KAIVANT MASTERCLASS

Capability Mapping

CATEGORY	COURSE DELIVERY	DURATION
AI Augmentation and Work Redesign	Face-to-face, remote online or hybrid; public or in-house	2 days (14 training hours)

TARGET AUDIENCE

Senior leaders and heads of functions, strategy and transformation leads, portfolio, investment and programme managers, enterprise architects, and leaders who chair AI steering or investment committees.

PREREQUISITES

No prior knowledge is needed. Participants bring their organisation's strategic priorities and, where available, a list of current AI initiatives or proposals. Completing Kaivant-I (free, about 10 minutes) before the masterclass is recommended. Kaivant-O results are useful if available.

RELATED MASTERCLASSES

- AI Value Stream Mapping
- AI Process Mining
- Task and Skill Scoring
- Decision Mapping
- Service Blueprinting
- Knowledge-Flow Mapping

STRATEGIC CONTEXT

Most organisations generate more AI ideas than they can fund. Evaluated individually, many appear viable. Grouped together, funding stretches thin and yields minimal operational impact. Without formal funding, teams often execute them independently.

CAPABILITY MAPPING

A capability map consolidates an organisation's core functions into a single page. It defines what a business must do—such as serve customers, issue permits, process claims, or manage risk. By focusing on the *what* rather than the *how* or *who*, the map remains stable while departments, systems, and processes evolve. When rated for importance and performance, it exposes structural weaknesses in high-priority areas.

Benefits of capability mapping:

- Provides leaders with a stable, strategy-aligned operational view.
- Underperforming critical capabilities become immediately visible.
- Every AI proposal maps directly to the specific function it supports.
- Revealing duplicate initiatives across isolated departments.

WHAT CHANGES WITH AI

Capabilities rely entirely on the people executing them. AI implementation can either reinforce or hollow out this foundational layer. This masterclass introduces:

- A human capability layer mapped behind each business function.
- Visibility into operational bottlenecks tied to isolated expertise.
- Targeted selection of two or three capabilities linked to specific value streams.
- Equipping leaders to explain "not now" decisions so departments accept resource limits.

MASTERCLASS DESCRIPTION

The KAIVANT Masterclass: Capability Mapping trains leaders to construct and score a one-page capability map. Participants plot every AI proposal against the capability it serves. They determine initial AI investment priorities. Throughout the session, attendees work through a structured case study before building a preliminary map of their own organisation. They leave with a concise business case for their starting capabilities.

MASTERCLASS AND LEARNING OBJECTIVES

Following the completion of the masterclass, participants will master:

- The exact differences between a capability, a process, a department, and a system.
- Constructing a capability map featuring 8 to 12 top-level categories, each broken into 3 to 6 smaller components.
- How to rate individual capabilities based on strategic importance and current performance to interpret the resulting heat map.
- Placement of AI proposals to expose clusters, coverage gaps, isolated proposals, and duplicate initiatives.
- Mapping the human capability behind each business function to identify personnel dependencies.
- Selection criteria for the top two or three capabilities for AI intervention, linking each to its corresponding value streams.
- Presenting the final choice, including clear data on what will not receive funding.

MASTERCLASS APPROACH

This masterclass integrates short briefings (about 30%), hands-on exercises using both a worked case and participants' own data (about 50%), alongside presentations, peer feedback, and structured reflection (about 20%). A single worked case runs across both days. Participants apply every new step immediately to their own organisation. This ensures the learning translates directly to operational execution the next day.

Face-to-face sessions rely on physical mapping tools including wall maps, cards, and sticky notes. Remote online delivery utilizes a shared digital whiteboard and breakout rooms. For hybrid sessions, in-room and online groups collaborate on one shared digital board under the guidance of dedicated facilitators.

MASTERCLASS MATERIAL

Participants receive a workbook containing the presentation material, a worked case pack with a strategy summary and AI proposals, a capability map and heat map canvas, a human capability layer worksheet, a prioritisation template, and the KAIVANT notation guide.

CONCEPTS WE WORK WITH



MASTERCLASS CONTENT

Day 1

Module 1: Too many AI ideas

- The pattern: many ideas, thin funding, little change.
- Establishing a stable, one-page view of the organisation.
- How capability mapping links to the other masterclasses.
- Exercise: compare your AI initiatives with your top five priorities.

Module 2: What a capability is

- A verb and a noun: what, not how or who.
- Capabilities versus processes, individual departments, legacy systems, or specific tools.
- Common mistakes, such as mapping the organisation chart.
- Exercise: sort and rewrite statements from the worked case.

Module 3: Building the map

- Structure parameters: 8 to 12 top-level capabilities, with 3 to 6 smaller ones under each.
- Keeping the entire framework to one page.
- Consensus requirements for map credibility.
- Exercise: build the case map, followed by a gallery walk.

Module 4: Rating and heat map

- Metrics for strategic importance and current performance.
- Applying colour to highlight weak, high-priority capabilities.
- Conflict resolution during the rating process.
- Exercise: rate the case map; start your own map.

Day 2

Module 5: Placing AI proposals

- Direct links between each proposal and a single capability.
- Identifying clusters, gaps, and duplicate initiatives.
- High-priority capabilities lacking any AI proposals.
- Exercise: place proposals on the case and your own map.

Module 6: The human capability layer

- The people and know-how that carry each capability.
- Dependence on a few experienced people.
- How the next generation learns what experienced staff know.
- Exercise: add the human layer using the KAIVANT notation.

Module 7: Choosing where AI goes first

- Selection criteria combining importance, performance, proposals, and the human layer.
- Mapping chosen capabilities directly to their value streams.
- First steps in value stream mapping.
- Exercise: make and defend the case choice; make your own.

Module 8: Explaining the choice

- Communication strategies for "now" and "not now" departmental decisions.
- Demonstrating the analytical reasoning behind the final result.
- Review rhythms for map maintenance and choice validation.
- Presentation of choices, feedback and close.

ASSESSMENT AND CERTIFICATE

- Self-assessment on each learning objective at the start of Day 1 and the end of Day 2.
- Trainer review of group exercises during each module.
- Evaluation of the participant's own outputs, concluding with a final presentation and feedback.
- End-of-course evaluation form.
- Certificate of attendance for full attendance and a completed final output.

CONCLUSION

A capability map provides leaders with a single page to determine where AI yields the highest operational impact. Investment follows strategy. It stops following the loudest proposal. By integrating the human layer, leaders identify where the organisation relies on isolated expertise. This data ensures AI implementations strengthen capabilities rather than hollowing out internal knowledge.

This methodology drives distinct outcomes across the organisation:

Professionals: Define the exact differences between a capability, a process, a department, and a system. Construct the one-page map and plot AI proposals to immediately expose clusters, coverage gaps, and duplicate initiatives across isolated departments.

Managers: Rate capabilities based on strategic importance and current performance to expose structural weaknesses in high-priority areas. Select the top capabilities for AI intervention, link them to specific value streams, and equip leadership to explain "not now" funding decisions with clear analytical reasoning.

L&D and HR: Map the human capability layer behind each business function to identify heavy personnel dependencies and operational bottlenecks tied to isolated expertise. Secure the knowledge pipeline by defining exactly how the next generation learns what experienced staff know before automation is introduced.

Start with a baseline

Establish an honest baseline. Kaivant-O measures where your organisation currently stands with AI and identifies which masterclass aligns with your immediate needs. Kaivant-I is a free, private assessment taking about 10 minutes, available at kaivantscore.com.

NEXT STEPS

The KAIVANT Curriculum

The KAIVANT Foundation and Practitioner programs prepare leaders for holistic change management. The individual masterclasses isolate specific operational components, providing highly actionable methods for immediate workplace application. These are highly recommended when executing live deployments requiring targeted methodologies.

Understanding AI Change (Foundation): Establish the analytical concepts, empirical evidence, and shared operational vocabulary required to manage continuous AI integration.

Leading AI Change (Practitioner): Execute assessment-driven AI change through constraint-based planning, live event management, and stakeholder alignment.

AI Value Stream Mapping: Identify where work waits before AI integration (Concepts 2 and 4).

AI Process Mining: Analyse the actual process using system data (Concept 4).

Task and Skill Scoring: Determine which tasks AI executes, supports, or leaves entirely to humans (Concept 5).

Decision Mapping: Track decision-makers and map authority shifts (Concept 8).

Capability Mapping: Identify where AI builds or erodes organizational capacity (Concepts 1 and 2).

Service Blueprinting: Map AI touchpoints between customers and staff (Concept 5).

Knowledge-Flow Mapping: Track knowledge transfer between humans, both with and without AI (Concept 7).

Training provider

This course operates under strict license by approved training providers. Every trainer undergoes rigorous coaching and licensing to ensure standardized delivery. Participants receive identical content and sit the exact same exam globally.

In-house versions adapt to an organization's specific operational reality. Content and duration are finalized following a detailed intake discussion. Training providers seeking to offer this curriculum may apply for an official license.