COLLABORATIVE, CAPABILITY-BASED PLANNING

OVERVIEW

The enterprise business architecture (EBA) team at Blue Cross and Blue Shield of North Carolina (BCBSNC) facilitates collaborative, capability-based planning workshops with relevant business stakeholders to understand the company’s capabilities in relation to business goals. Workshopped plans improve collaboration across the business, including the support departments (Information Systems, Information Management, HR, Finance, Business Process Engineering), and cascade strategy down to the individual contributor level to increase employee engagement and strategic comprehension.

EXECUTIVE TEACHING

Even when architecture groups have a well-established model of the business’s capabilities, they are rarely able to decompose it in a logical way and use it to establish a unified view of business priorities. At BCBSNC, EBA's business capability workshops provide a clear understanding of capability importance and performance and result in a rational prioritization of improvement areas according to external pressures, strategic plans, business priorities, resources, and time.

SOLUTION HIGHLIGHTS

1. **Collaborative Capability Model Creation:** Collaborate with the business to cocreate and assess your business capability model and ensure ownership for capabilities rests with the right individuals in the business, not with EA.
2. **Complete Capability Assessment:** Achieve a comprehensive understanding of your business’s critical maturity gaps by combining a top-down analysis of capability importance with a bottom-up analysis of current state capability performance.
3. **Business Criticality Tiering:** Use different evaluative criteria and weighting for capabilities that achieve different outcomes for your business to better prioritize improvement efforts.
4. **Capability Analysis:** Decompose capabilities into their enabling root causes (people, process, information, and technology). Address common challenges across the capability model, but do not invest in deep domain planning too far into the future.
5. **Execution-Aligned Plans:** Incentivize and support the implementation of capability-based decisions according to long- and near-term guidance.

COMPANY SNAPSHOT

**Blue Cross and Blue Shield of North Carolina**

<table>
<thead>
<tr>
<th>Industry:</th>
<th>Health Insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 Revenue:</td>
<td>$5.7 Billion</td>
</tr>
<tr>
<td>2012 Employees:</td>
<td>4,000</td>
</tr>
</tbody>
</table>

Blue Cross and Blue Shield of North Carolina (BCBSNC) is a not-for-profit, fully taxed company with headquarters in Chapel Hill and major operations centers in Durham and Winston-Salem. It is the largest health insurer in the state, with over 4,000 employees serving more than 3.6 million customers.
Collaborate with the business throughout business capability model development to ensure consensus on priorities.

- Executives define strategic context and direction, whereas directors and senior SMEs perform detailed planning, building out enterprise-level views incrementally.
- The standardized workshop process improves integration across the company and drives operational change.
- EBA is able to flexibly adjust planning sprint schedules to meet the specific intent, complexity, and constraints of the defined scope and stakeholder time.

For more detail on BCBSNC’s planning steps, see page 11.

COCREATE YOUR BUSINESS CAPABILITY MODEL WITH BUSINESS PARTNERS

BCBSNC Capability-Based Planning Process

1. Initial Capability Model Development

Enterprise Business Architecture generates a preliminary, level-three capability model to share with business capability owners.

Estimated Time: 2–4 Weeks

2. Strategic Prioritization Workshops

Workshops provide executives with a broader understanding of the enterprise’s capabilities and establish a consensus view of capability priority.

Estimated Time: 2–4 Weeks

Executive Time Commitment: 4–8 Hours

Capability workshops last four hours and typically take place biweekly, but EBA adapts its methodology to fit scope and stakeholder needs.

3. Performance Assessment Workshops

Directors and senior SMEs in the business refine the level-three capability model with heat mapped performance gaps, transformation roadmaps, and project execution portfolios.

Estimated Time: 1–6 Months

Director and Senior SME Time Commitment: 8–20 Hours

4. Implementation

EBA continues engaging with capability owners to facilitate project execution that will carry out plans and prioritization developed in the workshops.
Balance business criticality with current state performance for a robust and objective business capability assessment.

- At BCBSNC, enterprise strategy drives capability value classification, and current health drives capability effectiveness and efficiency ratings.
- Value classification objectives and current performance ratings are combined to create a capability heat map.
- The level of capability heat focuses planning efforts on the most strategically important performance gaps.
- Capability assessment is not an architecture-only activity at BCBSNC; with EBA facilitation, business partners are the ones who rate business capabilities.

For more detail on BCBSNC’s capability assessment, see pp. 18–19.
MANAGE DIFFERENT KINDS OF CAPABILITIES FOR DIFFERENT OUTCOMES

BCBSNC Top-Down Capability Strategic Importance Matrix

- Conduct capability planning at the most granular level for which there are still variations in business criticality.
- BCBSNC found that level three is the appropriate level for planning, since all its level-four capabilities inherit the criticality of their level-three parents.

“You need enough granularity to uncover the places where there is disagreement on prioritization—but any more than that slows the process down.”

Tim Hurley
Director of Enterprise Business Architecture and Transformation Planning
Blue Cross and Blue Shield of North Carolina

BCBSNC weights **effectiveness** more for the capabilities in the upper quadrants, which have high customer impact.

BCBSNC weights **efficiency** more for the capabilities in the lower quadrants, which have low customer impact.

Across capabilities of equal heat, BCBSNC prioritizes high financial-impact capabilities.
TECHNOLOGY SOLUTIONS ALONE DON’T SOLVE CAPABILITY PROBLEMS

BCBSNC Capability Heat Decomposition

**Claims Integration Capability (L3)**

- **Heat Level: Red**

  **Heat Root Cause**

  - **TECHNOLOGY ENABLER**
    - **Heat Level: Yellow**
    - Illustrative Examples:
      - Overlapping functionality
      - Inadequate integration
  
  - **INFORMATION ENABLER**
    - **Heat Level: Orange**
    - Illustrative Examples:
      - Inconsistent data definitions
      - Overreliance on external data
  
  - **PROCESS ENABLER**
    - **Heat Level: Red**
    - Illustrative Examples:
      - Too many manual steps
      - Too much process variation by LOB
  
  - **PEOPLE ENABLER**
    - **Heat Level: Red**
    - Illustrative Examples:
      - Too many owners
      - Overdependence on consultants

**COLLABORATIVE CAPABILITY MODEL CREATION**

**COMPLETE CAPABILITY ASSESSMENT**

**BUSINESS CRITICALITY TIERING**

**CAPABILITY ANALYSIS**

**EXECUTION-ALIGNED PLANS**

**RESULTS**

**IMPLEMENTATION GUIDE**

- BCBSNC finds that technology gaps are typically smaller and easier and quicker to close.

- Planning within enabling domains creates portfolio- and project-level views that uncover heat gap patterns and trends and guide goals for specific projects.

- Planning across enabling domains creates enterprise-level views that identify common gaps throughout the capability model and produce an integrated long-term implementation approach.

**Develop a detailed view of all the changes needed to successfully advance a capability.**

- BCBSNC’s capability workshops appeal to business partners’ desire to improve the capabilities they own by showing the power of a complete view of all capability enablers and their performance gaps.

- Using workshop planning deliverables, capability owners engage HR, Business Process Engineering, Information Systems, and Information Management to close people, process, technology, and information gaps.

- BCBSNC’s capability workshops appeal to business partners’ desire to improve the capabilities they own by showing the power of a complete view of all capability enablers and their performance gaps.

- Using workshop planning deliverables, capability owners engage HR, Business Process Engineering, Information Systems, and Information Management to close people, process, technology, and information gaps.
Maintain momentum for change through mechanisms that create accountability for plans.

- Participating in planning enables business leaders to fulfill their role as capability owners, so there are no handoff gaps from planning to execution.
- Execution teams follow near-term project portfolio objectives to close critical capability gaps; keeping capability owners in step with both long- and near-term plans advances capability improvements.
- The capability model provides a durable foundation for measuring progress and results over time.

Do use influence to create and sustain awareness for capability change.

Don’t try to enforce capability improvements with authority that architecture does not have.

Collaborative Effort

Initial Set of Workshops
Key deliverable: Long-Term Roadmap

Business Partner Effort

Reconcile near-term plans with in-flight projects.

Enterprise Business Architecture Effort

Hand off plans to distributed architects for design and delivery.

Socialize plans to business teams.

Capture and socialize workshop outcomes to the broader enterprise.

Assess progress, and adjust plans.

Incorporate feedback into next planning cycle.

Ongoing Collaboration Between Workshops

Illustrative
RESULTS

Employee Strategic Comprehension and Engagement

Accelerated Strategy-to-Execution Examples

- Shift from departmental optimization to enterprise optimization
- Shift internal IT role from builder to broker
- Accelerate IT time to market
- Formed a joint venture to create a shared services company for blues plans
- Outsourced IT operational management (a business necessity capability) to Fujitsu

Late 2010

IT Transformation Sprint Direction Published:

- Shift from departmental optimization to enterprise optimization
- Shift internal IT role from builder to broker
- Accelerate IT time to market

Late 2011

Major Decisions Made:

- Formed a joint venture to create a shared services company for blues plans
- Outsourced IT operational management (a business necessity capability) to Fujitsu

BCBSNC has improved employee strategic engagement, supported IT transformation, cut the time it takes to execute strategic decisions, and reduced misaligned investments.

- Although it used to take years to execute strategy, it now takes months.
- Based on its capability development methodology, BCBSNC has been able to make fundamental changes to its business model.

"This methodology bridges the gap between strategy and execution, creating a multiyear execution plan, talent development roadmap, and a clear link to driving business outcomes."

Alan Hughes
EVP and COO
Blue Cross and Blue Shield
of North Carolina

Based on Denison¹ survey results

1 Denison Consulting provides independent cultural surveys.
COLLABORATIVE, CAPABILITY-BASED PLANNING IMPLEMENTATION GUIDE

Stage

Collaborative Capability Model Creation

Complete Capability Assessment

Business Criticality Tiering

Capability Analysis

Execution-Aligned Plans

Implementation Tools

- BCBSNC Enterprise Business Capability Model (Partial) p. 9
- BCBSNC Capability-Based Planning Process Steps p. 10
- Prepare for Increased Business Partner Interaction p. 11
- Prioritize Workshops on Your Most Critical Capabilities p. 12
- Orient Planning Toward a Future State p. 13
- Value-Driven Business Capability Discovery (FirstGroup plc) p. 14
- Establish Clear Capability Workshop Guidelines and Outcomes p. 15
- Guarantee a Productive Workshop Environment p. 16
- Evaluate Your Capabilities at the Right Level p. 17
- Empower a Business-Driven Capability Consensus p. 18

Balance Your Planning Efforts Over the Long and Near Terms p. 19
BCBSNC CAPABILITY-BASED PLANNING PROCESS STEPS

Initial Capability Model Development

1. Gather data, and establish the planning sprint scope and intent.
2. Generate a preliminary, three-level business capability model.
3. Iteratively dry run the workshops to identify gaps, issues, and insights.
4. Establish a future-state vision and differentiating focus.

14. Update, refresh, refine, and extend roadmaps annually.

Implementation

13. Execute projects, and implement change.
12. Engage relevant employees and external stakeholders.
11. Create a project portfolio to close urgent gaps in the near term.
10. Create a multiyear transformation roadmap.
9. Identify gaps that will be closed by in flight or funded projects.
8. Review capability performance gaps, and identify root causes.

Performance Assessment Workshops

COLLABORATIVE CAPABILITY MODEL CREATION | COMPLETE CAPABILITY ASSESSMENT | BUSINESS CRITICALITY TIERING | CAPABILITY ANALYSIS | EXECUTION-ALIGNED PLANS | RESULTS | IMPLEMENTATION GUIDE

Strategic Prioritization Workshops

COLLABORATIVE CAPABILITY MODEL CREATION | COMPLETE CAPABILITY ASSESSMENT | BUSINESS CRITICALITY TIERING | CAPABILITY ANALYSIS | EXECUTION-ALIGNED PLANS | RESULTS | IMPLEMENTATION GUIDE
Reposition your team to work more closely with the business and repurpose its skills portfolio for more of a business focus.

- The BCBSNC EBA team was incubated in EA and moved into the business in 2012.
- However, an EBA practice could emerge from any of the enabling domains or the strategy practice.
- Focusing on senior architects with previous consulting, facilitation, and business engagement skills expedited the transition to a business architecture role.
- EBA also utilized other functions at the company for domain knowledge education and staff augmentation and hired for some facilitation and financial skills.
- Using an internal team—not external consultants—allows BCBSNC to retain the knowledge that its methodology creates and ensure plans get implemented fully.

<table>
<thead>
<tr>
<th>Skill Area</th>
<th>Skill Profile</th>
<th>Action Steps</th>
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<td>Partner with domain teams to fill immediate gaps and provide on-the-job training for staff members.</td>
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<td></td>
<td>Hire externally as needed.</td>
</tr>
<tr>
<td>Strategic Thinking</td>
<td>Medium</td>
<td>Engage other functions, such as Finance and HR, to conduct internal training and grow knowledge in these domains.</td>
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<td></td>
<td>Engage domain SMEs during the planning sprint as needed.</td>
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<td></td>
<td>Hire externally as needed.</td>
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<tr>
<td>Business Understanding</td>
<td>Medium</td>
<td>Repurpose traditional architecture skills from domain problems to enterprise problems.</td>
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<td></td>
<td>Build deeper business understanding with each planning sprint.</td>
</tr>
<tr>
<td>Architecture Work and Technical Mastery</td>
<td>Low</td>
<td>Let each domain retain its particular deep domain skills.</td>
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<tr>
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<td></td>
<td>Focus instead on a broad, versatile skill set.</td>
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Extending capability development to execution management is a multiyear effort, but focus on your most important capabilities first to rapidly improve revenue-generating areas.

- EBA at BCBSNC is currently completing the initial planning sprints and annual refreshes; out-year adoption may include design and execution management.
- EBA first conducted workshops on the capabilities with the greatest strategic alignment and executive sponsorship.
- Given EBA’s limited resources, this prioritization focuses the team’s time on the most critical capabilities.
- EBA then continued to analyze all capabilities (through to the back office) for design and execution, irrespective of the size of its performance gaps or strategic importance.

**PRIORITIZE WORKSHOPS ON YOUR MOST CRITICAL CAPABILITIES**

**BCBSNC Long-Term Capability Development Progression**

**Phase 1**
Planning Focus: Working with level-three capabilities, prioritize your planning efforts on capabilities that have the greatest strategic alignment.

**Phase 2**
Business Design Focus: Evaluate all your capabilities, regardless of the size of their performance gaps, to complete the level-three capability model.

**Phase 3**
Execution Management Focus: Establish capability performance metrics, such as TCO, and decompose your capability model to level four or five for execution management.

BCBSNC is completing the initial phase one planning sprints across the company and is opportunistically performing phase two design sprints.

BCBSNC plans to move to phase three within the three to five year time frame.

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**COLLABORATIVE CAPABILITY MODEL CREATION**

**COMPLETE CAPABILITY ASSESSMENT**

**BUSINESS CRITICALITY TIERING**

**CAPABILITY ANALYSIS**

**EXECUTION-ALIGNED PLANS**

**RESULTS**

**IMPLEMENTATION GUIDE**
**ORIENT PLANNING TOWARD A FUTURE STATE**

**BCBSNC Future-State Planning Dimensions**

<table>
<thead>
<tr>
<th>Customer</th>
<th>People</th>
<th>Process</th>
<th>Information and Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What markets will we enter?</td>
<td>1. What new roles will we create?</td>
<td>1. How defined will our processes be?</td>
<td>1. How many applications will we need?</td>
</tr>
<tr>
<td>2. Who will our customers be?</td>
<td>2. What skills will we need to have?</td>
<td>2. What manual interventions will be necessary?</td>
<td>2. What percentage of our applications will need to be customized?</td>
</tr>
<tr>
<td>3. What new products will we deliver?</td>
<td>3. What will be the demand on our internal staff?</td>
<td>3. What level of process complexity should we have?</td>
<td>3. What level of applications complexity should we have?</td>
</tr>
<tr>
<td>4. What delivery channels will we use?</td>
<td>4. What will our sourcing strategy be?</td>
<td>4. What governance structures will we need?</td>
<td>4. What control mechanisms will we need?</td>
</tr>
<tr>
<td>5. How will our service delivery change?</td>
<td>5. How will our organization change?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Future State**

- **Collaborative Capability Model Creation**
- **Complete Capability Assessment**
- **Business Criticality Tiering**
- **Capability Analysis**
- **Execution-Aligned Plans**
- **Results**

Establish future state declaratives to guide strategy through capability planning.

- BCBSNC uses declarative statements with realistic, tangible language to describe the future from a customer, people, process, and IT perspective.
VALUE-DRIVEN BUSINESS CAPABILITY DISCOVERY

Partial List of Interview Questions for Business Partners

**Interviewer Questions**

Designed to get from high-level value drivers to specific activities that can be enabled by IT investments

**Eliciting Questions**

(First Round)

Designed to find business capabilities

Tell me which management meetings you attend on a regular basis?

What are the most important decisions that get made in those management meetings?

What information do you consult to make those decisions?

How are your personal management objectives structured?

How do you track progress against your goals?

**Validating Questions**

(Second Round)

Designed to test proposed capabilities

Do your direct reports use this language to describe this capability?

What metrics (or outcomes) would you look at to assess if this capability is being performed well or not?

Which other business capabilities depend on this one?

On which other business capabilities does this capability depend?

Who else is accountable for this business capability?

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Cocreate business capabilities with business partners through carefully structured, business-focused interviews.

- Interviews are held with business unit GMs, functional leaders, and other senior managers.
- Familiarizing interviewers with a value-creation model for the firm is essential preparatory work for successful interviews.
- Interviews do not discuss IT at all; they are focused exclusively on business activity.
- Interviewers ask two types of questions: elicitation questions designed to find business capabilities and validating questions designed to test responses.
ESTABLISH CLEAR CAPABILITY WORKSHOP GUIDELINES AND OUTCOMES

BCBSNC Detailed Capability Assessment Workshop Steps

<table>
<thead>
<tr>
<th>Activities</th>
<th>Initial Capability Model Development</th>
<th>Strategic Prioritization Workshops</th>
<th>Performance Assessment Workshops</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Create capability names.</td>
<td>Establish capability strategic importance</td>
<td>Rate capability effectiveness from 1 to 5</td>
</tr>
<tr>
<td></td>
<td>Organize capabilities into a hierarchy.</td>
<td></td>
<td>Rate capability efficiency from 1 to 5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capability Level Used</th>
<th>Level one to three</th>
<th>Level three</th>
<th>Level three</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>Enterprise business architect facilitator, Directors and VPs</td>
<td>Enterprise business architect facilitator, Executives, directors, and VPs</td>
<td>Enterprise business architect facilitator, Directors and VPs</td>
</tr>
<tr>
<td>Deliverables</td>
<td>Three-level hierarchical capability model for the defined scope</td>
<td>Value classifications defined for all in-scope level three capabilities</td>
<td>Effectiveness and efficiency ratings defined for all in-scope level three capabilities, Improved definitions as the model is exercised</td>
</tr>
<tr>
<td>Benefits</td>
<td>Deeper understanding of the enterprise, Unified view of the capabilities, Increased teamwork and collaboration, Shift from siloed thinking to broader enterprise viewpoints</td>
<td>Increased strategic comprehension, Greater understanding of strategic emphasis across the capability model, Recognition that investment objectives should vary according to value classification</td>
<td>Unified view of capability baseline performance, Deeper understanding of capabilities</td>
</tr>
</tbody>
</table>

Score your capabilities with business-relevant criteria.

- After building out the capability model, BCBSNC holds an executive workshop session to establish the strategic vision and direction that will drive the detailed planning in subsequent workshops.
- Each workshop meeting ends with an introduction of what will take place in the next workshop, so participants have time to consider what they will talk about and prepare.
- Workshops typically last four hours, take place biweekly, and have 4 to 10 participants; where appropriate, accelerated sprints are used.
- Workshop teams consist of an EBA lead, a core team lead from the relevant organization, and executives, directors, and VPs.
GUARANTEE A PRODUCTIVE WORKSHOP ENVIRONMENT

BCBSNC Capability Workshop Efficiency Mechanisms

<table>
<thead>
<tr>
<th>Anticipated Issue</th>
<th>Solution</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>The difficulty of maintaining consistency across divisions, workshop sprints, and time can cause quality issues.</td>
<td>EBA creates a repeatable, flexible core methodology, including exercises, deliverables templates, and architectural models.</td>
<td>The repeatable core methodology provides consistency while offering scheduling options to meet the specific needs of the sprint sponsors.</td>
</tr>
<tr>
<td>Initial workshops occasionally require more time to complete deliverables.</td>
<td>EBA schedules two extra workshop meetings at the end of the workshop series.</td>
<td>Extra scheduled meetings provide a buffer if more time is needed. They do not take place if the workshop series is on schedule.</td>
</tr>
<tr>
<td>Individual participants may have unspoken issues with workshop procedures or other personalities in the room.</td>
<td>The workshop facilitator establishes regular offline meetings with the participants.</td>
<td>One-on-one, offline meetings help uncover underlying workshop problems and provide an opportunity for participant training.</td>
</tr>
<tr>
<td>Multiple stakeholders may jointly be responsible for capability areas, resulting in the need for joint planning.</td>
<td>EBA introduces capability coowners so that they can establish a joint planning cadence for their shared capability.</td>
<td>The EBA team has visibility across the enterprise and can connect the dots as needed.</td>
</tr>
</tbody>
</table>

1 BCBSNC adapted a methodology from Accelare Consulting. Additional details are also available in The Capable Company, ISBN 1405111828.
EVALUATE YOUR CAPABILITIES
AT THE RIGHT LEVEL

BCBSNC Capability Scoring and Heat Generation Snapshot

Illustrative

Level One

6. Provider Management

Level Two

6.1. Provider Relationship Management

Level Three

6.1.1. Provider Outreach

6.1.2. Provider Interaction Management

6.1.3. Provider-Related Intelligence / Communication Gathering

6.1.4. Provider Relationship Analysis

Assess capabilities at the right level that will enable efficient scoring, debate, and actionable plans for execution.

- After determining level-three heat, BCBSNC is able to roll up heat to level-two for communication purposes.
Drive a consensus view of strategic priorities by uncovering and resolving disagreement within the business on capability definitions and business strategy.

- Using cards labeled 1 through 5, workshop participants rate capability effectiveness and efficiency to drive toward a unified viewpoint through debate and EBA team member facilitation.

- The process is fast-paced and lightweight; the goal is overall agreement on capability importance, not on minutiae.

- Striving for unanimity, rather than plurality, uncovers disagreement in strategy alignment that participants can then resolve.

- Workshops allow participants to gain exposure to VPs, understand more business capabilities than before, and actually develop a strategy for their capability area.

**Conventional Model**

**Majority Voting System**

- **Capability Rating:** 3

  - Unresolved disagreements
  - Individual disengagement
  - Low level of relationship building
  - Low buy-in for the capability model
  - Low level of capability ownership
  - Poor understanding of the business
  - Investment misaligned to strategy

**BCBSNC Model**

**Participatory Decision Making**

- **Capability Rating:** Varies based on debate outcome

  - Increased trust
  - Stronger relationships
  - Cross-stakeholder synergy
  - Unified viewpoint on capability direction
  - More relatable definitions
  - Appropriate investment alignment
  - Increased exposure to senior leaders
  - Greater ability for individuals to inflect their ideas to strategy
BALANCE YOUR PLANNING EFFORTS OVER THE LONG AND NEAR TERMS

BCBSNC Long-Term Roadmap (Five to Seven Years)

<table>
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<tr>
<th>Focus Areas</th>
<th>Readiness</th>
<th>Evolution</th>
<th>Efficiency and Optimization</th>
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<tbody>
<tr>
<td>Sourcing</td>
<td>Transition State Objective 1</td>
<td>Transition State Objective 4</td>
<td>Transition State Objective 9</td>
</tr>
<tr>
<td>Organization</td>
<td>Transition State Objective 2</td>
<td>Transition State Objective 5</td>
<td>Transition State Objective 10</td>
</tr>
<tr>
<td>Staff Development</td>
<td>Transition State Objective 3</td>
<td>Transition State Objective 6</td>
<td>Transition State Objective 7</td>
</tr>
<tr>
<td>Governance</td>
<td>Transition State Objective 4</td>
<td>Transition State Objective 8</td>
<td>Transition State Objective 9</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
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BCBSNC Near-Term Project Portfolio (12 to 18 Months)

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<td>Other</td>
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Contact Us to Learn More:
Phone: +1-866-913-8101
E-mail: Architecture.Support@cebglobal.com
Web: cebglobal.com/architecture

Cascade strategy to execution through multiple planning views.

- Long-term roadmaps provide a multiyear plan for transforming from the current state to the defined target state and typically extend five to seven years out.
- Roadmaps are created in a single workshop and are expected to change over time; annual updates and extensions maintain a three-year rolling plan.
- Near-term project portfolios are created in the final workshop.
- Project portfolios typically achieve initial transformation phase objectives in a 12 to 18 month time span.