

## **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