



**CIO Academy
September 14 – 17, 2009
Palisades, NY**

With more than 3,600 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.

Monday, September 14, 2009

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

6:30 PM - 9:00 PM
(includes dinner) **Welcome & Introductions**
Jose Ruggero
Group Vice President
Gartner Executive Programs

Tuesday, September 15, 2009: Dynamics of the CIO Role

6:30 AM - 8:00 AM **Breakfast**

8:00 AM - 8:30 AM **Academy Roadmap**
Heather Colella
Research Director
Gartner CIO Research

Coming out of CIO Academy, CIOs need to know three things: What is their role and why are they in it; who is going to help them get the job done; who will care and why? This session will outline how CIO Academy addresses these three questions, and provides a forum for attendees to voice specific concerns in understanding how CIO Academy will prepare them for the road ahead.

8:30 AM - 9:45 AM **Value Dialogues: Business Performance is the Value of IT**
Richard Hunter
Group Vice President & Gartner Fellow
Gartner CIO Research

No enterprise in the 21st century runs for long without capable IT. Whether IT enables current operations or contributes to enterprise competitiveness, it is essential to success. But



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businesses produce returns on investment, not IT, and 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 in terms of its impact on business performance.

9:45 AM - 10:15 AM

Break

10:15 AM - 11:45 AM

Strengthening the Core of IT

Heather Colella

Research Director

Gartner CIO Research

IT is at the heart of every organization and everyone faces the need to meet and exceed business expectations while achieving success through growth and innovation. To achieve success, the IT leadership team must develop and evolve a strong IT core. The core of IT is its technology, processes and people. A clear path for evolution exists and the CIO shifts attention to the different aspects of these three components as the core evolves. This session will address the following questions:

- What is the core of IT?
- How can the core be strengthened?
- Why does having a strong core enable “The Team” and what does it allow CIOs to do for the business?

11:45 AM - 1:00 PM

Lunch

1:00 PM - 2:15 PM

Building An Outside-In IT Strategy

Mark McDonald

Group Vice President, Global Head of Research

Gartner Executive Programs

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.

2:15 PM - 2:30 PM

Break

2:30 PM - 3:45 PM

Putting People First Pays

Diane Berry

Managing Vice President

Gartner CIO Research

The non stop demands placed on CIOs rarely gives them enough time to focus on their most important asset – their people. However, an investment in time and resources in your people will often yield the best long-term ROI for the organization. How do you identify where to invest your limited



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time and resources to address your IT workforce management needs? This session will assist you in understanding the areas of strengths and weaknesses of your organization in workforce management, how to prioritize what needs to be done, and how to leverage what is working well through an assessment exercise. During this session you will also be able to interact with your fellow CIOs to learn from each other's experiences and develop an immediate action plan to make people issues your first priority.

3:45 PM - 4:00 PM

Break

4:00 PM - 5:15 PM

Leading Enterprise Change

Richard Hunter

Group Vice President & Gartner Fellow

Gartner CIO Research

Being competitive requires thriving in an environment of constant change and learning. With the focus on business processes to drive growth and innovation, this introduces change across the enterprise. This change has to be carefully managed not just within IS, but across the whole enterprise, if it is to be successful. This presentation examines the approaches and proven practices for successful enterprise change management and the critical success factors for being a successful change leader.

At the conclusion of this session, you will be able to understand the key issues, and the proven practices that other CIOs have developed for working with senior business executives to effectively manage enterprise-wide change.

5:15 PM - 5:30 PM

Wrap Up Day 1

Heather Colella

Research Director

Gartner CIO Research

6:30 PM

Reception

7:00 PM

Dinner

Wednesday, September 16, 2009: The CIO and the Organization: Organizational Structures, Tools and Techniques to Get Your Job Done

6:30 AM - 8:00 AM

Breakfast



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8:00 AM - 8:15 AM

Day 2 Opening

Heather Colella
Research Director
Gartner CIO Research

8:15 AM - 9:30 AM

Creating Effective IT Governance

Mark McDonald
Group Vice President & Global Head of Research
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.

9:30 AM – 9:45 AM

Break

9:45 AM – 10:45 AM

IT Governance – Activity

Mark McDonald
Group Vice President, Global Head of Research
Gartner Executive Programs

Apply best practices and lessons learned to your specific context.

10:45 AM - 11:00 AM

Break

11:00 AM - 12:15 PM

Taking Your PMO to the Next Stage

Heather Colella
Research Director
Gartner CIO Research

Project management offices (PMOs) evolve through the project, program and portfolio management stages as they mature to meet ever-increasing 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.

12:15 PM - 1:30 PM

Lunch



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1:30 PM – 2:45 PM

Moving Leadership Beyond the Here and Now

Diane Berry
Managing Vice President
Gartner CIO Research

The needs of the enterprise have changed the role of IT and placed new demands on IT leadership. The leaders of today must be drivers of change, strategic planners, business partners and truly leaders of “people.” This session will provide direction on how to identify the critical leadership competencies and development activities required for successful IT leaders.

It will also provide guidance on how to answer the following questions and to begin a plan of action to maximize the leadership capability for your organization:

- What critical leadership capabilities are required for achieving organization results?
- What do effective leaders do differently to inspire and motivate their people?
- How do you create an effective leadership team?
- How do you develop and improve your leadership team?

2:45 PM - 3:00 PM

Break

3:00 PM - 4:15 PM

Designing the Effective IT Organization

Tina Nunno
Vice President
Gartner CIO Research

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 the CIO firstly in an evaluation of how to know when a reorganization should take place, and, if not, what organization improvements the CIO can take short of a full blow re-org. Secondly, the workshop leads participants through a logical design process leading to a business architecture derived functional view of the IT organization. Finally, an examination of key roles and their core competencies, and the linking structures housing those roles, completes the exercise.

4:15 PM - 4:30 PM

Break



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4:30 PM – 5:45 PM **Managing Enterprise Risk**
Richard Hunter
Group Vice President & Gartner Fellow
Gartner CIO Research

Risk matters to CIOs 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 IS budget. But many CIOs wonder if any amount of budget is enough to manage risk effectively. Recent joint research by Gartner and MIT's Center for Information Systems shows that CIOs who manage risk effectively do certain things very consistently. In particular, they spend a very little bit more, and they get a whole lot more in return. This presentation discusses changes in the nature of IT risk, and the means used by effective CIOs to get those risks under control.

5:45 PM - 6:00 PM **Wrap Up Day 2**
Heather Colella
Research Director
Gartner CIO Research

7:00 PM **Reception**

7:30 PM **Dinner**

Thursday, September 17, 2009: Delivering Value and Communicating Success

6:30 AM - 8:00 AM **Breakfast**

8:00 AM - 8:15 AM **Day 3 Opening**
Heather Colella
Research Director
Gartner CIO Research

8:15 AM - 9:30 AM **Putting the "I" Back in CIO**
Mark McDonald
Group Vice President & Global Head of Research
Gartner Executive Programs

Growth is the goal of almost every enterprise. However, sustained growth is extremely hard. Growth comes from translating customer and market needs into new products and services that capture market attention. The connection between these needs and products or services forms the "information value chain," and



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the CIO and IS organization have a clear role to play in developing it. The information value chain is not explicit at most companies. When it is, companies are able to create breakthroughs in products, services and performance. Strengthening the information value chain involves focusing on four success factors: developing new competencies, processes and tools, and a closer partnership between IS and business executives. A number of tools can strengthen your information value chain. They can help you understand your current capabilities and develop a strategy for using information to drive growth.

9:30 AM - 10:00 AM

Break

10:00 AM - 11:30 AM

Best Practices in Executive Communications

Tina Nunno

Vice President

Gartner CIO Research

Perception is reality in many cases. Having excellent IT practices and sound results is often not enough to guarantee that you and your IT organization will be perceived positively by senior leadership. Senior executives have different priorities and expectations of IT. Often, their perceptions of IT are shaped not only by how the IT organization delivers on those expectations, but also on how the CIO communicates results, problems and opportunities. This session will focus on CIO best practices in executive communications when dealing with senior executives such as the CEO, CFO, business unit leaders and the Board of Directors.

11:30 AM - 11:45 AM

Break

11:45 AM - 12:30 PM

Closing Comments

Heather Colella

Research Director

Gartner CIO Research

12:30 PM - 1:30 PM

Lunch

1:30 PM

CIO Academy Adjourns