



Taking Business Relationships to the Next Level

Moderator: Rick Pastore
Vice President



CIO Executive Council

Leaders Shaping the Future of Business

CIO

Your boss's ride??



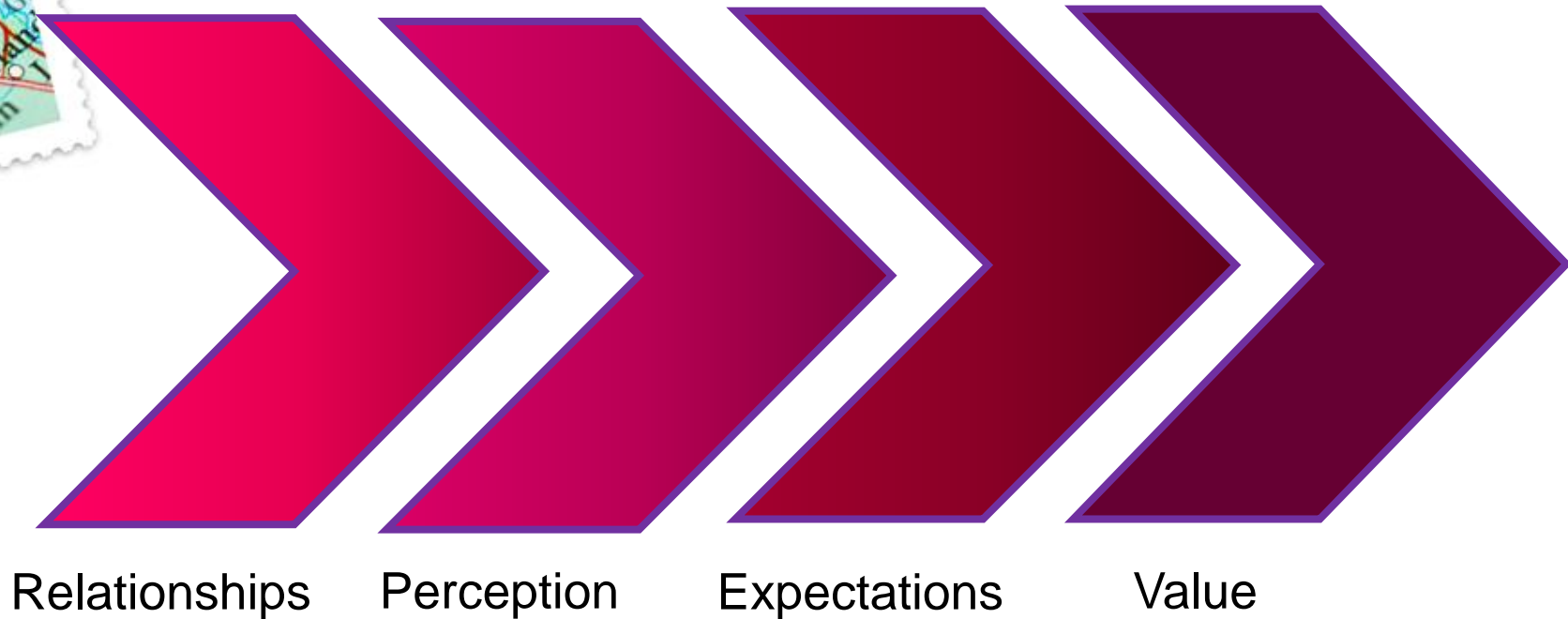
I ♥ IT

CEOmobile

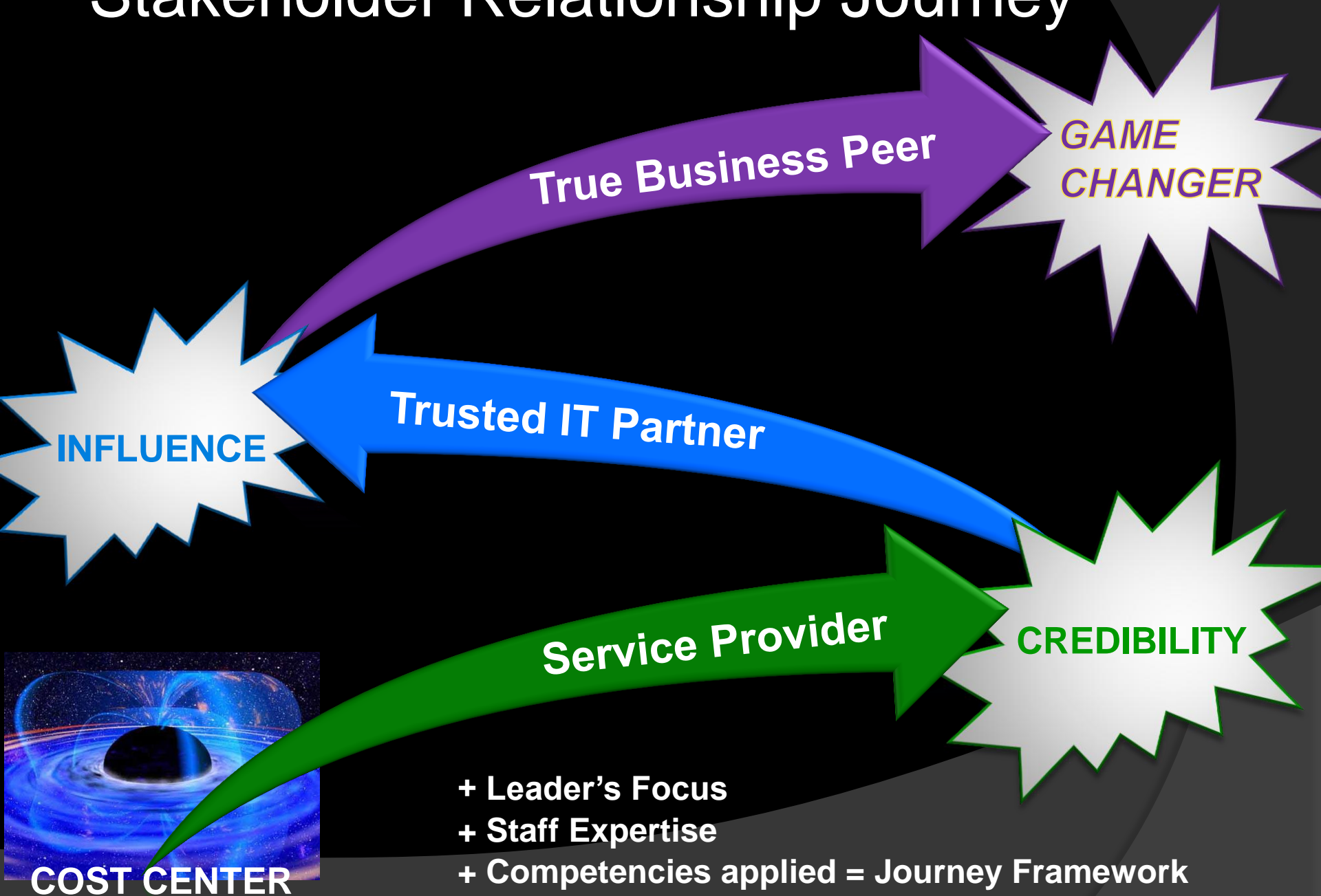
My CIO made
the honor roll!



Stakeholder Relationships = IT Value



Stakeholder Relationship Journey



What CEOs Want...



**Craig R. Martin,
Jacobs Engineering**



**David Steiner,
Waste Management**



**Denise Morrison,
Campbell Soup Co.**



**Scott Serota,
Blue Cross/Blue
Shield Assoc.**



**Walt Havenstein,
SAIC**



**Michael McCain,
Maple Leaf Foods**

Stakeholder Relationship Assessment



CIO Executive Council
Leaders Shaping the Future of Business

Stakeholder Relationship Journey Assessment

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

In general, our business stakeholders typically and routinely...

- ☐ Have appropriate understanding of the benefits, risks and limitations of information technology
- ☐ Perceive IT as a sound investment relative to other capital spending
- ☐ Trust us with discretionary funds to use for the betterment of the business
- ☐ Involve our organization in the corporatewide budgeting process
- ☐ See us as the preferred service provider for strategic applications
- ☐ Proactively turn to us for advice on technology to enable their initiatives
- ☐ 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 area or function
- ☐ Consider the CIO a business stakeholder just like the other heads of business units/functions
- ☐ Appreciate and respect the CIO's role in identifying cross-enterprise challenges/solutions
- ☐ Proactively seek our advice on business process transformation
- ☐ Understand and appreciate our role in transforming business operations
- ☐ Engage us in strategic discussions about the end-customer experience/customer-facing services
- ☐ Involve our senior IT leaders—not just the CIO—in decision-making discussions
- ☐ Engage us in decision-making discussions outside of executive- or steering-committee meetings
- ☐ See us as a source of talent to hire into their own organizations for business roles
- ☐ 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: _____



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
- Largest percentage of U.S. CIOs

13-18 Business Peer

- Business credibility
- Drive strategy & CEO agenda

19-20 Game Changer

- Primary driver of competitive future



Discussion Leaders

- **Lloyd Boyd**, VP & CIO, Friedkin Cos.
- **Eric Brown**, EVP & CIO, NCI Building Systems
- **Twila Day**, SVP & CIO, Sysco
- **Steve Finnerty**, VP IT & Vendor Services, Applied Materials



Discussion Tables

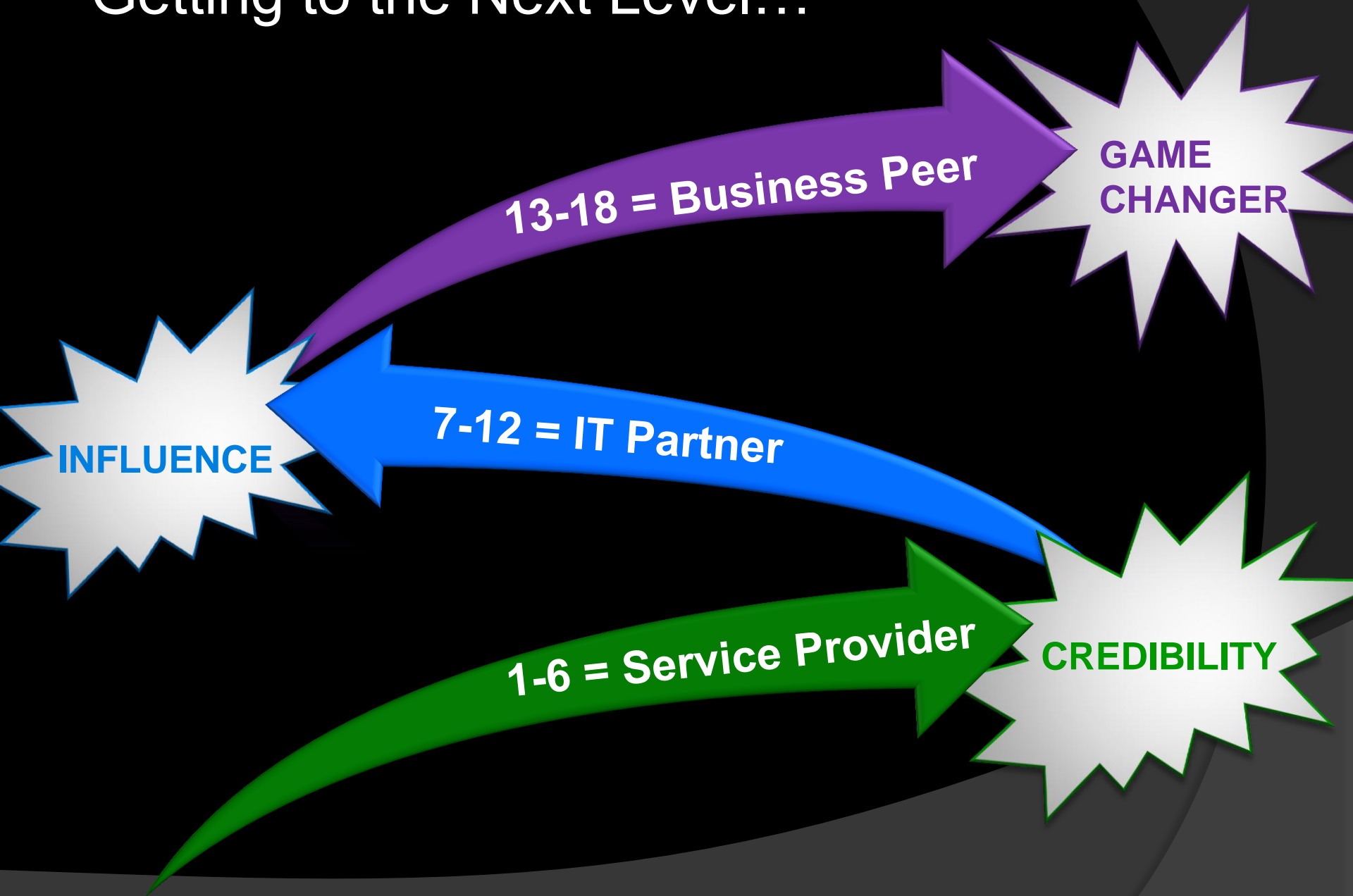
1-6 Service Provider = GREEN

7-12 IT Partner = BLUE

13-18 Business Peer = PURPLE

19-20 Game Changer = ?

Getting to the Next Level...



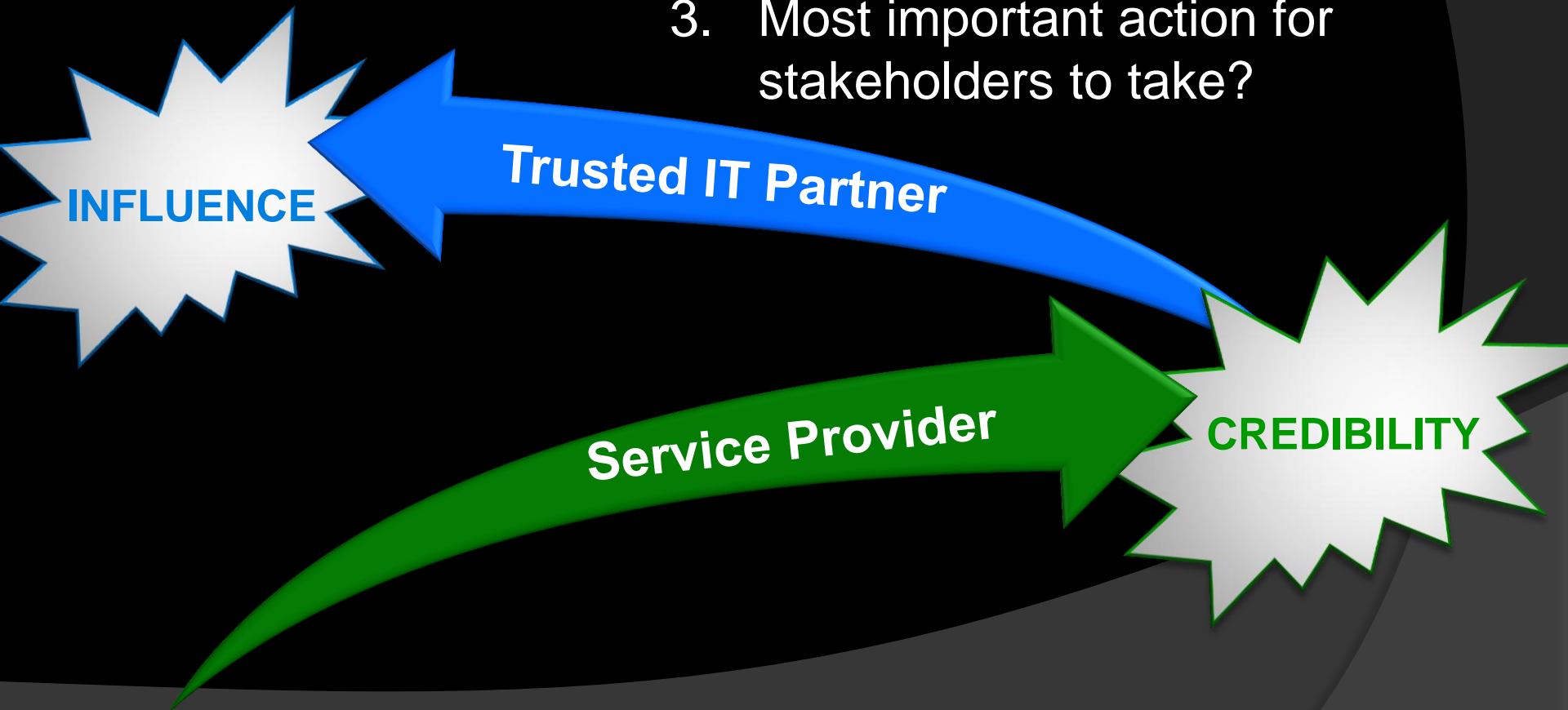
Discussion Questions



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?

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...



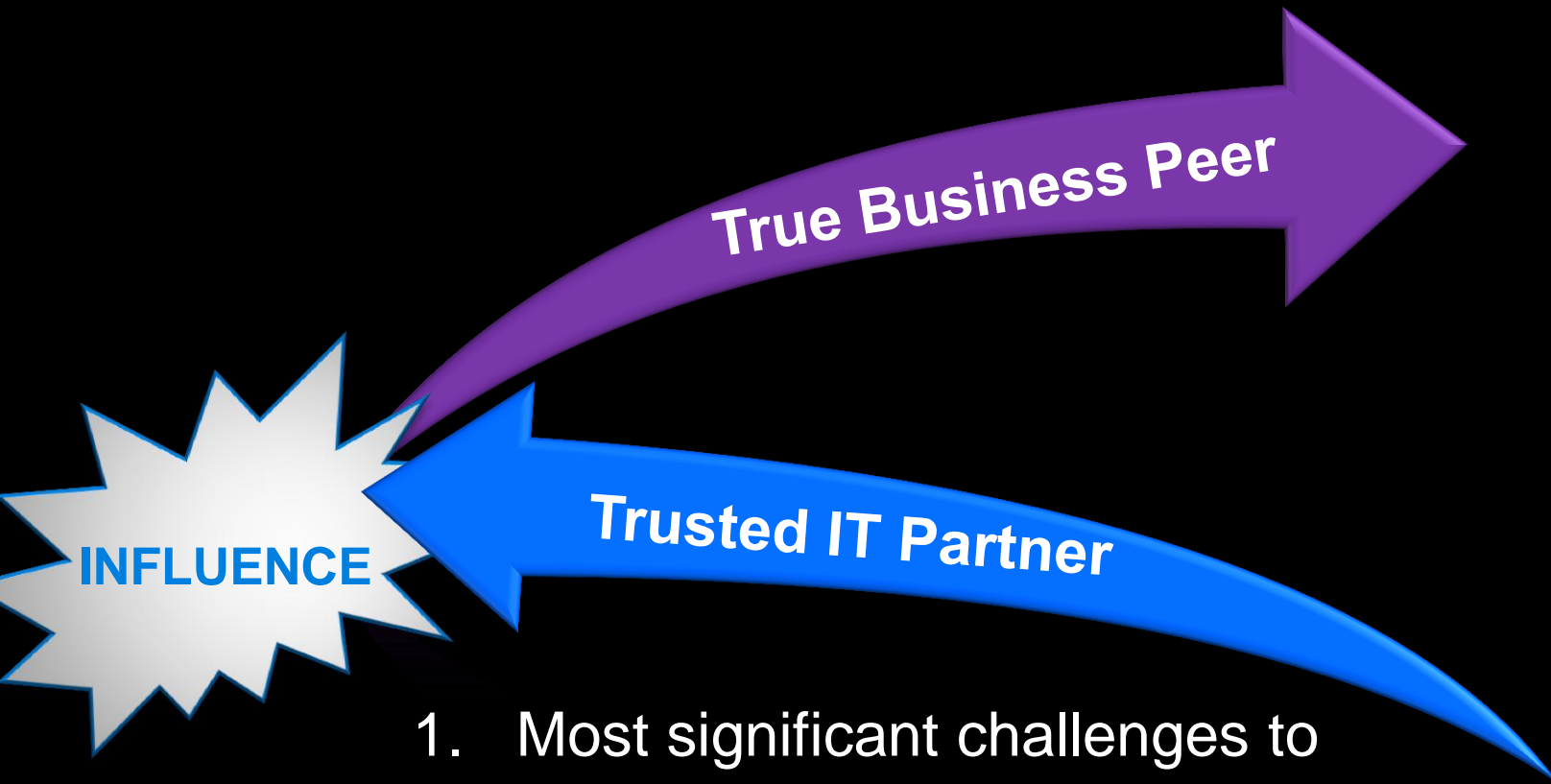
True Business Peer



**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?

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?



TAKEAWAYS

- Council's Journey Framework
- Stakeholder Assessments
- Watch for *C/O's* Nov. 15 cover story on this topic

Thank you!