



## Five Ways the CIO Role Changes in the Cloud

October 12, 2009 by ADMIN · Comment

By Laton McCartney, Editor at CIOZone



It's too early to gauge the full impact that cloud computing will have on the responsibilities and priorities of chief information officers, but some changes are already evident.

Clearly, CIOs will serve as the change agents as the cloud becomes more pervasive through the enterprise.

They'll likely need to educate fellow C-level executives from the CEO and CFO on down as to how cloud computing can benefit the organization - and where it may fall short or create security problems.

Likely it will be up to the IT chief to act as a relationship and portfolio manager in negotiating with cloud service providers and monitoring their performance.

And that's just for starters. Here are five ways the cloud could alter the CIO position:

### An Opportunity to Be Heroes

"Cloud presents the biggest opportunity since the onset of the client/server era for CIOs to actively reduce complexity and the resulting operational cost," says Juergen Urbanski, managing director of research firm TechAlpha.

Urbanski sees two trends merging with the utilization of cloud computing.

"On the business side, the cloud's pay-as-you-go model places the burden of complexity on the service provider and hence seems to align incentives much better," he says.

"On the technical side, developments such as virtualization, unified computing, availability of open-source management software, multi-tenancy ... make the shared hosting economics work to enable service providers to address their own complexity through standardization and automation in a way that was not possible in the old dedicated hosting days."

### A Shift in Focus

The CIO will be expected to shift focus from operational excellence in IT delivery to orchestrating alignment of internal and external resource pools with business needs, according to TechAlpha's Urbanski.

CIOs will spend more time defining capabilities that can deliver business value (including innovation), and selecting, monitoring and managing multiple vendors. Their performance will not be measured by the size of their IT budget, but the effectiveness of IT in supporting business functions.

### Collaborators, Not Technology Czars

In the traditional hierarchy, CIOs run a top-down organization supervising the IT infrastructure framework.

However, in an increasingly virtualized enterprise they'll be interacting across functions with non-IT managers to come up with effective, innovative business

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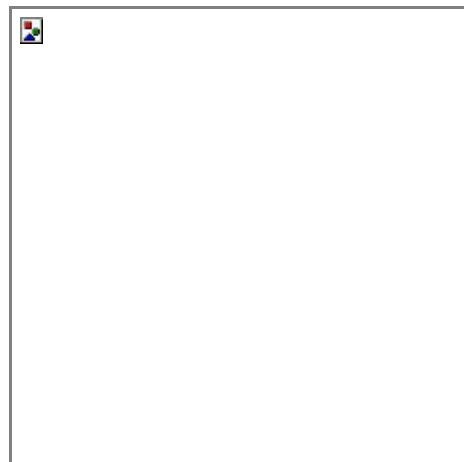
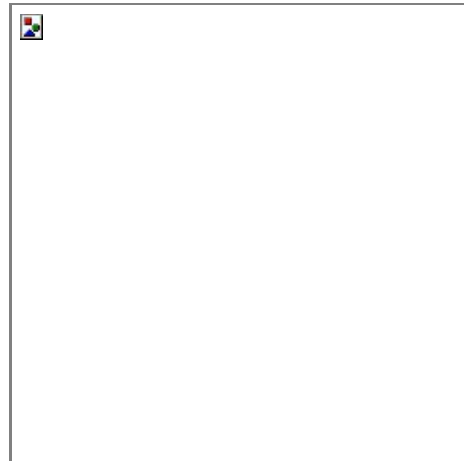
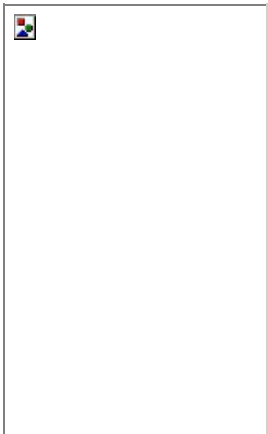
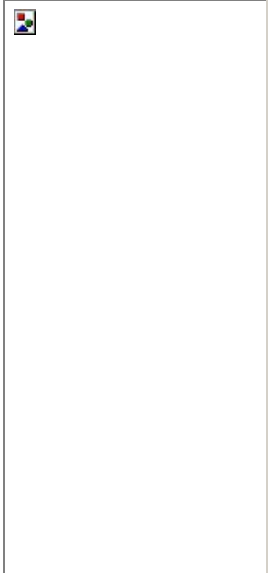
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As Jim Champy, chairman of consulting for Perot Systems, noted at a recent CIO Symposium at MIT:

"CIOs should participate in innovation around the company's business model, which goes beyond contributions just to product, services and operations. Managing infrastructure is worthless if the business fails."

## Setting Revenue Goals

With cloud computing, CIOs can translate business goals into application and architecture goals. That means they can set revenue goals rather than cost management objectives.

Return on investment of the application portfolio is one of the key metrics here, and this is an area in which cloud computing can have a direct and pronounced impact.

## Manage Resistance, Overcome Inertia

Not everyone in the enterprise is eager to embrace the cloud.

Security is a real show-stopper, and for the technology to be accepted CIOs have to ensure that it's safe — and persuade senior management that's the case.

At the same time, IT staffers may feel threatened. "One of the biggest barriers will be resistance from IT staff who want clouds to fail since their silo and jobs would be losing power," says TechWeb's Urbanski.

"Then, you have to break the organizational inertia of the server huggers. In the enterprise you add about three IT people for every 100 servers, while Amazon presumably can add thousands of servers without incremental staff."

*Laton McCartney is a former editor-in-chief of InformationWeek. He has also been a top editor at several Ziff Davis publications, including Smart Partner. Laton has written for The Washington Post, Fortune and other national publications. He also the author of a number of books, including the best-seller "Friends in High Places: The Bechtel Story." His latest, "The Teapot Dome Scandal: How Big Oil Bought the Harding White House and Tried to Steal the Country", will be published in February by Random House.*



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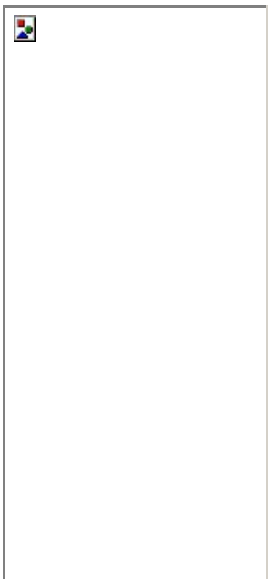
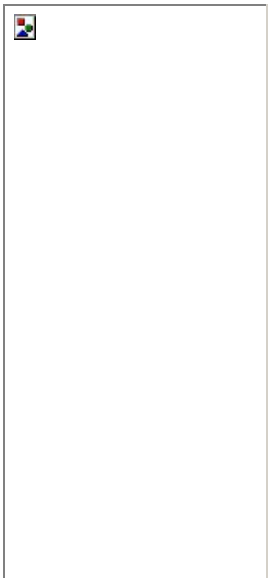
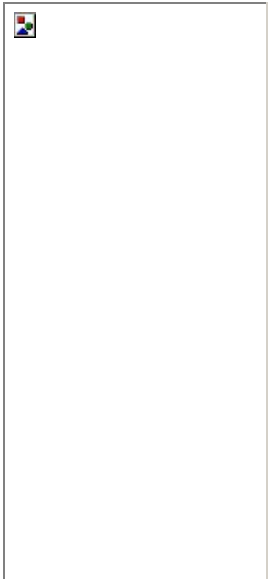
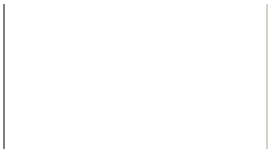
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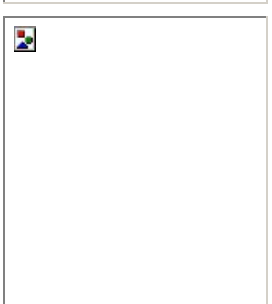
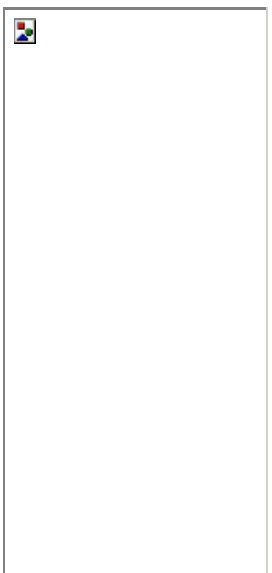
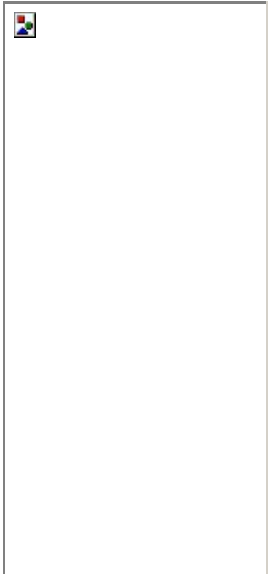
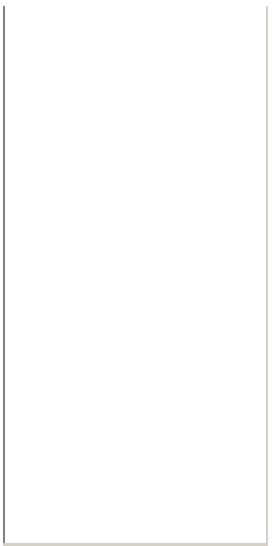
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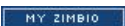
## IS/NEWS FEED

- [ISAlliance Briefs Agencies on Cyber Security](#)  
From The Internet Security Alliance Internet Security Alliance President Larry Clinton will serve as one of three private sector briefers at a unique senior level pan-government briefing on cyber security Friday, October 16 from 10:00am to noon. Although this meeting is closed to the press, ISA members are invited to attend.
- [Key Elements of Security and Privacy Policies](#)  
By Rebecca Herold (The Privacy Professor) CIPP, CISSP, CISM, CISA, FLMI The first major hurdle that must be addressed to ensure information security and privacy policies are implemented and managed properly is that of upper management support. Beyond upper management buy-in, there are six other critical factors that will determine whether or not security policies are effective.
- [Carpathia Unveils Government Solutions Unit](#)  
By Kevin L. Jackson, Vice President at Dataline Carpathia Hosting has announced the formation of Carpathia Government Solutions, a unit dedicated to providing solutions specifically for federal civilian and defense agencies. The new business unit boasts ATOs (Authority to Operate) for over 20 federal agencies, support for private agency networks and an active facility clearance.
- [Court Limits Confidentiality in Civil Litigation](#)  
By John Watkins, Attorney with Chorey, Taylor & Feil The United States District Court for the Northern District of Georgia recently announced a new case management procedure that will limit the parties from consenting to blanket protective orders to protect the confidentiality of documents in civil cases.
- [UTM Systems for Enterprise Security Debated](#)  
By Richard Stiennon, Chief Research Analyst, IT-



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Harvest When a better way of doing things arises, an analyst who seeks to shed light on the future for their lackadaisical client base would attempt to nudge them towards the light of change: enhanced security, better control, and lower total costs as demonstrated by the Enterprise Class UTM vendors. Never have I seen an analyst firm so adamantly defend the status quo.

#### Five Ways the CIO Role Changes in the Cloud

By Laton McCartney, Editor at CIOZone CIOs will spend more time defining capabilities that can deliver business value (including innovation), and selecting, monitoring and managing multiple vendors. Their performance will not be measured by the size of their IT budget, but the effectiveness of IT in supporting business functions.

#### Black Hat: Articulating the Value of Security

By Steven Fox, Founder of SecureLexicon How do we market security? The cyber-bullies among us might still use Fear, Uncertainty, and Doubt. While this may produce short term acquiescence, that approach ultimately alienates us from the decision makers. Ultimately, security professionals must identify what is valuable to the business and then associate the need for security with those assets

#### Managing Your Internal Security Threats

Coby Royer, Technical Product Manager for Symplified For a long time I have been recapitulating concerns to enterprises about managing the internal threat. And with the recent economic downturn, layoffs and other sources of employee dissatisfaction are increasing the risks from internal threats. The fact is, corporate management must pay attention to the insider threat and implement policies and controls to manage it.

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#### 👉 [Critical Steps When Your Email Is Breached](#)

By Rachel James, Author and Cybercrime Authority at ID Experts BBC News announced that more passwords to email accounts were posted: Yahoo, Gmail, AOL, Comcast, and Earthlink users appear among those impacted. Again, security experts are urging those with accounts to change their login details. These are extra steps everyone should take at least once a year, or during situations where an account may be compromised:

#### 👉 [Sun Tzu Part 7: Tactical Communication](#)

By Fred Leland, Founder of LESC One specific method - tactical communication - is a critical skill that gives you time to gather critical information, flexibility for response, and if used appropriately, the ability to establish the coordination to manage the situation creatively, which leads to the ultimate success, winning without conflict.

#### 👉 [Microsoft Security Essentials Only First Step](#)

By Simon Heron, CISSP Internet Security Analyst Whilst the recent news that Microsoft has released a free computer security package to the public is reassuring, it does not detract from the fact that the world's most popular operating system still has serious security flaws.

#### 👉 [Software Defects Still Key Factor in Data Loss](#)

By Danny Lieberman, Security Expert and Founder of Software Associates The root cause of application security vulnerabilities is usually design bugs, and often there are implementation defects. The empirical data showed that software bugs accounted for over 55% of the contributing vulnerability to the event (see the Business Threat Modeling study).

#### 👉 [Modularizing Multiple Security Functionalities](#)

By John M. Salomon, Information Security Consultant I'm not arguing for an eggshell model of security - crunchy on the outside, squishy on the inside - but it makes things much easier to be able to address an application server's security requirements without the need to assume that whatever security you implement on an application level is all you will have.

#### 👉 [Tools for Quantifying Risk Exposure are Few](#)

By Doug Pollack, Chief Marketing Officer for ID Experts The seeming inconsistency between the perception of being immune from data breach risks with the rapid growth in data breach incidents, led us to think about whether organizations can actually quantify their level of breach risk. We were somewhat surprised that there is not much available to organizations to help them in scoring their vulnerability.

#### 👉 [Strategies for Secure Storage Initiatives](#)

From the CTO Forum Team As part of their storage security strategy, enterprises must understand the value of such intellectual property in combination with the risk tolerance of the organization before they can address how to appropriately secure it and store it. Moreover, because the value of information changes over its lifetime, so should its storage.

#### 👉 [State Department Sends ISAlliance to Estonia](#)

From The Internet Security Alliance In Estonia the State Department has arranged for a series of meetings/lectures and discussions for Mr. Clinton. In addition to visiting the NATO Center Mr. Clinton



will meet with representatives of the Estonian government, private sector entities, law enforcement, university and primary education professionals.

#### 👉 [Swarm Intelligence Fights Worms with Ants](#)

By Cara Garretson, Veteran Business and Technology Journalist Currently most security technology is reactive, taking action only against known threats that have been defined and can therefore be found. Researchers are hoping that by proactively scanning a network for unusual behavior, digital ants can discover zero-day threats before they do harm.

#### 👉 [The Hacker Perspective on Cyber Security](#)

By Steven Fox, Founder of SecureLexicon SecurityBinge – a team composed of Chris Martin aka pr4ch, Tim Elrod aka ri0t, and Stefan Morris aka Janus – are forging a video podcast show addressing information security from the hacker's perspective. Tim and Stefan, the show's co-hosts, have years of experience both in corporate and hacker circles.

#### 👉 [Social Media Policies for Business Part II](#)

By Tom McLain, Attorney with Chorey, Taylor & Feil Many social media sites are set up so that a participant needs to endorse others in order to gain credibility; however, such endorsements may give the appearance that the company is actually giving the endorsement. Thus, the company has an interest to protect in connection with any social media account used that identifies an employee of the company.

#### 👉 [Fraudsters Thrive On Social Networking Sites](#)

By Internet Crime Complaint Center Infected users are often spreading additional malware by having infected Web sites posted on their Webpage without their knowledge. Friends are then more apt to click on these sites since they appear to be endorsed by their contacts. Tips on avoiding these tactics...

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