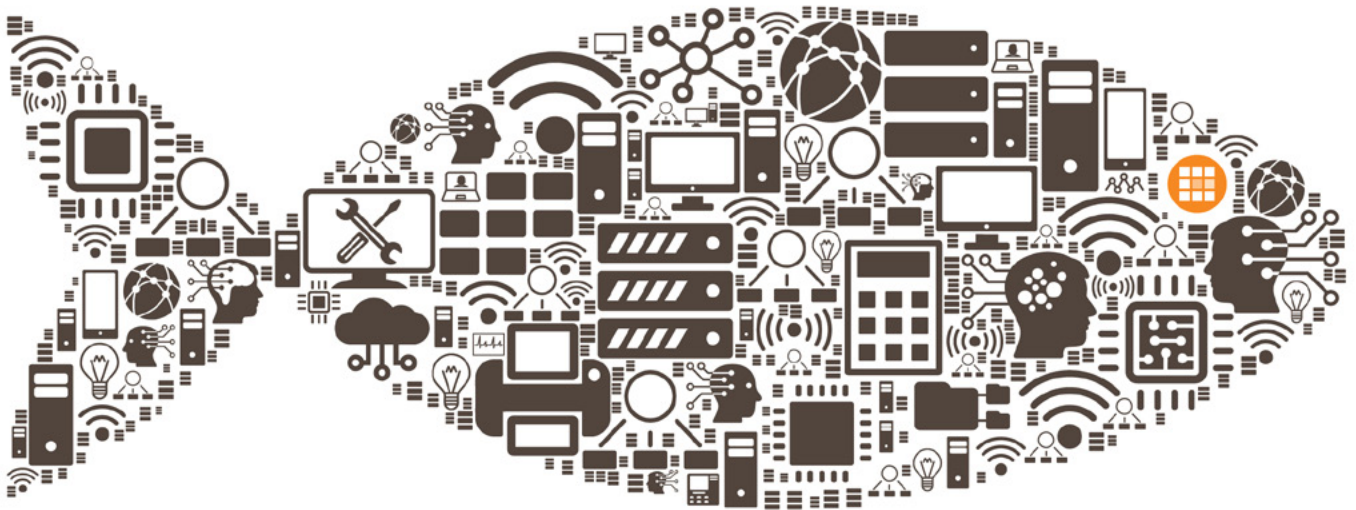


# CIONET COOKBOOK

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## EXECUTIVE SUMMARY






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# MENU

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# MASTER CHEFS OF THE DIGITAL KITCHEN

## Five characteristics that define successful CIOs

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Great IT leadership is more important than ever before. As the pace of digital transformation continues to quicken, the best CIOs rely on five key characteristics that help them turn the threat of disruption into an opportunity. They use these traits to lead the creation of new technology-enabled business models that generate a lasting competitive advantage.

That's one of the key findings that emerges from the CIONET Cookbook, a comprehensive best-practice analysis that highlights the characteristics of successful CIOs in an age of constant digital transformation. This analysis presents the very best of European IT leadership: the 'Master Chefs'.

The Cookbook presents the techniques of these Master Chefs as a set of recipes for long-term success. These talented CIOs run technology organisations like five-star restaurants, providing all the IT ingredients for digitally enabled business transformation.

Crucially, Master Chefs are more than leaders of their own domains. As well as leading agile and adept technology organisations, these Master Chefs create the conditions for a Digital Kitchen. Quite unlike the IT environment that has predominated before, this outward-facing department exposes its methods to the diners who relish its first-class experiences.

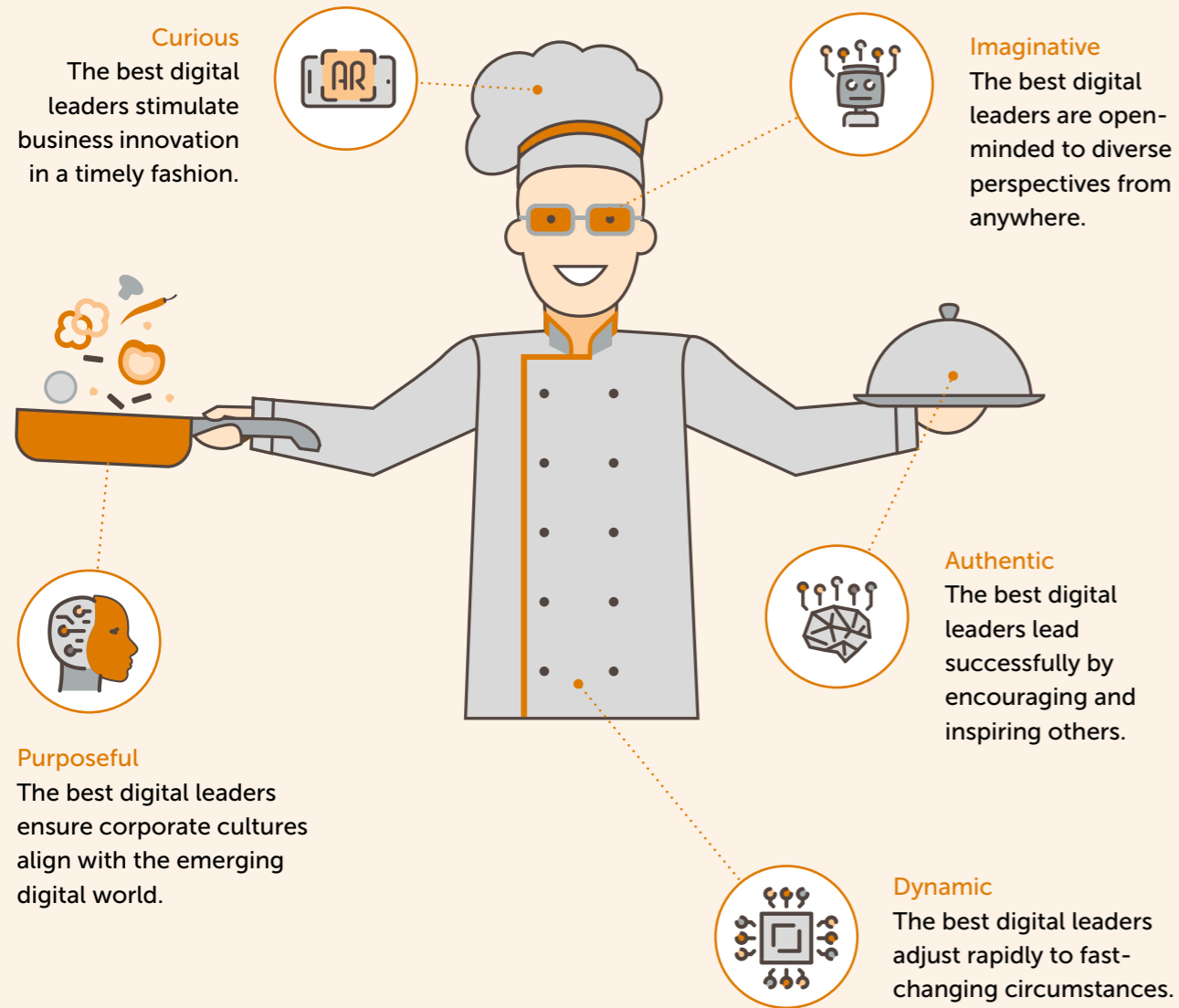
Our analysis suggests Master Chefs of the Digital Kitchen excel across five traits: they are curious, imaginative, purposeful, authentic, and dynamic.

These five traits are distinct in nature, yet they interlink when it comes to leadership style. Master Chefs display all these traits, but they adopt and adapt them in a way that creates great results for them as individuals, and for the people they lead, the businesses they work for, and the customers they serve.

As we emerge from the coronavirus pandemic, traditional enterprises face a new challenge: not just surviving but thriving in the digital age. As the executives responsible for leading business technology, CIOs must meet this challenge head-on.

The Cookbook shows how Master Chefs of the Digital Kitchen go beyond delivering IT operational excellence and serve up innovation on behalf of customers, whether that's external clients or internal employees. Here's more details on the five characteristics that we believe define successful CIOs.

## Five characteristics that define successful CIOs



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# ONE CURIOUS

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## The best digital leaders stimulate business innovation in a timely fashion

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The best CIOs have a curiosity and a passion for everything that's new. Master Chefs are constantly on the search for weak signals, whether that's in terms of emerging technologies or fresh business trends. As Sanjay Patel, Group CIO at Tate & Lyle, suggests, curiosity is now an essential trait for effective digital leadership.

Curiosity isn't a solo activity. Successful CIOs engage closely with people and parties across and beyond the IT department. They explore and research weak signals internally and externally with colleagues and customers. By spotting these signals quickly, and then testing their viability, CIOs stimulate business innovation in a timely fashion.

Master Chefs focus their attention on the user experience, whether that's in terms of the end customer or the employee. They work with line-of-business managers to understand internal requirements and deliver great products and services that meet customer demands.

Great CIOs exploit information. They use data to elucidate trends and inform their decision-making processes. They also use data analytics and artificial intelligence to personalise customer experiences across online and offline channels.

Master Chefs are always cooking up new ideas – and the best CIOs are rewarded for their curiosity. Digital leaders who build credibility through the rapid delivery of value earn the right to be equal partners at the boardroom table. In fact, successful CIOs are often asked to take responsibility for other activities, such as procurement and risk management.



**Charlie Forte**  
CIO, MoD

*"Getting stuff done and making things happen is all about connecting people and ideas."*



**Phil Jordan**  
CIO, Sainsbury's Group

*"Combining great technologies with great people is the recipe for great customer experiences."*



**Tarun Kohli**  
ex-CTO, Prudential; MD, Swiss Re

*"We don't need a digital strategy for business, we need a business strategy for a digital future."*





**Koen Vermeulen**  
Group CIO, Orange Group

*"The best way to innovate is to use open technology, have open processes and create an open culture."*



**Erwin Verstraelen**  
CDIO, Port of Antwerp

*"Innovation should be everywhere, but we must give it an opportunity to surface and blossom."*



**Geert Standaert**  
CTO, Proximus

*"Always look forward, never look back."*

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## TWO IMAGINATIVE

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The best digital leaders are open-minded to diverse perspectives from anywhere

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Master Chefs are always open to new ideas. Long gone are the days when a successful IT leader was defined by their ability to keep technology systems up and running. The best CIOs look far beyond the enterprise firewall and are open-minded to diverse perspectives and views from across a wide ecosystem of peers and partners.

The Cookbook exemplifies how IT can enable and accelerate business innovation by providing new tools, digital platforms and skills. In fact, the imaginative use of innovation can involve entire shifts in business models. It might also involve the more tactical use of imagination, such as the creation of a dedicated innovation unit within an existing business, such as at Munich Re, or the use of hackathons to develop new services for customers.

As Erwin Verstraelen, CDIO at the Port of Antwerp, says in the Cookbook, the creation of an innovative culture is not a one-time task. Imaginative CIOs undertake a continual process of enabling experimentation. Master Chefs are aware that fostering a culture of innovation means focusing on the funding, expertise and technological capabilities for long-term success.

Continual experimentation takes on many forms, yet imagination always relies on openness. Red Hat CDO Margaret Dawson has fostered an open culture that encourages collaboration across organisational silos. Koen Vermeulen, group CIO at Orange Group, has adopted open sourcing and processes to support a culture of constant collaboration.

One thing is certain: ongoing digital transformation means the pressure is on CIOs to evaluate emerging technologies quickly and inform their boards about how these advances will push dramatic change this decade and beyond. Corporate survival will depend on imaginative interventions to embrace these advances and fend off newcomers.

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# THREE PURPOSEFUL

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## The best digital leaders ensure corporate cultures align with the emerging digital world

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Organisational culture is one of the most important differentiating factors separating successful digital transformations from unsuccessful ones. The CIOs from around the globe featured in the Cookbook make it clear that the traditional IT structures and methods of the past are not fit for the fast-developing business requirements of tomorrow.

The watchword is purpose: Master Chefs identify clear business outcomes and create a purposeful IT organisation where they, their teams and their ecosystem partners understand clearly what needs to be achieved. What's more, reaching these targets is satisfying for the people who meet these targets and sustainable in terms of their environmental impact.

David Jack, CTO at dunnhumby, says in the Cookbook that top-down intervention is no longer the best formula for orchestrating large-scale change. Instead, CIOs need teams of trusted experts who have large amounts of autonomy, creative licence and accountability for delivering change. Smart CIOs enable this shift through automation: let machines do the repetitive work and let talented employees focus on high-value activities.

Perhaps the most visible development in modern IT practices is to employ Agile methods to accelerate the delivery of new business solutions. By applying lean thinking and Agile methods, such as short sprints, Master Chefs are baking success into the digital projects they undertake on behalf of the business.

This new Agile way of working must be adopted cross-business and with strong forms of governance, so that everyone works to agreed standards. Maersk, for example, has developed a mission and set of processes that enable staff to engage more actively with end customers, backed up by Agile methods and a clear focus on business outcomes.

What's clear is that purposeful CIOs develop a strong internal culture. Master Chefs foster organisational approaches to diversity, inclusivity, flexibility and sustainability that extend across individual characteristics, values, beliefs and backgrounds to ensure corporate cultures align with the emerging digital world.



**Sanjay Patel**  
Group CIO, Tate & Lyle

*"Our purpose of improving lives for generations guides every action we take and every decision we make."*



**Melanie Kehr**  
CIO and COO, KfW

*"It's about starting an agile movement bottom up, letting employees participate in defining the setup."*



**Margaret Dawson**  
Vice president and chief digital officer, Red Hat

*"I am passionate about inspiring teams and colleagues to change the world for good. What is needed is courageous leadership and a shared vision."*





**Adam Marciniak**  
CTO and CDO of CCC Group,  
former CIO of PKO BP  
*"Humility is about listening,  
observing, finding the best values and  
demonstrating the best behaviours."*



**Angel Valero**  
Corporate CIO, Telefónica  
*"I give each team 100%  
independence, but I give  
100% personal dedication to  
helping them solve a problem."*



**Cindy Hoots**  
CDO and CIO, AstraZeneca  
*"When you focus on the  
people, you will get the results."*

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## FOUR AUTHENTIC

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### The best digital leaders lead successfully by encouraging and inspiring others

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The best digital leaders have a clear vision about where the organisation should be heading and are able to bring others on that journey. When new challenges arise, people within the IT department and across other lines of business look to these CIOs for guidance. So, why do people trust these leaders to make the right decisions? Because they're authentic – and their passion for their role and their desire to make the business more successful shines through.

Crucially, authentic leaders don't dictate the direction of travel. The best CIOs show humility. They lead successfully by encouraging and inspiring others, working across silos to eliminate obstacles that block change. The Master Chefs in the Cookbook use terms like conductor, orchestrator and connector to describe this proactive and supportive approach.

Master Chefs recognise the importance of communication. They understand that the right language is crucial to gaining responsibility and influence within an organisation. Yes, digital transformation is often about implementing systems and services, but the board is interested in outcomes not bits and bytes.

Successful CIOs can explain the impact of digital transformation in terms the rest of the business understands. When people know what you're saying, they think of you as an authentic leader. So, instead of talking about technology stacks, Kensington Mortgages COO Mark Foulsham focuses on business terms, such as earnings and customer impact.

Master Chefs celebrate their success and use storytelling to engage the organisation, but they do so in a way that shows how the actions they intend to pursue are best for the company, rather than the CIO as individual. They are, in short, always authentic.



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# FIVE DYNAMIC

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## The best digital leaders adjust rapidly to fast-changing circumstances

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One of the key messages of the Cookbook is that modern CIOs must be dynamic. If change is now the overriding constant in business, whether that's responding to crises, adopting digital services or switching business models, then adopting flexible business structures and IT systems based on open sourcing and Agile development methods must be the way forward.

However, none of this work is straightforward. Legacy technology remains a universal problem that all CIOs must tackle. Master Chefs across the Cookbook are replacing legacy systems with web-based applications that can flex to meet fast-changing external demands. While it's a huge task, it brings big rewards.

CIOs that break free from the old world of legacy systems and waterfall techniques create the dynamic IT department that a modern business requires. Instead of a proliferation of discrete systems and silos of data, Master Chefs bring systems and services together on modern, cloud-based platforms. They help the business procure its own solutions safely and securely.

Effective CIOs work with external partners tactically to develop flexible platforms for change. With trusted partners developing cloud-based solutions to business problems, internal teams focus on strategic issues that generate value for the enterprise. An example: open-source standards and scalable cloud platforms have enabled dunnhumby's 3,000 staff to employ common tools and share vital data resources.

New challenges continue to emerge and often from unexpected places. As Cindy Hoots, CDO and CIO at AstraZeneca explains in the Cookbook, her team had to support the development of a coronavirus vaccine in months rather than years. Automation tools, such as robotic process automation and artificial intelligence, provided a practical way of amplifying the contribution of human talent to meet stretched business goals.

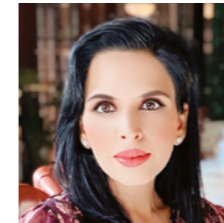
Incredible results in such extreme circumstances show the value of a dynamic approach to business technology. CIOs will continue to face new challenges, but they must love the problem, not the solution. Technology is simply the conduit to reaching business objectives – and the more flexible the platforms, the better for all concerned.



**Martin Bellamy**

CIO, Houses of Parliament Restoration and Renewal Authority

*"Seek out the big challenges and plan for success."*



**Dr Bijna Kotak Dasani**

Executive Director, Morgan Stanley

*"If you don't understand the problem, you will never reach a satisfactory solution."*



**Mark Foulsham**

COO, Kensington Mortgages

*"Leaders of the future will be able to adjust rapidly to changing circumstances."*





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## CONCLUSION

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The Cookbook makes it clear that the very best CIOs aren't just experts within their own domain but are capable business leaders who can help their organisations embrace the myriad of challenges that define the modern world.

While a strong awareness of digital transformation is one of their key qualities, the most successful IT leaders – or the Master Chefs, as we refer to them – excel above and beyond the technology department. These leaders possess characteristics that help them change their businesses for the better.

For traditional IT managers, the characteristics that we identify – curious, imaginative, purposeful, authentic, and dynamic – might seem far removed from the focus on operational excellence that once defined a successful technology chief. However, we believe these five traits comprise the DNA of modern digital leaders.

What's more, there's good news for IT leaders who feel they're not yet ready to reach the heights of the Master Chefs – you too can create a high-quality Digital Kitchen. As Ministry of Defence CIO Charlie Forte makes clear in the Cookbook, with persistence and patience, any leader can transform an organisation successfully.

CIOs continue to be uniquely positioned to help businesses navigate our digital world. While many IT leaders still run company infrastructures and applications, the transformative work they've undertaken during the past two years has pushed technology to the forefront.

New challenges abound. CIOs will have fresh opportunities to bring the best offerings from their Digital Kitchen to the boardroom table. Now is the time to be a Master Chef and help the business apply technology to deliver new competitive advantages.

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## AUTHOR

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### Mark Samuels, Chief Editor

Mark is a business writer and editor, with extensive experience of the way technology is used and adopted by CIOs. His experience has been gained through senior editorships, investigative journalism and postgraduate research. Editorial clients include the *Guardian*, *The Times*, the *Sunday Times* and the Economist Intelligence Unit. Mark has written content for a range of IT companies and marketing agencies. He has a PhD from the University of Sheffield, and master's and undergraduate degrees in geography from the University of Birmingham. Visit [marksamuels.co.uk](http://marksamuels.co.uk).

To request a copy of the CIONET Cookbook, visit our website: [cionet.com/cookbook](http://cionet.com/cookbook)

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### About Red Hat

Red Hat is the world's leading provider of enterprise open source software solutions, using a community-powered approach to deliver reliable and high-performing Linux, hybrid cloud, container and Kubernetes technologies. Red Hat helps customers integrate new and existing IT applications, develop cloud-native applications, standardize on our industry-leading operating system, and automate, secure, and manage complex environments. Awardwinning support, training, and consulting services make Red Hat a trusted adviser to the Fortune 500. As a strategic partner to cloud providers, system integrators, application vendors, customers, and open source communities, Red Hat can help organisations prepare for the digital future.

The technologies available to business are becoming ever more sophisticated. The development of the IT landscape has been accelerated by the pandemic, as corporations realise the importance of digital solutions in creating the virtual office, bringing together supplier and customer and ensuring the continuing success of their businesses.

The *CIONET Cookbook* uses the analogy of a five-star restaurant to explain the importance of optimally integrated technology, with the CIO as Master Chef. In order to provide the best service to its customers, a top restaurant must have the right atmosphere, an inviting menu, a well-equipped kitchen, talented and committed front-of-house and kitchen staff and smooth-running processes that ensure an enjoyable experience for diners. The Master Chef brings all these elements together. Likewise, businesses need to be able to offer great service to customers and business partners, an up-to-date menu of IT solutions, access to the best technology and a great team to implement those systems, all under the leadership of a CIO with vision and energy.

The *CIONET Cookbook* comprises recipes for success from 25 of today's most influential and dynamic information technology leaders, across all sectors of business. In it, readers will discover:

- How David Jack transformed dunnhumby's data analytics services by putting the customers first;
- Why Ángel Valero is competing with the robots of the future to upgrade Telefónica's telecommunications business;
- How Margaret Dawson of open-source software company Red Hat has extended the idea of openness into all aspects of business function to promote a culture of innovation and exchange;
- Why Charlie Forte, CIO of the UK's Ministry of Defence, put transformational technologies on the front line to create a cohesive, integrated and adaptable IT framework.

The *CIONET Cookbook* is an invaluable tool for IT executives at all levels, in businesses of all sizes and across all sectors.

**CIONET's mission is to help IT executives become both more at ease and more successful in their jobs. With the largest membership of corporate digital leaders across Europe, Latin America, US and Australia, CIONET has the expertise and pioneering vision to address any IT management challenge. CIONET opens up a whole new universe of opportunities in IT management, helping its members not just to keep up with change but ultimately define it.**