



Chapter III

CIO Leadership Roles

Introduction

One approach to understanding the CIO position is to study managerial roles. In this chapter, 10 roles by Mintzberg, six roles by Grover et al. derived from Mintzberg, and six CSC roles are presented to shed light on the various leadership roles for CIOs.

Mintzberg's Roles

Mintzberg (1994) notes a number of different and sometimes conflicting views of the manager's role. He finds that it is a curiosity of the management literature that its best-known writers all seem to emphasize one particular part of the manager's job to the exclusion of the others. Together, perhaps, they cover all the parts, but even that does not describe the whole job of managing. Based on an observational study of chief executives, Mintzberg (1994) concluded that a manager's work could be described in terms of 10 job roles. As managers take on these roles, they perform management functions. These 10 roles consist of three interpersonal roles

(figurehead, leader, and liaison), three informational roles (monitor, disseminator, and spokesman), and four decisional roles (entrepreneur, disturbance handler, resource allocator, and negotiator):

- **Figurehead:** performs some duties of a ceremonial nature. Examples include greeting visitors, responding to journalists' questions, and visiting customers and allies.
- **Personnel:** leader is responsible for motivation of subordinates and for staffing and training. Examples include most activities involving subordinates, such as settling disagreements between subordinates.
- **Liaison:** establishes a web of external relationships. Examples include attending conferences and giving presentations.
- **Monitor:** seeks and receives information to understand and learn from the environment. Examples include reading journals and listening to external experts.
- **Disseminator:** transmits information to other organizational members. Examples include forwarding reports and memos, making phone calls to present information, and holding informational meetings.
- **Spokesman:** involves the communication of information and ideas. Examples include speaking to the board of directors and top management and talking to users.
- **Entrepreneur:** acts as initiator and designer of much of the controlled change in the organization. Examples include user ideas converted to systems proposals and management objectives transformed to infrastructure actions.
- **Disturbance handler:** is responsible for solving conflicts in the organization.
- **Resource allocator:** is responsible for allocation of human, financial, material, and other resources. Examples include working on budgets, developing project proposals, and monitoring information technology projects.
- **Negotiator:** is responsible for representing the organization in negotiations. Examples include negotiations with unions concerning wages and with vendors concerning procurements.

According to Mintzberg (1994), these 10 roles are common in all managerial jobs regardless of the functional or hierarchical level. However, differences do exist in the importance and effort dedicated to each managerial role based on job content, different skill levels, and expertise. Mintzberg (1994) states that managers are in fact specialists, required to perform a particular set of specialized managerial roles that are dependent upon the functional area and hierarchical level in which they work.

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