



Driving an IT (r)Evolution into the Digital Age

Harris Charalambous
Standard Bank

Harris.charalambous@standardbank.co.za

Group IT – How we fit in

WHAT?	Purpose	AFRICA IS OUR HOME, WE DRIVE HER GROWTH												
	Legitimacy	Heritage & brand >150yrs	Commitment to our clients & trust they have in us	Presence in Africa & beyond	Pioneering spirit	Commercial pragmatism	Brave long term decisions	Our passion for Africa	Our great people					
	Vision	To be the leading financial services organisation in, for and across Africa, delivering exceptional client experiences and superior value.												
HOW?	Enforced by Values	Serving our customers	Growing our people	Delivering to our shareholders	Being proactive	Working in teams	Constantly raising the bar	Respecting each other	Upholding the highest levels of integrity					
	Guided by Principles	The promises we make to the client			The culture we wish to build for our people – the rules of engagement			The way we execute						
	Executed through Integrated pillars	Wealth & Investment	PBB	CIB	Risk	Finance	IT	Operations	Human Capital	Marketing & Communication	Internal Audit	Compliance	Legal	GRES
	Delivered by	Our People		Technology		Our Brand			Our Legal Entities/Geographies					

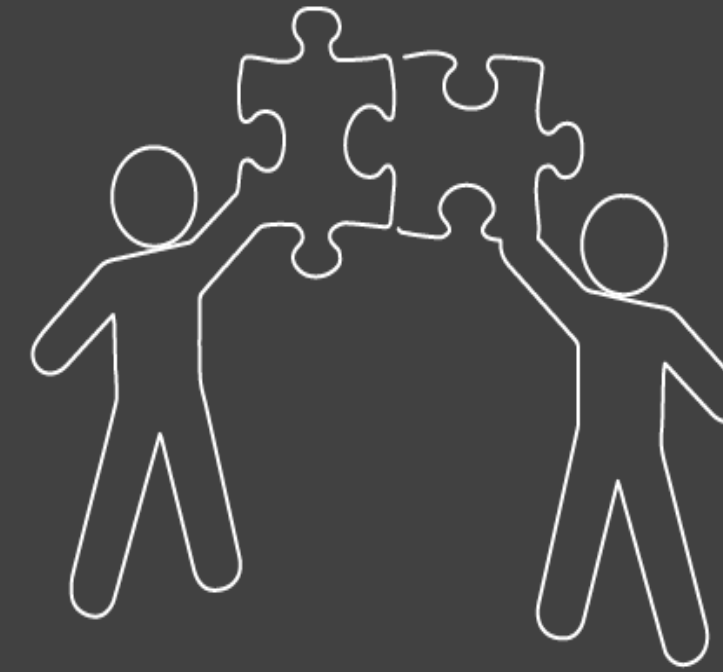
Key Industry / Regional / Global Drivers

- New and unknown business models and entrants
- Always on, Information-wired Customers
- Responsiveness as “Hygiene”
- New abilities / technologies (IoT, AI, Big Data...)
- Regional skills upliftment

Key Enablers



CLIENT CENTRICITY – VOICE OF THE CUSTOMER



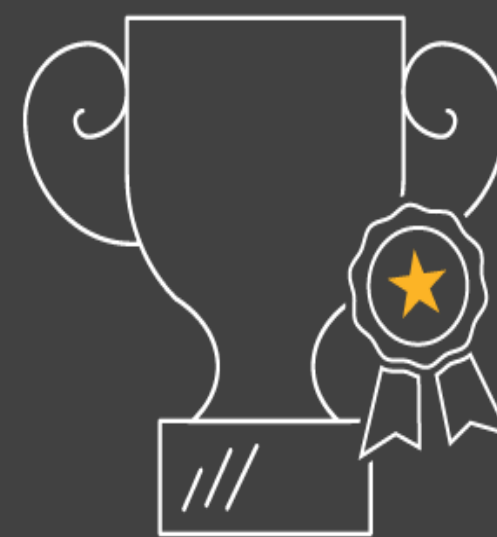
COLLABORATION



EMPOWERING PEOPLE



**BOLD AND INSPIRATIONAL
LEADERSHIP**

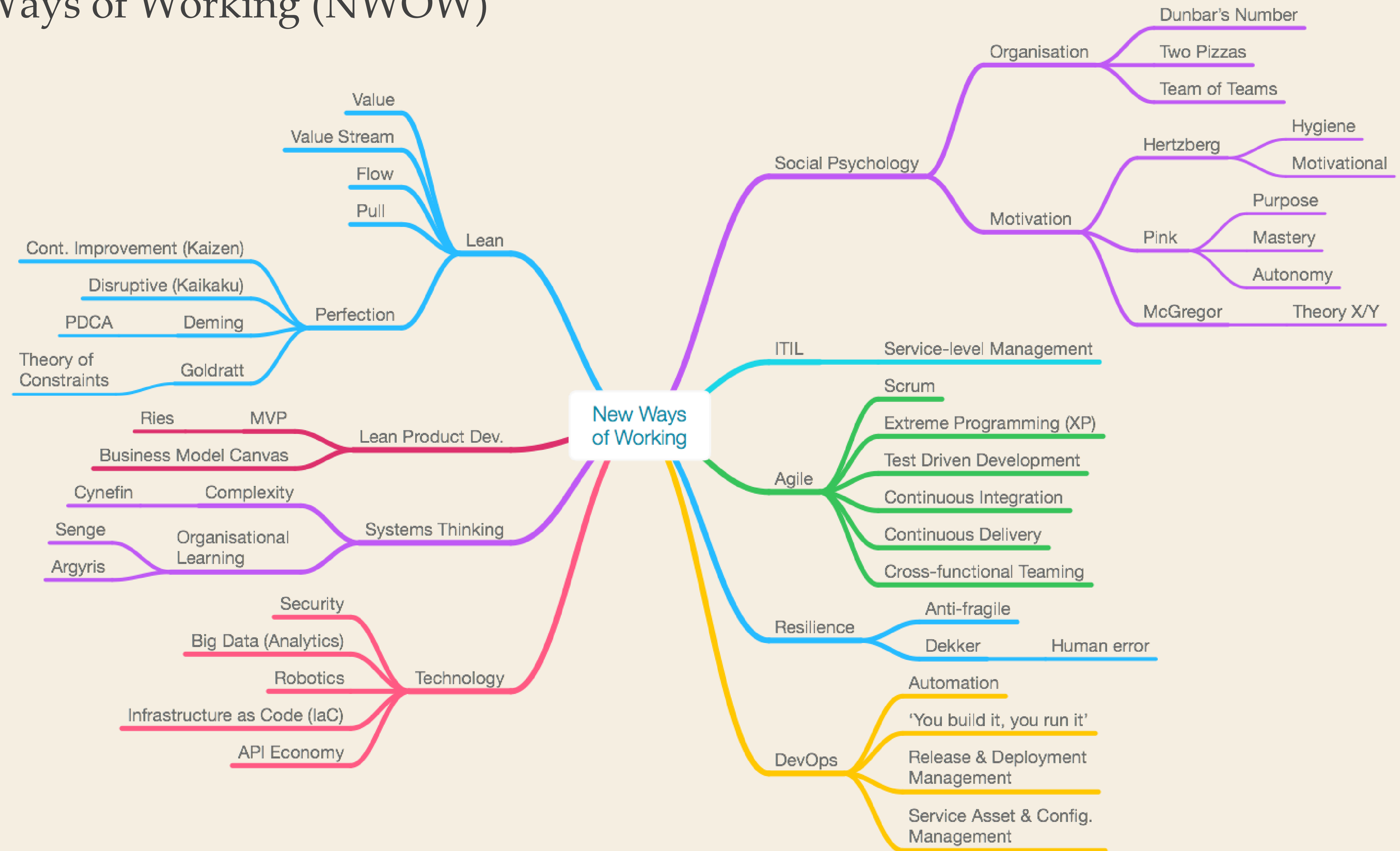


INNOVATION – ENTREPRENEURIAL SPIRIT



**EMBRACING CHANGE, RESILIENCE –
ACTING NOW**

New Ways of Working (NWOW)



Approach

- Culture, culture, culture
- Adopted basic Framework (SAFe¹): Portfolio, Programme, Feature Team
- Experiment
- Data-driven decision making
- V2.0... V3.0...

Challenges

- Culture changes are hard and (sometimes) never-ending
- Learning to fly is scary for most
- Many permutations / models / opinions across a large organisation
- New / different “softer” skills needed (coaching, problem-solving, communicating)
- Not having all the answers
- Business alignment / buy-in to an “IT thing”

Some Lessons Learned

- Start with culture (and go deep!)
- Push trust, accountability and “the learning organisation” early
- A trusted 3rd Party Advisor can help with objectivity and sense checking
- Enable coaching (at all levels) - institutionalise
- Learn to experiment and be open about challenges
- Servant-Leadership: Leaders remove blockers
- Make it something for everyone (not just an “IT thing”)

Q&A

