



Strategically Enabled Enterprise

A PROPOSED FRAMEWORK FOR SUSTAINABLE SYNERGY

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SEE Framework

The challenges that enterprises face today are inter-related, thereby interconnected. These challenges create contradictory and complementary realities. Every enterprise experiences these realities at varying degrees and addresses these realities in varying ways.

Based on the philosophy of Enterprise Relativity, the Strategically Enabled Enterprise (SEE) framework breaks down the enterprise into a few primary dimensions and their relevancies and relationships in order to identify the key congruencies and competing values.

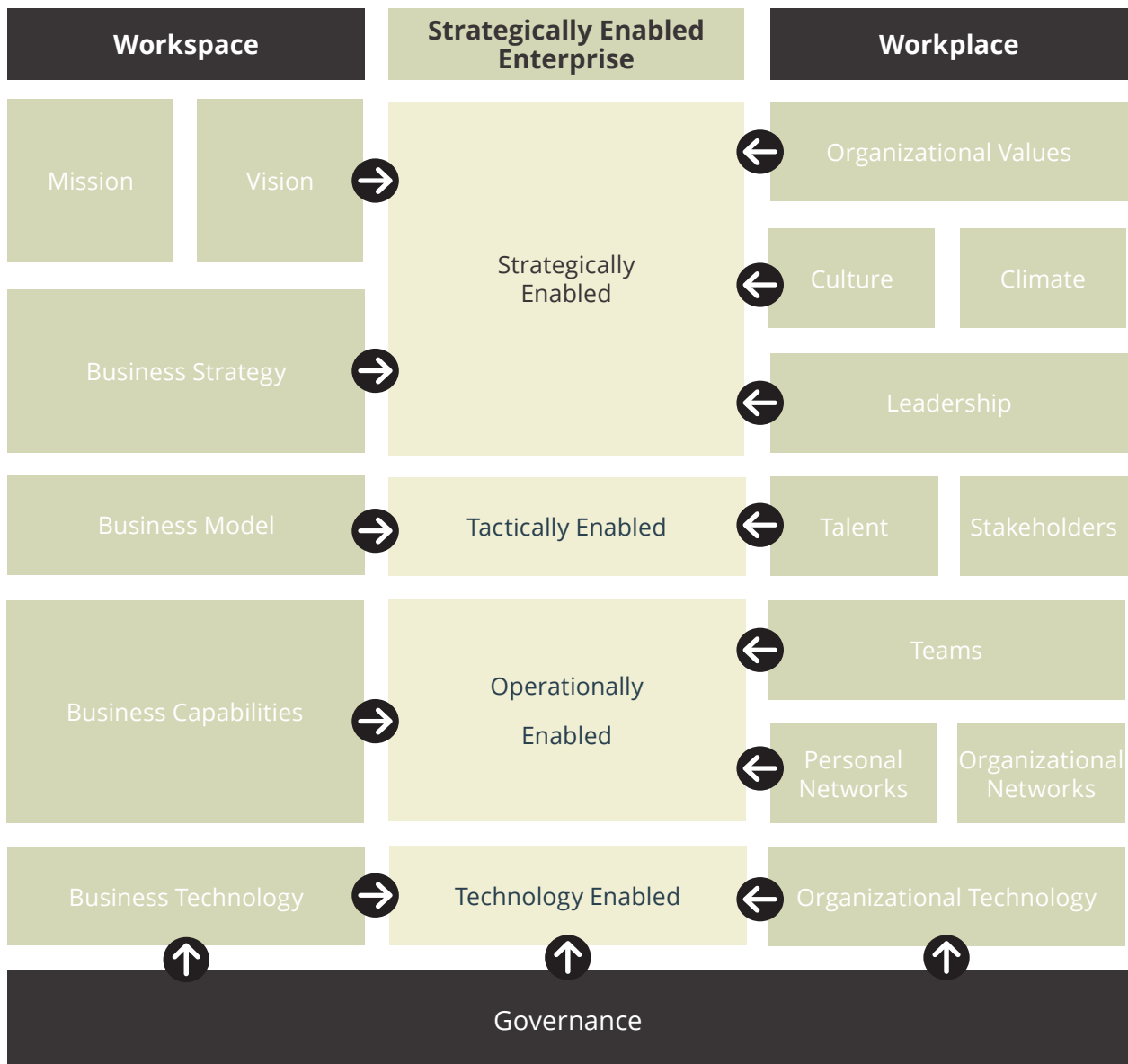
The SEE framework is comprised of two vantage points or lenses that provides a view of its workspace (business persona) and workplace (organizational psyche) that are influenced by the external factors of competitive forces, customer demand, technological change, social and legal and regulatory environment.

From these vantage points, there are three frames of reference — the organizational, business, and technology architectures. These all lead to one epicenter of strategic, tactical, operational, and technology enablement as shown in figure 1.

Holistic	Treats the three architectures of organization, business, and technology as equal in strategic importance and value creation potential in the success of the enterprise.
Balanced	Fundamentally views the duality of an enterprise from two lenses, the workspace and workplace.
Relational	Designed to show the relationships, congruencies, and contradictions that exist within every enterprise through the four perspectives defined by Kaplan and Norton and the four archetypes originally created by Carl Jung and further developed by Meyers and Briggs, Ned Herrmann, Dr. Kathy Benziger and others that is adapted to the Competing Values Framework.
Value-based	Framework is designed to demonstrate the degrees of value produced and consumed by the stakeholders of the enterprise along continuums defined as magnitude.
Dimensional	Based on the premise that every enterprise is basically similar and comprised of the same basic dimensions that can be viewed from the four perspectives of organization value (people), internal infrastructure, customer interface, and financial viability.
Influencers	Competitive forces, customer demand, social environment, technological change, and legal and regulatory environment that impact the enterprise
Governance Foundation	Governance is the foundation upon which the model sets. Enterprise structure and transformation can be assessed and managed through linkages, lifecycles, flows, and controls. Risks and security issues are also addressed.

Strategically Enabled Enterprise

SEE framework shows the primary enterprise elements within a dichotomy model that connects via an epicenter of transformational change with the ultimate goal of sustainable synergy.



SEE Framework Composition

While the SEE framework is relatively straight forward, the underlying relevancies and relationships of the framework is paramount to better understanding the structure of the enterprise: The following are the vantage points that the framework provides.

1

Epicenter

Through business rationalization, organizational development, and technology investment create an epicenter of continual, transformational change that drives innovation and growth through sustainable synergy.

2

Lenses

A stereoscopic view of a distinguished workplace and differentiated workspace. By understanding the human needs that drive the workplace we see its influence on the workspace. Equally, we can see the business needs that defines the workspace also drives the workplace. In effect, these two lenses allows us to view the enterprise in terms of its persona and psyche – its rational, functional side and emotional, relational side.

3

Frames of Reference

Equal focus and attention on business rationalization, organizational development, and technology investment is critical. Defined as architectures we can better view, assess, and manage the entirety of the enterprise in a more comprehensive, cohesive way.. While they are separate, they are equal in creating value.

4

Perspectives

The SEE framework and methodology evolves around Kaplan and Norton's strategic perspectives of customer interface, internal infrastructure, financial performance, and organizational learning and growth that is synthesized with the Competing Values Framework. To maintain a perspective of the workplace, the four psychological types are used to assess and manage the perception of, response to, and the performance of the stakeholders within the workplace.

7

Dimensions

Business strategy, model, and capabilities, organizational culture and workplace climate, stakeholders, organizational networks, and technology details the SEE framework.

2 Lenses

The SEE framework is based on assessing and managing the workspace (aptitude) and workplace (attitude) of the enterprise generating the outcomes of its viability and vitality designated as V_2 .



3 Frames of Reference

The SEE framework suggests enterprises evaluate and manage from three frames of reference – business, organizational, and technology architectures. Through these frames of reference the enterprise can gain clarity on the challenges and issues they face, focus their attention on, and maintain context when rationalizing the business, developing the organization, and investing in technology.

Enterprise Architecture		
Business Architecture	Organizational Architecture	Technology Architecture
<ul style="list-style-type: none"> • Business Mission • Business Vision • Business Strategy • Business Model • Business Capabilities 	<ul style="list-style-type: none"> • Organizational Values • Organizational Culture • Workplace Climate • Leadership Development • Talent Development • Stakeholders Management • Team Management • Personal Networks • Organizational Networks 	<ul style="list-style-type: none"> • Technology Capabilities • Technology Services • Technology Infrastructure

Enterprise Design

Using the three architectures as frames of reference an enterprise can establish the context when rationalizing the business, developing the organization, and investing in technology. It is simply a means of maintaining perspective when aligning and integrating the workspace and workplace into an epicenter of sustainable synergy through transformational change..

Business Rationalization	An unified workspace through the alignment of the business strategy, business model, and business and IT capabilities is paramount
Organizational Development	The strategic importance of a cohesive workplace is given equal focus and attention as a distinctive architecture.
Technology Investment	Technology is treated as a strategic asset and assumed to operate as a business center that provides innovative solutions and quality services at a competitive price.

4 Perspectives

Through the four strategic perspectives as defined by Kaplan and Norton, synthesized with the Competing Values Framework, we can more effectively assess and manage the relationships, congruencies, and competing values that exist within the enterprise.

Enterprise Relativity is about understanding the complexity of the enterprise and the competitive landscape in which they do business in terms of relationships and relevancies, not its structure. It is best understood through the four perspectives whereby we can see the congruencies and **contradictions** that exist within every enterprise. Kaplan and Norton refer to theses in terms of contradictory forces, Cameron and Quinn refer to them as competing values, Jim Collins in his leadership maturity model speaks of paradoxical traits, and human relationists refer to the four thinking and personality styles in terms of their diametrical relationships

Notated as P₄ – performance, possibilities, people, and production – the same four perspectives can be applied to an enterprise to identify its primary characteristics that underpin and drive everything it does. The following table outlines the relationships of the enterprise essences, perspectives, and traits in order to gain clarity and understand the relevancies in their context of congruencies and contradictions that exist within the workspace and workplace.

The essence of the enterprise can be viewed through the lenses of the workspace and workplace. It is the essence of an enterprise that identifies the core descriptor of the enterprise. It states at a very primal level what defines the enterprise and everything it does.

Essence	Workspace	Workplace
Performance	The business achieving preeminence by striving for perfection and being persistent.	Stakeholders achieving their goals and objectives.
People	The business fulfilling its purpose (mission, vision) and finding meaning (values) through communication, collaboration, and connectedness.	Stakeholders relating to, working with, and helping others.
Production	The business executing effectively, efficiently, and ethically.	Stakeholders performing their activities and accomplishing their tasks.
Possibilities	The business exceeding expectations through imagination, innovation, and integration.	Stakeholders reaching their full potential doing what they do best.

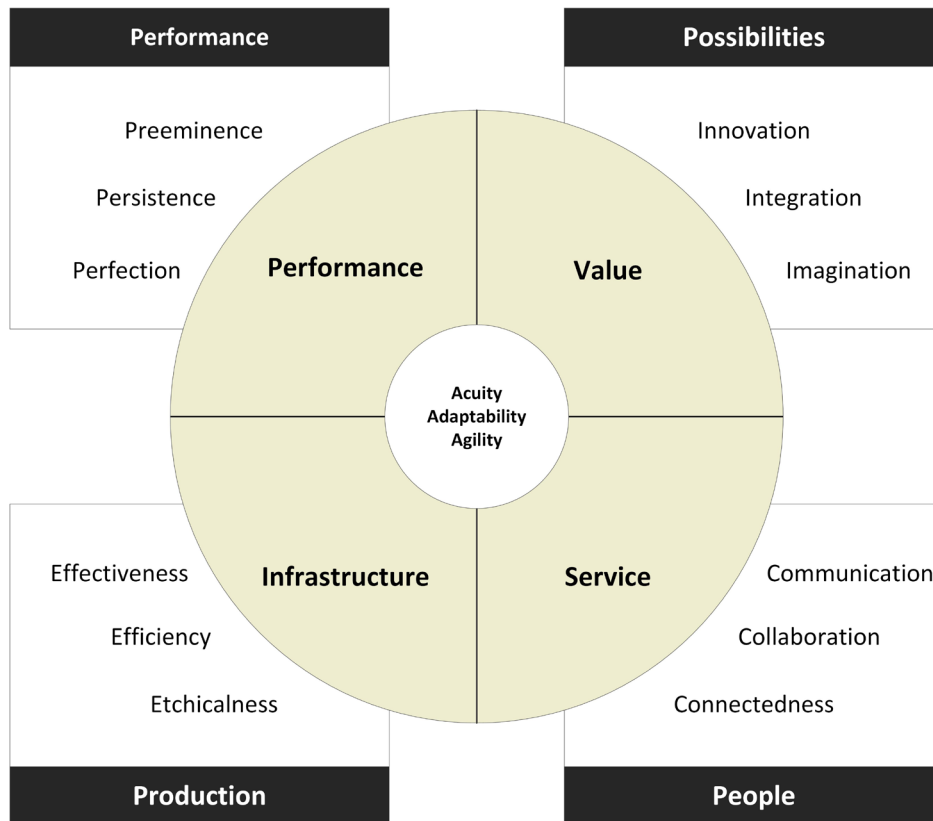
Workspace Perspectives

Enterprise Essence	Workspace Perspectives	Workspace Characteristics
Performance	Performance	<ul style="list-style-type: none"> ▪ Rapid, short-term value creation that focuses on immediate, measurable results. ▪ Business model that brings new technologies, products, or services to market. ▪ Primary traits of persistence, perfection, and preeminence
Possibilities	Growth and Value	<ul style="list-style-type: none"> ▪ Breakthrough, transformational value creation that emphasizes radical innovations products, and services. ▪ Explore and testi new business models that might eventually replace existing ones. ▪ Primary traits of imagination, innovation, and integration
People	Service	<ul style="list-style-type: none"> ▪ Long-term value creation that focuses on organizational development. ▪ Improve or defend the existing business model because of stakeholders changing demands. ▪ Primary traits of communication, collaboration, and connectedness
Production	Infrastructure	<ul style="list-style-type: none"> ▪ Incremental contributions to value creation that emphasize improving and enhancing existing capabilities. ▪ Improve or defend the existing business model to adapt to a changing environment or to deal with an occurring crisis. ▪ Primary traits of effectiveness, efficiency, and ethicalness
Synergy	Transformational	<ul style="list-style-type: none"> ▪ Requires enterprise acuity, adaptability, and agility

Workplace Perspectives

Enterprise Essence	Workplace Perspectives	Workplace Characteristics
Performance-driven	Rational	<ul style="list-style-type: none"> ▪ Autocratic environment ▪ Action oriented ▪ Needs to achieve and acquire ▪ Logical, Analytical mindset ▪ Directive, Dominant attitude ▪ Direct, Controlling behavior ▪ Fast, Decisive decisions ▪ Takes risks and champions change
Possibilities-minded	Intuitional	<ul style="list-style-type: none"> ▪ Ad hoc environment ▪ Reaction oriented ▪ Needs to discover and learn ▪ Holistic, Conceptual mindset ▪ Interactive, Influential attitude ▪ Direct, Supportive behavior ▪ Very Fast, Spontaneous decisions ▪ Takes risks and creates change
People-focused	Emotional	<ul style="list-style-type: none"> ▪ Democratic environment ▪ Observation oriented ▪ Needs to Relate and bond ▪ Spiritual, Relatedness mindset ▪ Steady, Stable attitude ▪ Indirect, Supportive behavior ▪ Slow, Conferring decisions ▪ Adverse to risks and supports change
Production-oriented	Functional	<ul style="list-style-type: none"> ▪ Bureaucratic environment ▪ Process oriented ▪ Needs to protect and defend ▪ Detailed, Concrete mindset ▪ Conscientious, Cautious attitude ▪ Indirect, Controlling behavior ▪ Very Slow, Deliberate decisions ▪ Adverse to risks and manages change
Synergy	Situational	<ul style="list-style-type: none"> ▪ Requires enterprise acuity, adaptability, and, agility

Central to a Strategically Enabled Enterprise is transformational change achieved through the three enterprise traits of acuity, adaptability, and agility. Combining the four enterprise essences, perspectives, and primary traits within the Competing Values Framework, the following Enterprise Identity Model is created: Again, this allows an enterprise to maintain a perspective.



The enterprise essence attempts to answer the following key questions:

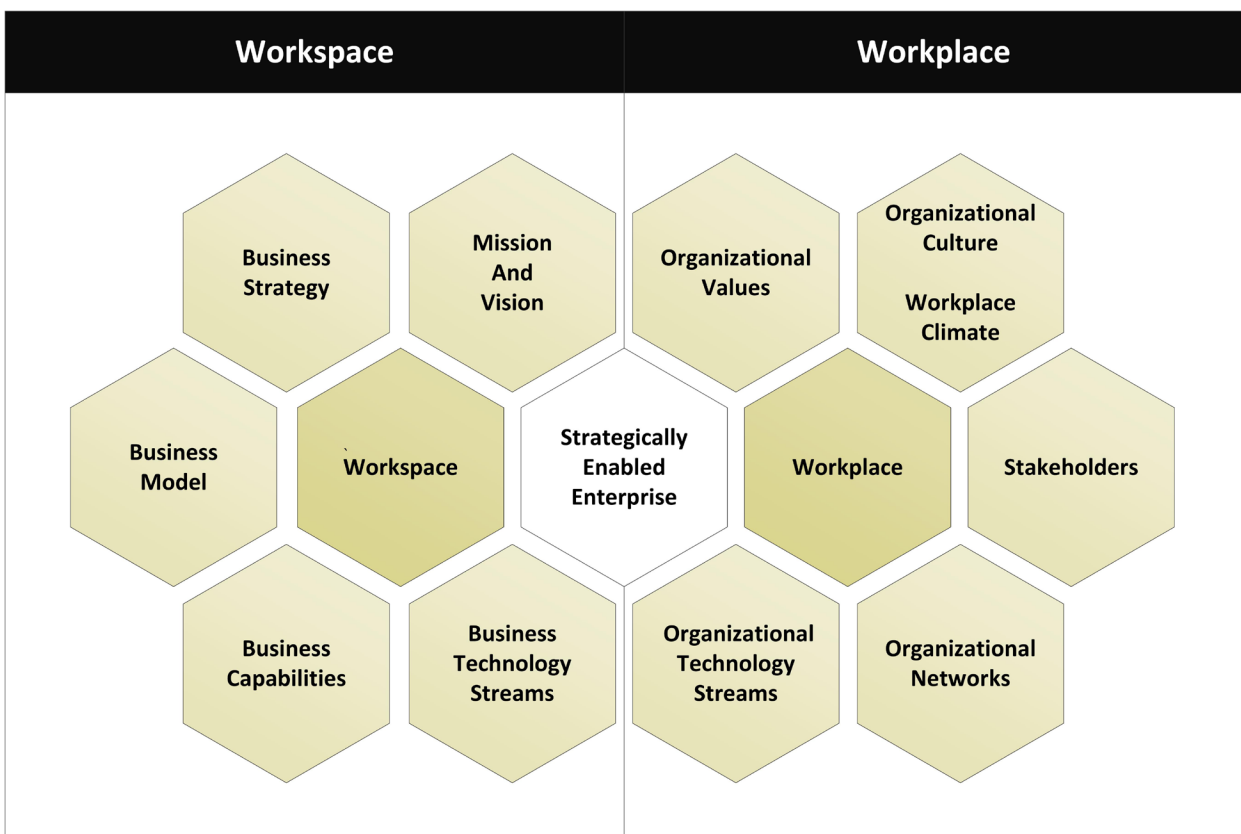
- How well do we align and meet our strategic objectives, CSFs, and KPIs throughout the enterprise that results in short-term gains and long-term growth?
- As an enterprise how risk adverse are we and how well do we facilitate creativity and innovation in order to reach our full potential?
- How well do we assimilate our stakeholders into the organization's culture, their work roles, teams, and organizational networks where it treats its employees as its greatest asset and primary stakeholder?
- How precisely is the production rate and service delivery synchronized to the rate of our value streams, partnerships, networks and stakeholders' demands?
- How proficient is the enterprise in creating synergy through transformational change?

1 Epicenter

The SEE framework is based on aligning and integrating the workspace and workplace of the enterprise. Using the SEE framework by assessing and managing the aptitude and attitude an enterprise is capable of generating the desired outcomes of its viability and vitality.

By using stereoscopic vision, there are the two vantage points of the workspace and workplace that provides an inside look into the persona and psyche of the enterprise. From these vantage points, we gain a more complete picture of the duality of the enterprise – the left and right side of the enterprise intelligence.

Figure 4 shows a fusion of the two vantage points into a single frame of reference.



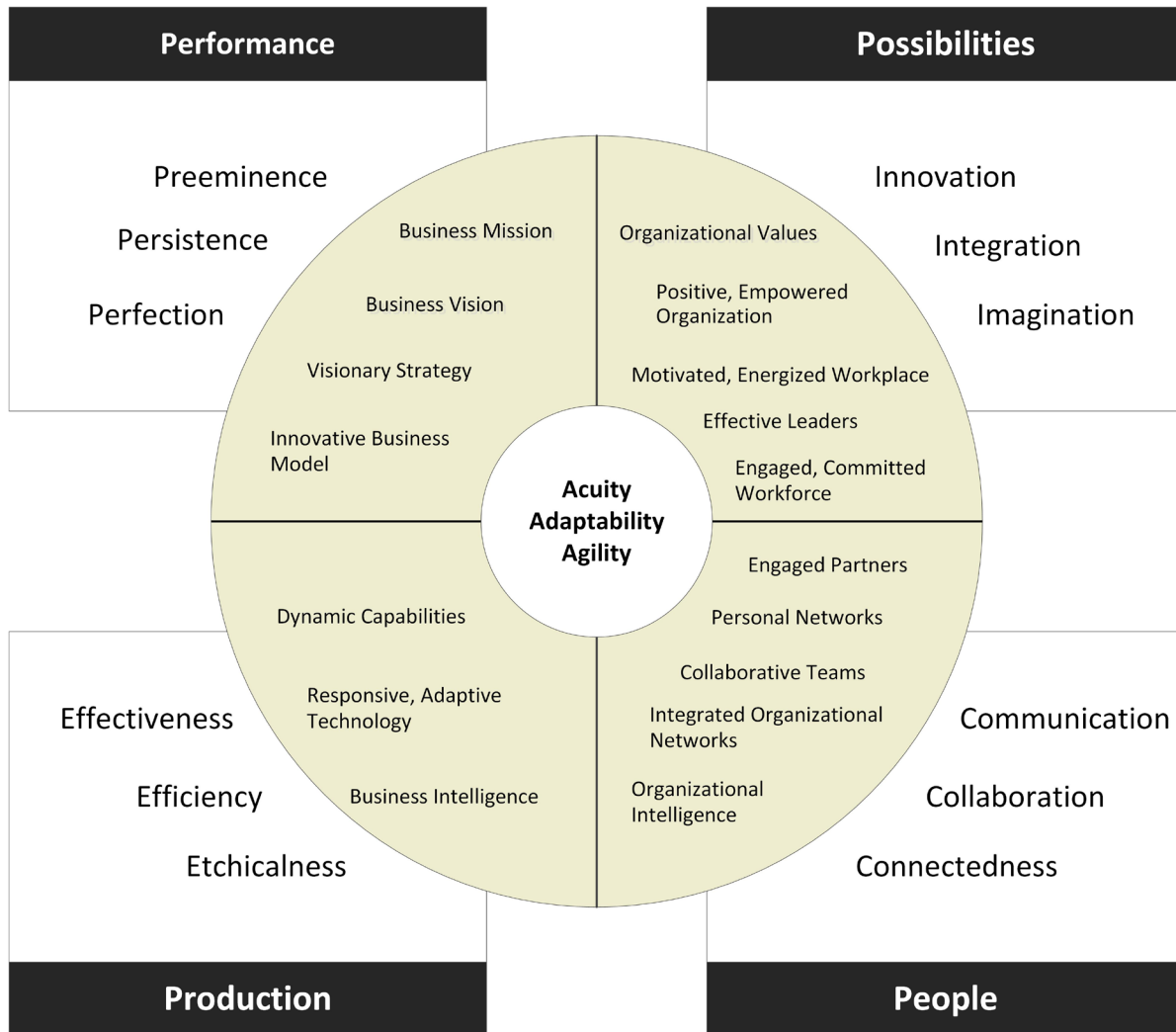
The SEE epicenter is where the transformational change creates synergy throughout the enterprise. The following table outlines the key workplace abstracts, dimensions, and related organizational outcomes:

Workplace Abstract	Workplace Dimension	Description	Organizational Outcomes
Organizational Environment	Organizational Values	Affirm what is important to the organization.	<ul style="list-style-type: none"> Organizational Standards of Behavior
	Organizational Culture	Underpin the organization for workplace effectiveness.	<ul style="list-style-type: none"> Positive, Empowered Organization
	Workplace Climate	Create the catalyst for extraordinary workforce performance.	<ul style="list-style-type: none"> Motivated, Energized Workplace
	Leadership Development	Influence and Inspire your stakeholders.	<ul style="list-style-type: none"> Effective Leadership
Organizational Stakeholders	Talent Development	Cultivate the organization's most valuable asset and primary stakeholder.	<ul style="list-style-type: none"> Committed, Engaged Employees
	Stakeholder Management	Identify those who shares the organization's vision and has the means to contribute and participate in the success of the organization.	<ul style="list-style-type: none"> Invested,, Engaged Partners Delighted, Loyal Customers Satisfied, Happy Shareholders
Organizational Structure	Team Development	Build optimally performing and value-creating teams.	<ul style="list-style-type: none"> Collaborative Teams
	Organizational Networks	Discover the inner workings of the organization.	<ul style="list-style-type: none"> Integrated Organizational Networks
Organizational System	Technology Capabilities	Build workspace and workplace capital that leads to actionable insights, manageable recommendations, and measurable results.	<ul style="list-style-type: none"> Business Intelligence Organizational Intelligence

The SEE epicenter is where the transformational change creates synergy throughout the enterprise. The following table outlines the key workspace abstracts, dimensions, and related business outcomes:

Workspace Abstract	Workspace Dimension	Description	Business Outcomes
Strategic Intent	Business Mission	Emphasize why the enterprise exists.	<ul style="list-style-type: none"> Achieved Purpose
	Business Vision	Articulate what the enterprise strives to be.	<ul style="list-style-type: none"> Attained Stature
	Business Strategy	Define the future of the business.	<ul style="list-style-type: none"> Visionary Strategy
Tactical Direction	Business Model	Develop the blueprint for the execution of the business strategy.	<ul style="list-style-type: none"> Innovative Business Model
Operational Execution	Business Capabilities	Identify 'Focus Areas' of improvement and "Hot Spots" of opportunities.	<ul style="list-style-type: none"> Dynamic Capabilities
Technology Management	Business Technology Capabilities	Exploit new, emerging technology and leveraging existing technology.	<ul style="list-style-type: none"> Responsive, Adaptive Technology

The SEE Epicenter can be visually conveyed as shown in the following figure that outlines the key enterprise essence, traits, and outcomes adapted to the Competing Values Framework:



Summary

The SEE framework is relatively simple, but visually designed to show the workspace and workplace and the key underlying relevancies and relationships. The framework allows an enterprise to take a dichotomy view of itself in order to understand its aptitude (business persona) and attitude (organizational psyche).

As a framework it offers an alternative means to manage the enterprise through a more comprehensive, cohesive model. The SEE framework suggests enterprises be managed from three frames of reference – business, organizational, and technology architectures.

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