

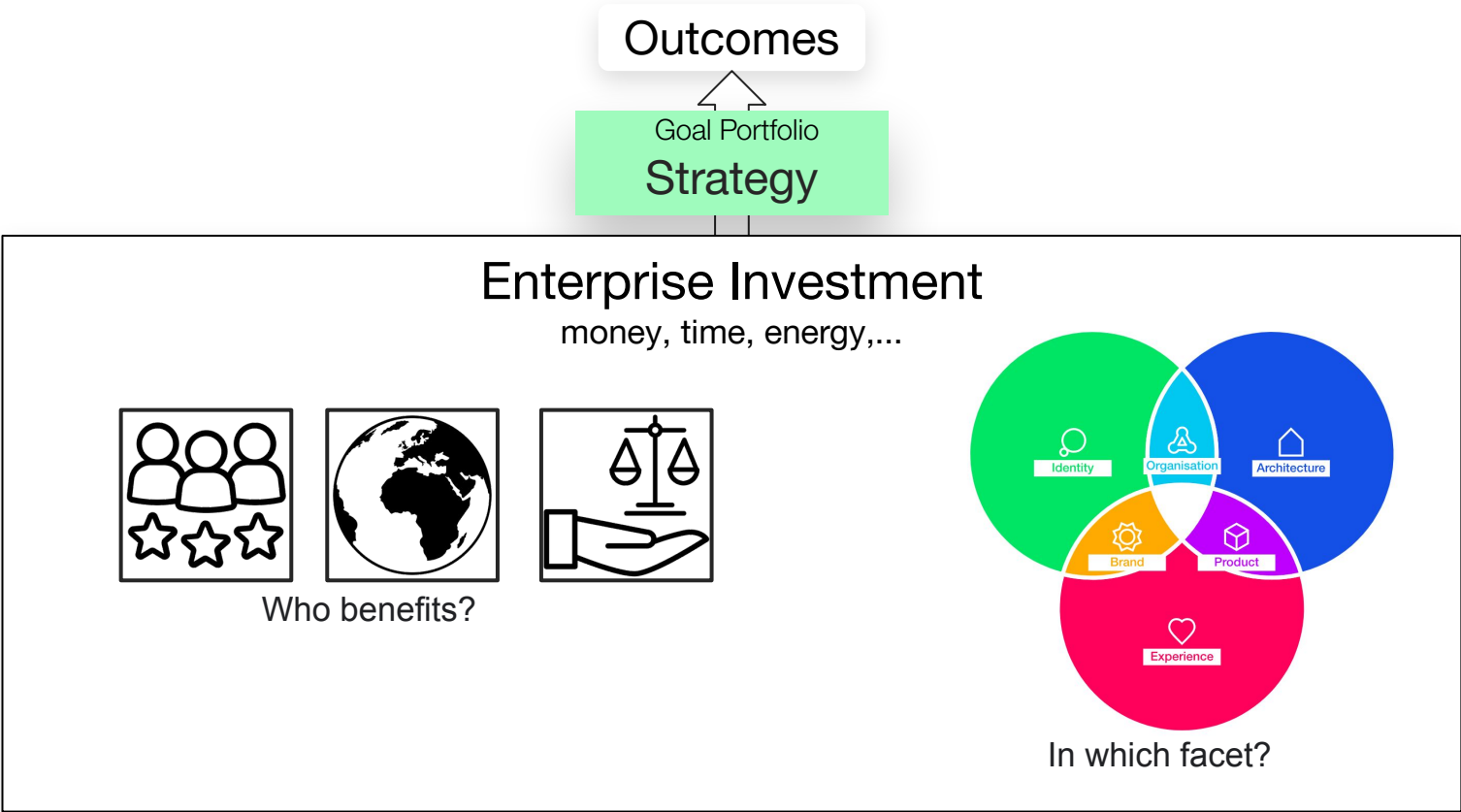
100% LIVE

**Design Driven
Goal Portfolio
Management**



Goal Portfolio Management

Strategically invest in well designed outcomes that guide enterprise design?



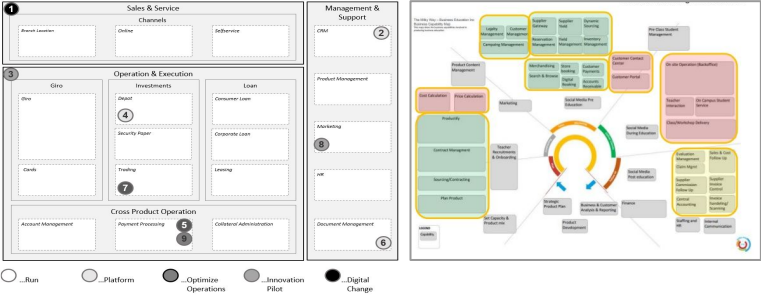
Goal Portfolio Management

Strategically invest in well designed goals that guide enterprise design



Management Instruments

Decision-making



Empowering Teams

Self-organisation
Co-design








Status quo in most companies today

- Strategy and goals done by small group (execs, consultants)
- Goals weakly categorised
- Change driven by project portfolios
- **Output** based planning
- Connection between projects <-> goals weak
- Investment in projects
- Weak connection between projects and business architecture



What does your portfolio management look like today?

Project Portfolio

ID	Project	Status	Milestone	Cost	Category
1	EPMM		03/2022	1.3 M€	Digital Transformation
2	HASV		01/2023	600 K€	Innovation
3	AI Platform		11/2022	2 M€	AI
4	SPOT		04/2023	500 K€	Digital Transformation
5	Artistica		07/2023	7.5 M€	Strategic
6	Trainsys New		09/2023	2 M€	Strategic
7	Fantastica		04/2022	350 K€	Innovation
....

+ some hundreds of projects

Output based planning



Most companies today

Done by a few

Mission
Vision

All too often weak



Strategy



Goals

Finance obsessed



Multiproject
management

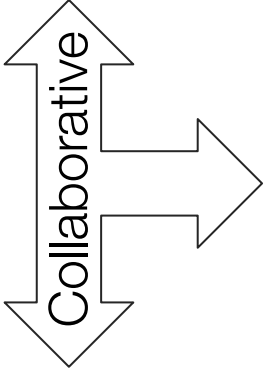
Projects

Output (not outcome!) driven

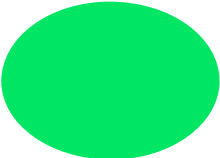


Design Driven Goal Portfolio Management

Exploration



Co-Design

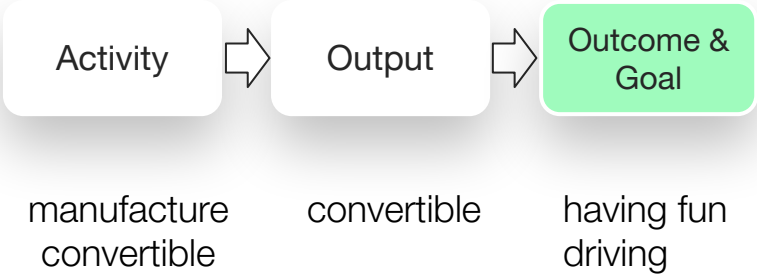


Definition: Goal

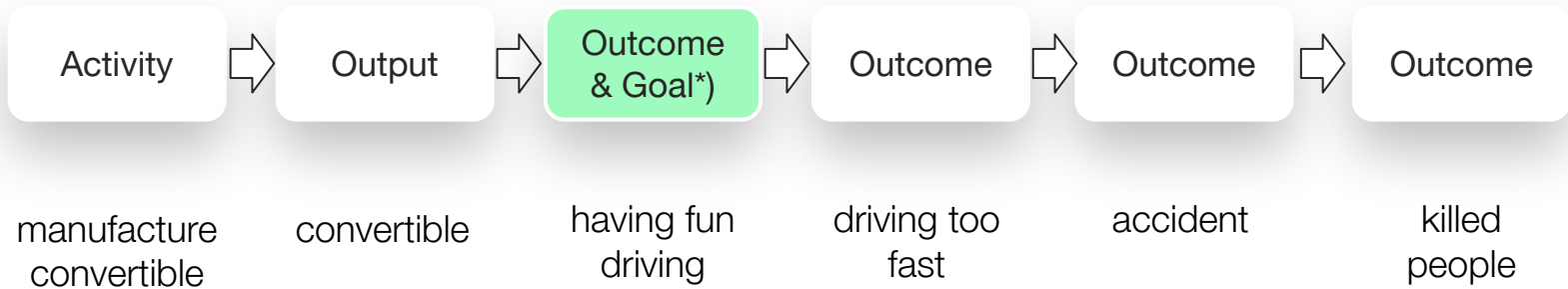
“An intended outcome that is aligned with the identity and strategy of the enterprise.”



Output vs. Outcome



The tricky thing: chains of outcomes, only limited impact



*) A goal is an **intended** outcome that is aligned with the identity and strategy of the enterprise.



Exercise

Exercise: find “good” goals, outcomes and outputs for a railway company...

(1) increased revenue

(2) new tunnel

(3) people on mars

(4) more people travel
with less CO2

(5) reduce loneliness

(7) punctuality

(6) stop climate change

(8) sell 20% more tickets

(9) comfortable travelling

(10) SAP upgrade

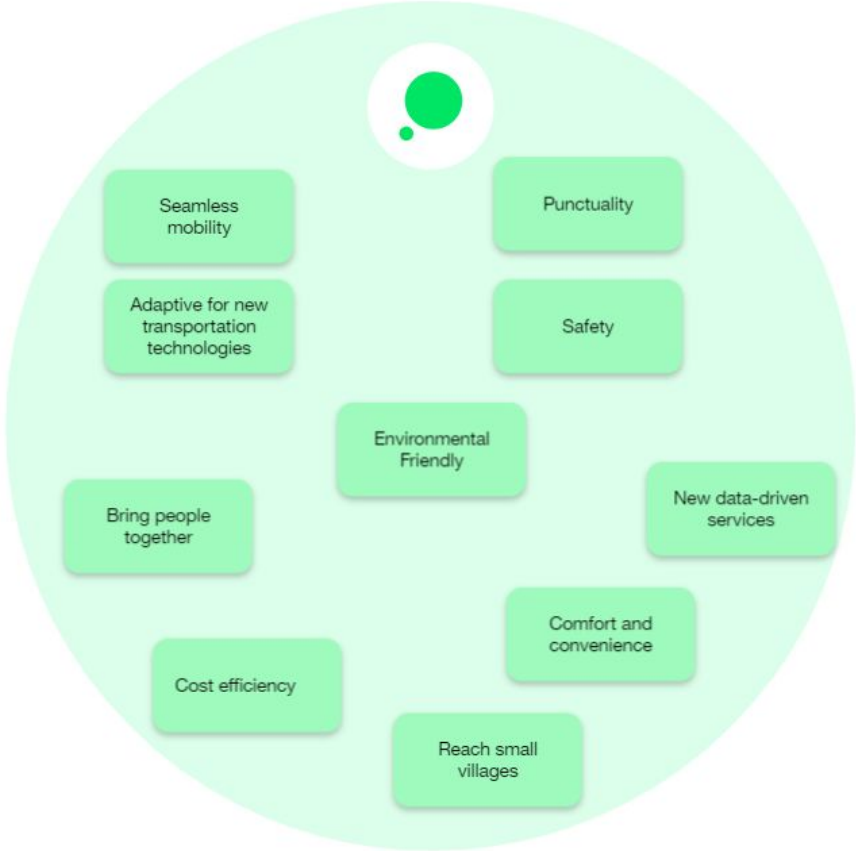
(12) new station

(11) travelling by bus

(13) bring people together



Example: “good” goals for a Railway Company



Identity of an enterprise

Who are we, why do we exist,
what matters to us?

What makes us different
and unique?

Identity



Identity of an enterprise



The goals of the enterprise should be aligned with its identity.



Goal categories

Who benefits?



Owner



Customer



Humanity



Legal Authorities



Goal categories

Customer

- New products
- Better
 - price
 - service
 - connected to top tasks (experience)



Goal categories

Legal Authorities

- Operate according to law
- Legal compliance
- Reports to the supervisory authorities.

Must do!



Goal categories

Humanity

- Environment
- Purpose for society
- Innovation



Goal categories

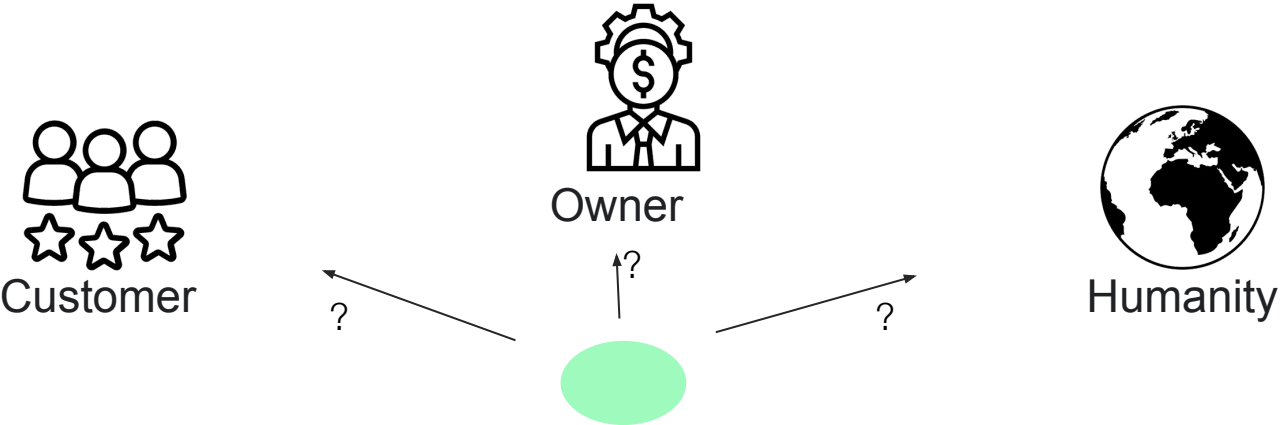
Owner

- Return on investment
- Growth
- Continuance
- Image
-



Who are we?

And who is important for us?



GREENPEACE

Google



 **City of Vienna**

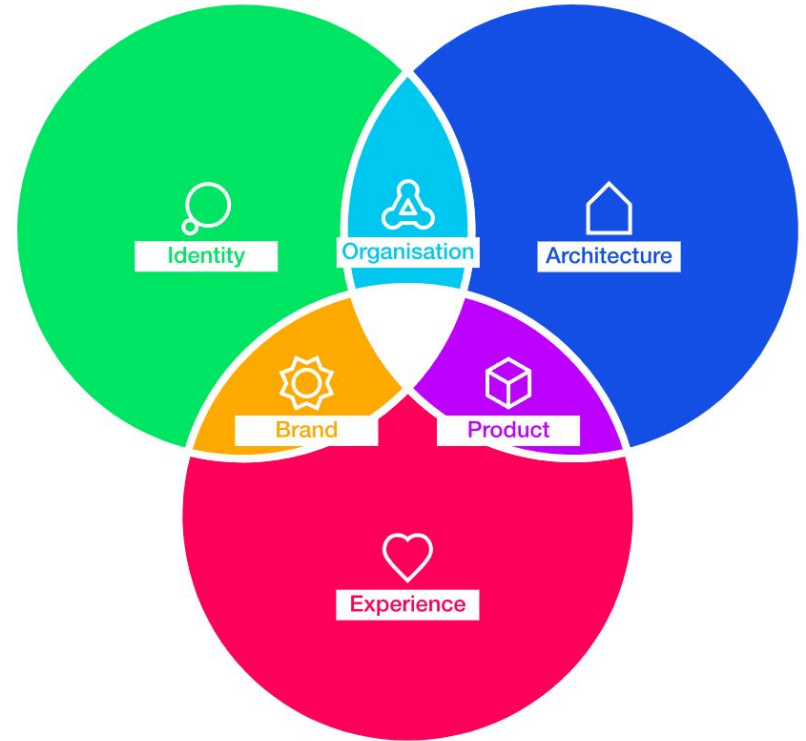
JPMorganChase 



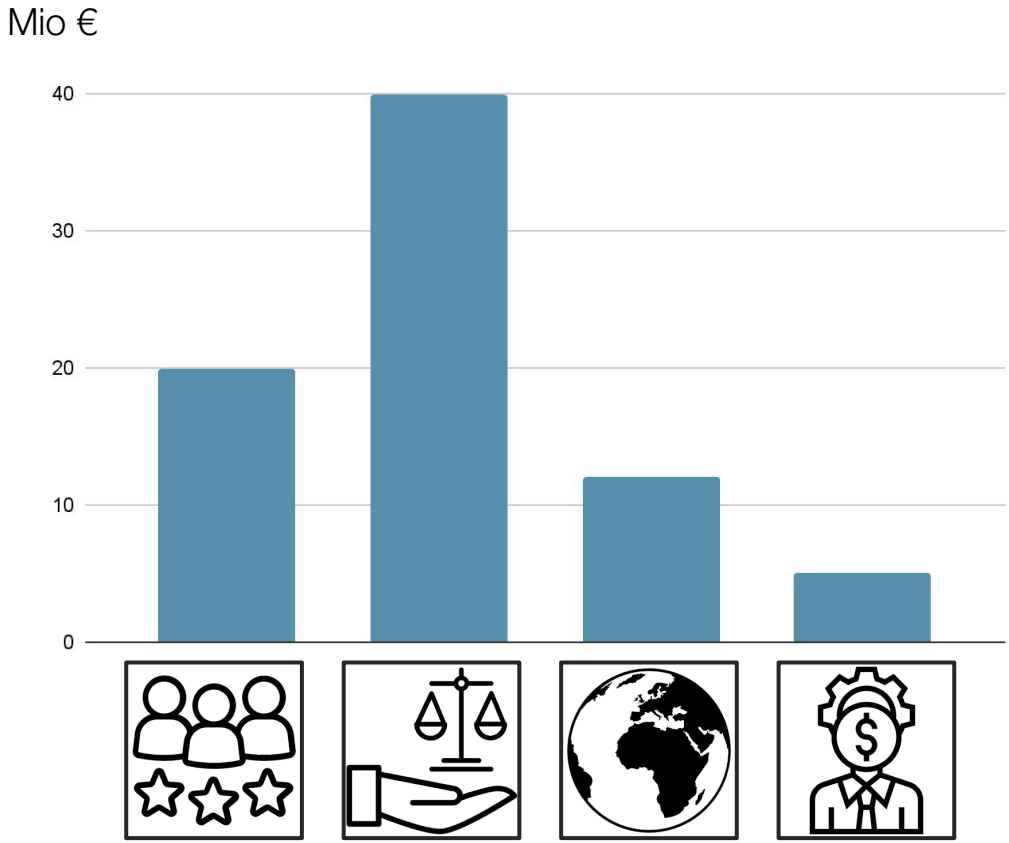
Who are we?

And what is important for us?

- Money
- Better identity
 - Clearer vision
 - Better goals
- Better architecture
 - Efficient operations
 - Business continuity
 - Security
 - Adaptivity
- Better experience
 - Customer
 - Employee
 - Owner
 - Partner



Investment by category










**if there
was only
one thing
that you
could influence
in your company....**



Project portfolio -> goal portfolio

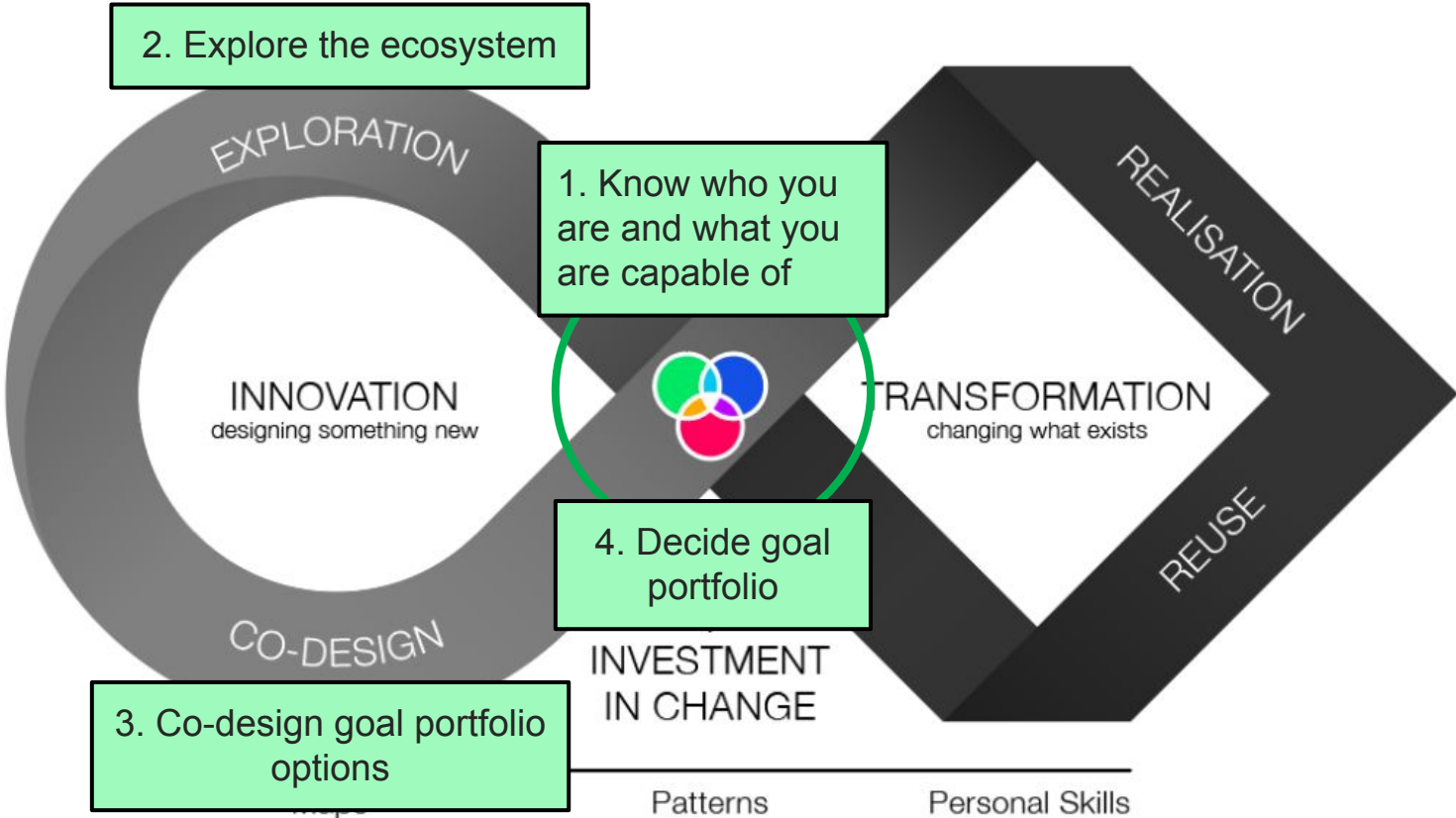
Add in column 1
↓
Goal, Category

Goal Project Portfolio

ID	Project	Status	Milestone	Cost	Category
1	EPMM		03/2022	1.3 M€	Digital Transformation
2	HASV		01/2023	600 K€	Innovation
3	AI Plattform		11/2022	2 M€	AI
4	SPOT		04/2023	500 K€	Digital Transformation
5	Artistica		07/2023	7.5 M€	Strategic
6	Trainsys New		09/2023	2 M€	Strategic
7	Fantastica		04/2022	350 K€	Innovation



Investment in change



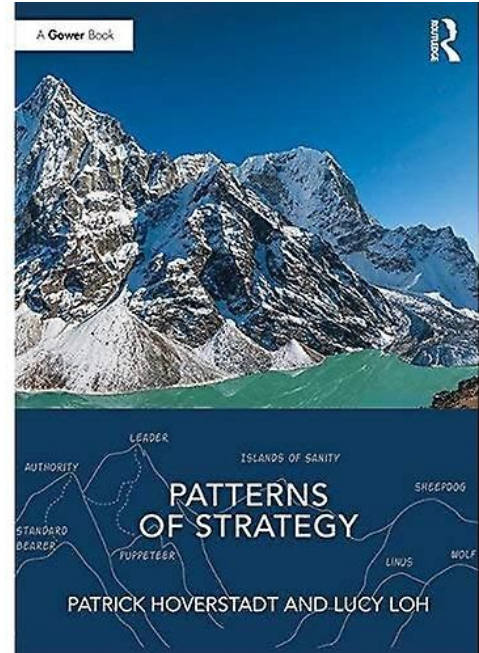
But when is a goal portfolio “good”?

- Aligned to the identity of the enterprise
- Based on solid knowledge about current capabilities
- Balanced opportunities / risk ratio
- Balanced short / long-term
- Challenging but realistic (S.M.A.R.T?)
- Clarity -> ease of communication
- Spark passion

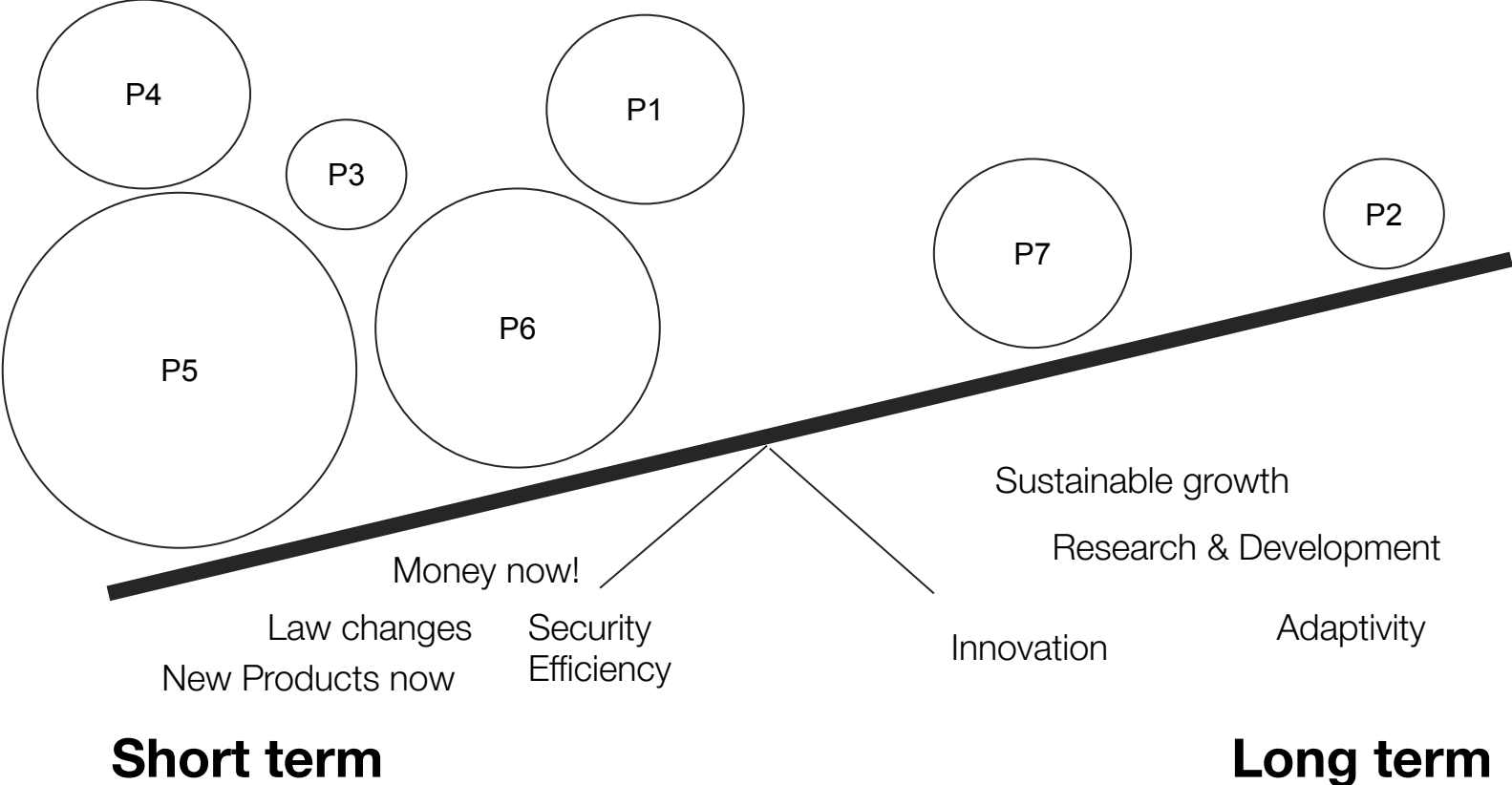


Strategy

Strategy sets direction for the design of the goal portfolio and the realisation of intended outcomes.



Balance short-term vs. long-term



Project portfolio -> goal portfolio

Goal	Category	P1	P2	P3	P4	P5	P6	P7
Seamless mobility	Customer	●			●	●		
Adaptivity: new transportation means	Organisation/Architecture	●	●					
Punctuality	Customer					●		
Safety	Customer, Legal							
Environment	Humanity			●				
Bring people together	Humanity	●	●		●		●	
New services	Customer		●				●	
Cost efficient	Customer, Organisation/Money		●	●	●		●	●
Comfort	Customer	●			●	●		
Large Rail Network	Customer, Humanity				●			



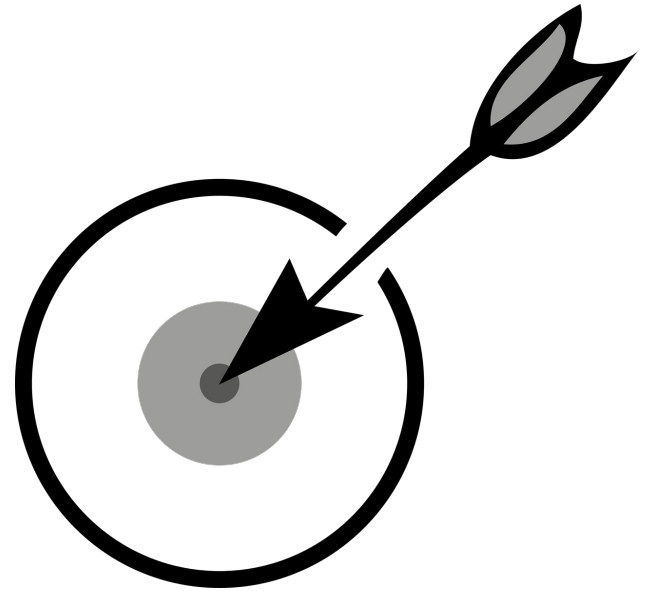
● ...Primary Contribution

● ...Secondary Contribution(s)

What you've learned today

- Know who you are and who you serve
- Invest in the right design elements/facets (identity, architecture, experience)
- Co-design goals based on exploration
- Project Portfolio -> Goal Portfolio
- Manage outputs -> Manage outcomes
- Invest in “best” goal portfolio

Focus all investments in your enterprise through a well-designed goal portfolio!





INTERSECTION GROUP

We help people create better enterprises.

Our community

3 association board members
7 core team members
80+ advising members
5 development partners
700+ people on Slack
3000+ newsletter subscribers

Various backgrounds:

About 30% Enterprise and Business Architects
About 30% Experience, Service and Business Designers

A diverse group of about 20% other, related profiles:
Business Analysts, Founders and Executives, Innovation or Change Agents, Operations and Process Designers, Organisation Designers and Developers, Branding and Marketing Experts, Agilists and Digital/IT Experts, Product Owners, Industry Experts...



Upcoming Webinars



Goal Portfolio Management

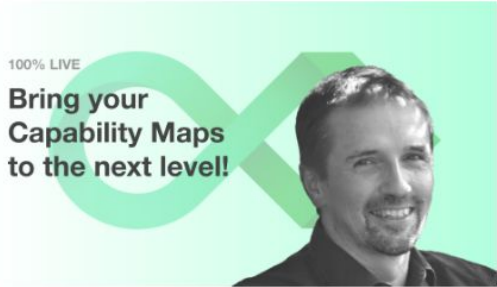
With Wolfgang Goebel

Webinar

January 19, 2022

Online

Jan 19th 4pm Berlin, Paris when Wolfgang Goebel will be presenting how to drive your strategic portfolio management by an enterprise design approach.



Capability Maps - the Next Generation!

With Wolfgang Goebel

Webinar

January 26, 2022

Online

Jan 26st, 4pm Berlin, Paris In this webinar with Wolfgang Goebel we present the basic concepts of capability modeling.



The Customer-Driven Enterprise

With Jim Kalbach and Milan Guenther

Webinar

February 2, 2022

Online

Feb 2nd, 4pm Berlin, Paris - In this webinar, Jim Kalbach and Milan Guenther will take you through a customer-driven approach to designing better enterprises.

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





Severin the Service Designer

With Milan Guenther

Webinar

February 9, 2022

Online

Feb 9th, 4 pm Berlin, Paris - In this webinar, Milan Guenther tells the story of Severin as they start their new engagement as a Service Designer, aiming to deliver new offerings and a better experience to their client's customers.



Earnestine the Enterprise Architect

With Wolfgang Goebel

Webinar

February 16, 2022

Online

Feb 16th, 4 pm Berlin, Paris: In this webinar, Wolfgang Goebel tells the story of Earnestine from starting her new job as an Enterprise Architect to having set up an impactful collaborative EA practice.



Odile the Organisation Designer

With Naomi Stanford

Webinar

February 23, 2022

Online

Feb 23th, 4 PM Berlin, Paris: In this webinar, Naomi Stanford tells the story of Odile from starting her new job as an Organisation Designer to having set up an impactful collaborative Enterprise Design practice.



Three Changes that Make Your Enterprise Architecture Practice Work

With Wolfgang Goebel

Webinar

March 2, 2022

Online

Mar 2nd, 4 pm Berlin, Paris: In this webinar, Wolfgang Goebel will be presenting Intersection Group's approach that connects existing disciplines to enable collaborative co-design by the many true architects of the enterprise.



Milky Way Enterprise Map

With Annika Klyver and Milan Guenther

Webinar

March 9, 2022

Online

Mar 9th, 4pm Berlin, Paris: Annika Klyver and Milan Guenther show you how to bridge the gaps across identity, experience and architecture with Milky Way enterprise maps.



EDGY 1.0

graphical language for collaborative Enterprise Design

Webinar

March 15, 2022

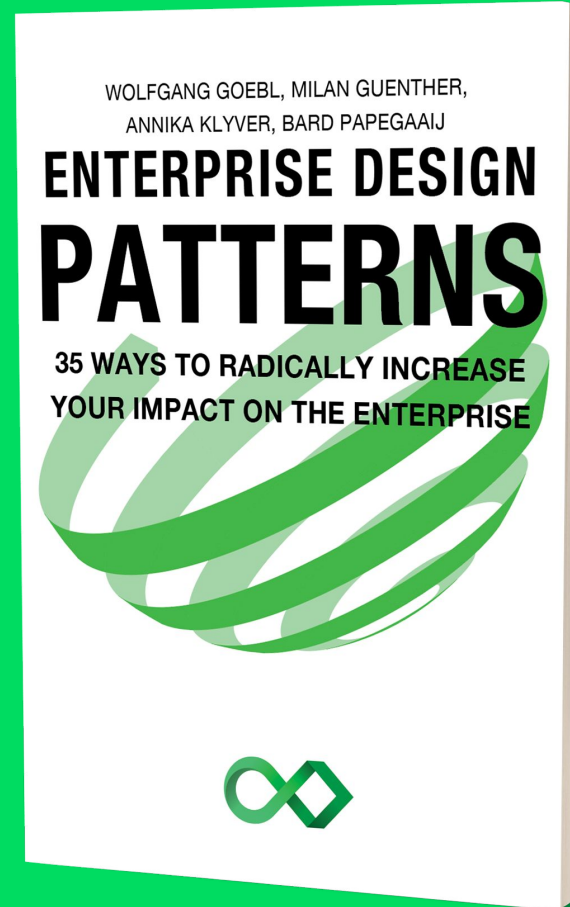
Online

Mar 15th, 4 pm Berlin, Paris - In this webinar, Milan Guenther and Wolfgang Goebel will be presenting the upcoming V1.0 of our graphical language for collaborative Enterprise Design.



Patterns

- Journey to impact
- Behaviour patterns
- Practice patterns
- Creations patterns



 enterprisedesignpatterns.com

Thank you!

Wolfgang Goebel

wolfgang@intersection.group

www.intersection.group



INTERSECTION GROUP



Organisation as a whole

Who are we, why do we exist, what matters to us?
What makes us different and unique?

How are we being perceived?

How do we work together as a team?

What makes all the parts in our enterprise work together?
What are we capable of achieving?

What are we making and offering?

What is our role in people's lives?
What value do we create for people?

