



Long-Term Success

A New Paradigm for Personal and Enterprise Achievement

by Michael J. Mitchell

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This work contains some fictional accounts presented as instructive examples. These examples are purely fictional. Names, places, and incidents are the product of the author's imagination. Any resemblance to actual people, enterprises, or events is entirely circumstantial.

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Acknowledgments

To my Great Grandfather Babcock, who I came to know through his daughter, my Grandmother Fahrenkrog. He and the few people like him transformed the world at the dawn of the 20th century.

To the Team at SabiOso, Inc. whose willingness to apply and validate these concepts has made a difference in the lives and enterprises of the customers we serve at the dawn of the 21st century.

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The 2003 Combined Study (*Operational Efficiency and Organizational Effectiveness*) from the University of Maryland's Robert H. Smith School of Business and the IBM Institute for Business Value states:

“The full potential of government IT initiatives won't be realized until business-process and cultural changes are enacted along with technology implementations... Planning for a comprehensive transformation that removes organizational, process, and technology barriers may be the way to achieve more significant payoffs... Primary barriers to higher benefits include a lack of organizational and process transformation...”

The 2003 study by Erik Brynjolfsson, Schussel Professor of Management at the MIT Sloan School of Management and director of the Center for eBusiness at MIT, Loran Hitt of the Wharton School, Tim Bresnahan at Stanford University, and Shinkyu Yang at New York University concludes:

“The greatest IT benefits are realized when an IT investment is coupled with a specific set of complimentary business investments. Companies that use IT intensively work differently from their competitors... These companies include: Cisco Systems, United Parcel Service, Dell Computer, Merrill Lynch, British Telecom, and Wal-Mart. To increase a company's information metabolism, it's not enough to simply automate parts of business processes or even automate whole processes without considering how the rest of the organization will be affected... The main conclusion is that in advanced economies, IT is a promising source of productivity growth, but it makes little direct contribution to the overall performance of a company or the economy until it's combined with complementary investments in work practices, human capital, and organizational restructuring.”



Some Preparatory Remarks from the Author:

Achieving Success is not as simple as it was in my Great Grandfather's day. That is not to say it was any easier then, or impossible today—knowledge, the flow of knowledge and the exchange of knowledge are still cornerstones of success. The picture above is a family photograph of my great-grandfather's workshop. He was an inventor, entrepreneur, and successful businessman. At one point in his life he achieved notoriety as Eddie Rickenbacher's race car mechanic. This photo is from that period of time, when most automobiles were built from scratch. Success of my great grandfather's endeavors depended on the same basic criteria that leads to success today: Making the right decisions for the right reasons. In order to accomplish this, he depended on Master Craftsmen, like Ned in this picture and the flow of Ned's knowledge to the rest of the enterprise for effective action. He has ample light put on his work from the windows, he accomplished his analysis on the chalk board to the left, his tools were organized in the cubby holes in the center of the photo, and the shelves in the lower right sufficed to

handle his enterprise content management.

Today, in order to make the right decisions for the right reasons, our challenges demand higher levels of personal understanding and mature enterprise processes. Information Technology, Knowledge Management, and Data Collaboration in particular have stepped in to bridge the capability gap. Clarity and insight are improved with portals and other web-enabled collaborative tools, ensuring that the right information gets to the right people. We accomplish analytics and visibility through a variety of automated data capture methods and create meta-data, all to improve our understanding of the enterprise and its environment. We harness data mining and visualization to discover enlightening patterns within the large volumes of data we have created. And we enlist content management processes and analysis applications to bring order to data chaos. Although these tools are necessary, they aren't sufficient. We must also achieve greater understanding of the decision-makers (paradigms, experience, values, etc.) and the enterprise (culture, processes, etc.) to ensure success.

Success in both the public and private sectors still depends on the decision-maker. The speed of knowledge and experience evolution will not wait for the long-term cycle of creating master craftsmen, however. Massive data availability and real-time data delivery only accelerate the increase of chaos and complexity. Whoever masters these challenges will blaze the trail to success that others will struggle to follow. This booklet provides an outline to the SabiOso solution. I don't attempt to market our services, or even mention our products, but rather provide you with a foundation understanding of who we are, what we believe the challenges are and how we solve these problems everyday for clients in the public and private sectors. I would appreciate hearing from you if you have either positive or negative feedback on this text.

Michael J. Mitchell
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SabiOso, Inc.

Long-Term Success:

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Introduction

SabiOso is a Data Collaboration company. That term—**data collaboration**—may mean many different things depending on who you talk to. It may not mean anything at all to some. For us at SabiOso, the term means we are all about using Technology to connect disparate Information and People to provide decision-makers with what they need to make decisions that lead to success. Long term success is achieved by making the right decisions for the right reasons, as we will discover below.

Data Collaboration exists to guide and support decision-makers in making the right decisions for the right reasons.

Successful Data Collaboration depends on understanding or “know how,” and on the utility of the management process, or the “know what” (do we have the right information) and “know why” (are we asking the right questions). In turn, the success of the collaboration process depends on corporate and individual knowledge. How well this symbiotic relationship works will, in large part, determine the level of understanding your enterprise is capable of achieving. In other words, the utility level of your organization processes and structure combined with the enterprise decision-makers’ abilities to sort through the **complexities** and **chaos** of their environment will determine the level of understanding applied to problem solving. At the highest level of utility and clarity the enterprise will achieve **Breakthrough Understanding**—that is, *accumulated and properly distributed understanding and utility that lead to making the right decisions for the right reasons.* SabiOso specializes in taking individuals and enterprises to the Breakthrough Understanding level. We accomplish this through a process we call **Sword TIP Wisdom™**, which involves the dis-

covery of the personal decision making process and insight into the enterprise data hierarchy process, which I will discuss in detail later.

Breakthrough Understanding is the goal, Sword TIP Wisdom is the vehicle that will take us there.

Why is any of this even important? Maybe you have come to the conclusion that data collaboration is just a nebulous term of no real value to you or your enterprise. Worse than being a waste of time, you say, data collaboration is a solution looking for a non-existent problem and you don’t have the resources to devote to it anyway. Let me ask you to consider the following...

Do any of these situations sound familiar?

Business in the 21st century is fraught with demands that only a few years ago we either didn’t have to contend with, or we didn’t know existed. Some examples include:

- **Huge amounts of data to contend with:** petabytes that apply to your organization—that is 1,000 terabytes, or one million gigabytes; translated into concepts we deal with everyday, that is 75,000,000,000 pages of documents—only a small fraction of the internet content availability
- **Instantaneous delivery to manage:** the internet and even closed computerized systems deliver at the speed of light, 24 hours a day, 7 days a week—this is one reason why you have more data available than you thought. This trend will become more pronounced as the World Information Net (WIN) or Grid, and distributed data become more pronounced and prolific.
- **Demand for faster decision-making:** Your competition is moving; you have to keep up—they may already be using the data you haven’t tapped into yet because of data silos, data gaps, and/or process gaps and making better decisions that could put you out of business.
- **Multi-tasking requirements more typical:** What you don’t do perfectly right can hurt you; Try to do too many things at once because you think you can or because you think you have to and you will have to live with the lowest common denominator output.