

NĀ PALI EXECUTIVE INSIGHT NO. 008

Before You Sign the Contract

Major technology contracts are signed with optimism and polished demonstrations. Months later, leadership asks how they missed it. The most valuable advice happens before implementation begins.

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Executive Summary

Major technology contracts are often signed with optimism, impressive demonstrations, and promises of transformation. Months later, leadership asks, “How did we miss this?” The answer is usually found long before the contract was signed. This insight explains why the most valuable technology advice happens before implementation begins.

Technology contracts should not create confidence. Confidence should exist before the contract is signed.

Every Contract Represents a Decision

Executives are not simply approving a technology purchase. They are approving a business decision that will influence operations, governance, staffing, security, and long-term strategy.

The Sales Process Is Designed to Reduce Uncertainty

Technology vendors present compelling demonstrations, optimistic business cases, and polished implementation plans. Leadership’s responsibility is different: to challenge assumptions and understand the business implications before making a commitment.

The Questions That Often Go Unasked

Before approving a major technology investment, ask:

- What happens if implementation takes twice as long?
- What operational risks are we accepting?
- What alternatives did we dismiss too quickly?
- Who benefits most from this recommendation?

- What assumptions remain unchallenged?

Technology Decisions Create Long-Term Consequences

Technology contracts often shape years of operational decisions. Independent advice has the greatest value before commitments become obligations.

Independence Changes the Conversation

Every stakeholder has a perspective. Vendors, implementation partners, MSPs, and internal teams all bring value — but they also bring understandable biases. Leadership benefits from one additional voice whose only objective is improving the quality of the decision.

A Better Way to Evaluate Technology Decisions

1. What business outcome are we purchasing?
2. What assumptions are we accepting?
3. What would change our decision?
4. Have we heard an independent perspective?

Confidence Should Come Before Commitment

Technology contracts should not create confidence. Confidence should exist before the contract is signed.

Questions for Leadership

- Have we clearly defined the business outcome?
 - Are we solving the right problem?
 - What risks remain unresolved?
 - Have we challenged the vendor's assumptions?
 - Have we sought an independent perspective?
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Key Takeaways

- Technology contracts are business decisions.
- Better questions reduce long-term risk.
- Independent advice is most valuable before commitments.
- Confidence should precede contracts.

When to Call Nā Pali

Nā Pali works with leadership teams before major technology commitments are made, providing independent executive technology judgment so organizations make informed decisions before they become long-term obligations.

Related Executive Insights

- Five Questions Before Every Major Technology Investment
 - Why Your MSP Shouldn't Be Your Technology Strategy
 - The Technology Decisions You'll Regret Are the Ones You Never Questioned
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Wonder what your next technology decision should look like? Schedule a Discovery Conversation with Nā Pali Technology Advisory.