The CIO in 2020: The Business Savvy Strategist

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"It's tough to make predictions, especially about the future."

- *Yogi Berra*

Audience Poll

1. **What is your role?**
   a) "Strategic" leader (CIO, CTO, Director with strategy responsibilities)
   b) More "operational" leader
   c) Both responsibilities
   d) In IT but not upper management
   e) Other

2. **What size is your firm or law office:**
   a) Under 50 Attorneys
   b) 50 to 149
   c) 150 to 349
   d) 350 to 699
   e) 700 and over

Audience Poll

3. **Which of the following skills are most important for the CIO of 2020? (Choose 3)**
    a) Understanding of the Law
    b) Understanding of Finance
    c) Understanding Technology
    d) Understanding of the business processes of your particular firm
    e) Being "Thick Skinned"
    f) Strong communicator
    g) Good at Building strong Executive Relationships
    h) Strong Emotional Intelligence ("EQ")

The Role of the CIO

- Why does the topic of "the CIO Role" appear to be getting traction in Legal circles?

- Where does the "commoditization" of IT leave the legal CIO in terms of real business strategizing in the coming years?

Audience Poll

4. Agree/Disagree

It doesn't matter what today's CIOs think they need to be in 2020. It will be different in every firm, so all that matters is what your boss thinks.

5. Agree/Disagree

The CIO role in 2020 will require less IT expertise than it does today. This will mean fewer opportunities to rise from the technical side unless you can demonstrate real business smarts.

Strategy and IT Governance

- Do you expect operations to be governed and executed in 2020 in the same manner it has been for the last 10 years?

- Which of the following stands out as a key area of focus for you as you consider the successful CIO over the next 10 years?
    - Knowledge Management
    - Risk
    - Business Intelligence
    - Relationship Building

Audience Poll

6. Agree/Disagree

Increasingly, technology at law firms will be about managing external contracts, as more services are hosted and managed by third parties.

7. Agree/Disagree/ Unsure

The legal field is a good place to be a technology strategist.

Are CIOs Last Among Equals?

"…in most companies, the CIO still isn't viewed as a peer by other senior executives, who tend to see CIOs as specialists lacking the full set of broad management skills."

(Peter Delisi, Dennis Moberg and Ronald Danielson, The Wall Street Journal, May 24, 2010)

Is this an accurate description of the Legal CIO in 2010, and, if so, how do we correct this perception?

The Skills …

- Leadership Skills – "Take the lead in determining how technology can help their firm."

- Strategic Thinking – "Base the work on a broad understanding of the business."

- Synthesis Skills – "Pull together all the available information to solve a business problem."

- Communication Skills – "Good questioning, listening and sales skills."

- Influence Skills – "Marketing ourselves and the IT organization internally."

- Relationship Skills – "Skills to build relationships and strong knowledge of the characteristics of relationships (i.e., trust, negotiation, tolerance, etc.)"

What CIOs Lack

"…it's clear that most CIOs don't have the broad business understanding, strategic vision and interpersonal skills that it takes to run a company or at least play a bigger role in running one."

Strategic Thinking

"CIOs don't appreciate the importance of strategy in guiding both long-term and short-term actions. It is clear to us that most of them don't understand, for instance, how to base their work … on a broad understanding of the environment the company is operating in, or how to build the capabilities of their IT organizations with the future in mind."

References

- "Why CIOs are Last Among Equals"
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