



## CONTEXT

- How an Enterprise effects Transformation is becoming a Strategic Strength or a Strategic Weakness. Whether you realise it or not!
- X Architecture is the fundamental structure of X, set in its context.
- EA and SA are not the same thing. EA is not just big SA.
- If you ask 100 people what is the purpose of EA you will get 100 different responses that only together are likely to give you the full picture.
- Use PEAFF to take a coherent and holistic view of the Strategising and Roadmapping (EA) Transformation phases of your Enterprise.
- Use PEAFF to Tactically improve parts of EA, in the context of the Strategic whole.
- Use the PEAFF Toolkit to concentrate on the key processes and products.
- The "scope" of EA (at a point in time) is determined by the Enterprise Strategy (at a point in time) not on a Department or Business Unit level.
- Lever large change initiatives (catalysts) as the perfect opportunity to increase your EA maturity.
- The most important step is the first. To start...
- Increasing your EA maturity must be born from the Strategic Goals of the Enterprise.
- EA Goals: The purpose of EA is to improve the Effectiveness, Efficiency, Agility and Durability of Transformation.
- EA Strategies: By Supporting the Management of the Cost, Risk, Flexibility and Quality of Transformation.
- EA Tactics: Using Structural and Transformational Models, Performing EA Governance and Managing Enterprise Debt™.
- The Objective of using an EA Framework is to Increase your Maturity in how you utilise the Architecture Paradigm™.

## METHODS

- EA supports the Strategising phase.
- Roadmapping is "doing" EA.
- EA performs Governance down, and accepts Lobbying up from Projects.
- Be aware that while a project may be deemed to be Strategic by the business, it could be being delivered using a Tactical solution.
- Over time, increase the amount of Transformation work done in a Strategic fashion, while decreasing the amount of Transformation work done in a Tactical fashion.
- Raise Enterprise Debt™ waivers to expose: 1. The cost of Compliance. 2. The cost of Non-Compliance. 3. The cost of remediation.
- Enterprise Debt™ only becomes real when a project finishes.
- Manage Enterprise Debt™.
- Ensure that Enterprise Strategy is captured in a structured way.
- Feed outstanding Enterprise Debt™ into Roadmapping.
- EA is not a destination, it is a journey.
- Create intermediate models to satisfy Business and Technical Objectives from the Enterprise Strategy.
- Create a project portfolio to effect transformation between the intermediate models.
- Create the Enterprise Transformation Strategy by creating interlocking Business and IT Transformation Strategies.
- EA Governance is the highest level of Transformation Governance.
- Ensure that EA work dovetails with your project processes (SDLC).
- Make sure EA Governance reviews: 1. The Business Problem. 2. Solution Options. 3. Solution.
- When Modelling: 1. Define the Question. 2. Determine the Data. 3. Populate the Model. 4. Integrate Datasources. 5. Answer the Question.
- Treat the Population of Model Data as a Data Migration exercise.
- Provide continuous EA Education.

## ARTEFACTS

- Enterprise Context, Contextual and Conceptual information levels are part of the EA domain.
- Enterprise Strategy is formed from the Current Enterprise Context and Operating Model, the Target Enterprise Context and Operating Model, and the Business Model.
- Transformation Strategy is formed from the Current Operating Model and Capability Model, the Target Operating Model and Capability Model, and the Roadmap Model.
- Develop the IT Strategy at the same time as the Business Strategy in an integrated way, not after the Business Strategy is thrown over the wall.
- Define the Motivation, Actions, Guidance, Measure and Assessment entities, you need to create the Business and Roadmap Metamodels.
- Define the Method, Artefact, Culture and Environment entities, you need to create the Enterprise Context, Operating Model and Capability Model Metamodels.
- Create Principles from Best Practice and your Enterprise Strategy.
- Categorise Principles by: 1. The area they relate to (based on MACE). 2. The domain they are applicable to (based on DOTS).

## CULTURE

- Every Enterprise already has an EA, already "does" EA, and already employs EA's, regardless of whether the EA moniker is used or not.
- Don't blame EA for the many who use it incorrectly and fail dismally.
- Increasing your EA maturity is an adjustment to your existing Methods, Artefacts, Culture and Environment, not bolting on a new set.
- Increasing your EA maturity should be by iterative steps along the maturity road, not a massive one-shot project.
- Enterprise Architects will not be taking Strategic decisions out of others hands. EA is a strategic decision support function.
- There are many risks related to increasing your EA maturity. 99% of these are misconceptions. If you do not address them, YOU WILL FAIL.
- Many people will hate EA because: 1. It exposes problems and mistakes, 2. It breaks down silos and fiefdoms, 3. It's about long term benefits to the Enterprise, rather than short term benefits to individuals.
- Recognise that there are two types of EA: 1. Those that improve how EA is done. 2. Those that "do" EA (Strategic Transformation Planning and Governance).
- While "firefighters" are always necessary, more resources need to be brought to bear as "fire prevention officers".
- Model the culture between the Management and Workers. You cannot change what you don't understand and you cannot understand what you cannot see.
- IT is special not because it is IT, but because IT tends to be responsible for a large part of HOW an Enterprise does what it does.
- Recognise and deal with the fact that IT and The Business do constitute "Two Tribes".
- IT should never say "No" to the Business. It should say "Yes, but..."
- Model the culture between IT and "The Business". You cannot change what you don't understand and you cannot understand what you cannot see.
- Create a Strategic Transformation Investment Board (STIB) with allocated budget and power.
- Create an Enterprise Architecture Review Group.
- Don't allow Project Managers to rule the roost. Organise projects around a partnership between a Project Manager, an Architect and a Business Analyst.

## ENVIRONMENT

- When adopting PEAFF, make sure you analyse how it integrates with other Frameworks you use or intend to use using POET.
- Use the X-Requirements as the key gating criteria when assessing EA Modelling Tools.
- Tools that satisfy requirements by Customisation rather than by Configuration or Out-of-the-box, should be avoided.
- Be aware that many Tool vendors can be very economical with the truth.

## ADOPTION

- Consider Maturity from the perspective of the Definition & Operation of the Methods, Artefacts, Culture and Environment.
- Perform an Enterprise Architecture Maturity Assessment using the PEAFF Enterprise Architecture Maturity Assessment spreadsheet.
- Define the Problems you face or the Opportunities you wish to exploit, with respect to the Methods used for Strategising.
- Define the Problems you face or the Opportunities you wish to exploit, with respect to the Methods used for Roadmapping.
- Define the Problems you face or the Opportunities you wish to exploit, with respect to the Methods used for Governance & Lobbying.
- Define the Problems you face or the Opportunities you wish to exploit, with respect to the Artefacts used for the Enterprise Context, Contextual and Conceptual levels.
- Define the Problems you face or the Opportunities you wish to exploit, with respect to the Culture used for Strategising, Roadmapping and Governance/Lobbying
- Define the Problems you face or the Opportunities you wish to exploit, with respect to the Frameworks used for Strategising, Roadmapping and Governance/Lobbying.
- Define the Problems you face or the Opportunities you wish to exploit, with respect to the Tools used for Strategising, Roadmapping and Governance/Lobbying.
- Adopt PEAFF using the phases of Transformation defined in POET.
- First, start by getting the management to decide whether they care about EA or not.
- Second, review and select an EA Framework.
- Third, get training on the selected EA Framework and develop an EA Vision.
- Fourth, consider your EA maturity and plan for development and rollout of EA changes.
- Fifth, develop the EA changes required.
- Sixth, rollout the EA changes into production.