Real Business Of It How Cios Create And Communicate Value

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Enterprise Performance Management Done Right - Ron Dimon 2013-03-06
A workable blueprint for developing and implementing performancemanagement in order to improve revenue growth and profitmargins Enterprise performance management (EPM) technology has beenrapidly advancing, especially in the areas of predictive analysisand cloud-based solutions. Real Enterprise PerformanceManagement introduces a framework for implementing and managingnext-generation functionality for better insight, focus, andalignment of EPM. This blueprint shows that EPM can have a directpositive impact on revenue growth, operating margin, assetutilization, and cash cycle efficiency. Introduces a framework for implementing and managingnext-generation functionality for better insight, focus, andalignment Reveals that EPM can have a strong impact on revenue growth,operating margin, asset utilization, cash cycle efficiency Today's businesses have a great deal of data and technology, butless-than-fact decisions are still made. Executives need astructured framework for gathering, analyzing, and debating thebest ways to deploy capital, people and time. Real EnterprisePerformance Management joins IT and finance in a digestibleblueprint for developing and implementing performance management inorder to improve revenue growth and profit margins.

Be the Business - Martha Heller 2016-10-04

Remember the '70s? Way back then, IT was a mainframe that sat in some room and only a few people had a key. Flash forward a decade, and IT was a limited set of systems irrelevant to the vast majority of employees and customers. But today, all of the sudden, technology belongs to everyone. Because of the suddenness of this revolution in technology adoption, most IT organizations have not had enough time to evolve into a "comfortable integration" with the rest of the company. This lack of comfortable integration has led to confusion over who is truly accountable for the return on technology investments, how much influence IT leaders should have over a company's business strategy, and whether CEOs need to hire Chief Digital Officers onto their senior leadership teams. Through interviews with dozens of CIOs, Heller has created a snapshot of what CIOs are doing to lead IT in a climate where technology belongs to everyone. She addresses how CIOs are changing their operating models, their approaches to talent development, and their assessment of the new IT provider marketplace. Most importantly, Heller defines the top ten skills and behaviors that CIOs will need to develop if they are going to be successful in an ever changing landscape. As a master storyteller, Heller incorporates philosophy, humor, and pragmatic advice into a book that both informs and entertains.

A Reader's Guide to A Seat at the Table - Mark Schwartz 2017-10-10
A Reader's Guide to A Seat at the Table is intended to add another dimension to the original book. This reader's guide walks through A Seat

at the Table chapter by chapter. Each chapter includes additional material on: • The author's take on the chapter. • The author's motivation in writing the chapter, including the personal experiences. • What has changed between the Waterfall/contractor-control world and the Agile world. • The key points of the chapter. • The concrete actions that IT leaders should take away from the chapter. • Questions to help stimulate further debate. • Further reading to explore the topic. • And more.

The Strategic CIO - Philip Weinzimer 2014-10-29
Recognized as One of the Best Business Books for 2014 by CIO Magazine Based on interviews with more than 150 CIOs, IT/business executives, and academic thought leaders, The Strategic CIO: Changing the Dynamics of the Business Enterprise provides insight, success stories, and a step-by-step methodology to transform your IT organization into a strategic asset that drives customer value, increases revenues, and enhances shareholder wealth. The book details how strategic CIOs from FedEx, Procter & Gamble, McKesson, and other leading companies transformed their organizations. It illustrates the methods these CIOS used to become strategic partners that collaborate effectively within their organizations to leverage information and technology for a competitive advantage. The text will help you assess the key competencies and skills required by IT personnel to partner with your business teams to create new and enhanced products and services that create customer value, increase margin, and enhance shareholder wealth. The book includes powerful methodologies, time-saving templates, proven best practices, and helpful assessments. It also details a four-phase methodology, along with the associated activities and tools, to help your IT organization successfully transform into a strategic IT organization. Gain insight into the four domain competencies and twelve associated skills required to build effective strategic IT organizations. Build your roadmap to success using the transformation methodology described in the text and you will be on your way to making your organization a strategic IT organization. Read Philip Weinzimer's recent article that appeared on CIO.com.

Plutarch: How to Study Poetry (De audiendis poetis) - Plutarch 2011-06-30
Plutarch's essay 'How to Study Poetry' offers a set of reading practices intended to remove the potential damage that poetry can do to the moral health of young readers. It opens a window on to a world of ancient education and scholarship which can seem rather alien to those brought up in the highly sophisticated world of modern literary theory and criticism. The full Introduction and Commentary, by two of the world's leading scholars in the field, trace the origins and intellectual affiliations of Plutarch's method and fully illustrate the background to each of his examples. As such this book may serve as an introduction to the whole subject of ancient reading practices and literary criticism. The Commentary also pays particular attention to grammar, syntax and style, and sets this essay within the context of Plutarch's thought and writing more generally.

The Business-Oriented CIO - George Tillmann 2009-04-15
The Business-Oriented CIO: A Guide to Market-Driven Management introduces the Market Driven Management approach, which applies and adapts some of the best for-profit business thinking for use by CIOs and IT managers. IT departments are integral parts of businesses; if the electronic components like e-commerce sites fail, the business will come to a screeching halt. Run your IT department like a business rather than a reactive entity that only functions to fix problems, and transform your image from that of service center to a true business partner.

The Strategic CIO - Philip Weinzimer 2018-12-14
Recognized as One of the Best Business Books for 2014 by CIO Magazine Based on interviews with more than 150 CIOs, IT/business executives, and academic thought leaders, The Strategic CIO: Changing the Dynamics of the Business Enterprise provides insight, success stories, and a step-by-step methodology to transform your IT organization into a strategic asset that drives customer value, increases revenues, and enhances shareholder wealth. The book details how strategic CIOs from FedEx, Procter & Gamble, McKesson, and other leading companies transformed their organizations. It illustrates the methods these CIOS

used to become strategic partners that collaborate effectively within their organizations to leverage information and technology for a competitive advantage. The text will help you assess the key competencies and skills required by IT personnel to partner with your business teams to create new and enhanced products and services that create customer value, increase margin, and enhance shareholder wealth. The book includes powerful methodologies, time-saving templates, proven best practices, and helpful assessments. It also details a four-phase methodology, along with the associated activities and tools, to help your IT organization successfully transform into a strategic IT organization. Gain insight into the four domain competencies and twelve associated skills required to build effective strategic IT organizations. Build your roadmap to success using the transformation methodology described in the text and you will be on your way to making your organization a strategic IT organization. Read Philip Weinzimer's recent article that appeared on CIO.com.

Straight to the Top - Gregory S. Smith 2013-03-19
Essential reading for IT professionals with aspirations toward the top IT spot, and for sitting CIOs looking to refine their mobile, social and cloud strategies and knowledge The definitive work on how to achieve leadership success in IT, Straight to the Top, Second Edition reveals how the role of the CIO is changing due to major trends associated with consumer and enterprise products and technologies driving new mobile solutions in today's organizations; cloud computing and the move away from controlled / internally managed data centers to pay as you use and elastic cloud infrastructure and application services; and the impact social media is having on today's complex organizations. Author Gregory S. Smith expertly coaches existing and aspiring CIOs on building the requisite skills through his observations and experience as a veteran CIO with more than twenty-five years of experience leading IT teams and delivering complex technical solutions in the information technology field. An invaluable guide to help information technology and business professionals recognize the qualities, skills, and expertise necessary to attain the role of a CIO or enhance the skills for sitting CIOs Equips IT

managers, CIOs, and CTOs to strategically plan their career moves Packed with encouragement, advice, and essential skills for aspiring and sitting CIOs Features interviews with leading IT professionals, CIOs, and executive recruiting professionals Providing an organized and comprehensive view of the CIO job and its important role in modern organizations, Straight to the Top, Second Edition equips sitting CIOs and CIO candidates with the strategies and knowledge necessary to be successful in the new business normal - a mobile, social and cloud-based world, and how to provide technology leadership as a world-class CIO.
The Innovative CIO - Andi Mann 2014-03-01
"Does your organization fumble when it comes to innovation? 'The Innovative CIO' presents a pragmatic guide to overcoming the 10 'innovation killers' within your company." --Dennis McCafferty "CIO Insight", 1/23/2013
(www.cioinsight.com/it-management/innovation/slideshows/ten-ways-to-kill-innovation/) "Are you unwittingly stifling your employees' entrepreneurial spirit? 'The Innovative CIO' discusses 'innovation killers' that could be holding back your small business or startup." --Paul Shread "TIME/Business & Money", 1/29/2013
(business.time.com/2013/01/29/removing-barriers-to-innovation/#ixzz2JSrUlD3A) The Chief Information Officer's influence in the business organization has been waning for years. The rest of the C-suite has come to regard Information Technology as slow, costly, error-prone, boring, and unresponsive to business needs. This perception blinds company leaders to the critical value IT can deliver and threatens the competitive health and long-term survival of their enterprise. The modern CIO must reassert the operational and strategic importance of technology to the enterprise and reintegrate it with every department and level of the business from boardroom to mailroom. IT leaders must design, sell, and implement a vigorous culture of IT competence and innovation that pervades the enterprise. The culture must be rooted in bidirectional exchange across organizations and C-level policies that drive technology innovation as the engine of business innovation. The authors, international IT strategists and innovators, quantify the benefits

and risks of IT innovation, survey and rank the myriad innovation opportunities from mature, new, and emerging technologies,and identify the organizational structures and processes that have been proven to deliver ongoing innovation. Buttressing their brief with dozens of case studies and specific examples, The Innovative CIO shows you how to: Take advantage of the IT and business innovation opportunities created by new and emerging technologies Shift IT innovation from afterthought to prime mover in strategic business planning Inject IT into the dynamic core of your organization's culture, training, structure, practice, and policy

Real Business of IT - Richard Hunter 2009-10-13
If you're a general manager or CFO, do you feel you're spending too much on IT or wishing you could get better returns from your IT investments? If so, it's time to examine what's behind this IT-as-cost mind-set. In The Real Business of IT, Richard Hunter and George Westerman reveal that the cost mind-set stems from IT leaders' inability to communicate about the business value they create-so CIOs get stuck discussing budgets rather than their contributions to the organization. The authors explain how IT leaders can combat this mind-set by first using information technology to generate three forms of value important to leaders throughout the organization: -Value for money when your IT department operates efficiently and effectively -An investment in business performance evidenced when IT helps divisions, units, and departments boost profitability -Personal value of CIOs as leaders whose contributions to their enterprise go well beyond their area of specialization The authors show how to communicate about these forms of value with non-IT leaders-so they understand how your firm is benefiting and see IT as the strategic powerhouse it truly is.

On Top of the Cloud - Hunter Muller 2011-12-21
Praise for ON TOP OF THE CLOUD "21st-century CIOs have a dual responsibility: driving down costs and creating new business value. Managing this seeming dichotomy is the domain of top business executives everywhere, and CIOs everywhere are learning to step it up. The original research contained in Hunter's book serves as a practical

road map for IT strategy in today's ultra-competitive markets." —Randy Spratt, EVP, CIO, and CTO, McKesson Corporation "This is a thoughtfully written book, and the timing is perfect. Hunter really understands the challenges confronting transformational CIOs in today's markets, and he captures the choices they face as they work to create value for their organizations while driving down the costs of doing business in the modern world. The wealth of information contained in this book makes it truly valuable to career IT leaders and future CIOs alike." —Mark Polansky, Senior Client Partner and Managing Director, Information Technology Center of Expertise, Korn/Ferry International, North America "The cloud involves more than just technology. It's really more of a new business model. Hunter grasps the central truth about cloud computing, and that's why this is a valuable book. Hunter understands the issues and conveys them in a conversational tone that is truly refreshing." —Dave Smoley, SVP and CIO, Flextronics International "You may think this is a book about technology; well it's not. It's a book about leadership, packed with stories about real leaders finding new customers and markets, transforming the way their organizations work, and adding value—with the next generation of technology as the enabler. The cloud holds real potential. Read this book to see how top CIOs are positioning their companies." —Tony Leng, Managing Director, Diversified Search "Hunter has the unique ability to distill the best thinking of world-class CIOs into something you can act on. If you are a technology executive trying to find the right balance between generating business value and managing IT costs, this is the right book for you. On Top of the Cloud will be especially useful for transformational CIOs tasked with developing their company's strategies for technology-driven business growth." —Randy Krotowski, CIO, Global Upstream, Information Technology, Chevron Corporation

IT Savvy - Peter Weill 2009-07-07
Digitization of business interactions and processes is advancing full bore. But in many organizations, returns from IT investments are flatlining, even as technology spending has skyrocketed. These challenges call for new levels of IT savvy: the ability of all managers-IT or non-IT-to

transform their company's technology assets into operational efficiencies that boost margins. Companies with IT-savvy managers are 20 percent more profitable than their competitors. In IT Savvy, Peter Weill and Jeanne Ross-two of the world's foremost authorities on using IT in business-explain how non-IT executives can acquire this savvy. Concise and practical, the book describes the practices, competencies, and leadership skills non-IT managers need to succeed in the digital economy. You'll discover how to: -Define your firm's operating model-how IT can help you do business -Revamp your IT funding model to support your operating model -Build a digitized platform of business processes, IT systems, and data to execute on the model -Determine IT decision rights -Extract more business value from your IT assets Packed with examples and based on research into eighteen hundred organizations in more than sixty countries, IT Savvy is required reading for non-IT managers seeking to push their company's performance to new heights.

A Seat at the Table - Mark Schwartz 2017-10-10
It's not enough to say that the CIO is the geek who wears the suit, IT leaders must, now more than ever, take a seat at the table. In A Seat at the Table, CIO Mark Schwartz explores the role of IT leadership as it is now and opens the door to reveal IT leadership as it should be—an integral part of the value creation engine. With wit and an easy style, Schwartz reveals that the only way to become an Agile IT leader is to be courageous—to throw off the attitude and assumptions that have kept CIOs from taking their rightful seat at the table. CIOs, step on up, your seat at the table is waiting for you.

A Seat at the Table and The Art of Business Value - Mark Schwartz 2017-10-10
For the first time, enjoy Mark Schwartz's two books on IT leaderhip in the modern enterprise world in one ebook bundle. A Seat at the Table and The Art of Business Value pave the path for the modern CIO and IT department.

The Big Shift in IT Leadership - Hunter Muller 2015-06-08
Learn the unique leadership strategies of the effective, essential CIO

Beyond the Cloud provides a blueprint for leadership in an era of high volatility, rapid transformation, and amazing growth. An effective CIO is essential to the successful navigation of turbulent and uncertain times, and this insightful guide gives you the actionable framework you need to execute the leadership strategies that work. Focused on the major factors that are critical to modern global enterprise, this book delves into communication, collaboration, relationships, technology, innovation, talent management, and more to provide well-rounded guidance toward principled leadership. Simple, straightforward language explains the basics of each area, and is expanded upon by real-world stories and revealing anecdotes gathered from the author's exclusive interviews with visionary thought leaders from major organizations worldwide. You get perspective from the top on established and emerging leadership strategies, helping you put these ideas to work right away. CIOs are perfectly positioned to provide the leadership required to stay ahead of the competition in complex, rapidly shifting markets. They break down walls, align resources, and facilitate collaboration to drive business value and spur growth amidst an atmosphere of hyper-competition. This guide is your practical handbook for becoming the leader that you need to be. Establish trust and cooperation across the enterprise Recruit and retain the top talent in your field Leverage new technology for continuous business growth Inspire loyalty and optimal performance from everyone on the team The CIO has never been more crucial to the enterprise than right now. With clear guidance toward the unique leadership skills the role requires, Beyond the Cloud is the foundational executive guide for transformational leaders in the new business era.

Technology Business Management - Todd Tucker 2016-09-08
For many CIOs, the value they deliver is elusive. It's not that they do not create positive business outcomes, it's that they have a hard time demonstrating value for the money spent. As a result, many IT leaders find themselves trapped in a vicious cycle of defending their budgets, cutting resources when times are tight, and struggling to keep pace with an insatiable business appetite for innovation. Meanwhile, business leaders increasingly rely on the cloud and other third parties for their

technology needs, finding clear tradeoffs between cost, features, risk, and speed of delivery at their fingertips. CIOs must not only compete with these alternatives, they must embrace the new reality of a multi-sourced, service-oriented world. Many IT leaders are taking a more proactive approach to optimizing value. By using shared facts about cost, consumption, quality, risk and performance, hundreds of CIOs have empowered value conversations centered on cost-for-performance, business-aligned portfolios, investments in innovation and enterprise agility. The tradeoffs they've illuminated changed the tone of their meetings and instilled a business mindset in IT decisions. By reading this book, you'll discover and learn the following: - A practical, applied framework -- called Technology Business Management -- for creating and using shared facts to make better decisions about people, technologies, services and investments - A standard taxonomy of resources, technologies and services for CIOs to translate between IT, financial, and business perspectives - Creating transparency to empower decision makers, demonstrate cost-efficiency, shape demand and plan in step with the business - What your technology business model says about the value you deliver and the disciplines you employ - How to shift from project portfolio management to service portfolio management to both improve alignment and adopt more agile approaches to innovation and development - How to optimize run-the-business spending by optimizing infrastructure, outsources, labor and services and rationalizing your portfolios for better alignment - How to improve your ability to change the business by better governing innovation investments and improving enterprise agility - How to create and execute a roadmap for improving data and decision making capabilities over time while reaping rewards at every stage of maturity

How CIOs Can Bring Business and IT Together - Jim Anderson 2017-02
As the world has become more and more digital, the importance of the role of a CIO within a firm has increased. No longer can CIOs be content to focus exclusively on technical topics. Instead, we now have to consider what the company's goals are and how technology can be used to help the company achieve those goals. What You'll Find Inside: GETTING &

KEEPING IT TOP MANAGEMENT'S ATTENTION WHAT CIOS NEED TO KNOW ABOUT PERFORMANCE MANAGEMENT 3 WAYS TO BRING BUSINESS AND IT TOGETHER IT VALUE: HOW TO MEASURE THE REVENUE OF IT In order for both a CIO and an IT department to be successful, they are going to have to have the attention of the company's upper management. Getting that attention and then holding on to it is the job of the CIO. If you can get the attention that you need, then you'll have a much better chance of being able to secure the funding that your IT department is going to need in order to implement its programs. Once you've been able to secure the funding that your department needs the hard work really begins. You are going to have to find ways to maximize the value that you'll be able to get out of the funding that has been allocated to you. One way to make this happen is to attempt to align what the IT department is doing with what the rest of the company is doing. Easy to say, hard to do. One of the daily jobs of any IT department is to work with the rest of the company in order to better understand how they go about doing their jobs. This knowledge can then be used to identify new products that the IT department can create in order to simplify tasks that the company has to perform. The tasks that an IT department performs at any given company are often quite similar. This means that the CIO would like to know what the industry best practices are. Traditionally, ITIL has been the standard definition of how to run an IT department. However, times are changing and now BDIM is starting to emerge on the scene. At the end of the day, a CIO is going to be evaluated based on how well he or she is able to bring the business and IT together. In order to determine how well you've been able to do this, you are going to have to get comfortable with how to measure the revenue value of your company's IT department.

Driving Digital - Isaac Sacolick 2017-08-24
Every organization makes plans for updating products, technologies, and business processes. But that's not enough anymore for the twenty-first-century company. The race is now on for everyone to become a digital enterprise. For those individuals who have been charged with leading their company's technology-driven change, the pressure is intense while

the correct path forward unclear. Help has arrived! In Driving Digital, author Isaac Sacolick shares the lessons he's learned over the years as he has successfully spearheaded multiple transformations and helped shape digital-business best practices. Readers no longer have to blindly trek through the mine field of their company's digital transformation. In this thoroughly researched one-stop manual, learn how to: • Formulate a digital strategy • Transform business and IT practices • Align development and operations • Drive culture change • Bolster digital talent • Capture and track ROI • Develop innovative digital practices • Pilot emerging technologies • And more! Your company cannot avoid the digital disruption heading its way. The choice is yours: Will this mean the beginning of the end for your business, or will your digital practices be what catapults you into next-level success?

The CIO Playbook - Nicholas R. Colisto 2012-08-07
As our economy shifts from recession to recovery, our current economic climate is ripe for transformation. CIOs are in a unique position to leverage technology in order to drive innovation and boost business growth. The CIO Playbook is the handy desk reference for CIOs, CEOs, CFOs, and up and coming leaders, revealing a dynamic seven-step framework (Partner – Organize – Innovate – Deliver – Support – Protect – Grow) that will guide you in making essential changes to your organization. The proven strategies, tools, and techniques in The CIO Playbook make it the ultimate "how-to" resource for creating a high-performance IT organization that delivers value-added products and services to employees, customers, and shareholders. Author Nicholas Colisto provides solutions to the issues that concern business leaders and IT practitioners, including: How to truly partner with business peers Delivering high-quality products and services that are embraced by your user community How to ensure your team is focused on the right innovations Measuring performance and running your department like a business Ways to attract, motivate, and retain a talented team working toward a common vision Managing risks to operate effectively and protect corporate reputation Featuring online templates for each of the seven steps described in the book, The CIO Playbook can help you

transform your IT department from a mere order taker to a high-performance organization that delivers extraordinary business outcomes, despite this era of turbulent economic challenges.

Wolf in Cio's Clothing - Tina Nunno 2016-09-19
Machiavellians are few in number in IT. The massive pressure on CIOs continues to increase as the opportunities to use technology in business become more prevalent and more competitive. As CIOs often find themselves at the center of business conflict, they must not only familiarize themselves with Machiavellian tactics as a defensive weapon, but also learn to use them as an offensive weapon in extreme situations so that they can increase IT's contribution to their enterprises. As Italian political philosopher Niccolo Machiavelli implied, you're either predator or prey, and the animal you most resemble determines your position on the food chain. In The Wolf in CIO's Clothing Gartner analyst and author Tina Nunno expands on Machiavelli's metaphor, examining seven animal types and the leadership attributes of each. Nunno posits the wolf -- a social animal with strong predatory instincts -- as the ideal example of how a leader can adapt and thrive. Technology may be black and white, but successful leadership demands an ability to exist in the grey. Drawing on her experience with hundreds of CIOs, Nunno charts a viable way to master the Machiavellian principles of power, manipulation, love, and war. Through compelling case studies, her approach demonstrates how CIOs and IT leaders can adjust their leadership styles in extreme situations for their own success and that of their teams.

Leading the Epic Revolution - Hunter Muller 2013-05-15
A must-read leadership guide for CIOs and executives whose careers depend on creating value and growth through continuous innovation Innovation is the hot topic. Everyone's talking about it, but there seems to be a lot of misperceptions about getting it done. Innovating for Growth and Value is aimed at CIOs and other technology leaders in the modern enterprise. This insider's guide to innovation presents repeatable processes, detailed methodologies, and robust frameworks for innovation and continuous transformation in today's fast-paced business environments. It provides actionable programs for developing and

successfully executing profitable and repeatable innovation strategies. Focuses on specific critical areas where innovation is imperative Features real-world stories and revealing anecdotes Presents interviews from international companies such as Netflix, IBM, Cisco, Boeing, Facebook, Intel, Microsoft, McKesson, Flextronics, and more Without innovation, your company cannot compete and cannot survive. So the real question isn't whether to innovate or not. The real question is how to innovate and make innovation strategies work in the modern enterprise. Thoughtfully written and carefully researched, Innovating for Growth and Value grasps the central truth about innovation with a wealth of information made truly valuable for IT leaders and CIOs.

The Chief Information Officer's Body of Knowledge - Dean Lane 2011-09-13

Down to earth, real answers on how to manage technology—from renowned IT leaders Filled with over thirty contributions from practitioners who handle both the day-to-day and longer term challenges that Information Technology (IT) departments and their parent businesses face, this hands-on, practical IT desk reference is written in lay terms for business people and IT personnel alike. Without jargon and lofty theories, this resource will help you assist your organization in addressing project risks in a global and interconnected world. Provides guidance on how business people and IT can work together to maximize business value Insights from more than thirty leading IT experts Commonsense, rational solutions for issues such as managing outsourcing relationships and operating IT as a business Offering solutions for many of the problems CIOs face, this unique book addresses the Chief Information Officer's role in managing and running IT as a business, so the IT department may become a full strategic partner in the organization's crucial decisions.

Confessions of a Successful CIO - Dan Roberts 2014-03-17

Be the most effective CIO you can be—by learning from the best in the business Today's Chief Information Officers must be an entirely new breed of technology leader. With ever-changing demands from the business, and in an increasingly technology-centric business

environment, CIOs must find game-changing innovations and process improvements that make a real impact on the bottom line. Business executives need their CIOs to be real partners—speaking the language of the business and donning their strategist caps—not just commodity managers. Those IT leaders who fail to break out of the order-taker, utility manager mold will, simply put, be looking for a new job. In Confessions of a Successful CIO: How the Best CIOs Tackle Their Toughest Business Challenges, current and future CIOs will gain invaluable perspectives from the stories of today's best IT leaders. These acclaimed leaders—each profiled in their own chapter—explain the toughest business decision they had to make, and how the outcome influenced and impacted their leadership style. These in-depth anecdotes take the reader inside some of the most challenging business climates imaginable and chronicle how these elite CIOs made the decisions that mattered. Read detailed case studies of how some of the best CIOs have handled their most challenging business problems Learn how the best CIOs anticipate changes to their business and respond—before the business comes knocking Explore how these top-flight CIOs make critical decisions around strategy and IT to not only benefit their companies, but in some cases, to save them from becoming obsolete. Analyze their perspectives on managing people, crises and balancing the risks and rewards of their "bet the farm" strategies Confessions of a Successful CIO is the new playbook for learning how to take risks, respond to crises, and create more value from IT. Each chapter presents a different challenge, giving present-day and future IT leaders the chance to examine, analyze and learn so that they can be just as successful as the CIOs they're reading about.

Trust and Partnership - Robert J. Benson 2014-04-01

Proven methodologies to enhance business value by exploiting the latest global technology trends and best business and IT practices There is no doubt that a tidal wave of change is hitting the area of business technology; new business models are forming around the cloud, new insights on how an enterprise runs is being aided by mining massive transactional and operational data sets. Decision-making is becoming

almost prescient through new classes of data visualization, data analytics, and dashboards. Despite the promise of technologies to make a difference, or perhaps because of it, IT organizations face continued challenges in realizing partnerships and trust with their business partners. While many books take on elements of these emerging developments or address the stubborn barriers to "real" partnership, none make the practices involved fit together in a highly effective fashion - until now. Strategic IT Management in Turbulent Times reveals how this framework ensures that organizations make the right strategic decisions to succeed in times of turbulence and change. Draws together authors with global experience including the Americas, Europe, Pacific Rim, and Africa Offers a comprehensive framework for IT and business managers to maximize the value IT brings to business Addresses the effects of turbulence on business and IT Focuses on developing partnerships and trust with business With practical examples and implementation guidance based on proven techniques developed by the authors over the past twenty years, Strategic IT Management in Turbulent Times considers the challenges facing today's enterprise, IT's critical role in value creation, and the practical road map for achieving strategic IT management competencies.

What's Your Digital Business Model? - Peter Weill 2018-04-17
Digital transformation is not about technology--it's about change. In the rapidly changing digital economy, you can't succeed by merely tweaking management practices that led to past success. And yet, while many leaders and managers recognize the threat from digital--and the potential opportunity--they lack a common language and compelling framework to help them assess it and guide them in responding. They don't know how to think about their digital business model. In this concise, practical book, MIT digital research leaders Peter Weill and Stephanie Woerner provide a powerful yet straightforward framework that has been field-tested globally with dozens of senior management teams. Based on years of study at the MIT Center for Information Systems Research (CISR), the authors find that digitization is moving companies' business models on two dimensions: from value chains to digital ecosystems, and from a fuzzy understanding of the needs of end customers to a sharper one. Looking at these dimensions in combination results in four distinct business models, each with different capabilities. The book then sets out six driving questions, in separate chapters, that help managers and executives clarify where they are currently in an increasingly digital business landscape and highlight what's needed to move toward a higher-value digital business model. Filled with straightforward self-assessments, motivating examples, and sharp financial analyses of where profits are made, this smart book will help you tackle the threats, leverage the opportunities, and create winning digital strategies.

Implementing World Class IT Strategy - Peter A. High 2014-08-21
The actionable guide for driving organizational innovation through better IT strategy With rare insight, expert technology strategist Peter High emphasizes the acute need for IT strategy to be developed not in a vacuum, but in concert with the broader organizational strategy. This approach focuses the development of technology tools and strategies in a way that is comprehensive in nature and designed with the concept of value in mind. The role of CIO is no longer "just" to manage IT strategy—instead, the successful executive will be firmly in tune with corporate strategy and a driver of a technology strategy that is woven into overall business objectives at the enterprise and business unit levels. High makes use of case examples from leading companies to illustrate the various ways that IT infrastructure strategy can be developed, not just to fall in line with business strategy, but to actually drive that strategy in a meaningful way. His ideas are designed to provide real, actionable steps for CIOs that both increase the executive's value to the organization and unite business and IT in a manner that produces highly-successful outcomes. Formulate clearer and better IT strategic plans Weave IT strategy into business strategy at the corporate and business unit levels Craft an infrastructure that aligns with C-suite strategy Close the gap that exists between IT leaders and business leaders While function, innovation, and design remain key elements to the development and management of IT infrastructure and operations, CIOs must now

think beyond their primary purview and recognize the value their strategies and initiatives will create for the organization. With Implementing World Class IT Strategy, the roadmap to strategic IT excellence awaits.

CIO Paradox - Martha Heller 2016-10-21
Regardless of industry, most major companies are becoming technology companies. The successful management of information has become so critical to a company's goals, that in many ways, now is the age of the CIO. Yet IT executives are besieged by a host of contradictions: bad technology can bring a company to its knees, but corporate boards rarely employ CIOs; CIOs must keep costs down at the very same time that they drive innovation. CIOs are focused on the future, while they are tethered by technology decisions made in the past. These contradictions form what Martha Heller calls The CIO Paradox, a set of conflicting forces that are deeply embedded in governance, staffing, executive expectations, and even corporate culture. Heller, who has spent more than 12 years working with the CIO community, offers guidance to CIOs on how to attack, reverse, or neutralize the paradoxical elements of the CIO role. Through interviews with a wide array of successful CIOs, The CIO Paradox helps readers level the playing field for IT success and get one step closer to bringing maximum value to their companies.

Real Business of IT - Richard Hunter 2009-10-20
If you're a general manager or CFO, do you feel you're spending too much on IT or wishing you could get better returns from your IT investments? If so, it's time to examine what's behind this IT-as-cost mind-set. In The Real Business of IT, Richard Hunter and George Westerman reveal that the cost mind-set stems from IT leaders' inability to communicate about the business value they create-so CIOs get stuck discussing budgets rather than their contributions to the organization. The authors explain how IT leaders can combat this mind-set by first using information technology to generate three forms of value important to leaders throughout the organization: -Value for money when your IT department operates efficiently and effectively -An investment in business performance evidenced when IT helps divisions, units, and

departments boost profitability -Personal value of CIOs as leaders whose contributions to their enterprise go well beyond their area of specialization The authors show how to communicate about these forms of value with non-IT leaders-so they understand how your firm is benefiting and see IT as the strategic powerhouse it truly is.

Partnering With the CIO - Michael Minelli 2007-09-21
CIOs spend more than $1.2 trillion on software and hardware each year. Partnering with the CIO looks at IT sales from the CIO's perspective, revealing what needs to be changed and expressing their fears, concerns, warnings, and advice. Based on in-depth interviews with CIOs at major international firms and organizations such as Citigroup, First Data Corp., Priceline.com, Pitney Bowes, PricewaterhouseCoopers, Time Inc., World Wildlife Fund, Accenture, and the CIO Executive Council, among many others, Partnering with the CIO is a practical and much-needed guide to the current state of IT sales and leadership.

Technology Business Management - Todd Tucker 2016-05-31
For many CIOs, the value they deliver is elusive. It's not that they do not create positive business outcomes, it's that they have a hard time demonstrating value for the money spent. As a result, many IT leaders find themselves trapped in a vicious cycle of defending their budgets, cutting resources when times are tight, and struggling to keep pace with an insatiable business appetite for innovation. Meanwhile, business leaders increasingly rely on the cloud and other third parties for their technology needs, finding clear tradeoffs between cost, features, risk, and speed of delivery at their fingertips. CIOs must not only compete with these alternatives, they must embrace the new reality of a multi-sourced, service-oriented world.Many IT leaders are taking a more proactive approach to optimizing value. By using shared facts about cost, consumption, quality, risk and performance, hundreds of CIOs have empowered value conversations centered on cost-for-performance, business-aligned portfolios, investments in innovation and enterprise agility. The tradeoffs they've illuminated changed the tone of their meetings and instilled a business mindset in IT decisions.By reading this book, you'll discover and learn the following:-A practical, applied

framework -- called Technology Business Management -- for creating and using shared facts to make better decisions about people, technologies, services and investments-A standard taxonomy of resources, technologies and services for CIOs to translate between IT, financial, and business perspectives-Creating transparency to empower decision makers, demonstrate cost-efficiency, shape demand and plan in step with the business-What your technology business model says about the value you deliver and the disciplines you employ-How to shift from project portfolio management to service portfolio management to both improve alignment and adopt more agile approaches to innovation and development-How to optimize run-the-business spending by optimizing infrastructure, outsources, labor and services and rationalizing your portfolios for better alignment-How to improve your ability to change the business by better governing innovation investments and improving enterprise agility-How to create and execute a roadmap for improving data and decision making capabilities over time while reaping rewards at every stage of maturity

Taking the Reins as CIO - Tony Gerth 2020-02-19
An executive's transition into any leadership role can be a challenge. Such transitions do not always go smoothly, and the negative consequences can be significant. This is particularly so for Chief Information Officers (CIOs), as the role has evolved significantly over the years yet remains deeply ambiguous. This is despite information and technology moving from the periphery of an organization to a fundamental driver of innovation and competitive advantage. This book is to help the newly appointed CIO "take charge": the process of learning and taking action that the newly appointed CIO goes through until s/he has mastered the new assignment in sufficient depth to be effective in the role. This book provides keen insights into the challenges faced by today's CIOs while transitioning into a new role and enlightens readers on how to navigate the organizational environment in order to implement necessary changes. With plenty of practical tools and insights it will help you to: • Decide how best to approach the job • Prioritize the first areas of the business you should attend to • Draw up your goals for the first

few weeks and months into the role • Find out if there are there any decisions that you can postpone making Based on over 200 interviews with CIOs, CxOs, and recruiters, this book offers readers guidance on how to take on the role of a business executive with special responsibility for information and technology, with ten key prescriptions to maximize success.

The Real Business of Blockchain - David Furlonger 2019-10-15
Blockchain is transforming business. What's your strategy? Leaders of forward-thinking organizations are exploring how blockchain can transform the way they create and seek value. Whether it's used to streamline multiparty processes, create and trade new assets, or leverage artificial intelligence and the internet of things, blockchain enables entirely new business opportunities. This is just the start. As blockchain becomes more widely adopted, it has the potential to radically change the way companies and societies operate, as transformative a paradigm shift as the launch of the internet. The Real Business of Blockchain is one of the first books on this transformative technology written for business leaders. Authors David Furlonger and Christophe Uzureau--both of Gartner, the world-renowned research and advisory company--will help you: Assess how blockchain will impact your business Explore the value proposition that blockchain offers Make smart near- and midterm investments Position your organization in a new competitive landscape Timely, visionary, and accessible, The Real Business of Blockchain cuts through the hype and helps you unlock the vast capabilities of this powerful and potentially world-changing technology.

People Before Things - Chris Laping 2016-03-15
Why do some organizations succeed at delivering technology change and others don't? Quite simply, their leaders put people before things. Explore the head-slapping, intuitive conditions needed to enable and activate change. The motivation behind this book? Something is not working! Gallup reports the US economy loses $50-150 billion a year due to failed IT projects and 70% of all change initiatives fail. Intended for executives, project managers, and grassroots influencers alike, People

Before Things helps leaders become CHANGE leaders.

Straight to the Top - Gregory S. Smith 2011-01-11
You have what it takes to be a CIO. Do you have a strategy for getting there? Now you do. "Gregory Smith has written the definitive work on how to achieve leadership success in IT. This well-written and carefully researched book is a must-read for any IT professional with aspirations toward the top IT spot. Years from now, seasoned IT leaders will be crediting Smith's book with playing a role in their success." —Martha Heller, Managing Director, IT Leadership Practice, Z Resource Group, and cofounder, CIO Executive Council "Wow! Put all the tips, advice, and strategies in this book to use now. The road to the top is rarely straight—follow Gregory's advice and the path will reveal itself to you!" —John R. Sullivan, CIO, AARP "While most professions have a distinct road map to the top, there is no standard career path to becoming a CIO. Smith addresses this unique challenge and provides aspiring CIOs with encouragement, advice, and essential skills based on years of his own and other CIOs' cumulative experience -- an important effort for the profession that Smith's fellow members in the CIO Executive Council embrace and applaud." —Mark Hall, General Manager of the CIO Executive Council "Teaching students what a CIO really does has been tough. We've had to choose between anecdotal treatments based on trade press articles and integrated academic frameworks that offer little in the way of lived experiences. Greg's book fixes that. By organizing interviews with leading technology executives, trade press reports, and his own experiences as a CIO, he provides an organized and comprehensive view of the job and its important role in modern organizations." —Fred Collopy, PHD, Professor and Chair of Information Systems and Professor of Cognitive Science, Case Western Reserve University

IT Risk - George Westerman 2007
Are you exposing your business to IT risk, and leaving profit opportunities on the table? You might be if you are managing your IT risk using more traditional approaches. IT Risk, a new book based on research conducted by MIT s Center for Information Systems Research and Gartner, Inc., helps companies focus on the most pressing risks and leverage the upside that comes with vigilance. Traditionally, managers have grouped technology risk and funding into silos. IT Risk outlines a new model for integrated risk management, which identifies three core areas you can develop to eliminate the problems that silo strategies create. The authors also offer specific ways to make the most of your new found advantage. And because IT risk is the responsibility of all senior executives not just CIOs this book describes the tools and practices in language that general managers can understand and use. Named a top-ten managerial book of 2007 by CIO Insight magazine.

Transforming IT Culture - Frank Wander 2013-02-26
Practical, proven guidance for transforming the culture of any IT department As more and more jobs are outsourced, and the economy continues to struggle, people are looking for an alternative to the greed-driven, selfish leadership that has resulted in corporations where the workers are treated as interchangeable parts. This book shows how the human factors can be used to unlock higher returns on human capital such that workers are no longer interchangeable parts, but assets that are cared about and grown. Refreshingly innovative, Transforming IT Culture shows how neuroscientific and psychological research can be applied in the IT workplace to unleash a vast pool of untapped potential. Written by an expert on IT culture transformation Considers the widespread "cultural blindness" in business today, and how it can be addressed Draws on the author's repeated success transforming IT divisions across major corporations by applying the human factors Explains why social intelligence, human factors, and collaboration are the source of harmony, shared learning, mutual respect, and value creation Employees want positive change in business, something to stop the downward spiral we are on, both financially and emotionally. Transforming IT Culture shows how the essential ingredient to any high performing IT department is a culture where employees are valued and managed to their strengths. Using the Information Technology profession as a lens through which we can understand knowledge worker productivity and how to seriously improve it, this important new book

reveals why Collaborative Social Systems are essential to every organization.

The CIO Edge - Graham Waller 2010-11-11
Great CIOs consistently exceed key stakeholders' expectations and maximize the business value delivered through their company's technology. What's their secret? Sure, IT professionals need technological smarts, plus an understanding of their company's goals and the competitive landscape. But the best of them possess a far more potent ability: they forge good working relationships with everyone involved in an IT-enabled project, whether it's introducing new hardware or implementing a major business transformation. In The CIO Edge, the authors draw on Korn/Ferry International's extensive empirical data on leadership competencies as well as Gartner's research on IT trends and the CIO role. They prove that, for IT leaders, mastering seven essential skills yields big results. This new book lays out the people-to-people leadership competencies that the highest-performing CIOs have in common—including the ability to inspire others, connect with a diverse array of stakeholders, value others' ideas, and manifest caring in their relationships. The authors then explain how to cultivate each defining competency. Learn these skills, and you'll get more work done through others' enabling you to successfully execute more IT projects, generate better results for your company, and concentrate your efforts where they'll exert the most impact. The payoff? As the authors show, you'll work smarter, not harder—and get promoted far faster than your peers.

Enterprise Architecture as Strategy - Jeanne W. Ross 2006
Enterprise architecture defines a firm's needs for standardized tasks, job roles, systems, infrastructure, and data in core business processes. This book explains enterprise architecture's vital role in enabling - or constraining - the execution of business strategy. It provides frameworks, case examples, and more.

The New CIO Leader - Marianne Broadbent 2005
As information technology becomes increasingly essential within organizations, the reputation and role of the CIO has been diminishing To regain credibility and avoid obscurity, CIOs must take on a larger, more strategic role. Here is a blueprint for doing exactly that. This book shows how CIOs can bridge the gap between IT and the rest of the organization and finally make IT a strategic advantage rather than a cost sink.

VeriSM ™ - unwrapped and applied - Claire Agutter
VeriSM: Unwrapped and Applied, the second volume within the VeriSM series, extends the information in the first volume VeriSM: A Service Management Approach for the Digital Age. It shows how VeriSM applies to the digitally transforming organization. This includes information around what digital transformation is, approaches to digital transformation and its implications for the entire organization, especially the people. The book explains how to use the VeriSM model, describing the steps to develop, maintain and use the Management Mesh to deliver a new or changed product or service. Within this content, a case study is used to illustrate how to apply the model for each stage and to show the expected outcomes. Implications for the entire organization are stressed throughout the entire volume, reinforcing the concepts of enterprise strategy tying together the organizational capabilities to produce consumer-focused products and services. The second part of the book also includes a wealth of case studies, stories and interviews from organizations and individuals who have a digital transformation journey to share. VeriSM early adopters from around the world provide more information about how they are applying the guidance.