

Observability adoption often fails because we keep repeating old mistakes. Today, let's talk about what to start, and what to stop....

# Stop! doing stupid things

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kyndryl

## Short introduction

**Name:** Jeppe Lindberg

**Location:** Copenhagen

**Day Job:** Transformation Strategist

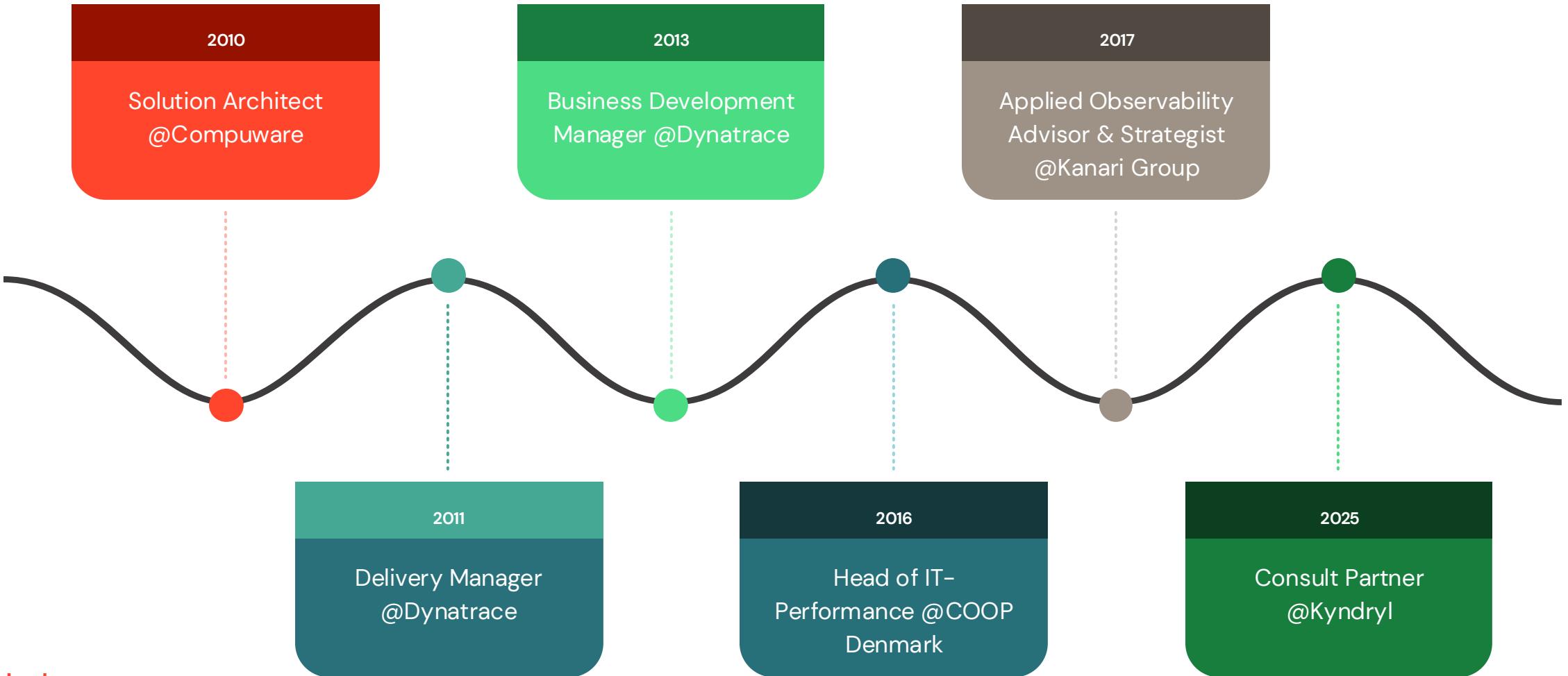
**Side Hustle:** Applied Observability

**Spare-time:** Father of 3, Husband of 1 and military reserve.



# Professional Journey

15+ years observing stupid things in IT



# The implication journals

Plenty of things that seems stupid

Technology

Culture

Process & People

Value Realization and Change

Shelfware



*"Shelfware is the graveyard of good intentions. Tools that aren't adopted don't just waste money, they erode trust and stall transformation."*

Tool sprawl



Every new tool promises visibility.

Together, they create opacity and stance for any organization.

# Why Shelfware Happens

## Overbuying Features

- Organizations purchase advanced observability tools with capabilities they never realize due to lack of focus.
- Driven by fear of missing out on market trends.

## Tool Sprawl

- Multiple overlapping tools create confusion and redundancy.

## Poor Change Management

- Tools are deployed without proper onboarding or cultural adoption.
- People stick to old habits (logs, manual checks).
- No clear ownership or integration strategy.

# Why It's Irrational

## Paying for visibility you never use:

Companies ingest terabytes of telemetry but analyze only a fraction.

## False sense of progress

Buying tools feels like transformation, but without adoption, nothing changes.

# Consequences

## Financial Waste

Shelfware costs millions annually in unused licenses and data ingestion.

SaaS studies show **21% of apps unused, 45% underutilized.**

## Operational Risk

Critical signals ignored because teams don't use the tools.

Increased MTTR and higher outage risk.

## Cultural Damage

Creates cynicism: "We buy tools, but nothing changes."

Reinforces hero culture and blame gaming.

## Strategic Failure

Observability fails to deliver promised business outcomes.

Leadership loses confidence in IT investments.

# The ineffective journals

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Anti-Methodologies



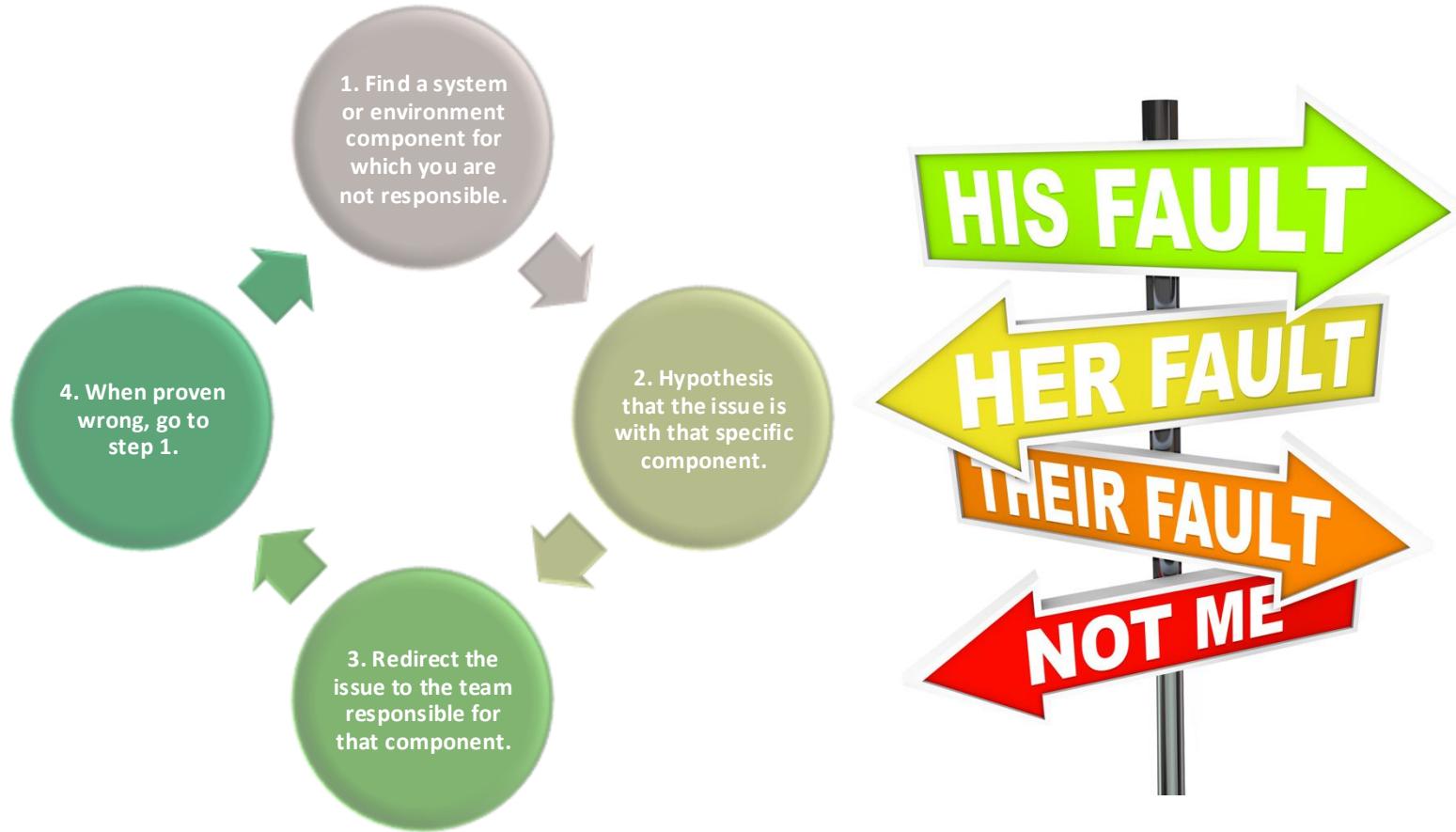
There is a universal set of anti-methodologies, which introduce not only risk but are costly to any organization



Acknowledge the anti-methodologies, a  
stupid

First step from reactive to proactive

## Anti-methodology: Blame-Someone-Else Anti-Method



**Conclusion:** This methodology identifies that the users practicing it either lacks data or use of analyzing data.

The risk of this methodology is the team don't get anywhere and if they do, they will waste time getting the problem identified and resolved. And they will lose innovation power

## **Hero Culture**

- Relying on a few “heroes” to save the day instead of building resilient systems and processes.
- Leads to burnout and knowledge silos.

## **Ticket Tennis**

- Passing incidents back and forth between teams without ownership or collaboration.
- Increases MTTR and frustrates stakeholders.

## **Process Worship**

- Blindly following ITIL or other frameworks without adapting to context.
- Creates bureaucracy instead of agility. and shelfware.

## **Data Ignorance**

- Having observability data but not using it for troubleshooting or decision-making.
- Leads to wasted investment and poor outcomes.

## **Silo Mentality**

- Teams hoard information and resist cross-functional collaboration.
- Slows down resolution and innovation

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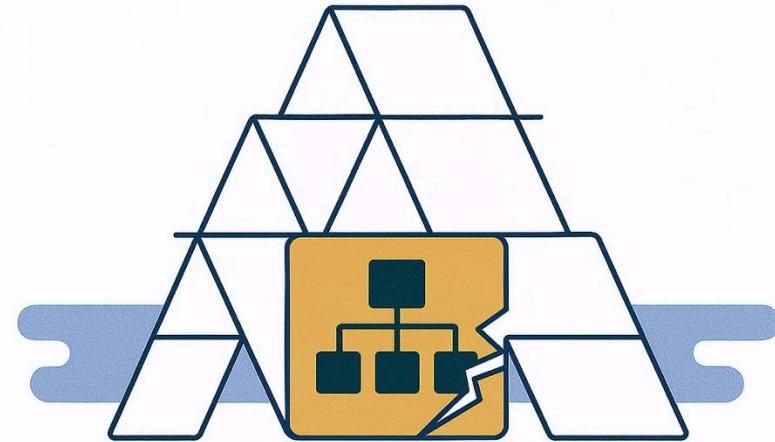
Technology

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Value Realization and Change

“It's not the people



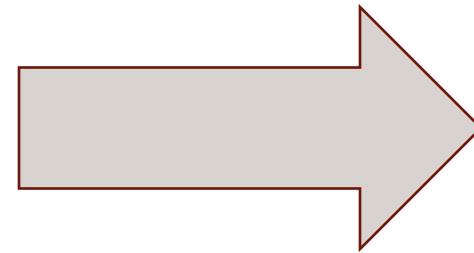
“It's organizational fragility.”

# Worldwide studies on people transformation appetite

in 2020

74%

Of employees said  
“I'll support your  
Transformation.”  
What is this number today?

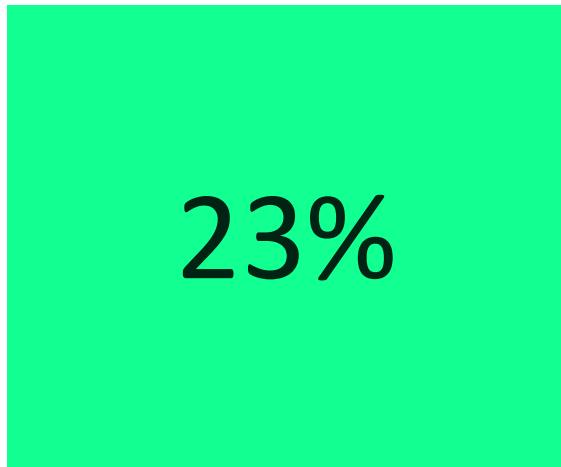


in 2025

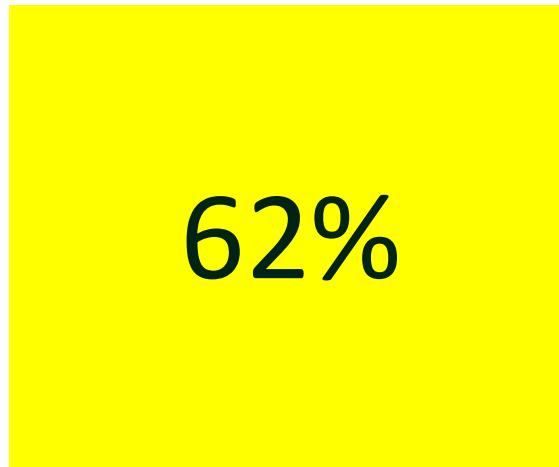
43%

A collapse in commitment  
that, no transformation  
plan, no leadership model  
can ignore.

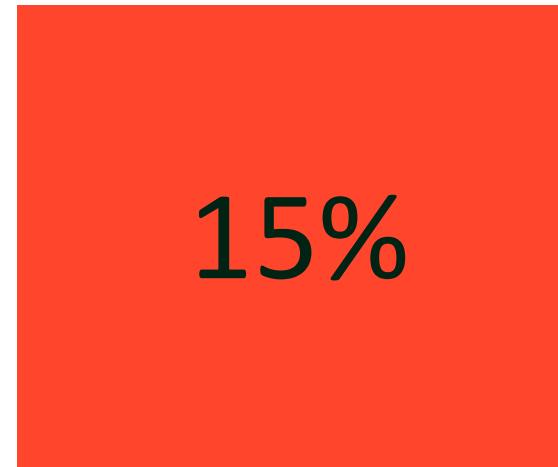
Source: Dr. Nadya Zhexembayeva Ph.D. in Organizational Behavior



Are fully engaged in transformations



Are quite quitting and only goes to work for the checklist, they are there for getting their mortgage paid.



Are in active stage of sabotage

Source: Dr. Nadya Zhexembayeva Ph.D. in Organizational Behavior

Because when 62% disengage and 15% sabotage, the real problem isn't the AI, regulation, geopolitics, new competitor, or a new product substitution.

“It’s organizational  
fragility.”

# Observability Dreamboard

“I never have to guess what's wrong.”

“Problems fix themselves before customers notice.”

I spend time innovating, not firefighting.

“I can prove IT performance drives business success.”

“My monitoring is zero-maintenance and scales automatically.”

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CONSULT

Put the CIO  
to sleep

And move forward to supporting the business

## From technical noise to business clarity



**Illustration:** Nordic bank shorthanded wireframe for loan process dashboard.

**Started:** Total loan applications initiated from the supplier.

**Cancelled.** Percentage of applications that were canceled before completion.

**Reliability:** Indicates the operational success rate of the process.

**Delay:** Average time delay in processing applications

**Amount:** Funds successfully allocated to approved loans.

*“Traditional strategy work takes 6-9 months to develop; the market and reality changes every 6 weeks. So when executing on the you strategy, you'll end up executing on yesterdays opportunities”*

“Six months to plan, six weeks to change, that gap is where opportunities die”

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**Process & People**

**Value Realization and Organization Change**

Value realization

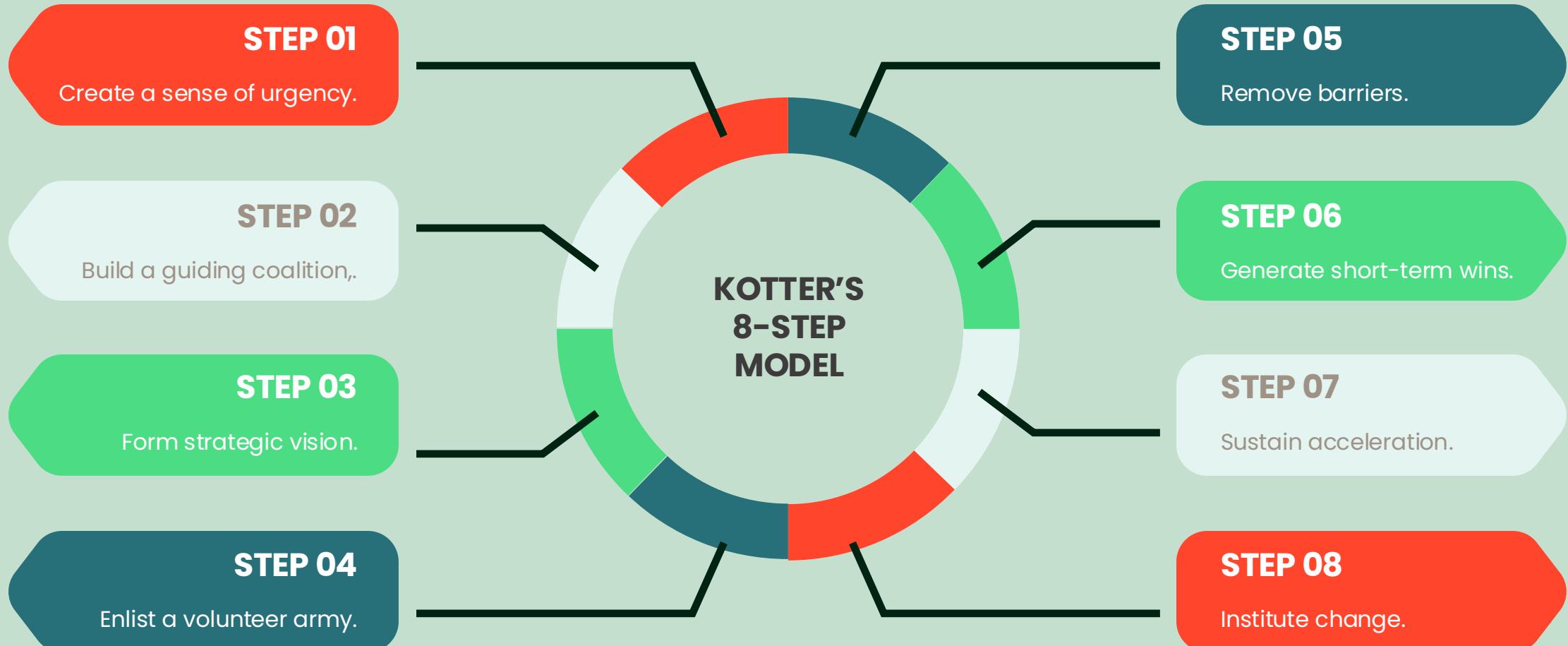
*If you don't define success, you'll never achieve it. Observability without clear goals is just noise.*

Organizational Change Management

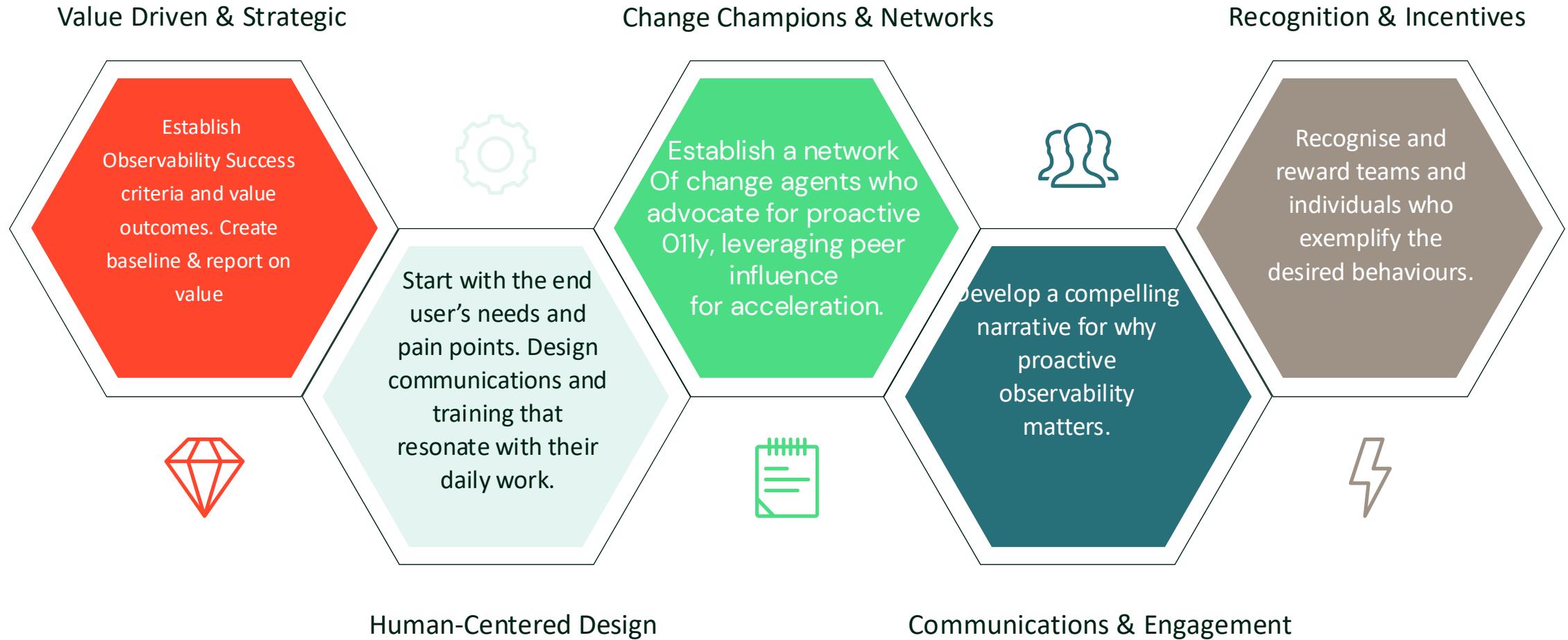
*Technology doesn't fail, adoption does.  
Without change management,  
observability becomes shelfware*

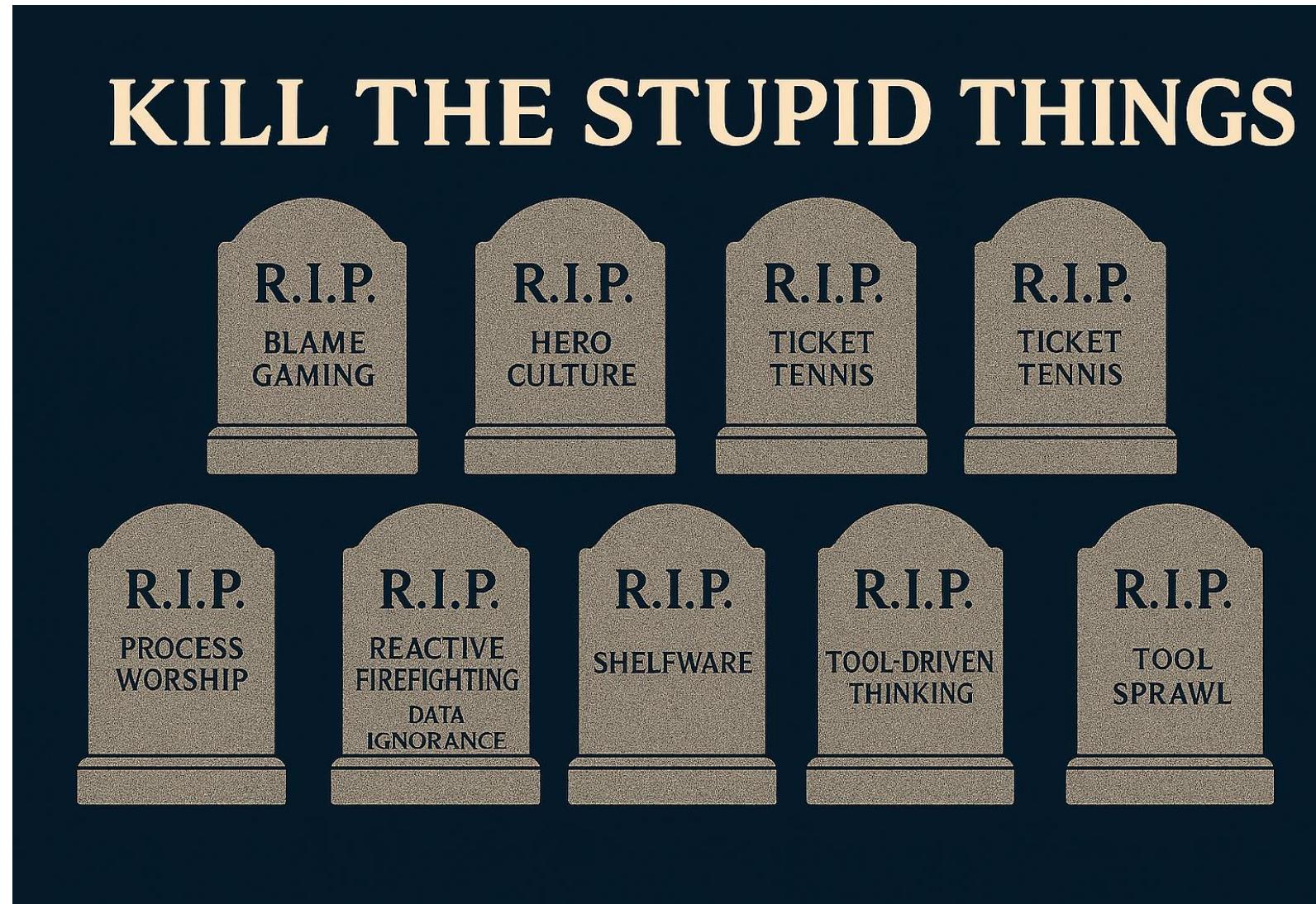
# The planning framework

Build an structured and inclusive program.



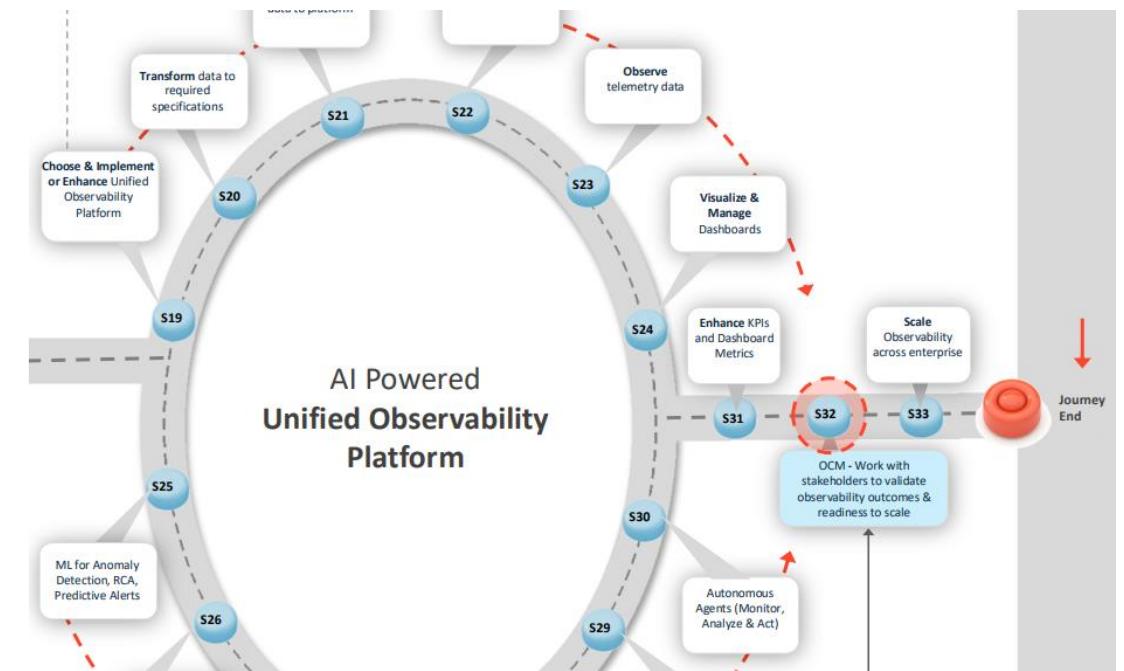
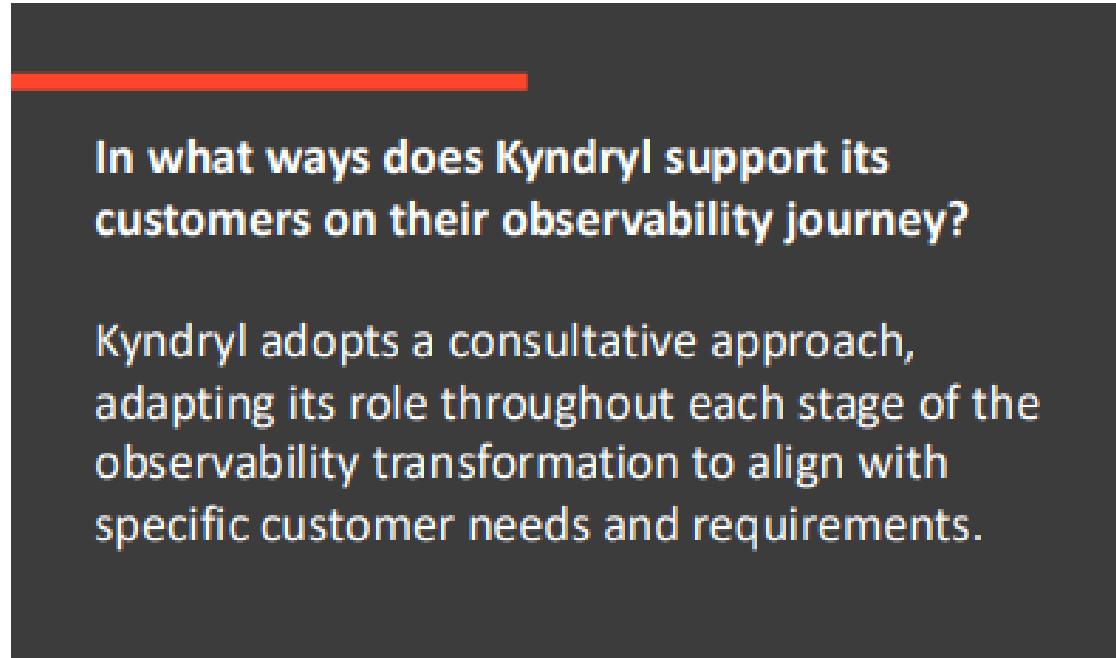
# The focus areas in OCM and value realization





# No matter where you are in your Journey

## There is hope



# Thank you