Power Measurement Blog Measurements Folder

The purpose of this document is to list the Power Measurement documents. Included in the list are the introductory purpose paragraph, a link to the document on line and the copyright date. The first list will be by date newest first. The second list is alphabetical. See new TeamsWin Downloads for latest Blog.
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Measure objectively: Business Science says we already do

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The purpose of this document is to define Strategic Objective Measurement. Many people will be surprised to discover we are already objectively measuring everything needed to build the most useful Business Models. In other words, we already collect the dots, and Business Models (built to Business Science principals) connect the dots. Because we work together, divide up the work, and work for each other; we need to report. Like navigational mapping tools, these reports summarize functional position, activity and change. They are summaries because the first rule of reporting is to keep it simple and be prepared to answer questions. So we keep it simple with summaries, allowing us to drill down to finer detail to answer questions. Each function has a specific focus which means a unique form of summarization; and because the principles of reporting and organizing are found in Business Science, Business Science teaches us how to connect those dots.
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Facets of a Business Model

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The purpose of this document is to define a Business Model. When complete, a Business Model will reside in your computer like a diamond with many facets. Like a four dimensional diamond in your hand, we will be able to look at your business from any angle or facet; and because of the enlightenment of the Business Model, we will be able to see the whole business from all its facets. TeamsWin Business Models are like diamonds because of the complex but not complicated structure of our meta-model.

For example: take yourself in your own position in any organization. In your mind's eye you can see the whole organization from your viewpoint. Some things are close and some are farther away, but you should be able to relate yourself to everything you see in your business. Our Business Models do that for you and everyone else in your organization, plus for every product, process, facility, location, position, department, goal, objective, or facet of your organization.

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Decision Support is Report Integration

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The purpose of this document is to define all decision support information as report integration. For each business decision type, Business Science teaches us information requirements. Since we collect information by function, those requirements come from internal and external functional reports. For each decision type, those information requirements are cross-functional. In other words, for years owners have been supporting their business decisions by manually integrating information from their functional reports. They do not need to pay for a new system with its expensive information technology and consulting fees. TeamsWin has copyrighted technology or tools that will integrate their reports into an objective business model for a small service fee.

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Tax Revenues, Tax Rates and Curves

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The purpose of this document is to define how we budget for the effect of taxes. In other words, this document defines the relationship between tax revenues and tax rates. If you raise tax rates and the revenue goes down, can you lower tax rates and forecast the revenues to go up? No, because we cannot predict the relationship between these revenues and rates. When people budget, they are forced to assume that relationship is linear, but history says it is a curve, a curve we cannot predict. Common sense also says it should be a curve. Common sense says that when taxes are either 100% or 0% government will receive zero revenue. In between 0% and 100% revenues go up and then down as the tax rate increases. In other words, common sense says that as the tax rate goes up, revenue goes up to a point as a function of the tax rate; but that function changes or curves as the rate goes up. It changes because people are free to end businesses, free to retire. As long as people are free, we cannot predict that point. It is like navigation. The weather throws curves to the navigator all the time, but he is forced to navigate with linear functions.

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Accounts

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The purpose of this document is to define accounts. According to Encarta Dictionary, an account is a report (an explanation of something that has happened) especially one given to somebody in authority (the owner in this example). The purpose of this document is to define accounts by describing the different types of reports given to those people in authority. It also defines accounts by describing the ways those people in authority set up (define) those types of reports so those accounts will define the business of that authority. In other words, you will see there is a prophetic element to collecting history. Those accounts are like buckets set up in advance to collect meaningful history. You will also see that history is collected by time period. To be meaningful, those buckets must be collected and analyzed or compared by time period. Dates are time periods, but so are Months, Years, Decades and Centuries. So, instead of being a point in time like a date, a time period is a line in time or a time line. Like accounts, you will see that time lines have to be set up ahead of time to collect meaningful history.

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Laborers Excellent Teamwork Measurement

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The purpose of this document is to describe to gifted laborers the power of business models. When your work is your calling, business models will get you paid up front for the proven excellence of your work. If your work is your calling, then it is excellent, and when you team with other people doing their calling the result will be excellent teamwork. The only way to measure teamwork is a business model constructed from free or very inexpensive technology with the inexpensive help of a business modeler, a person called to provide this understanding or teamwork measurement.

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Subjective Perception vs. Objective Models

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The purpose of this document is to describe to business owners the power of business models. The subject of this document (Subjective Perceptions vs. Objective Models) reflects the problem of information overload. Without the integrative power of a formal business model, the owner is forced to base decisions on subjective perceptions. TeamsWin (Information Heavylifting) Database Services provide business owners with his (his or her) objective business model that currently lays hidden in the owner's reports. The output of our services and the owner's view of his business model will usually be in the form of a scorecard type worksheet that will organize information for decision making. Business models organize information by objectives. In other words, from his scorecard the owner will see relationships (rates and factors and their trends, with pictures) between people, places, things and events of his business. Over time those rates and factors will show cause and effect, helping him improve his commitments.

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No Model Hidden

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The purpose of this document is to describe what to do when there is no model hidden in the owner's reports. For various reasons, many people operate using business systems that are not fully implemented. At the same time, one of the best ways to define a strategic plan is to fully implement the systems. The full implementation process (including several years of history) may not be expensive. That implementation is mostly the process of building "drop down" lists. Those lists and their connections help define your business model. Your actual model is composed of the use of the instances on those lists, but those lists are your strategic template.

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Rollups or Account Summaries

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The purpose of this document is to describe access to understanding hidden in an owner's reports. The keys to that access are the various ways the owner and his industry have summarized information in their reports. Our Teamswin business models use our

copyrighted logical data model to associate those keys. The result: big picture or cross-functional views of that information from any key or combination of keys.
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Comprehension, Meaning Geometry, Navigation and Account Charts

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The purpose of this document is to describe the path to my calling of Power and Faith Measurement. My unique calling of Power or Faith Measurement evolved from my natural interest in comprehension. Along the way I discovered there is no such thing in nature as randomness. Plus, there are limits to both the largeness and smallness of the Universe. Plus again, the Earth is the only place in the universe where we can know or measure those limits. Someone said we do not know anything until we can measure it. My calling is about all types of measurements, large and small. All comprehension involves recognizing relationships. In other words, meaning has geometry. All meaning can be measured naturally using the Earth (geo) and its unique position in the universe. So (like wise men) we can navigate together as teams if we comprehend the meaning of geo relationships. As teams we can chart a course, and use that strategy (strategic map) to understand our goals and objectives. That understanding is 80% of strategic planning. As teams we define the problem before we solve it with benchmarks to achieve goals and objectives. My unique calling of Power or Faith Measurement evolved from my natural interest in comprehension.
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Data Architecture Data Dictionary Defined

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The purpose of this document is to define data architecture and data dictionary. They may seem like technical terms unique to information technology, but their real value is they are independent of technology. They model requirements technology solutions must support. Independent of the technology, they model the more stable business relationships that control the other information architectures.
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Scorecards

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The purpose of this document is to describe scorecards as measurements by contrasting them with other types of measurements and giving some examples. In doing so, I will use the copyrighted TeamsWin Template of measurements. Before it can be used as a thinking tool or information architecture, or Business Science outline, or any other use, the Template must be understood. As are all meta-models, it is very abstract. So, for several years I have been writing documents and putting them in my website www.teamswin.net to help people understand the power of this simple tool. Here I am going to describe it in terms measurement and focus and to use it to isolate the definition of scorecards.
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Dashboards

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Boundary County Museum Strategy and Data Dictionary

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The Boundary County Museum needs a Data Dictionary that defines their Museum Strategy. In other words they need to define the categories they want to use to define the People, Places, Things and Events depicted by the museum. This data dictionary will serve as a meta-model for describing museum artifacts in the museum software. It will hopefully give people a top-down view of the Strategy or logic or meaning of the local naming conventions.

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Graduate Work

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Accountant's Consultant's Checklist

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Chart of Accounts Expanded

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TeamsWin – Measuring Teamwork

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The purpose of this document is to show how TeamsWin Services and Software may be the only way to measure teamwork. Teamwork measurement requires a general business model and so far we have the only one. Strategies define teams. Our strategic planning data model fits all the planning models we could find. According to our TeamsWin (general business) Data Model, strategies define a purpose and the team associated with that purpose. That team includes: owner, sales people, producers, facilitators, suppliers, and customers. In a simpler statement, strategies define a person helping someone else with help from others.

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Information
(Needs Transformation)

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The purpose of this document is to describe the information we collect in business functions, and show how it has to be transformed for decision support. In other words, to estimate the cross-functional impact of business decisions, functional information has to be transformed. We collect information as we do things, and we must transform that information so we can use it.

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Data Architecture

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For people who have a data architecture requirement, the purpose of this document is to introduce our TeamsWin Multimedia Data Dictionary. Our TeamsWin services supply tools for strategic thinking. One of the products of our service is a multimedia data dictionary that will satisfy many business and data architecture requirements.

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Outsource Data Architecture

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Outsource Your Data Architecture---For people who have a data architecture requirement, the purpose of this document is to introduce my unique Data Dictionary. TeamsWin services produce tools for strategic thinking, and one of those tools is a multimedia data dictionary that will satisfy many business and data architecture requirements. Our data dictionary may eliminate the need for a data architect.
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Business Model Facility Standard Location Grid

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Design Build Integration Example: Purpose- Explain How We Integrate with Context

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The purpose of this document is to provide an example to explain how we bring separate worlds together, how we use relationships, rates, factors and a common language to bring separate worlds together. For example: in manufacturing, we integrate Design and Build. Design and Build are separate worlds or integrations with separate languages. Language integration is important because the context (or meaning) of words is everything in decision support, business modeling, and integration.
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The Big Picture–The Business Relationships

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The purpose of this document is to expand on what it means to see "The Big Picture". No matter what the subject, the "Big Picture" is simply a view of business relationships, a view you do not get looking at functional system information. This document will

describe all those relationships and give some examples of seeing information organized by those relationships.

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Motivation Quality and Profitability

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The purpose of this document is to quickly define motivation, quality, and profitability, and show how they integrate to form the "Big Picture". The "Big Picture is a view of the motivation, quality and profitability relationships. Motivation is good. Quality is good. Profitability is good. But, increasing one may have negative impacts on the other two. Therefore, business decision makers must always estimate, project, plan for and measure these Big Picture entities and the impact of their relationships. Motivation is People and Future oriented. We motivate people with Communication, Organization and Planning. Included in that motivation is the reward people will receive for their product or service. Rewards are agreed upon in advance as defined by the group's Organizational and Personal Development Standards and reported from human resource (HR) type functions. Notice these four elements (Planning, Organization (Reward), Communication) are all oriented to the future and to people.

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TeamsWin Power Measurement as Information Leverage

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The purpose of this document is to define TeamsWin Power Measurement as information leverage. Information leverage normally refers to the power from the use and reuse of information in data management. For example: addresses should be stored in one place to make it easier to manage changes used in many places. To have one address list or one card file for the whole company, information relationships make that possible. With TeamsWin Power Measurement, we expand that address idea to all relationships. Address leverage is a power created through address relationships. We have a tool that recognizes all relationships. Our tool recognizes relationships. Our tool is new and exciting because it streamlines that recognition process, the thinking process. It is a thinking tool. With our tool and your existing information, we can analyze your specific internal and external functions using general business principles to produce a specific business model. In other words, we leverage your existing information and relationships to produce your thinking tool.

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Measurements

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TeamsWin Systems and Services are organized around a template of measurements. The purpose of this document is to describe those measurements. To define and filter information for decision making, our template is organized around measurements. First, it is a view of three ways we measure things: how we measure the future, the present and the past. For each of those three ways there is an objective measure, a control measure and an activity measure. So in total there are nine measurements. Any more and it would be too complicated. Any less and it would not comprehensively describe things.

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Business Model: An Extended Navigation Model: They say: "Business models?", "Navigation models?"

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When we tell people what we do, we usually get blank stares. We build business models or data models. While business modeling is a new discipline, even when compared to other business modeling, our modeling is unique. Why? To make our modeling affordable for all business, we use a special system of standards, and we navigate from standard to standard.

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TeamsWin Three Folds

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TeamsWin Power Measurement (Information Heavylifting) measures with integrations or three folds. In 1985 the key to our design was recognized as a three fold, and we like the way they work for both integrity and analysis. You could say we force everything into three folds, and we like the result.

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Top-Down Leadership Bottom-Up Management:
Measuring Teamwork

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The purpose of this document is to explain the difference between management, and leadership; highlighting the top down abilities of TeamsWin Services and Databases in measuring teamwork to improve leadership and management.
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Transition to Understanding:
A Dictionary is Required for Understanding

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The purpose of this document is to describe the transition to understanding from the organization of information on reports to the understanding of information requirements for a specific decision. A dictionary understanding is required for understanding a business. I will explain. A business model dictionary (or a dictionary type understanding) is required for understanding the business model. Any dictionary lists words and defines those words by associating them with other words in context. General and specific examples give us an understanding of the word. Functional viewpoints add to our definition. For example: cross-functional uses of the word show us that one function's product is another function's requirement. The dictionary lists the functional understanding of our word. In other words, each function (or use) has unique general and specific examples of the word. Someone who knows the "big-picture" knows those dictionary understandings, how they relate to each other, and how they integrate for an overall purpose. "Strategic entities are those "words" that you see across functions.
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TeamsWin Work Measurement: Work Measurement Simplified

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The purpose of this document is to explain work measurement. This is a simplified version of work measurement, without the analysis. Until we begin analysis (comparing work measurements to each other), the basic elements are simple. Here we want to show how only four types of work measurement produce all the measurement required to understand business.

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Facility Classifications – Maps: Facility Reports - Maps

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The purpose of this document is to see how maps can be used to quickly forecast activity measurements. TeamsWin Information Heavylifting Services transform reports into strategic relationships for decision making. Besides Sales, Production, Management and Financial Reports, reports also come with names like catalogs, regulations, industry standards, payrolls and maps. Maps are probably the main type of facility report. Maps usually come with a grid, a legend and an index of facilities classifications. Those facility classifications are the key to activity measurement and estimating. For example: How will a new location affect our distribution costs?

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Geographical Reference Systems (GREFS)

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Time, distance, direction, speed, and location are all based on a reference to two points, the north and south poles of the earth. This reference system is a standard to be used for measurement no matter where you are, in the city or in the country, on land or on water, in the air or on the ground, or what you are doing (traveling, planning, or budgeting). Any measurement needs a reference system. Business models and databases are measurements and reference systems, plans and budgets are measurements and reference systems. A good measurement needs a reference system.

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Strategic Reporting from Gonzaga's Banner System

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The purpose of this document is to show how Information Heavylifting may supplement the Gonzaga University Banner Enterprise Database, especially in the area of historical research including cradle to grave tracking of student's university experience. If an enterprise database does not have strategic capability, TeamsWin Information Heavylifting can help.

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History Matches Cause and Effect

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The purpose of this document is to show how estimates are used to navigate. History is organized by time period. Time periods are required for estimating, and estimating (or confidence) is the purpose of history. Reports from all systems measure confidence for estimating. So, reports from all systems are organized by time period for three basic measurements in reports: effectiveness, control and efficiency.

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Alphabetical Sort

Accounts

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Business Model Facility Standard Location Grid

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Design Build Integration Example: Purpose- Explain How We Integrate with Context

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The purpose of this document is to provide an example to explain how we bring separate worlds together, how we use relationships, rates, factors and a common language to bring separate worlds together. For example: in manufacturing, we integrate Design and Build. Design and Build are separate worlds or integrations with separate

languages. Language integration is important because the context (or meaning) of words is everything in decision support, business modeling, and integration.
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Facets of a Business Model

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The purpose of this document is to define a Business Model. When complete, a Business Model will reside in your computer like a diamond with many facets. Like a four dimensional diamond in your hand, we will be able to look at your business from any angle or facet; and because of the enlightenment of the Business Model, we will be able to see the whole business from all its facets. TeamsWin Business Models are like diamonds because of the complex but not complicated structure of our meta-model. For example: take yourself in your own position in any organization. In your mind's eye you can see the whole organization from your viewpoint. Some things are close and some are farther away, but you should be able to relate yourself to everything you see in your business. Our Business Models do that for you and everyone else in your organization, plus for every product, process, facility, location, position, department, goal, objective, or facet of your organization.
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Facility Classifications – Maps: Facility Reports - Maps

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The purpose of this document is to see how maps can be used to quickly forecast activity measurements. TeamsWin Information Heavylifting Services transform reports into strategic relationships for decision making. Besides Sales, Production, Management and Financial Reports, reports also come with names like catalogs, regulations, industry standards, payrolls and maps. Maps are probably the main type of facility report. Maps usually come with a grid, a legend and an index of facilities classifications. Those facility classifications are the key to activity measurement and estimating. For example: How will a new location affect our distribution costs?
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Geographical Reference Systems (GREFS)

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Time, distance, direction, speed, and location are all based on a reference to two points, the north and south poles of the earth. This reference system is a standard to be used for measurement no matter where you are, in the city or in the country, on land or on water, in the air or on the ground, or what you are doing (traveling, planning, or budgeting). Any measurement needs a reference system. Business models and

databases are measurements and reference systems, plans and budgets are measurements and reference systems. A good measurement needs a reference system.
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Strategic Reporting from Gonzaga's Banner System

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The purpose of this document is to show how Information Heavylifting may supplement the Gonzaga University Banner Enterprise Database, especially in the area of historical research including cradle to grave tracking of student's university experience. If an enterprise database does not have strategic capability, TeamsWin Information Heavylifting can help.
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Graduate Work

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The purpose of this document is to motivate new college graduates in a business modeling career using TeamsWin tools and services.
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History Matches Cause and Effect

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The purpose of this document is to show how estimates are used to navigate. History is organized by time period. Time periods are required for estimating, and estimating (or confidence) is the purpose of history. Reports from all systems measure confidence for estimating. So, reports from all systems are organized by time period for three basic measurements in reports: effectiveness, control and efficiency.
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Information
(Needs Transformation)

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The purpose of this document is to describe the information we collect in business functions, and show how it has to be transformed for decision support. In other words, to estimate the cross-functional impact of business decisions, functional information has to be transformed. We collect information as we do things, and we must transform that information so we can use it.
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Power Measurement Blog Measurements Folder

TeamsWin Power Measurement as Information Leverage

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The purpose of this document is to define TeamsWin Power Measurement as information leverage. Information leverage normally refers to the power from the use and reuse of information in data management. For example: addresses should be stored in one place to make it easier to manage changes used in many places. To have one address list or one card file for the whole company, information relationships make that possible. With TeamsWin Power Measurement, we expand that address idea to all relationships. Address leverage is a power created through address relationships. We have a tool that recognizes all relationships. Our tool recognizes relationships. Our tool is new and exciting because it streamlines that recognition process, the thinking process. It is a thinking tool. With our tool and your existing information, we can analyze your specific internal and external functions using general business principles to produce a specific business model. In other words, we leverage your existing information and relationships to produce your thinking tool.

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Measurements

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TeamsWin Systems and Services are organized around a template of measurements. The purpose of this document is to describe those measurements. To define and filter information for decision making, our template is organized around measurements. First, it is a view of three ways we measure things: how we measure the future, the present and the past. For each of those three ways there is an objective measure, a control measure and an activity measure. So in total there are nine measurements. Any more and it would be too complicated. Any less and it would not comprehensively describe things.

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No Model Hidden

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The purpose of this document is to describe what to do when there is no model hidden in the owner's reports. For various reasons, many people operate using business systems that are not fully implemented. At the same time, one of the best ways to define a strategic plan is to fully implement the systems. The full implementation process (including several years of history) may not be expensive. That implementation is mostly the process of building "drop down" lists. Those lists and their connections help define your business model. Your actual model is composed of the use of the instances on those lists, but those lists are your strategic template.

Power Measurement Blog Measurements Folder

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Laborers Excellent Teamwork Measurement

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The purpose of this document is to describe to gifted laborers the power of business models. When your work is your calling, business models will get you paid up front for the proven excellence of your work. If your work is your calling, then it is excellent, and when you team with other people doing their calling the result will be excellent teamwork. The only way to measure teamwork is a business model constructed from free or very inexpensive technology with the inexpensive help of a business modeler, a person called to provide this understanding or teamwork measurement.
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Measure objectively: Business Science says we already do

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The purpose of this document is to define Strategic Objective Measurement. Many people will be surprised to discover we are already objectively measuring everything needed to build the most useful Business Models. In other words, we already collect the dots, and Business Models (built to Business Science principals) connect the dots. Because we work together, divide up the work, and work for each other; we need to report. Like navigational mapping tools, these reports summarize functional position, activity and change. They are summaries because the first rule of reporting is to keep it simple and be prepared to answer questions. So we keep it simple with summaries, allowing us to drill down to finer detail to answer questions. Each function has a specific focus which means a unique form of summarization; and because the principles of reporting and organizing are found in Business Science, Business Science teaches us how to connect those dots.
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Measuring Teamwork

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The purpose of this document is to show how TeamsWin Services and Software may be the only way to measure teamwork. Teamwork measurement requires a general business model and so far we have the only one. Strategies define teams. Our strategic planning data model fits all the planning models we could find. According to our TeamsWin (general business) Data Model, strategies define a purpose and the team associated with that purpose. That team includes: owner, sales people, producers, facilitators, suppliers, and customers. In a simpler statement, strategies define a person helping someone else with help from others.

Power Measurement Blog Measurements Folder

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Motivation Quality and Profitability

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The purpose of this document is to quickly define motivation, quality, and profitability, and show how they integrate to form the "Big Picture". The "Big Picture is a view of the motivation, quality and profitability relationships. Motivation is good. Quality is good. Profitability is good. But, increasing one may have negative impacts on the other two. Therefore, business decision makers must always estimate, project, plan for and measure these Big Picture entities and the impact of their relationships. Motivation is People and Future oriented. We motivate people with Communication, Organization and Planning. Included in that motivation is the reward people will receive for their product or service. Rewards are agreed upon in advance as defined by the group's Organizational and Personal Development Standards and reported from human resource (HR) type functions. Notice these four elements (Planning, Organization (Reward), Communication) are all oriented to the future and to people.
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Outsource Data Architecture

Copyrighted 12/20/08 by Robert D. Pace

Outsource Your Data Architecture---For people who have a data architecture requirement, the purpose of this document is to introduce my unique Data Dictionary. TeamsWin services produce tools for strategic thinking, and one of those tools is a multimedia data dictionary that will satisfy many business and data architecture requirements. Our data dictionary may eliminate the need for a data architect.
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Rollups or Account Summaries

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The purpose of this document is to describe access to understanding hidden in an owner's reports. The keys to that access are the various ways the owner and his industry have summarized information in their reports. Our Teamswin business models use our copyrighted logical data model to associate those keys. The result: big picture or cross-functional views of that information from any key or combination of keys.
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Power Measurement Blog Measurements Folder

Scorecards

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The purpose of this document is to describe scorecards as measurements by contrasting them with other types of measurements and giving some examples. In doing so, I will use the copyrighted TeamsWin Template of measurements. Before it can be used as a thinking tool or information architecture, or Business Science outline, or any other use, the Template must be understood. As are all meta-models, it is very abstract. So, for several years I have been writing documents and putting them in my website to help people understand the power of this simple tool. Here I am going to describe it in terms measurement and focus and to use it to isolate the definition of scorecards.
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Subjective Perception vs. Objective Models

Copyrighted 03/05/11 by Robert D. Pace

The purpose of this document is to describe to business owners the power of business models. The subject of this document (Subjective Perceptions vs. Objective Models) reflects the problem of information overload. Without the integrative power of a formal business model, the owner is forced to base decisions on subjective perceptions. TeamsWin (Information Heavylifting) Database Services provide business owners with his (his or her) objective business model that currently lays hidden in the owner's reports. The output of our services and the owner's view of his business model will usually be in the form of a scorecard type worksheet that will organize information for decision making. Business models organize information by objectives. In other words, from his scorecard the owner will see relationships (rates and factors and their trends, with pictures) between people, places, things and events of his business. Over time those rates and factors will show cause and effect, helping him improve his commitments.
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Tax Revenues, Tax Rates and Curves

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The purpose of this document is to define how we budget for the effect of taxes. In other words, this document defines the relationship between tax revenues and tax rates. If you raise tax rates and the revenue goes down, can you lower tax rates and forecast the revenues to go up? No, because we cannot predict the relationship between these revenues and rates. When people budget, they are forced to assume that relationship is linear, but history says it is a curve, a curve we cannot predict. Common sense also says it should be a curve. Common sense says that when taxes are either 100% or 0% government will receive zero revenue. In between 0% and 100% revenues go up and then down as the tax rate increases. In other words, common sense says that as the tax rate goes up, revenue goes up to a point as a function of the tax rate; but that function

changes or curves as the rate goes up. It changes because people are free to end businesses, free to retire. As long as people are free, we cannot predict that point. It is like navigation. The weather throws curves to the navigator all the time, but he is forced to navigate with linear functions.

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The Big Picture–The Business Relationships

Copyrighted 09/18/08 by Robert D. Pace

The purpose of this document is to expand on what it means to see "The Big Picture". No matter what the subject, the "Big Picture" is simply a view of business relationships, a view you do not get looking at functional system information. This document will describe all those relationships and give some examples of seeing information organized by those relationships.

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TeamsWin Three Folds

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TeamsWin Power Measurement (Information Heavylifting) measures with integrations or three folds. In 1985 the key to our design was recognized as a three fold, and we like the way they work for both integrity and analysis. You could say we force everything into three folds, and we like the result.

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Top-Down Leadership Bottom-Up Management: Measuring Teamwork

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The purpose of this document is to explain the difference between management, and leadership; highlighting the top down abilities of TeamsWin Services and Databases in measuring teamwork to improve leadership and management.

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Transition to Understanding: A Dictionary is Required for Understanding

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The purpose of this document is to describe the transition to understanding from the organization of information on reports to the understanding of information requirements for a specific decision. A dictionary understanding is required for

understanding a business. I will explain. A business model dictionary (or a dictionary type understanding) is required for understanding the business model. Any dictionary lists words and defines those words by associating them with other words in context. General and specific examples give us an understanding of the word. Functional viewpoints add to our definition. For example: cross-functional uses of the word show us that one function's product is another function's requirement. The dictionary lists the functional understanding of our word. In other words, each function (or use) has unique general and specific examples of the word. Someone who knows the "big-picture" knows those dictionary understandings, how they relate to each other, and how they integrate for an overall purpose. "Strategic entities are those "words" that you see across functions.

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TeamsWin Work Measurement: Work Measurement Simplified

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The purpose of this document is to explain work measurement. This is a simplified version of work measurement, without the analysis. Until we begin analysis (comparing work measurements to each other), the basic elements are simple. Here we want to show how only four types of work measurement produce all the measurement required to understand business.

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