

Archestra Consolidated Glossary

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GLOSSARY OF ENTITIES

	Strict	Casual	Notes
COMMUNITY	A group of individuals who have, in common, a given self-identification and explicit concern.		
ORGANIZATION	A specified set of functions arranged and supported specifically to ensure the continual availability of the functions to each other for cooperation	The collection of ideas and things that hold a community together as a formalized unit	3 dissolvers: <ul style="list-style-type: none"> • Not caring • Value myopia • Insufficient authority to invest
ENTERPRISE	The full extent of an organization's managerial authority and jurisdiction of operations		
COMPANY	A formalization of the structure of management for stakeholders	The community of operators in a given autonomous part (100% or smaller) of an enterprise	Has a brand and a continuity plan
PROJECT	An intentionally temporary micro-organization, designed and operated to produce one defined thing, under a high-accountability plan, with a predefined resource allocation		Has an organization, a method, and an execution plan
TEAM	A group of individuals acting in coordinated roles dedicated to a collective achievement	Co-workers on a specified task	Cooperation may or may not be simultaneous activity

GLOSSARY OF ORG/SOCIAL ENVIRONMENTS

	Organizational context	Casual	Notes
CULTURE	a system... of influences created by ... preferred interactions... that are reinforced by... persistent promotion of some values over others		
VALUE	A prioritized intended distinction related to desired properties or attributes	the distinctive significance (meaning) of a known difference	Significance is contextual
NORM	An accepted standard of deliberate conditions or behavior that persistently occurs		
POLICY	An authoritative expectation of priorities among alternatives in discretionary action		
RULE	A prescription of a required state of compliance to certain conditions		
PRACTICE	A set of norms for activity, reflecting alignment to values		

GLOSSARY OF COGNITIVE CONCEPTS

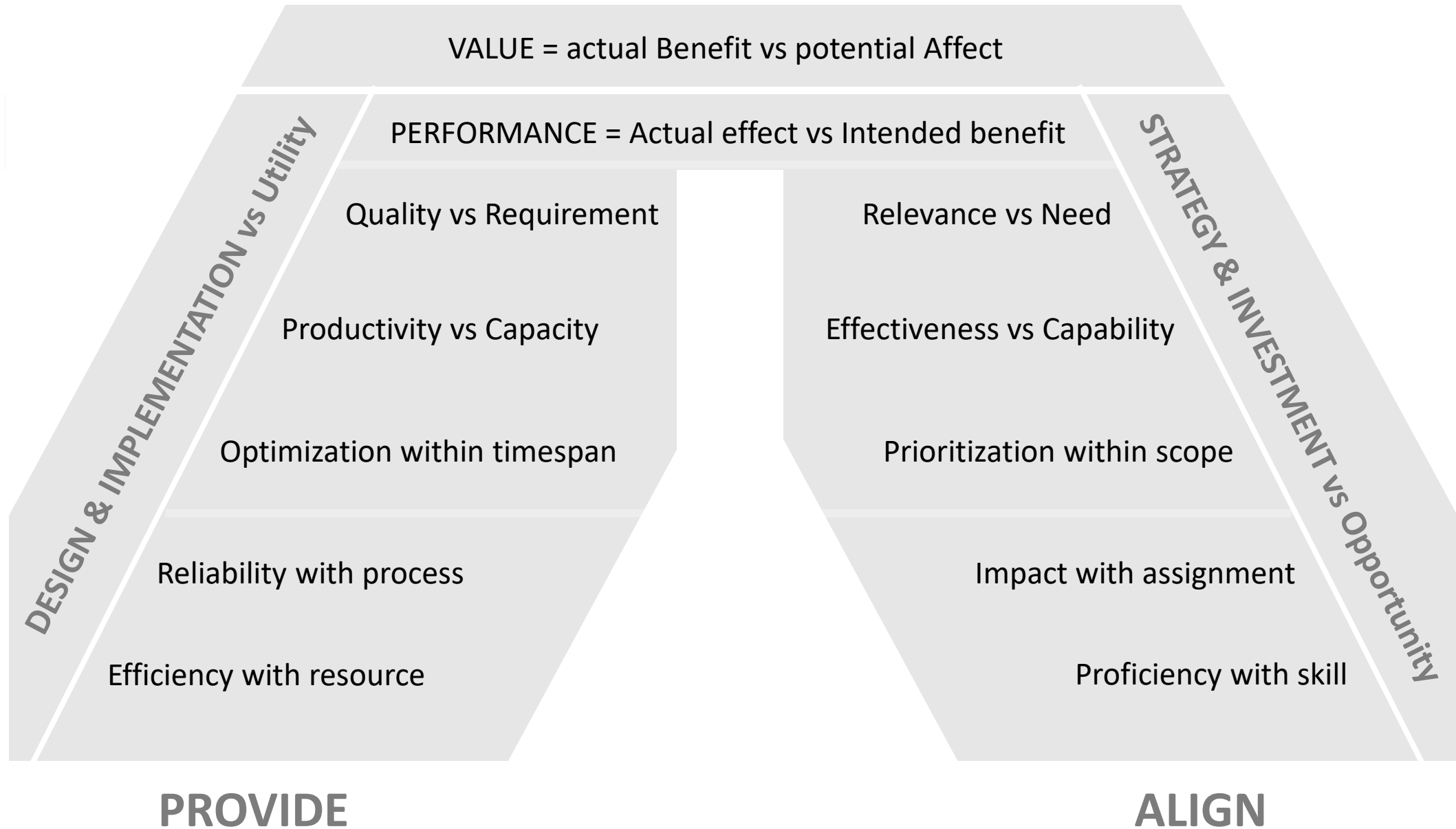
	Strict	Casual	Notes
KNOWLEDGE	a recallable awareness of Why and When a What is How		<ul style="list-style-type: none"> • Pick something (what is it) • Characterize it (how is it) • Whatever makes it that way (why) • When it occurs that way
BELIEF	a perspective held as a default explanation		
TRUTH	a consensus of belief about a condition or state, drawn from impersonal validations		
OPINION	a consensus of belief about a condition or state, drawn from personal validations		
IDEA	A mental description of a repeatably distinguishable actuality or possibility	A thought that describes something with both an identity and a meaning	
FACT	A condition that persistently appears when sought by investigation	Something always demonstrably proved to be true	

Basic Terms Distinguished for Precision in Discussions

Term	Distinction	Key Variabilities
Thinking	Navigating information with intent to position, associate and organize ideas into concepts, models and decisions	Method and tactics
Learning	Acquiring knowledge at a level suitable for functional utility in a known context	Degree of coverage and depth
Teaching	Orchestrating experiences to be had by a person, in order to facilitate the person's learning	Attraction and impact
Educating	A practice for coordinating teaching and learning according to a goal and plan	Scope, model and tasks
Training	Building or rebuilding an active capacity and preparedness to use certain knowledge	Method and tactics
Knowing	Having the capability of recalling on demand the learning already achieved	Relevance and richness
Intelligence	Information of designated relevance, produced in thinking and learning	Credibility
Knowledge	A degree of recallable completed learning	Scope, timing and relevance
Skill	Demonstrated competency in a given function	Timing, consistency

Top Desired Effects of Practical Knowledge

Effect	Impact	Origin of intellectual quality	Key contributing factors
Awareness	Sensitivity	Clarity of exposure	Experience Motivation
Insight	Recognition	Flexibility of thinking	Intelligence Method
Expertise	Specialization	Completeness within focus	Tactics Depth
Wisdom	Perspective	Range of practice experience	Scope Relevance



GLOSSARY OF VALUE REFERENCES

	By definition, a “value” is the distinctive significance (meaning) of a known difference.	Significance is contextual.
BENEFIT	A qualitative positive impact of a presence or outcome	The actual quality or actual benefit of the realized solution may or may not correspond to <i>a priori</i> management intentions.
WORTH	the degree of beneficial impact of a value	
GOAL	A desired future state of conditions	A goal is not defined as a difference from the present. It is defined as a preference among any alternatives.
OBJECTIVE	A measurable predefined result identifying the purpose of an activity targeting a specific goal	
PERFORMANCE	The actual degree of progress versus expected degree, attributable to a specified effort	
PROGRESS	Progress is the measurable difference between the intended degree of future difference and the current actual degree	Progress is by definition on a vector of realization. But the <i>efficiency</i> of the realization can be anything from chaotic to extremely optimized.
REALIZATION	Realization is the translation of a model of something into a verifiable complete occurrence or instance of that thing	Realization can occur in both linear and non-linear progression. But the <i>practical</i> differences between linear and non-linear are more a concern of management.

GLOSSARY OF VARIABLES IN VALUE DELIVERY

VALUE COMPONENT	VARIABLE BASIS OF DIFFERENTIATOR	Typical Driver of Variability	Value Component Relies on...
Recognition	Awareness of relationship between type and need	Marketing or education	Preference
Opportunity	Reasonable expectation of effective use in targeted circumstance	Observation or demonstration	Relevance Viability
Solution	Applies to an explicitly known problem	Education or observation	Capability Availability
Preference	Perceived fit of value type to user's standing objective	User Priorities	Presence
Relevance	Relationship between value type and circumstance	Priority and duration of circumstances	Quality
Viability	Effective circumstantial usability given user's eligibility and trade-offs	Current fit to identified user readiness	Purpose Position
Capability	Type of User Effectiveness	User's current readiness	Compatibility
Availability	Timing of verifiable use	Modes of timely receipt	Source Support
Presence	User's predisposed awareness of the value type, aka mindshare	Publicity, memory, education, etc.	Communications
Quality	Suitability to functional purpose at suitable scale of deployment	Terms of use	Agreement
Purpose	Target situation of the distinction to be recognized	Limits of applicability	Function
Position	Attributes of value, relative to existing alternatives	Tolerable trade-offs	Features
Compatibility	Appropriateness to current intended user	Education or observation	Instruction
Source	Level of trust/confidence in originator	Familiarity	Examples
Support	Expressed assurance of defined type	Experience gained from use	Trials

GLOSSARY OF RULE-BASED GUIDES

	GUIDE	an instruction or set of instructions for following a procedure. They clearly distinguish one way of acting from another	
POLICIES	POLICIES authorize the defense and enforcement of given priorities.	say what <i>*Priorities*</i> are most important to observe, at the same level of seriousness that we hold Goals.	They carry <i>*authority*</i> in given predefined situations.
STANDARDS	STANDARDS are specifications about accountability	can apply to both policies and procedures but they are not about authority.	Different kinds of accounting impose different standards.
GUIDELINES	GUIDELINES are context-sensitive recommendations of applicable expertise.		
PRIORITIES	PRIORITY is a relative degree of importance, applied to a requirement as compared to other requirements.	Identifies relative importance in terms of Urgency, Impact, and/or Obligation	
PROCEDURES	PROCEDURES are the design of activity.	should say How to do things.	They can be very generic but not vague.

GLOSSARY OF SOLUTION CONCEPTS

	By definition, a solution refers to a desired difference between a prior and subsequent state	
NEED	a specified difference between current experience and desired satisfaction	
REQUIREMENT	a prerequisite condition for satisfying the need, to be realized by implementing a specific change or preserving a specific current condition	
PROBLEM	a desired future value for which the approach to progress is not yet adequately specified.	It is one experience of circumstances.
SOLUTION OFFERING	a proposed approach that is designed to fulfill requirements	
SOLUTION	an action or instrument that causes effects necessary to meet requirements.	

BUSINESS REQUIREMENTS

	DISTINCTION	UTILITY	NOTES
INITIATIVE	a formally authorized set of activities held accountable to a strategic objective.		The set of activities are expected to progress concurrently, not necessarily interdependently.
PORTFOLIO	a goal-constrained group of predefined investments, each of which is managed with the responsibility to contribute positively to the goal of the portfolio.		
OBJECTIVE	a predefined outcome in the form of a state or output typically having the status of a requirement.		Identified for complying with and promoting progress of a strategy.
REQUIREMENT	a logically necessary element of success for something that is designed and maintained.		
PRIORITY	a relative degree of importance in terms of Urgency, Impact, and/or obligation, applied to a certain requirement as compared to other requirements.		
IMPACT	a type of Affect having a defined category of potential Effect, e.g. risk or value, and including subtypes such as security, quality, performance, and cost.		
RISK	a type of Condition that, if it becomes actual, is expected to negatively affect the probability of an Intended positive outcome in a circumstance within which it appears.		

GLOSSARY OF PRACTICE GUIDES

	DISTINCTION	UTILITY	NOTES
STRATEGY	Identifies where you're going to be and why you're going to be there	Proposes that opportunity exists when certain positions are achieved that provide leverage for realizing goals	Supplies the key reference for aligning effort and interpreting the significance of conditions, events and actions
FRAMEWORK	Identifies the dimensions of the work undertaken	A framework provides systematic explanation of what kind of values should be accounted for and/or incorporated into a solution.	A framework is the normal instrumental reference for keeping focus on whether required types of value are being defended and actualized by the methodology -- and by the procedures (NOT processes) that are employed in production
MODEL	Identifies the structural parts and their relevant dynamics		
METHOD	Identifies the guidelines and constraints for interactions & procedures	A methodology constrains procedures to an accountable alignment with prescribed values	Methodology and process apply equally to progression.
PROCESS	Identifies the prescribed operational activity	The purpose of a process is to drive and track a progression of an operation	Process provides a description of how to define measurable activity for accountability. It does not create activity.
PROCEDURE	Identifies a task-level prescription of conducting a process	Specifically sequences activities that are necessary and sufficient for a result	
TECHNIQUE	Identifies procedural form & support		

MATRIX OF PRACTICES AND ROLES

	Framework	Model	Method	Process	Technique
	Identifies the dimensions of the work undertaken	Identifies the structural parts and their dynamics	Identifies the guidelines and constraints for interactions & procedures	Identifies the prescribed operational activity	Identifies procedural form & support
Leader	Insight	Strategy	Portfolio	Campaign	Behavior (own)
Manager	Servant Leadership	Performance measures	Program	Transparency	Advocacy
Facilitator	Adoption Goals	Engagement	Coordination	Analysis	Negotiation
Coach	Cultural Values	Capability maturity	Knowledge transfer	Empathy (Listening)	Feedback
Trainer	Talent Development	Assessment	Teaching	Skills building	Curricula
Builder	Agile Principles	Self-organization	Collaboration	Active Learning	Sprints
Designer	Authenticity	Storytelling	Appreciative Inquiry	Requirements Analysis	Ideation

- value
- alignment
- capability

ENTERPRISE PRODUCTION FRAMEWORK

most open ←

VALUE ASPECT

→ least open

SELECTION ASPECT	WORK ASPECT	DEFINITION	RELEVANCE	QUALITY	COMPLETENESS	EFFECTIVENESS
WHAT FOR	JOB	A group of one or more tasks executed for a given objective	Means	Methods	Outputs	Requirements
	ROLE	A responsibility for executing a range of tasks in a job	Director	Manager	Producer	Provider
	TASK	A type of work that needs to be done regardless of outcome	Source	Procedure	Assignment	Performance
WHY	EXPERTISE	Depth and breadth of competency across a given range of conditions and issues	Roster	Organization	Service	Supervision
	COMPETENCY	Ability to apply skills and knowledge effectively in given conditions or for a given job	Resource	Staff	Operation	Benefit
	CAPABILITY	Degree of cultivation of a skill for a type of use or role	Plan/Design	Coaching	Development	Maturity
	SKILL	Ability to apply relevant cultivated talent to a task	Training	Teaching	Discipline	Practice
WHO	TALENT	Functional ability	Instinct	Currency	Fitness	Impact
	ABILITY	Demonstrable use of aptitude on demand	Discretion	Compatibility	Supply	Strength
	APTITUDE	Predisposition that aligns well with the functional requirements of meeting a condition's demand	Evident properties, not attributes, independent of circumstances	Circumstantial, subordinate to immediate requirements	Circumstantial, subordinate to the need of a given affected party	Evaluated against an affected party's perceived risks

DEVELOPED OFFERINGS

	DISTINCTION		NOTES
PLATFORM	a "foundation for intended effort"	Platform users are entities that have intended roles and actions governing their efforts.	A business platform combines info, processing aides, policies and people that are coordinated to support user intents - and users are typically organizations. A technology platform combines data, hardware and software for processing information and for automating related communications and tracking.
SERVICE	a managed provision of outputs from an ongoing or recurring operation, which are available on agreed terms and within that constraint available on-demand.		
EVENT	a produced occurrence of a designated distinctive condition or experience		
SYSTEM			
PRODUCT	a predefined, packaged provision of info, material, and/or assistance obtainable by order of a consumer for a prescribed usage.		

STRUCTURED DEVELOPMENT

	DISTINCTION		NOTES
DESIGN	the deliberate intention of the arrangement of a form		Design can apply to (for example) objects, activities, conditions, resources, and interactions/relationships.
MANAGEMENT	influences intended to align actions and conditions to a goal		
DEVELOPMENT	the progressive completion of the realization of a concept		
PROGRAM	a managed coordination of multiple business functions where the goal of the coordination is to assure the progress of creating, maintaining or improving business processes according to explicit requirements.		
PROJECT	a time-bound managed effort for identifying and/or producing an asset, component, resource, relationship, or functional ability that can be requested, implemented and used.		
PROCESS	Identifies the prescribed operational activity		
PROCEDURE			

USER-CENTRIC MANAGEMENT SEMANTICS OF SERVICES IN SOLUTIONS

In the logical hierarchy of dependencies, Demand and Supply are related but independently variable. For either of them, any given level can remain the same while the level below it can change.

VARIABLE	DEMAND	SUPPLY
Value	Fulfillment of need	Objective
Priority	Current relative importance of the requirement to meet need	Criticality to satisfying specified requirement
Level	Impact of utility on current state	Maintained on-demand availability
Class	Range of prescribed utility	Maintained applicable capacity
Contract	Terms of agreement for the on-demand receipt	Terms of agreement for the on-demand availability
Type	Purpose of the service	Mechanism for on-demand delivery
Service	Use or application of the production effects for a purpose	Prescribed utility of operational effects
Operation	Effects produced by something or someone else	Specified activity that produces effects

Solution Request

Solution Provision

HIERARCHY OF SOLUTION ENABLEMENTS

	DISTINCTION	UTILITY	NOTES
Business line	is a managed market-facing supply & demand relationship		
Business capability		supports a business line	
Business process		supports a business capability	
Business System		supports a business process	
ICT		support a business system	
Service	is a kind of customer solution		
Capabilities		underlie services	
Products		underlie capabilities	
Infrastructure		underlies products (produce and implement)	
Technology		underlies infrastructure	

DEMYSTIFYING AGILITY

“Demand” can usually be understood as a request for some combination of interactions and functions. “*Agility*” refers to how the party responds to the pressure of demand with real-time adaptability to its requirements, applying internal capability and external ability.

ABILITY & CAPABILITY CHARACTERISTIC	DEFINITION
a. FLEXIBLE	Default form can circumstantially change for the time period required
b. RESILIENT	Default form can restore itself after being altered under demand
c. PORTABLE	Same form can function from a location other than its default or original location
d. VERSATILE	Same form can offer a distinctive relevant function under more than one type of demand

Requirement of the Demand	Response Value offered
Internal interaction	a, b
Internal function	c, d
External interaction	a, c
External function	b, d

REAL-TIME ADAPTABILITY

Seen as real-time adaptability on demand, "agility" occurs in numerous ways, which separately or in combination offer distinctive value in response to the requirements of the circumstances of demand. In general, *capability* makes sense as a reference to an internally experienced condition, while *ability* makes sense as a reference to an externally experienced condition. Both cases relate to an instance of *demand*, and it makes sense to anticipate that an external demand on a party can trigger an internal demand on that same party. Demand itself can usually be understood as a request for some combination of interactions and functions. "*Agility*" refers to how the party responds to the pressure of demand with real-time adaptability to its requirements. Below, four predominant *tactics* of agility apply in different ways that most frequently provide value, through interactions and functions, versus internal or external demand. In short, "agility" is an umbrella term for four distinctly different *dispositions* of interactions and functions.

AGILITY:	INTERNAL	EXTERNAL
INTERACTIONS	<ol style="list-style-type: none"> 1. Flexible 2. Resilient 	<ol style="list-style-type: none"> 1. Flexible 2. Portable
FUNCTIONS	<ol style="list-style-type: none"> 1. Versatile 2. Portable 	<ol style="list-style-type: none"> 1. Resilient 2. Versatile