

The CIO/CTO Standard recognises different levels of leadership maturity.

These levels are not based on tenure or job title but on demonstrated capability, judgement and leadership impact.

# Practitioner level

**Practitioner** reflects integrated leadership maturity. **Leaders at this level:**

- Influence organisational direction through technology strategy
- Balance delivery, risk and innovation effectively
- Demonstrate strong commercial judgement in major decisions
- Lead transformation while maintaining operational stability
- Build capable teams and future leaders

Practitioner certification confirms that CIOs/CTOs are trusted advisors to the executive team

<p><b>Business &amp; Commercial</b></p> <p><b>EXAM 1</b> <i>Three exams from this list:</i></p> <ul style="list-style-type: none"> <li>• Structure &amp; hierarchy</li> <li>• Politics of business</li> <li>• Marketing</li> <li>• General operations</li> <li>• Standards, policies, process &amp; delivery</li> <li>• Ethics</li> <li>• Microeconomics</li> <li>• Mergers, acquisitions, PE &amp; VC</li> </ul>	<p><b>IT Leadership: CIO</b></p> <p><b>EXAM 2</b></p> <ul style="list-style-type: none"> <li>• Strategic planning &amp; delivery</li> </ul> <p><b>EXAM 3</b></p> <ul style="list-style-type: none"> <li>• Enterprise &amp; business architecture</li> <li>• Quality management</li> </ul> <p><b>EXAM 4</b></p> <ul style="list-style-type: none"> <li>• Applications management &amp; delivery</li> <li>• Business process improvement and redesign</li> <li>• Data &amp; information development</li> <li>• DevOps</li> </ul> <p><b>EXAM 5</b></p> <ul style="list-style-type: none"> <li>• Innovation &amp; discovery</li> <li>• Customer engagement (external)</li> <li>• Transformation</li> </ul>	<p><b>IT Leadership: CTO</b></p> <p><b>EXAM 2</b></p> <ul style="list-style-type: none"> <li>• DevOps</li> <li>• Strategic planning &amp; delivery</li> </ul> <p><b>EXAM 3</b></p> <ul style="list-style-type: none"> <li>• Systems integration</li> <li>• Quality management</li> </ul> <p><b>EXAM 4</b></p> <ul style="list-style-type: none"> <li>• Service delivery</li> <li>• IT governance</li> <li>• Compliance &amp; international standards</li> <li>• Information governance, security &amp; assurance</li> </ul> <p><b>EXAM 5</b></p> <ul style="list-style-type: none"> <li>• Innovation &amp; discovery</li> <li>• Customer engagement (internal)</li> <li>• Transformation</li> </ul>
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**SIAS** The certification is accredited by **SIAS** (Ofqual approved), providing independent validation of the framework and assessment process.

**Tech leaders CONNECT**  
POWERED BY FREEMAN CLARKE

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