



# Strategically Enabled Enterprise

A PROPOSED METHODOLOGY FOR SUSTAINABLE SYNERGY

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# SEE Methodology

Based on Enterprise Relativity and the SEE framework the Strategically Enabled Enterprise (SEE) methodology attempts to offer a more comprehensive, cohesive means to design and develop an enterprise that can continually transform itself in order to create sustainable synergy. The SEE methodology is based on the following two tenets:

- Organizational Design – building enterprises of the future that encompasses the ongoing development of role-based workspace and behavioral-based workplace.
- Enterprise Architecture – the discipline of enterprise architecture that extends beyond the traditional business and IT alignment. SEE suggests equal focus and attention must be given to the organizational aspect of the enterprise.

Combining the two tents of organizational design and enterprise architecture the SEE methodology attempts to create enterprise synergy through transformational change while it maintains structural stability. An enterprise accomplishes this through the primary phases of scan, sense, and seize to gain actionable insights and provide manageable recommendations in order to achieve measurable results.

The formula for enterprise synergy is defined in the twofold primitives of transformational change and structural stability that is notated as  $E_s = T_c + S_s$ .

Enterprise synergy is achieved through the four primary disciplines notated as  $E_s = S_3 + A_2 + I_6 + D_2$ .

- $S_3$  Scan, Sense, and Seize – the discipline of transformation epicenter
- $A_2$  Attitude and Aptitude – the discipline of transformation assessment
- $I_6$  Initiate, Insight, Innovate, Invest, Implement, and Improve – the discipline of transformation life cycle
- $D_2$  Distinguish the Workplace and Differentiate the Workspace – the discipline of transformation lenses



Effective change is possible when an enterprise scans and senses the market and technology trends to identify the 'focus areas' of improvement and 'hot spots' of opportunities. Seize the change by exploiting the enterprise's strengths and addressing its weaknesses.



Transformation begins and ends with the attitude (willingness) and aptitude (ability) of the enterprise to embrace and drive continual change. It requires long-term commitment, dedication, and fortitude. All levels of management and enterprise-wide championship is key.



Transformational change is accomplished through a six-phase life cycle that involves the workspace, cultivates the workplace, prioritizes and selects the transformation initiatives, executes and manages the investments, and drives enterprise change.

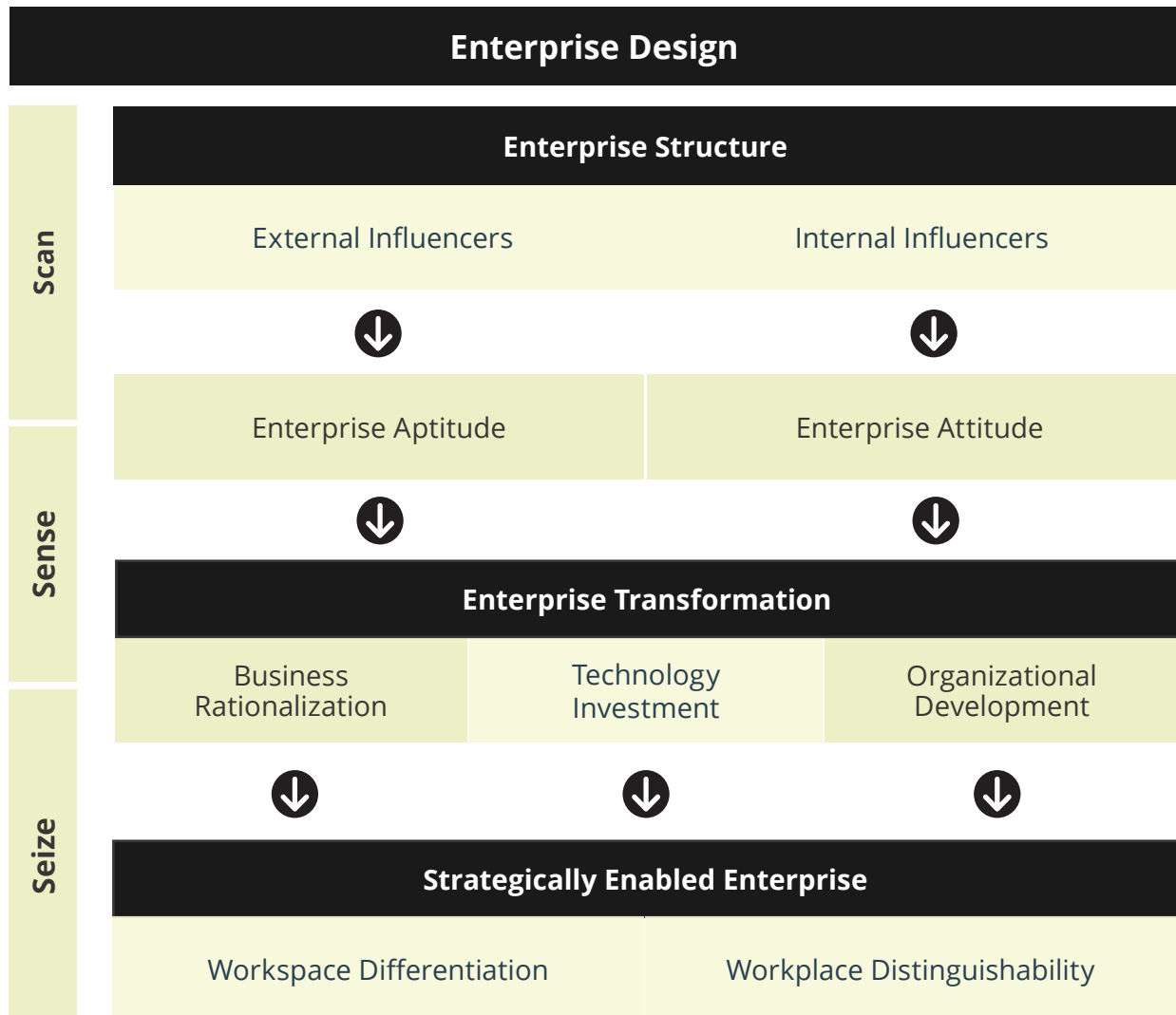


Being interrelated and interdependent, the workplace and workspace must change in parallel. Change in one without associated change in the other results in transformational change that will not be fully realized and sustainable synergy that will remain elusive.

# Enterprise Design

The SEE methodology asserts that organizational design and enterprise architecture should be combined into one management discipline of enterprise design. Enterprise design involves rationalizing and developing the business and organizational architectures and investing in technology to create a strategically enabled enterprise through an epicenter of transformational change. This is accomplished by the following:

- Scan the enterprise's external and internal influencers to initiate the transformational change.
- Sense the enterprise's workspace (aptitude) and workplace (attitude) to gain actionable insights and continue the transformational change with innovative and invested recommendations.
- Seize through business rationalization, organizational development, and technology investment with measurable results of a differentiated workspace and distinguished workplace accomplished through continual improvement.



# SEE Methodology Disciplines

The following table outlines the disciplines, phases, and abstracts of the SEE methodology.

Notation	Discipline	Phases	Elements
$S_3$	Transformation Epicenter	<ul style="list-style-type: none"> <li>Scan</li> <li>Sense</li> <li>Seize</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Intent</li> <li>Tactical Direction</li> <li>Operational Execution</li> <li>Technology Management</li> <li>Organizational Environment</li> <li>Organizational Stakeholders</li> <li>Organizational Structure</li> <li>Organizational System</li> </ul>
$A_2$	Transformation Assessment	<ul style="list-style-type: none"> <li>Attitude</li> <li>Aptitude</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Workplace (vitality, psyche)</li> <li>Enterprise Workspace (viability, persona)</li> </ul>
$I_6$	Transformation Cycle	<ul style="list-style-type: none"> <li>Initiate</li> <li>Insight</li> <li>Innovate</li> <li>Invest</li> <li>Implement</li> <li>Improve</li> </ul>	<ul style="list-style-type: none"> <li>Business Rationalization</li> <li>Organizational Development</li> <li>Technology Investment</li> </ul>
$D_2$	Transformation Lenses	<ul style="list-style-type: none"> <li>Workplace Differentiation</li> <li>Workspace Distinguishability</li> </ul>	<ul style="list-style-type: none"> <li>Organizational Culture</li> <li>Workplace Climate</li> <li>Organizational Stakeholders</li> <li>Organizational Networks</li> <li>Organizational Technology</li> <li>Business Strategy</li> <li>Business Model</li> <li>Business Capabilities</li> <li>Business Technology</li> </ul>

# SEE Transformational Epicenter

The objectives, directives, and initiatives that drive the execution of the workspace and workplace to produce the following business and organizational outcomes.

## Workplace Lens

<b>Organizational Environment</b>	<ul style="list-style-type: none"><li>• Organizational Values (Standards of Behavior)</li><li>• Positive, Empowered Organization</li><li>• Motivated, Energized Workplace</li><li>• True, Effective Leadership</li></ul>
<b>Organizational Stakeholders</b>	<ul style="list-style-type: none"><li>• Engaged, Committed Employees</li><li>• Invested, Engaged Partners</li><li>• Delighted, Loyal Customers</li><li>• Satisfied, Happy Shareholders</li></ul>
<b>Organizational Structure</b>	<ul style="list-style-type: none"><li>• Active, Personal Networks</li><li>• Collaborative, Innovative Teams</li><li>• Integrated. Organizational Networks</li></ul>
<b>Organizational System</b>	<ul style="list-style-type: none"><li>• Predictive Business Intelligence</li><li>• Predictive Organizational Intelligence</li></ul>

## Workspace Lens

<b>Strategic Intent</b>	<ul style="list-style-type: none"><li>• Articulated Business Mission and Vision</li><li>• Visionary Business Strategy</li></ul>
<b>Tactical Direction</b>	<ul style="list-style-type: none"><li>• Creative, Innovative Business Model</li></ul>
<b>Operational Execution</b>	<ul style="list-style-type: none"><li>• Dynamic Business Capabilities</li></ul>
<b>Technology Management</b>	<ul style="list-style-type: none"><li>▪ Proactive Technology Capabilities</li><li>▪ Innovative Technology Services</li><li>▪ Adaptive Technology Infrastructure</li></ul>

# SEE Transformational Assessment

By evaluating the aptitude and determining the attitude an enterprise can better ascertain its current management practices and establish the potential to develop and improve the key areas of its workplace and workspace.

## Workplace Assessment

<b>Understand the Environment</b>	The underpinning of workplace effectiveness and the catalyst for extraordinary workforce performance.
<b>Develop Leaders</b>	Influence and inspire your stakeholders to optimal performance and value creation.
<b>Discover Talent</b>	Unearth the hidden potential and untapped talent of your greatest asset and primary stakeholder.
<b>Manage Teams</b>	Create optimally-performing and value-creating teams that are diverse, dynamic, and innovative.
<b>Build Relationships</b>	Build your personal and professional relationships based on respect, trust, and integrity
<b>Create Connections</b>	Uncover the inner workings of your organization and how work within the enterprise is really performed.

## Workspace Assessment

<b>Define Intent</b>	What strategic goals and objectives that defines why the enterprise is motivated.
<b>Describe the Business</b>	The description of how the enterprise will produce products and quality services to make money.
<b>Detail the Business</b>	The allocation of resources, arrangement of activities, and management of business partnerships.
<b>Invest In Technology</b>	The ways that technology enables business capabilities and execution of the business model.
<b>Transform the Business</b>	The proactive, disruptive (intentional) enterprise change in order to create sustainable synergy.
<b>Grow the Business</b>	Create sustainable synergy through transformational change while maintaining structural stability.

# SEE Transformational Change Cycle

Transformational change is accomplished through a six-phase life cycle that assesses the enterprise, develops the workspace and workplace, prioritizes and selects the transformation initiatives, executes and manages the investments, and learns how to drive change.

1

## **Initiate – Challenge toward the transformation**

The paradigm of the workspace and workplace has shifted and will continue to do so. Change is now a constant. Transformation only begins when the enterprise has the right mindset to not only embrace change, but create it. Being proactive, rather than reactive, is key.

2

## **Insight – Champion the transformation**

To successfully transform the enterprise align the business, organizational, and technology architectures with the critical few objectives.

3

## **Innovate – Create the transformation**

Architect your enterprise's transformation. Perform gap analysis of current and desired organization. Align the organization's business, organizational, and technology architectures. Integrate the workspace and workplace. Determine the 'strategic fit' of the enterprise's technology architecture.

4

## **Invest – Commit to the transformation**

Address business barriers, organizational forces, and technology limitations. Recruit the right leadership that supports, directs, and manages the transformation. Conduct economic justification of key initiatives. Prioritize 'hot spots' of opportunities and 'focus areas' of improvement. Incorporate into strategic, tactical, and operational program initiatives and project planning.

5

## **Implement – Cultivate the transformation**

Execute the transformation at all levels of the enterprise. Engage management first, subsequently employees. Manage the risks. Address security issues. Maintain the transformation through a governance process that strictly adheres to the framework and methodology.

6

## **Improve – Continue the transformation**

Never ending transformation is critical to sustain organizational growth. Develop a formalized learning program to take corrective action when necessary. Perpetuate the transformation through grass roots effort to gain feedback and make recommendations. Develop and utilize best practices.



## SEE Transformational Lenses

Transformational change is accomplished through the six-phase life cycle that assesses the enterprise, develops the workspace and workplace, prioritizes and selects the transformation initiatives, executes and manages the investments, and monitors and learns how to drive change.

### Distinguished Workplace

<b>Organizational Culture</b>	The importance of the organizational culture in creating sustainable synergy cannot be understated. The impact that culture has on unity of effort, creating clear focus, and producing optimal performance.
<b>Organizational Climate</b>	A motivating, passionate climate creates the underpinning for real, measurable change.
<b>Organizational Stakeholders</b>	Engaging the right stakeholders at the right time and managing their interests requires a structured approach to creating a stakeholder-engaged workplace.
<b>Organizational Networks</b>	As powerful epicenters of working relationships and social interactions, these networks provide insight into how things really get done within the organization.
<b>Organizational Technology</b>	Understand what is in the hearts and minds of its stakeholders – particularly its employees. The collective thinking and understanding of its stakeholders combined with a system of capabilities and services an enterprise can create organizational intelligence.

### Differentiated Workspace

<b>Business Strategy</b>	Set clear intention and focus, sense the possibilities to innovate the business design, and seize the opportunities by the reconfiguration of business capabilities.
<b>Business Model</b>	Enterprises must continually reinvent their business through unique value propositions, innovative channels and relationships combined with more effective resources, efficient activities, and mutually beneficial partnerships.
<b>Business Capabilities</b>	Dynamic capabilities are the organization's ability to reconfigure and integrate its internal and external competencies to address a rapidly changing environment.
<b>Business Technology</b>	The role of information technology has become a key, strategic asset to create profitability, optimal productivity, drive and support innovation, and customer satisfaction.

# SEE Enterprise Design Phases

The following table outlines the methodology phases and associated actions of Enterprise Design:

S <sub>3</sub> Phases	I <sub>6</sub> Phases	Actions
Scan	Initiation	<ul style="list-style-type: none"> <li>▪ Mobilize Strategy Team</li> <li>▪ Perform Trends and Environmental Analysis</li> <li>▪ Identify the Internal and external Influencers</li> <li>▪ Assess the Enterprise Attitude and Aptitude</li> <li>▪ Develop Strategy Plan</li> </ul>
Sense	Insight	<ul style="list-style-type: none"> <li>▪ Mobilize Design Teams</li> <li>▪ Analyze the Enterprise Attitude and Aptitude</li> <li>▪ Identify the Enterprise Pain Points</li> <li>▪ Identify the 'Hot Spots' of Opportunities and 'Focus Areas' of Improvement</li> </ul>
	Innovation	<ul style="list-style-type: none"> <li>▪ Perform Gap Analysis</li> <li>▪ Rationalize the Workspace</li> <li>▪ Develop the Workplace</li> <li>▪ Invest in Technology</li> <li>▪ Identify the key Actionable Insights, Manageable Recommendations, and Measurable Results</li> </ul>
	Investment	<ul style="list-style-type: none"> <li>▪ Perform Economic Justification</li> <li>▪ Select and Prioritize Initiatives</li> <li>▪ Develop Funding Strategy</li> <li>▪ Engage Stakeholders</li> <li>▪ Allocate Resources</li> <li>▪ Develop Roadmaps</li> </ul>

# SEE Enterprise Design Phases Continued

S <sub>3</sub> Phases	I <sub>6</sub> Phases	Actions
Seize	Implementation	<ul style="list-style-type: none"> <li>▪ Mobilize Implementation Teams</li> <li>▪ Execute the Plan</li> <li>▪ Manage the Risks</li> <li>▪ Ensure Security Measures</li> <li>▪ Maintain Governance Process</li> </ul>
	Improvement	<ul style="list-style-type: none"> <li>▪ Mobilize Continuous Improvement Teams</li> <li>▪ Conduct a continuous MRI:               <ul style="list-style-type: none"> <li>▪ Measure</li> <li>▪ Review</li> <li>▪ Initiate                   <ul style="list-style-type: none"> <li>▪ Improvise (develop a workaround)</li> <li>▪ Improve (address the shortcomings of existing)</li> <li>▪ Initiate (create new)</li> </ul> </li> </ul> </li> <li>▪ Monitor for Feedback and Recommendations</li> <li>▪ Continual Training for Stakeholders</li> <li>▪ Develop Best Practices</li> </ul>

# SEE Methodology Concepts

The SEE methodology entails the following concepts that defines the terms of transformational change to achieve the enterprise's desired workspace viability and workplace vitality.

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<b>Magnitude</b>	Establishes the degree of transformational change defined by the goals and objectives and associated weights. The extent of the change ranges from marginal to incremental to substantial to transformational based on assessment and analysis of enterprise influencers, aptitude, and attitude.
<b>Scale</b>	Defines the extent of transformational change that ranges from enterprise to business area, group, and individual levels and associated impact of the change that entails strategic, tactical, and operational levels of planning, primary activities performed, and resources utilized.
<b>Scope</b>	Establishes where to focus on transformational change. Transformational change can be managed within the four perspectives (enterprise value, performance, customer, and infrastructure) and across the three frames of reference (business, organizational, and technology).
<b>Speed</b>	Speed is the enterprise's agility to drive the transformation relative to speed of change of the market and industry that occurs along a time continuum of current, short-, mid-, and long-term time frames. Identify time frames to synchronize lifecycles.

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By Identifying the magnitude, scale, and scope of the transformational change an enterprise can identify its:

- Hot Spots – new opportunities within the business, organizational, and technology architectures that require development
- Focus Areas – improvement of the existing business, organizational, and technology architectures

# D<sub>1</sub> Differentiate the Enterprise's Workspace

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## Define the Strategic Objectives

- Mobilize strategy team
- Reiterate the organization's mission and vision.
- Develop a strategy map.
- Define the strategic themes.
- Design the Balanced Scorecard
- Create a strategy plan.

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## Describe the Business Model

- Mobilize the business model generation team
- Align the business model initiative with the strategic planning initiative.
- Identify the business model innovation drivers based on influencers.
- Identify the motivation for business model design. based on strategic objectives
- Identify the scale and scope of the business model design.
- Assess the current business model.
- Develop a future business model.
- Perform gap analysis.
- Outline a business plan
- Improve through monitoring, learning, and developing best practices.

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## Detail the Business Capabilities

- Define the mission, vision, and value proposition of the business area.
- Describe the service offered, their inputs, activities, and outputs.
- Detail the resources, activities, and partnerships
- Identify the key CSFs and KPIs to align to strategic and tactical goals and objectives.

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## Design and Deploy Business Technology

- Establish baseline and target architectures.
  - Identify the business areas.
  - Perform redundancy and gap analysis.
  - Outline the enterprise roadmap.
  - Develop enterprise, business, and solution architectures.
  - Define programs and projects.
  - Improve through monitoring, learning, and developing best practices.
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# D<sub>2</sub> Distinguish the Enterprise's Workplace

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## Determine the Environment

- Reiterate the organizational values that establishes the standards of behavior.
- Reach consensus on the current culture.
- Reach consensus on the desired future culture.
- Determine what changes will and will not mean.
- Develop a strategic action plan.
- Develop an implementation plan.

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## Designate the Stakeholders

### Employees

- Conduct thinking style and behavioral assessments.
- Identify talents and build them into strengths.
- Establish development plan that includes developmental assignments and challenging projects.
- Facilitate the development of personal networks.

### Partners

- Develop stakeholder relationship profile.
- Determine strategic importance.
- Determine degree of competition.
- Determine degree of substitutability.
- Determine degree of integration.

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## Develop Teams

- Commit to team diversity
  - Define the structure of the team
  - Develop the team
  - Establish team performance metrics
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## Distinguish the Enterprise's Workplace Continued

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### Discover the Organizational Networks

- Identify the business areas or functions to align with strategic objectives and where it is most needed to optimize productivity.
- Define analysis criteria and collect information to map sets of relationships within the prioritized networks.
- Design the assessment.
- Collect the information.
- Crosscheck the answers. Conduct interviews with the key roles within the networks.
- Generate map of the roles and relationships along the defined dimensions.
- Attentively integrate the networks into formal business structure.
- Improve through monitoring, learning, and developing best practices.

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### Design and Deploy Organizational Technology

- Establish baseline and target architectures.
  - Identify business areas.
  - Perform redundancy and gap analysis.
  - Outline the enterprise roadmap.
  - Develop enterprise, business, and solution architectures.
  - Define programs and projects.
  - Improve through monitoring, learning, and developing best practices.
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## SEE Primitives

The core of how to become a Strategically Enabled Enterprise is defined in terms of the enterprise's capability to continually transform itself and sustain that transformation through an epicenter of sustainable synergy. While it is easier said than done, the SEE framework and methodology proposes the following ways and means to achieve the ultimate goal of a Strategically Enabled Enterprise – sustainable synergy. Sustainable synergy is possible when transformational change occurs while the enterprise maintains structural stability.

In notational form, Sustainable Synergy = Transformational Change + Structural Stability

<b>Structural Stability</b>	The design of the enterprise that is optimized for performance and value creation.
<b>Transformational Change</b>	The process of continual improvement and development of the enterprise's workplace and workspace.
<b>Sustainable Synergy</b>	The locus of transforming change while maintaining structural stability throughout the enterprise.

## Enterprise Primitives

The following primitives that define enterprise in terms of its structure (Intention, direction, and operation), transformation, and synergy.

Primitives	Description	Descriptors
<b>Intention</b>	Why the enterprise exists and where it wants be in the future?	Define the enterprises mission, vision, and strategy to achieve its goals and objectives.  Determine the enterprise's workplace environment to facilitate the strategic intention.
<b>Direction</b>	What the enterprise needs to do to achieve its objectives and who are the key stakeholders.	Describe the business model and designate the key stakeholders.
<b>Operation</b>	How will the enterprise fulfil its intention and maintain its direction to reach its destination?	Detail the business and technology capabilities that integrates the key activities and integrates business and network roles.
<b>Transformation</b>	How will the enterprise continuously develop and improve itself toward greater maturity?	Transform the enterprise through concurrent business rationalization, organizational development, and technology investment.
<b>Synergy</b>	How the enterprise maintains stability, yet adapt to change?	Continual change combined with structural stability to create an ever growing and learning enterprise.



## Structural Primitives

The following outlines the primitives that define enterprise structure:

Primitive	Description	Descriptors
<b>Abstracts</b>	What are the primary facets that comprise the enterprise?	Business, Organizational, and Technology Architectures
<b>Artifacts</b>	Which things are produced and consumed?	Reference Models, Meta-models, Products and Services
<b>Activities</b>	How should work be carried out?	Business Functions, Processes, Practices, and Organizational Levers Frameworks, Methodologies, Technologies
<b>Governance</b>	What will guide day-to-day activities of the enterprise?	Principles, Policies, Standards, Rules, Laws, and Regulations
<b>Performance</b>	What practices, tools and technology should be used?	Business CSFs, KPIs, and Metrics, Organizational CSFs, KPIs, and Metrics, Technology CSFs, KPIs, and Metrics

## Transformational Primitives

The following outlines the primitives that define enterprise transformational change:

Primitive	Description	Descriptors
<b>Abstracts</b>	Why are we doing the transformation?	Ends, Aims, Goals, Objectives, and Requirements
<b>Assessment</b>	What do we need to do to successfully transform the enterprise?	SWOT, External and Internal Influencers, Risks, and Security Issues
<b>Activities</b>	How will we perform the transformation?	Strategies, Tactics, Roadmaps, Plans, and Portfolios and Initiatives Frameworks, Methodologies, Technologies
<b>Governance</b>	What will guide the transformation?	Principles, Directives, Policies, Standards, Business Rules, Laws, and Regulations
<b>Performance</b>	How will we measure the progress and ultimate success of the transformation?	Business CSFs, KPIs, and Metrics, Organizational CSFs, KPIs, and Metrics, Technology CSFs, KPIs, and Metrics

## Synergy Primitives

At the heart of a strategically enabled enterprise is sustainable synergy – the individual elements that function as a complete whole through an epicenter of continual, transformational change.

The following table describes the three primitives that define sustainable synergy:

Primitives	Description	Abstracts
<b>Alignment</b>	Vertical view that establishes a line-of-sight throughout the workspace and workplace	<ul style="list-style-type: none"> <li>▪ Orientation</li> <li>▪ Assimilation</li> </ul>
<b>Integration</b>	Horizontal view that provides end-to-end visibility of the enterprise’s workspace and workplace	<ul style="list-style-type: none"> <li>▪ Motivation</li> <li>▪ Association</li> <li>▪ Configuration</li> <li>▪ Dissemination</li> </ul>
<b>Convergence</b>	Intra- and inter-enterprise alignment and integration to create an epicenter of synergy that facilitates the structure and transformation of the enterprise.	<ul style="list-style-type: none"> <li>▪ Strategic Convergence</li> <li>▪ Tactical Convergence</li> <li>▪ Operational Convergence</li> <li>▪ Technology Convergence</li> </ul>

## Enterprise Maturity Primitives

The following outlines the primitives that define enterprise maturity:

Primitive	Interrogatives	Interrogative Descriptors
<b>Awareness</b>	How mature are we and do we need to increase our maturity?	Measure how mature we are and if we should increase our maturity.
<b>Assessment</b>	How will we increase our maturity and how much will it cost?	Determine how to change and to secure the mandate and budget required to do so.
<b>Management</b>	What are the changes we need to make?	Make the changes that were identified to increase our maturity.
<b>Integration</b>	What is used to guide our increase in maturity?	The model which defines different levels of maturity, the benefits of each, and what to change in order to attain them.
<b>Performance</b>	How will we measure the progress and ultimate success of the transformation?	Business CSFs, KPIs, and Metrics, Organizational CSFs, KPIs, and Metrics, Technology CSFs, KPIs, and Metrics

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