Chapter I

Who’s Here?

All conversations have participants. In this case, they include all of the decision makers that directly or indirectly influence the nature and direction of the business technology relationship. It’s important to understand who they are, what they believe, how they prioritize projects and the politics implicit in their roles.

It’s hard to say if this is a dinner party, a corporate retreat or just one of those long meetings that happen every day. Regardless of the venue, we can describe the guest list. There’s no question that some of the guests will talk more than others, and some will leave these conversations with a different perspective on who they are, what they do, and how business and technology need to converge.

So who are the participants?

- **Chief Executive Officers, Presidents, and Chief Operating Officers** who often don’t know all that much about technology but who are now looking closely at rising business technology budgets and how computing and communications technology can be both tactical and really, truly strategic.
• **Chief Financial Officers** and their henchman who more often than not see technology as a giant sinkhole into which they continuously pour money, but who also want to exercise best acquisition practices as they try to reinvent themselves as offensive – rather than defensive – players.

• “Technologists” – **Chief Information and Chief Technology Officers** (and their technology architects) who buy and deploy all the gear, and how their roles are changing as they get closer to business processes and transactions – or else.

• **Marketing and other hype-sters** that are here to find nuggets they can use to brand and re-brand their companies (or steal some technology dollars to rethink the marketing strategy).

• **Chief Security and Privacy Officers** who have finally been awarded an official role in these conversations.

• Advisors that come in many flavors, such as **General Counsels and Corporate Directors**, who participate in business technology decisions and help companies keep their eye on the ball or, in the case of many directors and advisors, try to learn as much as they can – as fast as they can - about the technology platforms on which their companies sit.

• All of the **other “chiefs”** who have vested interests in what their companies are doing with business technology and who often spend way too much time building their fiefdoms instead of optimizing business technology.

• **Worker Bees** who make business technology happen, the sometimes cynical but often talented professionals who’ve been hardened by too many expensive, ineffective years on the job.

• **Wall Street Analysts** who cover the business models of public companies as well as the role that technology plays in the execution of those models.

• The **other “constituents”** in the business technology world, such as customers, suppliers, partners and shareholders who use the technology we deploy.

Do all of these people really have to be here? Yes, they do. The only way we’ll achieve business technology convergence is if the communication channels in your company are wide and rich. You get to enjoy these conversations. One
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