

# **Management, Leadership, and the Roles of the CIO**

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# Management vs. Leadership

**Management** is about coping with *complexity* through planning and budgeting, organizing and staffing, controlling and problem solving.

**Leadership** is about coping with *change* through setting a direction, aligning people to a vision of the future, and empowering and motivating them to meet the challenges created by this vision.

Source: J.P. Kotter, *Harvard Business Review*, 1990

# An Emerging Model of I/S Leadership

- **What is *leadership*?**

  - The successful exercise of power to achieve organizational goals.

- **What is *power*?**

  - The capacity to exert influence.

- **Sources of power**

  - Organizational or positional
  - Expertise
  - Personal

# Key Components of the I/S Leadership Model

- **Types of Leadership**
  - *Transactional* -- aimed at producing stability and efficiency
  - *Transformational* – aimed at producing innovation and effectiveness
  
- **The Business Climate**
  - Stable, static
  - Turbulent, dynamic
  
- **Focus of Attention**
  - Technology and the I/S function
  - The business as a whole

# I/S Leadership Model

## FOCUS

Technology and  
the I/S function

The Business

Stable,  
Static

BUSINESS  
CLIMATE

Dynamic,  
Turbulent

*Technologist*

*Enabler*

*Innovator*

*Strategist*

Transactional  
(managing  
complexity)

TYPES OF  
LEADERSHIP

Transformational  
(instituting change)

# I/S Leadership Roles

The **technologist** uses technical expertise to develop and maintain cost-effective information systems; advises business managers regarding matters relating to I/T; stays abreast of emerging technological developments; and projects their potential impact on the I/S function and the business.

The **enabler** works closely with the user community to help them maximize the business uses of their present I/S capabilities; networks and communicates with users to understand their present and future I/T needs; and acts as their advocate within the I/S organization.

# I/S Leadership Roles

## (Continued)

The **innovator** strives for leading-edge I/T processes by re-engineering existing systems; updating existing technology; re-tooling the I/S staff; and creating an environment for experimentation and innovation.

The **strategist** serves as the boundary spanner between the I/S function and business strategists to ensure that the business is aware of strategic opportunities made possible through I/T and that the I/S organization is ready to provide support and leadership for new business initiatives.

# I/S Leadership Model

## FOCUS

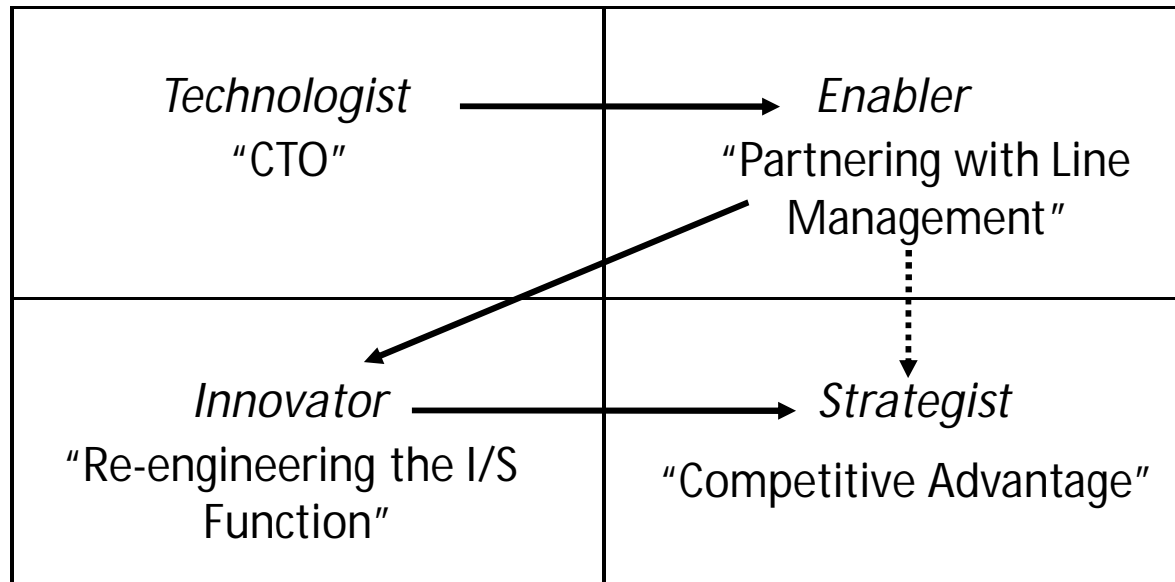
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# Key Features and Implications of the I/S Leadership Model

- Organizations are experiencing increasingly more *turbulent* environments while, at the same time, trying to maintain some measure of *stability*.
- I/S leadership requires a focus on both *technology* and the *business* that uses it.
- It also should both *support* the business -- a reactive role – and help *shape* the business strategy – a proactive role.

# Key Features and Implications of the I/S Leadership Model (Continued)

- I/S leaders must master both *transactional* (complexity) and *transformational* (change) leadership to meet their organizations' need for both order and innovation.
- Even though the four I/S leadership roles – **technologist, enabler, innovator, and strategist** – build on each other, no one role can be neglected.

# Key Features and Implications of the I/S Leadership Model (Continued)

- Each leadership role also suggests a different type of *partnership* with
  - members of the I/S function (technologist)
  - the user community (enabler)
  - vendors and consultants (innovator)
  - strategic business partners (strategist).
- These conflicting role demands are difficult for any one person to master. Also, even if it were possible to master them all, there is not enough time to perform them all. Thus a *team* approach, with complementary skills, is likely to be required.

# I/S Leadership

In summary, I/S leadership requires . . .

- Maintaining a balance among the roles,
- Developing a team approach, and
- Mastering the challenge of meeting the company's business needs now – and for the future.