



Forces & Drivers Map

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 better capture and document all of the objects, Forces & Drivers is built as a map. The Forces & Drivers Map is an accurate list and representation of decomposed and/or composed objects. A map is often represented in the form of a simple list or a chart laid out in columns in either a document or a spreadsheet. It's appearance ranges from that of a single list of one object or that of multiple objects across multiple rows within one or more (specific) columns.

The purpose of constructing an Forces & Drivers Map is to build an inventory or indexed list of objects that are to be either decomposed or composed for later usage within the business layer, information layer and/or technology layer of an enterprise. It is a powerful yet simple to use tool that allows the practitioner to document large amounts of information in a structured and coherent way.

Forces & Drivers Map

The Forces & Drivers Map provides you with a detailed overview of identified external and/or internal forces and drivers (each identified with a unique name and ID number), risks, organizational units, areas and groups, and service and process areas and groups.

How to use the Forces & Drivers Map

Identify and capture the external and/or internal forces and drivers (each identified with a unique name and ID number), risks, organizational units, areas and groups, and service and process areas and groups.

For example:

1. An external or internal force or driver may have multiple yet specific associations with risks, organizational units, areas and groups, and service and process areas and groups.
2. Multiple external and/or internal forces and/or drivers may have an association to any single specific risk, organizational unit, area and group, and service and process area and group.

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
#									
#									
#									
#									
#									
#									
#									
#									
#									

Table 1: Forces & Drivers.

Please note that the objects we have listed here are the most typical objects that are commonly used within a Forces & Drivers Map, but there may be more (or fewer) relevant objects 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 map.

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 is shown in Table 2.







Objects used within Forces & Drivers		
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.

Table 2: Objects typically associated with Forces & Drivers.

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