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Executive Brief • *Why, how I lead, and my first 90 days*

WHY

Technology only matters when it changes the outcome a business is accountable for. I have spent fifteen years in the operating core of organizations where the platform *is* the business, and the hardest part is never the software. It is getting a room of capable executives to commit to one decision, then staying accountable until the result shows up on the board's page. That is the work I care about, and AI has made it more consequential, not less.

HOW I LEAD

- **Facilitation before authority.** I turn debate among the CFO, COO and CEO into a single decision the whole table will defend. Alignment is the deliverable that makes everything after it possible.
- **Evidence over opinion.** Weighted rubrics, earned value and KPI dashboards run the program. I make the criteria explicit before the options, so the decision is defensible and the room trusts it.
- **AI with judgment.** I deploy AI where it removes real cost and risk, governed responsibly, and I keep people owning the judgment. The goal is a better number, not a louder narrative.
- **Accountability to outcomes.** I stay on the hook past go-live to benefits realization, measured in utilization, cost, accuracy and working capital. I would rather be judged on results than activity.
- **Trust on every floor.** I am plain-spoken and calm under pressure, and I earn trust with the board and the plant floor alike. That is what lets a hard program actually move.

THE FIRST 90 DAYS

Adaptable to [Company]'s priorities. My default operating plan as the incoming technology and AI leader:

DAYS 1 - 30

Listen and Diagnose

- Meet executive sponsors, their teams and the board to capture what success looks like.
- Assess the platform estate, program health, risk posture and the real AI opportunity.
- Establish the scorecard and a single source of truth for status.

DAYS 31 - 60

Align and Prioritize

- Facilitate executive alignment on the few priorities that actually matter.
- Stand up or reset governance: steering rhythm, earned value and KPI dashboards.
- Sequence the roadmap, identify quick wins, and rank AI use cases by business value.

DAYS 61 - 90

Mobilize and Deliver

- Launch the prioritized initiatives against committed milestones and a benefits baseline.
- Ship at least one visible win that builds confidence and momentum.
- Report progress to the board in their language, with a clear line to outcomes.

HOW I MEASURE SUCCESS

Schedule and budget accuracy, benefits realized against the baseline we set, executive and board confidence, and a team that is steadier and more capable than the one I joined. If those four move in the right direction, the engagement is working.