

'The world belongs to the discontented'

Jon Fletcher
DevOps Enterprise Summit 2018





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<http://enterprisedevops.blogspot.com>

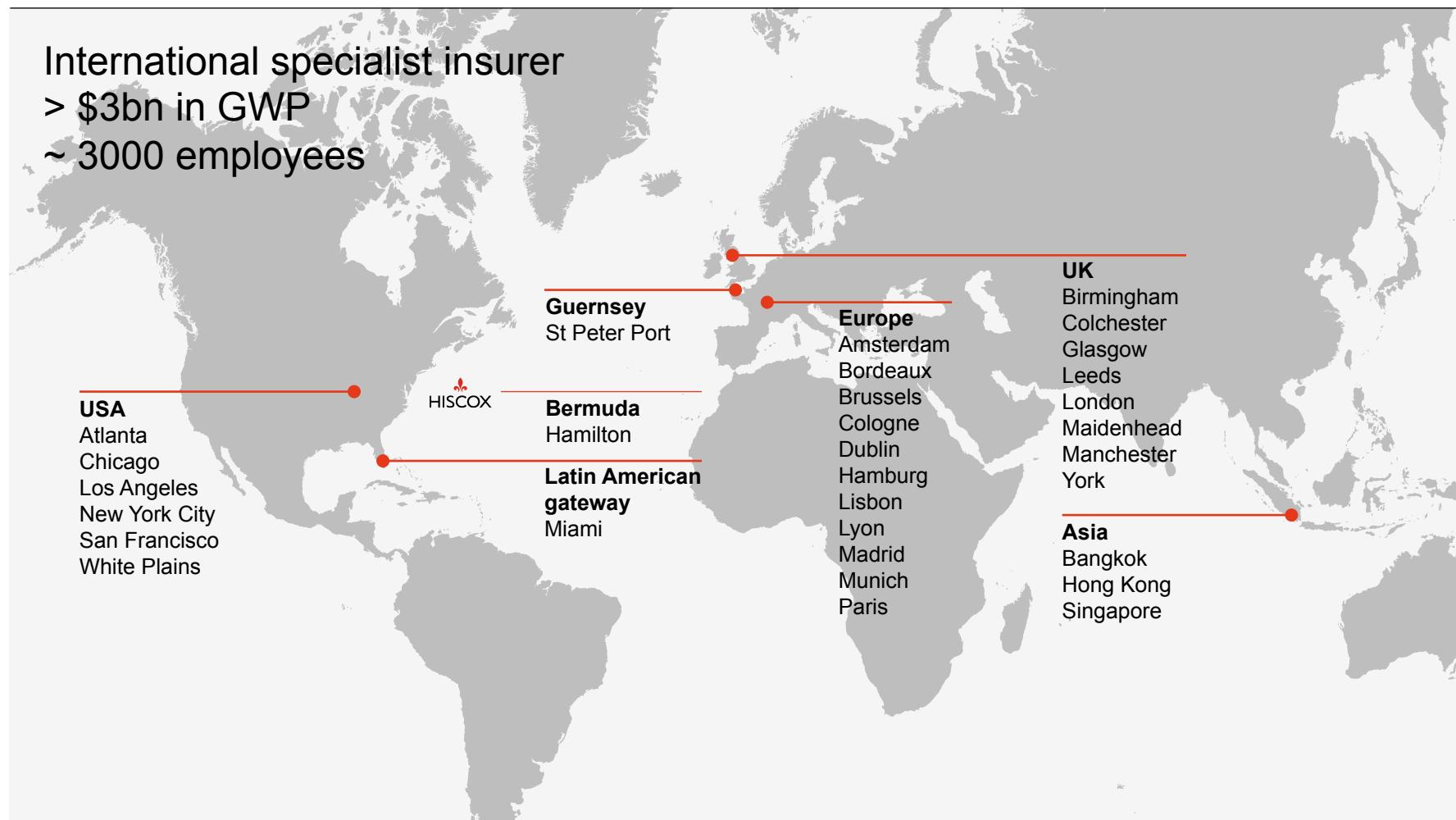


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Who are Hiscox?



'The world belongs to the discontented'

- Oscar Wilde

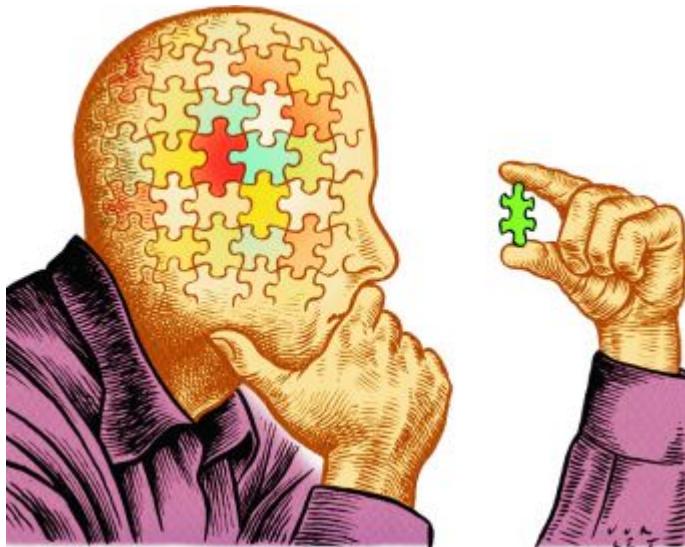
The next 20 minutes?



My upbringing

- I was a bit naughty at infant school
- Sent to very traditional strict private school to sort the naughtiness out
- Senior school back to a state school
 - Everyone knew each other when I turned up
 - Never in the cool gang
 - A bit of geek
 - My first crush lasted from age 7 to 16 – she barely recognised my existence!
- I felt like I was always was the wrong side of the velvet rope

Which resulted in...



Job 2: The grass isn't always greener



Employee Background Check			
Name: Jonathan Fletcher	Cost Centre: 374	Dept Code: 439	Sensitivity: Private
Company:	Hedge fund	Mood:	A yellow emoji face with large blue eyes, a small black dot for a nose, and a wide, downward-curving red mouth, conveying a sad or angry expression.
Position:	Web master		
Key skills acquired:	Sys admin		
Lessons learnt:	Cultural fit is more important than money		

Job 3: It appears I'm a pretty rubbish leader

Employee Background Check			
Name: Jonathan Fletcher	Cost Centre: 374	Dept Code: 439	Sensitivity: Private
Company:	Media company	Mood:	
Position:	Technical project manager		
Key skills acquired:	Project management		
Lessons learnt:	<ul style="list-style-type: none">• Micro managing isn't the way to lead a team• Transparency & vulnerability create trust		

Job 4: Shouty McShoutShout Corp

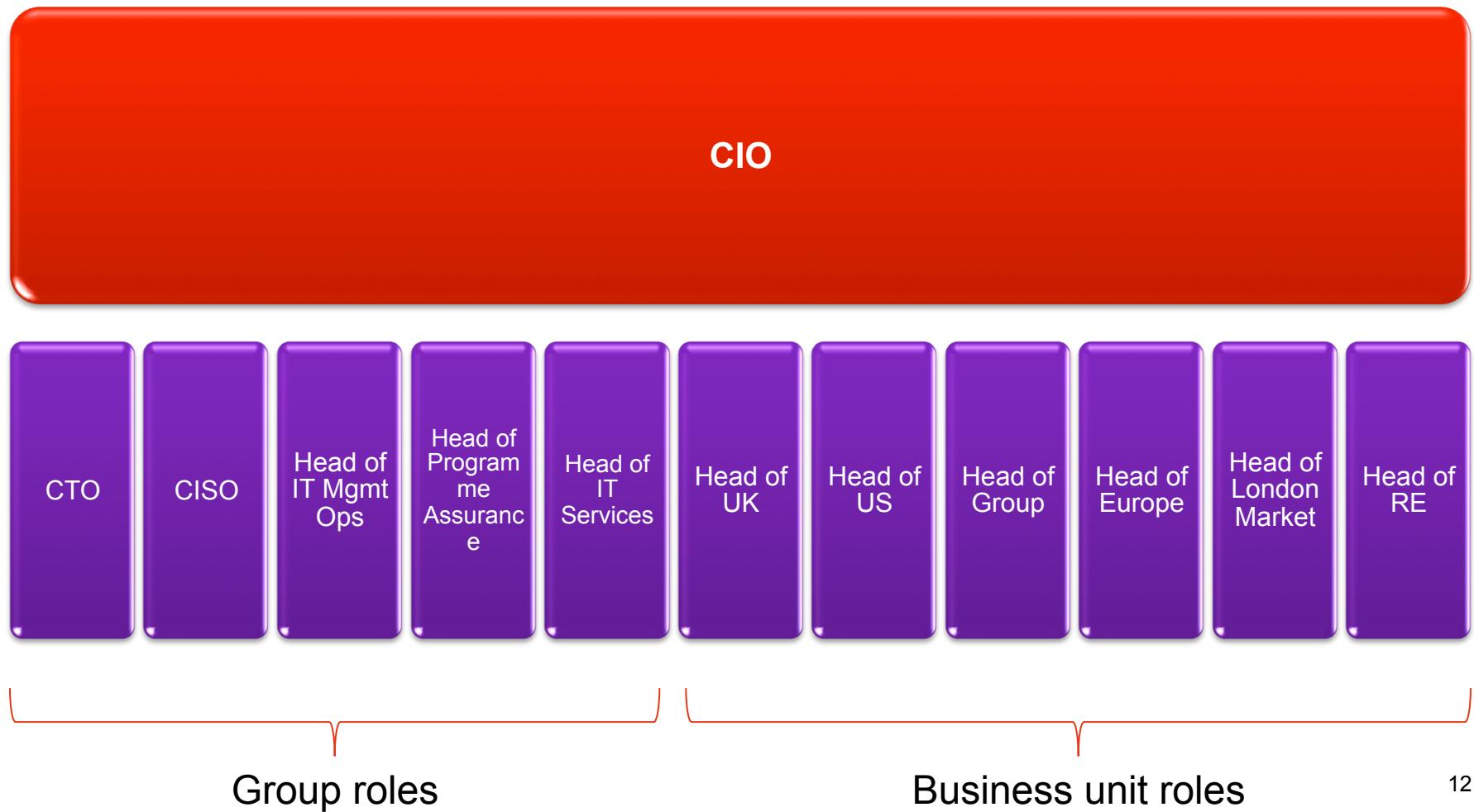


Employee Background Check			
Name: Jonathan Fletcher	Cost Centre: 374	Dept Code: 439	Sensitivity: Private
Company:	Financial services	Mood:	A yellow circular emoji with a furrowed brow, dark blue eyes, and a frown, representing anger or frustration.
Position:	Technical Architect		
Key skills acquired:	Enterprise grade infrastructure & engineering		
Lessons learnt:	<ul style="list-style-type: none">• Blame culture means maintaining the status quo• Being able to do a bit of everything is highly valuable		

Job 5: Time to grow up

Employee Background Check			
Name: Jonathan Fletcher	Cost Centre: 374	Dept Code: 439	Sensitivity: Private
Company:	Hiscox	Mood:	 A yellow circular emoji with a black outline. It has a grumpy expression with furrowed brows, a thick dark mustache, and a small tuft of hair on top.
Position:	Solution Architect -> DevOps Lead -> CTO		
Key skills acquired:	Leadership		
Lessons learnt:	<ul style="list-style-type: none">• If plan A doesn't work, don't revert to plan A but shout it louder• Employ people brighter than yourself• Describe the outcome you want, the constraints and then basically let the team get on with it		

Technology leadership team



Five CTO styles

Which one do we have, and need?

	Business-led innovator	Technology innovator	Innovation guru	IT chief operating officer	Technology operating officer
Board level position in the company					
Helps define business strategy					
Governs technology use and decisions					
Helps define IT Strategy					
Thought leader in technology					
Pilot and establish emergent platforms					
Controls technology innovation budget					
Runs the core IT operations					
Runs all core technology platforms					

Current

What is the purpose of the function?

My current focus is stabilising the team, completing large programmes and putting the foundations in place – the future is somewhat different



CTO as highly business visible to MD & ExCo level



CTO highly externally visible to promote Hiscox IT, creating relationships that will bring back value



CTO should evaluate the mid-long term risks and opportunities (as opposed to peers short-medium term)



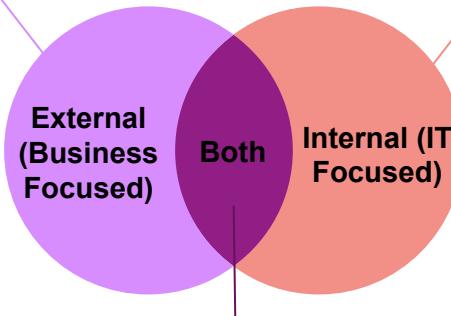
Long term CTO role split as:
75% business focused & strategy and 25% IT internally focused leadership

The 3 components of the CTO function will enable Hiscox to gain competitive advantage through use of technology

Do the right thing

Examples include:

- BI & Analytics
- CRM
- PAS
- Big Data
- Insurance disruptors (e.g. Robotics, Blockchain, Digital)



Do things right

Examples include:

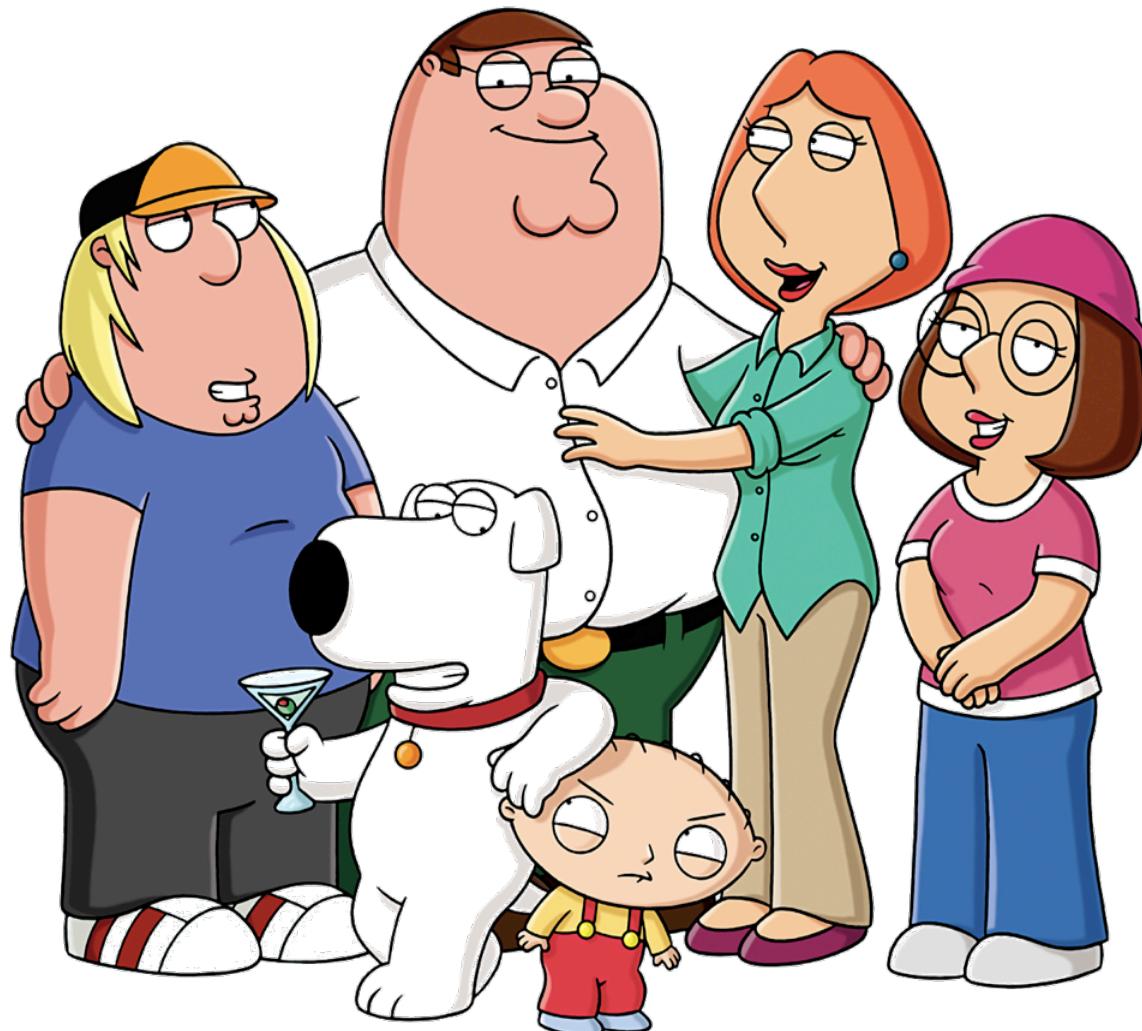
- Agile
- Cloud
- DevOps
- Automation
- IT for IT

Alignment between the Business and IT

Focused on:

- Understanding business strategy
- Describing a technology strategy
- Aligning people (e.g. Lead architects)
- Security by design, by default

Leading change



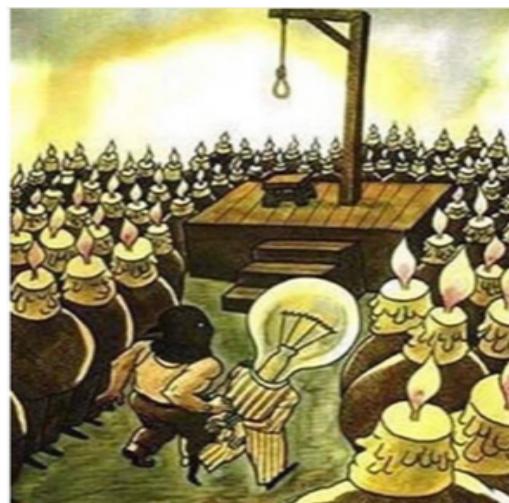
- (Good) Leadership isn't much different from (good) parenting:
 - Educate the organisation on “why” your transformation is important
 - Get the team funding & set them up for success
 - Give boundaries for the team but essentially let them get on with it
 - Help create a culture by acting as a role model for the behaviours you want to see
 - Be there to protect them when things get tough
 - Push them to the front & celebrate **their** success when things go well

Being a CTO: Perception

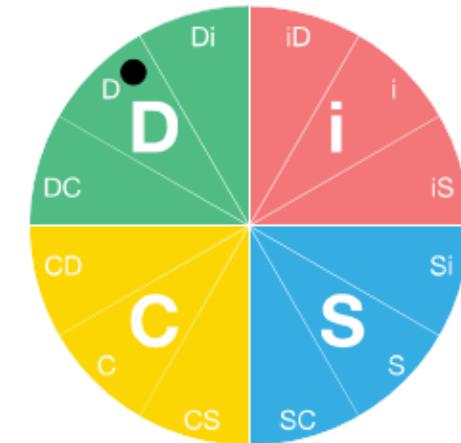
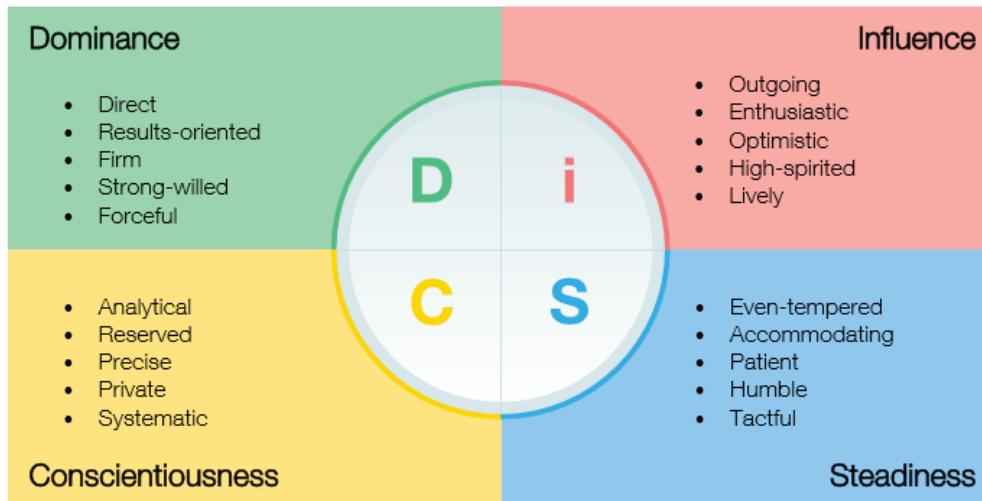


Being a CTO: Reality*

*although its largely pretty great



Driven or something more sinister?



What has served me well?



- I understand my own limitations but I've also been prepared to do something about them
- EQ is something I've had to develop so I surround myself with mentors that have this in spades so I can learn
- Imitate and copy behaviours that I like and can see work
- Discontent – we can always do better – this is different from moaning!
- Put your head above the parapet
- My parents always said “the world is your oyster” and I never really understood what this meant
- However, I now know what that means; if you don't like something then do something about it – don't be a prisoner of fate

I guess I should talk about technology at some point?

- The point of insurance is to help customers get back on their feet when something unfortunate happens
- So if we can understand risk better we can help more people
- This is exciting!

I guess I should talk about technology at some point?

- 1 billion records – 8 months to process
- 2x data scientists in the business a little bit of help with IT and Azure
 - = 12 hours
 - = £600
- No decommissioning project, no depreciation run off, no business case
- “what if we had 1.5 trillion data points and could do this in real time?”.
 - Previously thoughts like this would be put in the “too difficult bin”

Thankyou

