

Introduction to Capability Assessment in Jalapeno

■ Why assess capabilities?

Knowing what business capabilities your organization needs and understanding how they are utilized to deliver value is one thing, but having insight into how they are performing is something else altogether.

Analysis of capability weakness allows organizations to track performance against need to avoid overinvesting in areas that aren't responsible for strategic results or customer engagement. It also provides benchmarks to determine whether improvements are being made or whether planned work is not having the desired uplift effect.

■ Assessment methods

Any kind of assessment can be qualitative or quantitative. As capabilities are notional constructs, a quantitative assessment can be difficult but there are capability performance and maturity frameworks that can suggest a standardized method for doing so.

These more objective measures provide consistency which is necessary when undertaking point in time assessments that are then compared periodically.

Qualitative assessments can draw on stakeholders perceptions and experiences and provide useful detail about pains and frustrations that only those stakeholders may pick up on.

■ Capability assessment in Jalapeno

Jalapeno provides the ability to configure assessments so that capabilities may be evaluated in a consistent way across multiple dimensions, within different categories and by multiple assessors. These assessments can be surfaced as either heatmaps or icons on the capability map allowing for any two assessments to be displayed simultaneously.

Pain points can also be raised in Jalapeno and pinned against specific capability instances. Pain points may be categorized, surfaced on the capability map and aligned to ideas for improvement and / or business drivers.

Assessments and pain points can both be undertaken independently and reviewed independently or side by side.

■ Use of capability assessments in Jalapeno

In Jalapeno, assessments

- Are largely configurable
- Are point – in – time.
- Are surfaced as capability heatmaps.

In Jalapeno, pain points

- Are maintained in an inventory
- May be surfaced as a related class in the capability map

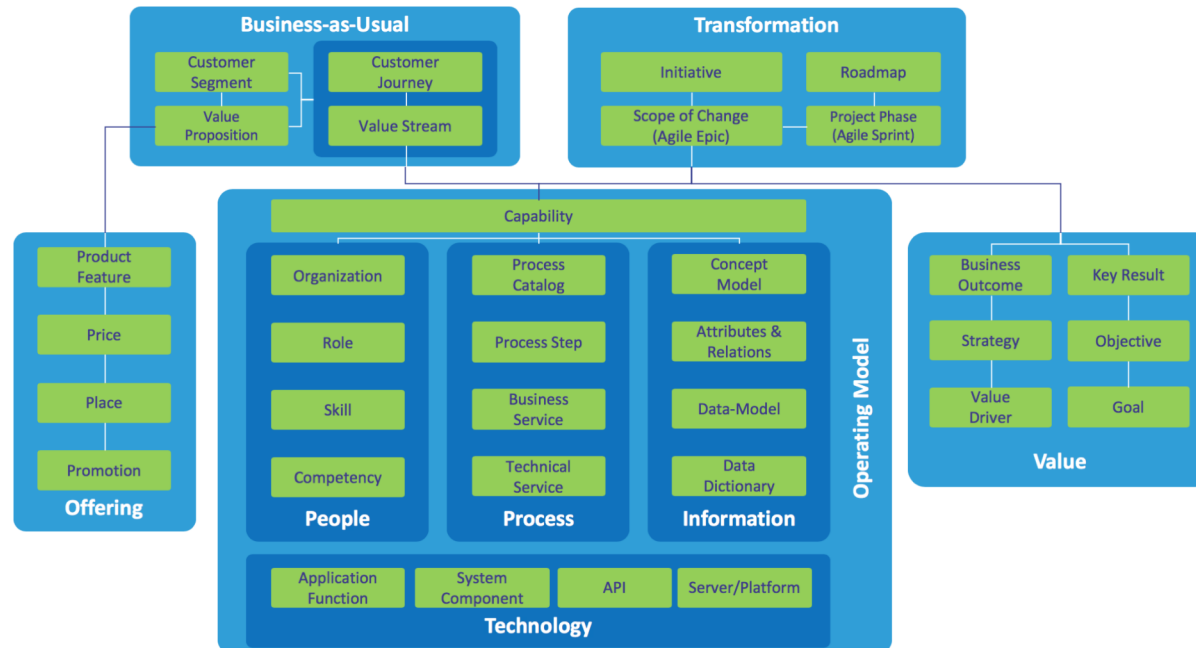
Capability assessments: the metamodel

Business Operating Model Components

The diagram below depicts the parts of a business operating model and how they fit together.

As a metamodel, many of the ideas depicted will be referenced many times from different areas of the model but this diagram depicts the logical place where each part lives.

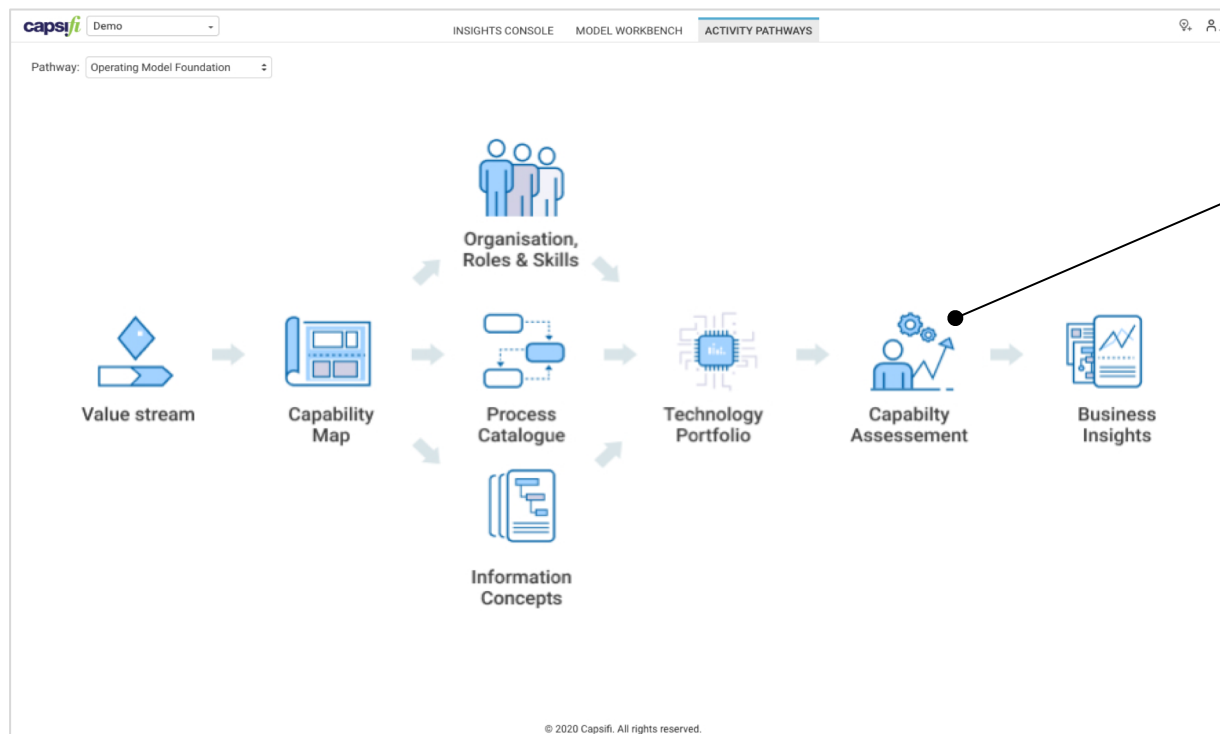
Along the top there is a distinction between Business As Usual and Transformation. Both areas are equally as important within a business with BAU focused primarily on Offerings. Both areas need to drive value and are supported by the operating model. The foundation of the operating model are business capabilities which are comprised of people, process, information and technology.



Capability Assessment in the Operating Model Pathway

Assessment to measure a business capability

Capability assessment is primarily found within the Operating Model Pathway. Whilst capabilities may be assessed independently at any point, understanding the state of business capabilities is an important part of capability definition.



Capability Assessment: Guidance Material



■ Jalapeno Guidance Material

Capsifi offers online Guidance Material for Jalapeno users to reference as they need.

www.capsifi.com/support/

Jalapeno Assessments (general)

<https://www.capsifi.com/support/assessments/>

Capability Assessments

<https://www.capsifi.com/support/how-to-create-a-capability-assessment-in-jalapeno/>

Modeling Pain Points

<https://www.capsifi.com/support/how-to-create-pain-points-in-jalapeno/>

Assessing ranges in Capabilities

<https://www.capsifi.com/support/value-range-assessments/>