



**HAYS** Recruiting experts  
in Information Technology

# DNA OF A CIO

The makings of a Chief Information Officer in Asia

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# INTRODUCTION



On behalf of Hays, I am pleased to announce another edition to our DNA series – DNA of a Chief Information Officer (CIO) Asia.

In many organisations, the CIO role has established itself as a key part of the executive suite in rapid succession. The role, despite being relatively new, experiences a fast-changing environment which leaves many aspiring CIOs wondering which direction they should take in their careers. For this reason, I am thrilled to be releasing this second edition to our DNA series in Asia, which joins our previously released DNA of a CFO Asia. The purpose of this report is to provide aspiring CIOs in Asia with insight on how they can reach the top job in IT, based on the experiences of current CIOs.

Candidates frequently ask us about the path to success. How do I become a CIO? What do I need to do to transition from senior management to an executive role? What should my CV include? Which skills should I be working on today so that I am ready for the opportunities of tomorrow?

As leading experts in IT recruitment, we thought we'd tackle these important questions.

Based on our network of top, highly motivated and incredibly successful professionals, we've been able to develop this report. I encourage all aspiring CIOs to use the lessons and advice from today's business leaders to your advantage.

**Peter Noblet**  
**Senior Regional Director - Hays Information Technology, APAC**

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## Thank you

As part of this project, we wanted to go beyond our research and analysis and talk to people in the field who have gone through the journey. Talking to many CIOs across Asia has helped us develop a report that is both insightful and unique to Hays.

We would like to thank all those CIOs who have contributed to helping us create this report. Your insight, advice and sharing of experiences provide invaluable information and awareness to IT professionals about the career path and the challenges, obstacles and fundamental steps necessary to become a CIO in Asia.

We would also like to extend our thanks to the CIOs who are profiled throughout the report. You'll find their unique views, gained from their own personal journey to CIO, very insightful.

Disclaimer: While every care is taken in the collection and compilation of data, this report is interpretive and indicative, not conclusive. This information should be used as a guide only.



# ABOUT THIS REPORT

## **What does it take to become a Chief Information Officer (CIO) in Asia?**

This report is designed to give you insight into what it takes to achieve a leading role in Information Technology (IT) in Asia. It is based on interviews with IT leaders.

In this report, we look at the path to becoming a CIO. We look firstly at the need to build a solid technical foundation. Next, we look at the importance of keeping up-to-date with IT and other technological developments and how this can give the aspiring CIO a leading edge. We then build on this important aspect and look at other business skills an aspiring CIO needs to develop in order to connect the dots between the technology and other facets of business. Finally, we look at the industry challenges and the need to develop a great network.

We hope the insights contained in this report will help any aspiring CIO map out their career path and achieve their career goals.

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## **Survey methodology**

Hays surveyed 307 IT leaders who hold the title of CIO, CTO, Head of IT, IT Director or Vice President of IT from February to April 2016. They were asked questions about their education, background, qualifications, skills, attributes, international experience, responsibilities, challenges and personal aspirations.

We then conducted in-depth one-on-one interviews with CIOs, whose unique insights are shared throughout this report.

## **Our expertise**

We also called upon our recruitment expertise. At Hays Information Technology we've been recruiting IT professionals at the leading edge of information technology for over 39 years. We source talented professionals at all levels, and we looked at the commonalities and trends that our CIO placements share. This report is organised based on the insight of these key findings.

## **About our respondents**

Our respondents came from major business hubs in Asia. 39% came from mainland China, with Shanghai being the major source of participants. 24% came from Japan. 10% from Hong Kong, 14% from Singapore, 9% from Malaysia and 4% from elsewhere.

Respondents mainly worked for Asian firms (53%); other companies our respondents worked for include North American organisations (21%) and European organisations (17%). Of these organisations, 68% are listed firms in commerce and industry, 23% are non-listed, 2% are from the public/not-for-profit sector and 7% are other.

47% of the organisations have over 1,000 people locally, and only 18% have under 100 people. Translated into turnover, 36% identified a turnover of more than 500 million USD, although 34% of CIOs preferred not to disclose this information. 95% of the respondents were male.



# SURVEY FINDINGS

The background of a Chief Information Officer in Asia is heavily skewed towards IT related university degrees. Apart from this common characteristic, CIOs agree on the importance of developing a multitude of business skills, keeping on top of IT related developments, as well as building a great network both internally and externally of the organisation. The key findings of our survey, outlined below, help to explain just what makes up a CIO's DNA.

## Build a solid technical foundation

Our survey results clearly suggest the importance of a solid foundation. The vast majority of the surveyed CIOs have a background in information technology and/or hold additional IT qualifications. Many CIOs also express the need for technical knowledge throughout the survey.

## Stay on top of IT related developments

Due to the rapidly changing technical environment, our surveyed CIOs identify the importance of and challenges related to keeping up-to-date with IT developments. Many CIOs actively address this matter and see keeping up with industry changes as one of the steps they take in their career development.

### Education

62% of CIOs have a degree in Information Technology, Computer Science or Systems.

### Skills

30% of CIOs view technical knowledge as one of the top skills a good CIO must possess.

### Keep up-to-date

Due to the rapidly changing nature of technology, the CIO must possess the ability to keep up with the latest industry changes, a career development step 49% of CIOs take.

### International experience

International experience is seen as a very valuable part of the CIO's development and 44% of CIOs have gained international work experience.

### Proactive

The rapidly changing technological environment is attractive to CIOs due to the proactive nature 57% of our respondents possess.

## Develop a multitude of business skills

Despite the importance of technical knowledge, our surveyed CIOs agree that there are more important skills a good CIO must possess. A successful CIO is one who is commercially involved and focuses on the business as well as the technology. In short, the CIO must develop a multitude of business skills.

### Strategic planning

The ability to plan strategically is considered the most important skill a CIO must possess, according to 53% of the surveyed CIOs.

### Stakeholder engagement

The CIO has a talent for balancing different stakeholders. 35% of CIOs therefore advise the next generation to establish stakeholder engagement skills.

### Networking

The CIO is also an avid networker. 36% stated that they attended networking events as part of their career development.

### Be collaborative

The next generation of CIOs should be collaborative. 47% of CIOs think their collaborative mindset has helped them build their careers.

### It's not just about IT

It is of great importance for CIOs to develop themselves in fields other than just technology. 34% urge aspiring CIOs to become commercially aware and 32% strongly advise them to get involved in the business rather than just technology.

## Be a partner and always build your network

As CIOs agree that actively partnering with all other departments of the organisation is a key aspect of the job, it is important to strengthen your network both in and outside the organisation. A good CIO seems to actively network and engage in intra-business relationships.

# THE CAREER PATH

## CIOs have rapidly established themselves as an important part of the senior management team.

The CIO role in Asia is exposed to a fast-changing environment from both a technical and economic point of view and although the role of CIO is constantly evolving, certain traits have been identified by current CIOs as key for the future generation. It shouldn't come as a surprise that technical knowledge is key; however, CIOs identify that a range of business skills should also be acquired.

Based on our research, to reach CIO you need to:

- Build a solid technical foundation
- Keep on top of IT related developments
- Develop a multitude of business skills
- Build a great network

By developing a solid technical foundation as well as a range of other business skills, IT professionals will be able to connect the dots between technology and other facets of business, which in turn leads to increased efficiencies and innovation.

Furthermore, aspiring CIOs should start by increasing the size and strength of their network, both within the company, as well as with other CIOs and professionals outside the company. This will help them understand more about the wider organisation as well as developments within the IT landscape.

According to our survey results, it takes around 11 to 15 years for most to reach the level of CIO (35% of participants). 33% climbed up the ranks faster, reaching CIO level between six and 10 years. During their careers, 43% of CIOs switched organisations two or three times. Aspiring CIOs will also be pleased to hear that 69% of surveyed CIOs would without a doubt choose to be CIO again if they had a chance to restart their careers.

Any aspiring CIO may be interested in what drove our respondents to become CIOs themselves.

Eddie Xu, CIO at Shell China Ltd. says, "When I became a Software Developer in 1995, I started to think about my future career. What appealed to me was that the CIO not only fulfils an IT role but simultaneously sits on a company's management team to design the strategy and bring something special to the company."

Mohamed Hafeel, Vice President and CIO, Japan Regional Services of Asurion didn't experience the most conventional path to reach CIO level, nevertheless he says, "You should not be focused on the top job title from day one. Meet every challenge diligently, putting 100 per cent effort in and striving for perfection in what you do. Keep learning, listening and stay humble."

Andrew Anker, former Head of Infrastructure Services and CISO at AIA, reflects on what motivated him. "The ability to affect change in a business directly through the successful implementation of technology attracted me. I enjoy all aspects of IT and being able to bring the worlds of infrastructure, networks, applications and security together for business value."

Johan Affendi, Business CIO – Corporate at Petroliam Nasional Berhad has always worked in IT. "What opened my eyes to the attraction of becoming a CIO, is how the role is meant to serve the business and how impactful ICT (Information and Communications Technology) can be for an organisation. Not only is it a technical role like all other IT jobs, but it is a critical function that serves the best interests of the business. The CIO's role is to elevate the IT function and make it a key strategic enabler that can help meet business objectives."

Our survey also shows that there is a multitude of business skills a CIO needs to develop besides the technical foundation in order to be successful. This includes managing stakeholders and reaching company targets, all whilst being expected to be more innovative.

“What opened my eyes to the attraction of becoming a CIO, is how the role is meant to serve the business and how impactful ICT can be for an organisation.” **Johan Affendi**

# CIO PROFILE



**Mohamed Hafeel**  
Vice President &  
CIO, Japan Regional  
Services,  
Asurion, Japan

**“Technology is constantly evolving, and the challenge of keeping up-to-date is what motivates me.”**

Originally from Sri Lanka, Mr. Mohamed Hafeel has lived in Japan for the past 15 years and is currently working as Vice President & CIO, Japan Regional Services for Asurion, a leading device protection and proactive technical support service. Mohamed didn't have his sights set on becoming CIO in the early days of his career and has travelled a fairly unconventional path to reach where he is today.

## Career path

After finishing his studies in Sri Lanka, Mohamed took a job as a crew member on a mega yacht where he ended up in the US. Throughout this journey he travelled more than 40 countries and islands around the world. He purchased his first computer while on board the yacht, and started exploring his passion for electronics. Mohamed had a natural interest in breaking and fixing things, which he developed during his time at school where he had a keen interest in fixing radios, clocks, and cabling and wiring for his family and friends as a hobby. He eventually volunteered his time supporting and maintaining the computer systems on the yacht, and soon after realised he had an opportunity to transform his passion into a career path.

While working abroad on the yacht, at that time based in France, Mohamed married his Japanese wife. They then moved to Japan where he found a job as a Technical Support Consultant. It was a small company, which provided him exposure to various facets and areas for broader learning, personal development and management insight. He also built a computer lab at home where he spent a significant portion of his salary on equipment so he could reproduce computer problems that he needed to fix at work. Being the breadwinner of the family this was much to his wife's dismay.

## Fast-paced

Mohamed was always attracted to the challenge of keeping up-to-date with the latest technological trends. “What someone will have learnt in 1995 is no longer relevant. Technology is constantly evolving, and the challenge of keeping up-to-date is what motivates me,” he says.

In 2003, he joined a Canadian insurance company as Information Security Consultant. With his thirst for learning, he undertook further studies to gain additional certifications, and educate himself on people management and leadership, which enabled him to continue to build his knowledge and start aspiring to become a CIO. In 2009, he was promoted to Assistant Vice President and Chief Technology Officer, and made responsible for overseeing the execution of major technology innovations, the company's multimillion-dollar datacentre transformation in Japan and its Asia businesses.

In 2011, he was appointed as CIO of the Japan business and promoted to Vice President. In 2013, in addition to his CIO role in Japan, he was also appointed as Chief Information Security Officer (CISO) and Head of Business Continuity of the company's regional operations in Asia, spanning 11 countries.

In 2015, Mohamed joined Asurion as Vice President, CIO and CISO of the Japan region. In this role, which he currently holds, he is responsible for the company's information technology, information security and business continuity functions.

## Love for IT

Mohamed is motivated by how technology can help optimise operations in a business. “I'm passionate about helping others solve their technology problems. This aligns with my core DNA. My dad was a maths teacher and he taught me that no one is ever perfect. He told me that if you think you know everything, you stop

growing and learning.” Mohamed believes in respecting and learning from others. “Teamwork is paramount; if one person can do everything we don't need an organisation.”

Technology works around-the-clock and has to be up and running 24/7. Whilst this presents a challenge to work-life balance and some sleepless nights, Mohamed believes CIOs shouldn't have it better than their team; in fact, they need to be there for the team. “Work-life balance is about how I can prioritise my time and make time for my family. For example, if I have to leave home at 5:30am then I try and leave the office earlier to make up for it.” His balancing efforts seem to be quite successful as Mohamed enjoys time off on the weekends and dedicates them to cooking different cuisines with his family. He also likes to exercise which he believes gives him valuable time to clear his mind and gain perspective.

## Operations

Apart from driving technology strategies and execution, he works closely with product and operations teams, strategising and driving business growth as well as client engagement and strategic relationship development. “It's very important to work hand in hand with operations. With 50 million customers, 20 thousand calls a day and unprecedented amounts of data points that need to be dealt with, as the CIO I need to support the operations team with effective technology so they can meet our customers' needs and achieve operational efficiency.”

## Opportunities and challenges

Currently Mohamed has eight direct reports and over 300 indirect reports around the world. “People management is a very important aspect of a CIO's role. Who I am today is because my managers were great leaders who showed me how to be a great leader. It's a give and take and I'm always

learning. It's about achieving things together. I rely on others to help grow the business and believe a key pillar of success is teamwork and empowering my people and supporting them to grow.” His biggest challenge for the next 12 months is finding the right resources amidst a challenging environment and talent shortages. “It's all about people, we have to have the right people in place to bring the business strategy to life.”

Mohamed believes soft skills are just as important as the technical skills in his role. “Technology moves fast and it's the CIO's responsibility to know what the business needs. Business acumen is more important than the technical skills; you need to understand the key business challenges and help solve the problems of tomorrow, not just those of today.”

## Diversity

He also believes more needs to be done on diversity to bring more women into the IT industry. “Those with differing perspectives offer alternative ways to solving problems which is really important and healthy for a company to grow. There is a lack of senior female leaders in IT around the world and it's a struggle to find female talent. More needs to be done to encourage women into the world of IT.”

## Advice

One piece of advice Mohamed offers to aspiring CIOs is: “You should not be focused on the top job title from day one. Meet every challenge diligently, putting 100 per cent effort in and striving for perfection in what you do. Keep learning, listening and stay humble.”

# CIO PROFILE



## Andrew Anker

Former Head of Infrastructure Services and CISO, AIA, Hong Kong

**“All the functions of an organisation are important to partner with.”**

Andrew, originally from Melbourne, Australia, has amassed over 26 years of IT experience working for GE Capital IT Solutions and CSC. His career has taken him to Asia where he has had the opportunity to live in both Singapore and Hong Kong and work across most countries in Asia. “Aside from having the opportunity to meet and work with some of the best people, it has given me a broader perspective of cultures and business which in turn has opened up opportunities for me to take on new assignments and responsibilities.”

### Passion for IT

Although Andrew didn't plan to be internal IT at the beginning of his career, his passion for IT has been very clear from the start. “The ability to affect change in a business directly through the successful implementation of technology attracted me. I enjoy all aspects of IT and being able to bring the worlds of infrastructure, networks, applications and security together for business value.” Part of his success can be attributed to his philosophy. “I subscribe to the lifelong learning approach and have embraced the corporate programs that have been offered during my career. Perhaps I am a bit slow but I had accumulated 25 years of IT experience before attaining my most recent role.”

### Skills

Andrew points out several personal characteristics that have helped him along the way. “As with any senior management role, the characteristics that define good leadership are the same. I found that a few characteristics stand out as being helpful - first and foremost customer focus, then always exploring new technologies and ideas and not being afraid to change or accept alternatives wherever they may come from. The industry changes so fast that your ability to work with change and embrace it is important so that you don't stall in your career.” Andrew

also thinks that soft skills are more important than technical ones for a CIO. “We have teams of very experienced and eminently qualified and skilled individuals on the technical side. The teams look to the CIO to provide vision, strategy, direction and prioritisation, and help develop them as individuals.”

When asked to identify these soft skills, Andrew's personal belief is: “Your project management skills, leadership and team management skills combined with a strategic, proactive, customer-centric attitude are the most important skills that one needs. Most organisations have complex structures and not always do all the resources you need to make a project or delivery successful, sit under your direct control. Being able to navigate this and demonstrate effective leadership is one area which you must have capabilities in.”

### Partnering

When asked which departments are most important to partner with, Andrew provided a clear answer. “All the functions of an organisation are important to partner with. Aligning with the strategy of the organisation is key as this will help you understand the strategic imperatives for each business unit and enable you to support them in the right way. This collaboration is especially important due to the rapid changing nature of the business.”

Andrew views that keeping up with the dynamic changes in business, customers, technology and regulations is a tough task for all concerned, but so is the skill to support and implement these technologies in the right business context. “We are undergoing a very rapid change in several industries right now with technology disruptors so it's not surprising that it's considered a challenge with so much of the strategy of many organisations dependent on the successful transformation that technology can and will deliver.”

“Whilst I didn't sit on the board of the organisation, I presented on a frequent basis around cyber security and risk. I am not sure that a CIO should be on the board - good governance would suggest a separation between management and the oversight that a board provides. Representation at various sub-committees and at executive leadership level would be appropriate, especially in relation to risk in the ever-changing cyber world, and the challenge this presents to organisations. Boards and executive leadership teams need to be well informed and engaged. In my experience, good boards and executive leadership reach out to the IT organisation to better understand risks and opportunities that technology represents. As a senior individual within an organisation it's also your responsibility to reach out when you see something that the board or executive management needs to be aware of - it goes both ways.”

### Advice

Andrew also provides some advice for aspiring CIOs that are looking to improve their networking skills. “As with work-life balance, it's hard to always focus on our networks and develop and manage them over time. To anyone at any stage of their career, I would suggest that they dedicate some time to networking more formally and make this a regular occurrence even if it's only an hour or so a week, you need to get into the habit of maintaining it.”

Another valuable piece of advice provided by Andrew is: “Seek out a mentor that can help you develop. This person will probably be different at different stages of your career. Build great teams and trust them. Don't aim to be the smartest person in the room but aim to be a part of the best team. I would also say don't be afraid to try; take that job that's a bit of a stretch, move to a new industry or new country but keep trying new things and seek out new experiences. Being

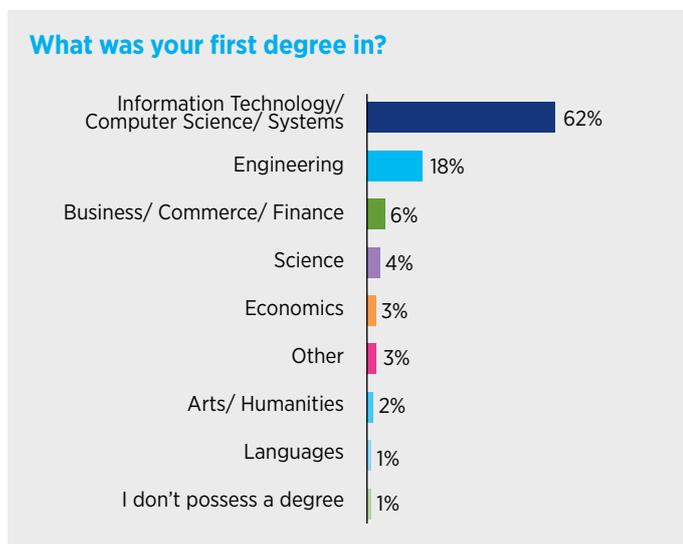
uncomfortable is what makes us learn and develop.”

Lastly, “The best advice I have received is from the managers who have empowered me and held me accountable for my domain whilst mentoring and steering me along the way. It's that management style that staff appreciate and I try to take these experiences and replicate them with my teams.”

# BUILD A SOLID TECHNICAL FOUNDATION

The importance of a solid technical foundation was resounding amongst our respondents and is seen to be an essential component to become an IT leader.

Our survey shows some striking results regarding the profile of CIOs in Asia. A convincing 62% of CIOs completed their first degree in Information Technology, Computer Science or Systems.



Aspiring CIOs should consider the advantages of obtaining an IT degree as many of our respondents identified the technical knowledge as a key building block. In addition, 45% of CIOs continued their studies by attaining a Master's degree and 41% also hold additional IT qualifications such as the PMBOK or PMI. From this we can conclude that most CIOs have been passionate about technology from an early age.

An example of this is Jimmy Yeoh, Senior Vice President and CIO at DHL Express Asia Pacific, who says, "Earlier on in your IT career, technical skills are critical to your success."

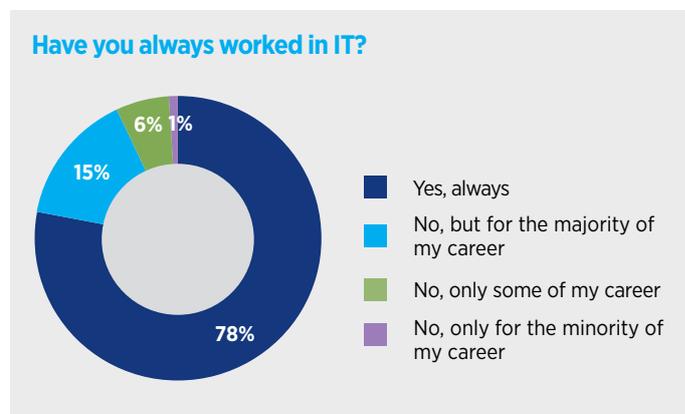
The technical knowledge of CIOs is also visible on their CVs as Eddie Xu, CIO of Shell China Ltd. explains. "I have a Bachelor's Degree in Computer Science and Applications and a Master's Degree in International Economics. I also have my PMP, MCSE, Java Development, ITIL and 6 Sigma Green Belt certificates."

Others have built a more targeted and deep understanding of certain technical aspects. Johan Affendi is an example of this. The Business CIO - Corporate of Petroliaam Nasional Berhad explains he has an in-depth understanding of ICT frameworks, best practices, emerging technologies and business adoption in particular for the oil & gas and airline industries. He spent eight years in various leadership roles and over 15 years in project management and service management roles.

The findings and comments by our respondents are convincing evidence that the CIO role requires a deep understanding of the technology that is behind running a business. This is supported by the finding that 78% of surveyed CIOs have worked in IT their entire lives, and an additional 15% for the majority of their careers.

Furthermore, 30% of CIOs see 'technical knowledge' as one of the top skills needed to be a good CIO, further emphasizing the need to be passionate about technology. However, being passionate is not enough. The fast changing technological and economic environment around the world and especially in Asia leads to a situation in which the CIO has never learned enough. There are always new opportunities and new developments that make current ideas or practices obsolete. For this reason, Andrew Anker, former Head of Infrastructure Services and CISO at AIA, says, "I subscribe to the lifelong learning approach and have embraced the corporate programs that have been offered during my career."

This echoes the finding in our survey that 31% of CIOs say the 'skills and knowledge gap of my team' is one of the biggest business challenges they face over the next 12 months. The aspiring CIO can leverage this finding by making sure they possess the right skills and knowledge currently in demand, and although an IT related degree will help, it is essential to keep up-to-date with the latest trends in the industry due to the rapidly changing technological environment.



# CIO PROFILE



## Jimmy Yeoh

Senior Vice President,  
Chief Information Officer  
DHL Express Asia  
Pacific, Singapore

**“International experience helped me to develop as an individual. DHL operates in every country in the world, so it is important to be able to understand different cultures and recognise different practices in other countries.”**

Jimmy Yeoh has been the CIO for DHL Express Asia Pacific since June 2009. He is a member of the Global IT Executive Committee, Global Project Prioritisation Review Board and Asia Pacific Management Board, and is responsible for IT across 40+ countries in the region. In his current role he is a member of a global team that is responsible for the division's IT strategy and network, and manages IT investments for DHL Express across over 220 countries and territories.

### Career path

Jimmy started his career in 1985, after obtaining a Degree in Engineering and a Master's in IT. His first role as a Programmer Analyst gave him the opportunity to work through the ranks and gain experience on projects and databases and establish a well-rounded understanding of the full spectrum of IT. It was at this point that he started setting his sights on becoming a CIO.

After this, Jimmy worked in various IT roles in the National Computer Board and then the Singapore Trade Development Board and was involved in the implementation of Tradenet, fully automating import and export declarations on a nationwide basis. He also served as Vice Chairman for the Japan Singapore EDIFACT Board.

During his tenure in these roles, he worked on digitisation projects for government organisations in Singapore which involved understanding requirements, mapping out long-term plans for the automation of government departments as well as supporting and implementing solutions. This gave him solid experience in strategic planning but also in providing support to his office environment. Jimmy says of his early experience, “It was a good opportunity to understand the bigger picture of an organisation's strategic objectives and how IT

programs are developed and implemented. It gave me a good starting point to understand how IT can add value to an organisation.”

In one of his assignments at head office, he worked on automating financial accounting systems for the government, which gave him an insight on how financial accounting systems across different organisations worked.

In his role at the Singapore Trade Development Board, he gained exposure to trade statistics, business intelligence and was appointed as Trade Development Manager charged with implementing the new National Electronic Data Interchange (EDI) system introducing changes to imports and exports. He was tasked with moving the paper based system to a full electronic system, which developed his project management skills, business process skills, stakeholder engagement and change management skills.

The differing nature of the role allowed him to learn how to build solutions to help facilitate trade. Whilst working on this project, he worked as part of a wider team and visited multiple countries around the world to see how national EDI systems were implemented elsewhere, taking best practices from Taiwan, Hong Kong, the US and Belgium. In this role he became involved with air cargo agents, customs agents and built up his knowledge of the trade industry which led him to his next role at DHL.

Jimmy joined DHL in 1992, where he worked as Country IT Manager for DHL Singapore before taking on a regional Asia Pacific role from 2000 to 2002. This then led him into an international role where he became the Regional CIO for Emerging Markets (Eastern Europe, Middle East & Africa) and was based in the UK for two years and in the Czech Republic for five years. In this role, he established

the telecommunications and IT infrastructure for DHL across 100 countries, consolidating and rationalising customer service, finance and operational services into two global data centres and implementing standardised global services across the emerging markets region.

### International experience

Throughout the years, Jimmy has built a tremendous amount of experience both locally and internationally. “International experience has helped me to develop as an individual. DHL operates in every country in the world, so it is important to be able to understand different cultures and recognise different practices in other countries. With 100,000 staff at DHL, it's important for me to understand the different cultures of our teams and to be able to establish effective IT practices around the world.”

Jimmy manages 30 direct reports as well as 500 indirect reports based in multiple countries around the world. He says it can be a challenge managing such a diverse and large virtual team, across time zones, and he has to be flexible to have early morning or late evening calls. “It's challenging to find work-life balance and the time to recharge. I like to plan vacations to enjoy my time off and schedule time for my family. You need to make sure that you're not working all of the time.”

### The skills

With the demanding nature of the CIO role and the vast responsibilities that come with it, the technical know-how and skills become less important. “Earlier on in your IT career, technical skills are critical to your success, but as you become more senior, the soft skills become even more important. The role of the CIO is less about the technical aspects, but more about being able to engage, leverage and manage people,” he says. At the

same time, he says it's important to understand the core processes within your organisation. “At DHL it is key for me in my role as the CIO to partner with Operations, however, due to the nature of the industry, it's also important to work cross-functionally with customer service, and from a customer standpoint, provide a full suite of services.”

### Challenges

Jimmy says that the skills acquired help him to address the multiple challenges a CIO faces on a day to day basis. He says, “One of the big challenges is being able to look ahead and think tactically to be able to drive change based on medium to long-term plans for the organisation.”

### Advice

Jimmy says an aspiring CIO should not shy away from these challenges but see them more as opportunities. He therefore believes it's important for aspiring CIOs to gain wide exposure early on in their career. “Embrace the opportunity to obtain a good appreciation of the breadth of activity within IT, but at the same time you must develop stakeholder engagement and communication skills, and be able to network across the organisation to build up your profile. At the end of the day, it's about how you can add value to the organisation. The IT landscape is continually changing, so you must keep abreast of the changes to become an enabler and driver of change.”

# STAYING ON TOP OF IT DEVELOPMENTS

Despite the robust technical background of most CIOs, the rapidly changing economic and technical environment requires the CIO to stay on their toes in order to act quickly and more innovatively. It therefore isn't surprising that CIOs identify one aspect of their job as highly important: keeping up-to-date with IT related developments and technology.

Of all surveyed CIOs, 19% state that their greatest professional challenge in the upcoming year is to keep up-to-date with new technology. Although this percentage may initially seem low, it is the second most popular pick by our surveyed CIOs, behind achieving company objectives.

The CIOs that responded to the survey not only explain why this is the case, but also how this challenge can be seen as an exciting part of the job.

For example, Mohamed Hafeel, Vice President & CIO, Japan Regional Services at Asurion explains, "What someone will have learnt in 1995 is no longer relevant. Technology is constantly evolving, and the challenge of keeping up-to-date is what motivates me."

Andrew Anker, former Head of Infrastructure Services and CISO at AIA shares his opinion. "The industry changes so fast that your ability to work with change and embrace it is important so that you don't stall in your career."

The same holds true for Jimmy Yeoh, Senior Vice President and CIO at DHL Express Asia Pacific. He not only agrees that it is both challenging and exciting, he also sees the ever-changing technological environment as something more. "The IT landscape is continually changing, so you must keep abreast of the changes to become an enabler and driver of change."

Although this rapid change excites most CIOs, they still consider it as a challenge they actively address. 49% say that keeping up-to-date with the latest industry changes is one of the career developmental steps they have taken in the last two years.

## What is your greatest professional challenge in the next 12 months?



1 out of 2 CIOs see keeping up-to-date with IT developments as a key step in their career development.

“Business acumen is more important than the technical skills; you need to understand the key business challenges and help solve the problems of tomorrow, not just those of today.” **Mohamed Hafeel**

CIOs are quick to identify keeping abreast of technology as a key job aspect. 34% cite ‘keeping up-to-date on tech advances’ as one of their top three tips for the next generation of CIOs. This is shared with the need to ‘be commercially aware’ and trails the number one tip of ‘establishing stakeholder engagement’. An aspiring CIO should take note and realise that there might be a correlation between the finding that most current CIOs have an IT related background, and the fact that the fast-paced IT environment requires the CIO to process new, and often technical, information quickly.

CIOs are expected to translate these technical findings and innovations into a language understandable for the rest of the executive suite. On top of this, as the CIO role is becoming more and more influential, 50% of our respondents predict that CIOs will be expected to be more innovative in the next five years.

An important question that these findings raise for the aspiring CIO is: how do CIOs keep up-to-date with the latest news and industry trends? Education can only get you so far but many CIOs see constant education as part of the job. That being said, identifying new technological advancements starts with keeping informed and according to our results, the majority (56%) of CIOs make use of free news websites and 41% of subscription news websites, the two most popular picks.

All in all, keeping up-to-date and being able to translate the updates in technological advancements to the business is key for the current and future CIO. Andrew Anker summarises it well by saying, “We are undergoing a very rapid change in several industries right now with technology disruptors so it’s not surprising that it’s considered a challenge with so much of the strategy of many organisations dependent on the successful transformation that technology can and will deliver.”



# CIO PROFILE



## Johan Affendi

Business CIO – Corporate  
Petroleum Nasional  
Berhad, Malaysia

**“As a CIO, I shape and manage the demand from the business. Then I manage the supply and execution of this demand to ensure maximum impact and value to the business.”**

Johan has always worked in IT throughout his career spanning more than 20 years. “What opened my eyes to the attraction of becoming a CIO, is how the role is meant to serve the business and how impactful ICT (Information and Communications Technology) can be for an organisation. Not only is it a technical role like all other IT jobs, but it is a critical function that serves the best interests of the business. The CIO’s role is to elevate the IT function and make it a key strategic enabler that can help meet business objectives.”

### Career path

Johan has a Diploma in Business Studies, a Degree in Management Information Systems and a variety of professional IT certifications such as ITIL, COBIT, PMP and TOGAF which he believes makes him a well-rounded IT professional. He also has an in-depth understanding of ICT frameworks, best practices, emerging technologies and business adoption, with a focus on the oil & gas and airline industries. He has spent eight years in various leadership roles and over 15 years in project management and service management roles.

He became the CIO after 15 years in his profession working at four different organisations. Johan is part of the Petronas CIO Council, which is chaired by the Group CFO. The CIO Council is represented by the Petronas Group CIO and Business CIOs for Upstream, Downstream, Corporate and Project Delivery and Technology. “I believe in today’s digital era it is critical for any business to have their CIO sit on the board or its management committee as IT has become as important as the more traditional functions of finance, human resources and others.”

### Skills

Johan agrees that a successful CIO must recognise the importance

of good communication.

“Communication skills and stakeholder management with the business leadership team and middle managers are key. I lead a team of 16 and work closely with 20 others in the business.” His approach is accompanied by his experience partnering with the entire company’s value chain. “Every single unit in the business needs IT to function at an optimised level and we need to work hand in hand. To ignore any single function would be perilous.”

When asked about skills that aspiring CIOs need to develop, Johan mentions, “A CIO needs to understand the challenges and priorities of the business and then provide suitable solutions to support the business’ needs. A CIO must also look into the execution of these solutions and ensure sustainability and business value by ensuring implementation covers all people, process and technology aspects. IT projects are not just technology projects. I see the role of IT in business as all encompassing. The breadth of IT covers all business aspects and touches the entire value chain of the business be it finance, human resources, engineering, health, security, safety & environment.”

Following this assessment, Johan sees strategic planning as one of the top skills needed to be a successful and effective CIO. He also believes that having the basic technical knowledge coupled with previous experience of working directly for the business in a non-IT role is beneficial.

### Characteristics

Johan believes being proactive is a personal characteristic that has helped him succeed as CIO. “IT should not wait for the business to tell IT what to do. As a CIO, I shape and manage the demand from the business. Then I manage the supply and execution of this demand to ensure maximum impact and value to the business.”

### Challenges

Johan identifies a set of challenges that are present for CIOs, one of which is the often addressed challenge of diversity. “Some of my early IT bosses were women. More needs to be done to encourage women to climb to the top of the IT profession.”

Another key challenge identified by Johan is the challenge to achieve company objectives. “You need to know how to align IT to the business. For me, I attempt to establish this alignment by developing an IT blueprint or roadmap that can clearly be mapped to business objectives. I utilise my knowledge in the areas of COBIT, PMP, TOGAF and ITIL and many other tools and frameworks such as Business Capability Modelling and Lean methodology. The trick is to ensure the language IT uses to communicate this alignment is understood by the business, which is usually in terms such as net present value, return on investment, payback, adoption or embedment, productivity, compliance, etc.”

These challenges keep the CIO role an intensive one, often leading to long and odd hours. “A work-life balance is important and people’s time needs to be respected. At the same time, it is permissible for sacrifices to be made if it’s necessary to do so at certain occasions but not all the time.”

### Important experiences

Johan gained international exposure for more than two years during his early years working with an airline, which he found to be of considerable benefit to his career. He believes CIOs can gain varied experience in international markets and in different cultural settings.

Johan is also a firm believer in the benefits of networking, and he attends industry or technical events and networks online on LinkedIn. However he thinks he

could do more networking with other CIOs and suppliers, as he says he can learn more from them.

### Advice

“The best advice I can give to someone starting out in their IT career, who wants to make it as a CIO, would be to get to know the business side, not just the technical side. Enterprise IT or common IT services is usually a given and does not interest the business. What’s more important to them are the specific applications or solutions that address their business process and informational needs. Learn how to manage people and perfect your stakeholder engagement skills to build effective intra-business relationships. Live up to the “I” (information) in CIO, which is often neglected but most certainly vital to the business especially in today’s digital age. And finally, keep up-to-date on technology advances; assessing new technology and sorting the fads from the tools that add value to the business will be critical to your success.”

# DEVELOP A MULTITUDE OF BUSINESS SKILLS

Technical knowledge and passion for IT are fundamental components of a CIO's DNA. That being said, CIOs identify that there are several other skills more important to possess in order to qualify as a good CIO.

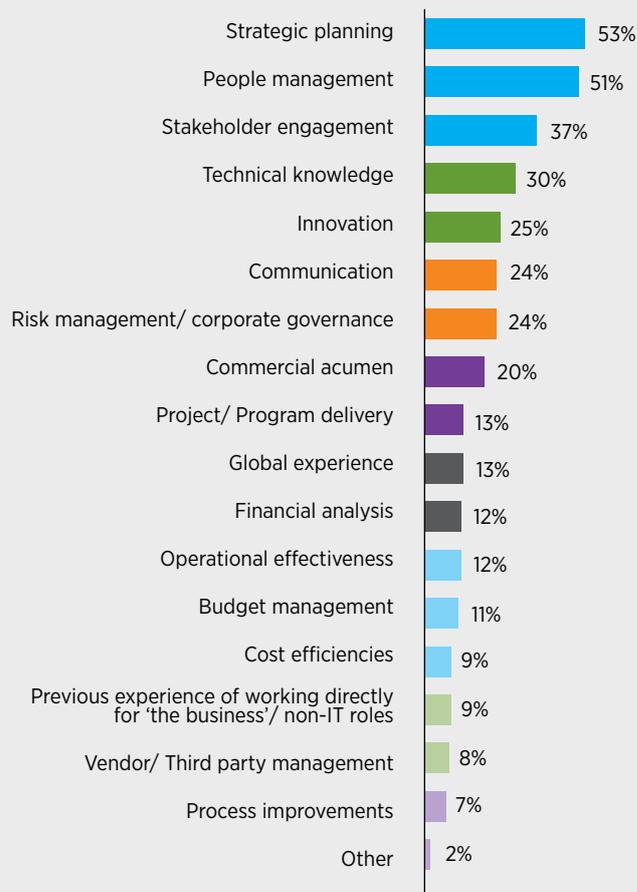
Most importantly, 53% of CIOs identify 'strategic planning' as the most important skill to possess, leading all other identified skills. Other important skills filling up the top three spots are 'people management' followed by 'stakeholder engagement', with 51% and 37%, respectively.

These identified business skills are key to the CIOs success and often considered more important than the technical knowledge obtained. Mohamed Hafeel, Vice President & CIO, Japan Regional Services at Asurion says, "Business acumen is more important than the technical skills; you need to understand the key business challenges and help solve the problems of tomorrow, not just those of today."

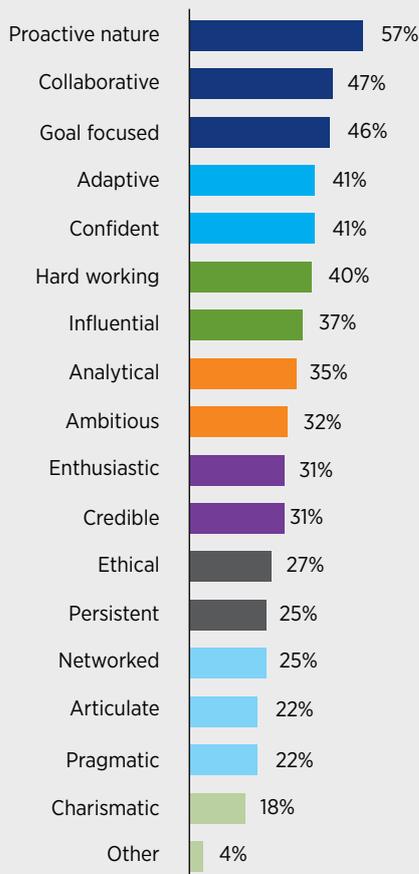
When we asked Andrew Anker about the survey findings he said, "We have teams of very experienced and eminently qualified and skilled individuals on the technical side. The teams look to the CIO to provide vision, strategy, direction and prioritisation, and help develop them as individuals."

Of course any aspiring CIO should not disregard the importance of technical knowledge which for current CIOs might be taken for granted given their background and depth of experience. An example of this is Eddie Xu, CIO of Shell China Ltd. He has a long track record in leading IT positions, has an IT degree and started out as a Software Developer. He advises: "Develop a career growth plan; identify the key gaps and push for continuous improvement. Business acumen, communication skills, proactively taking ownership and hard work are key skills to becoming a good CIO." This assessment provides some more insight for the aspiring CIO, in that your leadership skills will be what sets you apart from your peers, and explains the importance placed on these types of skills by the CIOs we spoke to.

## What do you think are the top three skills needed to be a good CIO?



### What personal characteristics do you think have helped you succeed in your career so far?



#### Personal traits

It quickly becomes visible that CIOs agree there is a lot more to the job than just the technical aspects. In order to see how CIOs mastered this multitude of skills, it is important to take a closer look at which personal characteristics CIOs identify as ones that have helped them succeed in their careers so far.

57% agree that their 'proactive nature' has helped them tremendously. Furthermore, 47% think their 'collaborative' mindset has helped them build their careers. Another highly valued trait is the 'goal focused' mentality of the CIO, coming in at 46%. These findings provide valuable insights into the personality of the CIO – one that can be considered versatile by nature.

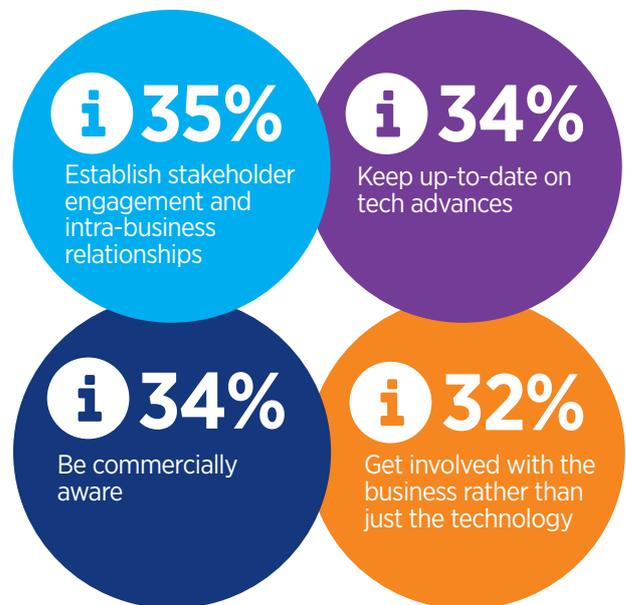
This is also visible when looking at the CIO's activities outside of work. CIOs like to spend their spare time socialising with friends (69%), playing sports/exercising (62%) or traveling around the world (43%).

#### Tips

The versatility of the CIO is also visible when looking at the advice CIOs have for future generations. 34% of the surveyed CIOs claim that being commercially aware is important when one wants to become a successful CIO, and 32% advise aspiring CIOs to get involved with the business rather than just the technology.

Johan Affendi, Business CIO – Corporate of Petroliaam Nasional Berhad provided some valuable insights. "A CIO needs to understand the challenges and priorities of the business and then provide suitable solutions to support the business' needs. A CIO must also look into the execution of these solutions and ensure sustainability and business value by ensuring implementation covers all people, process and technology aspects. IT projects are not just technology projects."

### WHAT ARE YOUR TOP TIPS FOR THE NEXT GENERATION OF CIOs?



### Obtaining a broad skillset

But where does this versatility the CIO possesses have its roots? The first evidence emerges when looking at the CIO's education. 23% of CIOs obtained an MBA to broaden their skillset. Apart from immersing themselves in additional education, 44% of CIOs have gained international experience at some point in their careers, something that a convincing 70% of CIOs found considerably beneficial to their careers.

It is worth noting at this point that out of regions to gain international experience in, North America is the most popular with 49% of CIOs working there at some point in their career. Europe comes in as the second most popular destination at 30%. It is also worth mentioning that 60% of CIOs spent more than two years outside of Asia, giving them tremendous exposure to different cultural and professional perspectives.

This also leads to our finding that 38% of CIOs are currently considering working outside Asia. The main reason for this desire is that 50% of CIOs view international experience as a must for career development. Other popular reasons given are the greater opportunities found in international markets, and because they consider that there is a better work-life balance abroad.



When we asked our respondents about their international experience the message they had for us was convincing.

Jimmy Yeoh, who amongst other projects established the telecommunications and IT infrastructure for DHL across over 100 countries, provided some interesting insights. "International experience has helped me to develop as an individual. DHL operates in every country in the world, so it is important to be able to understand different cultures and recognise different practices in other countries."

Other CIOs provided us with a straightforward and clear message. Andrew Anker who is originally from Australia but built most of his career in Hong Kong and Singapore says, "It has given me a broader perspective of cultures and business which in turn has opened up opportunities for me to take on new assignments and responsibilities."



### Career goals

The 'proactive nature' of the CIO also presents itself when CIOs were asked about their ultimate career goals. A convincing number of CIOs, 46%, envision themselves having a bigger CIO role in the future. Other popular choices among CIOs are to become CEO (18%), starting their own business (16%) or becoming a COO (11%). A number of CIOs (16%) are also very content with their current post saying they are happy to stay in their present position.

“International experience has given me a broader perspective of cultures and business which in turn has opened up opportunities for me to take on new assignments and responsibilities.” **Andrew Anker**

# BE A PARTNER AND ALWAYS BUILD YOUR NETWORK

The CIO's tendency to possess a collaborative mindset paves the way for the people management and stakeholder engagement skills CIOs see as crucial to their success. These skills can be translated into an important tool for the CIO; the ability to network.

35% of surveyed CIOs agree that it is important for the IT department to work with all other departments in the organisation. Of course, this requires the CIO to deal with many different parties, which could be a reason why 23% of CIOs identify that their greatest professional challenge in the upcoming year will be to 'achieve company objectives', the number one professional challenge as picked by our respondents.

When we laid out this aspect of the CIO job to our respondents we got valuable insights into the challenges and opportunities.

Eddie Xu, CIO of Shell China Ltd. identified several departments that he deals with more than others. "The CEO is the most important stakeholder to enable IT as a strategic lever. Additionally, the end-to-end business process departments including marketing, finance and operations are important to leverage IT for business opportunities, cost savings and efficiency improvements."

Andrew Anker, former Head of Infrastructure Services and CISO at AIA says, "All the functions of an organisation are important to partner with. Aligning with the strategy of the organisation is key as this will help you understand the strategic imperatives for each business unit and enable you to support them in the right way."

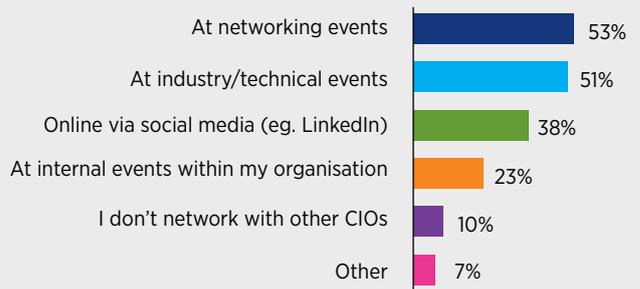
## Addressing the challenge

The proactive CIO has taken considerable steps to address this challenge. 41% state that partnering with key departments outside IT is one of the career development steps they have taken in the last two years. On top of that, 36% also state that they attended networking events to aid their development.

Our respondents acknowledge the value of networking. Johan Affendi, Business CIO – Corporate at Petroliam Nasional Berhad says he believes in the benefits of networking, and he attends industry or technical events and networks online on LinkedIn. However he thinks he could do more networking with other CIOs and suppliers, as he says he can learn more from them.

Eddie Xu, CIO of Shell China Ltd. added, "Networking can propel you to gain broader insights, mutually exchange ideas and learn from one another. Attending CIO forums and courses to systemically improve my capabilities is also helpful, and something I would recommend to those who want to be a CIO."

## How do you meet and network with other CIOs?



## Teamwork

Our respondents also provided some valuable insights into the value of teamwork.

Mohamed Hafeel from Asurion says, "I rely on others to help grow the business and believe a key pillar of success is teamwork and empowering my people and supporting them to grow." He drove his point home by saying, "Teamwork is paramount, if one person can do everything we don't need an organisation."

When we asked Andrew Anker about the importance of teamwork he responded, "Don't aim to be the smartest person in the room but aim to be a part of the best team."

1 out of 3 CIOs see networking as a step taken to develop their career.

# CIO PROFILE



**Eddie Xu**  
CIO  
Shell China Ltd.

**“Set a clear career goal, continue to improve your key capabilities and mitigate the gaps. You need to be ready when opportunity presents itself.”**

## Career path

Eddie has over 21 years of diverse IT experience including 15 years in IT management in Fortune 500 companies across the banking, retail, oil and chemical industries. At the start of his career, Eddie had already set his sights on the CIO position. “When I became a Software Developer in 1995, I started to think about my future career. What appealed to me was that the CIO not only fulfils an IT role but simultaneously sits on a company’s management team to design the strategy and bring something special to the company.” He considers himself to have a broad understanding of IT trends as well as the ability to leverage strategies for creating and improving a sustainable competitive advantage.

His passion for IT also shows in his qualifications. “I have a Bachelor’s Degree in Computer Science and Applications and a Master’s Degree in International Economics. I also have my PMP, MCSE, Java Development, ITIL and 6 Sigma Green Belt certificates.” Next to this, Eddie’s broad range of experience has allowed him to obtain retail business knowledge, successful IT operational management skills and project delivery experience.

His previous roles include APAC CIO at Lubrizol Special Chemical Ltd. China CIO at BP China Ltd. IT Director at 7-Eleven China and IT Project Manager at China Construction Bank. It took Eddie eight years before becoming a CIO in 2012.

## Skills

Eddie built up a broad set of skills during his different roles and although he possesses a deep level of technical knowledge, he says, “As a CIO, the art of thinking, communicating and influencing whilst keeping your mind open to innovation are very important soft skills. People management skills are also important to lead a team to drive business value.” Eddie

has strong team management and interpersonal communication skills and as for personal characteristics, he sees himself as a confident, innovative and progressive CIO with a teamwork spirit.

He has gained a good level of strategic experience in creating long-term roadmaps, as well as system architecture design and the set up of IT investment frameworks. His experience has seen him manage annual IT investments of more than USD25 million and more than 90 team members across various countries and subsidiaries. He also has a good level of analytical skills and finance knowledge. Overall, he stresses that it is not just the technical knowledge that is necessary. “The soft skills are much more important than technical skills as a CIO. The CIO should be a leader of the IT function and play a leadership role in the company.”

## Goal oriented

The best piece of advice Eddie offers to aspiring CIOs is: “Set a clear career goal, continue to improve your key capabilities and mitigate the gaps. You need to be ready when opportunity presents itself.” Eddie has had a goal-oriented mindset from the very beginning of his career, which has helped him succeed as a CIO. He also identifies proactiveness, hard work and always pursuing self-improvement as pertinent personal characteristics for a CIO.

## Networking

Eddie sees himself as a team player and thinks it’s important for CIOs to collaborate with all departments and levels across the organisation. “The CEO is the most important stakeholder to enable IT as a strategic lever. Additionally, the end-to-end business process departments including marketing, finance and operations are important to leverage IT for business opportunities, cost savings and efficiency improvements.” He also agrees that strategic planning, people management and stakeholder

engagement are top rated skills needed to be a good CIO.

These skills have also aided him to develop his networking skills. Eddie believes networking has definitely helped his career. “Networking can propel you to gain broader insights, mutually exchange ideas and learn from one another. Attending CIO forums and courses to systemically improve my capabilities is also helpful, and something I would recommend to those who want to be a CIO.”

When asked about diversity, Eddie agrees that there is more to be done in order to get women more involved in higher-level IT positions. “When we look at the necessary soft skills, women can perform the role very well. Fair and equal opportunities are important for all CIO candidates.”

## Work-life balance

Eddie’s impressive CV does not come without sacrifice. He has worked very hard throughout his career, which is also visible in the hours that he spends on the job. “It is definitely a challenge for a CIO to have a good work-life balance. There are two main reasons; one is that the CIO is constantly proving the value of IT and trying to convince senior management to promote the CIO into the top management team and onto the board. The other reason is IT is growing so quickly, so the CIO needs to keep up with the technical trends and think about how to apply those within the company. Both are not easy tasks.”

Eddie believes CIOs should be on the board but that it may still take a few years for businesses to visualise the value of IT before this becomes a reality for all organisations.

During his career, Eddie has also benefited from international experience. “I have worked in the US for one year and found it to be very valuable for my career development. It has given me global insight and broader ways of thinking as well as a different cultural understanding.”

This experience partly helps him to overcome some of the challenges that face him in his role as CIO. According to our survey, achieving company objectives is seen as the main professional challenge for CIOs in the next year and Eddie agrees that this is the case. “As a CIO, the key requirement is to leverage IT capabilities to support business operations and growth,” he says.

## Final piece of advice

Lastly, Eddie provides some valuable advice for aspiring CIOs. “Develop a career growth plan, identify the key gaps and push for continuous improvement. Business acumen, communication skills, proactively taking ownership and hard work are key skills to becoming a good CIO.”

# INDUSTRY CHALLENGES

The rapidly changing economic and technical environment that surrounds the CIO causes for a diverse set of industry challenges.

When asked about the greatest business challenges for CIOs during the next 12 months, CIOs addressed a number of hurdles, such as the challenge to align strategic requirements with the operational budget and workforce (38%), recruitment, retention and attraction (31%), skills and knowledge gap of the team (31%), the digitisation of the economy and the challenging economic environment (both 29%).

## #1 BUSINESS CHALLENGE:

To align strategic requirements with the operational budget & workforce.

When we asked about their greatest professional challenge in the next 12 months, a similar pattern emerged. 23% identified their greatest professional challenge as being able to achieve company objectives. Another 19% identify the difficulty to keep up-to-date with new technology and 13% specify that their biggest challenge is to assess new technology and sort the fads from the tools that add value to the business.

## #1 PROFESSIONAL CHALLENGE:

Being able to achieve company objectives.

The fact that these challenges are identified is not surprising. Looking at which parts of the CIO role will become bigger in the next five years, 50% of CIOs answered that 'CIOs will be expected to be more innovative'. Of course, this innovativeness requires the CIO to be up-to-date with technical advancements whilst being challenged by the current economic environment. Other parts of the job that are expected to get bigger are the increased need for commercial awareness (43%), increased focus on returns on IT and transformation projects (42%) and increased focus on compliance and regulation (41%).

This challenging environment requires the CIO to stay constantly focused and aware and in terms of the working week; 46 to 55 hours is the norm for 48% of CIOs.

Around a third of CIOs work even longer. 23% work 56 to 65 hours a week and 8% reach more than 65 hours on a weekly basis.

Another concern in the industry is the lack of gender diversity. Of our surveyed CIOs, 95% are male. When we addressed this to our surveyed CIOs, they had a unanimous response. Mohamed Hafeel, Vice President & CIO, Japan Regional Services at Asurion says, "Those with differing perspectives offer alternative ways to solving problems which is really important and healthy for a company to grow. There is a lack of senior female leaders in IT around the world and it's a struggle to find female talent. More needs to be done to encourage women into the world of IT."

# OUR RECOMMENDATIONS



## Build a solid technical foundation

Having a solid technical background is a fundamental building block for CIOs in Asia. Especially in the early years of their careers, CIOs say that a technical background is the only way to progress through the ranks. Although the CIO role requires a great balance between several key skills, even at this level the technical background seems to partly make the difference between a good and a great CIO.



## Keep on top of IT related developments

The rapidly changing technical environment has kept CIOs on their toes and requires them to constantly keep up-to-date with IT related developments. Many CIOs have taken steps to address this hurdle and see it as a key career development step. Being up-to-date can make a difference when devising innovative solutions, a proficiency that is expected to become a bigger part of the CIO job function in the upcoming years.



## Develop a multitude of business skills

Despite the high importance that is given to the technical aspect of the job, almost all CIOs identify a wide range of skills as necessary in order to become a good CIO. Some of the most highly valued skills include strategic planning, a proactive nature, a collaborative mindset and a goal focused mentality. All of these traits translate into a CIO that is more commercially aware and able to get involved with the business rather than just the technology. Some ways CIOs develop these skills are through an MBA and international work experience, gained mostly in North America.



## Build a great network

Successful CIOs realise the importance of stakeholder engagement. In other words, successful CIOs recognise the importance of partnering with all other departments of the organisation, but also leveraging and constantly expanding their professional network with other professionals and CIOs alike.

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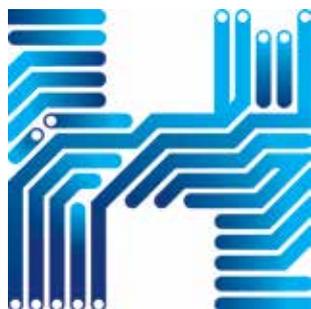
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