The Pragmatic Enterprise Architecture Framework

v3.3a – October 2016

Part of the Pragmatic Family of Frameworks
Context
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.
What Is Enterprise Architecture? > EA and SA

**Initiating**
- Logical System Designs
  - Logical System Design
    - Physical System Design
      - Technical Analysts
        - Applications
          - Value
    - Business Analysts
      - Procedures
        - Business Analysts
          - Business Processes (Level 0)
    - Business Processes (Level 1-2)
      - Business Analysts
        - Procedures
          - Business Processes (Level 0)

**Elaborating**
- Logical System Designs
  - Logical System Design
    - Physical System Design
      - Technical Analysts
        - Applications
          - Value
    - Business Processes (Level 1-2)
      - Business Analysts
        - Procedures
          - Business Processes (Level 0)

**Constructing**
- Logical System Designs
  - Logical System Design
    - Physical System Design
      - Technical Analysts
        - Applications
          - Value
    - Business Processes (Level 1-2)
      - Business Analysts
        - Procedures
          - Business Processes (Level 0)

**Transitioning**
- Logical System Designs
  - Logical System Design
    - Physical System Design
      - Technical Analysts
        - Applications
          - Value
    - Business Processes (Level 1-2)
      - Business Analysts
        - Procedures
          - Business Processes (Level 0)

**Strategising**
- Logical System Designs
  - Logical System Design
    - Physical System Design
      - Technical Analysts
        - Applications
          - Value
    - Business Processes (Level 1-2)
      - Business Analysts
        - Procedures
          - Business Processes (Level 0)

**Roadmapping**
- Logical System Designs
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**Contextual**
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**Physical**
- Logical System Designs
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    - Physical System Design
      - Technical Analysts
        - Applications
          - Value
    - Business Processes (Level 1-2)
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**Operational**
- Logical System Designs
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    - Physical System Design
      - Technical Analysts
        - Applications
          - Value
    - Business Processes (Level 1-2)
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**Physical World**
- Logical System Designs
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      - Technical Analysts
        - Applications
          - Value
    - Business Processes (Level 1-2)
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**Solution Architecture**
- Logical System Designs
  - Logical System Design
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**Enterprise Architecture**
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**Model: Enterprise Strategy**
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**Model: Structural Portfolio; Principles**
- Logical System Designs
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**Shareholders**
- Logical System Designs
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**The Board**
- Logical System Designs
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**CHALLENGE:**

Describe the purpose of EA in one 160 character SMS message (including spaces, punctuation and carriage returns)?

Rationale: Pragmatically, if you can't describe the purpose of EA in one short sentence, you will not get the ear of the people required to utilise it.

No rambling, ivory tower, intellectual monologues here. Just post your 160 characters.

Posted 4 months ago | Delete discussion
What Is Enterprise Architecture?

**Context**

- Why
- What
- How

- Alignment
- Governance
- Architecting

- Decision-Support
- Strategic-Planning

- Quality
- Stability
- Risk
- Customers
- Competitiveness
- Profitability
- Growth
- Durability
- Value
- Effectiveness
- Efficiency
- Costs
- Agility
- Mission

**Models**

- Processes
- Tools
- Guidance

**Guidance**

- Processes
- Models
- Tools
The purpose of Enterprise Architecture is to...

enable an enterprise to realise its Vision through the execution of its Mission, whilst enabling it to respond to change and increasing its effectiveness, profitability, customer satisfaction, competitive edge, growth, stability, value, durability, efficiency and quality while reducing costs and risks

by

Strategic Planning, Architecting and Governance supported by a Decision Support framework aligning all parts of the enterprise

using

Models, Guidance, Processes and Tools.
The purpose of Enterprise Architecture is to...

allow an enterprise to thrive by

Strategic Planning, Architecture and Governance

using a Framework.
PEAF allows Executive Management to take a coherent and holistic view of Strategising and Roadmapping (EA), allowing them to pragmatically increase their maturity, and thereby increasing their 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.
A Logical Model for Enterprise Architecture.

Think Strategically.
Act Tactically.
Where to Start? > Can I start with one Department?

Enterprise Strategy

Requires Transformation

Enterprise Transformation Department

Objectives

Transformational Roadmaps

Structural Roadmaps

Department / Business Unit A

Change

Department / Business Unit B

Change

Department / Business Unit C

Change

Objectives

Projects

Projects

Projects
<table>
<thead>
<tr>
<th>Context</th>
<th>Where to Start? &gt; EA Catalysts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mergers &amp; Acquisitions</strong></td>
<td><strong>Increase Business Agility, Efficiency and Effectiveness</strong></td>
</tr>
<tr>
<td><strong>Business Unit Consolidation</strong></td>
<td><strong>Streamlining Business Processes</strong></td>
</tr>
<tr>
<td><strong>Introduction of New Products, Services or Lines of Business</strong></td>
<td><strong>Consolidation of Suppliers, Technologies or Applications</strong></td>
</tr>
<tr>
<td><strong>Outsourcing a Business Function</strong></td>
<td><strong>Business Process Management</strong></td>
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<td><strong>Divesting a line of Business</strong></td>
<td><strong>Business Process Re-engineering</strong></td>
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<td><strong>Operational Cost Reduction</strong></td>
<td><strong>Off shoring</strong></td>
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<tr>
<td><strong>Business Transformation</strong></td>
<td><strong>Market/Shareholder Pressure</strong></td>
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<tr>
<td><strong>Building Relocation</strong></td>
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<tr>
<td><strong>Strategic Planning</strong></td>
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</tbody>
</table>
A journey of a thousand miles begins with a single step.

- Confucius
Increase the Effectiveness, Efficiency, Agility and Durability of the Enterprise...and therefore of “doing” EA

Support the Management of the Cost, Risk, Flexibility and Quality of Transformation.

Use Structural & Transformational Models, Perform EA Governance and Manage Enterprise Debt.

Increase our Maturity in how we utilise The Architecture Paradigm™

......
Context

Where to Start? > Strategies

- Cost
- Risk
- Flexibility
- Quality

Implications
Context

Where to Start? > Tactics

Implications

Structural Models

Transformational Models

Performing EA Governance

Managing Enterprise Debt
Increasing our Maturity in how we utilise The Architecture Paradigm™

Effectiveness, Efficiency, Agility, Durability.
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 Governance & Lobbying

The work that happens to guide project execution ensuring compliance looking down (Governance) and raising issues and problems looking up (Lobbying)
Methods

Enterprise Debt™ > Ratio > Compliant : Non-Compliant : Remedial

Executing Project Portfolio

Enterprise Debt Ratio™ (EDR)

<table>
<thead>
<tr>
<th>Project</th>
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<tbody>
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</tbody>
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Key

- **Compliant**: Complies with Guidance
- **Non-Compliant**: Contravenes Guidance
- **Remedial**: Fixes Previous Contraventions
If you never **PLAN** to do Transformation in a way that complies with guidance, you will never **DO** Transformation in a way that complies with guidance.
Methods

Enterprise Debt™ > Waivers

Executing Project Portfolio

Enterprise Debt Ratio™ (EDR)

<table>
<thead>
<tr>
<th>Project</th>
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Waiver

Cost of Compliance
What resources (time, money, people, scope change, etc) are required to be able to comply with the guidance?

Cost of Non-Compliance
What Issues and Risks (with associated costs) will result while we continue to be Non-Compliant?

Cost of Remediation
What Resources will be required to become compliant in the future?

Business Decision
Provide the resources required NOW.
Accept the RECURRING Cost of Non-Compliance and the FUTURE cost of remediation.

Key
Compliant
Non-Compliant
Remedial

Governance
Lobbying

Complies with Guidance
Contravenes Guidance
Fixes Previous Contraventions
Methods

Enterprise Debt™ > Business Decision

Executing Project Portfolio

Enterprise Debt Ratio™ (EDR)

Project  Project  Project  Project
C     C     CN    C     N     N     R     R
C     C     N     C     N     R     R
C     C     R     C     T
N     R

Completed Project

Completed Project

Non-Compliant
Contravenes Guidance

Compliant
Complies with Guidance

Remedial
Fixes Previous Contraventions

Cost of Compliance
What resources (time, money, people, scope change, etc) are required to be able to comply with the guidance?

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Provide the resources required NOW.

Accept the RECURRING Cost of Non-Compliance and the FUTURE cost of remediation.

Key

Compliant
Non-Compliant
Remedial

Governance
Lobbying
Methods

Enterprise Debt™ > Value

Executing Project Portfolio

Enterprise Debt Ratio™ (EDR)

<table>
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<th>Project</th>
<th>C</th>
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<th>R</th>
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</table>

Completed Project

N | R

Waiver

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What Resources will be required to become compliant in the future?

Business Decision

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Governance

Lobbying

Key

Compliant
C

Non-Compliant
N

Remedial
R

Enterprise Debt™

Entreprise Debt Value™ (EDV)

Effectiveness

Efficiency

Agility

Durability

Cost of Non-Compliance
What Issues and Risks (with associated costs) will result while we continue to be Non-Compliant?

Cost of Remediation
What Resources will be required to become compliant in the future?

Cost of Waiver
What resources (time, money, people, scope change, etc) are required to be able to comply with the guidance?

Cost of Non-Compliance
What issues and Risks (with associated costs) will result while we continue to be Non-Compliant?

Cost of Remediation
What Resources will be required to become compliant in the future?

Business Decision

Provide the resources required NOW.

Accept the RECURRING Cost of Non-Compliance and the FUTURE cost of remediation.
Methods
Strategising Phase > Process

Strategising

Update Strategy Model

- Review and update the Vision
- Review and update the Mission
- Review and update Influences
- Perform and update SWOT Analysis
- Review and update the Tactics
- Review and update the Strategies
- Review and update the Objectives
- Review and update Policies & Rules
- Review and update the KPI’s

Sign-off Enterprise Strategy Model

Enterprise Strategy Model Complete

Board of Directors
Executive Management
Enterprise Architect

Annually Or Triggered
**Roadmapping Phase > Process > Overview**

### Roadmapping

<table>
<thead>
<tr>
<th>Update Planning Models</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board of Directors</strong></td>
</tr>
<tr>
<td><strong>Executive Management</strong></td>
</tr>
<tr>
<td><strong>Enterprise Architect</strong></td>
</tr>
<tr>
<td><strong>Strategic Planning</strong></td>
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</table>

**Methods**

1. **Analyse Strategy model**
2. **Create/update Target Structural model**
3. **Create/update Principles model**
4. **Create/update Intermediate models**
5. **Create/update Portfolio model**
6. **Update Current model as required**
7. **Analyse Enterprise Debt**
8. **Sign-off Business & IT Strategy**
9. **Present Business & IT Strategy to the Board**
10. **Complete Business & IT Strategy**
11. **Complete Enterprise Strategy Model**

**Roadmap Diagram**

- Update Planning Models:
  - Analyse Strategy model
  - Create/update Target Structural model
  - Create/update Principles model
  - Create/update Intermediate models
  - Create/update Portfolio model
  - Update Current model as required
  - Analyse Enterprise Debt

- Sign-off Business & IT Strategy
- Present Business & IT Strategy to the Board
- Business & IT Strategy Complete
Methods

Roadmapping Phase > Process > Create/update Intermediate Models

Current Model

- Current (Now)
- Business Objective (e.g. reduce costs by 20% - Year 1)
- IT Objective (e.g. replace out of support apps - Year 1)

Target Model

- Year 5
- Business Objective (e.g. Comply with new legislation - Year 2)
- IT Objective (e.g. Provide DR for mission critical Apps - Year 3)
- Business Objective (e.g. Launch New product - Year 4)
Methods

Roadmapping Phase > Process > Create/update Portfolio Model

Current (Now)

<table>
<thead>
<tr>
<th>Business Objective</th>
<th>Prog / Proj / Initiative</th>
<th>IT Objective</th>
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<tbody>
<tr>
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Target Year 5

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Part of the Pragmatic Family

Roadmapping Phase > Process > Enterprise Transformation Strategy

Business Transformation Strategy

IT Transformation Strategy

Current Model

Target Model

Current (Now)

Year 5
Modelling

<table>
<thead>
<tr>
<th>Determine The Question</th>
<th>Determine Required Data</th>
<th>Populate The Model</th>
<th>Integrate The Model</th>
<th>Answer the Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Management</td>
<td>Question Requires Answering</td>
<td>Define the Question</td>
<td></td>
<td>Question Answered</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Integrate the Datasources with the Model</td>
<td>Create Report (Tabular or Diagramatic)</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td></td>
<td>Determine Required Data</td>
<td>Analyse for Integration</td>
<td></td>
</tr>
<tr>
<td>Enterprise Architect</td>
<td></td>
<td></td>
<td>Model Integrated</td>
<td></td>
</tr>
<tr>
<td>Provider</td>
<td></td>
<td>Required Data Determined</td>
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<td>Modeller</td>
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<tr>
<td>SME</td>
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<td>Populate the Model</td>
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<tr>
<td>Owner</td>
<td></td>
<td>Model Populated</td>
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Modelling: Populate the Model (Iteration n)

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<thead>
<tr>
<th>Scoping</th>
<th>Discovery</th>
<th>Provision</th>
<th>Analysis</th>
<th>Cleansing</th>
<th>Loading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provider</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Modeller</td>
<td>Required Data Determined</td>
<td>Analyse Quality of Datasources</td>
<td>Extract Data From Datasources</td>
<td>Analyse for Format</td>
<td>Import Data into the Modelling Tool</td>
</tr>
<tr>
<td></td>
<td>Create High Level Plan &amp; Estimates</td>
<td>Identify Provider, Checker, Owner</td>
<td>Convert to Common Format &amp; Storage</td>
<td>Analyse for Structure</td>
<td>Model Populated</td>
</tr>
<tr>
<td></td>
<td>Indentify Datasources</td>
<td>Determine Software and Hardware Requirements</td>
<td>Update Data</td>
<td>Analyse for Duplication</td>
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<tr>
<td></td>
<td>Identify Issues &amp; Risks</td>
<td>Identify Metamodel Updates</td>
<td>Update Metamodel</td>
<td>Analyse for Duplicity</td>
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<td>Analyse for Integrity</td>
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<td>Analyse for Validity</td>
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Provide EA Education

**Method**

**Process**

1. **Initiation of Operation Phase**
   - **Enterprise Architect**
     - Run Training
     - Monthly Executive Updates
   - **Executive Management**
     - Attend EA Training
     - Executive Update
   - **Business Department n**
     - Attend EA Training
     - Attend Roadshows
     - Monthly Surgery
     - Quarterly Roadshows
     - Monthly Updates
     - Executive Update
     - Attend Roadshows
     - Monthly Surgery

2. **Run Training**
   - **Enterprise Architect**
     - Initiation of Operation Phase
   - **Executive Management**
     - Attend Roadshows
     - Attend Surgery
   - **Business Department n**
     - Attend EA Training
     - Executive Update
     - Attend Roadshows
     - Monthly Surgery
     - Quarterly Roadshows
     - Monthly Updates

3. **Attend EA Training**
   - **Executive Management**
     - Attend Roadshows
     - Attend Surgery
   - **Business Department n**
     - Attend EA Training
     - Executive Update
     - Attend Roadshows
     - Monthly Surgery
     - Quarterly Roadshows
     - Monthly Updates

4. **Attend Roadshows**
   - **Executive Management**
     - Attend Surgery
   - **Business Department n**
     - Attend EA Training
     - Executive Update
     - Attend Roadshows
     - Monthly Surgery
     - Quarterly Roadshows
     - Monthly Updates

5. **Attend Surgery**
   - **Executive Management**
     - Attend Roadshows
   - **Business Department n**
     - Attend EA Training
     - Executive Update
     - Attend Roadshows
     - Monthly Surgery
     - Quarterly Roadshows
     - Monthly Updates

6. **Monthly Updates**
   - **Executive Management**
     - Attend Roadshows
   - **Business Department n**
     - Attend EA Training
     - Executive Update
     - Attend Roadshows
     - Monthly Surgery
     - Quarterly Roadshows
     - Monthly Updates

7. **Executive Update**
   - **Executive Management**
     - Attend Surgery
   - **Business Department n**
     - Attend EA Training
     - Executive Update
     - Attend Roadshows
     - Monthly Surgery
     - Quarterly Roadshows
     - Monthly Updates

8. **Attend Surgery**
   - **Executive Management**
     - Attend Roadshows
   - **Business Department n**
     - Attend EA Training
     - Executive Update
     - Attend Roadshows
     - Monthly Surgery
     - Quarterly Roadshows
     - Monthly Updates

9. **Informed Executives**
   - **Executive Management**
     - Attend Roadshows
   - **Business Department n**
     - Attend EA Training
     - Executive Update
     - Attend Roadshows
     - Monthly Surgery
     - Quarterly Roadshows
     - Monthly Updates

10. **Issues Addressed**
    - **Executive Management**
       - Attend Roadshows
    - **Business Department n**
      - Attend EA Training
      - Executive Update
      - Attend Roadshows
      - Monthly Surgery
      - Quarterly Roadshows
      - Monthly Updates

11. **Departmental Awareness & Buy-in**
    - **Executive Management**
      - Attend Roadshows
    - **Business Department n**
      - Attend EA Training
      - Executive Update
      - Attend Roadshows
      - Monthly Surgery
      - Quarterly Roadshows
      - Monthly Updates

12. **Produce EA Education**
    - **Executive Management**
      - Attend Roadshows
    - **Business Department n**
      - Attend EA Training
      - Executive Update
      - Attend Roadshows
      - Monthly Surgery
      - Quarterly Roadshows
      - Monthly Updates
Artefacts
Meta-models > Business / IT Strategy > Enterprise / Transformation Strategy

Plate A (Normal View)

Business Strategy

IT Strategy

Projects

Plate B (Pragmatic View)

Enterprise Strategy

Transformation Strategy

Projects

Business

IT
### Artefacts

#### Meta-models > Transformational

<table>
<thead>
<tr>
<th>Enterprise Context</th>
<th>Motivation</th>
<th>Actions</th>
<th>Guidance</th>
<th>Measures</th>
<th>Assessment</th>
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<tbody>
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<td>Business Model</td>
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<td>MISSION</td>
<td>INFLUENCE</td>
<td>e.g. league tables</td>
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<td>Arтеfacts</td>
<td>Meta-models &gt; Structural</td>
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<tr>
<td><strong>Enterprise Context</strong></td>
<td><strong>Methods</strong></td>
<td><strong>Artefacts</strong></td>
<td><strong>Culture</strong></td>
<td><strong>Environ</strong></td>
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<td><strong>Capability Model</strong></td>
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Artefacts

Principles > Overview

Best Practice…

• Buy before build
• Reduce complexity
• Sound business case
• Avoid over engineering
• Open integration, etc, etc, etc.

Enterprise Strategy…

• E.g. Outsource non core business processes
• E.g. Consolidate to 2 data centres
Culture
Culture

Risks > The Brick Wall of Misconception

- We don't have an EA
- We don't do EA
- We don't have any EAs
- Ivory tower and hypothetical
- Many failures

- Benefits are never achieved
- Invented by consultants
- A large expensive team?
- A large expensive project?
- Losing Strategic Control

- It’s another silver bullet
- Nothing to do with me, mate!
- How much!!!
- Are we there yet?
- I have important firefighting to do...

- We don’t live in a perfect world
- Oh what pretty pictures
- I can’t afford a modeling tool!
- I don’t want another maintenance nightmare
- How many paperclips?

- You can’t define the future
- Don’t tell the business what to do
- Don’t tell IT what to do
- Let’s model everything
- Shhh! Don't mention the words EA
Culture

Risks > Many People will Hate EA

EA is about exposing problems

EA is about exposing mistakes

EA is about breaking down silos and fiefdoms

EA is about benefit to the whole

EA is about long term benefit

EA is about inconvenient truths
Culture

Enterprise Architect > Two Types

**Type 1**

Improving EA

Increases Enterprise Architecture Maturity

**Type 2**

“Doing” EA

Strategic Transformation Planning and Governance
<table>
<thead>
<tr>
<th>Culture</th>
<th>Enterprise Architect &gt; Type 1 &gt; Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Helps an Enterprise to increase their EA maturity</td>
</tr>
<tr>
<td><strong>Works With</strong></td>
<td>Executive Management and the EA Team</td>
</tr>
<tr>
<td><strong>Term</strong></td>
<td>Typically transitory / consultant</td>
</tr>
<tr>
<td><strong>Focus</strong></td>
<td>Communication, guiding and mentoring</td>
</tr>
<tr>
<td><strong>Qualitites</strong></td>
<td>Pragmatic, Enthusiastic, Agnostic, Articulate, Persistent, Strategic, Altruistic, Diplomatic, Open, Generalist.</td>
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<tr>
<td><strong>Behaviours</strong></td>
<td>Persuade, Learn, Investigate, Abstract, Expose, Facilitate, Lead.</td>
</tr>
<tr>
<td><strong>EA Experience</strong></td>
<td>Detailed</td>
</tr>
<tr>
<td><strong>Business Experience</strong></td>
<td>General</td>
</tr>
<tr>
<td><strong>IT EA Experience</strong></td>
<td>General</td>
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</tbody>
</table>
Enterprise Architect > Type 1 > Duties

**Culture**

**Strategising**
Evangelise the benefits of EA. Expose the fundamental problem and opportunity and propose the fundamental solution.

**Roadmapping**
Evangelise the benefits of EA. Work with the EA project board to select an EA framework.

**Initiating**
Evangelise the benefits of EA. Train the EA Team in the selected Framework. Work with the EA Team to a) articulate the EA vision and gain buy in from business and IT leaders across the organisation. b) define the EA Risks and mitigation strategies

**Elaborating**
Support the EA Team to a) Document the organisation’s current EA maturity, b) define a target maturity level and the benefits of attaining that level, c) define a detailed implementation plan

**Constructing**
Support the EA Team to a) mitigate the risks, b) define the target Methods, Artefacts, Culture and Environment, c) define the transition plan

**Transitioning**
Support the EA Team to rollout the changes to the Methods, Artefacts, Culture and Environment
<table>
<thead>
<tr>
<th>Purpose</th>
<th>Works With</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Transformation Planning and Governance</td>
<td>Strategic planning team &amp; Architecture Review Board</td>
<td>Typically permanent</td>
</tr>
</tbody>
</table>

**Focus**
Transformation Planning and Governance

**Qualities**
- Pragmatic,
- Enthusiastic,
- Agnostic,
- Articulate,
- Persistent,
- Strategic,
- Altruistic,
- Diplomatic,
- Open,
- Generalist.

**Behaviours**
- Persuade,
- Learn,
- Investigate,
- Abstract,
- Expose,
- Facilitate,
- Lead.

**EA Experience**
General

**Business Experience**
Detailed

**IT EA Experience**
Detailed
**Culture**

**Enterprise Architect > Type 2 > Duties**

**Strategising**
Evangelise the benefits of EA. Contributing to Enterprise Strategy (Business & IT). Supporting the modelling, structured description, and the relationships between the parts of Enterprise Strategy.

**Roadmapping**
Evangelise the benefits of EA, Creating the Enterprise Transformation Strategy (Current, target and intermediate Capability and Roadmap Models). Lobbying up to Strategising Phase, highlighting missed problems and/or opportunities.

**Initiating**
Governance down to Project Execution, ensuring strategic guidance is followed. Accepting Lobbying up from Projects when missed problems and/or opportunities are discovered by Projects.

**Elaborating**
Supporting

**Constructing**
Supporting

**Transitioning**
Supporting
“In many organizations, despite any rhetoric to the contrary, people are rewarded for dealing with crises and problems. The MVP is the one who came in at 3 a.m. to fix a problem, or who reacts instantly to the customer's complaint. Such an organization overlooks the fact that these MVP's are putting out fires that either they set themselves and/or they failed to do anything to prevent.

Then when we promote the MVP, we wonder why nobody follows any processes and everyone is always too overloaded to get anything right the first time. Why?

Because that is the behaviour that is rewarded.”

- Douglas Brown (Chief PMO - US Department of Defense)
Culture

“The Management” vs “The Workers” > Comparison

- Personal Motivation
- Career Outlook
- Financial Motivation
Culture

IT vs “The Business” > Is IT Special? > What vs How

Figure 1

The Enterprise
What they Do
How its achieved
100%

PBU₁
100%

What they Do
How They Do It
100%

SBU₁
20%

Figure 2

The Enterprise
What they Do
How its achieved
100%

PBU₁
80%

What they Do
How They Do It
20% 80%

SBU₁
24.3%

Figure 3

The Enterprise
What they Do
How its achieved
60% 40%

PBU₂
20%

What they Do
How They Do It
30% 50% 20%

SBU₂
13.7%
Culture

IT vs “The Business” > When Two Tribes Go To War

© Frankie Goes to Hollywood
Should IT ever say NO to “the business”?

IT should never say no.

EA does not make decisions.
EA is a facilitator.

IT should always say yes, but...
Pros, Cons, Costs, Risks, Implications.
## Culture

### IT vs “The Business” > Comparison

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Strategic Volatility</th>
<th>Strategic Focus</th>
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<tbody>
<tr>
<td>Maturity</td>
<td>Tactical Volatility</td>
<td>Reuse</td>
</tr>
<tr>
<td>Control Mechanisms</td>
<td>Control Mechanism Effects</td>
<td>Control Mechanism Defence Tactics</td>
</tr>
</tbody>
</table>
Purpose

Release more resources (people, time, money, increased scope, etc) where it is in the best interests of the whole enterprise to do so

Budget Holding

Strategic Investment Budget

Escalation Route

None

Permanent Members

- Business Directors
- CTO/CIO/IT Director
- Enterprise Architect

Transient Members

- Project Managers
- Solution Architects
- Business Analysts
**Purpose**

Ensure that solutions conform where possible to strategic principles and roadmaps. Ensure that cross projects synergies are exploited where possible. Ensure that all Enterprise Debt™ is exposed. Request more resources (people, time, money increased scope) where it is in the best interests of the enterprise to do so.

**Budget Holding**

Delegated from the Strategic Investment Board

**Escalation Route**

Strategic Investment Board

**Permanent Members**

- Enterprise Architect
- Head of Business Change
- Business SMEs
- Head of IT Development
- Head of IT Operations

**Transient Members**

- Project Managers
- Solution Architects
- Business Analysts
Projects > Traditional vs Pragmatic

**Traditional**
- Project Board
- Project Manager
- Business Analyst
- Technical Analyst

**Pragmatic**
- Project Board
- Business Analyst
- Project Manager
- Technical Analyst
Culture

Projects > Relationships

- Business Analyst
- Technical Analyst
- Project Board

- Responsible for Functionality Decisions
- Responsible for Technology Decisions
- Responsible for Time and Cost Decisions

- Functional Requirements
- Non-Functional Requirements

- Project Plan
- Project Manager

Environment
Environment

Frameworks > Comparison > Criteria

<table>
<thead>
<tr>
<th>Strategic</th>
<th>Transformational Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>How much the framework is focused on Strategic Planning and Roadmapping vs Project Level work.</td>
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</table>

<table>
<thead>
<tr>
<th>Project</th>
<th>Structural Focus</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>How much the framework is focused on the structure of the entire Enterprise vs mostly IT.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Enterprise</th>
<th>Content</th>
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<tbody>
<tr>
<td></td>
<td>An indication of how detailed the framework is vs how usable it is.</td>
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<tr>
<td>Environment</td>
<td>TOGAF</td>
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<tr>
<td>Strategic</td>
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<td>Project</td>
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### Frameworks > Comparison > Example Weightings #1

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<td><strong>8.6</strong></td>
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</table>
Environment
Tools > Evaluation > Requirements

- Importing
- Exporting
- Relationships
- User Interface / Ease of use
- Diagrams / Views
- Impact Analysis
- Meta-model
- Target and Intermediate Models
- Management
- Supplementary
- Expected Views
- Expected Dashboards
Out of the Box

The requirement **is met** (No Configuration or Customisation required)

Configuration

The requirement **is met** (Configuration is Required)

Customisation

The requirement **can be met** (Customisation is required)

No

The requirement **cannot be met**
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<thead>
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<th>Customisation</th>
<th>Configuration</th>
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<tr>
<td>Planview (Troux)</td>
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<tr>
<td>Pragmatica (DE2M)</td>
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</tr>
<tr>
<td>Qaliware (Lifecyle Manager)</td>
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<td></td>
</tr>
<tr>
<td>SAP (SAP Sybase PowerDesigner)</td>
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<tr>
<td>Sparx Systems (Enterprise Architect)</td>
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<tr>
<td>UNICOM (System Architect)</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td>Tools &gt; Evaluation &gt; X-Requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### XA Architecture
- Single Object Table
- 1st Order Relationships
- Heterogeneous Hierarchy
- Foreign Key Relations
- Plain Text Encoding
- Time as a Fundamental

### XC Configuration
- Bulk Upload
- Structured Upload
- Open ERD
- Graphical Meta-Model
- Hybrid Metamodels
- Flexible Notation
- Tool Integration
- Concerns & Viewpoints

### XF Functionality
- Meta-Data Inheritance
- Dangling Relationships
- Explorer Drag And Drop
- Explicit Variants
- Analytic Charts
- Quantitative Analytics
- Catalogue Data Mgmt
- Round Trip Engineering
Adoption
<table>
<thead>
<tr>
<th>Measures</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unconsciously Incompetent Measures</td>
<td>Consciously Incompetent Measures</td>
<td>Consciously Competent Measures</td>
</tr>
<tr>
<td><strong>Methods</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Definition</td>
<td>Non-existent or undocumented</td>
<td>All existing and many documented</td>
<td>Mostly documented</td>
</tr>
<tr>
<td>Operation</td>
<td>People just do what they think is best or what they have always done</td>
<td>Processes are generally followed but sometimes circumvented</td>
<td>Processes are always followed and only circumvented for good business reasons</td>
</tr>
<tr>
<td><strong>Artefacts</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Definition</td>
<td>Some exist but tend to be limited, incomplete, inconsistent, out of date and stored in unstructured way</td>
<td>Many exist and many are complete, consistent, up to date and defined in structured way</td>
<td>Most exist and most are complete and consistent and defined in structured way</td>
</tr>
<tr>
<td>Operation</td>
<td>Most IT and tactically focussed</td>
<td>Some Enterprise and strategically focussed</td>
<td>Most Enterprise and strategically focussed</td>
</tr>
<tr>
<td><strong>Culture</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Definition</td>
<td>Culture is not recognised as something to be modelled and understood</td>
<td>Some Cultural aspects are modelled</td>
<td>Most Cultural aspects are modelled</td>
</tr>
<tr>
<td>Operation</td>
<td>Authoritarianism</td>
<td>Common Sense</td>
<td>Meritocracy</td>
</tr>
<tr>
<td><strong>Environ</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Definition</td>
<td>Ad-hoc, no integration</td>
<td>Pragmatic Tools and Frameworks, mostly integrated</td>
<td>Refined Tools and Frameworks, fully integrated</td>
</tr>
<tr>
<td>Operation</td>
<td>Used by a few select individuals Haphazard or non-existent</td>
<td>Mostly controlled Mostly federated</td>
<td>Used by most people Fully controlled Fully federated</td>
</tr>
</tbody>
</table>
Strategising

Problem:
We have a difficulty in expressing our intents and how the different aspects relate to each other in such a way to be useful for others to create efficient and effective Transformational plans that support those aspirations.

Opportunity:
If we can understand the Enterprise structure better and how it fits into the wider market and environment we would be better able to exploit new and emerging markets and products.
Problem:
Roadmapping does not produce plans of the required quality that align to the Strategic Plan resulting in massive waste in time and money.

Opportunity:
If we can understand the portfolio better and how it fits into the Enterprise Strategy and the Enterprise’s structure we would be better able to create a more integrated and appropriate project portfolio that supports the Enterprise Strategy.
**Problem:**
There are problems in how the Structural and Transformational artefacts of Strategising Roadmapping and Initiating 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 this information more coherent, traceability and impact assessment will become much easier.
Adoption

Motivation > Methods > Issues

- Not clear
- Not documented
- No clear ownership
- Serious knock-on problems
Project Governance & Lobbying

Problem:
Projects diverge from the strategic plans and roadmaps that are not considered or dealt with appropriately resulting in massive waste in time and money.

Opportunity:
If we can expose where misalignment is happening at the time it is happening, we would be better able to reduce the cost and pain of realignment and be better able to keep the executing projects in alignment where it is appropriate.
Adoption
Motivation > Artefacts > Issues

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
Communication and knowledge transfer are the keys to mitigating most of the risks associated with EA adoption.

For this reason, good quality and continuous knowledge transfer is mandatory if an increase in EA maturity is to be a success.

If it is not done, or done badly, your EA Initiative WILL FAIL.

This is not a risk. This is a Certainty.
If we wanted to be able to...

- Clearly identify the products/deliverables of projects.
- Ensure that they are produced on time and to budget.
- Focus attention on the quality of Products/Deliverables.
- Make the progress of projects more visible to management.
- Ensure that work progresses in the correct sequence.
- Involve senior management at the right time and in the right place.
- Allow projects to be stopped and, if required, re-started completely under management control, at any time in the project’s life.

Can we achieve all these things without utilising a Project Management framework like PRINCE2?

Will utilising a Project Management framework like PRINCE2 guarantee we will achieve these things?
If we wanted to be able to...

- Reduce costs, Reduce complexity, Reduce risk, Reduce cost of ownership
- Reduce the time to make valid decisions
- Increase ease of change, Increase flexibility
- Sweat the assets, Deal with Compliance
- Improve the Business IT relationship, improve IT Governance
- Identifying and implementing process improvements
- Delivering projects to enable business growth
- Linking business and IT strategies

Can we achieve all these things without utilising an EA Framework like PEAF?

Will utilising an EA Framework like PEAF guarantee we will achieve these things?
### Adoption

Motivation > Environment > Tools > Types

---

**Can we just use Visio?**

**Yes, but...**

<table>
<thead>
<tr>
<th>Training</th>
<th>Entity Consistency</th>
<th>Relationship Consistency</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visio + Excel</td>
<td>None</td>
<td>Manual</td>
<td>Minimal</td>
</tr>
<tr>
<td>Visio + Database</td>
<td>Some</td>
<td>Automatic</td>
<td>Small</td>
</tr>
<tr>
<td>Custom Tool</td>
<td>Extensive</td>
<td>Automatic</td>
<td>Visible</td>
</tr>
</tbody>
</table>

---

Adoption
Motivation > Environment > Tools > Issues > Ability to Use Information

Ability to use Information

Complexity/Volume of Information

Very Easy

Very Simple

Impossible

Very Complex

Custom Tool

Visio/DB

Visio/Excel

Very Easy
Adoption

Motivation > Environment > Tools > Issues > Effort to Maintain Information

- **Complexity/Volume of Information**
  - Impossible
  - Very Simple
  - Very Complex

- **Effort to Maintain Information**
  - Very Easy
  - Visio/Excel
  - Visio/DB
  - Custom Tool
Adoption > Motivation > Environment > Tools > Can I use my CMDB?

### EA Model

**Purpose**
- Planning

**Phases**
- Strategising, Roadmapping

**Type**
- Conceptual / Logical

**Detail**
- Low

**Used By**
- Management / Architects

### CMDB

**Type**
- Operational

**Phases**
- Construction / Transitioning

**Detail**
- High

**Used By**
- Developers / Change Managers
Adoption

Motivation > Environment > Tools > Can I use my CMDB > Technical Content

EA Model - Scope

- Strategic
- Business Current
- Technical Current
- Business Target
- Technical Target

CMDB - Scope

- Technical Current
Adoption

Motivation > Environment > Tools > Can I use my CMDB > Entities

EA Model - Entities

Strategic

Business Current

Intermediate

Intermediate

Technical Target

Intermediate

Intermediate

Intermediate

Business Target

CMDB - Entities
Adoption
Motivation > Environment > Tools > Can I use my CMDB > Attributes

EA Model – Attributes

CMDB - Attributes

Applications

Applications
# Understand EA Framework

<table>
<thead>
<tr>
<th>Executive Management</th>
<th>Framework Training</th>
<th>Agree Vision</th>
<th>Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initiation Phase Approved</strong></td>
<td>Review Business Case</td>
<td>Proceed to Elaboration?</td>
<td></td>
</tr>
</tbody>
</table>

## EA Project Board
- Attend Framework Training
- Conduct Framework Training
- Support

## EA Project Team
- Attend Framework Training
- Create EA Vision
- Define Risk Mitigation Strategies
- Create Elaboration Plan
- Create Business Case
Plan Rollout of EA Framework

<table>
<thead>
<tr>
<th>Consider Maturity</th>
<th>Next Steps</th>
</tr>
</thead>
</table>
| **Executive Management**
  Elaboration Phase Approved | Review Business Case | Proceed to Construction? |
| **EA Project Board** | Present Business Case | Review & Sign-off | Create Business Case |
| **EA Project Team** | Support | Create Maturity Model | Define Current State | Define Target State | Create Construction Plan |
| Create Risk Register | Define Risk Mitigation Strategies | Mitigate Risks | Define Metrics |

<table>
<thead>
<tr>
<th>Days</th>
<th>People</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>5</td>
<td>0k</td>
</tr>
<tr>
<td>60</td>
<td>10</td>
<td>150k</td>
</tr>
</tbody>
</table>
## Develop EA Changes

<table>
<thead>
<tr>
<th>Days</th>
<th>People</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>60</td>
<td>10</td>
<td>150k</td>
</tr>
</tbody>
</table>

Mitigate Risks & Construct Methods, Artefacts, Culture, Environment

### Next Steps

- Review Business Case
- Proceed to Transition?

**YES**

- Present Business Case
- Create Business Case

**NO**

### Support

- Mitigate Risks
- Develop Methods
- Develop Artefacts
- Develop Culture
- Develop Environment

### EA Project Board

Executive Management: Construction Phase Approved

### EA Project Team

PEAF CERTIFIED CONSULTANT

Present Business Case

Review & Sign-off

Create Business Case

Create Transition Plan
### Setup EA Governance

<table>
<thead>
<tr>
<th>Preparation</th>
<th>Formation</th>
<th>Plan Transition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Governance Setup Tasks Complete</td>
</tr>
</tbody>
</table>

#### Board of Directors
- Phase Approved
- Review & Sign-off
- Assign Budget

#### EA Project Board
- Form SIB and EARG
- Define Best Practice Principles
- Develop Transition Plan

#### EA Project Team
- Create SIB ToR
- Review & Sign-off
- Review & Sign-off
- Review & Sign-off
- Review & Sign-off
- Review & Sign-off
- Review & Sign-off

#### Strategic Planning
- Augment with Strategic Principles

#### Strategic Investment Board
- Form SIB and EARG
- Review & Sign-off
- Review & Sign-off

---

**Adoption**

**Actions > Constructing > Methods > Setup EA Governance**
# Prepare Process Change

## Document / Understand Current State

- **EA Project Board**
- **Disciplines – Discover Current**
  - Governance & Lobbying
  - Modelling
  - Discovery
- **Phases – Discover Current**
  - Strategising
  - Roadmapping

## Analyse / Determine Target State

- **Disciplines – Define Target**
  - Governance & Lobbying
  - Modelling
  - Discovery
- **Phases – Define Target**
  - Strategising
  - Roadmapping

## Plan Transition

- **Develop Transition Plan**
- **Phase Complete**
- **Plan Transition**
- **Team**
- **Team**
- **Project Process**
- **Project Personnel**
- **Strategising Team**
- **Roadmapping Team**
### Define the EA Meta-model

<table>
<thead>
<tr>
<th>Discovery</th>
<th>Definition</th>
<th>Plan Transition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase Approved</strong></td>
<td></td>
<td><strong>Phase Complete</strong></td>
</tr>
<tr>
<td><strong>EA Project Board</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Find out what Metamodels are Available</strong></td>
<td>Enterprise Context</td>
<td><strong>Develop Transition Plan</strong></td>
</tr>
<tr>
<td><strong>Map Metamodels to PEAF Ontology</strong></td>
<td>Business Model</td>
<td></td>
</tr>
<tr>
<td><strong>Determine Hybrid Metamodel</strong></td>
<td>Operating Model</td>
<td></td>
</tr>
<tr>
<td><strong>Roadmap</strong></td>
<td>Capability</td>
<td></td>
</tr>
</tbody>
</table>

**EA Project Team**

**EA Tool Vendor**
Prepare EA Education

Defintion

Plan Transition

Phase Approved

Phase Complete

Identify Stakeholders

Create Material

Develop Transition Plan

EA Project Board

EA Project Team
## Select an EA Modelling Tool

### Preparation
- **Initiation of Implementation Phase**
  - Determine How Tool Fits Into Transformation
  - Review & Sign-off
- **EA Project Board**
  - Research list of all EA Tool Vendors
  - Review & Sign-off
  - Create Gating Criteria Requirements
  - Create Detailed Requirements
- **EA Project Team**
  - Create RFI
  - Send RFI to Vendors
  - Arrange Demonstrations
  - Create RFI

### Request for Information (RFI)
- **Vendor Responds**
- **Vendor Demonstrations**
- **Evaluate Responses**
- **Choose Shortlist**
- **Review & Sign-off**
- **Select “Final 3”**
- **Evaluate Responses**

### Request for Proposal (RFP)
- **Vendor Responds**
- **Vendor Proof of Concept**
- **Commercial Negotiations**
- **Send RFP to Vendors**
- **Arrange Proof of Concept**
- **Select Vendor**
- **Commercial Negotiations**
- **Send RFP to Vendors**

### Source
- **Plan Training**
- **Buy Licenses**
- **Order Hardware**
- **Tool Obtained**

---

**Adoption - Actions > Constructing > Environment > Select an EA Modelling Tool**
# Rollout Process Change

## Transitioning Phase

**Initiation of Transitioning Phase**

<table>
<thead>
<tr>
<th>EA Project Board</th>
<th>EA Project Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Architect (Type 2)</td>
<td>Strategising Team</td>
</tr>
<tr>
<td>Roadmapping Team</td>
<td>Project Senior Personnel</td>
</tr>
</tbody>
</table>

**Rollout**

1. Governance & Lobbying Training
2. Modelling Training
3. Discovery Training
4. Project Process Training
5. Strategising Training
6. Roadmapping Training

**Phase Complete**
### Setup the EA Meta-model

<table>
<thead>
<tr>
<th>Training</th>
<th>Installation</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="EA Tool Vendor" /></td>
<td><img src="image" alt="Setup EA Meta-model" /></td>
</tr>
<tr>
<td><img src="image" alt="Enterprise Architect (Type 2)" /></td>
<td><img src="image" alt="Meta-model setup" /></td>
</tr>
</tbody>
</table>

- **Meta-modelling Training**
- **Setup EA Meta-model**

**Initiation of Transition Phase**

---

*Adoption > Actions > Transitioning > Artefacts > Setup the EA Meta-model*
# Provide EA Education

<table>
<thead>
<tr>
<th>Board of Directors</th>
<th>Executive Management</th>
<th>Strategising Team</th>
<th>Roadmapping Team</th>
<th>EA Project Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Training</td>
<td>Exec Training</td>
<td>Worker Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awareness &amp; Buy-in</td>
<td>Awareness &amp; Buy-in</td>
<td>Awareness &amp; Buy-in</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Diagram:**
- Phase Approved
- Board: Certified Advocate
- Exec: Certified Practitioner
- Worker: Certified Professional
- EA Project Team: Run Board Training
- EA Project Team: Run Exec Training
- EA Project Team: Run Worker Training

**Actions:**
- Transitioning
- Culture
- Provide EA Education
## Rollout Culture Change

### Change Culture

<table>
<thead>
<tr>
<th>Phase Approved</th>
<th>Improved Culture</th>
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</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

### EA Project Board

- EA Project Team
- HR

### Execute Cultural Change Plan

- Enterprise Architect (Type 2)
- Strategising Team
- Roadmapping Team
- Project Senior Personnel

---

**Adoption** | **Actions > Transitioning > Culture > Rollout Culture Change**
# Rollout EA Modelling Tool

## Installation

<table>
<thead>
<tr>
<th>EA Tool Vendor</th>
<th>Enterprise Architect (Type 2)</th>
<th>Strategising Team</th>
<th>Roadmapping Team</th>
<th>Project Senior Personnel</th>
<th>IT</th>
</tr>
</thead>
</table>

## Training

1. Software Configuration
2. Training
3. Trained Users

---

**Initiation of Transition Phase**

- Install Hardware
- Software Configuration
- Training
- Trained Users
APPENDIX

Background

- **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
APPENDIX
Keypoints
APPENDIX

Sources & Resources

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
- TOGAF (The Open Group Architecture Framework) - www.opengroup.org/togaf/
- 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

Connecting
the DOTS