

Preface	7
Why this book?	7
How to read this book?.....	7
CHAPTER 1: The department previously known as IT ... 8	
About half way there.....	10
IT doesn't matter. Or does it?.....	11
The role of IT is changing.....	13
The CIO crisis.....	14
Alignment is dead. Long live Fusion.....	15
From inhibitor to innovator	18
So, is it worth it?.....	18
CHAPTER 2: The elements of Fusion	20
What's wrong with Alignment?	22
The basics of Fusion	25
Beyond Supply and Demand.....	27
The Fusion model.....	29
The Fusion Formula	32
Right-brain thinking in IT	36
A new Element is born	39
What is your starting position?.....	41
CHAPTER 3: A brief history of Alignment models	46
The Henderson - Venkatraman model.....	47
Nolan and McFarlan	53
Gartner	56
Working with the models	59
CHAPTER 4: The IT crowd	60
The human element - HR for IT.....	62
Understanding Nerd culture	63
Building the new skills landscape.....	69
Special attention: uniting the clans	77
The cultural revolution.....	81
The transformation of people.....	86

CHAPTER 5: From Robin to Batman	92
A brief history of the role of the CIO.....	94
The new challenges for the CIO	96
The extreme makeover of the CIO.....	99
Turning into the Swan.....	103
Final words	108
CHAPTER 6: The marketing of IT	110
The need to communicate in IT.....	112
The fundamentals of communication, from an IT perspective	116
The 5 layers of communication for IT	121
Building a communication plan	141
The marketing of IT	146
The essentials of IT marketing	151
Putting it all together.....	155
Time to practice.....	159
CHAPTER 7: Intelligent governance	160
The spending pattern of IT: it's all about the money	162
Governance & control	170
IT governance models beyond control	175
From budget to portfolio	185
Conclusion.....	198
CHAPTER 8: Architecting change	200
The role of architecture in IT	202
Enterprise Architecture	211
The link between architecture and strategy	218
Scenario planning in IT.....	222
Taming the dynamics of architecture	233
The role of the architect	236
Conclusion.....	239
CHAPTER 9: The Fusion roadmap	240
The choice to make is simple: survive or revive	242
The roadmap	251
Final words	267