



The State of California

CIO Academy

*The Leadership Imperative –
Understanding Your Strengths*

February 25, 2009

Agenda



- Opening—Debra Gonzales
 - Introductions and Overview
- Background on Leadership Styles—Kevin Christophe
 - Define various styles
 - Provide examples
 - Strengths and Shortcomings
 - CIO Leadership Assessment Discussion
- Panel Discussion—Debra Gonzales
 - Carlos Ramos, Dale Jablonsky, and Davood Ghods
- Closing Remarks

Leadership Styles



Autocratic

- Centralized authority
- Dictate work methods
- Unilateral decisions and limited employee participation

Democratic

- Employee involvement in decision making
- Delegates authority
- Encourages participation in decision making and goals

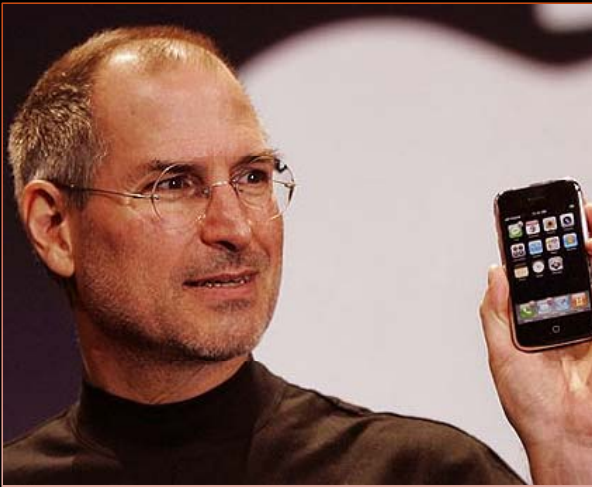
Laissez-faire

- Employees have freedom to make decisions
- Provides resources and answers questions

Contingency

- Effective leadership is based on situation not style

Leaders' Style



Strengths and Shortcomings



Leadership Styles	Strengths	Shortcomings
Autocratic	<ul style="list-style-type: none">• Centralized power• Saves time• Decisive• One best way	<ul style="list-style-type: none">• Stifles innovation• Stressful-oppressive• One-sided• Limits creativity• Causes resistance• Leads to turnover
Democratic	<ul style="list-style-type: none">• Participative-inclusive• Creativity-innovation• Greater good• Buy-in	<ul style="list-style-type: none">• Group-think• Tyranny of the majority• Slows decision making
Laissez-faire	<ul style="list-style-type: none">• Promotes innovation• Freedom-autonomy• Less stress	<ul style="list-style-type: none">• Less control• Decentralized
Contingency	<ul style="list-style-type: none">• Adaptable/responsive• Seeks best approach	<ul style="list-style-type: none">• Inconsistent

Gartner's New CIO Leadership Assessment



- Top 10 Priorities for CIO's
- Components
 - Your Assessment: Demand and Supply
 - Peer Comparison
 - Performance Summary
- Improvement Plan

Comparison Scores



CIO Leadership Dimensions	S. Score	360
Leadership lays foundation	75%	
Know your enterprise	100%	
Create your vision	100%	
Shape informed expectations	63%	
Build good governance	90%	
Weave business and IT strategies	50%	
Build lean and focused IS org.	88%	
Develop a high-performing team	100%	
Manage enterprise and risk	83%	
Communicate your value and performance	100%	

Path to Change



- Johari Window's Significance
- Assessment Tools
 - 360 degree feedback, Myers-Briggs, etc.
- Mentoring and Coaching

Johari Window

	Known to self	Not known to self
Known to others	Arena	Blind Spot
Not Known to Others	Façade	Unknown

Panel Discussion



- Members
 - Davood Ghods
 - Dale Jablonsky
 - Carlos Ramos