STRATEGIC SYNTHESIS:
ALIGNING LEADERSHIP, CULTURE, AND AI IN USER EXPERIENCE

EVENT REPORT

A Roundtable Organized by

CTN CIO Talk Network

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The user experience, both internally and externally, has become crucial for organizational success. However, as organizations pursue excellence, integrating technologies like AI brings its own set of challenges—service mindset, leadership, culture, and service management processes. Balancing skilled talent, efficient processes, and innovative technology adds complexity to the journey. Consequently, many organizations find themselves at a crossroads, struggling to integrate and balance these critical elements effectively.

To tackle these challenges, organizations are seeking answers to pressing questions: Can leadership and culture be reshaped to impact the user experience directly? What strategies can be used to revamp service management processes for better user engagement? How can AI's disruptive potential be harnessed to enrich, rather than complicate, the user experience journey?

On March 26, 2024, CIO Talk Network organized a virtual roundtable in collaboration with Zones and the National Minority Supplier Development Council (NMSDC) to explore these questions. Esteemed leaders from various organizations gathered to share insights and experiences. Participants included:

- ✓ **Alvin Joseph,** CIO, VP INFORMATION TECHNOLOGY, **Orora Packaging Solutions**

- ✓ **David Martin,** DIGITAL WORKPLACE PORTFOLIO LEADER, **Zones**

- ✓ **Joel Waugh,** VICE PRESIDENT OF CYBER SECURITY AND CHIEF INFORMATION SECURITY OFFICER**, Washington Metropolitan Area**

- ✓ **Shannon Culp,** DIRECTOR GLOBAL INFORMATION & CYBER SECURITY GOVERNANCE & AWARENESS**, Archer Daniels Midland Compan**

- ✓ **Sidd Kuckreja,** SVP, CHIEF TECHNOLOGY OFFICER**, TruStage**

- ✓ **Vince Kellen,** CHIEF INFORMATION OFFICER**, US San Diego**

The discussions began with moderator-led inventory, addressing challenges in cultivating a service mindset, optimizing service management processes, nurturing talent, and leveraging emerging technologies. Participants shared experiences on data management, enhancing customer experience, and adopting generative AI technologies. Concerns were raised about technological advancements outpacing organizational readiness and the scarcity of skilled AI professionals. Participants emphasized the need for innovative approaches like hybrid models and strategic partnerships to address talent shortages and ensure organizational readiness.

The virtual roundtable delved into several other noteworthy issues:

- ✓ **End User Strategy and Flexibility:** Shifting end-user strategy to focus on flexibility and outcome-oriented service.

- ✓ **AI Integration Governance:** Governing AI integration, ensuring security, and controlling data access.

- ✓ **Data Management and Security:** Lacking visibility into data leaves organizations risking potential loss and security breaches.

- ✓ **Customer Experience Enhancement:** Meeting evolving customer expectations, especially in legacy setups.

- ✓ **Governance and Compliance:** Balancing innovation with governance and compliance.

- ✓ **Data Privacy and Security:** Using AI technologies like ChatGPT raises concerns over data privacy, security, and IP rights.

- ✓ **AI Talent Gap:** Sourcing and retaining skilled AI talent amid industry competition.

- ✓ **Customer-Centric Talent:** Acquiring customer-centric talent for optimal user experiences.

- ✓ **Sustaining Junior Talent:** Countering attrition to industry leaders.

- ✓ **Infrastructure Limitation:** Navigating lengthy capital planning for modernization.

- ✓ **Capital and Technology Alignment:** Aligning capital investment cycles with the rapid pace of technological advancements.

- ✓ **Security and Governance:** Managing data security and governance in AI technology integration.

- ✓ **Generative AI Adoption:** Addressing predictability and regulatory challenges.

Key Viewpoints:

Alvin Joseph
CIO, VP Information Technology,
Orora Packaging Solutions

"Our biggest challenge is having the right talent with a customer mindset. It's crucial for crafting user experiences that meet our customers' expectations. Continually improving our talent pool to understand and curate these experiences remains a priority for us."

David Martin
Digital Workplace Portfolio Leader
Zones

"A key challenge is how capital is utilized, with many organizations preferring to rely on integrators for non-core services rather than investing directly. It's crucial to approach solutions from the end user's perspective, beginning with the desired outcome."

Along with presenting the challenges, the participants also brought forward opportunities and solutions to seek innovative solutions to address these challenges, promoting collaboration and leveraging technology for an improved customer experience. The participants also emphasized the need for governance structures and training programs to manage the use of AI technologies effectively.

Opportunities:

- ✓ To leverage digital modernization for enhanced customer satisfaction and responsiveness.

- ✓ To enhance end-user satisfaction, embrace flexible, outcome-oriented approaches.

- ✓ To leverage AI and data analytics continuously to predict preferences, develop products, and optimize service.

- ✓ To mitigate security risks, implement robust governance frameworks for AI integration.

- ✓ To enhance productivity, decision-making, and customer experience, leveraging generative AI.

- ✓ To build a culture of continuous improvement to foster adaptability, innovation, and change readiness.

- ✓ To drive innovation and gain a competitive advantage through AI adoption.

- ✓ To leverage partnerships and innovative models to address talent shortages and accelerate AI initiatives.

Solutions:

Talent Development:

- ✓ Cultivating Customer-Centric Mindsets for Enhanced User Experiences.

Agile Capital Planning:

- ✓ Aligning Investment Cycles for Rapid Digital Modernization.

Governance Establishment:

- ✓ Mitigating risks in AI implementation through effective structures, training, and monitoring.

Hybrid Model:

- ✓ Adopting internal talent development and external partnerships for sustainable AI capabilities.

Shannon Culp
Director Global Information & Cyber Security Governance & Awarenes

"Governance faces the challenge of securing sensitive data. How can we prevent users from accessing confidential information like ongoing mergers and acquisitions? Balancing user interaction with data security, especially with platforms like ChatGPT, is crucial."

Vince Kellen
Chief Information Officer
US San Diego

"Balancing innovation with governance, we swiftly pursue opportunities like Scouse Quarks while carefully gating them with compliance measures. Key architectural decisions ensure data control, while Lean Six Sigma principles drive continuous improvement across activities."

Data Governance Frameworks:

✓ Implementing comprehensive data governance frameworks to ensure security, privacy, and ethical AI and unstructured data use.

Develop a Comprehensive Framework:

✓ Collaborating with external partners to fill expertise gaps and develop comprehensive frameworks for analyzing and prioritizing customer experience.

Collaborative Innovation:

✓ Fostering collaboration between IT, cybersecurity, and business units to develop innovative solutions balancing user experience, security, and governance.

Data Security and Governance:

✓ Implementing robust data security, establishing governance, and investing in change management to ensure continuous data security awareness and compliance.

Customer Experience Enhancement:

✓ Prioritizing customer-centricity and leveraging tools to drive continuous improvement in customer experiences.

Responsible Adoption of Generative AI:

✓ Investing in user training, setting realistic expectations, and fostering a culture of innovation and adaptability to maximize the benefits of generative AI while mitigating risks.

Oversee AI Initiatives:

✓ Establishing AI governance councils comprising legal, HR, technology, and cybersecurity experts to oversee AI initiatives.

Balance Innovation with Compliance:

✓ Prioritizing use cases based on organizational needs and regulatory requirements to balance innovation with compliance.

Mitigate Risk:

✓ Leveraging data governance tools, endpoint monitoring, and data loss prevention technologies to mitigate AI implementation risks.

Sidd Kuckreja
SVP, Chief Technology Officer
TruStage

"We prioritize understanding the problem before considering Gen AI solutions. Through a quadrant approach, we differentiate between everyday AI for productivity and decision-making scenarios requiring human oversight due to regulatory concerns."

Joel Waugh
Vice President of Cyber Security and Chief Information Security Officer
Washington Metropolitan Area Transit Authority (WMATA)

"We're transforming IT from a back-office function to a proactive, customer-focused role. Utilizing large data sets and empowering our workforce with technology, such as station manager tablets, allows us to anticipate and meet customer needs more effectively. This shift enhances customer experience and responsiveness, marking a significant departure from past practices."

The participants stressed the importance of addressing data security concerns, enhancing customer experiences, and responsibly adopting emerging technologies like generative AI to drive organizational success in a rapidly evolving landscape. Strategies, including having skill development programs, hybrid work models, and a governance team to guide through the rough waters of generative AI, were highlighted for more robust skill and technology integration. The virtual roundtable concluded by emphasizing the critical role of generative AI in transforming user experiences in sectors like healthcare, education, and transportation.

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