Navigating transitions

For chief information officers moving into new positions, transitions are often complex and challenging. CIOs are faced with a number of complications, such as the pervasiveness of technology in business, opposing views on technology of business stakeholders, and the shift from manager of technology operations to strategic business leader.

During the past few years Deloitte has helped hundreds of CIOs transition into technology leadership roles. Although there is no single formula for success, we do find consistent patterns. This report leverages lessons learned and offers initial steps CIOs can take to better prepare for a transition.

Read the **report** and chart your course today.

Reasons for CIO transitions

72% Significant change in direction or strategy of the company

74% General dissatisfaction with the level of support provided by IT

23% Previous CIO was asked to resign or was demoted

Deloitte.
University Press

Three critical dimensions

Perhaps unsurprisingly, the stakeholder measures of success align with earlier Deloitte research on CIO transitions that linked transition success to effective management of time, talent, and relationships. CIOs can deliver on key business expectations by effectively managing:

| Time	Talent	Relationships
Prioritizing the delivery of technology and governance may mean resetting business expectations, but can help establish a solid foundation for the CIO in the first year.	Talent decisions are critical to align people, skills, and outcomes, while focusing on IT culture allows CIOs to change the beliefs and behaviors of their staff.	Establishing or renewing key stakeholder relationships with ecosystems and business peers, including suppliers, customers, and partners, can build professional credibility.
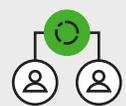
Lessons from the trenches

Apart from considerations along the three dimensions, our interviews and interactions with CIOs have helped identify some key lessons for navigating the transition; irrespective of the scenario and business context CIOs inherit. They advised new CIOs to ask the following questions.
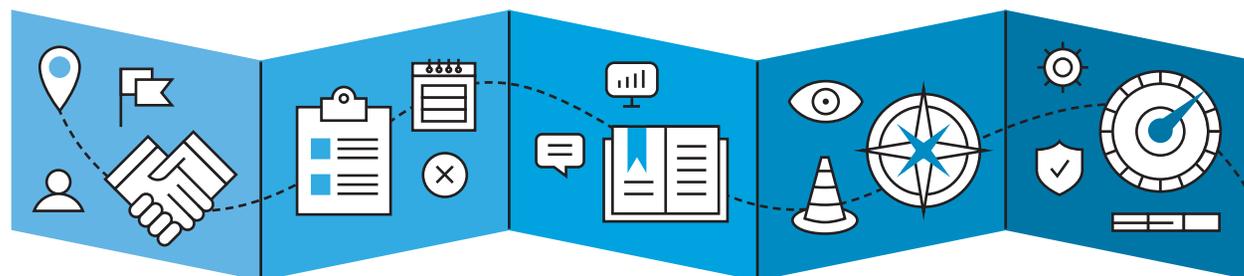
Who's got your back? Executive sponsorship can give the new CIO the confidence to execute a bold technology agenda and make difficult or unpopular decisions.

What's your change agenda? Developing and communicating the intent and agenda for change within the first six to nine months is critical to provide focus and decision rationale.

Do you have a strong technology narrative? Get on the ground to gather stories and understand current priorities, and show how technology, not IT, drives value for the enterprise.

Are you focused on the journey or the destination? Business needs and technology capabilities change rapidly; periodically revisit and adjust strategic roadmaps and plans.

Do you have a shared plan for measuring and valuing IT? Seek stakeholder input and determine how to track progress. These metrics can help CIOs establish credibility.