FACTORS PREVENTING CAREER PROGRESSION FROM CIO TO HIGHER EXECUTIVE POSITIONS: AN ANALYSIS OF ACADEMIA AND INDUSTRY CONGRUENCE

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ABSTRACT

Many Chief Information Officers aspire to be Chief Executive Officers, and they have the necessary skills for the position. However, it is still not common to see an organization's CEO is a former CIO. The purpose of this paper is to evaluate whether academia and industry have similar or dissimilar expectations and perceptions regarding the factors preventing career progression from CIO to higher executive positions.

INTRODUCTION

With the continuously increasing role of information technology, Chief Information Officer (CIO) is now widely accepted as one of the key C-suite roles. CIOs are not only responsible for running the IT departments but also becoming leaders who actively participate in strategic business decisions. Accordingly, many CIOs aspire to be Chief Executive Officers (CEO). One industry survey found that 42 percent of CIOs worldwide say they have the necessary skills for the job. However, just 4 percent of existing CEOs among the world's biggest companies are former CIOs [2]. The purpose of this paper is to evaluate whether academia and industry have similar or dissimilar expectations and perceptions regarding the factors preventing career progression from CIO to higher executive positions. To accomplish the research objective, this study deploys a qualitative study using experts in academia and industry.

BACKGROUND

According to Grant and Urbanik [1], three key categories of factors influencing CIO career progression are *Personal Attributes*, *Work Experiences* and *Environmental Factors*. Personal attributes factors include personal skills and business knowledge, and environmental factors include IT Governance and Maturity. Finally, work experiences include increased business focus and Good at CIO basics. Shaygan Kheradpir, a former CIO of Verizon Communications, who became the CEO of Juniper in 2014 emphasized that there is no definitive path from the CIO office to the CEO's office, but he advised that all CIOs should learn the details of the business and customers' needs to be a higher executive position [3].

The most obvious differences between CIOs and other top executives are the speed at which they arrive at decisions when placed under pressure and the manner in which they communicate their

decisions to the people around them [4]. Therefore, CIOs aspiring to become higher executive positions should evaluate their capacity for behavioral change.

RESEARCH METHOD

To accomplish the research objective, this study deploys a qualitative study using faculty and current top executives. A case study is conducted for exploring the factors, and a semi-structured interview is conducted for data gathering in this case study. The semi-structured interview is conducted by asking central interview questions and other relevant questions. The result will be presented at the WDSI Conference in April 2016.

REFERENCES

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