



# CIO coaching and personalised assistance

## ✓ Examples of engagements

✓ Approach

✓ Example of tools

# Example #1

## Industry – 3 years



### ✓ Context

- IS Dept of 3 people
- Self-made CIO with 35 years of seniority
- Lots of direct requests from the users, all coming as urgent and non-prioritised
- Lots of direct changes made in live in production (both data and code)
- No anticipation  
No procedures  
No budgets

### ✓ Results

- 1 mobility/1 hiring  
Setting of individual objectives  
Succession plan
- Clarification and organisation of the project portfolio and then of the annual master plan
- Implementation of budgets
- Implementation of Key Users and monthly meetings with HR
- Re-focus on business priorities
  - Standard costs, BI, gold mgt
  - Customer service, sales force, CRM

# Example #2

## Industry – 3 years



### ✓ Context

- IS Dept of 7 people
- Young project manager promoted CIO but without experience at that level
- No anticipation  
No procedures  
No budgets

### ✓ Results

- Organisation of the projects portfolio, validation with the CFO, communication to the board
- 3 years IS strategic plan
- Assistance in team management (annual appraisals, objectives, advice for managing a difficult case)
- Review of all contracts, management of an early exit of a major recurrent contract
- Implementation of budgets

# Example #3

## Industry – 1 year

Credentials  
available  
on request



### ✓ Context

- International manufacturing group
- Central IS Dept of 7
- Young CIO (30) but without experience in another Group
- Need to get up to speed :
  - Exco level
  - International scope
  - From tactical to strategical

### ✓ Results

- 3 years IS strategic plan
- Assistance in team management (annual appraisals, objectives, advice for managing a difficult case)
- Assistance in international management (joint visits in subs)
- Assistance in call for tender (short cut demonstrations)
- Phases
  - P1 : 2 days/week for 3 months
  - P2 : 1-2 days/months on going

✓ Examples of engagements

✓ Approach

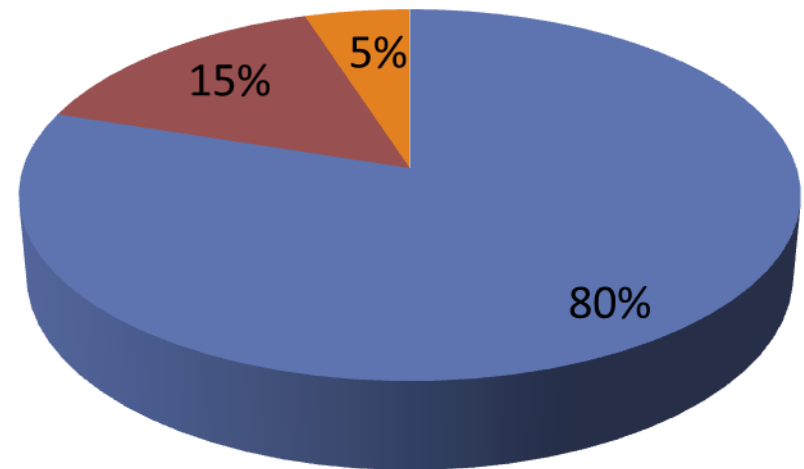
✓ Example of tools

# An IS Department ?



## ✓ Stakes

- Decrease the run to make room for new projects
- Not launching a new project without a decommissioning of legacy components (or a simplification)
- Limit the scope of new projects
- Set innovation as mandatory



- Run
- Projets
- Innovation

# A « good » project ?



- ✓ An *objective purpose* : it serves directly the strategy
- ✓ A *clear contract* : the project charter
- ✓ A *clear scope* : what is IN, what is OUT
- ✓ A *pace* and a *speed*
  - Longer the project...  
More changes to cope with, higher costs,  
increasing risks of demotivation
- ✓ A good project is *used* (usage can be measured) and  
is *delivering more value* over time



# IS Strategy definition steps



- ✓ 1/ Business objectives (communicated or guessed)
- ✓ 2/ Identification of IS projects and their match with 1/
  - In progress
  - Requested / Necessary
  - Mandatory / Regulatory
- ✓ 3/ Identification of IT projects IT to sustain 2/
- ✓ 4/ Organisation of projects
  - 0) In progress
  - 1) « Do or Die »
- 2) Short term, aligned on the strategy and budgeted
- 3) Middle and long term, aligned on the strategy
- 4) Other
- ✓ 5/ Identification of resources (HR, finance, partners, etc)
- ✓ 6/ Implementation scenario, roadmap, validation
- ✓ 7/ Management and adjustments
- ✓ 8/ Annual update

# CIO coaching approach



- ✓ Identify & address the « urgencies »
  - Of the company
  - Of the CIO
- ✓ Play on complementarity
- ✓ Provide pragmatic and easy to use tools (see next)
- ✓ Be available in case...
- ✓ Increase the maturity
  - Of the CIO and its direct management
  - Of the board
- ✓ End each intervention with clear and short minutes :
  - Objectives of the present visit (met/not met)
  - Objectives of the next visit
  - Work to do in between (both for the coach and the CIO)

✓ Examples of engagements

✓ Approach

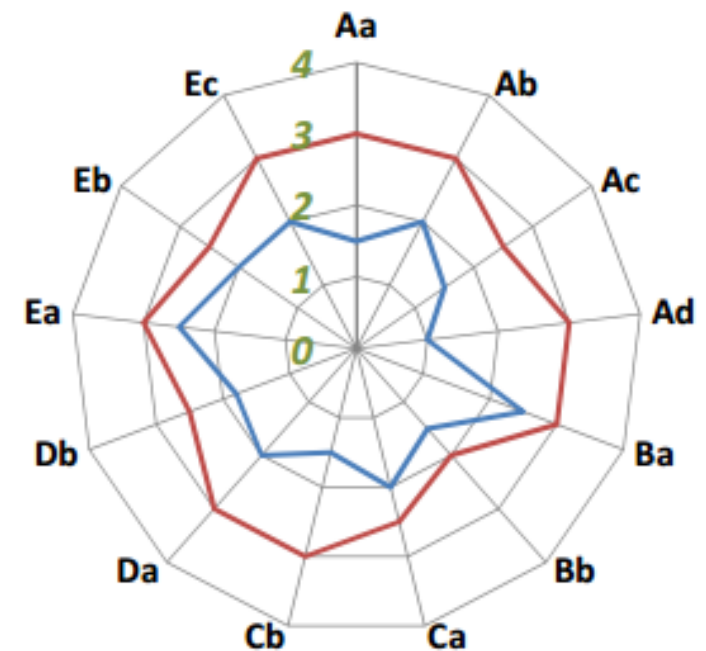
✓ Example of tools

# Some tools

## Sanity check



Performances de la DSI		Note par rubrique		
		Actuelle	Cible à 18 mois	Objectif de progrès
Aa	Qualité de fonctionnement du SI	1,5	3	1,5
Ab	Gestion des incidents et des demandes	2	3	1
Ac	Gestion des problèmes	1,5	2,5	1
Ad	Gestion des changements	1	3	2
Ba	Conduite des projets	2,5	3	0,5
Bb	Gestion du portefeuille de projets	1,5	2	0,5
Ca	Qualité intrinsèque du SI	2	2,5	0,5
Cb	Risques & Sécurité	1,5	3	1,5
Da	Mission et organisation de la DSI	2	3	1
Db	Plans et budgets	1,8	2,5	0,7
Ea	Relations avec les métiers	2,5	3	0,5
Eb	Relations avec la direction générale	2	2,5	0,5
Ec	Relations avec les fournisseurs	2	3	1

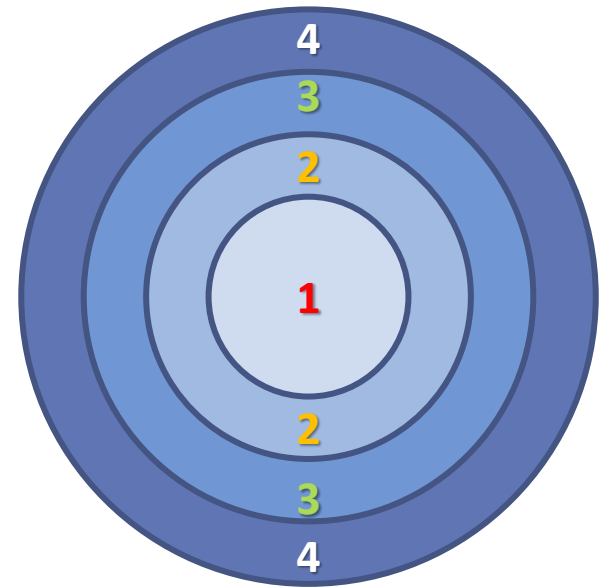


# Some tools

## IS Map



- ✓ 1 : Central ERP (SAP, ...)
- ✓ 2 : Core business process support and interfaced (Sales force, forecasting, ...)
  - Interfaces technical tools (ETL, EAI, ...)
- ✓ 3 : Core business process support but not interfaced (CAD/CAM, ...)
- ✓ 4 : Others



## Project charter

### ✓ Minimum

- The **project name**
- The **objectives** of the project
- The **approach**, key milestones
- The **team**, project manager, working/steering structure
- The **budget** and other key resources
- The **chargeback** principle if relevant

### □ Optimum

- Executive summary
- Context and objectives
  - Context
  - Objectives
- Key success factors and caveats
  - Key success factors
  - Caveats to avoid
- Scope and approach
  - Scope
    - Functional
    - Technical
    - Organisational
    - Geographical
  - Approach
    - Introduction
    - Work breakdown structure
    - Techniques and tools

- Project organisation
  - Working teams
  - Steering committee
  - Change management
  - Risks identification and mitigation strategy
  - Schedule
- Resources
  - Technical resources
  - Facilities
  - Human resources
  - Budget
    - Assumptions
    - CAPEX budget summary
    - Expenses
    - Remarks
    - Funding and chargeback
- Action plan and pending issues
  - Pending issues
  - Action plan
- Appendices

# Some tools

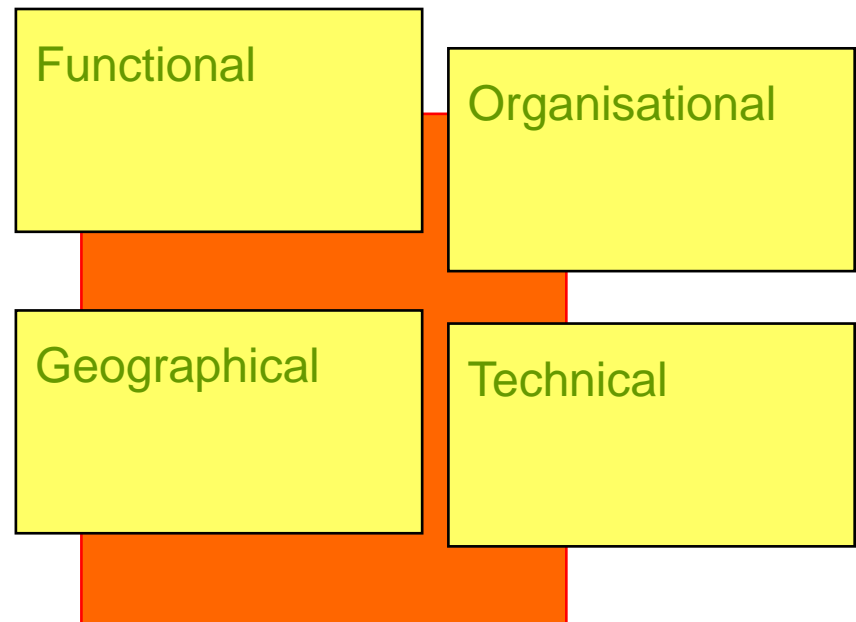


## Scope definition

✓ *Positive* (what is IN) and  
*negative* (what is OUT)

✓ 4 dimensions

- Functional
- Organisational
- Technical
- Geographical



# Some tools

## CIO toolkit



### ✓ Checklist « CIO »

- Definition & mgt of the IS strategy
- Security
- Projects
- Service management
- Purchasing, suppliers and contracts management
- IS Dept Documentation
  - Regulatory environment
  - Organisation & HR
  - Maps
    - Application
    - Infrastructures & SPOF
    - Network
    - Security
  - Users relations
  - Finance



# Some tools



## ExCo awareness programme

- ✓ Specificities of IS governance
- ✓ Technical notions and buzzwords
- ✓ The digital company
- ✓ Psychology of the CIO
- ✓ IS Dept Operation