



The annual BostonCIO of the Year® ORBIE® Awards program honors chief information officers who have demonstrated excellence in technology leadership. Winners in the Super Global, Global, Large Enterprise, Enterprise, & Corporate categories will be announced May 20 at the Westin Copley Place.

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The increasing importance of IT in the C-Suite 4



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### FROM THE CHAIR

# **Technology Leaders** are the X-Factor

Technology is at the center of modern business transformation and leadership is the X-factor between surviving and thriving in today's digital economy.

BostonCIO brings together leading CIOs of New England's largest organizations to help CIOs maximize their leadership effectiveness, create value, reduce risk and share success. Through member-led, non-commercial programs. CIOs build meaningful professional relationships with colleagues facing similar challenges, solving problems and avoiding pitfalls.

BostonCIO members collaborate locally and nationally with CIOs across industries because, successful CIOs understand the 'superpower' of trusted relationships. In any gathering of CIOs, the answer is in the room. The challenge one CIO is facing has likely been solved by another CIO.

There is no textbook for how to be a great CIO. The best way to sharpen your leadership acumen is by collaborating with other leaders facing similar challenges. The industries and

size may be different, but winning approaches to effective leadership are transferrable. Every leader's perspective is valuable and contributes to the conversation - and everyone wins when leaders engage, share ideas, experiences and best practices.

For over twenty years, InspireCIO has helped CIOs succeed in today's most challenging C-suite executive role. By joining BostonCIO, technology executives take their leadership to the next level through yearround, member-led programs and interaction. The power of CIOs working together across public and private business, government, education, healthcare and nonprofit organizations - creates enormous value for everyone.

Together, we are transforming our economy using technology and enriching our region and our world. On behalf of Boston-CIO, congratulations to the nominees and finalists on their accomplishments and thank you to the sponsors, underwriters, and staff who make the ORBIE Awards possible.



**Sincerely** 

**Kathy Kountze** 

2022 Chair, BostonCIO CIO, Bose Corporation

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# Google Cloud

**2022 KEYNOTE** 

# Rosalin Acosta

Secretary of Labor and Workforce Development | State of Massachusetts

# ORBIE keynote weighs in on the increasing importance of IT in the C-Suite and mentoring the next generation of leaders



By Laura Newpoff

When Rosalin Acosta joined the Commonwealth of Massachusetts nearly five years ago to lead workforce development efforts, she brought with her more than 30 years of experience in the banking industry. Her various positions helped her build skills in cash management strategies, commercial lending, private wealth management and financial planning. But she also was able to see the important role technology played as her employers looked for ways to better serve clients and execute on their growth plans.

Though public service is different than banking, technology continues to play a key role in the career of the secretary of labor and workforce development whose job is to ensure workers, employers and the unemployed have the tools and training needed to succeed in the Massachusetts economy. For example, when the pandemic hit in March, 2020, the Department of Unemployment Assistance had to pivot quickly to accept the avalanche of new claims it was receiving. The agency also had to implement multiple new federal programs that all required quick-turn technology solutions.

"The ability to reach thousands of people in the most effective way became critical," Acosta said. "Marrying technology with business process redesign became everyone's full time job."

Her long career in banking and the more recent experience during the pandemic has given Acosta an appreciation for the role ClOs play within organizations. She plans to talk about their growing influence and importance during her

keynote address at the Boston CIO of the Year ORBIE Awards on May 20 at the Westin Copley Place. Expected highlights include:

The role of IT. There's an increasing need for IT to have a strategic and growing presence in the C-Suite, regardless of industry or an organization's size. In Massachusetts, for example, Gov. Charlie Baker, long before Covid, added a cabinet-level position to help his administration prioritize technology to better serve constituents and secure their information. CIOs are able to counter-balance the visionary role leaders play and help them execute on their strategies with the user experience and functionality in mind. "As business people and government leaders, we get very excited about our ideas and are thinking 5,000 feet above sea level," Acosta said. "The CIOs job is to grab us by our feet and say, 'Hey, have you thought about this?' Those more invasive questions that ultimately save the organization time and money."

Pandemic effect. CIOs and IT became increasingly important during the pandemic, especially for quick-turn, unexpected needs. In Massachusetts, not only did these tech professionals handle the surge in unemployment claims, they also developed systems to identify fraud, brought to life initiatives for vaccine-related technology and helped employees transition to remote work. As such, it's become evident that technology undergirds the ability to operate amid dramatic disruption. "The importance of working with the CIO became more obvious than ever in my career during the pandemic and their role has changed

forever," Acosta said. "There's no going back from this. They have a permanent seat at the table."

Mentorship and teamwork. As a native of Cuba whose family immigrated to the U.S. when she was 4, Acosta believes that family members, friends and community were essential to helping her family prosper. Her earliest mentors were her parents and maternal grandfather.

"Watching my immigrant parents crush innumerable obstacles with the indefatigable force and commitment that failure was not an option, influenced me profoundly," she said. "My maternal grandfather taught me the power of being and staying positive during the toughest challenges and crises."

Professionally, she believes helping the next generation of leaders involves a sense of humility and the graciousness of mentorship. She has learned from mentors who have not been afraid to challenge her and make her defend her strategies. "All these influencers have helped me mature into my leadership style of being bold, collaborative, focused, and accessible."

A common thread throughout Acosta's career has been taking on the hard things. "The 'stuff' no one wants to touch," she said. "Diving into the complex and complicated with a team who has the capacity and focus to deliver. Staying with the team until the job is done and never asking them to do something without understanding the full implications of what's required. Empowering them to run a project even if mistakes are made. Above all, recognizing contributions and the team's commitment with humanity and a sense of humor."

# Connect Innovate Pivot Transform Emerging technology doesn't always click right away. Innovative ideas and thinking can be transformational. Decline congratuates all 2022 ORBIE roominess transforming tomorrow through technology and innovation.

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# SUPER GLOBAL FINALISTS

### **OVER \$5 BILLION ANNUAL REVENUE & MULTI-NATIONAL OPERATIONS**



### Sarah Berwick

EVP - Group Business and Corporate CIO, State Street Bank and Trust Company



Sarah Berwick is the Group Business Chief Information Officer (CIO) for Global Markets, Institutional Services, Global Delivery, and Corporate Functions at State Street. Sarah is responsible for aligning technology to deliver better business outcomes, improve resiliency and streamline the production support model. She is also focused on transforming the workforce and simplifying the operating model while reducing the number of applications.

### **SUCCESS STORY**

Our world-class technology team has become one that colleagues are proud to be part of and that talent wants to join. Our modernization transformation has improved stability, reliability, and client experience while enabling the business to beat the competition with faster time to market and competitive products. Our automation and artificial intelligence teams delivered learning algorithms to improve Net Asset Value (NAV) pricing speed and accuracy with innovative pricing benchmark and quality assurance checks. Our data team offered flexible and fast data access to clients through Snowflake and a comprehensive set of APIs, which provide a seamless client experience.



### Lesley Dickie

VP & CIO, Raytheon Technologies / Corporate & Enterprise Services



Lesley Dickie is the vice president and chief information officer (CIO) for Raytheon Technologies Corporate headquarters. In this role, Lesley leverages her experience in digital technology to drive transformation, business process automation, improved employee experience and performance excellence for the corporation. Her responsibilities include strategic and transformation planning, business relationship management, and delivering enterprise application services for the company.

### **SUCCESS STORY**

Raytheon Technologies (RTX), one of the largest aerospace and defense companies, recently formed from the merger of Raytheon and United Technologies on April 4, 2020. As the Corporate CIO, Lesley championed the integration efforts to align processes and the consolidation of critical business systems; all amid the Covid-19 pandemic. Lesley also focused on defining a digital transformation strategy designed to enable business growth, drive operational excellence, and equip employees to perform at their best. She used her collaborative leadership style and years of technical experience to champion the development, alignment, and communication



### Brooke Forbes

CIO, Head of Technology and Agile Business Services for Personal Investing, Fidelity Investments



Brooke Forbes is Head of Technology for Fidelity Personal Investing, which provides a full range of investment and financial planning services to millions of individual investors including wealth management, retirement planning, and brokerage. In her current role, she leads Personal Investing's technology agenda of driving continuous improvements to both Fidelity's customer and associate experience and accelerating engineering excellence and digital leadership.

### **SUCCESS STORY**

My team has been tremendous in supporting our rapid business growth (client assets up 21%, retail client accounts up 22%) this past year, but I am most proud of our associate growth and development. Our team has grown 20% since March 2020 and is delivering value at a record pace. They have persevered to deliver continuous customer value, support each other, grow as individuals, and build a diverse and inclusive culture that attracts top digital engineering and agile talent. I am grateful to be part of this special team driven by our dedication to our customers and each other.



### Mike Tirozzi

Chief Information & Data Officer, Vertex



Mike Tirozzi joined Vertex in 2019 as the company's SVP and Chief Information & Data Officer. Tirozzi oversees all of Vertex's global information technology, IT infrastructure, security and data technologies. Tirozzi is an innovative technology leader with deep experience in global enterprise technology, technology planning, digital transformation, data and predictive platforms. Prior to Vertex, Tirozzi spent eight years at iRobot where he held positions of increasing responsibility leading the 100+ person technology team, as CIO.

### SUCCESS STORY

I believe my greatest honor and privilege so far working at Vertex Pharmaceuticals has been bringing together and working alongside experts from two industries: life science and high-tech data and cloud technology. What they do every day to build innovative solutions that accelerate drug discovery, development and patient access amazes me. This team operates with the values of innovation, ownership and accountability that are at the heart of everything we do at Vertex. And the shared commitment they have for helping Vertex create transformative medicines for people with serious diseases inspires me every day.



### Renee Zaugg

VP & CIO, Otis Elevator

### **OTIS**

With more than two decades of experience working in global technology leadership roles, Renee Zaugg has a deep understanding of the relationships between technology and business strategy. She was appointed Vice President & Chief Information Officer for Otis in 2020 and is responsible for the strategic direction and execution of our worldwide IT operations. Prior to joining Otis, Renee served as SVP, Enterprise Infrastructure and Cloud Services at CVS Health, a Fortune 5 company.

### SUCCESS STORY

A transformation leader that positioned Otis as an independent company. Instilling a growth mindset and intentional leadership development practices while building a new Otis IT organization. Changed the worldwide infrastructure services to modern software defined to increase stability and performance with substantial savings that allowed investment for critical business programs. Established a Digital Software Factory that increased velocity by 5X and delivery productivity by 10X while improving code quality by 70%. In 2 short, unprecedented years the impacts to systems, technologies and processes have accelerated Otis to a position of diversity, strength, growth and digitally inspired.

# **GLOBAL FINALISTS**

### **OVER \$1 BILLION ANNUAL REVENUE & MULTI-NATIONAL OPERATIONS**



Shannon Gath

Teradyne

### **TERADYNE**

Shannon Gath was appointed Teradyne's Chief Information Officer in April 2021 and oversees global information technology and security. Prior to joining Teradyne, Gath served as the CIO at AMAG Pharmaceuticals and in a variety of senior IT leadership roles at Fidelity Investments and Vertex Pharmaceuticals. She is also active in various women's leadership organizations, including AMAG Women's Network and Boston Chamber of Commerce Women's Network Advisory Board.

### **SUCCESS STORY**

The greatest success in my role at Teradyne has been creating a new value proposition for IT and Enterprise Security. We have an incredible leadership team that has partnered with me to think differently about IT - it's not a back-office commodity that simply keeps the lights on. We are partners that are aligned on business strategies to drive market growth through digital and data capabilities while ensuring we remain resilient, efficient, and innovative. This success is the result of exceptional leadership across the business and within the IT team that understands that technology is our competitive differentiator.



Jamie Head

SVP, Chief Digital & Technology Officer Ocean Spray Cranberries



As Ocean Spray's Chief Digital and Technology Officer, Jamie oversees our entire Tech division, ensuring the cooperative invests strategically in technology resources that maintain and grow the business-from supply chain right through to consumers. Jamie has been a leader in Information Technology within the CPG industry for more than 19 years and has held roles within Mars, Inc. and GlaxoSmithKline Consumer.

### SUCCESS STORY

Our story of modernizing our consumer loved Cooperative centers around our 'people'. Proud of my Tech team that have the determination and tenacity to drive change for modernization, accelerated our move to the cloud; from zero data maturity to new roles and governance; from a patchwork of 'apps' to deploying leading global platforms that are secure and scalable; from limited reporting to insights and actions; increasing our cyber defense and so on. Yet our story is half complete, we have scar tissues from doing hard things and that makes us stronger for transformation ahead. Thank you Ocean Spray 1TEAM.



Jag Krishnan

CDO, Harley-Davidson



Jag Krishnan is a commercially oriented, results driven, customer focused executive with a track record of leading digital change and business transformations at some of the iconic brands. Jag galvanizes business success through bold, visionary leadership, profitable digital transformations generating incremental revenue, and innovating multi-national company operations for optimal performance. In addition, he is a recognized industry leader and active community contributor.

### **SUCCESS STORY**

Last year we established the 5 Year Hardwire strategy. One of the strategic pillars is Consumer Experience. Digital was a key enabler to achieve the results First - Last year we established a US market place for 'Used' Harley Davidson motorcycles as a way to engage existing customers to the brand. This marketplace was built in less than 6 months to be #1 Marketplace with 30K bikes. We launched the #1 Direct to Consumer Multi-Omni channel model in Motorcycle world for the first time with our EV brand in less than 5 Months. There were many ""First"" paradigm broken last year.



### Joseph Rouhana

CIO, L.L.Bean

### L.L.Bean

Joseph Rouhana is an accomplished and driven senior IT executive with over 25 years of experience in IT strategy development and implementation, business engagement, talent development and strategic staffing. Recognized for ability to direct, develop and implement enterprise-wide initiatives, while achieving operational excellence and strong return on technology investments. Proven track record in delivering best-in-class omni-channel solutions that provide strong customer engagement and business results.

### SUCCESS STORY

It is an honor to represent L.L.Bean and our amazing IT team through the ORBIE Award selection process. I am proud that our IT team helps enable strong company performance by collaboratively planning, implementing, and operating scalable, performant and secure solutions to meet the needs of the business. Most importantly, these solutions help L.L.Bean achieve its purpose to 'inspire and enable people to experience the restorative power of the outdoors.' Congrats to all the ORBIE finalists and winners. Thank you to the BostonCIO organization for this opportunity.



Adam Wasylyshyn

CIO, Insulet Corporation

### **Insulet**

Adam Wasylyshyn is a strategic and transformational technology leader with more than two decades of experience converting strategy to sustainable business improvements at multi-billion-dollar enterprises across the life sciences, medical device, high technology, industrial manufacturing, and SaaS verticals. At Insulet Corporation, Adam has been working with the global leadership team to design, enhance, and execute its digital capabilities and deliver on other critical commercial and product initiatives.

### **SUCCESS STORY**

I am very fortunate to lead technology for a company whose mission is to improve the quality of life for millions of people around the world. I come to work every day knowing that the decisions we make and the opportunities we take to advance human health through technology are humbling. To stay relevant and competitive, we must innovate years in advance, encourage our teams to try new things, fail fast, and move forward quickly. Our IT team understands the criticality of success in our space, and we celebrate each milestone that better serves our customers and our company.

# LARGE ENTERPRISE FINALISTS

### **OVER \$1 BILLION ANNUAL REVENUE**



Adolph DuBose CIO, athenahealth

athenahealth

As Chief Information Officer of athenahealth, Adolph is leading the development of an ecosystem that creates accessible, high quality, and sustainable healthcare for all. He specializes in business process automation and workforce optimization with a passion for both local and global impact. Adolph leads a team of 300 thought warriors who are dedicated to establishing a connected backend, delivering trusted knowledge, and creating an integrated user experience for those who enable the front line of healthcare.

### SUCCESS STORY

In the "House Divided Speech," Lincoln exclaimed, we cannot endure half slave, half free. The Union wouldn't be dissolved or fall but would cease to be divided, becoming all one thing or the other. It didn't take long to understand what I was getting into. IT was siloed, shadow IT was rampant, and morale was low. The 'house' wasn't in good shape. Clear Mission and Definite Purpose tipped the scales. Instilling a mindset of Servant Leadership & Obsessing over Customers, we now co-innovate with business partners impacting the bottom line and driving change for frontline workers fighting the pandemic. athenaSTRONG!



Russ Rodrigue CIO, Cianbro

### **CIANBRO**

Russ joined Cianbro in 2010 as the company's first CIO. He brings 29 years of information technology experience and is responsible for the overall IT strategy, with a focus on modernizing technologies, improving and standardizing business systems and applications, IT operational and project delivery excellence, and customer service. In addition, Russ provides leadership on LEAN Process Improvements, Innovation, IT Governance and Corporate Strategic Planning.

### **SUCCESS STORY**

As the first CIO at Cianbro, Russ Rodrigue has help elevate IT from a provider of IT services to a strategic business partner. His focus on teamwork, collaboration, innovation and partnerships have been key to the continued success of the organization. Russ' approach to leadership has helped develop career paths for many on his team but attributes his success to having strong Executive leadership and mentors who aided him in learning the culture, business and industry. Russ has become a familiar name in the construction industry, through his strong connections with peer CIOs, strategic vendors, industry groups and committee memberships.



### Lisa Stump

SVP and CIO, Yale New Haven Health

> Yale NewHaven **Health**

Lisa S. Stump, Senior Vice President and Chief Information Officer (CIO) for Yale School of Medicine and Yale New Haven Health System, leads the creation of Information Technology strategy and governance that fosters high-performance, scalability and innovation. A creative and dynamic health care leader, she leads the strategy, planning, and implementation of information systems, biomedical equipment and technologies, analytics platforms and telehealth programs in support of the patient care, research, and educational missions of the organization.

### **SUCCESS STORY**

The development of a Capacity Coordination Center data strategy, leveraging existing assets and native solutions resulted in uniquely cost-effective and sustainable tools that are distinct from other solutions that require large data extracts/ interfaces and add significant complexity and expense. The model we created avoids those costs and centers the work in our EMR, where clinicians natively operate. This enabled us to manage the high COVID volume and ongoing capacity challenges. Our Capacity Coordination Center, recognized world-wide as a model for health systems, is the foundation for minute-to-minute and longer range capacity planning.



### David Vidoni

**VP IT, Pegasystems** 



Across the last 20 years, David has brought his talents to Pegasystems, Inc., where he currently serves as the Vice President, Information Technology. Currently, David leads the global IT team across North America, Europe, and Asia Pacific overseeing enterprise business systems, infrastructure, digital web, end user services, business intelligence, analytics and data platforms, project management, DevOps, and quality assurance. David has led Pegasystems' IT vision and strategy throughout the years, positioning the company to achieve \$5 billion in annual revenue.

### SUCCESS STORY

Over the past year, we have been able to implement significant improvements to client and partner capabilities supporting Pega ecosystem growth. The enhancements have not only improved the experiences for people interacting with Pega, they have also enabled the business to get better insights and grow at scale. They are excellent examples of what can be accomplished with great business partnerships, alignment on goals & objectives, and great people. The new experiences have also been awarded industry accolades and are a validation of our mission to change the way the world builds software.



### Curtis Wood

Secretary & CIO, Commonwealth of Massachusetts



Curt Wood serves as the Commonwealth of Massachusetts' Cabinet Secretary and Chief Information Officer for Governor Charlie D. Baker. He leads the Executive Office of Technology Services and Security (EOTSS), whose mission is to provide secure and quality digital information, services, and tools to constituents and service providers when and where they need them. Secretary Wood has worked in public service since 1975, starting his government career at the state Department of Correction.

### **SUCCESS STORY**

As the CIO of the Commonwealth of Massachusetts, I lead a talented and dynamic team that envisioned and directed the transformation from a legacy end-user computing infrastructure used by over 40,000 employees across state government to our "Modern Workplace" platform, in which the focus is on mobility and resiliency. Retiring the Commonwealth's on-premise e-mail and file sharing infrastructure and implementing the Microsoft G-365 cloud solution has readied and positioned the Commonwealth's workforce for years to come with a business integrated, resilient and secure computing platform in support of our residents and businesses of the Commonwealth. Future of Work is here!





# **ENTERPRISE FINALISTS**

### **OVER \$500 MILLION ANNUAL REVENUE**



Hisham Aharon CIO, Ocean State Job Lot



Backed by more than three decades of professional expertise, Hisham Aharon has excelled as chief information officer and chief technology officer of Ocean State Job Lot since 1999. In his dual roles with the company, he oversees technology and system development and application on behalf of the company and ensures that the business meets its monthly and yearly goals.

### SUCCESS STORY

We did not allow WFH prior to the pandemic. Therefore, we did not have any mechanism such as VPN to allow our own employees to connect to the business applications from home. As restrictions in the workplaces and businesses were imposed in March 2020, my team and I were tasked to support over 500 HQ employees to work from home immediately. To everyone's surprise, we immediately announced that everyone will be able to work remotely in a week. The IT team had been using browser based technology to support remotely for several years, we just enabled it for all.



Sarah Betadam

CIO, Novanta, Inc.



As Novanta's first CIO, Sarah Betadam matured and upgraded the global IT team and transformed the culture into that of business partners working enterprise-wide to lay the foundation on which Novanta will continue to grow well into the future. Creating the company's first digital roadmap, Sarah and her team strengthened Novanta's cloud-based environment. instituted business continuity plans, and fortified their cybersecurity posture.

### **SUCCESS STORY**

Leading a high performing & talented team is a privilege. With support from executive leadership, we positioned IT as a revenue generating team with deep business relationships, executing on Novanta's goals, vision & mission. Over the last 2 years, the digital strategy & roadmap I created has taken the IT organization from a cost center to a world-class diverse organization positioning us for growth greater than \$1 billion revenue-sized company. We strengthened our cloud-based environment, established resilient business continuity plans, and fortified our cybersecurity posture. I am so INCREDI-BLY PROUD of my team and our accomplishments in improving our overall customer experience.



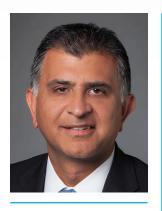
Woody Groton CIO, Draper

### DR APER

Woody Groton is the current Chief Information Officer for Draper in Cambridge, Massachusetts. He has overall responsibility for the people, processes and technologies within Draper's Information Technology Services organization to ensure the delivery of best in class IT services fully integrated with Draper's mission supporting national security. Over the past 10 years he has served in the CIO role for various organizations including the Wounded Warrior Project, Goverline, and the New Hampshire National Guard.

### SUCCESS STORY

In a very short time I was able to turn around Draper's Classified Program IT Operations in support of Draper's National Security Work. This included hiring of additional staff as well as implementation of six workstreams to improve processes. I leveraged my seven years' experience as the CIO of the New Hampshire National Guard and as an Army Cyber branch Colonel. This is the primary reason that I was hired into the role.



Sumedh Mehta

CIO, Putnam Investments



Sumedh Mehta is Chief Information Officer for Putnam Investments. He is responsible for the overall strategic direction and execution of Putnam's global technology solutions. Mehta has over 20 years of experience in managing information technology systems in the investment industry, where he has led transformational change in the areas of software development, information technology, and business operations. He joined Putnam in 2015 and has been in the investment industry since 1988.

### SUCCESS STORY

I developed our IT operating model to deliver on three aspects: technical excellence, business-IT collaboration, and on innovation. Our performance improved enabling Putnam to launch new investment products (4 new Active ETFs) to market in record time (4 months) using cloud, data, and other technology helping Putnam grow. We have reduced production issues by 40% year-overyear. Our team was able to deliver faster and innovate while capturing the benefits of increased resiliency (what we needed in the pandemic) as a result. Overall company profitability has increased, and we have been able to contribute to innovation in Massachusetts (see www. massfintechhub.com).



Mark Yunger Head of IT, Servier Pharmaceuticals



Mark Yunger is the Head of Information Technology at Servier Pharmaceuticals. Working closely with R&D, Manufacturing, Commercial, and Corporate functions, he is responsible for leveraging information technology to accelerate therapies through the pipeline in pursuit to improve patients' lives. He is also responsible for quiding the development and partnering of the company's digital therapeutics portfolio. Mark has over 20 years of technology leadership experience within the biotech and high-tech industries.

### SUCCESS STORY

The greatest accomplishment in my current role is having the honor to work directly with our patients to bring them the digital solutions to help them in their journey. An example of this can be found in Servier's OneForALL digital platform which we developed and launched in the middle of the COVID pandemic. The following video shares more about the platform, which includes our actual patients, my colleagues, and myself. Link to video: vimeo. com/613197013/244eabcd61. Through this work, we were recognized by Reuters as one of the top five most patient-centric pharmaceutical companies in 2021. Link to article: www.reutersevents. com/events/awards/us-finalists.php.





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# CORPORATE FINALISTS

### **UP TO \$500 MILLION ANNUAL REVENUE**



Michael DiBenedetto

CIO, Northland Investment Corporation

NORTHLAND

Mike oversees all of Northland's IT strategy, services, and operations to ensure alignment with business objectives, efficiency in operations, and to drive innovation forward for both employees and residents. Before joining Northland, Mike had over 15 years of progressive IT experience and most recently served as the Director of Global IT for Sekisui Diagnostics, LLC.

### **SUCCESS STORY**

Over the past four years we have been developing an IT organization, complete with people and technology improvements, that allows us to provide a leading platform for our investors and our residents who live in Northland communities. While we have updated and leveraged new technologies as it relates to our investor platform, smart homes, ERP, and CRM systems, I am most proud of the team of people that have been hired and developed over that time to undertake these initiatives alongside our peers in the business.



Mike Kasparian

Forrester Research, Inc.

### FORRESTER®

Mike serves as chief information officer, leading a global organization that manages all internal business technology. He is responsible for leveraging technology to drive productivity and deliver business value, ensuring network and data security, and optimizing technology operations. Prior to this role, Mike held various positions across Forrester's organization over the past 18 years, including vice president of business technology strategy and vice president of product for research and analytics.

### **SUCCESS STORY**

Over the last 4 years, Forrester has been driving a strategy to deliver advice and insights to our clients to develop a vision, strategy, and execution plan in the areas of IT, Marketing, Sales and Product Management. This effort was the single biggest product transformation in the company's history. Not only did we overhaul the entire product delivery platform, but also the backend systems and processes to deliver an incredible client experience. With the portfolio launching in the middle of 2021, we have seen a significant improvement in productivity for our delivery teams and are over-performing on top line targets.



Jim Kotarski

CIO, AlerisLife



Jim Kotarski is the CIO of AlerisLife, a provider of an evolving portfolio of residential and lifestyle services to older adults. Jim is responsible for all technical operation services, network, applications, project delivery and security for over 140 communities and 200 clinics across the country. Jim's global IT experience spans over 25 years supporting the media, financial services, information security, healthcare, public utilities, and management consulting at companies like Avid, Rapid7, SS&S, PricewaterhouseCoopers, Deloitte and Oppenheimer.

### **SUCCESS STORY**

AlerisLife, a provider of residential and lifestyle services to older adults has been impacted significantly by the pandemic. Internally, our team morale was at an all-time low and in need of a revival. Over the last two years we have accomplished many transformational projects, establishing foundations for future business success. My greatest accomplishment though, has been the rebuild of team morale. Our teammates now emphatically embrace and know the value their innovative thinking brings to our company strategy and are thriving in our culture of recognition. A culture that allows them to embrace our brand promise to 'never stop advancing.'



### Kartik Sakthivel

VP and CIO, LIMRA LOMA LL Global





Kartik serves as the Vice President and global Chief Information Officer for LIM-RA LOMA and LL Global, the largest and oldest nonprofit trade association in the financial services industry in the world. Through his nearly 25 year career in Information Technology, he has been in a variety of technology roles and has had the privilege of serving in leadership positions across multiple industries, in companies of all sizes – ranging from small and midsize firms to Fortune 100 organizations.

### **SUCCESS STORY**

- 1. Learning business in addition to global CIO, I serve as regional CEO for S.Asia. 2. Continual Learning - to set an example on continual learning, am pursuing a PhD in Comp Sci.
- 3. Sharing knowledge gave TED Talk in 09/2019 on need for all people embrace the digital age.
- 4. Sharing knowledge have is the honor of having published a book on leadership. Taking 18 m and at> 525 pages, "Find Your Red Cape" encapsulates that leadership is one of the most compounding forces in the world. Book is being considered as a textbook for leadership in institutions in India



Chad Wright

CIO, Boston Dynamics





Chad is the Chief Information Officer at Boston Dynamics, a Boston area robotics company that specializes in mobility, perception and navigation. His career in Information Technology has spanned more than 29 years, including roles in a variety of industries, such as marketing, software, healthcare, retail and robotics. He's worked at some of Boston's most innovative companies, including Avid, Endeca Technologies, athenahealth and Amazon Robotics.

### **SUCCESS STORY**

My greatest accomplishment is the implementation of a complete digital transformation that supported our organization's business transformation to a commercial enterprise. In under twelve months, we delivered an integrated CRM and ERP system that modernized our financial accounting and customer support systems, launched our manufacturing operations, and integrated our entire HR operations. As part of my cloud-first applications vision, we also laid the groundwork for enterprise data analytics. The entire program created visibility into critical data that enables rapid decision-making and operational efficiencies that led to a reduction in order cycle time by 75% in our first year of operation.



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**2022 LEADERSHIP RECIPIENT** 

# **Don Anderson**

CIO | Federal Reserve Bank of Boston (fmr)

# How agility can lead to innovation and stability

By Laura Newpoff, Contributor

"Agility" might not be the first word that comes to mind when someone is asked to describe the inner workings of a 108-year-old government institution. But the ability to move quickly and easily was top of mind for Don Anderson when he was charged three years ago with overhauling the human resources, finance and procurement functions of the Federal Reserve – a project that impacted 22,000 employees.

More than 350 people came together to work on the technology project called Orion that began with a two-year timeline in the summer of 2019. Even though Covid-19 presented challenges and diverted resources, Anderson and his team beat their deadline and launched it in 23 months. Agile methods worked and led to new and unique features, such as mobile capabilities for various functions.

While it was a technology project on paper, for Anderson and his team, the effort really was about cultural transformation. More agility, he thought, would lead to more innovation and stability.

"Once we officially kicked off the transformation, we never spoke

openly about technology again," said Anderson, who held the title of business transformation executive at the time. "The shift was to business capabilities and the value they would deliver – a new roadmap leveraging cloud technology that allowed for the faster adoption of new functionality and business processes that could change as fast as the business required."

### Building trust and enterprise resilience

Anderson recently left the Federal Reserve Bank of Boston to become CIO at Tiger Global, a New York-based investment firm focused on public and private companies in the global internet, software, consumer and financial technology industries. His career also includes a senior consultant role with Hewlett Packard Enterprise focused on the development and execution of IT transformation strategies for Fortune 500 companies. He also serves on the boards of the Advanced Cyber Security Center, Wall Street Technology Association and Boston CIO Leadership Association.

Many of the best practices he's seen over his 23-year career still are applicable today.

"Trust is fundamental before

anything else," he said. "While we'd love to spend time on the latest technology trend, an IT organization that does not provide stable and secure operations while providing a strong user experience will be challenged to move further up the value chain."

Anderson's new role has provided him with an opportunity to "get back to the basics of ensuring a strong foundation where simpler is better, while at the same time establishing credibility that can be called upon later as we move further along in our roadmap."

Anderson, like other CIOs, is driving enterprise resilience in the wake of the pandemic. IT was brought to the forefront to help organizations adjust to unprecedented challenges.

"As we've all had our fair share of unplanned outages, IT is the clear expert within most organizations to plan, practice and manage business disruption," he said. "In many organizations, IT played a very marquee role in not only managing the disruption of the pandemic but leading the return to the office. As IT leaders, we are most likely the ones who have prepared, practiced and managed major events. We've demonstrated that we can identify

and manage risks, are masters at large scale execution, and can remain calm, cool and collected during even the most trying times."

Navigating other challenges
Another top challenge CIOs face
these days is finding talent. The
speed at which new skills are
required is only increasing while
there's still a need to support
technology that still is current. As IT
teams seek to develop and build a
more diverse workforce, their
aspirations will need to consider
employee expectations in this new
world of remote and hybrid work, he
said.

Other challenges CIOs are grappling with can be overcome through networking, a skill Anderson wishes he practiced earlier in his career.

"Chances are, someone has already faced a challenge I'm dealing with and hearing directly from them what went well and what didn't is incredibly valuable," he said. "Beyond our profession, I enjoy speaking with vendors and recruiters for insights as to what they believe is on the horizon. And I never pass up the opportunity to be mentored or serve as a mentor. I love both and I believe in every case, I've learned more than I gave."



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