

THE  
**REFRAIN**  
BUSINESS OF IT

*How CIOs Create and  
Communicate Value*

RICHARD HUNTER  
GEORGE WESTERMAN

HARVARD BUSINESS REVIEW PRESS

# Real Business Of It How Cios Create And Communicate Value

**Robert R. Redfield**



## **Real Business Of It How Cios Create And Communicate Value:**

Real Business of IT Richard Hunter, George Westerman, 2009-10-20 If you're a general manager or CFO do you feel you're spending too much on IT or wishing you could get better returns from your IT investments If so it's time to examine what's behind this IT as cost mind set In *The Real Business of IT* Richard Hunter and George Westerman reveal that the cost mind set stems from IT leaders inability to communicate about the business value they create so CIOs get stuck discussing budgets rather than their contributions to the organization The authors explain how IT leaders can combat this mind set by first using information technology to generate three forms of value important to leaders throughout the organization Value for money when your IT department operates efficiently and effectively An investment in business performance evidenced when IT helps divisions units and departments boost profitability Personal value of CIOs as leaders whose contributions to their enterprise go well beyond their area of specialization The authors show how to communicate about these forms of value with non IT leaders so they understand how your firm is benefiting and see IT as the strategic powerhouse it truly is **The Real Business of IT**, 2017 **Featured Book Review**, 2015 *A Seat at the Table* Mark Schwartz, 2017-10-10 Agile Lean and DevOps approaches are radical game changers providing a fundamentally different way to think about how IT fits into the enterprise how IT leaders lead and how IT can harness technology to accomplish the objectives of the enterprise But honest and open conversations are not taking place between management and Agile delivery teams In *A Seat at the Table* CIO Mark Schwartz explores the role of IT leadership as it is now and opens the door to reveal IT leadership as it should be an integral part of the value creation engine With an easy style Schwartz reveals that the only way to become an Agile IT leader is to be courageous to throw off the attitude and assumptions that have kept CIOs from taking their rightful seat at the table CIOs step on up your seat at the table is waiting for you VeriSMTM: Unwrapped and Applied Claire Agutter, Johann Botha, Suzanne Van Hove, 2018-09-25 VeriSM Unwrapped and Applied the second volume within the VeriSM series extends the information in the first volume VeriSM A Service Management Approach for the Digital Age It shows how VeriSM applies to the digitally transforming organization This includes information around what digital transformation is approaches to digital transformation and its implications for the entire organization especially the people The book explains how to use the VeriSM model describing the steps to develop maintain and use the Management Mesh to deliver a new or changed product or service Within this content a case study is used to illustrate how to apply the model for each stage and to show the expected outcomes Implications for the entire organization are stressed throughout the entire volume reinforcing the concepts of enterprise strategy tying together the organizational capabilities to produce consumer focused products and services The second part of the book also includes a wealth of case studies stories and interviews from organizations and individuals who have a digital transformation journey to share VeriSM early adopters from around the world provide more information about how they are applying the guidance **Wolf in Cio's Clothing** Tina Nunno, 2016-09-19 Machiavellians

are few in number in IT The massive pressure on CIOs continues to increase as the opportunities to use technology in business become more prevalent and more competitive As CIOs often find themselves at the center of business conflict they must not only familiarize themselves with Machiavellian tactics as a defensive weapon but also learn to use them as an offensive weapon in extreme situations so that they can increase IT's contribution to their enterprises As Italian political philosopher Niccolo Machiavelli implied you're either predator or prey and the animal you most resemble determines your position on the food chain In *The Wolf in CIO's Clothing* Gartner analyst and author Tina Nunno expands on Machiavelli's metaphor examining seven animal types and the leadership attributes of each Nunno posits the wolf a social animal with strong predatory instincts as the ideal example of how a leader can adapt and thrive Technology may be black and white but successful leadership demands an ability to exist in the grey Drawing on her experience with hundreds of CIOs Nunno charts a viable way to master the Machiavellian principles of power manipulation love and war Through compelling case studies her approach demonstrates how CIOs and IT leaders can adjust their leadership styles in extreme situations for their own success and that of their teams

*Trust and Partnership* Robert J. Benson, 2014-04-01 Proven methodologies to enhance business value by exploiting the latest global technology trends and best business and IT practices There is no doubt that a tidal wave of change is hitting the area of business technology new business models are forming around the cloud new insights on how an enterprise runs is being aided by mining massive transactional and operational data sets Decision making is becoming almost prescient through new classes of data visualization data analytics and dashboards Despite the promise of technologies to make a difference or perhaps because of it IT organizations face continued challenges in realizing partnerships and trust with their business partners While many books take on elements of these emerging developments or address the stubborn barriers to real partnership none make the practices involved fit together in a highly effective fashion until now *Strategic IT Management in Turbulent Times* reveals how this framework ensures that organizations make the right strategic decisions to succeed in times of turbulence and change Draws together authors with global experience including the Americas Europe Pacific Rim and Africa Offers a comprehensive framework for IT and business managers to maximize the value IT brings to business Addresses the effects of turbulence on business and IT Focuses on developing partnerships and trust with business With practical examples and implementation guidance based on proven techniques developed by the authors over the past twenty years *Strategic IT Management in Turbulent Times* considers the challenges facing today's enterprise IT's critical role in value creation and the practical road map for achieving strategic IT management competencies [CIO](#), 2009

**The HUMAN Agentic AI Edge** Andreas Welsch, 2026-02-25 Organizations are racing to deploy Agentic AI yet few are ready for the risks that emerge when employees use AI without structure standards or oversight *The HUMAN Agentic AI Edge* offers leaders a practical blueprint for building accountable AI ready teams that consistently produce high quality results Drawing on real world knowledge and insights from interviews with more than 50

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