

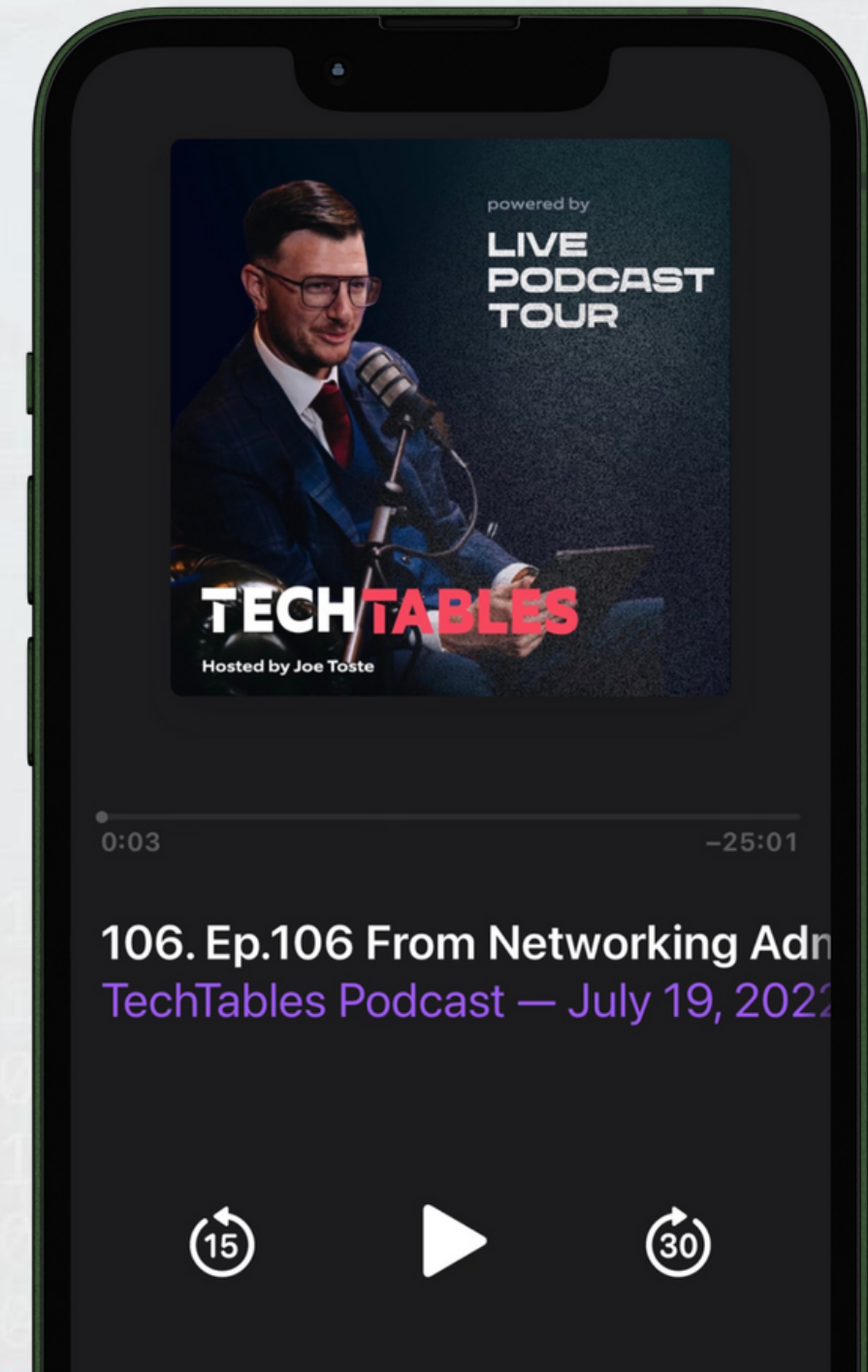
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HYBRID EVENT

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

Hosted by Joe Toste



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Who am I?

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

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Family



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Basketball Team



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Basketball Team



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**Sharing human-centric stories
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community with CIOs and
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THE QUOTABLES

JOE TOSTE PRESENTS:



**BEHIND THE MIC:
INSIGHTS FROM MY FIRST 100
CIO AND TECH LEADER INTERVIEWS**

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 small gift!
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1	Ep.107 How to Develop and Multiply Leaders with Cory Wilburn, CIO at the Texas General Land Office (GLO) & Rheda Moseley, CIO at Texas Alcoholic Beverage Commission (TABC)	Texas	Featuring - Cory Wilburn, CIO at the Texas General Land Office (GLO) Rheda Moseley, CIO at Texas Alcoholic Beverage Commission (TABC)	https://techtables-podcast.sounder.fm/episode/107	00:23:05
2	Ep.106 From Networking Admin to CIO of Texas HHS [Austin Live Podcast Tour Series] w/ Rick Blanco, CIO, Texas Health & Human Services	Texas	Featuring Rick Blanco, CIO, Texas Health & Human Services Connect w/ Rick: LinkedIn	https://techtables-podcast.sounder.fm/episode/106	00:25:04
3	Ep.105 How Great Leaders Inspire Action w/ Mandy Crawford, CIO, State of Texas & Kevin Gilbertson, CIO, State of Montana	Texas Montana	Featuring Mandy Crawford, CIO, State of Texas Kevin Gilbertson, CIO, State of Montana Connect w/ Mandy: LinkedIn, Twitter	https://techtables-podcast.sounder.fm/episode/105	00:35:56
4	Ep.104 Mental Wellness: Your Identity is Not Your Work with Summer Xiao, Deputy CIO - Enterprise Applications/PMO at City of Houston	Texas	Featuring Summer Xiao, Deputy CIO - Enterprise Applications/PMO at City of Houston Connect w/ Summer: LinkedIn	https://techtables-podcast.sounder.fm/episode/104	00:11:25
5	Ep.103 The Power of Local Level Leadership with Mike Hohnicki, Chief of Technology & Administrative Services at New Castle County (DE) Government	Delaware	Featuring Mike Hohnicki, Chief of Technology & Administrative Services at New Castle County (DE) Government	https://techtables-podcast.sounder.fm/episode/103	00:27:42
6	Ep.102 w/ Mike Giallombardo, Entrepreneur & Member of the Florida House of Representatives	Florida	Featuring Mike Giallombardo, Entrepreneur & Member of the Florida House of Representatives	https://techtables-podcast.sounder.fm/episode/102	00:33:48

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The banner features a dark blue background with binary code (0s and 1s) and various digital motifs. On the left, there's a glowing blue particle trail. On the right, a person in a hoodie is seen from behind, working on a laptop. A large, glowing padlock icon is also visible. The text 'TASSCC:2022' is prominently displayed in red at the top center.

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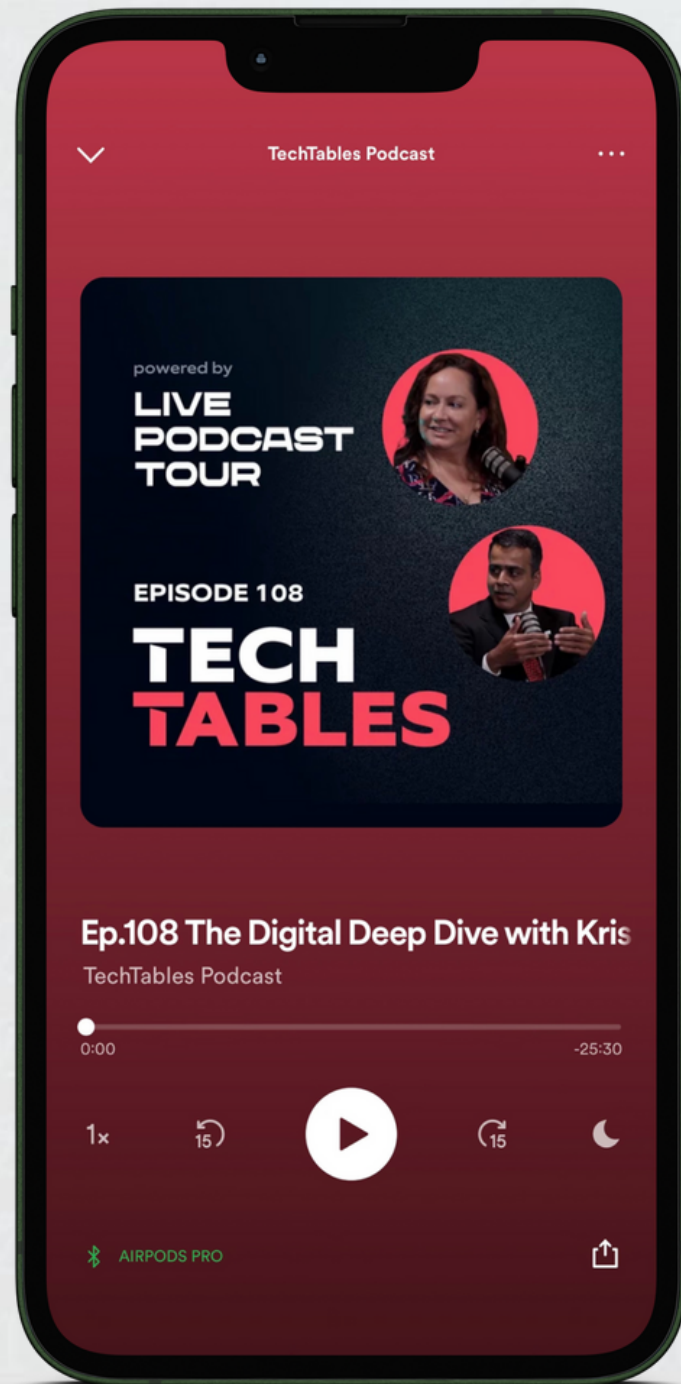
**BUT WAIT,
THERE'S MORE!**



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

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How it started

🍌 **Will Jim Weaver Burnout
on the BBQ Competition?**

Texas vs. North Carolina



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How it was going



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TEXAS WON!

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How it ended



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5 MAJOR THEMES



Mission-Driven



Communication & Collaboration



Business Acumen



Workforce Challenges



Innovative Problem Solving



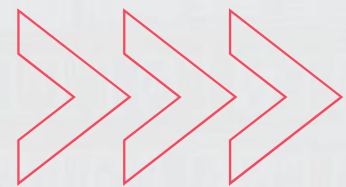
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THEME 1:



MISSION-DRIVEN



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“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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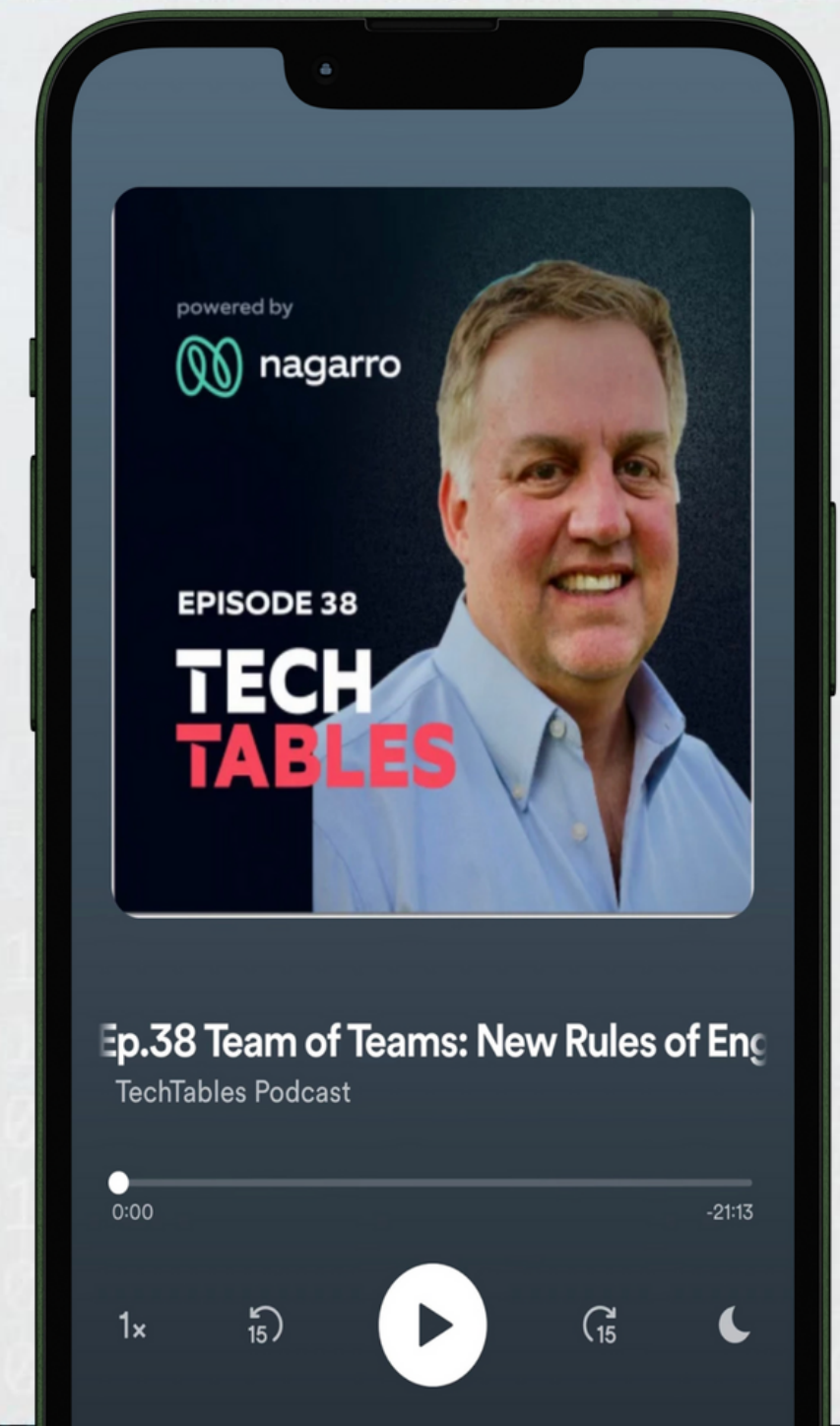
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“

"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

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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**



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“

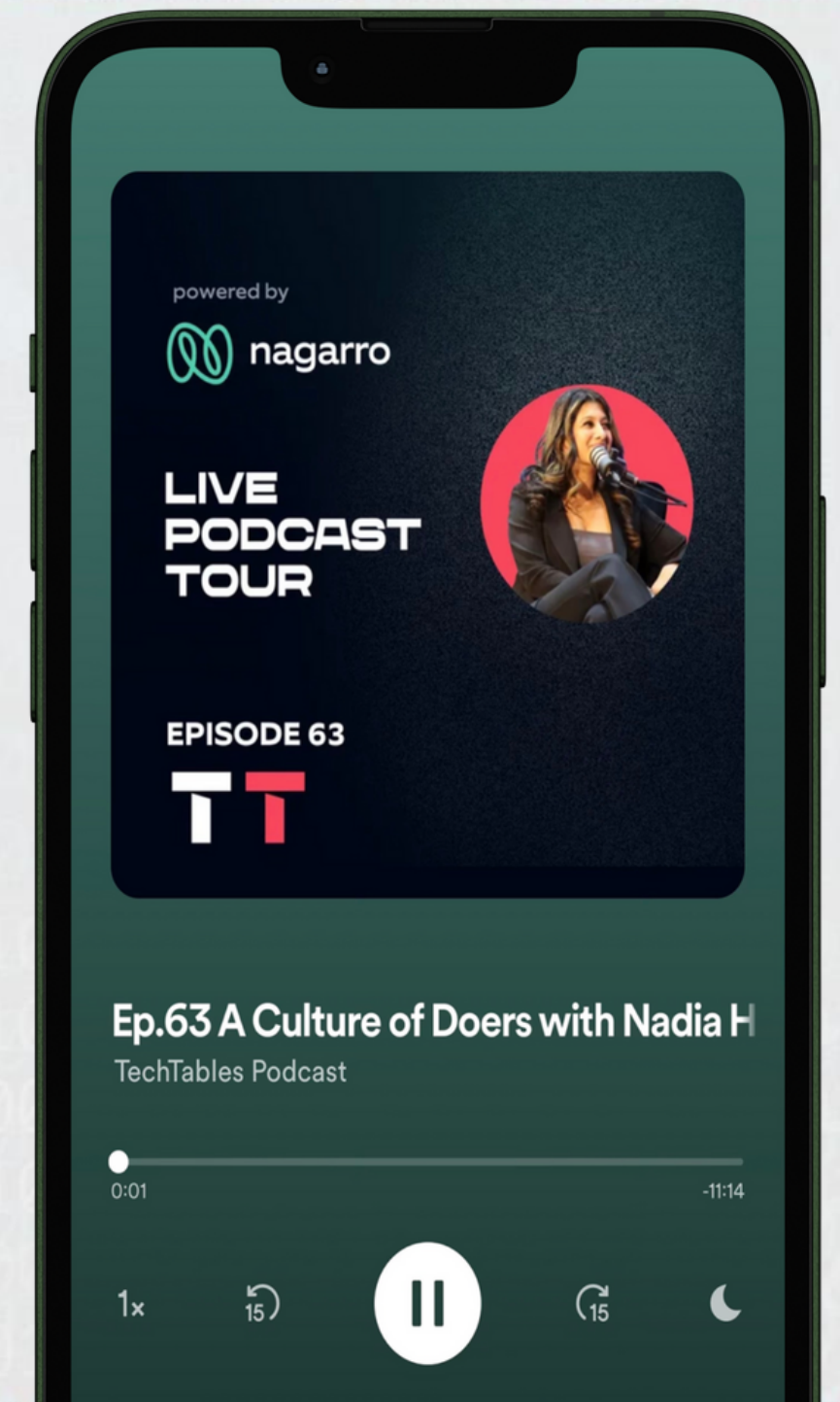
I STARTED MY CAREER IN A TECH-STARTUP. ONE OF THE FUNDAMENTAL THINGS AS PART OF A TECH STARTUP IS BEING OBSESSED WITH YOUR CUSTOMERS. WE'RE IN THIS AMAZON, UBER, AIRBNB WORLD, WHERE OUR CONSUMERS EXPECT GOVERNMENT TO OPERATE EXACTLY THE SAME WAY. SO WHY SHOULD WE BE DIFFERENT?

Nadia Hansen, former CIO at Clark County, NV

”



ep.63 A Culture of Doers



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“

**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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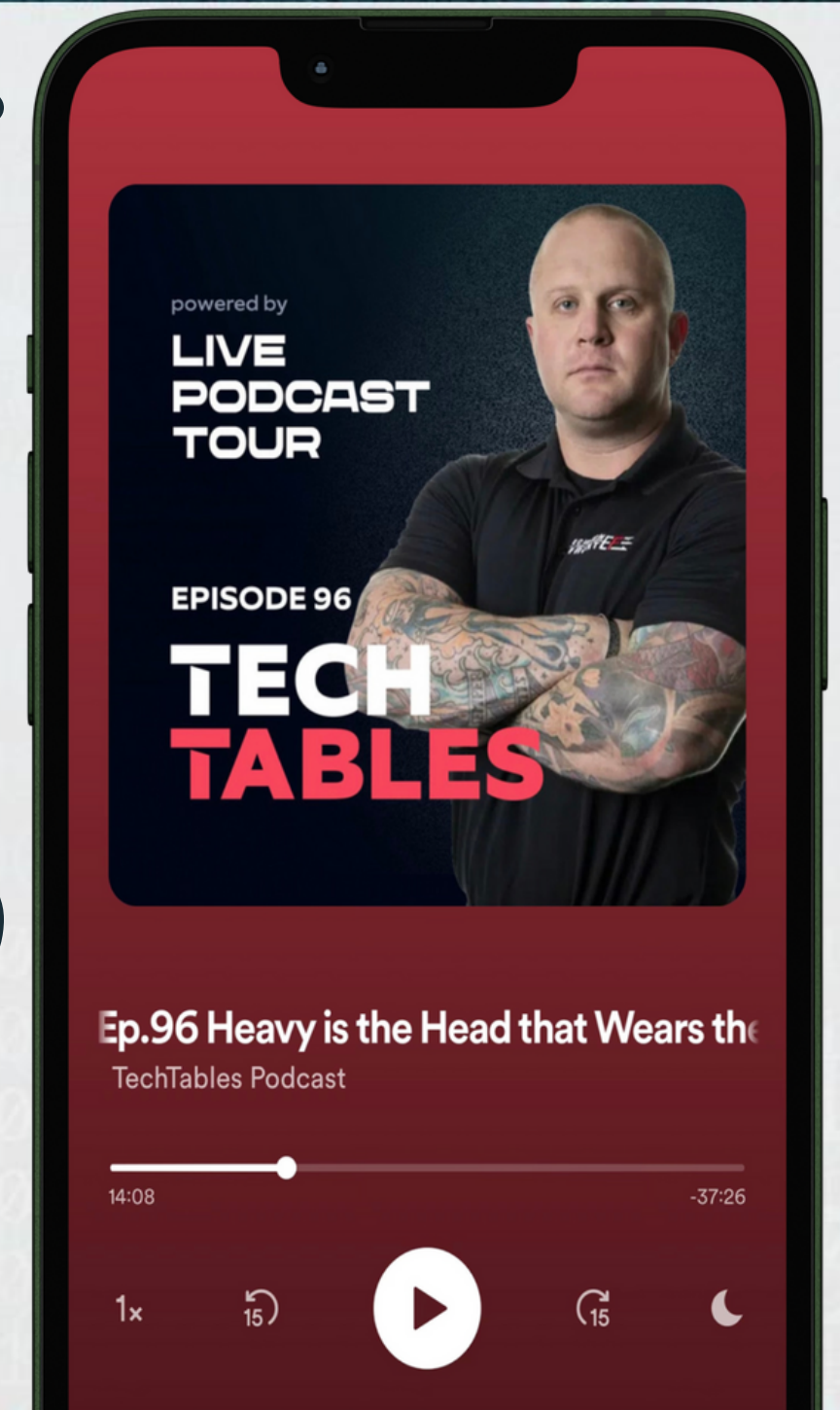
“

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.

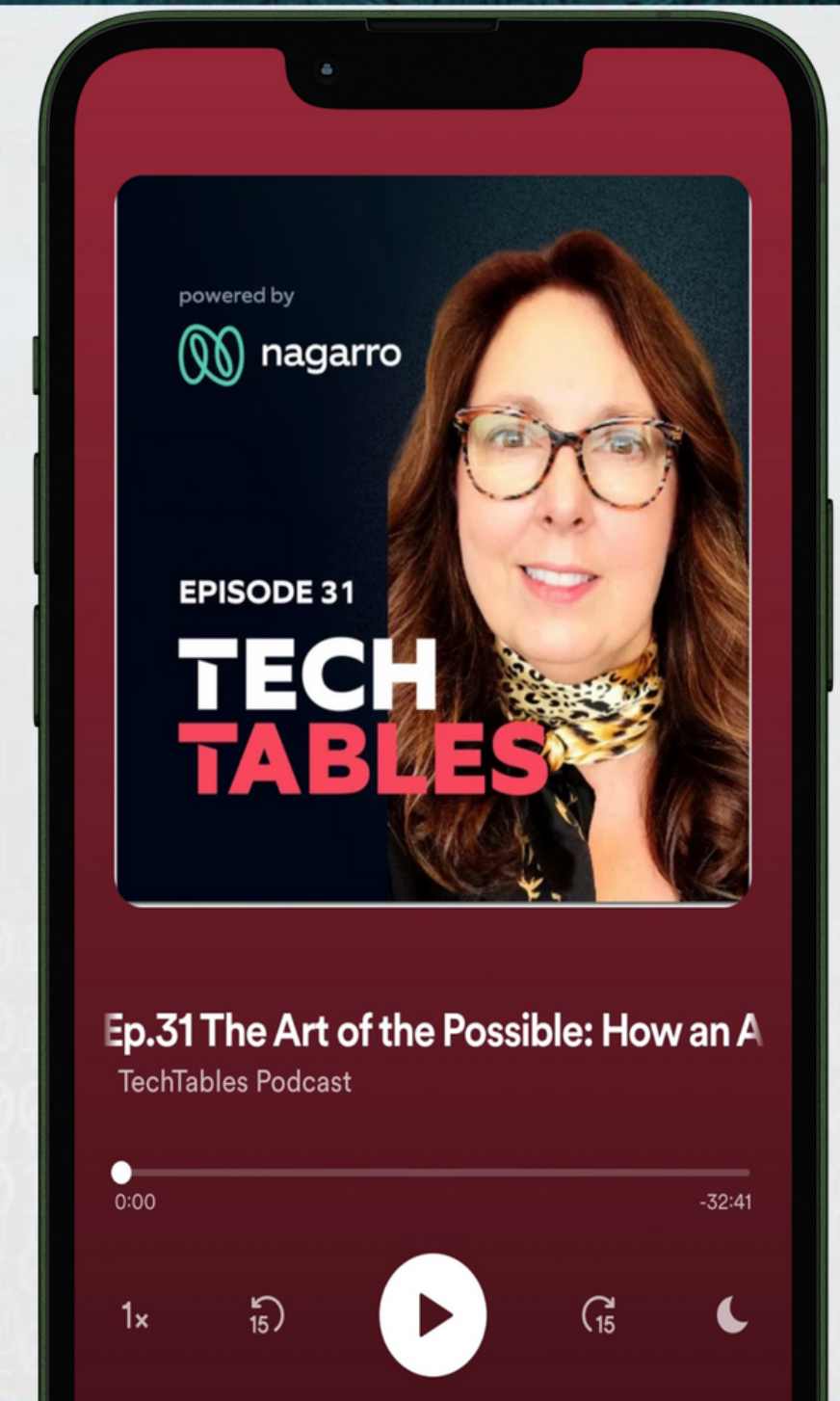
Stacy Mill, fmr. CTO, State of Kansas

”



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

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THEME 2:



COMMUNICATION & COLLABORATION



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“

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

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



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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

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



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»»» **STORY HIGHLIGHT**

Coffee & Conversations ☕

T T **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

T **T** **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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The Art of Organizational Transformation

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



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“

**"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

”

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EPISODE 110

**TECH
TABLES**



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

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The Meme King



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

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“

**AND THEN IT BECAME, "NO, THIS IS WHAT WE PREPARED FOR-
THIS 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**

”



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“

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

**Darrell Tompkins, CIO,
Texas Water Development Board**

”



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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. AS YOU GO UP THE LADDER, IT BECOMES EVEN MORE DIFFICULT, RIGHT? BECAUSE THERE ARE 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

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

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»»» **STORY HIGHLIGHT**

Outcome Based Leadership



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

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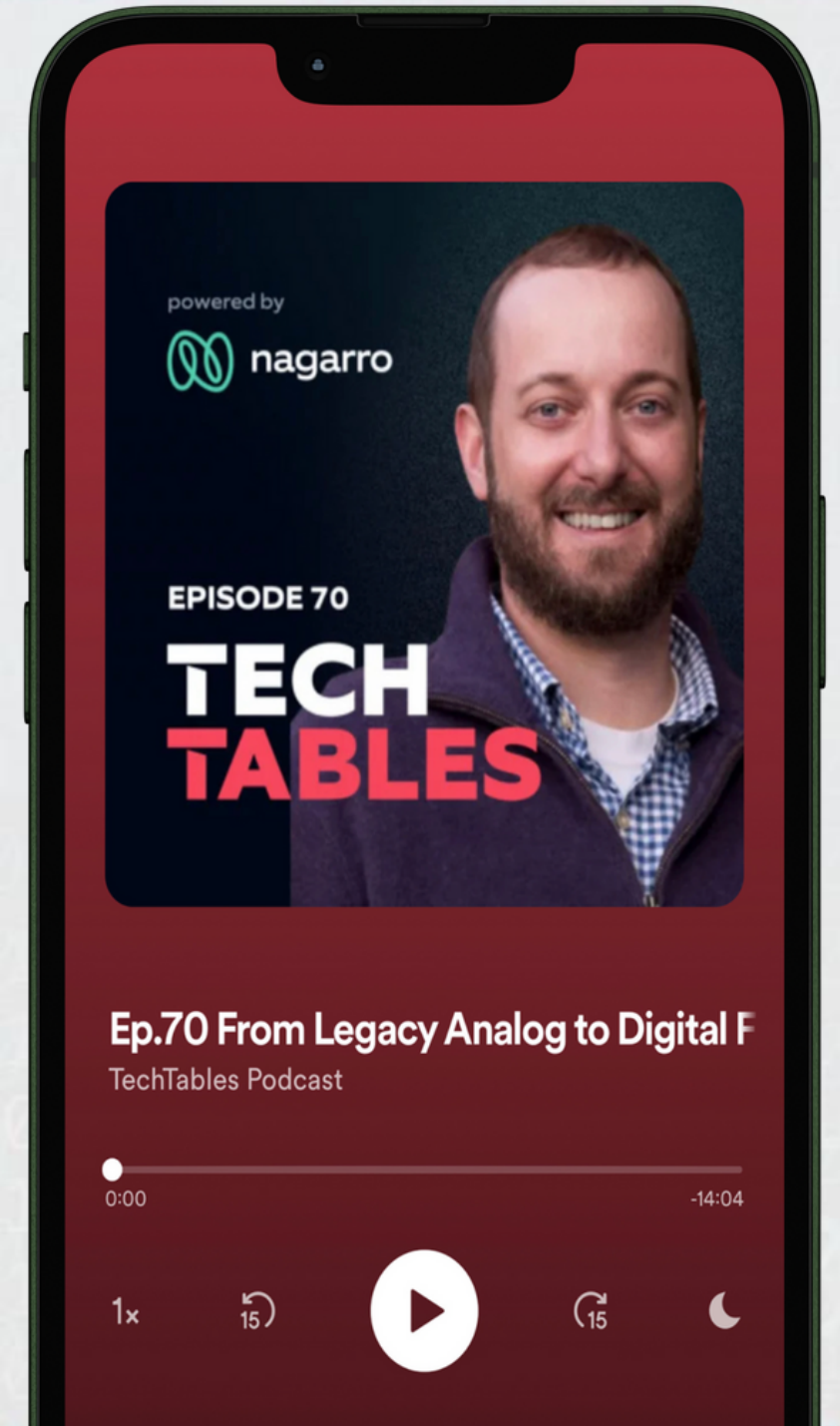
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“

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

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THEME 4:



WORKFORCE CHALLENGES



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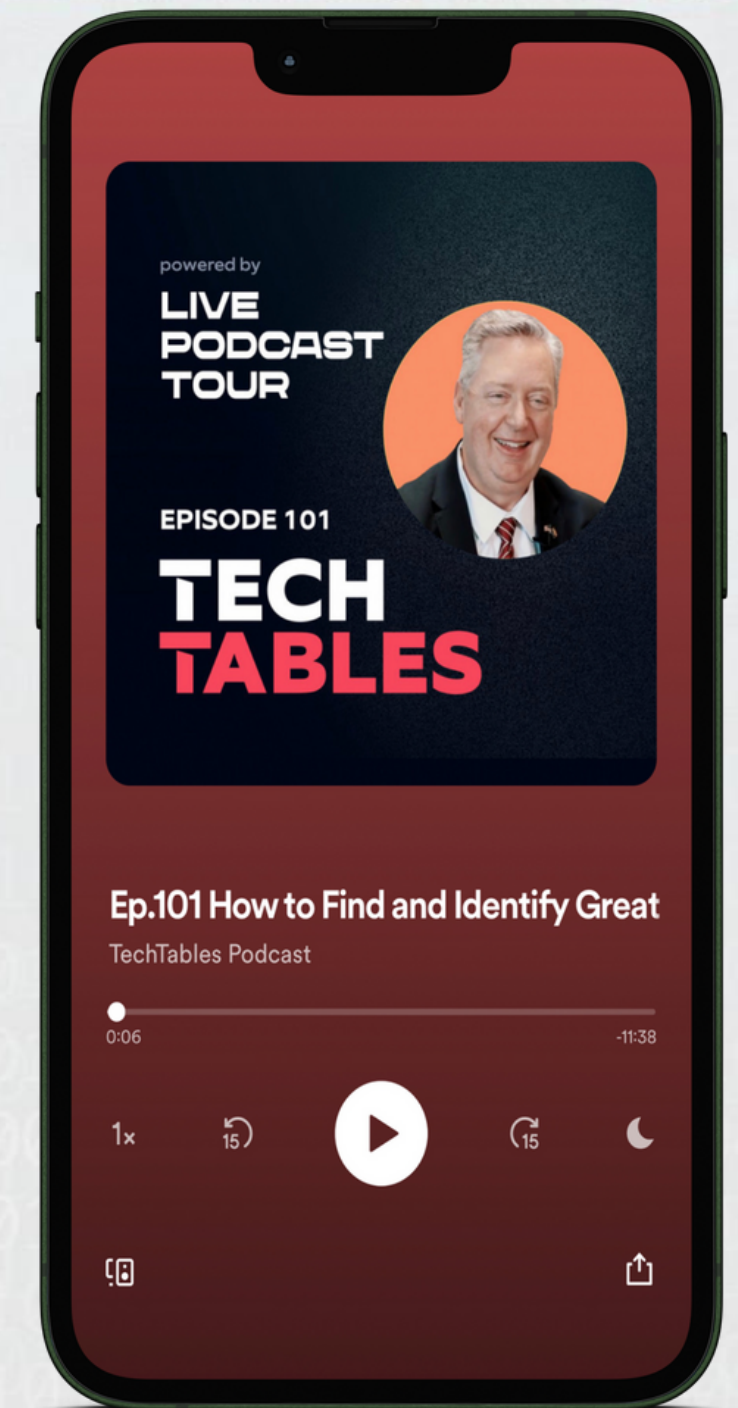
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“

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

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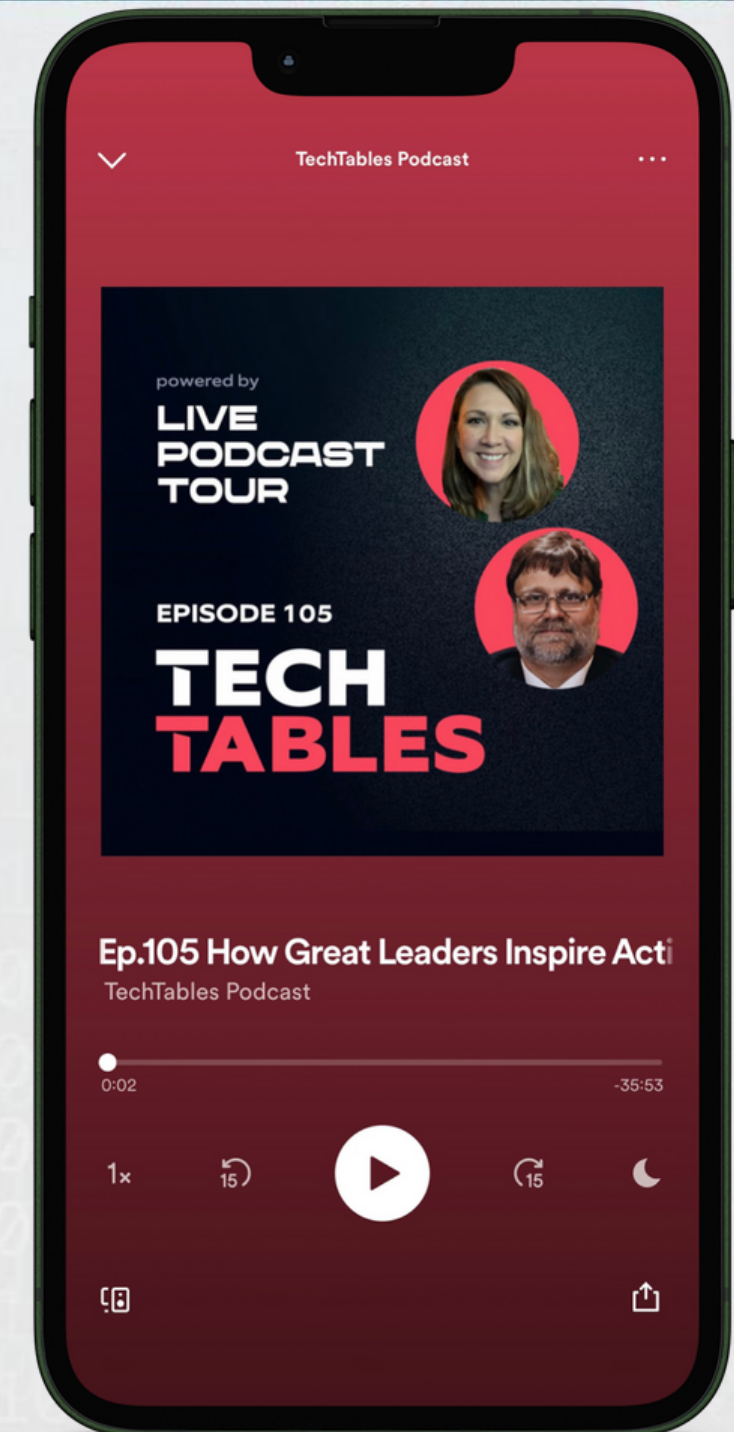
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»»» **STORY HIGHLIGHT**

Vendors Take Care of Your CIOs

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



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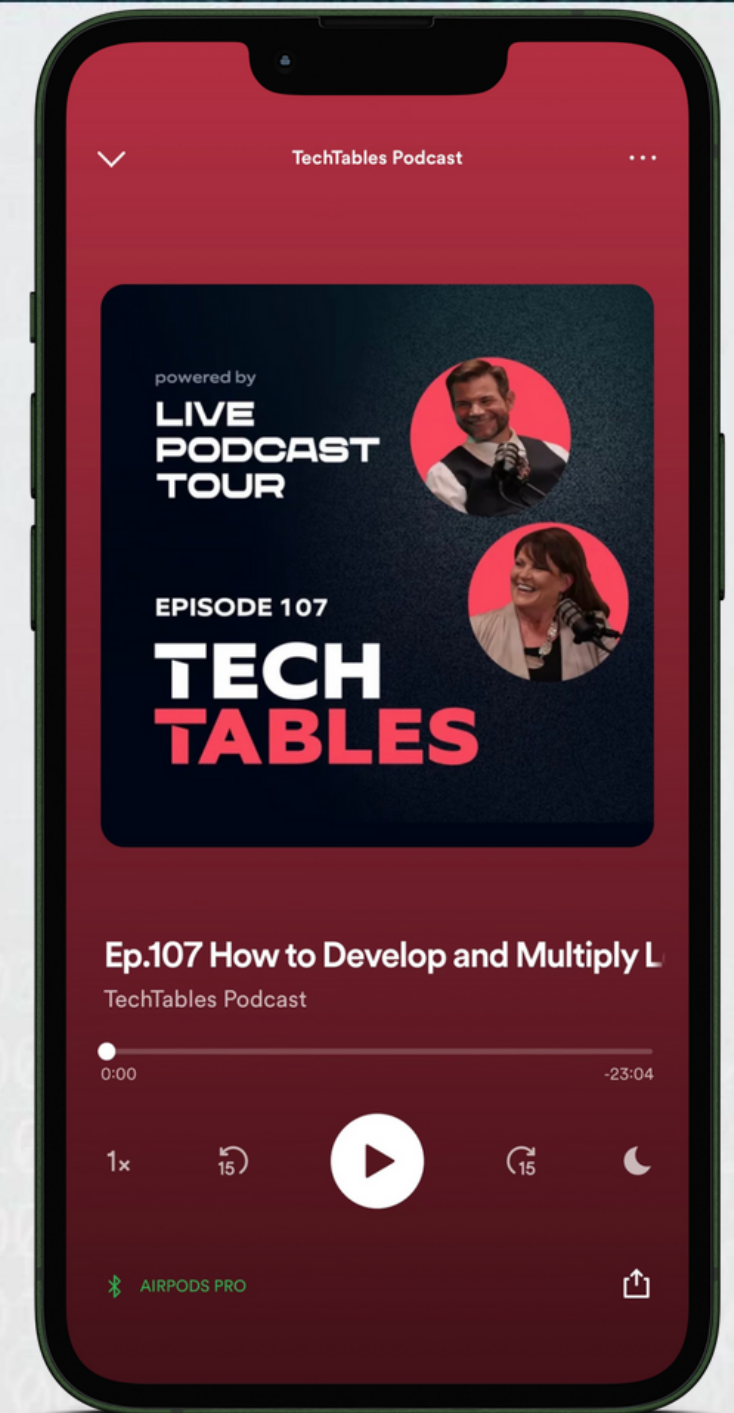
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HYBRID EVENT

“

“I WOULD LOVE FOR SALARIES TO NO LONGER BE A FIGHT THAT I ALWAYS LOSE. AS PART OF GOVERNMENT, I GO INTO EVERY BATTLE, NO, I'M GONNA LOSE THAT. I WOULD LOVE TO WIPE THAT OFF THE TABLE AND LET ME COMPETE AGAINST GOOGLE AND ELON AND EVERYBODY ELSE WITH MISSION AND TALKING ABOUT THE IMPORTANCE OF THE WORK WE DO AND HOW IT MATTERS. I THINK I WIN NINE TIMES OUT OF 10.

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

”



ep. 107 How to Develop and Multiply Leaders

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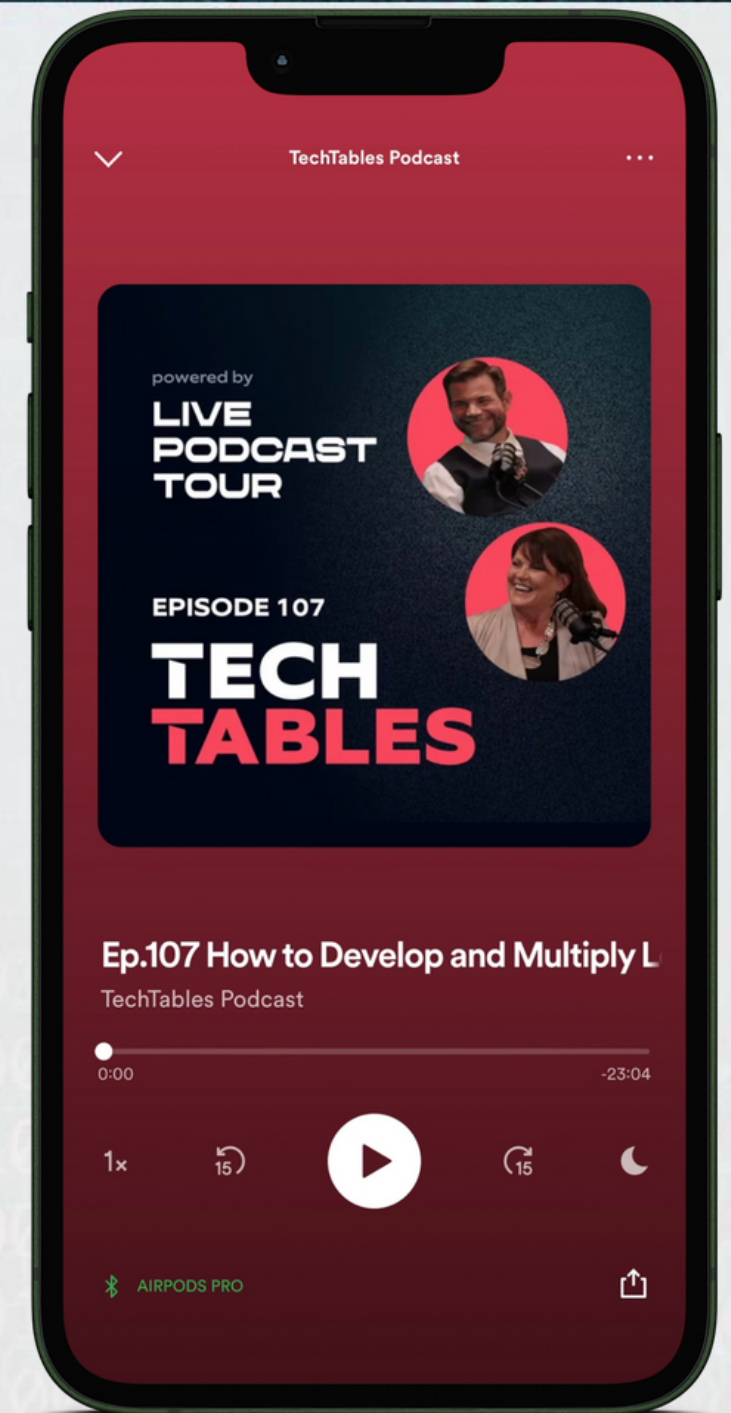
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**WHEN THE MISSION IS CRITICAL, THERE IS NO IMPOSSIBLE
HYBRID EVENT**

“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)**

”



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THEME 5:



INNOVATIVE PROBLEM SOLVING



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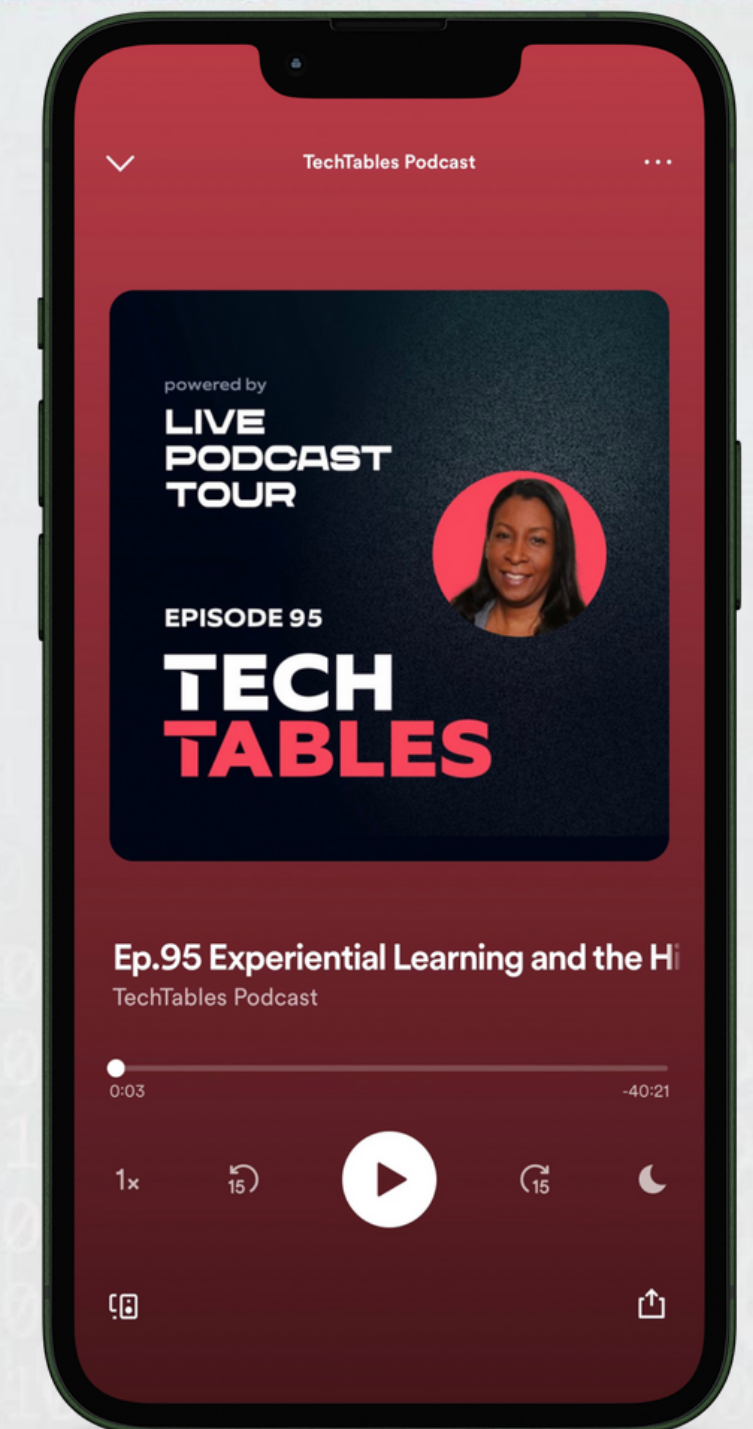
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“

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

”



T **T** **Ep.95 Experiential Learning and the Hidden Gems of Innovation**

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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. I don't even care what happened, how it happened. How are we going to fix it? We just want to move forward. And so I think that is what a good CIO does, I think a good CIO has that communication to a point where you can walk in and 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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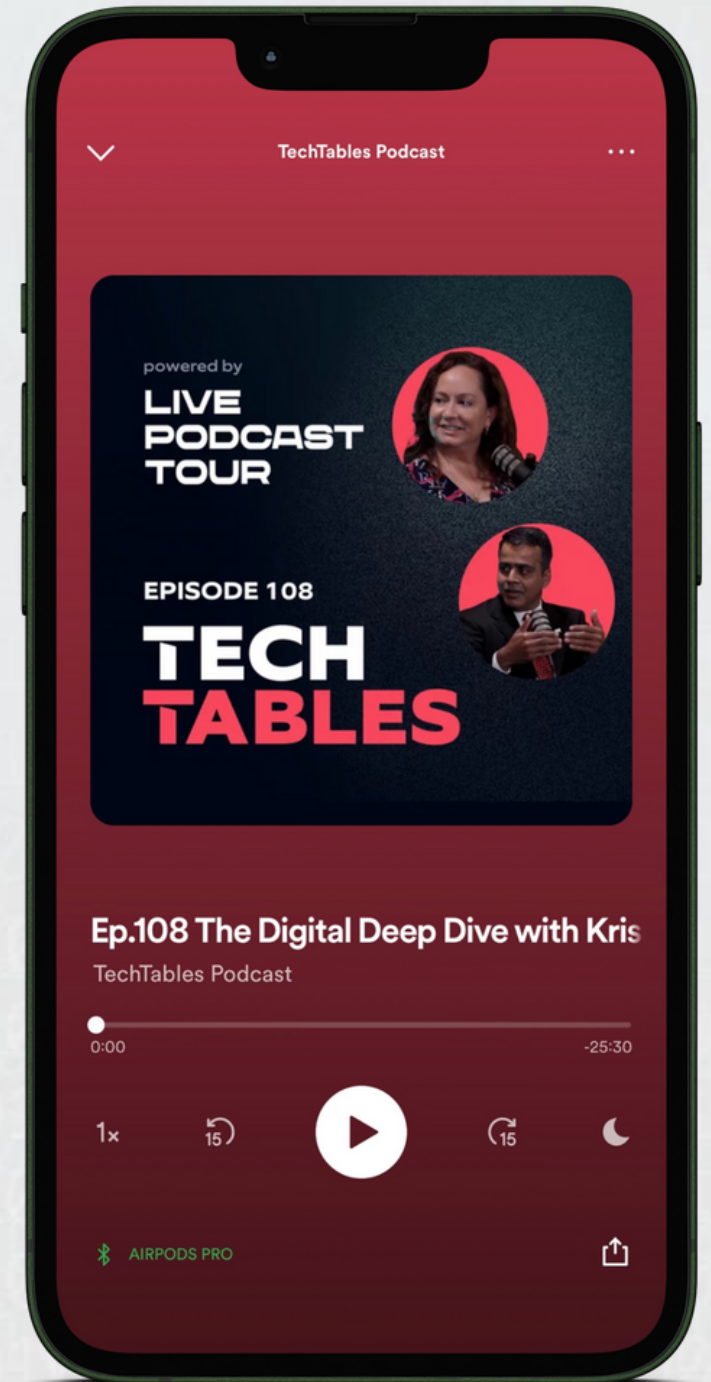
»»» **STORY HIGHLIGHT**

State of Texas: AI & Cloud CoEs

ep.108 The Digital Deep Dive

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



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“ ONE OF THE THINGS I LOVE ABOUT BEING A CIO OF A LARGE CITY IS THAT PROBLEMS ARE ENDLESS. THAT'S ALSO WHAT I HATE ABOUT BEING CIO. YOU NEVER REALLY SOLVE ALL THE PROBLEMS, BECAUSE OUR PROBLEMS ARE LIFE

Ted Ross, CIO at the City of Los Angeles



Ep.79 Planning for the 2028 Olympics

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**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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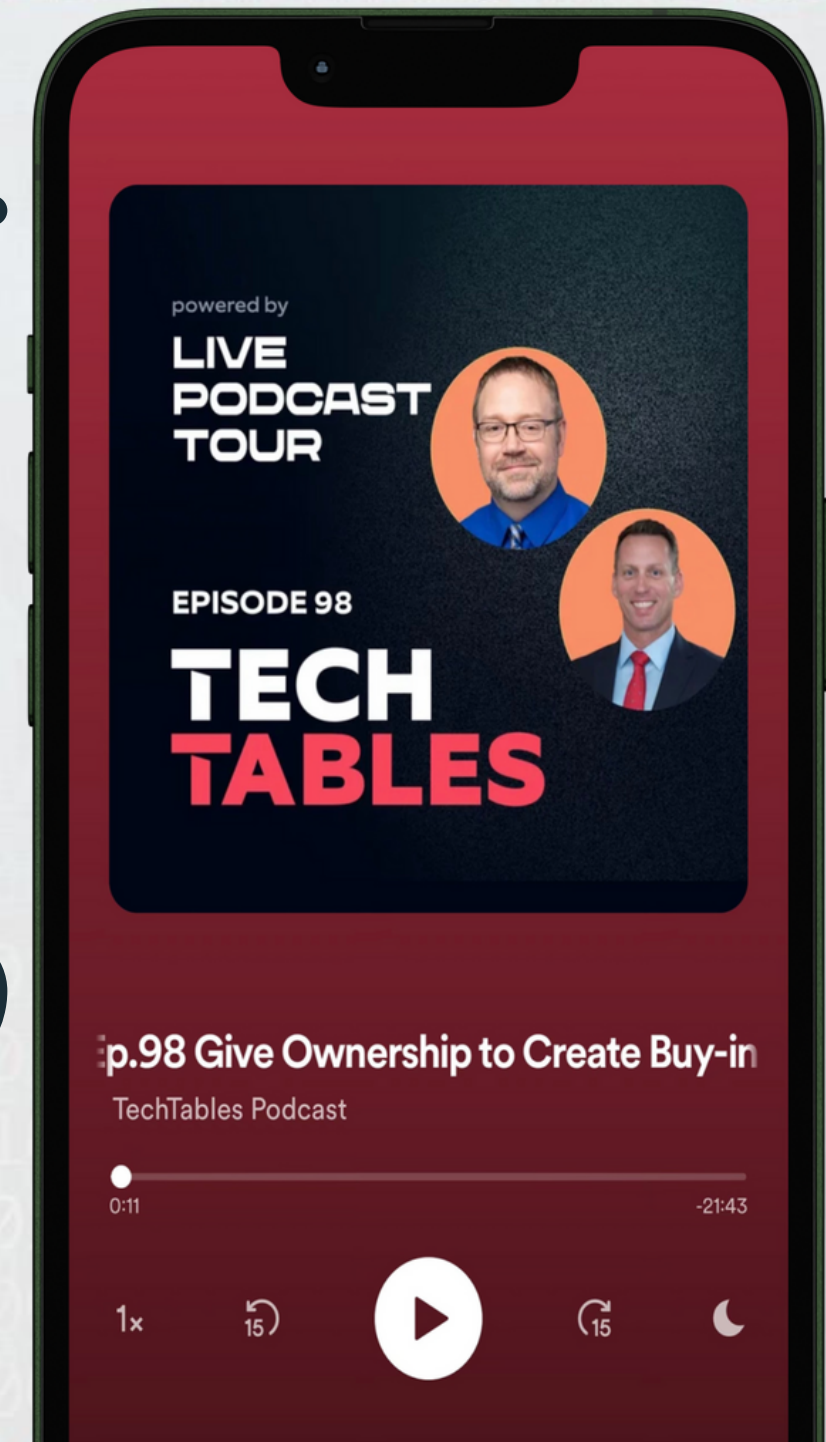
WHEN THE MISSION IS CRITICAL, THERE IS NO IMPOSSIBLE
HYBRID EVENT

“

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

”



ep.98 Give Ownership to Create Buy-in

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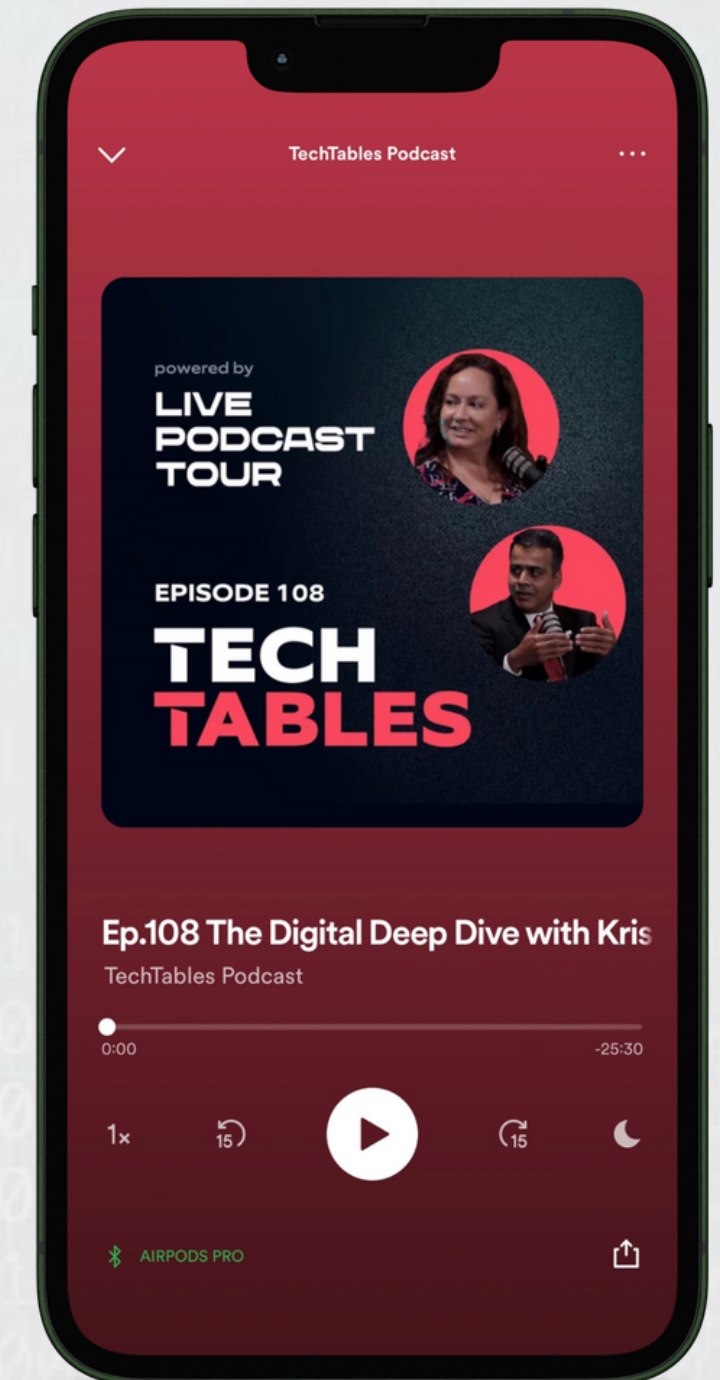
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HYBRID EVENT

“

SO IT REALLY IS ABOUT TEAMWORK; BRINGING IN THE SMARTEST PEOPLE THAT WE CAN, UP-SCALING OUR CURRENT EMPLOYEES, AND THEN BEING VERY, VERY FOCUSED ON SMALL ITERATIVE WINS THAT SERVE BUSINESS VALUE AND REALLY PROVIDE SERVICE BACK TO THE STATE OF TEXAS

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

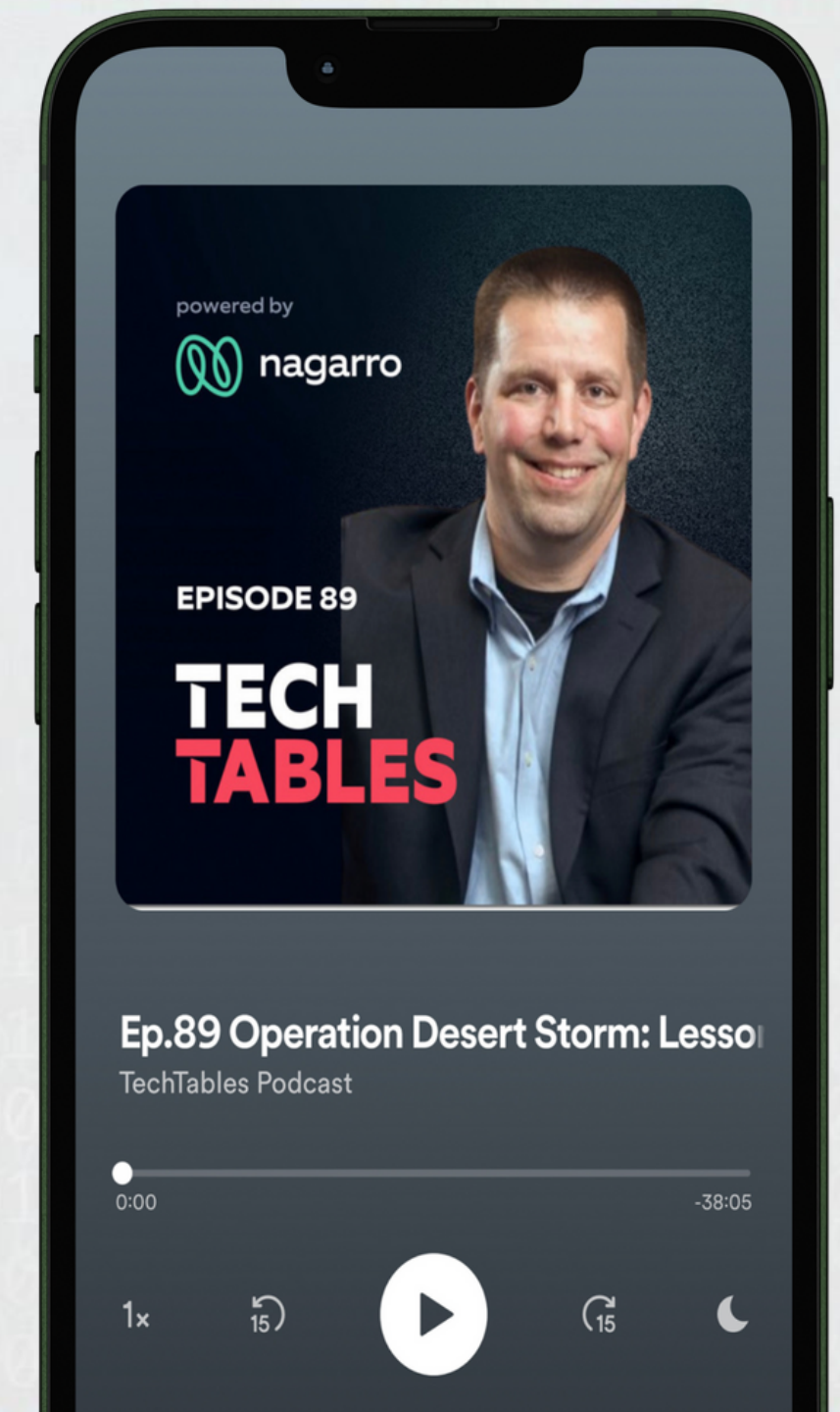
Lynn Fyhrlund, CIO at Milwaukee County

”



**ep.89 Operation Desert Storm:
Lessons Learned from the Battlefield to the IT Field**

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CLOSING



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**CLOSING
CONTINUED..**



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Q & A



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