How to Build and Sell a Fire-Year IT Plan to Your CEO
Building & Selling an IT Plan

Todd Hauschildt

- National Semiconductor – Semiconductor industry
- Executive Software Solution – Software industry
- Hewlett-Packard – High Tech industry
- Agilent Technologies – Test and Measurement industry
- Verigy/Advantest Technologies – Semiconductor industry
- CRC Healthcare – Behavioral Healthcare industry
- Symantec – Software/Security industry
- Veritas – Software industry
What We’ll Cover

✓ Approaches to building a plan

✓ Approaches to selling the plan

✓ Approaches to execution and review of the plan

But first...
What are the 3 key responsibilities of a CIO?

• Enablement of the business strategy
  – Keep the lights on
  – Enable / support the strategy

• Cost – manage cost as efficiently as possible given the company strategy

• Risk and Liability Mitigation
What should the CIO spend a majority of his/her time on?

Building relationships with the business AND understanding and support the business!

And what is the best way to do that?

Include them in the process – every step of the way!
Approach to Building the Plan

- Determine the Implications of the Business Strategy for IT
- Diagnose IT Performance Gaps
- Determine Actions to Meet IT Objectives – building the plan
- Communicate the Strategic Plan to All Stakeholders
Determine the Implications of the Business Strategy for IT

- Business Goals
- Key Business Capabilities that Support the Business Goals
- Underlying Challenges and Opportunities
- Trends Impacting the Company
Correlation of themes to business objectives

<table>
<thead>
<tr>
<th>Key Business Themes</th>
<th>Clinical Excellence</th>
<th>Infrastructure</th>
<th>Compliance &amp; Security</th>
<th>Executive Management</th>
<th>Data to manage the business - not at the facility but at the enterprise</th>
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<td>ENR</td>
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<td>Clinical</td>
<td>Youth</td>
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<td>Executive Management</td>
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<td>Connectivity</td>
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<td>Sales - Mobile Workers</td>
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### Business Objectives

- **Reach Families in Need:** Increase Admissions by >5% in every Line of Business
- **Become the Recognized Leader in Clinical Excellence and Value**
- **Drive Operational Excellence thru Engagement and Continuous Improvement**

### Key Metrics

- EMR
- Clinical Excellence
- Infrastructure
- Compliance & Security
- Executive Management
- Data to manage the business - not at the facility but at the enterprise

### Data Quality

- Key metrics
- Payer data
- Patient data
- Clinical Excellence
- Outcomes Data

### Impact

- No Impact
- Potential Impact
- Strong Impact

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*August 21, 2018*

*Napa Valley Marriott*
Diagnose IT Performance Gaps

• Business Partner Perception of IT Performance

• Technology & Capability Roadmap

• IT Skill Gap Analysis
Diagnose IT Performance Gaps

<table>
<thead>
<tr>
<th>Engage Business Partners</th>
<th>Design and Manage Architecture</th>
<th>Manage the Project Portfolio</th>
<th>Deliver Technology Capabilities</th>
<th>Manage Information Risk</th>
<th>Develop and Manage Talent</th>
<th>Manage the Function</th>
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<tbody>
<tr>
<td>Communicate Strategy and Performance</td>
<td>Plan Future State Architecture</td>
<td>Manage the Project Prioritization Process</td>
<td>Build and Integrate Applications</td>
<td>Manage Risk Policies</td>
<td>Assess and Manage Employee Performance</td>
<td>Manage IT Functional Design</td>
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<td>Manage Enterprise Change</td>
<td>Define Data Strategy</td>
<td>Manage Projects</td>
<td>Manage Infrastructure Operations and Support</td>
<td>Manage Employee Awareness</td>
<td>Develop Critical Skills, Competencies, and Mind-Sets</td>
<td>Manage Technology Spend</td>
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<td>Drive Digital Strategy and Innovation</td>
<td>Monitor Portfolio Health</td>
<td>Manage IT Product Lines</td>
<td>Respond to Regulatory Requirements</td>
<td>Guide Employee Career Progression</td>
<td>Measure IT Performance</td>
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<td>Design Sourcing Strategy and Partner Selection</td>
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<td>Manage Sourcing Relationships and Performance</td>
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Operate Security Controls
IT Skill Gap Analysis

- Example: Provide Access to Data for Strategy
- Example: Advise on Critical Business Partner Decision
- Example: Host Applications

Importance vs. Effectiveness

Strengths

Improvement Areas
The assessment is based on inputs provided by functional owners.
Technology Capability Roadmap

1. Collaboration
   - Unified Communication
   - Social Networking
   - Cloud: SaaS

2. End-User Computing
   - Desktop Virtualization (VDI)

3. Network
   - IPv6

4. Server
   - [Technology]

Enterprise Value
- The potential benefit that can be delivered
  - High
  - Medium
  - Low

Deployment Risk
- The likelihood of operational failure
  - High
  - Medium
  - Low
IT Skill Gap Analysis

Action plan to close skills gap
- Rotations
- Classroom-based training
- E-learning
- New hiring
- Outsourcing
- [Action Step]
Determine Actions to Meet IT Objectives

How to Build and Sell a Five-Year IT Plan to Your CEO
Communicate the Strategic Plan to All Stakeholders

Don’t talk about the technology (unless it is appropriate), talk about the enablement they will receive

Use terms they relate to. For example: Cost savings, Efficiencies, Distributor Satisfaction...
Approach to Selling the Plan

Once you have completed the IT Strategic Plan – including:

- The functions and features they will receive
- The projected Return on Investment (Based on a Rough Order of Magnitude)
- What it will take to get there (Skills, Participation & Governance)

Review it with the key stakeholders to build support – the folks you talked to along the way
Approach to Selling the Plan

The last step may take several iterations.

Review it with your CEO, Board, Executive Committee

When reviewing with your CEO it is best to include several of your key stakeholders – they are now your best supporters!

Good Luck!
Approaches to execution & review of the plan

**IT Governance Board**
- Sets the Company Strategy
- Quarterly Review

**IT Steering Committee**
- Determines Investments Mix
- Monthly Reviews

**Business and IT Operational Councils**
- Operationalize and Run Initiatives (Bi-Weekly Reviews)

**IT Architecture**
- Review project / change requests
- Apply “filters” to screen out projects
- Review final business cases
- Assign IT resources to detail out business case IT costs and benefits
- Issue Resolution
- Risk Management

**Responsibilities**
- Ensure investments are in alignment with strategic goals
- Review high level business cases
- Active Executive Sponsorship and issue resolution
- Provides Enterprise view of initiatives

**Dashboards for Review**

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Keys to your Success

- Relationships
- Dialogue
- Listening
- Talking in Business Terms

This builds trust
Services that I have used

• Corporate Executive Board — a Gartner Company
• Deloitte Consulting
• Stratam Consulting
• Certainly other consulting firms!
Q & A
Thank You

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