



The CIO positioned

*One Tier Governance as enabler for
an Effective CIO in the Board*

CIO VIP Day, November 12th, Leeuwenhorst, NL

A bit about me....

- Degree in Business Economy
- Long career in IT, Consulting and Interim Management in Finance
- Specializing in Governance, Lean and Change Management
- Board member of Thames Valley Associates, certified NXD/NUB
- Running my own company, Collegium since 2006.

The screenshot shows a LinkedIn profile for Lieuwe Visscher. The profile is 100% complete. It includes a profile picture, a headline, and a summary. The current position is Owner at Collegium Consulting & Projects in the Amsterdam Area. Previous positions include Thames Valley Associates and SecondFloor. The education is a doctorate in Business Economics from Vrije Universiteit. The profile has 500+ connections. A banner image on the right says 'Bekijk het gesprek over de zakelijke voordelen van duurzaam inzetbaarheid'. Below the profile, there is a 'Who's Viewed Your Profile?' section showing 10 views in the past 7 days and 11 views in search results in the past day. The activity section shows a post by Lieuwe Visscher +31630718519 liking an update by Monique Britstra.

LinkedIn Account Type: Basic | Upgrade ⁴⁴ Lieuwe Visscher +31630718519 Add Connections

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Premium Banking Solutions - ABBA Financial Software Solutions - Get ready for future business demands! From: Escape Ltd.

100% profile completeness

Lieuwe Visscher
+31630718519
Owner at Collegium Consulting & Projects
Amsterdam Area, Netherlands | Financial Services

Current Thames Valley Associates, Collegium Connect, Collegium Consulting & Projects B.V. (formerly Collegium Project & Advies)

Previous SecondFloor, ABN AMRO, Rabobank International

Education drs, Business Economics at Vrije Universiteit

Improve your profile Edit 500+ connections

nl.linkedin.com/in/lieuwevisscher Contact Info

Summary
(dutch version below)

Collegium Consulting & Projects is your partner for Consulting and Projects. We specialize in realizing improvements, and translating and executing the "what" into the "how". We focus mainly on the Financial Market (banks, insurance companies and affiliates) and the Telecom and Utility market. Our assignments are generally at the intersection of business and ICT. Our specialisms are:

- Process efficiency (e.g. Lean Management)
- Organizational Effectiveness
- Change Management
- Consultancy
- Business Projectmanagement

Who's Viewed Your Profile?

10 Your profile has been viewed by 10 people in the past 7 days.

11 You have shown up in search results 11 times in the past day.

Lieuwe's Activity edit

Lieuwe Visscher +31630718519 likes this update:

Monique Britstra Zondagmiddag om 16:30 uur is het programma "Droombaan voor 1 dag" op RTL 5. Hier vertelt Harold over zijn baan als

Agenda

- Some questions to discuss
- What's the update on CIO's in the board?
- One-Tier Governance: what is it and in what way is it different from Two-Tier governance?
- How to be an effective CIO in a One-Tier Board?

Some questions

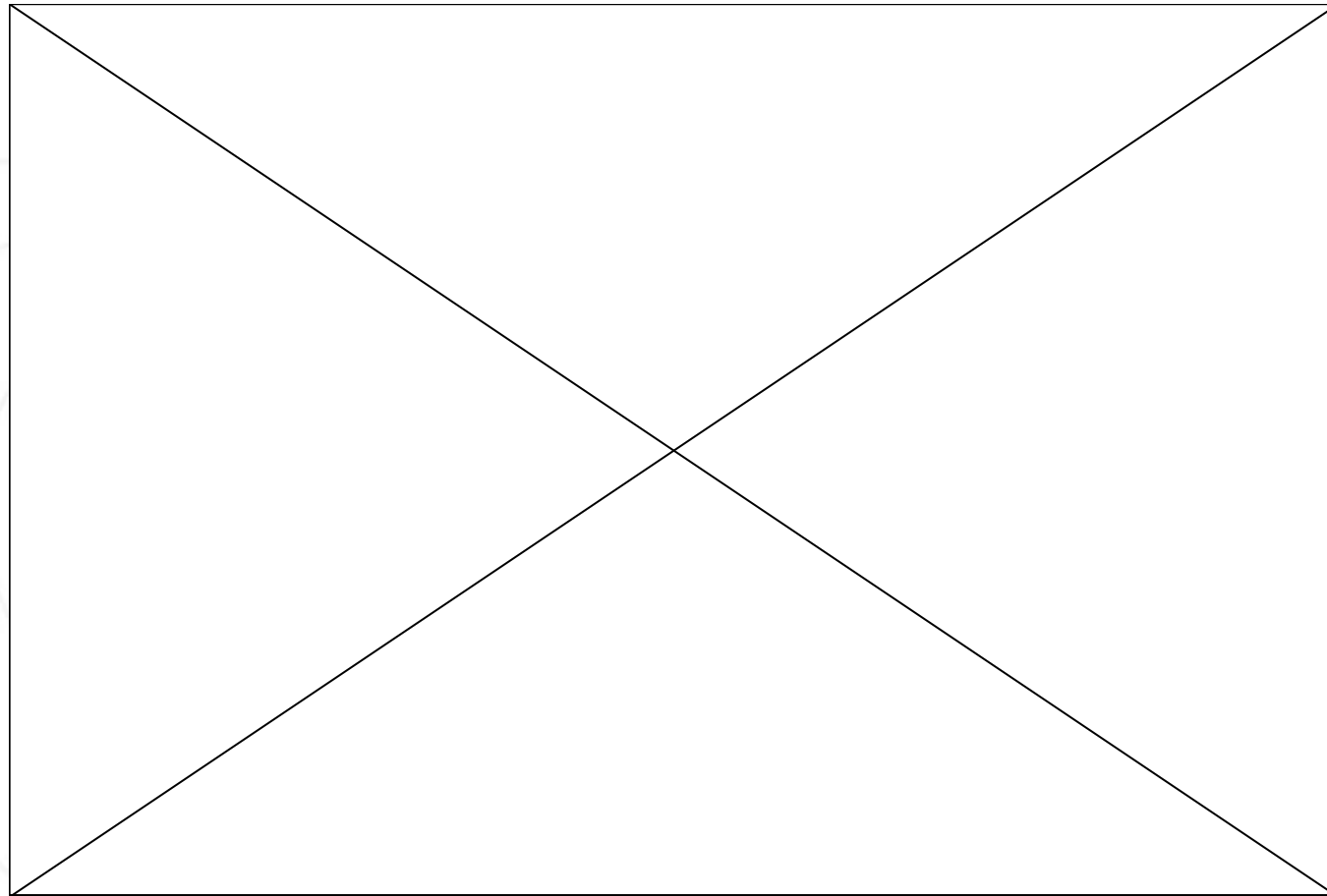
1. How many of you agree that IT is (essential to) your company's core business?
2. How many of you do have a seat in the Corporate Board?
3. If you are not in the board: who represents the IT interests?
4. Why do Corporate Boards buy IT solutions with little involvement of the CIO?
5. If you are on the board: how many of you co-create the corporate strategy together with your fellow board members?

Two types of CIOs

CIO Office	CIO/IT Director
<ul style="list-style-type: none">• Pro-actively participating in setting Corporate Strategy. The Value Creating CIO that sets and executes IT Strategy	<ul style="list-style-type: none">• Re-actively reporting on performance of the past (SLA, IT KPI's, DB responsiveness, uptime)
<ul style="list-style-type: none">• IT and Control Perspective: Guarding and Monitoring Risks, Focus on IT solutions to enable Corporate Strategy	<ul style="list-style-type: none">• The No-mode: "what you want cannot be done"
<ul style="list-style-type: none">• Focus on Trends	<ul style="list-style-type: none">• Focus on Learning IT Development/Infra/Outsourcing, Availability
<ul style="list-style-type: none">• Advises on impact of Corporate strategy on Architecture/Policy/Security/Risks	<ul style="list-style-type: none">• Operations/IT perspective: what is needed to support Operations and Sales in the most perfect way?

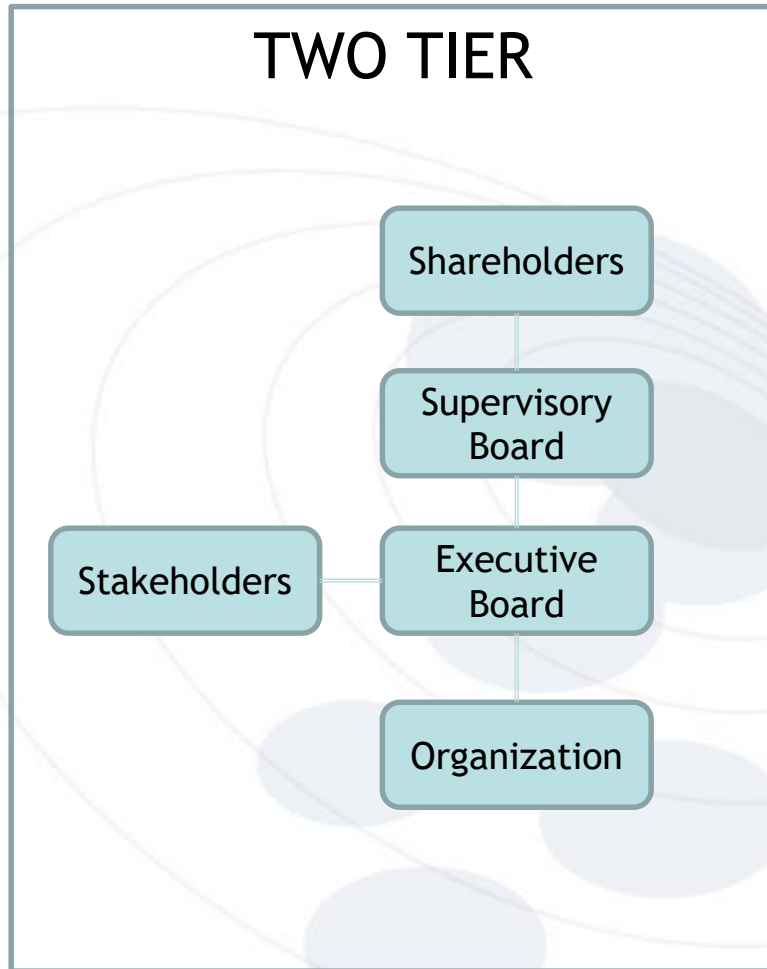
There are also two types of CEOs: those that consider IT as a business Utility and those that leverage on the power of IT

The future of the CIO role



There is a fifth alternative.....

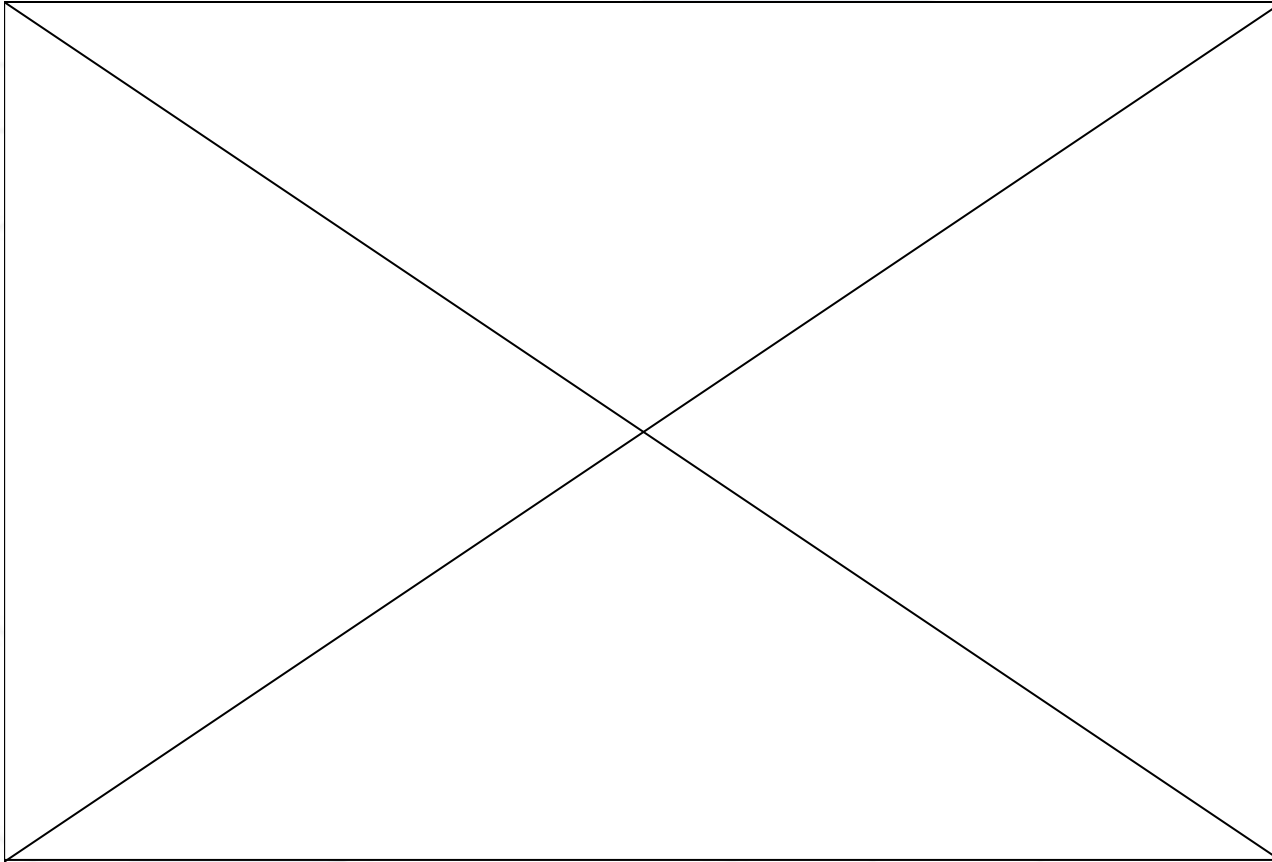
One Tier Governance and the Non-Executive Director - What is it?



NED versus 2-Tier Supervisor

	Non Executive Director (NED, One-Tier)	Two-tier Director
Role	<ul style="list-style-type: none">• Challenge Corporate Strategy• Scrutinize performance• Assess Risks and act upon them• Choose and pay the right people the right amounts• Chairman stays close to the ball and is optionally responsible	<ul style="list-style-type: none">• Monitor• Appoint• Advise the Executive Committee• Members of remuneration /audit /nomination committees
Pros	<ul style="list-style-type: none">• Accountability• Transparency• Expertise• Independency• Executives and Non Executives are both responsible	<ul style="list-style-type: none">• Internal liability• Natural distance• No IT stakeholder in the board, just supervision• Executives are sole responsible
Cons	<ul style="list-style-type: none">• NED is chairman of the board and stands above Executive: shift in balance of power• More time and attention needed because of accountability• CEO can feel as if he or she is being watched more closely• Big changes in the organization (statutory) to be approved by shareholders	<ul style="list-style-type: none">• Apparent Independence• Not enough countervailing power• A rogue CEO can frustrate checks and Balances between Executives and 2-tier directors• No limit in # of Two -Tier positions

What does a NED do? How to become one?

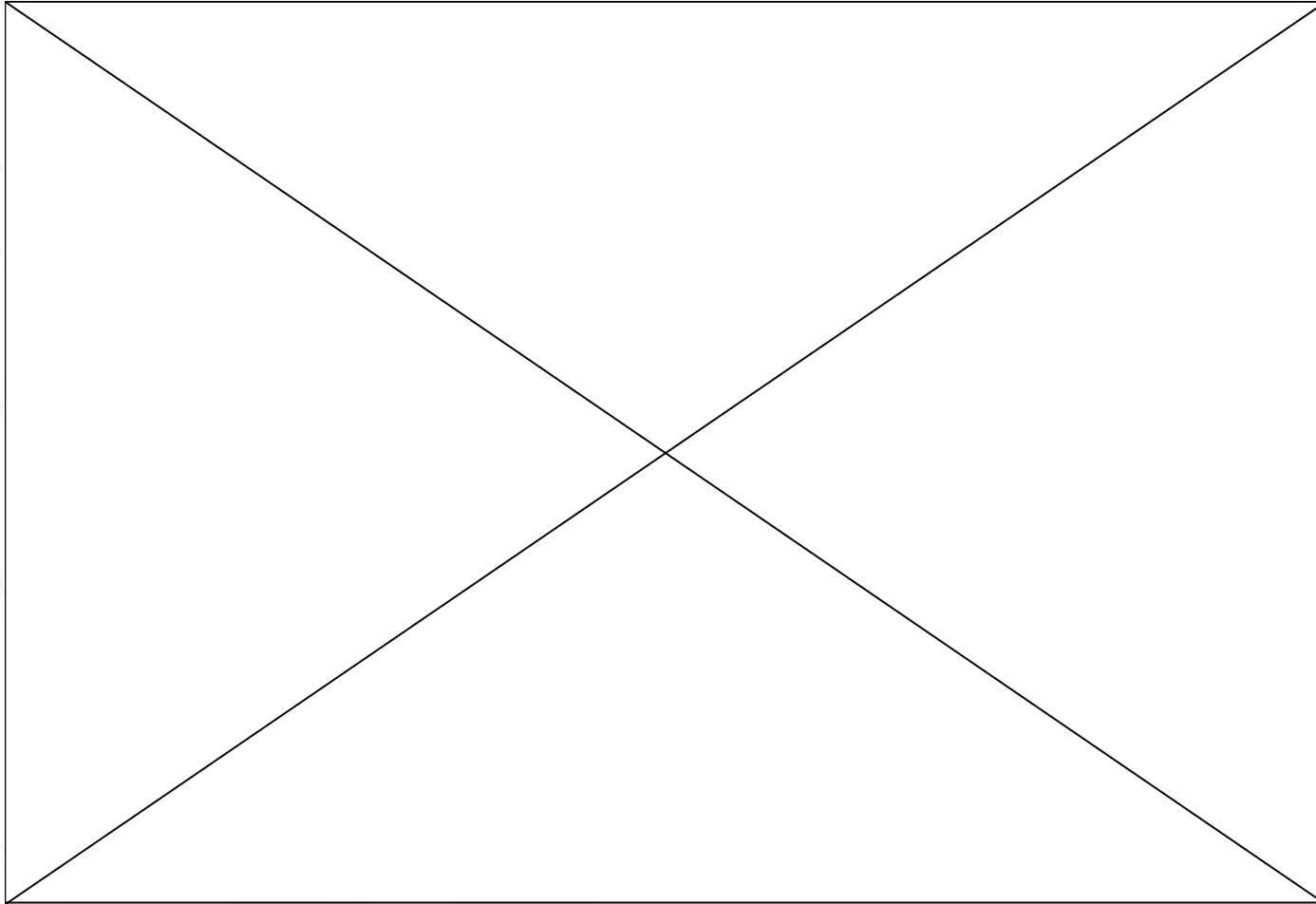


How will a One Tier board change the position of the CIO?

- An opportunity for the CIO Office
- Advise on Strategic level as a Non Executive Director
- Mandate and accountability for the specifics of IT Strategy:
Risk Management/Security/Architecture/Online/Data Sciences/Control
- Influence!
- Prerequisites:
 - Different acting and thinking about your CIO role and the impact you will have
 - The NED cannot be on the payroll of the Company
 - He or she has to be completely independent - list of other activities to be published to avoid conflict of interest
 - Enough time and attention to contribute to Good Governance
 - Spend enough time on initially qualifying the NED assignment!

So what stops you?

NEDs cast a fresh look at the case



How to reach me

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LinkedIn:

Sources

- Harvard Business Review: <http://hbr.org/2012/10/data-scientist-the-sexiest-job-of-the-21st-century/ar/1>
- Financial Times: <http://www.ft.com/intl/cms/s/0/323461b0-1e1c-11e2-8e1d-00144feabdc0.html>
- Raising your digital IQ: <http://www.pwc.com/us/en/press-releases/2012/pwcs-digital-iq-survey.jhtml>
- Two Tier vs. One-Tier and comments on new legislation: http://www.dlapiper.com/files/upload/2313567_Page1.html?goback=%2Egmr_4417527%2Egde_4417527_member_176134704