Performance linked to Areas & Groups

Based on best practice Enterprise Modelling & Architecture principles

Table of Contents

Introduction

Performance is a highly conceptual and complex subject that interlinks with multiple components within the organization. In order to capture the (organizational, service or process) areas and groups related to performance, the Performance linked to Areas & Groups is built as a matrix. The matrix is a representation that shows the relationship of captured information between specific decomposed and/or composed areas and groups and performance objects. The core idea of a Performance linked to Areas & Groups Matrix is that it typically consists of area and group aspects in a list of columns, and another aspect is a set of performance 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 Performance linked to Areas & Groups 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.

Performance linked to Areas & Groups

The Performance linked to Areas & Groups Matrix provides you with a detailed overview of the cross relationships between (organizational, service or process) areas and groups and the performances (each identified with a unique name and ID number) that has been identified through the Performance Map, and then associated with the performance indicators, monitors, controls, performance expectations, performance drivers, organizational measures, reporting, locations, service measurements, process measurements, system measurements as well as application/system reporting.

How to use Performance linked to Areas & Groups

Identify, document and relate (organizational, service or process) areas and groups to the performances (each identified with a unique name and ID number), performance indicators, monitors, controls, performance expectations, performance drivers, organizational measures, reporting, locations, service measurements, process measurements, system measurements as well as application/system reporting.

For example:

1. An (organizational, service or process) area or group may have multiple yet specific associations with performances, performance indicators, monitors, controls, performance expectations, performance drivers, organizational measures, reporting, locations, service measurements, process measurements, system measurements as well as application/system reporting.

2. Multiple (organizational, service or process) areas and groups may have associations with any single specific performance, performance indicator, monitor, control, performance expectation, performance driver, organizational measure, reporting, location, service measurement, process measurement, system measurement as well as application/system reporting.

Where (Organizational area or group, service area or group, process area or group)	What	What			Why		Where	Who	Where				Who
	Performance #	Performance Indicator	Monitor	Control	Performance Expectation	Performance Driver	Organizational Measure	Reporting	Location	Service Measurement	Process Measurement	System Measurement	Application/ System Report
Organizational Unit 1	#												
Organizational Unit 2	#												
Organizational Unit N	#												

Table 1: Performance linked to Areas & Groups.

Please note that the objects we have listed here are the most typical components that are commonly used within a Performance linked to Areas & Groups 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 Performance linked to Areas & Groups is shown in table 2.

Objects used within Performance linked to Areas & Groups		
Notation	**Name**	**Description**
	Measure (performance indicators, organizational measures, service and process measurements)	An external or internal factor that drives, establishes motivation for or influences the direction of an enterprise.
	Monitor	To be aware of the state, through observation or measuring. To supervise and to continually check and critically observe. It means to determine the current status and to assess whether or not required or expected performance levels are actually being achieved.
	Control	The exercise of restraining or directing influence. It includes decision making aspects with accompanying decision logic necessary to ensure compliance.
	Expectation (performance expectations)	The anticipated benefits that are of worth, importance, and significance to a specific stakeholder.
	Driver (value and performance drivers)	An external or internal factor that drives, establishes motivation for or influences the direction of an enterprise.
	Report (reporting)	The exposure, description, and portrayal of information about the status, direction or execution of work within the functions, services, processes, and resources of the enterprise.
	Location	A point, facility, place or geographic position that may be referred to physically or logically.
	System Measurement	Measures that are defined and implementable within an application.
	Application/System Report	Reports that are defined and implementable or implemented within or by an application.
	Organization (organizational areas and groups)	An arrangement or formation of resources that has a set of collective goals.
	Business Process (areas and groups)	A set of structured activities or tasks with logical behaviour that produce a specific service or product.
	Business Service (areas and groups)	The externally visible [logical] deed or effort performed to satisfy a need or to fulfill a demand that is meaningful to the [business] environment.

Table 2: Objects typically associated with Performance linked to Areas & Groups.

Guidelines for Leading Practice Subscription

- **SERVICES** are the subscription-based access to research, advisory, benchmarking, assessment, consulting and related services described herein. Service descriptions, names and levels of access are as detailed for each product offering.

- **CUSTOMIZED SERVICES.** If requested, LEADing Practice will customize the services to meet client's special demands and may periodically update the names and the deliverables for each service.

- **USER** is the individual named in the Client Purchase Order (each a "Licensed User") who is licensed to use the services. Clients will have limited access to the services based on agreed upon number of users.

- **CLIENT CONFIDENTIAL INFORMATION.** LEADing Practice agrees to keep confidential any Client-specific information communicated by client to LEADing Practice that is (a) clearly marked confidential if provided in written form, or (b) preceded by a statement that such information is confidential, if provided in oral form, and such statement is confirmed in writing within 15 days of its initial disclosure.

Ownership and Use of the Services

LEADing Practice owns and retains all rights to the services not expressly granted to client. Only the individuals named in the Client Purchase Order (each a "**Licensed User**") may access the services. Each licensed user will be issued a unique password, which may not be shared. Client agrees to review and comply with the following:

Usage Guidelines for LEADing Practice Services

All LEADing Practice Services, which are accessible to all licensed users via the "policies" section under www.leadingpractice.com. Among other things, these guidelines describe how client may substitute licensed users, excerpt from and/or share LEADing Practice content and documents within the client's organization, and quote or excerpt from the services externally.

Client may not redistribute copies of individual LEADing Practice content and documents, by electronic means or otherwise, to non-users without LEADing Practice's prior written permission. Users may not reproduce or distribute the services externally without LEADing Practice's prior written permission, except for external distribution, in their entirety only, of reprints of individual documents purchased by client.

Any approved external use of the services must comply with LEADing Practice Copyright and Policy, which may be viewed on www.leadingpractice.com. Clients cannot store services on any information storage and retrieval system.

Access to the Services

ID's for access to LEADing Practice Knowledge Repository and analyst inquiry may not be shared. Access to the services is restricted to the number of named individuals (each "user") as identified in the Client Purchase Order. The client acknowledges and agrees to inform all users that LEADing Practice may monitor activity on LEADing Practice's websites and repository, including access to, and use of, the services by individuals. Upon request, client agrees to provide LEADing Practice with assurance from a responsible Clients Account Manager (or other relevant evidence) of compliance with these usage terms.

Use of Copyrighted Material

These guidelines apply to all uses of "LEADing Practice´s material" that are protected by copyright which among other things includes all text, images, software, documentation, screenshots, websites, photographs, video footage, etc., "LEADing Practice´s material", in whatever media they may be used including print media, online media, books, articles, audiovisual works, blogs, wikis, or any other format or medium.

"LEADing Practice´s material" refers to all information and material containing standards, products, software, website, frameworks, methods, approaches with associated descriptions, categorization, classification, semantics relationship, ontology, meta objects, artifacts, maps, matrix and models, in whatever media they may be used.

"LEADing Practice´s material" is Intellectual Property (IP) of LEADing Practice ApS and protected by copyright and limitations apply to the reuse of this IP. The Intellectual Property Rights (IPR) consists of information, knowledge, objects, artifacts, experience, insight and/or ideas, that are structured to enable reuse to deliver value creation and realization.

The LEADing Practice ApS intellectual property is protected by law, including, but not limited to, internationally recognized United States and European Union IPR copyright law. Except as specifically indicated otherwise in writing, LEADing Practice ApS is the owner of the copyright in the entire "LEADing Practice´s material" and LEADing Practice ApS reserves all rights in that regard.

Use or misuse of the IPR, the trademarks, service marks or logos is expressly prohibited and may violate country, federal and state law. The following limited situation where use is permitted without LEADing Practice prior written permission.

- The LEADing Practice materials and all copies shall remain at all times the exclusive property of LEADing Practice ApS.
- LEADing Practice material CAN NOT BE REPRODUCED, MODIFIED, COPIED, AGGREGATED, DISTRIBUTED, TRANSMITTED, DISPLAYED, PUBLISHED, LICENSED, TRANSFERRED OR CREATE DERIVATIVE WORKS OR SELL ANY INFORMATION YOU AGAIN ACCESS TO THROUGH LEADING PRACTICE.
- You must use the LEADing Practice materials without modification.
- You may not use the LEADing Practice material in any offensive manner or context, for example in a way that is defamatory, disparaging or libelous to, or otherwise presents

false or misleading information regarding, LEADing Practice or any other party, or its or their products or services; in conjunction with obscene or pornographic material; in a manner that suggests bias based on race, national origin, gender, sexual orientation, or religion; or in any manner that would be illegal under applicable law.

- You may not imply any LEADing Practice partner, sponsorship, affiliation or endorsement.
- You may not use the LEADing Practice material for a purpose competitive with LEADing Practice or its products unless otherwise clearly permitted by applicable law.
- You may not use the LEADing Practice corporate logo.
- No use of other LEADing Practice trademarks is granted under this section.

Third parties wishing to use "LEADing Practice´s material" that are protected by copyright must have LEADing Practice's permission to do so. In some situations described below, LEADing Practice gives you that permission so long as you comply with the requirements stated.

In others cases, you must obtain LEADing Practice's written consent. If you don't already have a contract with LEADing Practice that clearly gives you such rights, please contact LEADing Practice to request such permission.

LEADing Practice ApS may, in appropriate circumstances of infringement of the intellectual property rights pursue legal action. For questions, please get in touch with us.