



E3-C3: TOMORROW'S FUTURE TODAY

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Many have asked what the intent of the papers is presented every week. They are an attempt to illustrate how to leverage available options to fulfill the goals that actualize an organization's potential. I hope that the adage "the pen is mightier than the sword" is true in both thought, word, and deed. With this in mind, the intent is to provide the building blocks to inspire and encourage leaders to be courageous by addressing their three most common questions:

Why do most organizations fail?

How do they transform to fulfill their objectives?

What must be done to empower a culture of creativity?

By encouraging an innovative approach that empowers the ingenuity resident in each of us, I invite you to embark on a journey of exploration, deep thought, and insightful contemplation. For if the articles presented over the past few years stir in you the desire to Think . . . Try . . . Test hypotheses and suppositions, I would suggest that the spark of inspiration will derive an innovative approach to transform and change the world.

I do not presume having the answers, for I live in the question. For I believe that by teaching others to fish rather than offering them a fish dinner, you empower THEM (Teach, Help, Empower, & Mentor) to be self-sufficient. By enabling them to succeed despite their circumstances, you set them up for failure.

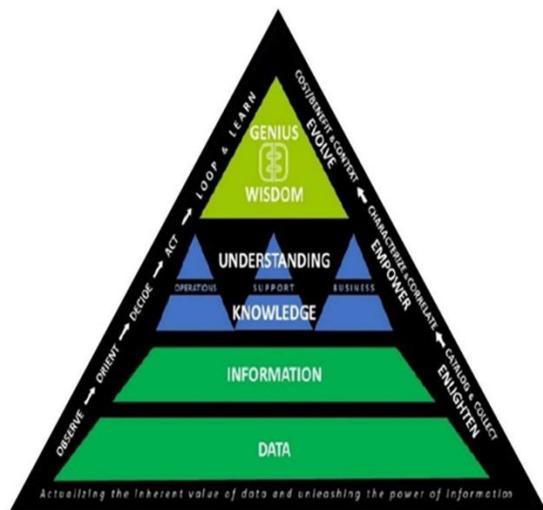
	Number of students	Number of Fishermen	Diners to be prepared
Starting Point	0	1	5
January	10	11	66
February	110	121	605
March	1,210	1,331	6,655
April	13,310	14,641	73,205
May	146,410	161,051	805,255
June	1,610,510	1,771,561	8,857,805
July	17,715,610	19,487,171	97,435,855
August	194,871,710	214,358,881	1,071,794,405
September	2,143,588,810	2,357,947,691	11,789,738,455
October	23,579,476,910	25,937,424,601	129,687,123,005
November	259,374,246,010	285,311,670,611	1,426,558,353,055
December	2,853,116,706,110	3,138,428,376,721	15,692,141,883,605

Looking at this pragmatically, please allow me to illustrate the benefits of empowering others. My ability to provide for others is limited by the number of people I can sustain. In this case, I can only provide fish dinners for 5 people each day. But if I spend 3 days teaching a person to fish, in a month, I have empowered 10 people. If they subscribe to this philosophy, after 60 days, we will have 120 fishermen who can feed 600 people. With consideration for improvements in processes/procedures and collaboration to derive synergies, we achieve modest 5% gains in each area and realize an overall 10% increase in effectiveness at each transformation. The chart below illustrates the dramatic effect in the first year of producing 2.5 meals a day for the 7 billion people who inhabit our planet.

In consideration of this, we quickly realize that one person can truly change the world by unleashing the Power of Information to enlighten fact-based decisions, transform through a Programatics of Integration and empower the application of solutions to ideate the Potential of Innovation through an ingenious approach to apply the art of the possible through the application of the science of the probable.



This framework enables exponential growth and evolution, catalyzing rapid transitions and transforming organizations to reach the desired future state. For this to work, we must first collect data and catalog information to provide the necessary structure to observe and identify where we are. Second, we must orient ourselves by correlating it with contextual knowledge to assess and understand the causality of actions measured against the results to be achieved. This identifies relationships and resulting dependencies by illustrating the causality of actions that influence the environment, and the decisions that derive from it and carry impending consequences. It is the historical reference that illuminates our current understanding of the options available to us. Third, we must analyze those opportunities and determine which path most effectively, efficiently, and expeditiously achieves their goals. It is through this process that we can derive the requisite genius to make wise decisions that actualize the art of the possible within the grasp of the science of the probable to bring to fruition tomorrow's aspirations today.



The aforementioned formalized process depends on establishing a CDO that can build a platform upon which to consistently apply facts (data), structure, and manage (information) that consistently inform the cognitive process. Through a well-architected enterprise information model, they provide a foundation for a consistent, standard reference, enabling the community to be well-informed through a well-defined data dictionary. This provides a standard reference, coupled with the requisite structure, to catalog where information is so it can be accessed and discovered by the enterprise.

By characterizing dependencies, the CKO identifies the relationships and interdependencies that equip the community with the requisite knowledge (prescriptive modeling) to develop contextual understanding (predictive modeling) that enables situational awareness. This knowledge provides the necessary experience to know where they are and what potential options exist. From this, they can avail themselves of opportunities as they present themselves.

Finally, the CAO can apply the assessments (facts that inform and enlighten circumstances), provided by the CDO, and the characterizations (relationships/dependencies that empower the situation), supplied by the CKO, to *carpe diem*. It is through the strategic trade space that the CAO can evolve and transform the organization toward its desired future state. By capitalizing on opportunities at the core of the strategic trade space, the organization can derive a strategic competitive advantage.

Thus, the ACE model is the framework upon which to organize to build a data-driven organization (2DO), with the requisite structure (CDO, CKO, & CAO) to discover, develop, and deliver a fact-based decision, in full knowledge of those dependencies at the right place, right time, and right solution.



