

The North Starr Magazine

Technology and sales recruitment

Issue one, 2019



The Sales Powerlist

Showcasing the most dynamic and resilient sales teams in the industry

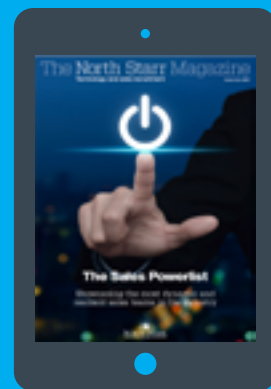


We believe in shaping a community for technology professionals helping you to grow your career, your business, your teams, your networks and your brand.

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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Contact the team

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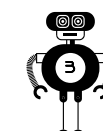
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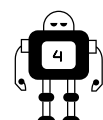




NADIA EDWARDS-DASHTI
FOUNDER & MANAGING DIRECTOR,
THE HARRINGTON STARR GROUP

Welcome to the latest issue
of The North Starr magazine

North Starr: always adding value



Thank you for reading our most recent publication. As a technology and sales recruitment business we don't want to just make one hire or place one person, instead we love to partner with companies and people to help support them in their careers and growth over the long term.

We decided to put this magazine together to celebrate success in the technology and sales industry. We want to add value to everyone we interact with and wanted to do so by supporting people in their journey to make companies, teams and individuals better. In doing so we decided to present the magazine to focus on three main themes;

- **The Powerlist of Sales Teams**
- **Diversity & Inclusion**
- **Careers Advice**

We believe in our values and we believe in adding value to our clients, our customers, our candidates and each other. When the Harrington Starr Group, of which North Starr is an affiliate of, was founded in 2010 we knew we wanted to treat recruitment with the respect and integrity it deserved. We wanted to shake off the shackles of the industry's bad name and pledge to do things in a way in which we would be proud of.

The values across our group are those we hold dear and encourage all the behaviours we believe will add value to our clients, candidates, and customers. Our five founding values are:

Kaizen: we are constantly improving both internally and externally. We look at every situation and

challenge as an opportunity to learn, fine tune and improve.

Positivity: We believe in working in an environment that exudes enthusiasm and the desire to find solutions to every situation.

Excellence: We constantly push ourselves to be better. We want to be best for our clients and candidates and in turn will do the best for ourselves.

Esprit de Corps: Together, we are committed to creating a unique, compelling learning environment of connection, collaboration, and communication. We put people first, knowing that the better we work as a team, the better the result for our candidates and clients.

Execution: For us this means that we are dedicated to delivery, every task, every day. We keep it simple, stay focused and get the job done.

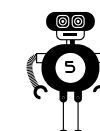
A North Starr Consultant will embody all of the above attributes and be able to exhibit clear examples of excelling in these. We are team players and want to make our clients and candidates part of our team. We are well-mannered and polite; we will respect the boundaries of our clients and candidates and do our best to showcase the relevant skill sets and fit. We believe in inclusion and as such I am very excited about our features focussed on Diversity, Inclusion, and Wellbeing. I have launched the Harrington Starr Group-wide policy to help our clients build more inclusive teams through our HSRAE feature and would like to extend my thanks to everyone who participated in answering my question "how do you best motivate a diverse team to do their all in the workplace?"

Here at North Starr we are an energetic and exuberant business with a passionate and driven mindset. We are still at the start of a big journey so are driven by the absolute desire to achieve and work at our optimum every day. As such we decided to use this magazine as the opportunity to celebrate successful teams in the business and have decided to present our Powerlist of Sales teams. We are incredibly passionate about placing people into the best suited team for them. We want happy placements, long term placements, successful placements and most importantly people joining teams they can't wait to be a part of.

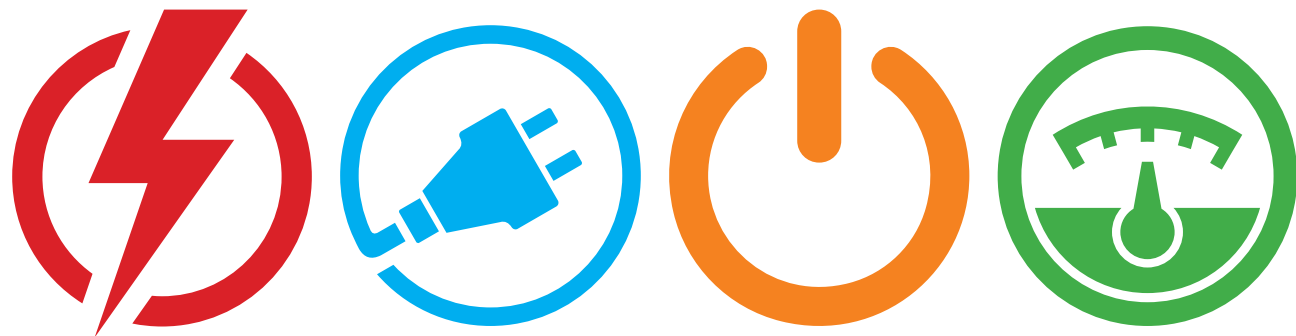
For us it's a frame of mind, if we are constantly trying to add value then we will do things for the right reasons and partner with people to help them choose the best possible path for their futures. This is why our ambitions are tied to growth. Growth of the careers of our clients, customers, candidates and consultants. We want to help grow teams and careers as well as brands and networks through our events, community, insight, TV, salary surveys and magazines. We are constantly thinking about how we can future proof careers and the companies we work with to truly allow for value to be added through every interaction.

For more information contact me on nadia.edwards-dashti@harringtonstarr.com

"We are still at the start of a big journey so are driven by the absolute desire to achieve and work at our optimum every day."



THE SALES POWERLIST



INTRODUCING THE
INAUGURAL POWERLIST OF
THE BIGGEST HITTERS IN
THE SALES STRATOSPHERE

We are very excited to present our Powerlist of Sales teams. We are incredibly passionate about placing people into the best suited team for them. We want happy placements, longterm placements, successful placements and most importantly people joining teams they can't wait to be a part of.

We work with sales teams and sales people day in day out and our Powerlist has been the culmination of what we see as some of the best traits within tech sales teams.

We know why people join teams and why they leave and what's key for us is to partner with our client to ensure people stay.

Here are our key factors that make a great sales team:

- Inspiring Managers
- Team Culture; work hard play hard
- Diverse teams
- Collaboration
- Open and direct communication
- Brainstorming of ideas
- Aiming for over achievement; kickers and accelerators
- Uncapped commission
- Achievable targets
- Motivational peers
- Clear career progression
- Flexi working
- Rewards and incentives
- Travel
- Sales academy training program
- Task clarity
- Clear on boarding
- Buddy mentorship
- Limited red tape
- Share or stock options
- Benefits not just standard pensions and holidays



64 Teq



6 degrees



6.6



Alert Logic



Arkadin



Arrow



Bytes Technology



Capgemini



Career Builder



Cloudflare



Cloudian



Cloudreach



Connectwise



Crowdstrike



Cube19



8x8



Adobe



Akamai



AT&T



Barracuda



BSO Networks



Centurylink



China Telecom



Claranet



Cogent



Colt



Confirmit



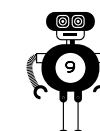
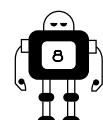
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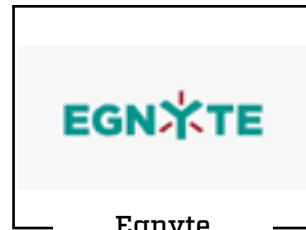




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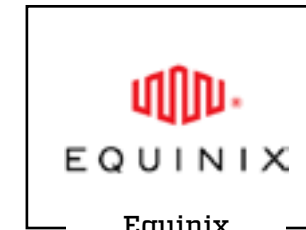
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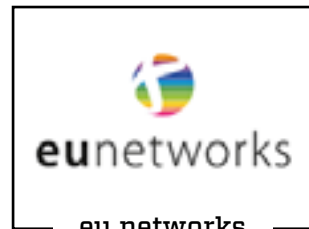
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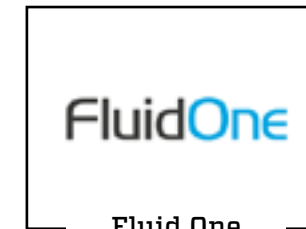
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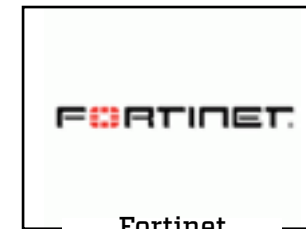
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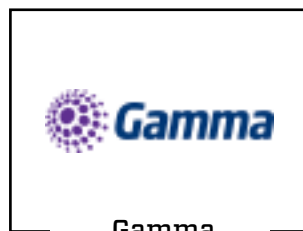
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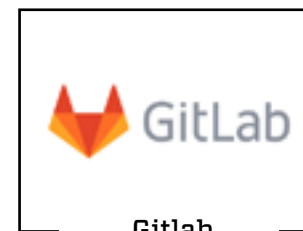
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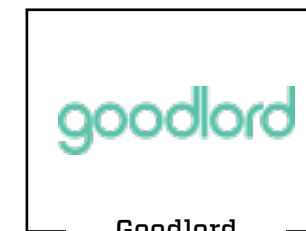
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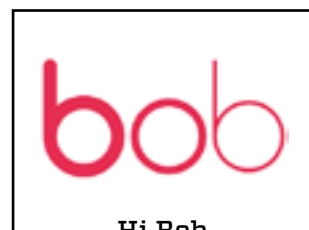
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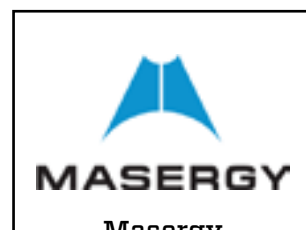
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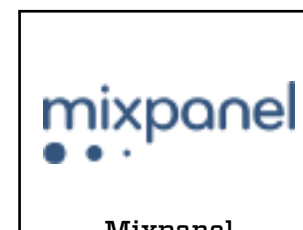
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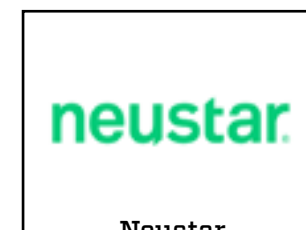
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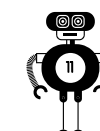
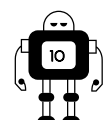
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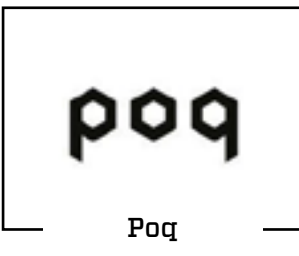
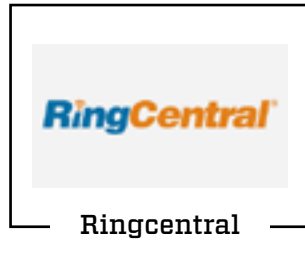
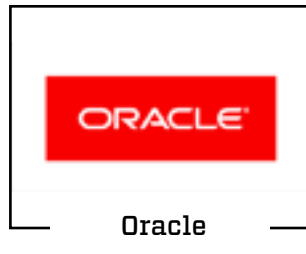
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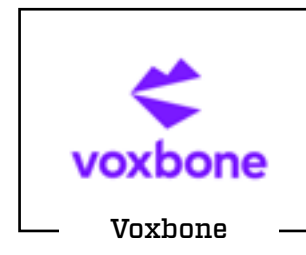
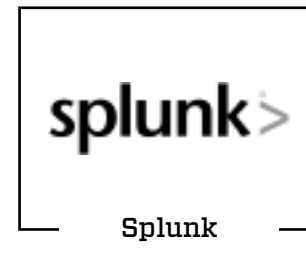
Neustar



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⚡🕸 THE SALES POWERLIST 🔌🔌





A year for growth with cube19

  THE SALES POWERLIST  

Joe McGurie

• GLOBAL SALES DIRECTOR,
GROWTH ANALYTICS



cube19 are the world's leading growth analytics platform for the recruitment industry.

Growth used to mean how many heads you could add to the floor to drive your revenue forward.

Or, how you could increase the activity at the top of the funnel to deliver results at the bottom.

If you wanted to place more in recruitment, it meant you had to produce more, because activity drove results.

It meant that businesses were often taking the longest and most difficult route to the same destination, which was profitable and sustainable revenue growth.

In the recruitment industry, we battle some of the most challenging retention rates and anchoring revenue to headcount enters businesses into a constant fight against the tide.

What if you could do more with the workforce you have and the way they work? By having the right conversations with your data, you can find the fastest avenue to growth.

It allows businesses to work smarter and turn performance into a science by understanding the activity that drives the revenue.

At the heart of almost every industry is the customer and sales are driven from the understanding of them in the CRM.

The rush for big data means that businesses now have an enormous amount of data, but too few insights. CRMs have become activity counters and storage lockers with too much activity and too little utility.

As businesses, we need to be holding the right conversations with the data in our CRMs to secure the answers we need to optimise performance and unlock real growth.

cube19 is a growth analytics platform that turns all the data in your CRM and financial records into clear actions towards profitable growth.

It's a way of optimising the two greatest assets in every recruitment business. Its people and its data.

By integrating with the leading recruitment CRMs, we enable you to drill into every metric and review the performance of any individual, team or client with one or two clicks.

We turn performance into a science by improving the data going into your CRM and the reporting, actions and growth coming out. Agencies can identify how to drive the activity that's creating the revenue.

Imagine cube19 as a personal trainer at the gym telling you what to do and the weighing scales in your bathroom measuring the results.

An introduction to CenturyLink



Steve Harrison

• **DIRECTOR, CLOUD & HOSTING SALES & ALLIANCES**



CenturyLink is a global technology company that serves the digital needs of clients in more than 60 countries across a wide range of industries. The company's extensive network reach, significant local presence, and innovative cloud solutions combined with an intense focus on the customer experience, create a compelling choice for enterprise and government customers worldwide. Our passionate and talented workforce all share the goal of deploying secure, agile and innovative technology solutions that improve the lives of our customers by connecting them to the power of the digital world.

CenturyLink provides integrated solutions for organisations that include best in class global network coverage, industry leading security services and one of the largest interconnected public cloud footprints. The company also offers cloud migration services and management of multi-cloud environments.

Uniquely Positioned to Support the Industry 4.0 Digital Revolution

All of us are living through the digital revolution or Industry 4.0 and our customers are working hard to leverage this opportunity. Businesses are becoming increasingly data driven and are therefore evaluating how they can better acquire data, analyse data and act upon data to improve the

experience of their customers in order to gain or defend market share. CenturyLink is uniquely positioned to help with these capabilities.

Our extensive network of over 450,000 global route miles of fibre connects applications and data fast and reliably to its destination including low-latency connections to the largest cloud providers in the industry. Through our global footprint we monitor over 1.3 billion security events on our network daily to actively shut down threats and use our threat intelligence to protect our customers' business. In addition, our 20-year heritage of both managing and migrating business critical systems means our customers can rely on us to help them take advantage of the benefits of a combination of traditional, hybrid and multi-cloud environments.

Committed to Serving as our Customers' Trusted Partner

CenturyLink's sales organisation operates every day with the company's core values at the forefront of everything that we do – honesty and integrity, fairness, commitment to excellence, perseverance and respect. Our mission is to improve the lives of our customers and the lives of their customers. By putting these values and mission at the core of every decision we make, we can become a trusted partner to our customers, committed to long term successful business outcomes rather than short term sales goals.

CenturyLink is also committed to building an inclusive culture in which we value each other's differences and recognises the

positive impact this has both on our own internal culture and our ability to best serve our customers.

Looking Ahead

Digital business innovation will continue to be a key trend in 2019 as more and more organisations recognise the need for increased agility, to be able to adapt to change and to be able to provide enhanced experiences for their customers.

We also recognise that automation in the form of machine learning and artificial intelligence will start to become pervasive across a multitude of industries and are significantly investing in the professional development of our employees to enable them to learn new skills that will help them further enhance the customer experience and retain relevance in an ever-changing industry.

The next 12 months is incredibly exciting for CenturyLink as we are extremely well placed to help our customers take advantage of the major industry trends identified above. Our high-level priorities are to:

- **Continue our relentless focus on the customer experience**
- **Attract outstanding industry talent**
- **Offer compelling digital business technology solutions underpinned by our adaptive networking, IT agility and connected security products and services.**

We are confident we have the technology, plans and people in place to achieve these goals and that by doing so we will continue to deliver game changing business outcomes for our clients.

Exciting times ahead.

"CenturyLink is also committed to building an inclusive culture in which we value each other's differences"

64TEQ – An introduction to Team64

Bandish Nayee

• FOUNDER

64TEQ

64TEQ is a technology solutions consultancy/VAR providing UK companies traditional and modern IT, specialising in Digital Transformation/ Cloud Computing, Network Infrastructure, AI Driven Cyber Security, Agile Supply Chain and Cloud Communications. Our organisation offers “until 10pm, 7 days a week” dedicated **account management** to our clients and is also the first of its kind to use a “Remote First” approach to grow the company/brand which we call “Performance not presence”

64TEQ forge strategic partnerships and take the time to understand the clients we work with, to ensure we give the best advice and implement the solutions that give utmost value. Employee satisfaction, development (strengths to be cultivated, not made to conform) and company culture are of the highest importance to this fastgrowing brand. 64TEQ is dedicated to creating and sustaining a culture where all participants are free to focus, innovate, be themselves, make mistakes, impact decisions, directions, growth and be happy within a remote working

environment. These factors combined have seen unparalleled growth and customer satisfaction as a result.

Our future growth is firmly based on coaching Team64 and our clients to grow and succeed “People Transformation & Digital Transformation”

We believe that the above, along with the incredible growth the company has seen in recent years and being awarded the CRN Highly Commended Cloud Service Provider of the Year 2018 were the core reasons why we were shortlisted in the Tech Sales Powerlist 2019. However, the induction process has also been mentioned, with Team64 members saying that they’d “never been on such a thorough, motivating and educational induction/onboarding to a company, new or old”. With the delivery of top-spec home-office equipment and the involvement of external performance coaches who have a thorough understanding of the iconic culture that 64TEQ fosters, the result is a capable, enthusiastic and genuinely inspired Team64 for which “everything is possible”.

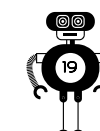
Our sales team, therefore, are prepared for the challenges the sector will face in 2019. With Digital Transformation the core

focus, they are not forgetting the other pressures and trends to come either. AI Driven Cyber Security, Quantum Computing and Immersive Technologies feature in their “top-trends to watch list”, matched only by developments in cloud computing and cloud communications.

As the market crowds to focus more on a largely-similar range of cloud products, the non-product differentiators between providers will become more and more important. Thankfully, with such an unprecedented internal strength, Team64 feel we are better placed than most to offer a genuinely unique product to every single customer, big or small.

With 5-star reviews gathering by the day, 64TEQ arguably has the most content customer base in the industry. Complaints are rare, and when issues do arise, our team have full autonomy to action solutions that would take days to approve in a traditional hierarchical organisation structure. And as the client roster grows, there doesn’t seem to be much our team can’t handle - 2019 looks to be just as successful as past years, if not more so.

To find out more about how Team64 can help you, *visit* www.64teq.com





It's not about quotas.
Diversity and inclusion is
about building better teams



NADIA EDWARDS-DASHTI
FOUNDER & MANAGING DIRECTOR,
THE HARRINGTON STARR GROUP

If you want to build an inclusive team, a diverse team, we believe you need to forget quotas and start afresh with our nine-point plan covering the three pillars of Retention, Attraction and Engagement. Here at the Harrington Starr Group we partner with our clients to build and retain the best teams possible. By following our three pillars you will not only support and improve your current staff base but build a sustainable, inclusive, motivated, happy and ultimately successful team for the future. We don't want to paper over the cracks of the diversity problem in today's technology markets instead we want to affect the root cause and in turn partner with our clients to build the most successful teams possible.

Retention: Getting your people ready for change is a key part of moving towards a stronger team. Investing properly in them will enable you to develop them into the best versions of themselves, providing a strong foundation for you to continue growing your team. We have to be aware that change for any person and for any team is hard and must be handled properly, with care and sensitivity.

1. Mission

What does building the best team look like to your business? How do you define who the best person for the job is and make that clear as part of your mission? It may not be the traditional skill set of years of experience. It may be that now you value a difference in opinion, a way of communicating, a conflicting mind-set, a different background and way of thinking as highly as five years' worth of Java experience. It may be that you need a positive challenge in your team with discussion and debate to get the best out of the them. If this is the mission and there is a widespread belief these skill sets will improve the team as a whole, then be vocal and clear about that. It will allow for better on-boarding and less resistance to the change. We are always looking for the best person for the job – we need to make sure we have defined what that is to make the team stronger.

2. Team

Every person is different and will have a different perspective on what you are trying to do. There are many different personality types and in turn reaction to the changes you will be proposing. Looking at personality models such as Jung or Meyers Briggs its clear people need to be supported differently through change.

The support of your current team will be paramount in securing the success of the changes you will make.

What does your team look like right now and what

"Do you empower and trust your people? As a manager are you clear, communicative, approachable and supportive?"

would you like it to look like? How important to your team is diversity, inclusion, career progression, internal mobility, people management, direction, pressure, stretch and mindfulness? What sort of changes need to happen to improve the team and how will this affect the individual in it? Will it make them better? Will it make them more successful? Will it make the whole team more successful – if so how? Will it make US better? ME better? YOU better?

3. Education

When hiring to build a better team you need to ensure you have won the hearts and minds of your people. Ensure they are clear that you are not necessarily going to be hiring a carbon copy of what has been hired before. Instead you are looking to build on what you have and bring in skills that will compliment and stretch the team. These skills may not be your traditional seven years project management experience and in fact may be focussed on how someone learns. Deciding to build a team by teaching people to become the hire you want will breed loyalty and encourage the right attitude you need for a strong inclusive team. Using the Talent Triangle of constant improvement across all your staff will allow for this growth to happen.

Attraction: Know what your team needs from your next hires and understand what you are going to have to do to bring those skills into your team.

4. Great Place

What makes you an environment people will want to join and know they are going to improve by joining? Are your projects interesting? Is the best work shared by everyone? Do you empower and trust your people? As a manager are you clear, communicative, approachable and supportive? Is this mirrored in the overall culture of the leadership and company? Do you have a clear career progression or internal mobility scheme or any plan in place for personal improvement? What does your benefits package look like and how many aspects of this improve the life quality of your employees? Do you offer flexible working and flexi-time? What team bonding exercises do you encourage and what mindfulness >





Out now
The Financial Technologist | Issue 1 | 2019

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and stretch performance do you encourage? How much are you invested in the overall well-being of your team – practically, emotionally, mentally? What do you offer and how do you manage it?

5. Process

This doesn't just mean a skills shortage can be solved by partnering with a specialist recruitment business. As specialists in technology, change, and sales recruitment, Harrington Starr is well positioned to meet any challenge when it comes to identifying the best talent, however, without the necessary time investment from you the process of filling open roles is hindered. The basics of getting your job description right is often over looked. Knowing what it is you want and what you need right now is important, as is communicating that in detail to your recruitment partner. In this highly competitive, candidate driven market, you cannot expect to hire the perfect mould every time so you need to consider how you are going appeal to those with outstanding potential that you can invest in and develop. A process that inevitably offers a higher level of engagement and loyalty for a longer period.

6. Marketing

In order to attract a diverse range of candidates to your organisation you need to take advantage of the diverse methods of promoting yourself in the market place. Company branding needs to position you as an equal opportunity, diverse and inclusive place to work. Career fairs, career videos, your social media presence, publications, events, CSR policy and partnerships with third parties are all things that will elevate your position in the market place and in turn allow you to become better known for your commitment to inclusive teams.

Long term Engagement: Once you have looked inwardly and have put plans in place to retain and develop your people as well as making the business attractive for existing and new staff, it is time to look outside and engage with new talent.

7. Trust

A strong recruitment partner can take care of much of the heavy lifting for you when it comes to engaging with top talent. In what is now a saturated market filled with mediocrity finding a recruitment partner you can trust can be a challenging and lengthy process. Fortunately, you are already aware of North Starr! North Starr specialise in building solid relationships with our clients taking a deep dive approach in order to develop a forensic understanding of their businesses. Further to this we qualify each role we work and candidate we work with in detail and take great care in the candidate management process in order to give the greatest chance of success.

8. Honesty

Engagement is a two-way process and being open to receiving honest feedback from both candidates and recruitment partners will allow you to tune your approach, interview technique, 'sell' of your company and team and even management style. At North Starr we stay close to our candidates through the whole interview, offer, resignation and on-boarding processes and into their time of employment, offering support to our clients at the 30/60/90- day review stages and beyond.

9. Investment

We have already established that engaging and developing your staff is an absolutely vital part of successful growth for a team, however there should be no end to this, and you should work to embed the attitude of continuous improvement in your team. Team members that go on learning stay engaged for longer, add more value to the business, are happier in their work and are more likely to stay with the business for a greater period of time.

Fundamentally there is no quick fix to building diverse and inclusive teams. You can't unwind over 70 years of recruitment culture simply by setting quotas and asking your recruitment partners for more diverse CVs when hiring. Culturally businesses need to change, and at more than just senior management level. A reformed culture of hiring needs to be adopted across the board at organisations, encouraging hiring managers to break the mould and any bad hiring habits they have developed. The process involves looking inwardly before looking outwardly and continuing with a culture of retention, attractions and engagement on a continuous loop to ensure the best possible teams for the future are built. The process is slow and iterative however if done correctly it will be revolutionary. We believe in people, their careers and supporting them in their success. HSRAE can be the basis of a new way of hiring.





Workplace health and wellbeing

IT'S NOT THE SIZE THAT MATTERS BUT THE APPROACH



Evan Davidge
Director, The Wellbeing Leader

Every organisation, whatever its size, has wide-ranging duties under the Health and Safety at Work Act 1974 to protect the "health, safety and welfare" at work of all their employees on their premises.

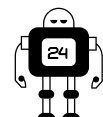
Whilst not clearly defined in the legislation, which was written nearly four decades ago, stress and well-being is a fundamental part of this duty as it affects all aspects of working life, from the quality and safety of the physical environment, to how employees feel about their work, their working environment, the culture, their experiences and work organisation. It is increasingly seen as an important factor in attraction, retention and engagement strategies.

The issue for small businesses is that they are the worst performing in terms of employee health outcomes, with one-third of SME employees experiencing a mental health problem during their working life (CIPD, Employee Outlook, Focus on Mental Health, July 2016). With 96% of SMEs employing less than 10 people, the ramifications of stress and well-being are magnified even further.

But this doesn't have to be the case; there are small things you can do that can make a big

impact. For instance, you have much more flexibility and agility to adopt a proactive approach to stress and well-being. Small businesses usually have a "family" community spirit and are much better placed to be in constant tune with their staff; a key advantage over larger companies.

Key steps to managing this issue
There are five simple steps to manage stress and well-being proactively in SMEs, which involve very little resources, but which will deliver very positive outcomes.



1. Start with the end in sight

Firstly, you need to treat stress and well-being as a business imperative rather than a "nice to have". You should, therefore, think carefully how you are going to create more value from your well-being investment in your people. As a small business owner, you should have quite a strong personal attachment to your people, and be able to instil a proactive well-being culture, rather than react to events that lead to lost productivity and sickness absence. For example, employer sponsored physical activity programmes at work have been found to reduce absenteeism by up to 20% and physically active workers take 27% fewer sick days. (Health, Work and Well-being Programme (2008) Working for a healthier tomorrow. London: The Stationery Office).

2. Define your strategy

Scoping out your strategy is fundamental to the success of your well-being initiatives. Generally, you should focus on four key people 'needs' as outlined below:

- **Emotional needs:** Resilience, mindfulness, stress management and mental health
- **Physical needs:** Energy, health risks, awareness, nutrition, exercise, sleep
- **Financial needs:** Security, life planning, retirement, debt management, insurance protection
- **Social needs:** Belonging, inclusion, togetherness, community, trust, culture

You should then decide what's within your gift to influence positive stress and well-being outcomes. You don't need a big budget to make a significant difference. There are a wide range of options that you, as an employer, can offer at little-to-no cost.

Accordingly, you should focus on four key areas, as illustrated in the following diagram



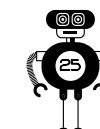
Each of these areas are mutually exclusive, as explained below.

A. PREVENTION

All the evidence shows that "prevention is better than cure". So, what positive steps can you take to help your people improve their behaviours and take more responsibility for their well-being? A good place to start is to look at yourself in the mirror and question if you are setting the right tone by your own well-being mind-set and behaviours. What steps can you take to be a role model and create a positive workplace where there is high awareness and engagement with stress and well-being initiatives? Supporting a healthy workforce means, for example, that you should refrain from working crazy hours, emailing employees on the weekend or constantly checking your work smartphone when on vacation. Managers that practice self-care show employees that they should be prioritising their well-being as well.

B. SUPPORT

Supporting the management of stress and well-being is a challenge for small businesses, but you must be sensitive to this. For example, are you expecting your people to constantly 'jump through hoops', with limited organisation, resources and direction? Do you understand what is driving/motivating them, and the stimulus they need to have a good work experience? What can you do to help them if personal concerns are affecting their ability to perform? Do you have good self-awareness and are attuned to your people's inner needs and feelings? Remember though that employees will feel less inclined to reveal any health and well-being issues if it is perceived as taboo in the workplace and there is a lack of trust and openness by management. Privacy must always be respected, but where an employee is not performing to their best, then it is quite reasonable to hold a conversation with them. >



C. WORKING ENVIRONMENT

When we look at a working environment, it's not just about the physical surroundings but the emotional, spiritual and social cohesion that it cultivates. People must feel safe and secure in their workplace as well as being able to experience a strong sense of belonging, purpose, ethos and culture. Effective leadership, a "fun" culture and collaboration make for a good start.

D. NETWORKING

Small business owners do not have to go it alone. There are likely to be many other local business owners in the same boat who have a wish to share ideas and best practice. Social enterprises such as Business in the Community – The Prince's Responsible Business Network – Chambers of Commerce and Trading Bodies help progressive businesses of all sizes to make the connection between well-being and prosperity of business and society.

3. Consult and engage with your people

Talking about stress and well-being is the most immediate step you can take, whether

self-employed or a small business owner. Understanding your people's attitudes towards well-being and how your workplace can shape enablers and interventions is vital. More importantly, your people must feel that they are part of the well-being journey and be able to influence its direction and outcomes. So, it is important to encourage ideas and suggestions about working practices, health initiatives etc to get your people on board from the outset. For example, making simple workplace adjustments, offering flexible working hours, recognising birthdays and work anniversaries and ensuring that your employees take a lunch break are all cost-effective, quick wins that start to sow the seed.

4. Seek external support and advice

The reality is that designing a stress and well-being initiative usually requires expertise and experience beyond the skill sets of those employed within a small business. Don't be afraid to bring in outside help. It makes good business sense to select dedicated experts to ensure your initiative succeeds.

There are many national charities or agencies such as Acas, Mind, Time to Change, Macmillan, Samaritans, Public Health England / Wales / Scotland etc, who are prepared to support small businesses, including the Forum of Private Businesses.

Also, the Government's Fit for Work programme provide support on workplace health to GPs, employers and employees. The Fit for Work team understands the barriers smaller organisations face when it comes to addressing employee health.

5. Measure success

The long-term success of any health and well-being programme will ultimately come down to organisational culture, and the attitude, determination and conviction of those at the top. There is no "one size fits all". It is about finding the solution that works for you and your team. You might not get it right first time, but rest assured, it will be worth it when you do.

There's also another simple adage "that you can't manage on what you can't measure". It doesn't have to be rocket science – but even in the absence of any meaningful data – you will have a gut feeling if your investment is working or not.

About the Author

Evan is an independent HR consultant specialising in total reward and wellbeing. He has over 20 years' consultancy experience, delivering insights and solutions to many organisations in the public, private and not-for-profit sectors. Evan is an Associate tutor, examiner and adviser to the CIPD where he holds Chartered status. He is also founder of The Wellbeing Leader; go to www.thewellbeingleader.co.uk for further details.



Creating a culture of belonging:

DIVERSITY & WELLBEING ARE MUTUALLY INCLUSIVE!



Danielle Mensah
Founding Director, QiDanChi

Off the cuff these two things i.e. Diversity & Wellbeing, may sadly seem like fluffy, nice to have HR strategies that are completely unrelated and non-core in terms of commercial performance. Yet the reality is very different. It doesn't matter how 'diverse' your talent is, if people are not feeling well, they will not perform well. Certainly not as well as they could and will likely hold themselves and others back along with company performance.

Progressive companies genuinely focused on, investing in and committed to culture change through Diversity as well as Wellbeing are expected to outperform, based on data available that highlights the potential returns when you get this stuff right!

Many companies have woken up to the need for Diversity, not only because it is the right thing to do but also because many highly regarded researchers have demonstrated the link between diverse workforces and higher profits. Likewise, there has been an explosive drive to shift the stigma around mental health issues for employees and many more companies are switching from a protective stance (e.g. health insurance & sick pay policies) to a progressive one (e.g. zen space, meditation and other more alternative ways to boost staff wellness).

Many leaders recognise that it is not Diversity per se that improves business performance. Its impact is highly correlated and dependent upon culture, hence the commonly grouped together term 'Diversity & Inclusion'. Having spoken with lots of senior managers, both male and female, across multiple sectors it seems most recognise that developing an inclusive culture is the key to true diversity. In essence mirroring society with a diverse workforce becomes significantly easier to do and sustain when there is an overall sense of inclusivity and belonging among staff of all shapes, orientation, background, race, gender, ability, age and so on.

Culture change can be notoriously hard to achieve. If today, in all honesty, your workplace culture is exclusive and diversity candidates are being hired to hit targets and tick boxes that is most likely a recipe for disaster. Lack of transparency, trust, fairness and care inhibit individual and collective output. The new hires are not set up for success and the sense of loss and discrimination with a typical entrenchment in the norm by the original majority makes matters worse, impeding future potential.

When I first became involved in Diversity, about a decade ago, it was primarily about gender and mainly women tackling the issue that there were hardly any of them around. Then more men got involved with the important realisation that men had to play a significant role as they typically were more powerful and influential in the workplace. Nowadays, the diversity agenda has expanded covering multiple characteristics, some of which are mentioned further above. I am both delighted and relieved to see that.

We must not forget the often-missing link though. If your workforce is highly stressed, for example due to performance pressure, work overload, excessive use of technology, poor self-care, ongoing uncertainty, job insecurity, company politics and challenging relationships, it becomes very difficult for people to collaborate effectively. It gets even harder to become inclusive. People are more on guard and ready to perceive threats, especially from those that seem different.

The success of the diversity agenda depends on our ability to recover our moderate, calm way of being. Rushing around, stressed out, overworked people are less likely to generate brilliant ideas, harness conflict effectively nor bring together the very best of a wonderfully diverse talent pool.

Research shows people thrive in environments when three things permeate their working days:

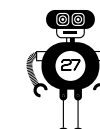
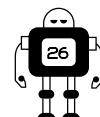
1. Trust
2. Purpose
3. Ownership

Underpinning those are the universal human needs for Authenticity, Clarity, Vision, Autonomy and Belonging.

When we lift our heads up and recognise we are all the same, simply because we exist as living human beings and that the long list of so-called diversity characteristics actually don't make us fundamentally different, and we re-discover how to take great care of ourselves as individuals, leaders, parents and children, then we will be embarking on a revolutionary new way of working within a culture of belonging.

Understanding your people's attitudes towards well-being and how your workplace can shape enablers and interventions is vital.

More importantly, your people must feel that they are part of the well-being journey and be able to influence its direction and outcomes.



Airbnb: promoting diversity

THREE TOP TIPS



Sukhada Jog
Manager, User
Experience Research,
Payments, Airbnb

Sukhada Jog is a Manager, UX Research at Airbnb where she leads research efforts for Airbnb payments. Prior to Airbnb, Sukhada was a Senior Manager of User Experience Research at Yahoo. She led the User Experience Research team within the Communications space. Her expertise is in generative and evaluative research, and has worked in various industries like finance, consumer product & packaging and electronics. Sukhada strives to embed User Experience tightly with the overall product development process and use collaboration more efficiently and effectively in the current business landscape. When not doing research, her favourite activity is to travel, cook and paint with her two beautiful kids.

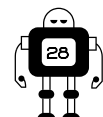
My views on how we can promote diversity in the industry: Promoting diversity starts first at acknowledging the fact that it happens either consciously or unconsciously. And when it does happen, one should be equipped to deal with it the right way proactively.

1. Education: Training and knowledge in dealing with unconscious bias are beneficial in raising awareness of unconscious attitudes and educating on tools to help change behaviours. Small but effective: There are also some practical ways to deal with it in the workplace is by being intrinsic

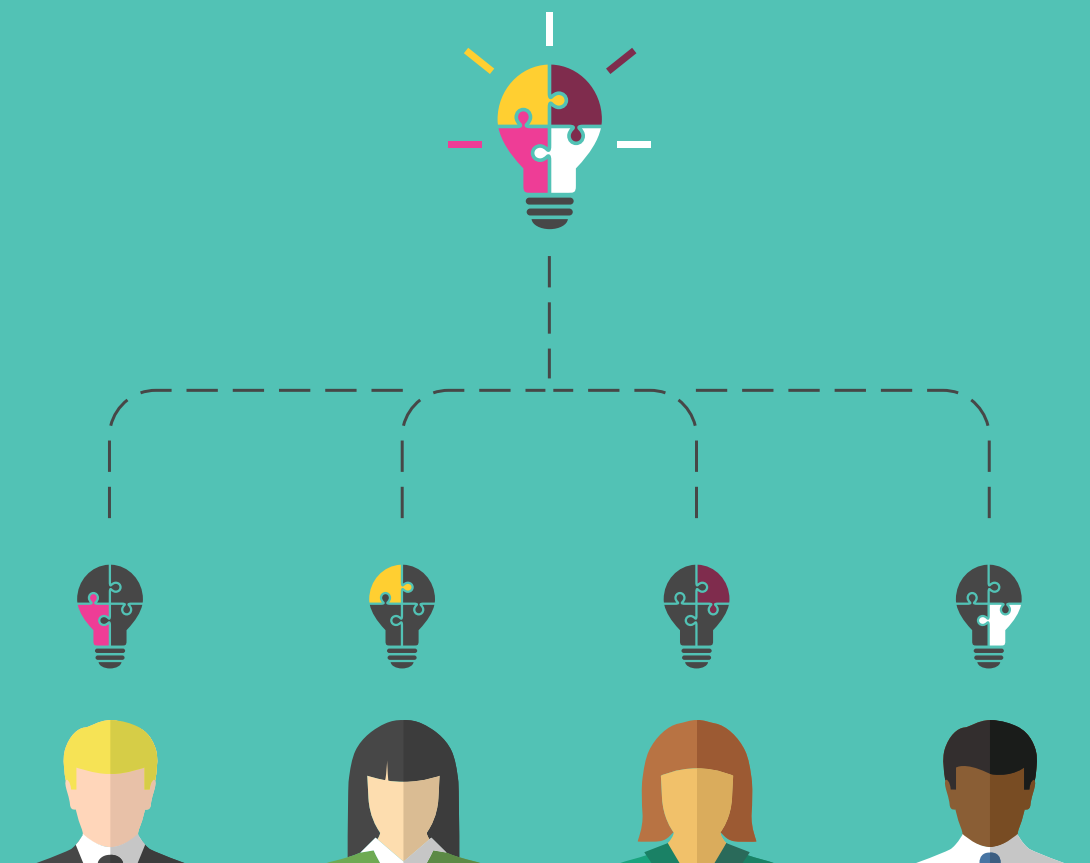
in your discussions. Be aware of the people around you and make sure you give opportunities for everyone to share their views, opinions, suggestions without being judgemental.

2. Empathy: And be mindful of situations that people from diverse communities/minorities go through to prove themselves.

3. Contribute & embrace: Diversity can take many forms. As an individual, contribute to the diversity at the workplace by communicating and expressing unique perspectives, showcasing variety in culture, experiences and most of all, embracing the uniqueness that other members of your team get to the table.

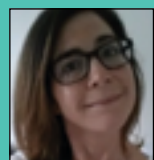


DIVERSITY FROM THOSE IN THE INDUSTRY





HOW DO YOU MOTIVATE A DIVERSE TEAM OF PEOPLE TO DO THEIR ALL IN THE WORKPLACE?



Samantha Knights
Head of Architecture
and Development,
RPMI Railpen

My strategy for motivation is shaped around a lot of my own expectation and experience as a software developer, and I think this can be applied to many highly skilled roles. I have found that there are three underlying drivers for what gets a motivated, productive and creative individual out of bed in the morning: autonomy, mastery and having a purpose. This is agnostic to the background of the individual or the specific job they do. Autonomy is about having the freedom to define how, when and who to solve the problem with, which leads to better output. There are obvious

enablers in the workplace such as remote working and using technology for collaboration tools. Mastery is refining a skill, not just the fulfilment that comes from achievement, but the benefit to the team and the wider organization. By far the most key driver for me is purpose, knowing that what I do is part of something bigger and more important. Working at an organisation like RPMI Railpen and running an IT Engineering team there, our purpose is very clear, to pay our members affordably and sustainably. This purpose is for all individuals on the team to contribute towards and truly give their all.



Regina Lau
Chief Strategy Officer,
Retail Merchant
Services

Diversity and inclusion is a topic that I'm very passionate about. I firmly believe that it drives great debate, well-rounded perspectives and ultimately a superior product. That said, social and cultural diversity (gender/ethnicity) is just one part - it also includes communication, knowledge and experience, working styles, personalities, belief systems, etc.

When I first thought of the question "how do you motivate a diverse team of people to do their all in the workplace?", I wondered if the question should instead be "what are the ingredients needed to make a diverse team successful?" These are different questions, but I believe incentivising motivation is the same regardless of how diverse (or not) a team is. Rather, I assume diversity and inclusion are requirements, and instead need to create the right environment for the team to succeed.

Regarding motivation, research has confirmed that people are more motivated and persistent when they think about why they are doing something, instead of only what they are doing. When people understand and believe in the reasons behind their actions, they display greater resilience and stamina. And more importantly, they'll go the extra mile when the going gets tough. Also important is to recognise and reward good work, foster connections and collaboration between employees to avoid isolation, and show the impact of people's work on their customers. This taps into an emotive area of a team - when successful, it allows leaders and companies to find meaningful ways to motivate people without needing to only offer financial incentives.

That said, motivation alone is not enough. Leaders and companies also need to create environments where teams can excel. True diversity and inclusion relies on the team to actively seek out different ways to do, assess and think about things. And diverse perspectives can only be openly discussed and considered when people are willing to include and welcome such differences.

Rob Sorensen, CTO of the payments company Retail Merchant Services in the UK/Ireland, has observed how critical it is to create an open environment, especially given now the global nature of business and also the need to work in an

agile fashion to ensure success. During a recent project meeting with various functional teams, he emphasised the need to agree upon a set of communicative norms, so that differing viewpoints could be freely expressed and neutrally assessed. "This free idea exchange would lay out the plusses/minuses, and also add texture to the discussions, bringing depth into what can sometimes be 'flat' viewpoints if everyone has a singular way of thinking."

Many leaders work hard to create an open-door policy. I also believe it's important to create a safe environment within the team where open dialogue is encouraged. Both leaders and team members should be asking for and considering different opinions. It can be direct, but the question "are you agreeing with me because I think this way, or do you really believe the same as me? Help me push the thinking" is a check-in question that I often ask my team, and I in turn, have heard my team ask each other. Newcomers are often surprised (and perhaps a bit startled) to hear such a question. But once the debate starts, and it's clear that others are willing to speak up, it elevates the discussion, creates transparency and showcases the authenticity of including diverse views.

Nolwenn Godard, Director of Pricing Product at PayPal, is an avid champion of diversity and inclusion initiatives in the technology industry. She is the cofounder of the French American Women Executives Circle, and also the Director of West Coast Operations for the Women Initiative Foundation. In chatting with her about diversity and motivation, I think she summed it up well: "The [company] mission is critical to motivating the team. And inclusion and belonging are necessary, so that people want to give their best."





Toby Babb
CEO,
The Harrington
Starr Group

Personally, I believe that every team is diverse, irrespective of background, creed or orientation. The issue of motivation is a human thing rather than a diversity issue. Every individual in your team will have different levers and come to work for a different purpose. The key is to understand the individual, to spend time knowing what makes them tick and to tailor communication, incentives, leadership and the way they do their work to ensure you get the best out of them. Effective leadership is about building bespoke methods to motivate individuals as exactly that ... individuals.

In many environments we see a one size fits all approach. Being malleable and thinking about what you need to do to get the best out of each person in your team is the key to motivation in any business, diverse or otherwise.



Deborah Finlayson
Head of Talent and
Organisational
Development, IG Group

Iwould love to say that I have a clear and deliberate strategy to do this, however I actually put my faith in the power of meaningful work to provide purpose, demand collaboration and restore empowerment. There is a real power in good work to empower and embolden. I've often seen situations where priority projects that have real meaning to the organisation provide a common goal and bring out the best in my people, stakeholders and other colleagues. I therefore see my role is to find the great work for my team to do and provide a culture of support and challenge.



Alan Underdown
Independent
Consultant

I think this question is primarily about leadership and the usual principles of leadership and "High Performance Work Practice" apply. However, motivating a diverse team does have special considerations and challenges and that is to be expected when people come from different backgrounds and cultures, have varying aspirations and experience, and span the genders and age groups.

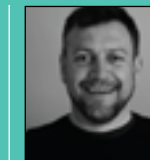
The interesting point about diversity is that facilitates many positives for the organisation including creativity, innovation and performance. Yet all the differences and inconsistencies that employees experience also create conflict. The leadership challenge is therefore to positively influence both the creativity and the conflict.

What the leader does, what they say and how they say it, how well they listen and respond, and then how they act is what the rest of the team will follow. It's up to the leader to set the tone. If he or she doesn't get the basics right - establishing the consistencies and supporting team members - it will be very difficult to create a motivated, high-performance team. This is because leadership consistency is key to reducing and conflict and frictions inherent in diverse teams.

Clearly articulated values also play a role in providing employees with a consistent reference point that reduces friction. The same ends can be achieved when leaders set boundaries and guidelines. Sometimes this happens formally through structure and systems but equally it should occur organically through conversations with people and in meetings.

Leadership has a lot to do with managing change even if that's graceful and incremental rather than transformative. Open and honest communication about decisions and situations is important. Including people in the journey and making them feel part of that through inclusion in the process and by sharing not just decisions but the rationale for those decisions will help unify people from different backgrounds and will ensure everyone feels part of the same team.

The great thing about motivating diverse teams is that it comes free of charge to any leader who is prepared to invest the requisite time and effort learning about best practice.



Des Matthewman
Chief Technology
Officer,
PORTABL.co

First of all, diversity means different things to different people. In some cases, it means gender, race, sexual orientation etc. In others, it is about ability, affinities or interests. Or maybe, how we approach problems or think about things. Within a diverse team, all of the above elements have their place. It's hard to challenge that a significant portion of cultural intelligence comes from diversity, and that cultural intelligence and inclusion produces better outcomes. In London, we are lucky to be able to form businesses with rich cultural intelligence. The market is awash with diverse talent, it really is up to leaders to motivate their teams. Motivation starts when you form a truly diverse team, as team members value the each other's differing identities. Providing ownership and the ability to deliver allows the team to create much of its own motivation. Ensure that each individual has a vision for their career and that it correlates with the direction of the team / business. Topping up motivation can be achieved by providing clarity and visibility on achieving outcomes. Lastly, celebrating success - which ironically can be difficult with really diverse teams.

"In London, we are lucky to be able to form businesses with rich cultural intelligence. The market is awash with diverse talent, it really is up to leaders to motivate their teams."





Tim Binnington
Head of Marketing
and Communications,
AlgoMI

Whilst we sometimes work simply for the love of it, more often than not the motivations are of reward, a sense of achievement and personal progress. How best to engage with these triggers is not the same for each person and often not always the same for each individual.

Let's get the darker side of employment out of the way first; the threat of a loss of employment leading to financial destitution. Quite a motivator, but it's a blunt and rather indiscriminate tool that leaves those who remain mistrustful of the employer's intention if it's not applied in times of genuine dereliction of duty or business crisis. I suspect this fear is always present; the possibility of hard times lingers just beyond the foreground in the mind of many employees.

Then we have filthy lucre, the joy of being paid and being paid well. Satisfactory financial reward is the clearest and perhaps most familiar motivator. Remunerating staff to work hard and be rewarded for good performance is the basis for most employment relationships. If workers feel underpaid, without other meaningful positive pressures, they become demotivated and it's much harder to get them to outperform.

Respect and fairness are probably the cheapest and most effective motivators. If you are open, frank and honest about what you expect from someone, what you will do to support them, and you provide them with the right resources, they will apply themselves with an element of certainty that you will do the right thing by them.

There are numerous studies of primates, birds, rats and other critters where fairness and honest reward are seen to be significant motivating factors, to the point where unfairness or inconsistency cause the 'test subjects' to down tools.

This leads us to the collective element. Do you reward a team based on the overall project to foster team work and collaboration, or do you need to single out individuals for additional reward or demerit? Generally, it's taken that praise should be public and chastisement private, which can be used to chivy and reward a team if you balance the message with individual guidance.

"There are numerous studies of primates, birds, rats and other critters where fairness and honest reward are seen to be significant motivating factors."

Let's move on to more nuanced considerations. Having clear, rational and achievable objectives are vital if you want to effectively engage and motivate an individual or a team. Vague or unachievable aims will likely result in a lack-lustre performance, probably after an initial push driven by goodwill before the realisation that they face a Sisyphean task. Assuming you have hired smart people, who know what they are doing, pushing them to achieve 'impossible' or manifestly ridiculous objectives will erode their motivation and compel them to seek new opportunities as they know failure is likely, if not inevitable. People want to please and they can only do that if they are clear what is expected of them and how they can do it.

People also have personal, moral and societal motivations. Doing the right thing for the right reason or following a moral code can be immensely rewarding and if you are able to frame an objective in these terms or, more importantly not contradict or breach them, it can be highly effective. This can often result in people working harder, longer or in less comfortable environments if the motivation and objective are seen to be worthy or have a higher aim.

Employees will work harder if they feel the outcome is worth it in a nonmaterial sense. For example, having a job title that impresses or leads to pride in a role when discussing with family and friends does no harm.

Overall, I believe that people want to do a good job and to be appreciated. They want to be respected and rewarded. It's the role of a manager to balance motivations and consequences whilst being aware that what may have worked for one person yesterday may not work for another tomorrow.



Jemma Hardy
Head of HR, Voxbone

At Voxbone, we're proud to nurture a very diverse workforce, with over 34 nationalities represented across multiple locations and continents. Diversity is the backbone of innovation, and we are continuing to push the agenda for variety by building a truly inclusive culture. Retaining and motivating our global team is the key to our success. After all, our people are our business. In my opinion, there are three key components to creating a diverse, inclusive and collaborative workplace.

1. Building relationships through understanding and respecting our employees

I encourage all of our managers to truly get to know each and every one of their team members. To ensure a manager is both a good coach and mentor, it's essential that they are able to develop strong professional relationships with their team. Getting to know what makes them 'tick' and what they enjoy, while also understanding their struggles, helps our managers be more effective, and offer more meaningful rewards and suitable guidance. Taking this one step further, we pride ourselves on having a workforce genuinely interested in learning

about others. When our employees feel valued and motivated through personal interactions with their manager, their level of discretionary effort increases, and we succeed in creating happy, high-performance teams.

2. Recognition, incentives and rewards

Regardless of how diverse our individual teams are, we understand that small rewards and tokens of recognition go a long way in making all of our employees feel that their efforts are both acknowledged and appreciated. It doesn't always have to be grand gestures of appreciation; small rewards also succeed in making our employees feel like a valued part of our company. For example, we're pursuing several staff wellness initiatives, such as yoga/Pilates classes, a bike scheme and healthy eating measures.

3. Work hard! But remember to have lots of fun!

Here at Voxbone, we excel in this part; I know it's a cheesy saying, but we live by the 'work hard, play hard' maxim. With monthly 'Voxbar' get-togethers, ping pong tables, competitions, weekly food shopping, fruitful office deliveries and charity initiatives, there is always something fun on the calendar. We always encourage employees to tackle tough challenges in and out of the office – by building our culture this way, we aim to help employees boost their productivity, keep healthy and reduce stress levels, while working hard to achieve our company goal of creating a fun and diverse working environment for everyone at Voxbone.

Check out our recent Diversity, Inclusion and Corporate Sustainability report to understand more about what we do and what is important to us <https://www.voxbone.com/blog/diversity-inclusion-csr-2018-report>





Stefano Barnini

EMEA Vice-President, Top Accounts & System Integrators, TATA Communications

At the start of my management career, I put the focus on myself to motivate the team. I quickly discovered it was not about me and the great stories I could tell, it was about the unique motivations of each of my team members. And, the keyword here is 'diversity'.

I used to work in international teams.

In my last three roles I have worked with a variety of characters coming from different experiences and cultures and with a minimum of 10 different nationalities from the more Northern in Finland to the more Southern in Australia, from the more Eastern in Japan to the more Western in US-California... Despite being in the same team, each one was pretty unique and diverse.

Hence to get the best out of a team so diverse, the key was to look at each personal motivation.

Someone may be driven by career development while another by money...some by recognition in front of others other by the car they drive on the weekend, some by the social influence they get on the projects they work, other by the balance they get in their personalprofessional life.

To get the best out of a team, I found the best a manager can do is to observe carefully and look for that diverse personal motivation. Once you discover it, you can get magic things out of the same team regardless of their culture and the personal character, the general environment and feeling in the company, the country they operate or their professional background.

It is an art rather than a science...!

Demina Poli

HR Director EMEA & APAC, Merrill Corporation

Sometimes leading by example means making difficult decisions. During my career as I have been interviewing people for different companies/roles, I always tried to ensure we have a diverse slate of candidates to select from. Also deciding to hire people who could bring in new perspectives over those who had similar backgrounds to others in the organization. I felt that the benefits of "culture add" (over culture fit) needed to be considered as part of the hiring criteria. And it is part of "my hiring criteria". Being diverse, being different, not fitting the mold, is always positive.



Duena Blomstom

Co-founder, CEO, PeopleNotTech

What can you tell us about your business and its views on diversity?

At PeopleNotTech we are a tech startup with two women co-founders. Hardly gets more diverse than us :)

What has been your journey to current position?

I have been lucky to be in leadership roles straight out of school but as an entrepreneur, you constantly start from zero and work your way up, it's the definition of the journey. In addition to that I've gone back to the corporate world and been part of extremely large organizations and that is a sobering thought, so the road has been sinuous but every turn has taught me to up my game further.

What interested you in this space?

I love love love technology. Almost as much as I love people. I think both topics are fascinating and the former can enable and empower the latter.

How have you settled into the business?

We're a young start-up, we've only incorporated last year so we're on a steep learningcurve as to what works for a very fast growing tech start-up which is doing somethingtransformative from a few different geographies so we are nowhere near "settled"

What do you think are the reasons for the recent change in diversityin tech?

The reasoning is largely hingeing on the societal pressure at large when it comes to women inclusion but as I said, I think our speed of reaction as an industry

has been admirably fast.

How does your company differentiate itself from its competitors from an equality perspective?

We are, if anything, far too women-focused and we do have to be mindful of never losing the male perspective but we aren't because we don't think in terms of gender AT ALL. We exclusively focus on Knowledge, Courage and Passion (which my co-founder calls "nongender- specific-balls" in fact!) as ultimately they give you a true measure of an individual.

Where do you see the future of the market heading?

I'd LOVE to see the discourse move from being focused on feminism to being focused on meritocracy. It's only if we manage that shift that feminism has succeeded.

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

The biggest one is the perception of finance being an exclusive members' club for middleaged white men. Which is a sound byte not reality and it's negative and inaccurate. We have to collectively shake the victim mentality and focus on building together.

What would you like to see change in the industry?

If I had a magic wand I'd imbue the three values we are obsessed with on each and every participant in the industry. Making them smarter, braver and have more heart would unleash the potential of technology that is held back by systemic ailments.

What do you look forward to for the industry in 2019?

Significant change of business models. A data driven approach that makes people's lives better though the use of technology.

Duena Blomstom is the author of "Emotional Banking: Fixing Culture, Leveraging FinTech and Transforming Retail Banks into Brands". She is an entrepreneur and Angel Investor, a mentor for Startupbootcamp and Techstars, the founder of FinWinners – a Finovate coaching company, a blogger with cutting edge opinion style, an international keynote speaker at industry events and the inventor of the Emotional Banking and EX concepts and runs the Emotional Banking and PeopleNotTech boutique consultancies.

Over the past few years, Duena has worked with multiple Tier 1 banks be it to assist them in their digital strategy or to help them transform. With a background in Psychology as well as Business, Duena is on a crusade to see lasting change in the industry.

She is intensely passionate about getting banks to think of the concept of "Emotional Banking™" or how to stop thinking feature set and start thinking customer's feelings, and is working with various organisations on deep cultural change programs that enable them to become truly Human Design led organizations that leverage Agile and put Experience at the heart of the proposition to build strong brands that deliver Money Moments not financial products by focusing on their people.

Duena delivers different, entertaining, engaging and thought-provoking keynotes internationally and occasionally participates in panels and debates on topics ranging from FinTech, Digital, CX and Innovation to the bigger themes of the Future of Work, Technology and Agile as they reflect in Employees Engagement and Organizational Psychology and Design and has a strong following of 24k on Twitter and 135k people on LinkedIn and thousands of page and video views daily.

Steve Wilcockson

GeoFinance Market Development, Geospatial Insights

What can you tell us about your business?

Geospatial Insight provides data and insights derived from the analysis of satellite, aerial and drone imagery. We apply machine learning to capture key features and events, which enables us to produce evidence-based intelligence. We service multiple markets, but for readers of North Starr, the two most relevant are insurance/insurtech and financial services/fintech. In insurance, we provide catastrophe response information and building and environmental information which services risk-based pricing and brokerage models. In financial services/fintech, we're increasingly finding those same datasets relevant to mortgage valuation and risk assessment, but like many in the alternative data industry we've tended to focus more on buy-side alpha-oriented datasets, including physical commodities and consumer footfall.

What has been your journey to current position?

I worked for 20 years at MathWorks. For those with quant, engineering or mathematics backgrounds, that's the company behind MATLAB. For about half of that time, I was Industry Manager of the Financial Services team. As a geographer among mostly engineers, I could feel out-of-place, but I was also quite good at being able to see the wood or forest while others came to terms with individual trees and so I was able to help the company understand how the many different types of people in finance, economics and insurance were using these engineering toolsets. While there, I was immensely privileged to participate in the evolution of the financial services industry, what I call the Seven Ages of Quant. I've also been lucky to have had a holistic bird's eye view of the industry crossing buy-side and sell-side, niche hedge fund and bulge-bracket bank, navigating front, back and middle offices, into insurance and then into the very different cultures of central banks, NGOs, think tanks and regulators. Towards the end of that time, economists and insurers aside, serious modelling was increasingly a standardized function of the middle office for tasks like risk-based accounting, while the fast-and-furious types of the front offices and hedge funds were taking up open source. My fun quota was diminishing while fewer doors opened to us. More by luck than judgement, 18 months ago I attended a satellite in financial services event courtesy of a freebie from a training services company I had an affiliation with. At the time, I

struggled to reconcile the content presented to the finance applications, that I had encountered at least. However, after sleeping on things, attending a couple of thought-provoking alternative data events soon after (most sentiment-based, but usually incorporating satellite chat on their panel discussions), it all began to make sense. I realised how I could both open my mind and get back to the leading edge of finance, while working with the satellite specialists to help translate these great data sources into something useful for the financial services industry and I somehow found myself a job with one of the speakers from the event I had crashed.

What interested you in this space?

Two things: first, getting back to being at the leading/bleeding edge of the industry – it's lovely to have hedge funds and front office traders interested in what we're up to. Second, I'm now working for a company where geography intersects with – and is integral to – finance, rather than among applications where it's abstracted out.

How have you settled into the business?

It's exciting, challenging, scary, vibrant and hand-to-mouth in equal measure. It's been a roller coaster, but good for me. I've learnt to have sleepless nights, but also challenge myself and be challenged.

What lessons did you learn in your previous role?

Finance is a unique industry. Most other industries have established processes and model standards. They manage model development cycles well, which is why planes fly safely in the skies and cars (mostly) are increasingly reliable. Finance thinks it does development best, and in some cases it does, e.g. applying agility across development cycles. However, it's also a technology basket-case, incorporating fad after fad into last decade's increasingly aging, inefficient and risky legacy stack. On the other hand, the business environment is fast-paced and vibrant, run by people with creativity to see new things and willing to take a risk (perhaps with an inflated bonus in mind) to make good and not-so-good things happen. There are reasons things happen first in finance. At both my last engineering company and

my new (according to LinkedIn) “defense and space” company, I've conveyed that financial services is a world on its own. You must embrace it on its terms, and not try to impose norms of other industries onto it, and I love it for that.

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

Alternative data has been led from America and sometimes that means the rest of the world doesn't always get as much dataset focus as they'd like. That can be useful to those of us building datasets and insights in Europe and the UK.

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

First, a realization that place is important. Geographically contingent information, whether for identifying mis-priced trades, capturing leading edge information on an asset or helping with due diligence, risk assessment and in advanced stress testing is now deemed important. Second, what I call Geofinance and others call “spatial finance”, the blending of geography with financial analytics, modelling and insights, is a real and socially useful thing. It contributes to sustainable finance, in practical terms helping to construct ESG models or incorporate climate scenarios into risk and stress testing models. It's helping make finance more purposeful than it has been years, more attractive to those considering entering the industry, and we're part of that trend, particularly in terms of the provision of real data.

How does your company differentiate itself from its competitors?

Imagery, satellite and aerial in particular, when compared with other alternative data sources is globally applicable and non-intrusive. You can count cars in a car park or at a factory, but you can't identify individuals, unlike payroll information or transaction data. Second, in relation to other geospatial vendors, our experience in insurance is unique. While financial services were perhaps first off the block to use geospatial information, for example counting cars in Walmart parking lots a decade ago, insurance has adopted it much more since. It's had to as policies are postcode and environment-dependent. Now that finance is picking up geospatial technology again, we've gained invaluable experience.

Where do you see the future of the market heading?

In five years time, you will be able to look up images, identify features and draw out structured time-series data on your favourite terminal platform. We want to be part of that mega-trend.

What do you feel are the biggest obstacles

facing your organization in the industry?

The alternative data trend or fad represents both an opportunity and a hindrance. The industry is talking about it, learning to use it, but also there are too many vendors offering too many data-sets. As of now, satellite and imagery data-sets have not been top of the list of “altdata” shopping lists, in part because imagery has been perceived as largely static, low-frequency, overly irregular given issues like cloud and too often delivered as an image rather than a time-stamped data-set.

How do you plan to overcome those obstacles?

Some of this is the luck of timing. Technology is changing rapidly. Imagery is increasingly dynamic. Machine learning facilitates automated ongoing analysis. We're getting better at understanding and structuring data in a way that the industry can ingest, and spatial information feeds are near-at-hand. As noted earlier, our insurance experiences have helped considerably. Also, financial organizations across the spectrum – from regulators to investment managers – are now building use cases, becoming more familiar with the technologies and willing to engage with them. These are truly exciting times to be at the intersection of imagery and financial analysis.

What makes your company an employer of choice?

The diversity of our client base helps. We're committed to finance, but not dependent on the fads. Some aspects of our company too are fabulously ultra-modern, an ability to work remotely for example. We work hard and late into the night and over weekends, but flexibly.

• What are your plans for 2019 and beyond?

My plan is to ride the waves, catch a good one, and in doing so make a difference to the industry, my company and my job satisfaction.

What areas do you see as most ripe for disruption by technology?

Quant and financial modelling. The financial model is and will remain a staple, but in an age of big data, data science and massive computational power, assumptions and levels of abstraction need not be so constraining. Imagine a world where baskets of assets are priced according to spatial time-series parameters, or portfolio theory incorporates point-in-time information reflecting the global components of constituent assets. No longer will portfolio analysts depend on the rational efficient market blanket assumption that price captures all of that and more. Practically, there was no point in challenging the staple theories a decade ago because of computational limitations. Now, aging theory is gatekeeper, but that's changing.

Bio:- At Geospatial Insight, Steve is Product Manager for RetailWatch, a consumer sentiment analysis dataset and drives client-facing activities in the financial services segment for all Geospatial Insight products. Steve was formerly Global Industry Manager for Financial Services at the engineering software company MathWorks, developers of MATLAB™, where Steve worked in the field for over 20 years among model builders and implementers such as quants, quant developers, economists, actuaries, algo traders, portfolio managers and risk managers. Steve has a masters degree in Geography from the University of Cambridge and the University of British Columbia.





What roles or job titles will exist in 12 months that don't exist now?



By the end of 2020 the number of Cyber Security roles, will outnumber the number of candidates by 1,500,000



In 2018 over 1,000,000, 000 people were affected by data breaches



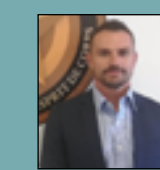
The average salary increased by 6.3% in the Cyber Security sector in 2018



Almost half of UK firms were hit by a cyber breach or attack in the past year



14% of all IT roles's being advertised today are in Cyber Security



Richard Robert Jones
Information Security Recruitment Consultant, North Starr

2018 was definitely a busy year in the Cyber Security arena. But what will 2019 look like? We are set to see an increase in the pace of the cyberwar arms race (C-A-A-W) In 2018 the US Intelligence suggested that 33 countries now have cyber-attack capabilities up from 14 in 2012. While malware such as Worms and Trojans will always remain a threat, we will see new methods on hacking software become more and more common.

It is predicted that AI will become more widely used by attackers in 2019. AI will be used in many industries for both positive and negative uses, this is because AI has no moral

compass (yet?). So, will it be used to find new ways to break and hack defenses?

The future is in the clouds. With more and more firms looking to exploit the flexibility offered by cloud solutions and businesses looking to migrate legacy services. Will we see organized crime groups looking to exploit ill configured cloud designs? Cloud Security positions will become super important over the next 12 months. What is your company doing about this?

Richard.RobertsJones@thenorthstarr.com

The rise of cyber security





HARRINGTON STARR TECHNOLOGY CONSULTING

Experts in Agile Transformation and Project Delivery

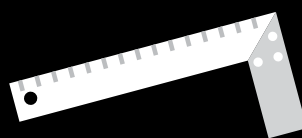
Harrington Starr Technology Consulting is Europe's fastest growing technical consultancy, providing an unrivalled level of service. We are experts in transforming organisations, providing innovative solutions, enabling faster changes, safer software delivery and a better solution.

Talk to us about any of the following



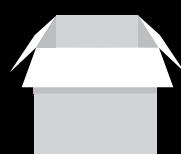
Health check

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



Project delivery

Delivering successful projects to your satisfaction, on or offsite



Training

Providing high quality training courses in development, testing and agile implementation

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NORTH STARR
Technology and sales recruitment



Introducing the North Starr Information Security Practice

Security threats are facing organisations on a daily basis. Every company in every corner of the globe, and in every industry, sector faces the on-going challenge to keep their data and ultimately their revenues secure



Some facts about the Cyber Security industry

The UK government's Cyber Security Breaches Survey 2017 found that the average cost of a cyber security breach for a large business is £19,600 and for a small to medium-sized business is £1,570.

According to a leading InfoSec advisory Hervajec Group Cybercrime the cost of Cybercrime damage will rise to \$6trillion by 2020

The results of a recent study by Indeed found that in the UK, the gap between employer demand for cyber security expertise and the number of people who have the necessary know-how is the second largest in the world.



How we can help

Part of the Harrington Starr Group – a global specialist staffing organisation

North Starr offers a dedicated Cyber Security practice, in which we help clients attract address the skills shortage, by presenting them with access to niche candidates for both technical and strategic hires

We work by utilising headhunt and networking techniques rather than relying solely on basic job board mining and advertising

Our cyber security practice has relationships with businesses ranging from niche consultancies, through to FTSE 100 companies, and we are sector agnostic

We work in a consultative and client-facing manner and will tailor our approach to your needs. We offer the facility to interview at our central London office location.

Even if you are not recruiting we are happy to provide salary surveys and market information/ data.



What we can help with

We have teams that cover the following skillsets

Network & Security
Application Security

Infrastructure - SIEM/

Information Security
Leadership - CISO/ Heads of Information Security
Governance & Compliance

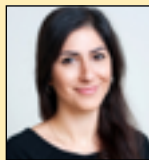
Penetration Testing/Check Team Leaders

Ethical Hacking

Threat Intelligence
Vulnerability Scanning

If you have any hiring needs or would like a free of charge salary survey, please don't hesitate to get in touch: andrew.nitek@thenorthstarr.com or on **0203 800 0983**

Sales success for 2019



Ani Lputian
Managing Consultant,
Technology Sales, North Starr



It's

the end of Q1 and for sales people this also means heightened pressure to hit yearly quotas. Targets have increased and most pipelines are at crucial point mode. It's an exciting opportunity for every individual to excel and make things happen. Fast!

I'm sure every salesperson is eager to get up to speed as quickly as possible and start closing big deals, so here are a few tips from me on how to do this.

Building your Brand

In a market which is over-crowded and largely commoditised it can be hard to stand out from others, especially when LinkedIn is overused and has lost its edge as a communication tool.

Statistics show that only **4% of prospects had a favourable impression of a salesperson who reached out cold to them on LinkedIn**. To add to this, the average number of cold calls needed to reach a prospect has more than doubled in the last 10 years. In 2007 it took 3.68 attempts, today it takes more than 8. This means more time spent, and less productivity gained.

The best way to become a credible and respected individual in the market is by building your own brand - so, by the time you reach out to a cold prospect they are already familiar with your name, your company and your area of expertise. Not so cold anymore!

Statistics back this theory, and show that **92% of B2B buyers engage with sales professionals who are known to them as industry thought-leaders**.

Be sure to regularly publish your own articles on social media, as well as explore opportunities to market through Key Note talks, magazines and YouTube channels. Collaboration and partnership is key here.

Getting Out There

The sales world is changing as technology takes over. The ways in which we communicate have changed and with the 'easier' and more instantaneous nature of business today some complacency can set-in. People can now be more reluctant to venture out into the wilderness and meet prospects face to face, with many of us in the habit of sitting at our desk all day. This actually makes the job harder and sales plummet.

Sales is fundamentally about the people involved and the relationships that are built. Nobody is going to keep coming back to buy from someone they 'don't like' or 'don't trust', so make sure you're networking, both with existing prospects and cold ones.

People tend to not trust those they haven't met, so make sure you meet everyone you plan to do business with no matter how small the deal may be.

Getting out to events and expos will give you the opportunity to stand out amongst the competition. As well as this, it's also worth hosting round-tables and thought leadership events for contacts in your sector.

Belief

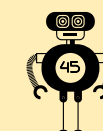
One of the biggest hindrances can be a mental barrier which we ourselves create. In 2019 you need break that down, believe in the 'unachievable', and set high targets for yourself. You're bound to succeed.

As a psychology graduate I'm a big believer in everything being a result of mindset. **Success is only achievable if your mind-set is geared for it**. You need to focus on the **right activity, as opposed to the end results**. Drilling down on basics, getting super organised and setting goals and achieving them builds momentum, a positive energy and the 'luck' to carry you through.

Top sales performers have the right mentality and the belief in their ability to achieve the targets they set. This is why, in most sales organisations, **80% of sales are made by just 20% of their salespeople**.

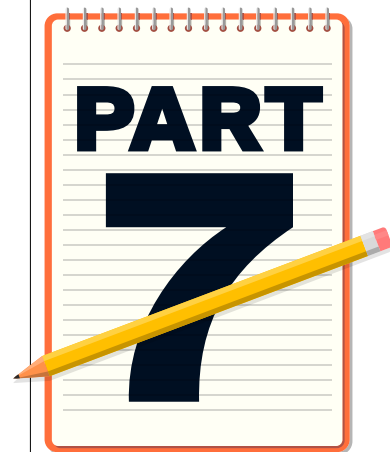
Every world record is broken, and all it takes is someone with an open mind-set, belief in one's own ability and the determination to put in the hard work to make it happen.

"The best way to become a credible and respected individual in the market is by building your own brand."



THE DEFINITIVE INTERVIEW GUIDE

by Nadia Edwards-Dashti



How to handle mixed messages in Interviews

During any technical interview process, you are likely to attend a number of rounds. Within that process you will meet a number of people from throughout the company including technical peers all the way to the management team and also those on the business side of the firm.

Often these individuals have different priorities for the vacancy they are looking to fill and in turn can communicate conflicting messages to you throughout the interview process. It's natural for this to be very off-putting, leading you to not only misunderstand what is actually required of you in the job, but put you under undue stress over what exactly it is you should be exhibiting in order to guarantee success.

Here are my top tips to cut through the fog and regain clarity:

1. Know your Audience - Everyone you interview with will interact in their own way with the successful applicant. Since they will have a different working relationship with you it's often the case they interview you with a varying number of priorities. They will each have different expectations of the role

from making sure you can communicate with them (a peer) or handling the pressures of front office staff (the business lead). Therefore, it's important you think about your audience and what they describe as their key targets for the position to make sure you exhibit yourself in the best possible light.

2. Question their priorities - Key to this is knowing what every individual will expect of you. The best way to get to the root of this quickly is to simply ask: What will you expect of me? What do you see as the priorities within the role? What challenges do you think I will face? These questions will open the interview up to allow you to give the right examples from your career history to impress.

3. Know and be clear with your own - Any interview process will be smoother if you are really clear with what you want your next role to be. Before attending any interviews those who decide what role they want, what career progression and/or support they may need and exactly how flexible they can be on this are normally the most successful. The clarity often encourages confidence and therefore debate in interview which lends itself to you presenting

yourself in a decisive and forthright manner.

4. Don't panic - expect it - Mixed messages often aren't as conflicting as they first feel and questioning priorities can allow you to uncover the reality of the role you are applying to. Going into any interview needs you to have as positive a mind-set as possible in order to overcome the numerous hurdles they entail. Just because someone you will work next to sees the role slightly differently to the MD, doesn't mean the company aren't clear on what they want.

There will be some companies that when you interview with them, you'll realise the role just isn't for you or, unfortunately, they don't really know what they want and the messages are inconsistent from person to person, completely conflicting and often they are, in fact looking for two separate hires. These situations are, mercifully, rare and most of the time, by taking control of your interview process it will allow you to bring the clarity needed for you to excel.



Dealing with Mistakes in Interview

Mistakes happen - it's how you recover. Performing well throughout an interview isn't just about giving the right answers or making that connection with the interviewer. I've often seen people lose out because they have capitulated from a mistake or have hit a hurdle that's thrown them off the entire interview. There are so many

variants within technology that I have spent years encouraging people to prepare for the hurdles they can't jump over. This can sound almost back to front but the idea is that when an applicant focused on how they would tackle the problems they don't necessarily know they answers to, they will more likely remain cool, calm and collected throughout the strains of the interview.

Managers want to see how you react under pressure. They know that, in any technical job, you will have to be constantly learning new tools, new methodologies, new skills and new technologies so rather than seeing how well your perform explaining something you do know they like to see how you cope when there is something in front of you that you don't know. They want to see if you understand the steps to get to a solution and get to that solution calmly and efficiently without negatively affecting those around you. Essentially managers are interested to see how in a pressurised environment you will bounce back.

In addition, will you let one wrong answer in an interview ruin the entire interview or will you be able to take every question as a new one? They will equate this to a working day - will one challenge ruin your day? Your week? The entire project?

I have, therefore, always encouraged people to enter an interview expecting to make three mistakes and moreover planning what they will say or do to recover from these:

- 1. Will you reassure the interviewer you will go home and learn this?**
- 2. Will you reassure them that you can get this answer quickly with the use of your tools?**
- 3. Will you buckle or will you convince them that this is something you are willing to invest time into**
- 4. Will not knowing one thing make you give up on the entire interview?**
- 5. Will you have the courage to tell the interviewer you have made a mistake in a previous question?**

The main thing for me is to have the right mind-set going into any interview. Don't be disheartened - you can never know everything in technology, but you can have the right attitude to learning. Convincing yourself is half the battle and once you have done that you will be able to convince those around you that even without the right answer you have more than enough of the ability to do well at the job.



The questions you need to ensure you get the best talent in your sales team



Erin Mace

Senior Candidate Consultant,
Technology Sales,
North Starr

In the modern world of Sales, where talent is at a premium, it has never been more important to ensure you are getting the best person for not only your vacancy but for the long-term future of the team, business and culture. With that in mind, Erin Mace has taken to the industry to compile a list of the best questions you can be using at interview time to really get the most out of what can often be limited time with a candidate.

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How would you best describe yourself outside of work?

Competency based questions

Give me an example of a dysfunctional team you have worked within and how you changed it for the better?

Tell me when you single-handedly impacted your company positively

Have you ever helped a colleague that you normally don't work with? What was the situation, how did you help and what was the result?

What would you do if you had a problem with someone within the workplace?

How would you handle it?

Tell me a time where you have failed?

Talk me through your toughest deal to close and how you did it step by step?

When have you turned a prospect away, and why?

You appear to be the same as the last interviewee what makes you better & why should we hire you?

Can you provide an example of a big deal that was lost, but you had put a lot of hope on winning

and how did that affect your relationship with your management?

Think of a creative way you have brought on new business?

What makes your Sales methodology/strategy stand out from the rest?

How do you overcome rejection?

What motivates you most?

Do you hate to lose or love to win?

What are your weaknesses?

Describe your ideal sales manager?

Most disappointing deal and what would you have done differently?

Why did you miss your target?

What makes you money motivated?

Where do you want to be in five years' time?

What steps do you take regularly to continuously improve and better yourself?

How do you deal with pressure?

How do you handle customer objections?

Describe something complex to me in two minutes or less?

You're in car sales... someone has put a deposit for a red car, all the red cars have been sold and there are only blue ones left, what would you do?

Tell me your best attribute and how it will benefit

us as a company.

What the biggest thing in your personality that is going to stop you being successful?

What do you plan to accomplish in your first 30, 60 and 90 days here?

What tools and support do you need from us to hit the ground running and succeed against targets?

What has been the worst culture you worked in and how did you manage it?

What did you think of your old manager?

How would your manager describe you?

How would your colleagues describe you?

What would be the funniest story your friends would tell us about you?

How do you keep on top of your competition?

What do you do to keep on top of market trends?

What's your least favourite part of your sales role?

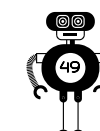
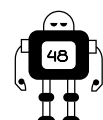
Who do you enjoy selling to most, and why?

What are your top three core values as a sales person?

How would you handle a situation during a sales process if your boss is wrong?

If you do not have variety with your leads, how can you bounce back when a sale falls through?

What is the worst thing you have gotten away with during a sales process?



NORTH STARR REPORT



Richard Drew
Managing Consultant
BI Data Space,
North Starr

When talking to our customers who work in and around future-state Big Data & Analytics the theme of interest is starting to centre around Artificial Intelligence (AI) and Machine Learning (ML) and the benefits this can bring to tradition Business Intelligence (BI) techniques.

2019 will see a major shift from the R&D phase of this ground-breaking technology as it advances into the commercial world. So where do we see the benefits to BI?

The latest research around Computer Science is showing great potential in systems that use natural language search to help business leaders improve their techniques to identify & investigate corporate intelligence at a much faster rate, thus enhancing better quality when studying performance analysis and defining future-state business plans across the enterprise.

With the introduction of Self-Service Business Intelligence (SSBI), the core benefit with this will be to allow slightly less tech-savvy end users to perform data analytics on their own, rather than relying on skilled and experienced professional teams.

As Business intelligence generally refers to getting actionable data from Enterprise Big Data sets, there are numerous ways to pursue

business intelligence. SSBI has been emerging as a popular option, in part because it allows a client company to do more without as much support from the conventional IT vendors.

But what about AI & ML? While all the above is extremely important, being able to trust the information being displayed is even more critical. So how can Artificial Intelligence really help out?

It has to start with the core Data.
With Mainframe systems steadily in decline the more recent data warehouse & data lake have proved more effective in making the warehouse a 'Single Version of the Truth' (SVOT).

However, with so many systems across the Enterprise pulling the data away from the core 'lake' it is fast becoming an increasingly complex issue for the business to navigate.

To therefore address the risks of poor decision making at board-level due to inaccurate data what are the 1,2,3 of top questions?

1. Where is the data?
2. What data needs to be tracked as critical information?
3. Who should have access to this business critical information?

Rather than completely scrap the current data strategy, how about looking at current ML concepts to improve the accuracy & compliance.

ML is fast becoming a popular method to improve a company's network and application security, looking for threats and identifying attack/ security risks.

With the explosion of mobile devices and the growth of SaaS applications clients now have to gain a far better understanding of what physical and intellectual property assets are connected to the corporate networks and infrastructure.

Current & future state ML techniques can be used to query network nodes looking for data sources in order to help build an improved corporate metadata model.

Can ML be helping with Self-Service Through Data Management?
Research suggests that the ML system can help improve access to data alongside managing compliance as faster access to information is

now ever present.

Can an ML System efficiently speed up process to allow greater transparency between real-time management decisions and business process, using rules and experience to quickly find new data?

Can Machine learning provide a potential to better manage enterprise information in today's distributed world?

If you have an opinion on some of these issues surrounding ML, AI, SSBI or Business Intelligence, the North Starr team would welcome the chance to hear from you.



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"AIR POLLUTION IS MAKING OFFICE WORKERS LESS PRODUCTIVE"

(HBR 2017)



"THE SHAMEFUL STATE OF LONDON'S TOXIC AIR HAS RESULTED IN THE TRIGGERING OF THE FIRST 'VERY HIGH' AIR POLLUTION ALERT"

(MAYOR OF LONDON, SADIQ KAHN, 2017)



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The 2019 salary trends

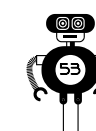
Below is a breakdown of salary ranges for the Information Security marketplace. These ranges have been collated from vacancies we have worked in Q1 2019. We have tried to reflect the ranges for both technical and non-technical roles.

Security

ROLE	LOW	HIGH	PERCENTAGE VARIATION H2 2017
TECHNICAL			
SOC Engineer	£40.5k	£60k	+2.3%
Senior Technical Security Specialist	£55k	£70k	+4.3%
Application Security Specialist	£85k	£115k	+7.2%
Penetration Tester	£70k	£95k	+5.8%
Check Team Leader	£80k	£115k	+6.0%
Security Architect	£80k	£130k	+6.3%
GOVERNANCE & COMPLIANCE			
Security Policy Specialists	£55k	£75k	+2.3%
Governance & Compliance Specialists	£60k	£80k	+1.6%
LEADERSHIP			
Information Security Manager	£60k	£80k	+1.8%
Head of Information Security	£72k	£95k	+2.4%
Head of IT/Operational Security	£72k	£90k	+1.2%
Security Director	£80k	£110k	+2.5%
CISO **	£100k	£180k	+2.2%

**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.

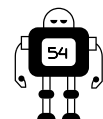
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Development and data

JOB FUNCTION	P E R M A N E N T			C O N T R A C T	
	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

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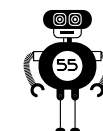
JOB FUNCTION	P E R M A N E N T			C O N T R A C T	
	LOW	HIGH		LOW	HIGH
BI DEVELOPER					
Junior	£35k	£45k		£250	£350
Mid	£40k	£65k		£350	£450
Senior/lead	£60k	£85k		£450	£600
Architect	£90k	£120k		£600	£700
BIG DATA ENGINEER					
Junior	£45k	£55k		£300	£400
Mid	£55k	£75k		£400	£600
Senior/lead	£70k	£90k		£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

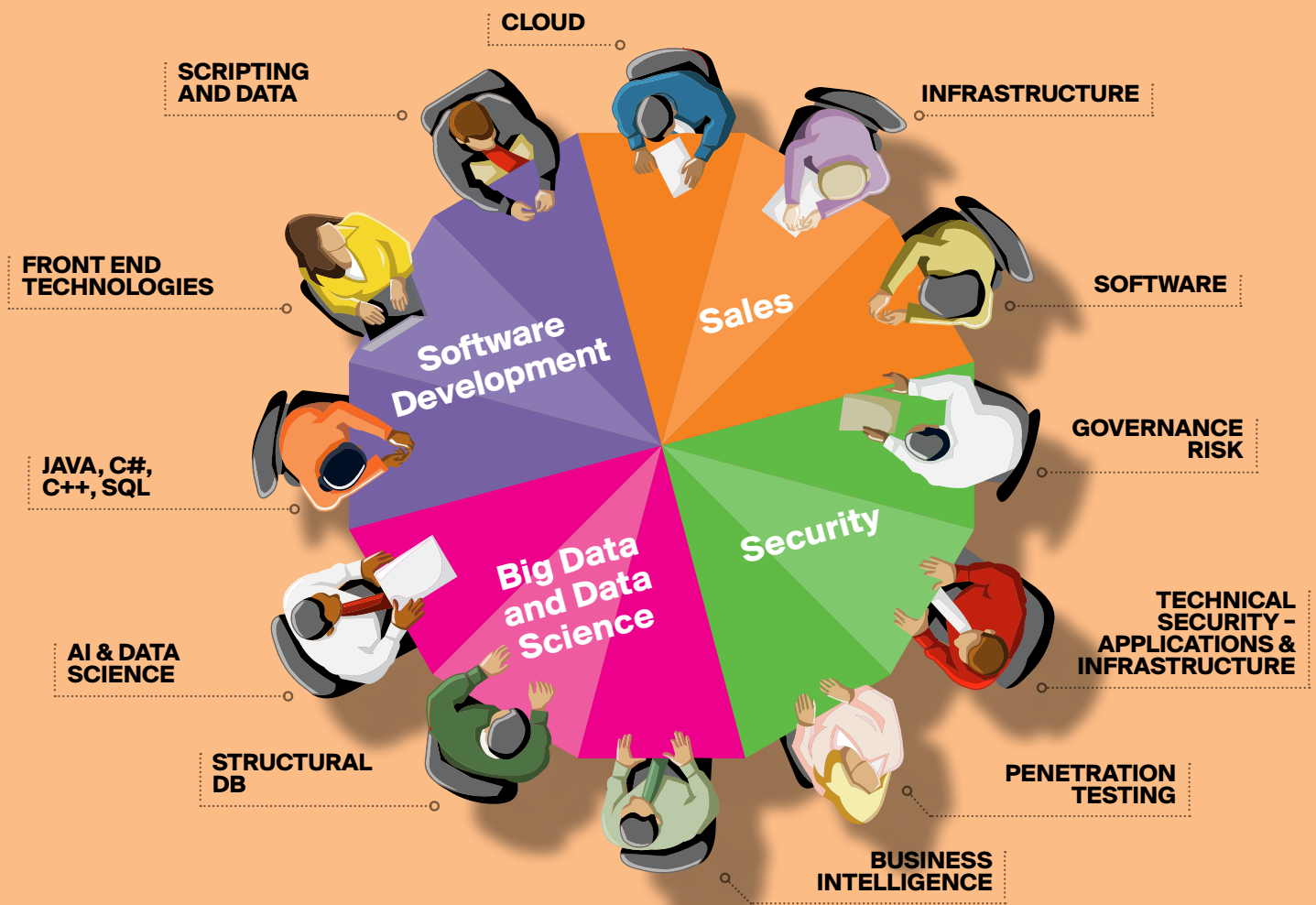
JOB FUNCTION	LOW (PERMANENT)	HIGH (PERMANENT)	COMMISSION ELEMENT
Sales Executive	£25-35k	£40-45k	£10k-£15k on target earnings
Account Manager	£45-60k	£65-75k	+40% of basic on target earnings
Business Development Manager	£65-75k	£75-85k	Double on target earnings
Account Director	£70-75k	£80-95k	Double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