



**Academy For Leadership Development for Aspiring CIOs**  
**September 22-23, 2009**  
**Sofitel, London Heathrow Airport, UK**

Acquire new skills and insights at this professional development course and prepare to advance your career. Interact with senior Gartner experts who work with CIOs every day. Designed specifically for the aspiring CIO, you will build upon established operational skills and prove your value as a strategic thinker, enhancing your visibility and credibility. Academy attendees gain a new understanding of the business and executive management forces driving the evolution of the CIO role. At the IT Executive Development Academy for Aspiring CIOs, you have the opportunity to meet other IT professionals who share common goals. Build your peer network and learn from their successes as you prepare for the next level of your professional career.

**Tuesday, September 22**

10:00 AM – 10:30 AM

**Welcome & Introductions**

*Mary Mesaglio*  
*Research Director*  
*Gartner CIO Research*  
*And*

*Roger Kemp*  
*Group Vice President – EMEA*  
*Gartner Executive Programs*

New York Suite  
 Sofitel Heathrow

10:30 AM – 11:15 AM

**The Future of Leadership and the IT Organization**

*Mark Raskino*  
*Vice President & Gartner Fellow*  
*And*

*John Mahoney*  
*Vice President & Distinguished Analyst*

New York Suite  
 Sofitel Heathrow

Globalization, hyper-connected enterprises, far-flung networks of people -- all converge to raise the bar for global business leadership. Especially in tough times, advanced leadership, management and coordination are crucial. What does leadership mean when boundaries are porous, influencers are outside direct control, people reach across continents and trust in leaders is in doubt? The role of CIO tomorrow will be unlike the role of CIO yesterday. Initiative, insight and advanced leadership will set the tone.

- Learn why a leadership crisis is upon us, and

- which people and businesses will be affected.
- Understand the basic principles of advanced leadership and how you can apply them to best effect.
- Develop a road map to enhance your capabilities in preparation for taking on a wider leadership role.

11:15 AM – 11:45 AM

**Break**

11:45 AM - 12:30 PM

**What Does Good IT Governance Look Like?**

*John Mahoney*  
*Vice President & Distinguished Analyst*  
*And*  
*Lars Mieritz*  
*Research Vice President*

New York Suite  
 Sofitel Heathrow

CIOs continue to look for ways to make IT governance more effective, raise the profile of IT and clarify IT management's role and contribution to the enterprise. Gartner takes a new approach to defining, implementing and tailoring IT governance in your enterprise.

- How can IT governance be described pragmatically in terms of its scope and application?
- What is the best IT governance strategy for your organization?
- What are best practices for implementing IT governance effectively?

12:30 PM – 1:30 PM

**Lunch**

1:30 PM – 3:00 PM

**Scenario Exercise**

New York Suite  
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3:00 PM – 3:30 PM

**Break**

3:30 PM – 4:15 PM

**The Inability to Execute on Strategy**

*Mary Mesaglio*  
*Research Director*  
*And*  
*Dave Aron*  
*Research Vice President*

New York Suite  
 Sofitel Heathrow

Business experts such as Robert Kaplan and David Norton estimate that as many as 9 out of 10 companies fail to execute on their strategies. The problem lies in the fact that different areas of the business interpret the strategy in the context of their particular goals and objectives, and formulate execution strategies that collide with one another. Gartner proposes that enterprises take a unified approach to strategy execution and presents a methodology for doing so.

- What is fractured execution, and why is it a problem?
- How can an outside-in approach to strategy solve

- the problem?
- How do you get started, and what tools and techniques are available?

4:15 PM – 5:15 PM	<b>Peer Exercise</b>	
5:15 PM – 6:00 PM	<b>Wrap Up for Day 1</b>	
6:30 PM – 7:30 PM	<b>Reception</b>	Zen Garden Sofitel, Heathrow
7:30 PM	<b>Dinner</b>	New York Suite Sofitel, Heathrow

**Wednesday, September 23**

7:30 AM – 8:30 AM	<b>Breakfast</b>	
8:30 AM – 8:45 AM	<b>Day 2 Opening Remarks</b>	New York Suite Sofitel Heathrow
8:45 AM – 9:30 AM	<b>Creating a World-Class Business and IT Integrated Strategy</b> <i>Dave Aron</i> <i>Research Vice President</i> <i>And</i> <i>Mary Mesaglio</i> <i>Research Director</i>	New York Suite Sofitel Heathrow

Business and IT leaders often justify the lack of a formal planning process as a need for speed; formal planning processes, in their mind, just slow things down. Their basic business strategies may only change infrequently ('why keep documenting something that we all understand and doesn't change?'). While this approach may lead to some effective outcomes, it usually fails to harness all the creative energies, resources and perspectives available in the enterprise. An integrated IT and business strategy ensures that the links between the business goals, proposed IT investments and business value are clear. And it exposes the capability gaps that IT needs to address to execute.

- Why do enterprises need to integrate IT and business strategies and plans?
- What does a world-class integrated strategy look like?
- What best practices can help you avoid the pitfalls of planning?

9:30 AM – 11:00 AM	<b>Peer Exercise</b>	New York Suite Sofitel Heathrow
11:00 AM – 11:30 AM	<b>Break</b>	

11:30 AM – 12:15 PM	<p><b>Getting It Done – Measuring your Contribution</b>  <i>Lars Mieritz</i>  <i>Research Vice President</i>  <i>And</i>  <i>Mary Mesaglio</i>  <i>Research Director</i></p>	New York Suite Sofitel Heathrow
	<p>Gartner research shows that information technology has become the single biggest source of productivity improvements in our economy, yet many business executives view the IT organization as a cost center that should be restricted. This is because at a company level, IT costs are very visible, while IT benefits are not. To overcome this paradox, IT must link the work it does more clearly with business outcomes. This starts with effective performance management, using the Gartner Business Value Model to link IT's work with business value.</p>	
	<ul style="list-style-type: none"> <li>• How can IT measure itself according to business value?</li> <li>• What does a rationalized, balanced set of performance metrics look like?</li> <li>• How should you ensure these metrics facilitate rather than inhibit strategy execution?</li> </ul>	
12:15 PM – 1:30 PM	<b>Lunch</b>	
1:30 PM – 3:00 PM	<b>Scenario Exercise</b>	New York Suite Sofitel Heathrow
3:00 PM – 3:30 PM	<b>Scenario Key Learnings</b>	New York Suite Sofitel Heathrow
3:30 PM – 4:30 PM	<p><b>What CXOs Need and Want from IT</b>  <i>Mark Raskino</i>  <i>Vice President &amp; Gartner Fellow</i>  <i>And</i>  <i>Dave Aron</i>  <i>Research Vice President</i></p>	New York Suite Sofitel Heathrow
	<p>Many IT Leaders misread CXO beliefs and expectations of IT. This facilitated discussion will explore the common disconnects between IT and business leaders, giving participants a compelling, more accurate view of where IT can truly impact business value and what it must overcome to do so.</p>	
4:30 PM – 5:00 PM	<b>Wrap Ups</b>	
5:00 PM	<b>Academy for Leadership Development for Aspiring CIOs Adjourns</b>	