

How to Embrace Heterogeneity

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New Technologies + New Users = New IT

- Consumer technology is mature (enough), prevalent, cheap, and useful
- Users are way past the "White-Out the screen" days — is IT?



The Evolving Control Funnel

- **Data processing era:** Computers were separate from users and the business
- **1980s-1990s:** PCs were dangerous terminals quickly wrapped in protection by IT
- **1990s-2000s:** Internet forced IT to open the networks and accept exposed PCs — but with lots of walls, moats, and gates
- **2010s:** Mobile, social, cloud, consumer tech everywhere



The Compliance Breakdown

Often, endpoint (user-level) security is fake.

- **Not really implemented:** How many encrypt users' PCs? Have rigorous password change policies? Grant exceptions for executives? Don't cover cloud apps?
- **Easily bypassed:** How many users forward email to Gmail for mobile access? Copy data to USB drives or just email it to themselves? Work from home PCs?
- **Doesn't really work:** Antiphishing, DLP, etc.



A Perimeter the Size of the Universe

- Users have lots of tools they can bring in (and use outside), both hardware and software
 - Mobile, cloud, Internet, PCs, social have made the perimeter infinite
- Consultants, contractors, outsourcers, vendors, cloud services — where does it end?



Rethink the Control Funnel

- **Let go of the endpoints:** BYO with in-house standard supplied to those who don't care
- **Move to (rational) policy-based management:** Compliance is the endpoint's problem
- **Allow edge apps:** The issue is consistent workflow result and information integrity, not the app per se
- **Manage data access, so threats are toothless even in your network:** The perimeter should be at the data *center*



Why Heterogeneity Is Good

- Knowledge workers do better with tools that fit them, just like chefs and construction workers
- More capabilities are more quickly available for exploiting, and more workarounds are available
- Employees feel more empowered
- IT is forced to move down the stack to support broad standards, which decreases lock-in (no more ActiveX's and Flashes!)

Why Heterogeneity Shouldn't Be a Free-for-All

- Outcomes matter, but in many cases a demonstrable, repeatable process is a necessary part of the outcome
- Flexibility that becomes chaos kills the agility, productivity, and creative benefits
- There are risks that legitimately should be avoided, not just managed (do you know the difference?)



IT IS NOT AN EITHER/OR PROPOSITION

Real Companies Have Done So (though not always formally)

- Bechtel
- Cisco Systems
- Intel
- Suncorp



**You probably think I'm naive or
just plain nuts.**

So let's talk!



Resources for the Mobile End

- PwC Tech Forecast Quarterly mobile issue
 - www.pwc.com/techforecast
- InfoWorld Mobile Management Deep Dive PDF
 - www.infoworld.com/mdm



Thank You!

