

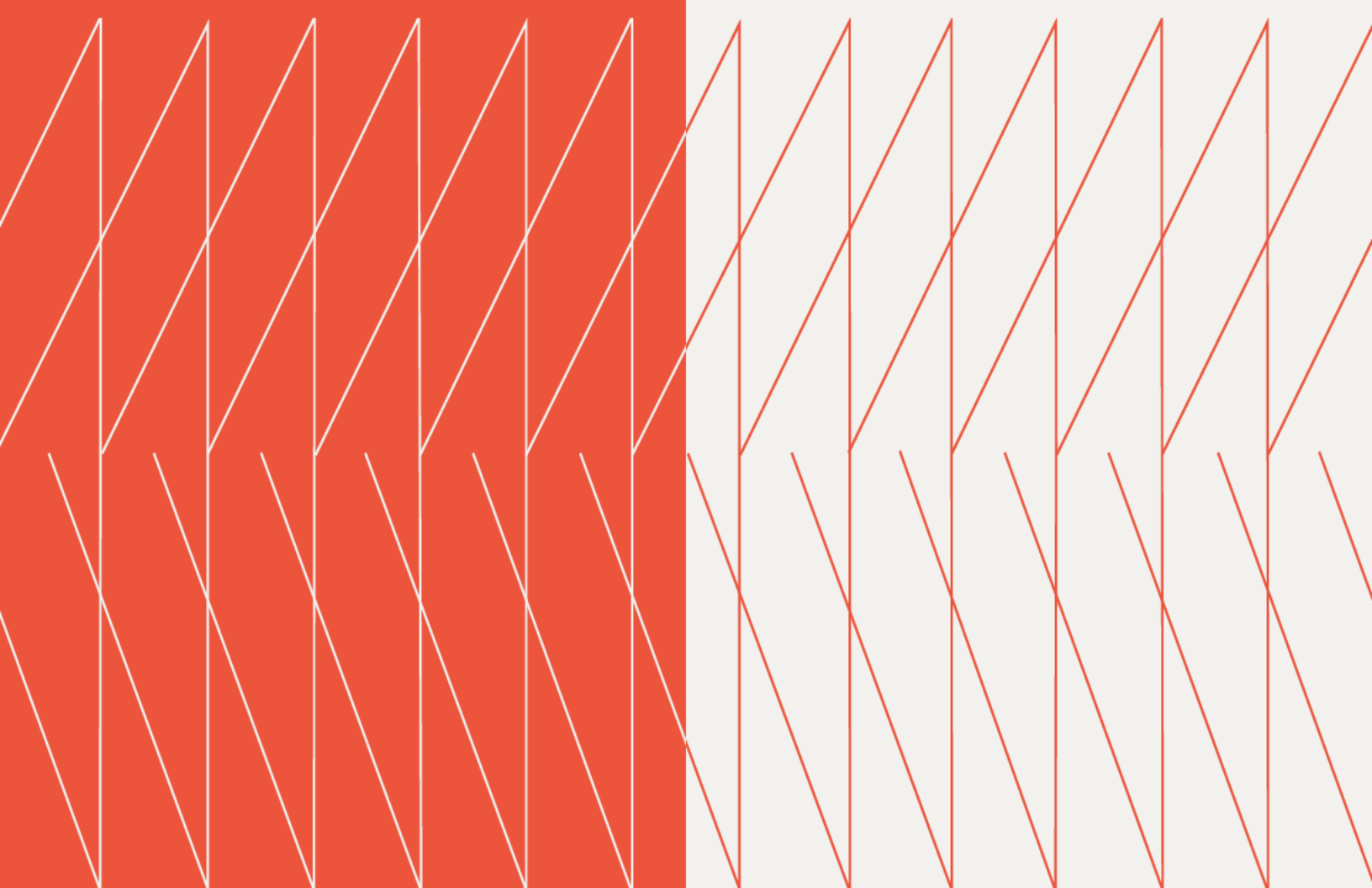
CIO

Expert Exchange

June 28, 2022

kyndryl.

Executive Summary



Host:

Stewart Hyman

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Overview

In this Expert Exchange session, several CIOs from the Public and Financial sectors convened to discuss the below topics. The agenda was determined based on mutual interest, determined through advance interviews with participants.

Alternative Operating Models

- With significant growth anticipated in Canada over the next several years, CIOs need to plan for an increased demand for technology which will likely outpace what organizations are able to provide. Organizational agility will grow in importance as management focuses on products and outcomes instead of long-term projects.
- Leaders will need to experiment with development models as they meet the growing technology needs of organizations. The traditional design, build, operate process will continue alongside agile delivery and other product management approaches. Departments may find themselves further bifurcated between the traditional waterfall delivery group for legacy products alongside the customer-centric approach which utilizes ERP and cloud-based solutions.
- “We put in place a rule that as we move forward, everything is software as a service, low code, or DevSecOps [development, security, operations]. So, we are moving away from the more traditional, legacy ways of doing things. I also wrote an IoT directive that said any enhancements to legacy systems need to go through an intake process because we need to stop increasing our technology debt.”

Focusing on Outcomes

- Waterfall habits can be hard to break, and pushback on different models should be expected. Engaging senior leaders to discuss what outputs, deliveries, and outcomes actually look like in the development process can help drive change. Long-term plans should focus on outcomes, not process, even if they are small. Digital transformation is too big to do at once, but small wins that build on each other can create lasting change.
- Agile teams need to keep their eyes on the prize—or outcomes, rather. There is a tendency for agile teams to be consumed with minor enhancement work. Moving away from this habit may mean capping the amount of assigned work and working with strategy and funding teams to gain a mutual understanding of capacity.
- “I call it a ‘shovel’—we move forward one thing then we move the other because it’s just too big to move all at one time.”

Talent Recruitment and Retention

- Provincial governments struggle to compete with private enterprise for skilled technology workers. The traditional model of posting on job boards and hoping people apply does not work—active recruitment is the new model, and in the meantime the departments can supplement with consultants. Additionally, internal development and upskilling can be a successful way to create the necessary skills within an organization and retain talented workers.
- For positions across industries, values and ethics in the staff are crucial. Ensuring that candidates and new hires understand the value proposition is important as it can weed out workers who don’t buy into the organization’s ethos early on. Finding collaborative, long-term-thinking people in the first place keeps people working because they find the work meaningful.
- “It’s hard to find people from the outside. So, we’re on a journey where we’re looking at the talent we have across the business, sometimes more junior talent, and understanding how we plan out a career that will make sure they grow into the role that we need filled. What experience do they need across the business? What are the skills needed for different roles?”

The Expert Exchange is hosted by Kyndryl, Inc. Please contact [Stewart Hyman](#), Kyndryl Canada Chief Technology Officer, or [Shruti Ojha](#) with any questions about Kyndryl or this Exchange.



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