The Pragmatic Operating model for Enterprise Transformation
Context
Context is King™
Context is King™ > Types

- **Purpose**
  - Why

- **Structural**
  - Who, What, Where

- **Limitations**
  - Constraints

- **Transformational**
  - How, When

- **Context**
  - Applies to

- **System**
“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
Context

Why Use POET > Enterprise Viability

(pre 20th Century)

The era of

Operations

(20th Century)

The era of

the Transformation of Operations

(Now!)

The era of

the Transformation of Transformation
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.
Why Use POET > The Transformation of Transformation

Context

Transformation

Operation

Support

Direction
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.
Where POET and PEAF Fit > Theory & Complexity

Good balance between Theory & Detail and between Simplicity & Complexity.

"The 80/20 rule"
"Work smart not hard"
Where POET and PEAF Fit > Zachman, TOGAF, ITIL, COBIT, PEAF

The Enterprise Context

The Enterprise

Enterprise Transformation Ontology
e.g. POET

Enterprise Architecture Framework
e.g. PEAF

Enterprise Structural Ontology
e.g. Zachman

Enterprise Engineering Framework
e.g. POET

EITA/EISA Framework
e.g. TOGAF

IT Governance/M’gmt Framework
e.g. COBIT

ITSM Framework
e.g. ITIL
“PEAF is an EA bootstrap”

- Chris Forde
General Manager Asia Pacific & VP Enterprise Architecture
The Open Group
Where POET and PEAF Fit > Level of Guidance / Detail

- **Direction**
  - Low
  - High

- **Transformation**
  - Construction
  - Elaborating
  - Initiating
  - Strategising
  - Physical Stuff
  - Operational
  - Logical
  - Conceptual
  - Contextual
  - Enterprise Context

- **Operation**
  - Using
  - Transitioning
  - Physical Stuff

- **Level of Guidance/Detail Provided**
  - Physical
  - Operational
  - Contextual
  - Conceptual
  - Logical

- **Models**
  - Zachman
  - POET
  - PEAF
  - TOGAF
  - COBIT
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.**
Zachman > Missing Perspective and Model

Plate A
- Executive Perspective (Business Context Planners)
- Business Mgmt Perspective (Business Concept Owners)
- Architect Perspective (Business Logic Designers)
- Engineer Perspective (Business Physics Builders)
- Technician Perspective (Business Component Implementers)
- Operations Instances (Implementation of Business Components)
- The Enterprise

Plate B
- Executive Perspective (Business Context Planners)
- Business Concepts (Business Concept Owners)
- Architect Perspective (Business Logic Designers)
- Engineer Perspective (Business Physics Builders)
- Technician Perspective (Business Component Implementers)
- Operations Instances (Implementation of Business Components)
- The Enterprise

Plate C
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- Engineer Perspective (Business Physics Builders)
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- Operations Instances (Implementation of Business Components)
- The Enterprise

Plate D
- Executive Perspective (Business Context Planners)
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- Engineer Perspective (Business Physics Builders)
- Technician Perspective (Business Component Implementers)
- Operations Instances (Implementation of Business Components)
- The Enterprise
- Enterprise Perspective (Users)
- The Enterprise

Enterprise Context
Context Models
Deployer Perspective (Business Service Deployers)
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)
Overview > Phases > Example Roles and RACI Patterns

- **Direction**
  - **Strategy**
    - Board / Exec Team (R)
    - Enterprise Architects (C)
    - Solution Architects (I)
  - **Roadmapping**
    - Board / Exec Team (A)
    - Enterprise Architects (R)
    - Solution Architects (C)
    - Business Analysts (I)
    - Technical Architects (C)
    - Application Architects (I)
    - Developers (C)
    - Testers (I)
    - Configur'n Managers (I)
    - Installers (C)
    - Users (I)
  - **Initiating**
    - Board / Exec Team (I)
    - Enterprise Architects (A)
    - Solution Architects (R)
    - Business Analysts (C)
    - Technical Architects (R)
    - Application Architects (R)
    - Developers (R)
    - Testers (R)
    - Configur'n Managers (A)
    - Installers (R)
    - Users (R)
  - **Educating**
    - Enterprise Architects (I)
    - Solution Architects (A)
    - Business Analysts (R)
    - Technical Architects (R)
    - Application Architects (R)
    - Developers (C)
    - Testers (C)
    - Configur'n Managers (I)
    - Installers (C)
    - Users (C)
  - **Constructing**
    - Enterprise Architects (I)
    - Solution Architects (A)
    - Business Analysts (R)
    - Technical Architects (R)
    - Application Architects (R)
    - Developers (R)
    - Testers (R)
    - Configur'n Managers (C)
    - Installers (C)
    - Users (C)
  - **Transitining**
    - Enterprise Architects (I)
    - Solution Architects (A)
    - Business Analysts (R)
    - Technical Architects (R)
    - Application Architects (R)
    - Developers (R)
    - Testers (R)
    - Configur'n Managers (A)
    - Installers (A)
    - Users (A)

- **Transformation**
  - **Logical**
    - Enterprise Context
  - **Operational**
    - Enterprise Context

- **Operation**
  - **Using**
    - Enterprise Context

- **Methods**
  - **DOTS**
  - **MACE**
  - **MAGMA**
Methods
Governance & Lobbying > Transformation Synchronisation

Synchronization of sixty-four metronomes

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

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

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 Ikekuchi Laboratory, on September 14, 2012.

www.youtube.com/watch?v=JWToUATLGzs
Governance & Lobbying > yin & yang

Risk Management
“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
Methods

Governance & Lobbying > Technical Debt vs Enterprise Debt

Guidance
What guides us as Transform

Methods
How should work be carried out?

Artefacts
What things are consumed and produced?

Culture
What culture is required?

Environ
What things should be used?

Think long term

Strategising

Roadmapping

Initiating

Elaborating

Constructing

Transitioning

App
Data
Platform
Technology
Methods
Governance & Lobbying > Enterprise Debt™ > Investment When Hidden

<table>
<thead>
<tr>
<th>Time</th>
<th>Transformation Costs (ED Hidden)</th>
<th>Enterprise Debt (ED Managed)</th>
<th>Transformation Costs Saved (Excluding ED)</th>
<th>Transformation Costs Saved (Including ED)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td></td>
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<tr>
<td>$10,000,000</td>
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</tr>
<tr>
<td>$40,000,000</td>
<td></td>
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</tbody>
</table>
Methods

Governance & Lobbying > Enterprise Debt™ > Investment When Managed

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<th>Transformation Costs Saved (Excluding ED)</th>
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Cumulative Amount of Transformation Costs, Enterprise Debt and Savings

Time
Methods
Governance & Lobbying > Enterprise Debt™ > Investment Comparison

Transformation Costs (ED Hidden)  
Transformation Costs (ED Managed)  
Enterprise Debt (ED Hidden)  
Enterprise Debt (ED Managed)  
Transformation Costs Saved (Excluding ED)  
Transformation Costs Saved (Including ED)
<table>
<thead>
<tr>
<th>Methods</th>
<th>Governance &amp; Lobbying &gt; Enterprise Debt™ &gt; Investment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Enterprise Debt™ - Hidden</td>
</tr>
<tr>
<td>Total Spent on Transformation</td>
<td>£28M</td>
</tr>
<tr>
<td>Current level of Enterprise Debt™</td>
<td>£20M</td>
</tr>
<tr>
<td>TOTAL</td>
<td>£48M</td>
</tr>
</tbody>
</table>

Amount Saved

£18M

Which equates to a 38% saving on your Enterprise Transformation Bill
Methods
Disciplines > Modelling

Modelling

Structural Current State

Transformational Motivation
Transformational Measures
Transformational Assessment
Transformational Guidance
Transformational Actions
Structural Target State

Determine the Question
Determine Required Data
Populate the Model
Integrate the Data
Answer the Question

Scoping
Discovery
Access
Analysis
Cleansing
Loading

Iterate
Artefacts
Artefacts

Structural (MACE)

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...
Artefacts

Structural (MACE) > Relationships

Domain Context

Methods

Artefacts

Culture

Environment
### Transformational (MAGMA)

#### Artefacts

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Actions</th>
<th>Guidance</th>
<th>Measures</th>
<th>Assessment</th>
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<tbody>
<tr>
<td><strong>Why are we doing the transformation?</strong></td>
<td><strong>How will we effect the transformation?</strong></td>
<td><strong>What will guide the transformation?</strong></td>
<td><strong>How will we measure the progress of transformation?</strong></td>
<td><strong>Why are we doing the transformation in this way?</strong></td>
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<td>e.g. Ends, Aims, Objectives, Requirements...</td>
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Artefacts

MACE & MAGMA Derivation > Structure

STRUCTURE

AVOLUTION

PEAFv2
Customers, Products, Activities, Departments, Functions, Services, Locations, Applications, Devices, Databases, Technologies.

TOGAF9

ARCHIMATE
Department, Group, Office, Activity, Composite Activity, Operational Node, System, Gateway, Network.

DoDAMoDAF/DAF
Contextual
Conceptual
Logical
Physical
Operational
Artefacts

MACE & MAGMA Derivation > Strategy

STRATEGY

AVOLUTION

PEAFv2

TOGAF9
Driver, Goal, Measure, Objective, Principle, Requirement.

ARCHIMATE
Assessment, Concern, Goal, Meaning, Principle, Requirement, Viewpoint.

DoDAF/MoDAF/DAF
Facility, Mission.

BMM

STRUCTURE

AVOLUTION

PEAFv2
Customers, Products, Activities, Departments, Functions, Services, Locations, Applications, Devices, Databases, Technologies.

TOGAF9

ARCHIMATE

DoDAF/MoDAF/DAF
Department, Group, Office, Activity, Composite Activity, Operational Node, System, Gateway, Network.
## Artefacts

### MACE & MAGMA Derivation > Execution

#### STRATEGY

<table>
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<tr>
<th>AVOLUTION</th>
<th>PEAFv2</th>
<th>TOGAF9</th>
<th>ARCHIMATE</th>
<th>DoDAF/MoDAF/DAF</th>
<th>BMM</th>
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</table>

#### EXECUTION

<table>
<thead>
<tr>
<th>AVOLUTION</th>
<th>PEAFv2</th>
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<th>ARCHIMATE</th>
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#### STRUCTURE

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Artefacts

MACE & MAGMA Derivation > Fundamental Types

**STRUCTURE**


**STRATEGY**


**EXECUTION**

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

Ontology > Basics > Two Why’s

Why are we doing it?

Why are we doing it this way?

Transformational Requirements

Structural Constraints

Roadmapping

MAGMA

MACE

Physical World

Using

Operational

Constructing

Physical

Labouring

Logical

Initiating

Conceptual

Reahpping

Contextual

Strategising

Enterprise Context

Asessment

Methods

Culture

Artefacts

Environment
Artefacts
Ontology > Basics > Recursive Model Abstractions
Artefacts

Ontology > Current, Intermediate, Target

Direction
- Strategising
- Roadmapping
- Initiating
- Elaborating
- Constructing
- Transitioning

Transformation
- Contextual
- Conceptual
- Logical
- Physical
- Operational

Operation
- Using
- Physical World
- Enterprise Context

Enterprise Context

Current

Intermediate

Target

Transformational
Culture
Culture Trumps Everything™

Culture Trumps Everything™

Culture Trumps Everything™
Culture Trumps Everything™ > The Power of Culture

\[ E = mc^2 \]

Enterprise Effectiveness & Efficiency = Methods \( \ast \) Culture\(^2\)
Culture

Culture Trumps Everything™ > Immense Problems
Culture

Culture Trumps Everything™ > Immense Opportunities
I think, therefore I might be...
Culture

Slaves to Psychology™ > I Was Only Doing What I was Told!

Source: Yale University
Culture

Slaves to Psychology™ > Are You Better Than a 5 Year Old?

or

You Decide!
Culture

Slaves to Psychology™ > Absolute Power Corrupts Absolutely

Source: Stanford University
The Halo Effect
Cognitive Dissonance
Culture

Decisions, Decisions, Decisions! > Cultural Types

External Culture

- National Culture
- Religious Culture
- Class Culture

Internal Culture

- Profession Culture
- Role Culture
- Personal Culture
- Business Culture
- Enterprise Culture

Make Decisions
WARNING
Don’t Press This button!
Culture

Architecture & Engineering > Merged

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
Culture

Architecture & Engineering > Application > Inter Phase

- Elaborating
- Strategising
- Transitioning
- Building
- Initiating
- Refactoring
- Using

- Transformative Motivation
- Transformative Measures
- Transformative Assessment
- Transformative Governance & Leadership
- Transformative Actions

- Rate Modelling
- Iterative Analysis & Design
- Requirements Management
- Discovery Iteration

- Operational
- Logical
- Contextual
- Conceptual
- Physical
- Physical World

Enterprise Context

50%

Architecture Engineering

Part of the Pragmatic Family


v 1.3a April 2017
“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

“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

“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

“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
The True Value of Architecture is Intangible.
The Architect > The Pragmatic Architect Creed

Pragmatic
Articulate
Altruistic
Persistent
Agnostic
Enthusiastic
Strategic
Generalist
Diplomatic
Open

Communication
Integrity
Understanding

Persuade
Investigate
Learn
Lead
Abstract
Facilitate
Expose

www.PragmaticEA.com/pragmatic-architects-creed.asp
Environment
The Architecture Paradigm™
Structural Complexity

= 

Number of different Systems

+ 

Number of Relationships between those Systems.
Transformational Volatility = Rate of change of Systems
Environment

The Architecture Paradigm™ > Purpose > Transformational Complexity

Structural Complexity (C)

Transformational Complexity

Transformational Volatility (V)

Requirements (R)

Scope (S)
Environment

The Architecture Paradigm™ > Justification > Applicability

- **Transformational Volatility**
  - **Transformational Complexity**
    - None.
      - No opportunity for advantage.
    - Somewhat.
      - Some opportunity for advantage.
      - Small risk of disadvantage.
    - Extreme.
      - Large opportunity for advantage.
      - Large risk of disadvantage.
    - Mandatory.
      - Critical for change.

- **Structural Complexity**
  - **Applicability**
    - None.
      - No opportunity for advantage.
    - Somewhat.
      - Some opportunity for advantage.
      - Small risk of disadvantage.
    - Extreme.
      - Large opportunity for advantage.
      - Large risk of disadvantage.
    - Mandatory.
      - Critical for change.
Investment in time, money & will that is required to adopt The Architecture Paradigm™

Key

**Impossible.**
Investment required is larger than available time and/or money.

**Very Difficult.**
Investment required is very high but is still achievable.

**Moderate.**
Investment required is moderate and very achievable.

**Simple.**
Investment required is low
Sometimes there is a structural order or transformational flow between the parts which can be simple or complex.
The Architecture Paradigm™ > Relationships

- Number of Things
- Number of Relationships
Environment

The Architecture Paradigm™ > Models, Meta-Models & Semantics
Environment
Tools > Integration

Option A

Option B

Option C

Option D

Option E
Adoption
Overview > Process

Current State

- Conceptual Model
  Almost certainly not modelled.
- Logical Model
  Probably not modelled.
- Physical Model
  May be modelled.

Intermediate State(s)

- POET
  use this
  use this if it exists
  Very Important

- PEAF
  use this
  use this if it exists
  Very Important

Target

- Contextual (Operating) model
- Conceptual (Capability) model
- Logical model

- Physical model

Physical World
Definitely exists

Adjust how we currently do EA...
Plan to physically change
...to a more mature way of doing EA
Increase the Effectiveness, Efficiency, Agility and Durability

Want to exist
Adoption Overview > Iteration

-ve Maturity

Maturity

Analyse

Evaluate

Modify

Chasm of Procrastination™

Expected Value of Value

Actual Value

Value Gained

Time
Adoption Overview > Iterations

Effectiveness, Efficiency, Agility, Durability.
Adoption

Barriers to Adoption > Domain Blindness
**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.”
Adoption > Barriers to Adoption > False Accomplishment

Been There.

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

- Einstein
Adoption

Barriers to Adoption > Framework Misinterpretation

Camp 1

- Too Theoretical
- Too Complex
- Overly Theoretical
- Overly Complex
- Way too Detailed
- Way too Simple
- Overly Detailed
- Overly Simple

Camp 2

- Pragmatic Camp

Zachman

TOGAF

POOLEY'S FLIGHT GUIDE
United Kingdom

"The 80/20 rule"

"Work smart not hard"

POOLEYS 60th ANNIVERSARY
SERVICE TO AVIATION 1957-2017

POET

POET®

Zachman®

POET®

POET
Adoption > Barriers to Adoption > Reality Avoidance

Internal

Kikazaru

Mizaru

Iwazaru

External
Adoption Maturity Model > Overview

Maturity Model

Level 1
Unconsciously Incompetent

Level 2
Consciously Incompetent

Level 3
Consciously Competent

Level 4
Unconsciously Competent

L1 > L2
L2 > L3
L3 > L4

MACE

Methods
How should work be carried out?
- e.g. Business Functions, Practices, Processes Activities...

Artefacts
What things are consumed and produced?
- e.g. Ontologies, Metamodels, Product Descriptions, Products...

Culture
What people and relationships are required?
- e.g. Relationships, Individuals, Roles, Groups, Departments, Customers, Suppliers, Customer Segments...

Environ
What tools & technology should be used?
- e.g. Tools, Electrical, Chemical, Biological, Mechanical, Information (IT), Magnetic, Nuclear...

MAGMA

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...

Transformational

Structural
Adoption Maturity Model > Recognisable

Level 1
Unconsciously Incompetent

Level 2
Consciously Incompetent

Level 3
Consciously Competent

Level 4
Unconsciously Competent

Methods
- Measures
- Motivation
- Actions
- Guidance

Artefacts
- Measures
- Motivation
- Actions
- Guidance

Culture
- Measures
- Motivation
- Actions
- Guidance

Environ
- Measures
- Motivation
- Actions
- Guidance

MACE
- Environ
- Artefacts
- Methods
- Culture

MAGMA
- Assessment
- Guidance
- Actions
- Measures
- Motivation

EMMA
- Modify
- Evaluate
- Analyse
- Maturity

L1 > L2
L2 > L3
L3 > L4
### Adoption Measures > Overall

<table>
<thead>
<tr>
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<th>Consciously Incompetent Measures</th>
<th>Consciously Competent Measures</th>
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<tr>
<td><strong>Methods</strong>&lt;br&gt;Definition</td>
<td>Integration processes are undocumented</td>
<td>Integration processes are somewhat documented</td>
<td>Integration processes are mostly documented</td>
</tr>
<tr>
<td>Operation</td>
<td>Phases are not integrated</td>
<td>Phases are somewhat integrated</td>
<td>Phases are mostly integrated</td>
</tr>
<tr>
<td><strong>Artefacts</strong>&lt;br&gt;Definition</td>
<td>Structures for artefact integration are non-existent</td>
<td>Some structures for artefact integration exist</td>
<td>Most structures for artefact integration exist</td>
</tr>
<tr>
<td>Operation</td>
<td>No Integration</td>
<td>Some Integration</td>
<td>Mostly integrated</td>
</tr>
<tr>
<td><strong>Culture</strong>&lt;br&gt;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, no clear language</td>
<td>Common Sense, language somewhat clear</td>
<td>Meritocracy, language mostly clear</td>
</tr>
<tr>
<td><strong>Environ</strong>&lt;br&gt;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 &lt;br&gt;Haphazard or non-existent &lt;br&gt;Centralised</td>
<td>Used by many people &lt;br&gt;Mostly controlled &lt;br&gt;Mostly federated</td>
<td>Used by most people &lt;br&gt;Full controlled &lt;br&gt;Full federated</td>
</tr>
</tbody>
</table>
Adoption > Assessment > Results > MACE

- Culture
- Methods
- Artefacts
- Environ

- Enterprise Context
- Strategising
- Conceptual
- Roadmapping
- Logical
- Elaborating
- Physical
- Constructing
- Operational
- Transitioning
- Physical World

- Physical
- Conceptual
- Logical
- Physical
- Operational
- Physical
- Physical
- Physical
- Physical
- Physical
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Adoption

Motivation > Methods > Problems/Opportunities > Phases

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.
Adoption

Motivation > Methods > Issues

- Not clear
- Not documented
- No clear ownership
- Serious knock-on problems
Adoption  Motivation > Artefacts > Problems/Opportunities

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

"Owned" by multiple people

Exist in many and varied locations

No clear version of the truth

Utilise different semantics

Stored in many different formats

Out of date

Stored in unstructured 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?

Premise: Select the Domain for Improvement

- Why?
- Problems / Opportunities
- Solution

Next Steps: Proceed to Roadmapping?

- YES
- No

Executive Management

Transformation Evangelist

20 Mins 1 Person 0 USD

Fundamental Problem

Fundamental Solution

Next Steps 5 Days 3 People 15k USD

Enterprise Transformation

Why Should I Care?

A Pragmatic Briefing for Senior Executives and Stakeholders
Adoption > Actions > Roadmapping (Select ET Framework)

Select ET Framework

<table>
<thead>
<tr>
<th>Framework Awareness</th>
<th>Framework Selection</th>
<th>Consider Maturity (High Level)</th>
<th>Next Steps</th>
<th>5 Days</th>
<th>3 People</th>
<th>15k USD</th>
<th>5 Days</th>
<th>5 People</th>
<th>20k</th>
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<td>Attend Awareness Workshops</td>
<td>Evaluate Frameworks</td>
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<td>Form ET Project Board</td>
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<td>Discover Frameworks</td>
<td>Create Business Case</td>
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<td>Select Framework Shortlist</td>
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<td>Create Initiation Plan</td>
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<td>Create Initiation Plan</td>
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<td>X or Other Framework Selected</td>
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<td>Conduct &quot;other&quot; Framework Workshops</td>
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<td>Follow &quot;other&quot; Framework Process</td>
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</table>

Other Framework Providers

Understand ET Framework

**Executive Management**
- Initiation Phase Approved
- Present Business Case
- Support
- Conduct Framework Training
- Attend Framework Training

**ET Project Board**
- Attend Framework Training
- Review & Sign-off
- Present Business Case

**ET Project Team Members**
- Attend Framework Training
- Create Transformation Vision
- Define Risk Mitigation Strategies
- Create Elaboration Plan
- Create Business Case

<table>
<thead>
<tr>
<th>Action</th>
<th>Duration</th>
<th>People</th>
<th>Cost</th>
<th>Description</th>
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<tbody>
<tr>
<td>Framework Training</td>
<td>5 Days</td>
<td>5 People</td>
<td>$20k USD</td>
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<tr>
<td>Agree Vision</td>
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<td><strong>ET Project Board</strong></td>
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<tr>
<td>Next Steps</td>
<td>20 Days</td>
<td>5 People</td>
<td>$0 USD</td>
<td><strong>ET Project Team Members</strong></td>
</tr>
</tbody>
</table>

- Review Business Case
- Proceed to Elaboration?
- YES XOR NO

**Days People USD**
- Executive Management: 20 Days, 5 People, $20k USD
- ET Project Board: 0 Days, 20 People, $0 USD
- ET Project Team Members: 5 Days, 5 People, $20k USD
# Elaborating (Plan Rollout of ET Framework)

## Plan Rollout of ET Framework

<table>
<thead>
<tr>
<th>Consider Maturity</th>
<th>Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Management</strong></td>
<td><strong>ET Project Board</strong></td>
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<tr>
<td><strong>Elaboration Phase Approved</strong></td>
<td><strong>Support</strong></td>
</tr>
<tr>
<td><strong>YES</strong></td>
<td><strong>XOR</strong></td>
</tr>
<tr>
<td><strong>NO</strong></td>
<td><strong>Mitigate Risks</strong></td>
</tr>
<tr>
<td><strong>Create Maturity Model</strong></td>
<td><strong>Define Current State</strong></td>
</tr>
<tr>
<td><strong>Create Risk Register</strong></td>
<td><strong>Define Risk Mitigation Strategies</strong></td>
</tr>
<tr>
<td><strong>Define Target State</strong></td>
<td><strong>Define Metrics</strong></td>
</tr>
<tr>
<td><strong>Create Construction Plan</strong></td>
<td><strong>Support</strong></td>
</tr>
<tr>
<td><strong>Review Business Case</strong></td>
<td><strong>Proceed to Construction?</strong></td>
</tr>
<tr>
<td><strong>Create Business Case</strong></td>
<td><strong>Review &amp; Sign-off</strong></td>
</tr>
</tbody>
</table>

### Timeline

<table>
<thead>
<tr>
<th>Days</th>
<th>People</th>
<th>USD</th>
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<tbody>
<tr>
<td><strong>20</strong></td>
<td><strong>5</strong></td>
<td><strong>0k</strong></td>
</tr>
<tr>
<td><strong>60</strong></td>
<td><strong>10</strong></td>
<td><strong>150k</strong></td>
</tr>
</tbody>
</table>

**Adoption Actions:**

- Consider Maturity
- Create Construction Plan
- Define Risk Mitigation Strategies
- Define Target State
- Define Metrics
- Mitigate Risks
- Present Business Case
- Review Business Case
- Review & Sign-off

**Support Roles:**

- Executive Management
- ET Project Board
- ET Project Team Members

**Support Activities:**

- Present Business Case
- Create Construction Plan
- Review Business Case
- Review & Sign-off

**Support Costs:**

- **$0k**
- **$150k**
Adoption
Actions > Constructing (Develop ET Changes)

Develop ET Changes

<table>
<thead>
<tr>
<th>60 Days</th>
<th>10 People</th>
<th>150k USD</th>
<th>Mitigate Risks &amp; Construct Methods, Artefacts, Culture, Environment</th>
<th>Next Steps</th>
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<tbody>
<tr>
<td></td>
<td>Exec. Mgmt</td>
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<tr>
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<td>Present Business Case</td>
</tr>
<tr>
<td></td>
<td>ET P. Team Mems</td>
<td></td>
<td>Support</td>
<td>Review &amp; Sign-off</td>
</tr>
</tbody>
</table>

Days | People | USD
--- | --- | ---
0k | 30 | 40
150k | 60 | 10
0k | 30 | 40

Support

Mitigate Risks

Develop Methods

Develop Artefacts

Develop Culture

Develop Environment

Create Transition Plan

Prop
## Adoption

**Actions > Transitioning (Rollout ET Changes)**

### Rollout ET Changes

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Next Steps</th>
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<tbody>
<tr>
<td>30 Days</td>
<td>40 People</td>
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<tr>
<td>Modify Methods, Artefacts, Culture, Environment</td>
<td>Review Business Case</td>
</tr>
<tr>
<td>&lt;Time Period&gt;</td>
<td>Present Business Case</td>
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<tr>
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<td>Review &amp; Sign-off</td>
</tr>
<tr>
<td></td>
<td>Create Adjustment Plan</td>
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</tbody>
</table>

### Transitioning

**Executive Management**
- Transition Phase Approved

**ET Project Board**
- Present Business Case
- Create Business Case

**ET Project Team Members**
- Support
- Mitigate Risks
- Rollout Methods
- Rollout Artefacts
- Rollout Culture
- Rollout Environment
- Measure & Analyses Success

---

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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
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
- 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.