

JEFFREY BROOKS – GARTNER, INC.

Q: Can you show practical examples of a working BVD?

A: I have seen some organizations that are getting there, it's still a fairly new concept, so there are not tons of examples. We find that since we started using this vernacular, people have really "glommed" onto it. They are trying to do something better with metrics. People are using it, but trying to figure out how to get started. eBay did a case study with a sample dashboard they're using. Vendors tend to have very good examples. Virtual round table for people sharing their stories about their successful BDV's. If you're interested in joining, jeff.brooks@gartner.com – you can join our fall meeting.

Q: Can a process manager such as an Incident Manager who is part of a larger service delivery team be in a position to lead and present a BVD initiative?

A: Yes, I haven't written any rules yet about who should or shouldn't do it, some people will say it sounds a lot like BSM. The indications of organizations that are operating on a higher level of maturity, their processes are running horizontal. All the measures used to measure incident management revolves around the service desk, but no one looks at the Development team and perhaps their writing a bad code.

Q: How did you test the vendors to come up with the ratings you released?

A: Research methodology called critical capabilities. Define the capabilities the tools have to have to fit into Gartner's definition (This is Gartner's definition...) it doesn't mean there's not other vendors in a space, but these are the ones we are aware of and have briefed us, and we have looked at them through demos/survey information about the answers to these capabilities. We need to distinguish the vendors. We use things we know that if someone look sat the research will notice differences. We evaluate tools against capabilities. Critical capabilities for I&O value dashboards.

Q: Sometimes there are still those that only want to report on what makes them look good. Any advice on getting buy off for evolving to BV Metrics and BVD?

A: If I'm the CIO and I'm doing that, I've got a significant problem, because that CIO won't be CIO for much longer. The business execs knows what the goals are, and the CIO's goal is to align those goals with IT and get those to support the business goals. If all they do is come up with metrics that don't support the business goals, they won't be CIO's much longer. It's just not the right way to go. If I'm the IT Leader and doing that then we hope the CIO comes and tells the IT Leader to stop doing that, and ask the important questions like "did we make the business better?" not "how many tickets did we close?"

Q: For non-Gartner clients, do you know about any public dashboards?

A: Northcraft Analytics, Extraction, Viom Labs, Plexent ... these are the providers, and on their websites, you can see some examples of things they can do.

Q: The concept of business value has to start with what kids are getting at college/university. There must be a business basis for the projects and not just technical stuff. (languages, algorithms, architecture, etc)

A: Technology teams don't know or have any interest is why people outsource. Technology today is commoditized. FitBit was brand new 24 months ago, now it's commoditized and I can go anywhere and buy it. When you look at maturity, process technology management, then people will have the biggest influence in improving the process, not the technology. The technology is there for support.