



# Technology Business Management: The Four Value Conversations CIOs Must Have With Their Businesses

By Todd Tucker

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## Technology Business Management: The Four Value Conversations CIOs Must Have With Their Businesses By Todd Tucker

For many CIOs, the value they deliver is elusive. It's not that they do not create positive business outcomes, it's that they have a hard time demonstrating value for the money spent. As a result, many IT leaders find themselves trapped in a vicious cycle of defending their budgets, cutting resources when times are tight, and struggling to keep pace with an insatiable business appetite for innovation. Meanwhile, business leaders increasingly rely on the cloud and other third parties for their technology needs, finding clear tradeoffs between cost, features, risk, and speed of delivery at their fingertips. CIOs must not only compete with these alternatives, they must embrace the new reality of a multi-sourced, service-oriented world. Many IT leaders are taking a more proactive approach to optimizing value. By using shared facts about cost, consumption, quality, risk and performance, hundreds of CIOs have empowered value conversations centered on cost-for-performance, business-aligned portfolios, investments in innovation and enterprise agility. The tradeoffs they've illuminated changed the tone of their meetings and instilled a business mindset in IT decisions. By reading this book, you'll discover and learn the following:

- A practical, applied framework — called Technology Business Management — for creating and using shared facts to make better decisions about people, technologies, services and investments
- A standard taxonomy of resources, technologies and services for CIOs to translate between IT, financial, and business perspectives
- Creating transparency to empower decision makers, demonstrate cost-efficiency, shape demand and plan in step with the business
- What your technology business model says about the value you deliver and the disciplines you employ
- How to shift from project portfolio management to service portfolio management to both improve alignment and adopt more agile approaches to innovation and development
- How to optimize run-the-business spending by optimizing infrastructure, outsources, labor and services and rationalizing your portfolios for better alignment
- How to improve your ability to change the business by better governing innovation investments and improving enterprise agility
- How to create and execute a roadmap for improving data and decision making capabilities over time while reaping rewards at every stage of maturity

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### **Editorial Review**

#### **About the Author**

Todd Tucker has led research into Technology Business Management (TBM) practices, organizational models and standards over the last four years. Through workshops and interviews with CIOs and other TBM leaders, Todd led the development of the TBM framework, business-value KPIs and other tools. In 2013, he authored the first-ever study (the TBM Index™) on TBM adoption, maturity and value, based on a self-assessment from over 200 global enterprises. That same year, Todd launched the TBM Awards program, which has since given him access to dozens of the most successful TBM leaders who informed and shaped the lessons in this book. As the General Manager for the TBM Council, Todd is responsible for driving the mandates of standards development, education and certification, and member collaboration. Todd is guided by a belief that when you bring talented people together, create a shared purpose, and give them the facts, they will achieve great things.

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