

TBTLA: The CEO/CIO Dialogue Closing the Communication Gap November 10, 2011 @ University of Tampa

Summary Provided by Speaker:

Ford Kyes, Founding Partner of ActionCOACH Pinellas (former CEO of St. Anthony's Hospital)

The promise of IT is to provide the organization with a competitive advantage through the effective implementation of information technology. Join CEO Ford Kyes and CIO and leading healthcare IT Consultant, Lindsey Jarrell in a discussion of the challenges faced by many organizations as they work to deliver on that promise.

This program was designed to allow the audience to: gain insights into lessons learned by these two professionals as they implemented a nationally recognized EMR project for one of the largest healthcare organizations in the US. Learn the differences in CEO and CIO perspectives, the reasons behind them and how to resolve them. Discuss IT related issues relevant to all companies, such as project origination and justification, infrastructure, vendor selection and security. Give participants valuable knowledge that they could use in their own organizations.

**If your key decision maker is a CEO or CIO,
realize that most leaders make their decisions based on WIIFM.
Understanding how CEOs and CIOs answer that question
“What’s In It For Me?” could make all the difference.**

Understanding the CEO and CIO Mindset:



What do they really care about?

Productivity & Profitability at the top of the list.

- ◇ Keep “customers” happy (ALL key “customer” groups - both internal & external)
- ◇ Wants to “look good” in eyes of peers & internal key customers

Employee Engagement is a key concern and they need to be on board.

Implications to Performance Indicators— concerned about direct results to business chassis.

Accurately Forecasting Expenditures, Customer Service Results, and Change Management. Surprises are a BIG concern.

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TBTLA: The CEO/CIO Dialogue

Closing the Communication Gap

Strategies for Becoming Valuable and Overcoming Resistance



Einstein's definition of insanity... many CEOs are doing the same thing over and over, getting the same results. It's all about "What you don't know, You don't know" – many CEO's have a very strong opinion of their very strong opinion based on what they know – this has to be overcome! **Questions are the answers.**

Match and Mirror... understand differences in how CEO & CIO communicate based on their fundamental differences (or similarities) in communications and personality styles.



- want **options** (so THEY can decide) but too many options seems overwhelming.
- want **problem solvers** vs. problem identifiers. Learn to speak & understand business language.
- want "**hard**" savings or "hard" profits vs. soft dollars. Hard is cash, soft is we'll "save your employees time".

Relate effects of technology to basic business model. Short term during transition and long term.

- Use **Collins's Hedgehog Principal** (the intersection of what you're passion about, what you can be the world's best at, and the economic engine – what will make money).
- Use **Collins's SMaC Concept** (Specific, Methodical and Consistent) to relate to CEO thinking.
- **Cardinal rule** – no surprises – look to under promise and over deliver.
- **Gartner's Hype Curve** – worry that technology's value may not yet be well understood or proven.

Proper strategy requires you to make trade-offs. Choosing what not to do is almost as hard as choosing what to do. Business leaders always have too much to do and insisting on everything can cause a loss in credibility. Beware of the reality distortion field first coined from Steve Jobs and defined as the ability to distort an audience's sense of proportion and scales of difficulties and make them believe that the task at hand was possible.

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