Creating Legacy

As we examined CIO job descriptions, we found that the role and expectations for CIOs vary much more widely than other C-level executives. When we cut the data by the traditional dimensions of industry, geography and company size, we found no significant correlation. So, we turned to Deloitte’s experience in more than 1,000 executive transition labs and identified the four elements that would shape CIO legacy: business priorities, leadership and talent, relationships and influence, and investment priorities.

Why “legacy”? Especially considering the “legacy systems” connotation? The analysis clearly showed that CIOs are laser-focused on understanding how their role and expectations for CIOs vary much more widely than other C-level executives. When we cut the data by the traditional dimensions of industry, geography and company size, we found no significant correlation. So, we turned to Deloitte’s experience in more than 1,000 executive transition labs and identified the four elements that would shape CIO legacy: business priorities, leadership and talent, relationships and influence, and investment priorities.

Why “legacy”? Especially considering the “legacy systems” connotation? The analysis clearly showed that CIOs are laser-focused on understanding how they’re creating impact and value today—and how they’re preparing their organization for the future. That’s our definition of legacy.

Explore your legacy at: www.dupress.com/global-cio-survey or visit DUPress.com and search CIO Survey.

Four Elements

1. Business Priorities
2. Leadership & Talent
3. Relationships & Influence
4. Technology Investment Priorities

The four elements frame a particular time and place. The profiles CIOs assume are not permanent; they will change with business needs and context. There are six journeys a CIO may need to take:

1. Business Need a Trusted Operator When...
2. Business Need a Change Instigator When...
3. Business Need a Business Co-Creator When...

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