































Taxonomy for the LEADing Practice Public Sector Heat Map

Rule Model		Investment Model		Service Model		Reporting Model		Control Model		Operating Model	
	Acts & Regulation Indicates a government competency, service, function or process that implements, enforces or abides to a rule of order having the force of law, prescribed by a superior or competent authority, relating to the actions of those under the authority's control.		Investment Opportunity Is an indicator for a governmental department or organizational unit where direct investments of resources (i.e.. manpower, money) is estimated to create a high amount of value for the organization in the future.		Service Flow Indicates where a Service Flow needs to be added, removed, changed or otherwise optimized in order to better support a new or existing service model (service provider and service consumer).		Reporting Flow Indicates where a reporting flow should be added, removed, changed or optimized in order to support new performance models.		Control Flow Indicates where a control flow should be added, removed, changed or optimized in order to support new or existing control models.		Integration Opportunity Indicates where process integration should be the focus for a focused, responsive, flexible and robust operating model.
	Policy Indicates a government competency, service, function or process that implements, enforces or abides by general principles by which a government is guided in its management of public affairs, or the legislature in its measures.		Compare Opportunity Indicates a government competency, service, function or process that should be compared to other competencies, services, functions and/or processes from other governmental departments or organizational units in order to sketch out and draft future possibilities for alignment, integration, standardization and performance opportunities.		Value Opportunity Indicates whether there is an opportunity around an anticipated benefit that is of worth, importance, and/or significance to a specific area or stakeholder.		Measurements Indicates where performance measurements (i.e.. in terms of business performance indicators, key performance indicators and process performance indicators) should be implemented.		Monitoring Indicates where monitoring should be implemented in order to identify opportunities for optimization, improvement or control initiatives and efforts.		Standardization Opportunity Indicates where process standardization should be the focus for a focused, responsive, flexible and robust operating model. It is also an indicator for where business workflow should to be standardized to support new operating model concepts.
	Standards Indicates whether an area within a government construct might draw merit or benefit from applying documented standards that provides requirements, specifications, guidelines and/or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose.		Alignment Opportunity Indicates a government competency, service, function or process that is estimated to be both adaptable and beneficial for alignment and unification initiatives across one or more governmental departments or organizational units.		Service Channel Indicates where service channels in terms of business, application, data, platform and infrastructure should be implemented in order to support the wanted service model.		Cockpits Indicates where measurements are used for operational reporting and real time decision making.		Compliance Indicates a government competency, service, function, process, government department or other organizational unit that either implements, enforces or has to comply with an established set of rules, policies, procedures, acts and/or regulations.		Performance Opportunity Indicates a business competency that needs to perform well (through business performance optimization and improvements) in order to create the right outputs and results.
	Guidelines Indicates a government competency, service, function or process that implements, enforces or abides by specific sets of guidelines to determine a proposed and general overall course of action.		Joint Venture Is an indicator for a governmental department or organizational unit that is estimated to benefit from a joint venture agreement with one or more departments or units across organizational boundaries within the government. The purpose of such an agreement is to increase knowledge sharing, resource efficiency (i.e.. employee development, cost savings, etc.) and service delivery.		Core Differentiating Competency Indicates a Core Differentiating Competency of the organization. The Core Differentiating Competencies of the organization is the tagging of the integrated and holistic sets of related knowledge, skills, and abilities that are related to a specific set of resources (including persons and organizations) that - once combined - enables the enterprise to differentiate towards the market.		Dashboards Indicates where measurements are related to objectives.		Evaluation Indicates where an evaluation supports the role of controlling initiatives.		People Distribution An indicator for the estimated (or approximate) number of people that are directly associated with the competency.
	Procedures Indicates a government competency, service, function or process that is driven by a fixed, step-by-step sequence of activities or course of action (with definite start and end points) that must be followed in the correct order to correctly perform one or more specific tasks.		Collaborate & Partner Is an indicator for a governmental department or organizational unit that is estimated to benefit from a collaborative partnership with one or more departments or units across organizational boundaries within the government. The purpose of such a partnership is to empower collaboration and teamwork as well as to decrease resource consumption (i.e.. time and cost savings, manpower requirements, etc.) to carry out tasks, functions and procedures.		Core Competitive Competency Indicates a Core Competitive Competency of the organization. The Core Competitive Competencies of the organization is the tagging of the integrated and holistic sets of related knowledge, skills, and abilities that are related to a specific set of resources (including persons and organizations) that - once combined - enables the enterprise to compete head to head with their competitors and/or rivals.		Scorecards Indicates where measurements are related to strategic indicators and reports.		Audit Indicates where an audit supports the role of controlling.		Maturity Level An indicator for the estimated and proposed current maturity level (1-5) of the competency. (Please note that this is an indicator that requires continuous re-evaluation across timelines in order to represent a trustworthy source for a proposed value estimation). 1=Silloed/Initial, 2=Repeated, 3=Documented, 4=Managed and 5=Optimized/Continues Improved