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**Q: Can you elaborate on “Nothing so useless as doing something that shouldn’t be done at all”?**

A: How many of our organizations focus too much of their energy on things that don’t have measurable value. We all talk of the idea of outsourcing email, and we can probably find faster, more efficient places to host. But there are probably a lot of things that we do that are legacy, processes we put in place, when there may have been a justifiable need for it, but not anymore. Do we have tools that we are supporting that are no longer relevant? Services we offer or platforms we support such as mainframes that have only a small number of users? Projects that were launched that are no longer relevant? Reports that we spend a lot of time and effort on, generated electrically or manually, that no one looks at?

**Q: Why don’t you think these metrics are being used?**

A: I think in many cases they are no longer relevant to the current state. What is the cost versus the return, of taking the time to run the report, that no one ever uses, could that time be better spent. A great question to ask is: “if you replaced current IT organization with a new team, what things would they point to and say ‘why in the world are we doing this?’” Those are the kinds of things that you want to sunset.

**Q: What can upper management be doing to help effect change?**

A: They must set the tone, they must be engaged, they have to be directing and driving, motivating the rest of the organization towards the strategic goals of the business. We need to learn how to leverage the tools and talents that are available to us in IT to advance the goals. Our IT organization needs to support the engineering function, coding function, needs to protect our intellectual property from walking out and going to the competitors.

**Q: When we talk about “The Strategic Value from Your IT Investment”– who do you think determines that value?**

A: I think that it needs to be the combination of the business leadership, with the vision for the organization, in conjunction with the IT leadership, with the knowledge of the technology, to formulate the vision how IT can help achieve the business vision. We as IT people should be able to figure out how to support the vision of the business. It may be tools that we present to customers that help configure/order/buy quicker, that improve fulfillment, etc. So the answer is it has to be the business AND IT sitting together. In the most mature organizations the CIO usually sits at the corporate staff level, and often on the board, for those reasons.

**Q: How does senior management learn what is vital and essential, when they are the ones driving overproduction, how can IT contribute to not putting a large pricetag on everything?**

A: It has to start with the business. What is the vision/mission? What are we doing? What is going to keep us out in front of the competition? What will make us a stock performer? Giving return on investment to the investors. We have to start there, work with the technology people, and the business people to say – put technology in the trucks, we provision tomorrow based upon what the stores sales have been, we can ensure they don’t stock out of whatever we need. So when the driver goes out, he has enough to stock the store. Pick a business, it all depends. How can we manage our code (software) so the engineers go through, and the code evolves effectively, and we manage it across the world. All these things must be developed with the business and the technology together. Business must understand what is achievable and possible, it is the job of IT to help the business realize that. What we need to be moving toward, is the concept of the agile



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organization, the idea is to have the most flexible, solid platform we can build, on which we can add combinations of processes and technology to achieve the outcomes the business needs to achieve. We are striving for agility and flexibility, staying ahead of the competition. We really must clearly define what the needs are.