

15.598, Assignment 4

Our visitor will be Marshall Carter, former CEO and Chairman, State Street Corporation. Marsh is a member of the ITBT Advisory Board and currently Executive in Residence at the Sloan School.

Special preparation (remember to send in questions) and reaction paper by a student team. At the same time, all should prepare as follows:

1. Review the three cases, particularly if you were unable to prepare them adequately for last week:

“State Street Boston Corporation: Leading With Information Technology”, Harvard Business School # 9-195-135, Rev. June 27, 1995

“State Street Boston Corporation: Leading With Information Technology (B)”, Harvard Business School # N1-799-034, October 7, 1999

“State Street Case”, Weill, P. and Woodham, R. MIT CISR WP #327, April 2002

2. Read:

Gibson, C., “Three Drivers of Today’s Issues”, Memo to ITBT Proseminar, 20 Feb 03. (On sloanspace.)

Gibson, C.F. & Ball, L. “Executive Mindscapes and Information Technology.”, *Indications (CSC Index)*, VI:6, Nov-Dec 1989

Earl, M. and Feeny, D., “How To Be a CEO for the Information Age”, *SMR*, Winter 2000, pp 11-23. (Coursebook)

3. In light of our class on the State Street cases and the above readings, give thought to the following issues to discuss with Carter:
 - 1) What he saw as the primary strategic priorities in the business
 - 2) How he managed the support and enablement of business priorities with IT
 - 3) The role of the CEO and Chairman in an information-based company
 - 4) Dealing with the politics and conflicts around IT in a changing business