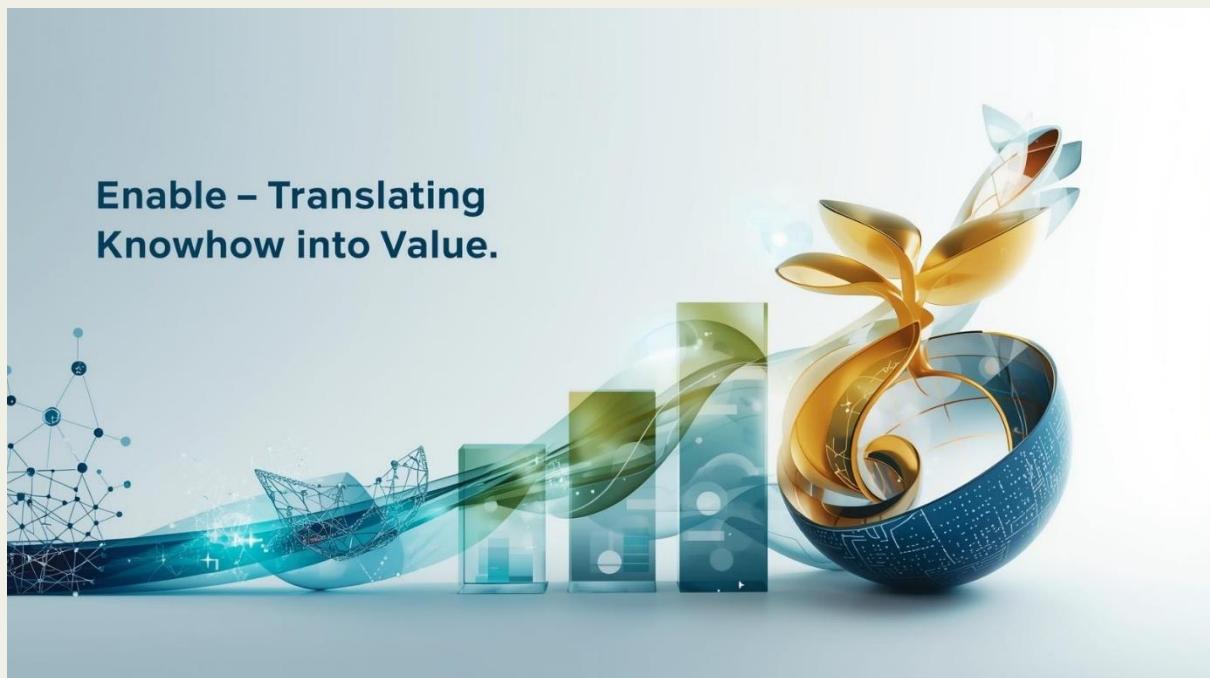


HumAInity Works

Leading the Future of AI-Human Collaboration



**Enable – Translating
Knowhow into Value.**

Enable – Translating Knowhow into Value

Transitioning from Knowing to Building Products

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Introduction

The Enable Stage represents the critical transition from **knowing what you know** (Create Stage) to **making that knowledge actionable and deliverable** (Enable Stage). If the Create Stage answered "What intellectual capital do we possess?", the Enable Stage answers "How do we package and deliver that intellectual capital to create client value?"

This is where abstract knowledge becomes concrete offerings, where frameworks become methodologies, insights become tools, and expertise becomes systematic delivery capability.

The Bridge Between Create and Enable

Why Enable Follows Create

Many professional services firms make a critical mistake: they try to jump directly to creating service offerings without first understanding their knowledge foundation. They address symptoms of their problems as opposed to root causes. This leads to:



Service proliferation without coherence: Every partner creates their own offerings based on their personal expertise, resulting in a confusing portfolio

- **Reinventing the wheel:** Each engagement starts from scratch because there's no systematic way to leverage prior work
- **Inconsistent quality:** Without documented methodologies, delivery quality depends entirely on which individual serves the client

- **Difficulty scaling:** Knowledge trapped in individual heads cannot be systematically transferred to others

The Create Stage establishes the foundation, the **what** (knowledge assets) and **why** (strategic positioning). The Enable Stage builds on this foundation to establish the **how** (delivery mechanisms).

The Critical Dependency

The Enable Stage is only as effective as the Create Stage that precedes it. Consider the dependency chain:

Create Stage Output → Enable Stage Input

- **Thought Leadership Definition** → Informs which services to prioritize and how to position them

- **Critical Knowledge Assets** → Become the raw material for methodologies, tools, and capabilities
- **Cognitive Profiling** → Reveals how knowledge needs to flow through the organization
- **Organisational Thinking Profile** → Guides the structure of the Knowledge Repository

Without clarity from the Create Stage, the Enable Stage becomes an exercise in documenting chaos rather than systematizing excellence.

The Knowledge Repository: Central Hub of the Enable Stage

Purpose and Function

The Knowledge Repository sits at the heart of the Enable Stage as the central hub from which all service delivery components flow. This is not merely a document storage system. It is a curated, structured, and actively maintained collection of your firm's critical intellectual capital.

The Repository serves three essential functions:

- 1. Preservation:** Ensuring valuable knowledge doesn't disappear when individuals leave or move to different roles
- 2. Organization:** Structuring knowledge in ways that make it discoverable and usable by those who need it
- 3. Distribution:** Enabling knowledge to flow efficiently to the five delivery components

What Belongs in the Repository

The Repository should contain:

- Formalised methodologies:** Step-by-step approaches to solving specific client problems
- Frameworks and models:** Conceptual structures that organize thinking about complex issues
- Templates and tools:** Reusable documents, spreadsheets, assessment instruments
- Case examples:** Anonymised examples of how approaches were applied successfully
- Best practices:** Documented learnings about what works and what doesn't
- Research and insights:** Industry knowledge, trend analyses, competitive intelligence
- Capability maps:** Documentation of who knows what within the organization



Repository Design Principles

- **Curated, Not Comprehensive:** The Repository should contain only knowledge that meets quality standards and serves strategic purposes. Not everything deserves to be preserved.
- **Structured for Retrieval:** Knowledge should be organized by multiple dimensions—by service type, by industry, by problem type, by methodology—so it can be found through multiple pathways.
- **Living, Not Static:** The Repository requires active curation. Outdated content must be archived, new insights must be captured, and existing content must be refined based on application experience.
- **Accessible, Not Hidden:** The most elegant Repository is worthless if people don't know it exists or can't easily access what they need. Design for discoverability and ease of use.

The Five Delivery Components

The Enable Stage translates the Knowledge Repository into five distinct but interconnected delivery components. Each plays a specific role in converting intellectual capital into client value.

1. Services Bundles (Outputs)

Definition:

Focused suites of services addressing specific client pain points, creating targeted outputs that solve real problems.

Purpose:

Services Bundles are the client-facing articulation of what you deliver. They answer the client's question: "What will you do for us, and what will we get?"



Key Characteristics of Effective Services Bundles:

- **Problem-Oriented:** Defined by the client problem they solve, not by your internal capabilities
- **Outcome-Focused:** Specify tangible deliverables and results, not just activities
- **Right-Sized:** Substantial enough to create meaningful value but bounded enough to be clearly understood
- **Composable:** Can be combined with other bundles for comprehensive solutions

From Create to Enable Example:

Create Stage: You identified "Strategic Workforce Planning" as a critical knowledge asset, with particular strength in scenario modeling for uncertain environments.

Enable Stage: This becomes the "Workforce Futures" service bundle, which delivers:

- 3-year workforce demand scenarios across multiple business cases
- Skills gap analysis with quantified hiring/training needs
- Financial impact models comparing workforce strategies
- Implementation roadmap with key decision points

Common Mistakes:

- **Too Broad:** "Strategy Consulting" tells clients nothing about what they'll actually receive

- **Too Narrow:** "Executive Interview Facilitation" is a task, not a solution to a client problem
- **Feature-Focused:** Listing what you'll do rather than what the client will gain
- **Internally Organized:** Structured around your practice areas rather than client needs

2. Methodologies (Process)



Definition:

Proprietary and unique approaches that define how services are effectively delivered/ That is: the systematic process that produces outcomes.

Purpose:

Methodologies are the systematic "how" that differentiates your delivery from competitors. They transform expertise from art to science, making excellence repeatable and transferable.

Key Components of Robust Methodologies:

- **Phases and Activities:** Clear sequential or iterative steps
- **Decision Points:** Where choices must be made and criteria for making them
- **Inputs Required:** What information, data, or resources are needed at each stage
- **Outputs Produced:** What each phase produces
- **Roles and Responsibilities:** Who does what throughout the process
- **Quality Checks:** How to ensure each phase is completed effectively

The Proprietary Advantage:

Generic methodologies (like "We follow a four-phase approach: Discover, Design, Deliver, Deploy") create no competitive advantage because anyone can claim the same process.

Proprietary methodologies contain specific techniques, tools, or sequences that reflect your unique insights about how to create superior outcomes. They often have names that themselves communicate value: "Adaptive Integration Method," "Resilience-First Transformation," "Value Network Mapping."

From Create to Enable Example:

Create Stage: Through cognitive profiling, you discovered your firm excels at helping clients navigate stakeholder complexity in change initiatives.

Enable Stage: This becomes the "Stakeholder Ecosystem Methodology":

1. Stakeholder Network Mapping (identifying all affected parties and their relationships)
2. Interest-Influence Analysis (assessing each stakeholder's power and priorities)
3. Coalition Architecture (designing alliance structures to build support)
4. Engagement Sequencing (determining optimal order and approach for each stakeholder group)
5. Momentum Tracking (monitoring commitment levels and adjusting strategy)

This methodology is proprietary because it embodies specific insights about how to navigate political complexity that your firm has developed through experience.

Methodologies vs. Project Plans:

A methodology is reusable across multiple engagements; a project plan is specific to one engagement. The methodology guides how you create the project plan.

3. Tools (Systems)



Definition

Templates, systems, and solutions through which methodologies are implemented. These are the tangible instruments that operationalise your approaches.

Purpose:

Tools make methodologies practical and efficient. They reduce the cognitive load on professionals, ensure consistency, and often embed proprietary analytical approaches.

Categories of Tools:

Assessment Instruments:

Diagnostic tools that help understand current state

- Maturity assessments
- Readiness evaluations
- Capability audits
- Risk profiles

Analysis Templates:

Structured frameworks for examining specific aspects

- SWOT variations
- Financial models
- Scenario planning templates
- Stakeholder matrices

Planning Tools:

Instruments that help design solutions

- Roadmap templates
- Resource allocation models

- Decision trees
- Option evaluation frameworks

Communication Aids:

Materials that help convey complex information

- Presentation templates
- Data visualization formats
- Executive dashboard designs
- Report structures

From Create to Enable Example:

Create Stage: You identified that your competitive advantage includes deep expertise in organisational change psychology.

Enable Stage: This becomes the "Change Readiness Diagnostic Tool":

- 45-question assessment measuring 8 dimensions of organizational readiness
- Automated scoring algorithm that produces readiness profile
- Benchmark database comparing results to similar organizations
- Customised recommendation engine suggesting interventions based on profile
- Executive dashboard presenting results in accessible visual format

The Value of Sophisticated Tools:

Well-designed tools create multiple forms of value:

- **Efficiency:** Reduce time required to conduct analysis
- **Consistency:** Ensure similar approaches across different professionals
- **Quality:** Embed best-practice analytical approaches
- **Credibility:** Demonstrate methodological rigor to clients
- **Barriers to Imitation:** Complex tools are difficult for competitors to replicate

4. Recipes (Inputs)

Definition:

The mix of skills and other inputs required to process a service or part of it. This is the specific combination of capabilities needed for successful execution.



Purpose:

Recipes make explicit what's often implicit: different services require different combinations of expertise, and successful delivery depends on having the right mix.

Why Recipes Matter:

Most professional services firms operate with an implicit assumption that "smart people can figure it out." This works poorly because:

- You assign the wrong people to engagements (strong technicians where you need strong facilitators)
- You underestimate what's required (assuming one senior person can do work that actually requires a team with diverse skills)
- You can't scale (because you don't know exactly what combination of capabilities is needed)
- You struggle with staffing (because requirements aren't clearly specified)

Components of a Recipe:

Role Requirements:

What functional roles are needed

- Senior strategist (30% time)
- Financial analyst (50% time)
- Change management specialist (20% time)
- Project coordinator (15% time)

Skill Mix:

Specific competencies required

- Quantitative analysis (high)
- Stakeholder facilitation (medium)
- Technical writing (medium)
- Industry expertise - manufacturing (high)

Experience Levels:

Where seniority matters vs. where it doesn't

- Client-facing roles: 10+ years experience
- Analysis roles: 3-5 years acceptable with supervision
- Project support: entry-level appropriate

Support Resources:

Non-human inputs needed

- Access to industry benchmark database
- Financial modeling software
- Survey administration platform

From Create to Enable Example:

Create Stage: You identified that successful digital transformation engagements require an unusual combination of technical and organizational change expertise.

Enable Stage: The "Digital Transformation Accelerator" service bundle has this recipe:

- Technical architect with cloud infrastructure expertise (25% time)
- Senior change consultant with digital adoption experience (40% time)
- Business process analyst (30% time)
- Data privacy specialist (15% time, as needed)
- Project manager with agile certification (20% time)

This recipe makes clear that you can't deliver this service with just brilliant strategists but you need this specific combination.

Recipes Enable Smart Resource Management:

With explicit recipes, you can:

- **Staff appropriately:** Match people to requirements rather than guessing
- **Identify gaps:** Recognise when you lack required capabilities for a service
- **Price accurately:** Understand true cost based on required mix
- **Plan capacity:** Know how many of each service you can deliver simultaneously
- **Develop talent:** Target training and hiring to fill recipe gaps

5. Capabilities (Expertise)

Definition



Internal knowledge, content, and expertise required to execute services or parts of services. These are the foundational competencies that must exist within the organisation.

Purpose

Capabilities represent the fundamental expertise that enables everything else. Without requisite capabilities, even the best methodologies and tools cannot be executed effectively.

Levels of Capability:

Foundational Capabilities:

Core competencies every professional in your firm should possess

- Client relationship management
- Project management
- Professional communication
- Business acumen in your target industries

Specialised Capabilities

Expertise required for specific service areas

- Financial modeling for valuation services
- Regulatory compliance knowledge for legal advisory
- Change management for transformation consulting
- Technical architecture for digital services

Distinguished Capabilities:

Rare or proprietary expertise that creates competitive advantage

- Unique methodological expertise
- Specialized technical knowledge
- Deep relationships in specific industries or domains
- Proprietary analytical approaches

From Create to Enable Example:

Create Stage: You identified through cognitive profiling that your Innovation Layer is strong. You are good at developing new approaches but capability transfer is weak.

Enable Stage: You now explicitly map capabilities required for each service:

For "Market Entry Strategy" service:

Required Capabilities:

- Competitive analysis expertise
- Market sizing and forecasting
- Business model design
- Risk assessment
- Cross-cultural business acumen

Current State:

- 8 professionals possess required capabilities at expert level
- 12 professionals possess 3 of 5 capabilities
- 5 professionals in development (1-2 capabilities)

Capability Development Plan:

- Create capability transfer programme pairing experts with developing professionals
- Document tacit knowledge through structured knowledge capture sessions
- Develop training modules for each capability area
- Establish certification process for readiness to lead engagements

Capabilities vs. Credentials:

Credentials (degrees, certifications) are useful proxies but don't guarantee capability. Capabilities are demonstrated competencies. That is the actual ability to execute effectively.

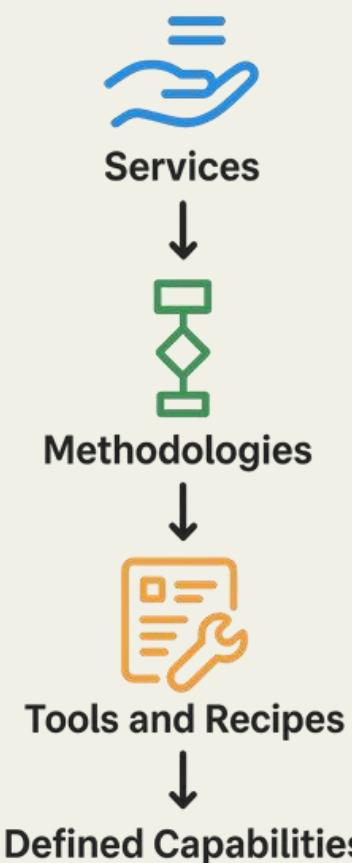
The Capability Development Challenge:

This is often where firms struggle most. They identify required capabilities but lack systematic approaches to:

- **Assess** current capability levels objectively
- **Develop** capabilities through structured programmes (not just osmosis)
- **Transfer** capabilities from experts to others efficiently
- **Validate** that capability has been developed (not just training attended)

The Enable Stage makes these gaps visible and creates accountability for addressing them.

Integration: How the Five Components Work Together



The five delivery components are not independent but form an integrated system where each reinforces the others.

The Delivery System Flow

Client Engagement: Begins with Services Bundles (what the client buys) ↓

Execution Guidance: Delivered through Methodologies (how you deliver) ↓

Practical Implementation: Enabled by Tools (instruments you use) ↓

Resource Allocation: Guided by Recipes (who and what you need) ↓

Foundational Requirement: Depends on Capabilities (expertise that must exist)

Example: Integrated Delivery System

Service Bundle: "Operational Excellence Transformation"

- Deliverable: 40% reduction in cycle time, 25% cost reduction, implemented and sustaining

Methodology: "Rapid Improvement Method"

- Phase 1: Baseline performance measurement
- Phase 2: Constraint identification and root cause analysis
- Phase 3: Solution design using lean principles
- Phase 4: Implementation with change management
- Phase 5: Sustainability systems installation

Tools:

- Value stream mapping software

- Performance dashboard template
- Change impact assessment instrument
- Implementation tracking system
- ROI calculator

Recipe:

- Senior operations consultant (40% time)
- Lean Six Sigma Black Belt (60% time)
- Change management specialist (30% time)
- Data analyst (25% time)
- Project coordinator (20% time)

Capabilities Required:

- Process analysis expertise
- Statistical process control knowledge
- Lean/Six Sigma certification
- Change psychology understanding
- Manufacturing or operations experience
- Facilitation skills

Each component informs and constrains the others. If you lack required capabilities, you cannot execute the recipe. If the recipe doesn't include the right mix, the methodology cannot be followed. If tools are inadequate, the methodology becomes inefficient.

First the Concept: Strategy Before Structure

The Enable Stage diagram emphasises "First the Concept" before diving into the five components. This reflects a critical principle:

"strategic clarity must precede tactical development."

What "First the Concept" Means

Before building out Services Bundles, Methodologies, Tools, Recipes, and Capabilities, you must answer:

Strategic Questions:

- Which services align with our expertise positioning (from Create Stage)?
- Which services leverage our distinctive knowledge assets (from Create Stage)?
- Which services address our target clients' highest-value problems?
- Which services can we deliver with sustainable competitive advantage?
- Which services support our growth strategy?

Portfolio Questions:

- How should our services relate to each other (complementary, sequential, alternatives)?
- What's the right portfolio breadth (specialist vs. generalist positioning)?
- Which services are "anchors" (drive new clients) vs. "expansions" (grow existing relationships)?
- Where should we invest in development vs. maintain vs. phase out?

Operational Questions:

- Do we have or can we develop required capabilities?
- Can we deliver with acceptable margins?
- Can we scale (or do we want to)?
- What's required to maintain quality and consistency?

Common Mistake: Building Before Conceiving

Many firms skip the conceptual phase and jump directly to documenting "what we currently do." This perpetuates existing problems rather than creating strategic coherence:

- You codify services that don't align with strategic positioning
- You maintain service offerings that aren't profitable or scalable
- You miss opportunities to bundle or package services more effectively
- You fail to sunset outdated offerings

The "First the Concept" principle insists that strategy drives structure, not the other way around.

From Enable to Realise: The Critical Handoff

The Enable Stage creates the **potential** for excellent delivery. The Realise Stage (which follows) actualises that potential in specific client contexts.

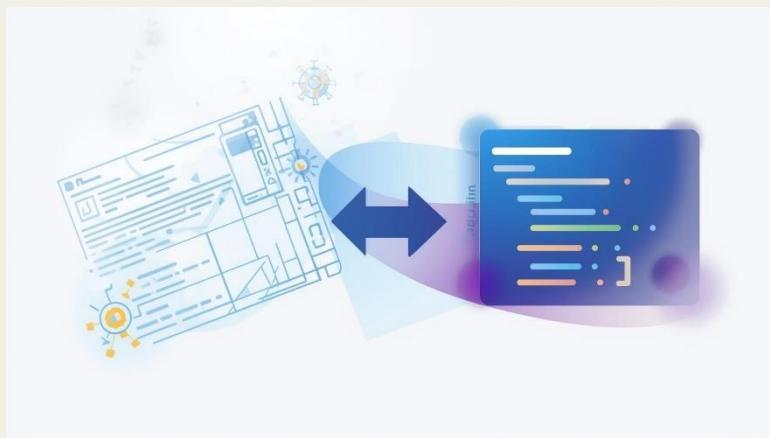
What Enable Provides to Realise

Standardisation:

Documented methodologies and tools create consistency baseline

Flexibility:

Well-designed systems can be customised to specific client contexts without reinventing from scratch



Efficiency:

Professionals don't waste time figuring out the approach so they can focus on client-specific adaptation

Quality Assurance:

Clear recipes and capability requirements ensure appropriate resourcing

Knowledge Leverage:

Each engagement builds on accumulated wisdom rather than starting fresh

What Enable Cannot Provide

The Enable Stage provides the **infrastructure** for delivery but cannot predict every specific situation. The Realise Stage handles:

Client-Specific Customization:

Adapting general approaches to particular contexts

Real-Time Problem-Solving

Addressing unexpected challenges during delivery

Relationship Management:

Building trust and managing stakeholder dynamics

Judgment Calls

Making nuanced decisions that require contextual wisdom

Think of Enable as creating the "sheet music" while Realise is the "performance." Both are essential, and neither can substitute for the other.

Practical Implementation Considerations

Building vs. Documenting



The Enable Stage can follow two paths:

Documentation Path:

You already have effective approaches. You just need to make them explicit and systematic

- Faster to implement

- Risk: May codify existing inefficiencies
- Best when current delivery is strong but inconsistent

Development Path:

You need to create new delivery approaches aligned with strategic positioning

- More time and resource intensive
- Opportunity: Can design optimal approaches unconstrained by current practice
- Best when strategic repositioning requires new capabilities

Most firms need a combination: document what works well, redesign what doesn't.

The Minimum Viable Enable

You don't need to fully develop all five components for all services before starting delivery. A minimum viable approach:

1. **Prioritise:** Select 2-3 most strategically important services
2. **Start Simple:** Begin with basic methodology documentation and essential tools
3. **Learn by Doing:** Refine based on delivery experience
4. **Expand Systematically:** Add detail and additional services iteratively

Perfectionism in the Enable Stage delays value creation. Pragmatism accelerates learning.

Governance and Maintenance

The Knowledge Repository and delivery components require ongoing stewardship:

Ownership:

Who is responsible for maintaining each component?

Update Cadence:

How frequently should content be reviewed and refreshed?

Quality Standards:

What criteria determine if content belongs in the Repository?

Access Management:

Who can contribute vs. who can only consume?

Feedback Loops:

How do insights from delivery get captured and integrated?

Without governance, Repositories quickly become outdated and delivery components drift from actual practice.

Critical Success Factors

1. Practitioner Involvement

The biggest risk is creating an Enable Stage that looks elegant on paper but doesn't match how work actually happens. Avoid this by:

- Involving delivery professionals in methodology documentation
- Testing tools in real engagements before finalizing
- Validating recipes against actual staffing experience
- Continuously incorporating practitioner feedback

2. Balance Standardisation and Flexibility

Too rigid: Professionals cannot adapt to client-specific situations Too loose: You gain no efficiency or consistency benefits

The right balance: "Standardise the reusable, customise the unique"

3. Explicit Capability Development

Don't assume capabilities will develop organically. Create intentional development programs:

- Structured training for new methodologies
- Mentoring relationships for capability transfer
- Practice opportunities with appropriate supervision
- Clear standards for capability certification

4. Repository Usability

The most comprehensive Repository is worthless if people don't use it. Prioritise:

- Intuitive navigation and search
- Mobile accessibility for consultants in the field
- Integration with workflow (not a separate destination)
- Clear guidance on when and how to use each resource

Common Pitfalls in the Enable Stage

Pitfall 1: Technology-First Thinking



Mistake:

Investing in sophisticated knowledge management platforms before clarifying what knowledge needs to be managed and how it should flow.

Solution:

Complete the Enable Stage design work first. Let your strategic requirements drive technology selection, not the other way around.

Pitfall 2: Over-Documentation

Mistake:

Creating exhaustively detailed documentation that becomes too cumbersome to use.

Solution:

Follow the "minimum effective documentation" principle. Document enough to ensure consistency and transfer knowledge, but not so much that it becomes bureaucratic.

Pitfall 3: Build-and-Abandon

Mistake:

Treating the Enable Stage as a one-time project rather than an ongoing capability.

Solution:

Establish governance structures, assign stewardship responsibilities, and create feedback loops that ensure continuous improvement.

Pitfall 4: Ignoring the Human Element

Mistake:

Focusing solely on processes and tools while neglecting the cultural and behavioural changes required.

Solution: Address the emotional and political dimensions. Help professionals understand how systematic delivery enhances rather than diminishes their expertise.

Pitfall 5: Disconnection from Strategy

Mistake:

Documenting everything the firm currently does without strategic filtering.

Solution:

Use your Create Stage outputs—especially thought leadership positioning and critical knowledge assets—as filters. Only enable services that align with strategic direction.

Measuring Enable Stage Success

How do you know if the Enable Stage is working? Key indicators:

Process Metrics

- **Repository Usage:** Frequency of access, content downloads, search patterns
- **Content Currency:** Percentage of Repository content updated in last 12 months
- **Coverage:** Percentage of services with complete documentation (methodology, tools, recipes, capabilities)



Delivery Metrics

- **Consistency:** Variation in quality scores across different professionals delivering same service
- **Efficiency:** Time required to staff engagements (improved by clear recipes)
- **Rework:** Frequency of restarting or significantly revising approaches mid-engagement
- **Onboarding Speed:** Time required for new professionals to become productive

Business Metrics

- **Win Rate:** Percentage of proposals won (should improve with better articulation of approach)
- **Pricing Premium:** Ability to command higher rates based on proprietary methodologies
- **Cross-Selling:** Percentage of clients using multiple service bundles (should increase with clear portfolio)
- **Repeat Business:** Client retention rates (should improve with consistent quality)

Learning Metrics

- **Capability Development:** Number of professionals certified in key capabilities
- **Knowledge Contribution:** Frequency of practitioners adding insights to Repository
- **Innovation Rate:** New methodologies or tools developed per year

Conclusion: The Foundation for Excellence at Scale

The Enable Stage is where intellectual capital becomes operational capability. It's the difference between:

- Having smart people vs. having systematic excellence
- Depending on heroes vs. building repeatable capability
- Scaling revenue linearly vs. scaling exponentially

The Create Stage told you what you know. The Enable Stage makes that knowledge deliverable, scalable, and valuable.

Without Create, Enable would be building on sand, documenting approaches disconnected from strategic positioning.

Without Enable, Create would be merely aspirational, knowledge that never translates into systematic value delivery.

Together, they form the foundation for the Realise Stage (delivering exceptional client experiences) and the Accelerate Stage (leveraging AI and advanced technologies to amplify impact).

The Enable Stage is not glamorous. It requires discipline, documentation, and systematic thinking. But for professional services firms serious about sustainable competitive advantage and profitable growth, it's non-negotiable.

The question isn't whether to invest in the Enable Stage. The question is whether you can afford not to.