



# Forces & Drivers Map

Based on LEADing Practice Modelling & Architecture Principles and Reference Content

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## What is a LEADIng Practice Map

A LEADIng Practice Map is an accurate list and representation of decomposed and/or composed meta 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 a LEADIng Practice 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, 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 risks associated with it.
2. There may be a single, specific risk involved with multiple external or internal forces and drivers.
3. External or internal forces and drivers may impact different organizational units, areas or groups.
4. External or internal forces and drivers may impact different service and process areas or groups.

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
#									
#									
#									
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Table 1: The Forces & Drivers Map.

Please note that the meta objects we have listed here are the most typical meta objects that are commonly used within a Forces & Drivers Map, but there may be more (or fewer) relevant meta objects that are used within your organization. If that is the case, feel free to either add new ones, or remove any meta objects that are not relevant, or are otherwise unimportant, for this particular artefact.

Also note that the meta objects might have a different name in your organization, so make sure to adapt the meta objects of this artefact so that it fits to the taxonomy of your organization.

The meta objects involved with a Forces & Drivers Map is shown in Table 2.







Meta Objects used within the Forces & Drivers Map		
Meta Object Notation	Meta Object Name	Meta Object 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: Meta objects typically associated with the Forces & Drivers Map.

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