Gartner EA 3450a

Gartner EA Conference 14-15 May 2019

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Friday, September 13, 2019

8:15 PM

Keynote - Saul Brand — Overview of EA Virtuous Cycle

- Business Models are a priority for CEO's
  - 63% expect model to change
  - 59% seek to create innovative new models
- Digital ambition
  - 54% focused on digital transformation
  - 46% focused on digital optimization
- 3 Roles Diriving Biz Model Change and innovation
  - mix of CIO (21%), Chief Data, Chief EA (12%), CEO, CSO, COO, other (38%)
- **3 Practical elements of a virtuous cycle for digital business change**
  - new adaptive practices
  - new business/operating model
  - continuous technology innovation
- Business Model
  - reflects what value the entity will create and deliver to customers
- Operating Model
  - reflects HOW the entity creates and delivers that value
- Continuous Technology Innovation
  - continuous innovation
  - continuous operations
  - 4 quadrants
    - biz model
    - journey map

        - strategy
        - persona
- Adaptive Practices
    - become an internal consultant
    - upgrade your professional skills
    - change to a product mindset
        - shift from project to product
        - portfolio of service offerings to our customers
- Call to Action
    - focus on building breakthrough business models
        - start w/ biz design
        - use continuous technology innovation
        - implement new adaptive practices

KeyNote Marcus Blosch - Business Design Deep Dive

- Focus on New Business Models and Business Design
- EA's play a key role (blending creativity and practicality) in employing business design to technology strategy
- definition: a business model defines how an organization will deliver value to its customers or citizens
- Business Design has a simple formula
    - business model + technology = success
- Focus on both business model and operating model
    - EA is crucial to articulating how to design future operating model
        - people, process, technology, information
- 4 Elements of this mapping biz model to operating model
    - Design
    - Execution
    - Operationalization
    - Synchronization

KeyNote Jackie Fenn — Continuous Innovation Deep Dive

- 2 Roles of an Innovation Leader
    - driving and doing innovation (Be a Technology Innovator)

    - inspiring and orchestrating innovation (Facilitate distributed innovation)
    - lead, support, inspire
- Innovation Starts with Goals
    - business goals
        - why innovate?
        - what goals?
        - how will you be successful?
    - innovation goals
        - what innovation capabilities do you need to develop, acquire, improve?
        - do you need innovation to be:
            - bolder or faster or more frequent or more inclusive
- Amazon’s Approach to Innovation
    - work backwards from customer outcome
    - imagine starting w/ a press release of a new product release
- Innovation context
    - industry disruption
        - from low to high
    - executive support for innovation
        - from need support to have support
    - appetite for risk
        - from low to high
    - scale
        - from incremental to radical
- Framework for Continuous Innovation
    - business and innovation goals
    - context and principles
    - all flow into
        - activities
            - IT instigators
            - culture crush
            - what’s your problem
            - rock the world
- Technology as a trigger for innovation

    - trigger-centric innovation
    - problem-centric innovation
    - there’s room for both
- What Drives Innovation at Work?
    - highest to lowest
        - role expectations
        - identity as innovator
        - autonomy
        - resources
        - creative personality
        - intrinsic motivation
- To drive and inspire continuous technology innovation:
    - Make it relevant
    - make it repeatable
    - makes it required

Keynote James McGovern Adaptive Practices Deep Dive

- Position EA as internal management consultancy
    - problem solver
    - identify improvements to business model
    - define strategy
    - resolve uncertainty
- Strategy, not technology, is the future of EA
- Ensure strategy drives innovation
- **Build adaptability into architecture**
    - minimum viable product
    - minimum viable architecture
        - vision and value
        - planning and learning
    - both are elements of agile product development
    - is Agile enough?
        - business requirements span from milliseconds to thirty years
            - short, medium, and long

- People and Culture

Guest Keynote Jake Knapp on the Culture of Innovation

- author of MakeTime and Sprint
- Created the “Design Sprint”
- At Microsoft,
    - launched Encarta Encyclopedia (took forever, got killed by Internet competition
    - tried a new innovation project (touch screen + App Store), got lost in figuring o ut strategy and got killed
- Went to Google
    - a new project took too long from idea → build → launch
    - 20% time
        - even 20% projects got lost in strategizing like Microsoft
    - launched a project that eventually iterate into Google Meet
        - one focused week of idea to prototype
- The beginning moment — a great start to a project
    - neither Microsoft nor Google knew how to do this
- As an employee
    - we too often fall into the bad habit of Defaults
        - like crowded calendars
        - immediately replying to emails, messages
        - difficult to make time to focus and get stuff done
- Breaking the default and creating a perfect start (in 1 week)?
    - instill confidence
    - foster commitment (disagree then commit)
    - build momentum
- Led to formalizing the concept of a Design Sprint
- for several years, went from team to team facilitating the Design Sprint for various product teams
- eventually shifted to Google Venture and helped do the same thing at startups
- Prior model of Continuous loop of iteration
    - idea —> build (takes forever) —> launch —> data —> back to idea
- Need to shorten the cycle of idea → data for a startup
    - added the idea of a test at the end of a design sprint week

- The Design Sprint
    - one big challenge
    - get a small team of 5-7 people (diverse skill set) w/ a decision maker
    - 1 week of time w/ a cleared calendar — no defaults
        - no standing meetings, checking email, no perfect plan
        - 14 page check list of how to prioritize the week
    - focus on one key moment of success
    - Problems w/ Brainstorming or Ideation (2 types of defaults)
        - group brainstorming session w/ lots of people usually not as successful. Crappy outcome.
        - often one person who goes off and comes up w/ an idea and then uses their idea to drive towards a solution. Not a strong marketplace of ideas
    - Monday problem statement
    - Tuesday Individual brainstorming in a group setting
        - generate multiple competing ideas
    - Wednesday — Decision
        - move past default of endless discussion
        - how to make a fast/decisive decision
        - on Wednesday, silent review of multiple anonymous solution (one pagers)
        - vote — but the decider decides!
    - Thursday — build the prototype
        - move past default of building a prototype
        - build a fake prototype
    - Friday — Test!
        - move past default of waiting for perfect real world data
        - instead, get some quick and dirty data right now
            - 1-1 interviews
            - instant learning
    - Over Next Week
        - iterate: repeat and perfect
        - may wind up needing a second design sprint
    - Move past default of “playing it safe”
        - the design sprint allows you to test out making a big risk in 1 week
    - Story of a Design Sprint at Savioke which makes a hotel delivery robot

        - big question — how should the robot behave?
        - ideas
            - no personality. Won't be able to talk
            - try out a personality in a 1 week sprint
            - a face?
            - play games?
            - did a dance?
        - 8 hour prototype of 3 ideas
            - the game was a terrible idea
            - people loved the face, didn't try to talk w/ it. Easy touch screen interface
            - dance was a success
    - Jack's dad (who recently passed away) Make sure you like what you do for work because you will spend a lot of time at work in your life
        - focus on what matters and not fall into stupid defaults
        - help your colleagues get there as well

CTO Guide to Containers

- software is still eating the world and containers are automating
    - agility
    - resiliency
    - something else
- History
    - Wave 1 (2001-ish)
        - virtual machines w/ VMWare
        - first ten containers w/ Virtuozzo (lightly used web servers, web hostess)
    - Wave 2 (automated containers) (2013 or so)
        - led by Docer
- Benefits
    - I&O
        - resource efficiency and density
        - efficient isolation and resource sharing
        - enables multi-cloud/hybrid
    - Developers
        - platform independence

        - speed and agility
        - enchants developer collaboration and development pipeline
- Use Case Spectrum — 3 main categories
    - lift and shift (monolithic applications)
    - refactor legacy applications (most common pattern for container adoption)
        - break up a monolithic app into a service-oriented architecture
        - build new containerized distributed applications
    - build new distributed applications
        - build new cloud-native applications on a large scale
        - stateful, but highly dynamic micro services
- Kubernetes — the brain that orchestrates containers
    - open source scheduling and orchestration framework
    - emerged from Google, now a CNCF project
    - widely supported
- note — google runs more than a billion containers
- Microservices
    - A micro service is a loosely coupled and independently deployable and scalable app component
    - independent deployment
    - dynamically provisioned
    - bounded context
    - owns the data
    - enables fine-grained and independent app components
    - kubernetes schedules, orchestrates, and dynamically provisions these micro services
- Vendors for Containers and Kubernetes-based Products
    - Recommendation — DON'T do containers/orchestration on its own
    - container platform
        - CaaS
            - more suited for simplifying operations management
            - will provide full spectrum of containers as part of a solution
            - examples: docker enterprise, mesosphere, Red Hat OpenShift Container Engine, VMWare Pivotal Container Service, Rancher
        - PaaS

        - more suited for DevOps, micro services w/ embedded toolchains
        - examples: Pivotal Application Service, Red Hat OpenShift Container Platform, Cloud Foundry
    - Managed Cloud-based kubernetes service
        - more suited for managed service offered by cloud providers and MSP's
        - examples: Amazon ECS/EKS, Microsoft AKS, Giant Swarm, Platform9, IBM Kubernets Service, Giant Swarm, Google Kubernetes Service, VMWare Cloud PKS
- Container Ecosystem Vendors
    - monitoring — datadog, donatrice, Instana, Sysdig
    - networking — Cisco, Juniper, Tigera, Weaveworks
    - security - Aqua Security, NeuVector, Stackrox, Sysdig, Twistlock
    - service mesh — Aspen Mesh, Avi Networks, Buoyant, Hashicorp, Tetrate.io
    - storage — Diamanti, NetApp, Portworx, Robin Systems, StorageOS
- Challenges and Best Practices
    - many parts of the stack are open source, tooling for federation across multi-cloud isn't very mature
    - lots of scripting, CLI, manual API work required
    - early stage projects but vibrant and evolving
    - Big Challenges
        - complexity
        - cultural changes
            - can't operate in a silo manner, needs to be highly collaborated
        - lack of training
            - may need advanced DevOps (like SRE)
    - Container Ecosystem is fast moving, lots of change
        - complex vendor ecosystem and ephemeral partnerships
        - fast changing projects and products not built w/ enterprise IT in mind
        - rapid software release
        - uncertain long-term vendor biz models
- Are you Ready to deploy containers in production?
    - Workload: have you identified workloads and why?
    - DevOps: do you have a DevOps and culture?
    - Consumption model — how are you going to consume containers products?

    - ROI — what is the ROI?
    - Roles and skills — have you determined what new training, skills, and roles? DevOps, release engineering, highly trained in development, k8s
    - integration — how will the platform integrate w/ the rest of your infrastructure? What specific capabilities do you need across each infra pillar?
- Best Practices Across
    - security, governance, process isolation
    - monitoring and logging
    - data persistence and protection
    - multihost networking
        - really needs to be automated — use container-based networking or SDN
    - container lifecycle Mgmt
    - container scheduling and orchestration
- Focus on PlatformOps as Core Responsibllity
    - Service DevOps
        - builds and runs services using the platform
    - Platform Ops
        - delivers a platform to enable Service DevOps
        - builds and runs platform — software and infrastructure
- Recommendation
    - start w/ small, simple, stateless use cases (isolated)
    - create a container platform strategy w baseline requirements for the best practices identified above
    - Integrate CaaS_PaaS w_ CI/CD
    - create a platform Ops team to work w/ DevOps
    - view every deployment as tactical

Enterprise Architecture as an Internal Management Consultancy

- Creating digital business models is a priority for CEO's
- EA must adapt to different states in the strategy cycle
    - Uncertainty_Patterns_Insights Phase
        - strategy development
        - what's possible?
        - howe can we get there?

        - this is where internal mgmt consulting is most needed during messy strategy cycle
    - Clarity/Focus Phase
        - execution phase
        - follow the process (using standards, patterns, etc developed by EA)
- Management Consultancy Focuses on Business Value
    - crating value for organizations through
        - improved performance
        - objective advice
        - implementing business solutions
        - solving problems
        - providing outside perspective
        - enhance biz capability
        - bring niche skills and breadth of experience
- How do we create an internal management consulting practice?
    - who is the customer?
        - as digital shifts to the business, new customers emerge (like product teams, biz executives, innovation teams, chief digital officer)
    - EA must deliver value to the wider group of customers
    - Identify the Customer's Needs
        - job to be done
        - examples — help me innovate, save times ave money, make money, provide advice, make my work easier
    - Ideate — identify what you could do?
    - What is the value Proposition?
        - value proposition
        - offering
    - Services Deliver an Outcome and Value to a customer
        - customer need →
- service design →
    - business outcome
- A Service Design Has 5 elements
    - description of the service
    - outcomes the service provides

    - the process the service follows
    - the deliverables created
    - the time frame and resource commitment needed
    - A Small selection of possible services
        - design thinking — really understand your customers and what they need
        - business modeling
        - ecosystem modeling
        - innovation mgmt
        - operating model design
        - note — most common clusters of options involve business architecture
- Develop Your Value Proposition
    - a vision statement based on business outcome/value
- How Will You deliver your services?
    - channels?
- Bring Together Services to deliver outcomes

1. strategy and goals
2. business model
3. ecosystem model
4. service models
5. operating model
6. financial model

- Work in an iterative, agile way
    - engagement
        - engage the customer
        - define the engagement and deliverables
    - iterative delivery of consulting services
        - initial deliverables
        - iterative time boxed deliverables over multiple increments
    - delivery early and often w/ value delivered at each time box
- Provide Value to all of your stakeholders
- Coach and Mentor Your Customers
    - be comfortable w/ coaching and democratic styles of collaboration
    - less focus on commanding, pacesetting, visionary

    - how to use the deliverables? What pieces can they do?
    - shift style to coaching
    - ongoing engagement
- Revenue Stream
    - for free? Wheee!
    - chargeback for EA not common
- What Resources Will You Need?
    - client relationship management
    - engagement management
    - practice management
    - team management
    - methodology development
- Extend Your Team Beyond Traditional Architecture Skills
    - biggest — Business and Information
    - medium — Behavioral
    - lower — Technical
    - really good fits for this role are recruits from the business itself
    - focus on things like
        - business ecosystem
        - biz model nnovation
        - customer behavior
        - digital biz lteracy
        - creative/innovative thinking
        - industry assessment
        - break the box thinking
        - design thinking
        - digital trends
        - lean
    - use a talent pool and align resources w engagements
        - different engagements require different skill combinations
        - design thinking
        - biz model design
        - investment analysis

        - biz process design
    - Building a Learning Culture
        - supportive leaders for learning and sharing
        - culture of learning — improve, look for insight
        - willingness to experiment — try new, take measure ricks
        - designed for learning — should be built-in, roles include learning
    - How Do We Adopt Internal Management Consulting
        - start small and grow
    - Recommendations
        - re-brand EA to provide internal management consulting to the organization
        - be flexible, use EA to deliver the biz outcomes needed by your customers
        - be agile, delivery regularly and often and don’t drag out projects
        - focus on relationships, build and maintain

Dun and Bradstreet: API Channel Maturity Drives Business Results

- High Level Solutions provided by D&B
    - sales and marketing
        - lead form
        - master data mgmt
    - supply and comply
        - supplier risk mitigation and aggregation
        - compliance sanctions screening
    - risk data
        - credit/fraud risk evaluation
- Challenges
    - customer
        - data latency
        - customers shaping their biz processes
        - D&B’s data delivery formats
    - for D&B
        - customer turnover risks w/ contract renewals
        - improve cross-sell/up-sell
        - modernize data delivery approaches to maintain competitive advantage

- D&B Direct Objective
  - data as a Service (DaaS) strategy
- Logical Services Architecture
  - customer device →
- products →
- interface provided by Axway (batch, REST, SOAP, legacy emulation →
- API Management: access control (auth, entitlement, audit, throttling, metering) →
- business →
  - company, search, investigation, legal, portfolio, monitoring, product, compliance, custom product, pricing, decision, customer, contract, order, invoice
  - data
    - partners source, legacy data sources, customer provided
- Customer Benefits
  - improved, seamless end user experience
  - D&B services shaped to customer processes
  - real-time data delivered on demand
  - standardized, reconciled, real-time data at all stages of data mgmt
- D&B Benefits
  - very “sticky” solution for customer
  - helps achieve the revenue/renewal objectives
  - more scalable, cost effective solutions
  - D&D reinforces its modern, API-centric approach to customers
- Expanding Functionality thru customer requirements w/ solutions
  - example — large insurance firm wanted to automate credit decisioning
    - current functionality offered simple filters
    - big data -neq actionable data
    - client’s focus on special circumstances required complex filters
    - exploring need for customer discovered architecture conducive for requested functionality
    - built requirements, participated UAT, provided Go_No-go decision w_ product/ teach, configured multiple profiles for customer
- Evolving w/ international market demand
  - growing need for Direct 2.0 in Europe and for partners
  - training and education of international architects and sales team

    - sales team
        - varying level of understanding
        - understanding of simple architecture
    - architects
        - comfort level for customer and sales team w/ “blank canvas”
        - shaping flexible services around optimal biz process
    - aligned in conjunction w/ compliance roll out for optimal resource utilization
- Innovating w/ changing data demands - compliance
    - growing demand from regulating bodies and need social responsibility
    - identification of a large growing market
    - analyzing data sets to introduce a patented ownership percentage identification
    - understanding strong position in markets
    - Major Element of Compliance Approach
        - identify
        - verify
        - enrich
        - screen
        - monitor
        - audit
- Lessons Learned
    - know your journey
        - delivery of product versus facilitation of product sales
        - understand benefits of your journey and potential pitfalls
    - documentation and resources
        - goto market for products include tech release and product release
        - sandbox access, production trial access, development access, etc.
        - enumeration and proper test cases
    - maturity and scalability maintenance
        - bug fixes and scalability enhancements
        - functionality additions or market shifts

Creating a Culture That is Ready to Thrive in Changing and Disrupted Markets

- High Order Impact of Disengagement

    - 66% of US workers are mildly to moderately disengaged
    - 25% are actively or passively sabotaging their employer
    - $7 trillion dollars in cost
- Purpose
    - a personal connection is key
    - I crave meaning, I want to be the best, I need autonomy, I want to feel connected
    - you have to connect the following w/ full end-to-end transparency:
        - the enterprise mission
        - the strategy
        - your personal goals
        - their personal goals
    - cultures that are powered by purpose feel different
        - less hierarchical, more cellular and dynamic
        - values-based
        - motivated
        - transparent
        - 360 review everything
        - a challenge based on values must always be okay
    - they connect purpose through and through
    - Identity and Group Identity
        - shared sense of purpose
        - shared identity
    - If you have a moment of truth or a new strategic focus, take your idea to the "lowest" part of the organization to get started and have them start rolling it up, forwarding it to their managers, who then publish the new policy
- Understanding how Cultures Change
    - set of autonomous behaviors that let members of a society to work together w/ minimal friction
    - most of what you think of as your culture is really just a bunch of habits
    - which is why simply explaining "what's in it for them" doesn't drive people to change
    - the good news: you don't need to persuade people that much, you just need to show them

        - most people are willing to adapt both formal and casual behaviors based on context
        - change resistance is often a default reaction, not an act of conscious/active resistance
        - create a new context
- Creating a New Habit
    - your brain loves making habits, don't fight it, use it!
    - trigger
    - routine
    - reward
- It is nearly impossible to eliminate old triggers but you can reframe them
    - change the narrative for how one interprets common triggers can reframe the situation and make it easier to accept a new routine
- It's easier to change an existing routine into an adjacent routine
    - like replacing cigarettes w/ lollypops
- It is actually the anticipation of a reward that reinforces the trigger and drives automatic execution of the routine, not the reward itself
    - the best rewards in a business context are positive social enforcement
    - don't get too hung up on rewards. Your brain already rewards you w/ a small hit of dopamine upon completion of a task
- Making Habits Stick
    - build new habits on top of previously existing ones
    - transfer habits from narrow contexts to wide contexts
    - make the community responsible for establishment and enforcement of a new habit
- Focus on the "moments of truth" of customer experience
    - problems
    - collaboration
    - interactions
    - communication
- Rituals Make It Real
- meetings give us a place to "practice our culture"
    - executive presence and leadership
    - time and agenda mgmt

    - problem solving and creativity
    - social and interpersonal skills
- How can we respond to something w/out taking away power from requester?
    - want to go to dinner? No, I'm allergic to fish
    - my enterprise agreement doesn't include fish
    - want to go to dinner? I'd love to meet tonight, is there another place we could go to?
- It is essential to turn the process over to the people quickly
    - peer pressure
    - we need to be shown how it's possible
    - we need the tools, time, autonomy to make it happen
    - we all want to be successful
    - and how the organization's values align to our own
    - with the power in our hands, it will be self-sustaining

Gartner EA Conference 15 May 2019

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Keynote Driving Your Innovation Agenda with Emerging and Strategic Technology - Brian Burke

- Trendspotting Emerging Technology Trends
- Identifying Candidate Trends and Technologies for your organization
- Create Your Own Technology Profiles w/ a Business Context
- Put Technologie into Context
    - priority matrix
        - transformational, high, medium, low
        - time horizon — 2 years up to 10 or more
- Build Trend and Technology Radars
    - critical, urgent, important, watch
    - zones based on portfolio or type of impact
- Top 10 Strategic Trends for 2019
    - Intelligent
        - autonomous things

        - autonomy — ranging from human-assisted to fully autonomous
        - intelligence — from dumb/static to collectively smart
        - coordination — from isolated to collaborative hive/swarm
    - augmented analytics
        - continued advances in big data and machine learning
    - AI driven development
        - integrate AI into applications — from image/facial recognition to speaker recognition to natural language processing, QnA generation, and content moderation
        - AI services
        - AI Platforms
        - AI Frameworks
        - AI infrastructure
- Digital
    - empowered edge
        - edge computing
        - cloud connected
        - cloud to the edge
        - from mobile to distributed to central compute
        - 5G - latency, bandwidth, density of connections
        - Backscatter - battery consumption
        - LEO satellite - latency, endpoint cost
    - digital twin
        - a digital representation of a physical object to model, monitor, analyze, simulate
        - has been doing this for things for a while
        - expanding to people, places, processes, and organizations
    - immersive experience
        - training and simulation
        - marketing
        - sales and demos
        - design visualization
        - field service
        - workspace

        - Flipping Human-Machine Dynamic
            - moving from computer literate people to human literate computers
- Mesh
    - block chain
        - smart contracts, consensus mechanism, immutable, traceable record, publicly shared and distributed
        - opportunity for distributed databases to reduce biz friction and simplify data integration
            - remove the central trusted authority
        - not only useful for crypto-currency, although there are lots of human_implementation issues w_ crypto-currency
        - however, the financial incentive for other uses of blockchain may not be sufficient motivator
    - smart spaces
        - populated by humans and enabled, powered by AI
        - need to move towards open, connected, coordinated, intelligent ecosystems for intelligent environments
        - Smart Cities/Smart Nation — Singapore
        - Sidewalk Toronto
- Foundational
    - digital ethics and privacy
        - can't just focus on compliance and security, need to expand to privacy
        - billions of endpoints are collecting data on you
        - Who you are
            - facial recognition, voice, dna, iris, fingerprint
        - where you are
            - GPS cell tracking license plate readers
        - what you do
            - activity, heart rate, health data
        - what you think
            - search engines, social networks, smart speaker, super cookies
        - GDPR in Europe, US may or may not do something similar
        - move from compliance-driven to ehtics-driven to discern right from wrong and to create value, can't just chase regulations (too dynamic globally)

            - example: Apple's competitive advance re: privacy compared to Google and Facebook
    - quantum computing
        - most organizations don't need to invest in quantum computing yet
        - applicable for biology, optimization problems, material science, chemistry, personalized medicine
        - somewhere between 2023 and 2028(?) quantum supremacy (where QC is genuinely doing meaningful work
            - financials services
            - impact to AI
            - cracking crypto at some point in late 2020's?
            - greater biz cases (2030's)

How EAs Can Use Co-creation to Facilitate Designing the Future Rather Than Fixing the Past - Derek Miers

- Learning together typically yields a different result than telling someone how to do something
- how to get people working together to solve a problem, very fungible workshop format
- A potential definition of Transformation
    - not just changing everything you do, but how you think
- Lots of change activities
    - strategy refresh
    - innovation
    - change mgmt
    - digital business
    - etc
- The real problem is engagement
- the Journey
    - framing innovation and transformation
        - linking to outcomes your biz cares about
    - using co-creation to hack the prevailing org culture
    - something else
- Innovation
    - innovation is the execution of new ideas that create business value

    - digital optimization AND digital transformation
- Create One Page Innovation Strategy
    - Start with WHY
    - What
        - what are we innovation?
    - How
        - how do we start innovating
    - Who
        - who will lead, who will participate
    - Action
        - what is next step
- Using CoCreation to Hack the existing culture
- Teeming
    - how to scale team work — teeming
    - teams work in parallel on same room to hear from each other
    - keep teams in sync by sharing artifacts_ideas w_ stand-ups
    - Iterate and Reframe
- Co-creation also means working outside-in
    - introduction
    - Persona job to be done
    - customers journey
    - resources and components
    - metrics and governance
    - transition plan investment
    - Day 1
        - concrete product/service propositions
        - teams working parallel, sharing ideas via stand-ups
    - Day 2
        - teams polish their products w/ further iterations
- Elements
    - can you get multiple teams working in parallel, competing?
    - ideas not in short supply
    - find the best way

        - just 1 issue?
        - codependent projects?
        - multiple unrelated projects?
    - how can we best serve you?
    - service enable your business
- Industry experiences
    - federated structure where business units cooperated by focusing on spoke use to cases to clarify the core
    - federated structure where business architecture had no common methods or services
- Can EA Design a set of services to support innovation?
    - how will you support the necessary scale?
    - practice the methods by co-creating a set of innovation support services
    - engage — trust knowledge of the crowd
    - educate — what I do understand
    - empower people to design the future
- Recommendations
    - reaffirm that purpose innovation aligns w/ biz goals
    - get others involving and working w/ you
    - practice on yourself
- RECAP
    - why — align to recognized goals and objectives
    - what — aspects of biz you will prioritize
    - how — build engagement thru co-creation
    - who — mavericks, frontline deliverers of value
    - start — with your own organization
    - scale — use engagement and co-creation to grow
        - iterate, adapt, and evolve

ContinuousNext in a Product World — What It Means for Enterprise Architecture - Jack Santos

- Opportunity and Challenge: Act Continuously
- Business Model Change is Accelerating — all 4 categories below over 75%
    - change in customer base

    - change in value proposition
    - change in capabilities
    - change in profit model
- Digital Product Mgmt
    - culture
    - privacy
    - digital twin
    - augmented intelligence
- (mindset + practices) x technology = capabilities → results
- Adaptive Enterprises Need adaptive practices
    - from inside-out to outside-in to outside-out
    - shorter cycle time to develop and deploy strategy
    - continuously evolving strategies rather than rigid time-bound events
    - calibrated strategic choices to outcomes to achieve maximum success
- The Shift to a Product
    - shifting from project to product
    - Another Formula
        - continuous improvement creativity ownership
        - plus
        - design thinking agile DevOps analytics
        - plus
        - digital era technologies
        - plus
        - digital product mgmt
        - eq
        - customer value
- Key Elements
    - **Architect for adaptability** is the central driving force behind delivering an amazing end-to-end experience
    - **Autonomy** — central driving force behind delivering amazing employee engagement, ability to make some decisions
        - Risk — ARB as tool to squash autonomy
        - Jack's Law — the more we are connected, the more we lust for autonomy
- Digital Product mgmt — continuous innovation

- Executive Involvement is Essential to Evolve EA
- Become Fluent in the language of Business
    - business strategy
    - finance/money
    - etc
    - et
- The Model for Digital Conversation for EA
    - inspire
    - power
    - engage
    - other aspects
        - be empathic, focused, evangelize
        - know the politics, recognize your biases, get comfortable w/ challenging questions
        - help others
        - share what you learn, learn what you share
        - be patient
- You don’t need positional power to change the world
    - you need to understand the right buttons to push
- Your Next Actions
    - design EA to expand beyond organization, full ecosystem of partners and customers
    - shift delivery model from project to product
    - work w/ multidisciplinary teams
    - invest in leadership and key skills
    - position EA to make digital business a team sport

How EA and Security Leaders Can Work Together to Improve Security Outcomes

- An outcome for EA and Security: avoid conflict, shared stories together
- A common behavior w/ both groups re: risk
    - I do not understand. therefore, it is not important.
- Key Issues
    - can EA and CISO better communicate security needs?
    - security through SDLC and embed security in agile development practices

    - something ...
- Goal #1: Embed Security Guidance Using Architecture User Stories
    - identify requirements
    - translate policies and requirements into User Stories
        - example: As EA and CSIO, we want RTO and RPO values of 48 hours or less by pre-relase so that we are able to guarantee data recovery and IT service continuity as required by SEC Rule 17a-4.
    - Empower agile teams to prioritize story execution
    - Identify Re-usable Security Stories
        - build an Architecture User Story Catalog. Examples:
            - Bind to AD
            - anti-automation protection
            - code revision control
            - configuration security
            - Horizontal scalability
            - PCI/DSS Compliance
    - Illustrate Opportunities Using Visual Storytelling Techniques
- Goal #2 Map Security to the SDLC Touchpoints
    - planning
        - scope problem, determine solutions, resources, costs, etc.
    - requirements
        - analyze stakeholder needs to ensure a match w/ solutions
    - design
        - describe, in detail, the necessary features, specifications, operations, etc.
    - development
        - review detailed design and include processes such as code review and other assurance practices
    - quality assurance
        - determine if implementation meets biz needs, identify implementation defects
    - implementation
        - document changes as part of release mgmt process
    - operations
        - continuous security monitoring
    - Further Refine to Support Increased Agility

        - INVEST
            - independent
            - negotiable
            - valuable
            - estimable
            - sized appropriately
            - testable
- Goal #3 close the Understanding Between Principles and Policies
    - pyramid of effectiveness and understanding of InfoSec policies
        - principles — most ethereal, rarely changes
        - policies — identifies issues and scope
        - standard — assign quantifiable measures
        - procedures - establishes proper steps to take
        - guidelines — provides additional guidance. most specific, frequently updated
    - Ensure Conceptual Integrity by Understanding Principles to Guidelines
        - from principles to guidelines, deliberate set of steps
        - going from high level to lower level
    - Use Roadmaps to Increase Transparency and Prioritize Decisions
        - communicate risk in the context of business capabilities
        - Create traceability from business requirement to security of a specific technology product
        - Example:
            - business capability — improve claims loss ratio, strengthen customer insight
            - tech product — business intelligence
            - technology — a specific DB and Claims Application Hosting
- Key Recommendations
    - improve prioritization efforts by incorporating security recommendations into EA roadmaps
    - illustrate security opportunities by embracing visual storytelling
    - embed security guidance into projects and products w/ architecture users stories
    - together, incorporate security touchpoint into all phases of SDLC
    - improve security policy effectiveness by connecting them to EA principles

Closing Remarks: Winning in a World of Digital Dragons - Leigh McMullen

- Every industry is becoming a digital industry
- The biggest digital markets are, therefore, entering every industry
  - Apple Car, Amazon smart homes, etc.
  - Google investing $30B in R&D!
- Digital Dragon
  - modern, hyper scale platforms
  - powerful ecosystems
  - data mastery
  - digital talent magnets
  - principals in industries beyond tech
  - offerings throughout supply chain
  - deep pockets and patient investors
  - massive R&D investments
- Amazon
  - digital media and entertainment
  - Financial
  - Digital Commerce
  - Customer Insight
  - Retail
  - Healthcare
  - Technology
  - Logistics
- Alibaba
  - in a similarly broad set of categories as Amazon, but they go much deeper in every industry
- Digital Dragons are more complex partners than has ever existed
  - both partner and competitor
  - pervasive throughout supply chain for many customers
- Most businesses are not strategically ready

#learning/conferences