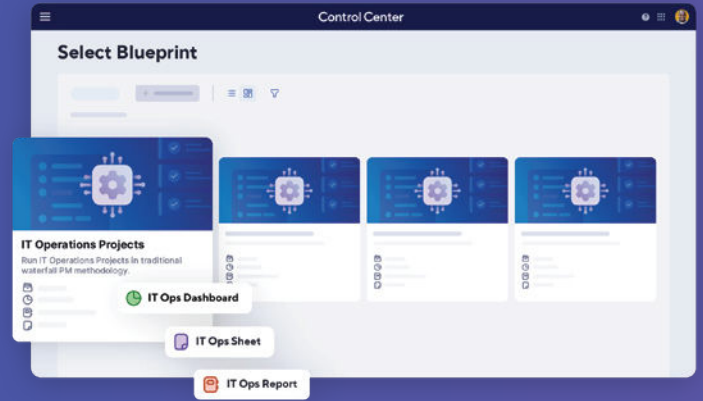


Rethinking IT for the Age of AI

Lessons from the front lines of AI transformation
Ravi Soin - CIO/CISO, Smartsheet - June 2026



THE MEASUREMENT PROBLEM

Frequency isn't impact.

We were measuring how busy IT was. The board was asking what the business got. Those are different questions — and we were reporting on the wrong one. The same applies to AI: if you're measuring tokens and task counts, you're optimizing the wrong things.

THE CONTEXT PROBLEM

AI didn't fix the dysfunction. It accelerated it.

Every tool got a little faster — on its own. The work still runs across all of them at once. Siloed data, siloed permissions, siloed truth. Adding AI to disconnected tools just speeds up the chaos. The coordination gap doesn't close because the context gap was never addressed first.

THE FRAMEWORK

What's a candidate for agentic delegation?

The question isn't whether AI is involved. It's how much human judgment the work requires.

MOST AGENTIC

MOST HUMAN

High-signal, low judgment work

AI handles · humans review

Incident pattern recognition
Vulnerability routing
Integration health monitoring

Cross-system coordination

AI absorbs the tax · humans decide

Status aggregation
Cross-functional reporting
Demand filtering

Data Governance

Human-led · AI enabled

Who owns which data sources
How data stays current
Accountability in automated processes

Governance and standards

Human authority · AI input

What gets built, certified, deprecated
Auditability of AI actions
Tool proliferation control

DELEGATE TO AI

KEEP WITH HUMANS

BEFORE YOU DELEGATE

You may be more ready than you think.

Our foundation for agentic readiness was disciplined IT operations — not a separate AI project. "We didn't build this for AI. The AI readiness was a byproduct of the discipline."

Structured operational data, already in one place

AI can only act on what it can see. Years of disciplined IT practice meant the operational record already existed — organized, structured, and accessible. That's where intelligence becomes possible.

A permissions model the AI could inherit

Every MCP-connected agent authenticates as someone. Who has access to what — and enforcing it at the connection level — had to be solved before we let AI act on any of it.

Governance defined before deployment scaled

Most teams build AI first and govern later. We built the oversight infrastructure first — so AI didn't proliferate faster than we could see it. Governance is an architectural decision, not a policy bolted on later.

"Not a leaner IT department. A wholly different one."

— Ravi Soin, CIO/CISO, Smartsheet

Ready to go deeper?

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