

Figure 205 — inertia

Category	Type	Tactic to counter	Counter points and messaging
Disruption of Past Norms	Change of business relationship (loss of social capital)	Vendor Management	Right for its time / Past has evolved / Point to other departments / Lead the charge
	Loss of existing financial or physical capital	Future Planning	Asset write down / Look to sweat and dump or dispose / Point to savings vs increasing running costs of legacy
	Loss of political capital	Modernisation	Emphasis on future agility & efficiency / Make the business aware / Building for the future
	Threat to barriers to entry	Unavoidable Change	Already happening in the market
Transition to the New	Investment in knowledge capital	Training	Cost of acquiring external skills will be high / motivation of staff
	Cost of acquiring new skillsets	Organisational development	Develop capabilities in-house / use hack days / use conferences / create centres of gravity
	Investment in new business relationships	Vendor Management	Developing relationships with the right suppliers / understanding the market
	Changes to governance, management and practices	Awareness of Co-evolution	Practices have to adapt as activities evolve / Point to other past practices
Agency of the New	Suitability	Weak Signals & prior identification	Examine ubiquity vs certainty
	Lack of second sourcing options	Supply Chain Management	Use and development of standards, open source options, limit feature use to reduce lock-in, use of abstraction layers)
	Lack of pricing competition	Market Analysis	Single or multiple vendors, examine switching costs, use of brokers
	Loss of strategic control	Strategic Planning	Examine buyer / supplier relationship, understand the market is commoditising and is now a volume operations game)
Business Model	Declining unit value	Awareness of Evolution	Avoid death spiral, Look at alternative opportunities e.g. ecosystem use
	Data for Past Success counteracts	Portfolio Management	Risk Mitigation, look at disposal / spin-off
	Resistance from rewards and culture	Human Resources	Higher rewards for adaptation, Education, Promote situational awareness
	External financial markets reinforce existing models	Analyst Relationships	Spinning a future story

All forms of inertia relate to some loss of capital whether physical, social, financial or political. We know that two groups (security and systems) are exhibiting inertia, however such visible signs are usually not the problem as we're aware of it and hence it can be managed. The danger is always the group that haven't quite made themselves clear.

In the case of security, the inertia is probably related to two types. First, we have uncertainty over the use of a platform play and any co-evolved practices that might emerge. This will require *“Investment in knowledge capital”*. We can overcome this with either training or providing time and resources to develop the necessary skills. We can certainly provide an argument that if we fail to do this then the future cost of acquiring these skills will be higher and we will also miss out on shorter-term motivation for staff. The second type of inertia