

Mid-Season Mash-up Episode

Bradley Howard: Hello, and welcome back. I'm Bradley Howard, and you're listening to Tech Reimagined, the podcast that explores how technology influences the fabric of our society, changing the ways we work, we live and we do business. Each week we speak to the leading lights of the technology world and dive deep into the biggest topics in the business. You can find us on every podcast platform that matters.

Bradley Howard: do you have any tips that might help young people today in the workforce?

Dame Inga Beale: But there's one thing I think you should remember, and that is PIE, P-I-E. It's a simple model that I was taught and I wish I'd actually been told about it much, much younger.

You have to focus on the P and the I and the E, the P is for performance. You must do a good job. You must be recognized for the work that you do. But the I is also important, the I is your image. How are you coming across? How are people perceiving you? How approachable are you? How collaborative are you? All of these things, your image will matter a lot. And that's when I specifically get you to ask for feedback, because sometimes we can come across in a way that we don't appreciate, and only others can tell you that. So make sure you get feedback and focus on that I, the image. The third letter, the E is for exposure. Exposure matters almost more than anything else when you want to move up the career ladder, move into new roles. People are noticing you all the time, senior people are noticing you. Make sure you get exposure, take a scary opportunity that might mean moving to another country, whatever it is.

Ask your manager, your line manager, to perhaps be connected with someone else, ask them to make an introduction to someone, networking is the most important thing. Now there can be virtual networking in virtual settings these days, we're very used to that. You have breakout rooms, they're virtual breakout... Make sure you make the most of those. If you're in a physical environment, make sure you are always enlarging your network, going and talking to people that you wouldn't normally talk to. Your network and your exposure to different people will be really the test for how well you do in your career.

Bradley Howard: Right. And Stephane, can you share some learnings from the innovation programs that you've been part of, both good and bad, for us?

Stephane Malrait: Yes, happy to be open on that. And I will start with the bad. I didn't realize when I started in innovation, to focus really on innovation a few years ago, that it's really hard. Innovating in a large organization, it's extremely hard because we are not used to pilot and fail. In a capital environment, capital market environment and in banking, you recruit people who want to be winners, you recruit people who just want to make things work and create more revenue, more value, et cetera. But in innovation, it's a different principle. So you have to explore a lot more and you have to learn how to fail, the same ways (inaudible) the kids before he learn how to walk is going to fall on his butt a few times. But that part of the learning process. In innovation, it's the same thing. So this was the first realization for us where we launched 5, 10 projects and we were hoping that all those 10 projects will be a success, but in fact, no, only probably 1 or 2 of those 10 were going to go to delivery.

All the other one, through the learning, we learned that either it was too expensive or too complex, or it was not the right partner, or not the right time to implement. We had to

stop those initiatives. But the one who are succeeding are proving real value. So they are still lesson to learn to do that.

Dr. Gillian Halley: I think the data can empower patients because they've not really had access to that data. So if you can empower people by saying, "Look, I've got this information, I want it to be used." How do we facilitate a community of users like that with that shared purpose to actually demand the change? So I'm sure there's a lot of analytics that could help family doctors, but again, the workforce is very fatigued and they don't have the capacity to change. So, maybe it's up to people like yourself that can actually drive that change.

Scott Harkey: It's almost a cliché to say data, but I think it's so true. And I think that then feeds into AI and other things that will help us use the data in a better way. I do think AI will be huge in terms of the even little bits of it in the way it influences automation and other things that happen. But I think that's underpinned by just the evolution of data such that it becomes more and more useful to both the underlying business as well as to the end consumer.

Wynn Davies: The one thing that blockchain really does, it removes friction from the industry. And when I talk about friction, I'm talking about, there is one version of the truth that exists there. So we don't have reconciliations, which is a huge part of what we do in financial services. We are always reconciling what we know against another party. And now there are other ways of doing that, but blockchain does it in a way which is clean, which is sophisticated. And as Stephan does, it allows us to do it in real time, removing risk.

The thing that I really get excited about blockchain, which I think is the benefit and also one of the drawbacks about it, is the excitement and the ideas that people have about what can be done there. I think it's forcing us to, encouraging us to think in new ways, think about what the things are we could do with technology. I think the drawback about that is a lot of people get over excited about it and run off down rabbit holes around things which don't actually add benefit to what we're doing. Like Stephane, I'm quite opinionated about this, I'm going to try and be quiet. I don't know where your thoughts are on that.

Bradley Howard: Do you see trends in technology trends, and one is industry keeping pace with others, or do you see each different industry focusing on one particular different technology trend?

Eoin Woods: At the broad level, if you took, say, banking, capital marketers as a vertical versus logistics and mobility versus healthcare, actually, they move relatively independently. There are generic technology trends such as some years ago there was the move to mobile. More recently, the last three to five years, it's been the move to cloud. But if you take cloud as an example, I think if you look at how the e-commerce industry moved, the retail industry in general actually adopted cloud versus how healthcare adopted cloud versus how insurance looks at cloud, how banking capital markets reacted to cloud, they fought in packs, if you like. The insurance industry moved to cloud, not in lockstep, by any means, but broadly as a wave, and that wave was relatively disconnected from, say, the retail industry's move to cloud."

Bradley Howard: For those IT programs that are just really challenging, really difficult to work with, lots of legacy technology in there as well, all during just tougher environmental



challenges like COVID, for example, what do you do to try and help morale within the teams and keep productivity really high?

Helen Pownall: One of the key things that we try to focus on is the amount of work in process that the teams are expected to cater for. I think it goes for COVID situations, it goes for legacy technologies, it goes for big.... So in order to be able to focus on one thing and just getting it done and getting it done, done, getting it absolutely to the end, you absolutely need to ruthlessly prioritize.

In order to be able to ruthlessly prioritize, you must have a very clear mission and strategy. So again, it comes back down to what we were talking about at the beginning of the meeting, which is what is the mission, what is the strategy and how are you going to achieve that and how are you going to make sure that the teams are only working on just enough scope to achieve the next increment?

To all of our listeners, I hope you enjoyed this latest episode of season three of the Tech Reimagined podcast. You know where you can find us, and that's on all the major podcast platforms. We'll be back next week with another journey into the most urgent topics in technology. Until next time.