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ALABAMA CIO LEADERSHIP ASSOCIATION

APRIL 26, 2019

CIO
OF THE
YEAR
AWARDS



FROM OUR
CHAIR

UAB's Curt Carver on the history and legacy of the ORBIE Awards.

S2



LEADERSHIP
AWARD

Blue Cross and Blue Shield of Alabama's Scott McGlaun is a servant leader in technology.

S9



KEYNOTE
SPEAKER

James Dallas

S11



The inaugural Alabama CIO of the Year® ORBIE® Awards program honors chief information officers who have demonstrated excellence in technology leadership. Winners in the Global, Large Enterprise, Enterprise, Corporate & Nonprofit categories will be announced May 3 at the Hyatt Regency Birmingham - The Wynfrey Hotel.



CIO OF THE YEAR AWARDS

Twenty years of CIO success

In 1998, when the first CIO of the Year® ORBIE® Award was presented, it was the products, not the people, that were at the center of attention. Laptop of the Year, Printer of the Year and PC Magazine's Editor's Choice awards were common, but it was a start-up called Intellinet that noticed the real heroes were Chief Information Officers (CIOs) who implemented these products, developed solutions and created business value for their organizations.

Roll the clock ahead twenty years, and today, CIOs are at the center of business transformation for all organizations. Technology is the engine that drives innovation and growth in every industry and sector in our global economy. It is the leaders who facilitate change by tech-enabling their organizations; these are the rock stars of business today.

The first CIO of the Year Awards was not only a trailblazer for recognizing the people leading transformation, but eventually led to creating the Georgia CIO Leadership Association (GeorgiaCIO) – a local, member-centric, professional organization dedicated to helping CIOs foster meaningful relationships, share best practices, solve problems and achieve their leadership potential.

In 2015, we launched BostonCIO and formed the Inspire CIO Leadership Network (InspireCIO), a national professional association for CIOs now with local chapters in Georgia, Boston, Dallas, Chicago, Alabama, Charlotte, Houston, Minneapolis,



Philadelphia, DC and soon to be New York & Bay Area. We are proud to serve CIOs in growing relationships, recognizing professional achievements and inspiring the next generation of technology leaders.

This year, nearly 80 nominations were received for the 2019 Alabama CIO ORBIE Awards, which

will honor CIOs across five categories for leadership effectiveness and business value created through innovative use of technology. Finalists and winners are selected through a rigorous, independent judging process led by prior ORBIE winners.

The power of CIOs working together & collaborating – across public and private business, government, education, healthcare and nonprofit organizations – is incredible. Together, we are making a difference transforming our organizations with technology and enriching Alabama and our world.

The CIOs honored this year are inspiring and challenge all of us to step up and lead well in our organizations. On behalf of AlabamaCIO, I congratulate all the finalists on their accomplishments and share our gratitude for the sponsors, underwriters and staff who make the 2019 Alabama CIO ORBIE Awards possible.

Curt Carver

Curt Carver
Chair, AlabamaCIO
VP & CIO, UAB

CONGRATULATIONS 2019 ALABAMA CIO ORBIE® NOMINEES

JAMIE ADAMS <i>Mspark</i>	KEVIN HICKS <i>M.J. Harris Construction</i>	MIKE NORTHRUP <i>AFFCU</i>	JAMEY TAYLOR <i>StateServ / Hospicelink</i>	ED MALINOWSKI <i>BAYADA</i>	DALE POLEKOFF <i>Jacob Stern & Sons, Inc</i>	MICHAEL TOTH <i>David's Bridal Inc</i>
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KEVIN BROOKS <i>Books-A-Million</i>	MATTHEW JAEH <i>ProctorU Inc</i>	ALPESH PATEL <i>Avadian Credit Union</i>	MARK TRONCALE <i>O'Neal Steel</i>	DONALD MARTIN <i>EnerSys</i>	MICHAEL RINEHART <i>Fox Rothschild LLP</i>	MICHAEL VENNERRA <i>Independence Blue Cross</i>
CURTIS CARVER <i>University of Alabama at Birmingham</i>	GERALD JOWERS <i>The McPherson Co's</i>	JOHN PATRICK <i>Cooks Pest Control</i>	LARRY WATERS <i>Nat. Bank of Commerce</i>	NEIL MCCARTHY <i>Hajoca Corporation</i>	RICK RIOBOLI <i>Comcast Corporation</i>	KARLA VIGLASKY <i>Axalta Coating Systems</i>
RICK CORN <i>Huntsville Hospital</i>	SRIKANTH KARRA <i>Jefferson County Commission</i>	JOHN POLIQUIN <i>Hyundai AutoEver</i>	ANTHONY WILLIAMS <i>American Family Care</i>	THOMAS MCKEE JR. <i>Kennmetal</i>	JOHN SCHROEDER <i>Ascensus</i>	SANKARA VISWANATHAN <i>Day & Zimmermann</i>
DAVID COX <i>Southern Company</i>	CHRISTOPHER KRAMER <i>Brasfield & Gorrie, LLC</i>	RON POOLE <i>Burr & Forman, LLP</i>	RUSTY YEAGER <i>Encompass Health</i>	KEARY MCNEW <i>Witmer</i>	BRIAN SEIDMAN <i>iPipeline</i>	CHARLES WALLACE <i>Solenis</i>
CHRISTOPHER DAVIS <i>Express Oil Change & Tire Engineers</i>	JOHN LAPEYROUSE <i>Chicken Salad Chick</i>	JIM PURCELL <i>State of Alabama</i>	BILL KOHLER <i>International SOS Ltd</i>	MIKE MICHLOVICH <i>DuPont</i>	ORLANDO SERANI <i>Johnson & Johnson</i>	FRANK WEIGERT <i>Philadelphia Gas Works</i>
SATEESH DONTI <i>Milos Tea Company</i>	JEFF LILES <i>Harbert Management</i>	KEVIN RAY <i>O'Neal Industries</i>	DAVE KOTCH <i>FMC Corporation</i>	THOMAS MULLIN <i>UnitedHealthcare</i>	MICHAEL SHEA <i>Morgan, Lewis & Bockius</i>	KEN WEIRMAN <i>Ametek, Inc</i>
AMALA DUGGIRALA <i>Regions Bank</i>	SCOTT LINDLEY <i>MAX Credit Union</i>	ROLLIS REISNER <i>McWane, Inc.</i>	JACK KRAMER <i>W.L. Gore & Associates</i>	THOMAS MURPHY <i>University of Pennsylvania</i>	MICHAEL SHEA <i>Morgan, Lewis & Bockius</i>	KEN WEIRMAN <i>Ametek, Inc</i>
GEOFF DUNCAN <i>Honda Manufacturing of Alabama</i>	LYNN LOVELADY <i>Energen</i>	DOUG RIGNEY <i>Samford University</i>	CHRIS KRONENTHAL <i>FreedomPay</i>	AJAI NAIR <i>CubeSmart</i>	PATRICK SIM <i>West Pharmaceutical</i>	AARON WEIS <i>Axalta Coating Systems</i>
CHARLES EVANS <i>Command Alkon</i>	RYAN LOY <i>EBSCO Industries, Inc.</i>	MIKE ROWELL <i>Alfa Insurance</i>	CHRIS KRONENTHAL <i>FreedomPay</i>	ZEL NEGASSA <i>GPHA</i>	BRIAN SIMMERMON <i>Subaru of America, Inc</i>	JOE WEITZMAN <i>GENEX Services, Inc.</i>
LISA EVANS <i>Mercedes Benz</i>	DAWN MARCOVA <i>TNT Fireworks</i>	BOB SARNECKI <i>Children's of Alabama</i>	DR. RICHARD LANG <i>Doylestown Hospital</i>	TERENCE O'NEIL <i>Mercy Health System</i>	KATHLEEN SINATORE <i>Buckeye Partners, L.P.</i>	TIMOTHY WENHOLD <i>Power Home Remodeling</i>
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	STEVE NICKOLSON <i>ServisFirst Bancshares, Inc.</i>	HUNTER STRANGE <i>GAT</i>	JIM MAGUIRE <i>UGI Utilities, Inc</i>	ROBERT PICK <i>TMNA Services, LLC</i>		JOSEPH ZAKUTNEY <i>Glatfelter</i>

CIO OF THE YEAR AWARDS

GLOBAL FINALISTS

Over \$2 billion annual revenue & multinational

LISA EVANS

HEAD OF INFORMATION TECHNOLOGY, MERCEDES BENZ US INTERNATIONAL

Evans has been with MBUSI since the plant opened in 1995 and has worked in IT roles for more than a decade, playing a pivotal role at one of central Alabama's economic engines.

SUCCESS STORY

"My proudest accomplishment is creating a culture for Digital Transformation to be realized. Manufacturing doesn't lend itself to trial and error, or a fail fast culture like many technical companies today. Manufacturing favors precision, predictability, and repeatability over innovation. Therefore, making this cultural shift to "enable" and "empower" an organization to think outside of the box and try new things is a massive undertaking. We are still on the journey, but the cultural changes have been made and we're beginning to see results. We are striving to see innovation born in Alabama, realized around the globe."



JOHN FALLIS

VICE PRESIDENT & CIO, DRUMMOND COMPANY, INC.

Joining Drummond in 2001 as the company's first CIO, Fallis consolidated its global information systems teams into a single unit focused on supporting the company as it went through a period of rapid growth and expansion.

SUCCESS STORY

"My greatest accomplishment here has been the development of a team of professionals who can work together with their peers across the organization and help them advance the company's goals. Although we are not a large department in the company, our impact over time has been significant, and as the company continues to move forward into the future, I believe we will become an increasingly important part of that journey."



ELLEN HOLLADAY

SVP, CIO, MOTION INDUSTRIES

Holladay has led the development of Motion's highly refined supply chain capabilities, including an integration platform designed to address the complex requirements associated with business-to-business transactions.

SUCCESS STORY

"I was hired by Motion 28 years ago to develop our strategic operating platform and was promoted to CIO 6 years later. During my tenure I've had the opportunity to craft a clear technology vision and develop a talented team to execute on that vision. While technology has changed significantly over the course of my career, the fundamental building blocks of a successful strategy are constant. We've stayed committed to developing world class, differentiating capabilities, focused on the customer, and scalable for exponential growth. Our technology development has contributed to our company's growth from \$750 million to over \$5 Billion."



KEVIN RAY

DIRECTOR OF INFORMATION TECHNOLOGY, O'NEAL INDUSTRIES

Ray, who previously worked at Mercedes, is responsible for the technology needs of O'Neal and its affiliates to foster best practice sharing, collaboration and teamwork.

SUCCESS STORY

"Building a foundation of best practice sharing and collaboration between our diverse portfolio of affiliate companies has proven to be a great value to our company. The IT leadership at each of the companies is remarkable and their willingness to share and learn from each other is key to our overall success both now and in the future. Through this conduit we have been able to reduce costs, improve efficiency, and share multiple best practices among the companies that have led to many successful projects and implementations."



ROLLIS REISNER

ASSISTANT VICE PRESIDENT AND DIRECTOR OF IT AND DIGITAL INNOVATION, MCWANE, INC.

Reisner joined McWane and served in a variety of roles as a trusted corporate management team member. In 2007, he was chosen to establish division-wide priorities developing, guiding and implementing a comprehensive IT strategic plan.

SUCCESS STORY

"At McWane, Digital Transformation is our catalyst for Innovation. Our IT team delivers critical systems and applications to our team members around the world. Leveraging the foundation that we built from the ground up over the last 11 years and partnering with our technology companies, I recently established the McWane Digital Innovation Organization. We have developed applications in the Industry Internet of Things that automate processes, conserve energy, and protect our team. As a leader in the manufacturing industry internet of things arena, we continue to develop new opportunities for revenue for our company."



CIO OF THE YEAR AWARDS

LARGE ENTERPRISE FINALISTS

Over \$500 million annual revenue

DAVID COX

VP OF TECHNOLOGY AT SOUTHERN COMPANY, SOUTHERN COMPANY / ALABAMA POWER COMPANY

Cox has spent 15 years leading complex technology organizations in the utility industry. He played an instrumental role in implementing a fiber modernization strategy for Alabama Power Co.

SUCCESS STORY

"It has been a privilege to serve and lead a world-class technology team supporting America's premier energy company. My greatest achievement is developing and growing a high-performance organization. Technology and projects will come and go, but the right team with the right leadership has a significant impact on an organization. I am fortunate to work with talented professionals in a company recognized for its integrity, reliability, customer service and commitment to the community. I am excited about the continued opportunity to develop talent and grow technology innovation. Together, we are building solutions that are shaping the future of energy."



GERALD JOWERS

VP OF INFORMATION TECHNOLOGY, THE MCPHERSON COMPANIES, INC.

Colleagues say Jowers is a hands-on leader who develops and maintains infrastructure, systems, applications and services that are robust, secure, customer-centered and forward looking.

SUCCESS STORY

"It has been most satisfying rebuilding the technology platforms for our business. Consolidating ten plus antiquated systems into two primary modern systems (ERP and Optimization). These systems provide our business with the tools and technology to scale beyond anything our competitors are capable of today. These systems already have enabled us to reasonably easily take on the largest acquisition in our company's history and under extremely short deadlines to accomplish the integration. The data will provide the executive team with insights that was never possible before. Technology has become an asset, not a hinderance."



LYNN LOVELADY

VICE PRESIDENT, INFORMATION TECHNOLOGY, ENERGEN

Lovelady began his career at Energen in 1999 and was named to his present position in 2011. Prior to working at Energen, he worked for 12 years with the Department of Defense supporting logistics and engineering applications.

SUCCESS STORY

"My single greatest accomplishment was the recruitment and retention of the top-notch team of IT professionals that has formed my staff since Energen's divestiture of Alabama Gas Corporation in 2014. In the divestiture, all IT assets (including personnel resources) were included in the sale, so I recruited a team comprised of the hardest working and brightest from the existing department to join me in a new venture. In only 120 days, these employees successfully built an entirely new information technology environment capable of supporting Energen's ongoing operations."



MIKE ROWELL

SENIOR VICE PRESIDENT, STRATEGIC INNOVATION AND CHIEF INFORMATION OFFICER, ALFA INSURANCE

He is currently responsible for several business development activities, including product development and business intelligence. He was instrumental in forming the business intelligence department at Alfa.

SUCCESS STORY

"I was asked to step in midstream on Alfa's LIFT project. LIFT was a massive conversion of our Policy, Claims and Billing Centers into the Guidewire. This system allowed us to combine sixteen legacy systems creating a more unified approach. This project was estimated at three years and over \$120 million to complete. At the time of the release, we were on time and there were over 1 million man-hours committed to the project. This was a tremendous achievement for not only our IT staff, but the entire company."



RUSTY YEAGER

SENIOR VICE PRESIDENT AND CHIEF INFORMATION OFFICER, ENCOMPASS HEALTH (EHC)

He has more than 25 years of health care information technology experience and over 17 years of increasing responsibilities in information technology leadership at Encompass Health.

SUCCESS STORY

"Led the company's digital transformation by designing and deploying a Post-Acute Electronic Medical Record at our Hospitals; we call the system ACE IT (Advancing Clinical Excellence through Information Technology). The project transformed our Hospitals from completely paper based to a completely electronic workflow and documentation system. ACE IT has attained Health Information and Management Systems Society Analytics Stage 6 Certification of their EMR Adoption Model. As of Q4 2017, only a handful of post-acute organizations and only 33.8% of all acute care organizations have achieved this level of adoption. The ACE IT deployment is unrivaled in the Post-Acute care industry."



Congratulations

ON BEING A CIO OF THE YEAR FINALIST
IN THE ALABAMA ORBIE AWARDS




JAMIE ADAMS
CHIEF INFORMATION OFFICER

Thanks for All of Your Hard Work & Dedication!

– YOUR MSPARK FAMILY





The Proven Power of Conviction





At Harbert Management Corporation we are take pride in our team of experienced professionals who perform on the highest levels of excellence every day for our clients.

We congratulate our Chief Information Officer, Jeff Liles, 2019 Finalist for the Alabama CIO of the Year Award. Jeff consistently demonstrates excellence in technology leadership, keeping HMC on the forefront of innovation, information security and industry engagement.

Harbert Management Corporation is an investment management firm focusing on alternative assets. A privately owned firm founded in 1993, HMC serves foundations, endowments, fund of funds, pension funds, financial institutions, insurance companies, family offices, and high net worth individuals across multiple asset classes.

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CIO OF THE YEAR AWARDS

ENTERPRISE FINALISTS

Over \$125 million annual revenue

JAMIE ADAMS
CIO, MSPARK

Adams joined Mspark in 2016 after previously working at The Cliffs and Michelin Corp. At Mspark, she provides executive leadership over IT. She has been named a Premier 100 IT Leader by DG/Computerworld.

SUCCESS STORY
"As CIO at Mspark, my greatest accomplishment was defining and implementing an aligned technology strategy that contributed to 33.5% EBITDA growth within two years. This would not have been possible without strong partnerships with the C-Suite and a high-performance IT team capable of execution. As a CIO, I can define a winning IT strategy, but it takes a winning IT team to execute the strategy. I'm very proud of the IT team at Mspark and the culture of accountability we have created."



CHRISTOPHER DAVIS
EVP & CIO, EXPRESS OIL CHANGE & TIRE ENGINEERS

Davis has worked domestically and internationally to implement ERP, CRM, POS and digital solutions that have been the foundation of corporate growth in Fortune 1000 and retail industry leading companies.

SUCCESS STORY
"My passion is leading technology organizations to enhance the customer experience and, ultimately, to drive organizational success. A key to attain this success has been to build and develop talent with the right expertise. Technical skills are a necessity; however, through my focus on fostering team members' capabilities such as business acumen, communications and collaboration I have created IT leaders that understand and deliver what customers and the business want and need."



CHARLES EVANS
CTO / VP ENGINEERING, COMMAND ALKON

Evans leads the development of new products and technologies, while further enhancing the business value derived from Command Alkon's current suite of world-class products.

SUCCESS STORY
"My primary accomplishment as the CTO of Command Alkon has been to lead a cultural, process and technology transformation enabling Command Alkon to produce On-Premise and SaaS Solutions for the Heavy Building Materials industry and build the premier Supplier Collaboration Platform for Construction's Heavy Work. As a member of the senior executive team, I help make strategic decisions that impact our investments and am responsible for delivering these solutions. This includes leading teams migrating existing solutions into the public cloud and establishing teams and architecture for our new cloud and mobile solutions."



DAWN MARCOVA
VICE PRESIDENT OF INFORMATION TECHNOLOGY, AMERICAN PROMOTIONAL EVENTS INC - DBA TNT FIREWORKS

Marcova is an visionary information systems and technology leader with extensive experience in the management of infrastructure and application development in manufacturing, distribution and consumer products.

SUCCESS STORY
"My greatest success is taking the fire and calming the storm to return order to IT. When I started, I watched my infrastructure team work till 11 pm nightly trying to keep the systems running. The applications team frantically pushed new code into production to fix the perpetual problems. IT was blamed for everything. Today my senior engineers actually take some holidays off, and no one panics. The applications team works on improvements during the busy season which go to production post season. And IT has become a partner with the business, helping to solve new challenges proactively."



JAMEY TAYLOR
CTO, STATESERV / HOSPICELINK

For over a decade, Taylor has provided tech leadership to companies undergoing rapid growth, mergers or acquisitions – including being selected as CTO for the combined company after the StateServ Medical/Hospicelink merger.

SUCCESS STORY
"In 2018, StateServ and Hospicelink announced a partnership that positioned the newly combined company as the leader for Durable Medical Equipment benefit management solutions in the hospice and post-acute care markets. I worked with the Board and leadership to continue as CTO of the newly formed entity and to keep IT leadership in Birmingham. This growth merger has already created over 20 new jobs in Birmingham and half of those are in IT. This is an important event in Birmingham's ongoing story to be a key player in the tech industry and to continue to attract top talent and investment."





filling the GAP

How Birmingham can solve its workforce development challenge

MAY 23, 11:30-1:00 PM, THE FLORENTINE



The third installment in the BBJs Filling the Gap series on workforce development will focus on building an inclusive economy and will feature a conversation with Amy Liu, vice president and director of the Metropolitan Policy Program for Brookings Institution. Liu has worked with metros around the nation and will discuss insights from her experiences, as well as Brookings partnership with the city of Birmingham that will focus on economic inclusivity.



Register now at bbj.com/events!





Congratulations to Kevin Ray, O'Neal Industries' Director of Information Technology for being a nominee for the Alabama CIO of the Year ORBIE Awards.



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CIO OF THE YEAR AWARDS

CORPORATE FINALISTS

Up to \$125 million annual revenue

SATEESH DONTI

VICE PRESIDENT OF INFORMATION SERVICES, MILO'S TEA COMPANY

After working as an architect, Donti switched to software programming – eventually landing at Honda, where he implemented supply chain systems that saved more than \$100 million annually. Now, he's driving operations automation and digital strategy at Milo's.

SUCCESS STORY

"My greatest success in the current role was developing a strategic 3-year IT & IS road map while on the job for less than 3 months. I have spent that three months observing and interviewing employees at all levels and documenting their processes in a transparent way. The road map was spot on to set us in a digital journey to take on big time in the market place head to head with bigger and deeper packet competition. It included developing foundational infrastructure to support systems and services, collaboration tools, and process automation in all areas from HR to Manufacturing."



KEVIN HICKS

VP OF INFORMATION TECHNOLOGY / PRINCIPAL, M. J. HARRIS CONSTRUCTION SERVICES, LLC

Under his guidance, M.J. Harris' technology operations have been recognized by Constructech magazine on eight separate occasions as a tech leader in the industry.

SUCCESS STORY

"My greatest accomplishment are the people I have worked with over the years. Developing people and relationships has been the one thing that I have truly enjoyed the most about my job. It's also the hardest thing to get right. I've come to realize this is something I have to always strive to improve on and I owe it to my team to do just that. There have been ups and downs over the years, but the most fulfilling thing about my job has been seeing my team succeed and helping them along the way."



MATTHEW JAEH

CHIEF TECHNICAL OFFICER, PROCTORU INC.

Jaeh has helped transform ProctorU into a global leader in the online proctoring industry. He has been an innovator in the industry, creating the first unified supervised machine learning proctoring platform that could be used for both live and automated proctoring.

SUCCESS STORY

"Each year we have a time called "Blackout". It happens during the first two weeks of December. Starting in January, we spend the entire year planning for it. During the Blackout, every aspect of our company is stretched to its absolute limit. For the past ten years, my greatest success has been that I have had the pleasure of being a part of this team and getting a front row seat to observe and participate in the successful execution of this event. It is our Super Bowl, and so far we've won every time."



JEFF LILES

CIO, HARBERT MANAGEMENT CORPORATION

Liles, who has 27 years of corporate expertise, has been with Harbert since 2011. He is responsible for global technology initiatives at the company, including network infrastructure, business continuity and more.

SUCCESS STORY

"I am fortunate to work with a team of skilled technologist willing to go the extra mile to ensure our success. We function as a team, not as individuals, and work together to accomplish our goals, resolve issues, and ensure our firm the highest level of IT support. We have been successful in moving a number of legacy systems to cloud based platforms reducing infrastructure and administrative complexity, costs, and improving the user experience. As a result, our IT team is always looking to improve business efficiencies, partner with the business owners and consistently deliver successful projects."



BENJI SAWYER

CIO, SAWYER SOLUTIONS

Sawyer and his father, Ken, started the company in 2011 with a goal of developing a structural inspection software package. In 2013, the company expanded to provide managed IT services and subsequently moved to Alabama.

SUCCESS STORY

"I helped lead the company to the Silver Award for Alabama Small Business of the Year for 2018 from the Alabama Chamber of Commerce Association. This success demonstrated my leadership and our team effectiveness at promoting growth and excellent service to our clients and community."



CIO OF THE YEAR AWARDS

LEADERSHIP AWARD - B. SCOTT MCGLAUN

McGlaun A servant leader in Bham's tech scene

When Devon Laney and the team at Innovation Depot were laying the groundwork for the Velocity Accelerator Program, he knew they'd need some champions in the corporate world.

He also had no doubt that Blue Cross and Blue Shield of Alabama's Scott McGlaun would be one of those champions.

"He was instrumental in helping us launch Velocity," Laney said, noting that McGlaun provided key leadership for the strategy around launching the accelerator and creating the funding model that is used to invest in the emerging companies.

But playing a key role in the launch of Velocity is only one of many times when McGlaun has taken on a leadership role in Birmingham's technology and innovation scene.

He's been a longtime leader and board member at Innovation Depot. He's played an integral role at Tech-Birmingham. He's led by example in the effort to get the Magic City's corporate giants better connected with the local startup ecosystem. And he's highly active with TechBridge, which debuted in Alabama five years ago and helps nonprofits adopt and leverage technology.

Those are among the many reasons why McGlaun is being honored with the Leadership Award at the 2019 Orbie Alabama CIO of the Year Awards.

Colleagues say McGlaun has a servant leadership mentality that makes him a huge asset to any organization, from his employer to the many nonprofits he has shaped with his leadership and volunteer efforts.

"He is such a selfless leader. He is always more con-



B. SCOTT MCGLAUN

cerned about how he can be used to help the organization or individual achieve the goals they are looking to accomplish," Laney said. "He will sit down and listen to you and then ask, 'how can I help you?'" That's such a refreshing quality from a leader of his stature."

The collaborative style that has made McGlaun a favorite among the organizations he partners with is one he carries over to his role leading the technology operations of Blue Cross – particularly when his team rolls out changes or new systems for the insurer and its employees.

"The cornerstone is never do anything alone, meaning we must always partner with business unit colleagues in our adoption and leverage of technology," McGlaun said.

McGlaun said leadership in the technology world requires strong relationships – especially in a world where innovation is happening faster and the barriers of entry are lower.

For C-level technology executives, McGlaun said it's also important to know when to get out of the way.

"We have so many talented managers and associates at Blue Cross; I sometimes can't get out of their way fast enough. Business moves fast, and we need to move faster," he said about what he views as the biggest challenge for technology leaders.

While knowing when to defer to his team is paramount

in his role at Blue Cross, community colleagues say one of McGlaun's defining traits is how he steps up to the challenges and opportunities that come along.

Jason Williams, executive director of the Aspire Movement, has seen it firsthand, particularly with McGlaun's involvement in TechBridge.

"People always ask me what's the biggest thing about Scott and his leadership. He's trustworthy. It's his integrity," Williams said. "I've seen it over a seven-year span."

Williams said McGlaun has a unique ability to maximize and leverage all of his networks and relationships for the good of the community and for others.

"As somebody who works at a very high level in the business community, he has a passion for bringing that technology to the local nonprofit community," Williams said.

He said the typical nonprofit is about 10 years behind the curve when it comes to having the latest technology.

But through his work with organizations like Tech-Bridge, Williams said McGlaun has had a monumental impact on a number of organizations to close that gap and boost efficiency.

"We have things we simply wouldn't have if it wouldn't have been for his advocacy," Williams said.

Ultimately, Laney and Williams said McGlaun's servant leadership style shines through because he's the type of leader who asks how he can help, rather than explains how he can help.

"It's a subtle difference," Laney said, but it's one that makes him stand out in a field of talented technology leaders.



Congratulations

to all nominees and winners!

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CIO OF THE YEAR AWARDS

NONPROFIT/PUBLIC SECTOR FINALISTS

Government, healthcare, education & not-for-profit

SRIKANTH KARRA

CIO, JEFFERSON COUNTY COMMISSION

With over 24 years of experience, Karra has attained an extensive background within the public sector, health care, supply chain retail, banking and brokerage industries. He served as CIO for the city of Birmingham prior to joining the county.

SUCCESS STORY

"During my tenure as CIO at City of Birmingham, under Mayor's leadership, my team and I have initiated and implemented the first ever Open Data Policy and Public Portal in the State of Alabama in a span of 6 months from initiation to completion. We formulated Data Governance Team in identifying the data sets that would be helpful for public consumption and to share the data. The initiative and the implementation process was a great learning experience as we collaborated with Bloomberg Foundation and partnered with What Works Cities and Sunlight Foundation in helping us develop the Open Data Policy."



SCOTT LINDLEY

CHIEF INFORMATION OFFICER, MAX CREDIT UNION

Lindley has worked with MAX since 2011. Colleagues say changes he has made in digital banking and CRM have saved the credit union over \$1 million a year while delivering a better product and service.

SUCCESS STORY

"Developing a team that is dedicated to finding ways to provide MAX Credit Union members with cutting-edge technology and making Cyber Security top-of-mind for all employees has been some of my greatest successes as CIO. I want to make sure that MAX has a diverse and inclusive organization. I continue to promote mentoring within the organization. I am very passionate about mentoring, as my success in the industry can really be directly correlated to the mentoring that I received from my first management position at a not-for-profit credit union. I promote awareness training and creating a culture of learning."



MICHAEL NORTHRUP

SVP-CIO, AMERICA'S FIRST FCU

Northrup's IT career started at South Central Bell and has seen him play an integral role in a number of major organizations. At America's First, he has advanced from VP of IT to senior vice president-CIO.

SUCCESS STORY

"As a leader in IT, I have learned that if you can measure it you can improve it. At America's First I have work to implement Service Level Agreements (SLAs) and specific measurements to improve service. Specifically, IT implemented an SLA for work orders that took our SLA performance from 90% to over 99% in just 2 years. Metrics for our Call Center have reduced abandoned calls, provided for employee incentives and improved service. I believe obtaining, analyzing and acting upon meaningful metrics based on facts and quality data allows for improvements."



JIM PURCELL

SECRETARY OF IT / CIO, STATE OF ALABAMA, OFFICE OF INFORMATION TECHNOLOGY

He leads the state's information technology policy, planning and governance efforts. He is also responsible for all aspects of the Office of Information Technology and its services across the state of Alabama.

SUCCESS STORY

"I am proud of the momentum I have built within a once failing organization to (drive our workers to) serve the agencies of the state. Culture can be a hard thing to implement anywhere, but it is especially difficult in public service. Creating an engaged workforce has required me to use all of the leadership training and experience I have gathered in my career. The team I have recruited and developed trust each other and hold each other responsible for excellence. The results of these efforts are extremely rewarding and make this the most fun job I have ever had."



BOB SARNECKI

CIO, CHILDREN'S OF ALABAMA

His background includes several IT leadership roles, project management, applications development, management consulting, data analytics and database design -- with heavy experience in health care.

SUCCESS STORY

"I think the greatest success I have enjoyed at COA is seeing how the emphasis on empowerment of smaller, self-directed work groups, a focus on relationships and communications, collaboration between strong, analytical thinkers and a mission that reminds us that "we are here for the kids" could dramatically change an IT organization. Belief that IT people are stronger contributors, and -- if given the education, tools and empowered to be self-directed -- can create agility in the Department and promote wide-scale change throughout the organization."



CIO OF THE YEAR AWARDS

KEYNOTE SPEAKER: H. JAMES DALLASHICK

Why it's critical to embrace change in tech

By Cary Estes

H. James Dallas says people need to become comfortable driving on the opposite side of the road, no matter how disconcerting it might seem.

During a recent overseas trip, the former Chief Information Officer at Georgia-Pacific Corp. and executive at Medtronic Inc. found himself driving in a country where cars travel in the left lane instead of the right. Dallas readily admits the experience initially "freaked me out."

"All of a sudden I had to go against everything that felt natural," Dallas says. "That's how people normally react to radical change. At that point, it's about what are you willing to unlearn, and then learn over in a new way."

Dallas says that concept should be applied to businesses as well, especially when it comes to dealing with the rapid changes of the digital age. He notes that several tremendously successful companies of the 20th century suddenly collapsed in the 21st because they were not willing to handle the transformation taking place around them.

"Blockbuster could have been Netflix. Sears could have been Amazon," Dallas says, citing two examples. "Why didn't Sears become Amazon? Sears had the catalogue and the distribution. Amazon basically took the catalogue and put it online. Why didn't Sears do that?"

"These were smart people. Very successful people. But there's a phenomenon in digital that's causing smart people to wake up dumb. Because your knowledge no longer applies. So how do you keep your knowledge contemporary, and are you willing to go back to ground zero? As a leader you have to be willing to reinvent yourself. Those companies weren't willing to reinvent themselves. They rested on their success too long."

This, Dallas says, is where people come in, particularly the CIO. He recommends that the "I" in that abbreviation actually should stand for "Influence," because it is the CIO's role to influence executives to constantly move in the direction of what's best for the customer instead of what's easiest for the company.

"The CIO has to look at things more outside-in than inside-out. It needs to be people first and technology second," Dallas says. "For the most part, all companies have access to the same technology and manufacturing tools. But the tool does not make the craftsman, just like the cookbook does not make the chef."

"It's the CIO's role to educate and influence. You have to make the companies be aware. Because the CIOs are living the technology, but they also have to influence people to go through the change. Most successful executives and board members are older, and now all of a sudden they're having to unlearn things."

"So how do you get everybody aligned around what the company needs to do to move forward, and then be agile enough to make the necessary adjustments? That's the fundamental thing that has changed in the increasing importance of the CIO's role. Because a lot of the technology is the same for all companies. But how do you get the organizational alignment where you can make a decision, then go out and successfully execute it so your business can use it for a competitive advantage?"

These are some of the lessons Dallas has learned from spending more than 30 years in various general management and business operations roles. He began his career as an internal auditor for C&S National Bank in Atlanta, followed by 22 years at Georgia-Pacific. In 2006, Dallas joined Medtronic, a global medical technology company, where he remained until 2013.

He currently is president of James Dallas & Associates, a consulting firm that works with businesses on the organizational alignment needed to successfully implement change. The key, he says, is bridging the gap between strat-



egy and execution.

"I've found that very few organizations have the wrong strategy. They just don't execute it well," Dallas says. "So I focus on the knowing-doing gap. A lot of organizations know what they need to do, but they just can't do it."

People who have worked with Dallas say he has the ability to take complex strategies and break them down in a way that makes it easier for a company to understand and implement.

"His approach to organizational change and major systems changes is proven and practical, and he does a really good job communicating it," says Sandy Cutler, retired chairman and CEO of Eaton Corporation who has worked with Dallas on the board of KeyCorp. "He is very insightful, especially about the relevancy of information systems and how they really have the potential to change the effectiveness of the organization."

Lorinda Burgess witnessed this ability firsthand when she worked for Dallas at Medtronic. She says he understands the importance not only of having good ideas, but of being able to put those ideas into action.

"He wasn't one of those people who just said, 'Make it happen.' He really got his hands into the details," says Burgess, vice president of finance at Medtronic. "He was there side-by-side with the employees, and working with the customers to make sure they knew where we were going. For a CIO, that's important."

"When you're trying to change your systems and technology, there's a level of management and leadership that's needed. You have to understand what that means to everyone in the chain. He did a nice job of understanding the situation so he could lead people through the change."

Throughout his career, Dallas managed 10 transformation and turnaround initiatives, and 15 acquisition integrations. In every case, Dallas says it was important to embrace the change taking place. In other words, to be willing to drive on the opposite side of the road.

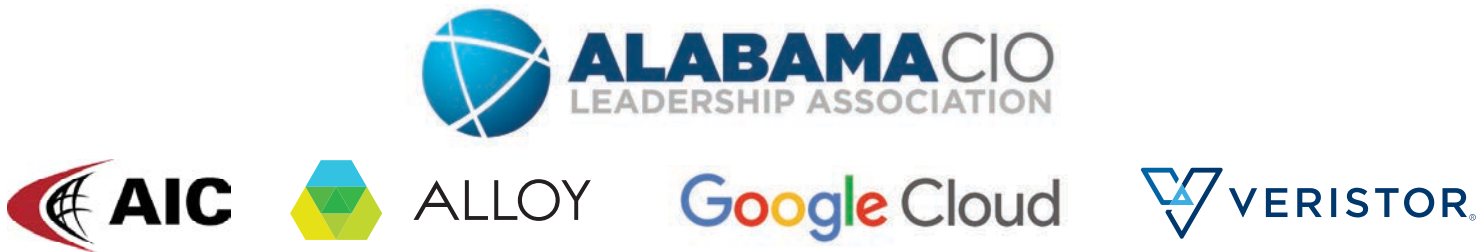
"Disruption and change rarely ever come out of left-field and knock you out," Dallas says. "It usually starts out as a small blip on the radar screen and slowly gets bigger. It continues to grow, and then -- if you're not ready for it or handling it correctly -- it knocks you out."

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