

Measure objectively: Business Science says we already do

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.

Strategic Objective Measurement

Strategic Objective Measurements are the facts that define business objects and objectives. Like a black box, functions report the facts of what goes in and what comes out of that function box. It is called a black box because the secrets of how things are done stay hidden like they should. Because we have to communicate to work together, the things that flow between the black boxes are reported using Business Science principals. The same principles that define how we work together and report also define our strategic objects (In fact, that common definition of those objects is the most important (more than 80%) part of the strategic process). In other words, object definitions are derived from the integration of those functional reports. Reporting and organizational principles from Business Science describe how the functions together define the objects. Keeping Business Science as a black box, we can say together those reports define the people, places, things and objectives of the business.

If we work together, we report

Strategic objective measurement facts all come from internal and external functional reports. My daughter is a research scientist, and she has trouble imagining how people can measure her business (the scientific process) objectively. In fact many people have that problem, but, in most cases they are already doing it with the Business Science hidden in reports. Even research scientists work together, divide up the work, work for each other, and therefore need to report. A Business Model is a set of objective measurements, and those measurements are hidden in the functional reports. Besides the scientific process, they also hire financial and human resource specialists. The object definitions are not complete without the reports from those guys outside the business process. Therefore, because of unique focus, each function speaks a separate language with separate forms of summarization. Business Science is the science of how all this integrates to show how people work together.

General Report Formats found in Business Science

For a Business Scientist, report formats are easy to identify. It is so simple the reason I have no competition is there is no money in it; no special software, no special consulting. My solution is mostly clerical and a way for people in my town to work out of their homes. For example: we can imagine the business objects in a sales report, production report, production inputs (purchasing) or production outputs (completions and inventory) or a distribution report, financial report, and organizational report (payroll reports). There are also charts of accounts to help pull it all together. You will see from these common report formats how Business Science teaches us how to communicate with Customers, Suppliers, Facilitators, and Owners. Earlier we mentioned the importance of financial and organizational reports. The only function recording each person's purpose and their position in the organization is the management system including human relations functions and payroll. With those reports (including their coding charts that work like the financial Chart of Accounts) we define financial and organizational history. These descriptions are very objective measurements. From them we see the order of the strategic plan. One looks forward and the other looks backward in time. Therefore, to see the plan that caused the profit or loss, like matching revenues and expenses we must look at reports over time to see who was responsible for what. Change is reflected first in the org chart that looks forward, then the expenses, then the production or services, then the sales and revenues. I say these report formats are easy to recognize because it is my black box. When I say Business Model I am talking about a TeamsWin Business Model produced from reports using the copyrighted Pace TeamsWin General Business Meta-Model found at our [TeamsWin Measurement](#) website. TeamsWin Business Models are four dimensional diamonds. With the fourth dimension of Time we can display cause and effect. We model those business reports over time, and by the Business Science of our Meta Model those reports are already organized and related. Business Science is the language that brings people of diverse talents together to succeed in business. A by-product of a Business Model: everyone in the business will see that language in action with their familiar business as the example.

Summary: Measuring objectively using Business Science

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