

Women in Technology Breakfast

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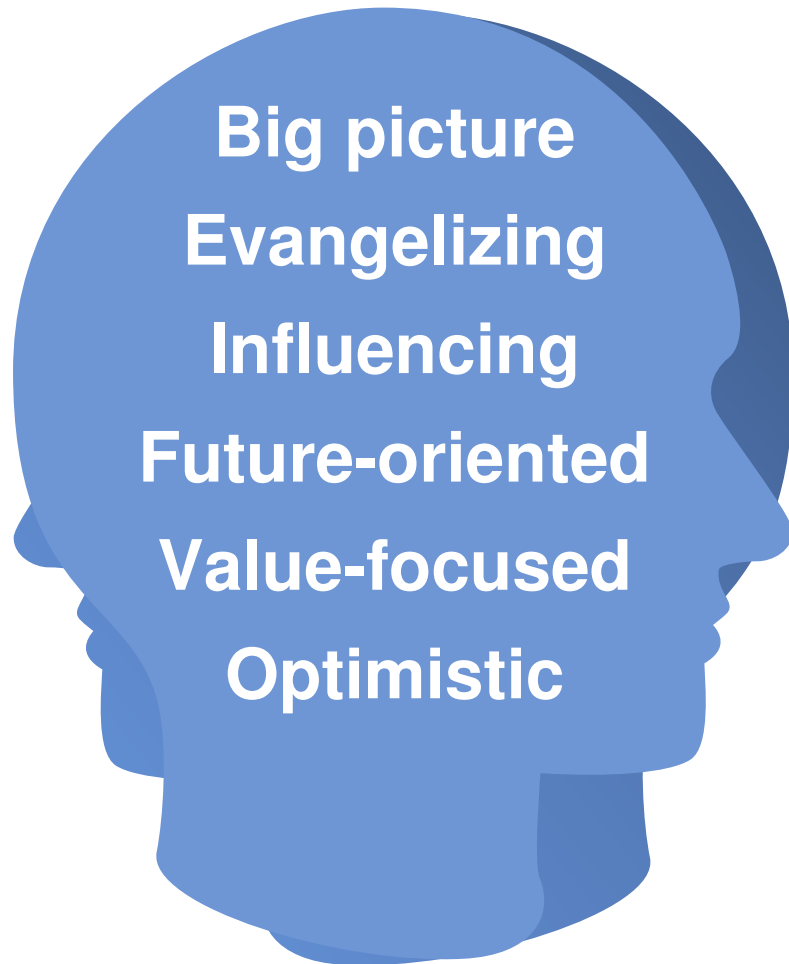
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Key Issues

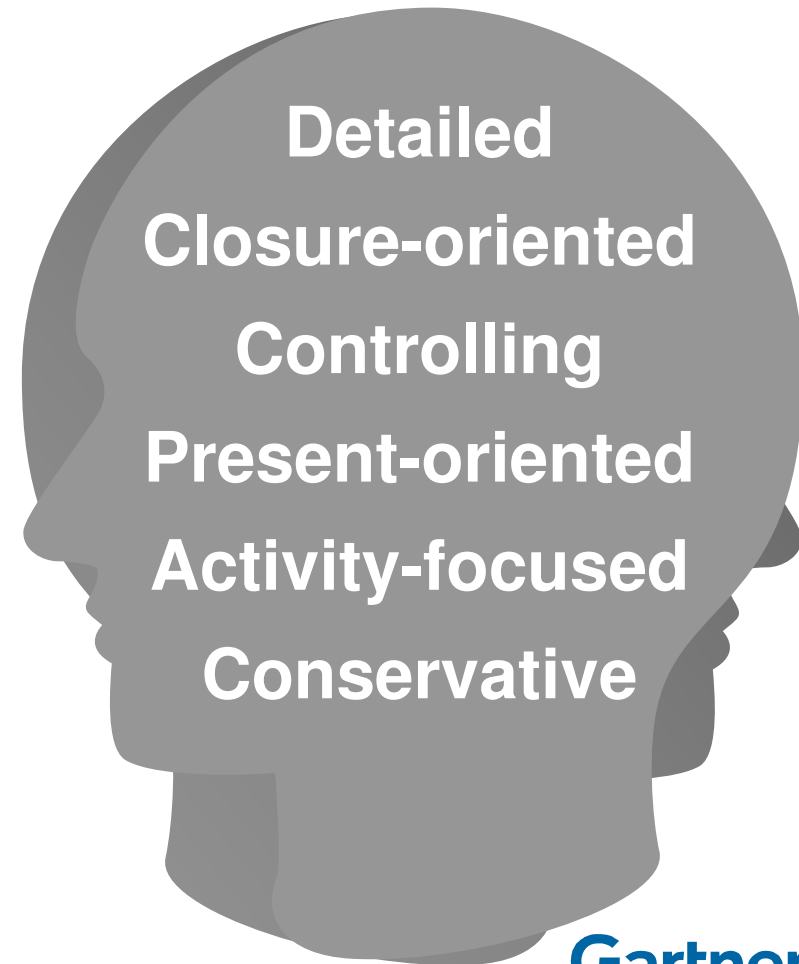
1. How should you adjust your style when dealing with your business constituents?
2. How can you influence their view of the value you add?
3. What steps can you take to improve your “brand” and move to the next level?

Be Bilingual

Business Leader



IT Leader



Different Roles Lead to Different Perspectives



Source: Adapted from IBM Global Business Services, The Global CFO Study 2008

Influence the Questions You Are Being Asked

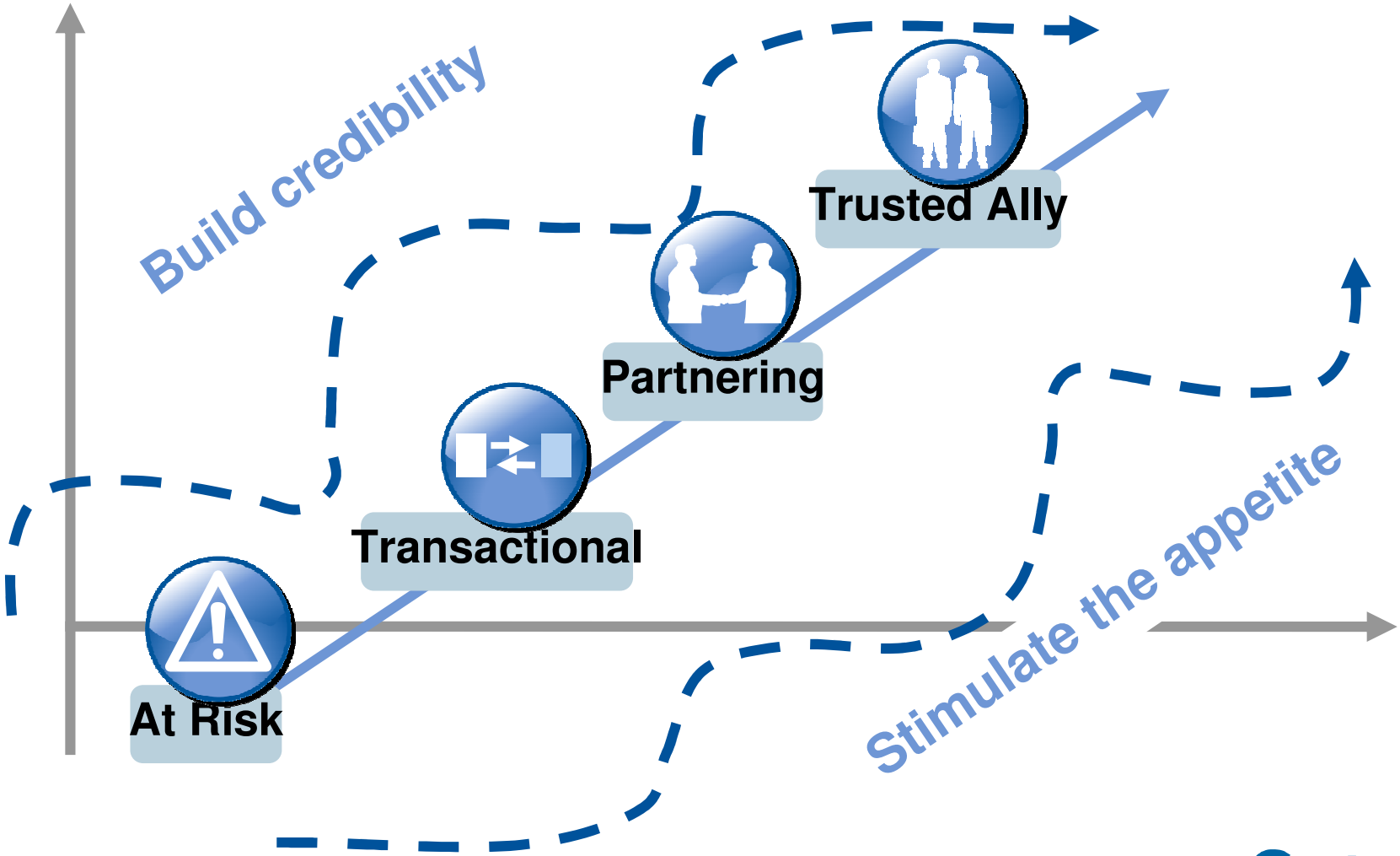
The Wrong Questions

1. **Cost:** Why is IT so expensive?
2. **Cost:** How can we reduce IT costs?
3. **Problems:** Why did the ERP project overrun?
4. **Problems:** Why didn't you get the 10% uplift in customer retention from the CRM investment?
5. **Technologies:** I've read about cloud — shouldn't we have that?

The Right Questions

1. **Strategy:** How is IT helping us to win?
2. **Value:** How much business value has IT generated in the last quarter?
3. **Performance:** How is IT performing, relative to SLAs?
4. **Cost:** Are we investing the right amount in IT, based on our business goals?
5. **Risk:** What are our biggest IT-related risks, and how are we mitigating them?
6. **Agility:** Is IT ready for our growth and change goals?
7. **Capability:** Is the IT organization developing fast enough to meet our future needs?
8. **Role:** How can we support and use the CIO and IT organization better?
9. **Technologies:** Are there any new technologies that could help us to win?

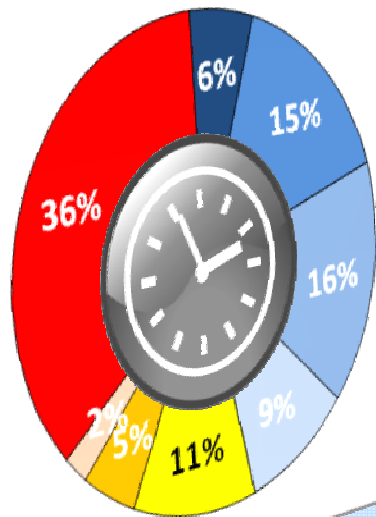
Understand the Relationship Journey



Two Days per Month Makes a Big Difference to Success

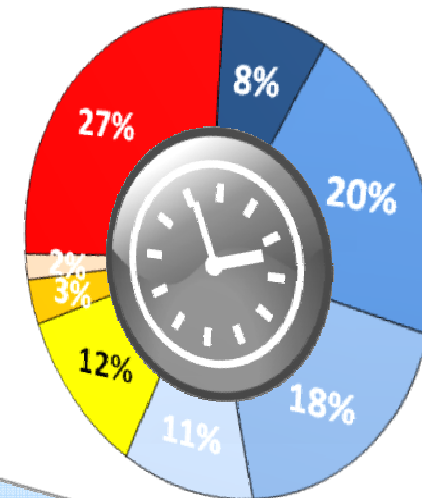
Time with Stakeholders

Average CIO

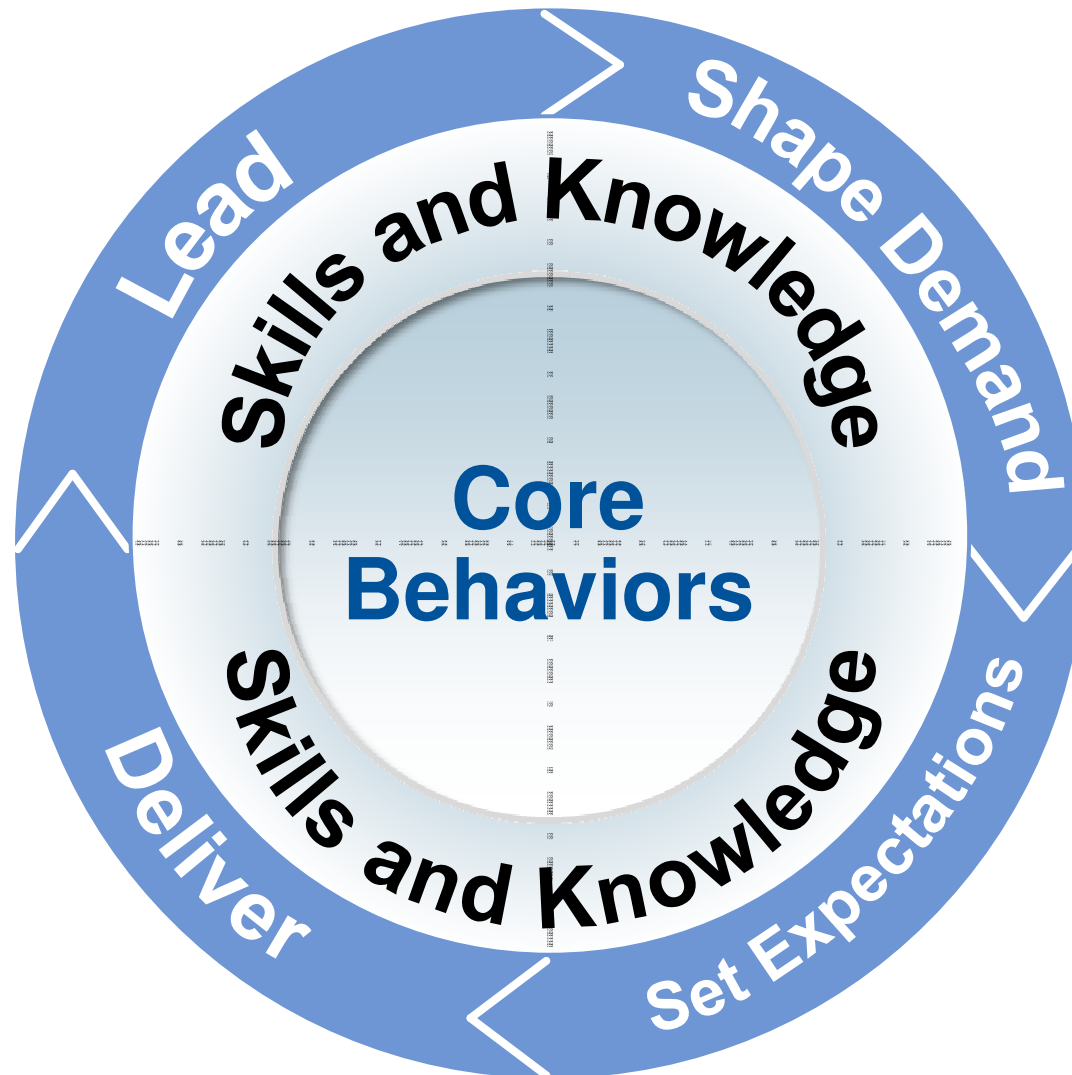


| Stakeholder Group | Difference (day/month) |
|-------------------|------------------------|
| Board | +0.5 |
| C-Level Peers | +1.0 |
| BU Leaders | +0.4 |
| Customers | +0.2 |
| IT Vendors | +0.2 |
| Audit/ Regulator | -0.3 |
| Other | -0.1 |
| IT Department | -1.9 |

Most Effective CIOs



Build a Plan Based on the Executive Success Cycle



Building Powerful Relationships in Brief

Do

- Recognise that influence of the business executive is a critical success factor
- Know the executive and plan your influencing strategy accordingly
- Make time to manage business expectations and shape demand
- Adapt your style depending on context

Do not

- Spend too much time in the IT shop
- Engage in strategy before mastering the basics and gaining credibility
- Use same style in every context
- Communicate only reactively and not proactively

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