

Capability-Based Approach to Strategic Transformational Initiatives

Diana Krohn

Principal Enterprise Architect

United Airlines

Big Change: Nothing is Stable

- * Vague Scope
- * Large Number of Stakeholders
- * High Complexity
- * Unknown Interdependencies
- * Compressed Timelines

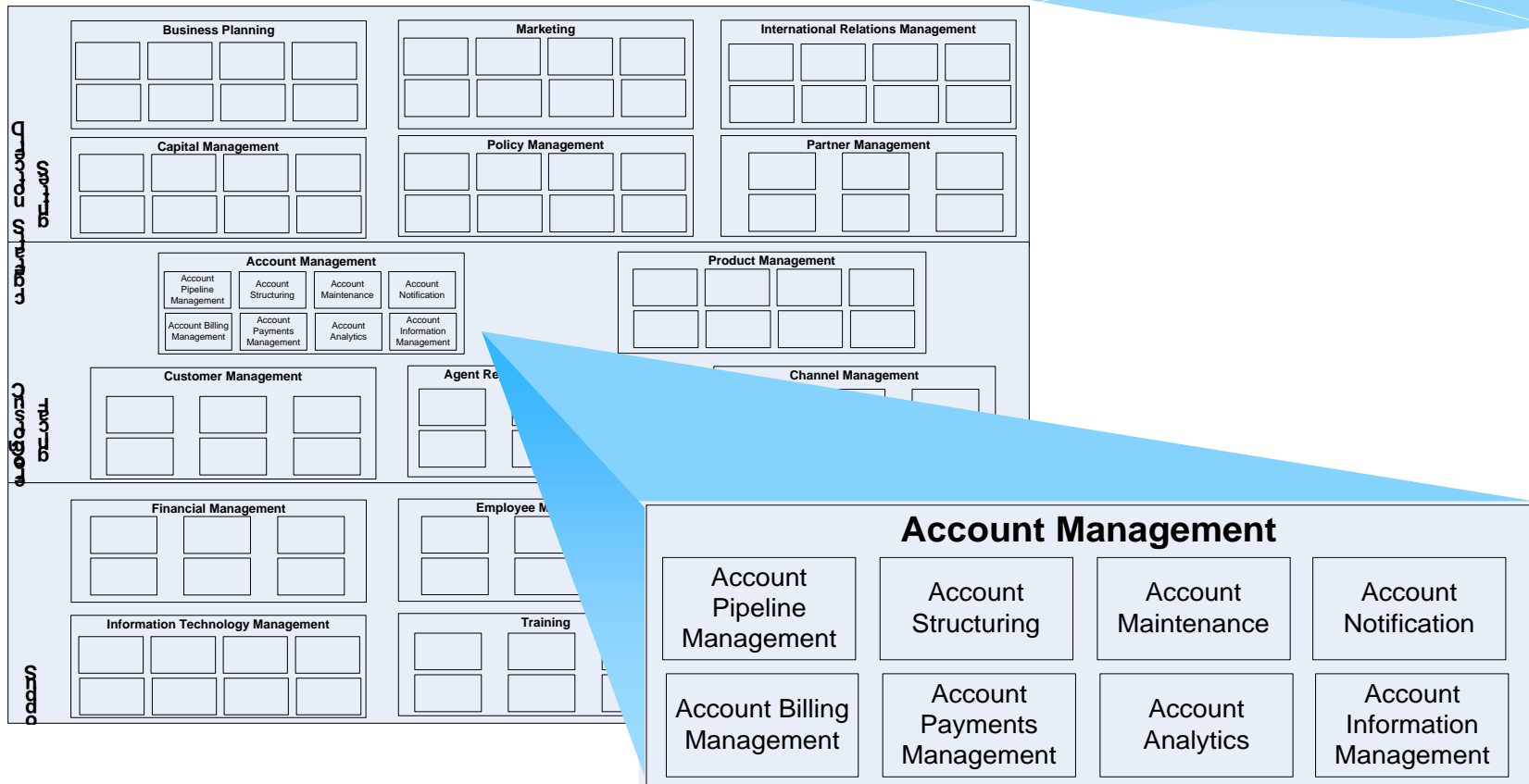
Big Challenges: Context is Everything

- * Need scope, PLUS how it fits into the organizational, technical, and business process context
- * “Bottom up” approach assumes every process has a defined owner and no cross divisional requirements
- * Organizing by division, project, or technology often results in unidentified dependencies
- * Dividing work into projects without up-front analysis yields incomplete scope and missing stakeholders

You Can't Manage What You Can't See

Big View: WHAT Our Business Does

Capability Map



Big Thinking: State the Impact

Initiative	Objective	Level 2 Capability: Account Information Management	Level 2 Capability: Account Payment Management
SOX Compliance	Highly Current, Accurate Financial Information	Account balances and delinquency need to be readily available to managers	Payments need to be processed promptly and posted to appropriate accounting systems
Cash Flow Enhancements	Increase cash flow	N/A	Payments need to be processed quickly and need customers to pay promptly

- * Describe nature and severity of impact
- * “Impacted” means a change needs to occur in the capability

Big Shift: Requirements Done Differently

Account Payment Management	
Impact Statements	Change Requirements
Payments need to be processed promptly and posted to appropriate accounting systems	Payments will be processed within 24 hours. Accounting systems will be updated nightly.
Payments need to be processed quickly and need customers to pay promptly	A 5% discount will be offered to account holders who pay invoices within 7 business days of receiving an invoice. No orders will be processed for accounts with over \$5,000 in past due invoices until the balance is paid off.

Big Opportunities: Addressing the Whole

- * Plan projects and releases by looking at everything required to transform the capability
- * Illustrate how the capability will evolve
- * Identify interfaces and actively manage them
- * Maintain traceability from objectives to requirements

Get “Big” Done

- * Don't assume everyone has a common understanding of our business
- * Establish a shared language
- * **Acknowledge and accept the complexity and interconnectedness of business**