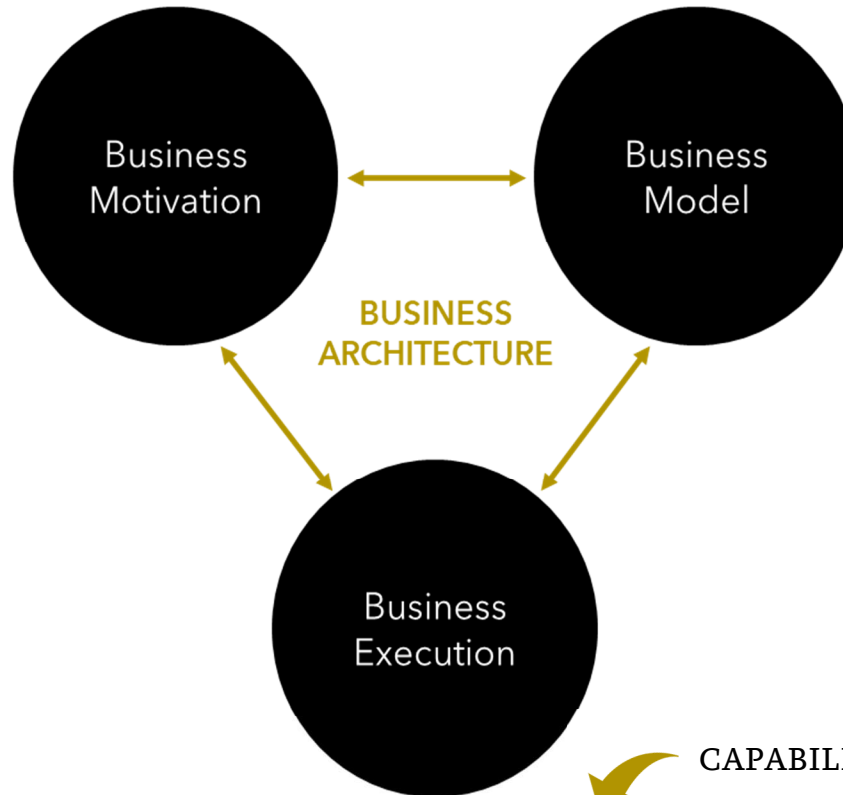


Navigating the Wilds of Capability Mapping

Webinar | hosted by Benchmark Consulting

- Why do we exist?
- What do we stand for?
- What do we want to achieve?
- What is our course ahead to get there?



- What value do we offer to whom?
- How do we create and deliver value?
- How do we capture and disseminate value?
- How do we sustain our value capture?

- What are we able to do?
- How do we do things?
How do we operate?



Precision

- Rigid concept
- Unfamiliar language
- Conceptual distinction

Usability

- Flexible concept
- Familiar language
- Conceptual simplification

Introduction

Don't Underestimate the Power of a Meaningful Picture



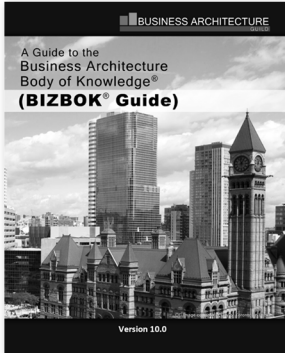
**'A picture is worth
a 1000 words.'**

Introduction

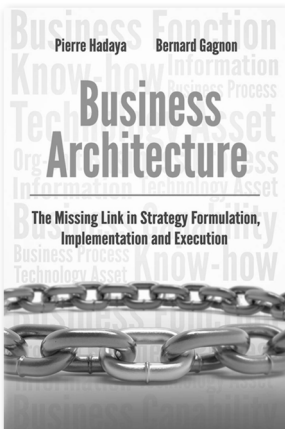
Beware of the Streetlight Effect



'A policeman sees a drunk man searching for something under a streetlight and asks what the drunk has lost. He says he lost his keys and they both look under the streetlight together. After a few minutes the policeman asks if he is sure he lost them here, and the drunk replies, no, and that he lost them in the park. The policeman asks why he is searching here, and the drunk replies, "this is where the light is."



A particular ability or capacity that a business may possess or exchange **to achieve a specific purpose or outcome**



An integrated set of building blocks designed to work together **to attain a specific result**

BRIDGING THE GAP

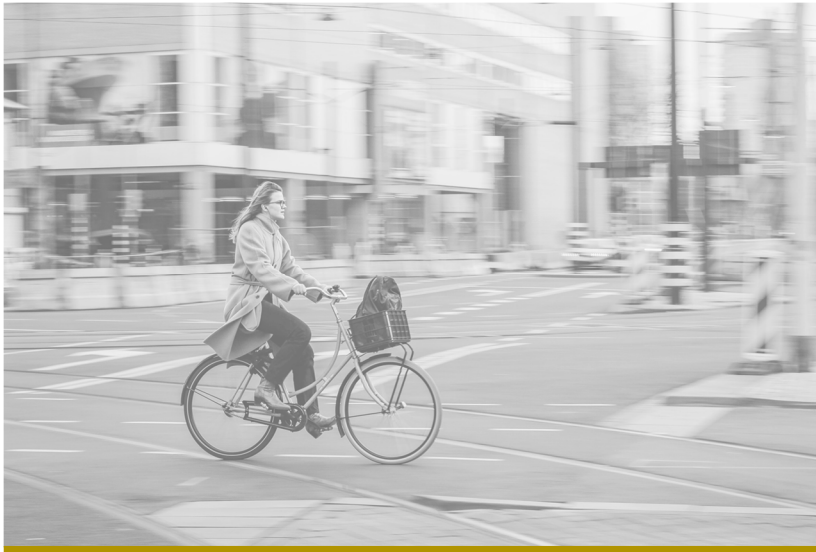
Strategy



Execution

Mapping Practices

Capabilities Can Be Defined at Different Levels of Abstraction



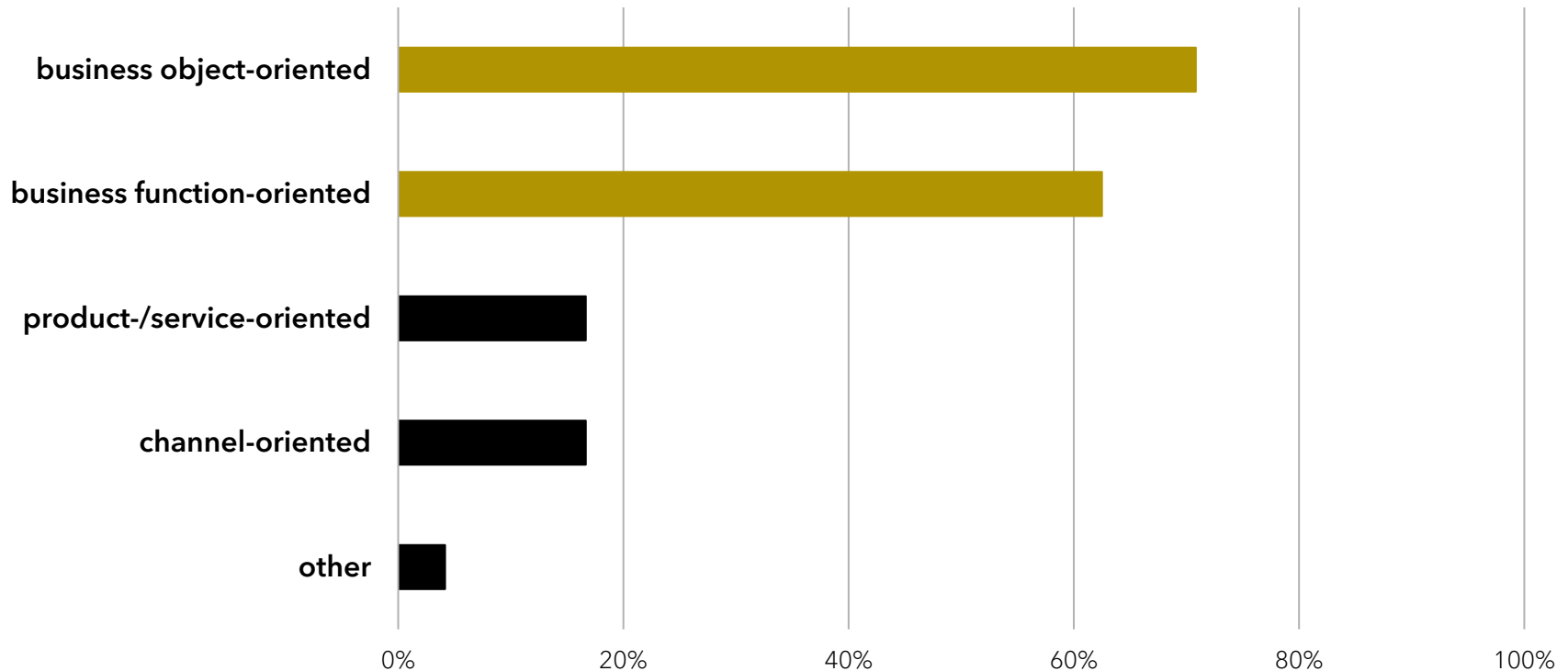
- Ability to save in-town travel time without harming the environment
- Ability to move / overcome short to medium distances
- Ability to steer, pedal, balance, brake etc.



- Ability to win championship titles
- Ability to shoot (many) goals
- Ability to pass, tackle, hit crosses etc.

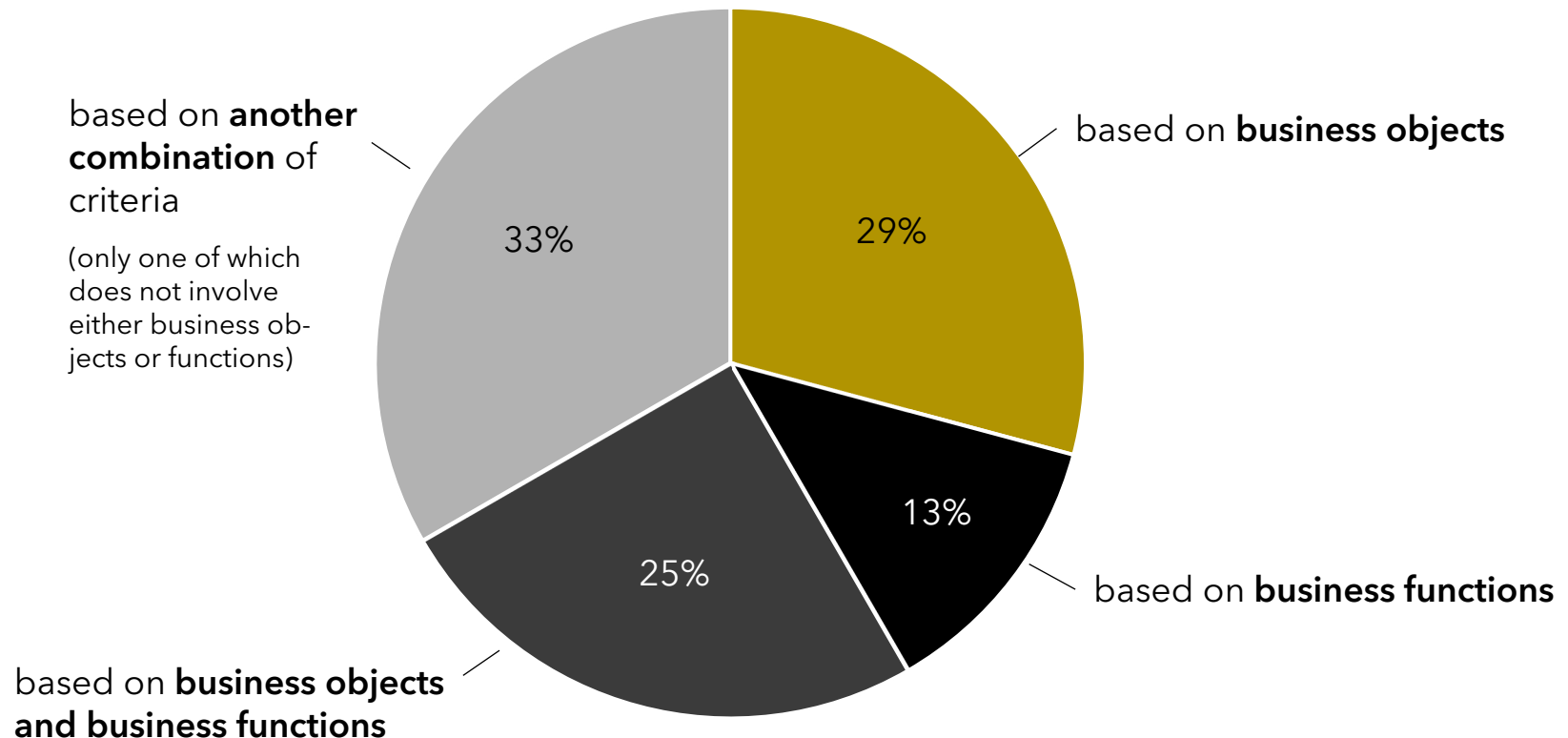
How do you identify, name, and discriminate between high-level capabilities in your organization's capability map?

- multiple choices possible -



How do you identify, name, and discriminate between high-level capabilities in your organization's capability map?

- multiple choices possible -









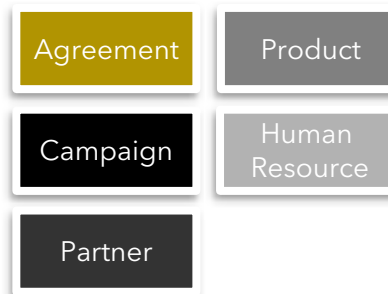
Mapping Practices

Object-based Capabilities Are NOT Just About Information

Action taken against ...

... sth. / sb. (i.e., a "real-world" object)

-  Design ...
-  Structure ...
-  Identify ...
-  Validate ...
-  Manage performance of ...
-  Manage information on ...



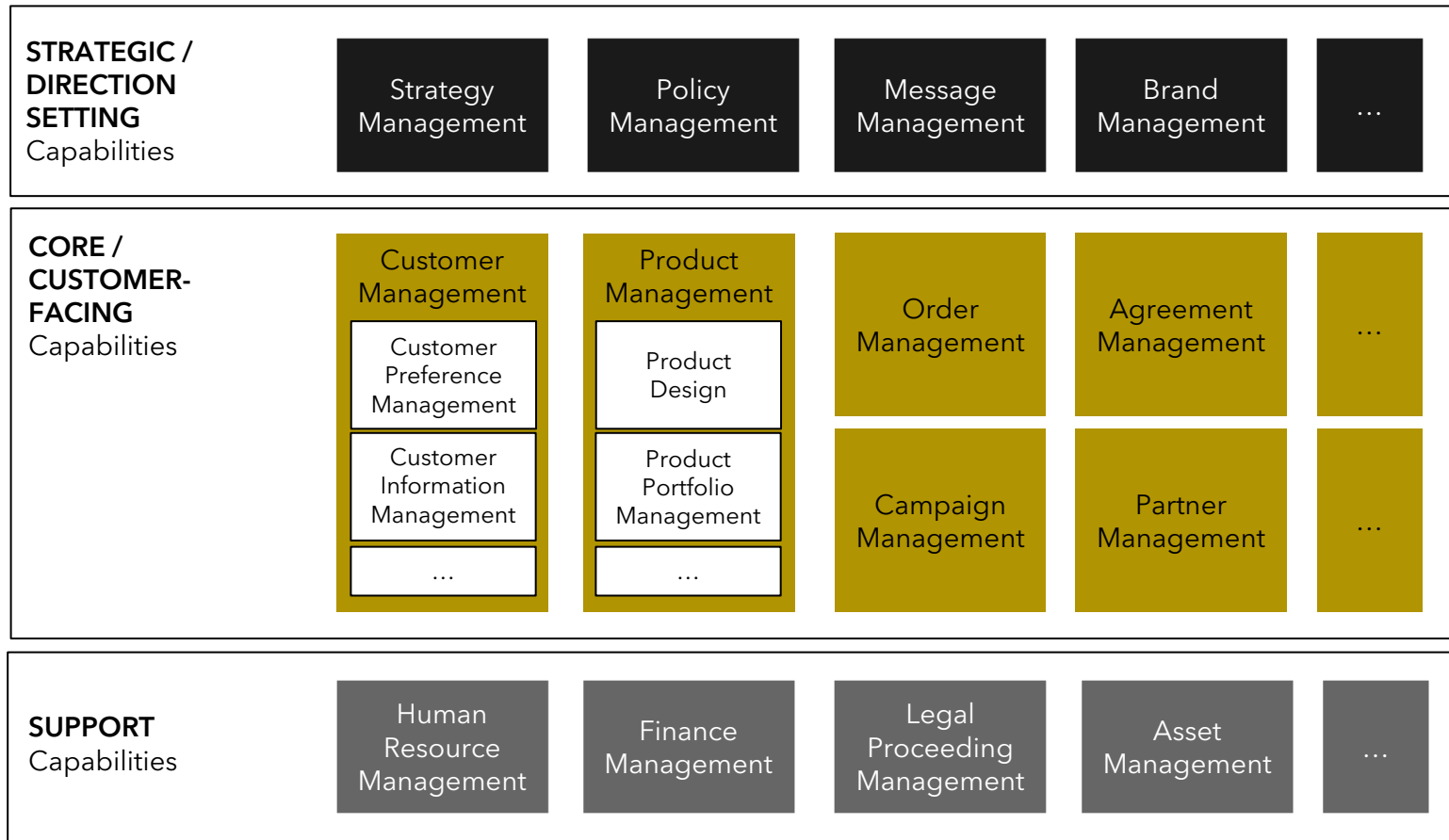
Action(s) taken
against an
agreement

Action(s) taken
against a
campaign

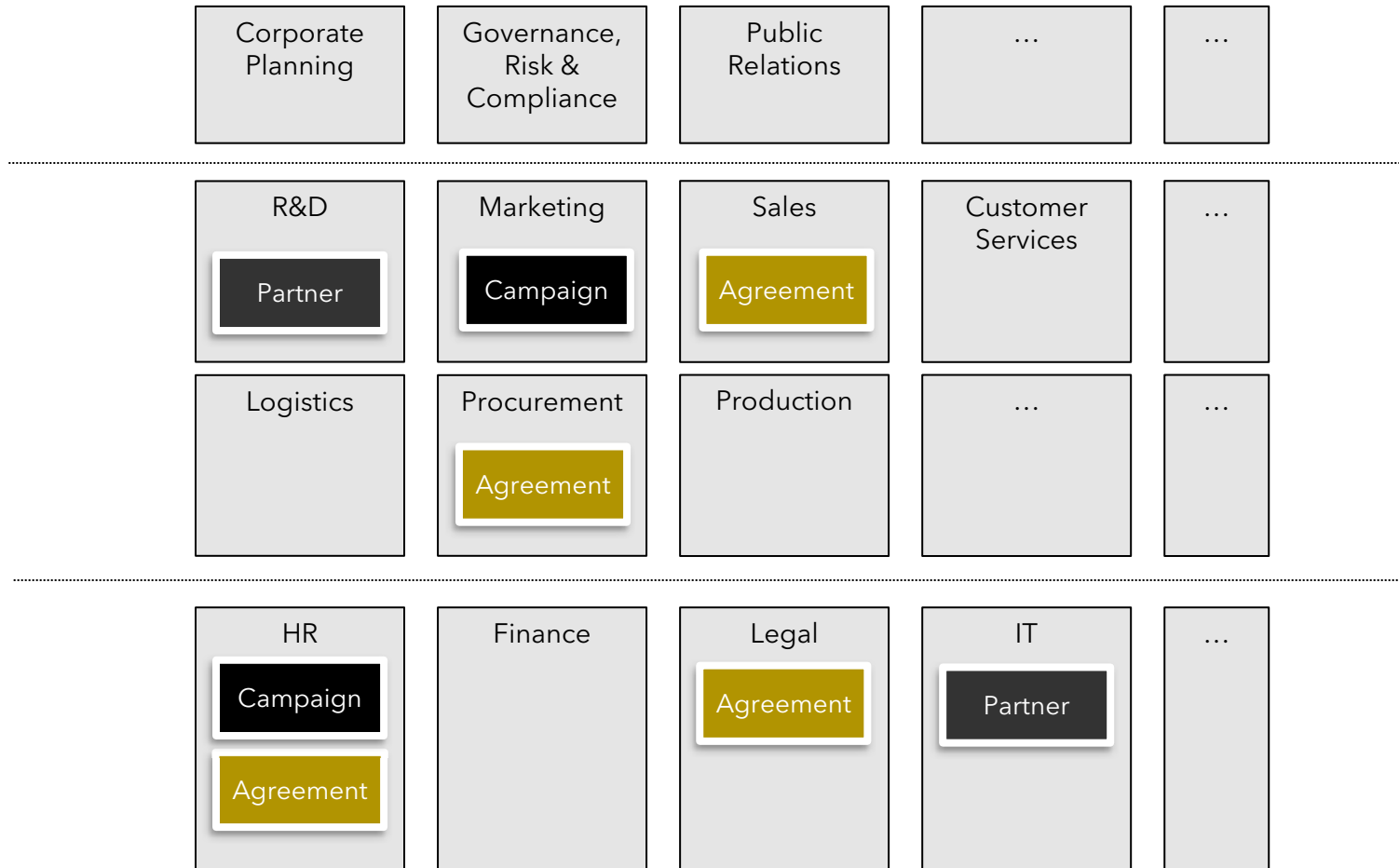
Action(s) taken
against a
product

Mapping Practices

An Object-based Capability Map Provides Clear Boundaries



Reference: A Guide to the Business Architecture Body of Knowledge ® (BIZBOK ® Guide), Version 10.0.



Mapping Practices

Beware of the “That’s Us” Phenomenon

Example



Mapping Practices

It's Not Just a Matter of Naming

Human Resource Management

- Ability to manage information on human resources
- Ability to capture preferences of human resources
- Ability to determine the performance of human resources
- Ability to assign and enforce access of human resources to sth.

Human Resource Management

Human Resource Information Management

Human Resource Preference Management

Human Resource Performance Determination

Human Resource Authentication and Authorization

vs.

Human Resources

- Ability to recruit human resources
- Ability to develop human resources
- Ability to set attractive compensation structures
- Ability to provide a safe working environment

Human Resources

Recruiting

Learning & Development

Compensation and Benefits

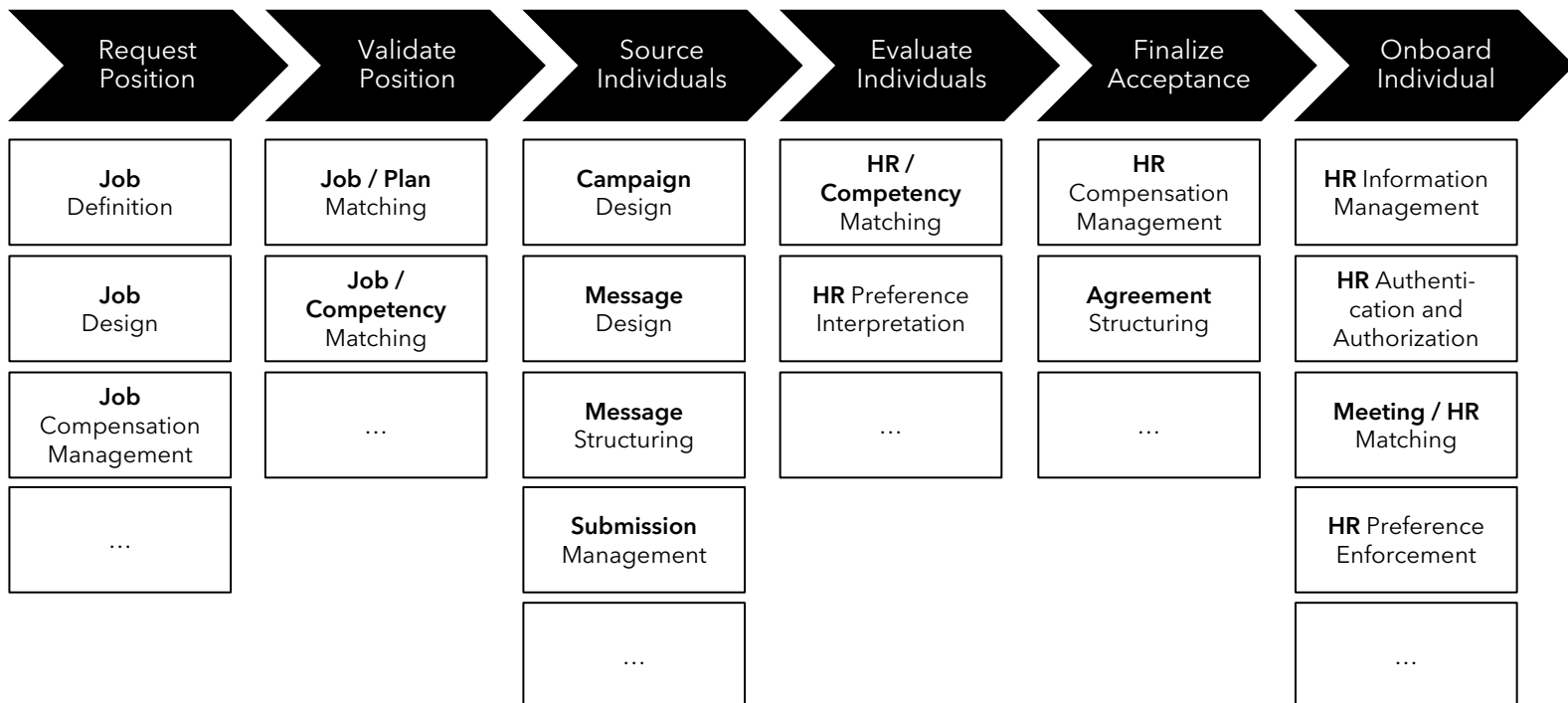
Workplace Safety

(Reference: BIZBOK ® Guide, Version 10.0)

Mapping Practices

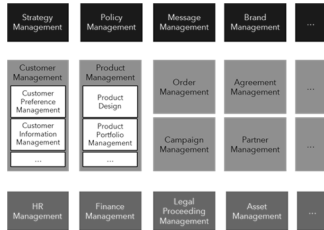
Object-based Capabilities Need to Be Put Into Context

Onboard Human Resource



Mapping Practices

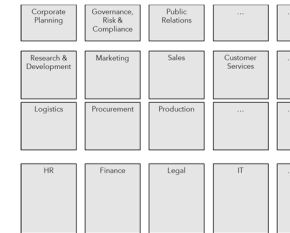
Note the Differences Between the Two Approaches



Capabilities bounded by business objects

- Provide a view of what is common across business lines, locations, and functions
- Usually need more explanation
- Require something in addition (e.g., value streams) to be put into context
- Can help master organizational silos, including functional ones
- Foster cross-functional re-use and leverage of synergy potential

vs.

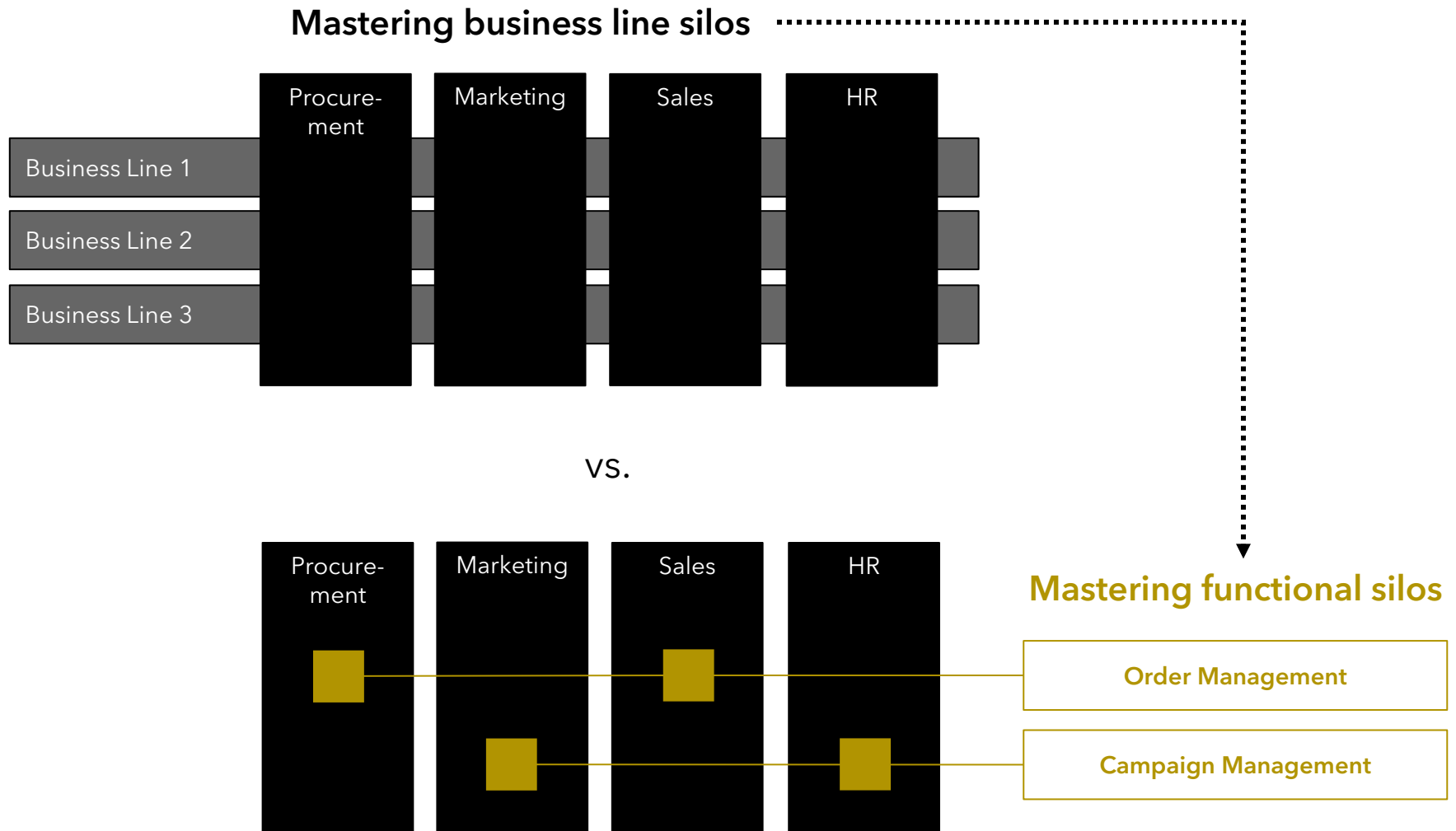


Capabilities bounded by functions

- Provide a view of what is common across business lines and local units
- Are likely to be more easily grasped
- Are prone to overlaps
- Are likely to be less independent from organizational aspects
- May be less stable at lower levels
- Can help master organizational silos
- Foster functional re-use

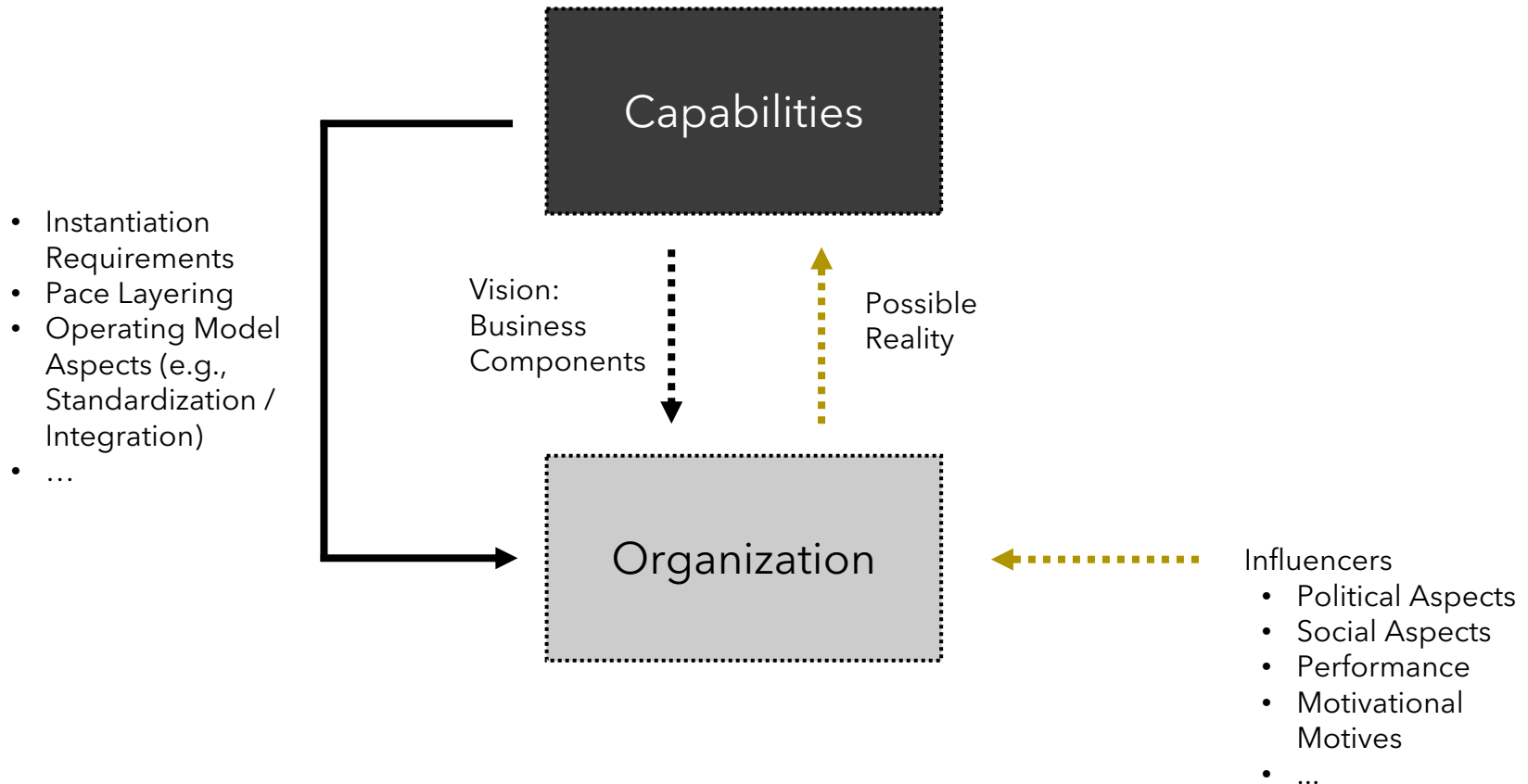
Mapping Practices

Capability Mapping Is Much About Mastering Silos



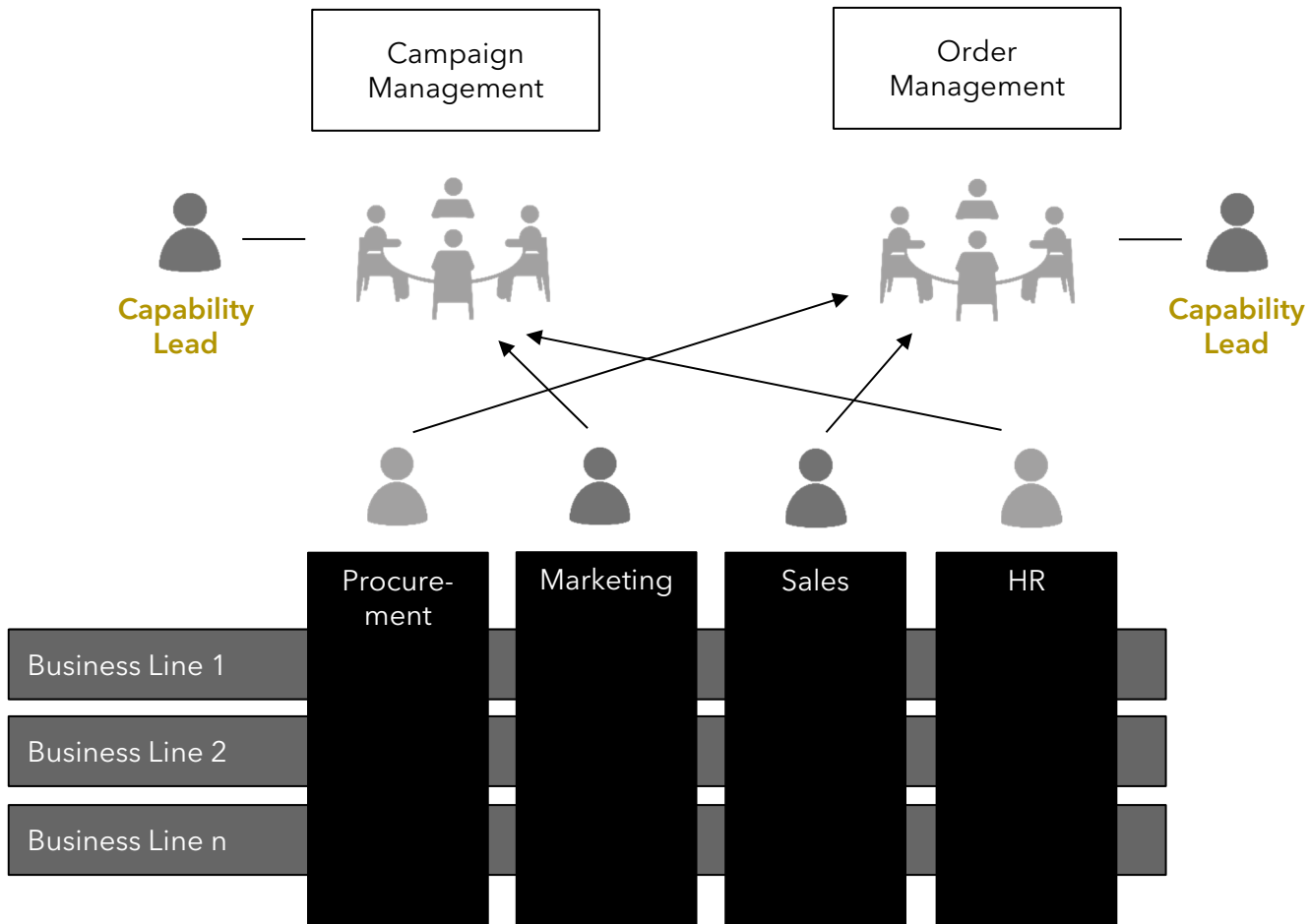
Relationships

Capabilities Have a Role to Play in Organization Design



Relationships

Capabilities May Help Drive Cross-Functional Collaboration



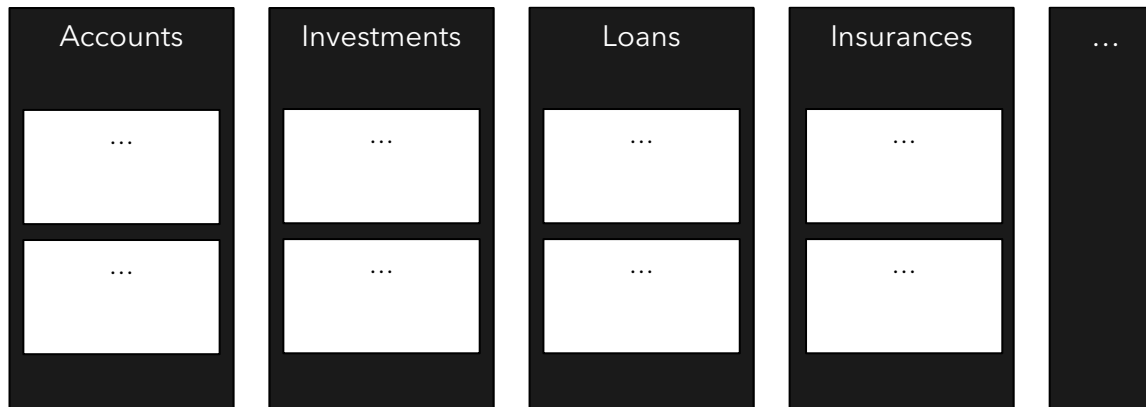
Mapping Practices

Capabilities May Be Organized by Additional Criteria

Example



Channel-oriented



Product-oriented



Function-oriented

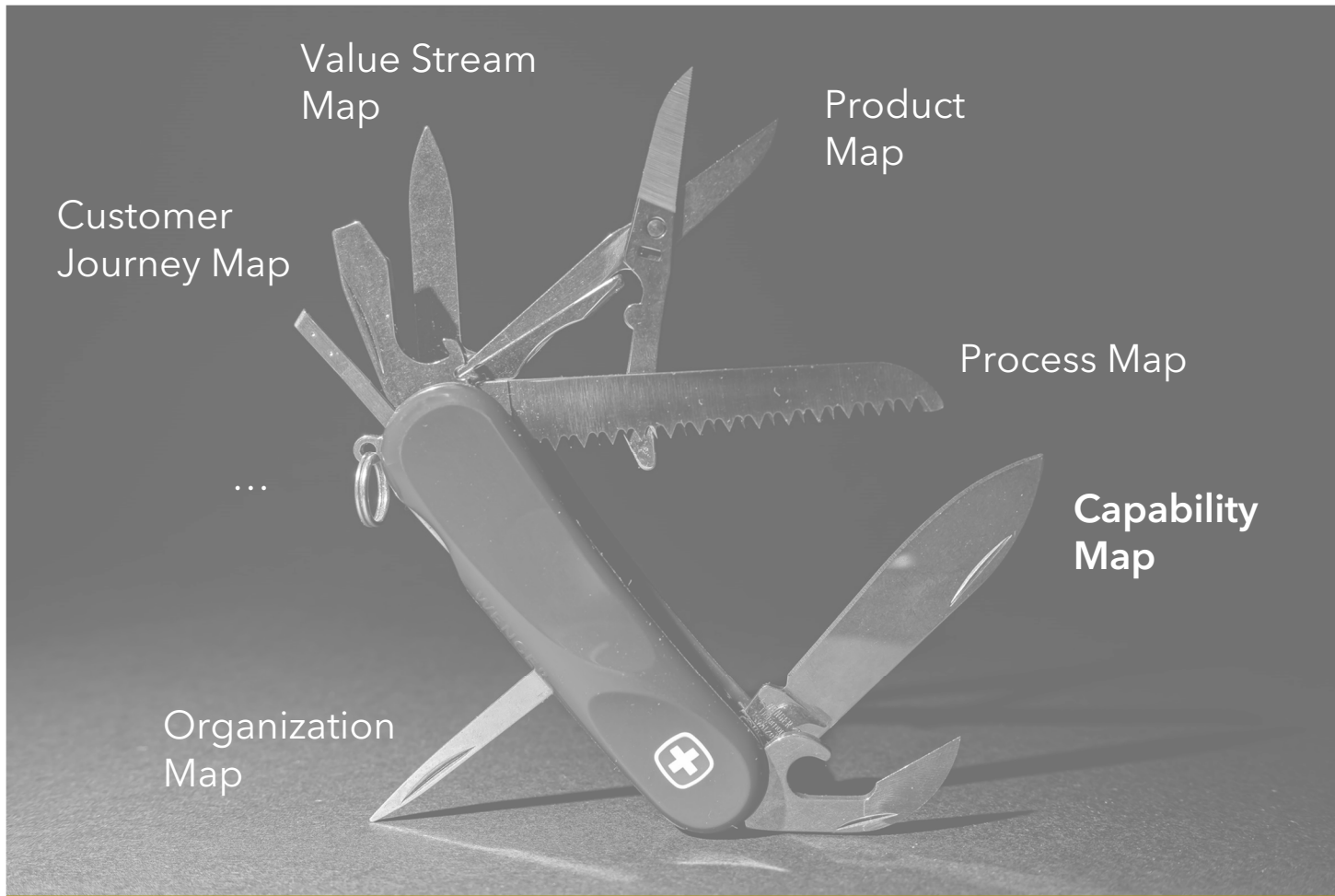
Mapping Practices

There Are Multiple Views of the Business



Mapping Practices

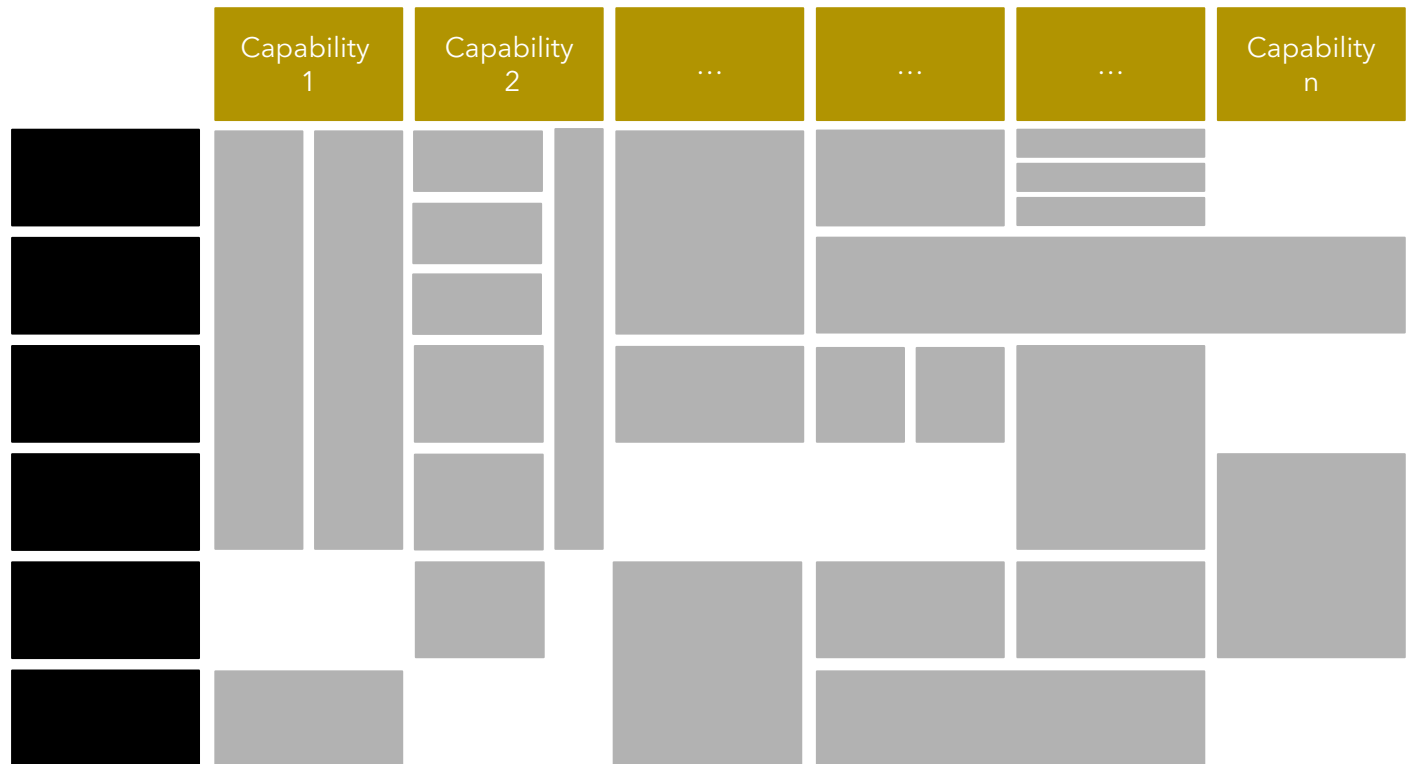
The Capability Map Is One Blade of Your “Swiss Army Knife”



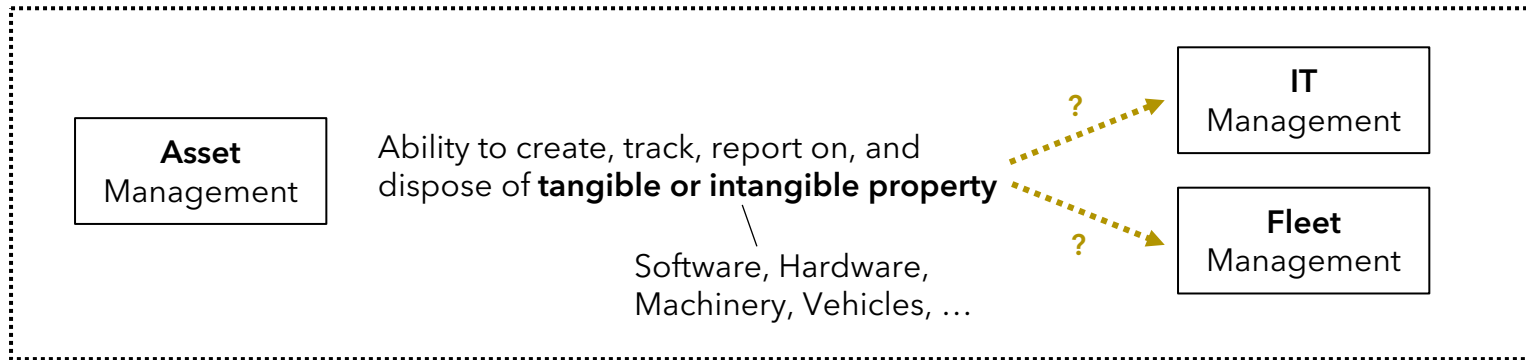
Mapping Practices

Use Matrix-like Views to Combine Different Perspectives

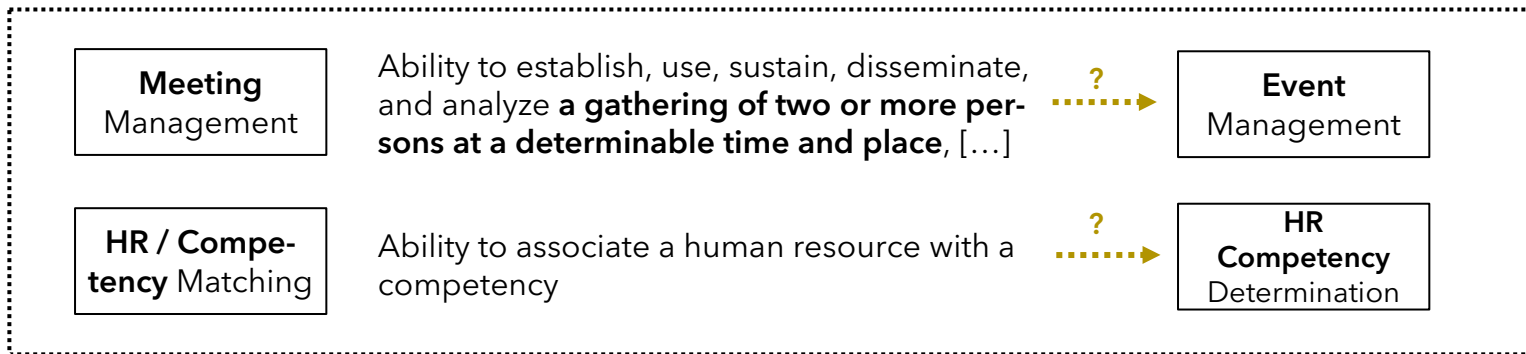
- Channels
- Product Lines
- Stakeholders
- ...



Do not overgeneralize the business!

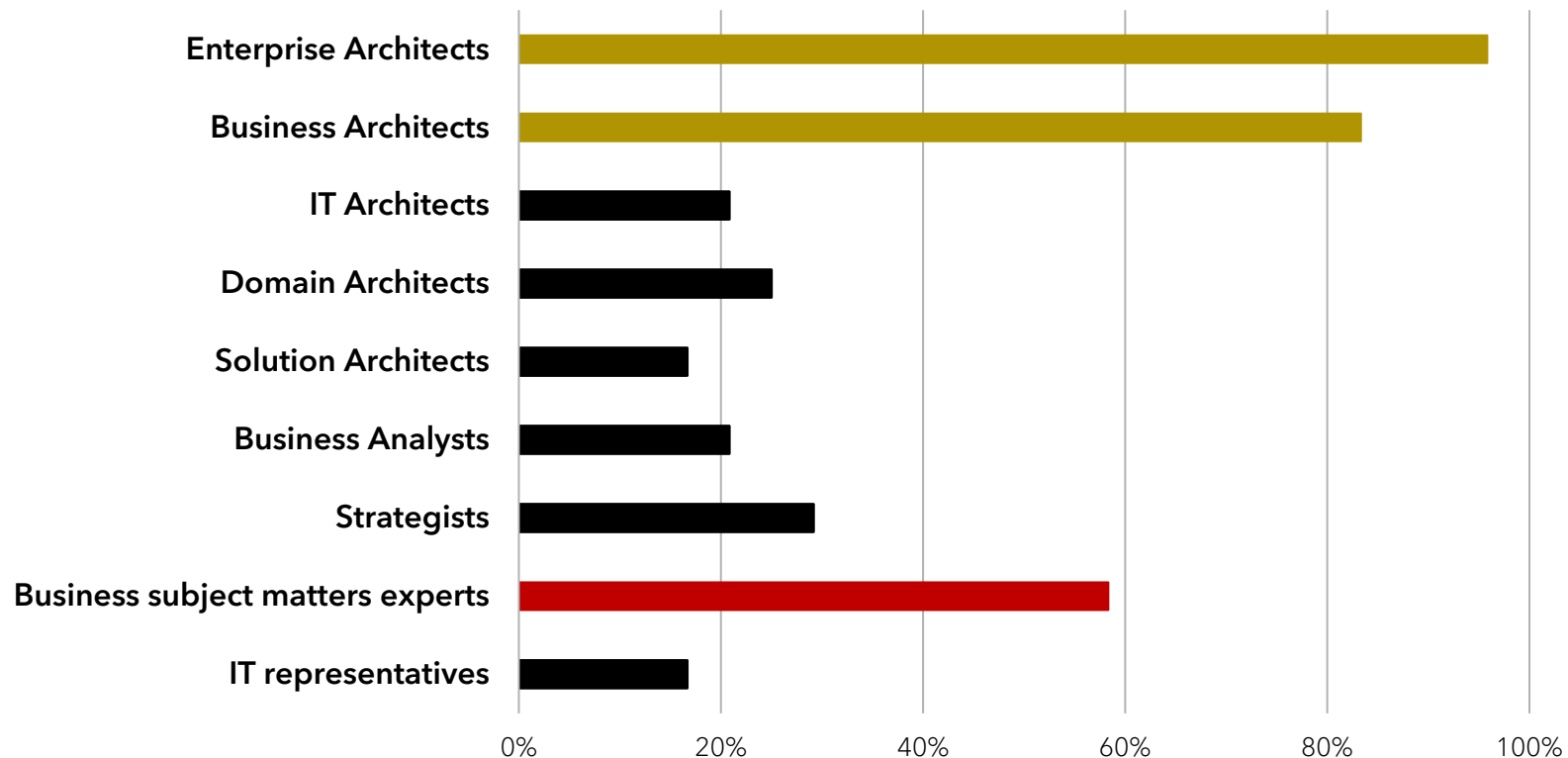


Capabilities are named and defined by the individuals and business units who have and exercise those capabilities!



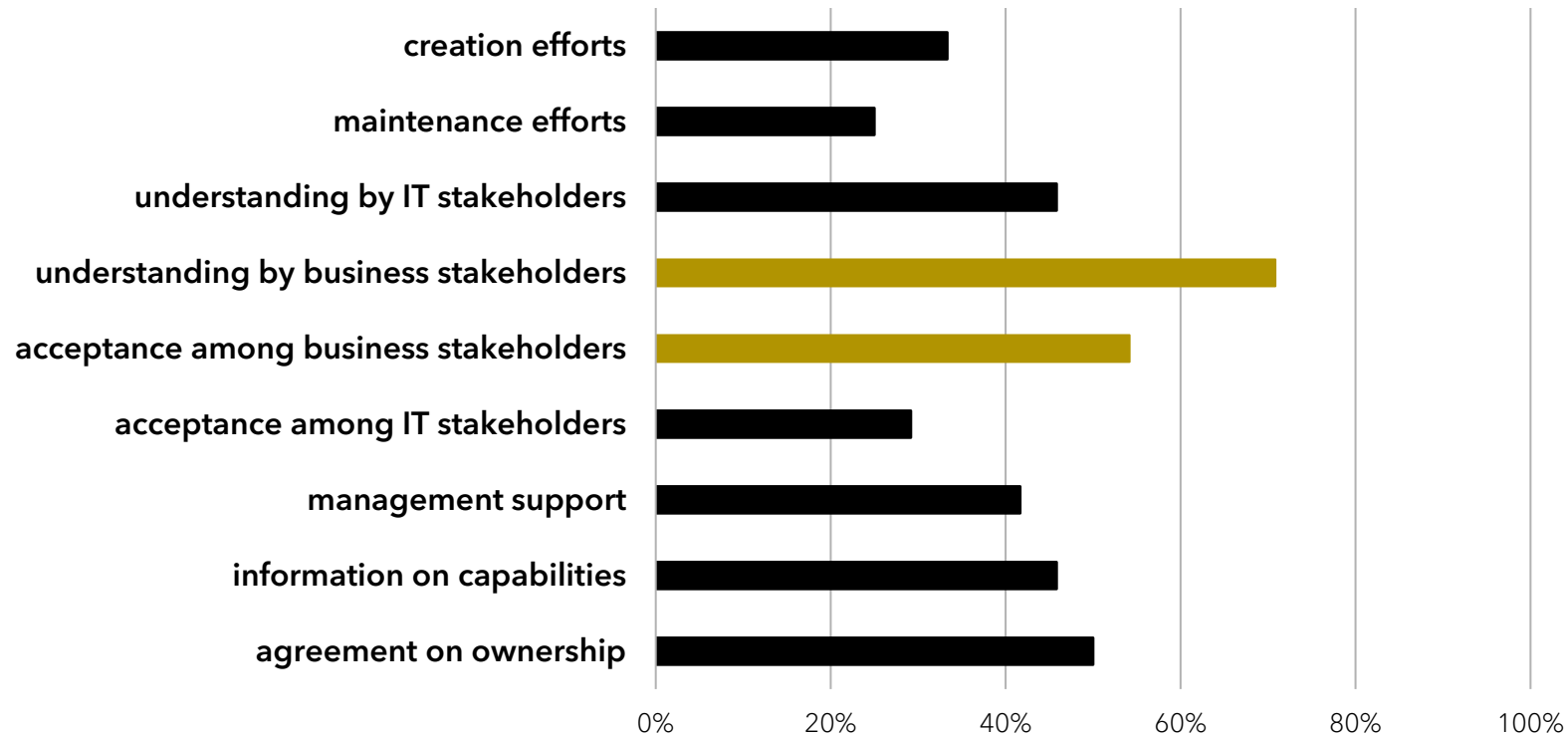
Who has been involved in developing and maintaining the capability map?

- multiple choices possible -



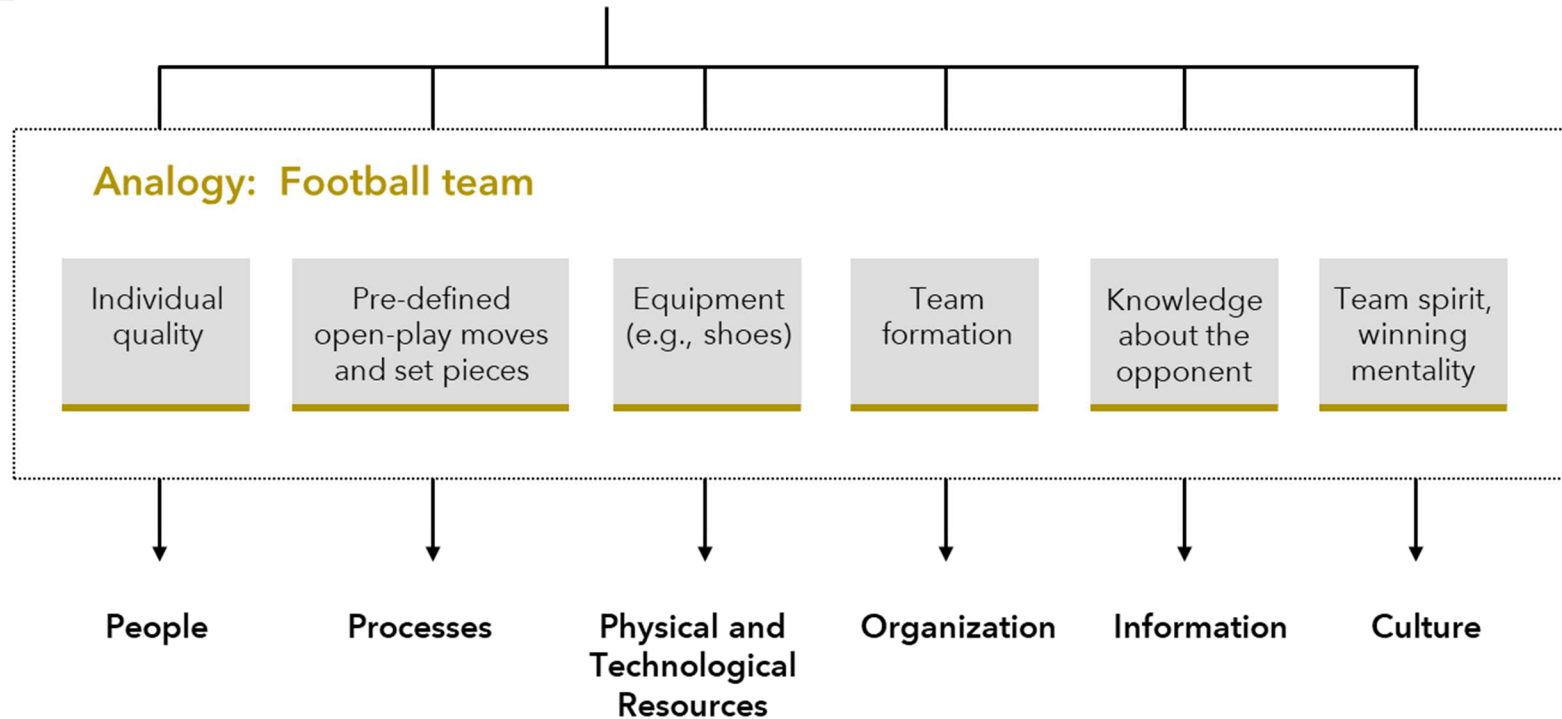
What challenges have you been facing while developing, maintaining, and using the capability map?

- multiple choices possible -





What constitutes a **capability**?

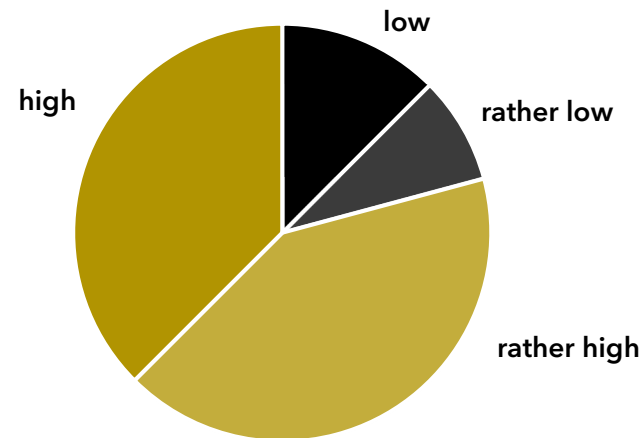


! Different views help gain different insights into the business.

! It's not only about the capability name, but also about what it's meant to cover.

! Don't get lost in mapping discussions and make decisions.

How would you rate the usefulness of the capability map (i.e., benefits of using the capability map) in your organization's usage scenarios?



Thank You
for Your Attention



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