

Understand the role that stakeholders play in co-leading efforts that achieve enterprise outcomes.

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CIO *Edge*

Strengthen your influence and impact

Getting buy-in on technology initiatives requires more than presenting data points because, as people, we respond to emotion and reputation - not just logic. Understanding how your C-suite colleagues regard you and your team will help you tailor your message and elevate your influence.

18%

...of IT teams consistently tailor their message to both audience and channel, missing key opportunities to drive strategic influence with C-suite stakeholders.

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“If you fail to adapt your great, rational narratives to stakeholders’ perceptions of you and your team, you risk these narratives being dismissed by your audiences.”

Daniel Sanchez Reina

VP Analyst, Gartner

Win support across the C-suite

Delivering data points is a critical piece of communicating the business value of technology - but it falls flat if you don’t adapt your message to your audience. The Perceptions Matrix is a tool to map stakeholder perceptions so you can understand what you’re up against before you even step in front of an audience.

1 *Personal connection and professional competence* - Consider what the executive thinks of you and your team across these two axes.

- Are you viewed as an ally, adversary or somewhere in between?
- How are your team’s capabilities viewed based on past performance?

2 *Tailor your narrative* - Adjust accordingly for each zone in the matrix.

- Overcome doubt with credible sponsors or external consultants.
- Leverage trust by positioning yourself as a thought leader.

3 *Manage stakeholder perception* - Navigate affective bias to deliver maximum impact with your tech value narratives.

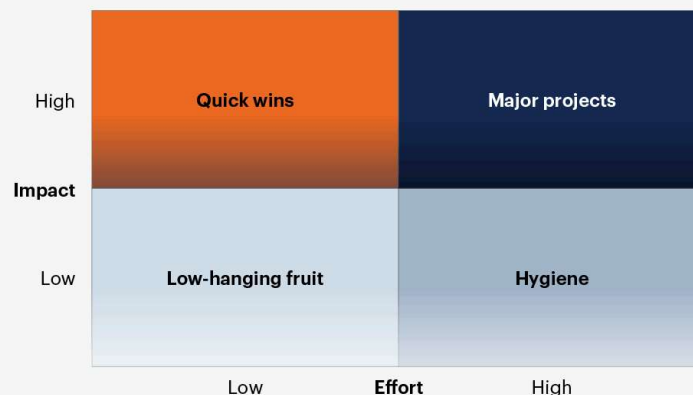
Win buy-in when it matters most.

Make an immediate impact

CIOs who are seen as trusted advisors are 53% more effective at driving business outcomes. **Gartner Executive FastStart for CIOs** helps CIOs in new roles or companies prioritize what matters most. Here's why it works:

- **A proven approach** - based on insights from thousands of executive transitions across dozens of roles, industries, and markets.
- **Personalized, practical advice** - designed to accelerate your impact in the first 30, 60, 90 days and beyond.
- **Easy to use** - and prioritized to enable both quick wins and progress toward your mid- and long-term goals.
- **Unrivalled depth** - backed by actionable, objective insights with detailed tools, roadmaps, and benchmarks.

Project Prioritization Matrix



Source: Gartner
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Excel in your first year as a CIO - and beyond.

What's top of mind?



Daniel Sanchez Reina is a VP Analyst who advises high-performing CIOs and their teams. Here's what CIOs are asking him:

Q: How should CIOs approach presenting to stakeholders who dislike or don't respect them?

A: Try to keep the following points in mind:

1. **Turn the attention away from you.** Informally mention the influential sponsors and/or (commonly perceived) competent people who will oversee, participate in or sponsor the initiative you are proposing.
2. **Appeal to their reputation or wallet.** Highlight how the initiative you are proposing will resolve situations in which the stakeholder and their function have struggled in the past.
3. **Don't focus on the personal failures of your stakeholder in areas where their function has struggled.** Keep evaluations impersonal and neutral.
4. **Don't argue about their perception.** As you improve your delivery capabilities, you will earn your way out.

Position yourself as a high-impact CIO

As technology's role in business grows, CIOs must go beyond IT leadership and co-lead digital transformation across the C-suite. Learn how to recognize the importance of stakeholder alignment, leverage proven tools and research to navigate diverse stakeholder needs, and build strong co-leadership relationships for lasting strategic success.

[Reserve your Spot ↗](#)

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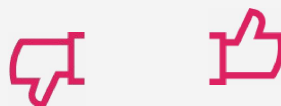
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