

Index

A

Accountability, 170
 absence, 126
 culture
 development, 129–131
 instilling, 182
 shared accountability,
 134
 shared sense, 127
Acting, usage, 149
Actions
 bias, 155–157
 words, congruence, 52
Administrivia, job level, 98
Advertising, impact, 115–116
Agassi, Andre, 163
A level attitude, 102
Ali, Muhammad, 164
Alignment
 belief, 182–183
 CFO plan, 34
 consensus, contrast, 182–183
 foolishness, 33–34
American Idol, 168–169
Analysis, paralysis, 155
Apologies, usage, 160–161
Application development,
 offshoring, 142–143
Appreciation, manifestation,
 106–107
Authenticity, 148–150

B

Bad news, sharing (focus),
 68–69
Bankruptcy, market leadership
 (contrast), 17
Behaviors, modeling, 177
Big head syndrome, 154
Blame
 culture, 129
 game, 78
B level aptitude, 102
Board of directors, 43
 CIO presence, 46–47
 comprehension problem, 14
 confidence, creation, 39
 connection, creation, 40
 engagement
 objectives, 39–40
 process, 38–40
 partnering, 140–141
 passion, 39
 people, engagement, 38
 project funding approval,
 126–127
Boardroom, CIO presence,
 40–42, 47
Bottom-line outcomes,
 mapping, 27
Brand, identification, 64–65
Buckingham, Marcus, 95
Budget, management, 36

- Business, 31
 - analytics, usage, 116
 - conduct, impact, 115–116
 - language, speaking, 32, 43
 - leaders, 63
 - metrics concern, 44
 - lessons, 48–49
 - messages, deciphering, 52–53
 - objectives, support, 155
 - outcomes, focus, 41–42
 - process, impact, 115
 - understanding, 143
 - value, identification, 126
- Business executive, CIO (relationship), 12
- Business leaders, effectiveness, 16–17
- Business-related topics, discussion, 38–39
- Business strategy, 18
- Buy-in, ensuring, 117–118
- C**
- Capital investment, 127
- Captain (of the ship), 13–14
- Carnegie, Dale, 66, 157
- Carrot/stick approach, 94
- Carville, James, 32
- Cash flow, mastering, 12
- Challenges
 - contribution, 11
 - embracing, 174
 - handling, 176
 - identification, 84
- Change
 - balance, project
 - management discipline (usage), 125–128
 - buy-in, ensuring, 117–118
 - company resistance, 122–123
 - constancy, 114
 - discomfort, 110–111
 - dissection, 118
 - failure, consequences (description), 112
 - impact, 187–189
 - inertia, breaking, 120
 - integration, 112–114
 - lessons, 131–132
 - misconception, 112–113
 - necessity
 - leader sale, 112
 - personalization, 112
 - sale, 111–112
 - process, leading, 109
- Checkreader, 16
- Chief Executive Officers (CEOs), development, 105
- Chief Financial Officer (CFO)
 - alignment plan, 34
 - boardroom presence, 40–41
 - IT executives, contrast, 35
- Chief Information Office (CIO)
 - accountability, 170
 - apologies, usage, 160–161
 - attention, 38–39
 - board of director presence, 46–47
 - business executive, 12
 - business leader, 42–44
 - comfort, 62–64
 - effectiveness, 41–42
 - feedback, receptivity, 168
 - frustration, 14
 - functional area, value, 140

Index

- homilies, 67
- identification, 41
- inspiration, mistakes, 5–6
- likeability, 168–169
- message, 43–44
- mistakes, admission/
learning, 159–161
- organizational change
agent, 115
- organizational direction,
absence, 27–28
- organizational inspiration,
4–6
- origin, 5–6
- people, observation, 113
- Peter Principle, 9–11
- questions, 42–44
- relationships
development, 140
leverage, ability, 141
- restarting, 187
- skill, 84
- strategy, control, 17
- technologists, impact, 32
- visibility/engagement,
absence, 40–41
- vision, ownership
(decision), 23–24
- Children, skill (teaching),
119–120
- CIO Executive Council,
Pathways program, 99
- Cisco VAR, 85
- Client-focused attitude, 88
- Client relationship managers
(CRMs), 140
- Clients
business objectives,
support, 155
- community, service, 128
- confrontational relationship,
138–139
- partnering, 138–140
- relationships, CIO
development, 140
- stasis, 114
- success, impact, 139–140
- Clinton, Bill (1992 presidential
campaign), 31–32
- Coach/teacher, 14–16
- Coffman, Curt, 95
- Collective talents,
maximization, 157–158
- Collective wisdom, leverage,
157–159
- Committed relationships,
78–79
- Commodity services, tactical
aspects, 18
- Common objectives/vision,
134
- Communication, 51
approach, determination, 57
conversation, usage, 58
effectiveness, 52
frequency, 58–60
honesty, 68–69
importance, 51–54
leader time/effort, 55–56
one-on-one basis, 57
presentation, usage, 58
process, 56–58
program, transparency, 82
quality, 52
repetition, 59–60
time, waste, 56
trust, 52
written word, usage, 58

- Communicator, identification, 55–56
 - Community, building, 116–117
 - impact, 117
 - Companies
 - change resistance, 122–123
 - focus, 114
 - mission/direction, understanding, 16–17
 - personal impact, decision, 123
 - Compensation, 162
 - impact, 162–163
 - Competition, change, 114
 - Confidence
 - arrogance, contrast, 159
 - creation, 39
 - Consensus
 - alignment, contrast, 182–183
 - goal, elusiveness, 182
 - Consumers, usage, 116
 - Conversation
 - dead air, absence, 55
 - one-to-one basis, 57
 - Conversation, usage, 58
 - Corporate America, development model, 100
 - Corporate culture, understanding, 143
 - Corporate IT function, 79–80
 - Cost avoidance, metric, 44
 - Costs savings, metric, 89
 - Craft, perfection, 164
 - Credibility
 - building, 78, 81–83
 - benefits, 82–83
 - earning, 18
 - success/loss, 82–83
 - trust, relationship, 81
 - Critical tasks, delegation, 3–4
 - Cultural changes, 181–182
 - Culture
 - change, integration, 112–114
 - power, 143
 - Culture of blame, 129
 - Customer-facing interactions, 101
 - Customers
 - attraction, 34
 - viewpoint, 183–184
- D**
- Decision-making
 - avoidance, 156
 - ease, 157
 - Dedication
 - level, 164
 - requirement, 164
 - Deliverables, crafting, 29–30
 - Depression, 129
 - Development
 - experiences, value, 98–99
 - model, 100
 - Dialogue, engagement, 57
 - Diminishing returns, law, 156
 - Direction
 - setting, 158–159
 - understanding, 16–17
 - Dividends, yield, 35–36
- E**
- Edison, Thomas, 129
 - Education, mistakes
 - component, 160

Index

- Effort
 - appreciation, 95
 - investment, 45–46
 - Efforts, recognition, 16
 - Einstein, Albert, 148
 - Emotional vacations, 174
 - Emotions, action/power, 13
 - Empathy, level, 15
 - Employees
 - development/growth, 105
 - loss, 104
 - retention, compensation (impact), 162
 - vision ownership, 24–25
 - work, consequences, 26
 - Empowered, team-oriented environment, creation, 135–136
 - Enterprise
 - CIO perspective, 41–42
 - long-term viability, 34
 - support, technical work, 143
 - Environment, problems, 27–28
 - Equity decisions, discussion, 169
 - Ethics, code (sharing), 104
 - Evangelist, 12–13
 - role, 13
 - Executive coaching clients, interaction, 181
 - Executive leadership team, impact, 140–141
 - Executive management
 - partnering, 140–141
 - teams, comprehension problem, 14
 - Executives
 - assistants, effectiveness, 124
 - fiduciary responsibility, 35
 - metrics, 44
 - zero-sum game, 142
 - Expectations
 - determination, 183
 - understanding, 143
 - Experience, gift, 99–100
 - Eyes glazing over, expression, 89
- F**
- Failure, responsibility, 153
 - Fatal flaw, 101
 - Feedback, 54
 - elicitation, 128
 - group dynamic, 57
 - hope, 57
 - provision, 155
 - receptivity, 168
 - Fiduciary responsibility, 35
 - Finance-business alignment, 33–34
 - First Break All the Rules* (Buckingham/Coffman), 95
 - First-to-market industry leaders, 114
 - Fiscal alignment, 35–36
 - Fix-it mode, 110–111
 - Fluff courses, 5
 - Focus, usage, 174
 - Follow-up scorecard exercise, 90
 - Free agency, 137
 - Frustration, escalation, 53
 - Functional knowledge/ experience, importance, 12
 - Funding, request, 36

G

- Geek speak, 41
- Global responsibility,
 - experience, 137–138
- Goals, accomplishment, 22
- Golden rule, 184
- Goodwill
 - development, 86
 - generation, 165
- Google, usage, 116
- Governance process
 - placement, 125–126
 - three-tiered governance
 - process, placement, 126–127
- Great Depression, 68–69, 128
- Greatness, dedication
 - (requirement), 164
- Group communication, 57

H

- High-priority opportunities,
 - focus, 45–46
- Homework, 181
- Honesty, 71–72, 159
 - reputation, development, 72
- Human capital
 - development, 93, 98
 - lessons, 107
- Humanity, display, 165–166
- Humility, display, 154–155

I

- Imperatives, focus/objectives
 - (impact), 34–35
- Incentives, 94–95
- Independence, emphasis, 76–77

Individuals

- communication, 56–57
- relationship level, 57

Inertia

- breaking, 120
- impact, 174

Influence, 164–165

- position, comparison, 124–125
- power, leader
 - understanding, 165

Information, opportunities, 37**Information technology (IT)**

- business alignment, 33
- capability, 34
- communication, 48
- driver, 37–38
- dysfunction, 89–90
- executives
 - CFO, contrast, 35
 - games, 36
- function
 - impact, 17
 - outsourcing, problem, 152
- investment/cost, 35–36
- IT-related problems, 130
- metrics, discussion, 89
- organization
 - marketing, importance, 61
 - nonalignment, 27
 - overhaul, 23–24
- projects
 - absence, 126
 - promises, failure, 127
- purpose, 32–33
- role, 34–35

Index

- scorecard
 - basis, 90
 - survey, 48
- services, accountability, 153
- thanklessness, 106
- transformation, 90
- utility, executive perception, 62
- Innovation
 - culture, development, 128–129
 - IT impact, 17
 - leverage, 128
- Innovator, 17
- Inspiration, 12–13
 - integrity/spirituality, 29
 - reason, 6
 - usage, 151
- Integrity, 65, 171
 - loss, 122
 - personal integrity, 122–123
- Intellect, action/power, 15
- Interaction, group dynamic, 57
- Intermediate success, celebration, 121
- Internet
 - potential impact, 66–67
 - value, 117–118
- Investment, return value, 36
- Issue, focus, 70–71
- J**
- James, William, 105
- Job
 - compensation, 162
 - conversations, negativity, 110–111
 - level (administrivia), 98
 - retention rate, 161–162
- Jordan, Michael, 163–164
- K**
- Kennedy, John F., 12, 148
- King, Jr., Martin Luther, 12, 29, 148
 - impact, 178
- L**
- Language, power, 139, 143
- Large-scale imperatives, usage, 118
- Larry-isms, 181
- Law of diminishing returns, 156
- Law of WIFM, 83–84
- Leaders
 - accountability, 170
 - acting, 149
 - action, bias, 155–157
 - attention, center, 170
 - authenticity, 148–150
 - charisma, 175
 - comedic genius, 148
 - communication
 - effectiveness, 56
 - skills, 148
 - time/effort, 55–56
 - creation, 177
 - development, 177
 - direction, 7
 - experience, usage, 158
 - focus, 9, 44–46
 - honesty, 159
 - human touch, 148
 - humility, 154–155
 - impact, 175–176

- Leaders (*Continued*)
- influence, reasons, 164–165
 - integrity, 171
 - job, 177
 - lessons, 171–172
 - problems, 156–157
 - purpose, sense/sharing, 151
 - quality
 - absence, 27
 - development, 147
 - role, 14
 - defining, 105
 - service, 8
 - skills, 51–52
 - strengths, 150
 - talent, 175
 - usage, 158
 - team support, 138
 - toughness, 148
 - trust, building, 151–154
 - words, power, 87–88
 - yes men/women, impact, 168
- Leadership
- absence, 3–4
 - culture, requirement, 176–177
 - defining, 1–2
 - development, lifelong
 - process, 189
 - direction, 4–6
 - exemplification, 97
 - exhibition, 96–97
 - forgetting, 175
 - initiation, 131
 - intellect/emotion,
 - movement, 13
 - lessons, 18–19
 - management, contrast, 2–8
 - meaning, 9
 - misconceptions, 8–9
 - occurrence, perception, 129–130
 - ostrich approach, 68–69
 - position, ascendancy, 9
 - privilege, 86–87
 - absence, 154, 184–185
 - responsibility, 8, 86–87, 130
 - importance, 154
 - rewards, 8
 - roles, 11–18
 - service, 86–88
 - shortcut, 26–27
 - starting point, 181
 - Leading serving, 86–88
 - Leading persons, 94–96
 - Learning
 - lifelong process, 187
 - opportunity, 106–107
 - Legacy, leaving, 178–179
 - Lessons-learned postmortems, 160–161
 - Level-one support, offshoring (leverage), 142–143
 - Leverage
 - ability, 17–18
 - decision, 66–67
 - Light-bulb moment, 181
 - Likeability, 168–169
 - Linda Ronstadt disease, 182
 - Listening
 - importance, 54–55
 - quiet, 55
 - Local management presence, 143
 - Long-term committed
 - relationships, 78–79

Index

- Long-term competitive
 - advantages, absence, 94
- Long-term growth, 12
- Long-term success, sustaining
 - (difficulty), 176
- Long-term viability (ensuring),
 - leadership culture
 - (requirement), 176–177

- M**
- Management
 - accountability, 7–8
 - disappointment, 11
 - excellence, rarity, 2
 - information, 65–66
 - leadership, contrast, 2–8
 - philosophy, 167
 - ranks, understanding, 106
 - strategies, 113
 - trust, absence, 152
- Managers
 - focus, 95–96
 - natural leaders, 9
 - team, interaction, 7–8
- Manufacturers, support, 145
- Marketing
 - comfort, 63–64
 - effectiveness, 62
 - impact, 115–116
 - importance, 61
 - necessity, 60–62
 - tool, 61
- Market leadership, bankruptcy
 - (contrast), 17
- Mediocrity, impact, 28
- Mentoring
 - relationships, development, 98–99
 - value, 98–100
- Mentors
 - location, 100
 - necessity, 14
- Mergers and acquisitions, risk, 101–102
- Message
 - communication, 67–70
 - delivery, 54
 - difficulty, 57
 - difficulty, delivery, 68
 - meaning, importance, 52–53
 - natural resistance,
 - breakdown, 60–61
- Metrics
 - meaningfulness, 44
 - relationships, contrast, 89–91
- Mission
 - accomplishment, 122
 - IT role, 34–35
 - understanding, 16–17
- Mission-related objectives,
 - focus, 43
- Mistakes
 - admission, 159–161, 166
 - avoidance, 159–160
 - education, 159–161
 - ignorance, impact, 160
 - inevitability, 160
- Modeling, 120
- Money, tightness, 129
- Moral standards, 103–104
- Mother Teresa, 78
 - human touch, 148
 - impact, 178
- Motivation, 162–163
 - inside job, 5
- Motivational skills, 148

- Movers, perception, 99
- Multitasking, 45–46

- N**
- Natural leaders, 9
- Negative job conversations, 110–111
- Negotiations, executive treatment, 142
- Network availability, 44
- Networking, 144–145
 - effectiveness, 144
- No-nonsense individual, 79–80
- Normal, definition, 113
- Novel technology solution, development, 37–38

- O**
- Obama, Barack, 12
- Objectives
 - accomplishment, 167, 174–175
 - common objectives, 134
 - crafting, 29–30
 - identification, 84
 - interest, 83–84
 - stasis, 114
- Offshore relationship, levels, 143
- Offshoring
 - challenge, 142–143
 - cost-effectiveness, 143
 - leverage, 142–143
- One-off anomaly, 113
- One-size-fits-all leading approach, 94
- Open-door policy, 168
- Operating technology, 133

- Operational efficiencies, driving, 34
- Operations
 - cost structure, 38–39
 - manager, interaction, 153
- Opportunities, identification, 84
- Opportunity costs, metric, 44, 89
- Organizational alignment, development, 24
- Organizational change agent, CIO role, 115–116
- Organizational direction, absence, 27–28
- Organizational vision, quality, 22
- Organizations
 - change, failure, 111
 - CIO inspiration, 4–6
 - dysfunction, 71–72, 173
 - efforts, impact, 34
 - financial assets, investment, 12
 - improvement, approaches, 113
 - IT/business, conflict, 139
 - language/culture, power, 143
 - leader, 36
 - development, 177
 - influence, reasons, 164–165
 - talent/charisma, 175
 - leadership, 71–72
 - mission, IT role, 34–35
 - overhaul, intimidation, 118
 - purpose, 22
 - role, playing, 27–28

Index

- senior leadership,
 - involvement, 140
- services/products, external
 - consumers, 42
- strategic direction,
 - development, 16–17
- success, continuation,
 - 178–179
- vision
 - crafting, mistakes, 22–23
 - development/articulation, 21
- Ostrich approach, 68
- Outcomes
 - accountability, absence, 126
 - aim, 34
- Outside interference, 117
- Outside partners, inclusion,
 - 141–142
- Outsource partners, leverage,
 - 64
- Overcommunication,
 - impossibility, 59–60
- P**
- Partners, characteristics,
 - 134–135
- Partnership, 59, 134
 - development, 134
- Passion, 39, 65
- Pathways program (CIO
 - Executive Council), 99
- Patton, George, 148
- People
 - achievement, recognition,
 - 158–159
 - appreciation, manifestation,
 - 106–107
 - asset, 102
 - challenge, 86
 - change, motivation, 111
 - choices, 68
 - comprehension, effort, 112
 - conflict, leader mistake, 135
 - credit, giving, 153
 - development, 101–102
 - leader responsibility,
 - 104–105
 - efforts
 - compensation, 106–107
 - recognition/reward,
 - 105–107
 - empowerment, 166–167
 - excitement, 23, 39
 - experience
 - gift, 99–100
 - impact, 104–105
 - leader usage, 158
 - feeling, reality, 88–89
 - focus, 14
 - absence, 70–71
 - Clinton ability, 32
 - gospel, 66–67
 - influence, 13
 - inspiration, 29
 - interaction, 86
 - language/culture, power,
 - 143
 - leading, one-size-fits-all
 - approach (absence), 94
 - leading persons, 94–96
 - litmus test, 59
 - loss, 102
 - motivation, 162–163
 - perception, 47
 - questions, answering, 26
 - recognition, manifestation,
 - 106–107

- People (*Continued*)
- recruitment, 101–102
 - resources, provision, 158–159
 - response, 165
 - retention, 101–102
 - rule of the road, 103–104
 - stock eligibility, 169
 - strengths, focus, 100–101
 - success, 77–79
 - support, 175
 - gift, 99–100
 - provision, 158–159, 167
 - talents
 - leader usage, 158
 - leverage, 96–97
 - teaching, 103–104
 - training, 106–107
 - treatment, 141–142
 - types, 186
 - value, knowledge, 162–163
 - vision, 26–27
 - weaknesses, 101
 - whole person, engagement, 97–98
 - works in progress, 100–101
- Perception
- management, 47–48
 - reality, 59, 88
- Perfection, impossibility, 174
- Perfectionism, 155–156
- Performance, 46–47
- absence, 69–70
 - comments, 11
- Personal accountability, 123
- Personal areas, development, 188
- Personal branding, 64–65
- Personal development, ensuring, 8
- Personal gifts, leverage, 150
- Personal goals, achievement (leader focus), 9
- Personal integrity, 122–123
- Personality, cult, 5–6
- Personal leadership style, usage, 150
- Personal relationships, building, 161–164
- Peter Principle, 9–11
- Pity, impact, 182
- PMI Light, 127
- Pollyanna personality, 79
- Position, influence (comparison), 124–125
- Positive relationships, construction, 75
- Post-rollout operational checkpoint, 127
- Power, impact, 183
- Presentation, usage, 58
- Press clippings, leader belief (danger), 174–175
- Privilege, 86–87
- absence, 154, 186–187
- Problems
- focus, 45–46
 - input, 185–186
 - repair, partnership, 69
 - solving, 182
- Processes
- adaptation, 128
 - disablers, 127–128
 - discipline, 126–127
 - implementation, 93–94
- Product branding, 64
- Professional legacy, 178–179

Index

- Progress
 celebration/communication,
 120–122
 positive impact, 178–179
 support, 119–120
- Project management
 capabilities, 169
 discipline, 125–128
 methodology, 127
- Projects
 board of directors funding
 approval, 126–127
 budget committee
 examination, 126–127
 direct business impact, 36
 discipline, 125–127
 effort, ROI/business value
 (identification), 126
 governance process,
 placement, 125–126
 lateness, 71–72
 voice/face, business
 executive discomfort,
 126
- Promotions, determination,
 169
- Purpose, sense/sharing, 151
- Q**
 Quality managers, rarity, 2–3
 Quantitative feedback, 90
- R**
 Reality, management, 47–48
 Real value added, 12
 Recession, 129
 Recognition, manifestation,
 106–107
 Recruitment, 101–102
- Reengineering, requirement,
 128
- Relationship management, 75
 lessons, 91
- Relationship managers,
 effectiveness, 84–85
- Relationships
 development, 144
 leverage, 141
 metrics, contrast, 89–91
- Reputation, development,
 83–84
- Results, 65
 delivery, 2–3
- Retention, 101–102
 rate, high level (reason),
 161–162
- Retirement, professional
 legacy, 178–179
- Retribution, fear (absence), 168
- Return on investment (ROI)
 identification, 126
 metric, 89
- Revenue
 creation, metric, 44, 89
 IT driver, 37–38
- Rewards, 8
- Risk-taking, 129
- Rockne, Knute, 12, 52, 148
- Ronstadt, Linda (Linda
 Ronstadt disease), 182
- Roosevelt, Theodore, 186
- S**
 Self-centered universe, 86
 Self-change, 188
 Self-motivated adults, 16
 Servant leaders, focus,
 154–155

- Servant leadership, 87
 - Service level agreements (SLAs), 33, 113
 - Service provider, respect, 53
 - Services
 - internal clients, 42
 - offshoring, leverage, 142–143
 - satisfaction, CIO concern, 47–48
 - Shakers, perception, 99
 - Shared accountability, 134, 142
 - Shared vision
 - articulation, 7–8
 - support, 6–7
 - team, collaboration, 6
 - Shareholder value, improvement, 38
 - Shop foreman, 17–18
 - Short-term failure, emotions, 15–16
 - Short-term liquidity, 12
 - Short-term success
 - accomplishment, 173–175
 - leaders, impact, 175–176
 - Six Sigma, 113, 127
 - Skills
 - development, 15
 - possession, 10–11, 164
 - teaching, 119–120
 - Skill sets, 5
 - Solutions
 - input, 185–186
 - requirements, determination, 183
 - Sourcing, 141–142
 - Stakeholders, education, 14
 - Standish Group, 127
 - Strategic differentiation, 115
 - Strategic opportunities, seizure (failure), 45
 - Strategic partner, 134
 - Strategist, 16–17
 - Strategy, CIO control, 17
 - Strengths, focus, 100–101
 - Success
 - celebration/communication, 120–122
 - continuation, 178–179
 - creation, leader job, 177
 - credit
 - giving, 153
 - sharing, 81
 - efforts, sum/repetition, 148, 164
 - handling, 170
 - leader credit, 129
 - lessons, 145–146
 - partnering, 133
 - reasons, 150
 - recognition, 78, 105–107
 - desire, 154
 - reward, 105–107
 - team sport, 78
 - title, impact, 124
 - vision, appearance, 167
 - Support, gift, 99–100
 - Sustainability, 173
 - lessons, 179
 - Systems availability, 44
- T**
- Table stakes, 35
 - Talent
 - combination, 26–27
 - leverage, 96–97
 - Tasks, stasis, 114

Index

- Teacher/coach, 14–16
 - willingness, 15
- Teammates, relationship, 135
- Team members
 - exit, 161–162
 - identification, 125–126
 - penalties, 139
 - success, 8
 - thanking, 153–154
- Team-oriented environment,
 - creation, 135–136
- Teams
 - attrition, 161–162
 - builders, 79–81
 - composition, 116
 - contribution, perception, 136
 - development/leading,
 - community building (impact), 117
 - expansion, 141–142
 - intermediate success,
 - celebration, 121
 - manager, interaction, 7–8
 - partnering, 138
 - success, 80
 - support, 152–153
 - talent, 167
- Technical contributor, 10–11
- Technical ideas/solutions,
 - explanation, 14
- Technical leaders, necessity, 43
- Technologists
 - dedication/devotion, 10
 - impact, 32
 - success, 3–4
- Technology
 - impact, 115–116
 - implementation, 93–94
 - language, speaking, 43
 - opportunities, 37
 - solution, development, 37–38
- Technology-related business
 - initiatives, impact, 116
- Thoreau, Henry David, 105
- Thought process, 2
- 3-4 defensive scheme, 96
- Three-tiered governance
 - process, placement, 126–127
- Time
 - investment, 45–46
 - waste, 111
- Title, impact, 124
- To-do list, completion, 120–121
- Transformation
 - effort, 23–24
 - management, 119
 - journey, 14, 119
 - recognition, 82
 - starting point, 123
 - unveiling, 24
- Transformational change,
 - drive, 13
- Transformational effect,
 - initiation, 114
- Transformational leader,
 - effectiveness, 121
- Transparency, 71–72
 - reputation, development, 72
- Trust
 - building, 151–154
 - credibility, relationship, 81
 - presence, 151–152

- Twenty-first-century
 workforce, adjustment,
 136–138
- U**
 U word, 139
- V**
 Value creator, 17–18
 Value proposition
 articulation, marketer focus,
 63
 Value proposition,
 articulation, 60–61
 Vendors
 CIOs, interaction, 84–85
 executives, treatment,
 141–142
 Vision, 21
 accomplishment, 26
 alignment, 26–27
 articulation, 7–8, 158
 common vision, 134
 communication, 26
 creation, 25–26
 concept, 13–14
 defining, participation, 25
 development, 24
 investment, 26
 process, 25–26
 embracing, concept, 13–14
 employee ownership, 24–25
 importance, 18–19
 lessons, 30
 ownership
 absence, 25
 CIO decision, 23–24
 decision, 22–23
 reality, 29–30
 sharing, inspiration, 28–29
 thing, 21
 Volunteers, 6
 leading, 65–66
- W**
 What’s In It For Me (WIFM),
 law, 83–84
 Whole person, engagement,
 97–98
 Williams, Robin, 148
 Win-win relationships,
 construction, 75–76
 Win-win scenario, 98
 Wireless networking
 technologies, leverage,
 37–38
 Wisdom, usage, 174
 Woods, Tiger, 159
 Words
 actions, congruence, 52
 control, 134–135
 Work
 encouragement, 96
 expectation, 95
 materials/equipment,
 requirement, 95
 performance, opportunity,
 96
 recognition/praise, 96
 Workforce, complexity, 137
 World, change, 187–189
 Written word, usage, 58
- Y**
 Yes men/women, impact,
 168