



## **Chapter XXIV**

# **Final CIO Comments**

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## **Introduction**

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This chapter presents an overview of the final comments made by the CIOs. At the end of each interview the CIO was asked to provide an overall comment from a general perspective about how they interpret their role within the context of their company. The CIO also provided their perspective about their management experiences. These interpretive comments are divided into three main categories. The first category presented here includes comments about the internal operations of the CIO's business unit. The second category relates to the CIO's interpretation of how the information systems business unit should relate to the corporate user community. The third category discusses how the CIOs view their role in relation to senior management. A brief conclusion section ends this chapter.

Capella (2006) found that CIOs have only 100 days to prove their worth to an organization, and that the CIO position experiences an annual turnover rate double that of CFOs and CEOs. The following list might not be critical to the success of a CIO performing their assigned roles, but the items, as explained in the rest of this chapter, will most certainly contribute to performing the role in the most advantageous way for the overall benefit of the company.

- Information Systems Department
  - Staff
  - Work environment
  - Training
  - Retention
  - Communication
- User Relations
  - Change Management
  - Understand the business
  - Speak the user's language
  - Be patient
- Senior Management
  - Relationships
  - Manage expectations
  - Alignment with CEO
  - Understand the business
  - Communicate

## **Information Systems Department**

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For the most part, the CIOs had, early in their tenure, responded to such aspects as organization structure and the establishment of standards. In light of these aspects the CIOs either inherited an existing structure or previously implemented standards, or were presented with the opportunity to establish both organization structures and standards as part of their initial initiatives as CIO. Within the information systems department, the CIOs thought their major contribution would be made to support their staff to facilitate them in responding to user requests and to carry out their tasks related to responding to the users.

So, the emphasis was on staff. One aspect of this issue was work environment. While some CIOs commented that they wanted their staff to have fun, others settled for creating an enjoyable atmosphere at the workplace. Beyond the specific required work tasks, many CIOs encouraged social or sporting interaction among staff

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