How a CIO can increase their importance in the company

CIO (Chief Information Officer) is a manager responsible for information technology and digital transformation. Their roles can be very diverse and depend on the company's size, industry, and current business goals. They can include strategic planning (participation in the development and implementation of strategic plans for the use of IT), market analysis (defining technology trends and developing digital transformation strategies), IT infrastructure management, implementation of new technologies and process optimization, ensuring information security, training and development, reporting, and control. In a rapidly changing technology landscape, the CIO must be prepared for changes in strategy and approaches to the use of technology.

Every business is unique, and to increase their importance in the company, the CIO must understand its goals and strategy, use available data to make decisions and provide reports, understand risk management, propose new ideas and approaches to the use of IT, and do not forget about constant self-development.

The host of the Global CIO master class, Ekaterina Belyatinskaya, is a senior lecturer at the Higher School of Economics, a business trainer with experience in conducting MBA programs at the Skolkovo and RANEPA business schools. She spoke about how CIOs can adapt their communication and leadership style for more effective interaction in a team. She explained how CIOs can use the DISC model, which describes four personality types.

Personality typologies

Personality typologies contribute to better understanding, help to correctly form a team, find points of interaction and understand whether a person is in the right place. Difficulties in building interaction in a team often arise due to conflicts of interests. Understanding the personality type and motivators of employees helps to get the desired result from them.

In the 1920s, based on the works of Carl Gustav Jung and William Marston, the DISC methodology was created, which became especially popular in HR and project management. DISC is a system of psychometric classification of behavior that helps to understand and categorize different communication styles.

Personality Typology DISC
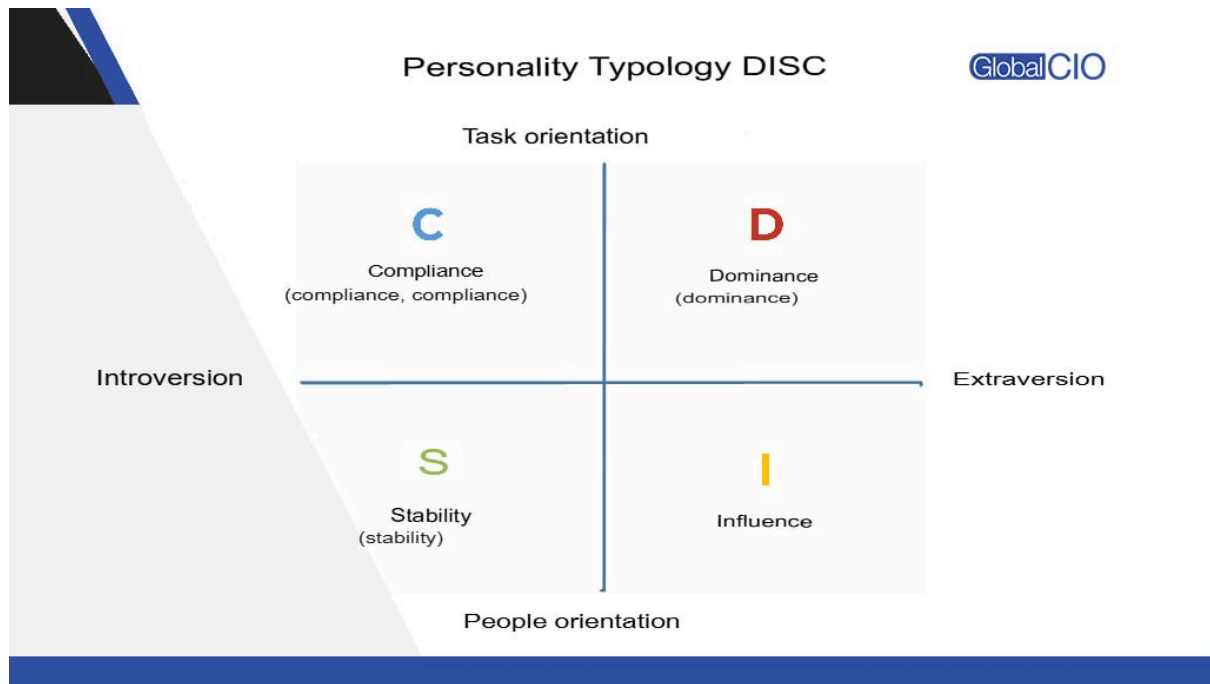
The DISC personality typology distinguishes four personality types: C (compliance), D (dominance), S (stability) and I (influence). If a person is task-oriented but extroverted, then dominance is manifested; with people-orientedness and extroversion, influence is manifested; people-orientedness combined with introversion provides stability; task-orientedness and introversion provide compliance. People with a high level of dominance have a strong will, strive to achieve goals, are self-confident, and prefer a direct approach to solving problems. These types can be illustrated with images.

Personality Typology DISC
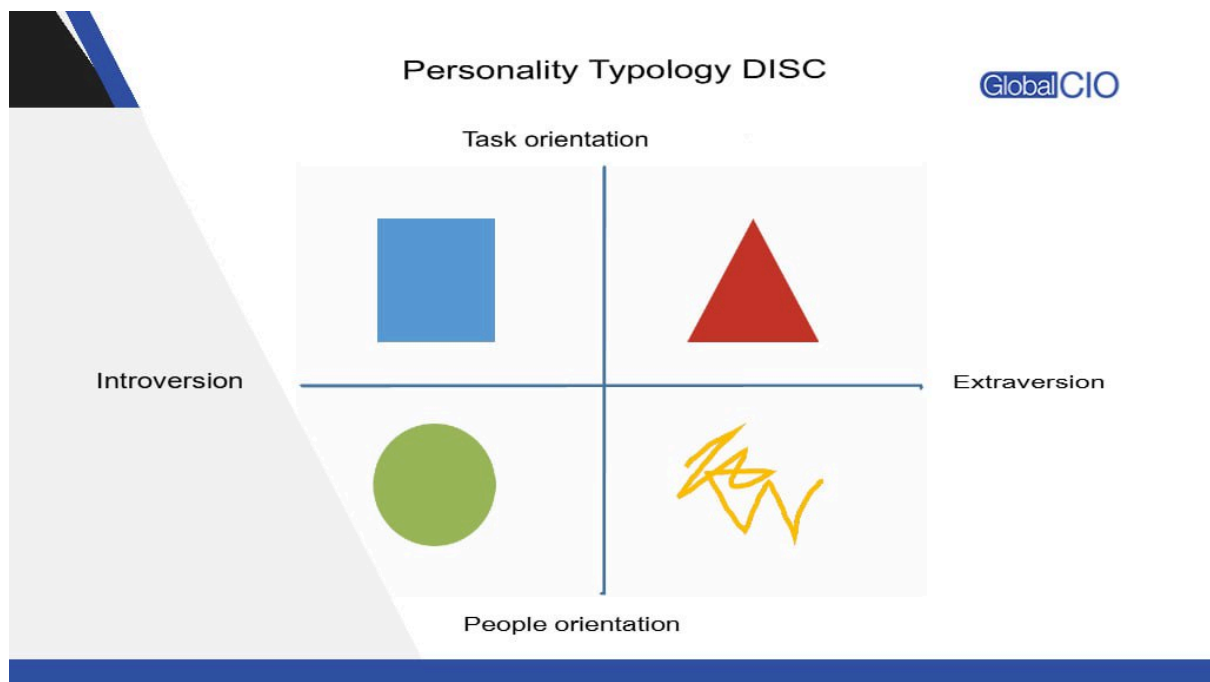
The personality symbolized by the red triangle is goal-oriented, decisive, dynamic, impatient, restless and result-oriented, dominant, persuasive and competitive, a highly motivated realist. Such people can be expected to make quick decisions and achieve quick results.

Yellow Zigzag - spontaneous and inspiring enthusiast, involved, sociable, able to influence and persuade, impatient idealist and optimist. This style is characterized by sociability, enthusiasm, ability to motivate others, desire to persuade. Such people find the right words, convincing others of what needs to be done. They do not like deadlines very much, but are able to find people to implement the task and their vision.

The green circle indicates a patient, caring and loyal person, committed to principles and not indifferent to the feelings of others. He strives for harmony, knows how to listen. He is a team player, tolerant, cautious and tactful, an excellent negotiator. Such people with a pronounced stability style are calm, patient, friendly and conscientious. They strive for stable, long-term relationships, value predictability. They are good psychologists and ideal teachers, able to listen and find the right words, tactful and tolerant, with high empathy. They know how to harmonize everything, put it in its place. However, it is difficult for them to accept new things, they are cautious and unhurried. This can lead to conflicts at the decision-making level. Working with them can be difficult, but everything depends on the context. Such qualities as patience allow them to complement other people well.

The blue square is a logical, clear and precise, systematic, organized person, an excellent diplomat, objective and detail-oriented. He is inquisitive, cautious and reasonable. This style is characterized by accuracy, organization, analytical thinking, striving for accuracy and quality in work. Such people are good analysts, capable of systematization, but not inclined to quick actions, which can create conflict situations or lead to misunderstanding. However, they know how to "structure chaos", they are ideal controllers.

DISC helps you understand yourself and others, identify your strengths and weaknesses, learn to communicate, improve communication and interaction with colleagues and clients, and adapt to different situations and behavior styles.

"Of course, people do not correspond to these types 100%. They somehow or other capture other categories, adapt to the environment, change over the years. The more they touch on what is not quite typical for them, expand their comfort zone, the better they understand other people," explains Ekaterina Belyatinskaya. "But sometimes it is difficult for people to be "chameleons" and juggle roles."

How to learn to communicate?

The following was revealed in the dialogue with the audience of the master class. "Triangles" do not like it when a task is given without a final image of the result and insufficient authority. They do not like the directive style of setting a task, failure to comply with agreements, they need freedom of action, they like it when the team sees the canvas and everyone presents the results. They want to see what they have already done, what result they have achieved, but at the same time have the right to make a mistake, they know how to turn an idea into a result and have an entrepreneurial mindset.

"Yellow Zigzag" prefers a democratic style, these people do not like authoritarianism, when different opinions are not taken into account. From urgent tasks they require justification, specific figures and elaboration of the issue.

The "Green Circle" does not like when the task is vague, they need personal boundaries. These people can be bad crisis managers, it is difficult for them to meet deadlines. They like sound control, support and evaluation of their work, they like to talk and discuss emotional things. They are more likely to be executors than managers, good assistants. "Blue Squares" prefer a clear image of the result, an understanding of the goals. They need enough time to solve the problem.

The following table summarizes what has been said:

Type	Communication style	Solution
Red triangle	Fast and to the point Intolerant of things he considers unimportant Straightforward and harsh tone He is a poor listener Pays little attention to interlocutors	Short, clear communications Written summary Get to the point quickly Summary of the essence and main points Don't describe all the details at once Let them ask questions
Yellow zigzag	Dynamic and spontaneous Impatient Likes to interrupt Prefers to talk rather than listen Jumps from one topic to another May lose interest if not involved in the discussion	Arrange a call or talk in person Prefer data presented in graphs or illustrations Let them speak
Green circle	They react slowly and prefer to think. Need more time to make a decision They don't like spontaneity, quick answers and decisions. Listen attentively and show interest May appear disengaged from dialogue	Make time for a 1-on-1 conversation Ask them how they feel Give them time to think about their answers. Provide accompanying information in writing

Blue square	Prefer written communication	Written communication: mail, instant messengers, tasks in CRM
	They may ask for additional information, numbers, details.	Detailed technical specifications and the most complete information
	Need additional time to analyze before making a decision	Clear deadlines
	They carefully collect and analyze information before taking action and will not stop until they have the full picture.	Don't demand quick answers, decisions and actions

How to increase your importance in the company

To test to determine the personality type and its characteristics, you can use the following table.

Testing to determine the type of personality and characteristics

In each line, circle the two definitions that best describe you

|	A.	B	C	D
1	business-oriented	brave	attractive	reasonable
2	organized	responsible	pleasant	A good listener
3	hardworking	independent	companionable	open to cooperation
4	business	active	talkative	reflecting
5	serious	straight	warm	caring
6	based on the facts	risky	friendly	careful
7	practical	dominant	understanding	taciturn
8	cold - blooded	reputable	emotional	thorough
9	focused	resolute	open	tolerable
10	methodical	non-wavering	spontaneous	restrained
11	disciplined	definite	sociable	observant
12	diligent	solid	demonstrative	slow
13	exact	smart	good-natured	thoughtful
14	formal	sure	expressive	the planner
15	persistent	current	intuitive	indecisive
	Count and write the number of circled words in each column			
	A	B	C	D

The results will help to use DISC to build interaction and communication with colleagues, manage projects, find common ground, take into account what others may like or dislike. It is important that people occupy the right place, play the right role for them. This is clearly manifested in the project implementation cycle.

PROJECT IMPLEMENTATION CYCLE
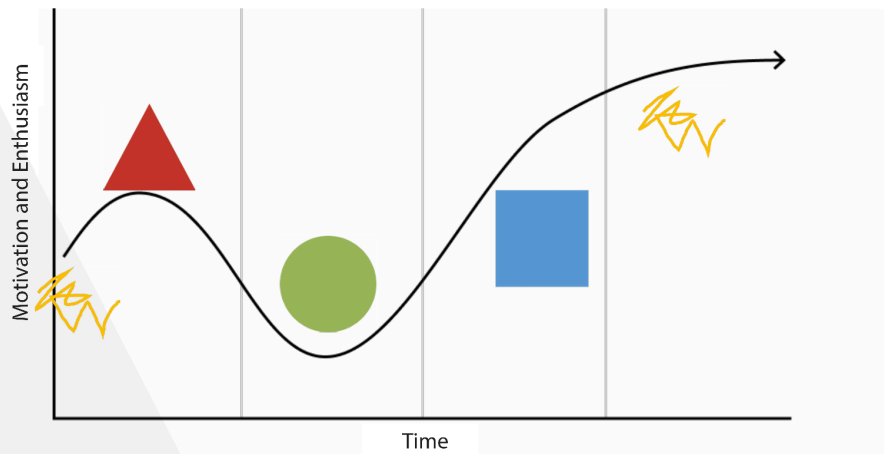
At different stages of project implementation, employees of one or another personality type perform best, and the manager must act differently.

How to use DISC?

The DISC methodology has proven itself to be an effective tool for improving the efficiency of business processes through a better understanding of employee characteristics and adaptation of management styles. In practice, it helps to correctly select people for positions, form balanced teams and build communication taking into account the personal characteristics of each.

Implementation of the methodology at the corporate culture level allows to significantly increase the speed of achieving results by reducing the number of conflicts and misunderstandings. It is important to remember that pure personality types practically do not exist, and testing should be carried out in a calm environment.

The methodology has a particularly noticeable effect in project management, where different personality types are most effective at different stages: from generating ideas to systematizing processes. This gives the manager the opportunity to flexibly adapt his management style and delegate tasks more accurately, taking into account the strengths of each employee.

Systematic use of DISC in hiring, rotation and development of personnel allows you to create more effective teams and optimize work processes, which ultimately has a positive impact on business results and employee satisfaction.