



## 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: \_\_\_\_\_



## Analysis:

The CIO Executive Council recommends in its “Future-State CIO Journey” concept ([council.cio.com/futurestate](http://council.cio.com/futurestate)), that to deliver maximum value and remain relevant, CIOs must elevate the relationship from the level of provider to partner to ultimately, peer. Your final score demonstrates where you currently stand on the journey.

### 0-6 = Service Provider

Your IT organization is moving on from the “cost center” perception and is becoming seen as a service provider, with established IT credibility based on running the IT function with efficiency and effectiveness. To get to the next level, IT must focus its leadership enterprisewide and cultivate collaborative relationships with stakeholders, which will establish IT’s influence in transforming the business.

### 7-12 = IT Partner

Your IT organization is seen as a trusted IT partner to the business, with an enterprisewide focus and the power to influence the stakeholders. To get to the next level, IT must focus its leadership externally on end customers and the marketplace to build greater business (vs. IT) credibility, which will enable IT to engage as a peer in customer-facing strategy.

### 13-18 = Business Peer

Your IT organization is seen as a true business peer, with all the business credibility you need to engage in developing and driving business strategy. To get to the next level, IT must bring business innovation and customer-facing differentiation ideas to the table, execute flawlessly, and thus establish its reputation as a business game changer.

### 19-20 = Game Changer

Your organization is seen as a business game changer, and is in a rare position to drive the competitive future of the enterprise.