



## Chapter XXII

# Reviewing CIO Comments

---

## Introduction

---

This chapter presents a discussion of the content of the comments offered by each CIO in response to the general categories of questions in the interviews. To begin, the first section presents summary data about what the participants did before they became a CIO. This section discusses their early life and education, provides an overview of the types of positions held before the participant became a CIO, and outlines some of the comments made about why the participant accepted the position of CIO. Following this initial discussion, the chapter presents sections related to the major category of questions asked during the interviews. These major categories are as follows:

- Dealing with Users
  - How the CIO interacts with various levels of users within the organization
- Deciding on the Technology
  - What aspects surround the decisions about the acquisition of technology for the corporation

- Initial Issues
  - Categories of issues that required the CIO to take action upon assuming the position of CIO
- Current Issues
  - Issues the CIO is dealing with now (or at the time of the interview)
- Future Issues
  - These are issues the CIO foresees having to deal with in the future

The data in Table 1 will be referenced in the following sections. Because of the very small sample size relative to the overpopulation of CIOs in each country, it is not possible to make a generalized statement about gender differences or preCIO role experience. However, it is interesting to note the gender differences across the countries of those who volunteered to participate in this book. Two of the five CIOs in New Zealand are females. There were no females who participated from Taiwan. Of the seven participants from the United States, two are female. It is also interesting to note that the majority of CIOs from both the United States and Taiwan had technical experience before they became a CIO. However, in New Zealand the majority came from a business background.

*Table 1. CIO demographics*

	New Zealand	Taiwan	United States	Total
Gender				
Male	3	6	5	14
Female	2	0	2	4
Education				
College		1		1
Some Uni	2			2
Bachelor	1	3	2	6
Masters	2	1	5	8
PhD		1		1
PreCIO Role				
Technical	2	5	6	13
Business	3	1	1	5

20 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

[www.igi-global.com/chapter/reviewing-cio-comments/7016](http://www.igi-global.com/chapter/reviewing-cio-comments/7016)

## Related Content

---

### Business, Information Technology, and Human Resource Strategy Alignment

Bettina Staudinger, Herwig Ostermann and Roland Staudinger (2009). *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM* (pp. 117-123).

[www.irma-international.org/chapter/business-information-technology-human-resource/13217/](http://www.irma-international.org/chapter/business-information-technology-human-resource/13217/)

### Self-Managing Teams in Small and Medium Enterprises (SME)

Mercedes Rubio-Andrés, Santiago Gutiérrez-Broncano and Luis Varona-Castillo (2014). *Effective Human Resources Management in Small and Medium Enterprises: Global Perspectives* (pp. 280-300).

[www.irma-international.org/chapter/self-managing-teams-in-small-and-medium-enterprises-sme/93212/](http://www.irma-international.org/chapter/self-managing-teams-in-small-and-medium-enterprises-sme/93212/)

### Human Resources in the Balanced Scorecard System

Juha Kettunen (2009). *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM* (pp. 464-470).

[www.irma-international.org/chapter/human-resources-balanced-scorecard-system/13268/](http://www.irma-international.org/chapter/human-resources-balanced-scorecard-system/13268/)

### A Dynamic Approach to Introduce Competency Frameworks: Application to the IT & Systems Management Domain

Alfonso Urquiza Echavarren (2013). *Enhancing the Modern Organization through Information Technology Professionals: Research, Studies, and Techniques* (pp. 1-16).

[www.irma-international.org/chapter/dynamic-approach-introduce-competency-frameworks/72517/](http://www.irma-international.org/chapter/dynamic-approach-introduce-competency-frameworks/72517/)

### Improving Employee Selection with Online Testing

Jeffrey M. Pollack (2009). *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM* (pp. 504-509).

[www.irma-international.org/chapter/improving-employee-selection-online-testing/13274/](http://www.irma-international.org/chapter/improving-employee-selection-online-testing/13274/)