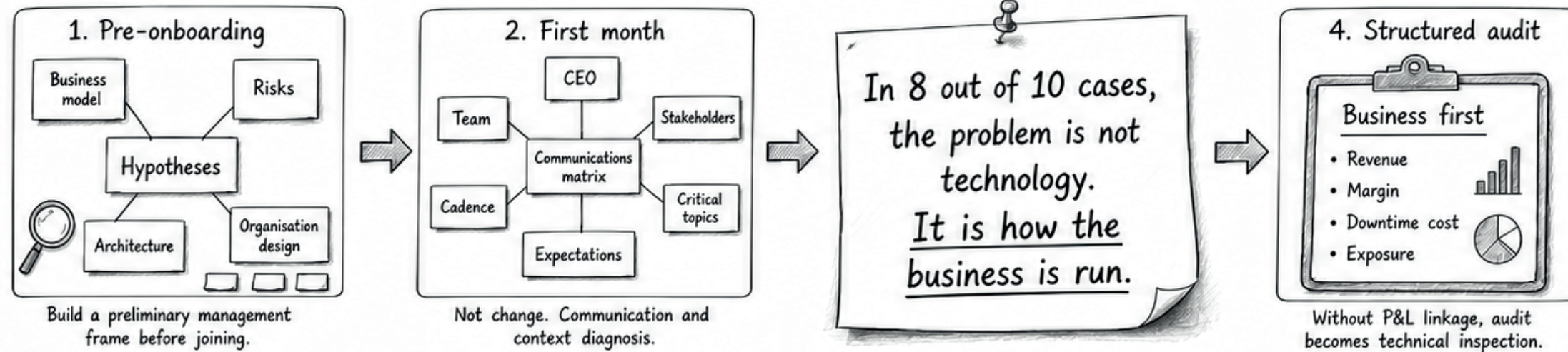
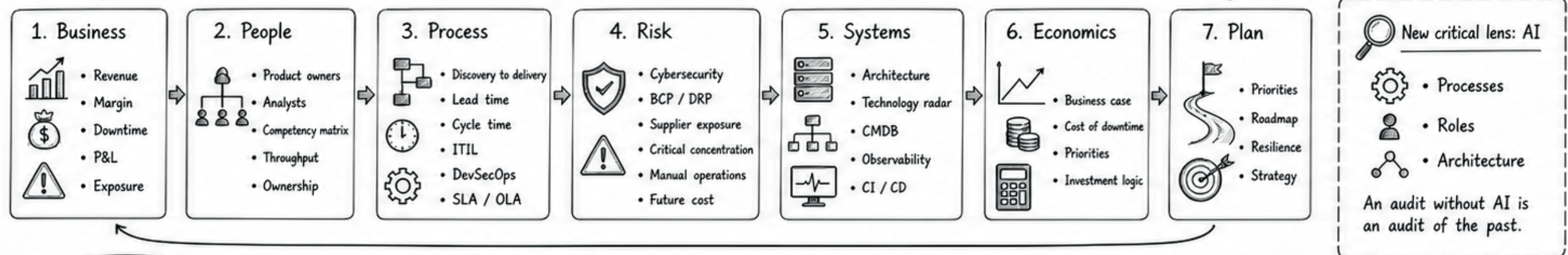


CIO's PlayBook: A Framework for the First Audit



THE CIO AUDIT: 7 LENSES



A CIO who starts with infrastructure manages IT.
A CIO who starts with how the business is run
leads the business.

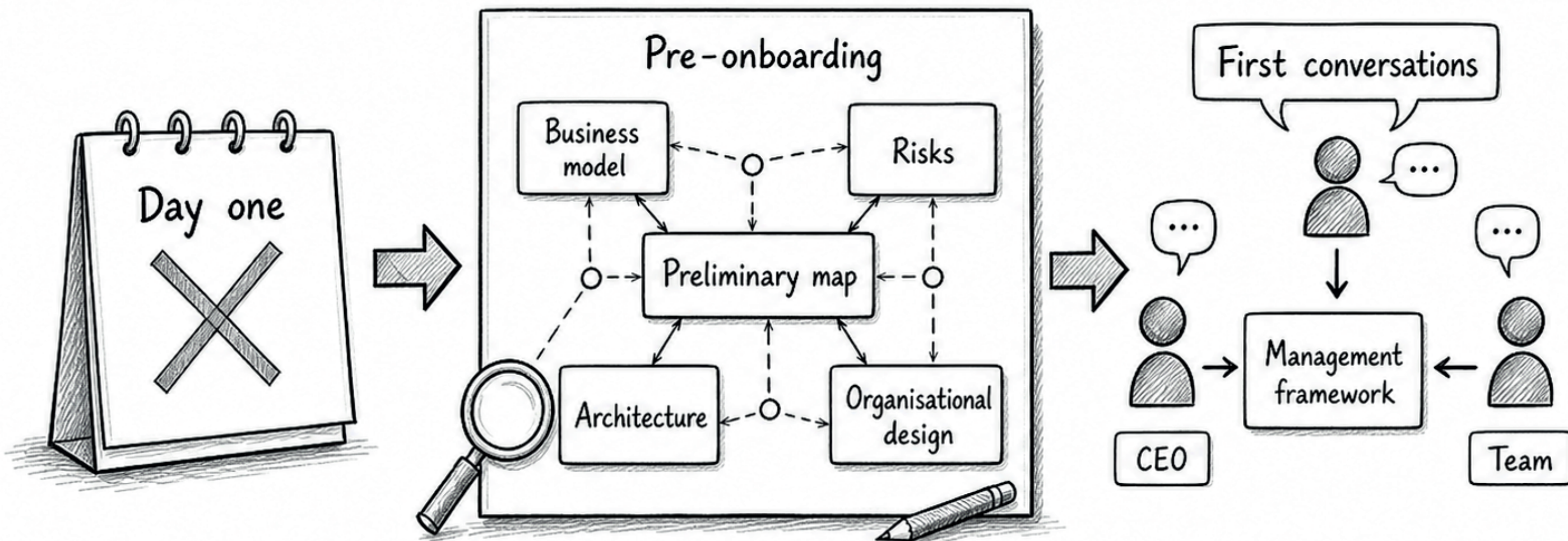
Konstantin Kuchugurin
First in the CIO's PlayBook series

The audit doesn't start on day one.

It starts during pre-onboarding.

A few weeks before joining, I build a preliminary map across business model, risks, architecture, and organisational design. Not strategy.

The management framework I bring into the first conversations.

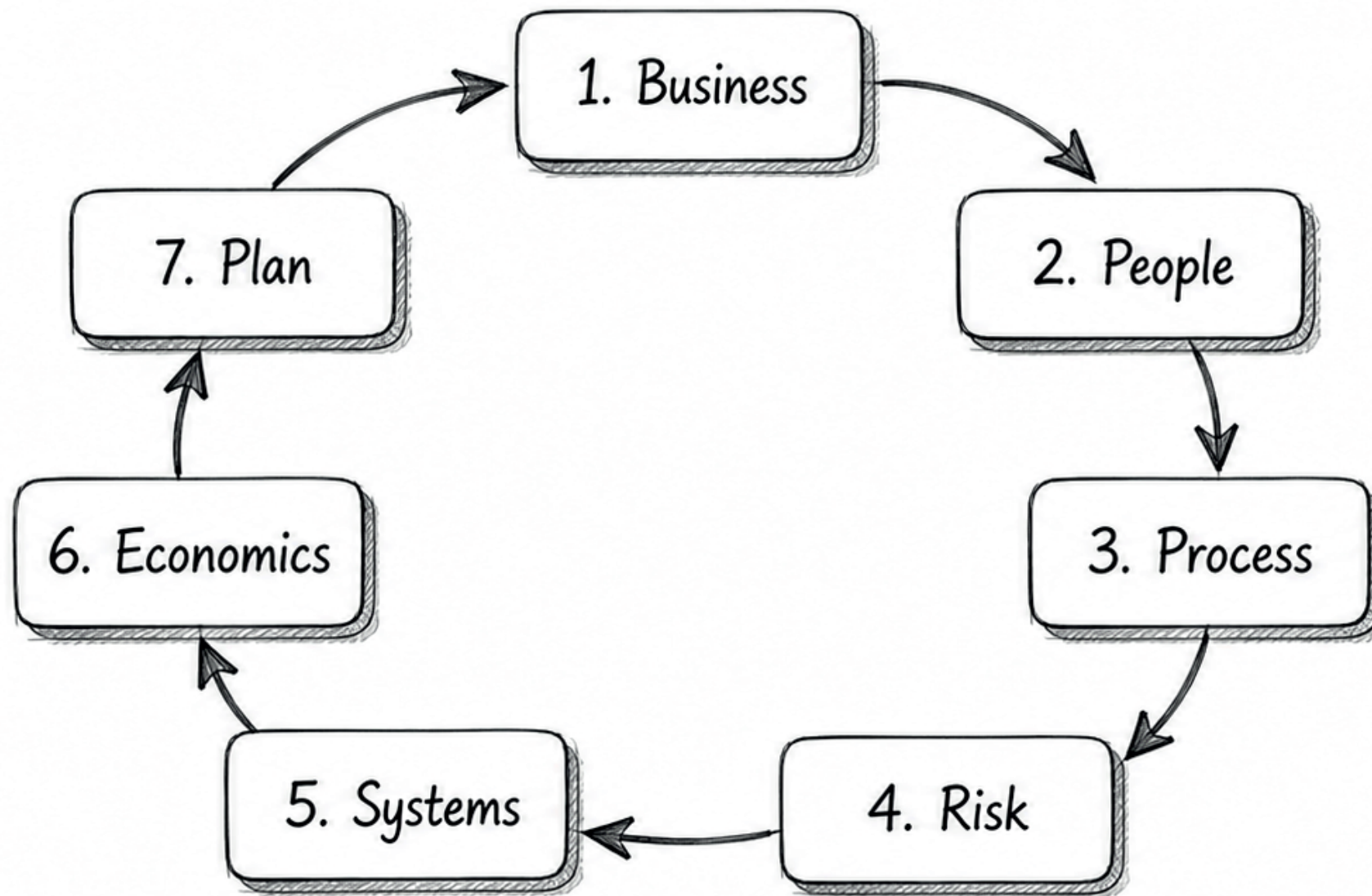




In eight cases out of ten,
the problem is not technology.
It is how the business is run.

This is what conversations in the first month make clear.

The CIO audit runs as a cycle



The first five lenses are where most audits live or die.
Economics and Plan come after.

Where the audit begins

BUSINESS

Where the money is.

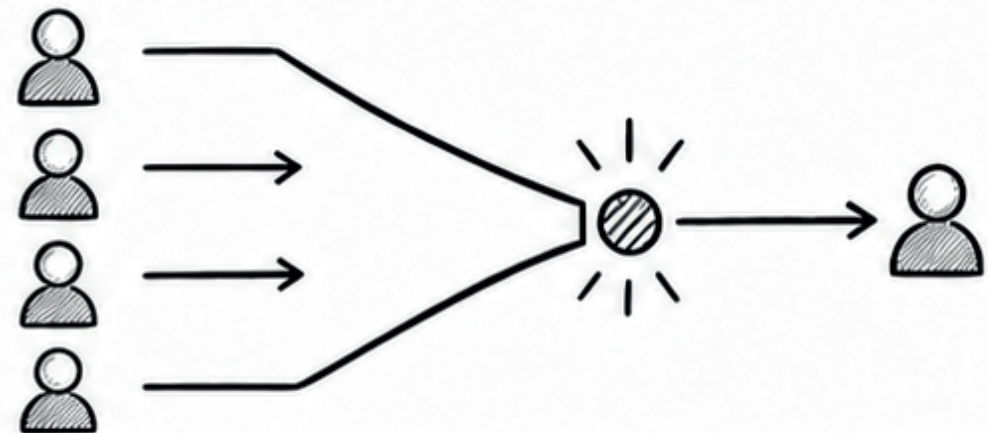
Without a link to P&L, the audit becomes a technical inspection.



PEOPLE

Bottlenecks by data, not by feel.

The absence of clear ownership is the most common reason for drift.

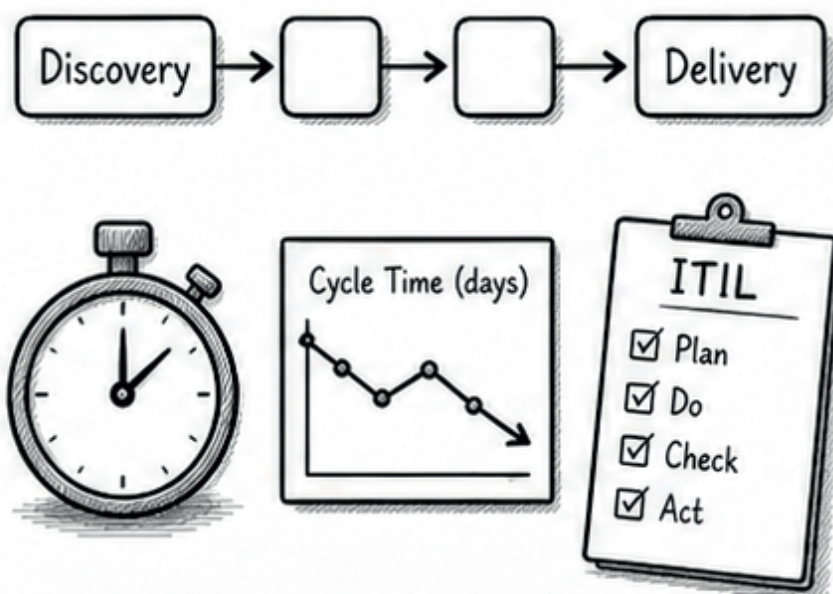


Activity	R (Responsible)	A (Accountable)	C (Consulted)	I (Informed)	Owner
Data capture	A	A	C	I	?
Validation	R	A	C	I	?
Reporting	R	A	C	I	?
Improvement	R	A	C	I	?
Handover	R	A	C	I	?

Three more lenses

PROCESS

If processes are not measured, they are not managed.



Lead time, cycle time, ITIL, DevSecOps, SLA / OLA.

RISK

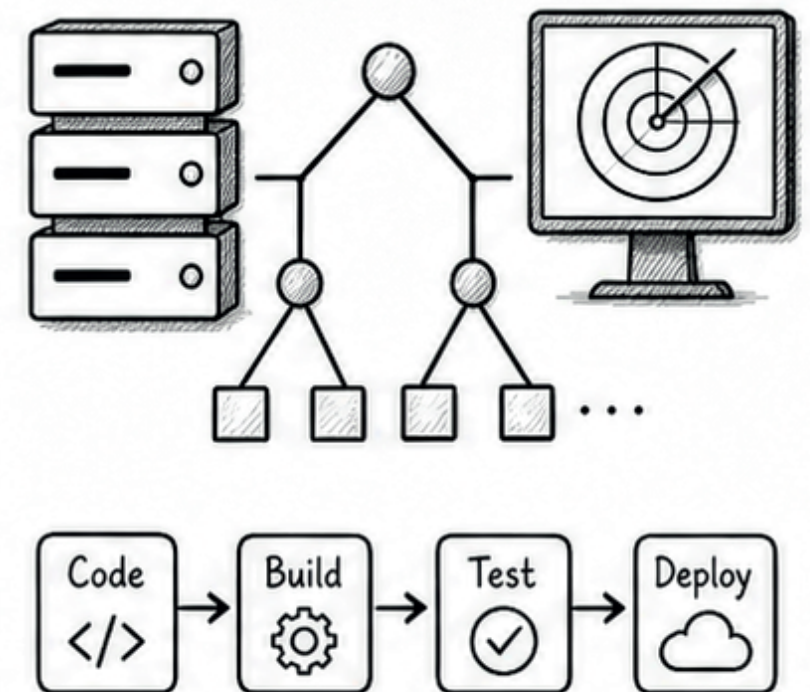
Risk is always future cost.
An error in risk assessment is a future loss.



Cybersecurity, BCP / DRP, supplier exposure, concentration, manual operations.

SYSTEMS

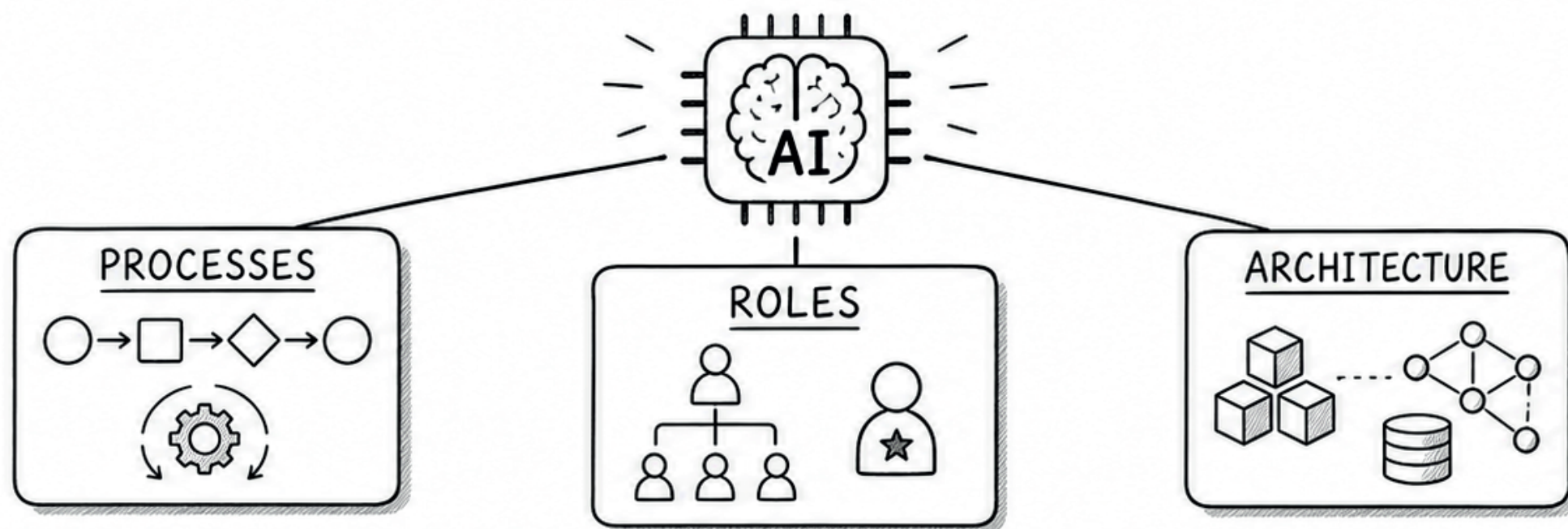
Architecture is a reflection of management maturity.



Architecture, technology radar, CMDB, observability, CI / CD.

A new critical lens: AI

Where and how AI is already changing processes, roles, and architecture.



A CIO who starts with infrastructure manages IT.

A CIO who starts with how the business is run leads the business.