

Accelerating in a world of chaos

by using Enterprise Architecture with the concept antifragile

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"It is quite perplexing that those from whom we have benefited the most aren't those who have tried to help us (say with "advice") but rather those who have actively tried - but eventually failed - to harm us."

- *Nassim Nicholas Taleb*

"A consistency proof for [any] system can be carried out only by means of modes of inference that are not formalized in the system itself."

- *Kurt Gödel*

"Reality is created by the mind.
We can change our reality by changing our mind."

- *Plato*


"But he who neither thinks for himself nor learns from others, is a failure as a man."

- *Hesiod*

"The only constant is change."

- *Heraclitus*

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Keywords

agile, agility, resilient, resiliency, robust, robustness, antifragility, antifragile, enterprise architecture, it architecture, architecture governance, architecture principles, enterprise engineering, public sector, independent software vendor, organisational design, delphi method, triangulation

Declaration of Authorship

I, J.R. (René) Blikendaal, declare that this thesis, with the title "Accelerate in a world of chaos by using Enterprise Architecture with the concept antifragile", and the work presented in it are my own and has been generated by me as the result of my own original research.

I confirm that:

- This work was done wholly or mainly while in candidature for a master degree at the Antwerp Management School;
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- Where I have consulted the published work of others, this is always clearly attributed;
- Where I have quoted from the work of others, the source is always given. With the exception of such quotations, this thesis is entirely my own work;
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Accelerating in a world of chaos

by using Enterprise Architecture with the concept Antifragility

René Bliekendaal

Abstract

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1. Introduction

The Greek philosopher Heraclitus once said that one constant since the beginning of time is change. However, the fear of change is also a constant. His central claim is summed up in the phrase *Panta Rhei* ("life is flux"), recognising life's essential, underlying essence as change. Nothing in life is permanent, nor can it be, because the very nature of existence is change. Since times immemorial, humans have liked routine, making us feel in control of our lives. When that fear of change becomes irrational, our ability to control it becomes a phobia, particularly *Metathesiophobia*. A *Metathesiophobe* feels they have no control over their lives due to constant change. *Metathesiophobes* tend to live in the past and are unwilling to progress, often leading to depression, seriously impacting their professional and personal lives. If a society or country rejects the change, there is no growth and no progress. The inability to change, progress, or grow can result in stagnation. Stagnation rejects realising one's full potential. Stagnation is not a healthy flowing river; it is an idle and stale pond. (ArapahoeLibraries, 2020; Mark, 2010)

A world that is continuously in flux is a Volatility, Uncertainty, Complexity and Ambiguity (VUCA) world. According to Bennett and Lemoine (2014) the world of VUCA requires a new approach. Disintermediation, globalisation, market upheaval, disruption, and technological advance all combine to produce an effect that is difficult to mitigate, impossible to predict, and arduous to detect (O'Reilly, 2019, p. 885). Taleb (2008) his definition of a black swan (see later in this chapter) is similar. To deal with the VUCA world, companies invested a great deal of time and money in becoming less fragile by being more agile, robust and resilient. However, Taleb (2012) claims by being more agile, robust, or resilient, the company can only withstand the change but does not gain from it.

Taleb (2012) defines the opposite state of fragile, *antifragile* as an answer to what Taleb (2008) calls black swan events. These black swan events are also known as X-events (Casti, 2013). Taleb (2012) states that resilient, robust (and company) are states that neither breaks nor improves. Taleb (2012) claims that *antifragile* is the state that gains and improves. *Antifragile* is the true opposite of fragile.

In this thesis, I define the Enterprise Architecture (EA) success factors for contribution to become *antifragile*. I use the contextual boundary of the public sector as my lens.

1.1. The author

I am working as a Chief Architect for an Independent Software Vendor (ISV) specialised in delivering software and services to the local governmental agencies in The Nether-

lands, such as municipalities, the provinces, the local tax offices, and the regional water authorities.

1.2. The structure of this thesis

In chapter 1, the context of the research is set, the core concepts of EA and antifragility are introduced together with the contextual boundary of the public sector. This chapter is closed with the problem statement, the belonging research questions, and the substantiation of the relevance of this research.

In chapter 2, the background is given based on literature research. The contextual boundary of the public sector is defined. The concepts of EA, antifragile, and other relevant concepts such as system, organisation, and stressor are researched and defined in detail.

Chapter 3 explains the used research methodology and the approach for the research based on the FAIR¹ principles and the research properties of replicability, falsification, independence, and precision as described by Recker (2013).

I will elaborate on the fact that the public sector suffers from the digital transformation and the increase in the speed of change in chapter 4. The Volatility, Uncertainty, Complexity and Ambiguity (VUCA) world (Bennett & Lemoine, 2014) is used for a confrontation to determine the attributes of VUCA for the public sector (PS) System-of-Systems (SoS).

Chapter ?? is about the confrontation between antifragile and the Enterprise Architecture (EA) theories to determine the success factors EA for contribution to an organisation to become antifragile. This chapter also is about the validation of these success factors by the Delphi Method.

1.3. Introduction of the public sector

According to PrivacySense (2016) the public sector is comprised of organisations that are owned and operated by the government and exist to provide services for its citizens. Similar to the non profit sector, organisations in the public sector do not seek to generate a profit. Sometimes the public sector will partner with an organisation in the private sector to create a public-private partnership. These hybrid organisations work together to deliver a service or business venture to a community jointly. Through outsourcing, public sector organisations will often engage the private sector to deliver goods and services to their citizens.

I argue that, in the hybrid model, the definition of the public sector is not correct anymore. The part of a private company that is a part of a hybrid collaboration with the public sector should be part of the definition of the public sector.

¹<https://www.go-fair.org/fair-principles/>

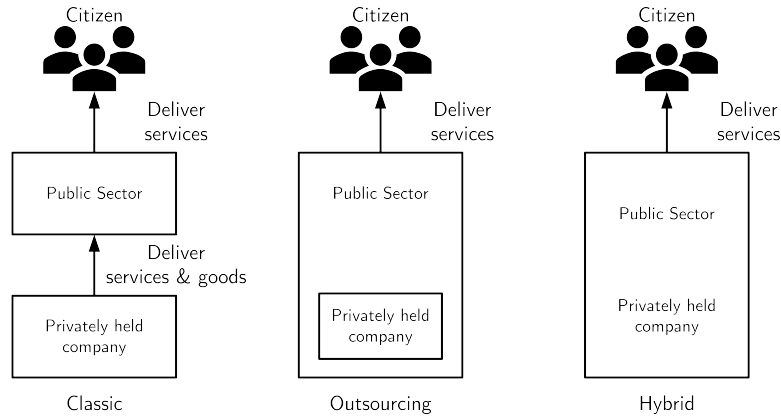


Figure 1.1.: Public sector collaboration models

The public sector is divided into three levels (PrivacySense, 2016):

- **The national government**, such as the military, the tax authority, and homeland affairs.
- **The regional government**, such as the provinces, the police, and water management.
- **The local government**, such as the municipalities, the social services, and the local tax offices.

I will focus this research on the public sector level local government (of the Netherlands).

The core values are different in the public sector than that of the private sector. The top five private sector core values are profitability, accountability, expertise, reliability, and effectiveness. The top five public sector core values are accountability, effectiveness, incorruptibility, reliability, and lawfulness. (van der Wal et al., 2008) Profitability is only a value for the private sector, and it does not exist as a value for the public sector. The public sector demands or even initiates changes without noticing the needed investments to execute these changes by the private sector.

Remark. For hybrid collaborations and partnerships add the reference to iBestuur congress of 2021 about the necessity for the public and private sector to work closely together. Public Sector sees this as necessary to speed up innovation. The reference is expected first week of October 2021.

Remark. The analysis of the 3 types of collaboration should go to the theoretical background. Is necessary to state that the public sector includes privately held companies in some way. Possible even a System-of-Systems.

Remark. Local government is influenced by national government because of policies and regulations.

1.4. Introduction of the concept Enterprise Architecture

Enterprise Architecture (EA) is a discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analysing the execution of change toward desired business vision and outcomes. EA delivers value by presenting business and IT leaders with signature-ready recommendations for adjusting policies and projects to achieve targeted business outcomes that capitalise on relevant business disruptions (Gartner, n.d.).

White (2018) states that the organisation's business requirements guide EA — it helps layout how information, business and technology flow together. EA has become a priority for businesses trying to keep up with new technologies such as the cloud, Internet of Things (IoT), machine learning and other emerging trends that will prompt digital transformation.

IEEE Definition

1.5. Introduction of the concept of antifragility

Taleb (2008) describes a black swan as an event that 1) is so rare that even the possibility that it might occur is unknown, 2) has a catastrophic impact when it does occur, and 3) is explained in hindsight as if it were actually predictable. For extremely rare events, Taleb argues that the standard tools of probability and prediction, such as the normal distribution, do not apply since they depend on large population and past sample sizes that are never available for rare events by definition. Extrapolating, using statistics based on observations of past events is not helpful for predicting black swans, and might even make us more vulnerable to them. In his book *Antifragile*, Taleb (2012) states that the way to survive a black swan event is to be antifragile.

Most people answer that the opposite of fragile is robust, resilient, solid, or something of the sort. However, the resilient, robust (and company) are items that neither break nor improve, so you would not need to write anything on them — have you ever seen a package with robust in thick green letters stamped on it? Logically, the exact opposite of a fragile parcel would be a package on which one has written, please mishandle or please handle carelessly. Its contents would not just be unbreakable but would benefit from shocks and a wide array of trauma (Taleb, 2012).

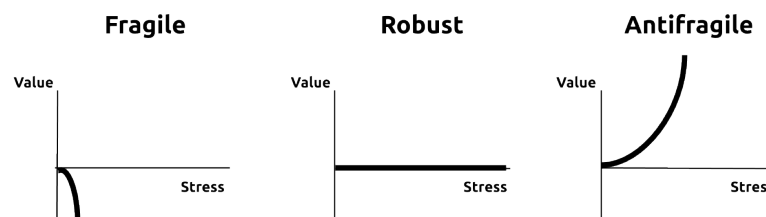


Figure 1.2.: EAAL Triad (Botjes, 2020)

1.6. Problem statement

The concept of antifragility implies that organisations could benefit and strengthen from crises, volatility, errors and uncertainty and could also lead to opportunities for innovation (Kastner, 2017). Enterprise Architecture is a discipline that helps organisations to reach their goals. As stated by Gartner (n.d.) EA is a discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analysing the execution of change toward desired business vision and outcomes. One would expect that an organisation uses the discipline of EA to get more towards the state of antifragility. Research has been conducted on aspect architectures such as the application and information architectures but not on EA. The problem is that the Body of Knowledge contains no direct knowledge on how to achieve antifragility with the use of EA.

1.7. The research subject

EA facilitates an organisation in assessing the impact of change and making recommendations for target states that support business objectives. EA guides an organisation in changing. EA can help organisations in changing towards the state of antifragility. However, what are the success factors of EA that contribute in accomplishing antifragility? This is summarised in a conceptual research model.

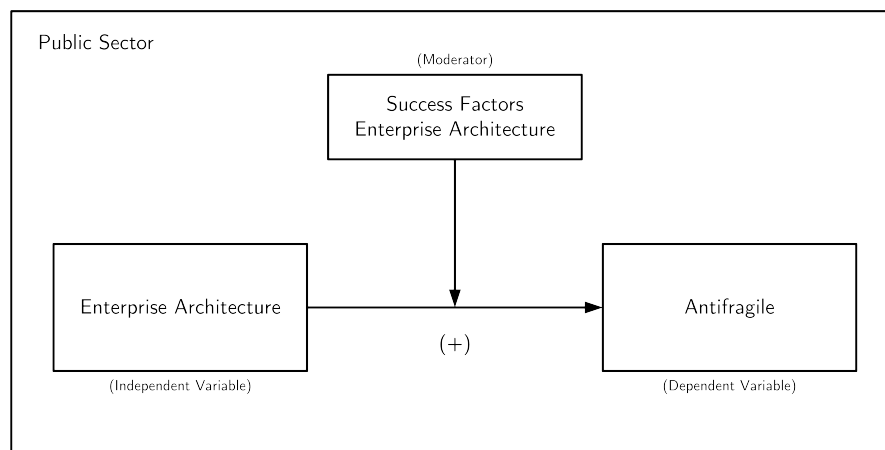


Figure 1.3.: Conceptual Research Model

The hypothesis of the conceptual research model is that, in the context of the public sector, Enterprise Architecture Success Factors have a positive influence in the contribution of Enterprise Architecture in achieving antifragility. From this conceptual research model the research question can be stated as:

"What are the success factors of Enterprise Architecture for antifragility in the public sector?"

To correctly answer this research question the following sub-questions need to be answered:

1. What is literature saying about the public sector?
2. What is literature saying about Enterprise Architecture?
3. What is literature saying about the success factors of Enterprise Architecture?
4. What does literature say about antifragile?

1.8. Research relevance

Enterprise Architecture (EA) has contributed to being more robust, resilient, and agile. Using EA in pursuing antifragility will add value to companies by accelerating and growing when there is a stressor or black swan event. The antifragile theory is young. Taleb published the theory in his book "Antifragile: Things that gain from disorder." in 2012. Studies conducted on EA with the concept of antifragile are almost non-existence. The conducted studies are primarily about making IT Systems antifragile. Botjes (2020) and Kastner (2017) are exceptions and have researched how to apply antifragile in an organisational context. Nevertheless, both concluded that there is more research needed. The former used the lens of Enterprise Engineering, which is closely related to EA, together with resilience, while the latter used mostly resilience as its lens. There is still no answer to how EA can contribute to becoming antifragile. Organisations use the practice of EA to guide them to achieve their goals. Giving more insights on this subject will contribute to the Body of Knowledge and help others getting closer to antifragility by using EA.

Because of the digital transformation, the pace of change is increasing rapidly. The increase in pace is not only seen in the private sector but also the public sector. The public sector has another change dimension; elections result in changed regulations and governmental policies. These changes are a result of a new political agenda. In the past, the chosen direction was stable for at least the period until the new elections. With the digital transformation the changes are also taking place in between elections with an increase of pace. Earlier chosen directions often result in the need for a new approach and even new directions. Earlier made investments can be made obsolete because of the new directions that follow out of those policies. The products and services that are delivered are, over time, unpredictable in use and functionality. To overcome this problem, most companies invest a great deal of time and money in being less fragile when the market changes or disruptions occur. This investment is to withstand changes by being more agile, robust, and resilient. By being more agile, robust, or resilient, the company can only withstand the change or the disruption but does not gain from it. See for more information chapter 4. Governmental agencies and suppliers in the public sector are searching for methods of dealing with this increased pace and the disruptions that occur. The relevance of this research is not only about the addition to the Body of Knowledge but also to share the outcome with the public sector.

Remark. These statements will be verified by interviews and the outcome of these interviews are part of 4. This section needs some work! The context of the public sector is not part of the first part of the relevance... (work in progress)

Public sector

2. Theoretical background

2.1. What is a system?

Remark. Place standard definitions at this spot of the thesis.

2.1.1. Open vs Closed vs Adaptive systems

Complex adaptive system (CAS)

Quote from AMS011: (Turner & Baker, 2019)

"The whole is different from the sum of its parts and their interactions" [61] (p.77) Though emergence, the whole cannot be reduced to the original parts, the whole is considered a new entity or unit. The whole is "qualitatively different from their parts ... The cannot be meaningfully compared-they are different" [61] (system holism)

CAS is going against the second law of thermodynamics.

2.1.2. Linear and non-linear systems

2.1.3. Systems of Systems

Maier (1996) states that a System-of-Systems (SoS) should be distinguished from large but monolithic systems by the independence of their components, their evolutionary nature, emergent behaviors, and a geographic extent that limits the interaction of their components to information exchange. Maier (1996) states five principal characteristics, Dersin (2014) refers to these characteristics as the "Maier's criteria", are useful in distinguishing very large and complex but monolithic systems from true SoS. These five characteristics are:

- **Operational independence of the elements:** if the SoS is disassembled into its component systems the component systems must be able to usefully operate independently. The system-of-systems is composed of systems which are independent and useful in their own right.
- **Managerial independence of the elements:** The component systems not only can operate independently, they do operate independently. The component systems are separately acquired and integrated but maintain a continuing operational existence independent of the system-of-systems.

- **Evolutionary development:** The SoS does not appear fully formed. Its development and existence is evolutionary with functions and purposes added, removed, and modified with experience.
- **Emergent Behavior.** The system performs functions and carries out purposes that do not reside in any component system. These behaviors are emergent properties of the entire SoS and cannot be localized to any component system. The principal purposes of the SoS are fulfilled by these behaviors.
- **Geographic Distribution.** The geographic extent of the component systems is large. Large is a nebulous and relative concept as communication capabilities increase, but at a minimum it means that the components can readily exchange only information and not substantial quantities of mass or energy.

Remark. Goal of this subsection is the buildup to that the public sector is a Systems of Systems.

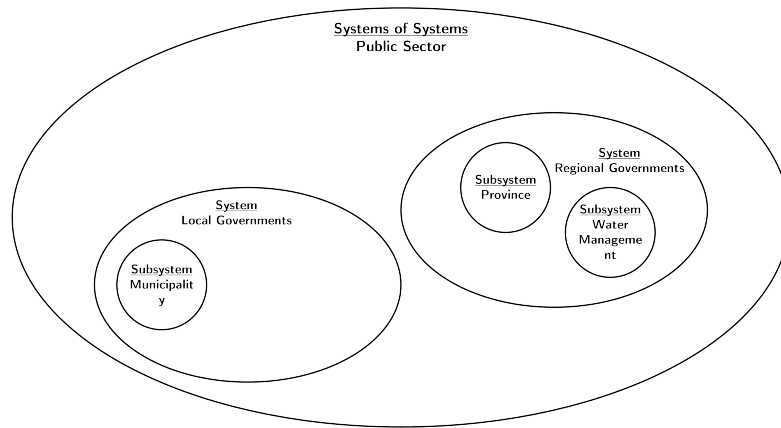


Figure 2.1.: Systems of Systems

2.1.4. Systems-in-Environment

(Lapalme, 2012, p. 41)

2.1.5. Complexity Theory

Quote from AMS011:

The interactions within organisations are complex and can be explained better through the lens of complexity theory and CAS than by the other theoretical system approaches (Turner & Baker, 2019, p. 15).

Consider the concept of the Platonic fold, [7] which tells us that the act of modeling the world simplifies it to the point where any decisions made based on that model are

misinformed due to details omitted for the sake of hiding complexity. This is also called ‘Hidden Intelligence Syndrome’ [8]. When humans build complex systems, they tend to fail, often catastrophically, because of Platonic folding. The solution to the Platonic fold requires accepting complexity as something we can neither predict nor control, along with accepting the limitations of modeling and risk management. Instead of pursuing correctness in these areas, we should aim to build systems that are antifragile to fluctuations in the VUCA elements (i.e., the system becomes stronger as the business environment warps and changes with time). (O’Reilly, 2019, p. 885)

Remark. Must elaborate more on this.

2.1.6. Viable Systems Model

Viable Systems Model (VSM)

2.1.7. Organisation as a System

2.1.8. To be worked upon

- Senge (systems theory)
- Cynefone (systems theory)
- Seneca’s Barbbell (Hydra’s Body) (Antifragile)
- Diversity is a thing of reality and needed.

2.2. Antifragile

Antifragile loves both randomness and uncertainty.

- Randomness
- Variability
- Hormesis / Mithridatisation (by taleb) / Antidotum Mithridatium

It is important to realize that the degree of fragility of a system is often a function of its internal structure. The ability of a system to change under stress is governed by the interconnectedness of its parts, how strongly they are tied to each other, and how much change ripples through the system (O’Reilly, 2019, p. 886).

”Define antifragility as a property of a system” (Jaaron & Backhouse, 2014). Kastner (2017) created a framework for designing an antifragile organisation: Antifragile Organisation Design Framework. The framework consists out of 4 main principles:

- **Self Organisation.** Decentralisation can be seen as a strategy for organisational survival (Brafman & Beckstrom, 2007).

- **Ownership.** Result based and 'Skin in the game'.
- **Diversity of cells and organisational learning.**
- **DNA - Shared purpose, values and culture.**

Decentralised Systems, using self organising capabilities might not only survive disruptions but could even prosper (Brafman & Beckstrom, 2007). The only real difference with Complex Adaptive System and antifragile of Taleb (2012) is that with antifragile stressors, disruptions, errors, volatility, randomness, chaos and uncertainty are seen as 'desired events' in order to strengthen and evolve the system (Jaaron & Backhouse, 2014).

To build an antifragile system there are three main concepts to follow (Russo & Ciancarini, 2017).

- Since antifragile means to benefit more than to lose (positive asymmetry), the first step is to reduce possible losses.
- The second step is to avoid disastrous scenarios by hedging correctly risks.
- The last step is to embed adaptive fault tolerance.

Some authors propose also a fault injection approach, to increase the numbers of errors to enhance the learning capabilities (Russo & Ciancarini, 2017).

Remark. This is the method of Antidotum Mithridatum (Taleb, 2012).

2.2.1. What is a stressor?

As Taleb (2012, p. 54) points out "Stress is knowledge (and knowledge is stress)."

2.2.2. Volatile, uncertain, complex, and ambiguous

Volatile, uncertain, complex, and ambiguous.

2.2.3. Relation between antifragile, fragile, robust, resilient, and agile

antifragile with fragile, robust, resilient, and agile.

2.2.4. Resilience

Martin-Breen and Anderies (2011, p. 5-7) distinguishes three types of resilience:

- **Engineering Resilience.** Bounce back faster after stress, enduring greater stresses, and being disturbed less by a given amount of stress.
- **Systems Resilience.** Maintaining system function in the event of a disturbance. Systems resilience has been applied in governance and management, where it is often called robustness.

- **Resilience in Complex Adaptive Systems.** The ability to withstand, recover from, and reorganise in response to crisis. The function is maintained by the system structure may not be. The main differentiator is the adaptive capacity or adaptability of the system.

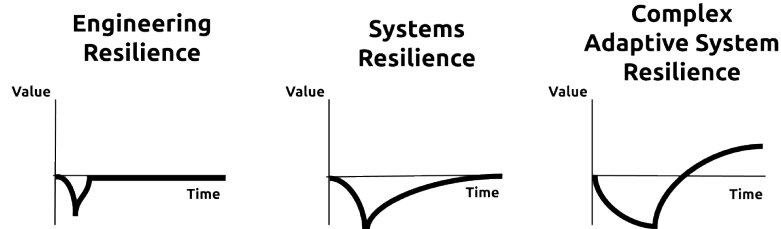


Figure 2.2.: Three types of resilience (Botjes, 2020)

Remark. for systems resilience Kastner loc 327 contains three references that have to be used for reference on robustness.

Three key systems properties contribute to its resilience (Martin-Breen & Anderies, 2011, p. 9):

- Diversity and Redundancy
- Modular Networks
- Responsive, regulatory feedbacks.

For resilience one not only needs to answer the questions "Resilience of what?" and "Resilience to what?", but also "Resilience for whom?" (Lebel et al., 2006, p. 21). One can apply basic critical systems design principles to spot ways to maintain any system's function in the event of a crisis (Martin-Breen & Anderies, 2011, p. 10):

- Maintain a diversity of mechanisms to provide identical functions.
- Make sure networks (social or otherwise) are modular enough so damage or "infection" of one portion does not immediately propagate to all others.
- Maintain or establish feedbacks to, in the simplest case, establish fail0safe mechanisms in case of malfunction.

One can maximize efficiency over all of these variables; however, such optimisation assumes full working knowledge of the system.

Remark. Enterprise architecture can be used to give this full working knowledge of the system.

The term resilience (including all three examined concepts) focuses on the avoidance of harmful stressors and failure; and uncertainty and volatility. Moreover, these are even constructed to reduce vulnerability as much as possible (Martin-Breen & Anderies, 2011).

Remark. add extra references from Kastner to this cite.

2.2.5. Work of E. A. Botjes

Botjes (2020) has conducted literature research for his master project. This literature research was used to define the definitions of antifragility and to define attributes relevant to antifragility. The outcome of this research is the Extended Antifragile Attribute List (EAAL) model. The outcome of the research of Botjes (2020) also stated that the attributes of antifragility are additional to those of resiliency. Therefore EAAL model contains an overview on not only the attributes of antifragility.

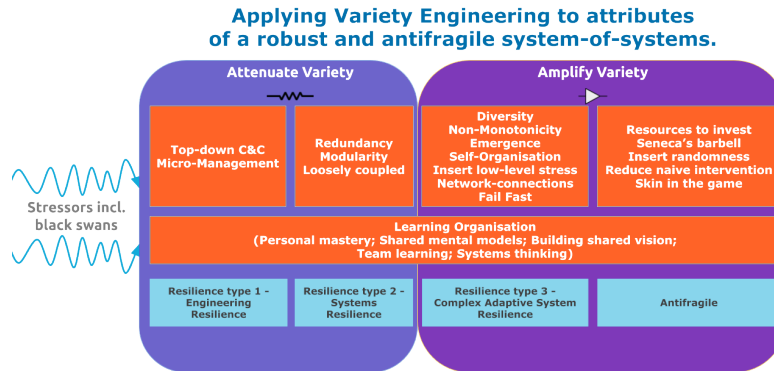


Figure 2.3.: EAAL (Botjes, 2020)

The EAAL model of (Botjes, 2020) uses Variety Engineering (**NEEDS REF**) as his base. The variety engineering consists out of two different varieties. The Attenuate Variety, and the Amplified Variety.

- **Attenuate Variety.**
- **Amplified Variety.**

The more amplified variety a SoS has the more antifragile the SoS is (**NEEDS REF**). **Remark.** Need more information to be elaborated on this. The information should be from the source of Edzo.

Edzo his paper contains references to ashley and beer about these kinds of variety!

The research of Botjes (2020) is recent and contains a good overview of needed attributes for a system-of-systems to become more antifragile.

2.2.6. Antifragile Systems Design

Antifragile Systems Design (ASD) (O'Reilly, 2019, p. 886-888) requires an organization to move as one toward solving the problem of complexity, which means changing the perspective from "us vs. them" (IT vs. business) to simply "us" (business). Business leaders, business/ enterprise architects, and software architects all need to engage with the process to make it work. This requires a new approach from both architects and business leaders (O'Reilly, 2019, p. 886).

Remark. Bridge to Business & IT Alignment of COBIT/EGIT (De Haes et al., 2020)? Is this a condition before you can start with antifragile? Mention it high level but exclude the application of COBIT in the research.

Architects need to work with the business to describe the VUCA environment, translate the impacts on the software decomposition, and even assist in business level mitigations (O'Reilly, 2019, p. 886).

Remark. Is this only about software systems or also other systems like an organisation? Can it be generalised?

O'Reilly (2019, p. 886) states that the four important principles for the design of an antifragile system, as described by Hole (2016, p. 35-39), are of great importance for ASD.

1. **Modularity.** Consisting of separate, linked components.
2. **Weak Links.** A low level of interconnectedness between components.
3. **Redundancy.** The presence of more than one component to cope with failure.
4. **Diversity.** The ability to solve a problem in more than one way with different components.

The process of ASD consist out of four steps:

1. **VUCA Analysis.**
2. **System Decomposition - Flow First Design.**
3. **Design Testing.**
4. **Modified Failure Mode Effects Analysis (FMEA)**

Remark. Needs some extra explanation per item

Going forward, architects should consider the following actions (O'Reilly, 2019, p. 889):

- **Practice VUCA Analysis on the initiative's Business Model.**
- **Become an expert in system decomposition.**
- **Learn different methods for system decomposition.**
- **Learn to use modified FMEA to improve system designs.**

2.2.7. Residuality Theory

Resilient systems are, by definition, able to survive disruption and eventually regain function. Beyond resilience is the idea of antifragility – that systems actually learn from their exposure to stress and become stronger because of it (Taleb, 2012) (O’Reilly, 2020, p. 876). Residuality theory reveals a system as actually being made up of a stack of shadows which we cannot see without turning various lights on and off. We do this through a stressor analysis (O’Reilly, 2020, p. 877).

Remark. The stack of shadows is related to “the darkness principle” (Richardson, 2004, p. 78) from complexity science. This can be replaced with the original source!

Remark. Barry will be contacted for some elaboration on the subject of the residuality theory.

barry@blacktulip.se

Twitter: <https://twitter.com/technologytulip>

2.3. Enterprise Architecture

Remark. For example, Ylinen and Pekkola (2018, 2020) recognized two distinct groups of EA experts: a modeling-focused group forming a comprehensive view of an organization and a development-focused group using EA for organizational development. (Nurmi, 2021, p. 16)

Kotusev et al. (2015) reviewed the relevant literature and found three approaches to EA management (EAM): traditional, Massachusetts Institute of Technology (MIT), and dynamic. As discussed by Kotusev et al. (2015), the traditional approach to EAM consists of four phases: documenting the current state, developing the future state, and developing and implementing a transition plan. The MIT approach “advocates the development of a core diagram reflecting a long-term enterprise-level architectural vision.” Finally, the supporting core of the dynamic approach is “just enough, just in time,” meaning no EA is designed until there is a need for it. (Kotusev et al., 2015, p. 4072.)

There are various understandings of Enterprise Architecture and there is no agreement on them. The various definitions are not always complementary but sometimes in opposite (Hoogervorst, 2009; Lapalme, 2012; Saint-Louis et al., 2019).

White (2018) states that the organisations business requirements guide enterprise architecture — it helps layout how information, business and technology flow together. While Gartner (n.d.) states that Enterprise Architecture is a discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analysing the execution of change toward desired business vision and outcomes. EA delivers value by presenting business and IT leaders with signature-ready recommendations for adjusting policies and projects to achieve targeted business outcomes that capitalise on relevant business disruptions. Ross et al. (2014, p. 9) defines EA as the organizing logic for business processes and IT infrastructure, reflecting the integration and standardization requirements of the company’s operating model. The enterprise architecture provides a long-term view of a company’s processes, systems, and technologies so that individual

projects can build capabilities—not just fulfill immediate needs. Greefhorst and Proper (2011, p. 24) defines EA as those properties of an enterprise that are necessary and sufficient to meet its essential requirements.

2.3.1. Three schools of Enterprise Architecture

There are three schools of Enterprise Architecture (Lapalme, 2012):

- **Enterprise IT Architecting.** Inputs are business strategy and objectives.
- **Enterprise Integrating.** It is grounded in systems thinking. It has a holistic view. The link between strategy and execution. Inputs are business strategy and objectives.
- **Enterprise Ecological Adaptation (EEA).** Fostering organisational learning by designing all facets of the enterprise, including the relation to its environment.

Lapalme (2012) defined the scope of EEA "the enterprise in its environment, including not only the enterprise but also its environment and the bidirectional relationship and transactions between the enterprise and its environment" with the purpose to "help the organization innovate and adapt by designing the various enterprise facets to maximize organizational learning throughout the enterprise." As Botjes (2020) concluded with his EAAL model the attribute learning organisation is of importance for being resilient or antifragile. If the learning organisation is one of the conditions to be antifragile the practice of EA should be of the school of EEA. Lapalme (2012, p. 42) states that the following authors are in the school of EEA:

Jamshid Gharajedaghi	Tom Graves
Jan Hoogervorst	James Martin
Kevin Smith	James Lapalme
Donald de Guerre	

Table 2.1.: EEA authors

The properties of an EEA are:

	Enterprise Ecological Adaptation
Motto	Enterprise architecture is the means for organizational innovation and sustainability
Objectives and concerns	Innovate and adapt Support organizational coherence Encourage system-in-environment coevolution
Principles and	Apply a holist (systemic) stance

Table 2.2.: Enterprise Ecological Adaptation

Enterprise Ecological Adaptation	
assumptions	System-in-environment coevolution Environment can be changed Jointly design all organisational dimensions
Skills	Foster dialogue Apply system and system-in-environment thinking
Challenges	Foster sensemaking Encourage systems thinking and systems-in-environment paradigm shifts Collaborate across the organisation
Insights	Fosters system-in-environment coevolution and enterprise choherency Fosters organisational innovation and sustainability
Limitation	Requires many organisational preconditions for management and strategy creation

Table 2.2.: Enterprise Ecological Adaptation

2.3.2. Steering mechanisms

2.4. Public sector

2.4.1. Differences with the Private Sector Market

3. Research Methodology

3.1. Research Model

The method of Verschuren and Doorewaard (2016) is used for the research model. This method gives me a step-by-step plan for the research.

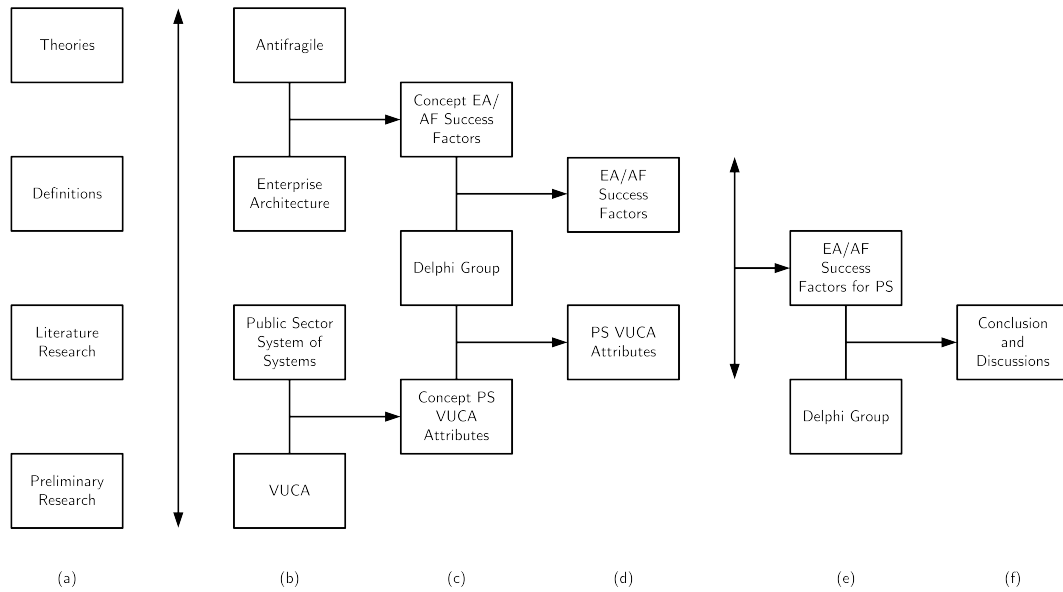


Figure 3.1.: Research Model

In the first phase of research (a), I conduct preliminary research and I study different theories and definitions of the involved concepts. The output of the first phase is the definitions and theories relevant to this research, such as antifragile, Enterprise Architecture, the public Ssector market, and VUCA. In the second phase of research (b), I confront antifragile with Enterprise Architecture and the public sector market with VUCA. I am using interviews to validate the confrontation between the public sector Market with VUCA. The outcome of the second phase is the initiation of analysis on success factors of Enterprise Architecture relevant for contribution to antifragile and analysis on attributes of the public sector market influenced by VUCA (c). In the fourth phase (d), I used the output of the analysis to confront the success factors with a Delphi Group for validation through the Delphi Method to conclude and discuss his research (e).

Remark. Missing the outcome of the confrontation of (a) that is used by all concepts in (b).

3.2. Research quality

I use three frameworks to guide me to increase the rigorousness of the research.

- Quality Principles of Recker (2013) (subsection 3.2.1).
- The FAIR Principles from Scientific Data (subsection 3.2.2).
- The Open Science Framework (subsection 3.2.3).

3.2.1. Quality Principles of Recker

The first framework is that of Recker (2013, p. 16-17) who uses four important principles:

- **Replicability** is a term that characterises the extent to which research procedures are repeatable. The principle states that the procedures by which research outputs are created should be conducted and documented in a manner that allows others outside the research team to independently repeat the procedures and obtain similar, if not identical, results.
- **Independence** is closely related to reliability. It concerns the extent to which the research conduct is impartial and freed from any subjective judgment or other bias stemming from the researcher or research team itself.
- **Precision** states that in all scientific research the concepts, constructs, and measurements should be as carefully and precisely defined as possible to allow others to use, apply, and challenge the definitions, concepts, and results in their own work.
- **Falsification** describes the logical possibility than an assertion, hypothesis, or theory can be contradicted by an observation or other outcome of a scientific study or experiment.


Remark. Howto falsify?

3.2.2. Fair Principles

In 2016, the 'FAIR Guiding Principles for scientific data management and stewardship' were published in Scientific Data. The authors intended to provide guidelines to improve the Findability, Accessibility, Interoperability, and Reuse of digital assets. The research is using the FAIR Principles¹ to increase the quality of the published thesis.

- **Findable.** The first step in (re)using data is to find them. Metadata and data should be easy to find for both humans and computers. Machine-readable metadata are essential for automatic discovery of datasets and services. The thesis, research and used datasets are containing keywords, links, and structures that can be indexed.

¹<https://www.go-fair.org/fair-principles/>

- **Accessible.** Once the user finds the required data, she/he/they need to know how can they be accessed. The thesis, research and used datasets are published on GitHub, Zenodo, and Researchgate based on Open Access. I create objects containing a location on where the data can be acquired if it cannot be published because of author rights.
- **Interoperable.** The data usually need to be integrated with other data. In addition, the data need to interoperate with applications or workflows for analysis, storage, and processing. This principle is not relevant for this research. The data are qualitative data sets based on literature, interviews, and questionnaires.
- **Reusable.** The ultimate goal of FAIR is to optimise the reuse of data. To achieve this, metadata and data should be well-described so that they can be replicated and/or combined in different settings. The thesis, research and used datasets are published under the  CC-BY-SA 4.0 license. It is allowed that the thesis, research, and datasets are shared and are adapted (even commercially) as long as the original author is attributed and the possible derivative is published under the same license.

3.2.3. The Open Science Framework

One of the starting points of the research is Open Science. The idea behind Open Science is to allow scientific information, data and outputs to be more widely accessible (Open Access) and more reliably harnessed (Open Data) with the active engagement of all the stakeholders (Open to Society) (UNESCO, 2020). The Center for Open Science¹ supports this way of research by supplying guidelines and even a toolkit. For this research the toolkit is used to support Open Access, Open Data and Open to Society. One of the tools in the toolkit is a reference model to select tools for the four main phases of research: Search and Discover, Design Study, Collect and Analyse Data, and Publish Reports. I use this reference model in section 3.5. Using this framework will help in achieving replicability, precision, and reusability.

3.3. Research approach

In this section, I describe the approach of the research. This description helps to increase replicability, independence, and reusability. For this research approach, I follow the research model (figure 3.1) and the research (sub)questions (section 1.7). The research model contains five phases in the research. The five phases are used to describe the research approach. The five phases are (a) Desk research, (b) Confrontation, (c) Analysis, (d) Validation, and (e) Conclusion and discussions.

Validation by Triangulation

¹<https://www.cos.io/>

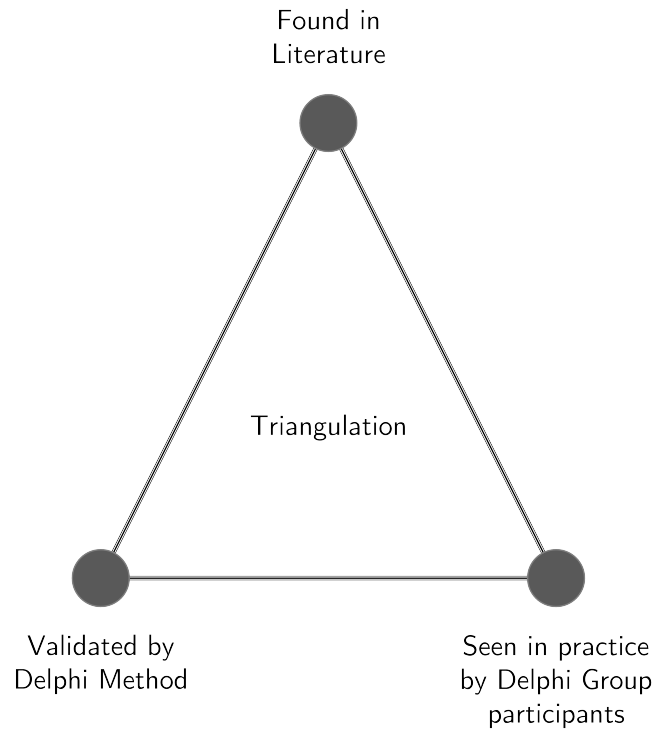


Figure 3.2.: Triangulation

EA/AF Success Factor	Literature	Delphi Group	Seen in Practice	Total
X	1	1	1	3
Y	1	1	0	2
Z	0	0	1	1

Table 3.1.: Example score triangulation

Score	Meaning of score
1	There is no sure indication of an EA/AF Success Factor.
2	There is, with some certainty, an indication for an EA/AF Success Factor. Additional research is required to validate the EA/AF Success Factor.
3	There is undoubtedly an indication of an EA/AF Success Factor.

Table 3.2.: Meaning of the score of triangulation

3.3.1. Desk research

The first phase of the research model emphasises desk research on the relevant concepts, theories and definitions. Desk research is conducted based on a literature study. The main concepts of antifragile, EA, VUCA, and the public sector are studied. This first phase (a) will answer the sub-questions of:

- What is literature saying about antifragile?
- What is literature saying about the public sector?
- What is literature saying about Enterprise Architecture?
- What is literature saying about the success factors of Enterprise Architecture?

Literature research

For the literature research two primary methods are used. The first method is (forward and backward) snowballing of already acquired literature. The second method is the use of online scientific libraries.

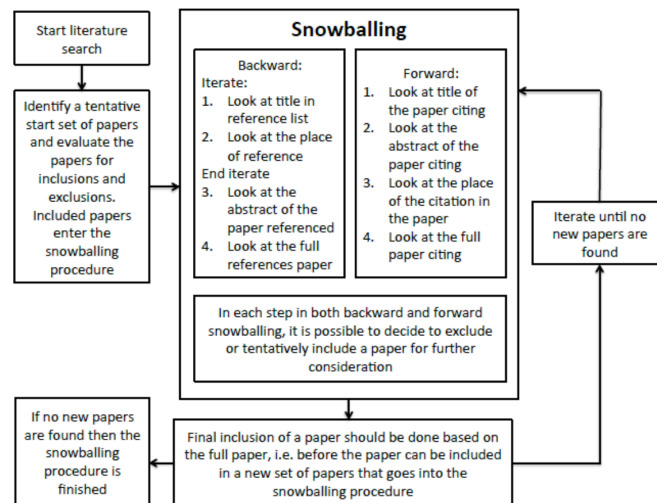


Figure 3.3.: Snowballing literature (Wohlin, 2014)

For finding relevant literature online scientific libraries are used. The online scientific libraries are Web of Science, Research Gate, and Google Scholar. The full concept name is used and the known abbreviations of the concept (e.g. Enterprise Architecture and EA). The list of abbreviations contains the used abbreviations. Literature is only accepted if the literature complies with quality attributes. These attributes are accuracy, authority, objectivity, currency, and coverage¹. All found literature is administrated for replicabil-

¹<https://libguides.library.cityu.edu.hk/litreview/evaluating-sources/>

ity, independence, precision, accessibility, and reusability. Section 3.5.3 describes how literature registration and administration is executed.

Antifragile

The literature study on antifragile makes use of four primary sources. The first primary source is the book "Antifragile: Things that gain from disorder" (Taleb, 2012). Taleb (2012) is the progenitor of the antifragile theory. The second primary source is the master thesis "Defining Antifragility and the application on Organisation Design" (Botjes, 2020). Botjes studied the literature, extensively, in the field of antifragile and the application in the context of an organisation. By using the thesis of Botjes the literature study of this study concentrates on the literature after 2018. The last two primary resources are the articles "No More Snake Oil: Architecting Agility through Antifragility" and "The Philosophy of Residuality Theory" (O'Reilly, 2019, 2021). Botjes (2020) did not use the articles of O'Reilly. The theories of O'Reilly were less of interest for the subject of Botjes. While for this research the Residuality Theory of O'Reilly (2021) has added value since it targets system architecture.

Remark. Need to add second book from Taleb (Black Swan) since Antifragile is an answer to black swan events.

Need to add book of Hole as it is one of the sources referenced by many.

The first method for literature study is snowballing. Snowballing of these sources is used to determine other important literature on antifragile. Forward snowballing is used for the source of Taleb. Since Taleb is the progenitor, it is not necessary to do a backward snowballing. Backward snowballing is used for the sources from Botjes and O'Reilly.

The second method for literature study is the use of online scientific libraries. For these libraries the following set of keywords or key sentences are used.

antifragile	antifragile robust resilient agile
antifragile Enterprise Architecture	antifragile public sector
antifragile success factors	residuality theory
antifragile residuality theory	Volatility, Uncertainty, Complexity and Ambiguity
antifragile system	

Table 3.3.: Antifragile keywords

Enterprise Architecture

As described earlier in the subsection 2.3.1 the definition of the Enterprise Architecture (EA) school of Enterprise Ecological Adaptation (EEA) is the school that fits in with antifragility. There are seven significant authors that are member of the school of EEA. The literature study on EA will focus on these authors.

The book of Greefhorst and Proper (2011) on EA principles, and Lapalme (2012) on the three schools of EA are used as a starting point of the literature study.

Remark. replace greefhost with hoogervorst... but put greefhorst in especially for steering mechanisms.

The first method is snowballing. All three sources will be used for forward and backward snowballing. The second method for literature study is the use of online scientific libraries. For these libraries the following set of keywords and key sentences are used:

Enterprise Architecture	Enterprise Architecture sucess factors
Enterprise Architecture antifragile system	Enterprise Architecture steering mechanism
intentional emergent Enterprise Architecture	Enterprise Architecture Business Strategy
Enterprise Architecture public sector	Enterprise Architecture system-in-environment

Table 3.4.: Enterprise Architecture keywords

Public sector

The literature study on public sector makes use of one primary source. van der Wal et al. (2008) is an article on the differences between the public and private sector based on the core values of these sectors. This article is used for forward and backward snowballing. The last method for literature study is the use of online scientific libraries. For these libraries the following set of keywords and key sentences are used:

Difference public and private sector	public sector antifragile
Collaboration public and private sector	public sector resilient
public sector VUCA	

Table 3.5.: Public sector keywords

Remark. The preliminary research on the topic public sector is not started yet. Maybe some primary sources will emerge.

3.3.2. Confrontation

For the confrontation of VUCA with the public sector interviews are used to....
For the confrontation of EA with EA a framework/model is needed! (part of Theoretical background)

Remark. What is the model for confrontation? I have to determine the lens I am going to use.

The second phase (b)

3.3.3. Analysis

Remark. What is the model for Analysis? I have to determine the lens I am going to use.

The third phase (c)

How can the success factors of Enterprise Architecture contribute to becoming anti-fragile?

3.3.4. Validation

The success factors are validated by the means of the Delphi Method.

Delphi Method

The Delphi method is an iterative process to collect and distil the anonymous judgments of experts using a series of data collection and analysis techniques interspersed with feedback. The Delphi method is well suited as a research instrument when incomplete knowledge about a problem or phenomenon. The Delphi method evolved into a flexible research method appropriate for many Information System (IS) research projects, such as determining the criteria for IS prototyping decisions, ranking technology management issues in new product development projects, and developing a descriptive framework of knowledge manipulation activities. The Delphi method is a flexible, effective and efficient research method that can be successfully used by IS graduate students to answer research questions in IS and to advance the IS Body of Knowledge rigorously. (Skulmoski et al., 2007)

The group participants are mutually unknown, I am the only one who knows who the participants are. When it cannot be proven that the artefact is incorrect, it must be correct. This method is the principle of falsification. To reach a consensus, I use questionnaires. To reach a consensus, I am working iterative and adjusts the artefact after the feedback. I expect consensus on the artefact after two to six rounds of questionnaires. The goal of the Delphi Rounds is that it cannot be proven that the success factors are incorrect. This method is the principle of falsification (subsection 3.2.1). However, when is there a consensus? Diamond et al. (2014, p. 404) concludes in his research for over more than 100 cases that the median of the percentage of consensus 75% is. I state, as a result of the research of Diamond et al. (2014), that consensus is reached with the threshold of 75%. I state with some degree of certainty that the artefact is correct with a consensus of 75%.

I defined domains for the group composition based on the context of the research. These domains are Independent Software Vendor (ISV), Municipality, National Government, VNG-Realisatie (the association of Dutch municipalities), and Academics. Partic-

ipants are members of one or more of these domains and have an affinity with Enterprise Architecture and the public sector. I invite at least three participants per domain (n=3). The result is a total population of at least fifteen (n=15). The approach followed Denzin (2017) multiple triangulation approach, which encourages several methods to collect data and multiple investigators with varied expertise.

For the Delphi Group composition domains are defined based on the context of the research. These domains are Independent Software Vendor (ISV), Municipality, National Government, VNG-Realisatie (the association of Dutch municipalities), and Academics. The participants have affinity with EA. The participants validate the artefact their context and domain.

Meeting Wizard is the service for sending out the questionnaires and execute the analysis of the outcome of the questionnaires. The participants get an invite by email to fill in the questionnaires. I analyse the results after every round and communicates the outcome as soon as a consensus is reached.

3.3.5. Conclusion and discussion phase

The fifth phase (e)

What are the success factors of Enterprise Architecture for antifragility in the public Sector?

3.4. Research type

Remark. Qualitative vs Quantitative! (use (Recker, 2013))

3.5. Research infrastructure and tooling

For selecting the suitable instruments for the research, the Open Science Framework¹ is used. The Open Science Framework consists out of 4 stages in a research project. Those stages are: "Search and Discover, Design Study, Collect and Analyse, and Publish Reports." The Open Science Framework proposes specific infrastructure and tools per stage. The transparency in the used infrastructure and tools increases the quality of the research. It increases the replication factor, findability, accessibility, interoperability, and reusability.

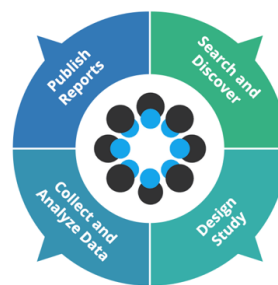


Figure 3.4.: Open Science Framework

¹<https://www.cos.io/products/osf>

3.5.1. Thesis creation

I used my corporate laptop (Dell Latitude 7200 2-in-1¹) with Windows 10 Professional installed for creating the thesis. The thesis is created with the markup language L^AT_EX². The used typesetting environment is TexLive³ with the document type of "Report" from KOMA-Script⁴. TexStudio⁵ is the used L^AT_EX Editor. It supports syntax-highlighting, has an integrated viewer, reference checking and numerous wizards. For the creation and administration of references BibL^AT_EX⁶ is used with the reference manager JabRef⁷ with the citation style of APA 7th Edition⁸ and with web browser integration. The files are stored on a personal Dropbox⁹ that is used by GitHub Desktop¹⁰ to synchronise with a public GitHub repository¹¹. GitHub¹² is used for source control but also for reviewing and discussing the topics with the (Co-)Promotor and the planning of the master thesis project. The thesis source files are copied to an Amazon S3 Blob¹³ for backup. The backup rotation is seven versions. Cloudberry Explorer Freeware for Amazon S3¹⁴ is used for backup. Grammarly¹⁵, with the paid subscription service, checks the thesis for spelling, grammar, style, and plagiarism. The used goals for Grammarly are audience=knowledgeable, formality=formal, and domain=academic. Microsoft Visio Professional¹⁶ is used to create figures. The GitHub repository contains all the sources.

3.5.2. Research administration

The research administration, which includes documentation containing privacy-sensitive information, like the name and contact information of the Delphi Group participants, is stored on a non-public GitHub Repository¹⁷. The private GitHub Repository is also for staging thesis parts that still need to be anonymised. For taking notes Leuchtturm1917¹⁸ Notebooks are used with mechanical pencils of Faber-Castell¹⁹ and pens from Sakura²⁰ with long-lasting ink.

¹<https://www.dell.com/en-us/work/shop/dell-laptops-and-notebooks/latitude-7200-2-in-1-laptop/spd/latitude-12-7200-2-in-1-laptop>

²<https://www.latex-project.org/>

³<https://www.tug.org/texlive/>

⁴<https://ctan.org/pkg/koma-script>

⁵<https://www.texstudio.org/>

⁶<https://ctan.org/pkg/biblatex/>

⁷<https://www.jabref.org/>

⁸<https://apastyle.apa.org/>

⁹<https://www.dropbox.com/>

¹⁰<https://desktop.github.com/>

¹¹<https://github.com/JRBliekendaal/master-thesis>

¹²<https://github.com/>

¹³<https://aws.amazon.com/s3/>

¹⁴<https://www.msp360.com/explorer/windows/amazon-s3.aspx>

¹⁵<https://www.grammarly.com>

¹⁶<https://www.microsoft.com/en-ww/microsoft-365/visio/>

¹⁷<https://github.com/JRBliekendaal/master-thesis-administration>

¹⁸<https://www.leuchtturm1917.us/notebook-classic.html>

¹⁹<https://www.fabercastell.com/products/tk-fine-vario-l-mechanical-pencil-10mm-135900>

²⁰<https://www.sakuraofamerica.com/product/pigma-micron/>

3.5.3. Research execution

For the execution of the research, Microsoft Excel¹ is used for the administration of the literature research. For the administration of the literature research, the following headers are used: ID (for a unique ID per item), search terms used, scope, title, subtitle, author(s), year, type, BibL^AT_EX citation key, title relevance, abstract relevance, content relevance, found at, doi/isbn, url, date found, duplicate, date used, use for, and notes. Researchgate², Web of Science³, and Google Scholar⁴ are the main sources for searching for literature. PaperPanda⁵ is used for hard to find literature. The literature administration is, together with the publicly available literature, stored in the repository of the master thesis. For non-public available literature, the administration contains the location where the literature is retrievable. All the literature is added to a bibL^AT_EX file for future reference. For traceability the entries in the bibL^AT_EX file contain the Unique ID in the notes field. JabRef is used to sort the references by using subgroups to support the workflow. The subgroups used are: "evaluate, rejected, and used." Only the literature in the subgroup used are transferred to the bibliography file of the thesis. This prevents cluttering. For working as paperless as possible all the literature, where possible, is in pdf or in ebook format. For reading Acrobat Reader DC⁶ is used for reading the PDF, and an Amazon Kindle Oasis⁷ for eBooks. With the Amazon Kindle the highlight feature is used. This is not stored on GitHub since the highlights are under copyright of the author(s).

For the execution of the Delphi Method, Meetingwizard⁸ is used for questionnaires and the analysis of the questionnaires. The license for using Meeting Wizard is supplied by the Antwerp Management School.

3.5.4. Summary of used infrastructure and tooling

Remark. This section needs a tabel to summarise the used tools in relation to the OSF framework.

¹<https://www.microsoft.com/en-us/microsoft-365/excel>

²<https://www.researchgate.net/>

³<https://app.webofknowledge.com/>

⁴<https://scholar.google.com/>

⁵<https://paperpanda.app/>

⁶<https://get.adobe.com/reader/>

⁷<https://www.amazon.com/dp/B07L5GJD99>

⁸<https://www.meetingwizard.nl/>

Search & Discover	Design Study	Collect & Analyse Data	Publish Reports
Web of Science	1	JabRef	L ^A T _E X
ResearchGate			TeXstudio
Google Scholar	2	PaperPanda	ORCID
Z	0	bibL ^A T _E X	ResearchGate
Z	x	Meetingwizard	Zenodo
Z	x	Microsoft Excel	Grammarly
Y	2	GitHub	Microsoft Visio
Y	2	Cloud Berry Explorer for S3	

Table 3.6.: Used infrastructure & tooling

4. VUCA and the public Sector system of systems

- Idea is take the (notities van de overheid) and distil the plans.
- Take the background information of how the public sector in the Netherlands is organised (freedom of ... per governmental institutes. Law of Municipalities by Thorbecke
- Take a couple of interviews to verify. Three interviews for triangulation
- Create conclusion on this part.

Remark. Also take iBestuur into account!!!

Statement of Franc Weerwind Mayor of Municipality of Almere:
Developments are too fast. The governments cannot follow it in this pace. The government needs the private sector to keep up with developments.
This needs certain collaboration instead of customer supplier relationship.
Hybrid mode = important
Pace of Stressors is increasing in time!.

Remark. Use the i-Strategy for a summary (Digitaleoverheid, 2021)

Themes relevant for the government for 2021 until 2025.

1. I in het hart
2. Digitale weerbaarheid
3. ICT-landschap
4. Generieke voorzieningen
5. Informatiehuishouding
6. Data en Algoritmen
7. I-vakmanschap
8. Transparantie en inzicht
9. I-besturing
10. Markt en innovatie

Remark. Add English translation (not replacement because of citation.)

4.1. Summary

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Ut purus elit, vestibulum ut, placerat ac, adipiscing vitae, felis. Curabitur dictum gravida mauris. Nam arcu libero, nonummy eget, consectetur id, vulputate a, magna. Donec vehicula augue eu neque. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Mauris ut leo. Cras viverra metus rhoncus sem. Nulla et lectus vestibulum urna fringilla ultrices. Phasellus eu tellus sit amet tortor gravida placerat. Integer sapien est, iaculis in, pretium quis, viverra ac, nunc. Praesent eget sem vel leo ultrices bibendum. Aenean faucibus. Morbi dolor nulla, malesuada eu, pulvinar at, mollis ac, nulla. Curabitur auctor semper nulla. Donec varius orci eget risus. Duis nibh mi, congue eu, accumsan eleifend, sagittis quis, diam. Duis eget orci sit amet orci dignissim rutrum.

5. Enterprise Architecture/Antifragile Success Factors

Introduction

5.1. Antifragile

(Taleb, 2012, p. 23-27)

	Exposure	Note
Mythology Greek	Hydra	blah
Mythology New York and Brooklyn	Fat Tony, Yevgenia Krasnova	blah
Black Swan	Exposed to positive Black Swans	

Table 5.1.: Antifragile Exposures

5.1.1. Summary of EA/AF

5.2. EA

5.2.1. Summary of EA/AF

5.3. Systems Theory

5.3.1. Summary of EA/AF

6. Validation

6.1. Delphi Round One

6.2. Delphi Round Two

6.3. Delphi Round Three

6.4. Delphi Round Four

6.5. Delphi Round Five

6.6. Delphi Round Six

6.7. Result of Delphi Rounds

6.8. Enterprise Architecture/Antifragile Scores

Success Factor	Reference	Found in literature	Validated by Delphi Group	Seen in practice	Score
Blah 1		1	0	1	2
Blah 2		1	1	1	3
Blah 3		1	0	0	1
Enterprise Governance (of IT)	2.2.6	1	1	1	3

Table 6.1.: Score of Success Factors

7. Conclusion

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Ut purus elit, vestibulum ut, placerat ac, adipiscing vitae, felis. Curabitur dictum gravida mauris. Nam arcu libero, nonummy eget, consectetur id, vulputate a, magna. Donec vehicula augue eu neque. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Mauris ut leo. Cras viverra metus rhoncus sem. Nulla et lectus vestibulum urna fringilla ultrices. Phasellus eu tellus sit amet tortor gravida placerat. Integer sapien est, iaculis in, pretium quis, viverra ac, nunc. Praesent eget sem vel leo ultrices bibendum. Aenean faucibus. Morbi dolor nulla, malesuada eu, pulvinar at, mollis ac, nulla. Curabitur auctor semper nulla. Donec varius orci eget risus. Duis nibh mi, congue eu, accumsan eleifend, sagittis quis, diam. Duis eget orci sit amet orci dignissim rutrum.

8. Discussion

8.1. Discussion on research

8.1.1. Is the public sector in The Netherlands unique?

Is the public sector in The Netherlands the same as in the rest of the world? This needs further research and needs to be confirmed so that the outcome of this research is universally applicable. Maybe the outcome can be generalised. Further research should demonstrate this.

8.1.2. Is the public sector different then the private sector?

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Ut purus elit, vestibulum ut, placerat ac, adipiscing vitae, felis. Curabitur dictum gravida mauris. Nam arcu libero, nonummy eget, consectetur id, vulputate a, magna. Donec vehicula augue eu neque. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Mauris ut leo. Cras viverra metus rhoncus sem. Nulla et lectus vestibulum urna fringilla ultrices. Phasellus eu tellus sit amet tortor gravida placerat. Integer sapien est, iaculis in, pretium quis, viverra ac, nunc. Praesent eget sem vel leo ultrices bibendum. Aenean faucibus. Morbi dolor nulla, malesuada eu, pulvinar at, mollis ac, nulla. Curabitur auctor semper nulla. Donec varius orci eget risus. Duis nibh mi, congue eu, accumsan eleifend, sagittis quis, diam. Duis eget orci sit amet orci dignissim rutrum.

8.2. Discussion on research quality

8.2.1. Size of Delphi Group

Is the size of the delphi group large enough to determine....

8.2.2. The composition of the Delphi Group

Is the composition of the Delphi Group a good reflection of the Public Sector Market?

9. Retrospective

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Ut purus elit, vestibulum ut, placerat ac, adipiscing vitae, felis. Curabitur dictum gravida mauris. Nam arcu libero, nonummy eget, consectetur id, vulputate a, magna. Donec vehicula augue eu neque. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Mauris ut leo. Cras viverra metus rhoncus sem. Nulla et lectus vestibulum urna fringilla ultrices. Phasellus eu tellus sit amet tortor gravida placerat. Integer sapien est, iaculis in, pretium quis, viverra ac, nunc. Praesent eget sem vel leo ultrices bibendum. Aenean faucibus. Morbi dolor nulla, malesuada eu, pulvinar at, mollis ac, nulla. Curabitur auctor semper nulla. Donec varius orci eget risus. Duis nibh mi, congue eu, accumsan eleifend, sagittis quis, diam. Duis eget orci sit amet orci dignissim rutrum.

- The added value of a Co-Promotor

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Glossary of Terms

agile The ability to adjust before failure happens. 1, 6, 11, 23

agility The state of being agile. 23

ambiguous tbd. 11

antifragile The ability to strive for and evolve under stress. 1, 2, 4, 6, 10, 11, 13, 14, 16, 18, 22–24, 43

antifragility The state of being antifragile. 5, 6, 13, 23, 26

complex tbd. 11

Failure Mode Effects Analysis is a Six Sigma technique that helps manage quality in a system by investigating how the system will cope with failure. 14, 43

fragile The quality of being easily broken or destroyed. 1, 4, 11

fragility The state of being fragile. 10

public sector The Public Sector is comprised of organisations that are owned and operated by the government and exist to provide services for its citizens.. 7

resiliency The state of being resilient. 13

resilient The ability to recover from failure. 1, 4, 6, 11, 16, 23, 24

robust The ability to resist failure. 1, 4, 6, 11, 23

uncertain tbd. 11

volatile tbd. 11

Abbreviations

ASD Antifragile Systems Design. 13, 14

EA Enterprise Architecture. 1, 2, 4–6, 15, 16, 18, 22–26

EAAL Extended Antifragile Attribute List. 4, 13, 16

EEA Enterprise Ecological Adaptation. 16, 17, 23, 41

FMEA Failure Mode Effects Analysis. 14

IoT Internet of Things. 4

IS Information System. 25

ISV Independent Software Vendor. 1, 25, 26

PS public sector. 2

SoS System-of-Systems. 2, 8, 9, 13

VSM Viable Systems Model. 10

VUCA Volatility, Uncertainty, Complexity and Ambiguity. iv, 1, 2, 10, 14, 18, 22–24, 30

Appendices

A. Personal Motivation

I always want to know how something works and why it works the way it works. This eagerness started at a very early age. I always demolished birthday presents into their parts. I wondered how things worked, and I did not stop with the research on the how and why until I understood it. The search for the how and why is a central theme in my life. And because of this, I never stopped learning. When the why is not known, I never give up researching—not knowing the why has only the meaning that nobody has found the answer yet.

My essential attitude is that of a mathematician or a scientist. I am very binary and sceptical when something is somewhere in between, and I am not fond of shades of grey. So clear definitions is what I pursue. Everything needs an explanation. When I cannot explain, I do not fall back to religion, infinity, approximately, or even "it is just what it is". I only accept that we did not find the answer yet.

This journey started with simple things like a toy car or a doll that had a mechanism of saying things. I still think of my little sister, who found hers back in tiny pieces. Later the subjects of research began to be different. Secondary education drove me to understand chemistry, physics, and biology, and I needed an explanation on the who and why to understand it. This drive was probably the main reason I was not perfect in languages. You cannot put consistent rules on languages. Languages do not have a clear rationale for the rules, and I often heard it is just the way it is.

Grammar school taught me that I was a natural in research, and I decided to pursue research. Firstly at several Universities, but I failed big time. The Universities at that time gave me a lot of answers that it is the way it is, and most of the lecturers did not appreciate me challenging them on the why. Because of this, I started pursuing a job that could fulfil my eagerness for researching, and I found that with an IT Company in the Netherlands.

The technical (hard) side of IT was, at that time, a match made in heaven. Most of the time, it is just like math, you have a clear answer, and you know why you get that answer. Before I knew it, I was a Senior Consultant and an IT Architect shortly after that. Gaining knowledge is one thing that drives me, but the other thing is sharing that knowledge with others. Gaining and sharing knowledge is the thing that gets me up in the morning. For sharing knowledge, I taught, as a trainer, adults on the why and how of technology subjects for years.

In those years, I advised dozens of companies of the public and private sectors in the Benelux on how they could apply technologies and what problem it solved for them. This period did teach me a lot by seeing other companies and working with different kinds of people. But technology was driving me less and less, and I became aware that technology was only a means to reach a (business) goal. I often solved my customers'

problems by not introducing new technology but changing their processes, information architecture, culture, team compositions, or organisational construction. I became more and more interested in how and why organisations could achieve their goals by using IT.

Personal story

Why this subject

Road to this subject

Personal motivation

Personal goals

B. Overview of Laws

The research references to several laws. This appendice gives a small explanatory overview of these laws.

- 2nd Law of Thermodynamics
- Conways Law
- Metcalfe's Law
- Law of Municipalities

B.1. 2nd Law of Thermodynamics

The '2nd Law' was formulated after nineteenth century engineers noticed that heat cannot pass from a colder body to a warmer body by itself. It states that in any closed system the amount of order can never increase, only decrease over time. Another way of saying this is that entropy always increases.

B.2. Conways Law

B.3. Metcalfe's Law

B.4. Law of Municipalities

Thorbeckers Law!

C. Literature Selection

D. Research Log

Date	What
24/11/21	Initial research subject proposal to AMS.
25/11/21	Initial research subject proposal sent to Hans Mulder & Yuri Bobbert.
30/11/21	First meeting with Hans Mulder to explore the subject.
12/02/21	AMS Master Project Coaching.
10/03/21	Second meeting with Hans Mulder. Definitive Area of Research selected. The success factors of EA for Business Agility/Resilience/antifragility.
11/03/21	Elaborated with COO Centric Public Sector Solutions on antifragility.
14/03/21	Started research on the concept of antifragility.
03/04/21	One Pager on the concepts Enterprise Architecture, Public Sector, Independent Software Vendor, and Antifragility.
04/04/21	Deskresearch on concept Antifragility
10/04/21	Reading Taleb.
25/05/21	Third meeting with Hans Mulder.
20/06/21	Creating 5 pager. Sent 5 pager presentation for review to Hans Mulder, Dienneke Schouten, and Maarten Hillenaar. Promotor suggestion Roland Ettema, Martin Op 't Land, Bas van Gils or Hans Mulder. Suggested Hans Mulder as promotor with Edzo Botjes as co-promotor.
21/06/21	Requested Maarten Hillenaar as Sponsor, Dienneke Schouten as Second Reader, Jan Ploeg as participant in Delphi, Christiaan Konstapel as interviewee.
24/06/21	Presentation of the Five Pager at the Master Consultancy Coaching masterclass at AMS.
29/06/21	Created the LaTeX skeleton.
06/07/21	Meeting with Edzo Botjes to get acquainted. Edzo Botjes accepted co-promotorship. Definitive Promotor and Co-Promotor are known. Hans Mulder and Edzo Botjes.
07/07/21	Setting up GitHub Environment for collaboration with (Co-)Promotor.
14/07/21	Selected the appropriate License for the thesis. **CC BY-NC 4.0**
16/07/21	Webinar Value from being resilient (Xebia/Edzo)
17/07/21	Requested Sponsor in helping selecting the Delphi Group Participants. The network of Sponsor is extensive.
24/07/21	Analysed Thesis of Edzo Botjes. Created literature administration based on template of Yuri Bobbert (Added unique Key/ID, Relevance of Titel, Abstract and Contents, bib _{LaTeX} citation key, notes field, and used search strings). Changed the license in a less restricted license **CC BY-SA 4.0**

Date	What
01/08/21	Analysed Thesis of Edzo Botjes. Snowballing from Thesis of Edzo Botjes. Administration on Literature to be read.
02/08/21	Contact with research sponsor about invites for the Delphi Group. Contacted an academia for participation in the Delphi Group. Created ORCID, Zenodo, and Researchgate account. Sorted Literature. Searched for missing references with PaperPanda. Wrote little scribbles on Research methodology. Discussed participants from VNG-Realisatie (not that many candidates for the Delphi Group). Decided with Sponsor that VNG-Realisatie can be seen as a Municipality (VNG is the association of dutch municipalities).
03/08/21	Worked on Literature approach, literature administration, and the Methodology (research infrastructure and tools).
04/08/21	Worked on the literature administration and finished the methodology of the research infrastructure and tools. Moved text blocks from earlier reports into the thesis for refinement. Moved the literature to the public repository and moved copyright and disclosed materials to the private repository. Changed the L ^A T _E X template so that the paragraph indents are as they should be. Added multiple Cite in the chapter template as an example.
05/08/21	Invited EA of a Municipality, and two academia to join the Delphi Group from which one academia and the EA already confirmed their participation. Added extra literature to be evaluated based on a mailing list of BiZZdesign (State of Enterprise Architecture, volume 2021). Added a conference article from EDOC on Architecture Principles for supporting large-scale agile transformations. This cloud give insights on how to use Principles in an transformation to Antifragile. Found this document through the ORCID of Henderik Proper (co-author of the book Architecure Principles).
06/08/21	The second academia confirmed the participation in the Delphi Group. Wrote the template the sponsor can use to invite people for the Delphi Group. The template (Dutch) is stored in the administrative repository.
11/08/21	Worked on literature study on vacation. Dropbox broke so had to pull to locally.
12/08/21	Worked on literature study.
15/08/21	Worked on literature study. More and more about CAS and Resilience. Not that much known on Antifragility yet. Still snowballing the current available Body of Knowledge.
31/08/21	Organised a meeting with Promotor and Co-Promotor on the 9th of September 2021 at the Antwerp Management School from 11:30 until 13:30 before master-classes about Agile Enterprise Architecture & Enterprise Engineering.
01/09/21	Meeting with Co-Promotor about being stuck in the literature study part of the research. Talked about narrowing the scope, defining important keywords and possible only searching for relevant literature after 2019 (study of Co-Promotor). Some new direction given from the Co-Promotor. He did not use the articles by Barry M. O'Reilly from the ANT conferences but it may be the right direction for the research.

Date	What
03/09/21	Research on the ANT conferences and pulled some relevant articles into the research. Administration of Literature study.
04/09/21	Literature study. Read the articles of Barry M. O'Reilly. Shared the articles of Barry M. O'Reilly with colleagues responsible for Software Development and Architecture.
05/09/21	Literature study and structure of thesis. Worked on the introduction and added some new relevant information to the theoretical background.
06/09/21	Literature study.
08/09/21	Administration and preparations for meeting with Promotor and Co-Promotor on the 9th of September at the AMS.
09/09/21	Alignment with Co-Promotor and Promotor at the AMS. Administration on given answers. Requested the sponsor to take his place at the jury.
10/09/21	Literature study.
15/09/21	Visited the iBestuur congress for information on the public sector market and to network for the study/research.
16/09/21	Literature study. Writing on Chapter 1 and 2.
19/09/21	Writing on Chapter 1, 2 and 3. Refine email for sponsor for invitations of delphi group participants. Sponsor accepted his jury position.
20/09/21	Finalising Chapter 1 for 10 pager AMS. Last refinement for Sponsor invitation email after meeting by telephone.
21/09/21	Wrote Barry O'Reilly an email with the request to meet and elaborate on the residuality theory.
22/09/21	Structuring and writing.
23/09/21	Structuring and writing. Created a frozen release on GitHub of this release. Send the same compiled version of the thesis to the sponsor and the second reader.
24/08/21	Master Project Coaching. Status update on Thesis.