

The 15th Annual MIT Sloan CIO  
Symposium CIO Leadership  
Award Application

May 22 & 23  
2022

MIT Samberg Conference Center  
& Wong Auditorium  
and Online Community





# ON MAY 22ND, THE MIT SLOAN CIO SYMPOSIUM WILL HONOR EXECUTIVES WHO LEAD THEIR ORGANIZATIONS TO DELIVER EXEMPLARY LEVELS OF BUSINESS VALUE THROUGH INNOVATIVE USE OF IT.

"It is truly an honor to be selected as the MIT Sloan CIO Leadership Award Winner and to be associated with other passionate IT leaders. I am so proud of the Business Technology team and the business partners who work together every day to create value for our clients, using Digital Capital to transform the architecture, engineering and construction industry..."

David Neitz  
SVP and CIO, CDM Smith  
2016 Winner

## Key traits of CIO leadership:

**Exceptional Communicator** Articulates a vision for strategic business value from IT and works across the organization to build partnership around this vision. Focuses communications on value and innovation, not technology. Helps all IT staff to understand the business and speak the language of business leaders.

**Recognized IT Leader** ("Cheap Information Officer") Clearly demonstrates value-for-money in the management of core IT services – providing the right services at the right price and the right level of quality. Recognized among peers as an effective leader of the IT unit.

**Driver of Business Value** ("Chief Improvement Officer") Understands the business and needs of the CEO, CFO, Line-of-Business heads and other senior executives. Ensures clear focus on potential and realized value in all IT initiatives. Incorporates IT into business decision-making by participating in key strategic conversations, suggesting innovative uses of IT, and managing risk.

**Trusted Partner** ("CIO-Plus") Exercises authority beyond IT itself. Considered a trusted member of the senior executive team, not just a technology leader. Suggests innovative uses of IT to transform the business- and successfully executes the changes. May receive additional non-IT responsibilities such as Chief Operating Officer or VP of Strategy, or strategic temporary roles such as Head of M&A integration.

## APPLICATION DEADLINE March 1, 2022

Nominate your candidate here:  
[www.mitcio.com/award](http://www.mitcio.com/award)

## PAST AWARD RECIPIENTS

**Vipin Gupta**  
Chief Information Officer  
*Toyota Financial Services (TFS)*

**Shamim Mohammad**  
Senior Vice President  
Chief Information and Technology Officer  
*Carmax*

**Eash Sundaram**  
Executive Vice President  
Chief Digital & Technology Officer  
*JetBlue*

**Harmeen Mehta**  
Chief Digital and Innovation Officer  
*BT, Plc*

**David Gledhill**  
Group CIO, Head of Group Technology & Operations  
*DBS Bank*

**C. Scott Blanchette**  
CIO  
*Kindred Healthcare, Inc.*

**F. Thaddeus Arroyo**  
CIO  
*AT&T Services, Inc.*



# APPLICATION PROCESS

## Nomination

If the key traits describe you or a CIO you know, begin the process by visiting the MIT Sloan CIO Symposium website at [www.mitcio.com/award](http://www.mitcio.com/award). The application is brief and is designed to allow candidates to tell their innovation story in their own words. Application Deadline is March 1, 2022.

## The Questions

### Question 1

a) Please describe your company, IT organization, and your role. (100 words) b) What role/title does the CIO report to? (25 words) c) Describe any organizational responsibilities outside of IT. (50 words) What title (or unit) is responsible for leading digital transformation in your company? What role does IT play? (50 words)

### Question 2

How have you improved the capability of IT to deliver the right services at the right price and the right level of quality? How do you demonstrate this performance to the rest of the business? (150 words)

### Question 3

How have you fostered a culture in the business that consistently generates new value from IT? How do you prioritize funding and drive accountability for results? Please describe the "before" and "after." (300 words)

### Question 4

Describe an innovation that illustrates your vision and achieved your targeted business results. Why do you consider this initiative to be innovative? How did you select, design, build support for and manage the execution of this innovation? (400 words)

### Question 5

What results did this innovation deliver? How did you assure that these results would continue to be delivered? Please include both hard and soft metrics. (200 words)

### Question 6

Even in the most effective organizations, not all initiatives will be successful. What is an initiative that you directly sponsored that was not successful? What were the most important lessons learned from that experience? (200 words)

### Question 7

What is the greatest challenge you and your organization still need to address in driving strategic value from IT and digital? (200 words)

## Selection Process

A panel of CIOs, industry thought leaders and MIT Sloan-affiliated professionals will act as judges. The judges will evaluate each application, based on the quality of the innovation and the leadership characteristics of the applicant. Finalists will be notified in late April.

All Award recipients will be formally recognized at an exclusive dinner for in-person attendees of the MIT Sloan CIO Symposium on May 22, 2022.

For questions, please contact George Westerman or Ray Chang at [award@mitcio.com](mailto:award@mitcio.com)

"I'm incredibly honored to receive the prestigious MIT Sloan CIO Leadership Award and grateful to the MIT Sloan CIO Symposium for recognizing our innovative solutions. Our success would not have been possible without the outstanding work of our teams across Toyota Financial Services that are transforming our organization into a multi-brand, mobility-finance-as-a service business."

Vipin Gupta, CIO  
Toyota Financial Services  
2021 Winner