Theme

Technology Adoption and Product Delivery

"Just in time" is better than "Perfection“

InfoSys 2026 & InfoWare 2026

Coordinators

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> X Persona - Panelist-as-a-Service

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Items on the Table

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- **Design vs validation vs selling**
  - Different objectives (user, codesign, feedback)
- **Partial vs Full feature set**
  - Pioneering or Loosing competition
- **Target domain vs all domains**
  - Use where it works, postpone where it doesn't

- **Competition, Pioneering, Market scale**
  - **ROI – vs U {roi}**
    - Compensatory areas & Success
  - **Corporate ROI vs Society ROI**
    - Paradigm change on society metrics

- **2025 MIT NANDA Report should be a wake-up call for every C-suite**
  - **5% AI success rate**
- **Engineering vs Management**
  - 95% Eng & 5% C-suite
- **Operational & Maintenance**
  - Selling too early and unproven benefits are detrimental
  - Selling Just in Time
  - Consider continuum in development

Items on the Table

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- "Just in time" better than "Perfection"
  - Just don't leave it too late – may need fixing
  - Start immediately: Tools can help you get started
  - You will *transform* your first draft tomorrow
- It will look great really soon
  - But take care! Someone else's draft is not yours
  - And it might lead you to promise too much
  - Your own creativity will make it more interesting
- No-one has time for perfection [whose?]
  - But any disappointment will reproach you for ever

Malcolm
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Questions on the Table

Q&A

How to assess the risk for a (too) early delivery?

[technology - digital, social media - platforms, products – smartphones]

How to control the exposure of hallucinations when using AI-tools?

[use it where it works, knife paradigm]

How to balance feedback/creativity/versioning vs too-late-but-perfect delivery?

What metrics should be used at the Society C-suite level?

How to mitigate the risk of adopting an early phase of a fledgling technology?

YOURS!

Overselling the benefits is a killer of each technology

- However, each technology has its own challenges; one observation (stemming from a damaging overestimation Experts Systems, ~ four decades ago) is captured by "**They don't invest in breadth but focus on clearly defined business pain points.**"
- My current observation is that AI technology is relatively **well mastered by engineering teams** (design, LLMs, pipes, datasets, partially LCMs, agentic frameworks, etc.) but the balance between 'just-in-time' and 'perfection' **is not well mastered, nor understood at the C-suite level.**
- In short, every technology has (and should have) a clear understanding of its areas of use and its limitations. In AI-based tools/approaches there are areas/duties where can be used and area/duties where must/should not be used. Pushing it everywhere leads to **those 5%.**
- In the end, "**clearly defined business pain points**" is crucial; I will expand with "**clearly defined and accepted societal needs**"; Finding a solution is the first step; then, optimizing it, etc. My perception is that most of current businesses (small, big) started with "optimizing", by dropping solutions that works and/or by not fully understand the new approach.

Prospective Views

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- **In an overview**
  (https://www.iaria.org/conferences2025/filesNetWare25/Tutorial_PetreDini_TheAnatomyOfAgenticFramew.pdf),
- I identified that there are a lot of things that we know and that work. **It takes time for corporations to see the major benefit of a technology** (including AI-based ones); encouragingly, I've seen academic curricula adapted, new dedicated business units in medium/big corporations, new engineering area (prompting, licensing, etc.), name it, Engineering. Incredibly, these are totally different skills than a traditional engineering. This triggers the call for avoiding a quick evaluation in the same time of preparing skilled workforce.
- My interpretation of the report in discussion is that only **5% of management teams** understood where and how to use any AI-based tools. This seems to me being unfair to engineering achievements.
- To clarify, **management teams** have no choice; they are pushed by **the Boards**, Boards are pushed by **Investors,** and ..... ; if we want to generalize any technology (including all AI-based tools) at the society level, we should have appropriate metrics at the society level**. Those 95% had metrics at the corporate level**, based on **unrealistic estimations** driven by business-plans. Therefore, those estimations should be tuned.

Just in Time Often Beats Perfection

- **Action Over Inaction:** Perfectionism often leads to paralysis or excessive delays, whereas JIT, or "good and on time," focuses on delivering value when it is needed.
- **Reduced Costs and Waste:** JIT reduces the need for excess inventory and "overproduction" of quality, saving time, money, and resources that would otherwise be wasted in trying to make something flawless.
- **Agility and Flexibility:** JIT allows for faster responses to changing market demands or customer needs, which is crucial in fast-paced environments.
- **Continuous Improvement (Kaizen):** JIT fosters a culture of, "never let perfect get in the way of done," which encourages consistent, incremental improvements rather than waiting for a perfect, final product.

Why Perfection is Difficult (The Role of Human Creativity)

- **Unattainable Standard:** Perfection is generally an illusion, as it is subjective and impossible to achieve, particularly when dealing with complex, creative, or constantly evolving tasks.
- **Creativity and Spontaneity:** Human creativity is dynamic and messy, often disrupted by the rigid, self-critical, and judgmental nature of perfectionism.
- **Diminishing Returns:** The effort required to turn a "good" product into a "perfect" one often costs far more in time and resources than the marginal value added.

Key Takeaways

- **"Done is better than perfect":** Focusing on finishing tasks allows for feedback and iteration, while waiting for perfection often results in never finishing at all.
- **"Good and on time":** This is often the superior standard to "perfect and late," as the latter can lead to frustration and missed opportunities.
- **Embrace Imperfection:** Accepting that mistakes are part of the process fosters a more productive and, ironically, more creative environment

Human Creativity is fluid "Just in Time" (JIT) usually wins out over "Perfection":

1. The Cost of the "Final 10%"

In many projects, reaching 90% completion takes 50% of the effort. Reaching that final 10% to achieve "perfection" often takes the remaining 50% of the time.

JIT: Delivers value while the need is still relevant.

Perfection: Risks delivering a "flawless" solution to a problem that no longer exists.

2. The "Moving Target" of Creativity

Human creativity means we are constantly iterating. If you wait for perfection, you are trying to freeze a snapshot of a moving train.

Adaptability: JIT allows for "course correction." You release a version, see how it performs, and use your next creative spark to improve it based on real-world feedback.

Stagnation: Perfectionism often leads to "analysis paralysis," where fear of a flaw prevents any progress at all.

3. Feedback Loops vs. Assumptions

Perfection is often based on **internal assumptions** (what *we* think is best). JIT is based on **external reality**.

Real-world testing: Shipping "just in time" provides data. You learn what actually works rather than what you *imagined* would work.

Resource Management: It prevents wasting creative energy on features or details that the end-user might not even notice or care about.

Questions on the Table

Q&A

How to assess the risk for early delivery?

How to control the exposure of hallucinations when using AI-tools?

How to balance feedback/creativity/versioning vs useless perfect delivery?

What metrics should be used at the Society C-suite level?

How to mitigate the risk of adopting an early phase of a fledgling technology?

C-series ☺ .. and counting

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Core / Traditional (found in most organizations)

- **CEO** — Chief Executive Officer
- **COO** — Chief Operating Officer
- **CFO** — Chief Financial Officer
- **CMO** — Chief Marketing Officer
- **CIO** — Chief Information Officer
- **CTO** — Chief Technology Officer

Technology / Data / Security / Digital

CISO — Chief Information Security Officer
CDO — Chief Data Officer
CDAO — Chief Data & Analytics Officer
CDO (Digital) — Chief Digital Officer
CAIO / CDAO (AI) — Chief AI Officer / AI & Data variants
CTO — (also product technology leadership)
CXO — Chief Experience Officer (customer experience)

Very Common Functional Chiefs

CHRO / CPO (People) — Chief Human Resources / People Officer
CLO — Chief Legal Officer (sometimes Chief Learning Officer — context-dependent)
CSO — Chief Strategy Officer
CRO — Chief Revenue Officer
CCO — Chief Commercial Officer or Chief Communications Officer
CAO — Chief Administrative Officer
CBO — Chief Business Officer
CPO — Chief Product Officer / Procurement Officer

Commercial / Customer / Market Roles

CCO (Customer) — Chief Customer Officer
CRO — Chief Revenue Officer
CSO — Chief Sales Officer
CBO — Chief Brand Officer
CBDO — Chief Business Development Officer

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Governance / Risk / Compliance

- **CCO (Compliance)** — Chief Compliance Officer
- **CRCO** — Chief Risk & Compliance Officer
- **CRO (Risk)** — Chief Risk Officer
- **CIGO** — Chief Information Governance Officer

Strategy, Innovation, Transformation

- **CINO** — Chief Innovation Officer
- **CTrO** — Chief Transformation Officer
- **CVO** — Chief Visionary / Value Officer
- **CIDO** — Chief Idea Officer (innovation-focused role)

ESG / Sustainability / Culture / People

- **CSO (Sustainability)** — Chief Sustainability Officer
- **CGO** — Chief **CHO** — Chief Happiness OfficeGreen Officer
- **CDO (Diversity)** — Chief Diversity Officer
- **CWO** — Chief Well-Being Officer

Operations, Supply, Facilities

- **CSCO** — Chief Supply Chain Officer
- **CPO (Procurement)** — Chief Procurement Officer
- **CLO (Logistics)** — occasionally used
- **CFOO / COO variants** — operations specialties

New / Trend-Driven / Experimental Titles

(Especially in tech companies and startups)

- Chief AI Officer
- Chief Platform Officer
- Chief Ecosystem Officer
- Chief Metaverse Officer
- Chief Trust Officer
- Chief Ethics Officer
- Chief Remote Officer
- Chief Community Officer

Specialized / Sector-Specific Roles (Increasingly Seen)

- **CAO (Accessibility)** — Chief Accessibility Officer
- **CMO (Medical)** — Chief Medical Officer (healthcare)
- **CNO** — Chief Nursing Officer
- **CISO (Physical Security)** — sometimes Chief Security Officer
- **CPO (Privacy)** — Chief Privacy Officer
- **CAgO** — Chief Agriculture Officer (agribusiness)
- **CAvO** — Chief Aviation Officer