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The 2008 Salary Survey Results

*Our look at what's rising,
what's flat and what
compensation really looks
like for IT executives across
the large-enterprise segment.*

Job Confidence Well-Placed

Experts concur with survey respondents: Tough times have actually bolstered the CIO's prospects. BY LINDA TUCCI

EVEN IN THIS weakened economy, enterprise CIOs seem only slightly concerned about job security and believe that their career prospects are good, according to a recent SearchCIO.com survey of 150 enterprise CIOs and IT managers. Asked how confident they feel about job security in a slowing economy, 67% responded they are either mostly confident (43.88%) or very confident (23.21%).

In addition, 43% of the respondents say they are more likely to leave their jobs for a higher-paying job this year than they were last year. In a recessionary climate, why do enterprise CIOs not only believe that they can keep their jobs but also see the possibility of a higher-paying one around the corner?

In interviews with CIOs, headhunters and industry watchers, the consensus is that CIOs are relatively immune from the current economic turbulence. Unlike the economic downturn in 2000-2001, when CIOs were at the center of the technology-driven bust and often censured (and sometimes fired) for wasting corporate dollars, these days the good IT executive is more often viewed as an architect of cost savings and im-

proved processes rather than as the prodigal geek.

In troubled times, companies focus on minimizing risk and maximizing operational efficiency, those interviewed said. One of the reasons banking institutions are in this mess, says Shawn Banerji, a member of the technology practice at executive

“The CIOs that are dialing me because they have lost their jobs tend to be in the mortgage-related business and in divisions or companies that have been shut down.”

—**MARTHA HELLER**, MANAGING DIRECTOR,
Z RESOURCE GROUP INC.

search firm Russell Reynolds Associates Inc. in New York, is a lack of transparency in the home mortgage business and financial services—an ugly case of the proverbial right hand not knowing what the left was lending. Information and business processes must be fixed in order to get this industry back on track.

CIOs, as well as their business

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information counterparts, are being tapped to lead or be part of that effort. But the focus on corporate governance and business process optimization is not confined to the financial services industry.

“The emphasis now on process re-engineering is making the role of the CIO much more critical,” Banerji says.

Indeed, the headhunter is not surprised by the survey’s findings on CIO job security. “That is consistent with what we are seeing and hearing both from CIOs and from non-IT senior business leaders.”

ALIGNMENT MATTERS

It has become something of a cliché, but more than ever business and IT need to line up. The mantra of alignment is no empty slogan, Banerji and others maintain. Now a significant trend in business is the move to a shared-services operating model.

“The CIO in many cases has

become the designate within these enterprises to drive these business changes outside of IT,” he says. That makes sense. Many business functions and processes are technically enabled. The CIO responsible for implementing the PeopleSoft human resources (HR) module or Oracle financials application is not the head of HR or the CFO, but he or she is “quite comfortable managing the workflow and underlying business processes,” Banerji says. CIOs who have this kind of responsibility are justified in feeling they are part of the solution, not the problem—which for many execs is a welcome change.

“If you dial this back to the last economic crunch, the CIO was a huge target, because we were coming off of Y2K as well as the dot-com boom. Many people looked at the CIO and said, ‘Man, you were just the biggest cost center that has done nothing for ROI. You took all this money, and what did you deliver? Nothing. You’re

Salaries: Big Companies Fork Over Bigger Paychecks

No surprises here. The larger the organization, the higher the salaries tend to be, although there's little differentiation among segments with more than 10,000 employees.

Company size (by number of employees)	Less than \$75,000	\$75,001- \$105,000	\$105,001- \$145,000	\$145,001- \$200,000	More than \$200,000
5,000-9,999	0%	28%	34%	31%	7%
10,000-19,999	3%	24%	34%	21%	17%
20,000 or more	7%	19%	40%	21%	13%

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history,'" Banerji says. "Dial ahead to 2008, and there is greater appreciation of what IT can do."

Veteran IT executive June Drewry has no quarrel with that. Until March, Drewry was global CIO at Chubb & Son Inc., the organization that oversees the management of the \$44 billion Chubb Group of Insurance Cos. When her handpicked successor took over this spring, Drewry, who retires at the end of the year to consult, was persuaded by the business to lead an end-to-end process redesign project for Chubb.

"It goes across every business process we have, and it's deep. We also take this on from a customer perspective, so it won't end up being, 'OK, you're as efficient as heck, but you're hard to do business with,'" Drewry says. "It's also very, very fact-based, probably the most fact-based effort Chubb has had in the business process area."

The total immersion in business has

been great fun, she says. "I've never learned the business deeper than this. Our CEO made the comment 'You should have done this first and then gone into IT,'" she says, adding that her immersion in the business side at

"We don't hear 'the sky is falling' by any means."

—**JERRY LUFTMAN**, VICE PRESIDENT OF ACADEMIC COMMUNITY AFFAIRS, THE SOCIETY FOR INFORMATION MANAGEMENT

the end of her career at Chubb signals the future for CIOs. She offers up her extensive network of fellow CIOs as evidence.

"You're seeing so many of the top guys moving into new roles, and they are much more innovation- or integration business-oriented roles. Companies are reaching for their CIO performers who are so deep into every bit of what is going on in the company

Raises: Holding the Line

Though roughly 15% of large companies had salary freezes this year, most gave raises averaging 4%. For 2009, though, up to a third expect no increase.

Company size (by number of employees)	Median raise 2008	Median raise 2009*	Average raise 2008	Average raise 2009*	Salary freeze	% getting raise in 2009*
5,000-9,999	4%	4%	4%	4%	17%	83%
10,000-19,999	3%	3%	4%	3%	10%	66%
20,000 or more	3%	3%	4%	8%	13%	71%

*EXPECTED; N=128

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in terms of process and work,"
Drewry says.

FLEXIBILITY KEY TO SURVIVAL

Jerry Luftman, vice president of academic community affairs at the Society for Information Management (SIM), an association for senior IT executives, says that what he hears from CIOs doesn't always reflect what he reads in the financial press.

"We don't hear 'the sky is falling' by any means," says Luftman, who was busy culling initial results from SIM's annual survey of IT executives. As was true last year, hiring people with the right skills remains a challenge for CIOs, and budget increases still outpace the number of budgets that have been cut. Like other interviewees, he notes that many CIOs have been through previous downturns in their careers. "So, I think they're better prepared. I don't hear any sense of panic."

As for CIO job security in a faltering economy, Luftman says, "It's a great question, but I don't know if history shows the tenure of CIOs goes down in a down economy. My sense is, it does not."

Martha Heller, managing director at Z Resource Group Inc. (ZRG), agrees. "In any economy, every company needs a CIO," she says. Heller leads the IT Leadership Practice at ZRG, an executive search firm based in Westborough, Mass.

In her experience, unless they are really pushed, companies don't rock the C suite during the rough times. Plus, unlike the tech bust, this downturn is not an equal-opportunity disaster for CIOs.

"The CIOs that are dialing me because they have lost their jobs tend to be in the mortgage-related business and in divisions or companies that have been shut down. Either the company itself has gone out of business or been bought by a private

Bonuses: Poised to Surge

Bonuses for 2008 are expected to be significantly higher than 2007 bonuses in all sectors. At the largest companies, the frequency of bonuses rises to nine in 10 IT execs.

Company size (by number of employees)	Median 2007	Median 2008	Average 2007	Average 2008	Yr.-over-yr. change (average)	% getting bonuses
5,000-9,999	\$12,000	\$20,000	\$35,919	\$36,895	3%	72%
10,000-19,999	\$25,000	\$36,000	\$32,432	\$40,500	25%	66%
20,000 or more	\$20,000	\$25,000	\$32,928	\$43,880	33%	89%

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equity firm that wants to put in their own management," Heller says. "In the last month, 90% of the conversations I have had with CIOs who are out of a job were in jobs that no longer exist."

The buoyancy of the CIOs at stable businesses, however, doesn't mean the responsibilities won't change due to the downturn, Heller cautions. Some of her CIO clients hired to innovate or help globalize operations are now being asked to spend more time finding operational efficiencies and ways to cut costs. CIOs who can adapt and be flexible will fare best.

Heller has also seen a change in IT hiring by CIOs, reflected by the decline of postings on online job sites and other reports. A year ago, if an enterprise CIO lost his vice president of applications, for example, the vacancy was viewed as an opportunity to get "the best of the best," and the company would frequently launch a national or even international search to make it happen.

"Now I am finding these same CIOs are slower to do that," Heller says. It's not that they're "not hiring for the position, but they are being pressured to look internally."

BUY LOW, SELL HIGH

In this shaky economic climate, the relatively high percentage of survey respondents indicating a greater willingness to move on to another job for more pay this year seemed counterintuitive, especially given that the aver-

age salary increase indicated by these same respondents is a modest 4%. But even this finding can be related to the economy at large and a lackluster stock market, Banerji says.

"The good people are saying, 'My capital is pretty high, because I have been working behind the scenes to improve these processes. Perhaps somebody is getting more credit for it, but I am capable of doing this. If I am going to make a move, it is in this market that I am going to be able to make the biggest impact,'" Banerji says.

Joining the team in hard times has its rewards, Banerji adds, citing the buy-low, sell-high principle of investing. For CIOs who feel they can make a difference at a company, who want to be part of the fix, signing on when the stock is depressed makes sense. "Those are the optimum times to join. You want to ride it back up and get the corresponding recognition and reward."

ZRG's Heller agrees. "IT executives have very little patience with the status quo. What often attracts these folks to technology is a belief in change as the steady state," she says.

When these change agents feel they have lost an opportunity to move up or do something exciting, they will want to move on, Heller adds. "You have to love the confidence of the IT executive." ■

Linda Tucci is senior news writer for SearchCIO.com. Write to her at ltucci@techtarg.com.

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Desire for Telecommuting on the Rise for CIOs, Staff

Here's how to make it work so your team works effectively and you can all enjoy some time off the road. **BY RACHEL LEBEAUX**

WHY LET YOUR employees work at home? There's work/life balance and employee retention, for starters. Now we can add \$4 for a gallon of gas to the list of reasons that more and more IT executives have begun to consider telecommuting.

In a recent SearchCIO.com survey of 150 enterprise CIOs and IT managers, 33% of respondents said they have increased the number of days they telecommute to the office. Overall, 75% said they began telecommuting in some capacity before the advent of this year's gas crisis.

While \$4 gas appears to have been the tipping point for many an IT executive to reconsider his or her physical work environment—and whether it is truly necessary to work from the office—there are many other factors to consider when determining whether to institute a telecommuting policy, whether solely for the executive, for the staff, or both.

"As gas prices got worse, I was getting calls from employees saying that they couldn't afford to drive to work anymore and asking how they could get a job telecommuting," says Chuck Wilsker, president and CEO of The

Telework Coalition Inc., a Washington, D.C.-based nonprofit organization whose aim is to support and enable mobile and distributed workforces through research, education, technology and legislation.

During the past couple of months, Wilsker's organization has received an increasing number of calls from executives who seek telecommuting-friendly situations in the midst of rising gas prices. "They make a good living, with a six-figure income, but it's starting to affect their discretionary income," Wilsker adds.

But it hasn't stopped there. "I would also get calls from employers saying that more and more employees were coming to them, asking, 'Can I look at telecommuting? Otherwise, I quit,'" Wilsker says.

TELECOMMUTING TRADEOFFS

Indeed, employee retention is one of the most important factors to consider when examining telecommuting, Wilsker says. The cost of replacing an employee, especially a higher-level worker, can be pricey—a cost only magnified when a company factors

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in the expenses involved with hiring a headhunter, the time spent by existing employees on interviewing and processing prospective employees, and the time and effort required to bring a new employee up to speed.

For many managers, worker productivity also weighs heavily in the decision whether they, or other staff members, should be permitted to work from home. Many managers fear staff members will put fewer hours into their job if they telecommute.

But Wilsker says that in reality it's the opposite: Many employees actually work longer hours on the days they telecommute. He attributes the increase in the number of hours worked to the fact that telecommuting workers no longer have to get ready and commute to the office, so they work during that time instead.

"We've seen some studies that show employees work an hour more each day," Wilsker adds. "You tend to knock off work a little later because you don't have to drive home. And, after dinner, you have a tendency to check your email again."

Needless to say, trust in one's staff is an important part of the telecommuting equation. Wilsker says it's necessary for managers to identify telecommunicating candidates among those staff members who have already demonstrated that they work well independently and without supervision. It's also important to establish benchmarks for productivity for both office-based and telecom-

muting staffs to ensure that each group pulls its weight.

Finally, Wilsker emphasizes that working at home requires the right kind of environment for workers to be productive. "If you have kids around the house, you need to have an office with a door," he says.

INCREASINGLY COMMON

Tom Trancoso, an IT senior manager at ExpressJet Airlines Inc., says the Houston-based company does not have specific policies with regard to telecommuting, "but we're looking at it very strongly as an initiative."

Given the price of fuel and the increased responsibilities for staff in the face of personnel cuts, "we're trying to do everything possible to make it a comfortable environment to continue working in. We want to keep people working here who might be considering leaving."

In particular, the company has considered the telecommuting option for its development team. But first it's weighing the importance of face time and visibility on work performance.

"They don't really interact a lot with other folks, at least not to the extent that they need to be here very much," Trancoso says. The 10-person group might begin by telecommuting three or four days each week and coming into the office the remainder of the time.

One advantage to telecommuting, Trancoso says, is it frees up office space. The company has considered

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consolidating office space and shutting down one of its four Houston offices. Telecommuting would obviously aid in that effort.

But telecommuting is not for everyone, Trancoso warns. "I think there are a certain number of people who need to have the discipline of getting up and going to the office to change their mind-set," Trancoso says. "Those same people, if they didn't leave the house, would have trouble. They can't get out of the fuzzy-slipper mentality."

Trancoso says he occasionally telecommutes but usually goes into the office. "I'm flexible enough that I can choose when I work from home, but our CEO likes to be able to reach out and touch you when he wants, so I try to make it a point to be here," he says.

But he acknowledges that some workers—himself included—are actually more productive at home. "I'll work all day, as well as take care of stuff around the house, and then at 10 at night, I'll look at my watch and think, 'I should probably wrap it up,'" he says.

With an increasing set of responsibilities at work, Trancoso says, "I'm going to start doing some more of it at home. I don't want to spend 12 hours a day, five days a week here at the office. I'll spend 12 hours each day working, but some of it has got to be from home."

Thankfully, technology supports his company's intentions. The firm already has a virtual private network

and, "as long as you can get a good connection at home, staff can do what they need to do—it's like they're sitting in the office," he says.

TEAM BUILDING VIA TELECOMMUTING

Kelley Lovette, a senior manager of IT at Houston-based Waste Management Inc., says she has an entire team of field-based corporate employees who work either from a field location or from a home office and who come to the corporate office only once or twice a year. The IT department at the 47,000-employee company has about 400 employees and 100 contractors. Lovette oversees 27 of them.

Lovette has personally experienced both the advantages and disadvantages of telecommuting. "For almost seven years, I worked either from home or traveled to our group or corporate office, and at the time, I loved the flexibility of being able to go running at lunch without having to worry about being presentable afterwards or starting to cook dinner while still monitoring email," she says.

Still, she now willingly works in the corporate office daily and—despite rising gas prices—believes it's worth it. "I like the separation between work and home life," she says. "I had never realized that I had felt like I was 'at work' 24/7 because my office was so accessible." ■

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How to Move Onward and Upward

Some 30% of CIO positions are filled by recruiters.

Here's how to get on their radar. BY LINDA TUCCI

TALK TO HEADHUNTERS specializing in CIO searches and they all say the same thing: If you're good, we'll find you. Maybe so. But for CIOs or would-be CIOs whose phones are not ringing off the hook, we thought it might be useful to ask about the dos and don'ts of getting on a recruiter's radar.

The question is increasingly relevant to IT. Our SearchCIO.com survey of 150 enterprise CIOs and IT managers found that while 38% located their current job through a personal network, 30% worked with a recruiter to land a job. Even for CIOs not looking to move, headhunters we interviewed say there are ways you can make yourself useful that will pay dividends down the line and mistakes that can, well, put you in the doghouse forever.

First, some kudos. After years of operating on the outer rim of the C-suite fishbowl, enterprise CIOs are in deep.

"The role has moved to the forefront, no question. It's a true C-level position," says Chris Patrick, a consultant in the technology practice at Egon Zehnder International, a retained executive search firm in Dallas. Just look at the recent appoint-

ment of Marty Lippert at Citigroup, charged with driving transformational change across the enterprise.

"There is a seat at the table. CIOs are expected to contribute. They are not a cost to be contained, or a back-office function to ignore until something happens," Patrick says.

With the status comes pressure. "The tolerance for anything but execution and results is zero, and the

"If you sit back and let your career happen, you might get lucky, but I tell you, I wouldn't be comfortable letting good luck and good fortune decide where I end up or what I am able to do."

—CHRIS PATRICK, CONSULTANT,
EGON ZEHNDER INTERNATIONAL

expectations are high," he adds.

Veteran recruiter Suzanne Fairlie, president and founder of ProSearch, an executive retained search firm outside Philadelphia specializing in IT and finance, says the CIO operates

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in a different league than seven years ago, when IT was at the epicenter of the tech bust. "CIOs are more business focused. There isn't a job that IT doesn't touch," Fairlie says. "And the spend they control is often the biggest spend at the company."

Moreover, despite all signposts pointing to a rough road ahead, recruiters remain busy, even as "we're all looking over our shoulders," Patrick says. "To be honest, I've lost a few candidates recently, whether it was to counteroffers or because we couldn't move fast enough. Good candidates have multiple options."

Here are some suggestions, from the macro to the minuscule, for managing your career, so that you have multiple options too.

1. BUILD A TRACK RECORD

This speaks to the cardinal rule of recruiters: Build something and they will come. CIOs who are going places stay at a place long enough to deliver, Patrick says.

"If you haven't been through a business cycle or two, I don't care how good you are, you can't claim success," he says. A year or 18 months usually doesn't cut it. "You have to be there long enough to live with your decisions, to make adjustments, to fix things you've done wrong and do more of the things you've done right."

Shawn Banerji, a consultant with the technology practice at New York-based retained search firm Russell Reynolds Associates Inc., says CIO

searches often begin with very specific queries from client companies.

"A CEO, or president or CFO, sometimes a board of directors, will come to us and say, 'We need to drive a massive transformation of the business and require a CIO who's done major systems integration. Who's

Lose the invisibility cloak. All of the headhunters we spoke to stressed the importance of getting on the speaker circuit.

done that?' Or, 'We need a CIO with a background in consumer packaged goods who's seen 50% to 100% growth year over year,'" Banerji says. The search is then on, where that talent exists.

Companies know that you don't always have control over how long you last in a job, but "you have to manage your career," Patrick says.

"You have to look at your career and ask, 'Am I continuing to progress, am I getting broader, bigger and more complex responsibilities, am I building a portfolio of experience that will be valued by the next company, or the company after the next company?'" he says. Look for good companies and good leaders from whom you can learn.

And, oh, by the way, nobody is going to do that for you. Says Patrick: "If you sit back and let your career happen, you might get lucky, but I

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tell you, I wouldn't be comfortable letting good luck and good fortune decide where I end up or what I am able to do."

2. RAISE YOUR VISIBILITY

About two-thirds, maybe even three-quarters, of the people Banerji ends up contacting for executive searches are already in the Russell Reynolds database. "It's our job to know who is out there." But that leaves a good chunk of people who have slipped under the radar, "for whatever reason," he says, including those who are "working so hard they haven't had time to put their head up."

Lose the invisibility cloak. All of the headhunters we spoke to stressed the importance of getting on the speaker circuit.

"When I am doing a search, the first place I go is to the top expert in the field who is talking about this subject," ProSearch's Fairlie says.

She advises that you identify a topic you know about and tell your vendors that you're available to speak at an event.

If you have not given a talk to a big audience before, Fairlie suggests you first get on a panel, which is easier than giving a speech. "People are always hungry to get experts. It is actually easier than you think to be on a panel," she says. Another forum is your local, regional or the national chapter of the Society for Information Management (SIM), an industry association for CIOs.

If you are selected as a speaker, prepare, prepare, prepare. Word travels fast on Google if you bomb, Fairlie notes. She recalls one Fortune 100 high-level executive who came unprepared to an event for a major industry association. "It was embarrassing, and it was painful for people watching. I sit on the program committee for the association, and I can tell you, we will never have him back."

Fairlie also recommends having a presence on two websites used by major executive search firms: Rite-

If you have not given a talk to a big audience before, get on a panel first, recommends Suzanne Fairlie, president and founder of ProSearch, a search firm in Philadelphia. It's easier than giving a speech.

Site.com and BlueSteps.com. "They are accessible only by the retained search firm and your name is blind," she says.

She is also a big fan of LinkedIn—used strategically. Your information must be accurate and concise. Hide your connections, but "connect to as many people you know who you think are good," she says. If you get a request from somebody you don't know, ignore it—no need to

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write back.

Finally, Fairlie recommends you go to Amazon.com and plunk down \$20 for *Rites of Passage at \$100,000 to \$1 Million+: Your Insider's Lifetime Guide to Executive Job-Changing and Faster Career Progress in the 21st Century*, by John Lucht.

Banerji concurs with Fairlie. "Being quoted in the industry press is another way to get into the limelight," he says. Headhunters use trade publications and online sources such as LinkedIn to find prospective candidates, so don't be shy about becoming known.

3. BE A TRUSTED SOURCE

The covenant of lifetime employment was broken some time ago, Banerji notes, hence the need for a strong professional network, which includes recruiters.

"You need to proactively build a relationship with executive recruiters in your space, so you come to mind before others," he says.

Good recruiters have visibility into the marketplace. Over the course of a long career, a recruiter can act as trusted advisor. But good relationships are mutually beneficial, Banerji says.

"Headhunters are busy," he says, "and they're going to be spending most of their time on the searches they're being paid to do, not just giving out superfluous career advice."

You can make yourself useful,

Banerji says, in ways that will repay you many times over. "Let's say you're the CIO of Acme and used to work at GE. I call and say, 'I need to know the best IT person there in terms of Six

"You need to proactively build a relationship with executive recruiters in your space, so you come to mind before others."

—**SHAWN BANERJI**, CONSULTANT,
RUSSELL REYNOLDS ASSOCIATES INC.

Sigma process improvement,' and they'll say, 'Call John Smith or Jane Doe and mention my name.' Or, I might say, 'We've got a candidate for a search at GE, but one job prior he was cut loose from Acme. You were there, what do you know about him?'"

When it comes to your own career, don't fib or fudge, Fairlie advises. If you're thinking of leaving but can't really move for the next eight months because you're due to come into a major stock option, you'd better say so. "Be honest, and good recruiters are honest back—painfully so," she says. "People who are lying and exaggerating, we don't work with. I have 200,000 people in my database."

4. CONSIDER A LATERAL MOVE

A word to the wise for the up-and-coming CIOs: Ambitious profession-

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als look for the next rung up, the job nobody thought they could do, to prove themselves. But the wise investment might be a lateral move, Patrick says, if there is an opportunity to work with the best—a Gary Reiner of General Electric Co., a Robert DeRodes of The Home Depot Inc. or a Rob Carter of FedEx Corp.

“These are great learning environments—in my opinion, worth the investment,” Patrick says. It’s best to make the investment early in your career, if possible, “when you have a little more flexibility in the scope and scale of role you can take,” he adds.

In any case, big companies—the Microsofts, Dells, GEs and Procter & Gambles of the marketplace—tend to hire “bigger than the role,” Patrick says.

“These companies are so complex, the matrix is so difficult to get your arms around,” he says. “To put you in a stretch role in an environment

where you don’t know the company, you don’t know the political landscape, is really difficult. It’s a unique individual who can take on those two variables and be successful.

“Their view is to put you in a role that you can do, so you’re not underwater from day one,” Patrick says. “As you progress and figure out how things get done, we’ll expand your role. And it’s limitless, predicated only on what you are capable of doing.” ■

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