

# Navigating legacy

In the 2015 global CIO survey, we showed you a map for creating CIO legacy—how technology leaders deliver lasting value to their organizations. A key finding was that effective CIOs add value in three distinct ways based on the needs of the business. We also described how CIOs can diagnose their situation by recognizing their current pattern and identifying which pattern they should move toward to better meet business needs.

This lens—the needs of the business—determines which pattern will most effectively enable CIOs to add lasting value by preparing themselves and developing the people and processes around them. From the 2015 survey, we concluded that no pattern type is better than any other; successful CIOs can, and should, navigate from one pattern to another based on shifting business needs.

This year, we plot the course. The theme of this year's global CIO report—navigating legacy—focuses on how CIOs can chart the journey between pattern types as they look to create their legacy.

**1,217** Total survey participants

**15%** Of participants from a Global 1000 company

**23%** Of US CIO respondents from Fortune 500

## How does each CIO pattern type successfully create business value?

### Trusted operator

Trusted operators make up 55 percent of all CIOs respondents. They lead IT organizations where business expectations mandate a focus on cost, efficiency, security, reliability, and performance.

### Change instigator

11 percent of CIOs surveyed are currently change instigators. They help their organizations navigate complex, technology-enabled transformations and the resulting shifts in the business.

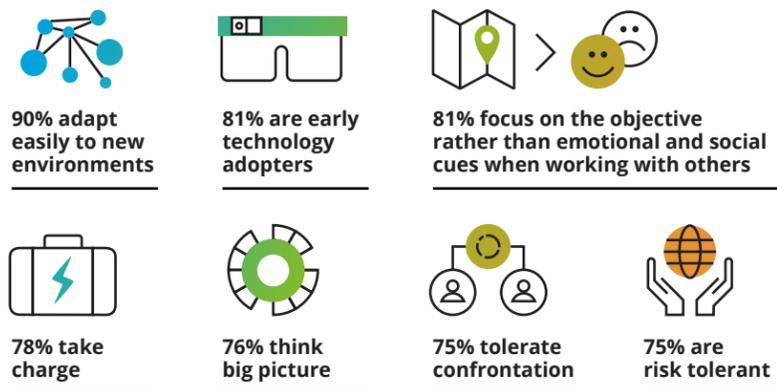
### Business co-creator

34 percent of global CIOs are currently business co-creators. They work to embed IT into the fabric of the business and gain influence through building credibility and relationships.

#### Nature vs. Nurture

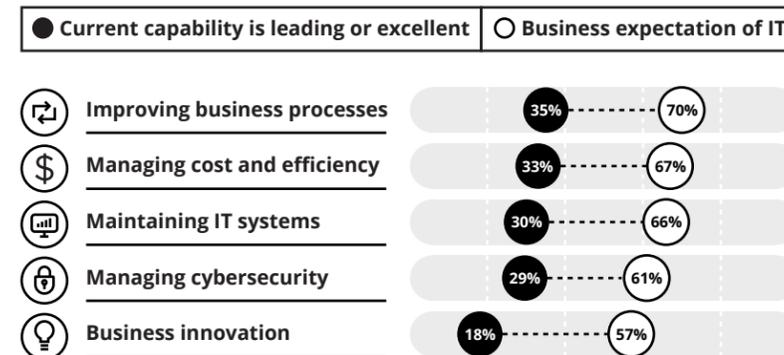
## What personality traits and working styles collectively define CIOs?

CIOs as a group are surprisingly similar in many of their personality traits and working styles, which suggests that CIOs' ability to create value is not limited by inherent, personality-based attributes.



## Where can CIOs align IT capabilities to business expectations?

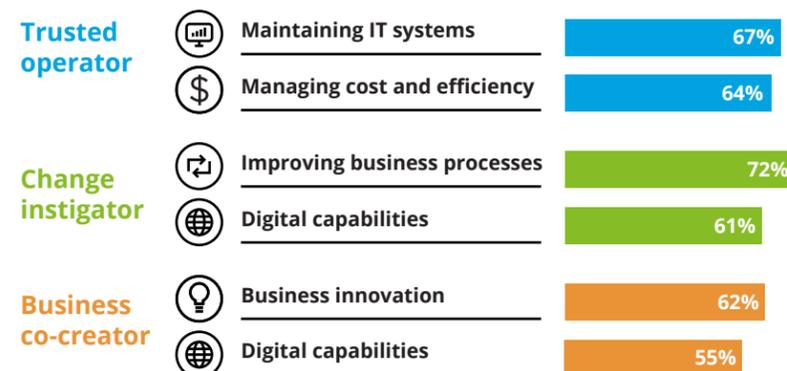
CIOs are uniquely positioned to anticipate and shape the path forward by building the right team, strategic vision, and capabilities. They can do this by closing the gap between what CIOs report are business expectations of IT and the currently developed IT capabilities in their organization.



#### Creating business value

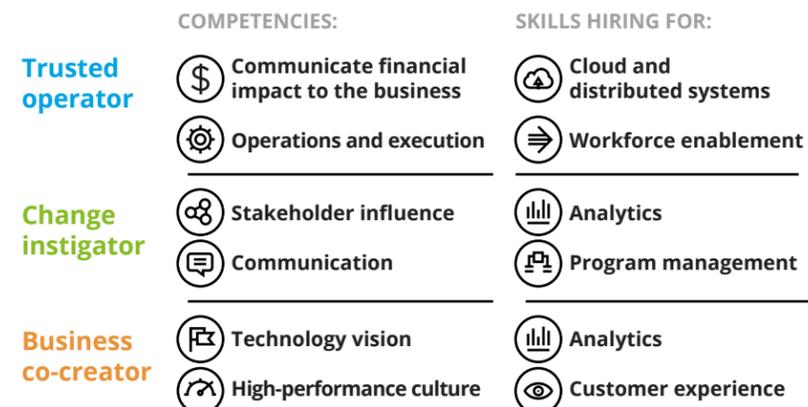
## What are the top business mandates for each CIO pattern type?

The adaptive, shape-shifting CIO is looking not only at current business priorities and mandates, but also at future business direction—and they are charting a course for that journey to deliver business value.



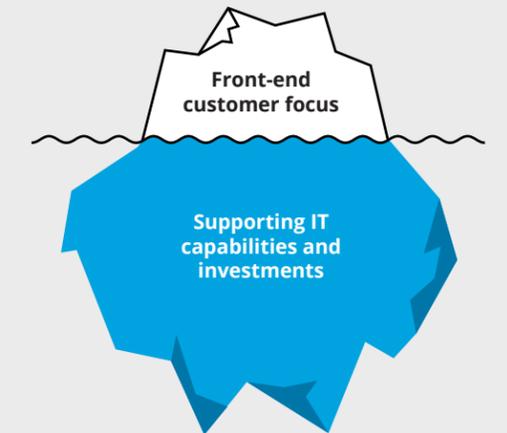
## What personal competencies and talent skills do CIOs need to build?

The CIO's ability to adapt and drive value to the business is largely driven by the leadership competencies and talent they nurture in their IT organizations.



## The digital iceberg

As business priorities shift toward the customer, CIOs must continue to spend time looking at current and future business expectations around digital transformation. Business leaders are increasingly focused on the "front" end of digital—the customer experience—but they may ignore the skills and capabilities needed to support digital initiatives. In reality, as most technology professionals appreciate, the front end is only the tip of the iceberg.



Digital presents a challenging and exciting time for CIOs as they navigate business needs around "the digital iceberg"—they are well positioned to influence and create the right strategy, platforms, and services to realize a holistic digital enterprise rather than a collection of disjointed departmental investments. CIOs have a unique purview of digital's comprehensive potential reach across the organization and can actually do more than anticipated—they can shape the direction of the digital transformation.

Digital transformation efforts go far beyond just interacting with customers; digital presents an opportunity to rethink the role of technology for an organization.

Data points represent percentage of survey respondents represented or that selected each survey option.

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