
Making it Work Together

A View from Wall Street



**Eliot's
IT Toolkit**

What we do on the street

- ❑ “Wall Street” is really a real time, global collaboration
- ❑ Our business is about effective and timely sharing (or hiding) of information
 - And acting on it...
often in unexpected ways
- ❑ Not just within an enterprise, but *everywhere!*
- ❑ And we always get our IT right...

What's That You Say?

- ❑ The *industry* always gets it right
 - Individual firms often get it wrong
- ❑ “Getting it right” means making it work
 - Good, bad, or ugly, be able to trade
- ❑ The “most right” solution is the one that *makes* money for someone
- ❑ Technical elegance counts for very little

What The Street Can Learn/Teach

- ❑ All firms can pick from roughly the same technologies, good and less good
 - But some fail to use it as effectively as others
- ❑ So put aside the excuse that the technology is deficient
 - Even if it is deficient, that doesn't let you off
- ❑ Study the failures, see what blocked success, and work to remove the obstacles

Barriers to Effective Integration

Early indicators that you're likely
to get it wrong

Buying the Current Fashion

- ❑ Following the herd
- ❑ Using “best practice” to shed accountability
- ❑ Pop management from the best-seller list
- ❑ Believing the salesman’s claim
 - Buying IT on the golf course
- ❑ Ignoring the fit
 - It looks better on the model than it will on you

Making Business Accommodate Technology

- ❑ IT strategy should serve your competitive strategy, not drive it
- ❑ What suits the IT department might not meet the needs of the lines of business
 - Cost and budget shifting
- ❑ Lower Total Cost of Ownership is not equivalent to greater Net Economic Benefit

Deprecating What Works

- ❑ Why is “legacy” a dirty word?
- ❑ All IT is divided into three parts
 - New and unproven
 - Tried and failed
 - Legacy
- ❑ Your company’s brand value depends on more than the newest chrome

Trying to “Get it right the first time”

- ❑ An overly ambitious objective
- ❑ No opportunity to learn from experience
 - Not just getting up the learning curve, but also falling off!
- ❑ Operational experience comes in the late stages of deployment
 - Not just technical operation, but business operation
- ❑ Incrementalism isn't timid, it's prudent

Trying to Defy Death

- ❑ Ignoring the life cycle of systems and technology
 - Not just end of life, but also infant mortality
- ❑ Overlapping generations is natural and *good*
 - Generational heterogeneity
- ❑ Having diverse technologies isn't bad
 - Genetic diversity

Using IT for Corporate Power

- ❑ IT is increasingly recognized as a source of power
 - IT must not be an emblem of personal success
 - Beware CIOs who *personally* provide the vision or the solution
- ❑ New regime, new technology
- ❑ Separating IT from the line to increase the influence of the corporate executive

Power Corrupts

Powerpoint Corrupts Absolutely

- ❑ Major IT decisions based on five slides of four bullets each
- ❑ The so-called “elevator pitch”
 - The true cause of the dot-com bubble
- ❑ The hubris of the lofty
 - High rank doesn't bring technical competence

Listening to the “Voice of the customer”

- ❑ The Innovator’s Dilemma*
- ❑ VOC too often means passing the buck
- ❑ Are you asking the patient for a diagnosis?
- ❑ Your customer does not value your success
 - He wants the profit on *his* balance sheet
 - Customers are as much a competitive force as are your competitors

* The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, by Clayton M. Christensen; Harvard Business School Press

Relying Too Much on Architecture

- ❑ Analysis Paralysis
- ❑ Crystal ball gazing
- ❑ Lack of immediacy in “feedback”

Relying Too Little on Architecture

- ❑ Building in a vacuum
- ❑ Leads to a lack of coherence
- ❑ Architecture should be the context for considering corporate strategy