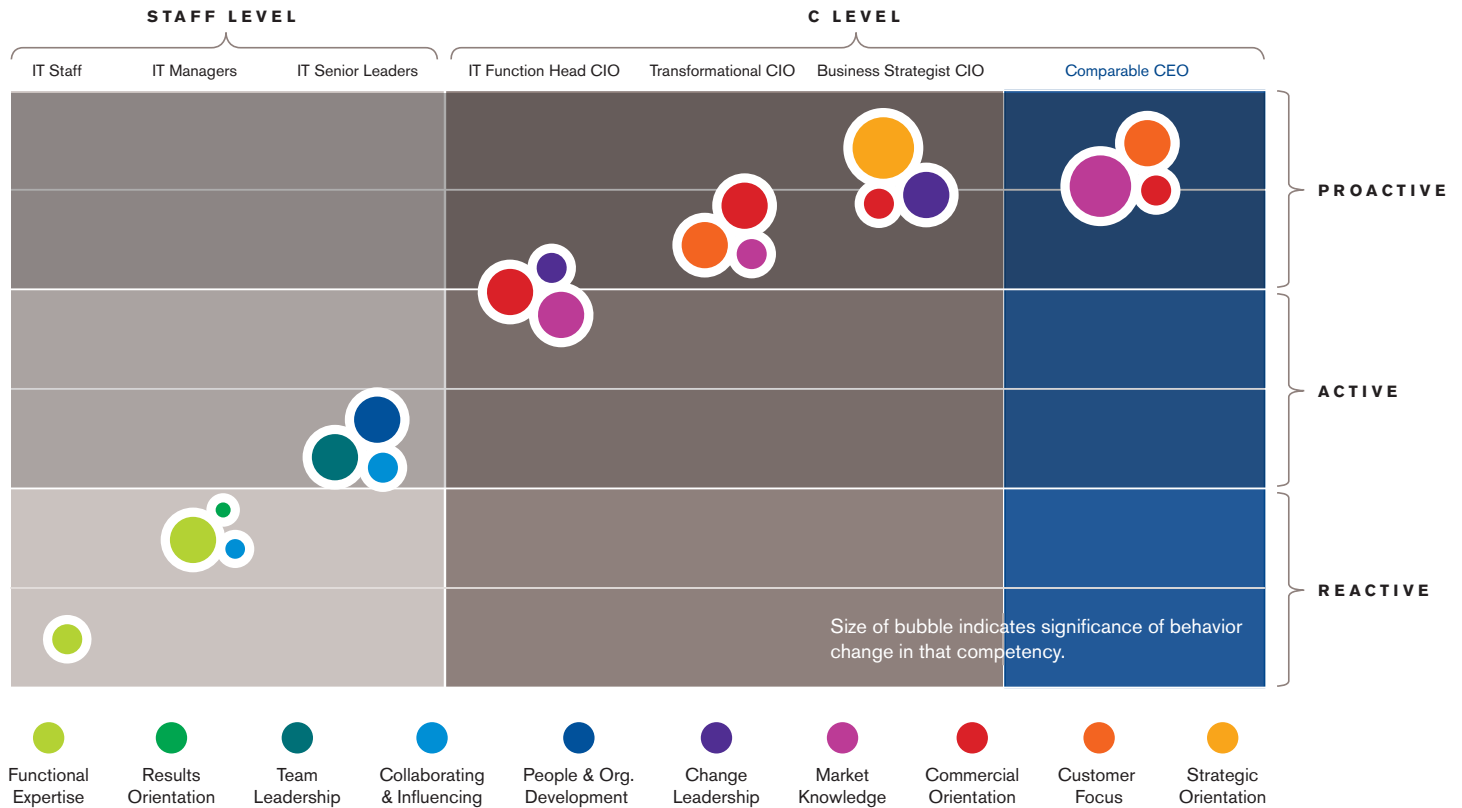


THE FUTURE STATE CIO® LEADERSHIP COMPETENCIES JOURNEY

This graph illustrates which competencies must be developed to achieve high levels of performance in each successive IT role on the journey to the Future-State CIO. For each role, the bubbles indicate a significant change in level of behavior for that competency – the larger the bubble, the more significant the change. Only the competencies that must change with each role are shown; prior competencies remain important.



DEFINITIONS OF REACTIVE, ACTIVE, PROACTIVE

The Egon Zehnder Leadership Competencies have seven detailed behavioral levels, where each level has qualitatively different behaviors. But there is a simple pattern within the scale: levels 1-2 are *reactive*, levels 3-4 are *active*, and 5-7 are *proactive* behaviors.

Reactive These are positive behaviors which are relatively basic: Responding to customer demands, working hard, thinking as needed, being willing to support others.

Active These are levels of active, spontaneous competency demonstration: Reaching out to customers, working to goals, anticipating future direction, taking action to support or lead others.

Proactive These are strategic levels, focused not only on personal demonstration, but leveraged impact – making long-range organizational impact: Providing unanticipated value to customers, improving processes in a calculated manner, challenging strategy, empowering one's team, partnering with others.