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Culture Change: Using Strategic Investing to Modernize Federal IT

Video Transcript

Michael Lumb: And you mentioned O&M spend. We saw that throughout the study that considerable amount of IT budget was spent on maintaining those legacy systems and legacy environments. So, how do we change the culture to allow people to have an open mind around addressing more strategic investments or emerging technologies compared to spending that money in maintaining these legacy systems?

Scott Quehl: Nothing demonstrates, nothing reads success like success. So, if the CXO leaders and their

staffs, can agree on let's demonstrate a win here and let's ensure the CFO that when savings are realized, the money is not simply swept away somewhere. Share that savings, significant share. It goes back to the program units and goes back to the IT units where we are essential in demonstrating the savings. The and you know what, the OMB folks that really came in with those benchmarks or the source of those benchmarks, if you can buy them in that this is what you are earnestly about to do, they will let you keep that money and they will not sweep that money. They won't. I've lived

that. If you can demonstrate that you are kind of on board, you are ready to swallow the medicine, and you are ready to make some tough decisions together in the right spirit in CXO collaboration, you'll take the OMB that is out there and suddenly make OMB your friend that will help you ensure that the money that the efficiencies that are gained can be kept where they came from and once you demonstrate some success. Let's move, one very large bureau within commerce, after years and years of trying with very fragmented email system, with the CIO absolutely leading by empowered by the chief executive

suite and supported by the CFO, the acquisition chief and others, we are going to move, we are going to use the cloud and move to a single integrated email system across our many, many, many components within this multimillion dollar bureau. Impossible. Couldn't possibly be done, no way. Done within a year. Done. Not a theory, not a study, not a let's look at it, done. It is done. That was IT leadership using, with the savings, kept in the bureau. How did I know? Because I was in the department in the CFO (inaudible) wasn't sure that was going to happen. Everybody, we had our arrangements, we executed in those arrangements, the efficiencies were achieved. IT lead, others were in support and the benefits stayed where the benefits, from which they came. But that can be replicated over and over.