“The Evolving Role of the CIO – What the C-Suite is Looking For”

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"The Changing Role of the CIO"

- Shift from technical to strategic focus
- Stratification of IT leadership
- New accountabilities and qualifications
- Repositioning the CIO in the organization
- Reorientation from internal customers to external customers, partners and service providers
- Recruiting, motivation, retention and evaluation
“Creating the CIO Executive Success Cycle”

Korn/Ferry research in collaboration with Gartner EXP, 2001

- CIO “Executive Leadership Agenda”
  - Assess what must be done, garner support, ensure necessary resources to succeed
  - Deliver business value and enterprise performance

- “Four Habits of Effective CIOs”
  - Shape demand
  - Set expectations
  - Deliver
  - Lead
“The CIO Top 10”

Career Counsel, CIO Magazine, September 15, 2001

10. Hire, develop and retain quality technology professionals
9. International or global experience
8. Knowledge of and experience in a specific industry
7. Ability to create and manage change
6. Communication skills
5. Management skills
4. Relationship skills
3. Business savvy
2. Expertise in applying and leveraging technology for the advantage of the enterprise
1. LEADERSHIP
“The 21st Century CIO”

- **Strategic** “competitive”
  - ENABLER
  - DRIVER

- **Tactical** “operational”
  - SUPPORTER
  - COST CUTTER

- Reactive “following”
- Proactive “leading”
Innovation

- **GAME CHANGER**
- **DRIVER**
- **ENABLER**
- **COST CUTTER**
- **SUPPORTER**

**Proactive Strategic**
- Business Model Innovation
- Products & Services Innovation

**Proactive Tactical**
- IT Consolidation & Rationalization; Vendor Partnerships
- IT Maintenance; Outsourcing

**Reactive Strategic**

**Reactive Tactical**
Trends

- Continuing evolution of IT and the role of the CIO
- Corporate CIO, federated model, recentralization, shared services, rationalization, integration, reusability, outsourcing
- Globalization – strategic sourcing, commerce channels
- Ongoing development of the Internet and e-business
- Pervasive, ubiquitous technology, information & access
- War for Talent – aging workforce & international demand
- Cost effectiveness - optimize middle line
- Competitive advantage - top line growth
- Change the game – new business models
“The Evolving Role of the CIO”