The Digital Solutions Gallery

** December 8, 2022**

“Attacking The People Imperative”

The Tenth In Our 2022 Ten-Event Series
“Developing Our Potential For 2025”
Welcome!

The Digital Solutions Gallery is a peer-to-peer senior executive program organized around collaborative learning, problem-solving and trust-based relationship building across all organizations within this collective community.

The Digital Solutions Gallery is open to practicing digital executives and other senior leaders responsible for delivering digital solutions.
As Always,...

Thanks Once Again To Our Sponsoring Partners For This Session
No Surprises Here!!

***

Workforce Concerns Remain Front And Center!
“Attracting and retaining talent is the main consideration within the workforce sphere — 15% of senior executives, up from 8% last year, cited it as one of their top-three overall concerns.”

- Gartner (4/22/22)
“Concerns”? That begs the question, “Are you ‘concerned’ enough to then do something about it?”

Vincent Van Gogh, “Old Man In Sorrow”
That Begins With Understanding The Conditions And Issues Causing This Resource Shortage.
It then moves to figuring out an effective strategy for capturing the right mix of talent for the right circumstances.
Even as the initial effects of the pandemic begin to ease in many of the world’s major economies, skill gaps still exist today that threaten many organizations.

Improved job prospects, new skill needs and requirements, as well changing employee expectations all threaten to reduce our availability of critical skills and capabilities in the near-term future.

Effective plans must be developed to respond.
But what should those plans look like?

We are going to help you with all of that this morning.
As we close out 2022, it is now important for us as senior leaders to sharpen our focus on what lies ahead in 2023 and beyond. It is a complex scenario. As we consider a post-pandemic future, and simultaneously envision emerging opportunities within the evolving digital landscape, a common component within both is the challenge of maintaining and growing a diverse, effective and sustainable workforce.

This issue – and need – has now remained a recurring top tier concern amongst on-their-game IT executives for many recent years. There is no doubt it will continue as such for years to come. We need to attack this issue in a coordinated, directed and educated way.

Join futurist Thornton May and a host of noted executives for a lively discussion on how to effectively and insightfully transition this concern into an inherent strength.

Mr. Thornton May
Internationaly Acclaimed IT Futurist
Program Co-Founder

Mr. Doug Robinson
Executive Director,
National Assn. Of State CIOs (NASCIO)

Mr. Mike McSally
Noted People & Ops Leader
Former VP of Strategic Ops;
Allegis Group
Today As We Discuss Managing The Human Side, Be Listening For Key Considerations. They Can Help Guide Your Thinking And Your Own Ultimate Response.
As Always, Our Session Objectives

1. **Learn Stuff!!!** Listen For Personally Relate-able Examples Of What Has Just Been Described…Both Today And In Our Preceding Sessions

2. **Look For Opportunities To Apply And Leverage** Those Examples And Learnings Within Your Own Settings

3. **Do Stuff!!!** Make The Personal Commitment To Follow Through And Act On What You Have Learned

4. **Share Your Stories** With The Rest Of Us (…Both Highs and Lows…) So That We Can All Continue To Learn Together
SPECIALIZED IT STAFFING
The right people. The right way. Right now.

THE STAFFORD PROVEN PROCESS

Understanding the Need
- Verify the requirement
- Define the why behind the what
- Navigate the details

Leveraging Our Network
- Build relationships
- Deep bench of specialists
- Web of recruiting resources

Matching Your Why
- Present qualified candidates
- Who fit your culture
- Confirm the commitment

Consistent Communication
- Throughout the process
- And after the placement
- Ongoing quality check-up
- Continuous feedback loop

Provide technology solutions through people

STAFFORD TECHNOLOGY GUARANTEE
www.stafford-technology.com
We'll make it right.

CONTACT US AT info@stafford-technology.com or call 614-973-6027

Lisa K. Kagy (She, Her, Hers)
Account Manager
Stafford Technology
400 W. Wilson Bridge Rd., Suite 130
Worthington, Ohio 43085
614-634-2268 – (Mobile: call/text)
Introducing Our Program Co-Founder and Noted IT Futurist.....
“Attacking the People Imperative”
Labor Shortages EVERYWHERE

6 mm acres not getting planted

20% of produce not getting picked

Beth Ford, Land O’Lakes CEO

2.5 mm farm worker shortage

Squawk Box [6 DEC 2022]
The US Has a Bomb-Sniffing Dog Shortage

By Lily Hay Newman

Finding high-quality detection canines is hard enough—and the pandemic only made matters worse.
Labor Shortages EVERYWHERE

Today [2 DEC 2022]

Trending:
There is a nationwide Santa shortage for the 2022 holiday season

By Jessica Goodman, Cox Media Group National Content Desk
December 03, 2022 at 5:49 pm PST
There are Lots of Interesting People

Saying Interesting Things
My Opening Question to You

Where Do You Go to Get Smart about People?

Galleria dei Candelabri Vatican

Please Post Your Responses in the Chat Room
Where Do You Go to Get Smart about People?

Books / Academics/Universities

Consultancies

Think Tanks

Government Agencies

Media / Magazines

Podcasts

TV Shows

SOLUTION PARTNERS

Trade Associations

Peers

Practitioners
Where Do You Go to Get Smart about People?

600 people, $110+MM Budget

https://www.sparksandhoney.com/culture-briefing
Critical Ignoring as a Core Competence for Digital Citizens

Anastasia Kozyreva, Sam Wineburg, Stephan Lewandowsky, and Ralph Hertwig

Abstract
Low-quality and misleading information online can hijack people’s attention, often by evoking curiosity, outrage, or anger. Restoring certain types of information and actors online requires people to adopt new mental habits that help them avoid being tempted by attention-grabbing and potentially harmful content. We argue that digital information literacy must include the competence of critical ignoring—choosing what to ignore and where in view of one’s limited attentional capacities. We review three types of cognitive strategies for implementing critical ignoring: self-monitoring, in which one ignores temptations by removing them from one’s digital environment; lateral reading, in which one resists information by leaving the source and verifying its credibility elsewhere online; and the do-not-feed-the-trolls heuristic, which advises one not to reward malicious actors with attention. We argue that these strategies implementing critical ignoring should be part of school curricula on digital information literacy. Teaching the competence of critical ignoring requires a paradigm shift in educators’ thinking, from a sole focus on the power and promise of paying close attention to an additional emphasis on the power of ignoring. Encouraging students and other online users to embrace critical ignoring can empower them to shield themselves from the excesses, traps, and information disorders of today’s attention economy.

Keywords
critical ignoring, deliberate ignoring, lateral reading, online environments, digital information literacy, critical thinking, information management

1Center for Adaptive Rationality, Max Planck Institute for Human Development, Berlin, Germany
2Graduate School of Journalism, Stanford University
3School of Psychological Science, University of Western Australia
4School of Psychological Science, University of Western Australia
5Department of Psychology, University of Fonician
Everyone Agrees

The “People Process” Is BROKEN

Sam Kinison, https://www.youtube.com/watch?v=P0q4o58pKwA
25 years ago
McKinsey introduced
the term
“Talent War”
Is the Talent Problem Worse Today than it has ever been? Since when you began your career?

Please post your Response in chat
The Black Plague
1347 to 1351,
killed between
30% and 60%
of all Europeans

“Many a fine, noble estate / Lay idle without those to work it,”
wrote the poet and composer Guillaume de Machaut,
who weathered the plague by hiding locked up in his tower

There were no people to do the work
[Demographic Collapse]

https://www.science.org/content/article/black-death-fatal-flu-past-pandemics-show-why-people-margins-suffer-most
There are ENOUGH People!
Historically, Talent wasn’t such a big deal

Between the birth of Jesus & the beginning of the eighteenth century,

the living standard of an average person

rose by barely one third—1.5 percent every 100 years.

https://www.foreignaffairs.com/reviews/boom-and-bust?check_logged_in=1
In Today’s Economy, Talent Matters More

The costs/penalties associated with talent mismanagement are exponentialized
The $8.5 Trillion Talent Shortage

By 2030, more than 85 million jobs could go unfilled because there aren’t enough skilled people to take them.

https://www.kornferry.com/insights/this-week-in-leadership/talent-crunch-future-of-work
Some People Blame HR

Why We Hate HR

In a knowledge economy, companies with the best talent win. And finding, nurturing, and developing that talent should be one of the most important tasks in a corporation. So why does human resources do such a bad job — and how can we fix it?
There is a Disconnect between what people think regarding the role of HR
Eudaimonia is a Greek word that doesn’t have a direct translation in English. Sometimes it is translated simply as happiness, but this can be misleading and a closer translation would be “flourishing” or perhaps “well-being”. Flourishing is best understood by thinking about plants. When a plant has good soil, enough sunlight, and water, it is full of life, grows stronger, and reaches its full potential. When these conditions are not met, the plant’s growth is stunted.
Tweaking HR is not going to solve the problem

HR is not fit for purpose.

Lucy Adams
HR Disrupted. It's time for something different

Garbage "truck" in Capri [Sept 2022]
Some People Blame “The Market”
“I think there is a skills mismatch in this country.”

Joe Kernen, Squawk Box (22 NOV 2022)
I think the problem is more foundational
“I think there is a whole lot of terrible leadership/management in the world today”

Thornton May, Futurist
“How can you call yourself a leader if you don’t know what your followers are thinking?”
A Great Deal of “Talent Agita” is directly due to a disconnect between leadership & worker
Soviet Workers have an aphorism

“They pretend to pay us, We pretend to work”
The Foxconn Debacle

Dying for an iPhone

APPLE, FOXCONN, AND THE LIVES OF CHINA’S WORKERS

Jenny Chan, Mark Selden and Pun Ngai

December 2022
Employees Can Be Trusted

Employees Can’t Be Trusted

Winslow Homer, *The Gulf Stream*, 1899
EVERY executive has a friend who knows a colleague who has an acquaintance enjoying a six figure plus salary while they essentially ski in Idaho, snorkel in Bali or sip margaritas in Tulum, Mexico.

https://www.wired.co.uk/article/digital-nomads-mexico
We have a Productivity & Performance Measurement Problem

In a recent survey of > 20,000 people, Microsoft found that 87% of employees say they are productive at work, while only 12% of leaders have confidence that their workers are being productive.

CIOs need to put in place a performance management system that prevents slackers from abusing the system while at the same time stimulating the better angels of an employee’s creativity and work ethic.
Pay Transparency

Outcome Transparency

Bloomberg Markets [6 DEC 2022]
Elon is a special child

When Elon Musk's personal assistant, Mary Beth Brown asked for a raise in 2014, he told her to take 2 weeks off work so he could see how valuable she really was. After the 2 weeks he decided she was indispensable.
The Path Forward is Confusing

Magdalena Abakanowicz, *Agora* [Grant Park 2004-2006]
And Now the Real Experts....

https://open.spotify.com/episode/6iJF8li6s9T1clddjxKxz?si=l8dSzw05Qs2qrGc3vDTiQQ
DIGITAL EXPERIENCE
Digital experience is no longer a nice-to-have. Today’s brands must deliver human-centered, tech-fueled experiences at scale to defend their markets and transform their businesses.

DATA ANALYTICS AND INSIGHTS
Make decisions, not guesses. We do more than just collect data. We help you make sense of it and act on it intelligently.

CLOUD ENABLEMENT
You don’t need a cloud-first strategy; you need a cloud-smart strategy. The benefits of cloud scalability and flexibility help retailers address demand spikes, avoid e-commerce site crashes or outages, and ensure customers receive the best experience.

CUSTOMER EXPERIENCE
PREDICTIVE AND PRESCRIPTIVE INSIGHTS
OMNICHANNEL
AUTOMATION AND AI/ML
EXPERIENTIAL ENGAGEMENT
Mr. Mike McSally
Noted People & Ops Leader
Former VP of Strategic Ops; Allegis Group
We help clients drive digital transformation

Our expertise

Modern Workplace
Create a productive, flexible and secure workplace.

Modern Apps
Create new product experiences and transform legacy applications to drive increased business value.

Modern Infrastructure
Architect and modernize multicloud and networking solutions to drive business transformation.

Intelligent Edge
Gather and utilize data in the most efficient way possible to enable real-time decision-making and affect pivotal outcomes.

Data and AI
Leverage analytics and AI to transform business operations and user experiences.

Cybersecurity
Mitigate risks and secure business assets.

Our services

Consulting Services
Create competitive advantage and improve operations by aligning business goals to IT and product strategies.

Hardware, Software and Lifecycle Services
Simplify supply chain and streamline costs across the global hardware and software lifecycle.

Managed Services
Eliminate business disruption and strategically align resources.
Mr. Doug Robinson
Executive Director,
National Assn. Of State CIOs (NASCIO)
OSU Digital Solutions Gallery
December 8, 2022

Doug Robinson, Executive Director
@NASCIO
Increased state revenues = increased IT spending? Federal **$1B State and Local Cybersecurity Improvement Grant** funds - $185M in FY22; $400M in FY23

Focus on digital government services: improved citizen experience, citizen-centric design, security, automation, citizen identity management

5R challenges of state IT workforce: recruitment, retention, reskilling, retirements, resignations - a crisis with cybersecurity positions

Elevated cyber threats, nation state and criminal attacks, benefits fraud; focus on whole-of-state cybersecurity resilience, growth in chief privacy officers

Prioritizing IT and application modernization, accelerated deployment, cloud migration, X-as-a-Service; addressing technical debt is difficult

36 gubernatorial elections in 2022. Impact of transitions on CIO leadership continuity?
<table>
<thead>
<tr>
<th>Rank</th>
<th>Priority</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cybersecurity and Risk Management</td>
<td>#1 for nine consecutive years. On the top ten list since 2006</td>
</tr>
<tr>
<td>2</td>
<td>Digital Government/Digital Services</td>
<td>Steadily moving up the list. Pandemic impact</td>
</tr>
<tr>
<td>3</td>
<td>Broadband/Wireless Connectivity</td>
<td>#4 in 2021 - on/off list for a decade. Pandemic impact</td>
</tr>
<tr>
<td>4</td>
<td>Cloud Services</td>
<td>Major force of change. In top three since 2013</td>
</tr>
<tr>
<td>5</td>
<td>Legacy modernization</td>
<td>Pandemic impact! On the list since 2011</td>
</tr>
<tr>
<td>6</td>
<td>Identity and Access Management</td>
<td>New to the list in 2021. Enables digital services</td>
</tr>
<tr>
<td>7</td>
<td>Workforce</td>
<td>A continuing priority. Back on the list</td>
</tr>
<tr>
<td>8</td>
<td>Enterprise Architecture: governance</td>
<td>New to the list in 2022</td>
</tr>
<tr>
<td>9</td>
<td>Data and Information Management</td>
<td>On the list since 2016</td>
</tr>
<tr>
<td>10</td>
<td>Consolidation/Optimization</td>
<td>CIO priority each year. Frequently #1 since 2007</td>
</tr>
</tbody>
</table>
Rank the top five business processes, practices or investment changes that you believe will continue post COVID-19 pandemic?

<table>
<thead>
<tr>
<th>#1</th>
<th>#2</th>
<th>#3</th>
<th>#4</th>
<th>#5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased attention on digital government services/citizen experience</td>
<td>Increased priority and investment in legacy modernization</td>
<td>Investments in broadband expansion/adoptions</td>
<td>Expanded work from home/remote work options</td>
<td>Expanded use of collaboration platforms/remote meetings</td>
</tr>
</tbody>
</table>

#1 in 2021  #2 in 2020  #3 in 2021  #4 in 2021  #5 in 2020
How is the CIO organization moving to deliver services to agencies within the next two years?

- **56%** Consolidation of infrastructure
- **54%** Centralization of IT project management and oversight under the CIO organization
- **48%** Consolidation of services (e.g., help desk, training etc.)
- **38%** Consolidation of applications
- **31%** Responsibility for technology procurement within the CIO organization
“Workforce is the single largest challenge any leader faces and getting the workforce component right is the make / break success of the CIO.”

-State CIO
What major challenges do you face in meeting demand for digital services?

- 63% capability constraints to deliver/implement digital services
- 43% lack of internal willingness to take risks or embrace innovation
- 41% lack of strategy and vision to implement
- 37% lack of resources
- 35% lack of technology
- 31% lack of budget
- 22% lack of training
- 22% lack of leadership

NASCIO
Representing Chief Information Officers of the States
What strategies and tactics has your state used in attracting and retaining a highly qualified IT workforce?

<table>
<thead>
<tr>
<th>Strategy</th>
<th>2022</th>
<th>2019</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting non-salary benefits like greater stability and diversity of experience</td>
<td>76%</td>
<td>73%</td>
<td>71%</td>
</tr>
<tr>
<td>Expanding flexible / remote work</td>
<td>73%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Building talent pipelines (e.g., partnering with local colleges / universities / technical schools)</td>
<td>71%</td>
<td>44%</td>
<td>29%</td>
</tr>
<tr>
<td>Call to public service</td>
<td>65%</td>
<td>67%</td>
<td>71%</td>
</tr>
<tr>
<td>Modifying job pre-requisites (e.g. education requirements)</td>
<td>57%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Besides increased compensation, what **single action** should be implemented that would be the most impactful in recruiting and retaining the future IT workforce in your state?

<table>
<thead>
<tr>
<th>Action</th>
<th>2022</th>
<th>2019</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reskilling current employees to meet modern IT demands</td>
<td>35%</td>
<td>25%</td>
<td>N / A</td>
</tr>
<tr>
<td>Aligning IT job titles, classifications and descriptions more closely to the private sector</td>
<td>31%</td>
<td>33%</td>
<td>31%</td>
</tr>
<tr>
<td>Increasing remote work options</td>
<td>18%</td>
<td>N / A</td>
<td>N / A</td>
</tr>
<tr>
<td>Expanding flexible work schedules</td>
<td>8%</td>
<td>N / A</td>
<td>N / A</td>
</tr>
<tr>
<td>Streamlining the hiring process and reducing time to hire</td>
<td>6%</td>
<td>14%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Cyber talent a top barrier for state CISOs

Inadequate availability of cybersecurity professionals is among the top five barriers that CISOs cite

<table>
<thead>
<tr>
<th>2020</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01</strong> Lack of sufficient cybersecurity budget (46%)</td>
<td><strong>01</strong> Legacy infrastructure and solutions to support emerging threats (52%)</td>
</tr>
<tr>
<td><strong>02</strong> Inadequate cybersecurity staffing (42%)</td>
<td><strong>02</strong> Inadequate availability of cybersecurity professionals (50%)</td>
</tr>
<tr>
<td><strong>03</strong> Legacy infrastructure and solutions to support emerging threats (34%)</td>
<td><strong>03</strong> Inadequate cybersecurity staffing (46%)</td>
</tr>
<tr>
<td><strong>04</strong> Inadequate availability of cybersecurity professionals (28%)</td>
<td><strong>04</strong> Decentralized IT and security infrastructure and operations (38%)</td>
</tr>
<tr>
<td><strong>05</strong> Lack of dedicated cybersecurity budget (28%)</td>
<td><strong>05</strong> Increasing sophistication of threats (29%)</td>
</tr>
</tbody>
</table>
Despite CISOs’ growing responsibilities and the increasing sophistication of technology and threats, headcounts for state cybersecurity professionals remain about the same as 2020.

- Over 60 percent of state CISOs report gaps in competencies among their staff.
- Outsourcing is on the rise, especially within the security operations center (SOC).
Head counts for state cybersecurity professionals haven’t changed much since 2020

Enterprise security office

- 16% (2020) vs 12% (2022)
- 30% (2020) vs 27% (2022)
- 25% (2020) vs 25% (2022)
- 20% (2020) vs 17% (2022)
- 16% (2020) vs 17% (2022)
- 0% (2020) vs 2% (2022)

State agencies (excluding the enterprise security office)

- 1-5 full-time equivalents
  - 16% (2020) vs 17% (2022)
- 6-15 full-time equivalents
  - 13% (2020) vs 22% (2022)
- 16-25 full-time equivalents
  - 14% (2020) vs 12% (2022)
- 26-50 full-time equivalents
  - 18% (2020) vs 19% (2022)
- >51 full-time equivalents
  - 16% (2020) vs 13% (2022)

Not applicable/don’t know

- 10% (2020) vs 25% (2022)

Other (such as part-time professionals)

- 2% (2020) vs 0% (2022)
The time taken to hire talent is delaying the process and putting states at a disadvantage

- Entry-level
- Mid-level
- Director-level

- <30 days: 4%, 2%, 0%
- 1-3 months: 48%, 25%, 17%
- 3-6 months: 50%, 31%, 31%
- >6 months: 46%, 21%, 12%
Are states appealing to the new generation of tech workers?

The top factors to attract and retain talent include the opportunity to serve the public, job stability, and a retirement plan.

- **Opportunity to serve and contribute to your state**
  - 2018: 53%
  - 2020: 56%
  - 2022: 54%

- **Job stability**
  - 2018: 41%
  - 2020: 52%
  - 2022: 46%

- **Pension/retirement plan**
  - 2018: 37%
  - 2020: 28%
  - 2022: 35%
Only 25% of states reported offering remote work as a way to attract cybersecurity talent.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highlight greater stability, with less nonvoluntary turnover than in the private sector</td>
<td>40%</td>
</tr>
<tr>
<td>Promote nonsalary benefits</td>
<td>37%</td>
</tr>
<tr>
<td>Cross-train and develop state IT workforce</td>
<td>33%</td>
</tr>
<tr>
<td>Cybersecurity internship programs</td>
<td>31%</td>
</tr>
<tr>
<td>Active use of social media</td>
<td>27%</td>
</tr>
<tr>
<td>Flexible work location/remote within the state</td>
<td>25%</td>
</tr>
<tr>
<td>Relationship with state universities and faculty</td>
<td>17%</td>
</tr>
</tbody>
</table>
Looking to the Future

- Evolving CIO operating model: less owner-operator and more outsourcing and managed services
- Investing in skills transformation, adaptation
- Sustaining the remote work environment? Flexibility?
- Declining applicant pool – less candidates
- More expansive DEI initiatives
Resource Center at NASCIO.org
THANK YOU
We All Want to be One of the Best Places to Work
With the Best and Happiest Employees

EMPLOYEE OF THE MONTH

AKEEM

FOR OUTSTANDING PERFORMANCE ON EFFORT
But Every Employee is Not Engaged or Feels the Same

Sometimes I feel that I have the worst job in the world!

Ya...right!
“To be competitive in the market, you have to constantly keep track of customer expectations and make sure they are delivering value. This is forever challenging because the expectations are constantly increasing.”

Barbara Kahn
The Shopping Revolution
Introducing The Employee Experience Matrix

Organizational Benefits

**Growth** – personal and professional development; learning; recognition; feedback; mentorship; innovation; challenge; physical and mental wellness

Employee Experience

**Relationship** – feeling of belonging/inclusion; 360 degree; culture of appreciation/gratitude; respect; aligned purpose and values; integrity; citizenship

Security – fiscal and physical (safety); benefits; risk posture; life stage

Convenience – flexibility (physical and virtual); independence; location; amenities
The Digital Solutions Gallery

“Digital Solutions Gallery Virtual Keynote Session”
December 8, 2022
10:00am ET – 11:30am ET

“Attacking The People Imperative”

STAFFORD TECHNOLOGY

THANK YOU

The Ohio State University
College of Engineering
More Great Speakers
Insights, Advice & Learning

The Digital Solutions Gallery
What To Expect in 2023

Live, In-Person & Virtual Sessions