



THE 8TH ANNUAL
MIT Sloan
CIO Symposium

**BEYOND
 THE CROSSROADS:**
 How will the CIO role evolve in the digital
 business world?

05.18.2011

The 4th Annual CIO Award for Innovation Leadership

Objective: Honors Chief Information Officers (CIOs) who lead their organizations to pursue innovative use of Information Technology (IT) and business processes to deliver business value.

Key characteristics of CIO innovation leadership include:

- Trusted Advisor—to the CEO, CFO, and other senior executives. Incorporates IT into business decision-making by educating business executives on IT potential, managing risk and participating in key operational and executive committees.
- Business Leader—intimately aware of business challenges, competitive landscape, and the organization's core strengths. Able to identify opportunities to improve business performance and deliver business value through the innovative use of IT and business processes.
- Strong Communicator—articulates a vision for IT-enabled innovation and works across the organization and with external stakeholders to gain support for this vision. Collaborates to identify, secure resources for and achieve organizational alignment to enable innovations.
- Proven IT Manager—delivers core IT services, using internal staff and external services, within budget and staff constraints. Measures and reports IT performance against business-oriented metrics. Recognized among peers as an effective manager.

As you answer the questions below, please tell us how you have demonstrated these leadership characteristics.

	Maximum word count	Weight
Q1. Please describe your company, IT organization, reporting relationship, and any organizational responsibilities outside of IT.	100	(*)
Q2. What is your vision for innovation leadership?	150	10%
Q3. How have you fostered a culture that can identify and pursue the innovative use of IT and business processes to deliver business value? Please describe the "before" and "after" environment, both within IT and the overall organization.	250	25%
Q4. In a truly innovative organization, not all initiatives will be successful. What were the most important lessons learned in implementing innovations that were NOT successful?	250	15%
Q5. Describe an innovation that illustrates your vision and achieved your targeted business results. Why do you consider this initiative to be innovative? How did you select, design, build support for and manage the execution of this innovation?	400	25%
Q6. What results did this innovation deliver, short-term and long-term? How did you assure that these results would continue to be delivered? Please include both hard and soft business/outcome -oriented metrics (rather than IT performance metrics).	250	25%

(*) Answer to this question provides the context for evaluating responses to Q2-Q6.

Application Deadline: Friday March 18, 2011, midnight EST.