

MEASURING THE CIO

While juggling numerous balls and simultaneously spinning many plates, how does the CIO ensure they are assessed with the correct metrics?



Grant Field,
FedGroup

BY TAMSIN OXFORD PHOTO: KAROLINA KOMENDERA

The CIO not only keeps the lights on, but is a strategic advisor, an innovative thinker and IT leader. At the same time, they're expected to be immersed in the 'fail fast, fail often' culture and become more agile – even when companies fail to give them a framework for understanding their performance. CIOs have to provide the Exco and board with strategic insight into how the business can benefit from technology, then liaise with every department that wants to grab hold of technology's potential. And there's so much more. In short, the CIO is becoming a modern-day unicorn, but there aren't any measurements for what a unicorn can do.

Grant Field, CEO, FedGroup, says: "If what the CEO expects from the CIO is misaligned, then there's little room for accurate measurement or dialogue. For the CIO, this could make a significant difference to performance and perception. To accurately define the metrics by which the CIO is measured, the C-suite needs to understand exactly what the CIO is doing."

Jon Tullett, research manager: IT services, IDC South Africa, agrees. "An astounding number of CEOs don't know what their CIO is doing. CIOs are taking on more responsibilities and interfacing with more parts of the business and the CEO isn't really aware of it. And the expectation that the CIO has to be agile and make things happen is completely impractical."

GRASPING THE NUANCES

If the C-suite doesn't quite grasp the nuances of the CIO role, it's hard to quantify innovation or agility or the ability to fail. There's no one size fits all solution for the C-suite to analyse if a CIO has successfully navigated the relentless change and demanding budgets

