

**CIO**  
PERSPECTIVES

# Taking Business Relationships to the Next Level

Moderator: Rick Pastore  
VP, Editorial & Programs



**CIO Executive Council**

Leaders Shaping the Future of Business

**REGIONAL FORUMS** for SENIOR IT LEADERS



# CIO



I ♥ IT

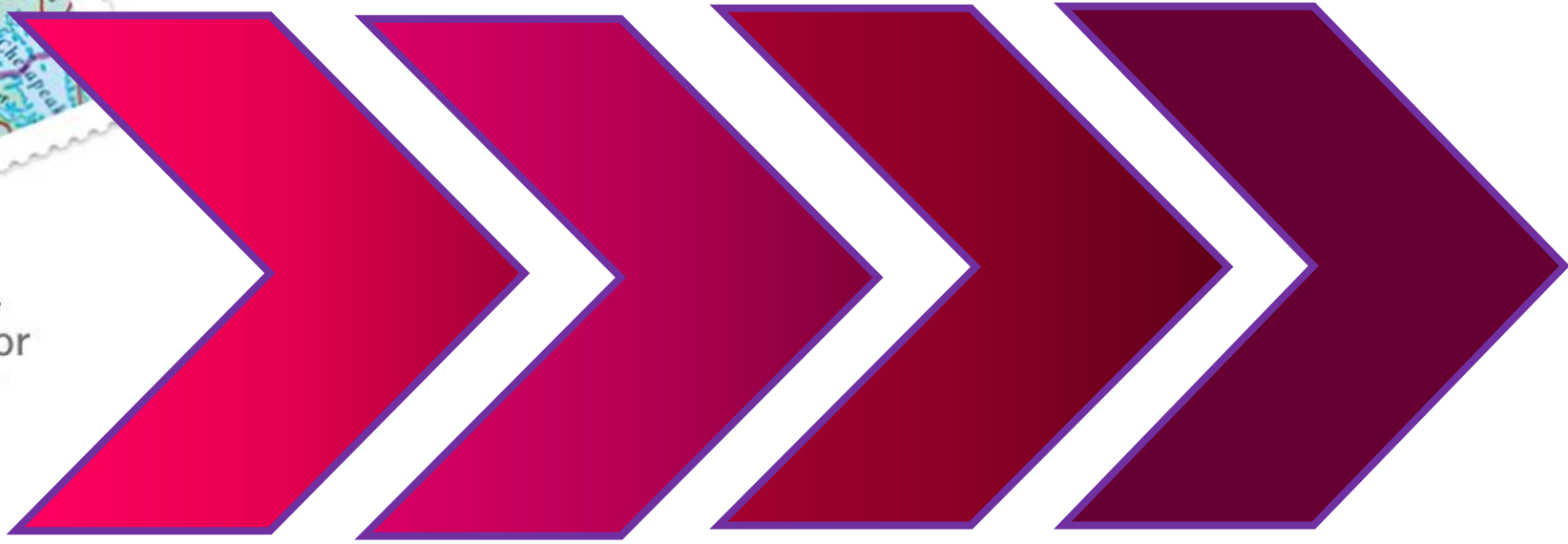
CEOmobile

My CIO made  
the honor roll!

## Stakeholder Relationships = IT Value



REGIONAL  
FORUMS for  
SENIOR IT  
LEADERS



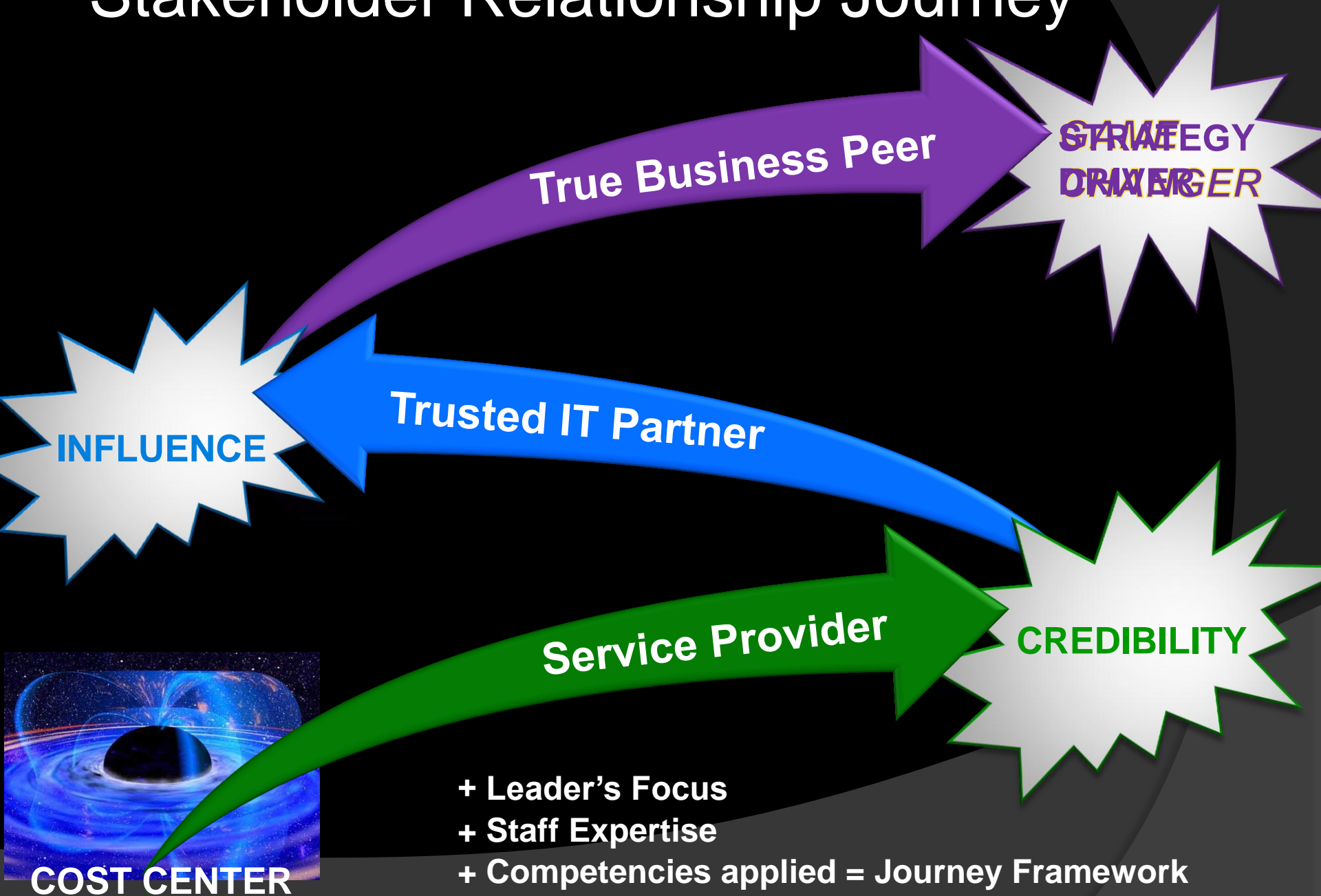
Relationships

Perception

Expectations

Value

# Stakeholder Relationship Journey



# Stakeholder Relationship Assessment



REGIONAL  
FORUMS for  
SENIOR IT  
LEADERS

Produced by



In partnership with sister organization

**CIO Executive Council**  
Leaders Shaping the Future of Business

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

**(Be conservative)**

**CIO Executive Council**  
Leaders Shaping the Future of Business

## Stakeholder Relationship Journey Assessment

This quick self-assessment is intended to indicate the quality of your IT organization's relationship with business stakeholders. Check the box for each point that is routinely true for your organization. (You may check more than one box.)

- Trust us as a preferred service provider and more as an integral part of the business
- Involve our organization in strategic discussions about their particular business area or function
- See us as the preferred service provider and more as an integral part of the 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 business stakeholder just like the other heads of business
- Appreciate our role in identifying cross-enterprise challenges/solutions
- Proactively seek our advice on technology to enable their business
- Understand and appreciate our role in decision-making of their business
- Engage us in strategic discussions about the end-customer/customer-facing services
- Involve our senior IT leaders—not just the CIO—in decision-making of their business
- 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: \_\_\_\_\_



REGIONAL  
FORUMS for  
SENIOR IT  
LEADERS

## Assessment Results

### 1-7 Service Provider

- Established IT credibility
- Efficient & effective IT function

### 8-13 IT Partner

- Trusted IT consultant & collaborator
- Influence over the business

### 14-18 Business Peer

- Business credibility
- Drive strategy & CEO agenda

### 19-20 Game Changer

- Primary driver of competitive future

## Takeaway:

## Assessment Version for Your Stakeholders

Produced by



In partnership with sister organization

 CIO Executive Council  
Leaders Shaping the Future of Business



# 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

**Kim Jacques**, SVP & CIO, American Capital

**Alan Levine**, CIO, The John F. Kennedy Center for the Performing Arts

**Sharon Solomon**, CIO & VP IT, MedImmune

**Steph Warren**, Principal Deputy Assistant Secretary, Department of Veterans Affairs

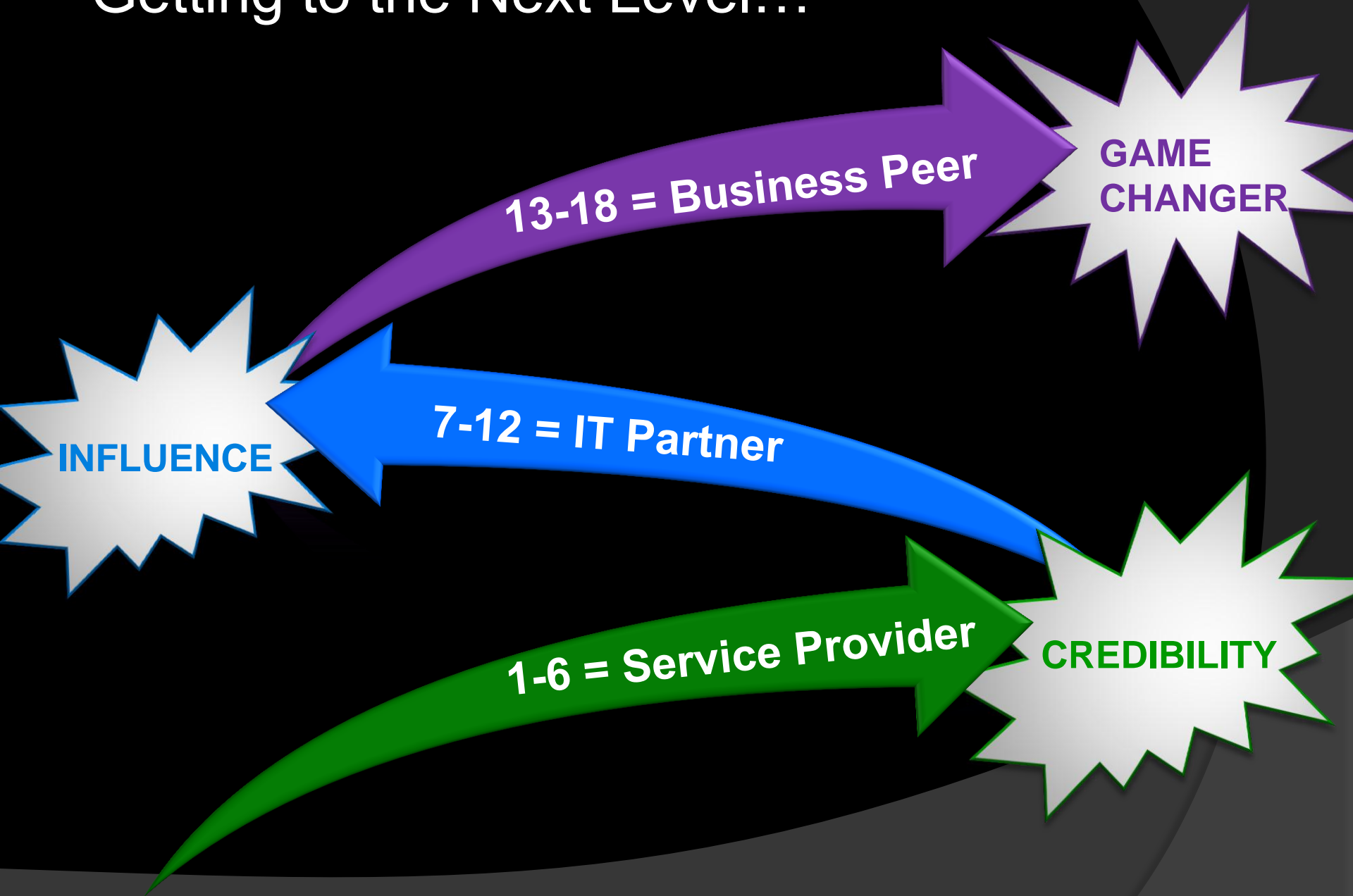
Produced by



In partnership with sister organization

 CIO Executive Council  
Leaders Shaping the Future of Business

# 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?

REGIONAL  
FORUMS for  
SENIOR IT  
LEADERS

Produced by



In partnership with sister organization

 CIO Executive Council  
Leaders Shaping the Future of Business



## Discussion Tables

**1-7 Service Provider = GREEN**

**8-13 IT Partner = BLUE**

**14-20 Business Peer = PURPLE**

REGIONAL  
FORUMS for  
SENIOR IT  
LEADERS

*Produced by*



*In partnership with sister organization*

 CIO Executive Council  
Leaders Shaping the Future of Business

## 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?

REGIONAL  
FORUMS for  
SENIOR IT  
LEADERS

Produced by

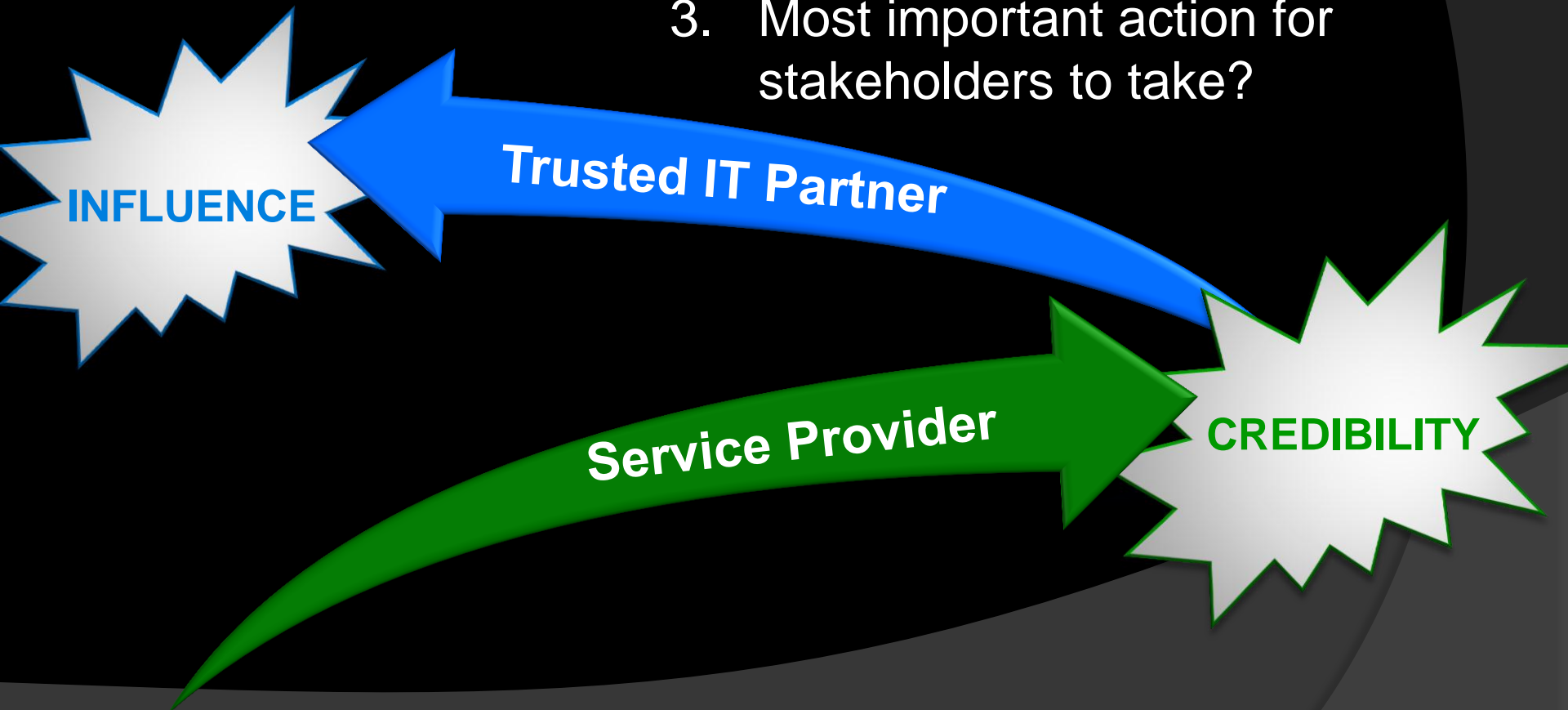


In partnership with sister organization

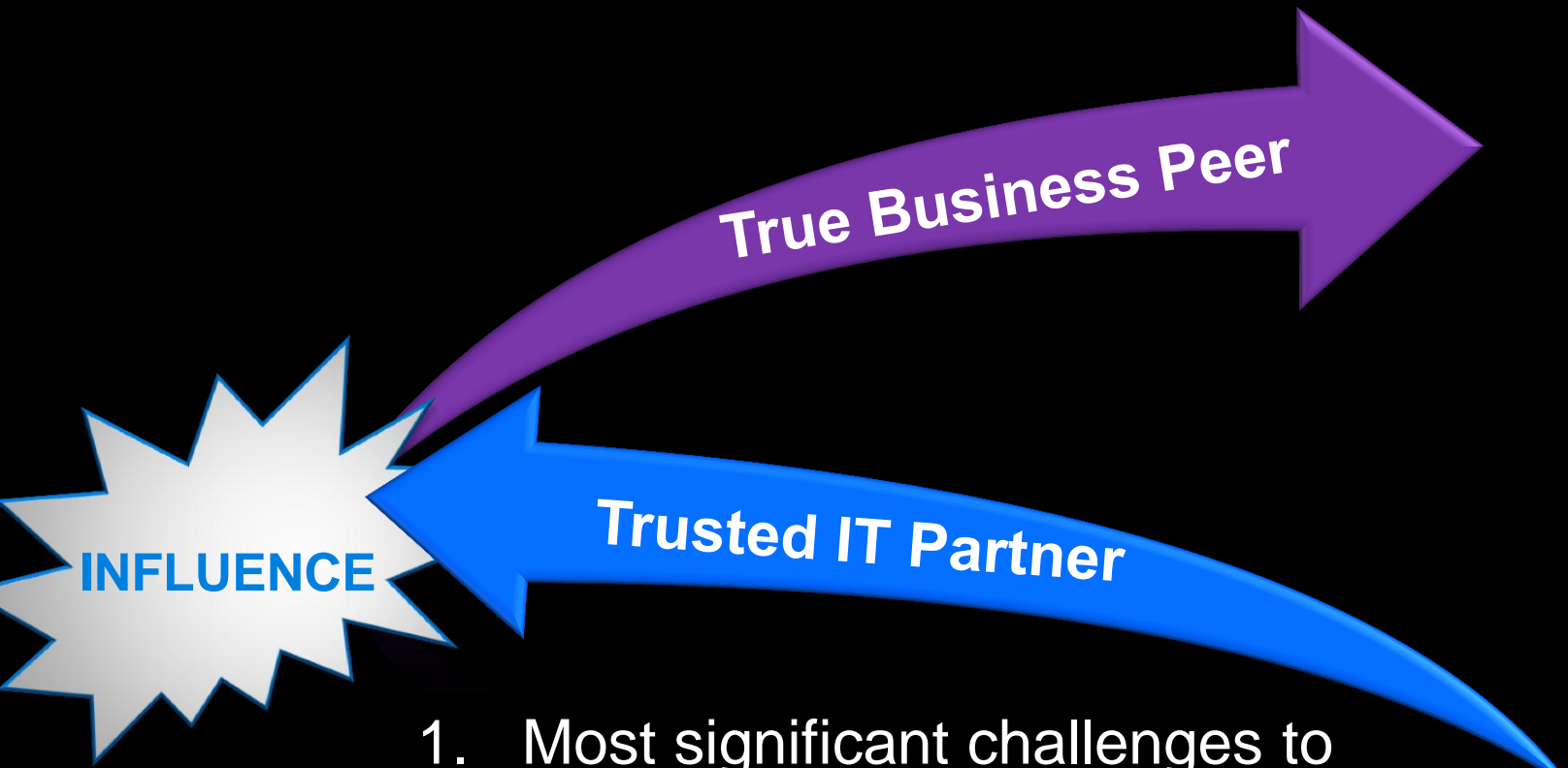
 CIO Executive Council  
Leaders Shaping the Future of Business

# 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?





REGIONAL  
FORUMS for  
SENIOR IT  
LEADERS

## TAKEAWAYS

- Council's Journey Framework
- Stakeholder Assessment Form
- Hold this workshop at your company - [CEC\\_Info@cio.com](mailto:CEC_Info@cio.com)

## Thank you!

Produced by



In partnership with sister organization

 CIO Executive Council  
Leaders Shaping the Future of Business