

develop into this world at this stage, they'll become super valuable in the not so distant future. It is however, far better to have a small army of super valuable people that everyone else is trying to poach than to be left with a bunch of legacy skills and trying to desperately poach from others.

The co-evolved practice will be different from the past but someone has to develop that capability, no-one yet has those skills and why shouldn't it be your systems team? Unfortunately, what normally often happens is companies don't anticipate obvious changes and leave it late. This creates an added complication which I'll discuss in a moment.

The “*change of business relationship (loss of social capital)*” is the second additional type of inertia you must contend with. Within a company, there's often a pre-existing relationship with vendors who might be supplying products or services. This relationship creates inertia to change i.e. we have our familiar and favourite vendor. In normal circumstances, you can deal with this inertia through normal vendor management approaches. You can emphasise that the time is right for a change, that the past has evolved and we need to re-evaluate the vendor's offering. However, there's the complication mentioned above.

If you've left it late then the vendor of a product may well be spreading huge amounts of fear, uncertainty and doubt over the more utility form to your own team. They will probably have tried to convince your own team (e.g. in this case, our systems team) that they have no future in