



The CIO Roadmap

THE ROLE OF THE CIO AS A TRANSFORMATIONAL LEADER

“In ancient times, those known as good warriors prevailed when it was not easy to prevail. Their victories were not flukes because they positioned themselves where they would surely win ...”

Sun Tzy - The Art of War

“CIOs have never had such a glorious—and challenging—opportunity to deliver significant, enduring, and transformational business impact and customer value as they do today.

But it's not a job for the faint of heart. Any CIO pining for a return to the good old days of bonuses based on server-uptime and SLA enforcement should consider swapping out the CIO title for a new one: senior director of infrastructure.

There are various examples of new paradigm-busting business models that have CIOs' fingerprints all over them!

The CIO job itself continues to undergo a profound transformation that is pushing business-technology leaders inexorably closer to:

- *Customer demands and customer experiences and customer engagements*
- *To revenue generation, enhancement, and optimization*
- *and To sometimes-revolutionary new business models and operating models, and unheard-of new processes.”*

Forbes, Oct 2014

- Cost containment vs. demanding corporate expansion
- Impact of intense global competition
- Low commodity prices
- Exploding applications of new technologies
- Safety of our people
- Faster turnaround time
- Industrial relations
- Human resource management

Sound familiar?

Some of the challenges that you too face?

In today's dynamic, challenging and ever-changing corporate world managers, directors, executives will have to be both excellent leaders **as well as** excellent managers.

All of us are influenced by these changes, no matter what job we are in, so it is worth looking at how we should respond in this fast changing world.

It is a fact that Leadership and Management are two sides of the same coin, but what are the differences between **Leadership** and **Management**?

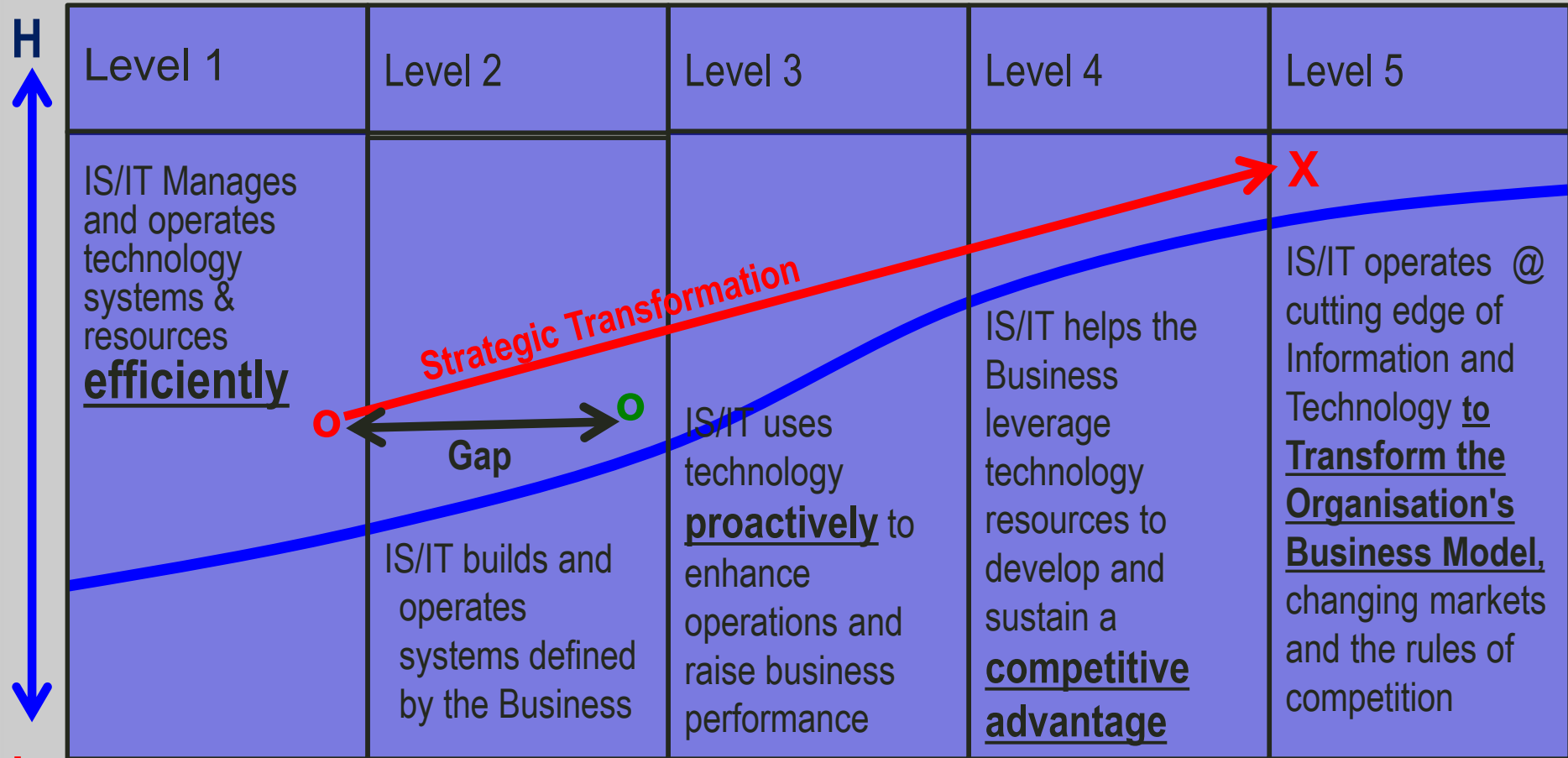
MANAGEMENT	LEADERSHIP
<ul style="list-style-type: none">• Is planning, directing and controlling;• Provides predictability and order to meet the current requirements for products or services;• Organises and structures its facilities to properly carry out plans.	<ul style="list-style-type: none">• Promotes change to meet the rapid advances in new markets and technology;• Envisions new dimensions and motivates others to move in these new directions;• Inspires commitment, loyalty and involvement to accomplish a mission articulated by the leader.

The CIO as TRANSFORMATIONAL LEADER

The four main characteristics that are fundamental to be respected as a leader are called '**The 4 I's of Transformational Leadership**':

	Inspirational Motivation ("If you try your best")	Idealised Influence ("If you believe that this is right, then...")	Intellectual Stimulation ("If you change your assumptions, then...")	Individualised Consideration ("I care about your development")
General Characteristics	<ul style="list-style-type: none"> ● Clarify future state; ● Treat treats as opportunities; ● Elevate expectations. 	<ul style="list-style-type: none"> ● Confidence in the vision; ● Full responsibility for actions; ● Sense of purpose and trust; ● Identification with the leader. 	<ul style="list-style-type: none"> ● Valuing the intellect; ● Encouraging imagination; ● Challenging old ways. 	Caring, concern, empathy
Actions	Provides appealing symbols and simple words, clarifies the mission, encourages, aligns individual and organisational goals.	Emphasizes accomplishments, sets high moral standards, provides role model, demonstrates out-of-the-ordinary capability.	Questions status quo, generates simpler solutions, uses reasoning as well as emotion.	Is alert to an individual follower's needs, provides appropriate challenges, provides learning opportunities, delegates to help develop followers.
Reaction	Followers are willing to TRY, followers are willing to exert extra effort.	Followers are willing to RESPECT and TRUST the leader; followers desire to be like the leader and desire to achieve to show support for the leader; followers have emotional interaction with the leader.	Followers are willing to THINK.	Followers are willing to DEVELOP.

Your IS/IT Services via demonstrated Capability Maturity Levels



- Plot **where you** think your IS/IT Services resides currently
- Where **Business** position your IS/IT Services **currently**
- ✗ Where **Business require** your IS/IT Services to be...

BIS STRATEGIC OBJECTIVES TO ENABLE BUSINESS VALUE

All our projects and initiatives can be categorized under the following three strategic objectives:

Standardise
Consolidate
Collaborate

**Cost
Optimisation**

**Leverage on
current in-
house
support
infrastructure**

**Increase
Performance,
Scalability and
Flexibility of our
Technology
Landscape and
Business
Solutions**

**Standardise and
integrate our
Application and
Enterprise
Architecture
portfolio as well
as all the business
processes across
the group**

**Integrate and
consolidate the
entire IT back
office including
SAP on a single
operating
platform.**

**Achieving economies
of scale: -
i.e. through
virtualisation
technologies and
flexibility hardware /
infrastructure we can
scale the
environment faster
and more efficient**

Business Benefits

ZERO HARM

Business Information Services as a Business enabler

DRIVING FORCES

- Cost optimisation
- Good Governance and Standards
- Standardisation
- Improved Processes
- Better Decision-making
- Effective reporting capabilities

BIS Objectives

- Strong Stakeholder Relationships
- Drive supported solutions through standardized systems
- Standardised Business Processes aligned and support of our Business
- Ensuring that our Systems are Used
- Quality Reporting and Analytical capabilities
- Consolidated and Integrated Systems
- Collaborate with all levels in Business to provide world class information systems that really work for us.
- Manage expectations
- Prioritise to business strategy
- Run BIS like it's a Business Unit

BRAKING FORCES

- Lack of ownership / accountability of functionality and data in our systems
- Communication
- Under / re-active utilisation of systems
- Lack of business process standardisation
- Lack of Sponsorship
- Shadow IT and 3rd Party Systems
- Economic Conditions

ENABLING FORCES

- BIS as a Strategic Business Partner
- Accountability for data and information on all levels
- Sponsorship / Ownership of systems
- Supported Sustainable Solutions

BIS Services and Roadmap

IF IT IS NOT IN A BIS APPROVED SYSTEM, IT CANNOT BE TRUSTED

The Future Role of the CIO (2015 – 2020)

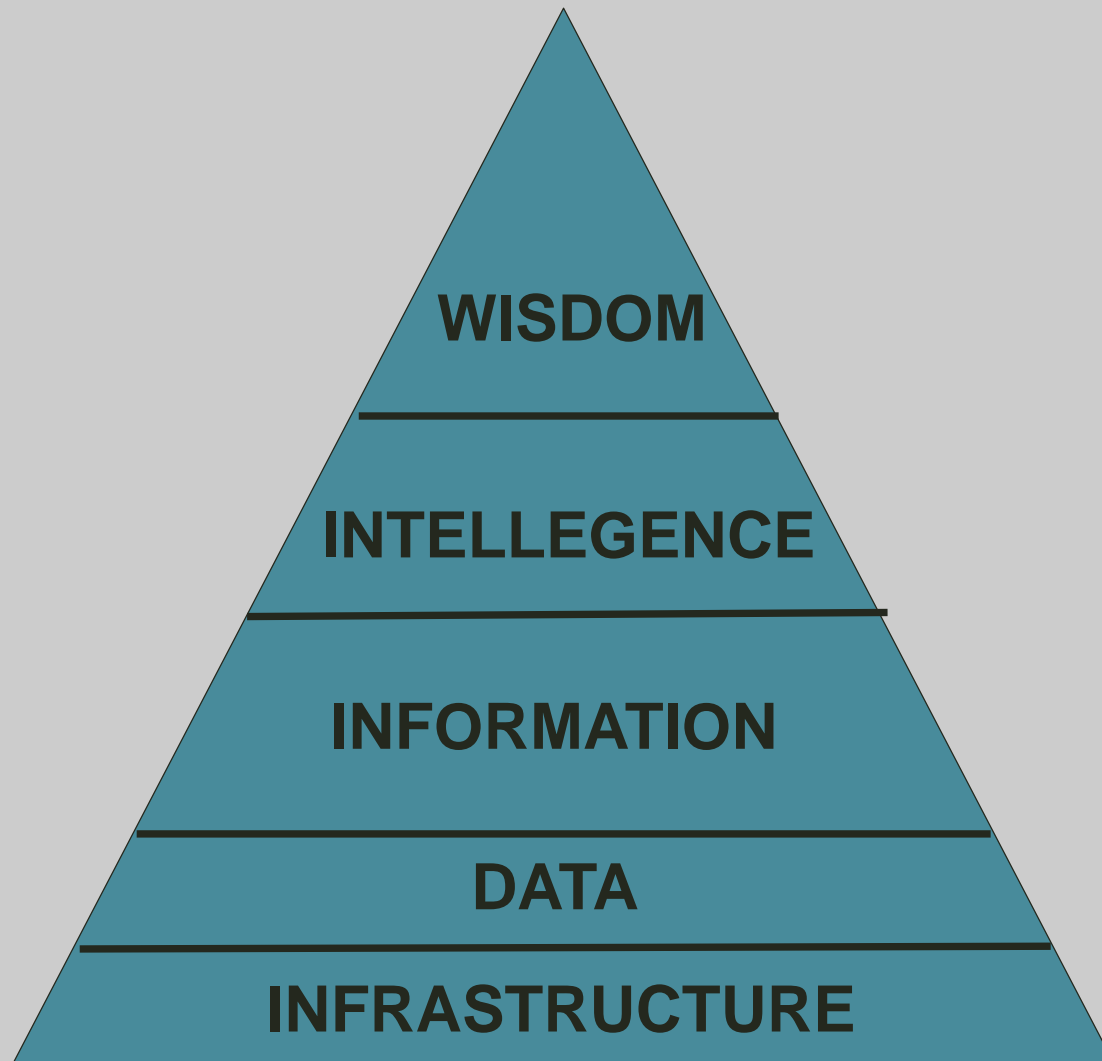


Business information intelligence:

... bring together **relevant information** from whatever source, with **focussed, relevant** and **timely** delivery of **information** to the point of **desired consumption**, mainly by:

- Operate more efficiently by driving out complexity
- Helping Business to decide better
- Adapting better
- Enhance collaboration

Using Maslow for Information Maturity



6 Skills, Habits and Traits of Successful CIOs

1. IT Touches Everything

Regardless of your industry, chances are every department at your company relies on IT for something--phones, emails, computers, newsletters, content management systems and the list goes on...

2. CIOs Are Always Learning and Growing

To be successful at any level of IT you must always be learning. If you don't, you are left behind. This is even truer for senior management personnel

3. CIOs Are Masters of Network and Relationship Building

Establishing and maintaining your network is essential and critical. Along with a CIO's great networking and relationship-building skills, they also have to be able to handle criticism.

4. Have a Solid Knowledge of Your Business and Industry

Knowing the ins and outs of all your hardware and software is where the job starts-- what separates the leaders from the followers is knowing well what your company's business is and all the details that surround that business

5. The Ability to Market Ideas and Influence People

A CIO has to be effective at getting people on-board with his vision and solutions. CIOs need to be able to articulate the value proposition of any given project and align various people, departments and vendors around a common goal.

6. CIOs Excel at Recognizing and Growing Talent

One of the most important skills a CIO can have, is the ability to recognize, secure and retain good people. It's impossible for a CIO to know and understand everything there is within the range and scope of technology.

Thank You