

The Partly Cloudy CIO

Survival Tips From 20 Years on the Front Lines of Public Service

IPMA Spring Forum

Olympia, WA - May 20, 2009

CENTER FOR
DIGITAL
GOVERNMENT

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What Business Are You In?



Wither the Data Center?

→ The New State Data Center



✓ Server and FTE Count: The Wrong Metrics in Your Time

→ The New State CIO



Tony Tortorice

- ✓ Brings disciplines of an auditor
- ✓ Approachable, open to new ideas (bringing a number of his own to the table)
- ✓ Rallies executive support (from elected officials and funding authorities) for big ideas
- ✓ Supportive of his managers ("won't leave you hanging")
- ✓ Dealt with budget cuts in a rational and prioritized way (fighting for things that would have lead to catastrophic loss if not spared)
- ✓ Emphasized shared services, introduced cloud computing as part of the platform mix and is attracted to Web 2.0

→ Rethinking the Platform

A “platform” is a system that can be programmed and therefore customized by outside developers – users – and in that way, adapted to countless needs and niches that the platform’s original developers could not have possibly contemplated, much less had time to accommodate.

- Marc Andreessen





What Business Are You In?



The Business of Government

To Focus and Apply Power;
Changing Things in Support of
the Common Good



For Political Power To Be Used Effectively It Must Be Fueled By Information

Political power without
accurate information can make
a heck of a mess



Where Does Information Come From?

- Data
- Facts
- Well Reasoned
Opinion
- Applied Feelings
- Faulty Extrapolations
- Rumors, Gossip, Lies
and other assorted
craziness



Who Cares?

**The Ability to Deliver Information to
Those Who Need and Value it Will
Secure Organizational Significance and
Influence**



Advice to Agency CIOs

It is Yours to Understand and Champion
the Importance of Information to
Government and the Communities It
Serves



To Be A Champion You Must Act and Think Like a Champion

Champions Know The Game and
Know The Rules



10. It's Politics - It's Personal

- ✓ Its not just about performance
- ✓ Its not just about competition
- ✓ Its not just about management
- ✓ Its not particularly rational

No "I" in Team

- ✓ Invited
- ✓ Included
- ✓ Important
- ✓ Influential



9. Relationships Matter

- ✓ You and your “Authorizing Environment”
- ✓ You and your CEO
- ✓ You and your contract attorneys and fiscal techs
- ✓ You and your peers
 - Please.
Do me a (personal) favor.
 - Consider ...
That's all ... just "consider" ...



8. Pay Attention

- ✓ Watch and learn
- ✓ Get a scorecard
- ✓ Hidden agendas and hot buttons
- ✓ Crossfire (Duck!)
- ✓ What you don't know WILL hurt you



7. Be Visible

- ✓ Introduce yourself
- ✓ Crash the party
- ✓ Show Up (Keep at it)
- ✓ Be available
- ✓ Ask questions
- ✓ Silence can be golden
- ✓ Close the show



6. Be Relentless

- ✓ Politics is a long-term proposition
- ✓ Players change
- ✓ Look for “Ties That Bind”
- ✓ Love Life On A “Submarine”
- ✓ It ain’t over ‘til its over (and then sometimes it *still* ain’t over)



5. Know When To Shut Up

- Don't tell them more than they need to know
- When you've lost, sit down and shut up (as quickly as possible)
- When you've won, sit down and shut up (as quickly as possible)



4. Suck Up With Subtlety

- ✓ Make it personal
- ✓ Remember the two things politicians do
- ✓ "Some animals are more equal than others"
- ✓ Share the credit, accept the blame



3. Be Sneaky

- ✓ Know your own agenda
- ✓ Avoid predictability
- ✓ Do "favors"
- ✓ Know when to lose
- ✓ Don't fight until you've already won
- ✓ Stay at least one move ahead



2. Don't Care Too Much

- ✓ Keep your perspective
- ✓ Understand Risks
- ✓ Be willing to do the tough jobs
- ✓ Take your own heat



1. Fish Of The Day (Carpe Diem!)

- Be fast on your feet (and faster in your head)
- Be ready to be lucky
- YOU set the agenda
- Suppress your ego
- **NEVER, EVER** hide the bad stuff
- **NEVER, EVER** mess with the law
- **NEVER, EVER** mess with the books



The Art of Leading in Place

Take Responsibility For The
Success Of The Whole

A Few Final Thoughts

- ✓ Girth Often Substitutes For Talent In Jr. High Football And Government
- ✓ If You Are Going To Put A "HIT" On Someone, Make Sure You Kill Them Dead!
- ✓ If They Have To Tell You What To Do, What Do They Need You For?
- ✓ "The Road We Took Into Town Works Just As Well Going The Other Way"

→ Economy is Slowing

Change is Accelerating

→ Crisis is a Terrible Thing to Waste



“Only a crisis, real or perceived, produces real change. When that crisis occurs, the actions that are taken depend on the ideas that are lying around.”

-Milton Friedman

Chicago School free market economist

→ Long View, Big Idea



1930-1935



1835-1869

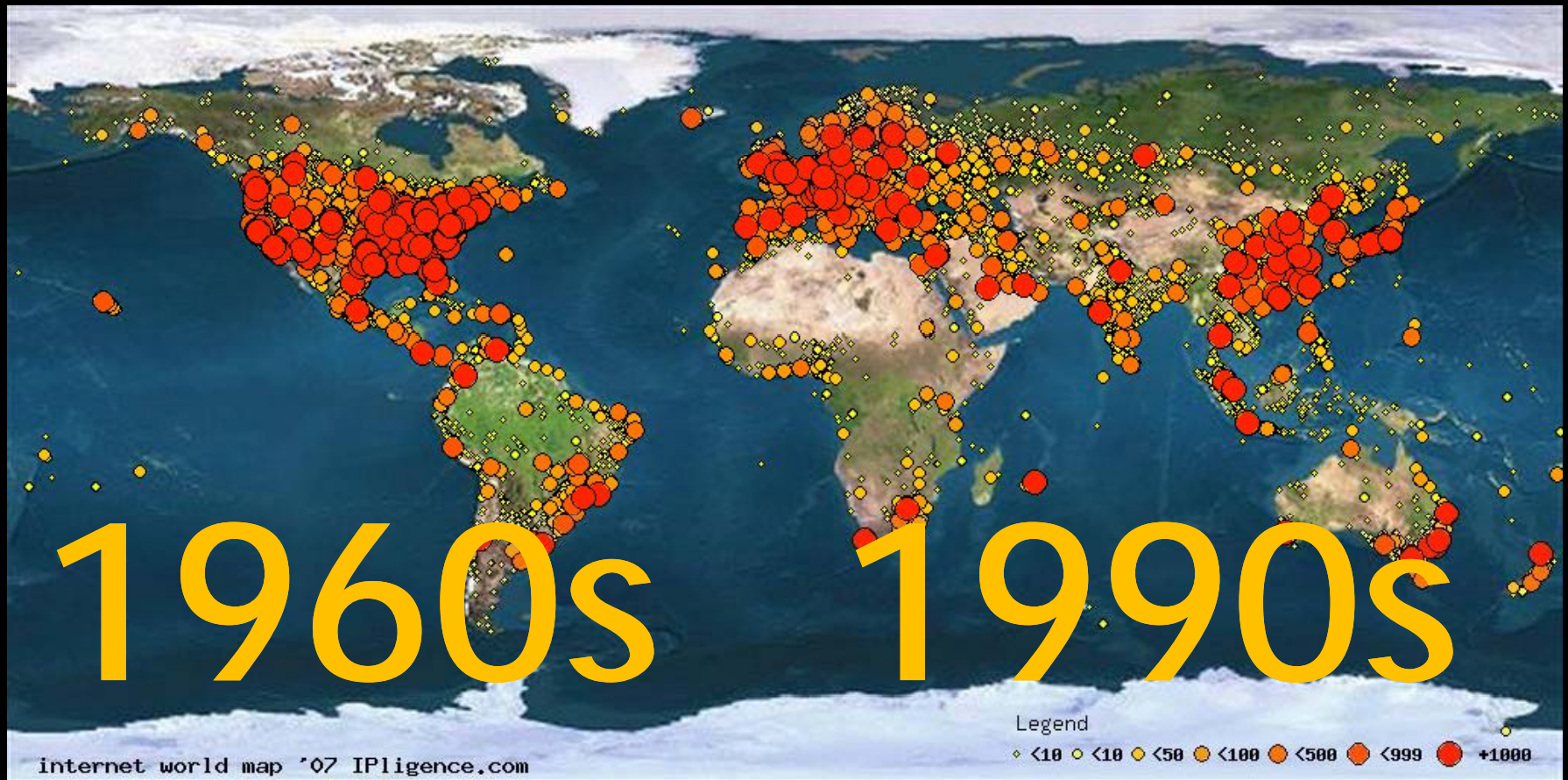
→ Long View, Big Idea



It was not our wealth that made our highways possible.
It was our highways that made our wealth possible.

- Thomas Harris MacDonald, US Bureau of Public Roads, 1953

→ Long View, Big Idea



ARPANET

COMMODITY INTERNET

→ Think Heroically...



The Translation ...



VIGILANCE

A fancy way of saying "Watch your ass."



PERSISTENCE

It's OVER, MAN. LET HER GO.



DETERMINATION

Keep spreading the rumor until people start to believe it.



COMPROMISE

LET'S AGREE TO RESPECT EACH OTHER'S VIEWS, NO MATTER HOW WRONG YOURS MAY BE.



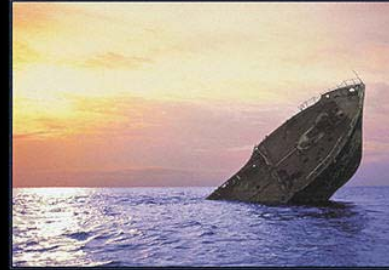
FLATTERY

IF YOU WANT TO GET TO THE TOP, PREPARE TO KISS A LOT OF THE BOTTOM



GOALS

IT'S BEST TO AVOID STANDING DIRECTLY BETWEEN A COMPETITIVE JERK AND HIS GOAL



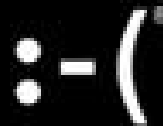
MISTAKES

IT COULD BE THAT THE PURPOSE OF YOUR LIFE IS ONLY TO SERVE AS A WARNING TO OTHERS.



REGRET

IT HURTS TO ADMIT WHEN YOU MAKE MISTAKES- BUT WHEN THEY'RE BIG ENOUGH, THE PAIN ONLY LASTS A SECOND.



DESPAIR, INC.

'Motivational' Lithographs available at <http://despair.com/>

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*Survival Tips From 20 Years on the Front Lines of Public Service
(Compiled with Michael Armstrong and Todd Sander)*

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