



**Your first 100  
days as CIO**

# **5 Steps to Success**



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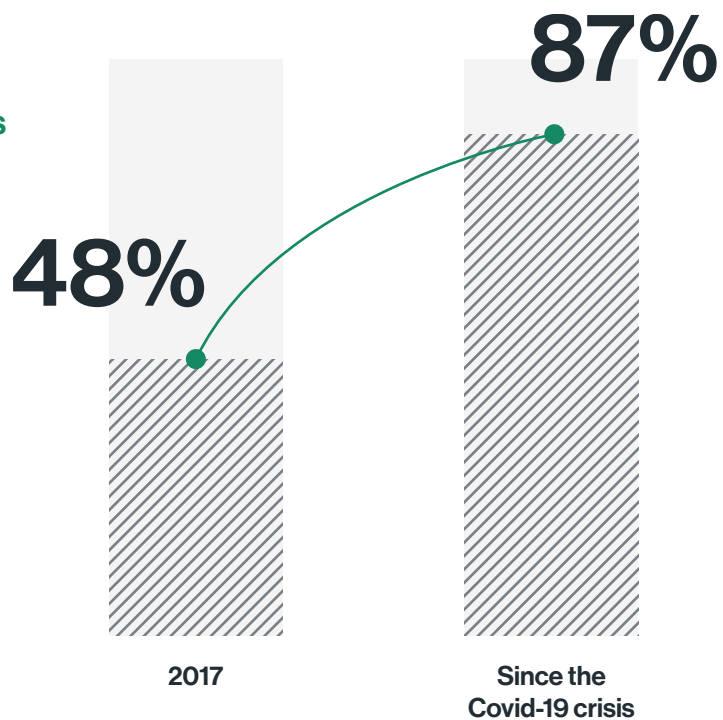
You've landed your dream job as a CIO! After saying goodbye to your previous employees, getting congratulated on your new LinkedIn status, and receiving the HR walkthrough... reality hits - it's now time to start working.

A new executive role might be daunting at first. With so much to do and so many stakeholders involved, you might easily find yourself putting out fires or chasing your own tail. But these will take you down the wrong path. Instead of leading, you will be led. Instead of calling the shots, your ideas might get shot down.

Follow the steps in this ebook to navigate the first 100 days in your shiny, new role. If you work according to this plan, you will be on the right track to professional success, and to positioning yourself as a valuable asset in the company's leadership that is key in moving the needle.

These steps will also help you take advantage of the new opportunity Covid-19 has created for CIOs. After the initial shock, businesses have learned to listen to CIOs and prioritize their requirements and strategic decisions. According to McKinsey, 87% of executives want to modernize their business's digital technologies ever since the crisis. This is a humongous leap, when taking into consideration that just three years prior, in 2017, almost half (48%) just wanted to cut down digital costs.

**Executives want to modernize their business's digital technologies**



# Get to Know the Organization and the Team

While your first instinct might be to take action, resist that urge and spend your first two weeks getting accustomed with the new people and company culture you've become a part of. Gartner recommends starting your tenure by spending time with your team, stakeholders and the C-suite to understand the business's mission and the contribution of IT.

So set meetings with the company's leadership, your new team, and different stakeholders in the organization. Interview them to get a clear understanding of the situation you're in.

## Example questions to ask

### For leadership

- What are the company goals for the next year?
- What are the company goals for the next five years?
- How can my department help achieve these goals?
- What has been working well with my department?
- What can be improved?
- What are your expectations from my department?

### For stakeholders

- How can my department help you achieve your business goals?
- What is your relationship with my department?
- What has been working well in this relationship?
- What can be improved?
- Which deliverables do we provide to you and which do we receive from you?
- What are your expectations from my department?

### For your team

- How do you perceive our roles and responsibilities?
- What is our relationship with different stakeholders in the company?
- What has been working well in these relationships?
- What can be improved?
- What do you enjoy doing professionally, and what do you not?
- What are your expectations from the team?
- Where do you see yourself a year from now?

Make notes of all the answers, and keep them.  
You will be using them in the next few weeks.

# Learn the IT and Security Infrastructure

You've understood the expectations from your department and started to identify the gaps you'd like to tackle. Now take the time to learn how the network infrastructure is set up.

## Steps to take when learning the infrastructure

1 >

Review the various technologies in use (but don't go too much in-depth).

2 >

Run a risk assessment to identify potential hazards.

3 >

Look at SLAs.

4 >

Understand the delivery model.

5 >

Review the different processes.

6 >

Comprehend how the company dealt with remote work during Covid-19.

7 >

Figure out where the company is in its digital transformation process (if at all).

8 >

Get to know your vendors and finding out contract statuses for each, especially big-ticket items. \*You might want to end some of them.

The purpose of this phase is to get you acquainted with your toolkit and the status of the service you are delivering to the rest of the organization. You don't need to go too much in-depth. Rather, make use of the time to understand the strengths and weaknesses of your network architecture, security appliances and various systems, and how everything works together.

# Set a Strategy and Goals

You've come a long way in your learning curve. You've already mapped out IT's position in the overall business strategy, and learned IT's resource capability to deliver and answer business needs. Now it's time to put the two together and determine a strategy for the upcoming year.

## Organize

your notes from phases 1 and 2.

## Research

new technologies, tools, trends and capabilities. **Here are a few to get you started.»**

## Map out

your department's strengths, weaknesses, threats and opportunities. (Based on 1 and 2)

## Determine

your vision and mission statement.

## Define

your objectives.

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# Incorporate Digital Transformation

Digital transformation is the use of digital processes to improve business methods and ensure business continuity. With the dissolvment of the perimeter and the advancement of technology, business is conducted differently, and all organizations today need digital transformation. This demand has become even stronger since Covid-19.



Remote work during Covid-19 required a cloud-native infrastructure that was available to connect and secure everyone and everywhere, instantly. This was not a nice-to-have need. Rather, it was a matter of sinking or swimming. Organizations that couldn't keep up with remote network and security, took a hit in productivity.

It's no surprise, then, that companies intensively accelerated their digital transformation. Microsoft's CEO, Satya Nadella, saw clients rushing through digital transformation processes, and running them 12(!) times faster than usual - cutting down from two years to two months. This acceleration even included areas like cloud infrastructure and security.

McKinsey Global also reports similar findings, with companies accelerating digitization by three years, and even up to seven years, acting even 40 times faster than expected! Tools and processes in areas like remote work technologies, operational technologies and migration to the cloud were sped up digitally. Businesses saw that they could, and should, transform themselves digitally, and fast.



Going forward, this means that CIOs need to keep that momentum going. CIOs who keep up to date with new digital technologies, show ROI and provide a reasonable implementation plan, will get leadership buy-in and resource prioritization. On the other hand, CIOs who don't, might not be perceived as leaders who are preparing their organization for the future.

**1/** One important way to make your mark is by implementing a strategic, disruptive digital technology that will significantly improve IT performance and security, and business results across the board.



Our analysis clearly showed the shift in the IT landscape, namely extended mobility and the move towards providing core services as cloud services. This led us to look outside of the box, beyond traditional WAN architectures.”



Lars Norling, ADB Safegate

**2/** There are many technologies out there that might start to answer this criterion. But the leading transformative technology today, according to Gartner, is **SASE** (Secure Access Service Edge).

**The greatest advantage of SASE for CIOs is that it answers all existing and future network and security needs, in one platform.**

SASE converges network and security into one global cloud service. SASE reduces IT overhead, provides high speed and performance, incorporates all the latest security solutions and connects employees across all edges.



Companies should have a closer look at Cato. The integrated connectivity, security and intelligence makes it an evolutionary step forward for all businesses. If you are willing to use all of the functionality Cato Networks has to offer, it will bring significant financial, functional and IT management benefits.”



Jeroen Keet, Kyocera

**3/** The right network infrastructure will make your CIO responsibilities easier to fulfill.

By adopting a technology that automates processes, cuts cost, enables connectivity and agility, optimizes performance and frees up your IT team for other matters - your CIO tenure will be focused on growth, not firefighting. As the saying goes: hard choices, easy life.



With Cato, the IT department has improved agility, increased visibility and control, and expanded its level of service to the business, all without scaling up the IT team. Deploying new sites takes far less time than before.”



George McNeill, Arlington Orthopedic Associates

By prioritizing a strategic technology over a tactical one, you're positioning yourself as a C-level executive with a vision and mission, and not merely an IT function answering a specific need with yet another specific product. This is a self-branding pitfall Gartner recommends avoiding.

# Set Priorities

There's a lot to do and you're probably excited to start executing. But first, prioritize the different activities you're undertaking. Determine them based on business requirements, ROI, urgency, future repercussions, risks and your own understanding of the market and industry. In addition, Gartner recommends getting a "parachute" by gaining executive sponsorship for your decisions and priorities. One way to do this is to establish a steering committee with stakeholders from different units. Their backup and support can go a long way in your success.

# Day 101

Your 100 days probably flew by. But if you followed these steps: got accustomed with the organization, learned the infrastructure, set a strategy, incorporated digital transformation into it, and prioritized your activities - you will hit the ground running and become a C-level star.

## Learn more about digital transformation and SASE

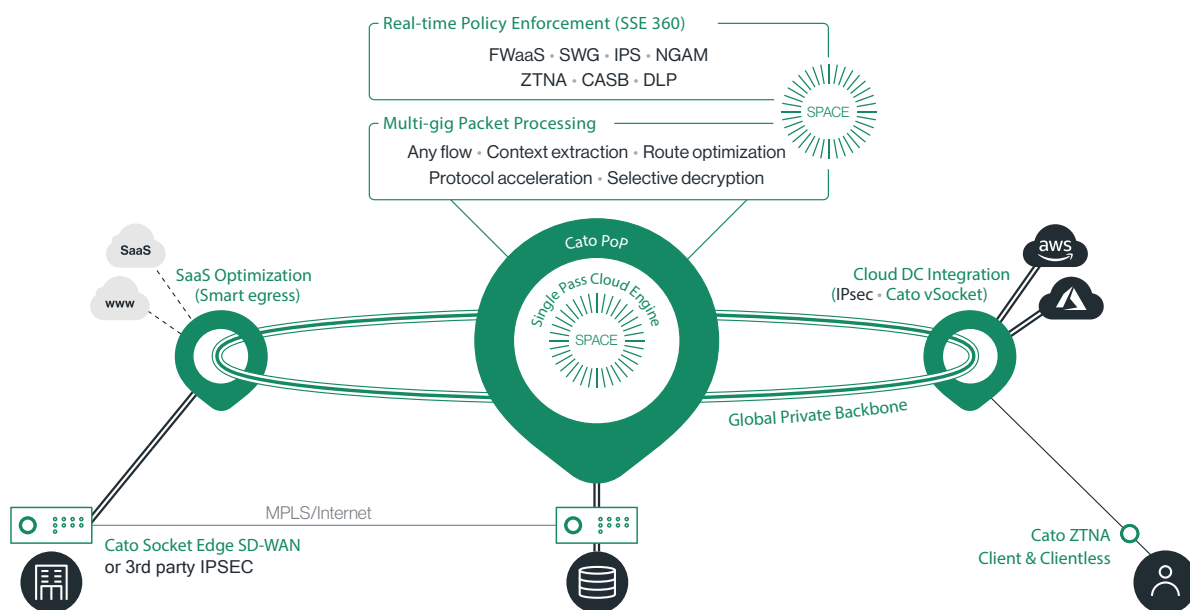
[Cato Networks website](#)[Contact us](#)



# About Cato Networks

Cato provides the world's leading single-vendor SASE platform, converging Cato SD-WAN and a cloud-native security service edge, Cato SSE 360, into a global cloud service. Cato SASE Cloud optimizes and secures application access for all users and locations everywhere. Using Cato, customers easily replace costly and rigid legacy MPLS with modern network architecture based on SD-WAN, secure and optimize a hybrid workforce working from anywhere, and enable seamless cloud migration. Cato enforces granular access policies, protects users against threats, and prevents sensitive data loss, all easily managed from a single pane of glass. With Cato your business is ready for whatever's next.

## Cato SASE Cloud with SSE 360



### Cato SASE Cloud

[SSE 360](#)

[Secure Remote Access](#)

[Edge SD-WAN](#)

[Global Private Backbone](#)

[Multi-cloud / Hybrid-cloud](#)

[SaaS Optimization](#)

[Cato Management Application](#)

### Use Cases

[MPLS Migration to SD-WAN](#)

[Secure Remote Access](#)

[Secure Branch Internet Access](#)

[Optimized Global Connectivity](#)

[Secure Hybrid-cloud and Multi-cloud](#)

[Work From Home](#)

## Cato. Ready for Whatever's Next.

SASE, SSE, ZTNA, SD-WAN: Your journey, your way.