

The CIO Report

Gartner answers to top
CIO questions

Top 5 questions from your CIO peers

1.

How do I set an AI strategy, get started with use cases, and determine and realize measurable business value?

2.

How do I create a realistic and effective data analytics strategy aligned to business goals, stakeholders and use cases?

3.

How do I protect my organization from constantly evolving security threats?

4.

How do I demonstrate business value from technology investments?

5.

How do I design my organization and talent strategy for today's challenges?

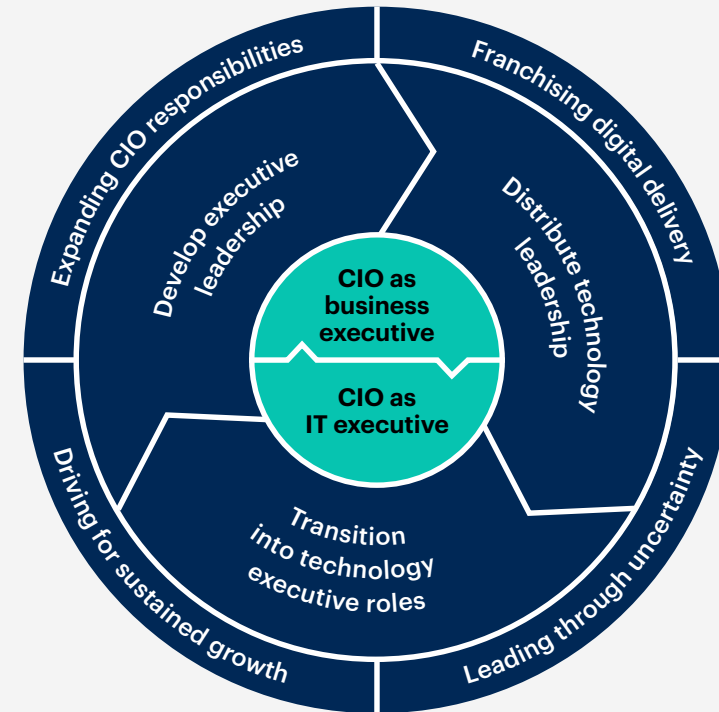
Embrace the executive role

CIOs have a career-defining opportunity to reach beyond their role to orchestrate the delivery of value-generating capabilities everywhere in the enterprise, from AI initiatives to cybersecurity to digital transformation.

The 2024 Gartner CIO Agenda Survey indicates that 80% of CIOs have expanded their role, with 18% leading non-IT functions and 10% leading P&L efforts.

The CIO's core value proposition has always been, and will remain, executive technology leadership to equip and enable everyone, anywhere in the enterprise, with the information and technology needed to create value for the organization. CEOs and business leaders are calling for development and operation of technology within all business functions, requiring the CIO to think and act like an executive first and functional leader second.

CIO executive leadership development



Source: Gartner



How do I set an AI strategy, get started with use cases, and determine and realize measurable business value?



92% of CIOs believe **AI will be implemented in their organizations by 2025** (more than any other technology).



61% of organizations have **assigned AI teams and accountability to the CIO**.



21% of CEOs say **AI is the top disruptive technology**; a fear of missing out may drive behaviors.



Why CIOs need the answer now:

1. Expectations of business impact from AI by CEOs and boards are at their peak.
2. CIOs are under pressure to quickly identify how AI can be used and provide value in their organizations.
3. AI raises the stakes on technology readiness, including security, infrastructure, process and development capabilities.

Source: Gartner



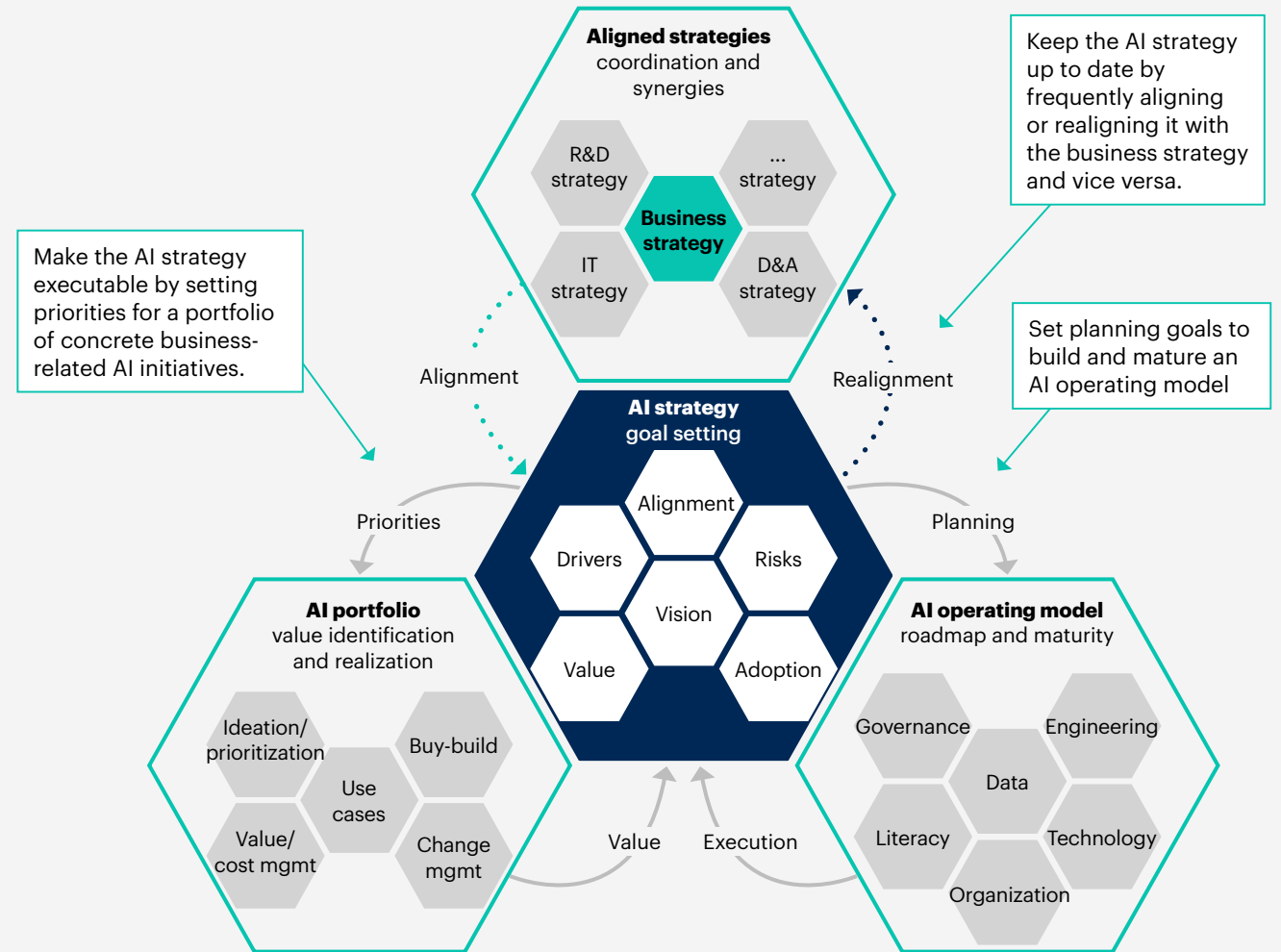
Align the AI strategy with business goals

Despite the outlandish AI hype, turning the promise of AI into reality is not a given: 49% of leaders highly involved in AI report that their organizations struggle to estimate and demonstrate the value of AI.

Create an AI strategy revolving around a vision that is fully aligned with business goals, market conditions and competitive pressure regarding the use of AI. In addition, the AI strategy should identify key value opportunities as well as risks.

Make the AI strategy executable by setting priorities for a portfolio of concrete business-related AI initiatives, and by setting planning goals to build and mature an AI operating model.

The AI strategy in context



Source: Gartner



A day in the life

How Gartner Executive Partners work with CIOs to develop and execute an AI strategy

A CIO was facing tight deadlines on an upcoming board meeting and a critical update to the board on GenAI. The client needed to educate themselves, so their Gartner Executive Partner (EP) engaged an expert analyst, and they were all able to meet at Gartner IT Symposium/Xpo™ conference. The analyst shaped the CIO's understanding and perspective on how to proceed, both with the board meeting and AI strategy and plan.

The EP and analyst worked with the client to develop the board presentation. The meeting was a success in helping educate board members and gain alignment on what to do next to test AI capabilities.

The client was considering hiring a consultant but knew once they made payment for the service, all the expertise and knowledge would go with the consultant. With Gartner, the EP helped ensure the client was engaged and aligned every step of the way, providing knowledge and expertise to execute the strategy. The project occurred over the span of six weeks, delivering critical support to the CEO and board. By working with an EP on just this one initiative, Gartner saved the client time and an estimated \$350K in consulting fees.

“My EP helped me educate my CEO and board members about GenAI and how we can implement it enterprisewide, giving me the insight to execute, unlike a consultancy that would take the knowledge with them once the project was complete.”



Examples of Gartner resources leveraged:

- Dedicated Executive Partner with deep industry and IT experience
- AI Ambition workshop
- Board presentation: Resource slides on generative AI
- EP-curated content delivery

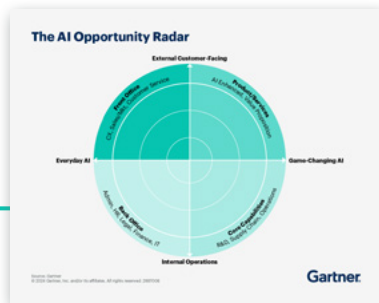


If you're interested in learning more about how a Gartner Executive Partner can help you achieve your goals, [connect with one of our specialists today.](#)

Take action with Gartner resources



Prepare your organization to capture AI opportunities and bolster your cybersecurity, data and AI policies and principles using the **Gartner AI Opportunity Radar**.



Talk to a Gartner **Executive Partner** — a former CIO who supports client priorities — to avoid failures in delivering against target business outcomes by designing for, investing in and integrating AI capabilities.



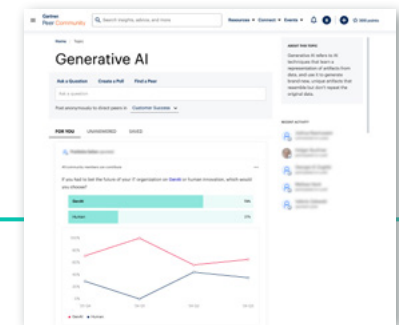
Walter Harmon
Senior Executive Partner



Access insights from our most-attended **expert webinars** to help you assess the goals and benefits of GenAI, explain the business and transformational impact to leadership, understand the risks, and leverage use cases and value maps to explore adopting GenAI.



Join the Gartner **Peer Community™** to tap into the power of your peers with real-world connections, conversations and actionable advice around GenAI.





How do I create a realistic and effective data analytics strategy aligned to business goals, stakeholders and use cases?



27%

of CDAOs say that the **lack of business stakeholder involvement and support** is the most pressing challenge they face.



By 2027

80%

of **D&A governance initiatives will fail** due to a lack of a real or manufactured crisis.



35%

of D&A leaders were **effectively meeting an objective of showing demonstrable and verifiable value to data** and analytics stakeholders.



Why CIOs need the answer now:

1. When digital platforms extend to become ecosystems, the cost of D&A and the use cases may expand significantly.
2. Many countries have already passed data privacy laws, have bills moving through the legislature or are drafting new data privacy laws.
3. There is a growing sentiment that even the most automated decision-making process needs human involvement in its initial design and formation and in its subsequent monitoring and evaluation.

Source: Gartner



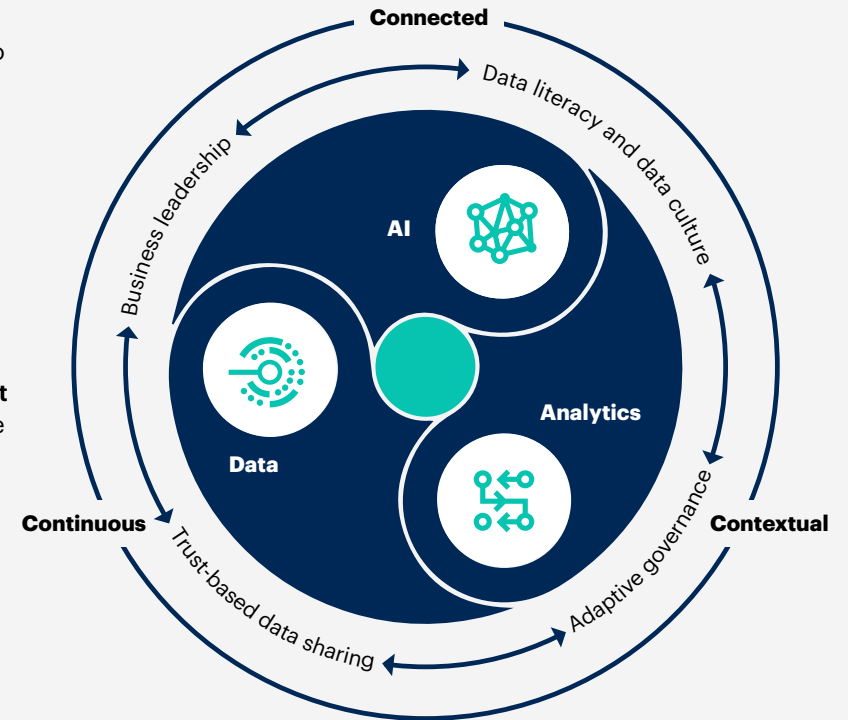
Position D&A initiatives to drive measurable business outcomes

CIOs looking to drive a modern and actionable D&A strategy that sets the right foundations and delivers business outcomes should focus on five key steps:

1. **Understand** key business priorities and how D&A assets deliver business value; define how to govern these assets.
2. **Position D&A** as a key enterprise asset, and evangelize its impact on critical business processes, decisions and outcomes.
3. **Forge relationships** with key stakeholders across functions, and secure funding and executive leader support.
4. **Establish a current-state** baseline/maturity assessment to serve as a foundation for continuous improvement, and define the scope for D&A initiatives.
5. **Identify opportunities** to monetize, exploit and govern data assets via prioritized use cases, and define the associated strategy, vision and roadmap.

3 actions to elevate the CIO-CDAO relationship

- **Establish an agreed vision and scope for D&A with your CDAO** to make the broadest impact where CDAOs are a CIO direct report.
- **Identify shared challenges, develop affinity collaborations and focus on overlapping innovation aspirations** where CDAOs and CIOs are peers.
- **Partner with your CDAO by focusing on business enablement and technology innovation** where CDAOs are business leaders and CIOs are technology leaders.



Source: Gartner



A day in the life

How Gartner Executive Partners work with CIOs to accelerate decision making with augmented analytics

A manufacturer of vehicle lights needed help to make timely and accurate decisions. The organization had multiple manual reporting systems. This created wasted time, duplication of effort, missed opportunities and a lack of consistent critical information. The company's executive leadership team needed a single source of truth to view the information that enabled rapid and accurate decision making.

The Gartner Executive Partner introduced augmented analytics for the implementation of business intelligence. They partnered to identify requirements, shortlist vendors, and build and validate RFPs.

Their EP helped the company meet its objectives by cutting package selection and project planning time by 50%. What would typically take almost a year, Gartner helped them solve in four months — eliminating the need for shortlisting vendors. Using augmented analytics methods reduced data preparation time by at least 30% and improved vendor contract terms to be more favorable to the client.

“When I told my Executive Partner about our missed opportunity and need to move quickly, he immediately directed my focus to identify an actionable plan and got us moving forward.”



Examples of Gartner resources leveraged:

- Dedicated Executive Partner with deep IT leadership knowledge
- Network of EP practitioners
- Curated content delivery, and toolkit and templates



If you're interested in learning more about how a Gartner Executive Partner can help you achieve your goals, [connect with one of our specialists today.](#)

Take action with Gartner resources



Collaborate and execute your way to a modern, actionable D&A strategy that drives measurable business value with our [Data & Analytics Strategy Roadmap](#).



Talk to a [Gartner Executive Partner](#) — a former CIO who supports client priorities — to improve business outcomes through more effective decision making and enhanced customer experiences.



Denny Shank
VP, Executive Partner



Access powerful insight from our experts to help you create business value by reengineering how your business makes decisions.



Join the [Gartner Peer Community™](#) to tap into the power of your peers with real-world connections, conversations and actionable advice around data and analytics.






How do I protect my organization from constantly evolving security threats?

 **\$6T+** per year is the **global cybercrime damage cost**.

 **\$550K** is the **average data breach cost savings** of a sufficiently staffed organization vs. insufficiently staffed.

 **44%** of C-suites and boards are **less confident that their CISOs can deliver on key priorities**.



Why CIOs need the answer now:

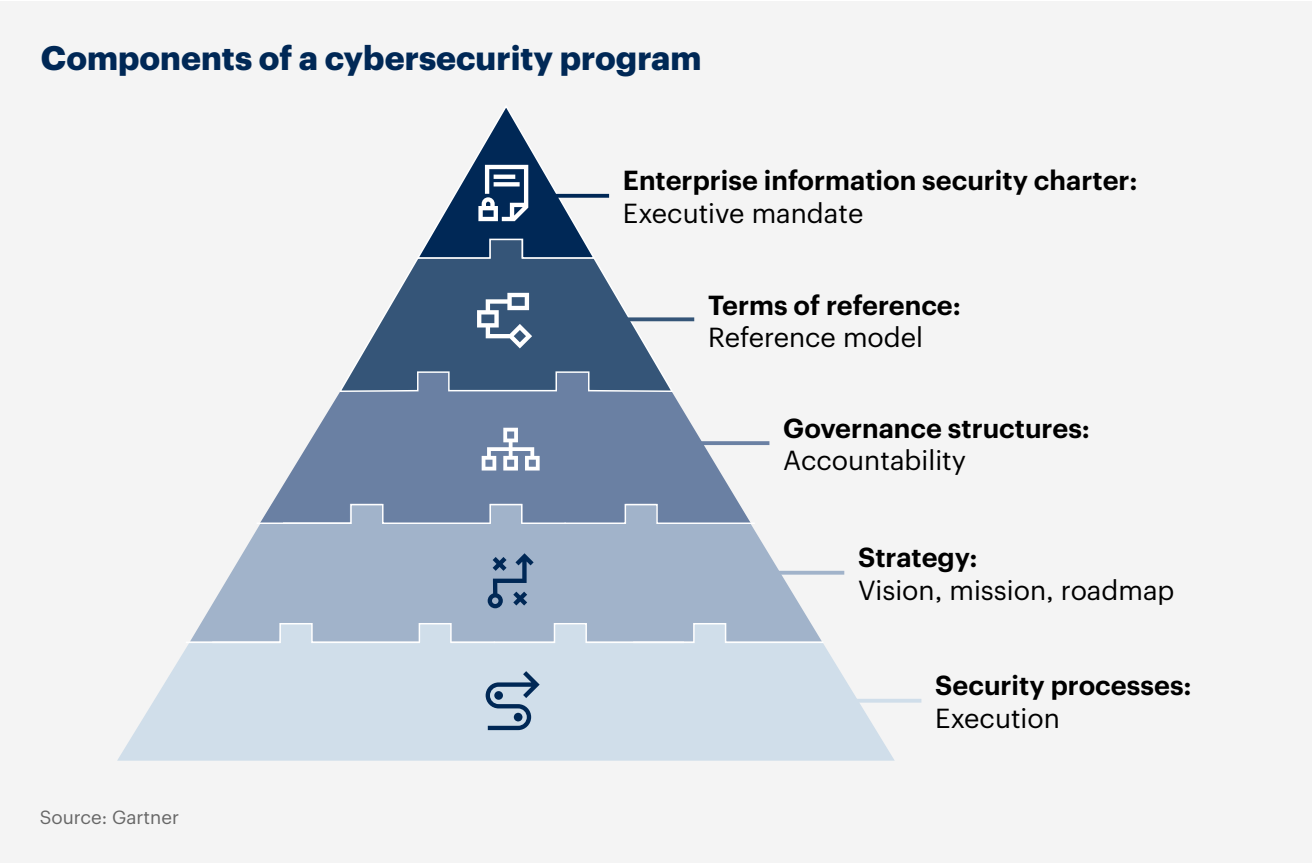
1. Increasingly advanced threats continue to emerge from a wider set of global factors.
2. Reputational risk to organizations, CIOs and CISOs has escalated with instant media.
3. Cybersecurity talent remains challenging to find and retain.

Source: Gartner

Build a security program for today's threats

To achieve a defensible security program, cybersecurity leaders should take the following actions:

- **Ensure** clear accountability for cybersecurity risk to enable effective risk-based control decisions.
- **Build** a program that reflects the unique business context of the organization, capitalizing on generally accepted standards and proven practices.
- **Design** the program for agility and continuous improvement by emphasizing key principles and formalizing security processes.





A day in the life

How Gartner Executive Partners work with CIOs to communicate a breach and a plan to move forward

A CISO in a highly regulated industry was under incredible pressure when the company experienced its first security breach. The CISO immediately reached out to the Executive Partner for advice, in advance of meeting with the board the very next day.

The EP recommended that the CISO be transparent about the breach to leadership. Together they came up with a plan to discuss what the CISO's team did very well, what didn't go as well and the best way to move forward.

The EP had worked with clients in similar situations throughout his career and was able to review the CISO's presentation to the board, give honest feedback and provide invaluable guidance on how to best prepare for this difficult conversation.

The presentation was well received by the board. And now, the CISO and team can sit down and build out a longer-term strategy to ensure there are validated plans in place.

“When I told my Executive Partner about our company’s breach, he welcomed me to ‘the club of many,’ which immediately grounded me and had us focus on moving forward.”



Examples of Gartner resources leveraged:

- CISO Foundations: Board Templates
- Tool: Step-by-Step Guide to Creating a Data Breach Response Plan



If you're interested in learning more about how a Gartner Executive Partner can help you achieve your goals, [connect with one of our specialists today.](#)

Take action with Gartner resources



Execute a smart, effective cybersecurity initiative by following best practices in our customizable [Cybersecurity Roadmap](#).



Talk to a [Gartner Executive Partner](#) — a former CIO who supports client priorities — to align your security strategy to business objectives and build programs that balance protection with the needs of the organization.



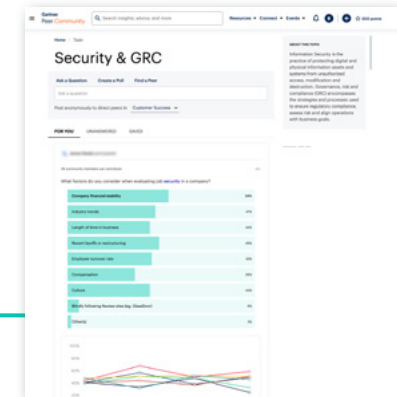
Kristin Root
Senior Executive Partner



Access powerful insight from our experts to help you present cybersecurity to the board of directors.




Join the [Gartner Peer Community™](#) to tap into the power of your peers with real-world connections, conversations and actionable advice around information security.







How do I demonstrate business value from technology investments?

 **81%** of boards have **not made progress toward or achieved** their digital business transformation goals.



 **70%** of digital leaders **have not significantly advanced** toward digital transformation goals.



 **67%** of CFOs believe the **last three years' digital spending has not met enterprise expectations.**



Why CIOs need the answer now:

1. Digital transformation results have been underwhelming.
2. Technology investments have increased across the organization, leaving CIOs with greater responsibility and less direct control.
3. Recent investments carry significant risks of cost overruns (e.g., cloud transition).

Source: Gartner

Demonstrate the value of IT

CIOs looking to showcase the business value of IT investments need to focus on three key questions:

What do my stakeholders value?

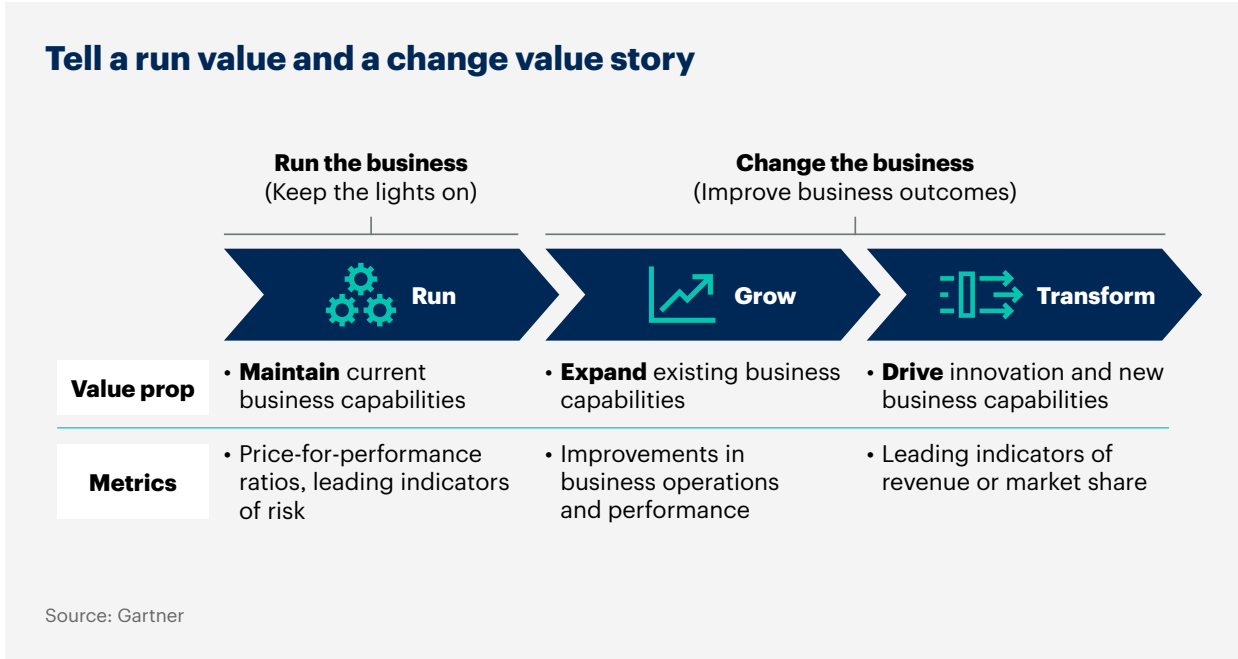
Value doesn't lie in the technology itself but what the technology enables the business to do. Value comes from delivering business outcomes, which ultimately impact cost, risk or revenue.

How do I build an IT value story?

Differentiate value stories into "Run" (keep the lights on) and "Change" (improve business outcomes). The Run value narrative is about how maintaining high performance levels and sustaining the operational business facilitate business performance. The Change value story focuses on value added through expanding existing capabilities and delivering new ones.

How can I effectively communicate value?

Metrics, used to back up the value story narrative, form a key part of effective business value communications. To communicate value, CIOs need to explain how resolving those tickets, or maintaining those systems, helped stakeholders achieve their goals and improved business outcomes.





A day in the life

How Gartner Executive Partners work with CIOs to build a business case for digital transformation

A midsize enterprise CIO in medical device manufacturing needed to formulate a strong digital strategy to support the evolving needs of internal and external customers in a postpandemic world. The CIO needed help developing a strong business case and roadmap for an ambitious digital platform transformation and advanced customer experience.

The Gartner Executive Partner helped expedite meeting objectives by applying practical experience and Gartner assets to develop a pragmatic approach to meet the company's goal by developing a roadmap, executing digital assessment tools to identify gaps and guiding the executive team through recommended steps to achieve the goal.

The EP's industry knowledge, roadmap and framework strategy accelerated the delivery and gained support; this decision would have taken an additional three to six months to complete without Gartner's guidance. The organization saved ~\$30,000 in consulting fees by using assessments. After this process, the CIO continued engaging with the EP because of the real-world industry data, insights and use cases.

“My Executive Partner accelerated our path through a holistic digital transformation strategy and moved the organization from being a ‘good’ service provider to an ‘excellent’ service provider.”



Examples of Gartner resources leveraged:

- Executive Partner with deep industry/IT experience
- Expert briefings
- Benchmarks and assessments
- EP-curated content delivery



If you're interested in learning more about how a Gartner Executive Partner can help you achieve your goals, [connect with one of our specialists today.](#)

Take action with Gartner resources



Learn how to craft a compelling story focused on what your stakeholders really care about with these [insights from our experts](#).



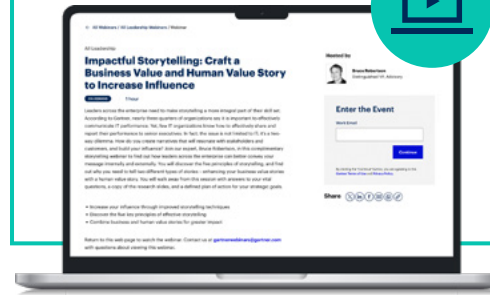
Talk to a [Gartner Executive Partner](#) — a former CIO who supports client priorities — to tell an IT value story that elevates the conversation beyond what IT does.



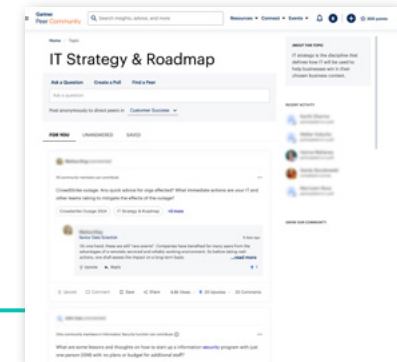
Daniel E. Kelly
Executive Partner



Hear from our experts about the best way to craft a business value and human value story to increase influence.



Join the [Gartner Peer Community™](#) to tap into the power of your peers with real-world connections, conversations and actionable advice around IT strategy and execution.





How do I design my organization and talent strategy for today's challenges?



79% of CIOs and senior IT leaders **plan to increase their IT staff levels in 2024**, projecting a 5% average growth rate for full-time equivalents.



69% of CIOs **intend to upskill/reskill current employees in 2024**, up from 47% in 2023.



15% of IT leaders say their **current IT workforce is prepared to meet their enterprise's future skills requirements**.



Why CIOs need the answer now:

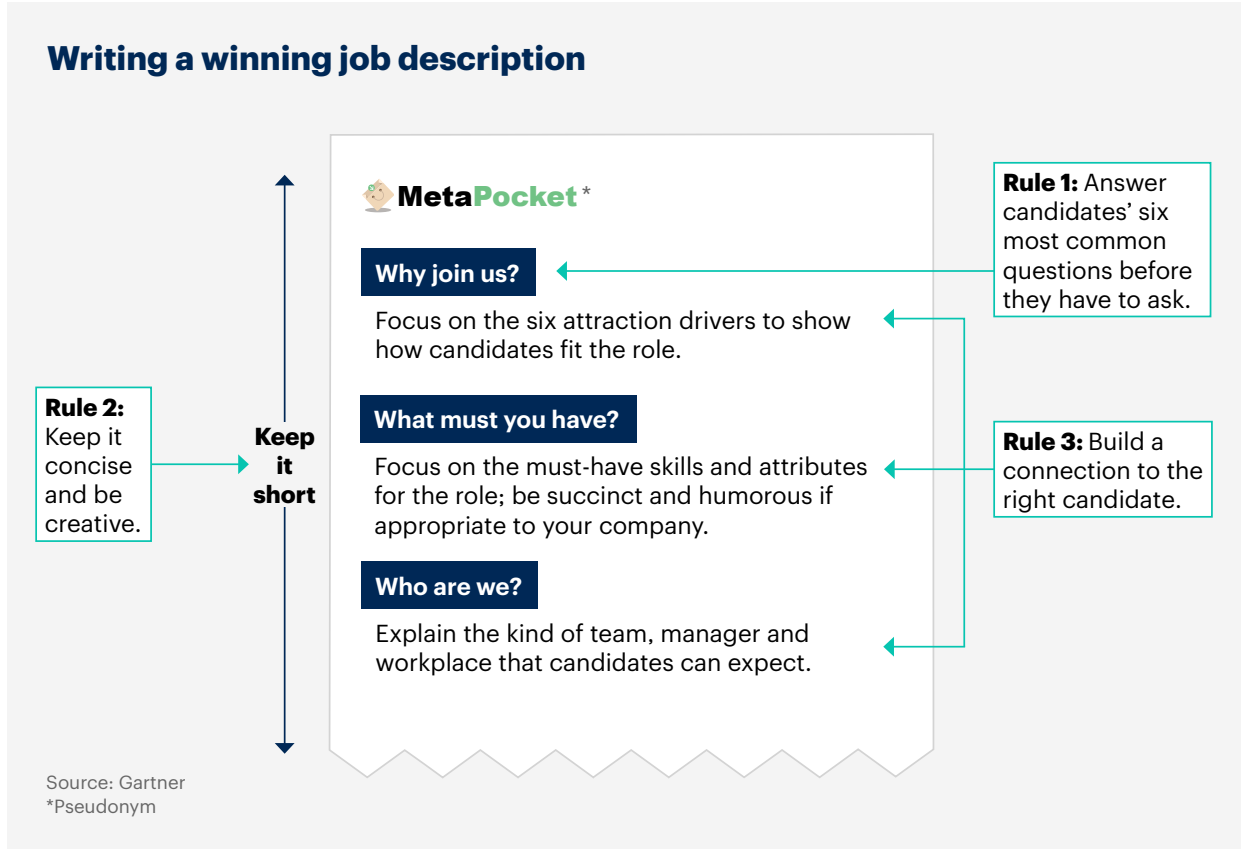
1. High demand for skills like GenAI, AI/machine learning (ML), cybersecurity, analytics and data platforms has led to compensation outbidding.
2. CIOs report major talent insufficiencies in some of the most critical technologies needed for business success. Among the skills tested in the survey, the biggest gaps for this year are GenAI, AI/ML and cybersecurity.
3. CIOs will also need to look for force multipliers, such as business technologists, who reside outside IT to fulfill the promise of their digital business transformation agendas.

Source: Gartner

Hire top IT talent

CIOs focused on their organization’s culture and people who are seeking to attract and recruit top IT talent should take the following actions:

1. Tap into the large pool of passive candidates in the IT labor market by leveraging tools such as social media platforms and employee referrals.
2. Reimagine IT job descriptions by designing persuasive job postings that go beyond listing only the necessary skills and experiences required.
3. Dispel candidates’ industry-specific preconceived assumptions by building and enhancing their IT departments’ brands.
4. Preempt candidate ghosting by truly understanding what candidates seek and embedding that in the entire recruiting process.
5. Champion implementation of new work patterns like radical flexibility, fully remote or hybrid — at the very least for critical IT skills — by educating peers and HR partners on the talent risks of a full return to on-site working.





A day in the life

How Gartner Executive Partners work with CIOs to merge and mobilize execution

Following a substantial merger and acquisition transaction, a large healthcare organization's CIO needed assistance crafting a new merged IT operating model, emphasizing a synergistic integration while ensuring the team amplified its collective focus on optimal alignment of IT products and services to enterprise business objectives.

Working with a Gartner Executive Partner, the CIO was able to gain substantial traction on both tasks simultaneously. This collaboration also led to the development of an acceleration model, crafted during an IT leadership retreat.

Gartner saved the client over \$250K in consulting fees and three to six months of effort. The client continues to leverage the EP for initiatives that enable the CIO and IT to function at scale. That would not have been possible without the collaboration.



Examples of Gartner resources leveraged:

- Dedicated Executive Partner with deep industry and IT experience
- Ignition Guides
- Organizational design models
- Use cases



If you're interested in learning more about how a Gartner Executive Partner can help you achieve your goals, [connect with one of our specialists today.](#)

“My Executive Partner conducted the needs assessment, designed the IT retreat and spearheaded delivery of a multidimensional and highly impactful session that shed required light on both current obstacles and prioritized solutions.”

Take action with Gartner resources



Learn how to execute an enterprisewide IT talent strategy and operating model to drive business strategy.



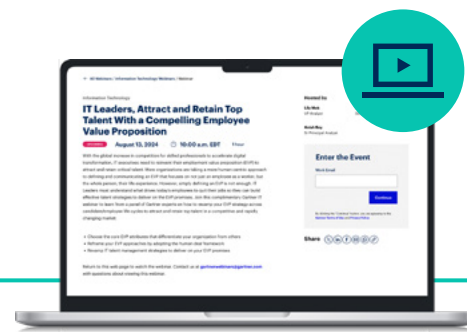
Talk to a Gartner Executive Partner — a former CIO who supports client priorities — to reframe your employee value proposition (EVP) approaches by adopting the “human deal” framework.



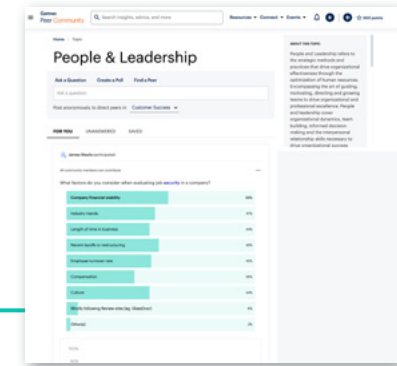
Ben Federlein
VP, Executive Partner



Hear from our experts about the best way to reinvent your EVP to attract and retain critical talent.



Join the Gartner Peer Community™ to tap into the power of your peers with real-world connections, conversations and actionable advice around leadership and talent.



Drive value across the business with expert guidance, tools, peer networking and targeted events.

→ Learn more about Gartner for CIOs.



Expert guidance

Ongoing leadership development

CIO leadership insight key areas:

- Develop technical and executive skills, create peer relationships, nurture talent and culture
- Access insights into cross-industry content
- Role-exclusive content sharing between CIO and seatholder (CISO, CDAO, etc.)

Be a better business partner

Cross-functional insights, including:

- Business value and strategy
- Future of work, risk response strategies, change management

Thrive with tech insights

- Stay on top of the latest emerging tech trends
- Pragmatic advice and decision-making tools



Peer experiences

Connect one-on-one with other industry leaders through our exclusive CIO network, participate in peer-led discussion and polls, and gain access to technology ratings and reviews.



Engaging events

Exclusive access to the Gartner IT Symposium/Xpo™ conference and Gartner CIO Leadership Forum with educational breakouts and more opportunities to connect with peers and Gartner experts.



Daily security briefings

Stay on top of the most pressing news with a digest of articles from reputable news sources, including a cross-industry, global summary of the most recent threats, and security news of the day.



Decisioning tools

Gartner tools to turn strategy into execution by helping accelerate key initiatives and drive better business outcomes:

- Gartner Digital Execution Scorecard™
- Rapid Digital Execution Scorecard
- CIO Initiative Accelerators
- Interactive Priorities Navigator
- IT Score for CIOs
- IT Budget Benchmark



Featured tools

Gartner Digital Execution Scorecard™

Explore a framework that is customizable to your industry that evaluates digital execution and measures companywide progress continually.

CIO Initiative Accelerators

Deliver on mission-critical priorities and achieve strategic and innovation goals faster using an easy-to-follow step-by-step guided experience, including best practices and case studies.

Gartner®

Advance your IT strategy by attending a Gartner conference.

In an era of continual disruption, the role of CIO is evolving rapidly. CIOs must amplify their impact to lead IT beyond the function, partnering with C-suite peers to accelerate digital business models, enable the future of work and drive business growth.

Join us at our CIO conferences to discover world-class insights to help you drive your mission-critical priorities.



Don't miss out.

View the Conference calendar today and find the conference that's right for you.

→ [Explore the Calendar](#)



Gartner conferences by the numbers

460,000+

curated agendas informed by more than 460,000 client interactions per year

2,500+

Research & Advisory experts offering exclusive research and individual consultations on-site

60,000+


business and technology professionals in attendance globally each year

1,000+

solution providers at the forefront of technology

Actionable, objective insight


Position your organization for success. Explore these additional complimentary resources and tools for CIOs:

How We Help 

Gartner for CIOs

Leverage the full value of Gartner alongside an Executive Partner.


[Learn More](#)

Tool 

CIO Initiative Accelerators

Save time and money with self-service tools that help you jump-start initiatives and tackle top priorities.


[Learn More](#)

Tool 

Gartner Digital Execution Scorecard™

View a comprehensive set of digital strategy benchmarks to accelerate decision making and drive execution.

[Learn More](#)

Tool 

IT Score for CIOs

Benchmark key functional processes and activities with Gartner IT Score.

[Learn More](#)

Already a client?
Get access to even more resources in your client portal. [Log In](#)

Connect With Us

Get actionable, objective insight that drives smarter decisions and stronger performance on your mission-critical priorities. Contact us to become a client:

U.S.: 1 855 811 7593

International: +44 (0) 3330 607 044

[Become a Client](#)

Learn more about Gartner for CIOs

gartner.com/en/chief-information-officer

Stay connected to the latest insight



Attend a Gartner conference

[View Conferences](#)