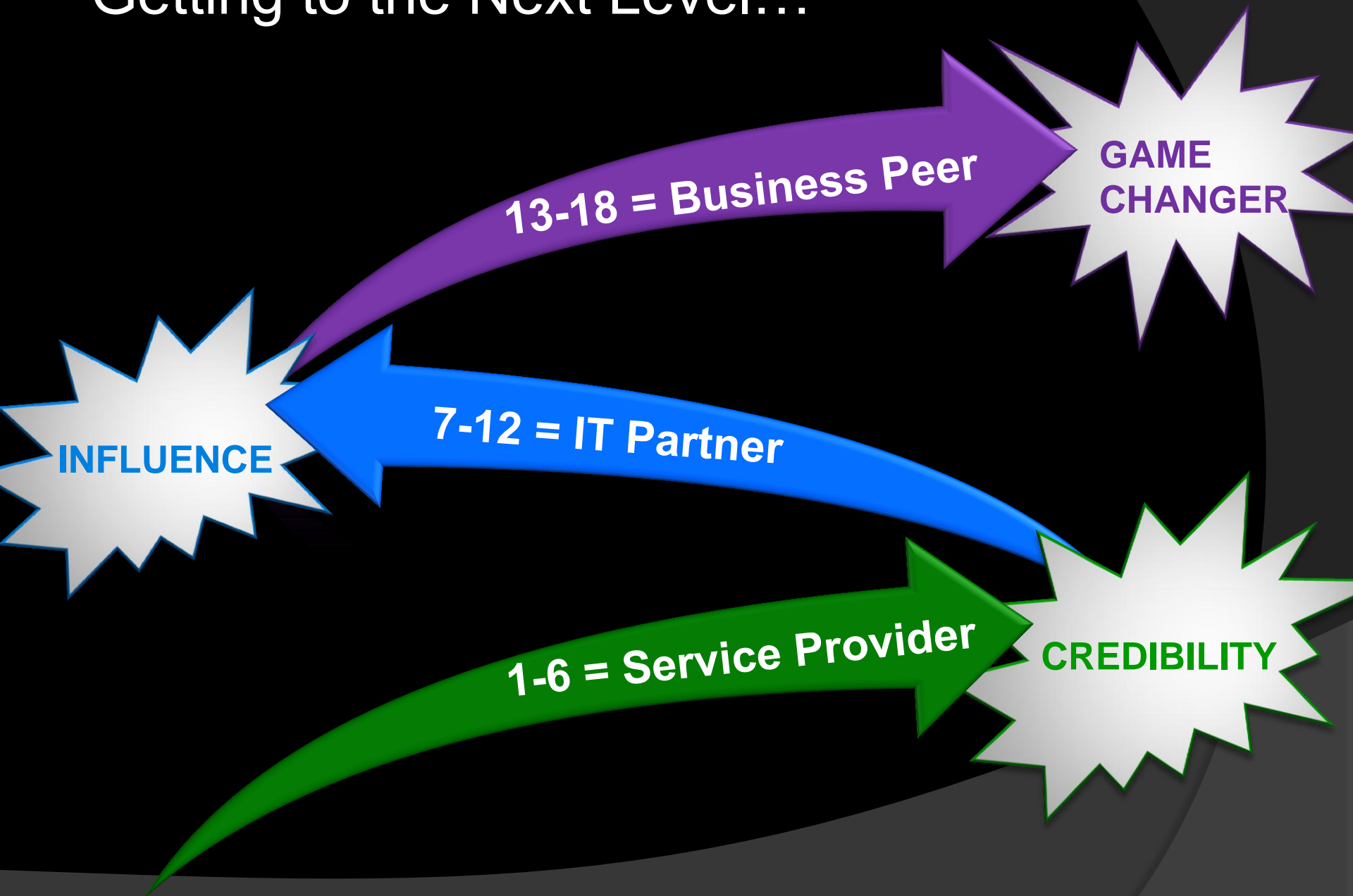
Tom Carbonaro, VP of Information Solutions, North American Pharma, Sanofi-Aventis

Warren Kudman, CIO, Sealed Air Corp.

Leonard Law, SVP & CIO, W. P. Carey & Co.

Joe Sniado, SVP & CIO, Standard & Poor's

Getting to the Next Level...



Discussion Questions



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1. What are the most significant challenges to elevating IT's relationships to the next level?
2. What are three actions IT leaders can take to advance IT's relationship to the next level? USE EXAMPLES
3. What is the most important action for a stakeholder to take?

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Discussion Tables

1-6 Service Provider = GREEN

7-12 IT Partner = BLUE

13-18 Business Peer = PURPLE

19-20 Game Changer = ?

Discussion Questions



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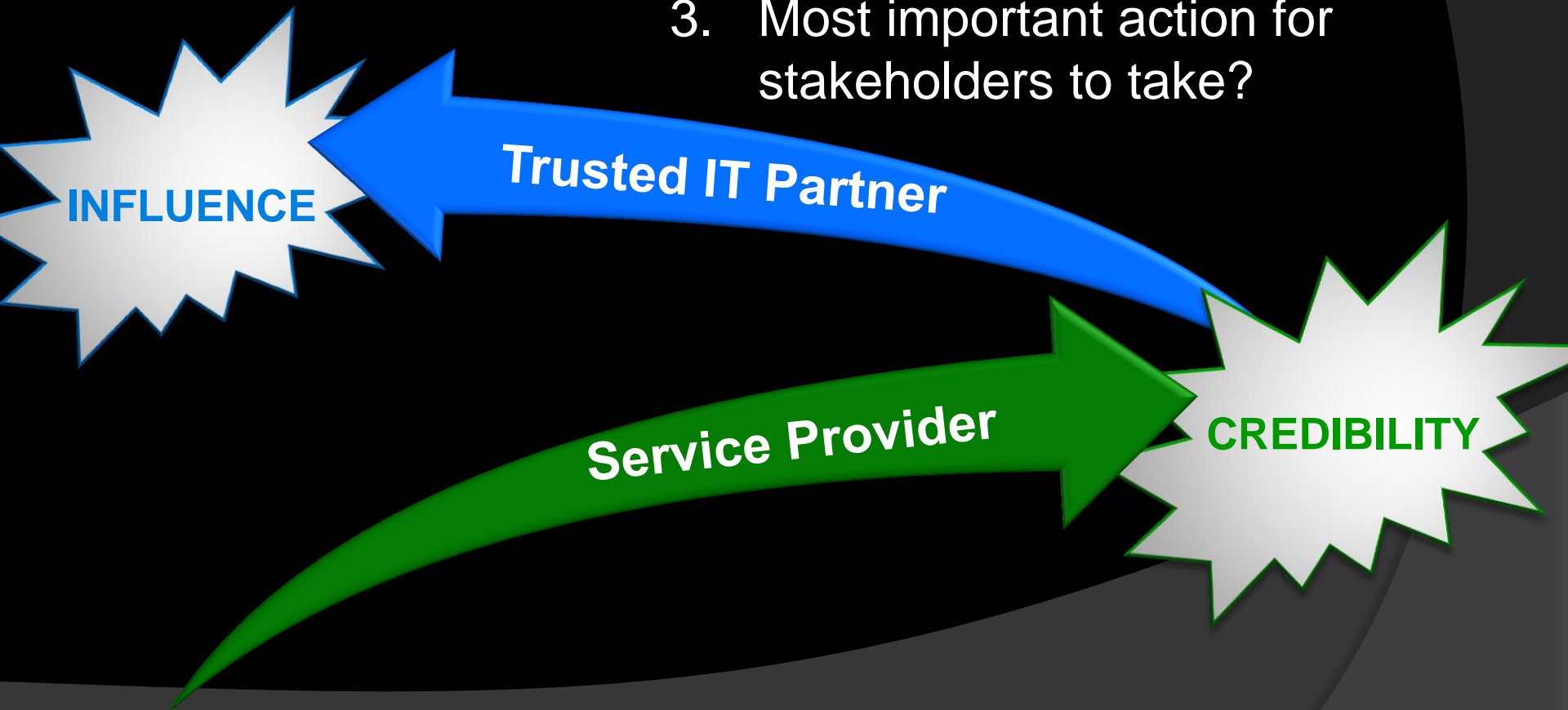


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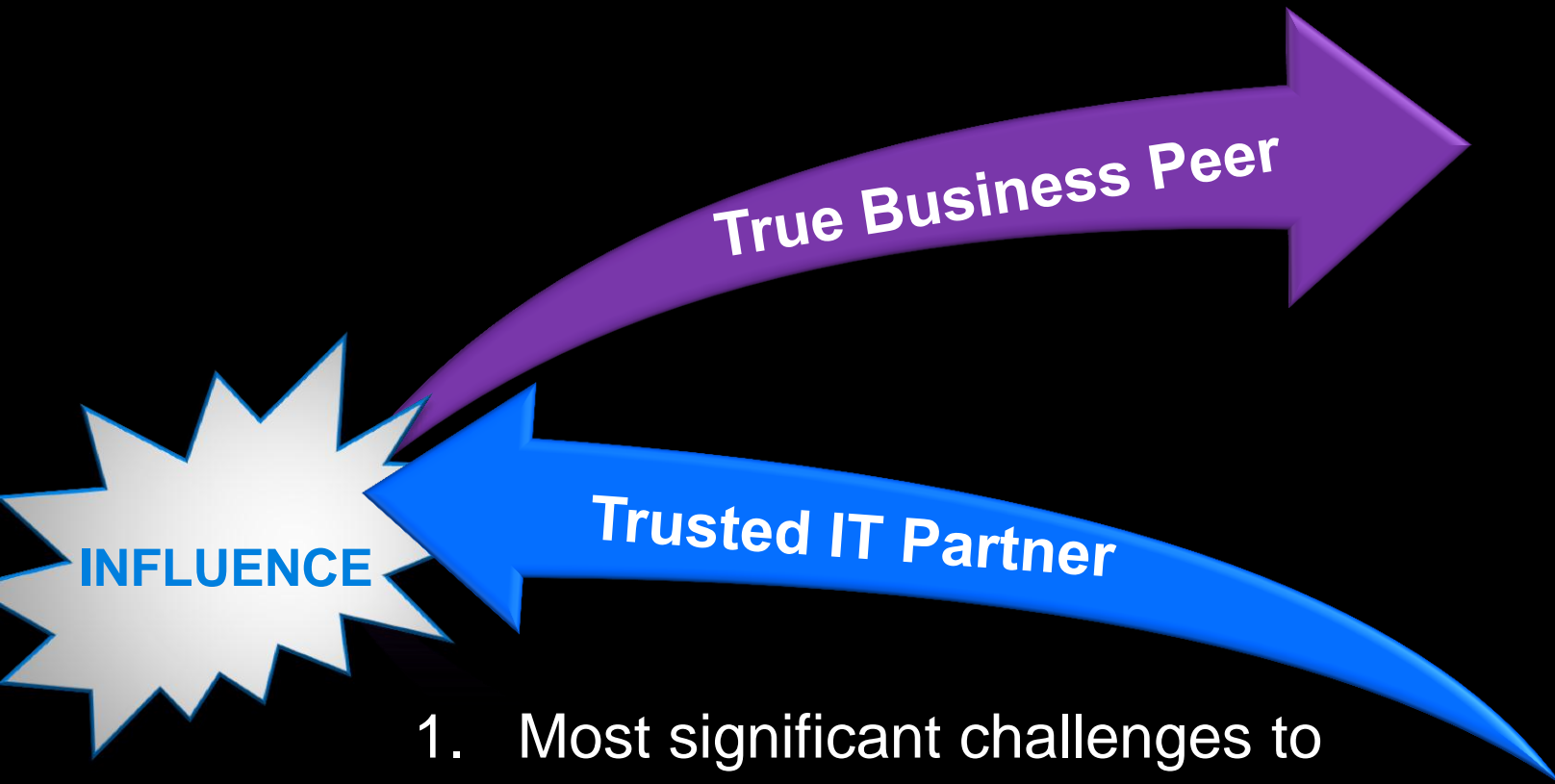
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Reporting Out: To Get to the Next Level...

1. Most significant challenges to elevating IT's relationships?
2. Best three actions for IT leaders to take?
3. Most important action for stakeholders to take?



Reporting Out: To Get to the Next Level...



1. Most significant challenges to elevating IT's relationships?
2. Best three actions for IT leaders to take?
3. Most important action for stakeholders to take?

Reporting Out: To Get to the Next Level...



True Business Peer



**GAME
CHANGER**

1. Most significant challenges to elevating IT's relationships?
2. Best three actions for IT leaders to take?
3. Most important action for stakeholders to take?



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TAKEAWAYS

- Council's Journey Framework
- Stakeholder Assessment Form
- Check out C/O's Nov. 15 cover story on this topic

Thank you!

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