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## The DNA of an Agent of Transformation

To better understand the current environment in which technologists are operating, AppDynamics has undertaken comprehensive research to uncover the aspirations, challenges, and priorities for technologists today, from Board-level directors and CIOs, to senior and mid-level IT management.

This comprised of:

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Interviews with 1,000 IT professionals in organizations with a turnover of at least \$500m

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Interviews conducted across five markets - US, UK, France, Germany, Australia - and throughout a range of industries, including IT, financial services, retail, public sector, manufacturing and automotive, and media and communications

All research was conducted by Insight Avenue in March and April 2018.



## Foreword

Danny Winokur  
General Manager, AppDynamics

AppDynamics' The Agents of Transformation Report, revealed the urgent need for Agents of Transformation, a new breed of technologist primed to drive innovation in the face of rapid change and advances in application technologies, computing power, automation, and AI.

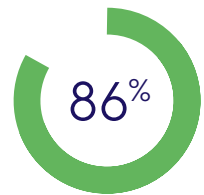
Our report shows that today, only 9% of global technologists fit the criteria of an Agent of Transformation - a number that must increase dramatically for organizations to adapt, remain competitive and thrive in the future.

Since the report was released we have been asked by women and men from all industries, 'What is it that makes Agents of Transformation different?'

This book reveals the twelve attributes shared by Agents of Transformation alongside the thoughts of some of the most innovative and inspiring technologists operating today.

We hope that this detail of the unique DNA of an Agent of Transformation will inspire and empower you to aim higher, reach further and think bigger - to accelerate your career and the success of your business, and leave a lasting legacy for future technologists.

# 1. A passion for technology

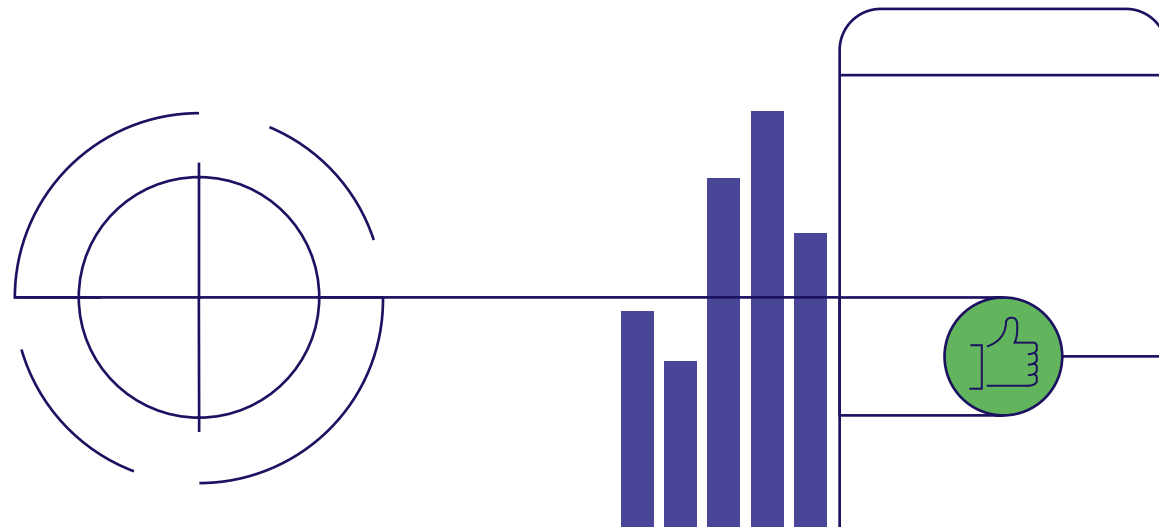


**86% of Agents of Transformation believe we are operating in an era of opportunity for technologists**

Agents of Transformation recognize the potential for technology to deliver innovation and provide opportunities within their organizations. They are optimistic about the future and are confident about their own readiness for rapid technological advancements over the coming years.

This positive outlook is underpinned by a deep understanding that technology innovation must be approached in the right way, based around the three pillars of visibility, insight and action. Only by having a crystal-clear picture of current technology performance and customer experience, can technologists generate the insight they need to make better decisions and take action to deliver genuine commercial impact.

Agents of Transformation understand that driving positive change can be challenging and often takes time. They have the passion and belief to persevere with innovation programmes and ensure that they deliver desired outcomes, whether that be behavioral change, market disruption or enhanced customer experiences.



**"Technology is advancing at an incredible rate, and it often sees technologists being pushed outside of their comfort zone in order to keep pace. Taking risks and being willing to try new things is key to transforming the companies we work for, and the industries we work in. Agents of Transformation require the will, the confidence and the motivation to make bold decisions and change the future of our companies."**

**Nicolas Matelot**

DevOps Manager,  
La Poste Group



## 2. Dedicated to making a difference

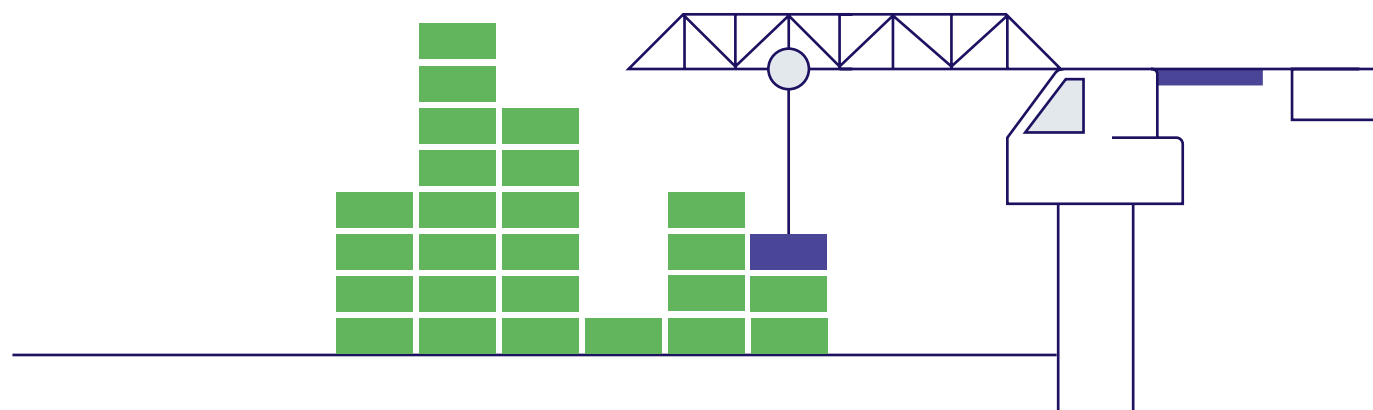


**95%** of Agents of Transformation are committed to building a positive legacy

Agents of Transformation care deeply about how technology is changing our world and recognize their role in ensuring their organizations can adapt to rapid change and harness new technologies.

They view every project they work on and every challenge they tackle as an opportunity to deliver positive impact. They believe passionately in leaving a lasting legacy and are committed to ensuring their work establishes strong foundations for future innovation and the technologists of tomorrow.

Agents of Transformation are highly self-aware, always reflecting on their work and looking for learnings to take forward into their next project and throughout their careers. They seek out opportunities to solve problems and deliver positive and sustainable change — and strive to work on the most exciting, groundbreaking innovation projects.



**"I get up every day wanting to make a positive difference. Otherwise I wouldn't get up and go to work. There has to be a greater goal in mind. There has to be a reason that we're tackling the problems that we are, so that we can make positive change and we can help people along the way. That's really my main goal: helping people in the long term. For me, legacy is very, very important."**

**Michael Makar**  
Senior IT Manager,  
World Bank Group





### 3. A customer-centric mindset

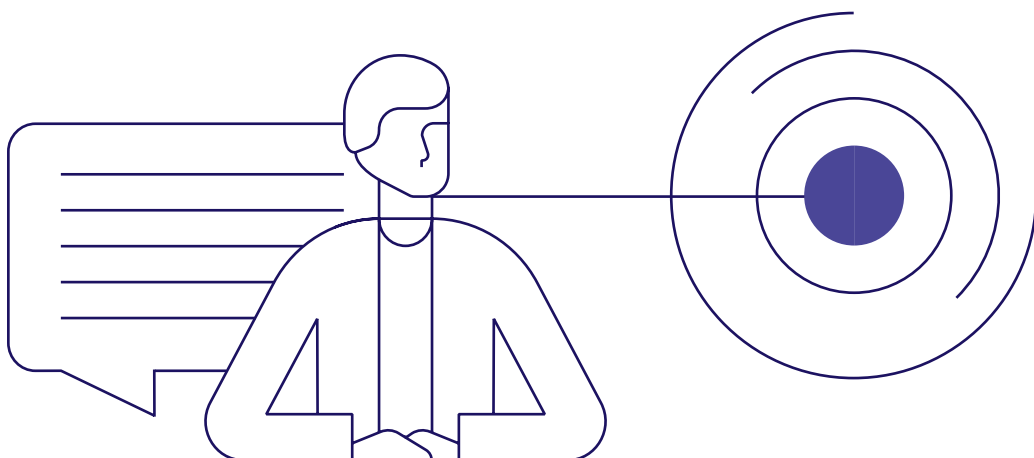


**96%** of Agents of Transformation regard high quality software as fundamental to customer experience

Agents of Transformation recognize that future business success will be determined by an organization's ability to create engaging, seamless and personalized digital experiences to meet ever-increasing consumer demands.

Agents of Transformation know that delivering world-class, personalized digital services requires an in-depth, granular approach - and to understand the connection between the changes they make and their impact on customer experience and business performance. This means having the visibility to analyze and understand each and every step of a user's journey within an application, and to optimize performance in real-time.

Agents of Transformation take an outside-in approach — always ensuring that the customer is at the heart of everything they do and every decision they make.



**"Having visibility into reliable, real-time data that you can act on is critical to any transformation initiative. We monitor the insights from AppDynamics religiously to make smart, iterative changes to our digital interfaces, and continuously improve the customer experience."**

**Hesham Fahmy**

Vice President of Technology,  
Loblaw Digital



# 4. A champion for AIOps



Agents of Transformation are fierce champions of investment in technology. They know that cutting edge technology is no longer a luxury; it's a business essential, and technologists cannot drive exceptional outcomes without having the very best tools at their disposal.

With operational complexity increasing in all industries, Agents of Transformation recognize the need for ever deeper levels of visibility and insight into their applications and the associated technology stack — and for automated actions to swiftly address issues and drive better digital experiences for customers. If a digital service is disrupted or underperforming, then it can't drive business value.

Agents of Transformation adopt an 'AIOps mindset', embracing Artificial Intelligence and Machine Learning to automate processes and take action faster. These elite technologists know that by focusing on visibility, insight and action, they can deliver better customer and business outcomes.



**"There's a huge opportunity to redefine what proactive means for businesses. Today, it's seen by many as hoping that they spot a problem before the customer does, or before people start complaining on social media. Consumers today will not tolerate poor digital performance, so businesses need to move to a model where proactivity means identifying the issue before it evens happens. AIOps is the answer. Machine Learning will be able to identify patterns and build out different scenarios, allowing it to predict the future impact on the business. This will allow companies to finally become truly proactive and address issues before they occur."**

**Arnaud van Rietschoten**  
 Vice President IT  
 Service Management  
 and Digital Workplace,  
 The Emirates Group





## 5. Thinks big and explores the possibilities

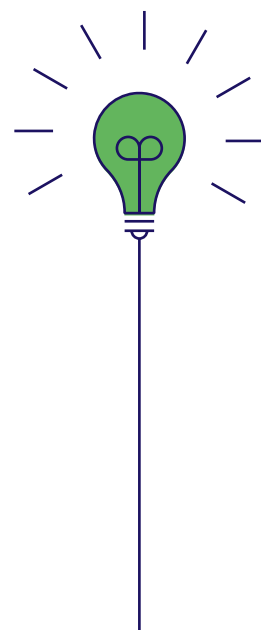


**100%** of Agents of Transformation think in terms of possibilities rather than constraints

Agents of Transformation are held in high esteem in their organizations for their ability to think both technically and creatively to find solutions to problems. They are always looking to push the boundaries in terms of how technology can benefit their organizations and the wider world.

Rather than feeling overwhelmed by the scale and complexity of innovation or change programs, Agents of Transformation take a methodical approach, breaking projects down into their component parts and plotting clear milestones to make them more manageable. Agents of Transformation know that every big change is really just a series of much smaller changes, and their structured approach enables them to get from A to B faster.

Agents of Transformation cite 'visionary thinking' as the number one attribute that they would most like to develop further; showing that big picture thinking will become an ever-more critical skill for technologists in the future.



**"Agents of Transformation don't fear change. They are willing to challenge the way people see the world, or the way things have always been done. They don't fear opposition. Convincing people to change something they are comfortable with is hard, but if you can simplify the complicated and prove the value of your idea, it makes it much harder for people to dismiss or ignore you. I have always tried to prioritize the people who oppose my ideas the most, because if I can win them over, I can win anyone over!"**

**Martin Moralo**

Business Service Manager,  
Monetary,  
Multichoice



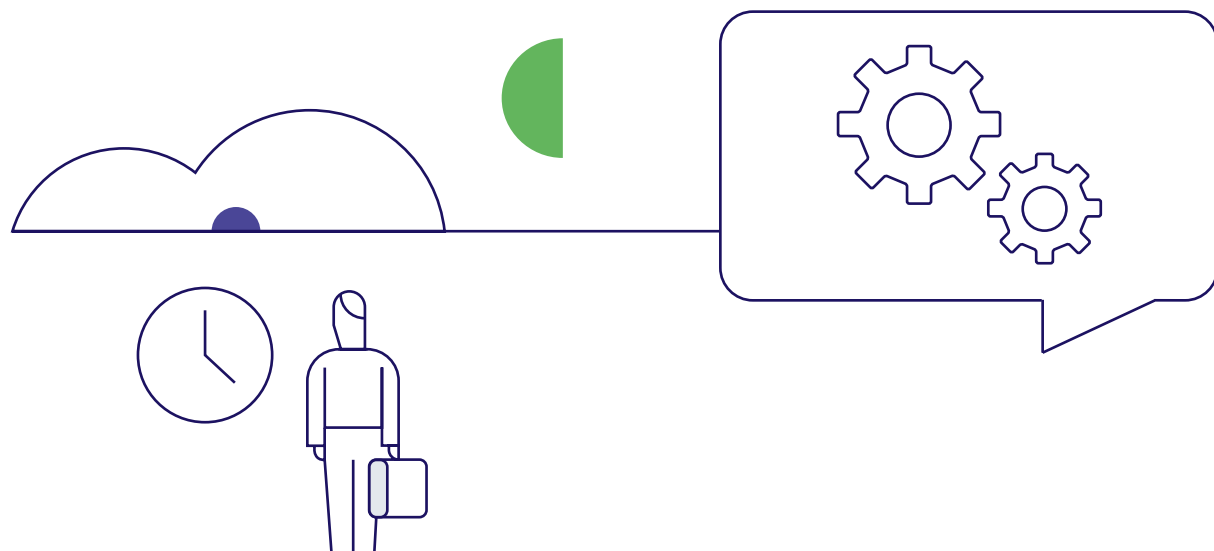
## 6. Prioritizes innovation



Agents of Transformation face the same challenges as all technologists. With increasing demands and pressures on IT departments, it can be all-too-easy for innovation to take a back seat to day-to-day operational activity. Our report revealed as many as 60% of technologists admit that they spend too much time simply keeping the lights on.

But Agents of Transformation know organizations that do not encourage and reward innovation represent the biggest barrier to more technologists reaching their full potential. They seek out organizations and leaders who take an innovation-first approach to technology, who allow time to be creative, inspire out-of-the-box thinking, and foster a culture of empowerment to share and test new ideas.

Agents of Transformation instill a team ethos where new approaches are encouraged from all departments and all levels of seniority - and where personal and professional development is actively enabled, prioritized and rewarded.



**"An Agent of Transformation is interested in innovation, and never rests on his or her achievements. For today's modern business, there is constant evolution and as technologists, we cannot afford to stand still. What is valid today will no longer be valid tomorrow. An Agent of Transformation recognizes that, and acts on it."**

**Andrés Martínez**

Domain Manager APM,  
BPCE Group





## 7. Credible and strategic influence

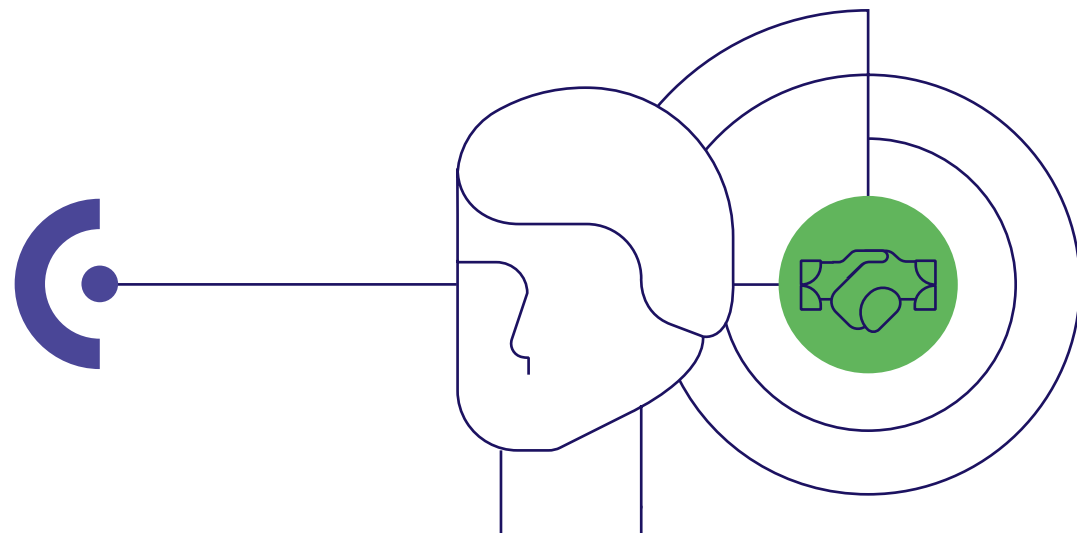


**96%** of Agents of Transformation are considered credible, trustworthy and impactful by their peers

Agents of Transformation know that the biggest barrier to delivering innovation is building support within their organizations and driving adoption of new strategies and technologies.

Agents of Transformation are shrewd, strategic operators and have the skills and credibility to influence stakeholders, overcome resistance and get buy-in for innovation programs at the highest level of the organization. They use data, insights and dashboards to present the truth rather than their personal point of view, demonstrating the potential impact of change versus the implications of doing nothing. And they understand the need to know their audience — to tailor their pitch to each stakeholder in a way that is meaningful for their business goals and priorities.

Through effective communication and education, and by being prepared to challenge, listen, negotiate and compromise, Agents of Transformation are able to navigate corporate decision-making processes and gather the support they need to instigate real change.



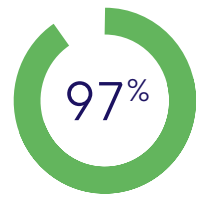
**"Good projects can fail if you don't have the support and backing of key people. That's why I see communication as a critical success factor. But that can also be very challenging and exhausting. You have to have a childlike enthusiasm to convince people and change attitudes. This is the only way to move things forward and avoid resistance."**

**André Sayfi**

IT Project Manager,  
WWK



## 8. Bold, decisive and unafraid to take risks

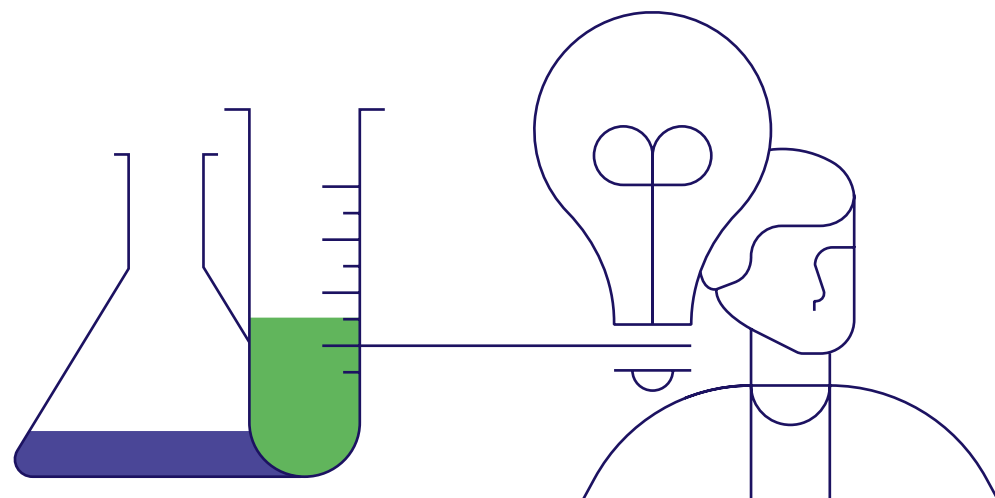


**of Agents of Transformation are  
not afraid to experiment or fail**

Agents of Transformation know that experimentation is an essential ingredient of successful innovation — and that failure is a necessary and valuable part of the game. They accept that true innovation comes from being curious and bold enough to try new things. They build failure into their plans and timelines, treating it as an intrinsic part of any innovation project and a critical step on the path to delivering the very best outcomes.

Agents of Transformation do not want to operate in a safe, structured environment, maintaining the status quo. In their pursuit of innovation they are bold — and prepared to make difficult decisions based on data and their own intelligence and experience. They are decisive and persistent, acting confidently and quickly on both information and instinct.

Agents of Transformation thrive in high-pressure situations, embracing the opportunity to take risks, never giving up when things don't go to plan and persevering to see projects through to a successful completion.



**“When you work for a disruptive business, incremental or gradual changes simply don’t cut it. So throughout my career, I’ve always adopted the ‘try fast, fail fast’ mentality, where you look at new technologies and ask yourself, is this going to transform and disrupt? Is it going to improve performance and drive increased value to the business? If the answer is “yes”, then you must move quickly and decisively. I have always found that to be very exciting.”**

**Ayman Assaf**

CIO Compliance, Regulatory,  
Risk and Finance,  
BP Trading





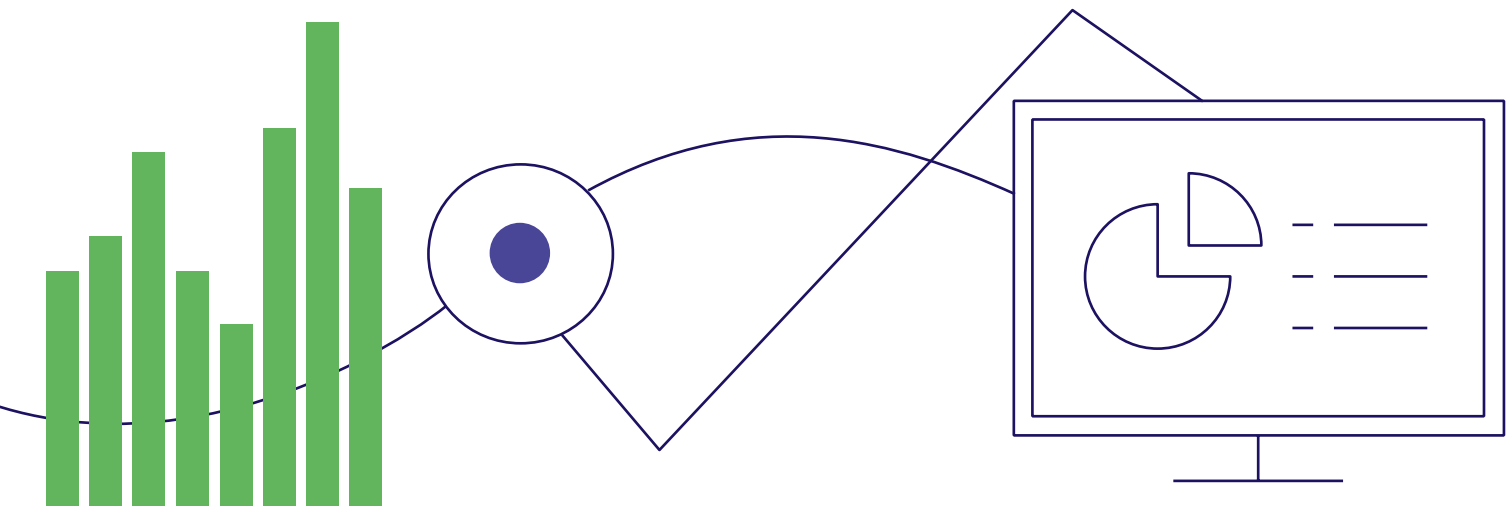
# 9. Data driven decision making



Agents of Transformation are data-driven technologists, who value factual, contextual data to inform their decisions. They are analytical thinkers who look for patterns in data to identify both the root cause of problems and opportunities for innovation.

These elite technologists are always looking for greater insight — indeed, our report shows that 88% say that they need to find ways of turning data into insights faster than ever and 35% cite having real-time data at the point of need as key to enabling more technologists to become Agents of Transformation.

Agents of Transformation understand the importance of correlating application functionality and performance with tangible business outcomes, particularly as organizations become ever-more application-driven. They recognize that data is only valuable when put into a business context to deliver meaningful information which can drive better decision-making and more targeted action.



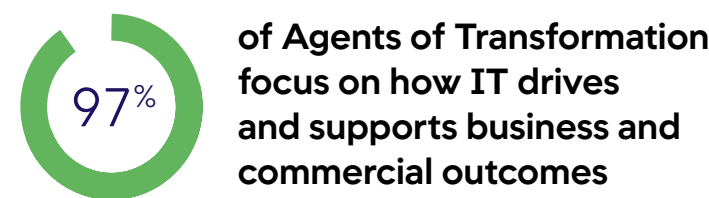
“AppDynamics allows us to see complex and changing data, and to look at those metrics, and create baselines against which we can measure improvements in performance and its impact on customer experience. We can immediately see the positive or detrimental impact of even the smallest change, not just at a technical level, but from a holistic business point of view too, and adjust our strategy accordingly.”

**Carl Martin**  
Chief Technology Officer,  
Collinson Group





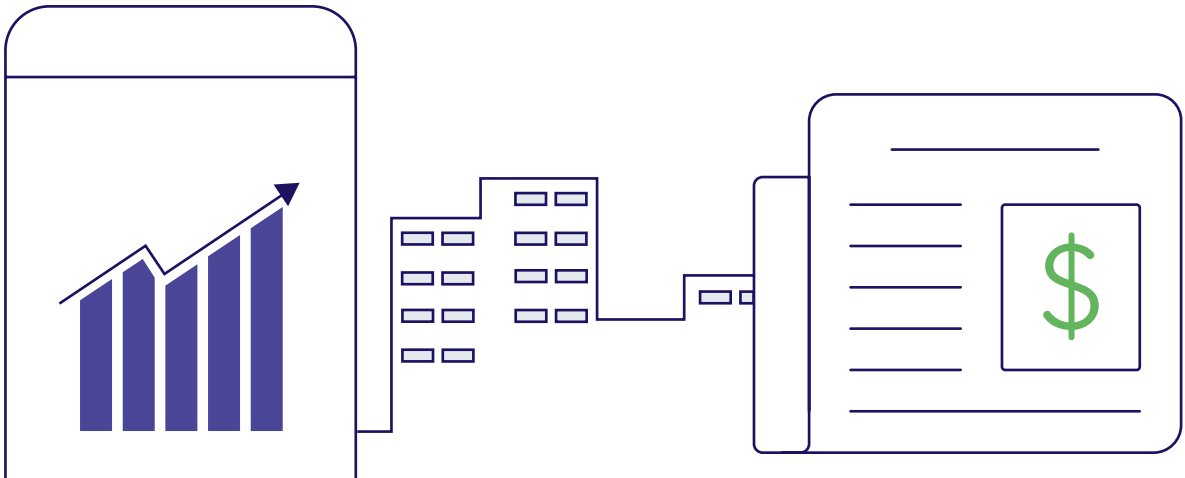
# 10. Commercial acumen



Agents of Transformation recognize the connection between technology performance and business outcomes and ensure that every decision they make and every innovation program they drive supports the overall commercial objectives of the business.

These elite technologists are highly aware of the role that IT departments now need to play in delivering business growth and they fear that not having enough Agents of Transformation will have a negative financial impact on their organization in the future.

Agents of Transformation understand the need to translate technical data into hard business metrics which can be understood easily by non-technical stakeholders. They use dashboards to provide a single-pane-of-glass view of digital services and customer journeys, and to demonstrate the potential impact of change and innovation on customer experience, performance and profit.



“Enterprise organizations today want and need real time data about their customers. Using AppDynamics Business IQ, we are able to take the data and insight from the Application Performance Management solution and translate it for different stakeholders into tailored dashboards that bring the customer journey to life. And because things are changing all the time, we can adapt these dashboards quickly to show new data points or information, depending on the stakeholder’s needs.”

**Oliver Presland**  
Vice President, Global  
Product Management,  
Ensono



# 11. Collaborative problem solving

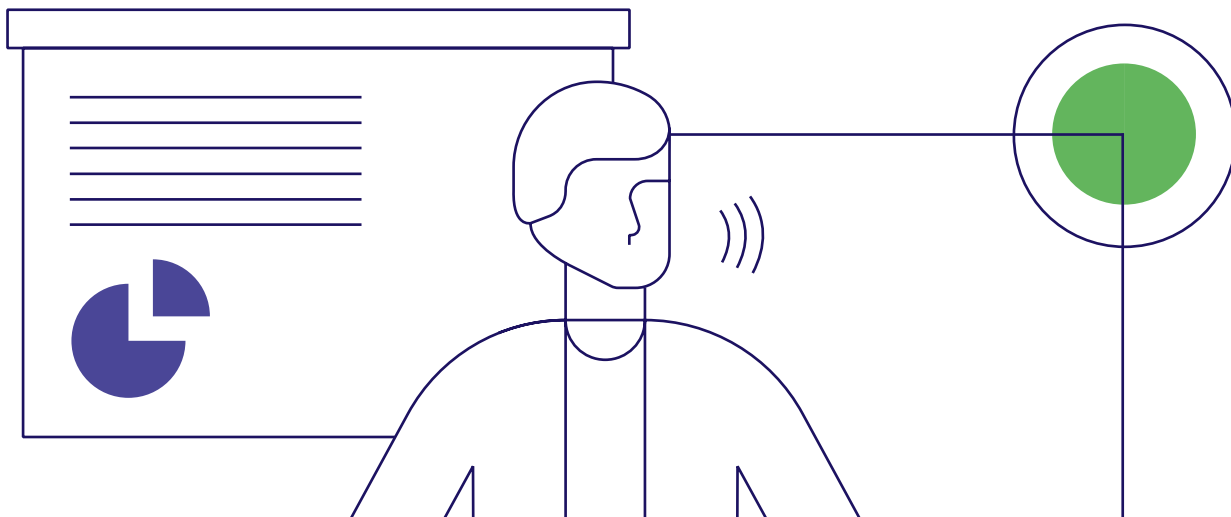


**90% of Agents of Transformation want to work alongside other elite technologists**

Agents of Transformation feel a responsibility to keep pace with rapid technological advancements and to harness new technologies to drive commercial success. But they know they cannot tackle this challenge alone.

Agents of Transformation embrace the chance to collaborate, and always look to empower, teach and inspire other technologists. They love to bring together people from all departments and disciplines of the organization, to learn from one another, share ideas, support one another and jointly solve problems.

These elite technologists know that delivering exceptional results is always more achievable when you have a highly motivated and engaged team, and they encourage collaboration at all times, no matter where people are in the world.



**"It is easy for me to see the value of a big idea, but it's not just about me, it's about communicating with and convincing others of the potential of that big idea. I have learnt how important it is to be able to explain in a tangible and meaningful way how new ways of working, or new technology investments, will help the business. I've also learnt the importance of listening to their feedback and trying to understand their concerns. This has enabled us to find common ground from which we can move forward. As individuals we can all be successful, but when we work together we can deliver something spectacular."**

**Jelle Van Wijk**

Product Owner Performance  
Monitoring,  
T-Mobile





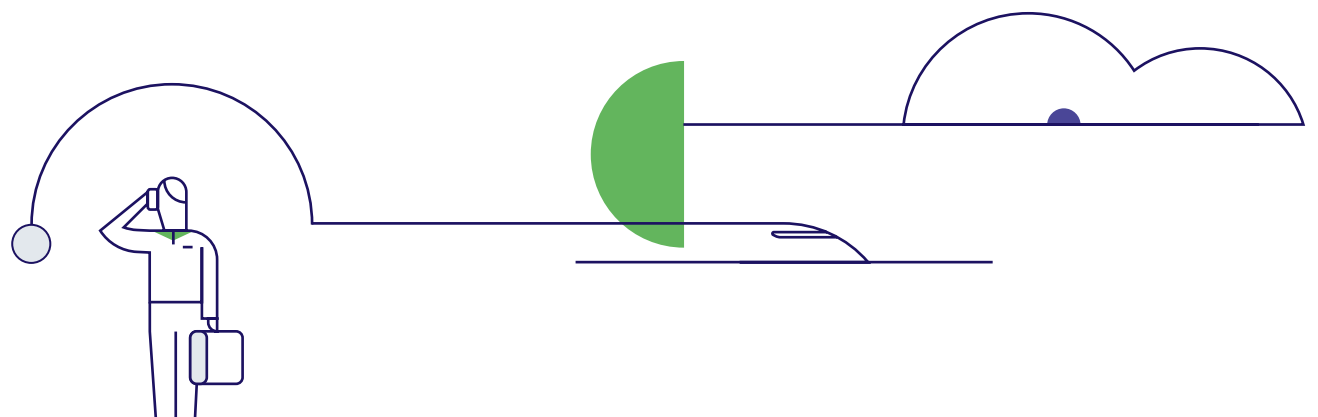
# 12. Committed to continual personal development



Agents of Transformation are masters of their own destiny. The journey to becoming an Agent of Transformation is not easy — but they do all they can to ensure their own success and fulfilment, rather than relying on their organization or senior leadership to progress their careers. Our report revealed that 68% fear their technology skills and experience will quickly become irrelevant as the landscape changes and therefore recognize the critical need for continuous personal development and high quality training to keep pace with technological advancements.

Agents of Transformation immerse themselves in their craft to get better every day, whether that be following the latest technology innovation developments, reading analyst reports or networking with peers.

They take the time to reflect on their own performance and that of their team, looking to learn and improve at all times, but also to celebrate and share successes, always recognizing and rewarding the contributions of their teams.



"I have a natural instinct to ask questions and challenge the way we do things. I am always looking at what others are doing and learning what I could be doing differently. I study analyst reports from Gartner and others, to examine which tools are out there, how they compare with what we have now, and what tools may help us in the future. I also keep a close eye on industry standards across the technology landscape to help me determine how those solutions could support our business and help us raise the bar."

**Heather Fry**  
Director of Product Development,  
Paychex





[theagentsoftransformation.com](http://theagentsoftransformation.com)