How do you become a best-in-class Chief Information Officer? We identified the capabilities and responsibilities of the highest-performing CIOs today through in-depth interviews with influential technology leaders and a survey of 516 CIOs from 12 countries and 24 industries.

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Summer 2019

The Leadership Issue:
The Role: business leader, influencer, strategist

A majority of CIOs say their role has evolved beyond serving as a top technologist. But the top-performing CIOs, who we call Level 3, have positioned themselves firmly as business visionaries.

To what extent do you agree with the following statements about your role? “Agree” and “strongly agree” shown. Level 3 CIOs report the highest level of business results.

<table>
<thead>
<tr>
<th>Statement</th>
<th>All respondents</th>
<th>Level 3 CIOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>My role is to educate other members of the C-suite on digital technologies</td>
<td>64%</td>
<td>85%</td>
</tr>
<tr>
<td>I am increasingly focused on strategy rather than operations</td>
<td>61%</td>
<td>86%</td>
</tr>
<tr>
<td>My role is to partner with the CEO to set organization roadmaps</td>
<td>69%</td>
<td>88%</td>
</tr>
<tr>
<td>The effectiveness of the CIO depends more on leadership skills than technology expertise</td>
<td>65%</td>
<td>84%</td>
</tr>
<tr>
<td>My role is to partner with the CHRO to set HR/talent strategies</td>
<td>77%</td>
<td>91%</td>
</tr>
</tbody>
</table>

“My job is really helping to improve our top line, improve our bottom line, improve customer satisfaction. That’s the goal. It’s not as much about technology as it is about business goals.”

— Douglas Blackwell, Chief Information Officer, Horizon Blue Cross Blue Shield of New Jersey
Strong C-level collaboration is key to CIO success

CIOs in Level 3 are more likely to report high levels of productivity, innovation and customer satisfaction at their organization. These elite executives are also more likely to have stronger relationships with other business leaders.

Please rate the effectiveness of your collaboration with each of the following. “Mostly effective” and “highly effective” responses shown. Level 3 CIOs are the top maturity level in our model and report the highest level of business results; Level 1s report the lowest.

“CEOs are looking to their CIOs to be part of a transformational team to change the entire culture of the company, to change the business model, to change the operating model to leverage emerging technologies to create something that the CEO has never seen before.”

– Martha Heller, Chief Executive, Heller Search Associates and Contributing Editor, CIO magazine
Top CIOs influence all employee experiences

How effectively does your overall organization perform the following activities related to cross-business collaboration? “Mostly effective” and “highly effective” responses shown.

- Level 3: Integrate IT into all business functions - 89%
- Level 2: Integrate IT into all business functions - 64%
- Level 1: Integrate IT into all business functions - 29%

How effective is your organization at using digital workflows to improve the following talent and culture strategies? “Mostly effective” and “highly effective” responses shown.

- Level 3: Improving the employee experience - 88%
- Level 2: Improving the employee experience - 67%
- Level 1: Improving the employee experience - 53%

“[You] have to be more concerned about the user experience than the technologies you possess. That is the fundamental revolution that has occurred.”

— Michael Schrage, Research Fellow, MIT Center for Digital Business
CIOs achieve results through workflow digitization

CIOs who have adopted greater levels of workflow digitization are also more likely to report highly successful outcomes.

How successful is your organization in the following areas? “Highly successful” answers shown. Level 3 CIOs are the top maturity level in our model and report the highest level of business results; Level 1s report the lowest.

“[When] people can see the power of the platforms coming together to deliver and orchestrate a new product or service, that’s when they can start believing.”

— Lori Beer, Global Chief Information Officer, JPMorgan Chase
Organizational talent is the major challenge to CIO leadership

Many CIOs would be ranked at a higher maturity level, except for one variable. Most often, that variable is ineffectiveness in building a recruitment or retraining plan to acquire the necessary skills in their organization.

What constrains CIOs on the verge of greater outcomes?

Disqualifying metric from Level 1 to Level 2
20% of Level 1 CIOs would be Level 2 if they were “somewhat effective” at recruitment and retraining.

Disqualifying metric from Level 2 to Level 3
12% of Level 2 CIOs would be Level 3 if they were “mostly effective” at recruitment and retraining.
Build your CIO leadership roadmap

Take our CIO leadership quiz to learn how you compare with peers from around the world, and receive tips for how to advance.

Quiz: workflow.servicenow.com/quiz

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Upcoming Issues

**Autumn 2019: The Strategy Issue**
How can CIOs shape the future of work?
This issue will map out the journey for CIOs to make work better in their organization. It will define a vision for how digital workflows can transform various business lines, including customer service, human resources and information security.

**Winter 2019: The Culture Issue**
Does workflow digitization make people happy?
This issue will identify the connection between people and machine through an in-depth ethnographic investigation, which will illustrate the impact of process automation on employees.

Tiffany Hall, Chief Information Officer, Cancer Research U.K.