HUMAN-CENTERED PLANNING

A Practical Approach To Phenomenon-Based Capability Planning
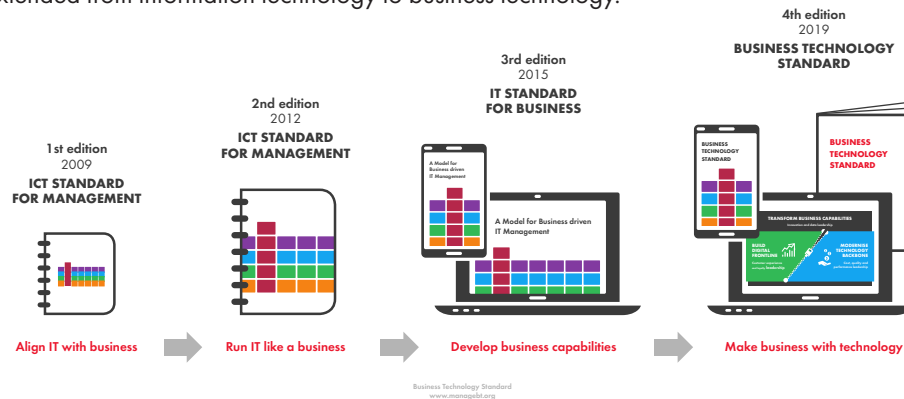
ARTICLE

About Business Technology Standard

The Business Technology Standard (or BT Standard) is an open-source management framework to plan, build and run information technology in today's technology-driven business world. It has been constantly developed and renewed during the past 10 years with global companies and public organisations. It is recognised today as one of the leading best practices and used in hundreds of globally operating companies and public organisations, especially in Nordic countries.

The fourth edition has been completely rewritten and upgraded, and the scope of technology management has been extended from information technology to business technology.

1st edition 2009 ICT STANDARD FOR MANAGEMENT	2nd edition 2012 ICT STANDARD FOR MANAGEMENT	3rd edition 2015 IT STANDARD FOR BUSINESS	4th edition 2019 BUSINESS TECHNOLOGY STANDARD
Align IT with business	Run IT like a business	Develop business capabilities	Make business with technology

Business Technology Standard
www.managebt.org

The Business Technology Standard has been developed by the Business Technology Forum, a community of forerunner companies and organisations collaborating based on a platform economy model where every company can benefit from each other's development input and efforts.

Human-Centered Planning

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1 Introduction

In the Business Technology Standard, capability planning is recognised as one of the four kinds of demand. It is a processed demand before full commitment to the end-to-end development.
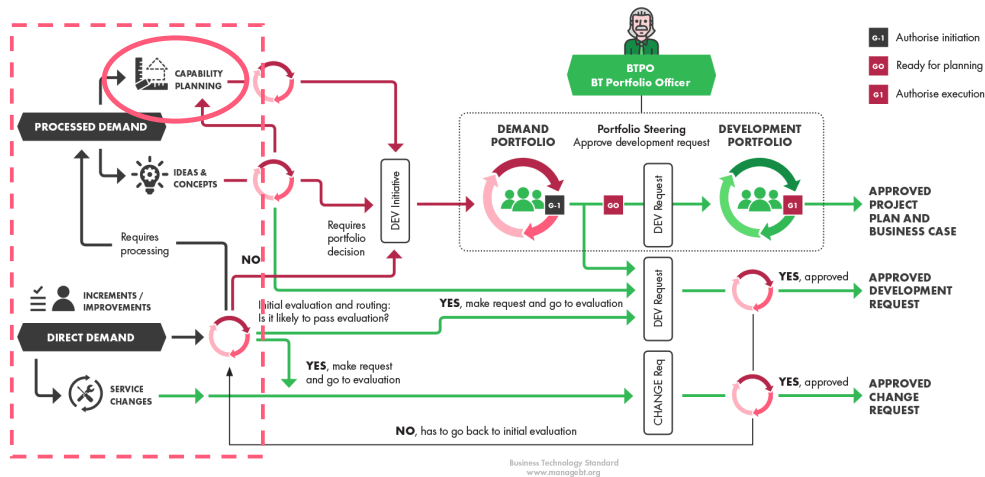
Figure 1 Types of demands and their flows through Demand-to-Commitment governance

Demand following the capability planning path is typically about meeting strategic targets or responding to needs derived from business analytics and insights.

In addition to that, capability planning is increasingly driven by anticipating or reacting to certain phenomena or trends in the marketplace or society with ever shorter planning time available to respond. Some examples of such demands are:

- Attracting talents - an organisation has noticed that it is rather suddenly more difficult to attract the right talent. Improving employee experience has become paramount to counter the fierce competition in the labour market.

- Supply chain disruption - a company is not able to ship their orders on time anymore. Vulnerabilities in their supply chain have become apparent during the covid crisis and component shortages are adding to their order fulfilment challenges. New planning and forecast capabilities will be required.

- Social impact - the management team of a company has realised the importance of addressing sustainability and has put this topic high on their development agenda. Now it needs to plan what sustainability exactly entails, whom it concerns, and what new capabilities need to be developed.

- New data insights - a city or district has collected data from social media discussions and its analytics has been collected and reviewed, and now there is an acute concern about the wellbeing of a certain demographic segment. Actions are required to develop new capabilities to counter this undesired social phenomenon.

1.1 Two Basic Approaches To Capability Planning

In figure 2 the two capability planning approaches are highlighted in the Demand-to-Request flow. Both approaches can be applied simultaneously and merge their outcomes, or each can deliver separate outcomes.
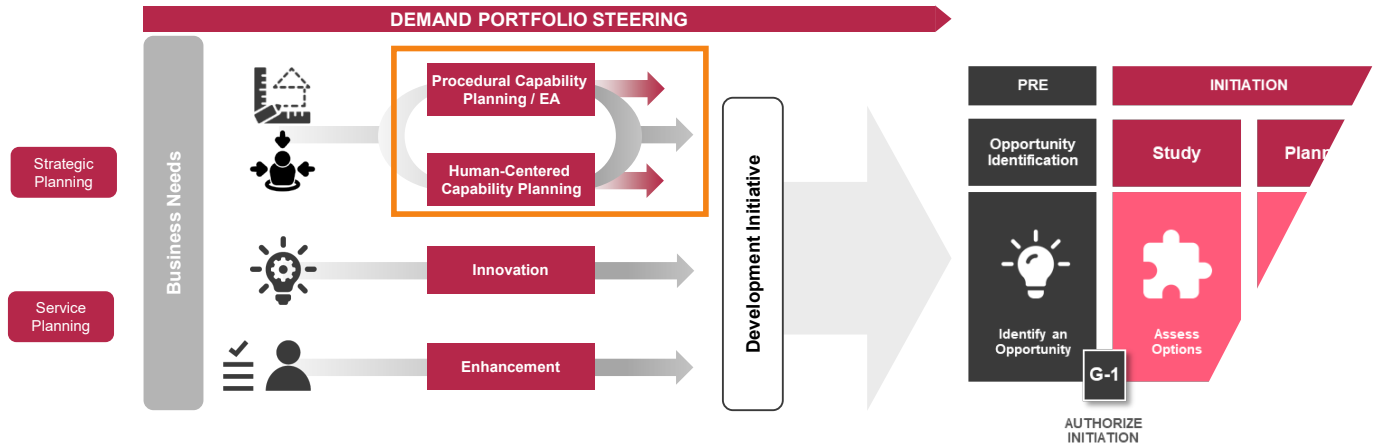
Figure 2 *Demand-to-Request flow with both capability planning approaches*

Procedural Capability Planning

The first approach is described in the Business Technology Standard as the enterprise architecture planning. It is the more procedural or operational-centered approach to capability planning.
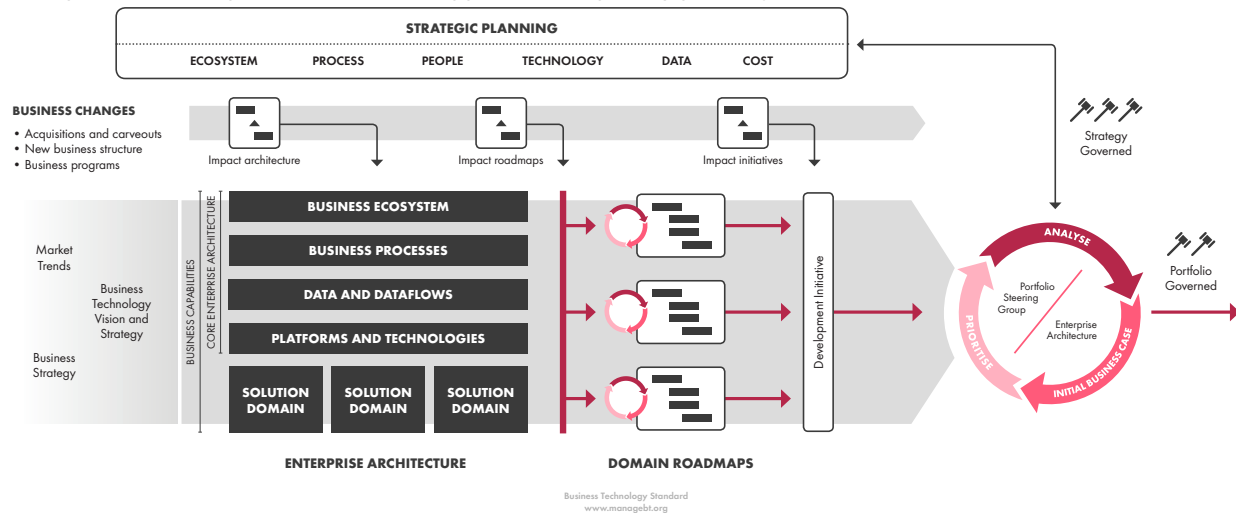
Figure 3 *The enterprise architecture-centric capability planning*

This path is followed when there is a clear strategic intent to improve business or operational performance and the main capabilities or functions that need to be developed can be identified. The organisation knows what it wants and why.

In such cases, the demand can be allocated to the relevant enterprise architectural domain. The demand can be further managed by describing in detail the required capabilities and using formal methods like ™TOGAF's Architecture Development Method (ADM) to manage the requirements and design the solutions.

Human-Centered Planning
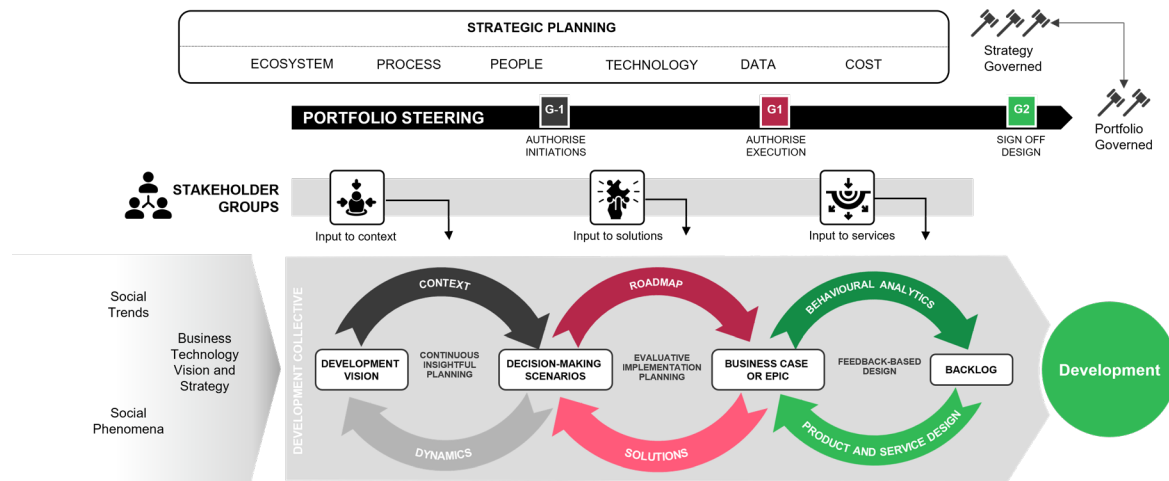
Figure 4 *The human-centered planning approach*

The second approach, human-centered planning, can be used when the demand originates from a social phenomenon or trend, as illustrated in the examples above, and it is still somewhat unclear what the demand exactly entails.

Typically, this demand concerns a specific group of people with similar characteristics or behaviour, a cluster of actors in a business process like customers or employees, or a specific population segment or social group. In this article, the term segment will be used to denote such groups.

Human-centered planning is about encouraging the owners of the demand to do the planning and designing themselves. The use of simple planning methodologies, not requiring special skills or method qualifications, will support them to do so. This approach clarifies the demand and allows for more effective use of other human-centered methodologies later in the design phase, such as Human Centered Design, Design Thinking, and Service Design.

This article will focus mainly on the human-centered planning method and its applications.
- In chapter 2, the human-centered planning method will be introduced further, while chapters 3 & 4 go deeper into the actual human-centered planning process and planning activities with some examples
- Chapter 5 discusses when to apply what capability planning approach.

2 Human-Centered Planning

Human-centered planning is a method that keeps the end-users or customers of the intended solutions, products, or services at the centre of development, involved and present throughout the process.

Human-centered also means that simple and visual documentation methods are used that help to keep the solution concepts "human-sized" and to inspire relevant stakeholders to contribute.

"Human-sized" concepts have a better chance to realise the envisioned value on time and on the budget than complex solution concepts that are only fully understood by a few experts.

Understanding the human behaviour, context and interactions concerning the demand is an important entry point for human-centered planning. Using data analytics can offer such insights. For example, analysing the type and volume of inquiries a service centre receives can provide insights into a specific customer segment. Trending topics in social media might also give clues. Systematic feedback collection and experimenting (like A/B testing) can be used for validation and feasibility purposes.

Decision-making is still mostly a human process. Priorities and values, human emotions, gut feelings, risk-taking tolerance, personal experiences, and group dynamics all play a role when decisions are made to pursue a development initiative or not. These human factors should be considered when preparing the decision-making material. The human-centered approach emphasises the use of visualisation techniques to present context and alternative scenarios.

Usually, fulfilling demands concerning a specific segment will need cross-organisational coordination where different business, product and service organisations must work together. It is also important to consider the human factor to ensure buy-in from all stakeholders and prepare for possible organisational change management activities.

2.1 Development Collective

Human centered also applies to how the capability planning activity itself is executed and how humans interact within this planning process.

That is why human-centered planning involves the formation of a development collective. This is an empowered task force of stakeholders, cross-organisational representatives, and experts who have insights and know-how about the demand and the target group or segment. They must clarify the demand and navigate towards creating concrete development requests.
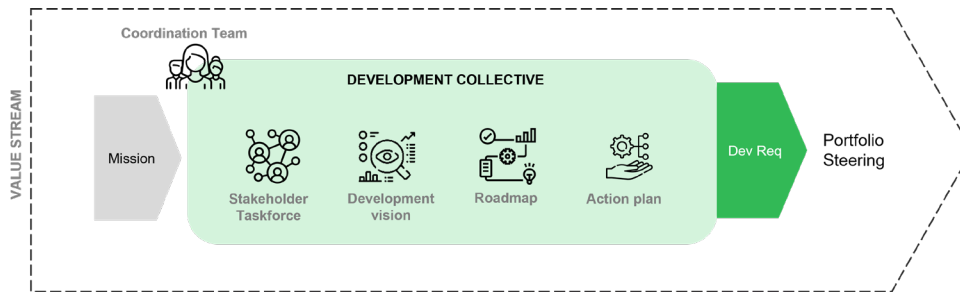
Figure 5 *A development collective within a value stream*

An organisation can use value streams to govern its end-to-end development flows and to define business, technology, or other domain focus for value creation. In such a case, it would be at the discretion of the value stream steering to establish the required development collectives. (Read more on strategic planning from managebt.org about value creation for businesses using value streams.)

In our first example in chapter 1 about attracting talent, an employee experience value stream was already established with the mission to create business value by improving employment-related business capabilities. The employee experience value stream steering decided that one development area would be employee well-being. In that case, a development collective would be tasked with planning the needed capabilities to ensure employee well-being.

Stakeholder taskforce

The coordination team consists of value stream roles with business excellence identities.

Development vision

The development collective can formulate vision statements that will guide the developments. It is recommended to have between 5-10 vision statements.

A **context map** reveals the elements of the circumstances surrounding an event, statement or idea that is being investigated. The context map can be used throughout the development cycle e.g. to classify main themes and to indicate interactions.

Roadmap

A **roadmap** can be created for each vision. The roadmap helps the planning of actions related to solutions to be implemented

Action plan

An **action plan** is created for each roadmap activity to outline the steps required for the goals to be completed according to the envisioned outcome.

Figure 6 *Principles of the development collective*

3   The Human-Centered Planning Process

A human-centered planning process follows three major iteration steps or planning cycles.
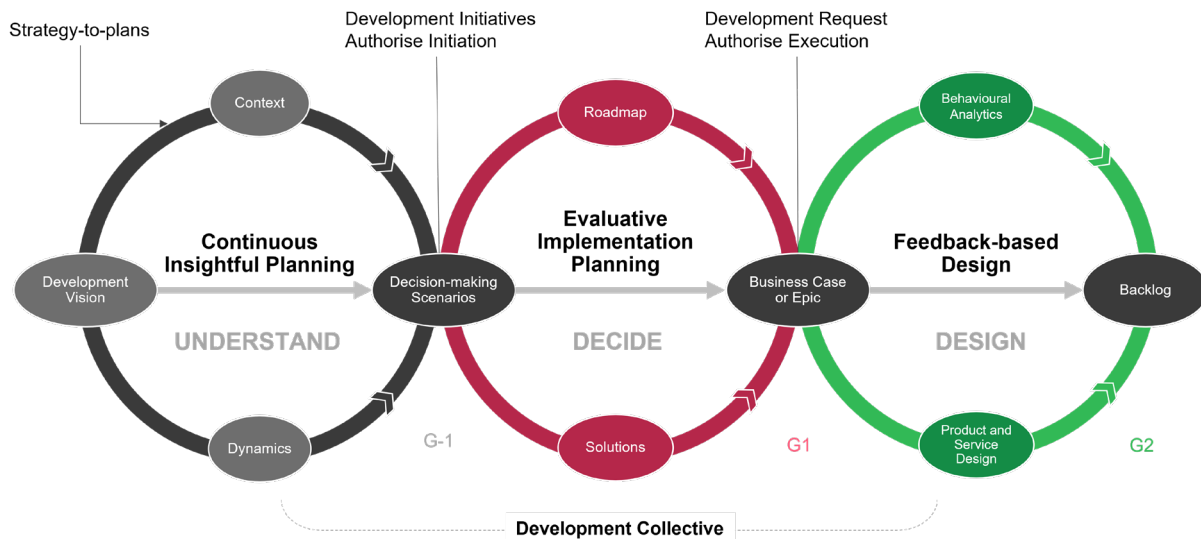
Figure 7 *Capability planning cycles in a human-centered approach*

The first iteration, continuous insightful planning, clarifies the demand and results in proposals for starting development initiatives at the G-1 governance point. The next step, evaluative implementation planning, reviews the solution alternatives and ends with a development request (G1 decision). In the final planning step, feedback-based design and human-centered design methodologies are used to create a list of development items or a backlog to direct the actual development, after which the development can proceed past G2.

The first two iterations are managed by the development collective, but when the design phase starts, a dedicated project or DevOps team can complement or take over the develop topic from the development collective.

The required decisions at governance points must be made in a timely fashion. And although this is an iterative process, prolonged planning activities typically increase the scope and complexity. When proposed solution concepts have become too complex to grasp by the decision-makers, they will demand clarifications and cause additional planning activities.

When the demand is too complex, it is better to focus the planning activities on the aspects of the demand that are clearer and only plan for these development requests. These requests should be limited in scope but help to gain more insights into the overall demand.

The following sections will elaborate further on each cycle and explain the purpose and expectations.

3.1 Continuous Insightful Planning

In this first step, the development collective creates an understanding of the context and dynamics concerning the demand.

This is a continuous planning activity typically with a fixed resource allocation. The performance of this continuous planning activity is measured by the business value delivered when implementing the development initiatives proposed.

The aim is to develop and maintain a holistic picture of the demands related to a specific segment (target group, social phenomenon, or other), to clarify, and describe the relevant context, expectations, and perspectives.

This can be documented in visually attractive diagrams showing the main actors, elements, and/or capabilities that are considered relevant and their interactions. An example of interactions and dynamics of the elements surrounding a theme is illustrated in the figure below. The example will be elaborated further in chapter 4.
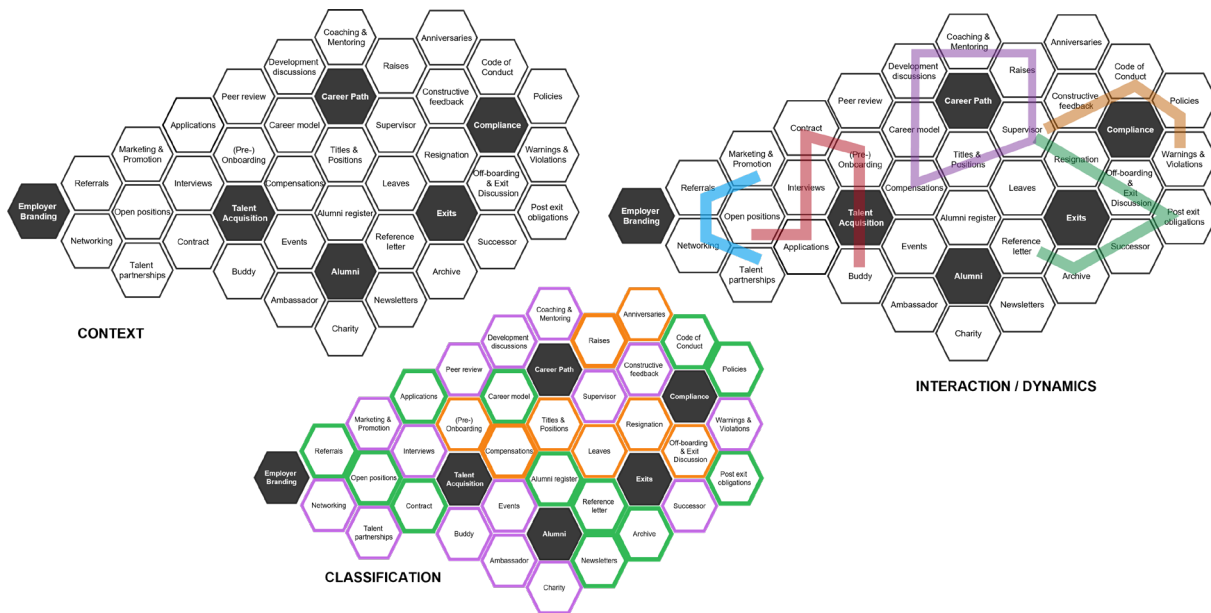
Figure 8 *Example illustrations of context, its classification and how the interaction is shown*

Based on these, it is possible to create or improve development visions, explaining why developing new capabilities is expected to deliver value. The vision statements can be later used to decide on development priorities.

Scenarios are created to support decision-making on topics such as scope, priorities, required organisational maturity, and high-level solution alternatives.
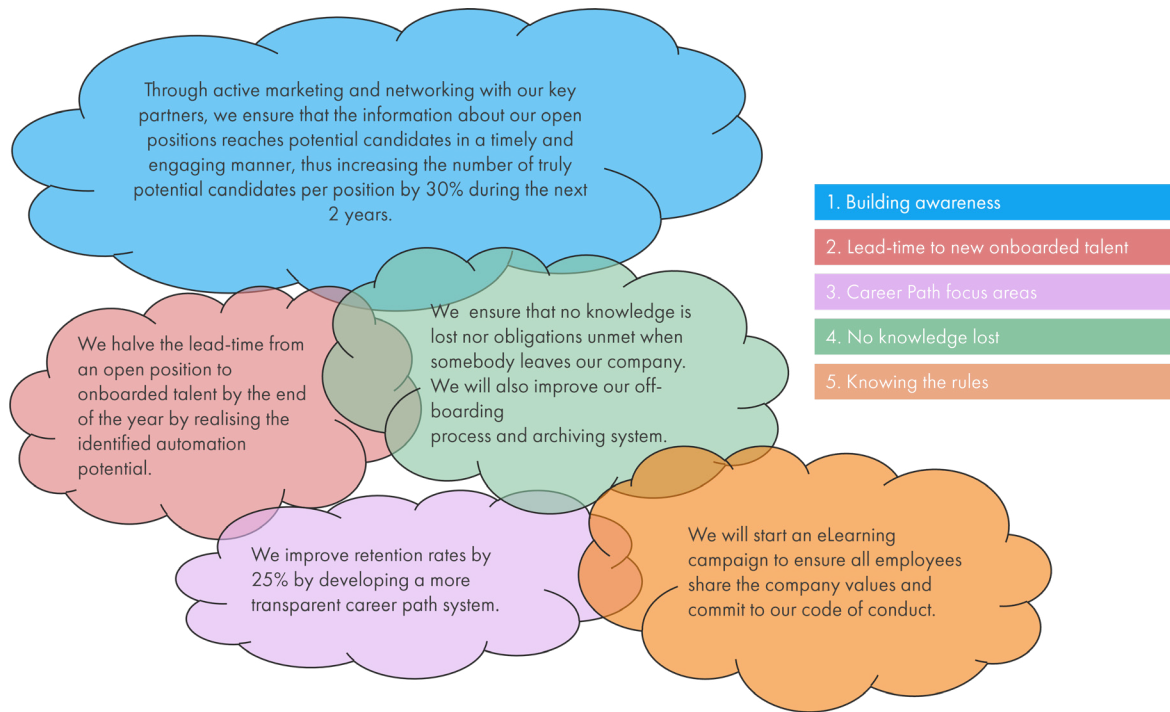
Figure 9 *An example of development vision statements for employment lifecycle*

3.2 Evaluative Implementation Planning

The second iteration, evaluative implementation planning, starts when the demand is sufficiently understood, a development vision is in place, and the G -1 authorisation is given by the value stream steering to start a development initiative.

The development collective needs to find answers to questions like:
- what are feasible solution alternatives?
- what are their related costs and benefits?
- what timeline is realistic and what dependencies are there?
- and how do we ensure the expected value will get realised?

If we compare this planning activity to the gate-based project model, it corresponds to the initiation phase with the study and plan stages.

Here, the development collective evaluates different solution alternatives, supports decision-making, develops the business case, and plans the preliminary scope for the first implementations or deployments.

The solution elements are put on a roadmap, taking into consideration what is ongoing, any dependencies and priorities, and the time to value.

1. Building awareness
1 | 1.1 | 1.2

2. Lead-time to new onboarded talent
2 | 2.1 | 2.2 | 2.3

3. Career Path focus areas
3 | 3.1 | 3.2

4. No knowledge lost
4 | 4.3

5. Knowing the rules
5

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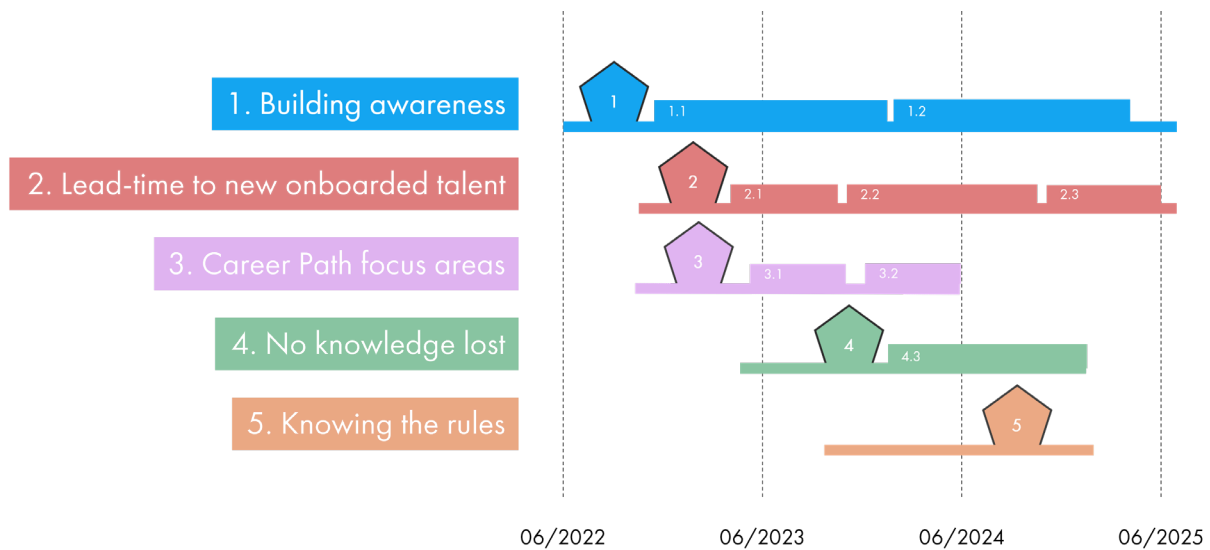
Figure 10 *An example of development initiatives on a roadmap connected to the development visions*

The expected outcome of the implementation planning phase is the request to start the design phase for a selected scope.

3.3 Feedback-Based Design

Before the third step can be taken, the related development request must be accepted by the value stream steering and the business case is approved. Then the actual design work can start the detailed planning of how the solutions, services, or products will fulfil the clarified demand and requirements. This design work results in a backlog of development items that can be further processed in development projects or DevOps flows.

Here it is possible to use established design methodologies such as human-centered design and service design. What's important in this phase is to ensure that feedback from the focus groups and insights about their behaviour and expectations are used in the design process.

4   The Human-Centered Planning Activities

Below are the ten essential capability planning activities.
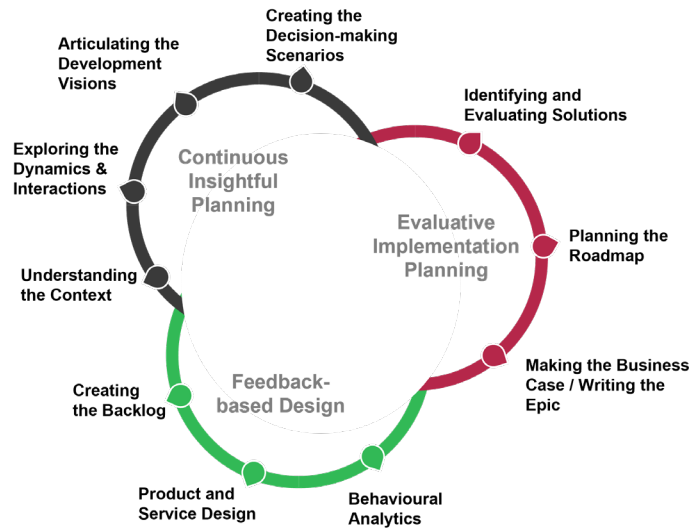
Figure 11 *Capability planning activities*

The activities in each planning cycle do not have to be executed in a particular order.
For example, in the first planning cycle, an initial development vision usually already exists, which can be improved when more insights are gained from reviewing the context and dynamics. Alternatively, as in the example below, the formulation of the development visions can happen after exploring the context and dynamics of the segment. Due to iterations, some activities will naturally overlap. ¨

4.1 Understanding The Context

During this planning activity, the circumstances that form the setting for the demand are described. This can be done by creating a simple map in workshop sessions to capture the essential elements, needs, or statements of the required activities related to the relevant segment. At this stage, it is sufficient to define only high-level relationships or dependencies between the elements.

This context map is useful for facilitating later discussions and iterations on topics such as scope, priorities, and organisational maturity.

Take the example of the value stream set up with the mission to improve the employee experience. The value stream steering has identified three development collectives to realise the mission: employee identity, employee well-being, and employment lifecycle management.

Figure 12 *Example of Employee Experience value stream with three development collectives*

Now the development collective tasked with employment lifecycle management has created a context map as shown in figure 13. This was a result of few workshops with HR experts, business leaders and employee representatives. They used their collective experience and knowledge on this topic to formulate the context. Data collected from HR systems were analysed to gain more insights.

Figure 13 *Context map for one development collective: employment lifecycle management*

Six main themes are recognised and represented as dark hexagons. The elements identified as essential to the main themes are positioned around them. The elements may have relevance to one or more main themes, expressed by the positioning of the elements or in other ways.

Figure 14 *Example of how to classify the context map*

The context map can be also used to classify the identified elements. In this example, the elements were marked up according to their more informative, process, or dialogue-based nature. Other classifications or designations like ownership could be marked up similarly.

4.2 Exploring The Dynamics & Interactions

It is possible to support the decision-making on scope and priorities by exploring the interactions and dynamics of the main actors with the key elements, identified as context or other (external) influences.

The dynamics can be described in several ways, for example as an end-to-end process assembled from the different essential elements to describe how value will be delivered. Another option is through user stories and descriptions of how different persona interact with the elements.

Figure 15 is an example that describes the dynamics by marking up the context map with five focus areas or development paths.

Figure 15 *Example of dynamics and interactions for employment lifecycle management*

And in figure 16, one of these focus areas, "2. Lead-time reduction to new onboarded talent" is described in more detail.

Main Outcome	In my role ….	… so that
New Talent onboarded, productive and happy with the new assignments. Cost effective recruiting process with excellent reputation, strengthening company brand.	**as Prospective Employee,** I want the recruiting process to be transparent and swift	I have a chance to present my strengths and expectations, and collect enough facts to decide if this is the right job for me.
	as Recruiter, I want to ensure a positive experience for the candidates during the recruiting process.	it is easier to identify the right talent and maintain a good employer reputation.
	as Supervisor, I want to make sure that I get sufficient information and impressions from the prospective candidates	I am sure we select the best candidate for the role.
	as New Employee I want to start building my network in the company and get opportunities to show my skills	I am sure I pass the test period and add value to the company as soon as possible.
	as Current Employee I want to support new employees and offer them advice and companionship	they feel like a valued member of our working community quickly.

MAIN PROCESSES	KEY DATA	AUTOMATION POTENTIAL
Job description creation and publication	Personnel data	Scanning of CV to test for key words
Recruiting and selection	Application letter and CV	eLearning solution for onboarding material
Onboarding	Work contract	Data analysis on recruitment process efficiency
	Organisation	

Figure 16 *"Lead-time reduction to new onboarded talent" focus area with further details*

For the selected focus area, the main outcomes are outlined and defined. The expectations from the perspectives of relevant roles are also described. A first estimate is done regarding the main processes, key data, and automation potential. The overall assessment of the current situation and the target level is also indicated.

This way of illustrating can be done either on the focus area level, or it can be done for each element. The level of illustrating can be adjusted when more understanding of the context and dynamics is gained.

4.3 Articulating the Development Visions

The purpose here is to create vision statements to capture the real intent of the demand and how it should be fulfilled and developed. The development vision needs to be concise and inspirational so it can be used in dialogues with stakeholders and decision-makers, and later to support assessments on scope and prioritisations.

It is good practice to include statements about the considered time frame and anticipated value. The development vision does not need to include too much detail regarding the possible solutions, to allow for innovation and out-of-the-box thinking. The creative use of multi-media formats is a helpful way to review and convey the vision visually.

1. Building awareness

Through active marketing and networking with our key partners, we ensure that the information about our open positions reaches potential candidates in a timely and engaging manner, thus increasing the number of truly potential candidates per position by 30% during the next 2 years.

2. Lead-time to new onboarded talent

We halve the lead-time from open position to onboarded talent by the end of the year by realising the identified automation potential.

3. Career path focus areas

We improve retention rates by 25% by developing a more transparent career path system.

4. No knowledge lost

We ensure that no knowledge is lost nor obligations unmet when somebody leaves our company. We will also improve our off-boarding process and archiving system.

5. Knowing the rules

We will start an eLearning campaign to ensure all employees share the company values and commit to our code of conduct.
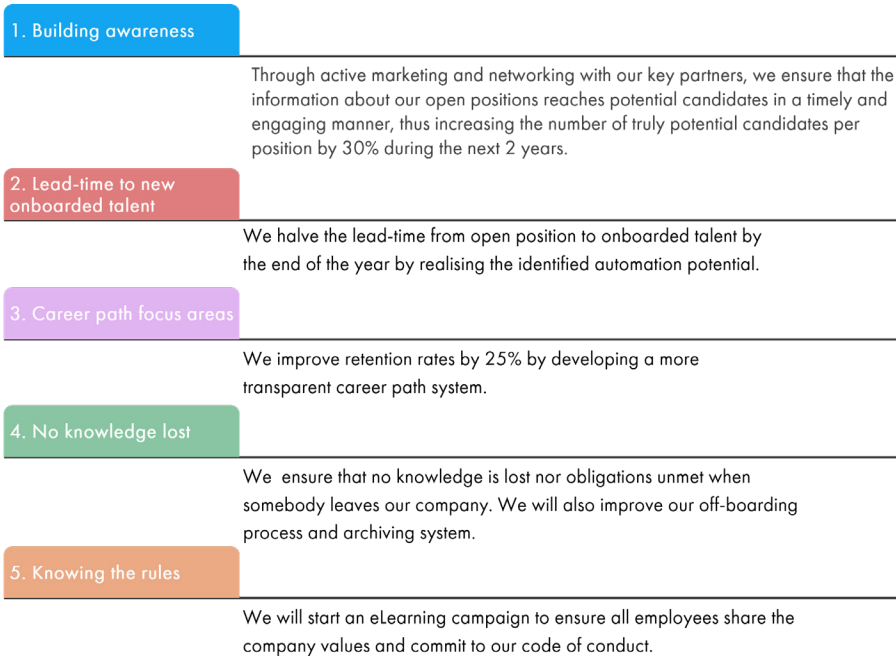
Figure 17 *Development visions example for employment lifecycle management*

In the example in the figure above, the development collective has identified 5 themes around employment lifecycle management and formulated the development vision statements for each of them.

4.4 Creating The Decision-Making Scenarios

The continuous insightful planning cycle regularly delivers development initiative proposals. These can be expressed as different scenarios or specific solution possibilities to support decision-making on which initiatives to pursue and which not. The different aspects such as scope, priority, maturity, risks, and expected impact, can be used to compare the scenarios and to decide what to focus on and where to invest.

In the first planning cycles, the assessment can be qualitative and based on best guesses. But during the evaluative implementation planning cycle, more quantified justifications are needed to evaluate different solution scenarios and compare alternative business cases.

Figure 18 *Scenarios for employment lifecycle management*

The example above presents three alternative scenarios to decide on development priorities. The development collective in this example used the context map to assess improvement potential and organisational maturity levels. This was used to decide the scope of the development focus areas with their priorities. Based on this exercise, the development collective was able to conclude that career path development should have the highest priority.

A similar approach to this example is possible when evaluating different solution options with their coverage and suitability.

4.5 Identifying And Evaluating Solutions

This planning activity includes reviewing potential solutions and assessing their feasibility. Solutions at this stage can include anything from action to creating training sessions or publishing a newsletter, or to investing in a whole new business system.

The use of simulations and proof of concept activities involving all key stakeholders contribute to informed decision-making. Human-centered also implies that the exploration of solution alternatives should be hands-on and assessed where possible.

4.6 Planning The Roadmap

The roadmap describes in what order and point in time different solutions or solution elements can or should be available to help realise the development vision.

The current state and dependencies with other ongoing development initiatives should be clarified. On the value stream level, these dependencies must be understood, and possible contradictions resolved before the design phase can commence.

It is advisable to involve the development management office at this point to support the prioritisation of initiatives which are presented in the development portfolio. The portfolio steering considers all development requests and prioritises them between end-to-end flows. They decide on whether or not an initiative can be developed based on the allocation of human and financial resources.

The typical development roadmap timeline has a 6-to-24-month perspective. Development plans, within the development collective roadmap, are presented to portfolio management according to an annual calendar.
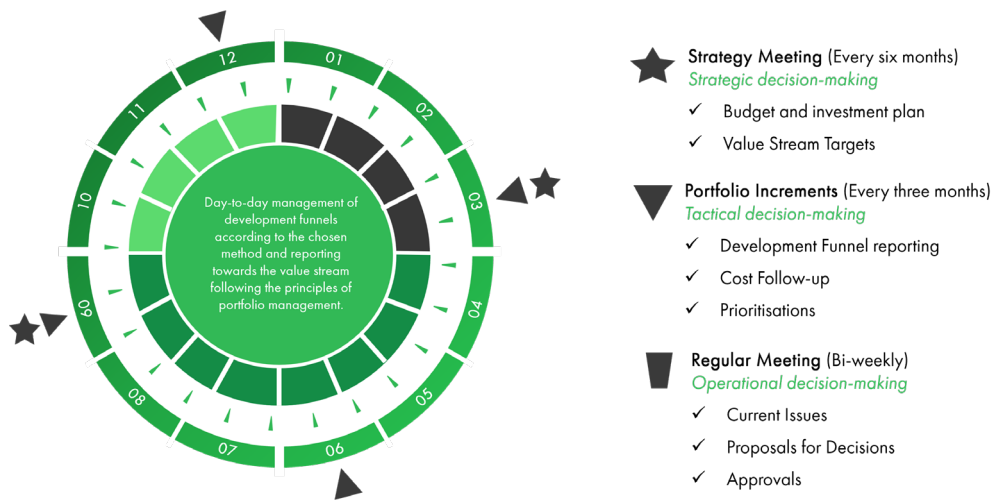

Strategy Meeting (Every six months)
Strategic decision-making
- ✓ Budget and investment plan
- ✓ Value Stream Targets

Portfolio Increments (Every three months)
Tactical decision-making
- ✓ Development Funnel reporting
- ✓ Cost Follow-up
- ✓ Prioritisations

Regular Meeting (Bi-weekly)
Operational decision-making
- ✓ Current Issues
- ✓ Proposals for Decisions
- ✓ Approvals

Day-to-day management of development funnels according to the chosen method and reporting towards the value stream following the principles of portfolio management.

Figure 19 *Portfolio management annual clock*

The steering group typically meets every two weeks to secure decision-making without delays. In addition, every three months there is typically a status review of the whole portfolio as well as a cost follow-up. The strategic value stream planning is generally performed once a year in lieu of the budgeting. This includes setting targets and reviewing the value stream mission, the related activities, and the organisation.

4.7 Making The Business Case / Writing The Epic

During this activity, the quantitative and qualitative arguments are presented for how the value will be created and the impact measured. This can be documented in a business case format or when agile methodologies are used, in writing an epic. A business case defines the balance between the costs (of planning, developing, and running) and the business benefits. It estimates the surplus of benefits over the costs (return on investment), and the payback time (break-even point), and gives the internal interest rate for the investment based on the associated risk.

For gate-based projects, the objective is to sign off the full business case, scope, schedule, governance arrangements, and the initial backlog. The value stream steering group will seek the confirmation and validation of the project planning outcomes for the successful execution of the project. The investment decision is approved with the supplier, funding and resources committed.

Contrary to a business case, there can be a few to several epics in an agile development depending on the scope, size, and objectives. In any agile development, it is usually unclear what the path is when setting off, so epics are a useful way to capture ideas and flesh them out as the development progresses. Epics give a structure to the backlogs. They are large bodies of work that can be broken down into features. The key is to split large chunks of work, like features, into small and concrete action items or functionalities that can be easily described through stories. Developments can then be spread across multiple teams. Epics help identify milestones in the feature roadmap making it easier to track.

4.8 Behavioural Analytics

The use of behavioural analytics is common when developing eCommerce platforms and analysing when there is the biggest risk of a prospective buyer aborting a shopping-basket transaction, as well as why it happens. Similar thinking and analytics should be applied in this design activity.

Organising enough solution demonstration and simulation sessions with focus groups will help to evaluate design choices. Methods such as the Unified Modelling Language (UML) with behaviour and/or Interaction diagrams can be used to document the findings.
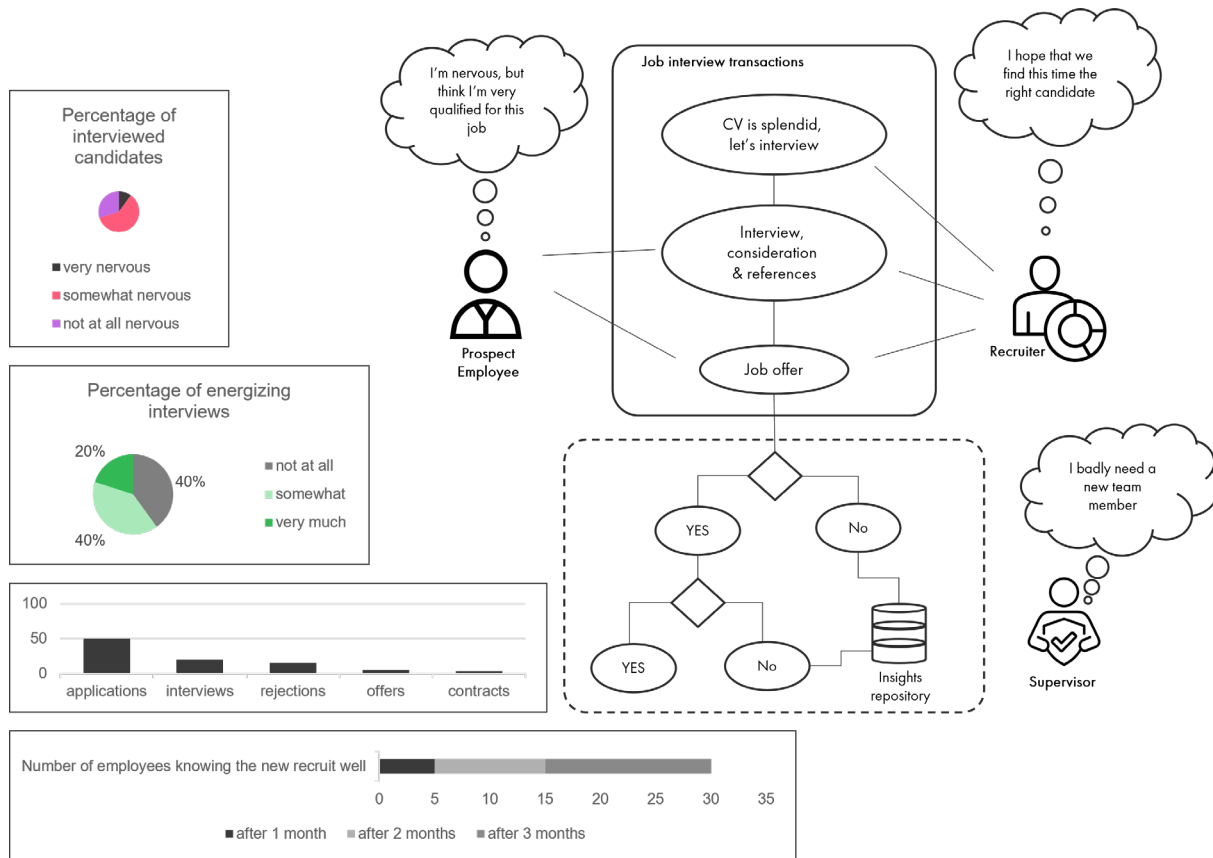
Figure 20 *An example of behavioural analytics summary chart to further guide development*

4.9 Product And Service Design

In this step, established methods for the user-experienced design of products and/or services can be used.

For example, it is possible to apply the human-centered design (HCD) methodology as described in ISO 9241-210:2019. Here, human-centered capability planning acts as the pre-planning phase, while providing additional insight into context.

Design thinking principles also apply here and the outcome of the earlier capability planning iterations can help to construct empathy maps, for example. Processes such as service design are helpful for planning and organising the business's resources to directly improve employee experience and indirectly improve customer experience. Service design uses tools and methods such as a service blueprint to analyse user experience or journey and understand the pain points in order to target the right problems with a fine-tuned solution.

4.10 Creating The Backlog

Collecting the development items in a backlog or product backlog typically includes putting together a list of features and stories that will be developed for a product or a service. A backlog can also include action points or tasks that should be completed to be able to develop the desired feature. All the items on backlog should be well formulated so that everybody understands what they mean and when they can be considered ready. Stories or User Stories are a common way of transforming customer needs into development items.

Ideas and needs   **Product backlog**   **Sprint backlog**

Figure 21 *The three types of items inside a backlog*

A list of ideas and needs serves as a good start for development initiatives. Before they are passed to the backlog, they are reviewed, split into smaller items, unclear and vague items are rewritten, and they are prioritised.
The prioritised to-do list of features, stories and tasks is what we know as the product backlog. The backlog is updated constantly with well-formulated items in order to complete all activities that are needed to achieve the development vision.

Typically, a backlog serves the development sprints, which are done every two weeks, for example. The sprints utilise the features, stories, and tasks within the prioritised product backlog to guide the development. This extracted list from the top of the backlog is called the sprint backlog. A single backlog could include all three lists mentioned, however, separating these lists makes it easier to keep organised.

5   Selecting a Capability Planning Approach

The two approaches to capability planning, human-centered and procedural, are complementary. A capability planning process can start with a human-centered approach and when there is sufficient understanding and it is clear what needs to be done, a development initiative can start which uses the enterprise architecture practices and procedural approach.

On the other hand, there may be situations where, during a more procedural, operational-oriented capability planning process, progress is hindered by an insufficient understanding of the end-user's context and their perspectives. In such cases, it is possible to revisit the capability planning activities following the human-centered approach.

Take an example of a company where the HR department is overloaded with work and there is a pressing need to increase the department's capacity and efficiency. This could be a straightforward strategic kind of demand where an assessment has revealed that more automation is required. The assessment concluded that the current human resource management solution is difficult to use and requires too much manual work.

Now that there is a clear understanding of what needs to be done, the next step is to acquire a new human resource management solution. This is a case where following the more procedural, operational-oriented capability planning approach is feasible.

Alternatively, it could be determined that the "great resignation" or "great reshuffle" phenomenon is the root cause of the overloaded HR department; more people are resigning, so more work is needed to recruit and onboard new talent.

In this case, a human-centered approach is required to understand the full context of why people resign and how best to retain and attract new talent. Gathering a team of committed stakeholders and experts to review the situation from the standpoint of the prospect, current, and ex-employees will give new insights and support in creating a development vision.

One outcome of this planning activity could still be the decision to acquire a new HR solution, but it is also possible that other options or additional development initiatives, such as investing in training and eLearning solutions, are proposed to address the demand in ways that deliver faster impact or lower the cost.

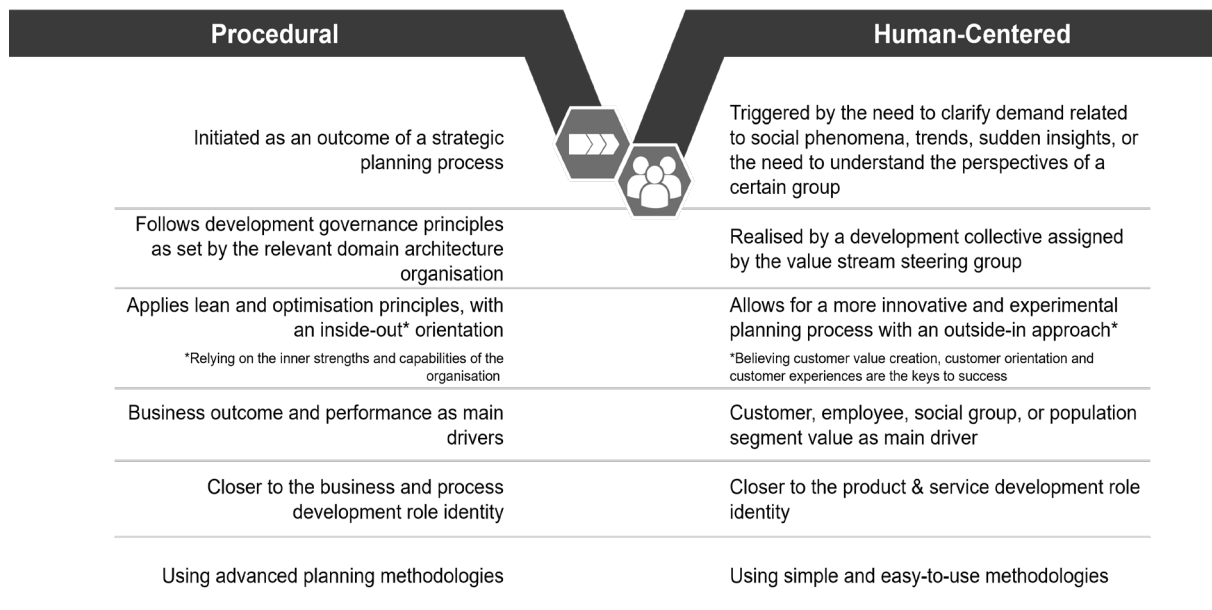The main differences in the approaches are listed in the following picture.

Procedural	Human-Centered
Initiated as an outcome of a strategic planning process	Triggered by the need to clarify demand related to social phenomena, trends, sudden insights, or the need to understand the perspectives of a certain group
Follows development governance principles as set by the relevant domain architecture organisation	Realised by a development collective assigned by the value stream steering group
Applies lean and optimisation principles, with an inside-out* orientation	Allows for a more innovative and experimental planning process with an outside-in approach*
*Relying on the inner strengths and capabilities of the organisation	*Believing customer value creation, customer orientation and customer experiences are the keys to success
Business outcome and performance as main drivers	Customer, employee, social group, or population segment value as main driver
Closer to the business and process development role identity	Closer to the product & service development role identity
Using advanced planning methodologies	Using simple and easy-to-use methodologies

Figure 22 Differences between procedural and human-centered planning

6 Conclusion

A human-centered planning approach should be applied when the demand concerns a specific group of people or segment, and it is not yet fully understood what the demand exactly entails. It is an approach that can be used instead of or combined with the more procedural oriented, enterprise architecture capability planning.

At the same time, the process is structured with three distinct iteration cycles and decision points in line with the minimum viable governance principles. The emphasis is on keeping the solution concepts "human-sized" and supporting informed and timely decision-making.

The methodologies used are simple and visual, encouraging business stakeholders to do the capability planning themselves. t allows for a more holistic, experimental type of capability planning with a human-touch than the enterprise architecture or procedural approaches.

Human-centered planning is executed by a development collective, consisting of stakeholders, cross-organisational representatives, and experts who have insights and know-how about the demand and segment.

It clarifies the demand for more effective use of other human-centered methods such as human centered design, design thinking, and service design.

7   Glossary

Behavioural analytics	Behavioural analytics is a recent advancement in business analytics that reveals new insights into the behaviour of consumers on eCommerce platforms, online games, web, and mobile applications, and IoT. (Wikipedia) In this article, the term is used in a wider context, not limited to eCommerce development.
Capability planning	Major business capability development planning activity.
Context	The circumstances that form the setting for an event, statement, or idea, and in terms of which it can be fully understood. Here used to denote the planning activity required to understand the context of the demand.
Continuous insightful planning	The first capability planning cycle. A capability planning activity is executed regularly using data analytics and other sources to reflect on the demand and decide if a development initiative should be proposed.
Development collective	An empowered group of stakeholders, cross-organisational representatives, and experts who have insights and know-how about the demand and segment. They are tasked to clarify the demand and to navigate towards concrete development requests to develop capabilities to address (part of) this demand.
Development initiative	One of the three mandatory development control points in the BT Standard is to capture the demand.
Development request	One of the three mandatory development control points in the BT Standard is to commit to the development.
Dynamics	Capability planning activity to explore the interactions between the key elements identified as context, and how the target groups and roles interact with these.

Enterprise architecture	The BT Standard describes the role of enterprise architecture as to provide a systematic and consistent view of business capabilities and underlying technology solutions.
Evaluative implementation planning	The second capability planning cycle. A capability planning activity to evaluate and decide about different solution alternatives, their business cases, and timeline estimates.
Feedback-based design	The third capability planning cycle. A capability design activity using methodologies that ensure feedback and input from the intended users of the solution(s).
Human-centered planning	An alternative approach to capability planning, with human-centeredness embedded in both capturing the demand and in the planning process itself.
Procedural capability planning	The capability planning approach with emphasis on enterprise architectural principles.
Segment	Here used to indicate a target group, customer segment, population segment, or any other group of people the demand concerns or affects.
Value stream	Value streams have end-to-end objectives to create business value via the operating model. Each value stream has a business owner, mission statement, financial plan and portfolio visibility to demand, development and service disciplines.

Who We Are

The Business Technology Forum (or BT Forum) is a non-profit professional organisation consisting of a community of forerunner companies, and public organisations collaborating according to platform economy model.

The BT Forum provides business and technology leaders with an open-source technology management framework called the Business Technology Standard. The BT Standard consists of best practices, models and tools developed together with the BT Forum community in order to plan, build and run information technology in today's technology-driven business world.

The BT Forum coordinates the development work within the community members and publishes an upgraded version of the BT Standard twice a year. In addition the BT Forum also organises events and conferences, publishes educational materials and offers training courses to advance the business technology management profession.

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