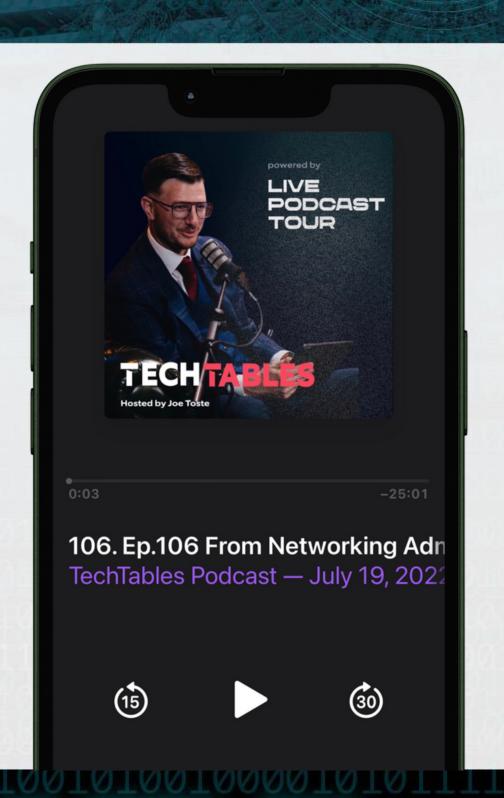
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Behind the Mic: Insights from My First 100 CIO & Tech Leader Interviews

Hosted by Joe Toste





Who am I?

IS CRITICAL, THERE IS NO IMPOSSIBLE

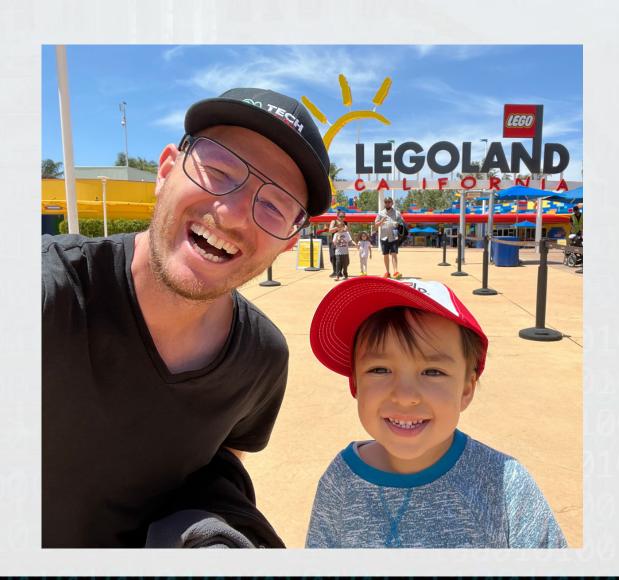
- Married w/ two kids
- Coach High School Basketball
- Live in Santa Barbara, CA
- Living my best life interviewing technology leaders across the U.S.

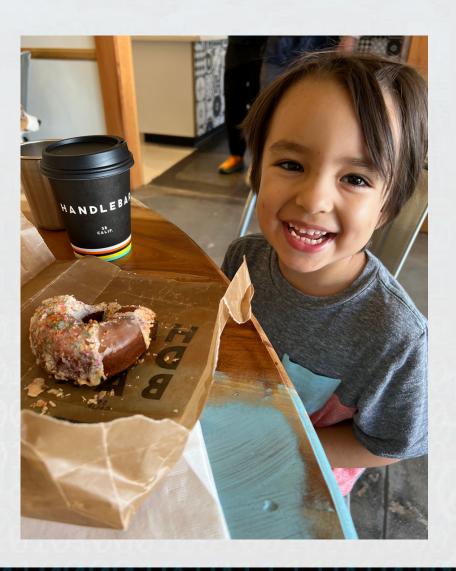


Family







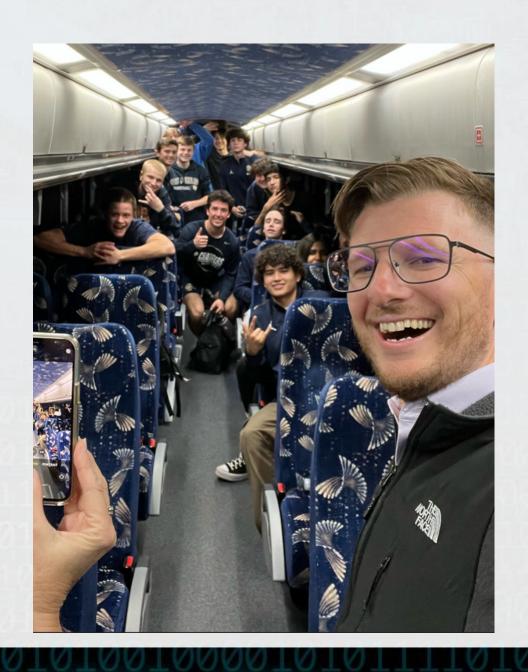




Basketball Team





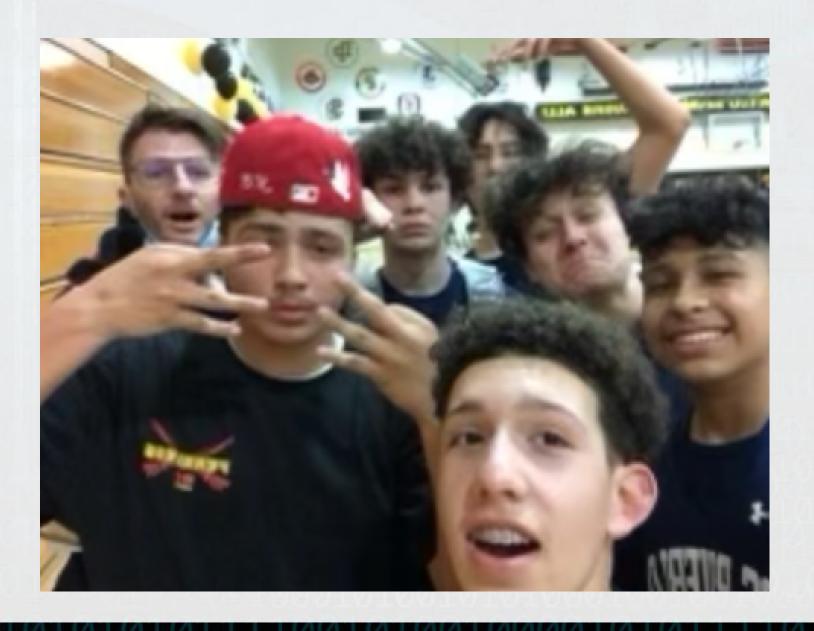




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Basketball Team





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THE QUOTABLES



THEME 1:
MISSION-DRIVEN

SEEING THE TREMENDOUS MISSION AND POTENTIAL FOR GOVERNMENT TO BE A POSITIVE FORCE IN PEOPLE'S LIVES; THE THINGS WE COULD DO AND ALSO THE TREMENDOUS TALENT THAT THE STATE HAS WORKING FOR IT- FOR ME, THAT'S WHEN IT BECAME ABOUT LEADERSHIP AND WANTING TO REALLY CONNECT AND BE A PART OF A GREAT TEAM

Mandy Crawford, CIO for the State of Texas

YOU NEED TO BE ABLE TO EVANGELIZE YOUR TOPIC IN A ROOM FULL OF PEOPLE WHO DO NOT HAVE EITHER AN INTEREST OR AN UNDERSTANDING OF WHAT THE POSITION REALLY DOES

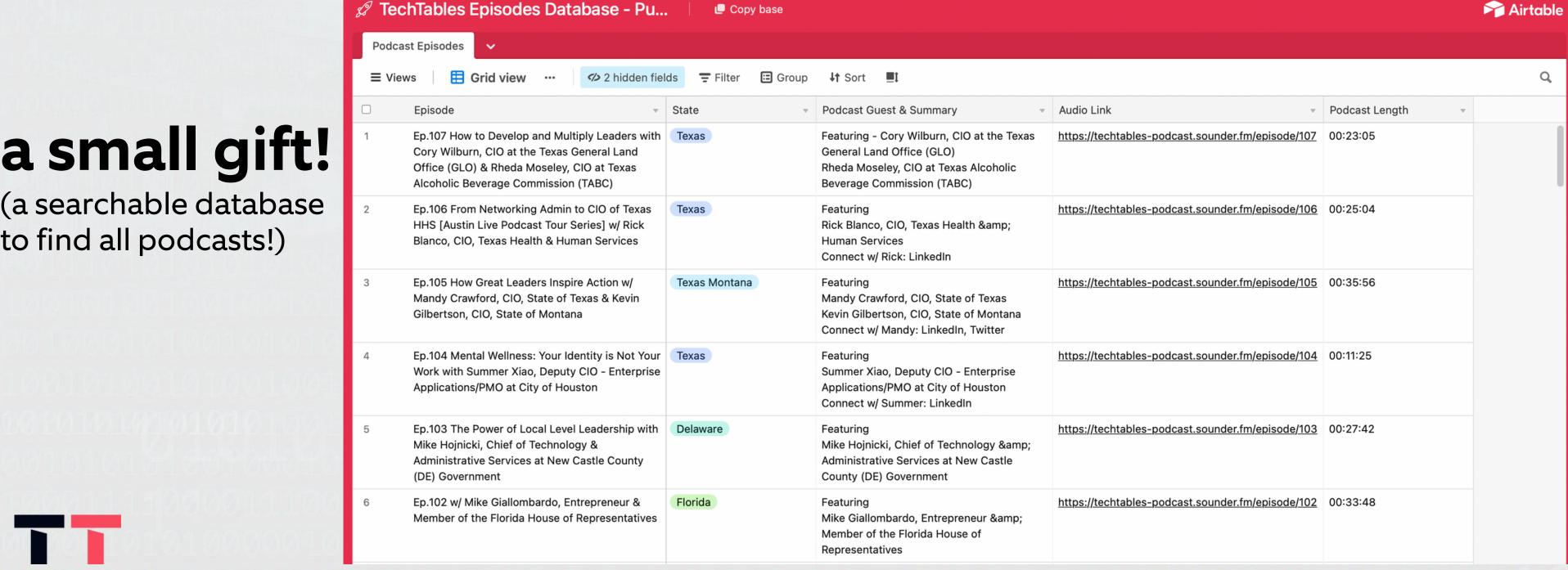
Ed Kelly, Chief Data Officer for the State of Texas



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(a searchable database to find all podcasts!)









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BUT WAIT, THER'S MORE!



WHEN THE MISSION IS CRITICAL, THERE IS NO IMPOSSIBLE

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N IS CRITICAL, THERE IS NO IMPOSSIBLE HYBRID EVENT

So, who won the BBQ Competition between Texas and North Carolina?



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How it started





How it was going







TEXAS WON!



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How it ended



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MINIMATOR OF THE STATE OF THE S

5 MAJOR THEMES









Innovative Problem Solving



THEME 1:





"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

~ Maya Angelou, writer and poet







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"WHEN I JOINED THE COAST GUARD, I GOT THIS SENSE OF SOMETHING BIGGER THAN MYSELF. I THINK THE MILITARY DOES THAT FOR A LOT OF PEOPLE. AND SOME CORPORATE CULTURES DO THAT AS WELL. BUT BEING TAUGHT THAT I WAS PART OF A TEAM, AND THERE WAS A GREATER PURPOSE IN WHAT WE WERE THERE DOING EVERYDAY MATTERED, ACTUALLY, I WOULD HAVE THE OPPORTUNITY TO EVEN SAVE LIVES, WHICH I DID HAVE THE OPPORTUNITY IN MY CAREER TO GO FORWARD THAT BUT BEING PART OF SOMETHING BIGGER THAN YOURSELF."

Craig Hopkins, CIO, City of San Antonio





ep.48 Why Mission-Driven Leaders are the Most Successful ep.38 Team of Teams: New Rules of Engagement for a Complex World









SEEING THE TREMENDOUS MISSION AND POTENTIAL FOR GOVERNMENT TO BE A POSITIVE FORCE IN PEOPLE'S LIVES; THE THINGS WE COULD DO AND ALSO THE TREMENDOUS TALENT THAT THE STATE HAS WORKING FOR IT- FOR ME, THAT'S WHEN IT BECAME ABOUT LEADERSHIP AND WANTING TO REALLY CONNECT AND BE A PART OF A GREAT TEAM

Mandy Crawford, CIO for the State of Texas

ep.120 Breaking Burnout (coming soon)

ep.105 How Great Leaders Inspire Action

ep.61 The Balloon of Possibility

ep.54 The Future: When the Leader Gets Better, Everyone Gets Better

ep.39 Mission and Vision: How CIOs Can Lead Great Teams



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The all-in-one CIO, Amanda Crawford



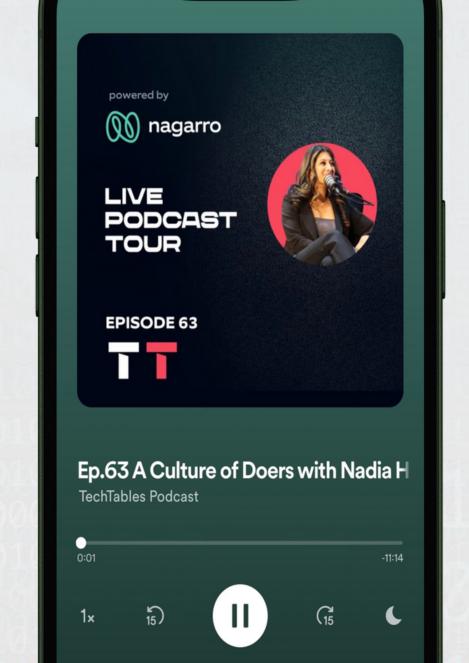




I STARTED MY CAREER IN A TECH-STARTUP. ONE OF THE FUNDAMENTAL THINGS AS PART OF A TECH STARTUP IS BEING OBSESSED WITH YOUR CUSTOMERS. WE'RE IN THIS AMAZON, UBER, AIRBNB WORLD, WHERE OUR CONSUMERS EXPECT GOVERNMENT TO OPERATE EXACTLY THE SAME WAY. SO WHY SHOULD WE BE DIFFERENT?

Nadia Hansen, former CIO at Clark County, NV







ep.63 A Culture of Doers







IF YOU CONTROL THE DATA YOU HAVE ALL THE POWER.

Chris Winnek, Commander, 102nd Information
Operations Battalion & Cyber Operations Chief at the
Texas Military Department





ep.72 Cyber Warfare in the Public Sector

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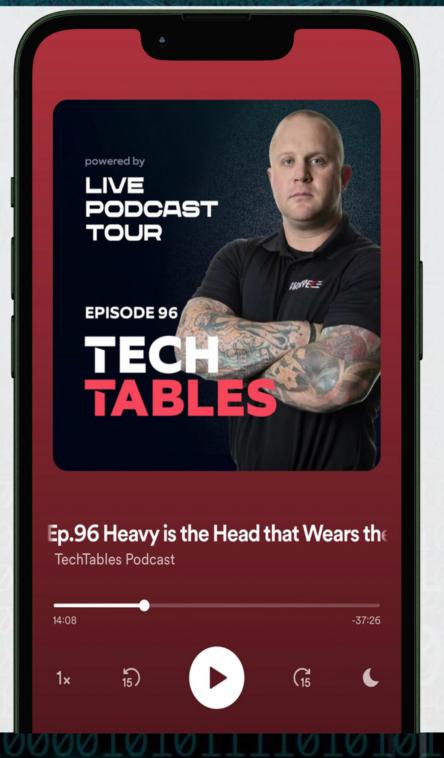


THE MOST IMPORTANT ONE, IT GOES BACK TO PUTTING THE TEAM FIRST AND THAT'S HUMILITY. HUMILITY, IS THE NUMBER ONE CHARACTERISTIC OF A GREAT LEADER. NOW, I ALSO HAVE TO SAY, PUT THIS OUT THERE, BECAUSE WHEN WE SAY CHARACTERISTIC OF A GREAT LEADER, PEOPLE INITIALLY THINK, OKAY, LEADER, THAT'S A BOSS, A MANAGER, A SUPERVISOR, HEY, I DON'T HAVE THAT TITLE. I'M NOT A LEADER. YOUR TITLE DOESN'T MAKE YOU A LEADER, YOUR ABILITY TO INFLUENCE THOSE AROUND YOU TO BELIEVE IN THEMSELVES TO BELIEVE THE MISSION. THAT'S WHAT MAKES YOU A LEADER. YOU DON'T HAVE TO HAVE A TITLE TO BE A LEADER WITHIN YOUR ORGANIZATION, YOUR TEAM, YOUR CHURCH, YOUR FAMILY, WHATEVER, IF YOU CAN HELP THOSE AROUND YOU BELIEVE IN THEMSELVES, UNDERSTAND THE MISSION, BELIEVE IN THE MISSION ACCOMPLISHED MISSION THAT MAKES YOU A LEADER.





ep.96 Heavy is the Head that Wears the Crown w/ JP Dinnell, U.S. Navy SEAL



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THAT IS BIG BECAUSE SO MANY PEOPLE GET SET WITH, HERE'S WHERE WE ARE, HERE'S WHAT'S WORKING FOR US. AND THIS IS WHAT WE'RE GOING TO DO RIGHT HERE. AND THEY DON'T SEE THAT BIGGER PICTURE OF THE ART OF THE POSSIBLE. AND I TALK A LOT ABOUT MY TEAM THAT WITH THAT, IF YOU COULD DO THIS THE EXACT WAY YOU WANTED TO DO IT, HOW WOULD YOU DO IT? AND THAT'S SO BIG IS TO ACTUALLY ASK THOSE QUESTIONS BACK AND HAVE THAT AGILE MINDSET IN THAT WHAT GOT US HERE TODAY MAY NOT BE THE BEST FOR US IN THE FUTURE.

Stacy Mill, fmr. CTO, State of Kansas





ep. 31 The Art of the Possible - How an Agile Mindset Transforms Your Team's Approach to Leadership





THEME 2:



COMMUNICATION &COLLABORATION





SO IF YOU HAVE A SUPERSTAR, THEY CAN MAKE A TEAM TWENTY X MORE EFFECTIVE, BUT IF YOU HAVE A TEAM THAT REALLY PERSEVERES TOGETHER, TWO THOUSAND X



Rob Lloyd, Deputy Manager & fmr. CIO at City of San Jose





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I have always been in the public sector, because I believe in the work that we do, and the impact that we can have. I actually challenge colleagues from the private sector, as everyone knows, to do at least two years of service, either military volunteerism or local government. But we all need to have a stake in our communities and their success.



Rob Lloyd, Deputy Manager & fmr. CIO at City of San Jose



ep.67 The GovTech + CivTech Strategy: Creative Partnerships That Affect Real Change



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STORY HIGHLIGHT

Coffee & Conversations



nagarro **EPISODE 91 Ep.91 The Power of Invitation: Nurturi** TechTables Podcast

Ep.91 The Power of Invitation: Nurturing Relationships with a Team of 1,200 with Stephanie Dedmon, CIO at the State of Tennessee

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STORY HIGHLIGHT

The Power of the Invitation

Ep.91 The Power of Invitation: Nurturing Relationships with a Team of 1,200 with Stephanie Dedmon, CIO at the State of Tennessee



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STORY HIGHLIGHT

The Art of Organizational Transformation

TT

ep.18 The New Superheroes: How CIOs Drive Organizational Transformation – People First with Gary Brantley, fmr. CIO, City of Atlanta





"I DO THINK IN THE BUSYNESS OF OUR DAY-TO-DAY LIVES WE SOMETIMES BECOME THE TASKS THAT WE PERFORM AND WE LOSE SIGHT OF WHO WE'RE SERVING AT THE END OF THE DAY OR THE PURPOSE THAT IT'S FOR"

Bill Zielinski, CIO, City of Dallas







ep. 110 The Psychology of Teamwork & Building a Mature IT Organization

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TOUR

PODCAST



STORY HIGHLIGHT

The Meme King

Ep.100 Unstoppable: How Arizona and TechTables Podcast



ep. 100 Unstoppable: How Arizona and Texas Are Leading the Way in Cybersecurity Tim Roemer, State CISO, Arizona





AND THEN IT BECAME, "NO, THIS IS WHAT WE PREPARED FORTHIS IS WHERE THE RUBBER MEETS THE ROAD. AND WE'RE GOING TO DO THIS." AND MY FAVORITE QUOTE FROM TED LASSO IS, "WHEN I SEE IMPOSSIBLE, I THINK "I'M POSSIBLE"

Nancy Rainosek, State CISO, Texas





ep. 100 Unstoppable: How Arizona and Texas Are Leading the Way in Cybersecurity



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IT'S A PLAYERS GAME. PLAYERS CAN GO WHERE THEY WANT, BUT IF YOU CAN TOUCH THEIR HEART, AND YOU CAN SOMEHOW FIGURE OUT, 'HEY, THIS IS THE IMPACT THAT YOU'RE GOING TO MAKE...' PEOPLE JUST GRAVITATE TOWARDS YOU AND THEY GRAVITATE TOWARDS YOUR ORGANIZATION

Darrell Tompkins, CIO, Texas Water Development Board













CUSTOMER SERVICE AND RELATIONSHIPS ARE CRITICAL PILLARS TO SUCCESS FOR ANY OPERATION, AND ESPECIALLY IN I.T.

Darrell Tompkins, CIO, Texas Water Development Board







ep.



THEME 3:

BUSINESS ACUMEN



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AND KEEP YOUR YOUR SAY-TO-DO RATIO HIGH. SO IF YOU SAY YOU'RE GONNA DO SOMETHING, DO IT, RIGHT, KEEP THAT RATIO HIGH. SO AS YOU GO, AS YOU GET UP THE LADDER, IT GETS BECOMES EVEN MORE DIFFICULT, RIGHT? BECAUSE THERE'S ALL KINDS OF CHALLENGES, BUT PEOPLE REMEMBER THAT. SO KEEP THAT SAY-TO-DO RATIO HIGH.

Rick Blanco, CIO Texas Health & Human Services





ep.106 From Networking Admin to CIO of Texas Health & Human Services



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STORY HIGHLIGHT

Outcome Based Leadership

TT

ep.93 Government Complacency Breeds Mediocrity with Todd Ryan, CIO at Hillsborough County Sheriff's Office







STORY HIGHLIGHT

Outcome Based Leadership

ep.102 w/ Mike Giallombardo, Entrepreneur & Member of the Florida House of Representatives



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IN THE MEANTIME, WE'VE GOT TO KEEP THE EXISTING 20 YEAR OLD SYSTEM RUNNING. AND THAT'S GOT ITS CHALLENGES, RIGHT? WE'RE DEALING WITH THINGS LIKE CONTINUING TO ACCEPT PAPER AND FAX DOCUMENTS THAT PRESENTS PROBLEMS FOR THE TECHNOLOGY TEAM...ALL KINDS OF WORKAROUNDS TO SUPPORT A 20 YEAR OLD SYSTEM. WE KNOW WE CAN BE MORE EFFICIENT, AND WE'RE HOPING THAT WE CAN FIND SOME GOOD PARTNERS IN THE VENDOR COMMUNITY TO HELP US WITH A LOT OF THAT

Dan Teczar, CIO at The Office of the Texas Secretary of State





ep. 70 From Legacy Analog to Digital First: Transforming the RFI/RFO Process



THEME 4:



WORKFORCE CHALLENGES



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WHEN I TALK ABOUT THE STORIES OF THE SUCCESSES IN DELIVERING BETTER SERVICES TO RESIDENTS, THE CONSTITUENTS, THAT ALSO ENERGIZES ME TO BE ABLE TO SEE, "HEY, I'M HELPING STEWARD TAX DOLLARS THAT I'M PAYING AND EVERYONE ELSE HERE IN THE STATE IS PAYING TO BENEFIT WHAT'S GOING ON HERE IN THE STATE."

J.R. Sloan, CIO at the State of Arizona





ep.101 How to Find and Identify Great Leaders

ep. 60 World-Class Digital Government in Arizona

ep. 50 How Leaders Do Hybrid Right









STORY HIGHLIGHT

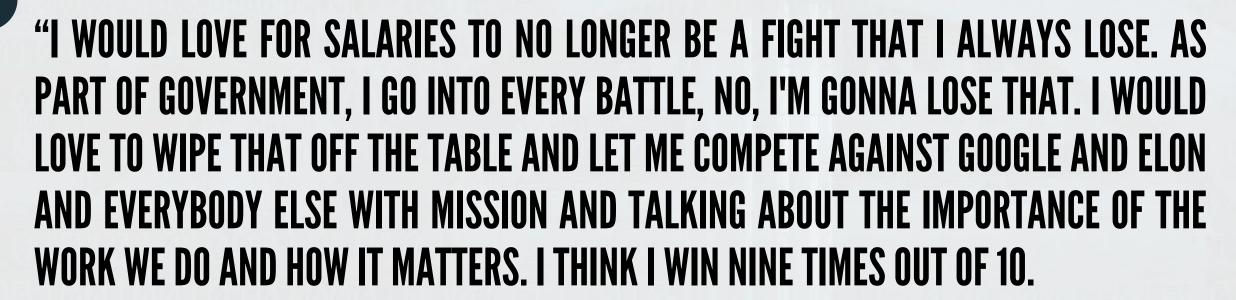
Vendors Take Care of Your ClOs



Ep.105 How Great Leaders Inspire Action Kevin Gilbertson, CIO at the State of Montana



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Cory Wilburn, CIO at the Texas General Land Office (GLO)







ep. 107 How to Develop and Multiply Leaders

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"I DIDN'T REALLY CARE WHAT HER TECHNICAL SKILLS WERE, AS FAR AS PROJECT MANAGEMENT. I CARED THAT SHE BROUGHT THAT INTO A ROOM AND MADE IT ALL INCLUSIVE. I WAS SEEING -SHE CAN BRING THOSE DIVISIONS TOGETHER. I CAN TEACH YOU HOW TO MOVE THE WIDGETS AROUND, RIGHT? BUT I CAN'T TEACH YOU NECESSARILY THOSE QUALITIES."

Rheda Moseley, CIO at Texas Alcoholic Beverage Commission (TABC)







ep. 107 How to Develop and Multiply Leaders



THEME 5:



INNOVATIVE PROBLEM SOLVING





IT'S ALL ABOUT EXPERIENTIAL LEARNING, GIVING STUDENTS THE OPPORTUNITY TO GET HANDS ON EXPERIENCE IN THEIR FIELD, OR EVEN IN AN AREA THEY WOULD NOT HAVE EVEN THOUGHT THEY WOULD THRIVE IN.

Vanessa Kenon, Associate VP Technology Compliance and Community Engagement, UT San Antonio





Ep.95 Experiential Learning and the Hidden Gems of Innovation





The CIO is one that through their actions, your team is not afraid to come at you with bad news, they know that you're going to partner with them in the resolution of the problem, and there's no blame, there's no, how did this happen? In fact, my team will be the first one to tell you that something goes wrong. And everyone, I don't even care who what happened, how it happened. How are we going to fix it, we just want to and I want to move forward. And so I think that is what a good CIO does, I think a good CEO has that communication to a point where they you can walk in and in a time, tell me the problem. And I go right into problem solving mode.

Ed Toner, CIO at the State of Nebraska







Ep.88 The Blue-Collar CIO





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STORY HIGHLIGHT

State of Texas: Al & Cloud CoEs

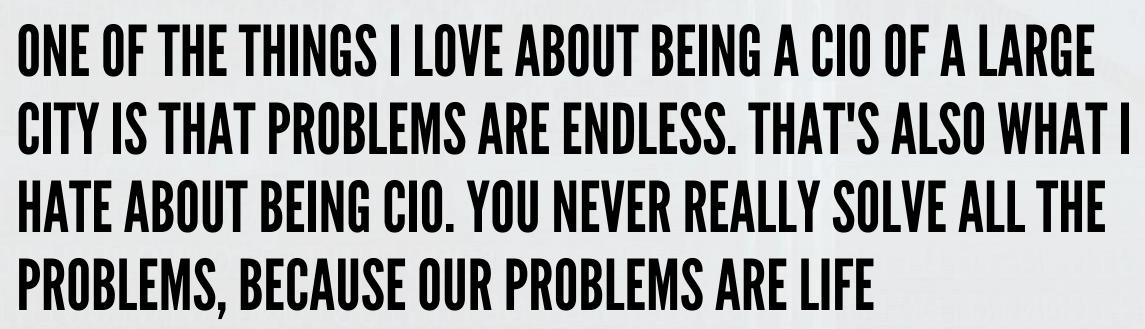
ep.108 The Digital Deep Dive
ep.55 Raising the Bar to Creat

ep.55 Raising the Bar to Create Better Experiences for Texans ep.40 3 Case Studies from the State of Texas's New Cloud and AI CoE



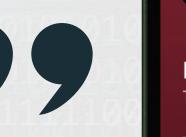
N IS CRITICAL. THERE IS NO IMPOSSIBLE





Ted Ross, CIO at the City of Los Angeles







Ep.79 Planning for the 2028 Olympics







CIO NOT ONLY STANDS FOR CHIEF INFORMATION OFFICER, BUT CIO STANDS FOR CHIEF INNOVATION OFFICER, TOO

Samuel Navarro, Director, Centers of Excellence, GSA



Ep.29 All a CIO and CTO Needs to Know about 5G, from Latency to Network Slicing



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AND SO GROWING FROM A TECHNICAL GUY THAT IS RESPONSIBLE FOR COMING UP WITH THE TECHNICAL SOLUTIONS TO STEPPING BACK AND LEADING THOSE TECHNICAL TEAMS, I HAVE TO SIT AND BITE MY TONGUE AND LET THE TEAM DO THAT. AND THAT'S ONE OF THE BEEN ONE OF MY HARDEST LESSONS, BUT IT'S ALSO THE MOST VALUABLE NOW, BECAUSE IT'S NOT MY ROLE TO GO DESIGN TECHNICAL SOLUTIONS.

Justin Fair, CIO at the City of Goodyear



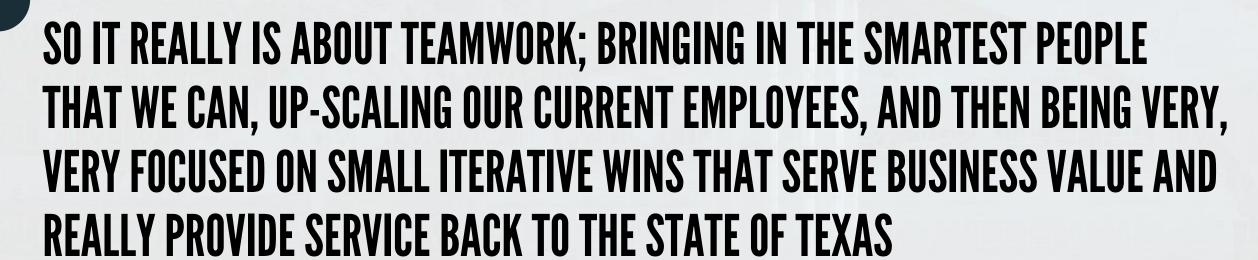


LIVE



ep.98 Give Ownership to Create Buy-in





Shauna Rogers, Chief Digital & Data Officer at the Texas Attorney General's Office







ep.108 The Digital Deep Dive

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WHEN I WAS OUT THERE LEADING, IT WASN'T ABOUT ME. IT WAS ABOUT THE POSITION. PEOPLE WANT STABILITY; THEY WANT TO KNOW WHAT'S GOING ON AND PROVIDING THAT LEADERS AT HAVE THAT CLEAR DIRECTION, HELPS PEOPLE, HELPS CALM THEM DOWN, HELPS THEM MAKE SURE THEY DELIVER VALUE

Lynn Fyhrlund, CIO at Milwaukee County







ep.89 Operation Desert Storm:

essons Learned from the Battlefield to the IT Field





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CLOSING



MANAGORIAN HYBRID EVENT





CLOSING CONTINUED..





Q&A