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# The Quantum Age of IT

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**Why everything you know  
about IT is about to change**

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Charles Araujo



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**IT Governance Publishing**

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# WHAT OTHERS ARE SAYING ABOUT THIS BOOK

The role of IT has changed in a revolutionary way. Success in this new world order will require a new way of thinking and a new set of competencies. Charles Araujo helps his readers understand the need for change as well as the ways that they must change in order to leverage this exciting opportunity.

Larry Bonfante, CIO USTA; Founder, CIO, Bench Coach, author, *Lessons in IT Transformation*

Araujo's easy-reading style belies the significance of his message. IT has changed fundamentally. Don't get left behind.

Mark Smalley, Ambassador at the not-for-profit ASL BiSL Foundation and freelance IT Management Consultant

Charles has really nailed it for any executive struggling with IT strategy. How IT got here and where it's going. This book really hits at the heart of what is missing in IT today and provides step-by-step approaches loaded with examples for steering the strategic course for IT in the 21st century. An easy read, yet will get the creative juices flowing for any IT professional executive!

Randy Steinberg, Author, *ITIL<sup>®</sup> Service Operation*, 2011 edition; Principal, Migration Technologies

A bracing indictment of IT dysfunction, and a well-informed discussion of promising avenues for IT improvement. I agree completely with Charlie that a systems approach is essential. Recommended!

Charles T. Betz, [erp4it.com](http://erp4it.com)

What a great, insightful and thought-provoking work! The best part is that Charlie makes it practical and easily understandable with his real-life examples. Finally a road map for IT professionals who want to thrive in the business world into which they are being thrust.

Jaime Rosado Jr., Col. (ret), USAF, Medical Service  
Corps, FACHE, FAHM

It's courageous to start off a book about the future of IT by saying that IT as we know it is dead. As Charlie is careful to point out, however, IT didn't die overnight; it's been a long time coming. Taking a good look at the history of computing and information technology, Charlie shows us, step by step, why this is happening now, and explains why it is not necessarily a bad thing, and how a new IT business model is needed – and possible. Disruptions of the type we have recently seen in technology-driven businesses have shown that we need to make some hard choices. Those choices are clearly thought through and explained in detail in this book, taking into consideration various approaches to business discipline and to customer focus. Read this. Let's get on with it!

Roy Atkinson, service and support industry analyst and writer

IT has always been a complex journey, with unexpected twists and turns, but no road map. Guess what? Thanks to Charles, we finally have one. I highly recommend this book.

Frank Wander, Founder, IT Excellence Institute; LLC  
and Former CIO of Guardian Life

The goal of a CIO today is to see the future and enable their organizations to thrive in that new world. *The Quantum Age of IT* provides the insights to make that journey a successful one.

David Hummelberg, Senior VP, Solutions Delivery, the  
Capital Group Companies

Great! This is the most definitive book on IT transformation I have ever read. It clearly identifies how to perceive, treat, and integrate IT as a true business function, and stop treating it as a specialized staff function, the domain of techies and a money pit for most organizations. It should be required reading for all current and aspiring CIOs, CTOs and CISOs. This paradigm shift is happening right now and this book demystifies the steps needed to make the journey successful. Bravo!!

Roman Hlutkowsky, Former SVP of Human Resources  
and VP of Operations Technology at FedEx Ground;  
Principal at the Hlutkowsky Group

With a clear and jargon-free approach, Mr. Araujo provides a compelling vision for a better IT organization and a road map for navigating the fundamental changes that are upon us. Leaders who are ready to forge ahead with a strategy that

embraces this brave new world will be energized by these powerful ideas.

Michael Patterson, Ed.D., Adjunct Professor, Pepperdine University Graduate School of Education and Psychology; Co-author, *Have a Nice Conflict: How to Find Success and Satisfaction in the Most Unlikely Places*

This book combines the best of *The Fifth Discipline*, *Who Moved My Cheese?*, *Toyota Kata*, and *Chasing the Rabbit* for both IT executives and business executives alike. As Dr. Deming would say, survival isn't mandatory, so ignore it at your peril.

Gene Kim, founder of Tripwire, author of *The Visible Ops Handbook* and the upcoming books *The DevOps Cookbook* and *When IT Fails: A Business Novel*

# FOREWORD

I met Charlie in early 2008 as part of a major IT transformational effort on Service Management I was leading at The Capital Group Companies, Inc. Although the practices of IT Infrastructure Library (ITIL<sup>®</sup>) and IT Service Management themselves weren't revolutionary, I realized that getting the IT team aligned in how these practices were going to be applied, and how we were going to deliver services differently to the enterprise was more about people than about tools and processes. It was critically important that I didn't underestimate the amount of organizational change leadership that would be needed to move the IT organization forward – giving up fragmented and numerous past processes, homegrown or massively customized tools used for Incident, Problem, Change, and Service Desk. I knew I needed outside help to get this done.

As a consultant, Charlie was quick to point out the magnitude of the challenge, and it was at that point, during the early days of our business relationship, that I saw something special in him. The way he thought, his approach, his almost defiant attitude towards the status quo, evangelizing the idea that this project wasn't just about technology, but about serving our business customers – creating a foundation of innovation that could drive higher levels of business enablement. It was really about “*The Quantum Age of IT*”.

As I began my initial reading of this manuscript, it was very clear to me that Charlie was onto something big ... something