



Raising the Bar for Business, Impact and Leadership

When CIOs work together, great things happen



March 21 – 23, 2010

JW Marriott Desert Ridge Resort

Phoenix, AZ

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Gartner



March, 2010 will be a pivotal time for CIOs, the threshold for unprecedented technological change and business opportunity. As new economic, strategic and technical realities emerge, CIOs must be alert to the real meaning of the “new normal”—and take actions that fully demonstrate both the immediate and future value of IT.

Our decision to schedule the Forum for the end of March was a deliberate one—offering you a valuable opportunity to evaluate first-quarter results and make revisions to your plans that will enhance IT performance for the rest of the year and beyond.

That’s an ambitious agenda no CIO can tackle alone. At the Forum, you’ll join forces with CIOs and achievers for two-and-a-half intensive days of high-level dialogue and consultation. You’ll sit down with a select group of your CIO peers in an atmosphere of collaboration, exploration and mutual respect. And you’ll emerge with powerful new approaches to leadership that will help you grow and thrive in your role as an effective leader.

Now more than ever, the knowledge you acquire at CIO Leadership Forum will have a profound effect on your personal decision making and your organization’s success as a whole. In fact, being part of this extraordinary event could very well be the best investment you make this year.

We look forward to seeing you in Phoenix.

Sincerely,

Mark McDonald
Group Vice President
Gartner Executive Programs
Forum Co-Chair

Diane Morello
Managing Vice President
Gartner Research
Forum Co-Chair

Half of CIOs believe that IT will not return to the way it was before the global recession

There is no going back to business as usual, which makes moving forward all the more challenging and precarious. CIOs want to increase their business relevance, necessitating changing expectations, skills and practices and metrics and performance measures.

Now is the time when one size fits no one—making CIO Leadership Forum and its focus on issues in the context of personal leadership all the more important. Using interactive sessions that concentrate on key issues and challenges, we will address central issues facing CIOs and IT, including:

- How to deliver on expanding commitments with declining resources
- Which metrics best prove the business value and relevance of IT
- How to identify and act on enterprise growth opportunities
- Which technologies and approaches will drive sustained growth and innovation
- How to anticipate changes in the global economic climate
- How to meet the challenges of competing in a world of growing transparency
- How to effectively lead others in an atmosphere of transition and uncertainty
- How to strengthen your influence in strategy and executive decisions
- How to leverage the upturn to reshape career goals and outcomes

These issues will impact different industries in different ways, making your specific business context and organizational objectives central to any decision you make or action you take. The Forum defines and strengthens that context by creating an environment in which you can learn from your peers and engage with thought leaders.

The objectives

- Create an environment for CIOs on a **peer-exclusive** basis.
- Deliver a platform to stimulate **creative and innovative** thinking.
- Enable CIOs to share **collective wisdom** and establish future excellence.
- Investigate methodologies, frameworks and approaches for **professional and personal growth**.
- Assist in building **long-term relationships** with other practitioners and partners.
- Stay ahead of **technology developments, trends and impacts**.
- Develop **practical, outcome-oriented** solutions and approaches to clarify the vision.

The audience

The CIO Forum is built to address specific issues and priorities for CIOs of major organizations from both private and public institutions. The Forum will bring together CIOs from across the Americas for focused peer-to-peer exchange sessions and to create an environment of open dialogue and interaction.

Top 5 reasons to attend

The role of a CIO has never been as complex as it is today. Economic change will not come to all places at the same time, accelerating the pace and risk of change. The decisions and adjustments you make in March will determine your value potential for 2010. At CIO Leadership Forum, you'll learn how to use strategic insights to achieve measurable results in a unique, interactive format designed exclusively for CIOs.

1. **Executive engagement and networking.** CIO Leadership Forum is for CIOs, and only CIOs—a requirement that ensures each of our attendees a stimulating conference experience. You and your fellow CIOs will be on the same wavelength when it comes to challenges and opportunities; leaders learning from leaders in an intimate setting of peers.
2. **A closer look at new realities.** Learn how to leverage the business opportunities presented by emerging technologies such as cloud, SaaS and social media—and get the tools you need to prove the value of every IT investment to your C-level peers.
3. **Personal Gartner analyst consultations.** Through private one-on-one meetings with our analysts—many of whom are former CIOs themselves—you can hear firsthand the pragmatic advice and recommendations that Gartner is known for; an invaluable “reality check” for your organization’s programs and projects.
4. **Hands-on problem solving.** At CIO Leadership Forum, you’ll do much more than listen. We have more than 20 working sessions concentrating on top-of-mind issues for CIOs.
5. **A clear view of the future.** In an era of unprecedented transition and change, what’s coming next can be difficult to predict. Through research-based predictions and analysis, this conference helps you identify emerging expectations and requirements and maps out a navigable path for the future.

Business Impact Workshops

Dig deeper into the topics of special interest to you in these popular interactive sessions. Each workshop is composed of a 30-minute Gartner analyst presentation followed by a full hour of attendee interaction, discussion and debate.



Keith Ferrazzi
 Author, *Who's Got Your Back?*
 CEO, Ferrazzi
 Greenlight, Inc.

Guest Keynote: Keith Ferrazzi

In this must-attend session, renowned author Keith Ferrazzi will help you succeed with your most vital asset: the people you work with. In a time of organizational uncertainty and disruption, it is more important than ever for CIOs to strengthen relationships and the deep community bonds with executives, peers and employees so they can support change and growth in the enterprise—and translate to bottom-line impact. You'll leave this session with vital lessons, from enhancing productivity, innovation and growth among your teams, to creating recession-proof relationships with your business counterparts.



Mark McDonald
 Group Vice President
 Gartner Executive
 Programs

Leading in Times of Transition— Raising the Bar in 2010

These are times of transition. The economy is transitioning from recession to recovery. Enterprises are transitioning their strategies from cost-cutting efficiency to value-creating productivity. Technologies are transitioning from heavy owner-operated solutions to lighter-weight services. CIOs are in transition, too: They must lead the IT transition from a commodity-based focus on managing resources to a value-based approach to managing results.

The keynote session will set the overall context for CIO Leadership Forum by addressing the key issues CIOs are facing:

- How will economic, strategic and technology transitions in 2010 influence CIO actions today and CIO decisions for the future?
- How are these and other forces changing CIO priorities, strategies and the organizational role of IT?

Agenda Builder

Make the most of your CIO Leadership Forum experience by preselecting the sessions that best match your specific interests and needs.

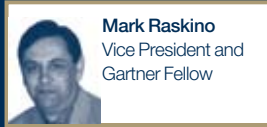
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The value of Gartner research

Gartner is known throughout the world for objective insight and information on virtually every area of IT—all drawn from a critical fact base not available from any other source. Our rigorous research process and proven methodologies provide a solid foundation for unbiased, pragmatic and actionable insight and advice that support key business initiatives.

Meet the Gartner analysts

For over 25 years, Gartner analysts have been the source of trusted advice for many of the world's largest and most successful organizations. Drawing constantly from real-life challenges and solutions experienced by 60,000 clients, Gartner analysts offer unrivaled experience and expertise of special value to the CIO community.



SUNDAY WORKSHOPS

Assessing and Enhancing Your Enterprisewide IT Maturity Level

Are you in sync with senior executives' expectations, communication and alignment? Use the Gartner enterprisewide IT maturity model to map intended business outcomes to CIO focal points and IT organization attributes. What you can expect from this workshop:

- Know what your enterprise expects from information technology—what business outcomes and where the CIO should concentrate.
- Assess your enterprisewide IT maturity level and the management practices that characterize it.
- Compare expectations and realities around maturity levels and related management practices.
- Set a baseline of understanding to help navigate the remainder of the events and activities.

The IT Benchmark: Making Data-Driven Decisions for Change

Gain a solid understanding of the symptoms and critical events that signal when benchmarking is an indispensable tool to make decisions. What you can expect from this workshop:

- Understand how IT benchmarking can be used as a change agent to drive increased business value and financial visibility.
- Develop useful examples of benchmarking metrics that can be used to compare efficiency and effectiveness and to balance IT service supply, demand and price.
- Get a grip on whether, when, why and what you should benchmark.

TRACK 1: DELIVER RESULTS NOW

March is the time to assess where you stand and take the actions required to deliver results now. The first quarter is “on the books” so you know more about how 2010 will shape up, the resources you have and the operational risks you face in an environment of economic uncertainty. In this track, you’ll learn how to assess your current situation, project your 2010 results and make the decisions required to accelerate success and lay the foundation for 2011 and beyond.

Track Note: Deliver Results Now—Business Leader Imperatives 2010 and the CIO Implications

After the recession storm, CEOs and their senior executive colleagues are beginning to explore the changed economic landscape and define new business strategies. CIOs will have a role to play in the changed environment. This track-note session will address the following questions:

- What are the biggest issues CEOs face in 2010 and how will they respond to them?
- What are the top business priorities and how might technology play into those?
- How do CEOs perceive the future role and value of IT after the great “economic reset”?
- How can CIOs anticipate the emerging demands of business leaders and prepare before the demands are made explicit?

WORKSHOPS

Real-World Security and Information Risk Management: The Link to Corporate Performance

Aligning IT risk and security activities to

business strategy and corporate performance provides business leaders the risk insight they will need to make sound business decisions. Articulating the relationship of IT risk to corporate performance is the CIO's job. What you will gain from this workshop:

- Identify key performance indicators in the business and a set of correlated and relevant key risk indicators.
- Define what directors, senior executives and business owners expect from risk management and security.
- Create a framework that maps stakeholders' real-world concerns to your chief messages about information and security risk management.

Dealing With a C-Suite Under Stress

Faced with deep recession, changing market dynamics and often, declining revenues, C-level executives are under severe stress, creating both challenges and opportunities for CIOs. What you can expect from this workshop:

- Identify the issues, behaviors and pressures that produce C-level executive stress.
- Understand your own stress points and how they affect others around you.
- Learn how to defuse IT-related stress catalysts.
- Adapt your responses and tactics to your situations, contexts and politics.

Shifting Your Focus From Lagging Indicators to Leading Indicators

Companies that use leading indicators earn almost a 3% higher return on assets and more than a 5% higher return on equity. This workshop will provide you with:

- A tool to assess your organization's current use of leading indicators

- A template for selecting and using leading indicators to improve managerial decision making
- Examples and guidelines for using leading indicators in your organization

Strategic Business Capabilities: Prioritizing, Advancing and Exploiting What IT Enables

Strategic business capabilities raise the caliber and type of dialog between CIOs and business executives. They become differentiators, and they require commitment at the highest levels. How can you position strategic business capabilities for impact? In this workshop, CIOs will learn to:

- Identify and codify the highest level of technology innovations.
- Understand what makes programs like supply chain management and CRM stand apart from other work.
- Create guidelines for diagnosing repeating patterns of success and failure.
- Devise actions to shepherd strategic business capabilities to long-term success.

Raising Organizational Performance Through People

As senior executives and business leaders turn their sights toward information and technology, CIOs and their organizations will have to deliver results quickly and effectively. CIOs who sharpen their focus on people will help raise the bar for performance. What you can expect from this workshop:

- Assess the people side of your organizational performance: What's going well? What's going poorly? What's the impact?
- Develop examples of standards for performance that will drive organizational success.

- Learn which performance measures will make the biggest impact in your organization.
- Develop a plan for turning your assessment into action.

Real-World Social Media and Enterprise 2.0

As the profile of social media and enterprise 2.0 climbs, CIOs must know the pros and cons so they can lasso their power for enterprise growth and innovation. What you will leave the workshop with:

- A crisp understanding of the impact of social media and enterprise 2.0 on your business, people and customer/partner relationships
- Relevant examples of what to do and what to avoid when addressing enterprise 2.0 and social media
- A step-by-step guide to building an enterprise vision and strategy for social media
- An assessment of where you stand today and a decision tree to help you move forward to maximize the benefits and opportunities

TRACK 2: PREPARE FOR THE UPTURN

In the recovery, there will be no going back to “business-as-usual” decision making. In this track, you’ll learn which actions will position your enterprise for success as the economy comes back—and how to develop the skills necessary for exemplary business leadership.

Track Note: Prepare for the Upturn—Navigating the Recovery

One thing is certain: Recovery follows every recession. The time to prepare for economic expansion is before growth

materializes. As economic indicators slowly start to improve in 2010 and 2011, CIOs and executive leaders will reset their priorities, create new capabilities and strike a balance between uncertainty and expansion. The recovery period is an opportune moment for CIOs to be viewed as leaders as the economy expands and their enterprises refocus on growth. This track-note session will position CIOs for economic recovery along several angles:

- How will IT contribute to strategies for navigating and exploiting the recovery?
- What unique and uncommon actions can CIOs and IT organizations take to support, even drive, a return to economic growth?
- How will CIOs avoid the mistakes made by others who prepared neither for recession nor for a return to business growth?
- How can CIOs become leader in anticipating enterprises’ responses to this recovery?

WORKSHOPS

IT’s Contribution to Revenue

Business executives increase revenue by directing their activity toward products, services, markets and channels. CIOs can help drive that revenue by “pulling” information into the enterprise from outside markets rather than “pushing” information outward. What you can expect from this workshop:

- Articulate the impact of IT on top-line, revenue-side business activities.
- Understand how IT affects the products, services, markets channels and processes.

- Weigh how IT can be used to (re)build trust, maintain reputation and deliver value.
- Link communication and collaboration inside the enterprise and with partners and customers to incremental revenue.
- Decide how and when the CIO can take a leadership role in driving revenue.

Merger and Acquisition Integration Practices

Strategic mergers and acquisitions (M&As) are expected to rise during the next two years, and they put a harsh spotlight on the capacity of CIOs to integrate systems, people and processes. Existing governance, processes and cultures will need to be adapted to encompass the realities of the merged organization. This workshop will address the following:

- Assess the business, organizational and personal impacts of M&A integration on your business and IT organization.
- Identify leadership and governance practices that work in a high-pressure M&A integration context.
- Work through effective approaches around the integration of enterprise architecture.

Leading-Edge Innovation: Driving Business Momentum

Changes in industry, national and global business environments will disrupt traditional practices, pushing innovation to the forefront. How ready are you? What you will gain from the workshop:

- Understand the various levels of innovation competence and know where you stand.
- Develop a decision tree for defining which innovation types are most appropriate for your business, challenges and contexts.

- Plan how you can use innovation competence to compete, collaborate and adapt to change.

Three Economic Futures and What They Mean for IT

In unpredictable times, the ability to anticipate and prepare for change is a crucial skill. Scenario planning is an important technique for evaluating potential futures, understanding their impact and articulating strategy. In this workshop, learn how to make scenario planning work for your enterprise context.

- What will the next economy—the next planning horizon—look like?
- What will be its implications for business?
- What decisions need to be made now to prepare?
- What competencies or technologies will change the competitive balance of industries?

New Regulatory Mandates Empower CIOs

What new regulatory mandates make transparency a top priority for public and private sector organizations? CIOs can help business executives develop new strategies to comply with these mandates while using transparency to gain competitive advantage. What you can expect from this workshop:

- Clarify the regulatory reforms that will have the greatest impact on your enterprise and why.
- Understand which reporting requirements will be mandated globally and how they will affect you.
- Learn how regulations will affect corporate transparency and what the implications will be.
- Craft a CIO road map for exploiting the changes and turning transparency into competitive advantage.

Real-World Cloud Computing

Cloud computing is a complex phenomenon with long-term implications for IT and for the business. CIOs will be expected to guide their enterprises, helping them seize the right opportunities and avoid costly mistakes. You will leave this workshop with:

- A clear understanding of cloud computing and its potential impact
- Real-world examples, best practices and lessons learned from cloud computing pioneers
- Frameworks and cost-benefit models to determine when, where, how and why to adopt private or public cloud computing ... and when not to
- Guidelines for evaluating cloud-computing providers and their service offerings

Public Sector Challenges and Futures

CIOs in the public sector must meet the challenge of increased demand for agency services when resources and budgets are tightening up. While public sector CIOs share issues with their commercial peers, the context, management systems and constituencies are all different. Through this peer exchange session, public sector CIOs will:

- Identify the issues and actions required to be successful in 2010.
- Explore best practices, tools and techniques used at other agencies.
- Build a stronger network of public sector CIOs across all levels of government.

TRACK 3: NAVIGATE THE NEXT OPPORTUNITIES AND THREATS

Economic, regulatory and technical innovations are changing the options facing executives, particularly the CIO. Giving you a deep understanding of the opportunities and exploring their potential impact is the focus of this track. How far ahead can you see? Are the opportunities, challenges and threats to your enterprise clear or obscure? In this track, you'll learn how to detect and manage high-impact forces before they occur, and develop legible road maps to navigate success in the long term.

Track Note: Navigate the Next Opportunities and Challenges

The opportunities and challenges accompanying new and clearly identifiable trends will have an effect on you and your enterprise. Five important trends will gain momentum and likely reach their peak in the next three to five years. Know what they are, why they matter, what they mean and what you must do about them during the next 12 months to maximize the opportunity and to minimize their disruptive influence on your enterprise. This session looks at the trends through the following lenses:

- What business, social, technology and economic trends will have the biggest impact on enterprise growth and behaviors?
- How can you harness those trends to maximize opportunity while minimizing disruption?
- How can you make these emerging trends and technologies work for you, your enterprise and your organization?

WORKSHOPS

How Do We Handle Growth Without Employment Growth?

Nearly 70% of U.S. CEOs expect sales and capital spending to rise during the next year, while fewer than 20% expect employment to rise. How will CIOs shape and fill demand if the pipeline of qualified people remains constrained? Participation in this workshop will help you:

- Capture the threats and opportunities of business growth indefinitely outpacing employment growth.
- Identify the mitigating levers you can control or influence—investments, projects, technologies, work design.
- Understand the options appropriate for your risk appetite and enterprise personality profile.

Governance, Risk and Compliance Futures

Despite highly uncertain futures before them, CIOs cannot simply wait for things to unfold. Scenarios can help identify the risks and risk management options and navigate the potential for regulation aimed directly at IT and at your options as CIOs. What this workshop will address:

- Work through several scenarios for IT risk and risk governance and their implications for CIOs and business.
- Assess the impacts of regulation of IT processes, products and practitioners on your organization.
- Use a framework to make decisions and reduce exposure appropriate for your industry, contexts and situations.

Assessing and Improving Leadership Talent

Ambitious enterprise challenges require teams of top-notch leaders. CIOs need to surround themselves with people who can meet those challenges. What you can expect to gain from the workshop:

- Analyze the leadership challenges you and your leadership team face.
- Identify the leadership competencies you will need and compare them to those of your leadership team.
- Develop a set of guidelines for how you will strengthen the team or close the gaps given a certain set of conditions.

Postmodern Business Capabilities: What's Possible Using Technology to Enable Business

With the advent of Web 2.0 and the increasing use of value networks, enterprises apply technology to enable postmodern business capabilities. The performance generated with those capabilities disrupts traditional measures of cost, capital and customer performance. This presentation examines multiple implementations of postmodern business capabilities. What you can expect from the workshop:

- How do business capabilities exploit information, process, communication and technology to make them postmodern?
- What results are possible with postmodern business capabilities?
- How will leaders use postmodern business capabilities to redefine the market?
- How will CIO and IT organizations change in a postmodern business?

From CIO to Business Leader

As the line between business and technology blurs, CIOs are making the move from technology leader to business leader. CIOs are well positioned to make this transition provided they leverage their current skills and acquire the relationships and skills to operate in this new context. In this workshop, participants will:

- Understand overlapping and unique requirements of transitioning from a CIO to business leader.
- Explore different paths for making that transition.
- Assess their current skills, standing and future aspirations.
- Develop ideas and actions they can take to make this transition.

The New Economics of IT

New economics of IT raise the level of dialogue among CIOs, CEOs and CFOs. CIOs must be able to explain how and whether new models for IT delivery and fulfillment can fuel opportunities, accelerate innovation and improve profitability. What you will gain from this workshop:

- Understand how you can use IT to raise productivity and improve innovation while reducing costs.
- Clarify the trade-offs among established and emerging technologies, service delivery models and automation.
- Develop a decision tree and a set of options for your situation, risk appetite and adoption profiles.

REPRISE WORKSHOPS

These Business Impact Workshops will be repeated during the Forum.

- Assessing and Enhancing Your Enterprisewide IT Maturity Level
- Dealing With a C-Suite Under Stress
- Raising Organizational Performance Through People
- Real-World Cloud Computing
- Real-World Security and Information Risk Management: The Link to Corporate Performance
- Real-World Social Media and Enterprise 2.0

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To inquire about being a sponsor for this event, please contact:

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How to register

Gartner CIO Leadership Forum is for CIOs only, which means you are guaranteed an unrivaled level of information exchange and peer interaction. To ensure this commitment to our attendees, we ask that you verify your eligibility online. Go to gartner.com/us/cio to verify your status today.

Acceptance of all applicants is at the discretion of Gartner. Please complete the preliminary registration form. Once your application has been reviewed and approved by Gartner, you will be contacted for your payment preference and full registration details.

Registration includes conference attendance and documentation, planned evening functions and meals.

Registration fees

Early-bird fee: \$2,095

Standard fee: \$2,495

Public sector fee: \$1,995

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Please contact your sales representative for details on paying with Summit tickets.

Gartner Executive Program members:

Attendance at CIO Leadership Forum is complimentary for Executive Programs members (not inclusive of CIO delegates). Complimentary attendance, which is non-transferable, includes the full conference fee and does not include any travel-related expenses.



Venue

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