

## The C-Team Adds a Member

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"There are plenty of people who know digital really well. It's a rare person who . . . wants to translate that into a larger company, a traditional company," says Jana Rich, a managing director at Russell Reynolds Associates who co-leads the Consumer Digital and Media practice and the Digital Transformation practice globally.

The job differs from company to company and among industries. Some employers may need a person whose primary job is that of a strategist, transitioning a company that is not digital by nature. Others want more of a technology wonk, and still others seek somebody with marketing savvy to help them engage customers from a technological perspective, Rich says.

Generally, however, a CDO needs to come from a diverse business background, Rich says. "They need to think cross-functionally."

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