Diversity in Enterprise IT Decision Making
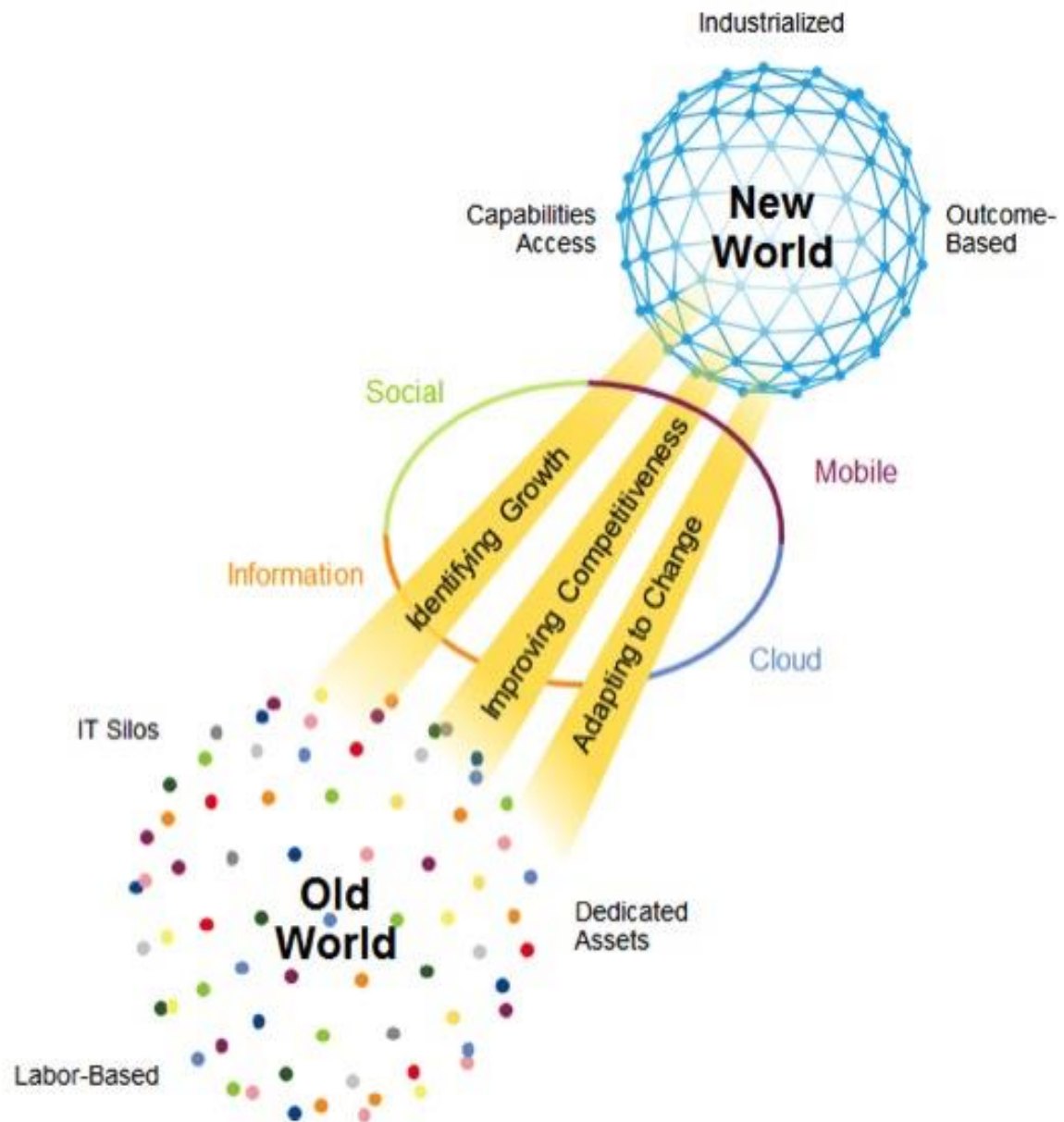
The Context

New technologies

Increased globalisation

Arrival of millennial generation

New World

Industrialized

Capabilities Access

New World

Outcome-Based

Social

Mobile

Identifying Growth

Improving Competitiveness

Adapting to Change

Information

Cloud

IT Silos

Old World

Dedicated Assets

Source: Gartner

Labor-Based

The changing world

1998:
Kodak 170,000 employees ,
85% of world market for photo paper.

DISRUPTER

1975: digital cameras invented.
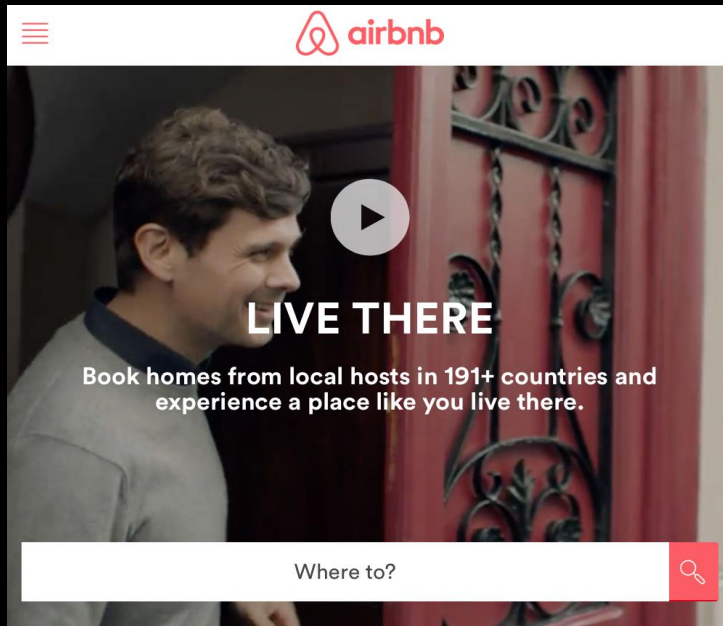10000 pixels + Moore's law = Kodak out of business

Post Modern Business

AIRBNB

The world's biggest accommodation provider

..owns NO real estate

FACEBOOK

The biggest content provider

...has none of its own content

ALIBABA

the most valuable retailer

...has no inventory

Becoming exponentially better in understanding the world.

- IBM Watson:
  - legal advice within seconds, 90% accuracy compared with 70% accuracy when done by humans.
  - Should we be studying law?
  - Watson already helps nurses diagnosing cancer, 4 time more accurate than human nurses.
  -

- Facebook 's pattern recognition software that recognizes faces better than humans.

- By 2030, computers will become more intelligent than humans.

WHAT IS A.I.?

Artificial Intelligence

Other Technologies
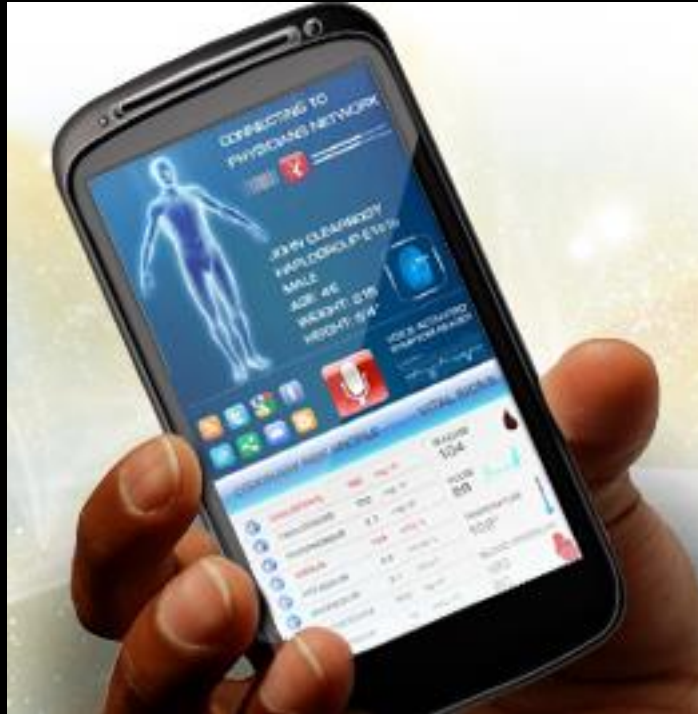
Impact of the Tricorder on world
health accessibility
And Longevity

World Class
Education

Moodies

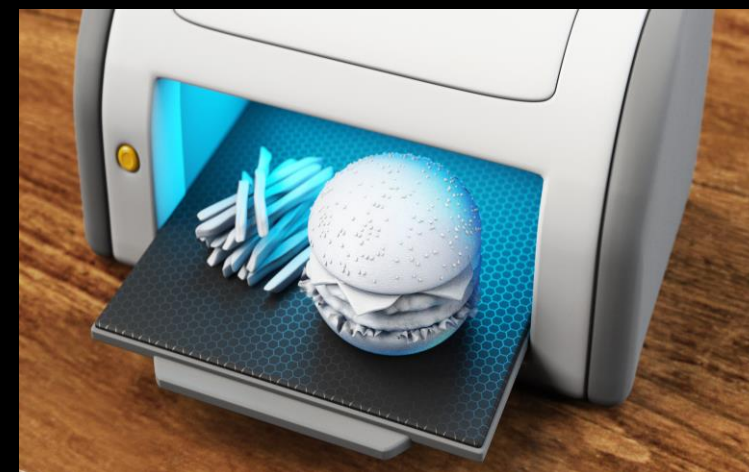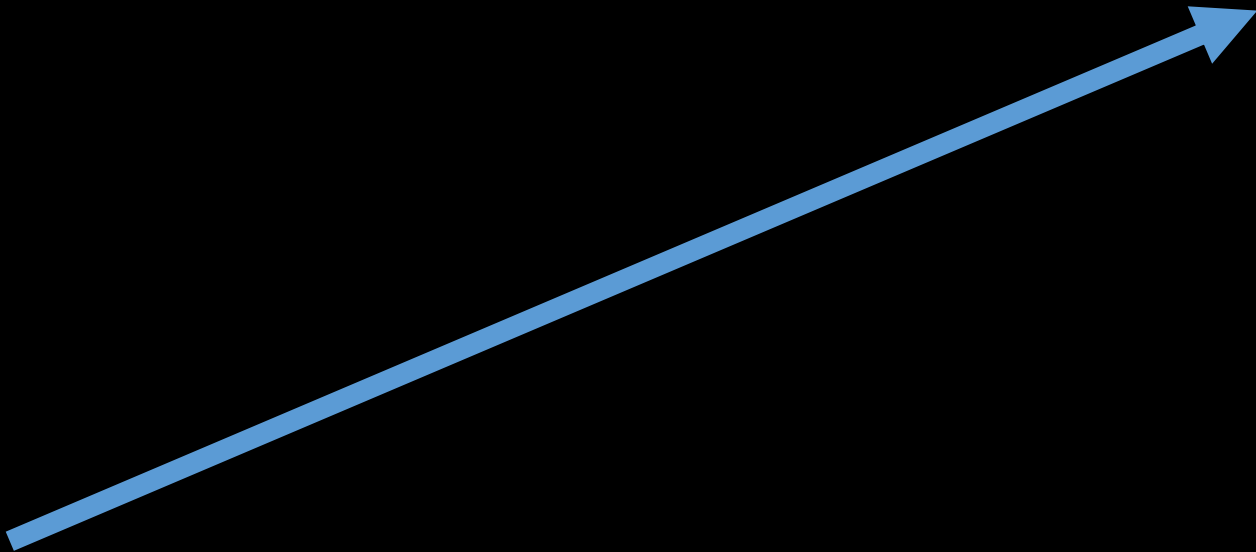Smart Energy Management

Smart Lighting

Connected Appliances

Self Driving Cars

Self-Tending Gardens

Wealth = Money = Value

Wealth isn't Money isn't Value

Management

FORECASTS

Leadership First

LEARNING

New World

Command and Control

Self-Directed Teams /Networks

Towns and cities

Social Networks

Barriers to Entry

Disruptive Technology

Predictable
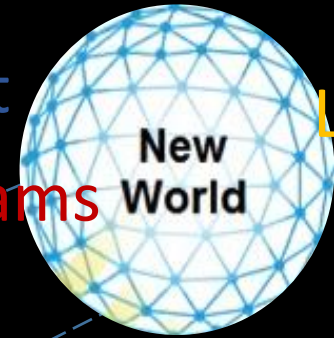
Ambiguous and Chaotic

More of the same

Innovation

Sustainability

Old World

Growth

Business Model

Strategy

DISRUPTIVE TECHNOLOGY

BARRIERS TO ENTRY

Hierarchy

Virtual organisation

Economies of Sale

Evolve, Dominate or Die

MODERN

- (Left Brain)
- Simplicity
- Control
- Separation
- Uniformity
- Certainty
- Cause and Effect
- Linear Logic
- Binary Logic
- Empiricism

POST MODERN

- (Whole Brain)
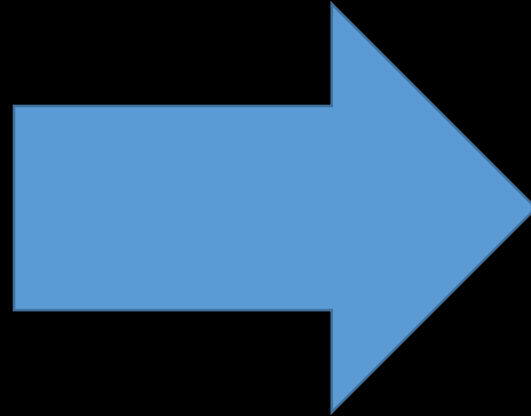- Complexity
- Influence
- Integration
- Diversity
- Enquiry
- Multi Causes
- Systems thinking
- Synthetic Thinking
- Intuition

Lessons from Nature or Natural Systems	Strategic Applications
Field Theory	Create a strategic field
Molecular Biology	Open source info flow
Quantum Physics	Maximum relationships
Chaos Theory	Let mild chaos flow

WHERE WE WANT TO BE

CEO (Chief Enabling Officer)

WARNING CHALLENGES AHEAD

WHAT YOU WILL NOT DO
Philosophically
Strategically
Operationally
Behaviourally

WHERE WE ARE TODAY

MTO / Cape Pine – May 2015
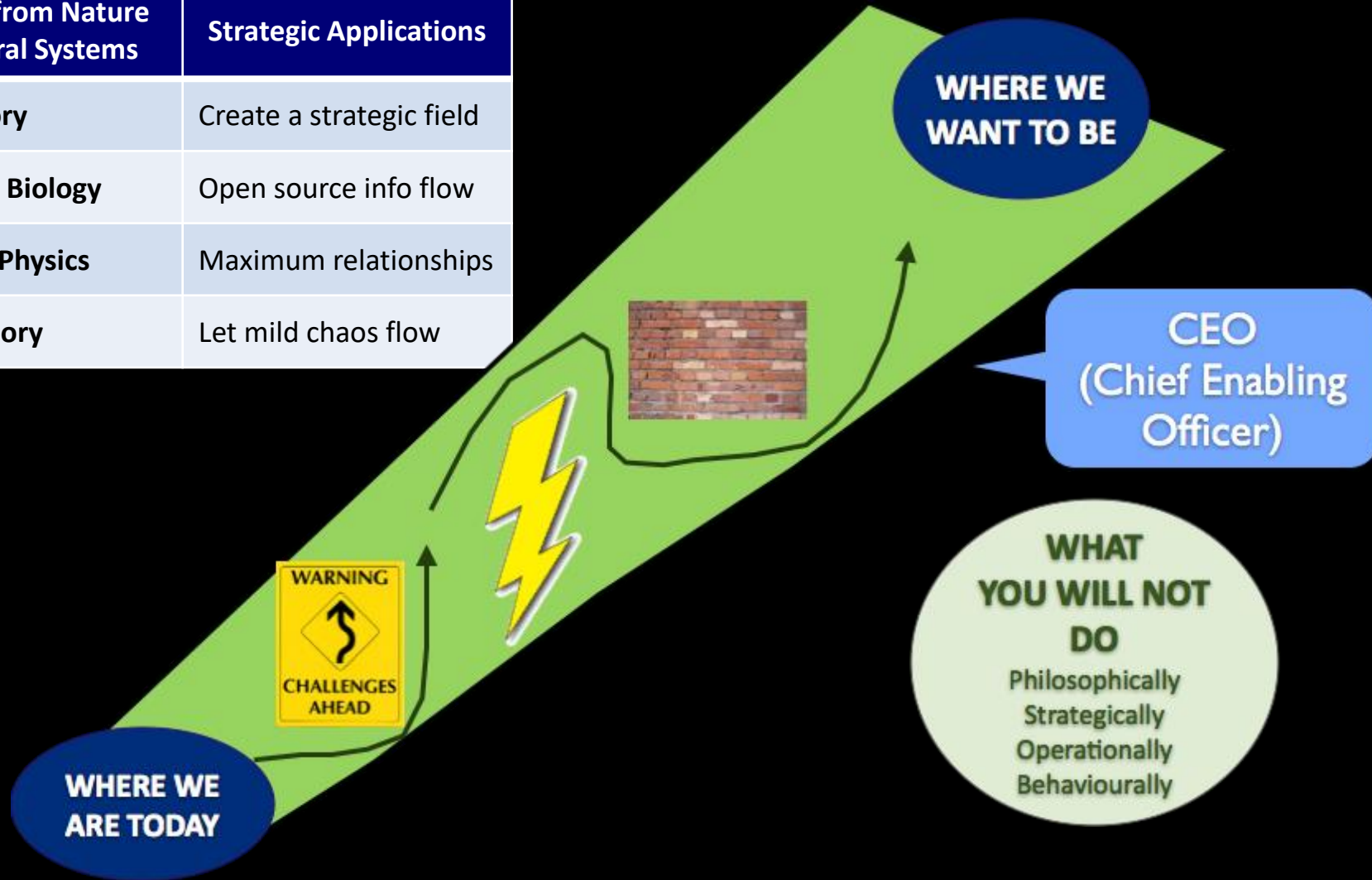
CO CORE VALUES AND STRUCTURE	OLD' 20TH CENTURY	BOLD 21ST CENTURY
ORGANISATION	Top down hierarchy	Flat and Flexible
LEADERSHIP MODE	Command and Control	Delegation and Empowerment
BUSINESS ARENA	Sometimes Global	Always Global
WORKFORCE	Traditional Talent	Talent Diversity
PRIMARY FOCUS	Stakeholders/Shareholders	Customers/Clients
COMMUNICATIONS	Protected Closed	Collaborative Open
GROWTH STRATEGIES	Long Term Conservative	Short Term Innovative
WORLD VIEW	Isolated	Connected

THE iPoint

- Definition:

- The point of intersection where integration must happen

The Generations

Silent Generation	Baby Boomers	Generation X	Millennials Y	Generation Z
1922-1945	1946-1964	1965-1984	1985-2000	2000-Present

1922   **1946**   **1965**   **1985**   **2000**
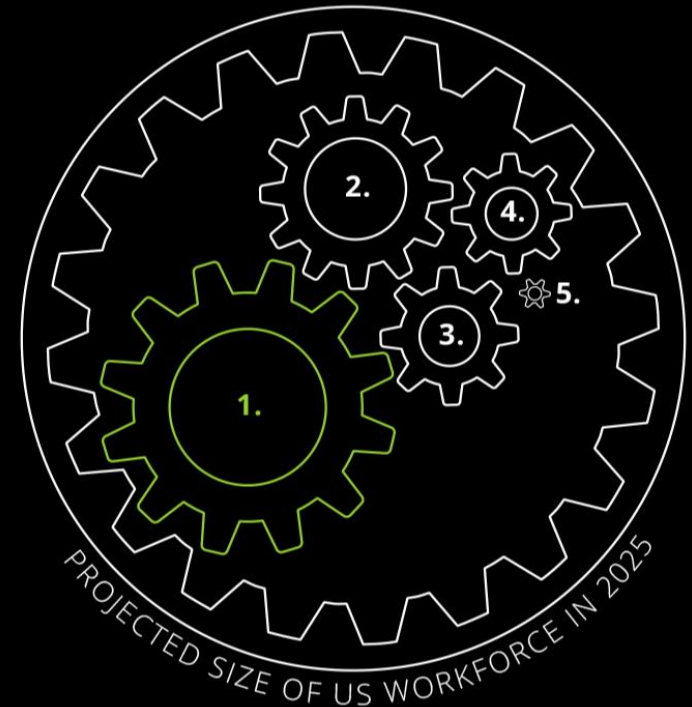
GROW with MTO
MENTORSHIP PROGRAMME
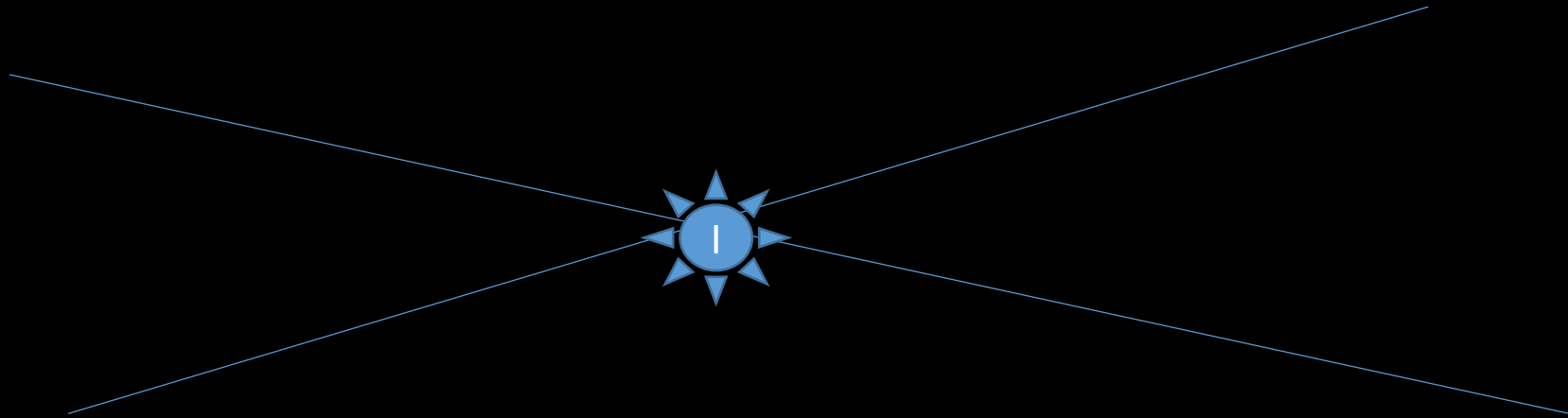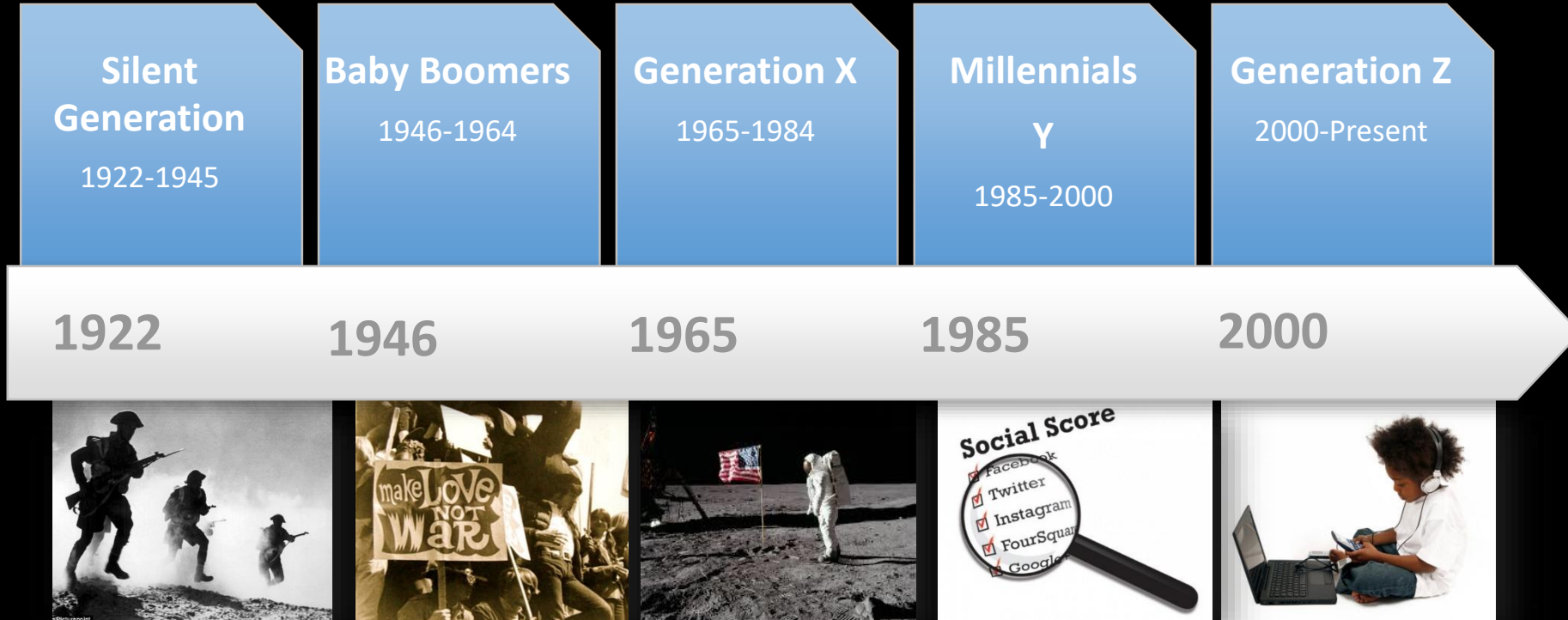
The engine of business

Millennials will comprise 44% of the US workforce by 2025.

1. **MILLENNIALS** 74 million / 44%
2. **GENERATION X** 48.6 million / 29%
3. **BOOMERS** 26.1 million / 15%
4. **GENERATION Z** 19.3 million / 11%
5. **SILENT** 0.7 million / 0.004%

PROJECTED SIZE OF US WORKFORCE IN 2025

Deloitte.

Generation X

Baby Boomers	Generation X	Millennials Y	Generation Z
1946	1965	1985	2000

- Independence & Self Reliant
- Resilience
- Fluid careers - lateral moves
- Value Free Time
- Fun in the workplace
- Creative Risk Takers
- Diversity is the Norm

GROW with MTO
MENTORSHIP PROGRAMME

Bridging the Gap: Gen X

- **Get to the point**

- **Use e-mail or SMS**

- **Give them space**

- **Paying your dues is an outdated notion**

- **Lighten up**

Baby Boomers	Generation X	Millennials Y	Generation Z
1946	1965	1985	2000

GROW with MTO
MENTORSHIP
PROGRAMME

Millennial Generation

Baby Boomers	Generation X	Millennials Y	Generation Z
1946	1965	1985	2000

- **Extremely confident**
- **High expectations**
- **Social**
- **Value diversity**
- **Thrive on challenge & growth**
- **Tech savvy**
- **Want instant feedback**
- **Thrive in mentorship**

GROW with MTO
MENTORSHIP PROGRAMME

Common Global Millennial Characteristics

- **Connected 24/7**

- **Independent, self-confident, optimistic**

- **High aspirations, determined, goal-driven**

- **Community-minded, driven by causes**

- **Entrepreneurial**

- **Diverse, but inclusive**

- **Concerned about personal lifestyle**

- **Chat online a median of 80 minutes each day**

GROW with MTO
MENTORSHIP PROGRAMME

I don't know the difference between a PC, notebook, TV or iPhone;

It's just another screen to me

- I multi-task: I can do multiple things at the same time

- I am very socially aware

- If I don't like something, I don't live with it – I change it

- I trust and add you as a friend easily but delete you from my life just as easy
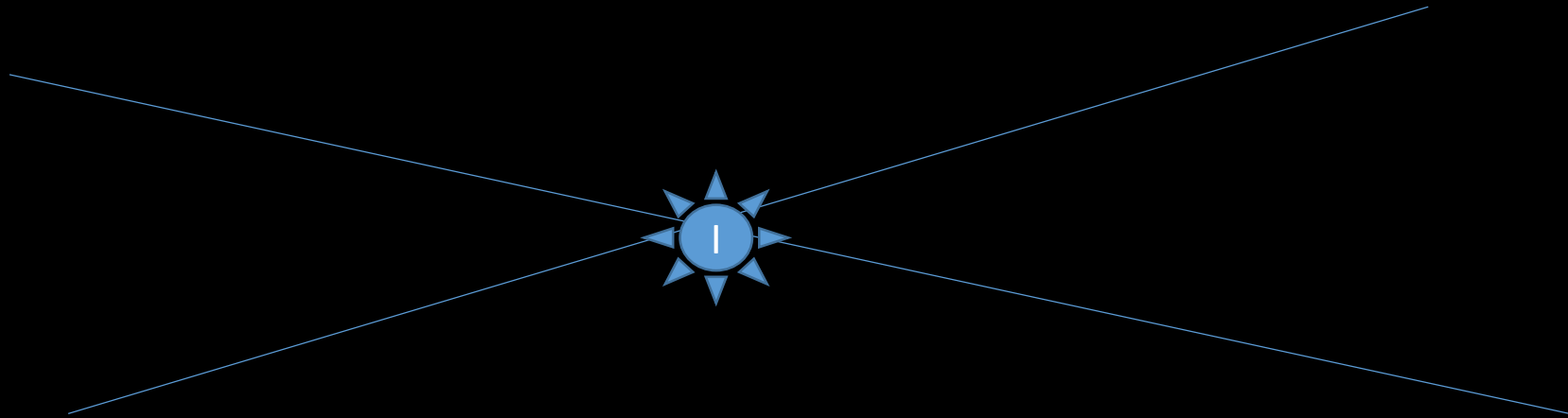
- I will choose you as a business based on what I perceive your values to be -I choose you – you don't choose me
- I like working in teams and challenge conventional ideas
- I want flexibility and want to travel
- I have a voice and it's global
- I want to be in the loop all the time

COLLECTIVE VOICE

THE iPoint

- Definition:

- The point of intersection where integration must happen

Who is Gen Z?

Baby Boomers	Generation X	Millennials Y	Gen Z
1946	1965	1985	2000

- **Youthful core of our workforce & communities**
- **Ethnically Diverse**
- **Digitally/Technology Savvy**
- **Globally Aware**
- **90% use internet**
- **75% use social media**
- **20% have posted video online**
- **88% use cell phone to text**
- **74% believe that technology**
- **makes life easier**

GROW with MTO
MENTORSHIP
PROGRAMME

Technology and Business are merging

Purpose matters

Millennials will likely commit to their organization if they share its sense of purpose.

VALUES ALIGNED

SENSE OF PURPOSE

62%

88%

82%

63%

% OF SATISFACTION

61%

83%

58%

81%

MENTORING RECEIVED

PROFESSIONAL DEVELOPMENT

○ Stay over 5 years
○ Leave within 2 years

Deloitte.

THE VALUES GENERATION

Millennials say their personal values have the greatest influence on their decision making

44%

Turned down a job offer because of an organization's values

49%

Have chosen not to undertake a work task because it went against their personal values

55%

Consider personal values as very influential when making decisions at work

56%

Ruled out ever working for a particular organization because of its values

Table 4: Professional occupations in which employers experienced skills shortages for 2013/2014, 2014/2015 & 2015/2016

Occupation Code	Occupation Name	Number needed		
		2013/2014	2014/2015	2015/2016
241101	Accountant (General)	374	359	70
241103	Tax Professional	44	53	23
241104	External Auditor	413	407	255
241106	Accountant in Practice	154	108	22
241201	Investment Analyst	17	15	32
241202	Investment Manager	14	11	29
241204	Financial Markets Practitioner	34	*	*
241301	Financial Investment Advisor	77	69	86
242101	Management Consultant	79	78	108
242102	Organisation and Methods Analyst	44	46	24
242211	Internal Auditor	129	135	18
242301	Careers Counsellor	10	4	*
243102	Market Research Analyst	17	21	*

Occupation Code	Occupation Name	Number needed		
		2013/2014	2014/2015	2015/2016
251101	ICT Systems Analyst	26	16	*
251201	Software Developer	42	40	6
251202	Programmer Analyst	11	11	*
251203	Developer Programmer	70	44	*
251401	Applications Programmer	30	26	*
252101	Database Designer and Administrator	58	50	6
263101	Economist	22	31	48
263403	Organisational Psychologist	17	23	*

The I Point

....Where business and technology meet

- Impact on business decision making
- Impact on person we recruit, how we manage, the behaviour we influence

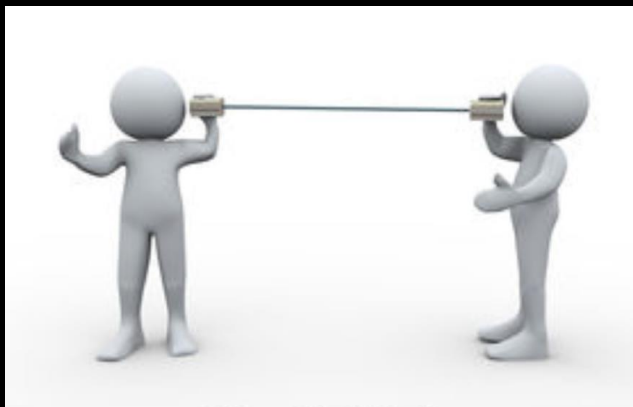Create Thinking Environment
Learn about Business
Earn the right to a seat at all tables
Be authentic
Create Diversity in the Team: Women
Be a 2020 Leader
Find innovative solutions

Leadership….

- Is a choice not a birthright
- Comes in multiple shapes and forms
- Is about influence not control
- Requires connecting with followers
- Is about giving
- Is a state of being – not doing

The 2020 Leader

- Knowing what to do when you don't know what to do
- Living in a state of "being a leader" not doing leadership things
- Earns the right to lead – doesn't demand or assume leadership roles
- Focuses on individual authenticity – not preordained behaviours
- Prefers the courage to risk and be vulnerable – not the timidity of certainty
- Cultivates growth in others – not manufactured performance
- Takes time to be still and renew, recreate and recharge leadership effectiveness --- never too busy

Questions and Answers