



Enterprise Transformation

CONTEXT

- Context is King™.
- Remember that Context is comprised of Requirements and Constraints.
- It's not what you do, it's the way that you do it. (And that's what gets results.)
- How an Enterprise effects Transformation is becoming a Strategic Strength or a Strategic Weakness.
- We have seen the enemy, and the enemy is us (Management).
- Spend some time on the Transformation of Transformation, rather than 100% on the Transformation of Operations.
- Use POET to take a coherent and holistic view of the Transformation part of your Enterprise.
- Use POET to Tactically improve parts of Transformation, in the context of the Strategic whole.
- Use POET and PEAFF to bridge the chasm between Zachman and TOGAF.
- Start with POET and PEAFF, and then move on to TOGAF if required.
- If using Zachman, be aware that the Deployer perspective is missing.

METHODS

- Adopt the seven phases of transformation: Strategising, Roadmapping, Initiating, Elaborating, Constructing, Transitioning, Using.
- Understand the difference between Enterprise Architecture and Enterprise Engineering.
- Strategising is what the C-Suite does.
- Roadmapping is "doing" Enterprise Architecture.
- Initiating, Elaborating, Constructing and Transitioning is "doing" Projects.
- Use Governance & Lobbying to connect each phase of Transformation.
- Use the Transformation cascade to link the phases together.
- Apply the Role and Phase patterns when assigning RACI to roles.
- Utilise Governance and Lobbying to synchronise Transformation.
- Recognise that Governance & Lobbying are inextricably linked.
- Apply the concept of Enterprise Debt™. (Application of the Technical Debt concept to all guidance, all phases and all levels of Transformation.)
- The future cost of Non-Compliance and Remediation will always be bigger than the current Cost of Compliance.
- If you do not control Enterprise Debt™ it will control you.
- Manage Enterprise Debt™ to achieve Predictability and Stability of Transformation investments.
- Invest in reducing Enterprise Debt™ when times are good, to allow you to lean on Enterprise Debt™ when times are bad.
- The key disciplines to be matured are: Modelling, Discovery, Requirements Management, Analysis & Design, Governance & Lobbying.
- Apply the disciplines iteratively.
- Use discipline Orchestration to guide the overall work going on in a Phase.
- Ensure that requirements are refined at the beginning of a phase not the end.
- Ensure that Discovery work is identified and estimated properly.
- Use the Architecture and Engineering Paradigms appropriately for Analysis and Design in all Phases.
- Ensure that Governance is balanced by Lobbying.
- 1. Only model things to?1. Answer a question. 2. Treat model population as a Data Migration exercise. 3. Integrate/remove source data.

ARTEFACTS

- Adopt the seven levels of transformation: Enterprise Context, Contextual, Conceptual, Logical, Physical, Operational, Physical Stuff.
- Ensure structural information (MACE) is maintained at different levels of abstraction (Idealisation/Realisation).
- Ensure transformational information (MAGMA) is maintained at different levels of abstraction (Idealisation/Realisation).
- Ensure a common understanding of the domains of the Enterprise Architecture and Enterprise Engineering models.
- Ensure that appropriate information from each level is used for each phase.
- Ensure that the Logical and Physical levels are populated over time as a deliverable of executing projects.
- Be aware that there are two main Whys: 1. Why are we doing it. 2. Why are we doing it this way.
- For each phase, be aware that Context comes from above, and levels below Operationalise it.
- Map your artefacts to MACE and MAGMA over the seven layers of Transformation, to determine what information is not being captured.
- Develop a Hybrid Metamodel for Enterprise Architecture and Engineering modelling.

CULTURE

- Culture Trumps Everything™. If you do not address the Culture of Transformation, everything else is like a broken pencil...
- Do not underestimate the effects of bad culture.

- Do not underestimate the effects of good culture.
- Appoint a Chief Transformation Officer (CXO).
- It is likely that the current CIO or head of PMO is best placed to migrate into the Chief Transformation Officer role.
- Accept that we all have mental health issues. (That are largely not under our control!)
- Invest time to see true value of things.
- Encourage people to respectfully question authority.
- Favour future benefits over short term gratification.
- Do the right thing, not just because it's what everyone else does/believes.
- Management must accept that power is the ability to do work, not the ability to avoid it!
- Favour Substance over Style, rather than Style over Substance.
- Recognise Cognitive Dissonance, and act accordingly.
- Recognise that an individual's Personal culture comes from many places.
- Don't talk of bad decisions, talk of changes to the Context, and/or the Implications that those decisions were based upon.
- Incentivise people to push the "Red Button".
- Don't jump to conclusions too quickly. "Measure twice, cut once."
- Recognise that Architecture and Engineering are two sides of the same coin.
- Recognise the differences between Architecture and Engineering, and use both appropriately.
- Recognise that Architecture and Engineering can be used at any level of the Transformation cascade.
- Accept and exploit the fact that Architects can easily see things that others find difficult or impossible to see.
- Don't quash ideas just because they are impossible. Impossible is just an opinion".
- Accept that Architects may appear to be charlatans, even when they are not.
- When recruiting Architects, use the Pragmatic Architects Creed™ to sort the Architects from the Charlatans.
- Recognise that for each phase of the Transformation cascade, people speak either a different dialect or language from the phases above and below.

ENVIRONMENT

- The Architecture Paradigm™ is only applicable when Structural Complexity and Transformational Volatility are high enough.
- As Transformational Complexity rises, use of the Architecture Paradigm™ becomes mandatory, to preserve your ability to transform, and manage the cost of transformation.
- Recognise that as the need to adopt The Architecture Paradigm™ increases, the appetite (and therefore commitment) to do so, decreases.
- Do not overestimate the short term value, or underestimate the long term value, that use of The Architecture Paradigm™ can provide.
- Always ask WHY? (At least 5 times.)
- Apply the four types of Abstraction/Elaboration appropriately.
- Accept and deal with the fact that the relationships between things rises in a polynomial fashion.
- The Value is in the Lines, not the Boxes™.
- Look for patterns in everything.
- Use structured data for all structural and transformational information, and generate "documents" as required.
- Use POET to plan how all the frameworks you use, work together.
- Map all frameworks you use to MACE, in order to be able to compare them all to each other.
- Use POET to plan how all the tools you use, work together.
- Minimise the number of Tool interfaces.

ADOPTION

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