

by  INTERSECTION GROUP

Kickstart your Enterprise  
Design with an

**ENTERPRISE SCAN**

# Who am I



**General Business Administration**  
**Reykjavik University**  
2001



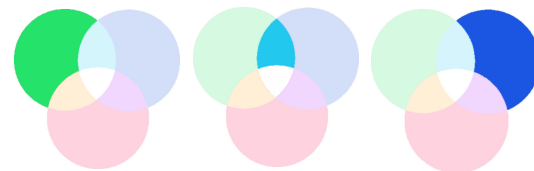
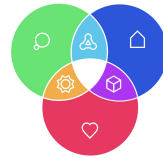
**Corporate Communication & Reputation Management**  
**Manchester Business School**  
2005



**Local / Global**  
**Private / Public**  
**Small / large**

## Other studies

- Project Management
- Enterprise/Business Architecture
- ITIL
- AGILE



**Born and raised**



**Currently live**



## INTERSECTION GROUP

- Core Group lead
- Group design lead
- Tool Author

# Agenda



Context and  
background



The Enterprise  
Scan



Group exercises



Reflections

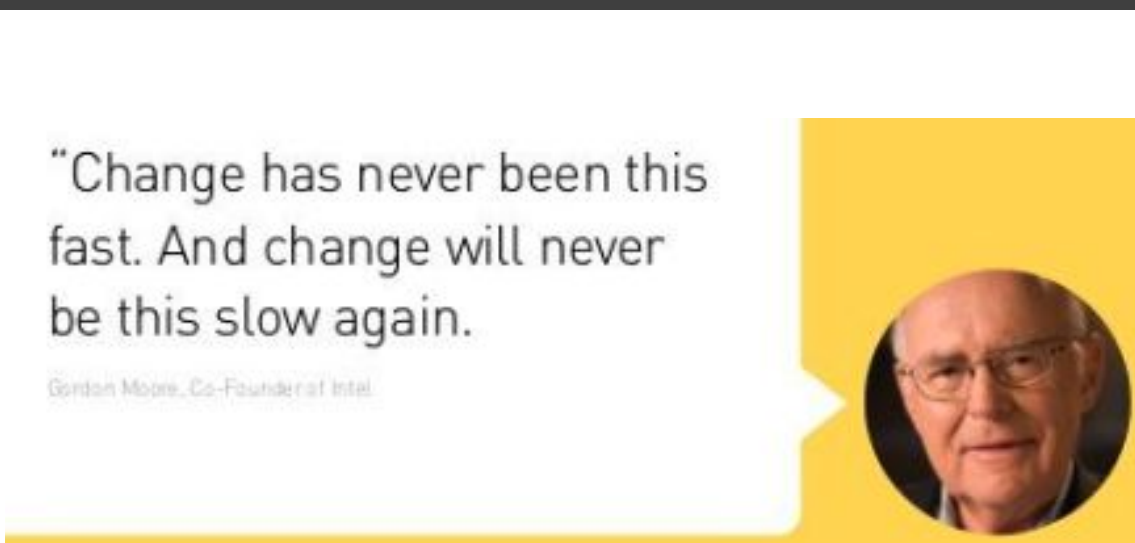
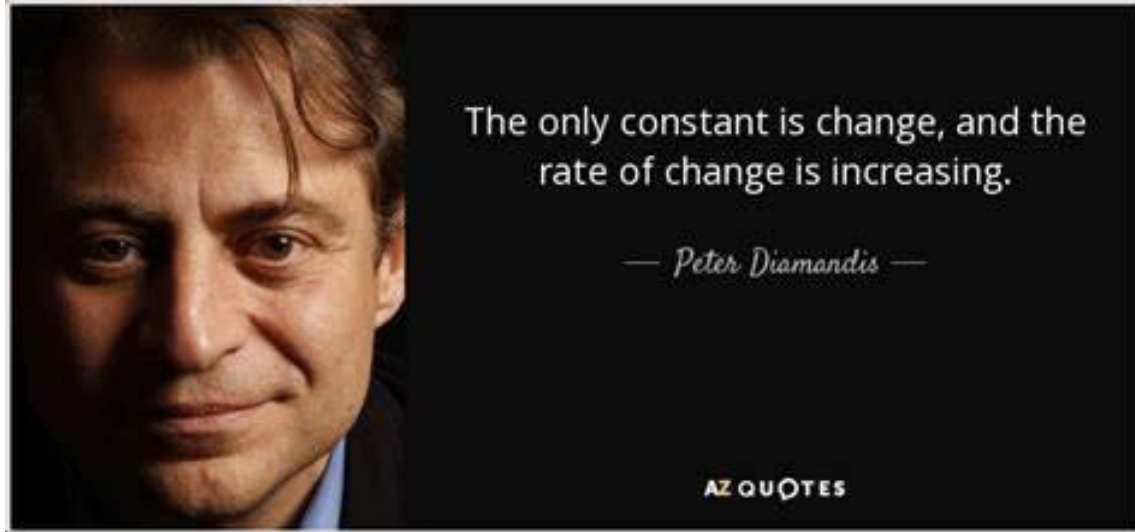


The only constant is change.

~ Heraclitus

500 B.C.

AZ QUOTES





"The future is here  
- it's just not  
evenly distributed"

William Gibson

The pace of change and the threat of disruption creates tremendous opportunities...

Steve Case

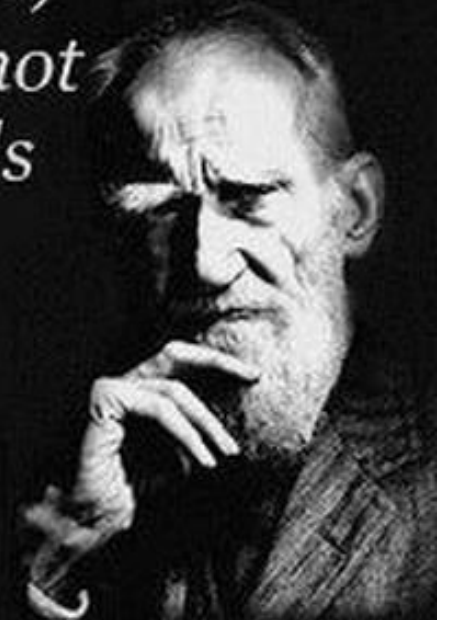
All change may not be progress, but all progress is the result of change.

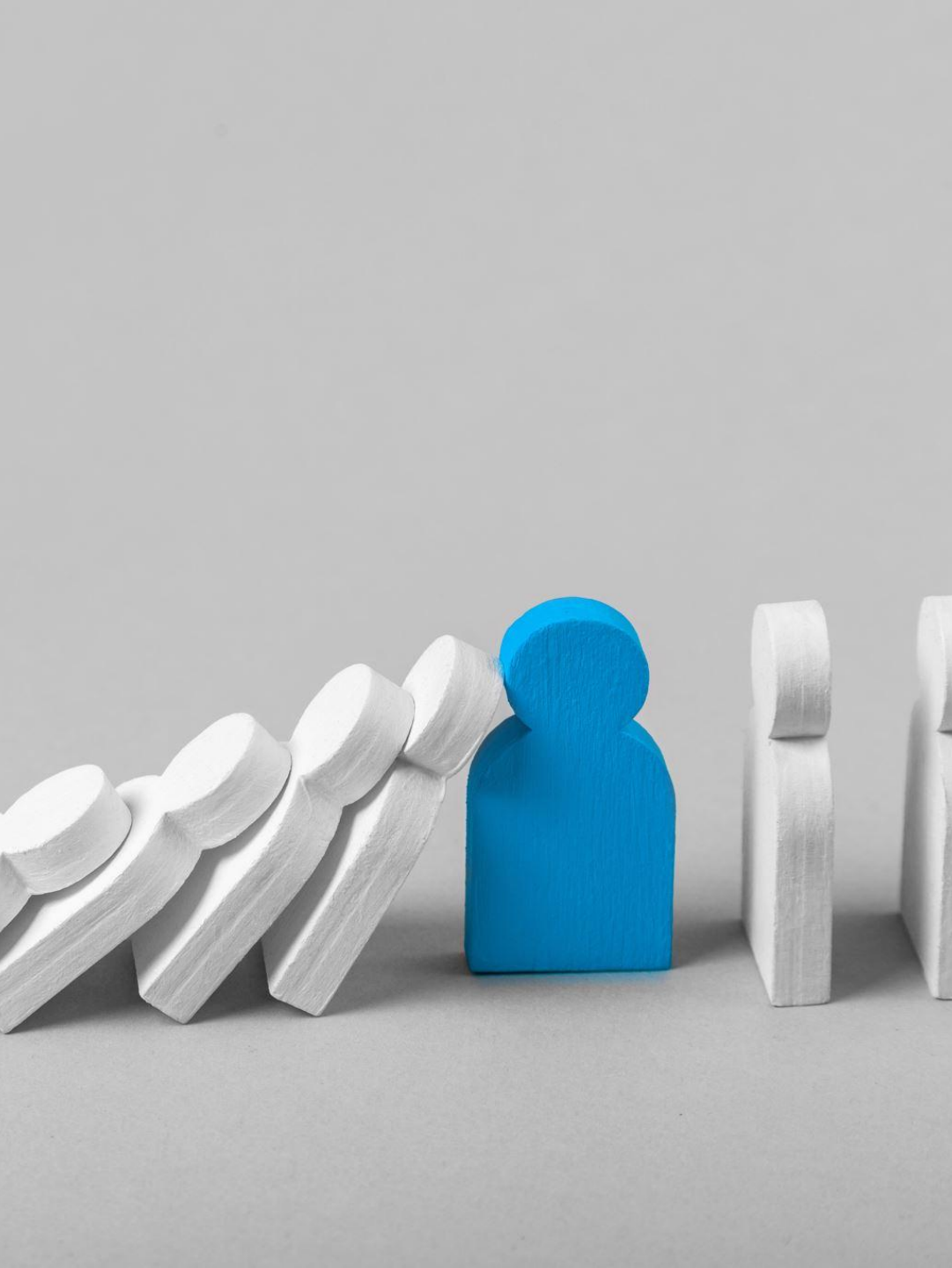
John Wooden

@quotefancy

*Progress is impossible without change, and those who cannot change their minds cannot change anything.*

- George Bernard Shaw





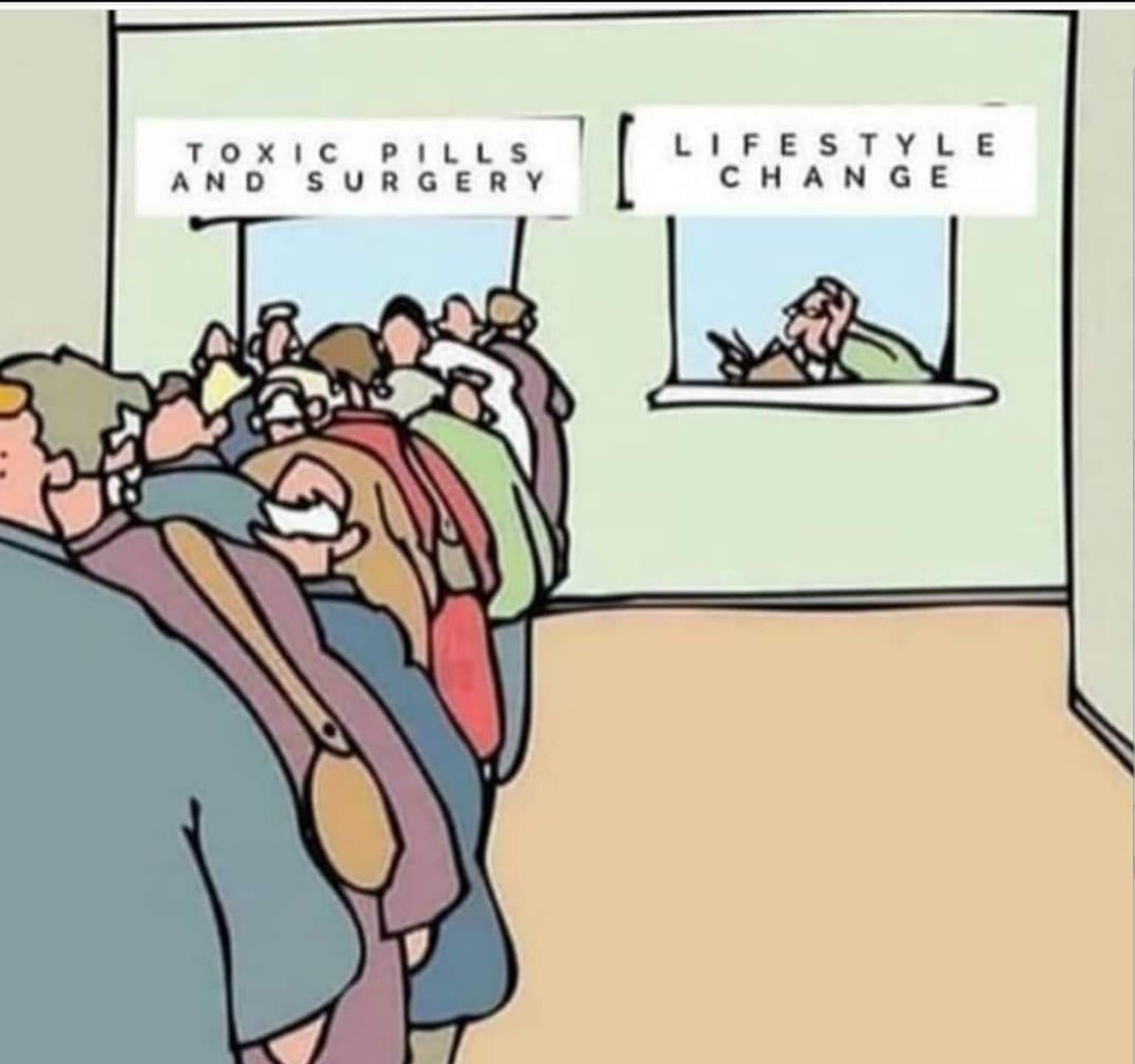
---

# There is just one big problem

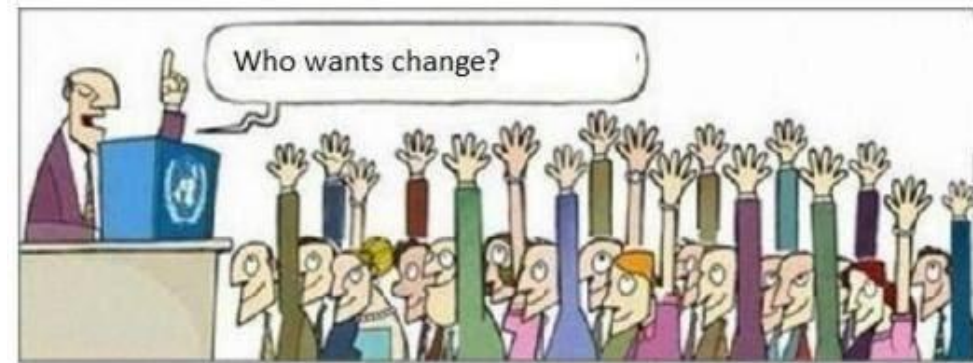
We, as in people in  
general, are really  
really bad at  
change

No! Putting “really” twice is not a grammatical error, it is to emphasize just how bad we are at change!!





“What if we don’t change at all ...  
and something magical just happens?”






**People change in four different seasons:**

- When they hurt enough that they have to,
- When they see enough that they're inspired to,
- When they learn enough that they want to,
- When they receive enough that they're able to...

John C. Maxwell

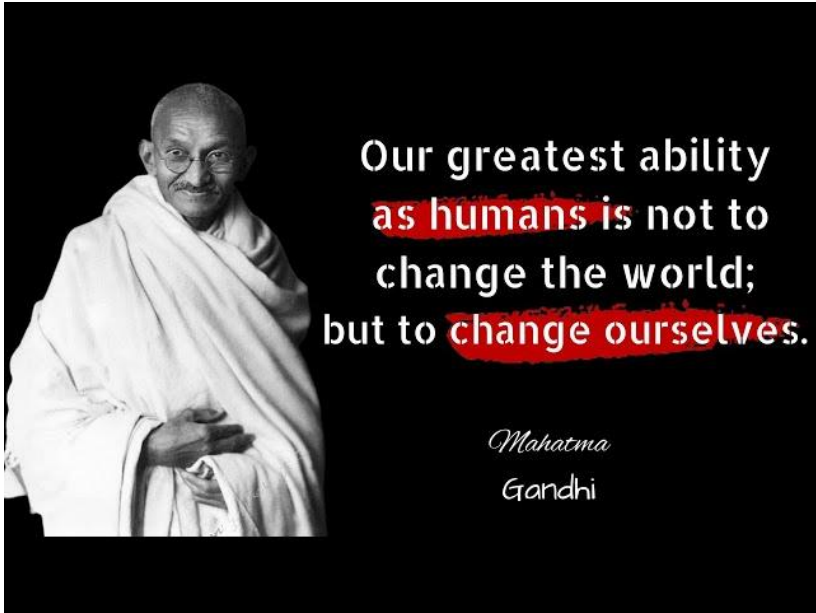
**One reason people resist change is that they focus on what they have to give up, instead of what they have to gain.**

Rick Godwin



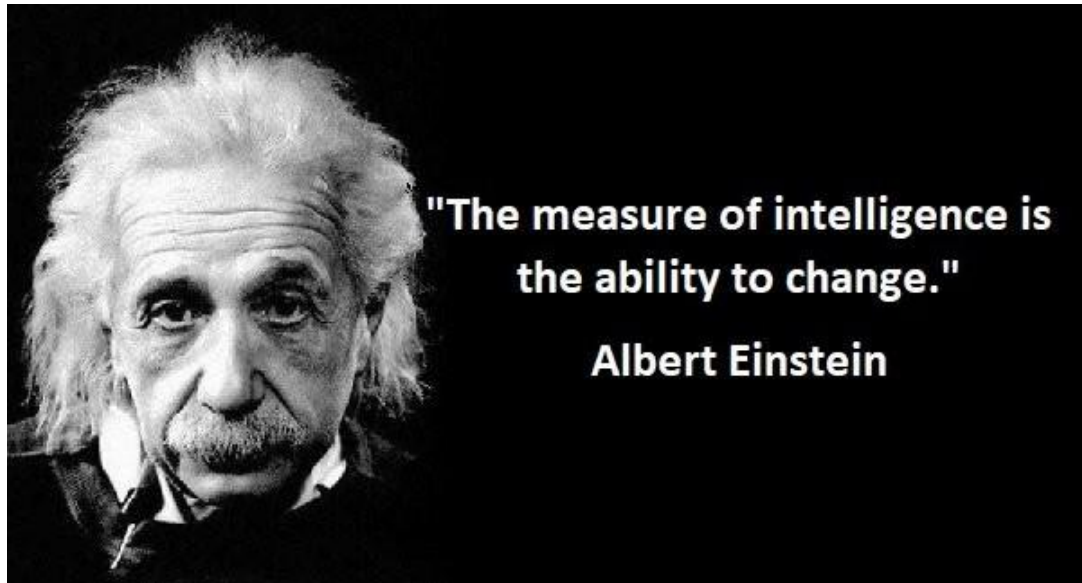
What people have the capacity to choose, they have the ability to change.

— *Madeline Albright* —



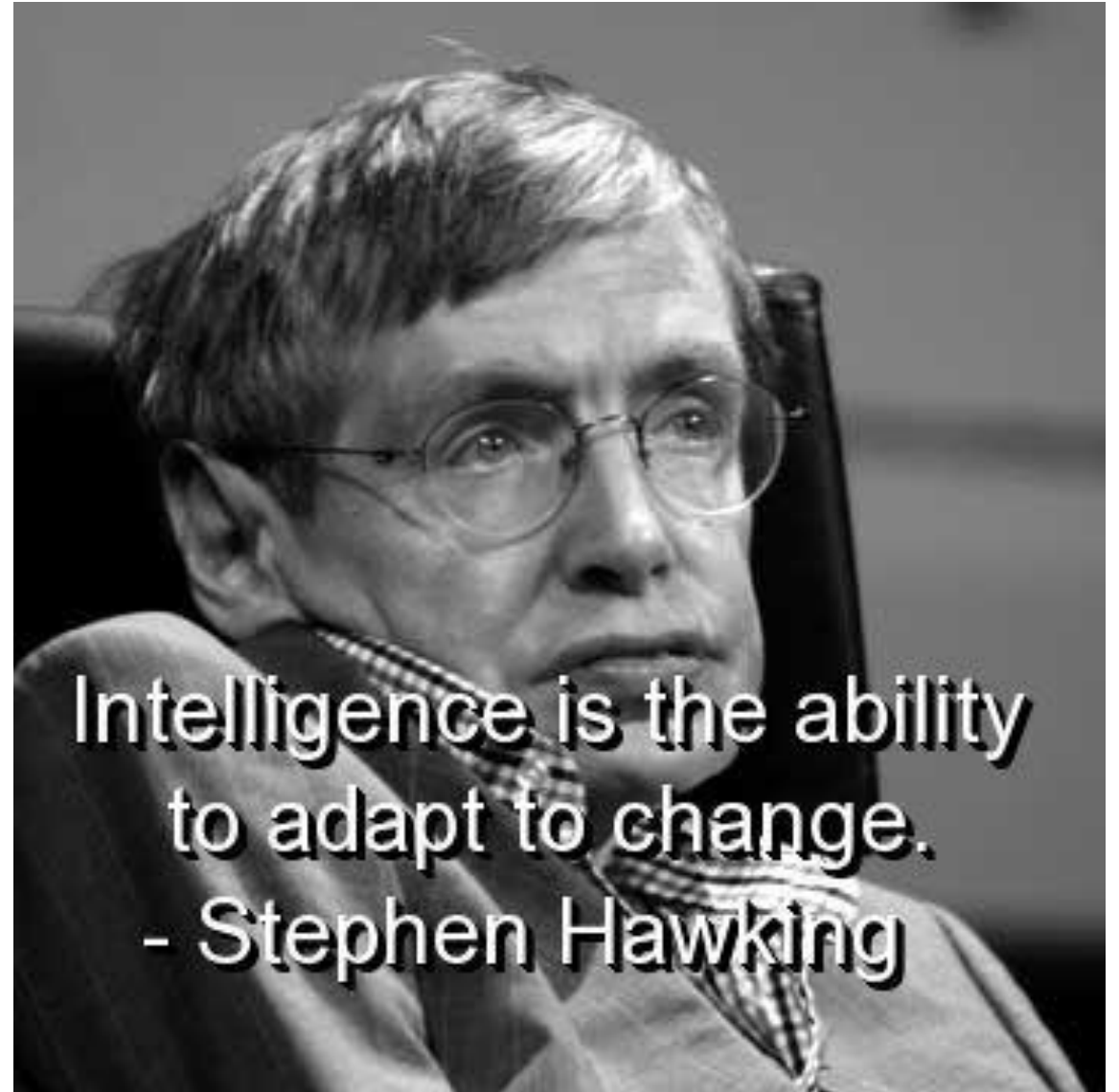
Our greatest ability  
**as humans** is not to  
change the world;  
but to **change ourselves.**

*Mahatma*  
Gandhi



"The measure of intelligence is  
the ability to change."

Albert Einstein



Intelligence is the ability  
to adapt to change.  
- Stephen Hawking

# What have I discussed so far?

- Change is constant, as is the increasing pace of change.
- **All progress involves change, but all change does not deliver progress**
- There are opportunities in change, and also in the pace of change!
- **We suck at change!!!**
- If given the choice, we will select the quick fix or hope someone else will do it!!!
- **We all have the capacity and intellect required to change!**
- The primary reason for failure sits with those leading the change, not those going through it!





**But,  
if change has been a  
constant from the dawn  
of time,  
a concept of discussion  
since the Roman empire,  
AND we all have the  
ability and intellect to  
actually change!**

**Why are we  
still so bad at  
it??**



**My personal  
conclusion:**

**We are really  
really really really  
bad at  
communicating!!!**

**And, we are a bit lazy, short sighted, greedy,  
and impulsive!**

**But primarily the bad at communicating part**

No! Putting “really” four times is not a grammatical error, it is to emphasize just how bad we are at communicating!!

"The smartest evolutionary  
world-building you'll ever read."  
—Peter F. Hamilton

# CHILDREN OF TIME



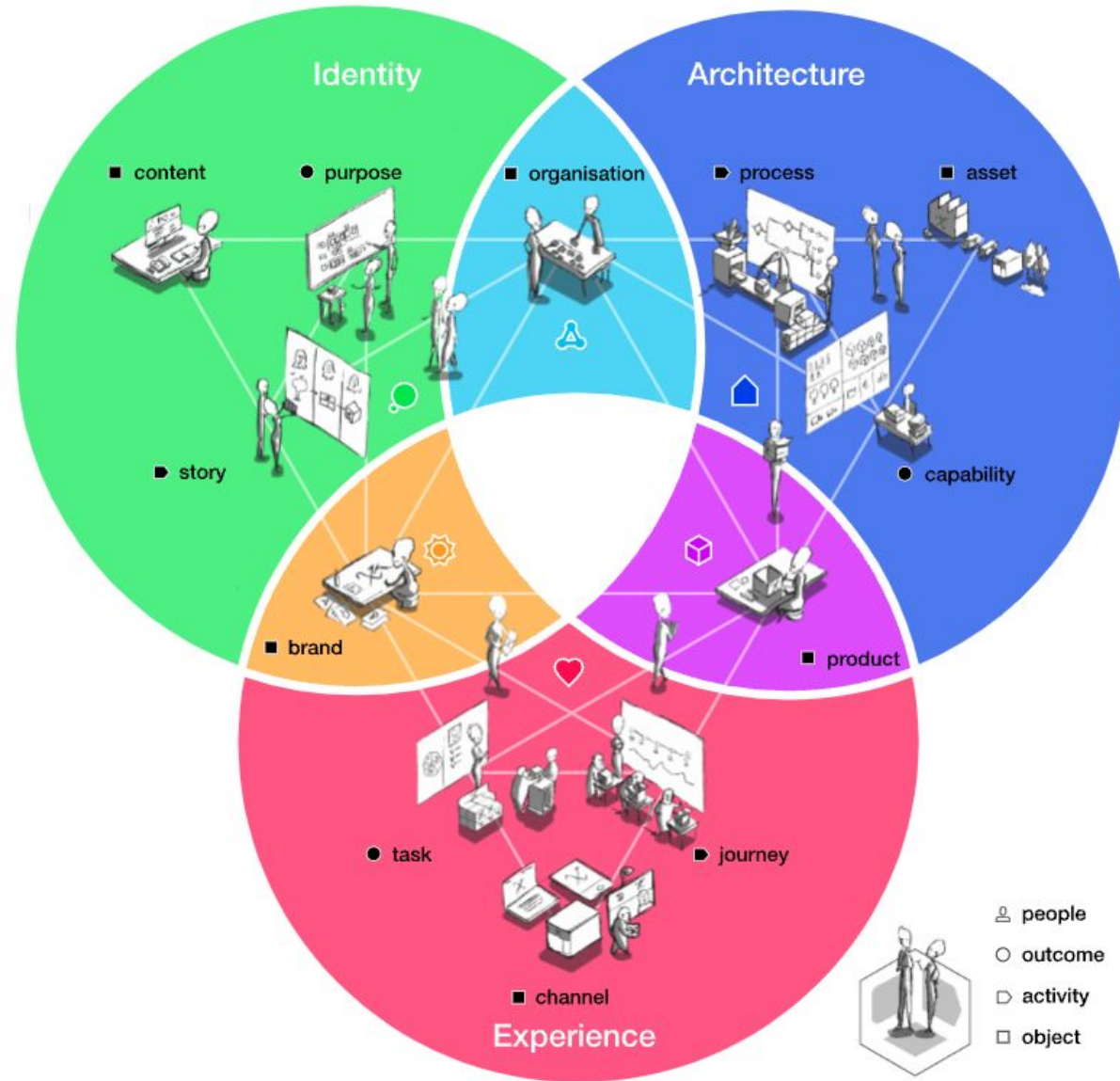
ADRIAN TCHAIKOVSKY

Primary reasons  
for why change  
fails to achieve  
the results  
intended.

In my experience

- Lack of understanding for the problem being addressed
- Lack of understanding for the people most affected and their tasks
- Missalignment between departments and disciplines
- Poor architectural prerequisites for success
- Critical knowledge and competences missing from the room
- Lack of leadership, specifically humility from those in the position of power

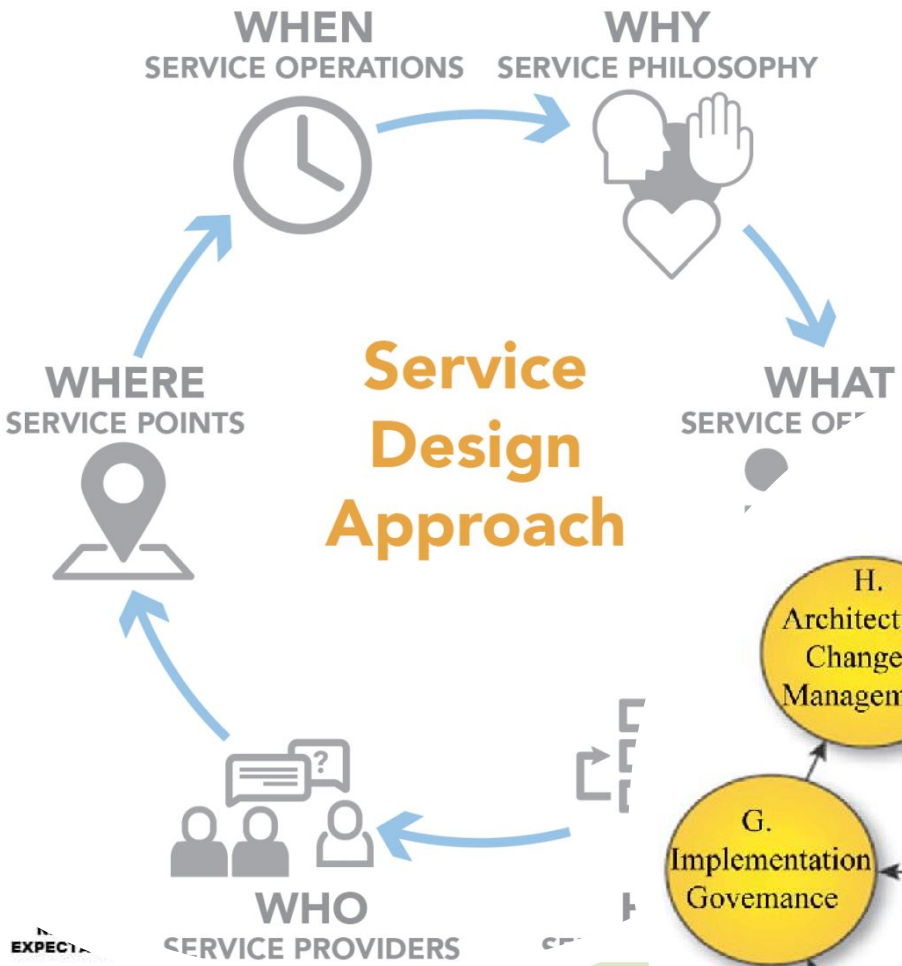




# EDGY can help us

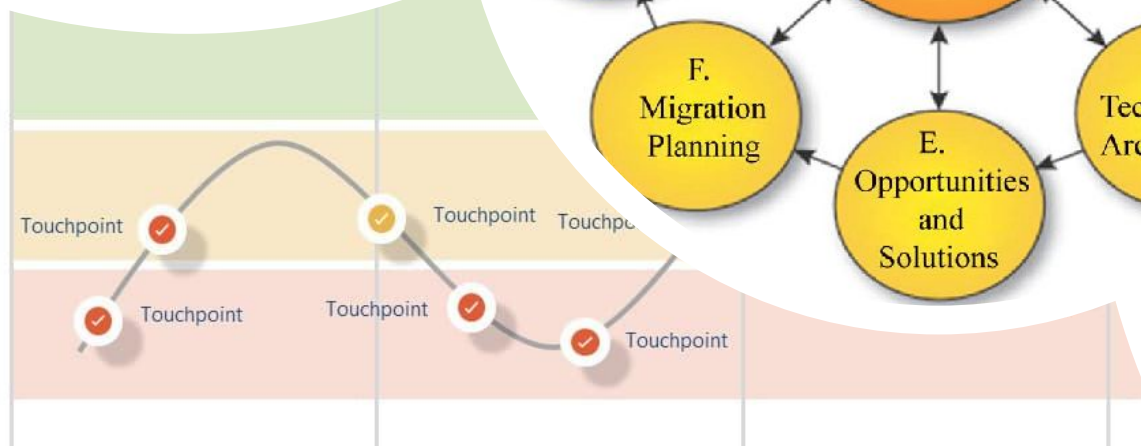
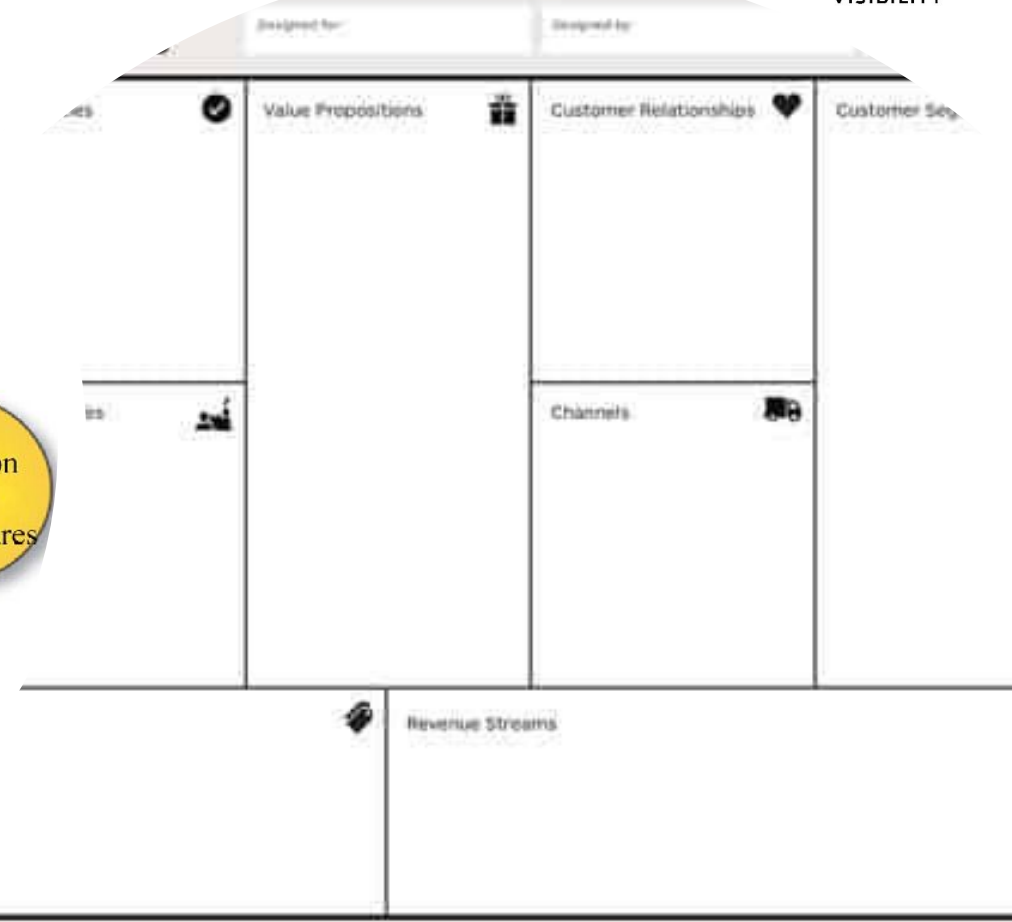
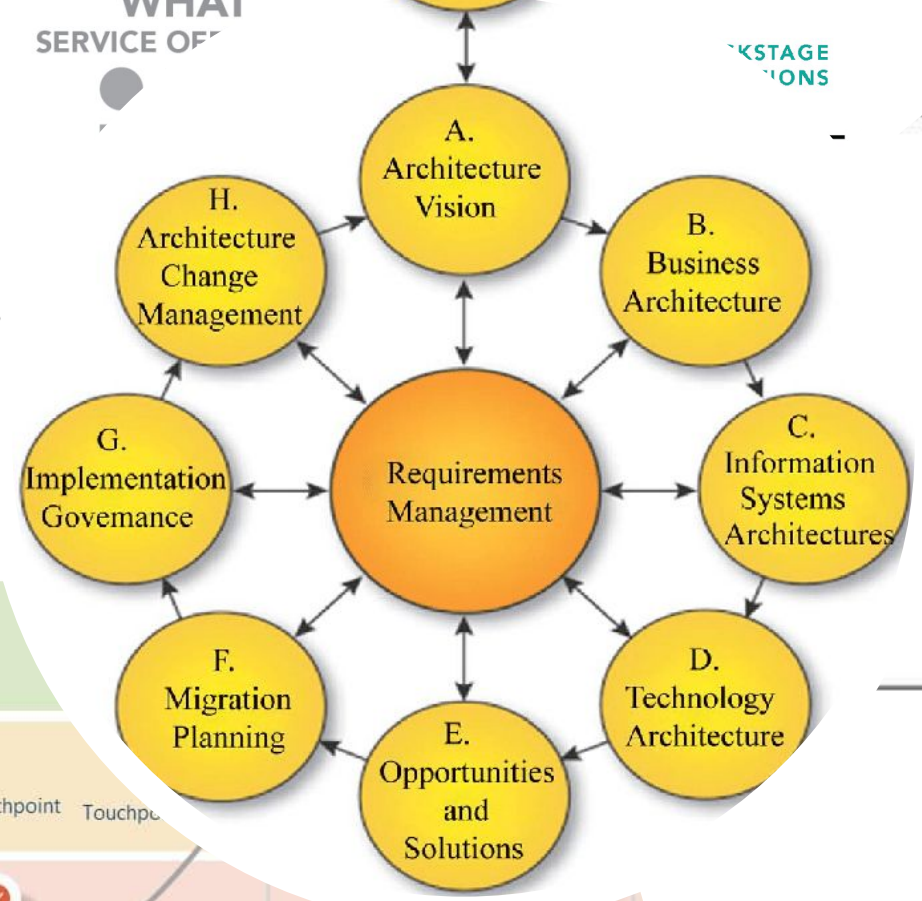
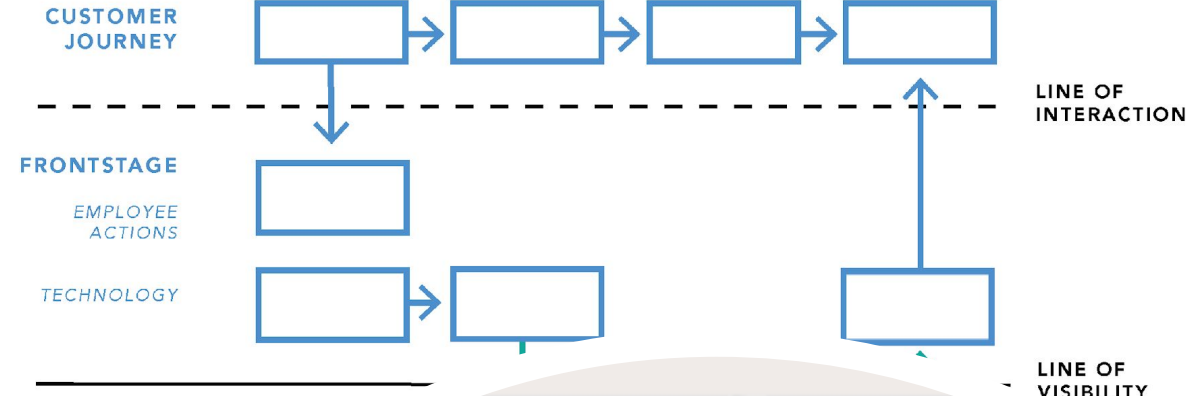
- better deal with the constant of change and its ever increasing pace
- **increase the percentage of change that delivers progress**
- better identify and harness the opportunities in change
- **suck less at change!**
- be more comfortable with change
- **better harness the capacity and intelligence of people**
- become better leaders of change

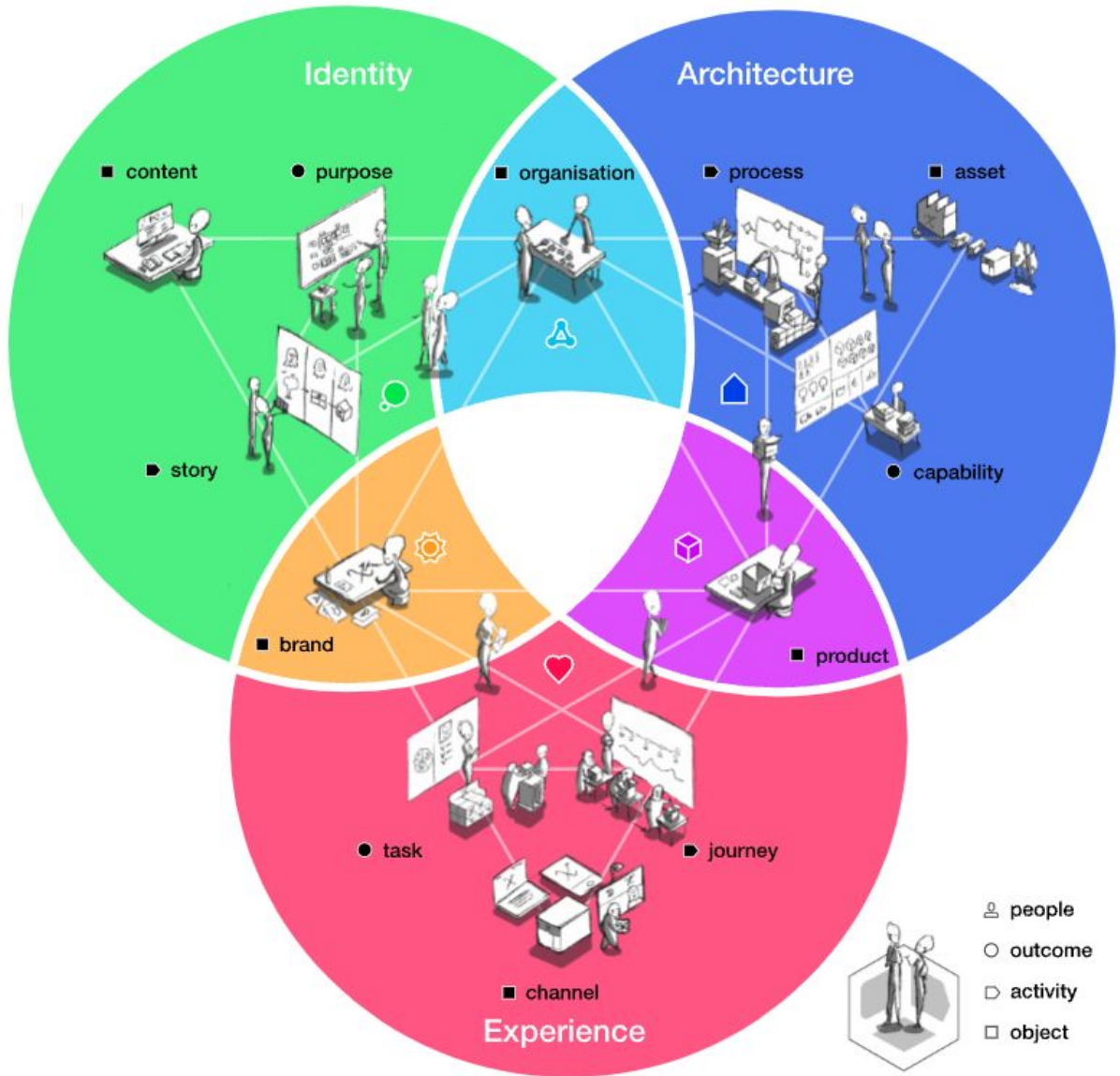




**BLUEPRINT**

Program that defines the relationships between service elements (people, and processes) directly tied to checkpoints at the







How do I apply it?  
Where do I start?



# ENTERPRISE SCAN

A simple tool to improve understanding and alignment around your Enterprise Design challenge.

# ENTERPRISE SCAN



**The Enterprise Scan tool consists of two separate but intrinsically linked aspects/elements**

- The **OBJECT** in the form of a basic questionnaire
- The **ACTIVITY** of Performing a Scan.

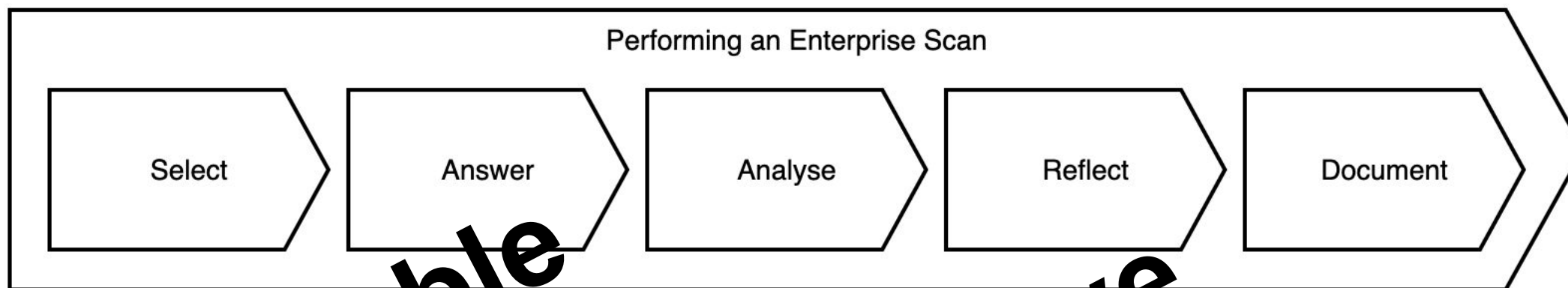
## Questions

	Is there a common understanding of...	YES	PARTLY	NO	NOT RELEVANT	DON'T KNOW
People	<u>1</u> ...who will benefit from the outcome?					
	<u>2</u> ...who is required to deliver the outcome?					
	<u>3</u> ...who is accountable for the outcome?					
	<u>4</u> ...who else might affect, or be affected by, the outcome?					
Experience	<u>5</u> ...the tasks we are helping people accomplish?					
	<u>6</u> ...the relative importance of each task?					
	<u>7</u> ...the journeys we expect people will go through?					
	<u>8</u> ...the channels we serve people through?					
Identity	<u>9</u> ...the purposes being strived for?					
	<u>10</u> ...the relative importance of each purpose?					
	<u>11</u> ...the stories that need to be created?					
	<u>12</u> ...the content that is required?					
Architecture	<u>13</u> ...the capabilities required?					
	<u>14</u> ...the relative importance of each capability?					
	<u>15</u> ...the processes involved?					
	<u>16</u> ...the assets needed?					
Intersections	<u>17</u> ...how people need to be organised?					
	<u>18</u> ...the products to be offered?					
	<u>19</u> ...the effect on the enterprise brand(s)?					

Simple  
Context agnostic



# ENTERPRISE SCAN



**Adaptable**

**Inclusive**

# Exercise 1

- Split into groups of 4-5
- Select an actual change scenario one of the groups participants is currently working on (5 min)
- Describe the change scenario to the other participants (5 min)

# Exercise 1

- Discuss
  - How can the Scan help in this scenario?
  - How would you perform the Scan and why?
  - What obstacles or pit-falls are likely to come up?

# Exercise 2

- Keep the groups
- Scenario
  - You are leading a change initiative and are in the process of performing a Scan.
  - You have selected the participants, they have answered
  - You have summarised the answers and are analysing the results and preparing for the reflection workshop



INTERSECTION GROUP

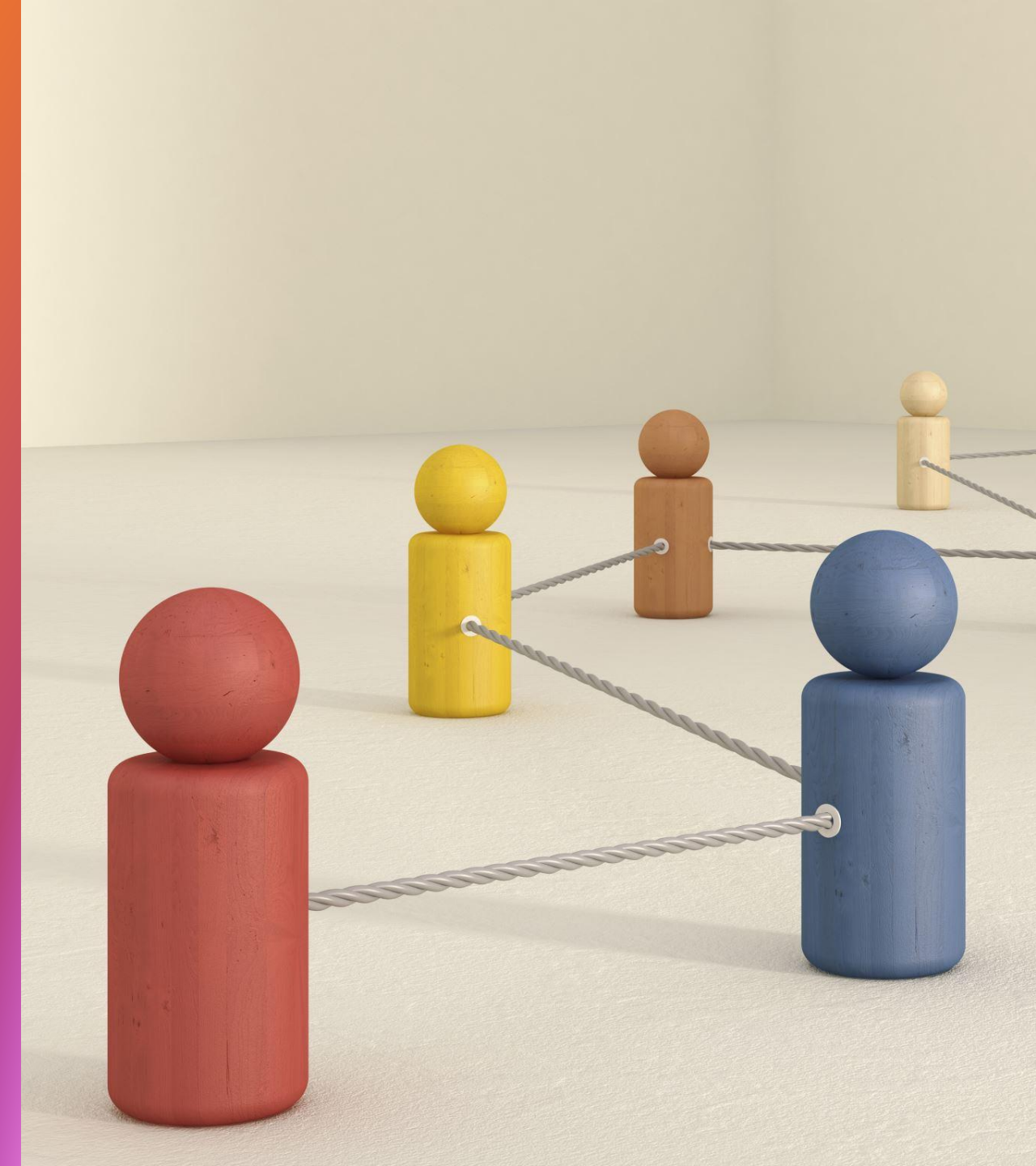
		David Digital Strategist					Earnestine Enterprise Architect					Mary Mark.& Com. Strategist					Monica Sponsor					Peter PO App					Petra PO Night Train					Total					Together									
Is there a common understanding of...		Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?
People	1 ...who will benefit from the outcome?	x						x				x					x					x					x					5	1	0	0	0		x								
	2 ...who is required to deliver the outcome?		x					x				x						x					x					x				1	5	0	0	0			x							
	3 ...who is accountable for the outcome?		x					x				x					x						x					x				2	3	1	0	0			x							
	4 ...who else might affect, or be affected by, the outcome?					x			x			x							x						x			x				1	1	1	2	1					x					
Experience	5 ...the tasks we are helping people accomplish?	x							x			x					x						x					x				3	2	1	0	0			x							
	6 ...the relative importance of each task?	x							x			x					x							x					x			3	0	3	0	0			x							
	7 ...the journeys we expect people will go through?		x					x				x						x				x						x				2	4	0	0	0		x								
	8 ...the channels we serve people through?	x						x				x					x						x				x					4	2	0	0	0		x								
Identity	9 ...the purposes being strived for?	x							x			x					x						x				x					4	1	1	0	0		x								
	10 ...the relative importance of each purpose?	x							x			x						x						x					x			2	1	3	0	0			x							
	11 ...the stories that need to be created?			x					x			x							x				x					x				1	2	3	0	0			x							
	12 ...the content that is required?		x						x			x							x			x						x				1	1	3	0	1			x							
Architecture	13 ...the capabilities required?	x							x				x									x						x				1	2	2	0	1					x					
	14 ...the relative importance of each capability?	x							x					x								x						x				1	0	4	0	1					x					
	15 ...the processes involved?		x					x					x				x							x				x				1	4	1	0	0			x							
	16 ...the assets needed?	x							x					x			x						x					x				2	2	2	0	0			x							
Intersections	17 ...how people need to be organised?	x							x				x				x							x				x				2	2	2	0	0			x							
	18 ...the products to be offered?	x						x				x					x						x					x				3	3	0	0	0		x								
	19 ...the effect on the enterprise brand(s)?	x						x				x					x						x					x				3	3	0	0	0			x							

# Exercise 2

- Discuss
  - What thoughts come to you by just looking at the overall results?
  - Do the answers from any of the participants interest you specifically?
    - Why?
  - Are there any specific questions or question groups (facets) that interest you specifically?
    - Why?
  - What are 1-2 things that you would focus on in the reflection workshop?
    - Why?

		David Digital Strategist					Earnestine Enterprise Architect					Mary Mark.& Com. Strategist					Monica Sponsor					Peter PO App					Petra PO Night Train					Total					Together									
Is there a common understanding of...		Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?	Y	P	N	NR	?
People	1 ...who will benefit from the outcome?	x						x				x					x					x					x					5	1	0	0	0		x								
	2 ...who is required to deliver the outcome?		x					x				x						x					x					x				1	5	0	0	0			x							
	3 ...who is accountable for the outcome?		x					x				x					x						x					x				2	3	1	0	0			x							
	4 ...who else might affect, or be affected by, the outcome?					x			x			x							x						x			x				1	1	1	2	1					x					
	5 ...the tasks we are helping people accomplish?	x							x			x					x						x					x				3	2	1	0	0			x							
Experience	6 ...the relative importance of each task?	x							x			x					x							x					x			3	0	3	0	0			x							
	7 ...the journeys we expect people will go through?		x					x				x						x				x						x				2	4	0	0	0		x								
	8 ...the channels we serve people through?	x						x				x					x						x					x				4	2	0	0	0		x								
	9 ...the purposes being strived for?	x							x			x					x						x					x				4	1	1	0	0		x								
Identity	10 ...the relative importance of each purpose?	x							x			x						x						x					x			2	1	3	0	0			x							
	11 ...the stories that need to be created?				x				x			x							x						x			x				1	2	3	0	0			x							
	12 ...the content that is required?		x						x			x								x						x			x			1	1	3	0	1			x							
	13 ...the capabilities required?	x							x				x								x								x			1	2	2	0	1					x					
Architecture	14 ...the relative importance of each capability?	x							x					x											x				x			1	0	4	0	1					x					
	15 ...the processes involved?		x					x					x							x						x						1	4	1	0	0			x							
	16 ...the assets needed?	x							x					x						x									x			2	2	2	0	0			x							
	17 ...how people need to be organised?	x							x				x							x					x				x			2	2	2	0	0			x							
Intersections	18 ...the products to be offered?	x						x				x											x					x				3	3	0	0	0		x								
	19 ...the effect on the enterprise brand(s)?	x						x				x											x					x				3	3	0	0	0			x							

1. What thoughts come to you by just looking at the overall results?
2. Do the answers from any of the participants interest you specifically?
  - Why?
3. Do any of the questions or question groups (facets) interest you specifically?
  - Why?
4. What are 1-2 things that you would focus on in the reflection workshop?



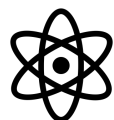
## Benefits

- bringing in people from **multiple disciplines** to make **conflicting interests visible** early in the process
- expanding each **team member's knowledge** of the design challenge from the **collective perspective** of the entire team.
- the identification of **focus areas**, helping the team to select the elements **most relevant** and most in need of further work.

This leads to a more **holistic understanding** and **team alignment** around the design challenge, which is a prerequisite for later design, decision-making, and realisation activities.



# Practical tips



**Start small**



**Don't get stuck on finding the "right" answer**



**The greatest value lies in well-facilitated discussions.**



**Put EDGY in the background**



**Assign accountability**