

The CIO Competency Wheel

The worksheet reproduced in this appendix renders the entire job model — the sixteen competencies, grouped into their five families — as a single picture. While the Performance Assessment Instrument in Appendix B measures each competency in detail, the wheel translates those results into a single shape that can be read at a glance. Its value is diagnostic. A look at the outline tells you not only how far you have climbed overall, but also where your capabilities are even and where they are lopsided. Two CIOs can have the same average rating yet produce entirely different shapes, and it is the shape, not the average, which shows where to invest next. The wheel is deliberately coarse. It records a level placement rather than a fine-grained score because its purpose is to begin a strategic conversation about development, not to manufacture false precision.

Reading the scale

Each spoke represents one competency, numbered to match the key beneath the wheel and grouped by family, with each family marked by its own shade and segment of the outer ring. The four concentric rings are the four levels of the model, read from the center outward:

- **Center** — an emerging capability, not yet established at Level 1
- **Ring 1 (L1)** — Informaticist
- **Ring 2 (L2)** — Strategist
- **Ring 3 (L3)** — Transformationalist
- **Ring 4, the outer edge (L4)** — Integrative Architect

Because the model is cumulative, a placement on any ring assumes command of everything inside it. A mark on the Transformationalist ring indicates that the Informaticist and Strategist foundations beneath it are already secure.

Completing the worksheet

1. Assess each competency. Work through the sixteen competencies using the instrument in Appendix B, or rate yourself directly against the level descriptions in [Exhibit 10](#). For each one, settle on the single level that best describes your current, demonstrated practice — not your aspiration, and not your best day.
2. Record the level. Write that level in the box beside the competency in the key.
3. Mark the spoke. Find the competency's numbered spoke and place a dot where it crosses the ring for that level. Use the center for an emerging capability and the outer edge for Level 4.
4. Connect the dots. Join the sixteen marks to close the polygon, then lightly shade the area inside it. That enclosed shape is your profile.

Work in pencil. The worksheet is meant to be revisited.

Reading your profile

Size.

The overall area is your altitude — broadly, how senior and how wide your demonstrated practice is across the whole role. A small, tight shape sits near the operational core; a large one approaches the range of the Integrative Architect.

Balance.

A relatively round shape signals even development; a jagged one signals concentration. Spikes are genuine strengths, worth protecting and deploying. Dents that point inward, toward the center, are your development priorities.

Clusters.

Read the wheel by family, by spoke. A single low competency is a targeted gap; an entire family pulled inward — all of Influence & Politics, say, or both of the Mission & Community competencies — is a pattern, and a more consequential one. Concentrated gaps are usually both more limiting and more fixable than scattered ones, because a single developmental theme can lift several spokes at once.

Putting it to work

Resist the urge to push every spoke to the rim. Few CIOs are Level 4 everywhere, and a profile that is rounded at the edges is far less common and far less credible than a strong shape with one or two honest dents.

Pair it with a second opinion.

Complete it yourself, then ask a trusted supervisor, mentor, or peer to plot you independently. The places where the two outlines diverge — competencies where your self-view and their view disagree — are often the most useful coaching material the exercise produces.

Overlay current and target.

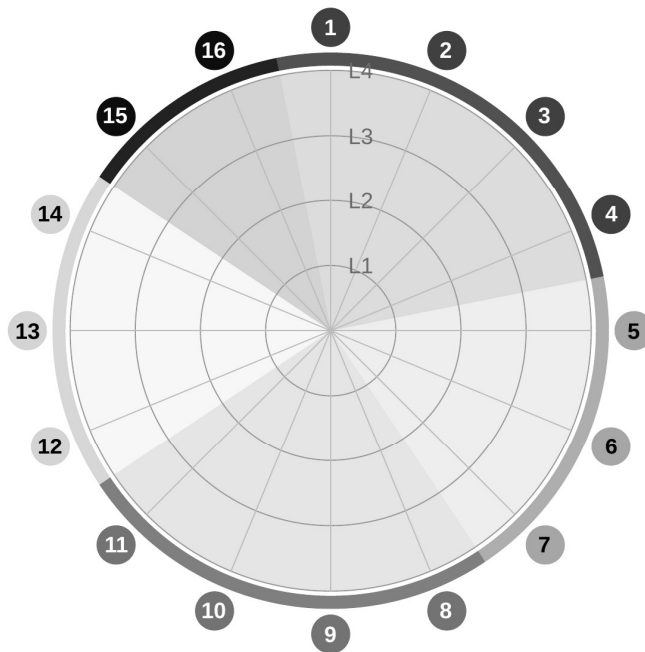
Plot today's profile, then, in a second pass with a different mark, plot the profile your institution will need from its CIO three years out. The space between the two outlines is your development agenda. Close it deliberately, advancing one or two competencies at a time rather than all sixteen at once; the development guidance in Chapter 13 and Appendix A offers concrete moves for each.

Track it over time.

The worksheet is most valuable when used repeatedly across planned cycles of development and assessment. Date each completed wheel and keep it. Re-plotting once a year turns a vague sense of "growth" into a visible change in shape, and gives a board or a supervisor a candid, compact picture of progress.

A final caution: the wheel is a mirror, not a verdict. It is only as honest as the assessment behind it, and its purpose is to direct attention toward the next competency to develop, the next stretch assignment to seek, the next gap to close — not to reduce a demanding role to a single grade.

Competency Wheel Diagram



Plot your level on each spoke, then connect

Rings = levels (L1 Informaticist → L4 Architect)

I · Business & Value

II · Technology & Risk

III · Leadership & People

IV · Influence & Politics

V · Mission & Community

1 Strategic Business Acumen	☐	9 Talent Development & Succession Planning	☐
2 Financial Stewardship & Value Realization	☐	10 Emotional Intelligence (EQ) & Empathy	☐
3 Product Management Mindset	☐	11 Agility & Adaptability	☐
4 Innovation & Visionary Thinking	☐	12 Executive Communication & Storytelling	☐
5 Cybersecurity & Risk Governance	☐	13 Stakeholder Management & Negotiation	☐
6 AI & Data Strategy Operationalization	☐	14 Political Acumen	☐
7 Infrastructure, OT & Modernization	☐	15 Student Success & Academic Mission	☐
8 Change Leadership	☐	16 Ecosystem, Vendor & Community Orch.	☐