Kickstart your Enterprise Design with an

ENTERPRISE SCAN

Agenda

Context and background

The Enterprise Scan

Questions

The only constant is change.

~ Heraclitus

500 B.C.

AZ QUOTES

Today

70% of business transformation projects fail

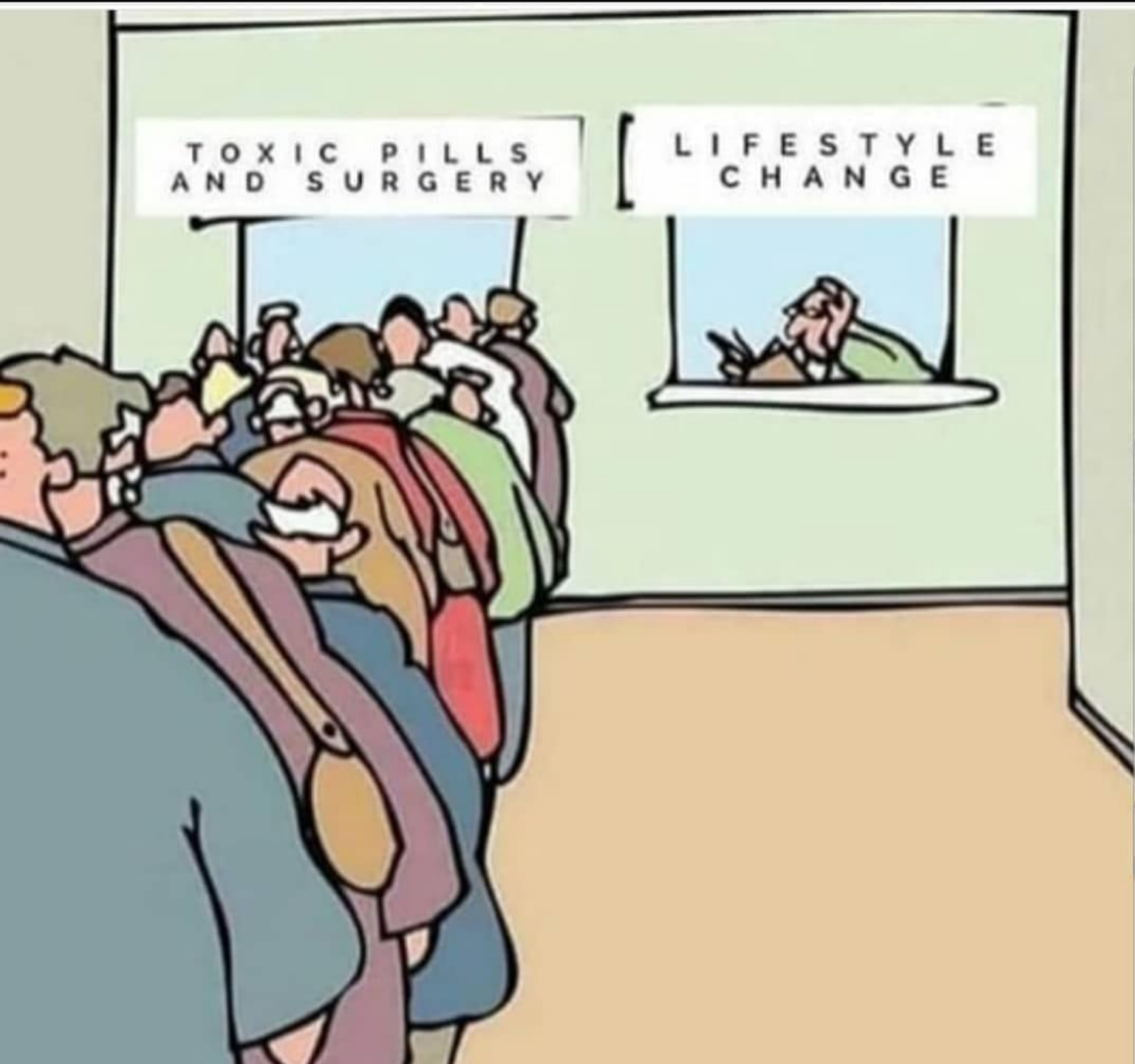**McKinsey**

70% of digital transformation projects fail

Gartner

But, how can that be??

If change has been a constant from the dawn of time

and a concept of discussion since before the Roman empire!

Why are we still so bad at it??

TOXIC PILLS AND SURGERY

LIFESTYLE CHANGE

"What if we don't change at all ...
and something magical just happens?"

Who wants change?

Who wants to change?

There is no lack of reasons available to us

Leadership & Vision

1. Lack of clear vision
2. Weak leadership
3. Inconsistent messaging
4. Inadequate sponsorship
5. Failure to align leadership
6. No sense of urgency
7. Reactive instead of proactive
8. Lack of follow-through

Planning & Strategy

9. Poor planning
10. No roadmap
11. Overly ambitious scope
12. Lack of alignment with strategy
13. Ignoring the external environment
14. Failure to anticipate resistance
15. Underestimating the complexity

People & Culture

16. Resistance to change
17. Lack of employee engagement
18. Cultural misalignment
19. Lack of training
20. Ignoring the emotional impact
21. No involvement of middle management
22. Inadequate communication with staff
23. Change fatigue
24. Lack of accountability
25. Failure to reward desired behaviours

Process & Execution

26. Poor change management process
27. Failure to execute
28. Inefficient resource allocation
29. Insufficient technology
30. Failure to measure progress Scope creep

26. Poor project management
27. Lack of adaptability
28. Too much bureaucracy
29. Stakeholder Engagement
35. Lack of stakeholder involvement
36. Ignoring stakeholder concerns
37. Failure to build consensus
38. Inadequate change champions

Organizational Structure

39. Rigid organizational structure
40. Silos
41. Role confusion
42. Failure to decentralize decision-making
43. Timing & External Factors
43. Bad timing
44. Economic factors
45. Competitive pressures

Governance & Oversight

46. Weak governance
47. No feedback loops
48. Failure to adjust

Sustainability & Long-term Focus

49. Short-term focus
50. Change not institutionalized

ChatGPT: 50 reasons for why we fail at change
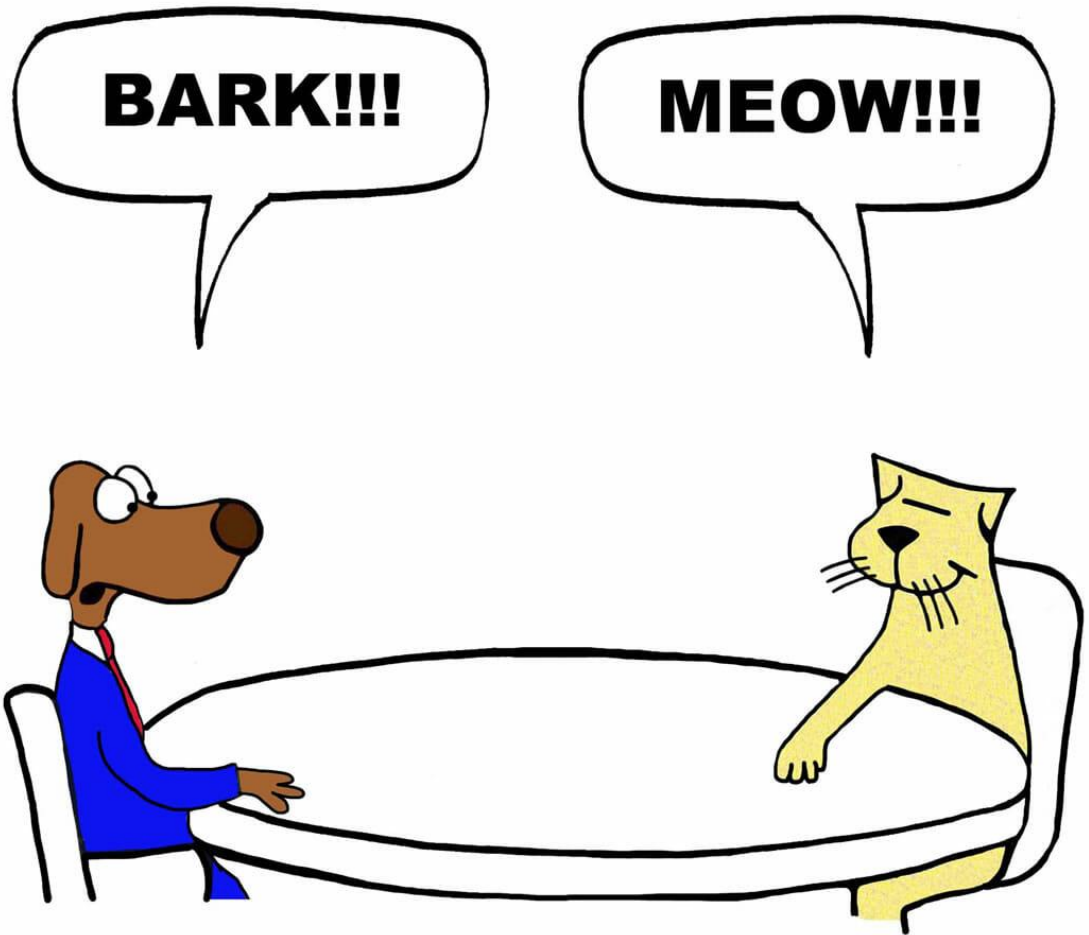
My personal conclusion:

We are really really bad at communicating and collaborating!!!

And, we are a bit lazy, short sighted, and impulsive!

But primarily the bad at communicating and collaborating part

No! Putting "really" twice is not a grammatical error, it is to emphasize how bad we are at it!!

We assume too much

We assume we have a **holistic perspective**

Even though we rarely really venture outside of our own silo

We assume that we have **communicated clearly**

Even though we primarily use words, concepts, and models, specific to our own disciplines

We assume we have established a **common understanding**

Even though we rarely put it to the test

We assume that we have established a **structured and consistent** way of working

Even though we rarely set any clear standards for tools or methods

We have blind spots

We lack effective tools

When a project or initiative reaches a certain level of complexity, regular verbal and text-based communication stops being effective

We reach this level sooner than most of us realize

EDGY by ∞ INTERSECTION GROUP

A set of components connected by a common language people from various disciplines can relate to and use to engage in co-creative enterprise design

Your enteprise or initiative from three fundamental perspectives
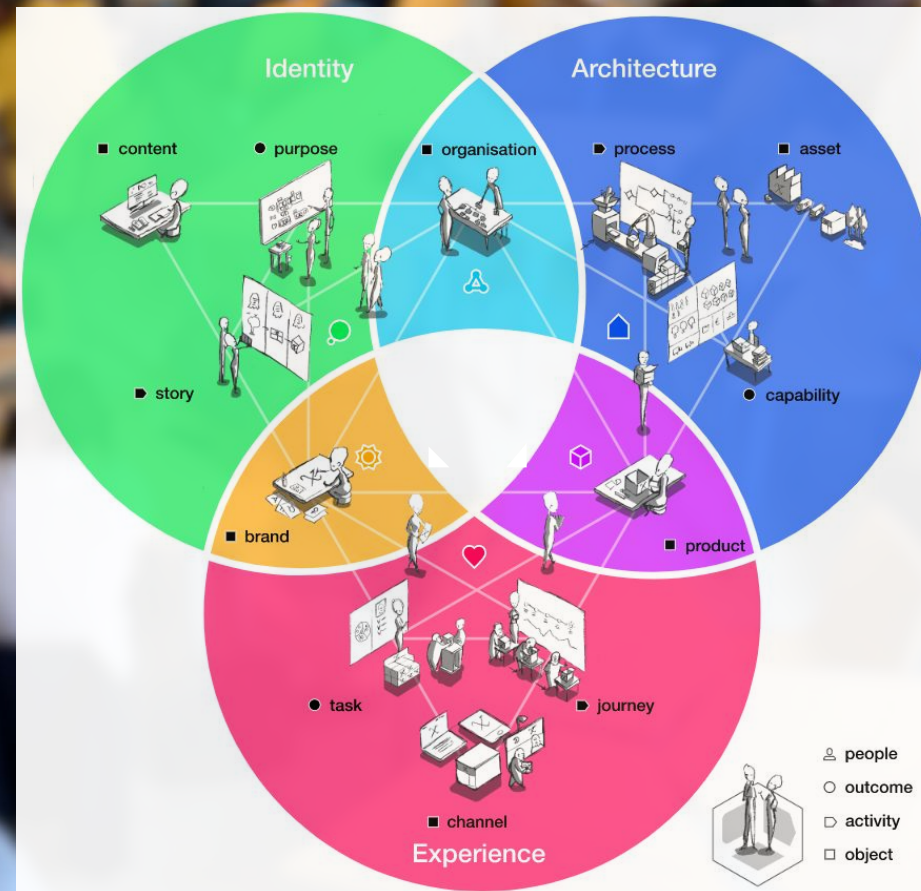
Experience
- What is our role in people's lives?
- What value do we create for people?
- Where and how do people interact with us?

Identity
- Why does it exist?
- Who are we?
- What matters to us?

Architecture
- How are we operating?
- What are we capable of achieving?
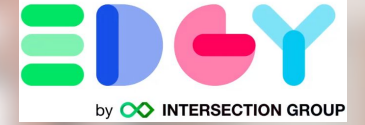- How do we get it all to work together?

How do I apply it? Where do I start?

ENTERPRISE SCAN

A simple tool to improve understanding and alignment around your Enterprise Design challenge.

EDGY
by ∞ INTERSECTION GROUP

ENTERPRISE SCAN

EDGY by INTERSECTION GROUP

Helps you

- **Bring together people from multiple disciplines** to make conflicting interests visible early in the process
- **Expand each team member's knowledge** of the design challenge from the collective perspective of the entire team.
- **Identify misalignment** amongst stakeholders in for example understanding or interests
- **Identify focus areas**, helping the team to identify the elements most relevant and most in need of further work.
- **Establish structure and consistency** for what needs to be designed and how we communicate and align

ENTERPRISE SCAN

EDGY by INTERSECTION GROUP
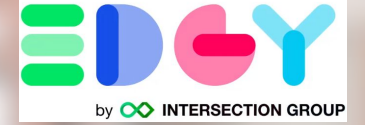
The Enterprise Scan tool consists of two separate but intrinsically linked aspects/elements

- The **OBJECT** ⬭ in the form of a basic questionnaire
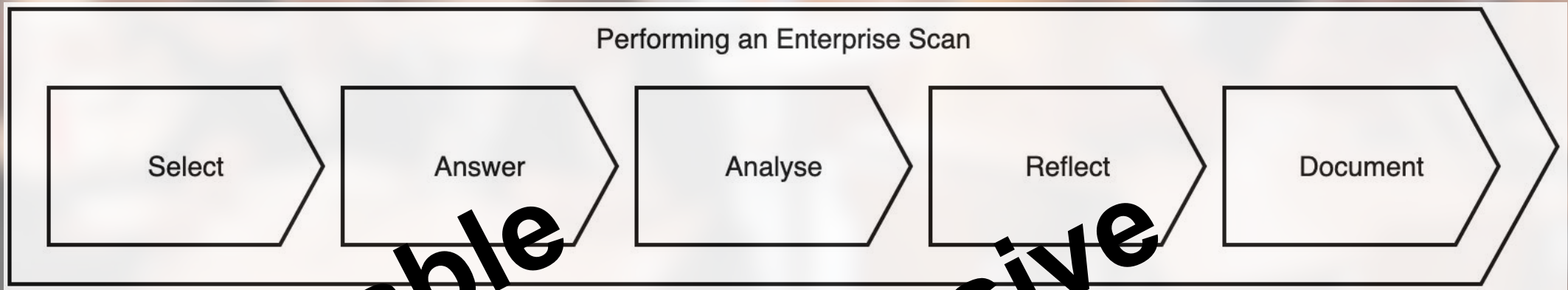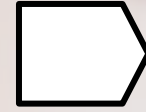- The **ACTIVITY** ⬡ of Performing a Scan.
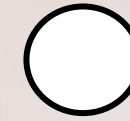
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Questions

		Is there a common understanding of…	YES	PARTLY	NO	NOT RELEVANT	DON'T KNOW
People	1	…who will benefit from the outcome?					
	2	…who is required to deliver the outcome?					
	3	…who is accountable for the outcome?					
	4	…who else might affect, or be affected by, the outcome?					
Experience	5	…the tasks we are helping people accomplish?					
	6	…the relative importance of each task?					
	7	…the journeys we expect people will go through?					
	8	…the channels we serve people through?					
Identity	9	…the purposes being strived for?					
	10	…the relative importance of each purpose?					
	11	…the stories that need to be created?					
	12	…the content that is required?					
Architecture	13	…the capabilities required?					
	14	…the relative importance of each capability?					
	15	…the processes involved?					
	16	…the assets needed?					
Intersections	17	…how people need to be organised?					
	18	…the products to be offered?					
	19	…the effect on the enterprise brand(s)?					

Simple

Context agnostic

ENTERPRISE SCAN

EDGY
by INTERSECTION GROUP

Performing an Enterprise Scan

Select → Answer → Analyse → Reflect → Document

Adaptable

Inclusive

Apply it yourself

Questions

		Is there a common understanding of...	YES	PARTLY	NO	NOT RELEVANT	DON'T KNOW
People	1	...who will benefit from the outcome?	x				
	2	...who is required to deliver the outcome?		x			
	3	...who is accountable for the outcome?		x			
	4	...who else might affect, or be affected by, the outcome?				x	
Experience	5	...the tasks we are helping people accomplish?		x			
	6	...the relative importance of each task?			x		
	7	...the journeys we expect people will go through?	x				
	8	...the channels we serve people through?		x			
Identity	9	...the purposes being strived for?		x			
	10	...the relative importance of each purpose?			x		
	11	...the stories that need to be created?		x			
	12	...the content that is required?			x		
Architecture	13	...the capabilities required?		x			
	14	...the relative importance of each capability?			x		
	15	...the processes involved?			x		
	16	...the assets needed?		x			
Intersections	17	...how people need to be organised?			x		
	18	...the products to be offered?		x			
	19	...the effect on the enterprise brand(s)?		x			

Apply it in a group

INTERSECTION GROUP

#	Category	Is there a common understanding of…	Total Y	Total P	Total N	Total NR	Total ?
1	People	…who will benefit from the outcome?	5	1	0	0	0
2		…who is required to deliver the outcome?	1	5	0	0	0
3		…who is accountable for the outcome?	2	3	1	0	0
4		…who else might affect, or be affected by, the outcome?	1	1	1	2	1
5	Experience	…the tasks we are helping people accomplish?	3	2	1	0	0
6		…the relative importance of each task?	3	0	3	0	0
7		…the journeys we expect people will go through?	2	4	0	0	0
8		…the channels we serve people through?	4	2	0	0	0
9	Identity	…the purposes being strived for?	4	1	1	0	0
10		…the relative importance of each purpose?	2	1	3	0	0
11		…the stories that need to be created?	1	2	3	0	0
12		…the content that is required?	1	1	3	0	1
13	Architecture	…the capabilities required?	1	2	2	0	1
14		…the relative importance of each capability?	1	0	4	0	1
15		…the processes involved?	1	4	1	0	0
16		…the assets needed?	2	2	2	0	0
17	Intersections	…how people need to be organised?	2	2	2	0	0
18		…the products to be offered?	3	3	0	0	0
19		…the effect on the enterprise brand(s)?	3	3	0	0	0

Participants: David — Digital Strategist; Earnestine — Enterprise Architect; Mary — Mark.& Com. Strategist; Monica — Sponsor; Peter — PO App; Petra — PO Night Train. Each assessed per question as Y / P / N / NR / ?

ENTERPRISE SCAN

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Example of questions it answers

- How well have we understood the initiative?

- How aligned are we around the initiatives purpose?

- Are there any conflicting interpretations?

- Are there any conflicts of interests?

- Do we have knowledge gaps that need to be filled?

- Which are the weakest aspects of the initiative?

- What do we need to focus on before implementation can start?

- How do we prioritise the measures that need to be taken?

Practical tips

Start small

Don't get stuck on the "right" answer

The greatest value lies in a facilitated discussion

Put EDGY in the background

Assign accountability

Adapt to culture

Resources

www.enterprise.design > Menu > Tools and Resources > Enterprise Scan

The questionare

A questionare summary template

How to use

Example of how it can be applied

#	Is there a common understanding of…	David – Digital Strategist					Earnestine – Enterprise Architect					Mary – Mark.& Com. Strategist					Monica – Sponsor					Peter – PO App					Petra – PO Night Train					Total					Together				
		Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?
1	…who will benefit from the outcome?	x						x				x					x					x					x					5	1	0	0	0		x			
2	…who is required to deliver the outcome?		x					x					x					x					x					x				1	5	0	0	0			x		
3	…who is accountable for the outcome?		x					x				x					x						x						x			2	3	1	0	0			x		
4	…who else might affect, or be affected by, the outcome?				x				x			x								x					x			x				1	1	1	2	1				x	
5	…the tasks we are helping people accomplish?	x							x			x					x						x					x				3	2	1	0	0			x		
6	…the relative importance of each task?	x							x			x					x							x					x			3	0	3	0	0			x		
7	…the journeys we expect people will go through?		x					x				x						x				x						x				2	4	0	0	0		x			
8	…the channels we serve people through?	x						x				x					x						x				x					4	2	0	0	0		x			
9	…the purposes being strived for?	x							x			x					x						x				x					4	1	1	0	0		x			
10	…the relative importance of each purpose?	x							x			x						x						x					x			2	1	3	0	0			x		
11	…the stories that need to be created?			x					x			x							x				x					x				1	2	3	0	0			x		
12	…the content that is required?		x						x			x								x				x					x			1	1	3	0	1			x		
13	…the capabilities required?	x							x				x							x			x						x			1	2	2	0	1					x
14	…the relative importance of each capability?	x							x					x						x				x						x		1	0	4	0	1					x
15	…the processes involved?												x				x											x				1	4	1	0	0			x		
16	…the assets needed?																																								

You have questions or need assistance?

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