



Controlled Evolution of Government Operations

Current State of Most Organizations

Government organizations evolve overtime. Mission priorities change, personnel change roles or attrit, budget shifts, etc.—the landscape is constantly changing. However, much of this evolution goes unnoticed and uncontrolled—until it has already eroded mission effectiveness. In response, we often respond with large change management initiatives that take years to complete, cause large upheaval, and many times go unfinished. The scenario above plays out because evolution, that is inevitable, goes unmonitored and unmanaged. The constant focus on day-to-day operational activities takes priority because it is immediate, urgent, and can be easily recognized by leaders as what needs to be done for the day. The leaders of the business side of the organization fall into the same paradigm.

However, evolution and erosion of business support resources can be managed to truly drive operational activities forward. The business side of the bureaucracy is often left to fight fires when they are out of control rather than being able to anticipate where the next fire is likely to occur and take measures to reduce the risk and prevent the fire. The immediate fires are typically short term and are resolved just in time to fight the next fire. This reactive state is highly inefficient and leaves much to be desired by both the Government organization and Government officers suppressing the wildfire of the day, week, or month.

Proactive Positioning Through Business Intelligence

The most effective and efficient position for Government leaders is a proactive rather than a reactive stance. Achieving this proactive stance, means the leader must be able to determine where the risk is untenable. This proactive position can only be achieved if the leader can recognize where the next fire is likely to occur before the sparks turn into flame.

While experience and knowledge are crucial, leaders cannot effectively predict the next fire through intuition alone. Leaders need to understand what **indicators** are available to forecast the next potential crisis and address the risk.

For example, a potential indicator of a forest fire could be a lack of water, leading to dry vegetation paired with an upcoming lightning storm. Similar indicators exist in Government business. Many business and operational leaders accept or unknowingly take risk because the mitigating resources (time, dollars, manpower, and/or acquisition capability) are unavailable or “not in the budget”. Essentially there is a lack of water (resources) paired with a spark, and the fire begins to smolder without attention until the smoke rises on the horizon. The wild fire now demands a typically inefficient surge of resources where a spark could have been prevented or put out with sufficient warning.



“By relying on the statisticial information rather than a gut feeling, you allow the data to lead you to be in the right place at the right time.”

Pueo's Approach to Business Intelligence

Contextualized Blended Analytics

Blended analytics paired with human context (knowledge and experience of leaders) can be used to effectively and efficiently identify and monitor key indicators. The ability to monitor these indicators and make risk determinations before an issue occurs will allow leaders to guide and drive evolution in a meaningful way. It allows leaders to mitigate and accept risk rather than be overcome by it in day-to-day activities. Blended Analytics is a combination of both quantitative and qualitative techniques, applied against unstructured problems to quickly identify root problems (both realized and forecasted), and prescribe efficient and effective remediation.

Foundational Data

In order to successfully frame the problem, you must have a strong foundational baseline. In many cases this is achieved with great depth regarding the tradecraft or mission, but the business side is lacking. One must not only understand how to execute the mission successfully to frame the problem but must also understand the supporting resources and how they are currently applied against mission. Understanding both sets of foundational data will allow you to move forward in framing the problem. In order to create a foundational baseline, you will need to conduct a data audit, determine that foundational data set, and understand and review your current business baseline. This foundational data is the cornerstone of your decision-making process.

Indicators and Lead Measures

The indicators derived by blended analytics are simply indicators, but in order to provide understanding for leaders they must be paired with human context, this creates the opportunity to manage the warning lights and lead measures, as opposed to the Government standard of "rear view mirror" or lag measures. Lag measures tell only what has occurred leaving the leader in a reactive state and living in the past. Indicators provide leaders with the opportunity to respond before the spark can catch fire. When paired with lead measures, indicators provide an opportunity for business leaders to identify poor performing areas, correct course, and achieve objectives rather than collect lesson learned and adjust when an objective has failed.

Metrics vs Data

Data is simply numbers, metrics are numbers that matter. Metrics are what you measure and in turn what you manage. Your organization will work to the metrics that you value, even if they are wrong. Beware of vanity metrics. They look good but consume valuable resources and provide no real value. For example, an operational-collection measure might be the "number of reports written" vs a more useful metric "how many of those reports were used by a customer in finished intelligence." When deciding on metrics a good rule of thumb is that the associated data is valuable for decisions, consistent, collectable and the effort to collect it and maintain it is minimal.

Executing BI

The goal of all business leaders is to make the most effective use of organizational resources to support mission. The support of blended analytics indicators paired with human context can create efficiencies in both operations and resource profiles (dollars and manpower), resulting in more resources available to be placed against mission. The use of blended analytics and human context to create the appropriate indicators and models supported by lead measures can guide evolution of any organization. Pueo's discriminating and innovative tools provide a BI effort with a transformative mission analysis, evaluation, and forecasting capability. Ranging from our patent-pending INSIGHT capability, to our pre made portfolio of MS-Office technological solutions we are prepared to offer revolutionary solutions to deploy on day one and through program maturity. An example of an innovative technology to enhance communications and increase confidence in decision making is Pueo's patent pending application (INSIGHT) that retrieves critical information and delivers it to the user while typing or reading in a Web browser or MS Office application. This continuous search and data extraction capability reduces the human search burden, by feeding leaders with the knowledge and information they may not even think they need. It is estimated that the average worker spends 1.8 hours a day searching for information. This simple application can increase organizational efficiency by 22.5% while also improving accuracy and timeliness of communications.

