

Module One

The Business/IT Divide

- Confusion and Conflict
 - Problem or Symptoms
 - Two Different Languages
- Historical Perspective
 - Some Old Humor
 - Humor Evolves with Technology
 - More Old Humor
 - And More Evolution
- The Current State
 - Have We Made Any Progress?
 - The Urgency
- BI and the Business/IT Divide
 - The Complexity

Module Two

Practical Steps to Alignment

- BI as the Catalyst
 - Increasing Pressure
- Practical Steps for Individuals
 - Where to Start
 - Where Are You Now?
 - IT People Become Business Literate
 - Business People Become IT Savvy
- Practice Steps for Organizations
 - Attention to Value
 - Shared View of Value
 - IT Imperatives
 - Business Imperatives
 - Mutual Imperatives

Module Three

Continuous Organizational Alignment

- Organizational Alignment
 - Organizational Effectiveness
 - Working Relationships
 - Dimensions of Alignment
- Alignment Activities
 - Actions and Continuity
 - Identifying Misalignment
 - Aligning Organizations
 - Sustaining Alignment
- Continuous Alignment
 - A Process Overview
 - Measurement
 - Using the Measures

Module Four

Measuring the Gap

- What to Measure
 - An Alignment Problem
 - The Human Dimension
 - Quantifying Subjective Things
 - The Details
 - The Basis for a Survey
- How to Measure
 - The Alignment Survey
 - Using the Survey
 - The Survey Group
 - Collecting the Data
 - Preparing the Data

Module Five

Analysis and Action

- Analyzing the Data
 - Strengths, Weaknesses, and Risks
 - Using Demographics
 - An Analysis Exercise
- Taking Action
 - Goals and Tactics
 - Recognizing Barriers
 - An Action Planning Exercise
 - It Takes More than a Plan
 - Continuous Improvement
 - Take it Personally

Appendix A

Additional Reading

- A Mandate For Change
- Practical Steps to Improved Working Relationships
- Measuring the Gap

Appendix B

Organizational Alignment Survey

Appendix C

Bibliography and References