**23:27**  
Edosa  
Okay. That actually concludes the person that we've done well, and that was switching, actually switch it actually down to the meaty professional as a section, You get a case that's on. This first piece here is really what you actually, what you do for work. It's interesting. We quite straight into this interview without actually going into what you do. Right. And, and so had the opportunity. So what is your actual occupation?

**24:06**  
Dora  
Well, I mean, title-wise, I'm driving data strategy, data governance, and architecture from our organization on a global level. Right now I'm very deep into data and analytics and enterprise architecture, driving transformation. I mean, what way do I think of myself as a business leader first and foremost, that just happens to have a lot of deep domain expertise in data analytics, enterprise architecture, big part of what I do is also just driving change relative to the domain, to the core domain. But yeah. While I'm doing that, always trying to really make impact for my organization as well as is it a patient? Is that a customer? What's the ultimate beneficiary of the products or services of the organization. That's my north star, am I making business impact? Am I helping people's lives? For example, I work in healthcare right now. Patient is the ultimate beneficiary of your will before even the customer.

**25:08**  
Dora  
I'm always, am I making this better for my organization as a business? This actually going to make a positive impact to our patients or our customers?

**25:20**  
Edosa  
That's excellent. That sounds really good. And yeah. Well, I think you're already touching on some of this, I think, but I'm going to ask you a bit more about what you like about your profession or your occupation in a minute, but how long have you actually been in this for, in this occupation?

**25:39**  
Dora  
Well, I mean, overall, my career, it's about 27 years now and I've been in it, but again, I've always been in roles where for the longest time I've been in roles that are in between a leg and an idea like in the business and from the aspect of just driving change around data and analytics and enterprise architecture. Ugh, gosh, I'm losing track. I don't know. Time goes by very fast. It's been a very long time.

**26:13**  
Edosa  
All right. Sounds like you've been there awhile say, Okay. So what do you like about it? What'd you like about your, your profession, your occupation?

**26:26**  
Dora  
It's never boring. I love challenges. I, it gives me the opportunity to keep learning, keep on learning about my business. I mean, I'm with a company I'm right now, I've been here for six years, global company healthcare, but every day am I learned something new about the business. Obviously I put the effort, I'm very intentional understanding our business. I love that I get to work with people and solve problems and again, make an impact to the organization or the customers, the patients. I also love that again, even on the technical skillset side, because you got to college and you got data, there's always opportunity to learn and grow. Doesn't get stale. If you have the energy and the desire to keep on growing, keep on learning, keep on doing better. I think that's there. I think my field is one that this definitely applies to.

**27:21**  
Dora  
So I love that about,

**27:24**  
Edosa  
Yeah, I can certainly attest to that because we're in very similar fields. Aren't we? So, okay. There's the last one in this little section here, and then we'll switch gears. I think you might be expecting this one might be expected. This one, this is, what do you not like about your occupation or your profession?

**27:43**  
Dora  
Why do I not like how hard sometimes it is to get to the balance of work and life. I think has gotten harder with working from home days got longer. It's not a job that I clock in and clock out. I'm done. Even when I'm done, this is more about intellectual labor than anything else. So it doesn't really stop. So, and I don't know if that's the occupation itself or if that's just the way that I'm wired, if it's something that really needs attention, obviously, if it doesn't, and that's why I like Fridays, but I said already, because it's a time to take a mental break from the intensity of weak on the work. Right. It's of a mental break. That doesn't mean that I totally forget everything and I don't think about it, but I wish there was a Neesy way that I could learn or, or get to be good with it to just sometimes just balance it better, work life, more integrated, got integration.

**28:47**  
Dora  
Just balancing it up more.

**28:50**  
Edosa  
That's a really interesting segue now into this. Oh, that's switching gears slightly within professional, and this is really around what work does to you, so to speak. In this section, first question, what's the first thing you thought about this morning?

**29:11**  
Dora  
First thing on a personal friend, a front. I wonder how my kids are doing, because they're in college. I haven't seen him in a couple of weeks. I dunno that I thought, oh, wow. Today's the day I'll be speaking with a dataset. That's so great.

**29:26**  
Edosa  
Wow. Just featuring even anywhere around the first thing as you thought about is it's incredible. So that's humbling. Humbling. Okay. Okay. So your children and annotation. Okay. So what keeps you up at night?

**29:46**  
Dora  
Not many things because I tend to not let things get to the point that really keeps me up and I really always have to worry about them. I try again, to fall off all through. Now, let things fall through the cracks. It doesn't typically get to a panic or being very anxious. That being said, there are situations where there's just a lot going on. Actually this week has been kind of an intense week for me, just culminating coming to a big decision and what keeps me up at night, just making sure that is this the right decision. Am I right? You know, making the right impact. In many cases, when it comes to that, it's also about influencing other folks to see, for example, if I believe something, how do I make this in very simple, relatable terms, make it easy for the other folks to understand.

**30:40**  
Dora  
I'm better able to influence which means it makes me feel that yes, I'm doing the right thing. I'm making progress, I'm making the right impact. Those are the kinds of things that if I ever like really step online at night that's, that would be it.

**30:59**  
Edosa  
Okay. Okay. Interesting. This one might be even more interesting. There was a craziest work related experience you've ever had.

**31:09**  
Dora  
Craziest work-related experience have ever had. So this is interesting. I would say the craziest one was an experience with a colleague many years ago, who were looking to work together and he was accountable for something, but he didn't really want to do the work. He was thinking and counting down the days to retirement. Instead of just either being part of the, of the team or just letting it happen and getting out of the way since he was not interested, instead, he just tried to sabotage it just because he didn't want to do it, but also he did want to just let the progress happen. It was crazy because trying to sabotage it. Rather than that, he reaches out to me to speak to me. Rather than, and I'm thinking this person is gonna apologize for the way he's been behaving. Instead, it was almost of a bullying session that he says, how do these things?

**32:12**  
Dora  
How are you so knowledgeable and what are you going to do this? I felt like I was being interviewed and I had already been with the company for a couple of years. I think it was more of a personal situation with a person that just didn't want to be part of the solution, but didn't want others who do not want to let others drive a solution either. So yeah, I felt that was crazy.

**32:39**  
Edosa  
Wow. That does sound crazy. This sound crazy, especially given that I, someone you actually did know, even before that situation, that sounds a bit crazy. This might be a slight shift away from that, but what is the most surprising solution you've ever encountered.

**33:01**  
Dora  
Surprising solution? I don't know that a big, huge solution stands out in my that was very surprising, but let me say this surprising. I think it's more of a validation every time does sometimes what really makes a difference and it could be surprising for many of us. That just making sure that the communication is there, that, that things don't things break when we just don't communicate when we let things fall through the cracks where we forget to go back to basics, or I would say if I think more about a technical, tangible solution, surprising that I do see sometimes is when we tried to just over-engineer things I believe in simplicity, keep it same, all the simpler, the better, the more efficient, as long as it's effective as well. Sometimes we just get up too wrapped up on over-engineering things or getting into so much detail that we don't see the forest from the trees, so that I see that keep on happening.

**34:12**  
Dora  
Out my career time, time and over again, different instances.

**34:21**  
Edosa  
No, I, I absolutely resonate with that. Simplifying. The complicated is certainly something I absolutely ascribed to you. So yeah, absolutely resonate with that.

**34:35**  
Dora  
I'll give you an example. I heard, and I don't remember the specifics, but I was speaking with a colleague a while ago and they were giving me the example of working on a solution and they were trying obviously to resolve it, bringing in fencing, your technology, AI, the big buzz word in the end, the didn't have to develop anything new. The did not have to change the technology solution that was supporting it. They just needed to take a look at the end to end flow of things and just add a process step. And that solved the need. It was very simple, no big implementation projects. Just take a look, understand the impacts. So that's another thing. Don't just look at what you're doing, and this is what I want because I cannot do it, but okay. Put it in context. Is there anything else? And two, how can I simplify it?

**35:30**  
Dora  
At the end, they were able to avoid rolling out a brand new solution, leveraging the latest buzzword ecology, but making simple business processes that the right stakeholders gaming and that solved the actual business need much simpler, much quicker. But we forget that sometimes.

**35:52**  
Edosa  
Yeah, I have to say I've had, I've had many interesting experiences that are very similar to that. I think the, one of the biggest ones to be is the fact that, in general, this is the way it goes that our minds seem to think when it comes to, we need to solve a problem. We go to build mood. What more do we need to do? Right. A lot of times we just do not focus enough around. Could it be that we actually need to take some things out, so maybe we need to do less. Maybe we don't see much already. And, and I've found that in number of times that actually in trying to go into either your code base, your pipeline and actually taking steps out, actually fixes the problem is much better. The building new stuff that we do a lot of times just increases the complexity of what you built.

**36:46**  
Edosa  
So there's a, it's very interesting. That's happened many times, actually just being able to think about this two different perspectives, is it build more or actually take out, okay. So we're switching gears slightly, actually. This is about what your experiences have done to you, right? First one is three things that you wish you knew before you started your current occupation.

**37:18**  
Dora  
Okay. By current occupation, I'm thinking my career is still going. I mean, from the beginning three things, I wish I knew and I was much younger than I wish I knew that it's okay to not know everything. More times than not, I knew more than I thought I knew I used to give. I would always, sometimes I would keep quiet saying, oh, I don't know what I don't know. I would hear other people speak and turns out, okay, actually, it's an assumption that everybody else knows these things so much better than me. Right. It's really about building on each other's ideas. I wish the confidence level when it was much younger was better there. So I wish I knew that. I wish I knew that because, I came into this, actually I started as a Coldwell mainframe programmer. I did a lot of software development and bill pretty much every role you can think of in it.

**38:24**  
Dora  
I wish I knew even earlier in my career, I had realized it turned into that it's less, the follow technology have to be good. You have to know your craft and people, it makes a difference where people can trust that, what you talking about. That's a given you need to know your domain, but I wish I knew that how you work with people being able to work with people actually makes a bigger difference than I thought back then that I knew back then. It's not all about the, the technical skills. It's not all about the technology or the data, whatever it is. It's about how do I work with people to get that gone? I think those are the top couple of things that come to mind.

**39:09**  
Edosa  
Yeah. And that, and that makes sense. I think even more so these days, with that realization that I think in the old days there was more of a leaning towards technology, partly because it was actually, of course in hindsight we think, oh, why was it by now? It was actually a bit of a differentiator. In fact, it was a big differentiator because it was difficult to get hold of technology. And, the barriers to entry were quite high because you had to find all the capital of course, with the cloud, it makes it kind of flattened things out and reduce that, that and she point now. I think certainly that's helps, but yeah, you're absolutely right. When you think about what actually defines success, of course technology helps no question, but clearly there's more to it than that. And a lot more to,

**40:04**  
Dora  
Yeah. I think I gave you two key things. I would say a third thing a dosa is I wish I knew earlier on when I first started that not everybody thinks the way I do. I'm detail oriented, obviously over the years, I've learned depending on the audience to go more into the details. To really go high up again, depending on the audience, as long as it's a clear crisp message, but what I've learned over the years that I did not know when I started is I hadn't realized, everybody comes with different experiences. We don't get to the same resolve the same conclusion in the same approach and the same path, how we think about it. I wish I knew that because when I realized that helped me then understand, okay, what is this other person coming from? Just try to read between the lines, how do they think about this?

**41:00**  
Dora  
That helps me better communicate and articulate and helping the other person understand also what I'm trying to communicate at the time. So that together we work better together. I wish I knew those things when I was early on. Oh, sorry. Didn't mean to interrupt you there.

**41:25**  
Edosa  
No, no, I was just saying, I was just agreeing. I think those are the three fundamental and very important things actually. So I think that's, yeah, very helpful. Very helpful. I think I wish I knew all free to, to be honest. Okay. Okay. W shifts to the next one, what experiences, I think you touched on this already, but what experiences have you had outside your current occupation? You know, if your current profession.

**41:57**  
Dora  
Work experience outside of this, outside of my field, what I do well, I mean, I waitressed a lot when I was in college, trying to pay for my college and my school and everything. Along that I grew up in the country, I grew up on the farm. We will call it innovating tobacco and other crops. Lots of hard physical labor, long, long days, I'm not talking to five, I'm talking five to 6:00 AM to almost midnight, especially in the summers more so, so yes, I've been exposed to what it means to actually grow crops and cultivate them. You're mostly waitressing hosted, being in the restaurant business jobs just to help, especially when I was going to college. After that, once I got in my field, yeah, I've pretty much been in this. I was really lucky because I love what I do. I kind of chose what field I wanted to get in actually, when I was in junior high, because I had to make a decision at that point, the situation at the time.

**43:08**  
Dora  
I'm very lucky that I love what I do. It allowed me to just focus on different aspects of it and keep on going and getting a more comprehensive understanding. So,

**43:21**  
Edosa  
Very interesting. Wow. Tobacco. Okay. So switching LSS slightly. Yeah. That's just incredible. I think I might quiz you on that separately at some point, but that was never been engaged, but I'm switching slightly. What would you consider to be your greatest ever achievement?

**43:42**  
Dora  
My greatest ever achievement in a professional context, a year, a few years ago, I ran across a colleague and this was just one instance. This happened several times throughout my career. My greatest achievement is when I know that when I do something, even after I leave that situation, that team, that organization it's sustained. I run into my colleague, he said, Hey, remember this stuff, were working 10 years ago because he stayed on with their organization longer than me. They're still using it today to me. That's great. Obviously that doesn't happen every time technology changes, situations change, but see, because I have a lot of architecture and enterprise architecture thinking of the Antoine back then just building a solid foundation to me, it's important. I take intentional care to make sure that if we're trying obviously, always to connect it and meet business needs, but what we're building has been thought through for now, but also Willy's is sustained.

**44:53**  
Dora  
Will it be resilient? For me, I'm happy when I hear that I'm proud of it too. It takes a lot of work because it's also the push and pull because so many people, like you said, before I go say, let's go build and we'll forget, well, let's think it through and design it in a way that we can build it. It can give us what we need now and balance it with being able to flex and scale and sustain. I would say that said, I'm really happy when I hear people tell me, Hey, remember when were working, it's still around or be stuck for several years. And I kept on using it. That's a good feeling to me.

**45:33**  
Edosa  
No, that sounds really good, actually, that feedback, not just in the here and now, but like years later, that is incredible. That's incredible. What would you, what would you consider is your worst ever failure?

**45:51**  
Dora  
My worst ever failure. This was many years ago. It no like a huge feller or anything, a little, I, little things I would keep on learning. One thing that I learned was learning this was many years ago, and there was a period of time when I was slitting a project. For a few weeks there, I felt like it wasn't going right. I was going in circles. I was near that organization as well. What I learned from that to again, go back to basics and be constantly, okay, what is our purpose, what we're trying to do. Who's going to do why and how we're going to do it and not be afraid to just, clear when it's vague, clarify, get their accountability named toners, accountable, clear purpose, clear ways. How are we going to go about it? We don't always have the answers, but if that's the goal, let's, we'll get to the answers.

**46:51**  
Dora  
We'll get to, okay, what is the purpose? Let's just make sure that we all understand and consistently and not assume. And, and so for a while that this was just me learning was much early in career. It didn't feel good and didn't feel good to me that for about a month or so, he felt like, okay, I'm not making good progress here. It feels like we're talking about the same thing. Get, we're not really making progress. I would say that it was a failure on my part, but I learned from it.

**47:17**  
Edosa  
Well, that's an important thing, isn't it? It's just, being able to take out something that advances, the future, so that's, that's I think is, the best failure is can, can offer. Right. I think a lot of times we, I suppose, Pixies upon both failed to acknowledge that it's actually recognize that. Right. That's interesting. Okay. Well, switching gears slightly, we're almost at the end actually of the professional, but in fact, in this section, it's a lot of quick fire and give us of a breather. I don't mean delving, even delving in quite a lot. How can we say, Hey, transformation from the, from the perspective of transformation, less, think about change, pleasure or pain.