

TOGAF® Poster Series #27

Business Transformation Readiness

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Enterprise Architecture based change is a major endeavor within an organization, so it is important to know whether the organization is ready, willing and able to make such changes.

DETERMINE READINESS FACTORS

Example Readiness Factors:

- Clearly defined drivers, scope and Vision
- **Desire** to achieve results, **Willingness** to accept the impact of doing the work, and **Resolve** to follow through and complete the endeavor
- Compelling and broadly understood **Need** – statements of what the organization can't do without the project and what the project will enable
- A **Business Case** that creates a strong focus and identifies concrete benefits
- Engaged, articulate and supportive **Sponsorship and Leadership**
- **Governance** and sense of shared responsibility
- Assignment of **Accountability**, recognition of measurable expectations, and alignment of decision making
- A **Workable Approach** and Execution Model
- Demonstrated IT and Enterprise **Capacity to Execute**
- Ability to **Implement and Operate** the components of the new architecture

PRESENT READINESS FACTORS USING MATURITY MODELS

Each factor is converted into a maturity model, e.g.:

Business Transformation Readiness Assessment - Maturity Model						© The Open Group
Factor 2: Need for Enterprise Information Architecture		Class		Organizational Context		
		BTEP Readiness Factor		YES		
Definition	There is recognition by the organization that information is a strategic corporate asset requiring stewardship. There is also recognition that the data is not universally understandable, of requisite quality, and accessible.					
Maturity Model Levels						
0 Not defined	1 Ad Hoc	2 Repeatable	3 Defined	4 Managed	5 Optimized	
Information is not recognized as an asset. There is no clear stewardship of data.	Data Management (DM) concepts are intuitively understood and practiced on an ad hoc basis. Stewardship of the data is informal. Data is recognized by certain internal experts and senior management as being of strategic importance to the organization. Focus is primarily on technically managing redundant data at the applications level.	Many parts of the organization value information/data as a strategic asset. Internal DM experts maintain clear lines of responsibility and stewardship of the data, organized along lines of business and at all senior levels. Staff put into practice DM principles and standards in their daily activities.	Data is recognized as a strategic asset in most parts of the organization and throughout most levels from operations to senior management. Resources are committed to ensuring strong stewardship of data at the lower management and information expert levels.	Data is recognized as a strategic asset in all parts of the organization, and throughout most levels from operations to senior management. Resources are committed to ensuring strong stewardship of data at the senior management and information expert levels.	Data is treated in all levels throughout the organization as a strategic asset to be exploited and re-used. Data products and services are strongly integrated with the management practice of the organization. All staff are empowered and equipped to take stewardship of information, and are seen as "knowledge workers".	
				Recommended Target State		

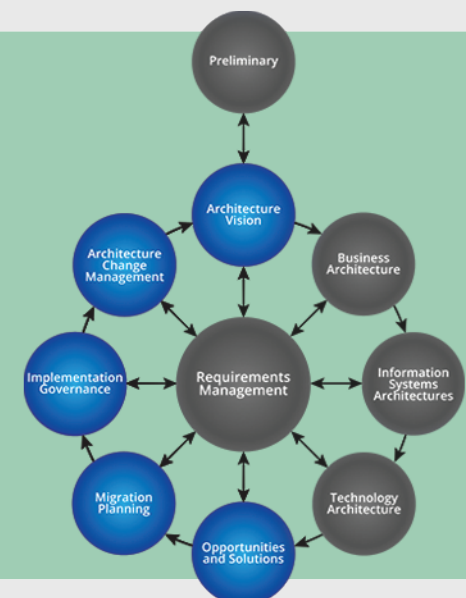
ASSESS READINESS FACTORS, INCLUDING DETERMINATION OF FACTOR RATINGS

Rate each factor for success:

- **Readiness Factor Vision** – a determination of where the enterprise has to evolve to address the factor, with respect to base and target state
- **Readiness Factor Rating** – to show how important each factor is for success. For example:
 - **Urgency** – whether action is needed before transformation can begin
 - **Readiness Status** – the degree of readiness, from Low, Fair, Acceptable, Good, to High
 - **Degree of Difficulty to Fix** – effort required to overcome the issues, from No Action Needed, Easy, Moderate, to Difficult
- **Readiness Factor Risks & Actions** – what will be done to improve things

Business Factor Assessment Summary				
Ser	Readiness Factor	Urgency	Readiness Status	Degree of Difficulty to Fix
1	Vision			
2	Desire/Willingness/resolve			
3	Need			
4	Business Case			
5	Funding			
6	Sponsorship and leadership			
7	Governance			
8	Accountability			
9	Workable approach and execution model			
10	IT capacity to execute			
11	Departmental capacity to execute			
12	Ability to implement and operate			

ASSESS RISKS FOR EACH FACTOR AND IDENTIFY ACTIONS TO MITIGATE RISK



WORK ACTIONS INTO PHASE E & F IMPLEMENTATION AND MIGRATION PLAN

Readiness Assessment and the ADM:

- Readiness Assessment is a key part of Phase A – Architecture Vision
- Assessment is a key input into strategic migration planning - initiated in Phase E and completed in Phase F
- Phase E – Opportunities and Solutions confirms the readiness and risk for business transformation
- Readiness factors, as part of an overall Implementation and Migration Plan, are continuously monitored in Phase G
- Rapid corrective actions are taken throughout the ADM to ensure that the defined architectures can be implemented

Business Transformation Readiness Assessment is a technique for evaluating and quantifying an organization's readiness to undergo change.

