



How to Recession-Proof Wall Street IT

By Penny Crosman

Former Wachovia SVP and chief architect Tony Bishop, who currently is CEO of his own consulting firm, [Adaptivity](#), offers a three-stage process to recession-proofing a Wall Street IT organization:

1. Conduct a thorough inventory. "You need to know what you have and how it's all interconnected," Bishop says. He recommends using automated IT discovery software that finds and maps IT resources and their interdependencies -- for one thing, you'll find out if there's anything there that shouldn't be, he notes. "At Wachovia, we found 100 servers that were supposed to have been decommissioned and ghost services running on boxes that weren't supposed to be there that were all creating incident management issues," Bishop relates. Once you have a clear picture of your hardware and software assets and how they're interconnected, you can see where to target efficiencies, streamlining or improvements.

2. Measure and analyze IT utilization. Wachovia used usage monitoring software to determine who was using what computing, storage and network resources, and for how long, according to Bishop. "This becomes powerful because now you can see where there is waste and where there are problems or inefficiencies," he says. "This type of instrumentation means that not only does IT become objective, but it becomes transparent to the business, which is one of the things Susan [Certoma, Wachovia's CIO] used to push us to do."

3. Bring steps 1 and 2 together, and better manage who uses what IT resources at run time. This might be accomplished with a combination of technologies, such as a fabric server and grid software, that allocate computing resources to particular applications and users, Bishop explains. "We used to define this as 'fit for purpose optimization' and 'fit for purpose execution,' which means the right work runs on the right types of nodes at the right time -- based on policies," he says.

If you do these three things, Bishop asserts, "You can fix where the waste is or change the design to eliminate waste or inefficiencies, and you can keep using it to track so you don't go backward."

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