

Gartner  
**CIO**

LEADERSHIP FORUM

**MEETING THE CHALLENGE,  
LEADING THE CHANGE.**

Strengthen your plan of action at the  
thought leadership event of the year.

January 25-27, 2009

Hyatt Grand Champions Resort & Spa

Palm Springs, CA

[gartner.com/us/cio](http://gartner.com/us/cio)

**Gartner**<sup>®</sup>

**E**ven under the best of circumstances, CIOs face a complex set of challenges. With an unprecedented economic downturn and ever-increasing demands to lead change in both IT and the business, those challenges are only becoming greater.



Gartner knows this is a time for rolling up sleeves, not merely sitting back and listening. **Gartner CIO Leadership Forum 2009** puts this philosophy into action, providing a problem-solving, workshop-centric experience unlike anything else. You'll bring your issues to the table, discuss and debate them with your CIO peers and Gartner experts, and leave with a firm plan for the future. It's a strategic three-day investment — from January 25-27 — that will pay dividends for the next 365.

- Network with influential industry CIOs
- Validate your strategies and assess risk with those who truly know your objectives
- Consult privately with Gartner's most senior analysts, including experts from Gartner Executive Programs
- Receive results and actionable take-aways derived from IT's most comprehensive survey of CIO priorities

With an agenda driven by more than 1,200 top CIOs, Gartner CIO Leadership Forum provides an unmatched combination of world-class insight and proven practice. At a time when executing the right strategy is critical to your credibility and success, we'll give you the confidence you need to go beyond cost-cutting, to drive business value through innovation, and transform your IT capabilities for the challenges ahead.

Sincerely,

A handwritten signature in black ink that reads "Mark McDonald". The signature is fluid and cursive.

Mark McDonald

Group Vice President, Gartner Executive Programs & Event Chair

**T**o meet the new challenges and demands brought on by this volatile economic environment, it's imperative you consult the top minds in IT, engage in candid dialogue with peers, and apply the sharpest insights to your specific enterprise context. Come to Gartner CIO Leadership Forum for answers to the critical questions that are top of mind for CIOs today:

- How do I manage IT cost while increasing flexibility and service levels?
- How do I organize IT in an environment of significant change?
- How do I align the right projects with the right priorities?
- How can I use IT and business processes to reduce costs across the enterprise?
- How do I keep my critical skills engaged in an environment of reduced project demand?
- What role should the CIO play across the enterprise and as a leader in IT?
- How do I plan and lead the IT organization in an environment of volatility and change?

### RESULTS REVEALED FOR ANNUAL CIO AGENDA REPORT.

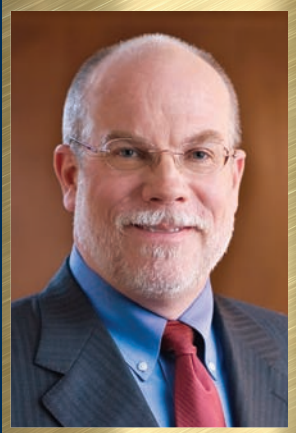
Hear the findings of IT's most comprehensive CIO survey. We'll be expanding on the results with the world's most influential CIOs, who'll offer actionable guidance on key business, IT and leadership priorities for the next 12 months.

### BE A PART OF OUR INTERACTIVE POLLING.

See where you stand on the hottest issues CIOs are facing. Visit us online at [gartner.com/us/cio](https://gartner.com/us/cio) to participate in our polls.

**A**s an executive, you need to take action. The Gartner CIO Leadership Forum offers you an interactive, workshop-centric experience to exchange ideas and receive actionable guidance from prominent CIOs, Gartner experts and senior executives from leading technology providers. It focuses on helping to turn your insights into actionable results.

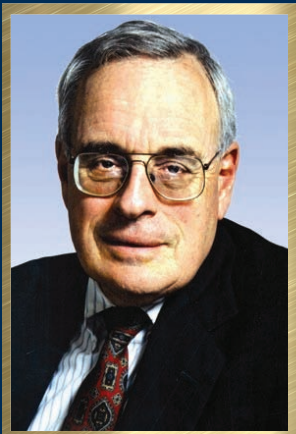
- **Gain from the proven practices and market insight** of your CIO peers
- **Team up with leaders who understand your challenges** in workshops focused on your central issues
- **Broaden your perspective** by exchanging ideas with thought leaders from Gartner and the industry
- **Establish your strategy and plans early**, in January, to jump-start your efforts in 2009
- **Translate your strategic direction into actionable results** as the enterprise context for IT changes
- **Examine what works and what doesn't** when it comes to technology innovation
- **Explore the drivers of IT transformation** — business intelligence, business process management, resource management, strategic planning and more
- **Assemble the resources you need** to build and transform IT capabilities
- **Explore the deeper issues facing CEOs today** — from globalization to sustainability to alternative business models
- **Understand the new language of business value** when it comes to IT investment
- **Uncover communication strategies of successful CIOs** who position themselves as business leaders first and technology leaders second



**Randy Spratt,  
EVP & CIO,  
McKesson Corporation**

**G**ain an understanding of CIO leadership from a prominent CIO facing an environment of business-, technology- and market-driven change.

Randy Spratt has led enterprise change at McKesson Corporation, including reinventing how the leadership teams work with IT. Randy will share his experiences and his approaches for participants to lead change.



**Warren McFarlan,  
Dermot Dunphy Baker  
Foundation Professor of  
Business Administration**

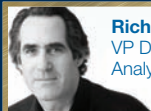
**R**ecently named among The Fifty Most Influential People in Business IT, Harvard Business School Professor F. Warren McFarlan identifies three major themes shaping the business environment for the next 50 years: leadership, globalization, and the changing face of market-based capitalism. This session teases out what each of these items mean to the CIO as we enter the most financially-challenged time since the early 1930s. The author of *Connecting the Dots*, Professor McFarlan also provides a scalable framework and practical tools for aligning a company's project portfolio with its objectives, in a volatile environment.

**F**or over 25 years, Gartner analysts have been the trusted advisors to many of the world's largest and most demanding organizations. Gartner analysts draw constantly from the real-life challenges and solutions experienced by more than 45,000 clients worldwide.

**EXECUTIVE EXPERTISE.** Gartner CIO Leadership Forum 2009 brings together our most senior analysts — including many from the ranks of Gartner Fellows, Distinguished Analysts and Gartner Executive Programs — to provide a depth of insight that every CIO today needs.



**Linda Cohen**  
VP Distinguished  
Analyst



**Richard Hunter**  
VP Distinguished  
Analyst



**Ellen Kitzis**  
Research VP



**John Kost**  
GVP



**Mark McDonald**  
GVP, EXP



**Ken McGee**  
VP & Gartner Fellow



**Patrick Meehan**  
VP



**Diane Morello**  
VP & Gartner  
Fellow



**Tina Nunno**  
Research VP



**Mark Raskino**  
VP & Gartner Fellow



**Andy Rowsell-  
Jones**  
VP



**Val Sribar**  
GVP



**Graham Waller**  
VP Executive  
Partner

**GARTNER CIO LEADERSHIP FORUM****Sunday, January 25**

1:00 p.m.	Registration
4:30 p.m.	Welcome Remarks and Industry Keynote
6:00 p.m.	CIO "Point of View" Industry Keynote
6:45 p.m.	Networking Reception

**PEER-EXCHANGE WORKSHOP SESSIONS**

Composed of a 30-minute Gartner analyst presentation and a 60-minute follow-up reserved for peer interaction, discussion and debate.

**Monday, January 26**

7:00 a.m.	Registration
7:00 a.m.	Attendee Breakfast
8:00 a.m.	Welcome Remarks and Gartner Keynote
9:30 a.m.	Lead Presentation (Track A)
10:45 a.m.	Peer-Exchange Workshop Sessions (Track A)
12:15 p.m.	Lunch
1:15 p.m.	Premier-Sponsor Thought Leadership Presentations & CIO Case Study Presentations
2:15 p.m.	Lead Presentation (Track B)
3:30 p.m.	Peer-Exchange Workshop Sessions (Track B)
5:15 p.m.	Industry Keynote
6:30 p.m.	Special Event

**Tuesday, January 27**

7:00 a.m.	Registration
7:00 a.m.	Vertical Industry Networking Breakfast
8:00 a.m.	Lead Presentation (Track C)
9:15 a.m.	Peer-Exchange Workshop Sessions (Track C)
11:00 a.m.	Premier-Sponsor Thought Leadership Presentations & CIO Case Study Presentations
11:45 a.m.	Attendee Lunch
12:45 p.m.	Premier-Sponsor Thought Leadership Presentations & CIO Case Study Presentations
1:45 p.m.	Industry Keynote
3:00 p.m.	Industry Keynote
4:00 p.m.	Closing Remarks

Agenda subject to change. Visit [gartner.com/us/cio](http://gartner.com/us/cio) for agenda updates.

**T**he Enterprise Context track defines why the CIO — and IT — is critical to your enterprise. This track concentrates on how to resolve the following issues:

- **Translating your 2009 strategic direction into actionable results**
- **Defining the major IT decisions, architectures and initiatives required to achieve those results**
- **Measuring IT's value creation**

## LEAD PRESENTATION

### Decrypting the CEO and Business

Traditional planning is not effective in an environment of volatility. Changing economic, enterprise and executive views lead to changes in business and technology priorities that often upset well-made plans. Working with executives, CIOs need to understand the differences between a change of thought and a change in direction. This workshop will help you fine tune your plans and manage them to deliver against enterprise expectations.

- What should I be listening for from my executive peers as the year goes on?
- When do I know that executives are changing direction, priority, emphasis versus floating new ideas?
- How do I influence those ideas to take advantage of current IT projects and resources?
- How do I work with the CEO to deliver the business results in a changing environment?

### Mark Raskino

## WORKSHOPS

### Investing in Technology — Managing the Hype Cycle

Innovation and change are constants for the CIO. However, innovation and change initiatives are not created equal. Understanding how innovation moves through cycles provides the CIO with a

guide in terms of when to invest, when to stick with it, and when to shut it down. Based on the book, *Mastering the Hype Cycle*, this presentation provides a CIO-specific view into investing in change.

- How to understand market changes and maturity of new ideas?
- How to fit the pace of market development with the capacity to change?
- How to use emerging technology and ideas to achieve business objectives?

### Mark Raskino

### Innovation Masters Class

Innovation happens and more people will need to be innovative than ever before. The Innovation Masters Class is a 90-minute workshop concentrating on the tools and approaches to make the entire organization innovative.

- How can I increase the level of innovation in IT and the enterprise?
- What are the tools I would use to drive innovation?
- What are examples and opportunities for innovation in my enterprise?

### Tom Koulopoulos, President and Founder, Delphi Group

### Big Decisions in 2009

Every enterprise will face tough choices now and in the future. Understanding the fundamental choices facing IT, your enterprise, your industry and the economy in general provides a context for leadership. These are the grand challenges your enterprise must face. These grand challenges cannot be ignored as they set the context for success, if not now, then in the near future. Making the big decisions in the face of these grand challenges sets the context for success in 2009 and beyond.

- What is a grand challenge and how do I recognize its impact to my enterprise?
- How do I position grand challenges with the executive team so they see the full impact of the issue?
- How do I connect my 2009 plans and goals with our enterprise's grand challenge?
- What are the grand challenges I should be watching for, as we will have to deal with them in the next three years?

### Ken McGee

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### Enterprise Risk Management

Volatility and change require enterprises to take a new look at their approach to risk and return, particularly in terms of their use of Information Technology. In this workshop, CIOs will take a look at their current enterprise risk profiles and determine how they will demonstrate the return on IT.

- What are the new risks that I need to face?
- What are the new opportunities?
- How will I change our enterprise approach to risk and return?
- How will CIOs set enterprise expectations for the returns generated by IT?

### Richard Hunter

### BUILD YOUR AGENDA ONLINE.

Create your own personalized itinerary right now, complete with all the sessions you'd like to attend at CIO Leadership Forum 2009.

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### Leading in the Public Sector

The public sector is an essential part of our economy providing foundational services for our society and commerce. Public sector CIOs face the same challenges regarding resources, people, technology and business expectations as their private sector counterparts. However, public sector CIO leadership works in a different environment where mission, resources, and returns are based on social rather than financial factors and government leaders are often ill-equipped to understand the value of IT. This workshop concentrates on how CIOs lead in the public sector environment.

- How do CIOs effectively engage the leaders of public sector organizations?
- What management tools are the keys to effective IT leadership in the public sector?
- How do you organize, lead, and motivate your IT organization?

### John Kost

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### Hot Topic Session

Workshop topic to be selected prior to the Forum, based on input from CIO delegates to determine their most pressing, contemporary challenge or concern.

**T**he Enterprise Solution track defines what CIOs need to deliver in 2009 in order to create business value. This track concentrates on defining and delivering the changes that drive the solutions needed to win:

- **Achieving the innovative solutions required to create competitive advantage**
- **Applying information and analytics to executive decisions, products and services**
- **Improving business processes to reach new levels of performance and customer value**
- **Investing in technology to deliver services that leverage IT at speed and scale**

## **LEAD PRESENTATION**

### **Enterprise Solutions: Delivering The Difference The Enterprise Needs**

Solutions require leadership to drive success. The combination of information, technology, process and personnel opens the door to significant innovation and performance improvements.

- What are the types of solutions available to me in 2009?
- How should I be implementing these solution types this year and next?
- What types of business goals are enterprises looking to create in 2009?
- How can I fit my current plans to these new types of solutions?

**Val Sribar**

## **WORKSHOPS**

### **Cloud Computing**

The emergence of publicly available infrastructure – the cloud – is changing the economics and potential of technology infrastructure and operations. These technologies are ramping up for mainstream use, opening new opportunities for CIOs to change the cost structure of IT.

- How should the CIO look at cloud computing opportunities and offerings?
- How should I include cloud options in my technology plans and roadmaps?

**TBD**

### **Business Process Transformation**

Effective leadership often raises performance by changing how the enterprise works. Business process transformation is now an expected core competency of effective IT organizations. However, it creates new challenges, requires new skills, and puts IT in a new role in the enterprise. Leading in this environment is the focus of this workshop.

- What are the challenges in working with business processes?
- What are the additional resources needed to lead in this area?
- How does the CIO lead and work with executives engaging in business process change?
- What are the tools that the CIO, IT and the rest of the enterprise need?
- How do techniques such as Six Sigma, Lean, TQM, CMM and ITIL fit into business process transformation?

**Andy Rowsell-Jones**

### **Advanced Multi-sourcing**

Today outsourcing is a common element of the operating model for CIOs and enterprises, but the learning curve has been problematic and expensive. The evolution led to multi-sourcing, requiring new tools, rules and practices. Advanced

multi-sourcing is a workshop intended to help CIOs understand how to best leverage internal and external resources to achieve results now and into the future.

- How should the CIO assess their current sourcing strategies?
- How should you modify those arrangements in light of changing plans and priorities?
- What are the management tools, techniques and processes that should be in place to get value out of multi-sourcing?
- How do I lead the enterprise and IT in a multi-source environment?

### Linda Cohen

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#### IT Cost Optimization

For many organizations, these are challenging times. Economic conditions are forcing many organizations to cut budgets and are expecting IT organizations to contribute to cost reduction, as well. How IT organizations respond to these demands can have an impact beyond the IT organization. Knee-jerk cost reductions can be counterproductive. Further, there are actually opportunities for IT to help their customers reduce their own budgets while depending on IT innovation investment to do so. This workshop will examine options for cutting IT budgets and using investment in IT to help reduce non-IT budgets.

- How should CIOs engage their governance structure in cost optimization decisions?
- How should the organization evaluate cost cutting options?
- What are the best options for cost optimization in these difficult times?

### John Kost

#### Enterprise Applications

Enterprise apps (ERP, CRM, SCM, etc.) are a significant resource and resource requirement for IT and the enterprise. Having the right strategy, roadmap and approach to enterprise application investment and strategies requires more than watching the maintenance schedule. This workshop will help CIOs develop and deploy approaches for managing enterprise applications.

- How do enterprise applications limit or leverage IT resources and budgets?
- How do I lead changes in enterprise application technologies while changing the way the enterprise works?
- What should I be looking for from enterprise application vendors and service providers?
- How should I set expectations regarding enterprise apps with my executive peers?

### Val Sribar

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#### Rewriting the Myth of the CIO

For the past 20 years, the CIO's story has concentrated on the executive responsible for IT. That has created a myth that the CIO role is somehow less of a role than other executives. However, reality is very different as CIOs are moving on to leadership positions in other areas, creating significant value through deep change, and taking on other challenges. The CIO needs a new myth — a new storyline — that describes their reality as well as their future. In this workshop, participants will work to craft a new story about the CIO for themselves, their fellow CIOs and the future.

- What are the foundational truths of the existing myth of the CIO?
- What are the new foundational truths for the CIO?
- What is their quest/core challenge?
- Who are the antagonists?
- What is the story arc for the CIO?

### Mark McDonald

**T**he Enterprise IT Leadership track covers what's required to carry out change that will enable superior results in 2009. This track provides the tools and insight for assembling the organizational framework best suited for the challenges of 2009 and beyond.

- **Building and transforming IT capabilities and skills required to deliver tomorrow's solutions**
- **Creating the IT management and leadership processes necessary for organizational excellence in this complex environment**
- **Managing a changing and diverse workforce**

### **LEAD PRESENTATION**

#### **Being the Rock: The CIO as Senior Executive and Leader**

The CIO is the senior executive responsible for the Information Technology in the enterprise. They lead a unique enterprise with an enterprise scope and operational responsibilities. Leading in this environment — in the face of changing enterprise requirements, resources and priorities — creates unique challenges for the CIO. This kick-off presentation will set the context of the Enterprise IT Leadership track.

- What are the challenges facing CIOs in leading IT?
- How are those challenges different in 2009 than in the past?
- What are the new issues that CIOs will need to address?
- What are the tools and resources CIOs should tap into to lead in 2009?

**Tina Nunno**

### **WORKSHOPS**

#### **CIO Leadership**

The premium on leadership is being revalued. As CIOs find themselves as the nexus of the Information Economy the need for exemplary people to people leadership has never been more acute. This workshop will explore the critical leadership competencies required for CIO success in the 21st Century.

- How are macro trends amplifying the need for leadership in the CIO role?
- What leadership competencies will be most critical to success?
- How will we develop the next generation of business technology leaders?

**Graham Waller  
and Karen Rubenstrunk,  
Senior Client Partner,  
Korn/Ferry International**

#### **Managing with Benchmarks**

Performance is relative to expectations, history and your peer group. As enterprise resources come under increased pressure, CIOs face the need to prove that they are managing IT resources effectively. This leads many to engage in benchmarking projects. However, benchmarks can cut both ways, requiring the CIO to understand how to use this tool to lead IT. This workshop focuses on the approaches, tools and techniques for using benchmarks.

- What are the issues a benchmark is able to address?
- What are the issues/situations where benchmarks are abused?
- How do CIOs structure a benchmark at the start?

- How do CIOs use benchmark results and data with executives and with the IT organization?
- What constitutes a good benchmark?

### Richard Hunter

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#### Raising CIO Political IQ

Leadership requires motivating people to take action. Every executive faces the challenge of raising issues, formulating solutions and mobilizing resources. This workshop concentrates on the tools CIOs use to manage the context and politics within the enterprise and IT.

- What are the tools CIOs use to assess and position tough choices in the enterprise?
- How do CIOs lead the IT organizations through the political landscape to get the best business results?
- How do CIOs raise politically incorrect issues and lead in making tough decisions?

### Tina Nunno

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#### Anticipating Change in IT Organization Roles and Skills

CIOs and IT leaders must prepare for IT workforce change. If not, they put themselves, their organizations and their businesses at risk. A strong, well-prepared and well-informed workforce will mitigate risks associated with new business ventures and new technologies while revealing new opportunities for innovation. In this workshop we focus on how CIOs must lead change from the perspective of people, roles and skills.

- What are the chief forces influencing IT organizations, roles and skills?
- What are the skill and role requirements CIOs face in the near future?
- How will CIOs lead changes in the IT workforce?

### Diane Morello and Ellen Kitzis

#### Contracting for Services

Sourcing and services contracts set the cost structure and service requirements for the enterprise. Contractual terms and conditions should change with economic, technological and enterprise changes. This workshop concentrates on the current trends in outsourcing contract negotiations and best techniques for reevaluating the state of your sourcing contracts.

- How should I assess the performance of my current sourcing and services contracts?
- How and when should I reopen/renegotiate these arrangements?
- What are the current best practices for negotiating contract and performance improvement?

### Linda Cohen

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#### Leading in the Business Unit

BU CIOs work in a unique context. They work directly with business unit leadership and in concert with corporate IT and other business units. These factors add another dimension to CIO leadership.

- What are the unique aspects of being a business unit CIO?
- How do BU CIOs work effectively in their unique context?
- How do they use CIO tools and practices differently?

### Patrick Meehan

#### WATCH A SPECIAL VIDEO PREVIEW.

Visit [gartner.com/us/cio](http://gartner.com/us/cio) to see what event chair Mark McDonald and other distinguished analysts have to say about the challenges CIOs face.

**G**artner CIO Leadership Forum affords many opportunities to interact with our distinguished group of sponsors. Meet with senior executives from these leading technology providers, who will impart their strategy and vision for the future. Arrange solution briefings in the private consultation suites located throughout the venue. And attend our stimulating Premier-Sponsor Thought Leadership Presentations.



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**T**o inquire about being a sponsor for this event, please contact:

**Brian Firstbrook • 203 316 3981 • [brian.firstbrook@gartner.com](mailto:brian.firstbrook@gartner.com)**

## COMPANION PROGRAM

### COMPLIMENTARY GARTNER COMPANION PROGRAM

This program is designed to facilitate companion networking and is available to spouses or other guests of Gartner attendees. There is no charge for the program, which includes our Sunday night welcome reception, breakfast each day and our Monday night special event.

Visit [gartner.com/us/cio](http://gartner.com/us/cio) for complete program details.

**REGISTRATION:** Registration for the Gartner CIO Leadership Forum is open to CIOs or equivalent-level IT executives who have ultimate responsibility for enterprise-wide (or business-division) IT decisions and budgets. That means you are guaranteed a level of information exchange and peer interaction that is unrivaled. To ensure this commitment to our attendees, we ask that you verify your eligibility online or contact us by phone with questions.

**WEB:** [gartner.com/us/cio](http://gartner.com/us/cio) • **PHONE:** 1 866 405 2511

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

**REGISTRATION INCLUDES:** Conference attendance and documentation, planned evening functions and meals.

**STANDARD REGISTRATION FEE:** \$2,295

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## THE VENUE



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