Your Leadership Team of the Future
Journey-Level Assessment

This assessment is intended to indicate the general leadership capability of your IT organization's senior leadership team (defined as the CIO's direct reports and their direct reports), based on their actions and competencies on average as a group of leaders. Mark the statement ONLY if it is routinely and typically true for a large majority of your senior IT leadership team.

The majority of our senior leaders (the CIO's direct reports and their direct reports) consistently can and do....

____ Build and lead effective IT teams

____ Develop their own direct reports into effective IT leaders

____ Originate valuable ideas for innovating/transforming the IT function's operation

____ Understand how their work relates to high-level business goals and strategies

____ Communicate effectively with business stakeholders/counterparts

____ Understand and respond appropriately to business stakeholder requests and needs

____ Apply business process expertise in their day-to-day jobs

____ Apply cross-functional and cross-enterprise insights in their day-to-day jobs

____ Drive change in user behavior that enables transformation

____ Originate valuable ideas for innovating/transforming business processes

____ Cultivate and maintain excellent relationships with senior business stakeholders, etc.

____ Represent IT as a trusted, collaborative partner on cross-functional committees, teams, etc.

____ Influence senior business stakeholders to consider alternatives, adopt approaches, etc.

____ Understand and apply end-customer, market and vertical industry expertise in their day-to-day jobs

____ Develop and effectively present compelling strategic visions to colleagues and stakeholders

____ Get recruited for permanent positions in non-IT business functions

____ Represent or stand in for the CIO in executive committee interactions

____ Has at least two individuals widely acknowledged as strong contenders to succeed current CIO

____ Originate valuable ideas for innovating/transforming the end-customer experience

____ Originates game changing ideas (directly affecting our business model, go-to-market strategies, etc.)

Scoring: Add the total number of check marks _____ (See next page for analysis)

Your Leadership Team of the Future
Scoring Analysis

_____ Total Checks from previous page

0-8 = Function-Oriented, Internally Focused Systems Experts

Your IT leadership team is largely focused internally on managing the IT function and the systems and services it provides to the user community. To do this well, they are applying the competencies of people and organization development, team leadership and systems expertise. This focus is most often associated with IT organizations that primarily have a service provider role in the business. Consistent, excellent execution of these actions earns IT and its leadership a reputation for credibility, which is essential to advancing IT's role to that of a strategic value driver and business game changer.

To get to the next level, your leadership team needs to develop and apply the competencies of strategic orientation, change leadership, collaboration & influence and results orientation. They need to focus their leadership enterprise-wide vs. internal, and they need to cultivate stronger process expertise.

9-14 = Transformation-Oriented, Enterprise-Focused Process Experts

Your IT leadership team is largely focused at the enterprise level, and have built strong process expertise that they apply in enabling business transformation. They apply the competencies of strategic orientation, change leadership, collaboration and results orientation. Building on their service credibility, your team has cultivated and is consistently applying a collaborative approach to working with the business. This positions your IT organization as a trusted IT partner. With this reputation, your IT leaders have the power of influence over their stakeholder partners and thus over business strategy.

To get to the next level, your leadership team must focus more attention on, and apply expertise toward, the external drivers of the business. They should become adept at developing and articulating a strategic business vision. They should cultivate market knowledge, internalize the needs of end customers and develop a commercial orientation that enables them to spot market or customer service opportunities.

15-18 = Business Strategy-Oriented, Externally Focused Business Experts

Your IT leadership team has developed and is applying expertise in the business itself, leveraging its focus on external customers, competition and markets to help drive business strategy. Your team is no longer seen as just go-to collaborators for all things IT, or even as process gurus; they are largely accepted as true business peers who contribute IT expertise. They are in a position to earn a sustainable game changer reputation for the IT organization. The most outstanding leaders in the group may have the background and competencies to succeed as future-state CIOs.

19-20 = Game Changer

Your IT leadership team is in the rare and enviable position to be seen as ongoing business game changers, with strong talent depth capable of assuming the top leadership position for any progressive IT organization.

The CIO Executive Council's Future-State CIO® framework (council.cio.com/futurestate) recommends that to deliver maximum value and remain relevant, IT staff must elevate their leadership capability from one that is largely systems and IT-function oriented to an enterprise orientation with expertise in process transformation, and ultimately, to a more externally oriented focus with expertise in the business itself and its strategy.

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