

TM



The Pragmatic Operating model for Enterprise Transformation



Connecting the DOTS

v1.3a – April 2017

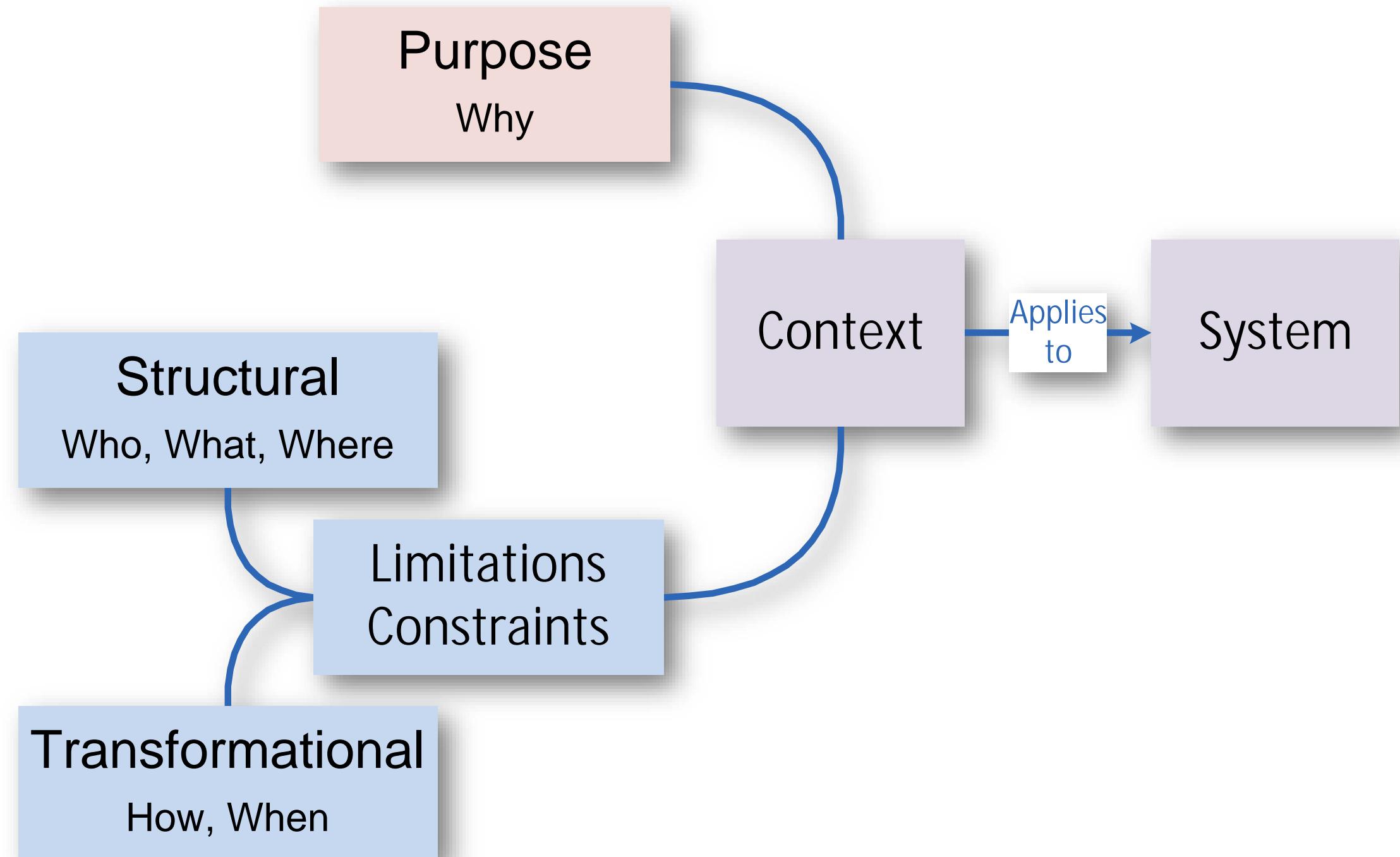


Part of the Pragmatic Family of Frameworks

Context

Context

is King™



“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”

- Jack Welch

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

- Charles Darwin

“We cannot solve our problems with the same thinking we used when we created them.”

- Albert Einstein

(pre 20th Century)

The era of

Operations

(20th Century)

The era of

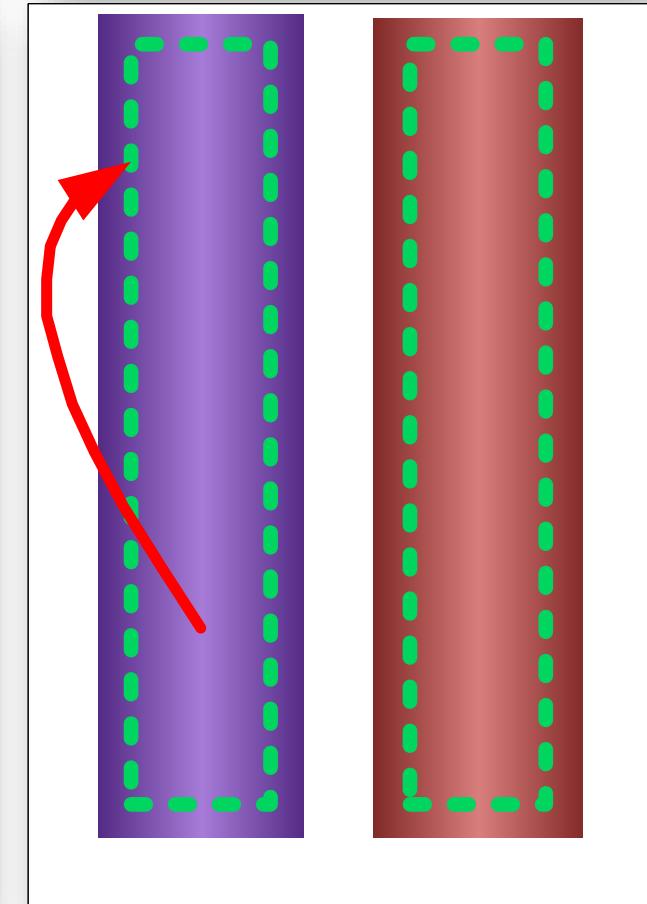
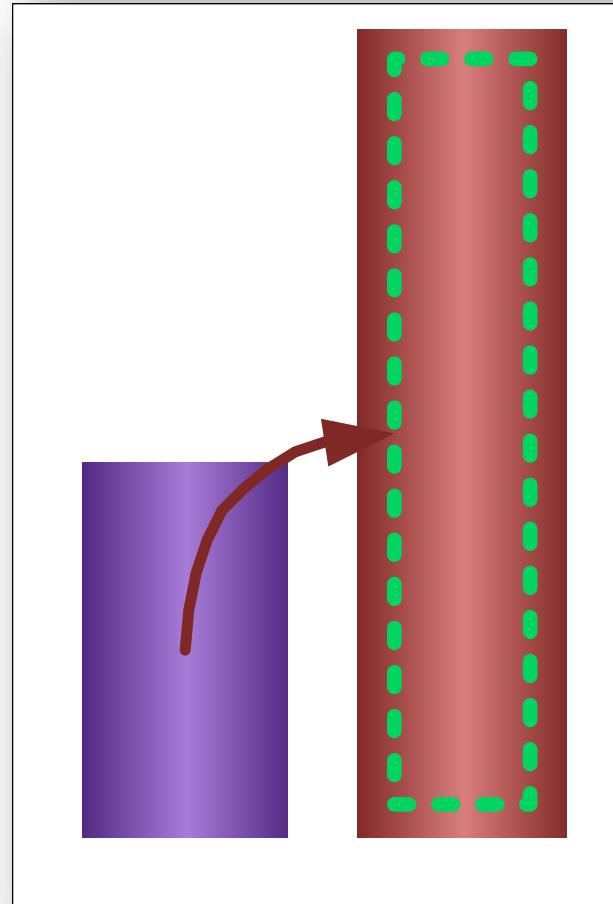
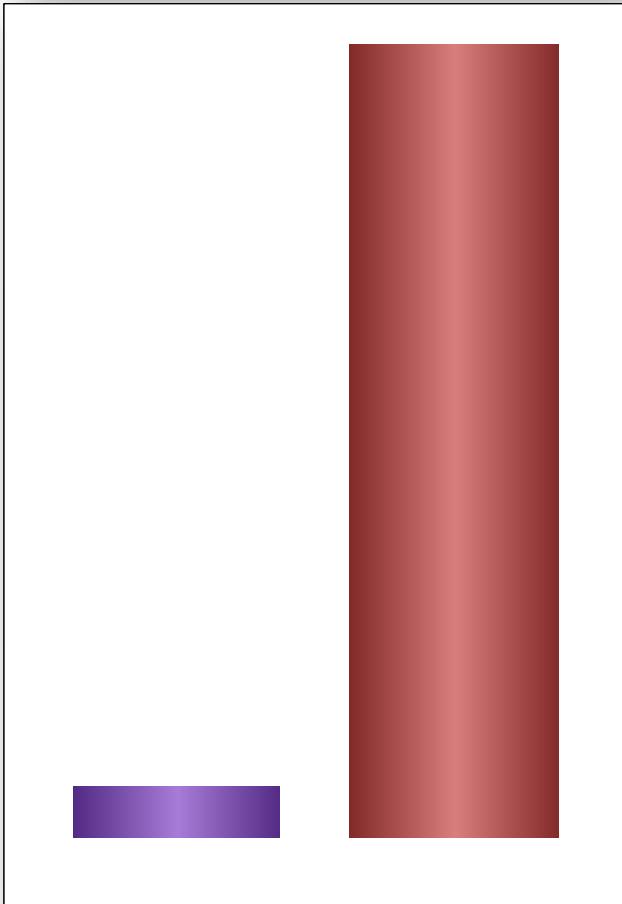
the Transformation of
Operations

(Now!)

The era of

the Transformation of
Transformation

Importance ↑



How an Enterprise effects Transformation has become

a **Strategic Strength**

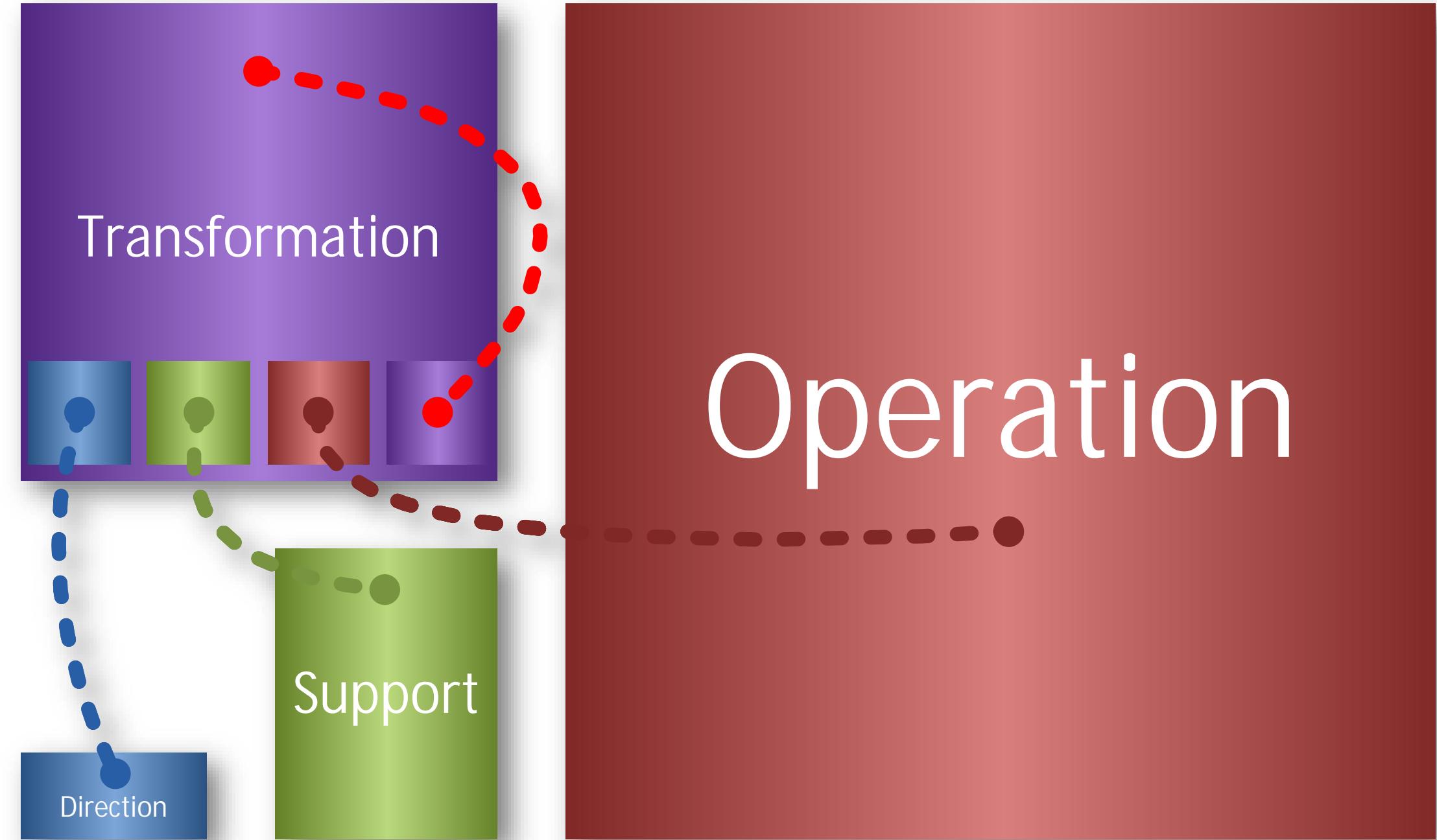
where massive business opportunities can be gained,

or a **Strategic Weakness**

where massive business problems will result.

When people and organizations
focus primarily on the quality
of their Transformation efforts,
quality tends to rise, and costs fall.

When people and organizations
focus primarily on the costs
of their Transformation efforts,
costs tend to rise, and quality falls.

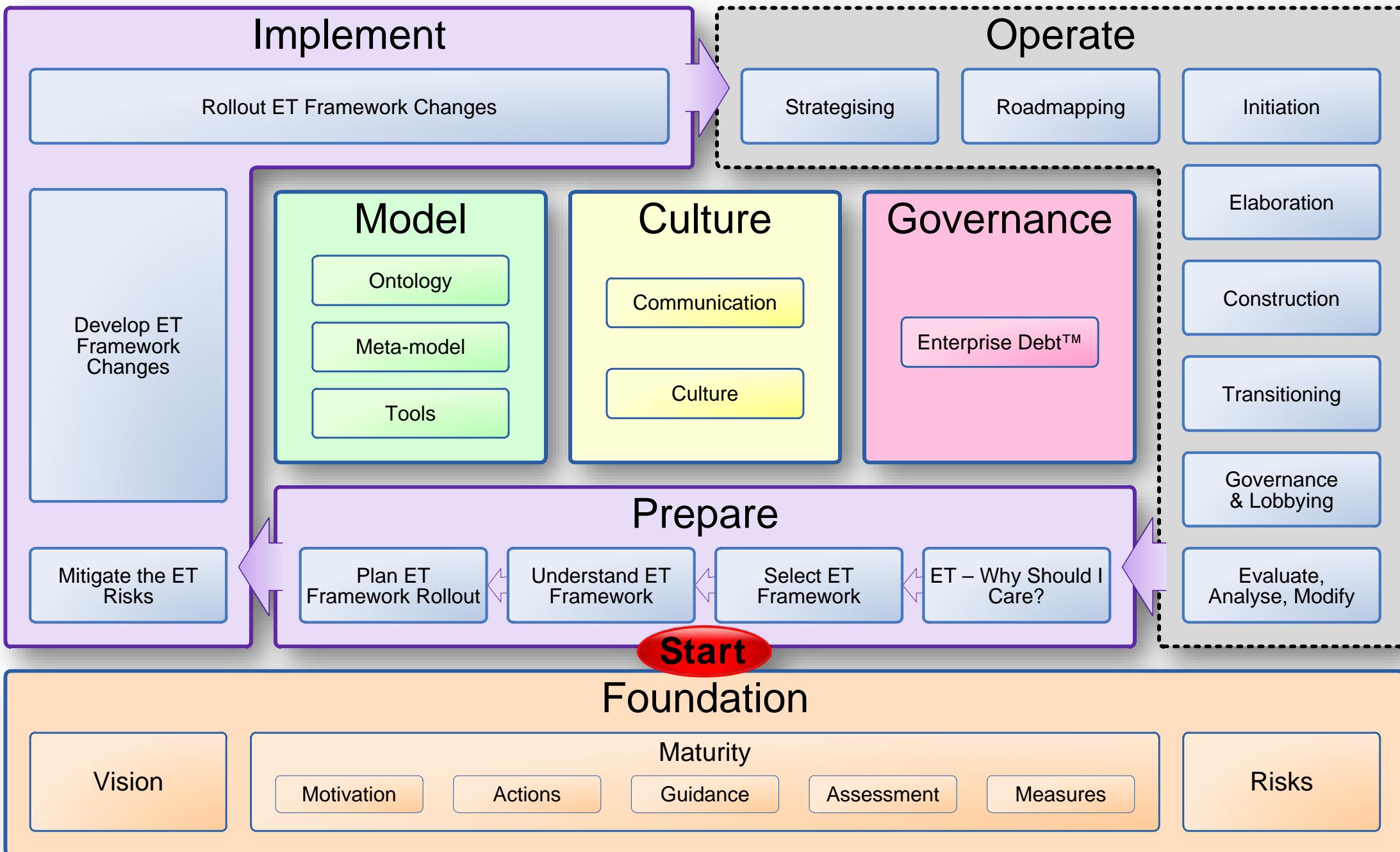


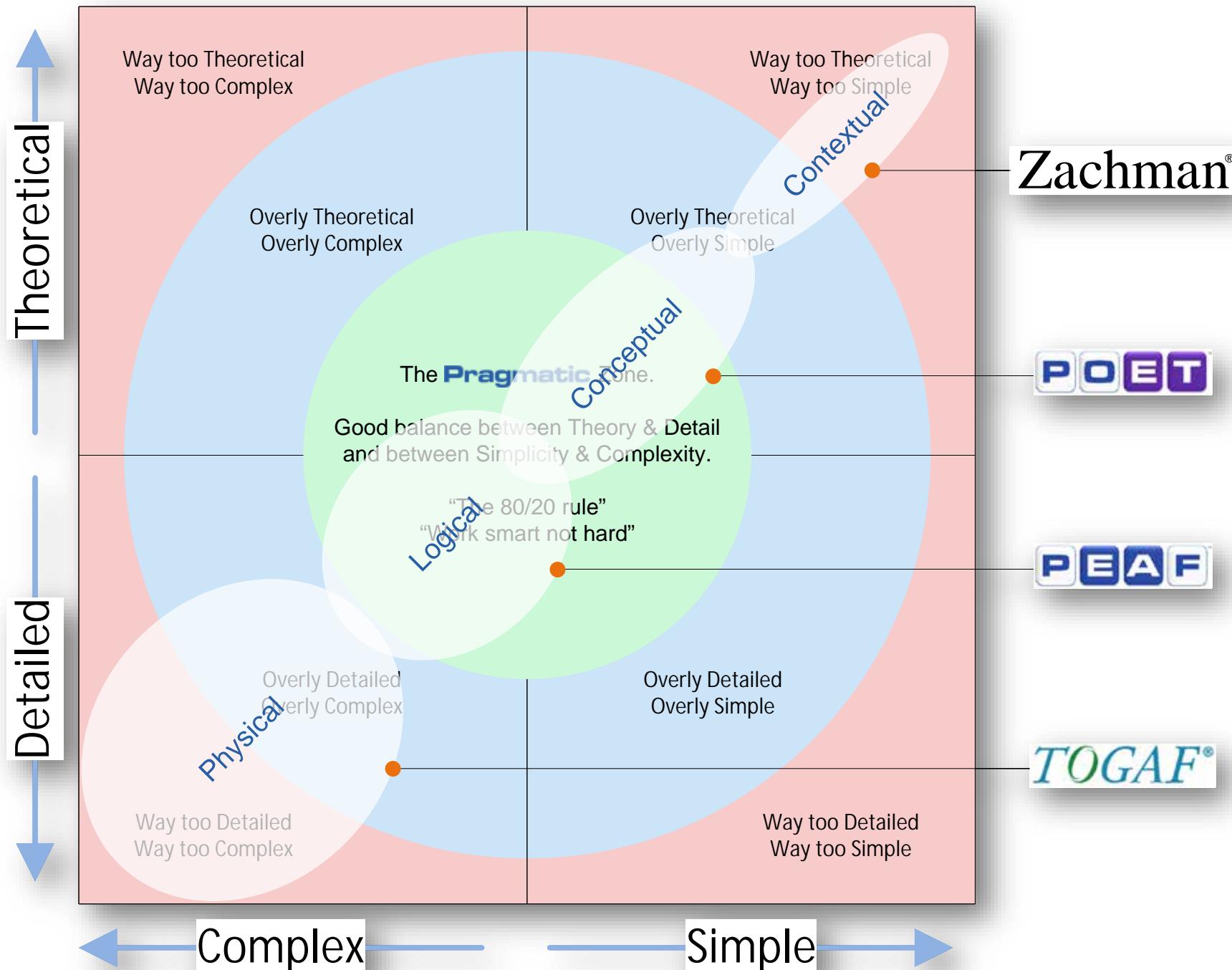
POET allows Executive Management to take a coherent and holistic view of **the whole of the Transformation part of their Enterprise**, allowing them to pragmatically increase its maturity, and thereby increasing its Effectiveness and Efficiency,

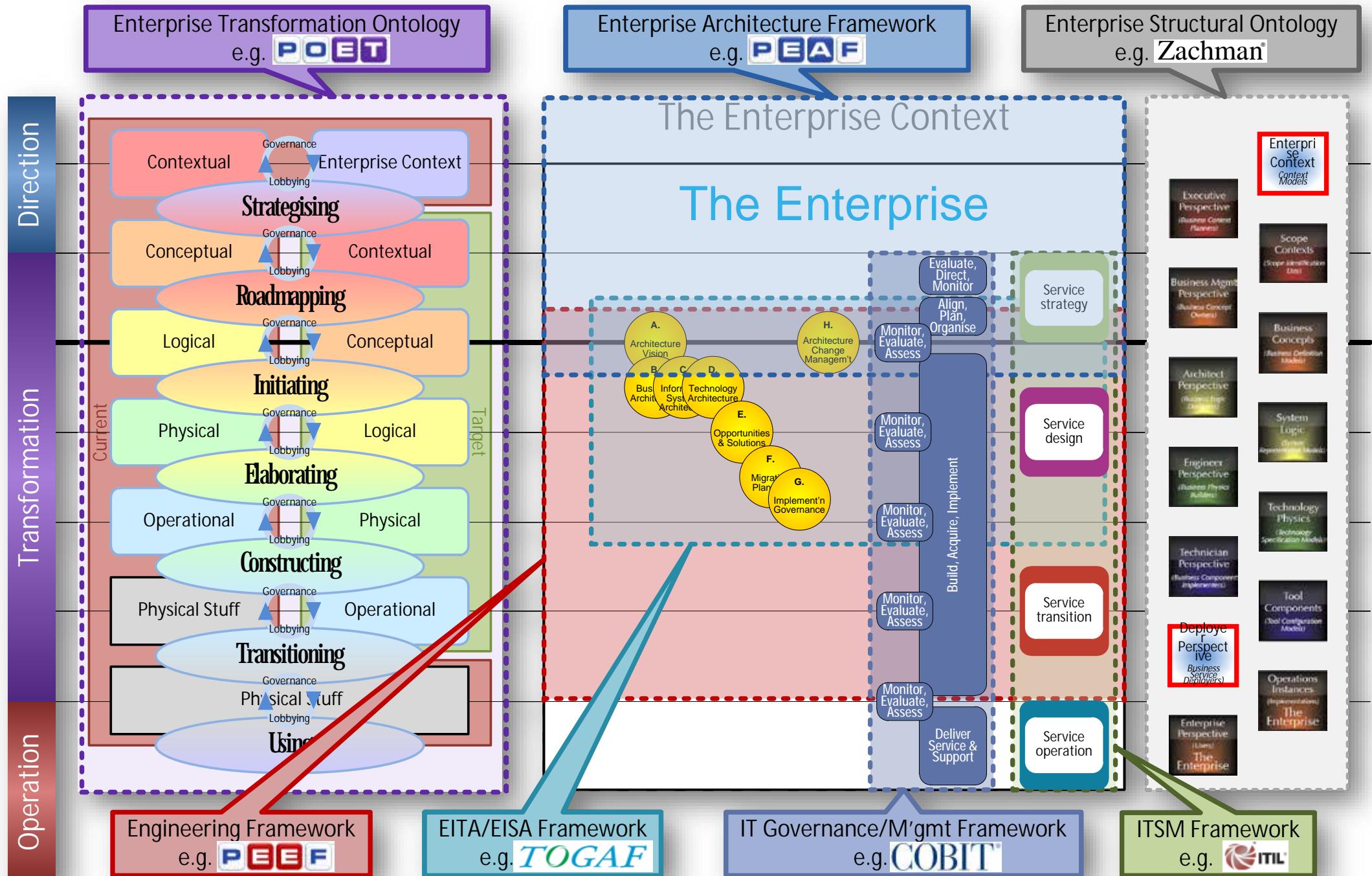
by providing a coherent and holistic framework (**Methods**, **Artefacts**, **Culture** and **Environment**) to enable informed decision making about what to change and how.

An Operating Model for Transformation.

Think Strategically.
Act Tactically.

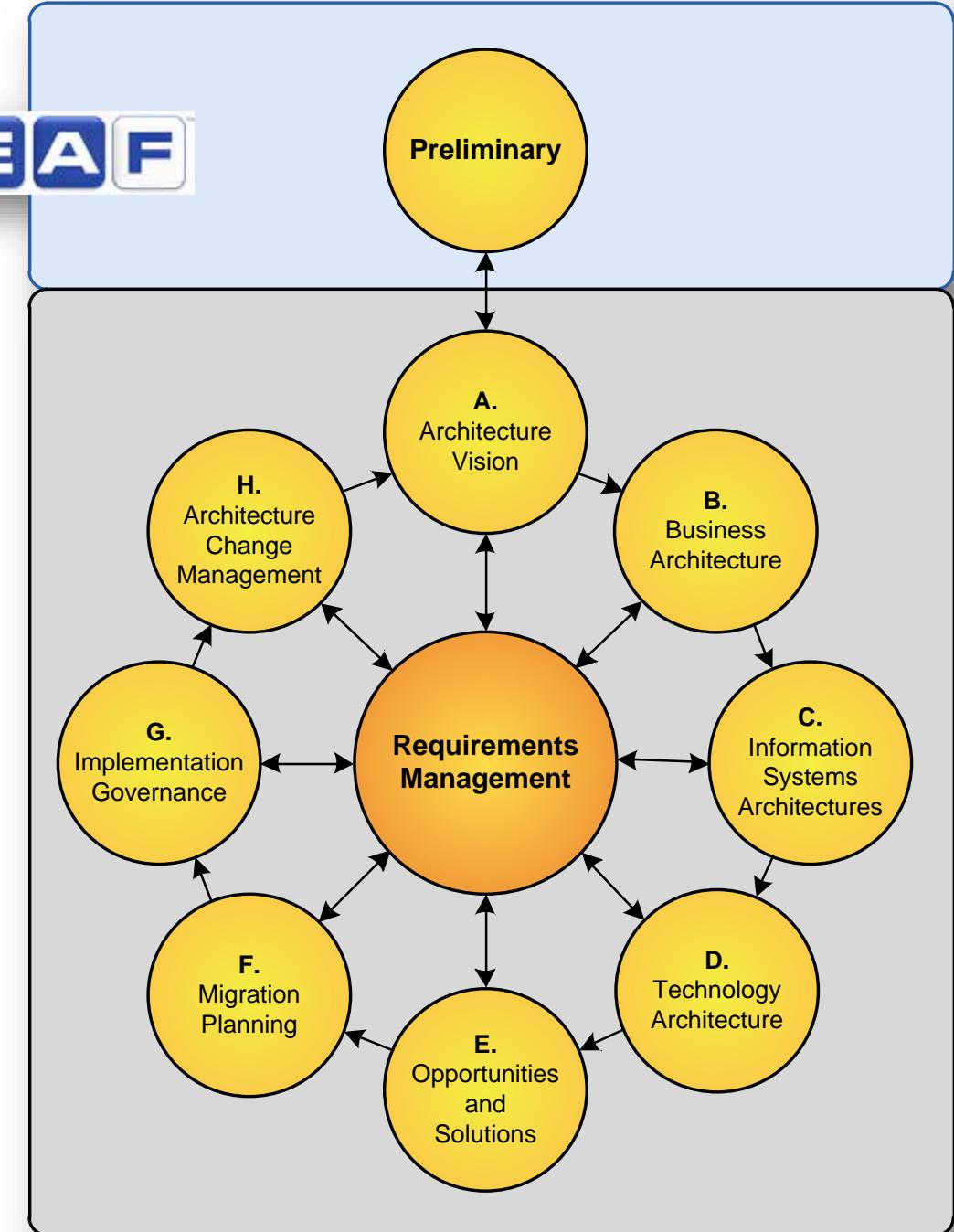


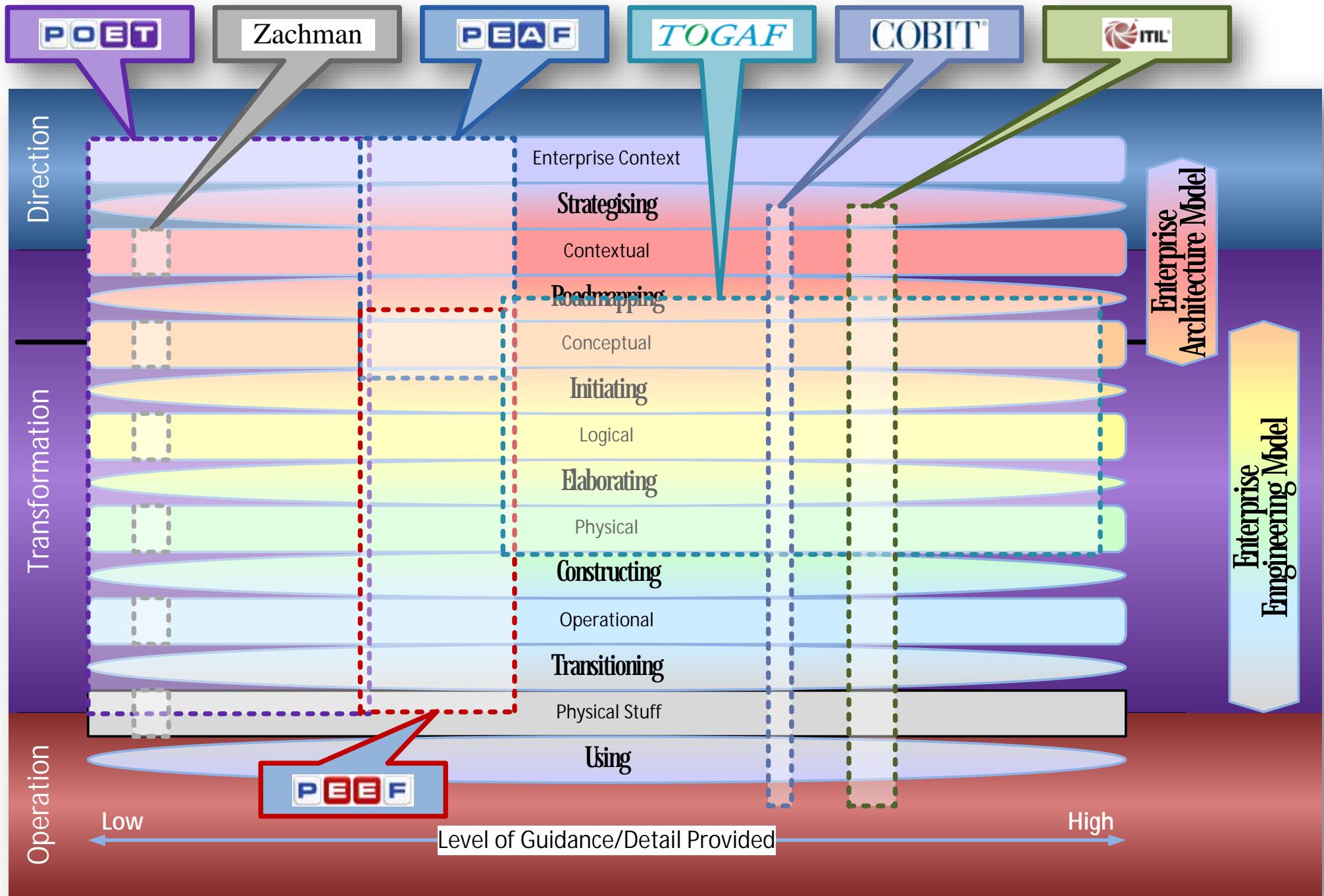




“PEAF is
an EA
bootstrap”

- Chris Forde
General Manager Asia Pacific & VP Enterprise Architecture
The Open Group





If you want to transform a complex Enterprise in a volatile environment...

You have to:

- Model (not draw) the Enterprise.
- Persist Models as Primitives.

You should also:

- Use Ontologies appropriately.
- Use Architecture & Engineering appropriately.

Plate A



Plate B

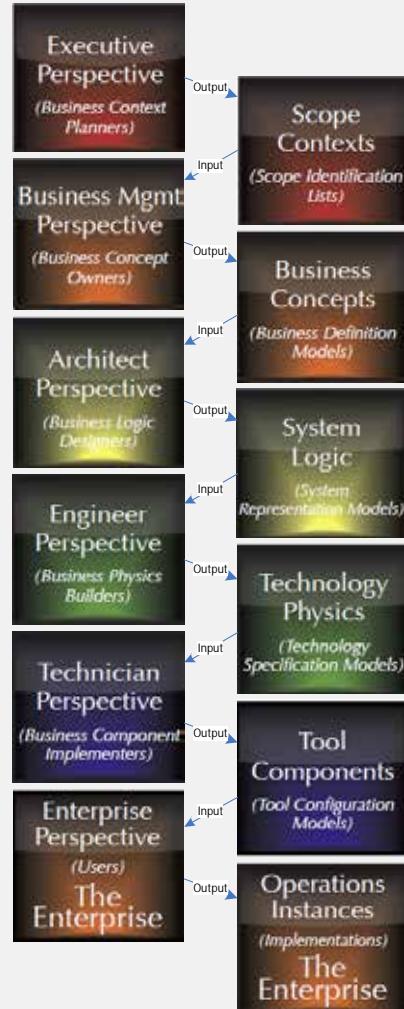


Plate C

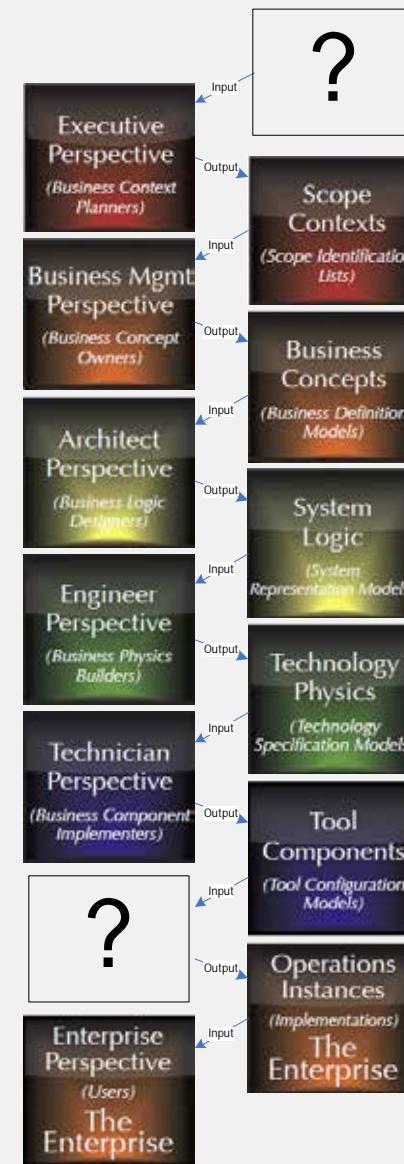
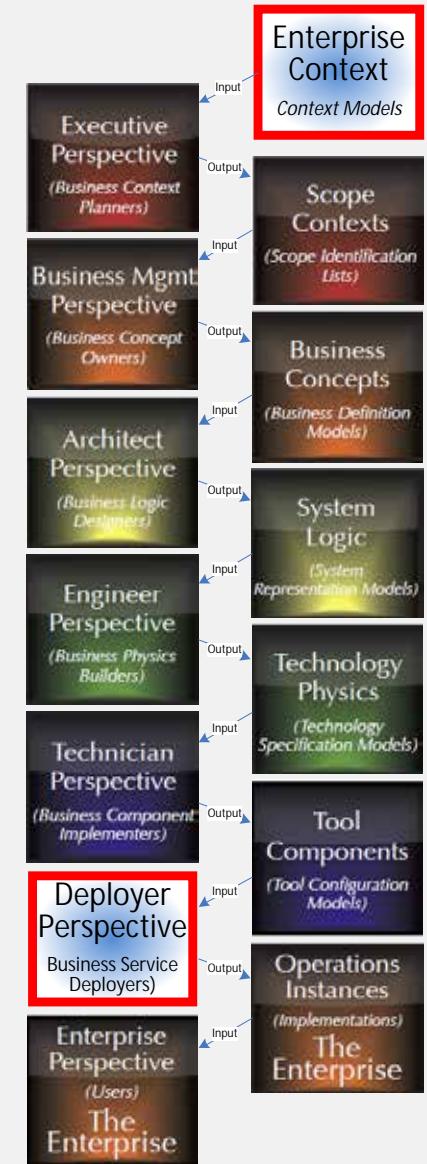
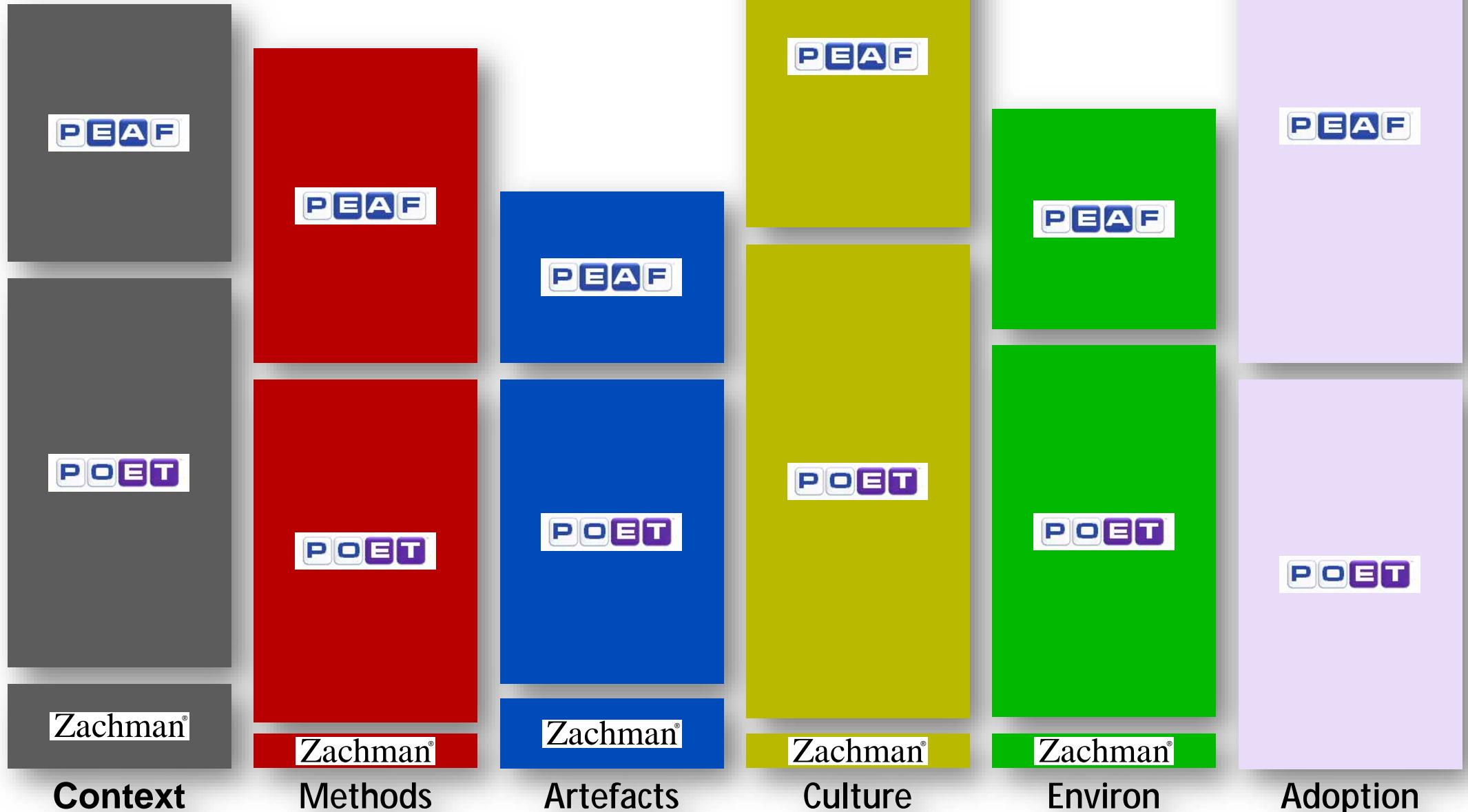
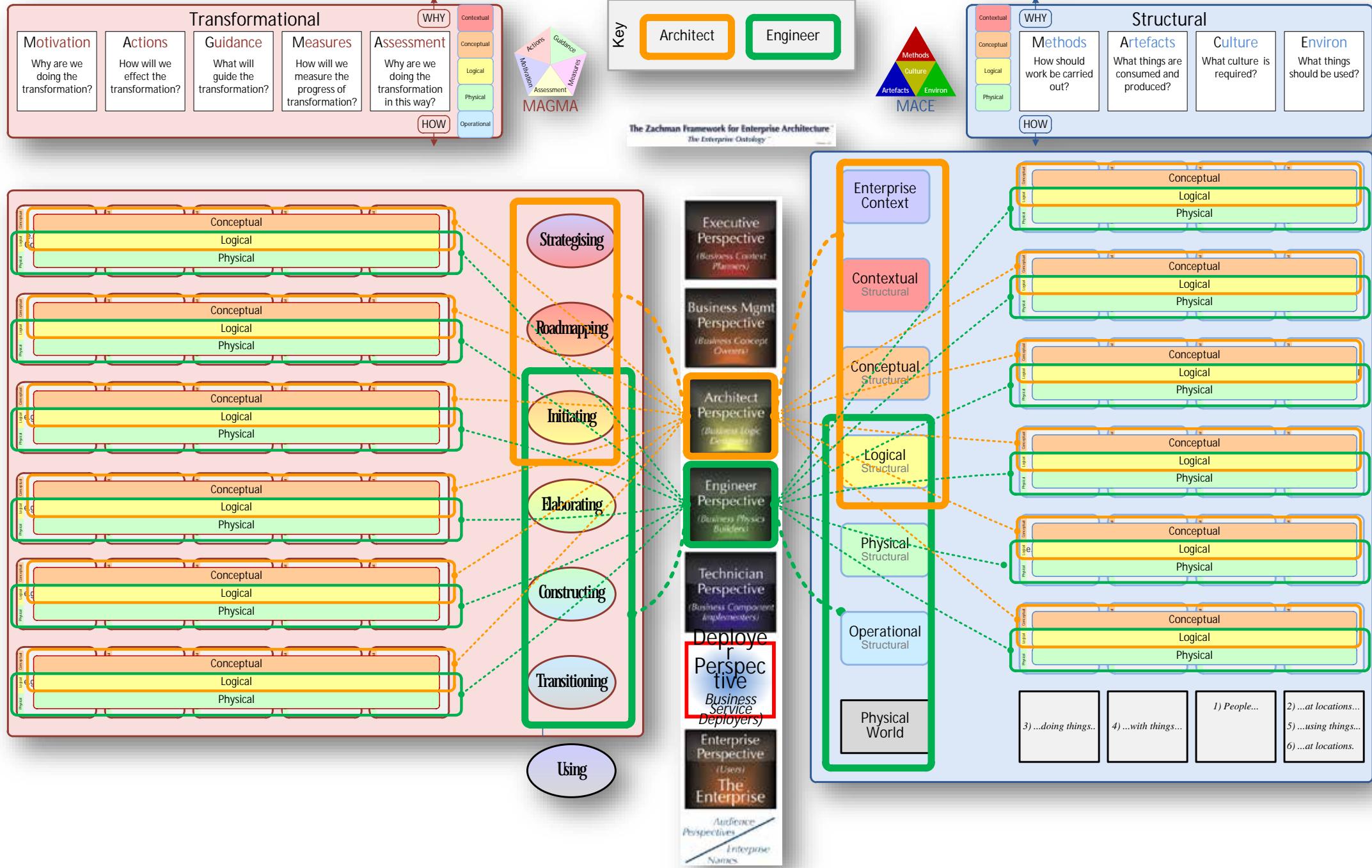
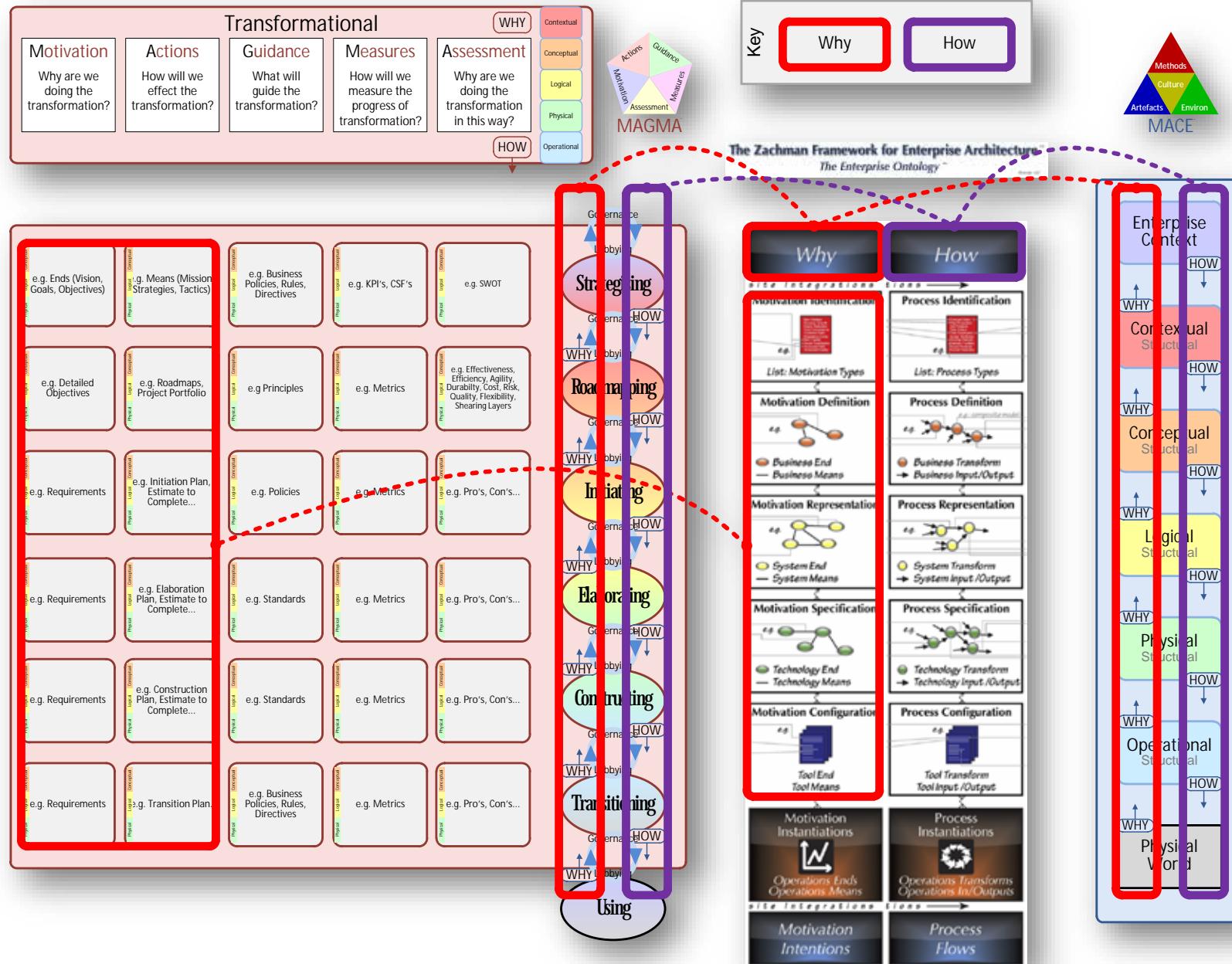


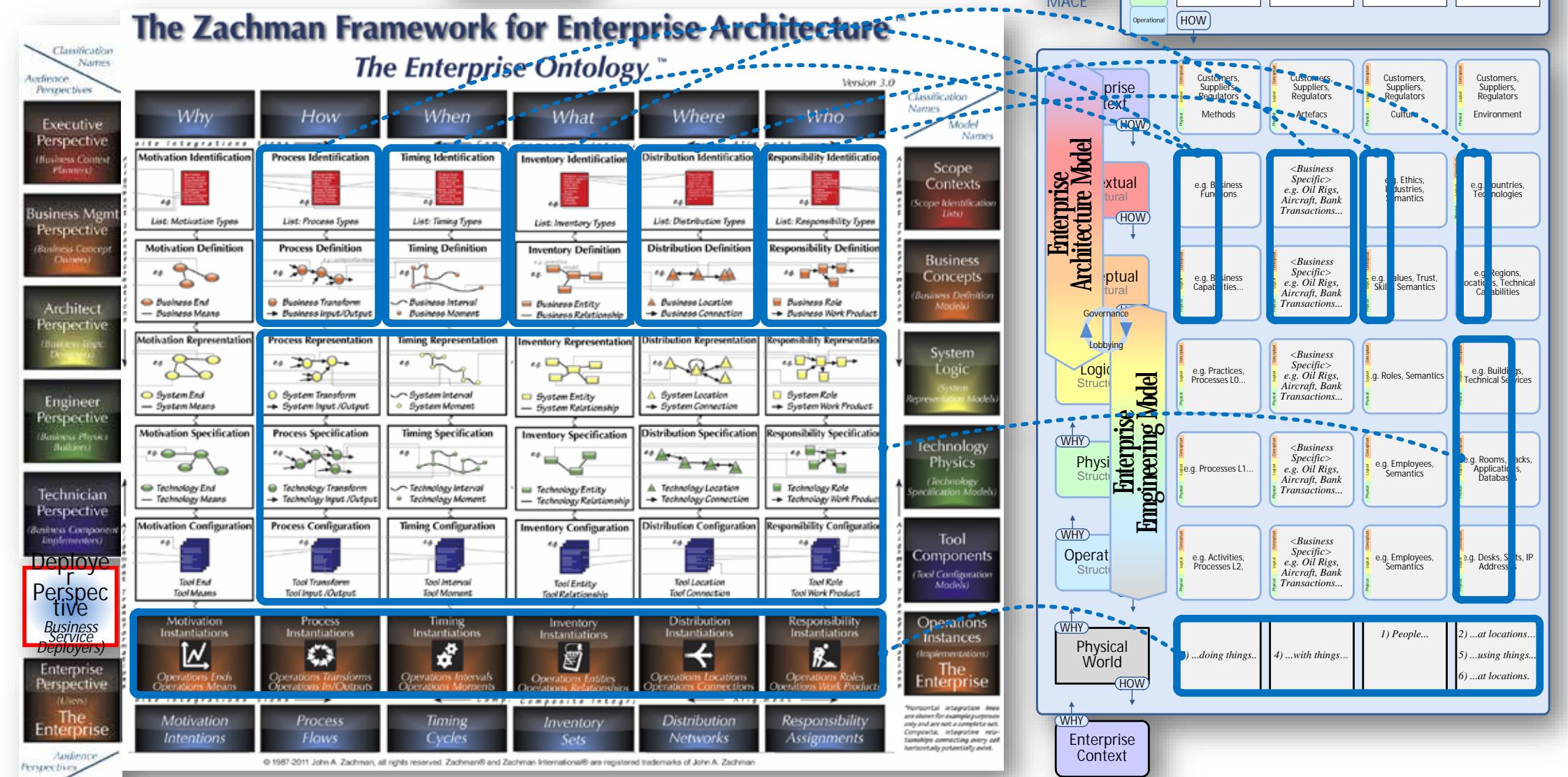
Plate D







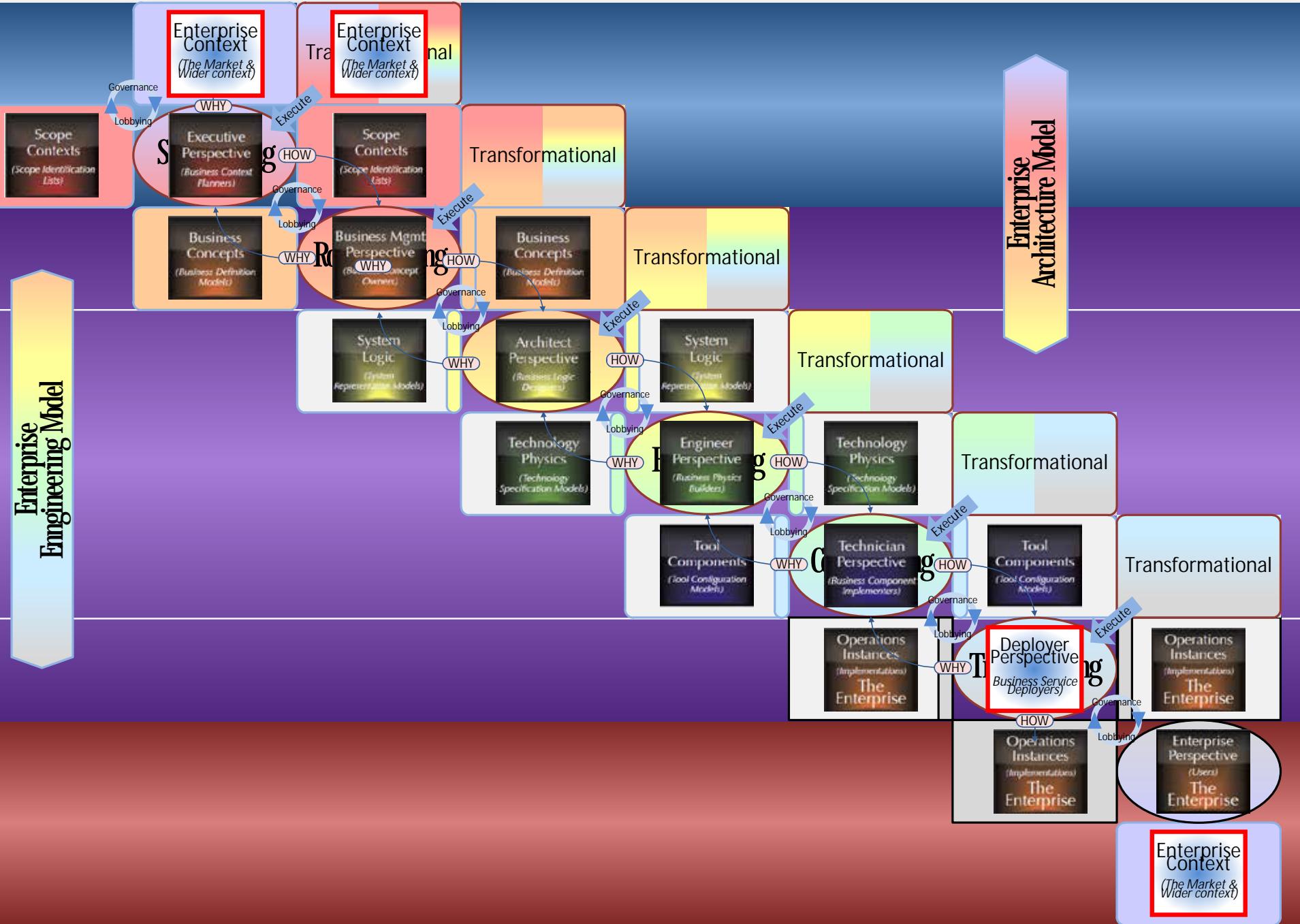




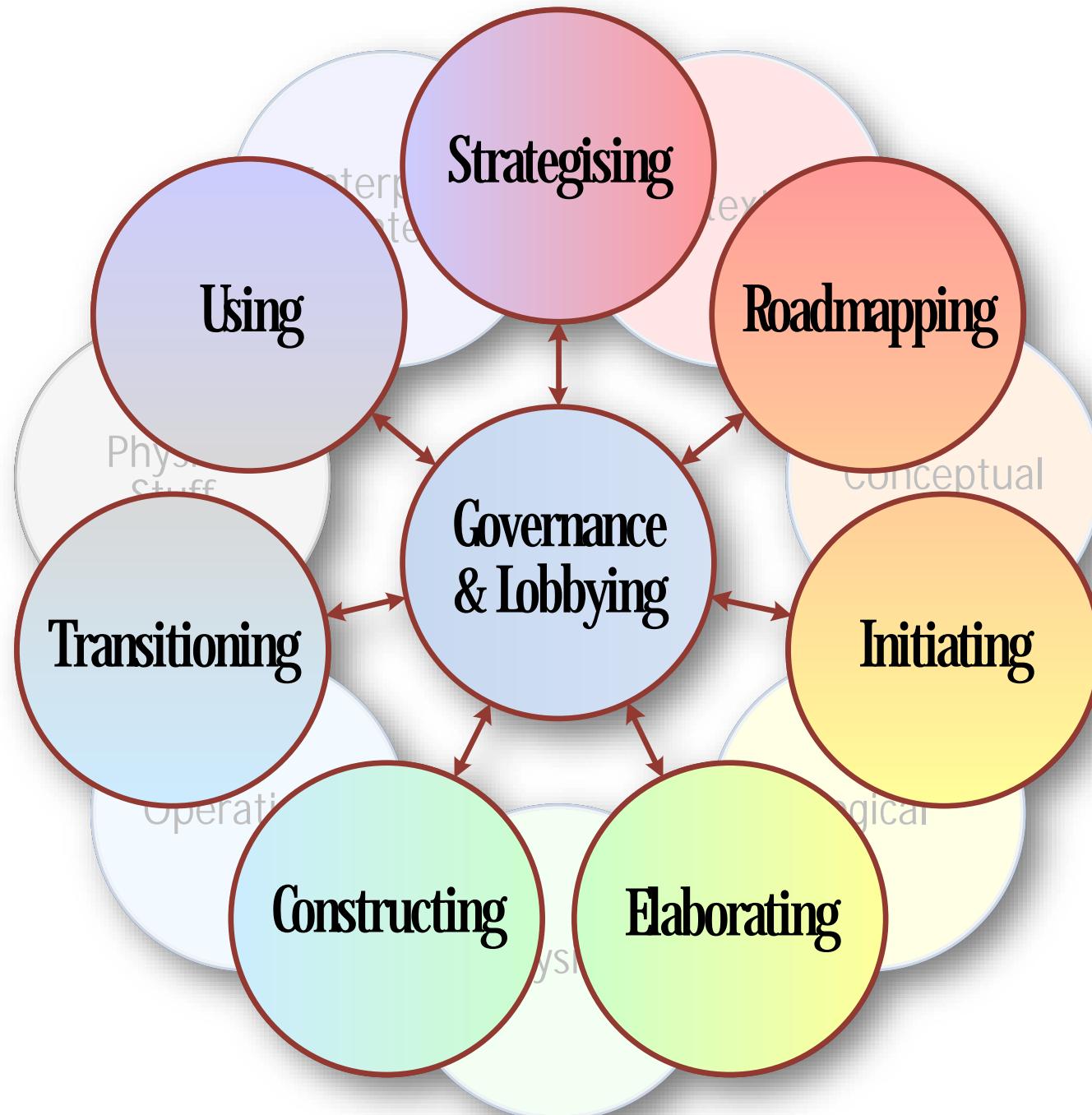
Direction

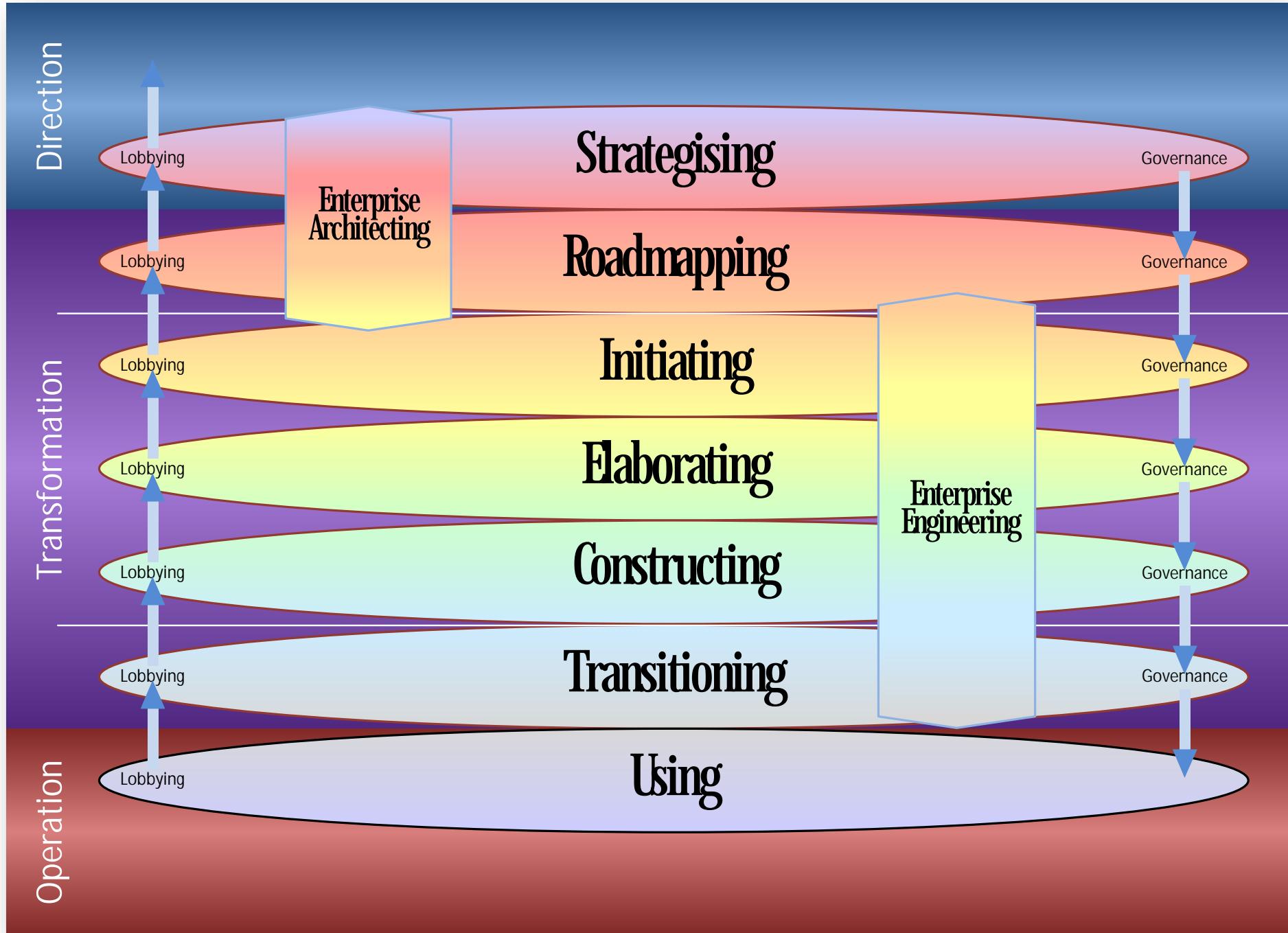
Transformation

Operation



Methods



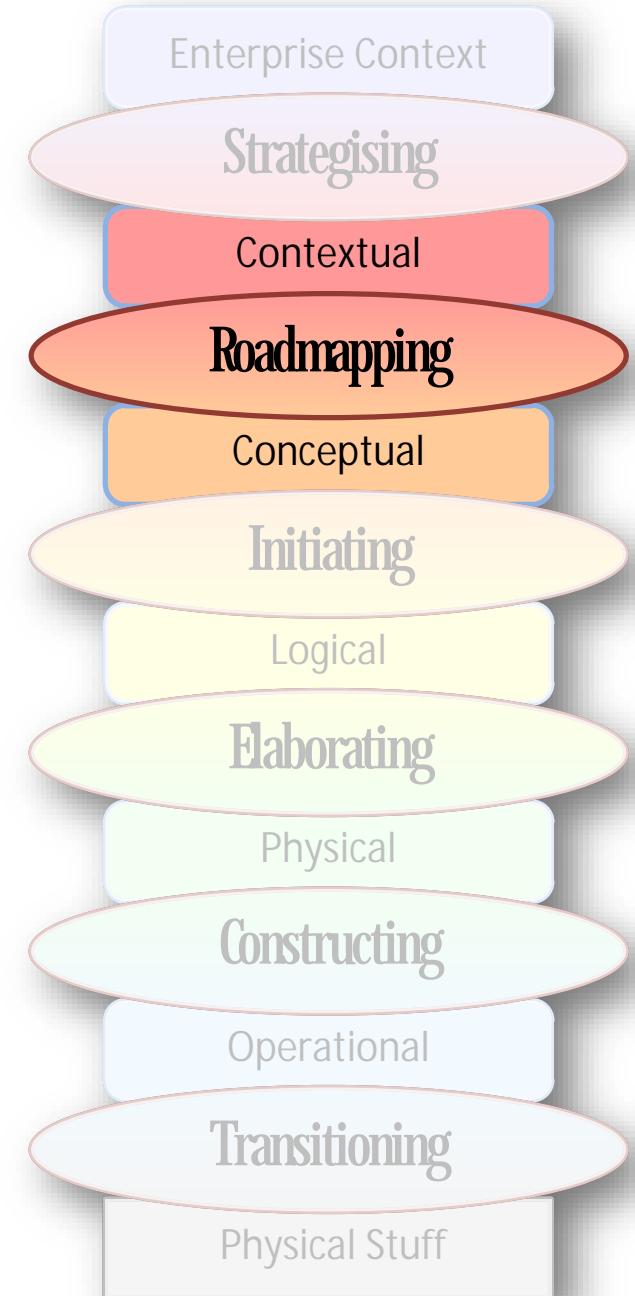




Strategising

**Sometimes called Business
Strategy or Enterprise
Strategy**

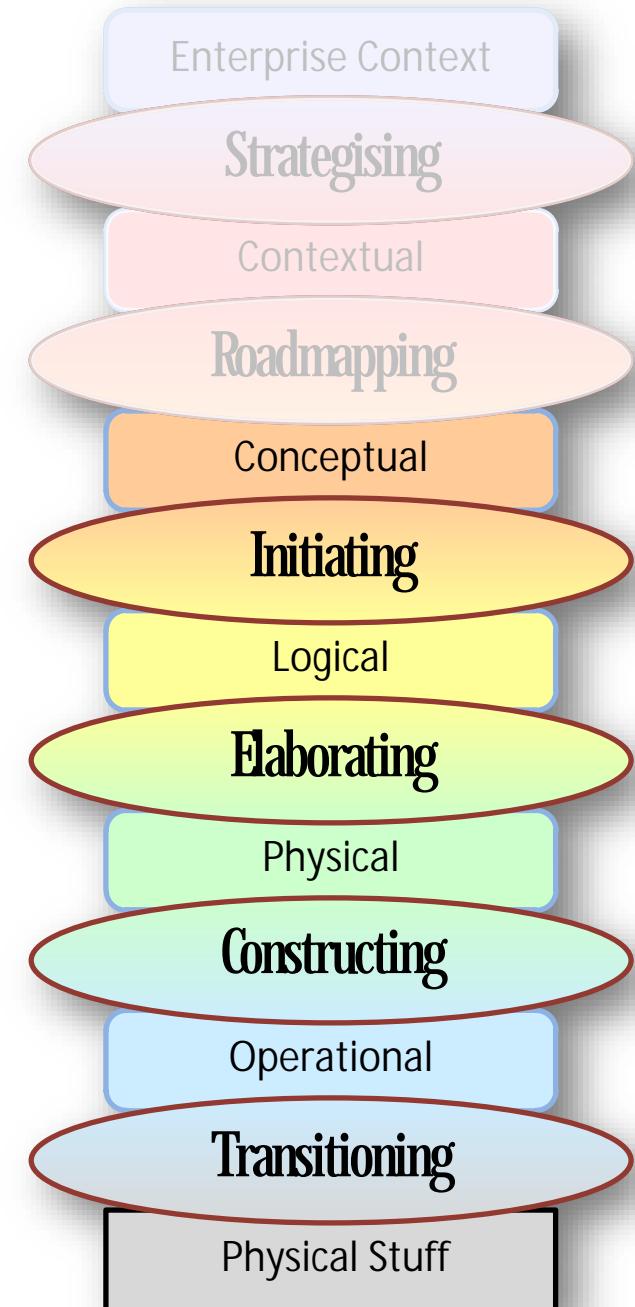
**e.g. Mission, Vision,
Strategies, Tactics, Goals
and Objectives**



Roadmapping

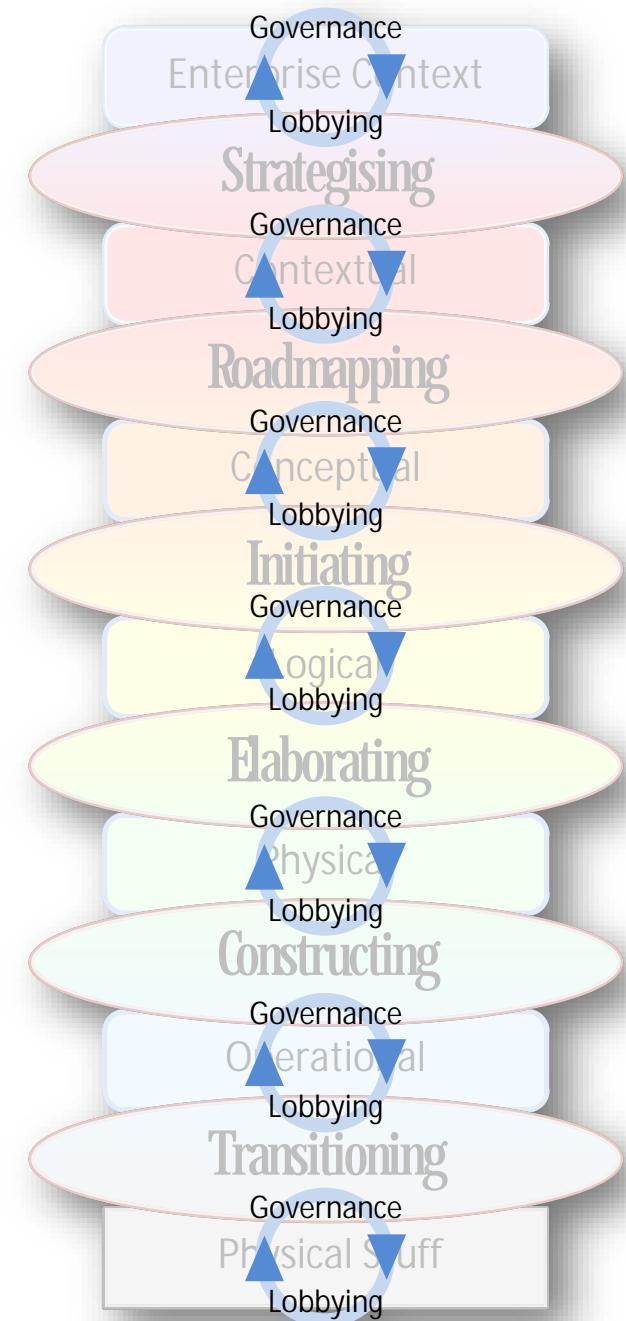
Sometimes called Annual Business Planning or Transition Planning

Creates a portfolio of projects and roadmaps to be initiated over the coming year(s)



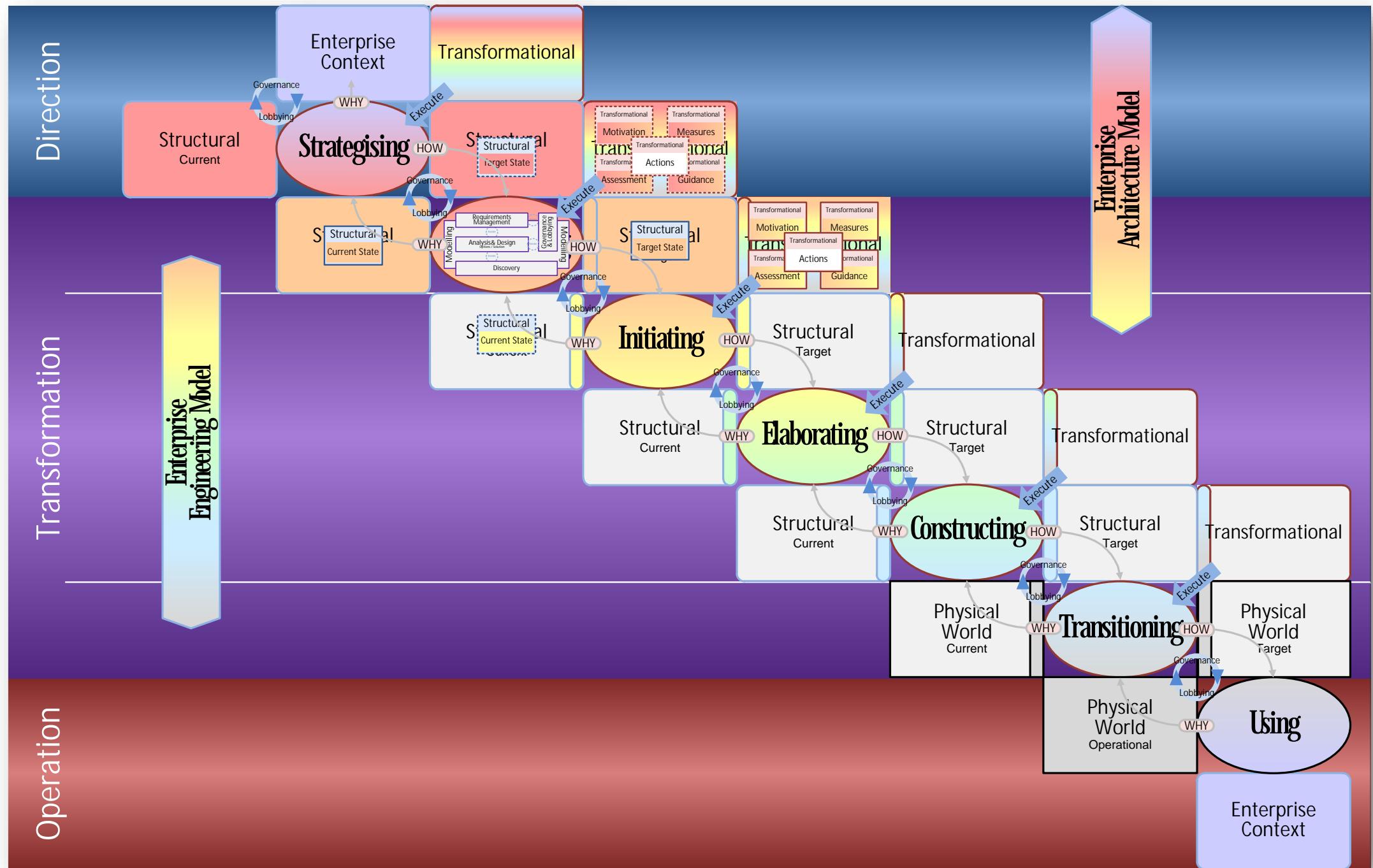
Project Execution

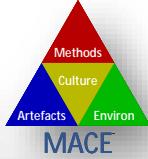
All the work that happens when the project portfolio executes which finally results in the deployment of changes to the Methods, Artefacts, Culture and Environment of the Enterprise.



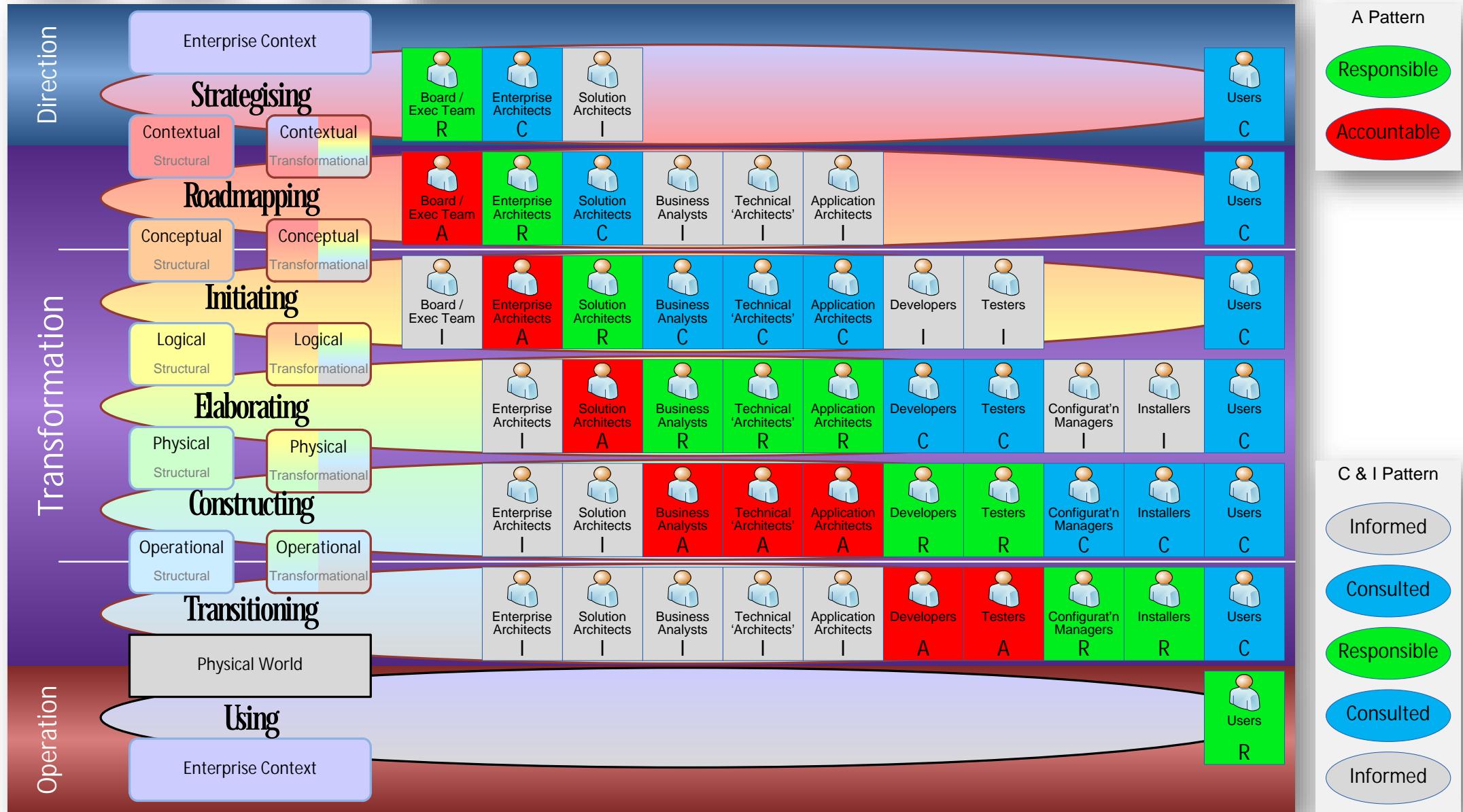
Governance & Lobbying

The work that happens
between the phases,
ensuring compliance looking
down (**Governance**) and
raising issues and problems
looking up (**Lobbying**)





| | | | | | | | | | | |
|-------------------|-----------------------|---------------------|-------------------|------------------------|------------------------|------------|---------|-----------------------|------------|-------|
| Board / Exec Team | Enterprise Architects | Solution Architects | Business Analysts | Technical 'Architects' | Application Architects | Developers | Testers | Configurat'n Managers | Installers | Users |
|-------------------|-----------------------|---------------------|-------------------|------------------------|------------------------|------------|---------|-----------------------|------------|-------|



A Pattern

Responsible

Accountable

C & I Pattern

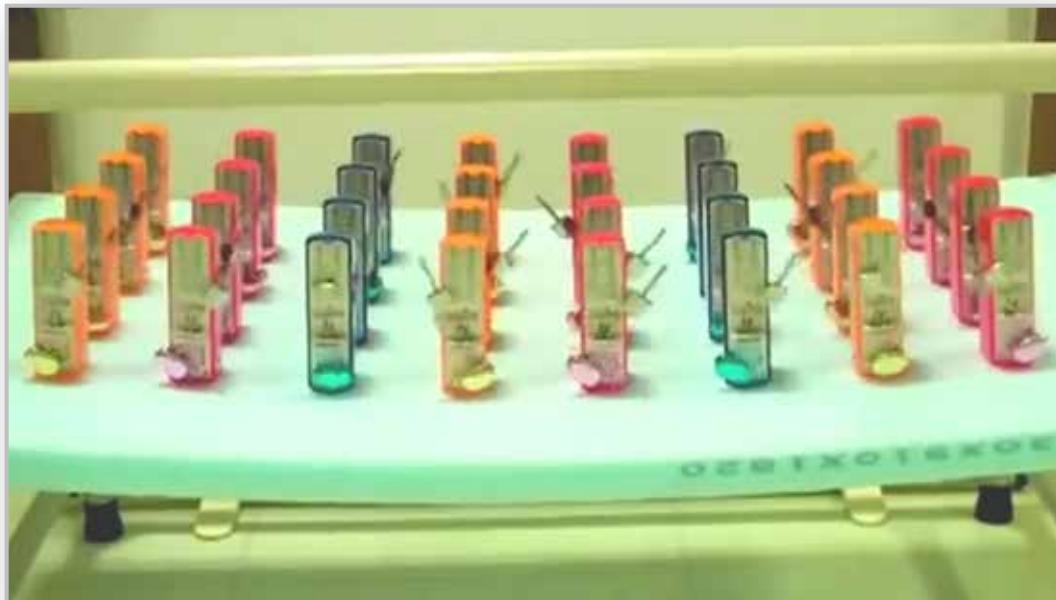
Informed

Consulted

Responsible

Consulted

Informed



メトロノーム同期 (64個)
Synchronization of 64 metronomes

2013年9月21日, 池口研究室にて撮影
Recorded by Ikeguchi Laboratory, on September 21, 2013.

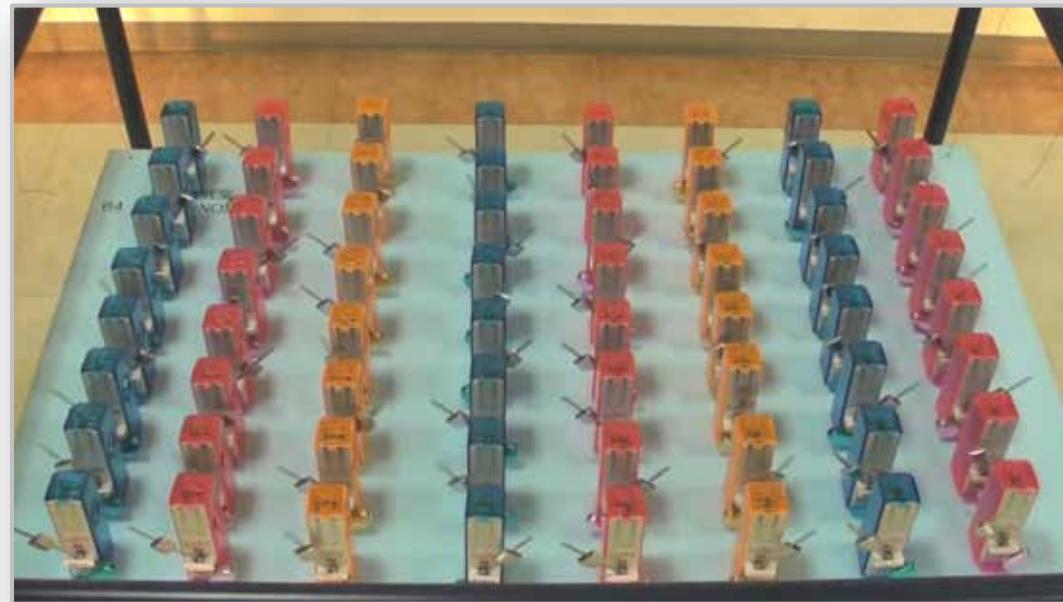
www.youtube.com/watch?v=4ti3d3ls5Zg



メトロノーム同期 (32個)
Synchronization of thirty two metronomes

2012年09月14日, 池口研究室前廊下にて撮影
Filmed at Ikeguchi Laboratory, on September 14, 2012.

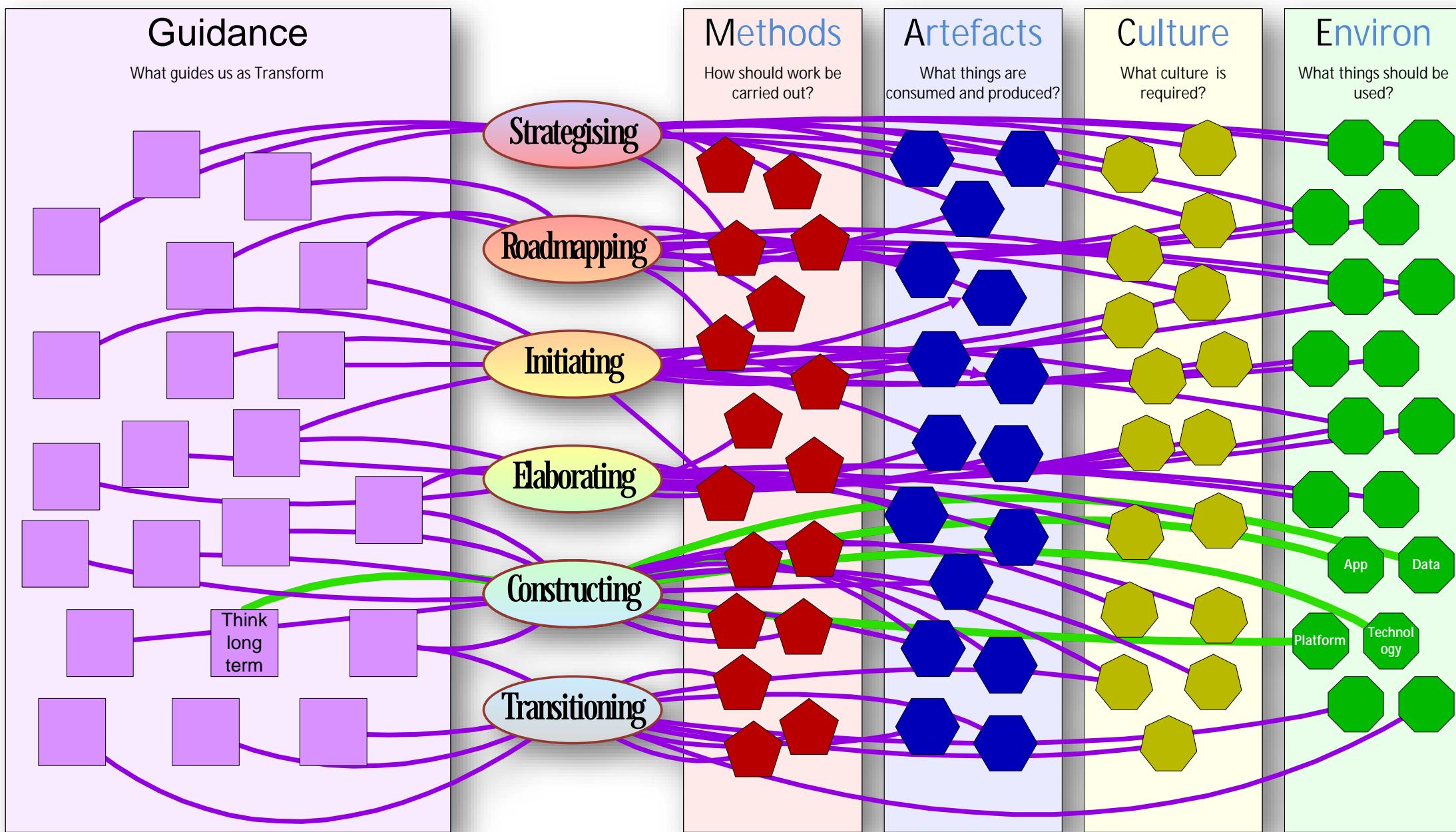
www.youtube.com/watch?v=JWToUATLGzs



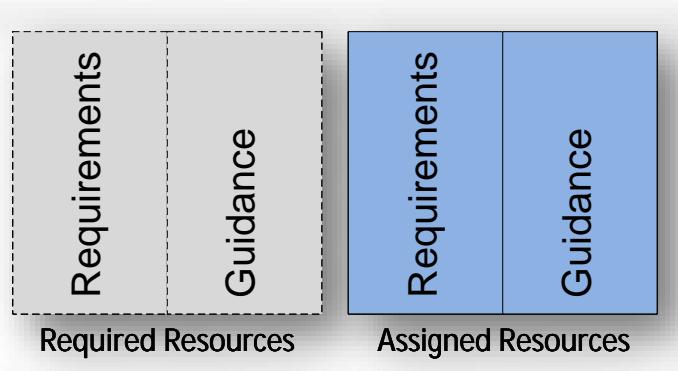


“Do I write a cheap and nasty solution in order to move forward now? Or do I take more time to solve the problem properly and risk delivering less business value in the short term but possibly better business value in the long term?”

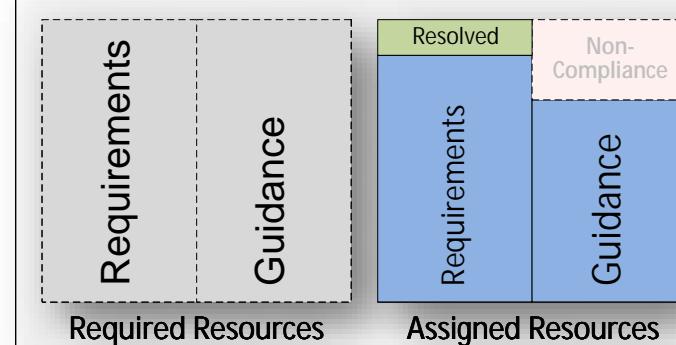
- Ward Cunningham



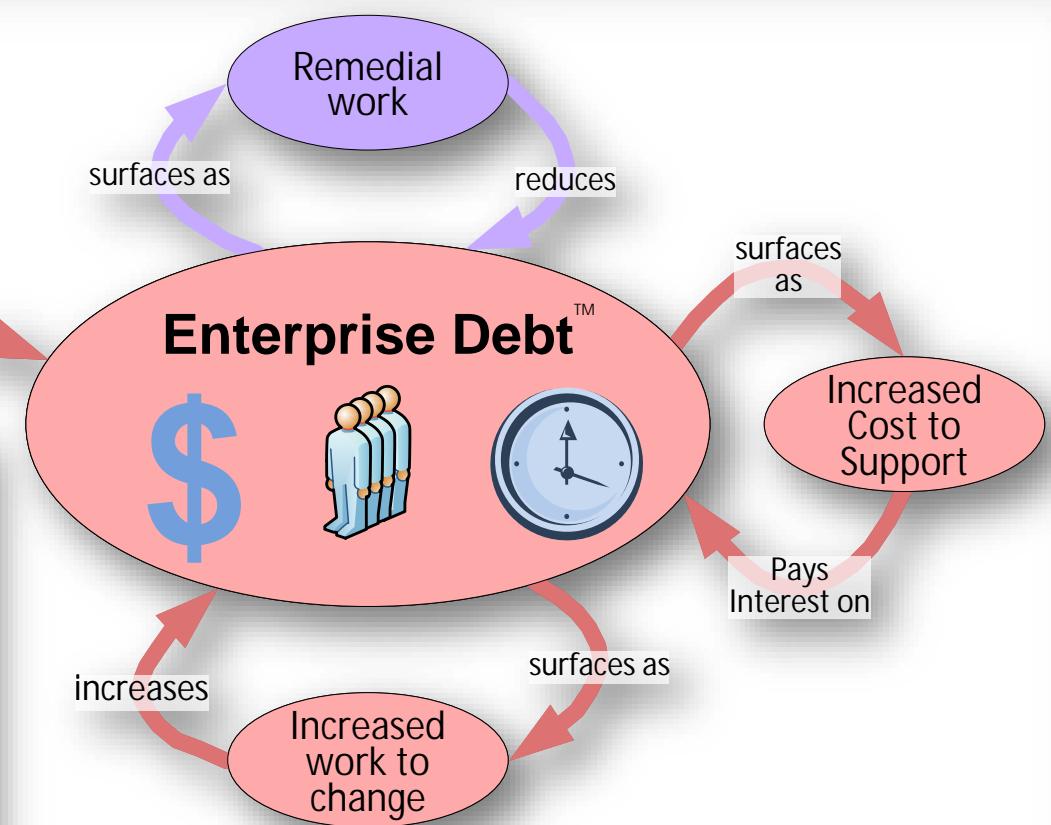
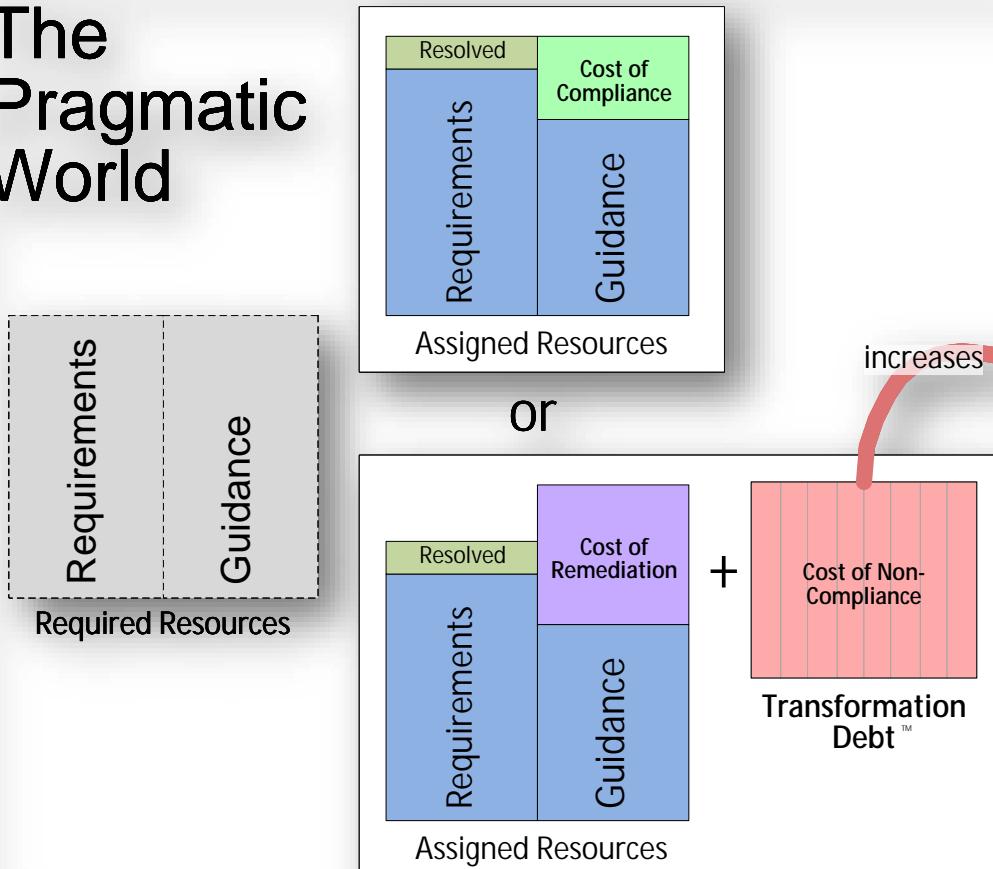
The Perfect World



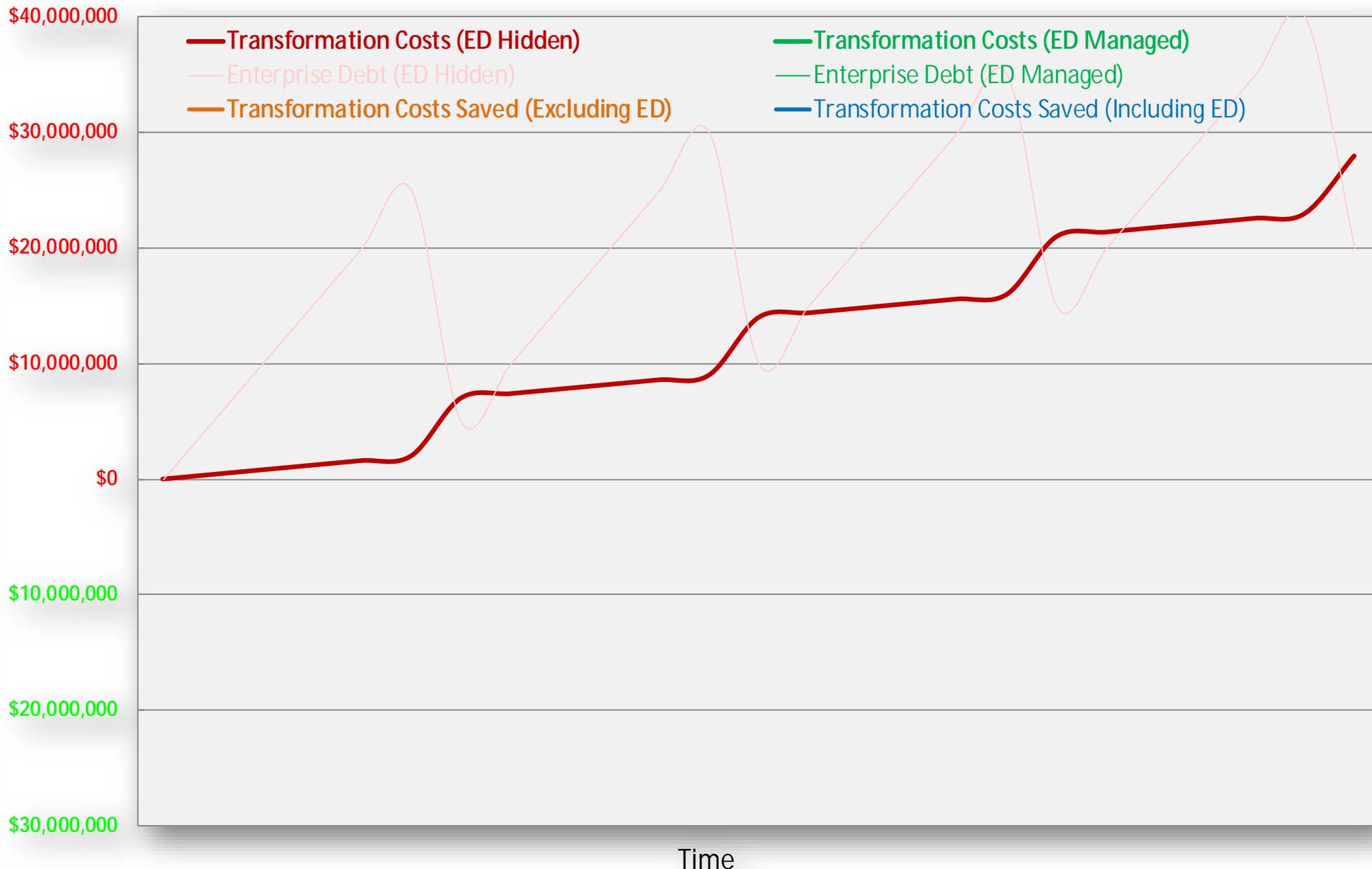
The Real World



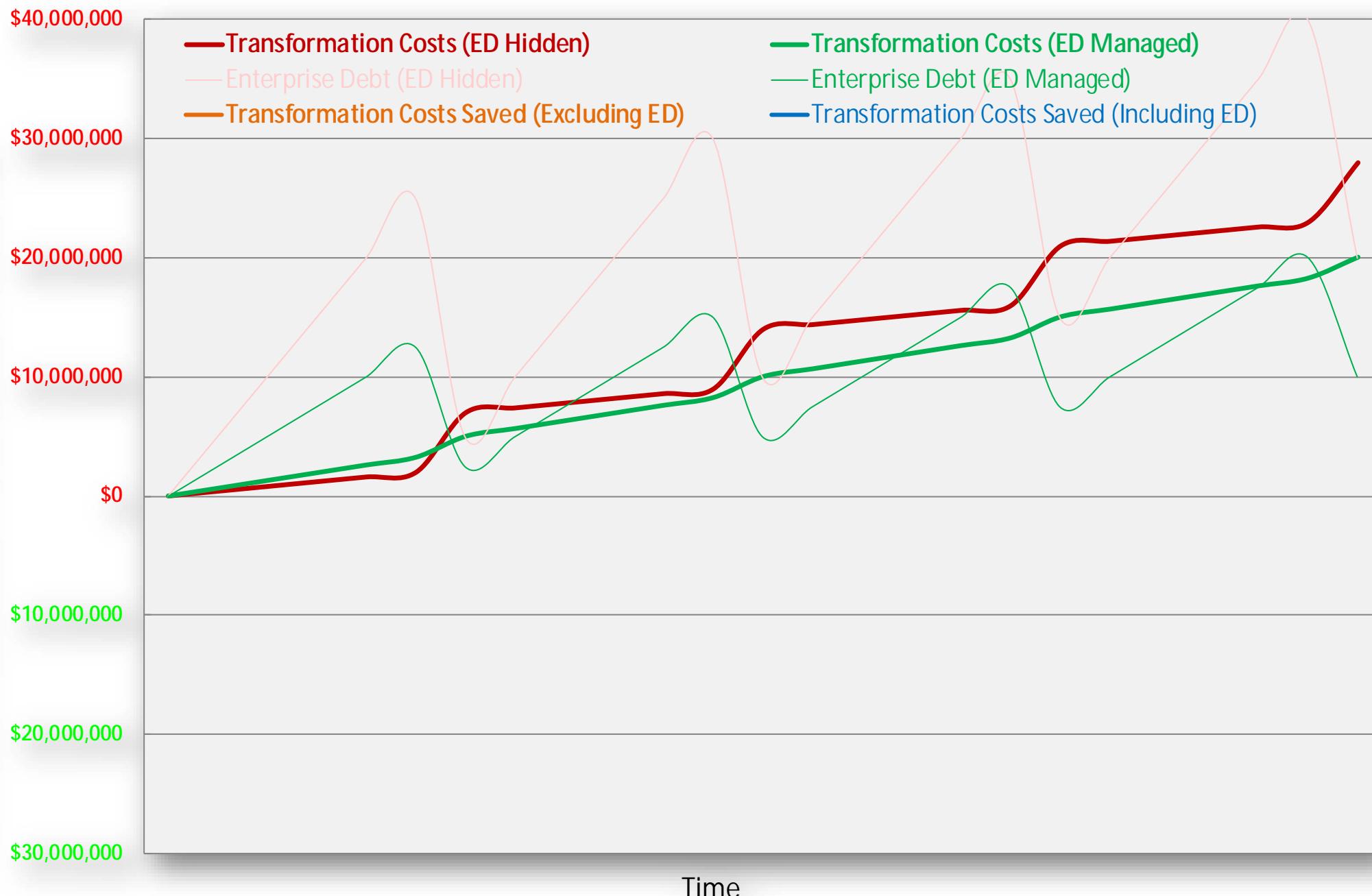
The Pragmatic World



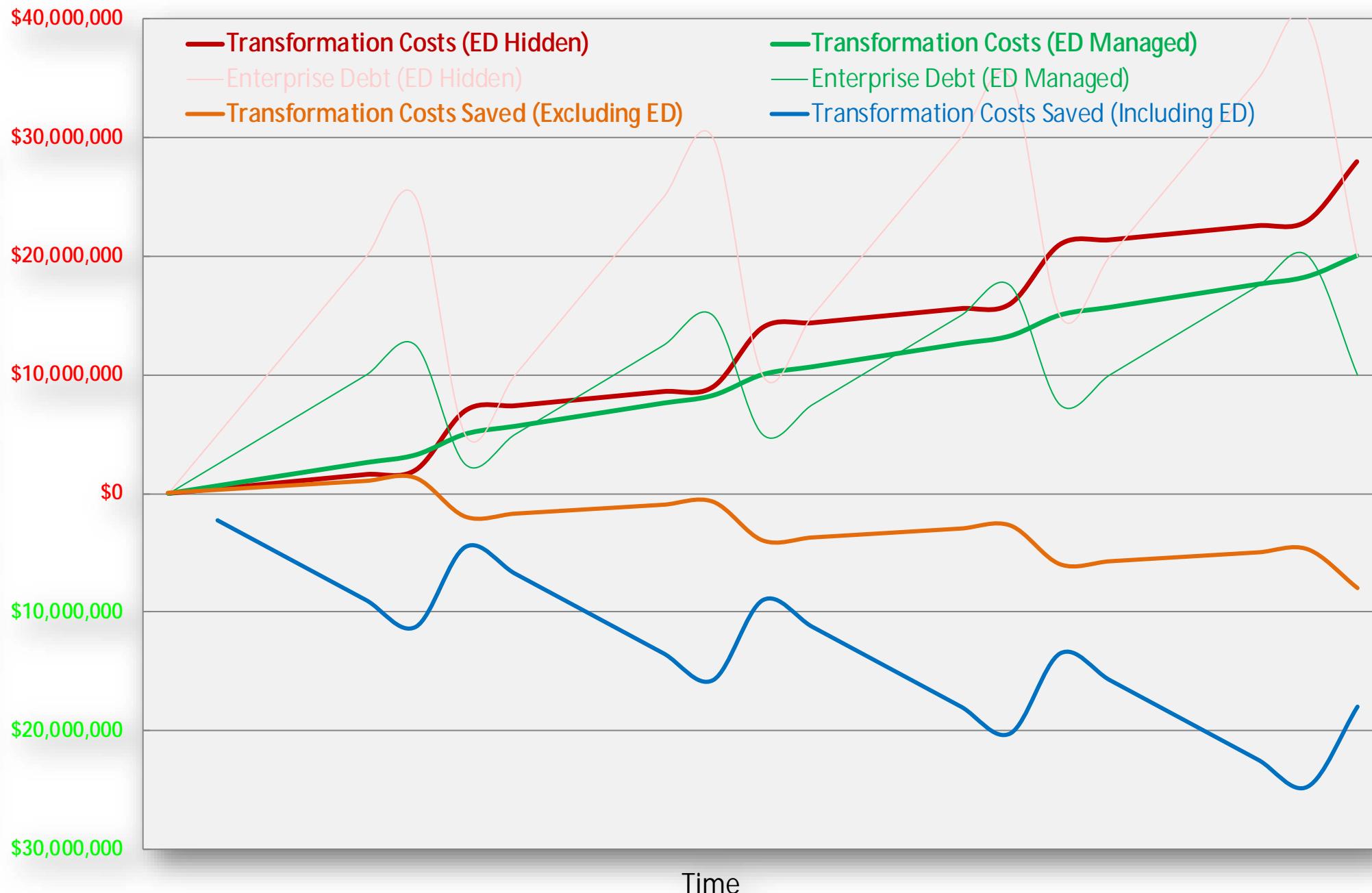
Cumulative Amount of Transformation Costs, Enterprise Debt and Savings



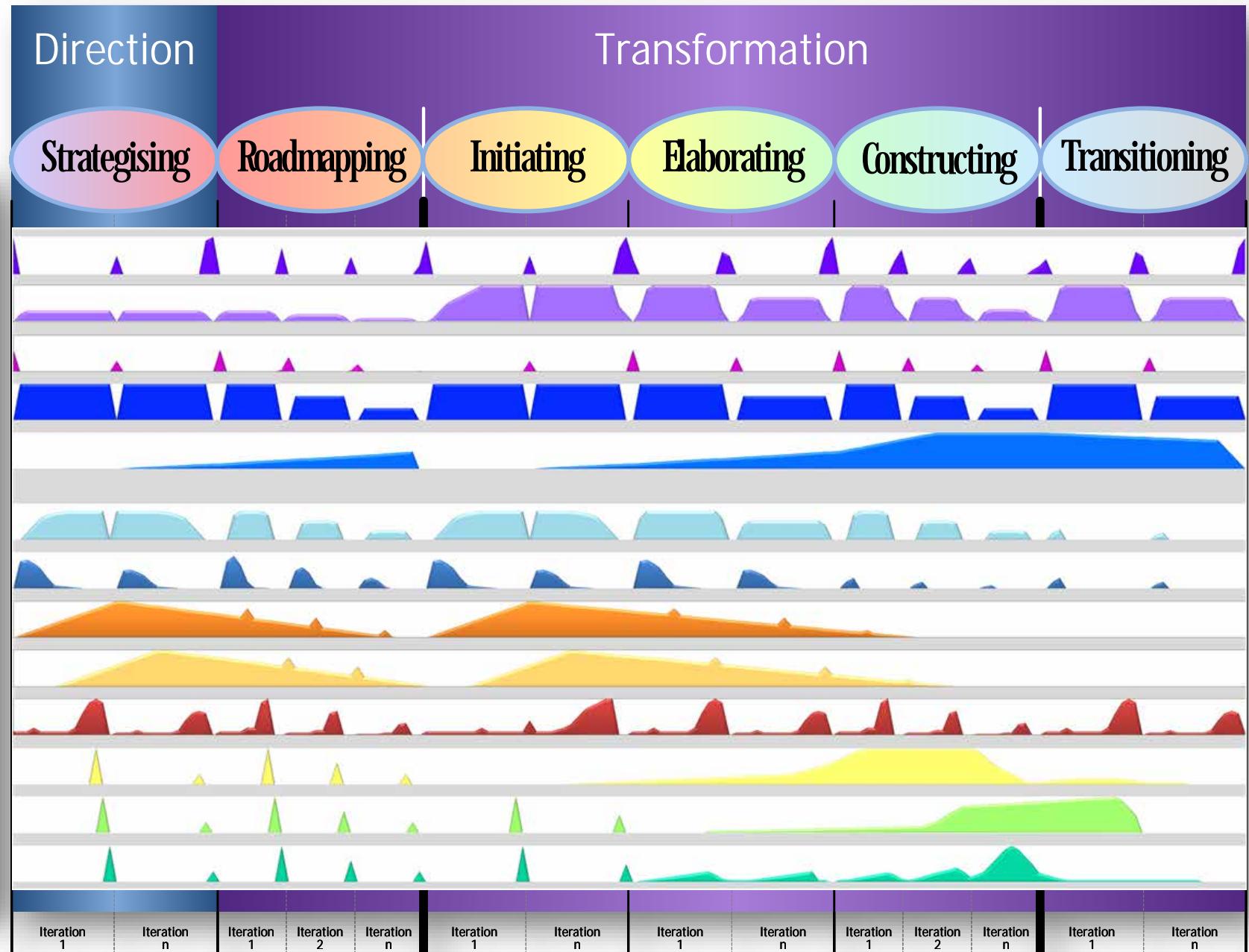
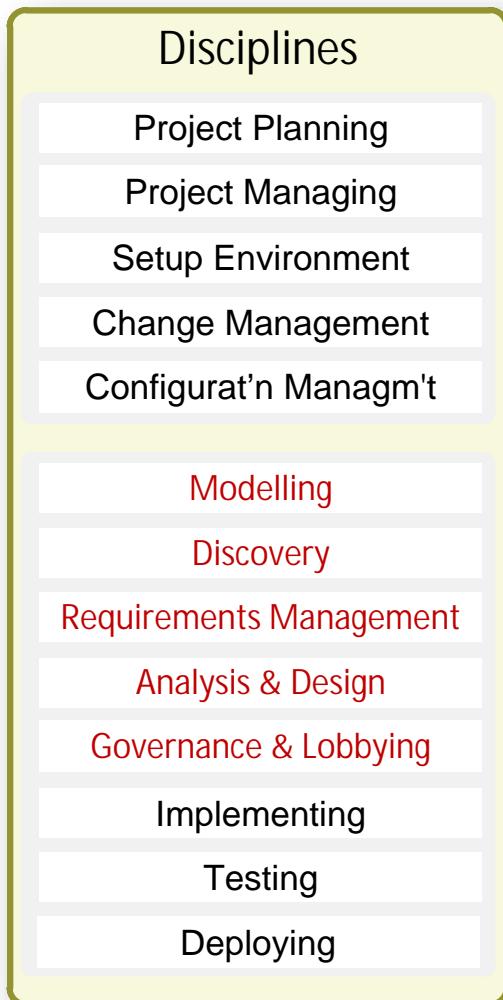
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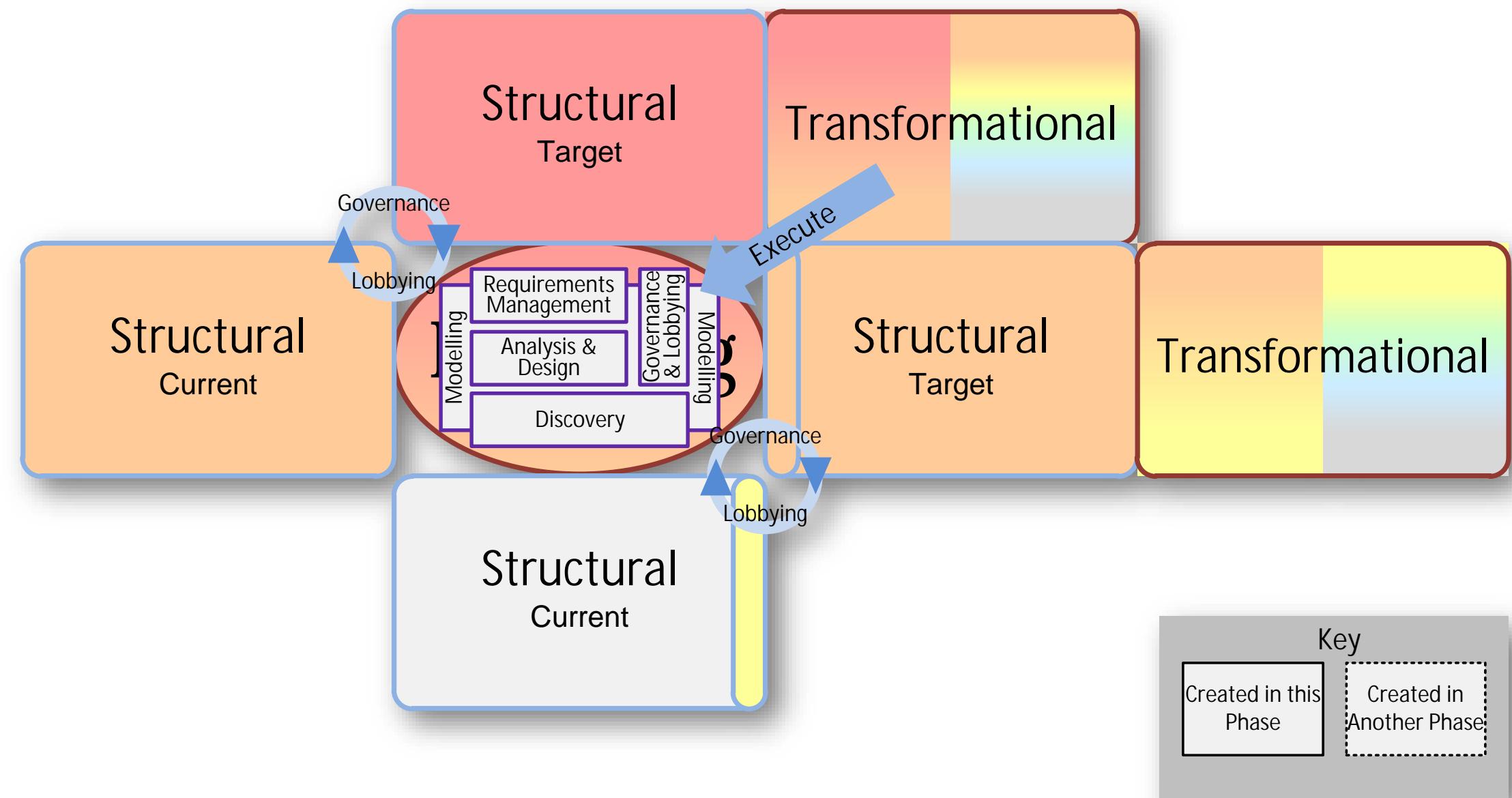


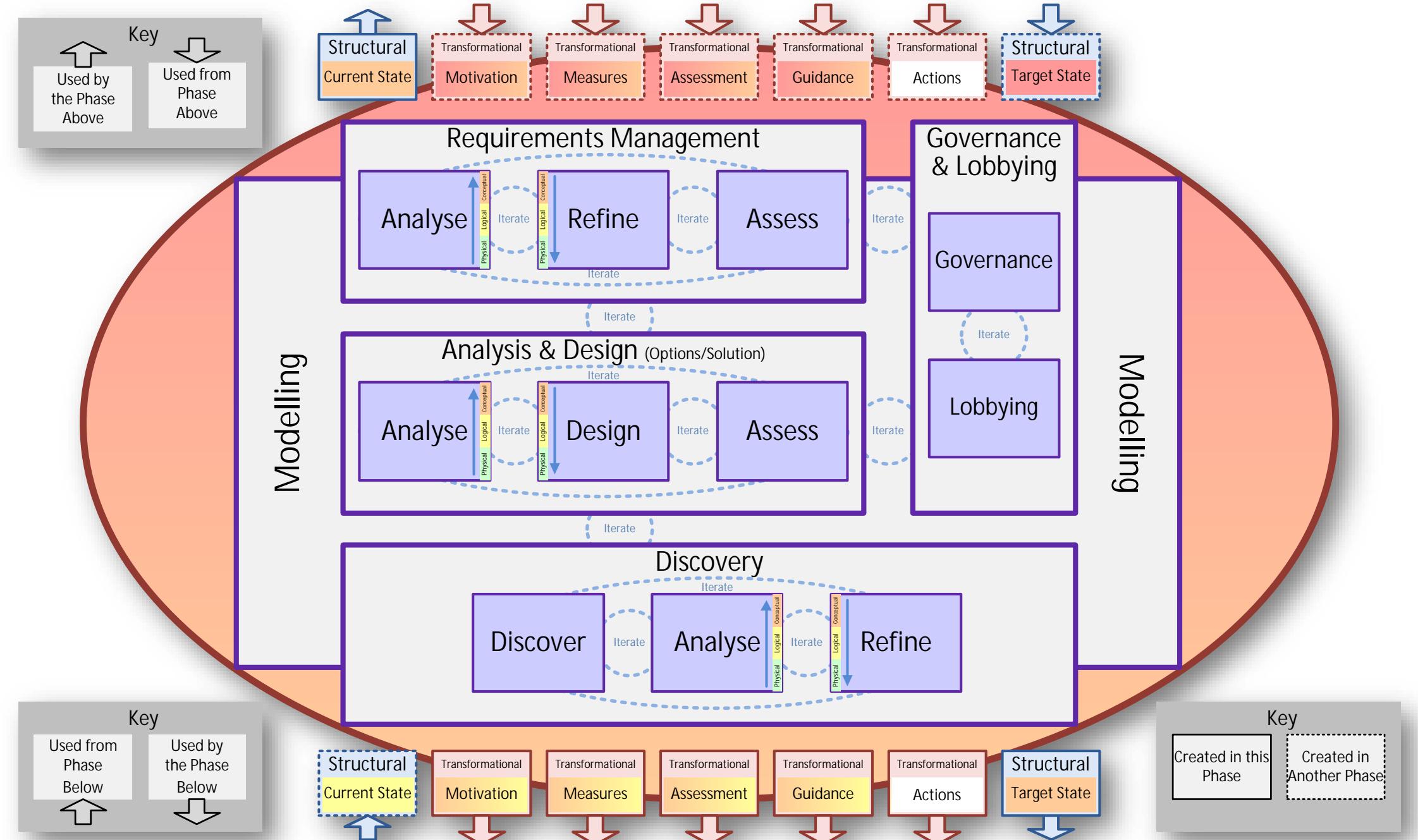
Cumulative Amount of Transformation Costs, Enterprise Debt and Savings

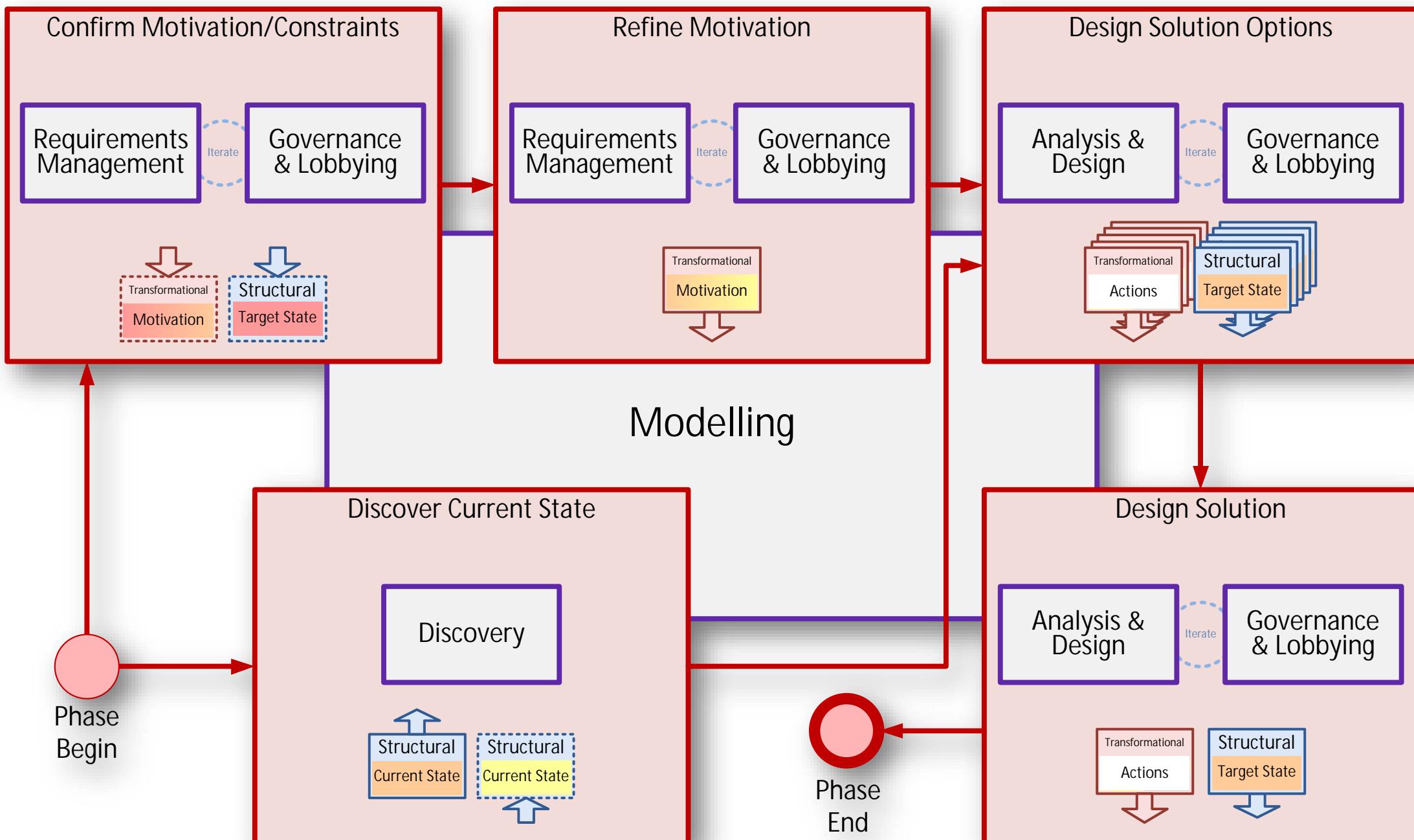


| | Enterprise Debt™ - Hidden | Enterprise Debt™ - Managed |
|--------------------------------------|--|-------------------------------|
| Total Spent on Transformation | £28M | £20M |
| Current level of Enterprise Debt™ | £20M | £10M |
| TOTAL | £48M | £30M |
| Amount Saved | £18M Which equates to a 38% saving on your Enterprise Transformation Bill | |

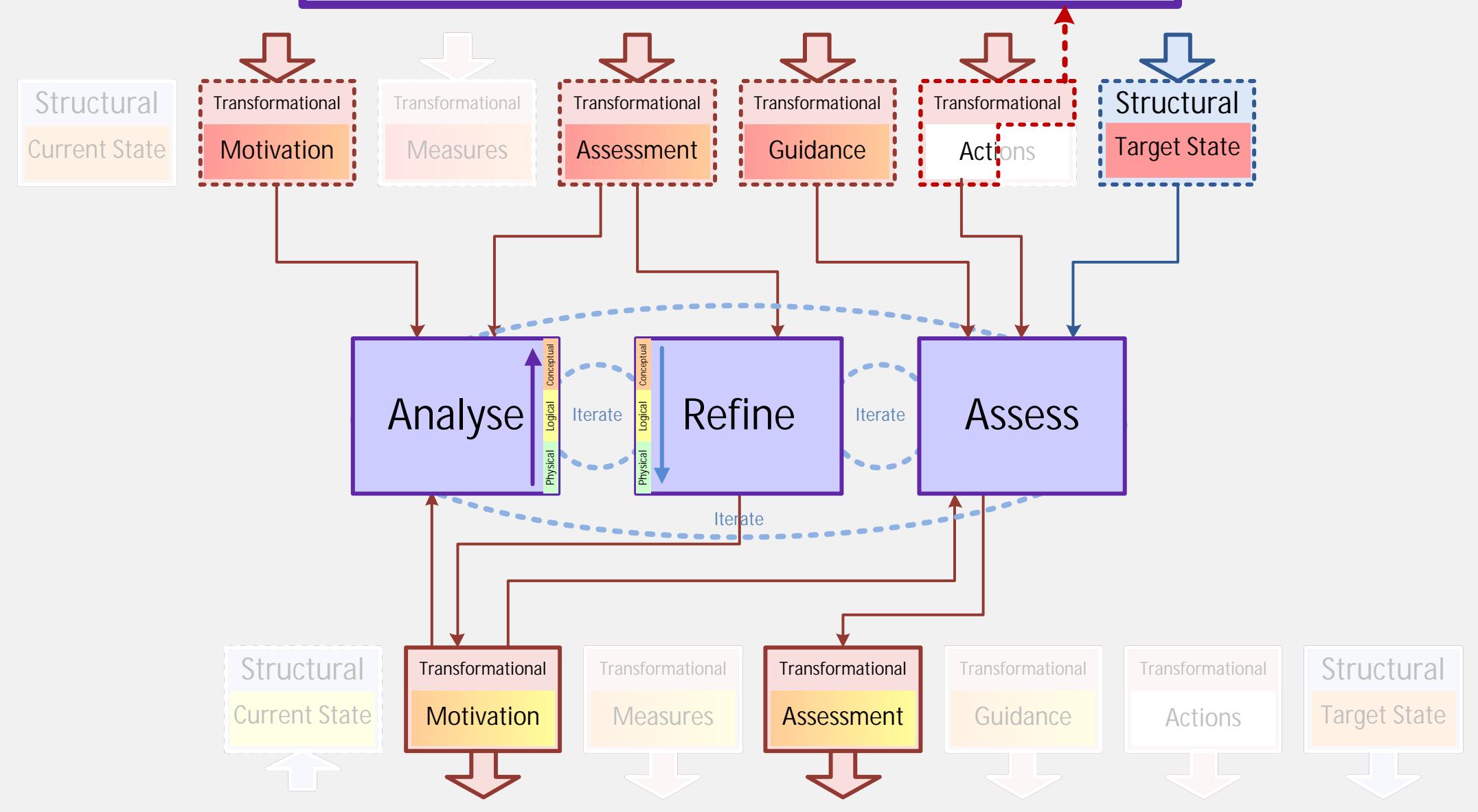




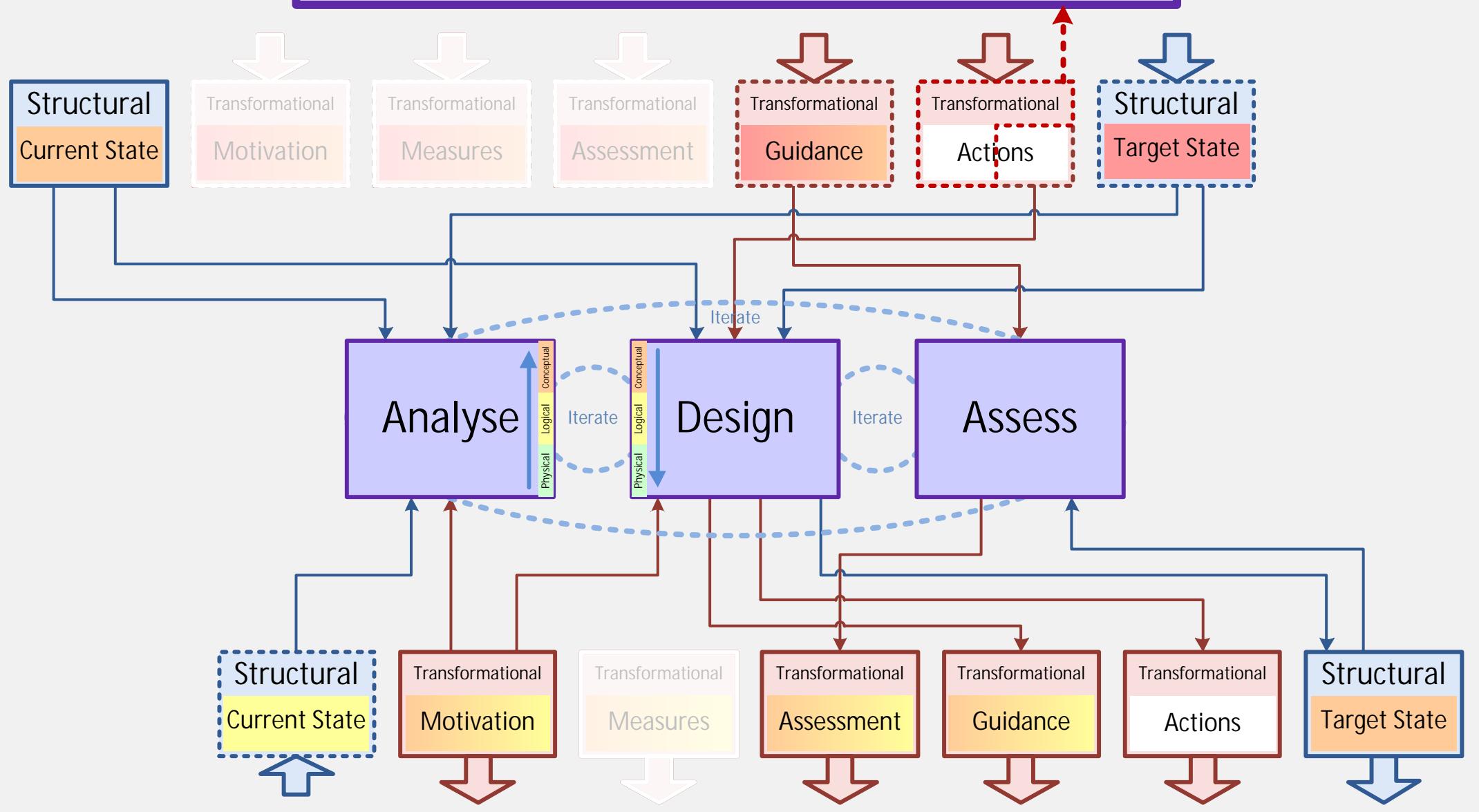


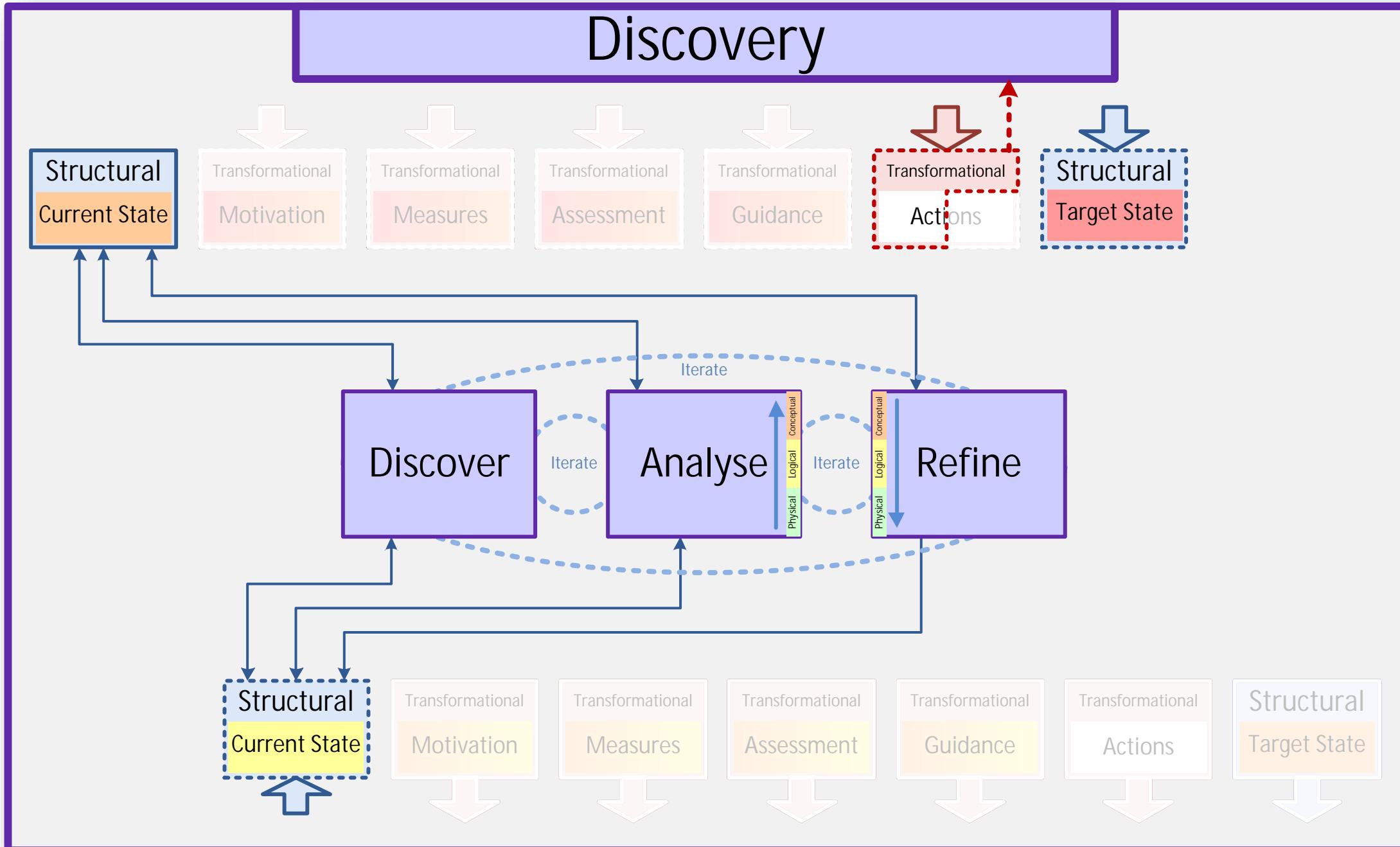


Requirements Management

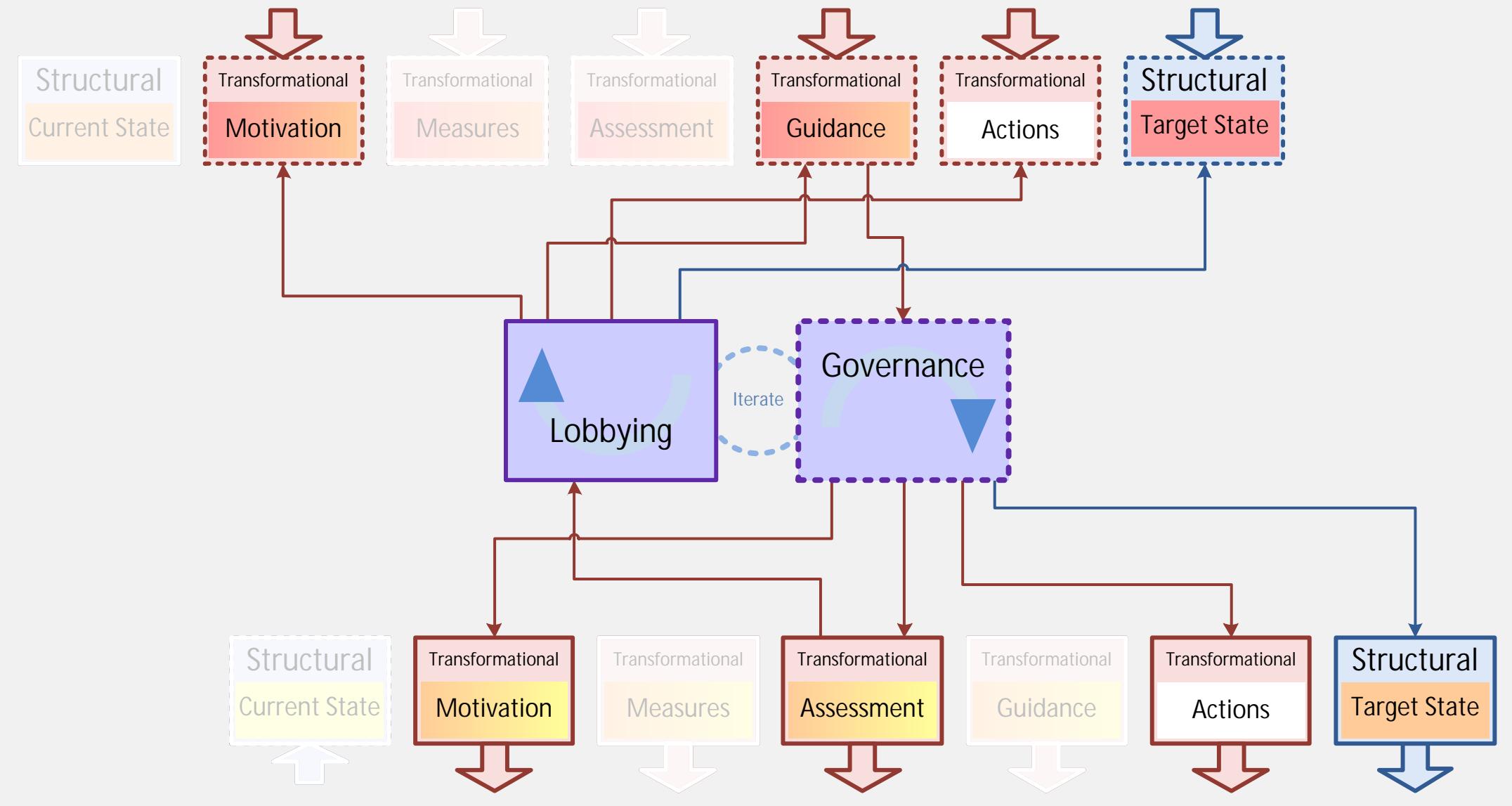


Analysis & Design (Options/Solution)

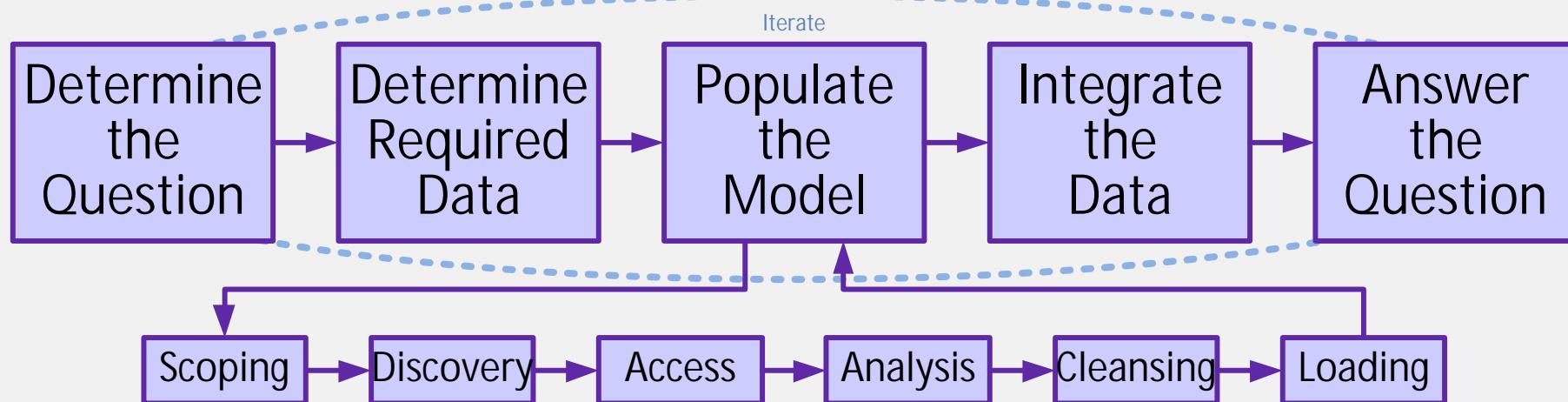




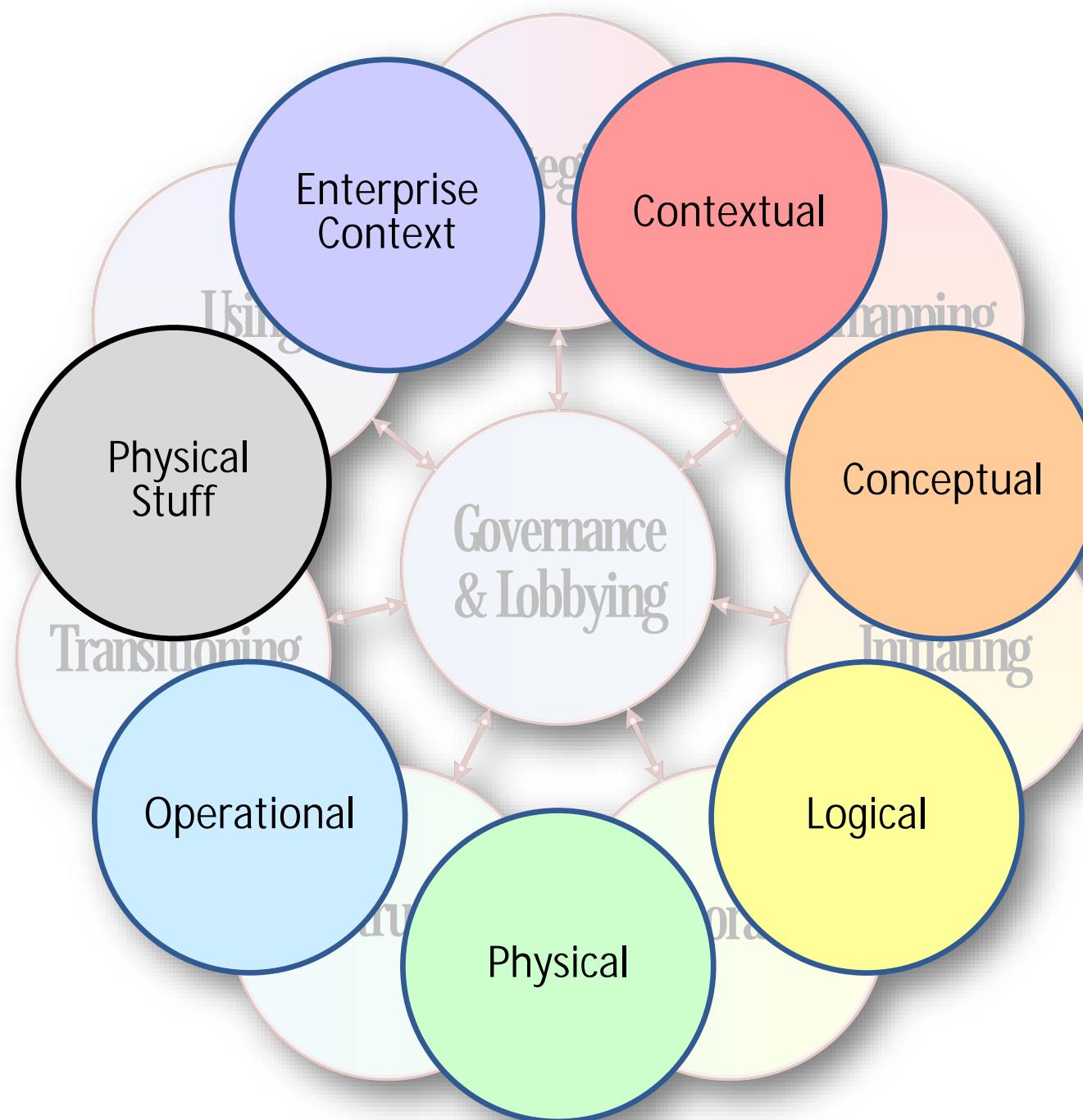
Governance & Lobbying



Modelling



Artefacts



Structural

Methods

How should work be carried out?

e.g.
Business Functions,
Practices,
Processes
Activities,

Phases,
Disciplines...

Artefacts

What things are consumed and produced?

e.g.
Ontologies,
Metamodels,
Product Descriptions,
Products...

Culture

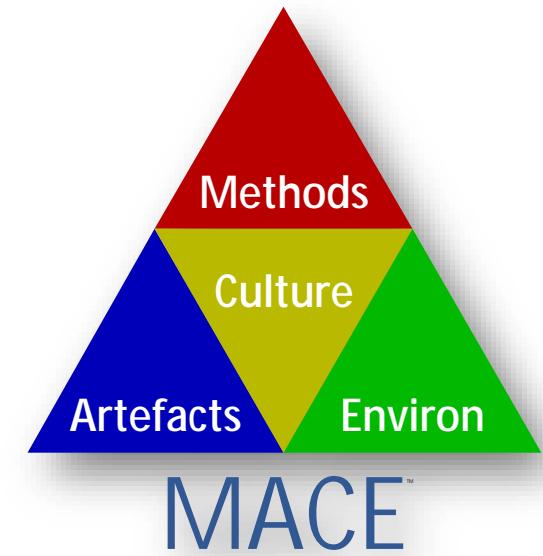
What culture is required?

e.g.
People, Values,
Ethics & Trust,
Language...

Environ

What things should be used?

e.g.
Locations,
Technologies,
Frameworks...



Domain Context

Methods

Artefacts

Culture

Environment

Transformational

Motivation

Why are we doing the transformation?

e.g.
Ends,
Aims,
Objectives,
Requirements...

Actions

How will we effect the transformation?

e.g.
*Means,
Strategies,
Tactics,
Roadmaps,
Portfolio's,
Plans...*

Guidance

What will guide the transformation?

e.g.
*Principles,
Policies,
Standards,
Rules,
Laws...*

Measures

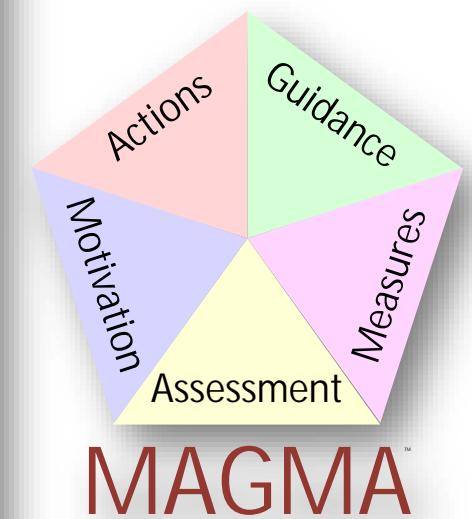
How will we measure the progress of transformation?

e.g.
*CSF's,
KPI's,
Metrics...*

Assessment

Why are we doing the transformation in this way?

e.g.
*Strengths,
Weaknesses,
Opportunities,
Threats,
Pro's, Cons,
Issues, Risks...*



Domain Context

Measures

Motivation

Assess-
ment

Guidance

Actions

STRUCTURE

| Actor | Department | Enterprise Area | Entity | Group | Lane | Location | Office | Organisation Unit | Composite Activity |
|---|------------|--|--------|--|-----------|--|-----------------|--|--|
| EVOLUTION | | | | | | | | | |
| Department, Location, Organisation Unit, Stakeholder, End Event, Gateway, Process, Start Event, Business Service, Information Service, Data Entity, Database, Application, Application Component, Desktop Equipment, Hardware Platform, Logical/Virtual Component, Mobile Equipment, Network Component/Element, Physical Component/ Server. | PEAFv2 | Customers, Products, Activities, Departments, Functions, Services, Locations, Applications, Devices, Databases, Technologies | TOGAF9 | Actor, Location, Organisation Unit, Role, Event, Function, Process, Application Service, Business Service, Information Service, Technology Service, Data Entity, Product, Application, Application Component, Logical/ Virtual Component, Network Component/ Element, Physical Component/Server. | ARCHIMATE | Actor, Department, Role, Stakeholder, Activity, Event, Function, Interaction, Process, Application Service, Business Service, Information Service, Technology Service, Artifact, Object, Product, Representation, Value, Application Component, Collaboration, System Software, Communication Path, Device, Network, Node. | DoDAF/MoDAF/DAF | Department, Group, Office, Activity, Composite Activity, Operational Node, System, Gateway, Network. | Contextual Conceptual Logical Physical Operational |
| | | | | | | | | | |

STRATEGY

| AVOLUTION | PEAFv2 | TOGAF9 | ARCHIMATE | DoDAF/MoDAF/DAF | BMM |
|--|---|--|--|--------------------|--|
| Assessment, End, Goal, Meaning, Mission, Objective, Strategy, Tactic, Viewpoint, Vision. | Driver, End, Goal, Influence, Meaning, Mission, Objective, Principle, Rule, Strategy, Tactic, Vision. | Driver, Goal, Measure, Mission, Objective, Principle, Requirement. | Assessment, Concern, Goal, Meaning, Principle, Requirement, Viewpoint. | Facility, Mission. | Driver, End, Goal, Influence, Meaning, Measure, Mission, Objective, Principle, Rule, Strategy, Tactic, Vision. |

STRUCTURE

| AVOLUTION | PEAFv2 | TOGAF9 | ARCHIMATE | DoDAF/MoDAF/DAF |
|--|--|--|--|--|
| Department, Location, Organisation Unit, Stakeholder, End Event, Gateway, Process, Start Event, Business Service, Information Service, Data Entity, Database, Application, Application Component, Desktop Equipment, Hardware Platform, Logical/Virtual Component, Mobile Equipment, Network Component/Element, Physical Component/Server. | Customers, Products, Activities, Departments, Functions, Services, Locations, Applications, Devices, Databases, Technologies | Actor, Location, Organisation Unit, Role, Event, Function, Process, Application Service, Business Service, Information Service, Technology Service, Data Entity, Product, Application, Application Component, Logical/Virtual Component, Network Component/Element, Physical Component/Server. | Actor, Department, Role, Stakeholder, Activity, Event, Function, Interaction, Process, Application Service, Business Service, Information Service, Technology Service, Artifact, Object, Product, Representation, Value, Application Component, Collaboration, System Software, Communication Path, Device, Network, Node. | Department, Group, Office, Activity, Composite Activity, Operational Node, System, Gateway, Network. |

- Contextual
- Conceptual
- Logical
- Physical
- Operational

STRATEGY

| AVOLUTION | PEAFv2 | TOGAF9 | ARCHIMATE | DoDAF/ModAF/DAF | BMM |
|--|---|---|--|--------------------|--|
| Assessment, End, Goal, Meaning, Mission, Objective, Strategy, Tactic, Viewpoint, Vision. | Driver, End, Goal, Influence, Meaning, Mission, Objective, Principle, Rule, Strategy, Tactic, Vision. | Driver, Goal, Measure, Objective, Principle, Requirement. | Assessment, Concern, Goal, Meaning, Principle, Requirement, Viewpoint. | Facility, Mission. | Driver, End, Goal, Influence, Meaning, Measure, Mission, Objective, Principle, Rule, Strategy, Tactic, Vision. |

EXECUTION

STRUCTURE

EBMM

Business, Directive,
Assessment, Business
Model, Influencer,
Driver.

Structural

STRUCTURE

Actor, Department, Enterprise Area, Entity, Group, Lane, Location, Office, Organisation Unit, Pool, Role, Stakeholder, Action, Activity, Block, Business Area, Business Line, Composite Activity, Data Process, Decision, End Event, Event, Final State, Function, Gateway, Initial State, Interaction, Intermediate Event, Logical Component, Operational Node, Physical Component, Process, Result, Start Event, State, Sub-Function, Task, Transaction, Transition, Use Case, Application Service, Business Service, Component, Information Service, Service Domain, Service Type, Technology Service, Artifact, Column, Data Entity, Data Object, Database, Logical Component, Material, Object, Physical Component, Product, Representation, Table, Value, Application, Application Component, Application Function, Collaboration, Execution Specification, Logical Component, Package, Physical Component, System, System Software, Communication Path, Desktop Equipment, Device, Gateway, Hardware Platform, Logical/Virtual Component, Mobile Equipment, Network, Network Component/Element, Node, Physical Component/Server, Service Area, Service Category, Service Standard, Software Platform.

Contextual

Conceptual

Logical

Physical

Operational

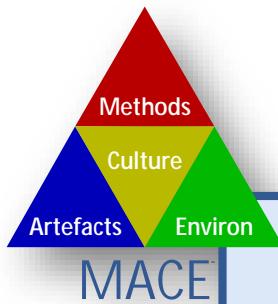
Transformational

STRATEGY

Assessment, Assumption, Concern, Constraint, Driver, End, Facility, Goal, Influence, Meaning, Measure, Measurement, Mission, Objective, Problem, Principle, Rationale, Requirement, Rule, Strategy, Tactic, Test Case, Viewpoint, Vision.

EXECUTION

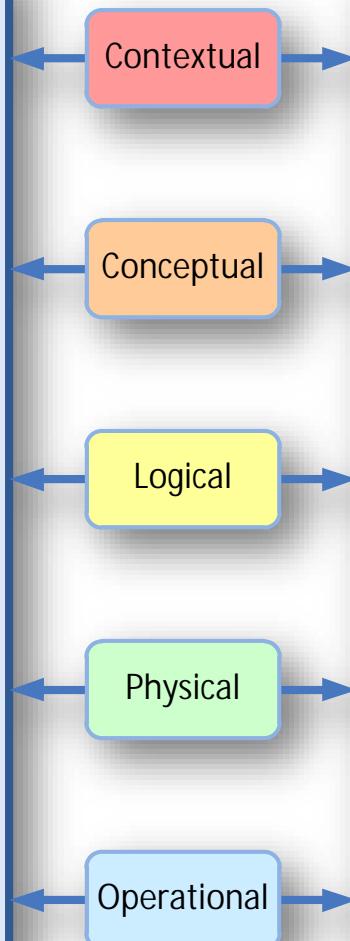
Plan, Programme, Project, Project Activity, Project Result, Work Package.



Structural

STRUCTURE

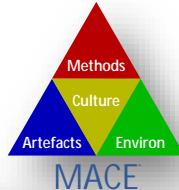
Actor, Department, Enterprise Area, Entity, Group, Lane, Location, Office, Organisation Unit, Pool, Role, Stakeholder, Action, Activity, Block, Business Area, Business Line, Composite Activity, Data Process, Decision, End Event, Event, Final State, Function, Gateway, Initial State, Interaction, Intermediate Event, Logical Component, Operational Node, Physical Component, Process, Result, Start Event, State, Sub-Function, Task, Transaction, Transition, Use Case, Application Service, Business Service, Component, Information Service, Service Domain, Service Type, Technology Service, Artifact, Column, Data Entity, Data Object, Database, Logical Component, Material, Object, Physical Component, Product, Representation, Table, Value, Application, Application Component, Application Function, Collaboration, Execution Specification, Logical Component, Package, Physical Component, System, System Software, Communication Path, Desktop Equipment, Device, Gateway, Hardware Platform, Logical/Virtual Component, Mobile Equipment, Network, Network Component/Element, Node, Physical Component/Server, Service Area, Service Category, Service Standard, Software Platform.



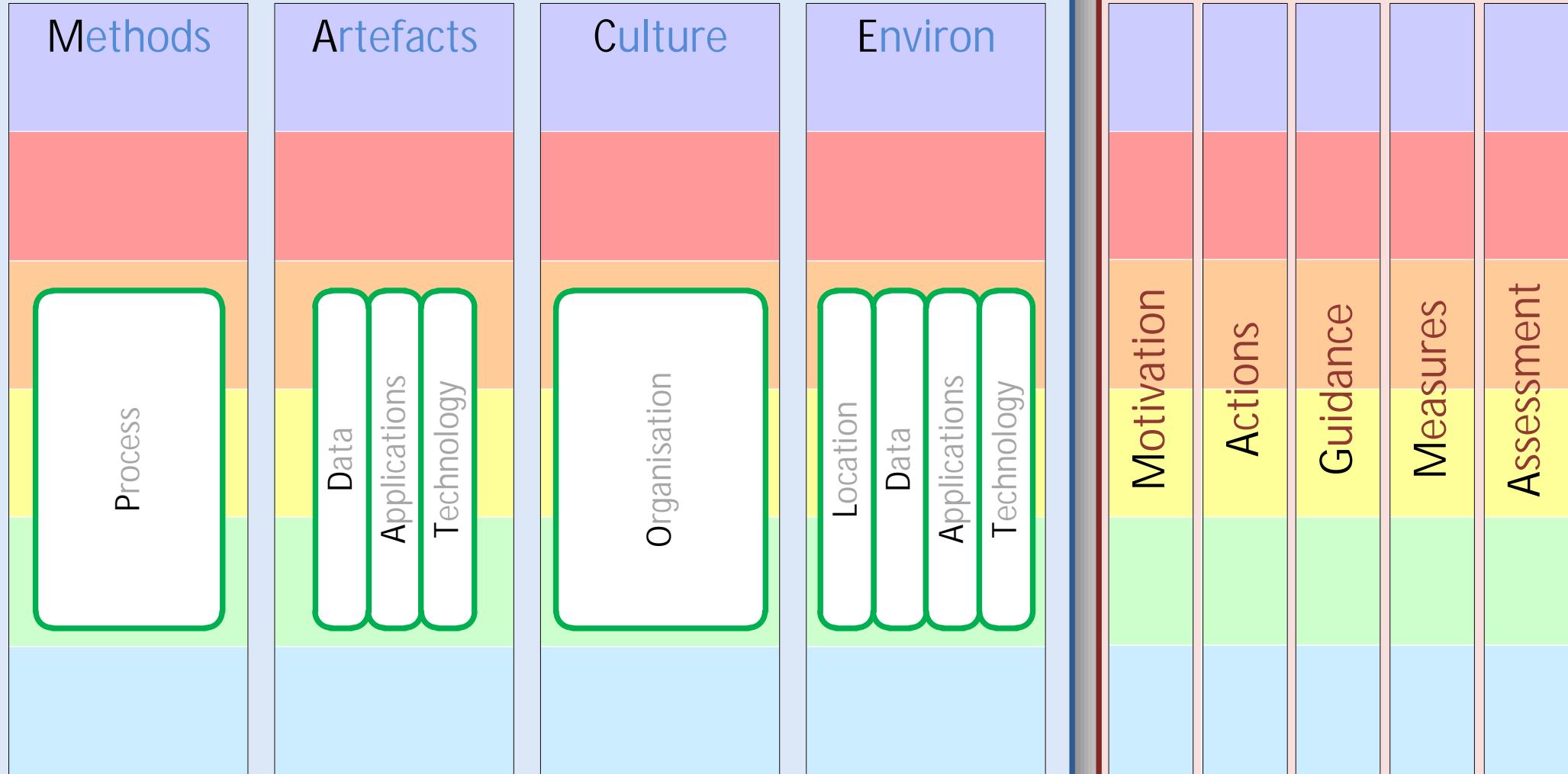
Transformational

TRANSFORMATION

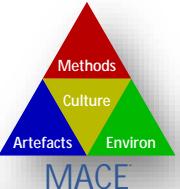
Assessment, Assumption, Concern, Constraint, Driver, End, Facility, Goal, Influence, Meaning, Measure, Measurement, Mission, Objective, Problem, Principle, Rationale, Requirement, Rule, Strategy, Tactic, Test Case, Viewpoint, Vision, Plan, Programme, Roadmap, Project, Project Activity, Project Result, Work Package.



Structural



Transformational



Transformational

Motivation

- Ends
- Vision
- Desired Result
- Goal
- Objective

Actions

- Means
- Mission
- Courses of action
- Strategy
- Tactic

Guidance

- Influencer
 - External Influencer
 - Internal Influencer
- Means
 - Directive
 - Business Rule
 - Business Policy

Measures

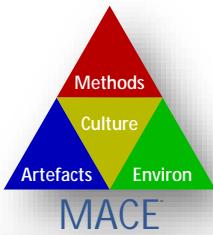
- Desired Result
 - Goal
 - Objective

Assessment

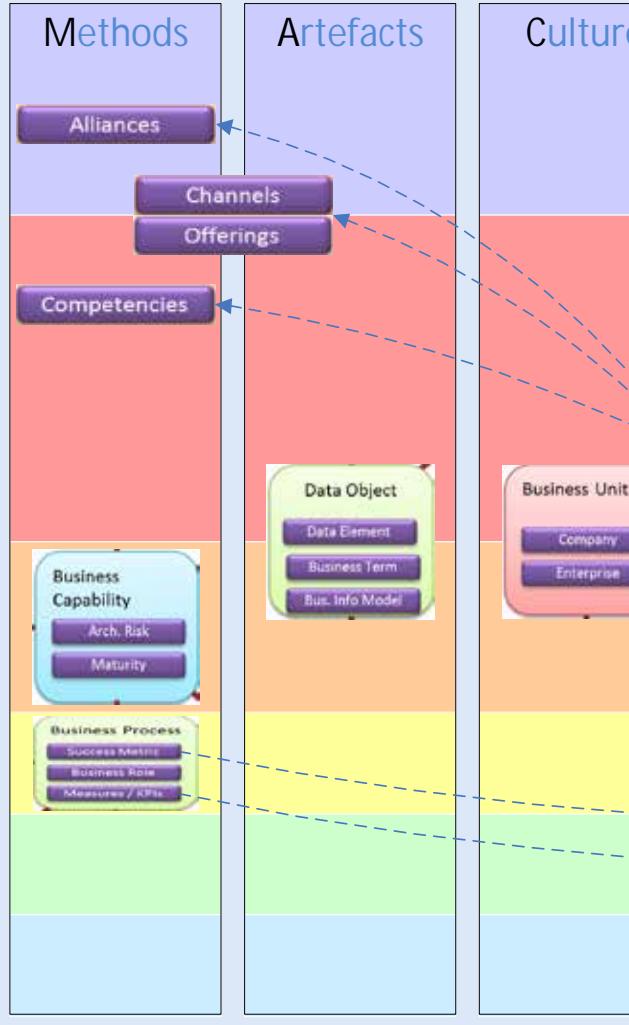
- Assessment
 - SWOT
- Potential Impact
 - Risk
 - Potential Reward

Structural

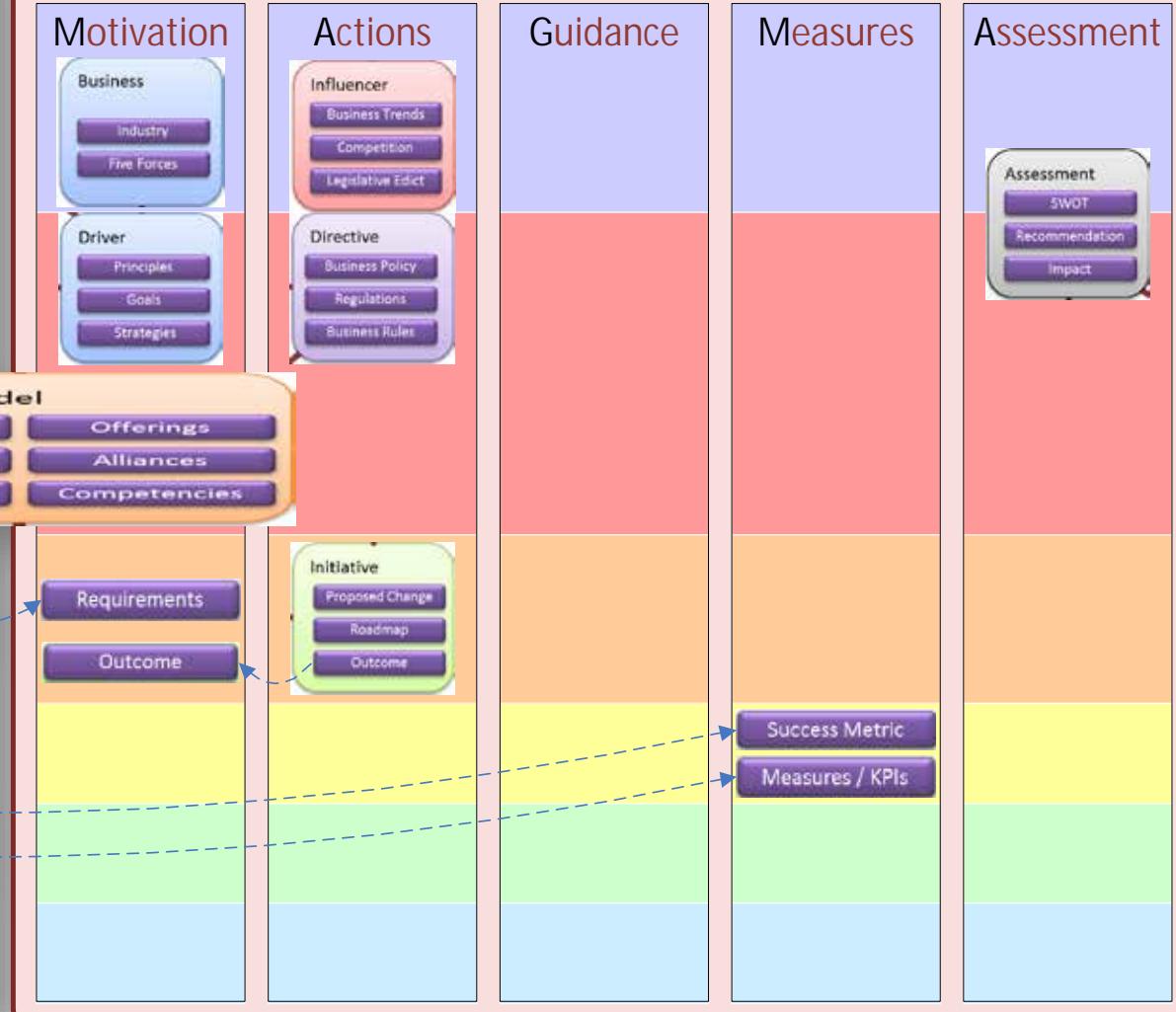
- Methods
- Artefacts
- Culture
- Environ

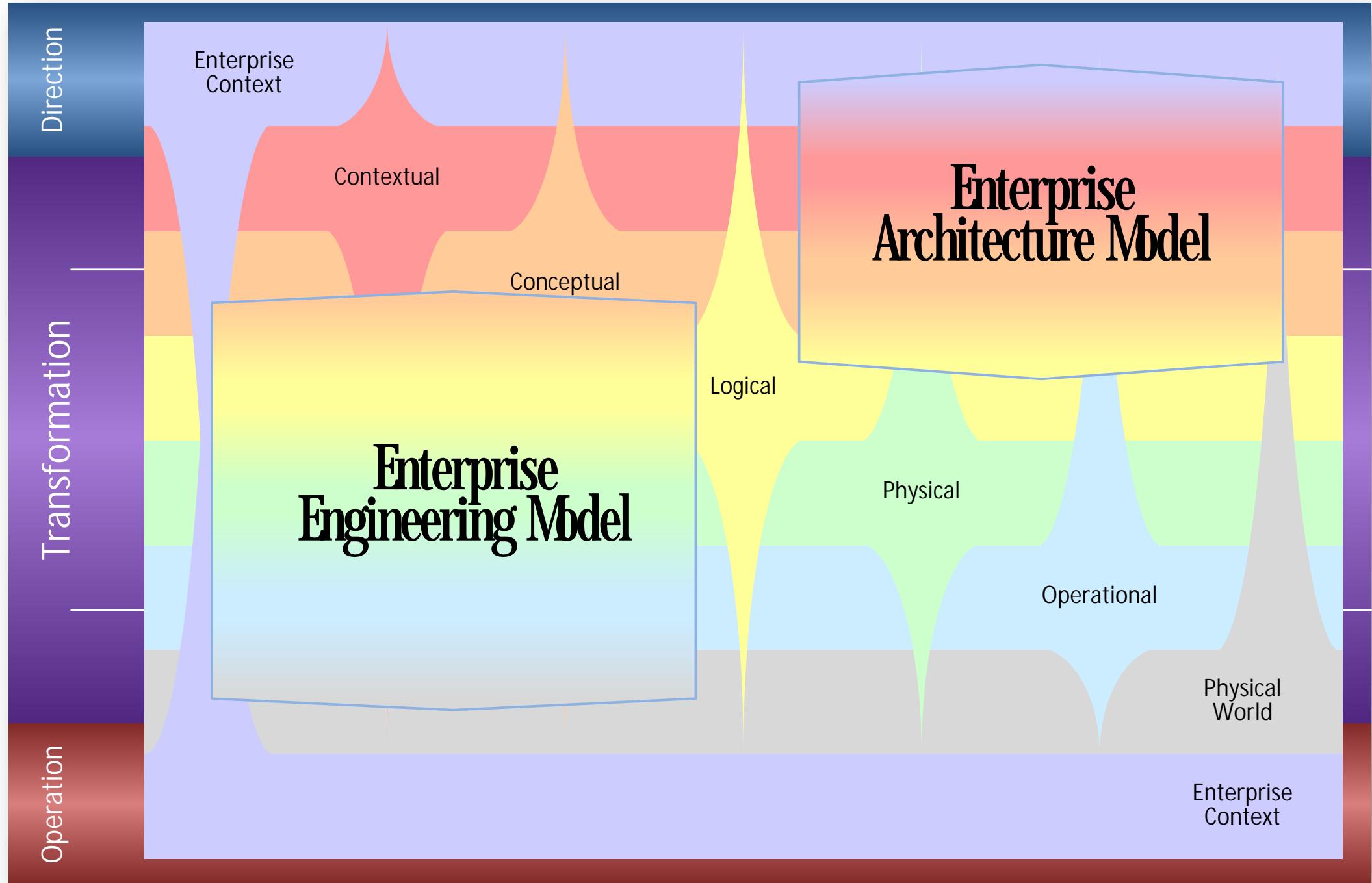


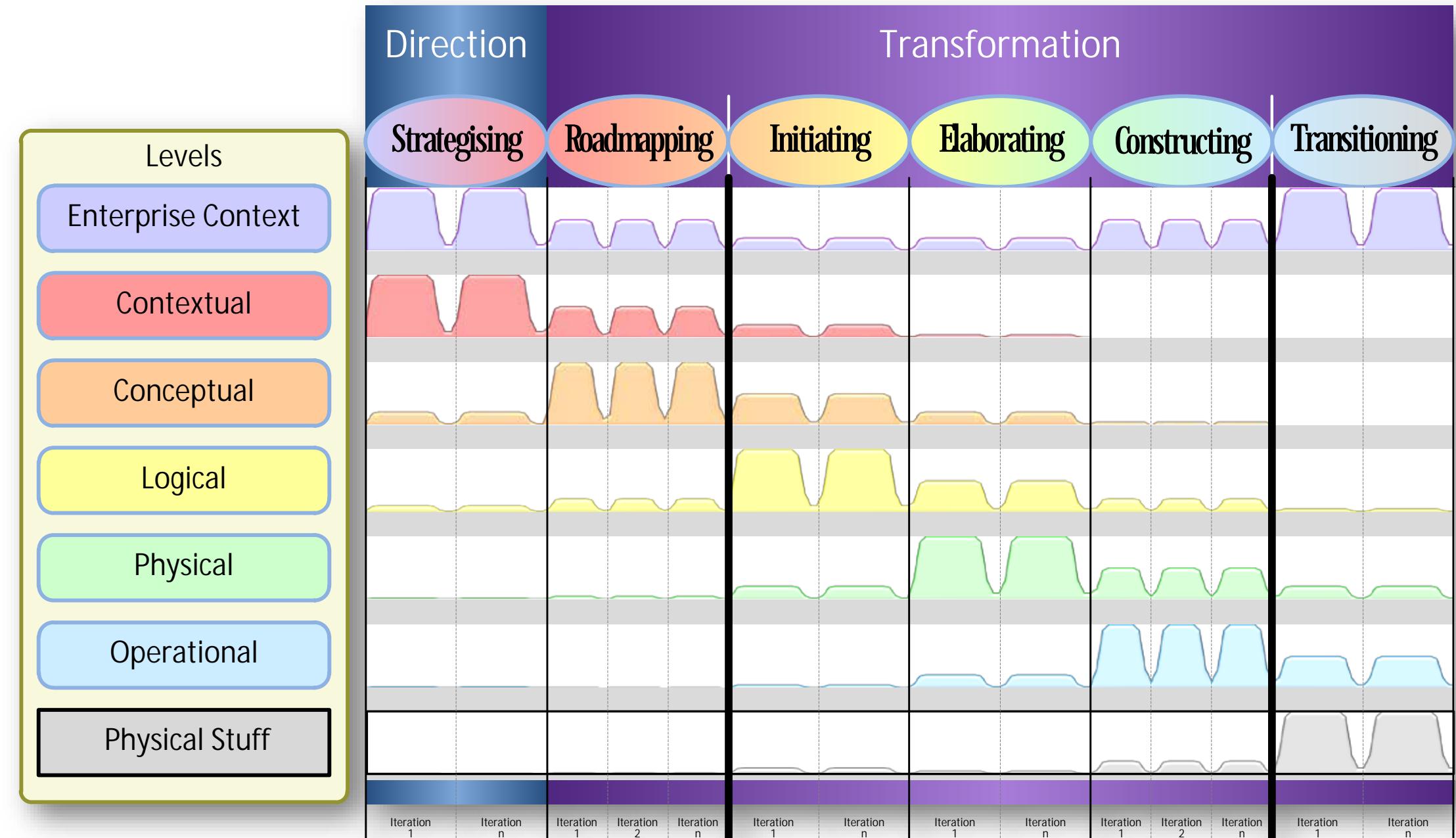
Structural

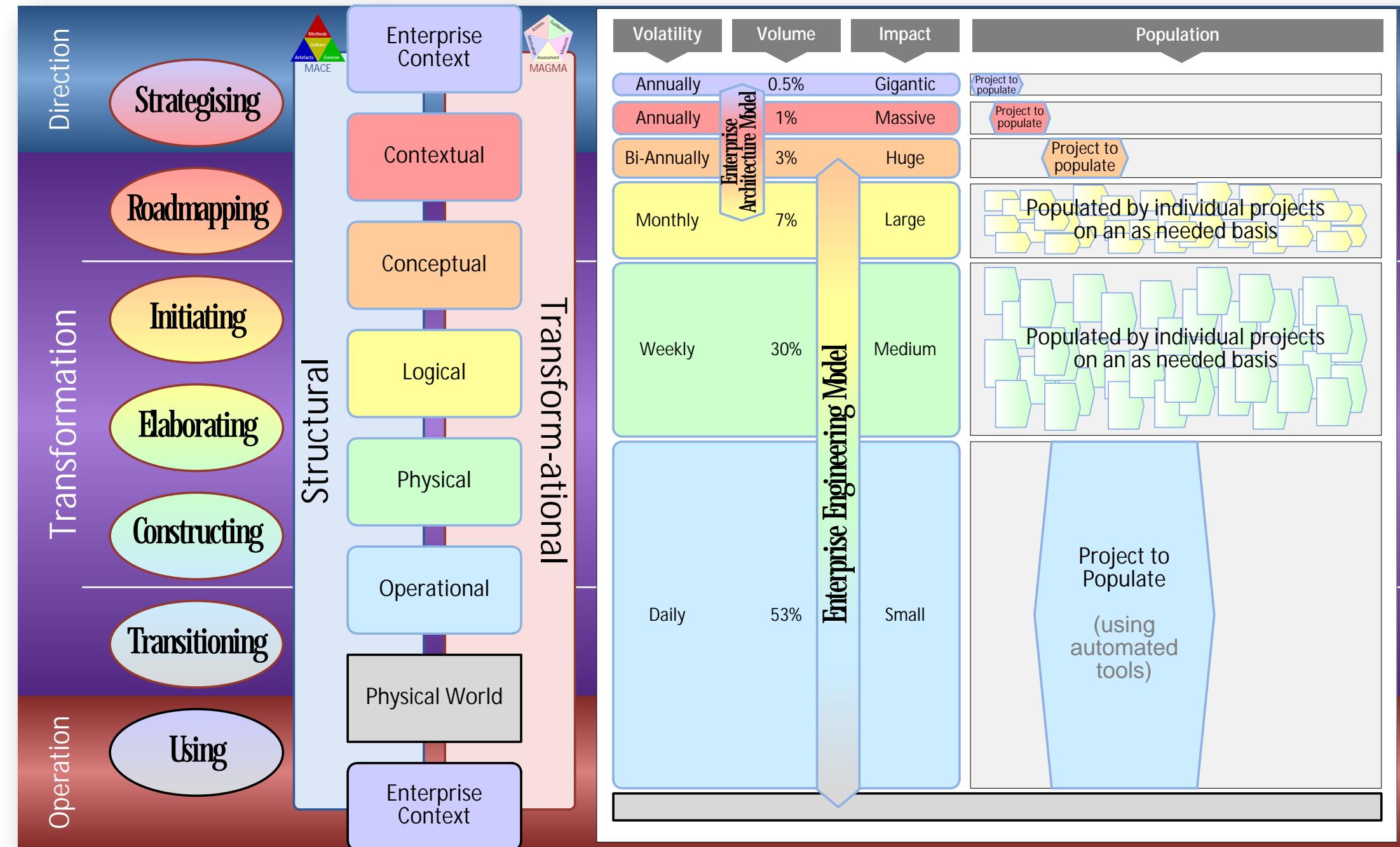


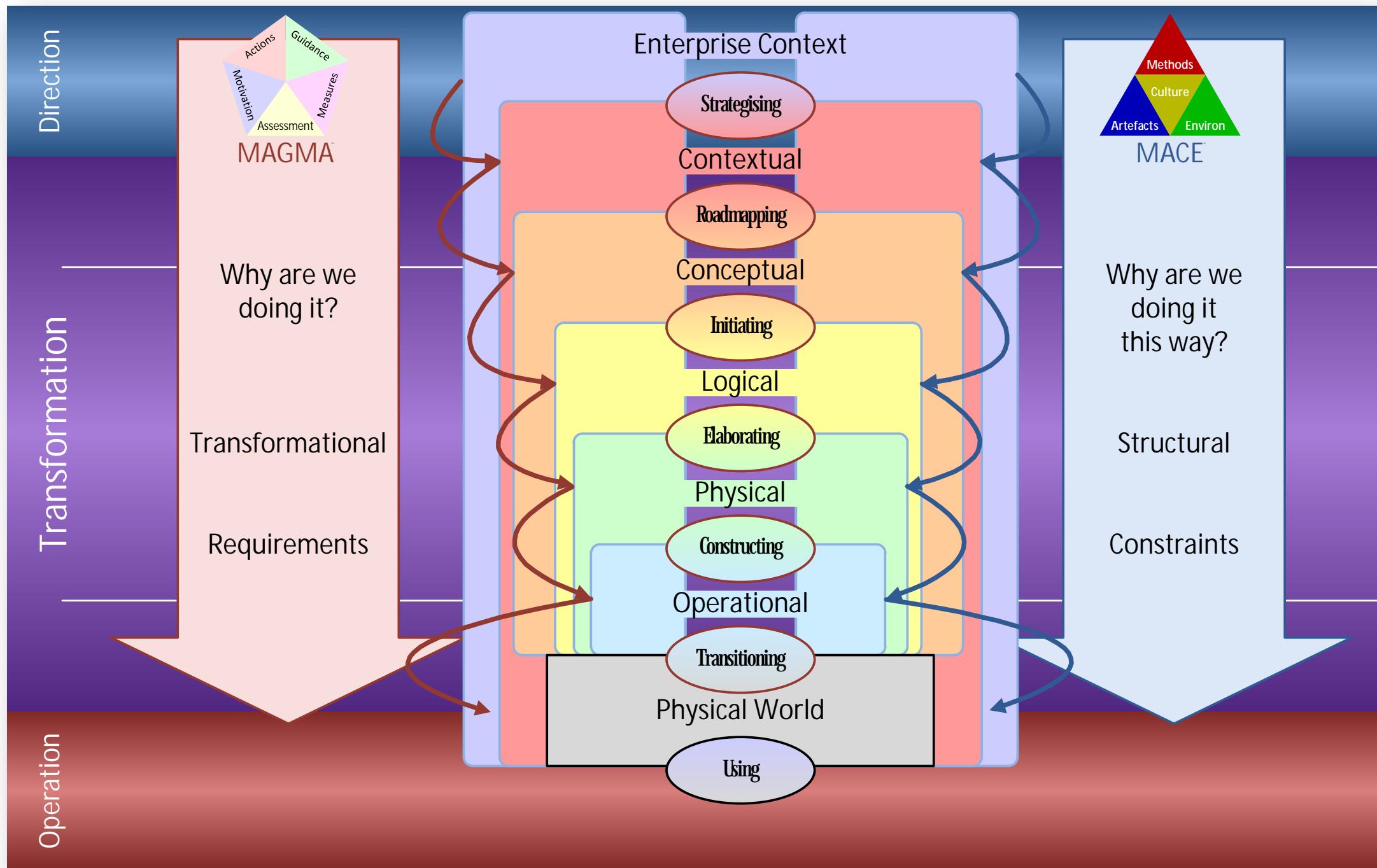
Transformational

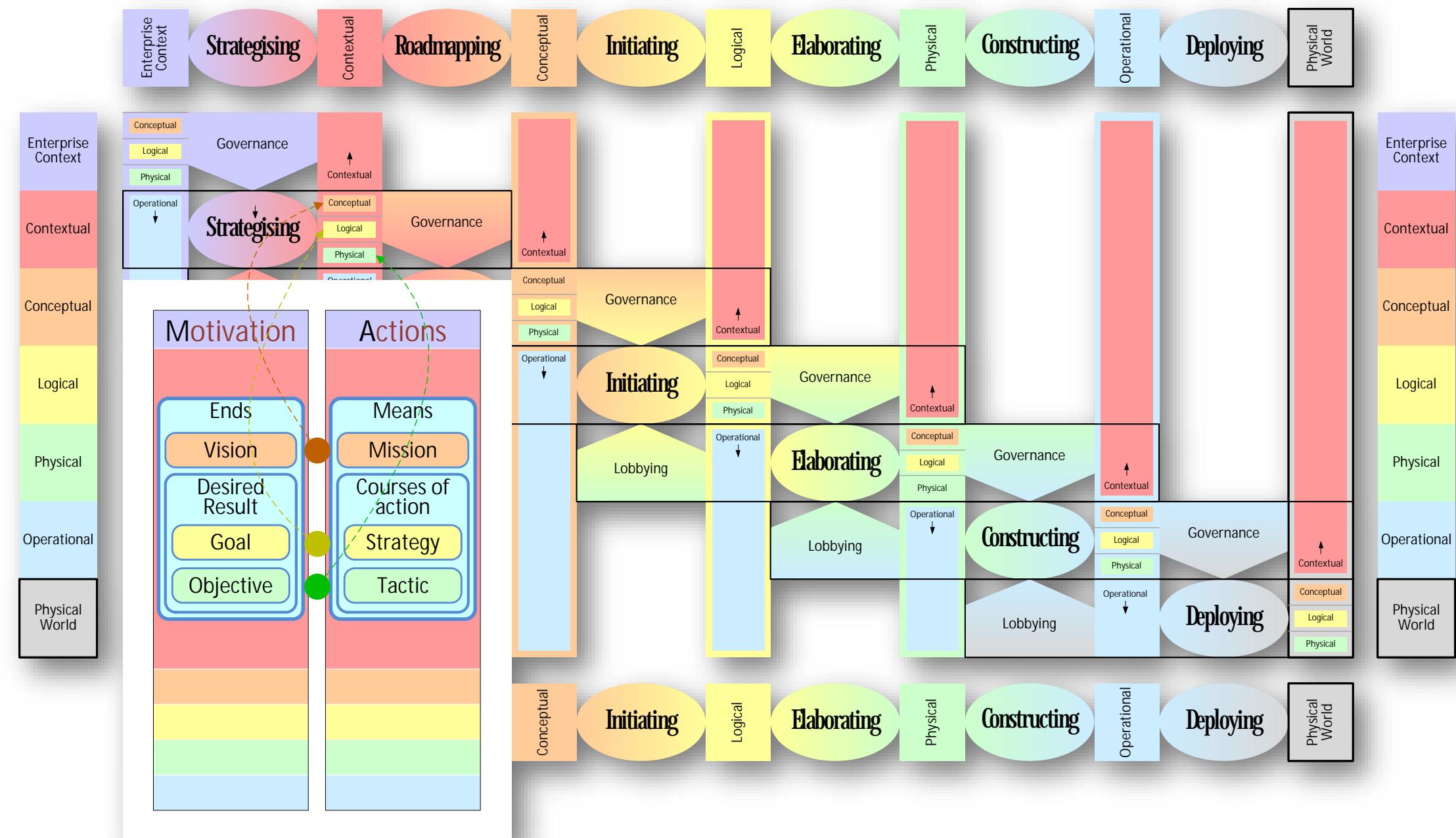


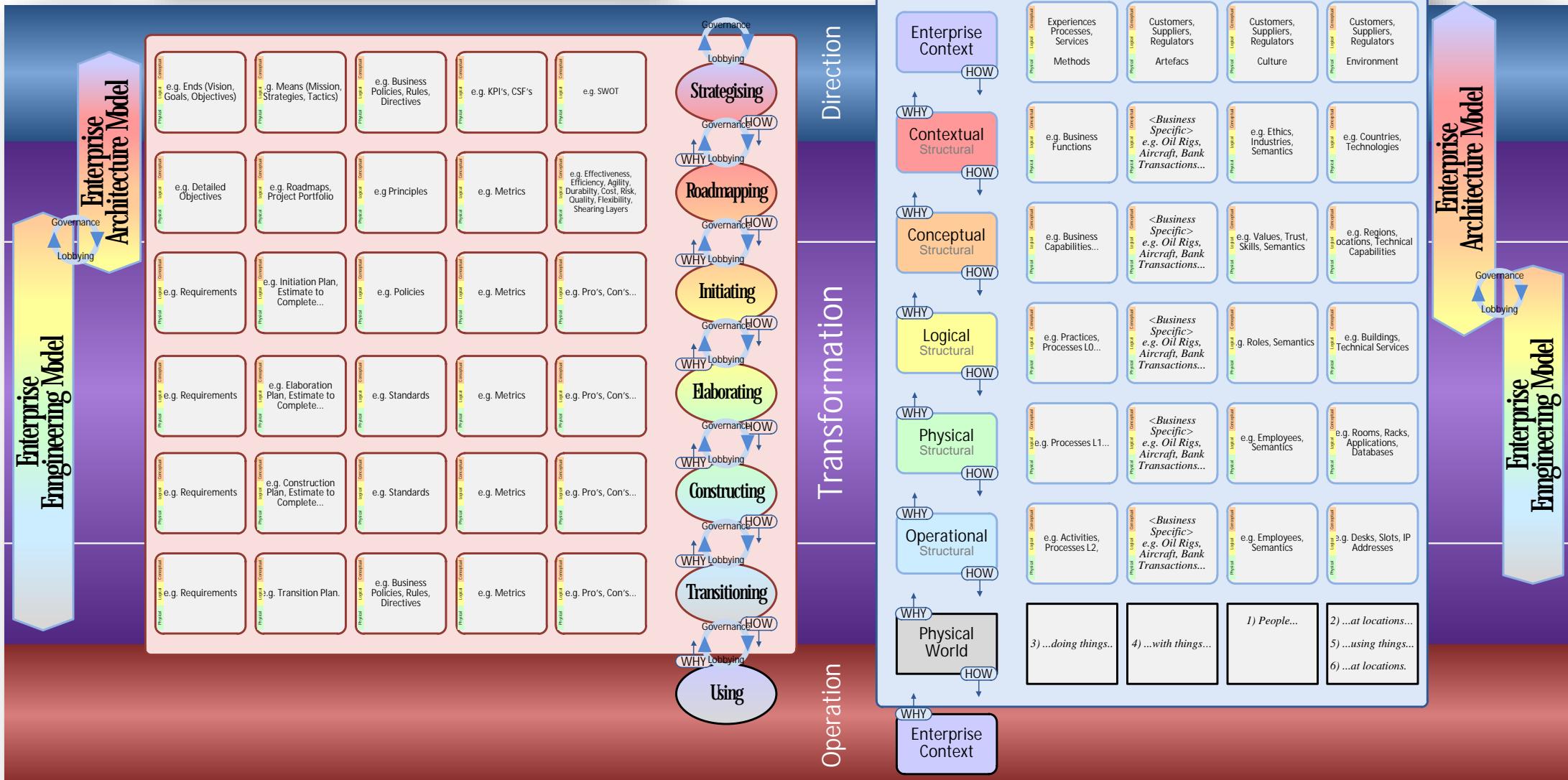
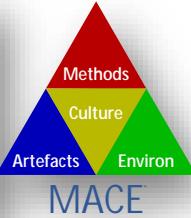
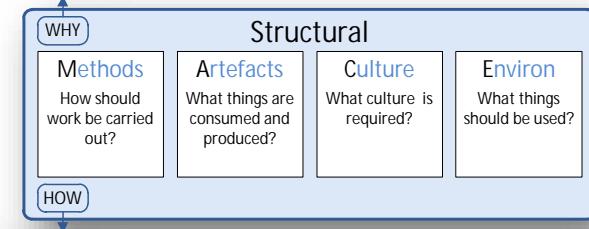
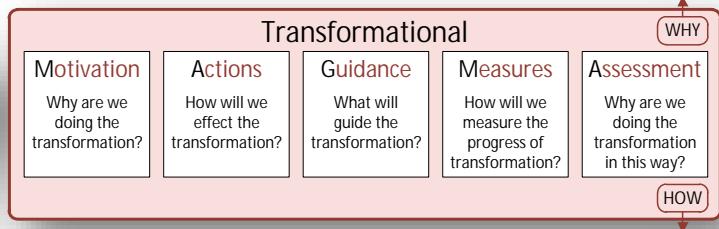


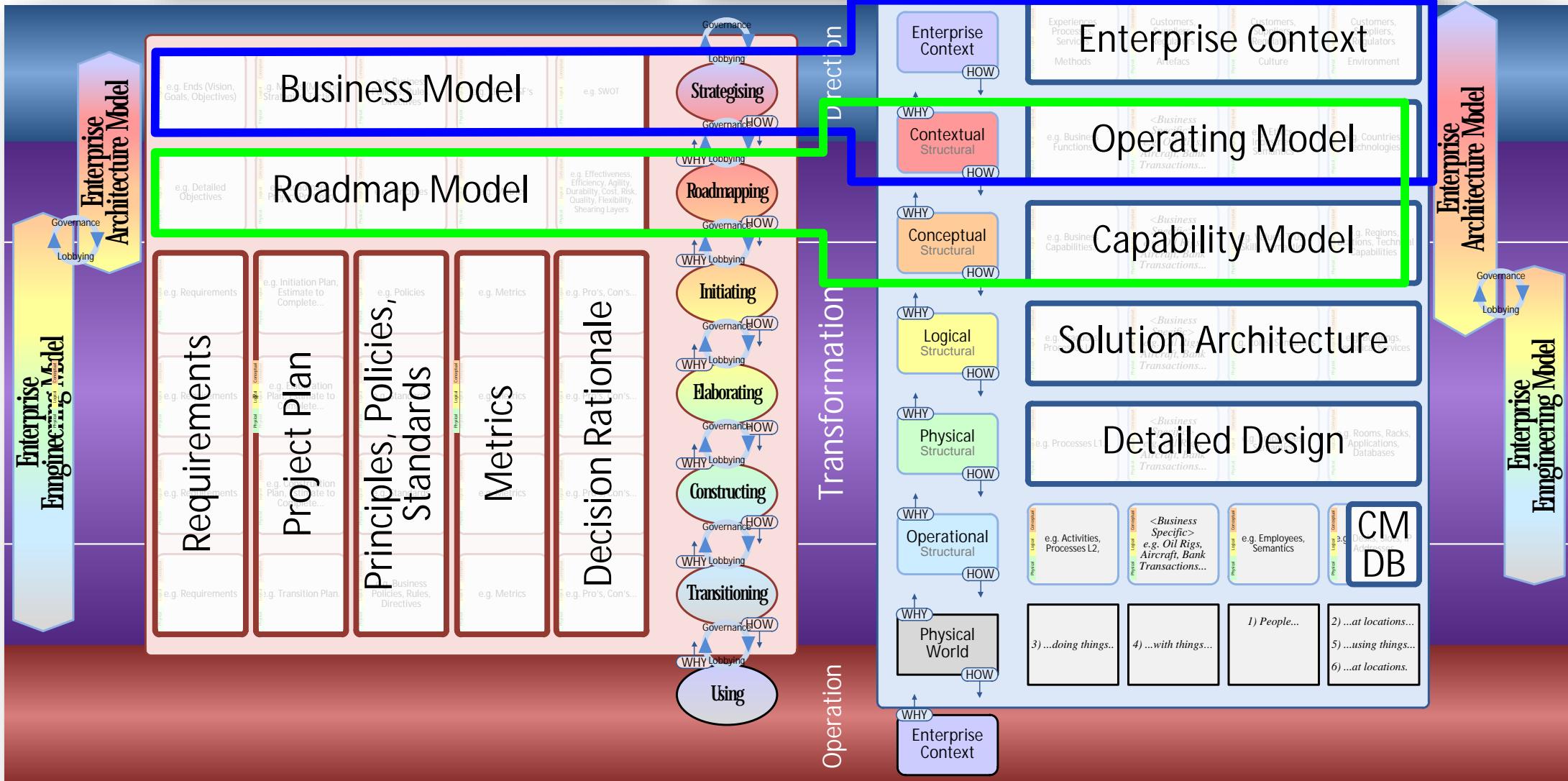


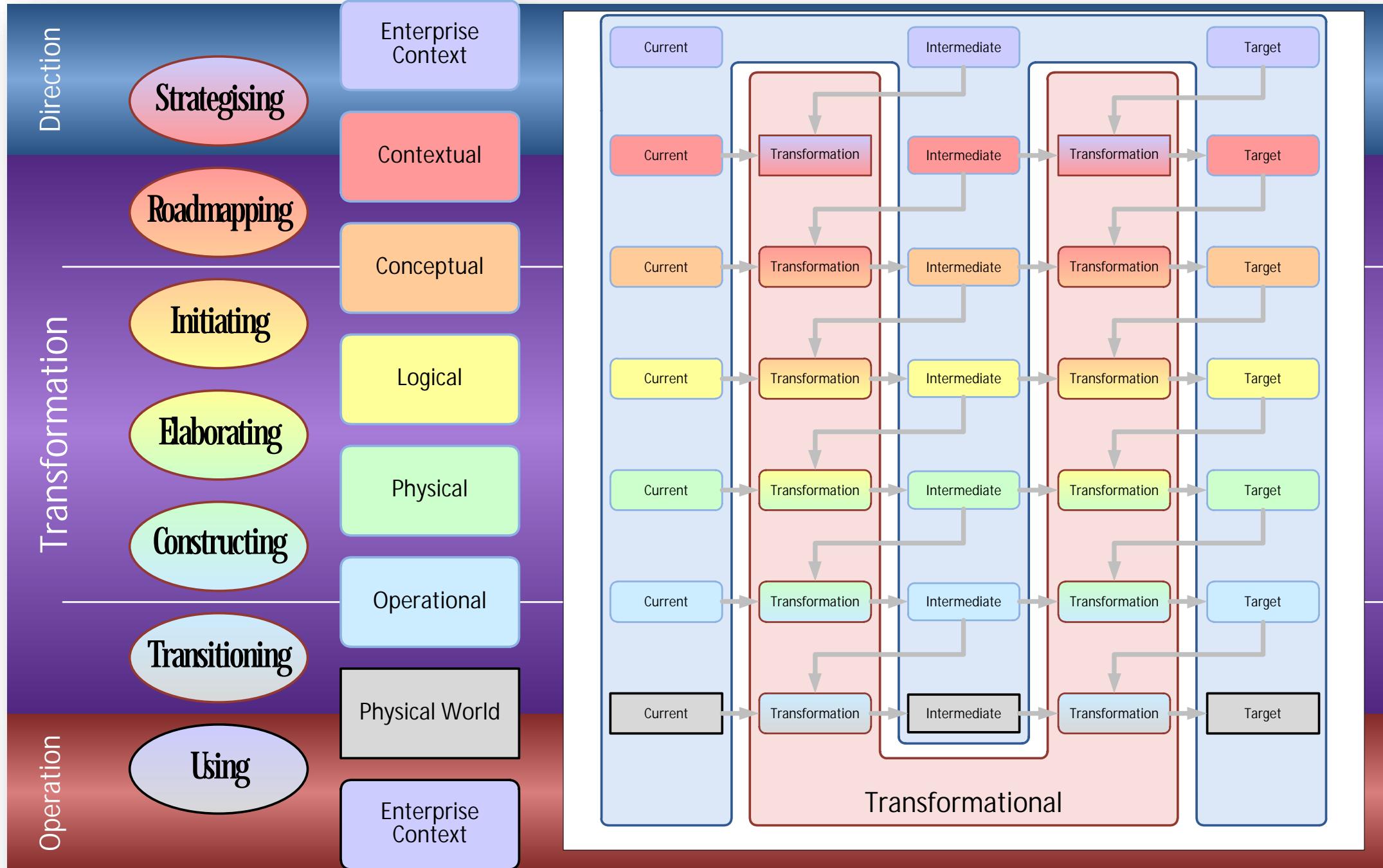


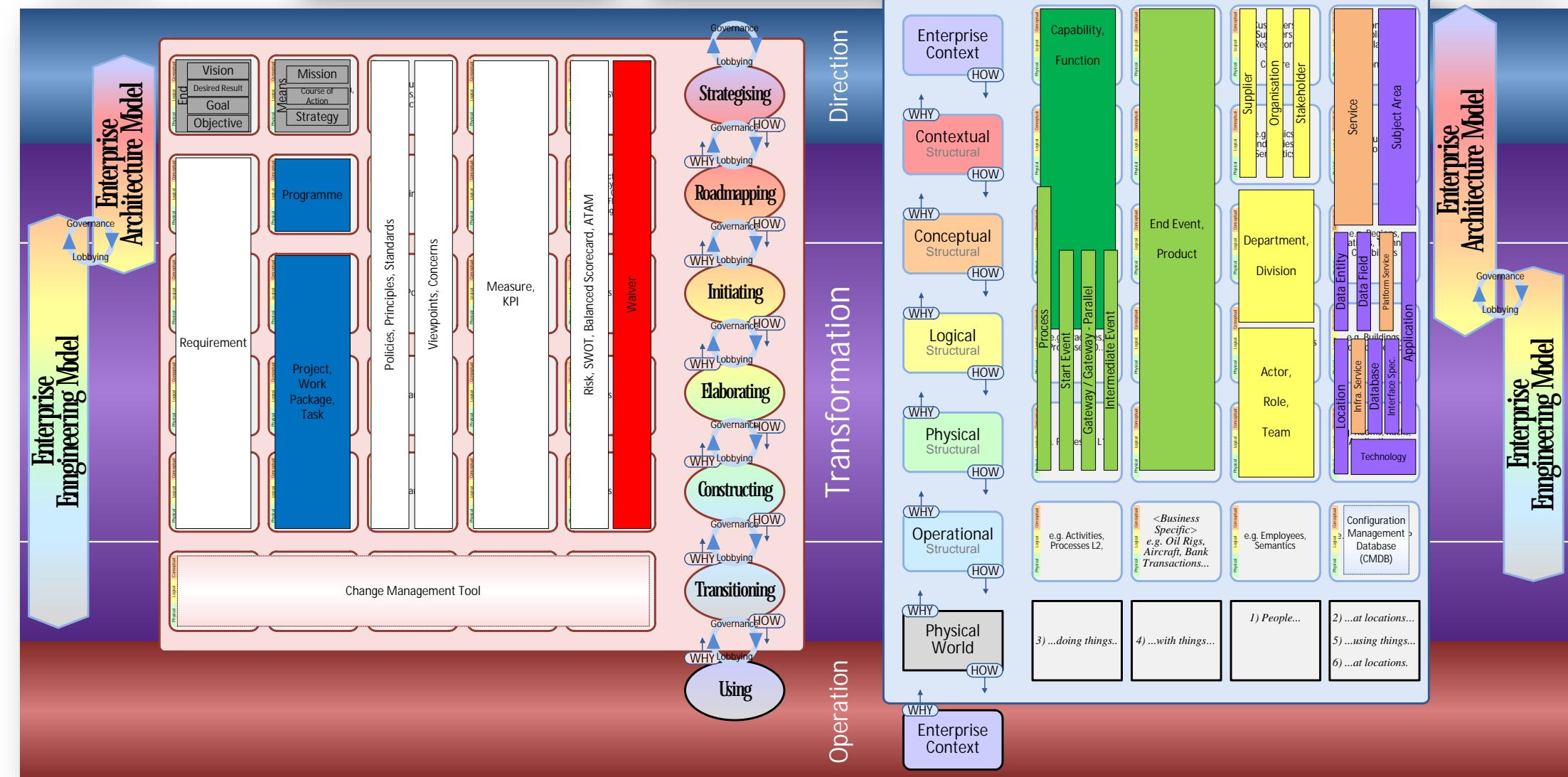
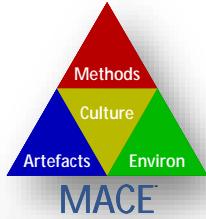










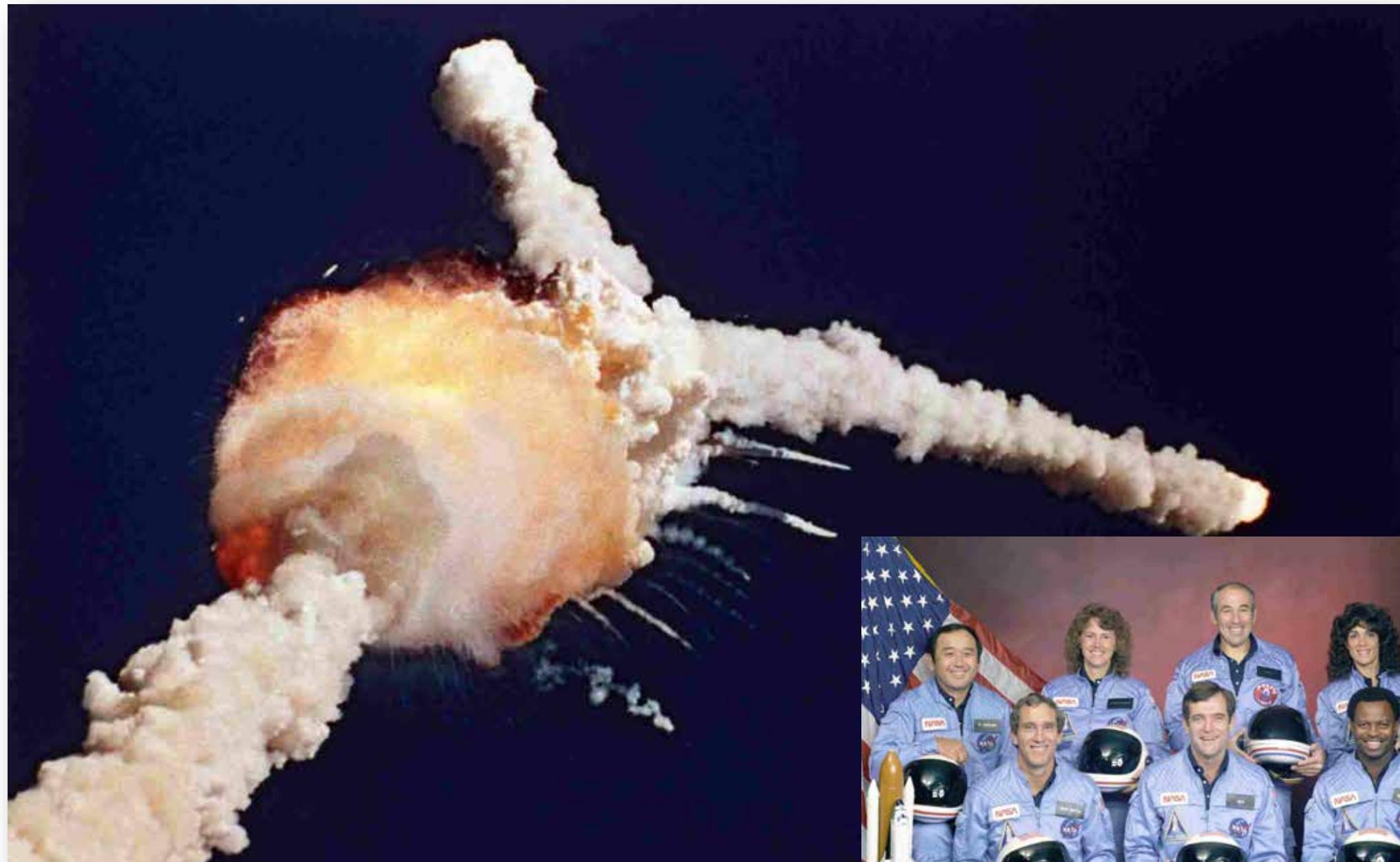


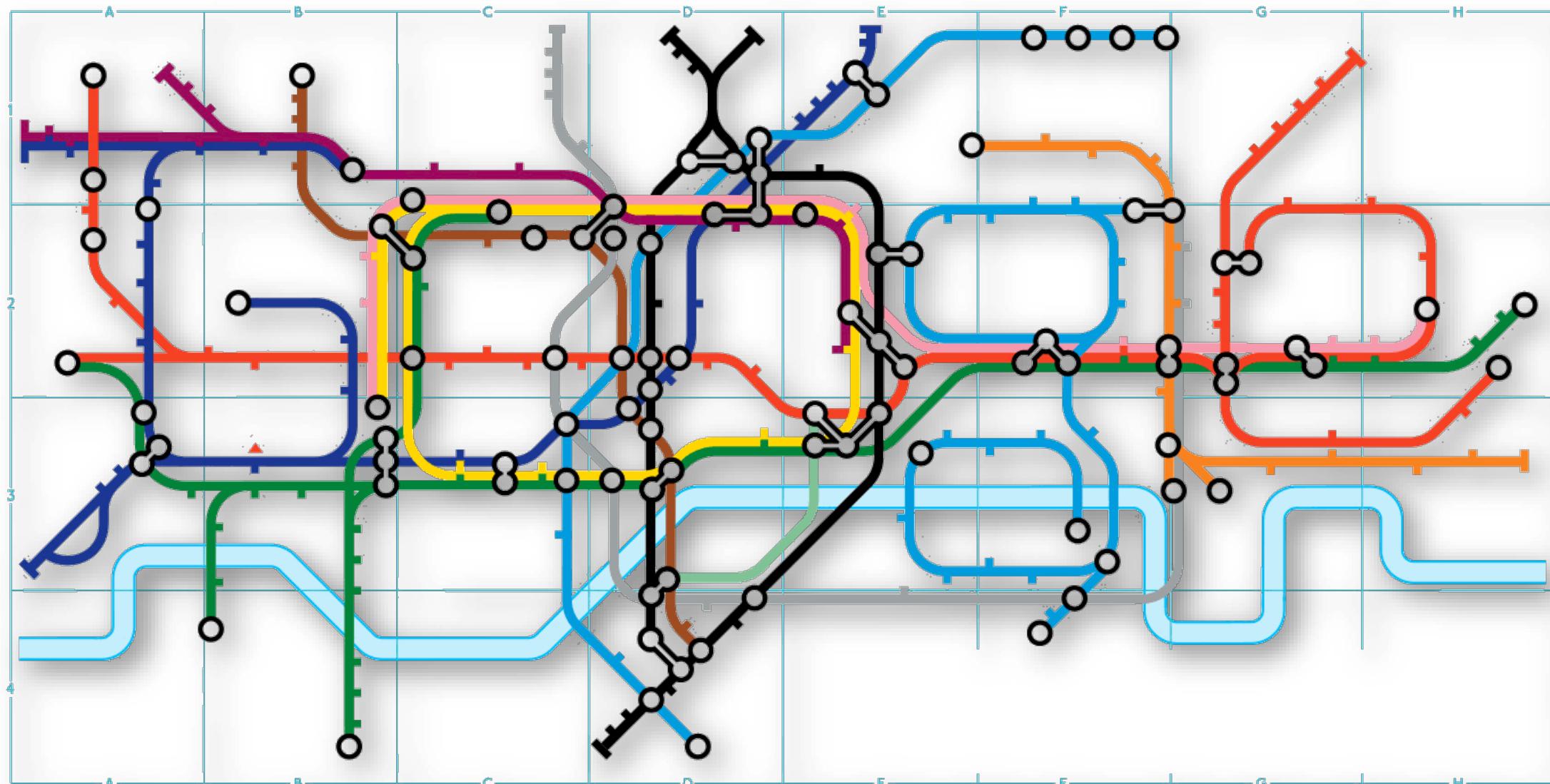
Culture

Culture Trumped Everything™


$$E = mc^2$$

Enterprise Effectiveness & Efficiency = Methods * Culture²





| | | |
|----------|--------------------|-------------------|
| Bakerloo | Hammersmith & City | Piccadilly |
| Central | Jubilee | Victoria |
| Circle | Metropolitan | Waterloo & City |
| District | Northern | London Overground |



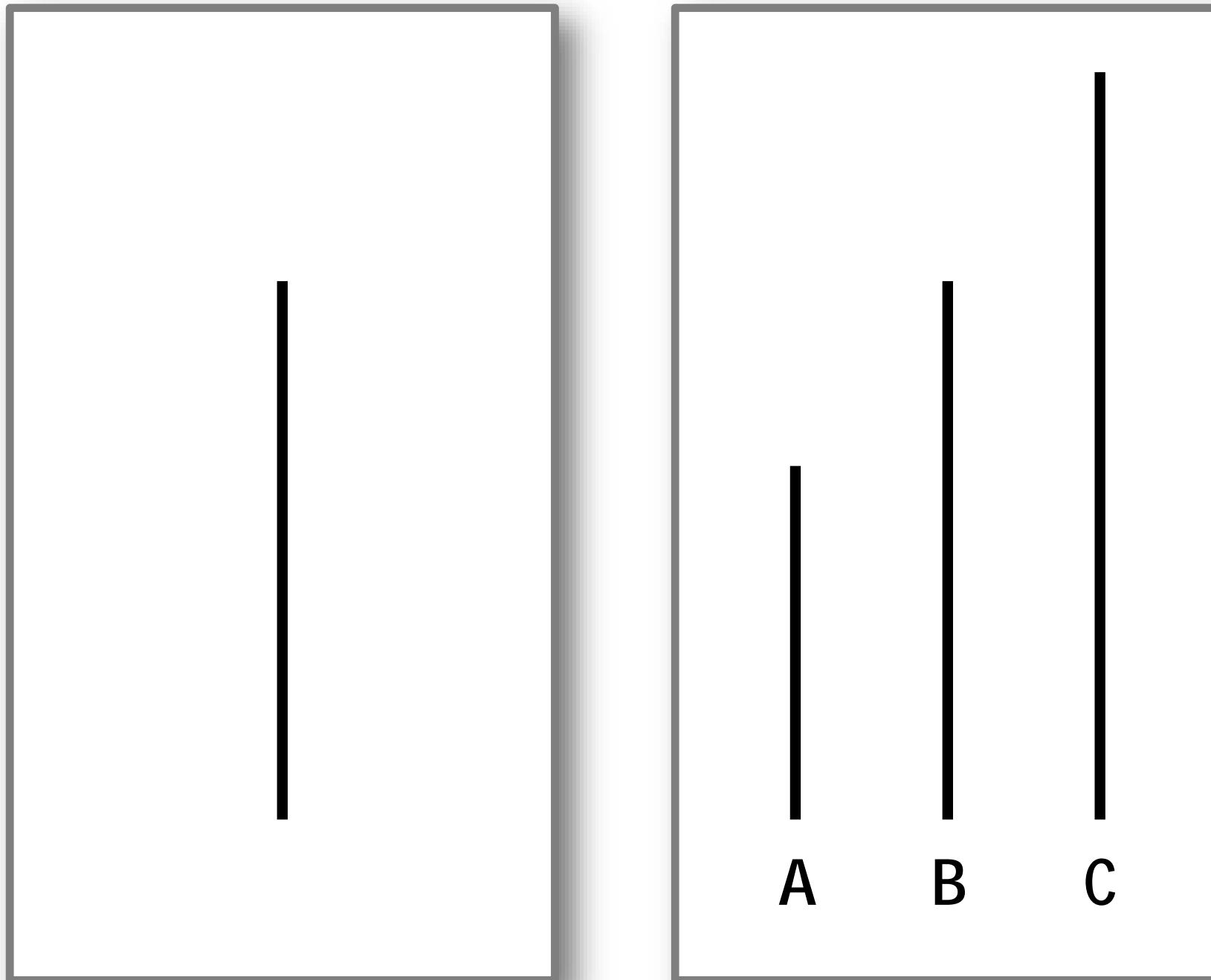
I think,
therefore
I might be...







You Decide!





Respect, Support,
Commitment.

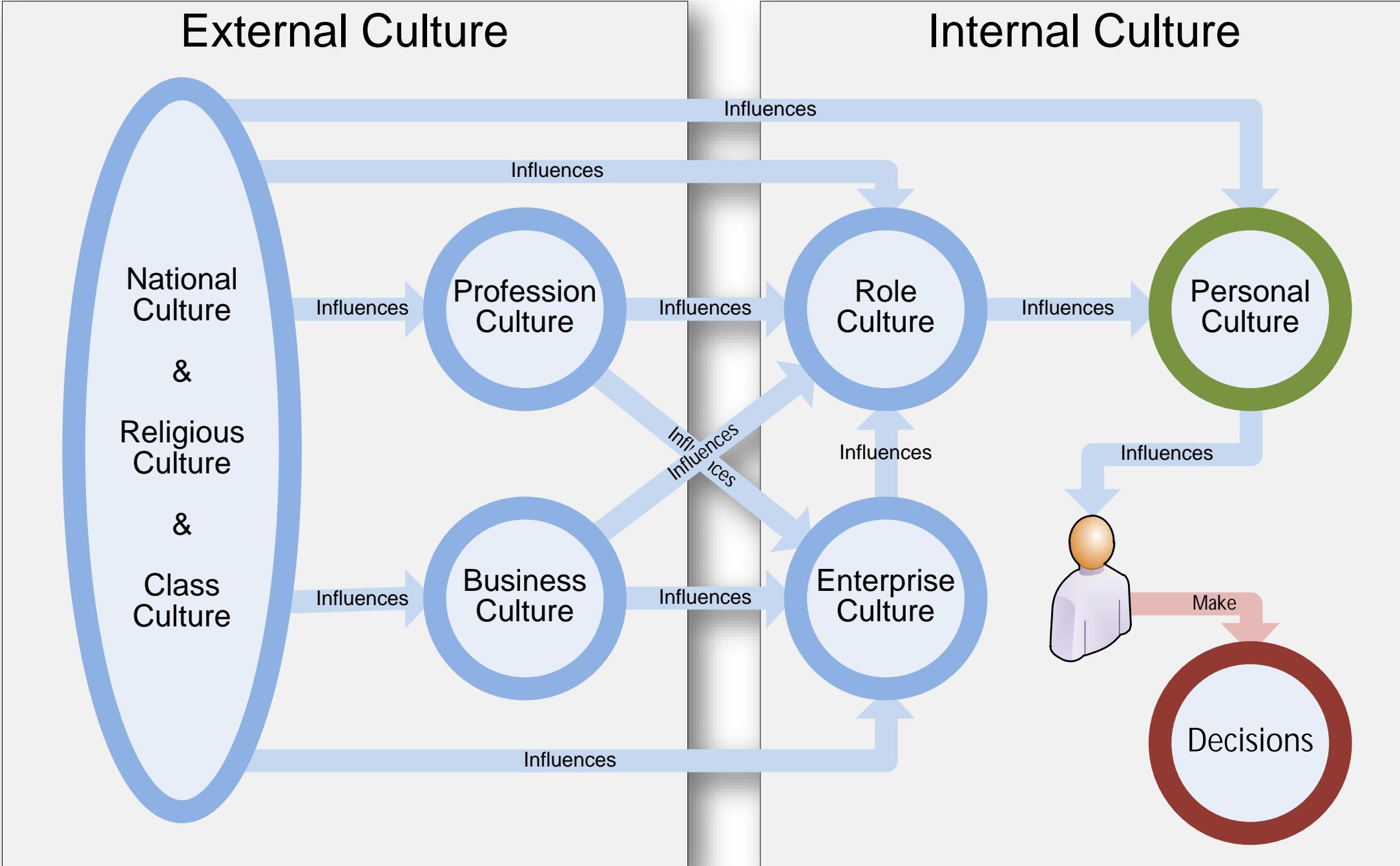
That's our promise.

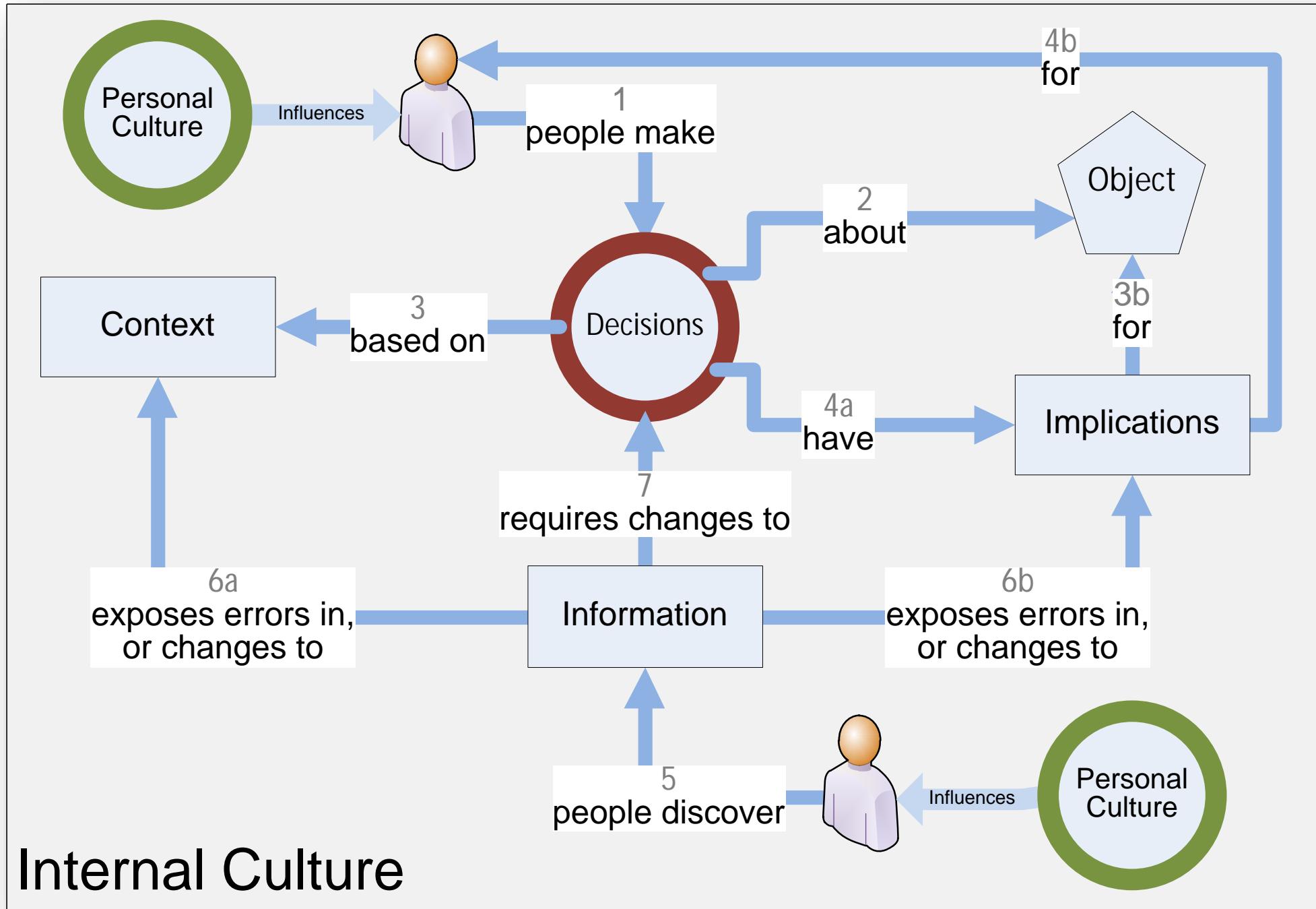


The Halo Effect

Cognitive Dissonance

External Culture



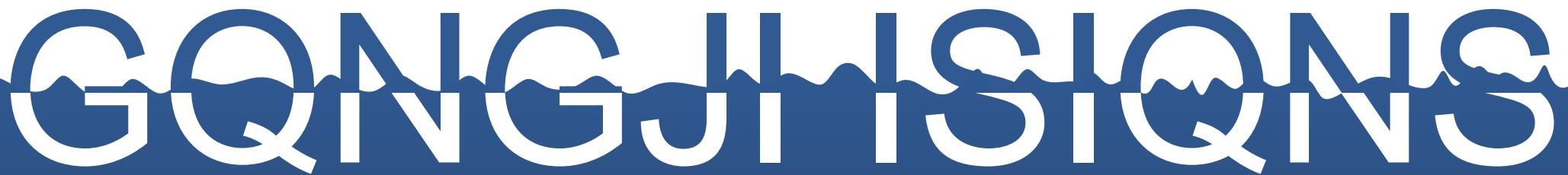




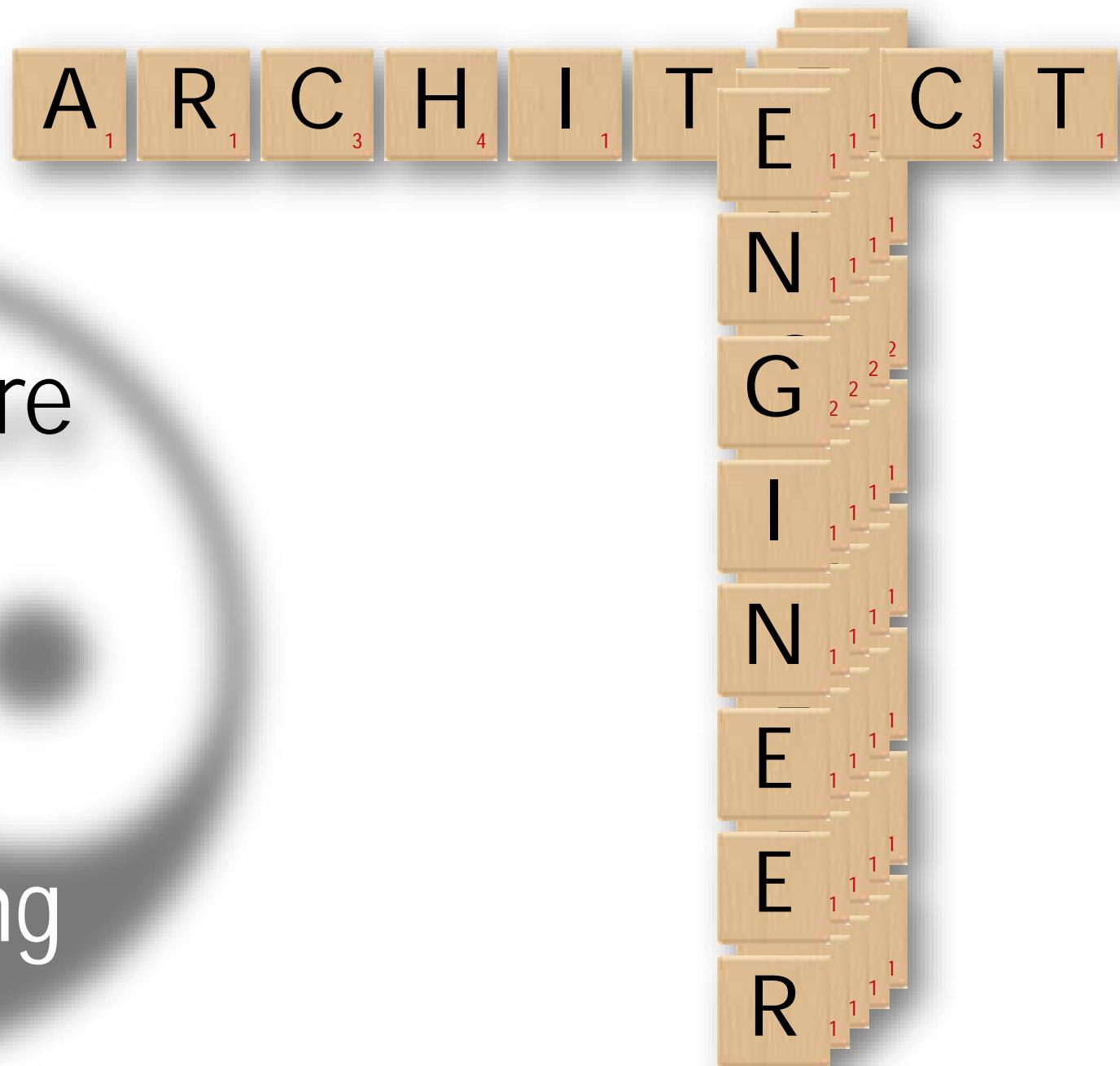
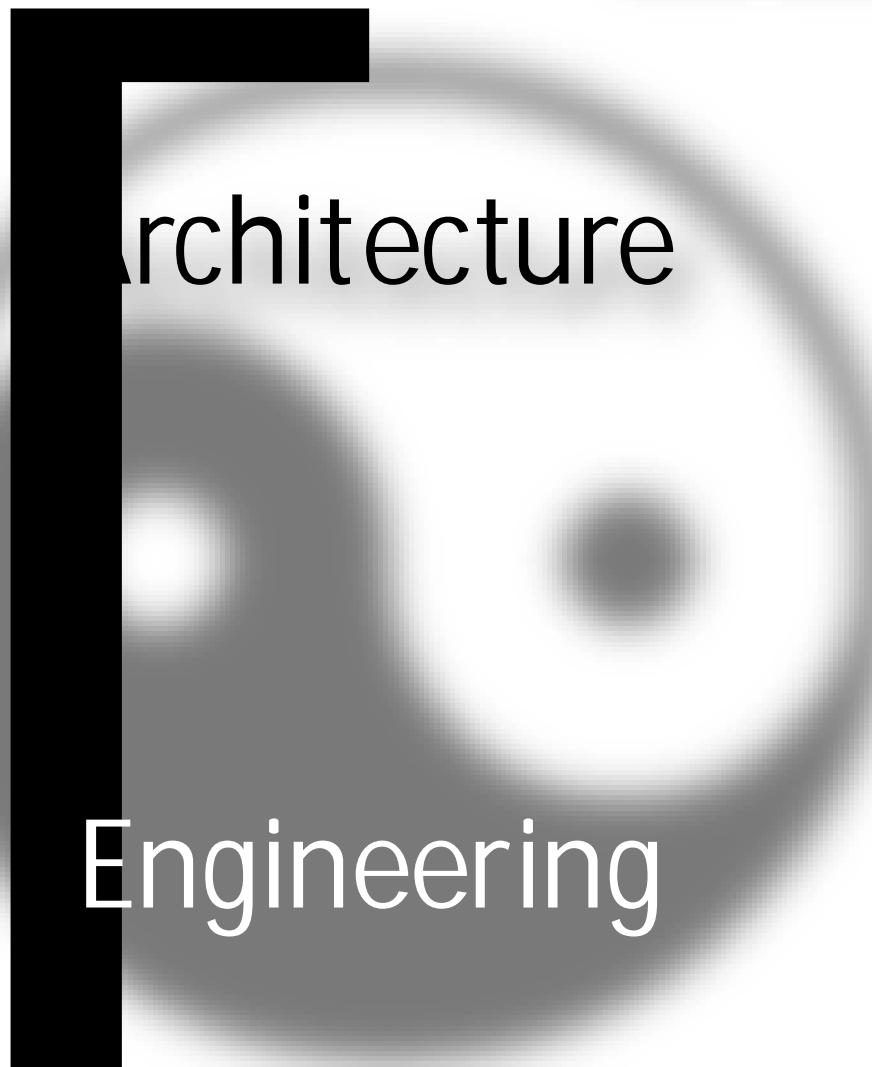
WARNING
Don't
Press
This
button!



IMBING TQ



GOING JI SIGNS



Architecture

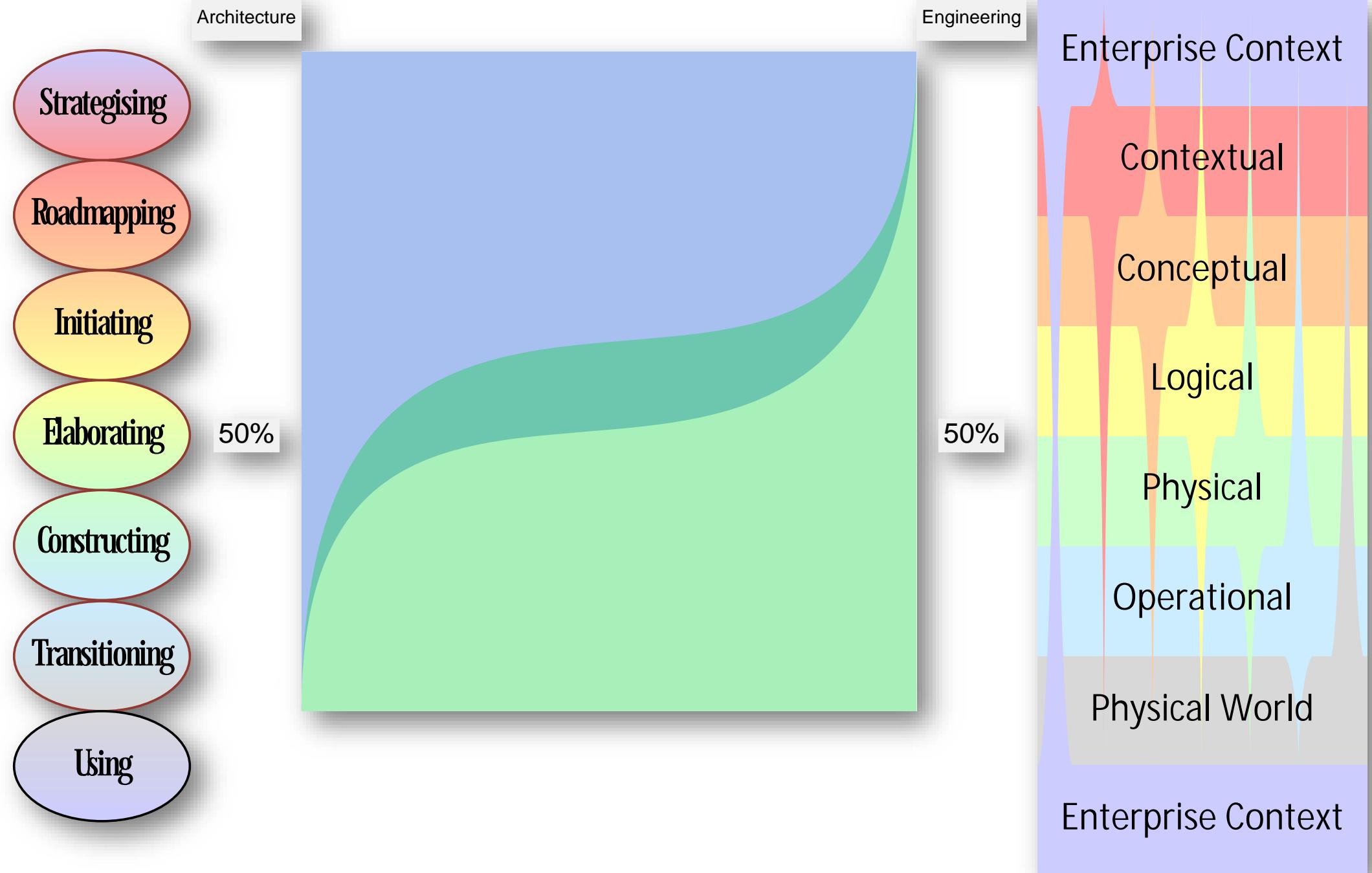
WHY
Understanding
Asking Questions
Thinking

Finishes when
there is nothing
more to take away

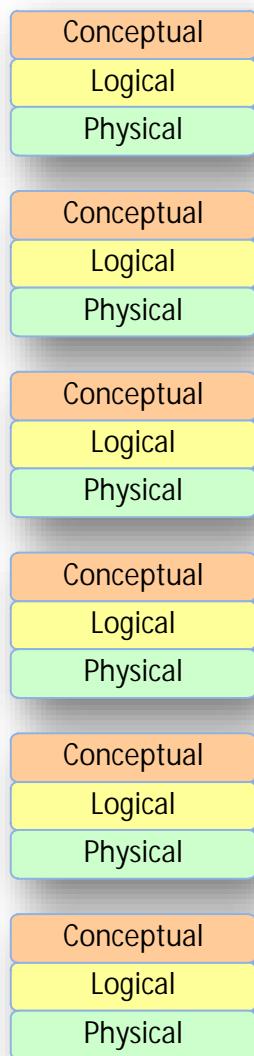
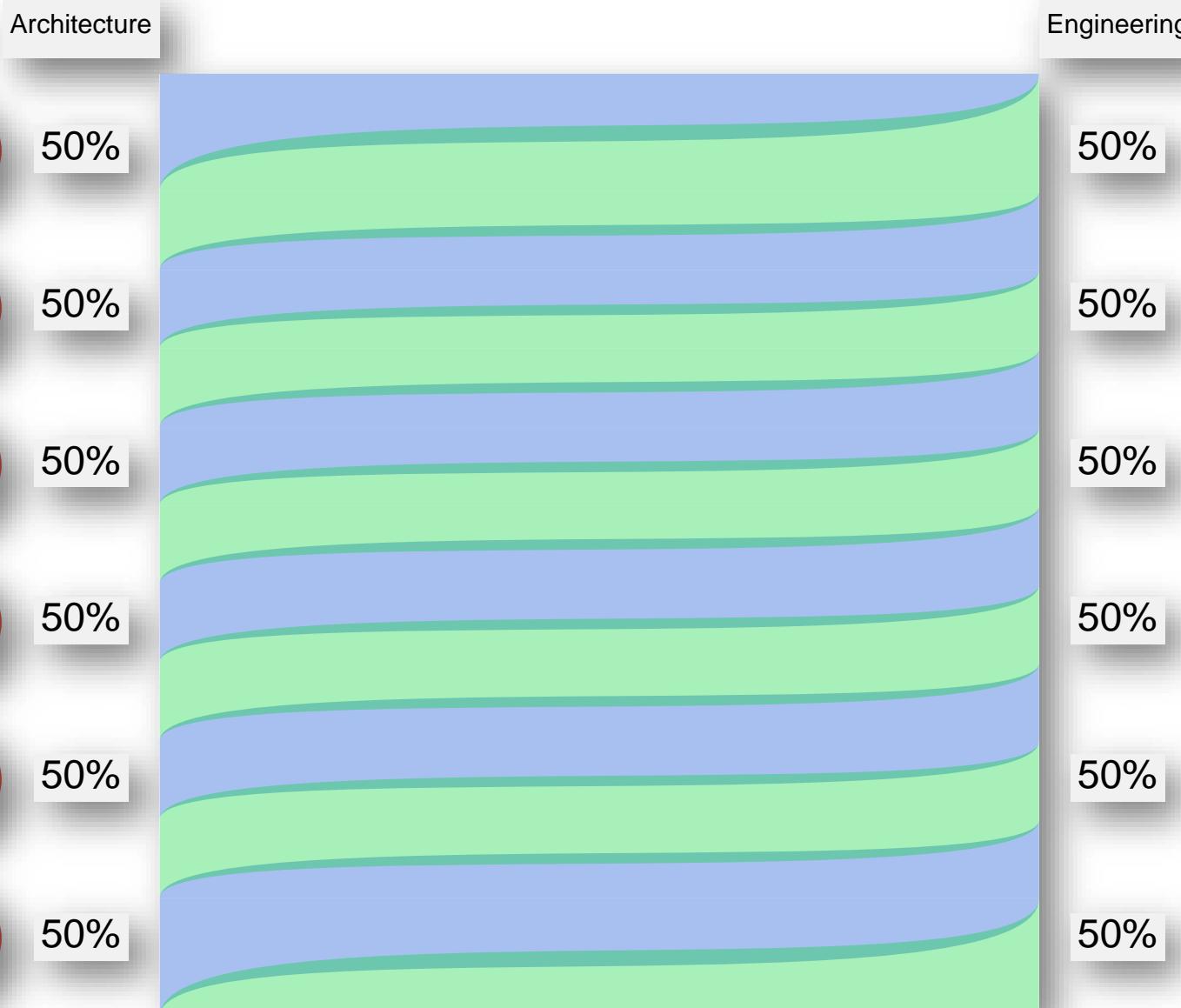
Engineering

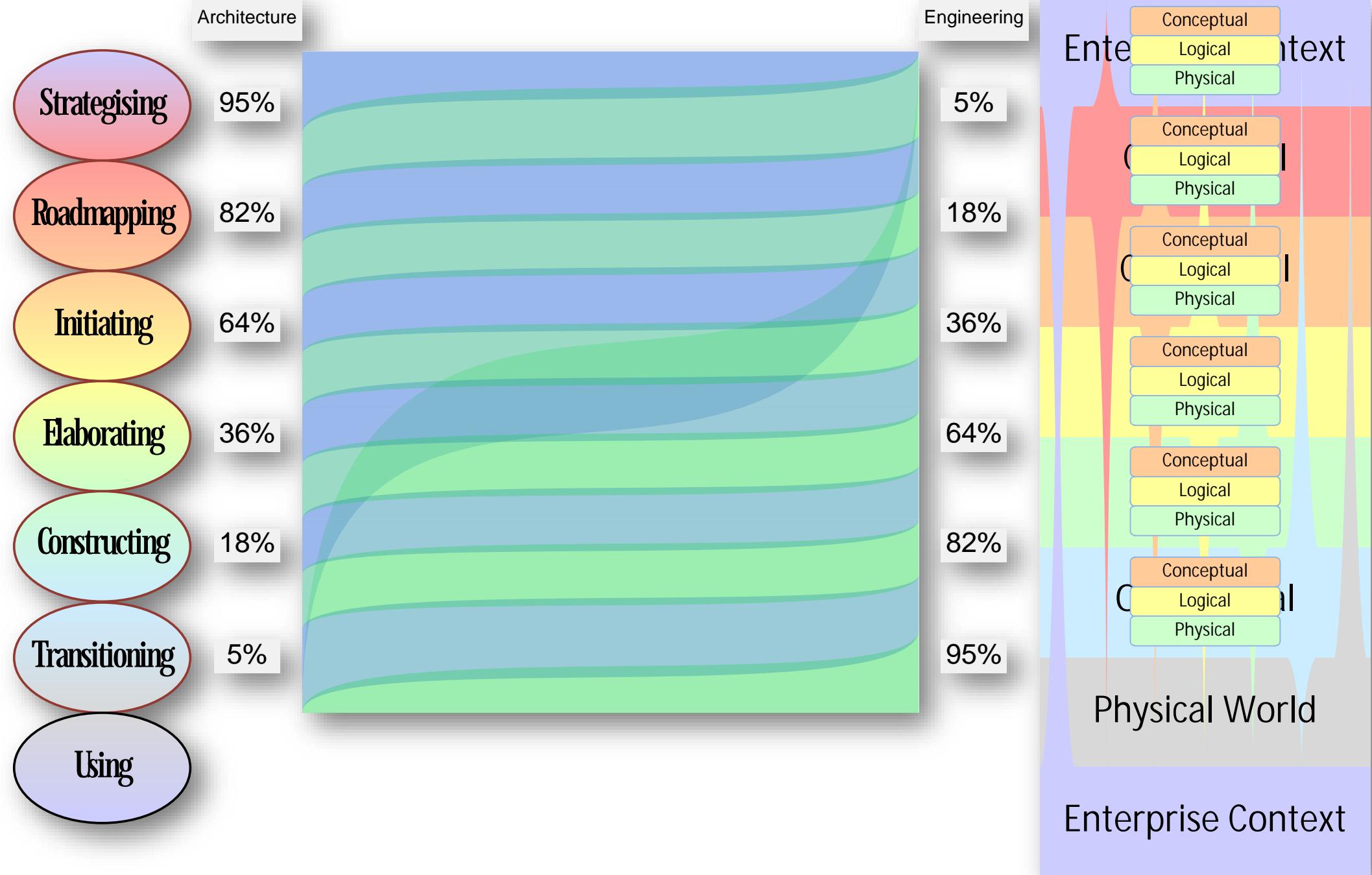
HOW
Creating Solutions
Talking
Doing

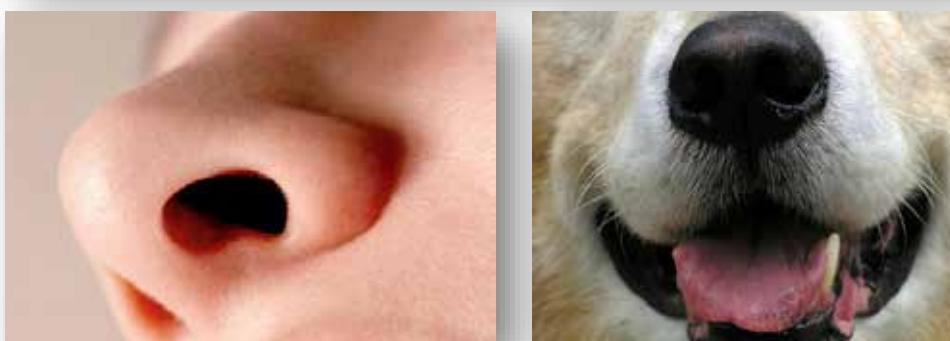
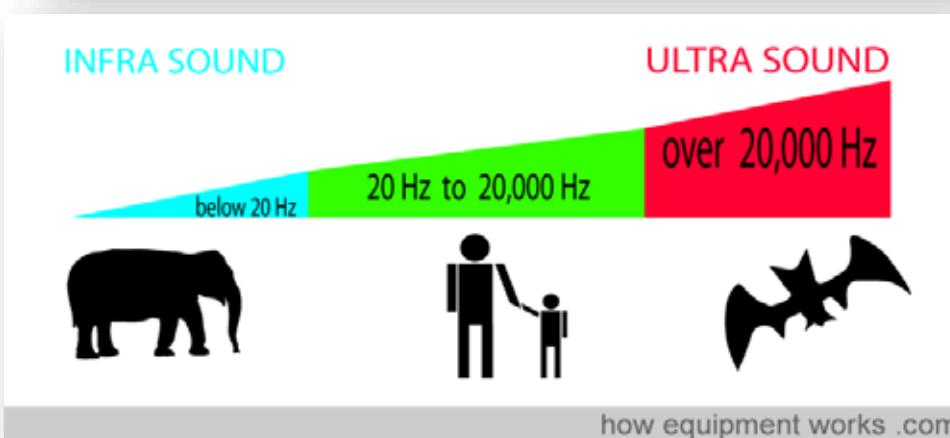
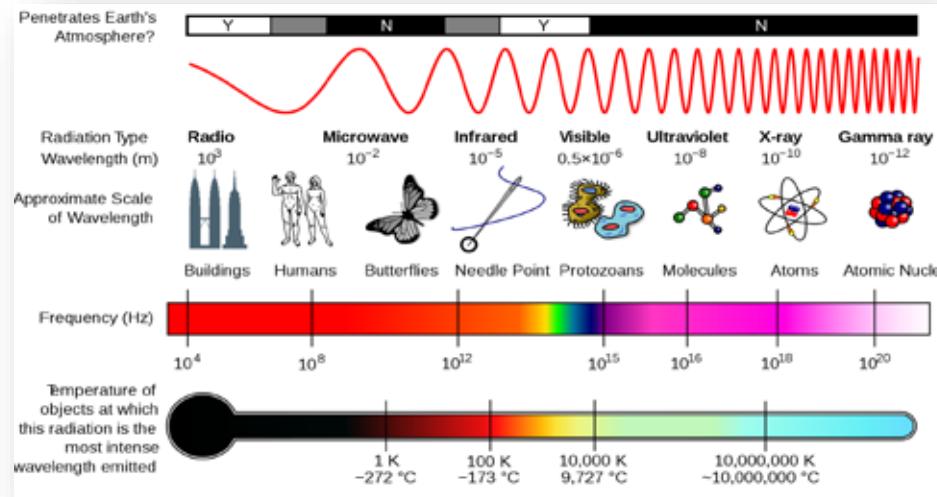
Finishes when
there is nothing
more to add



- Strategising
- Roadmapping
- Initiating
- Elaborating
- Constructing
- Transitioning
- Using







“The secret of business is to know something that nobody else knows.”

- Aristotle Onassis

“Impossible is just a big word thrown around by small men who find it easier to live in the world they've been given than to explore the power they have to change it.

Impossible is not a fact. It's an opinion.
Impossible is not a declaration. It's a dare.
Impossible is potential. Impossible is temporary. Impossible is nothing.”

- Muhammad Ali
Boxer

“Never tell a young person that anything cannot be done. God may have been waiting centuries for someone ignorant enough of the impossible to do that very thing.”

- G. M. Trevelyan
Historian

“It always seems impossible until its done.”

- Nelson Mandela
Revolutionary / Politician

“Everything is theoretically impossible, until it is done.”

- Robert A. Heinlein
Science Fiction Writer

“To believe a thing impossible is to make it so.”

- French Proverb

“We would accomplish many more things if we did not think of them as impossible.”

- Vince Lombardi
American Football Player

“Every noble work is at first impossible.”

- Thomas Carlyle
Philosopher

“So many of our dreams at first seem impossible, then they seem improbable, and then, when we summon the will, they soon become inevitable.”

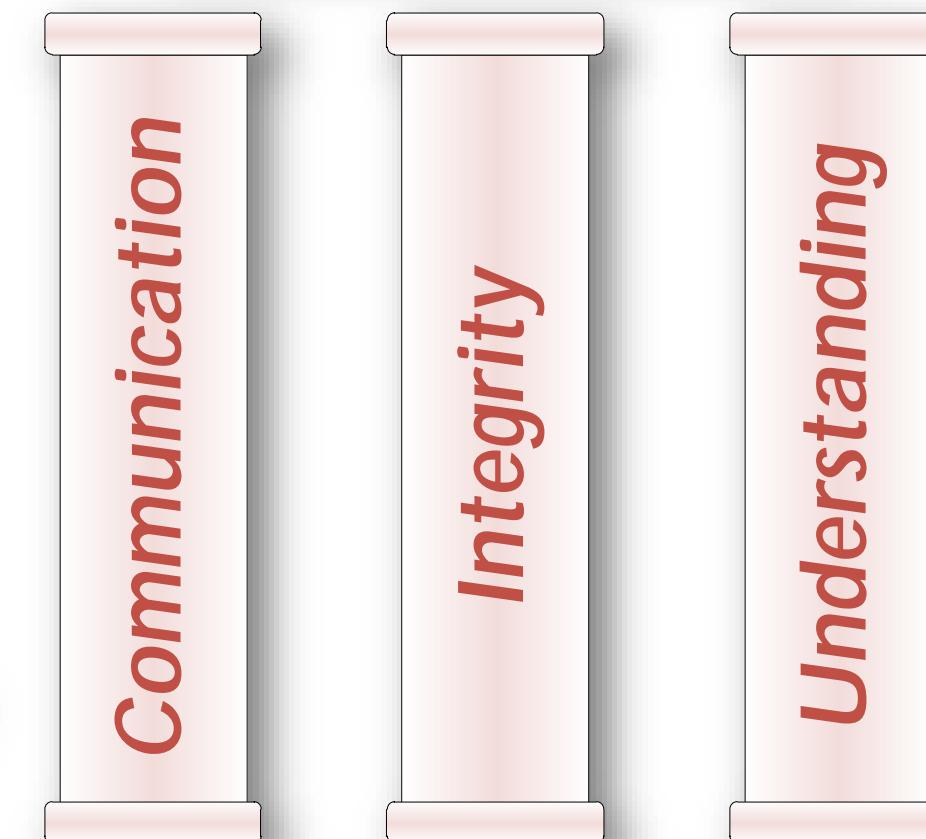
- Christopher Reeve
Actor / Activist



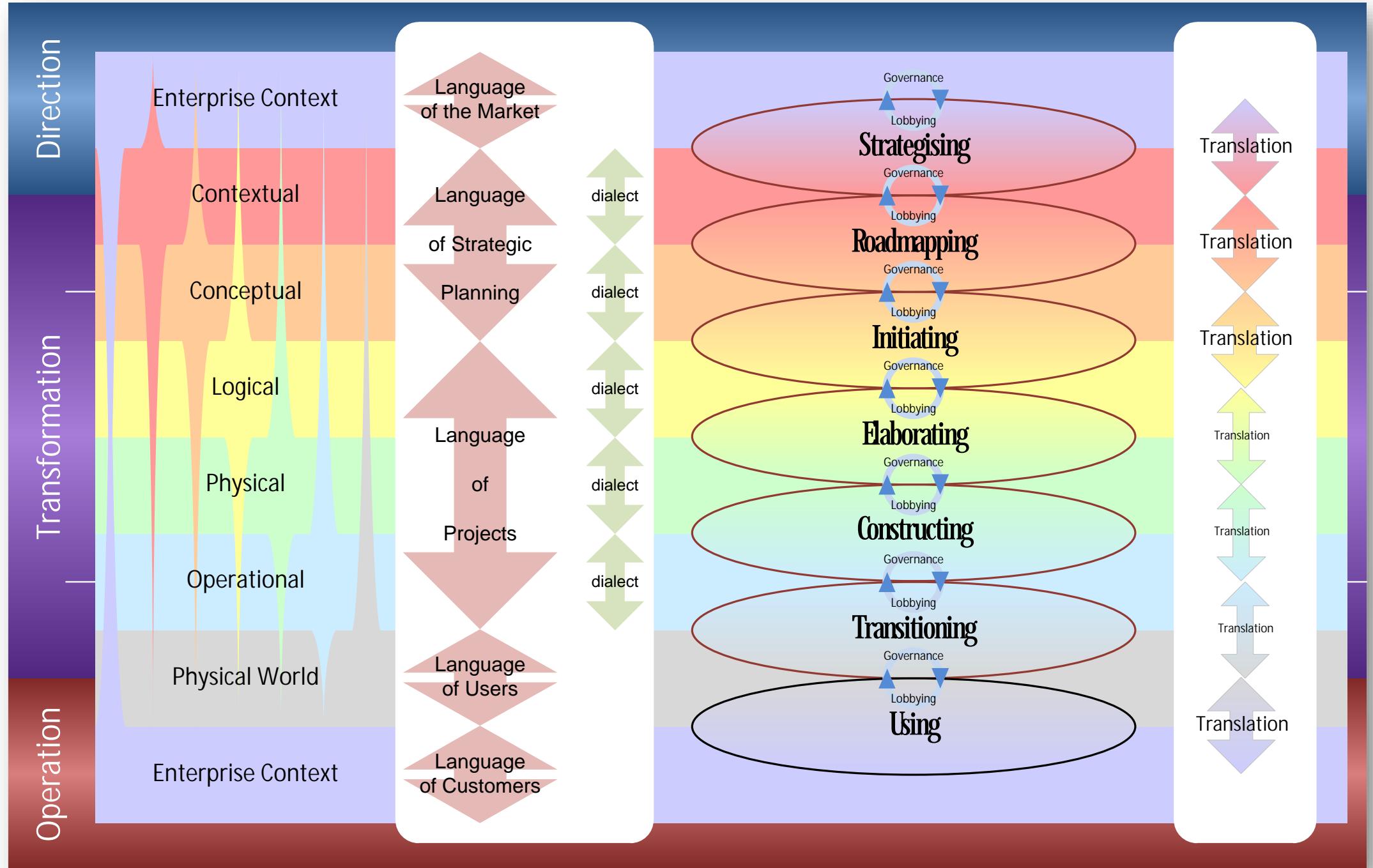
Pragmatic
Articulate
Altruistic
Persistent
Agnostic
Enthusiastic
Strategic
Generalist
Diplomatic
Open



Persuade
Investigate
Learn
Lead
Abstract
Facilitate
Expose

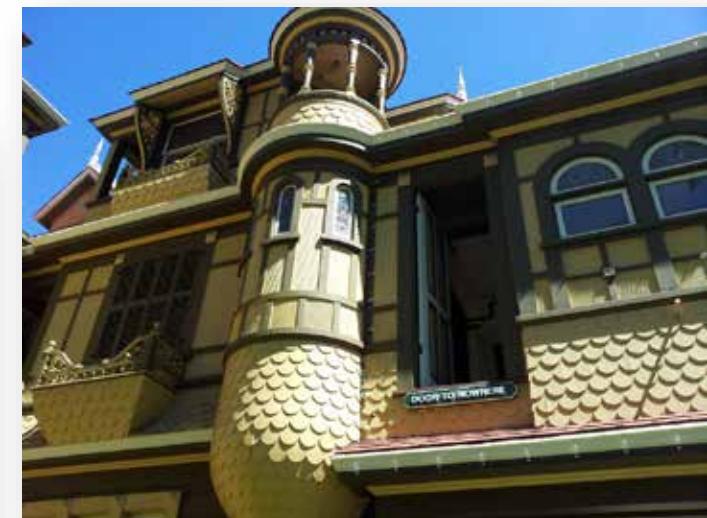


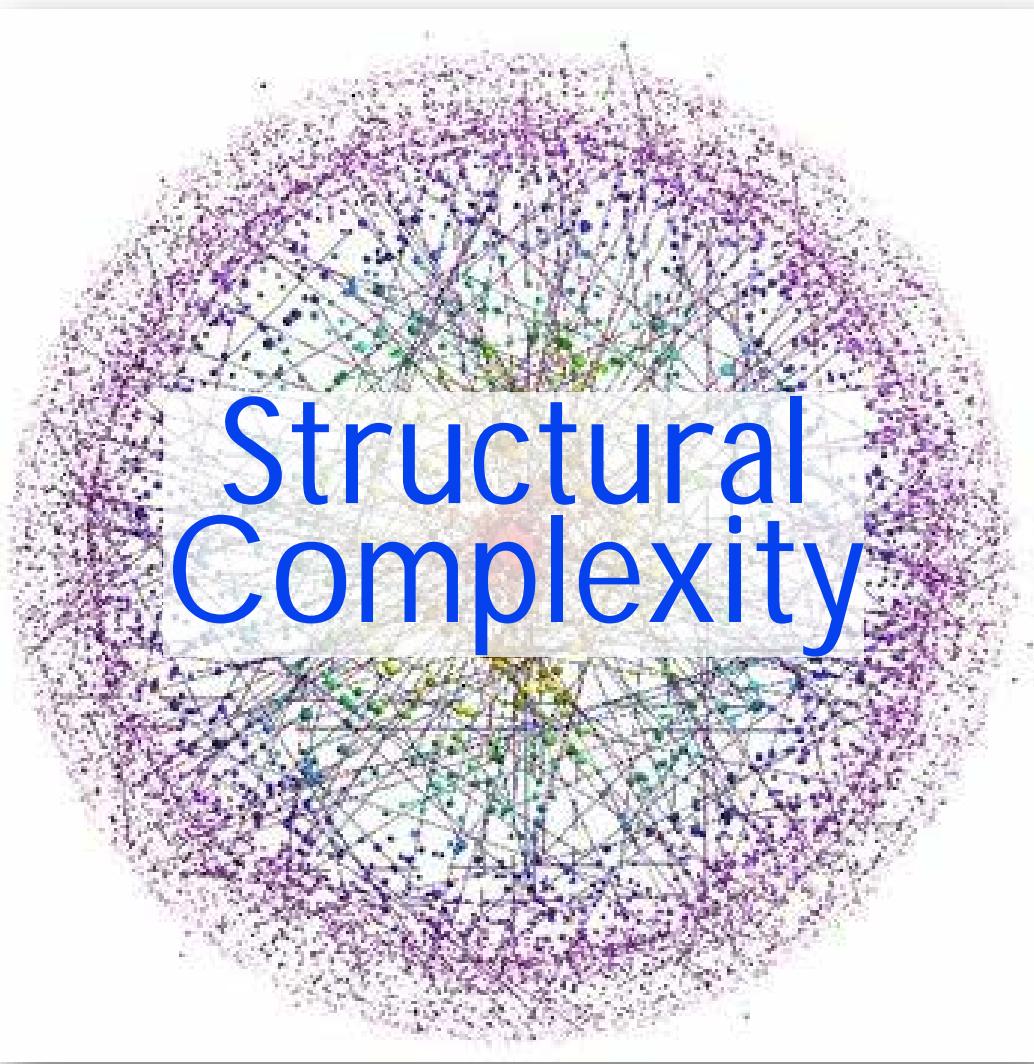
www.PragmaticEA.com/pragmatic-architects-creed.asp



Environment

The Architecture ParadigmTM





Structural Complexity

Structural Complexity

=

Number of different Systems

+

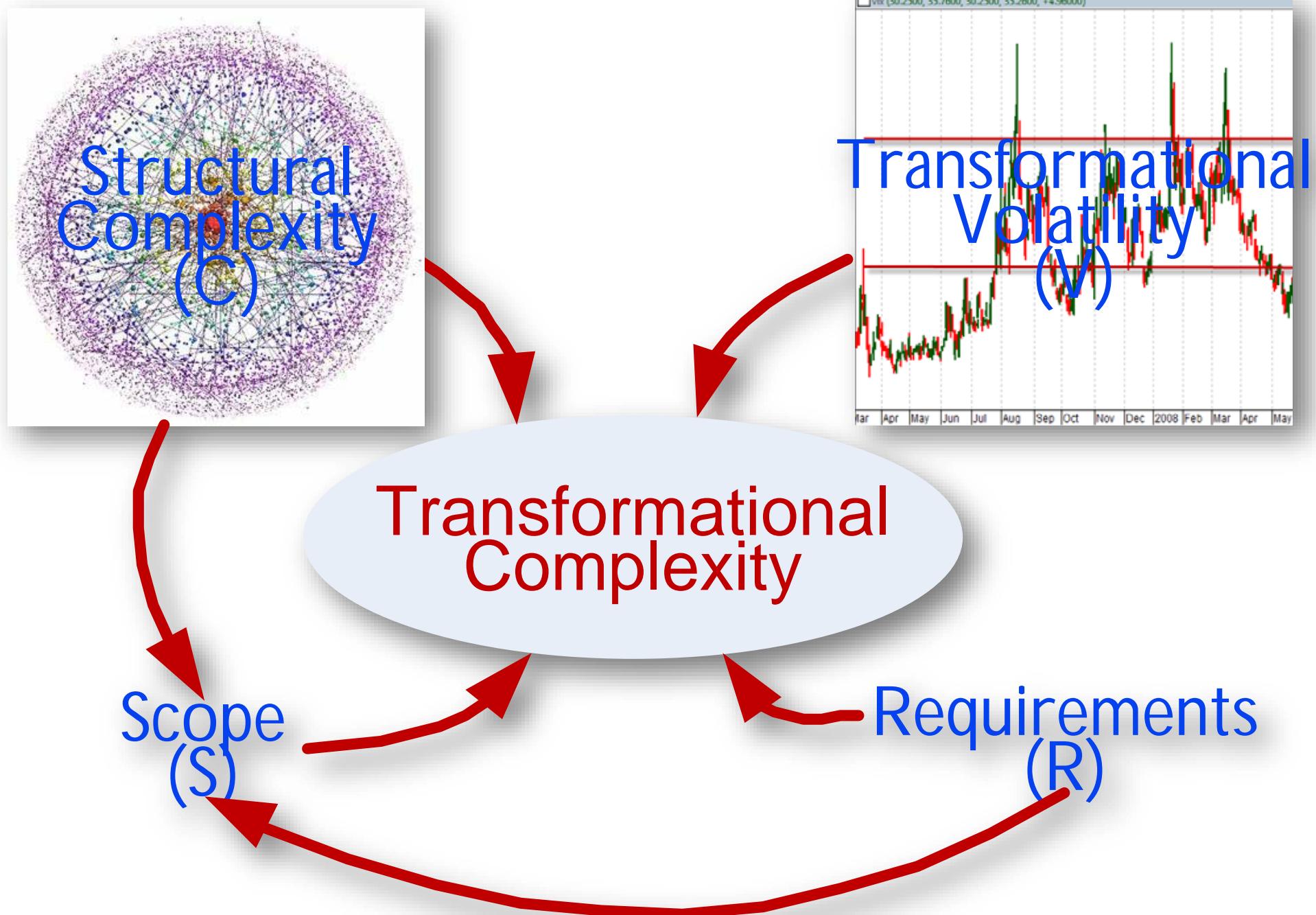
Number of Relationships between
those Systems.

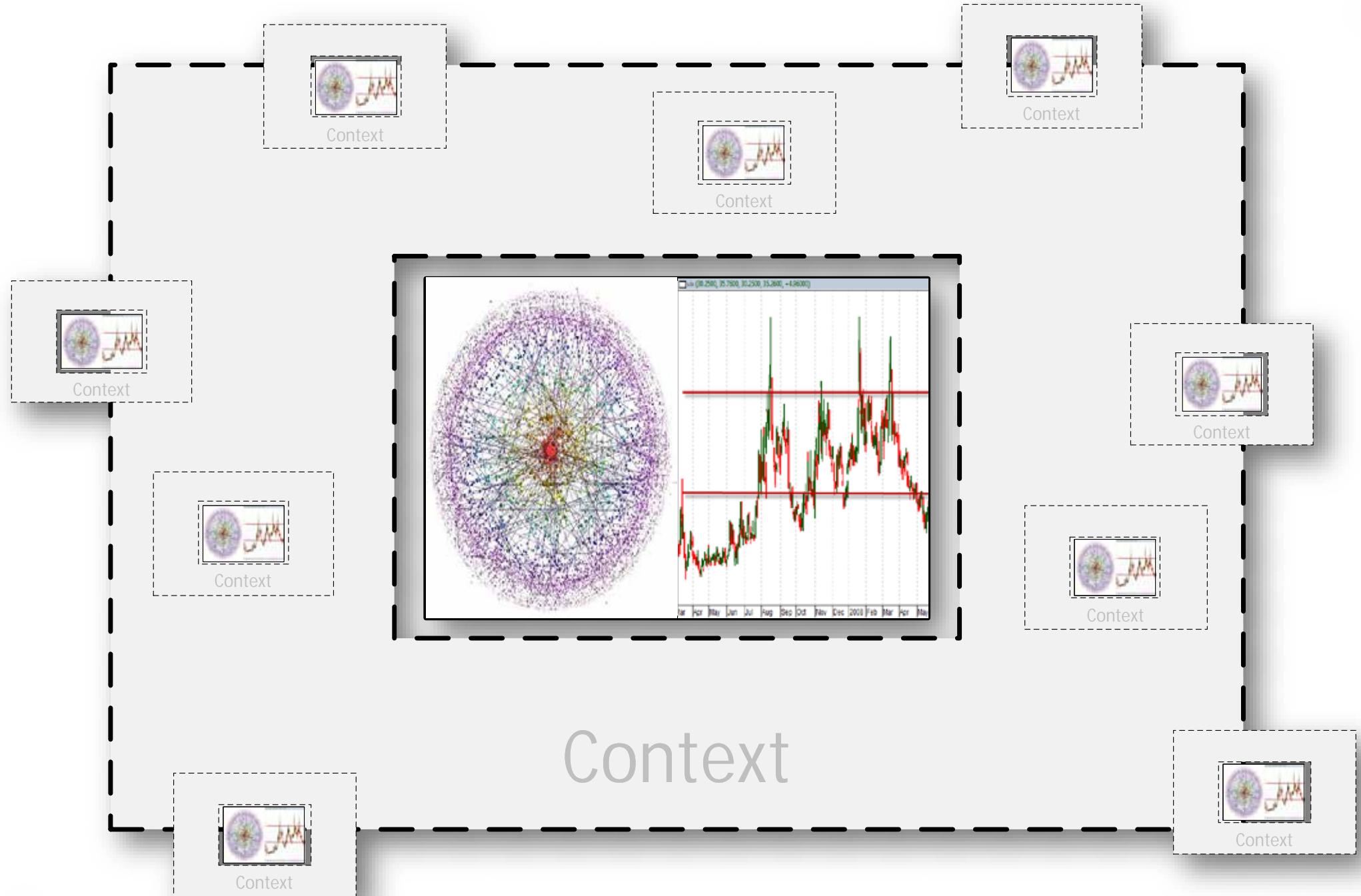


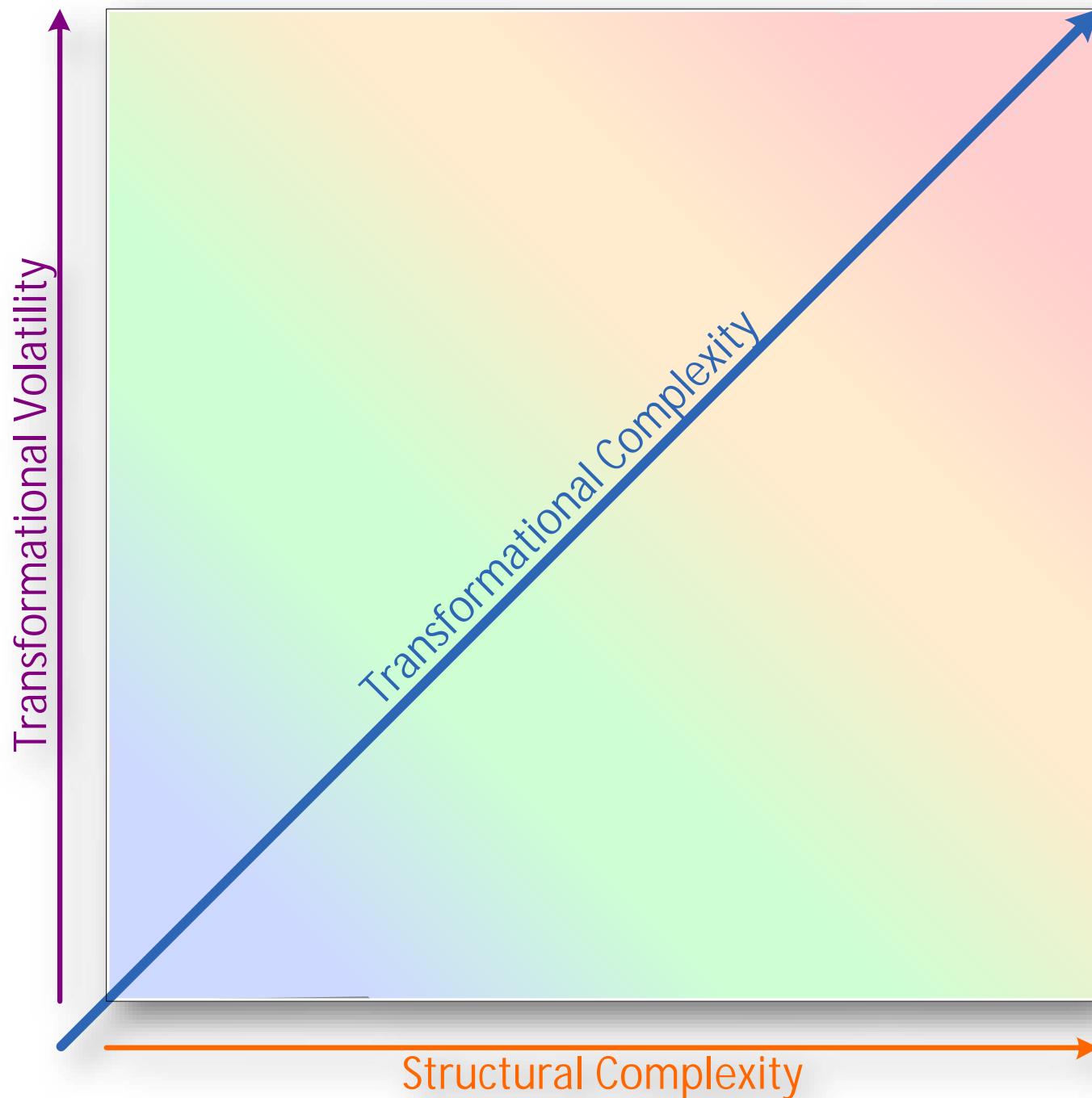
Transformational Volatility

=

Rate of change of Systems







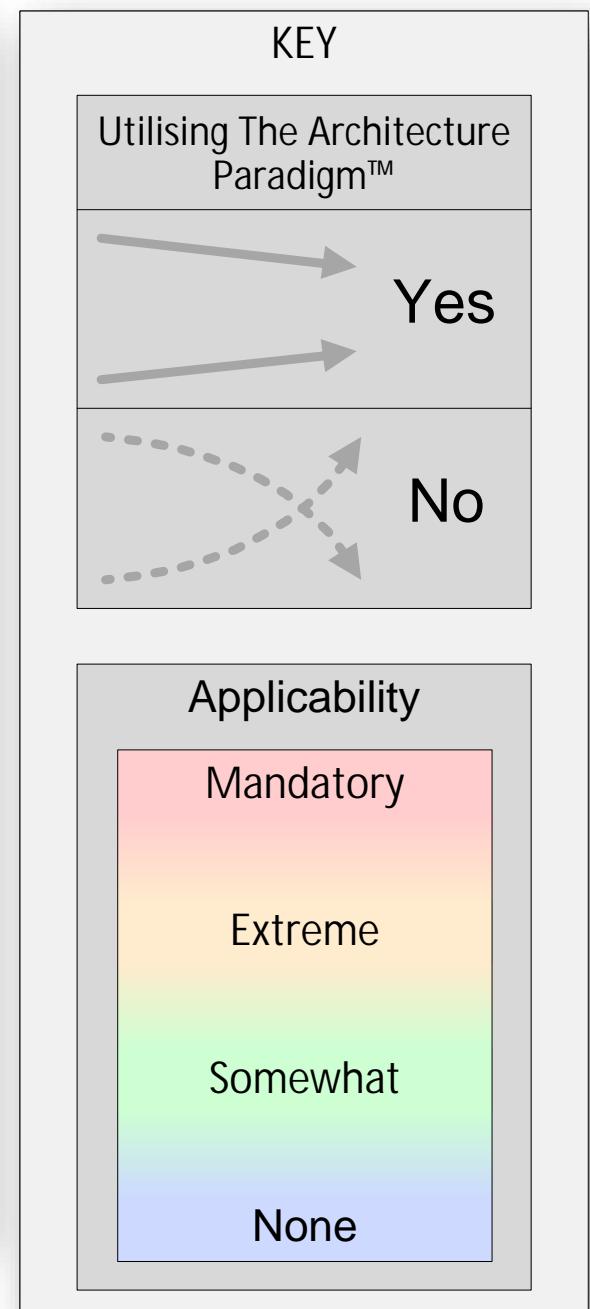
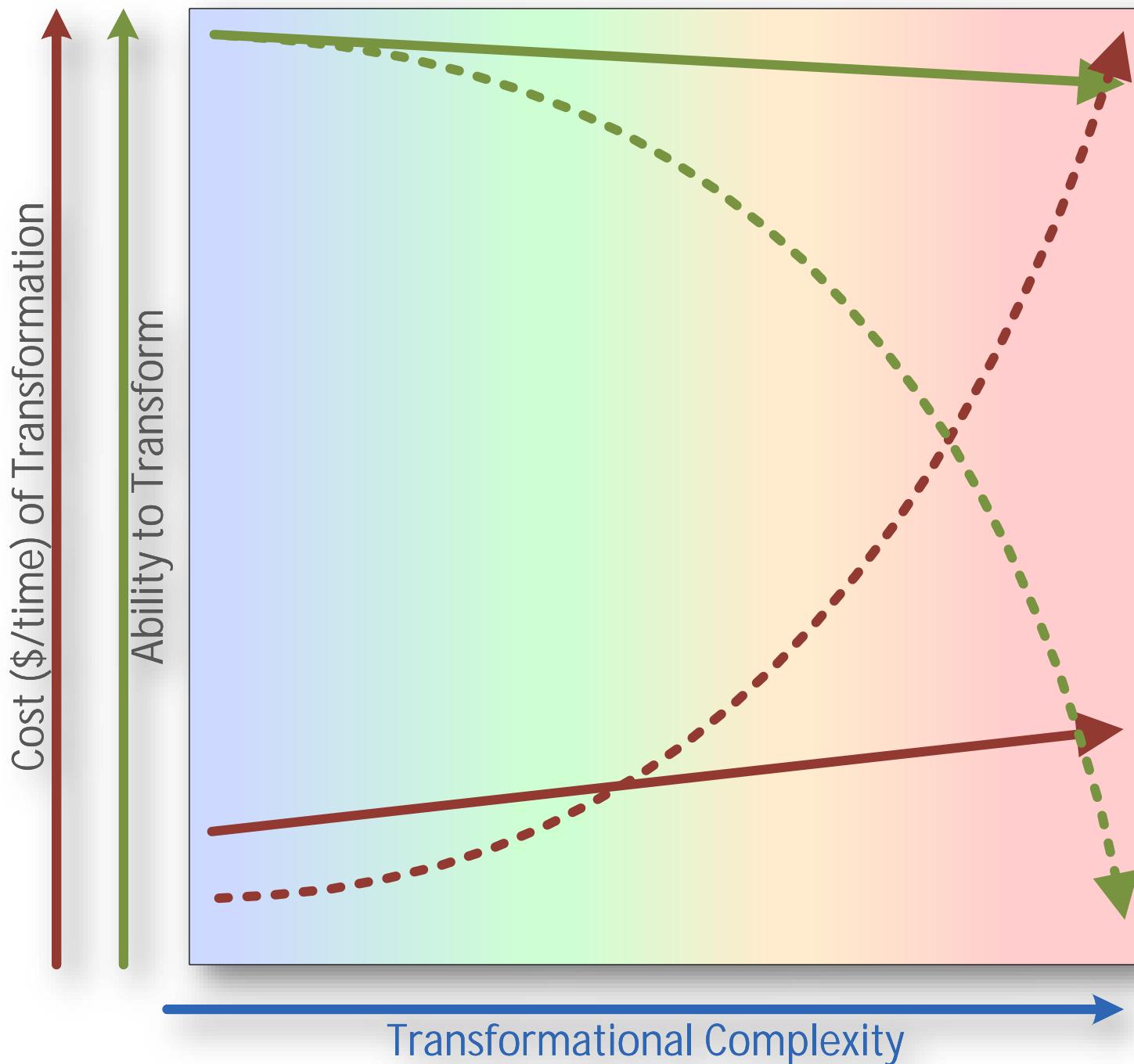
Applicability

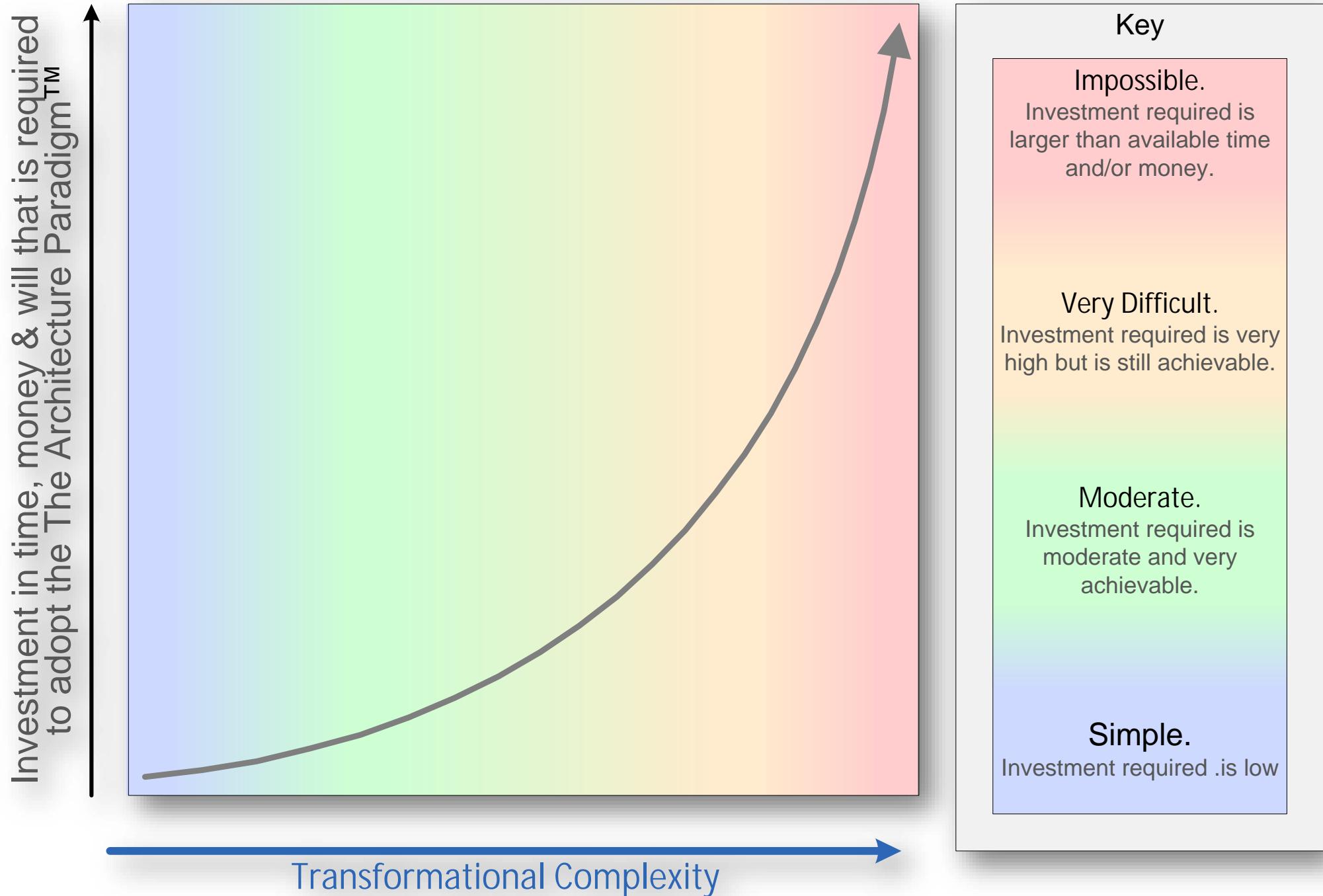
Mandatory.
Critical for change.

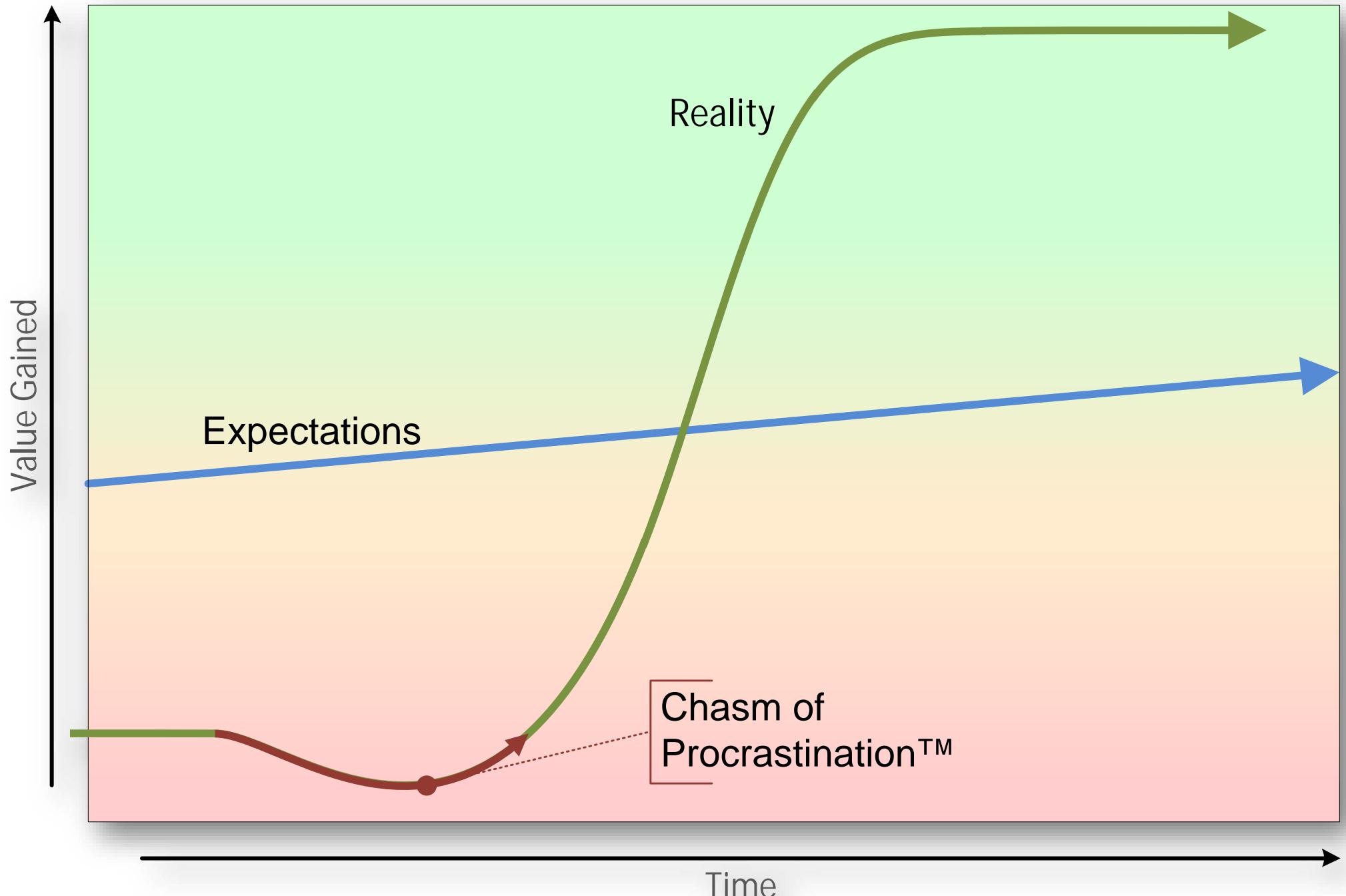
Extreme.
Large opportunity for
advantage.
Large risk of disadvantage.

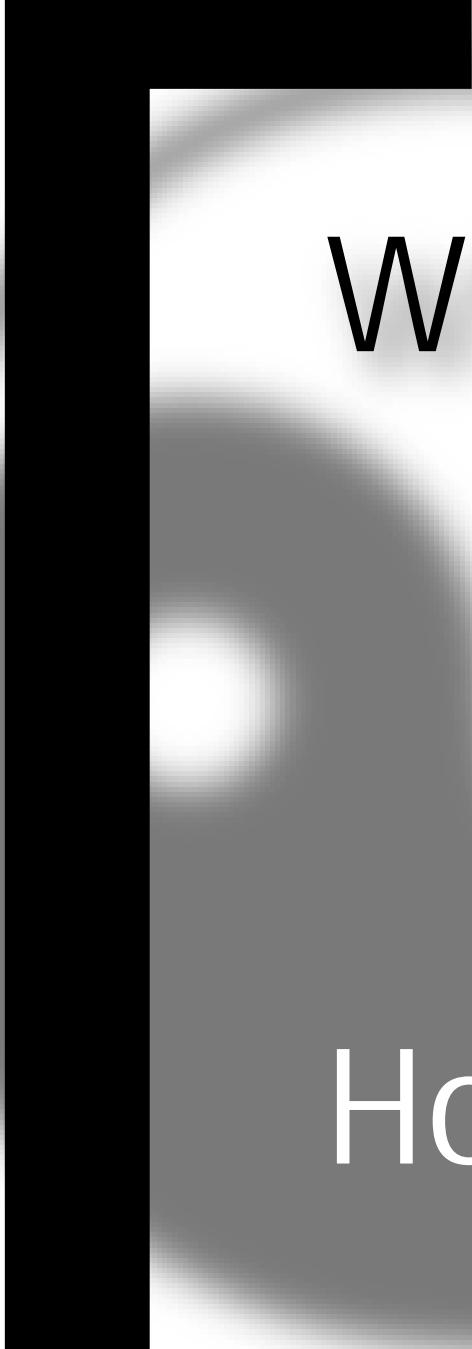
Somewhat.
Some opportunity for
advantage.
Small risk of disadvantage.

None.
No opportunity for
advantage.







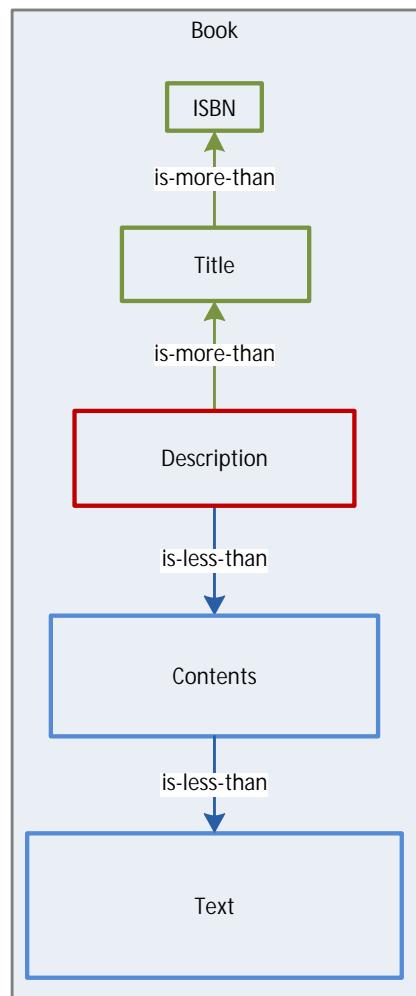


Why

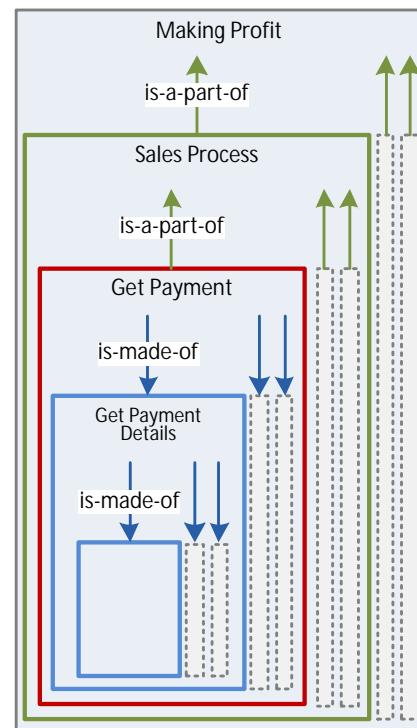
How

Abstraction / Elaboration

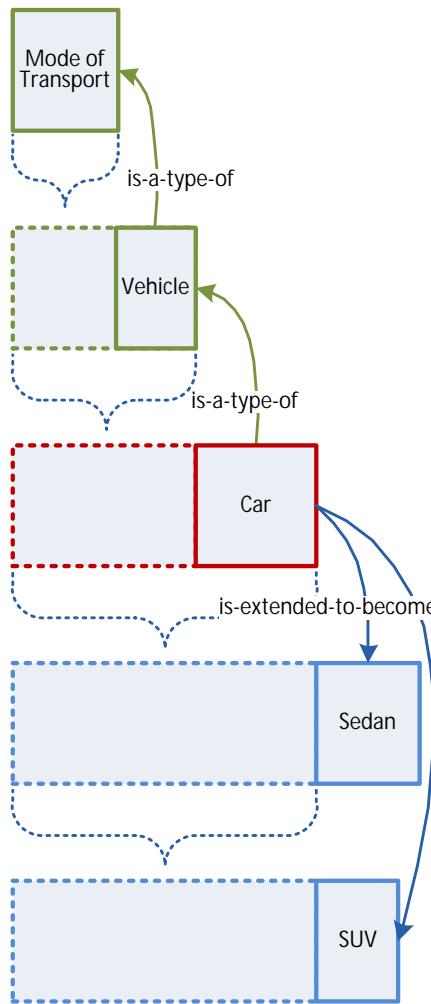
↑ Omission
Inclusion ↓



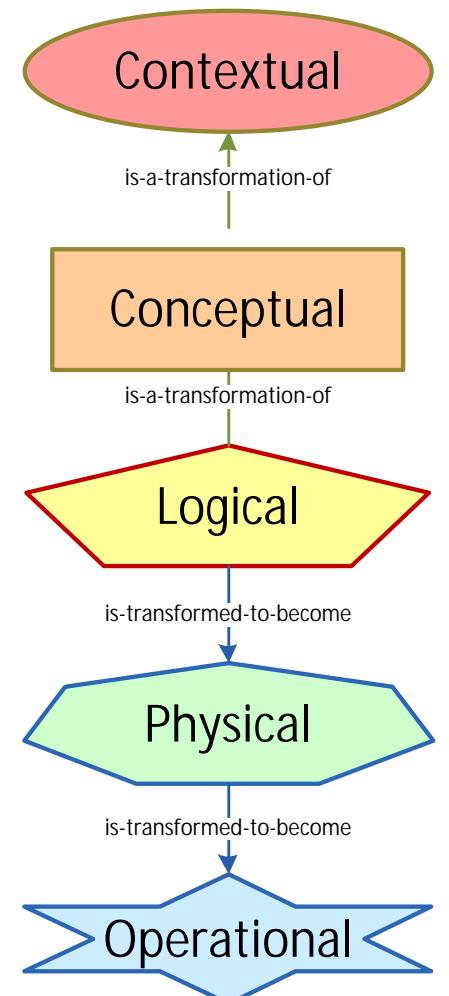
↑ Composition
Decomposition ↓

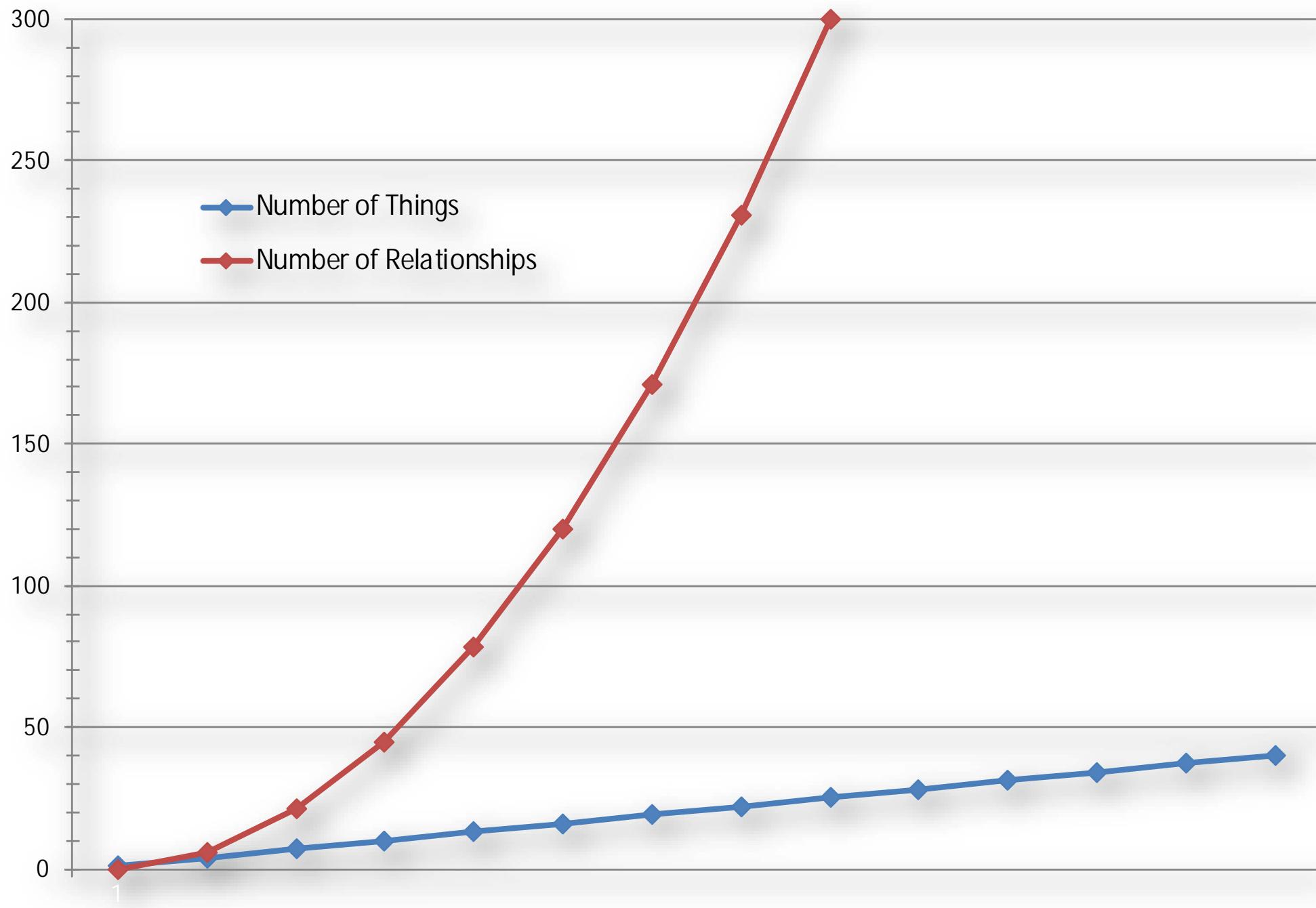


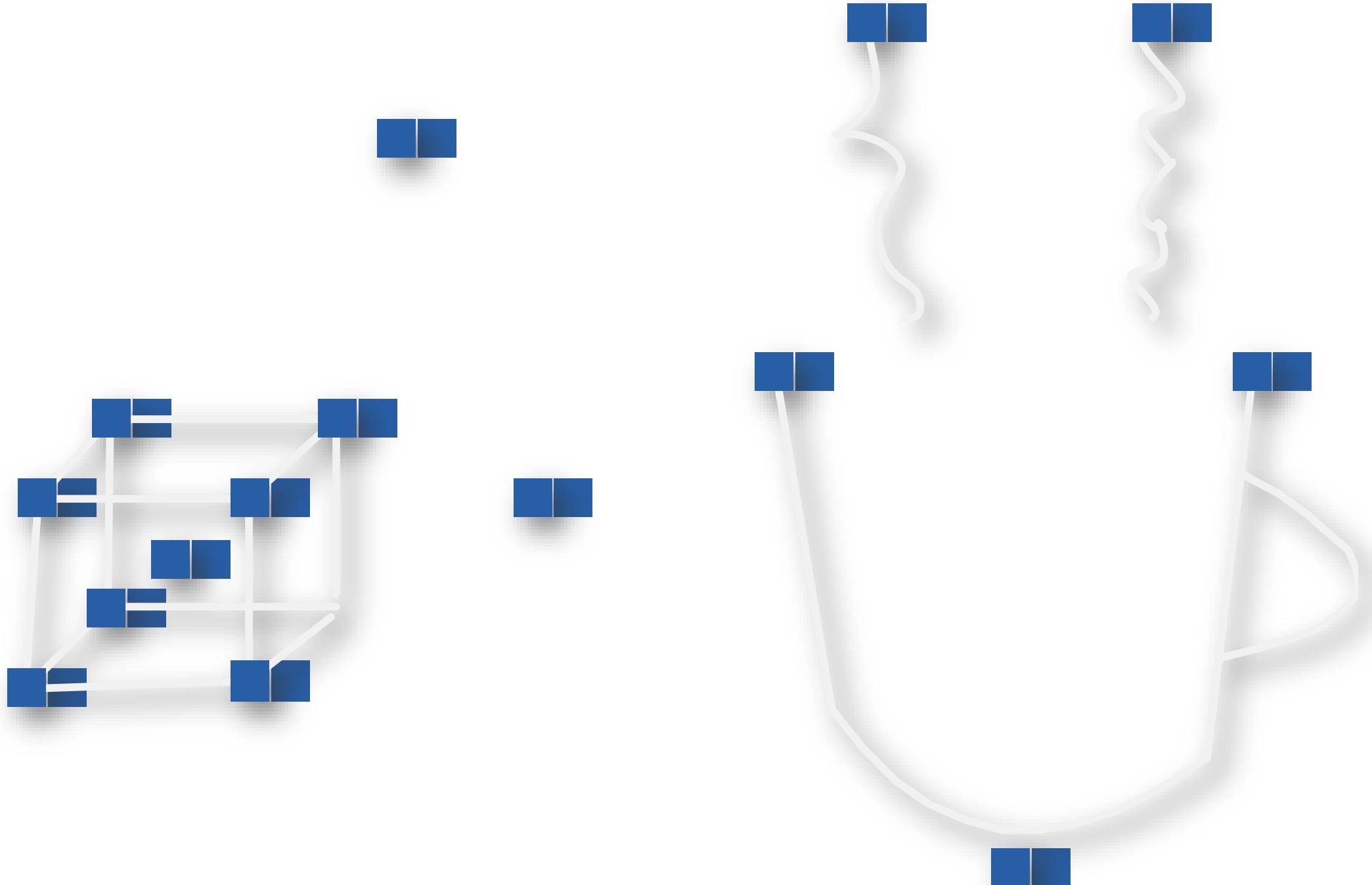
↑ Generalisation
Specialisation ↓

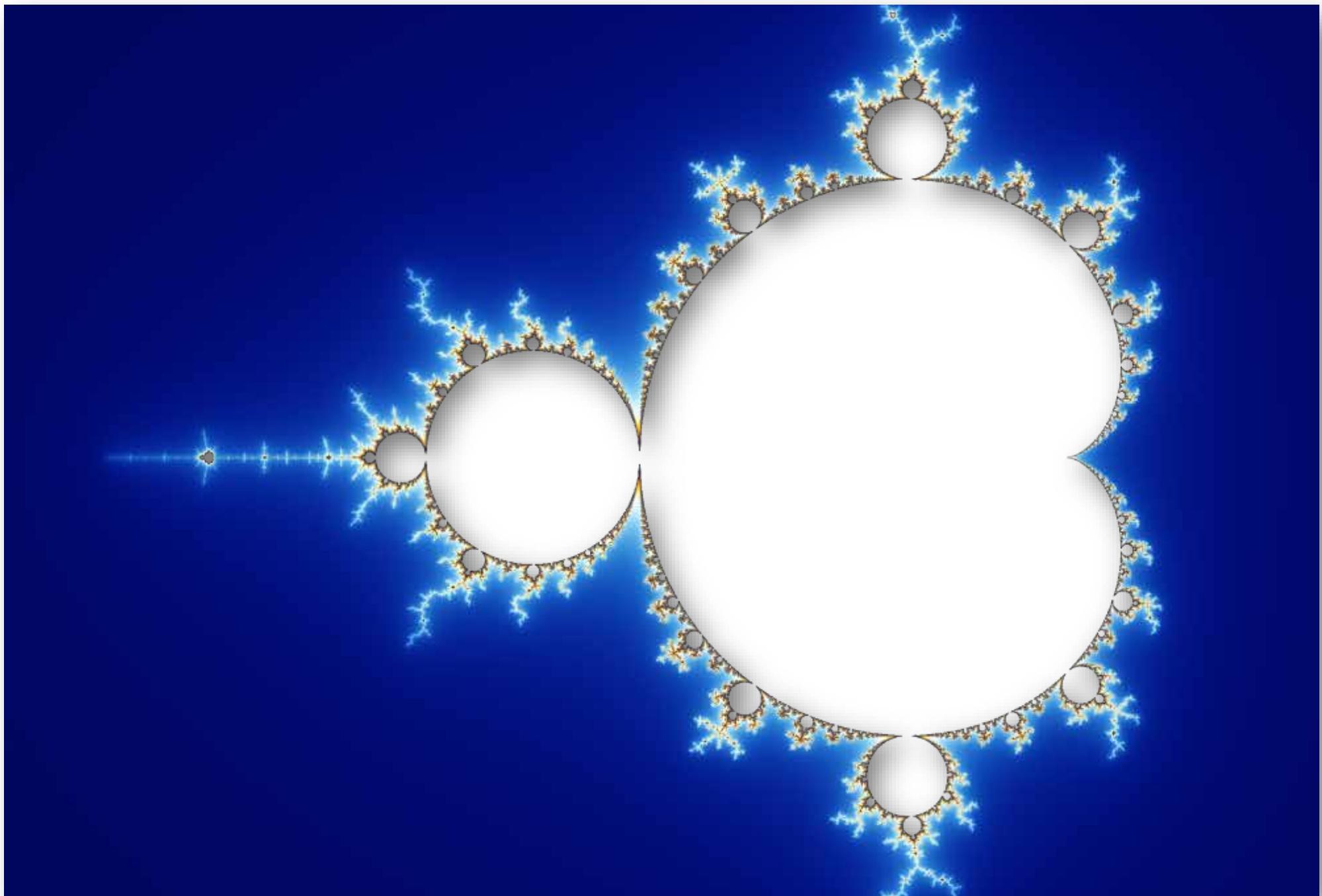


↑ Idealisation
Realisation ↓

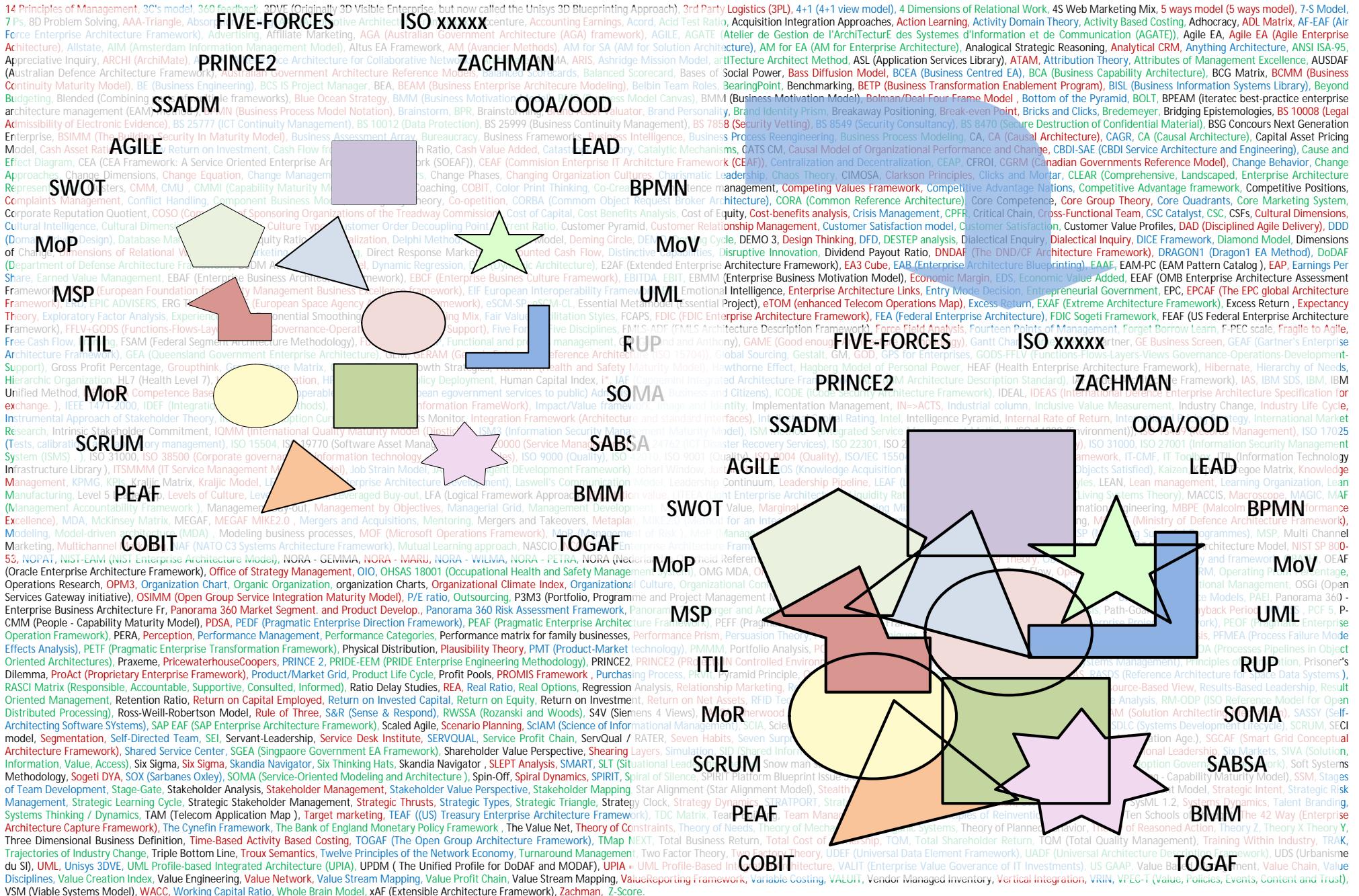


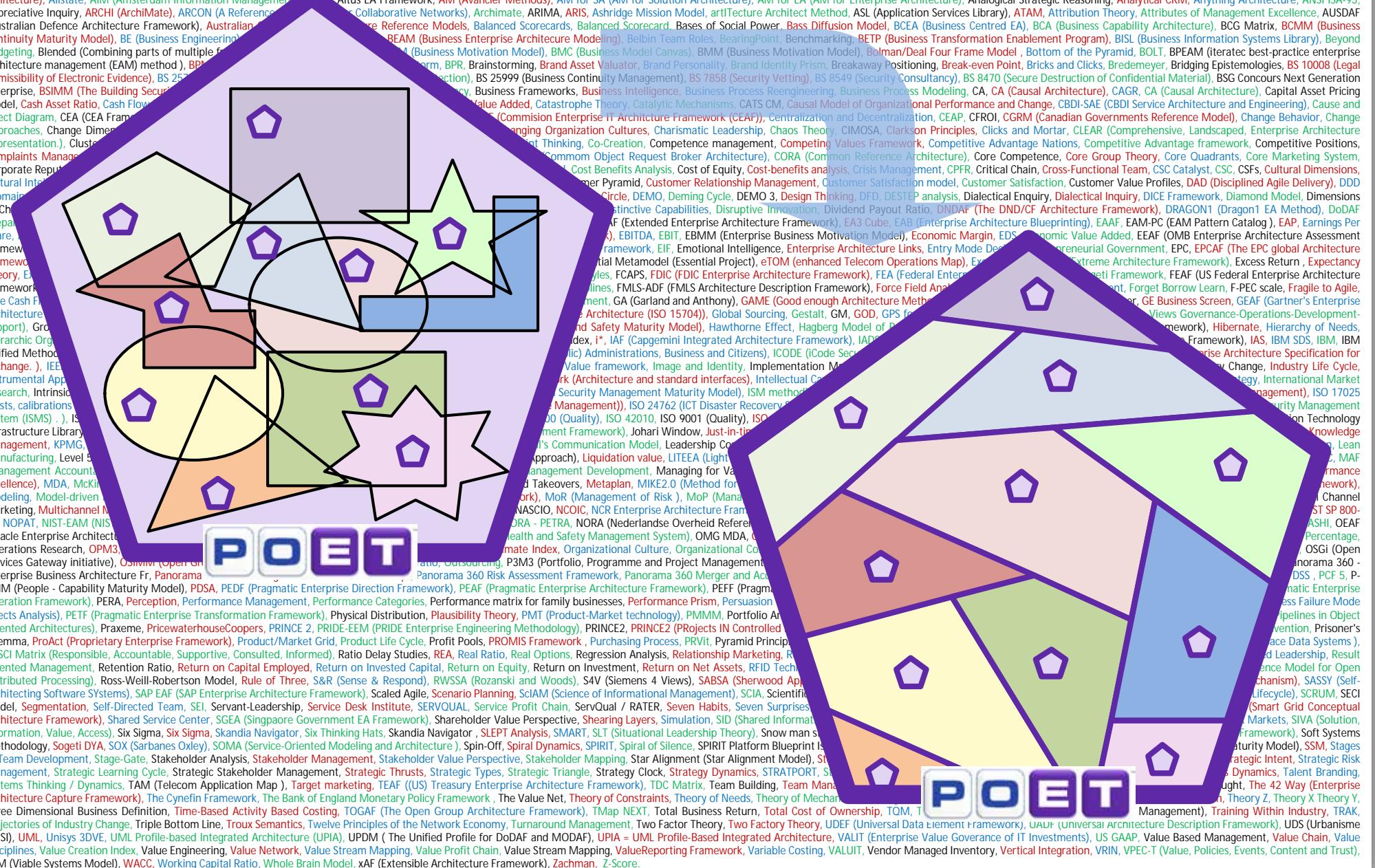


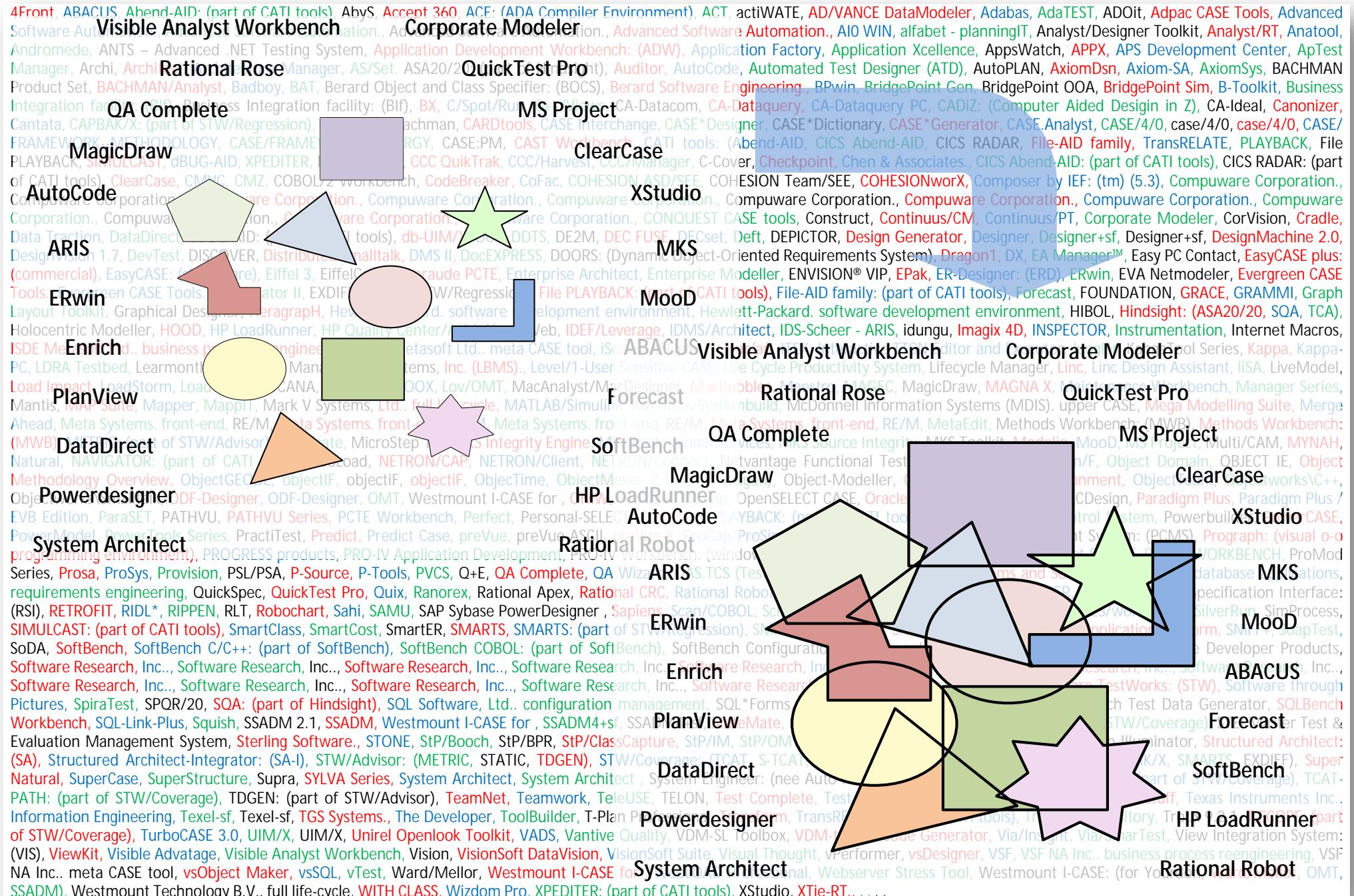


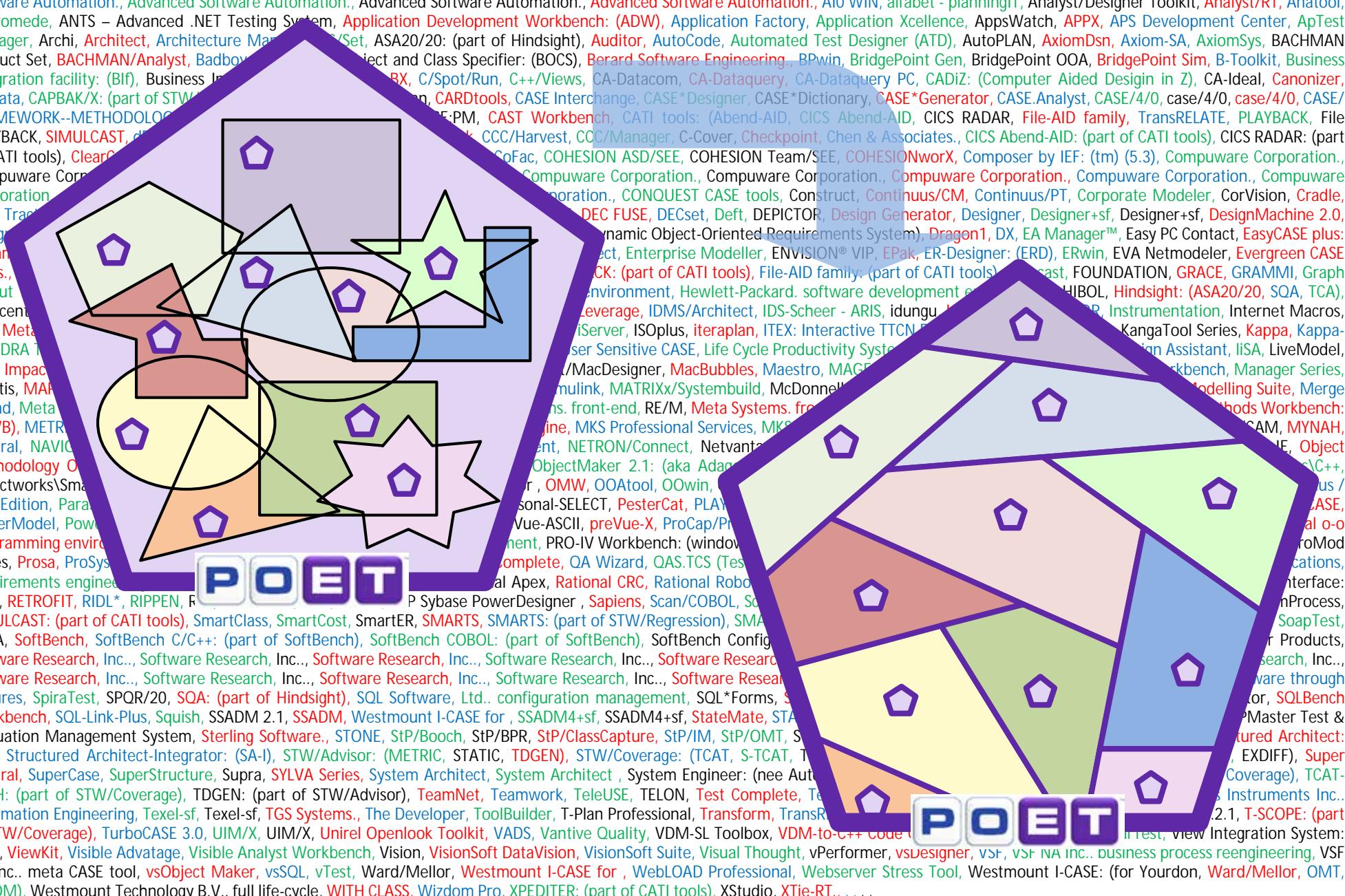


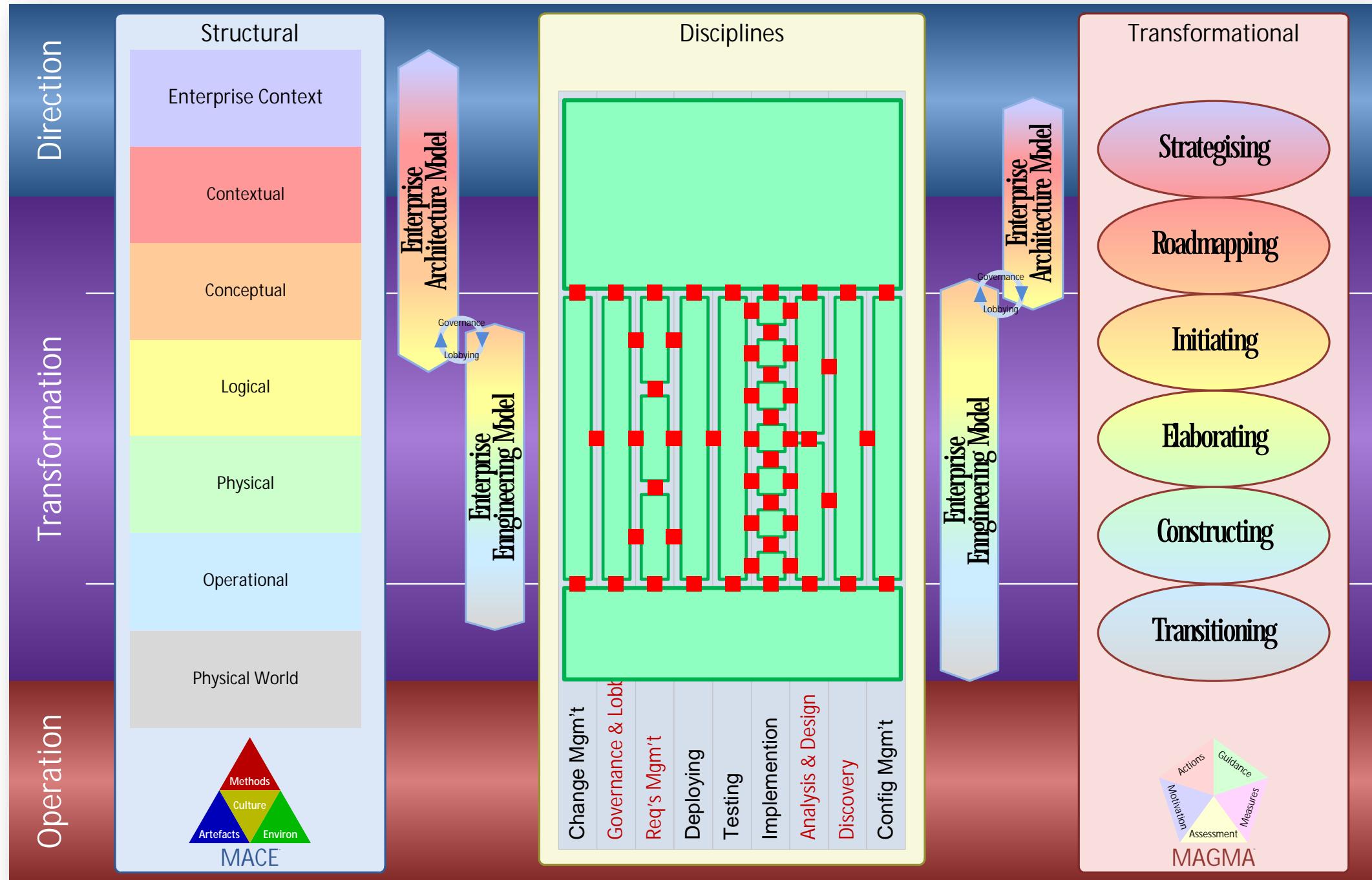


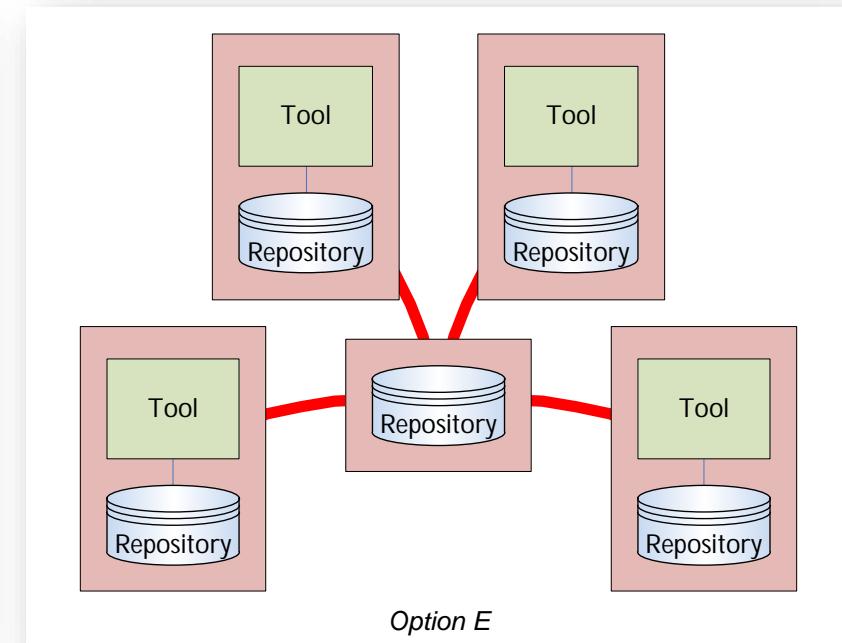
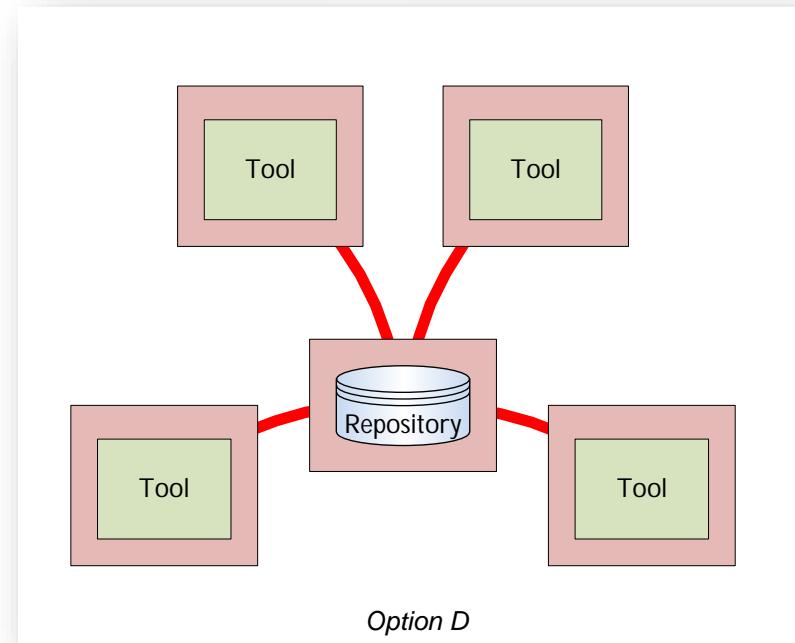
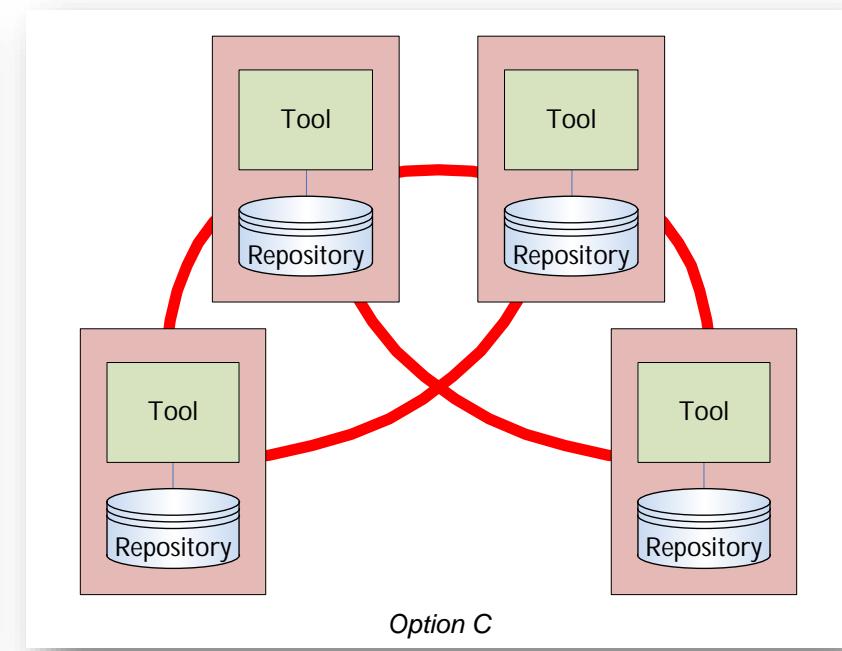
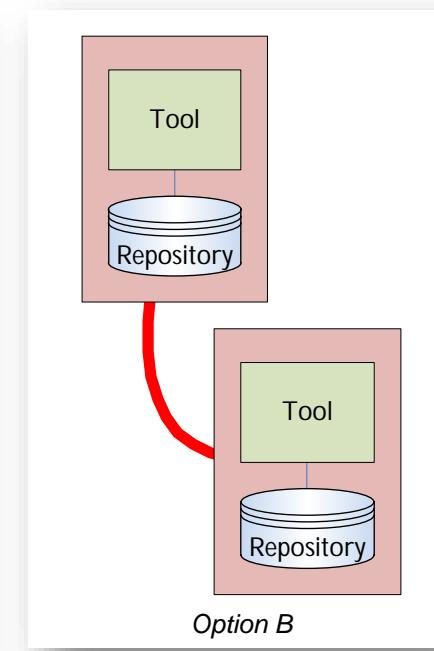
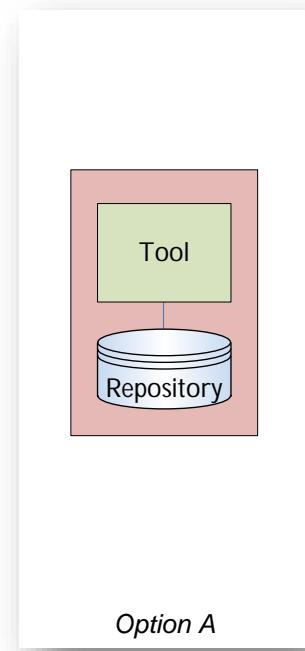




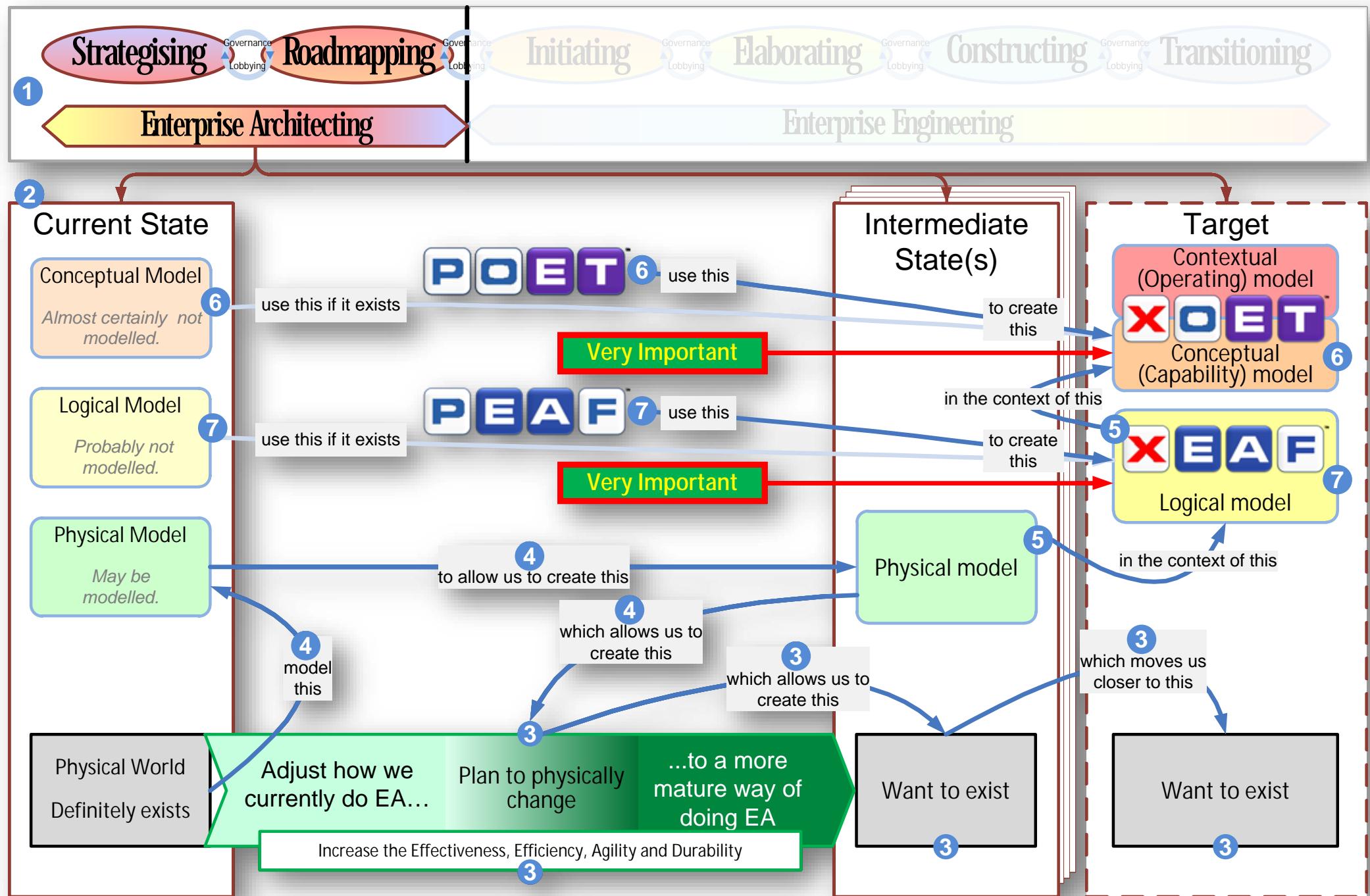


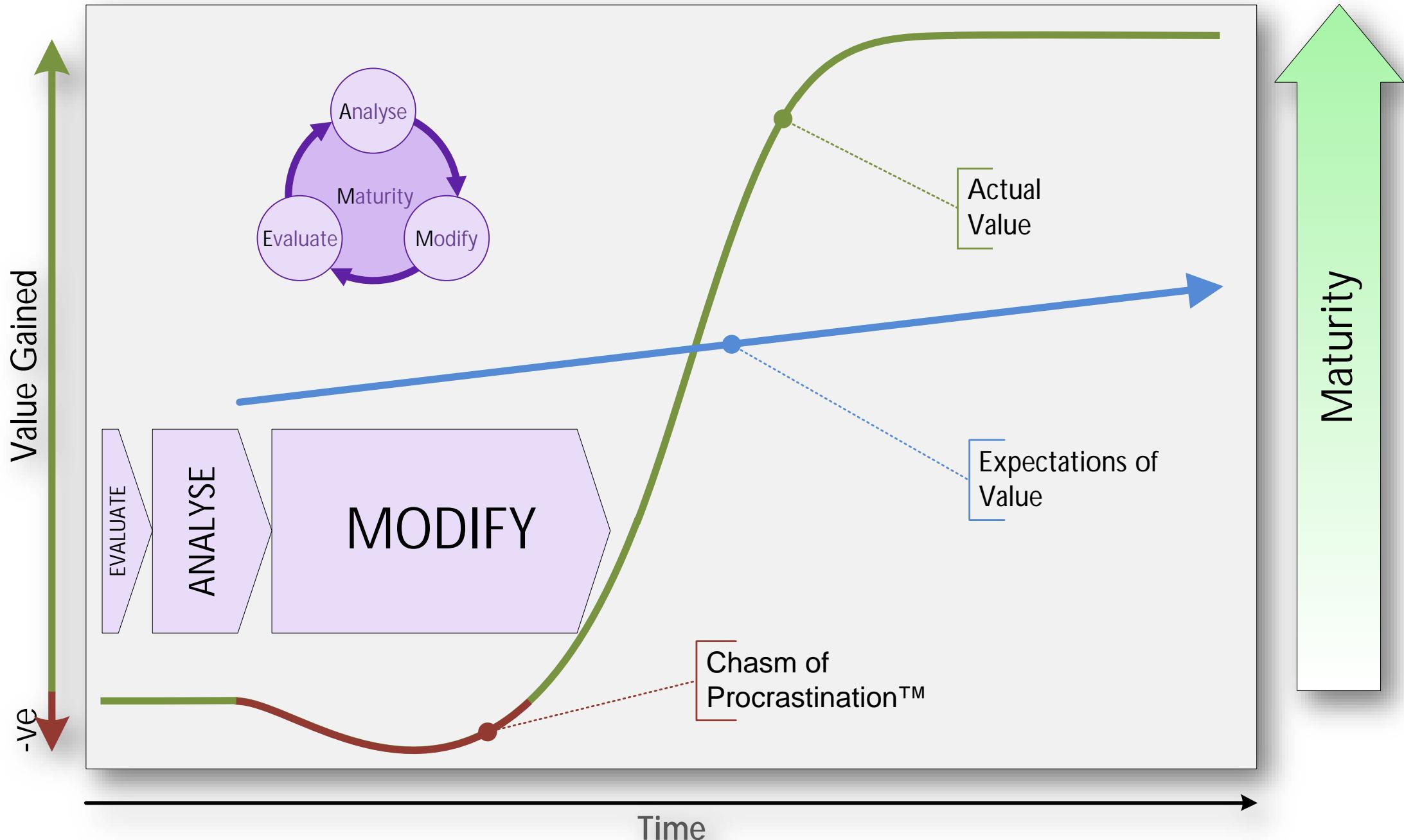


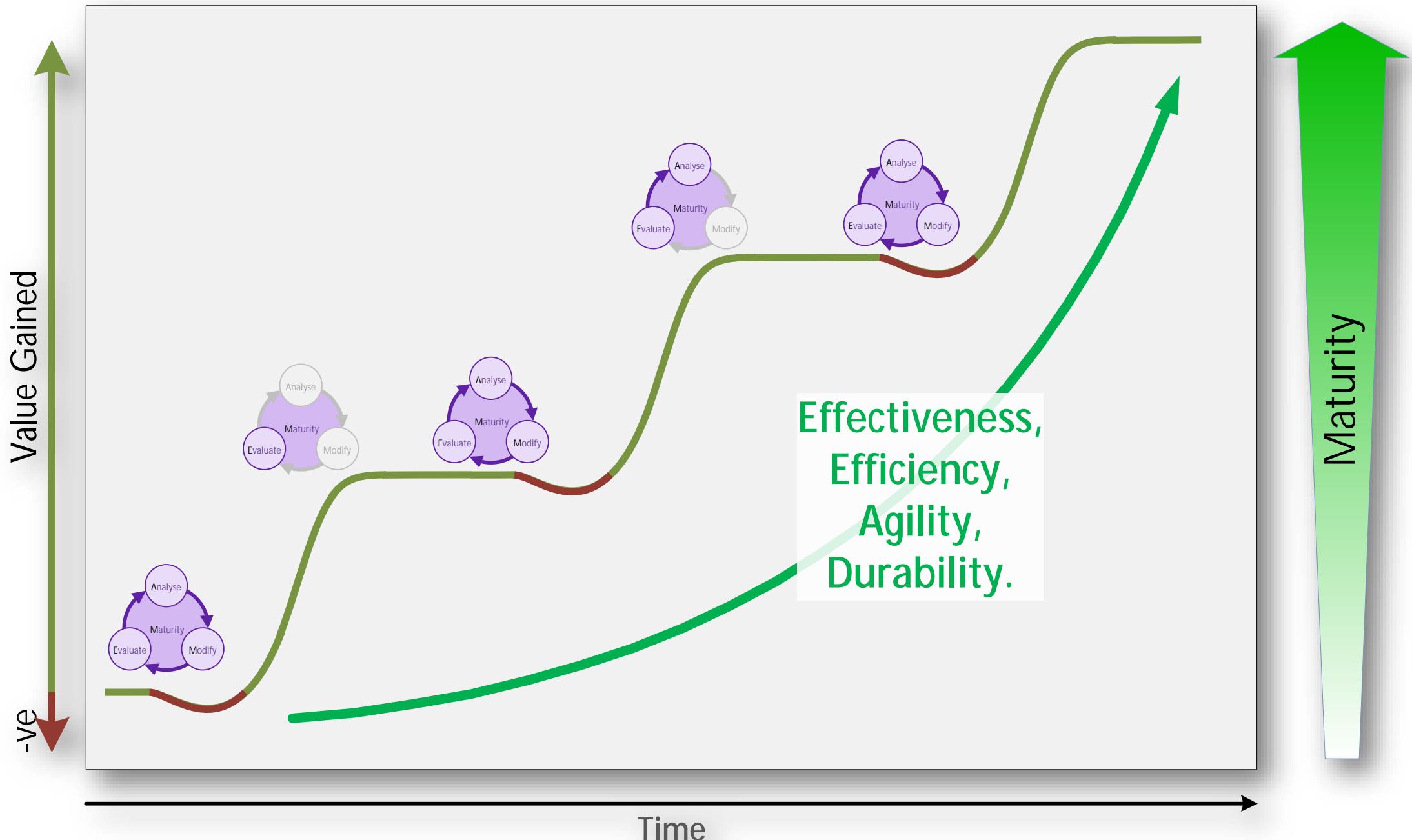


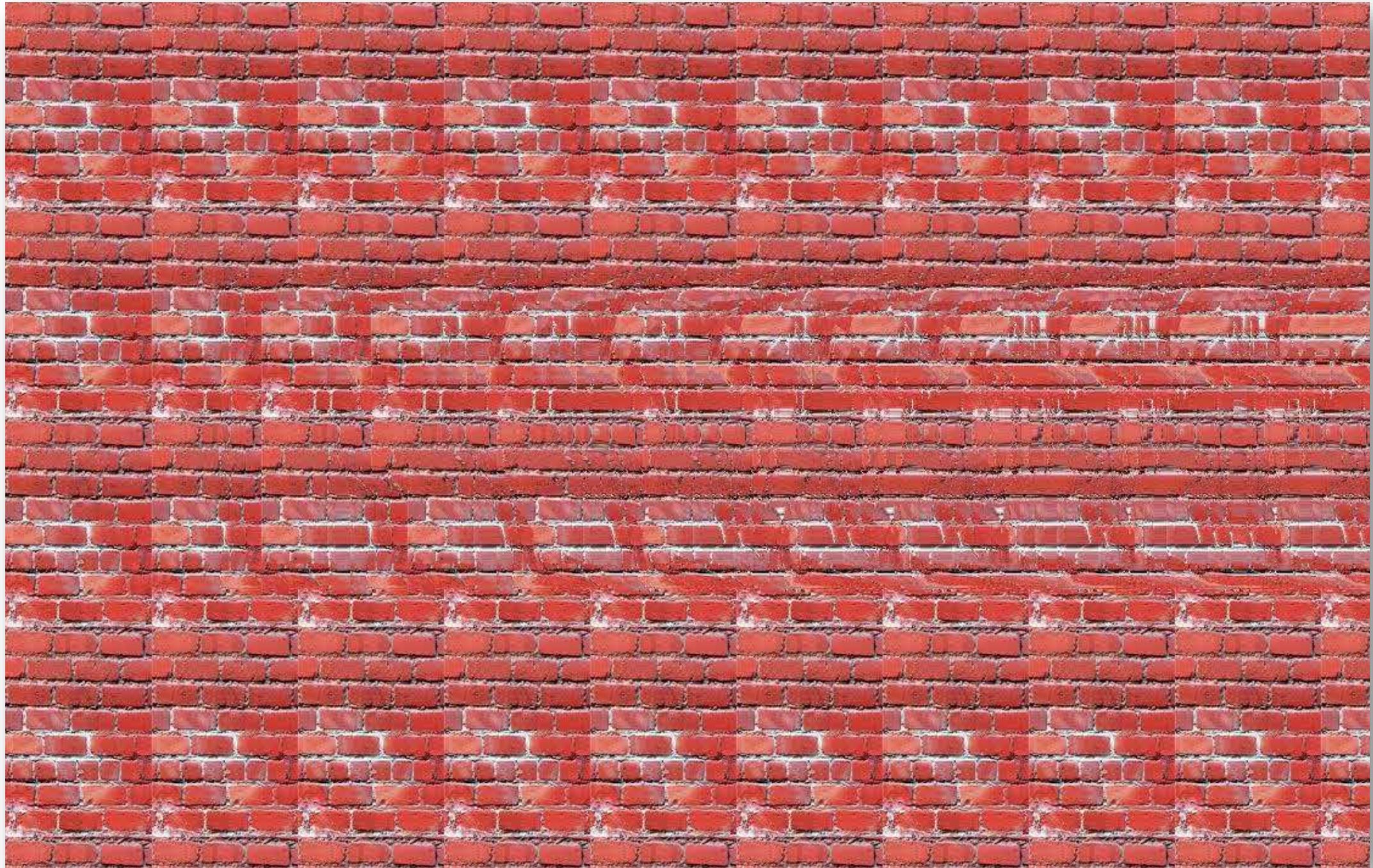


Adoption









Bad times



We feel the pain but,
we don't have the
resources to mature
Transformation.

Good times



We have the
resources to mature
Transformation but,
we don't feel the pain.

Martin Brundle commenting on how the strategy and planning of F1 is a mess...

“The system is broken and it needs changing, but to make changes you've got to get through the broken system, so it's spinning its wheels and going absolutely nowhere.

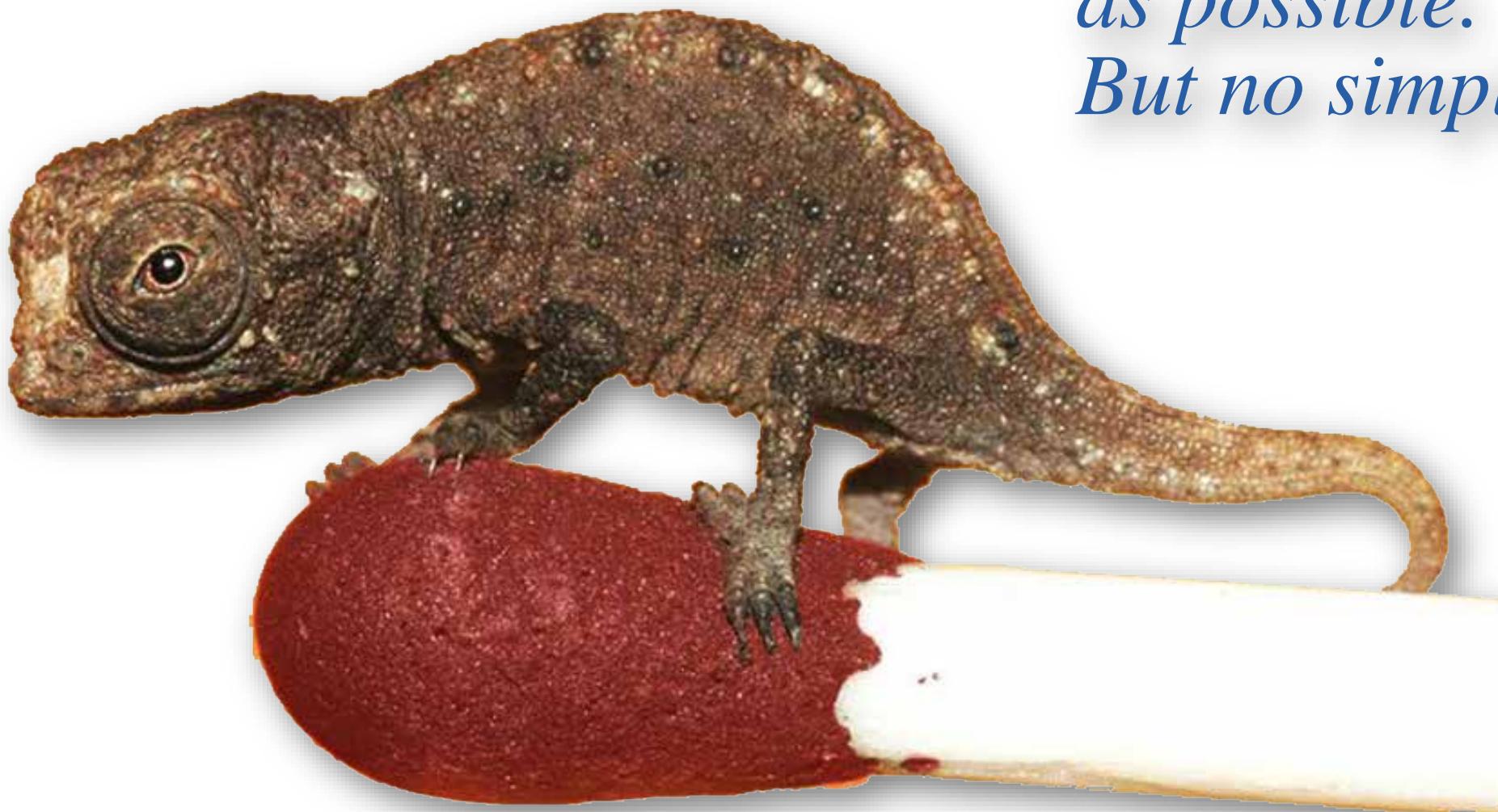
It's going to take a big bang to change it because between them they couldn't run a bath to be honest, and there's no way that they'll find a way and have a common sense pill and get on with it. So, until there's a big bang (and then you've got to be concerned about what fills the vacuum) that's when it will move forward and I don't know when that will be.”





TOGAF®

Been There.
Done That.



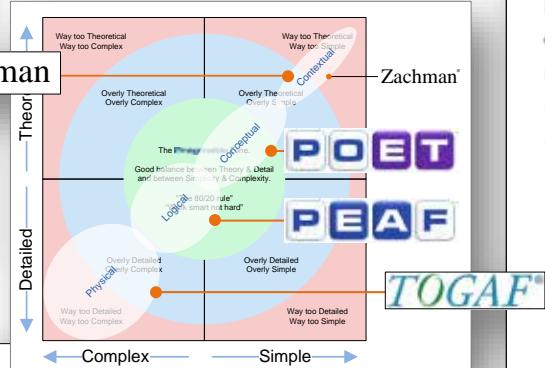
*“Everything should
be made as simple
as possible.
But no simpler.”*

- Einstein

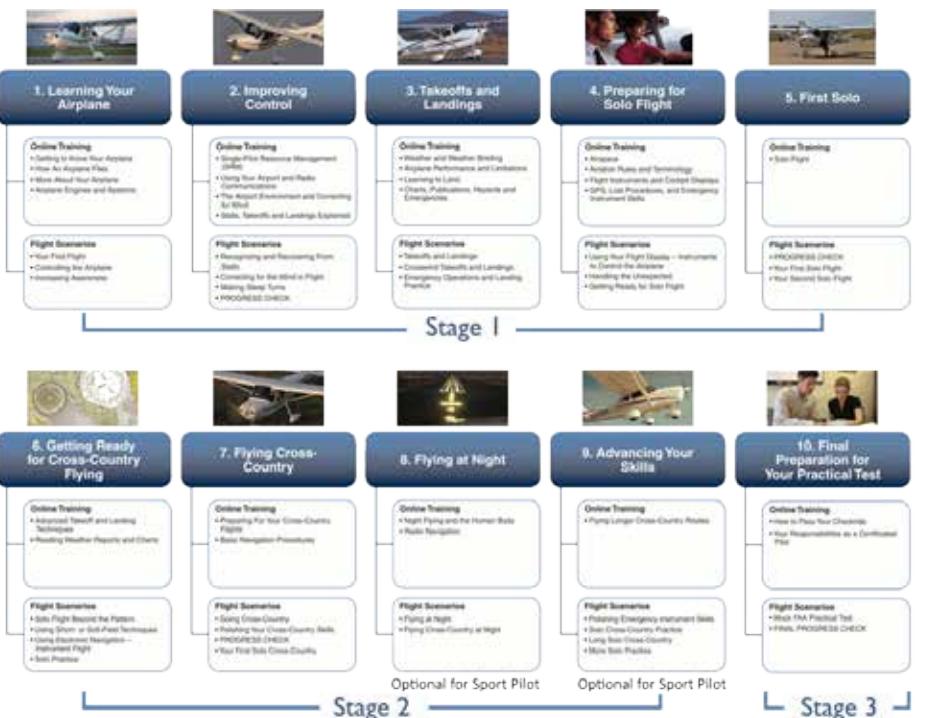
Camp 1



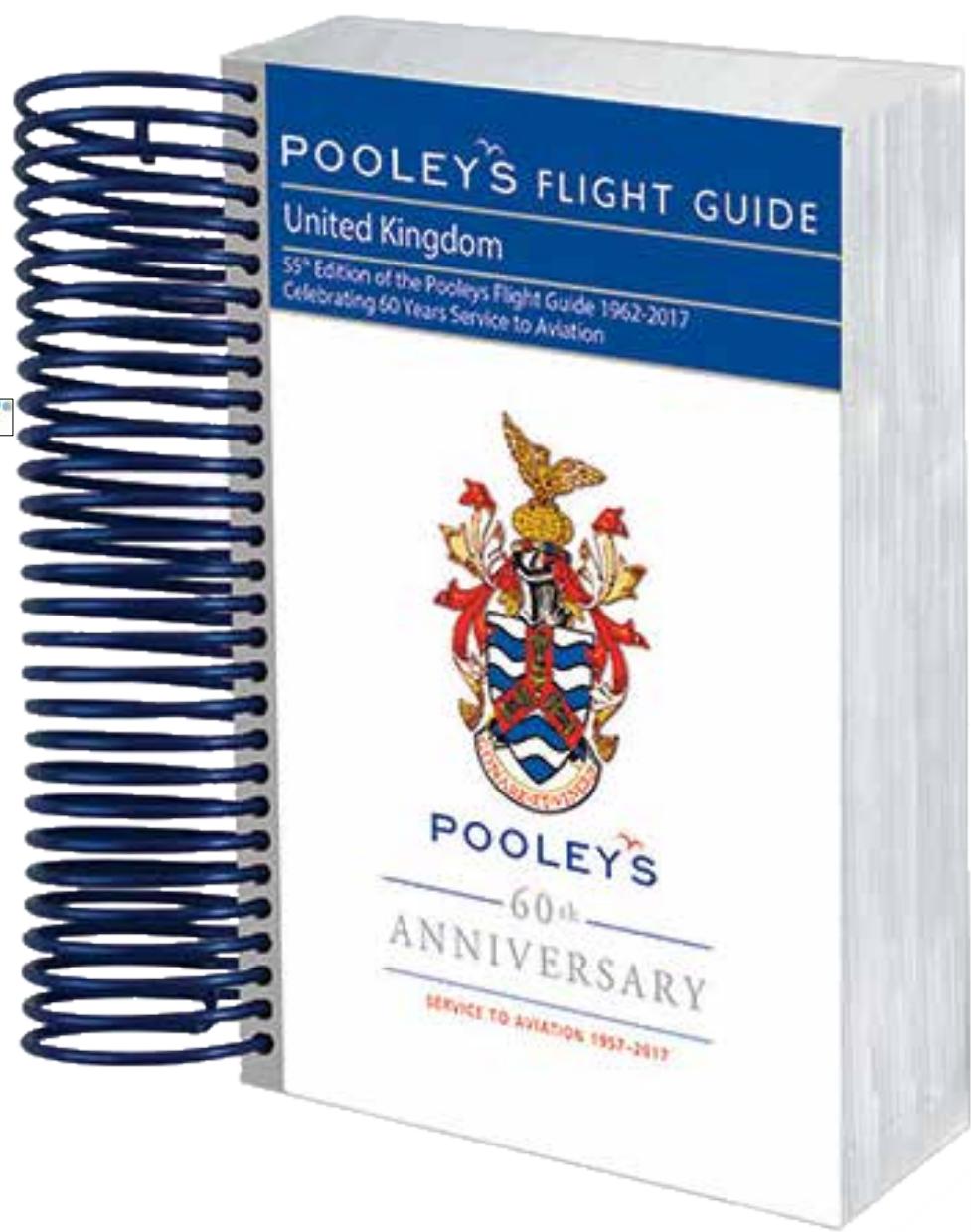
Zachman



Pragmatic Camp



Camp 2



Internal

External



Kikazaru

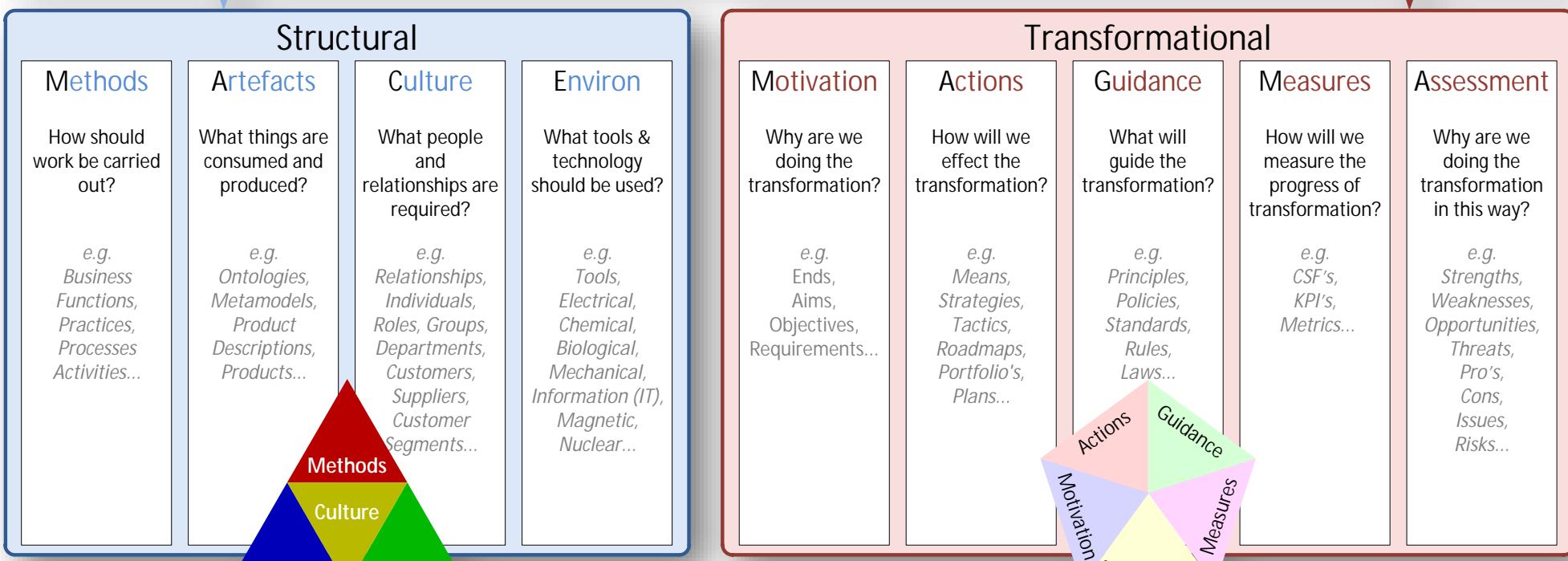
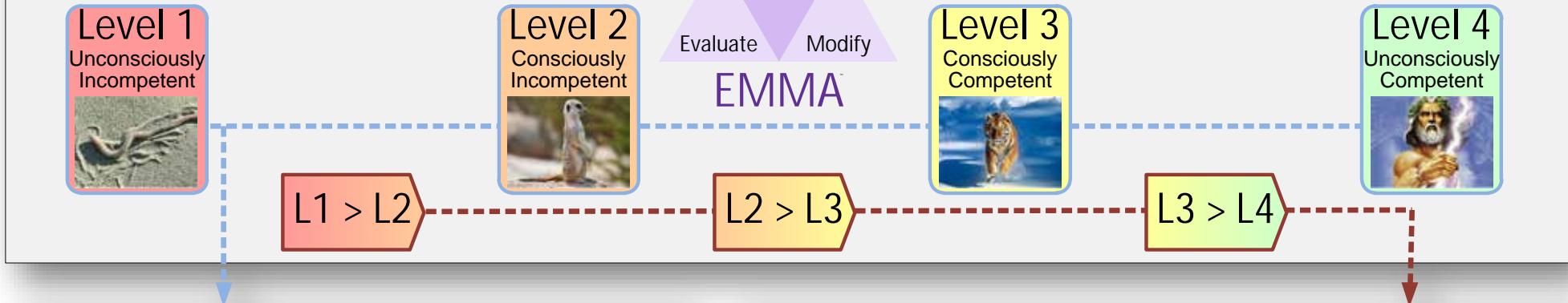


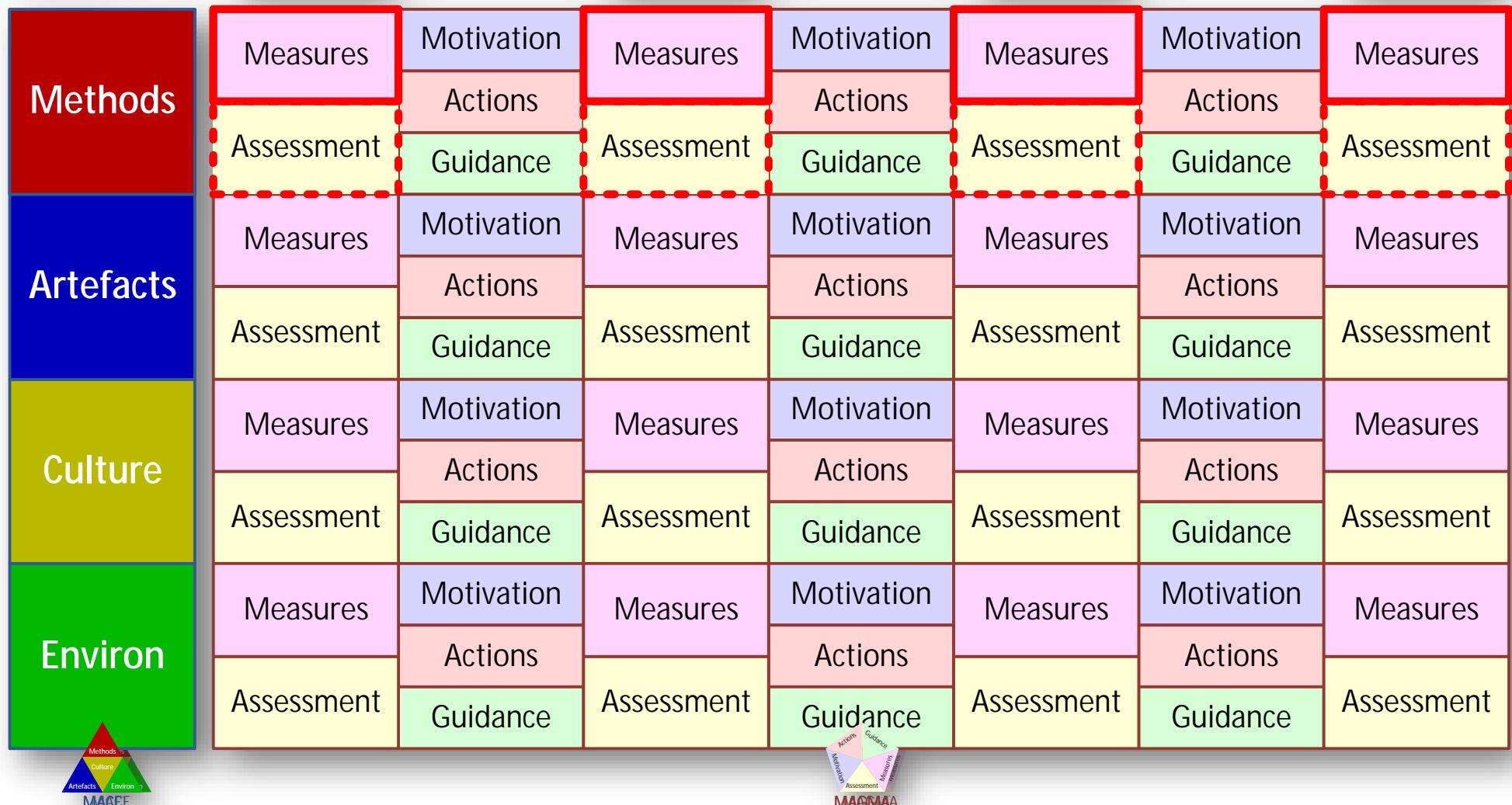
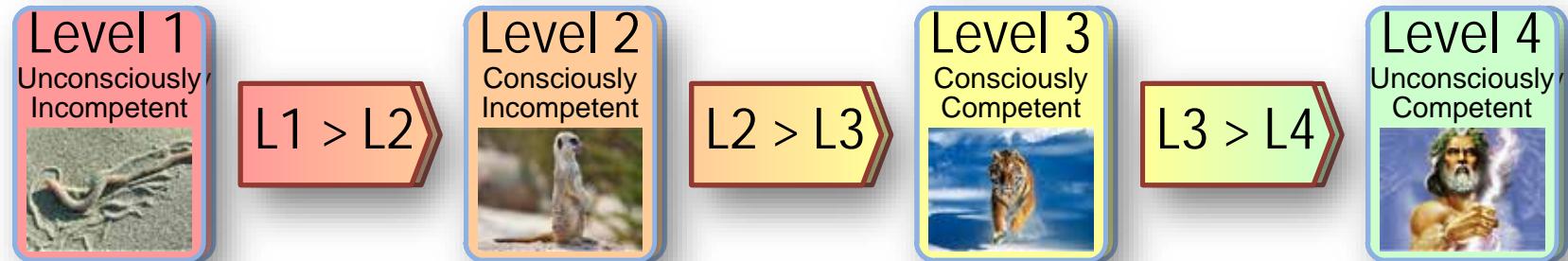
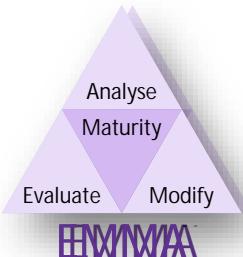
Mizaru

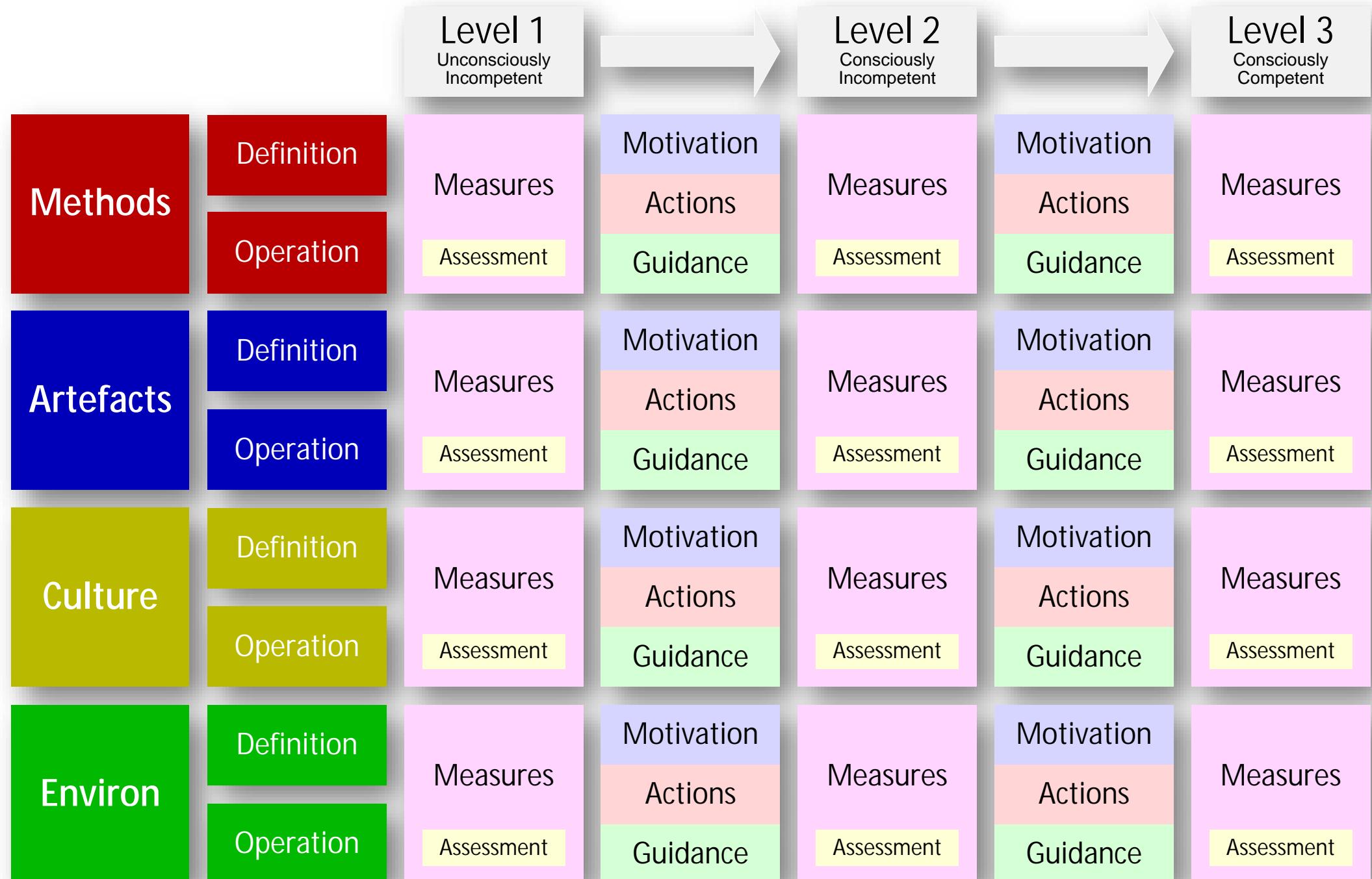


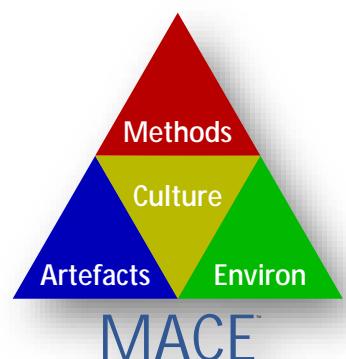
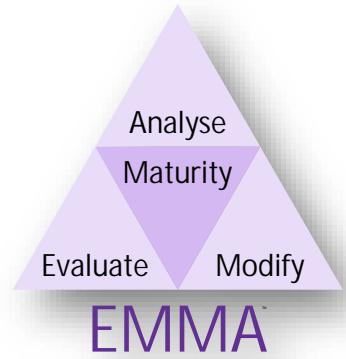
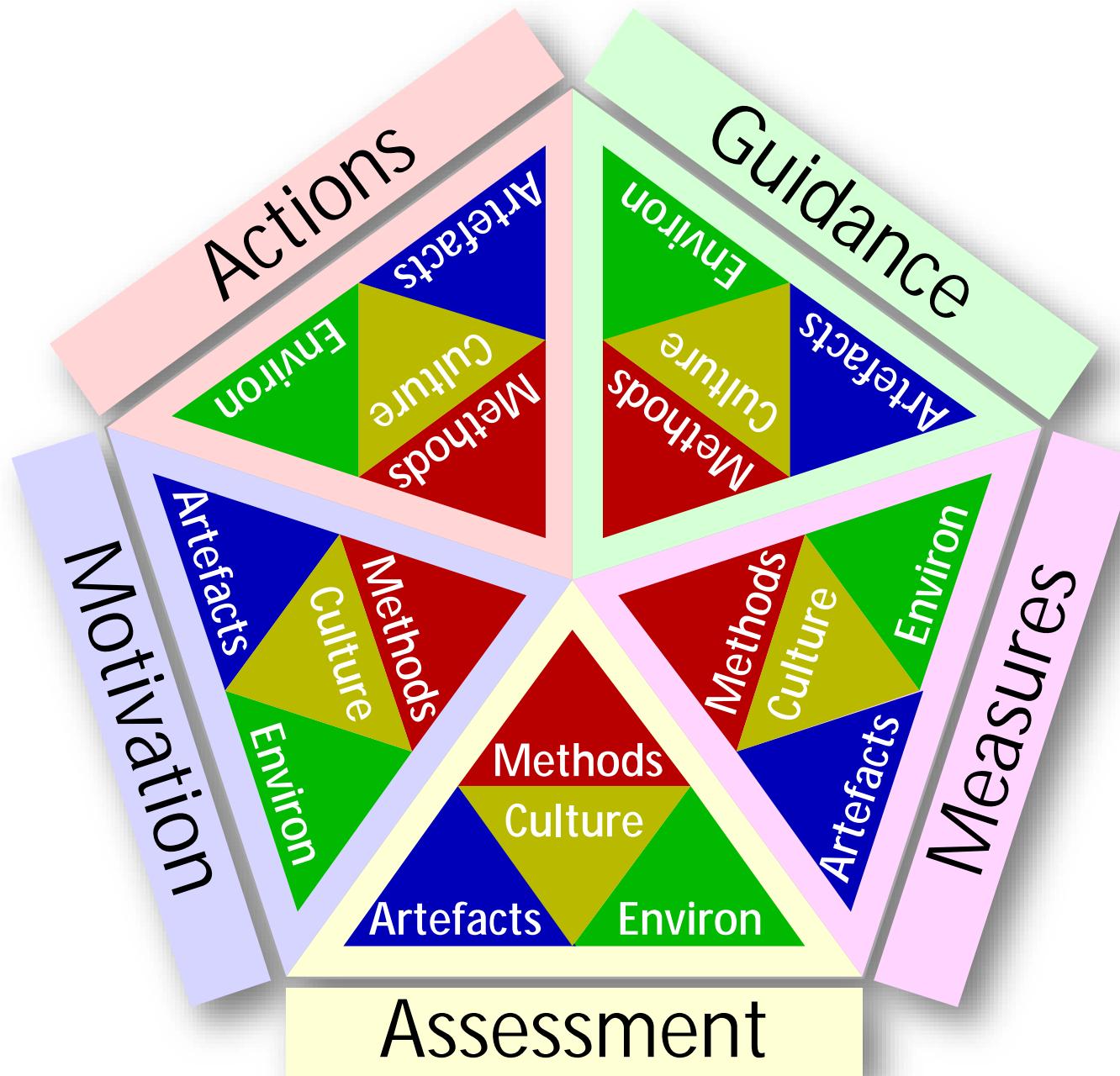
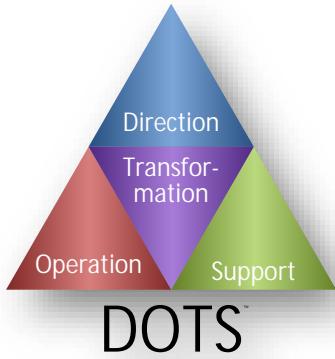
Iwazaru

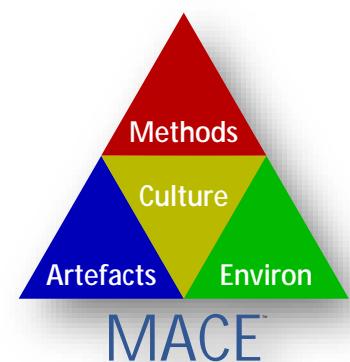
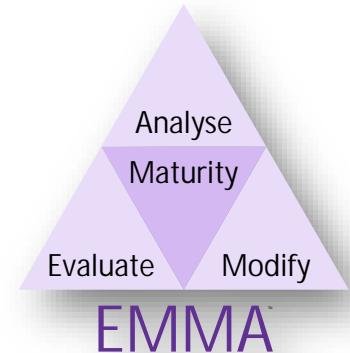
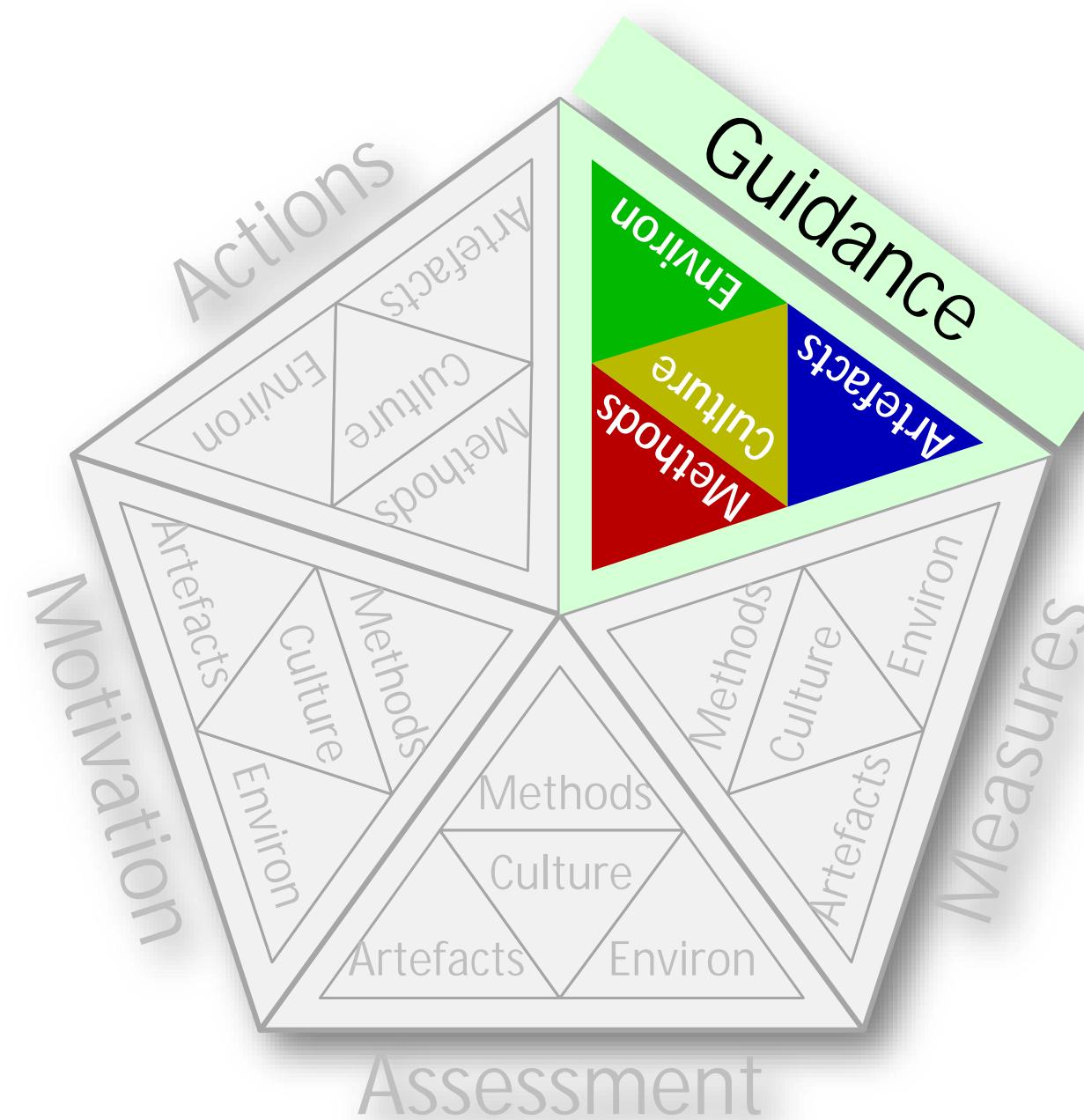
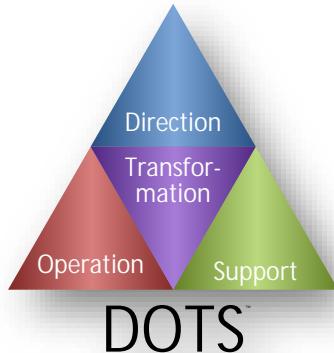
Maturity Model

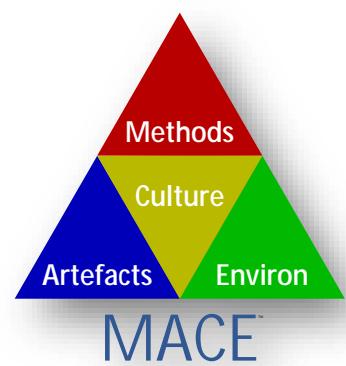
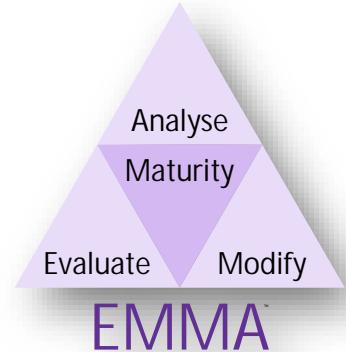
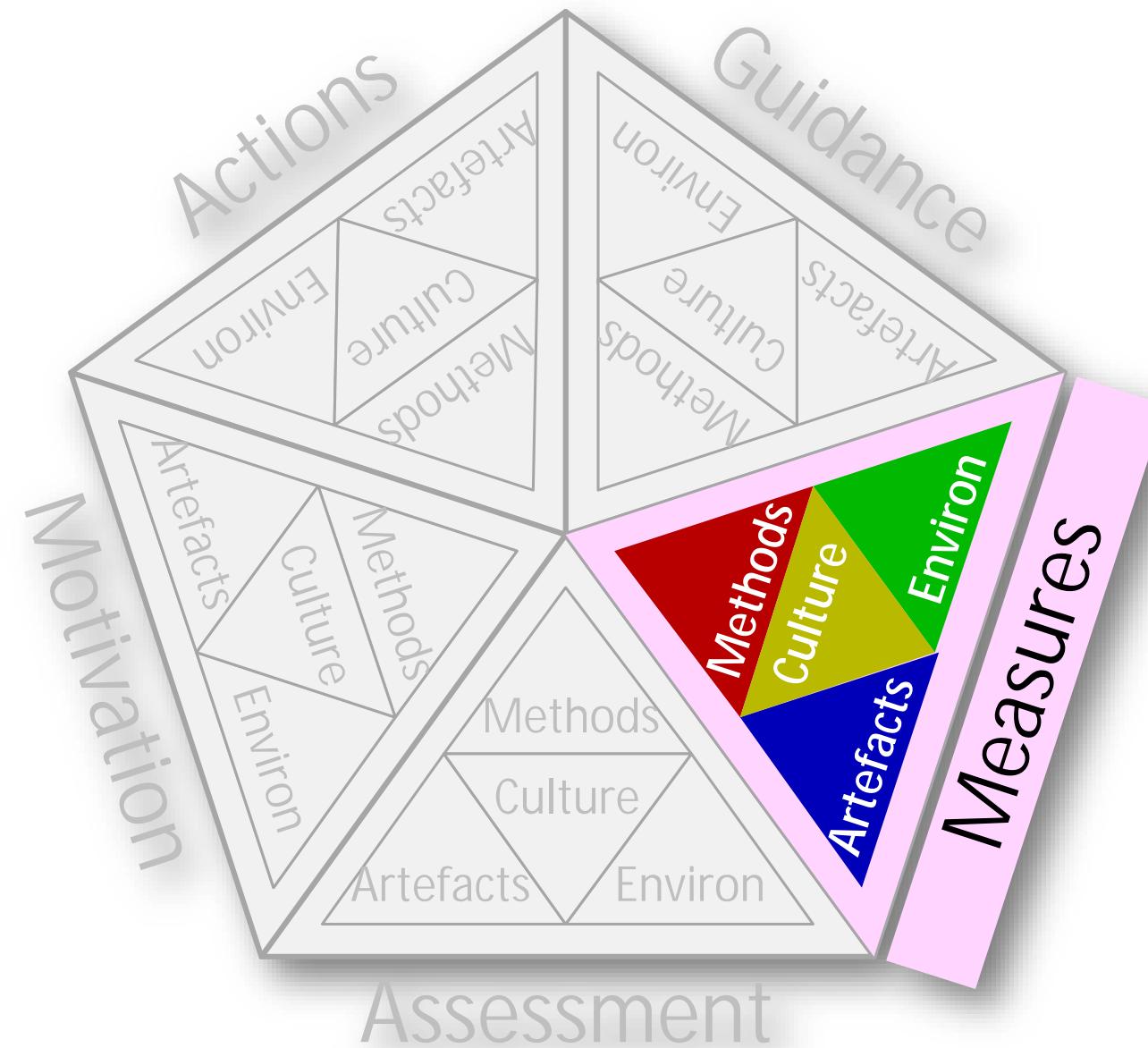
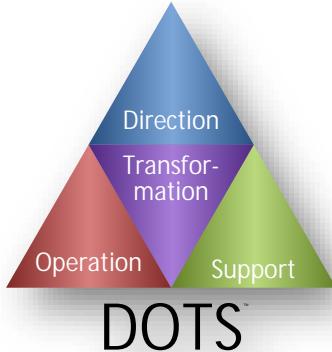




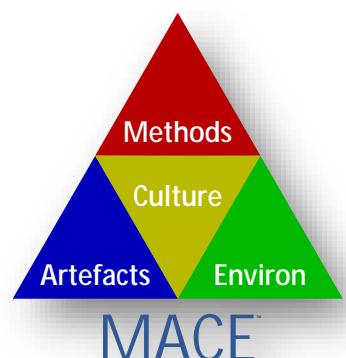
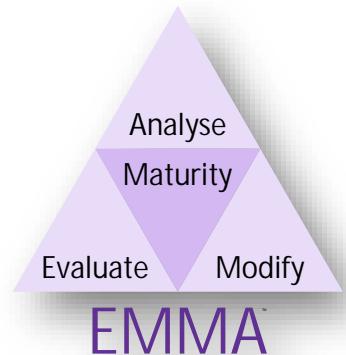
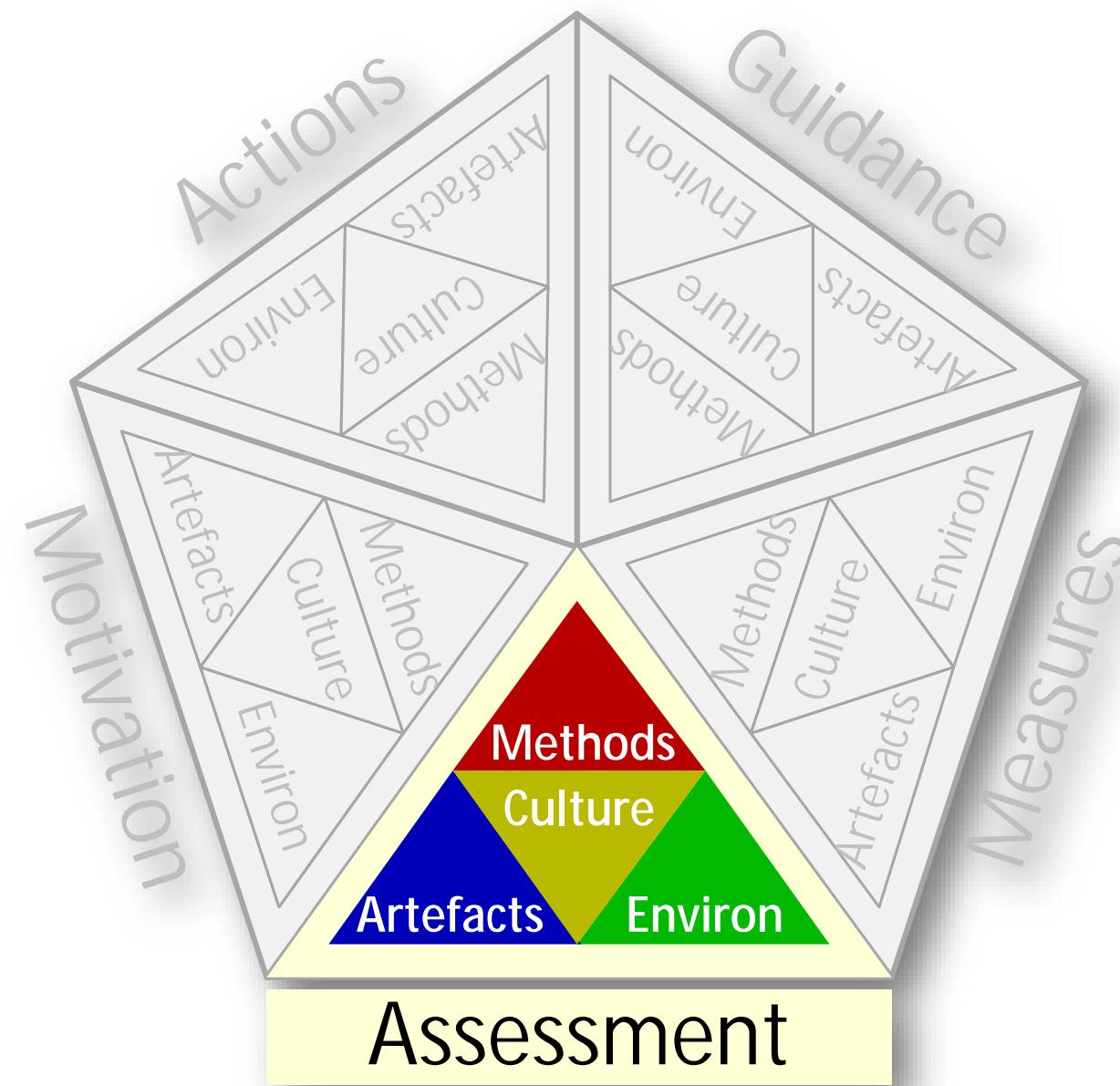
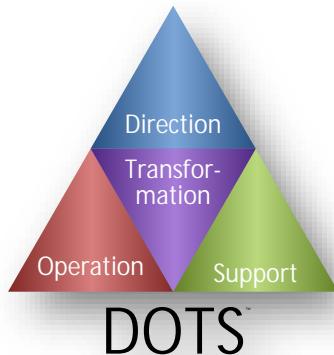


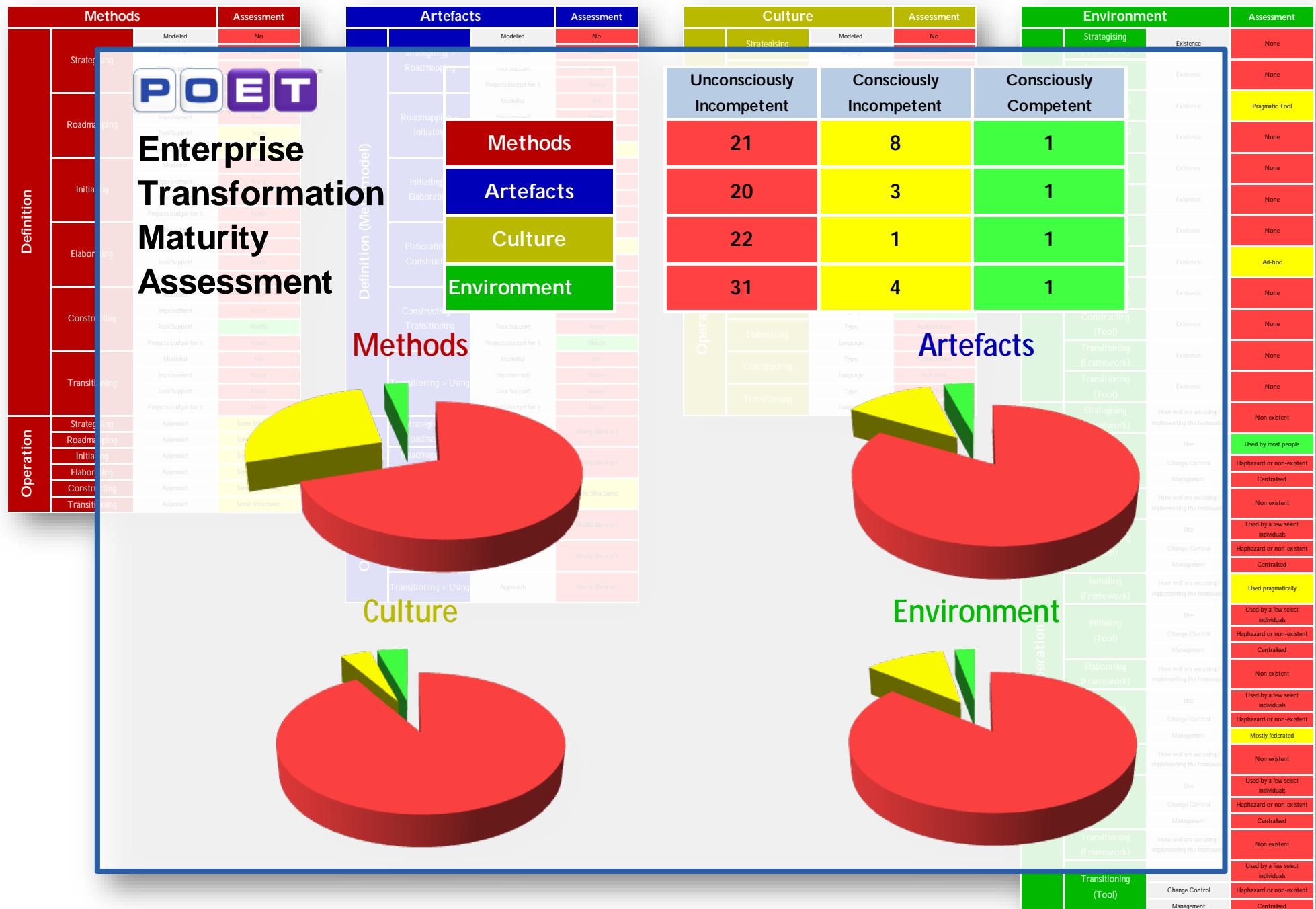


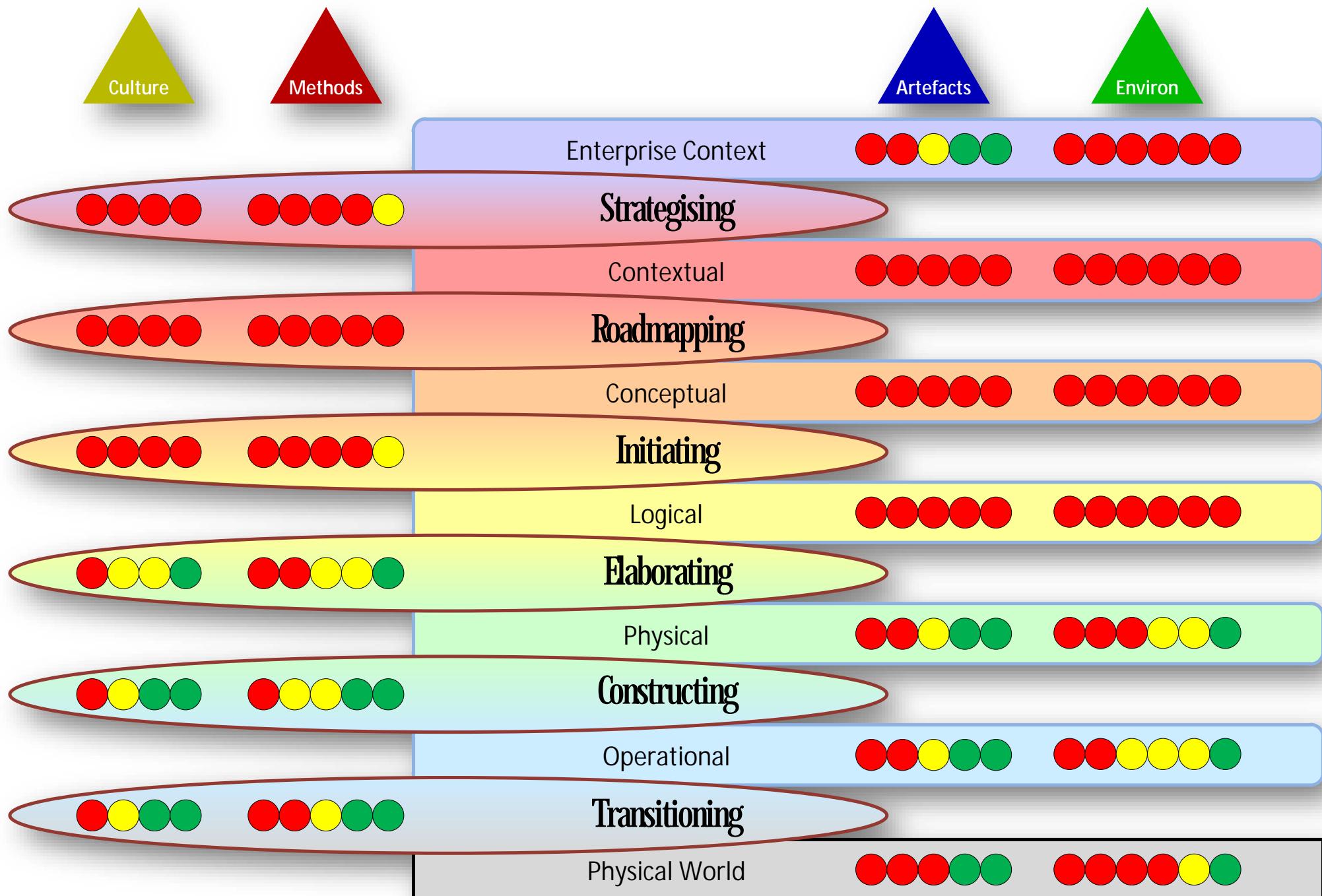




| Measures | | Level 1 Unconsciously Incompetent Measures | Level 2 Consciously Incompetent Measures | Level 3 Consciously Competent Measures |
|-----------|------------|--|--|--|
| Methods | Definition | Integration processes are undocumented | Integration processes are somewhat documented | Integration processes are mostly documented |
| | Operation | Phases are not integrated | Phases are somewhat integrated | Phases are mostly integrated |
| Artefacts | Definition | Structures for artefact integration are non-existent | Some structures for artefact integration exist | Most structures for artefact integration exist |
| | Operation | No Integration | Some Integration | Mostly integrated |
| Culture | Definition | Culture is not recognised as something to be modelled and understood | Some Cultural aspects are modelled | Most Cultural aspects are modelled |
| | Operation | Authoritarianism, no clear language | Common Sense, language somewhat clear | Meritocracy, language mostly clear |
| Environ | Definition | Ad-hoc, no integration | Pragmatic Tools and Frameworks, mostly integrated | Refined Tools and Frameworks, fully integrated |
| | Operation | Used by a few select individuals Haphazard or non-existent Centralised | Used by many people Mostly controlled Mostly federated | Used by most people Fully controlled Fully federated |







Enterprise Transformation Maturity Canvas™

Client:

Date:

Version:

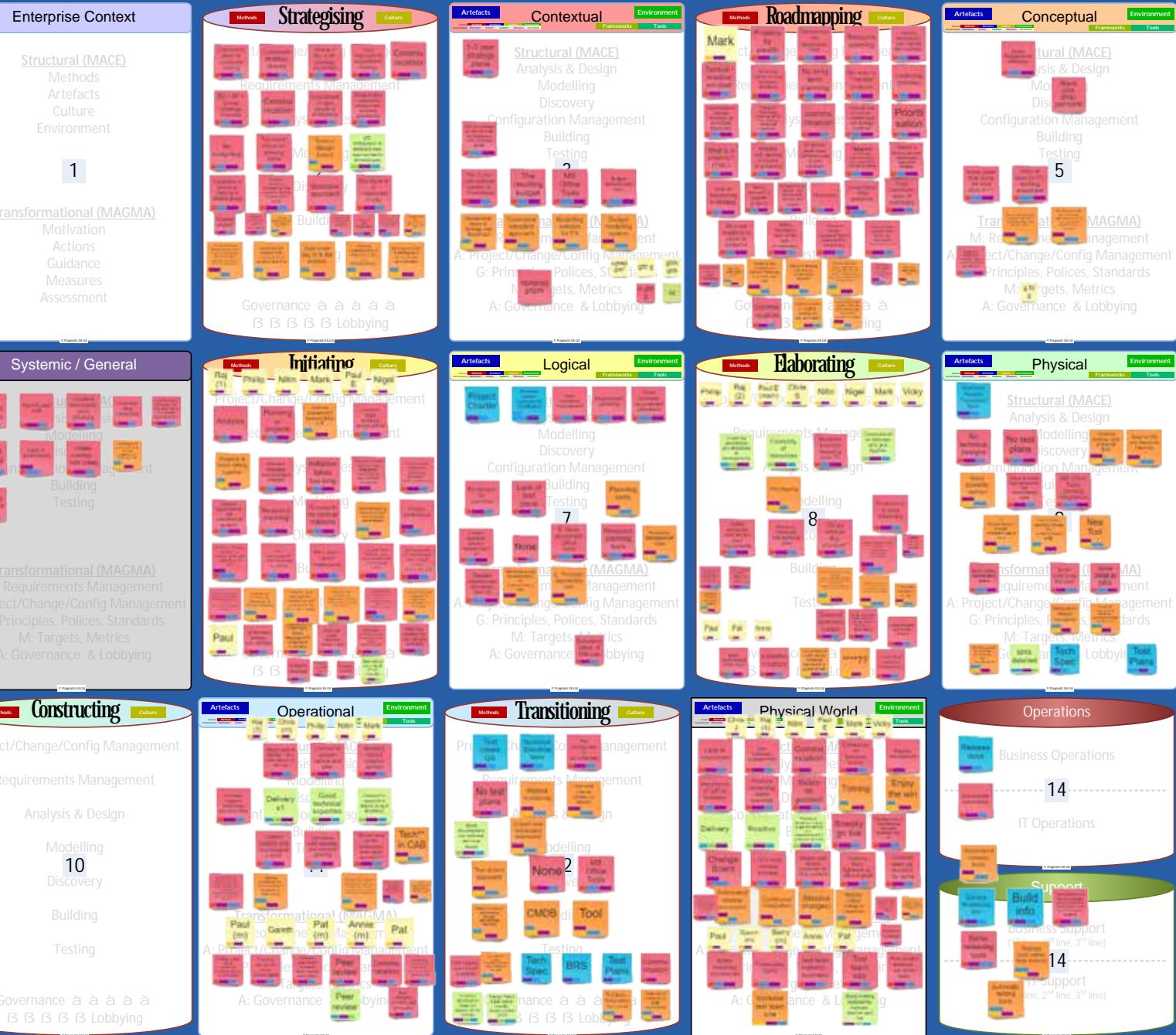
The Enterprise Transformation Maturity Canvas (ETMC) is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

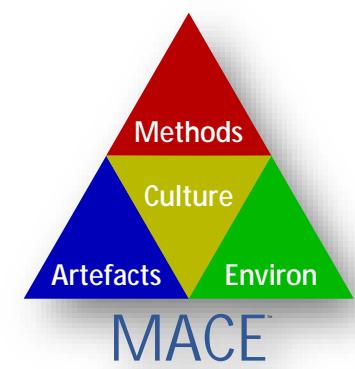
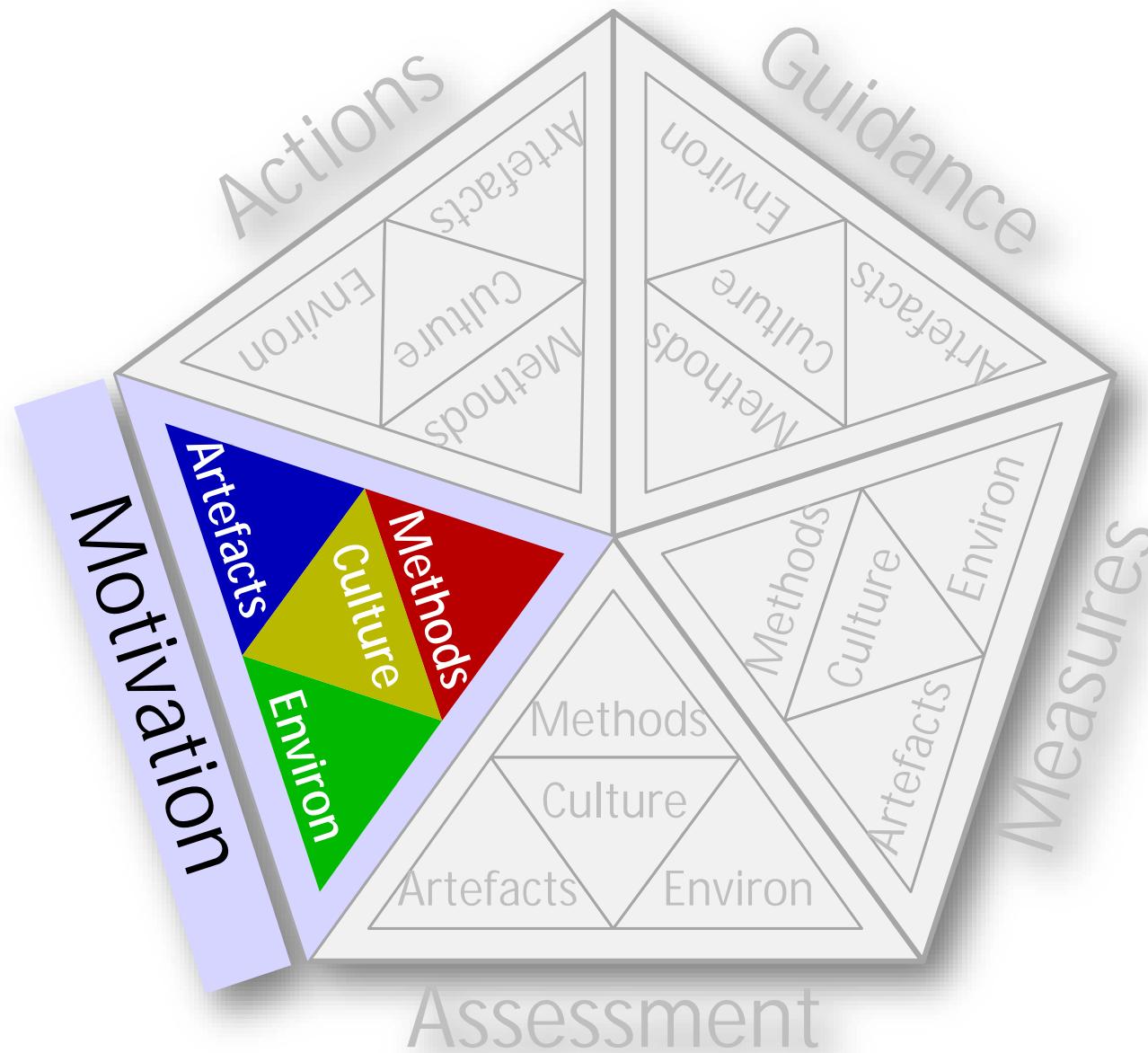
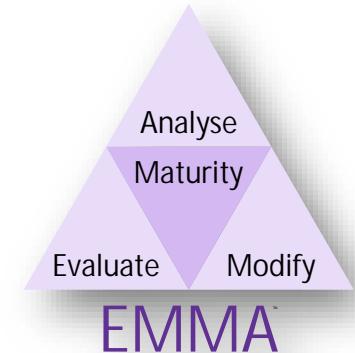
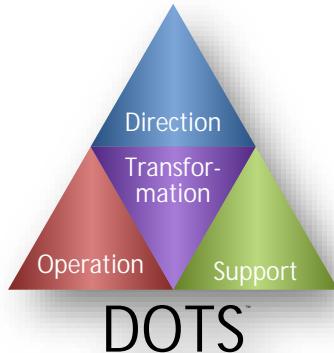
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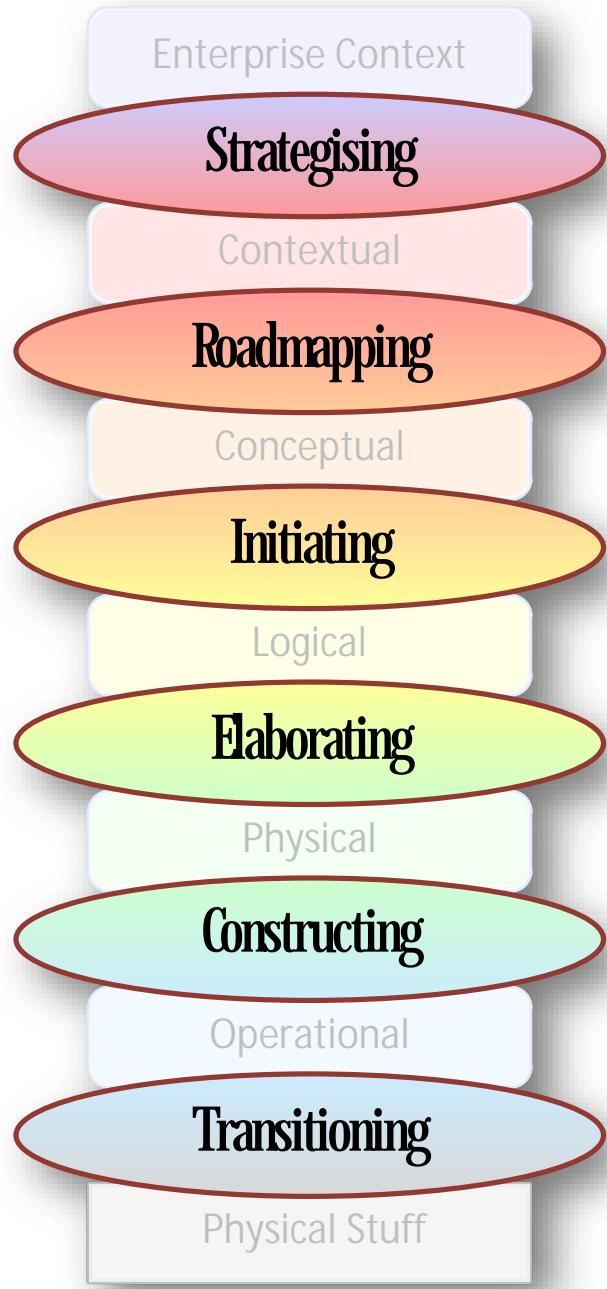
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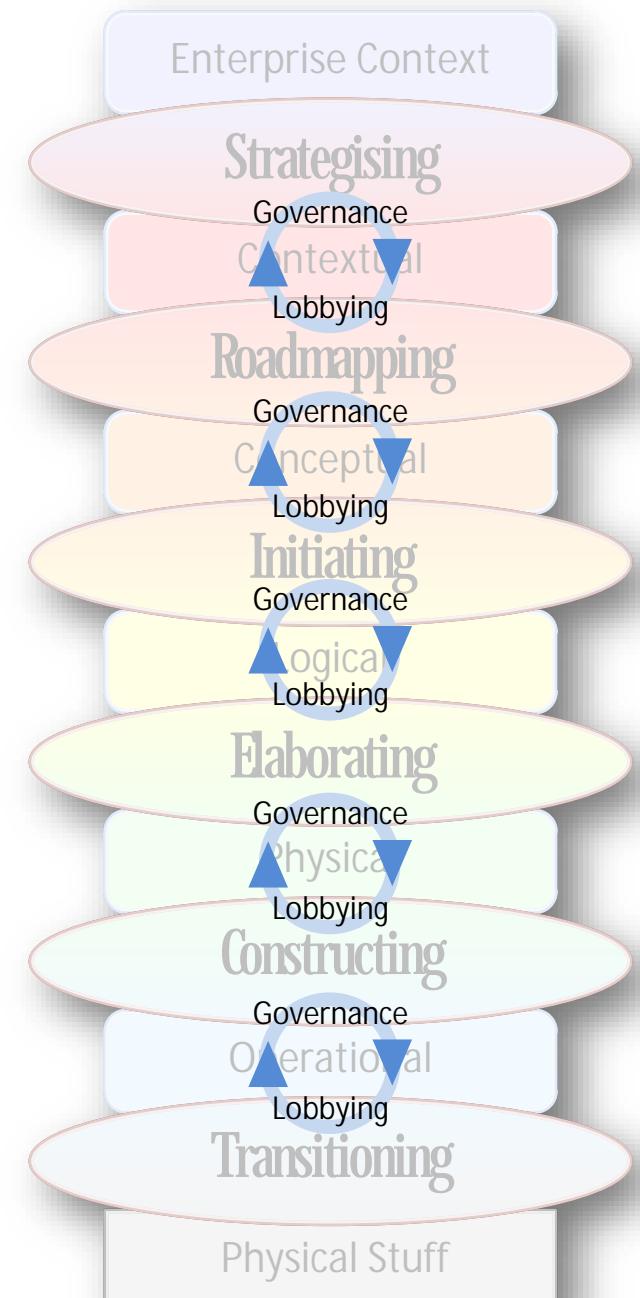
Phases

Problem:

There are problems in how the Transformational processes of the different Phases relate to each other and work together, which means the desired output at the bottom becomes disconnected from the intent at the top.

Opportunity:

If we can put in place things to make the whole more coherent we will be able to optimise the whole (at the possible expense of some of the parts) rather than optimising the parts at the expense of the whole.



Governance & Lobbying

Problem:

Governance tends to be a tick (or bury) the box exercise and Lobbying does not expose opportunities or issues to the correct level.

Opportunity:

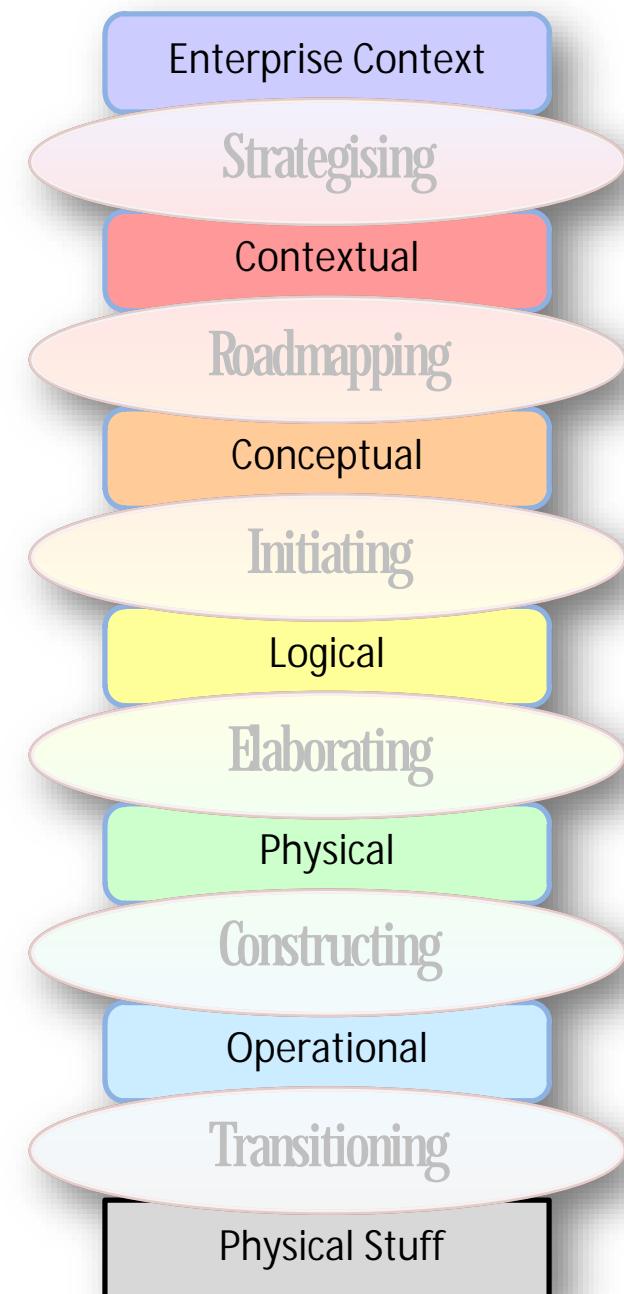
If we can expose where misalignment is happening at the time it is happening, we would be better able enable realignment where appropriate and to reduce the cost and pain of doing so.

Not clear

Not
documented

No clear
ownership

Serious knock-
on problems



Artefacts

Problem:

There are problems in how the Structural and Transformational artefacts of the different Phases relate to each other and work together, which means the desired output at the bottom becomes disconnected from the intent at the top.

Opportunity:

If we can put in place things to make the whole more coherent, traceability and impact assessment will become much easier.

Scattered all over the Enterprise

No clear version of the truth

Out of date

“Owned” by multiple people

Utilise different semantics

Stored in unstructured formats

Exist in many and varied locations

Stored in many different formats

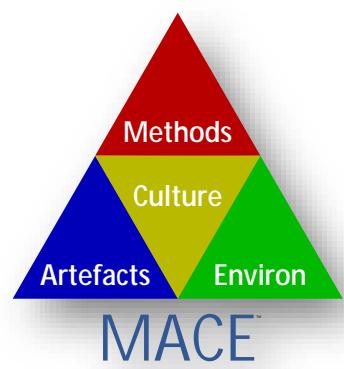
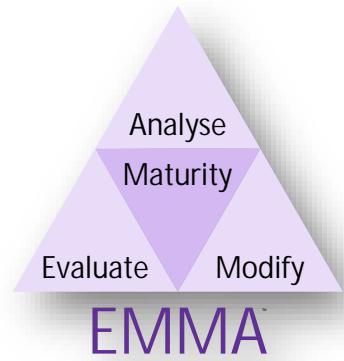
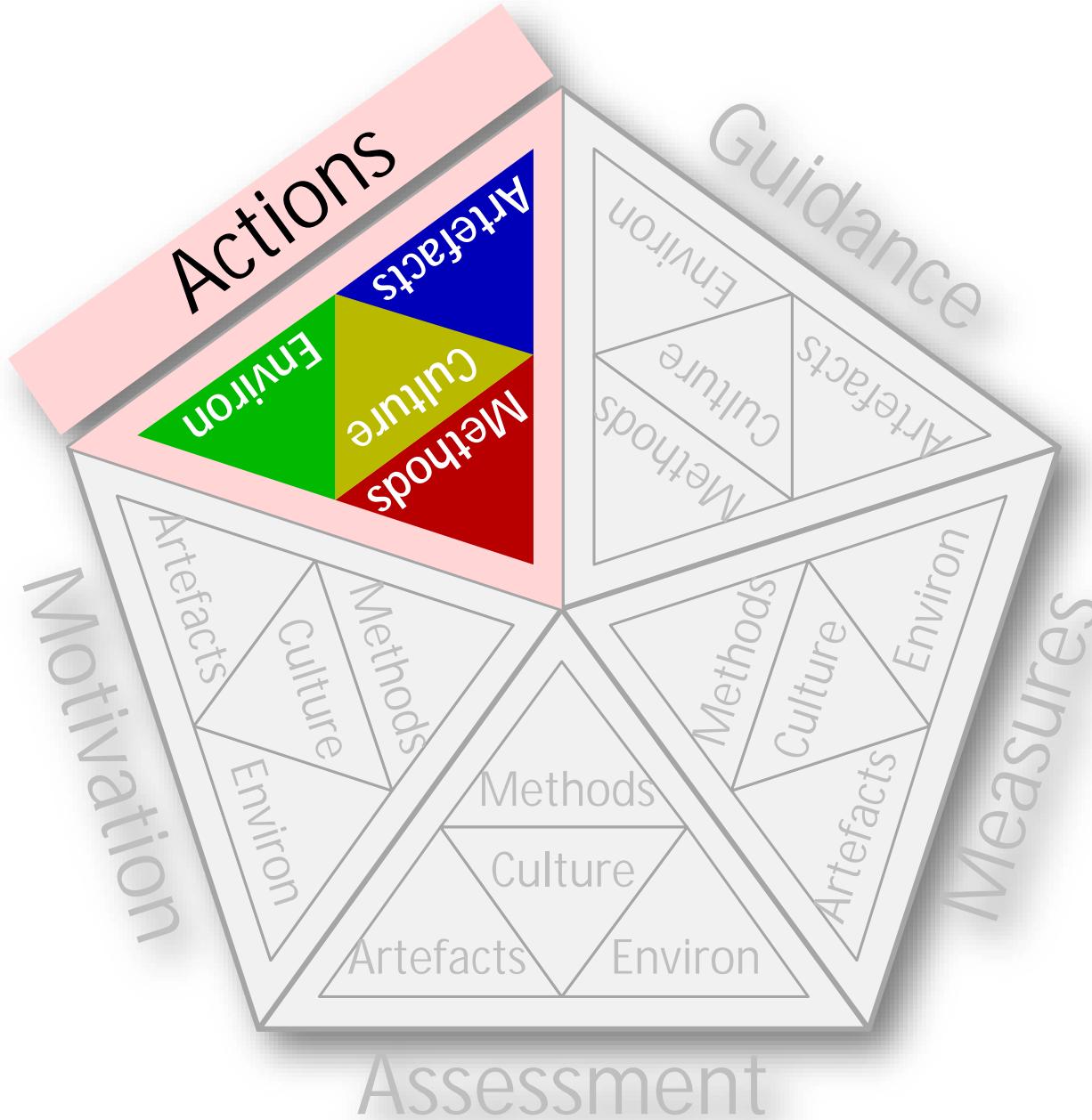
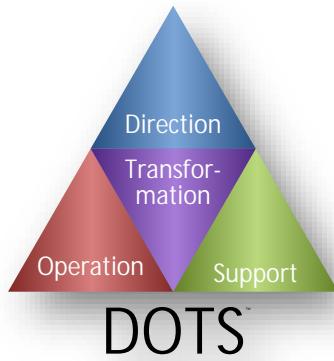
Difficult to find

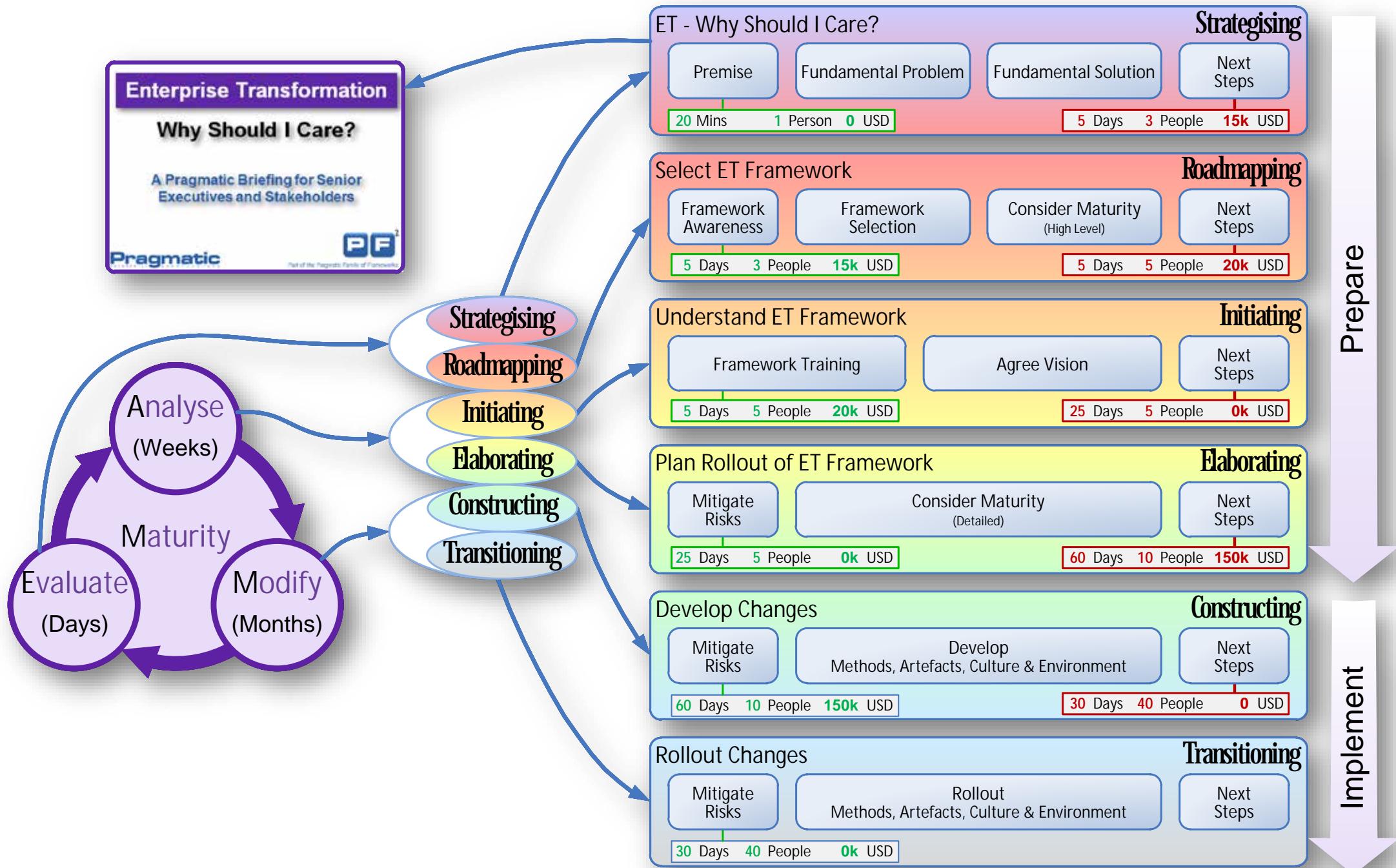
Cultural Issues

Technology Issues

Process Issues

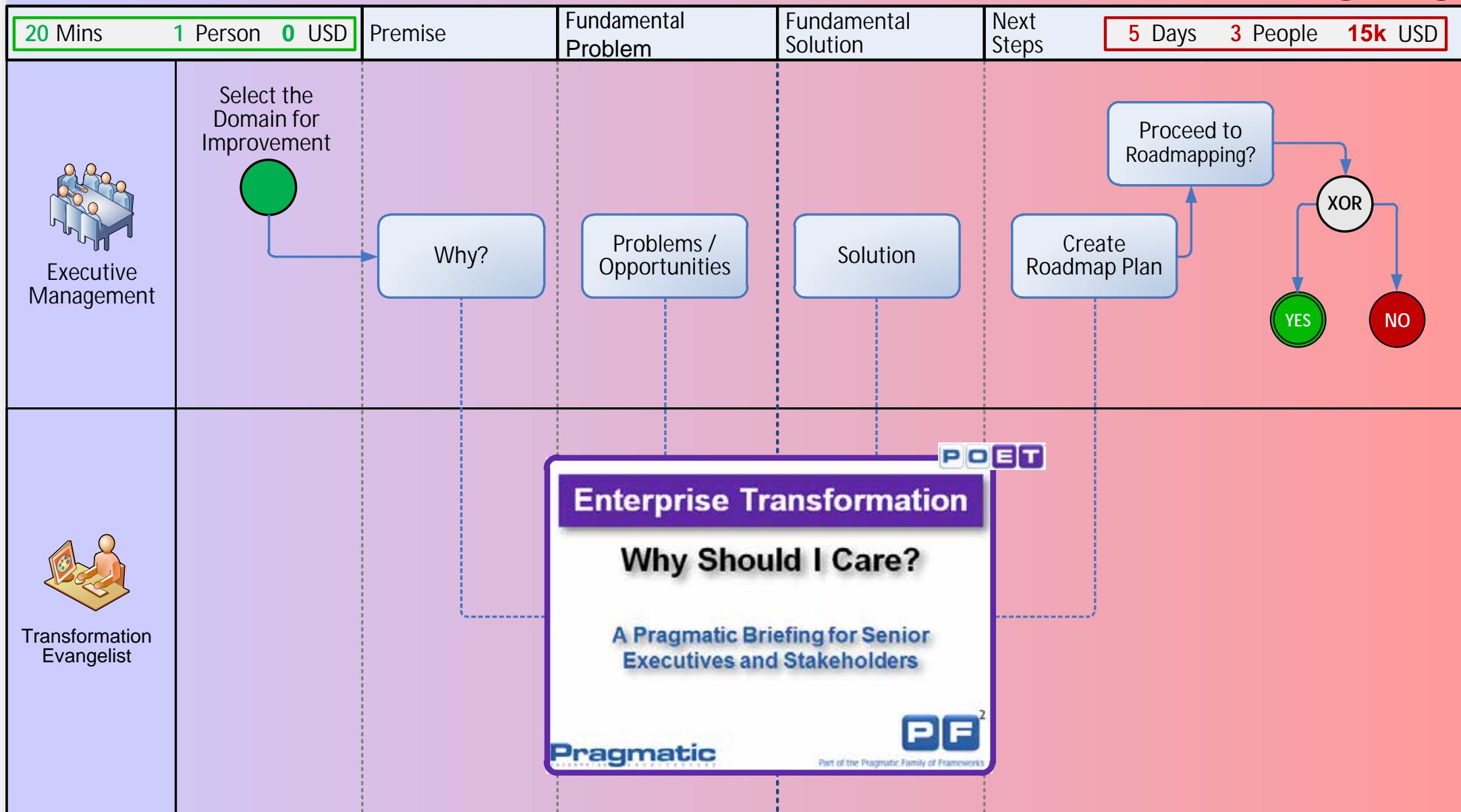
- The Frameworks used are haphazard and not integrated.
- The Tools used are haphazard and not integrated.





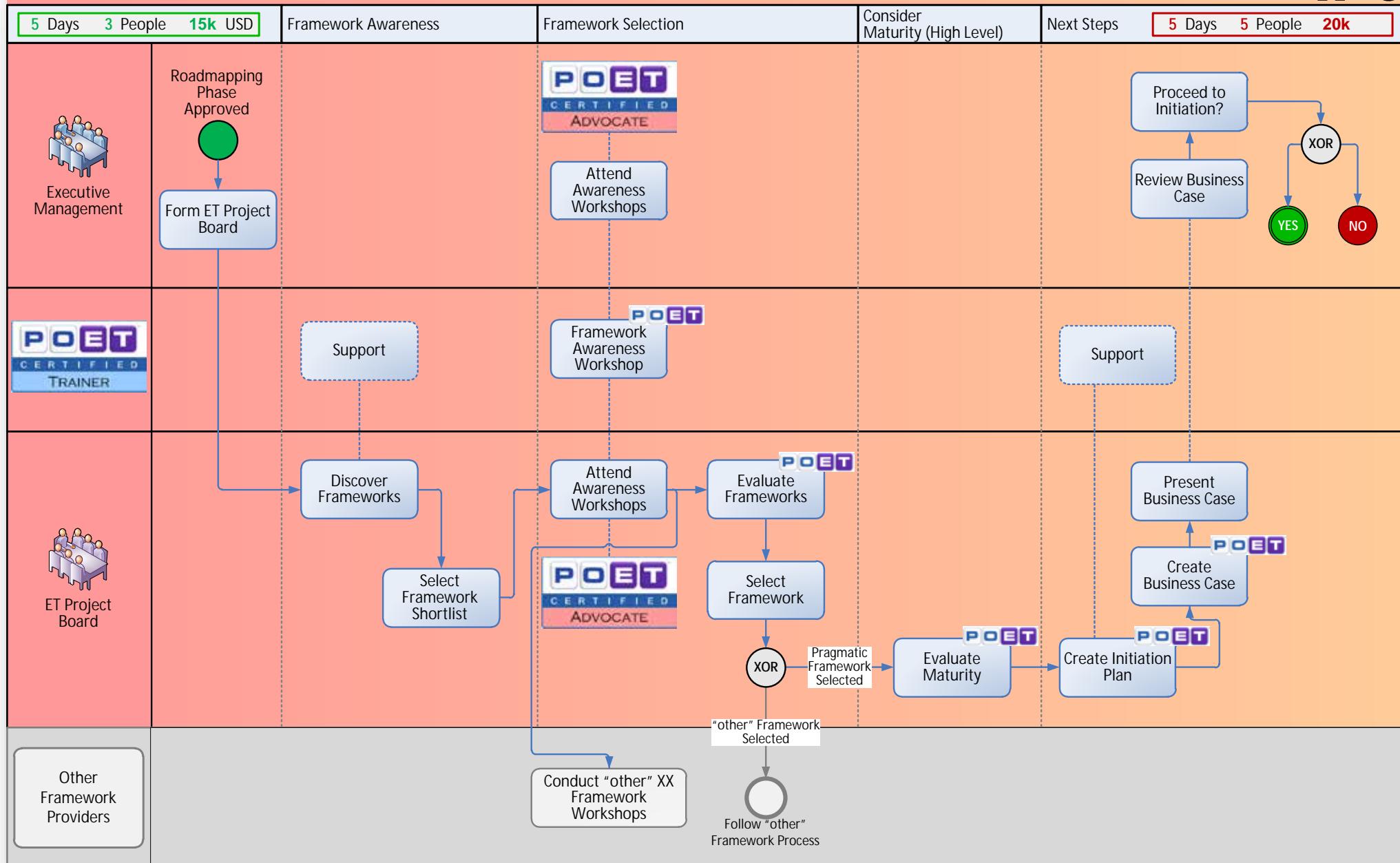
ET - Why Should I Care?

Strategising



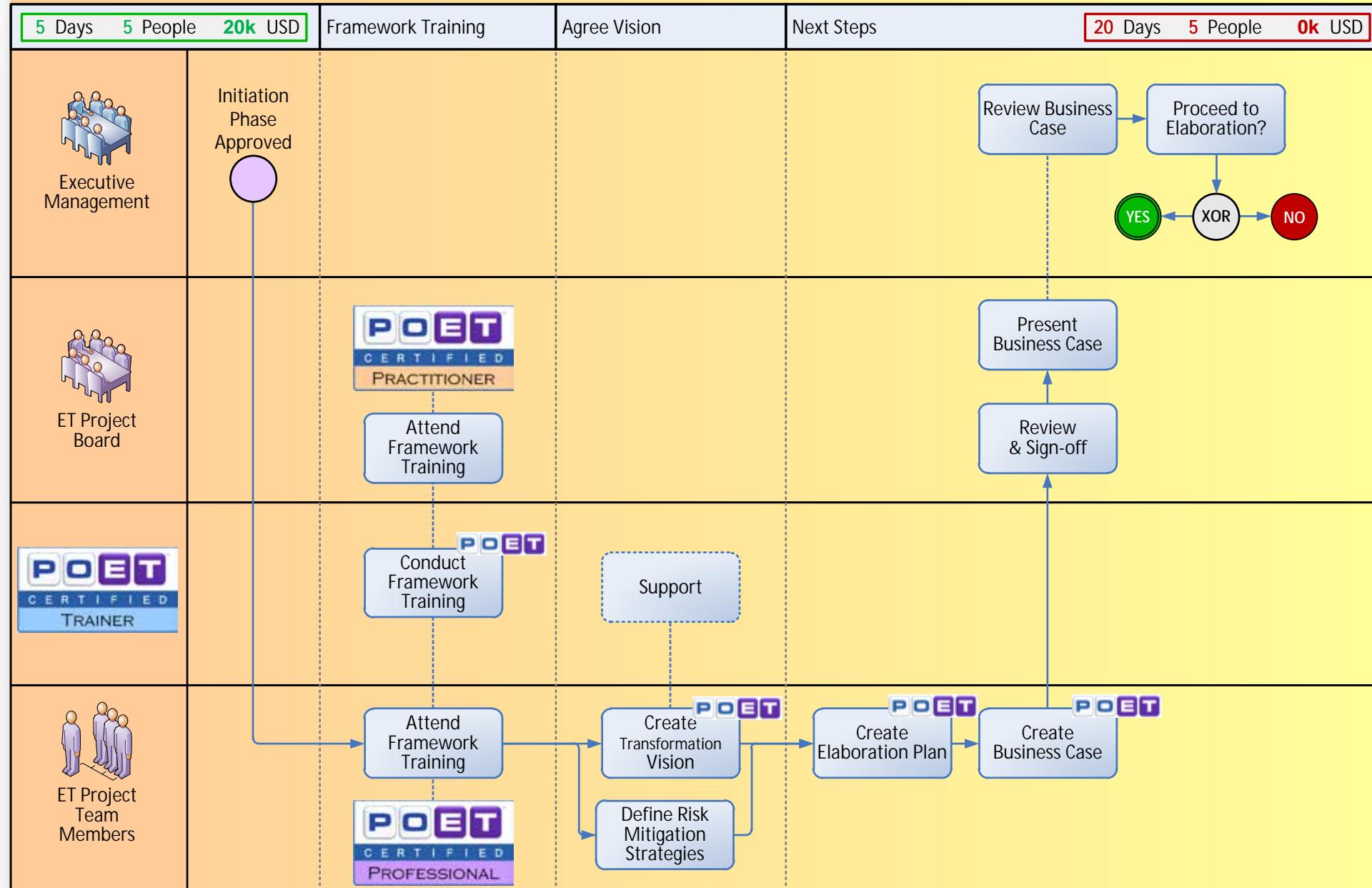
Select ET Framework

Roadmapping



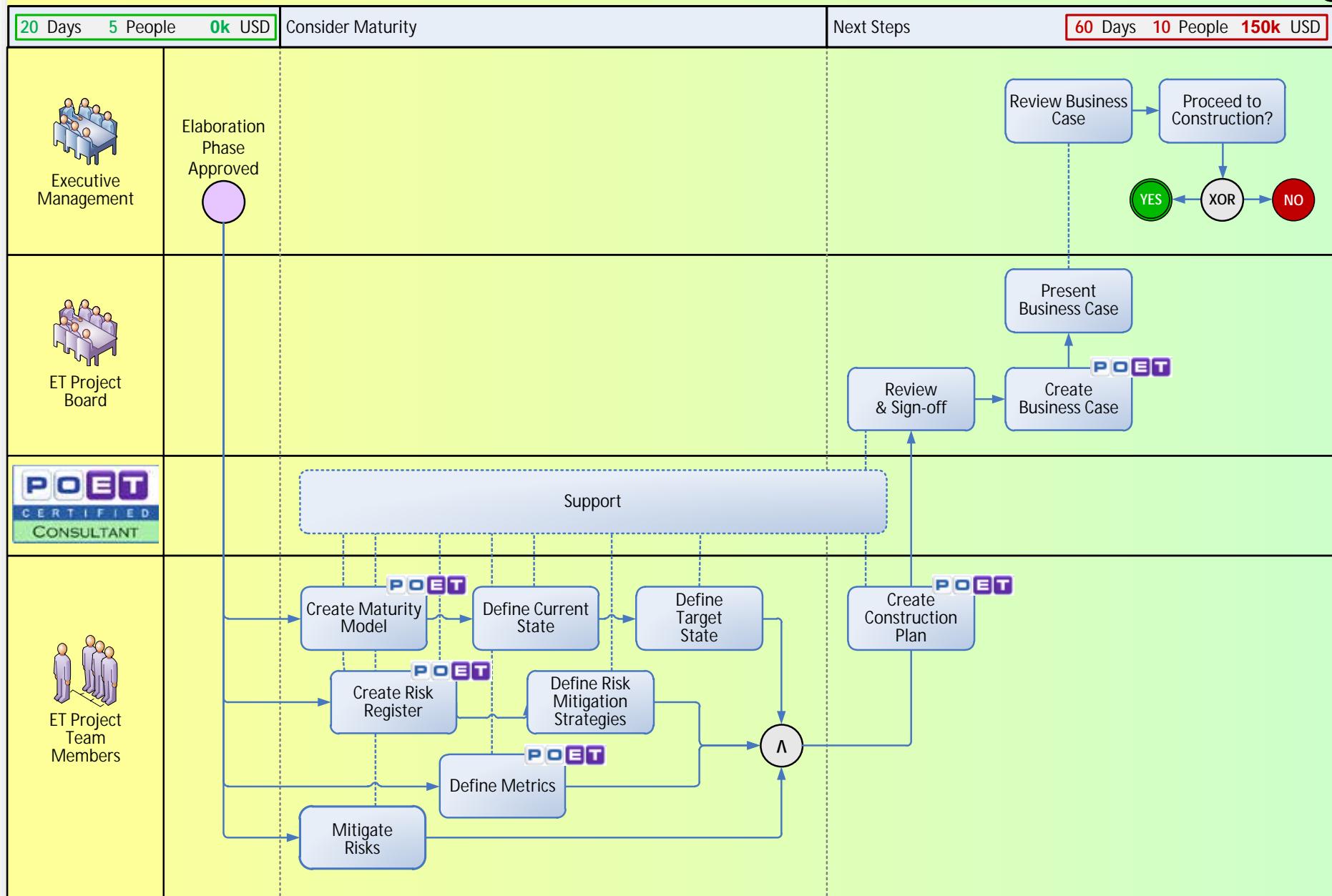
Understand ET Framework

Initiating



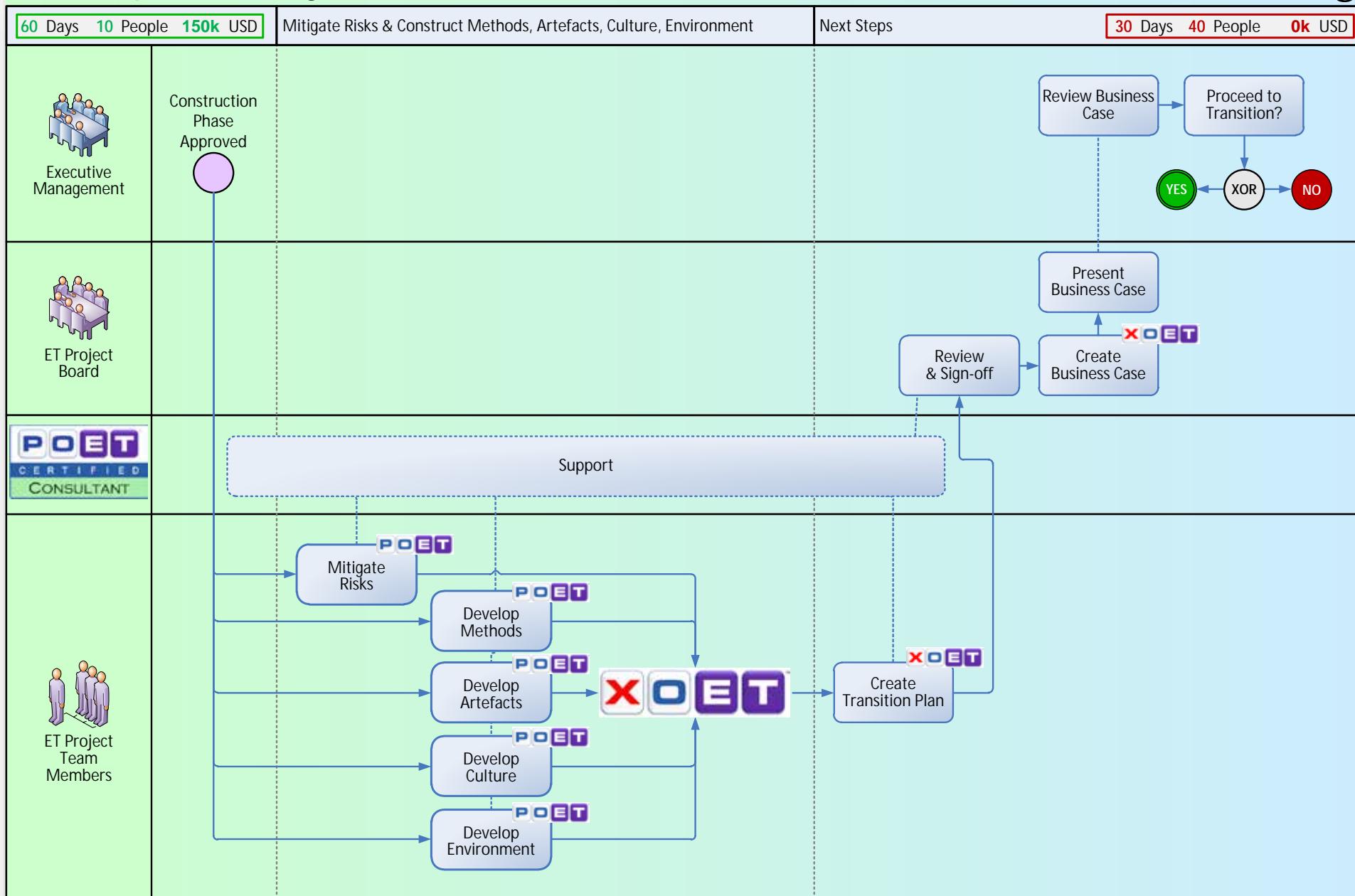
Plan Rollout of ET Framework

Elaborating



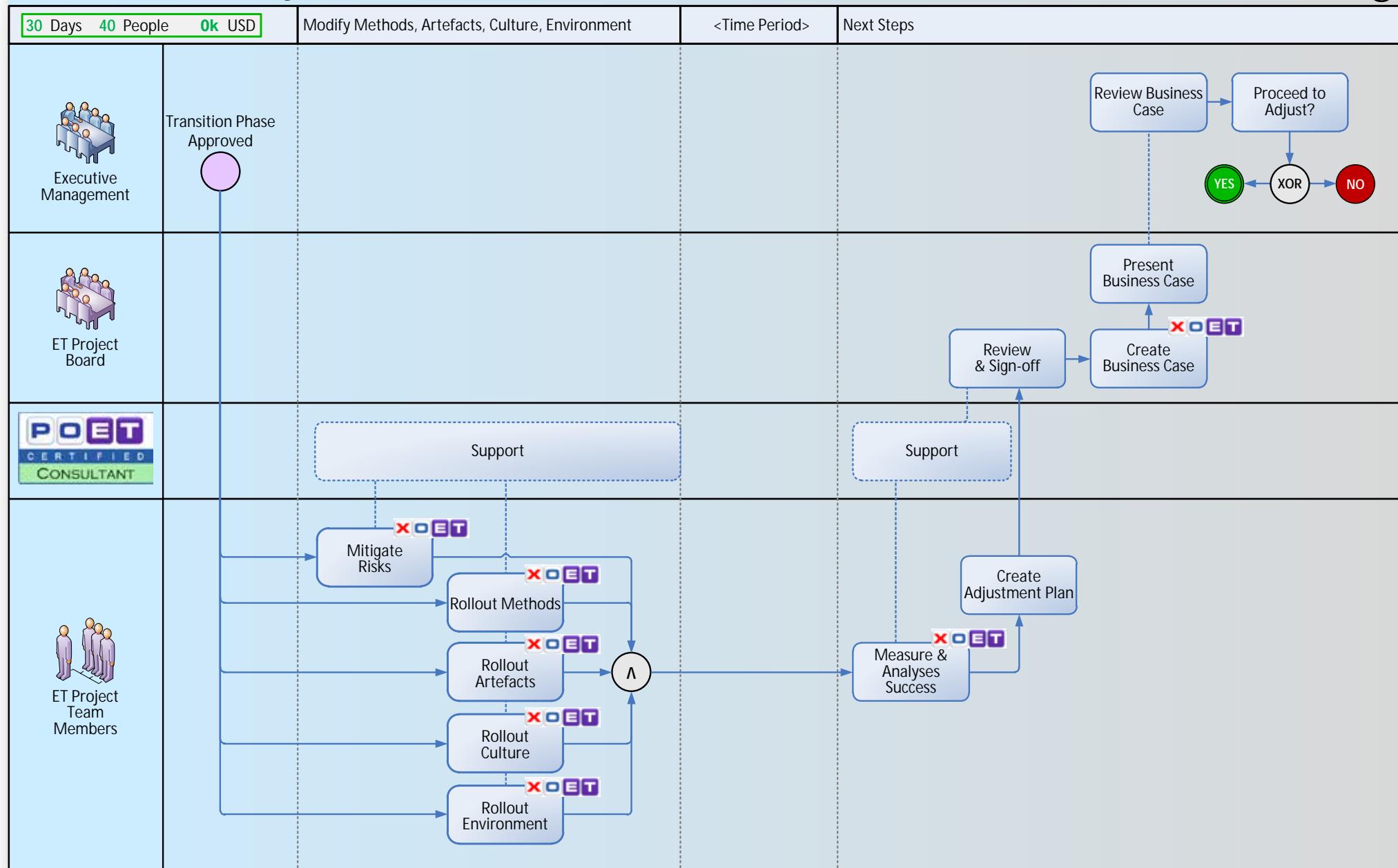
Develop ET Changes

Constructing



Rollout ET Changes

Transitioning



APPENDIX



WHY?

- We Care About Enterprises
- We Care About the People who Direct, Operate, Transform and Support Enterprises

WHERE?

- Born from Observing Failure

WHEN?

- PEAF v1 Released 2008 (v3 2014)
- POET v1 Released 2014

WHAT?

- Common Sense. Logic, Architecture, Engineering, Altruism, Honesty Integrity, Persistence, Passion

HOW?

- 150,000 Hours Thinking, 20,000 Hours Creating

WHO?

- Kevin Lee Smith
- 35+ Years in all phases of Enterprise Transformation
- Belbin: Plant • DISC: (7414) Result-Oriented
- MBTI: (INTJ) Independent, Individualistic, Visionary



Sources

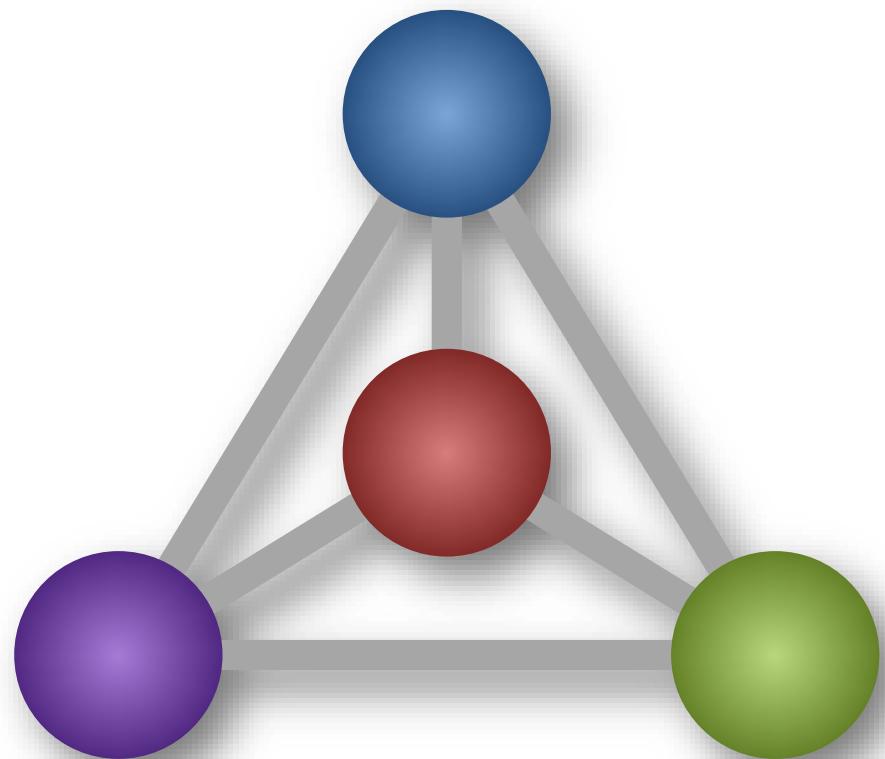
- .. Book cover: Tropical Storm Lee - NASA/NOAA GOES Project Science Team.
- .. Stereogram used on "Hitting the Wall" produced by Easy Stereogram Builder - www.easystereogrambuilder.com
- .. "Brain Function with gears and cogs" used on the "Slaves to Psychology" graphic from BigStock - www.bigstockphoto.com/search/digitalista
- .. Technical Debt - www.wikipedia.org/wiki/Technical_debt
- .. Zachman Framework - www.wikipedia.org/wiki/Zachman_Framework
- .. TOGAF (The Open Group Architecture Framework) - www.opengroup.org/togaf/
- .. Business Motivation Model - www.omg.org/spec/BMM/
- .. Enhanced Business Motivation Model - www.MotivationModel.com
- .. ITIL (IT Infrastructure Library) - www.itil-officialsite.com
- .. COBIT (Control Objectives for Information and Related Technology) - www.wikipedia.org/wiki/Cobit

Resources

- .. The **Pragmatic** EA website www.PragmaticEA.com is the official source for all **PF²** related materials.

Pragmatic

ENTERPRISE ARCHITECTURE



Connecting
the DOTS