



Index

- Accounting and financial applications, 14
- Accounting principles and core financial skills, 184
- Agnoli, Steven W., 22, 90, 185, 225
- AIX, 68
- AMR Research, 71
- Application service provider (ASP), 32
 - and best practices, 47
 - and change management, 47
 - functions served by, 214
- Applications
 - architecture options, 14
 - commercial off-the-shelf. *See* Commercial off-the-shelf (COTS) systems
 - database management
 - importance of, 14, 15
 - online database links and interfaces, 15
 - software, 68
 - project management software, 73–75
 - software standards, 66–70
 - understanding, importance of, 13, 14
- Architecture
 - analysis and plan, 32
 - redesign and innovation, 19
 - and software applications, 14
 - standards, 66–70
- Ascendant, 35
- Audits, 190, 191

- Baan, 146
- Balanced scorecard, 149–152, 154, 218
- Balanced Scorecard Institute, 150
- Barnard, Ray, 90, 154, 209
- Belanger, Richard C., 106
- Best practices
 - and ASP vendors, 47
 - budgeting and forecasting, 197
 - change management, 42
 - CMMI model, 38
 - collaborative decision-making, 147
 - contract negotiations, 177
 - and disaster recovery, 204
 - governance, 55, 59, 60, 63, 78
 - importance of, 229
 - and IT Infrastructure Library (ITIL), 47, 64
 - and networking, 85, 133, 142, 214, 229
 - online etiquette, 143
 - and outsourcing, 155, 157
 - and performance measurement, 149
 - and project management, 72, 213, 214
 - publishing, 101, 108, 127, 128
 - research, 78
 - and risk management, 205
 - and SLAs, 148, 180, 181
 - and total cost of ownership (TCO), 70
 - and use of consultants, 84, 157
 - and use of methodologies, 214
 - and vendor management, 171
 - and written communication skills, 101
- BMC Remedy, 47
- Bowker, Kyle, 167, 170
- Brewer, Mark A., 37
- Brinkman, Mel, 152
- Brooks, David, 168–169
- Bruggen, Hilary, 162
- Bsicorp.net, 164
- Budgets and budgeting
 - best practices, 197
 - and business case justification, 34
 - CIO survey, 194
 - and core financial skills, 184
 - and database management systems, 14
 - guidelines, 192, 193
 - importance of skills, 192

- Budgets and budgeting (*Continued*)
 recommendations for gaining skills, 197, 198
- Business case justification, 32–34
- Business needs and objectives and thinking like a consultant, 83–86
- Business networking. *See* Networking
- Business relationships
 building, 86–88
 CIO survey, 89, 90
 credibility and trust, establishing, 88, 105
 joint IT-business unit teams, 91
 results, importance of delivering, 90–93
 skills, recommendations for gaining, 93–95
- Business skills
 budgets. *See* Budgets and budgeting
 business relationships, 93–95
 change management. *See* IT change management
 communication. *See* Communication
 contracts. *See* Contracts
 developing, 83–86
 financial management. *See* Financial management
 governance. *See* Governance
 importance of, 11–12
 leadership, 85, 86, 218, 219
 project management. *See* Project management
 risk management. *See* Risk management
 running IT like a business, 92, 93
 thinking like a consultant, 83–86
- Capability Maturity Model Integration (CMMI), 36
 development of, 38
 gaining experience with, 49
 integrated product and process development (IPPD), 38
 maturity levels, 38, 39
 software engineering model, 38
 staged and continuous options, 38
 supplier sourcing, 38
 systems engineering model, 38
- Career path
 CIO survey on job changes, 212
 CTO, 6
 interviews, 228
 planning, 78
 recommendations for CIO career preparation, 24
 seeking new position, factors to consider, 210–212
 strategy, 213
 Carnegie, Dale, 217
 Carnegie Mellon University, 38
- Change
 IT change management. *See* IT change management
 and seeking new CIO position, 210
 Change control board (CCB), 45
 Change request (CR), 44, 45
 Chief executive officer (CEO), 225, 226
 Chief financial officer (CFO)
 and expectations for CIO, 225, 226
 relationship with, 195, 196
 Chief information officer (CIO)
 career preparation. *See* Career path
 characteristics of, 9
 chief technology officer (CTO) distinguished, 3–6
 education, 20, 21
 experience and background, 9, 10, 20–23
 and innovation, 10, 11
 and organizational structure, 10
 Chief operating officer (COO), 225, 226
 Chief security officer (CSO), 17
 Chief technology officer (CTO), CIO distinguished, 3–6
 ChoicePoint Inc., 17
 Cigna Insurance, 150
 CIO-Connect, 85
 CIO survey
 academic background, 21, 22
 budgeting experience, 194
 business background, 22, 23
 business relationships, 89, 90
 common mistakes made by CIOs, 222
 communications, 106, 107
 skills, 99, 100
 standards, governance, and procedures, 77
 contract negotiation tips, 183
 executive recruiters, survey of, 119–126
 expectations for CIO, 220
 financial skills, 185
 financial tools, 194
 first 100 days on the job, 224, 225
 golf and other sports venues, 160, 161
 governance, 57, 63
 IT governance, 57
 job changes, 212
 keeping current on technology, 20
 methodologies, importance of, 40

- networking
 - building, 141
 - forums, 140
 - importance of, 134
- project management
 - skills and experience, 43
 - software, 75
- risk, 204, 205, 209
- risk mitigation, 206
- sports venues to build relationships with
 - vendors, 160, 161
- standards, benefits of implementing, 71
- on understanding current technology, 12, 13
- vendors, 153, 154
- Ciulla, John J., 86, 87
- Client/server computing
 - impact of decentralized computing, 6, 7
 - and impact of Internet, 7, 8
- CobiT and IT governance, 63, 64
- Cognos, 149
- Comair, 207
- Commercial off-the-shelf (COTS) systems,
 - 13, 32
 - configurable features, 35
 - major phases, 33
 - selection of, 35
- Commoditized computing, 7
- Communication
 - body language, 105
 - CIO survey, 77, 99, 100, 106, 107
 - expectations, managing. *See* Expectations
 - frequency of, 104, 105
 - listening, 100, 103, 104
 - negative perceptions, changing, 106
 - oral, 101, 102
 - policies and procedures, 76, 77
 - project successes and accomplishments, 107
 - skills
 - importance of, 102, 103
 - listening, 100, 103, 104
 - need for, 97, 98, 100
 - recommendations for gaining, 108, 109
 - standards, 76, 77
 - strategy, 100
 - techniques, 101, 102
 - written, 101
- Consultants
 - and best practices, 84, 157
 - and networking, 133, 135, 136
 - qualities of, 84
 - relationships with, 87
 - thinking like, 83–86
- Contracts
 - bargaining tools, 179
 - best practices, 177
 - contract management, 179
 - contracting process, 179, 180
 - disputes, 177, 178
 - negotiating skills
 - advice, 183
 - importance of, 177, 179, 207, 214
 - recommendations for gaining skills, 197, 198
 - service level agreements. *See* Service level agreements (SLAs)
- Corporate performance management (CPM),
 - 149, 150
- Cosby, Bill, 113
- Costa, Robert, 17
- Credibility
 - and communication, 105
 - establishing, 88
- Cronin, Ben, 168–171
- Custom systems, 32, 33
- Customer relationship management (CRM),
 - 14
- CVS.com, 4
- Dallas, Susan, 152
- Database administrators (DBAs), 14
- Database management
 - importance of, 14, 15
 - online database links and interfaces, 15
 - software, 68
 - standards, 67–70
- DB2, 14
- Decision-making, 147
- Dell Inc., 146
 - and direct-to-consumer sales, 8
- Disaster recovery (DR)
 - importance of, 18
 - and risk management, 204
- DMADV (define, measure, analyze, design, verify), 36, 37
- DMAIC (define, measure, analyze, improve, control), 36, 37
- Drucker, Peter, 29
- Due diligence
 - and outsourcing, 157
 - and risk mitigation, 207
 - vendor management, 147
- Dunna, Shyam K., 22, 89, 141, 185, 212
- Education, 20–23
- Einstein, Albert, 145

- Elliot, T. S., 201
- EMC, 146
- Emerson, Ralph Waldo, 131
- Enterprise resource planning (ERP), 45, 47, 55, 91, 146, 147, 186, 192, 205
- Executive recruiting
- contacting and working with a recruiter, 116–118
 - meeting with recruiter, preparing for, 118, 119
 - and networking, 133
 - recruiting process, 115, 116
 - survey results, 119–126
 - trends, 113–115
 - working with, 127–129
- Expectations
- CEO and CIO, gaps in expectations, 225, 226
 - managing, 91, 92, 103–106, 219
- Fidler, Rick, 152
- Financial management
- and business relationships, 88
 - capital assets, 185, 186
 - CIO survey on financial skills, 185
 - CIO survey on financial tools, 194
 - core skills, 184
 - depreciation, 185, 186
 - financial models, 187–189
 - financial risk management, 194, 195
 - operating expenses, 186, 187
 - recommendations for gaining skills, 197, 198
 - regulations and laws, 189–192
 - and relationship with CFO, 195, 196
- First 100 days, 221–225
- CIO survey, advice for first 100 days, 224, 225
 - preparation, 227, 228
 - recommendations, 228–230
- Forrester Research, 8, 35
- on change management, 43
 - on collaborative decision-making, 147
 - on database standards, 67, 68
 - on governance, 57–58
 - on IT governance, 53–54, 57
 - IT spending, 19
 - on product standards, 69, 70
 - on project management software, 74
 - on project portfolio management, 71
 - and Sarbanes–Oxley requirements, 191
 - on strategic planning, 76
 - on synchronizing priorities, 219
 - on vendor management, 147, 148
- Friendster, 143
- Gifts, 172
- Golf
- advice for mixing golf and business, 165
 - and business outside the office, 162, 163
 - and international business, 163, 164
 - as opportunity for networking, 159–161
 - protocols and etiquette, 166
 - recommendations, 172
 - vendor survey on use of sporting events, 167–171
- Gomberg, Martin, 21, 106, 134
- Governance
- anarchy, 60–62
 - benefits, 55–57
 - best practices, 55, 59, 60, 63, 78
 - business monarchy, 60–62
 - centralized, 58, 59
 - CIO survey responses, 57, 63
 - and collaborative decision-making, 147
 - communications strategy, 76, 77
 - decentralized, 58, 59
 - defined, 53, 54
 - federal, 60–62, 67
 - federated, 58, 59
 - feudal, 60–62
 - frameworks, 63, 64
 - importance of, 53, 54
 - IT duopoly, 60–62, 67
 - IT monarchy, 60–62
 - objectives of, 54
 - project based, 58–60
 - and project portfolio management. *See* Project portfolio management
 - purpose of, 57
 - skills, recommendations for gaining, 77, 78
 - State Street hierarchy, 62, 63
 - types and structures, 58–63
 - WWF framework, 56, 57, 61, 62
 - WWF hierarchy, 63
- Graham, Katherine M., 121–126
- Grizzard, Lewis, 3
- Halbrecht Lieberman Associations, 226
- Hale, Jerry B., 23, 154, 212
- Hamerman, Paul, 191
- Handby, John, 85
- Hardware
- change request process, 46

- platforms, 68
- standards, 66–70
- total cost of ownership, 70, 71
- Heller, Martha, 120, 121, 123, 125, 126, 221
- Hewlett Packard, 146
- Hilton Hotel Corporation, 152
- Hitachi, 146
- Hollander, Dory, 211
- HP-UX, 68
- Human resource information system (HRIS), 14
- Hyperion Solutions, 149

- IBM, 146
- IBM DB2, 68
- IDC, 146
- Implementation process, 32–35
 - commercial methodologies, 35
- Information Systems Audit and Control Association (ISACA), 64
- Information technology
 - core skills, 10–17, 23
 - keeping current on, 19, 20
 - spending on, 10, 11, 18, 19
 - trends, 18, 19
- Information Technology Co., 93
- Informix, 14, 68
- Ingress, 68
- Innovation, 10, 11
- Internal rate of return (IRR), 188, 189, 218
- International Organization for Standardization (ISO), 64
- Internet, 7–9
- Internet service providers (ISPs), 8
- Interviews, 228
- ISO17799 and IT governance, 64
- IT change management, 29, 30
 - approaches to, 46, 47
 - automated tools, 46, 47
 - business unit upgrade or patch, 45
 - change matrix, 44
 - and customizations, 36
 - defined, 42, 43
 - hardware change, 46
 - need for skills, 49
 - steps, 44, 45
 - and systems implementation, 42
- IT governance. *See* Governance
- IT Governance Institute, 54
- IT Infrastructure Library (ITIL)
 - and best practices, 47, 64
 - and IT governance, 63, 64
- Jalote, Pankaj, 38
- Java, 14
- J.D. Edwards, 146
- Job dissatisfaction, 210–212
 - CIO survey on job changes, 212
 - and job changes, 228
- Jubb, Daniel M., 168–171

- Kaplan, Robert, 150
- Keller, Hans, 23, 90, 161
- Kelly, E. M., 53
- Keyes, James, 225, 226
- Knouse, Carol E., 43, 89, 141, 154, 160, 204
- Korn Ferry, 4
- Kram, Kathy, 138

- Leadership
 - CIOs as business leaders, 85, 86
 - objectives, 218, 219
- Legato, 146
- Lepeak, Stan, 157
- LexisNexis, 17
- Lieberman, Beverley, 121, 123, 124, 126
- LinkedIn, 143
- Linux, 68
- Listening
 - importance of, 90–92
 - as part of communication, 100
- Lombardi, Vince, 83

- Macey, Michael S., 168, 170
- Margolis, Ron, 203
- Markham, Jeff, 18
- McCartney, Gerald, 205
- Mellon Financial, 41
- Mentors, 132, 136–139
- Methodologies
 - benefits of, 31, 32
 - and best practices, 214
 - business case justification, 33–34
 - buy versus build, 35, 36
 - Capability Maturity Model Integration. *See* Capability Maturity Model Integration (CMMI)
 - CIO survey, 40
 - defined, 29, 30
 - implementation, 32–35
 - importance of, 40
 - options available, 36
 - phases, 32
 - post-project analysis, 32
 - recommendations for gaining skills, 48, 49

- Methodologies (*Continued*)
- requirements analysis, 34
 - and risk management, 214
 - and role of CIO, 218
 - routes and major phases, WWF example, 33
 - routes (maps), 32
 - Six Sigma. *See* Six Sigma
 - tasks, 32
 - use of, 31
 - vendor/product recommendation, 34
- Microsoft, 146
- Microsoft Access, 74
- Microsoft Excel
- and budgeting, 192
 - and project management, 73, 75
- Microsoft Projects, 73, 74
- Microsoft SQLServer, 14, 68
- Mistakes, 221, 222
- Monsour, Earl, 89, 99, 134, 153, 160, 205, 224
- MVS, 68
- Myers, Margaret, 103
- MySQL, 14, 68
- Net present value (NPV), 188, 189
- Networking
- building, 142
 - and career path, 213
 - CIO survey, 134, 135, 140, 141, 161, 162
 - consultants, 133, 135, 136
 - defined, 131, 132
 - employers, prospective, 133
 - forums for, 139–141
 - friends, 132
 - and golf, 159, 160
 - importance of, 15–17, 131
 - and job changes, 212
 - and learning to manage risk, 214
 - mentors, 132, 136–139
 - online, 140
 - peers, 132
 - professionals outside of IT field, 132
 - recommendations for building, 142, 143
 - recruiters, 133
 - relationships, 132, 133
 - and sharing best practices, 85, 133, 142, 214, 229
 - and sports opportunities, 159–161
 - staff members, 139
 - time for building, 134
 - vendors, 133, 135, 136
 - wireless technology. *See* Wireless technology
- Norton, David, 150
- Oracle, 14, 35, 68, 146, 156
- Outsourcing
- and best practices, 155, 157
 - and change management, 47
 - defined, 155
 - examples of, 155, 156
 - keys to success, 157–159
 - methodologies, 33
 - options, 155, 156
 - relationships with providers, 87
 - service level agreements. *See* Service level agreements (SLAs)
- PeopleSoft, 146
- Peregrine, 47
- Performance measurement, 149–152, 154
- Personal digital assistants (PDAs), 16
- Planning
- career path, 78
 - and impact of Internet, 7
 - strategic planning
 - and changing role of CIO, 6–9
 - need for, 75, 76
 - plan attributes, 76
- Policies and procedures, 64–66
- communicating, 76, 77
- Postgress SQL, 14, 68
- PricewaterhouseCoopers, 35, 48, 190
- Procedures. *See* Policies and procedures
- Project management, 29, 30
- best practices, 72, 213, 214
 - importance of, 41, 42
 - project portfolio management, 71–75
 - recommendations for gaining skills, 49
 - skills and experience, CIO survey, 43
 - WWF project framework, 41, 42
- Project manager (PM), 41, 42
- Project portfolio management, 71–73
- CIO survey, 75
 - and role of CIO, 218
 - software, 73–75
 - tools, 73–75
- Qualities of successful CIOs, 8, 9
- Rambus, Mykolas, 40, 43, 90, 141, 154, 161, 194, 212
- Ramos, Nelson H., 100, 154, 209, 224

- Recruiters. *See* Executive recruiting
- Request for information (RFI), 32, 195
and requirements analysis, 34
- Request for proposal (RFP), 32, 195
and requirements analysis, 34
- Requirements analysis, 34
- Return on investment (ROI), 187–189, 218
- Return on value (ROV), 187
- Risk management
acceptance, 202, 203, 209
avoidance, 202, 205
benefits of, 203, 204
and best practices, 205
CIO survey, 204–206, 209
common mistakes, 207–209
defined, 201, 202
financial risk, 194, 195
increased awareness of, 203
and IT governance, 55
legacy systems, 207–209
mitigation, 202, 205–207
project teams, 214
recommendations for gaining skills and
experience, 213, 214
risk assessment, 202
risks taken, 209
and seeking new CIO position, 210–212
transfer, 202, 203, 205
- Robert Half Technology
on communication skills, 97, 98
and IT spending survey, 18, 19
- Roberts, Nora, 97
- Role of CIO
CIO survey on expectations, 220
evolution of, 6
expectations for new CIO, 217–221
leadership
CIOs as business leaders, 85, 86
objectives, 218, 219
- Ross, Jeanne, 54, 55, 60, 78
- Sage Group, 146
- SAP, 146
- Sarbanes–Oxley Act of 2002
and audits, 190, 191
core financial skills, 184
cost of compliance with, 191
internal controls over financial reporting,
190
and risk management, 203, 204
role of CIO, 190
system changes and internal controls, 47
- SAS, 149
- SeaCode, 156
- Seagate Technology, 37
- Security
career prospects, 18
importance of, 17, 18
ISO 17799, 64
- Service level agreements (SLAs), 148, 195. *See*
also Contracts
best practices, 148, 180, 181
internal systems, 180
metrics, 180
negotiations, 95, 181
and outsourcing, 157, 180
terms, 180–182, 184
and vendor management, 147
- Service-oriented architecture (SOA), 14
- Sigurdson, Eric J., 120, 122, 124–126
- Six Sigma
and corporate performance management,
150
cost savings, 37
DMADV. *See* DMADV (define, measure,
analyze, design, verify)
DMAIC. *See* DMAIC (define, measure,
analyze, improve, control)
green belts (GBs) and black belts (BBs), 36,
37
master black belts (MBBs), 37
objective of, 36
origin of, 36
process owners (POs), 37
quality leader (QL), 37
- Software. *See* Applications
- Software Engineering Institute (SEI), 38, 39
- Solaris, 68
- Sporting events
and business outside the office, 159–166
vendor survey, 167–171
- SSA Global, 146
- Standards
benefits of, 66, 67, 71
CIO survey on benefits of implementing,
71
communicating, 76, 77
database standardization, 67–70
International Organization for
Standardization (ISO), 64
technologies, 66
total cost of ownership (TCO), 70, 71
- Stansbury, William, 99
- State Street, 62, 63

- Strategic planning
 - and changing role of CIO, 6–9
 - need for, 75, 76
 - plan attributes, 76
- Sullivan, John R., 40, 99, 154, 161, 184, 224
- Sutherland, Kent, 137
- Swartz, David G., 107, 141, 185, 205, 212, 225
- Sybase, 68
- Symantec, 146
- Technology
 - complexity of and decentralized computing, 6, 7
 - core skills, 11–18, 23
 - failure, impact of, 221
 - pilots, 206, 207, 214
 - policies and procedures, 64–66
 - standards, 66–70
- Technology scorecard, 151
- Telecommunications
 - impact of, 8, 9
 - and networking and wireless technologies, 15, 16
- Telelogic, 47
- Templates, 35
- Thomas, Joe, 93
- Total cost of ownership (TOC), 70, 71, 188, 189, 218
- Tripwire, 47
- Trust
 - establishing, 88
 - expectations, managing, 91, 92
 - and golf, 159
- Turnaround CIOs, 219–221
- USAA, 92, 93
- Vendor management
 - analysis of, 32, 35
 - and best practices, 171
 - building relationships, 171, 172
 - CIO survey, 153, 154
 - gifts, 172
 - growth and market share, 146
 - and legacy systems, 208
 - and networking, 133, 135, 136
 - outsourcing. *See* Outsourcing partnerships, 145–149
 - performance measurement, 149–152, 154
 - recommendations, 34, 172, 173
 - and service level agreements, 147. *See also* Service level agreements (SLAs)
 - sporting events, survey on use of, 167–171
- Veritas, 146
- Voice-over Internet protocol (VOIP), 16
- Von Stein, John W., 21, 43, 99, 141, 154, 183
- Walton, Sam, 137
- Ward, Timothy, 121, 123, 124
- Weill, Peter, 54, 55, 60, 77, 78
- WiMax, 16, 17
- Windows, 68
- Wireless fidelity (WiFi), 16
- Wireless technology, 15–17
- WomenWhoNetwork.com, 163
- Wood, Alan, 41
- World Wide Web (www), 7, 8
- World Wildlife Fund (WWF), 48
 - communications strategy, 76, 77
 - consultancy approach, 85
 - enterprise resource planning (ERP) and change management, 45
 - and team work, 13
 - governance framework, 56, 57, 78
 - phases and processes used, 32–35
 - policies and procedures, 64–66
 - project framework, 41, 42
 - project portfolio management, 72–74
 - standards, 67
 - strategic planning, 75, 76
 - total cost of ownership, use of, 70, 71
 - understanding business and delivering results, 90, 91
 - and VOIP technology, 16