Improving Performance

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3 Linked Architectures for the Enterprise

Open

As promised in my prior column this, time I intend to address how I would use the **Enterprise Process Performance Architecture**, covered this past June, to create an **Enterprise Learner/Performer Architecture** and then have them both inform the design of an **Enterprise Content Architecture**.

These are each subsets of the **Enterprise Process Performance Improvement – EPPI** methodology-set.

As always, what doesn't quite fit, or that you just don't like about my "labels," I am sure you will adapt, rather than adopt! It's the concept, not the language, that is most important, then how well it does or does not communicates is of secondary importance, but still important.
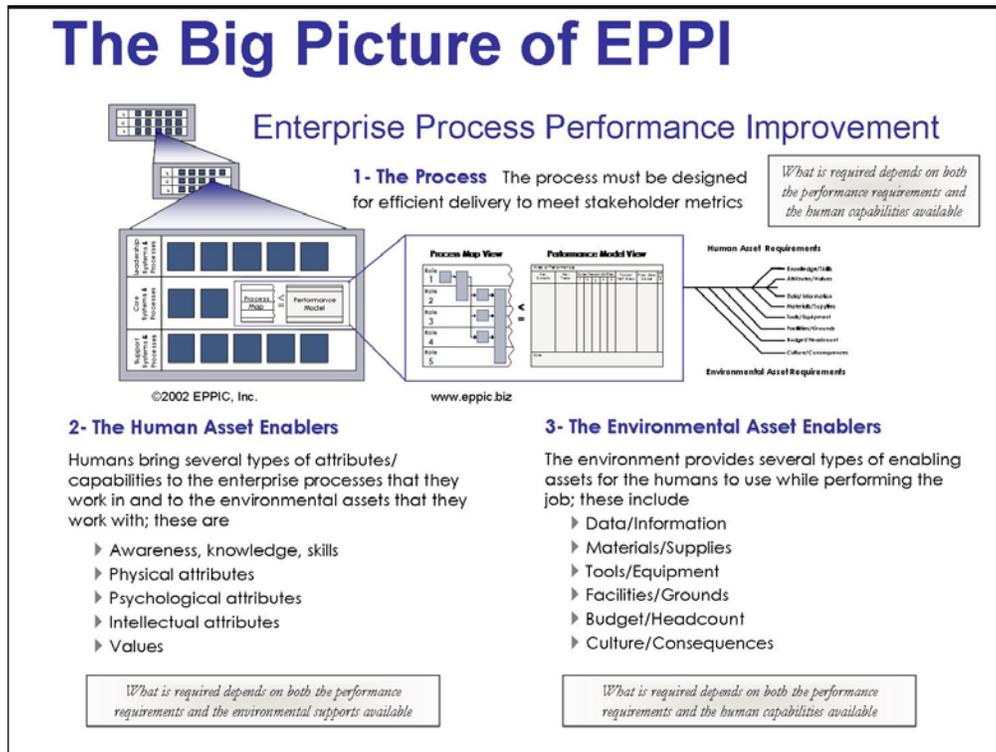

Figure 1. The Big Picture of EPPI

The EPPA – Enterprise Process Performance Architecture

The **EPPA – Enterprise Process Performance Architecture** is a work breakdown structure for processes that organizes them by their functional/departmental owner. Even cross-functional processes have owners, and hopefully their ownership isn't shared, as that would probably cause issues when quick decisions are needed, etc. And there is the old saw, "If everyone is responsible then no one is responsible."
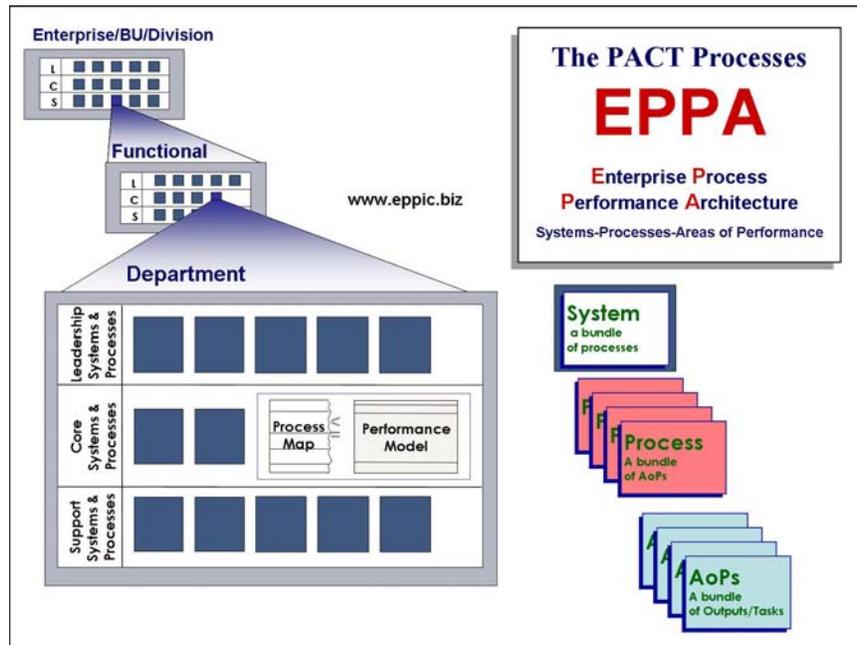

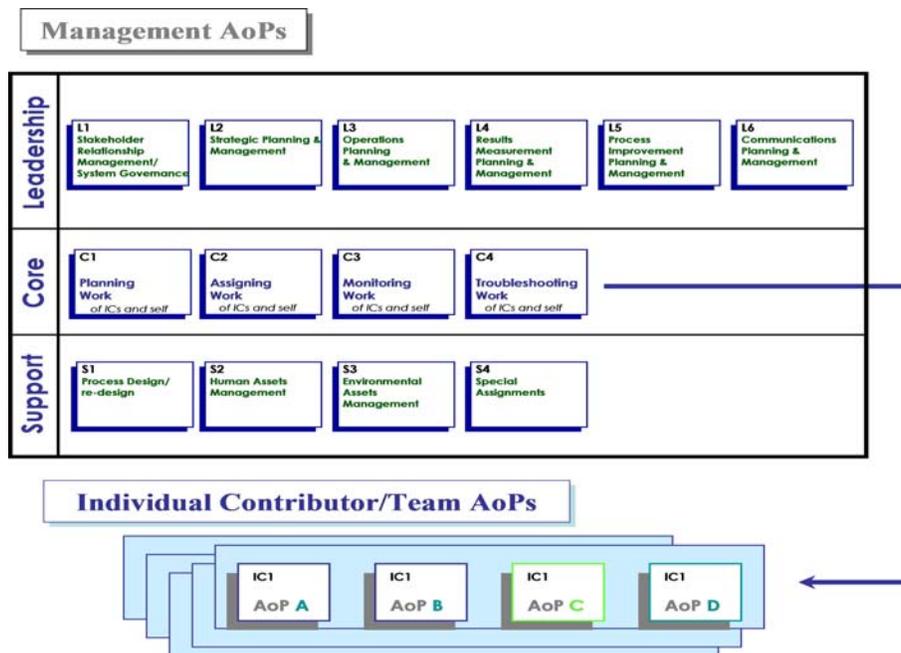Figure 2. The Enterprise Process Performance Architecture Framework

Figure 3.   Departmental View of the L-C-S Framework

Figure 2 on the prior page portrays one branch of the EPPA.

Figure 3 on the prior page portrays the use of the Leadership-Core-Support (L-C-S) framework that further breaks down the EPPA to a departmental view.
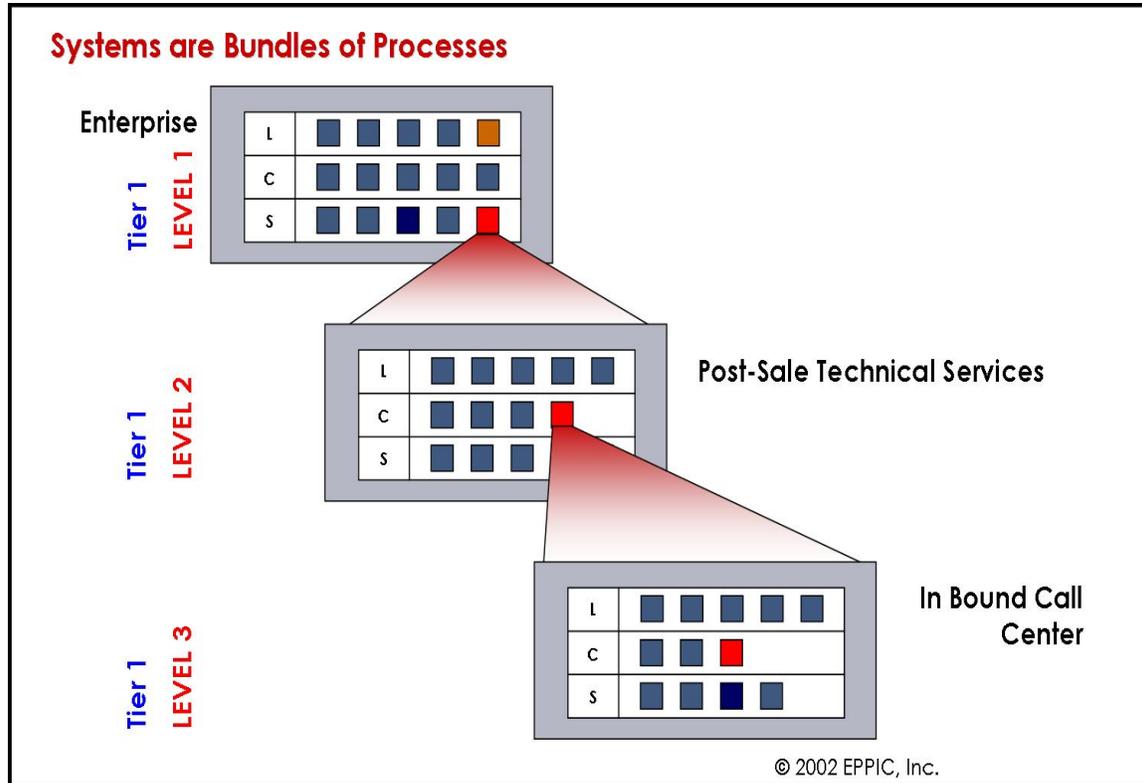

Figure 4. Example EPPA for a Support Function and One of Its Departments

The ELPA – Enterprise Learner/Performer Architecture

The **ELPA – Enterprise Learner/Performer Architecture** is process-centric and follows the very same structure as the EPPA. The ELPA simply lists job titles and employees by name in their home-room department/function/business unit. So the ELPA is easy, once you have the EPPA. The real value is not having an ELPA but in having it linked back to the processes of the EPPA, whether from their own department/function or not.

Where the employee is farmed out to someone else's owned processes – for example, an Engineering function employee assigned temporarily or permanently to a New Product Development process effort that is owned by the Marketing function – the specific processes can be easily tracked, using the same common language/labels for the Processes captured in the EPPA.

The ECA – Enterprise Content Architecture

The **ECA – Enterprise Content Architecture** is much more complex. There are 4 major segments or buckets to organize all of your Enterprise content: A-B-C-D. Although I created this series of buckets to organize Training/ Learning/ Knowledge Management content for my PACT Processes training methodologies, it is easily extended to all types of content – all aligned to the processes' workflows.

The PACT methodology-set is a subset of the EPPI methods. PACT is an acronym for Performance-based, Accelerated, Customer-stakeholder-driven, Training and development.

Details regarding PACT can be accessed via my award winning book, "*lean*-**ISD**" – which is available for free as a 404-page PDF on my web site at: www.eppic.biz

ECA Segment A

Segment A is organized in the manner in which your course catalogs from the old days might have been organized – as if organized for a single target audience – before the LMS – Learning Management Systems.

In any event, it is a non-redundant list of all of your "offerings" at the administrative level – that level at which you track completions, fulfill orders, deliver classes, etc.

The graphic in Figure 5, to the right, organizes the content initially into two major groupings – content that is shared and content that is unique to a defined target audience or audiences – following the ELPA framework discussed earlier.

Figure 5. ECA Segment A

ECA Segment B

Segment B is where all "PACT modular" content is stored for retrieval by PUSH and PULL target audiences, by facilitators for group-paced deployments, and by coaches in Structured OJT deployments – and for retrieval by Developers in the PACT Processes development efforts "to reuse content."

Tier 1 has all of the typical orientations to the company, but also for each Business Unit/Division, for each Function, and for each Department where an overview of the department EPPA – Enterprise Process Performance Architecture – would be made available, describing at a very high level all of the Enterprise processes (workflows) and which teams and individual job titles are involved. Tier 1 continues with Orientation content on all of the department's Teams and Individual Job Titles – a short – and to the PROCESS PERFORMANCE -- point.

Figure 6. ECA Segment B

Tier 2 contains all of the advanced organizers for the EPPA, available by prioritized PACT analysis efforts. Organized by the EPPA to ensure that the workflow of the processes themselves is central to the objectives for content development: Informational and Instructional.

Tier 3 content is organized by the 17 categories of enabling Knowledge/Skills used in PACT Analysis and Design efforts, each of which may have additional sub-categories.

Tier 4 and 5 content are "How To" in nature and together have a 1:1 relationship with every Tier 2 chunk of content...typically for me at the AoP level of organization/content compiling/clustering/segmenting.

The only difference between Tier 4 and 5 is that Tier 4 is for more than one Target Audience and Tier 5 is for one defined Target Audience. Tier 4 content is usually more difficult to develop than Tier 5 content.
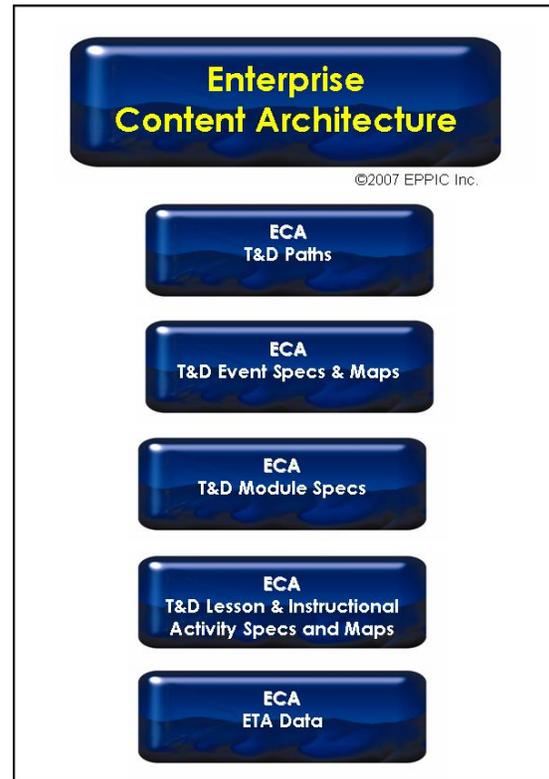

Figure 7. ECA Segment C

ECA Segment C

Segment C is where all of the PACT Design data is stored (the PACT Analysis data is stored in Segment C), plus all archives of prior versions.

This includes T&D Paths – all T&D Event and Module Specifications from Curriculum Architecture Design efforts, and all T&D Event Maps, Lesson Maps, and Instructional Activity Specs from follow-on or independent Modular Curriculum Development/Acquisition efforts.

This segment of the ECA is used by PACT Practitioners looking to adopt or adapt prior designs at any level – Curriculum Architecture Design, Modular Curriculum Development/Acquisition, and/or any development templates used in content projects in the past.

And here in Segment C is where you would store all of the ETA – Existing T&D Assessment data (assessment for reuse potential) from all PACT Analysis efforts for content development.

ECA Segment D

Segment D is for the storage/retrieval of legacy content – that and all other content that is not "PACT modular," meaning it doesn't fit the PACT configuration rules/guidelines reflected in the 5 Tier framework of Segment B for content.

Segment D also contains a "WELL" for all of the content objects needed to construct all content products, including all standard photos, graphics, graphic components, text, etc., that are potentially reusable. More on "The WELL" next.

Segment D of the ECA is also where one would store all of the Lessons Learned, Best Practices, and all externally sourced data, further organized by the EPPA framework.

The WELL of the ECA

The WELL is the place for all of your source materials – photos of the CEO, the HQ campus, the company intramural sports winners for every year of the competition, as well as for the policies and procedures and tools/templates of your department when it comes to guiding and enabling the production of all of the appropriate content for the ECA.

The WELL is a SUPER-ORGANIZED, logical, intuitive library of accessible logos, branding imagery, photos, pictures, drawings, graphical elements, graphics, and PACT unique plan examples and templates, report/document examples and templates, presentation examples and templates.
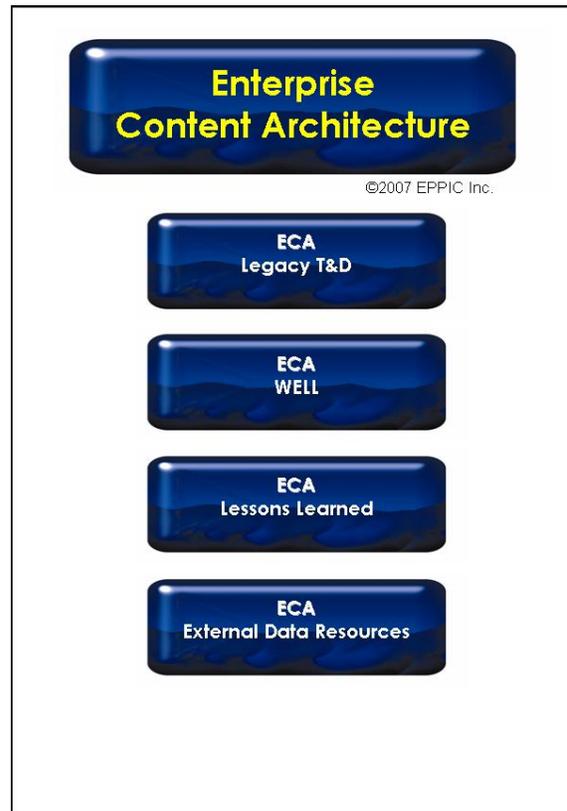
Figure 8. ECA Segment D

The WELL of the ECA is intended to facilitate re-use of content components in the creation of new content and to avoid inadvertent redundancies of outputs and their efforts.

This Will Be My Final Column for A While

I intend to take a break from writing this column for a while. I may pick it back up, if invited back, in another year.

So, until then… *cheers!*

Guy W. Wallace, a Certified Performance Technologist, is the president of EPPIC Inc. He has been a performance improvement and training systems consultant for 44 Fortune 500 firms since 1982. He was the president of the International Society for Performance Improvement in 2003-2004. His main Blog is at: http://pursuingperformanceblog.blogspot.com/ Guy may be reached at guy.wallace@eppic.biz and via his web site at www.eppic.biz.

Figure 9. The WELL