A stylized world map in shades of blue and teal, serving as a background for the text.

# **From Information to Innovation: The Evolving Role of the CIO — and How to Evolve With It!**

**Susan E. Sheskey**  
**Chief Information Officer**  
**Dell Inc.**



# Welcome and Thank You!

- ▶ Bettina Bair
- ▶ Julie Barnes
- ▶ Ellen Walker
- ▶ Rachelle Kristof Hippler
- ▶ Kirsten Stevens
- ▶ Angela Guercio
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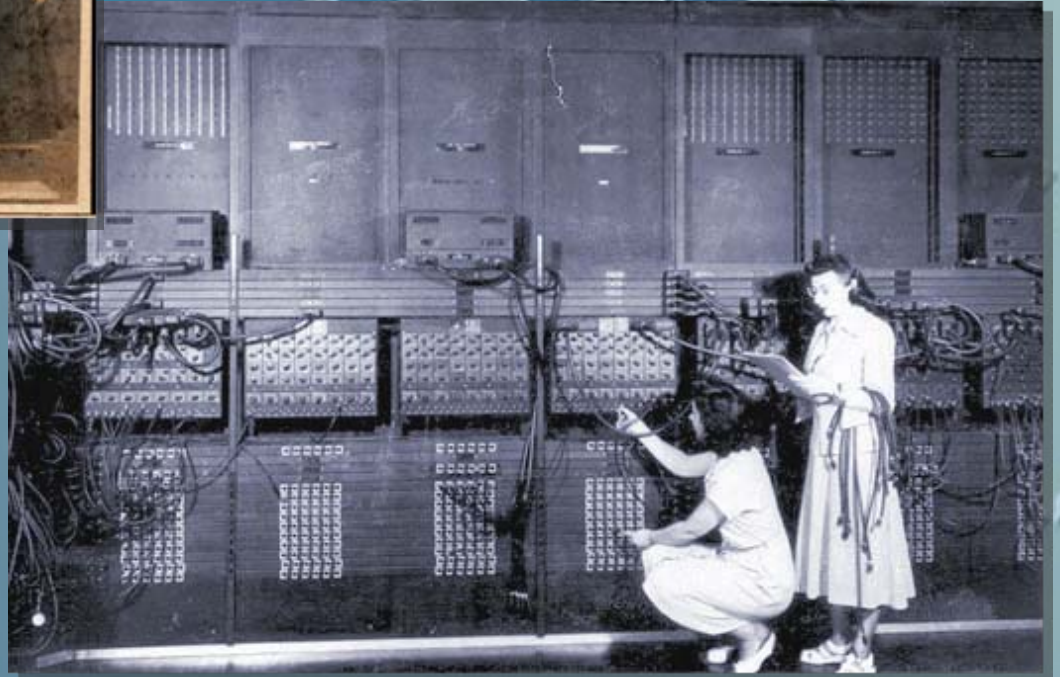


# Changing Times . . .



(Not really my graduation.)

(Not really my first job.)



# ... Changing Technologies

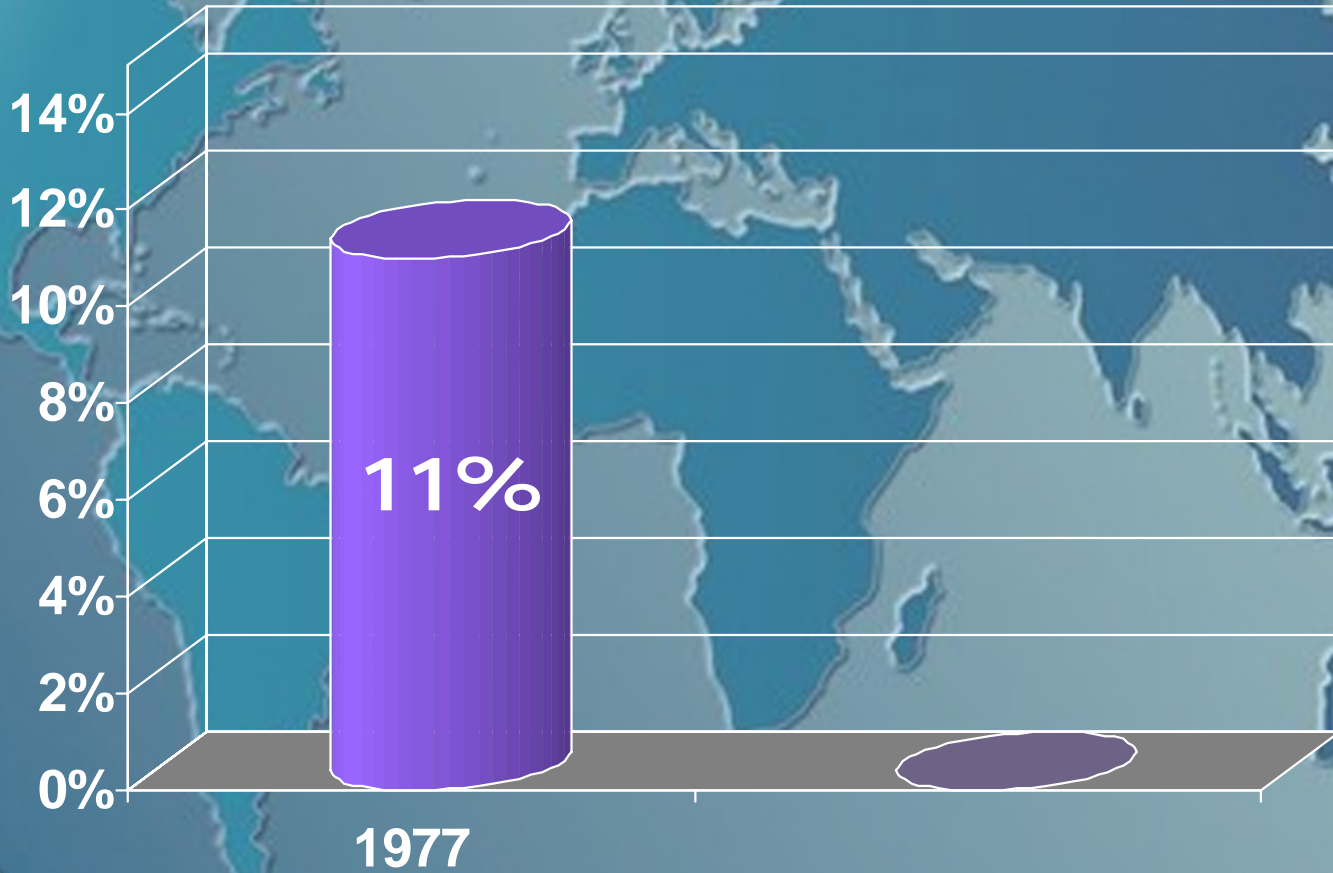


# Thoughts About the Discipline of IT

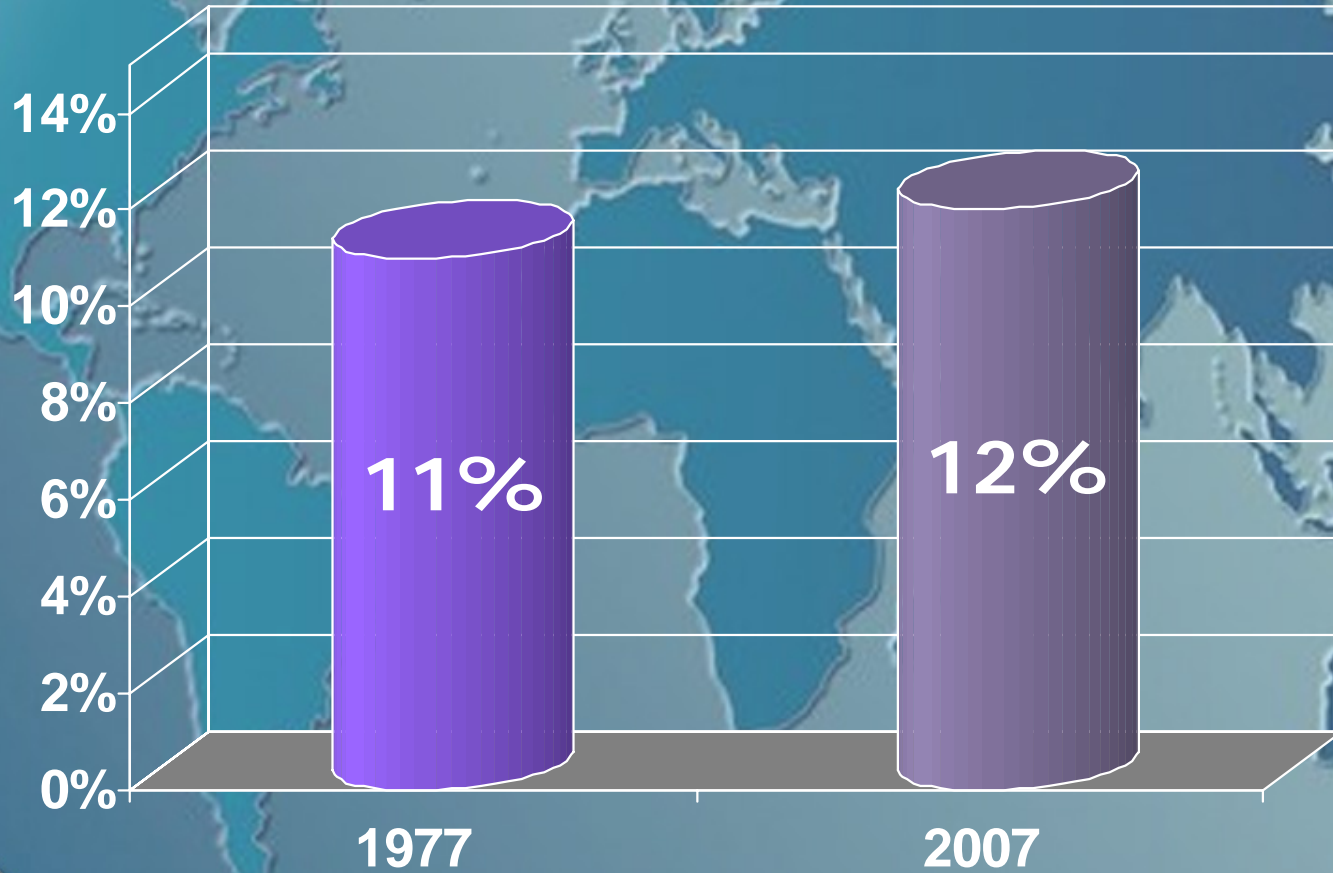
- ▶ How has the discipline of information technology changed over time?
- ▶ How has the role of the CIO evolved?
- ▶ How is globalization affecting IT and changing the business and technology playing field?



# Percentage of Women in IT Leadership



# Percentage of Women in IT Leadership



# On the Cutting Edge of Change

- ▶ Dell grew in 22 years from a dorm room in Texas to 180 countries worldwide
- ▶ Dell has driven change and innovation in two ways:
  - By commoditizing computing “for the masses”
  - By leading the way in our use of technology internally



# What Enables Globalization?

## *Technology...*

- ▶ **"IT is the business."**
- ▶ **Distinction between IT and the business going away**



# A Partnership for Innovation . . .

THAT'S CHIEF  
INNOVATION OFFICER,  
THANK YOU!



**Technology + Business Knowledge =  
INNOVATION**



# Speaking the Same Language

- ▶ **IT needs to learn the language of business**
- ▶ **"Know the business better than the business."**
- ▶ **Use the systems that you build!**
- ▶ **Learn processes, business drivers, pitfalls**
- ▶ **Then use that knowledge of the business to apply technology in innovative ways.**



# Working in a Global Environment

- ▶ **Some facts about Dell IT:**
  - **More than 6,000 IT professionals worldwide**
  - **IT presence in 37 countries**
  - **Supporting**
    - ▶ **Almost 80,000 employees**
    - ▶ **More than 40 contact centers**
    - ▶ **9 (soon to be 12) factories**
    - ▶ **9 fulfillment centers**
    - ▶ **Multiple data centers**





[www.dell.com](http://www.dell.com)



## Dell: A Flattening Force

**“Dell’s supply chain symphony is one of the wonders of the flat world.”**

— Thomas Friedman  
*The World Is Flat*

**Dell’s supply chain rapidly changes and evolves, enabling better products, faster delivery, and greater value to customers.**



# Globalization: Implications for IT

- ▶ **Being global means that you accept the advantages and the disadvantages**
- ▶ **Things can happen around the world outside your control that affect you**
- ▶ **Need to have the right systems and technologies in place to cope with that**



How Does Dell Do It?

Technology.



# Technology Facts about Dell . . .

- ▶ **Q: How many countries and languages do we support on our Web site, Dell.com?**
- ▶ **A: 174 countries and 24 languages**
  
- ▶ **Q: How many systems do we configure each week on Dell.com?**
- ▶ **A: About 1 million**



# Technology Facts about Dell . . .

- ▶ **Q: How many systems do we build and ship every day around the world?**
- ▶ **A: More than 100,000**
  
- ▶ **Q: How many notebooks, desktops, and servers does Dell have internally?**
- ▶ **A: 100,000 notebooks and desktops, and more than 15,000 servers**



# Technology Facts about Dell . . .

- ▶ **Q: How much data can we move around our global networks in 1 second?**
- ▶ **A: About 8 gigabits, and between some buildings we can move 30 gigabits each second.**
  
- ▶ **Q: How much data do we store in our global storage networks?**
- ▶ **A: About 6 petabytes, or about 500 times more information than in the Library of Congress.**

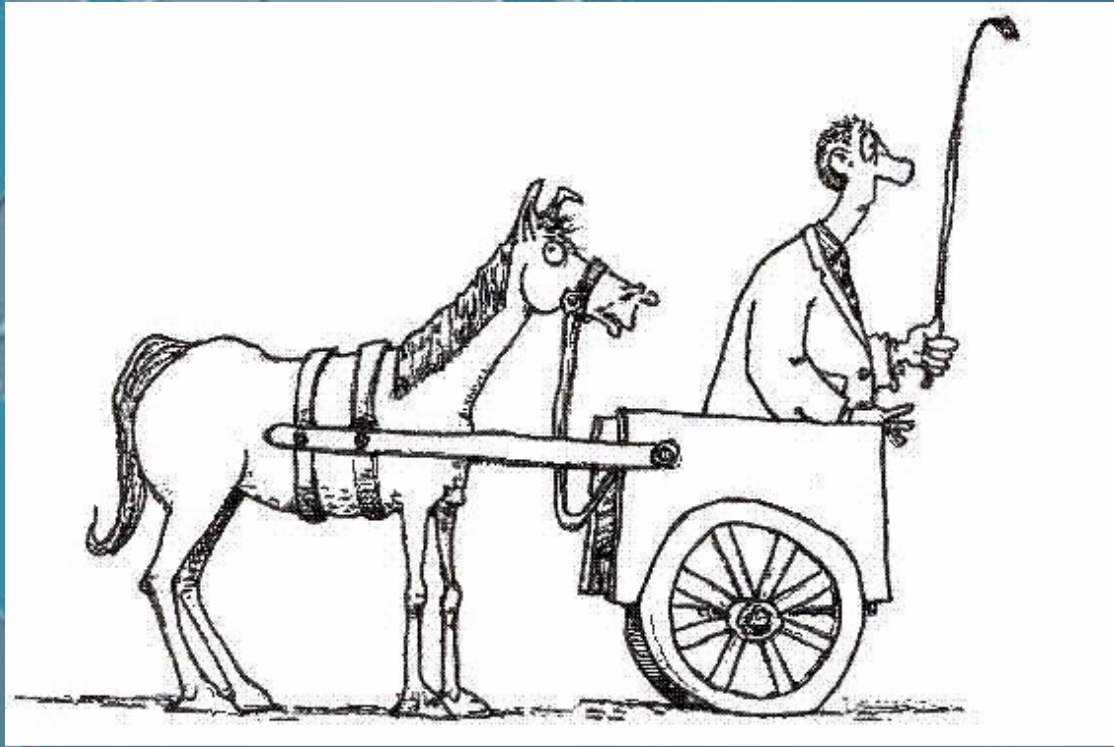


# Technology Facts about Dell . . .

- ▶ **Q: How many emails do our servers handle each day around the world?**
- ▶ **A: About 1.8 million outbound messages, and 40 million inbound (and 95% of these are spam!)**
- ▶ **Q: How many attempts to bring down our networks and Web site do you imagine we thwart each month from hackers?**
- ▶ **A: We measure this by how many suspicious data packets we reject, which is 4,000 every second, or about 350 million per day. This translates into millions of attacks against our networks each month.**



# Who's Driving Here?



# Three Points About Information Technology

- ▶ **There is more technology on this planet than ever before.**



# Three Points About Information Technology

- ▶ **There is more technology on this planet than ever before.**
- ▶ **Proliferation of technology is driving the pace of innovation up geometrically.**



# Three Points About Information Technology

- ▶ **There is more technology on this planet than ever before.**
- ▶ **Proliferation of technology is driving the pace of innovation up geometrically.**
- ▶ **When coupled with innovation, IT can be a tremendous catalyst for economic growth!**



# The Speeding Cycle

- ▶ **The cycle of technology innovation is now being measured in months instead of years or decades**
- ▶ **IT is already driving greater productivity and efficiency**
- ▶ **Amazing power to access, control, transform information**
- ▶ **We must keep up with change!**



# **Technology** “It’s the ~~Economy~~, Stupid”

- ▶ **IT transformations turn into economic transformations very quickly**
- ▶ **Amazon, Yahoo!, Google, eBay have all created huge employment opportunities and shareholder wealth**
- ▶ **Technology is helping to make the world flat — including my personal IT world and yours**

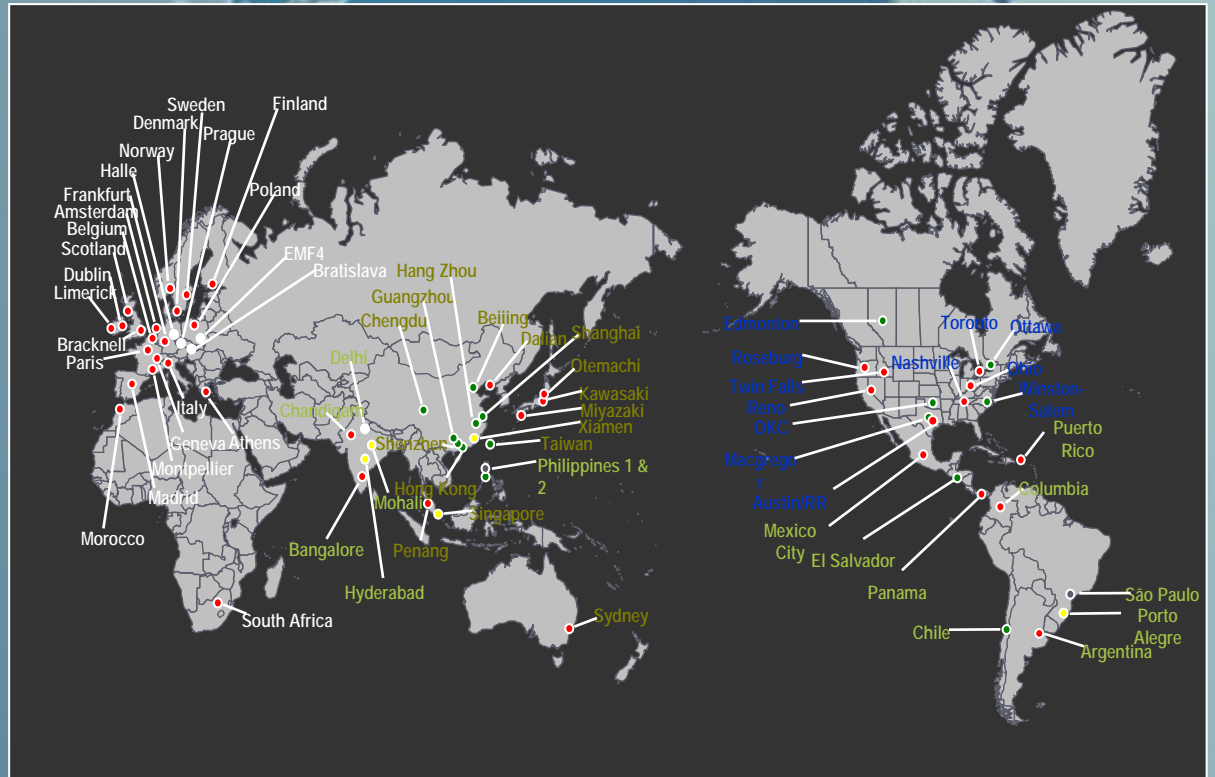


# One Global Team . . .



# Dell's Flat World . . .

- ▶ Take an order anywhere
- ▶ Build it anywhere
- ▶ Ship it anywhere

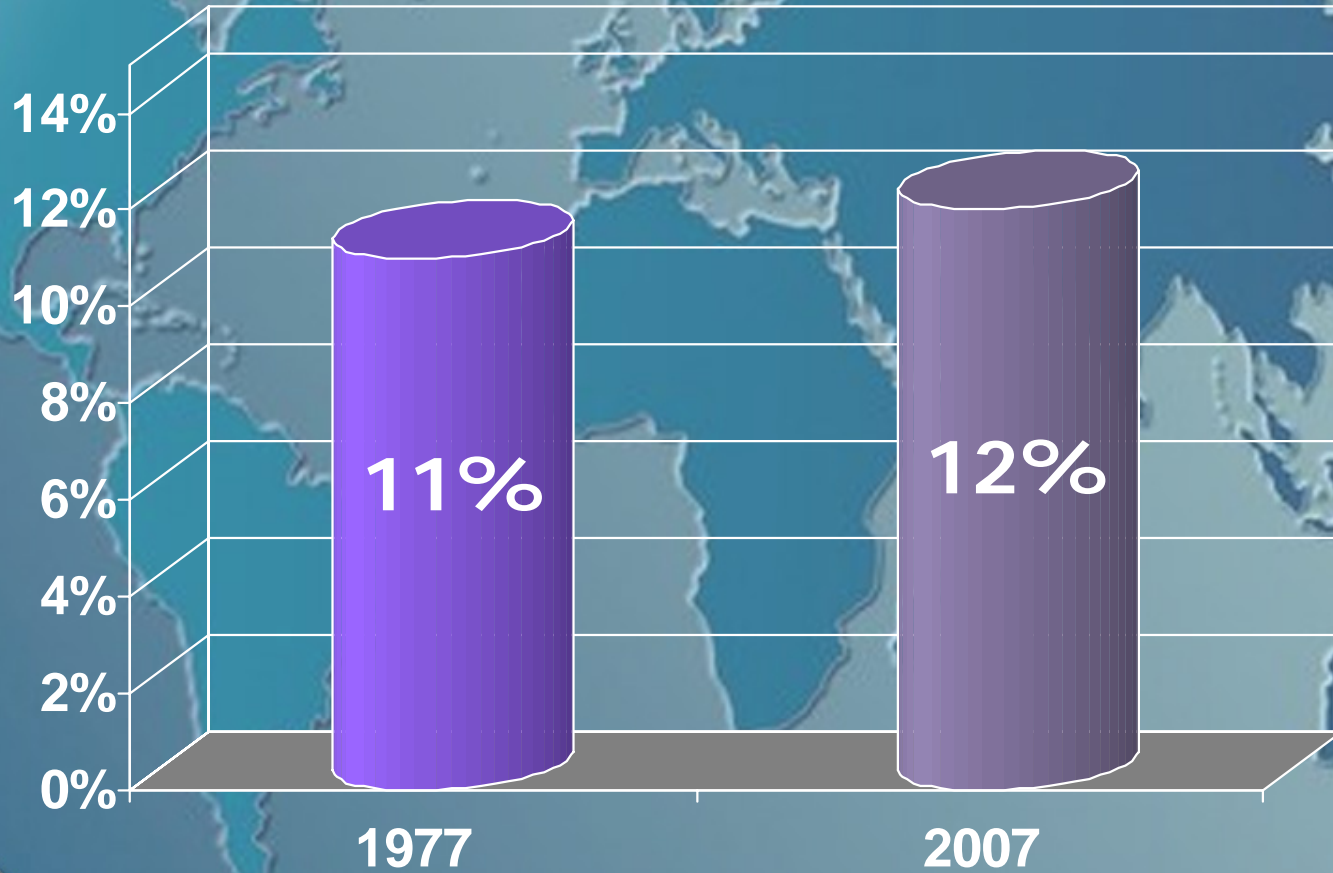


# Not “Just” Building Technology

- ▶ Learning to work together with people of different cultures, different values, different time zones
- ▶ Defining new ways of working and collaborating globally that we'll ultimately use to solve all global problems
- ▶ The challenge of globalization is one we will all have to meet together



# Limiting Success, Driving Success . . .



# You Need a Plan . . .



**... But Don't Get Too Attached to It!**

**"Life is what happens  
while you're busy making  
other plans."**

**— John Lennon**



## Some Good Advice . . .

**and**  
“Lead, follow, ~~or~~ get  
out of the way!”



# Be Out Front, Not Behind!

**If you can read this,  
you are following too close.**



# A Bold Idea . . .

**MAYBE I COULD SELL  
COMPUTERS ON THE  
INTERNET!**



# Building Strong Teams

- ▶ **Look for and surround yourself with smart people!**
- ▶ **You can't be an expert on everything**
- ▶ **Qualities to look for:**
  - **Ability to assess trends**
  - **Discernment**
  - **Takes prudent risks**
  - **Forward thinker, not reactive thinker**



# You Can Do Anything

- ▶ You really can accomplish anything you set your mind to!
- ▶ Businesses are becoming true meritocracies
- ▶ Success doesn't take place in a vacuum
- ▶ Some keys:
  - Know your business!
  - Invest in yourself
  - Don't do things that don't make you happy



# Some Final Thoughts

- ▶ **Not certain there is any magic path to success**
- ▶ **Your life and your career are very mutable things**
- ▶ **Be out in front of change, see it coming, embrace it!**
- ▶ **Give back to others and the community**



# All of Us Can Be Great Leaders!

**Women are born leaders.  
You're following one right now.**



A stylized world map in shades of blue and teal, centered on the Atlantic Ocean. The map shows the outlines of all major continents.

# Questions & Answers

