

MESSAGE FROM SIM

The theme for this issue of *MISQE* is the role of the CIO in an era of digital transformation. The first of four insightful research papers is “Digital Transformation in Latecomer Industries: CIO and CEO Leadership Lessons from Encana Oil & Gas (USA) Inc.” In this study Rajiv Kohli from the College of William and Mary and Shawn Johnson with Encana Oil & Gas describe a latecomer firm with limited experience and capabilities in digital technologies and explain the role of the CIO, who successfully integrated supply chain processes, introduced digitization, embedded IT in operational processes, and outsourced non-core IT. The Lessons Learned for both the CIO and CEO are critical for successfully leading a company with limited experience using IT to enable competitive advantage. One key lesson, for example, is that CIOs in latecomer organizations must earn their position in the organization chart by demonstrating how IT makes a difference and impacts the top or the bottom line.

In “CIO and Business Executive Leadership Approaches to Establishing Company-Wide Information Orientation,” William Kettinger and Chen Zhang from the University of Memphis, and Donald Marchand from IMD in Switzerland, present leadership approaches executives can adopt to improve a company’s information orientation. Based on four case studies, the authors provide a framework from the CIO perspective and offer guidelines for various situations that the CIO can use when deciding to act as a leader, follower or a non-player in developing the company’s information orientation.

In their paper entitled “Rapid Adaptation in Digital Transformation: A Participatory Process for Engaging IS and Business Leaders,” the researchers (Anne Mette Hansen and Permlle Kraemmergaard from Aalborg University in Denmark and Lars Mathiassen from Georgia State University) describe how IS and business leaders used a participatory model to share their assumptions about IS leadership, challenge existing IT strategies, and adapt the organization’s digitization approach. The authors contend that the model is useful for engaging IS and business executives in various participatory situations.

In the fourth research paper, “The Impact of Social Media on C-Level Roles,” Candace Deans from the University of Richmond focuses on the impact of social media on C-level organizational leadership and governance. Deans presents the challenges

and potential success of four leadership models, emphasizes the importance of an IT governance role for the chief marketing officer, and provides further evidence of a paradigm shift in the role of the CIO.

In addition to the four themed papers, this issue also includes the findings from the trends survey of SIM members, conducted annually by Jerry Luftman from Stevens Institute of Technology. Since its inception in 1980, the SIM survey has helped IT leaders around the globe understand important issues and trends. The 2011 results, presented at SIMposium, show that IT managers are working in partnership with business unit management to improve business productivity, increase business agility and speed-to-market, and reduce costs with business process re-engineering. The winners of the academic paper competition also presented their research at SIMposium. Look for publication of this case study in a future issue of *MISQE*.

SIMposium 2011 in Orlando on November 13-15 featured interesting topics and informative speakers. Attendees included leading academics and consultants, CIOs and other IT managers, thought leaders and executives from a number of countries. The event provided ample opportunities for learning, having fun, and interacting with friends and colleagues.

In addition to the annual conference, 2011 has been a busy year as we focused on a number of initiatives that include expanding new national programs like Members in Transition, launching three new chapters, conducting a national membership drive, stimulating the use of social media, and selecting and transitioning to a new association management company. The new company is Association Headquarters located in Mount Laurel, New Jersey. December 31st is the last day of our long relationship with Smith Bucklin, which served SIM for more than thirty years. While we will miss the dedicated team supporting SIM, we are anticipating a successful and long-lasting new partnership with Association Headquarters.

We look forward to another successful year for SIM and *MISQE* in 2012.

Happy Holidays.

Wendell Jones, Ph.D.
SIM Chief Executive