Drum Roll Please...

2018 Leadership Awards
Drum Roll Please…

By: Diana Tullio, Principal North America, CC&C Solutions

We Americans love competition. After all, it is what breeds innovation, excellence, and a healthy economy. Most of us know that the SW Ohio region has been a hot bed of successful entrepreneurship for the last two hundred years. The Dayton area is truly an admirable place to live and work as IT professionals.

Each year, Technology First recognizes the best of the best in their technology categories. 2018 marks the 5th anniversary for the Tech First Awards. We have expanded the categories over the years, but it is always exciting to see our peers become nominated as role models in each area.

Having presented awards and having been nominated in the past, I remember the excitement of seeing each nominee presented tell their story. We are all happy for the winner of each category, but there are no losers. Being nominated is the ultimate compliment from our community. We are all better for knowing and working with those in the running.

This year, we recognized the following winners in six categories:

**Outstanding Technology Team**
An IT department that has impacted the efficiency, productivity, and performance of their company.
**Team Insight – Speedway**

**Best IT Services Company**
An IT company that has increased its investment in the Dayton region through revenue, jobs, or capacity.
**Expedient Technology Solutions**

**IT Executive of the Year**
A senior level professional responsible for influencing progress and developing teams through leadership excellence.
**Tina Bustillo, CEO/President, PI-Tech, Inc.**

**Emerging Technology Leader**
An IT professional that has exhibited excellence and technical leadership within their organization.
**Jon Scruggs, Manager, IT Infrastructure and Support, Hobart Service**

**Most Promising Startup Company**
A technology startup that has shown great innovation and promise in the Dayton and SW Ohio region.
**GlobalFlyte, LLC – Tim Shaw, COO**

**Award of Excellence – Student Project**
An IT college student or team that exhibited excellence while delivering a capstone project.
**Whirlpool Corporation/Continuous Improvement Management System – University of Dayton**

It would not be a 5th anniversary for this awards ceremony without something special happening. In addition to the above awards, the review committee felt that there should be a seventh award. This recognition was for the **IT Executive of the Year – Community Leader** and was awarded to **James Alford, Director of Data Processing, Montgomery County Data Processing**. James was nominated by a record number of community members for his dedication and contributions to the SW Ohio technology region. He has tirelessly supported the community, and we could not be more thrilled for him in receiving this honor.

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We wondered what thoughts might be going through the minds of the nominees as they waited to hear the results of each award under consideration. Surrounded by their guests, family, and peers cheering them on, it must have been exciting and a little nerve-racking to say the least. We asked this deserving group for their reactions to the awards and their recognition.

What does being nominated for your award mean to you?

Overwhelmingly the reaction was one of humility and gratefulness. The responses highlighted what an honor it was to be included in their category. Tina Bustillo from PI-Tech, Inc. stated, “To know that my employees and colleagues recognize and respect the position I hold and the long hours and dedication it takes to ensure that PI-Tech is successful, is very gratifying. That nomination and recognition also ensures their career is secure and they will always have a place in our PI-Tech family.”

In his most humble fashion, James Alford from Montgomery County Data Processing, said, “I have been nominated before and had absolutely no expectations of being recognized or awarded.” He was so surprised that he didn’t hear his name called. He said, “I was looking around the room for someone else to get up.

The GlobalFlyte team said, “This nomination means the world to GlobalFlyte.” They were nominated by The Entrepreneur Center for their efforts to license technology from the Air Force Research Laboratory. Ronda Mosely stated, “It also proves that our methodology works. GlobalFlyte follows a proven and patented Transformative Corporate Formation (TCF) model honed by our parent company, SP Global, Inc.” All of this success and now recognition has transpired for the team in just 20 months.

How were you feeling as you waited for the decision to be announced for your award?

Being in the company of the talent nominated for these awards is a great feeling. Each nominee was feeling pretty wonderful to be in the running for their category. As the GlobalFlyte team put it, “Our overwhelming feeling was that we were in excellent company.” Ronda Mosely said how proud the team was for the description Chris Wallace from The Entrepreneurs Center gave them in the nomination video.

Clearly, there was excitement and anticipation leading up to the award announcement. Tina Bustillo stated, “I did a lot of research on the other nominees in the IT Executive category and felt blessed to be pictured beside the other successful and well recognized men in the Dayton area. I have so much respect for all executives in the IT field and know the dedication it takes to lead projects and people to open up opportunities.”

What does it mean to you to win this award?

Words like “breathtaking”, “exhilarating”, “proud”, and “humbled” were frequently mentioned in responding to this question. James Alford said, “I feel honored and happy when one of my proteges or colleagues win. It actually feels darn good to have your peers say “James does a good job as a leader.” We would say, “James does a GREAT job as a leader”, but we don’t want to make him blush!

Tina Bustillo looks at this as a way to give back to the community. By being successful in the region, she is able to continue to support the local economy by providing jobs and career growth to local talent. She summarized by saying, “I know that this award will bring more opportunity to PI-Tech which means I can bring opportunity to other IT professionals right here in Dayton, Ohio. Also, as a woman-owned business, a woman executive, and a woman nominee; in receiving this award, I hope this inspires other women to excel in their field, to influence other women to find their passion, and to be the best no matter where your career leads you.” You go girl!

What advice would you give to others that might be nominated for an award in the future?

In addition to saying be honored and thankful, the recipients see being nominated and the possibility of winning as a terrific opportunity and catalyst for greater good. GlobalFlyte team member Ronda Mosely said, “…use the nomination as a stepping stone to continue to build on your successes. Stay true to your mission and success will follow. Also, know that there is a network of companies and organizations that you can call upon for support.”

James Alford advises, “Be thankful that we have organizations like Technology First to network, brainstorm, and help pull resources together. Tina Bustillo says, “…it is a rare opportunity to tell your story. Take this occasion and moment in time, so your colleagues, employees, friends, and family can recognize your accomplishments. Hear everyone’s story and find the similarities and grow from it.”

It is great to hear from those recognized fresh after the event. There is so much wisdom and genuine caring in our IT community. Being a part of Technology First is a wonderful way to give back and create continuous success for our hardworking IT professionals.

Thanks to each and every Technology First member, staff member, board member, event attendee, IT or MIS student, and IT professional that makes our community the innovative and opportunity filled region that we are all proud to represent. Congratulations to this year’s nominees and winners!
The 5th Annual Technology First Leadership Awards were held on Thursday May 3rd at the University of Dayton’s Boesch Lounge.

Please congratulate the following winners!

**2018 LEADERSHIP AWARDS**

**Outstanding Technology Team**
An IT department that has impacted the efficiency, productivity, and performance of their company.

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And the Winner was: **Team Insight - Speedway**
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**Award of Excellence - Student Project**
An IT college student or team that exhibited excellence while delivering a capstone project.

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And the Winner was: **Whirlpool Corporation/Continuous Improvement Management System – University of Dayton**
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**Best IT Services Company**
An IT company that has increased its investment in the Dayton region through revenue, jobs, or capacity.

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And the Winner was: **Expedient Technology Solutions**

**IT Executive of the Year**
A senior level professional responsible for influencing progress and developing teams through leadership excellence.

And the Winner was: **Tina Bustillo, CEO/President, PI-Tech, Inc.**

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2018 LEADERSHIP AWARDS

IT Executive of the Year – Community Leader
A senior level professional who has had a significant impact on the Dayton region by developing teams through leadership excellence.

And the Winner was: James Alford, Director of Data Processing, Montgomery County Data Processing

Emerging Technology Leader
An IT professional that has exhibited excellence and technical leadership within their organization.

And the Winner was: Jon Scruggs, Manager, IT Infrastructure and Support, Hobart Service

Most Promising Startup Company – New this year!
A technology startup that has shown great innovation and promise in the Dayton and SW Ohio region.

And the Winner was: Global Flyte, LLC – Tim Shaw, COO

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Contact Tom Skill, Associate Provost & CIO
skill@udayton.edu; 937.229.4307
Describe the endeavor (product / service) that was undertaken - what was done and for what purpose?

Speedway stores are heavily reliant on the success of not only the employees at the corporate office, but most importantly of those individuals working in the stores and in the operations positions. Ensuring that corporate policies and procedures are executed is a large responsibility bestowed upon our field management. In the past, District Managers (DMs) were required to travel to stores equipped with binders of necessary store information: store performance statistics and often dated information from the multiple databases Speedway uses. If a DM wanted more accurate data, they were required to either carry their laptop to each store and connect to the store network or login to the store’s computer to access each database. Both of those methods were fairly archaic ways of accessing data and Speedway’s Emerging Technology team sought to fix this problem. The Insight Mobile Application’s primary goal is to bring real-time data to Speedway’s operations personnel no matter where they might be. The Emerging Technologies team began to dive into the project in 2015. Not only did the team work to create the app but it was pertinent that the data be relevant, actionable, and reliable to be sold internally and have a successful launch. The team focused mainly on ensuring the UI was intuitive and fast when creating the layout of the app. While that was no small feat, the more difficult work was with the data sourcing. Fuel pricing updates, sales trends, daily task completion reviews, maintenance work orders, along with other data feeds would need to be pulled and displayed in the app. Once the data began to flow and issues were discovered then corrected, Insight went one step further. User levels were created so that relevant information is provided to employees based on roles within the organization. At this point, Insight is in the hands of all District Managers and Regional Managers (RMs) with plans to create additional user levels and add new data feeds in the coming years.

Describe the results and how efficiency, productivity or performance was improved.

Reviews from both DMs and RMs have been overwhelmingly positive. By instantaneously producing information that had once been a cumbersome task, Insight helps facilitate quick, on-the-go decisions and provides transparency into key performance metrics. It enables field personnel to be more efficient with their time and to have more accurate data when traveling from store to store. Insight has brought a sense of ownership and confidence to field personnel that had not existed prior to its development. Insight has already gained high praise from both Speedway’s COO and the CEO of Marathon Petroleum Corporation for the capabilities it has brought to Operations. With future plans of using Insight as the interface between field employees and the Internet of Things (IoT) platform that Speedway is also creating, the mobile app will continue to be a critical tool for Speedway’s success.

Explain why this undertaking is worthy of recognition such as team collaboration or challenges overcome?

This is not the first time a mobile application has been created for field personnel. In the mid-to-late 2000’s a mobile application for corporate devices (Blackberry phones) was created but it was not very capable and failed often. Due to the unreliability of the app, the project was abandoned and it left a bad taste in the mouths of the operations group. By resurfacing the idea of having store data available on a phone, the Emerging Technologies group had an uphill battle in order to regain the support of the Operations group. The team was able to overcome the historical shortcomings of Insight’s predecessor and has earned large amounts of praise from all levels of Speedway management. It is also worth noting that the application was designed, developed, and deployed entirely in-house, showcasing the talent of the Emerging Technologies team.

Explain why this company is worthy of recognition for ensuring a vibrant Dayton community?

Speedway continues to grow year over year and with that comes additional employment opportunities in the Greater Dayton area. With over 2,000 local employees, the company demonstrates an investment in Dayton and works not only to generously give back to the community but to provide an excellent customer experience at each store. By leveraging new technology, Speedway is able to create new and innovative ways of accomplishing that goal.
Continuous Improvement Management System

Describe the type of IT services that your student or student team provided (e.g., programming, database administration).

Our team performed requirements gathering as well as sample forms and reports to guide system development through a third-party developer. Since our project is focused on the entirety of the SDLC process, we provided physical hardware recommendations such as the usage of Chromebox, computers, televisions, mounts, etc. While not directly IT work, system implementation assistance in the form of marketing materials like training videos and posters from Adobe were created. Additionally, after system implementation, the client will be utilizing our team’s maintenance plan regarding a triage method as well as change management documentation.

Describe the project that was undertaken. What was done, for what purpose?

Our team has been working to build a Continuous Improvement Management System for Whirlpool. Our client came to us with a business problem of utilizing a white board for employees to write suggestions; however, these suggestions were frequently not getting addressed. To fix this, we worked with our client and the employees to build a system that creates ownership of employee ideas and suggestions. In order to increase employee engagement and drive change within the company, we have built a system and process flow for employees to input ideas or suggestions via a kiosk, and a member of upper management takes accountability for each idea by assigning themselves as the Idea Champion. By working through the process flow, the ideas are implemented and tracked through the idea life cycle that we built. Upper managers change the status of the ideas throughout the idea life cycle and assign champions through their personalized accounts. Employees are able to track the status of the ideas they input through a leaderboard which is displayed on a large TV screen. This system allows for employees to suggest ideas that would benefit their work experience and ensures that they are addressed in the appropriate manner. Ultimately, through providing this system Whirlpool is hoping to increase employee engagement as well as gather better quality and greater quantity of ideas regarding process improvement.

Describe aspects of the undertaking such as challenges overcome or team collaboration.

There have been many different aspects that our team has had to overcome to make this project successful. Our client is located in Greenville, Ohio which is about an hour away from our team. This challenge enhanced our virtual communication skills, as most of our meetings took place via phone and a lot of important communication was done over email. Additionally, our third-party developer, Planbox, is also located out of Ohio and our team has only met with them virtually. To overcome this challenge, our team setup from the start a weekly phone call time with our client where agendas were placed in a shared Google Team Drive beforehand. Similarly, one member of our team focused primarily on client communications to ensure a quick response time. The importance and necessity of setting up meetings with our client and developer was crucial in being successful while communicating virtually. Another challenge was during the development phase regarding user authentication for employees. Originally, we wanted each employee to sign in at the kiosk with personalized accounts. Due to seasonal employees and the disadvantage of employees having to remember passwords, we got both business leaders and technical teams into the same conversation to mutually conclude that it was best to create one account for kiosk sign-in to maintain a user-friendly interface.

Describe the result of the project. As a collaborating company, what was the response to the work/project? How will this impact your company’s efficiency and/or productivity?

This project has resulted in a system that will increase employee engagement and drive change in the company. Employee satisfaction will increase due to their ideas and suggestions being addressed and easily tracked. This system will go live on March 16th, and we have built reporting tools to ensure that change is brought to life through this system. With this system there will be the ability to better track trends in suggestions and the degree to which ideas are being implemented. Some of the metrics tracked include number of ideas submitted per category (e.g. process, safety), total ideas per person, total ideas per shift, average amount of time it takes to implement an idea, and champions that have ideas past due. Ultimately, Whirlpool will become more productive by implementing ideas that upper management may not have thought about. Our client has been very receptive to our ideas throughout the entire process from start to finish. A great example of this is during our milestone presentations where many members of the Distribution Center were present in addition to individuals from the Manufacturing Plant in hopes of getting them excited about the potential to scope this system to other Whirlpool facilities. As launch gets closer, we are increasingly excited to observe hands-on the benefits to the employees.
4 Critical Roles Every Project Manager Must Own To Lead Successful Teams

**SOFT SKILLS FILL THE GAPS BETWEEN THEORY AND REAL LIFE**

Whether you're operating within a DevOps, Agile, or Waterfall environment, the academic principles of project management are clear, tried, and tested. What is hard to communicate via a textbook or lecture are the gaps that exist between real world execution and academic theory. Over the course of a career, project managers develop the soft skills of team leadership that fill these gaps and propel their teams to success. Beyond creating burn charts and capturing user stories, successful project managers must fill four emotionally supportive roles to ensure their teams deliver peak performance:

- Confidant
- Mentor
- Cheerleader
- Lighthouse Keeper

These are the 4 critical roles every project manager must own to lead successful teams.

**PROJECT MANAGERS – THE WEARERS OF MANY HATS**

**CONFIDANT:** With aggressive timelines and ever increasing expectations, it's easy to lose sight of the fact that we are all still just people. Skilled and experienced, but people none the less. As this fact is inescapable, imperfect and unexpected interactions between people or processes may create frustration. Having an outlet to express that frustration in a benign way allows team members to expel the emotional baggage associated with a problem and get to potential solutions. These factors are critical components of any high performing team. In the January-February 2016 issue of the Harvard Business Review, Sigal Barsade and Olivia O'Neill evaluate the emotional culture of teams and businesses at large. One of the largest take-a-ways from their research is the fact that, while companies are aware of how emotions impact employee performance, the emotional culture - the sum of the emotions of a team or company – isn't managed as directly as cognitive culture. This lack of attention paid to emotional culture hurts both the individual and the team. By creating relationships of trust, team members become comfortable confiding in you. As a result, you limit the momentum of any negative energy that may hurt your team's emotional culture. You give yourself an opportunity to shape the way the issue is resolved.

**MENTOR:** As a project manager, you occupy a leadership role. Those on your team look to you for feedback (both negative and positive) about their performance and contributions. If you aren't providing explicit and conscious feedback, you are still providing feedback, just through other less efficient methods. Occupying a mentorship role for your team is not only good practice, but it can be crucial for your team's success as well. Helping others leverage their strengths and encouraging them to recognize and improve upon their weaknesses is key for any mentoring relationship. The context in which constructive criticism is received must be from a place of trust and sincerity. As a project manager, you have an opportunity to show those on your team that you are invested in their growth as a person and as a team member by giving them honest input. By providing objective and sincere observations aimed at improving individual contributions, you are inspiring personal growth and optimizing team performance.

**CHEERLEADER:** A project will have ebbs and flows of productivity. During those ebb times, it's easy for team morale to dip. If left unchecked, a dip in morale could result in a downward spiral of productivity that could negatively impact the project as a whole. It's critical for project managers to not only recognize the changing mood and morale level of the team but to play the role of cheerleader. By playing the role of cheerleader, as a project manager, you remind your team of the progress and the highlights. Celebrating achievements generates positive momentum for what is to come. Effectively (continued on page 10)
communicating to your team about the next phase and ensuring everyone has a clear understanding of what they’re accountable for keeps their heads in the game even when those expected contributions are days or weeks away. Setting fun goals and tracking against those goals can keep the momentum going, as well as keeping things light for your team. Fred Lunenburg lays out a very tangible link between accountable goal setting and performance in his article, “Goal-Setting Theory of Motivation.” The achievement of even silly or fun goals can jump start the positive momentum.

LIGHTHOUSE KEEPER: Without fail, projects have moments where success is not assured, and unforeseeable factors are allowing chaos to reign. These times are like stormy seas for your team members. While they are being thrashed by turbulent waves they need to see a lighthouse through the rain that gives them a sense of hope and reassurance. As a project manager, you must be the lighthouse keeper—the steady and collected presence when things are not going according to plan. Steve Blash lays out great tips in his article “Ten Lessons for Leading Through Crisis.” Steve’s advice addresses preparation for crisis, which is always wise, but I find his thoughts on how to react once the crisis bell has been rung to be valuable. Once crisis has manifested in your project, you must:

• Objectively and accurately define the reality of the situation. If you aren’t honest with yourself and your team about the situation at hand, you can’t formulate a response that will right the ship.

• Be realistic. While it’s very easy to become pessimistic during a crisis, it’s just as unproductive to become too optimistic.

• Own the communication. Define the situation and the impact to all affected stakeholders. Communicating early and often ensures those affected understand the correct amount of urgency is being applied to the situation.

• Know Your Limits. As a project manager, it’s tempting to want to take the entire burden of putting things back on track. Resist this temptation and delegate to your team members such that their areas of expertise are leveraged.

AND DON’T FORGET THIS ESSENTIAL PREDICTOR OF SUCCESS

Many factors drive project success. Some can be taught as you would a mathematical theory while others have to be learned through experience. The essential ingredients that can’t be taught by attending a class or reading a book are the soft skills that address the emotional components of all teams. They include self-awareness, self-regulation, motivation, empathy, and social skills. You must recognize that not all skills needed to manage projects are contained in a process or a book. Applying emotional intelligence to uncover how you can help grow your team can take your project management skills to the next level. It is the emotional intelligence that moves people into action. So how are you using your emotional intelligence to lead successful teams?
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LOCAL GOVERNMENT LEADERS and IT PROFESSIONALS WELCOME
"How Smart Cities are Building the Future"

Wednesday, June 6th; 11:30 – 1:00 pm
Business Solutions Center
1435 Cincinnati Street, Suite 300, Dayton, Ohio 45417

TECH Thursday
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Experience Downtown after hours with your IT peers

Thursday, June 7th; 5:00 – 7:00 pm
329 East First Street, Dayton, OH 45402

CIO Council (invitation only)

"Aligning Strategy for the CIO with the Business"

Thursday, June 21st; 11:30-1:00 pm
Presidential Banquet Center
4572 Presidential Way, Kettering, OH 45429

Small-Medium Business - Special Interest Group

"Protecting Your Data Like Fort Knox"

Tuesday, July 10th; 8:30 – 10:00 am
Business Solutions Center
1435 Cincinnati Street, Suite 300, Dayton, Ohio 45417

Data Analytics - Special Interest Group

"ServiceNow Performance Analytics & Reporting to Drive a Data Driven Operation"

Friday, August 24th; 8:30-10:00 am
Business Solutions Center
1435 Cincinnati Street, Suite 300, Dayton, Ohio 45417

Infrastructure/Cloud - Special Interest Group

"Job Skills in a Cloud World"

Friday, August 24th; 11:30-1:00 pm
Business Solutions Center
1435 Cincinnati Street, Suite 300, Dayton, Ohio 45417

Women 4 Technology

Collaborative Event with PNC Women Connect and LexisNexis Women Connected. Give Back and Connect – Community Outreach

"Women in Leadership – Presenter to be announced"

Wednesday, September 6th, 9:00-11:00am
Lexis Nexis Auditorium – Bldg. 4
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Creating a Community of People – When You Lead… They Follow

By: Paige Powers, Sr Director Of Worldwide Inside Sales, Extreme Networks

Throughout the course of my life, I’ve met a lot of people I would consider leaders. Each has had their own style and ideas, but all have had that special something that makes people want to follow them. It makes me wonder, what is it that makes people want to follow a leader?

Today there seems to be something of an emphasis on ‘women in leadership’ too. I often get asked how women can become leaders. In my mind, approaching the question from this angle immediately puts you at a disadvantage. To me, a leader is defined by their actions and qualities, not their gender.

BUT WHAT ARE THOSE QUALITIES?

1. Be Brave

If you think of anyone you consider to be a leader, I’d bet they stand out through the courage of their convictions. In my career, the vast majority of roles I’ve had I’ve created for myself. I’ve been honest with myself regarding my strengths and my weaknesses and that can be confronting. I’ve looked for opportunities in organizations I’ve worked for, and created roles that leveraged my strengths and provided value to the organization. I was able to do that 6 different times at my last company. This isn’t always easy and takes courage to inspire those around you to allow you to push forward with your plans and bring them to fruition. At Extreme, I expanded my role and my team because I communicated my desire to take on Inside Sales in addition to Distribution. I’d always wanted to run Inside Sales at my last company and it was a professional goal of mine. I am now the Senior Director of Worldwide Inside Sales and Distribution at Extreme Networks. Be Brave, create opportunities, and ask for what you want.

2. Empathize

A leader isn’t all about striving ahead and leading by example – you need to understand and get to know those around you. Encourage constructive feedback – up and down – and build trust so you can create open channels of communication with your team. Learn about each of your employee’s professional and personal goals. Find ways they can leverage their strengths to achieve those goals. This might even result in them finding an opportunity outside your company but it’s worth it when you help a team member achieve their professional and personal goals. Our top Inside Sales Rep

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wanted to move into outside sales at Extreme. At the time, we had no open positions but one of our trusted Distribution partners did. We worked in partnership with the leadership at the Distributor to create a role that not only moved this rep’s career forward but provided Extreme with a dedicated sales leader inside the Distributor. It was a win for the individual, for the Distribution partner, and for Extreme.

3. Get Creative
Inspiring those around you is vital for any leader. That can be through showing conviction, as I mentioned before but it isn’t the only way. In my experience, being challenged brings out the best in a team. Having to find new and creative ways to solve problems and meet targets is one of the most fulfilling aspects of working day-to-day. Understand that no problem can be solved by you alone. Ask your team members, how they would solve the problem. Ask them what they would do if they were you. You will be amazed at the powerful perspectives that come by asking. People are inspired by leaders who do that and provide an environment where their input and perspectives are valued.

CREATE YOUR COMMUNITY
At the risk of getting philosophical, what is a leader without followers? I think this is the key distinction between what makes a manager into a leader. A manager, by definition of their job role, is responsible for a team that is obliged to follow their direction. A leader is someone who people choose to follow, irrespective of what their title is. This stems from creating your own community, one created by being brave, showing creativity and empathising with your team.

No leader is bulletproof but those with a team that is willing follow are the ones who will achieve their goals, even in the face of adversity. No one remembers times that were easy, but everyone remembers the low points. How leaders respond to difficult situations is what separates the good from the bad.

Being a leader takes a lot of practice. Over 20 years in the business and I am still learning every day. But that’s one of the beauties of leadership—the opportunities are limitless.

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