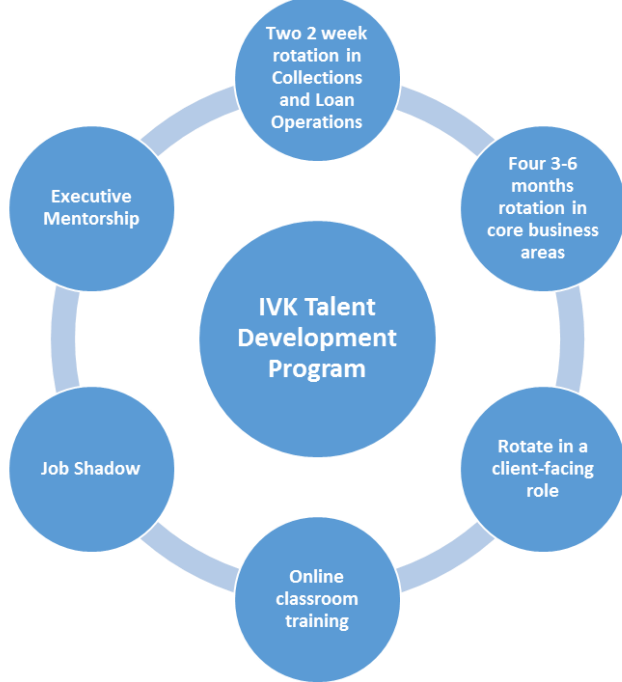


### Talent Development Plan for CIO

#### Introduction

IVK currently faces a key business issue regarding re-architecting its back-office systems which threatens the sustainability of the company’s competitive advantage. In order to solve this issue, IVK is currently looking for a new CIO. Ms. Rebecca Rapport, an engineering Ivy League graduate, is a perfect candidate for this position as she has been with IVK for the last 10 years and has performed well beyond expectations. Her accomplishments within IVK has added tremendous value to your company and she has shown time and time again to be a promising candidate for the vacant CIO position. While she does not have a formal business education background, I believe that she would still be able to excel as your CIO based on her past performances of delivering top notch quality work as well as her positive attitude and desire to learn. As a result, Mr. Carl Williams, here are some options that are available for Ms. Rebecca Rapport in order to develop the missing business background in her credentials:

#### Options

Option #1 Executive Mentorship Internal Rotational Program	Option #2 Executive MBA
	<p><b>2-Year Part Time</b></p> <p><b>Weekly Friday/Saturday Classes</b></p> <p><b>Well recognized faculty</b></p> <p><b>Learn from practitioners in industry with years of experience</b></p> <p><b>Courses in Accounting, Finance, Marketing, Economics</b></p> <p><b>Develop strategic thinking</b></p> <p><b>Develop leadership and communication skills</b></p>
<ul style="list-style-type: none"> <li>• <b>Develop a 2-3 year business rotational program where Ms. Rebecca Rapport will spend time rotating through different business functions at IVK to learn what and how each business operate as well as identifying the issues that each business functions currently face</b></li> <li>• <b>Spend time in a client-facing role to better understand what the customers’ needs are</b></li> <li>• <b>Coordinate with the current executives in the business functions that she will rotating into and develop a meaningful</b></li> </ul>	<p><b>Network with peers with various backgrounds</b></p>

<p><b>project that should be completed by the end of her rotation in that role</b></p> <ul style="list-style-type: none"> <li>• <b>Shadow various senior leaders at IVK to learn about their career and gain advice on her development</b></li> <li>• <b>Executive mentorship in which she must meet with her assigned mentor bi-weekly to discuss overall progress and development.</b></li> <li>• <b>Continuous e-learning and classroom training on technical business skills and industry insights</b></li> </ul>	
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**Evaluation**

	<b>Option #1 Executive Mentorship &amp; Rotational Program</b>	<b>Option #2 Executive MBA</b>
Timeline	<ul style="list-style-type: none"> <li>• 3 to 6 months of planning to structure the program and receive support from other executives</li> <li>• Enter the rotational program immediately after planning work is finished</li> </ul>	<ul style="list-style-type: none"> <li>• 1 to 2 years to prepare for the application process</li> <li>• High GMAT scores require lots of studying</li> <li>• 2 year commitment after acceptance to a program</li> <li>• Total time: 3-4 years</li> </ul>
Pros	<ul style="list-style-type: none"> <li>• Gain strong knowledge of IVK's business</li> <li>• Develop business acumen</li> <li>• Receive support and empowerment from senior leadership</li> <li>• Identify potential business opportunities for IVK</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain a formal business education and credentials</li> <li>• Enhance and develop business acumen</li> <li>• Learn from widely recognized faculty and practitioners</li> <li>• Network with peers and gain different perspectives on business</li> </ul>
Cons	<ul style="list-style-type: none"> <li>• Long-term commitment</li> <li>• No formal business credentials</li> <li>• Contingent on her interest in the rotations</li> </ul>	<ul style="list-style-type: none"> <li>• Have to balance work with classes</li> <li>• Risk of losing her to another employer</li> <li>• Provide sponsorship and pay for tuition to retain her which costs \$100k - \$200k</li> </ul>

**Recommendation**

Based on the options that I have presented to you, I recommend establishing a rotational program for her overall development within the company that includes executive mentorship. A combination of these two will be more cost effective than sponsoring an Executive MBA while also developing her business acumen. An Executive MBA would provide her with a formal business education and credentials as well as allowing her to learn externally and gain insights from her peers and faculty. However, IVK's biggest business issue lies internally within its back-office systems. As a result, she will be able to learn about the business issues of each business function of IVK through the rotational program which will allow her to gain more knowledge and insights on how to improve its back-office systems. Additionally, knowledge of all business functions will allow her to better understand the areas that needs improvements as well as any opportunities that the company can seek out in order to innovate and grow. Furthermore, an executive mentorship will establish trust and instill confidence in her decisions as well as being able to steer her towards the right direction which are all things that would be crucial in her development as the next CIO of IVK. For the aforementioned reasons, Option 1 would be the best talent development plan for Ms. Rebecca Rapport.