Capability-Based Planning

How business capabilities are being used to support different planning perspectives
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What’s in this for you?

• In introduction to the concept of a business capability and capability inventory
• Examples from AHS on how the business capability is used in creating different planning viewpoints
Planning, planning & more planning

- Strategic Plans
- Operating Plans
- Business Roadmaps
- Gap Analysis
- Application Release Plans
- Risk Assessments
- ....

How can we fit all of these perspectives together?
WHAT IS A BUSINESS CAPABILITY?

Creating and describing business capabilities
A business capability defines what a business does without attempting to explain how, why, or where the business uses the capability. It is usually expressed as collection of people, processes, services and tools.
Example – Recruiting Management

• **Description** – The ability to solicit, qualify and provide support for hiring new employees into the organization

• Be Concise

• Be Precise

• Use Stakeholder Language
Adding the other components

- **People**
  - Manager
  - Recruiter
  - Candidate

- **Processes**
  - Evaluate New Hire Requisition
  - Recruit/Source Candidates
  - Screen and Select Candidates
  - Hire Candidate

- **Tools**
  - Position Descriptions
  - Recruiting Application
  - HR Application
  - Social Media Application

- **Services**
  - Provide three candidates for a job posting
  - Match employee candidates for other similar openings
Where Does Recruiting Fit?

- Recruiting Management is a level 2 capability under Human Resource Management
- It decomposes into three subordinate capabilities
Mapping Applications to Capabilities

APPLICATION ASSESSMENT
Linking to an Application Context

Business Context

• Business Services
  • Reach
    – Users
    – Zone & Locations
• Business Capabilities enabled
Assessing the relative maturity of capabilities

MATURITY ANALYSIS
Assessing Capability Maturity

• Maturity is usually assessed against another viewpoint
  – Strategy
  – Organization
  – Location

• Need to understand desired maturity vs. current – in context!
# Investment Heat Map

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Start with one planning perspective

BUSINESS ROADMAPS
Why Business Roadmaps?

• Continue to support the evolution of a business responsive IT organization
• Test the link to business motivation and the related IT investment
• Start to understand linkages and dependencies within IT, but from a business perspective
Business Roadmap Template

- Business Motivation
  - Outcomes
  - (Business) Initiatives
  - Affected organizations
- Business Initiatives
- Dependent Initiatives
Business Initiative Summary

• Applications
• Business Services
• Reach & Risk
• Capability Releases
• Dependencies
So now what?

SO WHAT?
How does this help you?

• Business Capabilities provide a common language to map to different perspectives
• Provides a framework to have a meaningful business discussion on the usage of technology
Resources

• Business Architecture Guild Body of Knowledge
• The Open Group
  – Architecture Forum
  – Archimate Forum
• Increasing number of industry models