



CIO Paradox: Battling the Contradictions of IT Leadership

By Martha Heller

Download now

Read Online 

CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller

Regardless of industry, most major companies are becoming technology companies. The successful management of information has become so critical to a company's goals, that in many ways, now is the age of the CIO. Yet IT executives are besieged by a host of contradictions: bad technology can bring a company to its knees, but corporate boards rarely employ CIOs; CIOs must keep costs down at the very same time that they drive innovation. CIOs are focused on the future, while they are tethered by technology decisions made in the past. These contradictions form what Martha Heller calls The CIO Paradox, a set of conflicting forces that are deeply embedded in governance, staffing, executive expectations, and even corporate culture. Heller, who has spent more than 12 years working with the CIO community, offers guidance to CIOs on how to attack, reverse, or neutralize the paradoxical elements of the CIO role. Through interviews with a wide array of successful CIOs, The CIO Paradox helps readers level the playing field for IT success and get one step closer to bringing maximum value to their companies.

 [Download CIO Paradox: Battling the Contradictions of IT Lea ...pdf](#)

 [Read Online CIO Paradox: Battling the Contradictions of IT L ...pdf](#)

CIO Paradox: Battling the Contradictions of IT Leadership

By Martha Heller

CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller

Regardless of industry, most major companies are becoming technology companies. The successful management of information has become so critical to a company's goals, that in many ways, now is the age of the CIO. Yet IT executives are besieged by a host of contradictions: bad technology can bring a company to its knees, but corporate boards rarely employ CIOs; CIOs must keep costs down at the very same time that they drive innovation. CIOs are focused on the future, while they are tethered by technology decisions made in the past. These contradictions form what Martha Heller calls The CIO Paradox, a set of conflicting forces that are deeply embedded in governance, staffing, executive expectations, and even corporate culture. Heller, who has spent more than 12 years working with the CIO community, offers guidance to CIOs on how to attack, reverse, or neutralize the paradoxical elements of the CIO role. Through interviews with a wide array of successful CIOs, The CIO Paradox helps readers level the playing field for IT success and get one step closer to bringing maximum value to their companies.

CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller Bibliography

- Sales Rank: #374001 in Books
- Published on: 2012-11-01
- Original language: English
- Number of items: 1
- Dimensions: 9.27" h x .84" w x 6.36" l, 1.23 pounds
- Binding: Hardcover
- 261 pages

 [Download CIO Paradox: Battling the Contradictions of IT Lea ...pdf](#)

 [Read Online CIO Paradox: Battling the Contradictions of IT L ...pdf](#)

Download and Read Free Online CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller

Editorial Review

Review

"In "The CIO Paradox", Heller has her finger on the pulse of the major contradictions that plague the CIO role today, including being hired to be strategic, but spending most of our time being operational. Her recommendations on how to overcome major paradoxes offer concise and helpful advice to CIOs on becoming more successful in the role." (Gregory S. Smith, CIO at an international firm, and author of "Straight to the Top: Becoming a World-Class CIO")

"In "The CIO Paradox", Martha Heller has clearly articulated the many contradictions that permeate the CIO role. But more than that, she includes rich examples of how successful CIOs have managed to break through these contradictions. IT leadership is a balancing act, as Heller demonstrates in this entertaining and insightful book." (Carol Zierhoffer, VP & Global CIO, Xerox)

"Martha does a great job of capturing the paradox of not just the CIO role, but of Enterprise IT as a whole. In a world that greatly admires technology and over-rewards the start-up, how is the "brand" of the enterprise CIO and the technology teams that support our business so weak? As a CIO that has survived this paradox for more than a decade, I appreciate the insights of "The CIO Paradox"." (Robert B. Carter, EVP & CIO, FedEx Corporation)

"Martha Heller has captured the essence of the exhilaration and the stress that come with being a CIO in the 21st century. In "The CIO Paradox", she has articulated the complex and critical set of issues that confront CIOs every day, in every enterprise, in a witty and constructive way. Having lived the CIO role over four different decades, I was able to relate to her paradoxes and her conclusions: that to be successful in this young and great profession you must move from being an "either, or" manager to an "and, and" leader. It will be exciting to see more and more of our next generation leaders break through these paradoxes." (Charlie Feld, Founder, The Feld Group Institute, and author of "Blind Spot IT: A Leader's Guide To IT-Enabled Business Transformation")

"What makes "The CIO Paradox" a compelling read is the understanding Martha has of the vast challenges today's CIOs are faced with. Throughout the book you have those "aha!" moments that energize any reader who works in or supports the IT profession. The organized, blunt fashion in which she states the paradox, while injecting the perfect amount of humor, is terrific, as are her conclusions. This is not a book about IT that will bore you!" (Pamela J. Stenson, Senior Vice President & General Manager, CIO Executive Council)

"Martha Heller has unparalleled access to CIOs. She advises them, writes about them, and recruits them. With her terrific book, "The CIO Paradox", she lets us in on all that she has learned and the advice she has given. The result is an invaluable resource. Martha demonstrates that for CIOs to be successful in this day and age, they must achieve balance in their skills, plans, and methods to eliminate blind spots and to achieve sustainable success for their departments and for their companies." (Peter High, President, Metis Strategy, LLC and author of "World Class IT: Why Businesses Succeed When IT Triumphs")

"A must-read for all CIOs and those aspiring to the role. "The CIO Paradox" is a compendium of our colleagues' most valuable and sometimes painful lessons packaged up and told in a compelling and straightforward manner. Heller has distilled years of CIO experience into a pragmatic guide that not only helps CIOs everywhere to improve their game, but forces them to reflect on where they have been and, more

importantly, where they should go next." (Timothy C. McCabe, SVP & CIO, Delphi)

Review

"In *The CIO Paradox*, Martha Heller has clearly articulated the many contradictions that permeate the CIO role. But more than that, she includes rich examples of how successful CIOs have managed to break through these contradictions. IT leadership is a balancing act, as Heller demonstrates in this entertaining and insightful book." (Carol Zierhoffer, VP & Global CIO, Xerox)

"Martha does a great job of capturing the paradox of not just the CIO role, but of Enterprise IT as a whole. In a world that greatly admires technology and over-rewards the start-up, how is the "brand" of the enterprise CIO and the technology teams that support our business so weak? As a CIO that has survived this paradox for more than a decade, I appreciate the insights of *The CIO Paradox*." (Robert B. Carter, EVP & CIO, FedEx Corporation)

"In *The CIO Paradox*, Heller has her finger on the pulse of the major contradictions that plague the CIO role today, including being hired to be strategic, but spending most of our time being operational. Her recommendations on how to overcome major paradoxes offer concise and helpful advice to CIOs on becoming more successful in the role." (Gregory S. Smith, CIO at an international firm, and author of *Straight to the Top: Becoming a World-Class CIO*)

"Martha Heller has unparalleled access to CIOs. She advises them, writes about them, and recruits them. With her terrific book, *The CIO Paradox*, she lets us in on all that she has learned and the advice she has given. The result is an invaluable resource. Martha demonstrates that for CIOs to be successful in this day and age, they must achieve balance in their skills, plans, and methods to eliminate blind spots and to achieve sustainable success for their departments and for their companies." (Peter High, President, Metis Strategy, LLC and author of *World Class IT: Why Businesses Succeed When IT Triumphs*)

"What makes *The CIO Paradox* a compelling read is the understanding Martha has of the vast challenges today's CIOs are faced with. Throughout the book you have those "aha!" moments that energize any reader who works in or supports the IT profession. The organized, blunt fashion in which she states the paradox, while injecting the perfect amount of humor, is terrific, as are her conclusions. This is not a book about IT that will bore you!" (Pamela J. Stenson, Senior Vice President & General Manager, CIO Executive Council)

"A must-read for all CIOs and those aspiring to the role. *The CIO Paradox* is a compendium of our colleagues' most valuable and sometimes painful lessons packaged up and told in a compelling and straightforward manner. Heller has distilled years of CIO experience into a pragmatic guide that not only helps CIOs everywhere to improve their game, but forces them to reflect on where they have been and, more importantly, where they should go next." (Timothy C. McCabe, SVP & CIO, Delphi)

"Martha Heller has captured the essence of the exhilaration and the stress that come with being a CIO in the 21st century. In *The CIO Paradox*, she has articulated the complex and critical set of issues that confront CIOs every day, in every enterprise, in a witty and constructive way. Having lived the CIO role over four different decades, I was able to relate to her paradoxes and her conclusions: that to be successful in this young and great profession you must move from being an "either, or" manager to an "and, and" leader. It will be exciting to see more and more of our next generation leaders break through these paradoxes." (Charlie Feld, Founder, The Feld Group Institute, and author of *Blind Spot IT: A Leader's Guide To IT-Enabled Business Transformation*)

About the Author

Martha Heller is president of Heller Search Associates, a Boston-based firm specializing in recruiting CIOs and other IT executives across multiple industries. Prior to founding Heller Search, Martha was Managing Director of the IT Leadership Practice at ZRG Partners, a global executive search firm. Before establishing her career in executive search, Martha was Founder and Managing Director of *CIO* magazine's CIO Executive Council, a professional organization for CIOs. She continues to engage with CIO audiences through her *CIO Paradox* column, as author of CIO.com's *Movers & Shakers* blog and author of *You and Your CIO*, a blog on CFO.com. Martha has presented on "the CIO career" at *CIO* magazine events, CIO Executive Summit, MIT's emerging technology conference, SIM, the United Nations Forum on Women and Technology and numerous academic executive programs. Martha received her B.A. in English from Hamilton College and her M.A. in English from SUNY Stony Brook.

Users Review

From reader reviews:

Clarence Liller:

The e-book with title *CIO Paradox: Battling the Contradictions of IT Leadership* includes a lot of information that you can understand it. You can get a lot of gain after read this book. This specific book exist new knowledge the information that exist in this publication represented the condition of the world currently. That is important to you to understand how the improvement of the world. This book will bring you inside new era of the internationalization. You can read the e-book on the smart phone, so you can read that anywhere you want.

Lila Smith:

Many people spending their moment by playing outside along with friends, fun activity with family or just watching TV the entire day. You can have new activity to spend your whole day by examining a book. Ugh, do you think reading a book can definitely hard because you have to use the book everywhere? It alright you can have the e-book, delivering everywhere you want in your Smartphone. Like *CIO Paradox: Battling the Contradictions of IT Leadership* which is keeping the e-book version. So , why not try out this book? Let's view.

Morris Sampson:

Don't be worry for anyone who is afraid that this book will filled the space in your house, you might have it in e-book way, more simple and reachable. This *CIO Paradox: Battling the Contradictions of IT Leadership* can give you a lot of buddies because by you looking at this one book you have thing that they don't and make you actually more like an interesting person. This particular book can be one of one step for you to get success. This publication offer you information that perhaps your friend doesn't understand, by knowing more than other make you to be great persons. So , why hesitate? We need to have *CIO Paradox: Battling the Contradictions of IT Leadership*.

Darlene Gutierrez:

Do you like reading a reserve? Confuse to looking for your selected book? Or your book seemed to be rare? Why so many issue for the book? But any people feel that they enjoy for reading. Some people likes reading, not only science book but additionally novel and CIO Paradox: Battling the Contradictions of IT Leadership or others sources were given understanding for you. After you know how the great a book, you feel desire to read more and more. Science guide was created for teacher or maybe students especially. Those publications are helping them to increase their knowledge. In various other case, beside science reserve, any other book likes CIO Paradox: Battling the Contradictions of IT Leadership to make your spare time far more colorful. Many types of book like here.

**Download and Read Online CIO Paradox: Battling the
Contradictions of IT Leadership By Martha Heller
#ZSNCT2QBFRA**

Read CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller for online ebook

CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller Free PDF d0wnl0ad, audio books, books to read, good books to read, cheap books, good books, online books, books online, book reviews epub, read books online, books to read online, online library, greatbooks to read, PDF best books to read, top books to read CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller books to read online.

Online CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller ebook PDF download

CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller Doc

CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller Mobipocket

CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller EPub

ZSNCT2QBFRA: CIO Paradox: Battling the Contradictions of IT Leadership By Martha Heller