

# CIO Types and Career Paths

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# CIO DEVELOPMENT Career Lifeboat



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# What's a CIO for?

## Tactical things

- Keeping the lights on
- Facing off to suppliers
- Keeping the users happy
- Managing the IT budget
- Owning the technical strategy
- Managing the technology

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## Tactical things

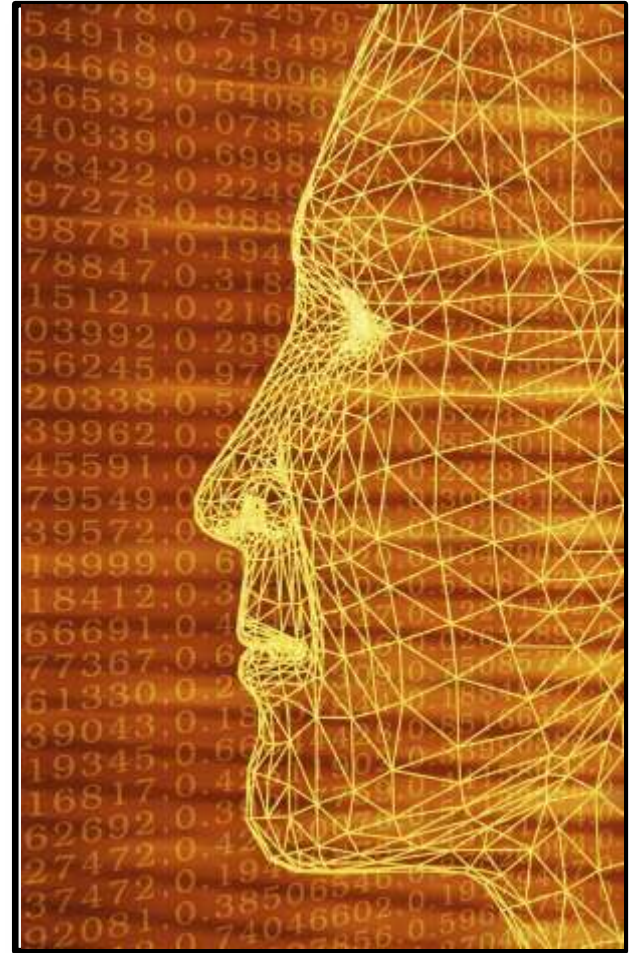
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## Strategic things

- Advising the CEO
- Educating the operations board
- Taking part in the strategic debate
- Managing the return on investment of technology

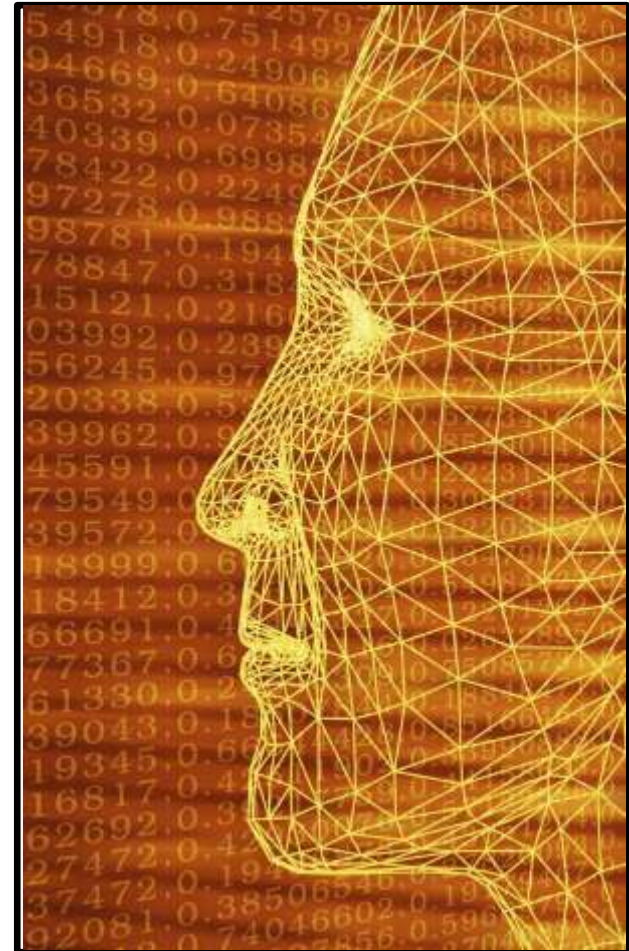
# What is technology for?

- Reducing costs
- Enhancing capabilities
- Improving customer experience
- Upscaling? Globalising?



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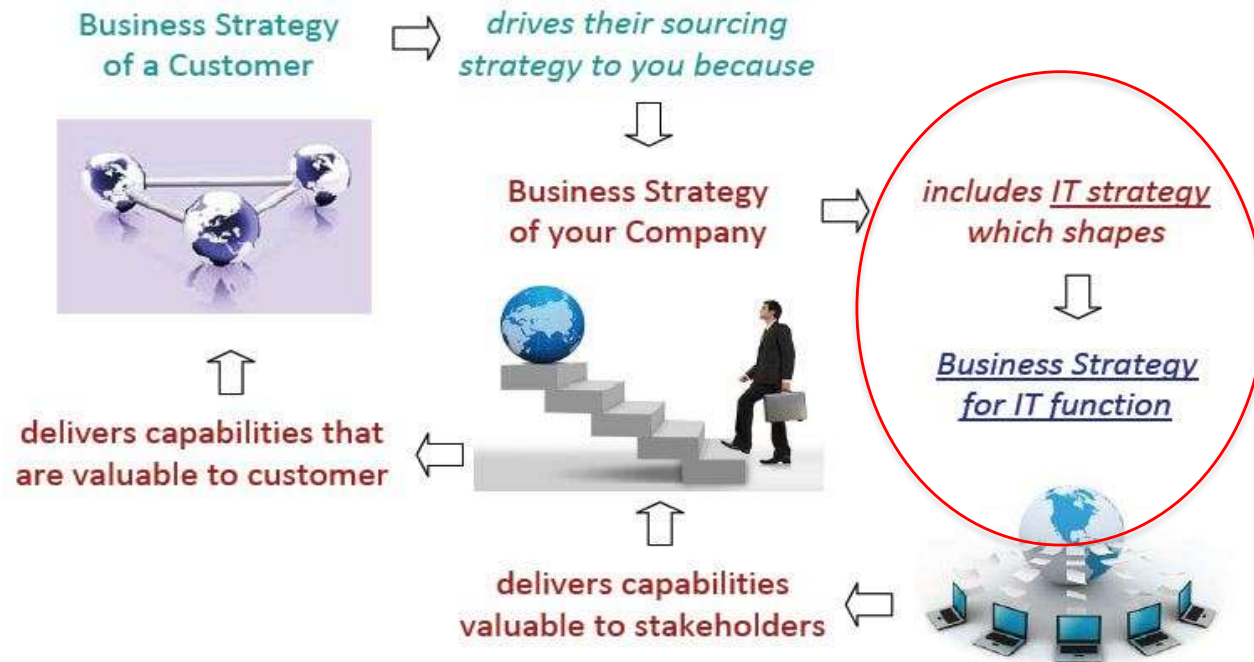
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  - Enhancing capabilities
  - Improving customer experience
  - Upscaling? Globalising?
- 
- Which costs?
  - Which capabilities?
  - Which customers? Which experience?
  - How big? How quickly?



# So what is technology really for?



# So what is a CIO really for?

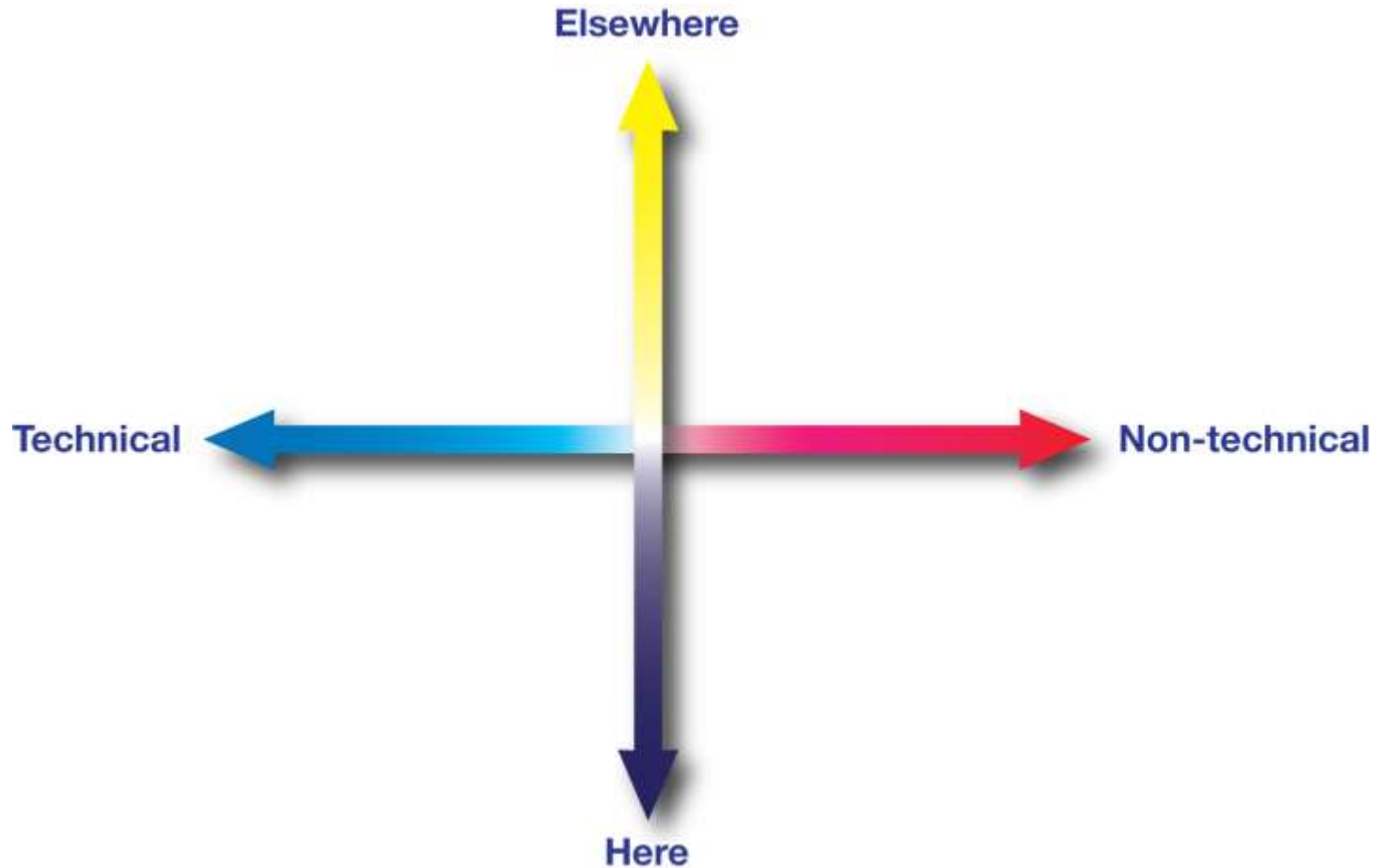


# Where do we get CIOs from?

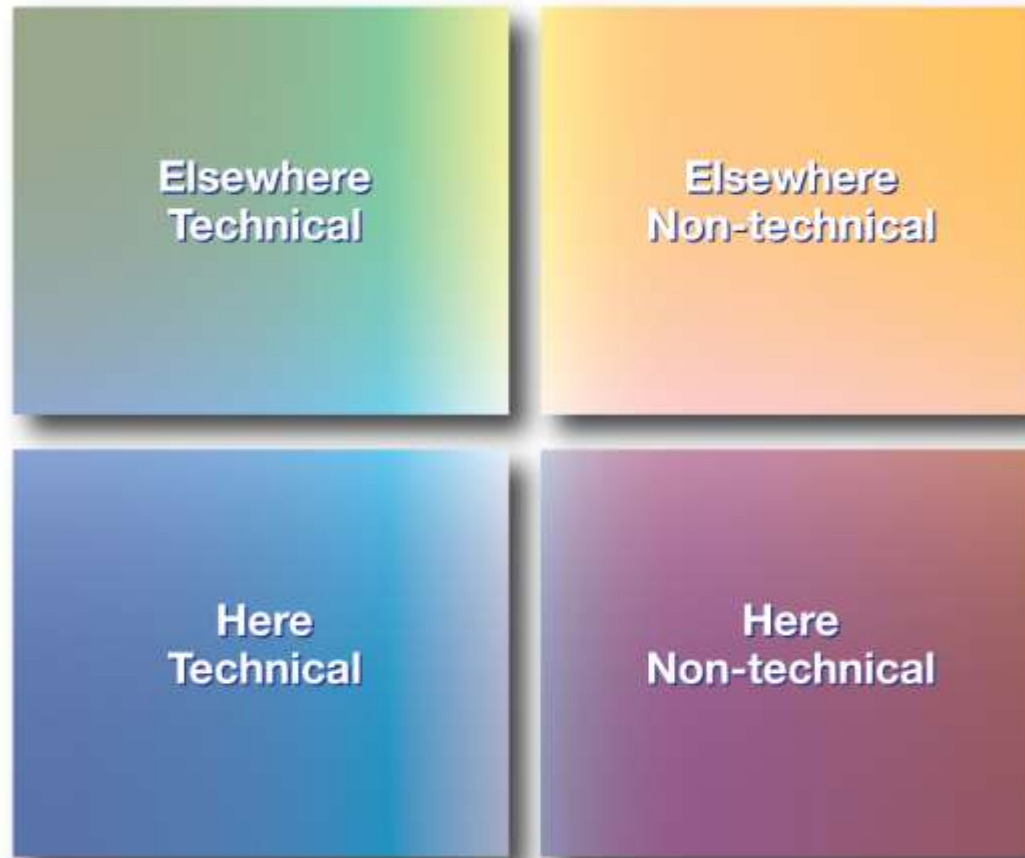
- College and grow them?
- Other functions?
- Vendors?
- Consultants?
- Unemployed register?
- Poach them?
- Search & select them?
- Do they even need a technology background?



# Where do our CIOs come from?



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**Paratrooper CIO**



**Consultant CIO**



**Professional CIO**

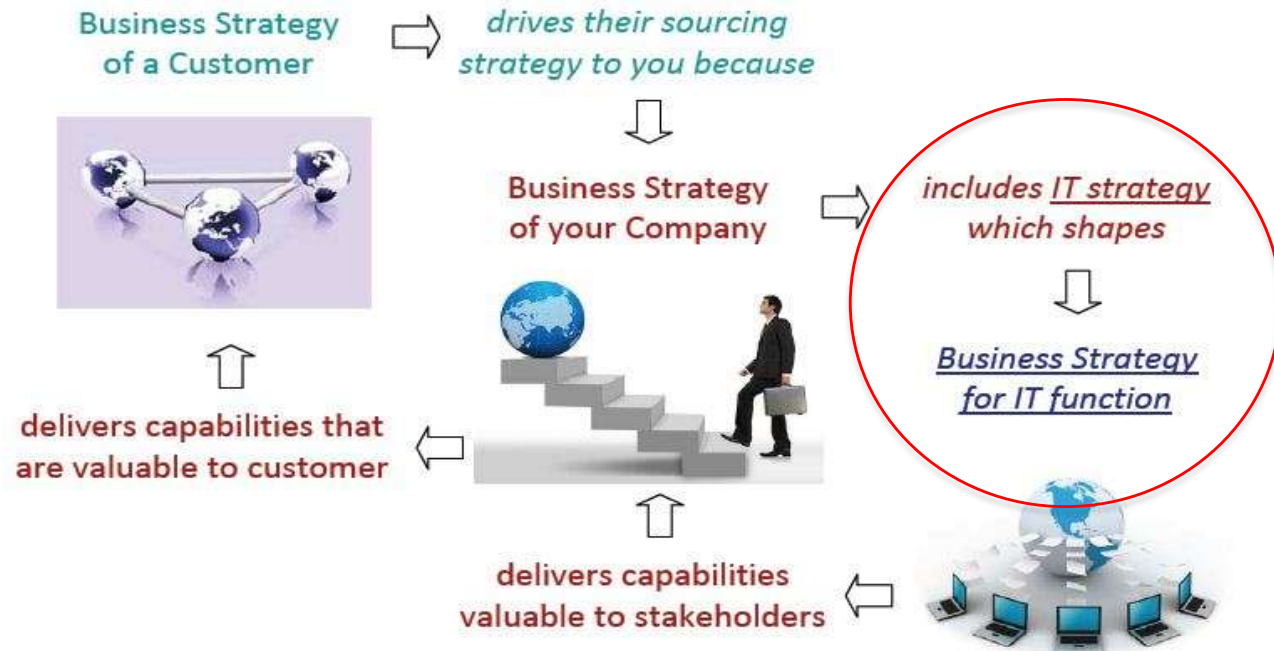


**Executive CIO**

# CIO career trajectories



# What skills & education do they need?






# What competencies do you need?

- Lead technology and technologists.
- Understand the disciplines and pressures of business.
- Strategic understanding of IT's contribution now and in the near future.
- Smart about the commercial pressures on vendors and global supply.
- Engage and build relationships with key stakeholders.
- Attract, develop and retain talented staff.
- Do they even need a technology background?



# PA Survey: Priorities for 2010 and beyond

- Still very tough business environment
- Still tight and frozen budgets
- CIOs stepping up to innovation to grow
- No longer innovation in isolation
- Stimulus of Cloud & SaaS
- Power of scale & commoditization
- Outsourcing: India  Eastern Europe
- Dissatisfaction with PM standards
- Communication & influencing skills
- Leadership skills
- Web based social networks (LinkedIn)
- Cloud requires commercial skills
- MBA growing in popularity



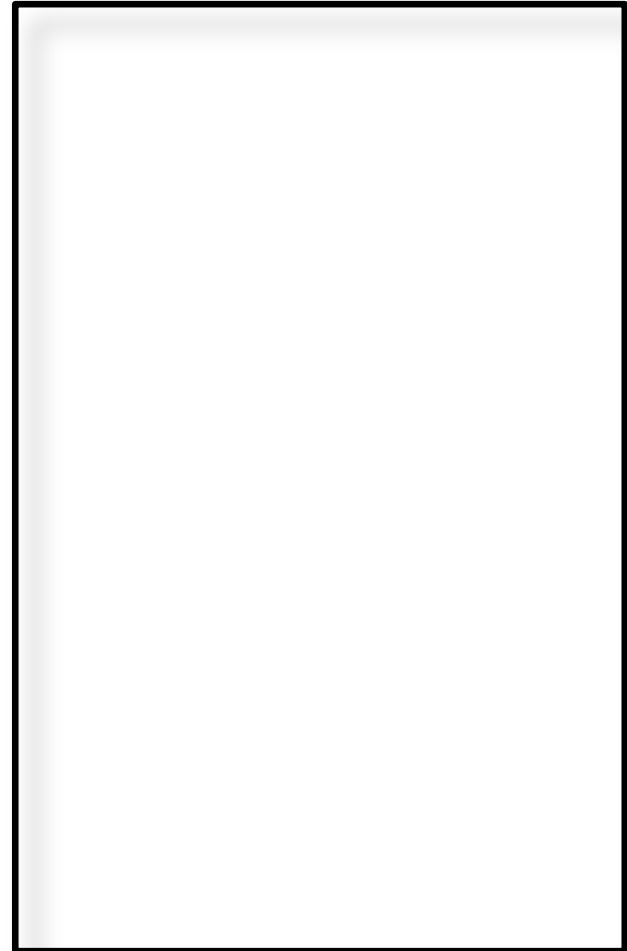
# Beyond 2010: a new breed of CIO

“Those CIOs who recognise that their ability to rise to the top of their profession is dependent on the diversity of their experience, leadership abilities and commercial expertise will survive the downturn and grasp new opportunities as they emerge.

This year we have seen new technology models, new outsourcing hubs to challenge India and new strategies for growth.

We’re in a new decade, facing a new growth cycle; is it time for a new CIO?”

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# Executive Programs

**Presented by:**

*CIO* magazine  
and  
Boston University  
School of Management



Boston University School of Management  
Executive Programs

## The CIO Pocket MBA

*Are You Ready for Growth and Innovation?*

October 18–22, 2010

Boston University School of Management  
Executive Leadership Center

*For complete program details visit  
[management.bu.edu/exec/elc/cio](http://management.bu.edu/exec/elc/cio)*

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