



WHITE PAPER

THREE STEPS TO ENTERPRISE PERFORMANCE

INTRODUCTION

Leaders are frequently being asked for increased enterprise performance amid a spider’s nest of legacy applications and infrastructure that has often become increasingly costly to maintain and difficult to adapt; they are managing multiple and often disconnected projects that can’t be clearly tied to a business need or benefit. In addition, their workforce is being repeatedly tasked with more and more change while they are asked on an almost weekly basis to make key decisions to address the rapidly changing business needs of a complex and dynamic enterprise.

Enterprise performance, in the midst of unexpected or unknown situations, as well as known or recognized situations is strongly correlated to rapid sense making, effective decision making, and efficient execution.

Sense making refers to how we structure and visualize the unknown to enable action to be taken. When carried out collaboratively sense making forges a shared awareness and understanding of a situation made up of different individuals’ perspectives and varied interests.

Decision making refers to how we examine a situation once it has been understood, allowing us to identify alternative scenarios and make a final choice.

Execution refers to how we take action based on a decision. Effective execution works to alter the situation, and is aligned with the shared awareness and understanding of that situation.

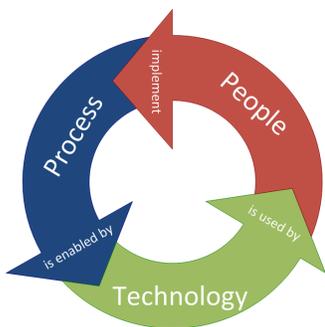
This paper provides three steps to enable enterprise performance through the integrated application of three industry best practices. For each discipline, four action-oriented components are outlined that directly support rapid sense making, effective decision making and efficient implementation.

THREE STEPS TO ENTERPRISE PERFORMANCE

1. Align people, process and technology with a shared view through Enterprise Architecture.

Action-oriented components of an Enterprise Architecture:

- A **vision statement** unifies leaders and provides insight to the business goals, responds to strategic drivers, and addresses stakeholder concerns and objectives.
- **Principles and standards** inform and support the way the enterprise invests to advance the vision.
- **Conceptual and capability models** provide a high level view of the enterprise; people, process, and technology
- A **roadmap** quickly identifies where the capability is/will be provided and when it will be available to advance the vision.



Enterprise Architecture should:

- Create a shared view that resonates that particular enterprise context
- Provide structure and direction to the decision making process
- Enable execution in the near term

2. Align the organization to realize business outcomes through Portfolio and Program Management

Action-oriented components of Portfolio and Program Management:

- A **strategic plan** communicates the organizational strategic objectives and outlines how the vision will be accomplished across the portfolio.
- **Investment prioritization** supports both program creation and project selection for which projects should be taken on and why.
- **Benefits measurement** provides a method to monitor and measure program and project contributions toward strategic goals.
- **Resource management** maximizes the effective use of human resources and other organizational assets across an enterprise.

Portfolio and Program Management should:

- Help organizations establish priorities for action
- Improve both risk related and issue management decision making across projects
- Support project execution through the identification and management of project dependencies

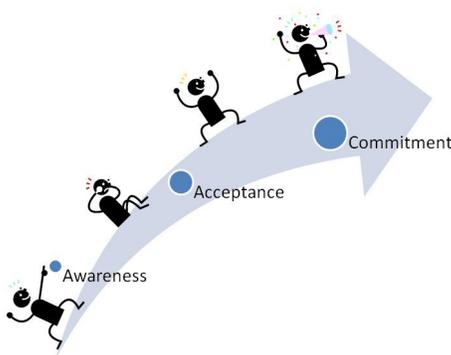
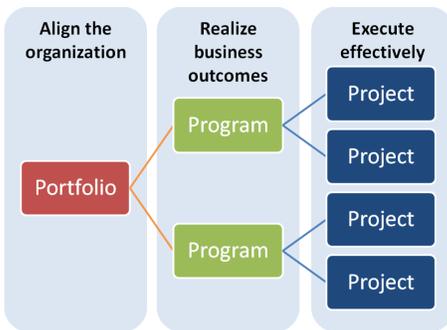
3. Accelerate organizational adaptation to change through Effective Change Management

Action-oriented components of Effective Change Management:

- A **shared vision** provides the organization with a clear understanding of the reasons for change and any expected outcomes.
- A **benefits realization model** builds momentum and clearly identifies what benefits need to be achieved and recognized, both short and long term.
- An **accountability matrix** encourages leaders to be champions for change.
- **Stakeholder engagement** and communication plans create a sense of urgency and support two-way communication to minimize obstacles.

Effective change management should:

- Improve efficiency through the creation of shared awareness and understanding
- Provide the agility necessary to respond quickly to change
- Support organizational resilience for change

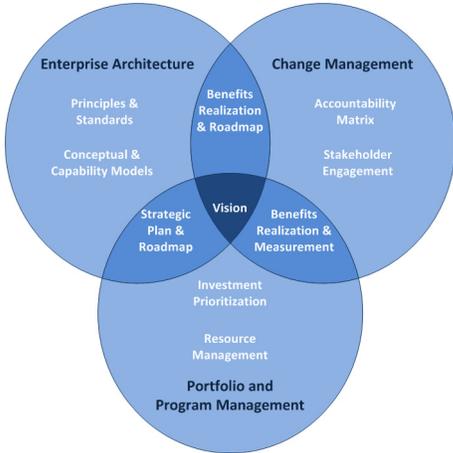


PUTTING IT ALL TOGETHER

The action-oriented components work together to form a knowledge base that supports rapid sensemaking, effective decision making, and efficient implementation.

The Vision is at the core of creating a common understanding and a shared view, thus is the foundational and most critical component of the enterprise knowledge base. The Vision should address all of the required elements: business goals, strategic drivers, stakeholder concerns and objectives, anticipated change, reason for change as well as expected outcomes or benefits of the change.

Both the Roadmap and the Benefits Realization Model are tightly linked to the Strategic Plan. The Roadmap shows the incremental transformation of the Enterprise capabilities to fulfill the Vision. The Benefits Realization Model shows the incremental benefits that are expected as a result of the transformation. While the Strategic Plan integrates the realization of this transformation and resulting benefits through a series of programs and projects. Progress is measured and reported across all three, the Roadmap, the Strategic Plan, and the Benefits Realization Model.



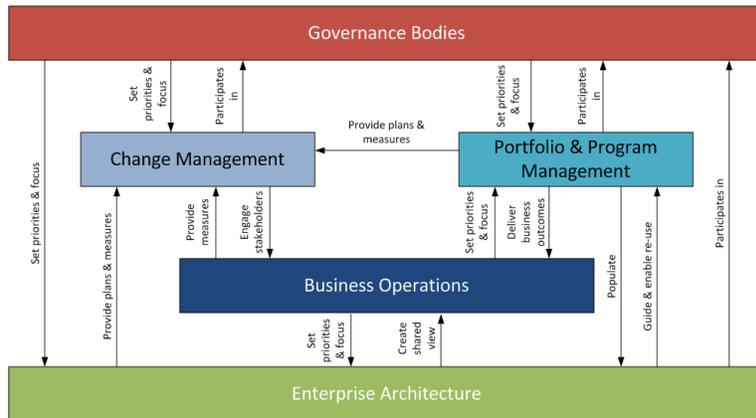
MAKING IT WORK

An enterprise governance model is critical to achieving enterprise performance. An effective governance model ensures consistency across the organization, strong accountability and formal mechanisms to measure the outcomes of decisions. It consists of leadership, organizational structures and processes that ensure the organization communicates, sustains and extends organizational strategies and objectives.

Learn More

To learn more about how Sierra Systems can help you be effective within your organization, please contact us:

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Selecting the right service partner for enterprise transformation and leadership consulting is a critical decision. Sierra has over four decades of expertise in providing consulting services to the North American market. With Sierra Systems as your partner, you benefit from extensive management consulting skills leveraging industry best practices as well as our strong industry experience.

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