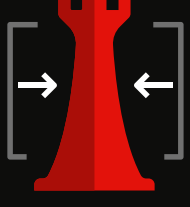


# Pioneering Leadership: CIOs Reinventing Technology and Business

To learn how CIOs are readying themselves and their organisations for the future, The Economist Intelligence Unit (EIU), with the sponsorship of IBM, developed the Pioneering Leadership programme.

## CIOs wear many hats

Every organisation is transforming digitally, but what does that mean for the CIO? Here are 5 words leading CIOs use to describe their role:



### Conduit

Connecting technology and business needs into a single strategy



### Reinventor

Finds new ways of solving old problems



### Technology leader

Always at the forefront of tech



### Pioneer

Breaks down barriers for herself and others



### Strategic adviser

Helps others find best solutions

“No board room conversation happens without the CIO involved.”

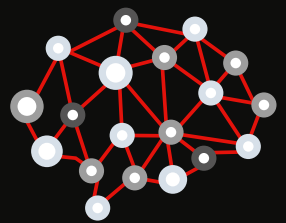
Ritesh Sarda, CIO, Sun Life Financial Hong Kong



## So they constantly reinvent themselves and their roles

CIOs face a host of new demands as their roles and industries evolve. That constant innovation means that CIOs must learn to harness technology in their favour.

### Disruptive technologies...



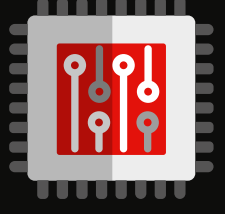
Artificial intelligence



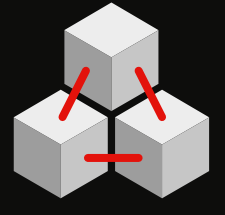
Data and analytics



Virtual reality

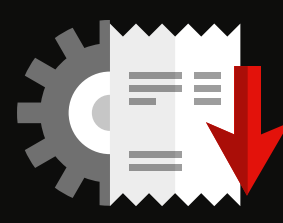


Bot automation



Blockchain

### complicate CIOs' top challenges



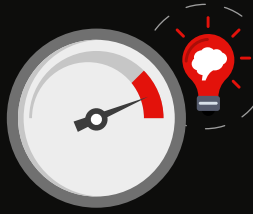
Reduce opex



Keep up with demands of tech-savvy customers



Prepare the workforce for future skills

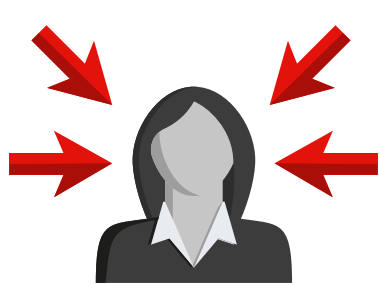


Innovate at speed

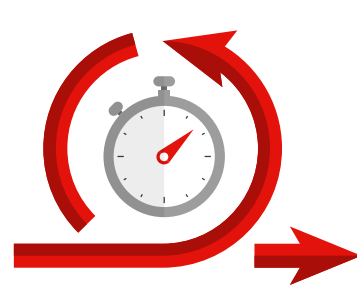


Security

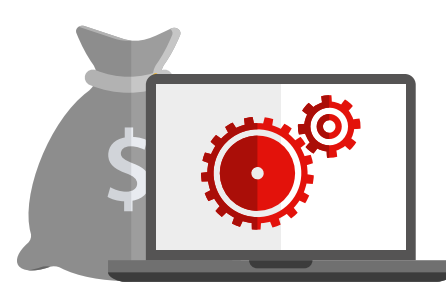
## Manage IT operations with CIO best practices



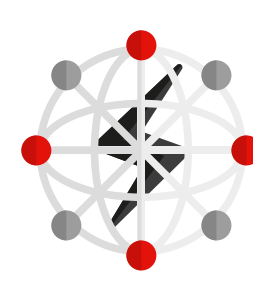
Encourage customer-centric thinking



Adopt agile methods within IT and throughout the organisation



Use savings to integrate systems and reinvest in future technologies



Seize disruption to your benefit

“Technology leadership isn’t just a one off transformation. It’s an ongoing requirement.”

Simon Bolton, CIO, Jaguar Land Rover



## The CIO To-do-list

1

“ **Make sure the business is running well and reliably.** Have a solid and stable foundation that doesn’t consume the agenda of innovation and digital transformation. ”

Renata Marques, CIO, Whirlpool Latin America



2

“ Strengthen alignment between technical needs and the desires of end users with **detailed business knowledge.** ”

Marc Probst, CIO, Intermountain Healthcare



3

“ **Reinvent yourself** and reinvent your job on a regular basis. ”

Theresa Payton, CEO, Fortalice, and former CIO, White House



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