

Business Intelligence Success Factors

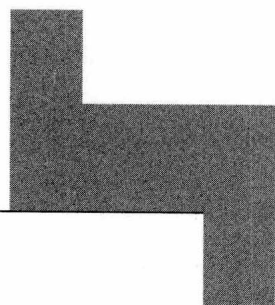
**TOOLS FOR ALIGNING YOUR BUSINESS
IN THE GLOBAL ECONOMY**



Olivia Parr Rud

Business Intelligence Success Factors

Tools for Aligning Your
Business in the Global
Economy



OLIVIA PARR RUD



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Preface

Over the last few decades, the growth of Business Intelligence (BI) has enabled companies to streamline many processes and expand into new markets on an unprecedented scale. In addition, new BI technologies are enabling mass collaboration and innovation. However, the implementation of these BI solutions often gives rise to new challenges. Most of these challenges can be turned into opportunities through the development of new competencies. According to Jim Davis, Gloria J. Miller, and Allan Russell: “A company’s success in managing its information assets is a function of infrastructure, process, people, and culture, all working in concert.”¹

The purpose of this book is to enhance understanding of the current business climate along with the tools necessary to thrive in the new global economy. It begins by linking cutting-edge scientific research to organizational dynamics. The connections that are unveiled suggest areas for organizational development and restructuring. Anyone interested in moving beyond mere survival to breakaway success in this new global economy will find value in this book.

The book is presented in four parts. Part One describes the current business landscape as well as the latest scientific research. Chapter 1 details many of today’s business realities and how they can lead to chaos in many organizations. Chapter 2 delves into the newest research in science to explain why we are experiencing chaos, how it works, and why it is becoming more intense. Other scientific discoveries in the areas of

¹Jim Davis, Gloria J. Miller, and Allan Russell, *Information Revolution: Using the Information Evolution Model to Grow Your Business* (New York: John Wiley & Sons, 2006), xxiii.

quantum physics, evolutionary biology, and field theory offer powerful opportunities for organizations to connect, adapt, and thrive.

Part Two explores five essential competencies that, if mastered, improve an organization's ability to leverage the new opportunities in a volatile global economy. The competencies are communication, collaboration, innovation, adaptability, and leadership. A chapter is devoted to each of these topics. While entire books are devoted to these important topics, here the focus is on emphasizing the connection to the current situation and exploring some new ideas that support success in our current business climate.

Part Three presents some new models for viewing BI in terms of the new science as well as an organizational practice to support high adaptability. Chapter 8 looks at business analysis through the lens of systems thinking. Chapter 9 introduces Holacracy, an organizational practice that supports adaptability.

Part Four presents some possibilities beyond corporate borders, given the mastery of these essential competencies. It is a mixture of seeing the potential of Holacracy, the role of the visionary, and profiles of several amazing leaders that are working to make a difference.

Within each chapter, invited contributors offer a wealth of knowledge and experience through cutting-edge research or case studies. Further reading and resources for each of these areas are found in the appendixes.



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I thank all my contributors for their brilliant offerings and commitment to my vision. Thanks to my editors at John Wiley & Sons for their guidance, patience, and faith in me. And finally, thanks to Mike Foley and my coworkers at Cisco for their continued trust in me and the privilege to contribute to such an amazing company.



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The Landscape



The Evolving Business Landscape

To say that we are living in uncertain times is an understatement. Never before has the rate of change been so swift and unrelenting. Business Intelligence, a term that encompasses all the capabilities required to turn data into intelligence, has emboldened companies to strive for the ultimate goal: getting the right information to the right people at the right time through the right channel. The result is an information explosion. New sources, channels, and applications are being created, automated, and accessed every day. This abundance of information and the new opportunities it creates places unprecedented pressure on companies to reexamine their organizational models. Traditional models of operation and styles of management often lack the agility and flexibility to fully leverage these new opportunities. This dilemma is not isolated to any one industry or geographic area. It affects companies in every industry around the globe.¹

Most large companies have the desire to change. The typical approach is to start the process by reorganizing. The scenario is: Call a meeting; analyze the problem; assign responsibilities and accountabilities; and allocate resources to make the necessary changes. It was the old function-follows-form approach. When the need for change was occasional, this approach worked. In today's business environment, however, there are several obstacles to this approach.

The difficulty arises from the enormous complexity of redesigning processes, management structures, and measurement systems to accommodate a continuously changing business climate. And all this must be done while continuing to operate the business. Another challenge is