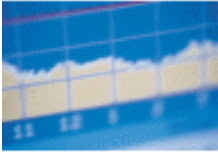


IT/Business Alignment

Balancing Conflicting Demands With Finite Resources



- *Is no one ever satisfied with what you do for them?*
- *Are you being asked to cut costs even further?*
- *Do you worry about keeping your talent intact and engaged?*

The Game's Changed Before The Plan's Even Finished

- You've listened to their needs
- You've assessed where you are
- You've set your strategy
- You've built in contingency
- **You have a flexible plan**

- You contract with the suppliers
- You hire the talent
- You give them the tools
- You get them the training

- But, the demands on the business are changing
- Your customer is even less sure of what they need
- Each new piece of news has uncertain impacts



IT Needs To Be A Competent Dance Partner With The Business

- It's no longer a case of having a seat at the table, everyone's out of their chairs
- It's difficult to anticipate the next move when your customer isn't sure where they're going next



- In these uncertain times, you're all learning a new dance
- The old rules for continually maximizing IT/Business Alignment don't apply

The Constraints of a Human-Only Process

- IT/Business Alignment is a *customized process* but the *core workstream is common*
- Small alignment gaps can erode large segments of 'customer' satisfaction



- Alignment Optimization is required but who was ever taught how to accomplish it?
- Conversation is the CIO's primary tool - one with serious flaws

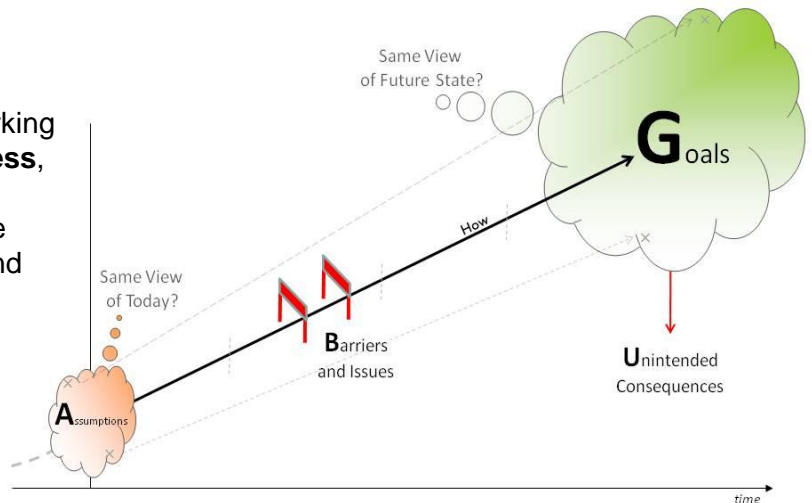


Alignment is not binary – we never are fully aligned



The CIO's job is to deliver services which are aligned with businesses needs. Unfortunately, groups are never fully aligned at the 'action level' - the initial Alignment Index for every group measured to date has been between 44 and 83 on a 100-point scale.

While we'd like to *think* that everyone is working with **common purpose** and **like-mindedness**, when they are not, it's rarely due to any mal intent, but rather to natural factors which are mishandled during the **strategy revision** and **program management** processes.



Hidden Restraining Forces

The scope of thought driving both action, and inaction, within a group is far greater than may be surfaced in conversation and meetings alone.

Most discussion occurs around 'comfortable' points - accommodation and agreement. Known and tacit misaligned objectives, differing assumptions, and barriers to action reside behind the scenes

The Public Conversation vs The Private Conversation

Description	Points Raised	The Private Conversation					Discard
		SchellingPoints	Convergent	Moderately Convergent	Divergent		
G Goals/Objectives/Indicators of Success	66	15	10	27	10	4	
U Potential Unintended Consequences	13	1	4	4	3	1	
B Issues and Barriers	48	7	11	18	10	2	
A Underlying Assumptions/Current State	40	7	8	16	7	2	
	167	29	33	65	30	9	

On average, groups have 150+ unique, action-level thoughts on their topic - most surface as issues during implementation

As many issues and negatives as there are aspirations

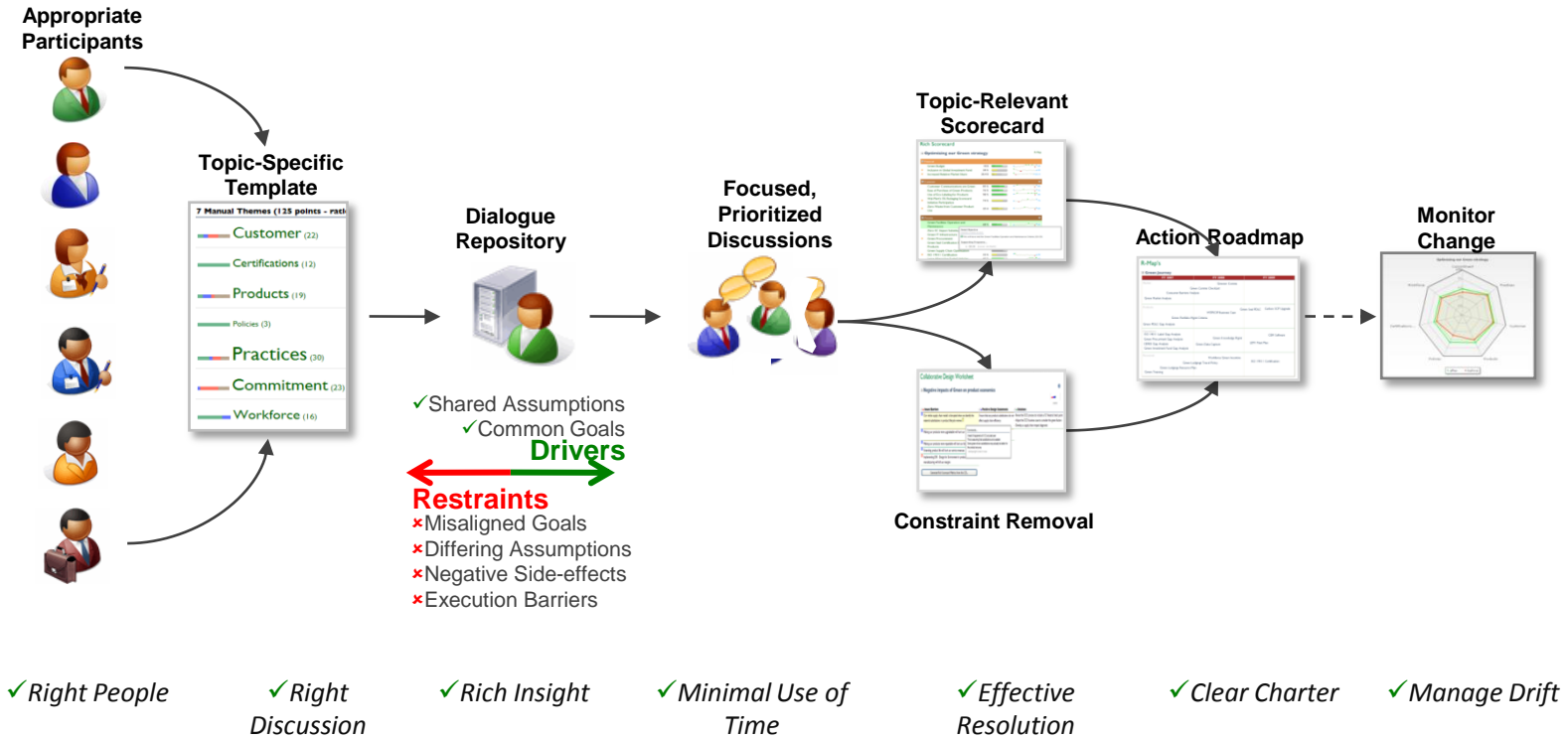
Typically groups only agree on 20% of the Underlying Assumptions – the basis of all change.

Groups typically have as many conflicting thoughts as they have aligned thoughts



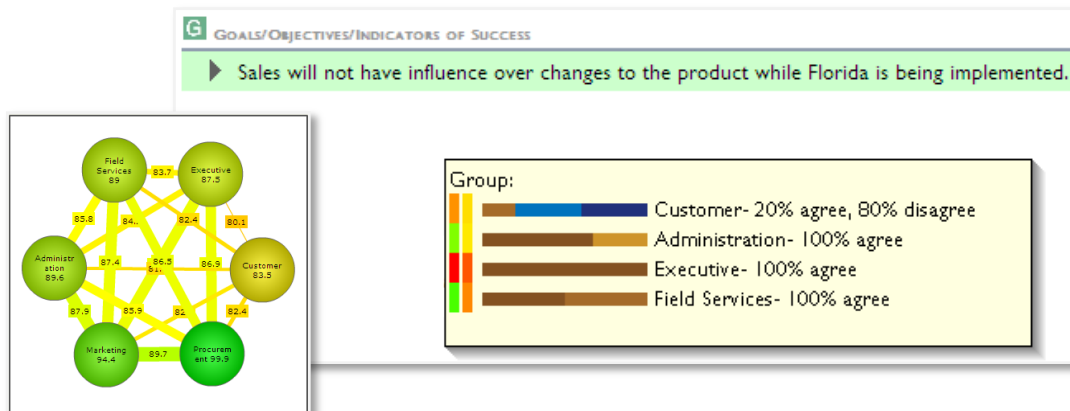
Rapidly Converge Diverse Thought Into Endorsed, Coordinated Action

In as few as 3 days, surface the differing assumptions, misaligned goals and barriers to success restraining IT from delivering maximum value during changing times. Clarify the shared assumptions and common goals, and merge them in to a flexible plan of action that can adapt over time:



SchellingPoint brings proven science and software in mixed-motive, non-zero sum environments to a scalable, efficient delivery platform.

The *Human Coordination Technology* is an innovative suite of internet-based software, services, and training for designing and maintaining coordinated action.



To learn more about how to optimize your IT/Business Alignment please contact SchellingPoint at +1 610.624.3120 or info@schellingpoint.com