

# Technology Conference 2023

Speaker: Multiple



**CONTINUING  
PROFESSIONAL  
DEVELOPMENT**

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Linda, Ian, Paul, Sonia,  
Chris, Emma & Rachel



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# Shaping the Future of Work

Kevin Empey, Founder WorkMatters

25<sup>th</sup> January 2023

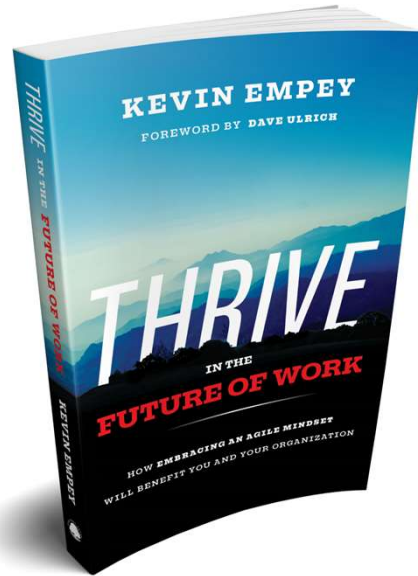
[Kevin.empey@workmatters.ie](mailto:Kevin.empey@workmatters.ie)



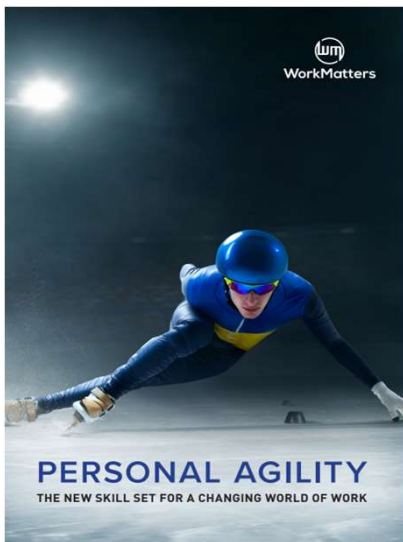
**WorkMatters**

*People & Leadership Solutions  
for the Changing World of Work*





- **Managing Director, WorkMatters**
- **Leadership Development & People Strategy**
- **Future of Work Strategy and Implementation**
- **Programme Director & Coach, Senior Executive Programme, IMI**





# Shaping the Future of Work

- Some Context
- Managing the Next Phase of Work
- Looking to the Future, beyond Hybrid



# Several forces have been transforming the world of work for a long time....



**Pace & Frequency of Change**



**Globalisation and customer expectations**



**Society and workforce**



**Talent Scarcity and changing skills**



**Technology & Connectivity**

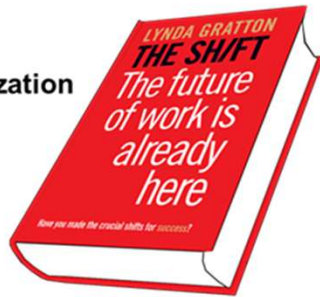


**Changing Demographics**



**Resources & Sustainability**

# Future of Work?



“We stand on the brink of a technological revolution that will fundamentally alter the way we work, and the way we live, long before we fully understand what the implications are. In its early stages, this revolution will be messy and complicated. It will be unlike anything our kind has ever experienced before.”

**Beware of COVID-19! Keep your family and Loved Ones Safe! STAY AT HOME!!**

— Klaus Schwab, Founder and Executive Chairman, World Economic Forum, 2016)

# Future of Work ? From an organizational perspective 6 clear realities at play that are challenging traditional norms and assumptions

**Reality #1.** Dealing with greater complexity and ambiguity

**Reality #2.** More rapid and continuous business model disruption

**Reality #3.** Delivering short term strategy while sensing & responding to change

**Reality #4.** Increasing options for how and where to get work done

**Reality #5.** Work and Workplace expectations are changing fast

**Reality #6.** Agility as a sustained capability, not just an episodic necessity



The current transition to more flexible work models we are experiencing is part of a wider journey towards greater organizational agility and adaptiveness

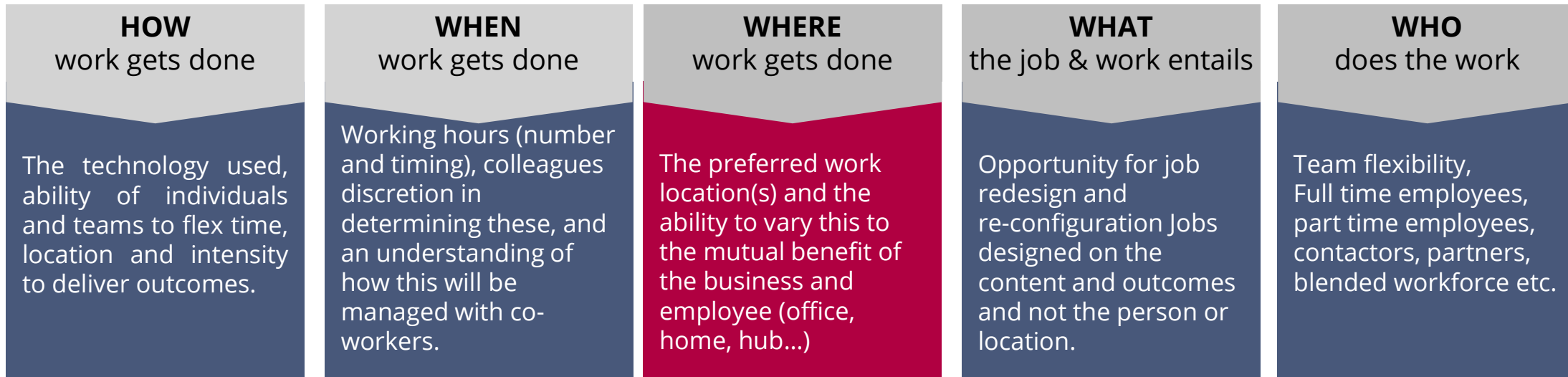
	TRADITIONAL ORGANISATION	ADAPTIVE & AGILE ORGANISATION
STRATEGY	<ul style="list-style-type: none"> <li>• <b>Top down</b> vision, purpose and planned strategy</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Shared</b> vision, purpose and adaptive strategy</li> </ul>
STRUCTURE	<ul style="list-style-type: none"> <li>• Designed <b>primarily for stability</b></li> <li>• <b>Hierarchical</b> and siloed</li> </ul>	<ul style="list-style-type: none"> <li>• Designed <b>for stability and dynamism</b></li> <li>• <b>Networked</b> – flat and cross functional</li> </ul>
TECHNOLOGY	<ul style="list-style-type: none"> <li>• <b>Analog</b>, centralised, enabling the business operate</li> <li>• <b>Random, dispersed</b> acts of digital, tool for work</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Digital</b>, local, democratized, extending the business</li> <li>• <b>Digital integration</b>, everywhere, augmented</li> </ul>
PLANNING	<ul style="list-style-type: none"> <li>• <b>Linear and sequential, directive</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Iterative and dynamic, directive &amp; emergent</b></li> </ul>
CULTURE	<ul style="list-style-type: none"> <li>• <b>Hierarchical, top down, controlling</b>, goals and delegation cascade</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Collaborative</b>, local accountability and execution</li> <li>• <b>Open mindset, iterative</b> including <b>rapid</b> experimentation and learning</li> <li>• <b>Flexible and Agile</b>– ways of working, optimization of resources, jobs, data and technology</li> </ul>





# ‘Work Flexibility’ now and in the future

- Further decisions ahead with regard to the workplace and new ways of working



A Flexible Work model is not just about the “Where” work gets done

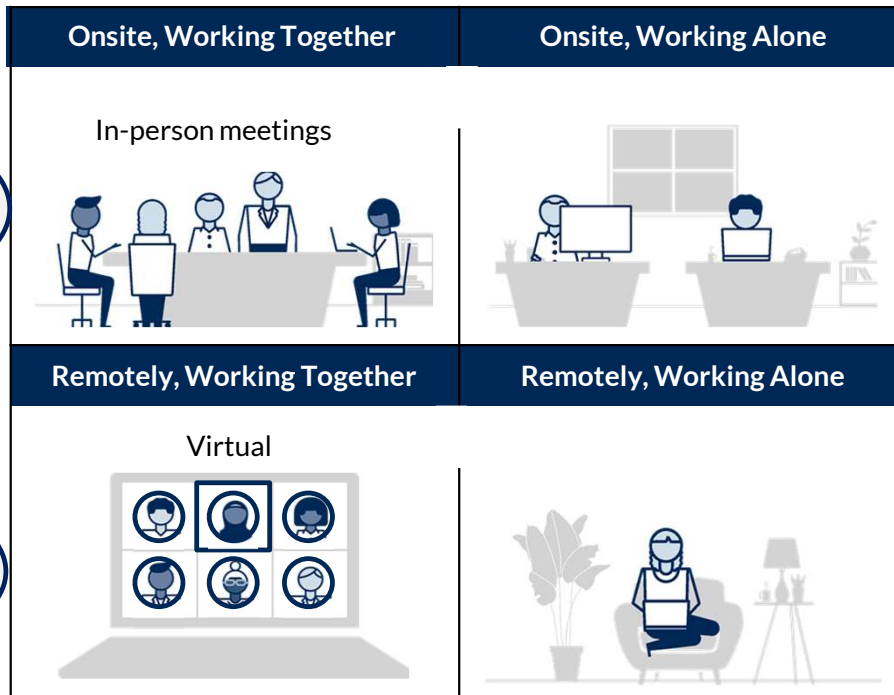


# Our relationship with work is changing

We are re-setting 'how and where work gets done' through 3 main modes: In-Person, Remote and Hybrid

1. Co-  
Located / In  
The Office

2.  
Distributed  
/ Remote



Synchronous Work

Asynchronous Work

Hybrid, Blended, SMART



3. Hybrid /  
Blended

"We now have to learn to be effective and deliberate with **all 3** work modes, at any given time, in order for work to get done and for collaboration to happen"

Satya Nadella,  
CEO Microsoft

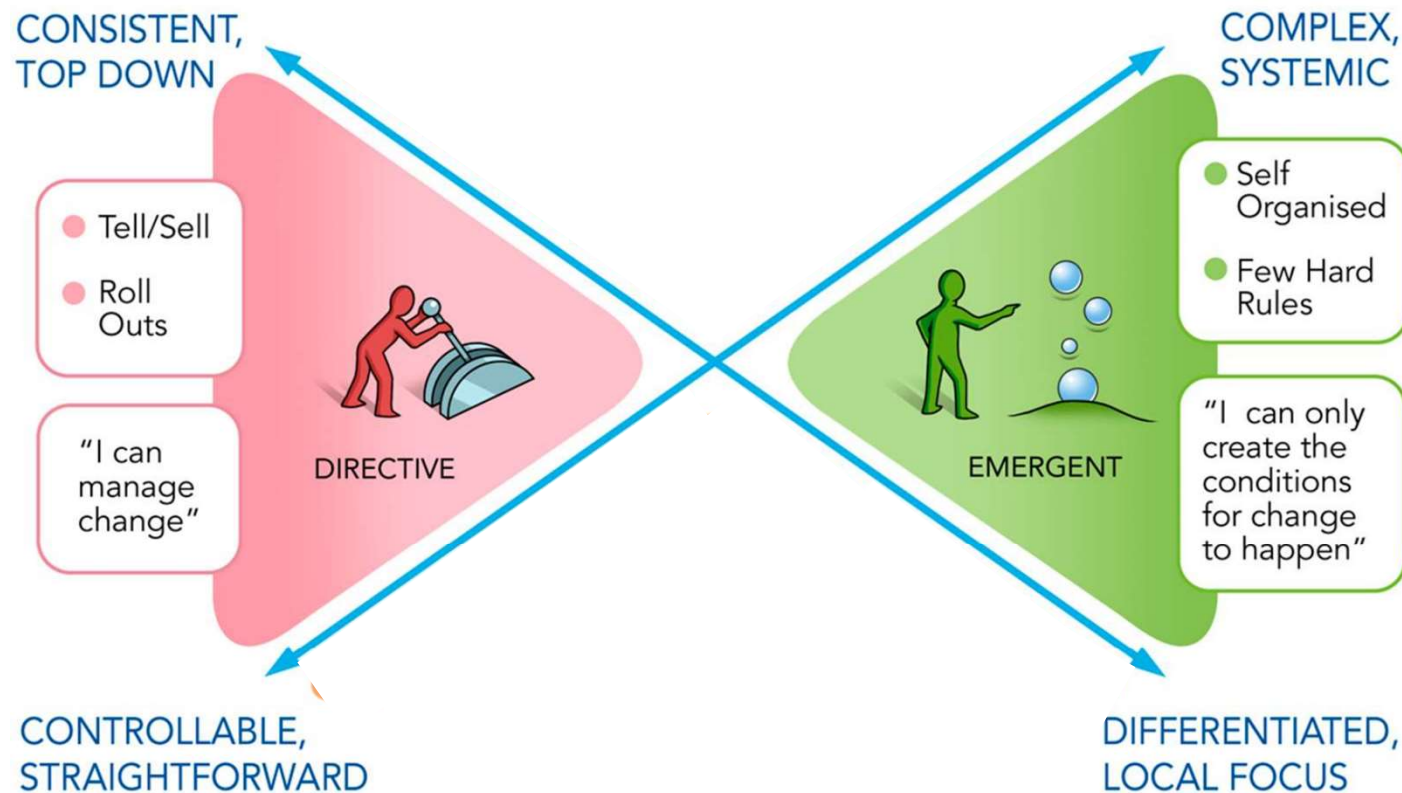
# Managing the Next Phase of Work

## The Leadership Challenge

1. Engagement & Enablement
2. Culture & Connection
3. Performance & Productivity

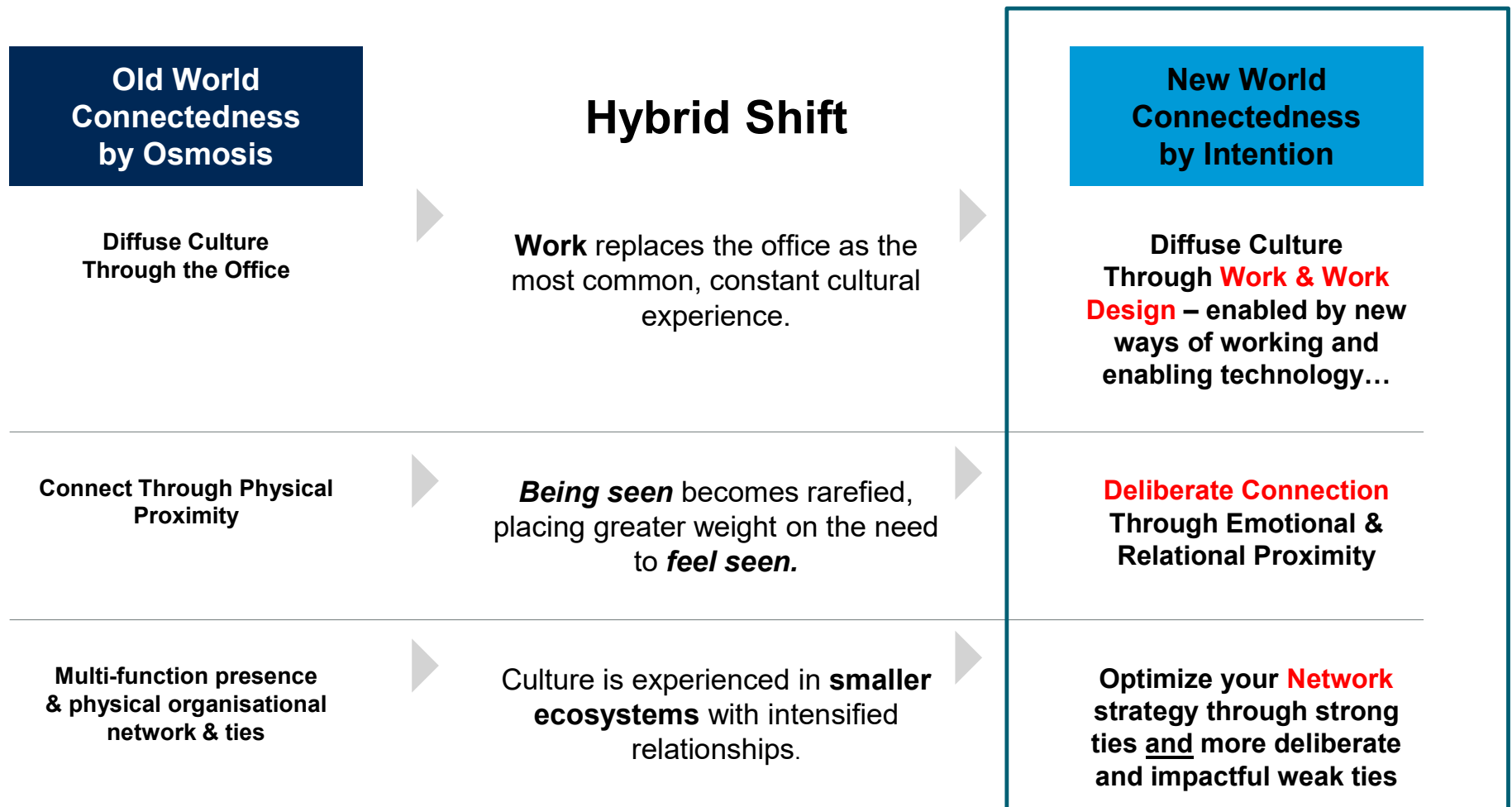


# The Change Management Challenge for the transition to Hybrid – a balance between directive and emergent change.....



- Experimentation
- Freedom within in a Frame
- Learning through experience
- Open to change and iteration
- Shared Accountability

# Enhancing Connectedness in a Hybrid World





# Performance & Productivity – Some emerging themes



1. (Re)Definition of Performance in a Hybrid Work environment e.g.
  - Task Productivity
  - Social Productivity
  - Learning Productivity
2. Performance & Contribution part of the employee experience and captured “on the go”
3. Heightened importance of skills such as feedback, honest conversations, purpose driven work, visible recognition

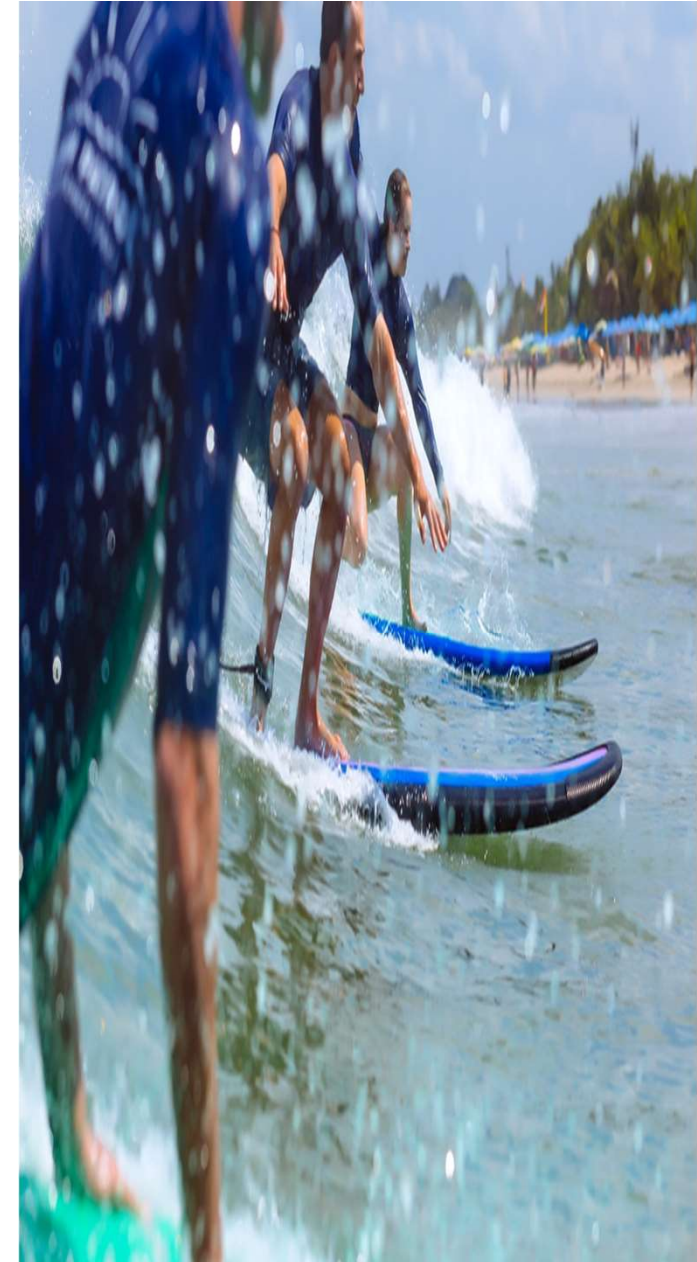
# Shaping the Next Phase of Work

- Some Context
- Shaping the Next Phase of Work
- Looking to the Future, beyond Hybrid



# Future of Work – “Beyond Hybrid”

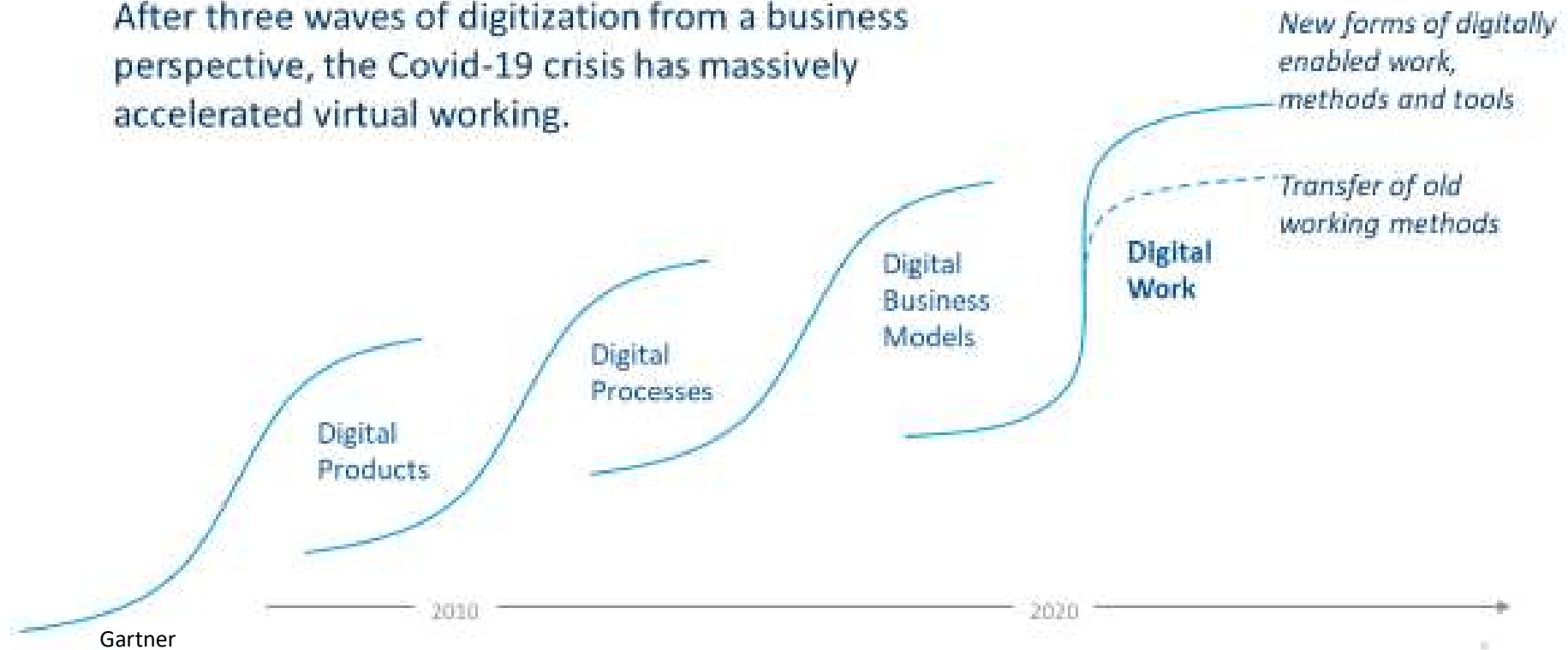
1. Building supporting processes, tools and skills **to support flexible working, cultural alignment and productivity**
2. **Work Design 4.0** – it’s not just about ‘where’ work is done
3. Looking towards next phase of **Digital transformation**, what it means for work and *how* it will be led
4. Building on the leadership, change management, resilience and agility enabling lessons as **sustained capabilities** for future change and opportunity.
5. Developing a **Future of Work strategy** that joins the dots e.g ESG, skills, DE&I



# Digital Transformation moving to a new phase.....

## Future of Work after COVID-19

After three waves of digitization from a business perspective, the Covid-19 crisis has massively accelerated virtual working.



# “Exponential” advancement of convergent technologies

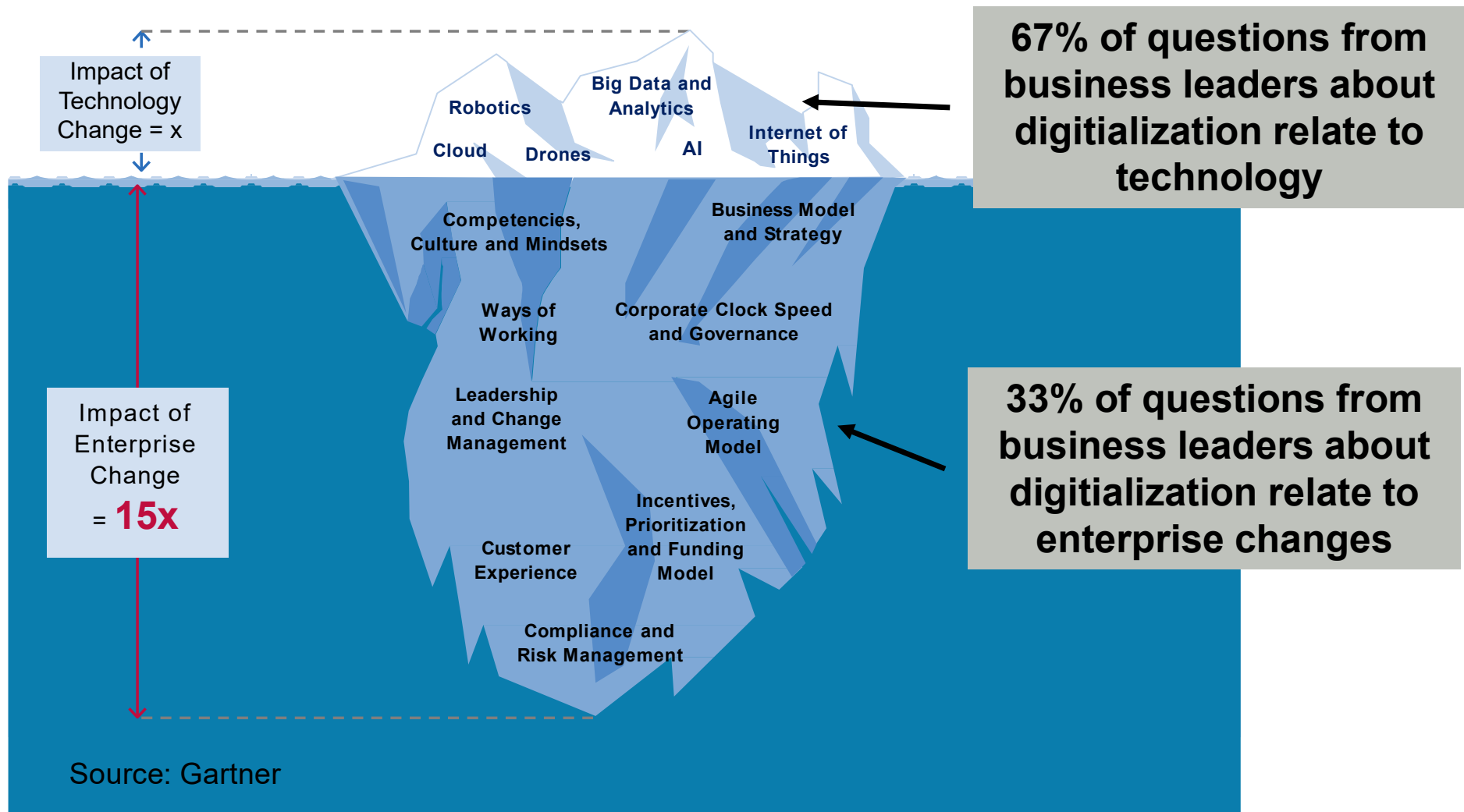
(Yuri Van Geest, Exponential Organisations)

	Cost (Averages) for Equivalent Functionality	Scale Impact
3D Printing	\$40,000 (2007) to \$100 (2017)	400x in 10 years
Industrial Robots	\$500,000 (2008) to \$1,000 (2017)	500x in 9 years
Drones	\$100,000 (2007) to \$100 (2017)	1,000x in 10 years
Solar	\$30 per kWh (1984) to \$0.02 per kWh (2018)	1,500x in 34 years
Sensors (3D LIDAR sensor)	\$20,000 (2009) to \$79 (2017)	250x in 8 years
Biotech (1 whole DNA profile of 1 human)	\$10,000,000 (2007) to \$100 (2017)	100,000x in 10 years





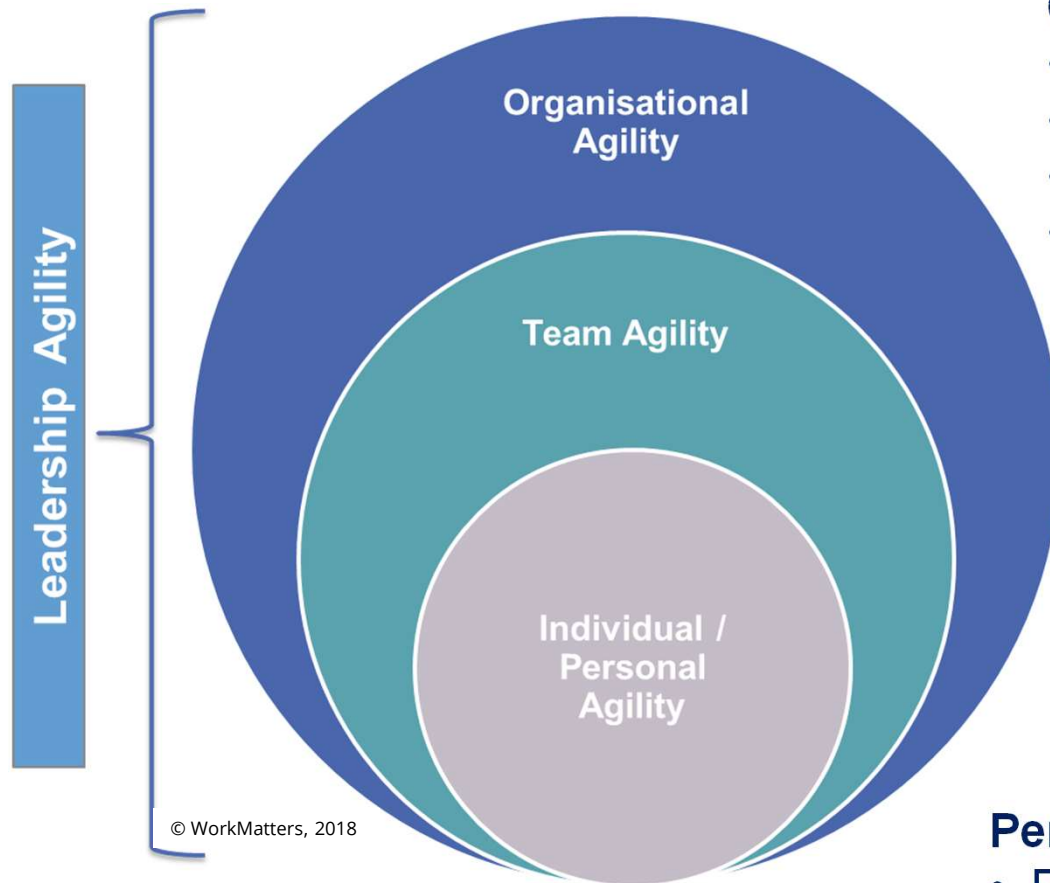
# Digitalization is not just about technology.....



**“Agility at organization, team and individual level is the key adaptive quality required to deal with increasing and turbulent change”**

**(McCann and Selsky)**

# Agility needs to be understood and applied at different levels



© WorkMatters, 2018

## Organisational Agility

- Strategy & Culture
- Structure & Processes
- Technology
- Workforce & People Practices

## Team Agility

- Shared Goals & Alignment
- Agile Processes, Problem Solving & Decision Making
- Supportive Relationships
- Accountability

## Personal Agility

- Personal/ Individual Agility



# Attitude: The Agile Mindset needed for navigating the Future of Work

I am **open** to challenge, continuous learning and new experience (Growth Mindset)

I can embrace and be **comfortable with change** and ambiguity

Driven by a **purpose and possibilities** as well as strategy and outcomes

A bias for informed action, comfortable with iteration and **experimentation** including digital enablement

Emphasis on collective knowledge, **collaboration**, diversity and co-creation



WorkMatters



# What are the skills most associated with 'personal' agility?



# My Personal GPS Plan for navigating the Future of Work

## Goal

- What is the goal(s) / purpose/ destination that is *driving* me
- Why is it important (really)



## Practice

- What small (or big) things can I do to move in this direction
- What mindset or skillset actions do I need to take

## Sustain

- How do I know I am progressing
- Celebrate, reflect, learn, adjust



# Discussion



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for the Changing World of Work





# Is there any opportunity for SMEs in the post-pandemic talent market?

Mary Purcell





**“...the biggest underlying challenge for Irish Companies is the availability of labour and skills and having a workforce that’s available to work...”**

*“Leo Clancy, CEO, Enterprise Ireland, 10/1/23”*





# Agenda

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- **Connecting shifting expectations to the SME context**
- **How can SMEs attract and compete for talent?**
- **How can SMEs keep talent?**

# Connecting shifting expectations in the context of the SME

# Paradoxes at play

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**Work's importance has reduced in our lives – yet our expectations of what it can offer us has increased**

**We want autonomy and flexibility – but we want real-time feedback and to connect & belong**

**We're in the midst of rapid digitalisation – but we can't disconnect – burnout is on the rise**

**There's a desire for remote working - yet there's a growing isolation & loneliness epidemic**

# The Modern Worker

---

~~"I don't want to be a modern worker"~~  
"I don't want to be a modern worker" into "me"

"So I can focus on value  
"I want to be a modern worker"  
added work"









# How can SMEs attract and compete for talent?



# Attracting Talent

- Speed
- Plug into Internal Networks
- Boomerangs!
- Alternative Talent Pools
- Interview each candidate like they are going to get the job
- Help them get the next opportunity with you

# How can SMEs keep talent?



“There’s no magic formula for great company culture. The key is just to treat your staff how you would like to be treated”

*Phil Baron*

# Changing Expectations of Leadership



## Trust, compassion, stability and hope

These are the four most important traits  
that followers, including employees,  
need leaders to exhibit.

GALLUP®



Empathy Is The Most Important Leadership Skill According To Research

forbes.com • 3 min read



**Are you good to work with?**

# Top 3 Questions for any leader

1. How can you build rapport and relationship with your team member
2. What's important to your team member
3. How can you help that person be successful

# Top Actions for an SME

1. How can you ensure that the topic of talent is consistently prioritised on the strategic agenda
2. What can you amplify within the DNA of your business in the context of changing expectations & the Modern Worker
3. Consider how Technology can enhance your talent capability
4. Plug into supports & networks

# Thank You



circuit



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Verifying the trusted source in every transaction



**Nicola Peoples**  
Commercial Manager

Email: [nicola@circuit.io](mailto:nicola@circuit.io)  
Tel: +353 83 3218223



# Circuit's Solutions







# Inside the Circuit Platform



Independently  
Verified At Source

Automation Driving  
Efficiencies

Client  
Communication



# Member Offer - 10% Discount

when 3 or more products are purchased



**Confirmation  
Requests**



**Verified  
Transactions**



**Verified  
Insights**



**Verified  
Analytics**



**PBC Client  
Collaboration**



**Signing  
Documents**

\* Minimum of 150 client entities. Offer valid until Feb 28th 2023



A Dedicated Customer  
Success Manager

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circuit

# Thank You

For more information contact:

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[www.circuit.io](http://www.circuit.io)



# A practical guide for leveraging Intelligent Automation



# Chris Howard

CEO



Chris Howard is CEO of Inpute Technologies, a leading provider of bespoke intelligent automation solutions with offices in Ireland, the UK and in Poland.

Chris has over 30 years of experience and knowledge in the designing and implementing complex intelligent process automation solutions into both the public and private sector. Chris possesses a wealth of deep industry and market understanding; which he shares when acting as a trusted partner to his customers, to facilitate their success.

“ Our business isn't technology. It's human expertise—the kind that listens to your goals, understands your needs, and figures out the best approach to solving your problems. ”

# About Inpute



## Effortless intelligent automation that just works

Our solutions help to transform business processes and outcomes for our customers.

- 22 years experience
- Strong in-house expertise
- European footprint
- Medium to large enterprise scale clients
- Private and public sector





# Purpose and scope

- **Process automation**
  - Intelligent OCR
  - RPA
  - Workflow / case management
- **Use cases**
- **Trends**
- **Lessons learned**

**86% of employees want to use automation but only 30% of business leaders give them access to it, and even fewer (5%) allow them to create their own automations.**

*Bain & Company and UiPath research "Overcoming the Automation Paradox"*



# Case Study – Tax Compliance



## Global Manufacture & Distribution Customer

### Business Results

- Reduced exposure to tax compliance fines and reputational risks.
- End to end automation from previously labour intensive
- Hrs instead of months collating data
  
- Intelligent OCR
- Workflow

### Setting the scene

- Approached by high value customer who faced significant tax compliance risks on exports.
- Goods received into main warehouse in Ireland before being shipped throughout Europe. A tax / duty audit in any country could trigger major compliance issues.
- 9 different document types (Airway Bill, Bill of Lading, Credit Notes, Invoices, Proof of Delivery etc.) with 30 different layouts with data saved in various locations.
- Invoice and delivery data stored in SAP
- Transfer pricing was also a solution requirement due to multi-currency jurisdictions

### Solution

- Capture technology used to automatically ingest and extract key information from different document types as shipments received via email and Hotfolder integration and lookup to SAP.
- Workflow tool keeps track of whether a shipment has all the related documents associated with it and creates a pack.
- Once all the mandatory documents enter the system then the pack is then flagged as complete. All key data has been extracted allowing easy retrieval.
- Reporting Dashboards (traffic lights) used to show the current status of the packs.

.....RPA is a tools that is part of a larger business process automation strategy, software “robots” can easily be configured to trigger responses, manipulate data, and communicate with other digital systems....



# Case Study – RPA

IAXA Insurance



## Setting the scene

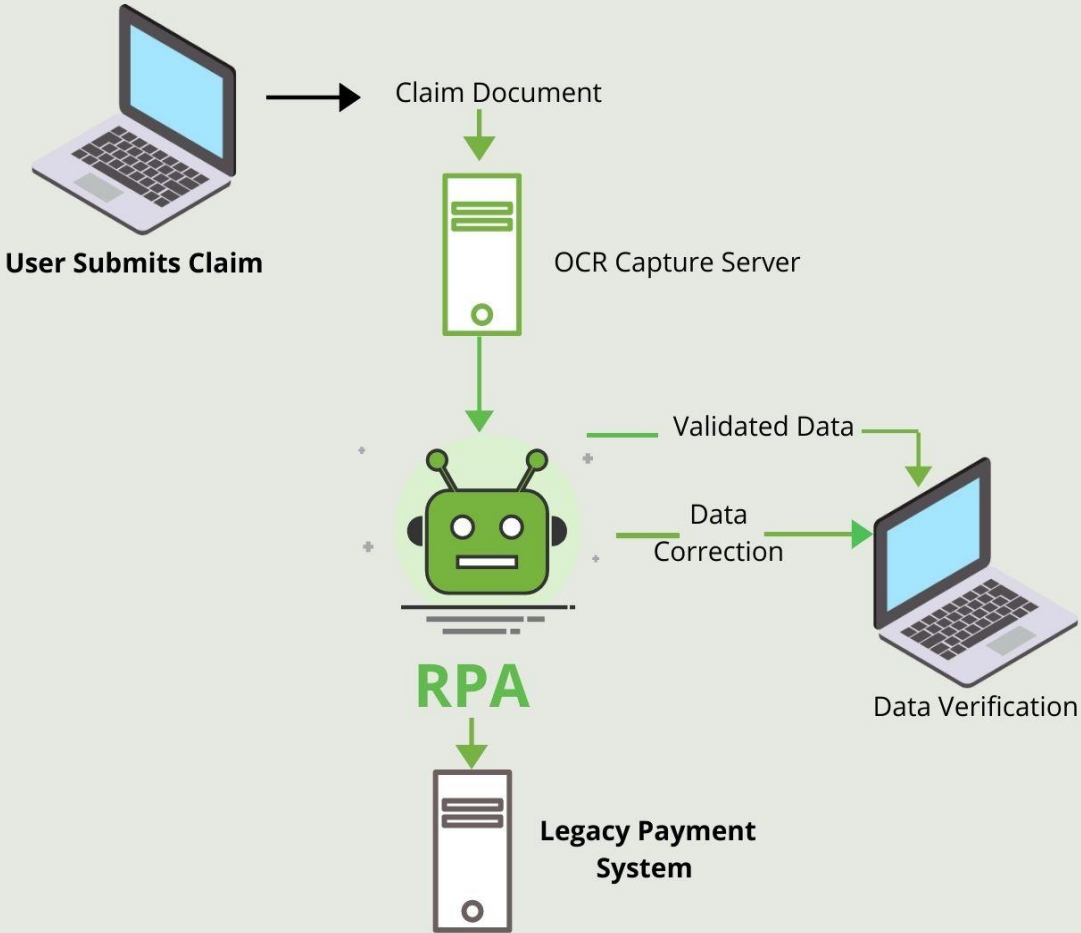
- AXA needed to streamline statement processing requirement.
- Seeking to reduce the number of manual errors made in this process and the amount of man hours spent entering and validating data.

## Solution

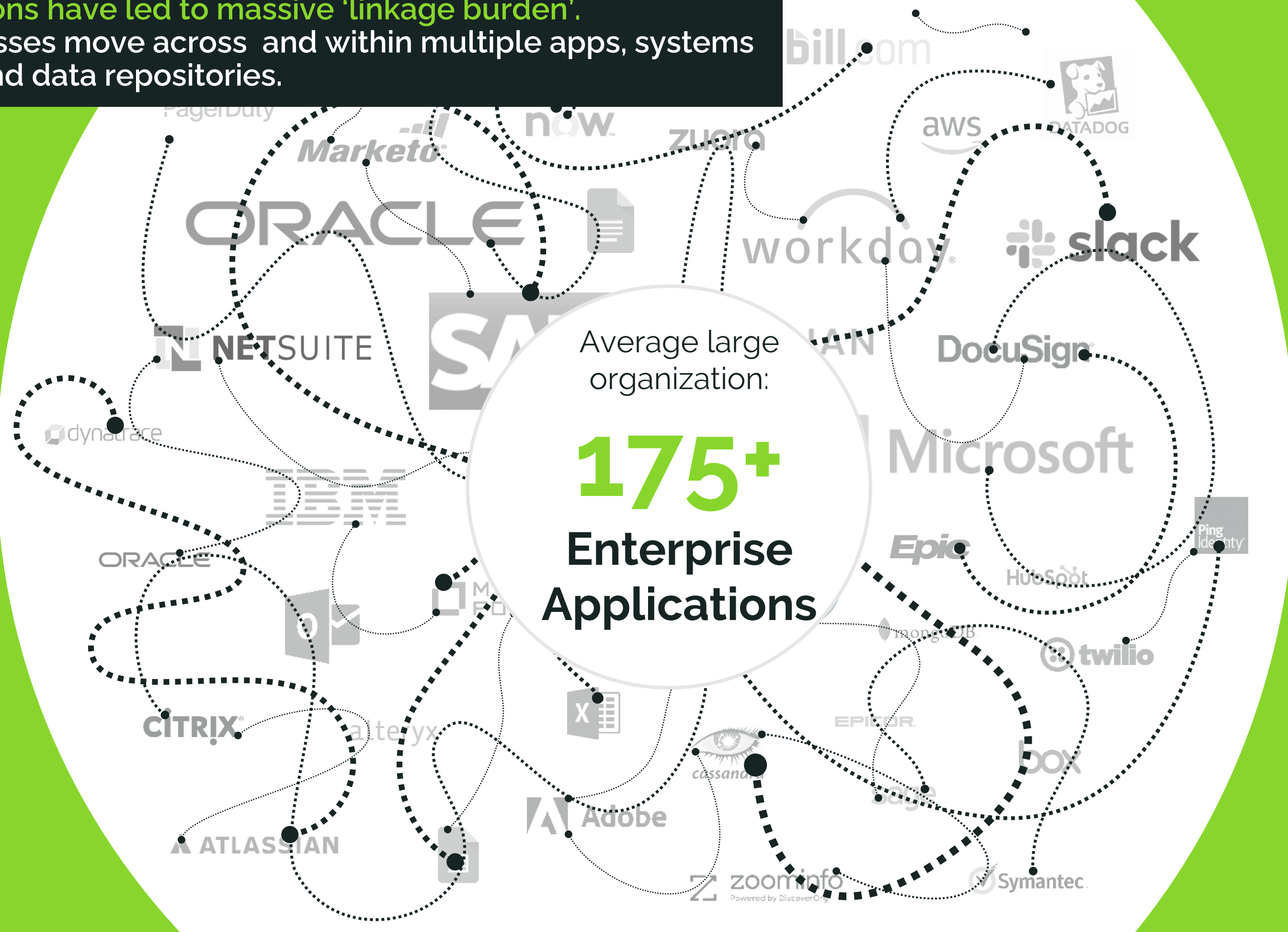
- Automated data capture eliminating keying errors in the process.
- Robot cleans and validates captured data. Previously performed by AXA staff.
- Robot then verifies that the claim contains correct data.
- Integrates with customer's legacy system to process payment.



- Intelligent OCR
- RPA



Point Solutions have led to massive 'linkage burden'.  
Work processes move across and within multiple apps, systems  
of record, and data repositories.





# Case Study – change of a/c details

BPO client



- Intelligent OCR
- RPA
- Document Management

## Setting the scene

- Back end process to update contact details and change of address
- Time consuming and laborious process with updates needed to three separate back end systems.
- Manual data entry prone to error

## Solution

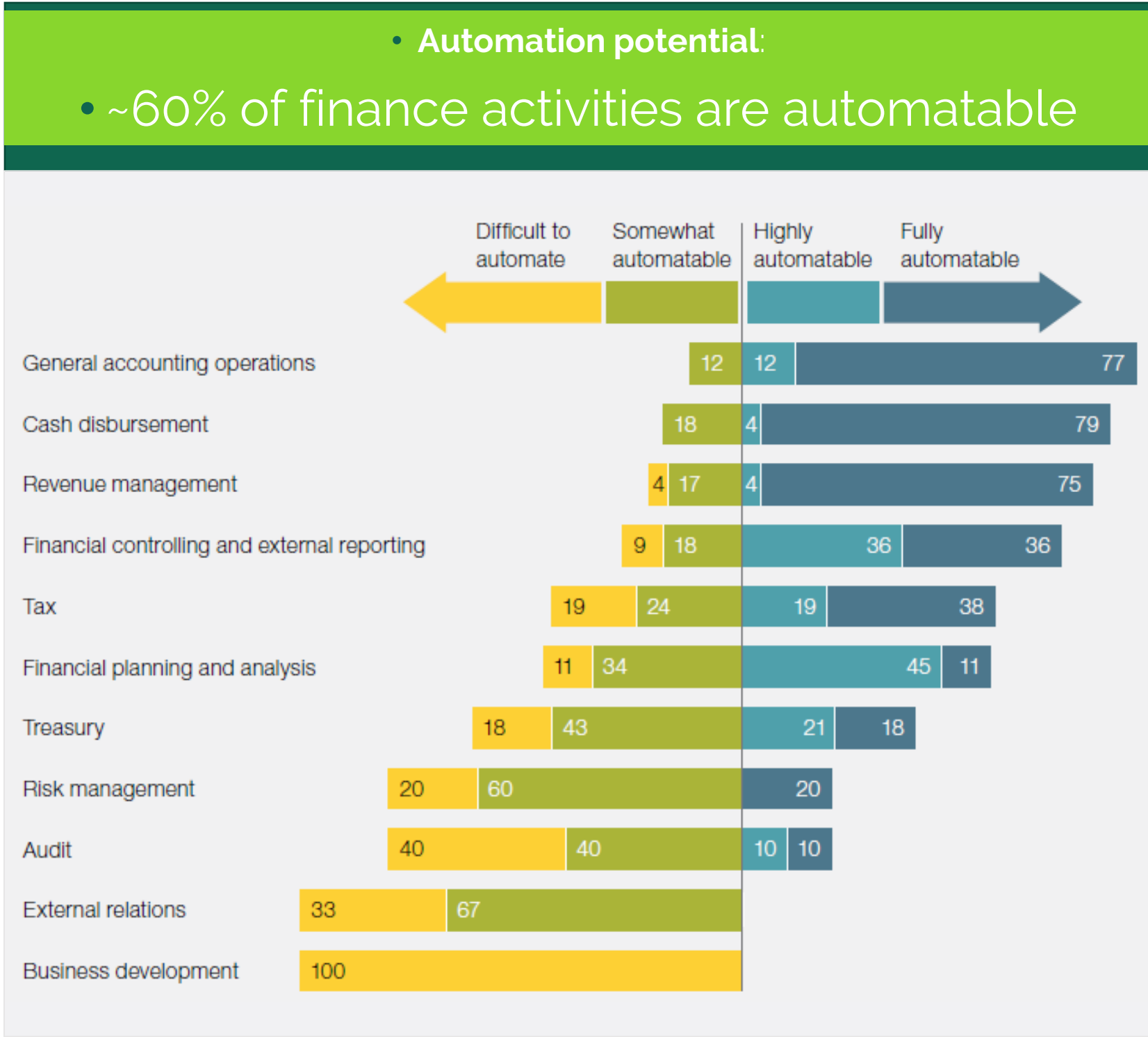
- Implementation of RPA and OCR solution to monitor emails with specific content
- Where email matches business rules, 'bot' triggered to extract key data and update back end applications
- Where data fails business logic, transaction queued for user intervention.



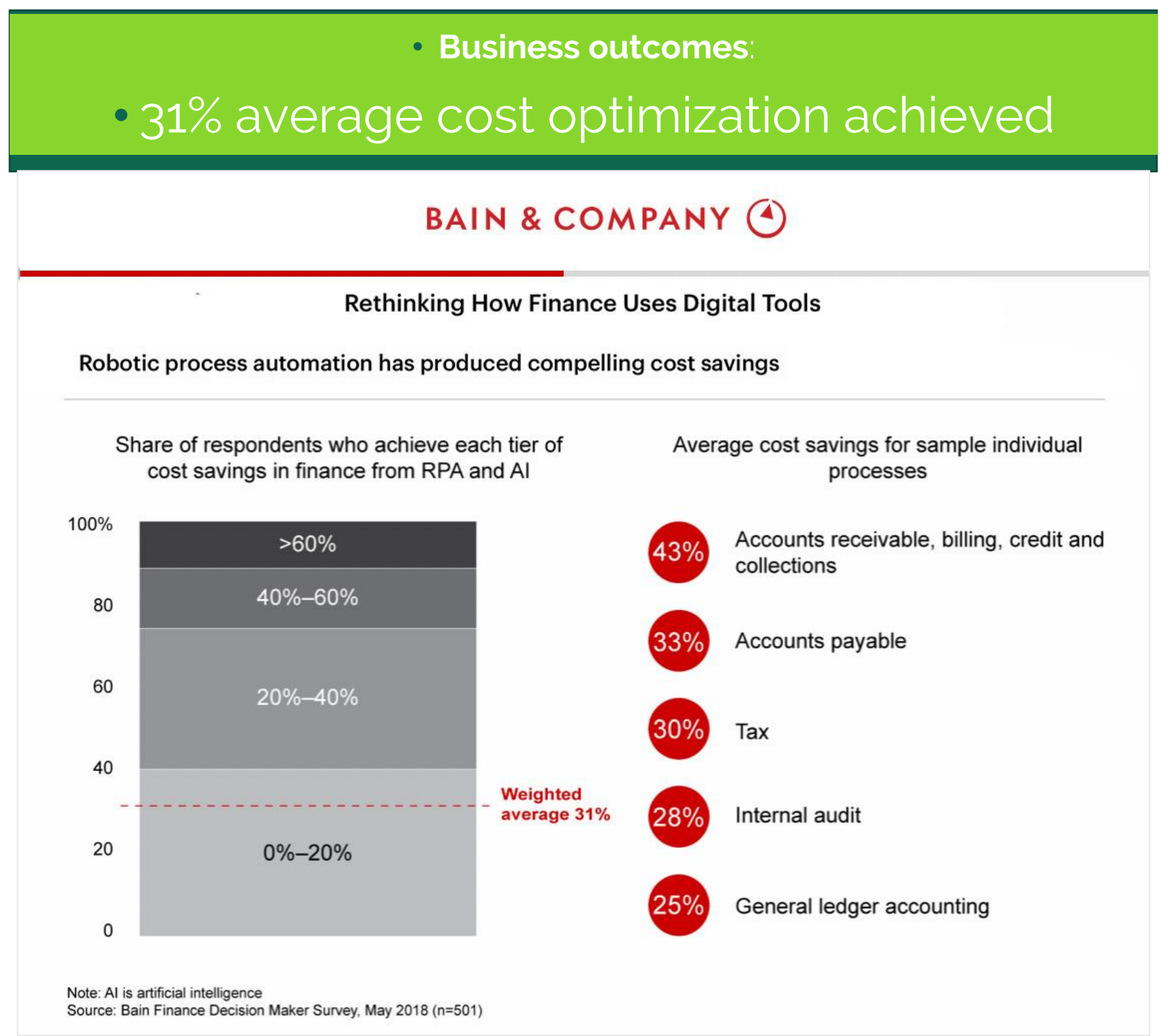
# The automation opportunity for finance functions



# What Analysts Say About Finance Automation

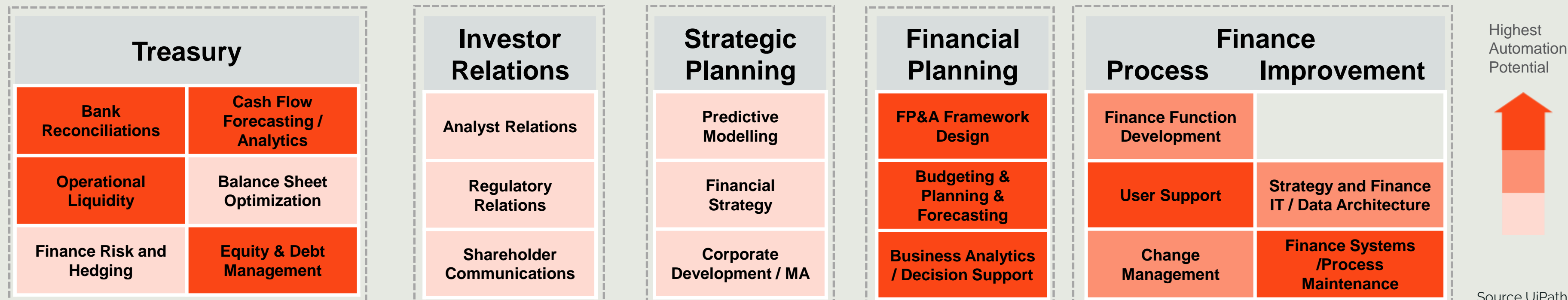
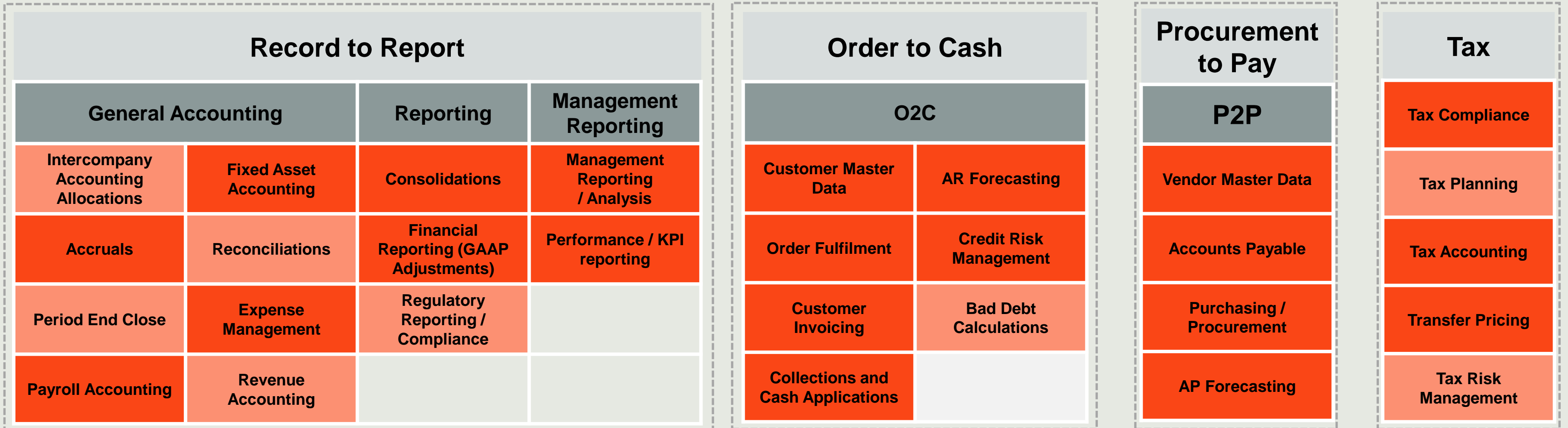


Source: McKinsey – Bots, algorithms, and the future of the finance function, 2018



Source: Bain - Rethinking How Finance Uses Digital Tools, 2018

# Process Heatmap for Finance Departments



# Potential Benefits



**Reduce Cost**  
**Improve Working Capital**  
**Increase Productivity**

- Increased spend visibility
- DPO, DSO, DIO improvements
- Other cost savings



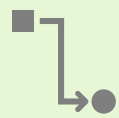
**Scale Faster**

- Being able to scale without increasing costs
- Increase scope without increasing headcount
- Increase service level with no additional costs



**Elevate Employee Experience**

- Allow employees to work more efficiently and focus on value-add tasks



**Increase Process Effectiveness**

- Standardise requests and data inputs
- Identify and eliminate process bottlenecks



**Reduce Cycle Time**

- Reduce time to close monthly, quarterly, annually
- Efficient forecasting
- E2E process consolidation



**Reduces Risk**  
**Improved Compliance & Regulations**

- Reduce risk of human error or variability
- Reduced risk of fraud
- Compliance made easier & efficient
- Utilise logs to confirm steps taken within a process and track how decisions were made
- Efficient SOX compliance



**Enhance Customer Experience**

**76%**

**Cost reduction**

**63%**

**Increase in speed of processing**

**48%**

**Improvement in quality**

**40%**

**Reduced cycle times**

**33%**

**Risk reduction**





# Case Study – AP automation

## Montgomery Transport Group



### Business Results

- 50% reduction in invoice processing time with less manual errors
- 2.5 FTEs freed up to focus on higher value adding activities
- 50% ROI upfront with further synergies expected
- Intelligent OCR
- Workflow

### Setting the scene

- Accounts payable process handling up-to 200,000 invoice pages per annum.
- Some invoices handwritten and received via post. Others emailed.
- Invoices processed in eight site locations
- 5 ERP platforms (Sage 50, CDK, Sterling, Azyra & Sage 200) hosted through combination of on-premise and Cloud
- Slow invoice processing times, labour intensive and difficulties in reporting

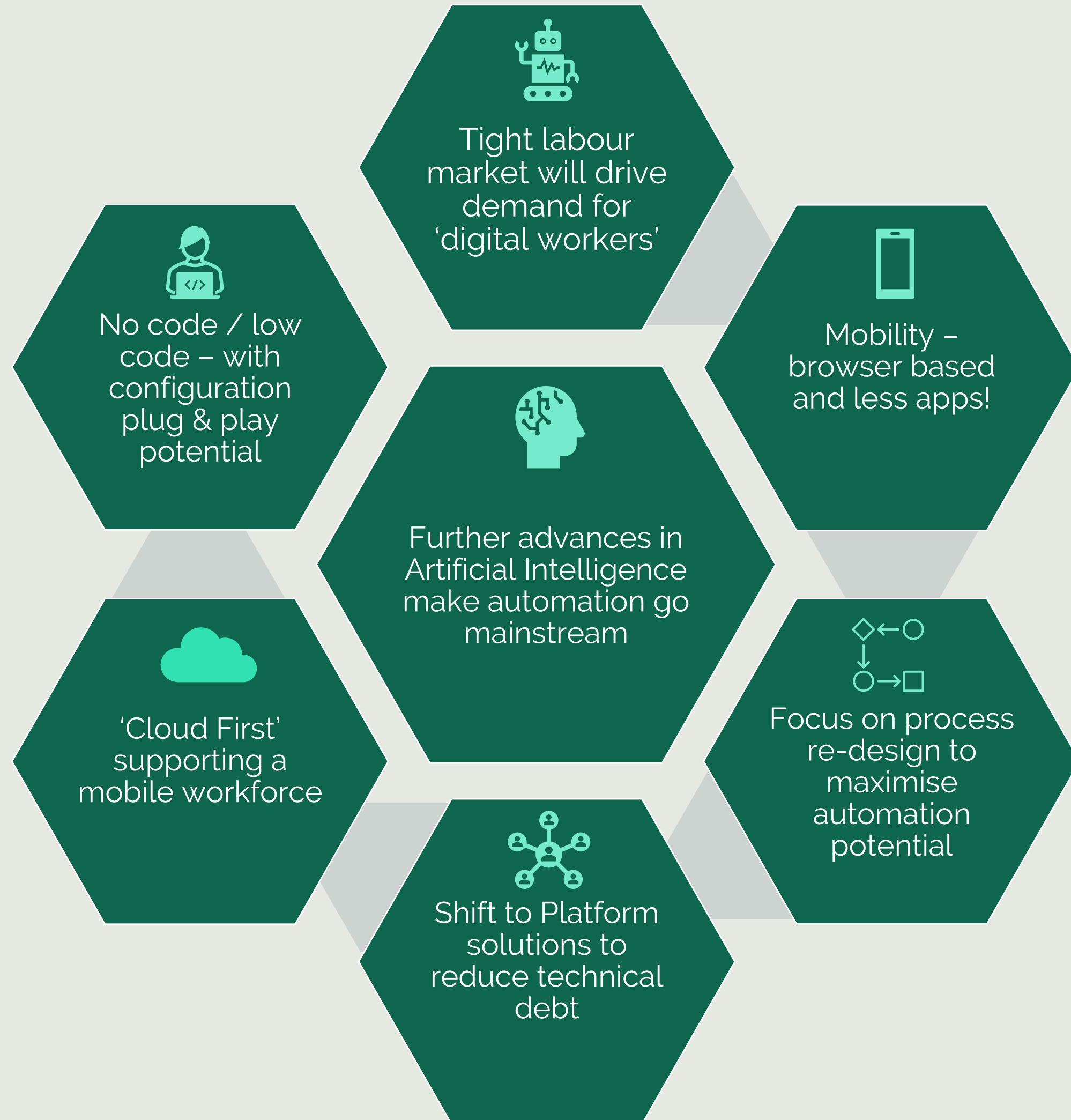
### Solution

- Intelligent data capture of invoices from several sources including email & post.
- Line level recognition of invoice data no matter where they originate in the business.
- Invoice data validated, enriched and automatically exported to each of the appropriate ERP systems
- Approval rules are built into the solution giving greater visibility into the invoice approval process and what actions are outstanding.
- Cloud based common document management tool facilitates remote working





# Some Predictions...



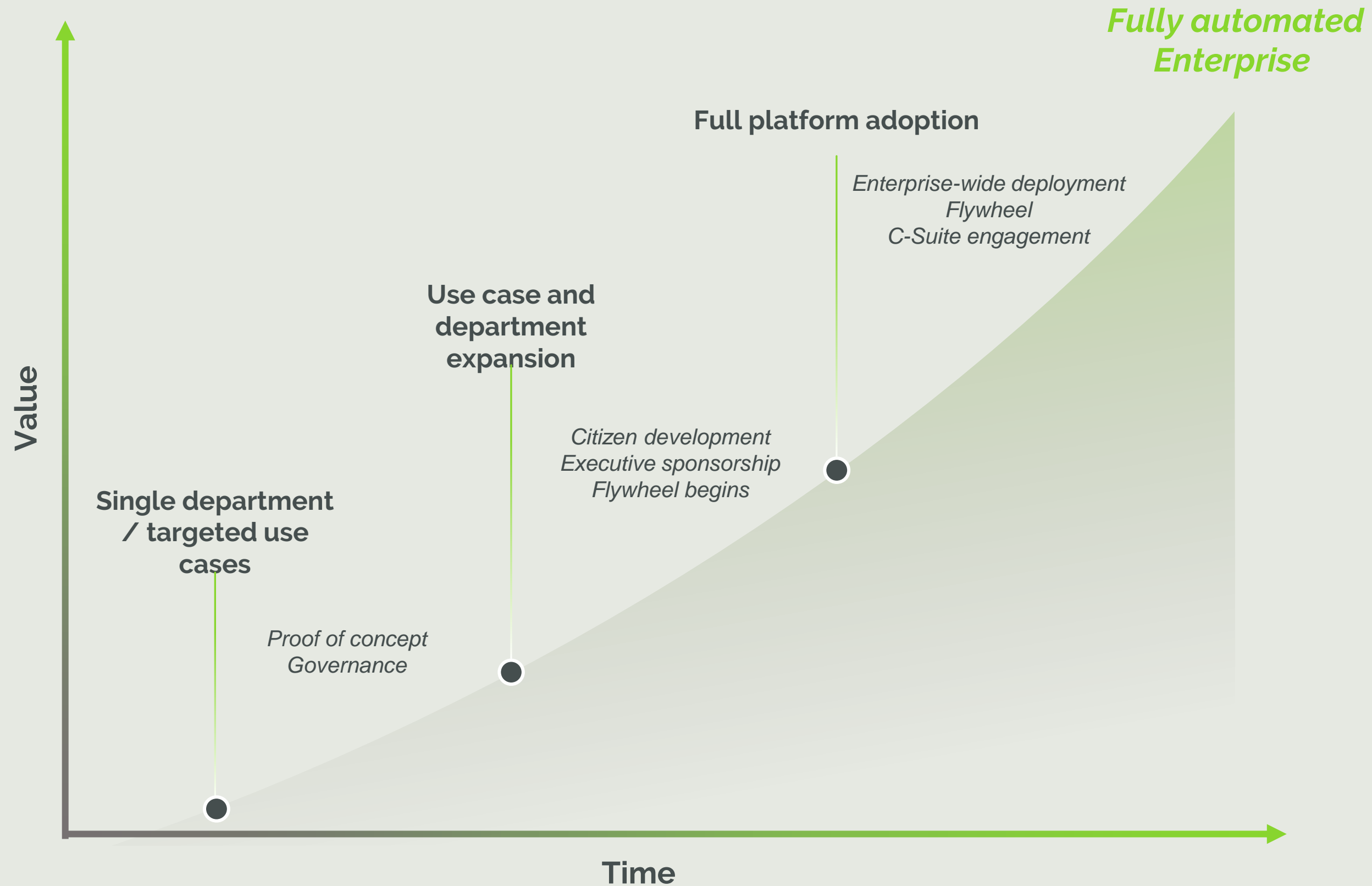
Section 3



# Where to start your automation journey?



# You're on a journey to long term value



# What processes should you automate?



Processes with  
standard readable  
electronic input type



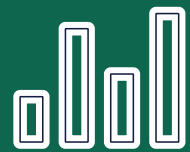
Highly manual and  
repetitive processes



Processes with low  
exception rate



Rule-based processes



High volume,  
low complexity



Stable processes and  
underlying applications



Processes performed  
by large teams



Mature, swivel chair  
processes

# Lessons learned

- Not everything can be automated. Important to spend time finding the right use case. Beware of the oversell and colleagues' expectations
- Discovery is critical
  - ✓ Understand the precise requirements
  - ✓ Identify every step in the process
  - ✓ Deal with edge cases
- Be aware of the impact of upgrades from your platforms. If a system changes enough it can break your automation layer. Need a plan for system maintenance.
- Confirm you have the correct budget in place. The ROI is real but it requires an investment to realise the return.
- Get the right stakeholders on board. IT are needed however the business need to lead.







**To request a consultation,  
please contact:**

c.howard@inpute.com

+353 1 5175105

LinkedIn

<https://www.linkedin.com/in/chris-howard-inpute/>

## Chartered Accountants Ireland - Member Offer

### Intelligent Automation Health Check Free 60 minute consultation

#### Health Check takeaways:

- ❖ Process heatmap review for your organisation
- ❖ Ranking on Capability Index relative to peers
- ❖ Establish priority automation opportunities versus needs
- ❖ Potential Return on Investment



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**inpute**



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**Thank You**



# Unlock the Power of Collaboration: Tools to Help Finance Professionals Succeed



# About Me

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- Born and raised in Dubai
- VP of Product at Bayzat
- Responsible for hiring, coaching and mentoring Associate Product Managers and Product Managers at Bayzat



# My Approach

A. Interviewed 3 professionals in Finance



Finance Manager  
Digital Service



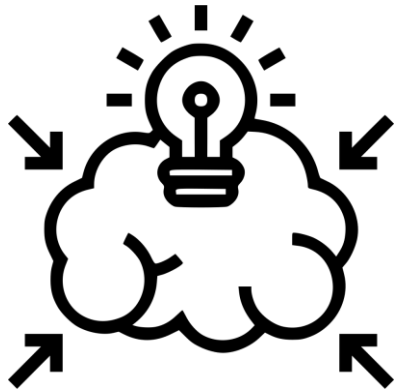
Finance Director  
FMCG



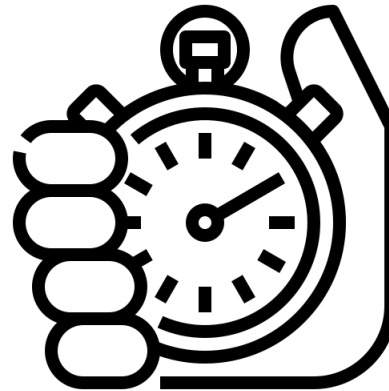
CFO  
SaaS/Tech

# My Approach

B. Identified pain-points and bucketed them into themes



Brainstorming



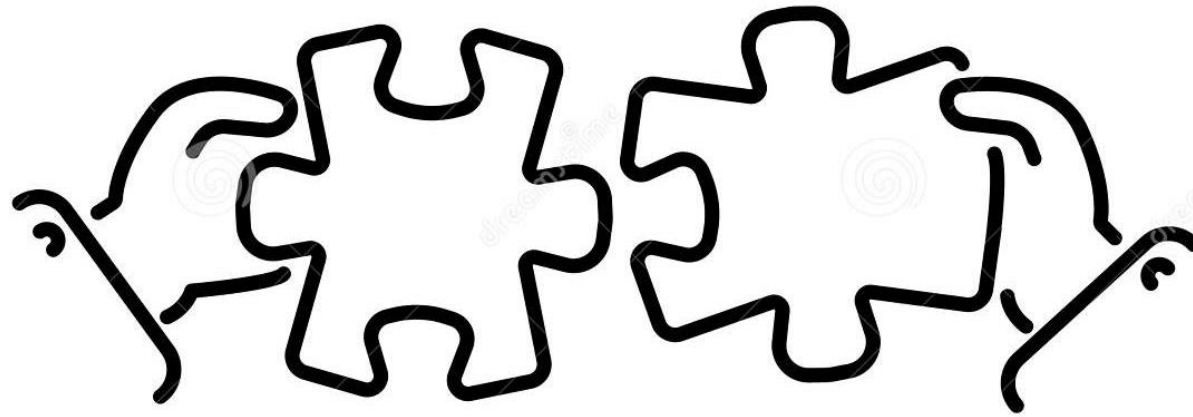
Managing and tracking time



Communication

# My Approach

C. Mapping collaborative tools to the themes





# Brainstorming



# Miro

The screenshot shows a Miro workspace titled "HR User interviews". The interface includes a top navigation bar with the Miro logo, a "free" badge, and various tool icons. The main workspace contains two primary diagrams:

- News Feed Sketches:** A complex flowchart on the left side of the board, consisting of numerous smartphone icons connected by lines, representing a user journey or data flow for a news feed.
- Frame 1:** A detailed content list on the right side, organized into two columns of smartphone icons. The content includes:
  - Enriching content:**
    - Photo
    - About yourself (like stack)
    - DOB and DOJ
    - Social Links
    - Department/Manager info
    - Hobbies
    - Interests
    - CTA to make a video wish on Birthday and Work Anniversary
  - Important events - New Joiners and On Leave Birthdays and Work anniversaries:**
    - Announcements by Admin users - improving/moving announcements to Home Page. (documents, polls, image uploads, who can see the post, etc.)
    - Daily Quotes/Wisdom (generated by Bayzat)
    - Reactions and comments for all news feed items (allow for reactions to comments and add images, gif, etc.)
    - Profile Completion or Update
      - 1. Title Change (assuming it is a promotion or role change)
      - 2. Contact details
      - 3. Profile completion (X%)
  - Content Manager (Posts, engagement, results, etc.)**
  - Feedback (Posting, Requesting)**

At the bottom right, there is a zoom control set to 5% and a help icon.

# Whimsical

The screenshot displays the Whimsical workspace interface. At the top, the workspace name is "Bayzat" and the current view is "MY FILES / Personal". A toolbar on the right includes icons for Share, Undo, Redo, Copy, Paste, and Search. On the left, a sidebar contains a "Create New" button, "RECENT" files, "MY FILES" (with "Test" and "Personal" listed), "SHARED WITH WORKSPACE" (with "Bayzat Processes"), "Templates & Themes", "Trash", and an "Invite People to This Workspace" button. The main workspace area features a vertical toolbar with icons for selection, text, image, grid, link, and zoom. A purple square is positioned on the left, and a mind map titled "Mind Map" is visible. The central focus is a large grid diagram on a dotted background. The grid is titled "McSCW Framework" and "What is my goal to decide on Must, Should, Could and Want? We need to improve our win rate with larger companies (2000 - 1000 employee sized organizations)". The grid consists of 4 columns and 6 rows of colored bars (green, blue, yellow, grey). At the bottom left, it shows "Total Items 13". At the bottom right, there are navigation icons (back, forward, home, refresh) and a zoom control set to 25%.

# Figjam

The screenshot displays the Figjam workspace interface. At the top, the navigation bar includes a home icon, a clock, a document icon, and a window icon on the left. The central navigation bar shows the current workspace name, "Hr & Payroll Tribe Activities / Product Feedback", and a "Share" button on the right. The main workspace area features a light grey grid background with a large, colorful "Product Tree" diagram. The diagram is a hierarchical tree structure with nodes in various colors (purple, blue, orange, green, grey) connected by lines. A toolbar at the bottom contains drawing tools like a pen, eraser, and sticky notes. The top left corner of the workspace shows a "Product Tree" title and a small thumbnail of the diagram. The bottom right corner has a help icon (question mark).

# Which one to choose?

## **Miro**

If need  
multiple  
templates

Complex  
diagrams

Attracting new  
talents

## **Whimsical**

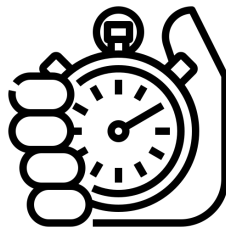
Helps create  
folders and  
documents not  
just a board

Simple and  
easy to use

## **Figjam**

If you have a  
design team

# Managing and tracking time





# Toggl

The screenshot displays the Toggl web application interface. At the top, the user's name "Safwan Youseph..." is visible in the top-left corner, and the text "What are you working on?" is centered. On the right side of the top bar, there are icons for a folder, a location pin, a dollar sign, a timer showing "0:00:00", a play button, and a plus sign.

The main interface is a weekly calendar view. The days of the week are labeled at the top: 23 MON, 24 TUE, 25 WED, 26 THU, 27 FRI, 28 SAT, and 29 SUN. The time slots on the left range from 1:00 PM to 11:00 PM. A modal window is open over the 6:45 PM slot on Tuesday, titled "What have you done?". It contains a text input field, a toolbar with folder, location pin, and dollar sign icons, and a row of time and duration information: "6:45 PM" with a calendar icon, an arrow, "7:00 PM", and "0:15:00". A purple "Add" button is located to the right of this information.

The left sidebar is a dark purple navigation menu with the following sections:

- TRACK**
  - Timer
- ANALYZE**
  - Reports
  - Insights
- MANAGE**
  - Projects
  - Clients
  - Team
  - Tags
  - Integrations
  - Show More
- PROFILE**
  - ADMIN
    - Subscription
    - Organization
    - Settings

At the bottom right of the calendar grid, there is a circular icon with a speech bubble.

What are you working on?



Today: 0h 0m

This week: 0h 0m

WEEK VIEW



Get ready to track time and boost your productivity!

Take a quick survey!

See more on [toggl.com](https://toggl.com)

Safwan Youseph...  
SAFWAN YOUSEPH'S O...

TRACK

- Timer

ANALYZE

- Reports
- Insights

MANAGE

- Projects
- Clients
- Team
- Tags
- Integrations
- Show More

PROFILE

ADMIN

- Subscription
- Organization
- Settings

What are you working on?

23 MON 0:00:00

1:00 PM  
2:00 PM  
3:00 PM  
4:00 PM  
5:00 PM  
6:00 PM  
7:00 PM  
8:00 PM  
9:00 PM  
10:00 PM  
11:00 PM

29 SUN 0:00:00

# Asana

asana

- Home
- My Tasks
- Inbox
- Reporting
- Portfolios
- Goals

Saved searches

Teams +

- Product Team +
- SY + Invite people

+ Create a Project

Browse teams

Home

Search



Upgrade



Tuesday, January 24

Good evening, Safwan

My week 0 tasks completed 0 collaborators

Customize

### My Priorities

Upcoming Overdue (2) Completed

- Click here to add a task...
- Write test usecases
- Write a PRD
- Looker Dashboard
- Dependencies on Time Off, Attendance and Payroll
- Aha Requests
- Hotjar Recordings

Show more

### Recommended Projects

+ New project

There are no recommendations for you at this time. Please join a team from the sidebar to get access to more projects and connect with your teammates.

# Trello

The screenshot displays the Trello workspace interface for 'HR & Payroll Tasks'. The workspace is organized into five boards, each containing a list of tasks or cards. The interface includes a top navigation bar with options like 'Workspaces', 'Recent', 'Starred', and 'Templates'. A left sidebar provides navigation for 'Boards', 'Members', 'Settings', and 'Workspace views'. The main area shows the following boards and their contents:

- Design / Discovery Pending:** Employee Onboarding, Transaction page improvements [UX Debt], Closed transaction download option [UX Debt], New Payslip with improvements [UX Debt], Restructuring payroll table [UX Debt], Advance permissions in Payroll [UX Debt], Employee Vacation [UX Debt], Custom payroll date [UX Debt], Filters in payroll table [UX Debt], NON MOL Gratuity calculation [UX Debt].
- Backlog (HR):** Shift Scheduler Interview Synthesis & Tagging on Condense, Heuristic Scoring of Shift Scheduler Improvements (Speak to Shiran), Work on the product vision and roadmap, Letter request variables for KSA - documents, Should we continue to do newsfeed quotes?, Signature & Variable.
- Backlog (Payroll):** Existing Lulu customer to process payroll through Bayzat, Crypto Currency payroll client (Change of currency letters), Payoneer method - Eatapp, Advanced Group Payroll Permissions - Design Pending.
- Currently doing (HR):** Complete PM Interview Synthesis & Snapshots, Performance Management Interviews (1 comment, 8/9), Decide with the engineers on what to work on next - UX debt, News Feed, Speak to users about invitation email, Feedback on Employee Pulse Report (6/7).
- Currently doing (Payroll):** Social Security release notes, Letter request training presentati...

# JIRA

Jira Software Your work Projects Filters Dashboards People Apps Create

Avatar Software project

PLANNING

- Avatar Board
- Backlog
- Active sprints
- Reports

Issues

Components

DEVELOPMENT

- Releases

OPERATIONS

- Deployments

Project pages

- Slack integration
- Add shortcut
- Project settings

You're in a company-managed project [Learn more](#)

Projects / Avatar / Avatar Board

## Avatar Sprint 103

2 days remaining Complete sprint

Search this board

AG HA +12 Quick filters

INSIGHTS

READY FOR DEVELO... 106	IN DEVELOPMENT 29	DEV REVIEW 19	PRODUCT REVIEW 32	TO DEPLOY 12	IN PRODUCTION 0	DONE 62
-------------------------	-------------------	---------------	-------------------	--------------	-----------------	---------

> Attendance Separation 34 issues

> Employee Custom Documents 1 issue

> Employee Custom Documents V2 79 issues

> Attendance-KSA 23 issues

> Migration 43 issues

> Attendance Migration 4 issues

> Performance Management 2 issues

< Highest/High priority issues 2 issues

MO: Make payroll related DTOs nullable

None

AV-7611

MO: Hide non draggable bottom sheet drag icon

None

AV-7320

< Medium priority bugs 25 issues

FE: Tool tip shows "/" at the end of the name when you click on error

None

FE: Fix email buttons colors

None

MO: Improve conflict form messages

None

BE: Fix draft document widget APIB

None

# Which one to choose?

## **Toggle**

A simple time tracking tool

If you are starting to track time

If you don't need to account for time

## **Asana**

Have larger teams

Have complex tasks and are sometimes dependent on others

If you use Harvest Project Management tool

## **Trello**

Have larger teams

Have an Atlassian subscription already

Do not have complex automation rules

## **JIRA**

Have larger teams

Have an Atlassian subscription

Care more about getting tasks done vs time tracking

Have extremely complex rules and logics

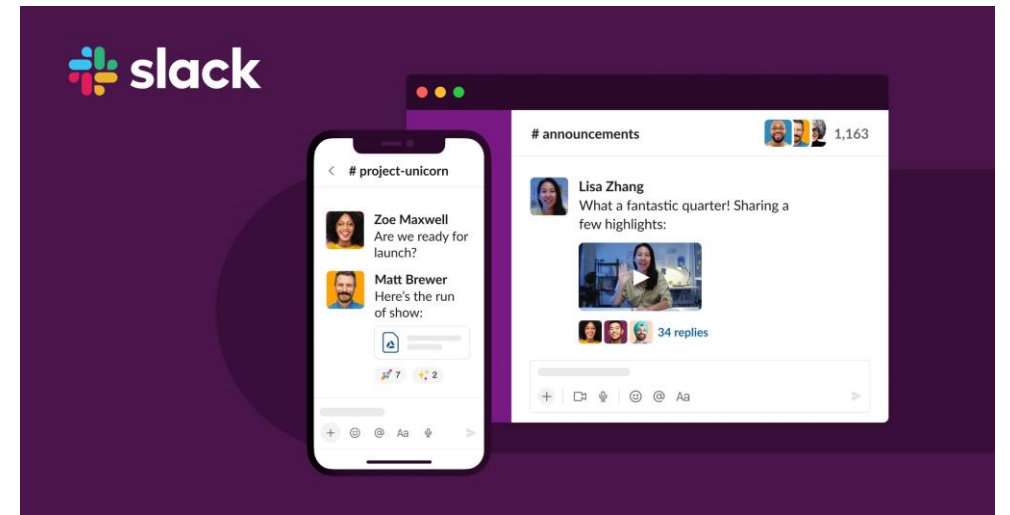


# Communication



# Slack

- Integrations
- The Huddle
- Slackbot reminders
- Custom bots
- Channels and privacy



# Slack

- **Integrations**
- The Huddle
- Slackbot reminders
- Custom bots
- Channels and privacy

The screenshot displays the Slack App Directory interface. At the top right, there is a button labeled "App Directory". Below it is a search bar with the placeholder text "Search by name or category (e.g. productivity, sales)".

Under the search bar, the section "Your top apps" is visible. It contains a paragraph: "On Slack, apps belong to you and your team. They can help you streamline common tasks, sync your status with your calendar, and more." Below this is another paragraph: "Your admin can install apps for your team to use. [Learn more](#)". To the right of this text is a "Filter" button and an illustration of various app icons.

Below the "Your top apps" section, there are two app cards:

- Zoom**: Easily start a Zoom video meeting directly from Slack.
- Confluence Cloud**: Official app by Atlassian. Notifications, link previews and...

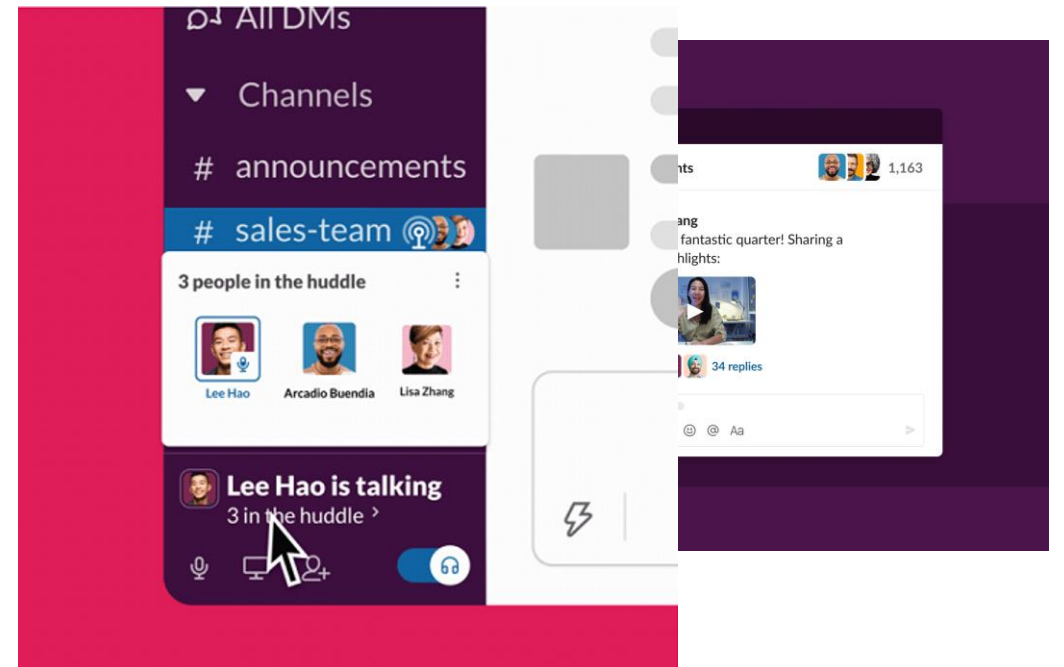
Below these, it says "111 apps in Bayzat".

The main grid of app cards includes:

- Google Calendar**: See your schedule, respond to invites, and get event updates.
- Zoom**: Easily start a Zoom video meeting directly from Slack.
- GitHub**: Get updates from the world's leading development platform on...
- Skipper**: runs commands for you
- Jira Cloud**: Official app by Atlassian. Notifications, link previews and...
- reSourcer**: Your resource magician
- Salesforce**: Search and view information from Salesforce in Slack.
- Opsgenie EU for Alert Mana...**: Interact with your Opsgenie alerts directly from Slack
- ops**: Bayzat DevOps App
- Confluence Cloud**: Official app by Atlassian. Notifications, link previews and...
- Figma and FigJam**: Get relevant updates about Figma and FigJam files in Slack
- Dobby**
- Polly**: Instant engagement through polls, surveys, standups and trivia
- Lever**: Collaborative hiring software that helps win top talent
- Clockwise**: Automatically sync your work calendar with your Slack status
- Giphy**: An online library of animated GIFs
- monday.com notifications**: monday.com is a Work OS where teams create workflow apps in...
- Datadog**: Search widgets from dashboards, mute monitors, manage incidents...
- Dobby-Staging**
- Motivation**: Daily Motivational Quotes

# Slack

- Integrations
- **The Huddle**
- Slackbot reminders
- Custom bots
- Channels and privacy



# Slack

- Integrations
- The Huddle
- **Slackbot reminders**
- Custom bots
- Channels and privacy



you asked me to remind you to cancel Startzhiav

Mark as Complete

Delete

September 20th, 2022

Snooze

September 21st, 2022



**Safwan** 10:50 AM

remind me October 1st to talk to Ibrahim

October 1st, 2022



**Slackbot** 9:00 AM

You asked me to remind you to "talk to Ibrahim".

Mark as Complete

Delete

Snooze

▼

# Slack

- Integrations
- The Huddle
- **Slackbot reminders**
- Custom bots
- Channels and privacy



you asked me to remind you to cancel Startzhiav

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Mark as Complete

Delete

Snooze



# Slack

- Integrations
- The Huddle
- Slackbot reminders
- **Custom bots**
- Channels and privacy

The screenshot shows a Slack interface for a direct message with a bot named VPNBot. At the top, there's a header with the bot's name and a dropdown arrow, and two tabs: 'Messages' and 'About'. Below this, a message from VPNBot says: 'This is the very beginning of your direct message history with @VPNBot' followed by a link 'How does VPNBot work?'. A date separator indicates 'April 17th, 2019'. The conversation continues with a user named Safwan saying '1. create'. Then, VPNBot responds with 'OpenVPN Client configuration for safwan.youseph' and a code block containing five lines of configuration: '1 remote 13.127.113.185 64012', '2 dev tun', '3 ifconfig 10.0.12.2 10.0.12.1', and '5 comp-lzo'. Safwan then says 'client'. Finally, VPNBot provides 'Download links:' with three links for Windows, OS X, and Linux. At the bottom, there is a message input field with the text 'Message VPNBot' and a toolbar with icons for adding attachments, emojis, and mentions.

# Slack

- Integrations
- The Huddle
- Slackbot reminders
- Custom bots
- **Channels and privacy**

The screenshot displays the Slack interface. On the left, a sidebar shows a list of channels: conv0, # general, new\_channel0, # new\_channel3, planb, private00 (highlighted with a red box), private2, private3, private5, private6, # pub000, # pub004, and Add channels. Below this is a 'Direct messages' section with Slackbot and User0 (you).

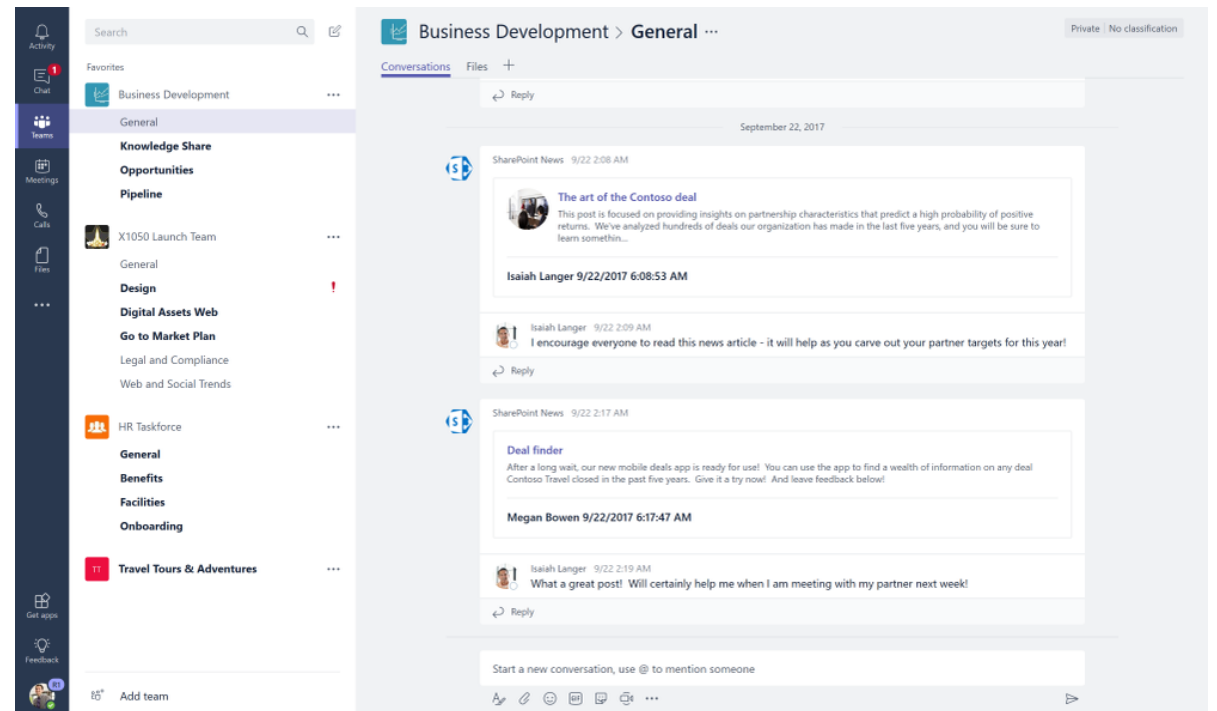
The main area shows the channel view for 'private00'. It features a lock icon and the channel name. A message from the system states: 'You created this private channel today. This is the very beginning of the # private00 channel.' Below this are links for 'Add description' and 'Add people'. A 'Today' separator is visible. The message history includes: 'User0 5:17 PM joined private00.', 'User0 5:17 PM hello', and a file upload of 'MyFile.zip' (Zip). The text 'how are you?' follows. At the bottom, there is a message input field with a rich text editor toolbar and a 'Message # private00' label.

At the very bottom of the image, there are two lines of code:

```
OS X: brew cask tunnelblick  
Linux: https://swupdate.openvpn.org/community/releases/openvpn-2.4.4.tar.gz
```

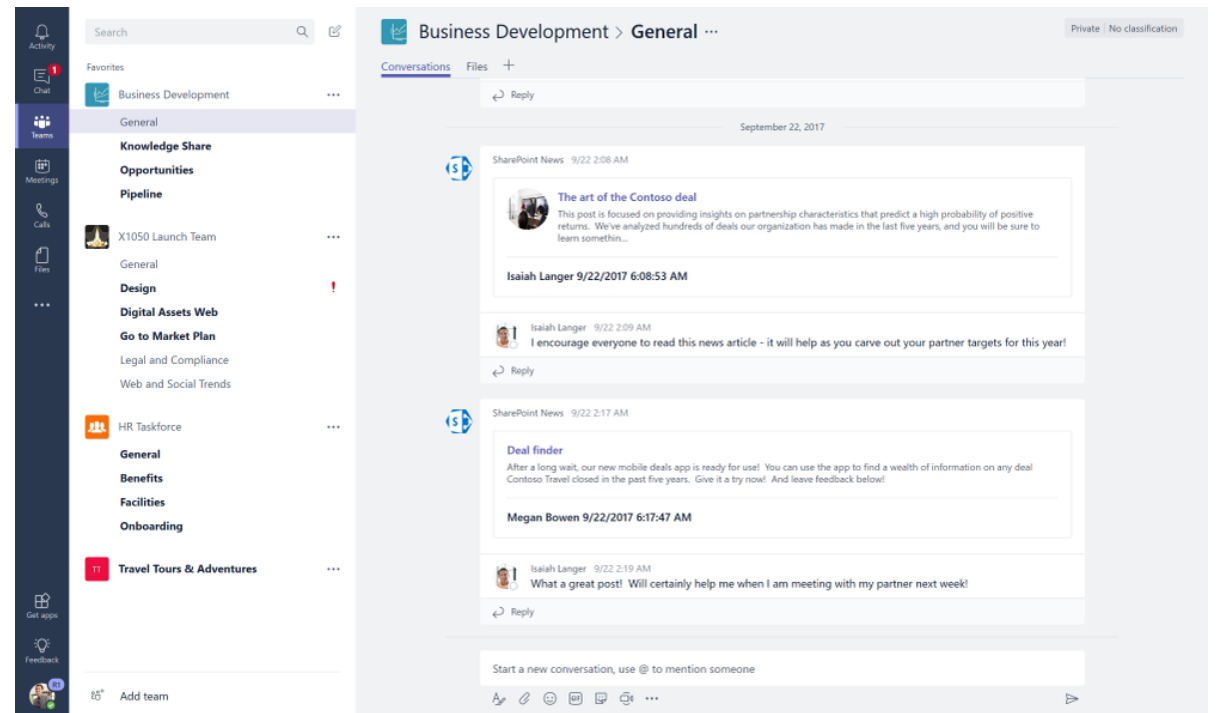
# MS Teams

- Daily Activity (News Feed)
- Integrations with Microsoft ecosystem – Calendar, Office products
- Shift planner
- Project Planner
- Calls, chats and video



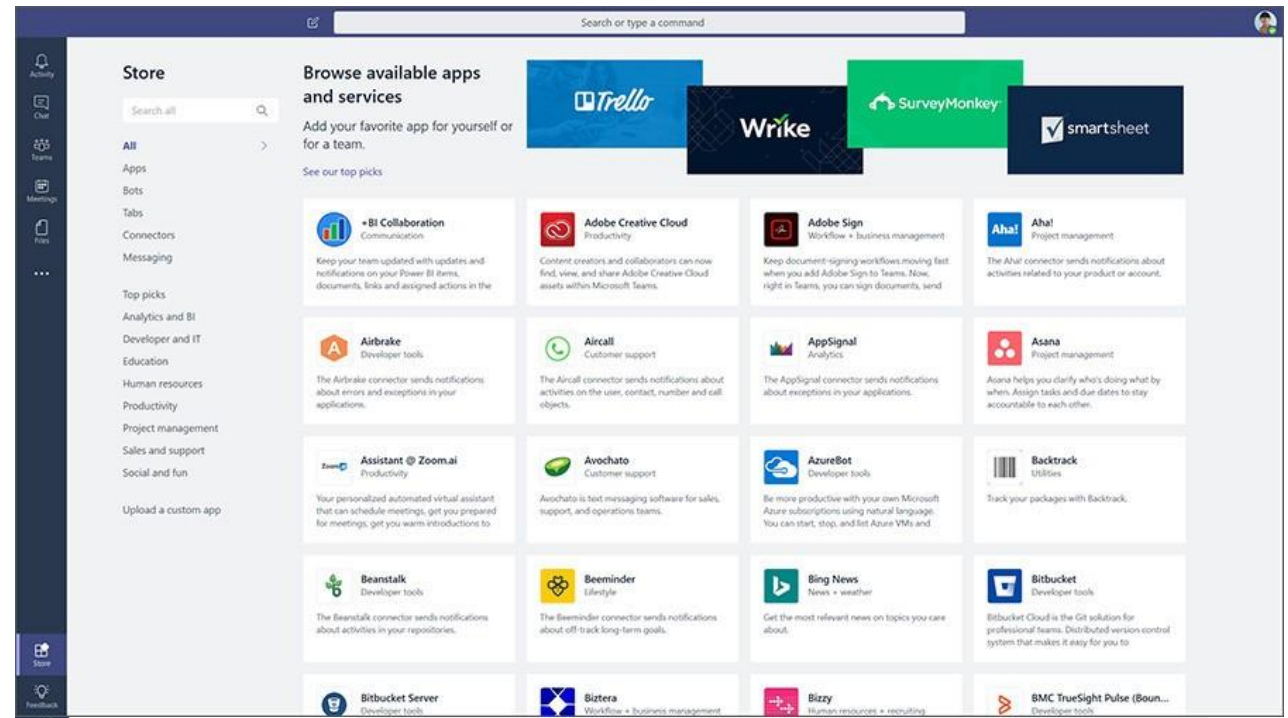
# MS Teams

- **Daily Activity (News Feed)**
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# MS Teams

- Daily Activity (News Feed)
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# MS Teams

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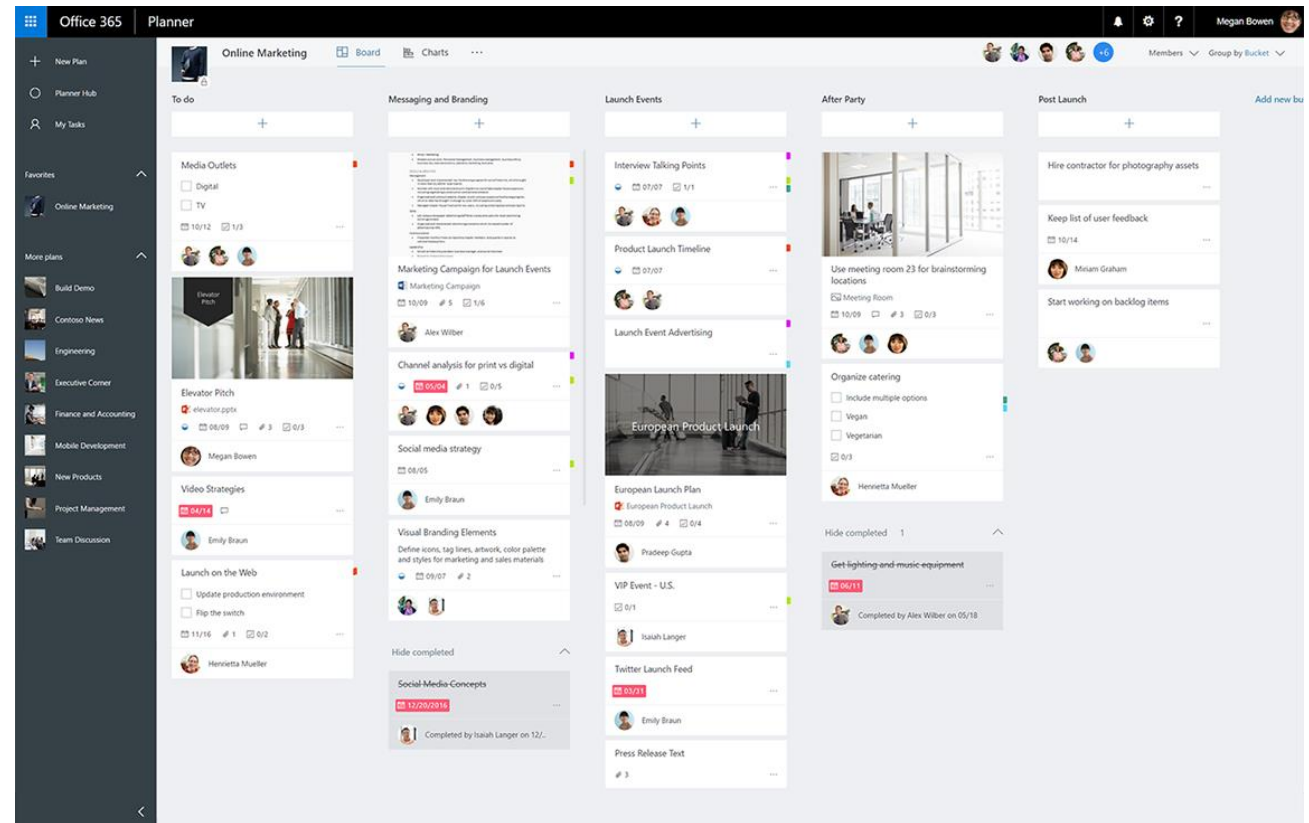
The screenshot displays the MS Teams Shift Planner interface for a team named 'Contoso East'. The interface is designed for managing a weekly schedule from May 7 to May 13, 2017. It features a navigation sidebar on the left with icons for Activity, Chat, Teams, Shifts, Meetings, Calls, Files, and Store. The main area shows a weekly calendar view with columns for each day and rows for team members. The 'Shifts' section is expanded, showing 'Open shifts' for 'Cashiers' and 'Floor Leaders'. Team members listed include Ray Tanaka, Babak Sha..., Hilary Reye..., Kian Lamb..., Hilary Reye..., and Kayo Miwa. Shifts are color-coded: blue for 'Open' shifts, green for 'Please submit your time...', and grey for 'Vacation All day'. The interface also includes a search bar at the top, a 'Share with team' button, and a 'Feedback' icon at the bottom left.

Week: 160 Hrs	7 Sunday 82 Hrs	8 Monday 82 Hrs	9 Tuesday 65 Hrs	10 Wednesday 72 Hrs	11 Thursday 65 Hrs	12 Friday 65 Hrs	13 Saturday 65 Hrs
Day Notes	Day notes apply to all shifts for the day.	Inventory day.	General manager visiting. Please be on time.	Today will be slow. All second shifts may be cut.	Today will be slow. All second shifts may be cut.		
Group Total: 72 Hrs	Cashiers						
Open shifts 3 shifts	3 Slots						
Ray Tanaka 15 hrs	7 AM – 1 PM Open	1 PM – 9 PM Please submit your tim...	1 PM – 9 PM Front counter	7 AM – 1 PM Open	1 PM – 9 PM Second shift will be c...		
Babak Sha... 15 hrs		7 AM – 1 PM Open	1 PM – 9 PM Front counter	7 AM – 1 PM Open	7 AM – 1 PM Open	7 AM – 1 PM Open	7 AM – 1 PM Open
Hilary Reye... 15 hrs	7 AM – 1 PM Open	1 PM – 9 PM Please submit your tim...	1 PM – 9 PM Front counter	7 AM – 1 PM Open	1 PM – 9 PM Second shift will be c...	7 AM – 1 PM Open	7 AM – 1 PM Open
Group Total: 72 Hrs	Floor Leaders						
Open shifts 3 shifts	3 Slots						
Kian Lamb... 15 hrs	7 AM – 1 PM Open	Vacation All day	1 PM – 9 PM Please submit your tim...	1 PM – 9 PM Please submit your tim...	7 AM – 1 PM Please submit your tim... *	7 AM – 1 PM Open	7 AM – 1 PM Open
Hilary Reye... 15 hrs	1 PM – 9 PM Please submit your tim...	7 AM – 1 PM Open	7 AM – 1 PM Open	7 AM – 1 PM Open	1 PM – 9 PM Second shift will be c...		
Kayo Miwa 15 hrs		7 AM – 1 PM Open	7 AM – 1 PM Open	1 PM – 9 PM Please submit your tim...		7 AM – 1 PM Open *	



# MS Teams

- Daily Activity (News Feed)
- Integrations with Microsoft ecosystem – Calendar, Office products
- Shift planner
- **Project Planner**
- Calls, chats and video



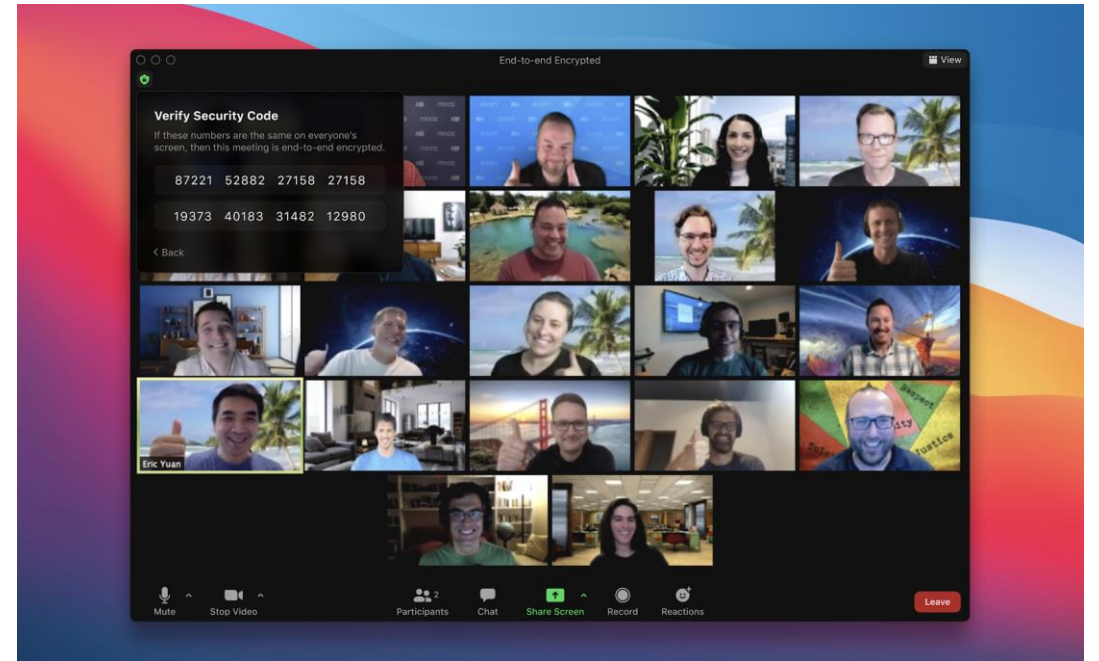
# MS Teams

- Daily Activity (News Feed)
- Integrations with Microsoft ecosystem – Calendar, Office products
- Shift planner
- Project Planner
- **Calls, chats and video**



# Zoom

- Polls and Q&A
- White Board with templates
- Gestures
- Captions
- Integrations – To manage time, to automate links etc.



# Zoom

- **Polls and Q&A**
- White Board with templates
- Gestures
- Captions
- Integrations – To manage time, to automate links etc.

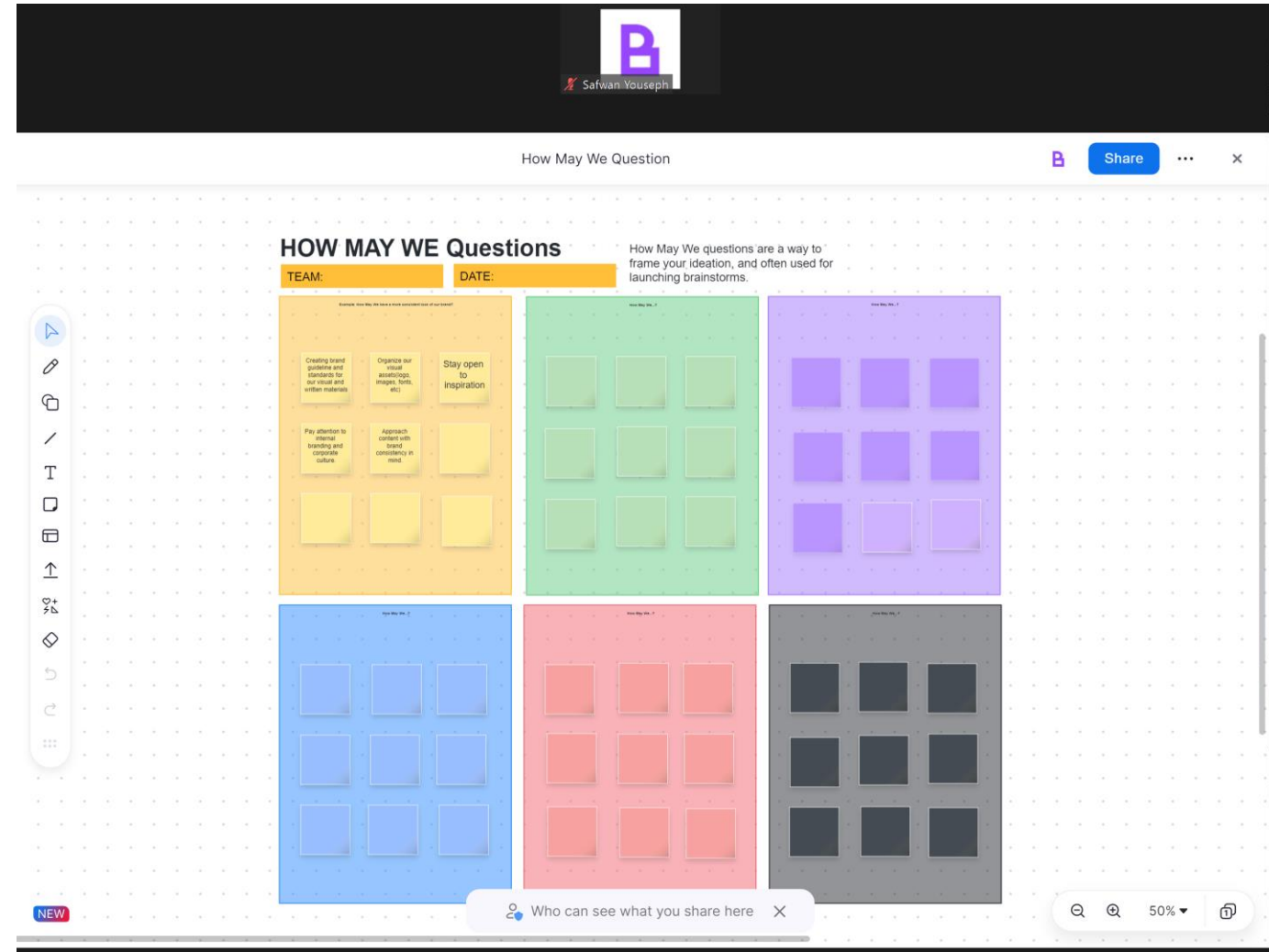
The screenshot displays a Zoom meeting interface with a poll overlay. The poll is titled "Favorites in Progress" and has a timer of 00:01:04. It shows two questions with their respective options and progress bars. The first question is "1. What is your favorite color?" and the second is "2. What is your favorite school subject?". The poll results show that Green and Purple are the most popular colors, each with 1 vote (50%). For school subjects, Foreign Language has 1 vote (50%).

Question	Option	Count	Percentage
1. What is your favorite color?	Green	1	50%
	Blue	0	0%
	Red	0	0%
	Orange	0	0%
	Yellow	0	0%
	Purple	1	50%
2. What is your favorite school subject?	Math	0	0%
	English	0	0%
	Foreign Language	1	50%
	Other	0	0%

The bottom toolbar includes icons for Mute, Stop Video, Security, Participants (97), Chat, Share Screen, Polling, Record, Reactions, and End.

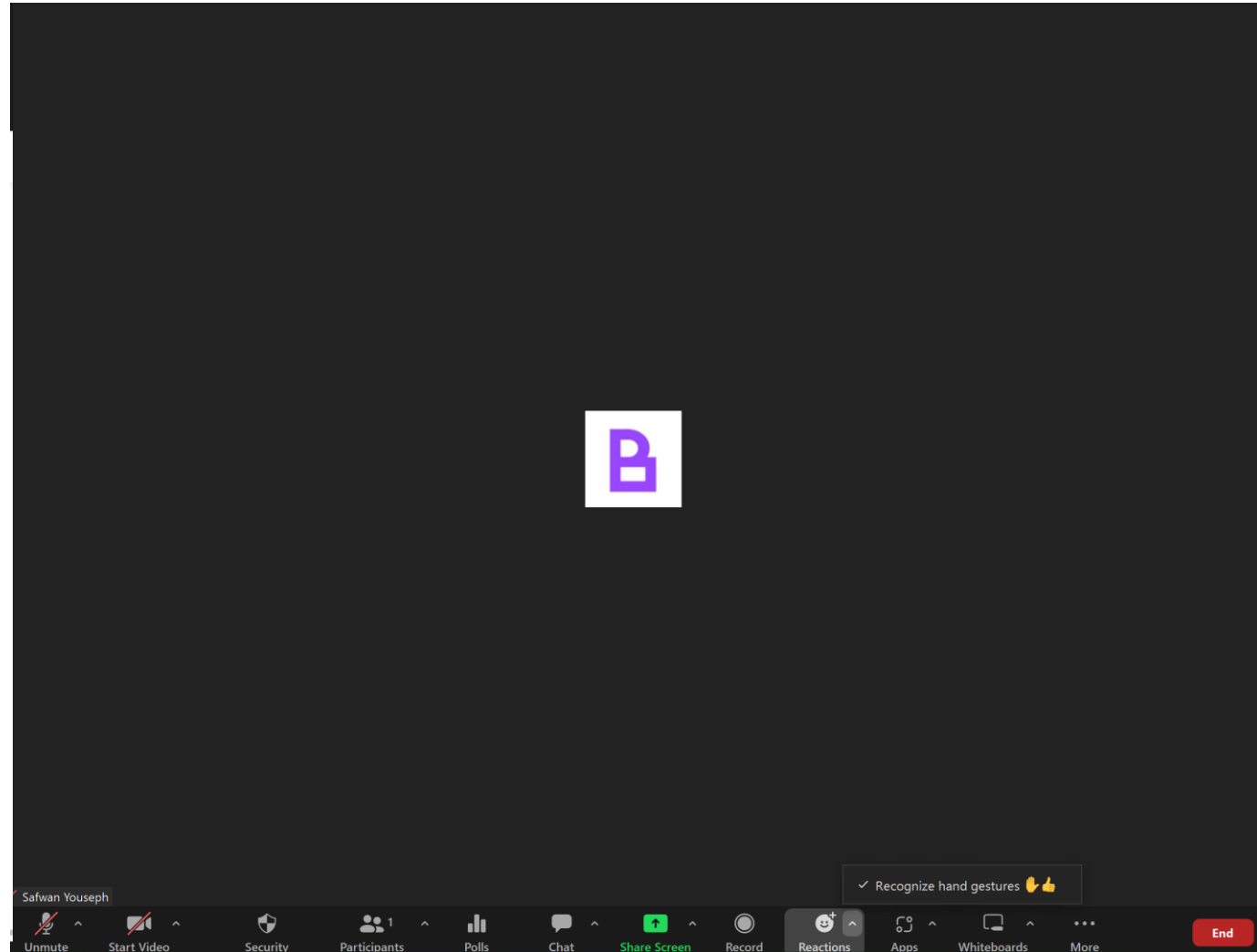
# Zoom

- Polls and Q&A
- **White Board with templates**
- Gestures
- Captions
- Integrations – To manage time, to automate links etc.



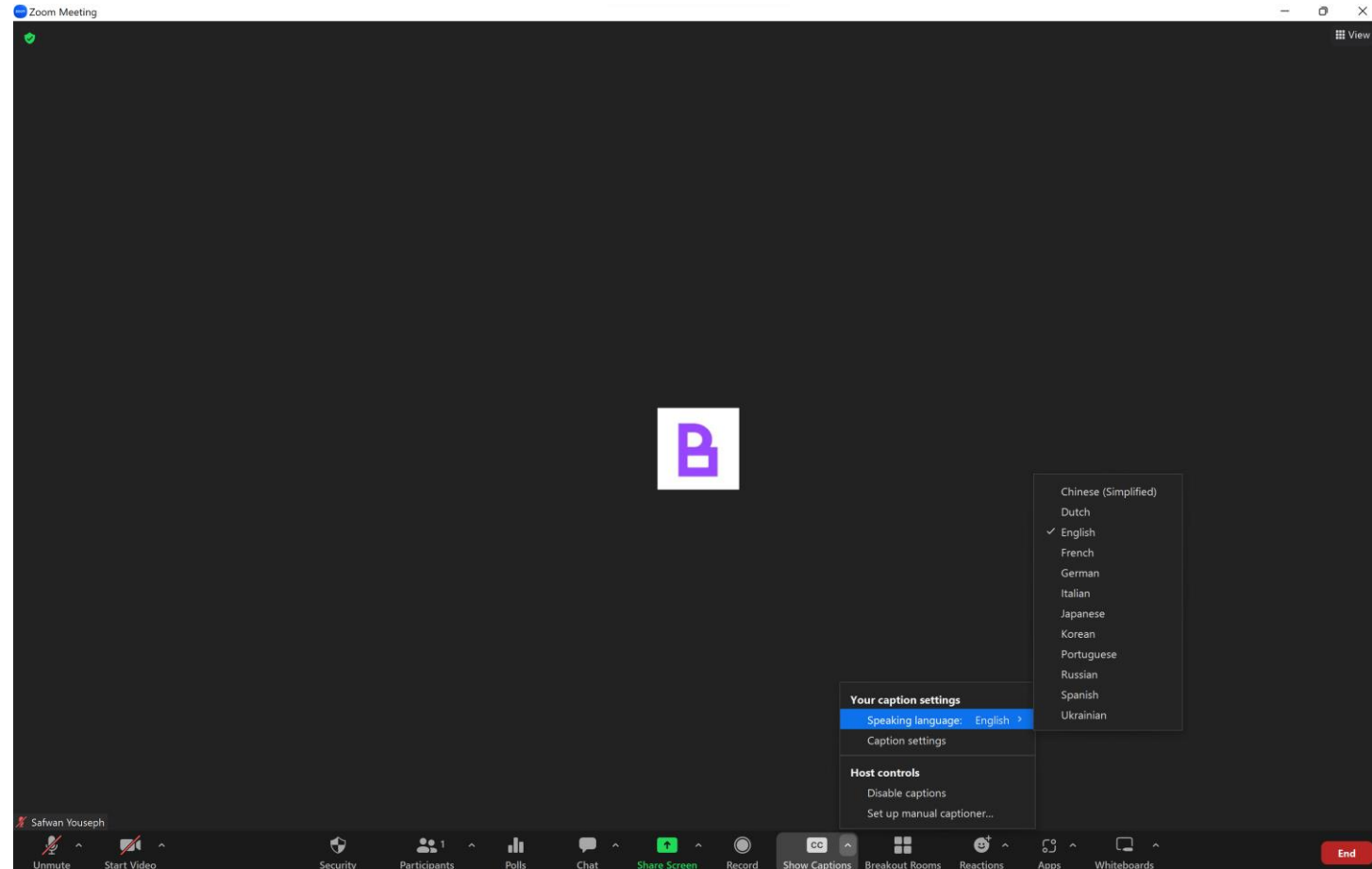
# Zoom

- Polls and Q&A
- White Board with templates
- **Gestures**
- Captions
- Integrations – To manage time, to automate links etc.



# Zoom

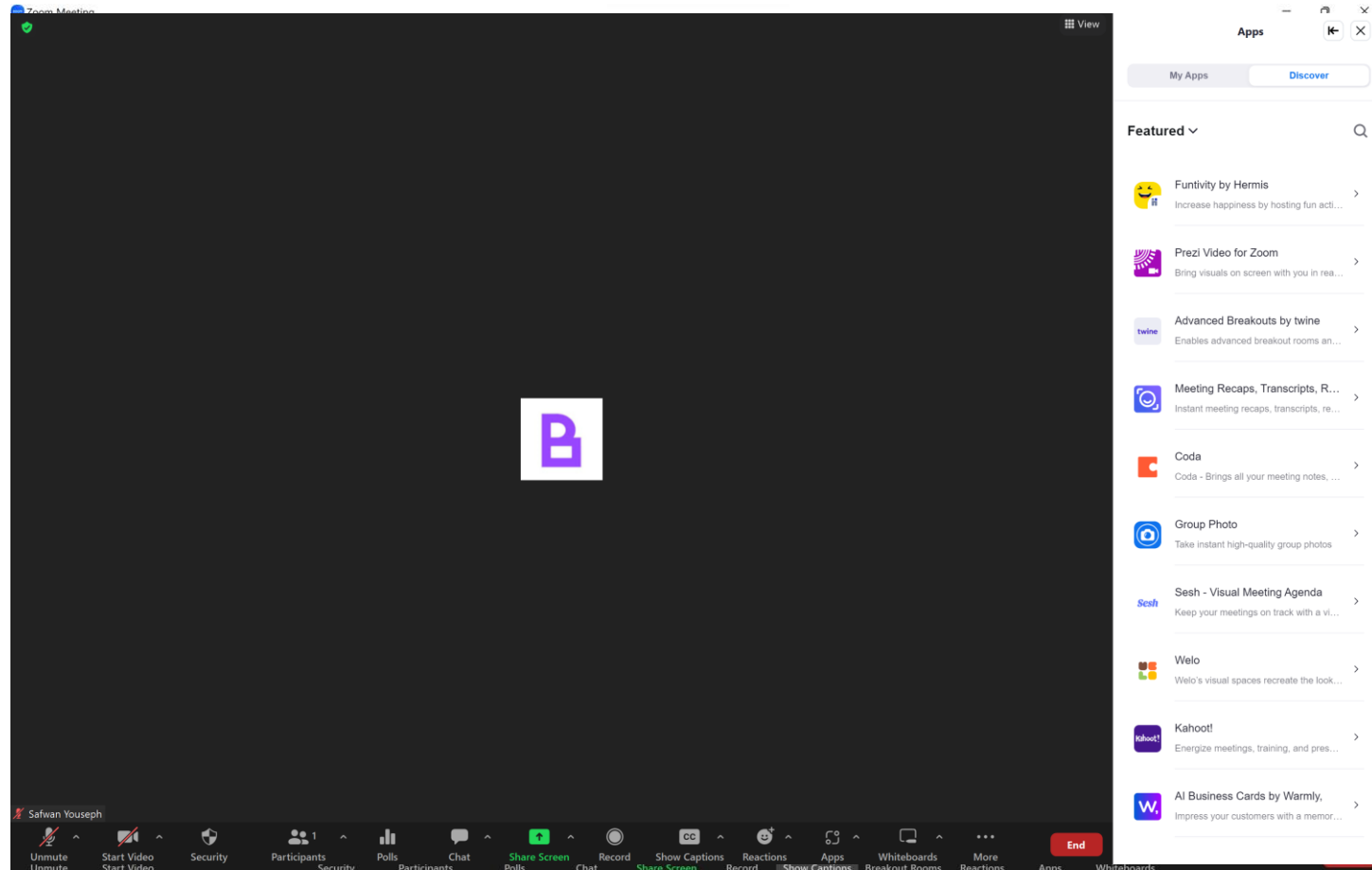
- Polls and Q&A
- White Board with templates
- Gestures
- **Captions**
- Integrations – To manage time, to automate links etc.





# Zoom

- Polls and Q&A
- White Board with templates
- Gestures
- Captions
- **Integrations – To manage time, to automate links etc.**



# Thank You!

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## Contact Information

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safwan@bayzat.com



# Cyber Security - Securing your Organisation

Pat Larkin CEO Ward Solutions & Chairperson of Cyber Ireland



# Agenda

The Cyber Security landscape

Anatomy of an attack

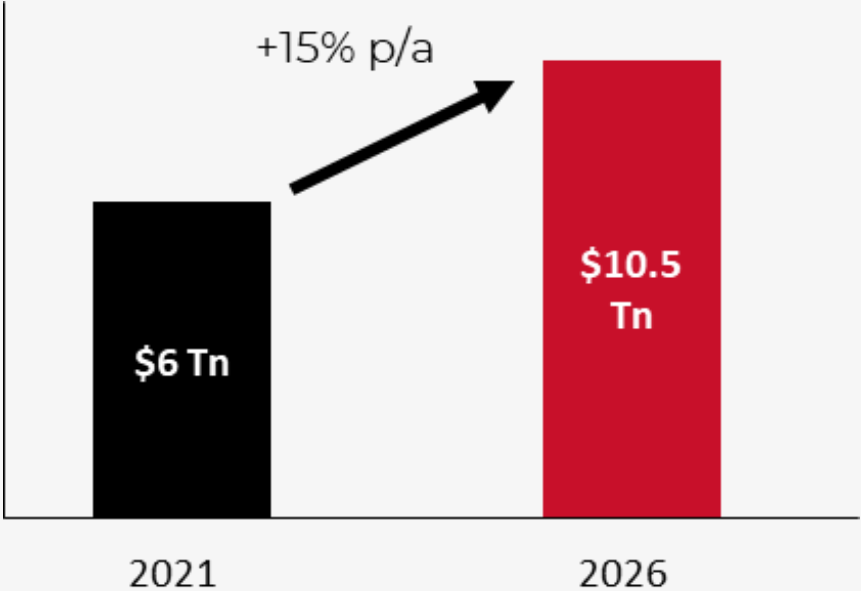
Top 6 things to do..

# The Global and National Cyber security landscape






# Cybercrime as an Economy

## Global cost of Cybercrime



Source: Cybersecurity Ventures

## Top 3 Economies Globally

- 1  USA
- 2  China
- 3  Cybercrime

# 9.6 Billion

total economic cost of cybercrime in Ireland in 2020



**55%**  
increase in  
online fraud



**45%**  
increase in  
phishing complaints

Cyber attacks cost small Irish firms €2.3bn in last three years



While **95%**  
consider cyber security  
to be very important;

only **55%**  
have a formal cyber  
security strategy; and

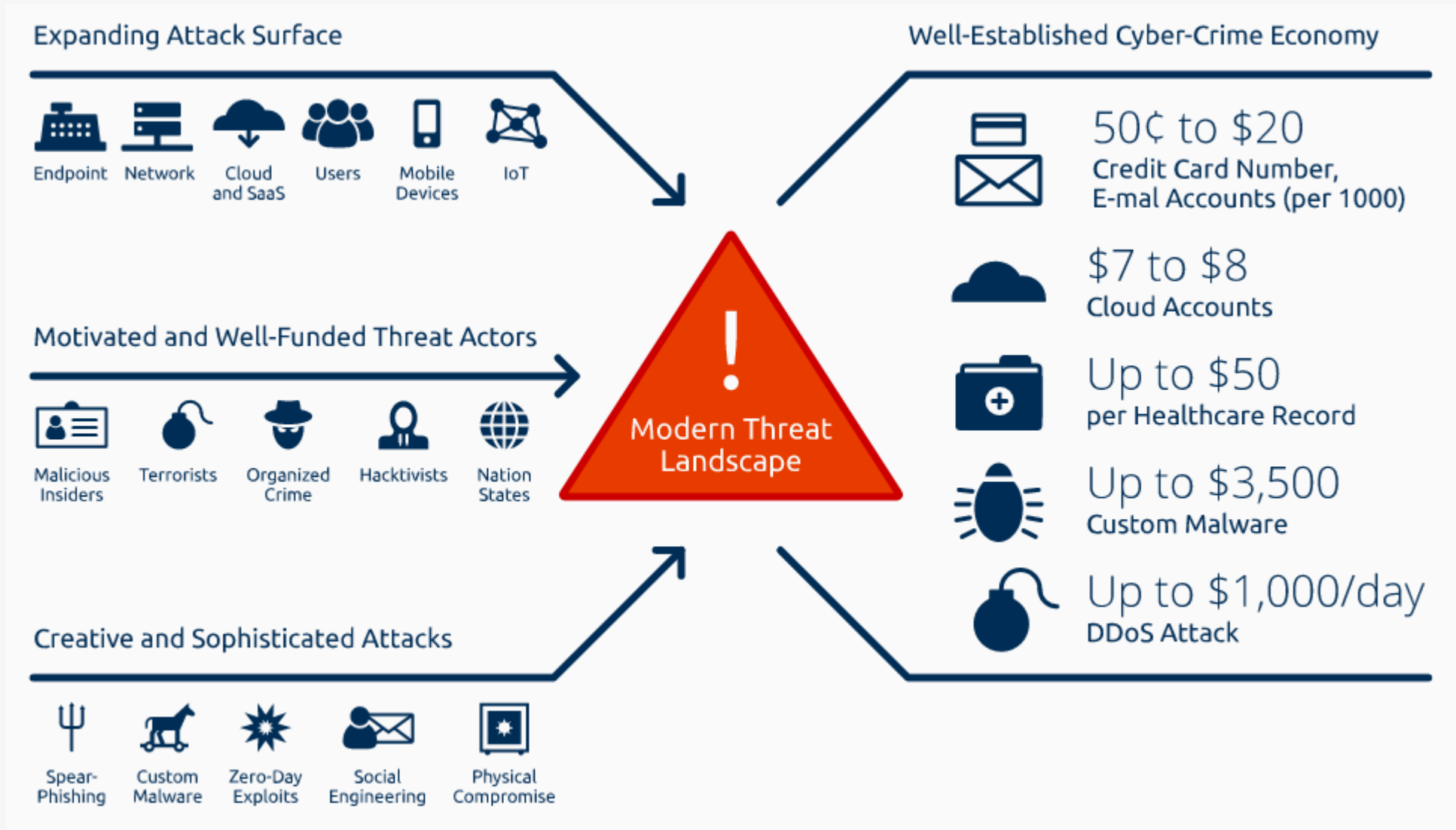
only **45%**  
have cyber awareness  
training for employees.

Grant Thornton (2021)  
The Economic Cost of Cybercrime

Source : Microsoft Vodafone Survey 2022



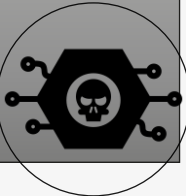
# Our clients general threat landscape?



# Ireland's Cyber Threat Landscape

- Threat of **cyber espionage** against both public and private entities in Ireland is assessed as **HIGH**.
- Risk of a targeted **destructive attack** assessed as **LOW**.
- Risk of targeted **information operations** – **LOW** to **MEDIUM**

Nation  
State Actors



- The threat from **cyber crime**, in particular **ransomware** groups remain a significant threat to public and private entities in the State and is assessed as **HIGH**.
- Will likely remain primary threat to IE in medium term.

Cyber  
Criminals



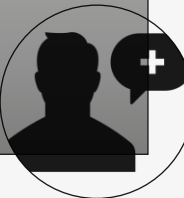
- Threat from hacktivist groups has increased post RU invasion of Ukraine to **LOW** to **MEDIUM**.
- **DDoS** attacks have proved mostly ineffective – annoyance, rather than impactful, however hacktivists currently very active.

Hacktivism



- Cyber Terrorism - **NONE**
- Individual Hackers – **LOW**
- Supply Chain – **MEDIUM**

Other  
Threats

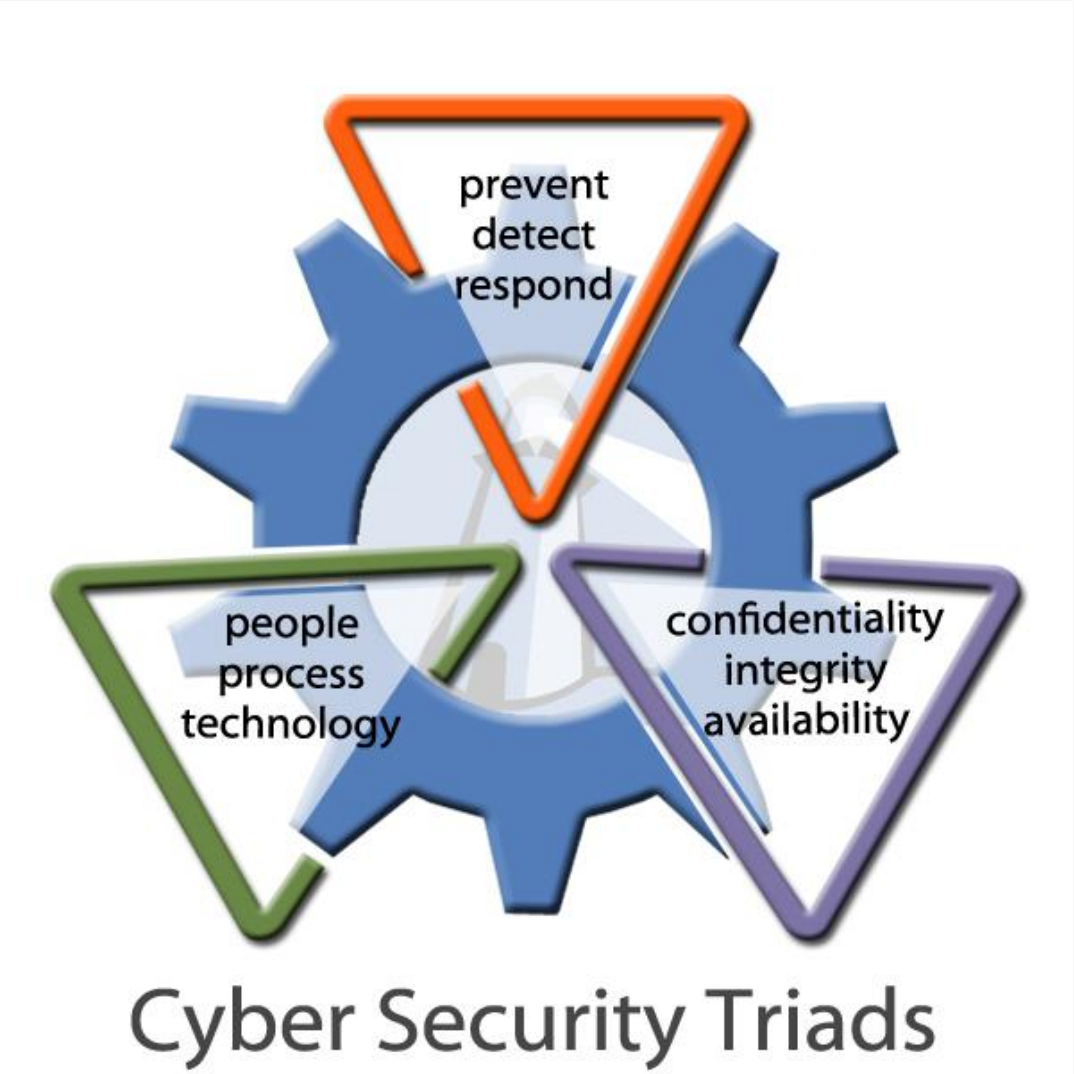


Source: Irish National Cyber Security Centre (NCSC)

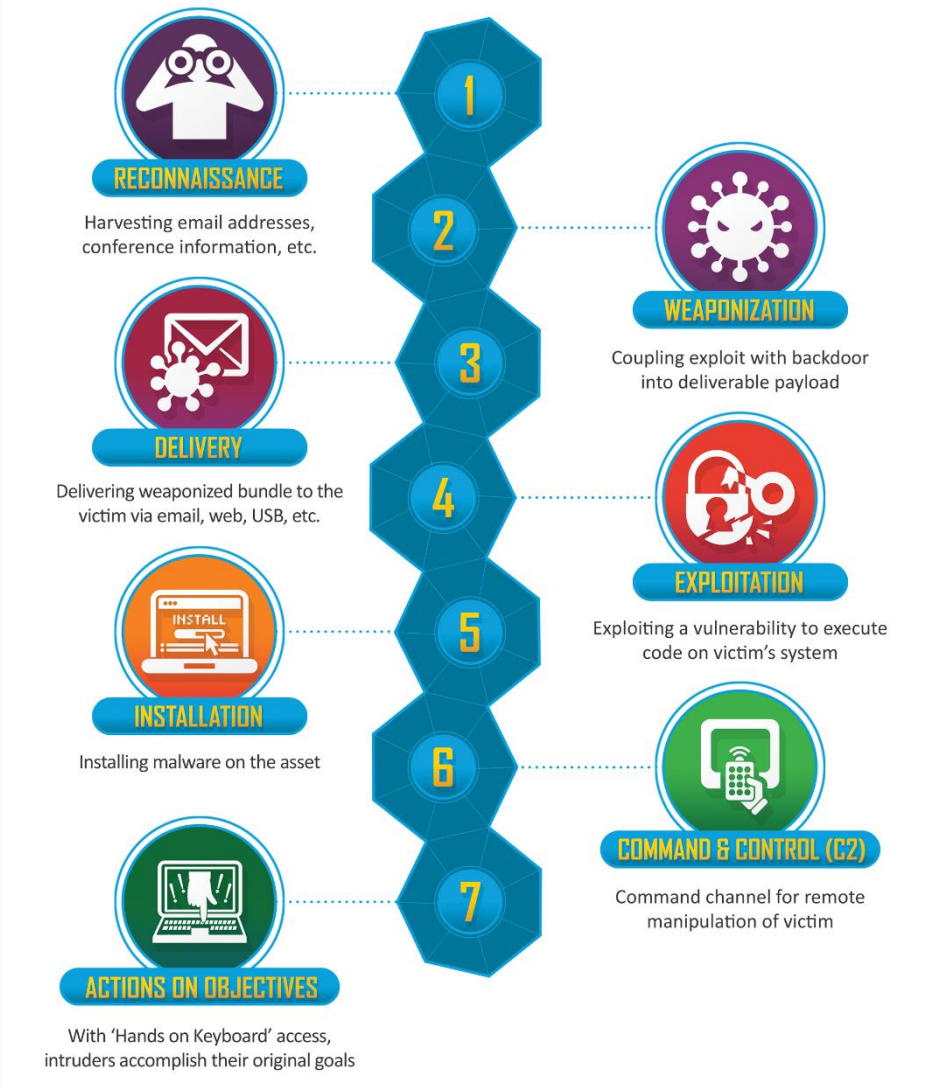
# Anatomy of a Cyber Attack



# The essence of Information Security

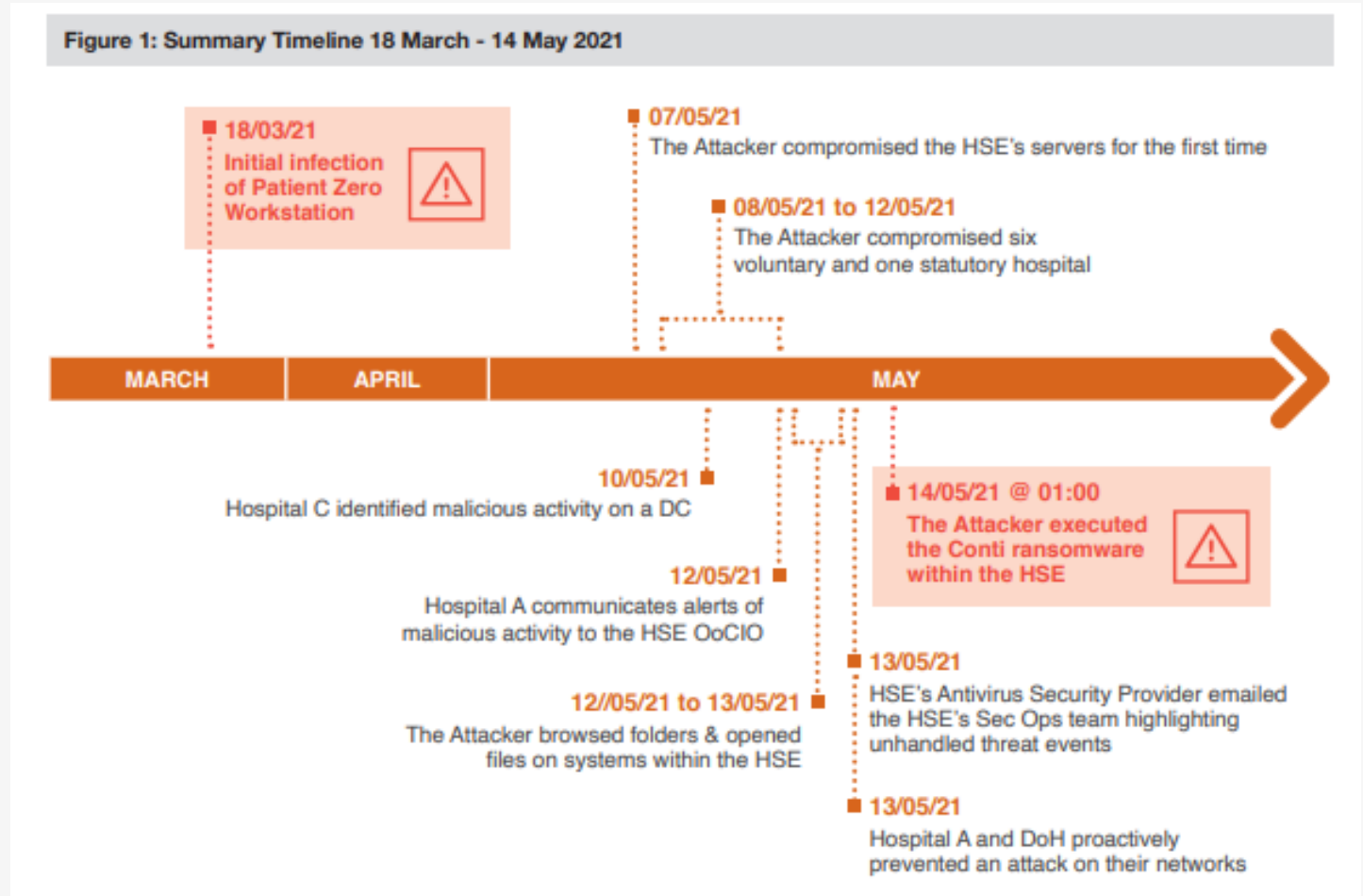


# Anatomy of an Cyber Attack – the cyber kill chain



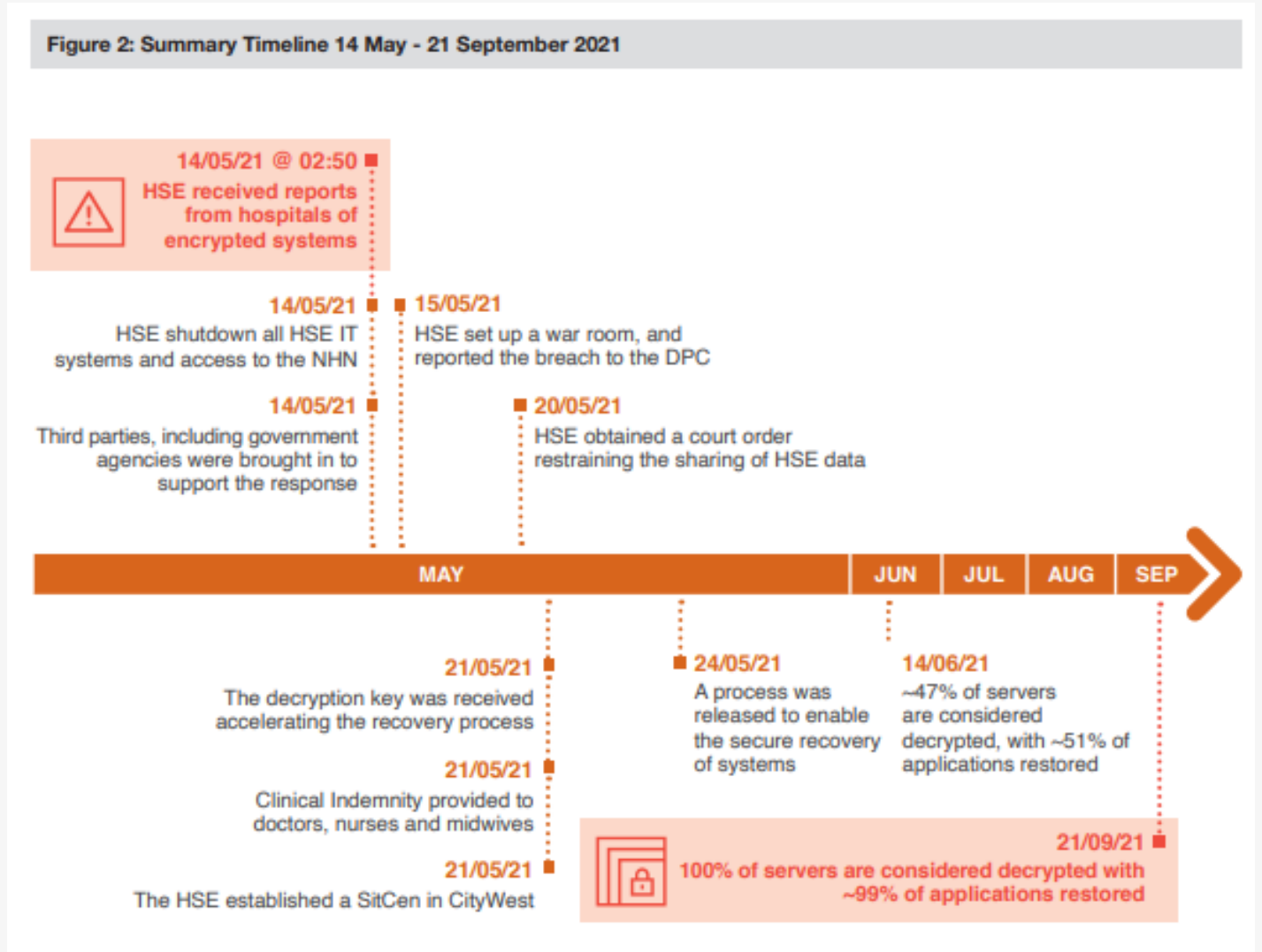
# HSE Attack - Timeline to Execution

- 🔒 Excel attachment opened on **Thursday March 18th**.
- 🔒 Email was sent to "Patient Zero" two days earlier (100,000 HSE staff)
- 🔒 Alerts missed for following eight weeks indicating a compromise
- 🔒 Attacked spent the time moving across the network during normal working hours infecting key systems
- 🔒 The ransomware was "detonated" on May 14<sup>th</sup>.



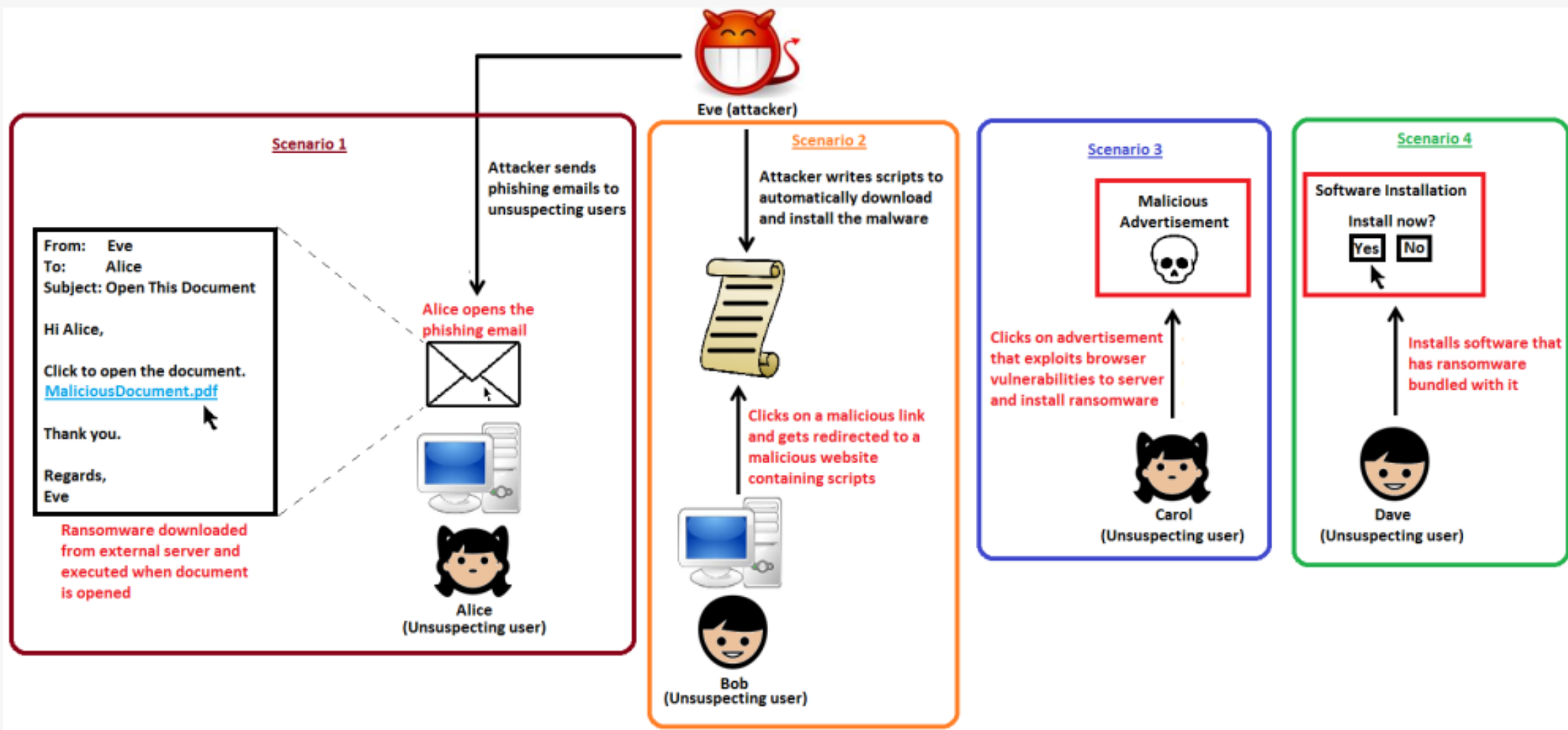
# HSE Attack - Timeline to Recovery

- 🔒 Ransomware “detonated” on Friday May 14th.
- 🔒 HSE staff to **Contain** by shutting down systems immediately.
- 🔒 20 May 2021 HSE obtain a **court order** restraining the sharing of HSE data
- 🔒 **Four Months** to restore operations of 99% of HSE systems
- 🔒 Started communicating to Data Subjects mid November 2021





# Ransomware - Common Attack vectors



# Key Learnings HSE Report

## Governance and cybersecurity leadership

- 🔒 Understanding of technology dependency and governance of technology risk
- 🔒 Cybersecurity strategy and leadership

## Effective cybersecurity capability

- 🔒 Ransomware-specific assessment
- 🔒 Effective cybersecurity monitoring and response
- 🔒 Testing of cybersecurity capability through simulated attacks

## Preparedness to respond and recover

- 🔒 Cybersecurity-specific incident response and crisis management plans
- 🔒 Business continuity planning and IT disaster recovery planning for a ransomware scenario
- 🔒 Retained incident and crisis support



<https://www.hse.ie/eng/services/publications/conti-cyber-attack-on-the-hse-full-report.pdf>

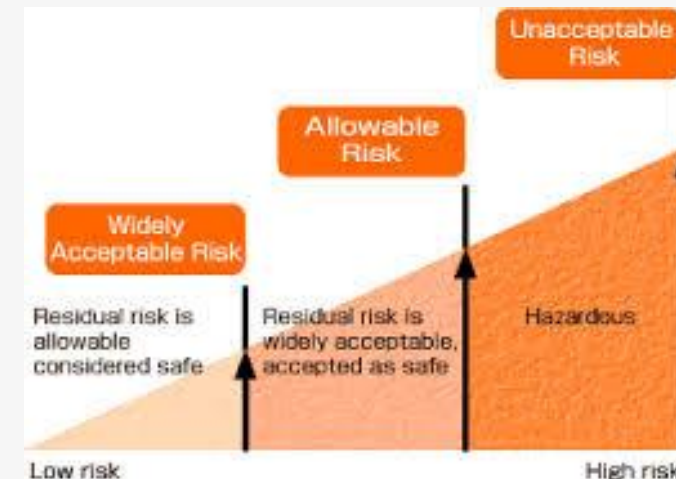
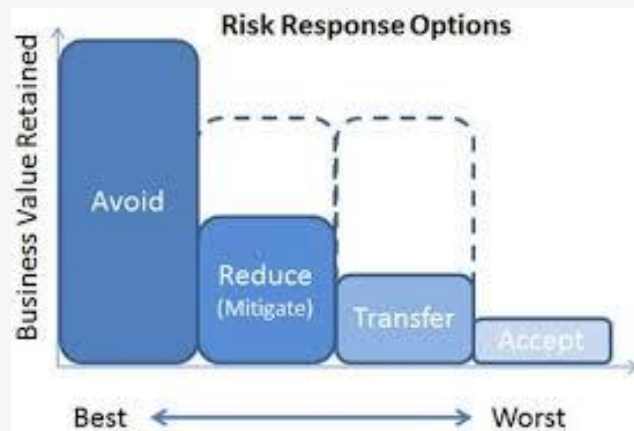
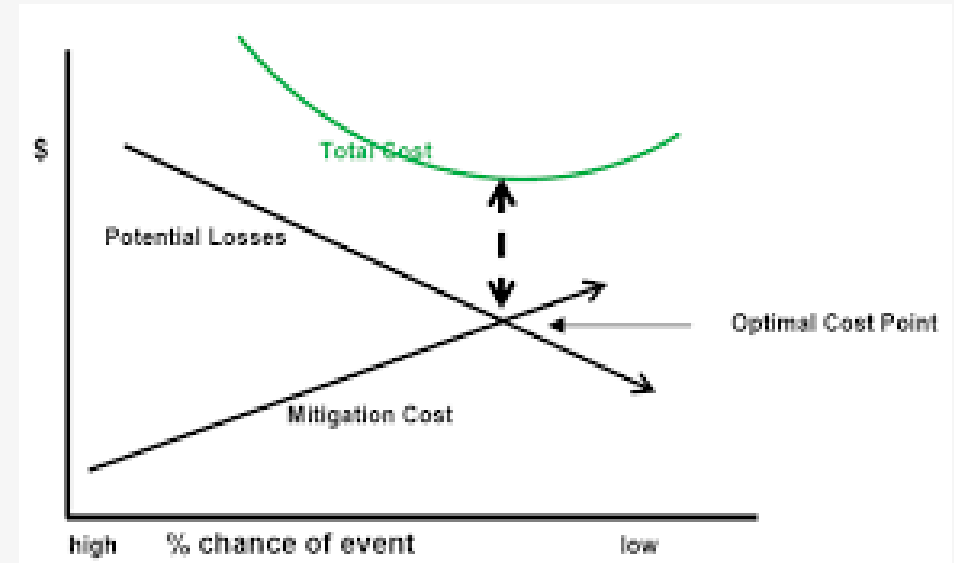
# Top 6 things to do



# The top 6 things to do....

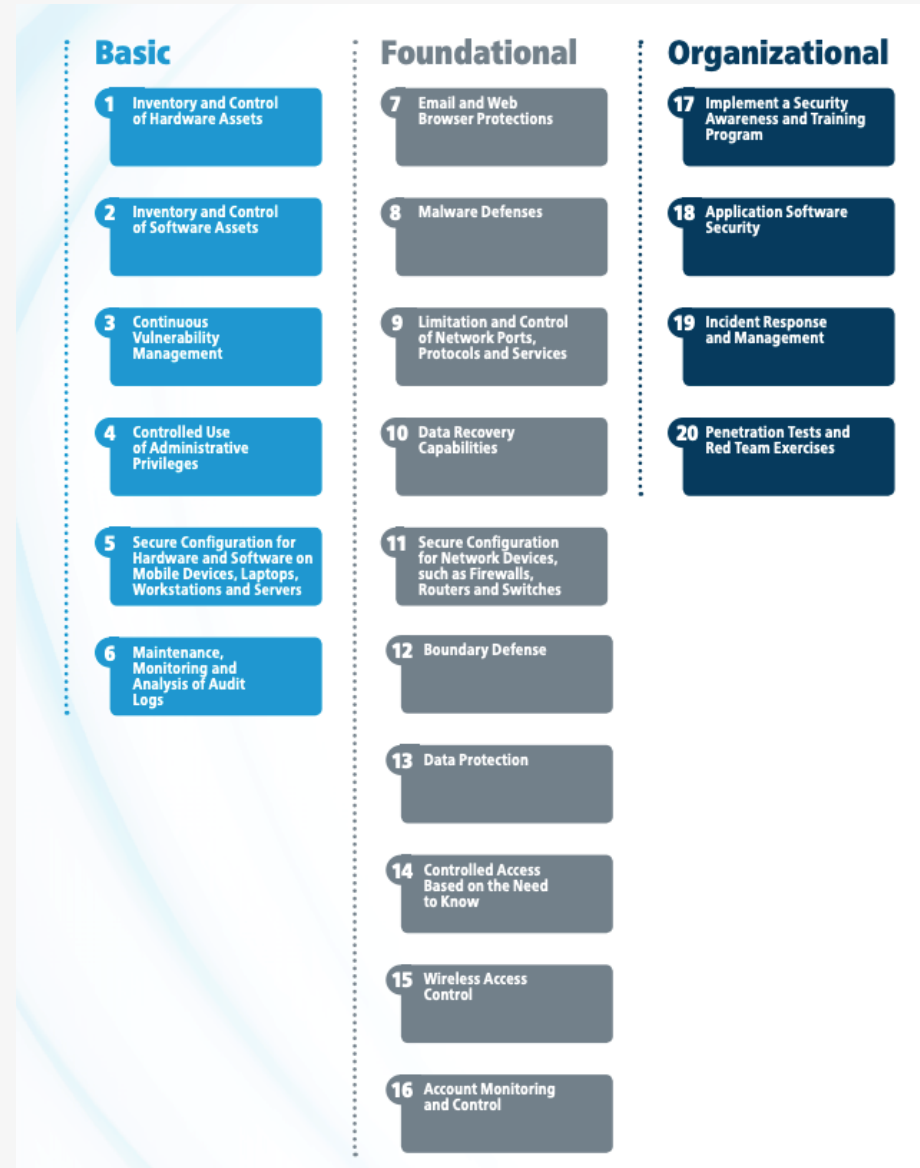
- \* Change your philosophy - protect your business first
- \* Define a strategy, adopt a systemic risk-based management framework
- \* Build and practice strong cyber hygiene across the full systems lifecycle
- \* Focus on the “**People**”, “**Process**” and then “**Technology**”
- \* Secure your supply chain upstream and downstream
- \* Plan, test, rehearse for what you don’t control – BCM/DR/IRP

# Only deal in RISK – anything else is snake oil

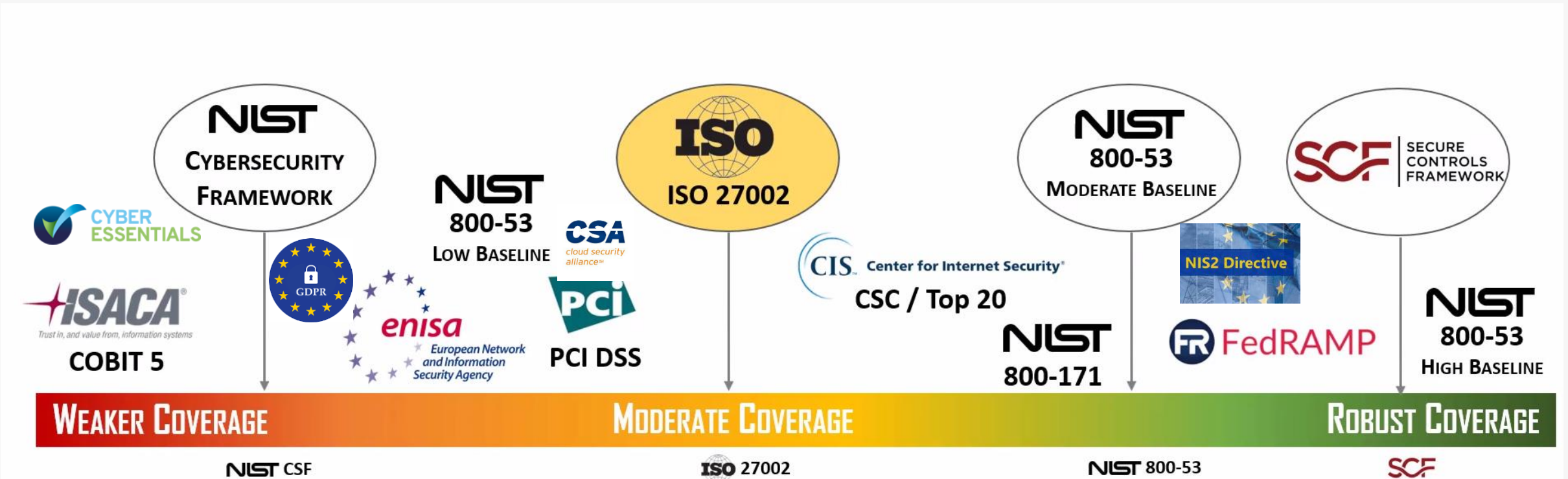


# Don't reinvent the wheel.... Use frameworks and standards

Studies have shown that correctly implementing the first 5 Centre of Internet Security (CIS) controls could eliminate 85% of cyber incidents

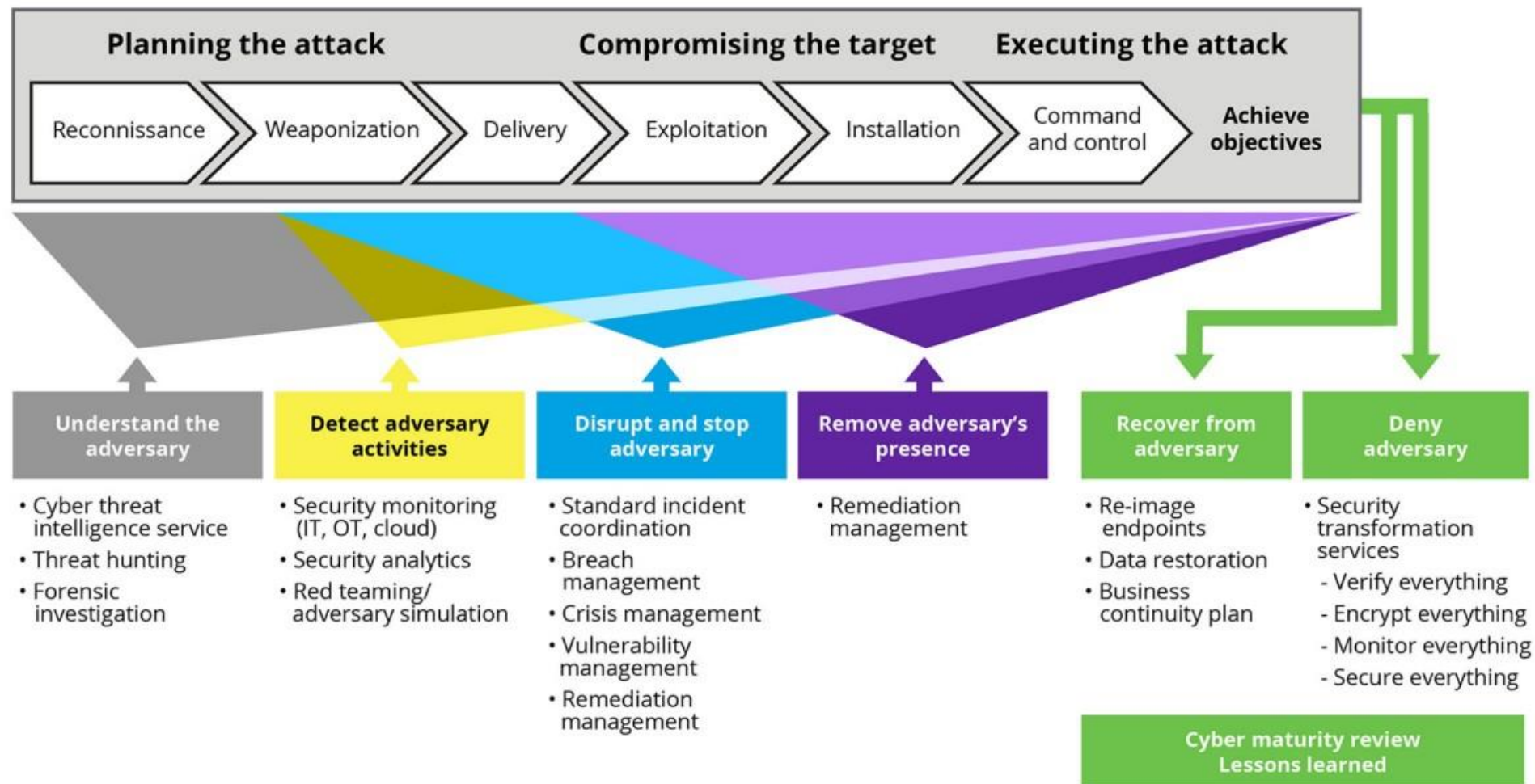


# Lots of frameworks and standards – choose what suits you

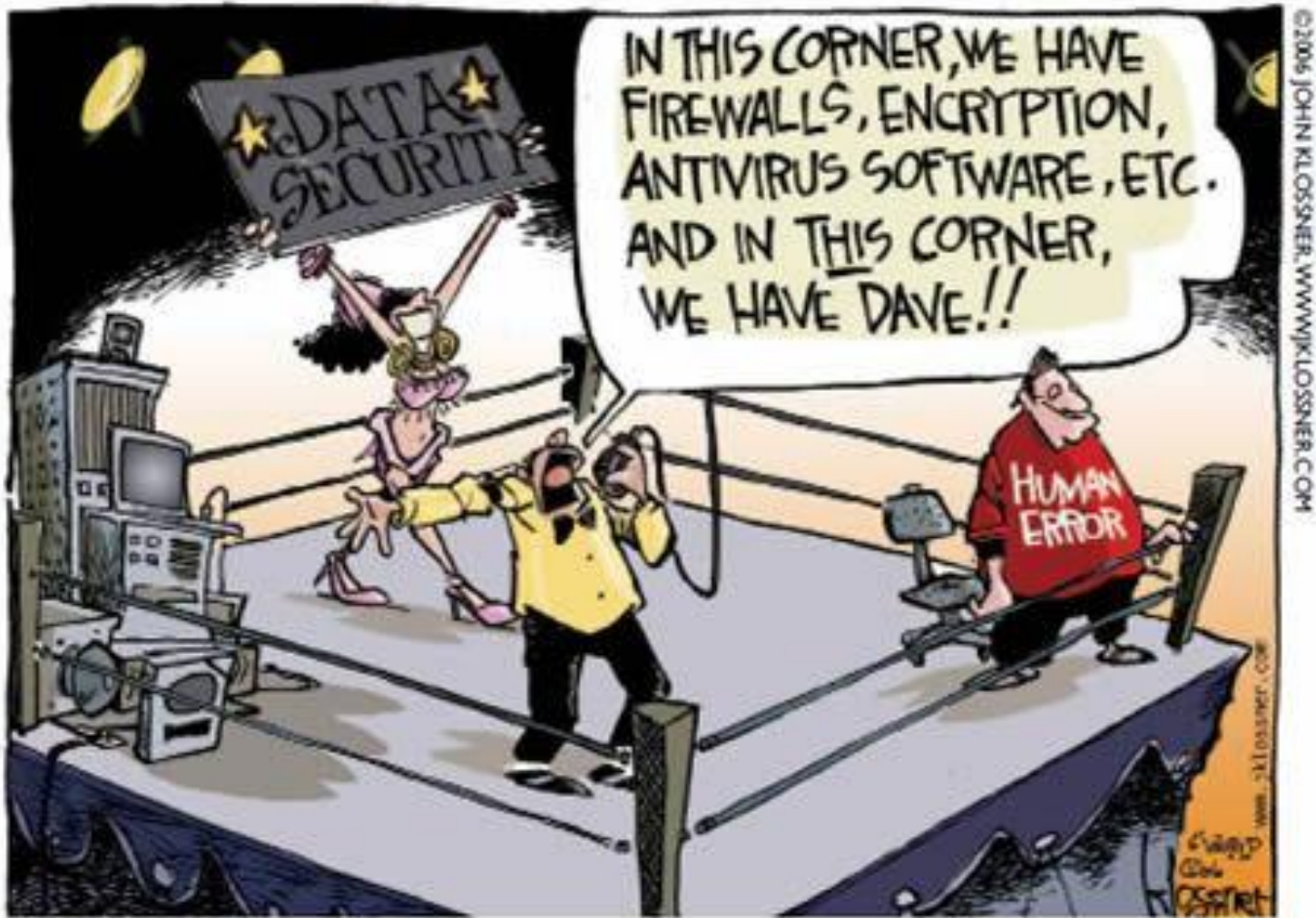




# Understand and disrupt the Cyber Kill chain



# People are consistently your strongest or weakest link



27% of cyber incidents

24% of data breaches



Thank you

Pat Larkin Chief Executive Ward Solutions

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# Protecting your business in the Digital Age

January 2023

# Agenda

- Cyber risks
- Type of Claims
- What makes a “good” risk
- The value of a proactive approach



# What is cyber risk?

“ Cyber Risk is any risk emerging from the use of information and communication technology that compromises the confidentiality, availability or integrity of data or services .

Geneva Association

”



## The most important global business risks for 2023

### Key

- ↑ Risk higher than in 2022
- ↓ Risk lower than in 2022
- No change from 2022
- (5%) 2022 Risk ranking %

Source: Allianz Global Corporate & Specialty

- 1 Cyber incidents ranks higher than business interruption based on the actual number of responses
- 2 Changes in legislation and regulation ranks higher than natural catastrophes based on the actual number of responses
- 3 Shortage of skilled workforce ranks higher than fire, explosion based on the actual number of responses



Watch our short film about  
the top 10 risks for 2023



View the full Allianz Risk  
Barometer 2023 rankings here

**1**  
→ 34%  
2022: 2 (44%)

**Cyber incidents<sup>1</sup>**  
(e.g. cyber crime, malware/ransomware causing system downtime, data breaches, fines and penalties)



**3**  
↑ 25%  
2022: 10 (21%)

**Macroeconomic developments**  
(e.g. inflation, deflation, monetary policies, austerity programs)



**5**  
→ 19%  
2022: 5 (29%)

**Changes in legislation and regulation<sup>2</sup>**  
(e.g. trade wars and tariffs, economic sanctions, protectionism, Eurozone disintegration)



**6**  
↓ 19%  
2022: 3 (25%)

**Natural catastrophes**  
(e.g. storm, flood, earthquake, wildfire, extreme weather events)




**2**  
→ 34%  
2022: 2 (42%)

**Business interruption**  
(incl. supply chain disruption)



**4**  
↑ 22%  
NEW

**Energy crisis**  
(e.g. supply shortage/outage, price fluctuations)



**7**  
↓ 17%  
2022: 6 (27%)

**Climate change**  
(e.g. physical, operational and financial risks as a result of global warming)



**8**  
↑ 14%  
2022: 9 (23%)

**Shortage of skilled workforce<sup>3</sup>**



**9**  
↓ 14%  
2022: 7 (27%)

**Fire, explosion**



**10**  
↑ 13%  
2022: 11 (9%)

**Political risks and violence**  
(e.g. political instability, war, terrorism, civil commotion, strikes riots, looting)




UK

1. Cyber →
2. Business interruption →
3. Macroeconomic developments ↑

Impact of inflation is weighing heavily on UK firms after it rose to 10%+ during 2022



# Top 3 cyber risks

1. Funds Transfer Fraud / Business Email Compromise
2. Ransomware / data exfiltration
3. Supply Chain Risks



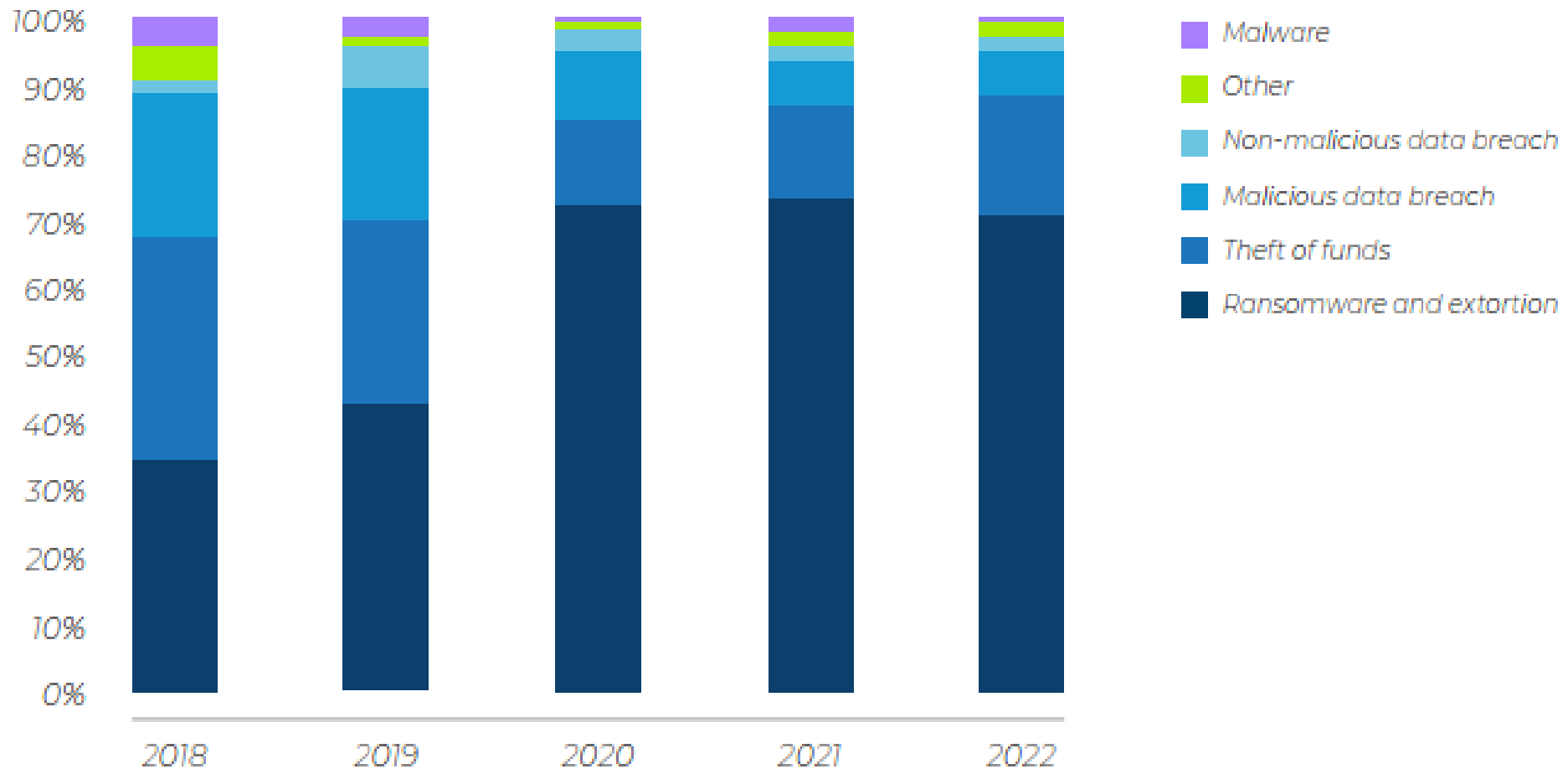
# Consider your cyber risk

- What would you do if you came into work and couldn't access any technology?
- How long could you keep working?
- Who is your "emergency service" ?
- Do you have online banking?
- Do you store personally identifiable information?
- Do you store other business critical information?
- Do you rely on outsourced service providers?
- Do you work remotely?
- Can you say 100% of your employees will NEVER make a mistake?
- How could disgruntled employees do you most harm?



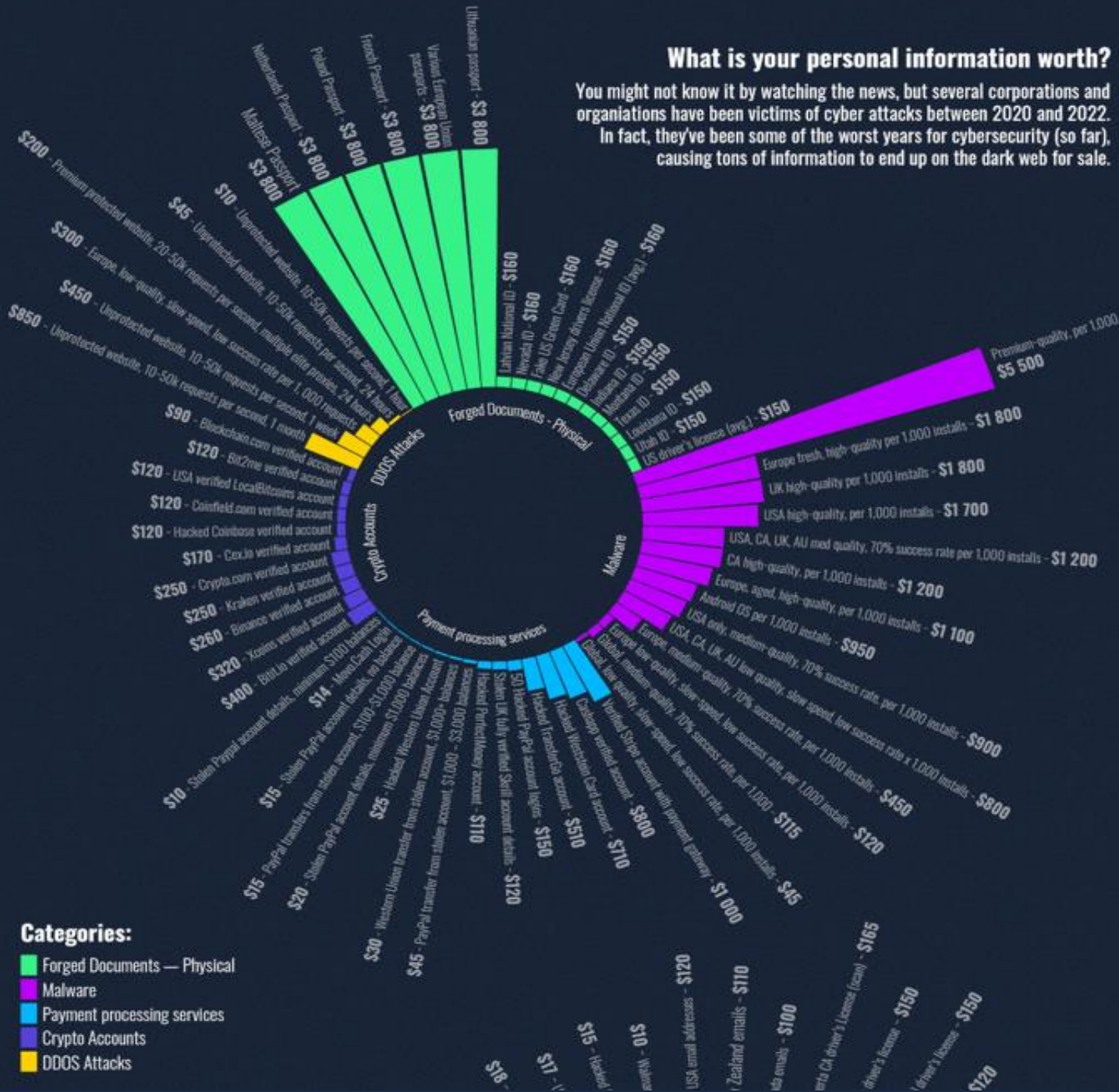
# Types of claims

Data for severity over time



## What is your personal information worth?

You might not know it by watching the news, but several corporations and organizations have been victims of cyber attacks between 2020 and 2022. In fact, they've been some of the worst years for cybersecurity (so far), causing tons of information to end up on the dark web for sale.



# DARK WEB PRICE INDEX 2022

GRAPHS SHOW AN AVERAGE PRICE IN USD

# What makes a “good” risk?

- Multi- Factor Authentication
- Good patch management
- Offline, offsite and regular tested back ups
- Endpoint Detection and Response
- Employee awareness training
- Be prepared!



# The value of a proactive approach

- Threat intelligence is crucial!
- Case Study 1: Cobalt Strike Infection
- Case Study 2: Machinery manufacturer close call with malware



Any questions?





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