

Tool: A CTO's Guide to CxO Partnerships: How CTOs and CDAOs Can Build Collaborative Relationships

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Initiatives: [Digital Innovation and Enablement Function](#); [Lead a World-Class D&A Organization](#)

CTOs and CDAOs share some priorities related to data and analytics as business value drivers but do not always work together effectively. CTOs should use this partnership guide both to collaborate with CDAOs on various aspects of business strategy, and to establish governance and decision rights.

When to Use

Chief technology officers (CTOs) can use this guide to collaborate with chief data and analytics officers (CDAOs) when:

- One of the other CxO positions is new or newly appointed
- There is a major change in business strategy
- Organizations are in the initial stages of strategic planning for technology or D&A strategies

Directions for Use

This guide will help CTOs establish productive and collaborative partnership with CDAOs. The guide outlines six steps to kick off CTO-CDAO partnership discussions:

1. Establish shared priorities
2. Identify common challenges that can be tackled together
3. Determine activities to collaborate on

4. Leverage governance to avoid conflicts
5. Define shared outcomes and metrics
6. Create action plans and set up regular check-ins

The presentation also contains customizable templates with action points that can be used in partnership and strategy discussions. The notes section provides context and instructions for customization where applicable.

Evidence

Gartner Chief Data and Analytics Officer Agenda Survey for 2023. This study was conducted to explore the business impact of the CDAO role and/or the office of the CDAO and understand the leadership traits of the most successful CDAOs that distinguish them from their peers. The research was conducted online from September through November 2022 among 566 respondents from across the world. Respondents were required to be the highest-level data and analytics leader in the organization: chief data officer, chief analytics officer, chief data and analytics officer, the most senior leader in IT with data and analytics responsibilities, or a business executive such as chief digital officer or other business executive with data and analytics responsibilities. Disclaimer: Results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

2023 Changing Role of the CTO Function Survey. This study was conducted to understand the CTO function design and how CTOs and their organizations are changing their operating models and enabling digital business model innovation and transformation. The research was conducted online from 15 May through 6 July 2023 among 404 participants from North America (n = 204), Europe (n = 147) and Asia/Pacific (n = 53). Participants were leaders in their organization who were knowledgeable about the roles and responsibilities of the CTO. Respondents were screened for industry, job title, company size (at least \$500 million in annual revenue), knowledge on organizational structure and their reporting level away from the CTO. Industries surveyed include banking/investment services, manufacturing, healthcare providers, insurance, natural resources, government, services, energy, retail, utilities, health payer, communications service provider, transportation, education provider and wholesale.

Recommended by the Authors

[Quick Answer: How CDAOs Can Partner With CTOs to Drive Business Value](#)

[The Chief Technology Officer's First 100 Days](#)

[The Chief Data and Analytics Officer's First 100 Days — Action Plan](#)

[How CTOs Can Create Effective Technology Roadmaps](#)

[How CTOs Can Create a Winning Digital Innovation and Enablement Function](#)

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