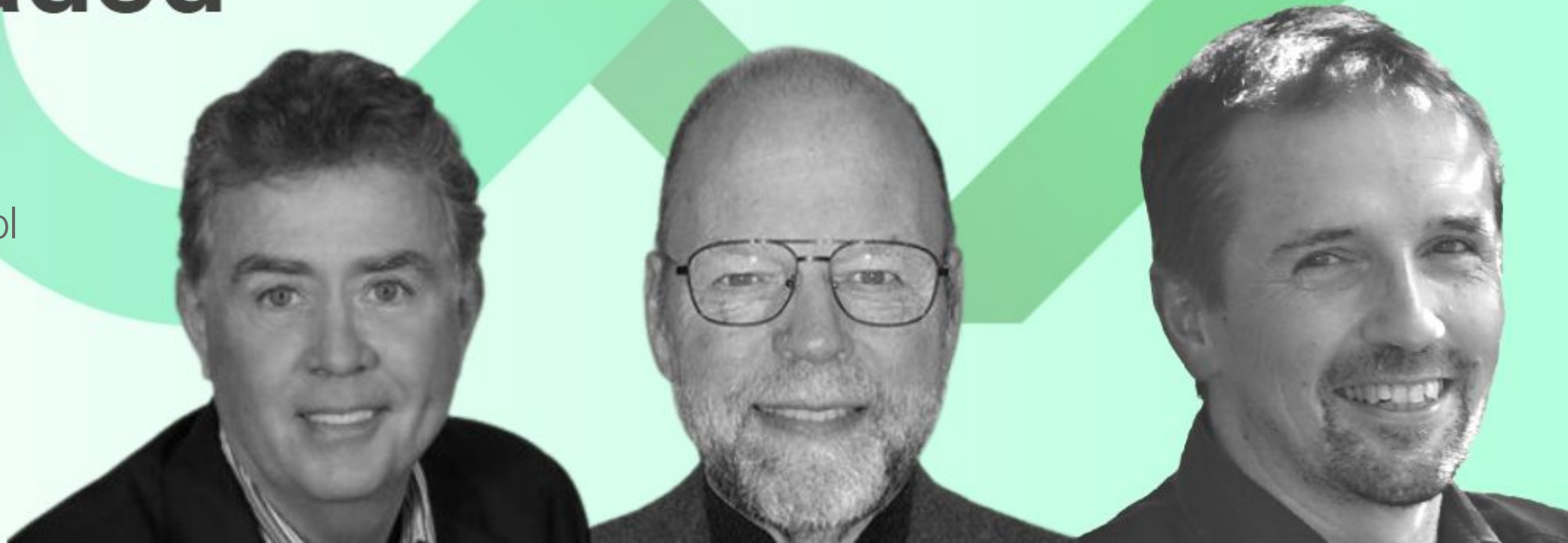


100% LIVE

Capability Maps Reloaded

Richard Lynch
Jim Dowling
Wolfgang Goebel

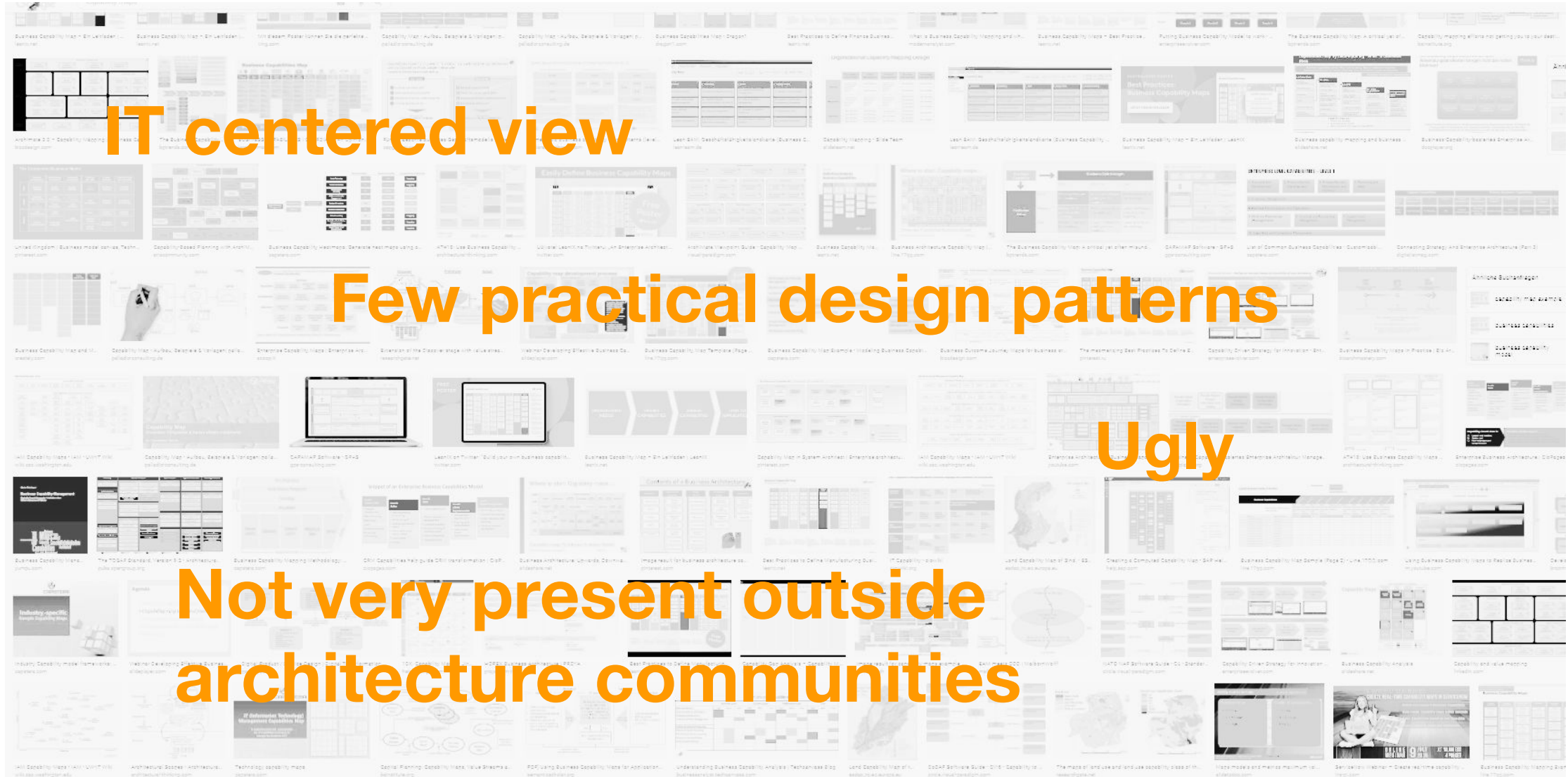




INTERSECTION GROUP

We help people create better enterprises.

Capabilities as used by EA/BA today



IT centered view

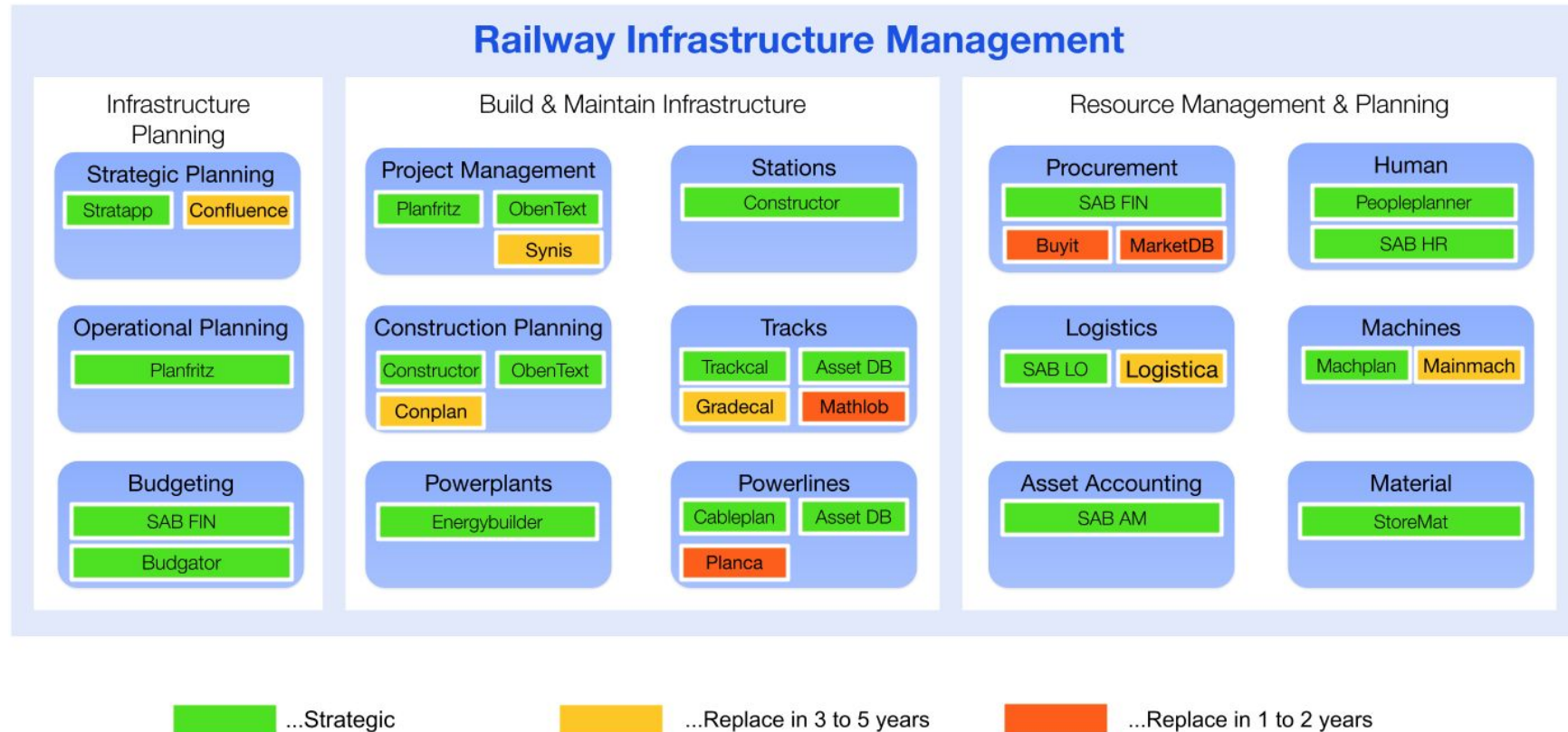
Few practical design patterns

Ugly

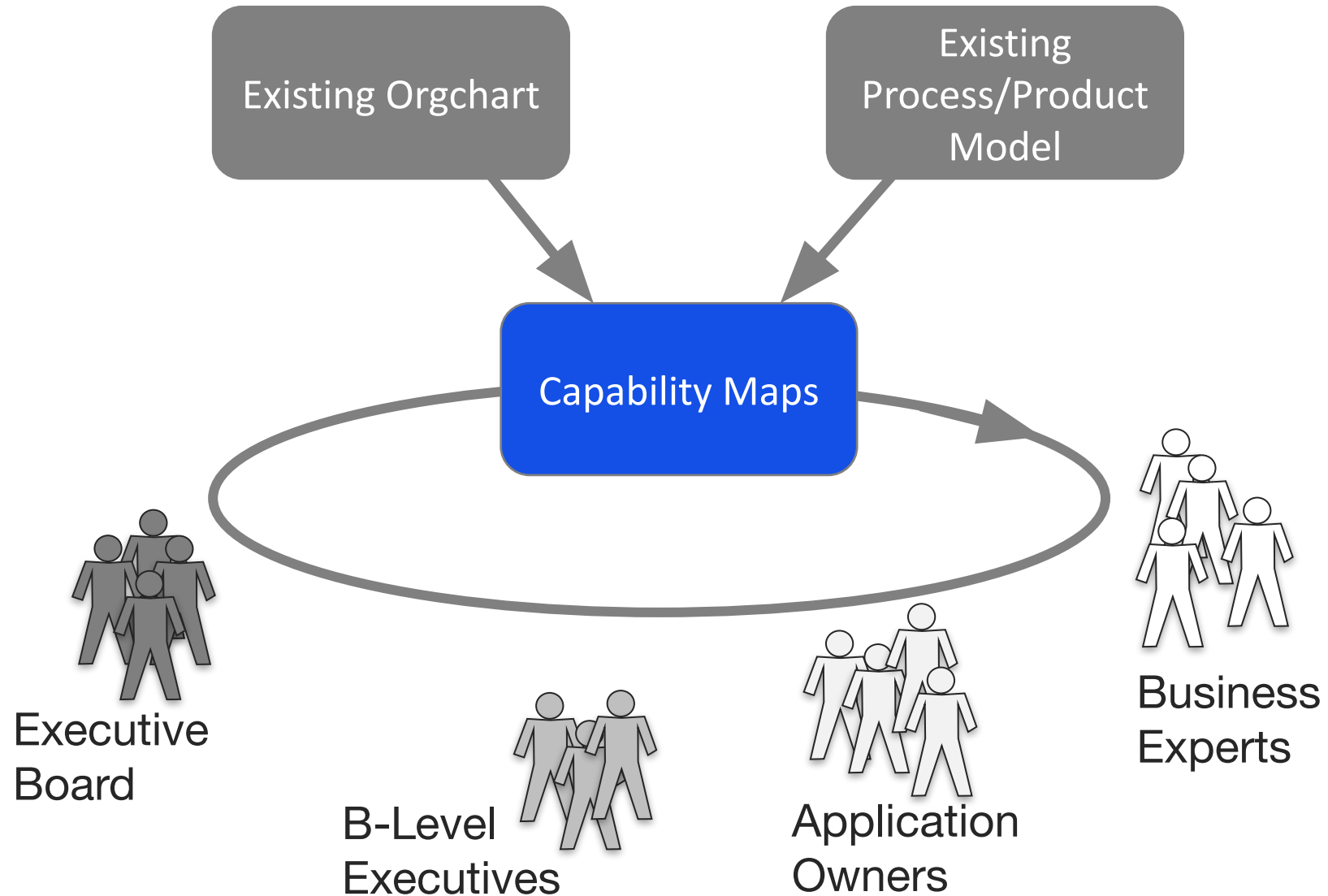
Not very present outside architecture communities

Capabilities as used by EA/BA today

Application portfolio management: Assign Applications to caps
Cap structure lives in EA/BA only, not co-designed with bus



○ Bottom up elicitation



How can we ever connect the worlds...

Operational Management



IT Application Portfolio Management





Jim Dowling

About Capable Company



Rich Lynch

- **Company leaders:** CIO, COO, PMO
- **Consultants** coach teams and build leadership capability to transform organizations
- **Authors:** *Capable Company*, *Corporate Renaissance* and *Measure Up!*
- **Educators:** we have bundled the above and transformed to leadership development and education.



From your POV, what are the big challenges in focus and alignment around meeting business challenges that you face?

-> Post to Chat



○ Capability

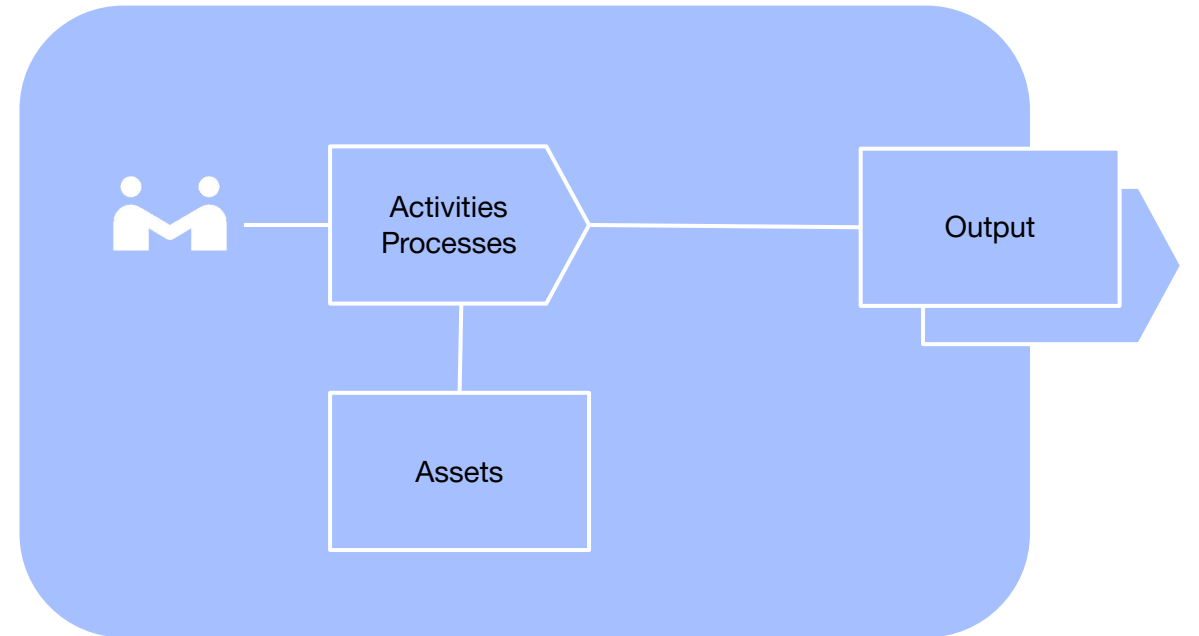
What we are able to do by orchestrating people and assets.



Track Maintenance

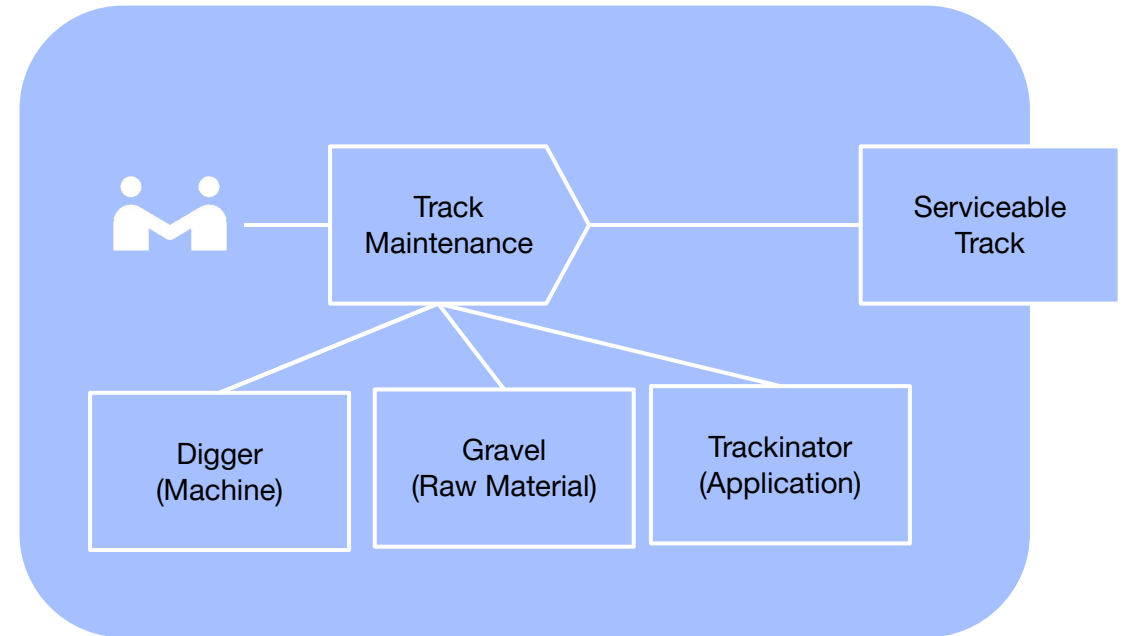
○ Capability

What we are able to do by orchestrating people and assets.

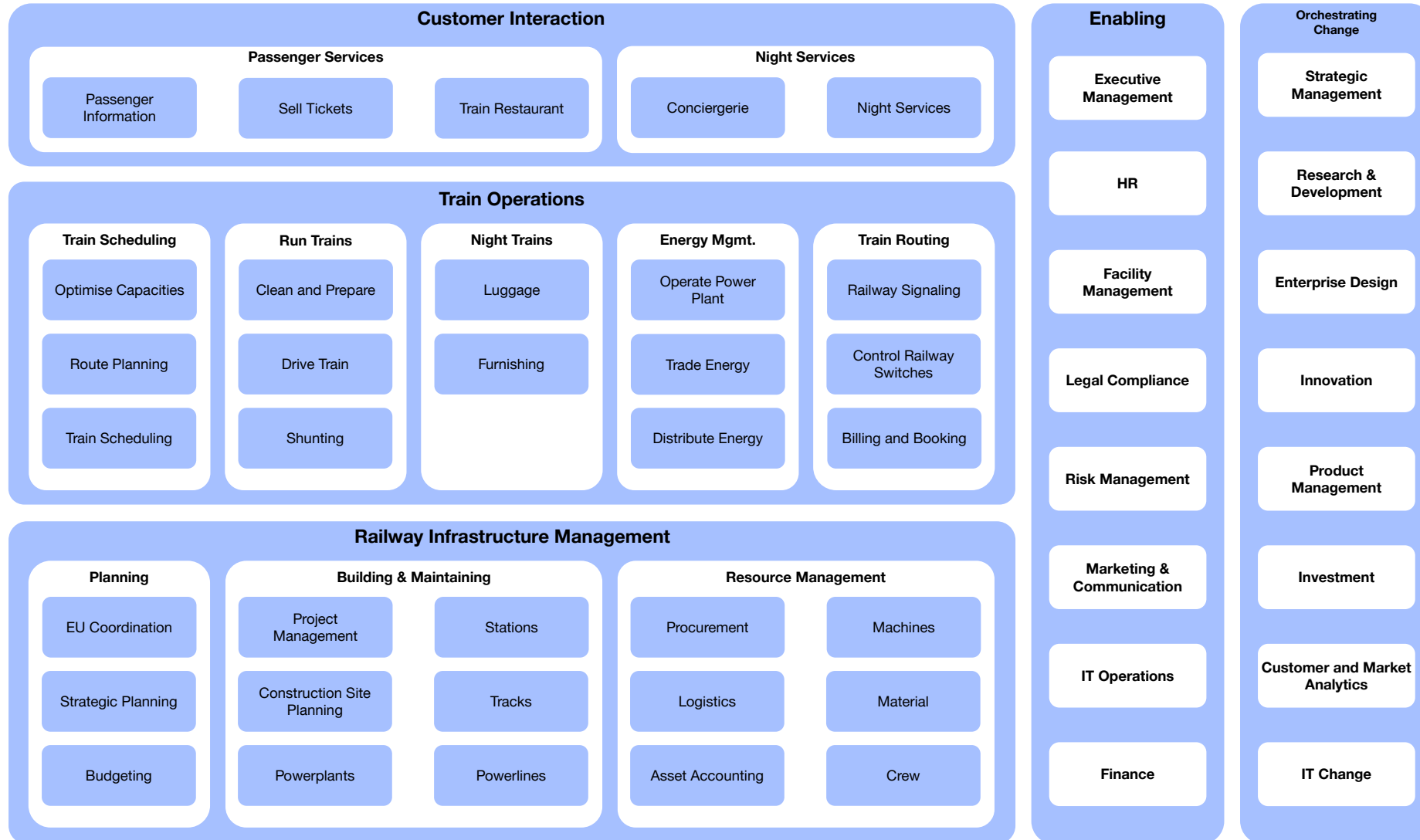


○ Capability

What we are able to do by orchestrating people and assets.



Capability Map



Is your work EA, BA, EITA or other?

What challenges are your organizations' or clients facing on the pathway from design to business outcomes?

-> Post to Chat





How Capabilities Drive Enterprise Performance

Organization Alignment

- Serve as a common language which can bring leaders together to define and execute strategy.

Acquisition/Demerger Planning and Execution

- Complete a demerger by reducing cost *and* building new capabilities needed for the new company.

Drive Revenue Growth

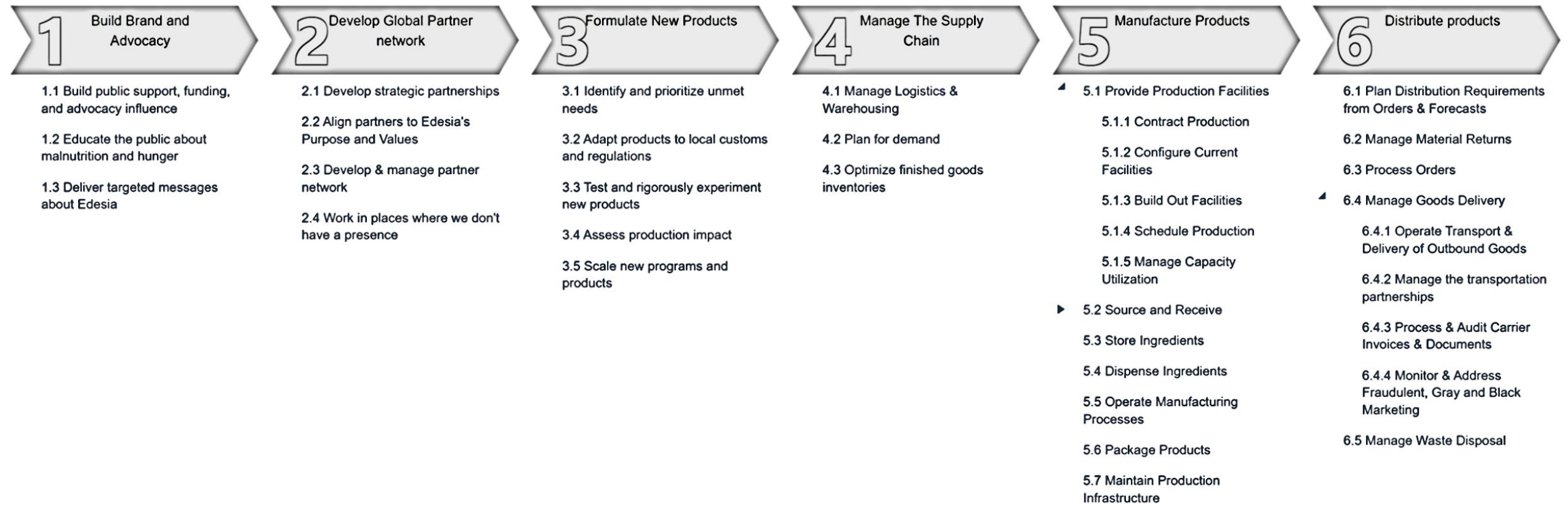
- Identify capabilities that could be leveraged in new domains to grow revenue.

Communication

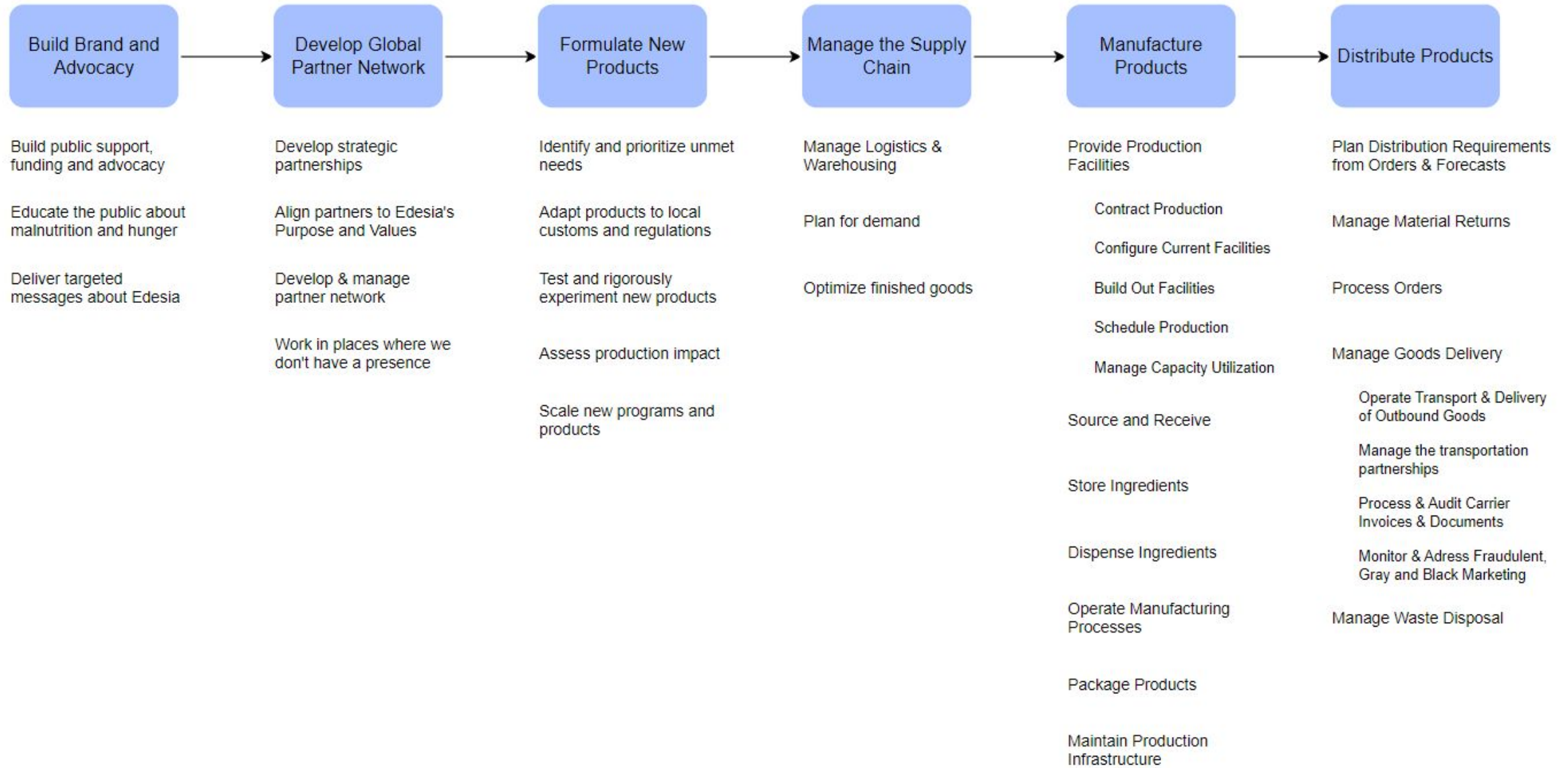
- Communicate the future state to engage the entire organization in the journey (appreciative inquiry).

A nonprofit organization whose purpose is to end childhood malnutrition

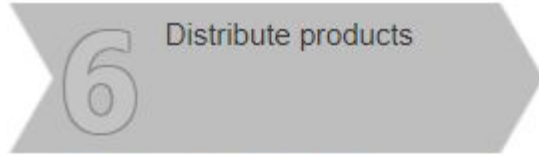
View: Version:



In EDGY Notation



Capability Levels



6.1 Plan Distribution Requirements from Orders & Forecasts

6.2 Manage Material Returns

6.3 Process Orders

▲ 6.4 Manage Goods Delivery

6.4.1 Operate Transport & Delivery of Outbound Goods

6.4.2 Manage the transportation partnerships

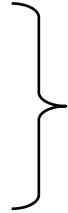
6.4.3 Process & Audit Carrier Invoices & Documents

6.4.4 Monitor & Address Fraudulent, Gray and Black Marketing



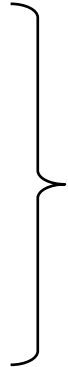
Level One: Capability Families

Level One presents a high-level category view of capabilities.



Level Two: Generic Capability Groups

Level Two capabilities are the **generic** capabilities essential for strategy delivery. This level is useful to explore completeness of the model and provides the data for Capability Map



Level Three: Specific Capabilities

Level Three lists the **specific** capabilities. This level, an organization assesses performance, makes sourcing decisions, addresses gaps, etc.

Capability Attributes

Heat Map Attributes

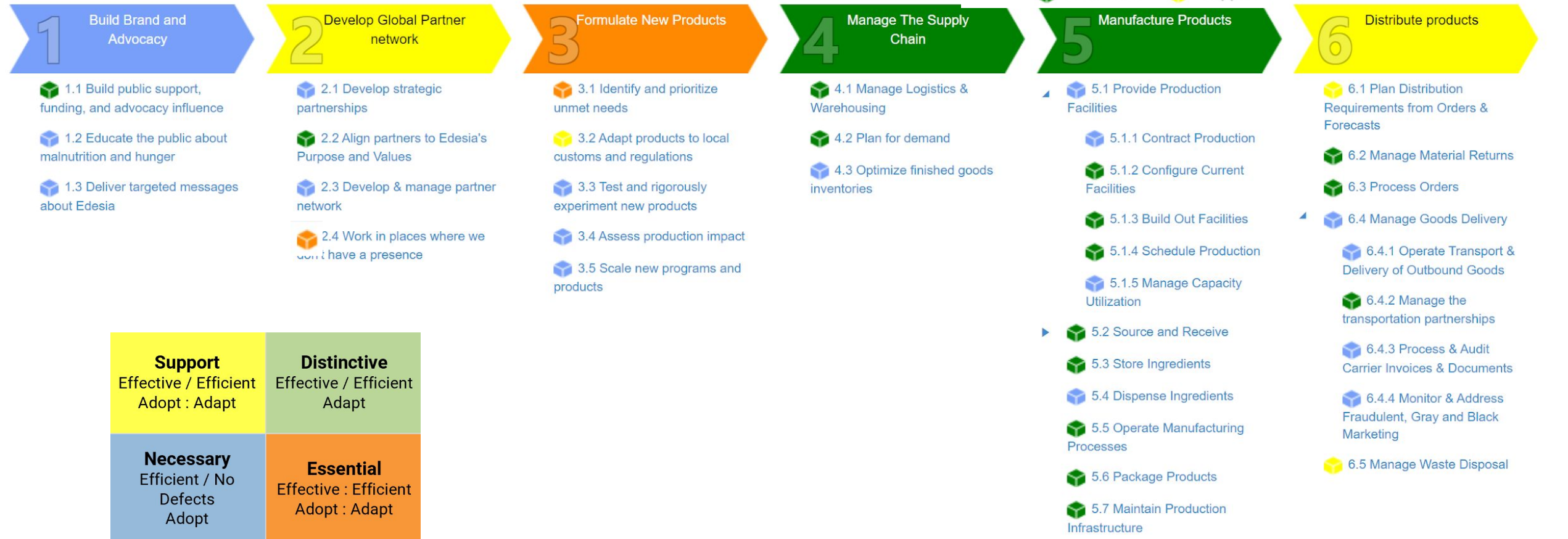
1. **Value Contribution** (Distinctive & Financial Impact measures)
2. **Performance** (Effectiveness and Efficiency measures)

Other Attributes

3. **IP Protection** (Proprietary Knowledge, Tight Coupling)
4. **Gap closure date** (when the capability is needed)
5. **Productive life** (month or years till shed or replace)

A nonprofit organization whose purpose is to end childhood malnutrition

📦 Distinctive
 📦 Support
 📦 Essential
 📦 Business Necessity

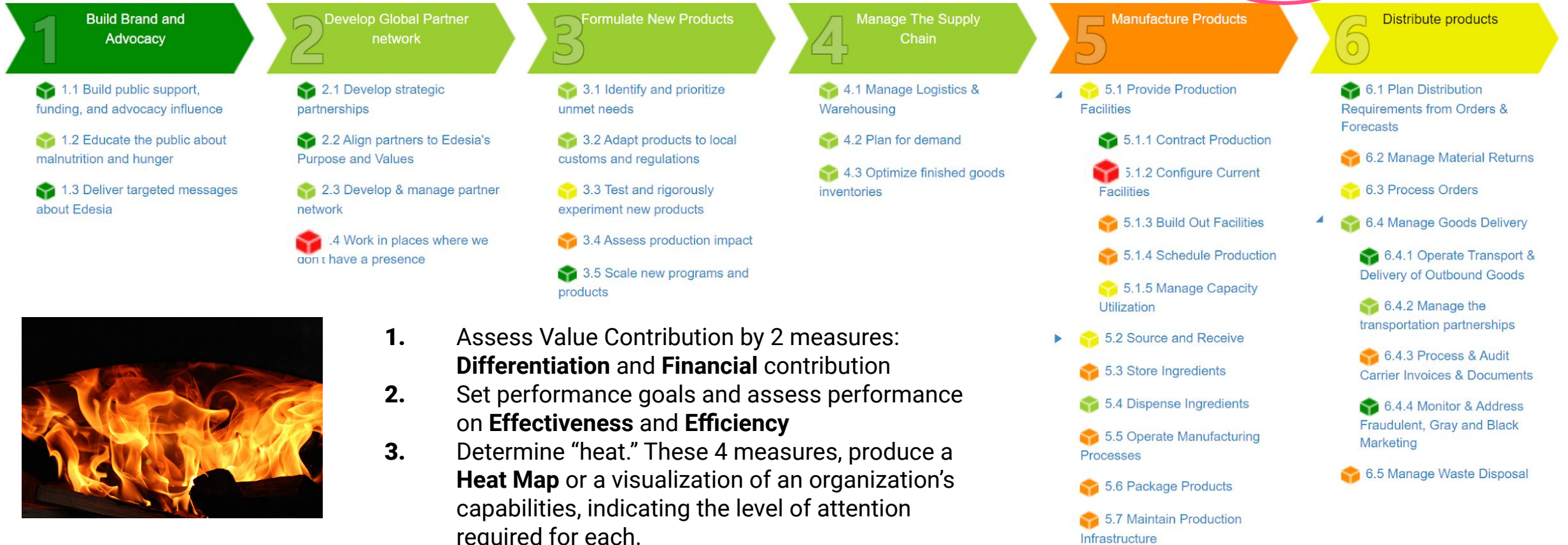


Support Effective / Efficient Adopt : Adapt	Distinctive Effective / Efficient Adapt
Necessary Efficient / No Defects Adopt	Essential Effective : Efficient Adopt : Adapt

Heat Mapping suggests where to invest?

The desired future state of a nonprofit whose purpose is to end childhood malnutrition Capability Heat 2023

High Medium High Medium Medium Low Low

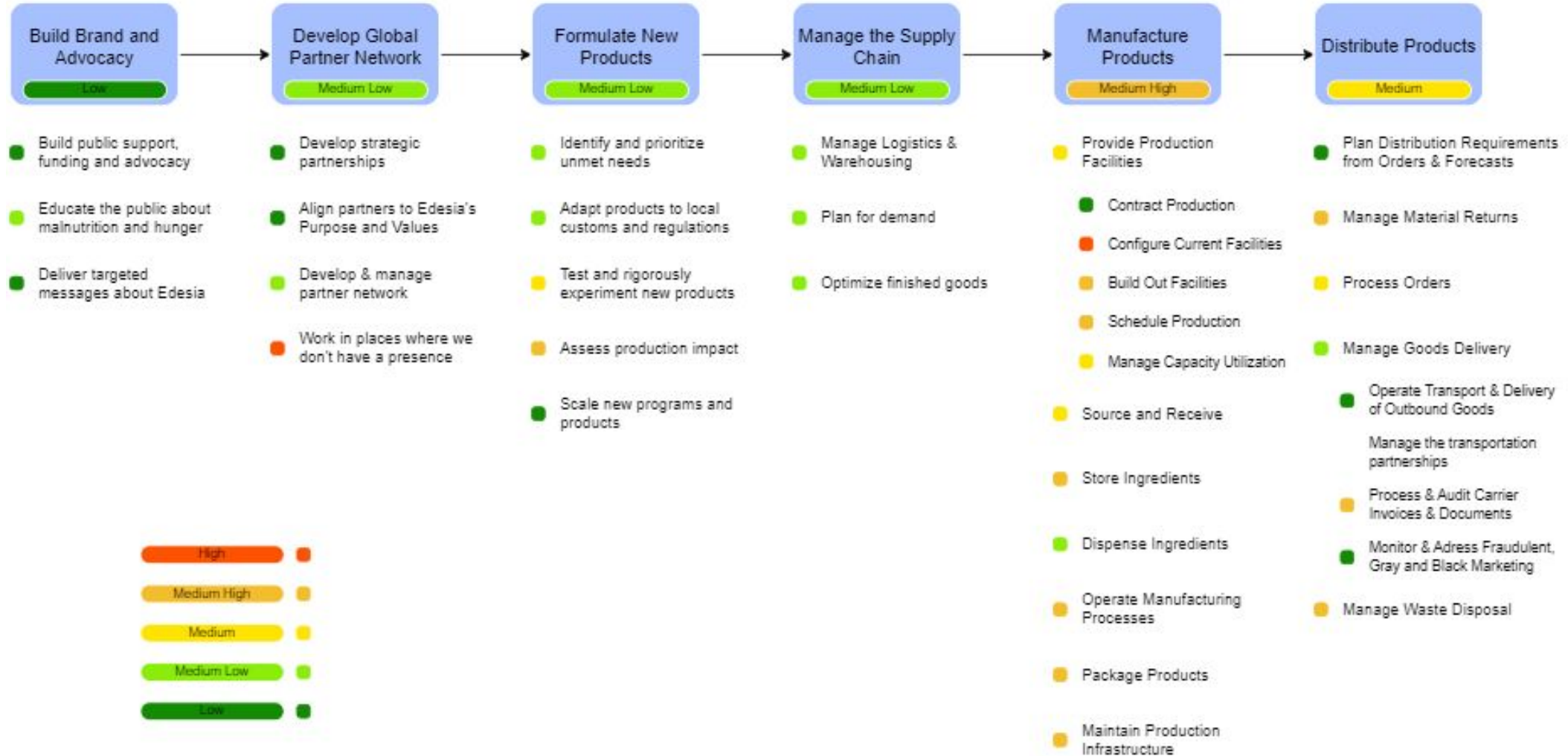


1. Assess Value Contribution by 2 measures: **Differentiation** and **Financial** contribution
2. Set performance goals and assess performance on **Effectiveness** and **Efficiency**
3. Determine "heat." These 4 measures, produce a **Heat Map** or a visualization of an organization's capabilities, indicating the level of attention required for each.

Visualize the future state and what it will take to realize it

1. Focus projects on capability gaps
2. Portfolios of Run/Improve and Transform the business

Capability Heat Mapping in EDGY



How do you see this approach to Business/IT alignment through capability modeling being helpful?

-> **Post to Chat**



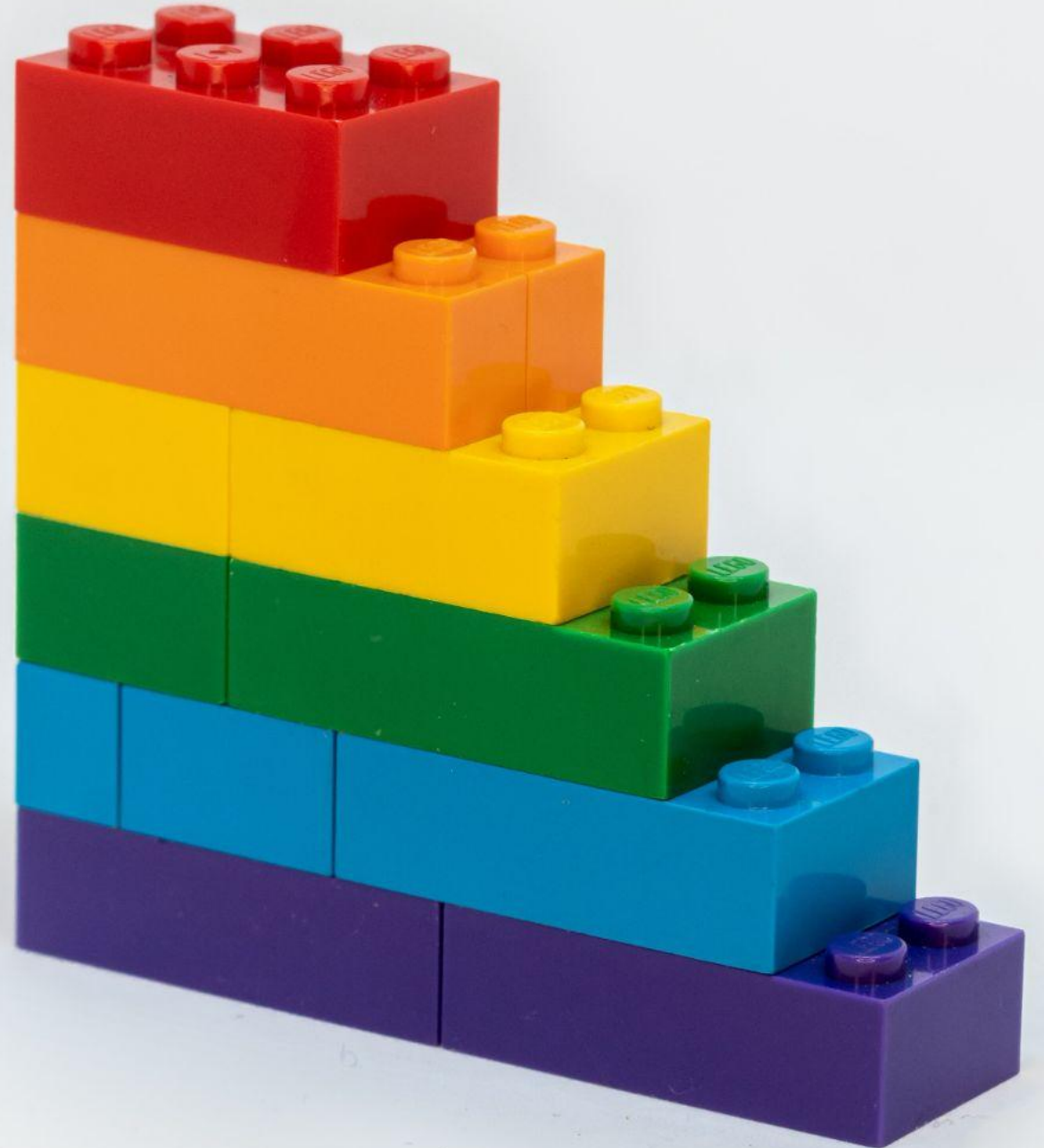
○ Building blocks

Well defined outputs

Clear boundaries

Design for adaptivity

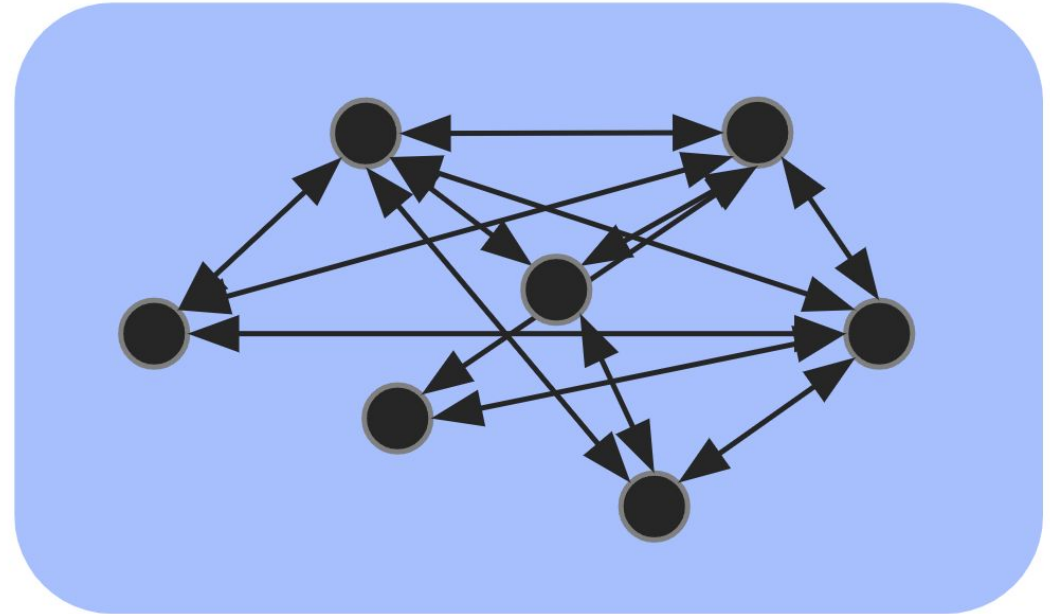
Reuse



○ Cohesion

Together what belongs together

Many interactions between people and software applications within a capability



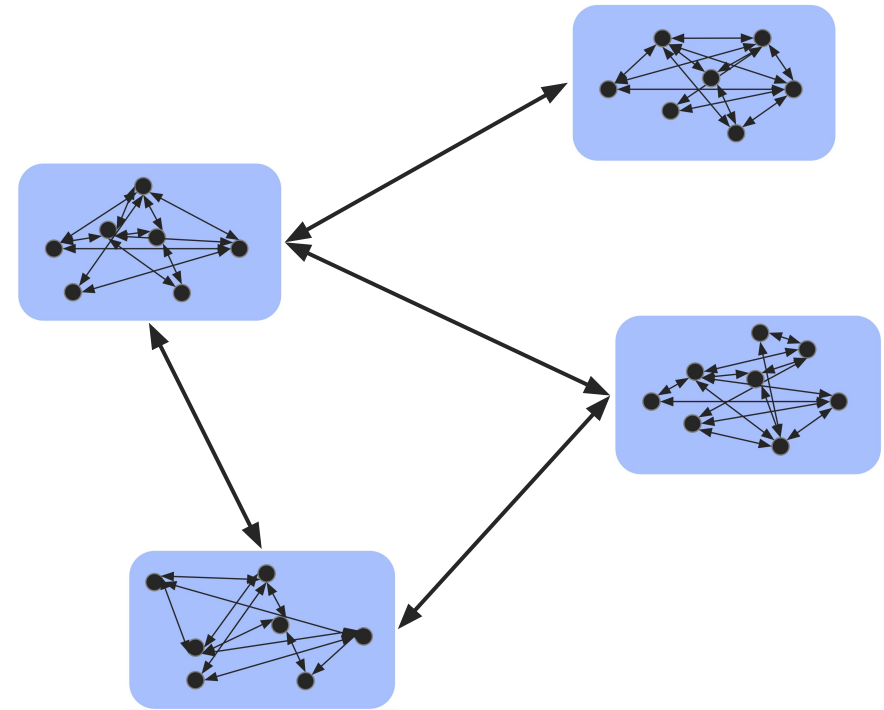
○ Loose coupling

Clear accountabilities

Avoid redundancy

**Minimise interactions
between capabilities**

Key to adaptivity



Capability Snapshots

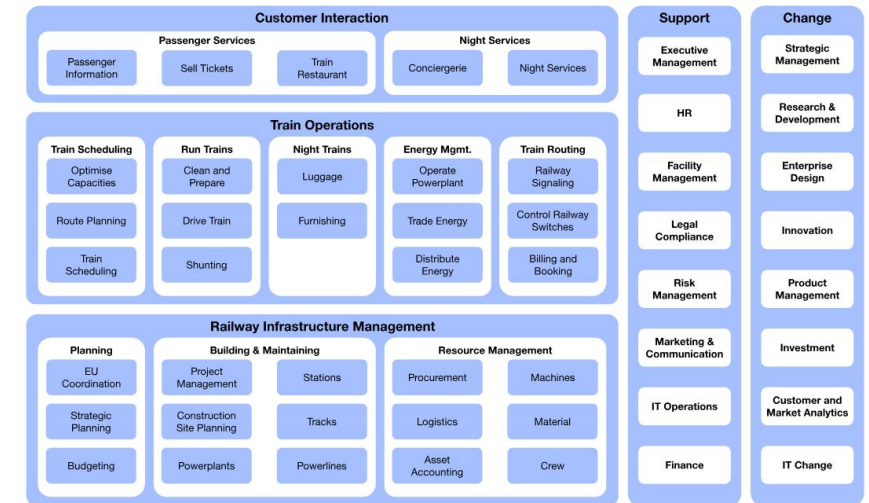
Communicate a Story about the Organization's pathway to a series of future state.

- It is a more detailed expression of WHAT capabilities are needed for the enterprise to take strategy to an actionable level.
- It is a **multi-dimensional, Multiview, and dynamic**



A **Capability Map** is a “block-oriented diagram” representing capabilities for a business.

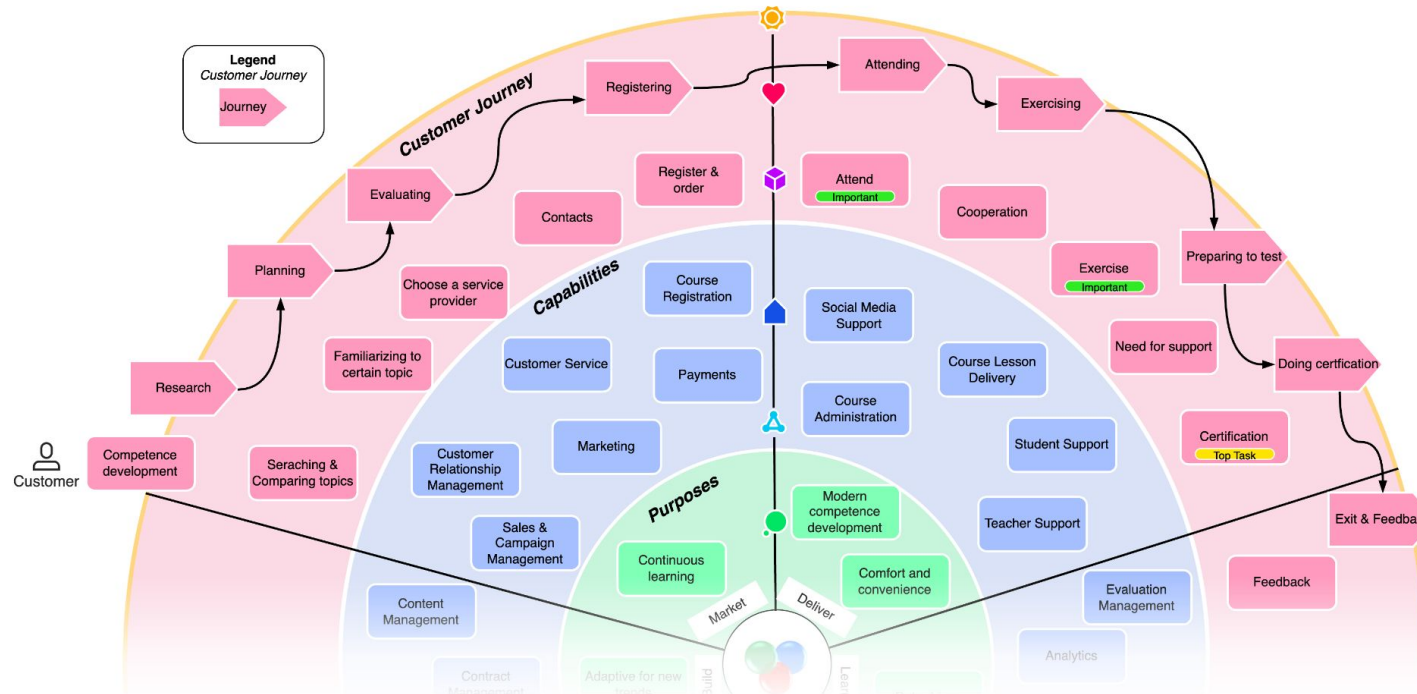
- It is a **high-level** view of the business activities
- It is **two-dimensional** representation of the business activities for **understanding technology relationships and products**.



Ways to view capabilities

A **Milky Way Map** is a visual representation of the whole business or some part of it; depicting the geography of the business of the enterprise. It shows the big picture in a single view, including **what** customer activities or tasks to be done, **how** the enterprise serves those tasks, and **why** the enterprise is doing all of this.

- combines the customer's perspective and the enterprise's business perspective and
- the why, what and how by bringing together the enterprise's outcome elements, Purposes, Tasks and Capabilities.



Views:

- Experience Focus
- Services Focus
- Organization Focus
- Budget Focus
- Portfolio Mgmt. Focus
- Architecture Focus

Figure: Focus on experience within the Customer Journey.

Learn More

Unlock the potential of your organization by making strategy actionable through a set of capabilities that align your organization.

Enroll today

 **maven**

Capability Development:
Make strategy actionable

*With Jim Dowling,
Amber Román, and Rich
Lynch*



Upcoming EDGY Training starting January

EDGY Language Foundations: Enterprise Design Facets and Elements January/February 2025

Online cohort-based course

🏠 Training 📅 January 23 to February 25, 2025, Tuesdays & Thursdays | 9am-10:30am (CET) 📍 Online

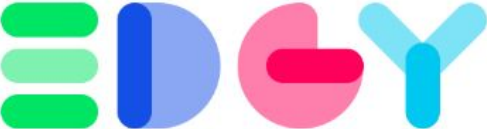
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Learn Enterprise Design Facets and Elements with EDGY 23

"Enterprises need to change their way from fixing their being to intentionally designing their becoming"

— Wolfgang Goebel, Instructor

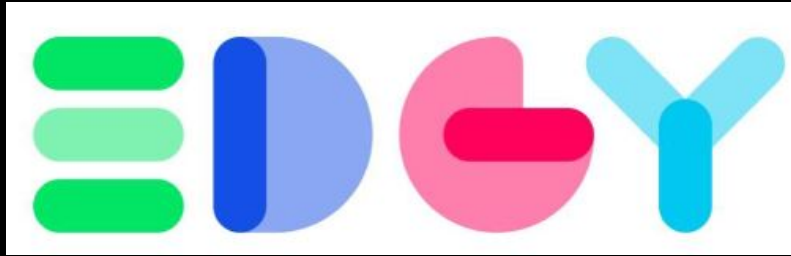
"Broken customer trust, silos, disengaged employees, lack of purpose, operations failures, underwhelming brands... these are symptoms of bad Enterprise Design. In



by  INTERSECTION GROUP



Intersection Group is a **Non Profit Association**



EDGY

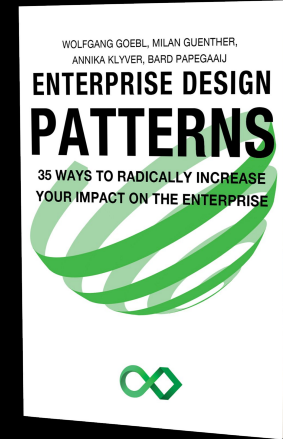
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Community and Events

Events for a global community of thinkers and practitioners



Learning and Knowledge

Publications, content, courses and digital tools with our partners



Upcoming Events

<https://intersection.group/events/?archive=false>



Truth and Beauty: Radically Improve Your Capability Maps

Webinar
November 28, 2024, 4pm Berlin, Paris (CET)
Online

[Details](#) [Register](#)



Jeu collaboratif sur les patterns organisationnels (bilingual event)

Local Community
December 4, 2024, 5pm - 7pm (EST)
Montréal, Canada

[Details](#) [Reserve](#)



Beyond Boundaries: Envisioning the Symbiosis Between Corporations and the Living World

Virtual X24 Session
Conference Talk
December 5, 2024, 4 pm | Central European (Vienna, Paris, Berlin)
Online

[Details](#) [Register](#)



Upgrade to Galaxy Class: The Milky Way Enterprise Map

Webinar
December 12, 2024, 9am Berlin, Paris (CET)
Online

[Details](#) [Register](#)



EDGY Language Foundations: Enterprise Design Facets and Elements January/February 2025

Online cohort-based course
Training
January 23 to February 26, 2025, Tuesdays & Thursdays | 9am-10:30am (CET)

[Details](#) [Register](#)



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Save the Date
Conference
September 17-19, 2025, 09:00-17:30
brussels, Belgium
The world's leading conference on Enterprise Design. Our 11th edition brings us to Brussels!

[Details](#) [Register](#)



Thank you!

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jim.Dowling@capablecompany.com



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