



Circa 2015: The CIO Of The Future

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WHEN PERFECT ISN'T GOOD ENOUGH

As an up and coming CIO, I was afforded the opportunity to spend two weeks in the Grand Cayman's being tutored by the soon-to-be chairman of PepsiCo, Roger Enrico. The session was focused on leading change and although the myriad of assessments, case studies, discussions, and team building have faded into a pleasant, but distant memory, one of Roger's quotes resonates even more deeply with each passing year.

He said, "If the execution has to be perfect, the idea isn't big enough." When it comes to implementing strategic change, mistakes are always made. The core tenets underlying any strategic change should be based on, using Roger's words once again, "a big idea" defined as one that addresses the fundamental issues and opportunities facing the organization. If the idea is big enough, performance improvements will outpace investment and there will be plenty of money and momentum to blow through the execution challenges, setbacks and mistakes that naturally occur along the way.

The reason that Roger's quote has continued to crawl through my brain, like some sort of catchy tune, is that I see IT organizations working very hard to execute a bunch of smaller ideas that are delivering fragmented versus fundamental performance improvement. Take a look at the agenda of the typical IT function and it includes a dizzying array of extra credit assignments. In addition to service and product delivery, IT is working overtime improving demand and supply management through initiatives like enterprise architecture, portfolio management, demand management, relationship management, cost transparency, process discipline, risk management, SOA, web services, fast cycle/agile development,

SaaS, consolidation, off-shoring, strategic sourcing, standardization, virtualization, automation, cloud computing, agile programming, etc.

Unfortunately, even if all of these initiatives were perfectly executed, they still wouldn't address the perennial IT challenge of how to fit 100 pounds of demand into a 25 pound bag.

The future of IT depends on a bigger idea - one that incorporates key trends such as easier to use technology, potentially more savvy business partners, and extended organizational ecosystems. But more importantly, one that addresses the perennial IT challenge of how to satisfy seemingly infinite demand with limited capacity.

WELCOME TO ITOPIA

Fantasize with me for a moment as we take a trip into the future.

You are the most successful and charismatic CIO in your industry. You are the vanguard - blazing new trails for the business by applying information technology to improve value differentiation, agility, cost performance, and growth.

Your senior business partners are constantly seeking your organization's input on their strategic and operational opportunities and challenges. This time, the head of worldwide marketing is looking for advice on a new go-to-market strategy and asks for your participation in the initial meetings with the agency. You agree to join in, confident with the knowledge that your organization understands the latest insights in how to apply consumer technology.

You beam in one of your top IT resources, a deep breather in the marketing space and a highly credible partner of the

business. He helps out for awhile and then disappears because the other parts of the business are well equipped to hand the major share of the program work ahead without dozens of specialized IT staff to prop them up.

As you reflect on the progress of IT-enabled initiatives, you are pleased to see that your business partners are delivering tangible value to the enterprise, such as accelerating production throughput, increasing customer retention, and reducing defect rates.

As you review your internal performance, you confirm that IT's delivery cycle time and cost/unit continue to decline in response to concerted efforts to nurture business partner self sufficiency and increase IT leadership mindshare on architecting for simplification, automation, reuse and capacity on demand.

As you think back, it seems almost unbelievable that IT was once viewed as an expense to be managed versus an investment to be leveraged and that engaging the other parts of the business in IT and attracting the right talent seemed almost insurmountable challenges. Today, IT is considered an organizational asset, not simply an organizational structure and leaders at all levels are expected to actively manage the IT assets that fuel their business.

Of course, there is an IT organization consisting of a small group of senior level business technologists that coordinate the activities necessary to ensure that the IT asset is managed well. And, in leading this organization, you take pleasure in the fact that you get to select from the best and brightest as they compete for coveted jobs in the organization reverently referred to as, "The Land of ITopia".

IT AS AN ORGANIZATIONAL ASSET

Perhaps this is a pretty radical fantasy, but this is the world that I would like us to create for the next generation of IT leaders.

But to get there, we have to challenge the current IT operating model with a few ideal assumptions for the years, 2015 and beyond:

Enterprises will recognize that IT is an organizational asset, not simply an organization structure.

Senior leadership will embrace that their understanding of IT and the ability to apply this knowledge in imagining future possibilities is essential to extracting greater value from IT-enabled initiatives. In addition, there will be broad based acceptance that day-to-day business operations are dependent on IT and that the costs and risks are too high to continue to place the burden of responsibility solely on the CIO and the IT team.

IT will transition from being the sole provider of the asset to enabling the IT capabilities of others in the enterprise

Business leaders will take direct control over the management of their IT assets in order to increase innovation capacity. This means that managers at all levels will fulfill their day-to-day IT needs on their own, including managing projects and change, performing business process and data analysis, and troubleshooting systems issues. The dedicated IT staff will ensure that information technology is applied in direct support of the business strategy – to help the business compete and grow profitability.

Over the next ten years, a new operating model will emerge that will allow IT to make sure IT is done well, without having to do it all

Trying to do it all on behalf of business partners results in long governance lines and tactically focused IT organizations that inhibit rather than enable business growth and change.

IT will shift focus from controlling to defining policies. Instead of feeling compelled that they have to be involved in every IT-related activity, IT will work with senior level executives to define policies (concerning strategy, investments, innovation, architecture, and risks) with assurance that leaders at every level will be held accountable for complying with policies that protect the company's best interests.

IT will shift from servicing to coaching. Instead of being trying to be the "one stop shop" for all technology products and services, leaders from the rest of the business will have the accountability and capability to fulfill many of their day-to-day needs on their own - without help from IT. This will allow IT to transition to a coaching role - helping business leaders achieve their goals by increasing their knowledge of systems, business processes, and information and how to identify, justify, and execute IT-enabled change.

IT will shift from providing "point" solutions to providing enabling tools. To enable business partner self sufficiency, IT will build tools to allow the other parts of the business change business processes and rules and access and manipulate information. Organizations are adopting the "first generation" of these toolsets in the form of spreadsheets, report writers, document and workflow management, and self-service features included in

applications. Future generations of these toolsets will be delivered as part of the applications, designed as an integrated toolset, and include permissions-based features to ensure that changes do not negatively impact the enterprise.

IT will shift from managing fixed assets to managing variable, on demand services. With much of the demand and supply management activities distributed throughout the enterprise, flexible capacity will be essential. IT will architect the organization and infrastructure for "on demand" access to cost effective external services and computing capacity while focusing internal resources on strategy, governance, business technology, architecture, program and change leadership, coaching, vendor management, and financial management.

In order to understand how to create this new model, let's review IT's current positioning.

ITOPIA: SO CLOSE, YET SO FAR

ITopia is in the distance, but it's clearly in sight.

But there is a big, ugly road between you and ITopia. And the road is clogged with cars – representing project and service requests – some good and some not-so-good. Unfortunately, there's only one narrow road with more cars trying to get on the road than are able to get off.

The IT folks are the only ones in your company who know how to drive. They know it's not safe to drive alone so they ask their business partners to come along for the ride. They agree, but feel like they are wasting their time and vacillate between trying to take over the wheel and trying to jump out of the car.

About 30% of time, the cars reach their destination. The rest of the time, the trip takes too long, costs too much, and ends up in the wrong place.

In every car, there's a big "lights on" guy taking up about 75% of the back seat. He's big, hairy and smells bad. He is constantly taking more than his share and annoying and squeezing out your business partners. Once a year or so, your CFO notices how big "lights on" is getting and demands that he goes on a diet. Everyone agrees to stave "lights on", but any reductions are temporary at best.

You sympathize with the frustrations of your business partners and arrange for prioritization rest stops. At the rest stops, everybody gets out of the car, jostles for their place in line, trying to get a better seat. Since there's no clear rhyme or reason for determining everyone's place in line, the rest stops last a long time and everybody leaves thinking that prioritization and governance are a big waste of time.

Unfortunately, you always have to leave some of your business partners on the side of the road. Those left behind jump on whatever mode of transportation is available and continue on down the road, obviously breaking the rules. And when they get in trouble, as they always do, your IT folks have to pull over, drop whatever they are doing, and guide them to safety. Occasionally, incidents of road rage flare up between IT and the other parts of the business and, regardless who is at fault, IT always takes the lion's share of the blame.

In spite of the bumpy and narrow road, IT has made some good improvements aligning with their business partners. But no matter how hard IT works, it's never enough. IT is blamed because they can't drive their business partners everywhere they want to go. IT is held accountable for

the long, aimless trips. And IT feels guilty about not getting to ITopia fast enough even though their business partners pick where they want to go and how they want to get there.

Sometimes it feels like ITopia is farther away than ever....

TOO BUSY TO DO IT RIGHT

IT is getting closer to ITopia. Most organizations have established governance, facilitating effective collaboration on portfolio management and prioritization. Projects and other services are being delivered more successfully and efficiently than ever before. IT structures, skills and processes have been tuned to ensure better alignment. And IT and the other parts of the business are jointly focused at deriving more value from IT via emphasis on top line versus middle of the P&L opportunities.

IT is getting closer, but not fast enough.

- Although governance has impacted allocations and priorities, it has not tackled the challenge of value realization. In the words of a F500 CIO,ⁱ "they want the technology and ROI, but they don't want to partner in

actually achieving the return."

- In spite of the improvements in delivery, 50% of senior business executives believe that IT inhibits rather than enables change.ⁱⁱ
- While it's true that alignment has improved and IT is more business-smart, the majority of business leaders remain fixed in their view that there is "business work" and "IT work"ⁱⁱⁱ. Without a change in this mindset, the IT-smart digital natives^{iv} that are starting to populate the business ranks will have little positive impact on the future of IT
- Even though there's a lot of talk about innovation, IT continues to be managed as an expense to be minimized rather than an investment to be optimized

The good news is, IT knows how to get to ITopia. Ask any IT leader to identify how to improve IT performance and you will come up with a list that includes shaping and informing demand, realizing value, investing in innovation, integrating the architecture, simplifying the infrastructure, promoting from within, outsourcing commodity work, and spending more time in the business and in the marketplace.



ⁱ Center for CIO Leadership Survey, CIO Profession 2007

ⁱⁱ Gartner Research, August 8, 2006: How CEO Concerns in Mid-2006 Are Shaping IT Agendas

ⁱⁱⁱ Susan Cramm, Have IT Your Way

^{iv} Gartner

Problem is, IT says one thing but does another. Instead of managing demand, IT spends most of their time managing supply. IT knows they should focus on value, but devotes most of their effort to managing costs. IT wants to focus on innovation, but feels trapped by keeping lights on. IT strives to create horizontally integrated, coherent architectures but instead “bolts on” new functionality, dressing up the pig. IT understands they should develop and promote from within, but continues to look outside for answers and talent. IT knows they should outsource the worst work, but instead creates maintenance and support organizations by outsourcing innovation. IT is dying to spend more time outside of IT, creating relationships and influencing decision making, but has a hard time getting out of the day-to-day grind of fixing problem projects and delivering mission-critical operations.

Why does IT say one thing, but do another? In other words, why would rational, intelligent people act irrationally? As a coach, I can tell you that there are only three reasons why people don’t do what they say they want to do. They either don’t want to, or they don’t know how to, or they don’t have time to. In this case, we can quickly discount the first two: as we all know, IT is highly motivated to expand the impact of IT on the business and, as discussed above, IT knows the

actions that would accelerate progress towards this end.

It comes down to time – or the lack thereof.

IT is too busy to do the right things in the right way. IT manages supply because they don’t have the time to work external to the organization to help shape and influence demand. IT focuses on managing costs because it doesn’t have the time to figure out how to manage value in a more practical way. It allocates 75% of the IT spend on lights on because they can’t take the time to retool while delivering. IT bolts new functionality over fragmented architectures because they don’t have the time to design it right. IT hires from the outside because they don’t have the time to develop and coach their staff.

When I picture a typical day in IT, I visualize the image of a circus clown spinning plates on poles. It’s an unfortunate and harmful reality that it takes every ounce of energy from everyone in IT simply keeping the work moving along and the plates from falling down.

The IT job is too big because the current IT operating model is broken. IT is managing rather than leading. Paraphrasing Kotter, IT is doing things right, but not doing the right things.

WHY HAS IT SUCKED FOR 30 YEARS?

The former CEO of Kimberly-Clark, Darwin Smith, profiled in the book *Good to Great*, was quoted as being bold enough to ask the question, “Why has KC sucked for 100 years?” This honest self reflection led to the very difficult decision to sell the paper mills and compete against P&G in the very competitive consumer packaged goods industry. And this decision created a new future for Kimberly-Clark.

It’s time for IT to ask the hard question, “Why has IT sucked for over 30 years?”

I started programming in 1977 and have worked in this profession every since – except for four years when I served as a CFO. And, in spite of the fact that I managed a much broader array of activities – including franchising, legal, restaurant development, strategy, accounting, finance and IT – being a CFO was easier than being a CIO every day of the week.

You see, although I was responsible for managing the financial asset, I didn’t have to manage every dollar. That was the role of virtually everybody in the company. The role of financial management is delegated to every entry level supervisor and above by way of a budget, supported by policies, procedures, training, and tools, and enforced by financial accountabilities incorporated within job descriptions. When people mismanage the financial asset, it impacts their performance reviews and potential for promotion. No one would ever consider blaming the finance function for their poor financial results. It’s inconceivable to imagine a business leader saying, “I hate my profit, I wish finance would fix it” but when it comes to IT, it’s common to hear sentiments along the lines of, “My systems are a mess, I wish IT would fix them.”

The IT job is too big because the management of the IT asset has not been delegated throughout the company. As a

2008: IT says one thing, but does another...

Management

- Manage supply
- Manage costs
- Spend on lights on
- Bolt it on
- Hire from outside
- Outsource innovation
- Focus internally
- Provide IT solutions

Leadership

- Shape demand
- Realize value
- Invest in Innovation
- Integrate horizontally
- Promote from within
- Outsource commodity
- Focus externally
- Enable IT capability

Why would rational, intelligent people act irrationally?

result, IT leaders need to be experts in translating business needs to technology solutions, but also feel compelled to:

- Be master strategists
- Manage politics necessary to create alliances and resolve disputes
- Justify the necessity of internal IT resources
- Justify projects and shepherd them through the approval process
- Sponsor business change
- Cajole their business partners to stay involved in projects by assuming much of the responsibility for project management, business analysis, requirements definition and implementation
- And, believe it or not, try to understand the business better than the business

IT feels compelled to try to do it all because it lacks two crucial ingredients that assured my success as a CFO: knowledgeable and accountable business partners and the authority to make sure that the rules were followed and the tools were used.

Assimilating IT into the very fabric of the business requires IT to give up control in order to gain control. For as long as IT feels like they have to drive all the cars, their companies will never reach ITopia. To give up control without losing control, companies need IT-smart business leaders and the governance and the policy and

accountability frameworks necessary to ensure that the delegated authority is wisely exercised.

GIVE UP CONTROL TO GAIN CONTROL

My 16-year old nephew, Brady, doesn't have his driver's license. On the one hand, his parents are happy because they are in control and don't worry about his safety. On the other hand, he is driving them crazy, expecting to be driven everywhere and whining when they aren't available. Needless to say, it's way past time for Brady to learn how to drive.

Like Brady, IT's business partners are complaining and it's way past time for them to learn how to drive. But they won't learn unless IT teaches them. Like Brady's parents, IT has to give up control to gain control. IT has to give their business partners keys to the car so that they can get to where they want to go without extensive help from IT. By giving business partners authority, IT will get a lot more accountability and a lot less whining.

Instead of trying to do it all, IT needs to teach their business partners the desire to satisfy their day-to-day needs on their own, so that IT can elevate their focus and start leading.

Business leaders have always wanted more control over information technology,

as evidenced by their willingness to create shadow IT organizations, select technologies without involving IT, and contract directly with vendors.

Enabling business partner self sufficiency addresses the fundamental IT challenge of how to satisfy seemingly infinite demand with limited resources. By creating IT-smart business partners and building tools to promote self sufficiency, business leaders will be able to innovate without standing in the governance queue. Not only will overall innovation capacity increase, but IT will be viewed as more responsive, by benefiting from the paradox of self service, where less service is perceived as more.

PASSION IN PERSPECTIVE

In the future, IT's job is to make sure that IT is done well and not try to do it all.

The future is yours to create. In discussing the need for action, Abbie Lundberg, editor-in-chief of CIO Magazine, highlighted key messages from an interview with Bobby Cameron from Forrester Research regarding the importance of enabling the capabilities of the business:

"CIOs who have failed to engage line of business execs or other business colleagues in technology decisions and actions beyond the basics of requirements gathering are likely to get

2008: Instead of IT trying to do it all...

“If you want to build a ship, don't drum up the men to go to the forest to gather wood, saw it, and nail the planks together. Instead, teach them the desire for the sea”

— **Antoine de Saint-Exupery**

“...and then give them the tools and hold them accountable for making progress and navigating safely.”

— **Cooper and Cramm**

pushed down the stake into what will continue to be purely IT”

“Businesspeople eager to change how they do things by leveraging information technology have too many viable options today (software as a service, business process outsourcing) to continue to wrestle with an IT department they feel is holding them back”^v

Creating the future is not a question of intellect. You know what to do. It’s a question of commitment and courage. If you are losing faith in the potential of the dizzying array of IT improvement programs currently in flight, you have no choice but to leave this broken down operating model behind and start creating the future.

To pull the future forward, you need to engage your senior executive team. Surprise them by asking, “Why has IT sucked for 30 years?” It’s amazingly provocative to be passionate without accepting or defending the status quo. Explain that the current operating model was designed to deliver complex IT services to a relatively unsophisticated and demanding “customer” who expected IT to serve their individual needs without regard for the benefit and risks to the enterprise. And that the ramifications of this model are reflected in the long governance lines, endless project lists and backlog, high cost structure, and lack of sufficient return on IT investments.

Once they understand that the current operating model will stand in the way of future business success, paint a picture of a new model that breaks through the

barriers of ignorance, lack of accountability, and hard-to-use tools and brainstorm how to assimilate IT into the very fabric of the business by managing IT as an organization asset, not an organizational structure.

Remember, there is no reason to defend the status quo – you hate it too.

DO YOU KNOW THE WAY TO ITOPIA?

The first step to accelerating progress to ITopia is quite tactical, but also very powerful. It involves reducing IT demand order to free up resources to focus on establishing the new rules, creating IT-smart business partners, and developing the tools to promote IT self sufficiency.

Reduce IT demand. One of my favorite Druckerisms is, “I have no interest in someone who plays the minute waltz in 56 seconds.” In terms of technology, we have people trying to play it in 56 seconds when it shouldn’t be played at all.

Do a random sample of the typical IT request queue and at least 50% of the requests would bore Drucker senseless. In my experience, 30% of the IT requests aren’t worth the effort and 20-30% can be accommodated by leveraging existing systems.

The key to reducing demand is to recognize that, in general, companies spend too much on IT because they are unwilling to say “no” to IT-related requests and the recommended, often bloated, approaches. The path of least resistance seems to rule the day: too many projects are funded, too many die a slow death, too much technology is procured, too many quality defects are tolerated, and users require too much hand holding.

Engage senior management and IT leadership in managing the truths that increase IT demand by instituting the following policy changes:

The truths that drive IT demand...	How to manage the truth...
Too much money is spent on enhancements with negligible business results	Establish a fixed amount for enhancements, divvy up by functions or divisions
Projects are too big and last too long, in part due to building too much functionality into applications	Do not extend funds. When they run out, they run out Require business leaders to commit to delivering value (i.e., tangible impact to financial or process measures) in order to gain approval Fund the initiatives in stages. Cut off funds once the commitments run out Tie value realization to compensation
Technology capabilities far outstrip internal capacities to use and manage them	Require new initiatives to use the technology that is on-the-shelf Require IT to “eat their own business case dog food” and cost justify further infrastructure investments
Failure rate for projects is too high	Time box project stages (e.g., no more than 6 months) Establish “kill switches” to ensure fast failure (e.g., any project where the initial budget has been modified twice and there is still not beta level deployment)
There are persistent quality issues need to be managed more aggressively	Cross-charge development and support teams for the operational costs associated with defects, including emergency change requests and help desk calls
Managers don’t know enough about the systems that support their businesses	Follow Intuit’s lead and redirect calls to self help tools and charge for “helpless” help desk calls
IT is too risk adverse (e.g., “nobody ever got fired for buying IBM/Microsoft”)	Require IT to demonstrate the costs/benefit of, for example, extending refresh cycles, delaying upgrades and discontinuing maintenance agreements, and using open source platforms and applications

^v CIO Magazine, What’s in a Name...Or, Should IT Go Back Where IT Belongs?, November 15, 2007

Managing these truths will require more finesse and courage than ever before. It takes wisdom to decide what needs to be done and courage to stick to decisions in spite of the whining that will ensue.

Define the new rules. A groundbreaking article was published in the Harvard Business Review in 2002, entitled, "The Six Decisions Your IT People Shouldn't Make." This article did a wonderful job identifying the important role that business executives have in leading IT by articulating the following decision rights:

1. How much should we spend on IT?
2. What processes should we invest in?
3. What IT capabilities are needed company-wide?
4. How good do our IT services need to be?
5. What are acceptable levels of risk?
6. Whom do we blame if the IT initiative fails?^{vi}

Most organizations have instituted governance to ensure that the above rights are the responsibility of business leaders or, at minimum, owned collaboratively. It's now time to extend the decision rights owned by the other parts of the business to include delivery, including:

- Leading IT-enabled business change
- Managing IT-enabled projects
- Performing business process and data analysis
- Fulfilling IT needs through self service, including using self help diagnostics to trouble-shooting problems with existing systems
- Using the configuration tools available with the existing systems to change processes, business rules, and information displayed, captured, analyzed and reported

- Complying with IT standards: people/sourcing, process, and technology

Many of your business leaders, as well as staff, will take issue with this list, expressing sentiment along the lines of, "Isn't this the purpose of having a dedicated IT staff?" You will need to emphatically reply that IT's ultimate goal is to ensure the success of the business and that IT shouldn't do anything for the business that they can reasonably be expected to do for themselves. By assuming responsibility of this work, it will get done quicker and cheaper, and allow IT to focus on leading rather than managing.

- Create IT-smart business partners. Retool the capabilities of your business partners so that they can innovate without needing IT to hold their hands. At minimum, ensure that they:
 - Master the use and configuration options available in their existing systems and tools
 - Understand the suitability of their current systems in terms of costs, risks, and fit for purpose
 - Demonstrate understanding of the company's operating model and implications to enterprise processes, information, and architecture
 - Are aware of their consumption of IT services and IT people/sourcing, process and technology standards
- Justify, measure, and manage the impact of IT-enabled business initiatives
- Understand how to assess organizational readiness and manage IT-enabled projects and change
- Have deep knowledge around their current business processes and information
- Can modify processes and information reporting and analytics without extensive involvement from IT

- Know how to translate their business needs into functional requirements, can validate process and systems changes, and architect their organization to exploit the new capabilities

Start developing the new tools. On the surface, developing tools that enable business partner self sufficiency seems like a monumental task. Fortunately, a lot of progress can be made relatively easily – the hard part is getting consensus around the new rules and creating IT-smart business partners.

There are many self-service type capabilities already in place in your organization that you can build upon. For example, most organizations have:

- Externalized logic in their applications for ease of maintenance by their programming staff
- Invested in data warehouse, business intelligence and reporting systems and tools
- Implemented document and workflow management tools
- Made progress towards single sign-on and password management capabilities
- Defined scripts to assist help desk employees diagnose systems issues

The first step is to standardize and simplify these capabilities so that they can be used by the other parts of the business, packaging them in toolsets that are integrated and easy-to-use.

The next step is more difficult, in that it requires modernizing current applications and systems that don't include these capabilities. Start down this road by analyzing your lights on service requests to identify where Pareto lives – what are the 20% of the requests that account for

vi Six Decisions Your IT People Shouldn't Make, HBR 2002 Ross & Weill

80% of the lights on spend? Then, determine how to make these requests go away – either by rectifying quality, performance issues, or incorporating self-service features.

The last step involves changes to how systems are designed and developed and, as such, is more difficult. The fusion of BPM and SOA technology, along with utility computing will allow our business partners to reassemble business services, reflect process changes and automatically reconfigure the underlying computing requirements, but that approach will take time. The one thing to focus on now is developing a common definition of self-service features and requiring these capabilities to be built in to every new technology deployed to the business. Of course, making this happen will require a mandate from above since these features are never requested and time constraints and the tendency for IT engineers to reject standards will work against you.

BRING THE FUTURE FORWARD

What you do will determine the future of IT. Don't get lulled into a false sense of security by confusing the dizzying array of activity going on in your organization with progress. Decide if you are going to manage the whole stack or be pushed down to managing just the bottom of the stack.

Help your organization elevate their view. Foster dialogue around the current operating model and how it inhibits rather than fosters innovation. Help your team and your business partners challenge the current model and "look afresh at what we normally take for granted."^{vii}

Commit to a big idea – one that doesn't need to be perfectly executed to deliver fundamental performance improvements. Commit to forging a new type of IT-business partnership that assimilates IT into the very fabric of the business.

Step up. Don't dither. Don't try to figure it all out in advance. Just do it.

Author's Note: I would like to thank Barbara Cooper, Group VP and CIO of Toyota Motor Sales for collaborating on the initial development of the key themes of this whitepaper

vii George Kneller, Philosophy of Education Chair, UCLA

About the Author

Susan Cramm is a leadership coach and founder of Valuedance®. She has helped pioneer the field of IT leadership coaching through her passion and gifts for developing others, as well as her keen insights regarding IT leadership, which are derived from extensive research and years serving in executive level positions.

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Susan received her master's degree in management from Northwestern University, specializing in finance, marketing and quantitative methods and her BA from University California, San Diego, specializing in management and computer science.

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