# The Organisation As A System

An information management framework

The Second Transition -Operational Alignment

# The Second Transition -Operational Alignment

- Clear Line of Sight
- Centralised control v delegated responsibility
- The ability to "burrow"
- Any point entry
- Evidence based decision support
- Portal Everywhere
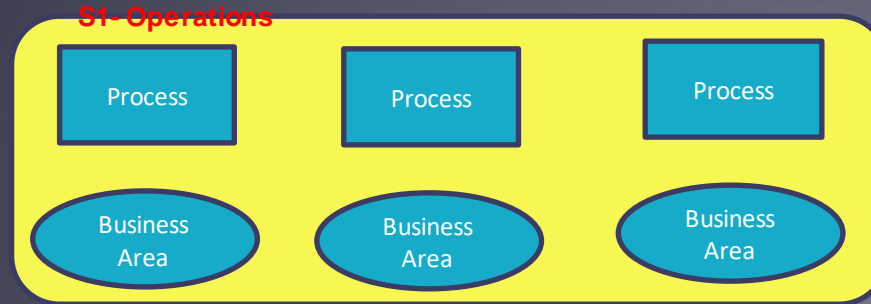- Structured and unstructured data
- Management and control of data location

# The Second Transition -Operational Alignment

The training pack:

# The Second Transition -Operational Alignment

The Previous Deck – Operational Data Capture and Validation

# The Second Transition -Operational Alignment

The previous deck covered, in overview, the first transition stage, data capture and validation and can be viewed by left clicking [here](#).

Bias and "hallucination" starts at data capture. The one constant in information management is GIGO.

Data collection tends to be linear and procedural.

Reporting on the other hand tends to be contextual and viral, there is a need to collate and combine as accurately and reliably as possible
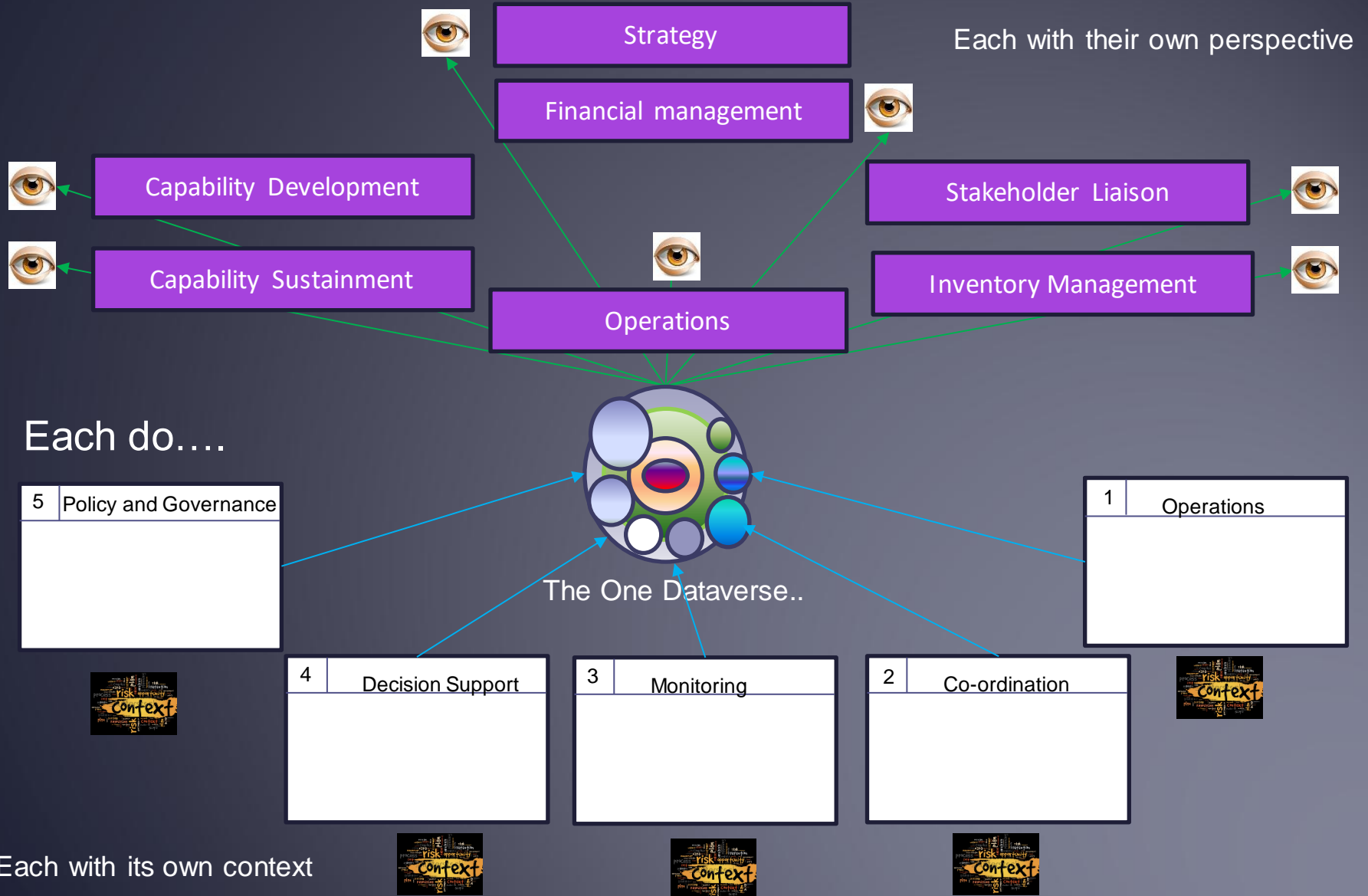
At each transition, within the information management data "stack", there are also a series of attenuation exercises in which values are aligned.

There are two constraints. Time, the great constraint and the scope of available data

A further consideration is "my bosses boss does not need to know what I need to know in the way I need to know it"

# Operating Principles

## The Organisation as a System – Maintaining Viability

Strategy

Financial management

Each with their own perspective

Capability Development

Capability Sustainment

Stakeholder Liaison

Inventory Management

Operations

Each do….

The One Dataverse..

| 5 | Policy and Governance |
| --- | --- |

| 1 | Operations |
| --- | --- |

| 4 | Decision Support |
| --- | --- |

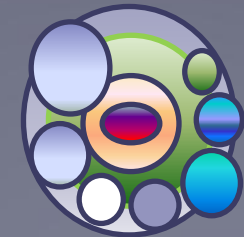| 3 | Monitoring |
| --- | --- |

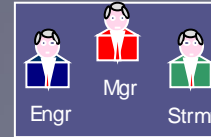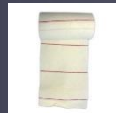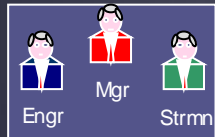| 2 | Co-ordination |
| --- | --- |

Each with its own context

# The Second Transition -Operational Alignment
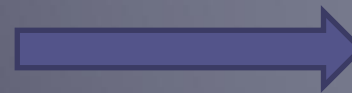
One Aspect of Perspective – "ownership"
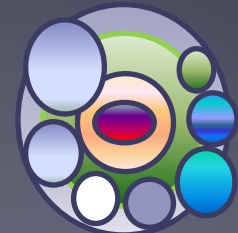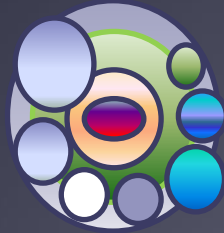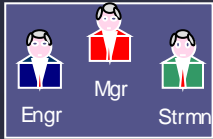
"things" tend to be assemblies of other things

Commodity → "Mine" → Commodity
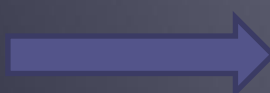
# The Second Transition -Operational Alignment



InferentialDistance

S3-Monitoring
- Economic
- Efficient
- Effective
- Evolve

S5-Policy
- Charter
- Mission
- Vision

Decision Support
*(Semantics, Pattern Recognition etc)*

S4 – Decision Support
- Facts
- Objectives
- Unstructured Data

Evidence Collation

Fact Generation (metric Profiles)

S2- Co-ordination
- Multi Perspective Value Assessment

Alignment

S1- Operations
- Process
- Process
- Process
- Business Area
- Business Area
- Business Area

Validation

The organisation boundary

Operating Environment
- Customers
- Stakeholder
- Standards
- Suppliers
- External Authorities

NOTHING crosses the organisation boundary, in or out, without "consent"
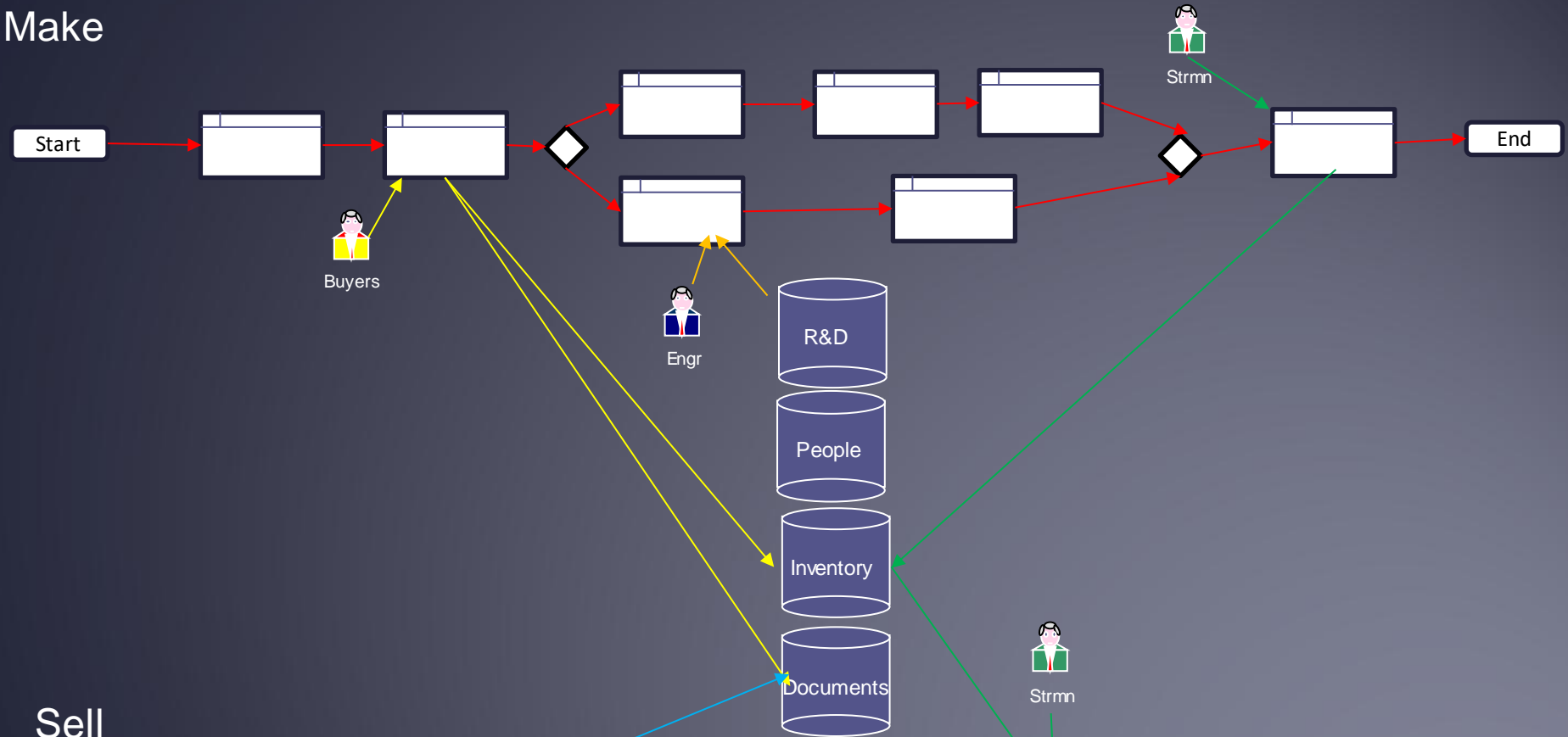
Inform
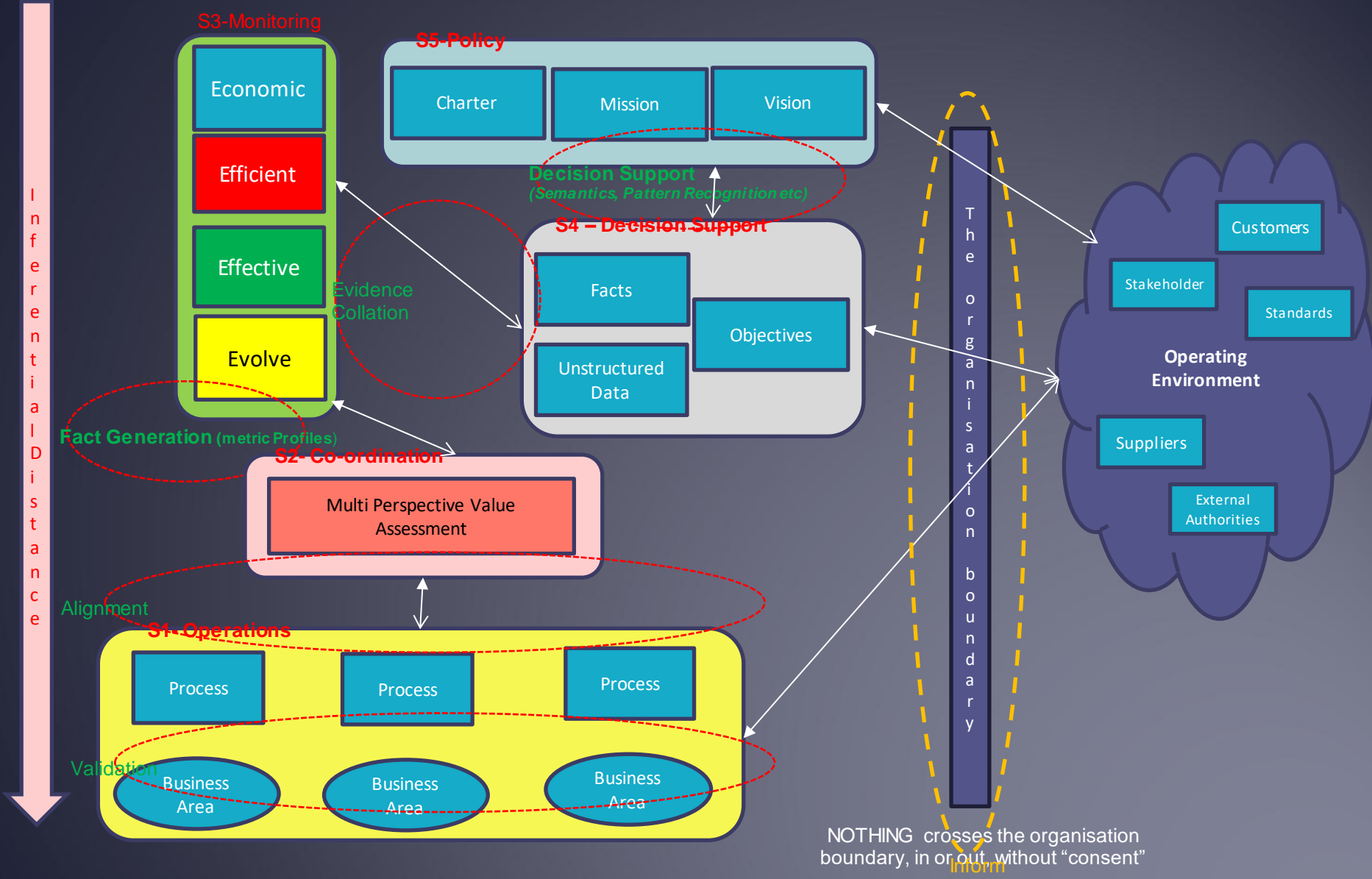
# The Second Transition -Operational Alignment
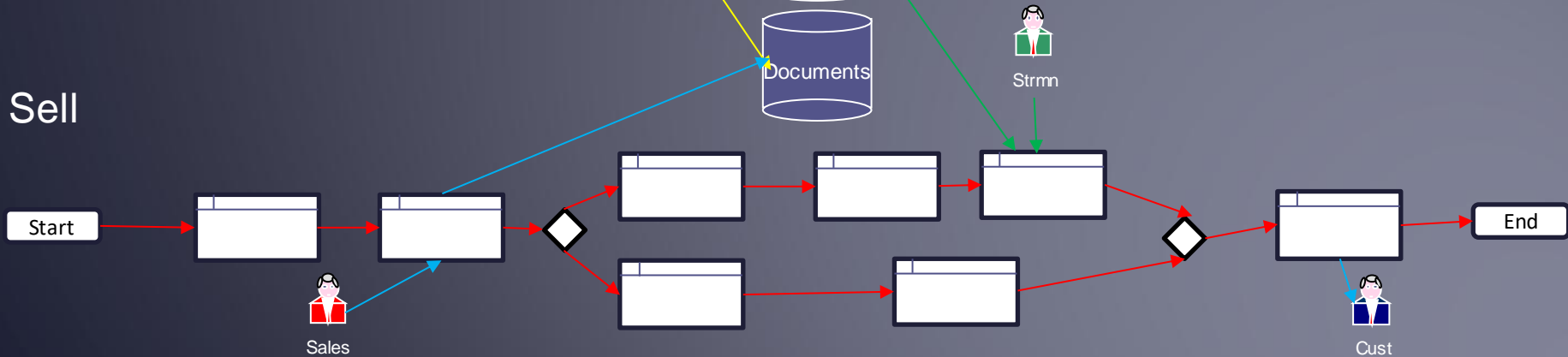
What do we mean by Alignment?

# The Second Transition -Operational Alignment

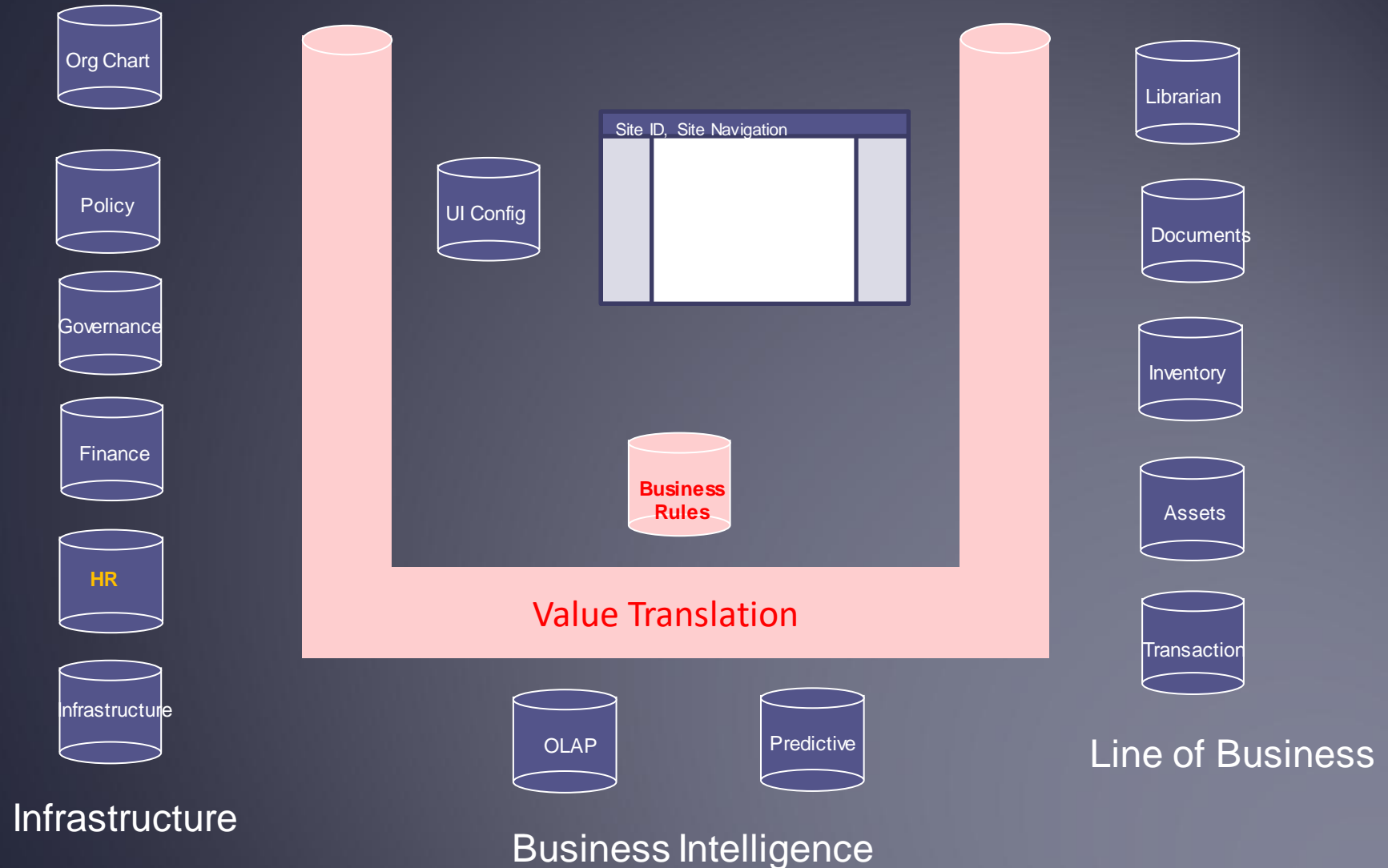Composite operational data collection and use at the process level

## Make

Start → End

Buyers

Strmn

Engr

R&D

People

Inventory

Documents

## Sell

Start → End

Sales

Strmn

Cust

# The Second Transition -Operational Alignment

## Federated Applications, Services, Data



Org Chart

Policy

Governance

Finance

HR

Infrastructure

UI Config

Site ID, Site Navigation

Business Rules

Value Translation

Librarian

Documents

Inventory

Assets

Transaction

OLAP

Predictive

Infrastructure

Business Intelligence

Line of Business

# The Second Transition -Operational Alignment

**Canonical Model**

The second component – Description of Relationships between things

A data dictionary should contain the descriptive attributes of "thing".

But "thing" has context. "Things" do not usually exist in isolation in the world and the same principle applies in respect of "data"
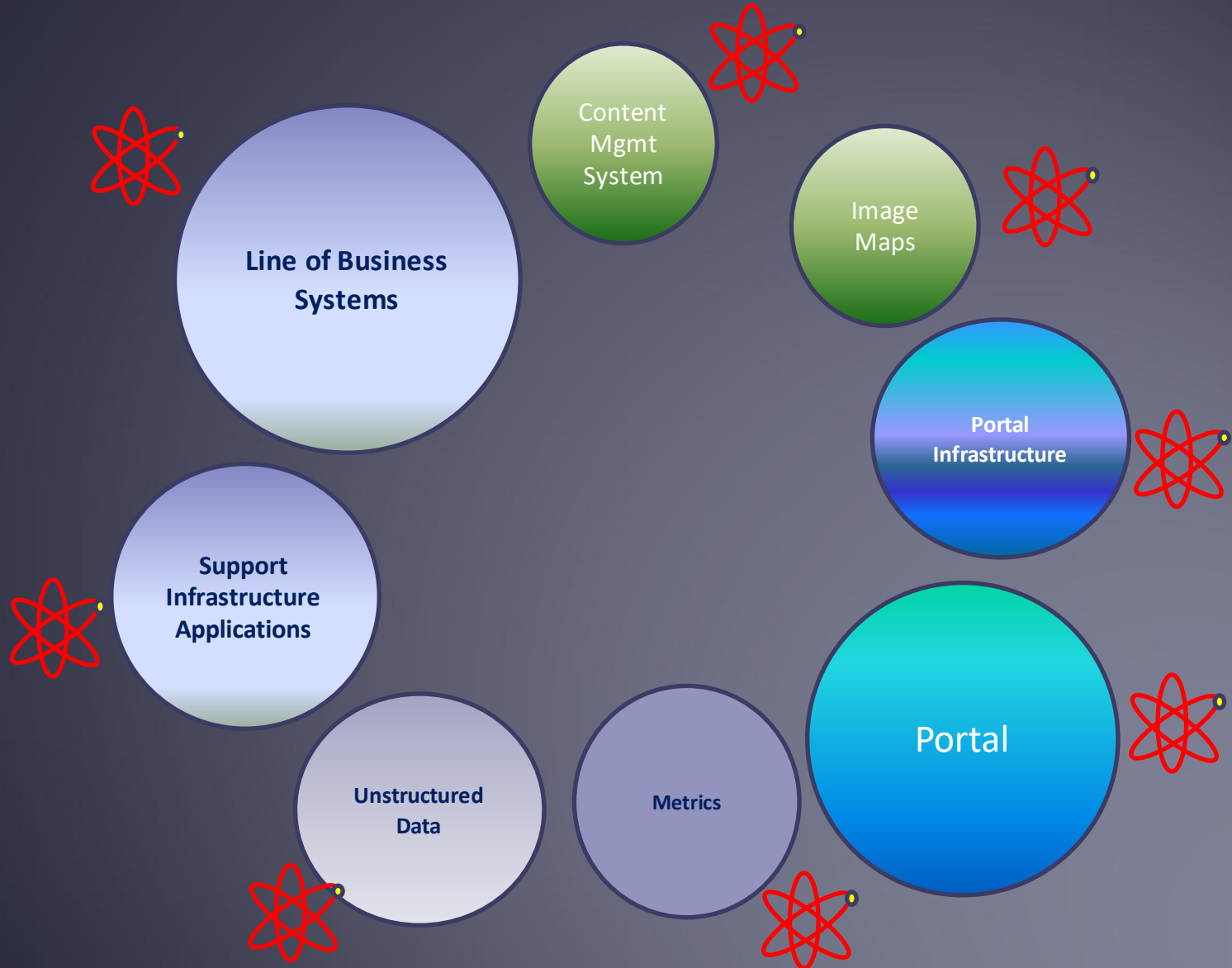
"Thing" will form relationships, permanent and temporary with other "things"

It is imperative, in order to understand the nature of relationships between "things" that the business understands and can describe those relationships and their purpose….

A data dictionary is dependent on the availability of a physical data design schemas (or a considerable amount of investigation of "what is")
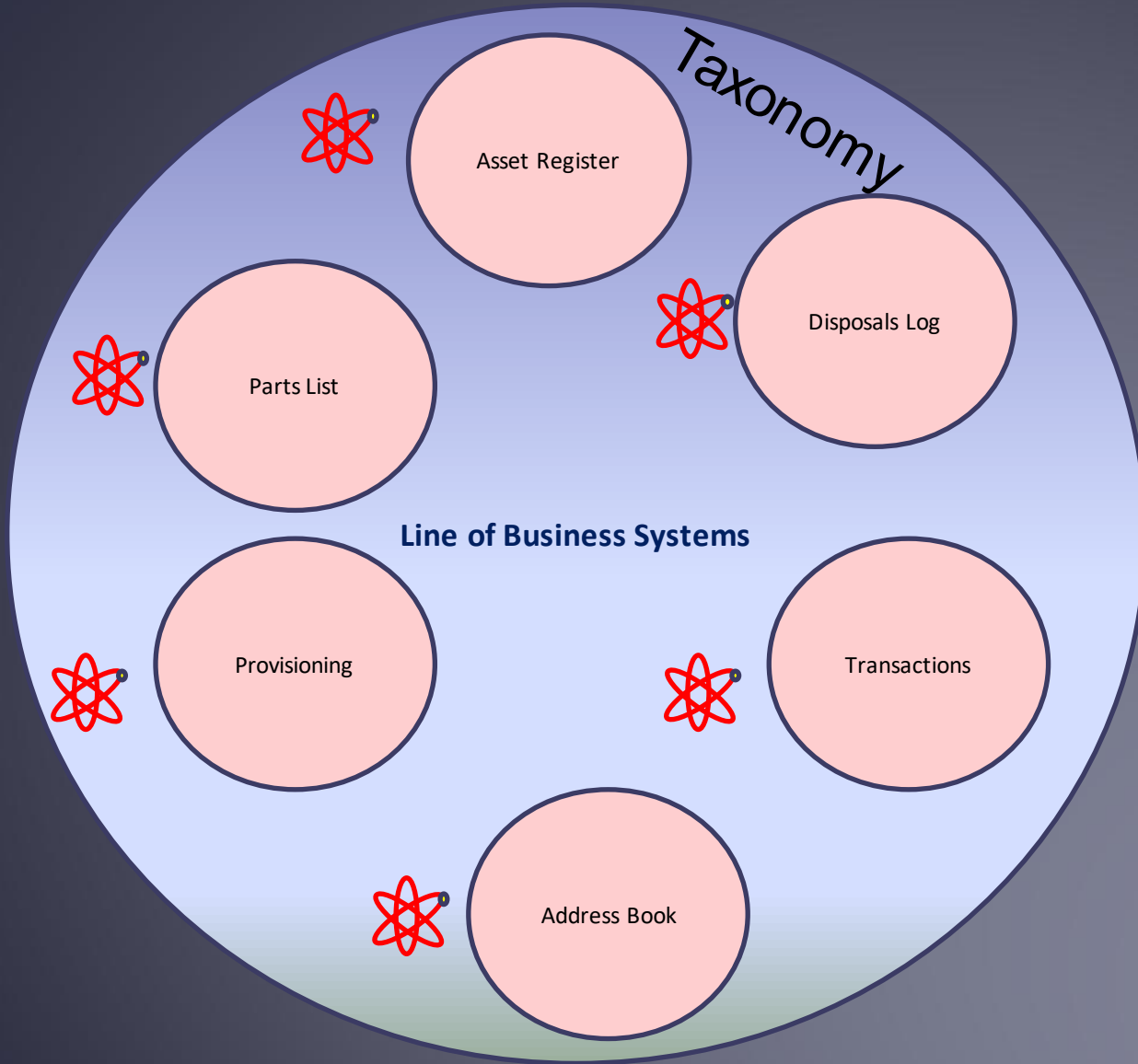
# The Second Transition -Operational Alignment

Each with their own data structures, indexes, formats etc

Content Mgmt System

Image Maps

Line of Business Systems

Portal Infrastructure

Support Infrastructure Applications
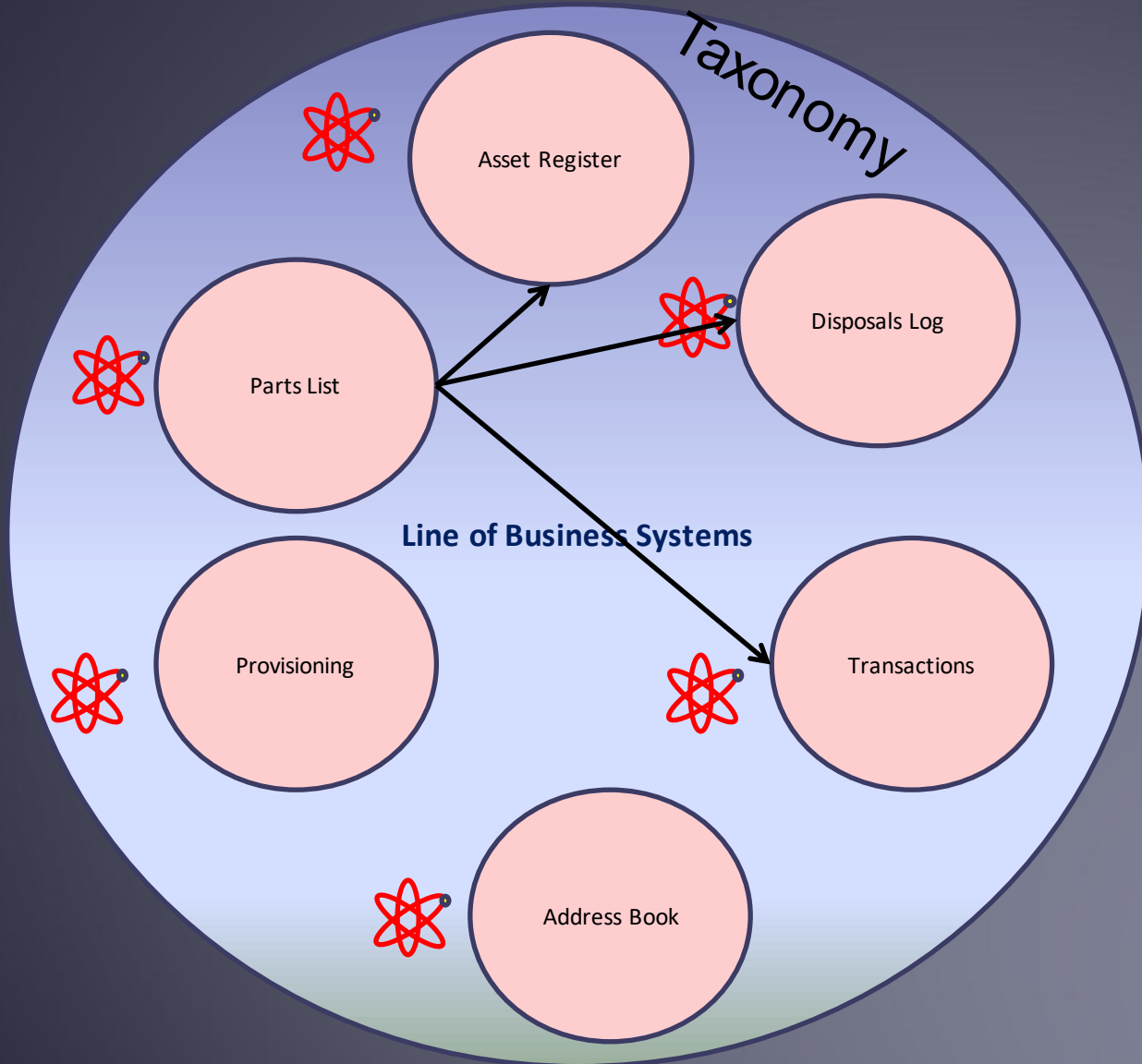
Unstructured Data

Metrics

Portal

# The Second Transition -Operational Alignment

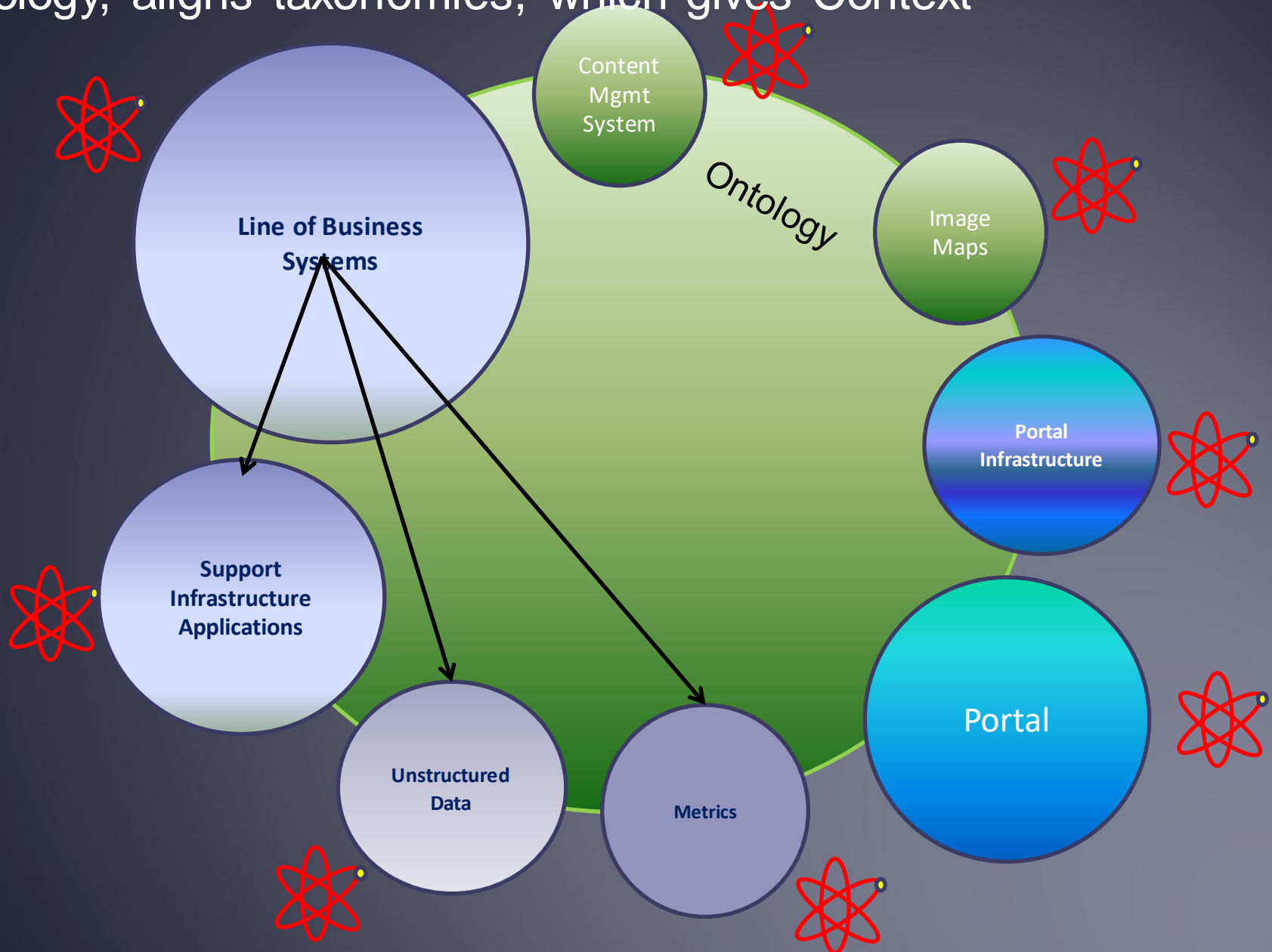There is a need to establish a global taxonomy

# The Second Transition -Operational Alignment

Taxonomy structures and regularises "thing" definitions

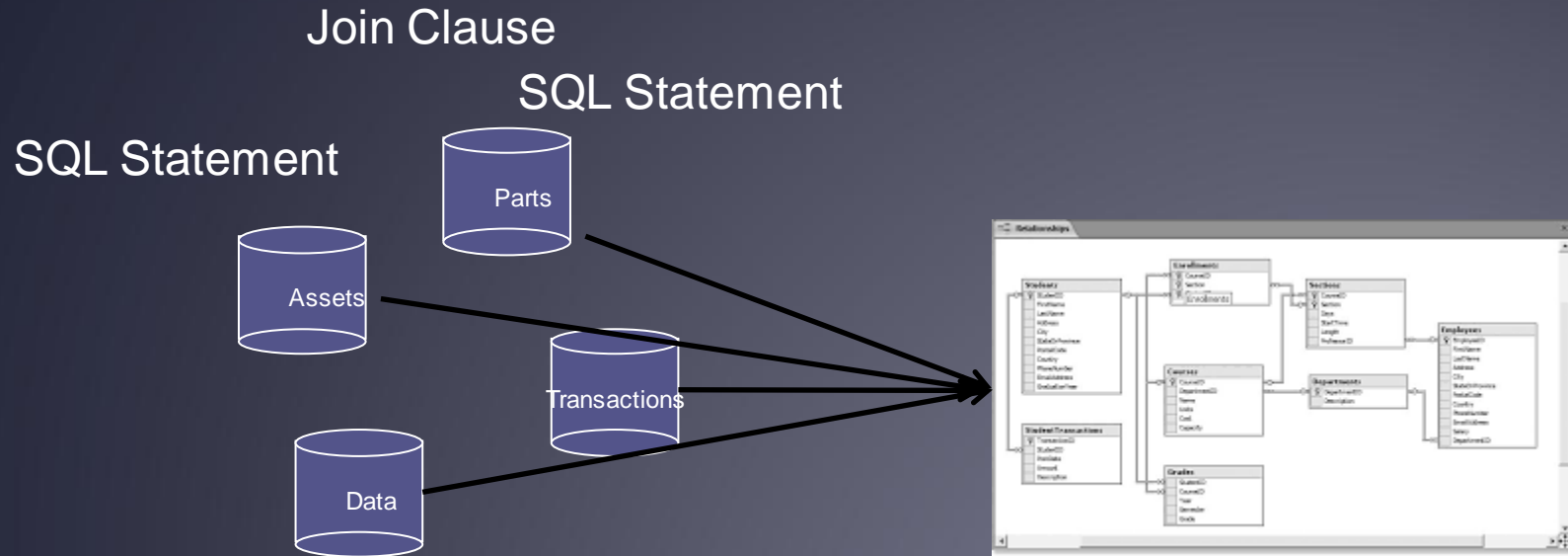# The Second Transition -Operational Alignment
## Ontology, aligns taxonomies, which gives Context

# The Second Transition -Operational Alignment

Reliable, Contextually Accurate Operational Alignment – Joining Data sets
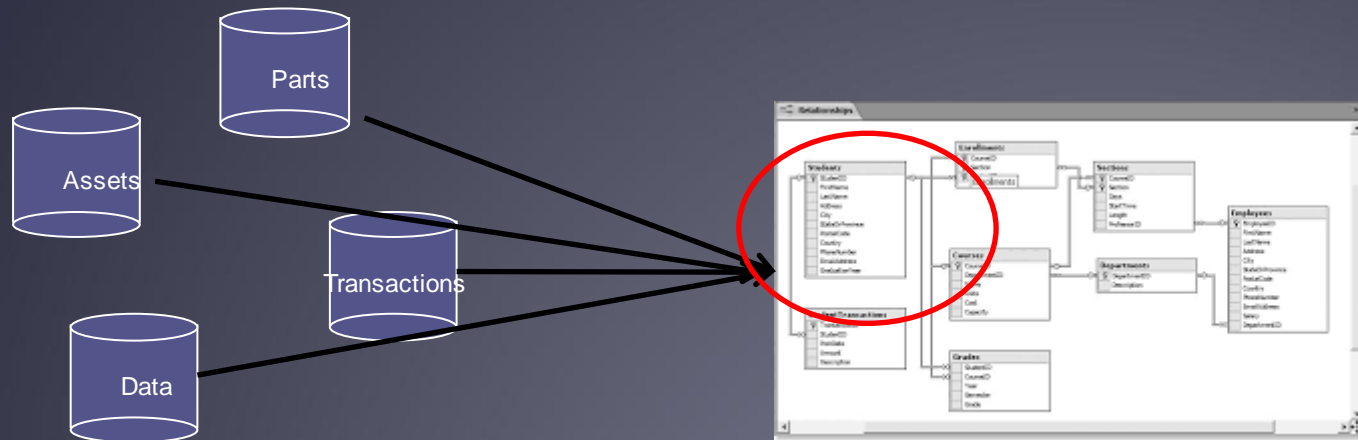
Join Clause

SQL Statement

SQL Statement

Parts

Assets

Transactions

Data

Federation

# The Second Transition -Operational Alignment

## Evidence Based Decision support, at "the Edge"



Alignment

# The Second Transition -Operational Alignment

Alignment Design Considerations

Extend scope of relationships across Database boundaries

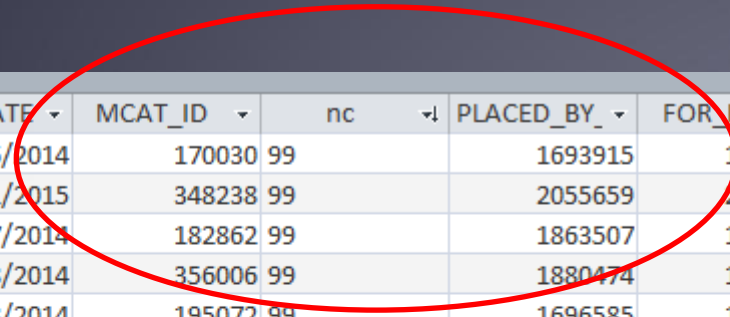At a minimum adjust golden record to structures to include foreign keys

Add frequently used descriptive values as required

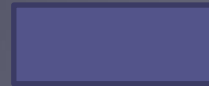# The Second Transition -Operational Alignment

And the result is…….

# The Second Transition -Operational Alignment

A Composite profile drawn from different data sets

# Data Transition 3 – The Second Transition - Alignment

Ingestion

# The Second Transition -Operational Alignment

- People do what people do
- Garbage in, Garbage out
- Any data set is a sub set of all possible information at any one time
- Data collection is usually at process level and linear
- Reporting tends to be multi purpose and viral
- Minimise the impact of inferential distance
- Those who get this right have a firm foundation for the other transitions
- My numbers are not your numbers..
- Beware of geeks bearing gifts….

# The Second Transition -Operational Alignment

The Next Deck



S3-Monitoring

Economic

Efficient

Effective

Evolve

Fact Generation (metric Profiles)
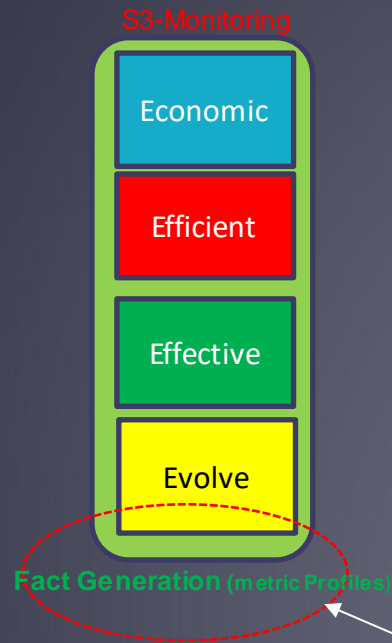
The first of the major changes to data form, from the relational model to fact based analysis

S2- Co-ordination

Multi Perspective Value Assessment

# The Second Transition -Operational Alignment

http://www.jitsoftware.co.uk
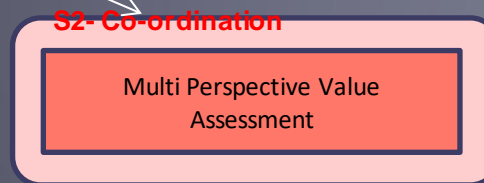
Tel:   +44 07780 568449

Email: woodsa200@mail.com

Skype: apw808