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PERSPECTIVES

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Hard Truths and Soft Skills: A CIO's Guide to Managing Tough Situations

Robert Fort

CIO

BCBG Max Azria



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“The best laid plans of mice and men often go awry”

Merger / Acquisition

Management Change

Market Transformation

Corporate
Restructuring

@\$%!

Right Sizing

Funding Loss

Bankruptcy

Business Dissolution



90% psychology, 10% technology



Executives



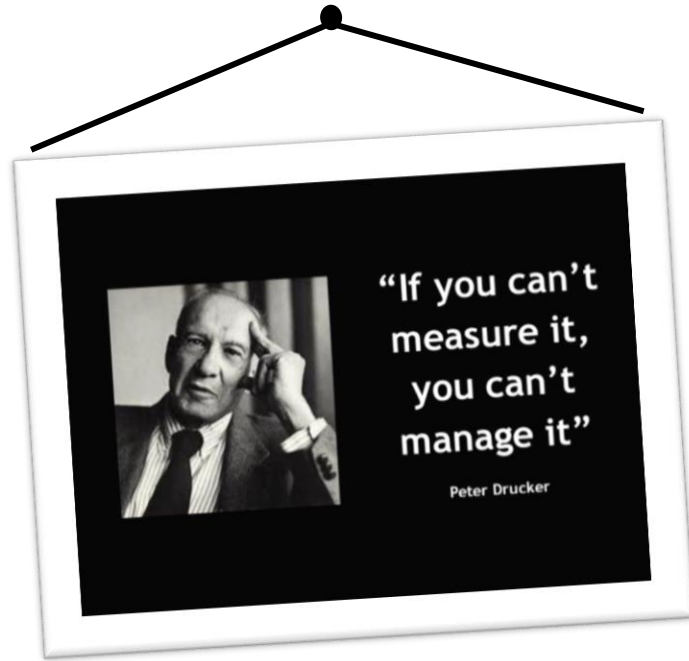
Business Units



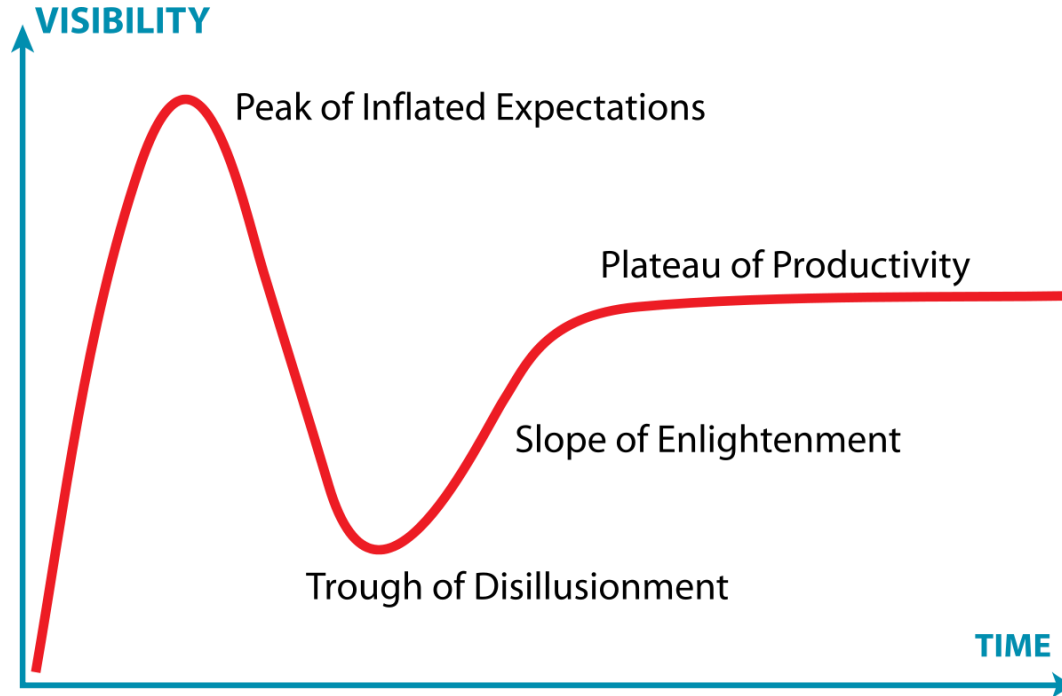
Partners



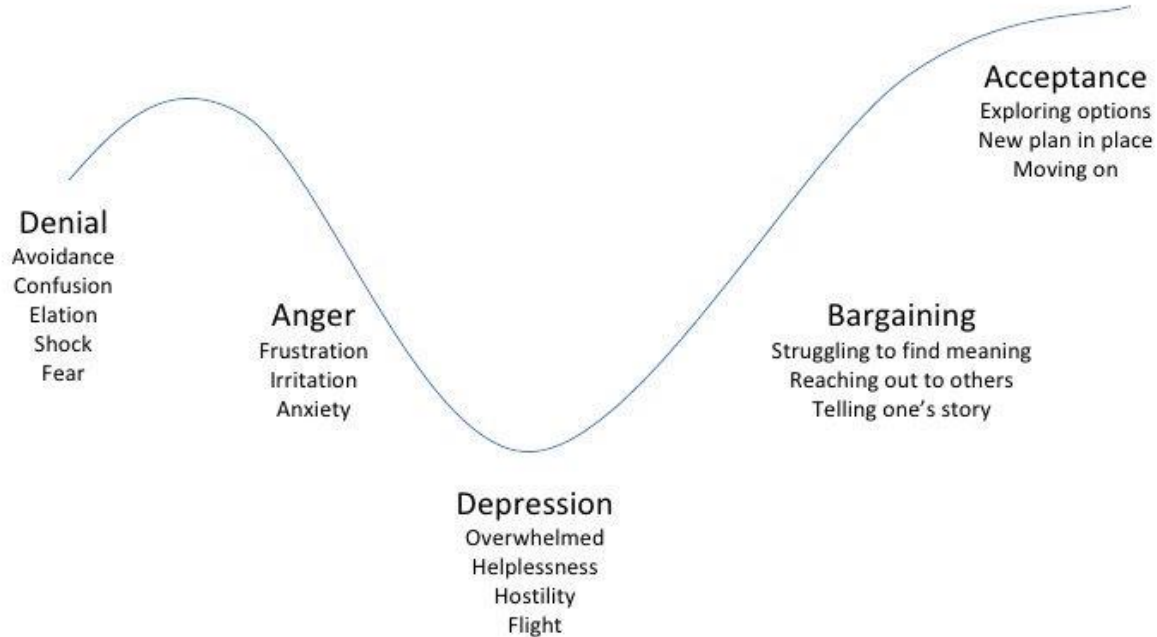
IT Staff



Gartner Hype Cycle



Kübler-Ross Grief Cycle



Information and
Communication

Emotional Support

Guidance and
Direction



Continually **COMMUNICATE**



Be **TRANSPARENT**



Share and reinforce the **VISION**



FACT

Separate **FACTS** from speculation



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