100% LIVE

Enterprise Design Impact Patterns

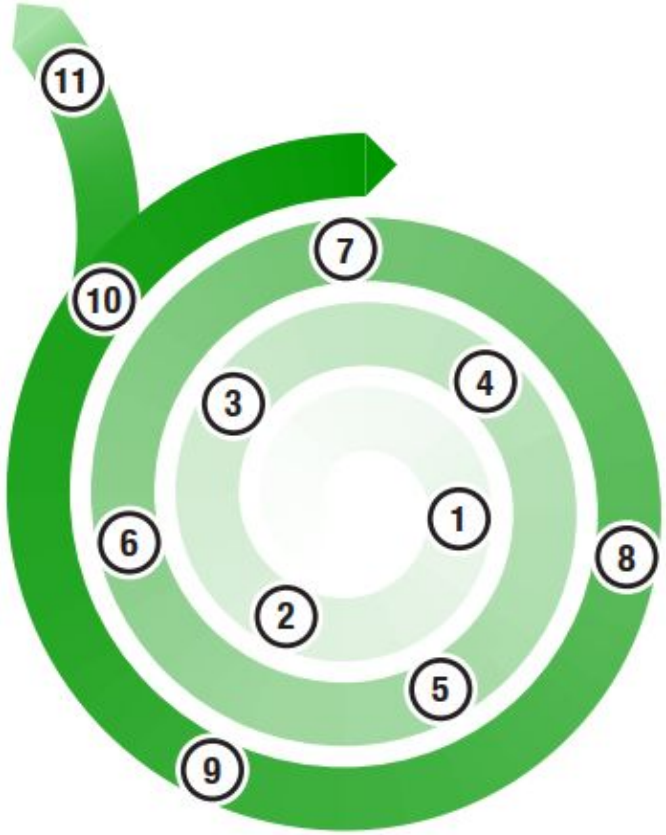
You work very hard, but does it really make a difference?

INTERSECTION GROUP
We help people create better enterprises.

Why Patterns?

- Based on real-life situations
- Practical, ‘proven’ knowledge
- Taps into worlds of experience
- Approaches and solutions to real-world problems & situations

Impact Patterns



1. Personal Enterprise Vision
2. Pre-existing Wisdom
3. Coalition Building
4. Executive Buy-In
5. Co-Created ED Charter
6. Shared Enterprise Vision
7. Safe Negotiation Space
8. Clear Ownerships
9. Foundation of Change-Portfolio
10. Shepherded Realisation
11. Leaving

Personal Enterprise Vision

You are starting a new assignment and want to deliver maximum value to the enterprise.

In this context:

You are asked to do work that neither helps the enterprise nor matches your skills

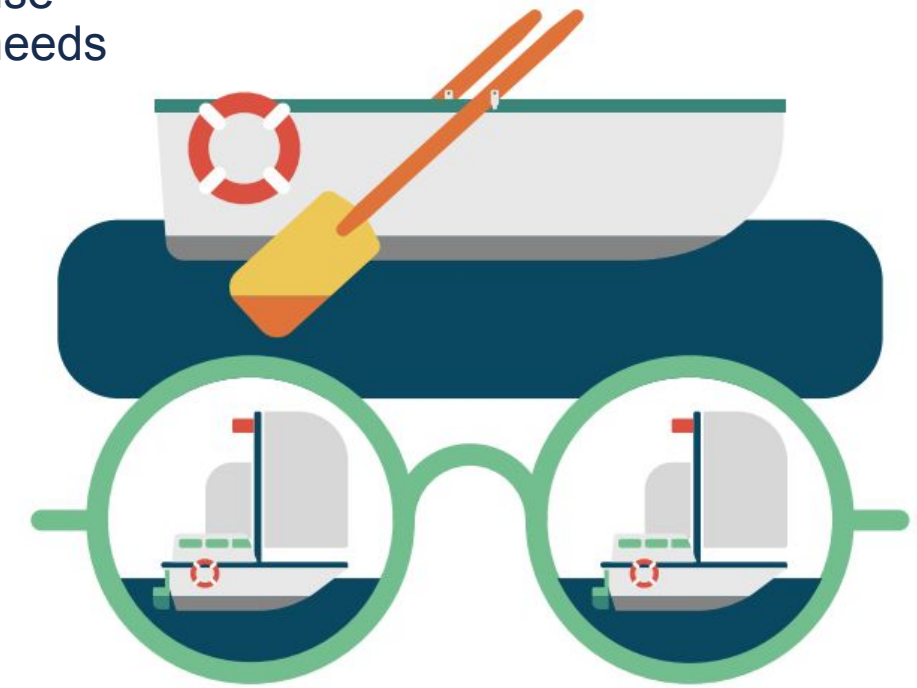
Therefore:

You make sure you are clear about your own personal enterprise vision and clarify how you can contribute to your co-creators' needs and expectations.

Consequently:

You will be able to push back on assignments that are not aligned with your personal enterprise vision.

You will serve both your co-creators and you better



Pre-existing Wisdom

There is a wealth of knowledge available in people and existing documentation.

In this context:

Skipping the discovery leads to gaps in your understanding of the enterprise.

Therefore explore:

- How the enterprise sees itself (website, mission/vision);
- How customers engage with the enterprise;
- Which products it creates and which terminology it uses;
- How it is organised, how decisions are made;
- Which change initiatives it runs.

Consequently:

Your deep understanding of existing work is the foundation for engaging with co-creators which helps you in building coalitions.

Coalition Building

You need to stimulate the collaboration between many people in the enterprise.

In this context:

The many people working on the design of the enterprise in parallel are often working in silos and have their own concerns.

Therefore:

- Connect with people working in roles with cross-company challenges.
- Search for middle managers, product developers,
  customer experience designers, process managers,
  subject matter experts, business analysts, etc.
- Find out what makes them tick.

Consequently:

You have started to plant the seeds for the collaboration needed to achieve your mission..

Executive Buy-In

The work you are doing leads to political resistance.
You need powerful allies who will handle the political conflicts for you.

In this context:

There are always influential people pursuing their local interests over those of the enterprise. Those interests often conflict.

Therefore:

You need support from the highest management. Meet with them and:

- Nurture trust to better understand their personal concerns;
- Create a story that shows how you can relieve their pains;
- Position your creations as the perfect management instruments;
- Invite them to the safe negotiation space.

Consequently:

It becomes clear to everyone that it's your task to facilitate the collaborative Enterprise Design process that makes political conflicts visible and your allies' task to resolve these conflicts.

Co-Created Enterprise Design Charter

You want your Enterprise Design work to be supported by your major co-creators and communicated across the enterprise.

In this context:

Most people don't understand what you are creating and are not interested in supporting you.

Therefore:

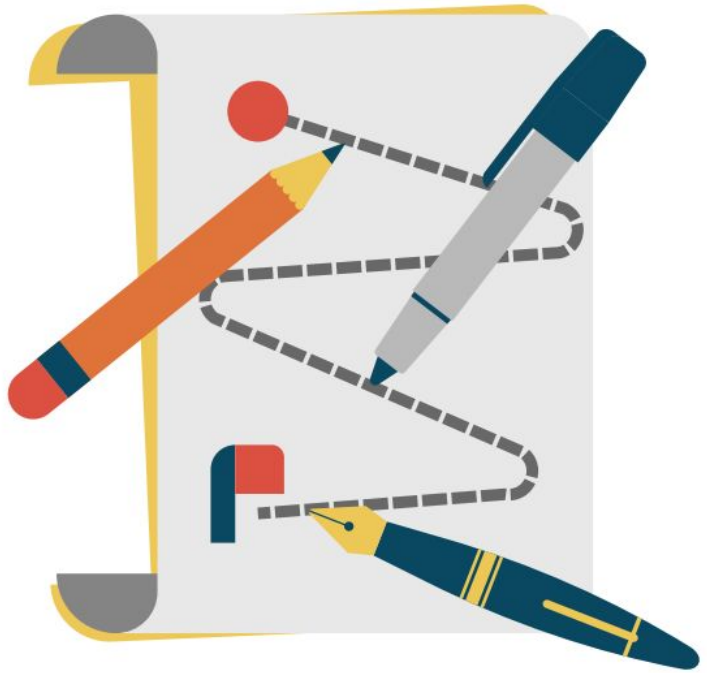
You co-create an Enterprise Design Charter:

- Invite a small group of business experts;
- Validate your understanding of the enterprise's vision and goals;
- Align your Enterprise Design vision with the enterprise's strategy;
- Discuss your planned creations and their timing.

Communicate the final Enterprise Design Charter widely and often.

Consequently:

They see you care about their goals and concerns
and take a personal interest in them.



Shared Enterprise Vision

The enterprise lacks a clear sense of ‘why’ and you need alignment to establish shared objectives.

In this context:

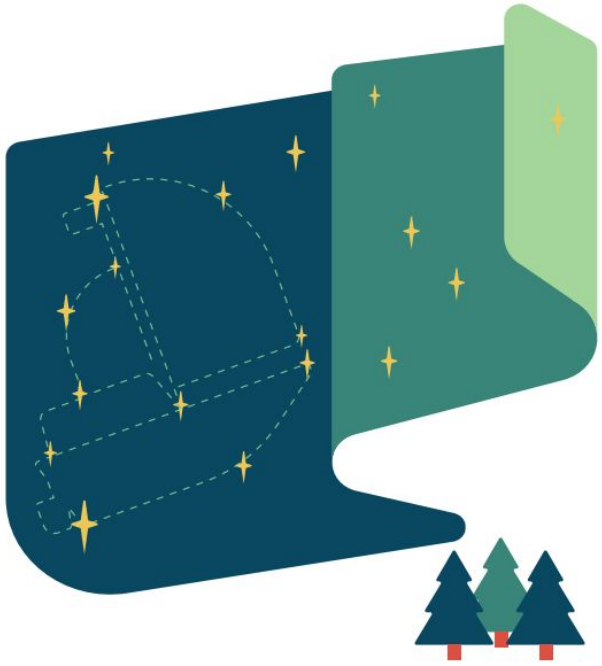
Many initiatives are not aligned with a common sense of ‘why’ and often get funded even when they do not contribute to the shared purpose.

Therefore:

You help the enterprise produce a compelling shared vision.

Facilitate meetings with co-creators where you:

- Help them put the ‘why’ into a story;
- Focus on new ways of creating value for customers, partners, and employees without getting stuck on financial goals only;
- Anchor the future vision in the current architecture of the enterprise;
- Make the vision concrete enough to serve as guidance, but do not over-constrain the creativity of autonomous teams.



Consequently:

Enterprise design work is now based on a coherent vision.

That helps people connect their individual ambitions to the goals of the enterprise.

Safe Negotiation Space

You need to align co-creators with each other and with the overall enterprise design.

In this context:

Interests of managers need to be aligned with the interests of designers, architects and engineers. Interests of customer-facing parts of the enterprise need to be aligned with back-office parts.

Therefore:

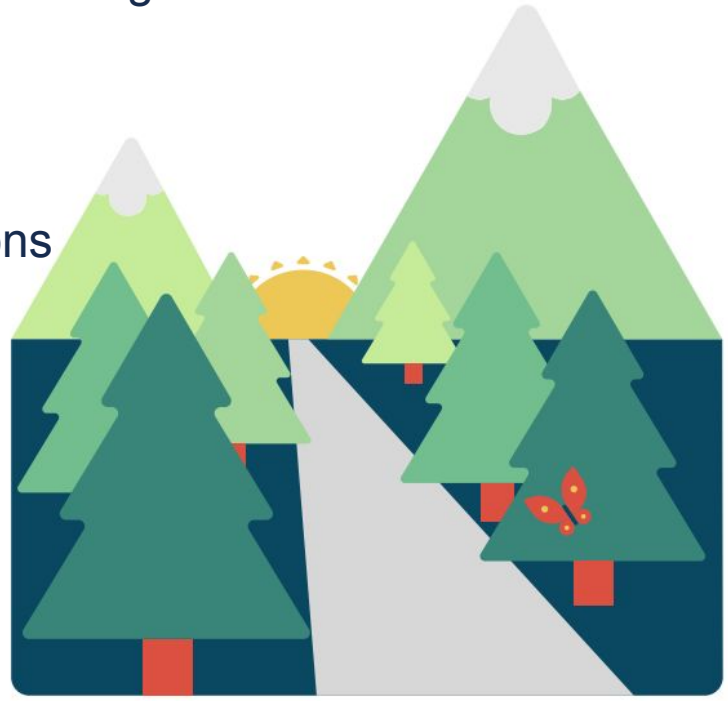
Bring together a range of perspectives of different co-creators.

Moderate hard negotiations on the content of the work and the decisions

- Invite the right mix of people (various roles, positions,...);
- Make the space safe (simple behavioral rules, good facilitation);
- Co-create a picture of the shared understanding;
- Use non-formal models.

Consequently:

Seemingly conflicting positions and perspectives are aligned and harmonised to better support the evolution of the overall enterprise.



Clear Ownerships

You need decisions (small or big) to support the direction of a coherent Enterprise Design.

In this context:

Without clearly defined ownerships, people make isolated decisions that lead to the decay of a coherent Enterprise Design.

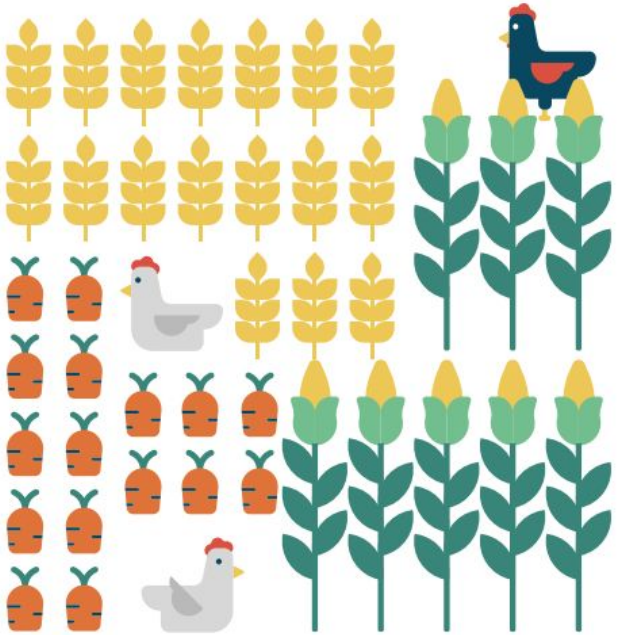
Therefore:

You help establish clear ownerships based on architectural elements

- Help assign ownership to committees, teams and individuals;
- Define clear accountability for committees;
- Make sure to leave enough design freedom for autonomous teams.

Consequently:

You have a strong counterforce in place against the common decay of Enterprise Design, which helps you support a managed evolution towards a well-designed enterprise.



Foundation of Change Portfolio

You want the Enterprise Design to have a substantial impact on implementation and realisation.

In this context:

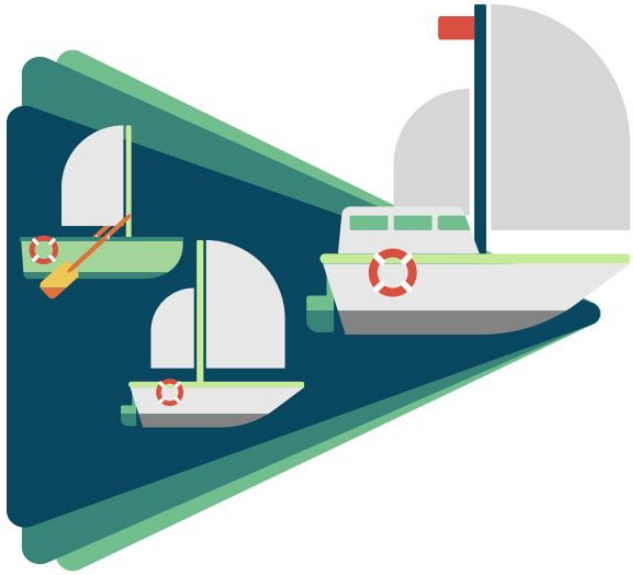
Too many change initiative portfolios are incoherent and managed mainly on time and budget.

Therefore:

You become a trusted advisor of change initiative portfolio managers to help ensure the initiatives are aligned with the Enterprise Design.

You forge strong ties with the change initiative portfolio by:

- Using the enterprise goals to find the best changes to invest in;
- Introducing KPIs that show how each initiative contributes to these goals and increases or decreases enterprise complexity.



Consequently:

By contributing to the change initiative portfolio, you expand your ability to positively impact the enterprise's evolution towards the Enterprise Design.

Shepherded Realisation

Enterprise Design principles are unfamiliar to realisation teams. You need these teams to understand and play their part in co-creating a successful enterprise.

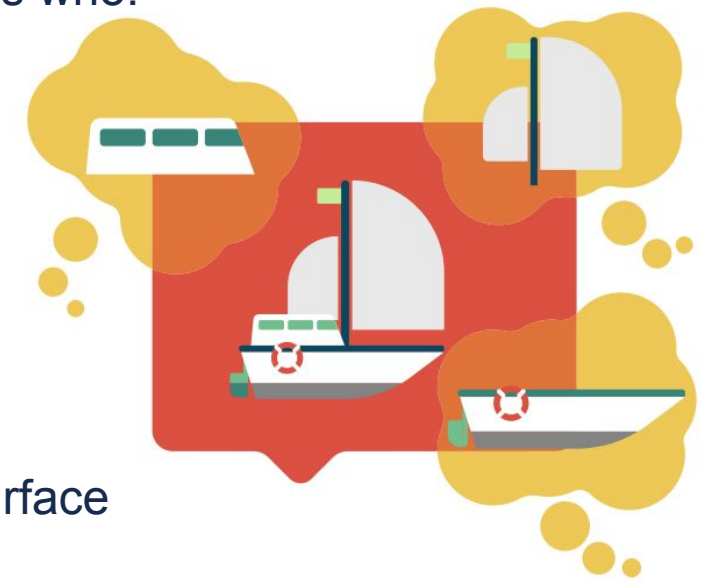
In this context:

Your drive to find global synergies can adversely affect local goals of realisation teams.

Therefore:

You establish Enterprise Designers that are part of the realisation teams who:

- Work with the team in a manner that makes sense for that team;
- Co-create architecture principles with the teams to pragmatically constrain their work towards the Enterprise Design;
- Become ‘trusted advisors’ rather than innovation obstacles;
- Are pragmatic in finding compromises between their teams’ local goals and enterprise-wide goals.



Consequently:

Making Enterprise Designers members of realisation teams helps to surface conflicts between local and enterprise-wide interests early.
Enterprise Designers can then use their strong facilitation skills to find sound compromises between those interests.

Leaving

After some time, you realise there is a mismatch between you and the environment you work in.

In this context:

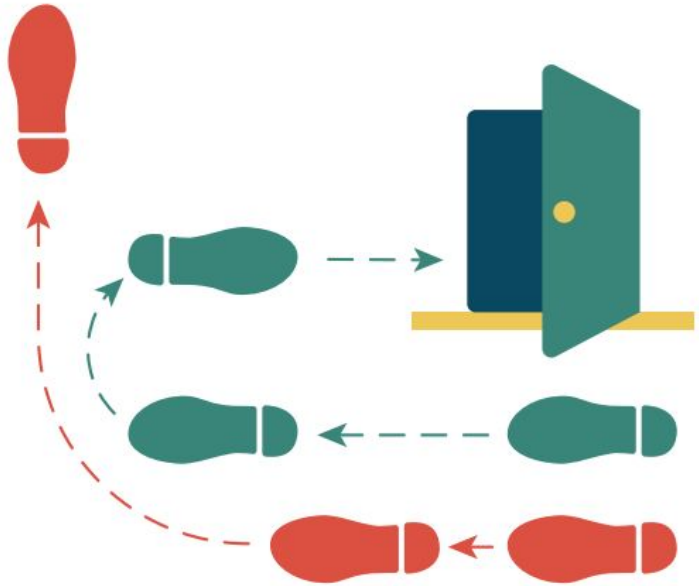
You have tried to find ways to bring value to the enterprise. You have tried every pattern in the book. Yet, you haven't found a way to dance to the rhythms and music those around you dance to.

Therefore:

You make a conscious decision to stop putting your time and energy where it does not contribute to positive change.

Consequently:

Using what you have learned will improve your chances for success in the next challenge you take on.



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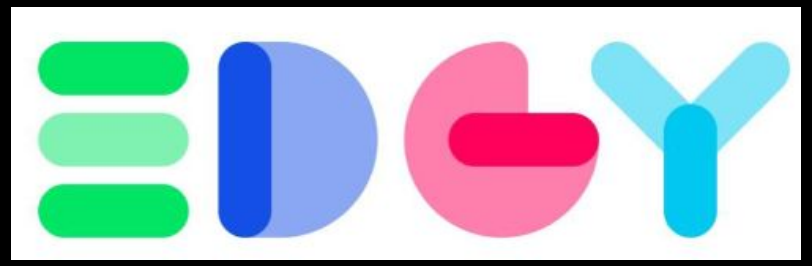


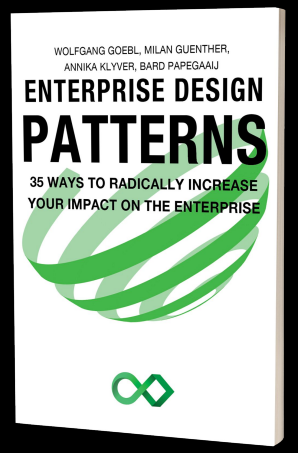
EDGY

www.enterprise.design

A set of connected Open Source tools for your Enterprise Design practice

Community and Events

Events for a global community of thinkers and practitioners



Learning and Knowledge

Publications, content, courses and digital tools with our partners

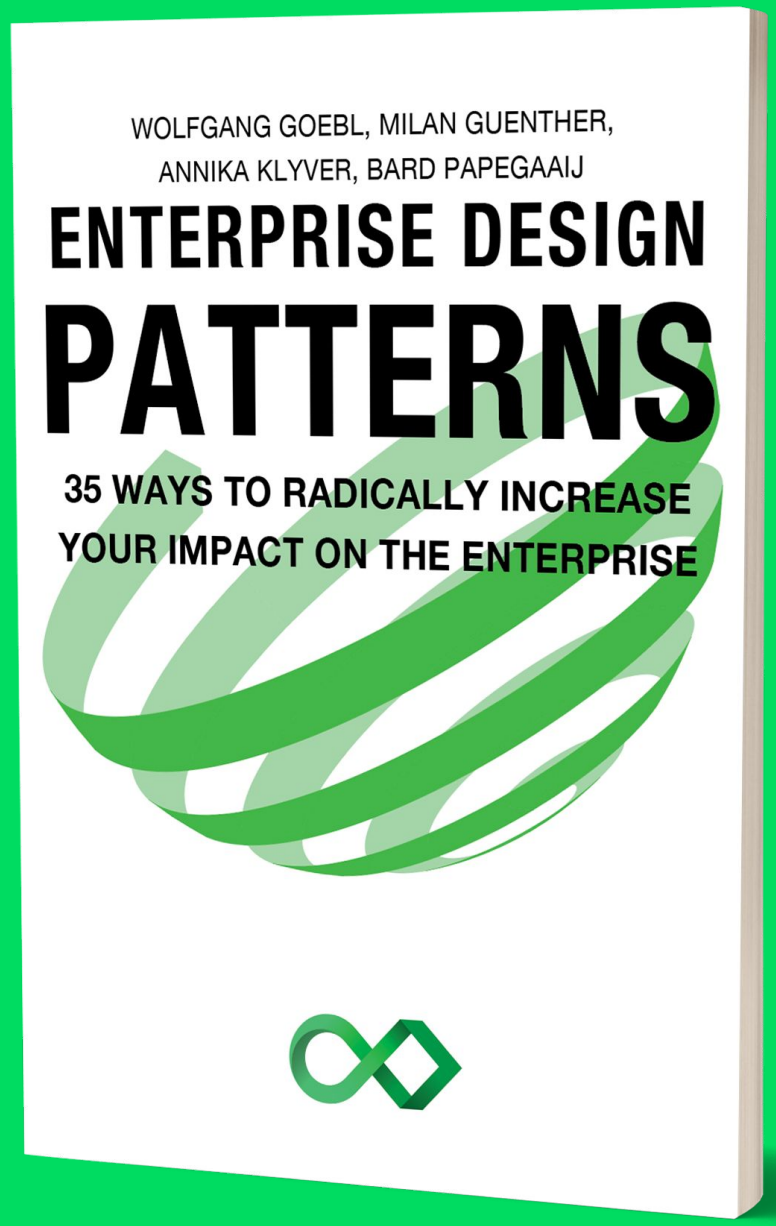
Patterns

Journey to impact

Behaviour patterns

Practice patterns

Creations patterns



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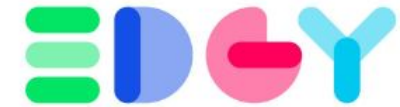
Upcoming Webinars



EDGY 23

A language for collaborative Enterprise Design

Webinar

May 15, 2023

Online

May 15th, 9am Berlin, Paris - Bard Papegaaij and Wolfgang Goebl will host an EDGY 23 presentation.

Details Register

Earnestine the Enterprise Architect

With Wolfgang Goebl

Webinar

May 22, 2023

Online

May 22nd, 9am Berlin, Paris - In this webinar, Wolfgang Goebl tells the story of Earnestine from starting her new job as an Enterprise Architect to having set up an impactful collaborative EA practice.

Details Register

Severin the Service Designer

With Milan Guenther

Webinar

June 5, 2023

Online

June 5th, 9am 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.

Details Register

Capability Maps - the Next Generation!

With Wolfgang Goebl

Webinar

June 12, 2023

Online

June 12th, 9am Berlin, Paris - In this webinar with Wolfgang Goebl we present the basic concepts of capability modeling.

EDGY 23

A language for collaborative Enterprise Design

Webinar

June 19, 2023

Online

June 19th, 9am Berlin, Paris - Bard Papegaaij and Milan Guenther will host an EDGY 23 presentation.

Milky Way Enterprise Map

With Annika Klyver and Wolfgang Goebl

Webinar

June 26, 2023

Online

June 26th, 9am Berlin, Paris - Annika Klyver and Wolfgang Goebl show you how to bridge the gaps across identity, experience and architecture with Milky Way enterprise maps.

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

https://intersection.group/events/intersection23

INTERSECTION23

Vienna, September 18-19, 2023

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Thank you!

INTERSECTION GROUP