



FROM ENABLERS TO TRANSFORMERS: THE SHIFT FROM CIO TO CIDO

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For decades, the Chief Information Officer (CIO) role has been an important part of enabling enterprises through technology. The job to deliver technology that supported business operations, kept systems running, and provided the tools for people to do their work more effectively was critical and grew larger in scale as technology capabilities and risks continued to accelerate.

While that role of enabling the enterprise is still important today, in the modern digital era much more is required. After all, almost no one would argue that in most enterprises today, technology is the business—which is why as the CIO role expanded to be even broader and more important, a more modern title has emerged: the Chief Information and Digital Officer (CIDO).

FROM SUPPORT TO TRANSFORMATION

The CIO era was about enabling. The CIDO era is about transforming.

As digital technology reshapes every industry, the CIDO is no longer just managing IT systems. CIDs are leading enterprise-wide digital transformation. The conversation has shifted from “How do we enable the business with technology?” to “How do we transform the business because of technology?”

The stakes are higher, and the opportunities are greater.

BUSINESS AND TECHNOLOGY: TWO SIDES OF THE SAME COIN

In the digital era, the boundary between business and technology has disappeared. You can’t separate the two. “Business is the technology, and technology is the business” is an often used phrase in many businesses today.

That reality means CIDs must build deep partnerships with every part of the organization. Success doesn’t come from technology in isolation. It comes from business and technology leaders working hand in hand to create new value, new capabilities, and new ways of serving customers.

THE LEADERSHIP IMPERATIVE

Being a CIDO isn’t about technical expertise alone. It’s about leadership—setting the vision, clarifying the strategy, and driving transformation across the enterprise.

The best CIDs are transformation experts. They major in change. They communicate clearly, partner broadly, and inspire people to see technology not as a cost center, but as the engine of business growth.

FINAL THOUGHT

The move from CIO to CIDO is more than a change in title. It’s a shift in mindset—from enabling to transforming, from supporting the business to leading it.

If you embrace that shift, you won’t just be running IT. You’ll be shaping the future of the enterprise.



Ken Spangler is the former Executive Vice President & CIO of FedEx Global Operations Technology, where he led large-scale technology transformations and enterprise innovation across one of the world's most complex logistics networks. The only executive to serve as CIO for each of FedEx's major operating companies, Ken spearheaded global initiatives in AI, IT strategy, and enterprise business agility. Now an adjunct professor at Carnegie Mellon University, he brings more than 37 years of executive technology leadership to the classroom, helping the next generation of digital

leaders align innovation with strategic impact.

Learn from leaders like Ken Spangler in the **Chief Information and Digital Officer (CIDO)** Executive Education Program at Carnegie Mellon University's Heinz College.

EXPLORE THE PROGRAM ►

Lead the Future of Digital Transformation

Carnegie Mellon University's **Chief Information and Digital Officer (CIDO) Certificate Program** prepares leaders to master the expanded and evolving responsibilities of today's digital-first executive - combining technology leadership with strategy, innovation, and enterprise transformation.

Why Choose CMU's CIDO Program?

- Learn from our **world-renowned experts** in technology and policy (CMU is **ranked #1** in Information & Technology Management).
- Gain the **frameworks and tools to drive digital transformation** across the enterprise.
- Explore cutting-edge topics including **AI, data strategy, cybersecurity**, and emerging technologies.
- Build a powerful **peer network** with experienced executives from diverse industries.
- Position yourself and your organization to **thrive in a rapidly evolving digital economy**.

Elevate your leadership. Expand your impact. Become the digital strategist your organization needs.

Program Logistics



~6 months



Hybrid: virtual modules, plus in-person sessions (mid-session and practicum) in Pittsburgh, with virtual option available



Virtual modules are held in the evenings (4 - 9 p.m. ET), generally on Wednesdays

