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THE CIO'S FIRST 120 DAYS: A ROADMAP TO SUCCESS

Achieving strategic business goals is a significant challenge in an environment of executive leader turnover. The CIO Group believes that actions taken within the first few weeks determine not only success for the new CIO, but success of the entire business enterprise. We believe a roadmap for action should be designed to guide a new CIO, to help ensure he or she is proactive and, as a result, emerge as a more effective and innovative leader.
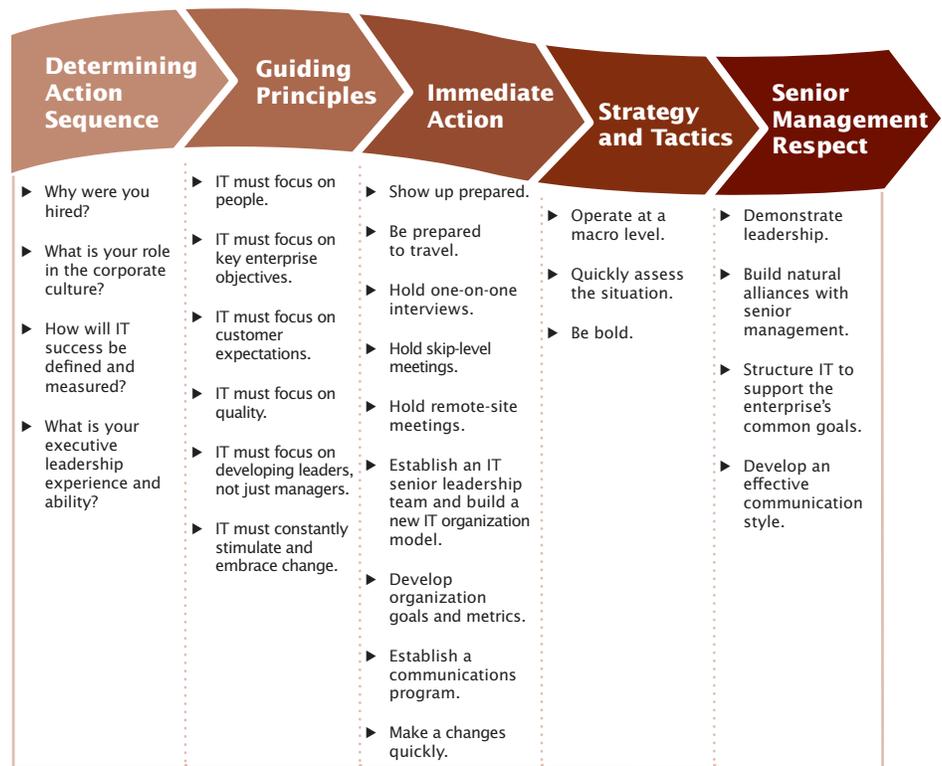
The CIO Group consultants are frequently surprised by the assumption held by many new CIOs that they have a time frame of a year or more to ramp up in their position, begin to make changes, and begin to show positive business contributions.

The reality is that new CIOs have only a few months to prove the value that they can bring to their new enterprise. Under some extreme circumstances, actions in the first weeks will be used by senior management for assessment and retention. With IT budgets becoming one of the largest budget line items, and a highly visible target for cost cutting, success in the CIO position requires early action.

The CIO Group urges new CIOs to adopt an action roadmap for their first 120 days, sequenced in a priority applicable to their specific situation, in order to achieve greater success in the position, both short- and long-term. We have identified five key questions to be addressed by new CIOs as they develop their action roadmap:

1. What will impact the sequence and timing of action during my first 120 days?

2. What are my guiding principles as a CIO?

3. What actions should be taken immediately?

4. How do I focus on strategic issues without jeopardizing day-to-day challenges?

5. How do I build relationships with senior management that are based on results and not politics?

Determining Action Sequence	Guiding Principles	Immediate Action	Strategy and Tactics	Senior Management Respect
▸ Why were you hired?	▸ IT must focus on people.	▸ Show up prepared.	▸ Operate at a macro level.	▸ Demonstrate leadership.
▸ What is your role in the corporate culture?	▸ IT must focus on key enterprise objectives.	▸ Be prepared to travel.	▸ Quickly assess the situation.	▸ Build natural alliances with senior management.
▸ How will IT success be defined and measured?	▸ IT must focus on customer expectations.	▸ Hold one-on-one interviews.	▸ Be bold.	▸ Structure IT to support the enterprise's common goals.
▸ What is your executive leadership experience and ability?	▸ IT must focus on quality.	▸ Hold skip-level meetings.		▸ Develop an effective communication style.
	▸ IT must focus on developing leaders, not just managers.	▸ Hold remote-site meetings.		
	▸ IT must constantly stimulate and embrace change.	▸ Establish an IT senior leadership team and build a new IT organization model.		
		▸ Develop organization goals and metrics.		
		▸ Establish a communications program.		
		▸ Make a changes quickly.		

Determining Action Sequence · Guiding Principles · Immediate Action · Strategy and Tactics · Senior Management Respect

- ▸ **Why were you hired?**
- ▸ **What is your role in the corporate culture?**
- ▸ **How will IT success be defined and measured?**
- ▸ **What is your executive leadership experience and ability?**

1. What will impact the sequence and timing of action during my first 120 days?

Because new CIOs will encounter situations that are widely different in the challenges presented, it is difficult to establish a standard template of specific action steps and sequence. We have found that the course of action is impacted by answers to the following questions:

- ▸ Why were you hired?
- ▸ What is your role in the enterprise's culture?
- ▸ How will IT success be defined and measured?
- ▸ What is your executive leadership experience and ability?

▸ Why were you hired?

A few fortunate new CIOs find themselves brought into a highly regarded, smoothly operating IT enterprise with effective talent, satisfied business unit leaders, and a hardware and software infrastructure that is secure, integrated, and reliable.

Others enter an IT environment viewed with disdain throughout the enterprise for its high security risks, inadequately functioning systems, delayed implementations, and cost overruns on crucial projects.

Some new CIOs are promoted from within with strong mentoring support from a respected CIO who is being promoted. Others come from outside the enterprise, or outside the industry, and are viewed with skepticism or even hostility by insiders.

Is IT a competitive differentiator or has it become simply a commodity? The CIO Group believes that enterprises can seize competitive advantage through IT.

Readers may find interesting the differences of opinion on this issue presented in *Harvard Business Review*, June 2003, "Does IT Matter? An HBR Debate."

Some new CIOs who have been promoted internally make the mistake of remaining in the shadow of a predecessor with a false sense of security. They often miss opportunities for innovation and growth, that enable competitive advantage.

Some new CIOs have the luxury of operating at the macro level during a comfortable learning period. Others must immediately jump into daily operations and decisive actions, while they simultaneously develop an intermediate and longer term IT strategy.

▶ **What is your role in the enterprise's culture?**

Today, the CIO position is frequently viewed as a key part of the senior management team. Increasingly, the IT operation is viewed as a premier business partner supporting innovation and differentiation key to corporate success.

In this scenario, the CIO is required to be a business strategist, not simply a tactical technician. Technology strengths are important, but leadership and executive business skills are essential. The CIO needs to communicate in the business terms understood by senior executives and relate all technology initiatives to key business objectives.

However, some new CIOs find themselves in a corporate culture where IT is viewed not as a business differentiator but as a commodity, supported by the smallest budget possible. There is little interest in technology innovation. The CIO is not regarded as part of the senior leadership team, and is expected to focus only on reducing expenses through initiatives such as outsourcing, offshoring, and staff reductions. The initial 120-day action roadmap will be different for the new CIO operating in this culture.

▶ **How will IT success be defined and measured?**

It is important to quickly determine success metrics at the macro and micro levels. How will success be measured, and in what time frame? How is success defined for both external and internal IT customers? Are definitions and measurements of success already in place? Are they already defined by senior corporate leadership, or being established by the new CIO?

If the new CIO does not understand or define success goals and measurements, subsequent action steps may be irrelevant or inappropriate because the context of success is missing.

▶ **What is your executive leadership experience and ability?**

Frequently, new CIOs make the mistake of focusing first on the areas they know best and are most comfortable with (i.e., infrastructure, security, implementation), rather than on the most critical business-focused issues.

The CIO position requires a wide range of technical competencies. The role also requires change-management, leadership, and other managerial strengths. People skills, communications skills, and business analysis skills are vital for success.

Determining Action Sequence | Guiding Principles | Immediate Action | Strategy and Tactics | Senior Management Respect

▶ **IT must focus on people.**

▶ **IT must focus on key enterprise objectives.**

▶ **IT must focus on customer expectations.**

▶ **IT must focus on quality.**

▶ **IT must focus on developing leaders, not just managers.**

▶ **IT must constantly stimulate and embrace change.**

IT solutions are expensive, can quickly spiral out of control, and can cause irreparable damage to an organization. For the new CIO, today's challenges and the significance of technology opportunities, investments, exposures, and risks, mandate ensuring information technology yields real competitive advantage.

The new CIO must quickly augment his or her areas of weakness by identifying and promoting or recruiting senior, respected leaders for critical IT positions. A new CIO should identify a confidant or impartial "sounding board" for his or her ideas, questions, and plans. Advisors with experience in similar situations can help analyze priorities for immediate focus and a sequence for action.

2. What are my guiding principles as a CIO?

From the beginning, new CIOs need to understand the culture of the enterprise, and the intersection with his or her own operating philosophy and values. Determining how best to communicate guiding principles will vary by enterprise culture. Generally, values are best communicated by actions, supplemented with tailored messages through a variety of mediums.

New CIOs should draft a list of three to five values and guiding principles. Be open, honest, and clear about your values, and establish a paradigm for decision making. Establish expectations for the highest levels of personal integrity, respect for others, willingness to listen, and courage to move quickly with needed changes . . . and demonstrate these values through personal actions. Although the value list will vary by individual, we urge you to consider the following:

▶ **IT must focus on people.**

Information Technology is not just hardware, networks, and software.
IT is people.

- Have we created an environment of respect and trust for each other as competent professionals, focused on creating a world-class enterprise respected for high quality, low costs, happy and effective people, and happy users?
- Do we receive input from employees on how best to deal with a situation?
- Have the employees embraced ownership of the required tasks?
- Have we enabled employees to maximize their contribution to the success of the business and their personal growth by promoting open communication between managers and their colleagues, implementing education plans, and establishing an environment of open coaching?

▶ **IT must focus on supporting key enterprise objectives.**

- Have we developed an IT plan with priorities and resources that will bring the greatest returns to the enterprise?
- Do we provide solutions that support the enterprise business plan and strategy?
- Do we focus on process improvement, not just technology enhancements, to reduce costs and ensure improved quality and competitive superiority?

▶ **IT must focus on customer expectations.**

- Do we develop IT goals that coincide with user expectations?
- Do we communicate continuously?
- Do we eliminate surprises?
- Do we develop relationships in such a way that the IT organization is an inseparable partner and a natural extension of the user enterprise?

▶ **IT must focus on quality.**

- Quality is a differentiator between a good enterprise and a great enterprise.
- Quality will reduce operating costs and increase IT's value to the enterprise it supports.

▶ **IT must focus on developing leaders, not just managers.**

Leadership should not be associated with a managerial level. A great IT organization has effective leaders throughout. Leaders will identify and enable change, assume accountability, and drive tasks to completion. Leaders are visionaries and pragmatists who are respected by their peers.

▶ **IT must constantly stimulate and embrace change.**

Even a good enterprise can succumb to complacency and lose its competitive advantage if leaders resist change or believe change is not necessary. The leader of IT must constantly enhance IT's vision and have the perseverance to make the vision a reality.

3. What actions should be taken immediately?

▶ **Show up . . . prepared.**

We have found that one of the biggest mistakes made by new CIOs from outside the enterprise is to wait until their first day on the job to begin their corporate education. We have also observed new CIOs, promoted from within, who have extensive IT knowledge but have not developed an understanding of the larger corporate enterprise.

Effective CIOs are fully prepared before beginning. Topics to focus on for advance preparation include:

- the strengths and weaknesses of the industry, the enterprise, and its competitors, based on independent research,
- the enterprise's mission, strategy, and goals,
- the role of IT in achieving those goals,
- the organization structure and IT's relationships to other operating units,
- the enterprise's financial performance compared to plans, and its track record and plans in terms of stock value, and
- the history of enterprise-wide and IT-specific change successes and disappointments, e.g., mergers and joint ventures, or CIO turnover.

The new CIO can determine disconnects between internal and external perceptions about the enterprise prior to the first day on the job. Compare advance briefing materials provided by sources within the enterprise against those from independent research sources (e.g., analysts reports, global press research and consultant reports).

The new CIO can develop a hypothesis to use as conversation starters during the first few days on the job, and establish an initial level of credibility as someone who values preparation.

Determining Action Sequence › Guiding Principles › **Immediate Action** › Strategy and Tactics › Senior Management Respect

▶ **Show up . . . prepared.**
▶ **Be prepared to travel.**
▶ **Hold one-on-one interviews.**
▶ **Hold skip-level meetings.**
▶ **Hold remote-site meetings.**
▶ **Establish an IT senior leadership team and build a new IT organization model.**
▶ **Develop organization goals and metrics.**
▶ **Establish a communications program.**
▶ **Make changes . . . quickly.**

In our experience, successful CIOs:

- Operate from a mind-set as a business leader, not just a technology manager.

- Define IT success based on metrics CEOs care about – revenue, costs, margins, growth-enabling strategic change, and sustainable competitive superiority.

- Communicate in the business terms understood by senior executives and relate all technology initiatives to key business objectives.

- Build strong collaborative relationships within the enterprise, and especially with business unit leaders and IT customers and staff.

- Act quickly to identify and implement one or two highly visible and measurable changes within the first few weeks, which can serve as relationship and reputation builders . . . and provide immediate benefit to the enterprise.

▶ Be prepared to travel.

Within the first few weeks a new CIO should initiate an aggressive travel schedule to visit all IT facilities and other key enterprise offices and plants. See . . . and be seen. Listen, evaluate . . . then act quickly and decisively on obvious early-win opportunities.

Depending on the size and scope of the enterprise, this may require a valid passport, visas, current inoculations, and even security clearances. The new CIO needs to be certain that these are current or in process before his or her first day on the job.

▶ Hold one-on-one interviews.

Within the first two weeks the new CIO should complete one-on-one interviews with senior enterprise leaders and all direct reports. Group meetings are not as effective at this stage, since participants will generally provide information that they think you want to hear, or they think their counterparts would approve of revealing.

In one-on-ones, it is easier to cut to what people really know and feel about the issues. Key questions should focus on strategy, goals, governance, structure, people, and performance metrics.

Be prepared to be patient, attentive, tenacious . . . and be prepared to be the new leader.

▶ Hold skip-level meetings.

Another educational tool for the new CIO, and everyone involved, is skip-level meetings . . . information meetings with everyone in the CIO's organization, regardless of their level, without their supervisors in attendance.

Group size should be no larger than 20 to 25 attendees. Sometimes these begin as venting sessions, but when the new CIO is attentive, honest, and engaged . . . important underlying problems and potential solutions are often identified.

It is essential to understand that most IT professionals care deeply about their professional competence and the enterprise's success. They will feel a bond with new CIOs willing to listen to their ideas and concerns.

These meetings also provide the new CIO with another opportunity to share his or her perceptions of the enterprise, operating philosophy, and values, and to demonstrate respect for those at all levels in the enterprise.

Skip-level meetings can produce:

- additional insights into operational strengths and weaknesses and options for action,
- the opportunity to expand personal contacts and to build relationships, and
- the opportunity to identify candidates for new IT leadership positions.

Discovering Truth in On-Site
Meetings . . . On Day One!

In a recent situation, during his first visit a new CIO discovered that a large data center, over a thousand miles from the corporate headquarters, had become an exemplar of IT management in isolation.

Senior IT executives rarely interacted with IT professionals or IT customers. Instead, they seemed to be hiding in a private executive dining room, or in their private offices with the doors closed.

Before the end of the day, during that first visit, the new CIO immediately ordered the private dining room closed and office doors removed.

The results? It angered a few local executives but sent a message throughout the enterprise that the new operating paradigm would value communication and interaction among all levels.

▶ Hold remote-site meetings.

No later than the third week in office, the new CIO should begin visiting branch offices and plants. All facilities with IT staffing should be visited, without exception. It is also necessary to visit remote corporate facilities, and to meet with customers, in order to understand issues for both internal and external users.

On-site meetings should begin with one-on-one meetings with the senior leaders. Town hall meetings with all levels of employees should be held to provide another opportunity for the CIO to introduce his operating values, learn about local issues, and build relationships.

Each on-site visit should conclude with a group meeting with senior IT leaders at the site to match notes, to review what the new CIO learned, and to define next steps to resolve problems. If critical conditions or opportunities for action are discovered, immediate action should be taken before the new CIO leaves the site.

▶ Establish an IT senior leadership team and build a new IT organization model.

Within the first six to eight weeks, the new CIO should have the information necessary to create and announce an organization and business model, and define the senior IT leadership team.

In some cases, the team may include positions and individuals already in place. Frequently, inside and outside searches are necessary. There is a need to conclude this step quickly to establish tone and direction, but building a team can be a complex and time-consuming process.

The new IT senior leadership team will need many hours together to understand each other's philosophies and to build trust. A three- or four-day off-site, possibly facilitated by team-building experts, is valuable for developing relationships, understanding each other's strengths and weaknesses, defining an operating culture, and beginning to build the new organization model.

▶ Develop organization goals and metrics.

Our experience has been that, too often, new CIOs eagerly identify 10 or 15 or more goals to achieve during their first year, setting a path for failure. The enterprise cannot digest that much change.

Successful CIOs identify no more than four or five goals at a time during the first year. Ideally, initial goals are those that are most important to the CEO and the enterprise's senior leadership teams . . . those that can show quantifiable results during the first six months. Achieving early wins is a great reputation and relationship builder.

If there is conflict between IT's definition of success and senior enterprise executives' expectations, it will be important to develop a plan, early-on, to standardize definitions and measurements. Set and achieve quantitative goals – and timelines – that materially improve the performance metrics for the CIO's customers: the CEO, COO, CFO, and business unit presidents.

Communicate tirelessly with your employees and customers to be certain your critical audiences:

- Embrace your vision and timetable for changes that may impact them.

- Understand the win-win facets of the plan and how they can help achieve success.

- ▶ **Operate at a macro level.**
- ▶ **Quickly assess the situation.**
- ▶ **Be bold.**

Later . . . set internal IT goals. A senior IT leader should be assigned to each goal. Then, success criteria, measurements, and rewards should be defined for achieving the goal. Weekly meetings of the IT senior leadership team and monthly report cards on goals should be mandatory.

▶ Establish a communications program.

Many new CIOs seem to forget the basic management premise that people support changes they understand and can be involved in defining and implementing. The new goals, criteria for measuring success, and reward structure must be communicated frequently . . . incessantly.

The CIO and, in turn, each senior IT leader, should cascade goals from the top down and communicate tirelessly – so that employees at every level know how they can help to achieve the goals and how they will be rewarded when the goals are reached.

Each level of the IT organization must be given accountability for achieving the goals. Personal measurement and performance criteria in support of the goals must be defined and communicated.

Monthly report cards on goals need to be distributed to all levels, and the CIO should travel quarterly to every IT facility to hold town hall meetings to give reports, answer questions, and build goals into the operational culture.

▶ Make changes . . . quickly.

Begin immediately, ideally within the first few weeks, to implement one or two high-risk, high-reward goals. This is usually the point when corporate leadership will most strongly support the new CIO, and successes will earn the widest range of respect for the new CIO and the IT leadership team.

Many ideas will have surfaced during the first few days of meetings and travel. Identify change initiatives that will add value and can be executed quickly. Early successes will pave the way for implementing more difficult changes in the future.

4. How do I focus on strategic issues without jeopardizing day-to-day challenges?

▶ Operate at the macro level.

New CIOs solidify their credibility and value in the shortest span of time when they approach their new position with a macro view – focusing during the first few months on corporate-level strategic vision and competitive advantages.

The new CIO who approaches the position with a micro view – focusing first on day-to-day operations, vendor contracts, standards, controls, application design, or detailed infrastructure changes – is likely to get lost dealing with the symptoms of problems and never understand or fix the underlying root causes. Fire fighting does not solve the significant problems that cause fires.

It is important to be available 24/7, at least during the first three months, to react aggressively to obvious problems.

The new CIO's performance in solving problems will be closely watched by others in the enterprise. Crisis situations are really opportunities that can be useful in setting tone, signaling directions, and demonstrating business values.

Determining Action Sequence · Guiding Principles · Immediate Action · Strategy and Tactics · Senior Management Respect

▶ **Demonstrate leadership.**

▶ **Build natural alliances with senior management.**

▶ **Structure IT to support the enterprise's common goals.**

▶ **Develop an effective communication style.**

Having said that . . . if there are critical IT fires . . . extinguish them quickly and decisively. The new CIO of a dysfunctional operation may need to immediately focus on daily operations. However, generally the day-to-day operations can be managed by current direct reports until the new CIO has completed the steps outlined above.

Many times the roots of operational problems can only be identified by extensive travel to branch sites and through meetings with all levels of internal and external customers.

▶ **Quickly assess the situation.**

By following the recommendations for priorities and action steps, the new CIO will be able to define a range of significant concerns and preliminary performance metrics.

The new CIO needs to make a very quick, objective assessment of the total operation. The biggest challenge to new CIOs is deciding which high-risk actions should be implemented near term and which to defer. Early decisions should be based on metrics the CEO and senior executives care most about.

▶ **Be bold.**

Once the new CIO determines the priority change initiatives, he or she should be action-oriented. Sometimes committees and special interest groups can foster self-doubt and inaction, or can be threatening or challenging. A leader focuses on action and change. Consider committee advice carefully, but then develop an action plan and initiate it.

5. *How do I build relationships with senior management that are based on results and not politics?*

▶ **Demonstrate leadership.**

New CIOs who wait to make changes until they understand the corporate politics and are aligned with a group of protectors will have lost the opportunity to establish a reputation for independence and action. Instead, the new CIO will be viewed as part of the same old system, rather than business-focused, innovative, and fresh.

▶ **Build natural alliances with senior management.**

The new CIO who is able to understand and deliver against the business goals expected by senior leaders will naturally build important alliances. As new CIOs meet senior leaders during their first few weeks, it is important to quickly assimilate the issues shared by most senior executives. The new CIO can ask questions that set the tone and direction for eventual change.

We see seven key areas where CIOs need to make time allocation decisions during the first 120 days:

- defining goals, metrics, guiding principles and priorities,

- conducting meetings and interviews,

- establishing the communications program,

- building the new IT organization and leadership team,

- building business relationships,

- identifying high impact changes and implementing them quickly, and

- overseeing day-to-day operations.

The CIO should immediately address key business issues and meet monthly with senior business unit and IT leaders to review progress and plans. Avoid steering committees and instead rely on 20-minute, one-on-one collaboration between the new CIO and senior business unit leaders. The reviews and updates can be easily handled by telephone or video conferencing if schedules or travel hinder in-person meetings.

▶ **Structure IT to support the enterprise's common goals.**

Whether the IT organization is centralized or decentralized, the focus of the CIO is to assure that IT serves as a business partner, rather than an obstacle, by leveraging competence and teamwork to identify and mitigate implementation problems.
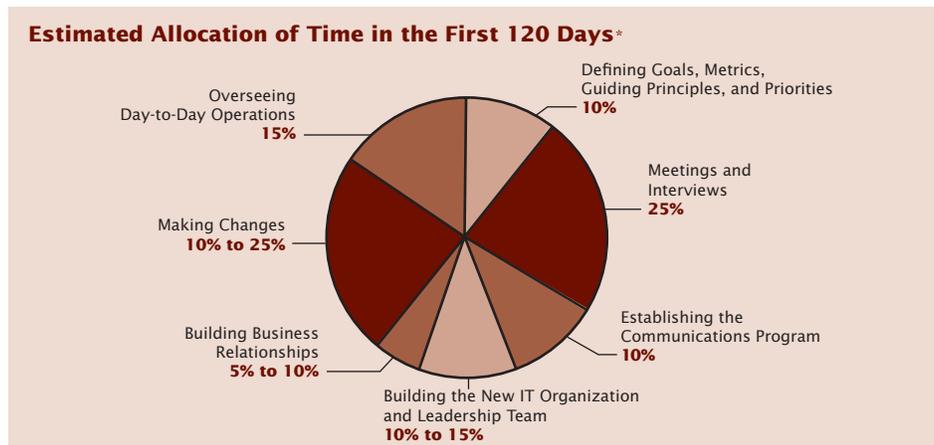
In some enterprises, IT applications professionals may be embedded in the operating units and report to the business unit executive. In others, all IT professionals are part of the central CIO organization, but aligned with the operating units they serve. The goal is for operations executives to make IT investment and resource decisions. Technical solutions are driven by technology professionals. This arrangement assures that IT is coupled to the functional units and driving the IT organization to meet the needs of its customers.

▶ **Develop an effective communication style.**

Too often, new CIOs communicate in technology jargon and in terms of IT objectives, which creates a communications gap between the CIO and other senior executives.

Communicating in the business terms understood by senior executives and relating technology initiatives to the business plan and corporate strategy will win support for IT initiatives and result in greater corporate success.

By following the actions suggested, the new CIO would allocate his or her time during the first 120 days in a manner similar to the graph below. Priority will be given to meetings and interviews; defining goals, metrics, guiding principles, and priorities; building the new organization model and leadership team; and establishing a communications program.

Estimated Allocation of Time in the First 120 Days*

Overseeing Day-to-Day Operations
15%

Defining Goals, Metrics, Guiding Principles, and Priorities
10%

Meetings and Interviews
25%

Making Changes
10% to 25%

Establishing the Communications Program
10%

Building Business Relationships
5% to 10%

Building the New IT Organization and Leadership Team
10% to 15%

* Percentages will vary depending on the situation facing the new CIO. The multifaceted profile is critical for success.

Implementing strategy involving large-scale change is more complex than ever because:

- the time IT takes to change has become a competitive differentiator,

- implementation complexities and challenges are greater, and

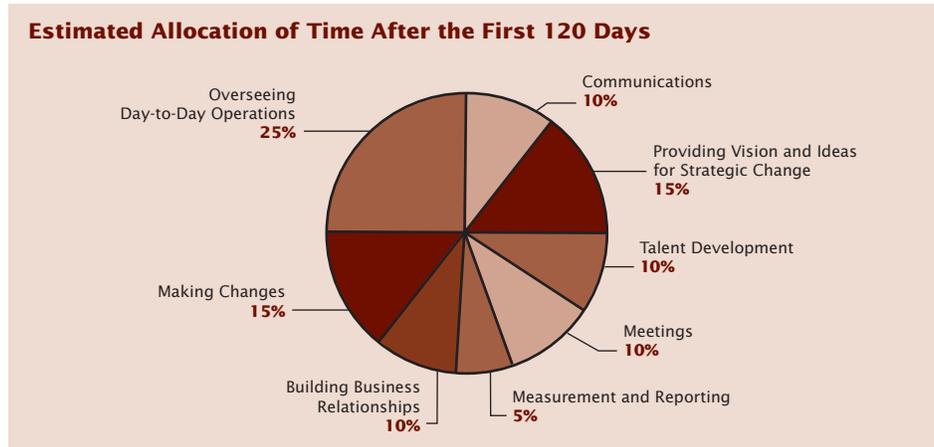- risks and stakes are higher.

Contributors

In developing this chapter of Technology Leadership Insights, we contacted each of the 14 members of the CIO Group Advisory Board, 15 CIO Group Consultants, and a number of our clients.

We received a host of comments that are reflected verbatim. Others are represented in less direct terms.

Our thanks to everyone who helped strengthen this chapter to make it immediately useful to new CIOs and to the CEOs, business unit presidents, and officers who lead them.

Looking Ahead

At the end of the first four months, following this action roadmap, the CIO can begin to allocate his or her time and attention to implementing change and overseeing day-to-day operations. Additional attention will be given to communications, measurement, talent development, and defining the next group of goals to accomplish.

Estimated Allocation of Time After the First 120 Days

- Communications **10%**
- Providing Vision and Ideas for Strategic Change **15%**
- Talent Development **10%**
- Meetings **10%**
- Measurement and Reporting **5%**
- Building Business Relationships **10%**
- Making Changes **15%**
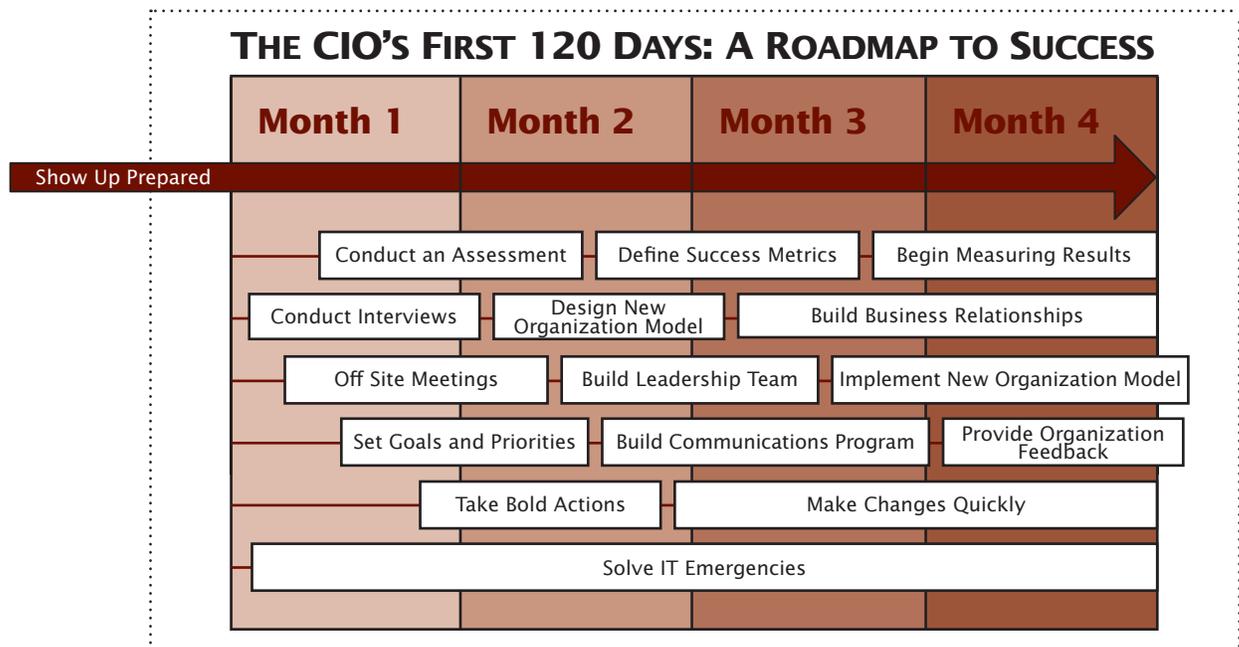- Overseeing Day-to-Day Operations **25%**

120-Day Roadmap Highlights

The action plans identified in this roadmap have been developed from our years of experience as CIOs or consulting to new CIOs, both those who have been promoted internally and those who have come from outside a company.

We welcome your suggestions, thoughts, and agreement or disagreement. Please contact our *Insights* editor, Sharon Carrigan, at 203.801.5000, or sharon_carrigan@ciogroup.net.

The following chart represents key milestones for action recommended for the CIO's first 120 days.

THE CIO'S FIRST 120 DAYS: A ROADMAP TO SUCCESS

Month 1	Month 2	Month 3	Month 4

Show Up Prepared

- Conduct an Assessment
- Define Success Metrics
- Begin Measuring Results
- Conduct Interviews
- Design New Organization Model
- Build Business Relationships
- Off Site Meetings
- Build Leadership Team
- Implement New Organization Model
- Set Goals and Priorities
- Build Communications Program
- Provide Organization Feedback
- Take Bold Actions
- Make Changes Quickly
- Solve IT Emergencies

CIO group

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The following is a partial list of the organizations served by the CIO Group's Managing Partners, as consultants or executive leaders, prior to or since forming the CIO Group.

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Xerox
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Our Firm

The CIO Group is a partnership of extraordinary senior information technology executives focused on creating competitive advantage through information technology by providing organizations with *issue-oriented solutions* at the most senior levels. Our unique consulting and operating experience was built hands-on with some of the most respected and dynamic organizations in the world. Our seasoned executives' competence helps clients realize the full potential of their IT assets.

How We Add Value

Continually enhancing performance

Fast-tracked technology implementation

Experience-based technology strategy

Achieving competitive advantage

Committing to technology excellence

VALUE

Effectiveness

TIME
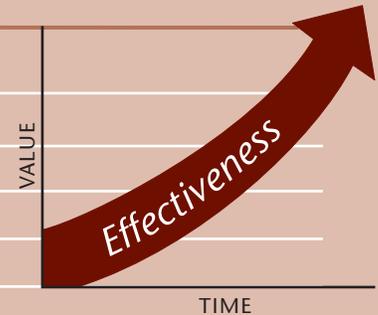
Managing Partners

Our results-oriented managing partners each have more than 25 years of experience. Together with our consultants, we can quickly partner with the board, the CEO, business unit leaders, and the CIO to ensure that information technology investments yield real competitive advantage.

RINO C. BERGONZI has served Fortune 500 companies, including AT&T and UPS, as a CIO and senior IT executive, managing over 8,000 people with a budget greater than $2 billion.

JOHN MCCREIGHT has dedicated 37 years to consulting and partnering with CEOs, CIOs, senior management, boards, and investors to define and implement large-scale strategic change.

Consultants

Our consultants average over 25 years of experience as CIOs or technology vice presidents. Collectively, our managing partners and consultants focus on the following challenges:

business continuity	outsourcing
business-focused IT strategy	program and project management
change management	security
CIO transition	technology-enabled business innovation
IT mergers	technology replacement

Research & Operations Center

Our Research & Operations Center (ROC) professionals are linked worldwide to our clients, Alliance Partners, industry experts, and the academic community. They focus daily on monitoring information technology facts, opinions, successes, disappointments, lessons learned, and best practices.