

Here is a final installment, beautified and extended to respond to what I feel is an underlying issue. Architecture Design as part of Organization (the Intersection of Identity and Architecture) Design within Enterprise Design. It is not about merging practitioners, It is about thoughtful and intentional consideration of Architectures of all type as structural and informational components of Organization Design. I collected many questions and comments under the title Orchestration because all of them would be part of thoughtful consideration in the intentional design of any enterprise. If you have already been through the earlier installment, skip to the bottom and explore the Orchestration section.

For an overview of topics, explore the syllabus of our two course offerings on maven Learning. Note that each registrant is encouraged to bring a friend or colleague. Also note that these courses can be scheduled and delivered to a private cohort. In that model, concepts are enhanced by addressing them in consideration of the clients' conditions and challenge.

[Leading Through Adaptive Challenges](#) (Not scheduled at this time)

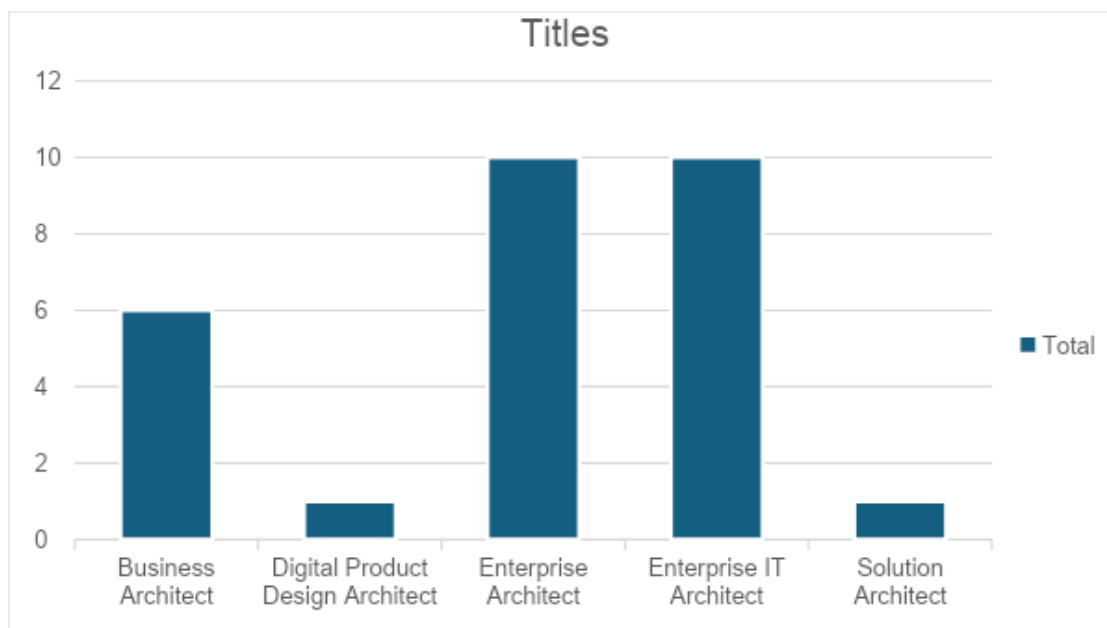
This course is for leaders at all levels regardless of title, tenure, or rank. It provides a pathway to alignment that accelerates collaborative work of all types.

[Capability Development](#) (Scheduled for July 16-25) Rich and I will tailor this course based the response that we recorded in the Webinar. This course will address many of the challenges presented in the Capabilities Reloaded online seminar.

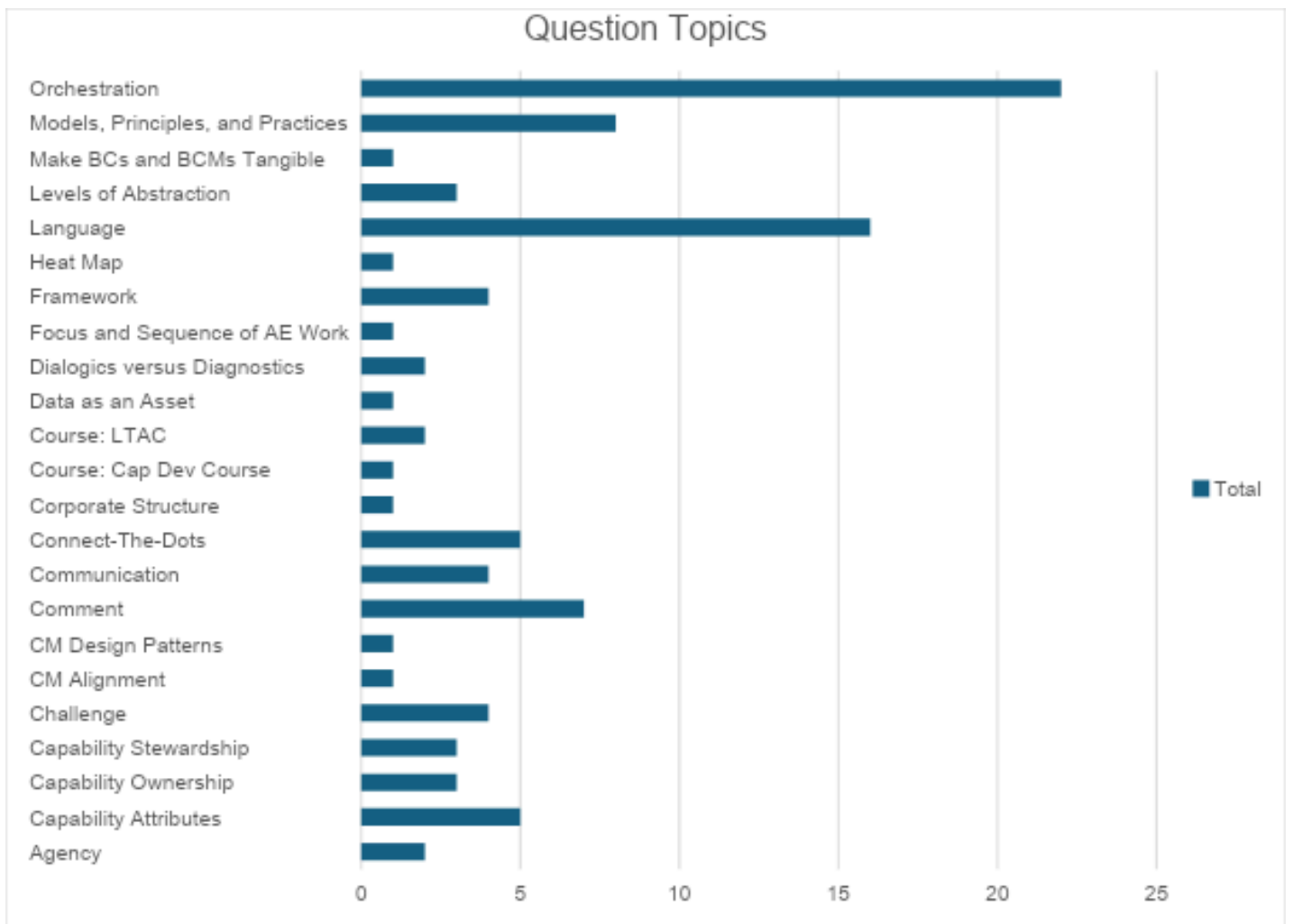
When you register for Capability Development, you are free to bring a friend / colleague from the same company at no added cost. Simply send me the name of the individual and have the individual join the waitlist.

Both courses are great opportunities for cross-functional representation, learning, and evaluation of potential for leader alignment from the Top Team to the Front Line.

First, The participants:



Questions and a few Comment Responses:



Your questions are listed and categorized by topic. Your questions and comments are in *Italics* followed by responses in plain text.

NOTE: Questions are duplicated when it takes two topics to address them.

Topic	Chat Post
Agency	<i>Jan Schoonderbeek: Big challenge: getting top management attention (with reasonable expectations behind that attention).</i>
Agency	<i>Tim Adams: I agree., Re: J... S...: Big challenge: getting top management attention (with reasonable expectations behind that attention).</i>

Agency Responses	<p>Jan and Tim: Come at this as a leader, not an expert in a specific discipline. Your agency, or ability to influence and guide, is what top team members look for in leaders. They see and respond positively to it regardless of title, tenure, or rank.</p> <p>One path that we find productive for Enterprise Architects and others involved in enterprise performance improvement is through “orchestration” or your ability to bring others, especially others with recognized agency, together to make things happen (more on this under Orchestration below).</p> <p>Notice the term influence. Influence is the most valuable form of power in organizations. Think and work on your Value Proposition to the organization. Your Value Proposition must be the knowledge, skills, and experience that you bring to the organization. Now, think about your Target Customer within the organization. What unmet need can you address? In addition to you, who else in the organization will have to fully realize satisfaction of that unmet need? With a “friendly” in the customer’s world, build a coalition of other specialists who will help meet the unmet need. Work through the “friendly” to executives in a meaningful way, not as an EA, but as organizer of a coalition.</p> <p>Start small and chip away at unmet needs of customers. Along the way build your Capability Model incrementally and build yourself (and your team) as the “go-to” people for addressing business challenges.</p> <p><i>Also: See Orchestration below.</i></p>
<i>Capability Attributes</i>	<p>Tim Adams: <i>I use Importance (business value) versus Maturity in my CapMap heat map. That seems to resonate with the E-Team.</i></p>
<i>Capability Attributes</i>	<p>Jan Schoonderbeek: <i>Value can be expressed in many currencies, most non-monetary</i></p>
<i>Capability Attributes</i>	<p>Roger Stoffers: <i>Tax-paying is perhaps a pain in the behind, but perhaps can also be expressed as something that delivers value (e.g. being compliant with regulations) ...</i></p>
<i>Capability Attributes</i>	<p>Jürgen Grupp: <i>I agree. But isn't it easier to describe, if you have an object, like an outcome, that has attributes?</i></p>
<i>Capability Attributes</i>	<p>Wolfgang Goebel: <i>Using the value term is too often an excuse to not thinking enough about concrete outcomes</i></p>

<p>Capability Attributes Responses</p>	<p>This got off the point quickly in the Chat, so let me backtrack and extend on the topic of “Value.”</p> <p>With respect to Capability Models, we referred to a Value Creation Stream of Capabilities that convert ideas into products (goods, services, information, and good will) in the eyes of Customers, internal, external, or both depending on the context and boundaries of design intent and focus. That is a choice made by the team that co-designed that specific Capability Model. It is a clever idea to make that their choice and not impose dogma.</p> <p>With respect to Capability Heat Mapping, the upper-right quadrant in green is labeled “Distinctive” not “Value” but it was replaced in conversation to represent “value” which forked the conversation to several directions.</p> <ul style="list-style-type: none"> • Necessary, Essential, Support, and Distinctive Capabilities all produce appreciable Value in diverse ways for a diverse set of “customers.” • Necessary: Think hygiene, compliance, and infrastructure • Essential: Think compliance credentials and financial Stability • Support: Think direct enablement of Distinctive • Distinctive: Differentiation in supply and distribution marketplaces <p>Another view with respect to best practices, and technology systems (CRM, ERP, Wire Extrusion...)</p> <ul style="list-style-type: none"> • Necessary: Prefer to adopt as is and not adapt to current practices • Essential: Make the business case for adaptation but prefer adoption • Support: adapt to support Distinctive Capabilities otherwise adopt • Distinctive: Adapt to extend or preserve these capabilities <p>Another view with respect to Capability Performance and in turn Talent, Technology, Process, and Culture performance:</p> <p>Necessary: tune for efficiency without defects Essential: tune for effectiveness over efficiency Support: tune for effectiveness over efficiency Distinctive: tune for effectiveness over efficiency</p> <p>When a Capability is categorized to one of the four boxes, many choice suggestions are provided: Performance investment, level of performance needed, technology solution design or selection, focus of change impact, and more that you may find helpful.</p> <p>Also: See Language below</p>
<p>Capability Ownership</p>	<p>Rob Pike: <i>I work in a large non-profit family of legally distinct organisations with diverse outcomes that are sometimes only tangentially related. Our challenge is getting agreement at that enterprise/family level - particularly when it comes to something like Capabilities. Either people’s capabilities more-or-less reflect existing organisation units because people want to “own” them, or they’re too abstract (like the BizBOK-style “Constituent Management”). Funders for something like cross-family capability development are always very worried that they will lose control of the capability. Any tips for that kind of organisation setup, with multiple silos/power domains and no real external driver to work together?</i></p>

<p>Capability Ownership</p>	<p>Wolfgang Goebel: Yes! The tension between ambiguous business language and the precision to design business components is the reason for the bus IT chasm. We cover that in a couple of minutes, Re: Stephen Baishya: And therein lies a major challenge - speaking the stakeholder's language is unlikely to deliver a capability model that works effectively across an enterprise because it won't be MECE - each business area will be a special snowflake. So, you either end up with a model that is compromised in terms of its architectural usefulness, or keep the "proper" model behind closed doors and constantly must translate to each area's mental model</p>
<p>Capability Ownership</p>	<p>Brian Halkjær: Too many are more concerned with their local autonomy than actual alignment.</p>
<p>Capability Ownership Responses</p>	<p>I am sharing a point of view about Capability Ownership and Stewardship that is part of a larger "Enterprise Information (Not IT) System," one of six Organization Systems that would best be placed at the intersection of Architecture and Identity. Those six systems are Work (all technology is inside Work), Structure, Information, Talent, Incentives, and Renewal, all topics for another time.</p> <p>Capability Ownership is structural, Each Capability should be "owned" by one or two upper-tier leaders who are accountable for delivering the capability to the enterprise. Capability Owners delegate details to Capability Stewards (see below).</p> <p>Rob: "legally distinct organisations with diverse outcomes that are sometimes only tangentially related." This brings another topic to the conversation.</p> <p>Think about four types of enterprise archetypes: Integrated like MacDonalds, same everywhere organized for enterprise leverage; Allied-Related, large management consulting firms independently operated but related by customer or services offered, share few if any resources, focused and organized for enterprise leverage; Allied-unrelated: sharing some resources and direct control but organized for local leverage; and Holding Company; a managed Portfolio of independent enterprises.</p> <p>Your enterprise appears to be one of the two Allied archetypes, most difficult for architects to navigate unless their top teams agree on operating and interoperating parameters. Consider codifying the roles and focus of each unit. Consider enrolling in the Capability Development course and giving this as a challenge to the course leaders.</p> <p>Re: MECE. This only applies to Integrated Enterprises. Unfortunately, BizBOK's guidance is limited to Integrated Enterprises and most enterprises are Allied.</p> <p>Brian: The above and Orchestration below may be helpful for you to consider. Absolute selfishness is a malignancy in organizations. Everyone is forced to compensate and work around the virus. Bottom-up design can be problematic for subordinate leaders for fear of reprisal from The Boss. Tread lightly. See Capability Ownership, Agency, and Orchestration for tips on how to first gain momentum behind Capability Mapping then as part of that Capability Ownership and Capability Performance. The threat of numbers and Heat Maps highlighting Capability Performance Gaps can have a strong positive impact on selfishness.</p> <p>Also see: Capability Ownership, Agency, and Orchestration</p>

Capability Stewardship	Rob Pike: I work in a large non-profit family of legally distinct organisations with diverse outcomes that are sometimes only tangentially related. Our challenge is getting agreement at that enterprise/family level - particularly when it comes to something like Capabilities. Either people's capabilities more-or-less reflect existing organisation units because people want to "own" them, or they are too abstract (like the BizBOK-style "Constituent Management"). Funders for something like cross-family capability development are always very worried that they will lose control of the capability. Any tips for that kind of organisation setup, with multiple silos/power domains and no real external driver to work together?
Capability Stewardship	Brian Halkjær: Too many are more concerned with their local autonomy than actual alignment.
Capability Stewardship	Wolfgang Goebel: Yes! The tension between ambiguous business language and the precision to design business components is the reason for the bus IT chasm. We cover that in a couple of minutes, Re: Stephen Baishya: And therein lies a major challenge - speaking the stakeholder's language is unlikely to deliver a capability model that works effectively across an enterprise because it won't be MECE - each business area will be a special snowflake. So, you either end up with a model that is compromised in terms of its architectural usefulness, or keep the "proper" model behind closed doors and constantly must translate to each area's mental model
Capability Steward Responses	<p>Rob: Once you have Capability Modeling with Heat Maps in motion you have information that the technologist can use to bring attention to duplication and overlap of Capabilities and relate to total-cost-of-ownership and operation of the supporting technology. It is the accountability and responsibility of Capability Owners to choose what is best for the enterprise.</p> <p>Keep in mind that influence builds agency and dogma build resentment. In the long-run, using data and choices to bring attention to wastefulness pays off in agency credits.</p> <p>Also see: Capability Owners and Agency</p>
Challenge	Stanislav: There are always more things than meet the eye. Not only do these small things defuse the focus, but they also move conversations into unexpected directions, resulting in a waste of time & lack of action.
Challenge	Carlo Bartolucci: Main challenge is bias towards operational and tactical horizon leading to enterprise debt...
Challenge	Tim Adams: Our C-suite thinks people and process are just fine and that technology is what is holding back the business.
Challenge	Roger Stoffers: Q: Would you agree that BCs are a strategic (planning) concept, quite abstract, and that making them tangible might be done by describing a tangible operating model (perhaps including process, data, technology and people) which helps with tangible implementation and (strategic) change management. Maybe my Q is incomplete or off, would be great to learn your point of view.

<p>Challenge Responses</p>	<p>Stanislav: There are a few progress derailers to consider and avoid:</p> <ul style="list-style-type: none"> ● Conflicting Beliefs: These are harder to name. Some symptoms include people seemingly switching positions, violent agreement, no clear basis for disagreement, piling on, repeated statements, and unrelated topics used as responses. Time-box open discussion then if needed time-box small group discussion and report-out. Do not shy away from suspending lingering conversations. Do not take it upon yourself to resolve such conflicts. ● Assumptions: Collect these explicitly before opening discussions. ● Conflicting Hopes: two or more participants in the conversation are driving to different outcomes. Collect these before opening discussions: ● Complimenting Concerns: One group becomes several factions. Collect concerns and make them public before opening conversations. ● Ambiguous Language: Always define the terms that are critical to the conversation at hand. Provide a glossary with the alternate definition proactively and update the glossary when you sense a disconnect. Make it clear that no-one is required to change their definition but that there shall be one definition used in “this” conversation. <p>Carlo: By starting with a Vision of the futures state than extends through two or more transition states and well into fully realizing the benefits of meeting the challenge, can reveal causes and conditions of enterprise Capability debt.</p> <p>Tim: We did not take Capability Modeling to action planning but here is a snapshot that addresses gap attribution. Gap closure course of action decomposes gap attribution to People and Assets in EDGY-Notation and to Talent, Technology, Process, and Culture in our broader use of Capabilities.</p> <p>Roger: Business Capability discussion has the cart ahead of the strategy horse. First, we define strategy as a course of action for an individual or project team to achieve a (SMART) goal. I presume you are using “strategy” at a much higher level such as an enterprise approach to growing by 30% in 18 months. It is helpful to keep the execs out of Capability Modeling and position them as recipients of recommendations derived at lower levels for inclusion as what Capabilities, at what performance levels are needed to contribute to 30% growth in 18 months. We refer to these as Mission Objectives.</p> <p>That said Gap closures that require executive sponsorship and resource allocation should be o for Mission Objective consideration. This is especially useful when considering transformation change, infrastructure shifts and legacy technology replacement.</p> <p>Also see: Orchestration</p>
<p>CM Alignment</p>	<p>Rasmus White Schmidt: <i>Big Challenge: Aligning multiple Capability Models rising in the organization?</i></p>
<p>CM Alignment Response</p>	<p>Rasmus: We cheat. By using one system to build Capability Models, we let the tool to prevent duplication and require elaborated descriptions and attributes.</p> <p>When I use MS Excel to capture Capability Models, I have the client use simple sorting and duplicate identification methods to prevent duplicates.</p> <p>Often, redundancy is not revealed until Capability provisioners get to solution design. Watch for shadow capability provisioners embedded in functional groups and for specialist who have gone native.</p> <p>Also see: Orchestration, Capability Owners, and Capability Stewards</p>
<p>CM Design Patterns</p>	<p>Gerald morisseau: <i>finding the right level of detail to model business capabilities</i></p>

CM Design Patterns Response	Gerald: From wherever you start, go only to a level where Capability attributes can be measured, and performance can be managed. Typically, level 3.
Communication	Jan Schoonderbeek: "if my customer didn't understand me, I didn't do my job well enough..."
Communication	Jan Schoonderbeek: yes, create a single formal model, then tailor each view to the audience.
Communication	Tim Adams: looks like a flat milky way diagram
Communication	Tom Glover: 👍, Re: T... A...: looks like a flat milky way diagram
Communication Responses	Tom: In all these questions, there is a common helpful practice. Tell a story that explains the illustration. Start with one story in your design team vernacular then translate it to the lingua franca.
Connect-The-Dots	Ron Baillie: getting airtime with business people
Connect-The-Dots	Craig Petch: Generating a common understanding of how "things fit" together from customer to delivery to product to management
Connect-The-Dots	Simon Thorup: BIG challenges: Tenacity & trust
Connect-The-Dots	Tom Glover: Main challenge is agreeing on a mechanism of measuring the tangible value of practising EA on these capabilities in the first place
Connect-The-Dots	Tim Adams: Our C-suite thinks people and process are just fine and that technology is what is holding back the business.
Connect-The-Dots Responses	Ron, Craig, Simon, and Tim: Your co-designers need to be able to connect-the-dots from why the organization exists to customer sentiment about what they buy. They need to write and be able to tell the story as one leadership team. You need to be able to connect-the-dots among all the specialist teams that contribute to realize Capabilities.
Corporate Structure	Rob Pike: I work in a large non-profit family of legally distinct organisations with diverse outcomes that are sometimes only tangentially related. Our real challenge is getting agreement at that enterprise/family level - particularly when it comes to something like Capabilities. Either people's capabilities more-or-less reflect existing organisation units because people want to "own" them, or they are too abstract (like the BizBOK-style "Constituent Management"). Funders for something like cross-family capability development are always very worried that they will lose control of the capability. Any tips for that kind of organisation setup, with multiple silos/power domains and no real external driver to work together?
Corporate Structure Response	<p>Rob: Just a note on BizBOK. It is most useful in delivering Information Technology enablement of desired enterprise outcomes. Though fee-paid certification is offered, and it processes Best Practices, the Business Architecture Guild presents BizBOK as a foundational, a starting point. For example: I was asked to testify for the plaintiff in a lawsuit by a liquor distributor against a producer of a natural language code generation application. The defense spent twenty minutes making the point that Enterprise Architects are not recognized as experts or professionals. Good thing I was also an accomplished coder.</p> <p>BizBOK, even at release twelve, addresses work to a limited scope of what a business is and what a business architecture is. A worthwhile investment would be to add Henry Mintzberg's "Understanding Organizations...Finally;" Ronald Heifetz, Alaxander Grashow, & Martin Linksky's "The Practices of Adaptive leadership;" and Edward Morrison et al's "strategi doing" Ten Skills for Agile Leadership.</p>

<i>Capability Development Course</i>	Rob Pike: <i>Rather naively I was hoping for a set of criteria - like the building blocks/engineering slide, but more developed - leveraging work such as Team Topologies (reduce cognitive burden and minimize unnecessary interactions), TRIZ (treat all outputs/products of any kind in a work that you don't want, as a net cost), Domain Driven Design, etc. that goes all through the stack.</i>
Capability Development Course Response	Those topics require much more time than allotted to the upcoming extension of Capabilities to EDGY. Consider the course Capability Development (Scheduled for July 16-25)
<i>Leading Through Adaptive Challenges Course</i>	Roger Stoffers: <i>Do you perhaps plan another webcast discussing how to make strategic BCs "WHAT" into something that can be used in change management? Also see my Q at the beginning of the webcast today. Would love to discuss.....</i>
<i>Leading Through Adaptive Challenges Course</i>	Rob Pike: <i>Rather naively I was hoping for a set of criteria - like the building blocks/engineering slide, but more developed - leveraging work such as Team Topologies (reduce cognitive burden and minimize unnecessary interactions), TRIZ (treat all outputs/products of any kind in a work that you don't want, as a net cost), Domain Driven Design, etc. that goes all through the stack.</i>
Leading Through Adaptive Challenges Course Response	Look at the syllabus for our Leading Through Adaptive Challenges (Not scheduled at this time). We will explore an online seminar to touch on highlights of that course. Also see: Orchestration
<i>Data as an Asset</i>	Tony James: <i>Are you seeing data as an asset in this definition?</i>
Data as an Asset Response	I am making a guess that I understand your question. Let me know if I miss the mark. EDGY specifically refer to the term "data asset" but does not explicitly include data in the definition of Capability. However, it does mention data in the context of information assets. In our practices of Capability Modeling, we do indirectly connect data to Capabilities via abilities co capture, translate, transform, aggregate, and perform other operations on and with data.
<i>Dialogics Versus Diagnostics</i>	Rob Dolan: <i>Getting consensus to formulating sustainability related consequences of Business Challenges - highly prioritized as well as all others...</i>
<i>Dialogics Versus Diagnostics</i>	Stanislav _: <i>There's always more things than meet the eye. Not only do these small things defuse the focus, they also move conversations into unexpected directions, resulting in a waste of time & lack of action.</i>

<p>Dialogics versus Diagnostics Responses</p>	<p>Ron: There is a discovery and design approach call Dialogics that involves Big Questions, “Constructure Conversations,” and “Incremental Actions.” Recruit leaders who recognize and want to address the Business Challenge. Have them create a Vision of an idealized Future state where the challenge is sustainably responded to.</p> <p>Obtain consensus on that Vision being good enough to move forward to solution on. NOTE: Define Consensus this way: “I can accept that, and I will defend it outside this team even if I reserve the right to disagree with it.” That makes a non-committal commitment.</p> <p>Do the same for doing nothing to address the challenge and gain consensus on that. Now you can move forward to a set of incremental actions that realize the future state.</p> <p>The dialogic twist was to get them to hold individual views and consequences to themselves until they already committed to the solution. The Big Questions are: What does resolution look like to you?” and “What does failure to address the challenge look like to you?”</p> <p>Stanislav: My response to Ron applies to your challenges as well. Recognizing that conversations and icebergs share the fact that 90% of what is going on is out of sight. For that reason, dialogics has you frame questions to incrementally reveal resonance and dissonance and for you to create conditions where the co-design team resolves them and answer your questions.</p>
<p><i>Focus and Sequence of AE Work</i></p>	<p>Carlo Bartolucci_1: <i>Gap between strategy and strategy execution... Silo organisation and task-oriented culture...</i></p>
<p>Focus and Sequence of AE Work Responses</p>	<p>Carlo: I am going to use your language here as I interpret it.</p> <p>The board demand 30% Revenue Growth in 12 months. Executives produce several actions that they believe will respond to the demand. The assign tasks to Marketing, Sales, R&D, Operations, Finance.... Those tasks represent their “strategy.”</p> <p>Their “strategy” is a course of action. By assigning individual tasks, they keep ownership of actions taken against strategy. Those leaders delegated tasks individually, often without connecting-the-dots to 30% revenue growth. Distributing desired outcomes across many leaders left no one accountable for the entire outcome.</p> <p>A different approach. The Board demands 30% revenue growth in 12 months. The CEO delivers that Objective to the Executive Team. The Executive Team agrees on the one or two members who will be accountable to deliver the ability to realize 30% revenue growth, and the actual numbers that prove that 30% was achieved.</p> <p>An alternative course of action could be: The Executive team is accountable collectively by the CEO and the CEO is accountable to the Board. The Executive Teams decomposes the Mission Objective into Enabling Objectives assigned to themselves and other members of the team. Those leaders then collect teams to decompose the Enabling Objectives to SMART Goals for individuals and Teams. You now have an identified and directed leadership capability that is collectively accountable for delivery of 30% Revenue Growth in 12 months.</p> <p>Along the way, Courses of Action for Objective Accomplishment. Goal Achievement, and Outcomes Delivery involve Capability Mapping for communication, output assignments, and progress of Heat Map gap closure.</p>
<p><i>Framework</i></p>	<p>Tony James: <i>One perennial problem is that IT does not see itself as part of the business, just another business unit and that IT strategy doesn’t deliver business strategy</i></p>
<p><i>Framework</i></p>	<p>Tom Glover: <i>Main challenge is agreeing on a mechanism of measuring the tangible value of practising EA on these capabilities in the first place</i></p>
<p><i>Framework</i></p>	<p>Roger Stoffers: <i>Making BC(M)s tangible and away from the fuzzy strategic concept view.</i></p>

<p>Framework Responses</p>	<p>Tony: Think of the internals of an enterprise as three components: Directing and Controlling, Operating, and Enabling.</p> <p>Directing and Controlling would employ Capabilities that prioritize and distribute resources, set direction for the enterprise, provide ensure fiduciary and regulatory compliance. Those in Directing and Controlling roles often “report to” external boards of directors or such bodies.</p> <p>Operating employs Capabilities that convert ideas and raw materials into deliverable products (goods, services, information, and good will).</p> <p>Enabling employs capabilities that provision all three components with Capabilities.</p> <p>Like Human Capital Management and Financial Administration, Information Technology (IT) is an enabler, among others. Like other enablers, IT typically has agents referred to as Business Partners who straddle Enabling, Operating, and Controlling.</p> <p>When the opportunity presents itself, with some chunk time, we might do an online seminar on Organization Design.</p> <p>Tom: Think of BizBOK as a collection of ideas provided without context, a method, or a framework. Think through the principles behind the practices and the conditions under which BizBOK’s best practices apply and do not apply before using them.</p> <p>Tom: Tangibles are things that you can apply metrology to. You can count them, measure them against standards, you can weigh them... Start with the Tangible outputs that you deliver to The Business. Let us work from the Capability Model after attributes are applied and assessed. You can deliver:</p> <ul style="list-style-type: none"> • A suggested prioritized list of Gap Closures that will enable the enterprise to deliver desired outcomes • Size of the Gaps to be closed to suggest focus for risk assessment • A starting point for creating project outlines to close gaps • A way of attributing enterprise impact on Talent, Technology and Process (we extend this to culture as well). • A basis for organization structure based on Capability Ownership and Stewardship • Suggested accountability for delivery and extension of Capabilities • A Product Backlog of detail Capability design • A story for what the enterprise must be capable of to deliver desired outcomes <p>What any or all of that is worth is entirely in the eyes of your customer.</p> <p>A topic for another time might be our Framework for Adaptive Leadership, Leadership, and Organizations.</p>
<p><i>Heat Map</i></p>	<p>Wolfgang Goebel: <i>Yes! The tension between ambiguous business language and the precision to design business components is the reason for the bus IT chasm. We cover that in a couple of minutes, Re: Stephen Baishya: And therein lies a major challenge - speaking the stakeholder's language is unlikely to deliver a capability model that works effectively across an enterprise because it won't be MECE - each business area will be a special snowflake. So, you either end up with a model that is compromised in terms of its architectural usefulness, or keep the "proper" model behind closed doors and constantly must translate to each area's mental model</i></p>

Heat Map Responses	<p>All: I vote for keeping the proper model within open doors. Share with those who want to take the time to learn to read, use and even create the model. Translate for those who prefer not.</p> <p>At one of the top three Financial Services Companies in the US, the first project was to redefine the role and support required by Corporate Controllers. A subset of the control developed the model using MS Word. I converted it to MS Excel to do the Heat Map.</p> <p>Our second project was to design an IT Shared Service Center with charge-back. I had two controllers from the first team join me. They led model development and adopted administration of the MS Excel Model.</p> <p>Our third project was to increase the rate of Policy Management systems updates from three to four per year. We recruit two from the Shared Services team and one from the Controllers team. They did most of the work without me and they delivered a plan for bi-monthly bug fixes and minor enhancement release and four major releases per year.</p> <p>This went on until leaders were volunteering to join teams and learn the magic of Capability Mapping leading to Organization and Systems design.</p>
Language	Jürgen Grupp: <i>I wonder whether the objects that hold the value need some sort of representation. Why don't value chains have that?</i>
Language	Bert Hooyman: <i>Big challenge: common and precise vocabulary.</i>
Language	Eric FOURNIER: <i>share the same vocabulary</i>
Language	Tom Glover: <i>"capability" has too many meanings in the same org</i>
Language	Carol Griffiths: <i>Common language and a preference for in house standards for definition of elements rather than industry practices</i>
Language	André Kopostynski: <i>precise vocabulary and communication across many different disciplines</i>
Language	Eric FOURNIER: <i>often confusion between bus capabilities, processes, functionalities, activities. Difficulties to explain and share that</i>
Language	James Lee: <i>Agreed, Re: E... F...: often confusion between bus capabilities, processes, functionalities, activities. Difficulties to explain and share that</i>
Language	Stephen Baishya: <i>Consistent view on what a capability is (e.g. BIZBOK definition vs. others like Resource-Based View of the Firm)</i>
Language	Tom Glover: <i>+1, Re: S... B...: Consistent view on what a capability is (e.g. BIZBOK definition vs. others like Resource-Based View of the Firm)</i>
Language	Gerald morisseau: <i>+1, Re: S... B...: Consistent view on what a capability is (e.g. BIZBOK definition vs. others like Resource-Based View of the Firm)</i>
Language	Stephen Baishya: <i>Interesting to think capability vs. process - from the naming conventions and structure I would have assumed this was a process model rather than a capability model...</i>
Language	Jan Schoonderbeek: <i>every EA should have a grounding in philosophy of language</i>
Language	Roger Stoffers: <i>@JG Value chains should IMHO declare what value they create.</i>
Language	Roger Stoffers: <i>Otherwise, what's the purpose?</i>
Language	Carol Griffiths: <i>If you need to connect your capabilities to other elements like processes and services, products, applications, and data etc. (regulatory requirement), would you not need a level of semantic rigor to map these elements? Also, how would you perform and impact analysis when you are planning a transformation?</i>

<p>Language Responses</p>	<p>Jürgen Grupp Our Capability Maps to not have contain the objects that hold value. They do consider the characteristics of those objects as they contribute to definition of Necessary, Essential, Support, and Distinctive. For example: If your furniture retailer is known for lifetime support of every item sold, the Capability “Profitably repair or replace every product ever sold” would be based on that promise to customers.</p> <p>Bert, Eric, Tom, André, Stephen, Gerald, and Carol At a large bank, the COO got the Executive Committee to agree to add “The Language of Enterprise Architecture and Strategy” to the Business Acumen Learning Track for all Leaders.</p> <p>Eric, James, and Stephen I like to simply the usage with stories:</p> <ul style="list-style-type: none"> • We strive to fulfill Purpose and Live Values • We endeavor to realize Vision incrementally • We must have the Capabilities to realize our Vision and to operate successful • We realize Capabilities through Processes • Functionality of Technologies, enable Capabilities that ease or enhance the ability pf people to perform the activities that produce desired tangible and intangible results. <p>Make up your stories to enhance adoption and understanding.</p> <p>Jan Schoonderbeek I would up the ante to every leader should have a grounding in philosophy of language</p> <p>Roger Agreed, our client’s value stream shared the value that it contributes to: “End Childhood Malnutrition.</p> <p>Carol I do it the other way. I have teams connect processes, services, products, applications, data and hundreds of other consumers or beneficiaries of the Capabilities to them. This is also useful when naming Capability Owners and Stewards.</p> <p>Heat is the measure of gap between current and desired performance in whatever state you choose.</p>
<p><i>Levels of Abstraction</i></p>	<p>Jan Schoonderbeek: <i>if a capability contains a form of "to manage" then you don't know what the capability is</i></p>
<p><i>Levels of Abstraction</i></p>	<p>Rob Pike: <i>I agree in almost all situations. Plus having "management" after hundreds of words makes communication difficult, Re: J... S...: if a capability contains a form of "to manage" then you don't know what the capability is</i></p>
<p>Levels of Abstraction Responses</p>	<p>Jan and Rob Agree that manage is a multi-meaning term as a Capability. I coach teams to replace it with one or more that are at a lower level of abstraction: For Example: replace “Manage feeds and speeds of extruders” “Continually adjust extruder feeds and speeds to achieve nominal wire diameter.”</p>
<p><i>Models, Principles, and Practices</i></p>	<p>Rob Pike: <i>You could adapt the hexagon model / inputs, outputs, and adapters model to handle that along with some team or process equivalent of subscribing to capabilities, Re: C... B...: with loose coupling in the capability domain, who performs the orchestration role between capabilities to avoid "high network traffic"?</i></p>

Models, Principles, and Practices	Ivan Salcedo: is there a Capability reference model similar to APQC's for process?
Models, Principles, and Practices	Daniel Sack: if we talk about trend and future, how does a capability model relate or connect to Wardly mapping?
Models, Principles, and Practices	Jan Schoonderbeek: use Normalised Systems Theory to prevent ripple effects when a capability evolves
Models, Principles, and Practices	Daniel Sack: if we talk about trend and future, how does a capability model relate or connect to Wardly mapping?
Models, Principles, and Practices	Jan Schoonderbeek: use Normalised Systems Theory to prevent ripple effects when a capability evolves
Models, Principles, and Practices	Rob Pike: You could adapt the hexagon model / inputs, outputs, and adapters model to handle that along with some team or process equivalent of subscribing to capabilities, Re: C... B...: with loose coupling in the capability domain, who performs the orchestration role between capabilities to avoid "high network traffic"?
Models, Principles, and Practices	Roger Stoffers: Q: Would you agree that BCs are a strategic (planning) concept, quite abstract, and that making them tangible might perhaps be done by describing a tangible operating model (perhaps including process, data, technology, and people) which helps with tangible implementation and (strategic) change management. Maybe my Q is incomplete or off, would be great to learn your point of view.
Models, Principles, and Practices Responses	<p>A bit of language and wise guidance that I collected over the years:</p> <ul style="list-style-type: none"> • All Models [and Frameworks] are wrong, some are useful. • Do not confuse Practices with underlying Principles. • Integrating principles across practices is easier and more helpful than integrating or just adding practices.
Orchestration	Rune Millerjord: Communication. IT and Business does not understand each other. And Business do not understand the complexity of the IT landscape
Orchestration	Stephen Baishya: Getting stakeholders to think about some capabilities being common across an enterprise, rather than each area having its own unique set
Orchestration	Roger Stoffers: Making BC(M)s an org-wide idea, and not an IT idea.
Orchestration	Ivan Salcedo: Misalignment of how mature any particular practice is in that organisation (self-serving answers)
Orchestration	Wolfgang Goebel: Org structure and EA Capability structure compete and org structure wins
Orchestration	Patrick van den Heuvel: Focus is still too often on how to implement new tool xyz (technology). Not on people or process. Thats why too many projects and digital transformations fail. There is also the question of "ambiguity of action", people can't decide what to do and commit to execution.
Orchestration	Carol Griffiths: organization stuck in functional architecture
Orchestration	Rob Dolan: Getting consensus to formulating sustainability related consequences of Business Challenges - highly prioritized as well as all others...
Orchestration	Tim Adams: that is so true., Re: P... v... d... H...: Focus is still too often on how to implement new tool xyz (technology). Not on people or process. Thats why too many projects and digital transformations fail.

Orchestration	Stephen Baishya: That phrase ("digital transformation") should be banned!, Re: P.. v... d... H...: Focus is still too often on how to implement new tool xyz (technology). Not on people or process. Thats why too many projects and digital transformations fail.
Orchestration	Rob Pike: Primary challenge is that there is no appetite for the business change that would be required to deliver some coherent design using something like Team Topologies, even at a micro level. This means that, in practice, the design is more determined by negotiation between leaders than it is by design attributes
Orchestration	Roger Stoffers: They (business domain owners) consider themselves as business expert and keep forcing (even if we view EA as a holistic role spanning business and IT) us into the IT role every opportunity they can get. Meaning: they do not necessarily see us as an equal partner when it comes to org design
Orchestration	Bert Hooyman: Challenge: agreeing on how business units deliver same or even identical capabilities, not 'we are special' unique capabilities.
Orchestration	Stephen Baishya: And therein lies a major challenge - speaking the stakeholder's language is unlikely to deliver a capability model that works effectively across an enterprise because it won't be MECE - each business area will be a special snowflake. So, you either end up with a model that is compromised in terms of its architectural usefulness, or keep the "proper" model behind closed doors and constantly must translate to each area's mental model
Orchestration	Stephen Baishya: +1, Re: B... H...: Challenge: agreeing on how business units deliver same or even identical capabilities, not 'we are special' unique capabilities.
Orchestration	Stephen Baishya: Works until you need to collaborate across areas, Re: J... S...: yes, create a single formal model, then tailor each view to the audience.
Orchestration	Bert Hooyman: The alignment is still complicated - business thinks in terms of things to do - IT thinks of capabilities almost as 'services', i.e. strictly in the IT context.
Orchestration	Carlo Bartolucci_1: with loose coupling in the capability domain, who performs the orchestration role between capabilities to avoid "high network traffic"?
Orchestration	Bartosz Ząbecki: Do you have experience/ideas on how to make visible to not only tech, but also business leaders that modelling, including capabilities bring value?
Orchestration	Daniel Sack: A different perspective on this, IT should just do the IT stuff, Business is ours, Re: T... J...: One perennial problem is that IT does not see itself as part of the business, just another business unit and that IT strategy doesn't deliver business strategy
Orchestration	Alan Inglis: Silos - managers rewarded on the scale of their empires and will not collaborate for fear of losing influence, power and salary.

Orchestration Response

There are twenty-one questions and comments related to Orchestration of architecture development. My first fifteen years out of school were in the R&D Lab at Bose Corporation, collaborating with brilliant scientists and engineers. We engineered things to “Make Better Products” through capabilities that require minimum points of failure. I was recently asked to retell a story of how a group of us engineered an efficient and effective pathway from strategy to results. It is [posted](#) here on LinkedIn. Here are the issues (opportunities for unplanned work) that I extracted from the Chat posts. Any of these might affect you:

1. Architecture has not earned the right to be represented at the operational (business) design table.
2. Architecture lacks focus and a value proposition. It crosses too many boundaries. In principle, architecture as a discipline (it has certification, licensing, and legal regulations) is about eliciting support of purpose and fitness to use then translating that to an artists-rendition of a solution.
3. Architects try to resolve implementation issues before gaining agreement on what has been agreed upon in Item 2 above.
4. Architects present themselves as designers. Business operators view architects as tinkerers in their domains.
5. Architects carry the complexity of technology into operational performance conversations. A conversation derailer.
6. In conversation, importance is confused with value contribution resulting in many top priorities and rocks on the road to navigate around.
7. Practices seem decisive when they benefit more from being inclusive.
8. MECE is seen as a Goal when it is actually a Principle of Idealized Design. For the coders in the conversation, when we code make all bugs dormant or undetectable then we factor our code as close as we can given technology platforms to Design Principles.

Some suggestions:

1. Use Co-design to build an inclusive coalition for both design and implementation include representation by those who will deliver each of the Capability components, Talent, Technology, Process, and Culture framed as elaboration of People and Assets.
2. Be the coalition builder and integration enabler, not the technology designer.
3. Architect the Organizations within the chosen segment of the Enterprise.
4. Continually reinforce the separation and sequence of What and How then Where and When as a flow to future states.
5. Employ guerilla methods to work your way to Operational then Directional conversations. Start with Inclusive Co-Design of solutions to Operational Challenges.
6. Include Technology Systems, Total Cost of Ownership and Operation, and Technology Debt as highly visible Operational Challenges. Connect-the-dots for Executives and Operators.
7. Abandon the requirement of Waterfall, to have all requirements up front and adopt the principles of Agile/Scrum with a holistic first Product Backlog that gets iterated along with useful deliverables. Let operators discover requirements and work them onto the Product Backlog, even retroactively. Learn together to think and work holistically.
8. Consider co-existence of definitions of “Value.” Savvy operators see value in stable, high performing processes. Executives see value in using “Digital Transformation,” “shiny objects” and “silver bullets” to solve problems. Technologists see value in “getting to end-of-job” without any but desired results. Product Managers and Marketers see value in Products that owners/users enjoy owning. Shareholders see value in share-price. Financial Leaders see value in predictability with no surprises. Salespeople see value in will buyers. Continue the list of your ecosystem and get clear about how your work contributes to their value expectations.

- | | |
|--|---|
| | <ol style="list-style-type: none">9. An extension of Item 9: Co-Architect solutions for those that will apply solutions in their daily work. Take time to map your internal and its external ecosystem. Describe “holistic” in the sense of supply chains through to distribution chains to use chains. At Bose, we documented the journey of every part that went into the Bose Wave Radio. We then documented the distribution chain to the end user. Along the way, we discovered that a large percentage of Bose Wave Radios were not used by the retail buyer rather, by the recipient of the radio as a gift: moms from kids, kids graduation and away to college, football quarterbacks to their offensive linemen, companies as recognition awards...10. I close with this one: Make data quality and management an operations accountability to properly locate the issues with Digital Transformation. Avoid getting legacy burden into the jargon. That is blaming, not a helpful behavior. |
|--|---|