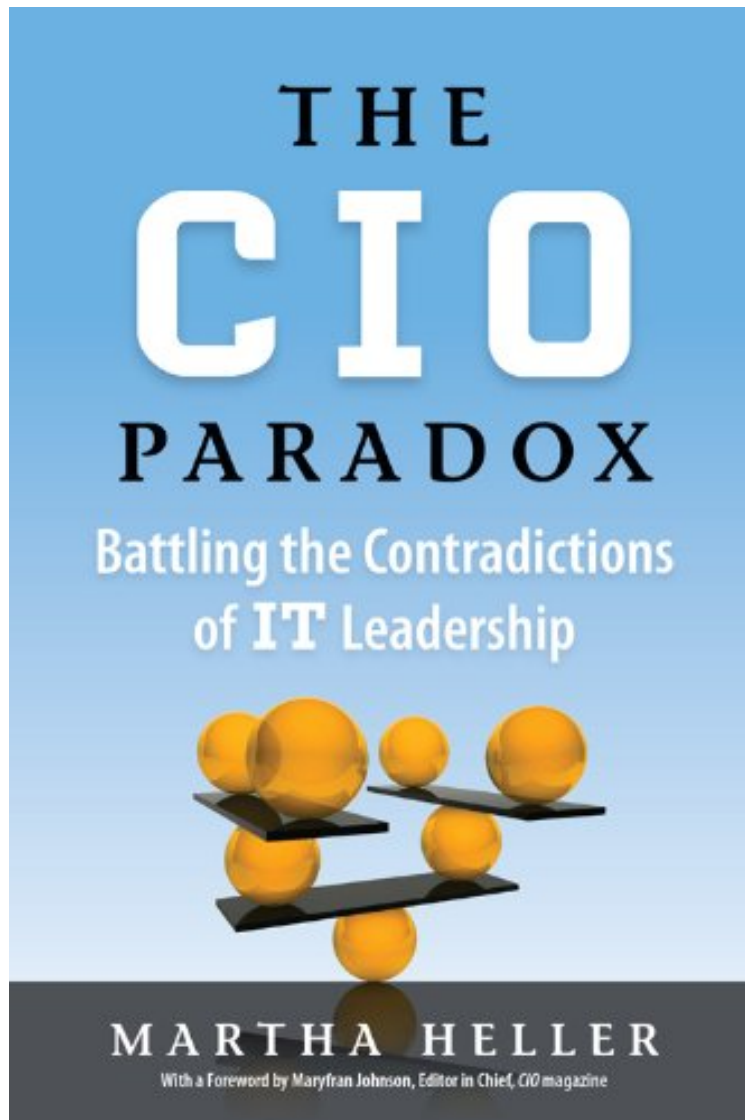


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The CIO Paradox: Battling the Contradictions of IT Leadership

Martha Heller

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Martha Heller : The CIO Paradox: Battling the Contradictions of IT Leadership before purchasing it in order to gauge whether or not it would be worth my time, and all praised The CIO Paradox: Battling the Contradictions of IT Leadership:

2 of 2 people found the following review helpful. Treasure hunt for IT leaders By F. Scholl Disclaimers: I did buy the book from ; I have not met the author; I have no financial interest in this book. I first picked it up several months ago. It did take three months to get through it. My perspective is as an academic teaching future technology and information security leaders. My goal was to understand what those leaders need to know and how we in academia can help prepare them. I was first turned off by the way the book jumps around, with no clear flow. With a second or third

try, I figured out that the book's value is in the many stories and interview with CIO's or former CIO's. Although some of the recommendations contradict each other, that will be the real world of any IT leader. This book has many nuggets of leadership information that you will be able to take away for yourself. I recommend it for any IT manager or director, or security leader. It will not tell you how to do your job, but will give you some thought provoking ideas. The only reason I did not give it 5 stars, is that I'm not sure how current all the material is. Publication date is given as 2013. This field is changing so fast, readers will want to stay even more up to date by participating in peer groups like SIM or others. Happy hunting.0 of 0 people found the following review helpful. Great InsightBy Don LovettThis book is both troubling and exciting. It outlines why it is difficult to be a CIO and gives some solid advice from those who have traveled this path before you. It simultaneously can expand and focus your thinking. By understanding these paradoxes you can begin to unravel what your response to these very real challenges will be.3 of 3 people found the following review helpful. Good bookBy J_FRESHOverall good book dealing with CIO strategy. This book is a collection of interviews from IT executives Martha has interviewed through the years, which does provide some good background on issues but also leaves out critical elements such as what happened after.

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 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 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. The book addresses four vantage points for CIOs to consider as they move toward improvement: their particular Role, their Stakeholders, their Organization, and their particular Industry. When fully understood, these four aspects of IT leadership work in concert to comprise what Heller considers to be a winning formula for excellence.

"A must-read for all CIOs and those aspiring to the role. "The CIO Paradox" is a compendium of our colleagues' most valuable and sometimes painful lessons packaged up and told in a compelling and straightforward manner. Heller has distilled years of CIO experience into a pragmatic guide that not only helps CIOs everywhere to improve their game, but forces them to reflect on where they have been and, more importantly, where they should go next." (Timothy C. McCabe, SVP CIO, Delphi) "In The CIO Paradox, Martha Heller has clearly articulated the many contradictions that permeate the CIO role. But more than that, she includes rich examples of how successful CIOs have managed to break through these contradictions. IT leadership is a balancing act, as Heller demonstrates in this entertaining and insightful book." (Carol Zierhoffer, VP Global CIO, Xerox) "Martha does a great job of capturing the paradox of not just the CIO role, but of Enterprise IT as a whole. In a world that greatly admires technology and over-rewards the start-up, how is the "brand" of the enterprise CIO and the technology teams that support our business so weak? As a CIO that has survived this paradox for more than a decade, I appreciate the insights of The CIO Paradox." (Robert B. Carter, EVP CIO, FedEx Corporation) "In The CIO Paradox, Heller has her finger on the pulse of the major contradictions that plague the CIO role today, including being hired to be strategic, but spending most of our time being operational. Her recommendations on how to overcome major paradoxes offer concise and helpful advice to CIOs on becoming more successful in the role." (Gregory S. Smith, CIO at an international firm, and author of Straight to the Top: Becoming a World-Class CIO) "Martha Heller has unparalleled access to CIOs. She advises them, writes about them, and recruits them. With her terrific book, The CIO Paradox, she lets us in on all that she has learned and the advice she has given. The result is an invaluable resource. Martha demonstrates that for CIOs to be successful in this day and age, they must achieve balance in their skills, plans, and methods to eliminate blind spots and to achieve sustainable success for their departments and for their companies." (Peter High, President, Metis Strategy, LLC and author of World Class IT: Why Businesses Succeed When IT Triumphs) "What makes The CIO Paradox a compelling read is the understanding Martha has of the vast challenges today's CIOs are faced with. Throughout the book you have those "aha!" moments that energize any reader who works in or supports the IT profession. The organized, blunt fashion in which she states the paradox, while injecting the perfect amount of humor, is terrific, as are her conclusions. This is not a book about IT that will bore you!" (Pamela J. Stenson, Senior Vice President General Manager, CIO Executive Council) "A must-read for all CIOs and those aspiring to the role. The CIO Paradox is a compendium of our colleagues' most valuable and sometimes painful lessons packaged up and told in a compelling and straightforward manner. Heller has distilled years of CIO experience into a pragmatic guide that not only helps CIOs everywhere to improve their game, but forces them to reflect on where they have been and, more importantly, where they should go next." (Timothy C. McCabe, SVP CIO, Delphi)

ldquo;Martha Heller has captured the essence of the exhilaration and the stress that come with being a CIO in the 21st century. In *The CIO Paradox*, she has articulated the complex and critical set of issues that confront CIOs every day, in every enterprise, in a witty and constructive way. Having lived the CIO role over four different decades, I was able to relate to her paradoxes and her conclusions: nbsp;that to be successful in this young and great profession you must move from being an "either, or" manager to an "and, and" leader. It will be exciting to see more and more of our next generation leaders break through these paradoxes.rdquo; (Charlie Feld, Founder, The Feld Group Institute, and author of *Blind Spot IT: A Leader's Guide To IT-Enabled Business Transformation*)

About the Author Martha Heller is president of Heller Search Associates, a Boston-based executive search firm that specializes in IT leadership positions. Prior to founding Heller Search, Martha was Managing Director of the IT Leadership Practice at ZRG Partners, a global executive search firm. Before establishing her career in executive search, Martha was Founder and Managing Director of CIO magazines' CIO Executive Council, a professional organization for CIOs. She continues to engage with CIO audiences through her monthly column in CIO magazine, as author of CIO.com's Movers Shakers blog, and as author of *You and Your CIO*, a blog on CFO.com. Martha has presented on the CIO career'rdquo; at CIO events, the CIO Executive Summit, MIT's emerging technology conference, SIM, the United Nations Forum on Women and Technology, and numerous academic executive programs. Martha is also on the judging panel for CIO's prestigious CIO 100 award. Martha received her B.A. in English from Hamilton College and her M.A. in English from SUNY Stony Brook.

Maryfran Johnson Award-winning IT journalist and editorial executive, Editor-in-Chief of CIO magazine.