

# 2020-12-11 Call Notes - Capability Model-Driven Strategy














































## Agenda

1. Roll Call (by time zone - East to West)
2. Scribe Shout-out: How To Scribe Itana Notes = [Dana P. Miller](#)
3. Agenda Bash
4. **Capability Model-Driven Strategy**  
**jeff kennedy (The University of Auckland)**
5. Itana Working Group Updates:
  - a. Wiki Refresh Working Group
  - b. Women in EA Working Group
  - c. New2EA Working Group
  - d. API Working Group
  - e. Business Architecture Working Group
6. Itana Steering Committee Update
  - a. Coaching and Mentoring

## Attendees

Participants (35)

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- |   |                             |   |   |
|---|-----------------------------|---|---|
|    | Dana Miller (me)            |    |    |
|    | Jim Phelps (Host)           |    |    |
|    | jeff kennedy (Co-host)      |    |    |
|    | jeff kennedy (Co-host)      |    |    |
|    | Alberto Mendoza             |    |    |
|    | Ashish Pandit               |    |    |
|    | Beth Schaefer               |    |    |
|    | Bethany Gordy               |    |    |
|  | Betsy Draper                |  |  |
|  | Bobby Edamala, Cornell      |  |  |
|  | Christopher Eagle           |  |  |
|  | Christopher Stanley         |  |  |
|  | Daniel Lopes                |  |  |
|  | Fiona Payne                 |  |  |
|  | J.J. Du Chateau (Wisconsin) |  |  |

Participants (35)

Search

JD	J.J. Du Chateau (Wisconsin)		
JP	James Payne		
LH	Ladan Heit		
LS	Lonnie Smetana (UManitoba)		
	Louis King		
MS	Mahe Shinouda		
	Mark Poepping (him/his)		
	Mary Stevens		
M	Matter		
	Misty Carroll		
	Mona Zarei Guerra		
NP	Nathaniel Poon		
	Nina Fox		
PH	Paul Hobson		

PV	Phani Vivekanand Kandalam		
RC	Rich Cropp (PSU)		
RB	Rupert Berk		
SB	Stelios Bourmpoulas		
SJ	Steve J Devoti		
TS	Tamer Sakr		
I	Itana		

Announcements - Itana News, Working Group Report out

The API working group met on December 10th and viewed a presentation on the streaming/integration product, [Confluent](#).

The BAWG had its last call of 2020 on December 4th. The scheduled for Winter 2021 call programs has 4 events scheduled of member created presentations.

## Notes

### Capability Model-Driven Strategy: jeff kennedy (Enterprise Architecture Manager-The University of Auckland)

This talk is the 1st in a series of expert presentations where Itana participants can ask further questions of the presenter beyond today's presentation.

jeff will arc through the nature of business capabilities and the Council of Australasian Directors of Information Technology (CAUDIT) Higher Education Business Reference Model (HEBRM) reference models and how they come together to support strategy.

Capabilities

Strategies

Concerns

### Definition of Business Capabilities from:

- The Open Group
- FromHereOn

A capability is simply something an organization must do or acquire to do something.

Pieces of capability

- People
- Process
- Information  
Technology

There is a difference between capabilities and aspirations or motivation such as:

- Diversity Engagement, and Inclusion (DEI)
- Student engagement

Early CEB (Not Gartner) discussion of capabilities and the image "Mind The Gap"

- The capability is the lingua franca of how work gets done.
- The capability is the gap between strategy and execution
- The capability is the piece of the puzzle of linking strategy and the means of getting something done

The first example of a capability map that jeff saw was from the Open Group and it shows the capabilities of Exploration and Mining which is a large industry in Australia.

### The CAUDIT HEBRM

A capability model developed for higher education by the consulting firm, [FromHereOn](#)

FromHereOn worked with 18 universities in Australia and New Zealand for over 6 years and they noticed they were developing the same for multiple higher education clients and decided to focus on developing a standard higher education capability and data models.

In 2016 FromHereOn handed over the continuing development of the higher education models to CAUDIT.

Model versions have gone from 1.0, 2.0, and 2.5 that was released in November 2020.

CAUDIT is working towards developing a world standard higher education capability/data model with input from UCISA, EUNIS, EDUCAUSE (Itana/BAWG).

The CAUDIT model steering group consists of:

- jeff kennedy-The University of Auckland, New Zealand
- Nigel Foxwell-James Cook University, Townsville, Queensland, Australia
- Karen Modena-Latrobe University, Melbourne, Victoria, Australia

### CAUDIT Model Recognition

The models have gained recent recognition from Gartner's Jan-Martin Lowendahl and McKinsey.

## Use Cases

In 2010 Jeff was at a Gartner conference in Melbourne and saw a talk from Marcus Bloesch where he learned about the use of heatmaps.

Business capability heat maps use Tolerate, Invest, Migrate, Eliminate (TIME) method of reviewing assets but the time model doesn't tell one what to do.

Jim Phelps was also at a Gartner conference where a presentation demonstrated capabilities looking through the lens of risk.

Using capabilities is a humane and accessible method of having a strategic or technological discussion because people can see themselves in them.

A capability model may be beautiful to look at but they are not useful until you can layer stories on the model.

## Strategies

Strategies can have an Inbound and outbound nature.

The Queensland University of Technology in Brisbane was using [McFarlane's Strategic Grid](#) to help them develop their differentiating capabilities.

The "unique" or "magic" differentiating capabilities are above the line.

Using the lens of the CAUDIT model with a view of capabilities above and below the line.

Examples of differentiating capabilities:

- Student recruitment
- Curriculum management
- Employability
- Industry Placement Management

Jeff has been working with the University of Auckland developing their strategy, 2030 Vision and Strategic Plan 2025 which has a focus on pursuing excellence despite uncertainty

Jeff worked with leadership to map the strategic plan back to the HEBRM model which visually displays what capabilities need to be worked on.

While no innovation differential has been identified at the University of Auckland there is still plenty of improvement areas identified.

Higher Ed innovation differential is most often found in the research area.

Betsy Draper:

What capabilities need to be in place so research can be excellent in specified areas.

## Higher Education Ecosystem 2030

The Higher Education Ecosystem is built upon ideas put forth by Raoul Sevier, EA Harvard University, where it would be valuable to create HEBRM overlays of the different types of universities where the model can show the "hills and valleys" of different institutions. This view can make it clear as to what matters to different types of universities.

### CAUDIT Model overlaid with Higher Education Ecosystem

Louis King:

This is how a reference model is supposed to work. These are the capabilities that you need to light up to change and move forward. This view validates that the model works and confirms this is where you want to go and this is what you have to work on to get there.

The University of Auckland created another view of the HEBRM where they worked with their product owner network to gauge the health of their capabilities using the colors pink, blue, and green.

They further refined the view of capabilities by looking at the current and future states of the capability components, People, Process, Technology, Information. These efforts have provided prioritization of capability improvements.

The capability has to grow up for the change to be successful.

The refined level of fidelity is working for the University of Auckland across all pieces of their capabilities.

Ladan Heit:

The higher levels of the green show where more capability work is needed to get to the future state.

## Asset Review

The University of Auckland has around 1100 applications assigned to delivery teams.

The teams are organized around:

- Organizational Structure
- Technology Portfolio
- Project
- Application Portfolio
- Business Capability

## Jisc

The [Joint Information Systems Committee \(JISC\)](#) helps identify the skills needed to improve the identified capabilities. The darker things are the ones that really matter.

## Business Capability Roadmaps

This 1st page of the road map is designed to be worked on with a VP level of HR, Finance, IT, etc. This page identifies strategic priorities.

What do you want to do over to increment change?

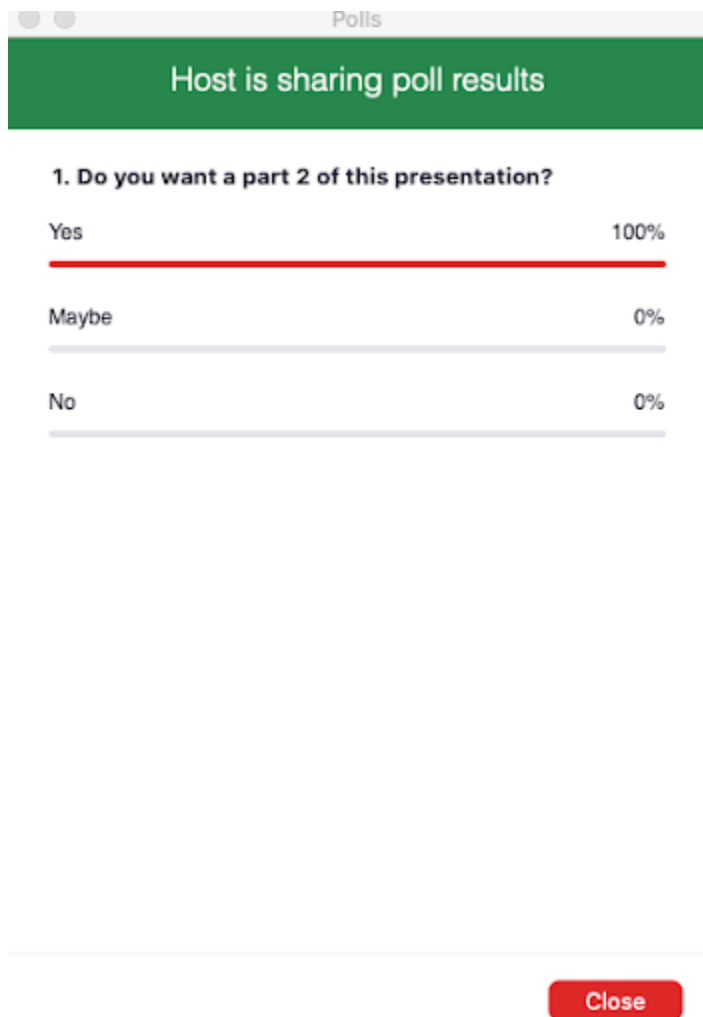
The University of Auckland has done reverse engineering analysis to see that portfolio investments are paying off with improved capabilities.

By looking at capabilities we can sort out what we are doing.

Jim Phelps:

jeff has taken the complex landscape of capabilities and has turned it into consumable pictures to create a story for multiple stakeholders. Take a complex landscape.

Jim Phelps conducted a poll to determine if participants would be interested in a follow-up session to answer questions:



jeff will create a Google document to gather questions for a follow-up session.

Louis King:

If you look at one axis business fitness and another axis of technical fitness you get a good idea but if you just look at the fitness of a capability you have an even better picture.,

## Chat:

14:02:43 From J.J. Du Chateau (Wisconsin) : It's starting to snow here now

14:03:24 From Beth Schaefer : Made sure the snowblower is ready for this weekend!

14:03:31 From Mary Stevens : Are they predicting a bad fire season for you this year?

14:03:33 From J.J. Du Chateau (Wisconsin) : +1 Ladan

14:04:43 From Dana Miller : Mild so far in SW Ohio.

14:29:38 From Christopher Stanley : Comment: I love it!

14:37:40 From J.J. Du Chateau (Wisconsin) : Yes Jeff

14:37:52 From Betsy Draper : Absolutely! Great work!

14:38:16 From Betsy Draper : Well said @Louis!

14:38:36 From Stelios Bourmpoulas : Really fantastic!

14:48:56 From Alberto Mendoza : We're going to need a part 2 of this presentation

14:49:09 From Louis King : +1

14:49:16 From Lonnie Smetana (UManitoba) : +1 to Alberto's comment

14:49:16 From Nina Fox : +1

14:49:25 From Mona Zarei Guerra : +1

14:49:28 From Betsy Draper : +1

14:49:32 From bmulvey : + 1

14:53:29 From Ladan Heit : Agreed and would like to bring some leadership figures from our institution to the next presentation. Maybe they will listen to Jeff! I don't have the right presentation personality for this material.

14:54:12 From Paul Hobson : Great job, Jeff. Really good to see how much progress has been made in recent years.

14:54:35 From bmulvey : yes!

14:54:38 From Mona Zarei Guerra : I'd do the same Ladan. ;)

14:54:44 From J.J. Du Chateau (Wisconsin) : Any "No" answers? LOL

14:54:51 From Nina Fox : Wow, that was Amazing Jeff!!

14:55:02 From Alberto Mendoza : 31/31 votes

14:55:13 From Christopher Eagle : I've been involved in Itana for 10+ years. This was one of the top 10 presentations over that time. Well done!

14:55:31 From Mark Poepping (him/his) : no kidding...

14:55:35 From Beth Schaefer : Thank you, Jeff! So well done!

14:55:43 From jeff kennedy : thanks so much everybody!

14:55:51 From Lonnie Smetana (UManitoba) : Thank you Jeff for continuing to share your work and ideas

14:55:54 From J.J. Du Chateau (Wisconsin) : Jeff will be in demand from many institutions to show this. Maybe a new career.

14:56:10 From Stelios Bourmpoulas : Thanks for sharing your valuable knowledge!

14:56:30 From Mona Zarei Guerra : Thank you Jeff. Very educating presentation.

14:56:49 From Nina Fox : Agreed Louis!

14:57:41 From Dana Miller : Thanks, Jeff! Very inspiring.

14:59:39 From Louis King : Thanks Jeff. FANTASTIC!!! Thanks all. Have to run.

14:59:45 From Maher Shinouda : Great work, Jeff, Thank you!

14:59:46 From Alberto Mendoza : This is like a PhD thesis. So much to unpack here. Thank you

15:00:26 From Bethany Gordy : This was wonderful—thank you Jeff!

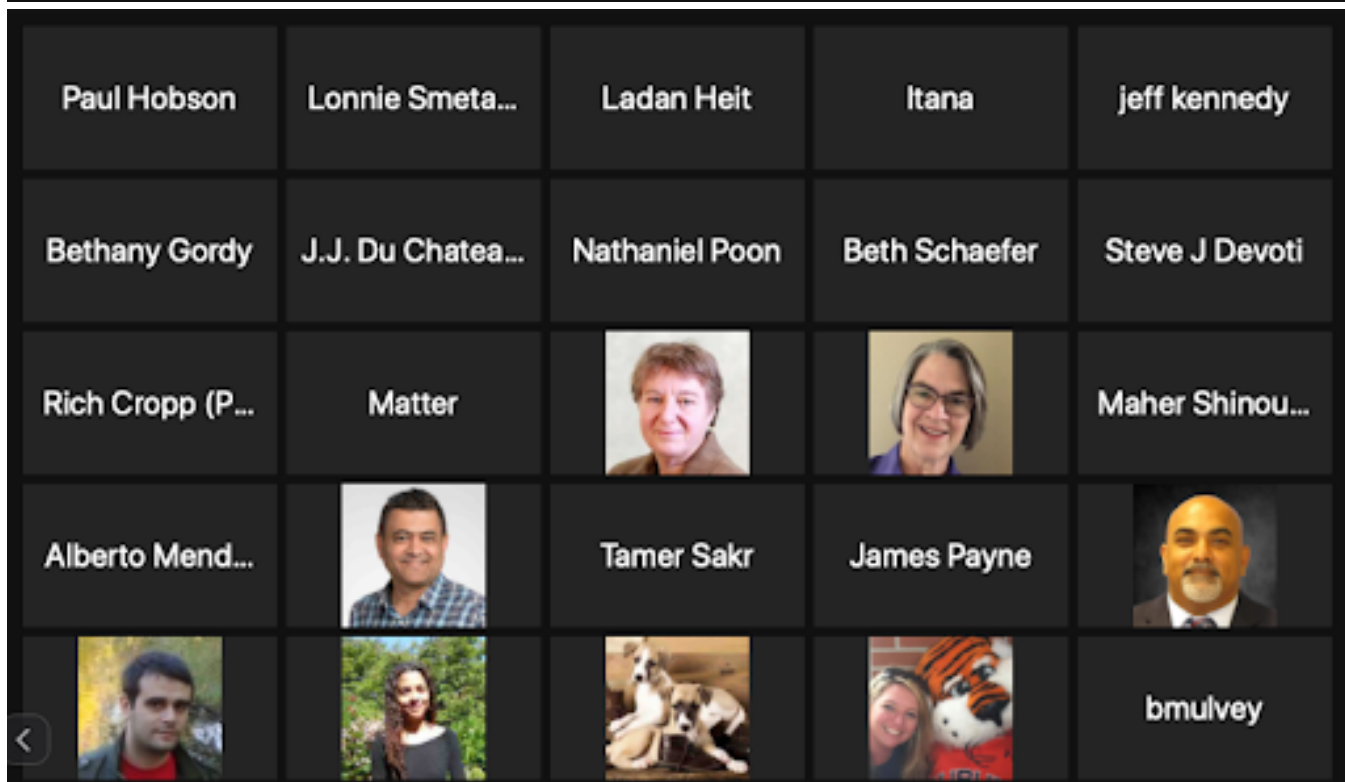
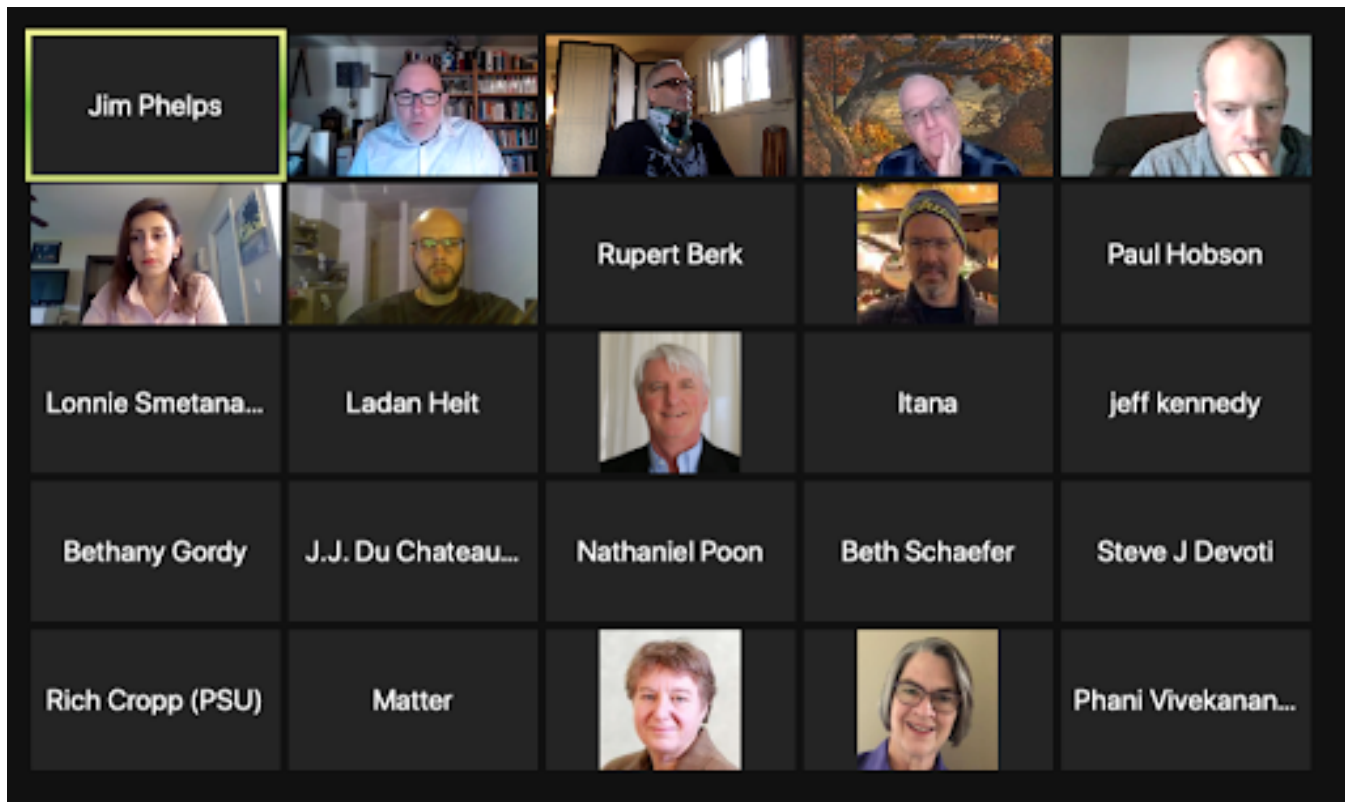
15:00:49 From Maher Shinouda : Merry Christmas and Happy Holidays everyone! See you Next year!

15:01:16 From jeff kennedy : @Ashish = i've been commending your API/Governance Working Group to colleagues here (and at Deakin and Coventry), so hope you see something of them in due course.

15:01:55 From Lonnie Smetana (UManitoba) : Happy Holidays everyone. Take care and stay safe.

15:02:06 From Ladan Heit : Excellent last call for 2020 - Thank you Jeff and everyone. Looking forward to seeing you all again in the new year. Happy Holidays; stay safe and well.





## Presentation

- PDF copy of the slide deck is > [here](#) <
- Google Doc for questions, comments, and notes to help prepare for a future "Part 2" is > [here](#) <