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## THE MODERN CIO'S CHANGING SKILLSET

### **New report reveals that CIOs must equip themselves with a diverse range of skills**

**Sydney, Australia – 19 July 2011** – Hudson has today released a new report – “The Reconstructed CIO: Building and Leading the New IT Function” – which shows that against a backdrop of global uncertainty and burgeoning skills shortages, the role of today’s CIO has changed considerably. The role of the modern CIO is now more strategically aligned with an organisation than ever before and CIOs must equip themselves with a diverse range of skills that blend the traditional requirements of the role with an equal measure of business acumen and leadership skills.

The report, which is available upon request, is based on discussions from Hudson’s recent ICT Industry Leaders Series roundtable event, involving 11 CIOs from some of Australia and New Zealand’s leading institutions and companies.

Martin Retschko, National Practice Director, Hudson ICT, said: “In Australia and New Zealand, the last two years have represented some of the most testing and challenging times in recent history. One effect of these changed times has been that of the role of CIO.

“With company’s operating under greater pressure and scrutiny the components of the modern CIO have more in common with that of the CEO. Superior technical skills are no longer enough and it is expected that CIOs will provide greater business expertise and leadership than before. In fact, few CIOs expect that in ten years time their role will need to be filled by someone with a background in IT.

“Today’s CIO is challenged by demands to add value, increase competitive advantage and reduce the costs of business, which in many ways can represent conflicting objectives.”

Key findings in the report include:

- The role of the CIO is changing: the scope of today’s role has broadened, above and beyond that of the traditional CIO.
- CIOs need to equip themselves with a diverse range of skills: technical skills are no longer must-have criteria for the modern CIO role and few CIOs expect that in ten years time a background in IT will be essential for their role.
- As the CIO role has changed, so too has the IT function they manage and the staff that support it. CIOs are looking for employees not only with the requisite technical skills but also with business sense, change management skills and a strong cultural fit. Furthermore, it is becoming increasingly difficult to find the right IT staff to fill new

roles. The talent pool is already small and some of the roles have not existed long enough for people to acquire the right skill set.

- Post-GFC IT projects are under increasing scrutiny, in terms of necessity, complexity and ROI: budgets are returning to IT but there is significantly greater analysis of value and alignment with the organisation's overall strategy.
- Modern CIOs need to look for broader skills when hiring to ensure they build the right teams: with the need to develop a broader skills base, mentoring is something that many of today's CIOs feel strongly about. In addition, creating the right culture is critical in pulling together a high performing IT function. However, motivation is the key factor. CIOs and companies must find people who are motivated to embrace the wider remit of IT and the potential opportunities that lie ahead.

“The return of IT spending is presenting new challenges. CIOs can now start to rebuild their teams however, IT evolves swiftly and so too must the roles that it demands. Given the speed of change in IT, CIOs must now look for talent with increasingly unique and distinct areas of expertise. The ongoing skills shortage means the talent pool is already small and in some instances the required skill-set just does not exist,” Retschko added.

“CIOs must adopt some specific strategies to find and build high-performing IT teams. A key component in building this high-performing function is motivation. People will need training, incentives and the right culture. But more critically, people with the right motivation and ‘can do’ attitude will go on to achieve success.”

Hudson has identified eight leadership competencies that define the core capabilities of successful CIOs and their teams. These are visioning, inspiring, innovating, decision making, collaborating, building talent, building the business and customer focus.

“Our leadership competencies help CIOs find these team members – people who are motivated and understand their wider strategic function and business-critical role. These are the people who will deliver success to an organisation,” says Retschko.

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## Editors Note

Please contact us to receive the full report and to arrange interviews with Hudson.

## About the Hudson ICT Industry Leaders Series

The Hudson ICT Industry Leaders Series event takes place each year and aims to gather insight from a diverse group of ICT industry leaders across Australia and New Zealand. Discussions focus on uncovering the complexities and challenges currently faced by the ICT sector, including analysis of skills shortages and what businesses need to do in order to retain and attract the best talent.

Attendees at Hudson's 2011 ICT Industry Leaders Series event included: Michelle Beveridge, Executive Director of Operations, Open Universities Australia; Michael Dines, General Manager Information Systems (CIO), OneSteel; Adrian Dixon, Chief Information Officer, Sunsuper; Carey Eaton, Chief Information Officer, Seek; Peter Finch, Chief Information Officer, Gen-I; James Grierson, Chief Information Officer, Life Without Barriers; Duncan Holt, Head of IT, Air Warfare Destroyer Alliance; Paul Jepson, Chief Information Officer, Housing New Zealand Corporation; Bruce Nicholas, Network Manager Information Systems, Network Ten; Trevor O'Neil, Chief Information Officer, Sandvik Mining and Construction Australia; Henry Tan, Chief Information Officer, TransGrid.

## About Hudson

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