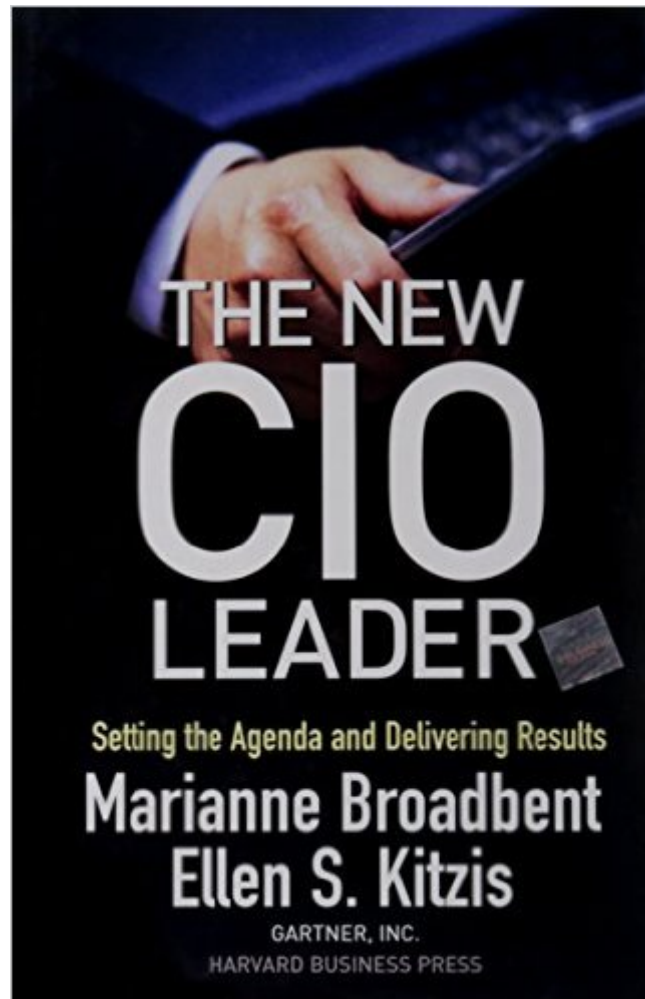


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# The New CIO Leader: Setting The Agenda And Delivering Results



## Synopsis

Two converging factors--the ubiquitous presence of technology in organizations and the recent technology downturn--have brought chief information officers (CIOs) to a critical breaking point. They can seize the moment to leverage their expertise into a larger and more strategic role than ever before, or they can allow themselves to be relegated to the sideline function of "chief technology mechanic." Drawing from exclusive research conducted by Gartner, Inc., with thousands of companies and CIOs, Marianne Broadbent and Ellen Kitzis reveal exactly what CIOs must do now to solidify their credibility with the executive team and bridge the chasm that currently separates business and IT strategy. The New CIO Leader outlines the agenda CIOs need to integrate business and IT assets in a way that moves corporate strategy forward--whether a firm is floundering, successfully competing, or leading its industry. Mandatory reading for CIOs in every firm, The New CIO Leader spells out how information systems can deliver results that matter--and how CIOs can become the enterprise leaders they should be.

## Book Information

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## Customer Reviews

The Chief Information Officer (CIO) is a position of responsibility and visibility. In the past, many thought that CIO means career is over. Broadbent and Kitzis demonstrate that this does not have to be the case. Their book, the New CIO Leader, provides a roadmap for the activities and results CIOs need to deliver to move from managing technology to leading a value creating IS organization. Based on working with hundreds of CIOs over the past six years, Kitzis and Broadbent

concentrate on 10 actions that are characteristic of a CIO leader. Those are: 1) Lead -- get out in front of issues, creating solutions and contributing to the business. 2) Understand your environment -- as this sets the context for success and contribution. 3) Create your vision -- have a view on the future and how you will realize it. 4) Shape and inform expectations -- they are the criteria by which results are really measured. 5) Create clear IT governance -- the way you make decisions determines the way you will create value. 6) Weave together business and IT strategy -- the two must become one and build on each other. 7) Build a new IS organizations -- one that recognizes the realities of sourcing and new technologies. 8) Build high performing IT teams -- they are the ones that deliver the results, you cannot do it alone for long. 9) Manage IT risks -- these are increasingly business risks. 10) Communicate performance -- measure where you are, what you've done and don't keep it a secret. Broadbent and Kitzis provide practical advice and frameworks for CIOs to use regardless of their particular industry and situation.

I don't normally write reviews but I just visited this page to buy a copy of this book for several colleagues because I was so impressed with it -- and then saw the puzzling review. A disclaimer: I am a client of the company these researchers work for so I may be predisposed to think highly of their work. I bought this book at one of their conferences recently in Florida. I think this really is a great book, far better than most of the leadership/business book schlock that's out there. I understand some people may disagree but some of the information above is just not true: 1) Every chapter includes a specific series of actionable steps to take and a self-assessment at the end to get a sense of your current situation. 2) The IS Lite model the authors advocate is illustrated by several case studies, about 20 pages of text, an organizational chart, a comprehensive competency list etc. True you could write an entire book on this subject but the information presented is in no way cursory. 3) There is a very clear overall framework for the book, how the priorities relate to each other and how CIOs should be spending their time. The book divides the CIO role into two major categories, Demand for IT and Supply for IT, and specifically advocates that CIOs should be spending at least 60% of their time on managing Demand for IT (with business colleagues, CFO etc) and focusing far less on the technology itself. 4) The notes of the book show that the authors draw primarily on primary research and surveys they have personally conducted over the last 5 years. Frankly, I prefer reading books based on original and primary research than ones that synthesize stuff I've already read.

The times they are changing. The direction of change for Chief Information Officers (CIOs) has had

different answers from different people. In their December 2004 book, entitled *The New CIO Leader: Setting the Agenda and Delivering Results* (2005, Harvard Business School Press, 338 Pages, ISBN 1591395771), Marianne Broadbent (Associate Dean of the Melbourne Business School) and Ellen S Kitzen (Group Vice-President of the Gartner Group's Executive Programs) argue that the choice is yours. You can choose to be a new CIO Leader or be relegated to Chief Technology Mechanic. The authors do an outstanding job of discussing the sea change, until the book loses some of its luster from what appears to be their interpretation of Control Objectives for Information and Related Technologies (CobiT). The authors start out strong by identifying what the sea change is, as technology is increasingly relied up to support all functions within the enterprise. After a discussion that lays down a foundation of how they view leadership, they break the goals of the new CIO Leader down into two parts: "Demand-Side Leadership" and "Supply-Side Leadership". On the demand side, they cover politics, realities and the need for strong IT governance. They emphasize that the new CIO leader has to be willing to step and be recognized as part of the leadership team. On the supply side, they delve into what it takes to create a high-performance IT team, measure results, and communicating the results. In all, they lay a strong foundation for a framework/paradigm for CIOs to follow. And that is where the book loses it. They are laying down a foundation that strongly resembles the CobiT Framework.

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