Index

A (1 1 1 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1 2	importance, 25
Acceptance (change emotional cycle), 210	usage, 84–85
Accommodators, style, 87	Big picture, plan/thought, 13–15
Action examples, 223	Body language, adoption, 46–47
Action plans, 26–28	Bottlenecks, impact, 57–58
initiatives, 28	Bottom-line-oriented personality, 129
Active listeners, exchange, 67	Bowdoin College
Active listening, importance, 90–91	change culture, 236–242
Adversarial relationships, 24	change-positive organizations, 240–242
Aggressive styles, 87	momentum, support, 241
Alliance partnership, 183–184	resistance, overcoming, 237–239
Analogies, usage, 220	service
And, term (impact), 136	mindset introduction, 224
Anecdotes, usage, 220	problems, 237
Anger (change emotional cycle), 210	trust, impact, 239–240
Announcing (magic word), 171	Brand recognition, usage, 172
Appeal to a higher authority (bargaining	Preakout sessions, usage, 219
tactic), 92	Brown Bag Lunchtime Seminar, 170–171
Applications development, 179	Budgets
grouping, 187	constraints, 71
Arrogance, absence, 70–71	silo-oriented attitudes, 12
As-a-service computing models,	Burning platform, establishment, 214
proliferation, 1	Business
Asking mode, 130–131	acquisition, 144
Attitude, importance, 46	acuity, demonstration, 9-10
Audience profile, 66–67	acumen, 65–66
Autonomy, guarantee, 144	cases, packaging, 168
Avoiders, style, 87	change, 203
Awareness programs, usage, 172	decisions, 153
	departments, IT help, 56
В	direction, change, 18-19
Balancing act, 88	environment, understanding, 66
Bargaining (change emotional cycle), 210	financial/legal aspects, 191
Bargaining (negotiation step), 82, 91–92	goal, 61
components, 91	imperative, 214–215
situations, 88f	categories, 215
style, adjustment, 90	defining, 215
tactics, 92	initiatives, 63
Bargaining for Advantage (Shell), 79, 86–88	needs
Basic service level, 49	assessment, 26
Behavior, alteration, 219	understanding, 21
Benchmarks, usage, 84–85	objective, 61
Best alternative to a negotiated agreement	plan alignment, 26
(BATNA), 85–86	process
Best practices	analysis, failure, 180
adoption, 25–26	assessment, 241
application, 25–26	strategy, 13–14

Business (Continued)	engagement, 212
information technology,	guidance, 213
connection, 61	Change components, 205–206, 206f
support, 232	clarity, 214f
Business case development, 26	commitment, 207f
Business clients	communication, 218f
internal IT, relationship, 40	community, 211f
loyalty, development, 39	Change leader, 212
resistance, 139–140	impact, 205
	Change management, 26, 103, 109–110
C	skills, 195
Call center, moving (example), 170	Change-positive organization, 224, 240–242
Candidness, 17–18	Chief Information Officer (CIO), 5–6
Career	requirements, 9–10
marketing, impact, 162	Client-facing positions, 58
success, 145	Client-focused IT culture, building, 31,
Carlzon, Jan, 44	52–53
Change	Client relationship management (CRM), 26
activity, 214–217	Clients
CIO/IT leaders, awareness, 204	accomplishments, description, 126
clarity, 214–217	active listening, importance, 90–91
client request, 71	base, relationship (development), 15
cliff analogy, 215	challenge, 37
commitment, meaning, 207	understanding, 113
communication, 217, 218	change, 36
community, impact, 211–214	communication, 41
culture, impact, 216	complaints, 41
driving, intent (usage), 203, 221	confidence, 64
emotional cycles, 210	consulant dedication, 60
emotional states, 218	contrast, 4
forms, 18–19	cues, 72
impact	disagreement, 69
assessment, 216	engagement, 50–51
categories, consideration, 216	expectations, understanding, 50
implications, identification, 219	frustration, 187
initiatives, 204	impressions, 44
commitment, 217	influence, 58
success, 212–213	strategy, 67
knowledge/skill, 216	interests, understanding, 113
leadership community, ples, 217	internal IT communication, 45
messaging, 217–220	interview, control, 125
natural responses 209–210	language, understanding, 70–71
occurrence, skills/tools (usage), 204–205	needs, understanding, 169
path, clarity, 216–217	office, interview, 128
potential, 210	partnerships, strength, 9–10
preparation/embracing, 18–19	perception, 172
processes, 216	problems, 98
readiness assessment, 216–217	rating, 168
resistance, 209–210	relationships, 51
sustaining	building, 66–67
commitment, achievement, 206–210	strain, 11
inability, 208	resolution/satisfaction, 43
target user connection, 215	
terms, defining, 205	satisfaction, project manager tenet, 114 service, project manager tenet, 113–115
time consumption, 241–242	
Change advocate, 213–214	sites, visit, 17
identification, 213	solutions, assumptions, 125–126
values/issues, IT understanding, 213–214	term, usage, 102
Change agent, 212–213	trust, gaining (importance), 154
connection, 212	two-way relationship, preparedness, 114
connection, 212	Cloud vendor, 177

<u>Index</u>

culture, 23 encouragement, 13 Collaborative partnership, establishment, 194 Collaborative teamwork, 12 Collaborator-level value, 184–185 Collaborator partnership, 183–184 Commitment achievement, 208 approach, 209 gaining, 208, 219 meaning, 207 Common interests, 147–148 Communication, 151–152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Comporate-strategies inpact, 2 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 term, meaning, 58 Consultation ability, increase, 60–62 Consultation, 20 Context diagram, review, 132–133 Contract components, 130 Context diagram, review, 132–133 Contract components, 130 Context diagram, review, 132–133 Contract components, 130 Converted deprint, 60–62 Conversation, 20 Conversatio	Collaboration	transition, 64–72
Collaborative partnership, establishment, 194 Collaborator-level value, 184–185 Collaborator-level value, 184–185 Collaborator partnership, 183–184 Commitment achievement, 208 approach, 209 gaining, 208, 219 meaning, 207 Common interests, 147–148 Communication, 151–152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Company focus, 189 goals, communication, 194 innovative products/services, development, 205 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/uncerstanding, 19 Componiers, style, 87 Computer technology clients, characteristics, 57 Computer technology clients, characteristics, 57 Connessions bargaining coopponent, 91 making, 80 Confidence, creation, 86 Confilict control, 18 management, 155, 199 Consultant characteristics, 60 confidence, (mposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, (inportance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 defining, 58–60 evolution, 55 consultation ability, increase, 60–62 Consultation, 194 issues, disagreement (increase), 199 cor	culture, 23	Consultant role, 169
Collaborator-level value, 184–185 Collaborator-level value, 184–185 Collaborator partnership, 183–184 Commitment achievement, 208 approach, 209 gaining, 208, 219 meaning, 207 Common interests, 147–148 Communication, 151–152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Conformance, imposition, 144–145 Consessions bargaining copponent, 91 making, 80 Confidence, creation, 86 Confidence, creation, 86 Confidence, (0 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 consumerization, 2 Consuments, incorporation, 193 development, 177, 181, 191–194 issues, diagrement (increase, 199 negotations, 191–194, 198 competitive level, 192 Conversation, usage, 89–90 Core competencies, focus, 182 Core competencies, focus, 182 Core competencies, focus, 182 Corporate tactegic plan, development, 178 Corporate strategics injunct, 2 Corporate strate		*
Collaborator-level value, 184–185 Collaborator partnership, 183–184 Commitment achievement, 208 approach, 209 gaining, 208, 219 meaning, 207 Common interests, 147–148 Communication, 151–152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 tvo-way methods, 219 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4cs), 5 Competitors, style, 87 Compliants enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation understanding, 19 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Confidence, (no enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Company forus, 188 Corrective action, ability, increase, 60–62 Consultation ability, increase, 60–62 Consultation ability, increase, 60–62 Consultation ability, increase, 60–62 Consuct diagram, review, 132–133 Contract contract diagram, review, 132–133 Contract components, incorporation, 193 development, 177, 181, 191–194 issues, disagreement (increase), 199 negotiations, 191–194, 198 competitive level, 192 Conversation, 2a competitive level, 192 Corporate undered, 177, 181, 191–194 issues, disagreement (increase), 199 negotiations, 191–194, 198 competitive, 192 Corporate undered, 177 Corporate undered, 178 Corporate undered, 179 Corp		
Combiner partnership, 183–184 Commitment achievement, 208 approach, 209 gaining, 208, 219 meaning, 207 Common interests, 147–148 Communication, 151–152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Compentity, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 40–44 interpretation, 41–42 management process, 41 Complaints enjoyment, 40–45 interpretation, 41–42 management, 50–57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Confidence, creation, 86 Confidence, creation, 86 Confidence, creation, 86 Confidence, 60 enthusiasm, 60 requirement, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Consumerization, 122 Contract diagram, review, 132–133 contract components, 119, 194 issues, disagreement (increase), 199 negotiations, 191–194, 198 competitions, ip1–194, 198 competitions, ip4, 199 Comerstation, usage, 89–90 Core business, investment management function, 188 Corporate vide level, 192 Conversation, usage, 89–90 Core skills, 3 Corporate vide process improvement efforts, 178 Corporate-vide process improvement efforts, 178 Corporate-vide process improvement efforts, 178 Corrective action, monitoring/taking, 110 Cost measurement, 196 increase, 199 negotiations, 191–194 issues, disagreement (increase), 199 negotiatio		
Commitment achievement, 208 approach, 209 gaining, 208, 219 meaning, 207 Common interests, 147–148 Communication, 151–152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competitors, style, 87 Competitors, 191–194, 198 competitive level, 192 Core skills, 3 Corporate culture, 172 change, 18–19 differences, 179 Corporate extergic plan, development, 178 Corporate strategies inpact, 12 meaning, 207 Common interests, 41 Common interests, 191–194, 198 competitive level, 192 Core business, investment management function, 188 Corporate culture, 172 change, 18–19 differences, 179 Corporate extergic plan, development, 178 Corporate extergic plan, development, 191 making, 80 Corporate		
achievement, 208 approach, 209 gaining, 208, 219 meaning, 207 Common interests, 147-148 Communication, 151-152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131-134 strategy, creation, 219 success, example, 218-219 two-way methods, 219 Community, impact, 211-214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36-37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40-44 interpretation, 41-42 management process, 41 Complaints enjoyment, 40-44 interpretation, 41-42 management process, 15 Competities, anticipation/understanding, 19 Complexities, anticipation/understanding, 19 Comformance, imposition, 144-145 Consistency, importance, 39 Confidence, creation, 86 Confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 477, 181, 191-194 issues, disagreement (increase), 199 negotiations, 191-194, 198 competitions, involvengent, involvengent, 177, 181, 191-194 issues, disagreement (increase), 199 negotiations, 191-194, 198 competitions, involvengent, involvengent, 192 Comversation, usage, 80-90 Core business, investment management function, 188 Corporate-wide level, 192 Conversation, usage, 80-90 Core business, investment (increase), 199 negotiations, 191-194, 198 competitievel, 192 Comversation, usage, 80-90 Core business, investment (increase), 199 negotiations, 191-194, 198 competitievel, 192 Comversation, usage, 89-90 Core skills, 3 Corporate-wide process (aspla) and offerences, 179 Corporate-vide process improvement efforts, 178 Corporate-vide process improvement efforts, 178 Corrective action, 193 corporate-vide process, 182 Cor		
approach, 209 gaining, 208, 219 meaning, 207 Common interests, 147–148 Communication, 151–152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4cs), 5 Competitors, style, 87 Complement, 203 contract diagram, review, 132–133 Contract components, incorporation, 193 development, 177, 181, 191–194, 198 competitive level, 192 Core skills, 3 Core business, investment management function, 188 Core competencies, focus, 182 Core skills, 3 Core competencies, focus, 182 Core skills, 3 Core competencies, focus, 182 Core skills, 3 Core postitions, 191–194, 198 competitive level, 192 Core business, investment management function, 188 Core competencies, focus, 182 Core skills, 3 Core competencies, focus, 182 Corporate entlegic plan, development, 178 Corporate entlegic plan, development, 178 Corporate entlegic plan, development, 179 change, 18–19 comporations, 191–194, 198 competitive level, 192 Core business, investment management function, 188 Core competencies, focus, 182 Core skills, 3 Corporate entlegic plan, development, 178 Corporate entlegic plan, development,		
gaining, 208, 219 meaning, 207 Common interests, 147–148 Communication, 151–152 ability, retchnology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Complexities, anticipation/understanding, 19 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consistency, importa		
meaning, 207 Common interests, 147–148 Communication, 151–152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 companinty, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/uncerstanding, 19 Confidence, coreation, 86 Confidence, creation, 86 Confidence, coreation, 86 Confidence, coreation, 86 Confidence, coreation, 86 Confidence, of enthusiasm, 60 requirements, 66 search, 55 skills, development, 177, 181, 191–194 issues, disagreement (increase), 199 negotiations, 191–194, 198 competitiors, 192 competitive level, 192 competitive level, 192 Conversation, usage, 89–90 Core business, investment management functon, 188 Core competencies, focus, 182 Core skills, 3 Core skills, 3 Core townset culture, 172 change, 18–19 differences, 79 Core business, investment management functease), 199 negotiations, 191–194, 198 competitive level, 192 Conversation, usage, 89–90 Core business, investment management functon, 188 Core competencies, focus, 182 Core skills, 3 Corporate vitategic plan, development, 178 Corporate wide process improvement efforts, 178 Corporate-wide process improvement efforts, 178 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Corective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 179 Corporate duatery in the function, 188 Corective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-duatery in the function of		
Common interests, 147–148 Communication, 151–152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Composities, style, 87 Computer technology clients, characteristics, 57 Competence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirement, 160–61 difficulty, 72–74 development, 177, 181, 191–194 issues, disagreement (increase), 199 negotiations, 191–194, 198 competitive level, 192 Conversation, usage, 89–90 Core business, investment management function, 188 Corrocation, 188 Corrocate culture, 172 change, 18–19 differences, 170 Corporate clatery, 172 Corporate strategies inpact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate valure, 172 change, 18–19 differences, 170 Corporate clatery, 172 Corporate culture, 172 change, 18–19 differences, 170 Corporate clatery, 172 corporate culture, 172 change, 18–19 differences, 170 Corporate clatery, 172 corporate clatery, 172 corporate culture, 172 change, 18–19 differences, 170 Corporate clatery, 172 corporate culture, 172 change, 18–19 differences, 170 Corporate clatery, 172 corpor		
Communication, 151–152 ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Composities, anticipation/understanding, 19 Composities, anticipation/understanding, 19 Composities, anticipation/understanding, 19 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Confidence, creation, 86 Confidence, fol consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 issues, disagreement (increase), 199 negotiations, 191–194, 198 competitive level, 192 Coneversation, usage, 89–90 Coneversation, usage, 89–90 Core business, investment management function, 188 Core competitive level, 192 Coneversation, usage, 89–90 Core business, investment management function, 188 Core competitive level, 192 Coneversation, usage, 89–90 Core skills, 3 Corporate culture, 172 change, 18–19 differences, 170 Corporate tategic plan, development, 178 Corporate strategies inpact, 2 meetings, 18 presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate culture, 172 change, 18–19 differences, 170 Corporate tategic plan, development, 178 Corporate culture, 172 change, 18–19 differences, 170 Corporate culture, 172 change, 18–1		
ability, technology (usage), 63 improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (46s), 5 Competitors, style, 87 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 example of the productions, 191–194, 198 competitions, 191–194, 198 competitions, 191–194, 198 competitions, 191–194, 198 competitions, 191–194, 198 competition, 192 (Conversation, usage, 89–90 Core business, investment management function, 188 Core competitore, 192 (Core skills, 3 Corporate culture, 172 (change, 18–19 differences, 179 Corporate bategic plan, development, 178 Corporate strategies impact, 2 (Corporate strategies impact, 2 (Corporate strategies impact, 2 (Corporate strategies plan, development, 178 Corporate strategies impact, 2 (Corporate strategies plan, development, 178 Corporate strategies impact, 2 (Corporate strategies plan, development, 178 Corporate strategies impact, 2 (Corporate strategies plan, development, 178 Corporate strategies impact, 2 (Corporate strategies plan, development, 178 Corporate strategies plan, development, 178 Corporate strategies impact, 2 (Corporate strategies plan, development, 178 Corporate strategies pla		
improvement, 230 levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competitors, style, 87 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/unclerstanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Consonsulsant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 competitive level, 192 Conversation, usage, 89–90 Core business, investment management function, 188 Core competencies, focus, 182 Core skills, 3 Corporate culture, 172 change, 18–19 differences, 179 Corporate strategies inpact, 2 core skills, 3 Corporate culture, 172 change, 18–19 differences, 179 Corporate strategies inpact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate viategic plan, development, 178 Corporate viategic plan, developme	· · · · · · · · · · · · · · · · · · ·	
levels, 219 usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Completiors, style, 87 Completities, anticipation/understanding, 19 Compomisers, style, 87 Computer technology elients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Confidence, creation, 86 Confidence, confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Coroessins, investment management function, 188 Core competencies, focus, 482 Core skills, 3 Corporate culture, 172 change, 18–19 differences, 179 Corporate thategic plan, development, 178 Corporate strategics inplan, development, 178 Corporate-wide process improvement efforts, 178 Corporate-wide process improvement efforts, 178 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 179 Corporate takegic plan, development, 178 Corporate-wide process improvement efforts, 178 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Corrective, 175 Corporate culture, 172 change, 18–19 differences, 179 Corporate takegic plan, development, 178 Corporate vategic plan, development, 178 Corporate vategic plan, development, 178 Corporate vategic plan, development, 178 Corporate vategics in place, 24 meetings, 18–19 differences, 179 Corporate vategic plan, development, 178 Corporate vategics in place, 147 Corporate vategics in place, 24 meetings, 18–19 differences, 179 Corporate vategics in place, 24 meetings, 18–19 differences, 199 meetings, 18–19 differences, 199 meetings, 18–19 differences, 199 meetings, 18–19 corporate vategics in place, 24 meet		
usage, 220 lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87, Compute technology clients, characteristics, 57 Conneptence, creation, 86 Confilict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Core skills, 3 Corporate culture, 179 change, 18–19 differences, 179 Corporate strategics plan, development, 178 Corporate strategics plan, development, 178 Corporate vide process improvement efforts, 178 Corporate-wide process improvement efforts, 178 Corretive action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 179 Corporate strategics plan, development, 178 Corporate virategic plan, development, 178 Co		
lines, opening, 128 pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compomisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Confilict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 function, 188 Core competencies, focus, 182 Core skills, 3 Corporate culture, 172 change, 18–19 differences, 179 Corporate vategies impact, 24 change, 18–19 differences, 779 Corporate vategies plan, development, 178 Corporate vategies impact, 2 rectings, IR presence, 235 sutsourcing reason, 183 Corporate vategies impact, 2 rectings, IR presence, 235 sutsourcing reason, 183 Corporate vategies impact, 2 rectings, IR presence, 235 sutsourcing reason, 183 Corporate vategies impact, 2 rectings, IR presence, 235 sutsourcing reason, 183 Corporate vategies impact, 2 rectings, IR presence, 235 sutsourcing reason, 183 Corporate vategies impact, 2 rectings, IR presence, 235 sutsourcing reason, 183 Corporate vategies impact, 2 rectings, IR presence, 235 sutsourcing reason, 183 Corporate vategies impact, 2 rectings, IR presence, 235 sutsourcing reason, 183 Corporate vategies impact, 2 rectings, IR presence, 235 sutsourcing reason, 183 Corporate vategies impact, 2 rectings, IR presence, 235 sutsourcing reason, 183 Corporate vategies impact, 2 rectings, IR presence, 235 corrective, 25 corrective, 25 rectingity, 19 charge reason, 183 Corporate vategies impact, 2 re		
pictures, usage, 131–134 strategy, creation, 219 success, example, 218–219 two-way methods, 219 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/uncerstanding, 19 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Corporate culture, 172 change, 18–19 differences, 177 Corporate strategies inpact, 2 orectings, IR presence, 235 outsourcing reason, 183 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 177 Corporate evilture, 172 change, 18–19 differences, 177 Corporate vintegic plan, development, 178 Corporate vintegic plan, developme		
strategy, creation, 219 success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Compute rechnology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Corporate culture, 172 change, 18–19 differences, 179 Corporate strategics impact, 2 rectings, IR presence, 235 outsourcing reason, 183 Corporate-estrategics impact, 2 rectings, IR presence, 235 outsourcing reason, 183 Corporate-estrategics impact, 2 rectings, IR presence, 235 outsourcing reason, 183 Corporate strategics impact, 2 rectings, IR presence, 235 outsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate strategics impact, 2 rectings, IR presence, 235 outsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate underes, 179 Corporate strategics impact, 2 rectings, IR presence, 235 outsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate underes, 190 corporate strategics impact, 2 rectings, IR presence, 235 outsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate underes, 190 corporate strategics impact, 2 rectings, IR presence, 235 outsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate underes, 190 corporate strategics impact, 2 rectings, IR presence, 255 outsourcing reason, 183 Corporate underes, 25 corporate underes, 25 corporate underes, 25 corporate underes, 25		
success, example, 218–219 two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Completitors, style, 87 Complexities, anticipation/understanding, 19 Comporte technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Confilict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Corporate culture, 172 change, 18–19 differences, 179 Corporate ladsle, 147 Corporate strategies inpact, 2 mevtings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate strategies inpact, 2 mevtings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate strategies inpact, 2 mevtings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate indvice. 147 Corporate ladsle, 147 Corpo		
two-way methods, 219 Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Conseins and the development, 178 Corporate strategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate-wide process improvement efforts, 178 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 235 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 295 outsourcing reason, 183 Corporate-triategies impact, 2 meetings, IR presence, 295 outsourcing reason, 183 Corporate-triategies impact, 2 m		
Community, impact, 211–214 Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compormisers, style, 87 Computer technology clients, characteristics, 57 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 differences, 172 Corporate tategies impact, 2 meetings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 179 Corporate tategies impact, 2 meetings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 179 Corporate tategies impact, 2 meetings, IR presence, 235 eutsourcing reason, 183 Corporate tategies impact, 2 meetings, IR presence, 235 eutsourcing reason, 183 Corporate tategies impact, 2 meetings, 182 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativi		
Company focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Corporate strategics impact, 27 corporate strategies impact, 22 meetings, IR presence, 235 outsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate-wide process improvement efforts,		
focus, 189 goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation understanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Consonsultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Corporate strategies impact, 2 meetings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate strategies impact, 2 meetings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate strategies impact, 2 meetings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate strategies impact, 2 meetings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corporate-vide process improvement		
goals, communication, 194 innovative products/services, development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Competitors, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Competence Confidence Commitment and Consistency, ingorator, 203 meetings, IR presence, 235 eutsourcing reason, 183 Corporate strategies impact, 2 meetings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
development, 203 protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation understanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 meetings, IR presence, 235 eutsourcing reason, 183 Corporate-wide process improvement efforts, 178 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
protection, 36–37 Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 competence Confidence and efforts, 178 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168	innovative products/services,	
Competence Confidence Commitment and Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Confidence, creation, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Competitors, 178 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168	development, 203	meetings, IR presence, 235
Consistency (4Cs), 5 Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Considence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 efforts, 178 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168	protection, 36–37	outsourcing reason, 183
Competitors, style, 87 Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Considence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Corrective action, monitoring/taking, 110 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168	Competence Confidence Commitment and	Corporate-wide process improvement
Complaints enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Cost measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
enjoyment, 40–44 interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consiltant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 measurement, 198 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
interpretation, 41–42 management process, 41 Complexities, anticipation/understanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Considence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 metric, 183 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168	•	
management process, 41 Complexities, anticipation/uncerstanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Considence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Creativity impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
Complexities, anticipation/understanding, 19 Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consiltant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 impact, 150–151 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
Compromisers, style, 87 Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 reduction, 25 Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		•
Computer technology clients, characteristics, 57 Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Concessions Credibility building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 building, 165 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
Concessions bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Considence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 establishment, 168–169 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
bargaining component, 91 making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 increase, 159, 160 Cross-departmental processes, display, 185 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
making, 80 Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Considerace, creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
Confidence, creation, 86 Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Culture creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
Conflict control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 confront creation, 1 differences, 190 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
control, 18 management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 difficulty, 72–74 difficulty, 72–74 difficulty, 72–74 difficulty, 72–74 difficulty, 72–74 difficulty, 99 shift, 223 client engagement, 50–51 Customers Customers customers customers disfierences, 190 shift, 223 client engagement, 50–51 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
management, 155, 199 Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 shift, 223 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
Conformance, imposition, 144–145 Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 client engagement, 50–51 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
Consensus-based estimating, usage, 106–107 Consistency, importance, 39 Consultant characteristics, 60 confidence, 60 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Customers business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 D Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
Consistency, importance, 39 Consultant characteristics, 60 contrast, 4 confidence, 60 satisfaction, 186 enthusiasm, 60 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 business imperative, 215 calls, involvement, 186 contrast, 4 satisfaction, 186 service, destruction, 25 Dusvis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
Consultant calls, involvement, 186 contrast, 4 confidence, 60 satisfaction, 186 service, destruction, 25 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Day-to-day communications, packaging, 168		_
characteristics, 60 confrast, 4 satisfaction, 186 enthusiasm, 60 service, destruction, 25 requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Day-to-day communications, packaging, 168		
enthusiasm, 60 service, destruction, 25 requirements, 66 search, 55 D skills, development, 60–61 difficulty, 72–74 Day-to-day communications, packaging, 168		
requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168	confidence, 60	satisfaction, 186
requirements, 66 search, 55 skills, development, 60–61 difficulty, 72–74 Day-to-day communications, packaging, 168	enthusiasm, 60	service, destruction, 25
search, 55 skills, development, 60–61 difficulty, 72–74 Davis, Mitchel, 236–237 Day-to-day communications, packaging, 168		
difficulty, 72–74 Day-to-day communications, packaging, 168		
- 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1		
term, meaning, 58 Dealmaking (bargaining component), 91		
	term, meaning, 58	Dealmaking (bargaining component), 91

Decision making, 190	Flexibility, importance, 153
Defining risk, 102	Flinch (bargaining tactic), 92
Delegation, importance, 17	Focus, importance, 152
Delphi estimating, usage, 106–107	Ford, Henry, 153
Denial (change emotional cycle), 210	Formal educational qualifications, emphasis
Departments/teams, transformation, 10–11	.97
Depression (change emotional cycle), 210	Formal gatherings, communication, 22
Differentiation, 166–168	Formal marketing techniques, 161
Diplomacy, 69	Free (magic word), 171
Direct power, absence, 57	Full commitment, nonnecessity, 208
Drucker, Peter F., 168	Functionality, handling, 127
Due diligence, 173	G
importance, 190 Discharging behavior prevention 185	Getting to Yes (Fisher/Ury/Patton), 79
Dysfunctional behavior, prevention, 185 Dysfunctional leaders, action, 15	Global cultures, regional cultures (contrast),
	189
E	Globalization, 2
Easy (magic word), 171	Global retailer, project (example), 211
Economies of scale, 190	Goals, translation, 26–28
Edens, Adrienne, 225–226	Good service
Education, arrogance (absence), 70–71	appearance, 34–37
E-mail, time (loss), 16	characteristics, 32
Emotional hooks, avoidance, 69–70	defining, 31
Emotional responses, 69	IT perspective, 35
Empathy, 68–69	strategy, meaning 33
demonstration, 68	Governance models, 196–197
Employees business imperative, 215	Grievance, solution, 68 Ground rules, setting, 102
hiring, chemistry, 23	Ground rules, setting, 102
interpersonal competency, recognition, 25	н
removal, contractual right, 193	Hallway marketers, 163
selection, 24	Importance, 168–169
skill development, recognition, 25	Help desk
Enemies/allies, distinctions, 147–148	FAQ ranking, 170
Enhanced service level, 49	negotiation skills, 77–78
Exchanges (bargaining component) 91	optimization, metrics (usage), 187
Execution, complexity, 28	principles, application, 187
Executive Briefing Center, running, 164	Hidden clout, 147
Expectations, management 36–37, 46	Higher authority, appeal (bargaining tactic),
secret, 50	92
External consultant, us. ge, 9	High performance leaders, 15
External feedback, 10–11	High-performance reality, 28–29
External vendors, hiring, 33	Hiring decisions, impact, 23
F	Hot potato (bargaining tactic), 92 How to (magic word), 171
Face-to-face communication, 22	Human capital, optimization, 21
Face-to-face dialogue, 51	Human interaction skills, 66–72
Facilitated Q&As, usage, 219	Trainan interaction skins, 66 72
Fear-free communication, engagement, 114	I
Feedback, 173	Immobilization (change emotional cycle),
loop, 133	210
provision, 196, 208	Implications, identification, 219
Fight-or-flight instinct, 69	Incentives, usage, 184
Financial acuity, demonstration, 9-10	In-depth technology knowledge, obtaining,
Financial business imperative, 215	64
Financial commitment, 178	Industry competition, change, 18-19
Financial management, 26	Influence dynamics, 213
Financial stability, 190	Influence/inspiration, 20–21
Firewall, implementation, 167	ability, loss, 68–69
Fisher, Roger, 79, 85	Influencing, 199

<u>Index</u>

Informal marketing techniques, 161	solutions, development, 154
Informal small-group forums,	staff
communication, 22	client rating, 168
Information	IT leader preparation, 165–166
discovery, 146	success, 21, 78
exchange (negotiation step), 82, 89–91	support, inability, 36
gathering, 42	term, usage, 4
skimming, 48 Information resources (IR)	terminology, 4–5 transformation, 10
organization, 231–232	development/execution, difficulty,
role, change, 232–234	28–29
Information technology (IT)	road map, creation, 243
assets, maximization, 181	value, marketing, 159, 175
best practices, leverage, 25–26	workforces, development, 3
business strategy, connection, 61	Information technology (IT) leaders
capabilities, marketing problems, 160–161	business/communication skills, 65
case examples, 223	capabilities/weaknesses, honesty/
client relationship, We attitude	candidness, 18
(importance), 39–40	mindset development, 60
comfort zone, 160	service providers, interaction, 181
commodity resource perception, 11	spreadsheet creation, 5
competition, 2–3	staff preparation, 165–166
cultural transformation, 159	strategy communication, 22
defensiveness, 42	transformation work inability, 27
department	trust, 14–15
credibility, CIO establishment, 74	trusting relationship, 60
marketing, 162–165	underestimation, 26
formal marketing techniques, 161	warning signs, 11
function, 35–36	Information technology (IT) organizations
functional areas, 70	best practices, application, 25–26
groups	differentiation, 166–168
high-performance organization	essence, 74–75
conversion, 10	interview success, improvement, 130-133
impressions, 51	leading, 19–20
image, formulation, 159	mindset, change, 124
informal marketing techniques 101	open houses, 170
internal marketing, necessity 160	proaction, 161
internal staff, commitment, 195	response, development, 42
leadership	service strategy creation/development,
culture, construction, 12	33–34
tenet, 12	strategy approach, 27
marketing, 161–162	Information technology (IT) professionals
mindset change, 13–19	benefits, 5–6
requirement, 122	evolution, 9–10
moments of truth, 45	future, 1
morale, 173	motivators, 111–112
negotiation situations, 77	problems, 3–4, 143
organizational excellence	Information technology (IT) project
critical success factors, 20f	estimation, automated tools, 106–107
enabling, 19–28	management, 97
overpromises, 37	manager
personal interaction skills, 64–65	role, 98 success, 100
politics, relationship, 142–145	
prowess, 33	success, determination, 121
reputation, building, 64 responsibilities, clarity (absence), 11	Information technology (IT) team collaboration culture, 23
roles	
change, 62–64	hiring/development, 22–25
clarity, absence, 11	members, engagement, 38–39 performance, 16
service provider role, 33	practice, 70
oer nee provider role, JJ	Practice, 70

Information technology (IT) team	L
(Continued)	Leadership, 20–21
showcase, 171	bench strength, construction, 24
transformation, 9	competencies/behaviors, 24
leadership strategies, 29	culture, construction, 12
work, 32	work, time, 17
In-house work, 189	workshops, 16
Initiatives, translation, 26–28	Left-brained skills, 66
Innovation	Leverage, creation, 85
competition, impact, 2	Lift and shift, 183
reduction, 25	Listening, 67–68
Insourcing, 181	passive activity, 67
content, determination, 188–189	Long-term technology, commitment, 178
Interaction, usage (importance), 44–46	Low-level coding, 62
Interest negotiations, 78–79	M
position negotiations, contrast, 79–82	M Magic words 171
Interests, 152–153 assessment, 83–84	Magic words, 171 Malfeasance, legal liability, 97
listing, 84	Management By Waking Around (MBWA)
needs, relationship, 81	Program (Peters), 166
Internal beliefs/philosophies, involvement,	Managing Vendor Partnersh os workshops,
208	192
Internal clients	Mandatory licensing/certification
complaints, 199	requirements, 97
interface, supplier mechanisms, 194-195	Market focus, 2
Internal clients, impact, 194	Marketing
Internal information technology (internal IT)	effort, 167
business client, relationship, 40	success, determination, 172–174
client communication, 45	formal plan, development, 172
department, decision-making process, 56	invertance, 162
selection, 33	negative impact factors, 174
Internal IT organizations, perception	process, impact, 172
(importance), 159	term, perception, 160
Internal politics, 142	Marketing plan, 165
Internal staff, commitment, 195	goal, 172
Internal pointics, 142 Internal staff, commitment, 195 Interpersonal effectiveness, 151 Interpersonal skills, 5 importance, 99	indicators, 173
Interpersonal skills, 5	packaging, 168
importance, 99	quality, indicators, 172
organization, behavior, 12–13	rollout, factors, 172
Interview	Market segments, ad appeal, 166–167
asking mode, 130–131	Marriott, Bill, 233
context diagram, 132-133	Marriott International, Inc.
ending, crafting, 131	business integration, 234–236
feedback loop, relationship, 133	case example, 231–236
importance, 127–131	information resources (IR)
iteration, 132	organization, business (partnership),
picture-drawing phase, insertion, 132	231–232
problems, 128	organization, business acumen,
prototypes, provision, 131	strengthening, 234
questions, written list, 130	role, change, 232–234
rapport, requirement, 128	marriot.com, introduction, 232
skills, development, 66	project management, 233
success, improvement, 130–131	improvement, 234
Intra-department service, importance, 38	reservation business, Internet movement, 235
ī	technology, impact, 232
Jones, Greg, 231	turnover, 235–236
J,,	Measurable results, delivery, 26–28
K	Meetings, time (loss), 16
Key Influencer Program, 161	Merger and acquisition negotiations, 173

Message	Nibbling (bargaining tactic), 92
delivery, 68–69	Non-value-add tasks, 17
visualization, 220	Non-virtual clients, 46
Metaphors, usage, 220	Norman, Richard, 44
Metrics	
accuracy/objectivity, 186	0
categories, 198	Observation, usage, 89–90
	Off-the-shelf software, interest, 44–45
characterization, 186	One-on-one coaching, 195
problems, 187–188	One-on-one meeting, schedule, 71
selection, 187, 198	
timeliness/comprehensibility, 186	One-time deal, 89
tracking, 196	Open-ended contract, performance metrics,
uselessness, 179	179
Mills, Barry, 236	Operating system, investigation, 32
Mindset	Operational business imperative, 215
change, 183f	Opinion leaders, 205, 213
development, IT leader development, 60	Options, assessment, 83–84
Mission accomplishment, project manager	Organizational structure, 190
tenet, 115	change, announcement, 73–74
Moments of truth, 44	impact, 216
challenge, 45–46	Organizational transformation efforts, 204
consideration, 45	Organizations
formal level, reduction, 46	change management, 26
project initiation, comparison, 104	game plan, success, 21–22
Money, waste, 150	requirements gathering culture,
Motivation	transiormation, 124
ad appeal, 166–167	Organizations, resources (discovery), 14
* *	OSHA standards, alignment (improvement),
discuss, 112	47
Must, power, 135–136	Out-of-office features, expectations
Mutual trust, 116	management, 46
N	Outside experts, impact, 65
Natural allies, 152	Outsourcer, 177
Negative perceptions, reversal, 160	phone connection, 186–187
Negotiations, 77, 181, 199	Outsourcing
bargaining, 82, 91–92	benefits, 185
competitiveness, 192–193	business driver, 196
confidence, absence, 78	content, determination, 188–189
definition, 77	impact, 1–2
elements, 83–86	IT experience, 180
factors, 82–89	reason, 182–183
flexibility, 85–86	transition, 195–196
information exchange, 82, 89–91	work requirements, 180–181
learning, 79	_
limitation, positions (impact), 80	P
meaning, 155	Partnerships
people/relationships, 86	building, 159, 160, 165–166
planning/preparation, 82	development, 224
possibilities, increase, 81	entry, 55
process, 83f	types, 183, 184f
situations, 86–89	decision, 183–185
stand, broadening, 82	Passive listeners, 67
styles, 86–89	Passive styles, 87
differences, 91	Patton, Bruce, 79, 85
inefficiency/ineffectiveness, example,	Peers, influence, 58
80	People
substance, importance, 88–89	attention, 151
three-step process, 82–89	change, leading, 209–210
Negotiators, creation, 92–93	common interests, 147–148
New (magic word), 171	dynamic forces, management, 57
Tien (limble wold), 1/1	,,, ,,

Page 266

People (Continued)	Portfolio management, 26
politics, relationship, 142	Positional power, loss, 58
relationships, 86	Position negotiations, 78–79
support/empathy, requirement, 210	interest negotiations, contrast, 79–82
time, requirement, 116	limitation, 80–81
Perception	Positions, assessment, 83–84
change, 169	Positive feedback, 173
importance, 159	Power bases, determination, 147
Performance	Power of Must, 135–136
continuous improvement, 21	Premium service level, 49
issues, 199	Press statements, usage, 165–166
level, 117–118	Priorities, list (development), 14 Prioritization, 105–106
meeting, 192 measurement, embracing, 24, 196	Proactive approach, adoption, 15
metrics, 179	Proactive leaders, impact, 17
balance, 185	Problem
usage, 184	description/statement, 122
plans, 28	management, 26
progress, tracking, 28	resolution
Peters, Tom, 166	IT organization mindset, in pact, 124
Phrasing, changes (impact), 163	times, reduction, 184
Picture archiving and communication system	solution, requirements (impact), 123
(PACS), 228–229	understanding, improvement, 123
Picture drawing	Problem solvers, style, 87
phase, insertion, 132-134	Problem-solving Partner, 62
success, 134	role, 57–58
Planned tactics, corrective action, 148	usage, 65 -64
Planning (project management phase),	Process
100–101	dynamic forces, management, 57
tools, 106–107	evaluation, 181, 185–188
Planning/preparation (negotiation step), 82	Improvement, measurement, 185
Point of view, understanding, 68 Political awareness	monitoring, 196
control, 148–150	owner (governance model), 197 Product
development, five-step process, 145-150	awareness, creation, 169–171
enemies/allies, distinction, 147–148	joint ownershiper, 116
pitfalls, prediction, 148	Productivity
power bases, determination, 147	impact, 218
radar, 145–146	loss, 23
Political pitfalls, prediction, 148	Professional development programs,
Political player, 141–142	identification, 24
Political savvy, 199	Project
importance, 140	assignment, 111
sharpening, 139, 156-157	budget, increase, 145
Political skills	change, management, 109–110
communication, 151–152	charter, scope statement, 106
conflict management, 155	closure, 112
creativity, 150–151	completion, management, 108–112
development, 150–155	conclusion, 145
flexibility, 153	constraints, 102
focus, 152	corrective action, monitoring/taking, 110
interests, 152–153 interpersonal effectiveness, 151	deadlines/budgets, loss, 11
support, 154–155	delegation, 108–109 delivery, timing, 124
trust, 154	development, conclusion, 107
Political suicide, 150	factors, 146
Politics	features/functions, 152
people, relationship, 142–145	glossary/dictionary, vocabulary (defining),
project manager, impact, 145	130
victim, 144	goals, focus, 152

initiation, moment of truth (comparison),	political savviness, 145
104	priorities, establishment, 114
interrelated/interactive processes, 108-110	recognition, increase, 145
mitigation strategies, project manager	success, IT leader realization, 100
identification, 105	team growth, 115–117
motivator, 111–112	thought process, 118–119
objective, confirmation, 105	Project team
ownership, project manager tenet,	autonomy, 116
117–118	growth, project manager tenet,
personal identity, 118	115–117
personal stake, 117–118	identity, 116
planning	leadership, 111–112
approach, 106	members, interdependence, 116
initiation, example, 102–103	mutual trust, 116
plans, development, 105–108	performance, 116
problems, excuse, 140	selection, project manager involvement
quality management, 109	tuenavae lavulaval 116
risks	turnover, low level, 116
analysis, 148	vision/goal, 116
project manager identification, 105	Promiser, 36
sponsor	role, 37
change leaders, impact, 205	Prototypes, provision 1:1
role, understanding, 97 staff, assignation, 103	Provider partnership, 183 contracts/relationships, 184
stakeholders	Pure technology perspective, 167–168
relationships, management, 110–111	Pushback, *e. sons, 72–73
unilateral communication, 219	1 dollows, ct 3013, 72 73
strategic direction, provision, 104	QAIST
structuring	Quelity, measurement, 198
approach, 106	Quality assurance (QA) oversight, 97
success, 104–105	Quality Improvement Plan (QIP), 165
success	Quality management, 109
example, 101–102	Quality reviews, 103
secret, 111–112	Questions, written list, 130
work	
management, subprocesses, 102–112	R
priority, understanding, 105–106	Range estimate, development, 106–107
Project-based IT, 100	Rapport
Project management, 97	building, 71–72
characteristic, 99	development, 73
components, 100-104	engagement, 129
effectiveness, 116	Reciprocity ploys (bargaining tactic), 92
improvement, 254	Regulatory business imperative, 215
office, 26	Relationship
establishment, 198	damage, avoidance, 77, 94
phases, 100–101	destruction, 149
planning, 100–101	emphasis, 88
processes map, 101f	importance, 86, 88–89
project ownership, 117–118	problems, 90
structuring, 100–101	strengthening, 154–155
survey, 98	Relationship-building skills, importance,
tenets, 119–120	99
term, usage, 100	Relationship-building strategies, usage,
Project Management Institute (PMI), goals,	172 P
97–98	Renaissance Hotel Group, 231
Project manager	Renegotiation, conditions/flexibility, 193
challenge, 114–115	Reorganization timing, 172
client service, 113–115	Requirements document, writing,
mindset, tenets, 112–118	134–136 Requirements expression, 136
mission accomplishment, 115	Requirements expression, 136

Requirements gathering	phases, 181
avoidance, problem, 122	value, 178–179
culture, transformation, 124	usage, advantage, 193
language, establishment, 129	Service strategy
mindset, change, 121, 137	building, 33
mistakes, 131–132	cycle, 47f
process, 124–125	development, origin, 34
short circuiting, 126	IT organization creation, 33–34
quality, problem, 121	success, 50-51
understanding, 122–123	Shaw, Bill, 234–235
Requirements quality, importance, 122	Shell, G. Richard, 79
Resistance	Silent influencer, 62
IT leader avoidance, 209	client impact, 63
overcoming, 237–239	Siloed mentality, impact, 188
understanding, 209–210, 215	Silos, breakdown, 24, 143
Resources	Single point of contact (governance model),
scarcity, 141	196
silo-oriented attitudes, 12	Situations, 86–89
Response, workable process, 42	Small-group meetings, usage, 219
Responsibilities, silo-oriented attitudes, 12	Socializing, minimization, 71
Results, importance, 28	Soft skills, 3
Return-on-investment (ROI) scrutiny, 1	Software-as-a-service provider, 177
Risk analysis, 148	Sponsor, term (avoidance), 102
Risk management, 26	St. Luke's Health System
Ritz-Carlton Hotel Company, 231	aha moments, 243-230
Rule Master, 36	assignment oriented management style,
staff meeting, 37	change 227
<i>C</i> ,	business relationships, 228
S	commenications, improvement, 230
Safety moment, incorporation, 47	culture, shift, 225–226
Sales people, assistance, 164	assues, addressing, 225–226
Schedule overruns, 134	T function example, 224–231
Scheduling tools, 106–107	leadership group, change impact, 227
Selective outsourcing, 26	models, change, 226–227
Self-service tools, 49	momentum, continuation, 230–231
Service	picture archiving and communication
awareness, creation, 169–171	system (PACS), 228–229
client demand, 33	project scope, 229–230
delivery, value, 186	Staff
prescribed level, 38	hiring, 33
skills/mindset, 38–40	members, project manager interaction,
Service-based relationship, 111	115–116
Service level	optimization, 23
defining, 49	training, absence, 180
management, 26	Stakeholders
offerings, defining, 49–50	analysis, 147
quality offerings, 49	IT professional knowledge, 146
Service mentality	relationships, 23
development, 38	management, 103, 110–111
strategies, 46–51	Standardization effort, 144
importance, 48	Strategic business imperative, 215
Service-oriented culture, shift, 39-40	Strategic plan, clarity, 14
Service-oriented mentality, incorporation,	Strategic thinking, time (scheduling), 17
43–44	Strategy, 21–22
Service provider, 32, 159	construction, 22
IT leaders, interaction, 181	cultivation, 34
IT role, 33	IT leader communication, 22
management, 177–178	translation, 26–28
relationship	Strengths, Weaknesses, Opportunities, and
management, 179–180	Threats (SWOT) tool, application, 19

Stress points, 47–48	marketing focus, 167
Structuring (project management phase),	plan alignment, 26
100–101	
	projects
Stupid User award, 40	design, 143
Styles, 86–89	success, percentage, 97
range, 87	solutions
Subjective questions, review, 198–199	delivery, 61–62
Suboptimization, avoidance, 186	in-depth understanding, 63
Substance, importance, 88–89	strategy, execution, 24
Success	usage, 63
core skills, 3–4	Technology-enabled business initiatives,
determination, 172–174	demands, 13–14
stories, promotion, 10–11	Tension, increase, 79
Superior attitude, institutionalization/	Testing (change emotional cycle), 210
emphasis, 40	Themes, usage, 172
Supplier	Thomas-Kilmann Conflict Mode Instrument
bill, charges, 199	usage, 87
	© ,
interface mechanisms, 194–195	Three-step negotiation process, 83f
Supply-demand fluctuation, 182–183	Time
Synergies, creation, 143	commitment, divide-and-conquer
•	
System downtimes, excess, 11	approach, 48
	constraints, 71
T	orientation, 190
Tactics, usage, 16–17	Time-tracking system, usage, 208
Tag lines	Tone of voice, a option, 46–47
creation, 163–164	Training efforts, aim, 23
ideas, 164–165	Transformation work, IT leader inability, 27
reformulation, 170	
	Transition
usage, 172	process, 13–19
Talent shortfalls, 11	structure, 211
Target users, 205	Trust, 154
change	1 :11: 1/5
	building, 165
accomplishment, change leader outline.	creation, 86
212	products, 239–240
connection, 215	Trusting relationships, building, 20–21
IT leader compliance, 208	Truth, moments, 44
location, 209–210	Tunnel vision, development, 153
Tasks, delegation, 17	Turnaround
Team-building exercise, 164	situation, 11
Team leadership, 111-112	speed, 10
Teamwork, reward, 24	24x7 marketing, mindset, 163
Technical assistant, 64	24x7 mindset, 166
	24X/ IIIIIGSCI, 100
order taker, 62–63	
Technical support, 162	U
staff, negotiation skills, 77–78	Ury, William, 79, 85
Technical wizard, 64	Us <i>versus</i> Them mentality, impact, 40
	05 versus fricin mentanty, impact, 40
hero role, 62	
Technology	V
adoption, 43	Vendor Management Office (VMO)
	governance model, 196
advancement, 61	
architecture, combination, 21	popularity, 198
change, 139	Vendor partnerships
client consumption, 71	contract development/negotiations,
consumers, 71	191–194
decisions, impact, 173	insourcing/outsourcing determination,
deployment, 224	188–189
	management, phases, 185–199
direction, change, 18–19	
dynamic forces, management, 57	model, management, 182
impact, 232	process evaluation, 185–188
leaders, quality, 20–21	relationship, management, 196–199
	1, 0

Vendor partnerships (Continued)	W
results, evaluation, 199	Water cooler conversations, 150
types, 184f	Weaknesses, overcoming, 10–11
vendor selection, 189–191	We are a family bargaining situation, 90
working relationship, implementation,	We attitude, importance, 39–40
194–196	We mindset, 38–40
Vendors	What inventory, taking, 130
capabilities, acquisition, 193	What's In It for Me (WIIFM)
charges, demands, 199	addressing, 215
client trust, 154	benefit statement, 162
collaborative partnership, establishment,	term, usage, 4
194	understanding, 169
company goals, communication, 194	usage, 147–148
compliments, 44–45	Who inventory, taking, 130
experience, research, 190	Wilson, Carl, 231–232
incentives, 195	direct reports, 236
management, 26, 192	operational values, 233–234
disciplines, problems, 180	project certification program
mindset change, 183f	implementation, 234
performance review meeting,	Win-win arrangement, 195
implementation, 199	Work
promotion, 195	delegation, 103
relationship, management, 177, 196–199	management, mechanics, 108-110
improvement, 200-201	outcome, 33
responsiveness, absence, 199	plan, 28
role	processes (improvement), technology
outline, clarity, 193	projects (impact), 143
preparation, 180–181	Work breakdown structure (WBS), 103,
selection, 181, 189-191, 198	105
departmental involvement, 191	Workforce
research, 190	age, 190
win-win arrangement, 195	control, 193
working relationship, implementation,	creation, 1
194–196	 Working relationship, implementation,
techniques, 196	194–196
Victim mentality, 15	Workplace visits, 166
Virtual clients, 45–46	
Virtualization, 1–2	Y
Voice communications 63	Y2K coding debacle, 1