The Changing Role of the CIO
Digital Leaders for the Future

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“The implications for existing and aspiring CEOs are equally clear. Information technology is now a survival issue…more and more frequently IT issues are now wrapped inside wider questions of business strategy.”

“How to Be a CEO for the Information Age”
Michael Earl & David Feeny
Sloan Management Review, Winter 2000, Volume 41 Number 2
WE ARE ASCENSION.
Transforming healthcare around the world.
Discussion Items

◆ IT Leadership – where we’ve been
◆ Grammar (Future Perfect Progressive)
◆ Everything is a leadership problem
IT Leadership
where we’ve been

This is not a new world, it is simply an extension of what began in the old one.
The Healthcare Digital Leader: From Crawling to Walking Upright, to Carrying the Organization

### Advisor Role
- Tech Manager
  - IT Operations

### Supportive Role
- CIO 1.0
  - Application Purveyor
  - Vendor Manager
  - Project Manager
  - Asset Manager
  - Problem Manager
  - Skill Manager
  - Process Navigator

### Enabler Role
- CIO 1.5
  - Knowledge Purveyor
  - Technology Interpreter
  - Process Visionary
  - Process Consultant
  - Financial Analyst
  - Change Agent
  - Educator
  - Lobbyist

### Driver Role
- CIO 2.0
  - Service Broker
  - Project Advisor
  - Venture Capitalist
  - Customer Service Innovator
  - Economist
  - Risk Manager
  - Political Visionary
Digital Leader 3.0

- Operational Management (2.0)
- Senior Management Leadership (Strategic)
- Change Leadership
- Innovation
- Talent Management
- Information Governance/Knowledge Management
- Relationship Management
The Fundamental Model for IT is Being Forced to Change

- Digitization of everything has resulted in data explosion
- The Cloud is commonplace
- Many older IT systems are expensive and inflexible
- Mobile devices are ubiquitous
- Enterprise systems can be purchased as a service
- Managers are procuring their own IT services & solutions
The future perfect progressive, is a verb tense that describes actions that will continue up until a point in the future. The future perfect continuous consists of will + have + been + the verb's present participle (verb root + -ing).

Inevitability is happening now.
Future IT Focus

- Security
- Cloud
- Telemedicine
- Predictive Modeling
- Patient Empowerment
- Big Data
- Consumerism
- Consolidation
- mHealth
- BYOD/T
- Total Process Optimization
The Healthcare Ecosystem in the Next 10 Years

- Rise of consumerism
- March of technological advances & digitalization
- Surge in interest in wellness
- Shift from volume to value
- Decentralization
Three Hats of the CIO

Perception of the CIO Role: CIO & LOB View

- **Operations**
  - Lights on (40.7%)
  - Cost & Risk (34.0%)
  - Datacenter/Ops (27.5%)

- **Business Service Manager**
  - Agile Portfolio (31.6%)
  - Service Excellence (34.0%)
  - Service Catalog (25.3%)

- **Chief Innovation Officer**
  - Business Innovator (40.9%)
  - Business Value (40.7%)
  - Analytics/process (25.3%)

Source: IDC’s CIO Sentiment Survey & LOB Sentiment Survey, 2015
80% of global executives are experimenting or thinking about different business models.
## How is the Role Changing?

<table>
<thead>
<tr>
<th>That was then …</th>
<th>This is the future …</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy maker</td>
<td>→ Strategy influencer</td>
</tr>
<tr>
<td>Primary IS innovator</td>
<td>→ Support innovation and research</td>
</tr>
<tr>
<td>Developer of IS plans with business input</td>
<td>→ Provider of IS input to business plans</td>
</tr>
<tr>
<td>Project manager</td>
<td>→ Support projects with IS talent</td>
</tr>
<tr>
<td>Leader of analytics</td>
<td>→ Analytics “tool(s) provider” and support</td>
</tr>
<tr>
<td>The only folks who knew “the system”</td>
<td>→ Provider of technical support</td>
</tr>
<tr>
<td>Sole responsibility for IS security</td>
<td>→ Responsible for IS security tools</td>
</tr>
<tr>
<td>Vendor relationship manager</td>
<td>→ Contract administrator</td>
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The CIO as a Champion of Business Growth & Innovation

- Develop new mindset and capabilities
- Manage IT portfolio to drive value
- Evaluate portfolio performance – value, risk, time to reward

CIOs who can combine these attributes with agility and align the desired talent, can reshape how they run the IT business.
Everything is a Leadership Problem
“The world we know is [our organization]. Now we need to know the rest of the world.”

Bob Roberts, CFO
Baptist Health, United States
Creating Value for the Future

- Relationships
- Social
- Ecosystem

- Business Algorithms
- New IT Core
- Individual Capability

CHiME
Table Stakes: What an **IS Leader** **MUST** Focus On

<table>
<thead>
<tr>
<th>7 × 24 × 365</th>
<th>Security</th>
<th>Efficiency</th>
<th>Customers</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systems must be available</td>
<td>Risks are huge</td>
<td>Reduce costs</td>
<td>Expect “Apple-like” experience</td>
<td>Align efforts with business strategies</td>
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<tr>
<td>Dependence on IS has never been higher</td>
<td>Unique technical skills</td>
<td>New IS management models</td>
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<td></td>
<td>Ever changing environment</td>
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</table>
“The new CIO is as pervasive a role as the CFO. There is no part of the business that technology doesn’t touch. Like the CFO, the CIO should have a seat at the most senior level of the company.”

Irving Wladawsky-Berger, Strategic Advisor
Wall Street Journal Contributor
Healthcare CxOs Believe They’ll Have to Reassess…

Parts of the Business Most Impacted by the Next wave

- **Product/Service Portfolio**: 73% Global, 72% Healthcare
- **Operating Model**: 68% Global, 66% Healthcare
- **Partnerships**: 61% Global, 59% Healthcare
- **Delivery Channels**: 60% Global, 54% Healthcare
- **Revenue Model**: 57% Global, 46% Healthcare
- **Consumer Type/Segments**: 52% Global, 49% Healthcare
What’s Next?

The most fundamental question now is not how you can control more of IT, but how you can play a more pervasive role and scale your influence on the business.
Thank you!

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