
STRATEGY TO EXECUTION

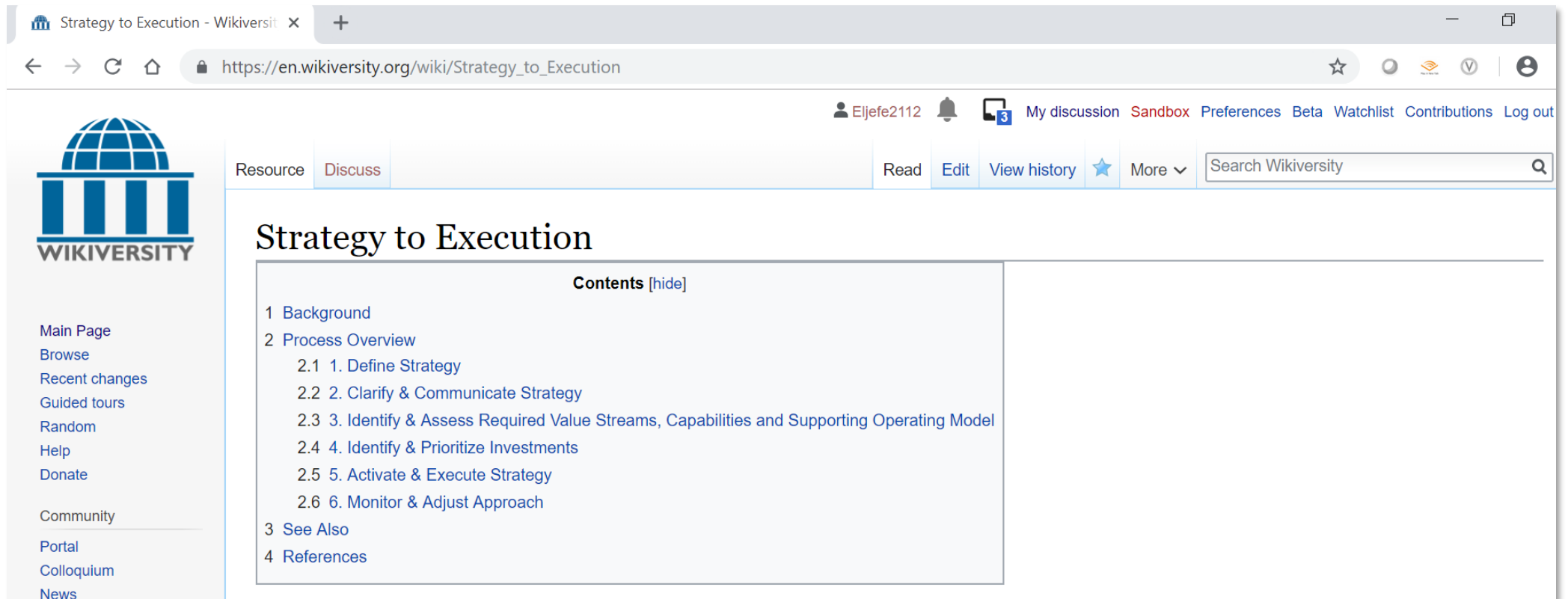
SPECIAL INTEREST GROUP (SIG)
REPORT OUT



The Business Architecture Summit

WHY WE ARE HERE TODAY

YOU ASKED FOR A TOOLKIT! HERE YOU GO!



The screenshot shows a web browser window with the URL https://en.wikiversity.org/wiki/Strategy_to_Execution. The page features the Wikiversity logo on the left, which includes a blue dome icon and the text 'WIKIVERSITY'. Below the logo is a navigation menu with links: Main Page, Browse, Recent changes, Guided tours, Random, Help, Donate, Community, Portal, Colloquium, and News. The main content area has a 'Resource' tab selected, and a 'Discuss' tab is also visible. The page title is 'Strategy to Execution'. Below the title is a 'Contents [hide]' section with a list of links: 1 Background, 2 Process Overview (with sub-links 2.1 1. Define Strategy, 2.2 2. Clarify & Communicate Strategy, 2.3 3. Identify & Assess Required Value Streams, Capabilities and Supporting Operating Model, 2.4 4. Identify & Prioritize Investments, 2.5 5. Activate & Execute Strategy, 2.6 6. Monitor & Adjust Approach), 3 See Also, and 4 References. The browser's address bar shows the URL, and the top navigation bar includes user information (Eljefe2112), notification icons, and links for My discussion, Sandbox, Preferences, Beta, Watchlist, Contributions, and Log out. A search bar is located at the top right of the page content.

CONTRIBUTING SIG MEMBERS – THANK YOU!!

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TODAY'S AGENDA

- Review background context and SIG work to date
- Review S2E process & approach that is now a living/breathing Wiki entry
- Discuss how to overcome common challenges that you might face in your organization
- Questions & Answers
- Gather thoughts on potential 2019 SIGs

STRATEGY TO EXECUTION

Defined:

The value stream that allows an organization to articulate its strategy, plan its necessary changes, and ensure successful strategic execution

OVERVIEW

- Strategy to Execution is focused on improving an organization's strategic effectiveness by assessing and improving the organization's value streams and business capabilities
 - These capabilities are supported by the organization's underlying operating model across human capital, process, technology, and information assets
- Capabilities (the WHAT) of an organization and operating model (the HOW) are *relatively* consistent year-over-year and provide a platform for analysis and continuous improvement that is *relatively* consistent
- Contrast that with...

An organization's strategy is often either poorly articulated or in a state of flux; it is more practical to focus on the organization's capabilities and constituent operating model.

-- Ross, Weill and Robertson, *Enterprise Architecture as Strategy*

OVERVIEW

relatively dynamic

Strategy

"why"

*relatively static /
transitional*

Value Streams & Capabilities

"what"

relatively static

Operating Model

"how"

PROCESS OVERVIEW

There isn't a definitive "Strategy to Execution" process, but most models align with these phases:

1. Define Strategy
2. Clarify & Communicate Strategy
3. Identify & Assess Required Value Streams and Capabilities
4. Identify & Prioritize Investments
5. Activate & Execute Strategy
6. Monitor & Adjust Approach



Each phase has a set of supporting tools of varied lineage but are generally part of strategic management best practices

I. DEFINE STRATEGY



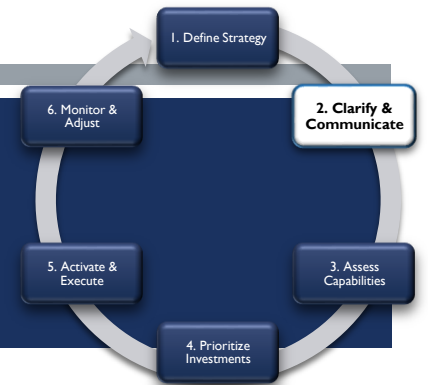
Inputs	Activities	Outputs	Tools
<ul style="list-style-type: none"> • Environmental scanning • Trends (Macro & Industry) • Industry analysis & competitive intelligence 	<ul style="list-style-type: none"> • Strategy development among leaders • Develop a common understanding of the competitive environment • Define the organization's response (its strategy) • Discover synergies across operating plans • Aggregate strategic themes 	<ul style="list-style-type: none"> • Competitive positioning • Strategic choices, plans & roadmaps 	<p><u>PEST / PESTEL Analysis</u></p> <p><u>Porter's 5 Forces Analysis</u></p> <p><u>Porter's Generic Strategies</u></p> <p><u>Business Model Canvas</u></p> <p><u>Scenario Planning</u></p> <p><u>SWOT Analysis</u></p> <p>Where to Play / How to Win approach</p>



Business Architect's View

- Be conversant in these methods and able to engage in these discussions
- Be ready to facilitate the strategy creation process when called upon
- Tailor tools towards the audience and the problems to be solved

2. CLARIFY & COMMUNICATE STRATEGY



Inputs	Activities	Outputs	Tools
<ul style="list-style-type: none"> • Competitive positioning • Strategic choices, plans & roadmaps 	<ul style="list-style-type: none"> • Communicating the strategy/strategic plan • Aligning organizational incentives to strategy • Cascading goal alignment with either calendar or fiscal year timing 	<ul style="list-style-type: none"> • Organization awareness & buy-in • Incentive alignment • Key performance measures 	<p><u>Objectives, goals, strategies and measures (OGSM)</u></p> <p><u>Objectives and Key Results (OKRs)</u></p> <p>Annual operating plans or financial plans</p> <p>Strategy on a Page</p>



Business Architect's View

- Assist with strategy clarification to sharpen the strategic intent
- Align business architecture roadmaps with strategy
- Be an organization change management consultant

3. IDENTIFY & ASSESS REQUIRED VALUE STREAMS & CAPABILITIES



Inputs	Activities	Outputs	Tools
<ul style="list-style-type: none"> • Organization’s strategy • Organization’s capability model <i>(if existing)</i> • Key performance measures 	<ul style="list-style-type: none"> • Identifying the value streams and capabilities to execute on strategy • Identifying the capabilities to execute on strategy • Current state capability evaluation • Compare current state vs target capability maturity • Establish a target operating model & capability maturity level to ensure success. 	<ul style="list-style-type: none"> • Capability Framework • Current & Target Operating Model • Capability Gaps & Classification <i>(for key capabilities)</i> 	<ul style="list-style-type: none"> Business Capability Models <u>Value Stream Models</u> <u>Strategy Maps</u> Industry Models (APQC or <u>COBIT</u>) Industry Benchmarks or <u>Capability Maturity Models</u> Capability Assessment Tools & Approaches <u>Target Operating Model</u>



Business Architect’s View

- Understand how value is created and for whom
- Drive capability modeling and/or assessment, aligned to strategy
- Package for senior leaders’ ability to understand and engage in assessment



4. IDENTIFY & PRIORITIZE INVESTMENTS

Inputs	Activities	Outputs	Tools
<ul style="list-style-type: none"> • Key capability gaps • Target Operating Model • Investment thresholds (e.g., hurdle rates) 	<ul style="list-style-type: none"> • Investment management processes to ensure that investments are aligned to the set of strategies that the organization is pursuing • Can also include alignment of overall resources (human capital, financial capital, etc.) to ensure successful execution 	<ul style="list-style-type: none"> • Prioritized Investments • Portfolio / Program management structure 	<ul style="list-style-type: none"> <u>Project Portfolio Management</u> <u>Project Management</u> <u>Financial Management</u> <u>Risk Management</u>

- Ensure that investments are driving value early and often
- Appreciate that expediency often trumps “architectural perfection”

5. ACTIVATE & EXECUTE STRATEGY



Inputs	Activities	Outputs	Tools
<ul style="list-style-type: none"> • Prioritized Investments • Portfolio / Program Management Structure 	<ul style="list-style-type: none"> • Program execution • Product execution • Software Development (via variety of SDLC) 	<ul style="list-style-type: none"> • Transformed business capabilities <ul style="list-style-type: none"> - Talent - Process - Technology - Data 	<p><u>Organizational Change Management</u></p> <p>Program / Project Scorecards</p> <p><u>Agile Software Development / Scaled Agile approaches</u> (for software enablement)</p>



Business Architect's View

- Drive program or project level outcomes
- Be a change agent

6. MONITOR & ADJUST APPROACH



Inputs	Activities	Outputs	Tools
<ul style="list-style-type: none"> • Key performance indicators • Success metrics for the strategy 	<ul style="list-style-type: none"> • Building a balanced scorecard or a similar construct that measures the organization’s progress against the KPIs established when creating the original strategy. It also includes the necessary adjustments to the strategy or to the execution to ensure that the KPIs are achieved. 	<ul style="list-style-type: none"> • Dashboards, Scorecards • Adjustment to Strategy • Adjustment to portfolio 	<ul style="list-style-type: none"> <u>Balanced Scorecard Program / Project Scorecards</u> <u>Objectives, goals, strategies and measures (OGSM)</u> <u>Objectives and Key Results (OKRs)</u> <u>Key Performance Indicators (KPIs)</u>



Business Architect’s View

- Focus on how success will be measured and risk mitigated

STRATEGY TO EXECUTION



- Understand the who/what/how of this process within your organization
- Evaluate where your organization might have strengths and weaknesses phase by phase
- Understand as an architect within your organization where you play today
- Think about how you might be to bring business architecture competencies to improve the outcomes for your organization

TIPS FOR ORGANIZATIONAL CHANGE MANAGEMENT

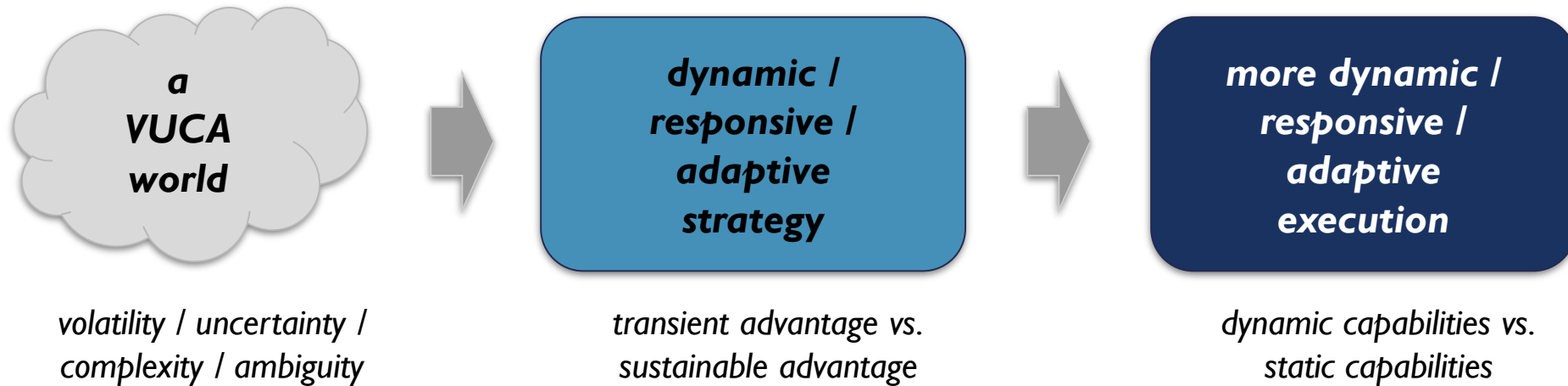
$$Q_{\text{uality}} \times A_{\text{cceptance}} = R_{\text{esults}}$$

Quality: the process, approach behind the change

Acceptance: the acceptance of your stakeholder groups

Results: Ultimately the change you seek

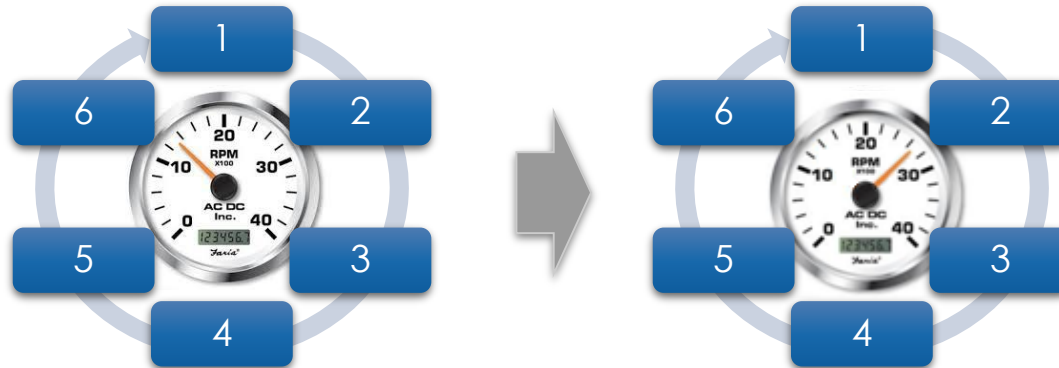
NEXT-GENERATION STRATEGIC INTEGRATION



NEXT-GENERATION STRATEGIC INTEGRATION

"monitor & adjust":

relatively periodic,
low-frequency
aggregated
**one-way
top-down**



relatively continuous,
high-frequency
distributed
**two-way
top-down + bottom-up**

like agile development /
continuous integration /
DevOps
adaptive planning

QUESTIONS & ANSWERS



INPUT FOR 2019 SIG CONCEPTS

Past SIGs have included:

- Capability Analysis & Roadmapping (2016)
- Intersection of Business Architecture & Agile (2017)
- Strategy to Execution Toolkit (2018)

- What are your ideas for 2019??

