CIO Trends: ANZ Q1 2016

IT leadership best practice for CIO, CTO and CDO

Q1 2016
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

Introduction:

Computer Weekly talks to more IT leaders than any other publication, and our reporters gather in-depth insights into the challenges facing CIOs, CTOs and CDOs. This guide offers a collection of our most popular articles for IT leaders during the first few months of 2016, examining the changing role of CIOs and how to enhance their relationships with their peers across the business. We look at the changing demands of IT strategy in a digital age, and find out how top IT chiefs are working with tech startups to bring innovation and ideas into their organisations. With technology playing a critical role in every business and government body, the role of the IT leaders has never been under more scrutiny – read through the selection of articles here to find out how your peers are tackling the opportunities and delivering the benefits of digital technology.

Bryan Glick, Editor in Chief
**In this e-guide**

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

---

**Australia’s corporate giants recruit digitally-minded outsiders to drive transformation**

**David Braue, Guest Contributor**

Big Australian businesses are turning to digital professionals from outside rather than promoting from within.

A surging appetite for digital-led transformation has seen Australia’s industrial giants poaching talent from digital businesses rather than promoting from within, underlining the importance of online business to companies.

The trend was highlighted by this week’s decision by the ANZ Banking Group to appoint Maile Carnegie, Google’s head of Australian operations since 2013, as the bank’s head of digital.
In this e-guide

Corporate giants recruit digitally-minded outsiders to drive transformation

Crunch time for Australian CIOs as analytics platforms drive strategy in 2016

CIOs aim for CEO role as technology transforms businesses

Next-generation: The changing role of IT leaders

Women in tech should take their career into their own hands

How the CIO can get on a message

In recent years, fierce competition between Australia’s big four banks has centred on their ability to embrace new transaction models, such as mobile payments, as well as the strength of their online and retail offerings.

For example, ANZ’s rival, the Commonwealth Bank of Australia, recently overhauled its point-of-sale payment strategy with a programmable POS terminal called Albert, while Westpac Banking Group was an early leader in allowing users of many Android-based phones to use their devices to pay with Westpac credit cards.

Carnegie’s brief as ANZ’s head of digital will be focused on ensuring the bank keeps up with its rivals, including the National Australia Bank, whose new group executive for enterprise services and transformation, Renee Roberts, is putting the finishing touches to a complex seven-year transformation called NextGen.

Carnegie must also take account of nimbler tier-two banks such as ME Bank, which are joining the market unencumbered by the legacy infrastructure and procedures of the big four.

ANZ only recently launched its mobile wallet technology after five years of development that first included a mobile-phone sleeve with contactless payment capabilities, and by 2015 had shifted to a strategy built on Android’s NFC capabilities. The final version, ANZ’s Mobile Pay wallet, was launched last month.
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

But mobile wallets are just one piece of the digital transformation puzzle, and Carnegie is keen to identify the others and help the bank embrace them quickly.

“If you aren’t a tech company or you’re not on the way to becoming one, you’re in big trouble,” she said in a video interview with ANZ’s internal BlueNotes publication. “While [digital] strategies can’t be shoehorned in [to a bank], you can absolutely look at the principles of how you create an innovation engine, one that’s going to run hard enough and fast enough to win in the 21st century.”

Similar rhetoric is emanating from Australia’s corporate boardrooms as executives embrace global trends that emphasise the importance of digital transformation. No less an organisation than the US Department of Defense was recruiting digital leaders this month, including former Google CEO Eric Schmidt to its new Defense Innovation Advisory Board.

Last year, the Australian Taxation Office appointed Ramez Katf, Accenture underdinger new strategies after it more than doubled postage rates this year to help stem losses as customers abandon conventional mail for digital interactions.

Australia Post took an unconventional turn years ago when transformation-minded managing director and group CEO Ahmed Fahour hired high-profile
Corporate giants recruit digitally-minded outsiders to drive transformation

Crunch time for Australian CIOs as analytics platforms drive strategy in 2016

CIOs aim for CEO role as technology transforms businesses

Next-generation: The changing role of IT leaders

Women in tech should take their career into their own hands

How the CIO can get on a message

telecommunications executive Maha Krishnapillai and Microsoft’s Asia-Pacific president, Tracey Fellows, to kickstart its digital strategy. Since then it has both expanded its role as an e-commerce fulfilment agency and positioned itself as an intermediary in all manner of digital transactions.

This month, Australia Post agreed a two-year partnership with Data61— the data-focused arm of national government science and innovation organisation CSIRO – to digitally enable a range of new services through its nationwide branch network, to identify new opportunities for streamlining digital government services, and to apply data-based optimisation techniques to the company’s logistics operations.

“This business-driven approach will bring short-term teams together to understand what does and does not work for our customers,” Fahour said in a statement. “As a major e-commerce business, innovation is part of our future. We need to continue to respond quickly to the ongoing shift in consumer behaviour towards digital channels.”

Australia Post recently set up a AUD $20m innovation fund that will see it directly invest in e-commerce businesses with customer-focused ideas.

Innovation has become a buzzword for Australian industry and government alike since prime minister Malcolm Turnbull launched the AUD $1.1bn National Innovation and Science Agenda to promote entrepreneurial thinking within industry and government.
Crunch time for Australian CIOs as analytics platforms drive strategy in 2016

David Braue, Guest Contributor

CIOs in Australia and elsewhere will be expected to deploy technologies that promise to help them get more from the information they own.

If there were ever a sign of just how much the market for data analysis has matured, it came last year when IBM expanded the accessibility of its Watson artificial intelligence system to normal businesses through a slew of new cloud-based application interfaces.

Once a pure research project into semantic analysis that required mainframe-class computing power, Watson has been catapulted onto the enterprise applications stage. The force that is driving that catapult is the likes of Asia-Pacific banking giant ANZ and engineering giant Woodside demanding easier access to high-end analytics technologies that can derive...
new meaning from their growing accumulations of unstructured enterprise data.

It’s a sign of how far the analytics land rush has come that Watson’s technology has been reduced to a small-footprint enterprise appliance and that the cloud-based Watson Developer Cloud now facilitates extraordinarily complex natural-language and machine-learning analysis. It’s also a sign of how far it is likely to continue growing in 2016.

Research from the International Institute for Analytics (IIA) suggests that APIs will become a key driver for the new analytics economy, with 50% of business analytics software using APIs to integrate cognitive-computing capabilities by 2020.

It’s a continuation of what Gartner has labelled ‘the algorithm economy’, Gartner senior vice president and global head of research Peter Sondergaard called it “the next great leap in machine-to-machine evolution in the internet of things”.

‘Backbone technology’

Regardless of who you ask, analytics technology – and the need for CIOs to plan how best to utilise it – continues to dominate the list of enterprise priorities this year. IDC, for one, has predicted that big data-related server
Corporate giants recruit digitally-minded outsiders to drive transformation

Crunch time for Australian CIOs as analytics platforms drive strategy in 2016

CIOs aim for CEO role as technology transforms businesses

Next-generation: The changing role of IT leaders

Women in tech should take their career into their own hands

How the CIO can get on a message

shipments will increase from 6% of all servers shipped last year to 16% by 2019.

Business analytics services spending is expected to grow from US$58.6bn last year to US$101.9bn in 2019, driven by a healthy annual growth rate. Business analytics has, IDC says, become a “backbone technology”.

The recent Teradata Data Analysis Index highlighted CIOs’ expectations from analytics investments, with 26% of those surveyed hoping to reduce the number of customer complaints, 24% to increase revenue and 20% to make customers more loyal.

To reach these goals, 71% of surveyed organisations said they were planning to spend more on data and information management solutions; 53% said they would consider creating new products or services based on the data they gather.

The year of transition

Increasing demand for analytics-driven innovation will contribute to a growing profile of CIOs as corporate innovators. It’s a perception that other IDC research found is particularly rife within line-of-business managers, who, according to the Teradata figures, account for 63% of data analytics project requests. Capitalising on these changes will require an enthusiastic embrace
Corporate giants recruit digitally-minded outsiders to drive transformation

Crunch time for Australian CIOs as analytics platforms drive strategy in 2016

CIOs aim for CEO role as technology transforms businesses

Next-generation: The changing role of IT leaders

Women in tech should take their career into their own hands

How the CIO can get on a message

In this e-guide

of analytics, both as a technology investment and a business initiative. The signs are that 2016 will be a key year in this transition.

“Big data and analytics solutions present a potential for significant business value,” IDC programme vice president for business analytics and big data Dan Vesset said in a statement. “Organisations that are able to take advantage of the most important trends will be prepared to reap new benefits and overcome challenges provided by big data and analytics solutions... Few third-platform initiatives can be carried out without involving business analytics solutions in some form.”

Yet the road to analytics nirvana remains anything but smooth. Skills, for example, will continue to be a real challenge for CIOs in 2016 as they seek to secure expertise to help implement and exploit analytics in the business. Poor use of data-related algorithms will lead to wasted time as teams reinvent established methods, Forrester has predicted. Meanwhile Gartner believes that 50% of business ethics violations will come from misuse of analytics capabilities by 2018.

If the risk of failure is increasing, so too are the potential benefits of success. IDC believes this year will see Asia-Pacific organisations transitioning to an analytics environment that could separate analytics-capable organisations from their peers by delivering an extra US$65bn in productivity benefits by 2020.
Capturing the benefits

Newer analytics deployments across Asia-Pacific suggest that adopters have already begun working to realise these benefits. Australia’s Telstra, for example, last year launched a Hadoop-based predictive analytics platform to analyse network performance better and to identify areas where proactive network maintenance may avoid failures and repairs down the line. And Philippines-based telco PLDT is actively shoveling data into a high-volume analytics system to cater for changing customer usage patterns better.

It’s all part of a broader digital transformation agenda that is increasingly led from the boardroom – and putting CIOs in the firing line. This agenda will dominate longer-term strategic planning through this year. By 2017, IDC predicts that 60% of the top 1,000 companies in Asia-Pacific will have reworked their corporate strategy around a digital transformation agenda. Big data analytics will lie at the heart of that shift, with expenditure growing at more than 20% through 2019.
Corporate giants recruit digitally-minded outsiders to drive transformation

Crunch time for Australian CIOs as analytics platforms drive strategy in 2016

CIOs aim for CEO role as technology transforms businesses

Next-generation: The changing role of IT leaders

Women in tech should take their career into their own hands

How the CIO can get on a message

---

**CIOs aim for CEO role as technology transforms businesses**

*Bill Goodwin, Premium Content Editor*

Computer Weekly reveals exclusive research from Deloitte on the changing role of the CIO

CIOs have the opportunity to reach for the CEO position if they can hone their leadership skills.

Research into the changing role of CIOs, revealed by Computer Weekly, found that the line between CIO and chief executive is beginning to blur.

The Deloitte survey of 1,200 technology leaders in 43 countries showed that CIOs have the opportunity to drive business strategy in a way that has not been possible before.
“There is a genuine feeling that CIOs now have an opportunity to move into that CEO role,” said Mark Lilie, UK CIO programme leader at Deloitte, in an interview with Computer Weekly.

**CIOs are moving into business leadership.** Technology now underpins every business, and chief executives are increasingly focused on how they can use technology to drive their business, creating opportunities for CIOs to drive company strategy.

CIOs have already moved into chief executive positions in some challenger banks, which are redesigning banking technology to compete with established banks, and in innovative retailers. And in manufacturing companies, CIOs have moved in to broader chief operating officer (COO) roles, the research found.

“These companies have a very clear vision for business and IT, which is intertwined. Then you are seeing CEOs at the top,” said Kevin Walsh, global head of technology consulting at Deloitte.

**Why CIOs need to be approachable**

The research showed that CIOs recognise that they need to improve their leadership skills if they want to reach for the top, with only 9% of CIOs saying they have all the skills they need to succeed in their organisation.
In this e-guide

Corporate giants recruit digitally-minded outsiders to drive transformation

Crunch time for Australian CIOs as analytics platforms drive strategy in 2016

CIOs aim for CEO role as technology transforms businesses

Next-generation: The changing role of IT leaders

Women in tech should take their career into their own hands

How the CIO can get on a message

They identified their biggest gap as the ability to influence internal stakeholders, manage talent in their teams and provide the company with technology vision and leadership.

These skills are vital if CIOs want to assume a leadership role, Mike Brown, vice-president of information technology at ExxonMobil, told Deloitte.

“If you are leading an organisation of 7,000 or 8,000 people, you need to be approachable. If you’re not an effective communicator and speaker, and you are not able to connect with people on multiple levels, you can’t be a leader,” he said.

The survey found that while CIOs had excellent or very good relationships with many C-level executives, many other business relationships needed more attention. Just 20% of UK CIOs, for example, viewed their relationship with the chief digital officer (CDO) as important.

Spending more time with the business

CIOs need to spend more time with their colleagues in other parts of the business to really understand their priorities, the research suggested.

“You can wander in and out of an executive committee, and think that you have a great relationship with someone, but if you don’t actually understand the real challenges they are facing and what you could and should be doing to help them, it’s not going to help,” said Walsh.
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

Need to nurture a talented IT team

CIOs will also need to nurture and develop a talented IT team in their organisations more effectively. The most effective CIOs know their own strengths and weaknesses, and build balanced teams around them.

“The characteristic of all great leaders is understanding where they are not as strong as they might be, and putting a team together to deal with it,” said Walsh.

The emerging roles of chief technology officer (CTOs) and CDO, for example, do not have to be seen as a threat to CIOs, but could be a complementary part of the team.

CIOs’ ability to manage IT talent may have suffered over the past year, following cooling in the relationship between the CIO and the chief HR officer compared to a year ago.

One factor may be the push from HR for better services, as human resource departments seek to replace ageing enterprise resource planning (ERP) HR systems with cloud-based alternatives.

Few CIOs invest sufficient time in coaching, mentoring and training their people, Deloitte’s research suggested.
“You never meet a CIO that has much available time – they are flat out, extremely busy. Sadly, when people are flat out busy, sometimes spending enough time on the people side is a challenge,” said Lillie.

There is little variation in the key technologies required across industries, businesses and geographies. CIOs identify analytics, business intelligence and digital as the top three technologies that will affect their organisations over the next two years.

What makes the difference is how CIOs apply these technologies to their own particular company.

The challenge of keeping up with technology

“One of the challenges that any CIO has is that it is difficult to stay on top of technology – to make the right choices and provide the right advice to a business – when it’s changing so quickly,” said Lillie.

CIOs, he suggested, need to look out to the horizon, see what technologies are influencing their business and their industry, and spend time investing in those.
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

Even so, the statistics show that CIOs spend just 16% of their budgets on exploiting new technology, compared with 57% on operations, even though they regard innovation as more important.

One strategy is to exploit existing technology in an innovative way that will bring business benefits. For example, a CIO could equip the field team with handheld devices that enable them to do things they could not do before.

“Someone has to innovate, and if so much of it is technology-based, isn’t the natural place that would happen with the CIO and their leadership team?” said Lillie.
Don’t talk cyborg

One of the biggest complaints from other executives is that too many CIOs talk about technology when they should be talking about business.

“When an IT guy comes in and talks cyborg, that is the end of it. I am looking at the clock,” one executive told Deloitte.
Next-generation: The changing role of IT leaders

Clive Longbottom, founder of Quocirca

The position of CIO is changing and there are more people in the role from less technical backgrounds than in the past.

Life is tough for today’s chief information officers. Just keeping up to speed with what is happening in the world of technology is difficult. Three and even four-letter acronym (TLA and FLA) confusion abounds. Where does SDN fit into SDDC? Should you be looking at VoLTE rather than VoIP over SIP? Is NVMe via M.2 better than PCIe for high-performance datacentre storage?

In reality, these terms aren’t of that much use to CIOs – it is all just so much speeds and feeds. These technical aspects change so rapidly that trying to keep up to date just creates a further problem of firefighting – you get so worried about being on an old platform that all that you can do is implement ill-thought-out technical changes with continuous, negative business impact.
The position of CIO has been changing and we are seeing more people in the role from less technical backgrounds than in the past. The main driver for this is cloud computing – a public cloud platform hides more of the technical back end from the user than an in-house, physical platform.

The canny CIO can then focus on what matters, which is supporting the business. Rather than worrying if the servers are AMD, Intel or Power-based, with a Dell, HP or IBM badge on them, the CIO can look at the overall capabilities and performance of a cloud provider’s platform and services.

**Acting as a business-led advisor**

The modern CIO, therefore, has to be far more of a business-led advisor, getting involved as early as possible in the discussions around the business’s tactical and strategic needs. Then, the CIO can look for the best overall systems and present them back to the business in terms it can understand. This will not involve speeds and feeds but, instead, what the system offers in terms of cost reduction, risk reduction and value improvement for the business over what time periods.

Sure, the CIO still has to be careful to ensure the services and functions they are advising the business to use meet strict criteria of performance, availability, security, compliance and so on. But this is not predicated on the physical platform so much as the cloud provider’s overall approach and its use of policies and procedures to ensure agreed service levels are met.
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

This does not absolve the CIO from abdicating all knowledge of what is happening in the technology world. Although the abstraction from hardware to software means the general need to track speeds and feeds is less of an issue, what is happening at the software layer becomes more important.

To ensure the business is fully supported, an understanding of how to achieve high availability at the right cost is needed, along with how to ensure that information is secured as it passes along a process workflow.

Being able to understand how disparate workflows between the company and its customers and suppliers can be integrated to provide the optimum business value is also needed, as is being able to ensure areas such as the internet of things/everything (IoT/E) are dealt with successfully.

Tapping information sources

Therefore, the CIO needs to tap sources of information on these subjects. The internet has lots of information, but therein lies the problem – there is too much information available.

The internet suffers from a lack of curation. Even though the technical capability to measure the perceived value of information is there through tracking how many times a document has been referred to, re-posted or tweeted, there are few easy ways to carry out a global search and receive
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

Curated information back. Fighting through all the dross to find the flecks of gold is too much of a time-waster for most CIOs.

Trusting in incumbent suppliers and service providers is also not recommended. They will have their own agendas, often trying to force their existing portfolios into the topic du jour, even if it is actually the wrong tool for the job.

Even paid-for information, in the line of industry analyst services, may not be what a CIO is looking for. Unfortunately, many paid-for sources are not in a position to carry out full product evaluations, and the sources are having to produce output that is aimed at the general organisation – not your specific one.

With all of these sources, there is a need for a trust relationship to be built up first. Ask yourself: Do you know the author of an item picked up off the internet? Has your supplier or service provider been honest and trustworthy with you before? Do you have a good working relationship with a named analyst?

Surrounding yourself with the right people

So, this seems to leave the CIO with a pretty major problem. However, as the "grunt work" of systems admin is progressively avoided through
automation and outsourcing to public cloud, more of the IT budget and resources should be freed up.

The CIO has to look for the right people to surround themselves with people who can have a depth of understanding in for example, the IoT/E while also having sufficient breadth of knowledge to be able to contextually understand how this fits into the business’ needs and what the rest of the IT team is doing.

These new IT team members have to be a new breed of business architects — driven from the top of the business, being able to act as the Babel Fish, translating business needs into technical capabilities. Each one can use multiple sources to increase their depth of knowledge in their particular area, and as a team can report back to the CIO who then has the job of ensuring that any composite system meets the business’s overall needs. So, although previously stating that all sources have to be regarded as suspect, by sharing out the work effectively, those flecks of gold dust can be found more effectively.

Don’t forget the users, either. Many of these may well have found approaches that work for them through shadow IT, paying low-cost subscriptions for cloud-based services they or their team are using.
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

Users are now more likely to be technically ahead of the technology curve an organisation has had to adopt because of long refresh cycles, due to the ubiquity of advanced technology in their personal lives.

**Bring your own device** and the increase in home automation means there are many users out there who may have great ideas or be already using great systems to support their work. CIOs should identify such usage and see if it is useful across the company – then make sure the system is enterprise-grade. If so, push it out across the rest of the business; if not, find a similar system that offers the same or better functionality that is enterprise-grade.

All information gathered from these new business architects and users needs to be captured and curated internally, so that all assumptions and sources can be checked as needed to make sure that false or suspect information has not been used.

Here, companies such as Druva, Commvault and Docolated provide tools for analysing and tagging data and information for all workers that can collate information into libraries that do not involve high cost document management systems that only focus on the needs of the few.
CIO more critical than ever

The new CIO is therefore a person wearing many hats. They are the point of confluence between business needs and technical capabilities. They are the aggregate point for sets of mixed ideas coming through from a team of business-led technical experts. They are business advisors ensuring the organisation does not take on tactical technology systems that work against the longer-term strategy. They are the buffer against suppliers who over-promise and under-deliver.

With the pace of change in technology and the need for organisations to have continual change in their processes, the CIO role is more critical than it has ever been. Whereas technical change for the sake of technical change is bad for the business, supporting continuous change in the business through technical flexibility has to be the goal.

Those who want to remain hyper-technical now need to get out and work for a hyper-technical company, such as a cloud service provider. Those who want to remain a valid and valuable member of a user organisation must change their mindset and take on these various hats to ensure the business maintains market competitiveness into the future.
Women in tech should take their career into their own hands

Clare McDonald, Business Editor

Women in technology should be taking more responsibility for advancing their career, advised speakers at the 2015 everywoman in Technology Leadership Academy.

Women working in the technology sector should be taking more responsibility over their careers, according to speakers at the 2015 everywoman in Technology Leadership Academy.

At the event designed specifically to help women in the technology industry to advance their careers, speakers said that often women try to let their work speak for itself without using self-promotion to bring their achievements into the limelight.
Mentorship importance

Ines Wichert, psychologist and head of the diversity and inclusion centre of excellence at IBM Smarter Workforce, suggested that networking and self-promotion are extremely important for women as a springboard for sharing their successes.

“Men are much clearer of the next step than women – they know exactly where they are going,” she said.

Wichert also claimed work-life balance is becoming increasingly important to men as well as women, and ensuring as much work-life balance as possible is key to success.

“We need to work in an organisation which will enable our career progression,” she said.

Suggestions for taking charge of their own career advancement included finding a mentor or sponsor, finding a boss or supervisor who can help, networking, and taking risks.

Throughout the day, all speakers stressed the importance of mentorship in job progression, and Wichert stated that women often find it important to “debrief” to get a handle on a situation.
“Mentoring is great and is really important,” she said. “But if we want to progress, we need to be quite specific about the support and advice that we’re asking our mentors for.”

**Putting your hand up**

A common theme throughout the day was volunteering to take on more opportunities and Emer Timmons, president of BT Global Services UK, highlighted the best way to get more fulfilling job roles is by **taking on more responsibility and taking risks.**

“In your career you are constantly learning,” she said. “One of the best ways of networking and getting ahead is by putting your hand up.”

Timmons put an emphasis on trusting your instincts, claiming “the first instinct you have will always be the right instinct”.

To build your role and make yourself a good candidate for progression, she suggested women should be constantly thinking about what they can add to their portfolio that’s going to make them different.

“If people are shouting at you, they want something from you, they want you to help. This is a good sign,” Timmons said. “It’s getting out there and saying hello – people like people who volunteer.”
While Timmons accepted work-life balance is important, she put an emphasis on making sure you take on challenges and opportunities where you can.

“You’ll never get ahead just by doing your job,” she said.

**Inspiring yourself**

During a panel discussion at the event, women holding a number of different roles in IT highlighted how they had progressed in their careers and what other women can do to get to the top.

“As women we definitely have to support each other more,” said Vodafone Global Enterprise fixed infrastructure specialist Rashada Harry.

She added that one of the things that had helped her in her career was understanding what her weaknesses are and relying on her strengths to get through.

“How the CIO can get on a message

**Inspiring yourself**

During a panel discussion at the event, women holding a number of different roles in IT highlighted how they had progressed in their careers and what other women can do to get to the top.

“As women we definitely have to support each other more,” said Vodafone Global Enterprise fixed infrastructure specialist Rashada Harry.

She added that one of the things that had helped her in her career was understanding what her weaknesses are and relying on her strengths to get through.

“Don’t dwell on a setback,” Harry said. “Keep moving and know what the next option is.”

NBCUniversal director of broadcast services Sarah King advised that self-belief is extremely important, and said: “Listen to your inner voice, and tell yourself that you can do it.”
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

Although many of the lessons of the day focused on having clear career goals, Caroline Rowland, global HR director for ARM, highlighted that these can change.

She stated that having children and going on maternity leave led to a “resetting of what I wanted and what I thought was important”, highlighting the importance of regular reassessments of your direction.

Helen Lamb, executive director for managed infrastructure services for Fujitsu, shared some cognitive techniques for coping with certain situations.

“Mentally I was wearing the best pair of red shoes ever,” she said. “No one is going to mess with me when I’m wearing these shoes.”

Lamb also shared that focusing on fact rather than emotion in situations and ensuring a clear expectation is set when taking on tasks is important.

“Lose the emotion and take back to fact,” she said. “Try and set the expectation with these people when you’ve been given opportunities.”

**Personal brand**

Behavioural Coaching Institute master coach Nicola Murray also gave a session at the event on personal branding and how being aware of how others view you can affect your career.
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

Her session focused on three key areas that women should be aware of: Do you have clear perception of your personal brand? Do you know what sets you apart? And do you know how your personal brand influences your career?

The session explained there are several layers to a personal brand, including identity or how you stand out in comparison to others, and meaning, which takes into account what others associate with you and how your unique skills and attributes are important to your organisation.

Also suggested was to consider people’s response to you, how you make people feel, what judgments people make about you and what you and your brand stand for.

Murray said that “by being vulnerable” and being yourself, “you’re opening up your career and opportunities”.

**Ambition hour**

Sara Parsons from everywoman gave an interactive workshop called “ambition hour” that emphasised the importance of being aware of where you want to go with your career.

Using the mantra “what gets planned gets done”, she advised women should be taking one hour a week to write down their ambitions and plans for their future career.
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

“You should be taking an hour every week,” Parsons said. “Step out to be able to look in.”

She also emphasised that many women brush off achievements and say they or other people are “lucky” when what they have is really the result of hard work.

“Don’t palm off the things that have come to you as luck,” Parsons said. “We think people are naturally good at something, but they probably worked really really hard to get there.”

The subject of volunteering was raised again and Parsons explained a lot of success is “about being able to put up your hand and saying you can do that”.

She also highlighted the importance of resilience to women both in and outside of their careers, and said women often attribute success to “bouncing back”.

“Some people get thrown down and they just lay there,” Parsons said. “Being resilient doesn’t stop you from experiencing stress and it clearly doesn’t prevent life’s difficulties.”

But although taking on a lot can help to advance a career, she highlighted even the smallest change can make a positive difference.
“Don’t try and change one thing by 1,000%, try and change one thousand things a little bit,” Parsons said.

She also made it clear that women should be reassessing their careers regularly and writing down their goals, while everywoman founders Maxine Benson and Karen Gill also highlighted this as an important step.

According to Benson and Gill, you're 36% more likely to reach your goals if you write them down. They also put an emphasis on getting more women into technology-based careers and using this as an opportunity to inspire younger women. “You can’t be what you can’t see,” said Gill.

To promote science, technology, engineering and maths (Stem) careers, the day ended with a social media session which encouraged the participating women in technology to take a selfie to post on Twitter while displaying the hashtag #WomenDoTech.
How the CIO can get on message

Cliff Saran, Managing Editor

Microsoft talks of a beautiful experience. Rackspace says it's fanatical about support. Marketing fluff?

Amazon CEO Jeff Bezos once said his company is obsessed with the customer. A focus on the customer, it seems, is key to business success.

Speaking at Forrester’s recent CX Europe 2015 forum for customer experience professionals, Forrester senior vice-president Michael Gazala said: “Companies need to transform. There is a shift of power from business to customers.”

For the modern CIO, the customer can be internal (staff), enterprise customers and, ultimately, the consumer. All are human beings, and the latest thinking among marketers is to strive to build an emotional link with the customer.
“Emotion affects customer behaviour,” said Forrester analyst Anjali Lai. “Excellent customer experience elicits a positive emotional response.”

Creating a positive experience with enterprise IT

According to Forrester’s Customer Experience Index, people appreciate the personalised recommendations that Amazon’s website offers them. French fashion retailer Sephora is another organisation that rates highly in the index, harnessing customer data to curate an individual experience.

How can this be applied in the context of enterprise IT? According to Lai, organisations need to prioritise the moments that are inherently most emotional for customers.

Given the way humans are wired, opinions formed about bad experiences seem to override good ones, and it is often the most recent experiences that the customer is most likely to recall.

According to Forrester, it only takes a 50th of a second for customers to form an opinion on a website. For the CIO hoping to make a positive impression, the goal is to make this fraction of a second count as a positive experience.

So the entire value of the IT department could be held in the balance by a poor experience on the intranet portal for employee self-service or the most recent email outage.
Aligning the IT message

At a recent Gartner Symposium in Barcelona, Gartner fellow Tina Nunno said: “CIOs are constantly firefighting.”

A strategy, whether it is beautiful, fanatical or summed up by some other equally weighty adjective, is only effective if people are willing to act on it. In Nunno’s experience, while many organisations have strategic plans, most enterprises favour tactical decisions. So the CIO will often be embroiled in day-to-day decision making which could be delegated.

“Many CIOs feel a little lost and are not sure where they need to go,” she said. “Clients sometimes tell me they don’t have a clear strategy and have no idea what world-class means.”

Often, the CIO will spend too much time micro-managing, she warned. But by enabling the IT organisation to strategically think for itself, Nunno said it is possible to change its culture.

“You can’t shift behaviour unless you ask the right questions of your team and train them to ask these questions on their own. Then you have aligned strategy,” said Nunno.
Sampling the customer experience

The IT industry is not alone in “eating its own dog food”, where employees are encouraged to use the organisation’s products in their personal lives.

At the Forrester CXEurope 2015 conference, Reuben Arnold, senior vice-president for marketing at Virgin Atlantic, discussed how products can be copied, but it is far harder to copy culture.

To cultivate its ethos of making flying with Virgin Atlantic “fun”, the cabin crew staff room has a spa and similar facilities to the airline’s Upper Class lounge, allowing the crew to appreciate the level of customer experience their Upper Class passengers receive.

“Attracting the right team is critical,” said Arnold. “You can’t teach people how to deal with customers. We are fastidious about bringing in people who share our experience.”

It is a similar story at sports car maker Porsche, where staff are invited to the customer experience centre at Silverstone to see how the company wants to position itself to its customers and what it means to own a Porsche.

Arguably, it is a tall order to convince people in the business that enterprise IT is more than the workhorse of the organisation.
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

But some products do cross over into people’s personal lives and there are many ways IT can bridge the gap between work and home. For instance, Microsoft Software Assurance can be used to purchase the Microsoft Office suite at considerable discount for staff to use personally. It may even be possible to negotiate preferable rates for hardware from a reseller, giving staff a way to buy discounted tablets, laptops and smartphones that conveniently meet corporate IT specifications.

What is clear from the experts is that anything that resonates with someone at a personal level creates a hidden emotional bond. This is why retailer Waitrose gives free coffee to its loyalty card members. Is there an IT equivalent to free coffee?

**Elevator pitch**

As Computer Weekly has previously reported, IT is facing challenges on a number of fronts as business departments begin running their own IT functions. But this creates a golden opportunity for the CIO to take a leading role as the overall chief of what could end up as a flotilla of IT departments, each run by a business head with a different agenda.

A clear strategy is needed. But the CIO cannot rely solely on providing governance, a standards framework and best practices to keep enterprise IT heading in the right direction.
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

“Jaws in space” was how director Ridley Scott pitched Alien to movie executives. If the IT department does take such an approach, pitching a strategy that really grabs people’s attention, perhaps the CIO will also need to instil a common goal among his or her peers and their departmental IT functions.

So there could be a case for CIOs to create a high-concept message that encapsulates their vision for IT. And while it may indeed sound like fluff, a buzz phrase could help to give the CIO’s message the impact to percolate throughout the business.

Next article
In this e-guide

- Corporate giants recruit digitally-minded outsiders to drive transformation
- Crunch time for Australian CIOs as analytics platforms drive strategy in 2016
- CIOs aim for CEO role as technology transforms businesses
- Next-generation: The changing role of IT leaders
- Women in tech should take their career into their own hands
- How the CIO can get on a message

Getting more CW+ exclusive content

As a CW+ member, you have access to TechTarget’s entire portfolio of 80+ websites. CW+ access directs you to previously unavailable “platinum members-only resources” that are guaranteed to save you the time and effort of having to track such premium content down on your own, ultimately helping you to solve your toughest IT challenges more effectively—and faster—than ever before.

Take full advantage of your membership by visiting http://pro.techtarget.com/CWLP

Images; Fotalia

© 2016 TechTarget. No part of this publication may be transmitted or reproduced in any form or by any means without written permission from the publisher.