# CIO Priorities Cards

User Guide

Exploring through play

Welcome to the Stamp *CIO Priorities* user guide.

The *CIO Priorities* are a set of 50 playing cards, each of which carries a short description of something that may be a priority for a Chief Information Officer. They have been created from real cases taken from Chief Information Officers and Chief Technology Officers in public and private institutions across a broad range of industrial sectors.

This guide will share some of the games that you can play with the cards to explore the strategic and operational impact and opportunities of technology, information and data in your organization. The cards don't provide a cohesive and complete IT strategy, and some of the priorities on the cards might be contradictory - successful use of technology in your organization is contextual to your business, your industry, and your situation. But the cards will provide you with an external stimulus to stress-test your own priorities, and spot any gaps in your plans.

You can download and buy the cards at stamplondon.co.uk/cxopriorities
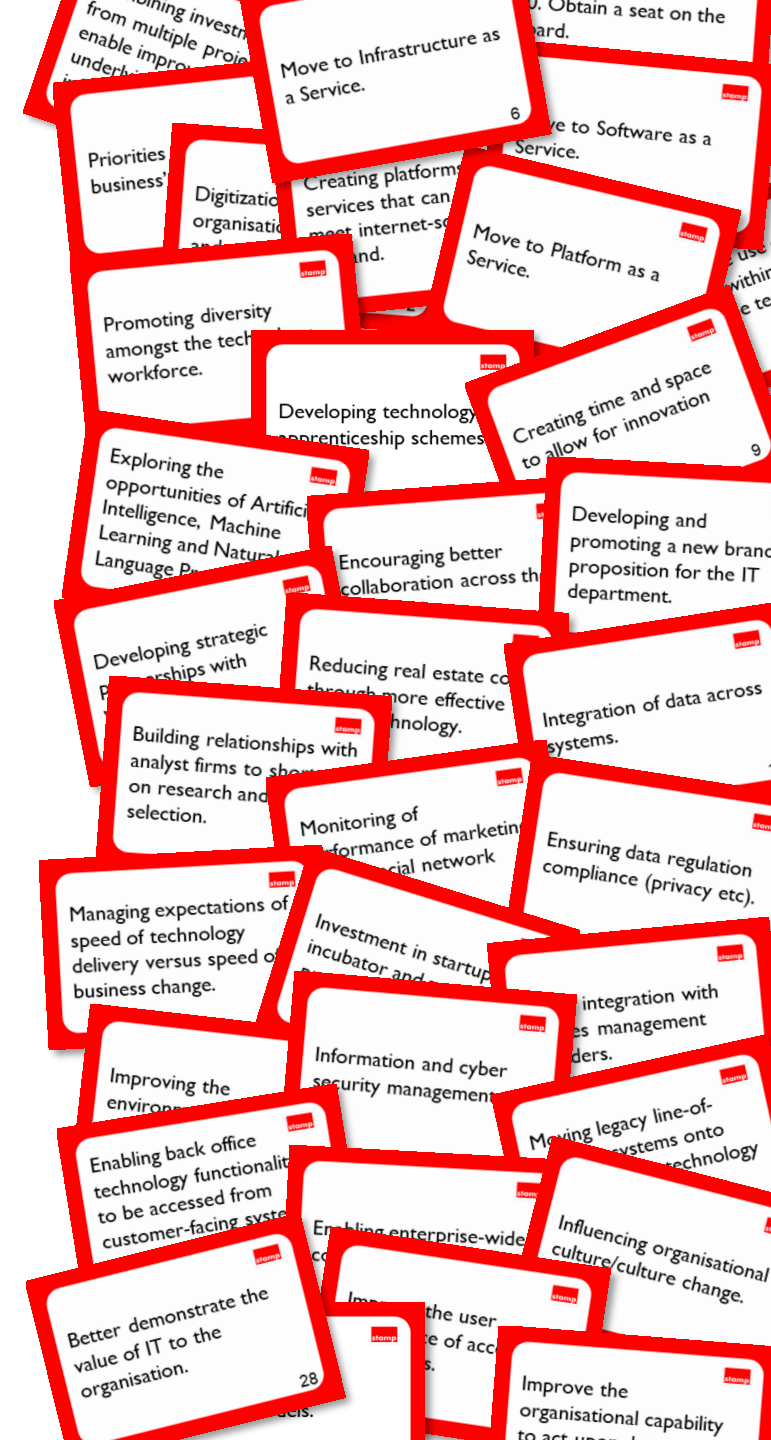
GAMES TO PLAY

Me/Us/You

When to play:

Me/Us/You is a game to help groups understand where organizational ownership lies. Ideally, you would play with representatives of two groups in the room (for example, IT and Marketing, or IT and Digital). The aim of the game is to facilitate discussion, not just to deal the cards out quickly.

How to play:

1. Draw out the three columns as shown in the diagram above on a large sheet of paper (for example, on flipchart paper) and place on a table.
2. Shuffle the Priority Cards and then place face down in a pile.
3. Turn over the top card. Ask the question "Who owns this?" (or "Who would own this?")
4. Place the card in the appropriate column
5. Discuss. Repeat.
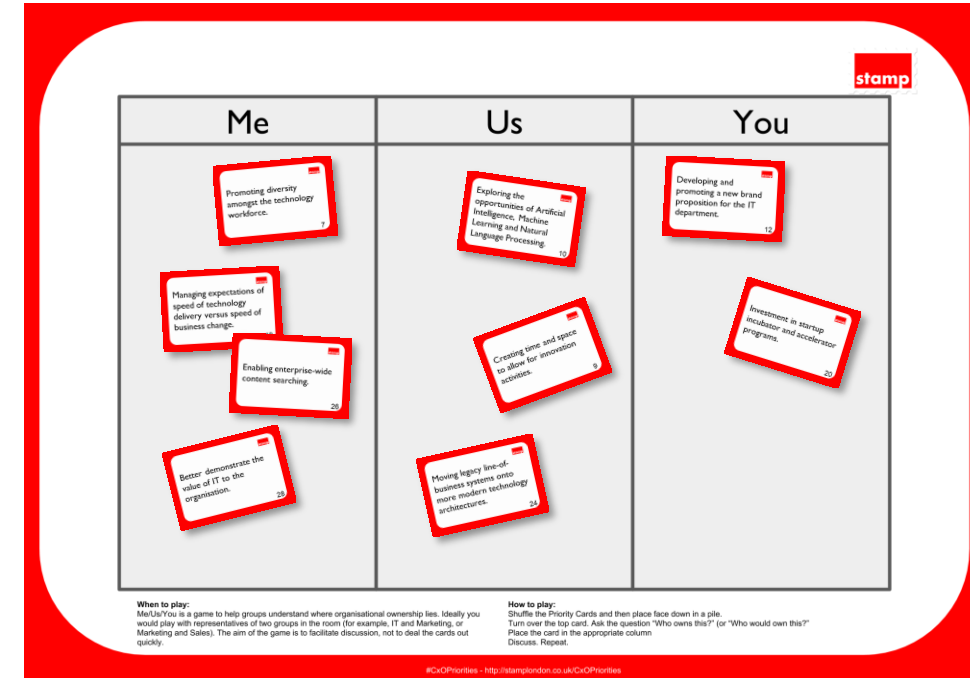
Customers/Suppliers/Us

When to play:

Customers/Suppliers/Us is a game to play when you want to understand the impact that particular priorities might have within and outside of your organization. That will help you to understand stakeholder management as you move forward.

How to play:

1. Draw out the three interlinked circles as shown above on a large sheet of paper, and place it on a table top.
2. Shuffle the Priority Cards and then place face down in a pile.
3. Turn over the top card. Ask the question "Who would this impact?"
4. Place the card in the appropriate intersection
5. Discuss. Repeat.
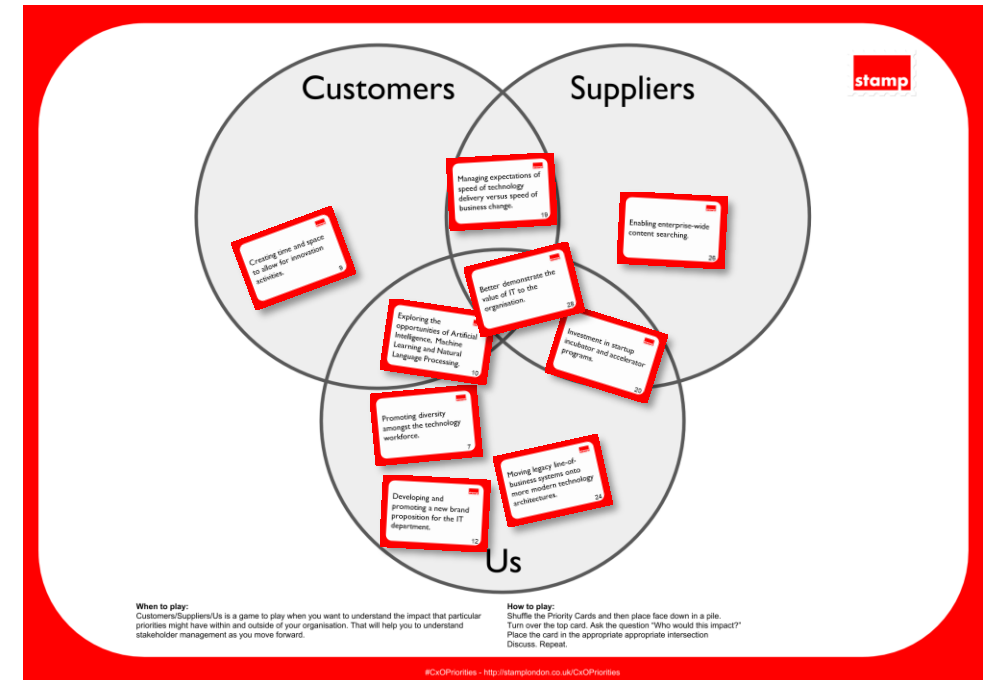
MiniKanban

When to play:

MiniKanban is a game to play when you want to think about the current priorities that you have, and whether the balance is correct. Play on your own or with colleagues.

How to play:

1. Draw out the four columns in the diagram above on a large sheet of paper and place it on a table
2. Shuffle the Priority Cards and then place face down in a pile.
3. Turn over the top card. Ask the question "Are we doing this?"
4. Place the card in the appropriate column
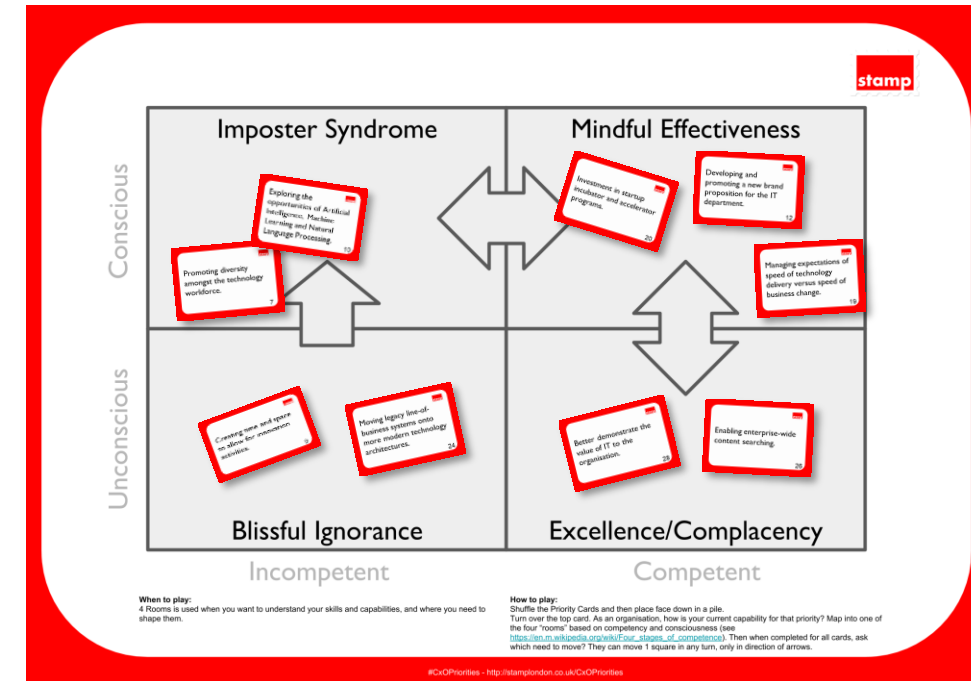5. Discuss. Repeat.
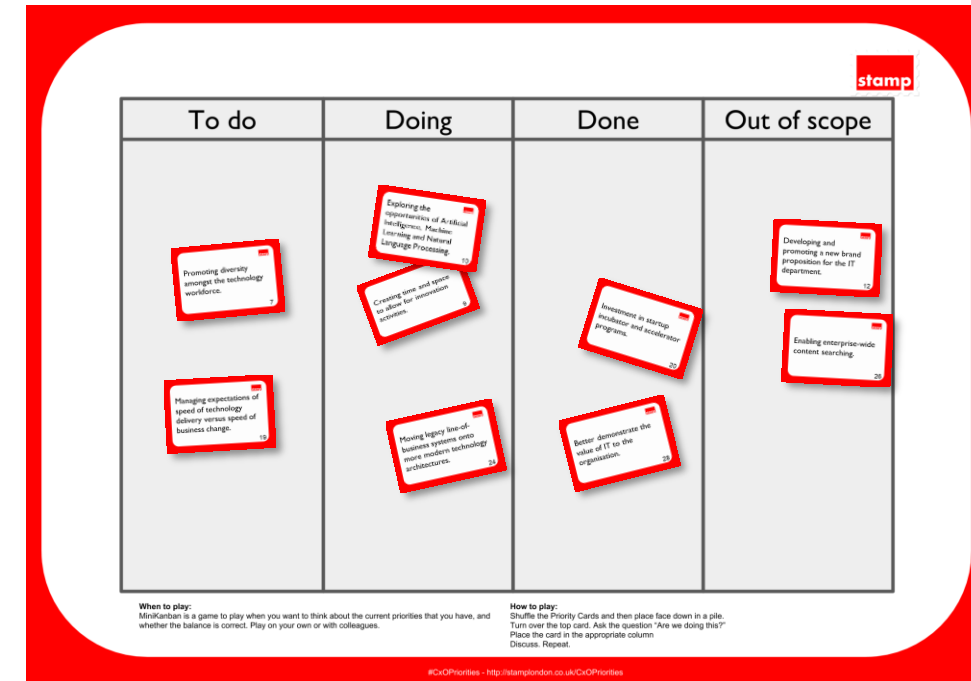
4 Rooms

When to play:

4 Rooms is used when you want to understand your skills and capabilities, and where you need to shape them.

How to play:

1. Shuffle the Priority Cards and then place face down in a pile.
2. Turn over the top card.
3. As an organisation, how is your current capability for that priority?
4. Map into one of the four "rooms" based on competency and consciousness
   (https://en.m.wikipedia.org/wiki/Four_stages_of_competence)
5. Then when completed for all cards, ask which need to move?
6. They can move 1 square in any turn, only in direction of arrows.

QUESTIONS TO ASK

Cards 1-10

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1 Priorities specific to my business's industry.	What technologies related to your industry (or, often, the regulation of your industry) are particularly pressing at the moment?
2 Digitization of our organisation's products and services.	How are you enabling your customers to access your products and services via new digital channels? Are your products and services themselves becoming digital?
3 Creating platforms and services that can scale to meet internet-scale demand.	What infrastructure and core software needs to be provided so that you can handle scales of demand and volumes of customers and transactions synonymous with internet services?
4 Move to Software as a Service.	What existing software products are you moving into SaaS delivery? What new processes and procedures are required? What enabling technologies (eg identity services) are necessary?
5 Move to Platform as a Service.	What software layers are you moving to PaaS delivery? What new processes and procedures are required? What enabling technologies may be required?

6 Move to Infrastructure as a Service.	What services are you moving to take advantage of IaaS services? What new processes and procedures are required? What enabling technologies are necessary?
7 Promoting diversity amongst the technology workforce.	How are you increasing representation of gender, ethnicity, disability, sexuality and other groups within your workforce? What are you doing to support managers in managing more diverse teams?
8 Developing technology apprenticeship schemes.	What might you do to bring younger people into your workforce through apprenticeship schemes? Is your organisation taking advantage of government apprenticeship schemes?
9 Creating time and space to allow for innovation activities.	What are you doing to ensure that people in your group are able to explore new and emerging technologies and ideas? How do you support ideas that are generated at any level in your business?
10 Exploring the opportunities of Artificial Intelligence, Machine Learning and Natural Language Processing.	What are you doing to explore current technology innovation hypes? What do you have in place to make sense of whatever comes next?

Cards 11-20

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Encouraging better collaboration across the organisation. 11	How can you foster better teamworking across your organisation, within and between silos? What role does technology have to play?
Developing and promoting a new brand proposition for the IT department. 12	What is the current perception of your team across the broader organisation? Does that brand perception meet with what you are currently trying to do?
Developing strategic partnerships with vendors. 13	With which of your service vendors so you need to build strategic partnerships? How are you doing that?
Reducing real estate costs through more effective use of technology. 14	How might new technology help to reduce the costs of workspace? What will be required alongside technology to make that a reality?
Integration of data across systems. 15	What standards and governance do you need in place to improve data integration?
Building relationships with analyst firms to shortcut on research and vendor selection. 16	What advantage is there in outsourcing your sensemaking and analysis to 3rd parties? What are you doing to achieve this?
Monitoring of performance of marketing across social network channels. 17	What tools are in place to enable the monitoring of specific marketing activities? How does this integrate with other services?
Ensuring data regulation compliance (privacy etc). 18	What processes and procedures are in place to ensure compliance? Is there clarity of ownership for these issues?
Managing expectations of speed of technology delivery versus speed of business change. 19	Are you able to deliver technology at a speed that meets the needs of the organisation? Conversely, are you delivering change more quickly than the pace at which the organisation can adapt?
Investment in startup incubator and accelerator programs. 20	How might you take a role in the technology startup world? What might your organisation learn from such involvement?

Cards 21-30

Card	Description	Questions
21	Better integration with facilities management providers.	What are you doing to ensure digital and physical workspaces are well integrated? How are you supporting the increasing technology and data needs from workspace management?
22	Improving the environmental impact of technology used.	Are you looking at environmental impact as part of your technology management thinking? What actions are you taking to reduce carbon impact, increase recycling and other factors?
23	Information and cyber security management.	How important is InfoSec and CyberSec in your organisation? How would that change if you were subjected to a significant attack?
24	Moving legacy line-of-business systems onto more modern technology architectures.	What are you doing to try to reduce the levels of technical debt in your business?
25	Enabling back office technology functionality to be accessed from customer-facing systems and services.	How are you able to allow web and mobile customer services to access data and functionality from your line of business, ERP and CRM systems?
26	Enabling enterprise-wide content searching.	What technologies are you putting in place to allow for unified content searching across your organisation?
27	Influencing organisational culture/culture change.	What role does the technology team have to play in helping to change mindsets and behaviours across your organisation? What skills and capabilities do you need to build to achieve that?
28	Better demonstrate the value of IT to the organisation.	Do your internal customers understand the value of what your team does? What are you doing them to inform them?
29	Improve the user experience of accessing IT services.	Do you understand the journeys that your users have to travel to access your technology and the associated support services? Are those user journeys owned by people in your team?
30	Improve the organisational capability to act upon data and data insight.	What skills and capabilities need to be built in your organisation to take advantage of data? What do you need to do to build them?

Cards 31-40

Card	Description	Questions
31	Creating new digital business models.	How are you enabling entirely new ways of working to develop around technology? What skills does your team need to do this effectively?
32	Combining investment from multiple projects to enable improvements to underlying shared infrastructure.	How can you allow multiple projects budgets to fund shared services? What can you do to manage different business stakeholder's timeframes and expectations to do this?
33	Improving the use of agile approaches within and outside of the technology team.	How can you build iterative project methods within your team? What do you need to do to instil appreciation of agile methods in your broader business?
34	Introduce Open Innovation approaches.	How can you open up innovation through hack events, opening up data, engagement with open innovation platforms and other methods?
35	Establish a team of Business Intelligence champions across the business to sell benefits of data and insight.	Are there existing champions for the better use of data in your organisation who could be used to help sell the benefits to peers? What can you do to support them?
36	Introduce Service Design techniques for delivering new services.	How can you introduce design thinking approaches into your general methods? Are there other areas of the organisation where these methods are already in use?
37	Understand the insight requirements of senior executives.	What is the data and the systems that your C-Suite need to operate their businesses? What about the next 2 levels of management?
38	Improve the gender balance of the current technology leadership team.	How can you improve diversity at the senior levels in your technology organisations? What processes and initiatives do you have in place to support this?
39	Consolidate existing data centres and move into Cloud hosting provider.	What are the technical barriers to moving to Cloud hosting? Are there any regulatory, financial or organisational reasons stopping you?
40	Invest into the skills and capabilities in IT leadership.	What are you doing to increase the leadership skills of your senior team? Are there elements outside of your organisation's leadership development specifically necessary for technology executives?

Cards 41-50

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Card	Content	Questions
41	Move from a federated to centralized business structure.	Do you need to centralise operations (tech or more broadly) to corporate HQ? What structures, people and processes will be necessary for this to happen?
42	Move from a centralized to a federated business structure.	Do you need to decentralise operations (tech or more broadly) to "local" operations? What structures, people and processes will be necessary for this to happen?
43	Introduce a new CRM platform.	Are you looking to increase effectiveness, reduce cost, consolidate complexity, or other factors? Who sponsors this?
44	Introduce a new ERP system.	Are you looking to increase effectiveness, reduce cost, consolidate complexity, or other factors? Who sponsors this?
45	Develop a close working relationship with a particular supplier.	Are there particular suppliers who you need to get closer to to operate effectively? What's your general health in supplier management discipline?
46	Improve software licence management and cost optimisation.	How can you get the most effective return on your software spending? Do new cloud models need you to revisit existing Software Asset Management approaches?
47	Introduce a new Cloud-based productivity and collaboration suite.	What benefits can you expect from moving to a platform like Office 365 or G Suite? What needs to be in place to realise those benefits?
48	Review and re-tender key supplier contracts.	What major contracts are up for renewal or renegotiation in the next 6, 12 and 18 months? Do you have an overriding strategy for service procurement?
49	Improve identity management and authentication services.	What needs do new services place on your ID and authentication services? What pressures might they be under in the next 24 months?
50	50. Obtain a seat on the board.	What advantage would there be to having a CIO/CTO on the organisation's top table? What would be the drawbacks?