

2023 gartner cio and technology executive survey

2023 Gartner CIO and Technology Executive Survey: Key Insights and Trends
Shaping the Future of IT Leadership

2023 gartner cio and technology executive survey has once again provided a deep dive into the mindset, priorities, and challenges faced by CIOs and technology leaders worldwide. As businesses continue navigating rapid digital transformation, economic uncertainties, and evolving cybersecurity threats, this annual survey offers a valuable snapshot of how CIOs are steering their organizations through complexity. Whether you're an IT professional, executive, or simply interested in technology leadership trends, the findings reveal critical insights that can inform strategy and decision-making in 2023 and beyond.

Understanding the Strategic Priorities of CIOs in 2023

One of the standout aspects of the 2023 Gartner CIO and technology executive survey is the clear emphasis on aligning technology initiatives closely with business outcomes. CIOs are increasingly viewed as strategic partners rather than just technology enablers. This shift reflects a broader trend where technology leaders must balance innovation with operational resilience and cost efficiency.

Driving Business Growth with Digital Transformation

Digital transformation remains a top priority for CIOs, but the 2023 survey highlights a more mature approach compared to previous years. Rather than focusing on digital for digital's sake, technology executives are honing in on projects that directly contribute to revenue growth, customer experience enhancement, and competitive differentiation.

Many CIOs are investing in cloud migration, data analytics, and automation to accelerate agility and responsiveness. The survey reveals that organizations prioritizing scalable, flexible cloud solutions tend to outperform their peers in innovation speed and cost management.

Balancing Innovation with Cybersecurity

Another critical theme from the 2023 Gartner CIO and technology executive survey is the balancing act between pursuing innovation and managing cybersecurity risks. With cyber threats growing in sophistication, CIOs are allocating more resources to strengthen security posture without stifling the pace of technological advancement.

Security strategies have evolved from reactive measures to proactive risk management frameworks. The survey shows that integrating cybersecurity early in the development lifecycle and fostering a culture of security awareness

across the enterprise are key tactics deployed by leading CIOs.

Technology Investments and Budget Trends in 2023

Budget allocation and investment priorities are always focal points in the Gartner CIO and technology executive survey. In 2023, CIOs are navigating a complex environment shaped by inflationary pressures, supply chain disruptions, and a cautious economic outlook.

Smart Spending with a Focus on ROI

According to the survey, technology budgets are generally growing but with a sharper focus on return on investment (ROI) and measurable business value. CIOs report scrutinizing expenditures more closely, prioritizing projects that deliver quick wins and scalability.

Investments in cloud infrastructure, artificial intelligence (AI), and data platforms dominate the spending landscape. Additionally, there's increased funding toward workforce upskilling and automation tools to enhance productivity and reduce manual effort.

Cloud and Hybrid Architectures Take Center Stage

The 2023 Gartner CIO and technology executive survey underscores a continued migration to cloud and hybrid IT environments. CIOs recognize the benefits of cloud elasticity, cost optimization, and innovation acceleration but also appreciate the need to maintain certain workloads on-premises for security or compliance reasons.

This hybrid approach allows organizations to tailor infrastructure strategies to their unique needs while enabling greater flexibility. The survey also points to growing interest in multi-cloud management solutions to simplify operations across diverse platforms.

Emerging Technologies and Their Impact on IT Leadership

Innovation is the lifeblood of modern IT organizations, and the 2023 Gartner CIO and technology executive survey highlights several emerging technologies gaining traction among CIOs.

Artificial Intelligence and Machine Learning

AI and machine learning continue to be hot topics, with CIOs exploring ways to embed these technologies into business processes. The survey reveals that AI is not just a buzzword but a practical tool for improving decision-making,

automating routine tasks, and enhancing customer interactions.

Leading CIOs are investing in AI platforms that integrate seamlessly with existing systems and emphasizing ethical AI usage to avoid bias and maintain trust.

Edge Computing and IoT Expansion

Edge computing and the Internet of Things (IoT) are becoming more prominent in CIOs' strategic plans, especially for industries like manufacturing, retail, and healthcare. The 2023 survey indicates that leveraging edge devices for real-time data processing can reduce latency, improve operational efficiency, and unlock new business models.

However, managing the complexity and security of distributed architectures remains a challenge, prompting CIOs to seek robust governance frameworks.

People and Culture: The Human Side of Technology Leadership

While technology and strategy are critical, the 2023 Gartner CIO and technology executive survey also emphasizes the importance of people and culture in successful IT leadership.

Talent Acquisition and Retention Challenges

Finding and retaining skilled technology professionals continues to be a significant concern. The survey highlights that CIOs are adopting diverse approaches, including investing in continuous learning programs, promoting inclusive workplace cultures, and offering flexible work arrangements.

Building a resilient workforce capable of adapting to rapid technological change is a priority, with many CIOs focusing on leadership development and cross-functional collaboration.

Fostering Innovation through Culture

Encouraging a culture that embraces experimentation and tolerates failure is another key insight from the survey. CIOs recognize that innovation thrives in environments where teams feel empowered to try new ideas without excessive risk aversion.

Change management and clear communication are vital in helping organizations navigate transformation while maintaining employee engagement.

Key Challenges and How CIOs Are Addressing Them

The 2023 Gartner CIO and technology executive survey does not shy away from the hurdles technology leaders face. From economic uncertainty to evolving regulatory landscapes, CIOs must be agile and proactive.

Managing Economic Volatility

With global economic headwinds, CIOs are tasked with balancing cost control and strategic investment. The survey reveals that successful CIOs take a portfolio approach—continuing to fund innovation while trimming less impactful projects.

Scenario planning and close alignment with CFOs and business units are essential in navigating this environment.

Compliance and Data Privacy

Regulatory compliance and data privacy remain top concerns, especially as data volumes grow and cross-border data flows increase. The survey indicates that CIOs are prioritizing investments in compliance technologies and partnering closely with legal teams to stay ahead of regulatory changes.

Legacy Systems and Modernization

Many organizations still grapple with legacy IT infrastructure that hampers agility. The 2023 survey shows CIOs adopting phased modernization strategies, combining system replacements with integration layers and APIs to extend the life of existing assets while enabling innovation.

Looking Ahead: What the Future Holds for CIOs

The insights from the 2023 Gartner CIO and technology executive survey paint a picture of CIOs as dynamic leaders who must juggle multiple competing demands. The role is evolving beyond technology management to become a linchpin in business strategy and transformation.

CIOs who succeed will be those who embrace continuous learning, foster strong partnerships across the enterprise, and leverage emerging technologies thoughtfully. They will also need to maintain a keen eye on cybersecurity and regulatory compliance while nurturing a culture that drives innovation and resilience.

Whether it's navigating hybrid cloud landscapes, adopting AI responsibly, or cultivating talent, the 2023 Gartner CIO and technology executive survey offers a roadmap that can help technology leaders thrive in an increasingly complex and fast-paced world.

Frequently Asked Questions

What is the main focus of the 2023 Gartner CIO and Technology Executive Survey?

The 2023 Gartner CIO and Technology Executive Survey primarily focuses on understanding CIO priorities, technology trends, and strategic challenges faced by technology leaders in the current business environment.

What are the top technology priorities identified in the 2023 Gartner CIO Survey?

Top technology priorities in the 2023 survey include cloud adoption, cybersecurity enhancements, data analytics, AI and machine learning integration, and digital transformation initiatives.

How has the role of CIOs evolved according to the 2023 Gartner survey?

According to the 2023 survey, CIOs are increasingly acting as strategic business partners, focusing not only on technology management but also on driving innovation, customer experience, and business growth.

What challenges are CIOs facing in 2023 based on the Gartner survey findings?

CIOs are facing challenges such as managing cybersecurity risks, aligning IT with business goals, talent acquisition and retention, budget constraints, and navigating complex technology landscapes.

How important is AI adoption for CIOs according to the 2023 Gartner survey?

AI adoption is highly important, with many CIOs prioritizing investments in AI and machine learning to improve decision-making, automate processes, and enhance customer engagement.

What insights does the 2023 Gartner survey provide about IT budget trends?

The survey indicates a cautious but steady increase in IT budgets, with significant allocations towards cloud services, cybersecurity, and innovation projects despite economic uncertainties.

How are CIOs addressing cybersecurity concerns in 2023 as per the Gartner survey?

CIOs are focusing on strengthening cybersecurity frameworks, investing in advanced threat detection, employee training, and adopting zero trust security models to mitigate risks.

What role does digital transformation play in the 2023 Gartner CIO and Technology Executive Survey?

Digital transformation remains a central theme, with CIOs emphasizing the need to accelerate digital initiatives to enhance agility, customer experience, and operational efficiency.

Additional Resources

2023 Gartner CIO and Technology Executive Survey: Insights into the Future of IT Leadership

2023 Gartner CIO and Technology Executive Survey offers a revealing glimpse into the evolving priorities, challenges, and strategic approaches shaping the IT leadership landscape in the current business environment. As digital transformation accelerates and the role of technology in business becomes increasingly critical, Gartner's annual survey remains a key resource for understanding how CIOs and technology executives are aligning technology investments with organizational goals. This article delves into the comprehensive findings of the 2023 survey, analyzing trends, strategic shifts, and the implications for IT leaders worldwide.

In-depth Analysis of the 2023 Gartner CIO and Technology Executive Survey

The 2023 Gartner CIO and Technology Executive Survey reflects responses from over 3,000 CIOs and senior technology leaders across industries and geographies. The survey highlights evolving leadership priorities amidst ongoing economic uncertainties, rising cybersecurity threats, and the growing demand for innovative digital solutions. One of the standout insights from the survey is the increasing emphasis on business agility and resilience, driven by the need to respond swiftly to market disruptions.

Strategic Priorities: Balancing Innovation and Stability

According to the 2023 Gartner CIO and Technology Executive Survey, 62% of CIOs identified driving innovation as their top priority, up from 56% in the previous year. This shift underscores the intensifying pressure on IT leaders to spearhead digital transformation initiatives that deliver tangible business value. However, innovation is balanced with a strong focus on operational stability, as 58% of respondents reported prioritizing IT cost optimization and risk management.

This dual focus reveals the complex landscape CIOs navigate — fostering cutting-edge technology adoption while maintaining robust, reliable infrastructure. Notably, cloud computing continues to be a pivotal enabler, with 78% of technology executives planning increased investment in hybrid and multi-cloud environments. These platforms offer the scalability and flexibility required to support innovation while controlling costs.

Digital Transformation and Emerging Technologies

The survey further emphasizes the role of emerging technologies in reshaping enterprise IT strategies. Artificial intelligence (AI) and machine learning (ML) adoption is on the rise, with 47% of CIOs prioritizing AI-driven analytics and automation initiatives. This represents a 10% increase compared to the 2022 survey, demonstrating growing confidence in AI's ability to enhance decision-making and operational efficiency.

Moreover, edge computing and Internet of Things (IoT) deployments are expanding, particularly in manufacturing, retail, and healthcare sectors. The 2023 Gartner CIO and Technology Executive Survey indicates that 39% of technology leaders are investing in edge technologies to reduce latency and support real-time data processing at scale.

Cybersecurity: An Ever-Present Concern

Despite advances in technology, cybersecurity remains a critical concern for CIOs. The 2023 survey reveals that 69% of respondents ranked cybersecurity risk management among their highest priorities. This emphasis is driven by the increasing frequency and sophistication of cyberattacks, alongside evolving regulatory requirements.

Technology executives are adopting a more proactive posture toward security by integrating zero-trust architectures and enhancing threat intelligence capabilities. However, the survey also highlights challenges, such as talent shortages and the complexity of securing hybrid IT environments, which continue to impede progress in cybersecurity.

Comparative Insights: 2023 Versus Previous Years

When comparing the 2023 Gartner CIO and Technology Executive Survey results with prior years, several notable trends emerge. The sustained rise in digital innovation priorities contrasts with a more cautious approach to IT spending. While overall IT budgets have grown modestly, there is a clear emphasis on aligning expenditures with strategic business outcomes rather than expanding technology investments indiscriminately.

Additionally, the survey illustrates a shift in leadership mindset toward greater collaboration between IT and business units. In 2023, 65% of CIOs reported actively partnering with other C-suite executives to co-create digital strategies, up from 53% in 2021. This evolution reflects broader recognition of technology's role as a core driver of competitive advantage rather than a mere support function.

Technology Talent and Workforce Transformation

Another critical theme woven through the survey is workforce transformation. With rapid technology adoption, CIOs are grappling with talent gaps and the need to upskill existing teams. The 2023 Gartner CIO and Technology Executive

Survey indicates that 55% of respondents prioritize reskilling and talent acquisition programs, especially in areas like AI, cloud computing, and cybersecurity.

Flexible work models also influence IT leadership strategies. Nearly 48% of CIOs are investing in tools and platforms that support hybrid and remote work environments, reflecting ongoing shifts in workplace dynamics post-pandemic.

Challenges and Opportunities Ahead

The survey candidly addresses several persistent challenges facing CIOs. Economic uncertainty remains a backdrop, with 43% of technology executives expressing concern about potential budget cuts and project delays. Furthermore, managing complex and fragmented IT environments continues to be a hurdle, with 37% of respondents citing integration issues as a significant pain point.

On the opportunity front, the survey highlights growing momentum around sustainability and green IT initiatives. Nearly 30% of CIOs are incorporating environmental considerations into technology procurement and operations, signaling a broader trend toward responsible IT leadership.

- **Innovation Balance:** Driving digital transformation while ensuring operational stability
- **Cloud Strategy:** Increasing adoption of hybrid and multi-cloud architectures
- **AI and Automation:** Expanding AI-driven analytics and process automation
- **Cybersecurity Focus:** Emphasizing zero-trust and threat intelligence
- **Talent Development:** Prioritizing reskilling and recruitment for emerging tech skills
- **Workforce Flexibility:** Supporting hybrid and remote work with new technologies
- **Sustainability:** Integrating green IT practices into tech strategies

The 2023 Gartner CIO and Technology Executive Survey portrays a technology leadership landscape marked by cautious optimism and strategic recalibration. CIOs are tasked with balancing innovation imperatives against operational and fiscal realities while navigating an increasingly complex security environment. The survey's findings provide a roadmap for IT leaders aiming to future-proof their organizations through adaptive strategies and forward-looking technology investments.

As organizations continue to embrace digital transformation, the insights from Gartner's survey underscore the necessity for CIOs to evolve as strategic partners within their enterprises, aligning technology initiatives with broader business goals and societal expectations. This nuanced understanding of the 2023 technology executive mindset offers valuable guidance for businesses seeking to thrive amid constant change.

2023 Gartner CIO And Technology Executive Survey

2023 gartner cio and technology executive survey: Responsible AI CSIRO, Qinghua Lu, Liming Zhu, Jon Whittle, Xiwei Xu, 2023-12-08 THE FIRST PRACTICAL GUIDE FOR OPERATIONALIZING RESPONSIBLE AI FROM MULTILEVEL GOVERNANCE MECHANISMS TO CONCRETE DESIGN PATTERNS AND SOFTWARE ENGINEERING TECHNIQUES. AI is solving real-world challenges and transforming industries. Yet, there are serious concerns about its ability to behave and make decisions in a responsible way. Operationalizing responsible AI is about providing concrete guidelines to a wide range of decisionmakers and technologists on how to govern, design, and build responsible AI systems. These include governance mechanisms at the industry, organizational, and team level; software engineering best practices; architecture styles and design patterns; system-level techniques connecting code with data and models; and trade-offs in design decisions. Responsible AI includes a set of practices that technologists (for example, technology-conversant decision-makers, software developers, and AI practitioners) can undertake to ensure the AI systems they develop or adopt are trustworthy throughout the entire lifecycle and can be trusted by those who use them. The book offers guidelines and best practices not just for the AI part of a system, but also for the much larger software infrastructure that typically wraps around the AI. First book of its kind to cover the topic of operationalizing responsible AI from the perspective of the entire software development life cycle. Concrete and actionable guidelines throughout the lifecycle of AI systems, including governance mechanisms, process best practices, design patterns, and system engineering techniques. Authors are leading experts in the areas of responsible technology, AI engineering, and software engineering. Reduce the risks of AI adoption, accelerate AI adoption in responsible ways, and translate ethical principles into products, consultancy, and policy impact to support the AI industry. Online repository of patterns, techniques, examples, and playbooks kept up-to-date by the authors. Real world case studies to demonstrate responsible AI in practice. Chart the course to responsible AI excellence, from governance to design, with actionable insights and engineering prowess found in this definitive guide.

2023 gartner cio and technology executive survey: Navigating the Data Minefields Scott M. Shemwell, 2025-06-13 Volumes have been written on the need for high-quality data to support organizational decision-making. Most of those books appear to focus on the development and sustainment of data from the standpoint of those directly responsible for the management of data stores and the use of technology necessary to acquire, store, and secure data sets. Navigating the Data Minefields: Management's Guide to Better Decision-Making provides executives and subject matter experts (SMEs) with a reasonable set of useful tools they can adapt to their specific organization and operating environment. While complexity can never be taken out of an integrated system, decision-making can be facilitated by using metrics that take into consideration the quality of the data used to make decisions, i.e., risk mitigation. Professionals who depend on large high-quality data sets, such as senior and mid-level management, engineering SMEs, data scientists, IT, systems engineers, and medical professionals, will want to have this book in their decision-making arsenal.

2023 gartner cio and technology executive survey: Enterprise DevOps Architecture: From Legacy Systems to Cloud-Native Platforms 2025 AUTHOR-1: SOURABH SANGHI, AUTHOR-2: DR AJAY KUMAR CHAURASIA, PREFACE In an era defined by rapid technological change and mounting business pressures, organizations face the dual challenge of sustaining legacy systems while embracing the agility, scalability, and resilience of cloud-native platforms. Enterprise DevOps Architecture: From Legacy Systems to Cloud-Native Platforms offers a pragmatic roadmap for navigating this transformation. Drawing on real-world case studies, industry best practices, and the collective wisdom of DevOps pioneers, this volume illuminates how enterprises can evolve their IT foundations, integrate people and processes, and harness automation at scale. The journey begins by tracing the evolution of enterprise IT and explaining why traditional siloed approaches must give

way to continuous delivery and iterative feedback loops. We then establish the core principles and pillars of enterprise DevOps, from collaboration and shared ownership to metrics-driven decision making and “shift-left” practices that embed quality and security throughout the development lifecycle. As many organizations wrestle with monolithic, mission-critical applications, Chapter 3 guides you through the assessment and migration of legacy systems. You’ll learn to evaluate technical debt, prioritize modernization strategies (Rehost, Refactor, Replatform, and more), and define a phased roadmap that minimizes disruption while maximizing business value. Transitioning to cloud-native architectures demands fresh design paradigms. In Chapter 4, we explore patterns such as microservices, containerization, and service meshes, detailing how they enable resilient, self-healing systems. Chapter 5 then dives into CI/CD pipelines at enterprise scale, illustrating techniques for parallel testing, blue-green and canary deployments, and strategies for scaling pipelines across thousands of services. Automation is the lifeblood of DevOps. Chapter 6 examines Infrastructure as Code—from declarative frameworks like Terraform and Pulumi to idempotent configuration and policy-as-code. We demonstrate how to codify standards, enforce guardrails, and manage drift in dynamic environments. Security and compliance cannot be afterthoughts. Chapter 7 brings together DevSecOps practices, offering a blueprint for integrating vulnerability scanning, secrets management, and audit-friendly controls without slowing innovation. Building on that, Chapter 8 covers monitoring, observability, and SRE practices, showing how service-level objectives and error budgets drive reliability and continuous improvement. With a plethora of specialized tools available, Chapter 9 unpacks DevOps toolchain integration and orchestration, advising on how to select, connect, and govern tools for source control, build automation, artifact repositories, and beyond. Recognizing that technology alone cannot guarantee success, Chapter 10 addresses organizational change management—how to cultivate a culture of experimentation, distributed ownership, and relentless learning. Finally, Chapter 11 looks ahead to hybrid and multi-cloud DevOps strategies, where enterprises leverage the best attributes of public clouds, private data centers, and edge environments. We discuss network connectivity, data gravity, and policy consistency across heterogeneous landscapes. By the end of this book, practitioners, architects, and leaders will possess a comprehensive framework for transforming monolithic estates into agile, cloud-native platforms. Whether you’re just beginning your DevOps journey or seeking to elevate an existing practice to enterprise scale, the insights within will equip you to accelerate delivery, improve quality, and align technology investments with strategic business outcomes. Authors Sourabh Sanghi Dr Ajay Kumar Chaurasia

2023 gartner cio and technology executive survey: *Government Can Deliver: A Practitioner's Guide to Improving Agency Effectiveness and Efficiency* Richard A. Spires, 2023-06-20 *Government Can Deliver* presents a framework for government agency performance improvement designed to change an inefficient culture and drive operational excellence. It outlines how government leaders can drive such change, and most importantly, it presents a proven approach for creating an environment that will affect positive change. This framework, a set of practical attributes and implementable best practices tailored for government agencies, is based on real-world experiences in which government did deliver. There are examples in each chapter of agencies that implemented elements of this framework and the resulting impact on agencies’ operational performance. And while mainly using examples from large federal government agencies, this book can aid those in all levels of government and differing agency sizes. In writing this book, Richard endeavored to create a practical guide on transforming government agencies that can benefit all readers—whether you have made government service your life, study government as an academician or student, or are simply a concerned citizen. After establishing the need for improved government operations, the book presents attributes and best practices for eight solution functions. When properly addressed, each of these functions can, individually and collectively, significantly improve an agency’s performance. The examples and arguments can help agency leaders justify implementing the necessary attributes and best practices to improve their agency’s performance. The final chapter provides recommendations on how a government agency can develop a

transformation plan to incrementally implement the attributes and best practices for each of these eight functions. Richard has seen first-hand the amazing things government agencies can accomplish when they have experienced, capable leaders, adopt best practices tailored for government, and appropriately leverage technology to support improved operations. Change is hard, but through government leaders' and employees' efforts focused on implementing the right changes, agencies can significantly improve their operational performance. Under the right conditions, magic can and does happen.

2023 gartner cio and technology executive survey: Real Business of IT Richard Hunter, George Westerman, 2009-10-20 If you're a general manager or CFO, do you feel you're spending too much on IT or wishing you could get better returns from your IT investments? If so, it's time to examine what's behind this IT-as-cost mind-set. In *The Real Business of IT*, Richard Hunter and George Westerman reveal that the cost mind-set stems from IT leaders' inability to communicate about the business value they create-so CIOs get stuck discussing budgets rather than their contributions to the organization. The authors explain how IT leaders can combat this mind-set by first using information technology to generate three forms of value important to leaders throughout the organization: -Value for money when your IT department operates efficiently and effectively -An investment in business performance evidenced when IT helps divisions, units, and departments boost profitability -Personal value of CIOs as leaders whose contributions to their enterprise go well beyond their area of specialization The authors show how to communicate about these forms of value with non-IT leaders-so they understand how your firm is benefiting and see IT as the strategic powerhouse it truly is.

2023 gartner cio and technology executive survey: The New CIO Leader Marianne Broadbent, Ellen Kitzis, 2004-12-01 Two converging factors--the ubiquitous presence of technology in organizations and the recent technology downturn--have brought chief information officers (CIOs) to a critical breaking point. They can seize the moment to leverage their expertise into a larger and more strategic role than ever before, or they can allow themselves to be relegated to the sideline function of chief technology mechanic. Drawing from exclusive research conducted by Gartner, Inc., with thousands of companies and CIOs, Marianne Broadbent and Ellen Kitzis reveal exactly what CIOs must do now to solidify their credibility with the executive team and bridge the chasm that currently separates business and IT strategy. *The New CIO Leader* outlines the agenda CIOs need to integrate business and IT assets in a way that moves corporate strategy forward--whether a firm is floundering, successfully competing, or leading its industry. Mandatory reading for CIOs in every firm, *The New CIO Leader* spells out how information systems can deliver results that matter--and how CIOs can become the enterprise leaders they should be.

2023 gartner cio and technology executive survey: Straight to the Top Gregory S. Smith, 2011-01-11 You have what it takes to be a CIO. Do you have a strategy for getting there? Now you do. Gregory Smith has written the definitive work on how to achieve leadership success in IT. This well-written and carefully researched book is a must-read for any IT professional with aspirations toward the top IT spot. Years from now, seasoned IT leaders will be crediting Smith's book with playing a role in their success. —Martha Heller, Managing Director, IT Leadership Practice, Z Resource Group, and cofounder, CIO Executive Council Wow! Put all the tips, advice, and strategies in this book to use now. The road to the top is rarely straight—follow Gregory's advice and the path will reveal itself to you! —John R. Sullivan, CIO, AARP While most professions have a distinct road map to the top, there is no standard career path to becoming a CIO. Smith addresses this unique challenge and provides aspiring CIOs with encouragement, advice, and essential skills based on years of his own and other CIOs' cumulative experience -- an important effort for the profession that Smith's fellow members in the CIO Executive Council embrace and applaud. —Mark Hall, General Manager of the CIO Executive Council Teaching students what a CIO really does has been tough. We've had to choose between anecdotal treatments based on trade press articles and integrated academic frameworks that offer little in the way of lived experiences. Greg's book fixes that. By organizing interviews with leading technology executives, trade press reports, and his own

experiences as a CIO, he provides an organized and comprehensive view of the job and its important role in modern organizations. —Fred Collopy, PHD, Professor and Chair of Information Systems and Professor of Cognitive Science, Case Western Reserve University

2023 gartner cio and technology executive survey: CIOs and the Digital Transformation

Giorgio Bongiorno, Daniele Rizzo, Giovanni Vaia, 2017-07-31 This book describes how chief information officers (CIOs) can embrace and drive the digital transformation by providing innovative leadership that uses old skills in a novel way. The book explores ways in which new actors and factors will play a key role in this process and how new relations can be created among things, data, and people. In addition, the design of digital organizations and the implementation of digital technologies are carefully examined and it is explained how digital workspaces can be designed, organized, and used. A set of methods is provided for linking new digital tools in order to meet the goals and challenges of building a digital enterprise. The digital economy is disrupting the way of interaction within value chains, creating fresh spaces for competition and novel ecosystems. With the advent of social media networking, mobility, big data and cloud computing, 4.0 manufacturing, etc., we are witnessing the birth of new digital organizations. However, sharing of leadership of this change among different actors can create disorder and inefficiency. Against this background, the future role of the CIO will be crucial.

2023 gartner cio and technology executive survey: Straight to the Top

Gregory S. Smith, 2013-03-19 Essential reading for IT professionals with aspirations toward the top IT spot, and for sitting CIOs looking to refine their mobile, social and cloud strategies and knowledge The definitive work on how to achieve leadership success in IT, *Straight to the Top*, Second Edition reveals how the role of the CIO is changing due to major trends associated with consumer and enterprise products and technologies driving new mobile solutions in today's organizations; cloud computing and the move away from controlled / internally managed data centers to pay as you use and elastic cloud infrastructure and application services; and the impact social media is having on today's complex organizations. Author Gregory S. Smith expertly coaches existing and aspiring CIOs on building the requisite skills through his observations and experience as a veteran CIO with more than twenty-five years of experience leading IT teams and delivering complex technical solutions in the information technology field. An invaluable guide to help information technology and business professionals recognize the qualities, skills, and expertise necessary to attain the role of a CIO or enhance the skills for sitting CIOs Equips IT managers, CIOs, and CTOs to strategically plan their career moves Packed with encouragement, advice, and essential skills for aspiring and sitting CIOs Features interviews with leading IT professionals, CIOs, and executive recruiting professionals Providing an organized and comprehensive view of the CIO job and its important role in modern organizations, *Straight to the Top*, Second Edition equips sitting CIOs and CIO candidates with the strategies and knowledge necessary to be successful in the new business normal - a mobile, social and cloud-based world, and how to provide technology leadership as a world-class CIO.

2023 gartner cio and technology executive survey: The Wolf in CIOs Clothing

Tina Nunno, 2014-05-01 As a CIO under fire, is it better to be liked or respected? How do you distinguish between risk and recklessness? When should you defend your position, and when should you give ground? The answers may surprise you. Business is a hotbed for conflict, and CIOs often find themselves at the center. As Italian political philosopher Niccolo Machiavelli implied, you're either predator or prey, and the animal you most resemble determines your position on the food chain. In *The Wolf in CIO's Clothing*, Gartner analyst and author Tina Nunno expands on Machiavelli's metaphor, examining seven animal types and the leadership attributes of each. She posits the wolf ? a social animal with strong predatory instincts ? as the ideal example of how a leader can adapt and thrive. Technology may be black and white, but successful leadership demands an ability to exist in the grey. Drawing on her experience with hundreds of CIOs, Nunno charts a viable way to master the Machiavellian principles of power, manipulation, love and war. Through compelling case studies, her approach demonstrates how CIOs and IT leaders can adjust their leadership styles in extreme situations for their own success and that of their teams.

2023 gartner cio and technology executive survey: Future State 2025 Hunter Muller, 2020-08-11 Identify the best technology investments and implement them rapidly Future State 2025: How Top Technology Executives Disrupt and Drive Success in the Digital Economy gives CIOs an essential playbook for learning how to implement and sustain innovation and invention. Drawing on the experiences of many of the world's leading CIOs, the book reveals the strategies and techniques they used to put in place the newest techniques and technologies. Since the rise of the digital economy, the role of the CIO has expanded the responsibilities of the IT team function. The new norm is continuous innovation; CIOs must deliver or perish. This book offers a guide for selecting and implementing the right technology that is so essential for success in the hyper-competitive marketplace. This vital resource offers a guide to tech investments including: Artificial Intelligence and advanced cyber security Robotics and advanced networks including Mesh, Edge and Hybrid Cloud Virtual Reality and smart cities Autonomous transportation, logistics and rapid prototyping, and digital twin Future State 2025: How Top Technology Executives Disrupt and Drive Success in the Digital Economy is written to help identify the best technology investments and move forward with rapid implementations of new tech and stay ahead of the competition.

2023 gartner cio and technology executive survey: Strategic Information Technology Arthur M. Langer, Lyle Yorks, 2018-08-28 Successfully navigate the changing face of the CIO role Strategic Information Technology offers CIOs a handbook for engaging with the senior management conversations surrounding strategy. The CIO role is currently undergoing a massive transition from technology-focused expert to a more strategic mindset, and this book provides proven methods for taking your seat at the table. Lessons from high-performing CIOs and a wealth of leading-edge insight provide invaluable guidance for positioning technology as a strategic driver across the business, while a focus on building the necessary connections—for example, an alliance between IT and HR—provide a multimodal approach to navigating the transition. The evolution of the CIO's role involves more than simply technical knowledge; the new CIO must be an influencer, an engager, and just as adept at the soft skills that become increasingly crucial as you climb the management ladder. It's about changing mindsets, translating hard skills into strategic advantages, and demonstrating IT's value to the strategic decision making process. This book provides best practices, illustrative examples, and up-to-date perspective for CIOs wanting to: Position IT as a critical driver of overall strategy Build on functional expertise with strategic insight Learn from the stories of successful tech-to-strategy transformations Engage C-Suite peers in shaping the strategic conversation Not long ago, the CIO occupied a unique place in the C-Suite. Executive by title, CIOs have nevertheless been seen as predominantly the "chief tech expert" with little input into strategy, as IT has historically been regarded as a tool rather than a source of competitive advantage. The truth is becoming increasingly apparent, with companies around the world turning to technology in order to gain a competitive edge, and CIOs are beginning to claim their place in strategy discussions. Strategic Information Technology offers much needed guidance for a successful transformation.

2023 gartner cio and technology executive survey: The CEO of Technology Hunter Muller, 2017-12-06 The CIO playbook, with lessons from the world's best leaders The CEO of Technology shows today's CIOs how to become exceptional leaders and bring value to their organization. By taking lessons from some of the world's best CEOs, you'll develop the traits and characteristics that drive legendary leadership. Interviews with top executives at leading global technology companies including Apple, Boeing, Direct TV, Facebook, Texas Instruments, and more provide deep and valuable insight into what it means to lead in a hyper-driven tech environment. These stories provide valuable lessons that don't come from a classroom, but only from the in-the-trenches experience of the world's best leaders—coupled with a groundbreaking leadership approach designed for the demands of today's markets, to give you the ultimate CIO handbook. You'll learn how to maximize the value of your greatest asset—your team—and how to drive performance to unprecedented levels. You'll discover how great leaders communicate business strategy across the modern enterprise, and become a driving force behind your organization's success. The IT industry is experiencing a seismic shift that is revolutionizing the way companies do

business. The stakes are high, everything is in flux, and there are no guaranteed paths to success. Whether this revolution means crisis or opportunity is up to you; this book gives you a game-changing approach to IT leadership in the 21st century enterprise. Improve the quality of your leadership and strengthen the C-suite bond Attract top talent, build great teams, and align IT with overall strategic vision Become the indispensable leader who consistently drives achievement Integrate technology and business strategy to become a high-value CIO Modern CIOs face a radically new array of leadership challenges in today's ultra-competitive, highly volatile markets; are you capable of leading the charge to the top? The CEO of Technology offers a visionary approach and the wisdom of experience to help you join the ranks of great leaders.

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business executives everywhere, and CIOs everywhere are learning to step it up. The original research contained in Hunter's book serves as a practical road map for IT strategy in today's ultra-competitive markets. —Randy Spratt, EVP, CIO, and CTO, McKesson Corporation This is a thoughtfully written book, and the timing is perfect. Hunter really understands the challenges confronting transformational CIOs in today's markets, and he captures the choices they face as they work to create value for their organizations while driving down the costs of doing business in the modern world. The wealth of information contained in this book makes it truly valuable to career IT leaders and future CIOs alike. —Mark Polansky, Senior Client Partner and Managing Director, Information Technology Center of Expertise, Korn/Ferry International, North America The cloud involves more than just technology. It's really more of a new business model. Hunter grasps the central truth about cloud computing, and that's why this is a valuable book. Hunter understands the issues and conveys them in a conversational tone that is truly refreshing. —Dave Smoley, SVP and CIO, Flextronics International You may think this is a book about technology; well it's not. It's a book about leadership, packed with stories about real leaders finding new customers and markets, transforming the way their organizations work, and adding value—with the next generation of technology as the enabler. The cloud holds real potential. Read this book to see how top CIOs are positioning their companies. —Tony Leng, Managing Director, Diversified Search Hunter has the unique ability to distill the best thinking of world-class CIOs into something you can act on. If you are a technology executive trying to find the right balance between generating business value and managing IT costs, this is the right book for you. On Top of the Cloud will be especially useful for transformational CIOs tasked with developing their company's strategies for technology-driven business growth. —Randy Krotowski, CIO, Global Upstream, Information Technology, Chevron Corporation

2023 gartner cio and technology executive survey: Be the Business Martha Heller, 2016-10-04 Remember the '70s? Way back then, IT was a mainframe that sat in some room and only a few people had a key. Flash forward a decade, and IT was a limited set of systems irrelevant to the vast majority of employees and customers. But today, all of the sudden, technology belongs to everyone. Because of the suddenness of this revolution in technology adoption, most IT organizations have not had enough time to evolve into a comfortable integration with the rest of the company. This lack of comfortable integration has led to confusion over who is truly accountable for the return on technology investments, how much influence IT leaders should have over a company's business strategy, and whether CEOs need to hire Chief Digital Officers onto their senior leadership teams. Through interviews with dozens of CIOs, Heller has created a snapshot of what CIOs are doing to lead IT in a climate where technology belongs to everyone. She addresses how CIOs are changing their operating models, their approaches to talent development, and their assessment of the new IT provider marketplace. Most importantly, Heller defines the top ten skills and behaviors that CIOs will need to develop if they are going to be successful in an ever changing landscape. As a master storyteller, Heller incorporates philosophy, humor, and pragmatic advice into a book that both informs and entertains.

2023 gartner cio and technology executive survey: Strategic IT Arthur M. Langer, Lyle Yorks, 2013-03-20 Solid guidance for CIOs on integration of technology into business models Strategic IT Best Practices for IT Managers and Executives is an exciting new book focused on the transition currently taking place in the CIO role, which involves developing a capacity for thinking strategically and effectively engaging peers in the senior executive team. This involves changing both theirs, and often their colleagues', mindsets about technology and their role in the organization. Straightforward and clear, this book fills the need for understanding the learning processes that have shaped the strategic mindsets of technology executives who have successfully made the transition from a technology-focused expert mindset to a strategic orientation that adds value to the business. Defines strategy advocacy as a process through which technology leaders in organizations build on their functional expertise Focuses on the shift in mindset necessary for technology executives to establish a seat at the table in the C suite as a respected strategic colleague Includes

stories of high performing CIOs and how they learned successful strategies for getting technology positioned as a strategic driver across the business. Written by Art Langer and Lyle Yorks, recognized authorities in the areas of technology management and leadership, *Strategic IT Best Practices for IT Managers and Executives* includes anecdotes from CIOs at companies including BP, Prudential, Covance, Guardian, Merck, and others.

2023 gartner cio and technology executive survey: The CIO Edge Graham Waller, George Hallenbeck, Karen Rubenstrunk, 2010. Sure, IT leaders need technological savvy and business acumen to understand and contribute to their company's goals. But the best of them possess a far more potent ability: They forge superior working relationships companywide to collaboratively deliver business results. --

2023 gartner cio and technology executive survey: CIO Paradox Martha Heller, 2016-10-21. Regardless of industry, most major companies are becoming technology companies. The successful management of information has become so critical to a company's goals, that in many ways, now is the age of the CIO. Yet IT executives are besieged by a host of contradictions: bad technology can bring a company to its knees, but corporate boards rarely employ CIOs; CIOs must keep costs down at the very same time that they drive innovation. CIOs are focused on the future, while they are tethered by technology decisions made in the past. These contradictions form what Martha Heller calls The CIO Paradox, a set of conflicting forces that are deeply embedded in governance, staffing, executive expectations, and even corporate culture. Heller, who has spent more than 12 years working with the CIO community, offers guidance to CIOs on how to attack, reverse, or neutralize the paradoxical elements of the CIO role. Through interviews with a wide array of successful CIOs, *The CIO Paradox* helps readers level the playing field for IT success and get one step closer to bringing maximum value to their companies.

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