



# Collaborating through the Voice of the Enterprise



## Transformation through Partnerships

Effectively using the Voice of the Enterprise to drive  
Enterprise Knowledge Chains

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Introduction

# VALUE CHAINS, VALUE STREAMS & KNOWLEDGE CHAINS



## They are Business-Oriented EA Models

- ✓ They have been **Standard Tools** in Strategic Management and Enterprise Resource Management since 1985\*.
- ✓ They are an important part of **ISO 9001**, the international set of standards for Quality Certification of a Business.



\* "Competitive Advantage: Creating and Sustaining Superior Performance", Michael Porter, Free Press, 1985.

# What are Value Streams?

They are the **Value-Adding** “engines” of Value Chains

- ✓ They are typically a succession of added-value business activities
- ✓ They are found in Lines of Business (LoB's) in Value Chains



# How does a Typical Value Chain Work?

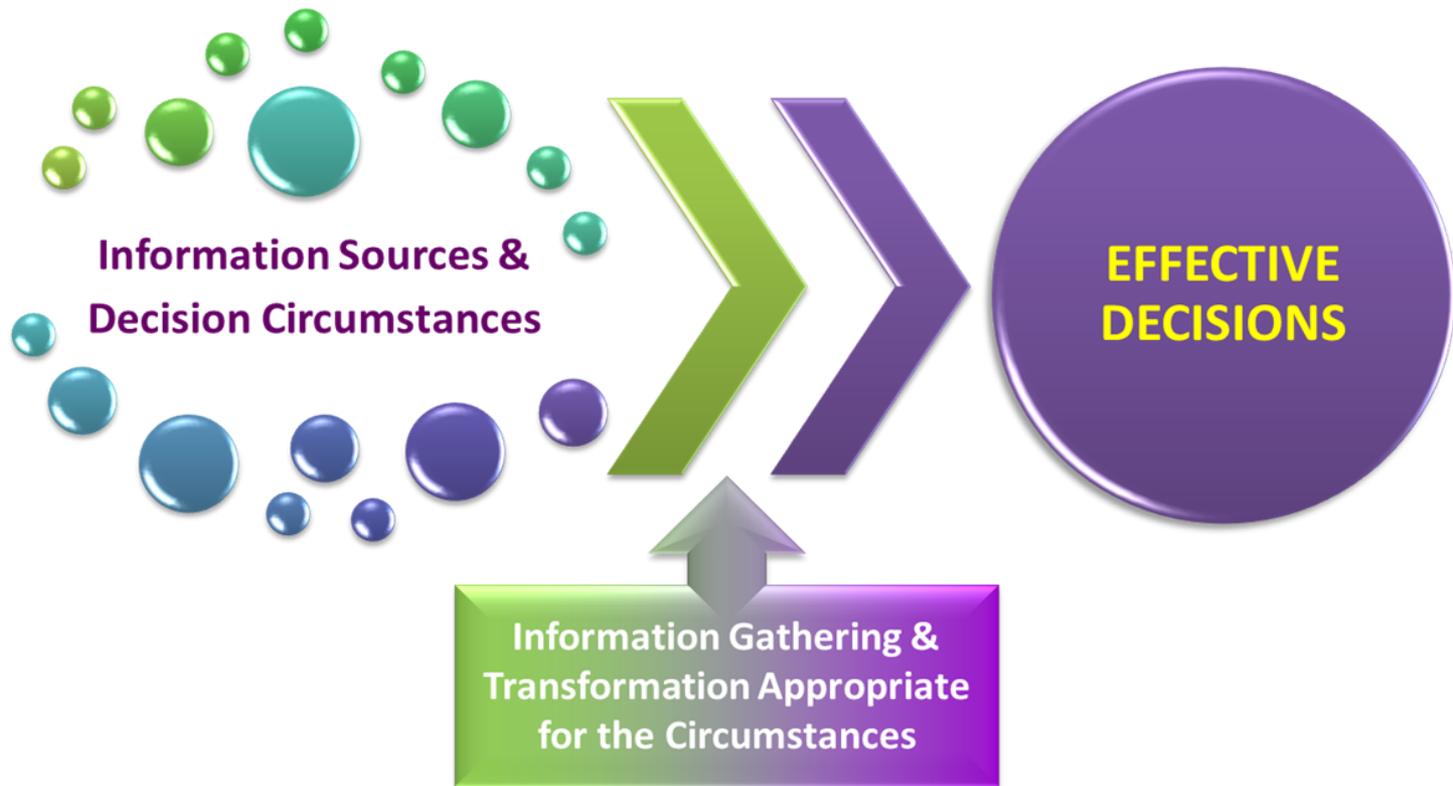
They operate with TWO major realms of activity . . .

- ✓ The LoB's run their Value Streams.
- ✓ The Business Support services assist the LoB's.



# What is Enterprise Knowledge?

**Knowing what Information to collect and how to use it to make Effective Decisions for given Circumstances**



# What are Basic Knowledge Chains?

They are the **Repeatable Applications of Knowledge** in order to make Effective Decisions.

## GENERAL:

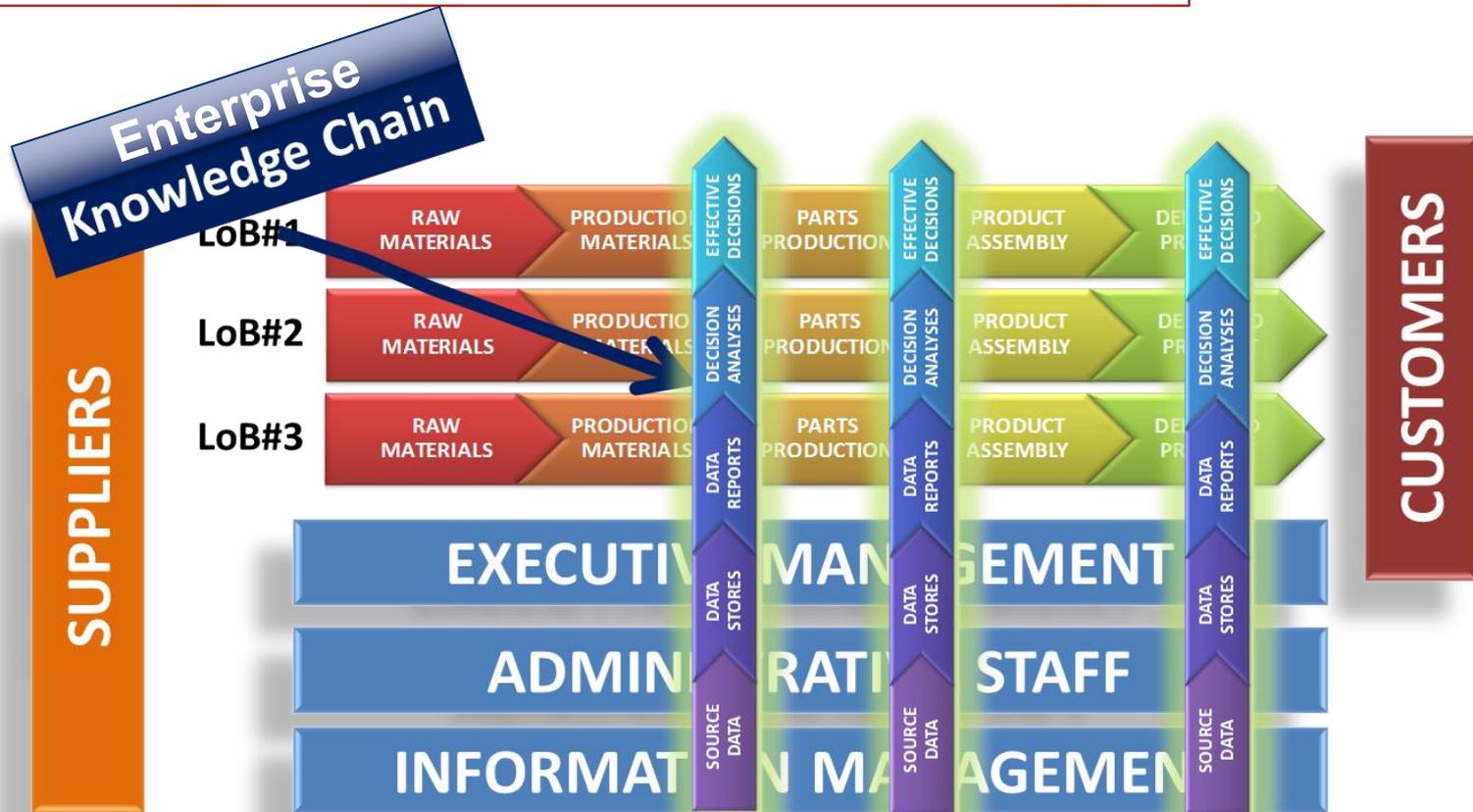


## EXAMPLE:



# What are Enterprise Knowledge Chains?

At the **Enterprise Level**, Knowledge Chains directly connect the Business Support resources to the LoB's with **targeted data for Effective Decision-making**.



The Key Ingredient in Knowledge Chains

# VOICE OF THE ENTERPRISE



James Watson, Nobel Laureate,  
highlighting how the  
"Voice of the Enterprise"  
was vital in  
Cracking the Genetic Code

- ? What was the “**Enterprise**”?
- ✓ ***Cracking the Genetic Code***
- ? What was the “**Value Chain**”?
- ✓ ***Value-added scientific contributions and comments provided on the way to piecing together the structural model of DNA.***
- ? What was the “**Effective Decision**” to be made by the Knowledge Chain?
- ✓ ***How do you copy the genetic information?***
- ? Who comprised the “**Knowledge Chain**”?
- ✓ ***James Watson, Frances Crick, **AND** Erwin Schrodinger, Maurice Wilkins, Rosalind Franklin, Peter Pauling, plus the RNA Tie Club***
- ✓ ***and even Linus Pauling in a strange way!***

***In this case, the Voice of the Enterprise was the:***

***1. Partnership all along the Value Chain, and the***

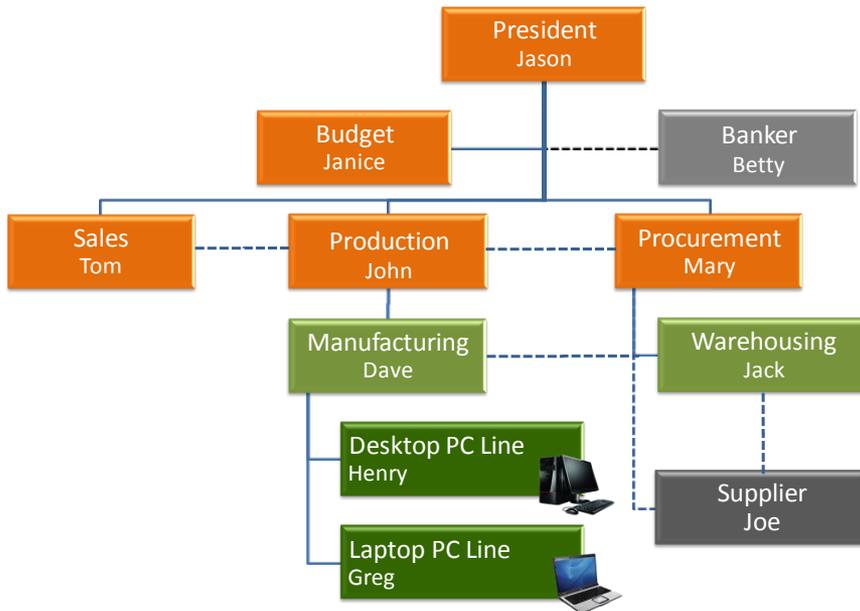
***2. Collaboration up and down the Knowledge Chain***

***MOST IMPORTANTLY: Don't wait for success, begin without it.***

# Pinball Problem Solving leads to Contradicting Decisions

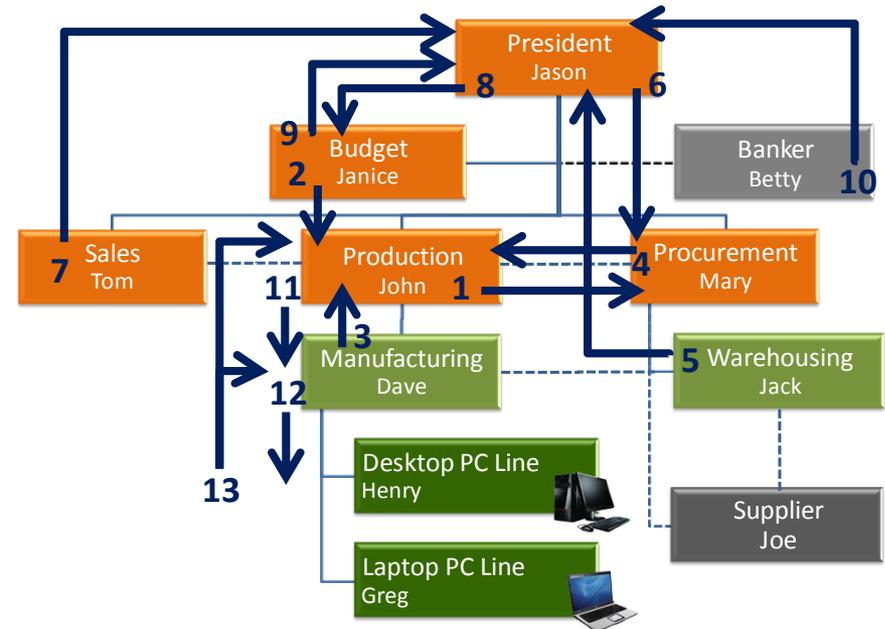
## Decision Relationships

Note the “dotted” line relationships

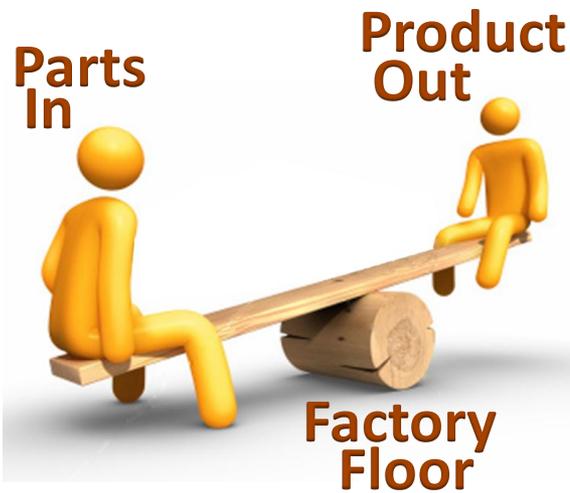


## Decision Track

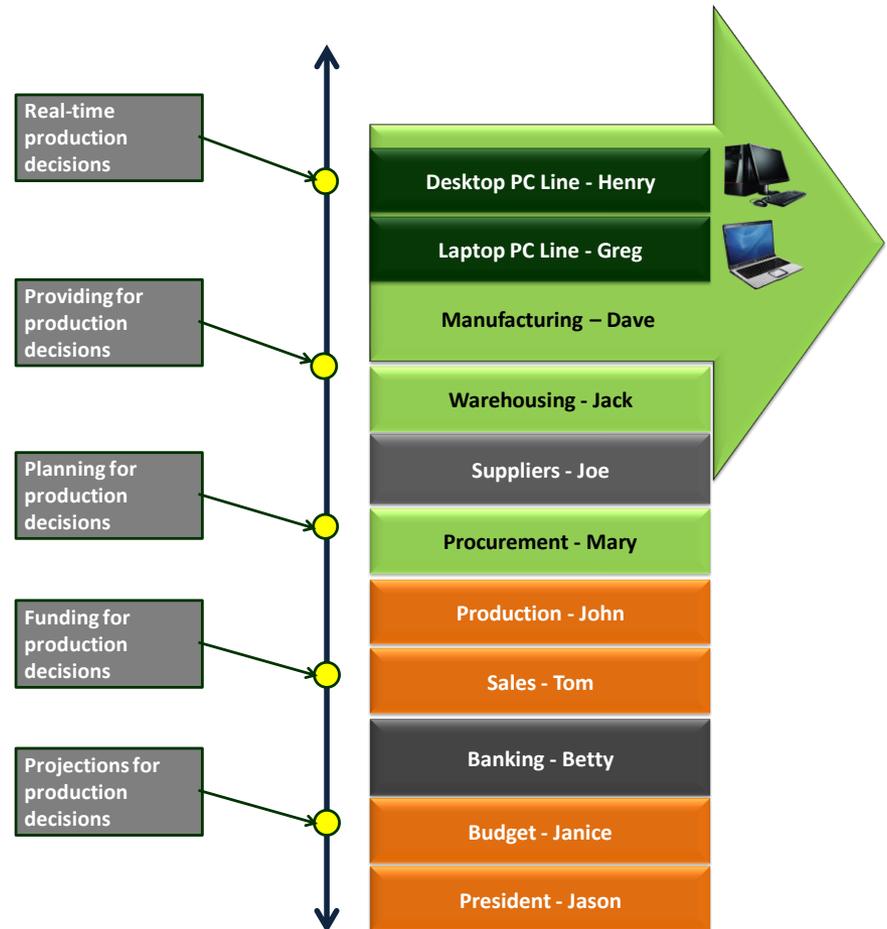
Note the ricocheting decision points



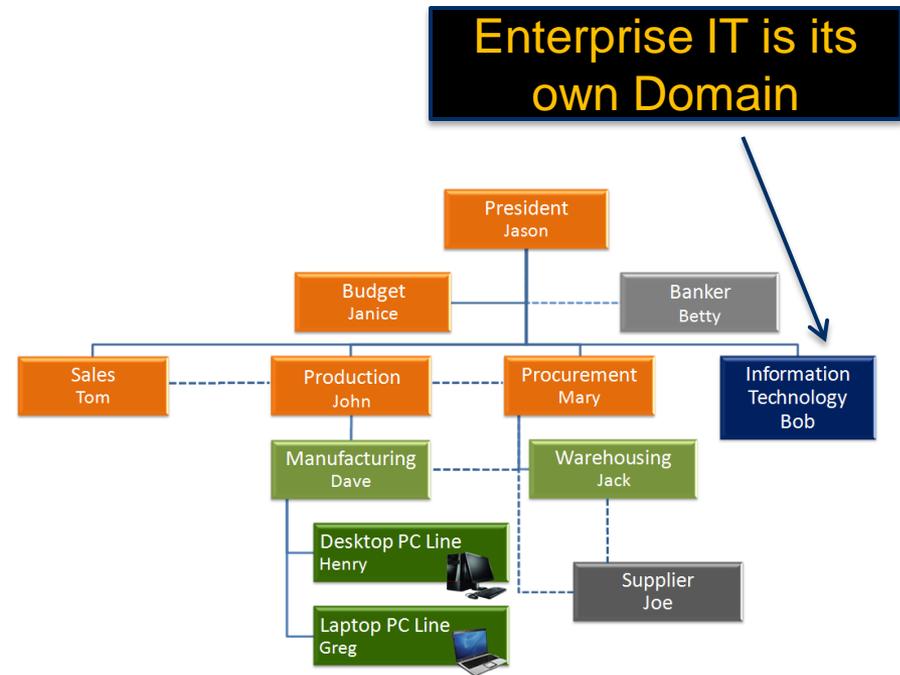
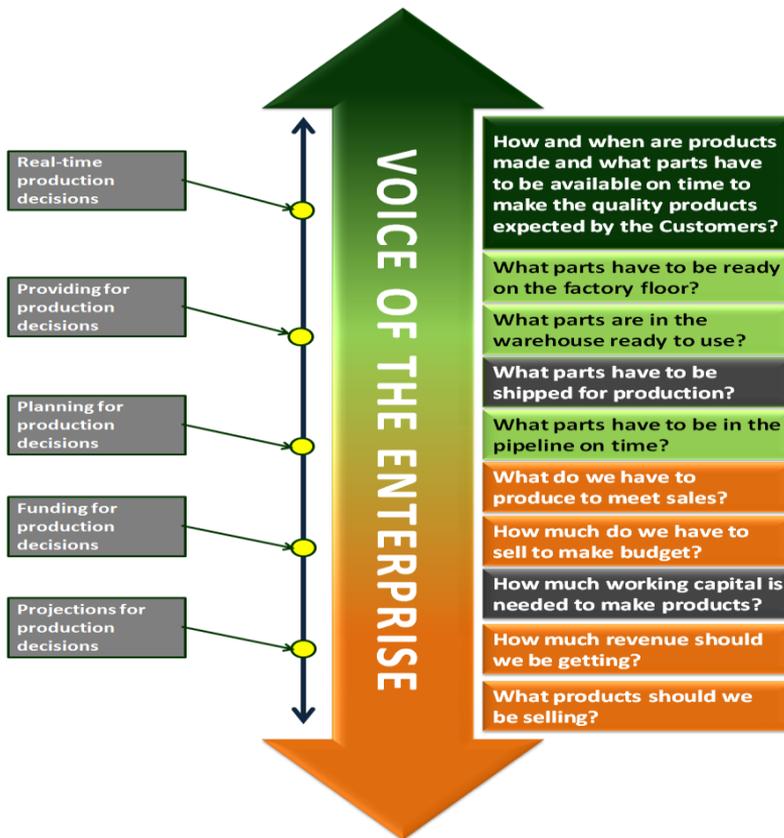
## Fundamental Process



## Process Decision Chain



The Voice of the Enterprise is the **Collaboration of Enterprise Decision Voices in a Partnership** enabled by Enterprise IT



# Enterprise IT versus Domain IT

## *Enterprise IT*

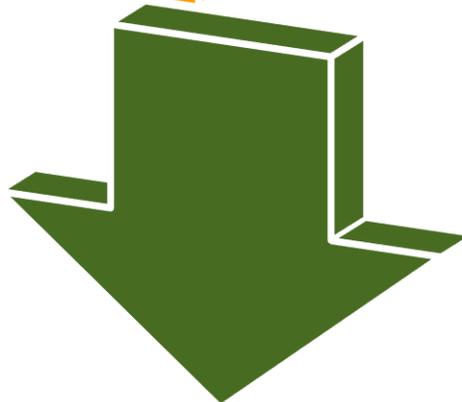
**IT supporting Enterprise-wide systems**

## *Domain IT*

**IT supporting individual Organizational Units**

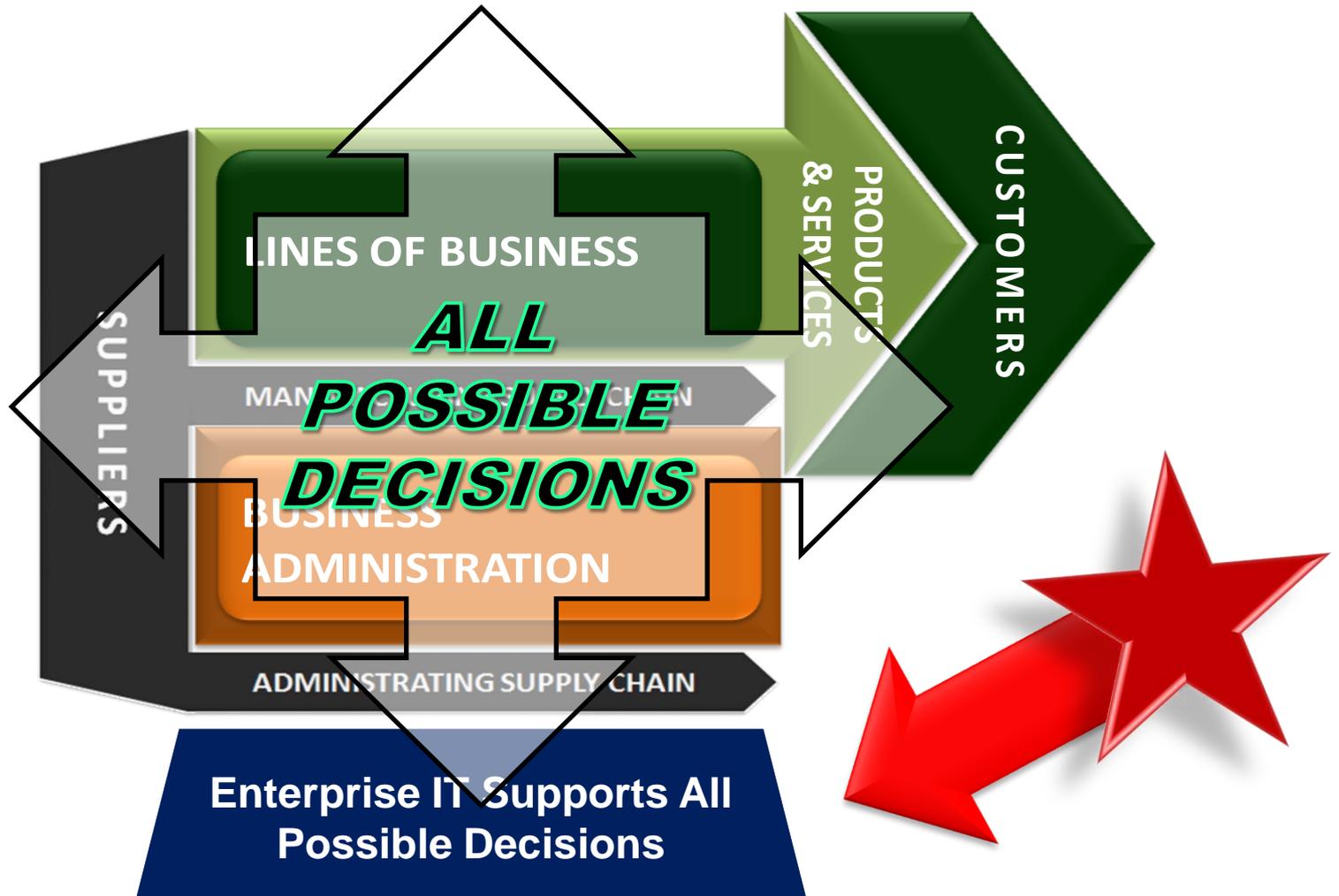


Enterprise IT  
looks outward

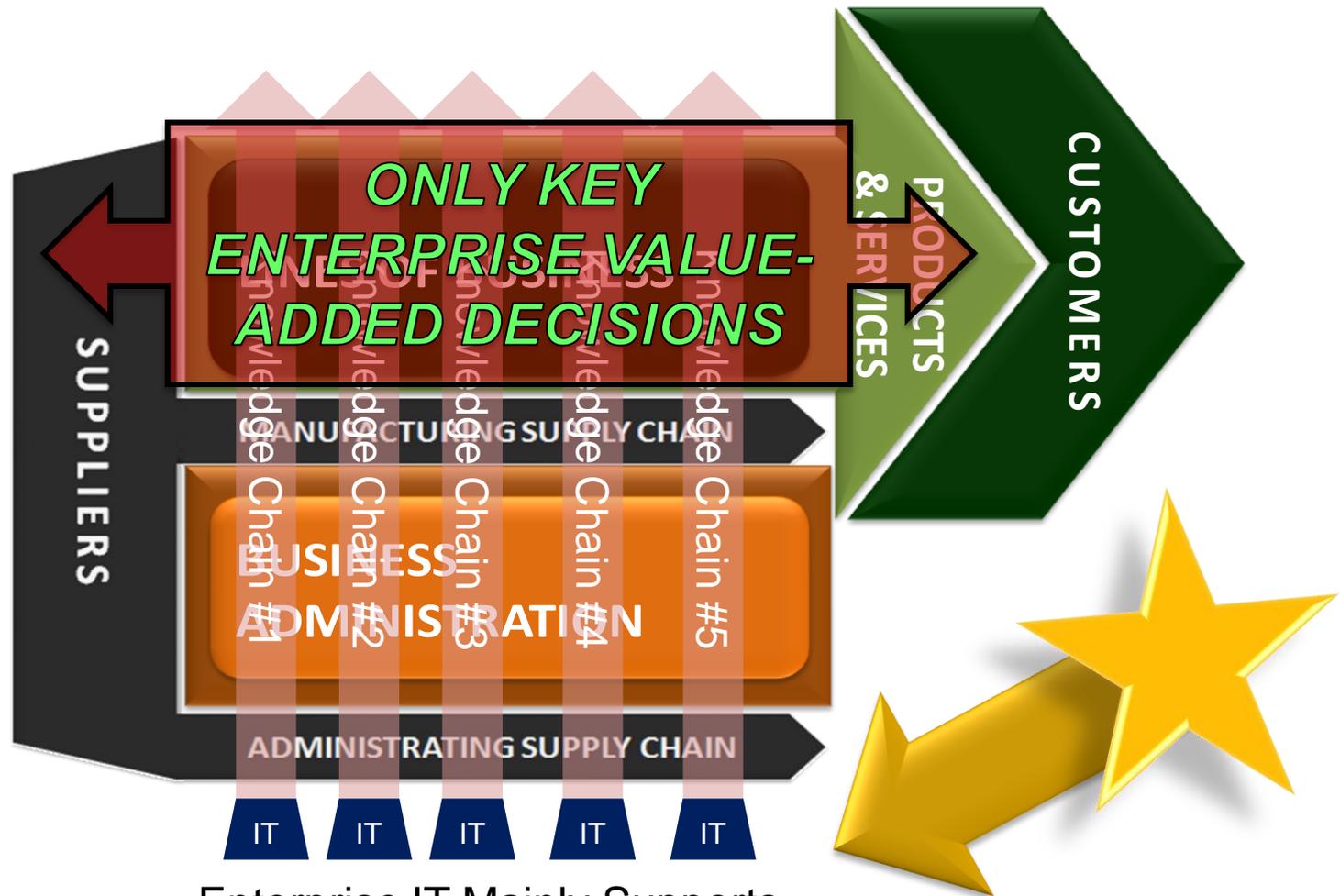


Domain IT  
looks inward

# Reference EA Models are Stretched in All Directions



# Knowledge Chain EA Models are tightly focused on key decisions



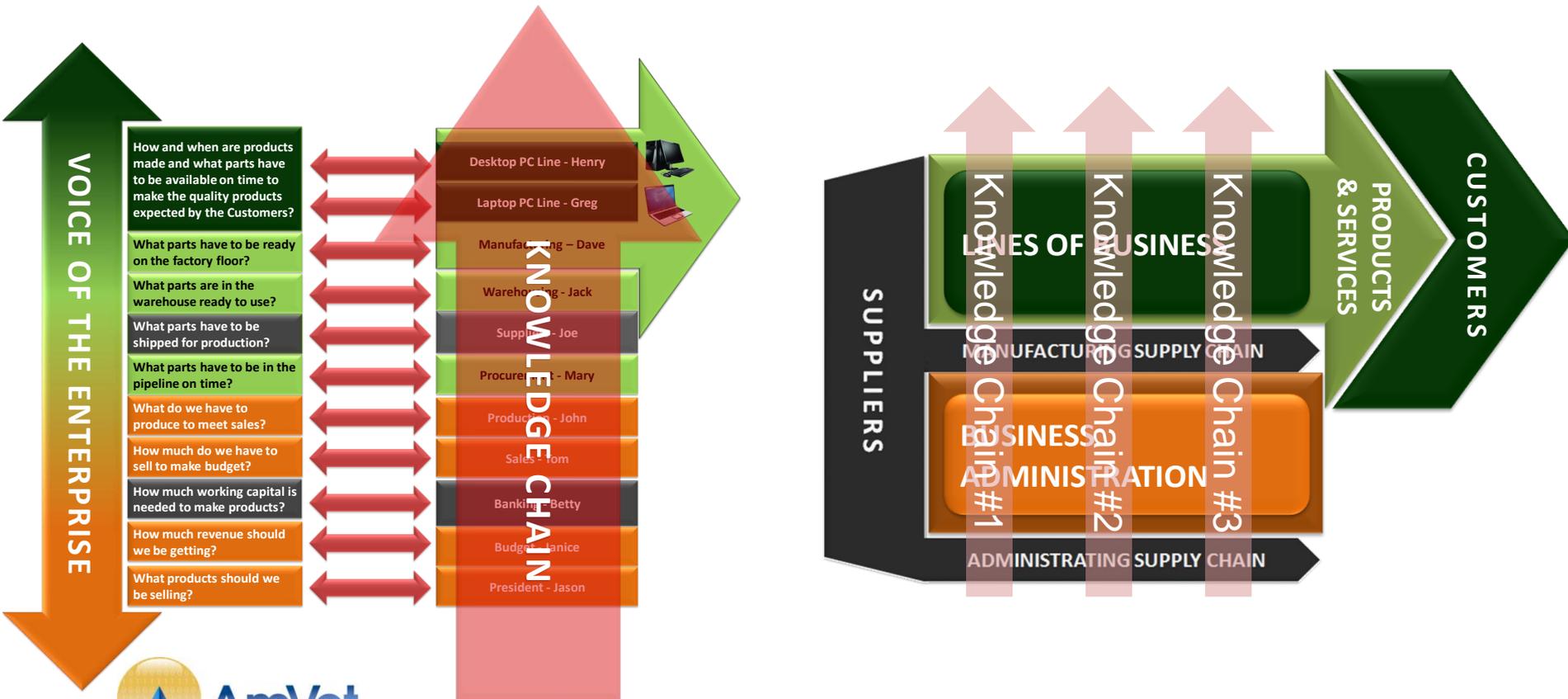
Enterprise IT Mainly Supports  
Only Enterprise Decisions

# Enterprise Knowledge & Value Chains are Integrated Together

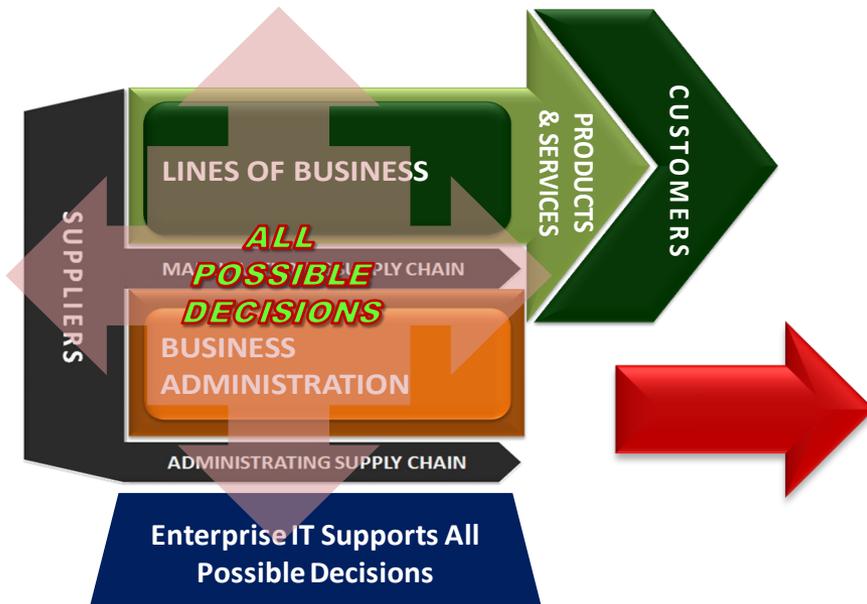
Enterprise Knowledge Chain

Enterprise Value Chain

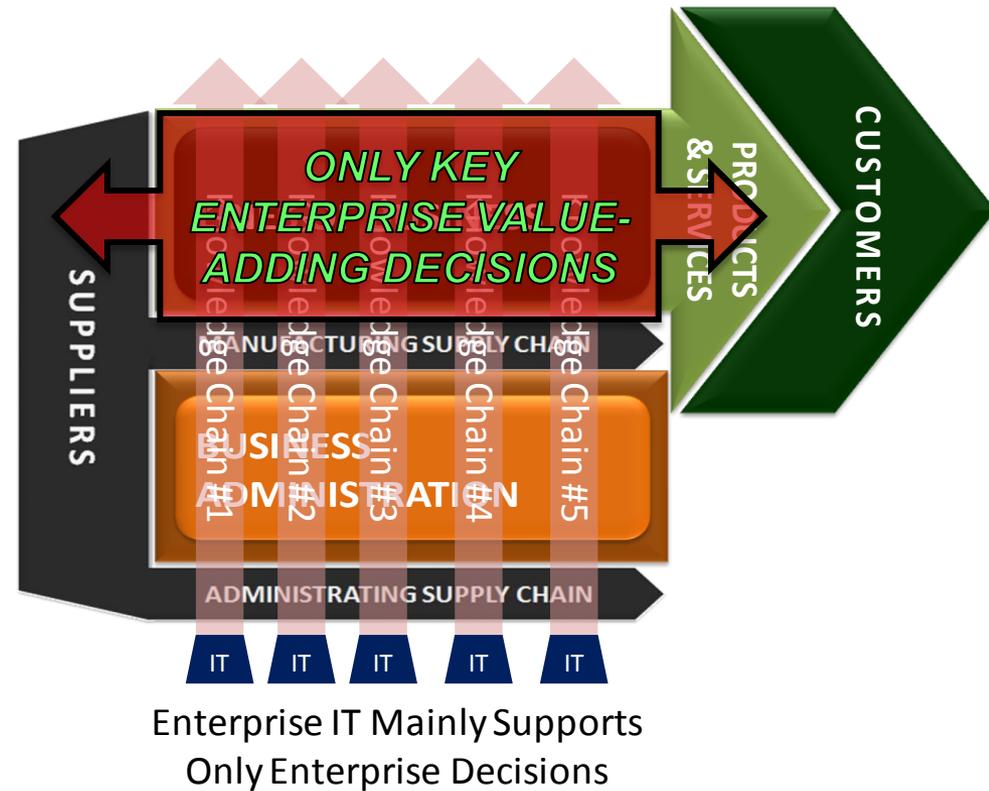
**BOTH ARE ENABLED AND SUPPORTED BY ENTERPRISE IT**



## Reference Model EA



## Knowledge Chain EA



Examples of Knowledge Chains

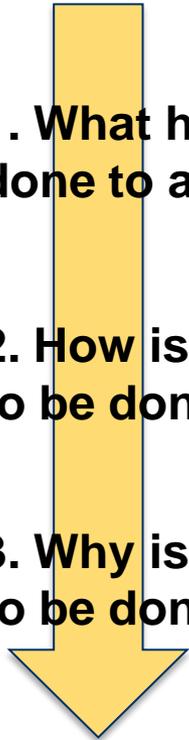
# DOE KNOWLEDGE CHAINS

## A. BUILDING KNOWLEDGE CHAINS BY BACKWARD CHAINING

1. What has to be done to add value?

2. How is it going to be done?

3. Why is it going to be done?

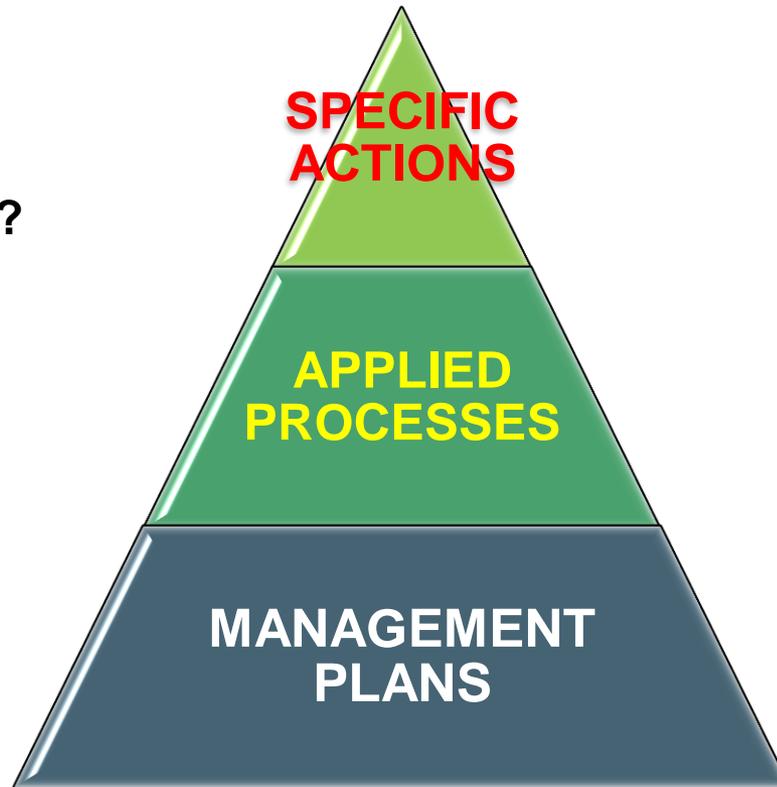


## B. USING KNOWLEDGE CHAINS BY FORWARD CHAINING

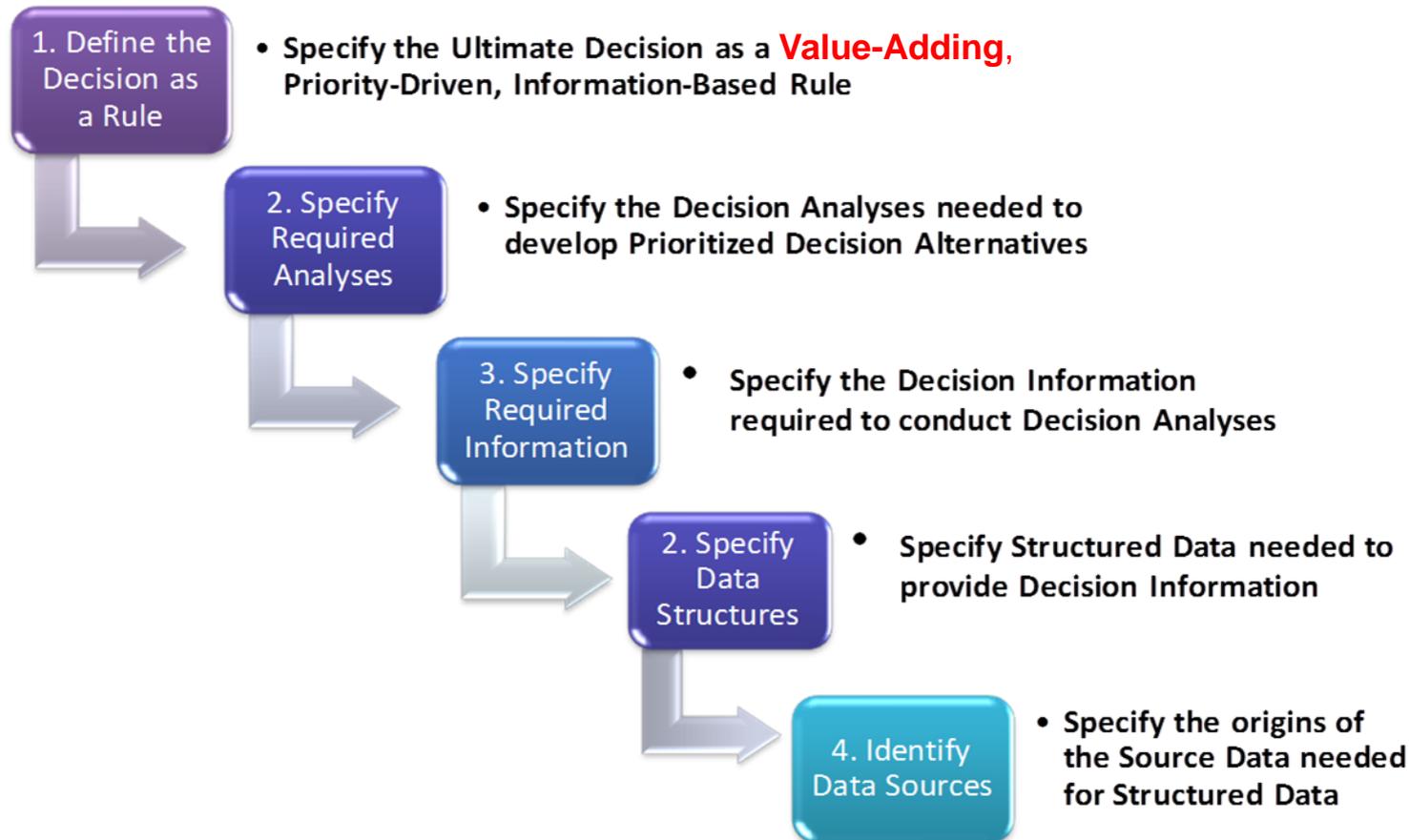
3. How is it done right to add value?

2. When is it going to be done?

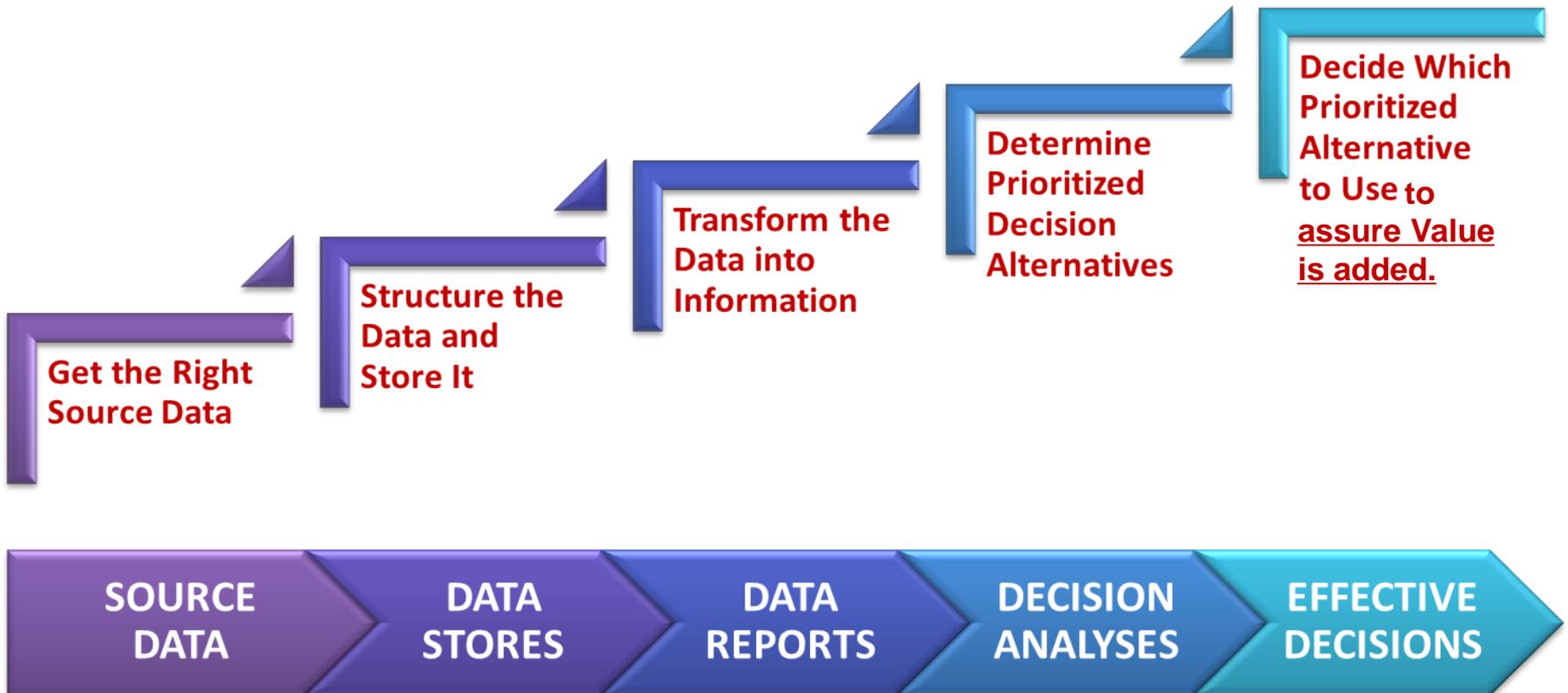
1. What should be done now?



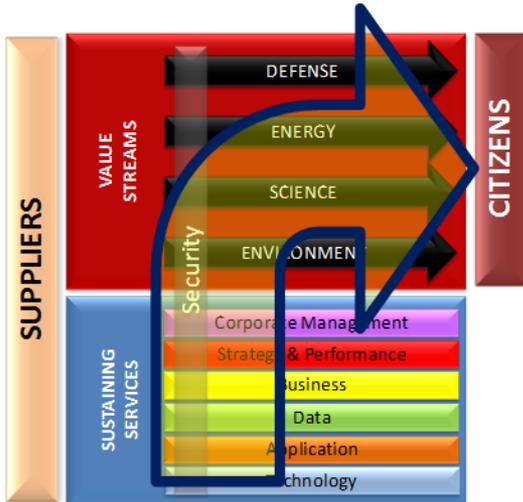
## “Backward Chain” from the Ultimate Decision.



“Forward Chain” from collecting the Right Data.



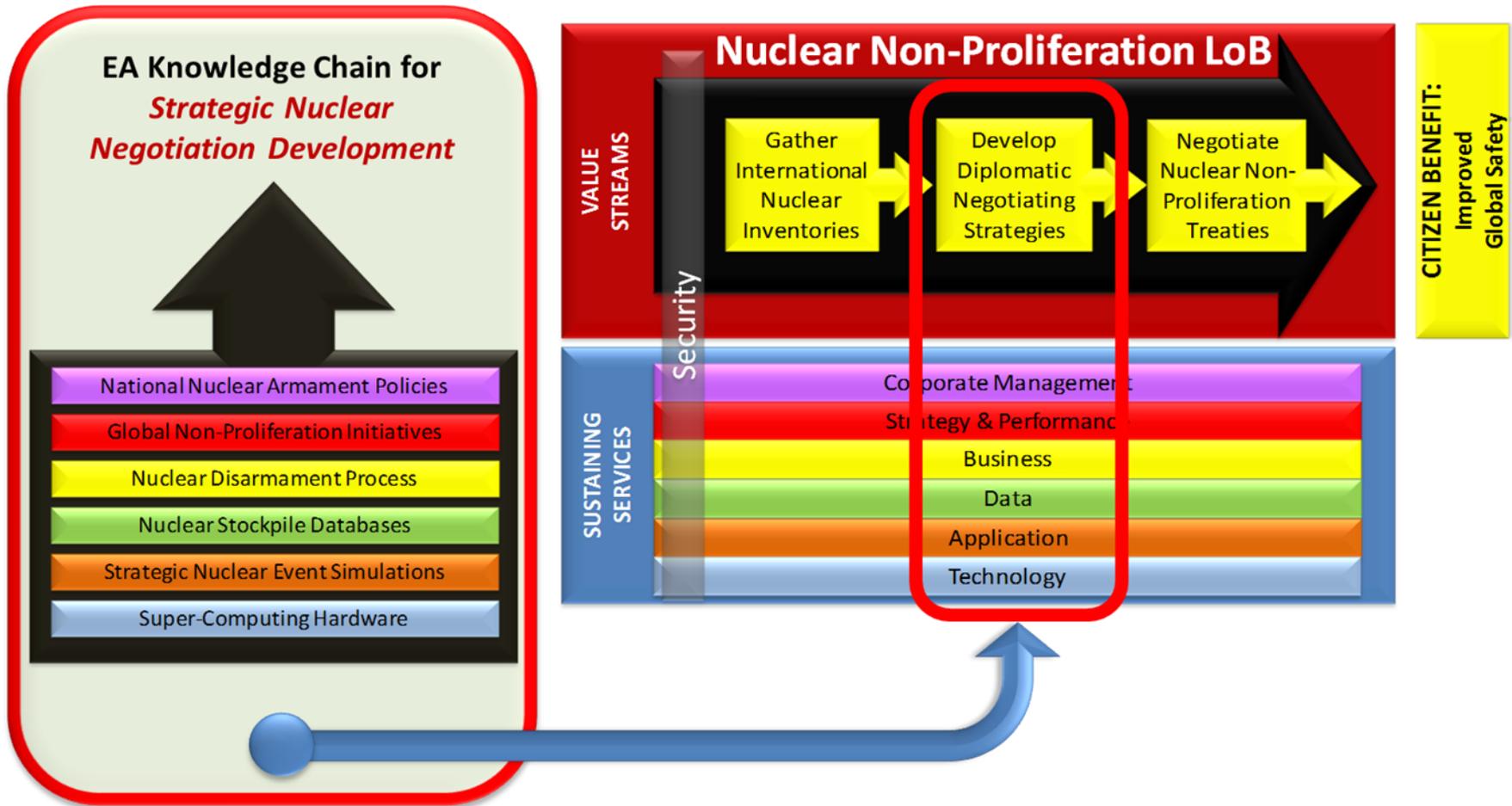
# What are some Examples from DOE?

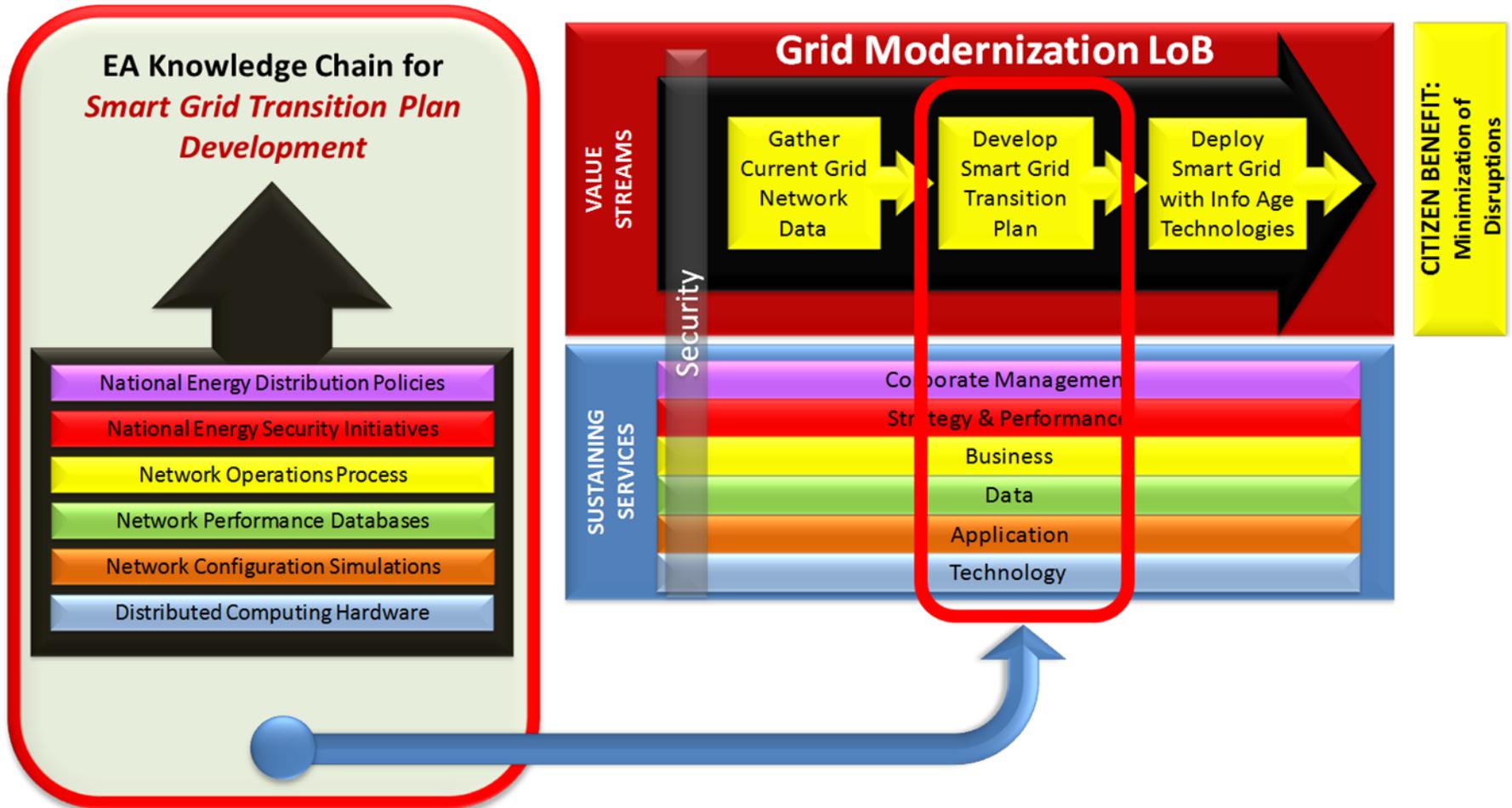


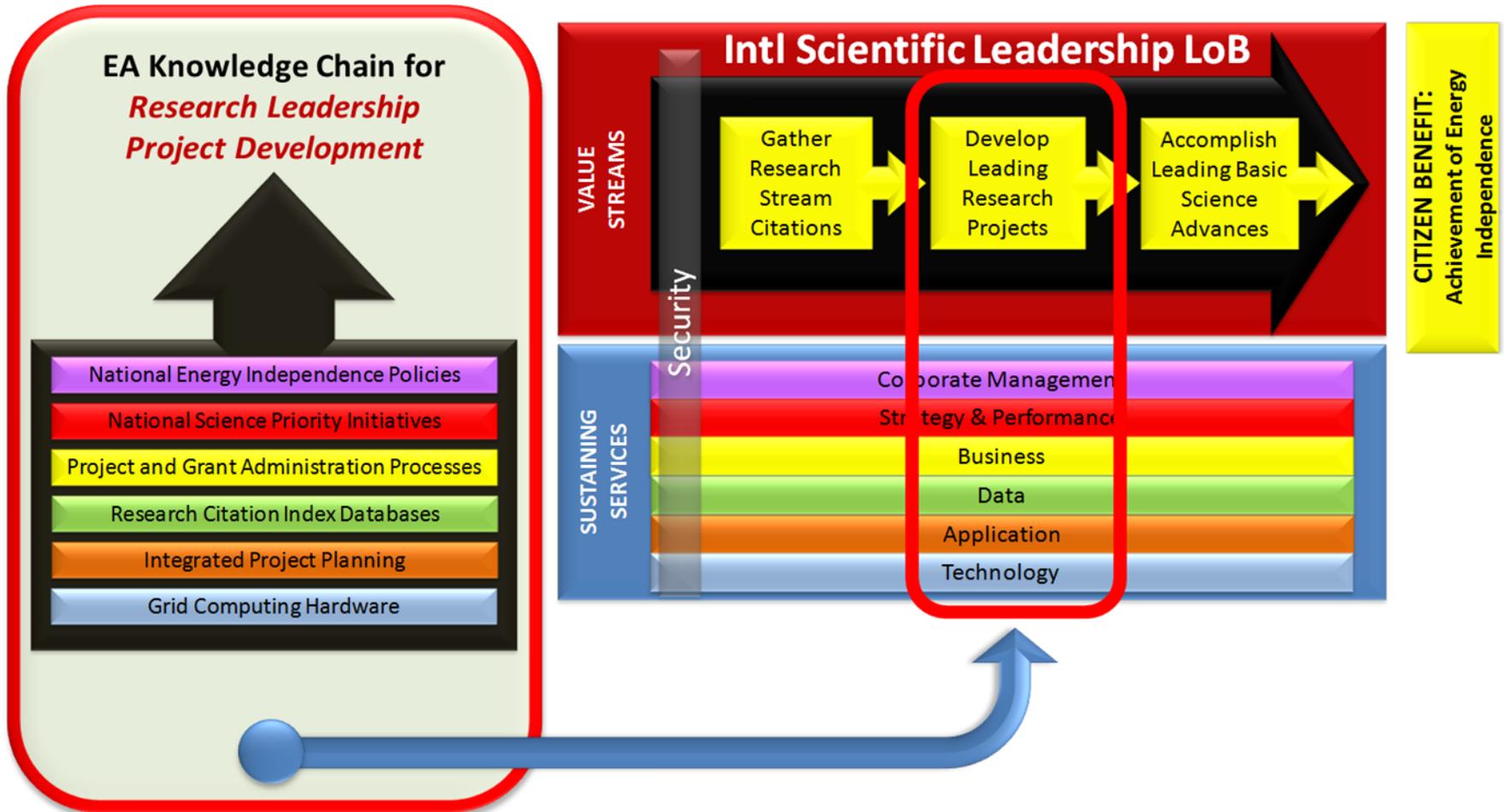
VALUE STREAM	PROGRAM GOALS <sup>1</sup>	CITIZEN BENEFITS <sup>2</sup>
<b>DEFENSE</b>	Military Nuclear Applications	Enhanced National Security
	Nuclear Non-Proliferation	Improved Global Safety
	Nuclear WMD Neutralization	Reduced Global Danger
<b>ENERGY</b>	Fossil & Nuclear Fuels	Delivery of Reliable Energy
	Grid Modernization	Minimization of Disruptions
	Renewable Energy	Development of Alternative Energy
<b>SCIENCE</b>	Military Science Applications	Improved Global Safety
	Int'l Scientific Leadership	Achievement of Energy Independence
	Innovative Technologies	Improved Global Competitiveness
<b>ENVIRONMENT</b>	Nuclear Hazard Reductions	Mitigation of Individual Health Issues
	Nuclear Waste Disposal	Minimization of Public Health Issues
	Contamination Clean-ups	Reduced Environmental Impact

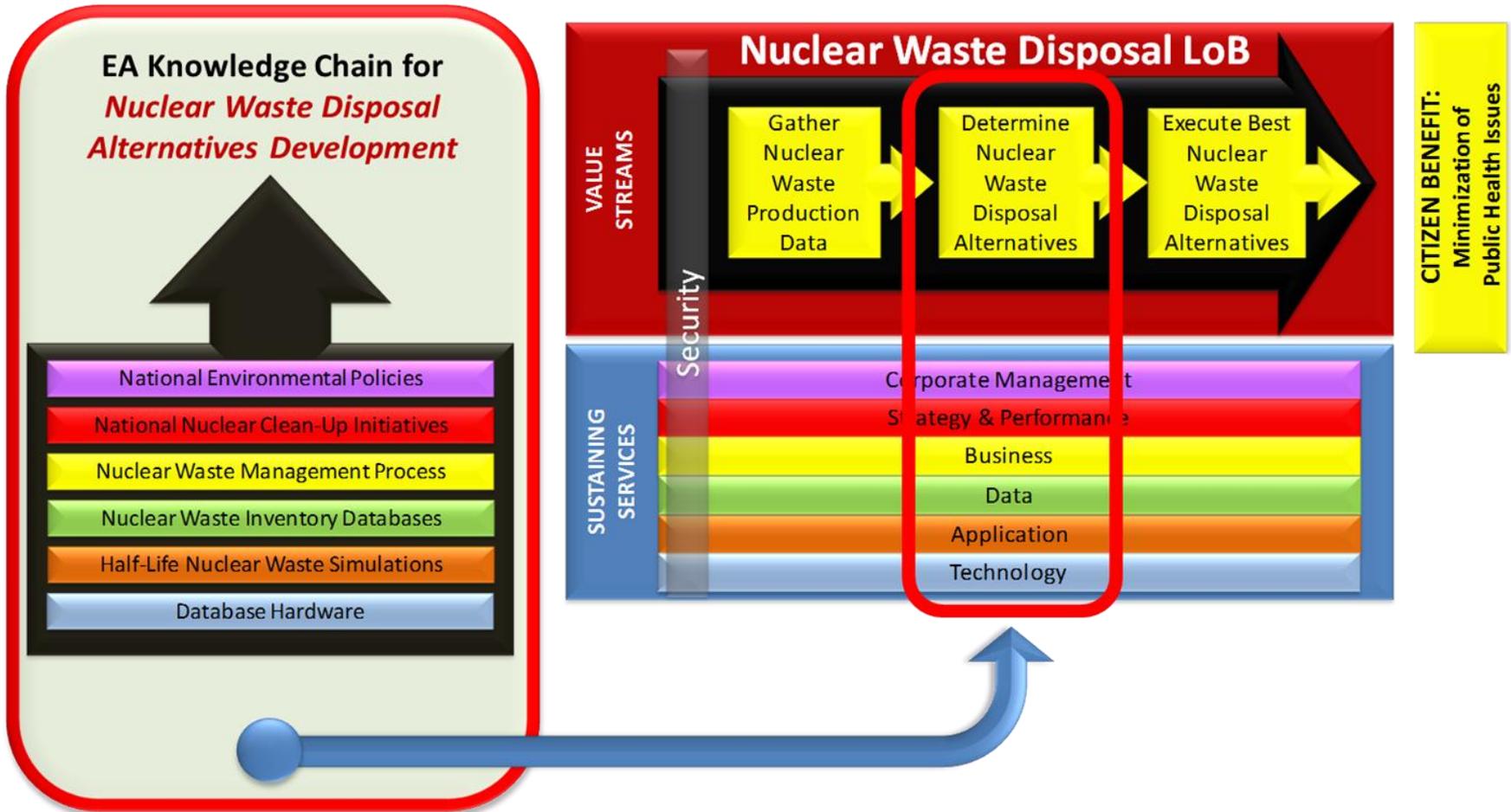
<sup>1</sup> As provided in the 2011 and 2012 DOE and OCIO Strategic Plans.

<sup>2</sup> As provided by the Assessment and Projections of the Speaker.





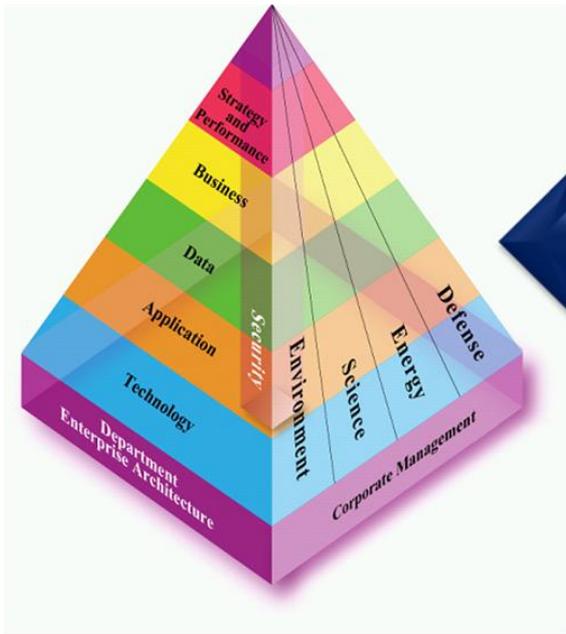




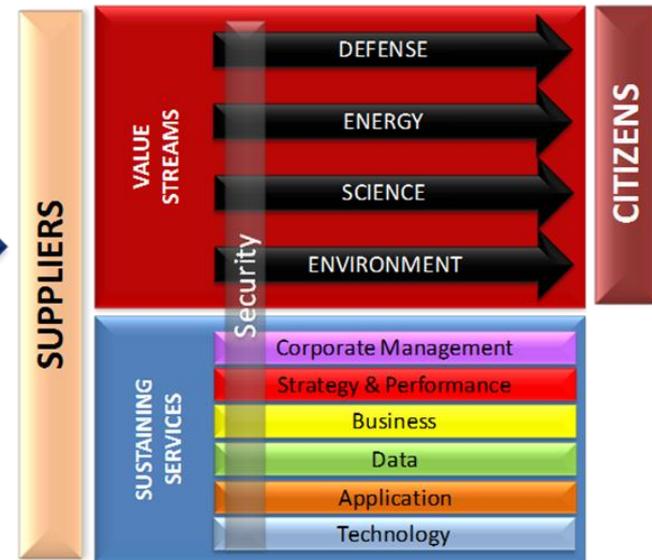
# What Does This All Add Up To?

By Transforming DOE's Reference Model to a Value Chain EA, Program and Site Managers can use **Knowledge Chains in the DOE EA** to help them make Effective Decisions.

The DOE Reference Model EA



The DOE Value Chain EA



Pre-Publication eBook of “Voice of the Enterprise” is available now at IMC for free at:

<https://grasproductions.egnyte.com/publicController.do?folderName=20120403&fileName=946ec0581dcb4c32>

# Thank You

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Publisher Release Date:  
April 27, 2012

## FOR MORE INFORMATION . . .



How each of us can learn to listen to all of us collectively in the Enterprise and succeed together.

Publisher Release Date:  
May 25, 2012



How to capture and use the Voice of the Enterprise to improve Enterprise Performance.

Publisher Release Date:  
June 29, 2012



How to employ Enterprise Knowledge Chains in Enterprise Architectures.

*Eric Whitacre,  
Professional Composer and Conductor,  
creates a special  
"Voice of the Enterprise".*