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Record Nr.	UNINA9910139567703321
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Titolo	Lessons in IT transformation [[electronic resource]] : technology expert to business leader / / Larry Bonfante
Pubbl/distr/stampa	Hoboken, N.J., : Wiley, 2011
ISBN	1-119-20231-0
	1-283-37467-6
	9786613374677
	1-118-07539-0
Edizione	[1st edition]
Descrizione fisica	1 online resource (226 p.)
Disciplina	004.068/4
	004.0684
Soggetti	Information technology - Management
	Leadership
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Includes index.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Lessons in IT Transformation: Technology Expert to Business Leader; Contents; Preface; Introduction; 1 First Things First: What Is Leadership?; Defining Leadership; Leadership versus Management; Misconceptions about Leadership; Leadership Roles; 2 That Vision Thing; Importance of Vision; Deciding Whose Vision It Is; Helping Employees Feel Ownership; Creating the Vision; Aligning Your Vision with the Vision of Your People; Inspiring Others to Share the Vision; Making the Vision Real for People; 3 It's the Business, Stupid!; The Purpose of IT; The Foolishness of Alignment
	Three Questions about IT's Role in the Organization's Mission Fiscal Management-IT Is an Investment, Not a Cost; IT as a Tool to Drive Revenue; Ways to Engage the Board; The CIO as a Business Leader, Not Technologist; Meaningful Metrics; Focus on What Matters; Managing Perception versus Reality; 4 Communication; The Importance of Communication; The Importance of Listening; Who Do I Need to Communicate With?; How Should I Communicate with Them?; How Often Should I Communicate?; The Need for Marketing; What Is Your Brand?; Leading a Volunteer Army; Communicating Tough Messages

Focusing on the Issue, Not the Person Honesty and Transparency; 5 Relationship Management; No Man (or Woman) Is an Island; Helping Other People Succeed; Being a Team Builder; Building Credibility; The Law of WIFM-What's in it for Me?; Leading by Serving; What People Feel about You Is More Important than Reality; 6 Developing Human Capital; Leading "Persons"; Leveraging People's Unique Talents; Engaging the Whole Person; Focusing on Strengths; Recruiting/Retaining/Developing; Making Sure a Person Is Better Off for Having Had the Experience Recognizing and Rewarding Your People's Efforts and Successes 7 Leading the Process of Change; Change Is Uncomfortable; Selling the Need for Change; Personalizing the Need for Change; Making Change a Part of Your Culture; Building Community; Ensuring Buy-in; Breaking Change into Bite-sized Chunks; Supporting Progress along the Way; Celebrating and Communicating Progress/Success; Comparing Position versus Influence; Balancing Change with Disciplined Project Management; Developing a Culture of Innovation; Developing a Culture of Accountability; 8 Partnering for Success

Some Words Are Used Too Loosely Creating an Empowered, Team-oriented Environment; Adjusting to the Twenty-first-century Workforce; Partnering with Your Team; Partnering with Your Clients; Partnering with Your Executive Management and Board of Directors; Sourcing-Expanding Your Team to Include Outside Partners; Networking in the Industry; 9 Developing the Qualities of a Great Leader; Being Authentic; Inspiring Others; Building Trust; Showing Humility; Having a Bias Toward Action; Leveraging Collective Wisdom; Building Personal Relationships; Influencing Others; Showing Your Humanity

Empowering the People around You

Sommario/riassunto	Important insights into the true purpose of IT? from a CIO's perspective Focusing on the qualities required to transform an organization through the lens of the CIO, this book provides practical advice on how to address key issues, as well as create a context for the type of leadership qualities required to broaden the CIO's impact in every aspect of the corporation. Provides practical advice on key issues for leadership qualities Looks at the differences between leadership and management and the need for effectiveness in both disciplines Explores relationship management,