

GoalTrak® User News #13
October 29, 2008

“In three years, IBM has poured at least \$10 billion into a new division, Information On Demand, built around the theory that businesses are drowning in a sea of unorganized and underutilized data.”

We applaud IBM, Oracle, SAP and the other firms that are working to bring order to chaos. There are nuggets of gold in data warehouses around the world. With all this technology being brought to bear, the operational history of an organization should be readily available for use in decision-making.

While laudable, keep in mind that the information being culled is historical; it has already been generated by the efforts of the people in the organization. It's similar to the accounting function. That is, “the beans are being counted.” Terrific, on the face of it. We believe, however, that not enough attention, time and effort is being focused on the front end. People's activities created the results that are represented in these data. Our question is: are these human activities the right ones, leading to the desired outcomes?

Our experience with the small and mid market shows that there is an abundance of “executing before the planning is done”. We believe that this is probably true to in the Corporate/Enterprise market as well, albeit, to a lesser extent. Regardless, why is this the apparent case? Why does articulating a vision, formulating strategy and building an organization-wide executable system of goals get short shrift, while combing through a mountain of results is de rigueur?

In a word, Leadership. If the CEO/President/Head Honcho of an organization doesn't champion the process, it doesn't happen. If the leader isn't committed to looking forward and leading the effort to determine the organization's future, no one else can or will. If there is no future magnet attracting the organization, then the market, or some other external influence will make that determination for it. The historical data being massaged will represent what the people in the organization produced based on their best efforts; but not necessarily what the organization wanted.

Remember, Without a system of goals, our only motivation is survival. If just surviving is OK with you, don't change anything. If planned, realistic, controlled growth is more your style, change is required. You make the choice.

Regards,
Rich & Steve