June 24, 2018

Course: CIS570 – Business Intelligence

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Assignment: Reading Discussions – Week6-Session1

Due Date: Sunday, June 24 @ 11:59pm

Question 1. Does your organization have a fact-based decision-making culture? Discuss why or why not.

I work for the Judicial branch of state government and I would argue the organization does have a fact-based decision-making culture. This is despite having a very small business intelligence and analytics department that is slowly maturing.

While analytics is being used and applied in the decision making of applicable processes at the branch, they pale in comparison to that of the trendier, go-getter companies that live and breathe BI and all that it offers. However, by the very nature of and association with the judicial process, decisions *must* be made that are *fact-based* to circumvent any possible breakdown in the process itself.

Here I am not reflecting the type of decisions which have to be ascertained for the trial process, but rather those for example with the probation process. With probation, parolees are given a chance to acclimate back into society and must adhere to the probation stipulations set forth when parole was granted.

The probation officer assigned to monitor and track a parolee will make many, many decisions based on the performance of the parolee during the probation period. These decisions will provide the foundation as to whether the parolee successfully completes or violates the probation period. There can be no *gut-feel* decisions being made at this point. The officer must rely on absolute facts in this determination as violation of probation is a serious offense leading to reincarnation of the parolee.

The probation violation often leads to a court appearance to adjudicate the reason(s) for revocation of parole. Any attempt to justify the revocation using *gut-feel* decisions will not hold. Only the presentation of the specific facts which guided the decision will be warranted. I would submit that this would be *fact-based decision making* in the truest sense.

Question 2. In your opinion, what would be the biggest challenge to implementing a fact-based decision-making culture. Why?

In my humble opinion I believe the biggest challenge for implanting a fact-based decision-making culture is obtaining complete buy-in from the *worker-bees* or those employees that will have that will ultimately have to execute within the new culture.

As was stated in the article, implementing this type of culture starts at the top and trickles down the ranks. Clearly, the executive staff is on board with the change as they are the ones that acknowledged the need and gave the approval. But the problem as I see it is that there will be a segment within the organization, especially one with an *older* workforce that will have difficulty with the shift. There are those that are set in their ways so to speak and for them change can be difficult to process. Some may not see the benefit of how a data-driven solution can provide superior results in the decision-making process because they rely too much on their personal biases. These individuals will need to come to grips with modern processes and technologies or they will simply fail within the organization. A *younger* generation workforce will likely more readily adopt the change are more in-tune with current trends and technologies.

It is incumbent of the executive staff of the organization to properly educate their work-force not only the needs and objectives for the change, but more importantly the process behind fact-based decision-making. I believe it is important that everyone understand conceptually what the model entails but to also be able to implement the process in their daily tasks.

From the bottom-up, if everyone adopted this approach, even on a small scale, the cumulative processes that would be carried out based upon those decisions would systematically improve over time. The net result would be positive growth for the organization. But this would only occur in scale assuming everyone is on board which, as stated, I believe is key to making this successful.