

# CIO Academy

2 – 5 June 2009

## Curriculum

*As of 29 May – subject to change and update*

### **Tuesday 2 June 2009: Strategic Perspectives**

1215 - 1245	Registration
1245 – 1345	Lunch
1345 – 1430	<b>Welcome and Introduction</b>
1430 – 1545	<b>The CEO and CFO Views of the CIO and IT</b> <i>Michael Earl</i> <i>Pro-Vice-Chancellor (Development and External Affairs) University of Oxford; Emeritus Professor of Information Management</i>  <i>Dave Aron</i> <i>Vice President, CIO Research, Gartner</i>  Many CEOs and CFOs see their CIOs as effective operational leaders, but not full business leaders. There is evidence that many CIOs have less influence at the top than other CxOs. These enterprises are losing out on the CIO contribution – enterprises with CIOs who do contribute at the top tend to thrive. In this session we will present the common C-Suite perspectives on IT and give advice on how CIOs can better understand and engage their CEO and CFO.
1545 – 1615	Tea/Coffee
1615 – 1800	<b>Strategic Shock Absorbers</b> <i>Jeff Sampler</i> <i>Fellow in Management of Technology and Strategy</i> <i>Saïd Business School, University of Oxford</i>  As businesses seek growth and yet face turbulent times, how should strategy-making proceed? Are there new paradigms and how do these incorporate the application of IT? This session draws on research in rapid growth companies
1800-1830	Pre dinner drinks
1830	Dinner
1930 - 2045	<b>Machiavelli's Guide to IT: If Niccolò Were a CIO</b> <i>Tina Nunno</i> <i>Vice President, CIO Research, Gartner</i>  Sometimes, effectively leading and managing an IT organisation calls for extreme measures. CIOs often find themselves in difficult and

combative situations that are difficult to navigate successfully using traditional techniques. This session will focus on how the controversial wisdom of Machiavelli can be applied in the most-stressful IT leadership situations that CIOs face.

## **Wednesday 3 June 2009: Executing Strategy**

0745 – 0830

Breakfast

0830 – 1000

### **Building an Outside-In IT Strategy**

*Dave Aron*

IT Strategy sets the direction for what the IT organization will deliver. Many IT strategies focus too heavily on the supply-side considerations such as infrastructure, applications and sourcing, and are less clear on the demand-side – how IT will make our business win. This session will discuss what a world class IT strategy looks like, and how to create one, through interactive classroom discussion.

1000 – 1030

Tea/Coffee

1030 – 1230

### **Governance and Organization Structure**

*Roger Kemp*

*Group Vice President, Gartner Executive Programs*

*Dave Aron*

*Vice President CIO Research, Gartner*

Governance and structure are control mechanisms work in concert to drive behaviours of the IT organization. In this session, participants will collaborate in a series of activities to explore how to use aspects of these control mechanisms to encourage desirable behaviors,

1230 – 1330

Photograph and Lunch

1330 – 1430

### **Scenario Planning**

*Liz Padmore*

*Associate Fellow – Futures, Oxford Institute for Science, Innovation and Society, Saïd Business School, University of Oxford*

Strategic planning exercises often fail to analyse or predict key changes on the horizon. In this session we examine the use of scenarios in exploring business futures and the impact of IT. Our key learning objectives will be a basic understanding of the what, why and how of scenarios.

1430 – 1500

Tea/Coffee

1500 – 1630

### **Scenario Planning (continued – including an exercise)**

1630 – 1800

### **Focus on Value**

*Mark McDonald*

*Head of Executive Programs Research Worldwide, Gartner*

All returns from business investments are business returns and must be communicated in terms of business performance. IT can be the enabler of improved business performance and of increased enterprise differentiation and competitiveness, but successfully communicating return on investment to business executives can be a challenge. In this session participants will work in groups to evaluate suggested good practice methods and to share their own

experiences of communicating the business value of varying forms of IT investment.

1830 – 1900 Pre Dinner drinks

1900 – 2000 Dinner

2000 – 2130  
(coffee available)

**The Global Financial Crisis – is there a global solution?**

*Ngairé Woods*

*University Lecturer in Politics and International Relations, Director of the Global Economic Governance Programme, University College*

In the wake of the G20 Leaders' summit in London, a new global strategy for managing the crisis has been launched. Is it enough?

## **Thursday 4 June 2009: CIO Leadership**

0745 – 0830 Breakfast

0830 – 1030 **Success Strategies for CIOs**

*Michael Earl*

As the CIO role continues to evolve, this session examines what it takes to be successful as the demands change. Using a number of mini-case studies, we will illustrate the challenges for today's CIO and suggest proven success strategies for coping with these challenges.

1030 – 1100 Tea/Coffee

1100 – 1230 **Leaders and Leadership**

*David Pendleton, Associate Fellow, Saïd Business School, University of Oxford*

As CIO's increasingly are being asked to be business leaders as well as functional leaders, the essential components of leadership will be examined, building on the previous session. Then by deploying a psychometric leadership tool, participants will be encouraged to consider what their strengths are and how to work with their leadership teams appropriately.

1230 – 1330 Lunch

1330 – 1530 **Leaders and Leadership (continued)**

*David Pendleton*

1530 - 1600 Tea/Coffee

1600 – 1750 **IT Organization and Sourcing Strategies**

*David Feeny, Professor of Information Management, Saïd Business School, University of Oxford*

Organizations still hold widely varying views on whether/when/how to outsource IT activity to external providers. In this session David describes case studies of outsourcing, with particular emphasis on those where the client company was seeking to achieve increased business innovation through its use of an external provider.

1815 **Coach arrival for tour of Oxford**

*Michael Earl*

1900 **Dinner at Pembroke College**

## **Friday 5 June 2009: Building Your Plan**

0745 – 0830 Breakfast

0830 – 0930 External Speaker: Peter Goss, Round-the-world sailor

0930 – 1000 Tea/Coffee

1000 - 1130 **The CIO's Personal Contribution**  
*Mark McDonald/ Jeff Sampler*

Here we discuss the CIO's personal contribution to the success of the business, through their eyes and the eyes of the board. Achieving clarity around this is particularly critical to CIOs in times of disruptive change – economic, societal or technological.

1130 – 1200 **CIO Academy Conclusions**  
*Dave Aron / Jeff Sampler*

1200 Lunch and adjourn