Gartner

New CIOs: Drive Success in Your First 100 Days

Your roadmap for delivering impact from Day 1

New CIO: Set goals for yourself as both a strategic C-suite leader and head of the IT function

1 Identify how, as the new CIO, you can provide value for your own IT team and your C-suite peers by assessing the new environment and stakeholders, and building informed change initiatives to achieve short-term and long-term business outcomes.

2 Understand the impact of the leader you are replacing and what strategic initiatives are currently underway. This will help you determine the context of the new leadership role and help maintain continuity across in-flight initiatives.

3 Identify, establish and cultivate stakeholder relationships for ongoing collaboration, calibration and alignment in pursuing the imperative operational outcomes that generate business value.

4 Communicate with leaders, stakeholders and the entire organization to maximize the clarity of your digital vision, the value that technology provides and how they play an active role in the enterprise's digital transformation.

5 Augment your first 100 days' phases as needed, based on your leadership maturity and organizational ambitions.

"The first 100 days of a CIO, new or experienced, is a defining time in which to establish yourself and your value, and set the foundation of technology delivery for the organization."

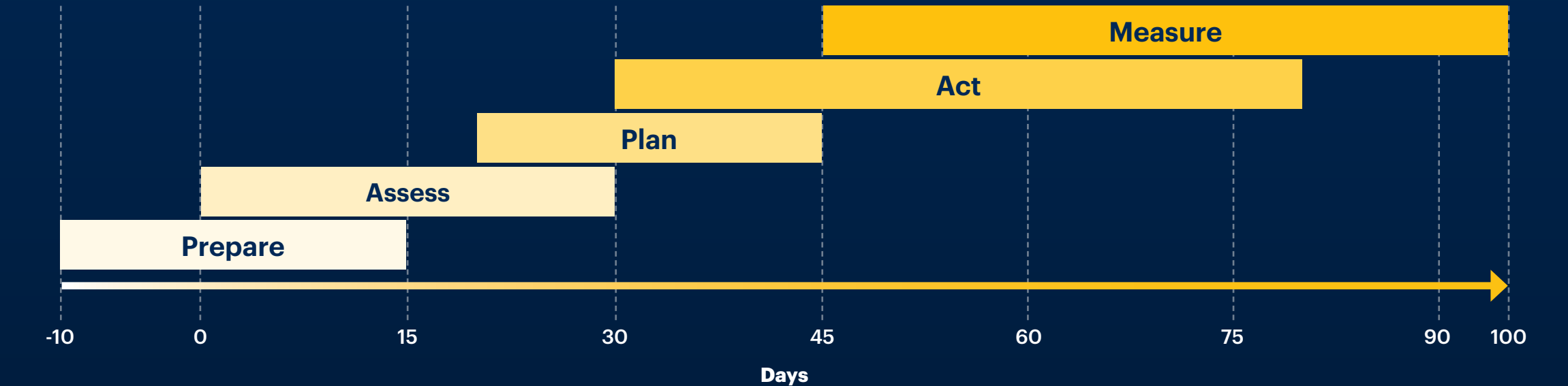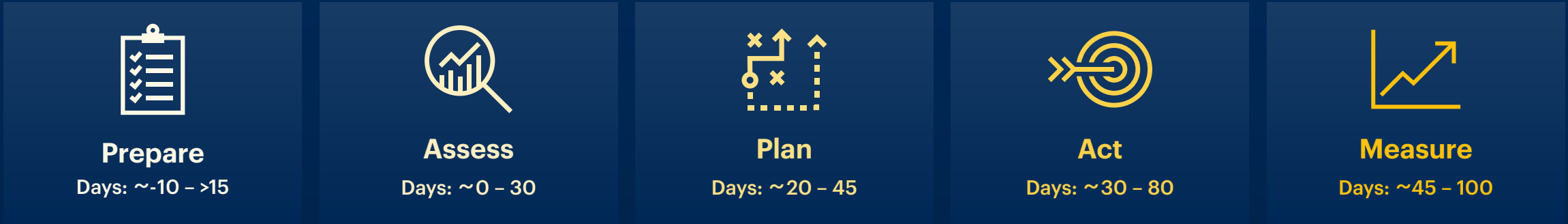Gartner clients: Access the full research **here.**

Talk to us about **becoming a Gartner client.**

Every transition plan needs these 5 phases

Each phase overlaps, but customize the durations to your needs.

Prepare	Assess	Plan	Act	Measure
Days: ~-10 – >15	Days: ~0 – 30	Days: ~20 – 45	Days: ~30 – 80	Days: ~45 – 100

Actions and outcomes are key to each phase

Based on your experience, leadership objectives and the expectations of you as the new leader by your peers, some phases may require more attention than others.

Prepare

Days: ~-10 – >15

- Understand the context of the change.
- Begin initial outreach to team and stakeholders.

Assess

Days: ~0 – 30

- Quantify insights gathered from Phase 1 assessments.
- Understand the group and enterprise strategies.

Plan

Days: ~20 – 45

- Define key initiatives and quick wins.
- Lay the groundwork for building relationships with stakeholders.

Act

Days: ~30 – 80

- Deliver on early commitments.
- Focus on quality and execution.

Measure

Days: ~45 – 100

- Select and leverage proper metrics.
- Review progress and performance.

Communication

Constantly communicate with leaders, stakeholders and the entire organization to maximize the clarity of your digital vision, the value that technology provides and how they play an active role in the enterprise's digital transformation.

Prepare
Days: ~-10 – >15

Assess
Days: ~0 – 30

Plan
Days: ~20 – 45

Act
Days: ~30 – 80

Measure
Days: ~45 – 100

Phase 1

Prepare — even before Day 1

- Phase 1 begins **before your first day in the office.** The goal is to evaluate the job and hit the ground running, reducing issues that might derail your early success.

- You'll want to clearly **understand the transition scenario** and identify what's expected of you. Identify the needs, perceptions and hopes of the IT team, peer and senior executives, and the digital needs of the organization.

- Use this time to identify what skills and knowledge you will need to be an **effective CIO.**

Sample actions, communications/outreach and steps to overcome possible barriers to success

Examples	For the C-suite	For the IT team
Actions	Build a deep understanding of the organization's business and operating model, customer needs and market position. Study the organization's strategic operating documents.	Set up one-on-ones with team members to understand roles, reporting lines, capabilities and overall organizational design.
Communications and outreach	Draft the questions to understand your peers' perception of the IT group's strengths and areas for growth.	Ask your new leaders about the team's defining moments to identify existing strengths and areas for growth and impact.
Overcoming barriers to success	Don't rely solely on your past experience and assumptions about the new organization and industry. Try to surface the nuances and uniqueness of your new environment.	Be careful not to overlook the successes the team achieved previously. Inquire about their best day(s) and deconstruct to see how to replicate them.

Engage your immediate network in the initial days on the job

Identify key partners before attempting to optimize for success.

CIOs Support Network

CEO

Change agent
Support development and steward the transition process:

- Hold the new CIO accountable for learning.
- Explain the new CIO's responsibilities.
- Set realistic expectations.

IT leadership team

Learning partner
Provide a "lay of the land" and upward coaching, and collaborate to set expectations:

- Suggest a high-level mission and goals for the group.
- Share the team's strengths and weaknesses.
- Be open to process changes.

HR business partner

Knowledge broker
Recommend appropriate transition-based interventions:

- Represent a wide view of the enterprise.
- Ensure learning content aligns with business needs.
- Recommend relevant transition learning resources.

CHRO/peer

Workplace navigator
Offer a realistic perspective of the management role:

- Share ideas and solutions, and give feedback on ideas.
- Offer credible insight on the "political landscape" of the organization.

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Phase 2

Assess — what you're walking into

- Phase 2 extends through about your first six weeks on the job. This is the time to **assess your new team and peers** to gain an understanding of the current state of the organization.

- You'll also need to dig deeper into the **current capabilities** of your team and the **goals of key stakeholders** throughout the business.

- This is a key time to assess the **existing IT strategy** and how you will adjust or rebuild it to better support the organization.

Sample actions, communications/outreach and steps to overcome possible barriers to success

Examples	For the C-suite	For the IT team
Actions	Assess the C-suite's position on digital strategy.	Assess the IT team's digital maturity.
Communications and outreach	Communicate the intention to leverage assessments for informed performance development to C-suite and stakeholders.	Engage the team to inventory existing initiatives currently underway, categorizing by stakeholder, progress and project profile. Solicit team insights as to the status of sponsorship and sourcing.
Overcoming barriers to success	Avoid not having clear expectations with stakeholders. Instead, clearly define strategic digital priorities with all relevant parties.	Don't shift resources and priorities without understanding the expected outcomes of in-flight efforts and their stakeholders' intentions.

Gartner IT Score to benchmark the IT team's current maturity by activity

Gartner IT Score for CIOs is a maturity assessment tool for measuring the effectiveness of the information and technology (I&T) operating model based on an enterprise's digital ambition.

Gartner IT Score for CIOs can inform IT leaders on:

- Current maturity level — Understand how well the IT function is performing in its current state and at higher levels of maturity, as well as how well I&T across the enterprise is performing in its current state.

- Target maturity level — Identify your target level of maturity based on your enterprise's digital ambition.

- Maturity transformation — Support short- and long-term planning by clearly identifying the next steps to improve maturity levels.

Learn more about Gartner IT Score now.

Source: Gartner

Gartner IT Score scores maturity by activity
Sample excerpt

Engage Business Leadership & Stakeholders 3-	Perform Strategy & Planning 3-	Apply Technology Leadership & Innovate 3-
Market IT Capabilities 2	Scope Strategy & Vision 2+	Apply Analysis & Innovate 3+
Assess & Manage Business Demand 3	Develop Strategy 2+	Optimize the IT Operating Model 3-
Establish IT Engagement Posture 3	Communicate Strategy 3+	Leverage Technology 2
Contribute to Organizational Change 3		Develop the Technology Roadmap 2+
Enable the Business IT Capabilities 3+		Hone IT Delivery Capability 2+
		Sustain & Evolve IT Culture 3

High maturity Low maturity
Medium maturity Not assessed

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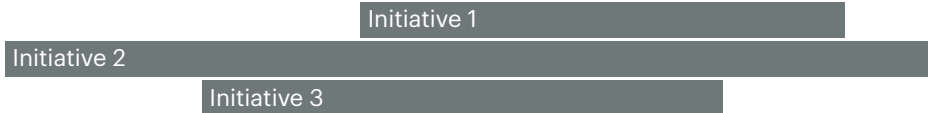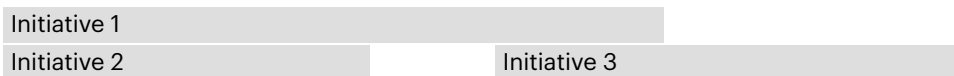Days: ~30 – 80

Measure
Days: ~45 – 100

Phase 3

Plan — what you will build based on what you've learned

- The plan phase is a **"building" phase,** when you prioritize your initiatives (for the short, mid and long term), based on what you've discovered in the prep and assess phases.

- Also make sure to work on your **personal brand** at this stage. The first impression you provide people greatly affects your credibility and your ability to be influential and effective.

- Zero in on identifying, initiating and delivering **quick wins** that will help establish your reputation as a decisive, productive and effective leader.

Sample actions, communications/outreach and steps to overcome possible barriers to success

Examples	For the C-suite	For the IT team
Actions	Co-create a shared digital strategy with the C-suite to maximize alignment, sponsorship and shared accountability.	Leverage assessment insights to build a plan to address skills, resources and leadership gaps in the IT leadership team.
Communications and outreach	Communicate C-suite sponsorship roles and accountabilities.	Continually communicate with your teams to cascade your vision through the organization.
Overcoming barriers to success	Avoid pushing forward large projects. Focus on small, quick wins to instill confidence in your role and direction.	Always engage the team in key change formulations. Failing to do so will result in disengagement and lack of trust.

Make your IT strategic plan clear, concise and measurable

Business objectives	Business-IT capabilities	Strategic actions	Strategic roadmap			
			3Q20	4Q20	1Q21	2Q21
Profitable growth	Digital channel management	APIs to support channel integration	Initiative 1 / Initiative 2 / Initiative 3			
Operational excellence	Optimized warehouse operations (order fulfillment)	Increase warehouse automation with robotic process automation (RPA)	Initiative 1 / Initiative 2 / Initiative 3			
Customer experience	Data-driven customer engagement	Build a scalable, cloud-based customer data platform	Initiative 1 / Initiative 2 / Initiative 3			
Compliance excellence	Compliance management (e.g., GDPR)	Update data controls and process management	Initiative 1 / Initiative 2 / Initiative 3			

Enabling changes and initiatives

- Transition to a product-centric delivery model
- Identify and run a pilot for product-centric delivery

- Increase cloud-based infrastructure capacity
- Update to latest version of ERP

Initiative 1 / Initiative 2 / Initiative 3

Key dependencies and risks		Metrics/KPIs	
- Channel sales capability changes (marketing) - Warehouse optimization (supply chain) - Data classification coding (corporate risk)	- Customer data initiatives (e.g., sales and finance) - Product-centric delivery (across multiple functions)	- Year-over-year growth in channel sales orders - Decrease backorder fulfillment time - Increase click-through rate on product recommendations	- Year-over-year decline in number of compliance issues - Decrease cost per user of ERP

Source: Gartner

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Phase 4

Act — and don't wait more than a month to get going

- After about 30 days as CIO, it's time to implement your transition plan by **executing on your plans,** which should by now be well-developed and articulated in your IT strategy.

- Set **clear expectations** on when and how you'll deliver value.

- **Quality execution of plans** is the critical process for delivering on promised value.

Sample actions, communications/outreach and steps to overcome possible barriers to success

Examples	For the C-suite	For the IT team
Actions	Implement short-term program changes developed with stakeholders during planning, and promote success.	Revise midterm and long-term plans as short-term action is taken and measured.
Communications and outreach	Communicate final plans and objectives to stakeholders, and set clear expectations on when and how you will deliver value.	Communicate your enterprise digital vision to your team to ensure they are aligned with yours and senior leaders' expectations.
Overcoming barriers to success	Avoid overextending your ambition on short-term goals. Try to set achievable short-term wins to show your progress and value to your C-suite peers.	Avoid backsliding to old ways of work. Define or enforce operating parameters and standards for quality.

# Use Gartner CIO Initiative Accelerators for a quick start

The full portfolio of initiative accelerators support the most common priorities for CIOs across midsize and large enterprises.

These proprietary toolkits provide step-by-step self-service tools, downloadable templates, case studies and best practices to help CIOs and their teams move quickly with confidence.

Topics include:

- Identifying quick wins as a new CIO

- Creating an IT strategy

- Developing the IT operating model

- Demonstrating business value

- Creating an investment business case

Learn more about Gartner CIO Initiative Accelerators now.
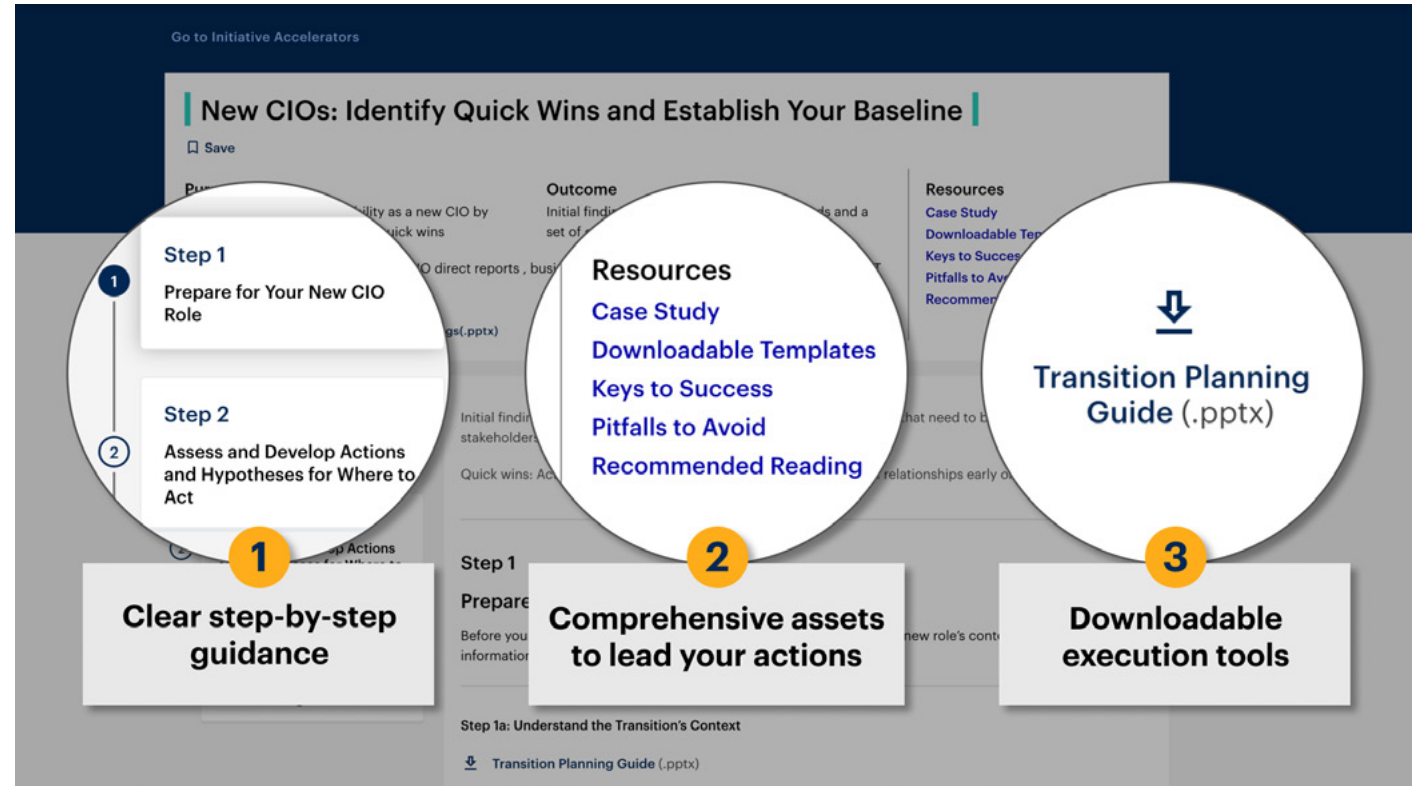
Source: Gartner

Phase 5

Measure — to quantify impact and highlight the business value of your plans

- Use the final phase of your first 100 days to **quantify your impact** and highlight the business value of initial wins and longer-term plans.

- Establish metrics and create **value stories** that show how activities will contribute to strategic business outcomes.

Sample actions, communications/outreach and steps to overcome possible barriers to success

Examples	For the C-suite	For the IT team
Actions	Work with peers to determine business-value-driven metrics that ensure their projects and transformation efforts are contributing to key strategic business outcomes.	Identify the key metrics and indicators that present progress toward value performance and quality delivery.
Communications and outreach	Promote case-based value of using data and technology to improve business outcomes.	Engage with the IT team to identify correct metrics that will lead to enhanced performance and delivery.
Overcoming barriers to success	Avoid ambiguous progress metrics. Install proven and focused goal frameworks to support the tracking of progress.	Avoid measuring outdated KPIs. Instead, ensure that relevant metrics are established to measure relevant performance.

Use Gartner Digital Execution Scorecard™ to benchmark digital performance

- Measure your outcomes against five digital priorities that Gartner research shows are best-in-class for top digital performers.

- Identify the largest gaps between your performance, objectives and industry peer initiatives.

- Prioritize IT initiatives against key strategic priorities and the 12 digital enablers of an operating model and technology platform.

- Use prebuilt engaging visuals, benchmarks and actionable next steps to communicate your digital roadmap.

Learn more about Gartner Digital Execution Scorecard now.

Source: Gartner

Your selected ambitions

Performance overview

Results and recommendations

Drive value across the business with expert guidance, tools, peer networking and targeted events.

→ **Learn More**

Expert guidance

Ongoing leadership development

CIO leadership insight key areas:

- Develop technical and executive skills, create peer relationships, nurture talent and culture
- Access insights into cross-industry content
- Role-exclusive content sharing between CIO and seatholder (CISO, CDAO, etc.)

Be a better business partner

Cross-functional insights, including:

- Business value and strategy
- Future of work, risk response strategies, change management

Thrive with tech insights

- Stay on top of the latest emerging tech trends
- Pragmatic advice and decision-making tools

Peer experiences

Connect one-on-one with other industry leaders through our exclusive CIO network, participate in peer-led discussion and polls, and gain access to technology ratings and reviews.

Engaging events

Exclusive access to the Gartner IT Symposium/Xpo™ conference and Gartner CIO Leadership Forum with educational breakouts and more opportunities to connect with peers and Gartner experts.

Daily security briefings

Stay on top of the most pressing news with a digest of articles from reputable news sources, including a cross-industry, global summary of the most recent threats, and security news of the day.

Decisioning tools

Gartner tools to turn strategy into execution by helping accelerate key initiatives and drive better business outcomes:

- Digital Execution Scorecard
- Rapid Digital Execution Scorecard
- CIO Initiative Accelerators
- Interactive Priorities Navigator
- IT Score for CIOs
- IT Budget Benchmark

Featured tools

Digital Execution Scorecard

Digital Execution Scorecard delivers a framework customizable to your industry that evaluates digital execution and measures companywide progress continually.

Initiative Accelerators

Deliver on mission-critical priorities and achieve strategic and innovation goals faster using an easy-to-follow step-by-step guided experience, including best practices and case studies.

Gartner

Advance your IT strategy by attending a Gartner conference!

In an era of continual disruption, the role of CIO is evolving rapidly. CIOs must amplify their impact to lead IT beyond the function, partnering with C-suite peers to accelerate digital business models, enable the future of work and drive business growth.

Join us at our CIO conferences to discover world-class insights to help you drive your mission-critical priorities.

Don't miss out.
View the Conference calendar today and find the conference that's right for you.

→ **Explore the Calendar**

Gartner conferences by the numbers

460,000+
curated agendas informed by more than 460,000 client interactions per year

2,500+
Research & Advisory experts offering exclusive research and individual consultations on-site

60,000+
business and technology professionals in attendance globally each year

1,000+
solution providers at the forefront of technology

Actionable, objective insight

Explore these additional complimentary resources and tools for information technology executives:

Article
4 Secrets to Success for Executives Starting a New Role

Accelerate time to impact and decrease the risk of underperformance.

Read Now

eBook
The Gartner CIO Agenda

Explore the top leadership, organizational and technology priorities identified by your CIO peers.

Download eBook

Webinar
The Chief Information Officer's First 100 Days

Quickly illustrate competency, communicate your vision and set a foundation for trust.

Watch Now

Resource Hub
Insights for New CIOs

Get practical tools and insights to overcome common challenges facing new CIOs.

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