

Capability Improvement Strategy Service & Workshop Guide

Organization name

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Capability Improvement Strategy Service and Workshop Guide

Contents

1. Capability Improvement Strategy Service Description	3
1.1. Purpose	3
1.2. Service scope.....	3
1.3. Desired outcomes	3
1.4. Target audience	3
1.5. Service deliverables	4
1.6. Value for the user	4
1.7. Service components.....	4
2. Workshop Guide.....	6
2.1. Preparation	6
2.2. Workshop outline	6
2.3. Supporting artefacts	8
Document History	9
Appendices	10
Appendix 1: CIP roadmap and methodology.....	10

1. Capability Improvement Strategy Service Description

1.1. Purpose

Many leadership teams perceive that there is a capability gap between the aspirations of their vision and strategic intent and the alignment of organizational capabilities needed to sustainably deliver value.

This document describes and provides some useful 'how-to' guidance on initiating an IVI Capability Improvement Program ("CIP" or "CI Program") using a CI Strategy Service workshop to clarify organizational needs for capability improvement, establish goals for a CIP that includes capability assessments and to identify the key supports needed to deliver successful CIP outcomes.

This service will typically be used before the user organization has made a decision to proceed with a CIP. In some cases, it could be used as a kick-off workshop to launch a CI Program.

An outline of the overall CIP is included as Appendix 1.

1.2. Service scope

The CI Strategy Service is offered in two optional configurations:

- As an **introduction to Capability Improvement and the CIP** prior to a commitment to engage with IVI/an IVI consulting partner
- As a **CIP kick-off and socialisation workshop** at the start of an organization's Capability Improvement Program.

Service scope is for preparation, delivery and feedback on the CI Strategy workshop. The service does not include additional advisory support in planning, initiating or conducting CIP Phase 1 activities (Discover phase).

Non-standard activities and service options (marked: Option) are deemed out of scope for the standard service, but can be provided and customized for additional fees.

1.3. Desired outcomes

- Alignment of client leadership and key stakeholders in their understanding of the benefits of IT-CMF and CIP
- A decision to proceed with a CIP
- A decision on the initial IT-CMF capability assessment to be used in Phase 1 of the CIP
- A decision in principle to provide sufficient resources to achieve the major CIP milestones
- CIP sponsorship responsibility assigned to a senior executive

1.4. Target audience

- Senior client executives who have an interest in capability improvement and value delivery
- CI Program sponsors and co-ordinators from client organization
- CIP workshop facilitators
- IVI and IVI consortium-partner advisors

1.5. Service deliverables

At the end of the CI Strategy Service workshop, participants will have a shared understanding of the importance of a Capability Improvement Program (CIP) to their organization. They will also have agreed the following:

1. **The case for change**, or Problem Statement that the user's CIP will be designed to address, i.e. the compelling rationale for improved capability
2. **Definition of outcomes** from CIP, i.e. what is the ambition for change?
3. **Program Statement** for CIP, i.e. where to start in terms of an assessment, resource requirements, leadership, scope and timing

1.6. Value for the user

- A structured process to initiate a CIP.
- An understanding of how to use IT-CMF, CIP, and associated tools through IVI and the IVI consortium partners.

1.7. Service components

Workshop

IVI senior advisor (or partner) facilitates a 1-day Strategy Workshop to lead key stakeholders through the CIP process and assists in defining the user CIP Program Statement.

Assessment Products (Option)

IVI provides a range of assessment products that will be discussed during the Strategy Workshop. During the workshop, the user team will be guided in selecting the appropriate initial assessment for their organization, which would be used as the basis for their CI Program.

Some organizations have interest in conducting IT-CMF assessments themselves. IVI strongly recommends that assessments only be conducted by certified assessors. Therefore, we advise that the initial assessment be conducted as an IVI centre assisted or partner assisted service. IT-CMF assessments need to be scoped separately and are provided for additional fees.

Knowledge Centre (Option)

The IVI Contact Centre will provide support from a senior IVI advisor and related administrative support, as the user organization becomes more self-sufficient in executing the CIP. This will include relevant access to IVI body of knowledge and analytical support on an as-needed basis.

Education Products (Option)

Additional & optional IVI products that may be relevant to some user scenarios. These are additional purchases.

- **IT-CMF Passport training (self-service or 1 day class)** – This course introduces participants to fundamental IT-CMF concepts, with a focus on the IT-CMF framework, the assessment process, and the maturity curve.
- **IT-CMF Core training (3 days)** – This course provides a broad overview of IT-CMF so that IT managers & professionals may begin to implement the framework in their organization. Topics include core IT-CMF concepts, macro capabilities, one Critical Capability (in detail), CC clusters, and the assessment process.

- **IT-CMF Assessor training (3 days)** – comprehensive course for users who wish to become IT-CMF practitioners (conducting assessments and leading CIP initiatives); requires significant professional experience in IT.

2. Workshop Guide

2.1. Preparation

Sponsor briefing on IVI, IT-CMF, and CIP

- IVI (and/or IVI consortium partner) to brief senior client/user sponsor(s) on the benefits of CIP, IT-CMF and of IVI consortium membership
- Explain what's involved in the IVI CIP process
- Tailor briefing to organization needs and business context, with consideration to users prior knowledge of IVI, IT-CMF and CIP

Workshop Goals

- Define specific workshop goals and agenda
- Agree in writing with user organization sponsor

Participant involvement

- Discuss and agree with sponsor who should be involved and why
- Participants to complete the IT-CMF **Accelerator Survey** in advance of workshop
- Determine any participant preparation or education required; e.g., pre-read on CIP and IT-CMF

Design

- Tailor the workshop structure and facilitation approach to achieve its stated goals within the available timescale
- Adjust workshop content to client/industry context and needs
- Client sponsor to provide strategic context for inclusion in the CIP presentation (e.g., organizational vision and strategic objectives, IT strategy summary)
- Develop straw-man organizational Problem Statement for a workshop exercise. This should be written to focus and to provoke thinking around the gap between organizational capabilities and strategic ambition
- Share draft CIP presentation and workshop outline with client sponsor in advance. Respond to feedback and adjust if necessary

Logistics

- Decide location and timing of workshop (booking appropriate facilities as required). If video-conference facilities are involved, test these in advance to ensure compatibility
- Provide participant invitation template email to project sponsor
- Distribute IT-CMF Accelerator Survey to participants at least a week prior to the workshop (spreadsheet or online survey)

2.2. Workshop outline

1. CIP Introduction

- Introduce key participants, workshop outline and goals
- Present CIP with an explicit acknowledgement and adaption to client vision and strategic context

- Explain what an organizational capability is, what it is composed of and how capability drives performance
- Overview of IT-CMF and capability maturity
- Overview of IVI CIP and its benefits
- Detailed progression of CIP steps

2. Develop a compelling case for change

- Define the requirements for a case for change
- Introduce the structured Problem Statement and the components it should identify
- Actively engage workshop participants to:
 - a. Clarify client organization's strategic vision and technology change goals.
 - b. Determine the type of change required to meet organization's objectives.
 - c. Identify the need and urgency for capability improvements.

This activity should generate a powerful Problem Statement that clearly identifies which organizational and technical qualities are needed to deliver on strategic performance ambitions.

3. Determine the type of change required

- Define the types (or levels) levels of change that organizations engage in and determine when each type is appropriate to apply
- Discuss how improvement activities are influenced by larger organizational changes
- Actively engage workshop participants to:
 - a. Determine at a high level the current and projected change to the organization's products & services, business processes, business model and IT operating model
 - b. Rate the magnitude and urgency for capability improvements in response to larger organizational changes.
 - c. Identify the primary organizational constraints to closing capability maturity gaps; e.g. leadership buy-in and organizational capability to change within the desired timescales.
 - d. Rate the magnitude of each of the primary organizational constraints identified; e.g. using a force-field analysis.

This activity should generate a shared understanding of the organizational ambition for change and whether it is incremental, transitional or transformational. It should also identify major constraints that need to be tackled for a CIP to succeed.

4. Select an initial assessment

- Define the types of technology assessment used in CIP
- Identify typical assessment sets used during successive CIP phases
- Define potential starting points for assessment selection
- Actively engage workshop participants to:
 - a. Review the results of the IT-CMF Accelerator Survey together with the Problem Statement
 - b. Decide whether to proceed with a CIP that includes IT-CMF capability assessments
 - c. Decide on the initial IT-CMF assessment type and its organizational scope.

This activity makes the key decision on whether to proceed with an IT-CMF informed CIP and the type of pilot assessment.

5. Establish change leadership and Program Statement

- Describe the leadership requirements for a CI Program
- Define the components of a CI Program Statement
- Actively engage workshop participants to:

- a. Develop a CI Program Statement that outlines the main CIP activities and achievements needed
- b. Identify the type and approximate amount of resources that might be required to initiate a CIP pilot and to deliver on the organization's Program Statement ambition.
- c. Assign CIP sponsorship responsibility to a senior client executive (ideally one of the workshop participants).
- d. Define next steps for initiating a CI Program

This activity should develop a CI Program Statement, identify next steps and assign responsibility for their achievement both within the client organization and within IVI and/or the IVI consortium partner.

2.3. Supporting artefacts

CIP guides

- CIP sponsor briefing presentation
- Capability Improvement Strategy Workshop presentation template

Phase 1 guides:

- Generic CIP Roadmap "At a Glance"
- CIP Introduction/Master Deck
- Guide to Assessment Selection
- Assessment Templates (full set for each type)

Other references

Facilitator's Pocketbook, 2nd Edition, John Townsend & Paul Donovan, Management Pocketbooks, UK.

Document History

Revision

Version	Filename	Description of Change	Author	Date
1.0	CIPv1.P0.A0.04.Strategy Service.docx	V1 Final	D. Trevitt / M. Porter	12/08/15
1.1	CIPv1.P0.A0.04.v1.1.Strategy Service.docx	Pricing removed	M. Porter	15/01/16

Authorization

	Name	Signature	Date	Version
Prepared by:				
Reviewed by:				
Released by:				

Acceptance Signatures

Advisor Organization		Customer Organization
Name		
Date		
Signature		

Associated Documents

Title	Description	Version
CIPv1.P0.A0.00. Standard IVI CIP Artefact Template.docx	CIP document format template	V1.0

Appendices

Appendix 1: CIP roadmap and methodology

	DISCOVER	DESIGN	EXECUTE	EMBED
CIP Activities	<ul style="list-style-type: none"> 1. Create Awareness 2. Complete Initial Assessment 3. Conduct Capability Foundation Workshop 	<ul style="list-style-type: none"> 4. Establish CI Program 5. Train Key Participants 6. Mobilize CI Teams 7. Conduct Mobilization Workshop 	<ul style="list-style-type: none"> 8. Execute CI Team Workplans 9. Conduct Execution Review Workshop 	<ul style="list-style-type: none"> 10. Scale the CI Program as necessary 11. Sustain improvements in the culture
Deliverables	<ul style="list-style-type: none"> 1. Leadership understanding of 'Why CIP?' 2. Problem/Direction Statement 3. Improvement priorities and CIP establishment 	<ul style="list-style-type: none"> 4. Program Statement and Roadmap 5. Understanding & commitment 6. Change teams established, project workplans developed 7. Overall Program Plan 	<ul style="list-style-type: none"> 8. Quick wins and practice improvements 9. Program update and performance management 	<ul style="list-style-type: none"> 10. Program scaling plan 11. Changes operationalized
Supporting Templates	<ul style="list-style-type: none"> > Assessment Selection Guide > Guide to Completing Assessments > Assessment templates, spreadsheets, samples > Workshop Guide and templates 	<ul style="list-style-type: none"> > CIP Governance Guide > CIP Role Matrix > Program Plan template > Diagnostic assessment templates, spreadsheets, samples > Cascading Scorecard templates > Benefits Planning templates > CIP/PMO Guide > Workshop Guides and templates 	<ul style="list-style-type: none"> > Program/project management templates > CIP Performance Management Guide > Workshop Guides and templates 	<ul style="list-style-type: none"> > Guide to CIP Scaling > Continuous Improvement Guidelines > Benefits Harvesting templates