INTERSECTION GROUP

Capability Maps Reloaded

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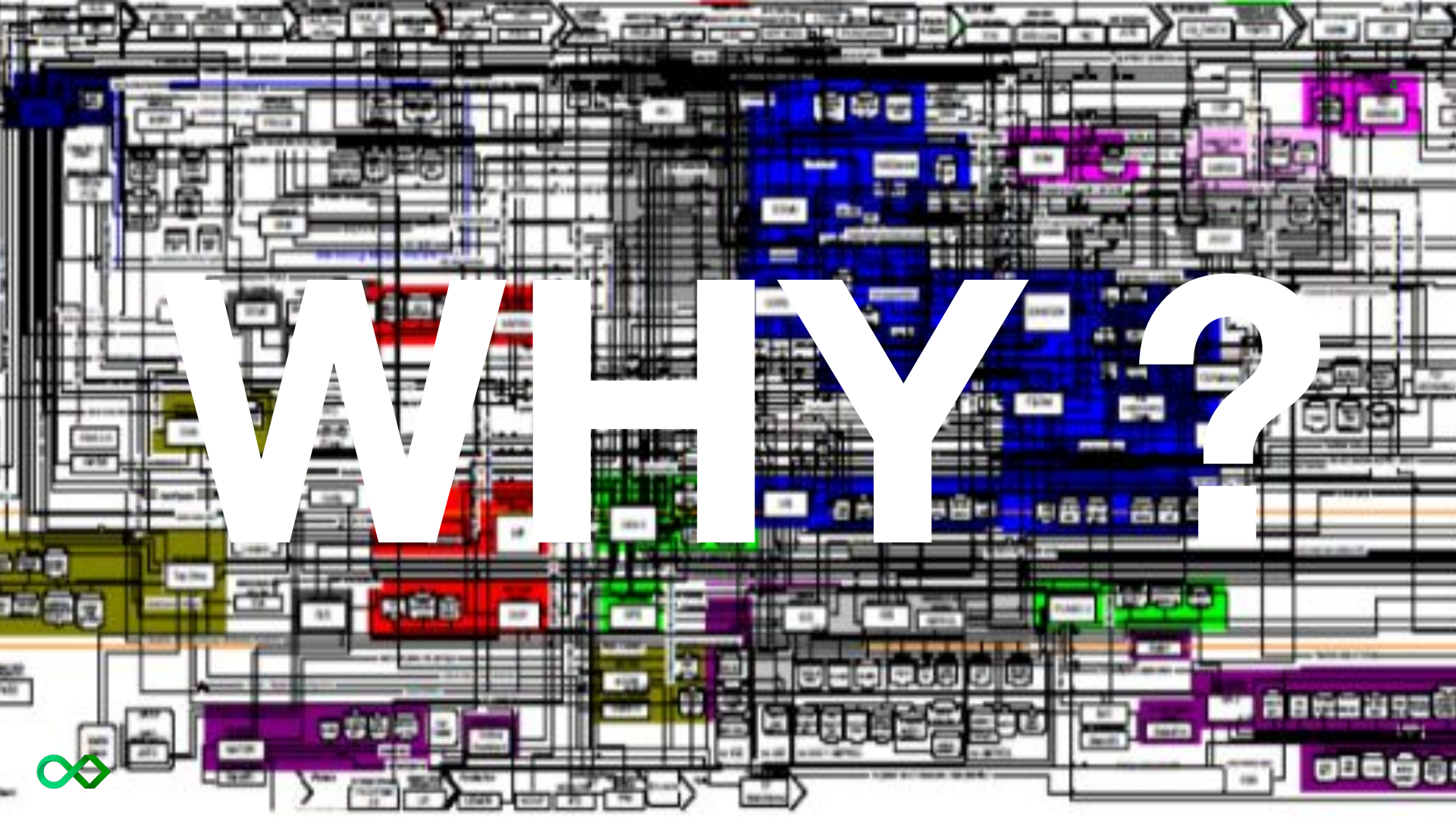
Webinar | November 24 | 10 am CET


INTERSECTION
GROUP
We help people create better enterprises.

How would you rate

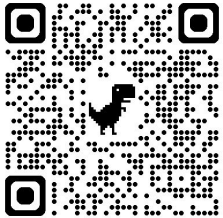
the capability modelling maturity in your company?

What works well / doesn’t work?


WHY?

1. Introduction: Capabilities as Business Modules

Get the Capability Modelling Guidelines ->



Today

Capability maps use uncommon language and are used exclusively by Enterprise Architects.

Tomorrow

Capability maps are co-designed by all relevant business experts and used throughout the company (for Management, Organisation, Finance, IT, Asset Management, ...)

Capability

Needed for product creation

Well-defined, distinctive outputs

Which people/skills?

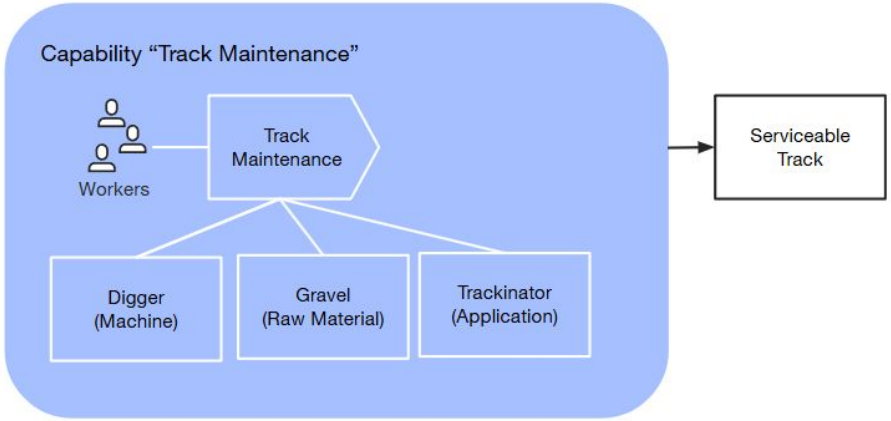
Which assets?

Which processes?



Capability

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



First people co-design the boundaries of the garden beds

Design the “what”

Well-defined, distinctive outputs

Together what belongs together



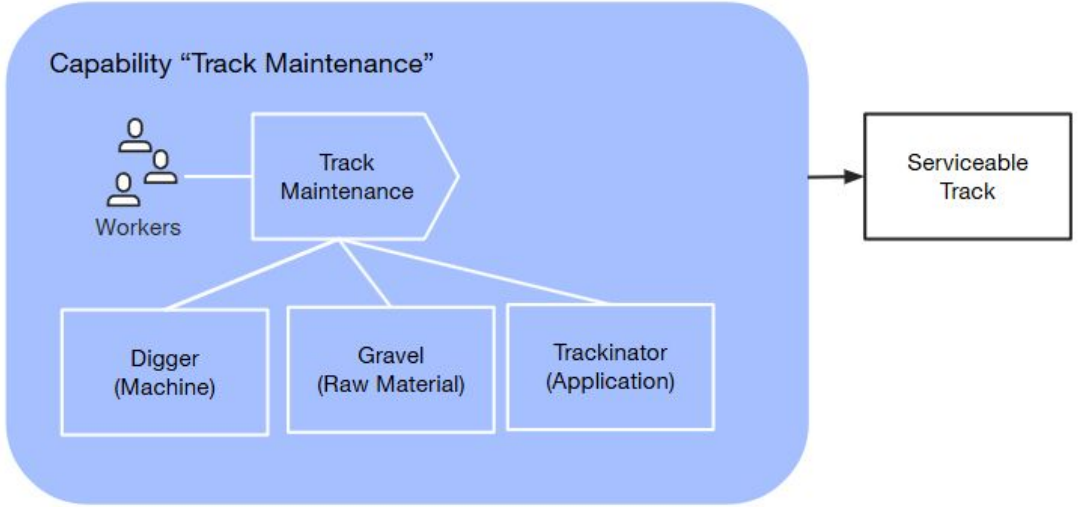
Then people realise their capabilities

Design the “how”

Which people/skills?

Which assets?

Which processes?



Capabilities as organic Business Modules

Each module: orchestration of people, assets and processes to create well-defined outputs

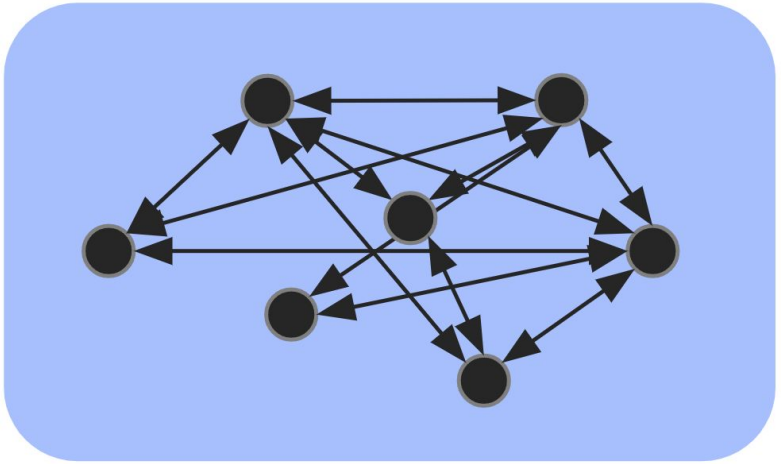


Source: so-so visualisation by https://chat.openai.com/chat

Cohesion

Together what belongs together

Many interactions between people and software applications within a capability



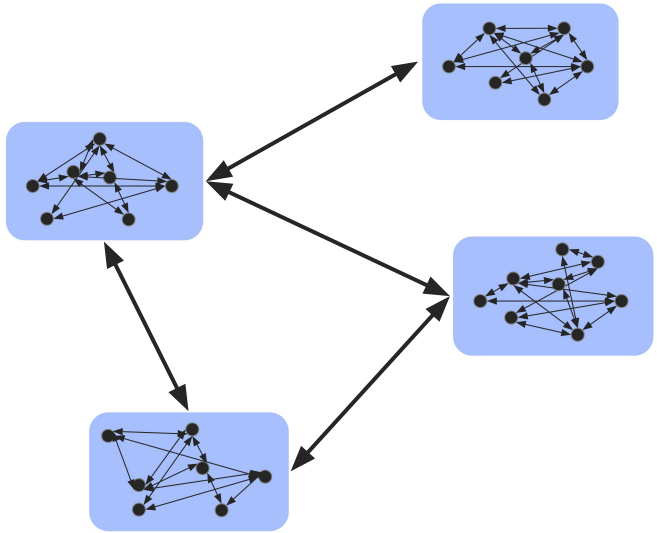
Loose coupling

Clear accountabilities

Avoid redundancy

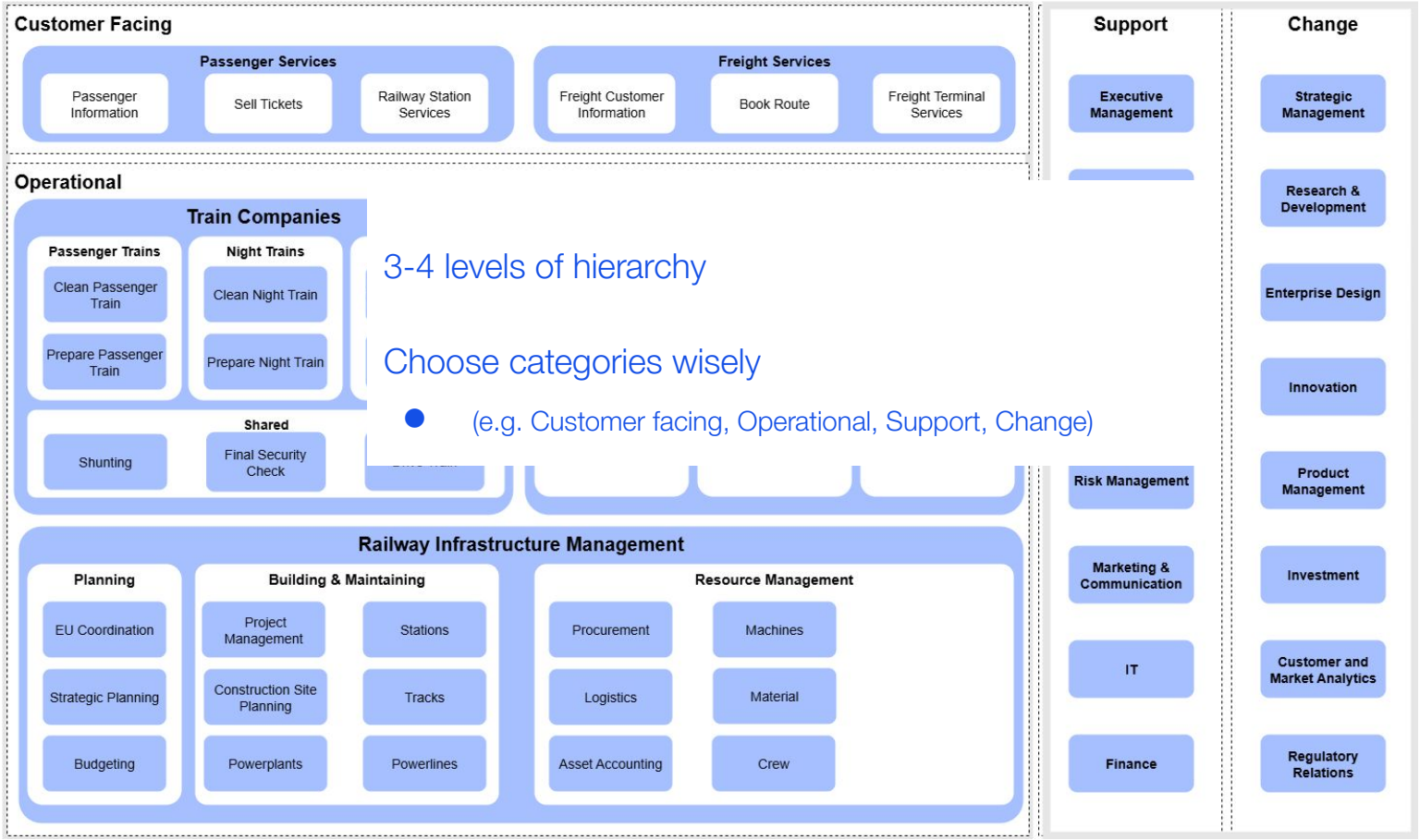
Minimise interactions between capabilities

Key to adaptivity



2. How to structure a Capability Map

Capability Categories and Hierarchy



3-4 levels of hierarchy

Choose categories wisely

- (e.g. Customer facing, Operational, Support, Change)

Customer Facing

Get in touch with our customer

Sales via various channels

Customer services

Customer information



Ticket sales

Operational

Create our products

Manufacturing

Warehousing

Logistics

Order processing



Shunting

Support

Needed for other capabilities

Marketing

Legal

Human resources

Accounting



Change

Innovate existing capabilities

Strategic management

Product design

Enterprise design

Innovation



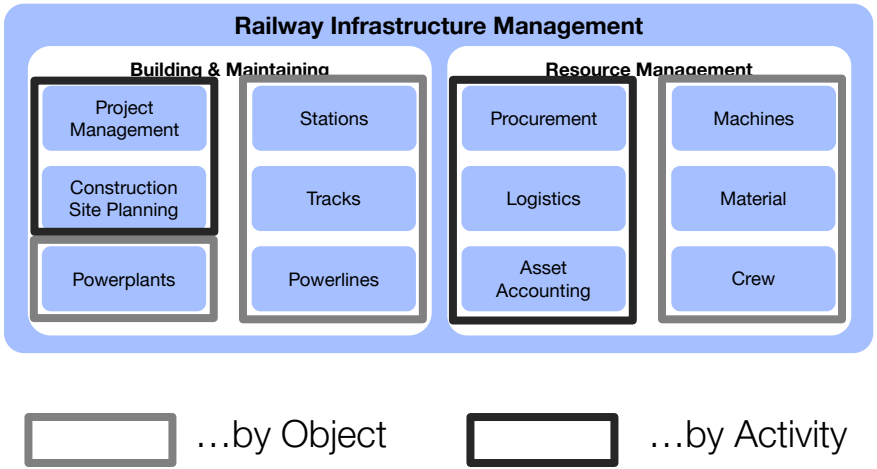
“Belongs together” in an enterprise context





Make an intentional design decision based on specialisation.

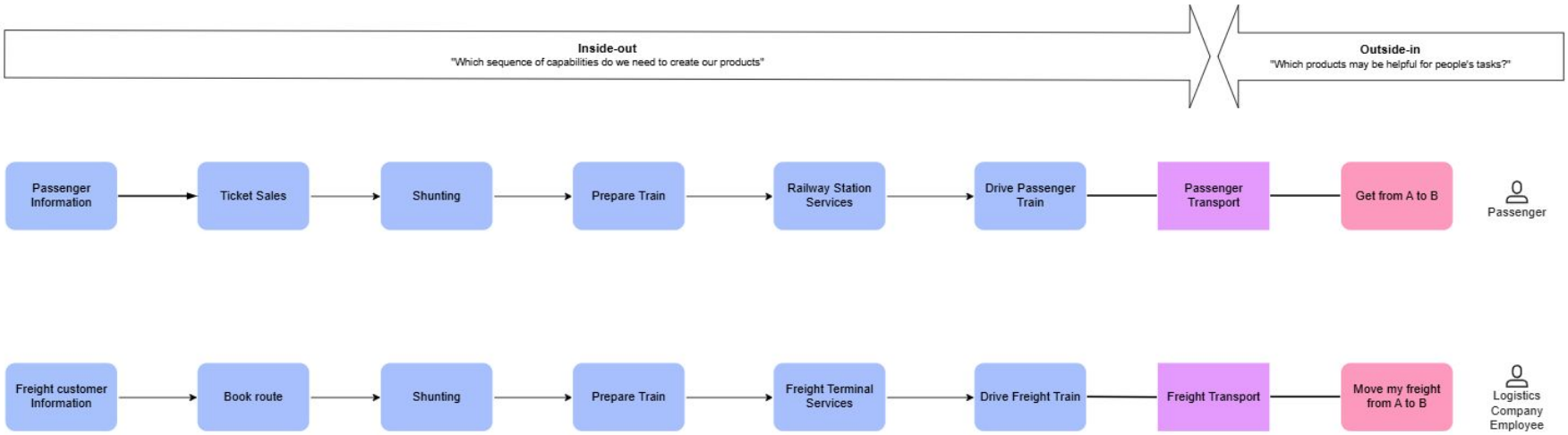
“Belongs together” in an enterprise context



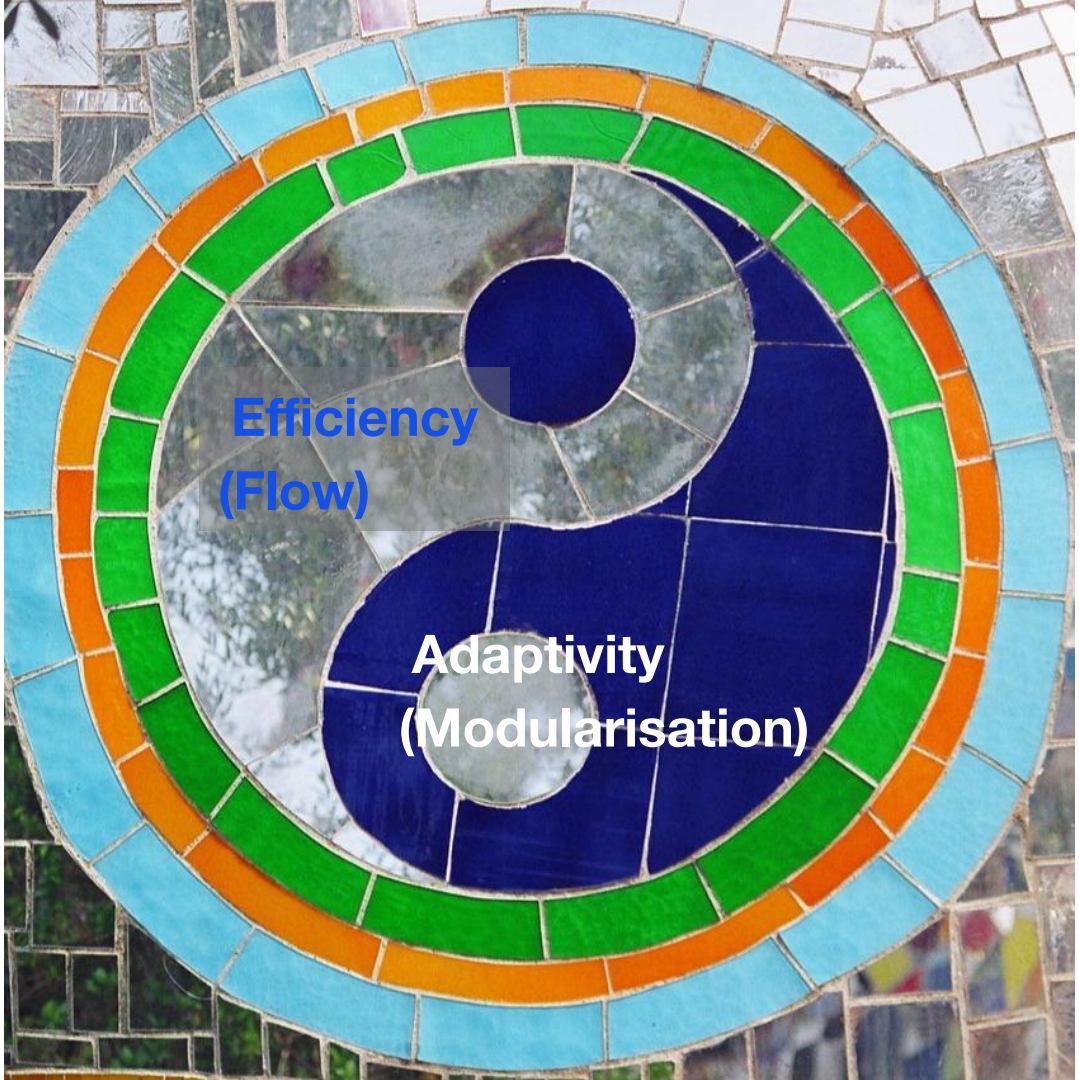
Make an intentional design decision based on specialisation.

Follow the flow to product creation

Work backwards through the flow of product creation activities

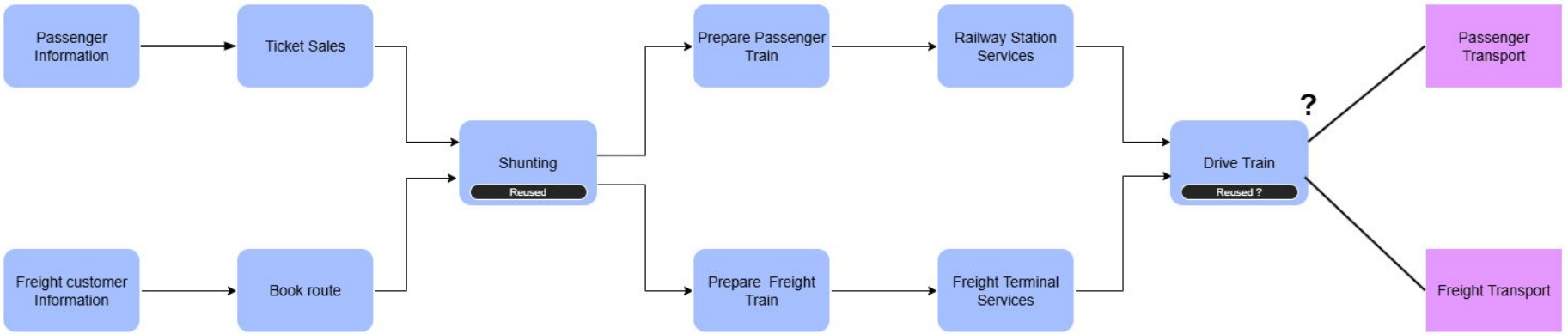


Balance efficiency with adaptivity…



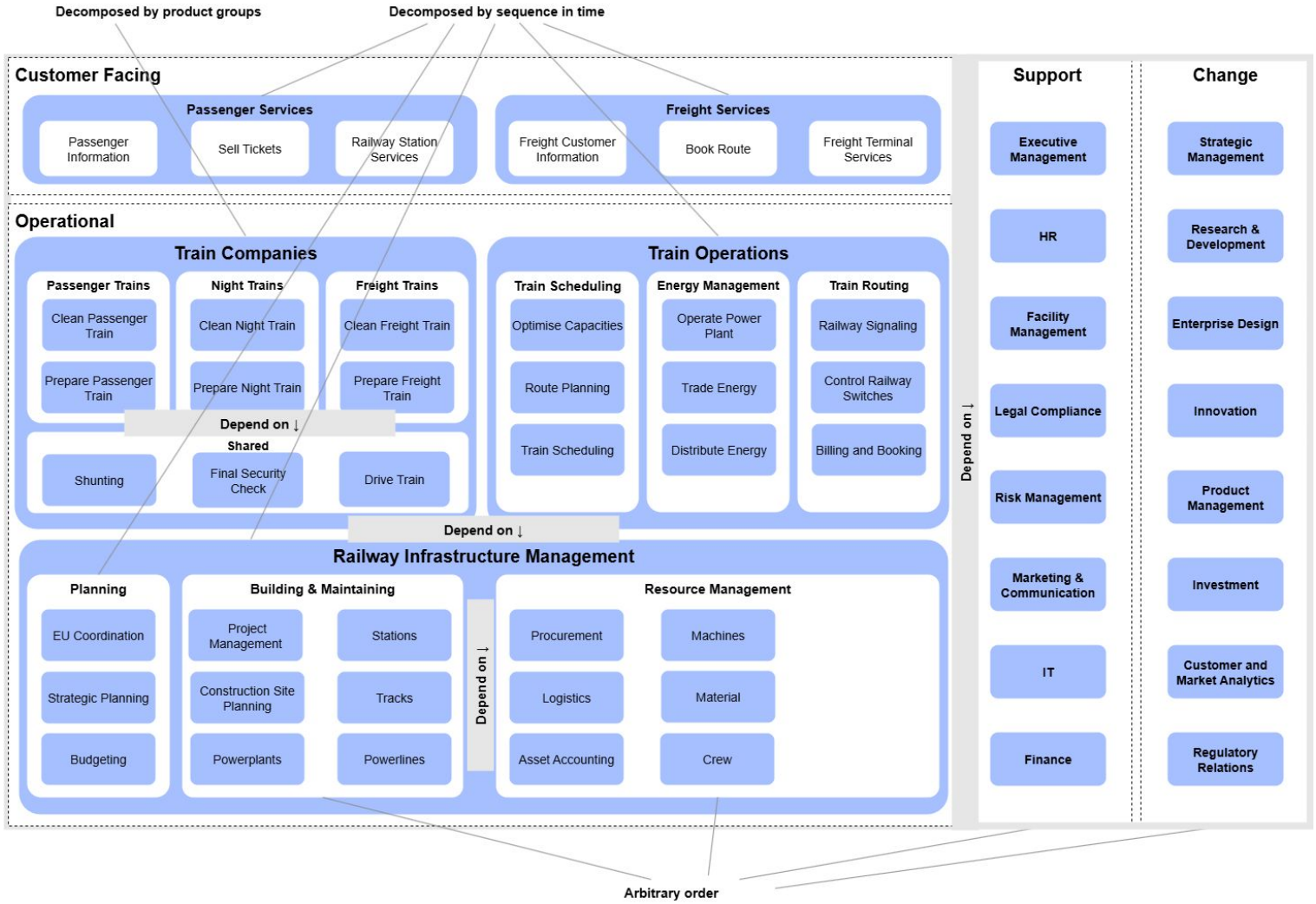
Balance efficiency with adaptivity

By reusing capabilities (=business modules) between flows



Create a two-dimensional layout

- make categories clear
- make major product groups visible
- express the relationships between capabilities
  - belongs together
  - follows (sequences of Capabilities in time)
  - dependencies of Capabilities


Decomposed by product groups
Decomposed by sequence in time
Customer Facing
Passenger Services
Passenger Information
Sell Tickets
Railway Station Services
Freight Services
Freight Customer Information
Book Route
Freight Terminal Services
Operational
Train Companies
Passenger Trains
Clean Passenger Train
Prepare Passenger Train
Night Trains
Clean Night Train
Prepare Night Train
Freight Trains
Clean Freight Train
Prepare Freight Train
Depend on ↓
Shared
Shunting
Final Security Check
Drive Train
Train Operations
Train Scheduling
Optimise Capacities
Route Planning
Train Scheduling
Energy Management
Operate Power Plant
Trade Energy
Distribute Energy
Train Routing
Railway Signaling
Control Railway Switches
Billing and Booking
Depend on ↓
Railway Infrastructure Management
Planning
EU Coordination
Strategic Planning
Budgeting
Building & Maintaining
Project Management
Construction Site Planning
Powerplants
Stations
Tracks
Powerlines
Depend on ↕
Resource Management
Procurement
Logistics
Asset Accounting
Machines
Material
Crew
Depend on ↕
Support
Executive Management
HR
Facility Management
Legal Compliance
Risk Management
Marketing & Communication
IT
Finance
Change
Strategic Management
Research & Development
Enterprise Design
Innovation
Product Management
Investment
Customer and Market Analytics
Regulatory Relations
Arbitrary order

3. How to co-create a Capability Map

Seek outside inspiration - LLMs

Set context with your first prompt:

> *LLM Prompt: “For central-EU passenger travel, who are my competitors within and outside railway Enterprises?”*

Get more specific about what you are going to use the Capability Map for:

> *LLM Prompt: “Consider a complete capability set of my railway enterprise and organize it into a **hierarchical depiction** of names of capabilities. Use no more than **seven top levels** and no more than **two sublevels**. This depiction will be **used to discuss performance and investments** in improving performance.”*

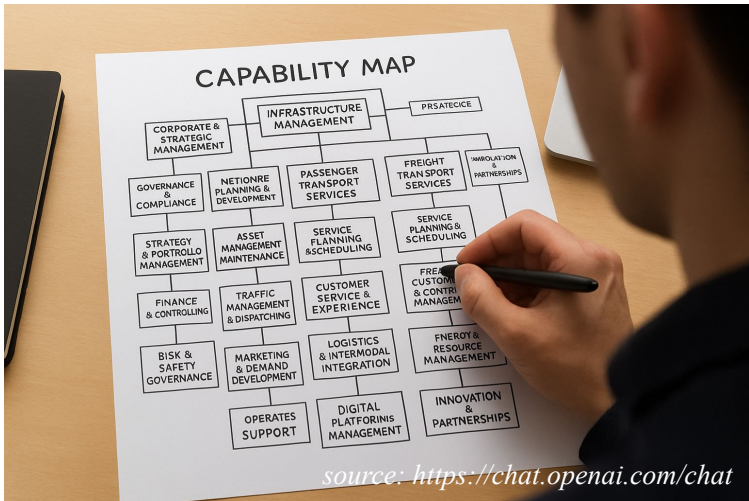
Explore existing enterprise content

and sketch your first capability map for your own understanding

Browse content that contains information about

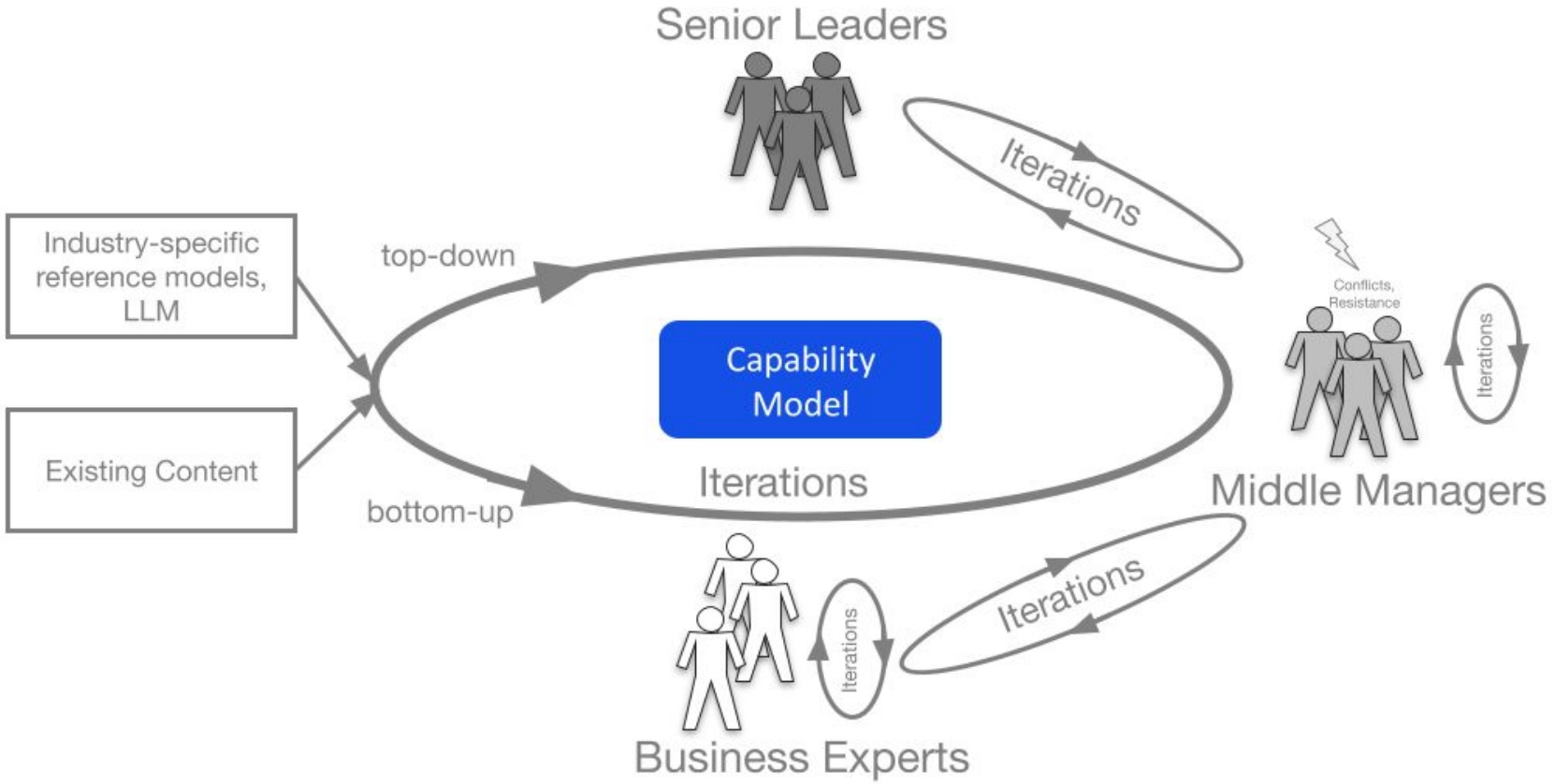
- How the enterprise sees itself and its future;
- How customers engage with the enterprise;
- Which products it creates and which terminology it uses;
- How it is organised, how decisions are made.

…org charts, customer research insights, process models, service blueprints, journey maps, website, mission/vision statements, strategy documents, KPIs, product catalogue, job descriptions, …



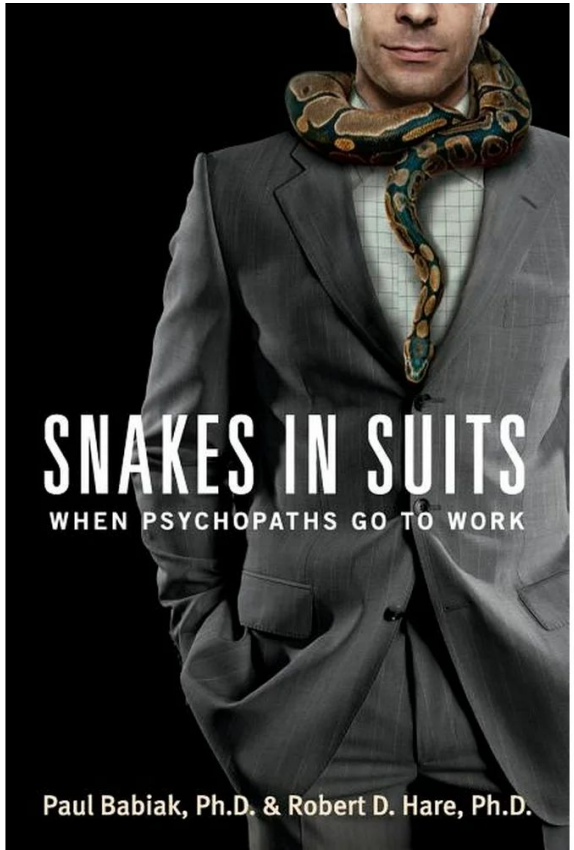
source: https://chat.openai.com/chat

Capabilities align people towards a shared purpose



Deal with resistance (of middle managers)

Not everybody likes the transparency that comes with a capability map!



Deal with resistance (of middle managers)

Tips	Why
Be transparent about the mandate, goals and Process.	A middle manager may view Capability modelling as another time-consuming and abstract exercise with unclear benefits. Explain your mandate (ideally from senior leaders), the goals and address potential concerns head-on.
Provide concrete examples.	Demonstrate benefits for the middle manager in the form of a realistic use case. How would the Capability map help address a particular pain point for middle managers?
Show empathy and respect for their time.	Acknowledge the middle manager's workload. Keep meetings focused and efficient by communicating estimated time commitments upfront. Show that you care about their concerns.
Listen and show that you care about their concerns.	When managers show resistance, listen to understand the root cause. Is it fear, scepticism, or a genuine practical concern?
Start small if the resistance is very high.	If resistance is very high, consider piloting the Capability modelling in a less sensitive or smaller department first to demonstrate success before rolling it out broadly.
Create a power map.	Map out the relationships between people and identify where the key interests, relationships, and points of tension are.

Today

Organisations are structured into departments and teams by their managers.

A combination of politics and gut feeling.

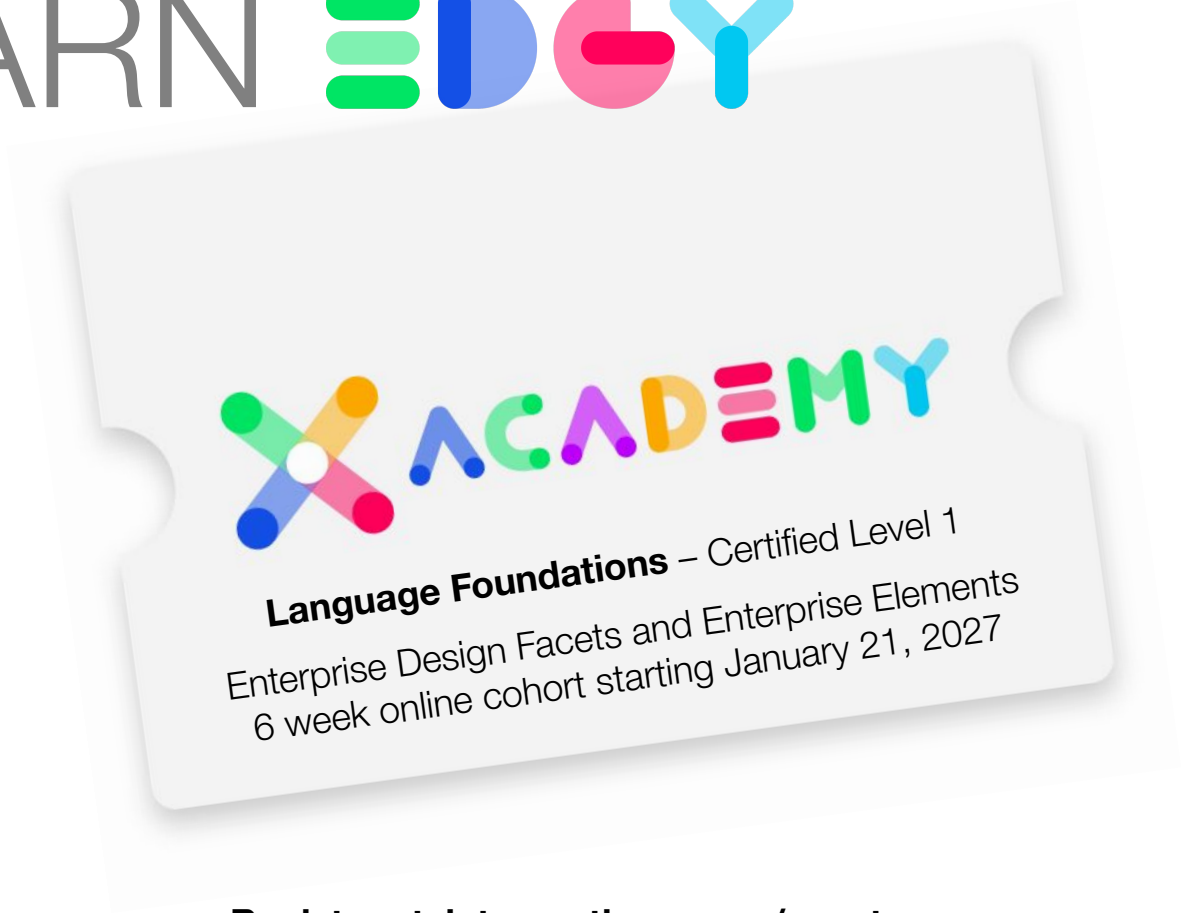
Tomorrow

Capabilities are co-designed by all relevant experts first.

Organisation structures are derived from capabilities.

ACADEMY

LEARN EDGY



Register at: intersection.group/events



EDGY Language Foundations: Enterprise Design Facets and Elements | Autumn 2026

Online cohort-based course

Training

October 21 to November 30, 2026, Mondays & Wednesdays | 4pm-5:30pm CE(S)T

Online

October 12 to November 30, 2026
Learn Enterprise Design Facets and Elements with EDGY 23

Details | **Register now**



Capability Maps Reloaded

Bring your Capability Maps to the next level!

Webinar

November 24, 2026, 10am, CET (Berlin, Paris)

Online

Details | **Register**



From Assumed Alignment to Shared Understanding

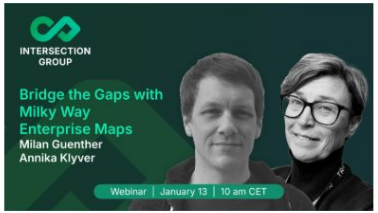
with the EDGY Enterprise Scan

Webinar

December 9, 2026, 10am, CET (Berlin, Paris)

Online

Details | **Register**



Bridge the Gaps with Milky Way Enterprise Maps

Webinar

January 13, 2027, 10am, CET (Berlin, Paris)

Online



EDGY Language Foundations: Enterprise Design Facets and Elements | January & February 2027

Online cohort-based course

Training

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Intersection 27 in London

The 13th global conference on Enterprise Design

Conference

September 27, 2027 to November 29, 2026, 09:00-17:00

London, United Kingdom

Stay tuned!

Register at: intersection.group/events

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<- Get the Capability Modelling Guidelines

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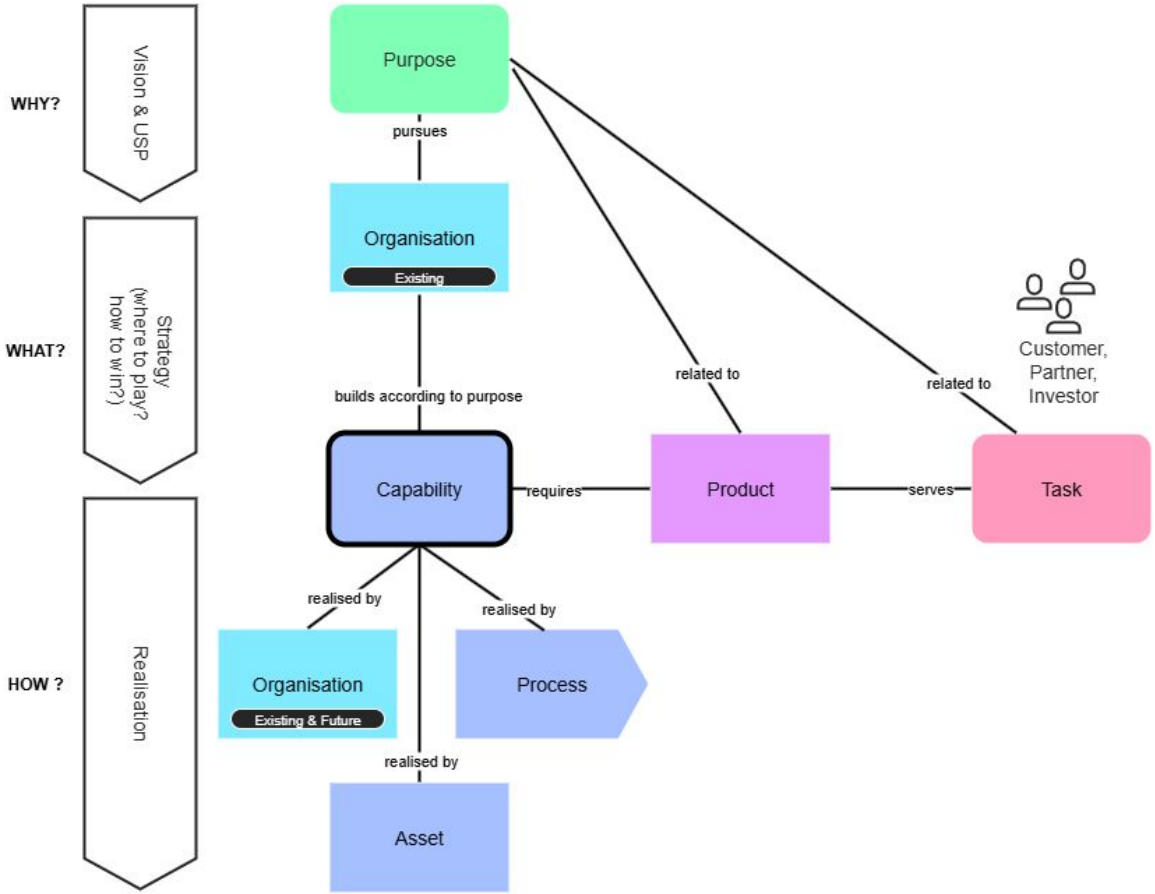
ANHANG

Capabilities align realisation with purposes and tasks



Clear language is THE foundation for modelling

Information is subjective. Always. Put more effort into terminology than you are used to.

Make maintaining the glossary a team effort.

Embrace the enterprise's dialect.

Don't accept poorly defined concepts.

Use simple common terms or verb-noun action phrases.

Introduce new terms with care.

Vigorous verbs.



https://www.howtomakesenseofanymess.com/

Benchmark as-is capabilities

Use all kinds of sources to understand competition's capabilities

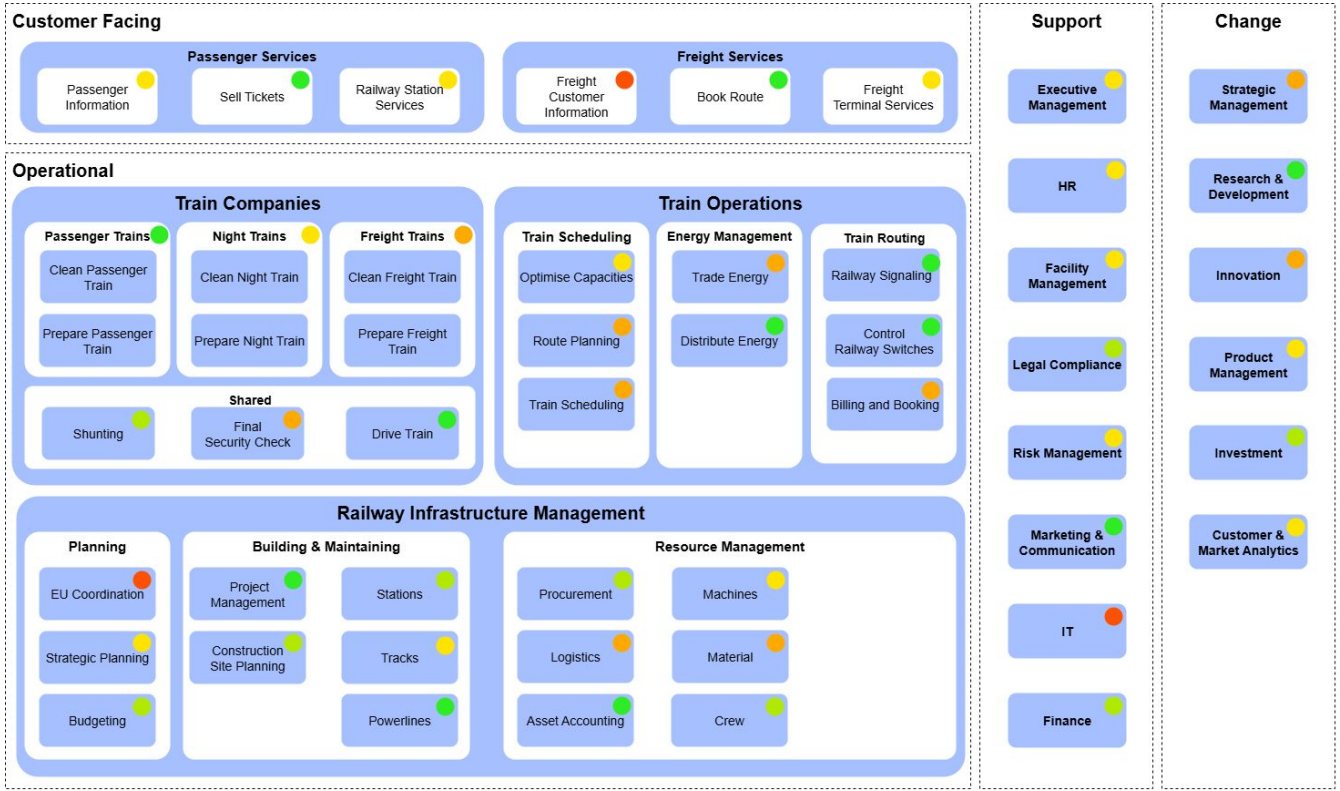
- *Competitor's website*: products, pricing
- *Public data:* Financial reports, ratings
- *Research firms*: industry benchmarks, market research
- Social M*edia and online forums*: client comments and ratings
- *Mystery shopping:* Sign up for competitor products or services
- *Customer surveys:* Ask your customers why they use or left a competitor
- *Employees* who may have worked at competitors

LLM Prompt: "For central-EU passenger travel, who are my competitors within and outside railway Enterprises?"

LLM Prompt: "Summarise what creates competitive advantage for each of the competitors in a table."

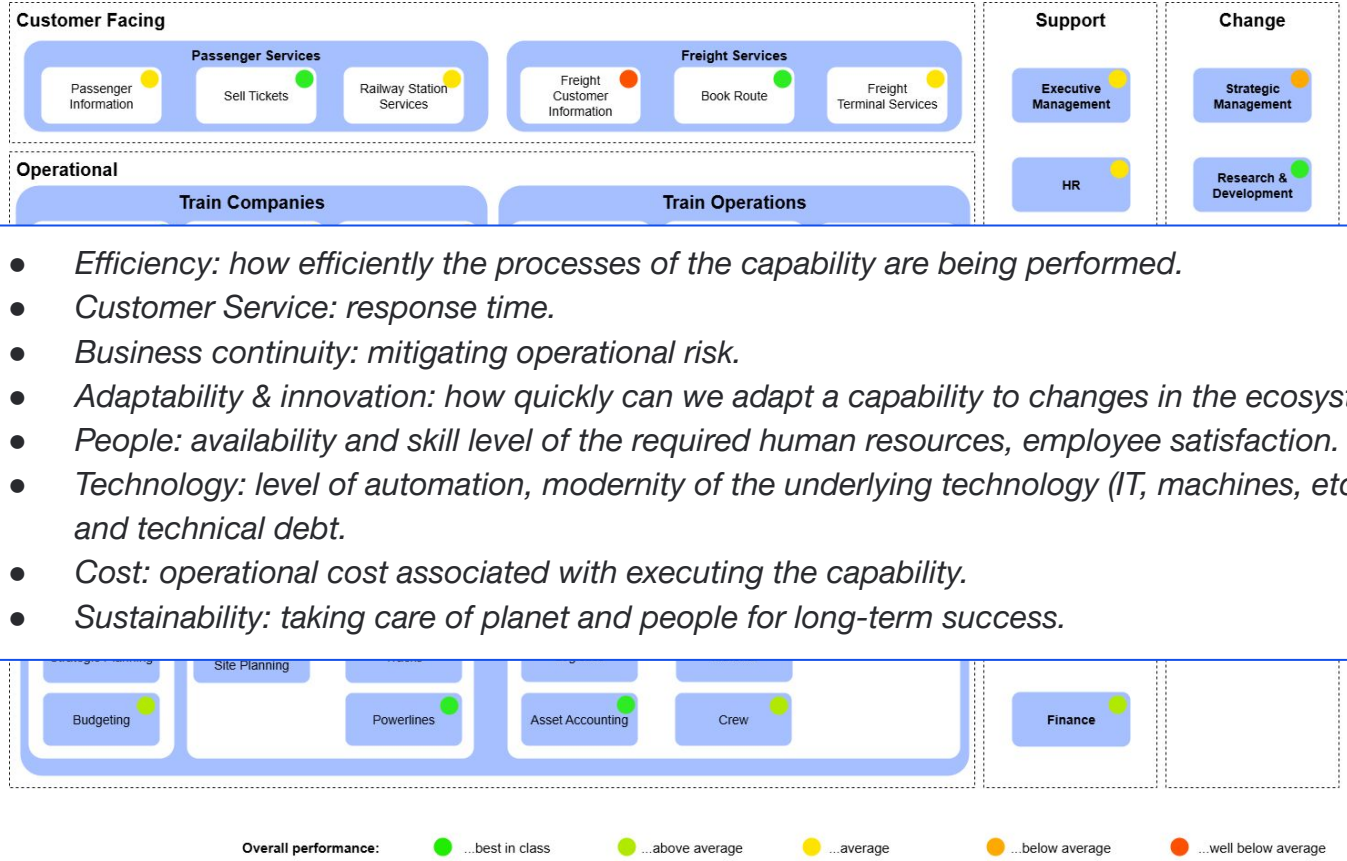
Benchmark as-is capabilities

Begin with a basic performance indicator…



Benchmark as-is capabilities

…and analyse further where in doubt.



- *Efficiency: how efficiently the processes of the capability are being performed.*
- *Customer Service: response time.*
- *Business continuity: mitigating operational risk.*
- *Adaptability & innovation: how quickly can we adapt a capability to changes in the ecosystem?*
- *People: availability and skill level of the required human resources, employee satisfaction.*
- *Technology: level of automation, modernity of the underlying technology (IT, machines, etc.), and technical debt.*
- *Cost: operational cost associated with executing the capability.*
- *Sustainability: taking care of planet and people for long-term success.*

Benchmark as-is capabilities

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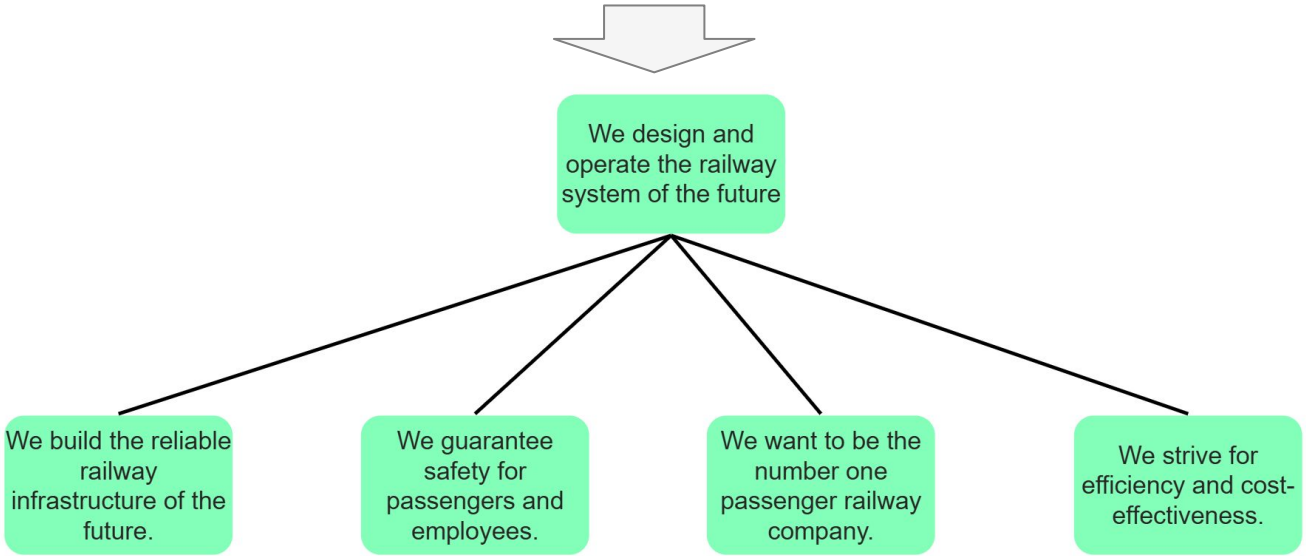
Clarify Vision

Vision statement → **purpose hierarchy** → competitive advantage statement → distinctive capabilities

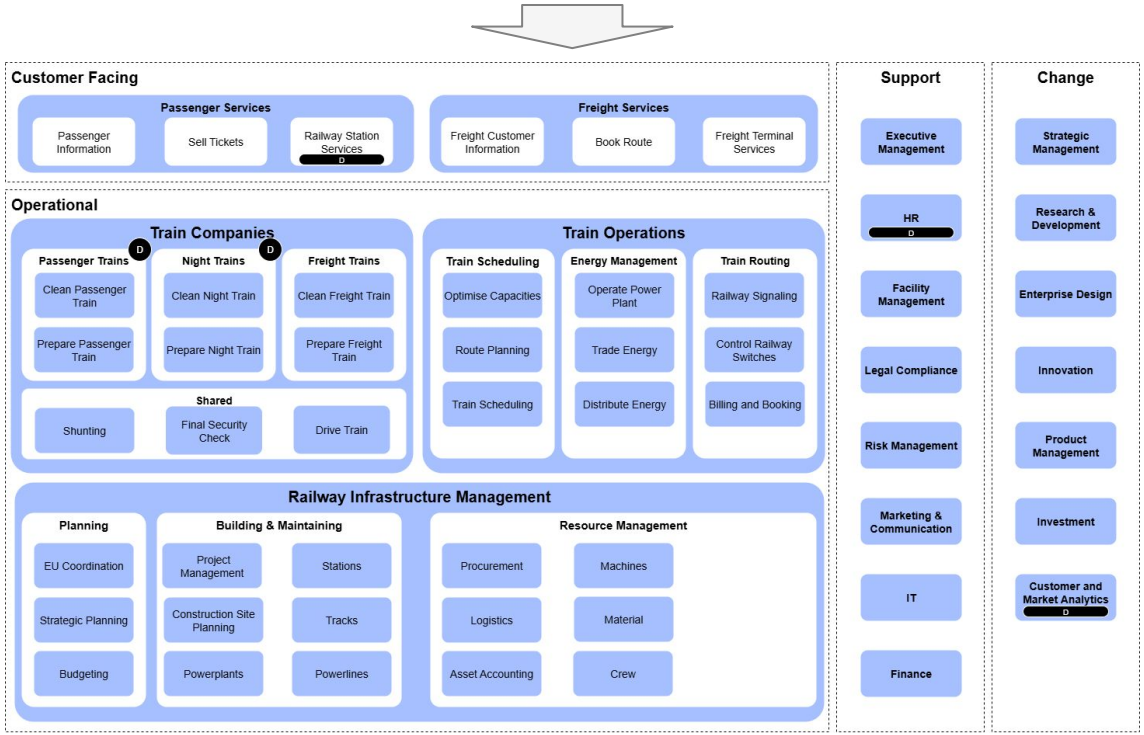
“Our vision is to lead the transformation of rail transport by designing and operating the railway system of the future. We are committed to building a reliable and forward-looking infrastructure that ensures the highest standards of safety for both passengers and employees. Driven by innovation, efficiency, and cost-effectiveness, we aim to become the number one passenger railway company, setting new benchmarks for excellence in mobility.”



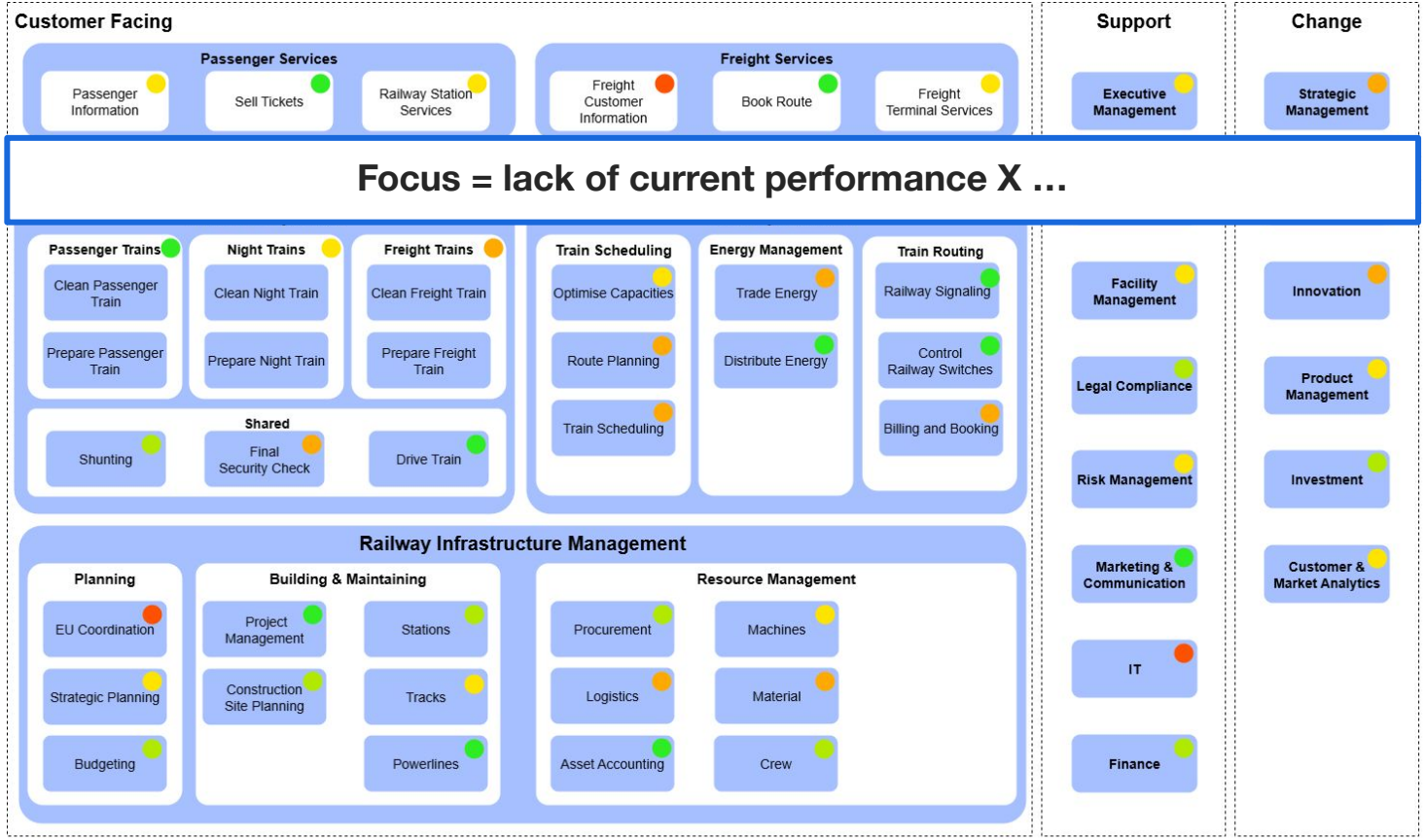
Clarify Vision

Vision statement → purpose hierarchy → **competitive advantage statement → distinctive capabilities**

"We deliver the most convenient experience for our passengers by day and night in the physical space—combining cleanliness, and unmatched experiences in the stations and onboard the trains."



Indicate where to focus



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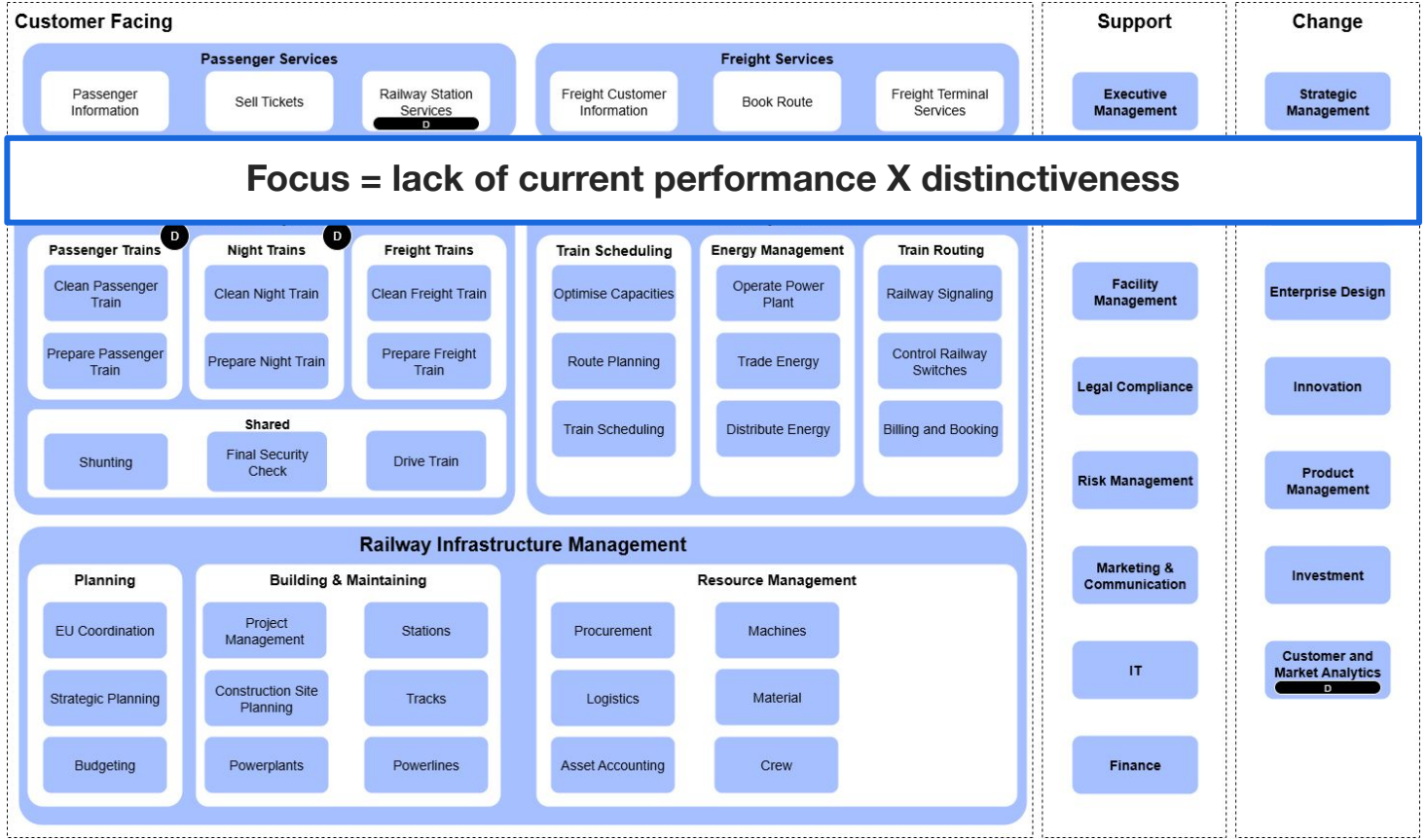

Indicate where to focus

