

WHAT GETS A CIO FIRED?

- **Key Factors Facing Investment Management CIOs**
 - Rate of change rapidly accelerating
 - Global growth
 - Information security risk
 - Increased regulator/compliance requirements
 - Increased product and asset class complexity
 - Operations risk
 - Complex vendor relationships
 - Cloud and infrastructure decisioning

- **Increased Specialization at CIO Peer Level**
 - Company-wide architecture function
 - Chief Data Officer
 - Chief Information Security Officer
 - Digital Marketing Officer
 - Chief Analytics Officer
 - More distribution and specialization at senior level as tech becomes an increasingly dominant factor

- **Management Profile and Legacy of the Investment Management Sector**
 - Led by investors and competitive investment performance
 - Firms governed by individual firm partnership culture and values
 - Large, retail-oriented firms generally further along in technology and scale

- **Evolution of the CIO Job Specification**
 - Conceptual, strategic, and big-picture thinking
 - Leadership
 - Demonstrated ability to formulate and execute broad, strategic technology program
 - Real-world technology accomplishments of consequence
 - Communication and relationship-building skills
 - Operating ability
 - Technical knowledge and skills
 - Potential as successor to CEO or COO

- **What Gets You Fired**
 - Inflection points in the sector or economy
 - Internal or external top-level leadership change
 - Perceived need for change in approach or vision
 - Perceived as competent but incapable of leading firm through successive stages of growth

- Perceived shortcomings in strategy, direction setting, management breadth, or execution
 - Perceived lack of “runway” or succession potential
 - Ego, character, selfishness, or exclusivity
 - Defensive – not open to challenge or criticism
 - Lack of communication and people skills
-
- **What You Should Do Going Forward**
 - Strive to know yourself better
 - Solicit honest feedback
 - Understand how you are perceived
 - Push harder on your strengths, guardrail your shortcomings
 - Select subordinates who complement your capabilities
 - Demonstrate continuous personal/professional growth
 - Be flexible
 - Embrace change
 - Work hard to build relationships and credibility
 - Seek open, honest, and thoughtful discussions
 - Take calculated risks
 - Be a student of your industry