



Getting started with **Enterprise Design**

Bard Papegaaij
Milan Guenther



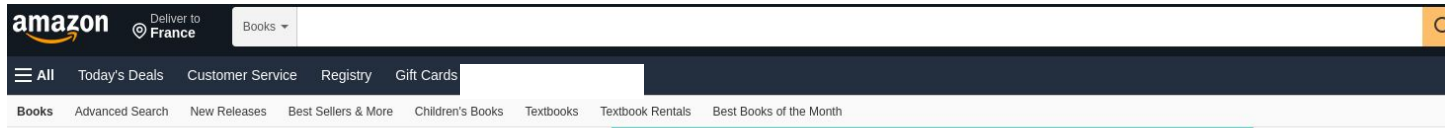


INTERSECTION GROUP

We help people create better enterprises.

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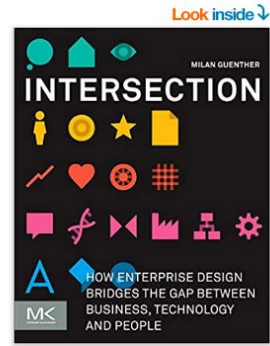
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Intersection: How Enterprise Design Bridges the Gap between Business, Technology, and People 1st Edition

by Milan Guenther (Author)

★★★★★ 14 ratings



ISBN-13: 978-0123884350

ISBN-10: 9780123884350

Why is ISBN important?

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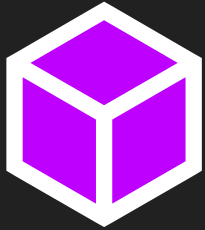
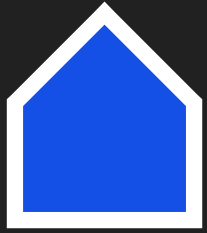
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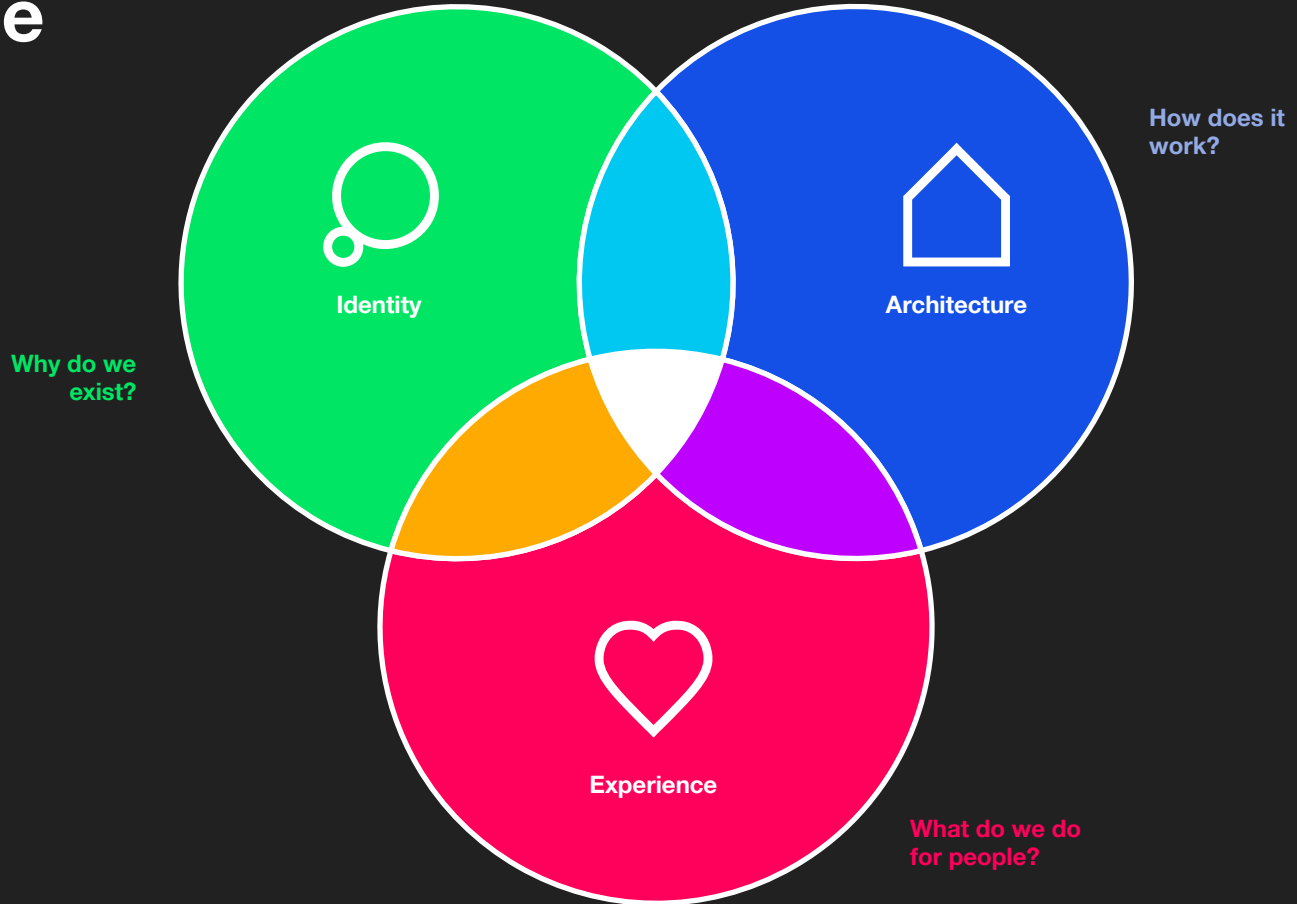
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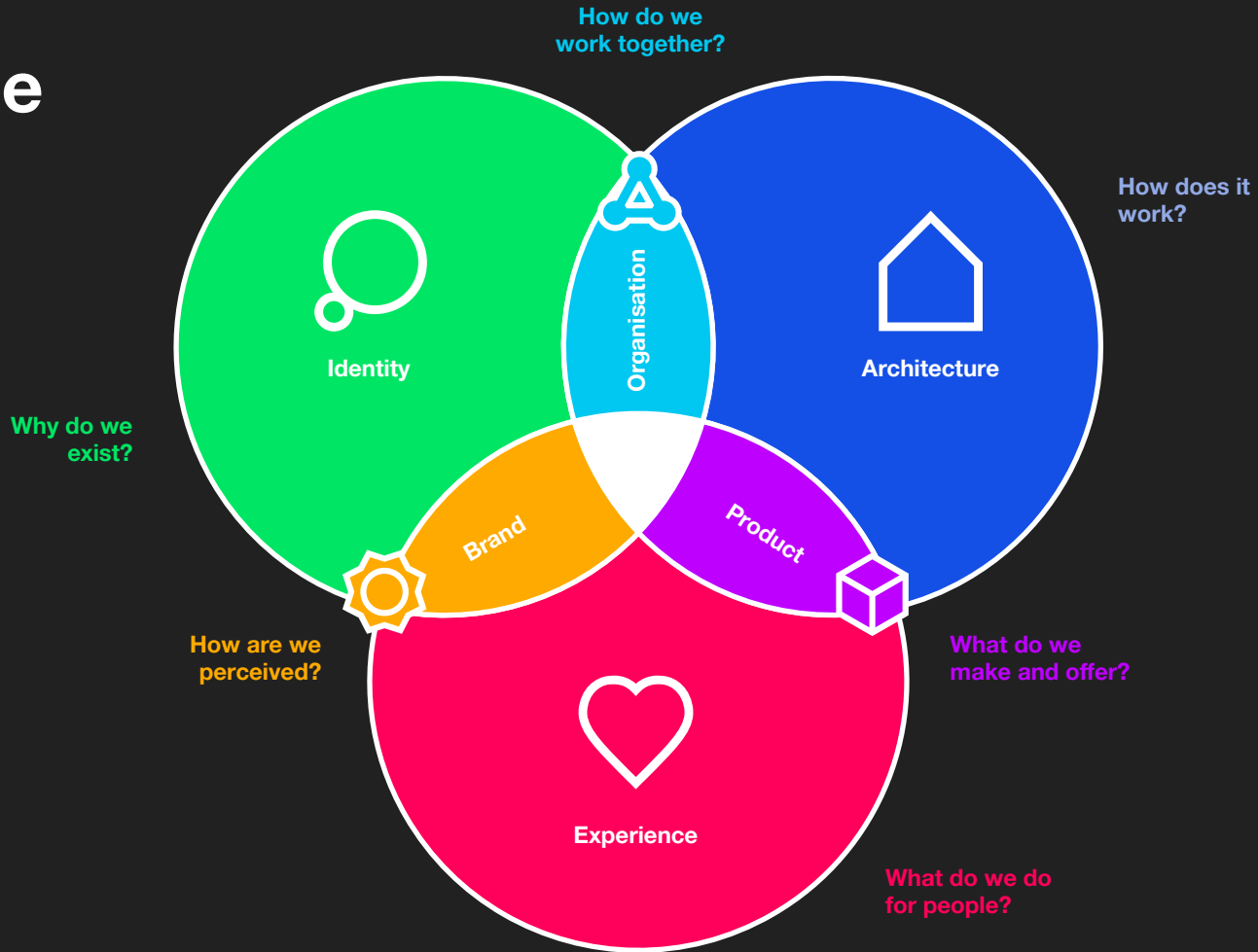
Many organizations struggle with the dynamics and the complexity of today's social ecosystems that connect everyone and everything, everywhere and all the time. Facing challenges at the intersection of business models, technical developments, and human needs, modern enterprises must overcome the siloed thinking and isolated efforts of the past, and instead address their relationships to people holistically. In *Intersection*, Milan Guenther introduces a Strategic Design approach that aligns the overarching efforts of Branding, Enterprise Architecture, and Experience Design, and sets them on a common course to shape tomorrow's enterprises.



Enterprise Design Facets



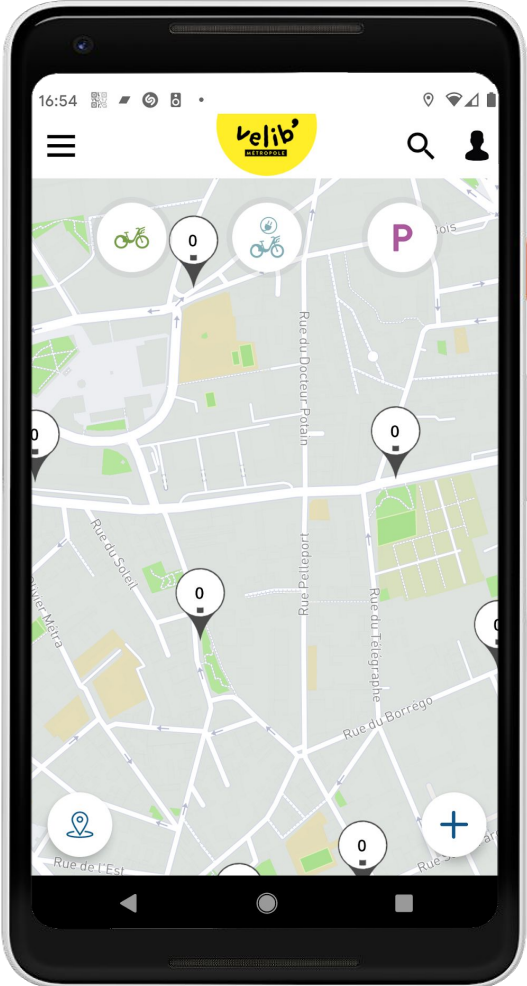
Enterprise Design Facets



Enterprise Awkwardness



Enterprises appear in our lives, every day.



Enterprise Awkwardness



now it's time for
HOLD MUSIC!

The worst part about being on hold isn't the music. It's when every minute or so they dim the music to play an automated message.

This constantly teases you into thinking you're about to get a live person.



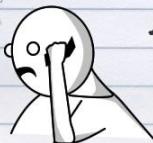
ONCE MORE
YOU OPEN THE DOOR
AND YOU'RE HERE
IN MY HEART
AND MY HEART WILL GO ONNNNN

THANK YOU FOR HOLDING
YOUR CALL IS VERY IMPORTANT TO US.

SO IMPORTANT, IN FACT, WE'LL CONTINUE TO KEEP YOU ON HOLD SO THAT BY THE TIME YOU REACH A REAL PERSON YOUR MOOD WILL HAVE BECOME AS FOUL AND BLACK AS SATAN'S STOOL SAMPLE.

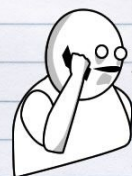


*for the love of God
play another song*



MORE HOLD MUSIC!

AND YOU'RE HERE
IN MY HEART
AND MY HEART WILL GO ON AND ONNNNN



Hello Sir! How can I help you today?

My phone is busted. It's plugged into the wall and fully charged but it won't turn on.

Have you pressed the power button?

Yes, of course

Have you tried pressing it really hard?

Yes, although I really don't think that makes a diff-

PLEASE HOLD while I forward you to an advanced support specialist!

PLEASE NO MORE.



AND YOU'RE HERE
IN MY HEART
AND MY HEART WILL GO ON AND ONNNNN

"advanced" support

umb questions ensue

Ok, I want you to go into "settings" from the main menu.

The phone is OFF you nincompoop

Is your phone currently submerged in water?

NO

Have you, your loved ones, or your family pet been struck by lightings in the past 24 hours?

NO

Is there a large mammal standing on your phone right now, such as a mountain goat or cheetah?



The Oatmeal

Enterprise Awkwardness

*For Energy Saving
Reasons This Light Has
Been Permanently
Switched Off*



KYOTO



Enterprise Awkwardness

Bloomberg Businessweek

January 18 - January 24, 2016 (Mon.)

CHINA'S
YUAN DILEMMA p.30

Unhappy Employees



Delayed Flights



Tech Meltdowns



Gifts for Public Officials



United's Quest to Be Less Awful

p.50



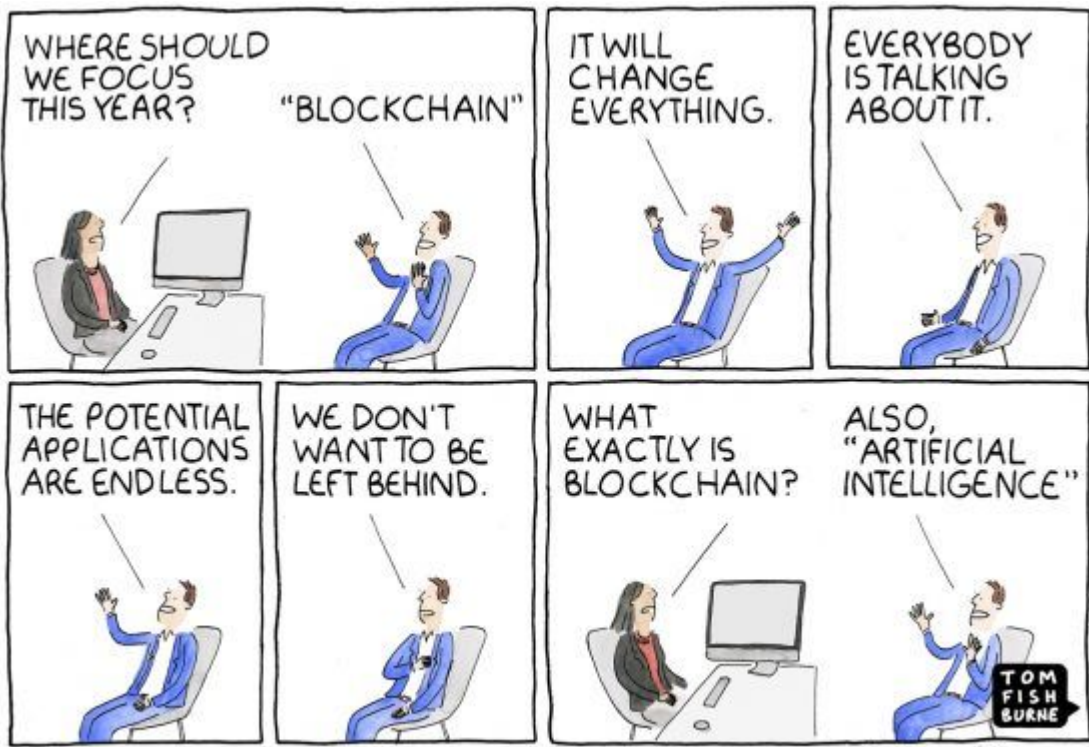
Bloomberg

Why is this happening?



Is This Good for the *COMPANY*?





© marketoonist.com

Marketoonist



✓ **INSIST ON DOING EVERYTHING THROUGH CHANNELS.** Never permit short-cuts to be taken in order to expedite decisions.

✓ **WHEN POSSIBLE, REFER ALL MATTERS TO COMMITTEES,** for "further study and consideration." Attempt to make the committee as large as possible — never less than five.

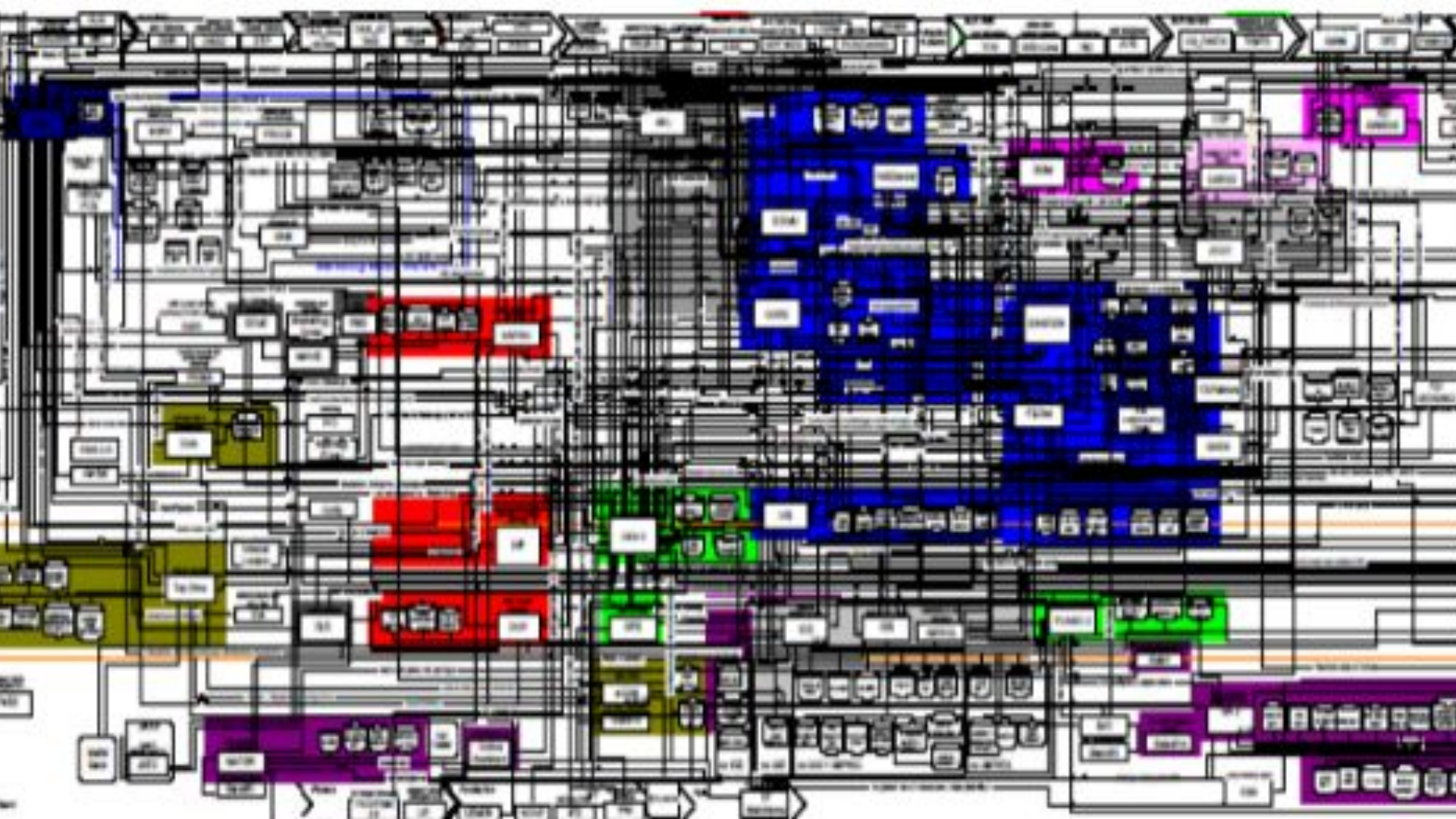
✓ **HAGGLE OVER PRECISE WORDINGS OF COMMUNICATIONS.**

✓ **REFER BACK TO MATTERS DECIDED UPON AT THE LAST MEETING** and attempt to re-open the question of the advisability of that decision.

✓ **MULTIPLY THE PROCEDURES AND CLEARANCES INVOLVED** in issuing instructions, pay checks, and so on. See that three people have to approve everything where one would do.

<https://www.youtube.com/watch?v=uOIP4mJwqE0>
<https://www.cia.gov/news-information/featured-story-archive/2012-featured-story-archive/simple-sabotage.html>





“Design Thinking is about putting the customer at the center, designing a solution for them and then linking the solution to traditional architect pieces.”

*“Design Thinking is about putting the customer at the center, designing a solution for them **and then linking the solution to traditional architect pieces.**”*

Dieter Rams

Good design is innovative

Good design is honest

**Ten principles
for good design**

Good design makes a
product useful

Good design is long-lasting

Good design is aesthetic

Good design is thorough,
down to the last detail

Good design makes a
product understandable

Good design is
environmentally-friendly

Good design is unobtrusive

Good design is as little
design as possible



Dieter Rams

Good design is ~~innovative~~
disruptive

Good design is ~~honest~~
agreeing to the
terms & conditions

**Ten principles
for good design**

Good design makes a
product ~~useful~~ addictive

Good design is ~~long lasting~~
temporary

**2017 Tech
Industry
Edition**

Good design is ~~aesthetic~~
A/B testing

Good design is ~~thorough,~~
~~down to the last detail~~ a prototype

Good design makes a
product ~~understandable~~
collect data

Good design is a chatbot?
~~environmentally friendly~~

Good design is ~~unobtrusive~~
notifications

Good design is ~~as little~~
~~design as possible~~ pleasing
your shareholders



Enterprises

Shouldn't we hold them then accountable to a higher standard than just to do the minimum of what the law says?

Daniel Ek, Spotify CEO



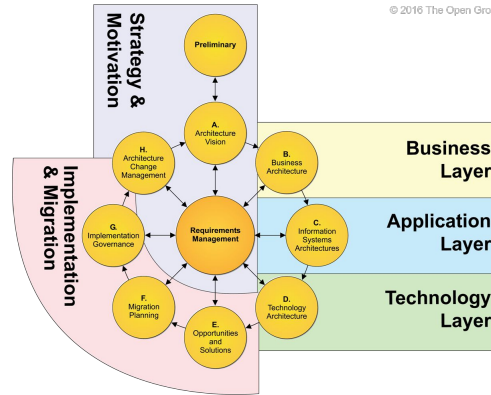
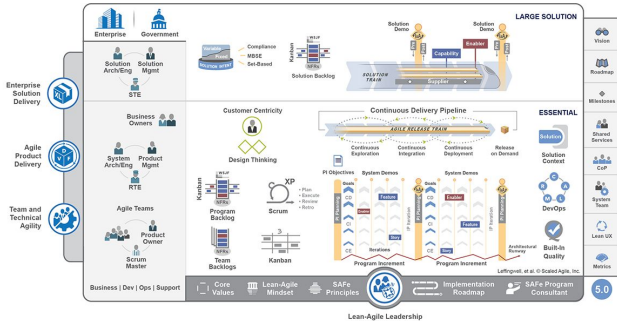
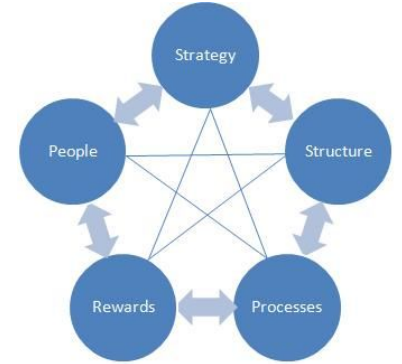
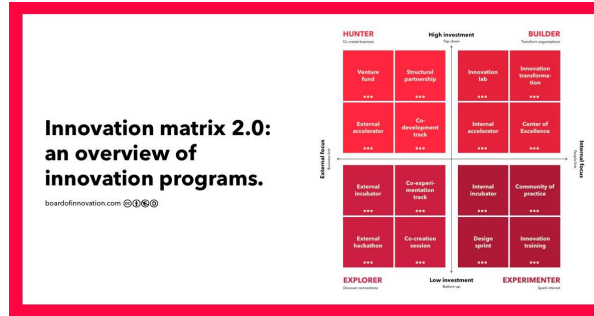
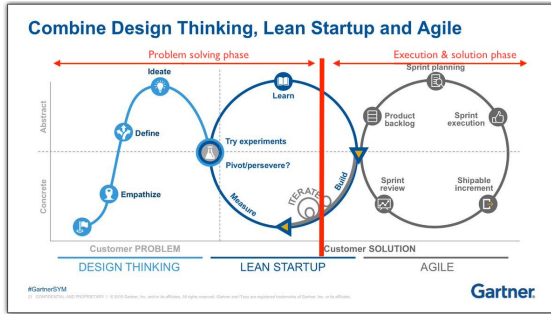
Fast Company Interview
<http://f-st.co/Umqt2qM>



How to design better enterprises?



How to design better enterprises?



Enterprise Design is the design of enterprises.

Design is the rendering of intent.

Jared Spool

An enterprise is an ambitious
endeavour.

Len Fehskens



Design Thinking

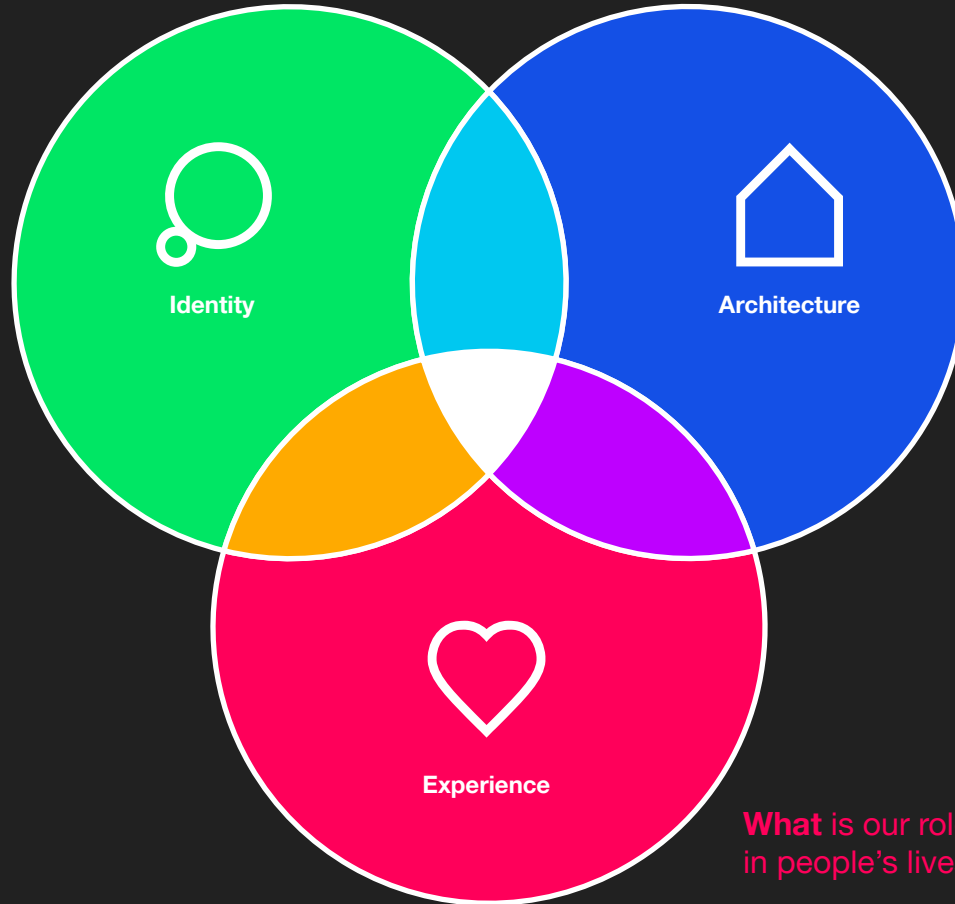


Design



Enterprise Design Facets

Why do we exist, who are we, what matters to us?



How are we operating and what are we capable of achieving?

What is our role in people's lives?



Intersections

Why do we exist, who are we, what matters to us?

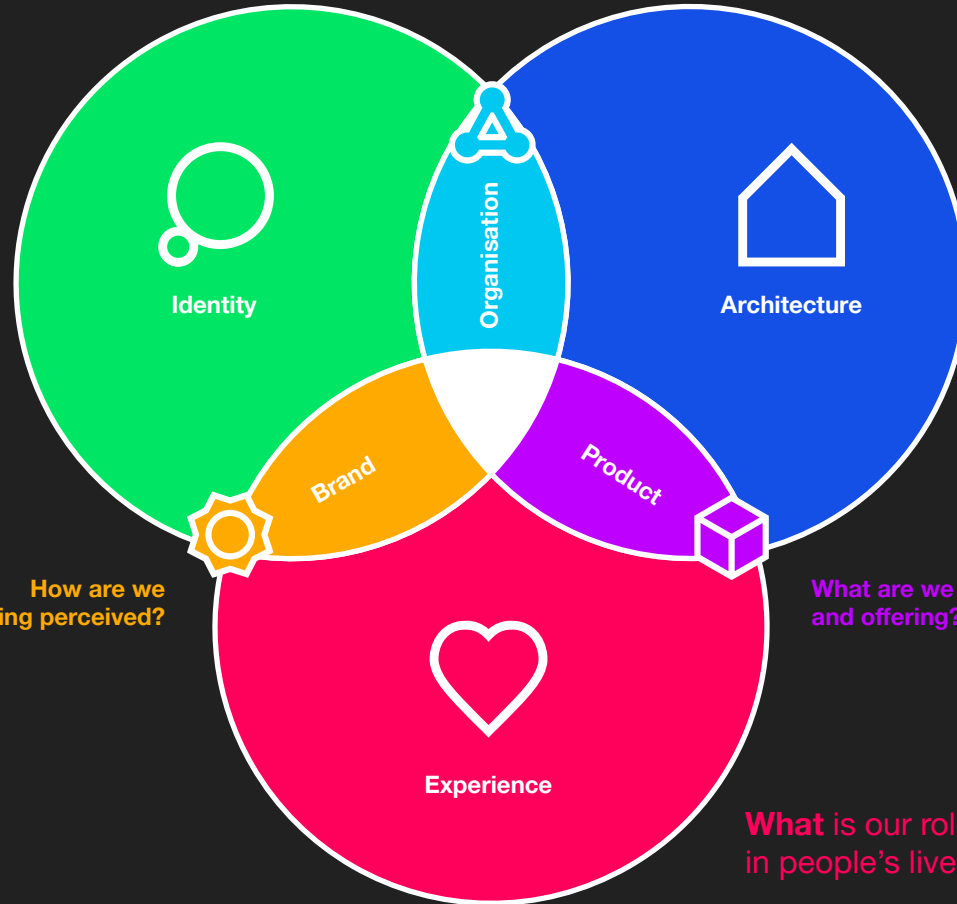
How are we being perceived?

How do we work together as a team?

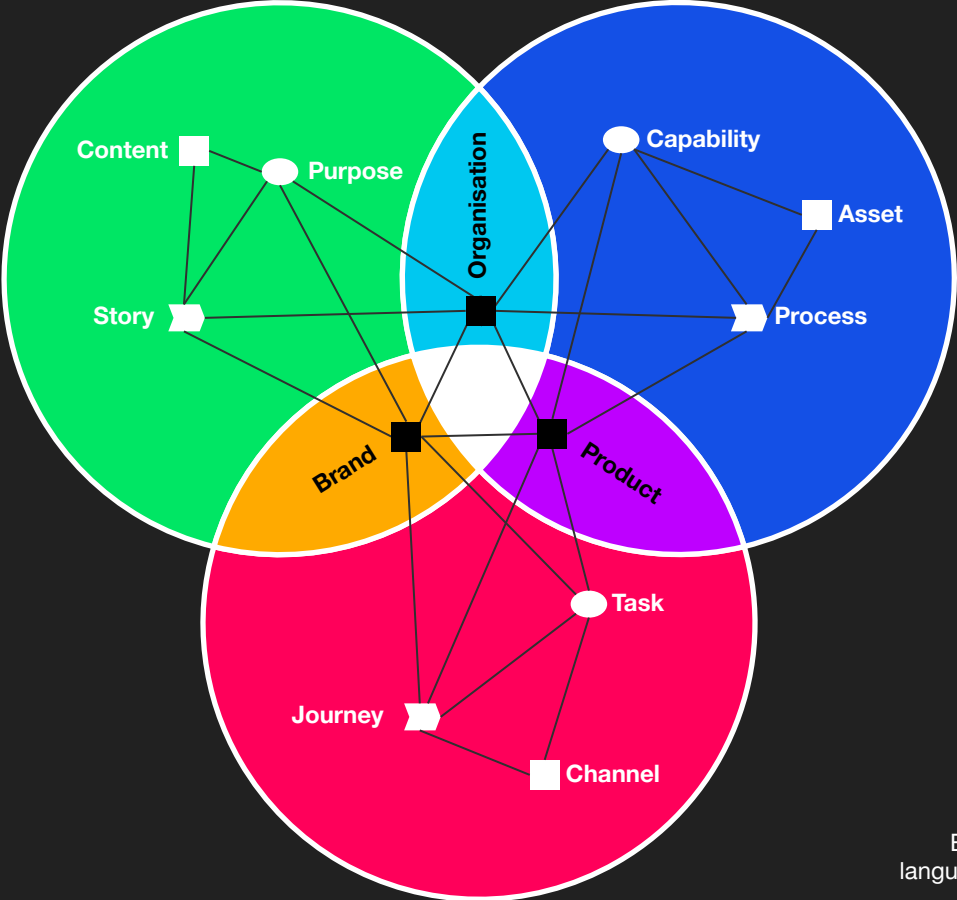
How are we operating and what are we capable of achieving?

What are we making and offering?

What is our role in people's lives?



EDGY



● Outcome

▸ Activity

■ Structure



Elements of the **EDGY** modelling language based on the [FBS Ontology](#)

Focus Elements

Used to map enterprise elements and relations, trace their interplay, and express a future design.

Product

something our enterprise makes and offers

Journey

people's activities when interacting with our enterprise

Task

what people want to achieve with our help

Channel

the environment, context or means of interaction

Brand

our name and what it stands for

Purpose

what our enterprise pursues and believes in

Story

the way we understand and explain what we do

Content

what we communicate in text, picture or video

Organisation

a team or group of people working together

Capability

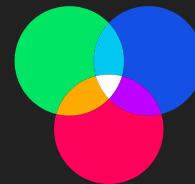
what our enterprise can do and achieve, with people and assets

Process

related activities our enterprise carries out

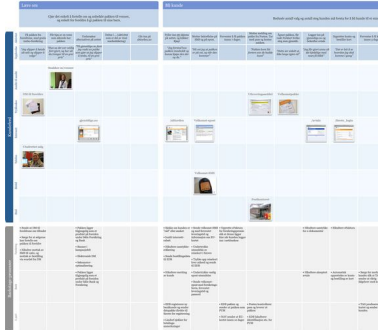
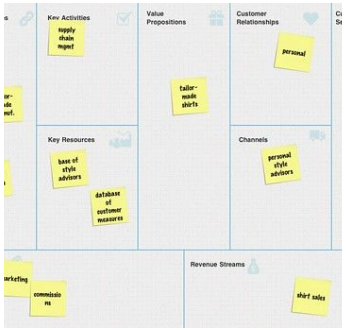
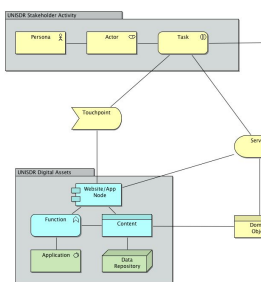
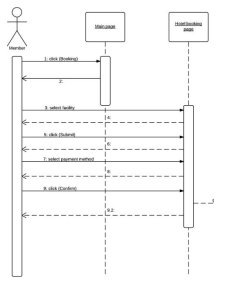
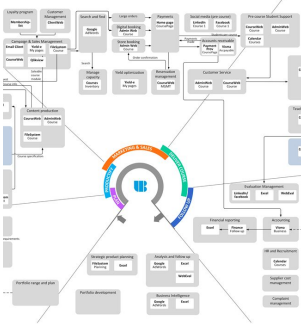
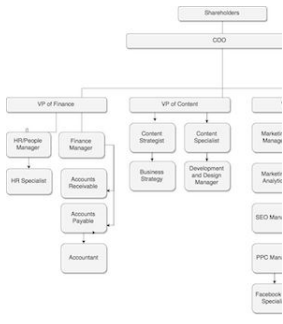
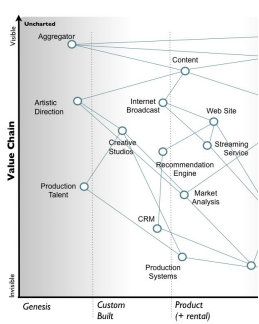
Asset

Things we need to perform activities



What maps and models are you making?

x-g.at/vote



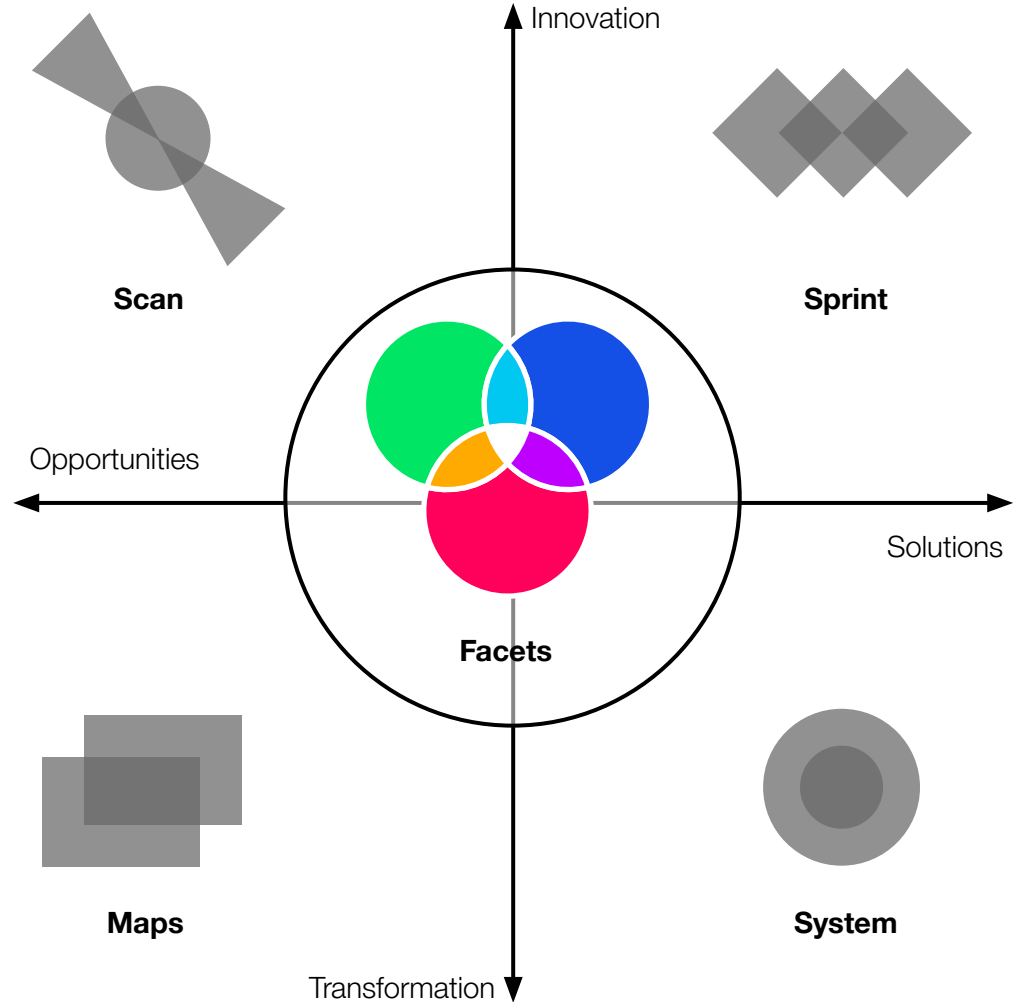
Starter Kit Sneak Preview

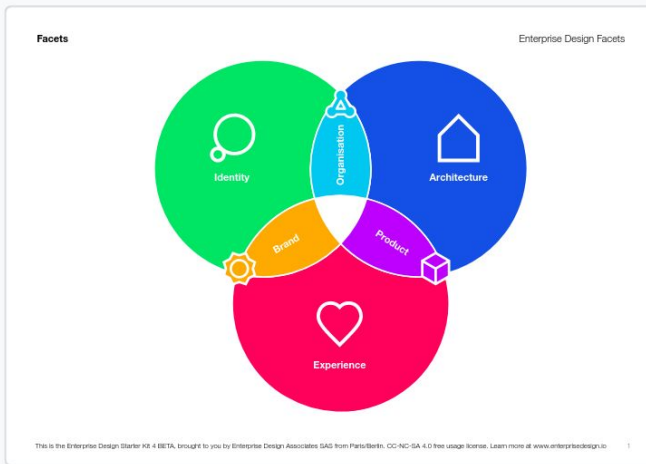
An entry level tool corresponding to each component of the upcoming Enterprise Design Framework to deal with complexity, for you to explore it together with your team or client.

The 5 components are

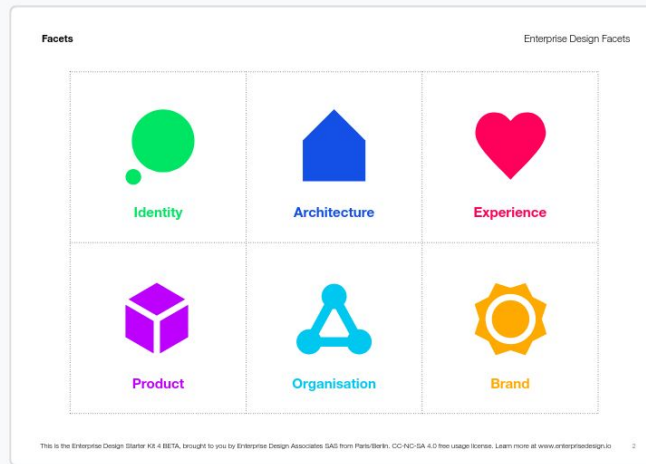
- Facets (a shared vocabulary)
- Scan (a research tool)
- Maps (a language and templates)
- Sprint (a workshop format)
- System (components for sharing & reuse)

x-g.at/kit4





1



2

Facets Enterprise Design Facets

The Facets describe universal traits to understand any enterprise, regardless if consciously designed or implicitly created. They provide a high-level view on its reason for existence, what it seeks to do for people, and how its parts work together to deliver on its purpose.

Facet	Description	Questions	Scope
Identity	The shared understanding of our purpose, personality, culture, values and aspirations, as it is perceived and lived everyday by people's behaviour, communication and choices.	Who are we, why do we exist, what matters to us? What makes us different and unique? What is the defining purpose behind our endeavour?	Defining the core idea behind the enterprise and the way it is communicated and understood as a story to and by people in and around the enterprise.
Architecture	The component parts such as assets, resources, information and tools we use and maintain, and how they fit and work together as a system that enables us to deliver and perform.	What makes all the parts in our enterprise work together? What are we capable of achieving? What do we rely on to make our enterprise work?	Building capabilities enabled by people, information and management systems, with processes and rules governing the way we operate and achieve our goals.
Experience	The contribution we aspire to make to people's lives, the understanding and insight we have of their reality, and the value we bring to them with everything we do and offer.	What is our role we play in people's lives? What do we know and learn about their experience? What value do we create for people?	How we learn about and serve the tasks people call upon the enterprise to help complete as part of their journeys when they are in touch with us.

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3

Overlaps Enterprise Design Facets

Where Facets overlap, the enterprise manifests as more concrete structures take shape as as the result of its activities. Defining and designing these elements to turn the enterprise into a coherent whole so that all Facets fit together and work towards the same outcome.

Overlap	Description	Questions	Scope
Organisation	The way our Identity and Architecture are woven together into an organisation design that allows us to collaborate and make decisions, pursue goals, and evaluate performance and success.	How do we organise and distribute our work in roles and teams? How do we meet, exchange information and make decisions? What are the rules, reward systems and incentives?	Organisation in teams and roles with responsibilities for certain parts of the enterprise's operations and management decisions.
Product	What we make and create, building upon our Architecture to contribute to people's Experience, how we make this available as product or service offerings with a successful business model for good outcomes.	What do we offer as products or services? What outcomes do we seek to accomplish with this? What would success look like and how do we get there?	Product and services packaged as offerings to our markets, with underlying business or operating models, made available for people to interact with.
Brand	How we translate our Identity into representations to appear in people's Experience, make our enterprise and its offerings visible and understood, and position us for a positive image.	What do people think and feel about our enterprise? How does it appear as an image in their minds? How do we communicate who we are to our audiences?	Brand names and symbols and their interrelations, key messages and content to be created and communicated, behaviour at key touchpoints.

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4

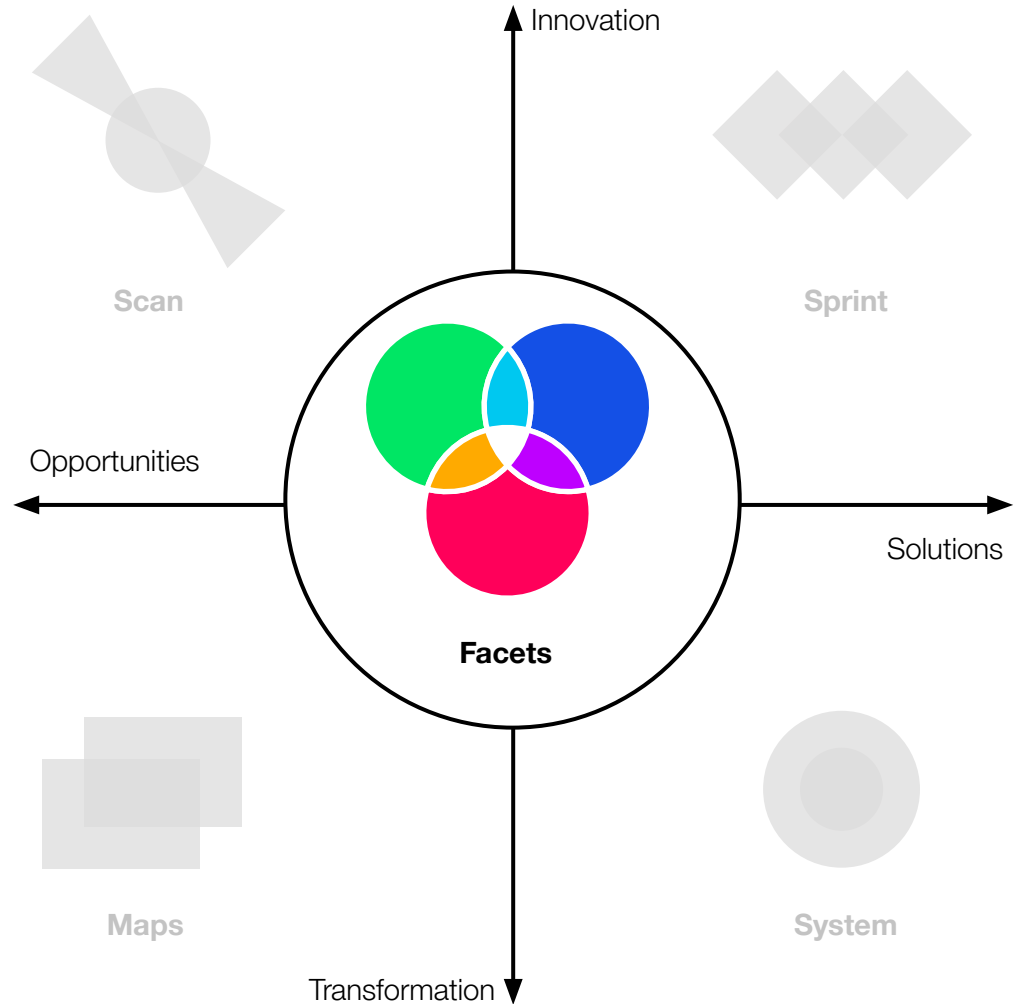


Facets

The Facets describe universal traits to understand any enterprise, regardless if consciously designed or implicitly created.

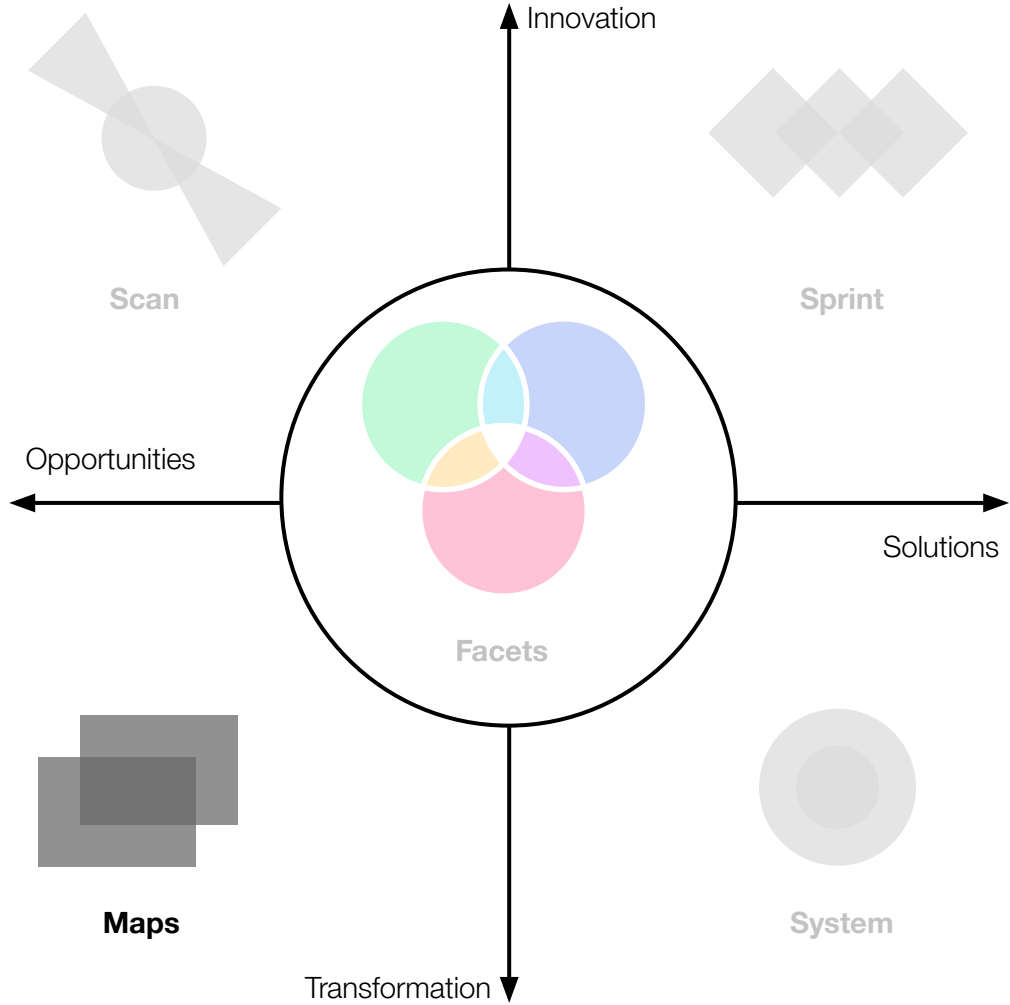
They provide a high-level view on its reason for existence, what it seeks to do for people, and how its parts work together to deliver on its purpose.

They help establishing a common language, shifting between perspectives and focus areas, translating observations and implications, and tracing relationships and dynamics.



Maps

Map out Customer Experience, Operating Model, Strategic Drivers and other relevant perspectives on your enterprise ecosystem and organization. Translate, connect and make sense of all the pieces to create a shared view on the enterprise as a whole, identify opportunities and design transformations.



Maps Enterprise Design Maps

Maps used in Enterprise Design are made to explore the interconnections between different aspects, tracing and translating changes from one Facet to another. The Milky Way Map and the Enterprise Blueprint are universal formats used alongside more specific ones.

Facet Identity Organisation

Perspectives

Mission/Vision Statements, Our Story

Organisation Chart

Process to Organisation

EDGY Elements Enterprise Design Maps

The Enterprise Design Graphical Morphology (EDGY) contains a set of elements and relations to be used across different maps when modelling the enterprise from different perspectives combining several Facets. It is a modelling language based on the [EBS Ontology](#).

Facet Function Behaviour Structure

Identity Organisation

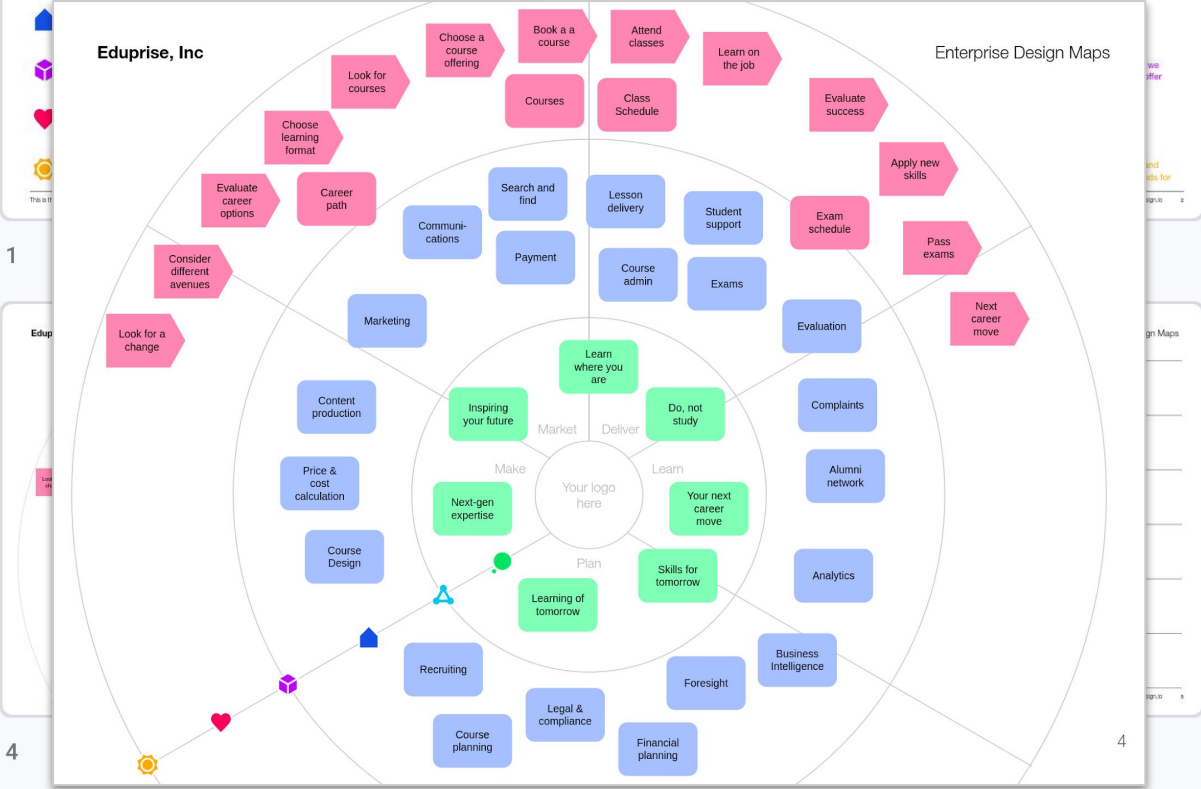
What we pursue and believe in

Story

A shared narrative about your enterprise

Organisation

A group of people working together



1

2

3

EDGY Relations Enterprise Design Maps

The EDGY language contains 3 relations. Depending on the tools being used, additional nuances can be included via attributes or weighting to both elements and relations.

Association

Two Elements are related to each other.

Flow

An element follows another in a sequence.

Hierarchy

An element is part of or otherwise contained in another element.

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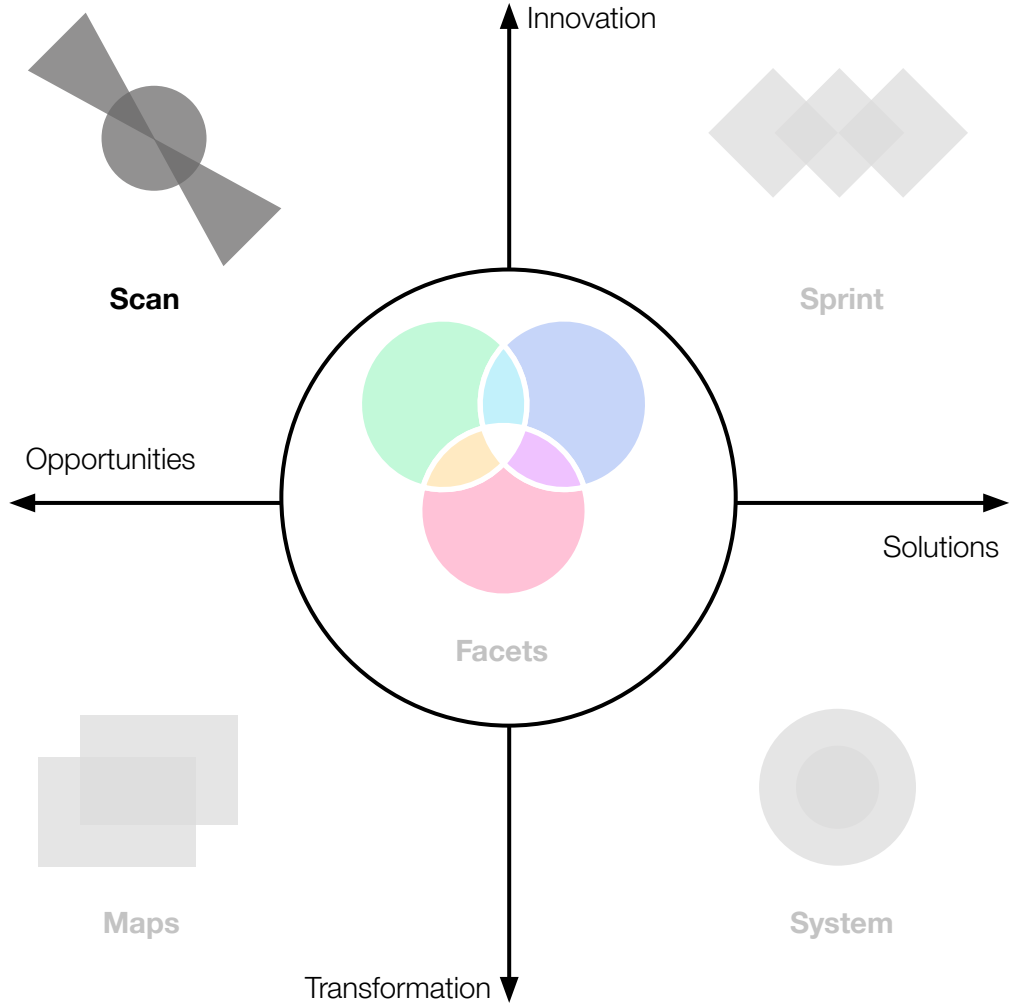
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5

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Scan

Apply a 360° research tool to reveal innovation opportunities from your ecosystem. Combine all data sources, ideas and insights into a comprehensive synthesis to drive your decision-making, blending different techniques for maximum insight.



Interview Sheet Enterprise Design Scan

Note down your observations and insights, then formulate up to 3 important challenges as "How might we..." statements. Synthesise them into a single challenge statement, then tick which Facets came up, or might be helpful to look into when tackling this challenge.

Observations	How might we?	Challenge	Focus facets
(Note down what matters to your interview partner)	How might we... ?	We will (re)design... (our intended outcome)	<input type="checkbox"/> Identity
	How might we... ?	...for... (our customer/user)	<input type="checkbox"/> Organisation
	How might we... ?	...in a world where... (our assumptions)	<input type="checkbox"/> Architecture
			<input type="checkbox"/> Product
			<input type="checkbox"/> Experience
			<input type="checkbox"/> Brand

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Survey Sheet Enterprise Design Scan

Choose up to 3 statements that matter most to you when thinking about this enterprise: _____

- Responsive and reliable, performs well and delivers
- Doesn't do much useful or valuable for me
- Useless or cumbersome products and services
- Clear what they stand for and what they are about
- Plays a valuable role and is useful in my life

Survey Sheet Enterprise Design Scan

Criteria for assessing key facets of an enterprise to prioritise when planning and scoping an Enterprise Design engagement, to be used in a quantitative survey setting, or informally within stakeholder conversations.

Facet	Criterion	Negative statement	Positive statement
Identity	Coherent shared identity, lived in emergent culture	<input type="checkbox"/> Incoherent, random messages and behaviour	<input type="checkbox"/> Coherent and meaningful messages and behaviour
Organisation	Clear organisation, good teamwork and collaboration	<input type="checkbox"/> Suffers from bureaucracy, silos and bad teamwork	<input type="checkbox"/> Good teamwork and effective collaboration
Architecture	Works and delivers results	<input type="checkbox"/> Slow and unreliable	<input type="checkbox"/> Responsive and reliable, performs well and delivers
Product			<input type="checkbox"/> Useful and easy to use products and services
Experience			<input type="checkbox"/> Plays a valuable role and is useful in my life
Brand			<input type="checkbox"/> Clear what they stand for and what they are about

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Research Techniques

Depending on your environment and challenge, you want to explore different Facets at with varying level of depth and detail. This is a collection of research and analysis techniques to choose from and combine into a custom blend that fits.

Facet



Identity

Qualitative research

Obtain first hand feedback on culture and identity from various actors involved

Quantitative research

Run an image and/or culture survey, collect and stories and identify relevant topics

Data and documentation

Vision, mission and strategy, purpose, long term goals, key content and communications



Organisation

Assess the organisation with managers, staff, and external parties collaborating with them

Run an organisation survey on management behaviour and ways-of-working

Organisational roles and structure, workflows, team goals and performance evaluation



Architecture

Work with experts to spot systems, technologies, information and processes

Ask for systems, information, and applications being used, and assess their performance

Process or capability models, applications and technology, operating model performance



Product

Evaluate product success and performance by observing user/customer interactions

Assess product performance and obtain feedback in a customer/user survey

Usage and performance analytics, backlogs and plans, interaction/information design



Experience

Do observational, immersive or interview research sessions with users and customers

Find out what matters to people using a Top Task Identification survey

Journeys and tasks, search and interaction analytics, feedback and behaviour analytics



Brand

Have conversations to obtain an honest impression of a brand's perception

Run a survey to assess brand perception and awareness amongst your audiences

Touchpoints and channel analysis, brand strategy, messages, hierarchy

Enterprise Design Scan

Survey Evaluation Sheet

Count negative, positive and total votes from the randomised survey sheet or using a survey tool. The total number attention or weight attributed to the respective facet. To calculate the sentiment, subtract the negative from positive

Facet	Criterion	Negative	Positive	Vote count
Identity	Coherent shared identity, lived in emergent culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisation	Clear organisation, good teamwork and collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Architecture	Works and delivers results as well-performing system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product	Offers relevant and useful products and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experience	Makes a valuable contribution to people's lives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Brand	Clear image of who this is and what they stand for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Enterprise Design Scan

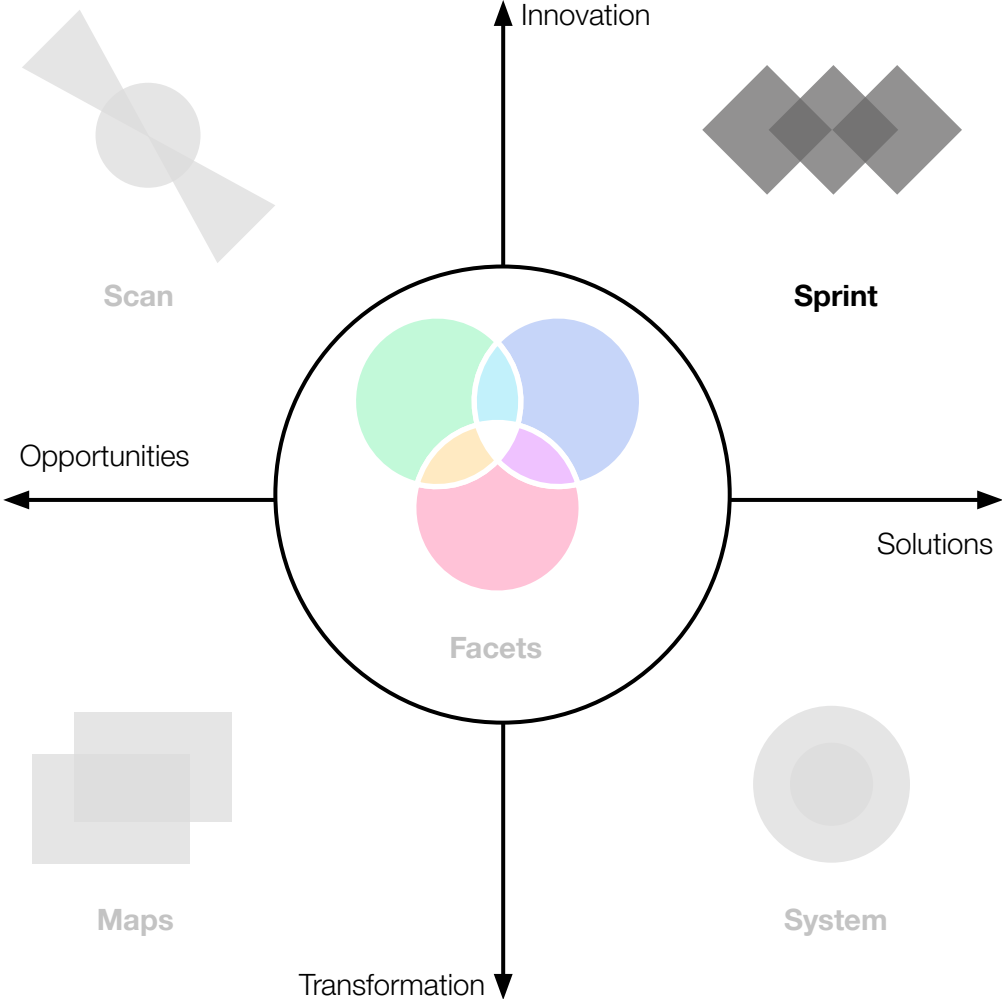
Elements and their interplay. Using the Function can all Facets of a coherent Enterprise Design.

Facet	Data and documentation
Identity	Goals, metrics, performance tasks, or other and ask to an inquiry
Organisation	Analytics and transactions Find maps or models of recurring activities such as processes, journeys, rules or recurring plans. Use behavioural analytics on tasks from websites/apps and transactional systems.
Architecture	Records and information Find documentation such as catalogues, hierarchies or classification systems of key concepts and resources. Gain insight on structured and unstructured data collected.

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Sprint





Respond to priority challenges in record time. The Enterprise Design Sprint format makes GV-style Design Sprints from the agile startup world enterprise-compatible. Engage your stakeholders, identify strategic options, and rapidly co-design, test and build innovative solutions. Compress weeks of work into just a few days.



Activities

Enterprise Design Sprint







A workshop designed to help you make rapid progress by collaboratively tackling a priority challenge and running through a sequence of activities, depending on priority facets. The first half of the workshop is about developing a shared understanding and first concepts.

Facet	1 Understand	2 Define	3 Sketch
 Identity	Run stakeholder sessions and collect stories to learn about intent, behaviour and culture	Write or otherwise express a future core idea and story of the entrepreneurial ambition	Sketch out scenarios or stories that illustrate how a future enterprise might come to life
 Organisation	Evaluate the ways of working together in and organising decisions between teams	Define the future team organisation and modes of collaboration and decisions	Draw up ways of collaborating, distributing responsibilities and making decisions as a team
 Architecture	Assess the way the enterprise operates in processes, capabilities and systems	Map out future capabilities, processes, the operating model and resources	Make sketches of how the work will be done
 Product	Evaluate product performance and customer success through analytics and user observation	Design product and service offerings, business models and user interactions	Visualise services used by customers
 Experience	Do observational, immersive or survey research in order to understand people's reality	Map and define future customer/user or other actor journeys and their top tasks	Envision and key moments in customer journeys
 Brand	Assess the audience perception of messages, content and brand images	Define future brands, content, or communications based on underlying values or traits	Sketch out brand elements that might appear in the future

Activities

Enterprise Design Sprint

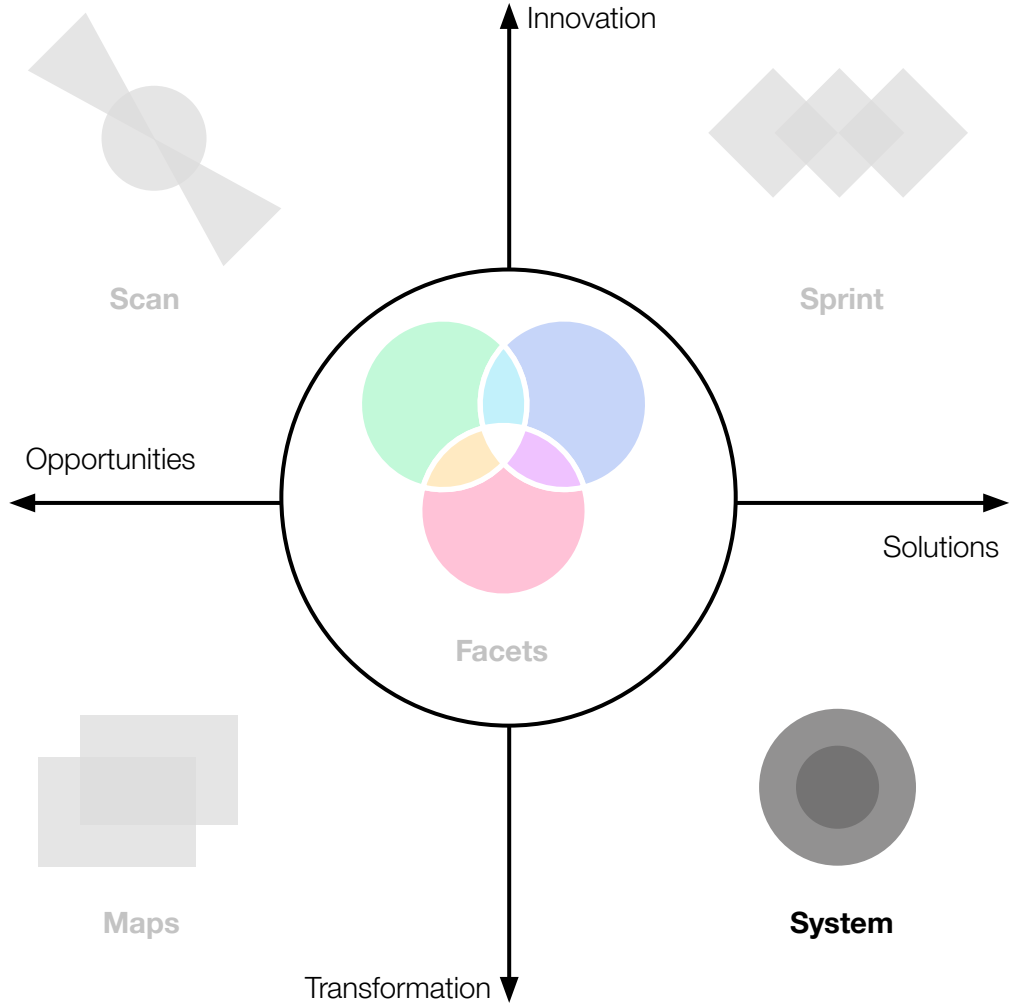
In second half of the workshop, the number of options to be taken further is reduced to the most promising leverage points for change. Again responding to priority facets, the Sprint team chooses, prototypes and tests solutions against a set of agreed validation criteria.

Facet	4 Decide	5 Prototype	6 Test
 Identity	Make a collective decision on a core idea and story that best represents the future enterprise	Create content using narrative formats to express a future idea and story behind the enterprise	Get feedback from different audiences and assess whether it inspires a shared understanding
 Organisation	Select priority team organisation models and collaboration modes to try out in work practice	Design environments and collaboration tools to simulate teamwork and organisation	Play out or otherwise simulate staff interactions, joint decisions and collaboration scenarios
 Architecture	Spot changes to processes, capabilities and the resources supporting them to invest in	Develop high-level architectural maps or descriptions to assess the projected change	Walk through and validate the future architecture with experts in business/technology domains
 Product	Choose which future product and service offerings and business models to try out	Prototype products, services and offerings as interactive simulations or tangible mockups	Test with future users and customers and assess ease of use and success
 Experience	Decide on the most promising journey moments for better experiences and task success	Build environments to simulate the key moments and tasks identified with people	Bring experiences and journeys to life in simulated environments and validate task success
 Brand	Decide on a simple and clear brand positioning and key messages to be developed	Make the brand visible through communications, content and messages, and behaviours	Get impressions from audience members, assess the effect on the brand image and perception



System







Enable your teams across the enterprise to self-organize and make better design decisions faster, through a system of established practices and readymade building blocks. Deliver a coherent, integrated set of solutions across the experience of your customers, and achieve transformation at scale involving all key stakeholders.



Components

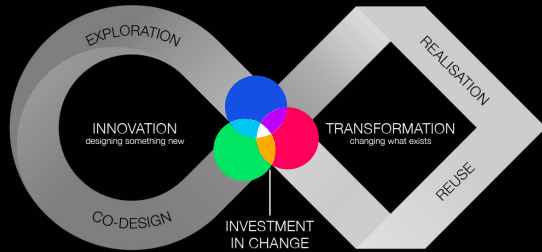
Enterprise Design System

Instead of designing solutions for problems or challenges, an Enterprise Design System aims to empower teams and change agents across the enterprise to design their own solutions more effectively, while promoting reuse and coherence.

Facet	Principles	Patterns	Platforms
 Identity	Culture and identity principles: how to contribute to our purpose and mission	Leadership and communication patterns: inspiring and engaging our audiences	Systems of engagement: facilitating an ongoing dialogue between enterprise actors
 Organisation	Organisation design principles: how to make teams successful with better ways of working	Organisation design patterns: team self-organisation, ways to collaborate and coordinate	Systems of collaboration: supporting our teamwork and coordination
 Architecture	Architecture principles: how to design parts to fit together and deliver on our promises	Architecture patterns: weaving together parts for performance and minimise structural debt	Systems of records: making information available and enabling transactions
 Product	Product design principles: how to design products and services for customer success	Product, service and business design patterns: facilitating adoption and interaction	Systems of intelligence: learning about our customers and users and adapting to real world usage
 Experience	Experience design principles: how to design for experiences that make a difference	Experience design patterns: learning about people's reality and designing for their success	Systems of interaction: empowering our users to better achieve their goals
 Brand	Brand values and principles: how to bring the brand to live when in touch with audiences	Brand design patterns: getting our messages across and exhibiting desired behaviours	Systems of communication: reaching out to our audiences to make us seen and heard

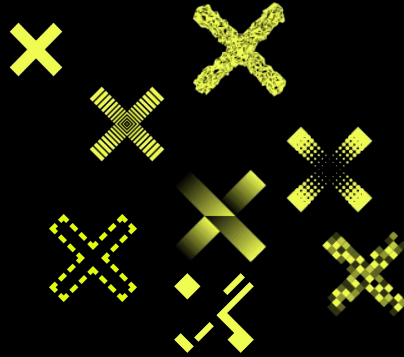


Intersection Group is a **Non Profit Association**



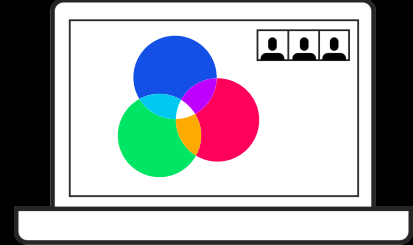
Intersection Toolkit

An Open Source set of tools to do Enterprise Design for key challenges



Community and Events

Events for a global community of thinkers and practitioners

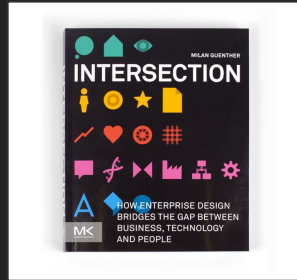


Learning and Knowledge

Content, certified courses and digital tools delivered by our partners

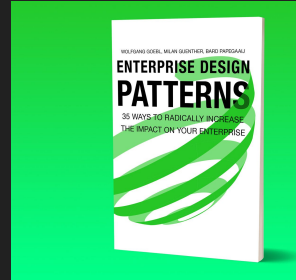


Creating Knowledge Products



Intersection: bridging the tech-biz-people gap

2012: A primer for holistic and systemic design at enterprise scale



A Pattern Language for Enterprise Design

35 instantly usable patterns for more impact with your enterprise design practice



Training and tools for practitioners

2022: Content, tools and courses delivered by our education partners



Webinars



Enterprise Design Impact Patterns

With Bard Papegaaij

Webinar

January 18, 2023, 4pm Berlin, Paris (CET)

Online

January 18th, 4 pm Berlin, Paris - This webinar with Bard Papegaaij presents major steps to establish and grow your influence and impact as an Enterprise Designer.



Enterprise Design Behavioral Patterns

With Annika Klyver & Wolfgang Goebel

Webinar

January 25, 2023, 4pm Berlin, Paris (CET)

Online

Jan 25th, 4 pm Berlin, Paris - This webinar with Annika Klyver and Wolfgang Goebel provides guidance on how to behave when interacting with your many stakeholders to build better relationships and collaboration.



Earnestine the Enterprise Architect

With Wolfgang Goebel

Webinar

February 1, 2023, 4pm Berlin, Paris (CET)

Online

Feb 1st, 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.



Severin the Service Designer

With Milan Guenther

Webinar

February 8, 2023, 4pm Berlin, Paris (CET)

Online

Feb 8th, 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.



Milky Way Enterprise Map

With Annika Klyver and Wolfgang Goebel

Webinar

February 15, 2023, 4pm Berlin, Paris (CET)

Online

Feb 15th, 4pm Berlin, Paris: Annika Klyver and Wolfgang Goebel show you how to bridge the gaps across identity, experience and architecture with Milky Way enterprise maps.



Intersection 23

Intersection 23

Save the date!

Conference September 18–19, 2023, 09:00-17:00 Wien, Austria

CONFERENCE LOCATION

The leading global conference on Enterprise Design

This is Intersection 23, the 9th leading conference about Enterprise Design. We bring together a global community with the shared ambition to design better enterprises. Since its first 2014 edition, Intersection conference has been the pioneering event for those who want to see better enterprises emerge around them. Our call for case studies will open in early 2023.

Past editions: [Paris 2014](#) / [Berlin 2015](#) / [Copenhagen 2016](#) / [Barcelona 2017](#) / [Prague 2018](#) / [Lisbon 2019](#) / [Virtual 2020](#) / [Stockholm 2022](#)



Location

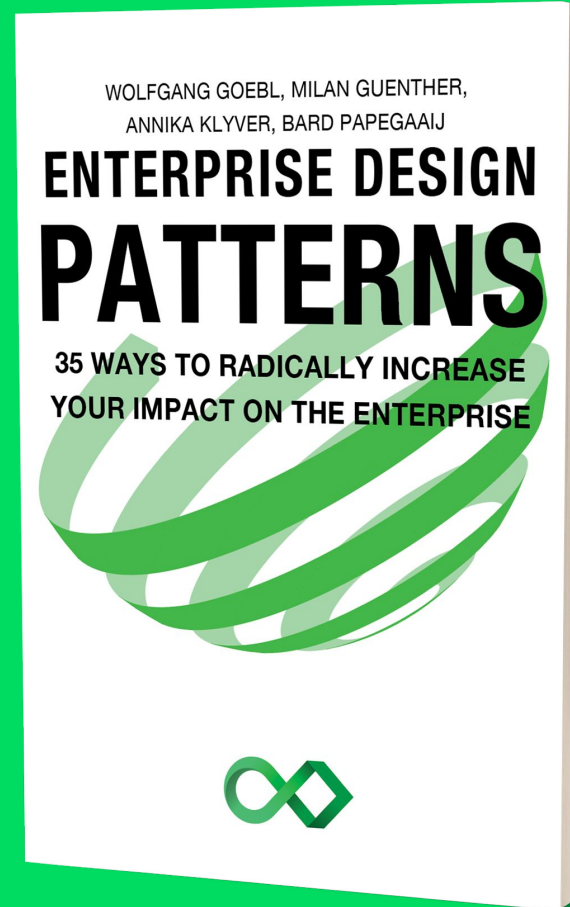
Vienna University

Vienna University
Universitätsring 1
1010 Wien
Austria



Patterns

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



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Impact Patterns	
① Personal Enterprise Vision	29
② Pre-existing Wisdom	32
③ Coalition Building	34
④ Executive Buy-In	36
⑤ Co-Created Enterprise Design Charter	38
⑥ Shared Enterprise Vision	40
⑦ Safe Negotiation Space	42
⑧ Clear Ownerships	44
⑨ Foundation of Change-Portfolio	48
⑩ Shepherded Realisation	50
⑪ Leaving	52

Behavioural Patterns	
⑫ Human Interest	54
⑬ Nurtured Trust	56
⑭ Powerful Questions	58
⑮ Listening to Understand	60
⑯ Hint	62
⑰ Tangible Presence	64
⑱ Walking Your Talk	66

Practice Patterns	
⑲ Evidence	70
⑳ Outside Inspiration	72
㉑ Hypotheses and Validation	74
㉒ Wearing Their Shoes	76
㉓ Dancing to Enterprise Rhythms	78
㉔ Corporate Politics	80
㉕ Focus, Shift, Refocus	82
㉖ Just Enough Design	84
㉗ Unintended Consequences	86

Creations Patterns	
㉘ Human Language	88
㉙ Captured Stories	92
㉚ Depicting Shared Understanding	94
㉛ Moments in time	96
㉜ Toolkits Sparking Change	98
㉝ Beauty	100
㉞ Tangible Futures	102
㉟ Management Instruments	104

Glossary	108
References	110
About the Authors	118



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