



Making Information Technology Overcome Business Uncertainty

## Book excerpt

**José Ignacio Sordo Galarza** shares his international experience and provocative ideas written in his book “**The Uncomfortable CEO**”. The CEO is responsible for leading the development and execution of the Company’s long term strategy with a view to creating shareholder value. However, what differentiates them apart from a below average to exceptional performance? The strongest CEOs approach work in a very consistent fashion: They are **uncomfortable!** An uncomfortable CEO is interested in what's right, rather than who's right; has a general dissatisfaction with the status quo, looking for ways to explore new boundaries.

**The Uncomfortable CEO** is a handbook for CEOs and other senior executives that lays out the argument for leveraging IT’s key role in 21st century business and provides guidance for doing so successfully. The book covers a range of topics, including overcoming business uncertainty, living in a VUCA world (Volatile, Uncertain, Challenging, and Ambiguous) and measuring business success as a creator of value. This book is both thought provoking and helpful:

- More than 50% of all capital expenses incurred by businesses worldwide go to IT. However, most business leaders remain skeptical as to whether their IT investments bring business relevance to their corporations.
- CEOs and business leaders are not particularly well equipped to deliver a strategic IT approach. Who should do that? Learn how to delegate it and empower your CIO.
- The job of your CIO is to start the fire that fuels the virtuous cycle of success. All you need is to do is to envision how you would like the future of the business and information technology to look in your own enterprise and then engage yourself, your CIO and others executives into this vision.
- Your CIO should excel on the following capabilities:
  1. Know how to build the bridge between IT and business goals.
  2. Addresses information as an enterprise asset, and understands what is on your agenda and how IT fits into it.
  3. Have the capability to build trust, communicate and collaborate with others with exceptional levels of diplomacy and discretion.
  4. Create and shape an IT organization to leverage efficiency, effectiveness and change management with a solid link to the strategic business objectives.

Of all the functional jobs in your organization, Information Technology may hold the most cards; they are intrinsically linked to the levers for business strategy, operations, financial realities and innovation. Without them, no enterprises would operate and with them you can concentrate on validating your CEO strategic choices and creating sufficiency plans to make them a reality.

**The Uncomfortable CEO** reading experience should guide your steps to lead your IT organization into the highest-leveraged function. Our recommended thirty CEO leadership actions will make the most of the competitive advantage between the CEO and the IT community at large. By honestly following them all, you will strengthen your company’s ability to be fast, flexible, responsive and versatile in the rapidly changing business environment of this 21st century. **If this book challenges your executive thinking in a new way, then it has served its purpose!**



Making Information Technology Overcome Business Uncertainty

## José Ignacio Sordo Galarza



(CIO Eureka Founder & Managing Director, Speaker, Interim CIO and Book author)

José Ignacio is an international citizen who has lived on three continents. He is an entrepreneurial, highly accomplished, award-winning global IT executive and CIO.

He is the former Latin American CIO of P&G and current founder and managing director of CIO Eureka, based in Chicago, Illinois. He is frequently recognized within industry for blending business acumen and IT strategy together. He started his career in P&G Mexico and then relocated to work in international markets for over 20 years. He has held leadership positions in multiple functions and has worked with global retailers (Wal-Mart, Carrefour, Tesco, Target, Metro) and also distributors/small independent stores. He was named to HITEC 100 America’s Most Influential Hispanics in Information Technology in 2008, 2009, 2010, and 2011.

**CIO Eureka** is a global executive consulting firm that helps companies find the business relevance of their IT capability. He works with clients adding business value by taking genuine ownership of IT related problems and delivers robust recommendations. His work ethics focus on:

- (1) Being a business leader with deep expertise in IT
- (2) Open and transparent communication to explain complex IT challenges in business terms.
- (3) Unwavering commitment to quality.

José Ignacio is a graduate of the Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), Mexico, with a B.S. in Computer Science. He currently resides in Chicago, Illinois, with his wife and three children.

View José Ignacio’s LinkedIn profile in <http://www.linkedin.com/in/sordoji>