



Gaetano Mazzuca

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# IT Leadership in the Post-Nerd Era – *the Next Normal* →

# Welcome

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# Quick History of IT Culture





# "Computers"

		Sinus	Tangens	Secans
81	29	9680748		
59	28	9680018	38020782	39894421
39	27	9679288	38574537	39849654
19	26		38528396	39804991
01	25	9678557	38482358	
83	24	9677825	38436424	39760431
67	23	9677092	38390591	39715975
51	22	9676358		39671621
37	21	9675624	38344861	39627369
23	20	9674888	38299233	39583219
11	19		38253707	39539171
99	18	9674152	38208281	
88	17	9673415	38162957	39495224
79	16	9672678	38117733	39451379
70	15			39407633
63	14	9671939	38072609	
		9671200	38027585	39363988
		9670459	37982661	39320443
		9669718	37937835	39276997
				39233651

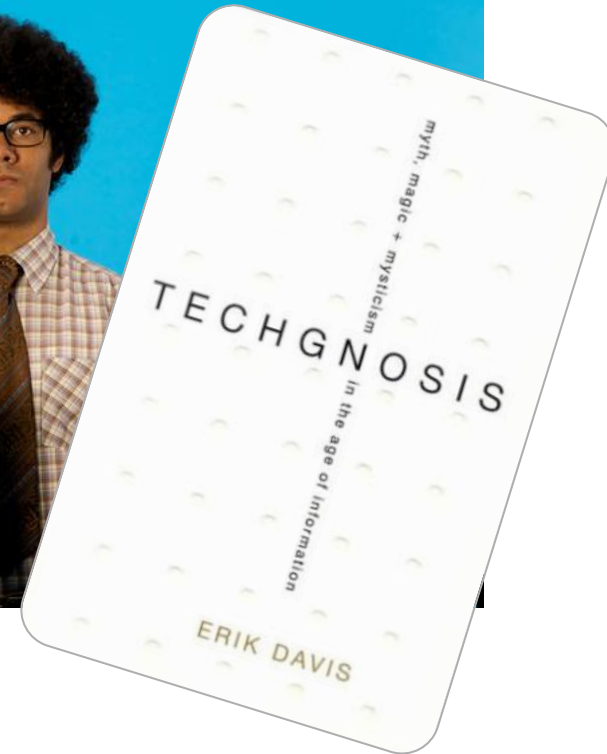


# Mainframe respectability





# The Era of the “Nerd”



# The Era of the Business Partner

*Let me tell you about my friend  
ITIL... COBIT... NIST.....*





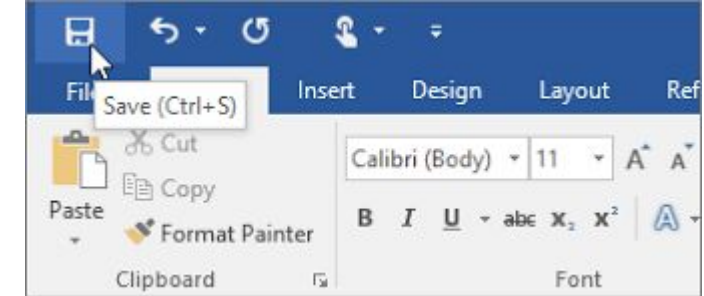
# The Era of///... JCL ERROR 122





# 32%

GenZ feel adequately equipped for the essential workplace digital skills – such as Internet use, e-mail, and general office software



# 62%

Employers are confident on young people's skills being sufficient when entering the workforce

# 27%

of the workforce, 2025

# 18%

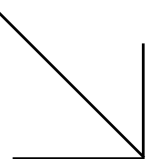
Data or cybersecurity confidence

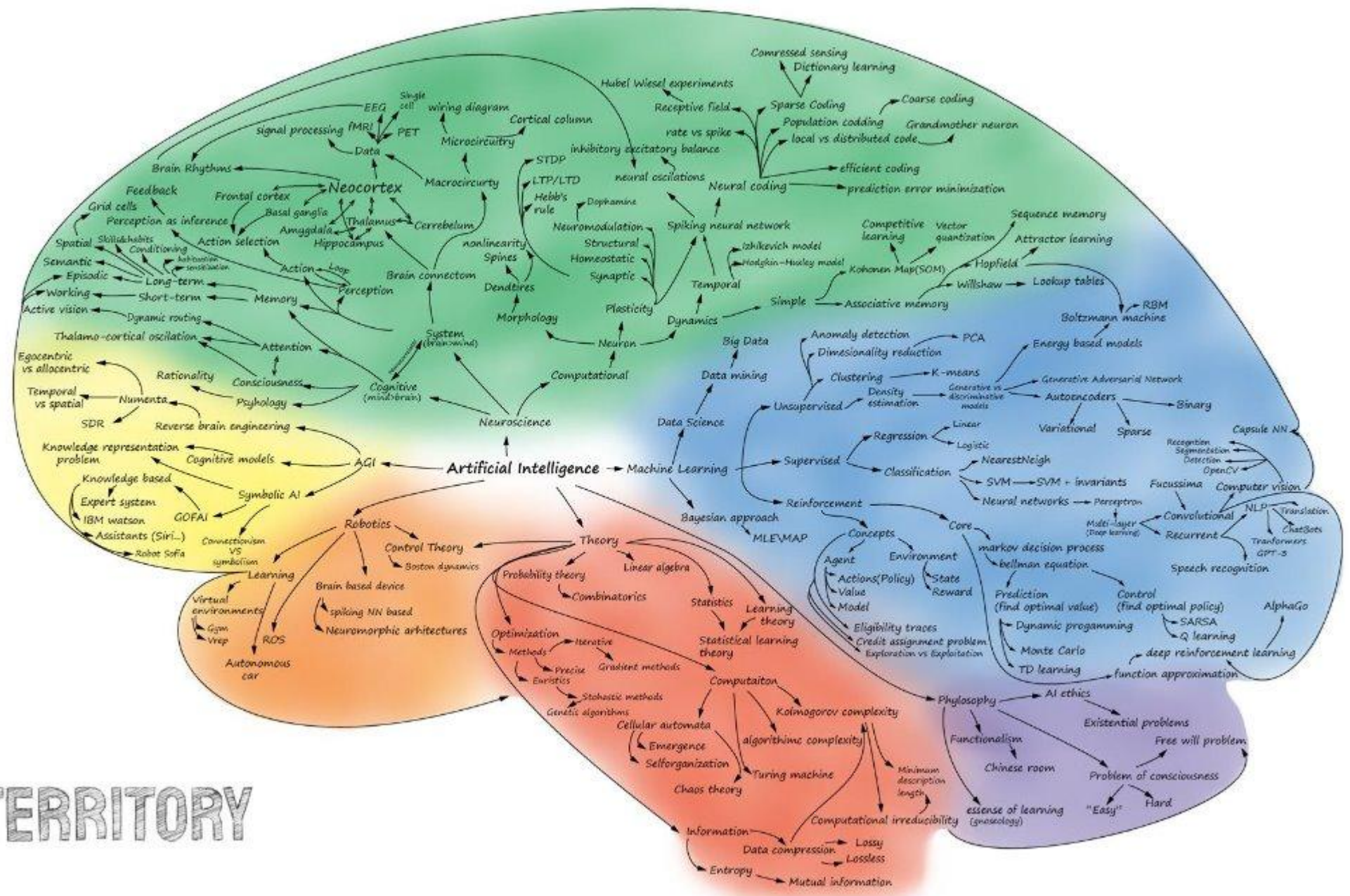
# 20%

GenZ have some sort of coding skills

# 7%

Proficiency in AI use





# AI TERRITORY



# Lagging Digital Literacy Among 14 year olds across the EU.

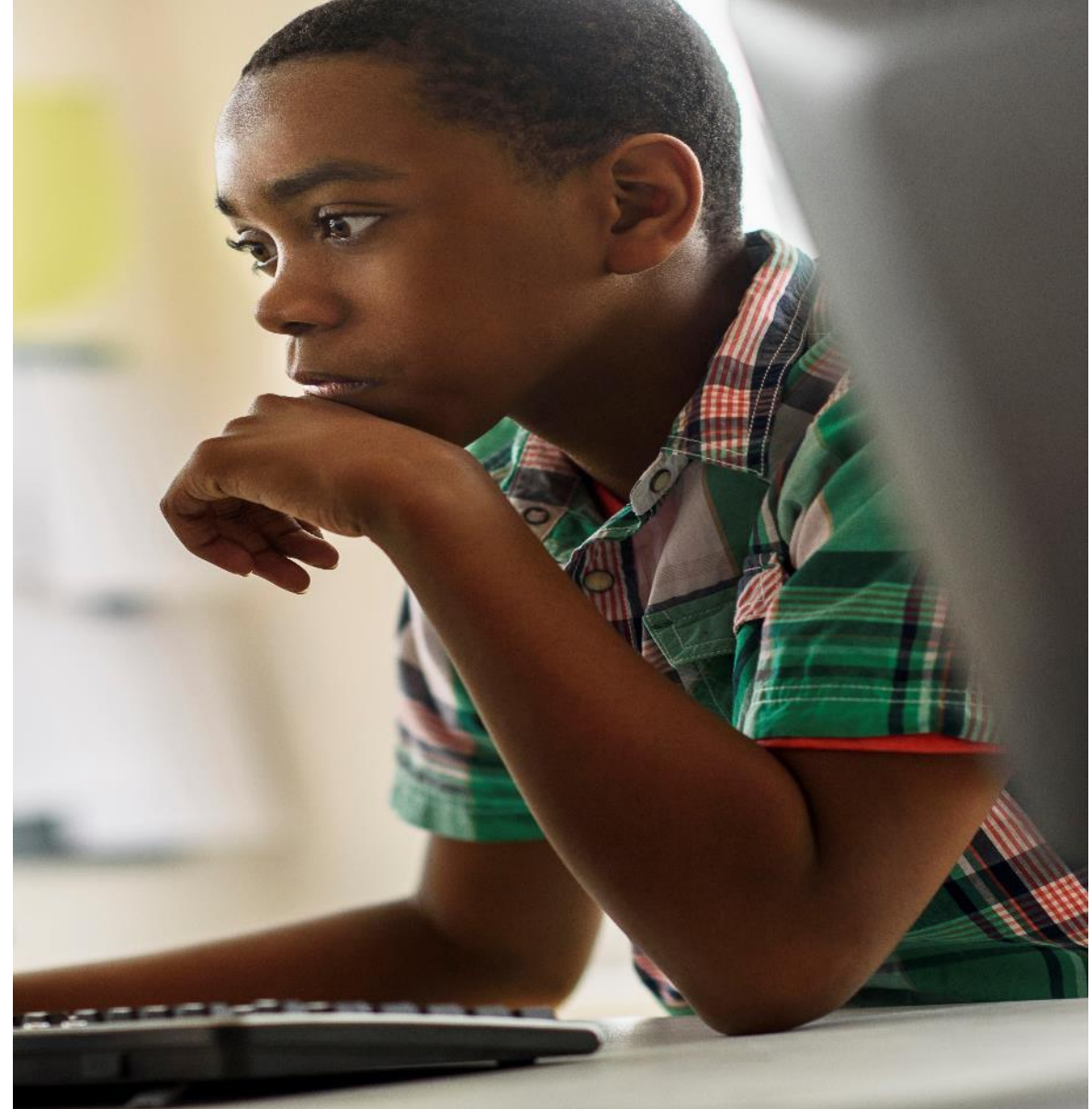
43% of students do not reach the basic level of digital skills (EU)

51% in the USA; 27% in South Korea

14 year old girls outperform boys, 8% - but constitute only 20% ICT specialists

European Education Area

[education/ec.europa.eu/news/lagging-digital-literacy-among-the-eu-study-finds/](https://education.ec.europa.eu/news/lagging-digital-literacy-among-the-eu-study-finds/)



MAIN

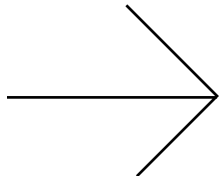
Select one of the  
following:

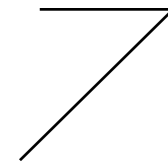
1. Keep on going, I'm sure it will be fine
2. General system tasks
3. Add more money
4. Communications
5. Files, libraries, and folders
6. Panic
7. Hire a contractor
  
8. Sign off

Selection or command ===> 

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Where do we go  
from here?



Ability - being able to do something typically innate, like verbal communication.

Capability – a combination of personal and technical skills, knowledge, processes, tools, and behaviors that are critical to a success and future needs.

Competency – measurements meant to assess the applicability of a person's knowledge and skills.

Skill - a learned ability, talent or, expertise needed to perform a task, usually to an industry standard or without supervision. Learned abilities are skills.

### **Skills**

- Data analysis
- Graphic design
- Coding
- Conflict resolution

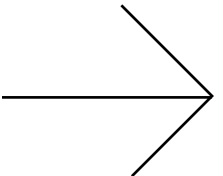
### **Competencies**

- Foundational
- Intermediate
- Adept/proficient
- Advanced
- Highly advanced/strategic.

### **Capability – (tangible outcomes)**

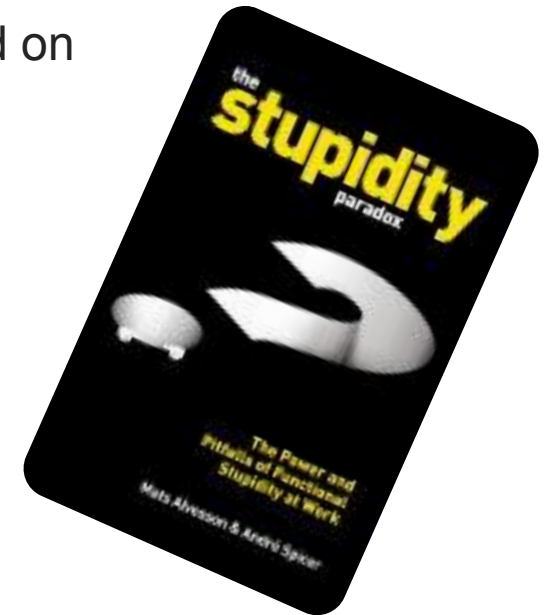
- Manage resources
- Deliver results
- Cultivate relationships
- Change management

# Can they *do it*?

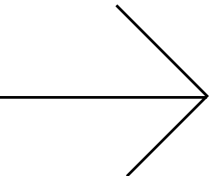


Functional stupidity is a term used to describe when people in an organization do exactly what is expected of them uncritically, without pausing for thought. It can be based on three main elements:

- *Lack of reflexivity*
- *Lack of substantive reasoning*
- *Missing the big picture*



# Functional Stupidity





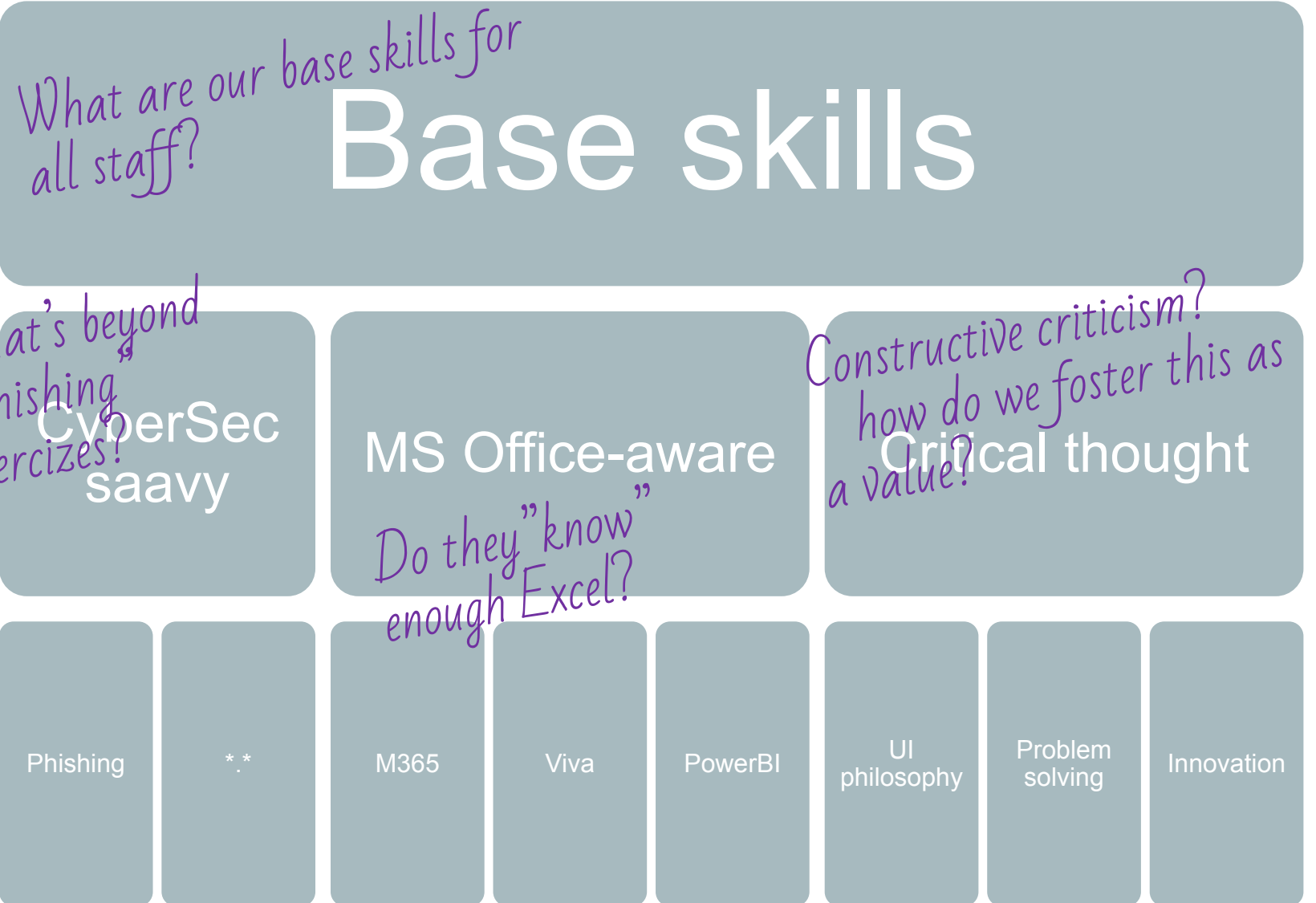
# People and workforce are not a static (procurement) processes

- Business is hiring to job description, but not necessarily for digital capability.
- Our hiring processes are failing: they're still in the "nerd" or the "partner" or even Mad Men paradigms.
- “If it plugs in to a wall, it's IT's job, fault, consequence...”



One.

# Be intentional about [digital] capability & skills





# Mapping Team Competency Levels

- **Technical Skills**
- **Client / Service Skills**
- **Innovation, Creativity, and problem-solving Skills**
- **Change and resiliency skills**
- **EQ skills – “IT, the modern bartender”**



Two.

It is the responsibility of  
the IT leadership to  
build capability in IT  
*and* digital  
environments



Applications

150+ applications & interfaces;  
subscriptions, clouds

Digital  
Ecosystems

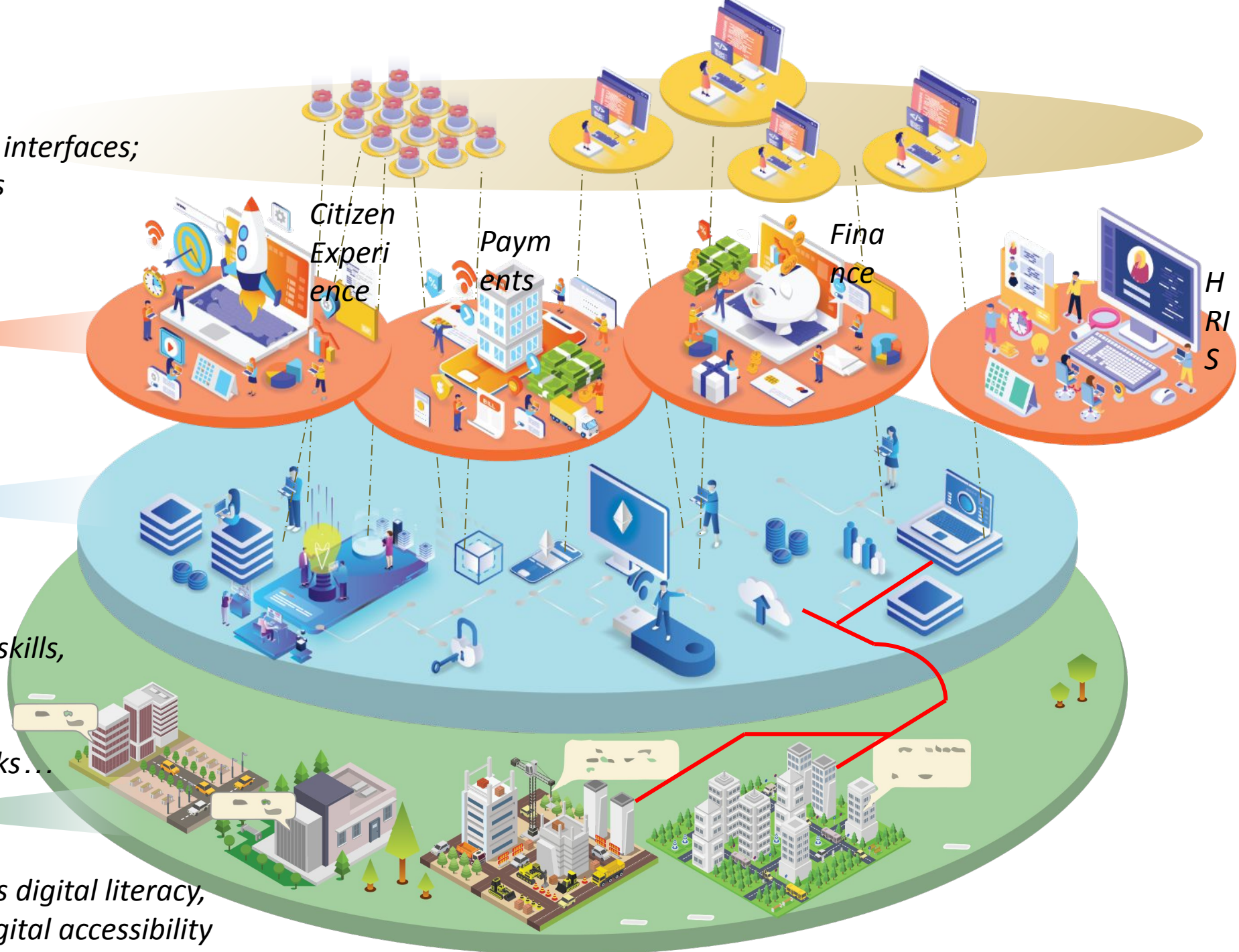
Large scale business  
processes, focal  
points, data sources,  
confidentiality zones

City's  
Digital  
Estate

Digital assets, staff skills,  
technologies  
data, content,  
documents, networks...

Regional digital  
landscape

The sum of the city's digital literacy,  
use, preferences, digital accessibility



*Build the learning layer of the organization.*

Learning Management System – copy/paste from a university model

1. Technology (LMSs)
2. Program design
  - a. Core competencies for all (administrative) staff
  - b. 100, 200, 300, 400, 500 level coursework
  - c. Microskills/micro-coursework
  - d. Gamification: badges, point systems for SMEs...
3. Course design – templates, outcomes, analysis
4. Outcomes

*Schools – Customer Service*  
Programs

Front line support

*Coursework*

Conflict Resolution 1

Products & services

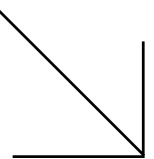
Emotional management

All Staff

*Coursework*

General client support

Phrases and tones





# New PowerBI User

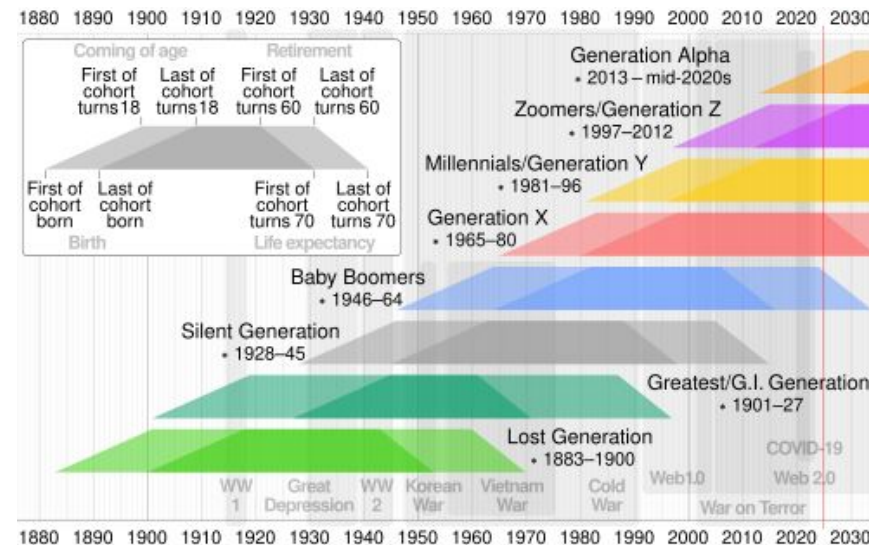
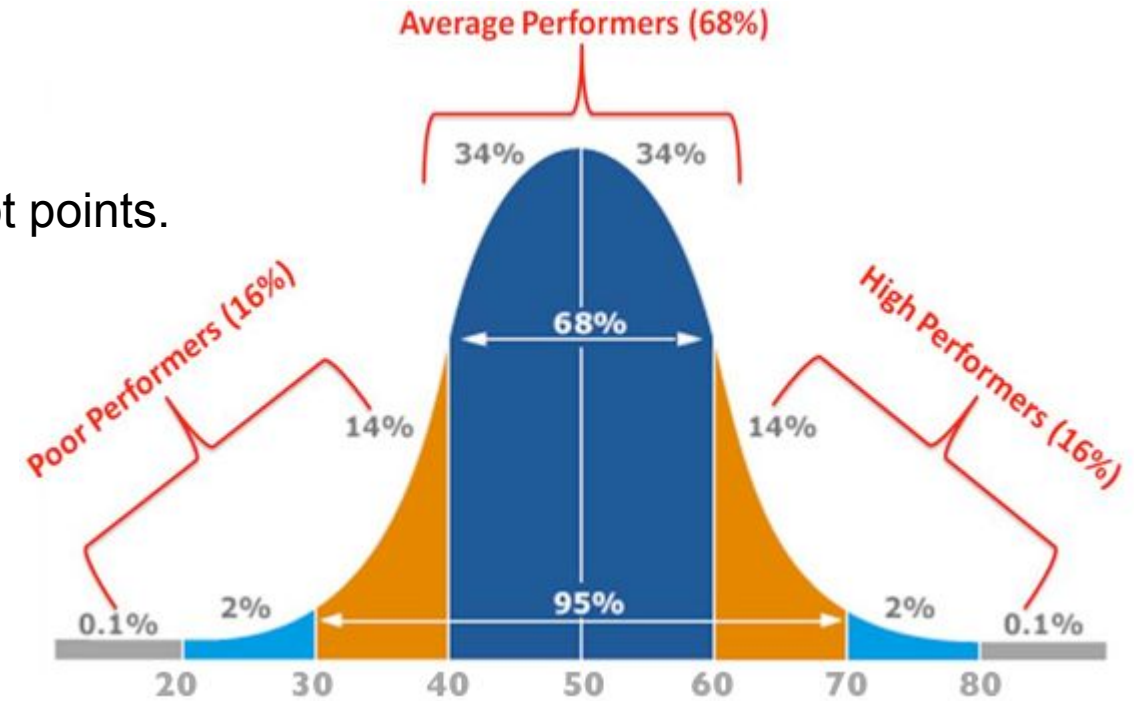
- Preq coursework: Microsoft Office competency
- Privacy and Data for the City c112 + pass (20 mins)
- Appropriate data use c213 (30 mins)
- Optional: Storytelling with data (1 & 2) (15+15 mins)
- PowerBI – general use (online training). 1, 2, & 3



Three.

## Understand your people's landscape

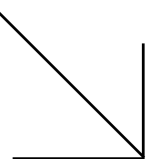
Demographics. Learn rate. Saturation points. Cultural pivot points.



One – be intentional about skills, capabilities, and the learning cycles

Two – know the overall landscape, take a responsibility for education and learning across the board

Three – know your team's landscape, play to their strengths and support their weaknesses







Thanks!

Gaetano Mazzuca  
August 26 2025