



Gartner Executive Programs

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**CIO Academy**  
**February 14-17, 2012**  
**Miami, FL**

With more than 4,000 members worldwide, Gartner Executive Programs is the world's largest membership organization specifically for CIOs and their Senior IT Executives. Designed to enhance senior-executive productivity and professional development, Gartner Executive Programs provides a single source of research expertise, one-to-one counsel and the shared intelligence of thousands of senior IT executives.

**Tuesday,**  
**February 14, 2012**

5:30 PM – 6:30 PM            **Welcome Cocktail Reception**

6:30 PM – 9:00 PM  
(includes dinner)            **Welcome & Introductions**

**Wednesday,**  
**February 15, 2012**

7:00 AM – 8:00 AM            **Breakfast**

8:00 AM – 9:15 AM            **Academy Roadmap**  
*Rowan Snyder*  
*Executive Partner*  
*Gartner Executive Programs*

9:15 AM – 9:45 AM            **Break**

9:45 AM – 11:45 AM            **Executive Leadership**  
*Graham Waller*  
*Vice President, Executive Partner*  
*Gartner Executive Programs*

This leading edge session outlines seven important principles to establish the foundation of your career and to help shape you into a more effective business executive.

11:45 AM – 12:15 PM            **Class Photograph**

*As of 16 January 2012 – Subject to Change and Update*

12:15 PM – 1:15 PM	<b>Lunch</b>
1:15 PM – 2:30 PM	<p><b>The Business Value of IT</b>  <i>Graham Waller</i>  <i>Vice President, Executive Partner</i>  <i>Gartner Executive Programs</i></p> <p>No enterprise in the 21st century runs for long without capable IT. Whether IT enables current operations or underpins new markets it is essential to success. Yet many CIOs struggle to communicate the value that IT produces for the business. This session describes the ways that leading CIOs measure and communicate the value of IT.</p>
2:30 PM – 4:30 PM	<p><b>Building Your IT Strategy</b>  <i>Jose Ruggero</i>  <i>Group Vice President</i>  <i>Gartner Executive Programs</i></p> <p>IT Strategy outlines what the IT organization will deliver and why. Many IT strategies focus too heavily on infrastructure and applications and are less clear on how IT will make the business win. This session discusses what world class IT strategies and how to create them.</p>
4:30 PM – 5:00 PM	<b>Closing Academy Day 1</b>
6:00 PM – 6:30 PM	<b>Cocktail Reception</b>
6:30 PM	<b>Dinner</b>
<b>Thursday, February 16, 2012</b>	<b>Delivering on the Promise: Executing the Strategy and Managing for Results</b>
7:30 AM – 8:30 AM	<b>Breakfast</b>
8:30 AM – 8:45 AM	<p><b>Introduction to the Day</b>  <i>Rowan Snyder</i>  <i>Executive Partner</i>  <i>Gartner Executive Programs</i></p>
8:45 AM – 10:15 AM	<p><b>Designing the Effective IT Organization</b>  <i>Bill Jenks</i>  <i>Vice President, Executive Partner</i>  <i>Gartner Executive Programs</i></p> <p>Reorganizations are costly events, not in terms of capital but in terms of lost productivity and decreased morale. They happen much too frequently, and mostly for the wrong reasons. This workshop leads you in an evaluation of how to know when a reorganization should take place, and, if not, what organization improvements you can make. The workshop leads you through a logical design process leading to a business architecture derived functional view of the IT organization and the key roles and core competencies.</p>
10:15 AM – 10:45 AM	<b>Break</b>

10:45 AM - 11:45 AM

### **Implementing Lean IT**

*Mark McDonald*  
*Group Vice President, Gartner Fellow*  
*Gartner Executive Programs*

Rooted in Japanese manufacturing, Lean is a systematic approach to eliminating waste and adding customer value. Lean is gaining currency with CIOs as a powerful way to create a continuously improving enterprise. For CIOs committed to process improvement, with a target process identified, Focused Lean is a low-risk starting point for providing short-term business value. For CIOs committed to long-term creation of a resilient organization and sustained performance improvement, Transformational Lean offers a proven path.

11:45 AM – 12:45 PM

### **Lunch**

12:45 PM – 2:00 PM

### **Taking Your PMO to the Next Stage**

*Heather Colella*  
*Research Director*  
*Gartner Research*

Project management offices (PMOs) evolve through the project, program and portfolio management stages as they mature to meet business needs. A project management office can reduce the risk of project schedule slippage, cost overruns and scope creep by focusing on a standard project management process, basic tools and project manager development. A program management office can improve resource management across business and IT projects and programs by combining related business and IS projects into programs, as well as by implementing governance, communications programs and collaboration tools.

2:00 PM – 2:30 PM

### **Break**

2:30 PM – 3:30 PM

### **Managing IT Risk**

*Rowan Snyder*  
*Executive Partner*  
*Gartner Executive Programs*

Risk management matters more than ever. Ten years ago IT risk was a back office problem at worst. Now it's a matter for public and regulatory concern, and the damage to the enterprise from uncontrolled IT risk can be crippling. Risk management accounts for a surprisingly large, and growing, portion of IT budget. The course helps you frame the changes in the nature of IT risk, shows the proven habits that effective CIOs use to get those risks under control.

3:30 PM – 4:45 PM

### **Creating Effective IT Governance**

*Mark McDonald*  
*Group Vice President, Gartner Fellow*  
*Gartner Executive Programs*

Enterprises that purposefully design IT governance make better IT-related decisions. Find out the keys to solid business and IT governance and why they are growing in importance. Learn how to develop a rights and accountability framework that will encourage desirable behavior.

4:45 PM – 5:00 PM	<b>Closing Academy Day 2</b>
5:45 PM – 6:15 PM	<b>Cocktail Reception</b>
6:15 PM	<b>Dinner</b>
<b>Friday, February 17, 2012</b>	<b>Telling the Story: Communicating the Score</b>
7:00 AM – 8:00 AM	<b>Breakfast</b>
8:00 AM – 8:15 AM	<b>Introduction to the Day</b> <i>Rowan Snyder</i> <i>Executive Partner</i> <i>Gartner Executive Programs</i>
8:15 AM – 9:15 AM	<b>Best Practices in Executive Communications</b> <i>Jose Ruggero</i> <i>Group Vice President</i> <i>Gartner Executive Programs</i>  Having excellent IT practices and sound results is often not enough to guarantee a positive perception by senior leadership. Often, their perceptions of IT are shaped not only by how the IT organization delivers on expectations, but also on how the CIO communicates results, problems and opportunities. This session will focus on best practices in executive communications with your peers to the Board.
9:15 AM – 10:00 AM	<b>Building the IT Brand</b> <i>Patrick Meehan</i> <i>VP and Research Director</i> <i>Gartner Research</i>  The business's attitude toward IT matters now more than ever. CIOs can either take charge of the conversation about IT, or become a victim of it. Establishing a strong IT brand - making and keeping an IT value promise - will make IT shine in its expected back-office services and maximize IT's impact on adjacent front-office markets and ultimately on the enterprise brand.
10:00 AM – 10:15 AM	<b>Break</b>
10:15 AM – 11:00 AM	<b>Creating Your Balanced Scorecard</b> <i>Heather Colella</i> <i>Research Director</i> <i>Gartner Research</i>  How will you measure and report the contribution of IT to the business. This section connects the dots to show how you can develop a balanced score card that reports IT's performance across the four business dimensions. It becomes the basis for your "elevator pitch" to communicate what you are trying to achieve and where things stand.
11:00 AM – 11:45 AM	<b>Closing Academy Day 3</b> As we close the course you will build on your self-assessment to develop an individual action plan that puts the academy into practice for you.
11:45 AM – 12:45 PM	<b>Lunch</b>
12:45 PM	<b>CIO Academy Adjourns</b>