Enterprise Transformation Maturity Assessment

Workshop Report

For

The Company

1 August 2016

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Pragmatic EC ENTERPRISE CONSULTING

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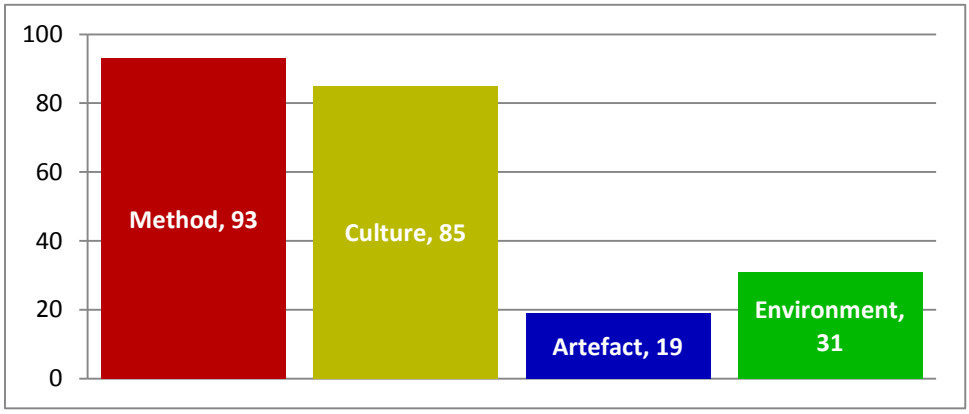
MANAGEMENT SUMMARY

Results

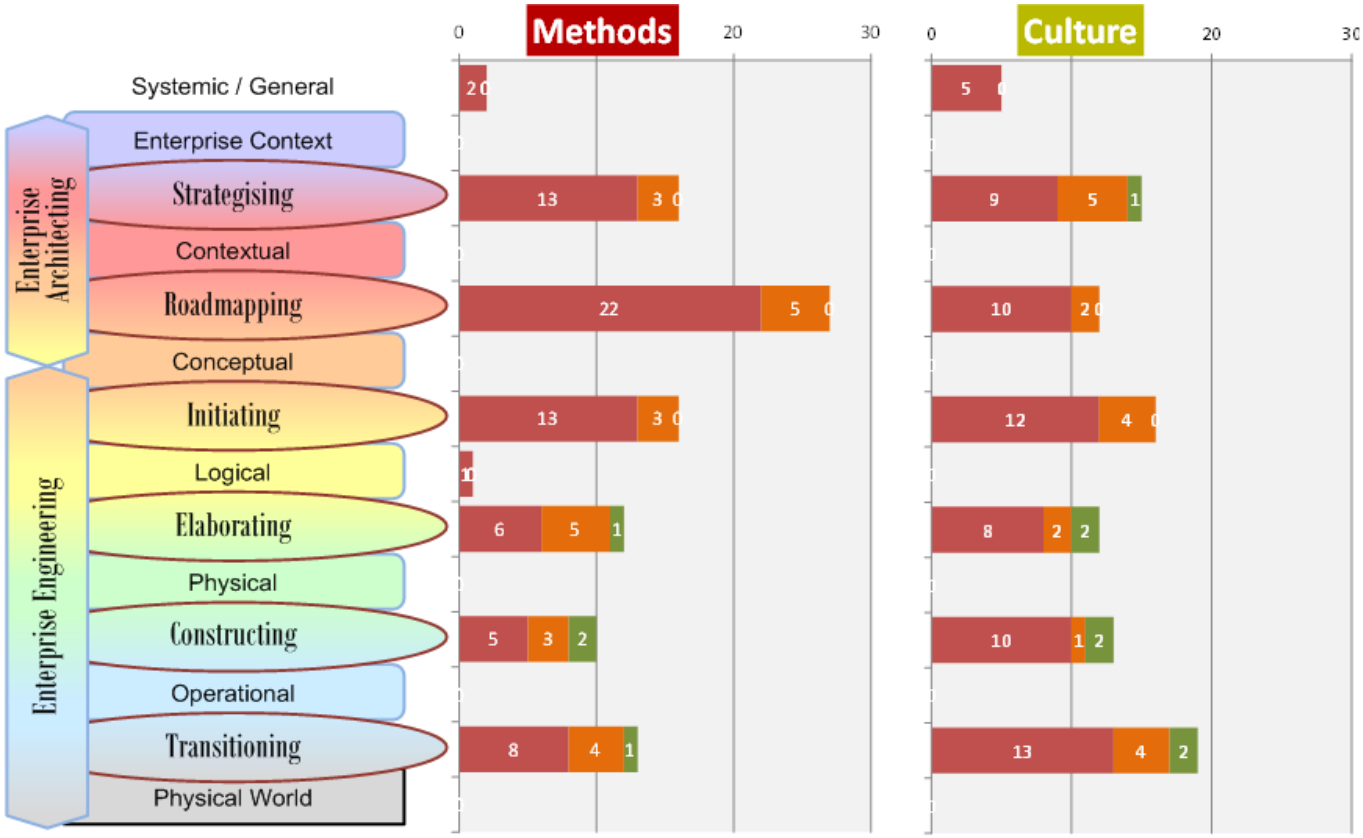
Overall the workshops raised 17 Good comments, 182 Bad comments, and 74 Suggestions for improvement. Suggestions can be thought of Bad comments expressed in a positive way, and Bad comments can be thought of Suggestions expressed in a negative way.

This graph shows the overall numbers of "Bad" + "Suggestions" in the 4 main categories.

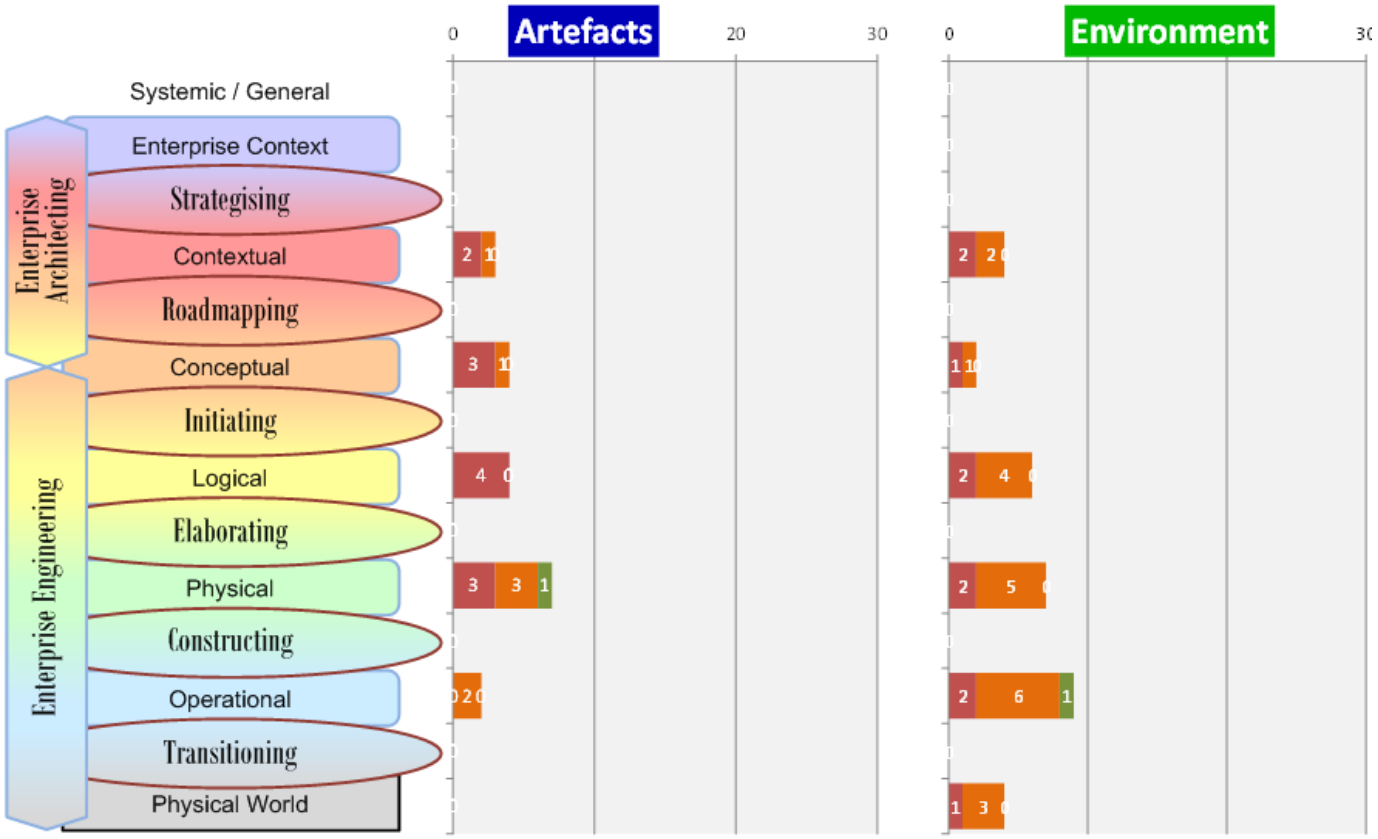


The following 3 graphs illustrate the numbers of each good/bad/suggestion comment, split into each phase and level.

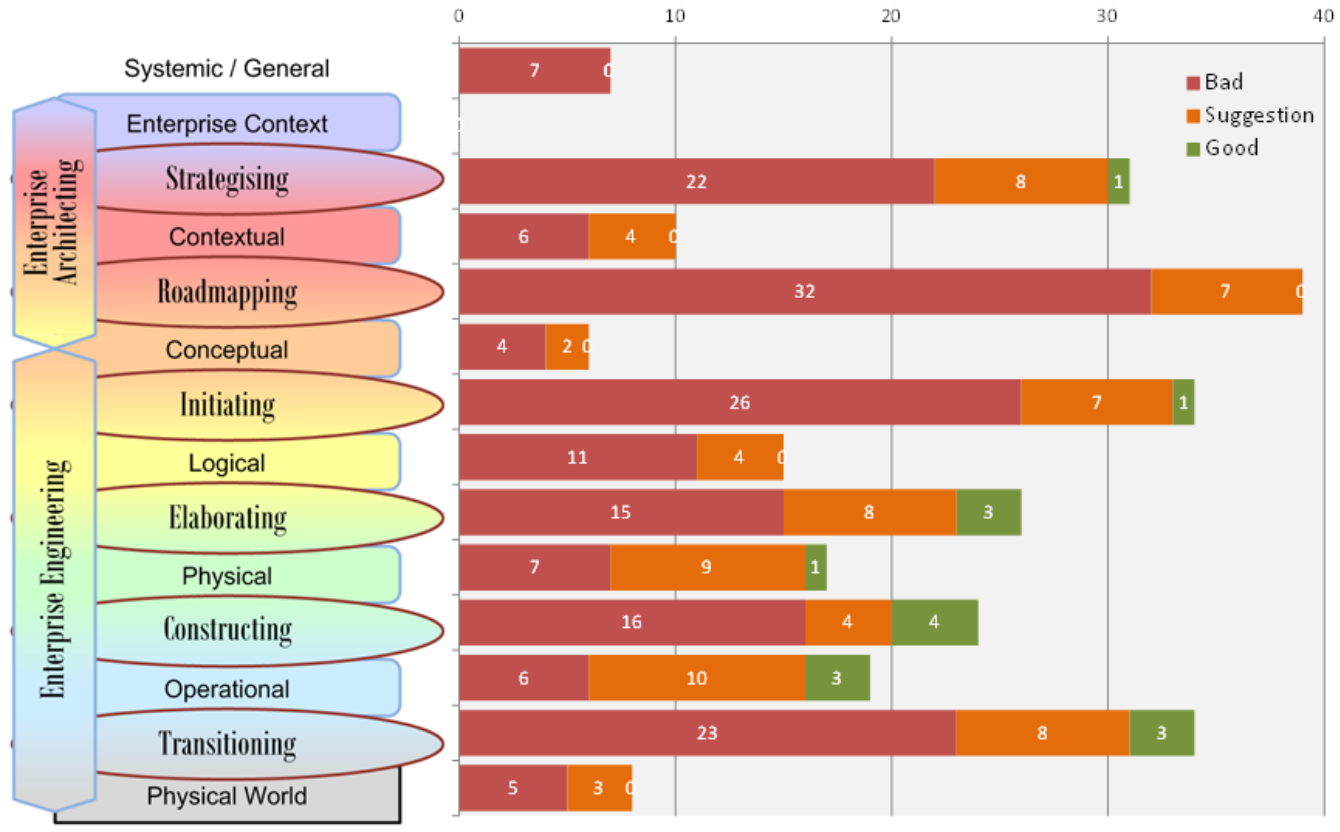
Method and Culture



Artefacts and Environment (IT)



Overall



Key Findings

1. **The major areas of concern are around the Methods and Culture in play.**

2. **In general the latter phases of projects (where the rubber meets the road) are better than the previous phases although it should be noted that these "better" phases seem to be largely due to the goodwill of people working in those areas "going above and beyond" on a continuous basis, and that these "better" phases still have some significant problems. This "going above and beyond" is as a response not only to the poor Methods, Artefacts, Culture and Environment (IT) employed, but also to compensate for the poor work done in previous phases.**

3. **The Roadmapping phase is the worst (the core of "doing" EA) . While a low level of maturity in EA is not a problem in itself, most of the problems causes in subsequent phases are as a direct result of the current level of EA maturity.**

4. **The workshop has also shown that the preceding phase (Strategising, where the Business Model, Business Strategy and Operating model should be defined) and the following phase (Initiating, where Solution Architecture is commonly done) also have major problems which cause serious knock on problems in other areas.**

Recommendations

The Company's Transformation capability is strategically important. Not only to its survival in the medium to long term, but also crucially important to its ability to grow in the way it wishes to in the short term.

The amount of projects (and the importance of those projects) that The Company is executing will only rise, and is the primary method by which it will achieve the Objectives of the Business Strategy. It is therefore imperative that the maturity of how it effects Transformation (effectiveness, efficiency, agility and sustainability) is appropriate. This is currently far from the case and not only applies to EA.

It is obvious that any problems created in earlier phases can have massively detrimental, if not catastrophic effects further down the phases (and therefore into production and live operation) and therefore the fact that it is the first three phases that have the most problems which makes immediate action imperative.

Although the initial remit for the "EA work" was to improve how The Company did EA, it is now obvious that since EA (Roadmapping phase) is fed by the preceding phase (Strategising) and feeds into the following phase (Initiating), it would seem wholly inefficient to look at improving the Roadmapping phase (EA) without also looking at improving Strategising phase (Business Strategy) and the Initiating phase (SA).

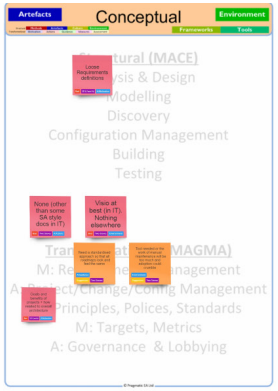
1. **Perform a more detailed maturity assessment of Strategising, Roadmapping (EA) and Initiating (SA).**
2. **Do a root cause analysis to determine the ultimate problems.**
3. **Document the current Methods, Artefacts, Culture and Environment used.**
4. **Decide on the Methods, Artefacts, Culture and Environment that are appropriate.**
5. **Design and plan the changes required to bridge that gap.**
6. **Rollout the changes.**

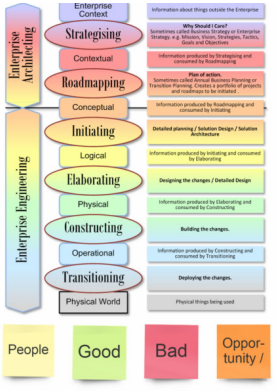
Timescales

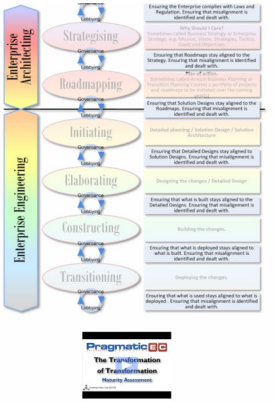
Detailed Maturity Assessment	August
Root cause analysis	September
Document current state	October
Define Target State	
Define Changes	November
Rollout changes	December

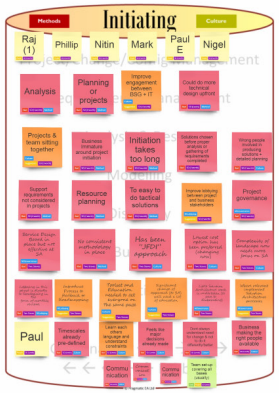
DETAILED RESULTS

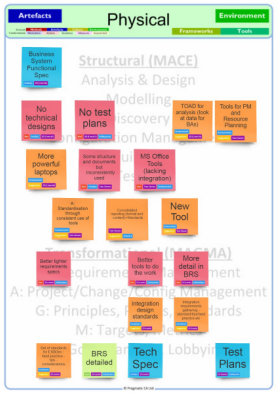
Overall Canvas Output

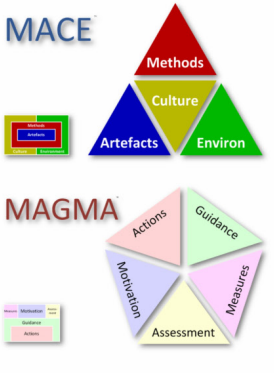


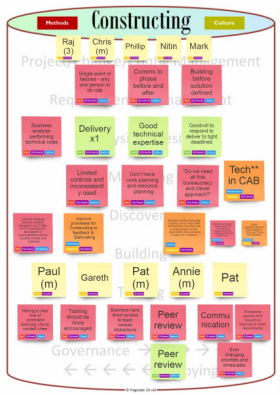


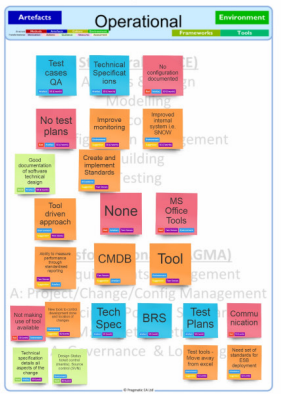


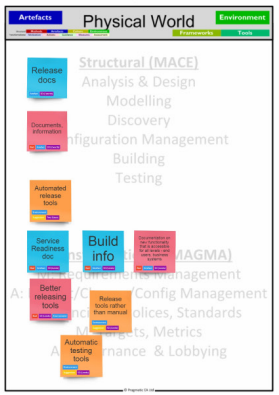


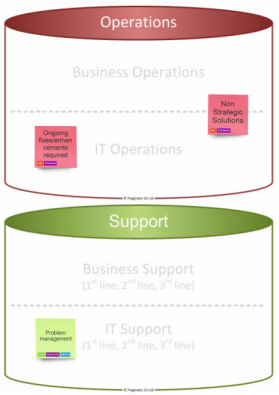












Systemic / General

Area	Type	Comment
Culture	Bad	No professionalism
	Bad	Demotivated staff
	Bad	Goodwill overcomes poor planning
	Bad	Roles overlap - role creep
	Bad	Made up estimates
Methods	Bad	Lack of lobbying
	Bad	Lack of governance

Strategising Phase (Business Strategy production)

Area	Type	Comment
Culture	Bad	Communication
	Bad	Poor exposure of department strategy
	Bad	Communication of corporate strategy
	Bad	Corporate strategy shared
	Bad	Communication
	Bad	Involvement of right people in strategising
	Bad	Support functions "jumped" by the outcome, have to react at short notice
	Bad	Secretive approach
	Bad	Not done in a collaborative way
	Suggestion	Service design board
	Suggestion	Implement EA properly with everyone lined up as to what it is
	Suggestion	Gain wider buy-in to the strategy
	Suggestion	Improve understanding of objectives (not just XXX/XXX)
	Suggestion	Helping the Exec to strategize in an holistic EA environment
	Good	(IT) Willingness to embrace new approaches/methodologies
Methods	Bad	Understanding ****
	Bad	*** business **** ***
	Bad	Group + BU + SF strategy alignment
	Bad	Group vs BUs - arguments, misalignment, including governance
	Bad	BU + SF + Group Strategy Process
	Bad	Too much focus on delivery dates
	Bad	No budgeting
	Bad	Created in a historical form by a limited group
	Bad	Process unclear
	Bad	Suspect Lobbying only to PLC board
	Bad	Not aware of any governance provided to Roadmapping
	Bad	Not aware of any Roadmapping
	Bad	Limited governance provided to Initiating e.g. authorising a new project for the XXX to initiate & run
	Suggestion	Clarify the process by which the Strategy is arrived at
	Suggestion	Gain agreement that Roadmapping (EA) should be used
	Suggestion	Develop business strategy at the same time as the Strategy for IT and other support functions (holistic approach)

Contextual Information (Business Model, Business Strategy, Operating Model)

Area	Type	Comment
Artefacts	Bad	Are we a group or are we a set of companies with a holding group
	Bad	The resulting budget
	Bad	1-3 year strategy plans
	Suggestion	Maintainable library of Strategy and Roadmaps
	Suggestion	Consistent standard approach
Environ (IT)	Bad	MS Office Tools
	Bad	Budget spreadsheets (only)
	Bad	The 3 year plan (annual variant) in PowerPoint
	Suggestion	Modelling solution for EA
	Suggestion	Budget modelling system

Roadmapping Phase (Doing Enterprise Architecture)

Area	Type	Comment
Culture	Bad	Communication
	Bad	Projects by stealth
	Bad	Tactical / reactive mind-set
	Bad	No group control of local business initiatives
	Bad	communication
	Bad	SF and BU leads have blinkered view of own solutions
	Bad	Poor Communication of roadmaps
	Bad	Some frustration seen at the lack of roadmaps
	Bad	"This is a simple business" [don't need all this complexity]
	Bad	Responsibility unclear, EA, BSG, etc. (who owns Transformation?)
	Suggestion	Communication - what is coming our way and when
	Suggestion	Need to get Exec team aligned as to the need for EA and what it means (and get Exec support and commitment)
Methods	Bad	Taking account of parallel projects
	Bad	NO bedding in period - our project rolls into the next project
	Bad	Timescales
	Bad	Old services not decommissioned
	Bad	Resource planning
	Bad	Random requests for work not fed into roadmaps
	Bad	No long term planning
	Bad	No way to "Throttle" projects
	Bad	Conflicting priorities
	Bad	Roadmapping unclear functions or unrealistic timescales
	Bad	Focus on Technology roadmap rather than strategy influenced roadmap
	Bad	Change due to license / contract end not strategy roadmap
	Bad	Prioritisation
	Bad	People think technology solutions rather than about the problem to solve
	Bad	Thinking is tactical and not (seemingly) aligned to strategy
	Bad	What is in projects? (XXXX)
	Bad	Process with dealing of issues (e.g. XXXX)
	Bad	Governance - Poor guidance
	Bad	lack of alignment to strategy
	Bad	No road mapping in place or surfaced
	Bad	No process exists here to provide Governance to Initiating
	Bad	No process exists to Lobby Strategising
	Suggestion	Improve what we have or how we do it versus new area of the system to create
	Suggestion	Ability to link strategy and tactical initiatives in a clear road map
	Suggestion	Ability to ensure that tactical projects are relevant
	Suggestion	Implement Roadmapping (EA)
	Suggestion	Implement Roadmapping (EA)

Conceptual Information (Structural and Transformational Roadmaps)

Area	Type	Comment
Artefacts	Bad	Goals and benefits of projects + how related to overall architecture
	Bad	Loose Requirements definitions
	Bad	None (other than some SA style docs in IT)
	Suggestion	Need a standardised approach so that all roadmaps look and feel the same
Environ (IT)	Bad	Visio at best (in IT). Nothing elsewhere
	Suggestion	Tool needed or the work of manual maintenance will be too much and adoption could crumble

Initiating Phase (Doing Solution Architecture)

Area	Type	Comment
Culture	Bad	Business making the right people available
	Bad	Timescales already pre-defined
	Bad	Learn each other's language and understand constraints
	Bad	Feels like major decisions already made
	Bad	Don't always understand need for change & not to do it differently/better
	Bad	Communication
	Bad	Communication
	Bad	Communication
	Bad	Wrong people involved in producing solutions + detailed planning
	Bad	Lowest cost option has been preferred (changing now)
	Bad	Has been "JFDI" approach
	Bad	Complexity of landscape now needs more focus on SA
	Suggestion	Improve engagement between XXX + IT
	Suggestion	Projects & team sitting together
	Suggestion	Significant change of approach (to SA) will need a lot of education
	Suggestion	Toolset and Education needed to get everyone on the same page
	Good	Team set-up covering all bases (usually)
Methods	Bad	Could do more technical design upfront
	Bad	Analysis
	Bad	Planning or projects
	Bad	Business Immature around project initiation
	Bad	Initiation takes too long
	Bad	Support requirements not considered in projects
	Bad	Resource planning
	Bad	Too easy to do tactical solutions
	Bad	Project governance
	Bad	Service Design Board in place but not effective at SA
	Bad	No consistent methodology in place
	Bad	Little Solution Architecture work is undertaken (to pass to Elaborating)
	Bad	Lobbying in this phase is directly to Strategising in the form of monthly reviews
	Bad	Current business process mapped (lack of)
	Suggestion	Improve lobbying between project and business stakeholders
	Suggestion	Introduce Process to feedback to Roadmapping
	Suggestion	Where relevant implement Solution Architecture processes

Logical Information (Logical Designs)

Area	Type	Comment
Artefacts	Bad	Non-Functional Requirements
	Bad	Requirement gathering
	Bad	Weak business requirement definitions
	Bad	Detailed requirements document (lack of)
	Bad	Documentation of little use
	Bad	No designs for solutions
	Bad	Lack of test plans
	Bad	None
Environ (IT)	Bad	Resource planning tools
	Bad	None except MS Office Tools
	Suggestion	Planning tools
	Suggestion	Resource Management Tools
	Suggestion	Standards would be established by implementing a tool
	Suggestion	Provision appropriate tool

Elaboration Phase (Doing Detailed/Physical Designs)

Area	Type	Comment
Culture	Bad	General communication
	Bad	Roles not always clearly defined - can get case of diminished responsibility
	Bad	Undocumented last minute changes
	Bad	Communication
	Bad	Controlling business involvement
	Bad	Preference to work informally
	Bad	Driven by individuals with technical skills
	Bad	"Do we need all this structure"
	Suggestion	Knowledge of what can be achieved technically & systematically
	Suggestion	Realising that the landscape is getting more complicated and that style of working has to adapt (doesn't suit an organisation that is growing in scale and complexity)
	Good	Communication between BAs and AppDev
	Good	Flexibility of resources
Methods	Bad	Business process mapping (non IT)
	Bad	Outline processes exist but are used inconsistently
	Bad	Informal meetings between solution designers and IT BAs and IT development. Boundaries of responsibilities
	Bad	unclear causing overlap and underlap
	Bad	Lobbying tend to go back to Strategising i.e. the monthly reviews with DK
	Bad	Some lobbying exists to Programme Boards for some projects
	Suggestion	Knowledge *** systems in ** to know possibility of ** *** solution
	Suggestion	Prototyping
	Suggestion	Resolve how solutions are designed (as between BSG Solution Designers and IT BAs)
	Suggestion	Eliminate overlap/underlap
	Suggestion	Introduce Process to feedback to Initiating
	Good	Exploring possibilities and limitations in developments

Physical Information (Physical Designs)

Area	Type	Comment
Artefacts	Bad	Better tighter requirements specs
	Bad	More detail in BRS
	Bad	No test plans
	Bad	No technical designs
	Bad	Some structure and documents but inconsistently used
	Suggestion	Consolidated reporting (format and content)=Standards
	Suggestion	Integration design standards
	Suggestion	Integration requirements gathering - standard/tips/best practice etc.
	Suggestion	Set of standards for ESBDev - best practice - tips - considerations
	Good	BRS detailed
Environ (IT)	Bad	Better tools to do the work
	Bad	MS Office Tools (lacking integration)
	Suggestion	TOAD for analysis (look at data for BAs)
	Suggestion	More powerful laptops
	Suggestion	Tools for PM and Resource Planning
	Suggestion	A: Standardisation through consistent use of tools
	Suggestion	New Tool

Construction Phase (Buying / Building things)

Area	Type	Comment
Culture	Bad	Training should be more encouraged
	Bad	Business have direct access to team causes distractions
	Bad	Communication
	Bad	Answering queries that should be directed at other departments
	Bad	Ever changing priorities and timescales
	Bad	Single point of failures - only one person to do role
	Bad	Comms to phase before and after
	Bad	Building before solution defined
	Bad	Business analysis performing technical roles
	Bad	“Do we need all this bureaucracy and clever approach?”
	Suggestion	Realising that the landscape is getting more complicated and that style of working has to adapt (doesn’t suit an organisation that is growing in scale and complexity)
	Good	Good technical expertise
	Good	Goodwill to respond to deliver to tight deadlines
Methods	Bad	Peer review
	Bad	Limited controls and inconsistently used
	Bad	Don’t have work planning and resource planning
	Bad	Informal meetings between solution designers and IT BAs and IT development. Boundaries of responsibilities unclear causing overlap and underlap
	Bad	Governance between Construction and Transitioning is based around the overlapping PM roles in BSG and IT
	Suggestion	Tech** in CAB
	Suggestion	Improve processes for Constructing to feedback to Elaborating
	Suggestion	Clarify overlap/underlap of PM activities in XXX and IT (and the business)
	Good	Peer review
	Good	Delivery x1

Operational Information (Configuration Management Database - CMDB)

Area	Type	Comment
Artefacts	Bad	No configuration documented
	Bad	No test plans
	Suggestion	Need set of standards for ESB deployment
	Suggestion	Create and implement Standards
	Good	**** specification details all aspects of the change
	Good	Good documentation of software technical design
Environ (IT)	Bad	Not making use of tool available
	Bad	MS Office Tools
	Suggestion	New tools to control development done and location of changes
	Suggestion	Test tools - Move away from excel
	Suggestion	Improve monitoring
	Suggestion	Improved internal system i.e. XXXX
	Suggestion	Tool driven approach
	Suggestion	Tool
	Suggestion	CMDB
	Suggestion	Ability to measure performance through standardised reporting
	Good	Sign S**s, ticket control (XXXX), Source control (SVN)

Transitioning Phase (Rolling things out into Live Operation)

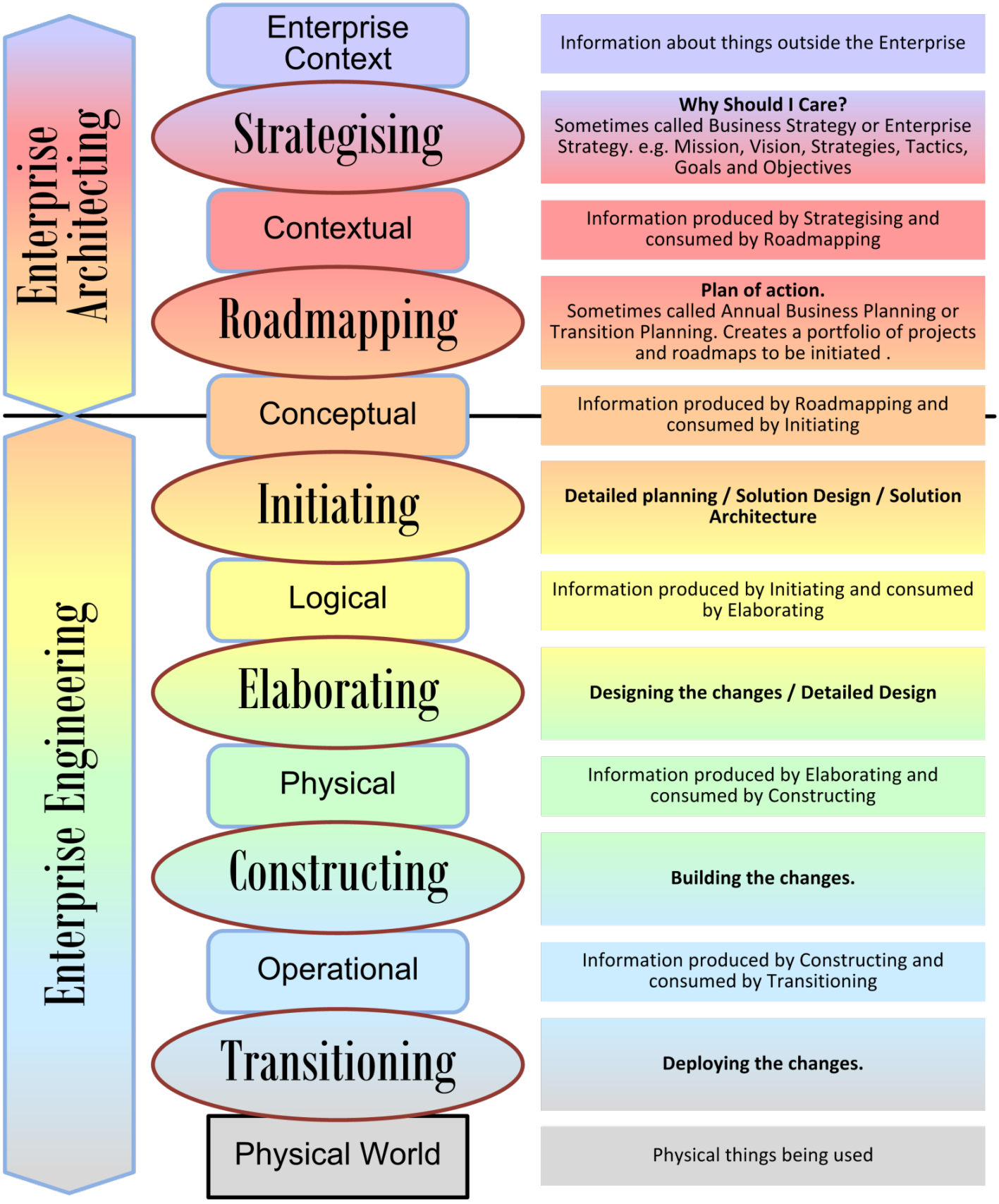
Area	Type	Comment
Culture	Bad	Test team maturity - business
	Bad	Test team size
	Bad	Post project analysis - we never learn
	Bad	Lack of resources
	Bad	Low business engagement
	Bad	Collaboration between teams
	Bad	Product ownership within business
	Bad	Relies on goodwill
	Bad	Sneaky go live
	Bad	Misalignment of transitioning between business and IT
	Bad	communication
	Bad	Controls have tightened up, still not great
	Bad	Controls seen as blockers by some
	Suggestion	Increase test team size
	Suggestion	Training
	Suggestion	Enjoy the win
	Suggestion	Massive culture change in The Company
	Good	Reactive
	Good	People do whatever it takes to get something live - weekend/evening/abroad working
Methods	Bad	Better releasing procedures
	Bad	Timescales (tight)
	Bad	Importance of UAT to business
	Bad	Change Board
	Bad	L-VIS code release process
	Bad	Weaker code release processes for other systems
	Bad	Localised feedback between release and deployment function for X-XXXs. No separation of duties between constructors and operations in other areas.
	Bad	CAB provides last governance point for most change, but limited
	Suggestion	Automated release processes
	Suggestion	Continuous Integration
	Suggestion	(Massive changes)
	Suggestion	Reinforce the CAB process and consider implications for SaaS integrations
	Good	Delivery
	Good	Problem management

Physical World (Deployed Methods, Artefacts, Culture, Environment (IT)

	Type	Comment
Environ (IT)	Bad	Better releasing tools
	Suggestion	Release tools rather than manual
	Suggestion	Automatic testing tools
	Suggestion	Automated release tools
Artefacts	Bad	Service Readiness doc
	Bad	Build info
	Bad	Documentation on new functionality that is accessible for all levels - end users, business systems
	Bad	Documents, information

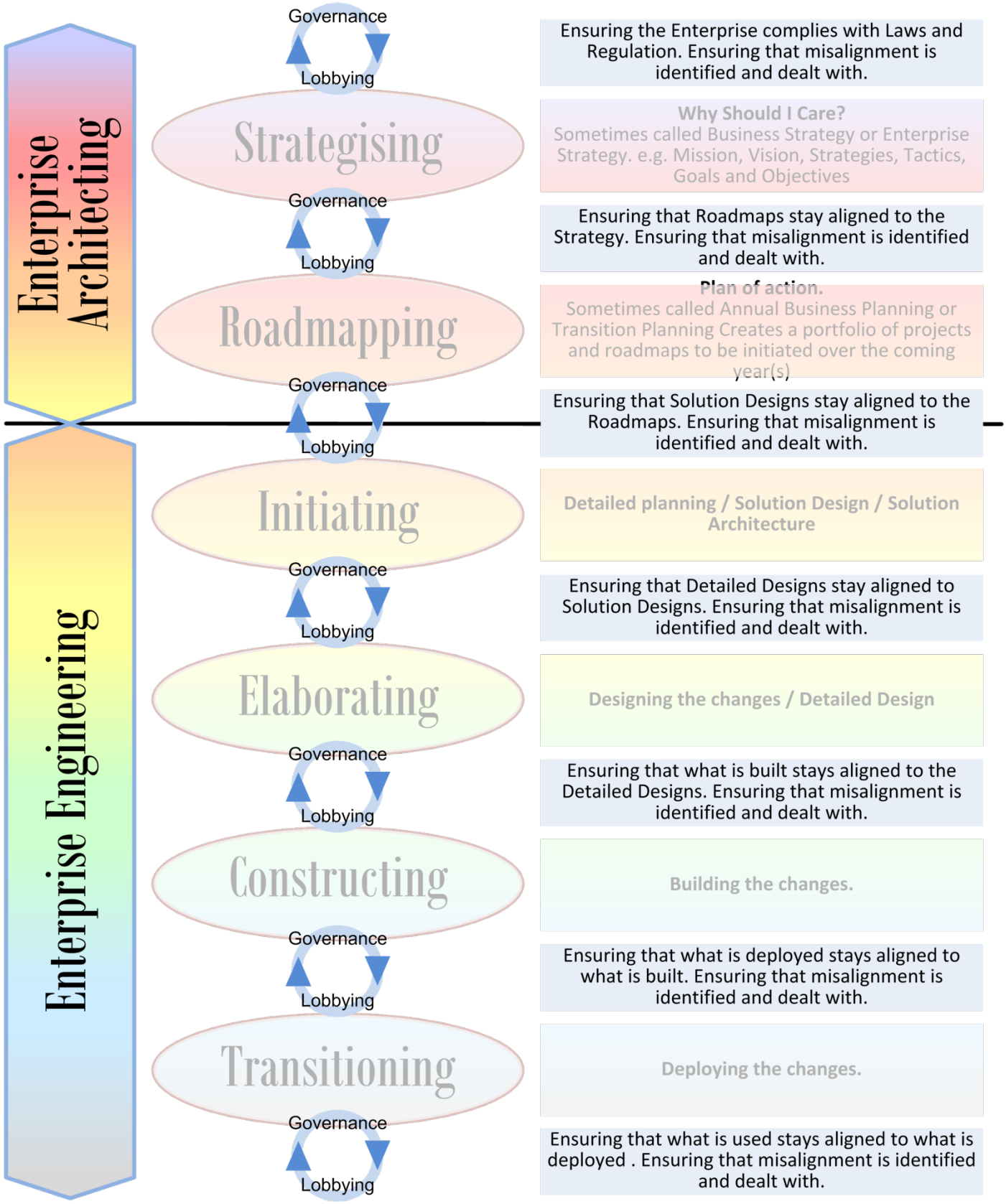
DEFINITIONS

Enterprise Transformation Operating Model



NOTE Please note that the black line above denotes that everything below it are executing projects, while everything above it is the work required to plan the transformation portfolio.

Governance & Lobbying



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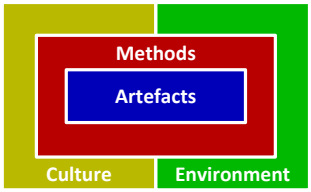
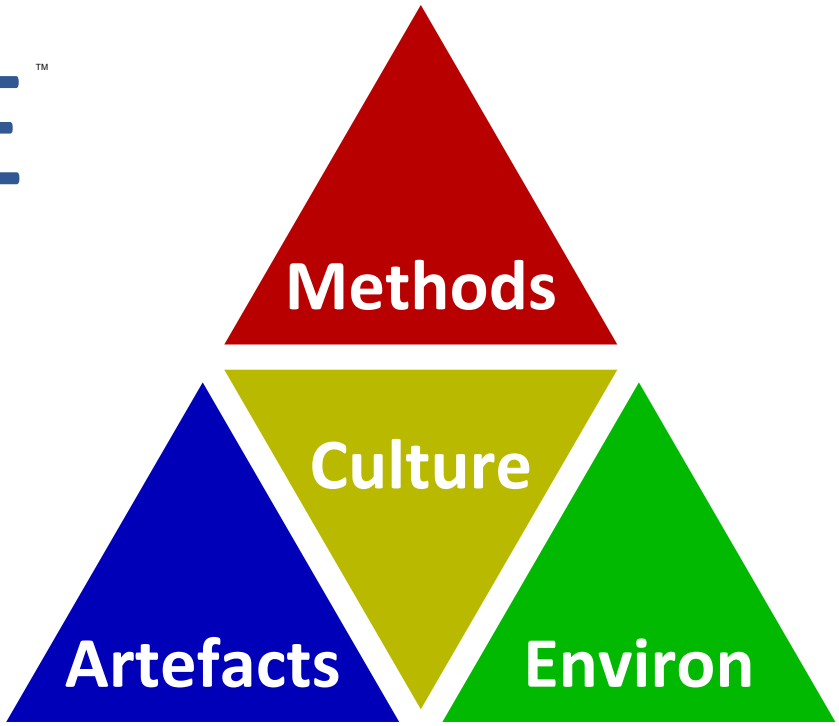
Structural Information

MACE™





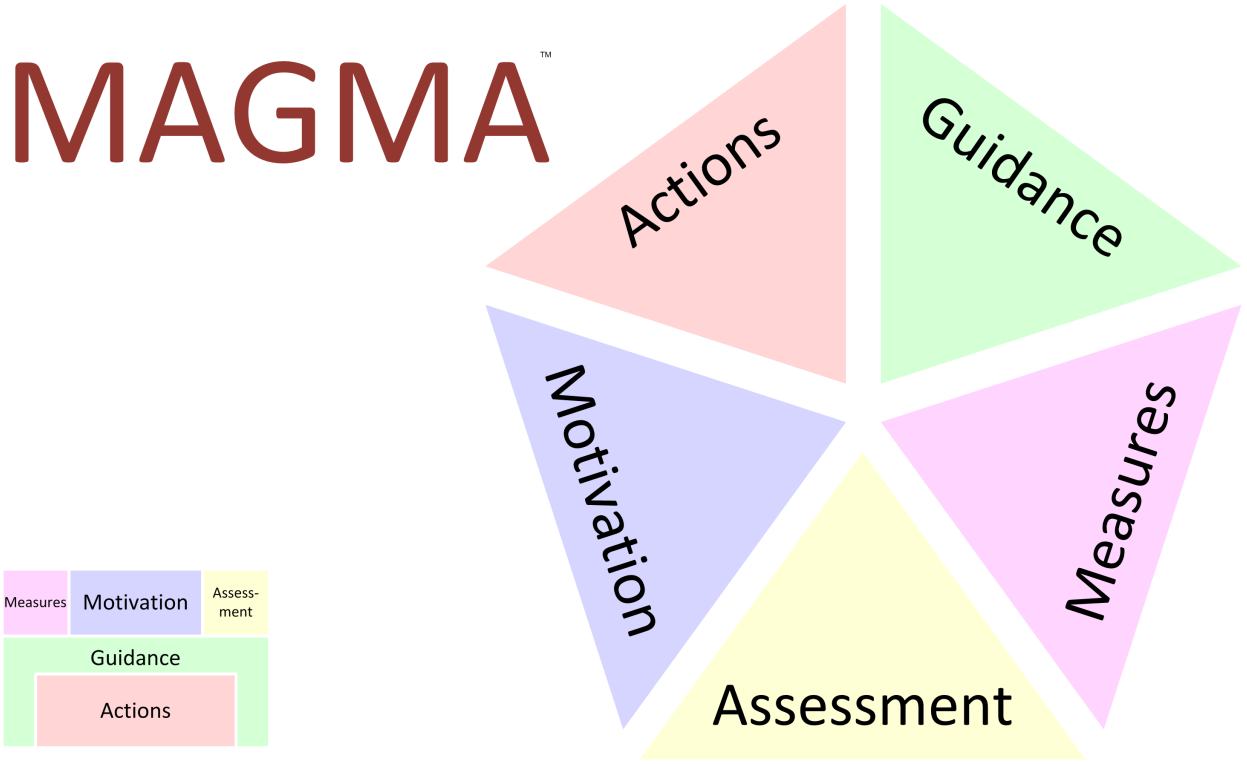
MACE is an ontology used to categorise information relating to the operational structure of something:

Methods	Information about what is being done and how it is being done. E.g. Functions, Processes, Practices, Activities, Phases, Disciplines.
Artefacts	Information about the things that are being consumed and produced by the methods. E.g. Products, Services, Materials, Information.
Culture	Information about the People that are being used to perform the Methods. E.g. People, Values, Ethics, Trust, Psychology.
Environment	Information about the things that are used to performed the Methods. E.g. Tools, Frameworks, Locations.

It is important to note that Culture sits at the centre. Because - Culture trumps everything™

Based on the definitions above, please use the following pages to detail the areas where you believe you there are problems (or symptoms of problems) and/or the areas where you believe there are opportunities that cannot currently be fulfilled.

Transformational Information



MAGMA is an ontology used to categorise information relating to transforming something.

Motivation	Information about the reasons why we are transforming. E.g Visions, Goals, Objectives, Requirements.
Actions	Information about the things we need to do in order to achieve those goals and satisfy those requirements. E.g. Mission, Strategies, Tactics, Roadmaps, Plans, Tasks.
Guidance	Information about the things that will guide others as the Actions are executed. E.g Principles, Polices, Standards, Rules, Values, Frameworks (MACE)
Measures	Information about the things that will allow us to know if we have achieved our goals and satisfied our requirements. E.g. Metrics, KPIs, CSFs,
Assessment	Information about the things that led to us to choose: ♦ the target and intermediate structural models (as defined by MACE) ♦ the Actions (as defined by MAGMA) that will effect the changes between them. E.g. Strengths, Weaknesses, Opportunities, Threats, Pro's, Cons, Issues, Risks.