

ELEVATING THE ROLE OF INFORMATION RESOURCE MANAGEMENT FOR BUSINESS EFFECTIVENESS

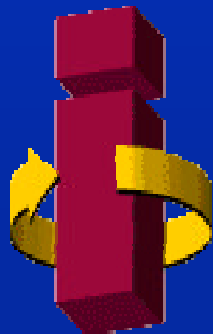
**Information Resource Management
Association of Canada**

Toronto, Ontario, Canada

June, 2001

by

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Larry P. English President and Principal



Mr. English is an internationally recognized speaker, educator, author and consultant in information and knowledge management and information quality improvement. He also provides consulting and education in information stewardship, strategic information visioning, information technology evaluation, information resource management and data administration, data modeling and facilitation, and value-centric application development methods. Mr. English has developed the Total Quality data Management (TQdM[®]) methodology applying Kaizen[®] quality principles to information quality management. He chairs Information Quality Conferences around the world.

Prior to founding INFORMATION IMPACT INTERNATIONAL, Inc. (www.infoimpact.com), Brentwood, TN, over twelve years ago, Mr. English was Vice President of an international IRM consulting firm. Before that, he was manager of systems development and then for information management with a large publishing firm. Before positions as Senior Instructor for a computer manufacturer and Information Systems Training Coordinator for a major insurance firm, Mr. English began his career with Sears, Roebuck, and Co., as a programmer and systems analyst.

He was featured as one of the “21 Voices for the 21st Century” in the January, 2000 issue of Quality Progress. DAMA awarded him the 1998 “Individual Achievement Award” for his contributions to the field of information resource management. Mr. English has served as an Adjunct Associate Professor in computer science. Active in several professional organizations, he has been an officer of the Nashville DPMA Chapter and is a co-founder of the Nashville DAMA Chapter. He is a member and a strategic business partner of the American Society for Quality (ASQ). Mr. English has been an active member of various ANSI (American National Standards Institute) standards committees, and he is an editorial advisor for DM Review.

A magna cum laude graduate of Hardin-Simmons University, Mr. English holds a Masters Degree from the Southern Baptist Theological Seminary where he was a Luther Rice Scholar and a Garrett Fellow. He is listed in Outstanding Young Men in America and Who’s Who Worldwide. He has provided consulting and educational services in more than 25 countries on five continents to such organizations as Aera Energy, Air Canada, American Express, Belgacom, Boeing, British Telecom, Capital Bank, Coca-Cola Foods, Dow Chemical, Eastman Kodak, Eli Lilly, the FDIC, Hewlett-Packard, The Hartford, IBM, L. L. Bean, NTT DATA, Optical Fibres, Sprint, Telenor, UNUM Life Insurance Co., the U.S. Navy, Western Health Alliance and Weyerhaeuser.

A frequent keynote speaker, Mr. English writes the monthly “Plain English on Data Quality” column for DM Review, and is the author of the highly acclaimed Improving Data Warehouse and Business Information Quality, now available in Japanese, and numerous articles for publications in the US and Europe.

ELEVATING THE ROLE OF IRM FOR BUSINESS EFFECTIVENESS

Agenda

- ❑ Why traditional approaches to data administration have failed to create positive impact and acceptance in the enterprise**
- ❑ Why the “systems approach” of application development has failed, and how we must replace it**
- ❑ The Information Age as a paradigm**
- ❑ From data administration to information stewardship**
- ❑ Information resource management in the e-business world: the virtual enterprise**
- ❑ The secrets to gaining and sustaining management commitment**

FRIGHTENING TRENDS

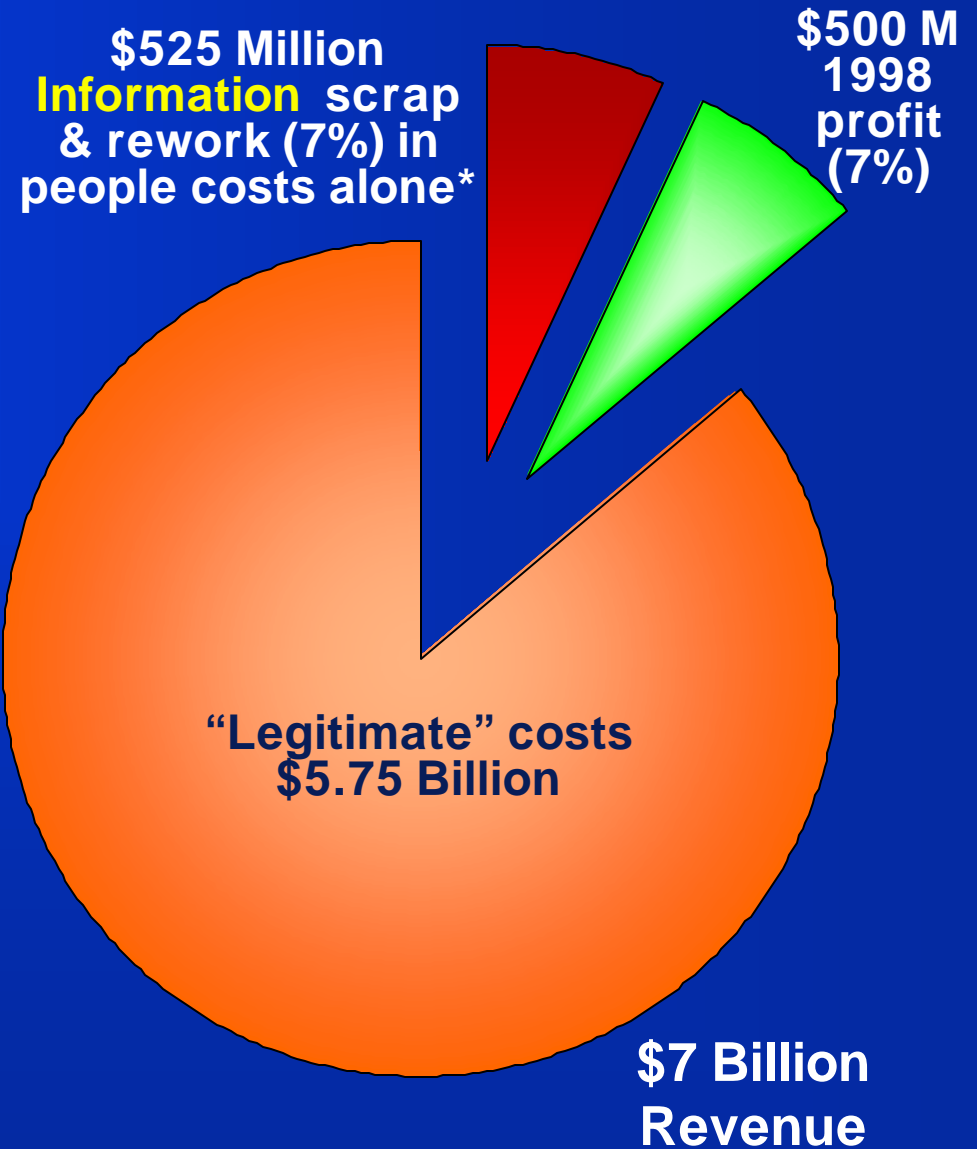
- ❑ Information quality is getting worse
- ❑ Data redundancy is **increasing**
- ❑ Influence of traditional DA or DRM is decreasing
- ❑ DRM **seems** to be moving away from the business
- ❑ Key information initiative failures
 - DBMS: majority use is for application, not shared databases
 - DW: 65% fail out right; only 8% are truly successful (3-year increase in customers and products)
 - CRM: 65% failure according to Gartner Group
- ❑ Dot.com failures
- ❑ Information fragmentation is increasing (redundancy and loss of control)
- ❑ The business side is increasingly taking charge of information initiatives
- ➡ **Conclusion: traditional data administration must be reengineered or replaced**

COST OF NONQUALITY INFORMATION

Perception and Reality

“Our data quality isn’t so bad. We haven’t heard any complaints from users [sic].”

-Data Quality Manager

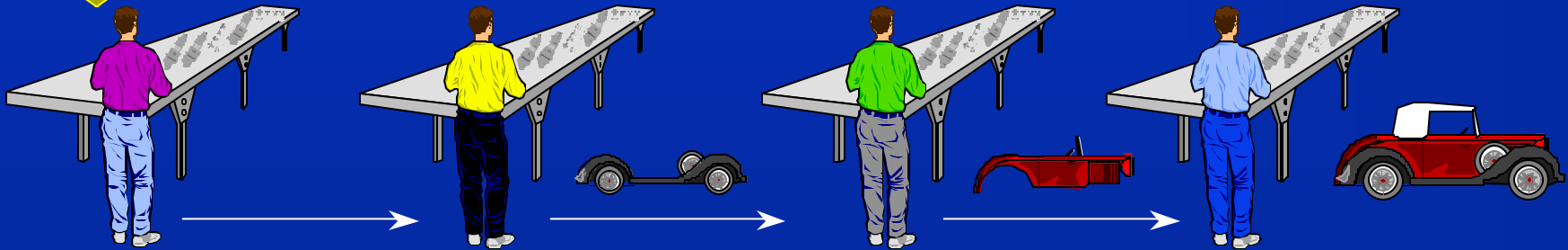
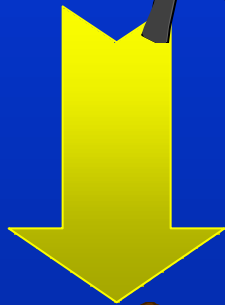
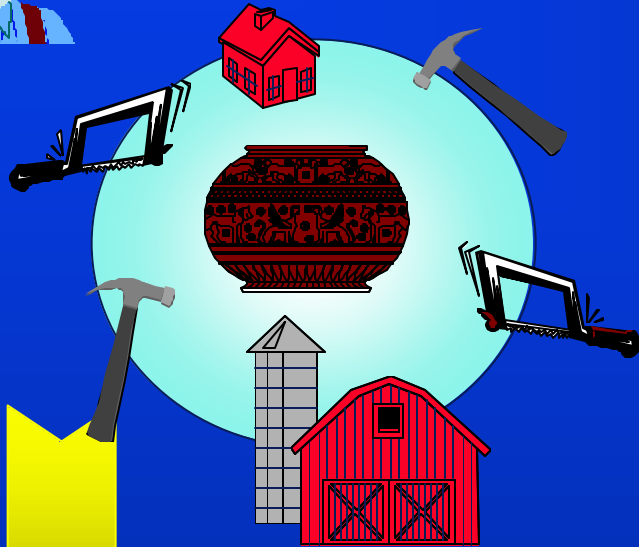


* On average, the cost of nonquality information consumes 15% to more than 25% of an organization’s operating revenue

WORK PARADIGMS

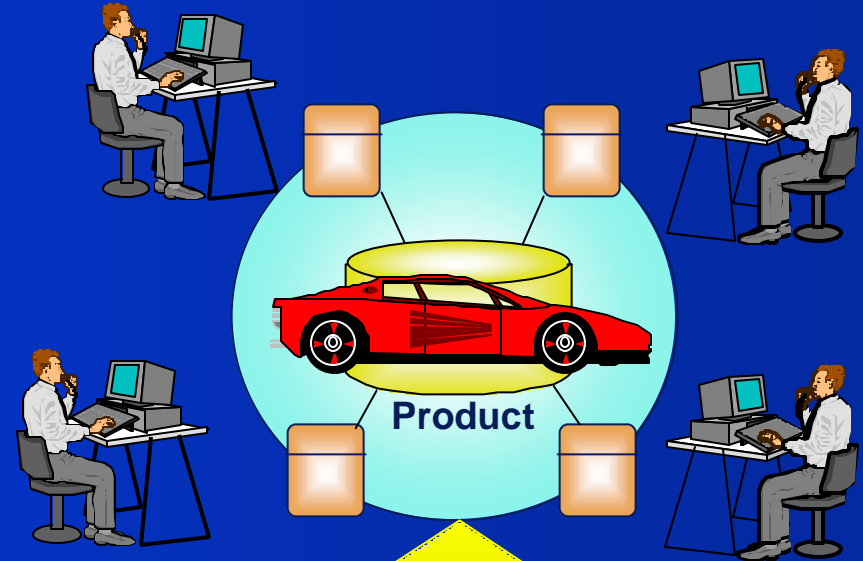


Agricultural Age



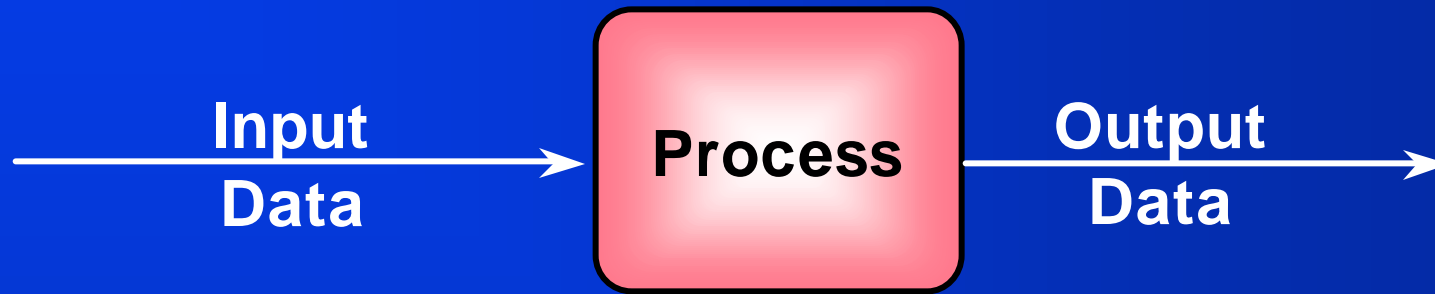
Industrial Age

Information Age



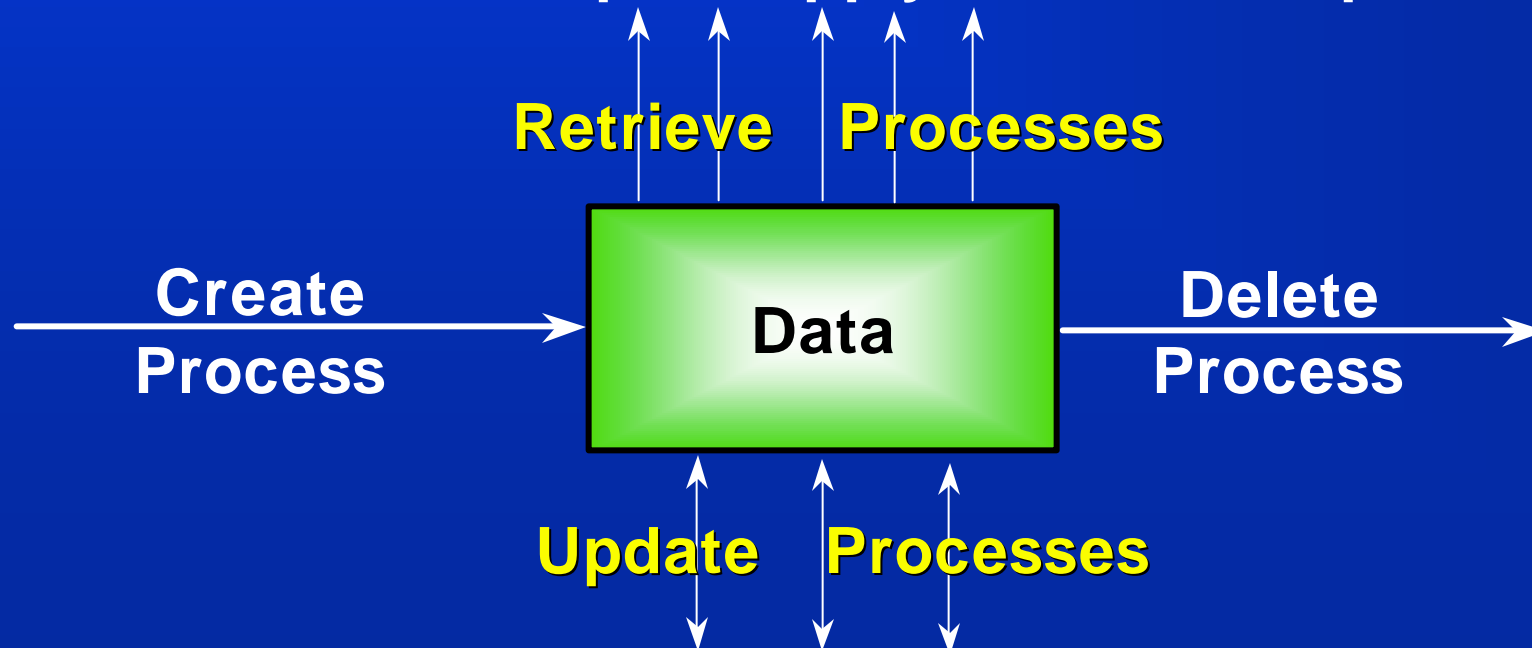
THE SYSTEMS APPROACH

“Input-Process-Output”



THE RESOURCE APPROACH

“Plan-Acquire-Apply-Maintain-Dispose”



TO ELEVATE YOUR IRM EFFECTIVENESS

- ❑ Realize executive management is a key customer
- ❑ Learn to think like an effective business person
- ❑ Drive your IRM mission, vision, values and objectives directly from the **enterprise**
- ❑ Listen, listen, listen to the business leadership
- ❑ Then develop personal relationships & political support with key business persons (who feel the pain) and make them successful
- ❑ Measure the costs of nonquality information to **quantify the pain**
- ❑ Provide quality products to meet customer needs
- ❑ Measure IRM deliverables with metrics tied to business results
- ❑ Facilitate teamwork
- ❑ Challenge the status quo—but do it in a win-win way, with a **business-centric** vision
- ❑ Educate, educate, educate

QUALITY QUOTE

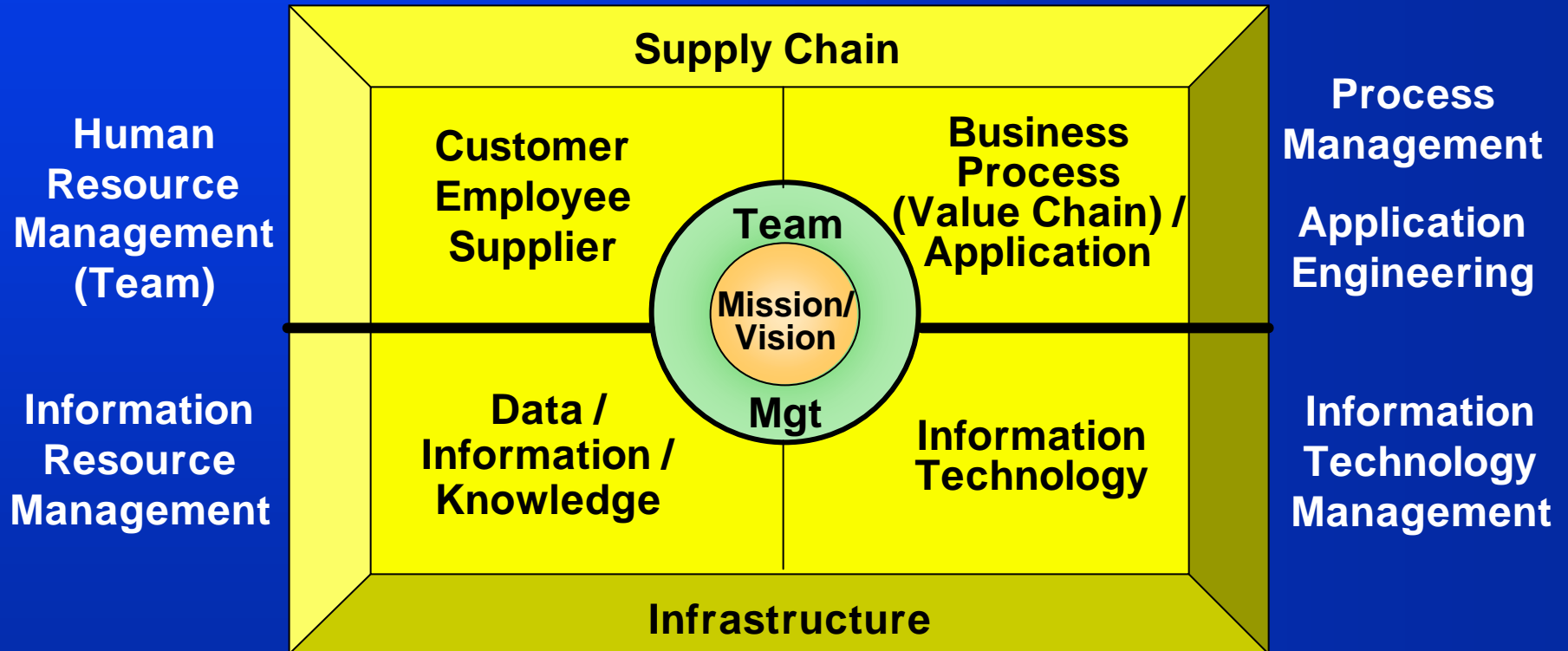
“Quality is what makes it possible for a customer to have a love affair with your product or service. Telling lies, decreasing the price or adding features can create a temporary infatuation. It takes quality to sustain a love affair.

Love is always fickle. Therefore, it is necessary to remain close to the person whose loyalty you wish to retain. You must be ever on the alert to understand what pleases the customer, for only customers define what constitute quality. The wooing of the customer is never done.”

Myron Tribus in ASQ(C) Statistics Division Newsletter, 1990

INFORMATION MANAGEMENT (IM)

Planning, organizing, directing (leading), controlling and exploiting information as a strategic enterprise resource to “informate” the knowledge workers and accomplish the enterprise mission



IM means managing business processes across their value chains, managing information to be shared by many applications and knowledge workers, and holding business managers accountable for information as for other enterprise resources (financial and human)

THE MISSION OF IT (INFORMATION MANAGEMENT) MUST BE

□ “To enable the accomplishment of

[insert your enterprise mission here]

through the effective use of information technology,
applications and shared databases to:

“1. Transform work, eliminating redundant work
and unnecessary intermediation”

“2. Empower (“informate”) the knowledge workers
who perform the work of the enterprise through
quality, just-in-time information”

INFORMATION RESOURCE MANAGEMENT Objectives

□ IRM objectives:

- Provide data standardization
- Improve data integrity and **quality**
- Minimize and control data redundancy
- Increase data access and shareability
- **Decrease application development costs**
- **Increase information management effectiveness**

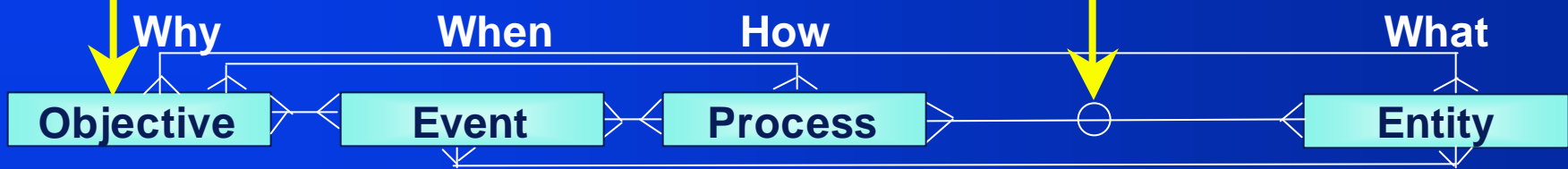
⇒ Business objectives:

- Improve business communication / productivity
- Empower employees and increase employee satisfaction
- Improve decisions
- Enable organizational flexibility and process re-engineering
- Exploit business opportunities/ competitive advantage
- Increase quality
- Reduce cycle time
- Decrease business costs
- Increase customer satisfaction
- ⇒ **Improve business bottom line**
- ⇒ **Increase shareholder value**

BUSINESS MODEL FRAMEWORK

Adapted from John Zachman's Enterprise Architecture Framework

Business Purpose and Business Rules

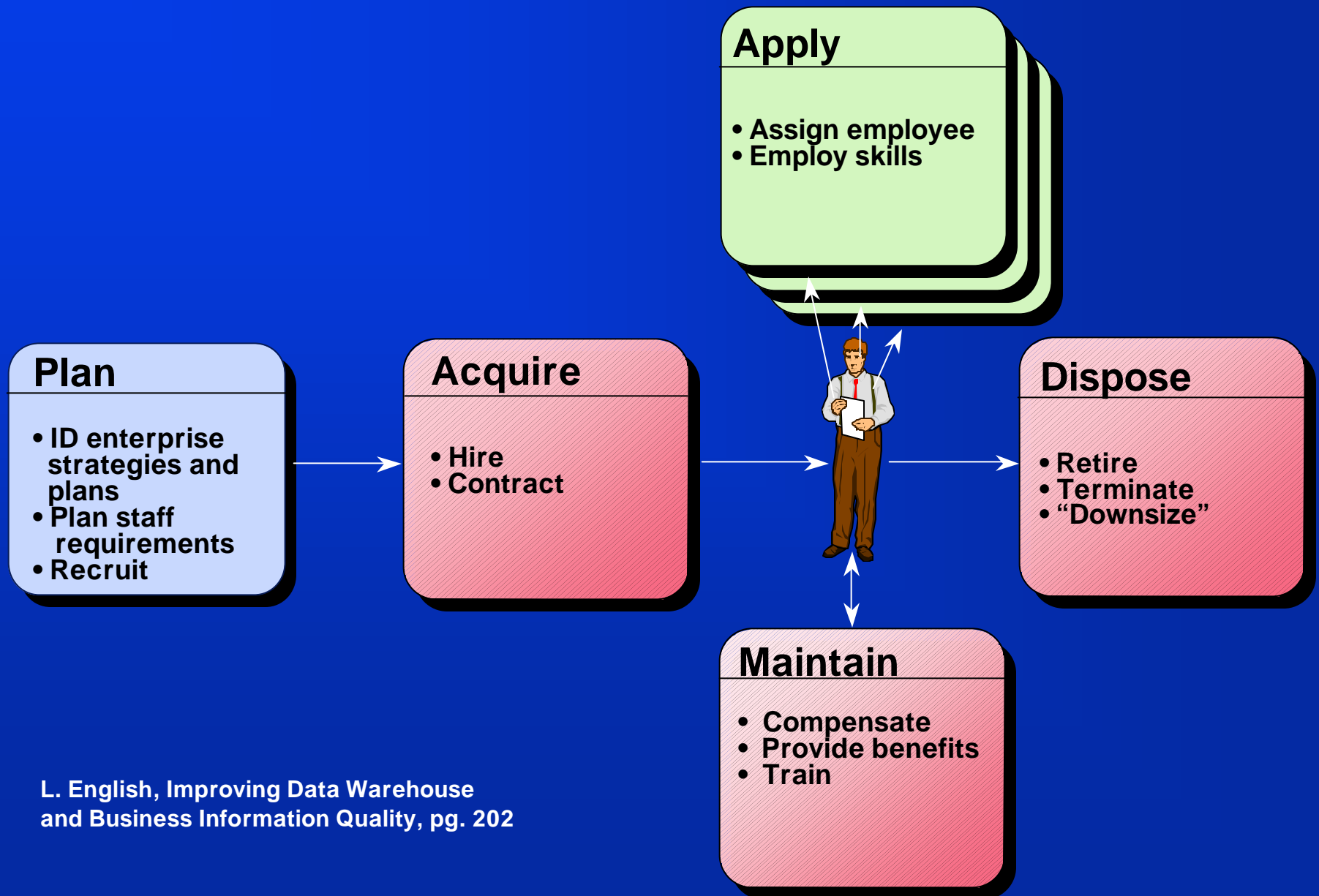


Motivation	Time	Process	Business Rule	Entity
<p>Mission Business Obj Values</p>	<p>Business Event Business Cycle</p>	<p>Business Process Business Resource</p>	<p>Business Policy Statement</p>	<p>Business Entity Business Rule</p>
<p>Work Objective; Work Plan</p>	<p>Event = Bus trigger Cycle = Bus life cycle</p>	<p>Primitive Process; Information View</p>	<p>Formal Rule Statement</p>	<p>Data Entity Data Relationship</p>
<p>Task Objective; Action Plan</p>	<p>Event = Sys trigger Cycle = Obj life cycle</p>	<p>Process Transaction Information Format</p>	<p>Rule Construct</p>	<p>Table / Fragment Key / Address</p>
<p>Business Results</p>	<p>Transacted Event</p>	<p>Performed Processes</p>	<p>Executed Policy</p>	<p>Just-in-time Information</p>

Note: an executed business rule is not the same as an accomplished mission (motivation)

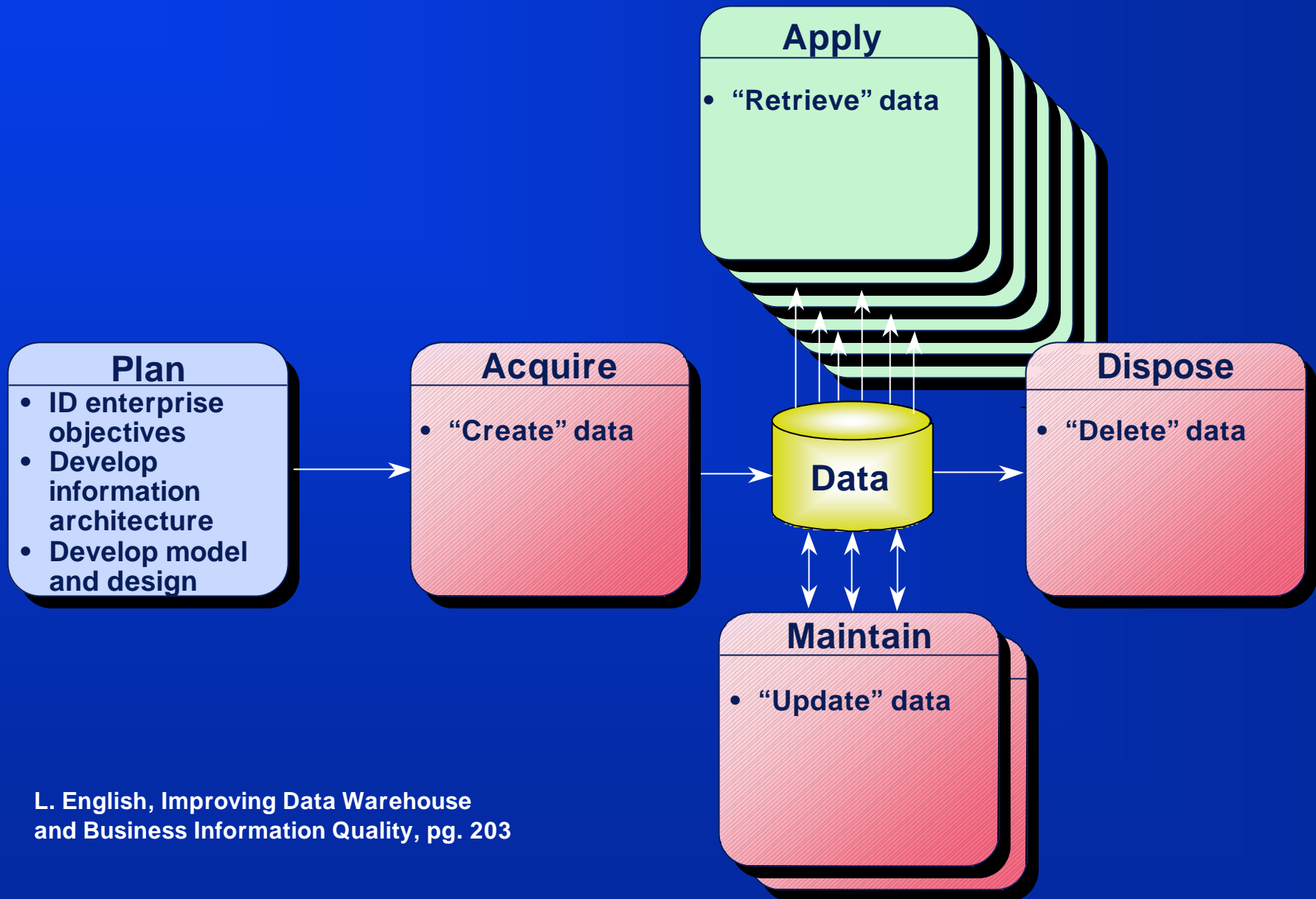
L. English, Improving Data Warehouse & Business Information Quality, pg. 104

RESOURCE MANAGEMENT LIFE CYCLE “Human Resource”



L. English, Improving Data Warehouse
and Business Information Quality, pg. 202

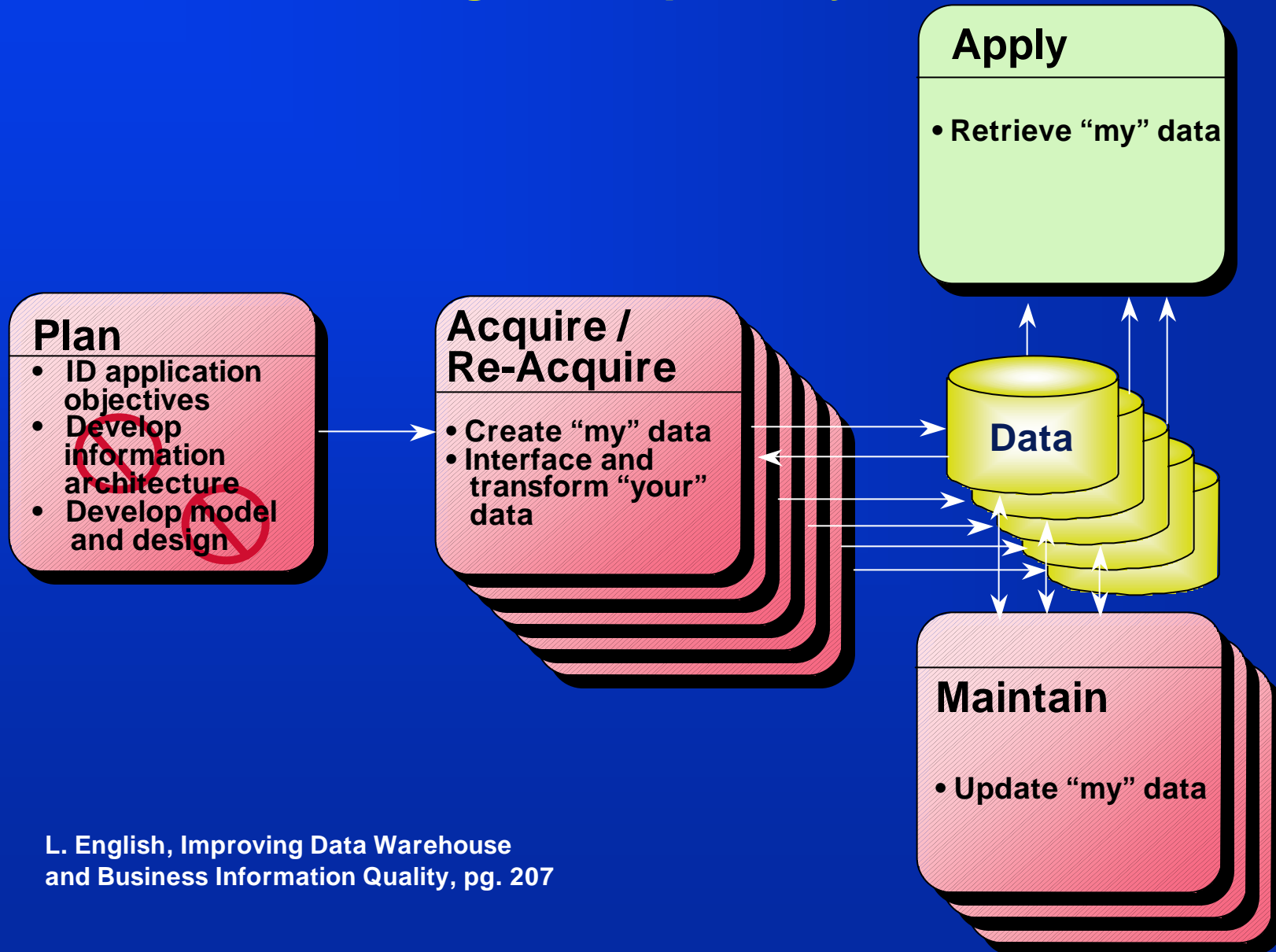
RESOURCE MANAGEMENT LIFE CYCLE "Information Resource"



L. English, Improving Data Warehouse
and Business Information Quality, pg. 203

INFORMATION ANARCHY LIFE CYCLE

“Unmanaged Proprietary Information”



L. English, Improving Data Warehouse
and Business Information Quality, pg. 207

THE INFORMATION-RESOURCE PARADIGM

Resource Characteristics	Financial Resource	Human Resource	Information Resource
Planning (Vision)	Strategic Financial Plan, Budget	Strategic HR Plan Tactical Staff Plan	Strategic Information Plan & Architecture, Value-Centric Development Plan
Organizing	Centralized financial planning, Distributed management, Decentralized budget deployment	Centralized HR planning, Distributed management, Decentralized employee deployment	Centralized information planning and Distributed information management Centralized business process (value chain) management and Decentralized process and application deployment
Directing: Policy (Leadership)	Financial Policy: <ul style="list-style-type: none"> Acquisition method Spending authority Financial mgt education	HR Policy: <ul style="list-style-type: none"> Hiring, Promoting Development HR mgt education	Information policy: <ul style="list-style-type: none"> Shared among all interested knowledge workers Captured at original source once Business management accountability Information mgt and IQ education
“Control” (Accountability)	Within budget Mgt accountability	Meet objectives Mgt accountability	Meet knowledge worker requirements Meet information quality standards Mgt Accountability
Structure (Model)	Std chart of accounts and definition	Org chart and std job descriptions	Common data model & standard definitions
Current Position (Inventory)	Financial Statements Profitability	Head count Productivity	Repository object count and reuse Data “inventory” and Data reuse Information productivity metrics
Resource Differences	Consumable, Required to pay	Assignable, Required to “do”	Sharable, Reusable, Required to manage other resources

MANAGER: INFORMATION & PROCESS ACCOUNTABILITY

Position Description: Manager / Supervisor,

Position Purpose / Summary:

Overall responsibility for all activities of the department including financial, safety, security, education and training . . .

Responsible to / authority relationship: Director, _____

Responsibilities / Accountabilities:

1. Responsible for management and control of fiscal resources. Develop budgets and manage expenses within approved guidelines.
2. Responsible for personnel management of the department. Provide employee development. Uphold policies, schedule, oversee salary administration of staff, resolve staff problems.
3. **Responsible for management, control and use of information. Maintain integrity of data created within the process or department.** Implement and enforce information policy. Provide training of personnel in information quality principles and standards and provide resources to accomplish information quality goals.

. . .

Education: . . .

Experience: . . .

Skills / Abilities: . . .

See Improving Data Warehouse &
Business Information Quality, pg. 407

IRM IN e-BUSINESS

- ❑ **Make yourself part of the e-business team**
- ❑ **Apply the same good management principles to information here as elsewhere**
- ❑ **Assure robust data definition**
- ❑ **Minimize data redundancy—do not create new islands of automation**
 - **If you cannot share, use common definition and values**
 - **Plan and control upload and download of data**

IRM TRANSFORMATIONS

From:

- ❑ Data administration and **support**
- ❑ “Data bigot”
- ❑ **Selling** data management
- ❑ Analysis paralysis
- ❑ Align to IT goals
- ❑ Data model products
- ❑ Data administration **versus** application development
- ❑ Data or systems objective accomplishments

To:

Information management and **leadership**
“**Business** bigot”
Listening to business problems—then solving
Time is money
Align to **strategic business** goals
“Informed”* **knowledge workers** as “product”
Team IRM **plus** value-centric application engineering
Business objective accomplishments

* Source: Shoshona Zubof

HOLISTIC MODEL FOR CHANGE FACILITATION

❑ The change formula:

$$C = f (D \times V \times F > R)$$

❑ Change components

- C = Change
- D = Dissatisfaction with the status quo
- V = Vision of what is possible
- F = First steps to reach the vision
- R = Resistance to change

❑ If components are missing

- Have D but no V or F = Frustration
- Have D and F but no V = Fad of the month
- Have V and F but no D = Wishful thinking

Source: Lori Silverman

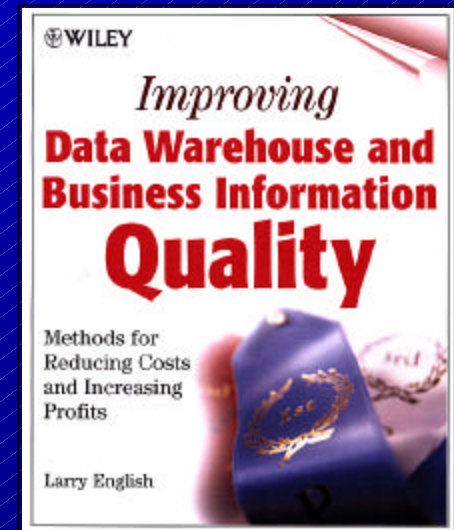
Thank you for your valuable time. Please share your feedback and comments as you apply your new knowledge (Larry.English@infoimpact.com)

Larry English

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ISBN: 0-471-25383-9
John Wiley & Sons, 1999

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