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Through interviews with a wide array of successful CIOs, The CIO Paradox helps readers level the playing field for IT

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Success and get one step closer to bringing maximum value to their companies. The book addresses four vantage points for CIOs to consider as they move toward improvement: their particular Role, their Stakeholders, their Organization, and their particular Industry.

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"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

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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."

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It Leadership ...

The CIO Paradox:
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Leadership by Martha
Heller. With the help
of a wide array of
successful IT leaders,
Martha Heller defines
a set of contradictions
that permeate the CIO
role, and offers solid
advice for breaking
through them.

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Heller's book helps
CEOs, HR pros,
board members, and
IT vendors

understand the
modern Chief
Information Officer.

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Leadership. Heller,

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Martha, Johnson,
Maryfran. 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

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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 ...

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The CIO Paradox discusses the competing challenges of leading IT that make the job so challenging. It paints the picture of a true business leader who understands the business plus the table stakes of knowing how IT plays into the needs of the company. Found it a

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Very informative and
thought provoking
read I would
recommend to any
leader in IT.

The CIO Paradox:
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These contradictions
form what Martha
Heller calls The CIO
Paradox, a set of
conflicting forces that

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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

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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

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Contradictions of IT ...

▣ 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

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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*)

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IT Leadership ...

She is the author *The CIO Paradox: Battling the Contradictions of IT Leadership and Be the Business: CIOs in the New Era of IT*. To join the IT career conversation, subscribe to *The Heller Report*.

Leadership lessons
from Accenture's CIO

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| CIO
Martha Heller's book,
The CIO Paradox:
Battling the
Contradictions of IT
Leadership, will be
published by
Bibliomotion in
October, 2012.

Written by Martha
Heller Martha Heller is
CEO of Heller Search
Associates and author
of Be the Business:

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CIOs in the New Era
of IT , and The CIO
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Excerpt from The CIO
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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

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the Contradictions of
It Leadership ...

(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

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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

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conclusions: that to
be successful in this
young and great ...

Of It Leadership

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From her work with
the CIO Best Practice
Exchange and the
CIO Executive
Council and as an
executive recruiter,
where she talks to

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hundreds of CIOs and helps them build their teams, she concluded that there are a set of paradoxes □

conflicting forces that are deeply embedded in governance, staffing, executive expectations, and even corporate culture.

Book Review □ The

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**The CIO Paradox:
Battling the
Contradictions of IT
Leadership**, published
in late 2012, was
written by Martha
Heller. While the book
is just over 6 years
old, many of Heller's
lessons regarding
leadership are still
relevant today.

5 Great IT

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▯Martha Heller,
President, Heller

Search Associates,

and author of The

CIO Paradox: Battling

the Contradictions of

IT Leadership ▯Every

industry has been

impacted by

advances in

technology. Whether

you are a CIO, a VP

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of IT, or an executive outside of IT, it is critical to connect the dots between business strategy and IT strategy.

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