

Appendix D

Glossary of Terms

Organizational Intelligence as a discipline uses a large number of acronyms, terms and tools—some of which have been introduced and employed in this book. These basic terms are compiled into a concise glossary for quick reference. Definitions are in accordance with common usage but are formulated in a concise fashion that may ease understanding. Neither attempts nor claims should be made that the below definitions could be used to settle arguments or differences in the variety of descriptions available from existing dictionaries or other sources.

Acronyms

ARM “Asset Risk Management”, as a method launched by OFGEM. See **OFGEM’s ARM**.

BANANA “Build Absolutely Nothing Anywhere Near Anything” or “Build Absolutely Nothing Anywhere Near Anyone”.

CAVE “Citizens Against Virtually Everything”.

CSD “UN Commission on Sustainable Development” that has the UNDSO as a secretariat, see UNDSO.

EFMQ “European Foundation for Quality Management”, developed the EFQM Excellence Model for organizational excellence and is for most organizations, a self-assessment tool intended to encourage and promote good management practice.

EVM “Earned Value Management” is a program management technique that integrates technical performance requirements, resource planning, with schedules, while taking risk into consideration. The major objectives of applying EVM to a contract are to encourage contractors to use effective internal

technical, cost and schedule management control systems, and to permit the customer to rely on timely data produced by those systems for better management insight. EVM also allows better and more effective management decision making to minimize adverse impacts to the project.

GAAP “Generally Accepted Accounting Principles” is the USA standard framework of guidelines for financial accounting, which includes the standards, conventions, and rules accountants follow in recording and summarizing transactions, and in the preparation of financial statements.

ICC “International Chamber of Commerce” strives to be the voice of world business championing the global economy as a force for economic growth, job creation and prosperity.

IISD “International Institute for Sustainable Development,” with a vision to better living for all—in sustainable fashion, and its mission is to champion innovation, enabling societies to live sustainable.

ISO 9001 A Quality Assurance Model made up of quality system requirements for organizations that design, produce, install and service products. ISO standards are developed and maintained by the International Organization for Standardization, a network of the national standards institutes of some 150 countries, with a central office in Geneva, Switzerland, that coordinates the system and publishes the finished standards.

ISO 14001 ISO Standards relating to environmental management systems, which are specific tools for realizing environmental policy and achieving objectives and targets.

JIT “Just-In-Time” learning. System providing information available for the user at the exact time the user needs it.

LEAN means “manufacturing without waste.”

LCMS “Learning Content Management System.” Multi-user enterprise software that allows organizations to author, store, assemble, personalize and maintain learning content in the form of reusable learning objects.

LMS “Learning Management System.” Enterprise software used to manage learning activities through the ability to catalog, register, deliver and track learners and learning.

LULU “Locally Unwanted Land Use,” used to describe land use disputes often involving pollution.

NIABY “Not In Anyone’s Back Yard,” a variant of NIMBY, which implies a more general and intellectually consistent objection to a proposed human activity.

NIMBY “Not In My Back Yard,” a term for expressing resistance to unwanted developments, such as manufacturing plants, prisons, power companies or chemical companies in a neighborhood or town.

NOPE “Neighbors Organized to Protect the Environment,” founded as a legal corporation in the State of Texas.

OFGEM’s ARM “Office of Gas and Electricity Markets” ARM—is what is traditionally known in the IT solution industry as Business Process Management (BPM) for an asset-intensive industry such as utilities, with a focus on Enterprise Asset and Risk Management (ERM/EAM). Asset Risk Management (ARM) takes a holistic view of all risks and integrates corporate risk and regulatory decisions with plant level AM/Supply Chain decisions.

PAS 55 a specification for asset management developed in cooperation with Lloyds insurance ltd by the Institute of Asset Management to set a common framework for compliance in asset management.

PDA “Personal Digital Assistant.” Small computing device generally capable of being held comfortably in your hand used to record and retrieve selected data.

PEO STRI U.S. Army Program Executive Office Simulation, Training and Instrumentation provides life-cycle management of training, testing and simulation solutions for soldier readiness. PEO STRI PM Field Operations needed the ability to collect information on technology-driven training device maintenance, installation, de-installation, relocation, repair, supply support and site operational support—as well as the development, production and installation of on-site concurrency modifications and system host kits. EDS partnered with Computer Sciences Corporation to meet these virtual training requirements by delivering new hardware, software, communications systems, information technology and collaboration tools.

PMI “Project Management Institute” encourages the continued exploration, discovery and definition of project management knowledge. Moreover, it seeks to identify venues in which this knowledge can be shared with all practitioners so that it may be reduced to practice and enhance the specific skills of all those practicing the profession.

PRINCE “Projects in Controlled Environments,” a project management method covering the organization, management and control of projects. PRINCE was first developed, in 1989, as a UK Government standard for IT project management by the Central Computer and Telecommunications Agency, now part of the Office of Government Commerce.

ROI “Return on Investment” is how much profit or cost saving is realized. An ROI calculation is sometimes used along with other approaches to develop a business case for a given proposal. The overall ROI for an enterprise is sometimes used as a way to grade how well a company is managed.

SOX “Sarbanes–Oxley” provides a complete cross-referenced index of SEC filers, audit firms, offices, CPAs, services, fees, compliance/enforcement actions and other critical disclosure information.

SEC “US Securities and Exchange Commission” is the agency responsible for administering federal securities laws in the US.

TQM “Total Quality Management” is a set of management practices throughout the organization, geared to ensure the organization consistently meets or exceeds customer requirements. TQM places strong focus on process measurement and controls as means of continuous improvement.

UNSD “United Nations Division for Sustainable Development” provides leadership and is an authoritative source of expertise within the United Nations system on sustainable development. It promotes sustainable development as the substantive secretariat to the UN Commission on Sustainable Development (CSD) and through technical cooperation and capacity building at international, regional and national levels. The context for the Division’s work is the implementation of Agenda 21, the Johannesburg Plan of Implementation and the Barbados Program of Action for Sustainable Development of Small Island Developing States.

WBCSD “World Business Council for Sustainable Development,” brings together some 180 international companies in a shared commitment to sustainable development. The mission is to provide business leadership as a catalyst for change toward sustainable development, and to support the business license to operate, innovate and grow in a world increasingly shaped by sustainable development issues.

WICE “World Industry Council for the Environment,” has been founded to initiate, develop, promote and actively participate in activities that contribute to the conservation of nature and the improvement of the environment. WICE is a highly specialized bio-diversity conservation planning and management institution with its own in-house software for conservation prioritization modeling. It has a cost-effective GIS headquarter-based GIS laboratory and as well as mobile GIS field laboratories with user friendly software applications.

WWF “World Wild Life Fund,” wants to build a future where people live in harmony with nature.

Tools and Definitions

@RISK A popular risk analysis add-in to Excel that helps you identify hidden opportunities and avoid pitfalls. Add the power of Monte Carlo simulation to any Excel spreadsheet. Replace uncertain values in your spreadsheet with @RISK distribution functions and simulations. Use historical data to select your @RISK functions. The result is a distribution of possible outcomes and the probabilities of those outcomes occurring. Use presentation-quality graphs and charts to explain your findings to others.

Activity-Based Learning Learning where a student physically and mentally explores subjects by simulation of the work environment, manipulation of tools and materials associated with the world of work, or performance of a real work task.

Asynchronous Learning Asynchronous capabilities give learners access to course materials (including readings, embedded and streamed multimedia and external websites) with time delay between steps in the dialog, allowing participants to respond at their own convenience.

Axiology Philosophical investigation of the nature of value(s) and of the foundations of value judgments.

Balanced Score Cards A management system (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.

Bayesian Belief Networks Bayesian Network for a knowledge domain is an encoding of the joint probability density for all of the variables which are considered. Given a list variables, and a sufficient understanding of the inter-relationships between these variables, it would be possible to model the system mathematically by a large list of probabilities.

Best Practice Method or process to accomplish a task or to achieve an outcome that is recognized as the best way to do so.

Blended Learning Combination of class room instruction and one or more learning technologies, for self-study and to deliver the content to students.

British Standard Defined as the British Standard xxxx where xxxx is the number of the standard. British Standards currently has over 17,000 active standards. Products are commonly specified as meeting a particular British Standard, and in general this can be done without any certification or independent testing. The standard simply provides a shorthand way of claiming that certain specifications are met, while encouraging manufacturers to adhere to a common method for such a specification.

Business Intelligence Systematic process of acquiring, synthesizing and sharing information to achieve organizational goals.

Contextual IQ A measure of your organization's ability to effectively apply its knowledge in goal-oriented fashion, focusing on developing practical business processes in its area of operation.

Communication Defined as the interchange of thoughts or opinions through shared symbols; e.g., language, words and phrases.

Competency Demonstrated ability to perform some skill.

Componential IQ A measure of your organization's ability to build successful business assets using newly uncovered tacit knowledge and analytical processes.

Conceptual Knowledge Knowledge of sensible domain concepts.

Corporate IQ Measure of organizational Intelligence that is made up of four components: Experiential IQ, Contextual IQ, Componential IQ and Emotional IQ.

Creativity Complex product of a person's behavior in a given situation—the ability to bring something new into existence.

Crystal Ball A Microsoft Excel Add-in forecasting tool that uses Monte Carlo simulation to help you analyze risks and uncertainties with the simulation output in a probabilistic approach of uncertainty analysis.

Decision Gate Point along the path in a decision-making process at which the team or team leader must decide to stop, delay, modify or accept the outcome of the decision-making process.

Decision Gatekeeper Executive along the path in a decision-making process who must decide to stop, delay, modify or accept the outcome of the decision-making process.

Decision-Making Strategy choice or problem-solving process (remediation) preceded by a separate problem-finding process (examination & diagnosis).

Distance Learning System and process that connects learners and instructors who are in different locations, presently with global servers allowing around the clock learning access.

Distributed Learning System and process that uses variety of technologies, learning methodologies, online collaboration, and instructor facilitation to achieve applied learning results not possible from traditional education in a truly flexible, anytime/anywhere fashion.

Emotional IQ A measure of your organization's ability to effectively communicate to all concerned how and why specifically your organization is uniquely placed to develop certain products and services.

Epistemology Philosophical investigation of knowledge and truth, of the differences between knowledge and opinion, and between truth and falsehood.

E-learning Technology-based learning focusing on web-based delivery methods.

Experiential IQ A measure of your organization's aptitude to effectively stimulate knowledge exchanges between all individuals that add value to your organization's products and services, with a focus on creative processes and innovation.

Explicit Knowledge Knowledge efficiently connecting those who know with those who need to know, and converted from personal knowledge into organizational knowledge.

Innovation Reforming or reworking of old ideas to come up with something new.

Knowledge Acquaintance with facts, truths, or principles, as from study or investigation.

Knowledge Management Organizational adaption, survival and competency development of individuals to cope better with changes in the (business) environment.

Lean Six Sigma Combines the strengths of Lean Manufacturing and Six Sigma as a management doctrine.

Linguistic Knowledge Knowing how to express concepts in given language.

Metaphysics Philosophical investigation of the nature of reality, being or existence.

Negotiation Problem-solving process in which two or more people voluntarily discuss their differences and attempt to reach a joint decision on their common concerns. It is one of the most common approaches used to make decisions and manage disputes.

Neural Nets Neural Network is an interconnected assembly of simple processing elements, *units* or *nodes*, whose functionality is loosely based on the animal neuron. The processing ability of the network is stored in the inter-unit connection strengths, or *weights*, obtained by a process of adaptation to, or *learning* from, a set of training patterns.

Ontology Branch of philosophy that deals with being, and divides human knowledge or a subset of human knowledge into a clean set of categories and taxonomies, e.g., the Decimal System.

Organizational Intelligence Concept of organizational smartness that is measured by the corporate IQ.

Organizational IQ Synonymous with corporate IQ, see **Corporate IQ**

Organizational Learning Capturing, sharing and using an organization's experience to accelerate performance improvement.

Planetary IQ The globally aggregated measure of Organizational Intelligence taken as the arithmetic average of a representative population of corporate IQs at any time.

Pragmatic Knowledge Knowing about topics what users usually say or think, what they consider important, and often acquired by doing the activity.

Processes Naturally occurring or designed sequence of changes of properties or features of an object or system. In business, this may be a transformation of physical state, a chemical reaction, or an assembly by humans and machines—it commonly involves capital, time and space.

Scientific Method Gathering information through careful observation to validate hypotheses and theories.

Sierra Club An environmental grass root organization (in USA and Canada) that works on issues ranging from climate change and energy to toxic chemical contamination and loss of biological diversity.

Six Sigma A disciplined, data-driven approach and methodology for eliminating defects (driving toward six standard deviations between the mean and the nearest specification limit) in any process—from manufacturing to transactional and from product to service.

Stakeholders Those parties that have an interest or stake in the outcome of a specific situation.

Strategy Deliberate choice of method and manner in which a goal will be achieved.

SUMMIT An integrated software system to manage your entire business process.

Synchronous Two-way communication with virtually no time delay, allowing all participants to respond in real-time.

Tacit Knowledge Personal knowledge rooted in individual experience and involving personal belief, perspective and values.

Value Chain System that categorizes the generic value-adding activities of an organization. The main activities are: outbound logistics, production, inbound logistics, sales and marketing and maintenance. These activities are supported by: administrative infrastructure management, human resources management, R&D and procurement. The costs and value drivers are identified for each value activity.

Web-Based Training (WBT) Computer-based training in which training materials (online courses) reside on pages accessible through the world wide web.

Whiteboard Learning materials on “shared whiteboard,” enabling the use of “colored pens” and “erasers” to mark up the electronic whiteboard.

Workflow Organized sequence of actions that efficiently links people, technology and processes. Workflow includes critical decision gates that prompt for the compilation of new and old knowledge needed for making the right decisions at the right time—for adding optimum value to products, projects and the corporate portfolio.