Briggs Medical Service Company, Age of Immediacy, 79-84 All-in partnership component, 164-166 Building the leadership team: Altering perceptions, 164–166 four-step model overview, Art and science of IT leadership: xxvii–xxviii best of both worlds, 107–108 vision and organization, 15-18 Build step, xxvii-xxviii. See also communicating needs clearly, 117-118 Organizational structure; continuous process of Vision and organization engagement, 101-107 Business mernors, 134-136 executive summary, 99 Business partner, CIO as, 130–134. first 30 days, 166-168 See also Partnering with the no illusions, 119-122 business partnering with the business, Business transformation strategy. 110-113 See Transformation strategy putting yourself in CEO's shoes, Business units, matching IT staff with, 64-66 114–116 thought leadership, 108-110 Business unit matrix level, 64-66 Athletes and transformation Buy-in, ensuring, 180-184 xvii-xviii Audiences of CIO, first 30 days, Campbell Soup, 26 154-155 Career planning for CIOs. See also Avaya, 216-217 First 30 days Avon, 91 business mentors and coaches, 134-136 Baseline, establishing, 42-46 education and experience, Board structure: 136-137 culture and change, 37 executive summary, 127 vision and organization, 18 managing expectations, 143–145 Boston Scientific Corporation recruiters as resource, 129-130 relationships at executive level, (BSC): elevated perceptions, 37-41 137 - 140organic innovation, 41–42 sowing seeds for success or overturning the status quo, 33-36 failure, 140–143 structuring the organization, what clients look for, 130-134, 36 - 37136 - 137Brand identity, 9-10 CA Technologies, 80-84

230 Index

CEOs, putting yourself in shoes of, Convergence of technology 114-116 platforms. See also Change management. See also Cloud-based services Culture and change future of IT leadership, 193-195 art and science of IT leadership, partnering with the business, 122 85-96 use of term, 99 Cost considerations: Change step, xxviii. See also Culture art and science of IT leadership, and change 108-112 Chatter, 90 culture and change, xviii-xix, Choosing vendors, 204, 212–214 47-52 CIO career planning. See Career evolution of CIO role, 178-179 future of IT leadership, 204, planning for CIOs CIO role evolution. See Evolution 209-210, 216-218 of CIO role innovation and, xx-xxii Cisco, 195-201 Cost myopia, 216–218 Citigroup, 163-164 Creating value: Cloud 1, 87-88 future of IT leadership, Cloud 2, 87 209-212, 217, 218-220 Cloud-based services: innovation and, xxi-xxii challenges and caveats, Credibility, establishing, 140–143, 204-205 165-164 economies of scale, 219-220 Crowd-sourcing, 96 "inside" vs. "outside," 205-209 Culture and change: last word, 220-221 art and science of IT leadership, partnering with the business 120 - 12285-96 bringing the vision to life, 6–10 shift toward, 201-203 commitment to change, xvii-xix time for IT leadership, 193–195 demystifying IT, 54–56 Coaches, personal, 135-136 elevated perceptions, 37–41 Cognizant, 209-210 establishing the baseline, 42-46 Collaboration tools: evolution of CIO role, 187-188 future of IT leadership, 195-201 executive summary, 31 partnering with the business, 84, faster and cheaper, 51-52 87, 90-93 first 30 days, 165–166 Communications concerns: four-step model overview, xxviii art and science of IT leadership, maintaining the momentum, 101-105, 117-118 23 - 24organic innovation, 41-42 career planning for CIOs, 133-134 overturning the status quo, first 30 days, 168-170 33–36 partnering with the business, partnering with the business, 94 61-64, 90, 93 "riding two horses," 47-51 Complex projects, managing structuring the organization, expectations for, 143-145 34-37, 45-46

Establishing baseline, 42-46 transformation strategy, xix-xx trust as factor, 53-54 Establishing credibility, 140-143, Customer relations: 163-164 art and science of IT leadership, Evolution of CIO role: executive summary, 175 111 - 112career planning for CIOs, keeping it simple, 177–180 141-143 model for transformation, evolution of CIO role, 185-187 xxxii-xxxv partnering with the business, tight linkage and buy-in, 89-96 180 - 184Customer service, vision and transitioning from operational to organization, 11-12 strategic, 184-188 Executive coaches, 135-136 CVS Caremark, 220–222 Expectations for complex projects, 143 - 145Define step, xxvii. See also Vision and organization Facebook: Dell: future of I readership, 196–197, culture and change, 47–52 208 future of IT leadership, partnering with the business, 84 205-209 Failure, sowing seeds for, partnering with the business, 96 140-143 Demonstrating value, 18-20 Financial considerations. See Cost Demystifying IT, 54–56 considerations Disney. See Walt Disney Parks and First 30 days. See also Career Resorts planning for CIOs altering perceptions, 164-166 being prepared, 151-161 Economic considerations See Cost considerations building from scratch, 170–172 Education for CIOs, 134-136 establishing credibility, 140–142 Efficiency and costs. See also Cost executive summary, 149 considerations moving quickly and confidently, culture and change, 47–52 161-164 future of IT leadership, plan summary, 156-161 199-200 technology last, 168–170 tone, 166-168 Egon Zehnder International, 131 EMCOR Group, 218-219 Flextronics, xxix-xxxi Engagement, continuous process partnering with the business, of, 101-107 61-66 Ensuring buy-in, 180-184 Force.com, 91, 92 Enterprise collaboration platforms, Four-step model for transformation, 195-201. See also Collaboration xxvi-xxix tools Frontier Communications Enterprise risk management (ERM), Corporation, 151–155 181 - 182Functional matrix level, 64-66

BINDEX

01/12/2011

Page 231

11:57:48

Future, focusing on: Global IT methodology, 35-39 art and science of IT leadership, Global leadership, transitioning to, 108-110 70 - 72future of IT leadership, 221-222 Governance processes: vision and organization, 20-22 future of IT leadership, 219-220 Future of IT leadership: partnering with the business, business value considerations, 81 - 84209-212, 218-219 Granular approach, 214–216 Group dynamics, interpreting, cloud-based services, 201-209, 220-221 167 - 168convergence of technology platforms, 193-195 Halbrecht Lieberman Associates. cost myopia, 216–218 138-140 enterprise collaboration HealthConnect[®], 20–21 platforms, 195-201 Heidrick & Struggles, 133-134 executive summary, 191 Help Portal example, 95–96 governance considerations, Hilton Worldwide, xxxii-xxxv 219-220 Hodge Partners, 140–142 granular approach, 214-216 Houston Chronicle, 119–122 "inside" vs. "outside," 205-209 last word, 220-222 outsourcing, 209-218 IBM: vendor selection, 204, 212-214 culture and change, xviii–xix evolution of CIO role, 177-184 Gartner, 117-118 Ideas platform, 95–96 General Motors Europe: IdeaStorm example, 96 first 30 days, 162 Identifying transformational IT Board structure example, 18 leaders, xxii-xxv Generating leads, 180-181 Immediacy, Age of, 79-84 GE Real Estate, 219-220 Innovation: Global economy as factor: culture and change, 39-42, 52 culture and change, xix-xx, future of IT leadership, 210, 51-52 212-213 evolution of CIO role, yin and yang of IT, xx-xxii xxxiii-xxxv Inspiring people, 23, 25–26. See also four-step model for Motivating people transformation, xxvi-xxvii Integrate team, 182-183 future of IT leadership, 210-211, Integration Council, 82–83 Interpreting group dynamics, partnering with the business, 167 - 16871 - 72Interview process: vision and organization, 12-15, being organized, 152 19-20 moving quickly and confidently, Global high-performance teams, 162 196-197 Investment Council, 82-83

iPad example, 39–41
IT Board structure:
culture and change, 37
vision and organization, 18
IT leadership art and science.
See Art and science of IT
leadership
IT leadership future. See Future of
IT leadership
IT staff, matching with business
units, 64–66
IT Value System, 165

Page 233

11:57:48

BINDEX

01/12/2011

Japan Post Network, 90-91

Kaiser Permanente:

xxvi

focusing on the future, 20–22
HealthConnect[®], 20–21
identifying transformational
leaders, xxii–xxiii
maintaining momentum, 23–25
Keeping it simple, 177–180
Key performance indicators (KPIs)
75–78
Kimberly-Clark Corporation:
building leadership team,
15–18
demonstrating value, 18–20
going global, 12–15
Korn/Ferry International, 130–131
Kotter app. o.c. it to transformation,

Leadership art and science. *See* Art and science of IT leadership Leadership future. *See* Future of IT leadership Leadership team, building: four-step model overview, xxvii–xxviii vision and organization, 15–18 Leadership team, structuring, 17–18. *See also* Structure of organization

Lead generation, 180–181 Lead step, xxviii. *See also* Culture and change Logo design, 9–10

Magical Express Service, 11-12 Magic Your Way strategy, 111-113 Maintaining momentum, 23-25 Making Magical Connections vision, 9 - 12Managing expectations for complex projects, 143-145 Manulife Financial: best of both worlds, 107-108 continuous process of engagement, 10,2–107 thought leadership, 108–110 Mapping your future. See Career planning for CIOs Matching IT staff with business mits, 64–66, 73–75 Mentors, 134-136 Microsoft, 66–70 Mobile computing, convergence of platforms and, 85–96, 193-195 Momentum, maintaining, 23–25 Motivating people, 115–116. See also Inspiring people Multiple levels, connecting at, 61-66 Myopia, cost, 216-218 My Starbucks Idea, 89

Newedge Group, 214-216

Off-shoring, 217. *See also*Outsourcing
Ogilvy & Mather Worldwide,
166–168
Operational role vs. strategic role,
184–187
Organic innovation, 41–42. *See also*Innovation

BINDEX 01/12/2011 11:57:48

234 INDEX

Page 234

outsiders, 66-70 Organizational structure. See also Vision and organization transitioning to global leadership, art and science of IT leadership, 70 - 72107 - 108Pentagon organization structure, building from scratch, 170-172 42-46 career planning for CIOs, 138 People power component, 113 culture and change, 34-37, 45-46 Perceptions, altering, 164–166 evolution of CIO role, 178, Performance indicators, key, 75-78 182 - 183Personal coaches, 135–136 four-step model overview, xxviii Pitney Bowes, 42-46 partnering with the business, Presentations: 64-66 art and science of IT leadership, 105-106 vision and organization, 17 Outsiders, partnering with the culture and change, 54 business, 66–70 partnering with the business, Outsourcing. See also Cloud-based 62-64 services Putting yourself in CEO's shoes, art and science of IT leadership, 114–116 107-108 Pyramid organization structure, business value and, 209-212, 42-46 218-219 cost myopia in, 216–218 QPE the Americas, 214 evolution of CIO role, xxxii-xxxv granular approach, 214–216 Recruiter advice. See Career vendor selection, 212-214 planning for CIOs Overturning the status quo, 33-30 Red Hat, 201-204 Region and site matrix level, 64-66 Partnering with the business: Repurposing of social tools. See also Age of Immediacy, 79-84 Convergence of technology art and science of IT leadership, platforms 110 - 113future of IT leadership, 196-198 CIO as business partner, 130-134 partnering with the business, 84 connecting at multiple levels, Riding two horses, 47–51 61-66 Risk management, evolution of CIO convergence of platforms, 85–96 role, 181-182 demonstrating value, 18–20 Run team, 182-183

executive summary, 59 Russell Reynolds Associates, 132 four-step model overview, xxviii going global, 14–15 Salesforce.com: great things happen to great convergence of platforms, 85-86 CIOs, xxix-xxxii interview transcript, 86–96 learning what's really important, Science of IT leadership. See Art and 75 - 78science of IT leadership matching IT staff with business Scrub sink presentation, 54 units, 64–66, 72–75

Seat at the table, use of term, 137, culture and change, 34-37, 45-46 187-188 evolution of CIO role, 178, 182-Security considerations, cloud-183 based services and, 81, 204, four-step model overview, xxviii 206 partnering with the business, 64-Selecting vendors, 204, 212-214 Shell Oil: Stryker Corporation, 53-56 Success, sowing seeds for, 140-143 being where strategy is set, 72–75 learning what's really important, Surprise management component, 75-78 113 transitioning to global leadership, 70-72 TCS Online Services, 168–169 Technology development: Short-term wins, 141–143, 163–164 Siemens Energy and Automation, Age of Immediacy, 79-84 184-187 art and science of IT leadership, Social computing, convergence of 108 - 110platforms and, 85-96, 193-195 future of IT leadership, 193-195, Social tool repurposing: future of IT leadership, 196-198 partnering with the business, 85– partnering with the business, 84 Software-as-a-service (SaaS): Technology platforms, convergence future of IT leadership, 204 of. See also Cloud-based great things happen to great services CIOs, xxx-xxxi future of IT leadership, 193-195 partnering with the business, 85 partnering with the business, 85-Spencer Stuart, 133 96 Sports and transformation xvii–xviii Terex Corp., 170-172 Starbucks, 89, 96 Thought leadership, 108-110 State of the Business reviews, 62–64 Three-level IT matrix example, 64-Status quo, overturning, 33–36 Strategic role v. operational role, Tone as factor, 166-168 184-137 Transformational, definition of, Strategy for business xxv-xxvi transformation. See Transformation strategy: Transformation strategy art and science of IT leadership, Structure of board: 112 - 113culture and change, 37 culture and change, xix-xx vision and organization, 18 evolution of CIO role, 178-180, Structure of leadership team, 17–18 184 - 187Structure of organization. See also partnering with the business, 72-Vision and organization art and science of IT leadership, vision and organization, 10-12 107-108 Transform team, 182-183 building from scratch, 170-172 Transitioning from operational to career planning for CIOs, 138 strategic, 184–188

BINDEX

01/12/2011

11:57:48

Page 235

236

INDEX

Transitioning to global leadership, 70–72

Trust:
as factor in culture and change, 53–54
importance in first 30 days, 155, 164–168

Twitter, 196–197

Unilever, 153–154

Unilever, 153–154 United States Tennis Association (USTA), xxxi–xxxii

Value creation:
future of IT leadership, 209–212,
217, 218–220
innovation and, xxi–xxii
Value demonstration, 18–20
Vendor selection, 204, 212–214
Verisk Analytics, 114–116
Vision and organization:
art and science of IT leadership,
120
bringing the vision to life, 5–10
building the leadership team,
15–18

demonstrating value, 18–20 executive summary, 3 focusing on the future, 20–22 four-step model, xxvii–xxviii going global, 12–15 inspiring people, 25–26 maintaining the momentum, 23–25 one transformation leads to another, 10–12 V2MOM tool, 93

Walt Disney Parks and Resorts:
art and science of IT leadership,
110–114
Magical Express Service, 11–12
Magic Your Way strategy,
111–113
Making Magical Connections
vision, 9–12
vision and organization, 5–10
Wipro Technologies, 210–213
Workplace of the Future,
183–184

Yin and yang of IT, xx-xxii