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Why can't operational managers ever get what they really want from IT? Why is the relationship so fraught with frustration from all parties? IT managers and business leaders simply don't understand each other, the way they think, the pressures they face, and the goals they are trying to achieve. Enter Susan Cramm, the prospective Deborah Tannen of the Business-IT relationship. - Personality-wise, if men are from Mars and women are from Venus, then the IT people are

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from Microsoft and their business partners are from Apple - In spite of great effort to become more business-smart, line and IT managers have very different backgrounds and experiences which make it difficult to communicate what they do and why and how they do it - Different pressures and incentives further increase the difficulty of forming positive IT-business relationships. While line managers need to "get 'er done now" to support the needs of their function or units (or pay the price in terms of near term business results and bonuses), IT managers need to "get 'er done right" to support the

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longer term needs of the enterprise (or pay the price in terms of fragmented, fragile systems.) The key to reconciling these and other differences is to figure out how to manage the paradox. If you want to get what you want from IT, you need to shift your perspective and look through the eyes of your IT partners. Doing so will allow you to develop a single version of "truth" and give you the insight necessary to change the relationship for the better. Similarly, this book will help dispel the notion that managers can "hand off" their IT responsibility to the IT

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organization and will provide the tools to incorporate the management of IT into their daily leadership agenda and repertoire. Business leaders should assume accountability for IT, much as they have assumed accountability for the management of the financial and human resource asset, and build the necessary capabilities into their organization. The core ideas in this book also promise to have applicability to managing other relationships between business units and specialized service providers. Think supply-chain management, or better yet, graphic design.

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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.

All too often CIOs can get caught up in all of the technical details of the job: boosting uptime, replacing servers, guarding against cyber

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criminals, etc. What we tend to forget is that IT exists to serve the rest of the business and they are there (in most cases) to make money. This means that there needs to be a business side to IT and that is one of a CIO's key

responsibilities. What You'll Find Inside: 10 WAYS THAT IT CAN SOLVE REAL-WORLD BUSINESS PROBLEMS ARE CIOS LOOKING DOWN WHEN THEY SHOULD BE LOOKING UP? 3 WAYS TO FIX AN IT DEPARTMENT (SUGGESTIONS FROM EUROPE) HOW CAN YOU MAKE YOUR IT DEPARTMENT STRATEGIC

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The business is always facing a set of business problems. What you need to do as a CIO is to take the time to understand how these problems appear to the rest of the company. Then you need to use your technical skills to identify ways that the IT department can help the company solve these problems. This is going to have a huge impact on how you accomplish your CIO job. Your focus is going to have to shift from your department to watching over the rest of the company. Your top concerns are going to have to be business based, not technology based. In order to be a successful business based

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CIO, you need to establish clear lines of communication with the rest of the departments in the company. This means that the way that you talk about IT is going to have to change. No longer can you use the technical shorthand lingo that is used within IT, instead you are going to have to simplify things for everyone else. In the end it has to be your goal to transform the IT department. Gone are the days when you could simply be a support arm of the company fixing email systems and laptops. Now you need to become the strategic partner that the rest of the firm is going to have to rely on in order to

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accomplish their business goals.

This book has been written in order to provide you with an understanding of how you can use your technical skills to solve business problems for your company. Follow the suggestions in this book and you'll transform your IT department into a powerful competitive tool for the rest of the firm to use. For more information on what it takes to be a great CIO, check out my blog, The Accidental Successful CIO, at: [www.TheAccidentalSuccessfulCIO.com](http://www.TheAccidentalSuccessfulCIO.com)

Be the most effective CIO you can be—by learning from the best in the business Today's

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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

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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

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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

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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.

## How the Best CIOs Tackle Their Toughest Business Challenges

## How CIOs Leverage New Technologies to Drive Change and Build Value Across the Enterprise

## CIO Leadership in a Mobile, Social, and Cloud-based World

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## Of It CIO Best Practices

8 Things We Hate about I.T.

Digital Capability: Building Lego

Like Capability Into Business

Competency

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

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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

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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

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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.

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

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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

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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

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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,

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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

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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

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

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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

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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. As the world has become more and more digital, the

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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

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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

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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

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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

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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.

Real Business of IT  
Straight to the Top  
Changing the Dynamics of  
the Business Enterprise  
The Roles and  
Responsibilities of the Chief  
Information Officer  
How CIOs Can Bring Business  
and IT Together  
World Class IT

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CIO

**Be the BusinessCIOs in the  
New Era of IT**  
**Routledge**  
**The purpose of the book**  
**“Digital Capability-Building**  
**Lego-Like Capabilities into**  
**Core Business Competency**  
**“ is to provide an insightful**  
**understanding of assessing,**  
**developing, and managing**  
**organizational capabilities**  
**in a structural way. The**  
**organization’s competency**  
**is based on a set of cohesive**  
**capabilities and how fast**  
**and effective they can be**  
**built upon. The high-**  
**mature organizational**  
**capability is the digital**  
**business differentiator, to**

**keep the business unique, competitive, and innovative, to improve business maturity significantly. The capability views enable dot connections and help the business identify “actuality, capability, and potentiality,” build Lego-like capabilities into core business competency and improve the success rate of strategy execution and overall business maturity. 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**

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**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**

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**truly is.**

**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,**

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**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**

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**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**

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**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  
Battling the Contradictions  
of It Leadership**

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# **A New Leadership Role Strategies and Best Practices for IT Leaders to Deliver Value Driving Digital Blue Ocean Strategy On Top of the Cloud CIOs and the Digital Transformation**

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

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- 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

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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. 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

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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

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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.

This book describes how chief information officers (CIOs) can embrace and drive the digital transformation by providing innovative leadership that uses old skills in a novel way. The book explores ways in which new actors and factors will play a key role in this process and how new relations can be created among things, data, and people. In addition, the design of

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digital organizations and the implementation of digital technologies are carefully examined and it is explained how digital workspaces can be designed, organized, and used. A set of methods is provided for linking new digital tools in order to meet the goals and challenges of building a digital enterprise. The digital economy is disrupting the way of interaction within value chains, creating fresh spaces for competition and novel ecosystems. With the advent of social media networking, mobility, big data and cloud computing, 4.0 manufacturing, etc., we are witnessing the birth of new digital organizations. However, sharing of leadership of this change among different actors can create disorder and inefficiency. Against this

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background, the future role of the CIO will be crucial.

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

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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

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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.

Six Questions to Help You Build the Next-Generation Enterprise

A Blueprint for Leadership Transitions

12 CIO Personas: The Digital CIO's

Situational Leadership Practices

Managing IT as a Business

The Business Tree

Digital to the Core

Wolf in Cio's Clothing

**World Class IT**

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Technology is all around us. It is so pervasive in our daily lives that we may not even recognize when we interact with it. Despite this fact, many companies have yet to leverage information technology as a strategic weapon. What then is an information technology executive to do in order to raise the prominence of his or her department? In World Class IT, recognized expert in IT strategy Peter High reveals the

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essential principles IT executives must follow and the order in which they should follow them whether they are at the helm of a high-performing department or one in need of great improvement. Principle 1: Recruit, train, and retain World Class IT people Principle 2: Build and maintain a robust IT infrastructure Principle 3: Manage projects and portfolios effectively Principle 4: Ensure partnerships within the IT department

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and with the business  
Principle 5: Develop a  
collaborative  
relationship with  
external partners The  
principles and  
associated subprinciples  
and metrics introduced  
in World Class IT have  
been used by IT and  
business executives  
alike at many Global  
1000 companies to  
monitor and improve IT's  
performance. Those  
principles pertain as  
much to the leaders of  
IT as they do to those  
striving to emulate

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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

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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

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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

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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.

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.

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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

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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,

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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.

CIO magazine, launched in 1987, provides

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business technology  
leaders with award-  
winning analysis and  
insight on information  
technology trends and a  
keen understanding of  
IT's role in achieving  
business goals.

How to Architect Your  
Business for Sustained  
Success

Staying the Course as a  
CIO

The Business of Being a  
CIO

The CIO Edge

How to Move Beyond the  
Frustrations to Form a  
New Partnership with

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## **Seven Leadership Skills You Need to Drive Results Be the Business**

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

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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

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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

Invaluable CIO Lessons for Modern-Day Business from a Microsoft CIO  
Historically, IT in many companies has had a reputation for being slow, expensive and risk-averse. With the pace of business today, these practices must change quickly if companies are to thrive. This book

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contains fascinating stories from the author's years at Microsoft that will help you modernize and change your IT team to accelerate your business, plus 100 short, practical, specific ways to improve business velocity in today's IT culture.

Practical advice for redesigning “big, old” companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and

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customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions—and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. Designed for Digital offers practical advice on digital transformation, with examples that

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include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape. Five Building Blocks of Digital Business Success Shared Customer Insights Operational Backbone Digital Platform Accountability Framework External Developer Platform

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

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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

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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.

Value-Driven

The Four Value Conversations CIOs Must Have with Their Businesses

The CIO Playbook

The Strategic CIO

CIO Survival Guide

Best Practices for Managers and Executives

Confessions of a Successful CIO

Praise for ON TOP OF THE CLOUD

"21st-century CIOs have a dual

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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

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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,

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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

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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

Solid guidance for CIOs on integration of technology into business models Strategic IT Best Practices for IT Managers and Executives is an exciting new book focused on the transition currently taking place in the CIO role, which involves developing a capacity for thinking strategically and

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effectively engaging peers in the senior executive team. This involves changing both theirs, and often their colleagues', mindsets about technology and their role in the organization. Straightforward and clear, this book fills the need for understanding the learning processes that have shaped the strategic mindsets of technology executives who have successfully made the transition from a technology-focused expert mindset to a strategic orientation that adds value to the business. Defines strategy advocacy as a process through which technology leaders in organizations build on their functional expertise Focuses on the shift in mindset necessary

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for technology executives to establish a seat at the table in the C suite as a respected strategic colleague Includes stories of high performing CIOs and how they learned successful strategies for getting technology positioned as a strategic driver across the business Written by Art Langer and Lyle Yorks, recognized authorities in the areas of technology management and leadership, Strategic IT Best Practices for IT Managers and Executives includes anecdotes from CIOs at companies including BP, Prudential, Covance, Guardian, Merck, and others. With Managing IT as a Business you'll get practical advice on how to unleash the full potential of this

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critical function so that companies can derive maximum benefit. It offers a proven plan for bridging the gap between CEOs and CIOs that has, until now, impeded their ability to work together in order to craft objectives, establish budget guidelines, and develop metrics for measuring IT value and success. In short, with this book as a guide, business leaders will learn how to manage IT as they would any other functional business unit.

Are you a seasoned information technology (IT) executive looking for options available on leadership structures within your IT organization? Look no further. Now in a Second Edition, CIO Best Practices is an invaluable resource

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that provides a comprehensive, practical guide for CIOs and their executive team peers giving real-world examples of CIOs who have succeeded in mastering the blend of business and technology responsibilities and giving their companies a sound return on investment of technology dollars

Six-Word Lessons to Think Like a Modern-Day CIO

Enabling Strategic Value with Information Technology

Lessons from Singapore's First CIO

Why Businesses Succeed When IT Triumphs

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The Leader's Guide to Business Transformation Through

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**CTO. Filled with practical tips, case studies, and personal insights, the book discusses: The management of legacy information and telecommunications technology The information overload often suffered by technology executives How to motivate and mentor a workforce How to manage change effectively The fostering of innovation The future of money, work, and artificial intelligence Perfect for CIOs, CTOs, and the executives, managers, and employees who work with and for them, Leading with IT delivers an engaging and insightful exploration of what it takes to**

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**The business impacts of both**  
**business and social networking, as**  
**well as ways the CIO can leverage**  
**the new reality of human**  
**connectivity on the Internet The**  
**increasingly inextricable**  
**relationships between customers,**  
**employees, and their use of**  
**personal information technologies**  
**Emerging cultural expectations**  
**and standards outside the**  
**workplace Current CRM best**  
**practices in terms of the**  
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**and data, the authors, along with a group of expert contributors, show how companies can move beyond incremental change to transform the business where the greatest value is generated—at its core. The authors provide practical insights into the three pillars of digital transformations that successfully scale: reinventing the business model, building out a business architecture from the customer back into the organization, and establishing an 'amoeba' IT and organizational foundation that learns and evolves. This is the ideal guide for all leaders who recognize the power and**

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**promise of a digital transformation.**

**There is no simple strategic method for dealing with the multidimensional nature of digital change. Even the sharpest leaders can become disoriented as change builds on change, leaving almost nothing certain. Yet to stand still is to fail. Enterprises and leaders must re-master themselves to succeed. Leaders must identify the key macro forces, then lead their organizations at three distinct levels: industry, enterprise, and self. By doing this they cannot only survive but clean up. Digital to the Core makes the case that all business**

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**leaders must understand the impact the digital revolution will continue to play in their industries, companies, and leadership style and practices. Drawing on interviews with over 30 top C-level executives in some of the world's most powerful companies and government organizations, including GE, Ford, Tory Burch, Babolat, McDonalds, Publicis and UK Government Digital Service, this book delivers practical insights from those on the front lines of major digital upheaval. The authors incorporate Gartner's annual CIO and CEO global survey research and also apply the**

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**deep knowledge and qualitative insights they have acquired as practitioners, management researchers, and advisors over decades in the business. Above all else, Raskino and Waller want companies and their top leaders to understand the full impact of digital change and integrate it at the core of their businesses. Compared to other CxO positions, the CIO role is considerably new with about three decades of history. But the contemporary CIO is one of the most sophisticated leadership positions in modern businesses. Great CIOs have multiple personas, varying personalities, and impressive leadership**

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**profiles. The book “12 CIO  
Personas: The Digital CIO’s  
Situational Leadership  
Practices” is the extensive  
brainstorming and logical  
content expansion of my book  
“CIO Master: Unleash the Digital  
Potential of IT,” to reimagine and  
reinvent CIO leadership via  
practicing multitudes of digital  
influence.**

**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**

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**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**

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**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?

**Designed for Digital  
100 Lessons Cios and Tech  
Leaders Must Embrace to Drive  
Business Velocity  
How to Create Uncontested  
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**Competition Irrelevant**

**CIO Paradox**

**Setting the Agenda and**

**Delivering Results**

**The CIO's Handbook for Digital**

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**in the Public Sector**

**Becoming a World-Class CIO**

STAYING THE COURSE AS A CIO:

HOW TO OVERCOME THE TRIALS

AND CHALLENGES OF IT

LEADERSHIP The shelf-life of a Chief

Information Officer can be shockingly

short. Few survive in post for more than a

few years. More often each falls prey to

insurmountable problems and their careers

come to a sharp and ignominious end. In

this book, a global CIO with over thirty

years of experience in major corporations

examines the main reasons why this

happens. Readers will understand which

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types of issue can cause problems for an IT Leader and more importantly, they will learn strategies of how these problems can be minimized or even avoided. IT is often seen a technical backwater, but it is a discipline which has the capability to add massive value to an organisation whether it is in the private or the public sector – provided of course it has the right leadership doing the right things. Aspiring IT Leaders will need to deal with a common set of recurring trials and challenges. These include:

- Overcoming the challenge of managing diverse and conflicting stakeholders
- How to deal with large and complex projects
- Making sense of software and how to handle the rapidly changing technology landscape
- Knowing when to outsource and how to get the best out of an outsourcing partner
- Harnessing the intellectual power of consultants to help you meet your goals

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And last but not least, how to develop a set of strategies that are aligned with your corporate goals and then make sure your resources are properly targetted so that the IT function generates maximum positive impact for the enterprise. For IT professionals looking to fully integrate their function into the enterprise, 'Staying the Course as a CIO' is a valuable source of practical advice, all based on real experience.

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

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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

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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.

Is it actually possible to innovate in government? Can a public sector CIO build a great culture and drive digital transformations? Yes! And, this book tells you how. Value-Driven is the definitive leadership guide for the public sector Chief Information Officer. Learn what it takes to be a great CIO, driving digital transformation and innovation in the public sector. Value-Driven is equally valuable for non-CIO public sector leaders, including elected officials, seeking to understand the role of

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technology and the CIO in their organization. The book highlights the best methods and techniques to drive value and enable change, creating a both effective and efficient IT group.

How to Overcome the Trials and Challenges of IT Leadership

Remastering Leadership for Your

Industry, Your Enterprise, and Yourself

Technology Business Management

The New CIO Leader

Taking the Reins as CIO

The Playbook You Need to Transform

Your Company

How CIOs Can Use Their Technical Skills

to Help Their Company Solve Real-World

Business Problems