



# Enterprise Transformation Manifesto



*The golden principles for improving enterprises while respecting society's fundamental values and interests*

## A COMMENT

This version of the ETM includes comments by the Praxeme Institute.

### Motivation of the Manifesto

- In the face of complexity, this manifesto articulates core principles and offers an escape from confusion, gloom and doom. It aims to reinforce our ability to ac.

### Enterprise System

- By "Enterprise", we mean any type of organized and willful entity or action. Considering the Enterprise as a system helps to cope with its complexity.

### Enterprise policy & the open society

- The Enterprise expresses its values, in accordance with society and its value system. Its actions should conform to its values.

### Enterprise Architecture

- Enterprise Architecture is the discipline that analyzes the strategy and determines the main decisions for transforming the Enterprise System.

### Quality of the Enterprise System

- The quality of the Enterprise System directly impacts the way the Enterprise behaves and evolves. It is of paramount importance to analyze and assess this quality.

### Enterprise Transformation

- Mastering the transformation of the Enterprise requires the target and the trajectory to be made clear. The target defines an aspirational state of the future Enterprise System.

### The human adventure

- Transforming the Enterprise and improving its contribution to society require specific skills and motivations. Bridging the Enterprise and the University is part of this adventure.

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## 1. Motivation of the Manifesto

In the face of complexity, this manifesto articulates core principles and offers an escape from confusion, gloom and doom. It aims to reinforce our ability to act.

### **1.1. "Enterprise" here denotes any kind of human organization, grouped together, motivated and driven towards a common goal.**

- 1.1.a) The term "Enterprise" covers the companies, groups, organizations, associations... be they public or private, for profit or not-for-profit.
- 1.1.b) The term "Enterprise" may also be used in its other meaning and refer to human endeavor, project, adventure, exploration...

### **1.2. This manifesto expresses the belief that an enterprise can be improved through different courses of action.**

### **1.3. At its root, the manifesto springs from a feeling - shared by its signatories - that enterprises need to adopt a comprehensive and multidisciplinary approach to cope with their inner complexity and increasingly complex environments.**

- 1.3.a) The enterprise methodology, Praxeme, provides such a comprehensive approach.
- 1.3.b) The Praxeme Institute is a not-for-profit association whose aim is to develop and promote Praxeme as an open method.

### **1.4. The Manifesto aims to summarize best practices and principles in order to share and diffuse them on a wide scale, among partners and through teaching.**

- 1.4.a) These golden principles are generic and may apply to various methods in numerous contexts.
- 1.4.b) Signing the Manifesto means agreeing with the principles stated.
- 1.4.c) The signatories agree to encourage the initiative for an open method without necessarily adopting it themselves.

## 2. Enterprise System

The notion of Enterprise System belongs to the fundamental tenet of our philosophy.

It is our *petitio principii* that the Enterprise and its transformation will benefit from the rational approach and the attempt to adopt a scientific method.

By "Enterprise", we mean any type of organized and willful entity or action. Considering the Enterprise as a system helps to cope with its complexity.

### 2.1. The Enterprise is a complex object.

- 2.1.a) By "complexity", we mean that the object can be understood and its behavior can be predicted only by considering numerous inter-related elements.
- 2.1.b) Enterprise complexity stems from the many different planes of its key components, the great variety of its in-house expertise and knowledge and the autonomy of will and action of all its component parts – which are themselves complex systems.
- 2.1.c) When neglected, this complexity can lead to wrong decisions being made and alter the running and being of the Enterprise.
- 2.1.d) Every actor acts according to a given "action theory". An action theory is a set of manageable principles, precepts and preconceived ideas.
- 2.1.e) On the one hand, action theories are indispensable: without them, it would be impossible for actors to make daily decisions in a timely manner.
- 2.1.f) On the other hand, action theories are based on a simplified, simplistic and reduced representation of the world. They neglect the true complexity of reality and inevitably lead to a partial, non-complete and biased perception.

### 2.2. The Enterprise System is the Enterprise that perceives itself as a system.

- 2.2.a) Considering the Enterprise as a system emphasizes its nature as a complex object, made up of many interconnected parts working together.
- 2.2.b) This position entails specific techniques for analyzing the Enterprise reality, respecting its inner and irreducible complexity.
- 2.2.c) Providing that the necessary time and resources are available, this analysis is actualized when faced with specific circumstances.

### 2.3. The Enterprise System embeds many aspects.

- 2.3.a) It is not possible to understand and master the Enterprise without first untangling its many aspects.
- 2.3.b) Many different disciplines are required to understand the Enterprise System, in both its individual aspects and as a whole.
- 2.3.c) It is not enough to just summon all the required disciplines; the specialties need to be linked together, so that the unity of the Enterprise System is preserved and understood.

## **2.4. For a good and actionable description of the Enterprise System, the aspects have to be both separated and linked together.**

- 2.4.a) Describing the aspects of the Enterprise System is a way to simplify the representation, assign responsibilities, clarify the decision making process and manage the competences.

"Separation of concerns" principle

- 2.4.b) What has been separated for the sake of analysis must be rearticulated, otherwise the complexity is ignored. The aspects must, therefore, be linked together by carefully analyzing their dependencies.

## **2.5. Before any design or transformation of the Enterprise System is undertaken, its reality and environment must be understood.**

Alignment principle

- 2.5.a) To understand any sort of Enterprise, the first step is to scope its goals, objectives, values, requirements and vocabulary.
- 2.5.b) As all these elements are statements expressed in natural language, they are flawed by vagueness, ambiguity, polysemy... Nevertheless, for a better understanding, we must capture and analyze them as meaningful clues that reveal the reality.
- 2.5.c) The same exercise is required regarding the Enterprise environment.
- 2.5.d) Should discrepancies appear between expressions from the Enterprise and from its environment, the common wisdom is that the external point of view takes precedence.

## **2.6. The business of the Enterprise manifests itself across three aspects: knowledge, organization and geography.**

- 2.6.a) The reality of the Enterprise is made up of objects, notions, activities, processes, sites, organization, roles, rules, means, resources...
- 2.6.b) These various terms need to be arranged in order. The approach of the Enterprise System discerns: a) its structure (organization and processes), b) its superstructure (ideology, stated values, objectives...), c) its infrastructure (means) as well as d) its culture (vocabulary, knowledge, real values...).
- 2.6.c) After scoping, the natural and spontaneous approach of the Enterprise is to consider it as a set of activities, described in terms such as processes.
- 2.6.d) To view the Enterprise through its activity alone is not sufficient. Firstly, such representations tend to adhere too closely to the organization in place and make it difficult to imagine other solutions. Secondly, they contain redundancies, habits and unjustified practices that need to be questioned. Finally, they convey local assumptions when creativity calls for a more generic approach.
- 2.6.e) Recognizing the core business knowledge in terms of objects and notions provides us with another starting point.
- 2.6.f) Semantic modeling pertains to this kind of approach. It delivers a formal and actionable description of the core business knowledge. In so doing, it dispels the shortcomings of the natural language expressions uncovered by scoping.
- 2.6.g) Semantic modeling encourages abstraction, which leads one to question the system in place and to imagine more generic and powerful solutions.

2.6.h) The geography of the Enterprise System has a big impact on many areas. These include the strategic choices made regarding the location of resources and activities, the local presence and level of availability for clients and partners, mobility and the location and cost of the equipment. It must, therefore, be properly described and assessed.

**2.7. The Enterprise System encompasses aspects that relate to its internal equipment and the deployment of the means at its disposal.**

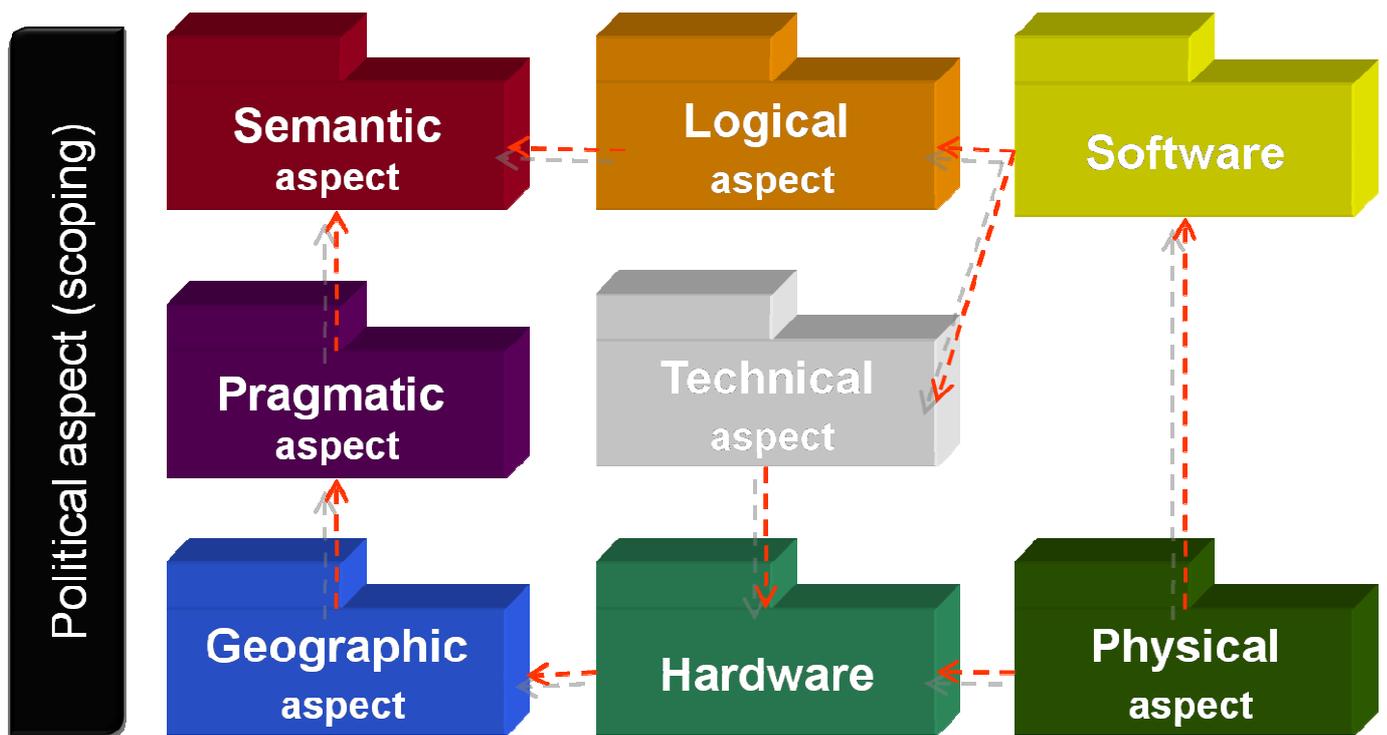
2.7.a) This equipment - particularly the IT system - tends to increase the complexity of the Enterprise System.

2.7.b) We must strive against unnecessary complexity: "complication".

Figure 1. The Enterprise System Topology

The Enterprise System Topology is a methodological framework, a frame that links together the aspects of the Enterprise System<sup>1</sup>.

An aspect is a portion of reality, which has been isolated for the sake of study, in accordance with its inner logic<sup>2</sup>.



<sup>1</sup> For further information, please see the method guides at [www.praxeme.org](http://www.praxeme.org).

<sup>2</sup> Canonical definitions are to be found on the web site (e.g. <http://www.praxeme.org/Thesaurus.Aspect>).

### ✓ 3. Enterprise policy & the open society

Before we can even think of Enterprise transformation, we have to clarify the values and purpose of the Enterprise. To do this, we must consider the role of the Enterprise within society as a whole.

The Enterprise expresses its values, in accordance with society and its value system. Its actions should conform to its values.

#### 3.1. The Enterprise policy states its core values and the way it intends to set them in action.

- 3.1.a) An enterprise policy is based upon explicit values.
- 3.1.b) Values are arranged and prioritized through hierarchies or value systems.
- 3.1.c) Among the various components of the enterprise - from entities to individuals - it is possible that value systems may differ.
- 3.1.d) For the sake of clarity and harmony, discrepancies between value systems need to be elucidated then negotiated.
- 3.1.e) Be it at an individual or collective level, we distinguish between proclaimed values and actual values. The difference, if any, is revealed through actions and their effects.

Sincerity principle

#### 3.2. The Enterprise recognizes, adopts and supports general values shared by the open society, of which it is a part.

- 3.2.a) The values of the open society include awareness regarding the issues that the planet is facing, search for peace and justice, gender equality, consideration to disabled people...
- 3.2.b) The Enterprise is a ground for individuals to fulfil their potential.
- 3.2.c) We believe that the ultimate objective of the Enterprise coincides with that of the open society. It is not merely one of profit, but one that contributes to stakeholder satisfaction and to the common good.

#### 3.3. The Enterprise expresses its policy and communicates it to its stakeholders.

Will principle

- 3.3.a) Stakeholders include owners, shareholders, managers, employees, representatives, partners and, in some cases, the public.
- 3.3.b) A policy is articulated around a business model, leading to an operating model and expressed through an objectives tree, so that every part of the Enterprise System gets a clear idea of its role and responsibilities.

#### 3.4. The Enterprise is a place where various cognitive universes and value systems cohabit. The rational Enterprise admits and recognizes this diversity.

**Tolerance principle**

- 3.4.a) Diversity -when well managed- may constitute an opportunity for the Enterprise.
- 3.4.b) Stakeholders bring with them various cultures and representations. This diversity is reflected in the variety of vocabulary in the Enterprise.
- 3.4.c) The tolerance principle implies use of listening skills.
- 3.4.d) Respecting diversity and active listening enrich the Enterprise. They can help the Enterprise live up to its values and contribute to its well-being. Innovation opportunity is a valuable side effect of this stance.

**3.5. Among other factors, ideology plays a role in the Enterprise as well as in society. Actors must be aware of this in order to better design and lead the transformation.**

- 3.5.a) "Ideology" refers to the set of pre-wired answers that the actors use in their day-to-day actions and decision making.
- 3.5.b) An Enterprise ideology combines values, fixed representations and a theory of action.
- 3.5.c) Applying the Enterprise ideology is justifiable and efficient, provided that it remains within clearly set limits, for ordinary and repeatable circumstances.
- 3.5.d) Outside of these limits, there is a risk of misunderstanding a new situation and not responding accordingly. Ideology, used as an answer to everything, could be misleading.
- 3.5.e) Openness remedies the drawbacks of ideology. It mitigates the risk of dogmatic behaviors by introducing exogenous elements of thought and knowledge.
- 3.5.f) Regularly, the Enterprise must assess its own level of openness, using criteria such as: measurement of active listening inside the organization, opportunities for free expression by the stakeholders, objectivity of assessments and audits regarding every aspect of the Enterprise System, outdoor activities and relations, expenses for external studies and documentation.
- 3.5.g) Being aware of the limitations of ideology and adopting an open attitude determine the possibility and content of the Enterprise transformation.

**3.6. It is only when looking at the Enterprise's ultimate aim that its true values are revealed.****Driving principle**

- 3.6.a) Each component of the Enterprise System operates according to its own goals.
- 3.6.b) Combination, computation and negotiation of the objectives, at every level of the Enterprise System, determine its behavior.
- 3.6.c) Deep management of the Enterprise is a way of coping with these numerous objectives. By actively listening, management can uncover the different objectives, adjusting them to fit in with the ultimate aim.

**3.7. Once the Enterprise has articulated its policies, it can work on its transformation and design its strategy.**

## 4. Enterprise Architecture

As a phrase, "Enterprise Architecture" refers to the discipline that helps make decisions regarding the Enterprise System.

It can also designate the description of an individual Enterprise System. In this case, we write "Enterprise architecture", with a lower case 'a'.

Enterprise Architecture is the discipline that analyzes the strategy and determines the main decisions for transforming the Enterprise System.

### 4.1. Rational action applies this basic truth: we need to understand and build a valid representation of the Enterprise System before making decisions and taking actions.

Rationality principle

- 4.1.a) Such a representation presents the following characteristics: a) it encompasses formal and rigorous models, b) it addresses every aspect of the Enterprise System, c) it covers all topics and concerns that are relevant and critical for the Enterprise.
- 4.1.b) Enterprise Architecture is built upon the creed that rationality must guide human affairs.
- 4.1.c) We recognize that not one but many rationalities coexist in the field of the Enterprise.
- 4.1.d) Enterprise Architecture favors the rationalities that conform to the criteria of the open society: objectivity, openness, elucidation, articulation, falsifiability...

### 4.2. Enterprise Architecture is the discipline that is in charge of the overall design of the enterprise, in accordance with its strategy and values.

- 4.2.a) Enterprise Architecture is concerned with every aspect of the Enterprise System.
- 4.2.b) Enterprise Architecture establishes the overall structure of the Enterprise and its inner systems.
- 4.2.c) Enterprise Architecture - as a discipline - produces Enterprise architectures that are high-level descriptions of Enterprise Systems.

### 4.3. The starting point of Enterprise Architecture lies with the Enterprise objectives and values, whether conscious or not.

- 4.3.a) Elaborating an Enterprise architecture starts with scoping the Enterprise and bringing an in-depth analysis of its conscious and unconscious reality.
- 4.3.b) This analysis often interacts with strategy elaboration and leads to more detailed expressions.
- 4.3.c) The architectural analysis prepares the architectural design and guarantees that the proposed Enterprise architecture will be in line with the objectives and reality of the Enterprise.

### 4.4. Under the term "scoping", Enterprise Architecture gathers all valuable information, decisions and knowledge, which are not necessarily expressed in a formal way.

- 4.4.a) This material determines the design of an Enterprise architecture.

- 4.4.b) The material provided by scoping is indispensable for the Enterprise Architecture. However, there remains an essential difference of nature and content between this material and the representations of the Enterprise System.
- 4.4.c) The scoping elements come from various sources and mix different aspects, regardless of the formal quality that architecture requires.
- 4.4.d) The representations of the Enterprise Architecture take heed of the scoping elements and respond to their requirements.
- 4.4.e) Traceability is maintained between the scoping material and the models.

#### **4.5. The architecture of the Enterprise System obeys precise rules.**

- 4.5.a) It considers every aspect of the Enterprise System separately. A representation is provided for each aspect and shows the main decisions regarding this aspect.
- 4.5.b) For each aspect, the architecture breaks down the structure and arranges its elements.
- 4.5.c) In so doing, it makes a conscious and explicit use of the breakdown criteria. The criteria depend on the nature of the aspect in question.
- 4.5.d) The representations of the Enterprise System preserve the inter-relations between the aspects.

#### **4.6. As a discipline, Enterprise Architecture interacts with other disciplines that contribute to the transformation and monitoring of the Enterprise System.**

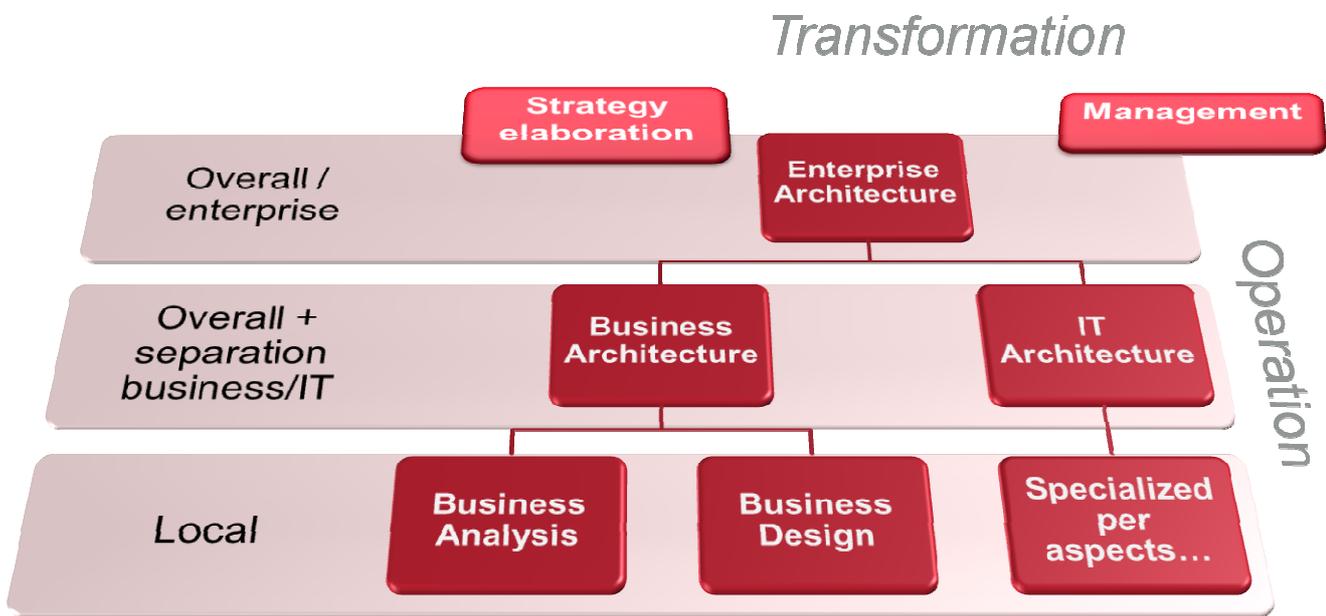
- 4.6.a) Analysis is a stance we adopt when examining a given object.
- 4.6.b) Design is another stance that aims to build a new object or provide a new solution.
- 4.6.c) Enterprise Architecture adopts successively both stances: analysis and design.
- 4.6.d) Analysis and design - as stances - apply to every aspect of the Enterprise System.
- 4.6.e) The interaction between Enterprise Architecture and strategy elaboration combines both stances. The first step is architectural analysis; but the findings of the analysis frequently make it necessary to add details or explanations to the strategy formulation. Thus, Enterprise Architecture - if not designing the strategy - triggers additions to the strategy.
- 4.6.f) Enterprise Architecture encompasses two more specialized disciplines: Business Architecture and IT Architecture. The technicality of the disciplines makes the specialization necessary.
- 4.6.g) Enterprise Architecture interacts with operational management and transformational management. The former detects issues and opportunities that the Enterprise Architecture takes into account. The latter makes the decisions based on the scenarios of transformation proposed by the Enterprise Architecture. Transformational management then drives the transformation.
- 4.6.h) Enterprise Architecture maintains a close relationship with marketing and communication functions, since they are all concerned with the Enterprise project for innovation and contribution to society.

#### **4.7. Enterprise Architecture prepares the transformation of the Enterprise by means of formal representations.**

- 4.7.a) A model is a representation that applies a formal notation and obeys rules that ensure its meaning, relevance and quality.
- 4.7.b) A given model is defined by the aspect it addresses, the scope it focuses on and the level of detail it aims at.

- 4.7.c) Architecture - as a representation - is a model that emphasizes the overall decisions.
- 4.7.d) A description repository is a database where models are deposited and consolidated for sharing and common use.
- 4.7.e) With Enterprise transformation in mind, a description repository is an essential asset that helps to progressively build and spread the appropriate descriptions.

Figure 2. Positionning the transformation disciplines



## ✓ 5. Quality of the Enterprise System

When analyzing the quality of an Enterprise System, we oppose complexity and complication.

When assessing or designing the Enterprise System, several fundamental properties must be considered. They include:

- agility,
- traceability,
- auditability,
- interoperability.

In each aspect of the Enterprise System, specialized disciplines provide deeper analysis of quality properties.

The quality of the Enterprise System directly impacts the way the Enterprise behaves and evolves. It is of paramount importance to analyze and assess this quality.

### 5.1. The complexity of the Enterprise System is both a strength and a risk.

5.1.a) Complexity is a risk insofar as it requires an increasing amount of resources or it leads to an unmanageable situation.

5.1.b) The irreducible complexity of the Enterprise System allows it to adapt to a changing environment and to respond to new situations. This can be a real advantage, provided that it is controlled.

### 5.2. Complication is unnecessary and artificial complexity, generated and accumulated through the Enterprise's history.

5.2.a) Every system suffers from a natural tendency to complicate matters unnecessarily - in other words creating complication without any added value.

5.2.b) This tendency affects the organization, its processes and its information system.

### 5.3. The Enterprise must constantly struggle against complication while preserving its irreducible complexity. The solution to this equation combines two principles: eliminating redundancy and establishing the right coupling.

5.3.a) Most of the current IT systems reveal a high rate of redundancy. Complication and slowness hinder the activity; procedures are weighed down by redundancy and overlapping. Redundancy should, at a minimum, be contained or preferably eliminated altogether.

5.3.b) The Enterprise System links together numerous elements of various natures. The manner in which these elements are connected to each other characterize the quality of the system. Enterprise Architecture is the art of finding an optimal solution with the appropriate level of coupling. It examines every aspect of the Enterprise System and proposes proper patterns.

### 5.4. The Enterprise System seeks out agility: its ability to adjust to a changing environment.

5.4.a) An agile Enterprise System needs to recognize and address the specific logic and needs of each aspect. Knowledge, organization, technology, human resources, infrastructure... are concerned with agility, each in their own way.

5.4.b) In every aspect, we have to identify the variation points: how may a need for change occur?

5.4.c) Ad hoc solutions should be elaborated for every type of variation point.

5.4.d) Flexibility contributes to the agility of the Enterprise System. A flexible system is one which can rearrange its different parts easily.

5.4.e) Stability is a characteristic of a system which can remain unchanged even when coping with variation. Stability of the system's core contributes to the agility of the whole. For example, the value system must be stable even though the strategy may itself be adjusted.

## **5.5. The content and documentation of the Enterprise System must ensure traceability so that it is easy to relate every property or event to their potential causes.**

5.5.a) Elements of downstream aspects depend on elements of upstream aspects. When the latter change, the former are affected.

5.5.b) Therefore, we must keep a clear view of these kinds of relations, between one aspect and another, using traceability chains.

## **5.6. In order to ensure transparency and confidence in the quality of the Enterprise System, it must be built in a way that allows for auditability.**

5.6.a) There are several perspectives for auditability. Each one is related to particular actors involved in the Enterprise System.

5.6.b) The responsible Enterprise considers each audit perspective as a contribution to one of its objectives, in relation to its core values.

5.6.c) The auditability of a system is its ability to easily provide information in a given audit perspective.

5.6.d) We can distinguish between the audit perspectives according to whether they serve internal or external objectives.

## **5.7. The Enterprise System may be made up of, or interact with, other systems, both now and in the future. Interoperability is, therefore, a critical characteristic of the Enterprise System and it plays a huge role in the value chain and the extended enterprise.**

5.7.a) Interoperability first supposes that the interacting systems share a common representation of their common environment, so as to exchange meaningful information.

5.7.b) Interoperability also requires cross-system cooperation, with clear handover and control.

## 6. Enterprise Transformation

This chapter starts with the rationale of Enterprise Transformation and continues with its content and means.

Mastering the transformation of the Enterprise requires the target and the trajectory to be made clear. The target defines an aspirational state of the future Enterprise System.

### 6.1. The Enterprise must continually be aware of its environment and must adapt to its changes, threats and opportunities.

- 6.1.a) Self-contentment acts as a strong and natural trend at every level of the Enterprise. It makes an objective assessment of the Enterprise situation among its environment difficult.
- 6.1.b) In order to counteract this trend, the Enterprise System incorporates measures to ensure an objective and regular survey of the external environment, as well as the internal running of the Enterprise.
- 6.1.c) We assume that Enterprise transformation is a normal part of the life of an Enterprise and the only way to keep pace with the changing conditions of its environment.
- 6.1.d) The action theories that guide the different actors are a potential weakness for the Enterprise.

### 6.2. The Enterprise must constantly take advantage of science and discovery in every field.

Innovation principle

- 6.2.a) This awareness of new opportunities includes not only science and technology but also new ways of organization, evolution of customer behavior, as well as the motivations of human resources.
- 6.2.b) Depending on its size and means, the Enterprise carefully monitors its environment to anticipate change.

### 6.3. The Enterprise must perceive itself as a permanently changing organism, so that it increases its chance of success by adapting to new conditions.

- 6.3.a) In addition to its regular activity and operations, the Enterprise System dedicates resources and activities to its own transformation.
- 6.3.b) Circumstances will dictate the level of effort and resources required. Transformation is in the interest of all Enterprise stakeholders.
- 6.3.c) Strategy elaboration is the first act of transformation. It must be rolled out to every aspect of the Enterprise System.
- 6.3.d) Enterprise transformation is the object of Enterprise Architecture.

### 6.4. In order for the Enterprise to be able to adjust rapidly, its Enterprise System must be built with agility in mind.

- 6.4.a) The more agile an Enterprise System is, the easier any transformation will be.
- 6.4.b) If the quality of the Enterprise System is not good enough, transformation may reveal itself impossible or very expensive. A poor quality Enterprise System jeopardizes the Enterprise.

6.4.c) When it comes to elaborating the optimal structure of the information system, the Enterprise Architecture resorts to a logical representation, which is an intermediary aspect between the business view and the IT view.

6.4.d) The logical architecture makes the key decisions regarding structure and agility of the IT system.

6.4.e) It also helps elaborate agility in matters of business knowledge and business activity.

## **6.5. The IT System inside the Enterprise System plays an important role, for better or for worse.**

6.5.a) More than any other aspect, the IT system suffers from a tendency toward complication.

6.5.b) Complicated and heavy IT systems not only impose huge costs but also make the Enterprise transformation difficult.

6.5.c) Developing software in line with the reality of the Enterprise means translating the logical model into a given technical architecture.

## **6.6. Enterprise transformation manifests itself through two tools: target and trajectory.**

6.6.a) A target is a to-be, hopefully aspirational, description of the future state of the Enterprise System.

6.6.b) An architecture target deals with every aspect of the Enterprise System. Starting with scoping, it correlates the changes from all aspects.

6.6.c) The Board of Directors must know the implications of the architecture target, as well as how it responds to the strategic objectives.

6.6.d) The trajectory explains how the Enterprise will drive investments to take the System from its current state to the targeted state.

6.6.e) The duration of the trajectory is determined by factors such as the state of the legacy system, the available budget and the strength of the will for change.

## **6.7. Driving the Enterprise transformation demands complete dedication balanced with smooth negotiation, on every aspect of the Enterprise System.**

6.7.a) The architecture target, like the North Star, is an absolute condition for funneling and optimizing the investments toward a consistent state of the Enterprise System.

6.7.b) On every aspect of the Enterprise System, the transformation may encounter resistance due to the current state and normal resilience to change.

6.7.c) On every aspect, negotiation is needed. This means taking into account the current state of the aspect and linking it to other connected aspects.

6.7.d) Convergence is the process that progressively brings one or many existing systems closer to the desired target.

6.7.e) It can take several years for Enterprise transformation to yield results.

6.7.f) Clear and objective indicators sustain the endeavor towards convergence, in the long term.

6.7.g) Enterprise transformation requires strong leadership and continuity of vision.

## 7. The human adventure

This chapter summarizes the core messages of the previous ones looking at them from a human resource perspective.

Transforming the Enterprise and improving its contribution to society require specific skills and motivations. Bridging the Enterprise and the University is part of this adventure.

### 7.1. The Enterprise provides individuals with a space where they can fulfil their potential, in accordance with their values and aspirations.

This is implied in the meaning of "enterprise" as a project.

- 7.1.a) The Enterprise assumes this function, providing that the practical virtues are enacted.
- 7.1.b) The practical virtues we discussed throughout this manifesto include: respect, freedom, openness, active listening, rationality and the search for the common good.
- 7.1.c) Enacting the practical virtues and laying out the Enterprise as a field of positive forces set the stage for innovative behavior.

### 7.2. The Enterprise transformation requires a large range of skills to cover every aspect of the Enterprise System.

- 7.2.a) Among these skills, modeling techniques deserve a special mention because they balance rigor with an endeavor for communication.
- 7.2.b) Modeling as a discipline embodies the inspiration of the scientific approach, tempered by the value of humanism.

### 7.3. Identifying the competences and disciplines involved in the Enterprise transformation is a key factor for success.

- 7.3.a) For that, the enterprise and the education and training sectors need to share a common framework that defines the competences and disciplines.
- 7.3.b) The competences should be identified and positioned against the list of the Enterprise System aspects.
- 7.3.c) The definition and articulation of the Enterprise System aspects constitute the framework for mapping the competences and disciplines.
- 7.3.d) This competency map or methodological framework covers all aspects mentioned in this manifesto: culture (knowledge, values, languages), superstructure (strategy, objectives, ideology), structure (organization, processes), infrastructure (geography, equipment, means).
- 7.3.e) This framework is the theoretical foundation upon which the enterprise methodology is built.

### 7.4. Close and mutual relations between the Enterprise and the Academia ought to be encouraged and seen as a normal and regular activity for both universes.

- 7.4.a) It is the duty of the academic and training sector to prepare the competences the Enterprise needs for its operations and transformation.

- 7.4.b) The Enterprise benefits from a close relationship with the academic world insofar as it is offered innovative and state-of-the-art contributions to feed its transformation. This also provides the Enterprise with better chances of development.
- 7.4.c) Fair communication and consideration ease the relationship between both universes.
- 7.4.d) Cross-fertilization of Enterprise and University require endeavors on both sides to identify the right content and to adopt the right form of communication.

## **7.5. The enterprise methodology acts as a vector, bringing academic research results into the Enterprise.**

- 7.5.a) The enterprise methodology fleshes out the framework by explicating the nature of the Enterprise System and by proposing methods and procedures to approach all its aspects.
- 7.5.b) As a result of the tenet exposed herein, the enterprise methodology is characterized by its openness, its scope covering all transformation activities and its alignment with the state-of-the-art development in every field of interest to the Enterprise.
- 7.5.c) It aims to link together the numerous disciplines required for understanding and transforming the Enterprise.
- 7.5.d) The enterprise methodology exploits the knowledge and research results available in the academic world. It confronts them with the reality and needs of the Enterprise. It articulates the findings to make them actionable.

## **7.6. Taking into account psychological profiles and value systems results in better management.**

- 7.6.a) The Enterprise, as well as the open society, benefit from the diversity of their constituent parts. The variety of personalities will mean a wider range of potential responses available to an Enterprise when faced with change.
- 7.6.b) Consideration, active listening and fair negotiation rank among the factors of motivation.

## **7.7. The signatories of this manifesto believe that common vocabulary, framework and methodology will facilitate exchanges among partners and between enterprises and academics.**

- 7.7.a) Sharing these references will help to optimize the training effort, preparing those competences necessary for Enterprise transformation.
- 7.7.b) Determining competences together will enable a coordinated education program to be put forward, linking private and public developments in this field and benefiting from advanced research.

**TO PARTICIPATE IN THIS ENDEAVOUR, PLEASE REFER TO THE LAST PAGE OF THE ENTERPRISE TRANSFORMATION MANIFESTO.**