Can CIOs lead people? Investigating the emergence of CIO transformational leadership after the 3/11 crisis in Japan (research plan)

Tommi Tapanainen
Hitotsubashi University, Tokyo
University of Turku, Finland

International
Academy of CIO

Waseda University, Tokyo;
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Why study CIO leadership in crisis?

- Tsunami wave height reached 40.5 meters in Iwate prefecture
- If the sea level would rise by 40 meters in Tokyo area, almost the whole of Tokyo 23-wards area would be submerged, including Waseda area (this venue)
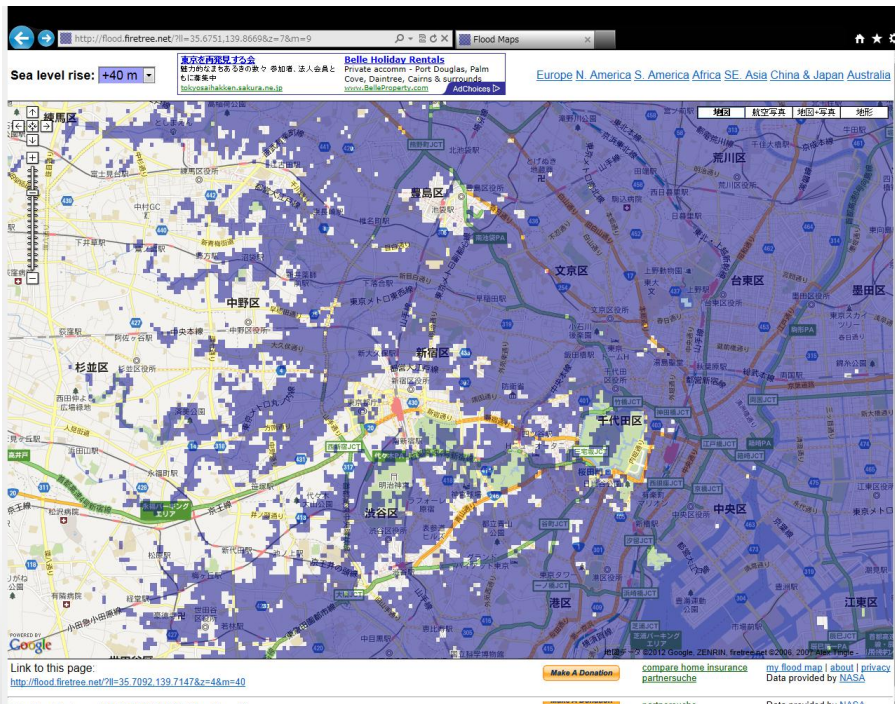
When disasters occur:

- somebody needs to **take charge**
- **communication** must be feasible

Leadership, governance — CIO — Information technology

← NASA, http://flood.firetree.net/

Disaster management

- The 3/11 crisis was a "triple blow" of earthquake, tsunami, and nuclear accident
- Disaster management emphasizes a "holistic approach" considering and monitoring not only technical, but managerial, sociological and psychological issues (Lettieri & Radaelli 2009)
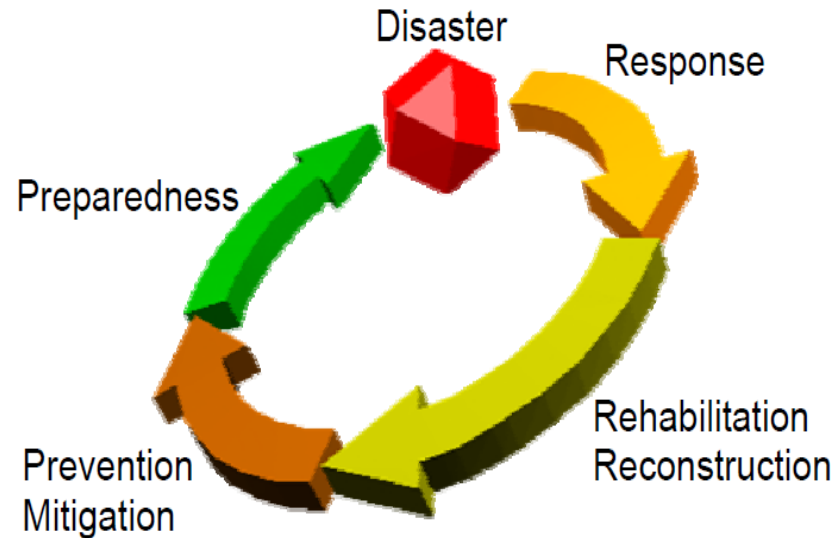
Asian Disaster Reduction Center 2011

- Research has focused on the public sector, while the private sector has used "business continuity" approaches (e.g. ISO standards 2012~2013) prescribing a number of methical steps to crisis management
- Lettieri and Radaelli (ibid.) note that prior literature on *disaster response* often highlights the lessons learnt from a specific disaster with a given technology → *the leadership dimension in IT crisis management may have been overlooked*
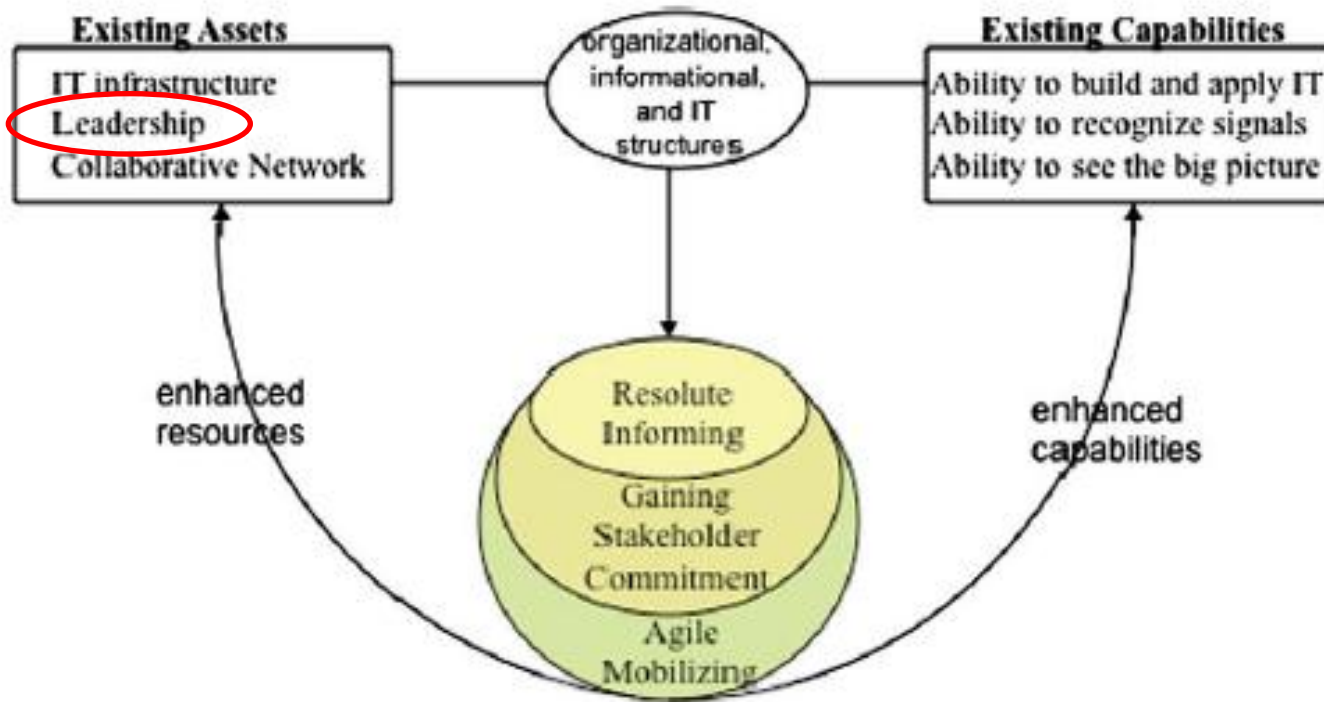
IT management in crisis situations

Existing Assets
IT infrastructure
Leadership
Collaborative Network

organizational, informational, and IT structures

Existing Capabilities
Ability to build and apply IT
Ability to recognize signals
Ability to see the big picture

enhanced resources

Resolute Informing
Gaining Stakeholder Commitment
Agile Mobilizing

enhanced capabilities

Fig. 1. Crisis response resource deployment framework.

Leidner, D.E., Pan, G. and Pan, S.L. 2009. The role of IT in crisis response: Lessons from the SARS and Asian Tsunami disasters. Journal of Strategic Information Systems 18, pp. 80-99.

→ Leadership can be a crucial asset and contribute to dynamic capabilities (i.e. Peppard & Ward 2004), but its *permanency* as a valuable asset may be questioned
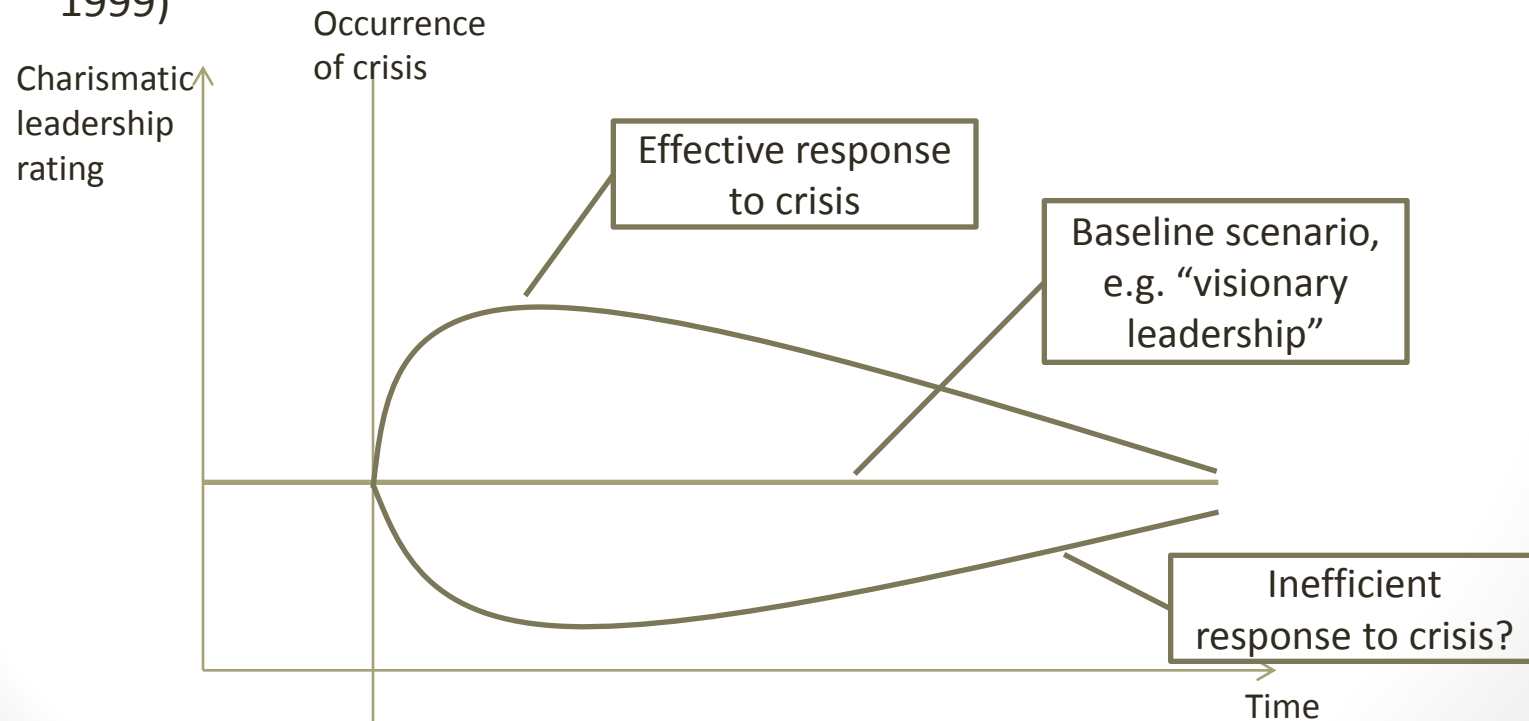
Change in leadership
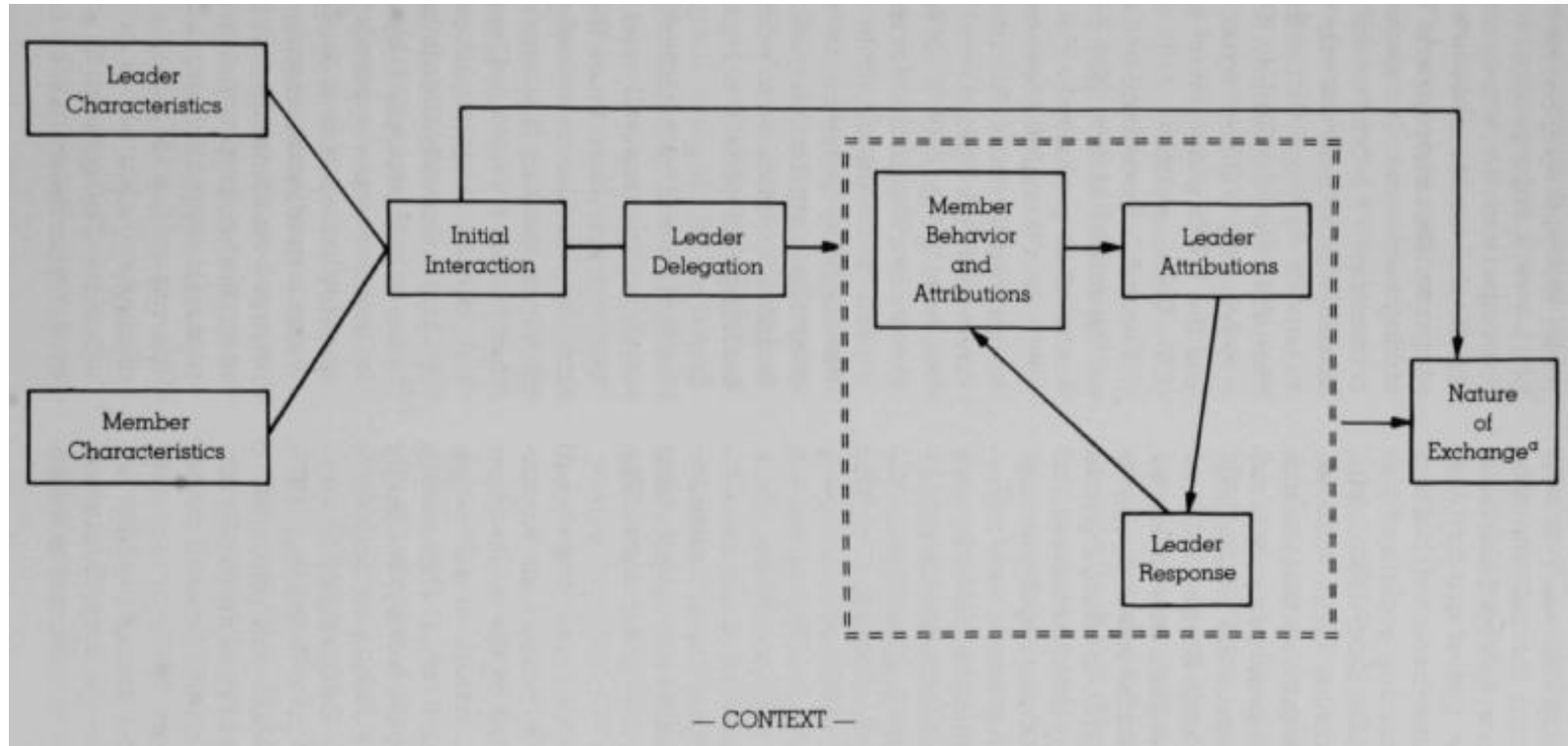
Dienesch, R.M and Liden, R.C. 1986. Leader-Member Exchange Model of Leadership: A Critique and Further Development. Academy of Management Review, Vol.11, No.3, pp. 618-634.

→ Leadership is dependent on both the leader and subordinates, and can change with time

Change in leadership as a result of crisis

- Research on U.S. presidents:
  - Clinton – Impeachment crisis
  - G.W. Bush – 9/11, Hurricane Katrina
→ Leadership ratings fluctuated considerably
- Charismatic leadership can emerge in crisis e.g. as a result of effective response to the crisis, but charisma so acquired is short-lived (Hunt et al. 1999)

Occurrence of crisis

Charismatic leadership rating

Effective response to crisis

Baseline scenario, e.g. "visionary leadership"

Inefficient response to crisis?

Time

Transformational leadership

- Transformational leadership (変革型リーダーシップ) was considered a crucial skill for CIOs by 90.4% of Japanese CIOs interviewed (Nikkei Joho Strategy 2004)

- Gupta et al. (2009): Effective CIOs demonstrate behaviour consistent with transformational leadership

- Is transformational leadership relevant for CIOs in crisis situations?

- A transformational leader (Bass 1985):
  - raises associates' level of awareness of the importance of achieving valued outcomes and the strategies for reaching them,
  - encourages associates to transcend their self-interest for the sake of the team or organization, and
  - develops associates' needs to a higher level in such areas as achievement, autonomy, and affiliation.

| Individualized consideration | Intellectual stimulation | Inspirational motivation | Idealized influence |

Summary of the research

- Research objectives:
  - Is CIO transformational leadership in crisis situations evaluated favourably by the subordinates?
  - Has there been a change in CIO transformational leadership after 3/11 and what are the effects to subordinates?
- Attempt to understand/measure the leadership of Japanese CIOs in private businesses in two time points
  - Before the 3/11 crisis
  - After the 3/11 crisis
- Attempt to understand the context (as leadership is always context-dependent) and its change
- Interviews of CIOs *and their subordinates*
- Administration of the MLQ instrument (Multifactor Leadership Questionnaire; tool to measure transformational leadership)
- Case analysis of the CIO-subordinate leadership relationships
- → Contribute to IT management literature

Thank you!

- Questions, comments?

Tommi Tapanainen

tojuta@gmail.com