ABOUT THE CIO’S FIRST 100 DAYS TOOLKIT

Whether you are new in the CIO role or considering applying for a CIO position, you get one chance to build your credibility and create a sense of trust with your peers, your team, your customers and your boss. This toolkit walks you through the first 100 days in the CIO role, providing you with frameworks to use, key decisions to make, and the right questions to ask to begin your tenure with confidence.

The CIO’s First 100 Days Toolkit is a proven framework for CIOs who are new to the role. It is used by leading CIOs who want to ensure that their first 100 days have maximum impact.

CIOs who use the toolkit often comment that it delivers a concrete plan of key activities and expected outcomes related to their Prepare, Assess, Plan, Act, Measure and Communicate efforts. Rather than creating a first-100-day plan from scratch, new CIOs leverage this toolkit as a timesaver and a way to hasten early wins and achieve business results.

Based on Gartner frameworks and insights, the toolkit provides an organizational framework for the critical first 100 days. The complete CIO’s First 100 Days Toolkit is available to members of Gartner Executive Programs. Please enjoy this introduction to key sections of the toolkit with our compliments.
Introduction

The first 100 days constitute an expected “honeymoon” or transition period in business and government. The president of the United States gets 100 days; so do you. This perceptually all-too-brief period of time is yours to formulate a course of action, make connections and establish and communicate a personal management style. It is within this critical period that you establish yourself and create the basic perceptions that others will, for better or worse, associate with your subsequent plans and actions.

Proper preparation, assessment, planning, acting, measuring and, above all, communicating can greatly enhance your probability of success. This toolkit contains tools for each of these key activities that focus on critical issues and provide actions that drive to your intended outcomes.

At the highest level, this honeymoon period can be divided into the following segments:

• Days -10 to 0 — The interview period, a theoretic time of reflection: understanding the job, spotting the problem indicators and deciding what to do about them.
• Day 1 — The day you start, when you officially hit the restart or re-evaluation button.
• Days 2 to 5 — Your opportunity to create (and receive) first impressions and activate your initial activities.
• Days 5 to 15 — The time to demonstrate immediate business benefits, which adds credibility while activities continue on the 100-day plan.
• 15-day chunks — Approximate two-week periods where activities overlap. Some assessment is taking place while planning begins; actions occur while others are still being planned; measurements begin for early actions while other actions are still being taken that may provide only cursory data by 100 days’ end.
• Throughout — Communication is critical! Some CIOs in change situations report that they spend between 50% and 80% of their time communicating what IT is going through, and why. To be successful, communication must occur throughout the entire 100-day period.

Here’s how you can benefit from the Gartner tools, frameworks and insights in this toolkit during your first 100 days as CIO:

• Identify your priorities and opportunities as you complete assessments, resulting in a narrower planning focus.
• Through structured planning activities, focus on the most important actions to take — and when to take them.
• Achieve concise and measurable gains against your 100-day goals as the new leader of IT in your enterprise.
• Establish credibility through structured communications, setting the stage for your successful tenure as CIO.
Using the Toolkit for Success

The toolkit is designed to help you quickly sort through the activities and tools that are most important to delivering a 100-day plan for your particular situation. The time periods are organized around activities that meet high-level outcomes as depicted in Figure 1.

For example, identifying the business’s expectations as well as key issues and drivers, and defining what you think the actual job is, are important outcomes of Evaluating the Job.

**Figure 1. Time periods and key activities provide high-level process organization**

Gartner Frameworks and Tools

The CIO's First 100 Days Toolkit incorporates many key Gartner frameworks and tools, all of which will help you get up-to-speed and make the best decisions as you begin your CIO tenure. Highlights include:

- Articulating Shareholder Value
- Build a PMO
- Build Business Priorities
- CIO Reporting Matrix
- CIO’s Personal Contribution Scorecard
- Commonly Cited Stakeholder Complaints Checklist
- Communication Plan Template
- Compliance Checklist
- Design a Five-Step Compliance Plan
- Elements of IS Lite
- Executive Briefing Outline
- Graphing the IT Competency Spectrum
- IT Governance Effectiveness Scorecard
- IT Performance Scorecard
Each activity or time period contains a “Producing the Outcomes” section. We strongly suggest you assemble your own “kit of tools” that focuses on the top concerns, issues and outcomes for your situation.

**Figure 2.** Tool matrices provide you with guidance on which Gartner tools to deploy based on your situation.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Key Activity</th>
<th>Actions</th>
<th>Key Questions</th>
<th>TOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical and strategic-state</td>
<td>Assess</td>
<td>Launch IT strategy health check</td>
<td>How solid is the IT strategy?</td>
<td>Turnaround Assessment Scorecard</td>
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<td>analysis well under way</td>
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<td></td>
<td>Your CIO Agenda</td>
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<td></td>
<td>Assess</td>
<td>Initiate most important and most critical assessments</td>
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<td>Run/Grow/Transform Assessment</td>
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<td>Assess</td>
<td>Assess applications</td>
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<td>IT Strategy Health Check</td>
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<td>Assess</td>
<td>Assess business alignment</td>
<td>Do I truly know my peers and other business leaders?</td>
<td>IT Spending Data Check</td>
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<td>Assess</td>
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<td>Sourcing Performance Scorecard</td>
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<td>Structure the IT Team</td>
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<td>Mapping the IT Portfolio’s Business Goals</td>
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<td>The Four IT Infrastructure Views</td>
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<td>Compliance Checklist</td>
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Possible decisions as you begin your CIO tenure. Highlights include:

- IT Spending Data Check
- IT Strategy Health Check
- Measure Enterprise Agility
- Quick-Hits Action Plan
- Run/Grow/Transform Assessment
- Shareholder Value Dashboards
- Structure the IT Team
- Systems Audit Analysis
- Tactical Governance
- The Four IT Infrastructure Views
- Top Questions You Should Ask
- Turnaround Assessment Scorecard
Questions to Jump-Start Your Thinking — Every Step of the Way

Here is a sample of the questions the toolkit challenges CIOs to answer during Days 15 to 30:

Assess
By following the toolkit, CIOs will have completed and documented baseline assessments, while undertaking additional assessments. The tactical and strategic current state will have been documented.

• How solid is the IT strategy?
• Is my spending in line with market and industry norms?
• Do I have the right people in the right roles?
• What is the state of compliance?
• Who are my vendors and what are my current contract commitments?

Plan
During this phase, top priorities with high-level objectives, designated owners and broadly defined action plans should be defined.

• Are priorities and plans aligned with stakeholder expectations?
• Will reconciling the key issues help bring IT and business expectations into further alignment?
• What can we do to stabilize and increase IT services’ performance?

Act and Communicate
Quick-hit benefits for the next two months should be identified and initiated by now, and a communications plan to stakeholders should be taking shape.

• What initiatives have we delivered over the last month that produced positive business benefits/results, or where are we in the delivery process?
• How do I demonstrate interim benefits and/or progress against quick-hit actions?
• What are our monthly goals?

Armed with the right questions and the right tools (see Figure 2), CIOs save time and deliver quick wins throughout their first 100 days.
With Gartner Executive Programs, you can be certain you are making the best possible decisions for your enterprise. Backed by CIO experts who work with thousands of CIOs each year, members of Executive Programs receive the insight and tools they need to lead their teams and increase IT’s contribution to their enterprises’ success.

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