

# CONTENTS

<b>ABOUT THE AUTHOR</b>	xi
<b>ACKNOWLEDGEMENTS</b>	xv
<b>FOREWORD</b>	xvii
<b>1 THE DATA KNOWLEDGE CRUNCH</b>	1
Introduction	1
The data and information explosion	2
The failure to turn data into mission-critical insights	3
Investment in business intelligence	6
Evidence-based management	9
Conclusions	12
<b>2 THE EVIDENCE-BASED MANAGEMENT MODEL</b>	13
Introduction	13
Evidence-based medicine	15

## viii CONTENTS

---

The scientific method	15
The EbM model explained	16
Conclusions	20
<b>3 IDENTIFYING OBJECTIVES AND INFORMATION NEEDS</b>	<b>21</b>
Introduction	21
How a police 'SWAT' team uses EbM	22
Step 1 – sub-step one: what do we need to know?	25
Strategic performance management frameworks	30
A strategy map as a hypothesis	50
Who needs to know what, when and why?	52
What are the most important unanswered questions?	54
Ten steps for creating good KPOs and KAQs	58
Conclusions	63
<b>4 COLLECTING THE RIGHT DATA</b>	<b>65</b>
Introduction	65
Key performance indicators and building evidence	67
Collecting the right data	69
What is evidence and what is data?	70
Data collection methodologies	71
Quantitative data collection methods	72
Qualitative data techniques	78
Using both quantitative and qualitative data	83
Making data collection part of the job	84
Engaging people in data collection	87
Assigning meaning to data	89
Reliability and validity	93
Planning the data collection process	94

The role of IT infrastructure and applications in the collection of data	96
Conclusions	100
<b>5 ANALYSE THE DATA AND GAIN INSIGHTS</b>	<b>101</b>
Introduction	101
Data analysis	104
Budgeting and planning	112
Reporting and consolidation	113
Value-driver modelling	113
Experimentation	117
Role of IT infrastructure and applications in analysing data	129
Conclusions	132
<b>6 PRESENT AND COMMUNICATE THE INFORMATION</b>	<b>135</b>
Introduction	135
How to get the attention of decision makers	137
Publishing analogies	138
Guidance for presenting information	144
The role of IT infrastructure and applications in presenting information	151
Conclusions	160
<b>7 TURNING INFORMATION INTO ACTIONABLE KNOWLEDGE</b>	<b>163</b>
Introduction	163
Ensure that the available evidence is used to make the best decisions	167
Turning knowledge into action	172

x **CONTENTS**

---

The knowing doing gap	173
Conclusions	188
<b>8 CONCLUSIONS AND ACTION CHECKLIST</b>	189
Introduction	189
Action checklist	193
Final words	207
<b>REFERENCES</b>	209
<b>INDEX</b>	213

UNCORRECTED PROOF  
<http://www.pbookshop.com>