The New Performance Mandate: Building the Team

“The Re-Skilling of the Modern Enterprise”
[13 August 2013]
For the past 25 years...
While many colleagues were...
While many colleagues...
I was quietly reaching out to IT leaders and asking,

“What are you doing to prepare for the future?”
Historically...

...the responses have tended to be bipolar.
CIOs were either...

“fixing” IT
CIOs were either...

“Focusing” IT on delivering what the business needed currently.
At Summer’s End 2013...

IT in 78% of the Global 2000 “does not suck.”
This year’s data seems to indicate that “fixing IT” has all but disappeared from line of sight preparations for the future.
Our Work is Not Finished
History tells us...

Every era has a feel.

Part of that feel emerges from a defining technology.
The age we are about to enter will be defined by four DEFINING disruptive technologies
What this means...

If we fail to develop the skills necessary to master these new technologies...

We won’t “don’t suck” for long.
On the Edge Of Something New

“Dude! I am so not prepared for this!”
Develop Mastery in Era Defining Technologies
We Can Take Some Comfort…

We have been in the technology change trenches before…
“Mr CIO, the following paradigm shifts occurred while you were out.”
What lessons does history have to teach us?
What did we do the last few times new technology forced us to re-skill [e.g., client-server & the web]?
What was the driving force behind Great Britain’s empire?
At the end of the reign of Henry VIII (1509-47 AD) only 20 of so English masters dared to sail beyond sight of land.

The East India Company was launched in 1600.

The governors of these national start-up firms realized…

Create a “Get Smart” Program

So they ordered their agents to purchase or steal maritime intelligence from the Iberians, French, and Dutch. A Muscovy pilot scored the biggest coup when he returned from Seville with a copy of Spain’s textbook for sailors.

Translated in 1561 under the title *The Arte of Navigation*, it was probably ‘one of the most decisive books ever printed in the English language. It held the key to the mastery of the sea.”

I am firmly of a mind that the current generation is in fact the beginning of a different species.

Don Marinelli, Founder of the Entertainment Technology Center at Carnegie Mellon [August 2013].
How People Think about Skills, Work & Career is Changing

We are watching evolution occur.

Evolution is not simply growing a tail or growing a new organ.

Evolution is very much a cognate thing.

Don Marinelli, Founder of the Entertainment Technology Center at Carnegie Mellon [August 2013].
Socrates’ THIRD Principle

[3] Excellence (ἀρετή - arete) is teachable & learnable
Do You Know What Talent You are Looking for?

SOCRATES’ 2nd PRINCIPLE
Wisdom begins by knowing that you don’t know
Does the Talent You are Looking for Exist?
Very Difficult to Find Experienced Talent

Web developer with a job
Web developer without a job

Strategy to Develop your Own Talent
Does the Talent You are Looking for Exist?

“My resume is not all lies! My name is correct!”
Do you Grow or Buy Talent?
How are you “growing” Mobile talent today?

3 minute exercise
How are you going to compete for talent with…
How are you going to compete for talent with...
…studying the people who were excelling in the new world

We learned that four fundamental roles are needed:

**Instigator** - challenge the status quo & look for new & better ways of doing things;

**Innovator** - turn marketplace insights into untested products, services, or solutions;

**Integrator** - build bridges across silos, functions; between the company & the market;

**Implementer** - execute on ideas.

I am firmly of the mind that the current generation we are looking at is in fact the beginning of a different species. I really don't mean that humorously. I mean that genuinely.

A New Set of Leadership Roles Appears to have Emerged as well

Don Marinelli, Founder of the Entertainment Technology Center at Carnegie Mellon [August 2013].
I am firmly of a mind that the current generation we are looking at is in fact the beginning of a different species. I really don’t mean that humorously. I mean that genuinely.

Because of human advancements – especially in technology – and because of what technology is now allowing the human mind and heart to do – we are watching evolution occur. Evolution is not simply growing a tail or growing a new organ. Evolution is very much a cognate thing.

Don Marinelli, Founder of the Entertainment Technology Center at Carnegie Mellon [August 2013].