Preparing IS Leaders for Top Management Roles

Over the past decade, the volume of digital information accessed by users of an organization’s IT resources has exploded. To emphasize the point, in the 20 years from 1993, the number of Internet users grew from about 14 million to over 2.7 billion, which is a change from 0.3% of the world’s population to 37.9%. With continual growth in both the number of users and capacity of IT, IS leadership is constantly challenged to drive innovation, align strategy, reduce costs, maintain governance and more. Yet, organizations often fail to invest in the development of IS leadership. According to Brian Donovan, a prominent executive coach, organizations that are not developing IS leadership miss out on opportunities for competitive advantage in an environment where individuals are accessing digital data continually for information, products and services.

Brian Donovan is a former operational executive who has 40 years of experience in IT. He is an advocate for influential and practical leadership, specifically for individuals in the field of technology. Donovan’s executive coaching practice (Donovan Leadership, which is based in Australia) is influenced by his years of experience and ongoing effort to uncover technology leadership evidence through research. The combination of experience and research drives his focus on expanding the role of IT specialists into IS leaders. His clients include individuals from local Australian businesses and from multinational organizations such as Cisco and Vanguard Investments. The panel below provides more information about Brian Donovan and Donovan Leadership.

1 Dorothy Leidner is the accepting senior editor for this article.
Moving Technology Leaders up the Influence Curve

The need to develop technologists as leaders has been a concern for some time. As a consequence of the shortage of technology leaders, the CIO position, on a ratio of two-to-one, is filled by people who have a business background rather than an IT background.3 Furthermore, the tenure for IS leaders is shorter than other executives in the top management team. As organizations consider the role of IS leadership in top management, their requirement is for technology leaders to focus more on relationships than tasks. Specifically, organizations put importance on the "... principles of interdependence, flexibility and partnership. ..."4 for business leadership success. What is required is a "socioemotional leader"5 who works at relationships and interactions with others. However, successful technology leaders have traditionally focused on cost-cutting, security and governance—a "task leader"6 who coordinates the resources needed for getting specific tasks completed. Technologists need task leadership skills, but if they are to become an integral part of the top management team, they need relationship leadership skills as well.

Against this backdrop, the author interviewed Donovan to capture his experience and research in coaching technology leaders for top management roles.

The Interview with Brian Donovan

MM: Your practice focuses on helping technology leaders move up the influence curve in an organization. Why is moving up the curve important? And who is it important to—the CIO or the organization?

BD: I think that every business is really a technology business. So, it’s likely that we are going to see an exponential level of disruption brought about by technology. We’re already seeing it in print, in music, in healthcare and in education. Technology is disruptive: it’s changing the game; it’s moving at an exponential pace. Just think about the introduction of the iPad. It was launched just over four years ago, and it’s been a game-changer. Now we can’t live without it. Leaders need to move up an exponential curve as well. It is not enough just to become incrementally better in your leadership. You need to break through...

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6 Ibid.
at several levels. Businesses are looking for technology leaders to step up their influence and step it up exponentially.

And, who is it important to—the CIO or the organization? The answer to me is both. There’s a great piece of research that Dell commissioned. It was done by the Economist Intelligence Unit, and it shows where there is a link between the CIO and the CEO, so that technology strategy and business strategy are linked, those businesses outperform their peers by a two-to-one margin.

**MM:** What are the top three or four technology leadership capabilities needed to meet the challenges ahead? Are technology leaders prepared to meet those challenges?

**BD:** The game has changed already. For example, we could talk about several trends, but the one that stands out the most is the mass consumerization of IT. First we hooked up our iPhone, then we all got an iPad, and a different kind of marketplace developed. The balance of power has shifted from centralized control to decentralized and a greater need to be more responsive to the customer. You need to be able to tailor things to the customer. That’s a paradigm shift. As a technology leader, you need to recognize that the game is changing.

The things that people are now looking for from technology leaders fall into two categories. There are the things that leaders need to “do” and the way leaders need to “be” (see panel to the right). We’ve all read the stuff about getting closer to the business, understanding the marketplace and being able to bring those together. People are saying, “look, we need CIOs to do things like performing as consulting partners, taking the business down the change path, executing with agility and acquiring a greater commercial awareness.” But my question is, who do they want them to be? In the survey I did, businesses want leaders competent in getting to “yes” quicker. Business leaders are comfortable in knowing that IT leaders don’t need to control everything.

There are a couple of other studies that support these views. Most notable are the IBM and McKinsey global surveys. One of the main conclusions of the McKinsey study is that “Among the most substantial challenges are demonstrating effective leadership and finding, developing and retaining IT talent,” (p. 22). Another part of the McKinsey study found that IT executives themselves see changing IT leadership as a priority.

There is a positive and negative in these findings. The IBM study showed that CIOs are starting to see the world more like CEOs. And CEOs are placing the impact of technology at the top of their list of things that are going to disrupt their businesses. CIOs also now rank that as their top priority, up from about sixth place only a few years ago.

CEOs now have different expectations of their CIOs. For decades, the expectation has been to reduce costs. Now that CEOs are hearing all this stuff about technology disruption heading their way, they’re turning to their CIOs for strategic input. But, in a lot of cases, they are finding that

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**Technology Leadership Needs to “Do” and “Be”**

**“Do” leadership:** Perform as a consulting partner, take the business down the path of change, execute with agility and acquire a greater commercial awareness.

**“Be” leadership:** Competent in getting to “yes” quicker, comfortable in knowing that IT leaders don’t need to control everything, capable in a strategic role of technology in business.

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CIOs are buried in day-to-day operations—infrastructure support and delivery. CIOs need to hand that work off and free themselves for a strategic role. Are they prepared to meet these challenges? Well the jury is not in yet, but the expectation is that they will play a more strategic role.

**MM:** Since technology is so important in our digital age, why do you think CIO leadership movement into the ranks of top management is even an issue for some organizations?

**BD:** There is a good argument that establishes the case for CIOs reporting directly to CEOs, given the two-to-one performance margin identified by the Dell study. However, it’s not just a seat at the top table that’s critical. At the leadership table, when some people speak, everyone listens to what they’ve got to say. On the other hand, some people speak, and no one listens! That’s instructive. Regardless of where you report, you need to find a way to influence the business. You need to be able to influence up, down, sideways—out to your global teams. It’s a complex influencing task. Effective leaders have the ability to influence results through people.

It’s one thing to argue that IT needs a seat at the top table; it’s another to say what IT is going to do with that seat. And, if you don’t have the seat, how are you going to establish your ability to influence strategy? The way a lot of people think is that if you give me the job, I’ll show you I can do it. However, I think it’s shifting to the other way round: once I’ve shown you [the CEO] that I can do it, the CEO will naturally want you as a direct report because IT is so critical to the business. But you have to first establish that you can do the job.

**MM:** The research and application of leadership guidance has been conducted in a number of disciplines. How is leadership guidance in IS roles different from other disciplines?

**BD:** A technical specialist builds his or her reputation in a narrow vertical space and gets known for that specialty; their reputation goes up and up and up. Then, at some point, people say, “You’re doing such a great job, we’re now going to make you a leader.” But when you move into leadership, you switch from a narrow vertical focus to a much wider horizontal concern. That means your focus changes to people and results, and that is all about influence.

I think, the early part of an IT career is similar to other professions, whether accountants, town planners or medical specialists. When you become a leader, you are no longer a technical expert solving problems in a vertical specialty. Leadership is really about influencing results through people. The progression of IT specialists into leadership roles is really no different than in other professions. However, the importance of IT in our current economy is magnified because of the disruption it is causing. It’s like there’s a spotlight shining on IT, and it’s crucial that technology leaders recognize and respond to this.

As a technology leader, you’re no longer the technical expert solving all the problems; you now have higher order problems. You’ve got to figure out how to get other people involved to solve problems. You need to be able to recognize that the job is to get other leaders to step up. The effectiveness of a senior leader depends entirely on his or her team. The team says, “Okay, you’re our leader. We’ll go where you suggest.” It’s like a dance. But as the leader, you’re not effective if the team says, “Well, we’re not going there.” That’s a higher order problem, and part of the challenge of leadership is recognizing that people are the problem solvers. Your new challenge is not to solve all the problems yourself, but to influence others to solve problems and get results.

**MM:** CIO success is often measured by cost-cutting and effective security and governance. Does leading these technology tasks consume the CIO’s time and limit networking with top management?

**BD:** There are two parts to this answer. CIOs do need a base level of credibility with delivery
Moving Technology Leaders up the Influence Curve

Figure 1: CIO Knowledge Base

Grasp of Technology
- What the world of technology is doing.
- Where we might utilize technology.
- How we change the game with technology.

Understanding the Business
- What the business is trying to do.
- How the business is trying to do it.

Understanding the Market
- How the market is moving.
- How the market is shifting.

of the things you have cited. They need to be able to provide more efficient and secure systems, and governance does have to be good. Projects need to be delivered on time and on budget before CIOs can even be heard by top management. To deliver on that challenge, a CIO needs a stellar team, which frees him or her to provide the strategic advice that’s clearly now being called for. But it’s got to be based on the solid foundation of good delivery. A lot of IT people say, “We’re delivering.” Well, okay, that’s great, but that’s the base level. That’s what’s expected. Now you’ll be able to step up on strategy. To be able to do that, you better make sure you’ve got a great team.

**MM:** What are the key elements of knowledge that the CIO must have to succeed within the top management team?

**BD:** I’ll distinguish between the knowledge and the qualities that a CIO needs. The knowledge is like a triangle (see Figure 1). At the top of the triangle is technology. Businesses expect that the CIO has a grasp of technology, what the world of technology is doing, where technology might be used and how technology could change the game. The bottom two points of the triangle are an understanding of the business and an understanding of the marketplace. It’s not enough anymore for the CIO to say, “I’m just the technology person.” Senior management expects the CIO to understand the business and what it is trying to do, and how it’s trying to do things. This means the CIO must also understand how the marketplace is moving and shifting.11

That’s why I think there’s a lot of talk about CIOs and CMOs (chief marketing officers) getting together. It may be what’s behind the growth in the new job title of chief digital officer (CDO). Statistics show that the number of CDOs has gone from a couple of hundred only two or three years ago to over a thousand globally today. The CDO role mixes a bit of technology and a bit of marketing. Maybe businesses are creating a CDO role when the CIO can’t blend the three elements of the CIO knowledge base—the technology, the business and the market.12

As well as the CIO knowledge base, technology leaders need specific qualities. I like the definition of leadership shown below.

**A leader is someone who changes the game.**
The job of the leader is to take us somewhere we haven’t been before.

Lots of books have been written about leadership. Everyone’s got a theory and an opinion. I like the idea that the job of the leader is really to change the game. But as I said earlier, leaders need people who can support them and people who can manage...

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11 These are marketing terms: marketers talk about moving along the demand curve and a shifting demand curve.
things, keep things going. The job of the leader is to take the business somewhere it hasn’t been before.

Second, all great leaders have their own role models of leaders they admire and people who are still having a profound effect on their leadership. These role models have some qualities about them that great leaders admire. For example, one of the qualities of a great leader I had in my career was caring for people. He would take a genuine interest in people and their lives, who they were and what was going on in their lives. He would say, “Please and thank you.” He would say to you, “Look, we have this big challenge we need to address, and I know that you’re a busy person, and you have a lot on your plate, but you’re the one I need to address this. So, would you please fit it in with everything else you have got on? I know it’s difficult to ask, but I’d just love it if you took it on.” And you say, “Great.” You go and get it done in half the time, and then he would say, “I knew you were the right person; that’s why I got you to do it. Really, thank you for whatever you had to do to shift stuff and get that done. It’s just amazing, I appreciate it so much.”

This same role model leader exhibited a third quality. He had a belief in you that was probably, at the time, bigger than the one you had about yourself. He saw something in you, and he’d give you this big challenge: “Here you go. I would love you to take it on.” You’d walk out of his office and say to yourself, “My goodness, what have I done, agreeing to take this on.” And you start to think, “I’m not so sure I have what it takes.” But he believes in you more than you believe in yourself at that point. Lo and behold, you come back delivering the result. You didn’t know that you were capable of doing it. It’s what I call causing other leaders to step up. It’s not about the leader doing everything; that’s impossible. He’s got those attributes that can cause other leaders to lead.

So, there are three leadership qualities required by a CIO: the ability to change the game, caring for people and causing others to lead (see Figure 2).

**Figure 2: CIO Leadership Qualities**

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<th>Changing the Game</th>
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<td>CIO</td>
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<td>Caring for People</td>
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<td>Causing Others to Lead</td>
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**Three IT Leadership Career Essentials**

1. Taking on stretch commitments.
2. Stretching people outside of their comfort zone.
3. Causing leaders around them to be great.

**MM:** Thinking about a short list of IT leadership career essentials, what are the top three things a CIO should be doing and why? (See panel above for a summary.)

**BD:** I think the first thing is taking on stretch commitments. If you think about your career, there are many times when you committed to something without any evidence that it was possible. You were clearly committed to whatever it would take. In business, one needs the ability to make those kinds of commitments, even though when you make them, there’s no evidence that it’s possible to achieve them. That’s one of the top things a CIO could be doing, because they are game-changing commitments. If you make “safe” commitments, you won’t change the game.

Second, the CIO needs to be able to get other people to take on game-changing commitments that stretch them outside of their comfort zone. “Okay guys, now we’re going to take on this game-changing initiative, but I want to share this with you and have this be your commitment.” You want them to sign up to the stretch challenge, even though people with technical training often will say, “I’ve added up all the inputs, and it doesn’t work out. It’s not possible because I can’t see all the
steps.” You want them to see the same value as you do in making commitments that stretch them. When they make the commitment, they don’t know if they have what it takes to fulfill it. But, they will expand their ability by delivering on this big commitment. Both you and they will stretch your leadership qualities.

The third quality is causing others around you to be great leaders. I heard a great example of this in a TED talk by Benjamin Zander,\textsuperscript{13} the Boston Philharmonic conductor. Although his talk was about trying to get people interested in classical music, it was really about leadership. He says that about 3% of people like classical music. A lot of his colleagues say “Wouldn’t it be great if we could get it to 4%.” His response is “No, everybody loves classical music, they just don’t know enough about it yet.” He’s coming at it from a different angle; he’s making a bigger commitment: to get everybody interested in classical music. After listening to this talk, you get an insight about classical music you didn’t have before because of his passion for the topic. But he makes a very powerful point: as a conductor you don’t produce a note. It’s the orchestra that makes the music. His responsibility as a leader is to produce great music through them, to inspire that possibility through them. His job is to cause them to be great.

\textbf{MM:} What are some significant points that have confirmed the advice you give to CIOs? What are some eye-openers?

\textbf{BD:} I’ll answer that by referring to the analogy about painting a picture of the future so you can see the present. I ask CIOs where they think they currently are on the influence curve and where they think they need to be. Given everything that is going on in their environment, their businesses, where do they need to be? Note I’m not asking where they want to be—it’s past that. To be a game-changer, you need to be moving up the influence curve. I don’t think you ever stop doing that throughout your career. You do it several times; it’s often like you start all over again. That’s the significant point for me. You are never done in expanding your leadership.

You have to keep coming back to the influence curve or some other way of evaluating where you are right now. It could be that the environment has changed, or you’ve been given a new accountability. Or you’ve got a new boss, or there’s a new CEO taking over, or the board is jumping up and down and saying that they want something different. Asking where you are now on the influence curve and where you need to be, will prompt you to consider the breakthroughs you need to have to get where you need to be. So, it’s not just about reading a book and being a bit better on influence; you need to break through something, and you need to expand your leadership ability. Having made the breakthrough, you will be in a position to influence teams and have them be great. That’s not a theoretical understanding. That’s an “on-the-court” understanding.

\textbf{MM:} Based on your work, what does the trending CIO role look like?

\textbf{BD:} I think it’s a double-edged sword: there’s a threat and an opportunity. The threat is if CIOs just stay focused on technology infrastructure and day-to-day operations, they will become irrelevant and be bypassed. I think this is behind the dissatisfaction levels with IT departments. However, I prefer to focus on the opportunity side, which is to guide business direction as a strategic advisor. The opportunity is that CIOs can become game-changers. Moreover, it’s what businesses want of their CIOs. However, some CIOs will come up with all sorts of reasons why they can’t be game-changers. They’re heading for irrelevance unless they can become game-changing leaders by asking themselves “What else have I got? What can we do that customers would love and will transform our business?” I believe that most people would love the opportunity to be that type of leader.

Maybe there are CIOs who just want to keep

the wheel turning, take the paycheck and go home. But I think the trending CIO role is a more strategic one. The CIO has a much more strategic role, influencing businesses, changing the game in businesses. That’s the trend I see—grasping the opportunity side.

**MM:** What are the primary obstacles CIOs face in moving up the leadership curve, and which of these are under CIOs’ control?

**BD:** Answering this means revisiting the “be” side of leadership. I think the main obstacle everyone faces is the insidious little voice of doubt. The one that talks to you at 2 a.m. when your big project isn’t on time and budget. The little voice in your ear is saying, “You know, the problem is with you, really.” At the interview, you told them how great you were, and they said, “Great, you’re hired.” And, the little voice is saying, “Aha, I’ve got some evidence that you’re not as great as you said.” So, I reckon the main obstacle is that we doubt our capability. We doubt that we can deliver on the big promises that we make. As a leader, it’s fine to be continually uncertain because there’s nothing certain in leadership. If you are changing the game, by definition, it’s never been done before. But living with uncertainty is different from entertaining doubt. By giving oxygen to the little voice of doubt, it grows and expands, and sooner or later, that’s all we are going to be listening to.

The point I’m making is well illustrated in a book by Tom Asacker:  

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Through a business lens, the CIO needs the ability to perceive the organization through the eyes of the CEO and other top managers. Specifically, the CIO must develop an understanding of how CEOs see IT as a disrupter to and enabler of competitive advantage. Early in the interview, Donovan cited studies on the confluence of the CEO and CIO leadership roles. Moreover, the priorities of the two roles are converging with respect to technology. Both agree on the importance of technology as a strategic enabler in addition to technology as a cost saver. The confluence of the roles can be seen as a partnership in which the CEO and CIO are preparing each other for the business opportunities to come.

2. Seek Avenues to Build Leadership Skills

Developing technical knowledge and keeping up to date on leadership trends are both opportunities for a CIO to build leadership skills. Technical knowledge can be developed incrementally through reading top practice periodicals and academic journals. Knowledge can also be gained from direct personal interaction with industry peers, by attending conferences and by meeting with vendors. Face-to-face dialogue provides an interactive learning environment for understanding how new or developing technologies may advance the CIO’s specific organizational needs. A good way of demonstrating the knowledge acquired in these ways is for the CIO periodically to make technology presentations to other managers or top management. Conducting in-house presentations also sharpens the CIO’s critical thinking skills by engaging others in a discussion about technology use in and for the organization.

Keeping up to date on leadership trends can be accomplished through reading, mentoring and coaching. There is an abundance of literature on leadership knowledge that has been proven over time, and also modern-day literature that addresses global and generational issues arising from changes in the workforce. Additionally, CIOs should consider using business mentors (whether formally assigned or informal). Such mentors are trusted advisors who can help an executive through the process of building leadership skills. Moreover, searching out a mentor is a good way to establish an important network. As an influential senior adviser to the CIO, a mentor provides one-on-one training on topical issues relating to the business and its organizational culture.

When reading and mentoring are not sufficient to build self-reliance, the CIO may need to use the services of an executive coach—a paid career manager who provides specialized training in leadership skills. Coaches comprehend circumstances, confront assumptions and convey new insight when an executive is under pressure to learn how to manage himself or herself and collaborate with others. A coach can be valuable when learning to work with influential people and when taking on increased responsibility.

3. Use Technology as an Opportunity to Gain Influence

The confluence of the CEO and CIO roles, and the building of leadership skills, provides the CIO with an innate opportunity to influence the organization. Additionally, the CIO’s influence will grow as his or her work moves from delivering cost-saving technology solutions to helping to develop strategies for increasing market share. As an influencer, the CIO moves beyond discussions of previous technology achievements or IT war stories and focuses on commitments that move the organization toward the next strategic initiative. A strategic focus helps establish the CIO as an influential business executive even if he or she does not report to the CEO. But, as discussed in a report cited by Donovan during the interview, the influence and contribution of the CIO is even greater if he or she reports to the CEO.

Because of the ongoing potential for technology-driven business disruption, the opportunities for CIOs to increase their influence appear great. Initially, the CIO wants to become a business influencer because he or she has the attitude and desire to succeed. Next, the CIO expands his or her influence by developing leadership career essentials. But as one develops leadership qualities, it is common

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to manage uncertainty and come up against doubt. Inevitably, some game-changing decisions will fail. However, by developing commitments and solving problems with others, the number of successes will likely outweigh the failures. By guiding business direction and dealing with uncertainty, a game-changer—a visionary—is "playing the big game."

4. Embrace Shared Leadership

A prerequisite for the CIO gaining a seat at the top table is for the IT department to provide efficient and secure systems that are under proper governance. Those systems operate best when a CIO has a high-quality team. Additionally, the team frees up the CIO’s time to provide strategic advice.

The future optimum CIO team will likely include both a traditional leadership hierarchy and shared leadership roles. Shared leadership within an organization is more common in Germany than the U.S. Companies in Germany such as Daimler, Deutsche Bank and SAP have or have had co-CEOs. The idea behind the co-CEO approach is that more gets done when different responsibilities are delegated between roles. For example, splitting responsibilities can work well when a company is facing large tasks such as integrating a merger, grooming a successor, growing the company internationally or partnering a founder with someone who has management skills. However, shared leadership can create reporting confusion and slow down decision making. A shared CEO leadership role has also been used in both large and small companies within the U.S., including Oracle, Kraft and Groupon.

Many definitions for leadership are based on the circumstance for the leadership role: for example, senior leadership or team leadership. Even so, the role definitions and the characteristics of a leader may not be apparent or common throughout business. However, shared leadership is often advantageous because it is difficult for any one leader to have all "... the knowledge, skills and abilities necessary to lead all aspects of knowledge work." Leadership is a process of influence in which a single leader merely plays a part. Moreover, multiple leaders can take on roles according to the greater need of an organization. On the other hand, a "... leader might recognize his or her limitations and share the leadership [role] of organizational learning with colleagues. ..." for big projects.

A shared leadership opportunity for a CIO could be cloud computing. Many of the back-office applications in an organization are taking up the CIO’s time, resources and ongoing learning, and could be transitioned to another leader. A cloud provider with appropriate skills, knowledge and experience could be seen as a co-leader that supports the organization’s current needs and guides it to a new frontier. Such a relationship is not an ordinary vendor relationship; it is a responsibility relationship modeled on the co-CEO leadership seen in many companies. Note, however, that the shared leadership role may only last until a large task is completed.

Conclusion

Donovan highlighted the "do" and "be" aspects of technology leadership. The "do" tasks of IT are concerned with management, rules and regulations, which are a result of business, society and legislative pressures. The pervasiveness of technology means that the "do" tasks cannot be accomplished without the influence of a senior IT leader role (the CIO). The CIO has to ensure the organization has the systems to enable it to process its immediate short-term (transactional) tasks. In contrast, the CIO's "be" tasks are concerned with creating the ultimate long-term (transformational) initiatives.

Competence in the "do" aspects of the CIO role is essential, but to become an integral part of the organization’s top management team, the CIO must develop competencies in the "be" aspects as

22 See, for example, Siegel, D. S. “Responsible Leadership,” The Academy of Management Perspective (28:3), 2014, pp. 221-223.
well. This will mean considering questions such as:

- How integrated is IT in the transactional tasks of the business compared with transformational tasks?
- Would shared IT leadership bring the greatest contribution to transactional or transformational tasks?

Traditionally, the CIO sits at the top of the formal IT management hierarchy and is the senior IT leader who ensures organizational expectations and evaluates the contribution of IT. In many organizations, two of the CIO’s direct reports are the chief security officer (CSO) and the chief technology officer (CTO). The CSO leads immediate short-term tasks, and the CTO leads long-term initiatives. In practice, though, the CSO and CTO interact with each other, with mutual influence shared across their responsibilities and teams.

Some argue that “... all leadership is shared leadership; it is simply a matter of degree—sometimes it is shared completely while at other times it is not shared at all.”23 Given that perceptive, is an organization missing out on the full impact of IT when the CEO does not share the strategic role with the CIO? Recent research found that shared leadership positively affects organizational performance.24 Likewise, is an organization missing the full impact of a CIO’s strategy involvement when a shared leadership role is not in place for transactional tasks? In today’s complex business world, technology and information roles are already being shared between the CIO, CTO, CSO, chief knowledge officer, chief privacy officer, chief digital officer, chief data officer and more.

Further research into shared IS leadership may bring a deeper understanding of the existing and developing senior IS roles in an organization and what the future might look like for the management of technology and information. It may also shed further light on what IS leaders need to do to gain a seat at the top management table.

About the Author

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Michael Milovich Jr. (Michael_Milovich@baylor.edu) is studying for a doctorate in information systems at Baylor University. He has over 30 years technology experience in both small and large companies. His work has been performance focused in the areas of IT vision, convergent strategy and tactical foresight as a business champion. He has leadership expertise in cost controls, developing and managing teams, recruiting and retaining key reports, worldwide integrated IT solutions and process improvements. His experience is in operations and back-office technology roles. In addition to consulting, he is a former vice president of information technology for a Fortune 500 company, where he was responsible for the company’s global data center.