Topics of Conversation:
The New Agenda for the CIO

Centre for CIO Leadership Webinar

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HOW DO YOU KNOW YOU'RE A CIO?

EVENT DRIVEN VALUE ADDED
BUSINESS PROCESSES SERVICE
ORIENTED MANAGEMENT
ARCHITECTURE

YOU TALK LIKE A
GARTNER VP...

... AND ...

... YOU HOPE YOU ARE NOT THE ONLY
ONE WHO DOES NOT UNDERSTAND IT
The Hi-Impact CIO

- Drive the business forward through the use of IT
- Have trust of business colleagues
- Continuously interact with the business colleagues
- Respected member of executive team
- Personal credibility
- Listen and empathetic
- Passionate
Seven key competencies critical for today’s Hi-impact CIO

- **Leadership**
  - Creating a set of value expectations shared across all areas of the business in relation to IT
  - Influencing key stakeholders
  - Growing and developing own leadership team

- **Visionary**
  - Envisioning options and opportunities
  - An advocate for new technology

- **Strategic thinker**
  - Holistic view of business
  - Contributing to strategy discussions

- **Relationship builder**
  - Expressing empathy, listening and being passionate

- **Diplomat**
  - Collaborating to achieve win-win,
  - Building personal networks across the organization
  - Creating the right impressions

- **Deliverer**
  - Credibility with both *business* and *technical* people
  - Maintaining cost efficient IT operations and services

- **Reading the market**
  - Using the marketplace appropriately for sourcing
  - Commercial acumen
  - Assessing risk
Leadership is leadership
Linking the CIO role with performance

- Strategy and role of IT
- CEO/CxO Expectations
- CEO/CxO IT Savviness
- IT decision making processes
- CEO relationship with CIO
- IT value realisation processes
- IT performance
- Organisational performance

CIO Role

CIO competencies

Personal skills

Capability of IT leadership team
Leadership challenges of the CIO

- Securing engagement and active involvement of business colleagues in IT issues, particularly in decision making and value realisation
- Demonstrating and “proving” value from IT spend
- Overcoming the IT stereotype
- Creating a vision for IT
- Building the IT leadership team
- Providing enabling structures
Achieving alignment: informal networks (who you know) and trust…

“We found that aligning IS and business strategies did, indeed, improve IS performance. However, the eight cases call into question the value of the business and IS aligning their formal organization structures; this type of alignment did not always improve IS performance. On the other hand, we found that informal organization structures played a far more important role than expected in improving IS performance.”

Chan, 2002

“Our findings suggest that a shared vision between the CIO and TMT is critical to creating, and maintaining through co-evolution, IS strategic alignment in the organisation.”

Preston and Karahanna, 2009

“We conclude that effective IT governance is the single most important predictor of the value an organisation generates from IT.”

Weill and Ross, 2004
“The result suggests that there is a strong link between business IS-alignment and shared cognition between business and IS executives. .. It is important to note that this study is not saying that the cognition between business and IS executive groups be identical. Business and IS executives differ from each other in their assumptions, knowledge and expectations regarding business-IS alignment. ... Business and IS executives in the companies that report a higher level of business-IS alignment do have a set of core beliefs in common regarding IS...”

Tan and Gallupe, 2006

“The one construct that seemed to predict long-term alignment was shared domain knowledge... The most important direct predictor of alignment in this study was a high level of communication between IT and business executives. However, one cannot mandate meaningful communication between individuals. IT people have to earn the right to play a meaningful role in management forums.... Organisations must realise, however, that without some background of shared domain knowledge or shared beliefs, mechanisms such as IT steering committees may degrade into project review or budget approval committees.”

Reich and Benbasat, 2000