



The CIO's First 100 Days: A Toolkit

Executive Summary





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:

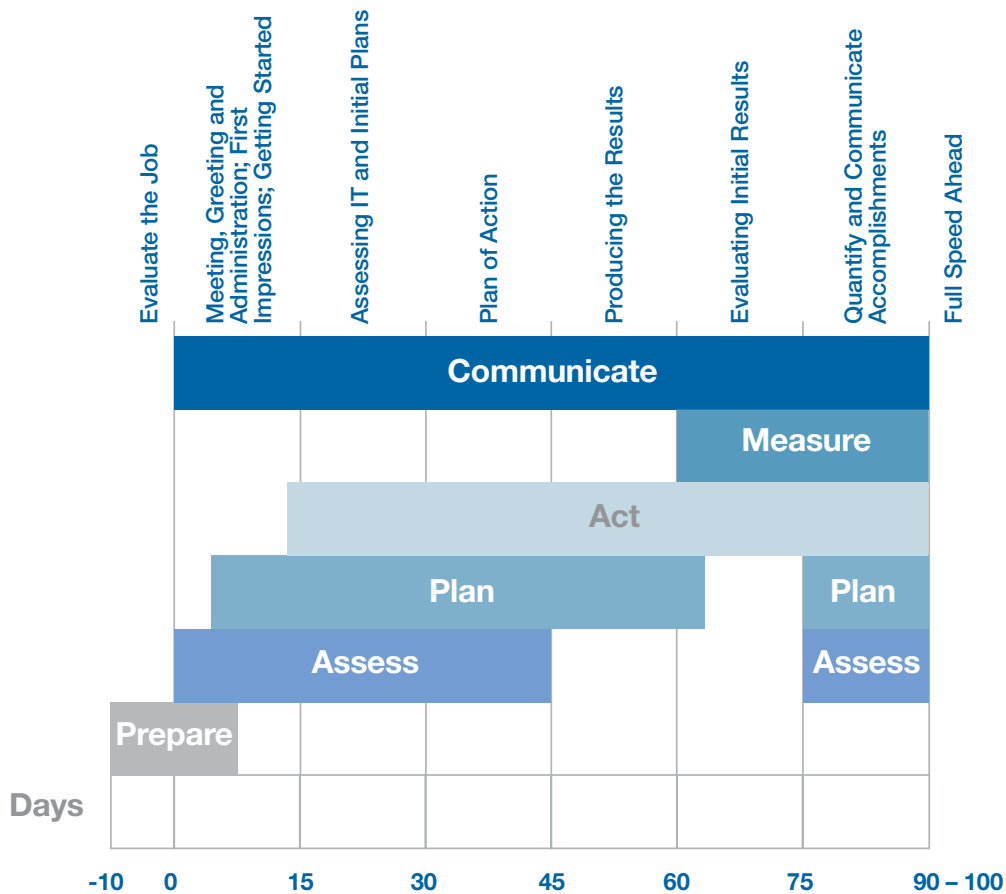
- **Identify your priorities and opportunities as you complete *assessments*, resulting in a narrower planning focus.**
- **Through structured *planning* activities, focus on the most important actions to take — and when to take them.**
- **Achieve concise and *measurable* gains against your 100-day 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

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.

Outcomes	Key Activity	Actions	Key Questions	TOOLS																	
				Turnaround Assessment Scorecard	Your CIO Agenda	Run/Grow/Transform Assessment	IT Performance Assessment	IT Strategy Health Check	IT Spending Data Check	Sourcing Performance Scorecard	IT Staff Interview Assessment	Structure the IT Team	Mapping the IT Portfolio's Business Goals	The Four IT Infrastructure Views	Create a Power Map	IT Performance Scorecard	Compliance Checklist				
Tactical and strategic-state analysis well under way	Assess	Launch IT strategy health check	How solid is the IT strategy?			●		●													
Detailed assessments initiated and well under way	Assess	Initiate most important and most critical assessments	In which areas do I need the most information?	●	●	●	●	●													●
	Assess	Assess applications	Is my application portfolio meeting the business's needs?											●	●						
	Assess	Assess business alignment	Do I truly know my peers and other business leaders?				●												●	●	
	Assess		Do I know my stakeholders?																●	●	

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

Using the Toolkit for Success

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.

About Gartner Executive Programs

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.

We adapt our capabilities to the way you work.

CIOs manage a full agenda, which is why your Gartner Executive Programs relationship team designs an engagement plan specifically for your priorities. We'll craft a custom value plan that maps our capabilities to your immediate and long-term objectives and delivers value throughout your membership.

Lead with confidence.

Make decisions with confidence, from significant technology selection and governance modeling, to advising your C-level peers about IT's role in driving competitive advantage.

Tap into the largest community of CIOs in the world.

Reduce risk and save time by leveraging the insight and experience of other CIOs who have addressed similar problems and opportunities both inside and outside your industry.

Deliver exceptional business results.

Interact with subject-matter experts who will equip you with proven methods, tools and techniques for driving IT's business contribution and communicating it to all levels of the organization, including the board of directors.

Extend your vision, achieve your goals.

No CIO can do it alone. Benefit from Gartner insight delivered in your context, the world's largest community of CIOs, and unparalleled insight into the CIO role.

Gartner Executive Programs: Our aim is your success.

To learn more, contact your account executive.

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