It Governance How Top Performers Manage It Decision Rights For Superior Results

WITH A FOREWORD BY LINDA DARLING-HAMMOND Did you know that close to half of today's jobs in the U.S. could be done by robots and that proportion is rapidly increasing? It is quite possible that about half of today's high school graduates will not have the knowledge or skills needed to get a decent job when they graduate. Tomorrow's high school graduates will be able to thrive in this environment, but only if school superintendents, central office executives, and principals use the strategies employed by the world's top-performing education systems to build the high-performance education systems today's students will need to succeed tomorrow. In Leading High-Performance School Systems: Lessons from the World's Best, Marc Tucker, a leading expert on top-performing school systems with more than 30 years of experience studying the global economy and education systems worldwide, details how top-performing school systems have met head-on the challenges facing school leaders today. You'll learn why our current system is obsolete, explore the knowledge and skills needed to design and build first-rate education systems, and gain a solid understanding of the key elements of high-performance school systems, including the following: A powerful, coherent instructional system with school-leaving certifications that mean much more than today's high school diploma. Partnerships with first-rate universities to ensure a steady supply of highly capable, well-educated, and well-trained teachers. Schools reorganized around highly qualified professional teachers with a career ladder they can climb. High expectations and personalized support to ensure that children arrive at each grade level ready to learn. An equitable system that closes the gaps in student performance. Vocational education for talented youth seeking an applied, academically rigorous education. Leading High-Performance School Systems is an invaluable resource for school leaders preparing today's students for tomorrow's world. This book is a copublication of ASCD and NCEE.
Digitization of business interactions and processes is advancing full bore. But in many organizations, returns from IT investments are flatlining, even as technology spending has skyrocketed. These challenges call for new levels of IT savvy: the ability of all managers-IT or non-IT-to transform their company's technology assets into operational efficiencies that boost margins. Companies with IT-savvy managers are 20 percent more profitable than their competitors. In IT Savvy, Peter Weill and Jeanne Ross-two of the world's foremost authorities on using IT in business-explain how non-IT executives can acquire this savvy. Concise and practical, the book describes the practices, competencies, and leadership skills non-IT managers need to succeed in the digital economy. You'll discover how to: -Define your firm's operating model-how IT can help you do business -Revamp your IT funding model to support your operating model -Build a digitized platform of business processes, IT systems, and data to execute on the model -Determine IT decision rights -Extract more business value from your IT assets Packed with examples and based on research into eighteen hundred organizations in more than sixty countries, IT Savvy is required reading for non-IT managers seeking to push their company's performance to new heights.
Achieve higher levels of workforce engagement and retain more employees A strong U.S. economy with record-low unemployment rates and the shift to Millennials—now the largest generation in the workforce—are driving specific challenges for organizations to engage and retain employees. Engaged employees don't just happen, they are nurtured by organizations with great cultures and strong leadership. Talent Keepers puts a new spin on a systematic approach to employee engagement and retention with precise tactics that have achieved proven results. This book includes research-based methods of engaging employees, beginning the moment they are hired. With six client case studies that focus on how the organization put an engagement plan into practice and achieved success, readers will come away with specific, actionable strategies they can begin implementing immediately in their organization. • Put an engagement plan into action • Find actionable strategies • Implement ways to retain your best employees • Achieve success starting today If you're a top leader looking to engage and retain your best performers, Talent Keepers has you covered.
Place to Space is the essential e-business playbook that will give leaders the insight and confidence they need to operate successfully in both place and space. The book explains how traditional companies can adapt their bricks-and-mortar legacies to complement and bolster their online ventures. Based on extensive research into dozens of e-business initiatives, this book provides the first systematic, practical analysis of eight viable e-business models; an adaptable hybrid model for competing against online pure plays; and revolutionary schematic tools for analyzing current business models and evaluating promising new web initiatives. Through illuminating case studies of Lonely Planet, General Electric, CDNow, Reuters, and others, the authors show how each model works in practice--from how it makes money to the core competencies and critical factors required to implement it.
businesses can expect from their IT investments.
Firms with superior IT governance have more than 25% higher profits than firms with poor governance given the same strategic objectives. These top performers have custom designed IT governance for their strategies. Just as corporate governance aims to ensure quality decisions about all corporate assets, IT governance links IT decisions with company objectives and monitors performance and accountability. Based on a study of 250 enterprises worldwide, IT Governance shows how to design and implement a system of decision rights that will transform IT from an expense to a profitable investment.
Database marketing is at the crossroads of technology, business strategy, and customer relationship management. Enabled by sophisticated information and communication systems, today's organizations have the capacity to analyze customer data to inform and enhance every facet of the enterprise—from branding and promotion campaigns to supply chain management to employee training to new product development. Based on decades of collective research,

teaching, and application in the field, the authors present the most comprehensive treatment to date of database marketing, integrating theory and practice. Presenting rigorous models, methodologies, and techniques (including data collection, field testing, and predictive modeling), and illustrating them through dozens of examples, the authors cover the full spectrum of principles and topics related to database marketing. "This is an excellent in-depth overview of both well-known and very recent topics in customer management models. It is an absolute must for marketers who want to enrich their knowledge on customer analytics." (Peter C. Verhoef, Professor of Marketing, Faculty of Economics and Business, University of Groningen) "A marvelous combination of relevance and sophisticated yet understandable analytical material. It should be a standard reference in the area for many years." (Don Lehmann, George E. Warren Professor of Business, Columbia Business School) "The title tells a lot about the book's approach—though the cover reads, "database," the content is mostly about customers and that's where the real-world action is. Most enjoyable is the comprehensive story – in case after case – which clearly explains what the analysis and concepts really mean. This is an essential read for those interested in database marketing, customer relationship management and customer optimization." (Richard Hochhauser, President and CEO, Harte-Hanks, Inc.) "In this tour de force of careful scholarship, the authors canvass the ever expanding literature on database marketing. This book will become an invaluable reference or text for anyone practicing, researching, teaching or studying the subject." (Edward C. Malthouse, Theodore R. and Annie Laurie Sills Associate Professor of Integrated Marketing Communications, Northwestern University)
Health Information Exchange (HIE): Navigating and Managing a Network of Health Information Systems allows health professionals to appropriately access, and securely share, patients' vital medical information electronically, thus improving the speed, quality, safety, and cost of patient care. The book presents foundational knowledge on HIE, covering the broad areas of technology, governance, and policy, providing a concise, yet in-depth, look at HIE that can be used as a teaching tool for universities, healthcare organizations with a training component, certification institutions, and as a tool for self-study for independent learners who want to know more about HIE when studying for certification exams. In addition, it not only provides coverage of the technical, policy, and organizational aspects of HIE, but also touches on HIE as a growing profession. In Part One, the book defines HIE, describing it as an emerging profession within HIT/Informatics. In Part Two, the book provides key information on the policy and governance of HIE, including stakeholder engagement, strategic planning, sustainability, etc. Part Three focuses on the technology behind HIE, defining and describing master person indexes, information infrastructure, interfacing, and messaging, etc. In Part Four, the authors discuss the value of HIE, and how to create and measure it. Finally, in Part Five, the book provides perspectives on the future of HIE, including emerging trends, unresolved challenges, etc. Offers foundational knowledge on Health Information Exchange (HIE), covering the broad areas of technology, governance, and policy Focuses on explaining HIE and its complexities in the context of U.S. health reform, as well as emerging health IT activities in foreign nations Provides a number of in-depth case studies to connect learners to real-world application of the content and lessons from the field Offers didactic content organization and an increasing complexity through five parts
A practical step-by-step approach to hiring the right person. Every hiring manager knows that the traditional hiring and interviewing process is a poor tool for predicting organizational fit and future on-the-job success. Behavioral interviewing can improve your chances of picking the right candidate two to five times over traditional processes. It focuses on how the candidate works rather than on skills, qualifications, and impressions. The Talent Edge shows how you can develop a concrete understanding of what your own top performers do differently than the majority of their peers, and how to translate that knowledge into a better hiring system. While using case studies from organizations that have successfully transformed their hiring practices, the book articulates the business case for a Behavioral Interviewing system, and provides a roadmap for implementing it. Comprehensive coverage includes: how to write job profiles and translate them into questions and answers that can be used in the interview; how to prepare for the interview, ask questions, and probe for the right information. The book also offers advice on how behaviors that are defined and proven to be useful in the hiring process can be incorporated into performance management, career development, and succession planning.
This report examines who the highest performing students are, what the characteristics of the schools they attend are, to what extent they engage in science related activities outside of school, what their motivations and attitudes towards science are, and what their career intentions are.
This book is a revised edition of the best selling title Implementing IT Governance (ISBN 978 90 8753 119 5).For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material.In all enterprises around the world, the issues, opportunities and challenges of aligning IT more closely with the organization and effectively governing an organization s IT investments, resources, major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management. An integrated and comprehensive approach to the alignment, planning, execution and governance of IT and its resources has become critical to more effectively align, integrate, invest, measure, deploy, service and sustain the strategic and tactical direction and value proposition of IT in support of organizations.Much has been written and documented about the individual components of IT Governance such as strategic planning, demand management, program and project management, IT service management, strategic sourcing and outsourcing, performance management, metrics, compliance and others. Much less has been written about a comprehensive and integrated approach for IT/Business Alignment, Planning, Execution and Governance. This title fills that need in the marketplace and offers readers structured and practical solutions using the best of the best practices available today. The book is divided into two parts, which cover the three critical pillars necessary to develop, execute and sustain a robust and effective IT governance environment:- Leadership, people, organization and strategy,- IT governance, its major component processes and enabling technologies.Each of the chapters also covers one or more of the following action oriented topics: - the why and what of IT: strategic planning, portfolio investment management, decision authority, etc.; - the how of IT: Program/Project Management, IT Service Management (including ITIL); Strategic Sourcing and outsourcing; performance, risk and contingency management (including COBIT, the Balanced Scorecard etc.) and leadership, team management and professional competences.

"Cities, like dreams, are made of desires and fears, even if the thread of their discourse is secret, their rules are absurd, their perspectives deceitful, and everything conceals something else." — from Invisible Cities In a garden sit the aged Kublai Khan and the young Marco Polo — Mongol emperor and Venetian traveler. Kublai Khan has sensed the end of his empire coming soon. Marco Polo diverts his host with stories of the cities he has seen in his travels around the empire: cities and memory, cities and desire, cities and designs, cities and the dead, cities and the sky, trading cities, hidden cities. As Marco Polo unspools his tales, the emperor detects these fantastic places are more than they appear. "Invisible Cities changed the way we read and what is possible in the balance between poetry and prose . . . The book I would choose as pillow and plate, alone on a desert island." — Jeanette Winterson

Digital transformation is not about technology--it's about change. In the rapidly changing digital economy, you can't succeed by merely tweaking management practices that led to past success. And yet, while many leaders and managers recognize the threat from digital--and the potential opportunity--they lack a common language and compelling framework to help them assess it and guide them in responding. They don't know how to think about their digital business model. In this concise, practical book, MIT digital research leaders Peter Weill and Stephanie Woerner provide a powerful yet straightforward framework that has been field-tested globally with dozens of senior management teams. Based on years of study at the MIT Center for Information Systems Research (CISR), the authors find that digitization is moving companies' business models on two dimensions: from value chains to digital ecosystems, and from a fuzzy understanding of the needs of end customers to a sharper one. Looking at these dimensions in combination results in four distinct business models, each with different capabilities. The book then sets out six driving questions, in separate chapters, that help managers and executives clarify where they are currently in an increasingly digital business landscape and highlight what's needed to move toward a higher-value digital business model. Filled with straightforward self-assessments, motivating examples, and sharp financial analyses of where profits are made, this smart book will help you tackle the threats, leverage the opportunities, and create winning digital strategies.

In Creating High Performers, William Dann answers the question that consistently surfaced throughout his forty years of working with leaders: "Have I done all I can to improve performance?" Bill created 7 Questions as the foundation for a critical conversation to help end this dilemma for leaders and to provide certainty regarding what is needed to further advance the performance and morale of those they supervise. Each of the 7 Questions is examined through real life stories involving former employees who were either coached by or direct reports of the author. Included is how each question made a positive impact on both the employee's job performance and the author's leadership skills. Learn how to put them to work for you.

Without a governance structure, IT at many hospitals and healthcare systems is a haphazard endeavor that typically results in late, over-budget projects and, ultimately, disparate systems. IT Governance in Hospitals and Health Systems offers a practical "how to" in creating an information technology governance process that ensures the IT projects supporting a hospital or health systems' strategy are completed on-time and on-budget. The authors define and describe IT governance as it is currently practiced in leading healthcare organizations, providing step-by-step guidance of the process to readers can replicate these best practices at their own hospital or health system. The book provides an overview of what IT governance is and why it is important to healthcare organizations. In addition, the book examines keys to IT governance success, as well as common mistakes to avoid; governance processes, workflows and project management; and the important roles that staff, a board of directors and committees play. Special features in the book include case studies from hospitals and health systems that have successfully developed an effective IT governance structure for their organization.

It can be difficult to think clearly and deeply when a decision must be made, especially for principals and other administrators barraged with information, questions, and demands on their time. When even the smallest mistake can negatively affect students and staff, strong decision-making skills are crucial. By focusing on key questions, however, school leaders can find a path through the complex decisions they encounter every day. What If I'm Wrong? and Other Key Questions for Decisive School Leadership guides you past the pitfalls of split-second instinct, groupthink, prejudice, and the rush to judgment. Leadership coach and former principal Simon Rodberg pulls together true stories from his own experience, examples of a range of school issues, and the latest research in cognitive science into a five-question framework for school leaders to ask themselves when facing a decision: - What am I missing? - What's one small step? - Where's the trade-off? - Does it have to be this way? - What if I'm wrong? By prompting you to reflect on your own thought processes and cognitive blind spots, Rodberg's approach helps you build good habits of strategic decision making. Learn to navigate both tough dilemmas and everyday challenges as a decisive school leader.

NEW Best Practices and Techniques for Growing Your Business with Facebook, Twitter, and LinkedIn! Completely Updated! Five new chapters: planning/metrics, customer service, and much more New and revamped case studies New guest contributions from world-class experts, such as Charlene Li New, instantly actionable "To Do" lists after every chapter New Facebook discussion threads and much more! Whatever your business or organizational goals, this book will help you use social networking to achieve them. Renowned social networking innovator Clara Shih brings together powerful new insights, best practices, and easy-to-use "To Do" lists packed with proven solutions from real-world case studies. Writing for entrepreneurs and business professionals across marketing, sales, service, product development, and recruiting, Shih demonstrates how to move from tactical, reactive use of social networks toward strategic, proactive approaches—and how to accurately measure success. This edition adds extensive new coverage, including hands-on techniques for hypertargeting, engaging customers through Twitter and LinkedIn, leveraging changing social norms, and much more. You'll also find more than three dozen guest contributions from world-class experts such as author Don Tapscott and Harvard Business School professor Mikolaj Piskorski, as well as a brand-new chapter on customer service and support, today's fastest-growing area of business social networking. Shih has even added new chapters focused on advice for small businesses, healthcare and education organizations, nonprofits, and political campaigns—making this the one indispensable social networking guide for every organization!

This chapter shows how top-performing enterprises govern differently from the typical enterprise and from each other to uncover what IT governance arrangements work best. This chapter was originally published as chapter 5 of "IT Governance: How Top Performers Manage IT Decision Rights for Superior Results."

Practical advice for redesigning "big, old" companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most

leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions--and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. Designed for Digital offers practical advice on digital transformation, with examples that include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape.

13E 2006, the 6th in this series of IFIP conferences, marked the congregation of researchers and practitioners in the areas of e-Commerce, e-Business, and e-Government. The conference was sponsored by IFIP TC 6 in cooperation with TC 8 and TC 11. The conference provided a forum for researchers, engineers and interested users in academia, industry, and government to discuss the latest research, cutting-edge practice and upcoming trends in the growing areas of e-Commerce, e-Business, and particularly e-Government. Sophisticated applications as well as the underlying technology that supports such applications were discussed and demonstrated. The conference attracted a wide range of participants representing a significant community of researchers and practitioners from a broad range of countries. The conference was organized along parallel tracks, each track focusing on specific aspects of current research, industry applications, and public administration.

IT GovernanceHow Top Performers Manage IT Decision Rights for Superior ResultsHarvard Business Press

Managing Your Scarcest Resources Business leaders know that the key to competitive success is smart management of scarce resources. That's why companies allocate their financial capital so carefully. But capital today is cheap and abundant, no longer a source of advantage. The truly scarce resources now are the time, the talent, and the energy of the people in your organization--resources that are too often squandered. There's plenty of advice about how to manage them, but most of it focuses on individual actions. What's really needed are organizational solutions that can unleash a company's full productive power and enable it to outpace competitors. Building off of the popular Harvard Business Review article "Your Scarcest Resource," Michael Mankins and Eric Garton, Bain & Company experts in organizational design and effectiveness, present new research into how you can liberate people's time, talent, and energy and unleash your organization's productive power. They identify the specific causes of organizational drag--the collection of institutional factors that slow things down, decrease output, and drain people's energy--and then offer a pragmatic framework for how managers can overcome it. With practical advice for using the framework and in-depth examples of how the best companies manage their people's time, talent, and energy with as much discipline as they do their financial capital, this book shows managers how to create a virtuous circle of high performance.

Whether you are a CEO, CFO, board member, or an IT executive, From Business Strategy to Information Technology Roadmap: A Practical Guide for Executives and Board Members lays out a practical, how-to approach to identifying business strategies and creating value-driven technology roadmaps in your organization. Unlike many other books on the subject, you will not find theories or grandiose ideas here. This book uses numerous examples, illustrations, and case studies to show you how to solve the real-world problems that business executives and technology leaders face on a day-to-day basis. Filled with actionable advice you can use immediately, the authors introduce Agile and the Lean mindset in a manner that the people in your business and technology departments can easily understand. Ideal for executives in both the commercial and nonprofit sectors, it includes two case studies: one about a commercial family business that thrived to become a multi-million-dollar company and the other about a nonprofit association based in New York City that fights against child illiteracy.

The advent of the Information Society is marked by the explosive penetration of information technologies in all aspects of life and by a related fundamental transformation in every form of the organization. Researchers, business people and policy makers have recognized the importance of addressing technological, economic and social impacts in conjunction. For example, the rise and fall of the dot-com hype depended a lot on the strength of the business model, on the technological capabilities available to firms and on the readiness of the society and economy at large sustain a new breed of business activity. However, it is notoriously difficult to examine the cross-impacts of social, economic and technological aspects of the Information Society. This kind of work requires multidisciplinary work and collaboration on a wide range of skills. Social and Economic Transformation in the Digital Era addresses this challenge by assembling the latest thinking of leading researchers and policy makers. The book covers all key subject areas of the Information Society an presents innovative business models, case studies, normative theories and social explanations

Ever notice how companies with the best service also have the happiest employees? That's no accident. Do you want to build a strong, successful organization? Start by ignoring your customers. Really. Instead, focus first on creating a better employee experience, or EX. Your employees interact with customers, make them smile, and carry your brand message from the warehouse to the front lines. If your employees are having a great experience, so will your customers. In The Employee Experience, employee engagement pioneers Tracy Maylett and Matthew Wride reveal the secrets not only to attracting and retaining top talent, but to building a deeply engaged workforce—the foundation of organizational success. With deep insights into the dynamics of trust and mutual expectations, this book shows that before you can deliver a transcendent customer experience (CX), you must first build a superlative EX. With real-world examples and more than 24 million employee survey responses, Maylett and Wride reveal a clear, consistent pattern among the world's most successful organizations. By establishing a clear set of expectations and promises—collectively known as the Contract—and upholding it consistently, employers can build the trust that leads to powerful engagement. Whether in business, healthcare, education, sports, or nonprofit, these organizations are consistently more successful and more profitable, enjoy sustainable growth, and win the battle to keep today's rarest resource: talented people. Blending rigorous research, detailed case studies, in-depth interviews and expert insights, The Employee Experience will teach you to: Make the employee experience a core part of your strategy Understand employee expectations and bridge the "Expectation Gap" Establish rock-solid Brand, Transactional, and Psychological Contracts that breed trust and confidence Build an employee-employer partnership in creating something extraordinary Turn employee engagement into fuel for customer satisfaction, profit, and growth Attracting talent, retaining top performers, and creating an environment in which employees choose to engage drives results. The Employee Experience shows you where truly extraordinary organizations begin...and how to build one. TRACY MAYLETT, Ed.D, SPHR, SHRM-SCP, is the CEO of DecisionWise, where he currently advises leaders across the globe in leadership, change, and employee engagement. Maylett holds a doctorate from Pepperdine University and an MBA from BYU. He is a recognized author, and teaches in the Marriott School of Management at Brigham Young University. MATTHEW WRIDE, JD, PHR, is the COO of DecisionWise. With an extensive business background, Wride brings a fresh approach to organization development and leadership consulting. He is passionate about helping leaders create winning employee experiences. Wride holds a JD from Willamette University and a master's degree from the University of Washington. For over two decades, DecisionWise has advised organizations and leaders in more than seventy countries on leadership, assessment, talent, organization development, and the employee experience. Visit us online at www.decision-wise.com.

Information technology is ever-changing, and that means that those who are working, or planning to work, in the field of IT management must always be learning. In the new edition of the acclaimed Information Technology for Management, the latest developments in the real world of IT management are covered in detail thanks to the input of IT managers and practitioners from

top companies and organizations from around the world. Focusing on both the underlying technological developments in the field and the important business drivers performance, growth and sustainability—the text will help students explore and understand the vital importance of IT's role vis-a-vis the three components of business performance improvement: people, processes, and technology. The book also features a blended learning approach that employs content that is presented visually, textually, and interactively to enable students with different learning styles to easily understand and retain information. Coverage of next technologies is up to date, including cutting-edged technologies, and case studies help to reinforce material in a way that few texts can.

The New York Times bestseller that gives readers a paradigm-shattering new way to think about motivation from the author of When: The Scientific Secrets of Perfect Timing Most people believe that the best way to motivate is with rewards like money—the carrot-and-stick approach. That's a mistake, says Daniel H. Pink (author of To Sell Is Human: The Surprising Truth About Motivating Others). In this provocative and persuasive new book, he asserts that the secret to high performance and satisfaction-at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world. Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does—and how that affects every aspect of life. He examines the three elements of true motivation—autonomy, mastery, and purpose-and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live.

Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter?that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance?and what drives it?using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

Every year, over 10,000 business books are published-and that's before you add in the hundreds of thousands of articles, blogs, and video lectures that are produced. Leaders can't possibly hope to digest it all, and writers increasingly sensationalize and spin their ideas in order to be noticed. The result? Put quite simply, the field of management thinking is in danger of losing the plot. In this new book, Scott Keller and Mary Meaney-Senior Partners at McKinsey & Company, the world's preeminent management consultancy-cut to the chase by answering the 10 most important and timeless questions that every leader needs to answer in order to maximize the performance and health of their organization. What's more, the authors recognize that great leaders may not have time for long-winded business books. In Leading Organizations, answers are kept to the essentials-hard facts, counter-intuitive insights, and practical steps-all presented in an accessible and highly visual format. If there's one essential business book you should read-ever-it's this one.

Praise for IT Portfolio Management Step-by-Step "Bryan Maizlish and Robert Handler bring their deep experience in IT 'value realization' to one of the most absent of all IT management practices--portfolio management. They capture the essence of universally proven investment practices and apply them to the most difficult of challenges--returning high strategic and dollar payoffs from an enterprise's IT department. The reader will find many new and rewarding insights to making their IT investments finally return market leading results." --John C. Reece, Chairman and CEO, John C. Reece & Associates, LLC Former deputy commissioner for modernization and CIO of the IRS "IT Portfolio Management describes in great detail the critical aspects, know-how, practical examples, key insights, and best practices to improve operational efficiency, corporate agility, and business competitiveness. It eloquently illustrates the methods of building and integrating a portfolio of IT investments to ensure the realization of maximum value and benefit, and to fully leverage the value of all IT assets. Whether you are getting started or building on your initial success in IT portfolio management, this book will provide you information on how to build and implement an effective IT portfolio management strategy." --David Mitchell, President and CEO, webMethods, Inc. "I found IT Portfolio Management very easy to read, and it highlights many of the seminal aspects and best practices from financial portfolio management. It is an important book for executive, business, and IT managers." --Michael J. Montgomery, President, Montgomery & Co. "IT Portfolio Management details a comprehensive framework and process showing how to align business and IT for superior value. Maizlish and Handler have the depth of experience, knowledge, and insight needed to tackle the challenges and opportunities companies face in optimizing their IT investment portfolios. This is an exceptionally important book for executive leadership and IT business managers, especially those wanting to build a process-managed enterprise." --Peter Fingar, Executive Partner Greystone Group, coauthor of The Real-Time Enterprise and Business Process Management (BPM): The Third Wave "A must-read for the non-IT manager who needs to understand the complexity and challenges of managing an IT portfolio. The portfolio management techniques, analysis tools, and planning can be applied to any project or function." --Richard "Max" Maksimoski, Senior Director R&D, The Scotts Company "This book provides an excellent framework and real-world based approach for implementing IT portfolio management. It is a must-read for every CIO staff considering how to strategically and operationally impact their company's bottom line." --Donavan R. Hardenbrook, New Product Development Professional, Intel Corporation

"This book could be described as an encyclopedia of service design-Erl leaves nothing to chance. Indispensable." -Steve Birkel, Chief IT Technical Architect, Intel Corp. "An absolute pleasure to read...the best SOA book I've read. A book I would recommend to all of my colleagues; it provides much insight to the topics often overlooked by most books in this genre...the visuals were fantastic." -Brandon Bohling, SOA Architecture and Strategy, Intel Corporation "This book is a milestone in SOA literature. For the first time we are provided with a practical guide on defining service characteristics and service design principles for SOA from a vendor-agnostic viewpoint. It's a great reference for SOA discovery, adoptions, and implementation projects." -Canyang Kevin Liu, Principal Enterprise Architect, SAP Americas, Inc. "I liked this book. It contains extremely important material for those who need to design services." -Farzin Yashar, IBM SOA Advanced Technologies "This book does a great job laying out benefits, key ideas and design principles behind successfully adopting service-oriented computing. At the same time, the book openly addresses challenges, risks and trade-offs that are in the way of adopting SOA in the real-world today. It moves away from ivory-tower views of service orientation, but still lays out a strong vision for SOA and outlines the changes necessary to realize the full potential."

-Christoph Schittko, Senior Architect, Microsoft "I recommend this book to any SOA practitioner who wishes to empower themselves in making service design real...gives readers the 360° view into service design [and] gives SOA practitioners the depth and understanding needed into the principles of SOA to assist in the design of a mature and successful SOA program." -Stephen G. Bennett, Americas SOA Practice Lead, BEA Systems "SOA projects are most successful when they are based on a solid technical foundation. Well accepted and established design principles are part of this foundation. This book takes a very structured approach at defining the core design principles for SOA, thus allowing the reader to immediately applying them to a project. Each principle is formally introduced and explained, and examples are given for how to apply it to a real design problem. A 'must read' for any architect, designer or developer of service oriented solutions." -Andre Tost, Senior Technical Staff Member, IBM Software Group "There are few references for SOA that give you the nuts and bolts and this one is at the top of the list. Well written and valuable as a reference book to any SOA practitioner." -Dr. Mohamad Afshar, Director of Product Management, Oracle Fusion Middleware, Oracle Corporation "A thorough examination of the considerations of service design. Both seasoned SOA practitioners and those endeavoring to realize services can benefit from reading this book." -Bill Draven, Enterprise Architect, Intel Corporation "There are very few who understand SOA like Thomas Erl does! The principle centric description of service orientation from Thomas canonizes the underpinnings of this important paradigm shift in creating agile and reusable software capabilities. The principles, so eloquently explained, leave little room for any ambiguity attached to the greater purpose of SOA. Most organizations today are creating services in a bottoms-up approach, realizing composition and reuse organically. The time is ripe for a book like this that prepares architects for a principle centric approach to SOA." -Hanu Kommalapati, Architect, Microsoft Corporation "Outstanding SOA literature uniquely focused on the fundamental services design with thorough and in-depth study on all practical aspects from design principles to methodologies. This book provides a systematic approach for SOA adoption essential for both IT management and professionals." -Robin Chen, PhD, Google, Inc. "Thomas Erl's books are always densely filled with information that's well structured. This book is especially insightful for Enterprise Architects because it provide s great context and practical examples. Part 1 of the book alone is worth getting the book for." -Markus Zirn, Senior Director, Product Management, Oracle Fusion Middleware, Oracle Corporation "A very clear discussion of the subject matter. Provides a good structure that facilitates understanding and readily highlights key points." -Kareem Yusuf, Director of SOA Strategy and Planning, IBM Software Group "I am very impressed. Comprehensive. Educative. This book helped me to step back and look at the SOA principles from broader perspective. I'd say this is a must-read book for SOA stakeholders." -Radovan Janecek, Director R&D, SOA Center, Hewlett-Packard "Very valuable guidance for understanding and applying SOA service design principles with concrete examples. A must read for the practitioner of SOA service design." -Umit Yalcinalp, PhD, Standards Architect, SAP "This book really does an excellent job of explaining the principles underpinning the value of SOA...Erl goes to great length to explain and give examples of each of the 8 principles that will significantly increase the readers ability to drive an SOA service design that benefits both business and IT." -Robert Laird, IT Architect, IBM EAI/SOA Advanced Technologies Group "This book strikes a healthy balance between theory and practice. It is a perfect complement to the SOA series by the author." -Prakash Narayan, Sun Microsystems "If you are going to be designing, developing, or implementing SOA, this is a must have book." -Jason "AJ" Comfort Sr., Booz Allen Hamilton "An excellent book for anyone who wants to understand service-orientation and the principles involved in designing services...a clear, concise and articulate exploration of the eight design principles involved in analyzing, designing, implementing, and maintaining services..." -Anish Karmarkar, Oracle Corporation "Very well written, succinct, and easy to understand." -Raj Balasubramanian, IBM Software Group "Acomprehensive exploration of the issues of service design which has the potential to become the definitive work in this area." -James Pasley, Chief Technology Officer, Cape Clear Software "An excellent addition to any SOA library; it covers a wide range of issues in enough detail to be a valuable asset to anyone considering designing or using SOA based technologies." -Mark Little, Director of Standards, Red Hat "This book communicates complex concepts in a clear and concise manner. Examples and illustrations are used very effectively." -Darryl Hogan, Senior Architect, Microsoft "A work of genius...Offers the most comprehensive and thorough explanation on the principles of service design and what it means to be 'service oriented.' "Erl's treatment of the complex world of service oriented architecture is pragmatic, inclusive of real world situations and offers readers ways to communicate these ideas through illustrations and well formulated processes." -David Michalowicz, MITRE Corporation "This is the book for the large organization trying to rationalize its IT assets and establish an agile platform for the future. By highlighting risk and rewards, Thomas Erl brings clarity to how Service Orientation can be applied to ensure a responsive IT organization. This book finally brings software engineering principles to address the real world development challenges being faced. To effectively serve the business, let alone embrace SOA, everyone involved should be familiar with the concepts investigated here. Thomas Erl thoroughly clarifies the nuances and defines the practice of service design. We expect that this will become a classic text in software engineering, corporate training and colleges." -Cory Isaacson, President, Rogue Wave Software and Ravi Palepu, SOA Author and Speaker "Thomas Erl does a great job...an easy read." -Michael H. Sor, Booz Allen Hamilton ..".a must read for SOA Architects to develop a firm foundation and understanding of the principles (and trade-offs) that make up a good SOA service. After reading this book, it finally 'clicked' as to why a properly designed SOA system is different (and better) than a system based on previous enterprise architectures." -Fred Ingham, Platinum Solutions Inc. "Lays a tremendous foundation for business and technical workers to come to common terms and expectations...incredibly enlightening to see the details associated with achieving the SOA vision." -Wayne P. Ariola, Vice President of Strategy, Parasoft "[Erl does] and excellent job of addressing the breadth of [his] audience to present to those new to SOA and weaved in enough detail to assist those who are already actively involved in SOA development." -R. Perry Smith, Application Program Manager, EDS/OnStar "It is easy to miss the big picture of what SOA means for the design of larger scale systems amidst the details of WS technologies. Erl helps provide a broader perspective, surveying the landscape from a design standpoint." -Jim Clune, Chief Architect, Parasoft "Lays a firm foundation for the underlying principles of good service design. Cuts through the hype and provides a cogent resource for improving architectural judgment on SOA projects." -Jim Murphy, Vice President of Product Management, Mindreef, Inc. "The first book to concisely, gradually and comprehensively explain how to apply SOA principles into enterprise-level software design. It is an excellent book." -Robin G. Qiu, Ph.D., Division of Engineering and Information Science, Pennsylvania State University "I really think that this is a very useful book that a lot of people really need out there in the industry." -Dr. Arnaud Simon, Principal Software Engineer, Red Hat ..".indispensable companion to designing and implementing a service-oriented architecture. It condenses all information necessary to design services and is the most relevant source I know if in the field." "[This book is] not only helpful, but fundamental to successfully designing an SOA." -Phillipp

Offermann, Research Analyst, University of Berlin "Service-Oriented Architecture is an important topic in IT today. Its vast scope could span an organization's enterprise. Designing it properly is a major undertaking. This book provides timely, expert and comprehensive discussions on the principles of service design. Thomas has a keen sense in identifying the subtle points of various subjects and explains them in an easy-to-understand way. The book is a valuable resource for IT professionals working in SOA." -Peter H. Chang, PhD, Associate Professor of Information Systems, Lawrence Technological University The Definitive Guide to Service Engineering The key to succeeding with service-oriented architecture (SOA) is in comprehending the meaning and significance of its most fundamental building block: the service. It is through an understanding of service design that truly "service-oriented" solution logic can be created in support of achieving the strategic goals associated with SOA and service-oriented computing. Bestselling SOA author Thomas Erl guides you through a comprehensive, insightful, and visually rich exploration of the service-orientation design paradigm, revealing exactly how services should and should not be designed for real-world SOA. This book's in-depth coverage includes Over 240 full-color illustrations. A concise introduction to SOA and service-oriented computing concepts and benefits. A thorough exploration of the service-orientation design paradigm as represented by eight specific design principles. A comparison of service-oriented and object-oriented concepts and principles and a clear definition of what qualifies as "service-oriented" logic. Detailed coverage of four different forms of service-related design granularity. An exhaustive examination of service contracts, with an emphasis on standardization, abstraction, and the utilization of WS-Policy, XML Schema, and WSDL definitions. A comprehensive study of positive and negative service-related coupling types with an emphasis on the requirements to attaining a suitable level of loose coupling. An inside look into how commercial design approaches are incorporated to achieve truly agnostic and reusable service logic. Techniques for maximizing service reliability, scalability, and performance by instilling high levels of autonomy and emphasizing stateless design. Approaches for positioning services as highly discoverable and interpretable enterprise resources. Unprecedented coverage of how to design services for participation in complex compositions. The definition of concrete links between each design principle and the strategic goals and benefits of SOA and service-oriented computing. Numerous cross-references to key design patterns documented separately in SOA: Design Patterns. www.prenhallprofessional.com www.soabooks.com www.soasystems.com Preface xxv Chapter 1: Introduction 1 Chapter 2: Case Study Background 19 Part I: Fundamentals Chapter 3: Service-Oriented Computing and SOA 25 Chapter 4: Service-Orientation 67 Chapter 5: Understanding Design Principles 103 Part II: Design Principles Chapter 6: Service Contracts (Standardization and Design) 125 Chapter 7: Service Coupling (Intra-Service and Consumer Dependencies) 163 Chapter 8: Service Abstraction (Information Hiding and Meta Abstraction Types) 211 Chapter 9: Service Reusability (Commercial and Agnostic Design) 253 Chapter 10: Service Autonomy (Processing Boundaries and Control) 293 Chapter 11: Service Statelessness (State Management Deferral and Stateless Design) 325 Chapter 12: Service Discoverability (Interpretability and Communication) 361 Chapter 13: Service Composability (Composition Member Design and Complex Compositions) 387 Part III: Supplemental Chapter 14: Service-Orientation and Object-Orientation: A Comparison of Principles and Concepts 445 Chapter 15: Supporting Practices 477 Chapter 16: Mapping Service-Orientation Principles to Strategic Goals 497 Appendices Appendix A: Case Study Conclusion 513 Appendix B: Process Descriptions 517 Appendix C: Principles and Patterns Cross-Reference 529 Additional Resources 533 About the Author 535 About the Photos 537 Index 539

Enterprise architecture defines a firm's needs for standardized tasks, job roles, systems, infrastructure, and data in core business processes. This book explains enterprise architecture's vital role in enabling - or constraining - the execution of business strategy. It provides frameworks, case examples, and more.

This important new book - 'IT Governance: Guidelines for Directors' provides directors, executives, managers and professional advisers with clear,pragmatic guidelines for ensuring that IT and the business work together for thesamestrategic objectives.

Proven and emerging strategies for addressing document and records management risk within the framework of information governance principles and best practices Information Governance (IG) is a rapidly emerging "super discipline" and is now being applied to electronic document and records management, email, social media, cloud computing, mobile computing, and, in fact, the management and output of information organization-wide. IG leverages information technologies to enforce policies, procedures and controls to manage information risk in compliance with legal and litigation demands, external regulatory requirements, and internal governance objectives. Information Governance: Concepts, Strategies, and Best Practices reveals how, and why, to utilize IG and leverage information technologies to control, monitor, and enforce information access and security policies. Written by one of the most recognized and published experts on information governance, including specialization in e-document security and electronic records management Provides big picture guidance on the imperative for information governance and best practice guidance on electronic document and records management Crucial advice and insights for compliance and risk managers, operations managers, corporate counsel, corporate records managers, legal administrators, information technology managers, archivists, knowledge managers, and information governance professionals IG sets the policies that control and manage the use of organizational information, including social media, mobile computing, cloud computing, email, instant messaging, and the use of e-documents and records. This extends to e-discovery planning and preparation. Information Governance: Concepts, Strategies, and Best Practices provides step-by-step guidance for developing information governance strategies and practices to manage risk in the use of electronic business documents and records.

Challenging popular notions of what it takes for IT organizations to succeed, IT governance evangelist at CA Technologies Steve Romero presents many of the theories and ideas around IT governance, the key components of successful process management, and behavioral management as key factors in IT's success. The topic of IT governance has never been more popular than it is today. Almost every organization recognizes the need to establish sound IT governance, and almost every enterprise is still very immature when it comes to the discipline. This book challenges and calls into question the traditional approaches and strategies for running IT organizations. The concepts presented in the book are timeless, but reflect the recent changes in the organization's view of the role of the IT department. IT can become a major asset to an organization, often even becoming "the product" in today's Internet-based sales environment. Eliminating "Us and Them" discusses these changes and presents three areas that contribute most to the change from an alienated and oft-despised department to a key tool for organizational success: An in-depth understanding of IT governance, which has never been more popular than it is today. An in-depth understanding of process and process management, a discipline that more and more enterprises are investing in and establishing formal organizational constructs to enable and support. A case-study view of how an enterprise can establish, promote and instill the values that foster positive behaviors in every person in the organization, with the intent of influencing their ability to realize enterprise goals. Romero's insights are based on more than 30 years working in IT and over four years as an IT governance evangelist, traveling around the world, speaking at hundreds of events, and visiting more than 100 companies espousing the approach in this book.

This book constitutes the proceedings of the 2010 Joint International Working C- ference of the International Federation for Information Processing Working Groups 8.2 and 8.6. Both working groups are part of IFIP Technical Committee 8, the tech- cal committee addressing the

field of Information Systems. IFIP WG 8.2, the Inter- tion of Information Systems and Organizations, was established in 1977. IFIP WG 8.6, Diffusion, Transfer and Implementation of Information Technology, was est- lished in 1994. In accordance with their respective themes, both IFIP WG 8.2 and IFIP WG 8.6 have long had an interest in the human impact of information systems. In December 1998, they held a joint working conference in Helsinki, Finland, on the theme "Inf- mation Systems: Current Issues and Future Challenges." The two working groups' joint interest in and collaboration on research concerning the human side of IS is c- tinued and extended through this joint working conference, held on the campus of Curtin University of Technology, from March 30 to April 1, 2010, in Perth, Western Australia. This conference, "Human Benefit Through the Diffusion of Information Systems Design Science Research," combines the traditional themes of the two working groups with the growing interest within the IS research field in the area of design science research.

Directors and government ministers across the world are increasingly being held accountable for failed IT systems, data loss and poor decisions about their organisation's data. This valuable book is designed to bridge the gap between the governing body and CIOs/ IT managers. It will help the reader create a safe and robust governance framework for their organisation by applying the principles of the ISO Governance of IT Standard 38500 on directing, evaluating and monitoring IT activity.

You must deliver an amazing customer experience. Why? It is the competitive edge of new-era business—in any market and any economy. Renowned customer experience expert Shep Hyken explains how consistently amazing customers through stellar service can elevate your company from good to great. All transformations require a role model, and Shep has found the perfect role model to inspire your team: Ace Hardware. Ace was named as one of the top ten customer service brands in America by Businessweek and ranked highest in its industry for customer satisfaction. Through revealing stories from Ace's over-the-top work with customers, Shep explores the five tactical areas of customer amazement: leadership, culture, one-on-one, competitive edge, and community. Delivering amazing service requires everyone in your organization to step up and be a leader. It doesn't take a title. It takes the right set of tools and principles. To help you empower employees at all levels, Shep brings the content to a deeply practical level. His 52 Amazement Tools—like "Ask the extra question" and "Focus on the customer, not the money"—are simple, clear, useful for almost anybody, and supported with compelling research and stories. Between these covers, you will find the tools and tactics you need to transform your company into a seriously customer-focused operation that will amaze every customer every time.