

kyndryl.

Coaching Voice Guidebook

What is brand voice?

Our brand voice is the tone and personality that we embody when we communicate as Kyndryl. It applies across any format – from speeches to PowerPoints to video or standard content. Rooted in our brand strategy, our voice remains consistent across our audiences. This consistency helps us create a distinctive and memorable impression of our brand in a crowded market.

MESSAGING

What we say

The most important things to tell the world about our brand

Verbal expression

VOICE

How we say it

How our brand speaks and writes—its tone and style

The Kyndryl Coach

The Kyndryl Coach guides teams but also takes action, working alongside our customers.

Write like a coach

A great coach shares your vision, pushes you to progress and helps to keep you focused. They're beside you, inspiring you to be your best.

Coaches speak with an authority that comes from experience: they know firsthand what it takes to set goals and navigate challenges effectively. Full of drive, they bring a sense of urgency, warmth, and passion to the pursuit of excellence and achievement of success. They are relentlessly positive and forward-thinking.

The Kyndryl Coach

All of these attributes should be present to some degree when you write for Kyndryl.

Magnetic & Passionate	Expert & Curious	Invested in You	Savvy

We are authentically devoted to our customers progress, with an enduring passion and a joy in our work that draws others in.

We are knowledgeable while remaining inquisitive. We eagerly apply our experience to create innovative solutions.

We work to understand our customers' needs, then encourage them to take action and hold them accountable for progress.

We have a confident presence and reassuring command of the full context we work in. We know how to get to the point and get things done.

Magnetic & Passionate

We are authentically devoted to our customers' progress, with an enduring passion and a joy in our work that draws others in.

This means we want our customers to come away with the following impression from our writing:

We are devoted. And authentic. Our passion is genuine and isn't over-the-top or filled with exclamation points.

We are inspired and respectful. We are excited to talk about our solutions, but not in an overbearing way.

We are active. Always moving forward. We use active voice and avoid passive sentence construction.

Ask yourself:

Does it grab and hold your attention?

Does it invite a sense of wonder?

Is our writing active?

Are we being intentional and genuine?

FOR EXAMPLE:

✔ “Our team enjoys solving challenges. The more complicated, the better. Let's talk about your migration strategies.”

Avoid:

✘ “Challenge accepted! Your migration strategy is our top priority!”
(too over-the-top)

✘ “Migration strategies have been a priority for many businesses.”
(too passive)

Invested in You

We work to understand our customers' needs, then encourage them to take action and hold them and ourselves accountable for their progress.

This means we want our customers to come away with the following impression from our writing:

We are empathetic. And positive. We show that we understand customer concerns and then quickly move on to solutions. We never wallow in the negative or indulge in fear-mongering.

We are present with you. Never transactional. There is a feeling of working side by side all the way through, rather than just selling a service. Our goal is progress for all.

We are approachable. Not intimidating. Any question is welcome, and our conversational style demonstrates that we are engaged in a dialog with our customers.

Ask yourself:

Does it show empathy and focus on the outcome (for people, planet, community)?

Do we listen and understand the customer's challenge (while being eager to solve it)?

Are we demonstrating collaboration by using "we"?

Are we pushing too hard or using fear to deliver the message?

FOR EXAMPLE:

- ✔ "Today's IT leaders face a world of continual change, from increased security risks or deciding how best to apply AI. We're here to keep you ready for anything."

Avoid:

- ✘ "Today's IT leaders are confronted by constant change, increased security risks and all the uncertainty associated with artificial intelligence. Get the services you need before you fall behind."
(too negative, creates a transactional feeling)
- ✘ "Today's IT leaders face a a world of continual change — our solutions are the answer."
(not approachable enough, sounds like we will only work in one way and not listen)

Expert & Curious

We are knowledgeable while remaining inquisitive. We eagerly apply our experience to create innovative solutions. We are curious to the core and that helps us solve problems for customers and drive innovation.

This means we want our readers to come away with the following impression from our writing:

We are astute. Never condescending. We want to share our expertise and don't use it to make others feel stupid.

We listen and learn. We're not know-it-alls. Our expertise springs from a love of learning, so there's always an openness to hearing about challenges and trying out new ideas. We speak with our customers, not at them.

We apply our proven expertise. This isn't off the shelf. We're about putting expertise to work for our customers and making new connections. Our goal is meaningful outcomes for their business.

Ask yourself:

Do we establish authority and guide without sounding condescending?

Are you asking insightful questions tailored to your audience?

Are we connecting actions and meaningful outcomes?

FOR EXAMPLE:

✔ “What’s your strategy for maximizing your investments in cloud? We’ve seen great results by formalizing a cloud center of excellence.”

Avoid:

✘ “You may not have considered all aspects of true excellence in cloud.”

(Too condescending)

✘ “Our best practice recommendations for a center of excellence in cloud will optimize your business.”

(Doesn't sound like we are willing to listen and try new things alongside our customers.)

Savvy

We have a confident presence and reassuring command of the full context we work in. We know how to get to the point and get things done.

This means we want our readers to come away with the following impression from our writing:

We are self-assured, and even a bit persistent. But we're never arrogant. Our bold statements and informed point of view demonstrate confidence in what we can do. We naturally pursue what we think is right and may push our customers to aim higher. However, this should never come across as dismissing a client's perspective.

We have a sophisticated, holistic view – but we meet customers where they are. We see the whole landscape and make connections across categories, but we also cheerfully focus our knowledge on any task, no matter how small.

We are easy to understand. Not simplistic. We avoid jargon and needless complexity. However, that doesn't mean we dumb down complex ideas – we just discuss them in way that maximizes clarity.

Ask yourself:

Is our language concise and straightforward? Is it void of unnecessary industry jargon?

Is it clever?

Does it set us apart from competitors?

Are we reading the room and making confident recommendations?

FOR EXAMPLE:

✔ “Generative AI is bringing wave after wave of innovation. Let us show you how we're using it responsibly, at scale, while keeping data secure – even in regulated environments like healthcare and financial services.”

Avoid:

✘ “Generative AI has risks you may not even have considered, such as ethics, legal risk and data privacy concerns.”

(Too snobby)

✘ “Leveraging the multi-faceted opportunities of generative AI and large-language model operations (LLMOps) can product optimal value for industry-specific use cases.”

(Too much jargon)

Kyndryl Voice Test

Use this tool to ensure each attribute is represented.

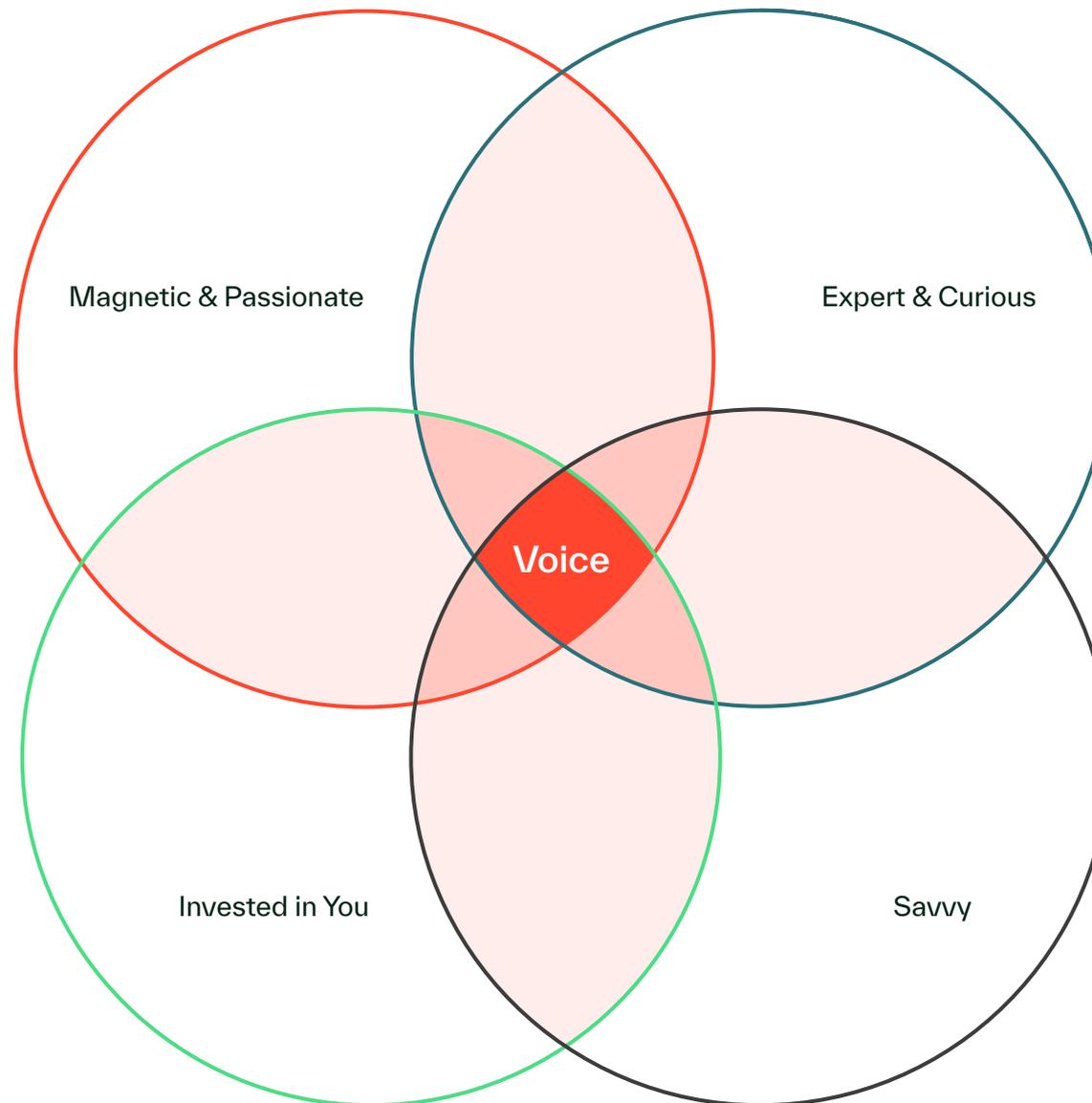
At least one box should be ticked for each of the four quadrants. Check more whenever possible.

Are we demonstrating we are **magnetic & passionate**?

- Does it grab and hold your attention?
- Does it invite a sense of wonder?
- Is our writing active?
- Are we being intentional and genuine?

Are we demonstrating that we are **invested** in our customer's progress?

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Are we demonstrating that we are experts who are **curious**?

- Do we establish authority and guide without sounding condescending?
- Are you asking insightful questions tailored to your audience?
- Are we connecting actions and meaningful outcomes?

Are we demonstrating our **savviness**?

- Is our language concise and straightforward?
- Is it void of unnecessary industry jargon?
- Is it clever?
- Does it set us apart from competitors?
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How to apply these principles

How to apply these principles

All attributes must be present. All four attributes must be present in some form in any piece of writing that comes from Kyndryl.

You have freedom to dial certain attributes up or down. Depending on your circumstances, you can emphasize different attributes — do what feels right for the content you are writing about.

Integrate voice from the start. Voice should never be added on at the end of writing by incorporating a single headline. It's something you should consider from the start and pull through the entire piece.

Modulating our tone

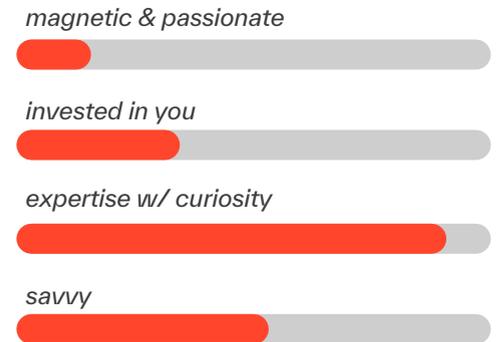
Just as a person behaves a bit differently in a board room than they do on vacation, we are able to modulate our voice to fit different situations. However, we never lose a central sense of our personality.

Feel free to dial our tone of voice attributes up or down to work with a specific context. Keep all of them present in some degree, and don't do anything that contracts one of these core qualities.

FOR EXAMPLE:

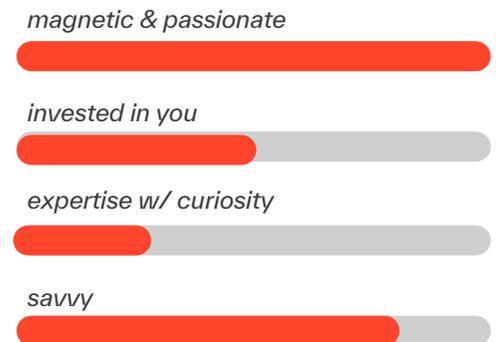
Sometimes we emphasize our expertise and curiosity

- Prospective customer meeting
- Thought leadership
- Press release



At other times, we dial up our magnetic & passionate side

- Social media
- Advertising headlines
- Events



When we need to...

Show pride in an achievement

(For example, launching a new service or sharing news of an award)

Modesty shouldn't prevent us from writing a compelling announcement. Consider the following ways our coach can authentically speak with pride:

- We are invested in customer success, so it's natural to point to what customers are saying and doing. Use a testimonial. Or celebrate what they've achieved with our help.
- We have a sense of curiosity, so prompt audiences to consider what might be possible now that this achievement is in place. Show excitement for what we might be able to build next.
- We're savvy and understand our customers are in a competitive environment. Get them to wonder if they might be missing out. (For example, "What are 500+ customers learning about themselves through Kyndryl Bridge?")
- Show our passion for what is now possible. This does not mean using exclamation points or showing surprise in our success, but instead showing emotion for the customer outcome.

When we need to...

Communicate about a serious or sensitive topic

(For example, communicating about an outage with a customer)

Coaches know how to acknowledge problems and then quickly pivot to what's possible next. Try one of these ideas:

- Lead with empathy that shows we understand and are invested, but never in a way that instills fear or dwells on the negative. Simply acknowledge the difficult situation and then move on to what can be done next.
- Acknowledge the reality of the situation simply and directly. Then position our expertise as part of the solution. (For example, “We see you have an outage. We know how to fix that – now let’s investigate your specific scenario.”)
- Show our devotion to progress by quickly connecting to what is possible next, or by identifying what we’re learning for next time.

When we need to...

Take a thought leadership stance

(For example, discussing a new trend)

Be careful not to talk down to people. Instead, imagine yourself as a coach who has learned by doing and passionately wants to share that knowledge with your team. For example:

- Show a personal investment in your topic. What's at stake and why do you care?
- Even if it's a complex subject, use everyday language and make it tangible for people in a real-world way.
- Pose an interesting (or even provoking) question for the reader to consider. Draw them in before you explain every detail.
- Pair the practical with the vision statements. We aren't just dreamers; we are doers and plan to carry new ideas through to fruition.
- Prove your point. Convince your audience with facts and a data based on real-world observations.
- Use empathy make your piece relevant. How does it connect with the life and needs of the reader? Is there an opportunity to say we heard you and have developed a solution to fit your need?

When we need to...

Create a very short headline

(For example, limited space in a banner ad)

We can show how we think even in a small format by paying careful attention to our word choices:

- Convey that we are working together with customers as one team.
- Make a declarative statement that contains a point of view
- Pose an intriguing question in a headline

FOR EXAMPLE:

Co-creation is about listening.

Where will AI take your business?

Our customers move the world.

No wonder we're so devoted to their systems.

Infrastructure choices are choices about the future of your business.

Let's make them together.

Writing examples

Kyndryl Voice Test

Use this tool to ensure each attribute is represented.

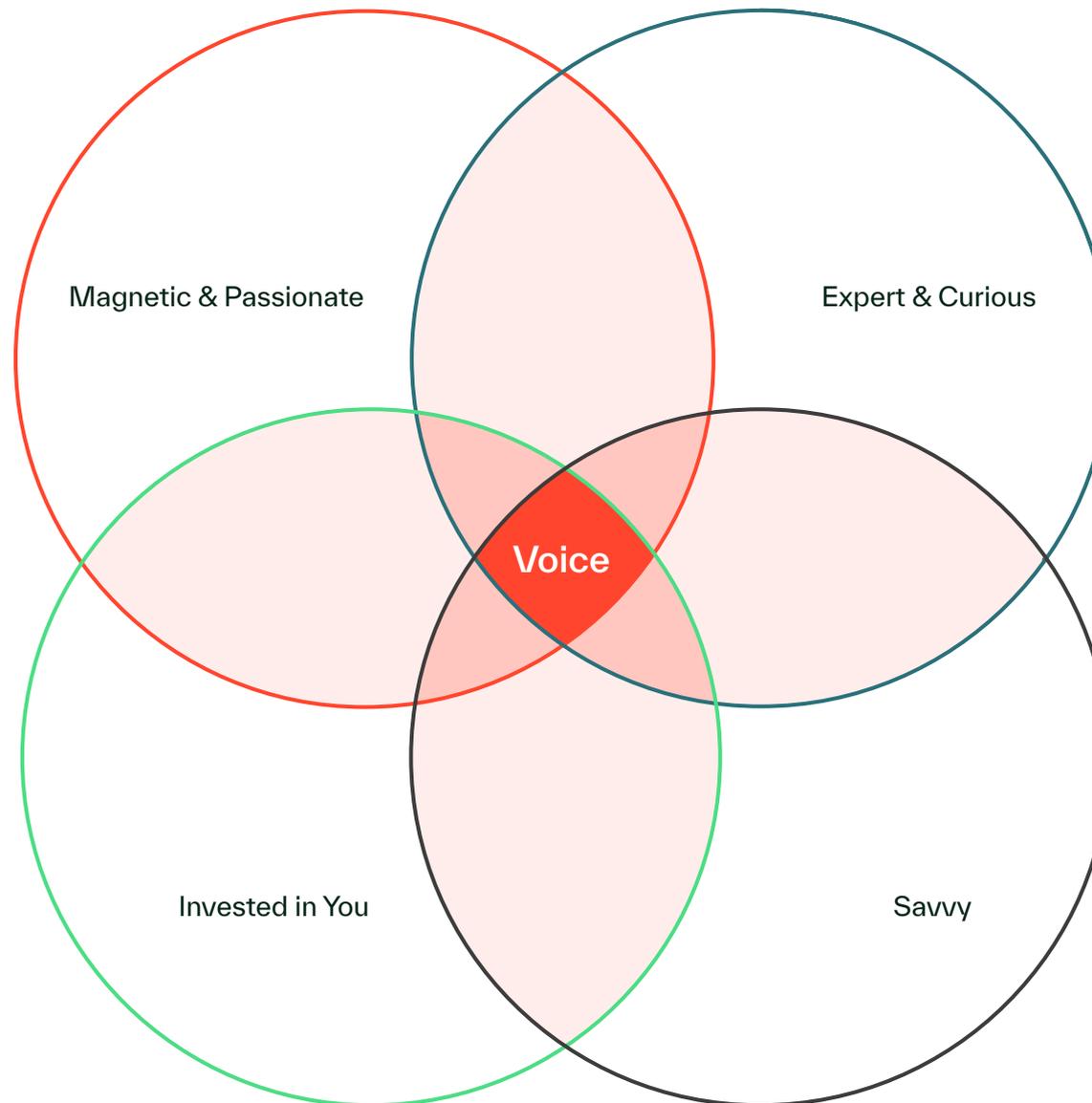
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- Are we avoiding pushing too hard or using fear to deliver the message?



Are we demonstrating that we are experts who are **curious**?

- Do we establish authority and guide without sounding condescending?
- Are you asking insightful questions tailored to your audience?
- Are we connecting actions and meaningful outcomes?

Are we demonstrating our **savviness**?

- Is our language concise and straightforward?
- Is it void of unnecessary industry jargon?
- Is it clever?
- Does it set us apart from competitors?
- Are we reading the room and making confident recommendations?

Example 1: Social post

Before (from LinkedIn)

Building a better future, where business and sustainability go hand-in-hand is critical for the success of any business. At the Kyndryl Workplace Experience Summit, Manjula Lee, Founder & CEO of World Wide Generation, Chris Kirkpatrick, Portfolio Lead of Device Management & Lifecycle, and Chris Hardy, Offering Architect at Kyndryl Digital Workplace, will delve into how companies can prioritize ESG in their operations to ensure long-term success, minimize ESG risks, create positive social and environmental outcomes.

Be inspired by Kyndryl's innovative approach to ESG, where employee experience is at the forefront of their strategy, Register now. [#TheHeartofProgress #futureofwork](#)

After

What happens when our workplace experience experts get together with sustainability activists? Your future workplace is born.

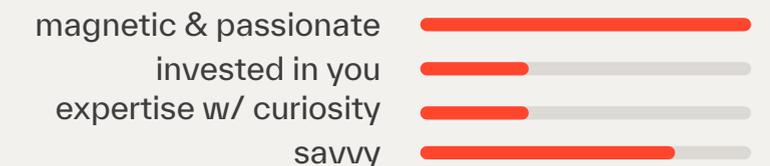
Join us for the Workplace Experience Summit. We can't wait to explore how technology can put ESG at the heart of your strategy and unlock a great experience for your people.

[Learn more about our experts.](#)

[#TheHeartofProgress #futureofwork](#)

Analysis:

- Our magnetic and passionate side comes to the foreground in social. We focus on grabbing your attention and creating a sense of wonder.
- Expertise in the form job titles is dialed down here (though the speakers could still be indicated in a supporting visual).
- Even though we ask a question, we still sound confident and savvy.
- “We can't wait” conveys a sense of being invested and curious.



Example 2: Press Release

Before

Kyndryl Announces Service to Provide Preventative and on-Demand Cybersecurity Support to Customers

Kyndryl (NYSE: KD), the world's largest IT infrastructure services provider, today **unveiled** a Cybersecurity Incident Response and Forensics (CSIRF) service to help customers proactively prepare for and respond to threats by applying the latest threat intelligence and experience from Kyndryl's **deep domain security expertise**.

The new service helps customers investigate and respond to a detected security incident by leveraging capabilities such as incident triage, incident response, threat intelligence, compliance monitoring and management. Customers may also select proactive services that may significantly reduce the time to respond to an incident.

Kyndryl's CSIRF service Provides Integrated and seamless incident response (IR) support, forensics and recovery capability to help customers analyze, identify, compare and understand the evidence and causes of a cyber incident. In the even of an occurrence, such as ransomware, Kyndryl's CSIRF experts provide on-demand, hands-on support to assist in resolving threats to a customer's business...

After

Kyndryl announces a preventative and on-demand cybersecurity service

Kyndryl (NYSE: KD), the world's largest IT infrastructure services provider, is proud to introduce a new service that will enable our customers to act even more quickly and proactively against cyber threats. The Cybersecurity Incident Response and Forensics (CSIRF) service combines the latest threat intelligence with Kyndryl experts who have deep experience in cybersecurity.

Customers are empowered to investigate and respond quickly with Kyndryl's support in triage, threat intelligence, compliance monitoring and management. A proactive services option can save even more time. In the event of an attack, such as ransomware, Kyndryl experts are there with hands-on support to resolve the threat.

Knowing why you were attacked is vital to improving security for the future. Kyndryl's CSIRF services includes seamless forensics and the ability to analyze, compare, and understand the causes of a cyber incident. *What's next? It could be anything. But with an on-demand cybersecurity team, customers can face the future with confidence.*

Analysis:

- Because this is a press release, the example leans into our sense of expertise
- Due to the demands of the press release format, only minor modifications were made to the headline
- Our passion for our work and what we can do for our customers is dialed up in the first sentence.
- Jargon is replaced by straightforward and active language
- Confident assertions offer a point of view on the right mix of services and shows our savviness
- A question is added to provoke thought

magnetic & passionate	
invested in you	
expertise w/ curiosity	
savvy	

Example 3: Website

Before

Application Management Services

Kyndryl’s application management services integrates middleware / database automation, performance monitoring and management, break-fix, maintenance, site reliability engineering, infrastructure and application transformation, as well as hyperscaler integration, into an end-to-end model for all platforms through seamless DevOps processes.

[Explore Application Management Services](#)

After

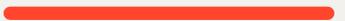
Application Management

Keep your business running smoothly while you make new connections and gather fresh insights. Together, we can integrate middleware, automate databases, monitor performance, fix breakages, improve reliability, and maintain or transform your infrastructure. Our end-to-end model works with any platform or hyperscaler and supports a seamless DevOps process.

[Explore Application Management](#)

Analysis:

- Describing our services is a time to show expertise, but that shouldn’t make it dry or jargon-heavy. We’ve balanced this with a sense of being invested in customer outcomes.
- Uses “we” to refer to customers and Kyndryl working side by side.
- More active, using verbs to describe what we’ll do rather than just listing capability areas.

magnetic & passionate	
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Example 4: Audio ad for a Podcast

Before

In business, progress demands continuous transformation. The velocity of **innovation** is increasing, and nearly everything in today's environment is digital first. How do you know if you're making the right kind of progress to overcome increasing IT complexity, costs and vulnerability?

Welcome to The Progress Report, a podcast brought to you by Kyndryl, your partner for continuous **innovation**. Join our Chief Design Officer, Sarah B. Nelson, and Global Leader of Kyndryl Vital, Tom Rourke, as they sit down with **innovators**, thought leaders, problem solvers, technologists, and business leaders to explore how you can keep your finger on the pulse of progress. Listen in for provocative and unique perspectives on how to modernize for efficiency and growth, innovate for differentiated experiences, secure for resilient business — **and more!**

Make sure to subscribe so you don't miss an episode.

After

Progress demands transformation. But in a digital-first world, with the velocity of change increasing every day, **how do you know you're making the right kind of progress? How can you think big while juggling rising IT complexity, costs, and vulnerability?**

Welcome to The Progress Report, a podcast brought to you by Kyndryl, your partner for continuous innovation. Join us as we sit down with thought leaders, technologists, and creative problem solvers. **We'll explore provocative ideas** about to how to modernize IT for efficiency and growth, create differentiated experiences, secure a resilient business, and ensure you're always ready for change.

Keep your finger on the pulse — listen to The Progress Report.

Analysis:

- We need to grab attention fast with our Magnetic & Passionate side. But because of the subject matter, we also need to show Expertise & Curiosity.
- Started with a confident assertion, then used two probing questions to provoke a sense of wonder. These are questions we think customers are already asking themselves, using conversational language.
- To make the piece easy to digest in audio, we've moved the list of leaders and their job titles out of the ad and into the podcast description.
- Instead of repeating "innovation," we've demonstrated a curious mindset by talking about the ideas we'll explore.
- Deleted "and more!"—the exclamation point felt more like a sales piece than an invitation to savvy conversation.

magnetic & passionate	
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Example 5: Service Description

Before

Kyndryl Anti-Money Laundering Platform

At Kyndryl, we create technological systems in an innovative way, always striving for excellence using architecture based on microservices (Kubernetes) and cloud. The Kyndryl™ Anti-Money Laundering (AML) Platform provides process automation designed to prevent money laundering and terrorism financing while supporting institutions in the quick detection of irregularities and confident decision making.

The AML Platform can be used by all kinds of obliged institutions – banks, insurance companies, telecommunications providers, loans providers, cryptocurrency trades, payment institutions, companies that provide AML service as subcontractors or as accountants and auditors, and more.

Our platform provides rapid, accurate detection of suspicious transactions and persons placed on sanction lists, as well as the ability to fully report events. Developed by specialists, the platform responds to the requirements of the EU directive and regulatory recommendations given by recognizable international organizations and regulators around the EU.

A unique, focused approach to preventing money-laundering

The Kyndryl AML Platform stands out with its uncompromising approach to preventing money laundering. It covers the requirements of obliged institutions while automating and simplifying the work of analysts to reduce the risk of creating a backlog. The integrated system does not require employee training in many different applications that support the AML process. Logging any event in the system log provides records during the internal audit as well as during the regulator's control. The AML Platform minimizes the risk of an administrative penalty for violating the provisions of the Anti-Money Laundering and Terrorist Financing Directive, as we carefully analyzed the decisions made by regulators during audits and their recommendations in the design...

Example 5: Service Description *(continued)*

After

Make a decisive response to money laundering

Preventing money laundering and terrorism financing often comes down to fast, accurate decision-making. When suspicious activity occurs, it's essential to get analysts the information they need quickly and seamlessly, empowering confident decisions and preventing backlog.

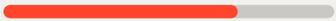
Our Anti-Money Laundering Platform (AML) combines rapid, accurate detection of suspicious transactions and persons placed on sanction lists with automation and full reporting. It was developed by specialists in response to EU directives and is designed to benefit a wide variety of organizations (including banks, insurance companies, loan providers, telecommunications providers, accountants, auditors, and cryptocurrency traders).

Our platform is both fast and rigorous:

- Uncompromising vigilance in covering requirements.
- Fully integrated and user-friendly GUI. There's no need for complicated training on many different support applications.
- Automation takes the pressure off analysts, so that they can keep focused on decision-making.
- We've studied past regulatory decisions and built in protections that minimize the risk of administrative penalties.
- Every logged event can be easily pulled for audits.

Analysis:

- In this longer-form piece, we were able to bring out all our attributes at the right time.
- We start with a savvy point of view on what's important when it comes to money laundering prevention.
- Uses empathy to imagine what the reader is interested in, what they will do with this tool, and how it will benefit them.
- The "after" example is more concise and conversational. We get to the point quickly and use informal language that our customers might use.

magnetic & passionate 
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savvy 

Example 6: White Paper

Before

Section 1 **The Parallel Evolution of Enterprise Software Stacks**

What is the first word that comes to mind when you hear “mainframe”? Is it “Innovation”? Probably not, but that isn’t a reputation that is well-deserved.

Many technologies taken for granted today were invented, or first widely implemented, on mainframes: virtualization, database management, large-scale data processing, high-performance computing, and analytics, to name a few.

Further advancements, such as containerization and DevOps, while widely celebrated on the x86 platform, have received much less attention from the industry on the mainframe. Mainframes are truly the unsung heroes of the technology underpinning the services that run our human world.

With that said, both mainframe and x86 platforms have undergone tremendous technological innovation since their inception, and enterprises can and should harness the specific advantages of each to build optimized hybrid cloud applications.

Section 2 **Cloud-native Mainframe: A Decision-making Framework**

As a technology leader for your enterprise, you will likely be faced with the challenge of deciding how best to distribute your information systems and services across your organization’s data center infrastructure, as well as multiple hyperscale public clouds. Your hybrid cloud applications are likely divided into microservices, and these microservices can be hosted on disparate infrastructure pools, even those that are geographically distributed.

So, one may ask: how to decide what runs where? First, let’s examine whether any of the individual microservice within our hybrid cloud application has special requirements...

Example 6: White Paper (continued)

After

Section 1 The unsung hero of innovation: The humble mainframe

What’s the first word that comes to mind when you hear “mainframe”? Is it “innovation”? Probably not. But the mainframe has always played a central role in developing new technologies.

Many of the technologies we count on today were invented, or first widely implemented, on mainframes: virtualization, database management, large-scale data processing, analytics and high-performance computing, to name a few. Even containerization and DevOps can be implemented on the mainframe, though the industry has focused its attention on the celebrated x86 platform.

In other words, mainframes underpin the services that run the world – and that makes them central to the next wave of innovation. Enterprises can and should harness the specific advantages of both mainframes and x86 platforms as they build optimized hybrid cloud applications.

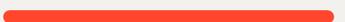
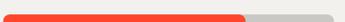
Section 2 Using the cloud-native mainframe as a decision-making framework

As a technology leader for your enterprise, you are likely facing the challenge of how to best distribute information systems and services (or micro-services) across your infrastructure and multiple hyperscale public clouds across geographic locations.

To decide what runs where, let’s look at the benefits of mainframes for storing regulated data, real-time processing, large numbers of transactions, and the costs of security.

Analysis:

- In thought leadership attributed to specific authors, we need to find a balance that is true to the author’s personal voice but also in alignment with our brand.
- Here, the before example already showed a curious mindset and a savvy understanding of the existing context.
- We elevated a metaphor the author had already used to make a more confident and intriguing headline.
- Moved action into the second headline.
- In the end, we were able to signal all four quadrants of the Kyndryl brand voice while staying close to the original.

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Thank you