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