A Proactive Business Model
Achieving a Triple “A” Rating

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Topics

- Current Business Model Profile
- Current Model Difficulties, Results, and Impact
- Proactive Business Traits
- A Proactive Business Model Framework
- The Proactive Organization
- Triple “A” Maturity Assessment
- Achieving Triple “A” Rating
Current Business Model Profile

- Organizations Have Invested People, Process, Technology on Organization and Integration:
  - Internally: Enhance Productivity, Effectiveness, Efficiency, and Decrease Cost
  - Externally: Enhance Competitiveness, Market Penetration, Customer Service, and Increase Income

- Organizations Have NOT Been Able to Prove:
  - Benefits Realization for People, Process, Technology
  - Consistent, Sufficient Apolitical ROI
  - Consistent Internal, External Effectiveness and Efficiency

- Limited Decision Making Process: Depth, Scope, Impact, and Correctness
Business Model Traits

- “Reactive” Business Model:
  - Decreased Effectiveness, Efficiency, or Increased Costs Drive Additional Investments in People, Process, Technology
  - Decreased Competitiveness, Market Share, Customer Service, or Revenue Drive Communications, Technology Infrastructure
  - Decreased Revenue or Increased Costs Drive Enterprise Wide Increase Focus on Organization and Integration
Business Model Result

- “Reactive” Oriented Organization Results In:
  - Decrease/Restrict People, Process, Technology (Do More with Less)
    - Reduce Workforce, Decreased Budgets and Tighten Expenses, Decreased Proactive Posture (Firefight not Best Practices)
  - Increased Focus Organization, Integration (Do It Better)

- Decision Making at Higher Management Levels
  - Disables Knowledge Worker Empowerment
  - Management Mandated, Enforced Initiatives
Business Model Result

- **Misguided Tactical and Strategic Direction:**
  - Decreased Internal Effectiveness and Efficiency
  - Decreased Identity and Credibility Impact
  - Disconnected People, Process, Technology
  - Reactive Posture Adopted and Implemented

- **Impact on Organization Maturity Model:**
  - Decreased Focus on Internal and External Success Factors
  - Decreased Focus on Proactive Posture
  - Disconnected Organizational Integration
Focus is Reactive, Should be Proactive
Focus is Result and Impact Driven, Should be Action and Direction Motivated
Organization Focus is Addressing Symptoms, Should be Addressing Problem(s)
Organization “Adopts” Redundant Reactive Cycle as the Acceptable “Norm”
External and Internal Pressures Drive Reactive Responses
Impact on the Business

- Decreased Ability to Be:
  - Aware
  - Adaptive
  - Agile
- Increased Costs, Decreased Service
- Increased Time to Recover and Refocus
- Decreased Ability to Re-Engineer or Re-Invent
Proactive Business Traits

• **Aware:**
  - Ability to Recognize Internal and External Changes Are Necessary or Required

• **Adaptive:**
  - Ability to Change People, Process, Technology, Organization, and Integration Effectively and Efficiently

• **Agile:**
  - Ability to Recognize and Change Effectively and Efficiently in a Timely Manner
Proactive IT Traits

- A Knowledge Focus That Enables Decision Support:
  - Data is NOT Information, Information is NOT Knowledge

- A Mature Knowledge Process:
  - Useful Information is Identified and Expertise is Applied
  - Knowledge Derived from This Useful Information
  - Knowledge Collected, Stored, and Refreshed
  - Knowledge is Accessible to Any and All
  - Knowledge Formatted for Retrieval and Applicability
  - Knowledge Presented in the Applicable Format
  - Knowledge Applied Where, When, and How It is Needed
A Proactive Business Model

- Enterprise Wide Infrastructure Outside of IT
  Service Management Empowers:
  - Knowledge Management
  - Project Management
  - Risk Management
  - Business Modeling
  - Security Management

- Necessary Areas to Support Business and IT
Proactive Business Model

- **Data to Information Synthesis:**
  - Related Data has a Common Denominator Associated with a Requirement
  - Reactively Applied to Historical Conditions
  - Predictive Use Yields Uncertain Results

- **Information to Knowledge Synthesis:**
  - Information Infused with Expertise and Combined to produce NEW Information – I.E., New Knowledge
  - Predictive Use Yields More Certain Results
Proactive Business Model

- Using Knowledge Proactively:
  - Determine Business Drivers
  - Monitor, Track, Collect Business Driver Trends and Analyze for Predictive Outcomes
  - Employ Subject Matter Expert Knowledge Dependent on Area of Focus
  - Use Trends to Proactively Indicate Business Requirements

- Employ Requirements to Proactive Business Model – New Knowledge, New Approach
Proactive Organization Traits

- Awareness, Adaptation, and Agility Proactively
- Rely on Knowledge NOT Data or Information
- Knowledge Infrastructure Supports People, Process, Technology, Organization, and Integration Best Practices
- To Achieve Proactive Posture:
  - Knowledge of Business Drivers
  - Facilitated by Decision Support Systems
  - Enabled by IT
  - Empowered Knowledge Workers
Triple “A” Maturity Assessment

• Awareness, Adaptation, and Agility Posture:
  - GAP Analysis: How Many Departments, People, Systems, etc. Separate Data from Knowledge?
  - Number and Complexity of Steps Involved?
  - Time and Effort Involved?
  - Cost and Impact of Effectiveness/Efficiency?

• For People, Process, Technology, Organization, and Integration:
  - How Well Do These Support Knowledge Infrastructure?
Achieving A Triple “A”

- Awareness, Adaptation, and Agility Posture:
  - Knowledge Worker Empowerment
  - Information Flow to Knowledge Worker
  - Decision Support Systems Fed by Knowledge not Information
  - Proactive Business Based in Knowledge

- People, Process, Technology, Organization, and Integration Focus Applied to and Enables Knowledge Management Best Practices