

CONTENTS

<i>Preface</i>		xi
<i>Acknowledgments</i>		xv
<i>Introduction</i>		xvii
	Don't Be Afraid to Change Your Game	xvii
	What You Need to Know <i>Now</i> about	
	Business Transformation Strategy	xix
	The New Yin and Yang of IT	xx
	Is Everyone Really a Transformational Leader?	xxii
	Moving Target	xxv
	Transformation, Then and Now	xxvi
	Four Steps to Success	xxvii
	Great Things Happen to Great CIOs	xxix
	An Overhead Smash	xxxii
	A Model for Transformation	xxxii
Chapter 1	Vision and Organization	1
	Bringing the Vision to Life	5
	One Transformation Leads to Another	10
	Going Global	12
	Building the Leadership Team	15
	Demonstrating Value	18
	“It's <i>More</i> about the Future”	20
	Maintaining the Momentum	23
	Don't Be Afraid to Inspire People	25
Chapter 2	Culture and Change	29
	Overturning the Status Quo	33
	From Pentagon to Pyramid	36
	Elevated Perceptions	37
	Organic Innovation	41
	Establish the Baseline	42

Riding Two Horses	47
Faster <i>and</i> Cheaper	51
IT at the Scrub Sink	53
Demystifying IT	54

Chapter 3	Partnering with the Business	57
	Connecting at Multiple Levels	61
	The “Outsider”	66
	Transitioning to Global Leadership	70
	Being Where the Strategy Is Set	72
	What’s <i>Really</i> Important to the Business?	75
	The Age of Immediacy	79
	New Convergence	85
	Unedited Interview with Marc Benioff	86

Chapter 4	The Art and Science of IT Leadership	97
	A Continuous Process of Engagement	101
	Best of Both Worlds	107
	IT Thought Leadership	108
	A Magical Decision	110
	“Put Yourself in the CEO’s Shoes”	114
	Confronting Reality	117
	No Illusions	119

Chapter 5	Mapping <i>Your</i> Future	125
	What I <i>Really</i> Want Is a Business Partner . . .	130
	Get Yourself a Business Mentor <i>and</i> a Coach	134
	Do I Really Need an MBA?	136
	Your Seat at the Table Is Waiting	137
	Are You Sowing Seeds for Success—or Failure?	140
	Managing Expectations	143

Chapter 6	The First 30 Days	147
	Let Everyone Know That You’re Organized	151
	Move Quickly and Confidently	161
	Alter Perceptions	164
	Tone Matters	166

	Technology Last	168
	Building from Scratch	170
Chapter 7	CIO Evolution	173
	Keeping It Simple	177
	Tight Linkage Ensures Buy-In	180
	Transitioning from Operational to Strategic	184
Chapter 8	The Road Ahead	189
	A Time for IT Leadership	193
	Figuring Out What's Relevant	195
	Hot and Getting Hotter	201
	Challenges and Caveats	204
	The End of "Inside" versus "Outside"	205
	Strategic Sourcing and Business Value	209
	Little Ideas Can Go a Long Way	212
	Let's Get Granular	214
	Don't Chase Low Unit Costs	216
	A Dose of Common Sense	218
	The Last Word	220
	<i>Recommended Reading</i>	223
	<i>About the Author</i>	225
	<i>About HMG Strategy, LLC</i>	227
	<i>Index</i>	229