IT Matters Podcast - Episode 43

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SPEAKERS

Becca Black, Javier Salas, Keith Hawkey, Aaron Bock, Speaker 1

A **Aaron Bock** 00:01

Welcome to the IT Matters podcast, hosted by Opkalla. We're an IT advisory firm that makes technology easy for your business. Our vendor-neutral technology advisors work directly with your team to assess technology needs and procure the best IT solutions for your organization. On this podcast, expect high-level expertise from our hosts, plus experience-driven perspective from the leading experts on topics like AI, cybersecurity, industry-focused IT solutions, strategy, and more. Now, let's get into today's discussion on what matters in IT.

K **Keith Hawkey** 00:35

And welcome to the IT Matters podcast, hosted by Opkalla. At Opkalla, we help IT teams make sense of the busy marketplace of technology, strategy, and services with a data-driven approach. On this show, we invite technology leaders to talk about the challenges facing the modern IT department. I'm Keith Hawkey, technology advisor with Opkalla, and uniquely today we are joined by a wonderful co-host, Becca Black, who is like me also a technology advisor at Opkalla. She is a star in the field, and we're happy to have her on. In addition, we are joined by Javier Salas Suarez, manager of innovation, IT strategy, digital transformation, and data strategy at Magnex Group in Colombia. Javier's resume is the kind that makes recruiters squint. Industrial engineering, quality assurance, then marketing, sprinkling some econometrics and data, and eventually IT. He'll tell you it was a long way to get here, and I'd argue it's exactly why he's worth listening to. Javier spent the last couple years studying AI from the business side, less about building neural networks and more about convincing CFOs and CMOs why they should care. He's lived all around the world, worked in Australia, the U.S., Colombia, so he has a few opinions about how culture shapes technology as well. Today, we'll talk about what IT leaders get wrong about the business, how to adopt AI without making a mess, and what technology leaders can learn from the rest of the world. Javier and Becca, welcome to the show.

J Javier Salas 02:23

Thank you. Glad to be here and glad to have that intro. Makes me feel important.

K Keith Hawkey 02:28

Well, you are.

B Becca Black 02:31

That was awesome. Thanks Keith.

K Keith Hawkey 02:33

You're you're very. You know, I've done this a time or two, so hopefully we have some some repetition here. But first, like always, we're going to start with a little game called Two Truths and a Lie, Javier. We'll actually let Javier and Becca play today. So I'm going to list three three statements, and these are technology related, historically technology related, and your job is to pick out the lie. Two of them are truths, and one of them is a lie. Are we ready to play?

J Javier Salas 03:07

Do we provide one answer for the both of us? Like,

K Keith Hawkey 03:11

Yeah, you guys, you guys as a team decide. We'll do that. All right. First, the first mobile phone call in 1973 was made by the Motorola engineer who invented it, and he called his rival at Bell Labs. Number two, the Apollo Guidance computer's memory was woven by hand from wire in workers that nicknamed it L O L Memory. Number three, IBM's first hard drive from 1956 was small enough to fit on a desk. Let me know if you'd like me to repeat any of these. I

J Javier Salas 03:54

think that I think back at the first one. I think the first mobile. Well, the the marketing stunt was in like in a parking lot, if I if I'm correctly, or that might be a satellite call from the first phone in a car. What do you think?

B Becca Black 04:10

Initially, I was thinking the middle one, like the LOL, and I don't know, did that like carry into the 21st century? But then the last one, the IBM being how small, Keith? The hard drive.

K Keith Hawkey 04:25

IBM's first hard drive from 1956 was small enough to fit on a desk.

J Javier Salas 04:31

I think I might be correct. In order for it to be a hard drive, you know, it like it's not the mainframe; it's a hard drive.

B Becca Black 04:38

Okay. So you think the first one?

J Javier Salas 04:41

Yeah, I think I I think that wouldn't be the first test. I mean, you know, despite the the the competition, that's yeah, that's a waste.

B Becca Black 04:48

We'd want to really get it right.

J Javier Salas 04:50

Yeah.

B Becca Black 04:50

Okay, the first one's a lie.

K Keith Hawkey 04:54

All right, so you are incorrect.

J Javier Salas 04:57

Oh my god.

K Keith Hawkey 04:58

The first one is a true story. An eight. April 3, 1973. Martin Cooper of Motorola stood on a New York sidewalk with a prototype of what became the DynaTAC, a brick that weighed about 2.5 pounds. He called Joel Engel, who headed Bell Labs cellular network at AT and T. This was all planned. They were friends, and he told them he was going to be giving him a phone call. So it was all a part of the plan there.

B Becca Black 05:35

All right, which one was the lie then?

K Keith Hawkey 05:37

So you'll find out the second one is also true. Apollo's guidance computer was woven by hand from wire and workers and nicknamed it LOL memory. The reason they did this is Apollo's computer was Apollo's computer stored its programs on core rope memory, wires that were threaded by hand by tiny magnetic cores. A wire passing through a core meant a one, and a wire passing around it meant a zero. So one and zero, they came up with an L O L in a way. They nicknamed the LOL memory, and the third one,

J Javier Salas 06:24

zero stick.

K Keith Hawkey 06:26

That's right, and the third one, IBM's first hard drive, the IBM hard drive RAMIC 350 disk storage unit, part of the RAMIC three 305 system, was announced in 1956. It held 50 spinning discs, each 24 inches across, stored across 5 million characters. There's a few megabytes less than a smartphone. It's a few megabytes less than one smartphone photo. It took up almost an entire side of a room for the first hard drive, so it was not small. Considering how big hard drives, how small hard drives are today, I can see how that would be deceiving. But computers were the size of rooms back in the day, and the hard drives themselves were also taking up immense amount of space. All for the computing power to store a few megabytes, less than one smartphone photo.

J Javier Salas 07:27

Man, talk about building up that confidence in your guest off to a great start.

B Becca Black 07:34

The hardest two truths and a lie possibly could come up with.

K Keith Hawkey 07:38

There you go.

J Javier Salas 07:40

All right, so I feel awesome for the next of the rest of the interview.

K Keith Hawkey 07:44

That's right. It should be a cakewalk the rest of this, Javier, because a lot of this is is about you and and your career. I mean, you're you're you've taken your career from engineering, quality assurance, marketing, data, IT. It's a very unique journey. Can you tell us a little bit about how you got here? A little bit about how you got to where you are today with your technology career.

J Javier Salas 08:07

Sure. Yeah. So, so my initial plan, and I always like business. So my initial plan was to study business. And when you study industrial engineering, you you study about the processes and

the production side of things and and how to how to really understand the the engine of a business. The more I got in depth with that, the more I studied processes, and then realized that in order to make processes more efficient, more effective, and to make it sustainable, that it always came back to technology. How can we put technology into this? How can we include technology in here? So it was sort of a sort of a walk to get to technology, because because the the first part, which was engineering in quality, really taught me about risk management, about processes, as I said, about how to think in systems, and I read Berton Laffey's book on on on systems, which and it really stuck with me that everything can be explained with inputs, transformation, and outputs, right? So that's been like a framework for for my entire professional career. But then I realized that in order to to properly assess the quality of something, it always comes back to the to the client or the customer. So the customer is the one who tells you was this correctly designed, was this correctly executed, is this qualitable enough for me to purchase, right? So you can do every single quality assurance program or study, but unless you really understand what the client is waiting for and and how they value the the product, then you don't really know if you put quality into your processes and your systems. So that led me to study marketing and and because it's the field that helps you and gives you the tools to really understand clients and understand customers and. Have to think in terms of of that part of the business, but then marketing can have all these branches, and you can go into you know more of promotion, advertising, or intramarketing or communications. But the part that really stuck with me was the statistics behind it. You know the data and how to use that data to really find insight. I was thinking about and deciding about how to study something with data, and I was leaning towards finance. But by you know those weird things that happen in your life, I ended up studying econometrics and fell in love with data when that happened. Because in econometrics, you really think about the math and the statistics, but including human error in this. So when you're an engineer like me, you like sciences, nature sciences because they're exact, they're perfect. Like gravity is a constant, and you can do the multiplication, and and you can find accelerations and forces and masses and everything else. But in the real-world everything's built and everything works and revolves around the human beings. So the human being brings a level of error that in econometrics is intrinsic to everything that you calculate, everything that you think, everything that you include. So you get this humility around the results of your calculations because you know you're you're basically guessing, doing a very well and very educated guess, but you're basically guessing because you're guessing probabilities, including human error in that. So, so those are the sort of things that that I learned from from or that I that I wanted to sort of research and understand. And and as I as I did my master's degree in marketing, my master's degree in in econometrics, I sort of started walking towards paths that I found more interesting, and as I said, everything then comes back to how can I automate this solution to make it permanent and to make sure that you know it's easy enough for people to use it, and that brings you to to technology. So by the time we were talking about big data, it was a marriage of technology and data, and that sort of you know sort of I was prepared to to enter that world. That's how we I ended up here. It's funny because it it it also frames the way that we're working at the company in terms of transformation. We want to look at whole value chains, which is the whole process that you're assessing and understanding, and then you're looking into how not to just inject technology to get rid of a particular problem or a bottleneck, but really make it coherent and make sense across the whole value chain. And then when you start thinking about you know what's this missing or why is why is it not getting to the full potential, then you start understanding that if you don't take into account humans, then they're not going to use it, and then you start looking at all these silos that you need to break and make sure that the process makes sure that it breaks all the silos and people work as a as one big orchestra.

B Becca Black 12:55

I love so much so much of that, Javier, and it's been so amazing to work beside you. I don't think Keith necessarily mentioned in the podcast that you are an op-call client, and we've supported some of your initiatives and been alongside you in strategy. Like a few things kind of hit home, like the humility and understanding the people side. You're focused on not only the digital citizens you call them, or like the IT users within your organization, also your clients' outcomes. Like, how does the technology touch them? And I think so often IT teams kind of get stuck in just delivering uptime systems, but not like making those connections to what's really going to drive the business and impact change. The next kind of question is like, in your experience, you know, you've worked on the business side of things. We'll say like marketing, and you've you're now leading on the technology side of things. What do you think IT leaders most often misunderstand about working with business stakeholders?

J Javier Salas 14:08

Oh, as you said, it sometimes we we think that our mission is to fulfill all the requirements, and it turns out that the business doesn't want doesn't really want technology. They want results. So so unless you really understand the problem, then you're not going to give them the exact value that they're expecting and the help that they're expecting from technology. So you got to break that that that mind frame that you know you're here to provide technology when you're here to provide value, and I used to teach or not teach, but but I as you said, coming from the business side of things and and being more interested in technology, and then ended up being the person in technology. I used to see that and and teach my teams that we were in the. Service industry, right? So you're not a person that delivers requirements, and and sometimes you get that sense, you know, that the user is this annoyance, and and and and it it's been difficult, and you get all these TV shows.

K Keith Hawkey 15:12

Yeah, you can say they're annoying. I mean, I like that's that's that's okay. Users can be quite annoying sometimes, Javier. This is a safe. This is a safe space.

J Javier Salas 15:21

See, when when you watch TV shows like the British show, the IT crowd, and and and when you see how we are portrayed, you know the guys from IT were portrayed in TV shows. We're always the guys who you know perceive the user as this nuisance that you know it's again with their problems. So I try to break that by by teaching my teams that we were part of the service industry, and the same way that you expect to be treated by a waiter, right? It's the same way that you have to treat your client, and and and that now has become a problem for me because now we're just waiting to see what they need and try to help them because now we're no longer just the IT team. We are the transformation team. And when you're the transformation team, you really need to understand the problem and really dig into the problem with them. Because uncertainty is just part of the game. Now you live in a permanent uncertainty state. So you need to understand also the business and become more of this waiter, more of this service that you give them and give them good service. You need to become this partner that also worries about the results, that also feels the uncertainty in what we're doing, and also believes that the end of the road comes with the benefit of the business. So in this transformation journey that we're embarking, we're really looking for the last mile, and and not only, as you said, we're not only concerned about our digital citizens, which are the ones that you know we know how to service, but we're concerned about what the client needs and focusing on the business of the client. So our focus is no longer only on our business, but on our clients' business, and our clients, the the person who touches the most our clients' business, our clients' business is it's um it's the last mile. Our workers on the field, so we came up with these directives for the transformation people, for the the teams in transformation, which are you need to think about the last mile, about that operational side of things, that that person who is operating the machine that has their hands on the wrench and it's looking at the equipment, you try you have to try to make their work safer. You have to try to make their work simpler, right? Reduce the friction so that they can become more productive, and that's how we approach our focus on our clients' business, right? So yeah, so so now they I have to make them unlearn the whole service paradigm that I built myself, and I'll teach them to be business partners and and worry and understand and and know that adoption is the end of the project? Is not here are the requirements. This was my last sprint, and here are my deliverables. No, no, we we need to map this all the way into people really using it, and if they're not using it, it's part of our iteration. So now we have to go back to a drawing board, design it again, and and and studying around this, I realized that there's such a thing as user experience, but there's also system and human experience. So you got to think about the whole system and not just the person behind the screen. So it's it's been an interesting, and it's I don't know. I think it's been like a year and a half or two years since we formally embarked in this transformation, and we have a program, and and and we're doing innovation. But it's been interesting understanding, you know, what I was I was doing. I don't want to say I was doing it wrong, but circumstances change, and now we have to adapt to new circumstances.

B Becca Black 18:54

Everything's changed so much, and I think about also with what you mentioned, training your team to ask the right questions of those end users when they're not using the right systems, and it takes a lot of emotional intelligence to know when to ask what, like what question to ask. That's stuff you can't always train on.

J Javier Salas 19:16

Yeah, yeah, and and worry about things that were no that there are now their responsibility that weren't their responsibility before, because as I said, now their responsibility is also adoption. So that that brings change management into account. So we have to learn about change management and help the other teams organize their change management to make sure that you know there's there's a real adoption. And when you're organizing the change management and participating, then you start realizing that some of the things that they're complaining about, or some of the reasons why they're not using it as well, were oversights during the design phase. So, in a certain way, you you participated in that. So now you experience the consequences in the next time for the next iteration. Or the next project, you will take those things into account. Those become also lessons learned for the for the technologies teams.

K Keith Hawkey 20:07

You you've got some background in in quality assurance that you were you were you were pointing to earlier in the conversation, Javier. I work with we work with a lot of IT leaders, and some of the challenges with the IT leaders that we work with are conveying the business value of IT investments. I'm wondering if you learned anything from your quality assurance background of how do you assess the quality that the IT department is bringing? How does it? How does a how does a CEO or a CFO ascertain the quality of their own IT department? I mean, like the IT leaders that I've worked with that are the most transformational are the ones that are able to give their business leaders metrics on which to judge them, the quality assurance to judge them. They're in business terms that are not necessarily in uptime terms or API terms, or other technical terms terms they understand. What's been your experience speaking with the business that way?

Javier Salas 21:10

You gotta hitch your wagon to the business metrics, right? So that's that's what CEOs and that's what the executives will understand. They they're not going to understand necessarily about surface of attack, or you know, you know how many tickets did you actually fulfill during the month, right? They're going to understand about you know the the extension of the margin in a particular contract, and that's a bit tricky because you participated in that, but somebody else is you know that's a metric for for for other components, so so what I've what I've experienced is if you work with the managerial side of things, with all of the directors, and they understand that your efforts are going to be felt, and the sense of your efforts are going to be felt in some of their usual metrics, but there's not a particular metric of how IT impacts the business, right? Then, then you're part of a bigger team. You're part of the operations, or you're part of human resources because you know they're increasing their metrics. They're they're presenting more value, but then they know they have to also mention that you know it was with the help of IT, and it was empowered by this new technology, or they helped us assess this, right? But that's that's what the what the people in the strategic side of things understand, right? But then you you you got to show that you were part of of how to get there, because otherwise you end up with the usual KPIs. So um so one of the things that we've been working on with the company is thinking in terms of KBQs, which means key business questions. And the way that I pitch that is nowadays we have so much data that we can't just keep measuring the old KPIs because the old KPIs were designed and thought of when there was a limited amount of digital data and it was different. This difficult to crunch the numbers and come up with the metrics. You have to have a metric that you are certain that you're going to collect the data for, that you know how to process it, and you know how to present it. But now you have so much data that you have to think: What is it that I'm really wanting to know? And challenge the the strategic sphere to say: Look, I know that there are questions that you think you can have the answer to, but just just give me those questions anyway, because I might have the data and the means to process that data to give you those answers, right? So so as I said, I'm I'm hitching my wagon to the metrics of the other of the other areas, to human resources, to even legal. Now they they they have their metric about how quickly they respond to demands and lawsuits, and part of the way that that metric is going up and they're they're becoming better is because we're giving them better like a mini search browser for information that otherwise before they had to look manually each one of the folders and find the file and everything else, and now they have this data repository that we built. So their metric goes up, but everybody knows that we are part of that change in that transformation. So that's like a little example, rather than a than a bigger, more broader one on the strategy sphere.

K Keith Hawkey 24:16

But basically, key business questions makes a lot more sense than some of the antiquated KPIs that organizations have traditionally measured success against. I think that's. I feel like we could have a whole podcast just discussing that. It's it's it's so interesting. Yeah, key business questions that you are are constantly challenging yourself to to come up with Javier. It's been really great speaking to you. We're coming up on time here, and there is there's one more little secret surprise that I had planned for this podcast, and and and actually it's the first time that I've ever done it on the IT Matters podcast. So I'll start with about eight months ago my. Father gave me a birthday present, and it was one of those presents. You know how sometimes your parents will get you a present, and you could tell it's just something they saw on TV, or it's just like some ad, or it's it's like you've you've kind of seen it as well, and and it kind of you it winds up being a present of yours. Anyways, I definitely. for like eight months, and I hadn't really looked at it. And but I recently opened it up and thought this is actually a great idea for the podcast. Have you ever heard of the Diary of a CEO? The podcast.

J Javier Salas 25:36

No, I haven't. To be honest,

K Keith Hawkey 25:39

Have you heard of the Diary of a CEO, Becca. So it's it's a guy who this eloquent. I think he's he's British. He interviews lots of CEOs and talks about some of the challenges that the CEOs face. And like, if you were going to be a CEO, what would you write in your diary every day? Kind of, it's it's lonely up there, and and they're all a lot of times in their own thoughts. But anyway, anyways, he asks he asks some really good questions, and I think what he's done, I have this um box here full of questions, and these are not questions that he necessarily came up with. These are questions that his guests have written in. He gives them the opportunity to kind of contribute to like a deep probing question. These are not necessarily technology related, and actually, what I've learned is there's three levels. There's levels one, two, and three as far as like supposedly how deep the question is. So, if you're willing to play, I'll draw a card at random, and we can all expound upon the question, Javier. You look like an intellectual man. Are you willing to play?

J Javier Salas 26:46

Sounds fun and dangerous. Sounds fun and dangerous.

B Becca Black 26:49
Count me in.

K Keith Hawkey 26:51
Fun and dangerous. I like it. So I'm going to randomly select.

B Becca Black 26:55
So this is the gift from your dad.

K Keith Hawkey 26:56
This is from my dad. Yeah.

J Javier Salas 26:58
Well, what is he trying to tell you?

K Keith Hawkey 27:00
It was. It was.

B Becca Black 27:01
You're a podcast host.

K Keith Hawkey 27:04
Yeah, I don't know if he actually intended this to be for the podcast, but it is winding up there. So, yeah. So good. Okay. So this is a level one. So this is supposedly not too like deep necessarily, and apparently this came from Macklemore. Do you know the rapper Macklemore? Heard of him? There you go. So this is what this just came from him. Would you go back to one era in civilization? What era would you pick, and why would and what would your job be?

J Javier Salas 27:36

Am I visiting, or am I going to live there?

K Keith Hawkey 27:38

Looks like you can just go back to an era. What would you pick? And just well, you know, yeah, no, you you would be like working in a job. You would have a job, at least for some period of time.

J Javier Salas 27:50

See, I'm not one of those people to who subscribes to you know olden times were better.

K Keith Hawkey 27:56

No?

J Javier Salas 27:56

Not a big,

S Speaker 1 27:57

I feel the same. My gut is like no. Like I don't want to risk going back.

K Keith Hawkey 28:02

Hey, but it's a question. Entertain the idea. Okay, I'll start. I'll start. I'll start.

J Javier Salas 28:07

Not a big fan of scurvy and those illnesses from back in the day.

K Keith Hawkey 28:13

I have always wondered what it was like to be in like a hunter-gatherer civilization. So I think of like the Native Americans here in America, and my job every day was to go out with the other other men with their bows and arrows, and to go hunt elk or buffalo or whatever it is, and just hang out in the woods all day long. And sometimes we came back with with a kill. Sometimes we don't. And then when we come back, we celebrate around the fire, and that's basically our existence is is doing that and surviving every single day. I've always that would be my job as like kind of the huntsman of the group going out. I don't era. I don't know. We could do a few 100 years ago, something like that.

J Javier Salas 29:04

Bronze Age, a few 100 years ago.

K Keith Hawkey 29:06

Yeah.

J Javier Salas 29:08

Are you being a hunter a few 100

K Keith Hawkey 29:10

Before, before Columbus, before the Europeans colonized America. So we'll say like 1200, 1200 A.D.

J Javier Salas 29:18

You want to go?

B Becca Black 29:19

You go next.

J Javier Salas 29:20

All right. See, I'm a big fan of Florence during the Renaissance. Now that it's so, yeah. If I have to choose something, I'll try to be there. Hopefully, the kind of job that I will that I will have will be one of the thinkers and not so much one of the people you know carrying people dead from from the

K Keith Hawkey 29:39

Hunting elk

J Javier Salas 29:40

plague or something, yeah, something like that. No, just city. I'm. I don't think I'm built for for the for the being a hunter kind of person.

B Becca Black 29:48

David.

J Javier Salas 29:50

Yeah, I don't. And and it wouldn't be artistic. It will be just you know a thought experiment. I'm thinking Machiavelli or something like that. Just thinking and and trying to understand. And and really sort of pushing or promoting a new age of enlightenment and trying to get humanity out of the dark ages and everything has to be around God and everything has to be explained by magic and you cannot have an opinion but rather just go into the sense that let's try to explain physical phenomena by something other means rather than God, and and and really conduct thought experiments and and maybe work. I really like ethics. So nowadays that we're in the age of AI, I think that the ethics books that were written are no longer sufficient. But I really, you know, I'll I'll love to to discuss ethics and and and humanity and more of a humanism during Florence during the Renaissance.

K Keith Hawkey 30:47

Excellent. So we got a thinker. We got a hunter, Becca.

B Becca Black 30:52

So immediately my mind goes to I think you both know that I'm an equestrian. I ride horses, and I'm like, how do my like more like how do those skills transfer? I get to do that, but I think about like horse-drawn wagons, like driving the wagon. I don't know.

J Javier Salas 31:11

It's easy. You you want to be you want to be the court of Attila the Hun. That's it. That's when horses were the latest technology.

B Becca Black 31:18

My trainer growing up, she was always being sarcastic, but she's like, one day these cars will just stop working, and you will have this skill of riding that no one else. But that's that was an interesting one. I wonder where Macklemore would go.

K Keith Hawkey 31:36

That's that's a good question. I I listened to another podcast on Hermes. You know the the luxury French brand Hermes. There, the how they started was actually building like luggage containers specifically for like wagons and things and like saddle bags and stuff. Like the leather, the leather working around that. So I think, uh, or you know, 1800s France, build you know, working on the bags, working on like designing them for horses and things might be your your your setting in time.

B Becca Black 32:11

I like that. Thanks for taking me to Europe too. Yeah, there you go. And flash forward, my my future generations are doing pretty well selling the latest bag.

K Keith Hawkey 32:22

Yeah, there you go. Exactly. Well, it's been great having everyone on. Becca, Javier, thank you so much for participating in the IT Matters podcast. I hope you found it valuable. Javier, how can our listeners find you? What is the best way to to get a hold of you if they have any questions on key business questions?

J Javier Salas 32:41

I think I think it will be okay for them to just email me, just as long as they make sure that to put in the subject, you know, that that they're listeners of the Opkalla podcast, and that will be awesome. But also, I'm I'm sort of a content creator because I I think that's a good way to reach. And you know, when my team doesn't listen to me over Teams or meetings, then I try to get my ideas and my points across using Instagram. So, so you can find me at Datiaos, which is D A T I A O S, and that's where I talk about you know the latest trends in AI, what I've learned, and news that I think are important. So, you know either way at javier.salas@magnexgroup.com or in Instagram you can find me as Datiaos, D A T I A O S.

K Keith Hawkey 33:32

Beautiful. We will add that into the show notes. And Javier, thank you for joining, and we'll see you next time on the IT Matters podcast.

J Javier Salas 33:41

Thank you so much. Was a lot of fun.

A Aaron Bock 33:44

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