



# Forces & Drivers linked to Organizational Competencies

Based on best practice Enterprise Modelling & Architecture principles

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## Introduction

Analyzing both external as well as internal forces and drivers is a complex endeavor, and finding out where it interlinks with multiple other components within the organization is even more difficult. In order to capture the organizational competencies related to external and/or internal forces and drivers, the Forces & Drivers linked to Organizational Competencies is built as a matrix. The matrix is a representation that shows the relationship of captured information between specific decomposed and/or composed organizational competencies and external and/or internal forces and drivers objects. The core idea of a Forces & Drivers linked to Organizational Competencies Matrix is that it typically consists of organizational competency aspects in a list of columns, and another aspect is a set of external and/or internal forces and drivers columns (taken from the map), while the third and final aspect being the cross product between the rows and the columns.

This allows for the Forces & Drivers linked to Organizational Competencies Matrix to relate (un)familiar objects to familiar objects in the different layers of an enterprise (composition discipline), usually in the form of a diagram, a table or a chart (e.g. rows and columns), thereby outlining direct (and possibly indirect) connection points between different kinds of objects while showing a common pattern of the objects and the relationship between them.

## Forces & Drivers linked to Organizational Competencies

The Forces & Drivers linked to Organizational Competencies Matrix provides you with a detailed overview of the cross relationships between organizational competencies and external or internal forces and drivers (each identified with a unique name and ID number) that has been identified through the Forces & Drivers Map, and then associated with the identified risks, organizational units, areas and groups, and service and process areas and groups.

### How to use Forces & Drivers linked to Organizational Competencies

Identify, document and relate organizational competencies to the external or internal forces and drivers (each identified with a unique name and ID number) that has been identified through the Forces & Drivers Map, and then associated with the identified risks, organizational units, areas and groups, and service and process areas and groups.

*For example:*

1. An organizational competency may have multiple yet specific associations with external or internal forces and drivers, risks, organizational units, areas and groups, and service and process areas and groups.

- Multiple organizational competencies may have an association to any single specific external or internal force or driver, risk, organizational unit, area and group, and service and process area and group.

What	Forces & Drivers #	What					Where			
		External Driver	Internal Driver	External Force	Internal Force	Risk	Organizational Area or Group	Service Area or Group	Process Area or Group	Organizational Unit
Organizational Competency 1	#									
Organizational Competency 2	#									
Organizational Competency N	#									

Table 1: Forces & Drivers linked to Organizational Competencies.

Please note that the objects we have listed here are the most typical components that are commonly used within a Forces & Drivers linked to Organizational Competencies Matrix, but there may be more (or fewer) relevant aspects that are used within your organization. If that is the case, feel free to either add new ones, or remove any objects that are not relevant, or are otherwise unimportant, for this particular matrix.

Also note that the objects might have a different name in your organization, so make sure to adapt the objects of this artefact so that it fits to the taxonomy of your organization.

The objects involved with Forces & Drivers linked to Organizational Competencies is shown in table 2.








Objects used within Forces & Drivers linked to Organizational Competencies		
Notation	Name	Description
	Force	An external or internal factor that forces or pushes some aspect of an enterprise in a specific direction.
	Driver	An external or internal factor that drives, establishes motivation for or influences the direction of an enterprise.
	Risk	The combined impact of any conditions or events, including those caused by uncertainty, change, hazards or other factors that can affect the potential for achieving objectives.
	Organization (units, areas and/or groups)	An arrangement or formation of resources that has a set of collective goals.
	Business Service (service area and/or group)	The externally visible [logical] deed or effort performed to satisfy a need or to fulfill a demand that is meaningful to the [business] environment.
	Business Process (process area and/or group)	A set of structured activities or tasks with logical behaviour that produce a specific service or product.
	Organizational Competency	An integrated and holistic set of related knowledge, skills, and abilities related to a specific set of resources (including persons and organizations) that - once combined - enables the enterprise to do something well.

Table 2: Objects typically associated with Forces & Drivers linked to Organizational Competencies.

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