The Digital Solutions Gallery

Now In Its 20th Year

**February 23, 2023**

“Un-Cancelling The Future”

The First In Our 2023 Six-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.

Now in its 20th successful year, the **Digital Solutions Gallery** is open to all practicing digital executives and other senior leaders responsible for delivering digital solutions.
As Always,...

Thanks Once Again To Our Sponsoring Partner For This Session
Nowadays You Can Be Sure That Two Things Really Resonate With On-Their-Game Leaders

1. We Are Living In A Time Of Rapid Un-Precedented Change, and
2. We Need To Keep Pace With Its Associated New Demands In Order To Thrive,...Or Perhaps Even Just Survive.
The Next “Killer Question” Is Right Behind Those Points:

“How Do I Do That?”
It Starts By Knowing We Cannot Go Back To The Familiar Slogging That Wasn’t Getting Us Through The Obstacles We Were Facing Before,...Cancelling Our Future And Prosperity.
It Is Time To Un-Pack Our Pessimisms, And Re-Claim, Re-Imagine, Re-Make And Re-Pack For An Optimistic Future We Can All Strive For.
But What Does That All Look Like?

What Are Our Leadership Roles And Responsibilities?

We are going to help you with all that this morning.
Un-Cancelling the future (UTF) involves first envisioning and then taking the requisite steps associated with creating a brighter, more prosperous and inclusive future. UTF involves both present-proofing (i.e., transcending business-as-usual approaches and immediate pessimisms via root-cause problem solving) and embracing collaborative long-term thinking.

Join futurist Thornton May for a lively discussion with a host of noted executives who have a proven track record of fixing things that are broken while simultaneously empowering employees to reinvent a future that delights stakeholders.

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

Ms. Cheryl Smith
Noted IT Thought Leader
Former Global CIO; McKesson, Verizon, KeySpan, WestJet

Mr. Brian Shield
SVP and CTO; Boston Red Sox and Fenway Sports Management
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
Mr. Thornton May (Our Series Co-Founder And Noted IT Futurist) Will Introduce The Session And Today’s First Showcased Presenter
Un-cancelling the Future

23 FEB 2023
Thornton May
may.807@osu.edu

James Montgomery Flagg
Leslie's Magazine
[15 FEB 1917]
I want to convince you

To Full-Throatedly & w/o Hesitation

Declare...
Is Pregnant with Opportunities
That the Next 12 Months...

Will be the Best 12 months of our lives
I sense skepticism...
As a Futurist...

I Listen to People
As We Entered 2023...

the three words

most frequently used to describe 2023

“uncertainty”

“headwinds,”

& “conservative”
IN uncertain periods, what is the role of the CIO/CDO & Digital/IT teams?

Q1

JOB #1

Un-CANCEL the Future

Get enterprise to
BELIEVE & BEHAVE
As if 2023 is going to be
BETTER than 2022
#1 Pre-Condition for Un-Cancelling the Future

Exogenous Victimhood

Synchronized Fiscal tightening
Fed-spectations; Tech-cession;

Supply chain; pandemic;

Geopolitics – War in Ukraine;

climate disasters; gun violence; crazy politicians]
WHEN LIFE GIVES YOU LEMONS
SLICE THOSE SUCKERS UP AND FIND SOME TEQUILA
The Micro Picture on Macro-Pessimisms
The Future Picture on Macro-Pessimisms

Human Progress

Time

Tim Urban
Visual Metaphor for Leaders in a Cancelled Future

Francisco Goya, “The Straw Manikin” [1791-92]
Silent pessimism
Exhausted resignation

Caroline Durieux, *Despair* 1934.
MACRO Trend

Glass Half-Empty Voices

Have Grabbed the Microphone

I'm so angry I made a sign

With 1000 cuts
The Media Loves Angst

"It behooves Home Depot to be conservative."

Uncertainty, Headwinds & Conservative

Squawk Box [21 FEB 2023]
Media Tends Toward the Darker Side

The Wizard of Oz. (8-10 p.m., TCM) — Transported to a surreal landscape, a young girl kills the first person she meets and then teams up with three strangers to kill again.
The Future has to be something we look forward to vs something we are afraid of
The Cancelled Future

Lack of Imagination

William Gibson believes people have given up on the future:

“All through the 20th century we constantly saw the 21st century invoked....

“How often do you hear anyone invoke the 22nd century? Even saying it is unfamiliar to us. We’ve come to not have a future”. 
What Are People Reading...

Doom Porn

This Way to the End Times
Classic Tales of the Apocalypse

Edited by Robert Silverberg

with stories by
Cormac McCarthy, Sir Arthur Conan Doyle, Robert Silverberg, Brian W. Aldiss, James Tiptree Jr., Jack Vance, John Brunner, and many more
What Are People Reading...

Doom Porn

The Population Bomb

Megathreats

Ten Dangerous Trends That Imperil Our Future, and How to Survive Them
Doom Porn

The Paradox

The cognitive capability that puts us on the top of the food chain [our ability to imagine alternative futures]

The chemical thing that delights us when we are exposed to scary/bad news
What are the sources of uncertainty?

#1 Source of Uncertainty

Ignorance
Best way of coping with Ignorance?

Mastering Knowledge

Be Explicit about Knowledge
What you know
What you don’t know
Greatest Tragedy of the Modern Age

We KNOW How to Create Value With IT...

But We Don’t
Database of 16,000 projects

Only 200 projects were completed on time, on budget & delivered the promised benefits

18% of IT projects have cost over runs of > 50%.
Our Closing Speaker

Brian Shield
SVP/CTO
Boston Red Sox
Our Next Speaker

Cheryl Smith

THE DAY BEFORE
DIGITAL TRANSFORMATION

UNLOCKING DIGITAL TRANSFORMATION FOR BUSINESS LEADERS
Cheryl Smith

Author: The Day Before Digital Transformation
unlocking digital transformation for business leaders

CIO Emeritus:
McKesson Corp.
KeySpan Energy (now National Grid)
WestJet Airlines
VP, Strategic Systems, Verizon
EXPERIENCE HIGHLIGHTS

• Current: Independent Consultant
• 17 years Global CIO for major corporations (McKesson, KeySpan, WestJet, Cendant)
• 3 years CEO telecommunications start-up (utility.net—Broadband over Powerlines)
• 10 years VP of IT (Verizon, Honeywell Federal Systems)
• Prior to corporate IT Leadership positions—Principal, Ernst & Young; Programmer, House Information Systems, US House of Representatives
• Penn State: BA and Master’s Degrees (Thesis: Computers in Public Organizations)

EXPERTISE AREAS

• Building IT infrastructures and application systems
• Leading IT and business operations
• Establishing IT business strategy
• Negotiating $10—500M+ contracts
• Public Relations (financial community, Boards, customers, federal agencies)
• Public Speaking (IT Conferences, Universities, Executive Summits, Expert Witness)

BOARD MEMBERSHIPS:

• Rocket Wagon (IoT experts. Headquarters Chicago)
• Research Board (top 50 corporate CIOs worldwide)
• CIO Institute, UC Berkeley (co-founder)
• Oracle Advisory Board (former)
• IBM Advisory Board (former)
Fun Facts:

1. The CIO as a profession is 42 years old
2. Poor quality software cost U.S. organizations a fortune annually
3. Technology is universal

When we understand the ramifications of these 3 facts, we can change how we re-imagine and remake our not-business-as-usual approach to the future
CIO title created 1981, beginning of Digital Age

*Information Resource Management*: opportunities and strategies for the 1980s

Published 1981

Written by William Synnott, head of Management Information Systems at the Bank of Boston and William Gruber, professor at the MIT School of Management

The term chief information officer (CIO) was coined
1. CIOs have been leading IT for 42 years

What have CIOs learned?

- Some know a lot
- Some don’t even know anything about IT

How do the next generation of CIOs and IT leaders learn?

- Watching, doing/experimenting
- Lots of vendor courses about their products
- Hundreds of conferences (hit or miss to find good ones)
- Few months to become a Project Manager thru PMI

Does it matter?
2. CIOs cost U.S. organizations $2.08T in 2020

Jan. 1, 2021

CISQ
Consortium for Information & Software Quality

Inexperienced (or inept) CIOs cost U.S. organizations a fortune annually
3. Technology is universal

The pace of technology development is universal--always has been, always will be

Feb. 23, 2023
One IT future: Contract out & decentralize the rest

Contract out IT infrastructure and operations and let the business handle the rest. After all:

“IT departments are ill suited to the demands of a digitally-first world.”

“Deploying technology on-time, on budget and meeting the specs—which the partnership model is really designed for—doesn’t correlate with success.”

“...you need to consider the mind-set of the people working in an IT department. Most aren’t doing it because they love manufacturing or insurance or banking. They are doing it because they love tech. In that way, the separate IT department only reinforces that mind-set...

“It made sense in a bygone era, when technology was separate from the business.”

“There’s technology and then there’s the business. But that has it all wrong: These days, the business is the technology and the technology is the business.”

Joe Peppard, Principal Research Scientist, MIT
Nov. 27, 2021.
https://www.wsj.com/articles/get-rid-of-the-it-department-11637605133

‘It’s Time to Get Rid of the IT Department’

“I...here’s the sad fact: having an IT department is exactly what will prevent companies from being innovative, agile, customer-focused and digitally transformed.”
Or...It is time for CIOs to re-imagine and remake their jobs as IT leaders, i.e., IT Transformation

Four critical technology responsibilities that cross all business units and no other team can do expertly (or cares about):

1. Infrastructure & Operations
2. Telecommunications & Networks
3. Information Security & Privacy
4. Data management

How do we learn to be experts in these areas and save U.S. organizations $2T a year, enough to fund all business digital transformation efforts and IT transformation efforts and deliver massive bottom line savings/profits?*

*if we don’t figure this out, our organizations will lose even more than $2T/yr. Imagine rookies doing any of these areas well!!
Do IT Right! (a few examples might help*)

**Infrastructure & Operations**
- Shut stuff down *(Legacy=$520B)*
- Buy don’t build *(Unsuccessful proj=$260B)*
- Keep things simple *(Op failures=$1.56T)*
- Eliminate unforced errors
- Test like it matters *(Technical debt=$1.31T, principal only, calculated separately from $2.08T)*

**Networks**
- Nail the architecture
- Layer network security
- Eliminate unforced errors
- Look at people first

**Information Security & Privacy**
- Keep the old, add the new
- Build it in *(Cyber failures=part of $1.56T)*
- Know the laws and regs
- Learn the tricks of the trade

**Data Management**
- Find it
- Clean it
- Make it (easily) accessible
- Offer tools *(Analytics, ML, AI)*

---

* The Day Before IT Transformation
unlocking best practices for IT leaders
What is the vision for IT Transformation?

Infrastructure as a Service to support internal business applications and digital transformation efforts

- Flexible
  - Self-service (for the business)
- Always on (as needed)
  - Simple to learn and use
- Scalable
  - On-demand provisioning
- High speed
  - Early digital technologies built in
- Extensible
  - Evolving/emerging digital technologies accommodated
- Secure
- Compliant
  - Ability to offer both fixed and variable pricing of IT services
- Low cost
THE STAFFORD PROVEN PROCESS

1. Understand The Need
   - Verify the requirement
   - Define the why behind the what
   - Navigate the details

2. Leverage Our Network
   - Solid relationships
   - Deep bench of specialists
   - Web of recruiting resources

3. Match Your Why
   - Present qualified candidates who fit your culture
   - Confirm the commitment

4. Consistent Communication
   - Throughout the process and after the placement
   - Ongoing quality check up
   - Continuous feedback loop

Provide technology solutions through people

STAFFORD TECHNOLOGY GUARANTEE
We’ll make it right.

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)

CONTACT US AT info@stafford-technology.com or call 614-973-6027
What is Your Castle on the Hill?
What is Your Castle on the Hill?

Everything starts with the end in mind
“The power of the BHAG is that it gets you out of thinking too small. A great BHAG changes the time frame and simultaneously creates a sense of urgency.”

Jim Collins
Talent Acquisition

Who Do You Learn From?

Crawl, Walk, Run

Learn From Your Mistakes

Innovation
Talent Acquisition

• Retaining & attracting talent – *Job #1*

• Fish where the fish are...

• Leverage interns, part-time staff, etc.

• Build relationships with colleges

• Build relationships with recruiters (consider a test)

• Diversity of candidates

• Get creative ... (e.g., Hackathons, school projects, upwork, vendors, etc.)
Who Do **YOU** Learn From?

- Are your competitors really your competitors?
GO RED SOX

WELCOME, MR. STEINBRENNER. WE'VE BEEN EXPECTING YOU.

WE ♥ THE RED SOX
Who Do **YOU** Learn From?

- Are your competitors really your competitors?
- What adjacent industries can you learn from?
Leveraging Best in Class

Best-in-Class (All Industries)

Best-in-Class (Sports)

Best-in-Class (MLB)
Who Do **YOU** Learn From?

- Are your competitors really your competitors?
- What adjacent industries can you learn from?
- The power of partnering
Red Sox Customer Data Environment
Red Sox Customer Data Environment

Over 30 sports franchises are now using the same model for fan engagement.

Conversations across MLB, NHL, NBA, MLS, NFL
Who Do **YOU** Learn From?

- Are your competitors really your competitors?
- What adjacent industries can you learn from?
- The power of partnering
- Building relationships ... If you aren’t doing it your people definitely aren’t
Crawl – Walk - Run

- The value of skunk works & R&D
Companies with the highest spending on R&D

- Amazon: $42.74 billion
- Alphabet: $27.57 billion
- Huawei: $22.04 billion
- Microsoft: $19.22 billion
- Apple: $18.75 billion
- Samsung: $18.75 billion
- Meta: $18.45 billion

Expenditure (in billion U.S. dollars)

© Statista 2023

NOT THIS TYPE of R&D
I’m not talking about the fortune 50
The value of skunk works & R&D

Who is responsible for identifying r&D initiatives?
How to do r&D, When You are Not a Fortune 50?

Who is responsible for identifying r&D initiatives?

- Ultimately You, the CIO, CTO, Head of Product, Business Leader, etc.
- Your vendors are ... put them to work for you
- Your customers are ... give them a voice
- Your team is ... challenge them
- Your peer group can be ... find common needs
Crawl – Walk - Run

• The value of skunk works & R&D
• Who is responsible for identifying R&D initiatives?
• How do we get started?
In Periods of Uncertainty, Many Leaders Become Conservative

How do we get started?

• Allocate limited funding to advance small bets
• Brainstorm with colleagues, vendors, peers to identify your “possible” Castles on the Hill (not time sensitive)
• Reward your team with small-scale assignments that you advance thoughtfully and quietly (time permitting)
• Pick the most likely winners & prototype
• Business leaders will often **ONLY** get on-board when they see a path to success
Crawl – Walk - Run

- The value of skunk works & R&D
- Who is responsible for identifying r&d initiatives?
- How do we get started?
- Examples ...
  - Legacy App Migration
  - DE&I Initiatives
  - Fan Mobile Apps
  - Licensing Technology
Learn From Your Mistakes

• Fail fast but not often
• Keep score of your wins and losses
• Success breeds success
Questions?
The Digital Solutions
** Now In Its 20th Year **
Gallery

“Un-Cancelling The Future”

2023 Season Schedule

- Feb 23 Virtual 10-1130am
- April 20* In-person 8-12pm
- June 15 Virtual 10-1130am
- August 10* In-person 8-12pm
- October 12 Virtual 10-1130am
- Dec 7* In-person 8-12pm

*subject to change pending host availability