

## **Wolf in Cio's Clothing**

By Tina Nunno



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Machiavellians are few in number in IT. The massive pressure on CIOs continues to increase as the opportunities to use technology in business become more prevalent and more competitive. As CIOs often find themselves at the center of business conflict, they must not only familiarize themselves with Machiavellian tactics as a defensive weapon, but also learn to use them as an offensive weapon in extreme situations so that they can increase IT's contribution to their enterprises.

As Italian political philosopher Niccolo Machiavelli implied, you're either predator or prey, and the animal you most resemble determines your position on the food chain. In The Wolf in CIO's Clothing Gartner analyst and author Tina Nunno expands on Machiavelli's metaphor, examining seven animal types and the leadership attributes of each. Nunno posits the wolf -- a social animal with strong predatory instincts -- as the ideal example of how a leader can adapt and thrive.

Technology may be black and white, but successful leadership demands an ability to exist in the grey. Drawing on her experience with hundreds of CIOs, Nunno charts a viable way to master the Machiavellian principles of power, manipulation, love, and war. Through compelling case studies, her approach demonstrates how CIOs and IT leaders can adjust their leadership styles in extreme situations for their own success and that of their teams.



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## **Editorial Review**

Review

'Tina Nunno is a true visionary in CIO leadership. The Wolf in CIO's Clothing arms readers with the battle-ready skills needed to successfully turn a losing battle into a major victory â€" and to avoid playing defense in the first place. The Wolf in CIO's Clothing is a must-read for any aspiring technology leader. Moreover, it's highly recommended for anyone seeking to become a key influencer within their organization.' - Brook Colangelo, SVP and CIO of Houghton Mifflin Harcourt

About the Author

Tina Nunno is a Vice President and Gartner Fellow in Gartner's CIO Research group based in Stamford, Connecticut. She is responsible for conducting research and developing publications aimed at helping CIOs and their organizations around the world improve their performance and contribution. Tina specializes in CIO-related leadership issues, including working with the board of directors, executive communications, change management and governance strategies. She is the Analyst Sponsor of the Gartner Women's CIO Community, has co-authored Gartner's Annual CIO Agenda report, and is a sought-after speaker. Tina's most recent research deals with navigating organizational politics. She focuses on helping CIOs and other IT executives analyze sensitive political situations and apply strategies and tactics to deal with political land mines and power struggles. She also explores the use of extreme political tactics in her book *The Wolf in CIO's Clothing: A Machiavellian Strategy for Successful IT Leadership*.

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