

Drowning in data, Starving for wisdom

E. O. Wilson

Tools for the
Human Element

Len Silverston,
Universal Data Models, LLC

For TDWI South Florida, Dec 8, 2017

What is Needed for Success?

Commitment?

Technology?

Resources?

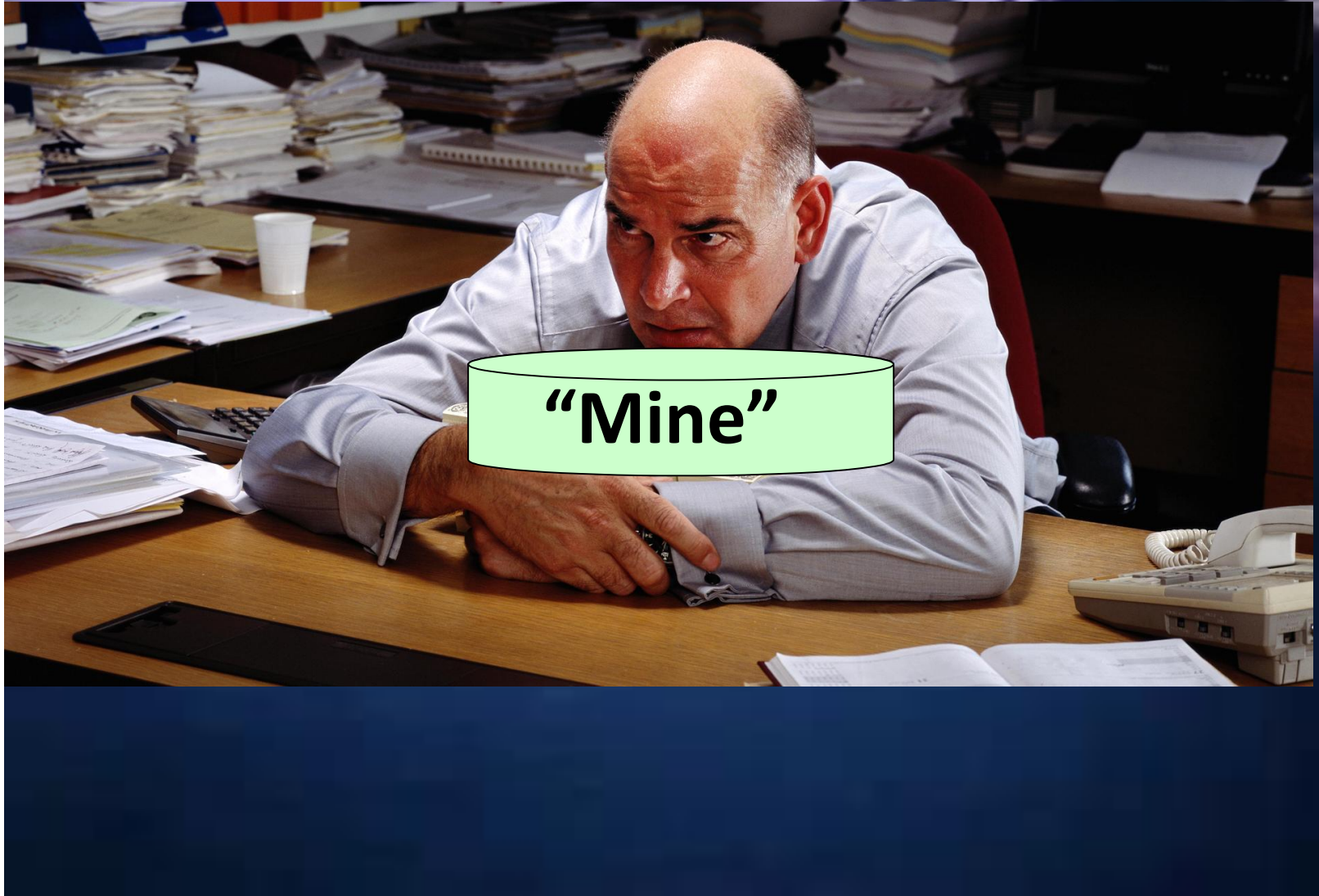


Tools?

Expertise?

Methodologies?

Data “Mine”ing!



MOTIVATION?



COMMUNICATION



TRUST?



CONFLICT MANAGEMENT



Clear, Compelling, Common, Concise Mission and Vision



Clear, Compelling , Common, Concise

Mission



Vision



Clear

Mission

Vision

Values

Goals

Benefits

Plan



Compelling

Creating a Darwinian message to stand the test of time!

Content

Quality, integrated information

and

Punch

***Rock Solid Foundation for
Business Decisions***

Common

Data Analytics Mission

Enterprise Mission

Common

Enterprise Mission

***Data Analytics
Mission***

Concise



Possible Data Analytics Mission Statements

*Ensure the right data,
At the right time,
For the right business decisions*

Enable rock solid information for decisions

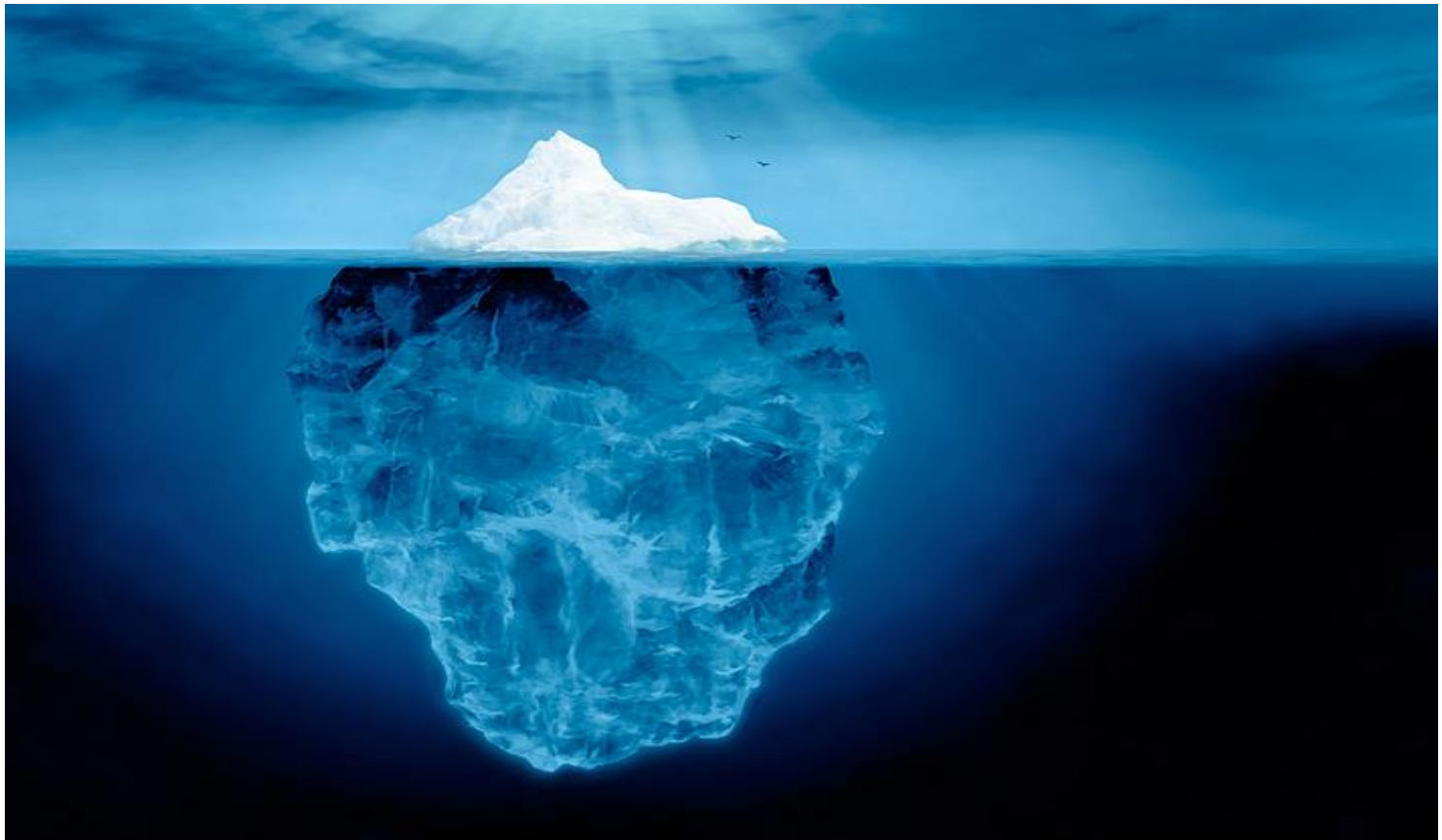
Quality data to save lives!

What is the mission of your data analytics org?



What is your enterprise's mission?
What is your personal mission?
How do they relate?







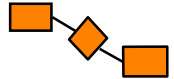
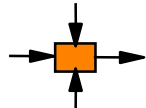
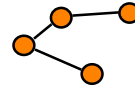
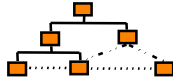
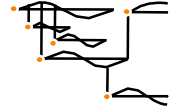
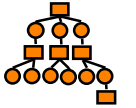
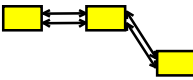
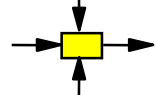
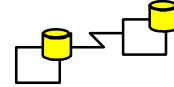
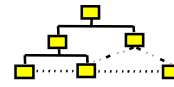

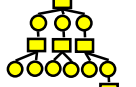
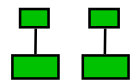
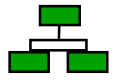
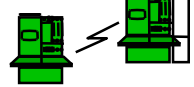
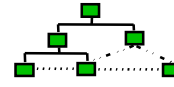
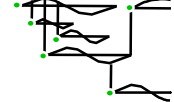
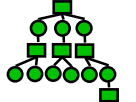






Understand Motivations



Credit: Pegasus Vertex, Inc.

Why not model column 6 in Zachman Framework?

ENTERPRISE ARCHITECTURE - A FRAMEWORK™

	DATA <i>What</i>	FUNCTION <i>How</i>	NETWORK <i>Where</i>	PEOPLE <i>Who</i>	TIME <i>When</i>	MOTIVATION <i>Why</i>	
SCOPE (CONTEXTUAL)	List of Things Important to the Business 	List of Processes the Business Performs 	List of Locations in which the Business Operates 	List of Organizations Important to the Business 	List of Events Significant to the Business 	List of Business Goals/Strat 	SCOPE (CONTEXTUAL)
<i>Planner</i>	ENTITY = Class of Business Thing	Function = Class of Business Process	Node = Major Business Location	People = Major Organizations	Time = Major Business Event	Ends/Mean=Major Bus. Goal/Critical Success Factor	<i>Planner</i>
ENTERPRISE MODEL (CONCEPTUAL)	e.g. Semantic Model 	e.g. Business Process Model 	e.g. Logistics Network 	e.g. Work Flow Model 	e.g. Master Schedule 	e.g. Business Plan 	ENTERPRISE MODEL (CONCEPTUAL)
<i>Owner</i>	Ent = Business Entity ReIn = Business Relationship	Proc. = Business Process I/O = Business Resources	Node = Business Location Link = Business Linkage	People = Organization Unit Work = Work Product	Time = Business Event Cycle = Business Cycle	End = Business Objective Means = Business Strategy	<i>Owner</i>
SYSTEM MODEL (LOGICAL)	e.g. Logical Data Model 	e.g. "Application Architecture" 	e.g. "Distributed System Architecture" 	e.g. Human Interface Architecture 	e.g. Processing Structure 	e.g., Business Rule Model 	SYSTEM MODEL (LOGICAL)
<i>Designer</i>	Ent = Data Entity ReIn = Data Relationship	Proc. = Application Function I/O = User Views	Node = I/S Function (Processor, Storage, etc.) Link = Line Characteristics	People = Role Work = Deliverable	Time = System Event Cycle = Processing Cycle	End = Structural Assertion Means = Action Assertion	<i>Designer</i>
TECHNOLOGY MODEL (PHYSICAL)	e.g. Physical Data Model 	e.g. "System Design" 	e.g. "System Architecture" 	e.g. Presentation Architecture 	e.g. Control Structure 	e.g. Rule Design 	TECHNOLOGY MODEL (PHYSICAL)
<i>Builder</i>	Ent = Segment/Table/etc. ReIn = Pointer/Key/etc.	Proc. = Computer Function I/O = Screen/Device Formats	Node = Hardware/System Software Link = Line Specifications	People = User Work = Screen Format	Time = Execute Cycle = Component Cycle	End = Condition Means = Action	<i>Builder</i>
DETAILED REPRESENTATIONS (OUT-OF-CONTEXT)	e.g. Data Definition 	e.g. "Program" 	e.g. "Network Architecture" 	e.g. Security Architecture 	e.g. Timing Definition 	e.g. Rule Specification 	DETAILED REPRESENTATIONS (OUT-OF-CONTEXT)
<i>Sub-Contractor</i>	Ent = Field ReIn = Address	Proc. = Language Stmt I/O = Control Block	Node = Addresses Link = Protocols	People = Identity Work = Job	Time = Interrupt Cycle = Machine Cycle	End = Sub-condition Means = Step	<i>Sub-Contractor</i>
FUNCTIONING ENTERPRISE	e.g. DATA	e.g. FUNCTION	e.g. NETWORK	e.g. ORGANIZATION	e.g. SCHEDULE	e.g. STRATEGY	FUNCTIONING ENTERPRISE

Motivational Model - Sponsorship Map

Project/Program

Name and title of person or sponsor



What does this person want?

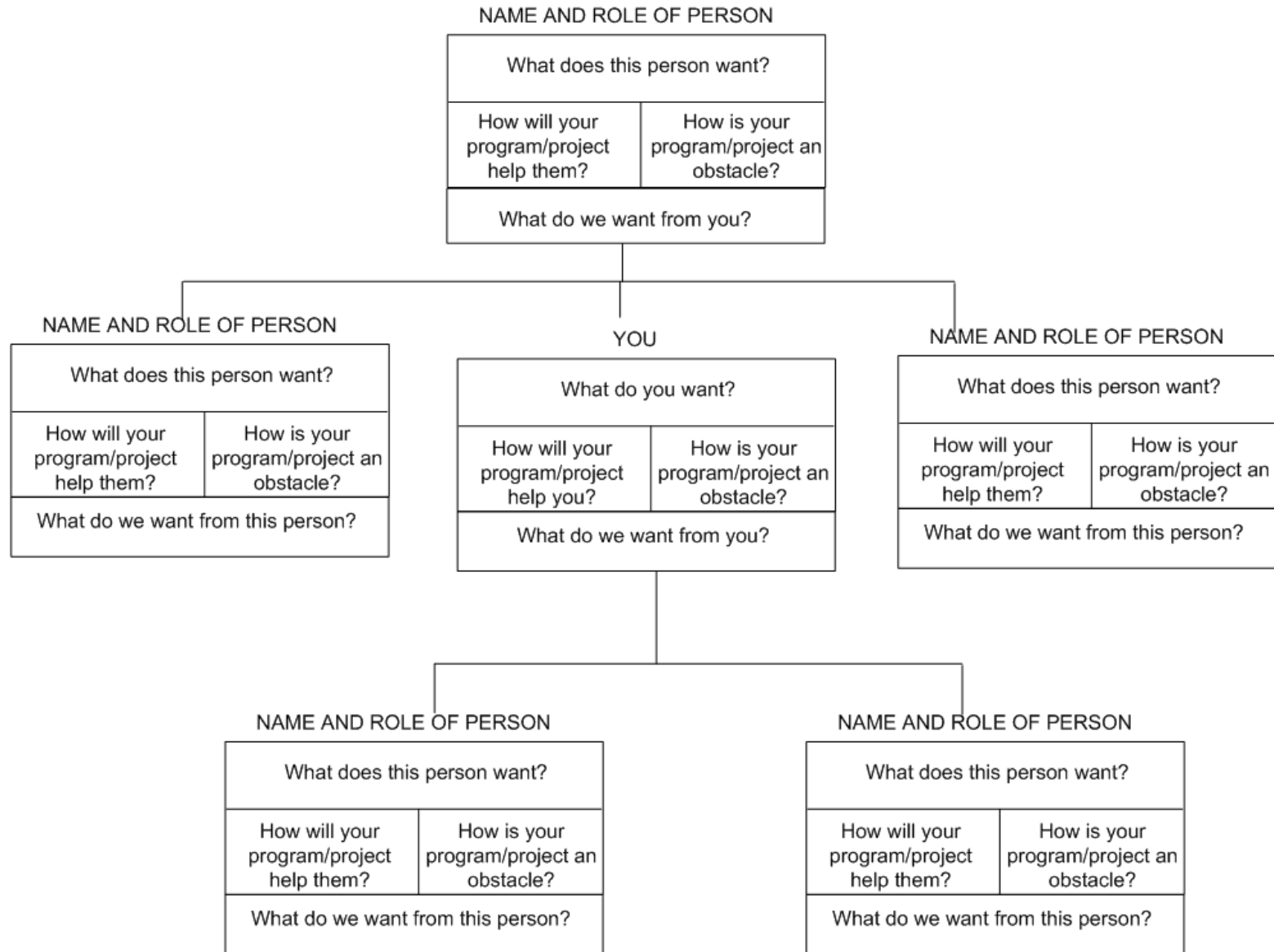
How will your project/program help them?

How will your project/program be an obstacle?

What do we want from this person?

BE SPECIFIC!

Motivational Model - Sponsorship Map



Four Basic Wants



- Control
- Approval
- Security
- Separateness

From "The Sedona Method" by Hale Dwoskin

Underneath - Caring

The 5 Whys

WHY?

WHY?

WHY?

WHY?

WHY?



What does this person want?

Lower IT costs (Business perspective)
Excellent service to help others (Business Perspective)
Advance career (Personal)

How will your program/project help them?

**Investment in foundation
to lower costs in the
future,
Better service,
Establish reputation for
excellence**

How is your program/project an obstacle?

**Higher costs in short term,
Takes away from urgent
service needs,
Could be high risk**

What do we want from this person?

**Buy-in to have integrated analytics and project checkpoints
Communications to his staff that this is mandatory**

Project/Program: _____

Name and Role of Person: _____

What does this person want?

How will your program/project help them?

How is your program/project an obstacle?

What do we want from this person?

Change Starts From Within

Your project/program

What do you want?

How will your project/program help you?

How will your project/program be an obstacle?

What does this effort need from you?

BE SPECIFIC!

What do you want?

To serve by helping integrate information and people

To enjoy the process

To further develop my professional skills and experience

How will your program/project help you?

Interesting and fun,

Contribution towards excellence,

Healthier environment,

Dealing with "core" issues, much to learn

How is your program/project an obstacle to you?

Risk of failure,

Harder to show business value in an enterprise wide program versus a point solution

What is needed from you?

Commitment,

Hard work,

Application of skills – technical and personal

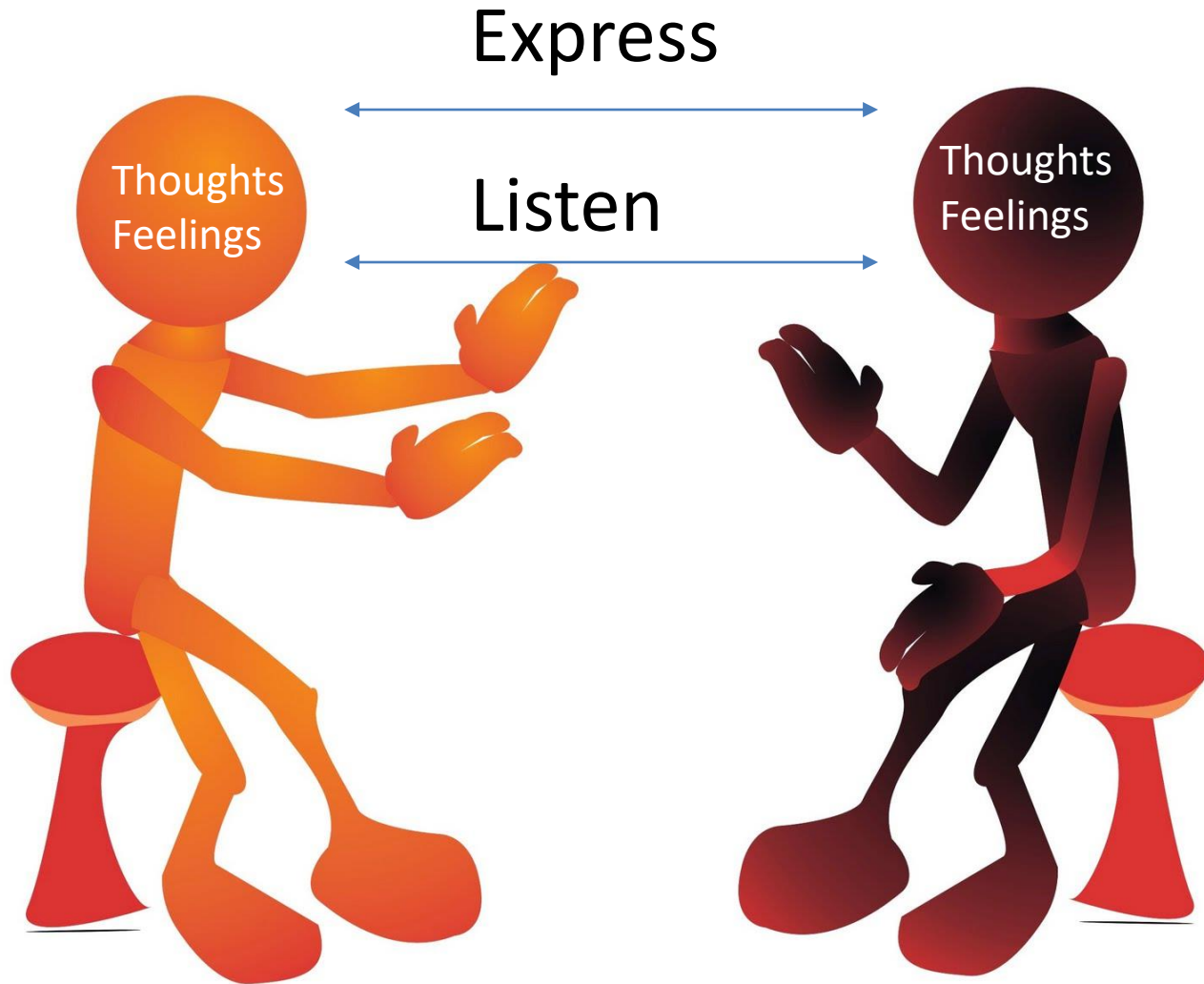
Your Project or Program: _____

What do you want?	
How will your program/project help you?	How is your program/project an obstacle to you?
What is needed from you?	

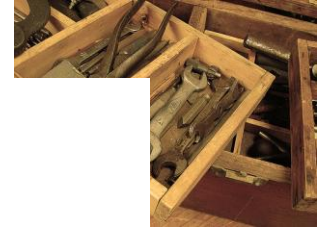
Effective Communication



Ways to Communicate



To Listen ACCEDT



(A) ware, att

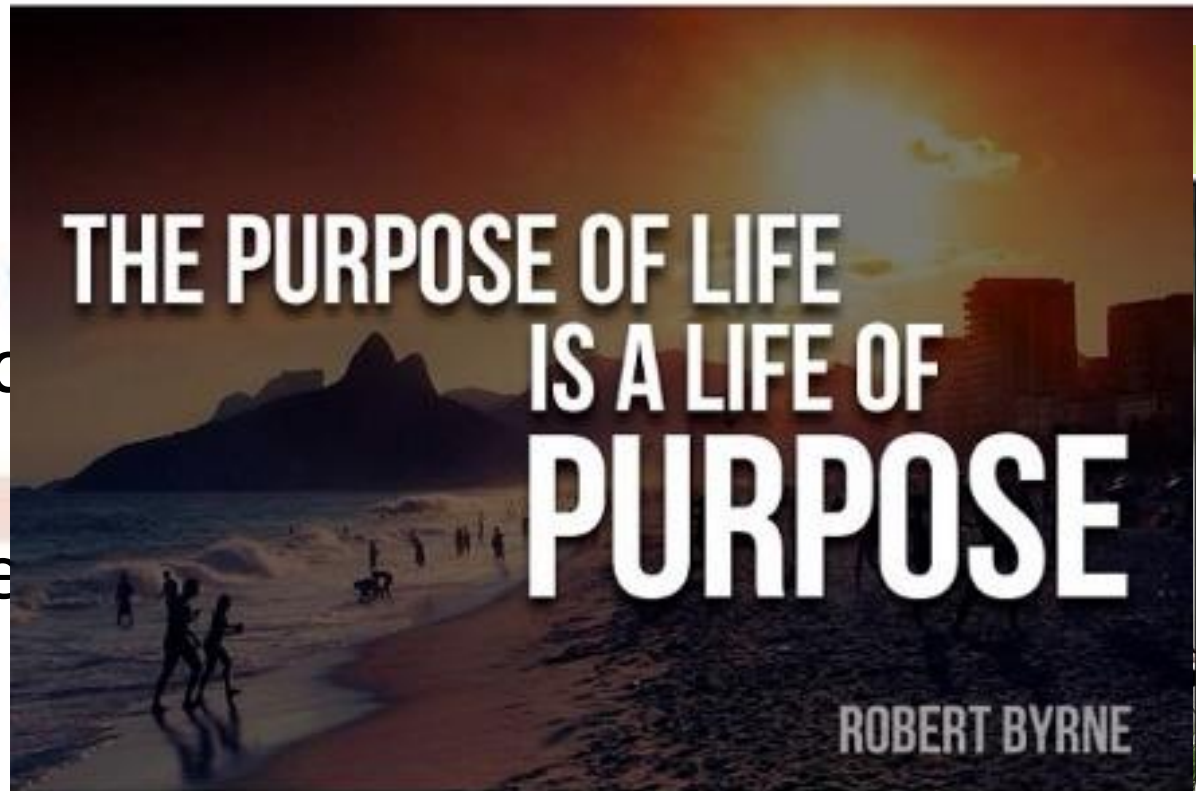
(C) are

(C) onfirm, c

(E) mpathize

(P) urpose

(T) otally (with all senses,



To express, SHARE

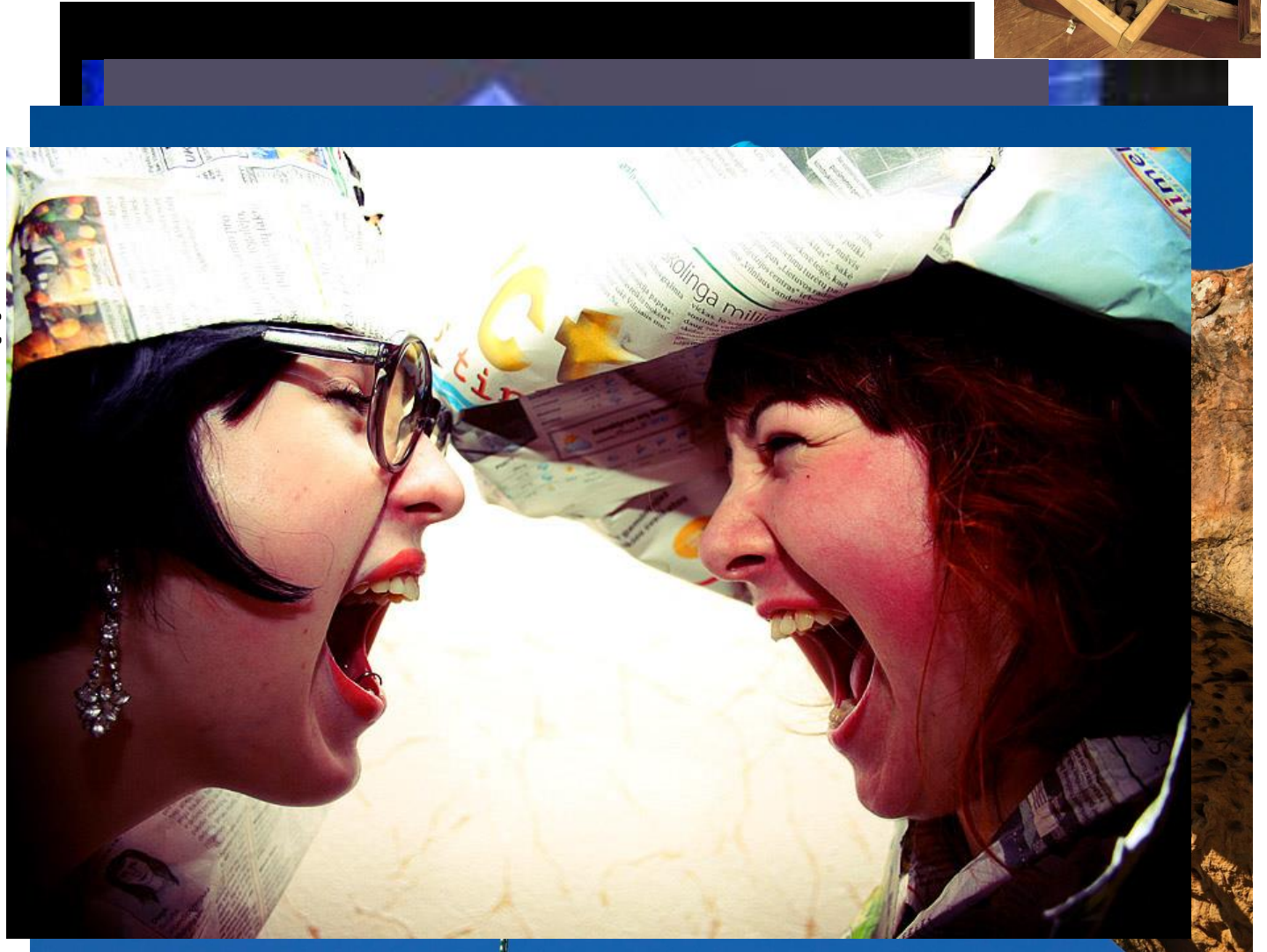
(S)traight

(H)elp

(A)udience

(R)eason

(E)ngage



Integration Requires Trust

‘Cordial hypocrisy versus honest assessment’



“Integrity” derived from “To Integrate”

What did he do?

- A. Blame someone else
- B. Resign
- C. Fix issue first, then communicate
- D. Communicate openly (email everyone), then fix

Core Elements of Trust



- Character

- Integrity

- Intent

- Vulnerability/openness



- Competence

- Capabilities

- Results



From “The Speed Of Trust” By Stephen M. R. Covey (modified – added vulnerability/openness)

Keys to Trust



Earning it

Caring about others

Vulnerability/openness



Developing Trust

What is a mistake that you have made?

What is something that you can share about yourself that leaves yourself vulnerable?

“Anyone that has never made a mistake has never tried anything new.”

Albert Einstein

Manage Conflict Effectively



Director of Enterprise Data

We are excited to work together with you on this project helping you to use enterprise wide, integrated data and standardized definitions for your project so that the data is of high quality.

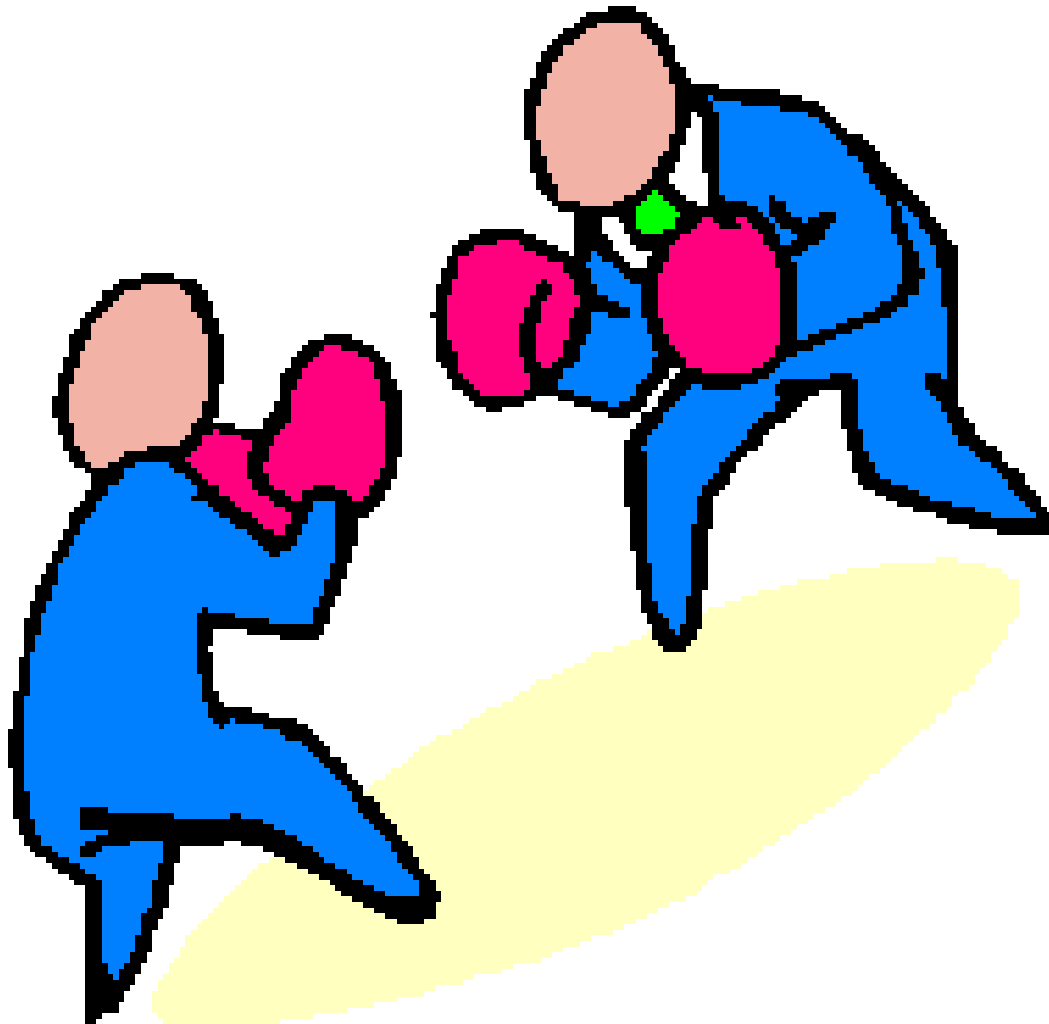
Project Manager:

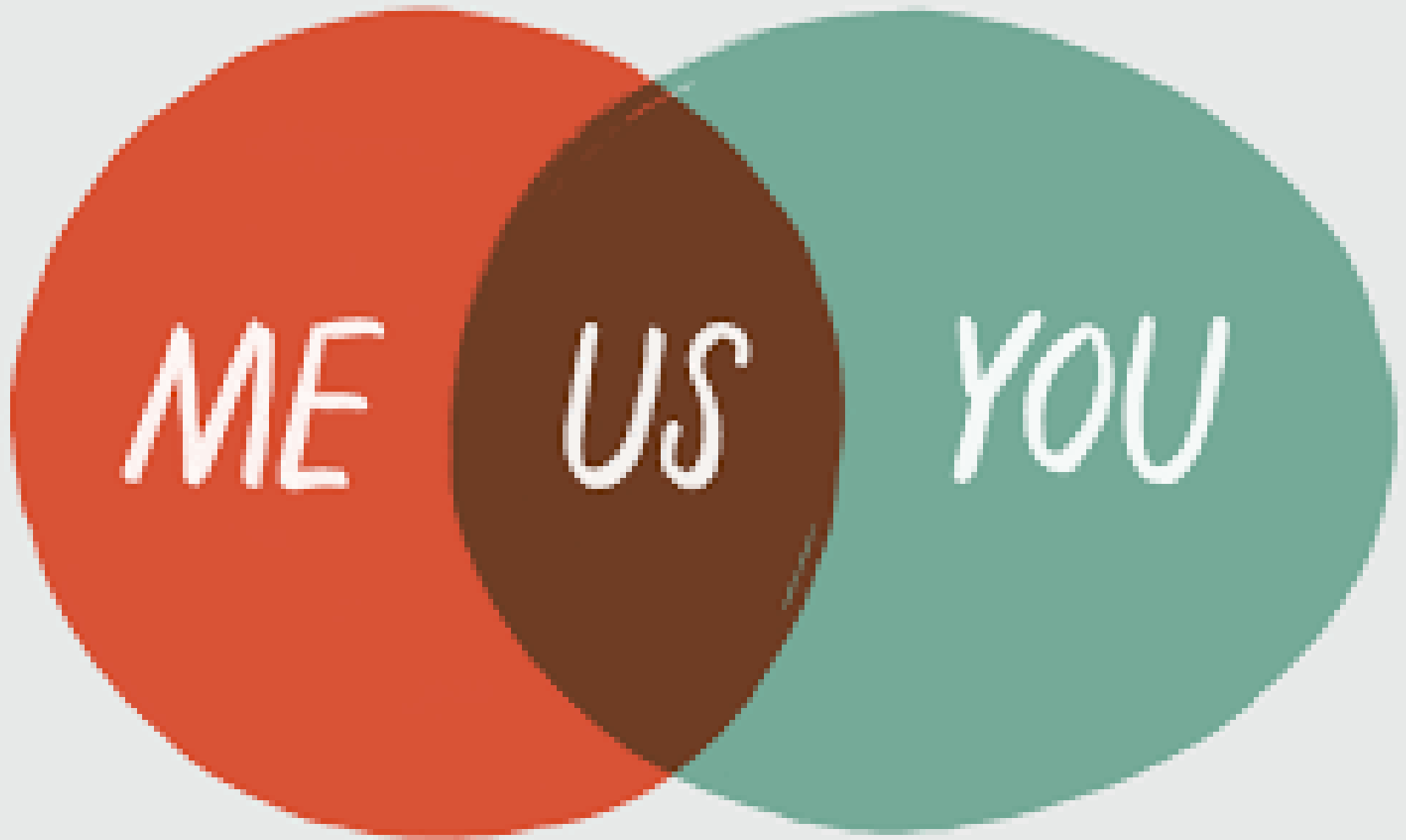
We completely support enterprise wide data integration. However, we have very tight deadlines and budgets for delivering this project, so we'll work together with you as long as you don't impact our deadline dates, tasks, resources, or budgets in any way.



WHERE WOULD YOU TAKE THIS CONVERSATION?

First thing to do in a conflict?





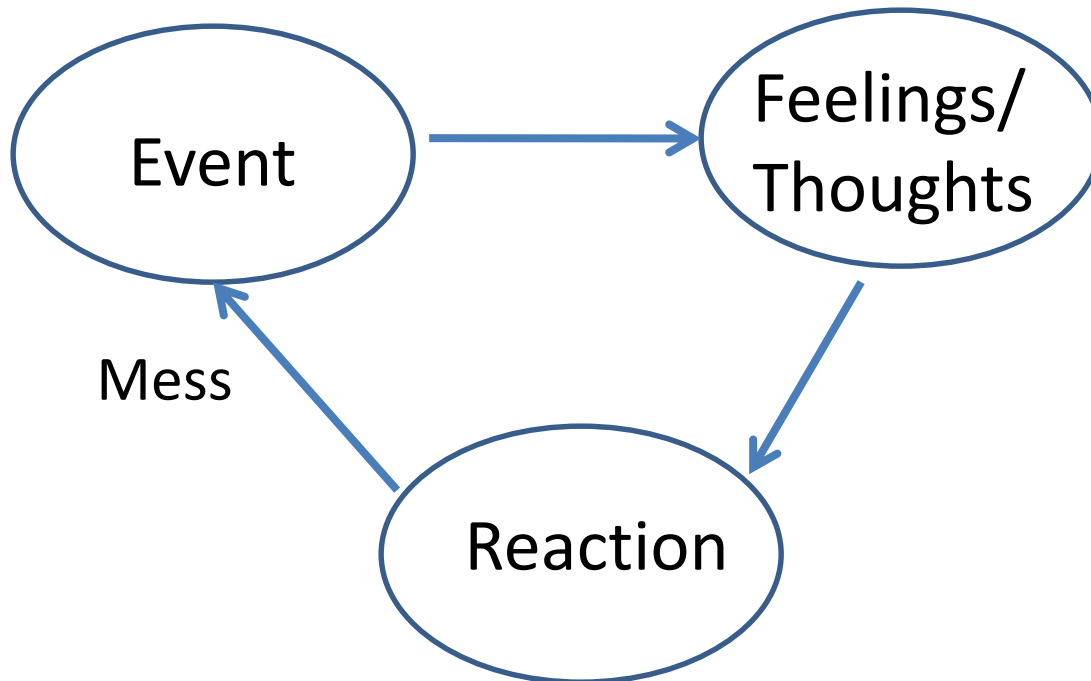
Step 1.

Don't React - Observe



From “Getting Past No: Negotiating with Difficult People”, William Ury

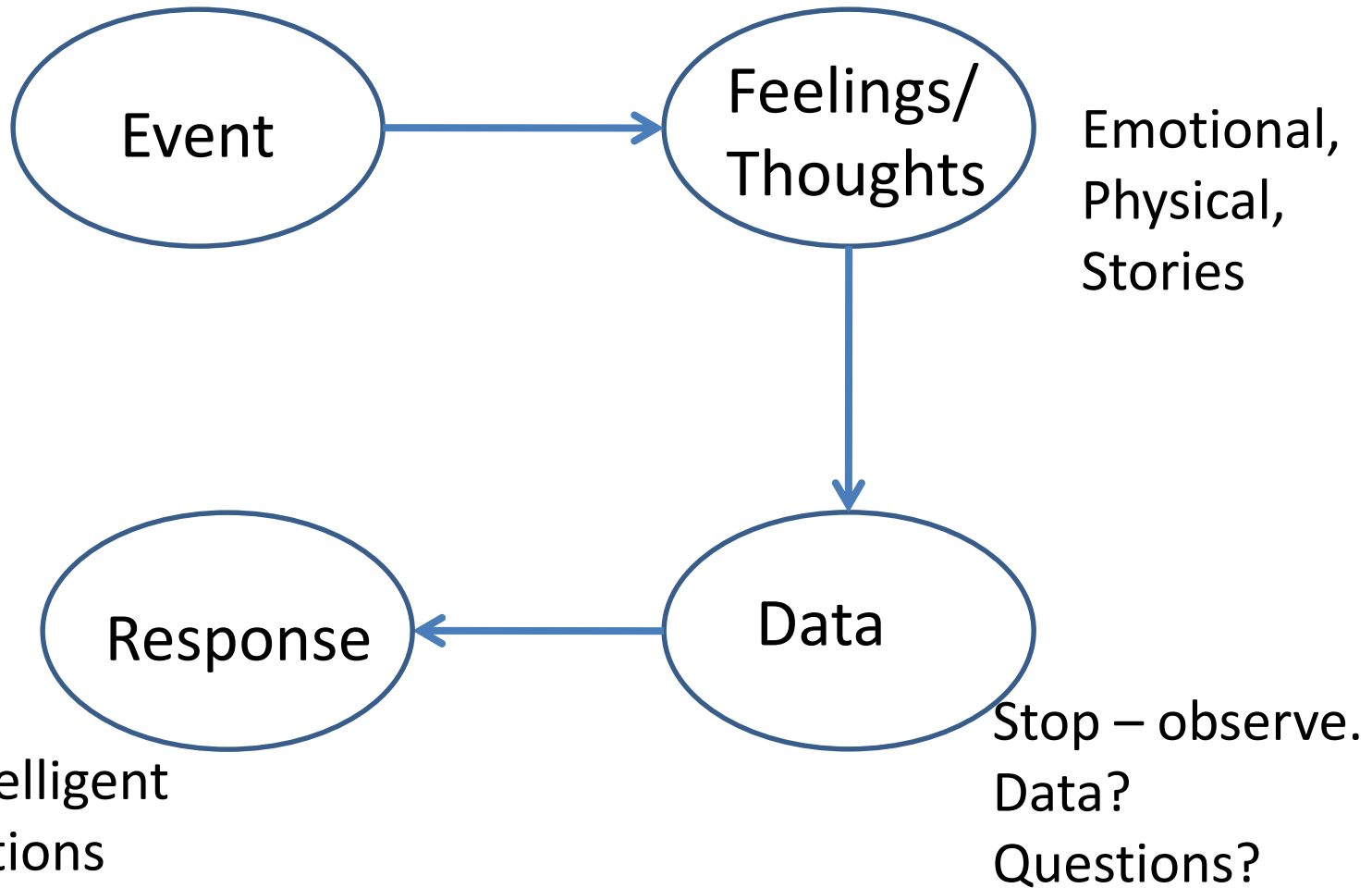
Don't React



Emotional
Physical
Stories

Freeze
Flight
Fight

Respond





Purpose



Motivations

Credit: Pegasus Vertex, Inc.



TRUST



Biggest challenge?



Questions or More Info?

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