

CIO PERSPECTIVES

FROM IDG

Executive Events for Senior IT Leaders

Leadership Lessons in Disruptive Innovation and Digital Strategy

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The CIO's Challenge



*“We have to help shepherd our companies through a vastly undulating, changing environment of tech innovation. But we must also challenge them on **disruptive technologies that could change the business model entirely.**”*

CIO Sanjay Shringarpure,
E&J Gallo Winery

1. Nurture Disruptive Thinking

“The one thing we know about innovation: Mixing is key.

Ideas have to have a lot of sex. It’s a sexy business, IT!”

*Luke Williams, Professor of Innovation,
NYU Stern School of Business*



2. Never Underestimate the Power of Company Culture (to Resist Change)

*"We went on a **big program to convince people they could behave like a Silicon Valley startup**. This is what future has to be...you're either on the bus or not."*

*Darryl West, Group CIO and General Manager,
HSBC*





3. Play Digital Strategy Like a Team Sport

“There is no one person responsible for digital strategy, regardless of whether anyone has the Chief Digital Officer title.

*(CIOs must) find ways to **co-create with business partners...**and move them to ‘Yes.’*

Martha Heller, President, HellerSearch



4. Expand the Boundaries of IT-Business Trust

“With transparency comes a level of trust in what we’re doing.”

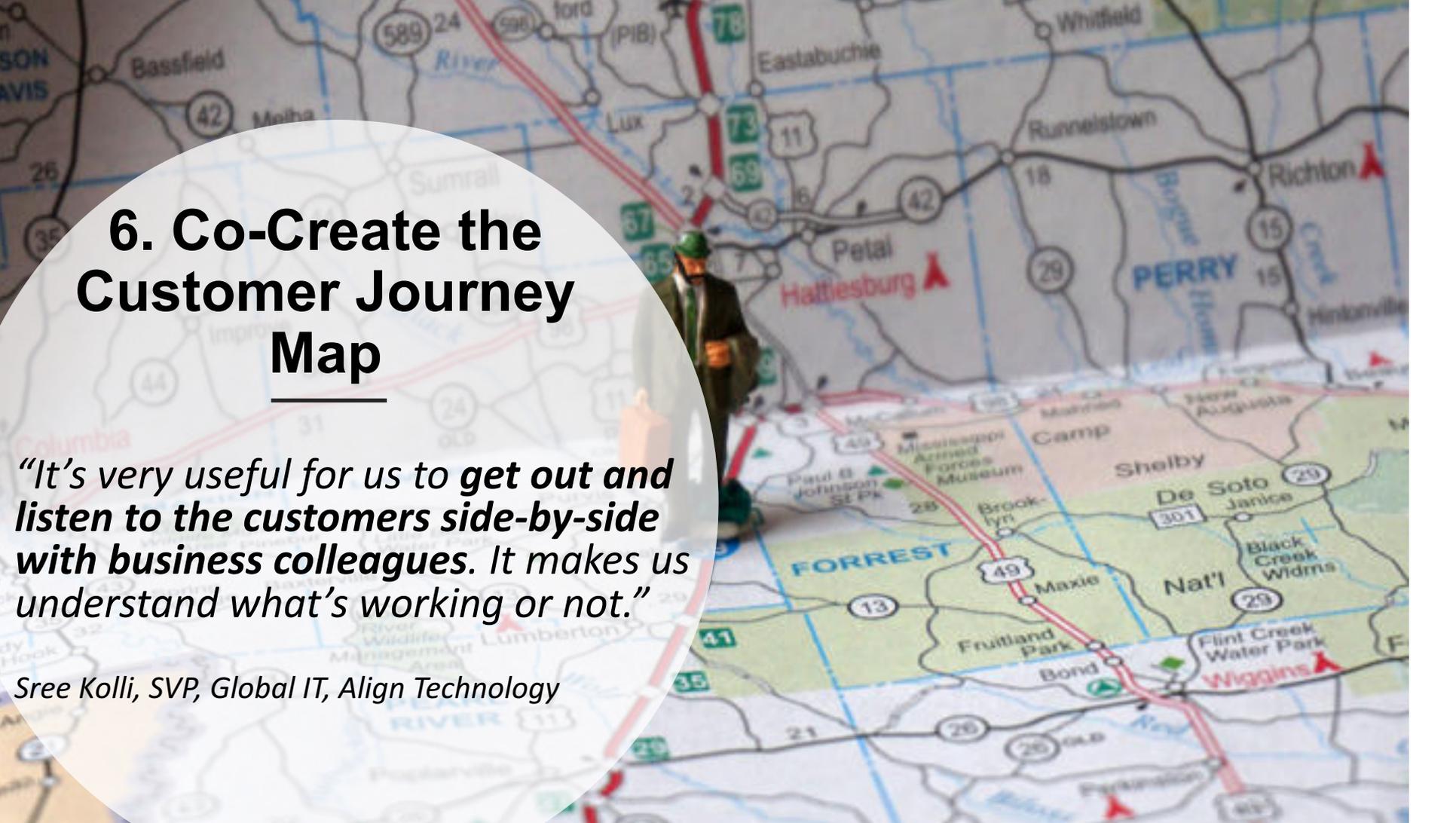
CIO Dawn Kirchner-King, Armstrong World Industries



5. Keep Your Innovation Focus on Business Outcomes

*“Our executive leadership doesn’t think in terms of ‘digital.’ They say ‘Mike, help us transform the way we work today.’ For us, **the goal is to think differently.**”*

Mike Koehler, CIO and CDO, Exelon



6. Co-Create the Customer Journey Map

*“It’s very useful for us to **get out and listen to the customers side-by-side with business colleagues.** It makes us understand what’s working or not.”*

Sree Kolli, SVP, Global IT, Align Technology



7. Manage Business Products, not IT Projects

*“To drive digital transformation, we are shifting from running projects to developing and building products. **When you focus on products, you do the work differently.**”*

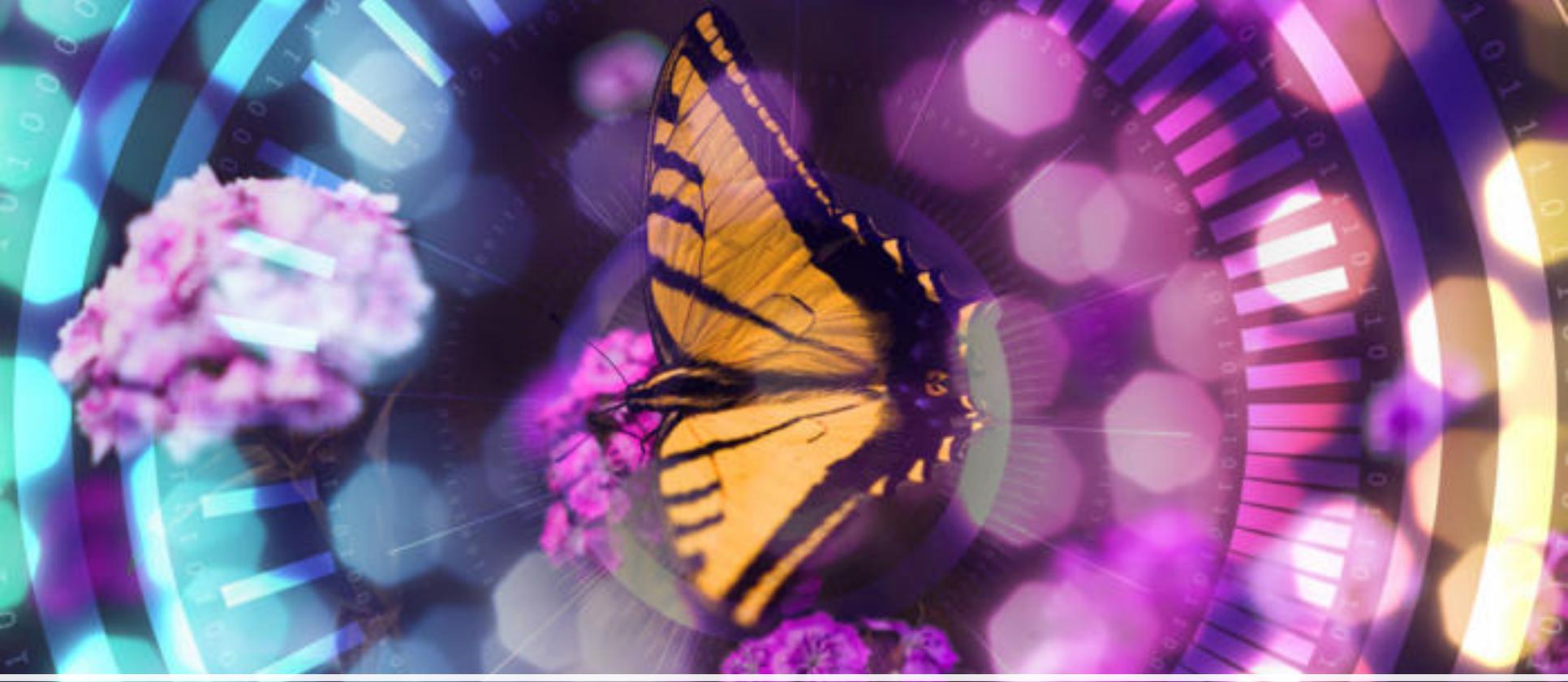
CIO Mindy Simon, Conagra Brands



8. Democratize Analytics to Deliver Data-as-a-Service



**9. Look Outside
Your Industry for
Inspirational New
Ways to Engage
Customers**



10. Embrace the Joys of Failure & Rebirth of Experimentation