

Gartner®

Gartner CIO Leadership Forum

March 10 – 12, 2019 | Phoenix, AZ
gartner.com/us/ciowest

March 31 – April 2, 2019 | Hollywood, FL
gartner.com/us/cioeast



An exclusive event for CIOs

Early-bird discount available; see Page 14 for details!

Digital business is maturing

It's time to shift to ContinuousNext

The mandate of digital transformation has been realized — which means organizations need to continuously adapt their business and operating models need to stay ahead. How do you, as a CIO, achieve success in an era of constant change? What if you have constrained resources and a workforce that is resistant to culture change? At Gartner CIO Leadership Forum 2019, we'll dive deep into ContinuousNext — an approach that will help you build strategies and mold behaviors that lead to new products, technologies and mindsets. Get the objective guidance you need to shape, shift and share your leadership priorities to forge powerful results for your organization.

Join us to tackle some of the biggest issues CIOs are grappling with:



Cybersecurity and artificial intelligence (AI) will significantly change how CIOs do their jobs in the near future.



CIOs must engage as business leader peers to define business architectures and document related business capabilities.



CIOs must acquire, nurture and leverage key skills and capabilities via an innovative people-oriented approach.



CIOs must shape and execute digital strategy while accelerating the pace of automation and optimize existing models, processes and systems.



“Gartner is leading CIOs into the future in a truly transformative way. The CIO Leadership Forum pushes me to think more strategically.”

David Wu, CIO, Point B

Table of contents

- 04 Keynote sessions
- 06 Meet the experts
- 07 Networking opportunities
- 08 Agenda tracks
- 09 Who should attend
- 10 Agenda at a Glance
- 14 Application and pricing

One event, two locations

CIOs need awareness, agility and stamina to align technologies, pursue the right strategies and quickly adapt to what's next. They need their IT organization and their whole firm to be always on, always learning and always changing. Since your schedule isn't slowing down any time soon, we're re-creating the same forum experience twice.

One set of dates works better with your schedule? Closer to the East or West Coast? Prefer the beach over the desert? Whatever your reason, at both locations you'll get the same world-class networking, insights and experience that have our past attendees coming back year after year.

Gartner CIO Leadership Forum West

March 10 – 12, 2019 | Phoenix, AZ
gartner.com/us/ciowest



JW Marriott Desert Ridge Resort & Spa

Gartner CIO Leadership Forum East

March 31 – April 2, 2019 | Hollywood, FL
gartner.com/us/cioeast



The Diplomat Beach Resort & Spa

Keynotes

Bold leadership drives the future. Learn from other visionary leaders who will inspire you to uncover new ideas and approaches.

Guest keynotes

Embrace the Shake: Transforming Limitations Into Opportunities

Success, especially in today's fast-changing business environment, depends on our ability to make creativity and innovation a continuous process. Leaders want to know how their teams can rise above any challenge and succeed no matter what comes their way. Whether it's to embrace change, overcome obstacles, sustain growth or take their success to the next level, they want to "embrace the shake." The phrase "embrace the shake" is coined from artist Phil Hansen's personal story of transformation. After developing a career-ending tremor in his drawing hand, Mr. Hansen embraced his "shake" both physically and metaphorically by redefining his limitation as an impetus for creativity. He not only restored his artistic abilities, he became a much more creative and innovative artist than ever before. Upon sharing his message on the TED stage and with millions subsequently after, "embrace the shake" has become a motto for many businesses to approach their limitations in a new way. Mr. Hansen's powerful message of finding creativity within limitations will inspire you to stop looking on the outside and start looking within yourself for resources that can transform your challenges into opportunities for success. And like Mr. Hansen's art, "embrace the shake" isn't just talk, it's an experience! Through jaw-dropping visuals and live interactive art, get ready to break preconceived assumptions, activate your creative capacity and bring fresh ways of viewing the task at hand that will culminate with success. Are you ready to "embrace your shake"?

The Culture Code: The New Science of Successful Groups

In this talk, Daniel Coyle goes inside some of the most effective organizations in the world, including Pixar, U.S. Navy's SEAL Team Six, IDEO and the San Antonio Spurs, and reveals how they generate a sense of belonging in their workforce and other organizational traits. He not only explains what makes such groups tick but also identifies the key factors that can generate team cohesion in any walk of life. He examines the verbal and physical cues that bring people together, and the specific strategies that encourage collaboration and build trust. This talk, based on Mr. Coyle's groundbreaking book "The Culture Code," is based on a simple insight — great groups don't happen by chance. They are built according to three universal rules.

Social Interactions With AI

The founder and director of Personal Robots Group at MIT says that "robots are about people." Discussing the potential for robots to help stimulate creativity and social interactions, Cynthia Breazeal comments that at the present moment, robots are about interacting with things, not people. Through her research, Ms. Breazeal discovered that children are able to interact with robots on a level that stimulates an emotional connection and investment. Robots don't have to be restricted to carrying out mundane tasks, they are in fact able to elicit compelling social responses and reactions. Robots have the potential to become the next development toward social technology, they can interact like partners with adults and children and present them with possibilities that encourage creativity, interactions and compassion.



Phil Hansen
Self-Taught
Multimedia Artist



Daniel Coyle
The New York Times
Best-Selling Author



Cynthia Breazeal
Associate Professor
of Media Arts and
Sciences, MIT

Gartner keynotes

ContinuousNext: So You Want (Need!) to Be a Futurist?

In executive circles, the future has a bad reputation. An entertaining futurist on stage at a conference is nice, but there is no clear business case for futuristic thinking and there is more than enough transformation on our plate today already. Oh, and let's not even consider yesterday's maintenance. But these are pitfalls, and they should be avoided. Thinking about the future teaches you about today. About how to cope with volatility today. About catching what drives the market today. About what makes you unique today. Join this fast-paced and provocative keynote to take the lead and create the future.



Frank Buytendijk
Distinguished
VP Analyst

Let's Get Personal

Hyper-personalization has amplified customer expectations of dynamic customer-centric experiences across products, services and ecosystems. CIOs have delivered these personalization capabilities as part of their digital initiatives, but now they face a critical obstacle: talent. CIOs must transform their organization into a workforce talent factory by hyper-personalizing the associate experience as well as the customer experience.



Michelle Duerst
Senior Director
Analyst



Leigh McMullen
VP Analyst

CEO Concerns 2019: Implications and Actions for CIOs

Our brand-new global CEO and senior business executive survey reveals what business leaders are focused on in 2019 and 2020. These early trend signals will help CIOs think about how the agenda for IT and digital will change. We give important high-level advice on what to do in response so you can get ahead of the game in your own business.



Mark Raskino
Distinguished
VP Analyst

Shift to ContinuousNext

Even in a world that is constantly changing, you can prepare your organization to proactively deliver what's next — continuously. You are leading your enterprise through culture change and digital innovation while shifting to a product delivery structure. In this keynote, we explore various product models and the business outcomes they support, with an integrated view of technology that builds and sustains momentum for your enterprise.



Chris Howard
Distinguished
VP Analyst




Valentin Sribar
Senior VP

Meet the experts


Frank Buytendijk
Distinguished VP Analyst




Jaime Capella
Distinguished VP, Advisory




Heather Colella
VP Analyst




Michelle Duerst
Senior Director Analyst




Jackie Fenn
Distinguished VP Analyst




Janelle Hill
Distinguished VP Analyst




Chris Howard
Distinguished VP Analyst




Richard Hunter
Distinguished VP Analyst



Andy Kyte
Distinguished VP Analyst




Jim McGittigan
VP Analyst




Leigh McMullen
VP Analyst




Kristin Mettraux
Senior Director, Advisory




Christopher Mixer
VP, Advisory




Lily Mok
VP Analyst




Elise Olding
VP Analyst




Paul Proctor
Distinguished VP Analyst




Joseph Provenza
Senior Director Analyst
East Only



Mark Raskino
Distinguished VP Analyst




Bruce Robertson
Distinguished VP Analyst and Conference Co-Chair




Jose Ruggero
Practice VP
West Only




Donna Scott
Distinguished VP Analyst




Monika Sinha
Senior Director Analyst



Christie Struckman
VP Analyst



Graham Waller
Distinguished VP Analyst and Conference Co-Chair



Important! Book your Gartner one-on-one meetings

Gartner one-on-ones are complimentary, private meetings and require advance scheduling. Visit Gartner Events Navigator to book your one-on-ones once your registration is confirmed.


Visit gartner.com/us/ciowest or gartner.com/us/cioeast for a complete listing of Gartner experts





Engage with peers and Gartner experts


Build relationships, solve problems and challenge your thinking as you interact with some of the top minds in IT.


Get validation and inspiration from your peers

 **Leisure activities on Sunday**
Kick off your forum experience with leisure activities with peers who will give you the opportunity to connect in a relaxed and informal environment.


 **Meetups**
Discuss relevant, timely topics in small, peer-facilitated exchanges. Join an existing Meetup, or start one of your own!

 **Structured peer networking**
Sprinkled throughout each day, these sessions let you learn from peers experiencing the same challenges.


 **Networking breakfasts and lunches**
Connect with peers to discuss new ideas and "aha" moments while you recharge for the rest of the day.


 **Special event**
Join peers in a relaxed environment at Monday evening's special event.

Embrace new perspectives with Gartner experts and Executive Partners

 **Gartner one-on-one meetings**
One-on-ones are complimentary, private consultations with the Gartner experts of your choice and require advanced scheduling.* Visit Gartner Events Navigator to book up to two one-on-ones once your application is confirmed.

 **Workshops**
At workshops, you and your peers take center stage working on important topics and through thorny issues for 90 minutes.**

 **Roundtables**
Roundtable discussions are small-group, informal opportunities to allow you to relax, share insights and learn from the lessons, approaches and experiences of diverse attendees.**

 **Ask the Expert**
Gartner experts take the tough questions head-on in these interactive Q&As — catalysts for clear thinking.**

*These sessions are based on expert availability. One-on-ones are not to be used for vendor briefings or presentations. **Space is limited and preregistration is required.



Exclusively for women CIOs

Female CIOs, your conference pass also includes participation in our Women CIO Program. The program kicks off with a networking dinner on Tuesday evening, followed by sessions and networking opportunities on Wednesday. To register for the Women CIO Program, simply add any of the Women CIO Program sessions to your agenda in Gartner Events Navigator.

“Excellent speakers. I am impressed with the level of expertise and professionalism Gartner has provided throughout the event. Looking forward to next year!”

Ron Moskowitz, CIO, South Coast Quality Management District

Agenda tracks



Think Product

In an era of constant change, customers' wants, needs and expectations are constantly evolving. To succeed, you must put customer experience front and center in all of your strategies. To improve what you deliver again and again, CIOs must ditch the traditional IT *project*-focused mindset in favor of an IT *product*-focused approach. In this track, you learn how to make this change successfully, along with all of the processes, roles, operating models, methodologies and investments that will need to be altered as a result.

Hot topics by track

- Creating customer-centric value propositions
- Enacting agile investment governance
- Developing minimum viable products
- Identifying new roles and structures
- Adopting new operating models



Innovate Digital

Everyone's a technologist, but it's still up to you to do the hard work: Create and execute digital strategy, leverage emerging ecosystems, accelerate the pace of automation and co-create new digital business models with fellow C-suite stakeholders. In this track, you learn how to develop disruptive digital strategies, balance revenue-generating opportunities with cost optimization initiatives, fully embrace and integrate technologies such as artificial intelligence, and successfully manage critical digital business risk factors.

Hot topics by track

- Developing disruptive digital strategies and economics in an era of constant change
- Competing with new business models
- Optimizing existing business models
- Leveraging AI as a driving technology
- Balancing revenue-generating opportunities versus cost optimization initiatives



Shape Culture

In today's rapid-change environment, culture is often an inhibitor to growth. Without a purposeful focus on individuals, teams and culture, organizations will not survive. As CIO, you must use culture to accelerate change, attract and nurture the right talent, and help people embrace the "new normal." In this track, you get the culture hacks you need to build an organization grounded in innovation and growth mindsets, cultivate a diverse and inclusive organization, and develop the future of the workforce — with humans and learning machines working together seamlessly.

Hot topics by track

- Building a culture of innovation
- Incorporating machine learning into the workforce
- Developing a growth mindset
- Homing in on diversity and inclusion techniques
- Getting leadership buy-in on the purpose and people needed for the change journey



Gartner CIO Leadership Forum in Europe

March 4 – 6, 2019 | London, U.K.

March 18 – 20, 2019 | Amsterdam, Netherlands

Who should attend

Gartner CIO Leadership Forum is built exclusively for CIOs. Join more than 800 of your peers in an intimate environment to cut through the hype and tackle problems.

Our application-only conference provides an unrivaled level of information exchange and peer networking. To ensure this commitment to our attendees, we ask you to verify your eligibility. You can apply now at gartner.com/us/ciowest or gartner.com/us/cioeast to review our eligibility criteria and submit your application. Space is limited.

“Great structured program providing rich content. Interactive sessions for accelerated learning and excellent peer networking opportunities to continue the conversation.”

Anil Arcalgud, CIO, Ecolab



Agenda at a Glance

Agenda as of January 7, 2019, and subject to change

Sunday March 10 March 31	8:00 a.m.	Leisure Activities									
	10:30 a.m.	Registration Opens									
	1:30 p.m.	Gartner Keynote ContinuousNext: So You Want (Need!) to Be a Futurist? Frank Buytendijk, Distinguished VP Analyst									
	2:15 p.m.	Structured Peer Networking									
	TRACKS	A. Think Product	B. Innovate Digital	C. Shape Culture	Workshops	Workshops	Workshops	Workshops	Roundtables	Roundtables	
	2:45 p.m.	How CIOs Can Lead the Transition From Projects to Products Using the I&T Operating Model	Upgrade Your Business Model for the Digital Future	Shape, Shift and Share: Leadership for ContinuousNext	2:45 p.m. – 4:15 p.m. Track Your Digital Progress With Digital KPIs That Drive Results	2:45 p.m. – 4:15 p.m. Business Model Creativity	2:45 p.m. – 4:15 p.m. Evolving Into Your Digital IT Operating Model	2:45 p.m. – 4:15 p.m. Keeping Your Strategy Real Through the Connected Continuous Plan	2:30 p.m. – 3:30 p.m. Driving Innovation in the Oil and Gas Ecosystem: Leading and Managing Innovation Ideation to Cash	2:30 p.m. – 3:30 p.m. Digital Government Next: Taking Digital Government to the Forefront	
	3:45 p.m.	How CIOs Get Product Management Right in IT and Beyond	A Field Guide on Innovation for New Digital Leaders	How to Make a Great Decision, Every Time							
	4:30 p.m.	Moving to a Product Funding Model	An Industry Viewpoint on Deconstructing Business Ecosystems	How to Have an Engaging Conversation With Your CEO							
	5:00 p.m.	Structured Peer Networking									
	5:30 p.m.	Guest Keynote Embrace the Shake: Transforming Limitations Into Opportunities Phil Hansen, Self-Taught Multimedia Artist									
6:15 p.m.	Welcome Reception										

Monday March 11 April 1	7:00 a.m.	Registration Opens									
	7:30 a.m.	Attendee Breakfast									
	8:30 a.m.	Gartner Keynote Shift to ContinuousNext Chris Howard, Distinguished VP Analyst; Valentin Sribar, Senior VP									
	9:15 a.m.	Gartner Keynote CEO Concerns 2019: Implications and Actions for CIOs Mark Raskino, Distinguished VP Analyst									
	10:00 a.m.	Structured Peer Networking									
	TRACKS	A. Think Product	B. Innovate Digital	C. Shape Culture	Workshops	Workshops	Workshops	Workshops	Roundtables	Roundtables	Roundtables
	10:30 a.m.	Adaptive Governance Aligns Product Centricity and Enterprise Goals	Use Venture Scaling to Power Digital Business and Prepare for ContinuousNext	Tactics to Build a Diverse and Inclusive IT Team That's Ready for ContinuousNext	10:30 a.m. – 12:00 p.m. How to Build a Strategic I&T Roadmap	10:30 a.m. – 12:00 p.m. Understand the Financial Management Implications of Moving From Project to Product	10:30 a.m. – 12:00 p.m. Craft a Digital Business Narrative to Drive Change	10:30 a.m. – 12:00 p.m. The Art of the One-Page Strategy	10:30 a.m. – 12:00 p.m. Building Your Digital Offerings With a Focus on ContinuousNext Capabilities. Are You Ready?	10:30 a.m. – 11:30 a.m. How Are You Building and Keeping Digital Talent?	10:30 a.m. – 11:30 a.m. Agile at the Speed of Trust
	11:30 a.m.	For Leaders Aspiring Beyond the CIO Glass Ceiling: Behave for the Role You Want	Winning in a World of Digital Dragons	The Future of Work 2035: Managing the Human/Robot Workforce							

Continued on next page

Agenda at a Glance (continued)

Agenda as of January 7, 2019, and subject to change

Monday March 11 April 1	12:15 p.m.	Attendee Lunch								
	1:45 p.m.	CIO Story								
	2:30 p.m.	Structured Peer Networking								
	TRACKS	A. Think Product	B. Innovate Digital	C. Shape Culture	Workshops	Workshops	Workshops	Workshops		
	3:00 p.m.	The CIO's Options When Designing the Digital Design Organization	How CIOs Are Unlocking Value From AI	Create Your Roadmap to a Culture of Innovation	2:45 p.m. – 4:15 p.m. Creatively Communicating as a Leader Through Visual Harvesting	2:45 p.m. – 4:15 p.m. Digital Business Transformation Strategy as a "Book" of Digital Stories	2:45 p.m. – 4:15 p.m. Digital Leadership Effectiveness: Bring Your Six Thinking Hats!	2:45 p.m. – 4:15 p.m. Plan to Attract Great Talent to Your Brand and Culture		
	4:00 p.m.	Thought Leadership								
	4:45 p.m.	Structured Peer Networking								
	5:15 p.m.	Guest Keynote The Culture Code: The New Science of Successful Groups Daniel Coyle, The New York Times Best-Selling Author								
	6:00 p.m.	Evening Special Event								

Tuesday March 12 April 2	7:00 a.m.	Attendee Breakfast								
	8:00 a.m.	Gartner Keynote Let's Get Personal Michelle Duerst, Senior Director Analyst; Leigh McMullen, VP Analyst								
	8:45 a.m.	Structured Peer Networking								
	TRACKS	A. Think Product	B. Innovate Digital	C. Shape Culture	Workshops	Workshops	Workshops	Workshops	Roundtables	
	9:15 a.m.	It Takes a Team to Drive the Product Release Train for ContinuousNext	Evolve Cybersecurity in the Shift to ContinuousNext	Making Talent the Key Enabler of Your I&T Operating Model Evolution	9:00 a.m. – 10:30 a.m. CIOs — Transform Business Operations by Using Your I&T Operating Model as a Tool	9:00 a.m. – 10:30 a.m. Create Your One-Page Innovation Charter	9:00 a.m. – 10:30 a.m. Rebalancing the IT Skills Portfolio	9:00 a.m. – 10:30 a.m. Hack, Nudge and Prod: Culture Changes That Accelerate Transformation	9:15 a.m. – 10:15 a.m. Why CIOs Have to Worry About Business Capabilities: Drive Your Company to Digital	
	10:15 a.m.	Manage Strategy as a Product to Succeed in Digital Business	Disrupting From Within: Lessons Learned From Internal Digital Startups	The Art of Teamwork in the Digital Age: How CIOs Can Build Powerful Teams	10:45 a.m. – 12:15 p.m. ContinuousNext Transformation Needs a Dexterous Mindset	10:45 a.m. – 12:15 p.m. Build Your Digital Business Transformation Vision in Five Easy Steps	10:45 a.m. – 12:15 p.m. Improving Decision Quality in the ContinuousNext World	10:45 a.m. – 12:15 p.m. Living Your Brand: Identifying, Understanding and Aligning Yourself and IT to Your Company's Brand	11:00 a.m. – 12:00 p.m. Determining and Defending the Right Amount to Invest in IT	
	11:15 a.m.	Move Beyond Core Renovation to Managing Your Digital Business Platform as a Product	How to Engage the Board and Executives on AI	Break Through Culture Barriers to Power Your Organization						
	12:00 p.m.	Attendee Lunch								
	1:30 p.m.	Guest Keynote Social Interactions With AI Cynthia Breazeal, Associate Professor of Media Arts and Sciences, MIT								
	2:15 p.m.	Structured Peer Networking								
2:45 p.m.	Moving from "Shadow IT" to Multidisciplinary Digital Fusion Teams	CIOs Should Partner With CFOs to Effectively Optimize Costs	Top 12 Approaches to Learn at Work							
3:15 p.m.	Conference Concludes									

Application and pricing

Early-bird discount

Early-bird discount
Save \$425 when you register by:

January 11 for
CIO West in Phoenix, AZ

February 1 for
CIO East in Hollywood, FL

Early-bird price: \$3,225
Standard price: \$3,650

3 ways to apply*

Web:
gartner.com/us/ciowest or
gartner.com/us/cioeast

Email:
GartnerGlobalEvents@gartner.com

Phone:
1 866 405 2511

*Gartner CIO Leadership Forum is for CIOs only. Please [click here](#) for eligibility criteria and further details. Early-bird offers are valid on new registrations only for \$425 off the standard rate and cannot be combined with any other discount.

Join the conversation



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What's included

- Conference attendance, Sunday through Tuesday (or Sunday through Wednesday for Women CIO Program attendees)
- Two 30-minute Gartner one-on-one meetings*
- Two workshops*
- One roundtable*
- One Ask the Expert session*
- Unlimited Meetups
- Networking breakfasts, lunches and receptions

*Online preregistration is required. Reserve your place early, as space is limited.

Gartner Executive Programs Members

Attendance at Gartner CIO Leadership Forum is complimentary for Gartner Executive Programs Primary Members and Team Leaders. Complimentary attendance, which is nontransferable, includes the full conference fee and does not include any travel-related expenses.

Gartner clients

Contact your sales representative for details about paying with a Gartner event ticket.

Gartner hotel room rate

You must be registered to book your accommodation, which can be reserved directly through the online registration system on the conference website: Register for [CIO West](#) or [CIO East](#).



CIO West (Phoenix, AZ)
\$359 per night at
JW Marriott Desert Ridge
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5350 East Marriott Drive
Phoenix, AZ 85052



CIO East (Hollywood, FL)
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3555 South Ocean Drive
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