

The North Starr Magazine

Technology and sales recruitment

Third quarter, 2018

True north for the tech, sales and security industry



NORTH STARR
Technology and sales recruitment



NORTH STARR

Technology and sales recruitment

We believe in shaping a community for technology professionals helping you to grow your career, your business, your teams, your networks and your brand.

We believe in transparency, communication and world class service.

We listen and partner with you to find the best solutions.

We let you do the talking



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Contents

- 04 Introduction from Toby Babb, CEO, North Starr**
- 06 FEATURE: Siloes to hybrid: the evolution of technology roles**
By Nadia Edwards-Dashti, North Starr
- 10 FEATURE: Diversity: How do you effectively performance manage a diverse group of people?**
By Nadia Edwards-Dashti, North Starr, featuring:
Pavita Cooper, 30% Club
Des Matthewman, Capita Employment Solutions
Mark Pearse, Royal Free London
Priyanka Naik
Becki Thomas, Charterhouse Voice & Data PLC
Sabahe Mrizag, Clear Channel
Bernadette Moriarty, T. Rowe Price
Paul Dyson, SingleTrack
Samantha Knights, RPMi Railpen
Liz Dimmock, Women Ahead and Moving Ahead
Anna Poberezhna, Smart4Tech and Finiversity
Alan Underdown, Satuit Technologies
Tim Binnington, Algomi
Aaron Phillip
Brian Collings, Torstone Technology
Jim McGlynn, BlueStack
Lee Tindall, Man Group
- 20 FEATURE: Get ahead of the curve**
By Danielle Mensah, QiDanChi
- 26 FEATURE: Automating GDPR compliance**
By Daniel Stachowiak, MyDocSafe
- 30 FEATURE: Why I find myself doing EPM in the cloud**
By Chris Gully, Fidenda
- 31 FEATURE: Why bother with event technology? Big data: beyond the hype**
By Harsharan Nijjar, Harrington Starr Technology Consulting
- 34 FEATURE: Exploring the Three C's of cloud technology**
By Karl Wyborn, CloudMargin
- 36 FEATURE: Five reasons why your next job should be at a recipe box company**
By Ben Brown, Gousto
- 38 FEATURE: The journey to continuous delivery**
By Ehab Roufail, Harrington Starr Technology Consulting
- 42 FEATURE: Ask a consultant**
By Gav Patel and Ehab Roufail, Harrington Starr Technology Consulting
- 44 FEATURE: The Recruitment Shoulder**
By Scott Richardson, Harrington Starr
- 46 FEATURE: The Definitive Interview Guide**
By Nadia Edwards-Dashti
- TECH IN FOCUS**
- 48 Daniel Stachowiak, MyDocSafe**
- 50 Danielle Mensah, QiDanChi**
- 52 Chris Gully, Fidenda**
- 54 FEATURE: Humans of Fintech**
By Louisa Freestone, S&P Global Platts
- 57 FEATURE: 2018 Salary Trends**
A breakdown of the salaries and rates you can expect broken down by job and experience

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Bart Starr



TOBY BABB
 CEO, NORTH STARR

Welcome to the latest issue
 of The North Starr magazine

North Starr – What's in a name?

N

aming a company is like naming your child. It's something that carries an identity, something you become, something you are stuck with for life – both positively and negatively. It can arrive on a sketch on a napkin (Virgin) or in a dream as a last gasp punt that the team aren't quite sure about (Nike). It can be descriptive, unique, or manufactured. In my view, it should always mean something.

Why the North Starr?

In June 2010 we launched Harrington Starr, the sister company of North Starr. The Starr was named after legendary Green Bay Packers quarterback Bart Starr. He was the 200th pick in the 1956 NFL draft. He had an unspectacular college career, but the Packers saw a young man with the ability and desire to learn and a spectacular attitude. They were convinced he would succeed. Their faith was not misplaced. Starr went on to become the fulcrum of the great Vince Lombardi's Packers team that dominated the 50s and 60s. He was the MVP in the first 2 Superbowls and won the NFL Championship a record 5 times. He remains the only player in NFL history to lead a team to three successive league championships.

"Starr went on to become the fulcrum of the great Vince Lombardi's Packers team"

But it wasn't his success that fuelled our desire to name a company after him. It was the way he and Lombardi's team approached the job. Mastery of the fundamentals, brilliant execution of the basics, excellence in delivery in times of pressure, a team that espoused esprit de corps. The Bart Starr award, 47 years after he retired, is still given to the person who displays the most character in the league. All of these were aspects we felt were the simple things that were missing in the industry. People of good character doing the simple things well.

Bart Starr is the personification of the five values we hold dear. A hugely positive character. A commitment to excellence. Process driven execution, no better displayed than in the game winning drive of the famous Ice Bowl. Esprit de corps as the ultimate team man. A lifelong commitment to continuous improvement and kaizen.

So, when we launched North Starr, the Starr was something we wanted to keep.

At the time of launch, a dear friend of the business, Floyd Woodrow MBE DCM, launched his second book, *The Warrior, The Strategist and You*. Floyd served in the SAS for over 20 years and is now an author, speaker, business owner, negotiator, fintech entrepreneur and works with schools with his incredible Compass for Life programme. The concept of the book comes from the concept of the compass. In short, the super North star represents your purpose that drives you forward. The East cardinal represents your ethos, the values and character that you stand by. The South is your strategy to drive you to that purpose. The West is your warrior spirit to make things happen. We asked Floyd if we could use the name and were delighted when he agreed.

Driving towards your North Star represents our vision and ambition. Starr represents the character and values we wish to be known for and to personify. The purpose is to build a group of companies that can become the best in the world at what we do. To transform the way people think and feel about the industry. To help clients, candidates and consultants grow. The character and values of who and what we are as a business are hugely important to us and are far more than words on a wall. We believe we have a strategy that helps stand out and will deliver to the purpose we have set ourselves. Our warrior spirit translates as the passion to deliver an excellent service to our client base.

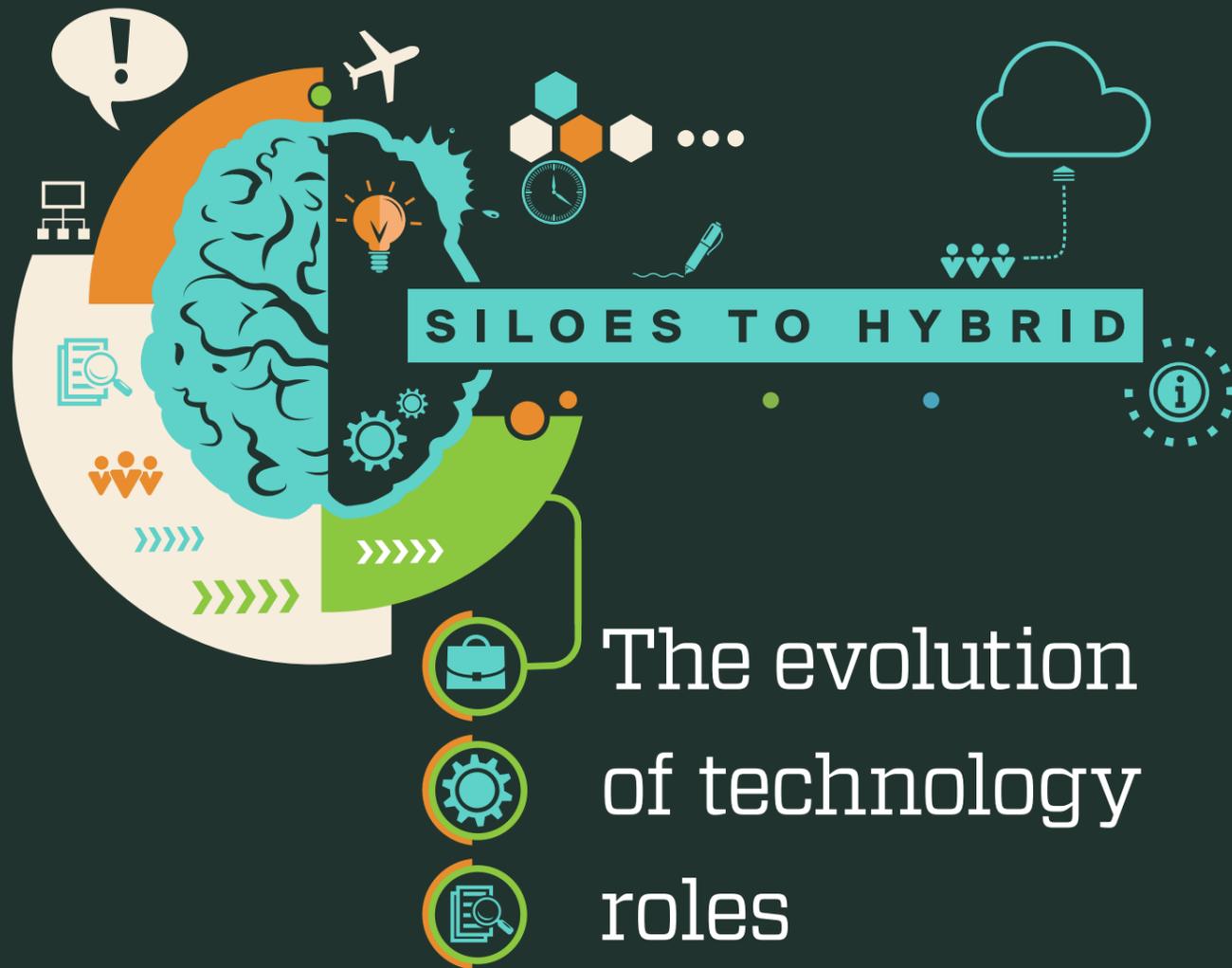
So that's what's in the name? The character of Bart Starr who personifies execution of the basics the right way, combined with the purpose driven execution of one of the finest to grace the SAS. In Major Floyd Woodrow and Bart Starr we believe we have two role models that give us the inspiration to be the very best we can be. We want to honour their achievements.

North Starr is a business with the huge ambition to grow. To grow the careers of our clients, candidates and consultants. To help grow

teams and careers but also brands and networks through events, community, insight, TV and magazines. We are looking for people with the exceptional character to drive the business to be the best at what it does in the world. We assess the person, the professional and the recruiter to find the perfect candidate. We are looking for grafters, competitors, thinkers and connectors. If you are looking for a business that wants to help you drive towards your purpose, we would love to speak to you and help you find your North Starr.

Get in touch with me or noemie.pavy@harringtonstarr.com for more information.





BY NADIA EDWARDS-DASHTI



As technology keeps moving forward so does our approach to solving problems. What has been fascinating about working in the technology industry for over a decade has been witnessing how technology has evolved. As a by-product of this evolution, it has become apparent how business attitudes have changed towards IT to lead to completely new roles.

We have seen technological improvement increase in momentum, sometimes well over any law Moore stated 51 years ago. The changes have included the new challenges our modern day technologist faces within business. With so many tools at hand, with a plethora of uses for them we are finding that the best technologists out there are taking on more hybrid positions to close the gap between forever improving technology and forever demanding needs.

Some have been concerned by the new technology roles that have appeared, fearing that jobs will be replaced by automation. Within the world of specialist hiring, for technology teams in businesses we have seen that IT positions are becoming more about what a computer can't bring and what a personality can. Pablo Picasso once said, "in an age where the computers we work with today are totally unimaginable, computers are useless. They can only give you answers". Even so, his point still rings true for me: as new IT positions emerge to solve the more complex problems we face, we could convince ourselves the right questions aren't getting asked or we could look at the changes as ways of asking for more efficient and simpler solutions.

Whether it be in our banks, ecommerce firms, retail businesses, the legal sector or the fintech industries, the focus should be on upskilling technology staff to be able to problem-solve and provide better, faster and safer solutions. What has become

Computers
are useless.
They can only
give you answers



apparent is that people are expected to have more scope and to fully utilise how they communicate their idea to business and technical people alike. The human behind the parts of the machine they control being paramount and human communication becoming king across all the new hybrid role we are witnessing. As the composer Libby Larson once said "The great myth of our times is that technology is communication". I see it as the person who builds that technology needing to ensure they use their communication skills to give that technology its full potential.



THE HYBRID ROLES WE HAVE SEEN MOST

OF HAVE INCLUDED THE FOLLOWING:

UAT Testers, Automation Testers, Software Developers in Test

The testing world has changed dramatically and we are now not only seeing developers who are taking on testing responsibilities, but seeing them move completely into the realm of testing at a highly technical level. Other testers have moved more toward the business and invested their ability to communicate constant improvement and change that will affect the wider business.

DevOps

There was a time where there were no DevOps people; delivery wasn't automated and infrastructure wasn't in tune with development. The DevOps culture and its new IT role within a businesses is a prime example of how it's not just how technology has evolved at the speed Moore told us about, but in fact how we have responded to it to allow for the human element of communication to rule.

Analyst Programmers

Coders no longer just follow tech specs handed to them by BAs or PMs. We are seeing more Analyst Programmers take control of projects, take specifications from users, complete full testing and take on projects through to release. A few years ago I knew the more communicative a developer was the more value he or she would demand in the marketplace. Now we find that most developers need to be able to communicate their ideas, their problem solving and their thought processes to those around them, as well as fully understand their contributions to the wider SDLC. The communication aspect has taken a step forward too and it has become the speaking, pitching, writing, drawing, emailing that programmers have upskilled themselves in. This is to allow them better communication methods to those in the technology teams and across the business they work in, from other teams to the stakeholders.

“The great myth of our times is that technology is communication”

Application Support/ Implementation Consultants

The job title "implementation consultant" has become yet another technical person who can talk, sell and persuade. Essentially communication has enabled technical staff to fully bespoke their solution for their clients. This has allowed for huge leaps forward in technology being far more aligned to business needs than ever before. As recruiters we hear far less about off the shelf unless it's to be tailored by a technical consultant who understands from a business and technical point of view what their client needs.

PreSales Technical Specialists

Presales isn't necessarily new and is perhaps even the first and most dynamic of the hybrids. The more of these sales specialists we see is a step towards proving the hybrid technologist theory as we have witnessed technologists upskill themselves to become sales people and sales people upskill themselves to become technologists. The concept of selling a product or idea whilst having a thorough technical understanding of it is at the root of my hybrid theory and why I think we will see far more over the coming years.

In a world where uber doesn't own any cars and amazon doesn't own any shops (just yet) we have to prepare ourselves for big change in how we approach problem solving in technology teams. Perhaps technologies and methodologies won't just evolve to solve problems in a faster, better and safer way, but instead we will see them completely redefined in their approach. What we are currently seeing in the AR and VR markets will completely revolutionise the way we all see the consumer market and have products sold to us. With this in mind I believe we have to let the human element of choice and communication prevail to allow for technology to truly be used at its best.



AS THE FAMOUS JOURNALIST

SYDNEY HARRIS ONCE SAID:

“The real danger is not that computers will begin to think like men, but men will begin to think like computers”. If we keep on thinking and asking the right questions, more of these hybrid roles will exist and therefore the challenge to today's technologists to constantly learn and upskill themselves. Our challenges as recruiters will be to identify these life changing roles and tell the right technologists about them.

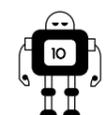


At a recent FinTech Influencers event hosted by Mike O’Hara of the Realisation Group and sponsored by Harrington Starr a question was asked by Danielle Mensah of QiDanChi:

How do you effectively performance manage a diverse group of people?



Nadia Edwards-Dashti
Founder & Managing Director of The Harrington Starr Group



The event was called Bridging the Gap: New Approaches to Creating a Culture of Innovation and offered some fascinating insight into how we should be looking at cultivating innovative environments and the benefits of that.

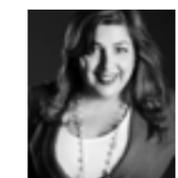
Danielle Mensah’s question has made me think about innovation, diversity and inclusion in a slightly different way and has inspired me to take the debate further by getting lots of different points of view as a way to answer the question. This question is massively important to me as I believe those in management have a responsibility to everyone around them and must commit to getting the best out of their team as a whole unit as well as each person as an individual.

With diversity comes difference and for me, performance management can’t be a one size fits all approach.

Here are a selection of responses to the question that we gathered in the weeks following the event:

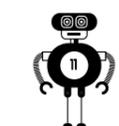
Pavita Cooper

- **FOUNDER, MORE DIFFERENCE**
- **PART OF THE STEERING COMMITTEE FOR THE 30% CLUB**



In today’s world very, few people are operating with a truly diverse team. Some might have great gender balance or some BAME representation, but rarely do they have broadest diversity in terms of cognitive thinking, BAME, age, LGBT, we’re still not in a world where any organisation is saying all these teams are truly diverse. So, I think the notion itself is an ambitious one, we’re getting there but it’s slow. So as a result of that I think most people have got some make-up of diversity in their team but it’s not truly diverse.

The second thing to think about when talking to management, is that when these processes are constructed they’re constructed by people in HR with positive intent in mind and they’re intended to be executed in a way that is truly meritocratic. But the problem that you’ve got is that human beings are involved and you’ve got managers who are executing a process that is designed to be rigorously and fairly implemented, and in reality what happens is when line managers get involved performance management becomes an exercise in democracy rather than >





How do you effectively performance manage a diverse group of people?

meritocracy. So often managers are applying it with their own bias or their own thoughts around what feels best so you know this individual, whoever they are, is that individual always in the office really early? Do they work long hours, have they been supportive of me? Been with me for a long time? These biased questions can favour men. I think the other thing is that performance management systems are changing, particularly the ones that rely on providing normalised distribution curve or forced distribution, which is becoming very out of fashion and many companies are moving away from it, for years that's how people managed performance management.

These outdated systems are based on people being able to come forward and give both specific examples of what they've done and demonstrate their achievements and not just in their role but more broadly across the enterprise. This is not just what they've done but the how they've done it. And what we know is that typically women aren't as strong at communicating their achievements, they rely on doing a really good job and assuming that the right thing will happen that somehow by osmosis that people will notice that that's what they've been doing.

With men and from an early age they're wired differently to actually go and shout about their achievements and so when it comes to things like pay round and performance management discussions, often men have already shared what they have done. Certainly, in my work I'm coaching women to be more thoughtful about how they can more regularly be checking in and

"From an early age, men are wired differently to actually go and shout about their achievements when it comes to things like pay..."

sharing the things they're doing outside of the organisation, they might be doing things at industry level, such as engaging with a professional body, they often don't bring that in. So, you know these are things that all get in the way. And the other thing that happens is that performance management is not just about the input it's about the conversation that happens at the time of the review and in that meeting what you'll get is a lot of feedback from the line manager to the colleague. What we see is that a bias does creep in that when, whether it's a man or a woman line manager, giving feedback to their direct report. Generally, men receive feedback that tends to focus on strengths that are already established and reinforcing how they can do more of that; feedback to men will also focus much more on technical skills and what it is that the individual needs to do to be promoted. What we see with women, particularly with male line managers when they're giving feedback to female line reports they tend to focus much more on style, personality and coaching the individual to assimilate much more to the culture, so what do you need to do to fit in more around here and

they talk much, much more about how it is they're doing things, citing issues around style rather than the gap they've got between where they are today and what it is they need to do to in order to get promoted. So, I think that these are all factors that start to creep into processes around how you effectively performance manage.

And the other thing is that a good line manager understands that with a diverse team comes to diverse motivation and diverse skillset. A good manager will understand how do I tap into engaging those individuals in a very different way? So if I've gone out and tried to hire someone different, fintech is a really good example, you know a bit spikey, a bit different, bit of a disruptor, they're going to want lots of space, lots of autonomy, lots of freedom to create, and if they are being constricted and restricted by their environment and culture, it won't work the role of a manager is to provide them space to do that and the performance management discussion is a safe place to have that conversation, which is how do I provide you air cover, what support do you need from me, how do we ensure that we retain you rather than risk of you leaving? And that is what great performance management looks like. Again, sometimes what managers do is see it as a very binary process, you come in I give you feedback and a rating and that's it. But that's only part of the conversation. I mean these would be my key points that performance management is a much more holistic process and not one that just happens once a year it should be happening on a much more frequent basis, probably once a month and much more immediate real time feedback." ■

Des Matthewman

• HEAD OF DIGITAL SERVICES
 CAPITA EMPLOYEE SOLUTIONS



If you have a group with limited diversity and similar / culturally aligned mindset, it may appear easy to motivate and manage this group. However, outcomes are typically prescribed and creation of new value is limited. Flat line. Diversity brings additional complication as individuals will not necessarily share the same motivation. In this case, focus on clarity of communication of desired outcomes is key.

With diversity, comes the potential of exceptional unexpected

outcomes. Diversity often challenges group think and the consequence can be brilliant new concepts / ideas which lead to value creation / generation. Exponential growth line! Simply put, with a diverse group of smart individuals, let them sort out the how etc....just provide a really clear "why" with regards to understanding outcomes. That's from a team perspective. On an individual basis, I believe all staff should have line management (work related goals, understands the staff member's technical specialism, focus on

outcomes for team and business etc) and a performance coach (individual goals not linked to business outcomes, personal ambition, personal growth etc). A line manager and a performance coach should not be the same person, if at all possible. Awesome performance coaches are crucial to retaining star talent.

Measurement is relatively simple - business outcomes and retaining star talent. I prefer simplicity and am a firm believer in you get what you measure. ■

Mark Pearse

• ASSISTANT DIRECTOR OF FINANCE (INCOME AND PLANNING)
 ROYAL FREE LONDON NHS FOUNDATION TRUST



Interacting with and managing a diverse range of people is one of the great highlights of working in the NHS. The diversity in people, whether its their personality and behaviour, their traditions, beliefs and culture, or simply the way they interact with you, is incredible. Whether its managing staff, senior management, expectations or relations with anyone from front line clinical staff, to back office admin, or executive directors, the daily need to manage a diverse range of people is huge.

In order to succeed, you need to be open minded and don't be ignorant of every person's individuality and needs:

1. Make it personal - understanding what makes someone tick is vital, there isn't a

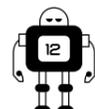
one size fits all approach - e.g. its good to encourage the introverts to speak up in team meetings, but sometimes better to find out their opinions on a 1:1 basis beforehand, and feed that into the group. You need to be adaptable on individual basis - not everyone likes email, not everyone likes 1:1 face to face meetings, not everyone works best between 9-5 - does someone work better from 7-3 (they might be an early riser) or 11-7 (if they hate the mornings)? When I have taken the time to understand their needs and why, I have generally been able to adapt my approach and get more out of them.

2. Embrace diversity and learn about it - other cultures and traditions are fascinating. If you love travel, you don't have to go

anywhere to learn about other cultures - have a lunch and learn session and get everyone to bring a dish of their choice. You learn a lot sharing food and work ideas. If someone has a disability, find out how it affects them and put measures in place to improve.

3. Avoid compromising someone - don't make someone work late when they have to pick a child up from childcare, or organise a team lunch during Ramadan.

4. Learn what people respond well to and badly to - if someone likes feedback, give it; if someone likes to be briefed before a meeting ensure you've briefed them; if someone doesn't like to be disturbed before 11am, don't disturb them! ■





How do you effectively performance manage a diverse group of people?

Priyanka Naik

• WORKING IN A MAJOR MNC



Companies with a diverse workforce often outperform companies where the staff seem cloned from a single template. Heterogeneous groups, replete with diverse mental models, are more likely to come up with assorted viewpoints, fresh perspectives and innovative thinking. As Winston Churchill once stated – “If two people agree on everything, one of them is unnecessary.”

The first step towards leveraging those perspectives would be to create a culture where differences are not only acknowledged, but are celebrated. The concept of diversity encompasses acceptance and respect. Leaders need to understand that each individual is unique and appreciate the individual differences. In our team, the leaders are always willing to say, "You and I are different. Let's talk about the synergies." Instead of focusing on minimizing the differences, we focus on leveraging the variety of ideas, work styles and world views to our advantage.

The remarkable thing in our company, which embraces

"In our team, the leaders are always willing to say, "You and I are different. Let's talk about the synergies."

diversity, is that it has taken conscious steps to create a type of work-place that celebrates exactly the same. Leaders across levels are coached to deliberately inculcate a culture through their talk and actions – that nurture differences of every kind. One paramount step that has further helped the cause of Diversity in our company, is the fact that they have kept diversity in mind when creating teams and special work groups within the company. ■

Priyanka is a multi-disciplinary practitioner in the banking, risk and financial technology space. She fervently aspires to drive innovations to the financial services industry - by leveraging several disruptive technologies, that would eventually serve to improve the overall financial inclusion & innovation.

Becki Thomas

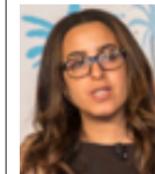
• HR MANAGER CHARTERHOUSE VOICE & DATA PLC



One can effectively performance manage a group of individuals by not following a one box ticks all approach - to make sure that all employees are seen as individuals. This can be achieved through education, communication and training with managers and promoting a culture of tolerance. It is crucial to listen to, encourage feedback from, and appreciate the uniqueness of each team member. It is important not only to understand that people are different but to recognise the value of those differences and what this adds. ■

Sabahe Mrizag

• GLOBAL HEAD OF BI AND STRATEGY CLEAR CHANNEL



The way I approached management and leadership was to heartedly believe that every person had something special in them to deliver some sort of magic, “the hidden gem”. It was my responsibility to extract it for their personal development and help them be the best version of themselves.

The way I applied it is to understand each individual's needs, passions and weaknesses. It is primordial to recognise what makes them “tick” professionally and personally then support them in a selfless manner to give you the “magic”.

Management is a two-way rapport, where the employees

share their personal vision and the manager looks at their potential, with the objective to marry up the two. When leading a team, he/she works for them by providing the support and resources to get the right job done, thereafter orchestrating the various skill sets to deliver the bigger picture.

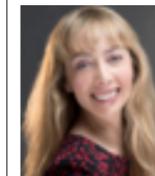
I would like to remind us that most of us are not great in every aspect of a job, it is certainly beneficiary to identify the nuance and balance the given group's profiles. One person may be excellent with data analytics but not great with maintenance tasks (note I state great as an adjective not good), this is not a negative! The effective way to performance manage it, is to pair

these profiles together so it is a complementary unit! Take the good, the bad and occasionally the ugly as a package, when the great outweighs the latter, the leader should then help improve the average traits of that individual or group and ensure positive reinforcement.

Finally, the same applies to managing different cultures, for instance a mediterranean culture does not appreciate pressure but delivers creativity and handles last minute very well, whilst a northern european culture favors discipline and process. I always reminded myself that with differences, creativity, talent and hidden gems will be present, one should pay close attention. ■

Bernadette Moriarty

• PROJECT MANAGER BREXIT RESPONSE T. ROWE PRICE



When leading a diverse team to achieve winning performance, I follow 3 key rules -

1) Create a welcoming environment for team spirit to build, be mindful of other cultures. For example a Muslim colleague may feel more comfortable with a welcome to the team event at a Turkish restaurant rather than the local bar.

2) Encourage a safe environment, where different opinions can be heard and lively debate can be

had in a respectful way. For example when chairing a meeting after the extroverts have spoken make a point to ask the introverts if they have anything to add.

3) Continue to educate yourself to lead diverse teams. For example a book I have learnt so much from is called, “Diversify” by June Sarpong, it is based on research from Oxford University. It's a practical guide to how we can achieve diversity and reap the huge rewards! ■



How do you effectively performance manage a diverse group of people?

Paul Dyson

• CTO, SINGLETRACK



I've long been an advocate of self-organising teams. The key to achieving and maintaining great performance is having clear direction about what you're collectively trying to achieve; ensuring that the constraints you're all operating within are well-understood; and adopting a process whereby the whole team can reflect on their shared activities and achievements.

I've found diverse teams make the best self-organising teams as a variety of experiences, outlooks, approaches and opinions can be brought to bear. Care needs to be taken that all voices are heard - including those that speak less loudly than others - but most teams quickly learn to value all opinions regardless of the force with which they expressed. ■

Samantha Knights

• HEAD OF IT ARCHITECTURE AND DEVELOPMENT, RPMI RAILPEN



The key is to define a clear vision and well defined set of goals for the overall team, so that everyone understands what they are working towards. In terms of then the diversity of individuals, all should have common motivations to want to achieve that goal, and the challenge is that there are different approaches they may have to get there.

As manager (or I prefer leader) I seek to find the common ground between people, as different as they may be, and get them collaborating, highlighting their strengths for them to play to, and challenges to work on or work with, and eventually find mutual respect among them. This often means flexible working practices for different people but with the common goals set, people are measured against those, not how and when they get the job done. ■

Anna Poberezhna

• CEO / FOUNDER, SMART4TECH
• PRODUCT DEVELOPMENT, FINVERITY



Firstly, I would like to define what is a "diverse group of people" - does it mean different age, different ethnic and cultural background, different gender, different interests - or all of the above?

It is important to create an environment where dialogue is open and communication is not associated with fear. A cultural environment of an organisation defines a lot itself: encouraging vs overwhelming (depressing); meritocratic vs hierarchical;

entrepreneurial vs corporate; honesty vs. protocol; supportive vs. competitive.

When selecting for /managing people in an organisation, it is important to understand people's values and interests along with experiences and previous environments.

These should be taken into an account (and not as a bottom part of the CV), as those diverse qualities are key drivers and unique distinctions for

personalities which should be leveraged in exiting settings. And some individuals do perfectly fit certain environments, whereas some environments do not just fit certain personalities.

To summarise: encourage, engage and empower, and then measure and analyse. Invite, appreciate or let go.

And integrate index of happiness in an organisation along with others - it is a must. ■

Liz Dimmock

• CEO AND FOUNDER
WOMEN AHEAD AND MOVING AHEAD



A diverse team brings so many more perspectives, ideas and ways of approaching a problem or opportunity, than a team who are all alike. It is important to let everyone on the team have the opportunity to share their ideas. We do this by fostering a culture of 'authenticity' - encouraging

our employees to truly bring their 'whole selves' to work. In performance management, we take the view that each individual is unique and brings their own benefits and challenges.

Treat each person on the team as an individual, rather than a

cog in the machine. Feedback - the 'oxygen of champions' - is welcome at all levels. Adopting a growth mindset, seeking to be better tomorrow than we are today, is reflected in all performance management and it guides how we do business internally, and externally. ■

Alan Underdown

• MANAGING DIRECTOR, UK/EUROPE
SATUIT TECHNOLOGIES



When I think about diversity my mind is taken back to my experience living and working in Switzerland. At the time I was leading a relatively large team of people. They were based in multiple locations worldwide and each location comprised multiple nationalities. One team, based in Zürich, comprised people of 17 different nationalities!

Obviously there were also other forms of diversity in those teams including gender and age. The diversity in the team brought a lot of different perspectives and experiences which in turn often led to innovative solutions and

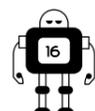
breakthrough thinking. At the same time rubbing along with such diverse colleagues didn't sit easily with everyone. The leadership role therefore involved harnessing and maximising the positive side of diversity whilst also minimising conflict.

There were many keys to success but I would single out communication as the single most important factor. It's critical to have a communication plan and clear messaging as regards vision, goals and objectives. That way everyone can understand and relate to the messages and you can build a common purpose

and culture. It's a two way street so listening to feedback and concerns are important and doubly important when the team is so diverse. We had face to face team meetings every quarter where everyone came together and I would rotate the location between different offices.

The time together was helpful not just in terms of achieving work output but also in terms of colleagues getting to know each other.

Rotating locations also paid dividends in terms of team members experiencing each other's culture. ■





How do you effectively performance manage a diverse group of people?

Tim Binnington

• **HEAD OF MARKETING AND COMMUNICATIONS, ALGOMI**



People have differing skills, backgrounds and strengths, this is obvious, but rather than assuming a team member with a certain background will pick up a specific task look at each project with a more open mind. If the role allows, don't always rely on the same people to perform the same tasks. This doesn't mean everyone can do everything or there are not core

competencies and roles but, if there are transferable skills, by applying consistent, honest and open criteria for what needs to be achieved, the strengths of each person can be called upon but they are also stretched.

Mixing it up pushes people out of their comfort zone, gives them a chance to shine and encourages them to collaborate. ■

"If the role allows, don't always rely on the same people to perform the same tasks."

Aaron Phillip

• **TALENT SPECIALIST**



The first thing that needs to be taken into consideration, is that there is no one size fits all solution to managing a DIVERSE group of people. If you have taken the time to construct a variety of skillsets, personalities and characters, then this is something to be celebrated.

Forging a collective spirit from the beginning is paramount to future success. Qualify what the expectations of you as a leader are, and in turn set clear expectations of the team. This means that, not only are you open to being held accountable, but also sets the president that the team hold each other accountable to an agreed set of values and behaviours, of which the entire group have collaborated on and contributed to. ■

Brian Collings

• **CEO, TORSTONE TECHNOLOGY**



At the core of Torstone's vibrant culture are a set of values that drive everything we do. These values appreciate the diverse nature of our workforce.

With over 12 nationalities in our business, we recognise diverse individuals have different needs, styles, values, and desires in the workplace.

The vital thing is to have open communications and to get everyone to be aware of and accept these differences to reduce conflict, maximise performance, and allow each employee to reach his or her full potential by removing diversity barriers in the workplace. That helps us to grow and develop as an organisation, and accomplish our mission of 'Simplifying Post-Trade' processing. ■

Jim McGlynn

• **BLUESTACK, INDEPENDENT IT CONSULTANT. WITH 27 YEARS IT DEPARTMENT MANAGEMENT AND DELIVERY EXPERIENCE"**



Don't over complicate it. Diversity is neither a new word nor a new challenge. The world becomes smaller, so the level of diversity might have increased, but the challenge is the same; how do you create a world class team, as opposed to creating a team of world class individuals. My best teams have been those that understand the vision. However, asking someone to visualise how a complex innovative vision could emerge "in the coming months" is really hard for people as it involves thinking about the amount of work involved! Ask them how it looks "many years ahead" and they forget the work involved, their mind is open, and it becomes obvious

because they already "see it". For this reason, publish a documented strategy every year based on a long term (3-5 year) vision. It helps people understand, it helps them picture the journey, and results in short term behaviours that move us in the same common direction. I recruit clever people. Therefore, I trust them and give them an equal voice towards our success, regardless of role or level. It's amazing how apprentices or junior staff are often the most open minded and creative.

Great teamwork is obvious to see in sports teams. The players have a clear position (role) on the pitch, but do they JUST stick to

that position (that role)? Or do they help each other out? Remember, defenders score goals too, and the whole team kiss them for it! We must appreciate each other's role, each other's view, assume good intent, and help each other.

Don't ignore the obvious. A team does not need to be best friends outside of work, but we spend more waking hours together than with our own friends and family, so it helps if we all get on! If you still have someone that is not helping towards teamwork, then YOU need to manage them. If you don't, then you can guarantee teamwork across the whole team will break down. ■

Lee Tindall

• **HEAD OF DEVELOPMENT MAN GROUP**



The benefits of diversity should underpin any thoughts around building and managing an effective team. Fostering a diverse and meritocratic environment will encourage creativity in a dynamic workplace that supports each individual to reach their full potential.

Every individual is different and whilst motivations may come from similar themes - career progression, future aspirations, sense of achievement, money etc - different personalities have different drives and levels of resilience.

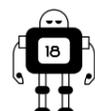
Having empathy for a team member and understanding what is important to them ensures you are able to manage their needs and requirements, whilst also building a respectful and honest relationship.

Another key element is ensuring you garner feedback from multiple different sources that supports a far reaching and varied audience that in itself is diverse - use a 360 process that is transparent and trusted by all employees, which can offer tangible outcomes and areas of improvement.

Show your employees what success looks like and how they are aligned to that success - what piece of the puzzle do they provide to create that success.

Finally, embrace the differing natures of individuals but emphasise the team - do not look for the best candidate for a role, but look to find the best candidate to maximise the team success. Managing the individual to the goals and performance of the team has always brought the best results in my experience.

As the saying goes "treat people how you would like to be treated". ■



GET AHEAD OF THE CURVE

WHY IS DIVERSITY IMPORTANT?



Danielle Mensah
 Founding Director, QiDanChi

As a Director of a global media company recently said to me, “not only is it morally the right thing to do, it is also important for our business results”.

Humans have a profound need for fairness and justice which is at the heart of the diversity agenda. From a moral standpoint, providing equal opportunities for all is intrinsically right. Social pressure to embrace diversity is increasing, particularly as social media enables quick

and easy communication with a large audience (the recent #MeToo movement is a powerful example of this). There are numerous diversity initiatives from regulators, professional networks, new businesses, key industry figures, communities, government and political groups

aiming to help the desired change become a reality.

Research shows that companies with higher than average gender diversity ratios at the top deliver enhanced financial performance¹. Numerous benefits are suggested spanning improved debate, better

problem solving and decision making along with more effective collaboration, leading to higher profits. It may also increase funding as investors view diversity at all levels as a helpful clue about a company's prospects².

Companies from traditionally white male dominated sectors are increasingly focused on improving diversity factors within their workforce e.g. race, ethnicity, religion, age, gender, ability, sexual orientation and socioeconomic background. Undoubtedly gender diversity has received most of the attention to date.

In my view there are two complementary goals:

1. Equality in the workplace regardless of physical, social or mental factors (which has a symbiotic, beneficial influence on the home as well); and

2. Sustainably improved financial performance for companies

Interestingly, research shows that diversity of thought, also referred to as “cognitive diversity” is key for improved business performance³ and that the diversity factors listed above are a helpful proxy for diverse thinking but are not absolutely correlated. Achieving 50/50 gender balance might seem like a major success (and would be huge progress!) but it can become a box ticking exercise if the workforce is mainly middle-class people from southern England. In reality, they are likely to share similar perspectives and thought patterns whereas a group with diverse cultural and socioeconomic backgrounds is likely to bring more diverse thinking and according to the research lead to financial outperformance.

Research also shows how positive cultures that support employee

wellbeing improve productivity and financial performance⁴. Hence the focus on diversity AND inclusion.

Empowering people to feel safe, be themselves, think and contribute freely within a culture that forgives mistakes, cares for people and has leaders supportive of you as a whole person has been shown to produce better results over the long term with less absenteeism, less errors, higher productivity, higher retention and sustainable profit increases.

Are we encouraged to stifle who we ‘really are’ or are we encouraged to think outside the box? Are we punished for being different, or for putting forward controversial ideas? My point is we are almost certainly a lot more diverse than we realize, but typically that diversity is not on show as it is not encouraged or well perceived. Shifting corporate culture to create a more open environment where employees feel the freedom to express themselves is likely to reveal more cognitive diversity and more performance benefits than currently recognised by top management.

Companies need to understand

more about their employees and the type of employees they want to attract to really make this work for their bottom line. Fortunately, advances in neuroscience and technology are improving our ability to assess and analyse cognitive diversity with greater accuracy.

How does Diversity become a priority?

It is an opportunity to tap into hidden talent within and outside your company. In effect, there are three parallel, interlinked tasks to consider when implementing an action plan for diversity:

A. How to increase cognitive diversity by understanding employees and potential recruits with a suitable support framework that sets people up for success

B. How to enhance the productivity and wellbeing of all employees through a positive culture

C. How to advance the moral aim of overall equality, adapting the workforce to reflect society

Let's face it. Task C alone is definitely not enough to get “old skool” leaders and middle managers motivated about

"Companies need to understand more about their employees and the type of employees they want to attract to really make this work for their bottom line."

¹ McKinsey, *Women Matter: Gender Diversity a Corporate Performance Driver*, Oct 2007 and updates; Credit Suisse *Research Institute: CS Gender 3000, 'The Reward for Change'*, Sept 2016; and *Societe Generale: Getting the Right Women on Board*, October 2011

² Dame Helena Morrissey, *written evidence for the Treasury Report, Women in Finance*, 2017, WFN0021

³ Deloitte, *Diversity's New Frontier*

⁴ Harvard Business Review, *Proof that positive work cultures are more productive*, Seppala and Cameron, Dec 2015



diversity, particularly as they may see potential loss for themselves (and their buddies). Nor is it enough for progressive leaders that have fiduciary duties requiring them to primarily focus on making money.

Companies exist to make profits (and to create shareholder value if public). Rewind a decade and in the midst of the financial crisis while Global Banks fought for survival, Diversity in Financial Services was not typically a big priority (although ironically having more feminine leadership styles in positions of power e.g. "Lehmans sisters" is often quoted as a way to avoid a reoccurrence of the crisis).

Thankfully, the research over the last decade has highlighted the link between higher profits and diversity. That has been a game changer for corporate attention, BUT it remains 'special interest' rather than a core strategic aim⁵. Combine the moral aim (highlighted in Task C above) with the expected business return from Task A and B and there is a compelling case to make talent diversity a top 4 priority.

We live in a rapidly changing world, with disruptive new entrants, fast paced technology change, uncertain economic and political climates combined with intense regulatory change and significant talent risk as people leap from the corporate ladder and dive into new startups, often attracted by their positive cultures which encourage freedom of thought and open debate. There is a lot to focus on.

From the many companies I speak with and have advised, one thing is clear: while many are distracted, **competitive advantage is within reach** for those who become diverse and inclusive faster and more effectively than others.

"We live in a rapidly changing world,
with disruptive new entrants, fast paced
technology change, uncertain economic
and political climates."

What is the right approach?

Knowing the nuances of your company is crucial to effect this change in a politically astute way. The leadership style is, as ever, highly influential. Those that rule by fear rather than respect will likely find it harder to make any real progress towards a diverse and inclusive company because their employees are less comfortable to be themselves and less trusting of change. Sponsorship by the CEO (or at least senior commercial leaders within the Executive Committee) is crucial to effect change and may be more effective from a perception standpoint if the lead sponsor is also a highly regarded, white male (i.e. this is serious, not fluffy).

I see a division between those that are ready for big, bold change and others where it is safer and more effective to take a quiet, subtle approach. In researching this article, I discovered a split between those who believe behind the scenes change led from the top that trickles down is the right way to go versus those that think it will never happen that way and want the change driven from the grassroots as well as management. Whichever approach you take, garnering support rather than engendering fear will encourage inclusivity and sustainability.

These are not the only options, but I reference them to provoke honest reflection. Do you? :

1. Push hard (e.g. with a publicised change campaign) with the risk that creates a lot of noise, distrust and fear ultimately leading to superficial change and likely causing increased conflict BUT if done well, will deliver the change and associated benefits faster; or

2. Push quietly (e.g. with select senior hires) in a meaningful, calm way that could prove more effective over the long term but with the risk no fundamental change happens in any of our lifetimes and supportive staff become frustrated, negative and leave.

Unfortunately, you cannot click 'buy' on Amazon and receive your prime delivery of "diversity" super-fast. Creating a diverse workforce does not happen overnight. Being in the white male, middle class staff majority feels harder when surrounded by what appears to be positive discrimination against you and can lead to deep change resistance. I remember a white male client from Johannesburg, who totally supported the positive social change for the black community in South Africa, sharing his frustration and fear he

would need to leave the country to progress his career. That fear was real for him and will be real for many others. Buy-in from both those in the majority and those that we are trying to be more inclusive of is therefore crucial, regardless of the approach taken.

How to create change effectively?

■ **Leadership that creates psychological safety**
Research conducted by Harvard, Google⁶ and others shows the importance of people feeling safe to encourage creativity, enhance collaboration and to foster alignment not conflict. A diverse workforce without the right culture will likely hinder performance (as the different types of people fail to communicate and misunderstand each other leading to missed opportunities and poor execution). By contrast, as Harvard says, "feeling safe in the workplace helps encourage the spirit of experimentation so critical for innovation".

■ **Individual Accountability**
It's not just about senior leadership. Each employee, no matter what their role, can own and contribute to the outcome. Broad diversity requires cultivation of a culture permeated by inclusivity from the top down and the bottom up.

■ **Create Support**
One effective way to trigger support for Diversity is to identify a personal connection. Similar to voting in government elections, we are strongly driven by how a decision will directly affect us and our loved ones. If you have for example: daughters, nieces, disabled friends, an autistic partner, an African son-in-law... whatever the connection may be, find it and think about the life you want for them. This is especially important for the current majority who may find it harder to resonate and understand the challenges faced by minorities

⁵ Treasury Report, Women in Finance, 2017, pg 20

⁶ NY Times, What Google learnt from its quest to build the perfect team, Feb 2016

⁷ Treasury Report, Women in Finance, 2017, pg 26

at work. Use story-telling and personal disclosure to powerfully communicate and establish trust. Joint discovery to create an action plan usually works wonders for collective buy-in and synchronisation.

■ **Avoid Freeze**
In my experience, once people understand the need / desire for company change, they may become hypersensitive and unsure how to communicate on tricky topics. This is especially true in relation to women e.g. can I comment that she looks nice or is that now sexist? And different ethnic backgrounds ...what is the right word to refer to someone as black? Is the mere mention of that showing some racist tendency? The risk here is that people become unconfident, fear making mistakes and avoid important dialogue or even worse avoid people altogether. The boundaries of what is acceptable are often blurred and evolve over time.

A combination of education, raising awareness, support, forgiveness and maintaining a good sense of humour when unintentional mistakes are made will help all of us make progress. Open and judgement-free dialogue is important. Simply talking about these topics is half the battle. A culture that permits mistakes and failure is highly beneficial as your company embarks on this change (as well as being a crucial component of effective innovation).

People may also freeze when recognising what a monumental task this seems. Identify and leverage change agents to create a vital feedback loop helping to keep people connected, motivated and action-oriented.

■ **Be consistent with merit-based decisions**
I mentioned at the start that our need for fairness and justice is a key driver for diversity. This can

get really screwed up by sticking people in roles they are not suited for in order to improve diversity ratios. I've heard men complain many times when a female candidate gets the job because they don't trust the decision was made fairly and I've heard many times when they congratulate a female candidate because they know she deserves the role. Yes, publicising credentials and awareness of her attributes makes a difference but you know when the decision is fair. If the diverse talent really does not exist, focus on creating it within your pipeline rather than forcing the wrong people into roles. The ultimate goal is that the legitimacy of a 'diversity candidate' does not require justification.

■ **Diversity data can contribute but not rule**
"What gets measured, gets done"⁷. I've witnessed many times how diversity data creates shock, angst and real A-Ha moments. It is a vital tool to highlight the enormous gap. Data is helpful for benchmarking, identifying progress or lack thereof and influencing. However, getting hung up on stats may take you down the wrong path and hide reality. For example, having balanced ethnicity with an office full of alpha males AND alpha females is not the intended diversity nor is that likely to yield the desired performance return. Understanding and being able to measure cognitive diversity is also important.

■ **Make it happen**
Waiting for change to happen organically will take an insanely long time i.e. I doubt any great, great, great granddaughter of mine would be seeing gender & ethnic balance among FTSE100 CEOs. I know several companies that are proactively pushing change with specific targets, performance bonus multiplier & dividers, regular communication around data, training and specific >





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policy shifts which demonstrate commitment and lift this off the corporate values posters and into their employees' day to day lives.

Here's some powerful examples to create change, noting it is important to understand the readiness of your company and balance subtle versus highly visible change to limit fear and resistance:

(1) Leadership

- Visible, sponsorship by CEO or a senior, executive leader in charge of a profit centre(s)
- Create a multi-tiered action plan addressing all levels and functions of your organisation, supported by granular pay, promotion and personnel support data
- Make diverse hires in accordance with merit (and create an objective panel with independent advisors to ensure meritocratic decisions)

- Highlight senior role models, especially in commercial rather than support functions (this is really important, diverse NEDs are not visible, executive and senior leaders are)

(2) Culture

- Leverage leaders that can facilitate controlled conflict and harness diversity tension
- Have corporate values that are in sync with your diversity vision, and are well understood, encouraged and reinforced with all employees as well as being consistently embodied by senior leadership
- Establish support frameworks, open to all employees for inclusivity and fairness, to increase the success rate of diverse individuals and teams (two-way mentoring, role model & peer relationships, innovation

support networks, training etc)

- Analyse engagement surveys and useful data to provoke learning and strategic refinement

(3) Recruitment

- Re-evaluate job profiles and challenge hiring managers to attract diverse candidates, supporting them with risk-based decision making and performance evaluation
- Target diverse recruitment e.g. roles where autism (being one aspect of neuro diversity) could be highly beneficial
- Recruit with a transparent process and policy actively seeking diverse & inclusive candidates
- Use objective scoring criteria for recruitment, operate 'blind' hiring or include optional multipliers for 'Diversity & Inclusion Factors'

(4) Performance management

- Ensure equal pay for equal roles including bonus criteria that is both objectively set and assessed
- Leverage performance management to empower employees that live the values and are inclusive leaders of self and others, enabling them to thrive in the company
- Add incubators for talented employees, ensuring high diversity, to fast track their career progression and create a strong succession pipeline
- Implement 360 reviews for all staff with promotion dependant on junior support
- Objectively value employee contribution to mentoring (as mentor or mentee) and cascading support networks through the company

Accept Imperfection

Get started immediately. You will not have perfect data or ideal circumstances. Progress can be made by numerous baby steps taken across each business segment that ultimately leads to sustainable change. Create a continuous feedback loop to learn more about your organisation and the cause of current imbalances, identifying new ways to create change effectively.

For everyone's benefit

The other really cool thing about focusing on this is the positive effect it can have on your existing staff. Leaders, coaches and therapists across the world can tell you how often business people suffer self-doubt, anxiety, fear and lack of confidence. As mentioned above, creating an inclusive working culture that empowers people to be themselves, drop the façade and be authentic, working together to create joint outcomes rather than being fuelled by insecurity and arrogance will multiply the Return on Investment (ROI).

Conclusion

I love the phrase I am different like you not from you. That said, we have a lot in common we are all born, with a mind, a body and the ability to think. We are all conscious beings. With AI around the corner, now is the time for people to be aware of our similarity and united in our diversity. Becoming inclusive offers a big opportunity to enhance the wellbeing of all staff ultimately leading to increased profitability. The change cannot be done to you it must be done with you.

See page 50 for a deeper insight into QiDanChi





Automating GDPR Compliance

After years of preparation, the European Union General Data Protection Regulation (GDPR) will come into force on 25 May 2018. The legislation replaces existing data protection legislation and in the words of the European Union is designed “to harmonize data privacy laws across Europe, to protect and empower all EU citizens data privacy and to reshape the way organizations across the region approach data privacy”



Daniel Stachowiak
 Founder and Managing Director, MyDocSafe



rganisations have been running GDPR compliance projects designed to educate, assess, and create policies, processes, procedures and artefacts. There can be few of us that haven't already been touched by GDPR. However, the on-going challenge will come after the 25 May 2018. At this point GDPR will become a living, breathing and evolving regulation to which organisations will have to adapt. The reasons they will have to adapt are as follows:

■ **Internal Players Will Change**

Organisations will operationalise their GDPR processes and in doing so legal and compliance professionals will be augmented with operational client facing colleagues.

■ **Data Subjects Will Be Empowered**

Data subjects will start to kick the tires vis-à-vis their data controllers who in turn may need to turn to their data processors. How they might kick the tyres is discussed later in the article.

■ **Regulators Will Regulate**

GDPR is a clearly defined regulation. However, after 25 May regulator enforcement actions will provide important information as to how the regulations should be interpreted.

■ **Law Courts Will Set Precedents**

Data privacy actions will reach the law courts and GDPR will be adapted by case law.

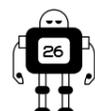
"Organisations wishing to comply with GDPR will need to implement adaptive processes and systems that support the regulation and that can be executed efficiently and effectively."

Each of the cases above necessitates organisational adaptation. But how does that happen in practice? Under the GDPR, organisations have explicit general obligations to implement technical and organisational measures to show that they have considered and integrated data protection into their processing activities. Organisations wishing to comply with GDPR will need to implement adaptive processes and systems that support the regulation and that can be executed efficiently and effectively. I will also add centralised to that list as it's hard to imagine how organisations will deal with GDPR let alone in a dynamic environment without a single place to administer GDPR compliance. My final point in this regard is that processes and systems must be capable of administering data privacy in a way that provides both documentary and demonstrative evidence should a court or regulator require.

These are also some of the reasons why Microsoft Office (Excel, Word and Outlook) isn't a sufficient GDPR toolset. Such tools do not provide timestamped proof and audit trails and certainly are not suitable for handling the multi-dimensional nature of GDPR data.

The good news is that specialist GDPR software integrated with technology and trust services can provide organisations with a means to achieve GDPR compliance and in a way that passes the previously mentioned criteria. Before reading ahead, it's worthwhile reading the side bar as it lists the trust services and technologies that make up such a proposition. The appropriate mix depends on the size, complexity and type of organisation. >

- GDPR compliance software**
-
- Secure document storage, sharing, delivery & archiving**
-
- Encryption**
-
- Electronic signature**
-
- Time stamping**
-
- Electronic forms**
-
- Workflow automation**
-
- Portal technology**
-
- Access rights management**
-
- Management Reports**



Now to the solution... the following table provides some examples – for brevity – of where GDPR processes are likely to cause pain for organisations and how technology and trust services can help to manage compliance.

<p>GDPR Process (Examples)</p>	<p>Request Submissions by data subjects. For example, subject access requests, erasure requests, objection requests and rectification requests.</p>	<p>Return of data to data subjects. Data portability.</p>	<p>GDPR Documentation. Describe data controlling or processing activities, log incidents, breaches, user requests and audits. Script user requests. Record and note decisions and responses.</p>		<p>Update, distribute and sign engagement letters, T&Cs and privacy policy.</p>	<p>Regulations relating to lawfulness of processing including consent, handling of special data types and criminal convictions.</p>
<p>Technology – How?</p>	<p>Compliance software and dashboard records and processes requests. Data subjects are directed to E-forms on a portal which enables a self-service means to capture requests. Automated workflow engine handles request fulfilment. Data repository handles storage of requests. Audit trail ensures the request and any decisions relating to the request are timestamped.</p>	<p>Electronic registered delivery services to send copies of data before severing ties or moving data.</p>	<p>Compliance software and dashboard. Reminders to prompt how long data can be kept. Document management.</p>		<p>Document templates. Signing templates. Workflow. Electronic signatures.</p>	<p>GDPR Compliance software and dashboard. Capture workflow using electronic forms.</p>
<p>Benefits</p>	<p>Organisation avoids processing disparate incoming letters, emails, telephone calls etc. and re-keying. Standardised data capture. Organisation minimises the number of people involved in the process. Reduced risk as requests are stored, processed and audited.</p>	<p>Proof of delivery and audit.</p>	<p>All are captured and audited. A centralised and auditable repository can also be helpful in terms of sharing GDPR activity with auditors, consultants, regulators, lawyers etc.</p>		<p>Ability to efficiently and effectively distribute, sign and store Agreements. Ability to broadcast to many parties and procure individual signatures.</p>	<p>Proof of delivery, track data and audit.</p>

In conclusion

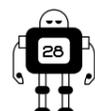
When the GDPR comes into force on 25 May 2018 it will become a living, breathing and evolving regulation. Organisations will need to deal with a general obligation to implement technical and organisational measures that show they have considered and integrated data protection into their processing activities. These processes and systems should be executed in a way that is efficient, effective, adaptive and evidenced. It may also be helpful if they are centralised. One solution is to use specialist GDPR software integrated with the technology and trust services.

Daniel Stachowiak is Founder & Managing Director of MyDocSafe, which provides an integrated suite of services and technologies that have been enabled to help organisations achieve on-going GDPR compliance.

For more information, please contact: daniel@mydocsafe.com and see www.mydocsafe.com.

The information provided in this article is for informational purposes only, is general in nature, and does not constitute legal advice. Please consult a lawyer for legal advice specific to your situation.

See page 48 for an interview with Daniel





Why I find myself doing EPM in the cloud



Chris Gully
 Director, Fidenda

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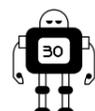
o, I left behind a life of SAP EPM, primarily SAP BPC, to move in to the world of Cloudbased EPM tool, Anaplan. There were a few reasons for my choice, but the primary reason was to broaden my horizons and skill set within EPM, as the industry and the technology becomes more diverse and the options for businesses, less simple.

The main reason for the shake-up in the EPM industry is technological. Historically, EPM reporting and analysis has been dominated by Excel and for good reason; it's a very mature product and there is a huge amount of embedded capability within finance teams. Excel, however, has some inherent weaknesses. The lack of decent dashboarding and mobile options, the fact it doesn't lend itself to scale and expansion within the business and its lack of integration in to other systems. This can be somewhat overcome through significant investment in licenses and implementation of enterprise solutions like SAP BPC and Oracle Hyperion, but these don't come cheap and often require significant IT overhead moving forward.

This has opened up the window to cloud and web-based technologies, which offer the fast

implementation of EPM solutions whilst providing the benefits of database management, dashboarding and easy mobile integration. This certainly isn't a binary choice though and there are more and more clients taking on a hybrid approach, using long standing, on premise EPM systems for much of their core reporting whilst using cloud-based solutions, such as Anaplan, in places where there is the need for rapid change or the analysis is less about in-depth financials, for example strategic or operational planning. At Fidenda, we specialize in Anaplan but also have a wealth of experience with on-premise EPM solutions so are well positioned to offer both broad cross system advice, but also to deliver high value solutions to our clients.

[See page 52 for a deeper insight into Fidenda](#)



BIG DATA

B E Y O N D T H E H Y P E



Harsharan Nijjar
 Previously Chief Architect,
 Harrington Starr Technology Consulting

The world is creating data at an astonishing rate and this growth of data is only accelerating. The Internet of Things will make sure of this. This universe of data provides opportunities to generate great insight into the world around us, if only we can build technology that is able to interpret it and process it quickly enough across its many forms. This is the basic premise of Big Data.

"As much data is now being created every two days, as was created from the beginning of human civilisation to the year 2003."

Eric Schmidt, Google CEO, 2010

"More data has been created in the past two years than in the entire previous history of the human race."

Bernard Marr, Big Data in Practice 2016

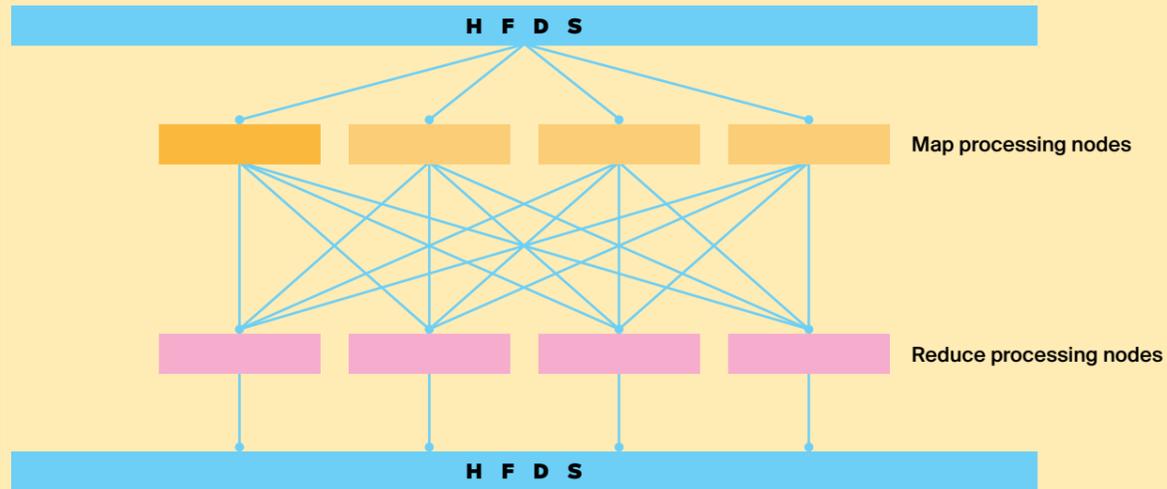
While the headlines on the growth of data make for a compelling message and encourages us all to use the term Big Data freely, this paper will attempt to explain the term and some of its practical uses more clearly.

What is Big Data?

There is no official definition of Big Data but a commonly used precept for Big Data is the Three

V's: volume, velocity, and variety. For something to be considered a Big Data solution, one or more of these properties needs to be true. Volume refers to the amount of data being processed, velocity refers to the speed of data processing and variety refers to the different forms of data. The measure of each of these properties is specific to each use case so in some cases traditional "non-Big Data" technologies could be exploited and the solution still considered Big Data. The Three V's are being extended with new ones, i.e. veracity (uncertainty of the data) or value (business value), but I will stick





with the original three for now.

Where did the term come from?

Big Data as a term was first used in an academic paper in 1999 and has continued to be used since then in many different contexts not always appropriately. So, the concept has been around for a while and is now becoming quite mainstream.

What technologies deliver Big Data solutions?

Big Data is a concept rather than a set of technologies so it does not really matter. However, the technology being used needs to deliver on the capabilities of the three 'V's. This could mean the use of traditional relational databases and simple Java in a distributed architecture. However, there are some technologies that make life a whole lot easier e.g. Hadoop, MapReduce, and Spark as well as many others.

How does Hadoop help?

Hadoop is an Apache open source project that delivers a software platform for managing massive data sets cheaply and efficiently across a cluster of servers. This is done with its distributed file system, HDFS. It provides a redundant and reliable file system that can maintain data integrity

even when nodes in the cluster fail. The data to be processed is held on HDFS and any results generated are stored on HDFS. It is important to understand that Hadoop is not a traditional structured store of data. The processing framework that comes with Hadoop must interpret the data and infer the structure of the data itself.

What is the Hadoop processing framework?

Hadoop comes with a framework that will distribute the input data to processing nodes and then reconstitute the results for storage on HDFS. The default framework is MapReduce. This is where the real magic happens to process the data across a distributed set of nodes. MapReduce allows units of input data to be distributed randomly (or according to a defined algorithm) to a set of processing nodes. These nodes run a data processing program that has been written for a particular use case (in Java, Python, or other languages) and MapReduce will then pull together the results from each of the processing nodes to provide a result set. This can happen many times depending on the use case. The whole framework is based on true parallel processing on a distributed cluster.

Where did it come from?

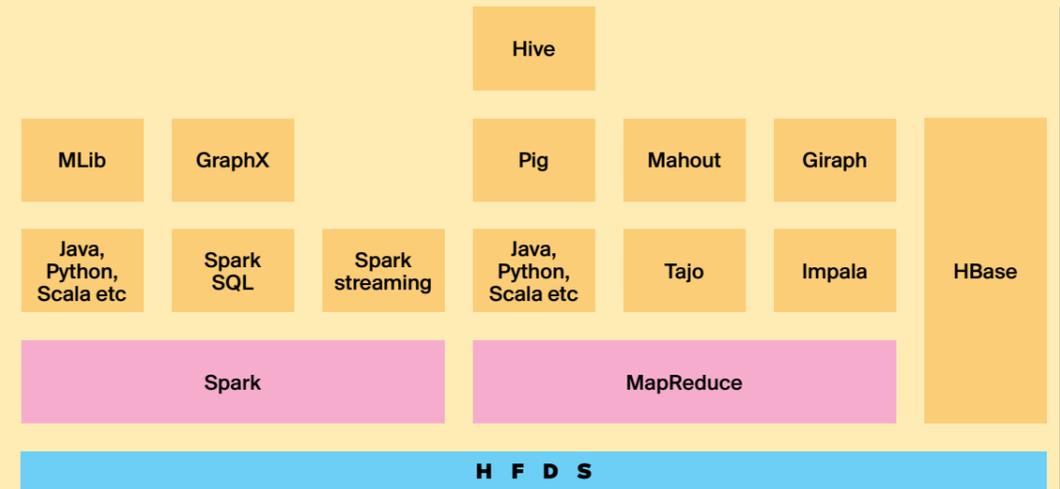
Google first used their own version of the framework and distributed file system to run their page rank algorithm which ranked all the pages across the web. This was a key component of their search engine. They open sourced it and it became Hadoop and MapReduce. These Apache projects continue to be actively maintained.

What are the down sides?

Hadoop is not appropriate for every solution and the distributed processing paradigm of MapReduce needs to be understood so that it can be exploited to give correct results. As HDFS is a disk based system it is restricted by disk IO speeds. So, the design of one's algorithm needs to reduce disk access as much as possible and make it sequential at each node to maintain performance. This is being mitigated by SSD and other techniques but the most significant step forward is Spark.

What is Spark?

Spark is a memory based platform rather than a disk based system. It still uses HDFS to get data but it stores it for processing in memory so is only restricted by memory IO speeds. Of course, the size of data processing is reduced but it can still be large enough for a lot of



use cases. Spark also interprets the processing instructions (Spark SQL) that are to be run on the data to optimise performance. This results in a significant performance gain while continuing to manage large datasets and a variety of data forms with redundancy and reliability. Spark is approximately 100x faster than Hadoop/MapReduce.

What were the other technologies?

As mentioned earlier, Hadoop is more geared to unstructured data with its restrictive MapReduce coding paradigm that is focused on one-input and two-stage dataflow. When it comes to large-scale structured data, traditional parallel database systems have been doing well as they can more easily allow development of SQL commands such as joins. To help in these scenarios, extra layers have been added to Hadoop to allow development at a higher level than MapReduce. Pig is a technology that allows for the development of scripts to load, manipulate and query data without needing to understand and develop MapReduce algorithms at a fundamental level. To allow the execution of SQL as a more easily understood language with Hadoop, Hive was introduced. It allows standard SQL statements

(subset of SQL92) to be run over a Hadoop instance. Hive will convert SQL into Hadoop/MapReduce activities on compilation. There are other technologies and this is just a taste of the eco system that exists around Hadoop.

How will this help in Financial Services?

This new way of processing data allows one to consume massive amounts of data and run complex algorithms in performant timeframes. This is way beyond the capabilities of some more traditional technologies. A few examples use cases are: Pricing, Market Sentiment, Fraud Detection.

For Pricing, one could have financial instruments of any new processed for pricing across a distributed cluster of nodes in parallel. This could be aided by bursting out to the cloud PAAS providers of Hadoop at processing time with little effort. This could provide vastly improved processing times for pricing and efficient hardware use on demand and for batch processing.

With the massive amounts of data available through social media, one could look to gain insight to market sentiment on particular financial instruments

by processing the unstructured data on a streamed basis. One would need to build the model to focus on particular identifiers and variations of those and then also understand what data signifies what sentiment. The flexibility afforded by MapReduce makes this possible.

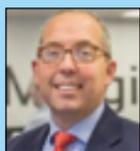
Fraud detection is a key requirement for all financial companies and the processing of transactions on a streamed basis can give real insight and early warning of possible anomalies. This could be significantly improved in conjunction with machine learning techniques to allow humans to focus their attention on more of the true positives rather than false positives. Or missing them completely.

All sounds good but do I really need to do anything?

As you can see, there is lots of potential with this technology but it is not a silver bullet to everything. However, not having this in one's capabilities for the right problems will be a handicap in the future for any enterprise.



Exploring the Three C's of cloud technology



Karl Wyborn
Managing Director, Global
Head of Sales, CloudMargin

What do you think of when you hear the term 'cloud technology'? For many, at least the non-technologists amongst us, it might conjure up images of storing data somewhere outside of your – or your company's – computers. The cloud may also be associated with being lower cost; perhaps even more agile. The good news is you'd be right. In simplified terms, the public cloud is the use of a network of remote servers hosted on the Internet to store, manage, and process data, rather than a local server or a personal computer.

The problem I have with this definition however is that it really only scrapes the surface of what cloud technology is about. It doesn't explain why cloud technology is becoming so dominant and why fintech companies, blockchain excepted, are virtually all cloud based. In the post below, I'll try to bridge the gap between definition and reality.

When trying to draw a distinction between the reality of cloud solutions from the, somewhat banal, definition of cloud technology, I rely on, what I call, 'The Three C's: Culture, Code and Competition.'

Culture

Culturally, fintech companies are easy to define. They are the young upstarts of the financial software world. They seek to disrupt old technology in the same way as trains disrupted the stage coach companies in the US 200 years ago. They are bold, forward looking and exceptionally self-assured institutions where the average age of the employees is but a small fraction of their more established

peers. (Anecdotally, our head of engineering pointed out to me recently that I'm 'older than his dad'...not a great start to my week!). Some of these companies will succeed outrageously. Others will fail. All will move heaven and earth to achieve their goals.

Code

Code is a more unseen concept, but largely, it represents the inherent advantage that fintech companies have over legacy software systems. Code can be further broken down into coding language and structure.

Each year new languages emerge. They are designed specifically to be able to exploit the latest developments in computer science. Many locally installed or 'enterprise' solutions still available today are written in languages developed in the 60s and 70s. Graduates of today's computer science or engineering programs aren't learning these old languages and consider them no longer fit to achieve the complex technological demands of today.

The importance of the code as a differentiator, however, goes beyond the language in which it's written. The structure, or architecture, of code has changed also. Circa 2011-2012, software developers began using the term 'micro service' to define a specific structure to their code. This new approach was a means of breaking large code bases into smaller, independent, and loosely coupled components; where each component is responsible for a highly defined and discrete task. This is in contrast to older technology that relies on a single body of code (a 'monolith') that controls everything.

To better understand this, take the 'honey' analogy: Microservices is a honeycomb where the internal divisions are clear and not everything can or does 'touch' everything else. Compare that to a jar of honey where there are no internal divisions, no cells if you like, where everything may 'touch' everything else.

Microservices architecture allows users to easily scale their work (and cost) up or down with activity, trust a far more versatile and reliable system, and see improvements through a vastly accelerated speed of development. That's why today the microservices approach is firmly established as the underlying architecture for public cloud solutions.

Today especially, I believe it's nearly impossible to overstate the importance of the code as a means to deliver unique benefits to the users. We work in a fast-moving environment where markets and regulators are changing the rules of the game weekly. Platforms which were once fit for purpose are no longer able to keep up with the pace of change. This leads to the dissatisfaction inherent to

"To be ready for the future,
you must be in the cloud."

so many users of older technology. Modern fintech solutions are uniquely placed to avoid these pitfalls and provide a better and lower cost solution for the market.

Competition

This takes us neatly to my final 'C', Competition. Sometimes my CEO and I think about what we would do if we ran an enterprise software company instead of a cloud-based fintech firm in this space. Most of the companies have been around for decades and therefore see revenues far greater than ours does at this point. But we always conclude that there is no other place to be than CloudMargin. The reason is simple.

To be ready for the future, you must be in the cloud. However, the monolithic task of turning an older enterprise solution into an agile, fintech solution with a clear future, quite simply might be more easily achieved by throwing away the old code and business model and starting again.

Generally, investors and shareholders react negatively to that sort of destruction of value! A common compromise is the 'polish the turd' approach, meaning take your geriatric code base and give it a smart new UI. However, similar to dropping a mini engine into a Ferrari, this fools only a few.

Being 'in the cloud' represents the starting point of a raft of advantages with which older technologies simply cannot compete.

That's why it's so exciting to be at CloudMargin, a fintech firm that was born in the cloud, and is built with an eye on the future while rapidly adapting to what is thrown the way of our clients today.

And as always, we will continue to integrate new features seamlessly whilst avoiding lengthy and costly upgrade cycles. We will continue to provide solutions that don't incur the costs of locally installed hardware or the recruitment of systems administrators. Solutions which scale automatically and even, in our case at least, 'self-heal' when problems are encountered. All thanks to the cloud.





DECIDING YOUR NEXT STEP

on the career ladder is never a simple task. Not only do you have to choose what you want to be, but you have to think about where you want to be. These choices aren't made any easier by most of us having preconceptions about different companies and the challenges they face.

Before joining Gousto in September 2017 as Head of Engineering, I had my own ideas of a technology-driven, recipe box company. Gousto had only been around for five years, the meal-kit sector was young and the wider UK grocery market wasn't associated with being at the forefront of innovation. A year later, I'm pleasantly surprised. So, what are some of

the interesting challenges we have ahead of us at Gousto and why are we excited by them?

1. A Perishable Physical Product

One reason I joined Gousto was to experience working with a physical product. After years spent operating purely digital systems, where I'd resolve problems with a quick data-fix, I'd become accustomed to small implications for errors in the system. When you ship out a physical product this all changes. Mistakes at Gousto can mean that a family somewhere don't have the food they'd planned for the week!

Gousto is hugely proud of its commitment to reduce food waste. Our factory currently runs below 1% food waste - better than any leading supermarket. The challenge of a physical, perishable product with a focus on removing waste, demands us to think hard about how we solve problems.

If a package from Amazon arrives late the implications are mainly an annoyed customer. If our package isn't delivered on the right date

then the complete box must be destroyed to ensure we meet our food safety obligations.

Gousto rises to the challenge with sophisticated forecasting algorithms, which use historical information about order volumes and customer preferences to ensure our buyers keep food waste low.

2. Minimal Lead Times

The 'anytime, anywhere' mindset is spreading fast, with consumer expectations demanding next day (or even same day!) delivery. Gousto's current three day lead time is marketleading, but to continue to meet customers' needs, we have to shorten this.

Our current challenge: reducing lead times, without increasing food waste. We can only do this by using our expert forecasting algorithms, to ensure we purchase the right food at the right time, to be shipped out to customers.

Lead time reduction becomes even more complicated, when it requires coordination between our technical and factory operational teams. Technology can push orders to our factory in sub-millisecond time frames, but this doesn't mean it's the most efficient way to get thousands of orders out per day.

Getting the right flow of orders to our factory and using our Data Science capability to efficiently organise the factory layout all help. We use genetic algorithms to calculate the optimal layout of our warehouse from tens of billions options every week. We're on the case and short lead times will be here in no time at all!

We're addressing this challenge by moving our order process from a batch that runs everyday to a continuously flowing process, feeding orders to the warehouse on-demand. This requires

"Customers are at the heart of our business, which is why we constantly work to increase recipe choice."

totally rethinking our whole order process and how that is described to our customers. We will also revamp our algorithms and factory technology to support this new model. Minimising lead time also requires us to integrate seamlessly with our logistics partners to ensure boxes reach our customers on-time. All of this while also growing our order volumes over 200-300% in 2017 and over 100% in 2018.

3. More Choice

Historically, other recipe box companies have focused on providing minimum features to satisfy their customers, whilst at Gousto we go above and beyond. Our competitors typically offer around 10-15 recipes each week (unlike our menu of over 30 recipes across a breadth of ranges!).

Our competitors' model allows for easier scaling of operations as the number of ingredients handled by the factory is much less, but it doesn't provide customers with the choice and variety they need.

Customers are at the heart of our business, which is why we constantly work to increase recipe choice. The goal? Hundreds of recipes for our customers to choose from every week! To achieve this, we have to rethink the recipe choosing experience. We don't want to replicate the daunting experience of standing in an aisle in Tesco searching for your evening meal, online. We're looking to address

these challenges by creating a complex taxonomy of products that understand how similar recipes are. This taxonomy can be used by our recommendation to automatically recommend the recipes your most likely to enjoy. Recommendations based on past purchases as well as recommending something new based on recipe similarity and other customers selections are all planned. To display these recommendations in the best way also requires a total rethink of our user experience for search and discovery of recipes as well as building the appropriate backend storage and APIs.

4. Offering Great Value

Offering an industry leading product and service means offering great value, as well as choice and convenience. Technology makes this possible! We can only continue to scale Gousto by using technology to make our operations even more efficient and our food waste even less.

Challenges over the next 12 months will include designing and improving our factories to allow us to scale efficiently. Working out where we should automate our packing and how to organise factories for the greatest throughput. Introducing features such as self-service customer care to deal with our most common queries, reduces customer friction but also improves our efficiency.

Challenges over the next 12 months will include improving and organising our factory to allow us to scale efficiently and introducing features such as self-service customer care to deal with our most common queries, reduces customer friction and improve our efficiency.

5. Technological Challenges

Just like any other technology-driven organisation we have our fair share of technical improvements we want to make to our product too. We're already 50% of the way into a move to microservices and heavily use AWS Lambda for moving our orders between the platform and our factory after replacing our ERP system in May. Last year we also introduced an Amazon Alexa function to read out the steps to cook a recipe.

In 2018 we're planning a move to a fully containerised solution based on Kubernetes and revamping our API layer with the introduction of GraphQL. As we scale the technology team we're also looking at how we create fully autonomous squads with members across both our technology and business teams, with the first squad in place for Q3 this year.

Hopefully, this article provided you with a short introduction to the challenges we face at Gousto. Our team regularly update our tech blog, TechBrunch, with more of the solutions to the problems we face on a daily basis.

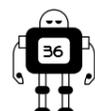
We're massively proud to be enabling families to eat fresh, home cooked meals without the hassle of visiting a supermarket. All the while reducing food-waste and bringing people together through food. If you're looking for a new role and want to work for a company looking to make people happy and healthy we're rapidly growing our team and have roles available at all levels, in all teams.

Five reasons why your next job should be at a recipe box company



Ben Brown

Head of engineering,
Gousto



Episode one of the journey to continuous delivery

This is an introduction to a series of video interviews on the theme of 'The Journey to Continuous Delivery'. Watch the videos on our website or our Youtube channel.

What is Continuous Delivery?

Continuous delivery is a series of practices designed to ensure that changes to code whether bug fixes or new features can be rapidly and safely deployed to production. We achieve this by delivering every change to a production-like environment, making sure the applications services and functions are functioning as expected by running rigorous automated testing.

So, we place a high emphasis on making sure that code is always in a deployable state. New changes or fixes are pushed to a staging environment, running the automated integration and regression tests. If these pass, then we can have confidence the application can be deployed to production with a push of a button when the business is ready. A failure in the integration or regression tests would back out the code to a previous version sending a message to the relevant individuals of the failure.

The aim is to make deployments, of any flavour, predictable, routine affairs that can be performed on demand.



What are the benefits of Continuous Delivery?

Continuous Delivery helps high performing teams consistently deliver services **faster**, **safer** and **better**. This is true even in highly regulated domains such as financial services and government. This capability provides an incredible competitive advantage for organisations that are willing to invest the effort to pursue it.

The practices at the heart of continuous delivery help us achieve several important benefits:



Ehab Roufail

Founder and CEO at Harrington Starr Technology Consulting Agile DevOps Delivery

Faster time to market

It's not uncommon for the integration and test/fix phase of the traditional phased software delivery life cycle to consume weeks or even months. When teams work together to automate the build and deployment, environment provisioning, and regression testing processes, developers can incorporate integration and regression testing into their daily work and completely remove these phases. We also avoid the large amounts of re-work that plague the phased approach.

Safer

The primary goal of continuous delivery is to make software deployments painless, low-risk events that can be performed at any time, on demand. When developers have automated tools that discover regressions within minutes, teams are freed to focus their effort on user research and higher-level testing activities such as exploratory testing, usability testing, and performance and security testing. By building a deployment pipeline, these activities can be performed continuously throughout the delivery process, ensuring quality is built in to products and services from the beginning.

Continuous delivery makes releases less painful and reduces team burnout.

Better products

Continuous delivery makes it economical to work in small batches. This means we can get feedback from users throughout the delivery life-cycle based on working software. Furthermore, when we release more frequently, software delivery teams can engage more actively with users, learn which ideas work and which don't, and see first-hand the outcomes of the work they have done. By removing the low-value painful activities associated with software delivery, they can focus on continuously delighting users.

Techniques such as A/B testing enable us to take a hypothesis-driven approach to product development whereby we can test ideas with users before building out whole features. This means we can avoid the 2/3 of features we build that deliver zero or negative value to our businesses.

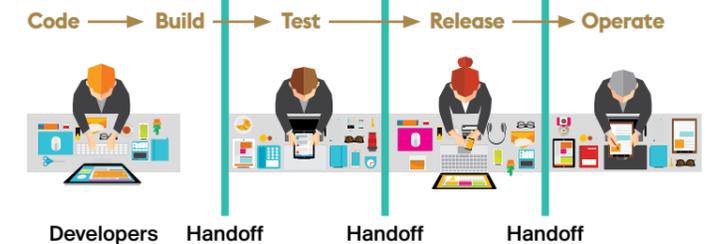
Lower costs

Any successful software product or service will evolve significantly over the course of its lifetime. By investing in build, test, deployment and environment automation, we substantially reduce the cost of making and delivering incremental changes to software by eliminating many of the fixed costs associated with the release process.

How do you do continuous delivery?

By adopting this new approach - your business is able to avoid the countless painful and wasteful hand-offs in the release cycle:

Old way:



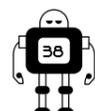
A working group at Thoughtworks developed a number of characteristics that help organisations ensure they are correctly implementing continuous delivery. These characteristics include:

- Software is deployable throughout its lifecycle;
- The team prioritises keeping the software deployable over working on new features;
- Anybody can get fast, automated feedback on the production readiness of their systems any time somebody makes a change to them;
- The Team can perform push-button deployments of any version of the software to any environment on demand.

What will we cover in upcoming episodes of the continuous delivery journey?

In this series of the continuous delivery journey we will look into the following topics:

- The Agile delivery process that builds the disciplines to make this happen
- Automate the build and deployment process through DevOps integration
- Environment provisioning so that environments are scriptable
- The regression testing processes where we'll look at automated integration and regression testing





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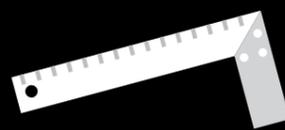
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Talk to us about any of the following



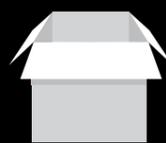
Health check

We'll join you onsite for a few days to observe, and then present a report of the key findings



Agile transformation

We craft a uniquely enterprise Agile solution that delivers quantifiable value for your stakeholders



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Delivering successful projects to your satisfaction, on or offsite



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Continuous delivery episode two: testing

Testing plays a crucial and integral part of the continuous delivery process

Testing is a process where we validate the developed product against functional and nonfunctional requirements. In this phase we can find out if the product actually works as per the design and fulfils the user stories, while not having a detrimental impact on existing features.

The testing phase in a continuous delivery process exists to provide a constant feedback loop which helps determine if further changes are needed. The faster and earlier the feedback the smoother the releases.

But true to our **faster, safer, better** mantra, we can only be **better** if we are **faster** and we can only be **faster** if we are **safer**.

While there are many areas of testing, three main ones for Continuous Delivery are:

Unit testing – Where the developers code in Test Driven Development (TDD), create the failing test first and then the code around it until the test passes. These tests are fast to create, allow for better coding practices and are very fast to execute.

Integration testing – now we bring together pieces of code and functionality, such as a database along with some code for logic. While it may not be pretty we can validate inputs and outputs.

Functional testing – finally we bring all the parts together and test end to end functionality such as front end, logic and database. Here we could use something like webdriver to mimic user behaviour.

The above are some of the main traditional testing areas but we need to do things slightly differently in Continuous Delivery. We need a constant feedback loop, so therefore tests running all the time, on every check-in. As some of the tests can take a considerable amount of time to run, especially the functional tests such as the web driver ones, we need to choose happy paths, or use a parallel grid version of selenium to speedup testing.

Testing within agile and Continuous Delivery is a team exercise, from developers ensuring there are unit tests, to testers carrying out functional tests and product owners doing UAT.

It's a team effort and forms an essential essence of "done".

In order to release faster there is the downside, tests have to be kept up to date, testing time can be extensive, and environments will need to be standardised to ensure all our efforts are not wasted.

Final thoughts

Continuous delivery is about faster time to market, while controlling risk. In order to do this, we need to be safe, and to be safe we need to test early, test often and automate as much as we can. Without proper testing Continuous Delivery is not possible.



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Ask a consultant



Gav Patel



Ehab Roufail

Have you ever wanted to ask a technical consultant a question but not known who you can ask?

Ask a Consultant offers you just that opportunity. Your questions are answered by Gav and Ehab, proven Agile experts from Harrington Starr Tech who have been delivering World Class projects for over 20 years. Send your questions to askaconsultant@harringtonstarrtech.com and follow us on:

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Here are some of the most popular questions we have had so far...

What is Bitcoin?

There's a lot of talk currently about Bitcoin, so we thought we'd answer this question today.

Bitcoin is the original crypto currency. Bitcoin was born out of the financial crisis by a person who goes by the name of Satoshi Nakamoto. This person hasn't come forward yet, so no one knows who he or she is. Him and a group created an electronic payment system based on mathematical proof. The idea was to create a currency independent of central authority, transferable electronically and with low transactions fees.

Once mined they use distributed ledger technology which is a log of where each coin has been and who currently owns it. When its transferred the ledger is distributed and gets verified across multiple computers to acknowledge the transfer, thus everyone in the network has a log of its movement.

There are currently roughly 16million bitcoins in existence, and more can be mined, at roughly one new one every ten minutes. One 21million will be available to be mined, there will be no more available after this around 2040. A single bitcoin is divisible into a million pieces. As Bitcoin gains more acceptance, people have used it to buy everything from Coffee to House Sales, and many companies accept it as a form of payment, from Wordpress, overstock, subway, Microsoft, Expedia and whole foods to name a few.

At the time of posting its value is around \$15,000 per coin with a market cap of \$267bn, it will soon be traded on the futures markets.

Many banks have called it a fraud, a pyramid scheme and a vehicle used by criminals. Time will tell as whether it succeeds as a widely adopted currency for everyday use. There are another 1,400 other alternative currencies, which we'll talk about in a later post

What is blockchain?

Another follow-on question from this week's topic.

The blockchain is an incorruptible digital ledger of economic transactions that can be programmed to record not just financial transactions but virtually everything of value.

It is a continuously growing list of records, called blocks, which are linked and secured using cryptography. So, while its known use for it digital currencies, other uses include authenticating diamonds and other valuable art work or anything which requires authentication.

What is a Task board in Agile?

A task board is a dash board which shows progress of the project. It can be electronic and use software like Jira or TFS or a physical board with cards.

The normal swimlanes a board has are

1. **Backlog:** which has the actual business requirement.
2. **To Do:** Tasks that can be worked on.
3. **In Development:** Tasks in progress.
4. **To Test:** Tasks pending for verification or testing
5. **Done:** Completed tasks.

Additional sections can be added depending on how you work, with extras such as

- Peer review
- UAT
- Release

What are the benefits adopting Scrum?

Adapting the scrum methodology, some of the benefits include:

- Better team dynamics
- Higher productivity
- Reduced time to market
- Better-quality products
- Improved stakeholder satisfaction
- Happier employees

Although to me, it's actually delivering what the customer wants, in small pieces, "minimum viable product" so that something useful is always present, and the customer changing their mind is always an option, so we don't spend time delivering something different to expectations. Always Scrum, Always Happy!

What is a data lake?

A data lake is a way of storing data within a system in its natural form until it is required. While a data warehouse is a central store the data is highly transformed and structured. Only data that is ready to be used is loaded into a the datawarehouse with a pre-defined schema with questions we want to ask of the data known beforehand.

With a data lake, all data is loaded from source systems, no data is turned away. Data lakes support all data types for all user types and the lakes adapt easily to changes and because of this we can have faster insights into reporting than with data warehouses.

Pentaho CTO James Dixon has generally been credited with coining the term "data lake". He describes a data mart (a subset of a data warehouse) as akin to a bottle of water..." cleansed, packaged and structured for easy consumption" while a data lake is more like a body of water in its natural state. Data flows from the streams (the source systems) to the lake. Users have access to the lake to examine, take samples or dive in.

Is pair programming beneficial or a waste of resources?

This is definitely NOT a waste of resources! Pair programming is a technique in which two programmers works as a team in which one programmer writes the code and other one reviews that code. They both can switch their roles.

The benefits are:

1. **Improved code quality:** As the second programmer reviews the code simultaneously, it reduces the chances of mistakes.
2. **Knowledge transfer is easy:** One experienced developer can teach the other about the techniques and practices.
3. **There will be fewer defects thus fewer defects raised further along the cycle which reduces cost**

Therefore, the benefits far outweigh using two resources on one story, as the speed it is delivered with fewer defects and better interpretation and code quality is well worth the effort.

What are your thoughts, is pair programming good or bad?





The Recruitment Shoulder



Scott Richardson
Head of marketing,
North Starr

The “recruitment shoulder” can be a pretty galling experience if you’ve never had the displeasure of being on the receiving end of one before. A tactic utilised predominantly at networking or industry events, invariably precluded by the loaded question, “and what is it you do?”

To execute, the partaker should be of a decision-making rank within a business, or at least someone of interest. Particularly effective when preceded by an enticingly open demeanour, even a handshake, the partaker might be in a group and when the unknowing victim joins in, he or she could even tease them in all the further with a smile or a nod before dropping the bomb: “and what is it you do?”

Victim: “Oh, I’m in recruitme...”

The word hasn’t even made it fully into the ether before it is pulled up by a vacuum of indifference. It’s as if the sentence has been sucked out of existence taking the person who spoke the words with it. The final insult, almost accentuating the whole ordeal is a visible cue: The recruitment shoulder. A physical movement to turn ones back on this infiltrator.

The real pros can execute the recruitment shoulder without the pre-cursory conversation. An exceptionally loud suit, mismatched collar and cuffs, an overly cocky demeanour can all trigger the dreaded “shoulder” before a word has been spoken. Those with above-average hearing can often overhear confirmation if they stay within earshot long enough as the conversation moves to: “there do seem to be more recruiters at these things these days.”

But why is this? If the current national mood shows anything it’s that you should never base your current emotions on past experiences!

“What other career can fulfil dreams on such a regular basis?”

A nation so used to underperformance so recently entwined in the throngs of World Cup fever is a perfect representation of what can happen when you allow yourself to think the unthinkable. Imagine if the aforementioned back-turners got as excited when they met a professional and wellmeaning recruiter as they no doubt were at the thought of England playing in a World Cup semi-final for the first time in 28 years?

The fact is, times have changed. No longer is recruitment the Wild West with cowboys roaming wild and fast looking for a quick buck to fund that night’s saloon activities. Such is the overcrowding of the market that it’s so important to understand your niche, your candidates and ultimately your clients as well.

There’s a fast-growing sentiment within the industry that as a service, recruitment could (and maybe should) be viewed alongside more “reputable” vocations like medicine, law, and politics in its capacity to change lives.

It’s hard to argue why not.

What other career can fulfil dreams on such a regular basis, change whole business strategies and efficiency, unite families, and open doors that were previously closed to people?

The industry is moving at such a pace that “recruitment” seems like a dated term when everything on offer is considered. No longer is the job of a recruiter to merely introduce “candidate A” to “company B”. Far more is expected, and even more is delivered. Clients are advised on what is available; how the right hire can change their team; and how that hire can save them time and budget; the cost of a bad hire; what their competitors are looking for; what their competitors should be looking for...the list is by no means exhaustive. There are plenty of examples now, of recruitment companies being brought in on-site to manage hiring projects and actually becoming part of the company they are supplying talent to. And that is just on the client side.

The recruiter has become the consultant. A good consultant is a genuine expert in his field and a fountain of knowledge it would be foolish to turn your back on.

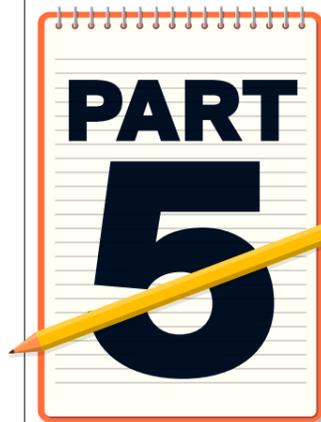
That being said, whilst there is a higher base level of recruitment offerings across the board, there are still those that go above and beyond that. Harrington Starr have long been seen as the finger on the pulse of the fintech space. This has been through their exceptional service and delivery on the hard to fill roles and supplemented by an all-encompassing marketing suite, offering their clientele informative infographics, quarterly editions of their flagship magazine The Financial Technologist, video interviews with thought leaders and influencers and regular updates from their consultants giving an accurate representation of the market.

The latest offering is The Ultimate Fintech Workplace Awards 2018, providing a chance for you to espouse the values of your business and why you believe you attract, engage and retain the best talent. Alongside the Diversity and Inclusion Champions 2018, all submissions will be judged by a panel of esteemed judges, themselves coming from some of the most innovative and exciting companies in Fintech, all in time for the winner to be announced at The Fintech Influencers event in October.



THE DEFINITIVE INTERVIEW GUIDE

by Nadia Edwards-Dashti



Eeeerm... Think about the significance of dog words in an interview!

"You will never get a second chance to make a first impression" are the immortal words of Will Rogers and never is this truer than in an interview.

The "eeerms," the "ummmms", and the use of "honestly" or "obviously" can really ruin your credibility so it is vital that you are conscious of how, and more so when, you use these dog words. In the technology world the art of communication has become paramount to any additional hire. As technology has evolved so has the typical technology professional. The new technologist is very much part of business strategy and therefore their ideas need to be communicated successfully.

We have seen a large increase in failed interviews being attributed to lack of communication skills and in particular, the use of dog words or sounds that take away from the message the candidate is trying to portray.

People tend to be liable to use dog words when asked to describe what their specific responsibilities are or to talk through a project in detail or to explain what they are trying to achieve in their career. The reason

people do this is to buy time and give themselves a second to think about an answer. Unfortunately, what it also does is leave an impression of uncertainty or distrust in that it gives off the air that they don't know what they are talking about or, even worse, are taking time to come up with a lie or fabrication to embellish what they were actually doing.

Technologists don't often talk to their friends about the systems they are working on and whenever they talk to their colleagues about their projects those colleagues are normally on the same page or have some prior understanding of the system. With this in mind no wonder this seemingly very simple set of questions can actually become a minefield that encourages people to fall into the treacherous world of dog words!

The best way to get around this hazard is to take the time to practise responses to the generic questions asked around projects and job responsibilities. Whether it be with a friend or a colleague or even in the mirror, take the time to go through what it is you actually do, details of projects you have taken part in and where you worked as part of a team. Write out

what you want to say then rehearse saying it out loud enough times that you don't need to look at what you have written. If with a friend, get them to throw in some left field questions and to hold you accountable every time a dreaded "ummmm" comes out and you will become conscious of yourself doing it and be better situated to prevent it happening again. Practise helps people describe their experiences with clarity which leads to not just a more concise response but one that will fill the interviewer with confidence in what you are saying.

So obviously it would seem to be a good idea to errrrrrr practise what you would like to say in interview to put you in a better position to get the job.



The Power of 3: write, speak, draw... repeat

Communication is not a one-way street and communicating a message to a group of people can often be a tricky thing. One of the key themes most businesses talk about when it comes to their success is communication.

Unfortunately, one of the biggest mistakes businesses admit having made in the past has been around how, when and why messages are communicated in the way they have been and of

"On average, the human brain can only take in 25% of any message communicated"

course some have highlighted that sheer repetition of a message delivered in the same way isn't necessarily the most efficient way of transferring that knowledge.

One thing that I have definitely learnt from being lucky enough to work with a number of businesses, is that communication must be in a plethora of forms otherwise, it's very difficult for an individual to fully appreciate whatever the message may be. Everyone sees things from a slightly different angle, hears things in a slightly different way and remembers things in a slightly different fashion and, as such, we have to know our audience.

- Some people need to see things written so they can read and re-read in their own time and digest.
- Others prefer to see the message, visualise it and envisage how they can benefit from it.
- And the rest prefer to be spoken to and have a discussion where the message is explained and debated.

As such, there is a "Rule of 3:"
1. Tell them what you are going to say,
2. Say it and
3. Tell them what you've said.

The majority of businesses that are passionate about communicating and how to communicate, talk exhaustively about using all three mediums and repeating at different times and in different ways.

In a world where we are surrounded by messages the great companies keep their communication simple and consistent with regards to an underlying theme but varied in terms of how its communicated and repeated through a variety of mediums to allow for these messages to be truly heard, felt, seen and appreciated. On average the human brain can only take in 25% of any message communicated so for me it's been really important to remember every message needs to be repeated and redelivered.

Tech in focus



Daniel Stachowiak
Founder and
Managing Director,
MyDocSafe

MyDocSafe helps financial and professional service firms automate and secure workflows that involve sensitive data, identity and money. Examples include client portals (secure document distribution and sharing, e-signature, onboarding), recruitment (end-to-end candidate onboarding) and compliance (MiFID2 categorisation platform for banks and local authorities)

Daniel, could you tell me a little bit about your business?

MyDocSafe automates complex processes that involve personal data. In the SME space we help company's onboard clients, employees and investors in a more secure way and we do this through the application of electronic signature, secure electronic forms, secure client portals, identity verification services and then payment processing and we combine all of those into streamlined and seamless end to end workflows that then allow companies to transact faster. But the most important thing is that they can do it in a secure way and of course that helps them with GDPR but the flip side of it is that they also need to document certain things for their own GDPR purposes and we also help them with that through the provision of an internal compliance tool called GDPR dashboard. We also have enterprise solutions for more complex requirements such as MiFID2 or recruitment.

What interested you about this space initially when you first started the company?

The original idea which came to me I would say probably five years ago was to help individuals transition away from paper-based filing cabinets that have many disadvantages including being labour intensive into cloud solutions that are secure, clever and that are managed by the people or companies that produce the paperwork. So that was the original vision: a clever filing cabinet that you can transact with. And I think the rest is history because as you know you always end up

moving away from the original idea to some extent.

Now our business focus is primarily on the business problems related to interactions with stakeholders – employees, investors, customers – but a side product is that each of those stakeholders gets a portal and they can later take it with them and do other things and that's the cornerstone for the original idea. Our paying clients are businesses and now because of GDPR the client technology is suddenly becoming the news which is great for us.

Changing direction, maybe you could tell me about your previous roles before MyDocSafe and then in particular what lessons did you learn from your previous roles that you have been able to apply at MyDocSafe?

After my MBA I spent almost a decade in private equity at Jupiter Asset Management raising capital for funds and deploying those in a private equity setting in the real estate world. Through that experience I identified several interesting opportunities for technology to be incubated within the real estate world. This is how I started looking at software companies and later how I started investing in them and being on the Board of one of them. One is called bookingbug.com which is now one of the fastest growing software businesses in the UK and that experience helped me build a network of amazing entrepreneurs and advisors within the technology community and allowed me to explore my own ideas including MyDocSafe.

Going back to MyDocSafe and the market for MyDocSafe's products, where do you see the key opportunity here in the UK and in Europe?

The opportunity is vast. I think it's about focusing on just a few or a handful of industries because everyone wants automation, digitisation and security but of course as a small business you can't do everything. We started by working with accounting firms and other professional service firms and we are now seeing traction within the recruitment world. As you know, once you know who you want to hire the process of onboarding an employee is quite labour intensive, so we have now started automating those processes. So, we are focusing on the basic financial services and professional services industries for the time being. We started in the UK because we are based here but partly because our software supports GDPR and MiFID we think the EU is a fantastic next step.

Maybe you can tell me about some of the challenges that you are facing in the industry you operate in and then how your company helps to overcome some of those challenges?

I think the main challenge is one that our clients face and that is that they need to digitise and secure their practices or their operations and most of them are not technical or have very limited technical resources. Their problem of sourcing those technologies is carried out usually by non-technical people who are faced with a long list of potential solutions most of which only solve a tiny fraction



So that was the original vision: a clever filing cabinet that you can transact with. And I think the rest is history because as you know you always end up moving away from the original idea to some extent.

of the issue that they need to solve. SMEs have the problem of not being able to build their own technology, not being able to afford a systems integrator who will come in with an end to end solution, and are faced with the problem of assembling a portfolio of point solutions and figuring out a way to get them to talk to each other to solve their business problem. So that's the world we live in and that's where we think our opportunity lies because we want to be in a sense an end-to-end provider for SMEs. Consequently, we have a SME price tag but an end-to-end offering that you would ordinarily expect to pay much more if you were an enterprise.

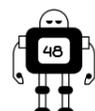
How do we do this? Firstly, by building a whole range of end to end services which are not over featured. This is the only way to do it and we can't compete with solutions that only do one thing extremely well. Our view is that SMEs don't need over-featured solution because they are not

going to take all the value from that solution. They only need the most basic features and a few bells and whistles and that's what we can build. So, we build end to end and we don't over feature and that's how we can then compete. Some components are procured externally but the client procures them seamlessly within our platform without the need to contract separately.

Now, having a product that solves an end-to-end issue is one thing, distributing it is another. This is where our channel strategy and public API comes in: finding channel partners, integrating with them and then making sure the channels work is the key challenge we face.

If you think about your competitors are there specific points if differentiation you can think of vis-a-vis those competitors?

We don't have many competitors in our segment for the end to →



Tech in focus



Danielle Mensah
Founding Director,
QiDanChi

Tell us about your business

QiDanChi is a social business that enables leaders and companies to create sustainable change via the development of a calm, content and compassionate way of working and living. I founded the company in early 2018, leaping from my successful corporate career. I was formerly a high-profile senior leader in European Finance, frequently named a Top 100 Influential Woman by Financial News and one of the rare women experienced in running a profit centre within Financial Services. I jumped to build my dream business and to contribute to making the world a better place.

Through a combination of advisory, coaching (for individuals and teams), inspirational speaking and specialist workshops, QiDanChi can create profound, long-lasting results. An integrated model underpins my client work spanning leadership, performance and wellness. I also advise companies on culture change to realise the myriad benefits from diversity and inclusion.

Content is tailored to suit the uniqueness of every client.

The offering includes:

Culture change advisory & speaking: Sharing insights and knowledge, raising awareness of best practices, with a strong focus on action and accountability, and

supporting companies (regardless of size) to inspire and effect sustainable change.

Executive coaching: talented leaders benefit from support to be effective in their role and successfully adapt to the next level. People are under a lot of pressure, often fatigued, stressed and trying to lead diverse teams across multiple locations which can be challenging. Choosing to invest in leaders, empowering their self-confidence and development, improving their communication skillset and enhancing their inner resourcefulness and resilience, has a positive, cascading effect throughout a company enhancing returns.

Health & wellbeing: Leveraging a comprehensive, holistic model spanning Hydration, Sleep, Nutrition as sources of energy IN and Thought, Movement and Breathing as sources of energy OUT, clients learn how to self-care optimally and how to avoid many common mistakes. This deep learning is vital to have the energy level and mental clarity for longlasting success and happiness.

Private clients: Coaching focuses on a range of topics from health, relationships, career, confidence, communication, wellbeing, life transitions and more.

What's the inspiration for the business?

My mission is to enable people to live a life they love and to enable companies to become places people love to work. My clients discover the energy and clarity required to make that happen.

This matters because of the huge need and demand from people, whatever their situation, to learn how to look after themselves correctly and how to be successful in a highly competitive, demanding world. Your relationship with yourself and your approach to self-leadership are the vital ingredients to success and happiness in life. I've learnt a lot through my experiences and made plenty of smart choices and big mistakes. I have been fascinated with the mind and human behaviour since being a child and am encouraged by others to share my story and knowledge to help people and companies not only to survive but to outperform during these rocky economic times.

Discoveries in neuroscience highlight the importance of building resilience and learning how to manage stress, whether that's to make the right multi-million dollar decision or to live a healthy life free of chronic disease. Everyone can benefit from a toolkit making them supremely resourceful no matter what life throws their way.

How do you differentiate from competitors?

Listening to clients. Clients say the work I do and the way it helps them is different, ultimately making their life easier and more enjoyable. The model is a unique combination. That's why it gets people excited and produces results far beyond the reasons a client first comes to work with me. During sessions, clients will benefit from challenge, championing, observation, teaching and support.

Increasingly companies are looking for specialists that bring a holistic

model to support talented leaders through challenging and high-pressure business lifecycles. Pure coaching may not be enough. I give my clients a comprehensive toolkit to increase their resilience, enhance relationships and develop a solid, centred connectedness to self which fuels their everyday life.

QiDanChi is a testament to the breadth and variety required to help people shift and my clients tell me this makes the offering unique and hugely valuable.

How do lessons learnt during your Finance career influence you?

I've learnt so much from so many people. Some lessons I didn't want and struggled to hear but gradually, awakened by experience, you get it. Here's some highlights of learning points that resonate through my work today.

1. Quietly gliding is more effective than a bull storming!
 2. Being right is not the same as winning
 3. Different viewpoints need encouragement
 4. Empathy is incredible for employee engagement
 5. Gradual, joint discovery creates real buy-in
 6. Words and information are power
 7. Many people are suffering a hidden confidence and anxiety crisis
 8. Focus on what you can control & influence
 9. You make a choice to go to work every day
 10. Leaders have more impact than they realise (both positive and negative depending on style)
- What's your journey to your**

current position?

Given my mission, it's important to share a bit about my life pre-work. I started as a free range kid on a Farm in Somerset, attended Boarding school from 8 but switched to state secondary school as our money ran out. Sadly, my family home was marked by violence, abuse and depression. I developed numerous coping mechanisms, some of which lasted long into my 30s. I was struggling but managed to get a 2:1 degree in Law & Spanish and then wanted to travel but needed money. Instead, I headed to the capital city of the UK and became an assistant product manager at the London Stock Exchange. Working in various technology and product innovation roles, eight years later Barclays hired me to launch a dark pool and grow their electronic trading business. Then, NYSE came knocking interested in my knowledge, client network and leadership style to assist their restructuring and cultural overhaul of their London-based and European exchanges. I evolved into a senior leader, making high impact, risky decisions worth multi-millions. I loved the work and enjoyed focusing on culture change but knew my purpose lay elsewhere. I'd fallen in love with coaching for its positive focus on the present and future with clear actions and accountability. That coupled with a life-long study of human behaviour, psychology, health and the power of the mind & body gave me the insights to change my own life and the gift to help others. After my son was born I knew it was the right time to launch QiDanChi, matching my business acumen with my deep passion.

Please reach out to Danielle Mensah on danielle@qidanchi.com or via LinkedIn

Who are your big influencers?

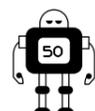
Mum (amazing, bright, caring woman), Paul Chek (Founder, CHEK Institute), Warren Williams (Wellness Coach & health geek that connected me with CHEK), Sam Collins (CEO Aspire & my first coach), Kelly Brogan (NYC-based, holistic psychiatrist), my husband & son (no extra words required!)

As well as my clients for sharing their stories and wowing me with their ideas, drive and adaptability.

Describe a typical client

My speciality is enabling talented women leaders to shift from feeling exhausted and overwhelmed with a nagging sense of missing out to being energised, inspired, calm and focused on what really matters to them. This increases the likelihood they will aim for and reach the top.

Overall, my clients vary from mid to large size corporates wanting advice, coaching and inspirational speaking to help them shift mindsets and culture, to smaller companies and start-ups focused on employee optimisation through to private individuals wanting to achieve big dreams (like changing career, letting go of destructive behaviour, at long-last being able to sustain health & weight with relative ease or removing conflict & falling back in love with their partner). The work I do is highly variable as I 'meet' clients where they are and focus on what they need most, gradually building, at their pace (with suitable challenge!) towards their goals, being well and loving their life including work. This benefits the companies they work for, as research shows, happy employees are productive employees.



Tech in focus



Chris Gully
Director, Fidenda

What can you tell us about your business?

Fidenda is an Enterprise Performance Management software advisory and implementation company. What this essentially means is we work with clients to optimise their planning, consolidation and management reporting capabilities using enterprise software, such as SAP BPC and Anaplan. We have a broad range of experience with different EPM software which positions us well to provide advisory services as well as many years of implementation experience meaning we can deliver high quality solutions for our clients.

What has been your journey to current position?

I previously worked for Tristan at Bluefin Solutions which was a SAP partner where I delivered over a dozen SAP BPC, standard and embedded, implementations. This allowed me to become a very experienced EPM consultant, both from a technical perspective, but also having worked with a broad range of functional finance teams (FP&A, Group Controlling, Cost Management and more) I have developed a strong understanding of the drivers of business performance and how to enable clients to genuinely get value out of a technical solution. Tristan is one of the very best in the industry

and when we discussed the vision for Fidenda it was clear that we both share a sincere passion to deliver EPM excellence which is better than anyone else on the market.

What interested you in this space?

Seven years ago, I somewhat fell into the IT and EPM world having graduated with a degree in Crime Science! It's turned out that I love it, I genuinely enjoy the opportunity to work with businesses to help them improve their performance, improve cost efficiency and drive up margins. There's something wonderfully straight forward about it all. The move to Fidenda, an Anaplan partner, has seen me involved with cloud based EPM which offers something different to more traditional solutions but something very exciting. The quality of the product (Anaplan) is outstanding and the ability to gain a lot of value from the tool very quickly is very exciting.

How have you settled into the business?

Fortunately, having known Tristan for a while it's been seamless, and we've always worked very easily together in the past. The culture here is very much what I'd want from a company, very open, honest and fun; we really want to excel but also want it to be enjoyable. I probably wouldn't have chosen to move house half way through my second week though!

What lessons did you learn in your previous role?

Blimey! Where to start. I can rattle off a long list and am currently putting together a blog called "101

mistakes I made in the first seven years of my career", some funny, some less so. But the main lesson I've learnt is to be painfully honest. When I was new to the job I'd try and avoid saying things I didn't think people wanted to hear, and inevitably, that would come back to bite me later on. Once you learn tearing off the band aid makes a big difference, you start to take a much more transparent approach, the client (ultimately) appreciates it and you avoid any major problems.

Where do you see the opportunity for you in the UK and European market?

It's undoubtedly a competitive market for EPM software and for software implementation in general. The opportunities come from having strong functional understanding, so you can work with, rather than for, functional product owners. Over the course of my career it's become evident that the world is becoming smaller, partly as travel's cheaper and also better remote working, I don't see an obstacle to Fidenda delivering in any part of Europe.

What are some of the major challenges facing the industry that your company overcomes?

The biggest one currently, that's grown in recent times, is uncertainty. The political atmosphere across the world and impending BREXIT means there is a lot of uncertainty around geolocation and currency fluctuations. Companies need a tool that offers a lot of flexibility and scenario planning capability, so they can be prepared and adapt as necessary.

How does your company differentiate itself from its competitors?

Our experience of both on-premise and cloud based EPM solutions gives us an edge as we appreciate the benefits of each and how they can co-exist in harmony. We also promise that you will get an experienced EPM consultant with several years of client focussed experience. There's certainly no risk of being handed off to someone unfamiliar.

Where do you see the future of the market heading?

Well, eventually it will all be on the cloud, but that will take time. Also, there is an expectation nowadays that everything is fully integrated so having strong ETLs and business processes between systems is a must. I also think that, at last, companies are going to start using mobile and dashboarding for EPM, something which has been really under adopted so far.

What do you feel are the biggest obstacles facing the industry?

Apart from uncertainty as mentioned above. There is still a level of nervousness around investing in IT. Everyone has heard the horror stories of millions being thrown at White Elephants or solutions simply not fit for purpose. This is where I think Anaplan and Fidenda are well positioned as we are able to offer very rapid (few days) visualisation of your potential solution and ensure it's exactly what is required.

How do you plan to overcome

"For us Fidenda is about delivering excellence and building genuine and enjoyable relationships with our clients. This place isn't a slog it's a really enjoyable ride made up of bright people wanting to grow themselves and grow Fidenda

those obstacles?

I think we're going to see a big reduction in "Big Bang" implementations where companies throw a huge amount of money at company-wide transformational projects. That's not to say they shouldn't look to be transformational, more that there is a great emphasis on starting small and using proof of concepts or pilots to pave the way.

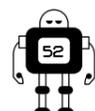
What makes your company an employer of choice?

Apart from my hilarious puns and Friday beers down by the river in Kingston? For us Fidenda is about delivering excellence and building genuine and enjoyable relationships with our clients. This place isn't a slog it's a really enjoyable ride made up of bright people wanting to grow themselves and grow Fidenda. Finally, the opportunities for anyone joining us are huge, you

will be expected to take on a lot of responsibility and develop faster than you otherwise would.

What are your plans for 2018 and beyond?

For Fidenda, it's primarily about delivering to the highest standards for our clients and meeting new ones. For me personally, I'm looking to perfect my current role and try and grow my brand and my network, I love meeting and talking to new people and would like to do more of it.





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Humans of Fintech

Humans of FinTech celebrates diversity within our industry. Here we discuss with leaders in their field, why diversity and equality matters



Louisa Freestone
Digital Program Manager,
S&P Global Platts

"Without a doubt, diversity is a significant issue in the fintech industry. And that isn't just a lack of women - I believe the industry is yet to embrace and benefit from employing and engaging people from underrepresented groups. This isn't simply a moral issue, but also an economic one. There are reports every day attempting to quantify the economic impact of inequality, but it's up there in the trillions. On a personal level, I do my best work when I am collaborating with people of different genders, sexual orientations, and ethnicities.

As a marketer, I have to think about the 'buyer' first before anything else. Whether that is an individual consumer or someone making a purchase decision on behalf of a business, understanding that buyer and their influences is key. Working with people from a diverse set of backgrounds gives you the best chance of getting a good view and truly understanding and empathising with the buying audience. Last September, EY and Innovate Finance carried out a study that showed that 29 per cent of the fintech workforce is female, compared to 47 per cent of the working population. That is a pretty significant disparity.

I do believe however that we are witnessing a social shift, which is certainly something very positive to come out of a tricky 2017. Social movements across all sectors are creating a greater awareness of the challenges facing certain groups. For those

interested, a great starting point in the workplace is to ask if your company has a women's group?. Is there an LGBT community? Are there any programs to promote and shine a light on the great work being done by underrepresented groups? And if the answer to any of these questions is "no", there is an opportunity to be part of that change."



Viola Llewellyn
Co-Founder and
President of @
ovambaglobal

"In its extreme forms, equality (in terms of gender) means that if a company or group is women only, NO ONE should bat an eyelid, especially if it just so happens that all the women in that group were picked for competence. After all, there are all male groups and no one sees a problem with it. We often view equality as being a 50-50 thing and that's fine! But technically, by the rule of binary systems, it means that if an all male organization can exist, then so can an all female organization. For me, equality means the best men and women work together and no one excludes or sabotages anyone and we all get paid the same."



Fiona Goddard
Partner, Addleshaw
Goddard

"Fintech was born from the need to diversify our financial services through the use of innovation, bright ideas and collaboration. It knows no boundaries. As a sector therefore, diversity and open access are at our core. However, there are still significant milestones to be achieved in seeing the same "at the coal face" both as a sector and from those who are professional advisors to fintechs and financial institutions. At AG, we work tirelessly to open doors to all who wish to become legal advisors. We were pioneers of the Legal Apprenticeships both for our solicitors and our paralegals, offering alternative entry points to even more people who would traditionally not be able to afford legal training. This is just the start."



Alexander Ball
Chief Innovation
Office, ING

"I believe that equality needs to be proactively enforced, and re-enforced, because as a white male in Western Europe its easy to fall back into a societal comfort zone, where inequality doesn't always directly impact me. Tony Benn passed on his wisdom with 'the fight for equality is never over'"



Jon Loach
Vice President
Factset

"While I am very glad to generally live in a world where blatant, active bias and prejudice are not something I regularly encounter, I believe it is all too easy to expect that to lead to general equality and relax our efforts to ensure and enforce a fair environment for everyone. Unconscious bias is something that is incredibly difficult to overcome, it is built up over years of experience and impacts our expectations and decision making without us realizing. This will not go away unless we specifically act to acknowledge it. We must start by looking at objective statistics to compare ourselves against the industry as a whole, degree course uptake and society. If we measure against these metrics and don't find the expected correlations in all aspects of our workforce then we must ask the tough questions of ourselves to discover why and enforce change.

Equality should be proactively enforced, even if things would naturally evolve over time, we can reach the goal much faster by pushing ourselves to improve. A simple example here is the lack of role models and support in an industry as imbalanced as software engineering. Without actively providing more great examples of success to young women looking for career opportunities, we slow the progression towards equality by leaving in place incorrect perceptions that discourage people with excellent potential from joining our industry."

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The 2018 salary trends

Below is a breakdown of salary ranges for the Technology and Sales marketplace. These ranges have been collated from vacancies we have worked in H1 2018. We have tried to reflect the ranges both for technical and non-technical roles.

Security

ROLE	LOW	HIGH	PERCENTAGE VARIATION H2 2017
TECHNICAL			
SOC Engineer	£35k	£50k	+1.3%
Senior Technical Security Specialist	£55k	£70k	+2.3%
Application Security Specialist	£85k	£110k	+3.4%
Penetration Tester	£70k	£90k	+1.8%
Check Team Leader	£80k	£110k	+2.6%
Security Architect	£90k	£120k	+2.8%
GOVERNANCE & COMPLIANCE			
Security Policy Specialists	£55k	£75k	+1.3%
Governance & Compliance Specialists	£60k	£80k	+0.6%
SECURITY			
Information Security Manager	£60k	£80k	+0.8%
Head of Information Security	£70k	£90k	+1.4%
Head of IT/Operational Security	£70k	£90k	-0.8%
Security Director	£80k	£110k	+0.5%
CISO**	£100k	£180k	+1.2%

**Some roles, especially those at CISO level have wider variances than others, as the salary levels will be influenced by factors such as company size, maturity of security function, and team size.

Ecommerce • Consultancy • Legal • Telco • Cloud • Media • Retail • Services • Fintech • Charity • Travel



Development and data

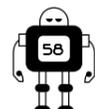
JOB FUNCTION	PERMANENT		CONTRACT	
	LOW	HIGH	LOW	HIGH
JAVA				
Junior	£40k	£50k	£300	£400
Mid	£45k	£75k	£400	£550
Senior/lead	£65k	£110k	£500	£700
Architect	£80k	£110k	£600	£750-£800
C++				
Junior	£40k	£50k	£300	£400
Mid	£45k	£75k	£400	£550
Senior/lead	£65k	£110k	£500	£700
Architect	£90k	£120k	£600	£750-£800
C#				
Junior	£40k	£50k	£300	£400
Mid	£45k	£65k	£400	£500
Senior/lead	£70k	£90k	£500	£700
Architect	£80k	£120k	£600	£700
FRONT END				
Junior	£40k	£50k	£300	£400
Mid	£45k	£70k	£400	£500
Senior/lead	£60k	£90k	£500	£650
Architect	£90k	£120k	£600	£750-£800
PYTHON				
Junior	£40k	£50k	£300	£400
Mid	£45k	£75k	£400	£550
Senior/lead	£65k	£100k	£550	£650
Architect	£90k	£130k	£650	£800
DATA/BI ANALYST				
Junior	£25k	£35k	£200	£300
Mid	£35k	£50k	£300	£400
Senior/lead	£50k	£75k	£400	£600

JOB FUNCTION	PERMANENT		CONTRACT	
	LOW	HIGH	LOW	HIGH
BI DEVELOPER				
Junior	£35k	£45k	£250	£350
Mid	£40k	£65k	£350	£450
Senior/lead	£60k	£85k	£450	£600
Architect	£90k	£120k	£600	£700
BIG DATA ENGINEER				
Junior	£45k	£55k	£300	£400
Mid	£55k	£75k	£400	£600
Senior/lead	£70k	£90k	£600	£800
Architect	£100k	£150k	£750	£900
ORACLE/SQL DBA'S				
Junior	£35k	£45k	£250	£350
Mid	£45k	£65k	£350	£450
Senior/lead	£65k	£85k	£450	£550
Head of	£80k	£110k	£600	£700
DATA SCIENCE				
Junior	£45k	£55k	£250	£350
Mid	£55k	£75k	£350	£550
Senior/lead	£70k	£90k	£450	£700
Head of	£70k	£160k	•	£1,000

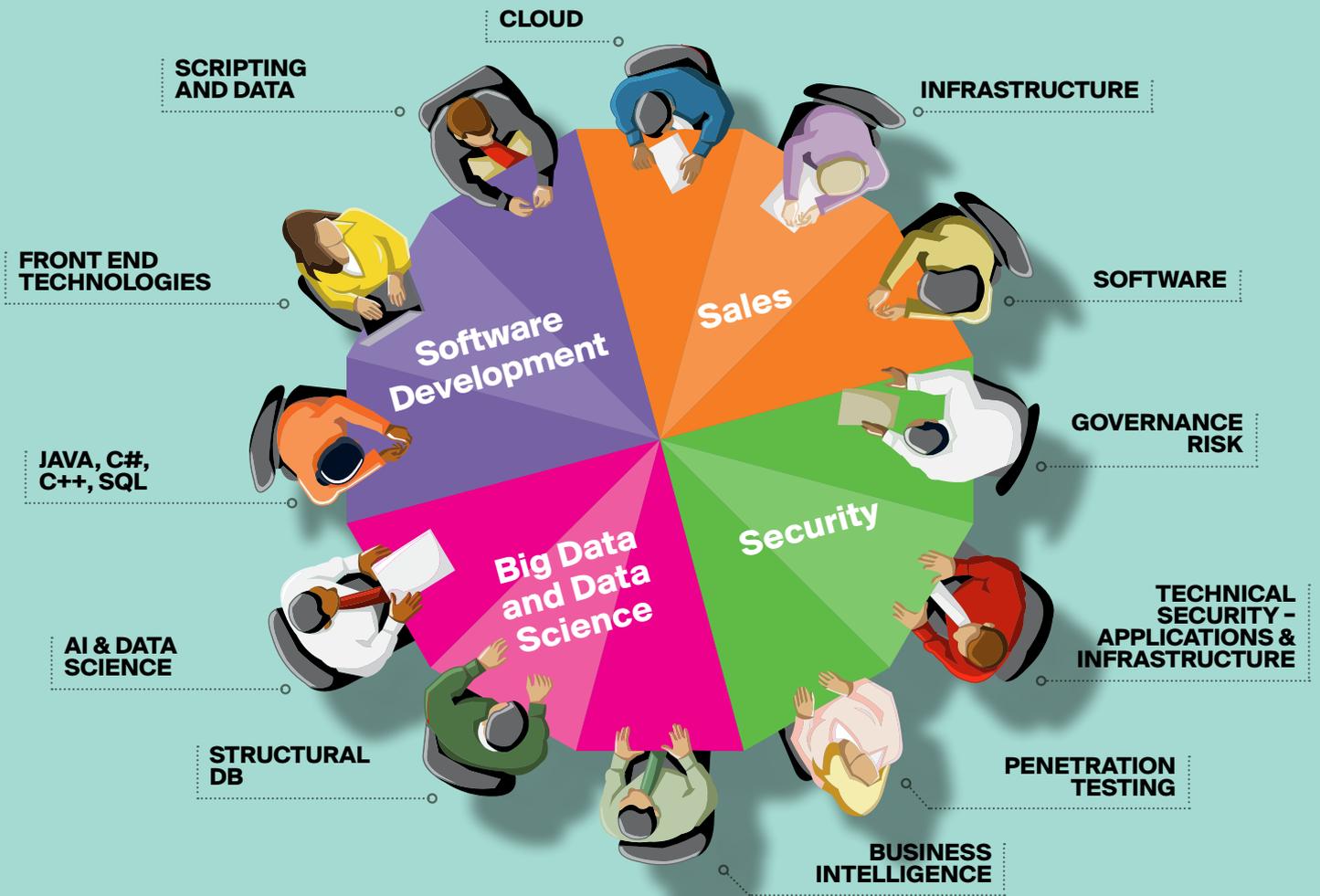
Sales

JOB FUNCTION	LOW (PERMANENT)	HIGH (PERMANENT)	COMMISSION ELEMENT
Sales Executive	£25-35k	£40-45k	£10k-£15k on target earnings
Account Manager	£45-60k	£65-75k	+40% of basic on target earnings
Business Development Manager	£65-75k	£75-85k	Double on target earnings
Account Director	£70-75k	£80-95k	Double on target earnings
Sales Manager	£75-80k	£85-100k	Double on target earnings
VP Sales	£100-110k	£120-140k+	Double on target earnings + bonus
Pre-Sales	£65-70k	£75-80k	+25% of basic on target

If you would like further information on industry salaries and market insights please contact North Starr on 0203 8000 983 | info@thenorthstarr.com



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