



## **Chapter XXIII**

# **Analyzing CIO Comments**

## **Introduction**

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This chapter presents an analysis of the comments made by the CIOs. To begin, Mintzberg's (1973) managerial roles framework is introduced and the components are described. The themes identified within each of the major categories of the CIO interviews are then mapped onto the roles described in Mintzberg's (1973) framework. This process supports a discussion of the analysis of the CIO management experiences. Further analysis is presented which attempts to determine if there is any variability of issues across the chronological stages of the CIOs' tenure in their position. This section investigates whether the emphasis of the management experiences might change over time as the CIO gains company specific experience. The next section analyzes the comments from a cultural perspective. The seminal work by Hofstede (1980, 1983, 1993, 2001) is introduced and is then employed to compare the comments of the CIOs representing New Zealand, Taiwan, and the United States of America. The last analysis section included in this chapter reviews the concept of leadership and its impact on the role of the CIO. The final section of the chapter presents some concluding remarks.

## Managerial Roles

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The data obtained from all the interviews was analyzed in reference to Mintzberg's (1973) framework of managerial roles. The framework was adopted here because it represents a comprehensive approach to analyzing the roles of senior managers. Tsoukas (1994) has suggested that Mintzberg's (1973) framework results from the documentation and analysis of the observable practices of managers. Further, Lamond (2004) suggests that Mintzberg's (1973) framework documents management as it is, which is a reflection of the Argyris and Schon (1974, 1996) *theories in action* vs. *espoused theories*. In a similar vein, the data gathered for this book represents the self-reporting of CIOs of their actions carried out in the performance of their duties. Also, other research (Kmetz & Willower, 1982; Martinko & Gardiner, 1990; Sproull, 1981) has shown that the roles outlined in the framework apply across functional areas and hierarchical levels. This further supports the decision to compare the themes that have emerged from the discussions with CIOs with the roles that form a part of the Mintzberg (1973) framework.

To begin this section, Mintzberg's (1973) framework is described. Next, the themes that have emerged from the interviews are mapped onto the framework. The results of this process are presented organized by relative chronological stages. That is, in the interview the CIO was asked to describe issues that were addressed at three different chronological stages. The CIO described issues which were addressed initially upon taking the role. Then, current issues were described. The third stage included issues the CIO anticipated dealing with in the future. This presentation highlights the CIO management experiences for each stage within the framework and then proffers some conclusions.

Table 1 presents Mintzberg's (1973) framework for managerial roles. The framework includes 10 highly interrelated roles which are grouped into three categories. One category of role is titled "interpersonal". This category relates to the performance of duties of a more ceremonial nature. Thus, while interaction with others is based upon company-related aspects, the emphasis of this category is more of a personal nature. Another category is "informational." Here the manager collects information relative to company performance and subsequently distributes that information to the appropriate stakeholders. Both the collection and dissemination activities may involve internal and external sources and recipients. A third category is "decisional." This category relates to the plethora of aspects related to making decisions. Thus, the manager will search for opportunities, respond to issues, negotiate when necessary, and make or approve decisions resulting from these efforts.

The next subsection describes the process which was employed to map the themes identified in the interviews onto Mintzberg's (1973) framework.

To begin, the data presented in each CIO chapter was reviewed to identify themes. This review focused upon distinguishing those themes relating to issues that arose

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