

The Professional and Technical Practice Of Architecting and Engineering Enterprise Governance Systems

Meta Command Systems, Inc. (MCSI) is an early stage professional services, technology development and software products company dedicated to assisting its clients with the design and development of large-scale distributed *enterprise governance systems*. This dedication includes contributions to the philosophy, science, technology, software productization and systems engineering of scalable *enterprise command (decision) and control capabilities*.

An *enterprise governance system* provides the automation and control infrastructure, analogous to the technical infrastructure found in large naval vessels, aircraft and petroleum refineries, infrastructure that allows a well-trained, small and dedicated management team (e.g., flight crew) to effectively and efficiently operate large, complex and distributed enterprise systems.

Without the aid of integrated, yet evolutionary, governance systems management practices tend to evolve in undisciplined and sub-optimal ways, typically the result of ad hoc management practices periodically altered by changes in personnel. Imagine the chaos that would ensue from changes the role and functions of controls on an aircraft flight deck every time a new flight crew came on board.

Today, the infrastructure of medium to large civil, military and public and private commercial enterprises is largely the result of application of information systems that have emerged over the last four decades. These incrementally deployed application systems have resulted in significant productivity improvements, especially in the automation and control of continuous and discrete manufacturing processes, diagnostics processes in healthcare, programmed trading in financial and commodities markets and the enabling of e-commerce via the Internet and its human interface, the World-wide Web.

The next wave of productivity gains are expected to come from a more systematic approach to the acquisition and application of information systems. Previous applications were rarely the result of systematic planning for the development of enterprise-wide governance systems, especially systems aimed at present and future strategic goals and their attendant value-propositions. And they are only recently concerned with support for real-time collaboration between and among enterprises operating in federated arrangements (e.g., in forming supply chains or in planning for and responding to natural or terrorist disasters).

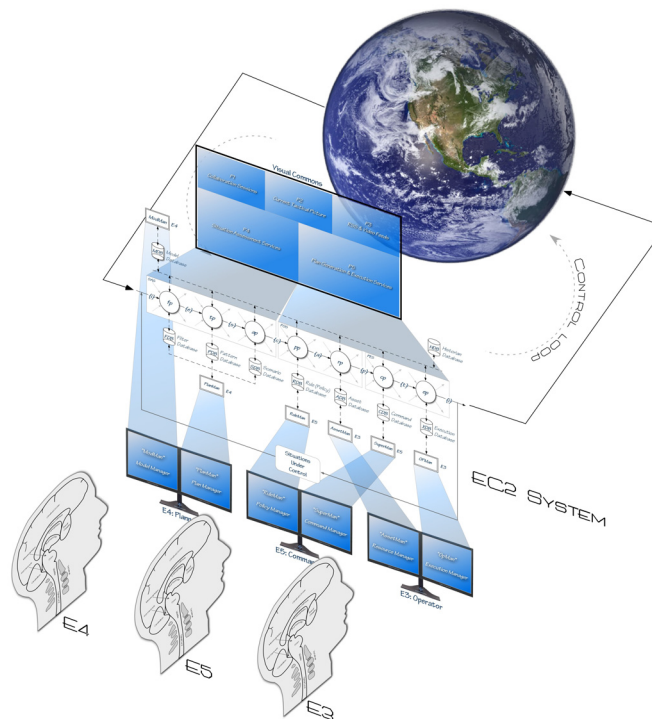
MCSI recognizes the social, financial and technical complexity of approaching enterprise governance in a systematic and evolutionary manner. Consequently, it has developed an enterprise governance framework that encompasses the benefits of four decades of management science, systems science (cybernetics) and information science. The result is a pragmatic approach to the specification, design and evolution of management systems and services that provide management teams with interactive access to three specific types of governance services, *situation assessment, dynamic planning and disciplined plan execution*. These services scale uniformly from low-level (tactical) production processes, to

mid-level (operational) financial processes, up through high-level (strategic) planning processes.

Our solution is not a “product” per se. It is simultaneously a professional architect and engineering practice and a suite of Internet accessible software products that implement key functions required in an enterprise flight deck, whether deployed in the low- (e.g., factory), mid- (e.g., business unit) or upper-levels (e.g., divisional or corporate board room) of a given client enterprise. The solutions offered scale, so that deployment may take place incrementally and begin at whatever level can generate the greatest returns at the earliest possible time.

The MCSI solution takes advantage of an enterprise’s existing “legacy” infrastructure. In fact, existing information systems and services are necessary in support of situation assessment, dynamic planning and plan execution services. Additionally, the MCSI solution provides a roadmap for the incremental evolution of these legacy systems, enabling concrete guidance as to their individual and collective enhancement or obsolescence strategies. Finally, the MCSI solution provides the functional model of the enterprise flight deck, the distributed management user interfaces that allow management teams at all levels of the enterprise to collaborate through consistent and scalable command and control services.

The MCSI solution has been documented in a recent text entitled *Creating the Rational Organization—Theory of Enterprise Command and Control*. The book is available at www.metacomsys.com or www.cafepress.com/mcsi. Additionally, a number of conference and white papers have been published. They are available at www.metacomsys.com/conf%20papers.html.



MCSI's Enterprise Command and Control (EC2) System