PF²
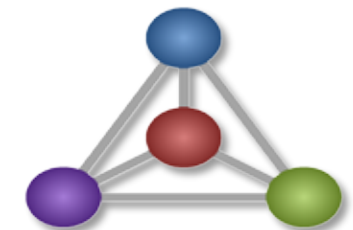
Certification Training 3 - Certified

2 November 2020

Pragmatic
ENTERPRISE ARCHITECTURE

CONNECTING THE DOTS

Powered by POET

P E A F ™

Pragmatic Framework

Enterprise Architecture

Pragmatic 365
CONNECTING THE DOTS

Keypoint
PEAF enables you to mature your EA capability. Pragmatically.

Adoption
Management: Instigate a project to ensure everyone related to Transformation is trained in PEAF/XEAF.

09:02

What does the Adoption section of PEAF contain?

Adoption

Keypoint
The Adoption section of PEAF defines 'HOW' it should be adopted and used.

09:05

What is the fourth step in Adopting PEAF?

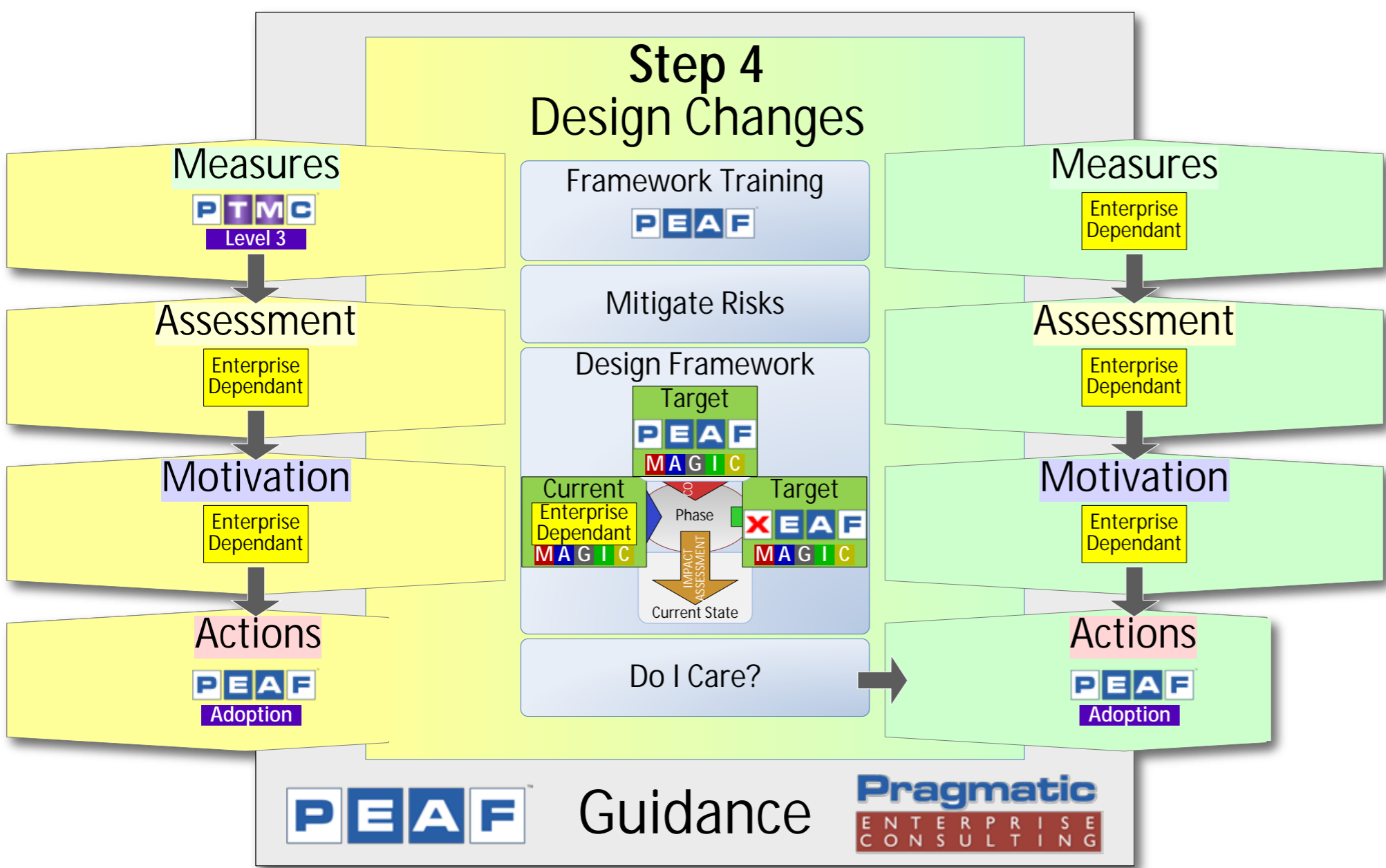Elaborating

Logical

Step 4

Design Changes

Physical

Keypoint
Designing Changes allows you to decide what to change from PEAF to your own XOET.

09:08

When Adopting PEAF, what are the fundamental Actions in Step 4?

Step 4
Design Changes

Measures
PTMC
Level 3

Assessment
Enterprise Dependant

Motivation
Enterprise Dependant

Actions
PEAF
Adoption

Framework Training
PEAF

Mitigate Risks

Design Framework
Target
PEAF
MAGIC

Current
Enterprise Dependant
MAGIC

Phase

Target
XEAF
MAGIC

IMPACT ASSESSMENT

Current State

Do I Care?

Measures
Enterprise Dependant

Assessment
Enterprise Dependant

Motivation
Enterprise Dependant

Actions
PEAF
Adoption

PEAF Guidance **Pragmatic ENTERPRISE CONSULTING**

Keypoint
Use PEAF to design your own XEAF.

Adoption
EA Project Team: Follow the 4th step in PEAF for maturing your EA capability.

What are some common misconceptions regarding EA which can lead people to dismiss it?

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 Experts what to do	Let's model everything	Shhh! Don't mention the words EA

Keypoint
There are many risks related to increasing your EA maturity. 99% of these are misconceptions. If you do not address them, YOU WILL FAIL.

Adoption
C-Suite: Instigate an initiative to Break down the Brick Wall of Misconceptions about EA.

PEAF™

What are some common reasons why many people 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

Keypoint
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.

Adoption
C-Suite: Reward; 1) The exposing of problems and mistakes. 2) The breaking down of silos and fiefdoms. 3) Striving for long term benefits to the Enterprise, rather than short term benefits to individuals.

PEAF

09:17

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If you do not do EA Communication, what will happen to your EA initiative?

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.

Keypoint
If you do not continually communicate, your initiative will fail.

Adoption
EA Project Team: Continually communicate.

What is the fifth step in Adopting PEAF?

Constructing

Physical

Step 5

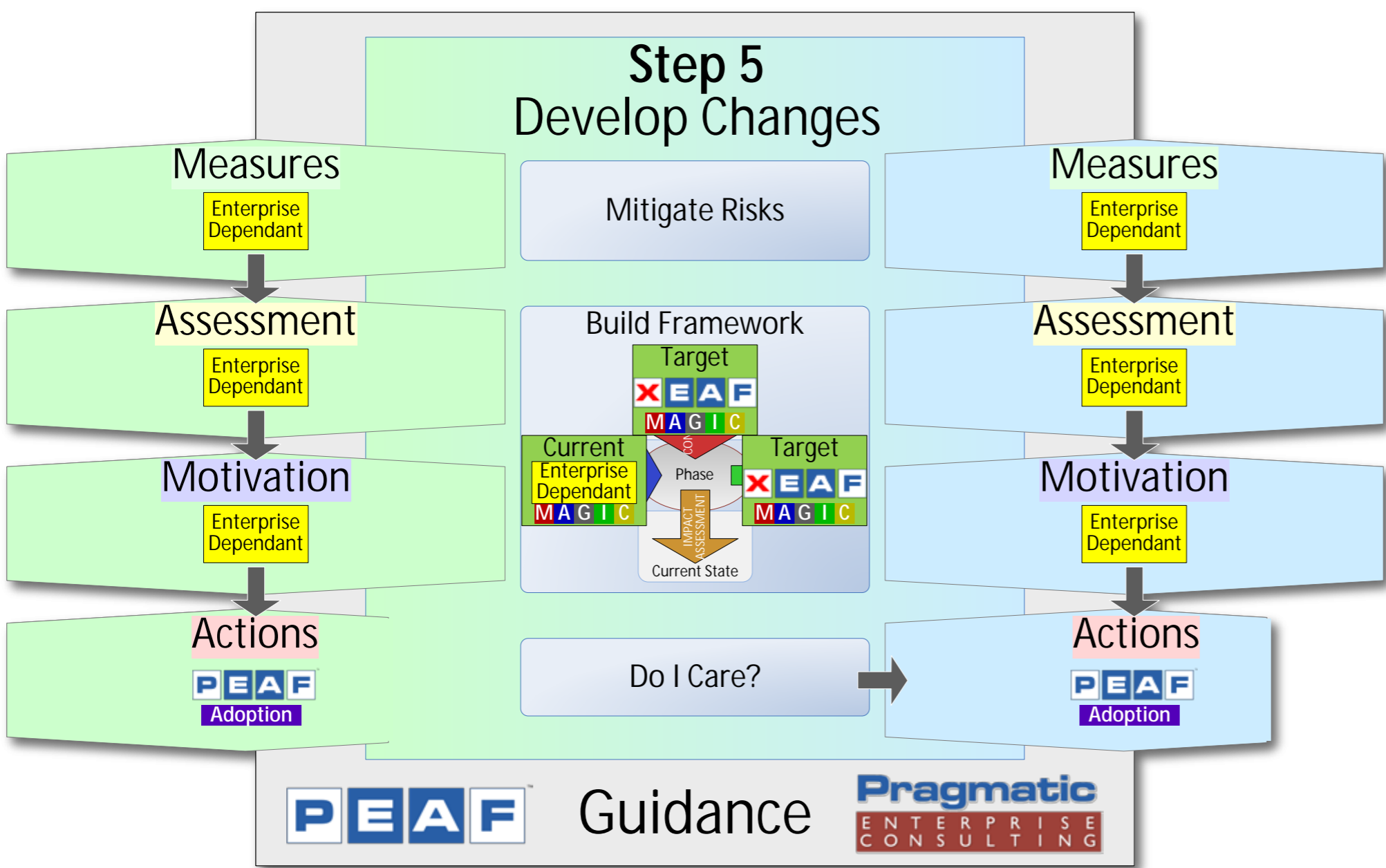## Develop Changes

Operational

Keypoint
Developing Changes allows you to create your own XOET.

PEAF

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When Adopting PEAF, what are the fundamental Actions in Step 5?

Step 5
Develop Changes

Measures
Enterprise Dependant

Assessment
Enterprise Dependant

Motivation
Enterprise Dependant

Actions
PEAF Adoption

Mitigate Risks

Build Framework
Target
X E A F
M A G I C

Current
Enterprise Dependant
M A G I C
Phase
Target
X E A F
M A G I C
IMPACT ASSESSMENT
Current State

Do I Care?

Measures
Enterprise Dependant

Assessment
Enterprise Dependant

Motivation
Enterprise Dependant

Actions
PEAF Adoption

PEAF Guidance

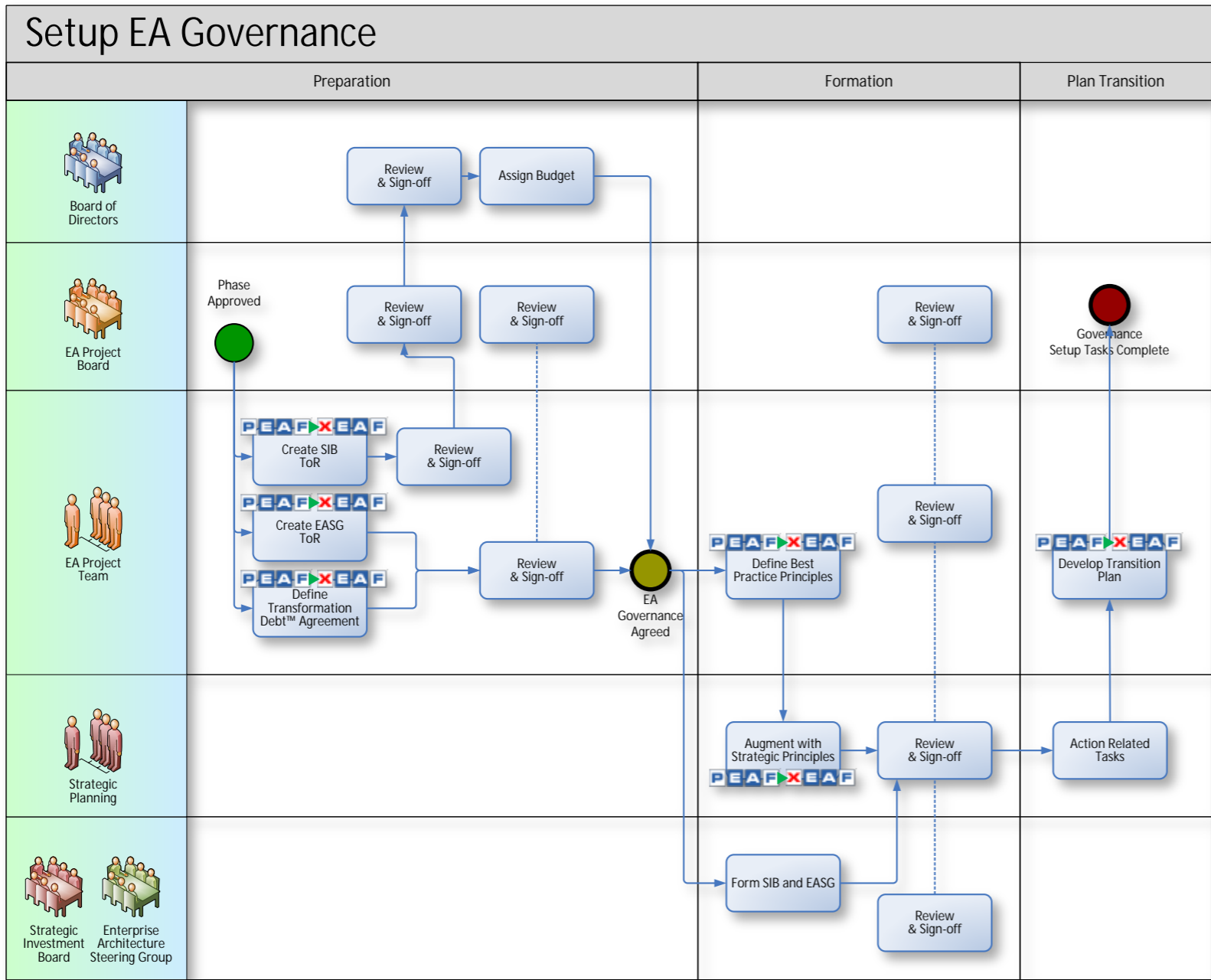Pragmatic
ENTERPRISE CONSULTING

Keypoint
Use P3 to develop your own XEAF.

Adoption
EA Project Team: Follow the 5th step in PEAF for maturing your EA capability.

What is the purpose of the "Setup EA Governance" process?

Setup EA Governance

	Preparation	Formation	Plan Transition

Board of Directors: Review & Sign-off → Assign Budget

EA Project Board: Phase Approved · Review & Sign-off · Review & Sign-off · Review & Sign-off · Governance Setup Tasks Complete

EA Project Team: Create SIB ToR · Review & Sign-off · Create EASG ToR · Define Transformation Debt™ Agreement · Review & Sign-off · EA Governance Agreed · Define Best Practice Principles · Review & Sign-off · Develop Transition Plan

Strategic Planning: Augment with Strategic Principles · Review & Sign-off · Action Related Tasks

Strategic Investment Board / Enterprise Architecture Steering Group: Form SIB and EASG · Review & Sign-off

Keypoint
Without proper governance, EA will most likely not deliver much value.

Adoption
EA Project Team: Design and setup the EA Governance changes required.

What is the purpose of the "Prepare Process Change" process?
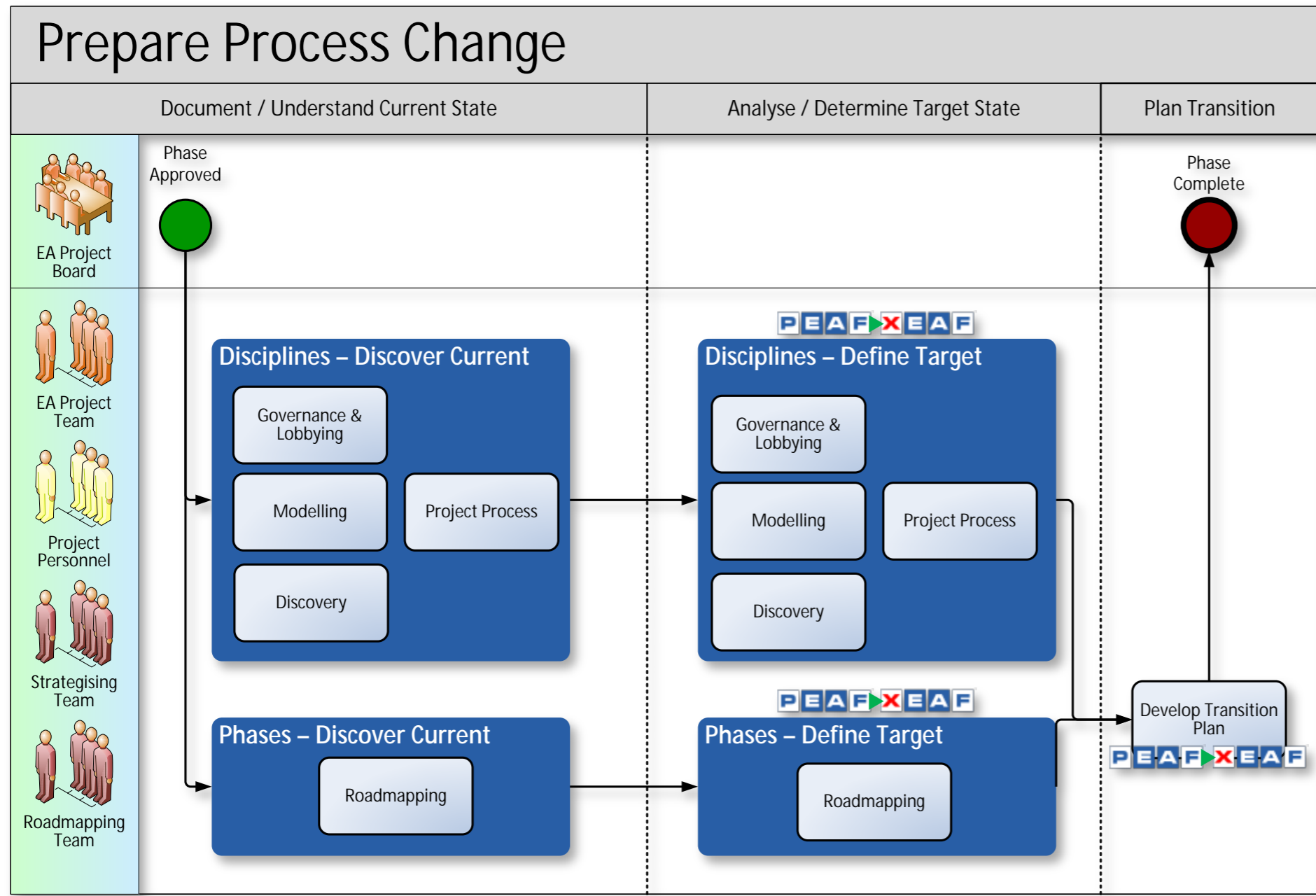
Prepare Process Change

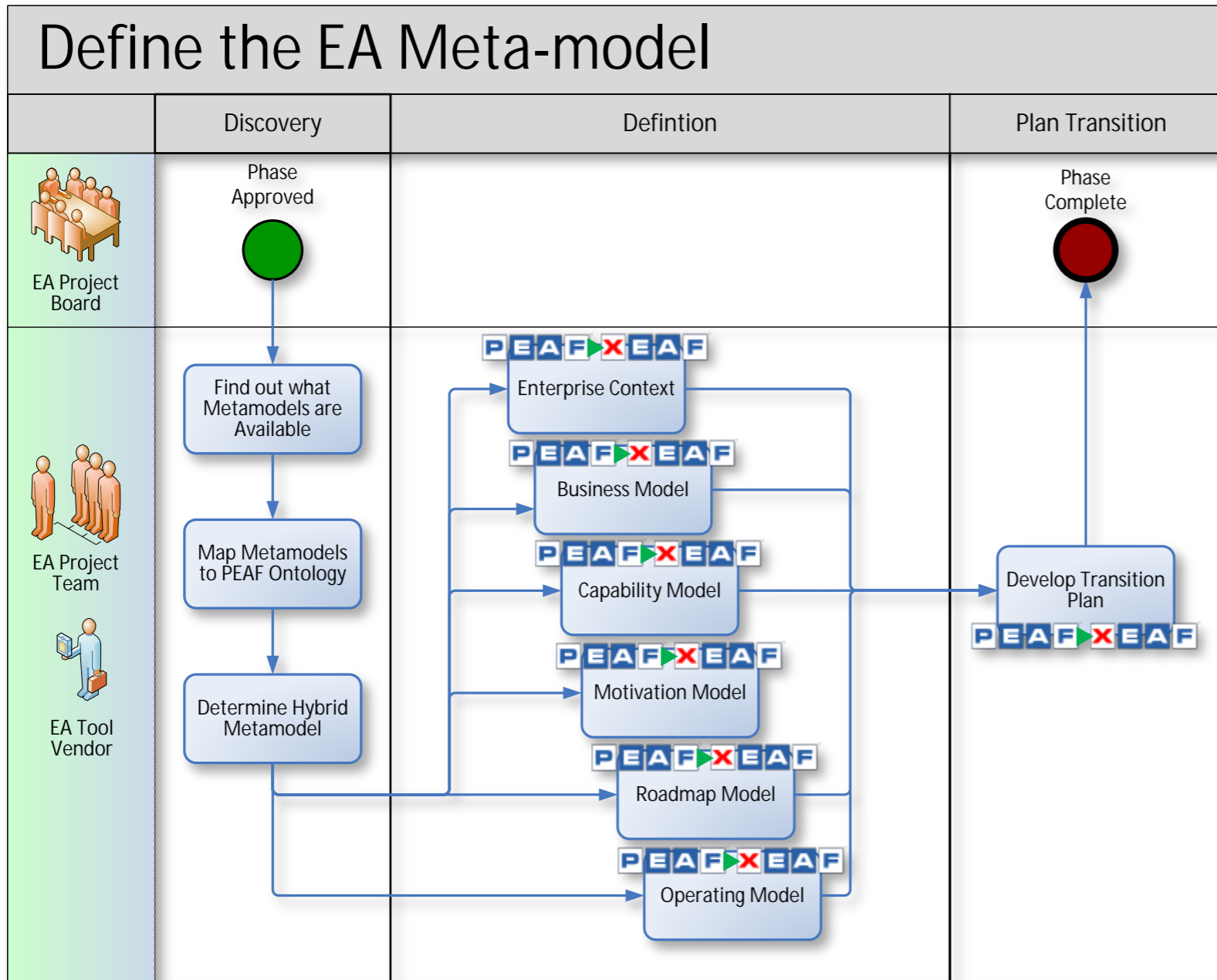| Document / Understand Current State	Analyse / Determine Target State	Plan Transition

Keypoint
Without the fundamental processes, EA will most likely not deliver much value.

Adoption
EA Project Team: Design and setup the process changes required.

v2020 May

09:31

What is the purpose of the "Define the EA Meta-model" process?

Define the EA Meta-model

	Discovery	Defintion	Plan Transition
EA Project Board	Phase Approved ●		Phase Complete ●
EA Project Team / **EA Tool Vendor**	Find out what Metamodels are Available → Map Metamodels to PEAF Ontology → Determine Hybrid Metamodel	PEAF X EAF — Enterprise Context; PEAF X EAF — Business Model; PEAF X EAF — Capability Model; PEAF X EAF — Motivation Model; PEAF X EAF — Roadmap Model; PEAF X EAF — Operating Model	Develop Transition Plan — PEAF X EAF

Keypoint
Without an EA metamodel, we won't be able to do any sensible modelling.

Adoption
EA Project Team: Define the EA metamodel.

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09:34

PEAF

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What is the purpose of the "Prepare EA Education" process?

Prepare EA Education

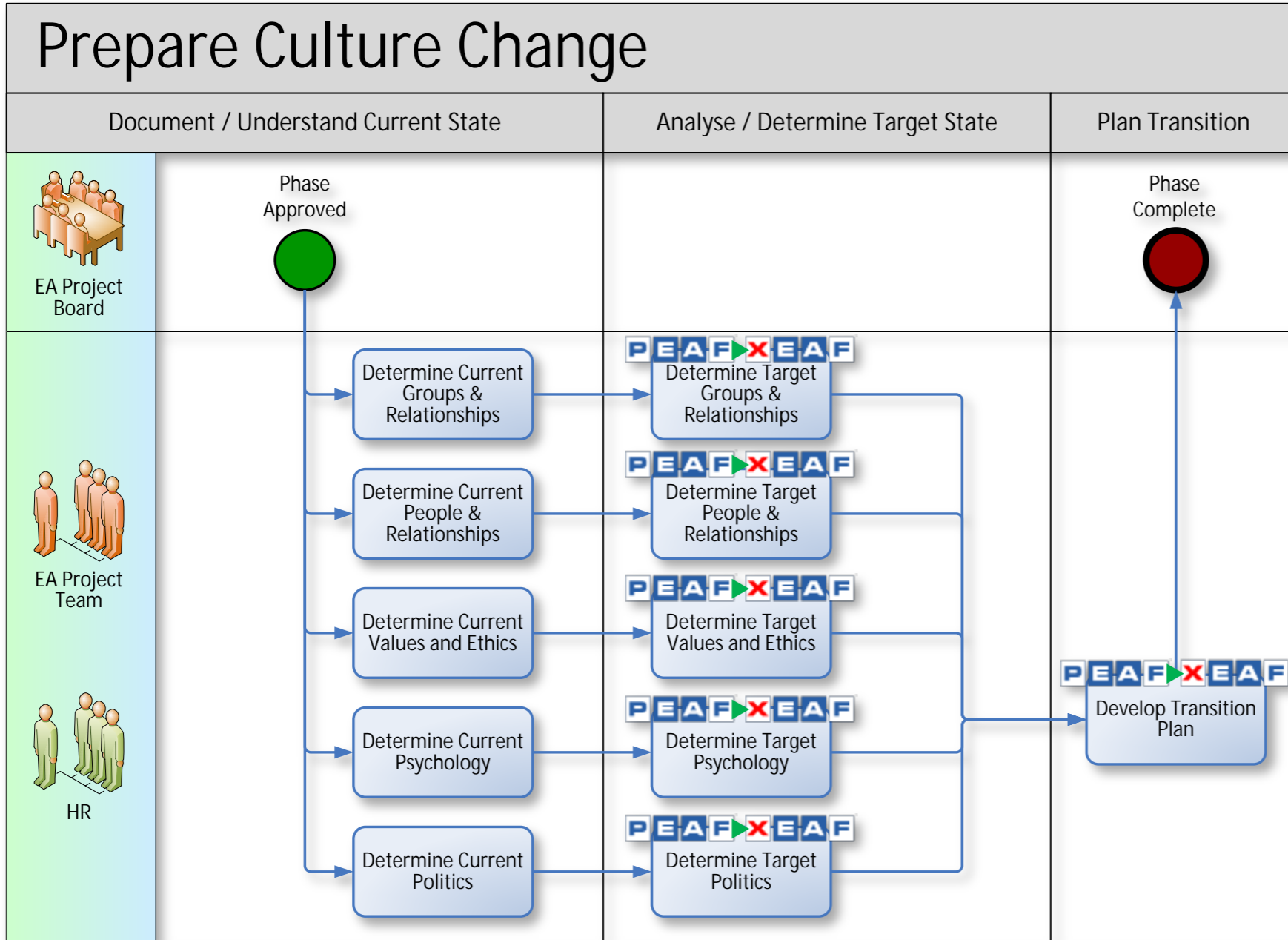|	Defintion		Plan Transition
EA Project Board	Phase Approved 🟢		Phase Complete 🔴
EA Project Team	Identify Stakeholders →	PEAF▶✕EAF Create Material →	PEAF▶✕EAF Develop Transition Plan
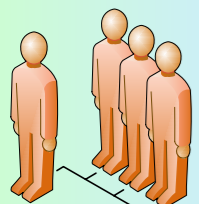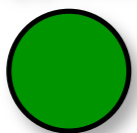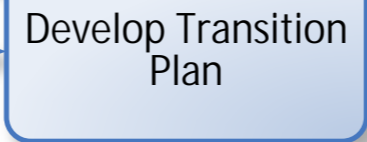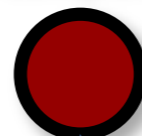
Keypoint
Without continuous education, EA will not be sustainable.

Adoption
EA Project Team: Develop EA education material by reusing 90% of PEAF.

What is the purpose of the "Prepare Culture Change" process?

Prepare Culture Change

Document / Understand Current State	Analyse / Determine Target State	Plan Transition

EA Project Board

Phase Approved 🟢

Phase Complete 🔴

EA Project Team

HR

Determine Current Groups & Relationships → Determine Target Groups & Relationships

Determine Current People & Relationships → Determine Target People & Relationships

Determine Current Values and Ethics → Determine Target Values and Ethics

Determine Current Psychology → Determine Target Psychology

Determine Current Politics → Determine Target Politics

Develop Transition Plan

Keypoint
If you don't change the culture, you will FAIL.

Adoption
EA Project Team: Design the culture changes required. IF you don't, you will FAIL.

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What is the purpose of the "Select an EA Modelling Tool" process?

Select an EA Modelling Tool

Keypoint
Without a proper EA modelling tool, we won't be able to do any sensible modelling.

Adoption
EA Project Team: Select an EA modelling tool by Proof-of-Concept comparisons.

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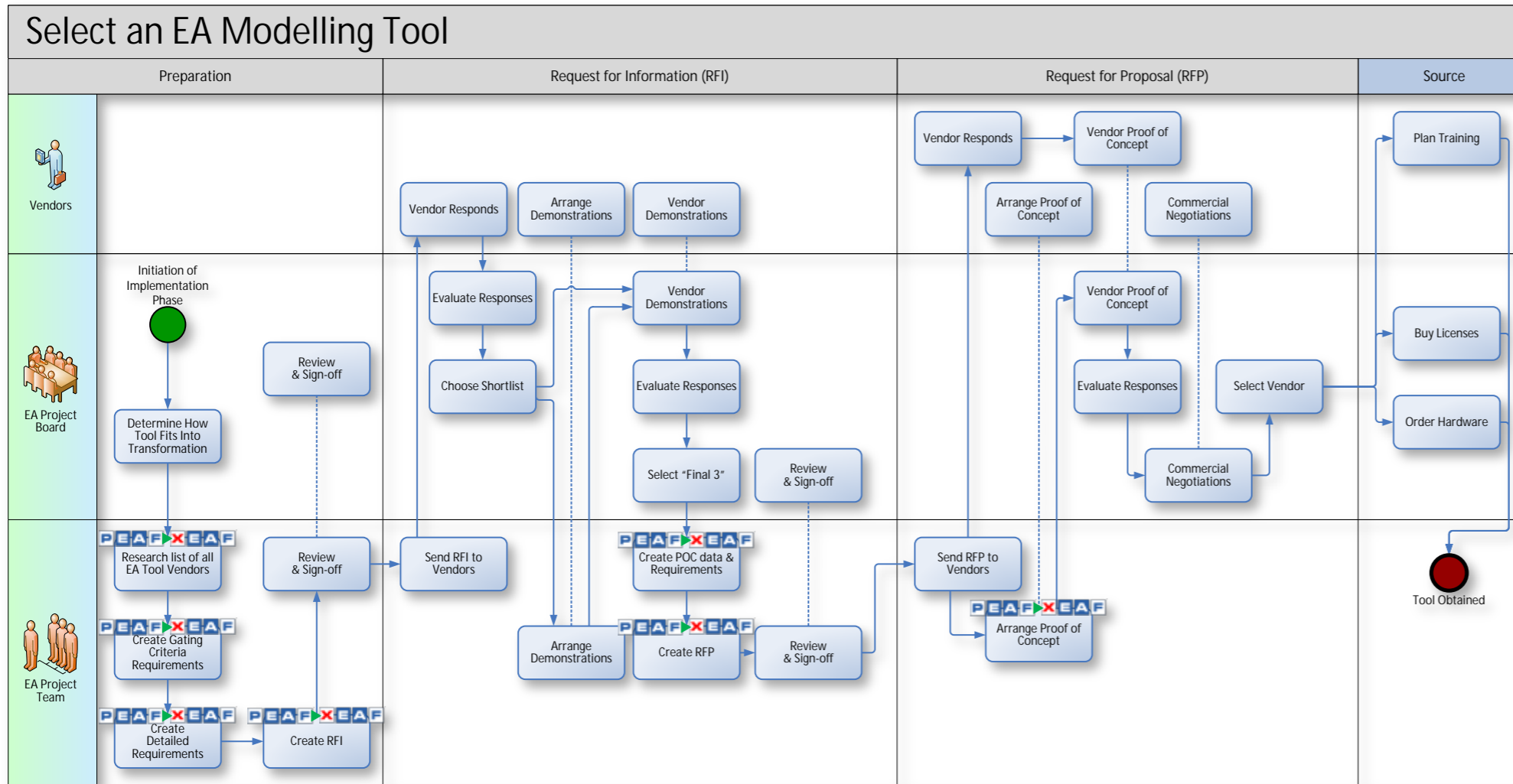
What is the sixth step in Adopting PEAF?

Transitioning

Operational

Step 6

Rollout Changes

Physical World

Keypoint
Rollout Changes allows you to rollout your own XOET for people to use.

09:45

# When Adopting PEAF, what are the fundamental Actions in Step 6?

Step 6
Rollout Changes

Measures
Enterprise Dependant

Assessment
Enterprise Dependant

Motivation
Enterprise Dependant

Actions
PEAF
Adoption

Mitigate Risks

Framework Training
Target
XEAF
MAGIC

Current
Enterprise Dependant
MAGIC

Phase

Target
Enterprise Dependant
MAGIC

IMPACT ASSESSMENT
Current State

Re-assess

PEAF Guidance

Pragmatic ENTERPRISE CONSULTING

Keypoint
Use P3 to train your staff in your own XEAF

Adoption
EA Project Team: Follow the 6th step in PEAF for maturing your EA capability.

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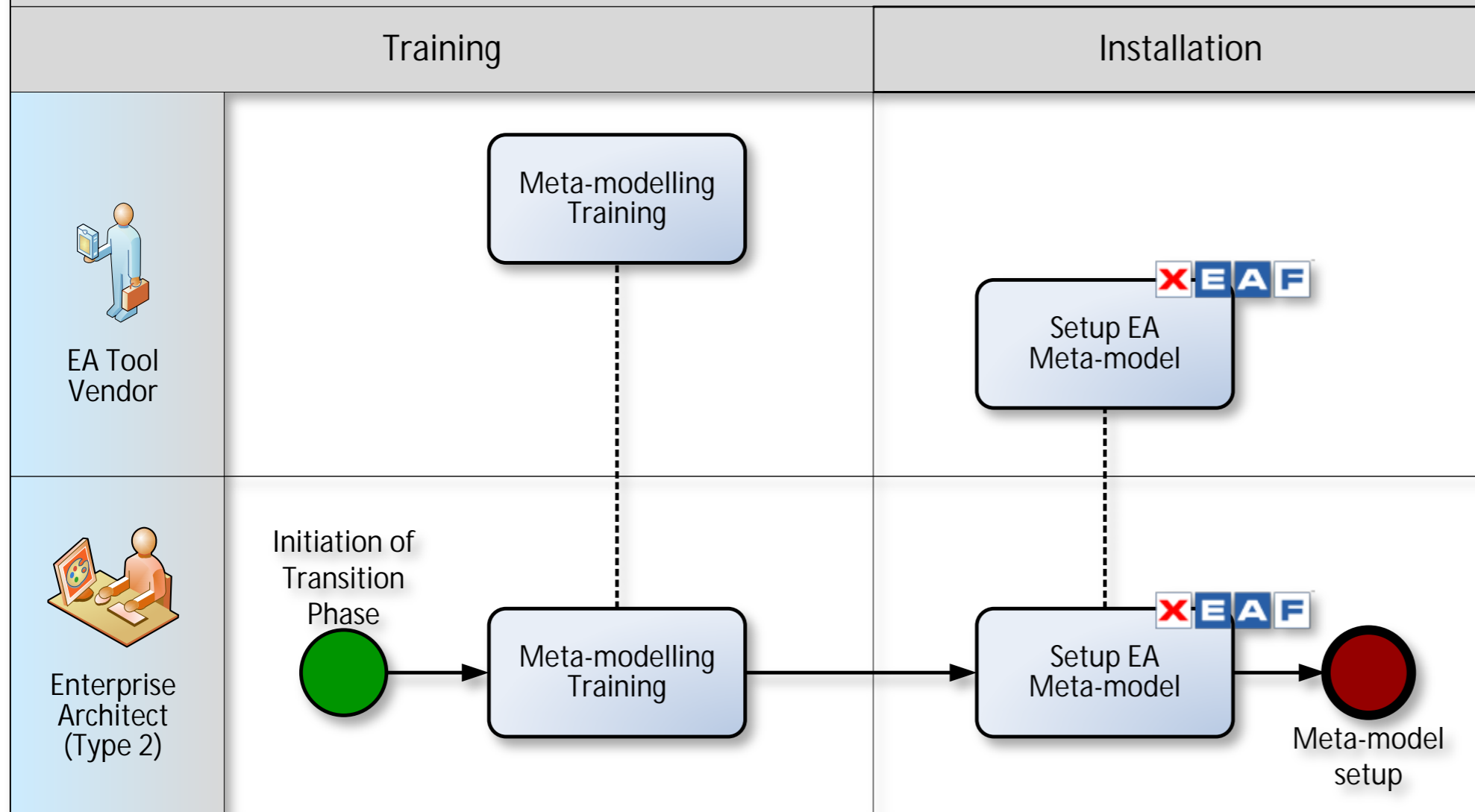# What is the purpose of the "Rollout Process Change" process?
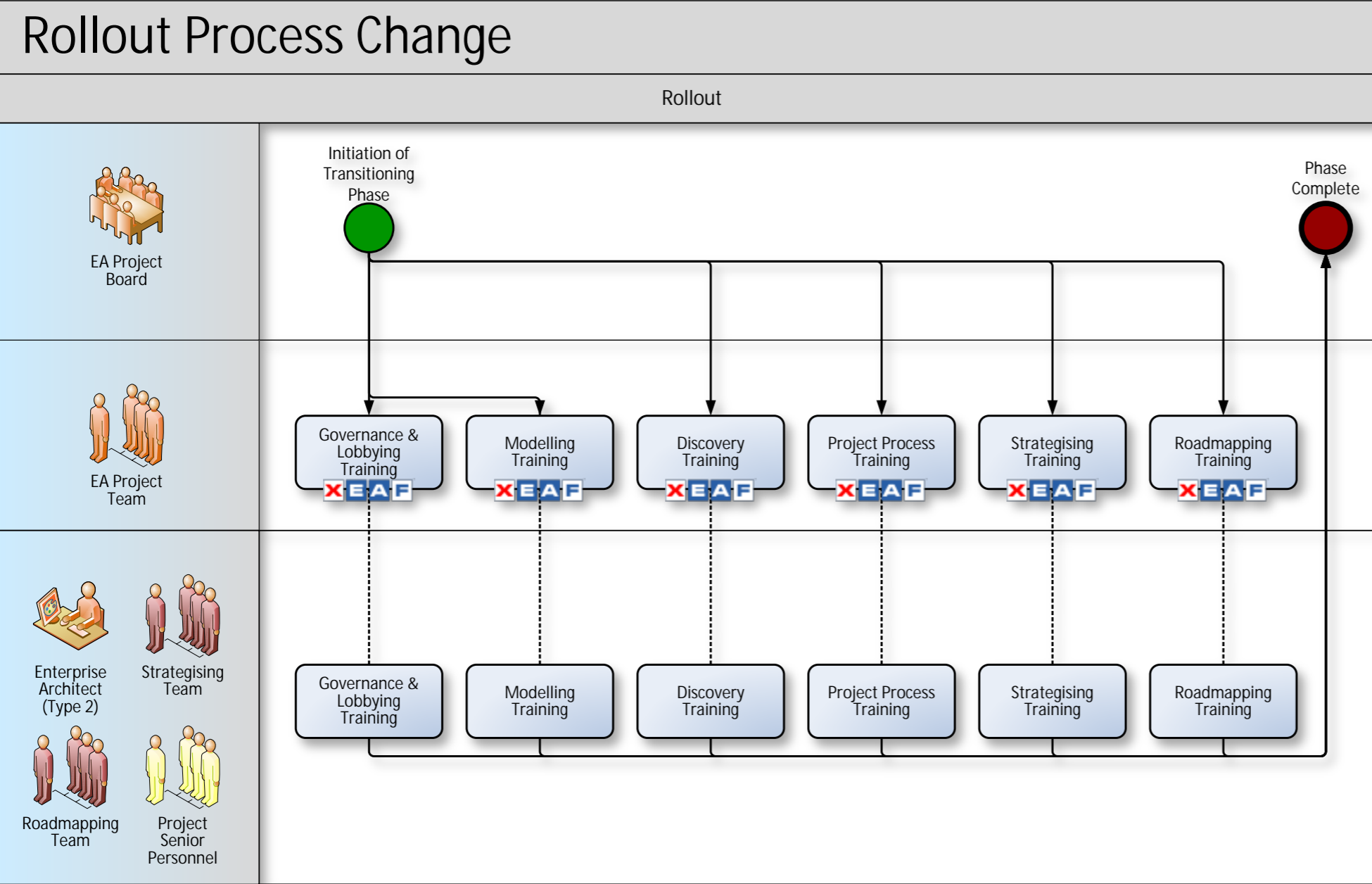
Keypoint
Without the fundamental processes, EA will most likely not deliver much value.

Adoption
EA Project Team: Make sure key process changes are rolled out.

What is the purpose of the "Setup the EA Meta-model" process?
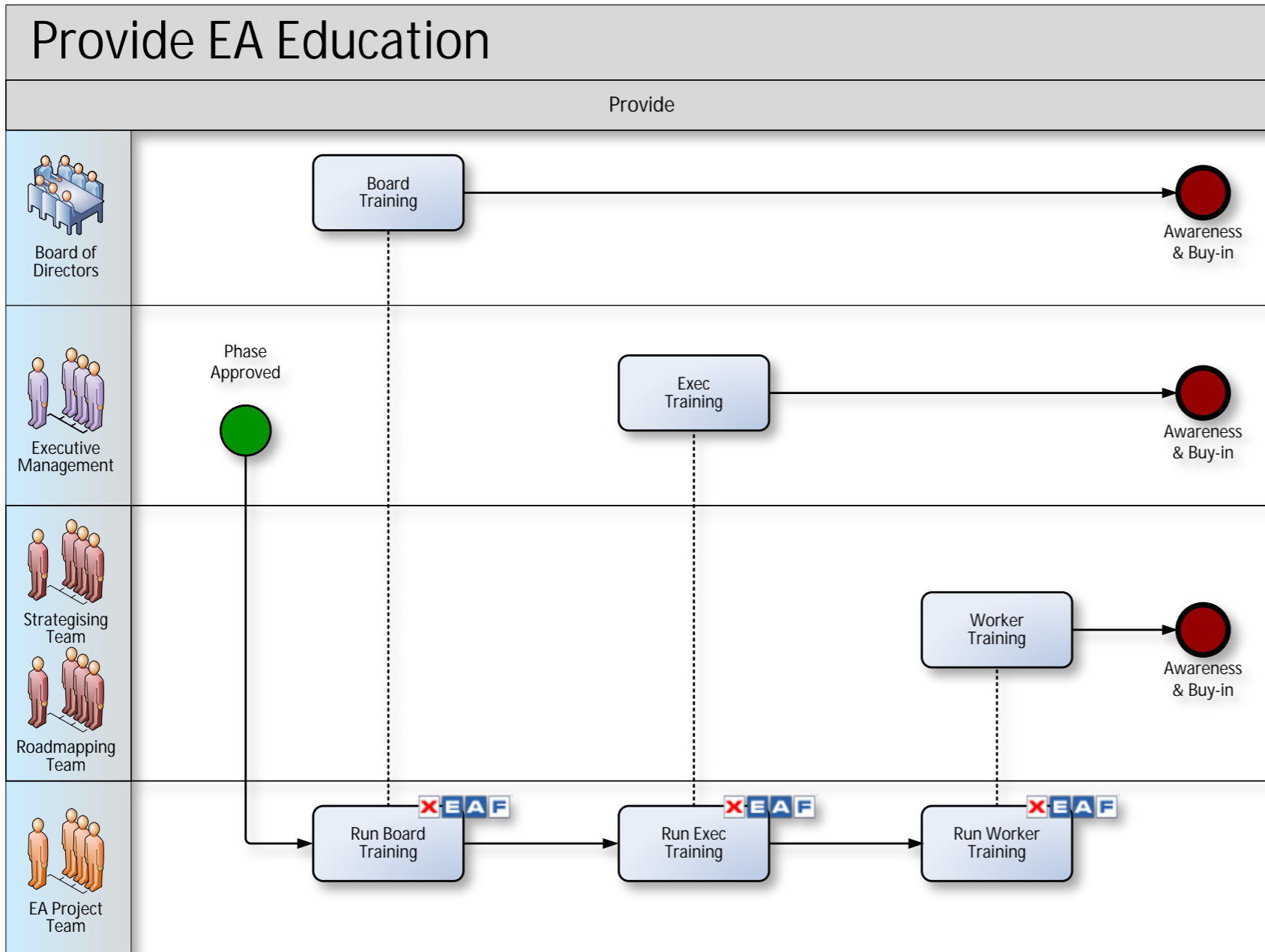
Setup the EA Meta-model

Training	Installation

EA Tool Vendor

Meta-modelling Training

Setup EA Meta-model [XEAF]

Enterprise Architect (Type 2)

Initiation of Transition Phase

Meta-modelling Training → Setup EA Meta-model [XEAF] → Meta-model setup

Keypoint
Without an EA metamodel, we won't be able to do any sensible modelling.

Adoption
EA Project Team: Make sure people get Meta-model training.

PEAF™   © Pragmatic Frameworks

What is the purpose of the "Provide EA Education" process?

Provide EA Education

Provide

Board of Directors

Board Training → Awareness & Buy-in

Executive Management

Phase Approved

Exec Training → Awareness & Buy-in

Strategising Team

Roadmapping Team

Worker Training → Awareness & Buy-in

EA Project Team

Run Board Training → Run Exec Training → Run Worker Training

Keypoint
Without continuous education, EA will not be sustainable.

Adoption
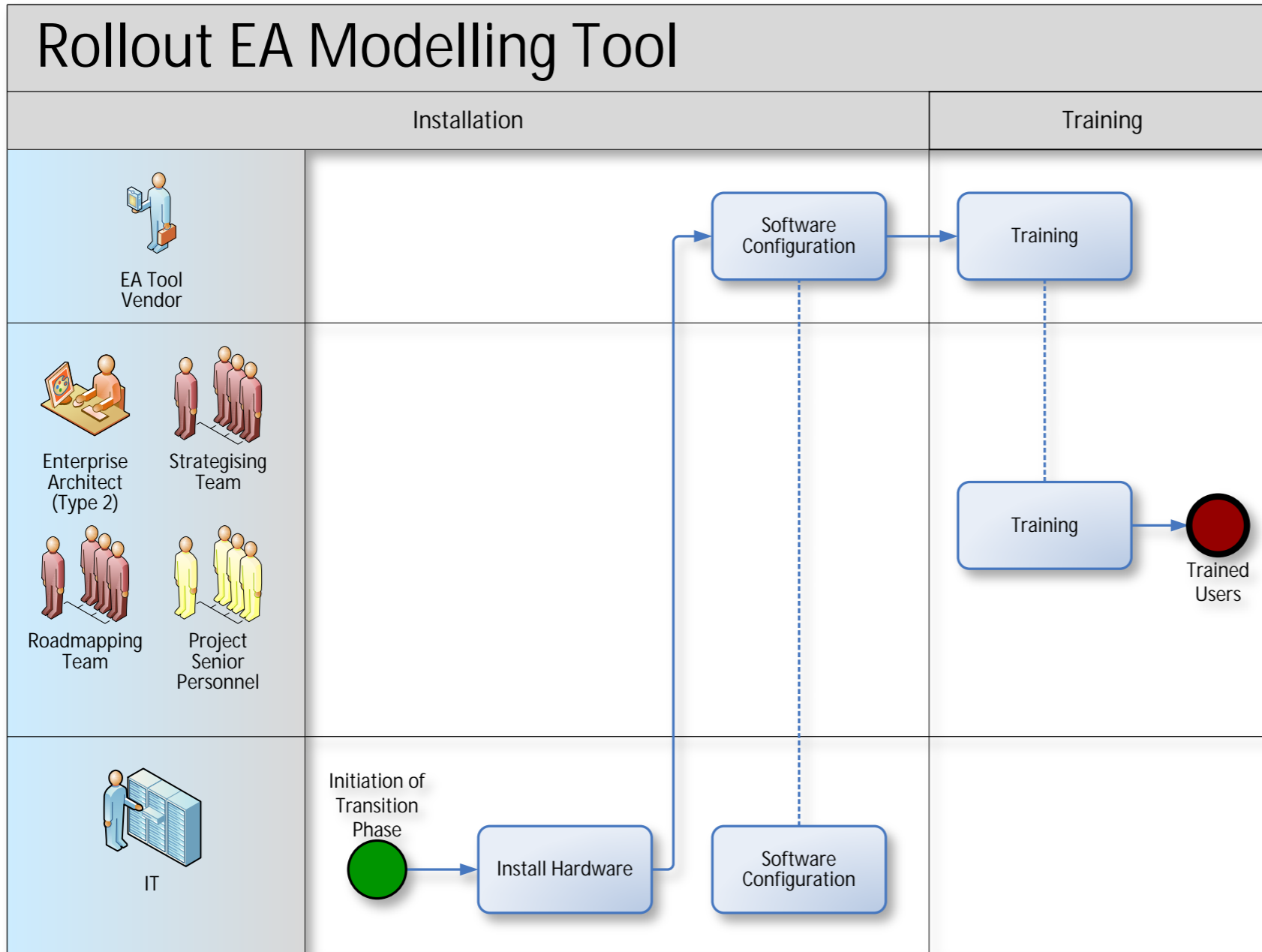EA Project Team: Provide continuous EA education.

PEAF

© Pragmatic Frameworks

What is the purpose of the "Rollout Culture Change" process?
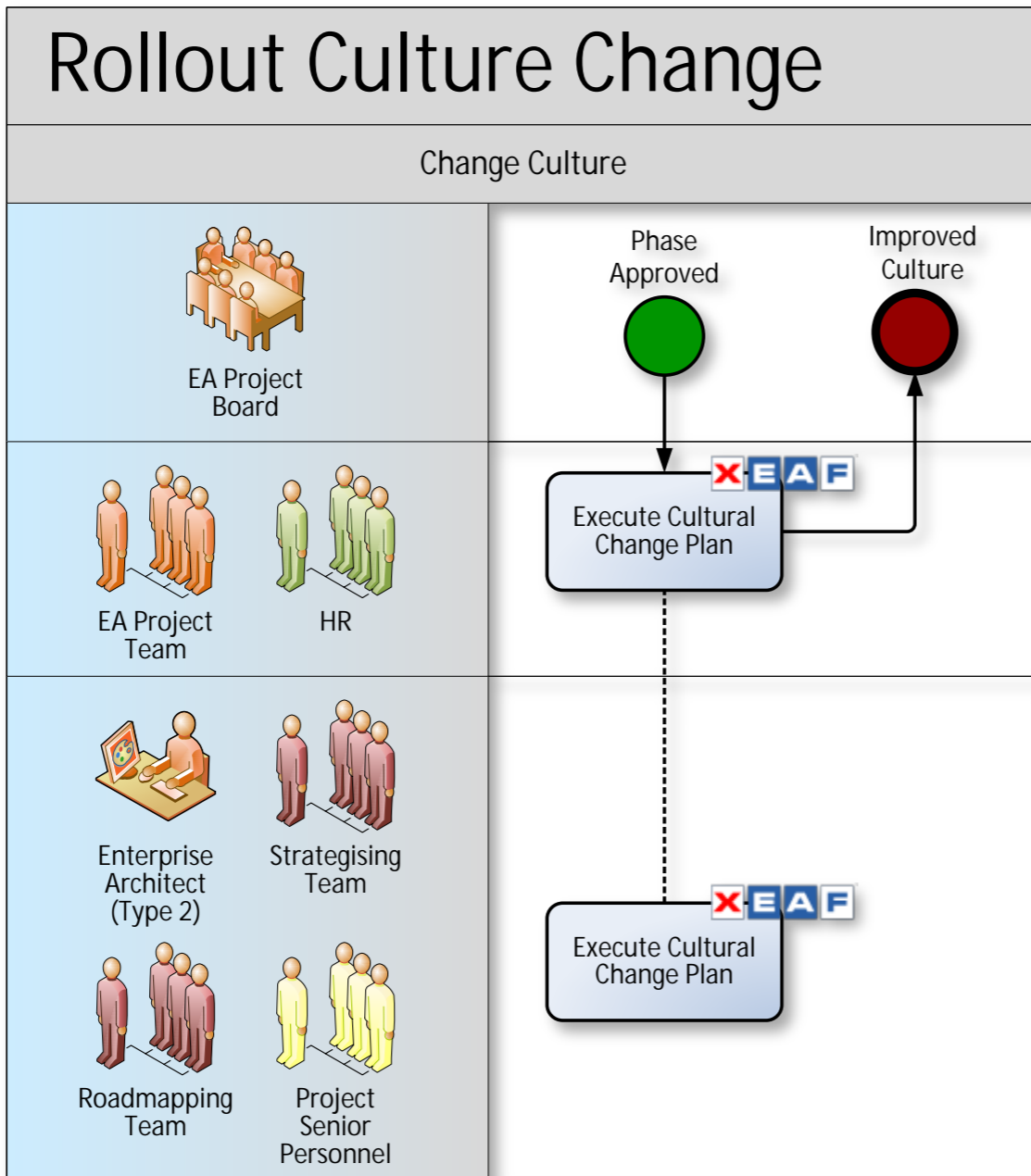
Keypoint
If you don't change the culture, you will FAIL.

Adoption
EA Project Team: Roll out the Culture change

v2020 May

09:59

What is the purpose of the "Rollout EA Modelling Tool" process?

Rollout EA Modelling Tool

Keypoint
Without a proper EA modelling tool, we won't be able to do any sensible modelling.

Adoption
EA Project Team: Make sure Modelling Training is part of rolling out the EA modelling tool.

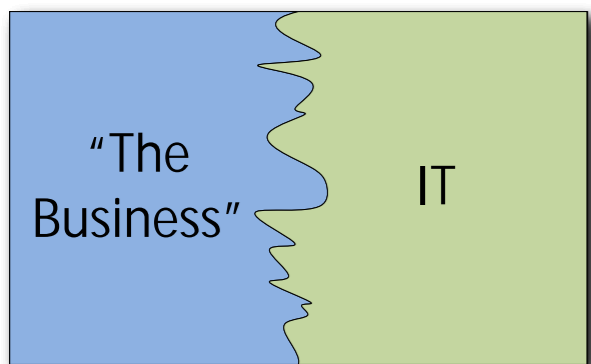# What does the Guidance section of the Adoption section of PEAF contain?

Guidance

Keypoint
The Guidance section of the Adoption section of PEAF defines what is used to guide people in their decision making.

Adoption
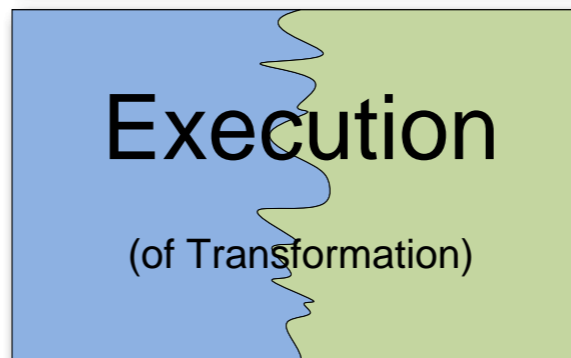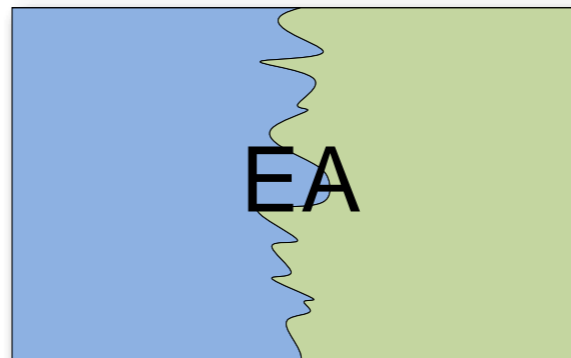C-Suite: Follow the Guidance in the Adoption Section of PEAF

10:05

What gap does EA bridge?

"The Business"   EA   *Bridging the Gap*   IT

Strategy

EA

Execution
(of Transformation)

Keypoint
EA is about bridging the gap between Strategy and Execution

Adoption
C-Suite: Accept that EA is not about bridging IT and The Business, but is about Bridging Strategy and Execution.
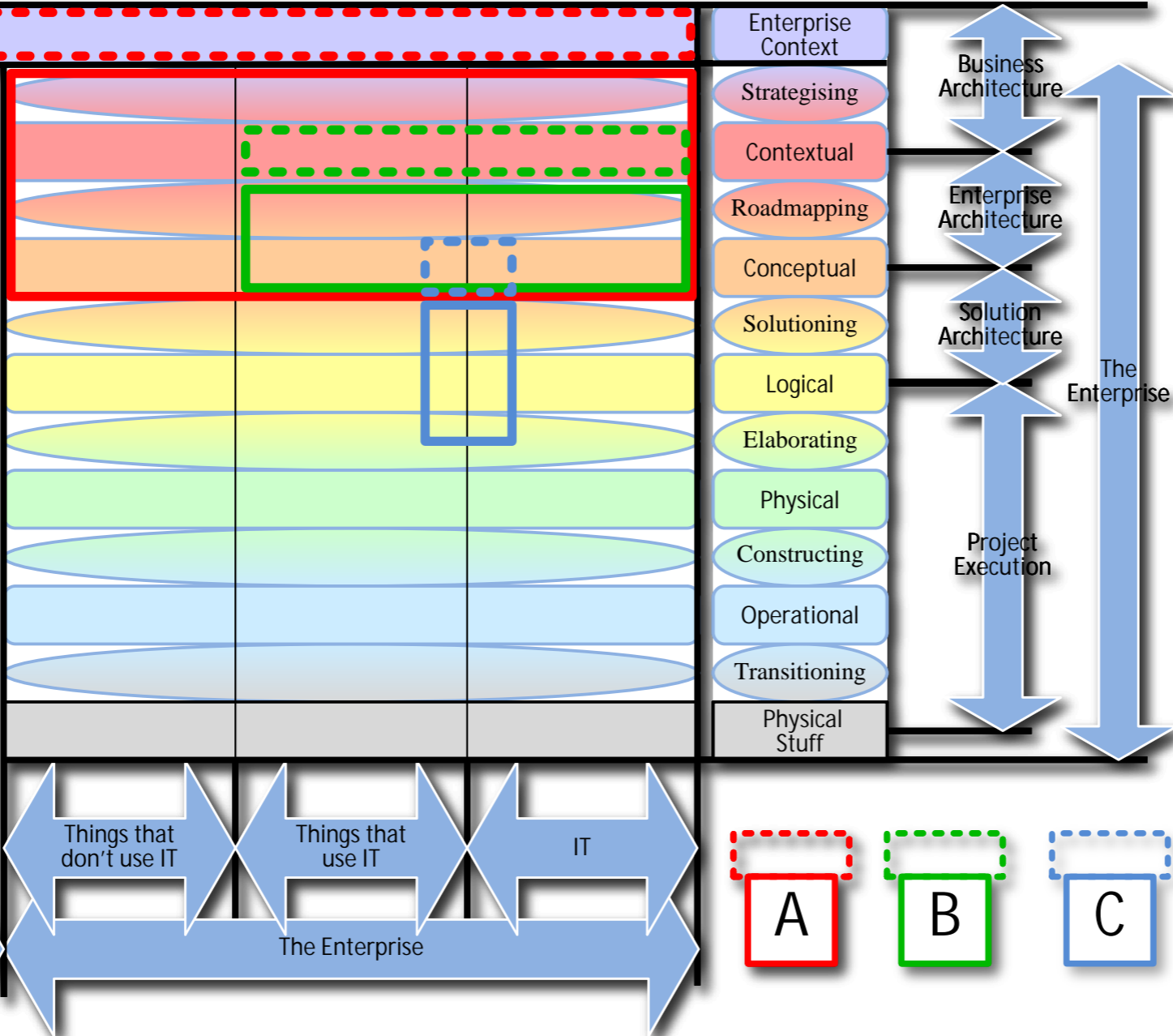
EA is not a Destination.

EA is not even a Journey.

EA is a way of Travelling.

"The Business"   IT

What is Enterprise Architecture?

Pattern

X Architecture is...

...the fundamentally important structure of the whole of **X**...

… set in the context of things outside of **X** that affect **X**, or are affected by **X**.

			Enterprise Context
			Strategising
			Contextual
			Roadmapping
			Conceptual
			Solutioning
			Logical
			Elaborating
			Physical
			Constructing
			Operational
			Transitioning
			Physical Stuff

Business Architecture

Enterprise Architecture

Solution Architecture

The Enterprise

Project Execution

Things that don't use IT | Things that use IT | IT

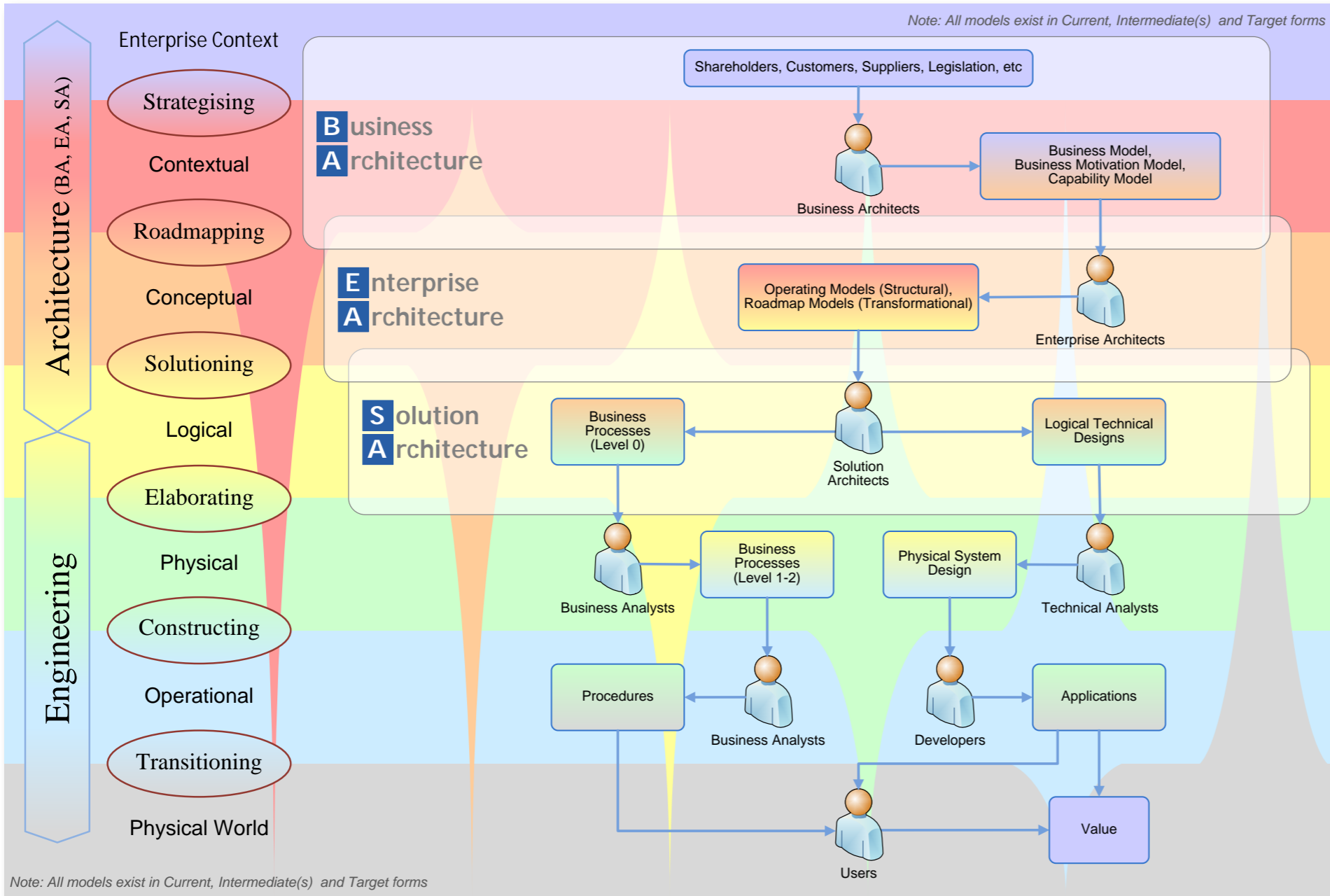The Enterprise Context

The Enterprise

A B C

Keypoint

X Architecture, is the fundamentally important structure of X, set in the context of things outside of X, that affect it, or are affected by it.

Adoption

C-Suite: Understand fundamentally what the Architecture of anything is.

PEAF

v2020 May

10:11

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Where does EA and SA sit with respect to the phases of Transformation?

Note: All models exist in Current, Intermediate(s) and Target forms

Architecture (BA, EA, SA)

- Enterprise Context
- Strategising
- Contextual
- Roadmapping
- Conceptual
- Solutioning
- Logical

Engineering

- Elaborating
- Physical
- Constructing
- Operational
- Transitioning
- Physical World

Business **A**rchitecture

Shareholders, Customers, Suppliers, Legislation, etc

Business Architects → Business Model, Business Motivation Model, Capability Model

Enterprise **A**rchitecture

Operating Models (Structural), Roadmap Models (Transformational) ← Enterprise Architects

Solution **A**rchitecture

Business Processes (Level 0) ← Solution Architects → Logical Technical Designs

Business Analysts → Business Processes (Level 1-2)

Physical System Design ← Technical Analysts

Procedures ← Business Analysts

Developers → Applications

Users → Value

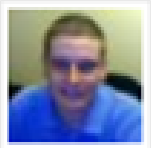Note: All models exist in Current, Intermediate(s) and Target forms

Keypoint
EA and SA are not the same thing. EA is not just big SA.

Adoption
C-Suite: Understand that Enterprise Architecture is not big Solution Architecture.

PEAF

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What would happen if you asked 300 people to tell you what the purpose of EA is?

Kevin Smith YOU
PeaF - Cutting EA to the Bone
- www.PragmaticEA.com
See all Kevin's activity »

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, interlectual monologues here. Just post your 160 characters.

Posted 4 months ago | Delete discussion

Keypoint
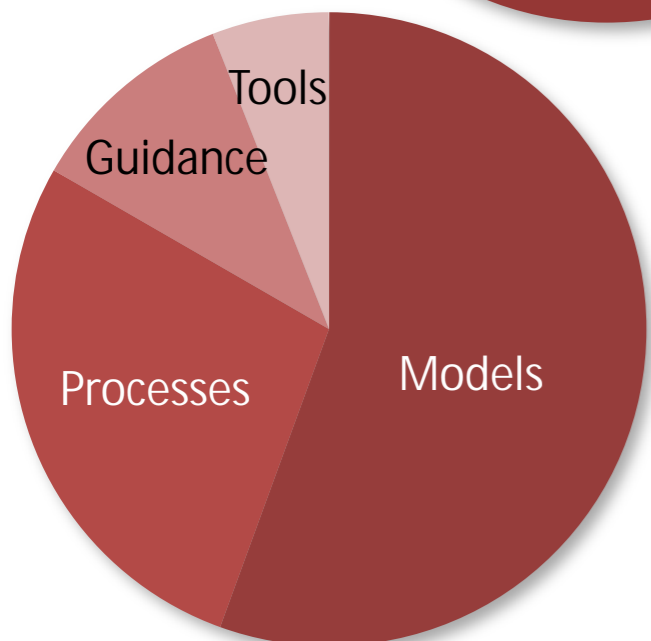If you want to know the purpose of EA, ask 300+ people.

Why is it difficult for management to understand what EA is?

Keypoint
300+ people use a lot of different words when describing the purpose of EA.

What is the main lesson to learn from the 160 Char Challenge?

Keypoint
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.

If you remove synonyms, do people use many different words when describing the purpose of EA?

Keypoint
Removing synonyms, 300+ people use a small number of different words when describing the purpose of EA.

What do we get if we arrange the keywords from 300+ people about the purpose of EA?

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.

Keypoint
Arranging the words of 300+ we get a description of the Why (purpose), How (by) and What (using) of EA.

PEAF

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BREAK!

Back at 10:43

Adoption | Guidance > What Is EA > 160 Char Challenge > Simplified Description

What do we get if we arrange the keywords from 300+ people about the purpose of EA into a short sentence?

The purpose of Enterprise Architecture is to…

allow an enterprise to thrive

by

Strategic Planning, Architecture and Governance

using

a Framework.

Keypoint
When asking 300+ people the question "What is EA?", the answer is surprising simple when you remove all the noise.

To mature PM, will utilising PRINCE2 guarantee success? Why?

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?

Keypoint

Using a PM framework will not guaranteed success. Not using a PM framework will not guaranteed failure.

PEAF

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To mature EA, will utilising PEAF guarantee success? Why?

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?

Keypoint

Using an EA framework will not guaranteed success. Not using an EA framework will not guaranteed failure.
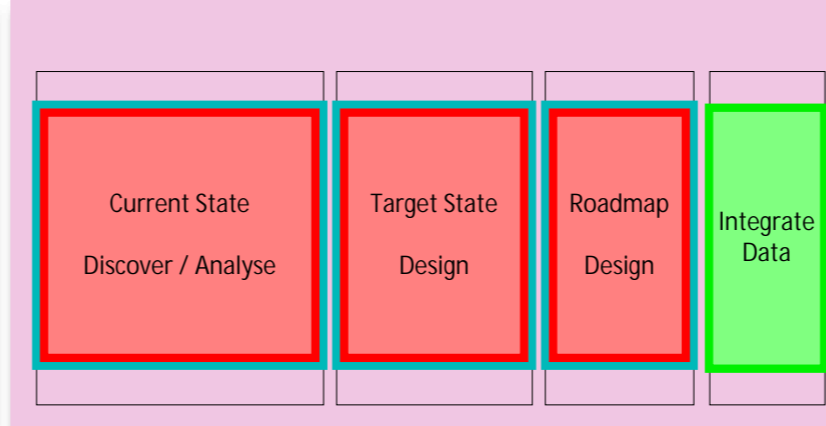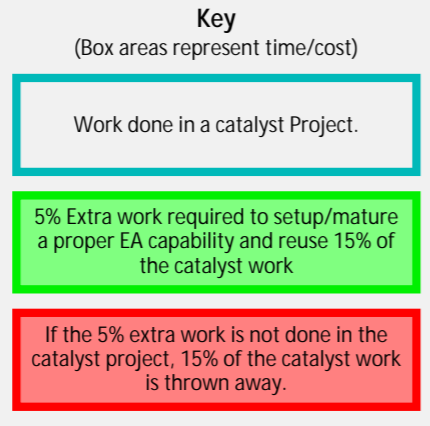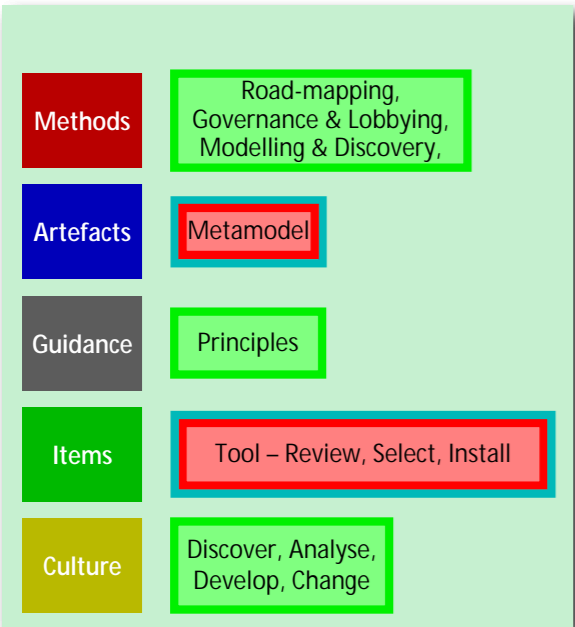
PEAF

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Why can you not start by arbitrarily choosing one Department or Business Unit?
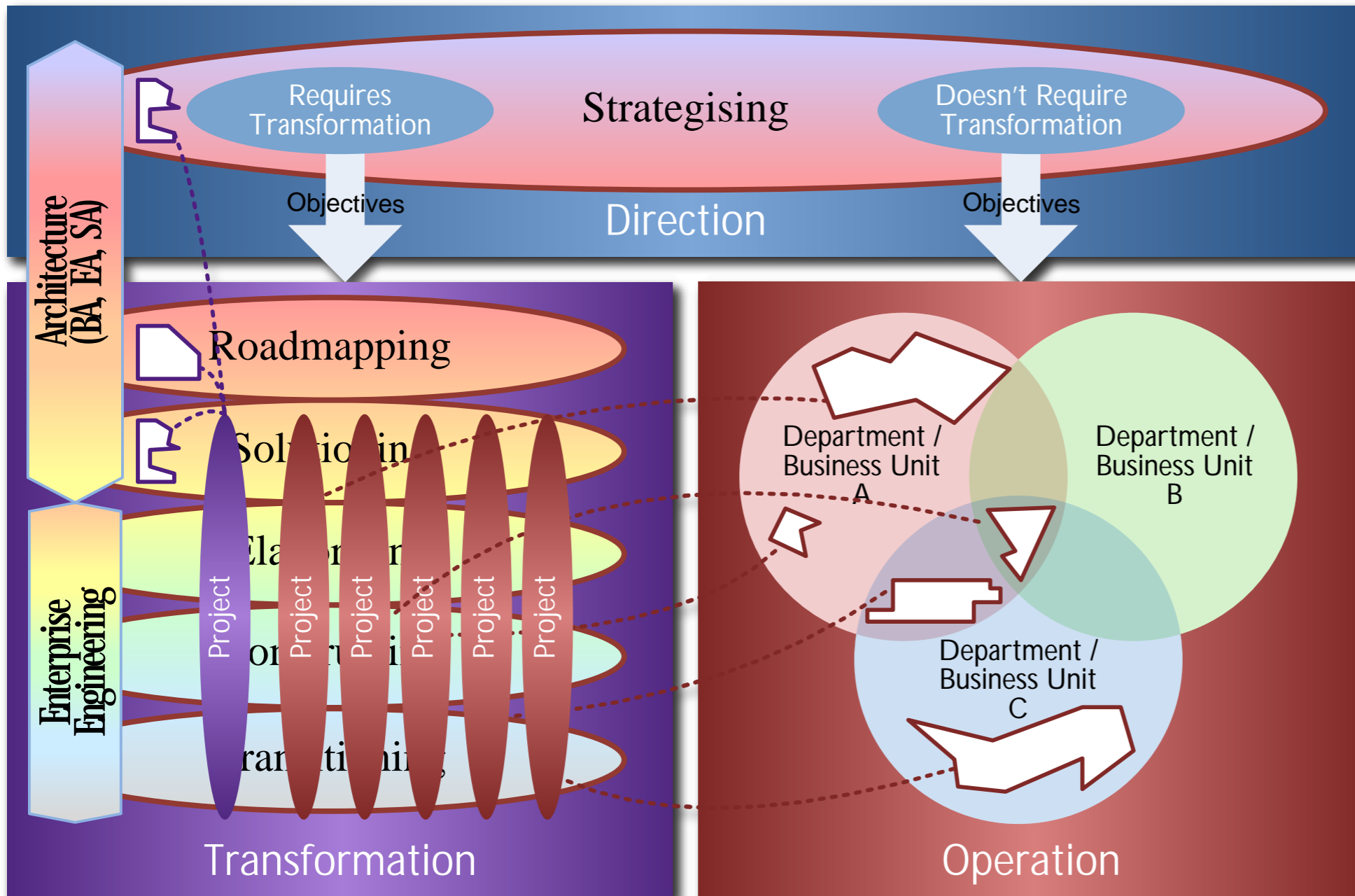
Keypoint
The "scope" of EA (at a point in time) is determined by the Enterprise Strategy (at a point in time) not on a Department or Business Unit level.

Adoption
Management: Accept that you cannot arbitrarily choose to start with 1 Department or Business Unit.

What mistake do many Enterprises make when faced with an EA catalyst?

Methods	Road-mapping, Governance & Lobbying, Modelling & Discovery,
Artefacts	Metamodel
Guidance	Principles
Items	Tool – Review, Select, Install
Culture	Discover, Analyse, Develop, Change

Key
(Box areas represent time/cost)

Work done in a catalyst Project.

5% Extra work required to setup/mature a proper EA capability and reuse 15% of the catalyst work

If the 5% extra work is not done in the catalyst project, 15% of the catalyst work is thrown away.

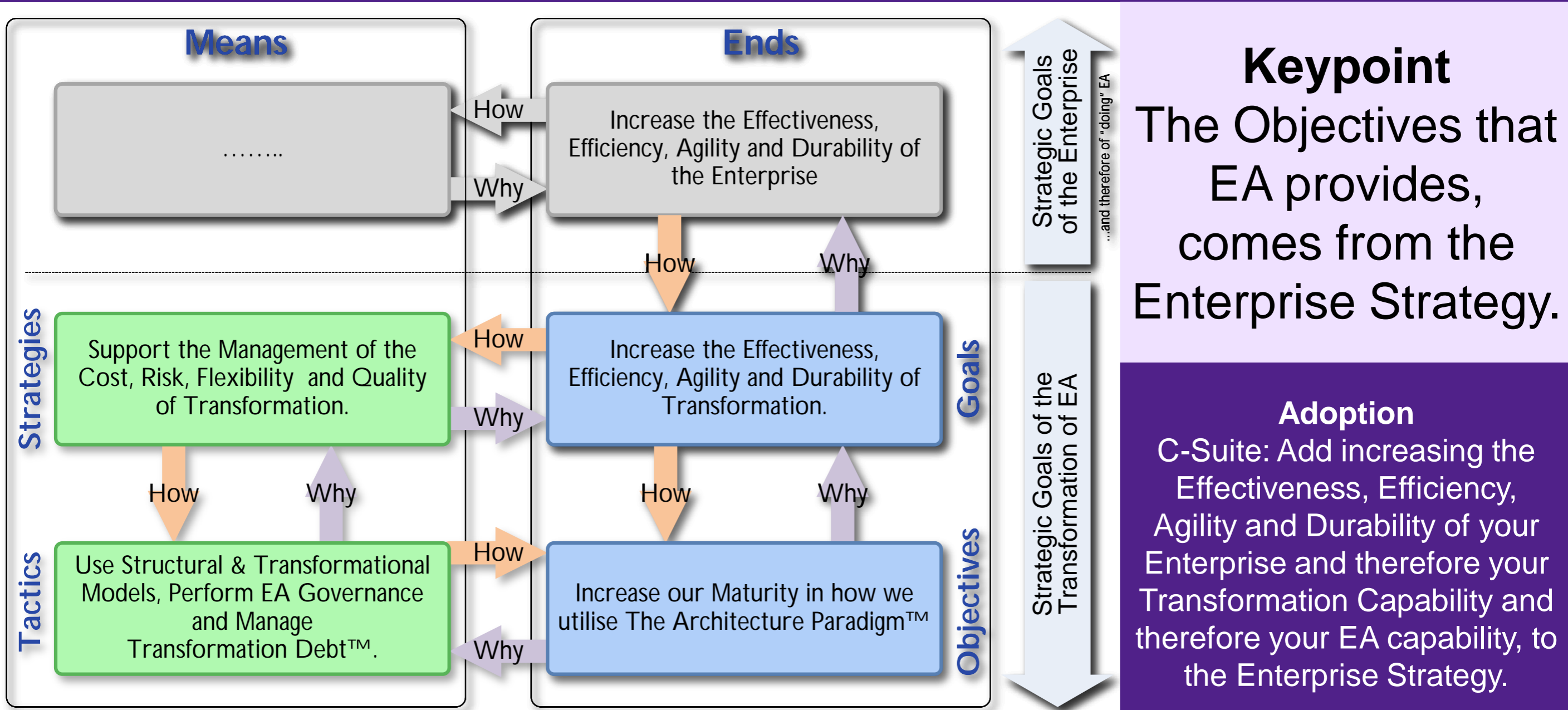| Current State — Discover / Analyse	Target State — Design	Roadmap — Design	Integrate Data

All Other Project Catalyst Work (EA Catalysts)

Mergers & Acquisitions, Business Unit Consolidation, Introduction of New Products, Services or Lines of Business, Outsourcing a Business Function, Divesting a line of Business, Operational Cost Reduction, Business Transformation, Building Relocation, Strategic Planning, Increase Business Agility, Efficiency and Effectiveness, Streamlining Business Processes, Consolidation of Suppliers, Technologies or Applications, Business Process Management, Business Process Re-engineering, Off shoring, Market/Shareholder Pressure,
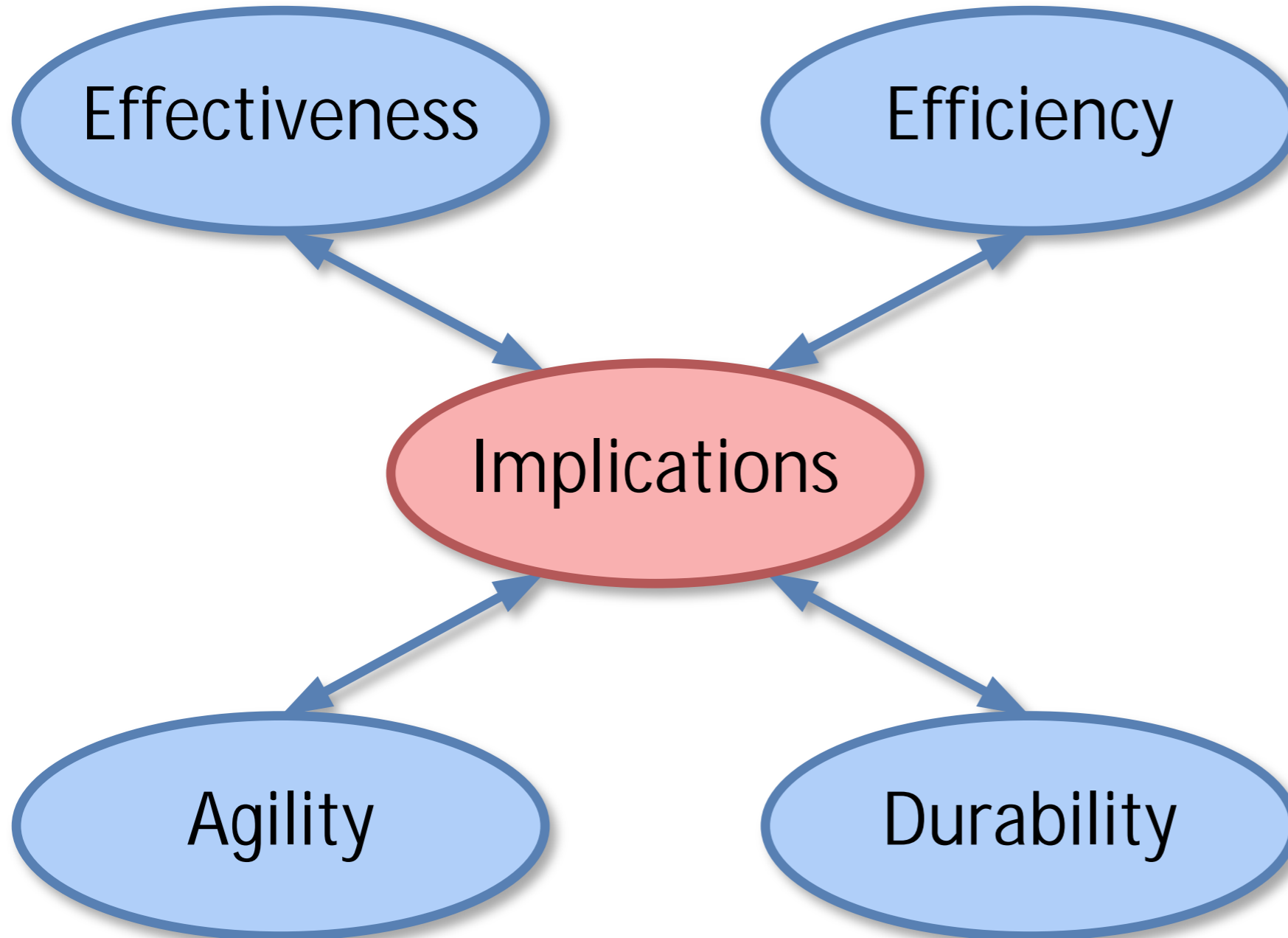
Keypoint
If you cannot invest in an increase in EA Maturity as part of an EA Catalyst, you probably never will.

Adoption
C-Suite: Mandate that large change initiatives, preserve the EA work they do and make it sustainable.

What are the Strategic Goals of the Enterprise that EA is dependant upon and supports?

Means

Ends

……..

Increase the Effectiveness, Efficiency, Agility and Durability of the Enterprise

How

Why

How   Why

Strategies

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

How

Why

Increase the Effectiveness, Efficiency, Agility and Durability of Transformation.

Goals

How   Why

How   Why

Tactics

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

How

Why

Increase our Maturity in how we utilise The Architecture Paradigm™

Objectives

Strategic Goals of the Enterprise
…and therefore of "doing" EA

Strategic Goals of the Transformation of EA

Keypoint
The Objectives that EA provides, comes from the Enterprise Strategy.

Adoption
C-Suite: Add increasing the Effectiveness, Efficiency, Agility and Durability of your Enterprise and therefore your Transformation Capability and therefore your EA capability, to the Enterprise Strategy.

PEAF

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What are the Goals of EA?

Effectiveness

Efficiency

Implications

Agility

Durability

Keypoint
EA Goals must be born from the Enterprise Strategy.

Adoption
C-Suite: Add the EA Goals: To improve the Effectiveness, Efficiency, Agility and Durability of Transformation, to the Enterprise Strategy.

PEAF

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What Strategies are employed to achieve the Goals of EA?

Cost

Risk

Implications

Flexibility
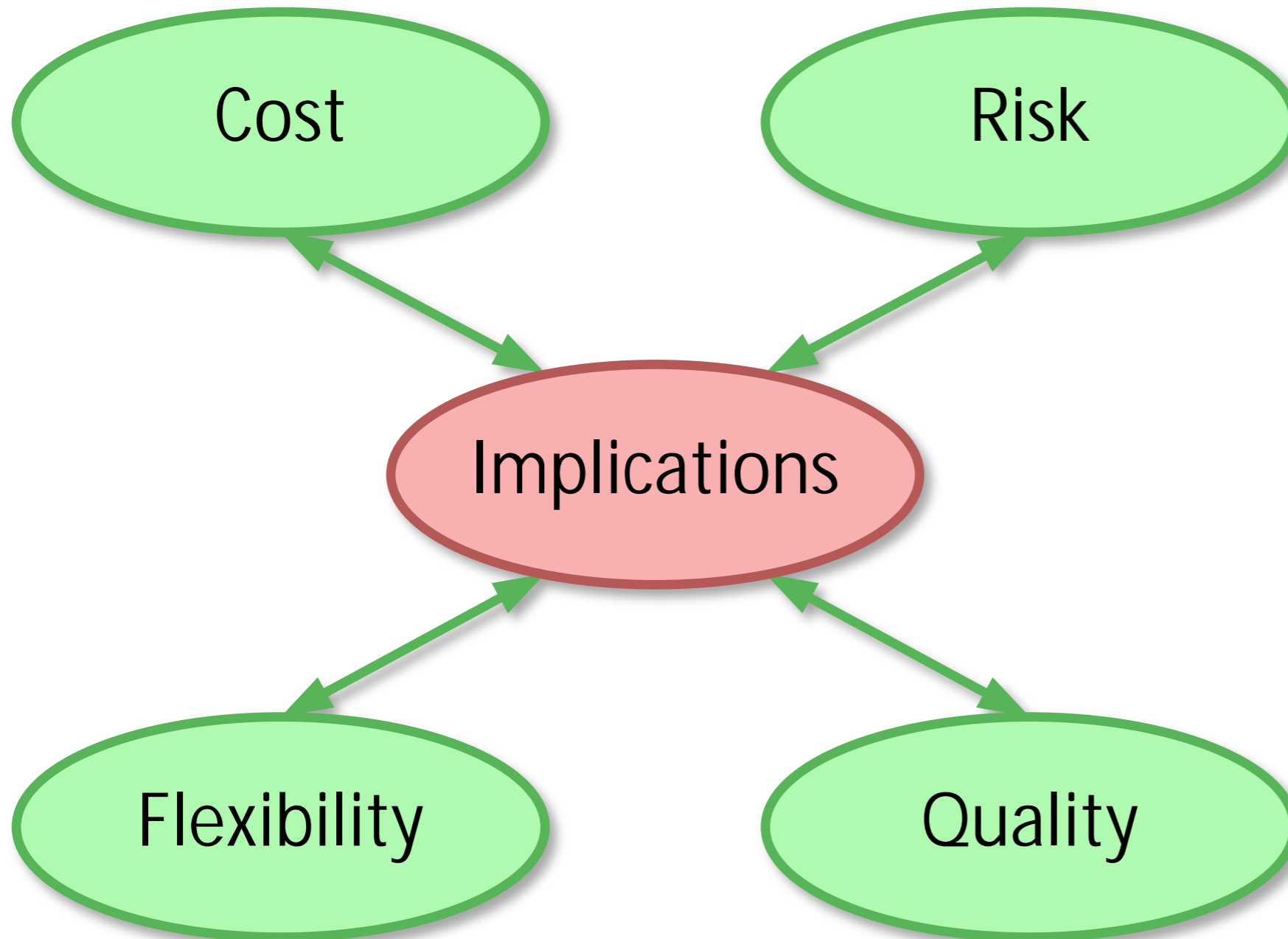
Quality

Keypoint
EA Strategies must be born from the Enterprise Strategy.

Adoption
C-Suite: Add the EA Strategies: By Supporting the Management of the Cost, Risk, Flexibility and Quality of Transformation, to the Enterprise Strategy.

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11:05

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What Tactics are employed to support the Strategies, that are employed to achieve the Goals of EA?
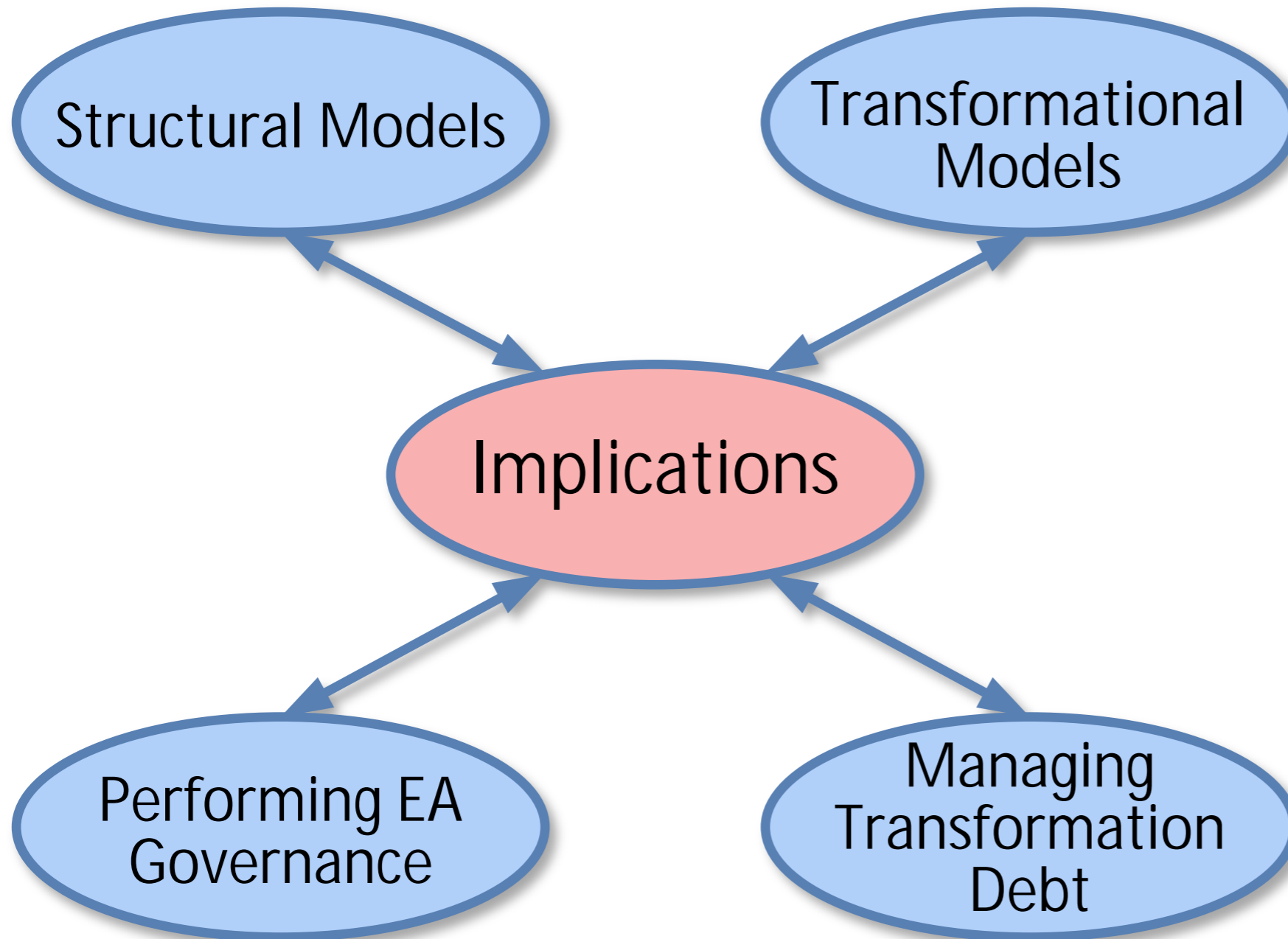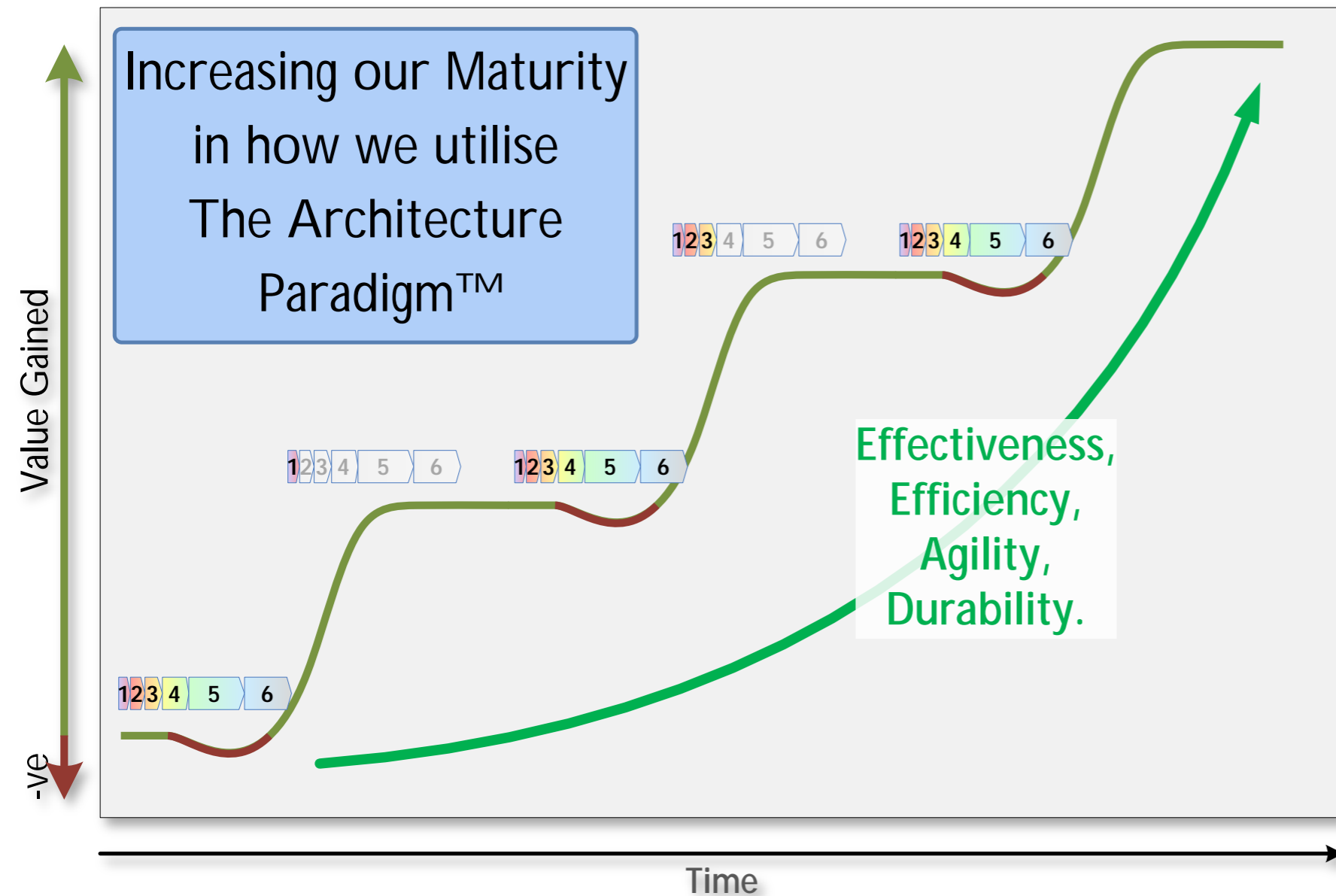

Keypoint
EA Tactics must be born from the Enterprise Strategy.

Adoption
C-Suite: Add the EA Tactics: Using Structural and Transformational Models, Performing EA Governance and Managing Transformation Debt™, to the Enterprise Strategy.

v2020 May

11:08

Which phases of the Adoption of PEAF are mandatory?

Increasing our Maturity in how we utilise The Architecture Paradigm™

Value Gained

-ve

Effectiveness, Efficiency, Agility, Durability.

Time

Maturity

Keypoint
The Objective of using an EA Framework must be born from the Enterprise Strategy.

Adoption
C-Suite: Add the Objective of using an EA Framework is to Increase your Maturity in how you utilise the Architecture Paradigm™ for defining Enterprise Strategy and Transformation planning.

What are some of the pros and cons of using Visio and Excel as your EA Modelling Tool?

Can we just use Visio?

Yes, but…

Keypoint
Be aware of the pros, cons and implications of using a Visio/Excel or a Visio/DB or a Custom Tool.

|	Visio + Excel	Visio + Database	Custom Tool
Training	None	Some	Extensive
Entity Consistency	Manual	Automatic	Automatic
Relationship Consistency	Manual	Manual	Automatic
Cost	Minimal	Small	Medium-High

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For a Visio/Excel, Visio/DB EA Modelling Tool, how is the ability to use the information affected, as the complexity and volume of that information rises?
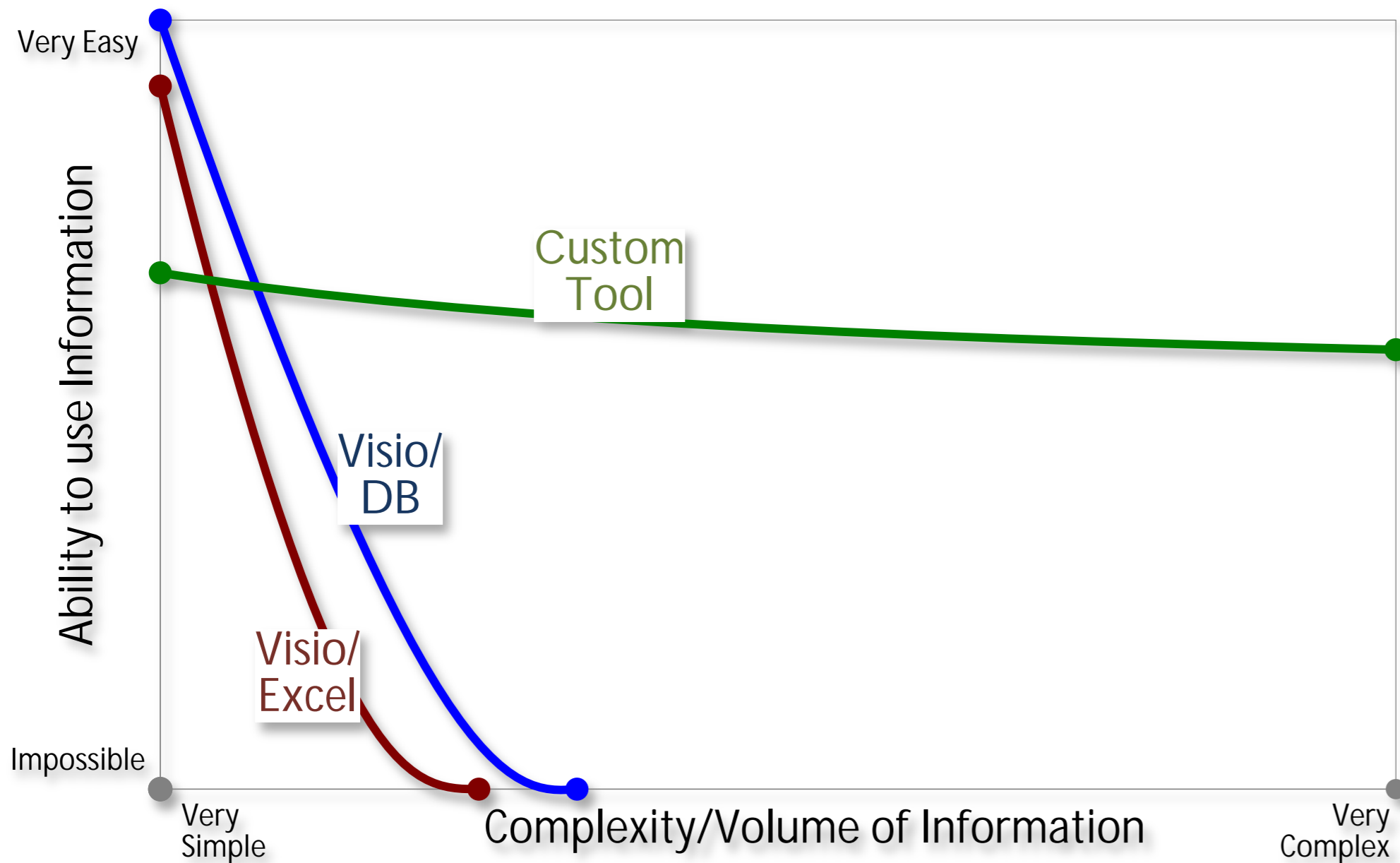
Keypoint
As the complexity and volume of information grows, the ability to use the information can quickly become impossible unless a custom EA modelling tool is used.

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11:17

For a Visio/Excel, Visio/DB EA Modelling Tool, how is the effort to maintain the information affected, as the complexity and volume of that information rises?
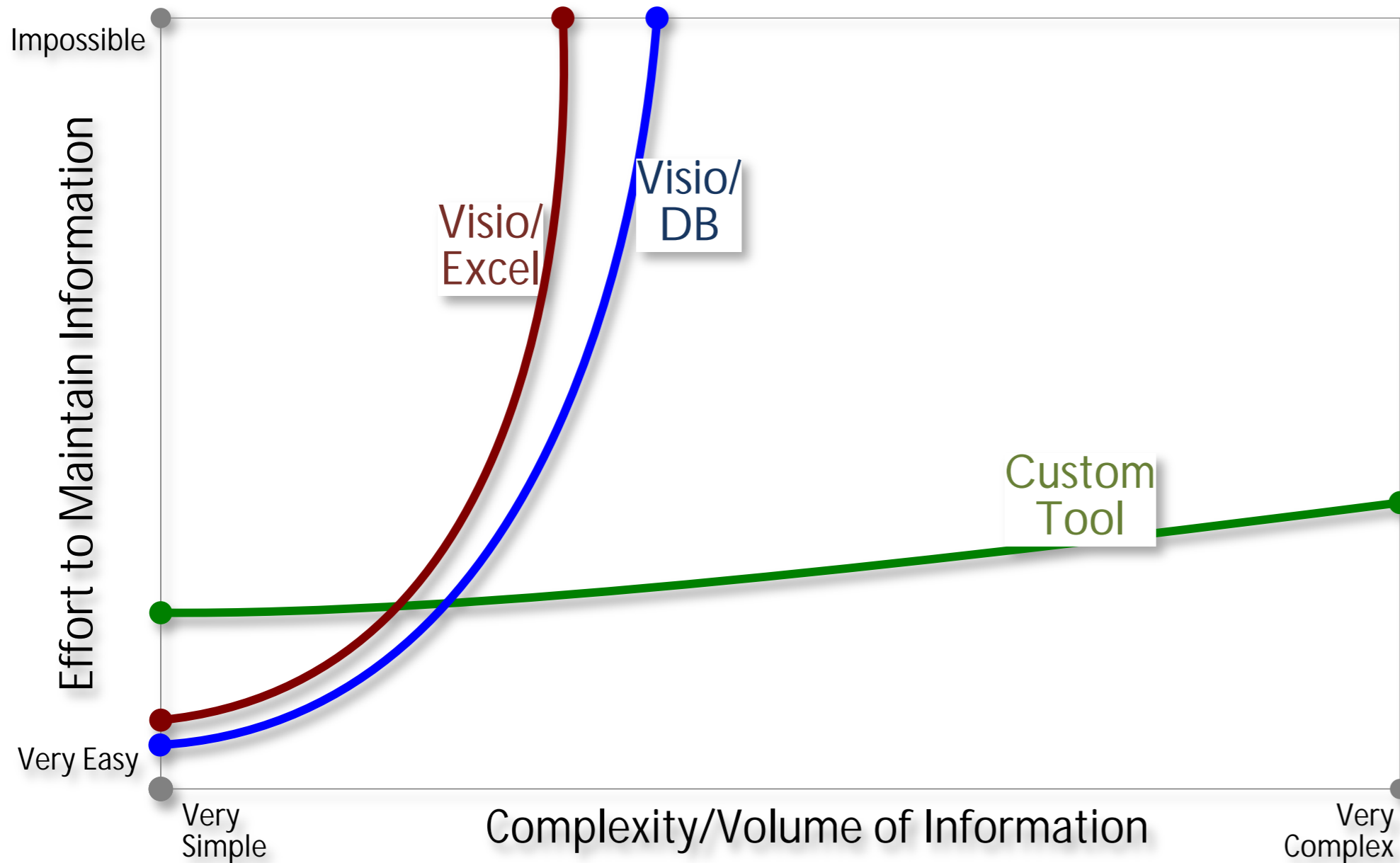
Keypoint

As the complexity and volume of information grows, the effort to maintain it can quickly become impossible unless a custom EA modelling tool is used.

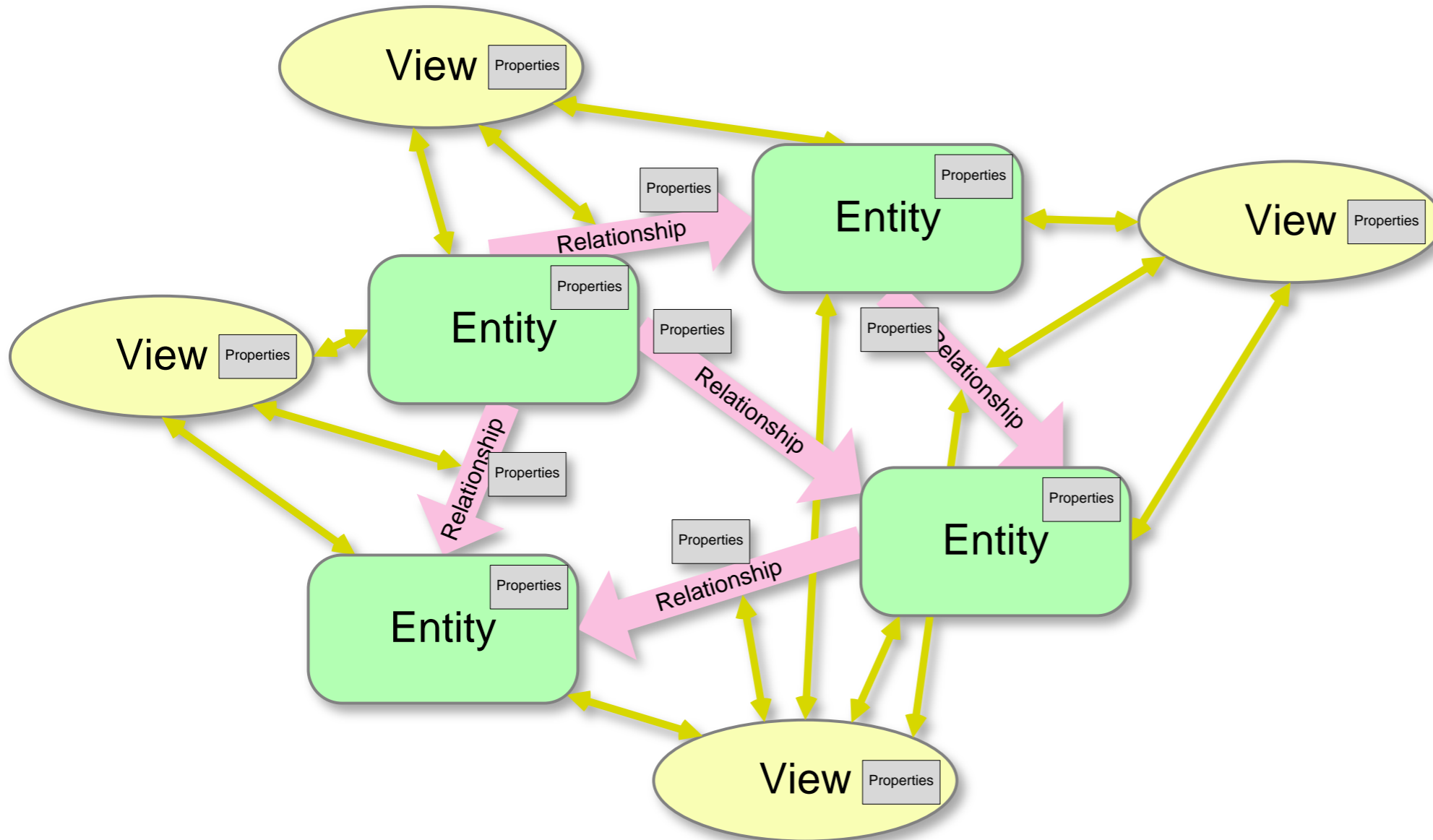Effort to Maintain Information

Impossible

Visio/DB

Visio/Excel

Custom Tool

Very Easy

Very Simple

Complexity/Volume of Information

Very Complex

v2020 May

11:20

What are the three fundamental entities in any EA Modelling Tool?

Keypoint
Modelling tools should be architected and built on 4 fundamentals: 1) Entities. 2) Relationships. 3 Properties. 4) Views.

Adoption
EA Project Team: Favour modelling tools that are architected and built on 4 fundamentals: 1) Entities. 2) Relationships. 3 Properties. 4) Views.

Why can't we use the CMDB as our EA Modelling Tool?

EA Model		CMDB
Planning	Purpose	Operational
Strategising, Roadmapping	Phases	Construction / Transitioning
Conceptual / Logical	Type	Physical / Operational
Low	Detail	High
Management / Architects	Used By	Developers / Change Managers

Keypoint
You cannot use your CMDB as you EA modelling tool because their purpose and content are totally different.

PEAF

Do CMDBs contain all the information you need to work with in an EA modelling tool? And if not, what is missing?

EA Model - Scope

Strategic

| Business Current | Intermediate Intermediate Intermediate | Business Target |
| Technical Current | Intermediate Intermediate Intermediate | Technical Target |

CMDB - Scope

Technical Current

Keypoint

CMDBs Only contain a subset of information you need to work with in an EA modelling tool.

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11:28

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Do CMDBs contain all the Current Technical information you need to work with in an EA modelling tool?
And if not, what is missing?

EA Model - Entities

Strategic

| Business Current | Intermediate Intermediate Intermediate | Business Target |

| (green/yellow boxes) | Intermediate Intermediate Intermediate | Technical Target |

CMDB - Entities

Keypoint
CMDBs Only contain a subset of Current Technical information you need to work with in an EA modelling tool.
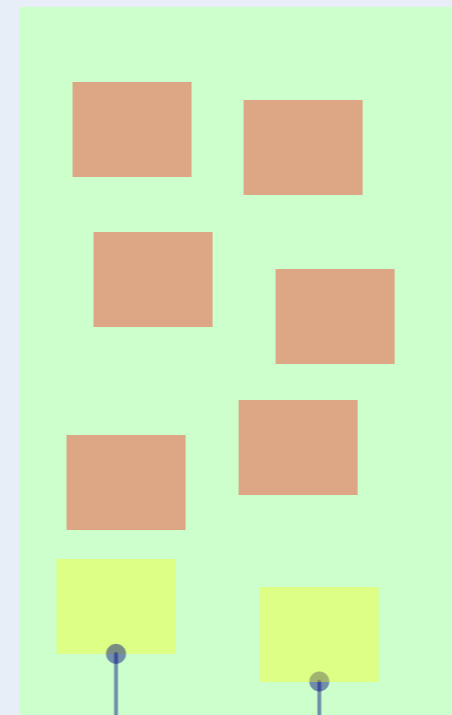
PEAF

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Do CMDBs contain all the Current Technical Attributes you need to work with in an EA modelling tool? And if not, what is missing?

Keypoint
CMDBs Only contain a subset of Current Technical Attributes you need to work with in an EA modelling tool.

EA Model – Attributes

Applications

CMDB - Attributes

Applications

PEAF

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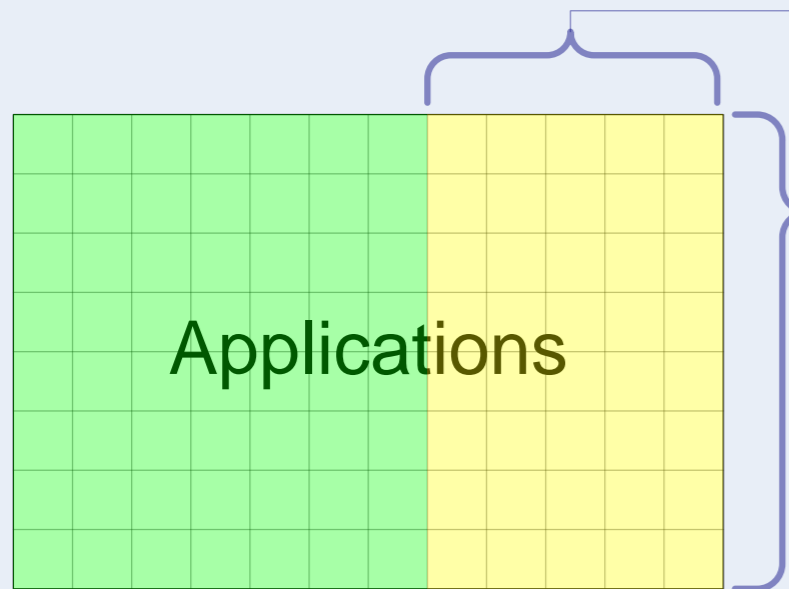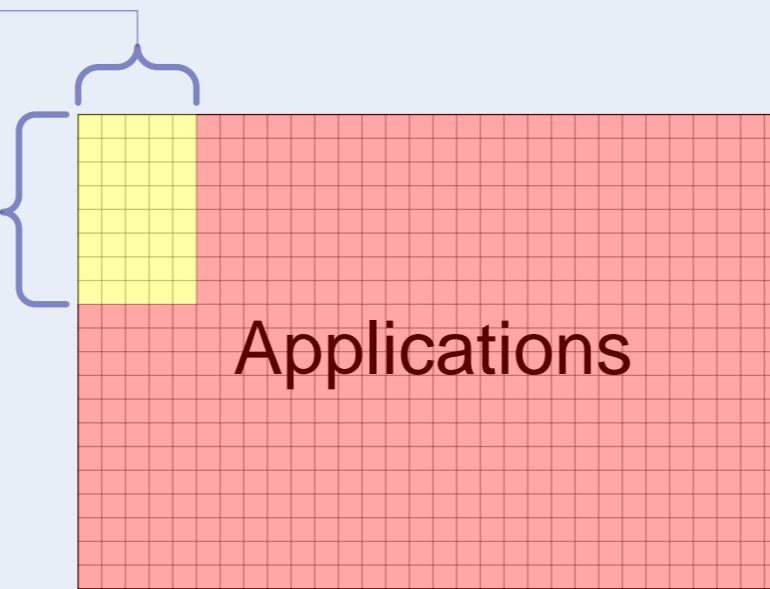
What does the Methods section of PEAF contain?

Methods

Keypoint
The Methods section of PEAF defines 'WHAT' should be done, 'HOW' and 'WHEN'.

Adoption
C-Suite: Instigate a review of the Methods used for Enterprise Architecture, to determine if their maturity is appropriate.

What phase is part of the EA domain?
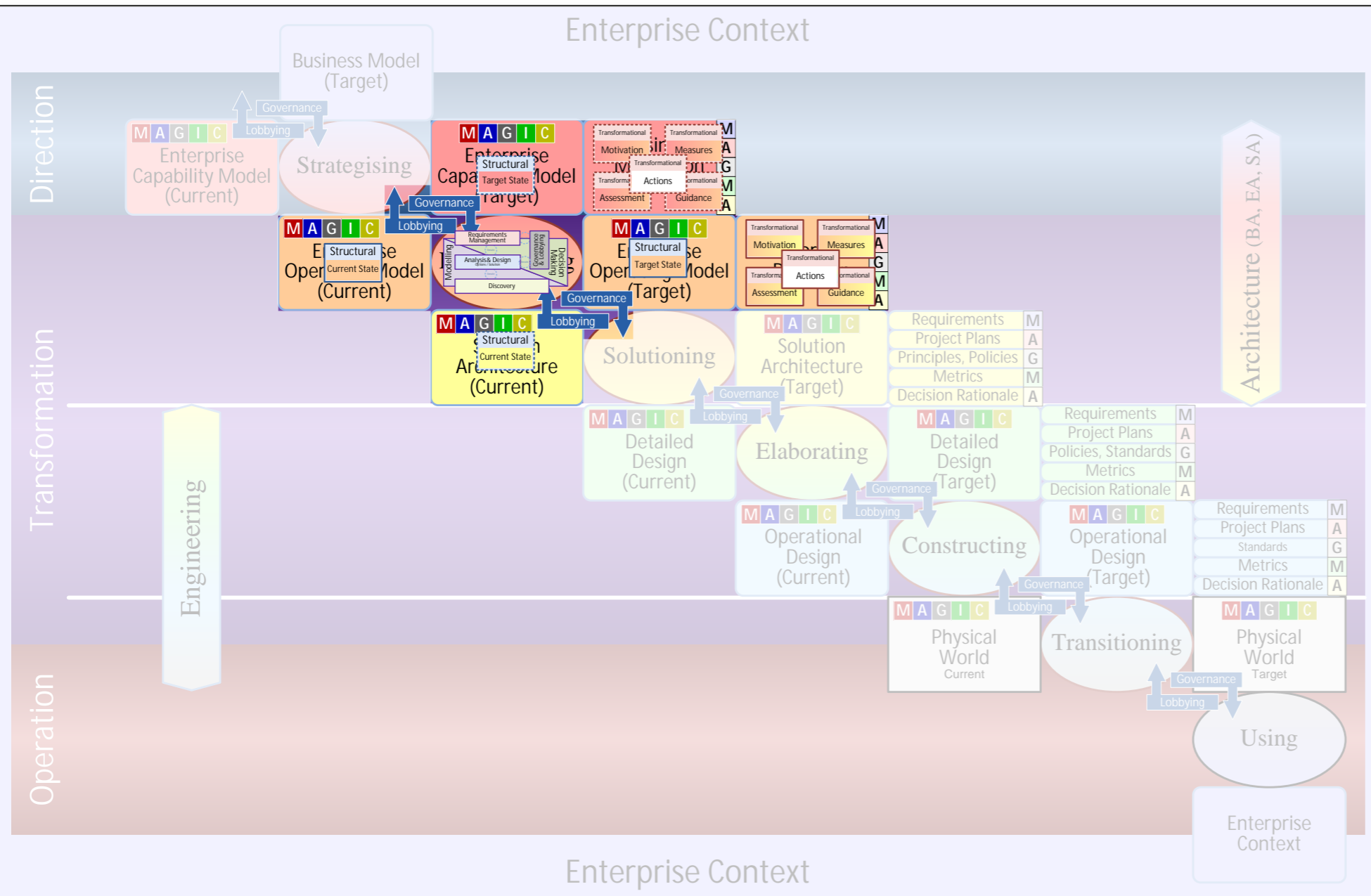
Keypoint
Roadmapping is phase that is part of the EA domain.

Adoption
Management: Ensure everyone in the Enterprise understands How EA fits with respect to Business Architecture and Solution Architecure.

What work is carried out in the Strategising phase?

Enterprise Context

Strategising

Contextual

Roadmapping

Conceptual

Solutioning

Logical

Elaborating

Physical

Constructing

Operational

Transitioning

Physical Stuff
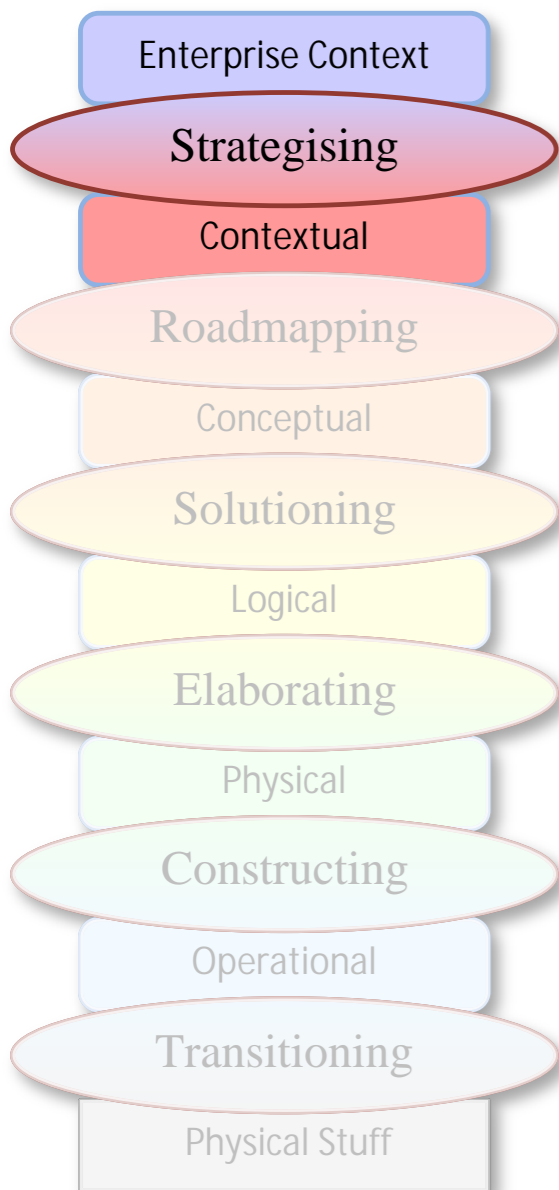
Strategising
(aka Business Architecture)

Sometimes called Business or Enterprise Strategy

e.g. Value Propositions, Cost Structure, Revenue Streams, Partners, Channels, etc, Mission, Vision, Strategies, Tactics, Goals and Objectives

Keypoint
EA supports the Strategising phase.

Adoption
Management: Ensure everyone in the Enterprise understands how EA supports Strategising.

11:42

PEAF

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What is the purpose of the "Update Strategy Model" process?

Keypoint
If Enterprise Strategy is not captured in a structured way, we can't use it.

Adoption
Enterprise Architect: Ensure that Enterprise Strategy is captured in a structured way.

How do Methods (from MAGIC) relate to Capabliity modelling?

Artefacts

Consumes

Capability

(Methods)

Produces

Artefacts

Provided by

Provided by

Guidance

People Capabilities

(Culture)

Technology Capabilities

(Items)
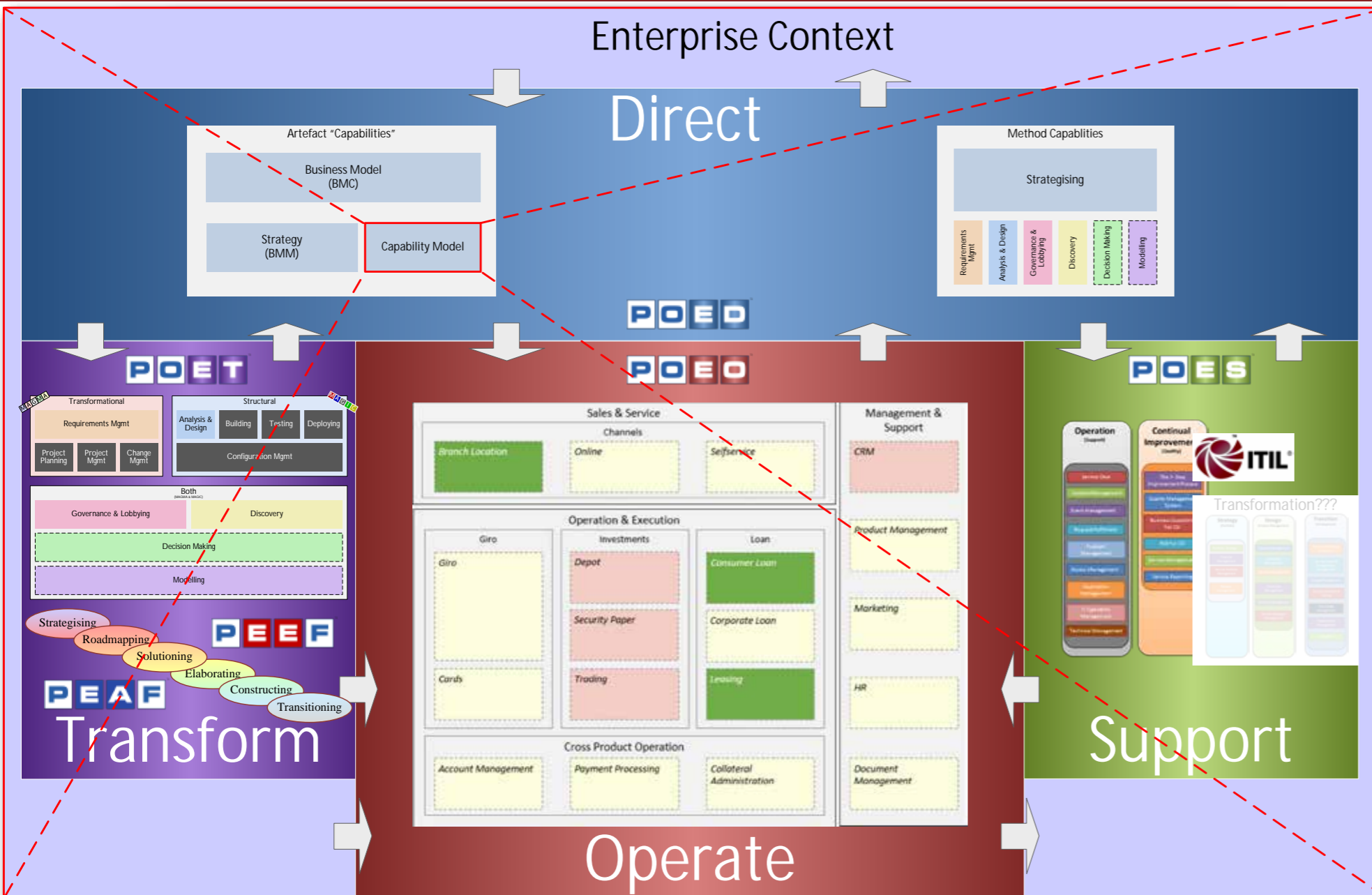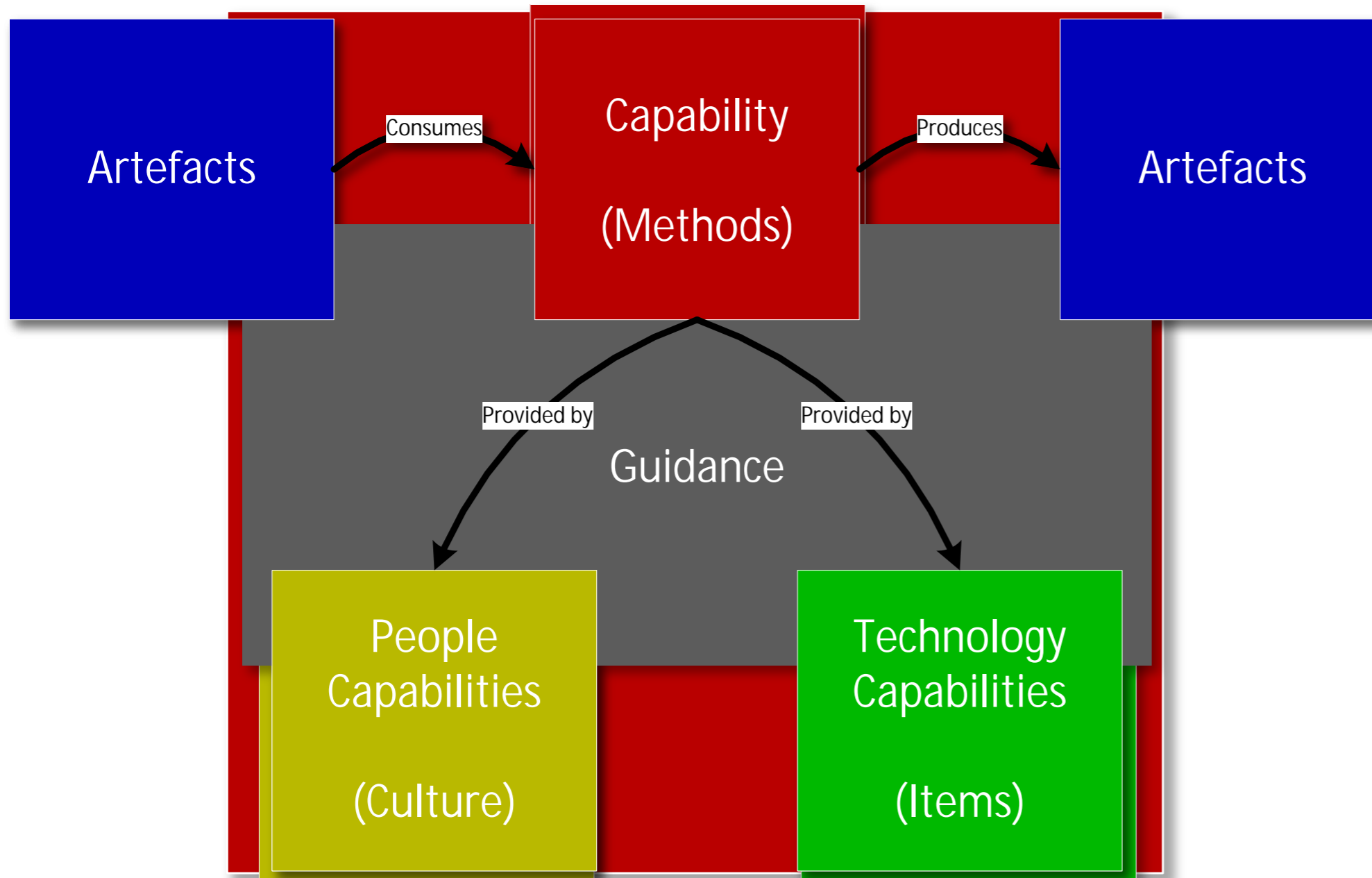
Keypoint
Many Enterprises only consider the capabilities from the point of view of Method Capabilites.

Adoption
Enterprise Architect: Use MAGIC to create Pragmatic Capabilities.

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11:51

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What work is carried out in the Roadmapping phase?

Enterprise Context

Strategising

Contextual

Roadmapping

Conceptual

Solutioning

Logical

Elaborating

Physical

Constructing

Operational

Transitioning

Physical Stuff

Roadmapping
(aka Enterprise Architecture)

Sometimes called Annual Business Planning or Transition Planning

Creates a portfolio of projects and roadmaps to be initiated over the coming year(s)

Keypoint
Roadmapping is "doing" EA.

Adoption
Management: Ensure everyone in the Enterprise understands that the core of EA work is Roadmapping.

PEAF

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What is the purpose of the "Create Roadmaps" process?
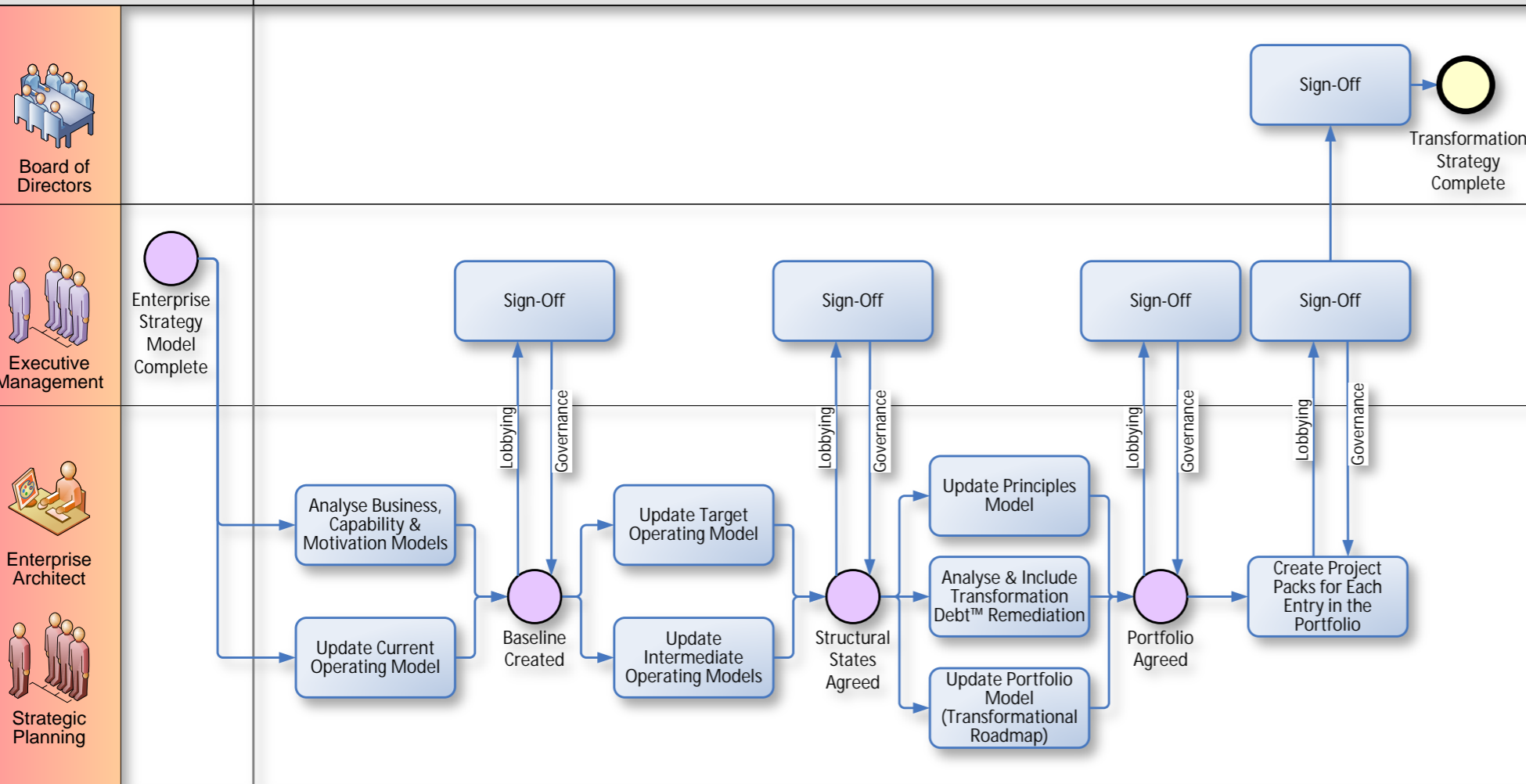
Keypoint
Accumulated Transformation Debt™ is reviewed during Roadmapping.

Adoption
Enterprise Architect: Feed outstanding Transformation Debt™ into Roadmapping.

How does the Enterprise Journey relate to a Physical Journey in terms of Start point, Destination, Way Points and Pit-Stops?

Enterprise Journey

Current — Budget — Budget — Budget — Target
Objective — Objective — Objective — Objective — Objective

Year 1

Current Model | Interim Model | Interim Model | Interim Model | Interim Model | Interim Model | Target Model

Way point — Way point — Way point — Way point — Way point

Start — Pit-stop — Pit-stop — Pit-stop — Destination

Physical Journey

Keypoint
EA is not a destination. EA is not a journey. EA is a way of travelling.

Adoption
Management: Ensure everyone in the Enterprise understands that EA is not a destination. EA is not a journey. EA is a way of travelling.

LUNCH!

Back at 12:59

What are Intermediate models created to satisfy?

Key | Complies with Guidance | Contravenes Guidance | Remediates Contraventions

Current (Now)

Current Model

Business Objective (e.g. reduce costs by 20% - Year 1)

Business Objective (e.g. Comply with new legislation - Year 2)

Business Objective (e.g. Launch New product - Year 4)

Target Year 5

IT Objective (e.g. replace out of support Apps - Year 1)

IT Objective (e.g. Provide DR for mission critical Apps – Year 3)

Target Model

Keypoint
Intermediate models satisfy Business and Technical Objectives from the Enterprise Strategy.

Adoption
Enterprise Architect: Create intermediate models to satisfy Business and Technical Objectives from the Enterprise Strategy.

PEAF

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What does the Project Portfolio represent?

Key
- Complies with Guidance
- Contravenes Guidance
- Remediates Contraventions

Current (Now)

Current Model

Business Objective (e.g. reduce costs by 20% - Year 1)

Business Objective (e.g. Comply with new legislation - Year 2)

Business Objective (e.g. Launch New product - Year 4)

Target Year 5

Target Model

Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative
Prog / Proj / Initiative

IT Objective (e.g. replace out of support Apps - Year 1)

IT Objective (e.g. Provide DR for mission critical Apps – Year 3)

Keypoint
The Project Portfolio effects transformation between the intermediate models.

Adoption
Enterprise Architect: Create a project portfolio to effect transformation between the intermediate models.

PEAF

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What two fundamental intertwined things is the Enterprise Transformation Strategy comprised of?

Key — Complies with Guidance | Contravenes Guidance | Remediates Contraventions

Current (Now)

Business Objective (e.g. reduce costs by 20% - Year 1)

Business Objective (e.g. Comply with new legislation - Year 2)

Business Objective (e.g. Launch New product - Year 4)

Target Year 5

Current Model

Business Transformation Strategy

Enterprise Transformation Strategy

IT Transformation Strategy

Target Model

Prog / Proj / Initiative

IT Objective (e.g. replace out of support Apps - Year 1)

IT Objective (e.g. Provide DR for mission critical Apps – Year 3)

Keypoint
The Enterprise Transformation Strategy is composed of interlocking Business and IT Transformation Strategies.

Adoption
Enterprise Architect: Create the Enterprise Transformation Strategy by creating interlocking Business and IT Transformation Strategies.

What kind of work goes on in the Solutioning phase?

Enterprise Context

Strategising

Contextual

Roadmapping

Conceptual

Solutioning

Logical

Elaborating

Physical

Constructing

Operational

Transitioning

Physical Stuff

Solutioning
(aka Solution Architecture)

Sometimes called Initiating

e.g. Logical Designs for particular parts of the Enterprise focussed on particular Business Objectives

Keypoint
Solutioning is "doing" Solution Architecture.

Adoption
Management: Ensure everyone in the Enterprise understands what the term Solutioning refers to.

What is the purpose of the "Solutioning" process?

Solutioning

	Clarify Problem	Formulate Options	Design Solution

EA Steering Group

Requirement for a Solution Identified

Create Business Problem Definition & Conceptual Solution

Not Agreed — Review Options — Agreed

Not Agreed — Review Solution — Agreed

Solution Architect

Refine Business Problem Definition

Analyse Conceptual Solution

Create High Level Solution Options

Present Options

Create Solution Design

Present Solution

For each option.
- Assess Compliance to EA Principles → Create **High Level** Transformation Debt Report
- Assess against other Solution Architecture work → Create **High Level** Roadmap change Proposals

For chosen option
- Assess Compliance to EA Principles → Create **Detailed** Transformation Debt Report
- Assess against other Solution Architecture work → Create **Detailed** Roadmap change Proposals

Solution Complete

Keypoint
If Solution Architecture is not carried out properly, any EA will be seriously compromised.

Adoption
Enterprise Architect: Ensure that Solutioning is carried out in a structured way.

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What work is carried out in EA Governance & Lobbying?

Governance & Lobbying

Aka Risk Management

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

Keypoint
EA performs Governance down to projects, and accepts Lobbying up from Projects.

Adoption
Enterprise Architect: Perform Governance down to projects. Accepts Lobbying up from Projects.

PEAF

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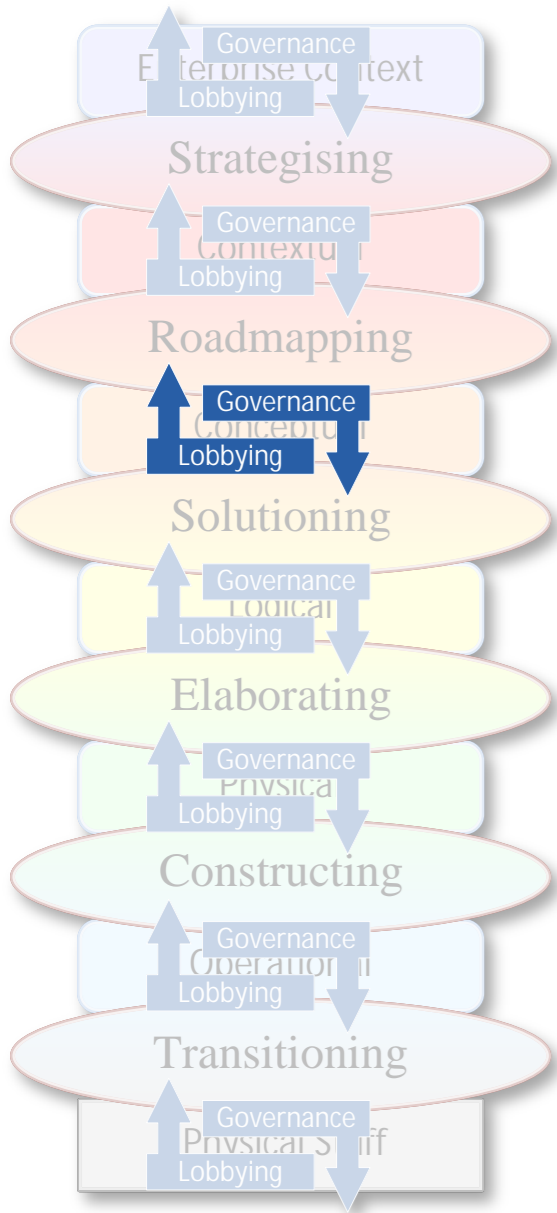
What is the purpose of the "Review Options and Solutions" process?
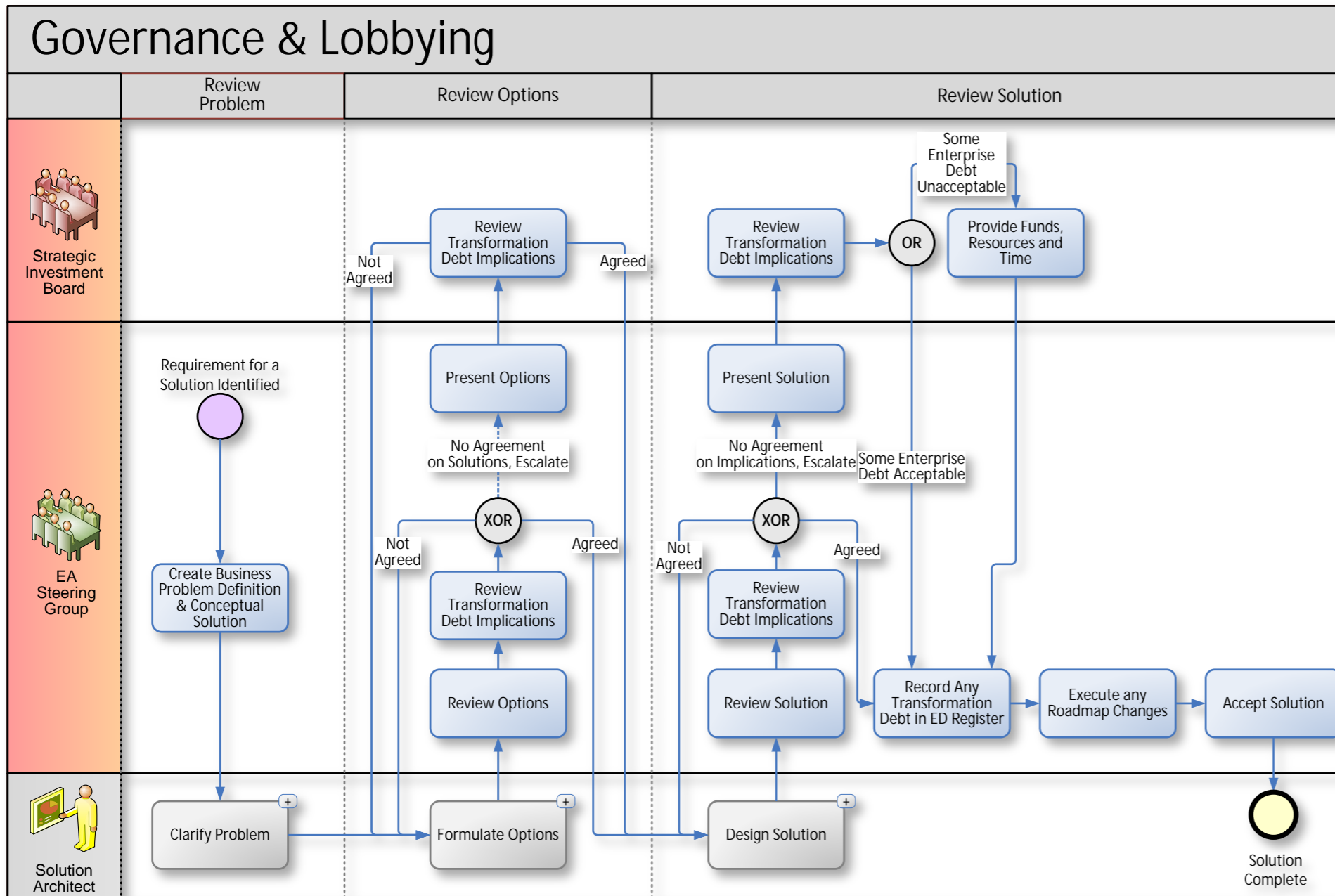
Keypoint
Reviewing Options and Solutions is the heart of Governance.

Adoption
Enterprise Architect: Make sure EA Governance reviews: 1. The Business Problem. 2. Solution Options. 3. Solution.

Is EA Governance the highest, middle or lowest level of Transformation Governance?

Why?

- Best Practice
- Enterprise Strategy
- Enterprise Transformation Strategy

drives   drives   drives

What?

Principles — drives

confirms to

Policies — drives

guided by

Standards

confirms to

How?

Enterprise Architecture Assurance

guided by

confirms to

Solution Architecture Assurance

Technical Architecture Assurance
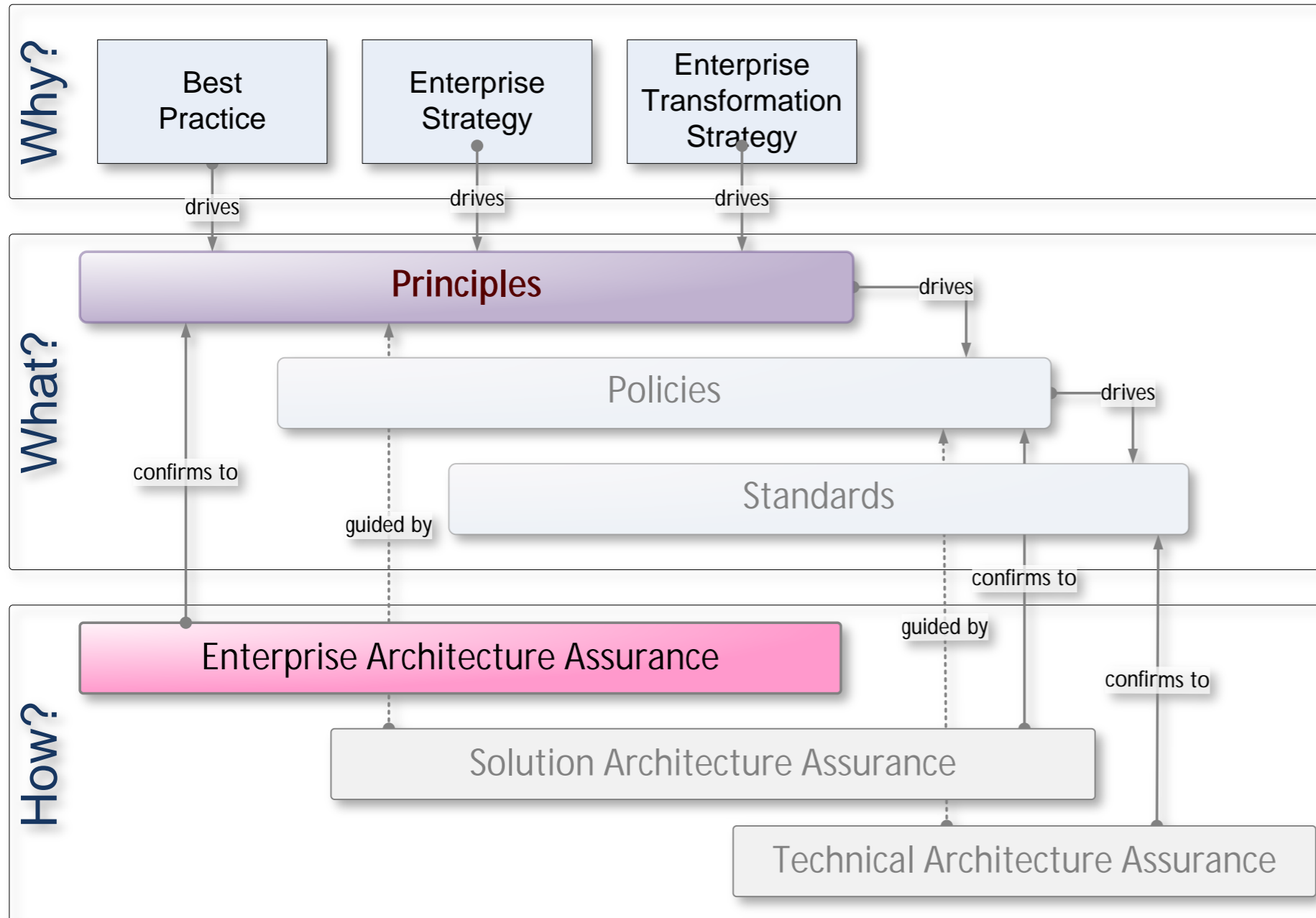
Keypoint
EA Governance is the highest level of Transformation Governance.

What should we ensure about how EA work relates to your projects processes (SDLC)?
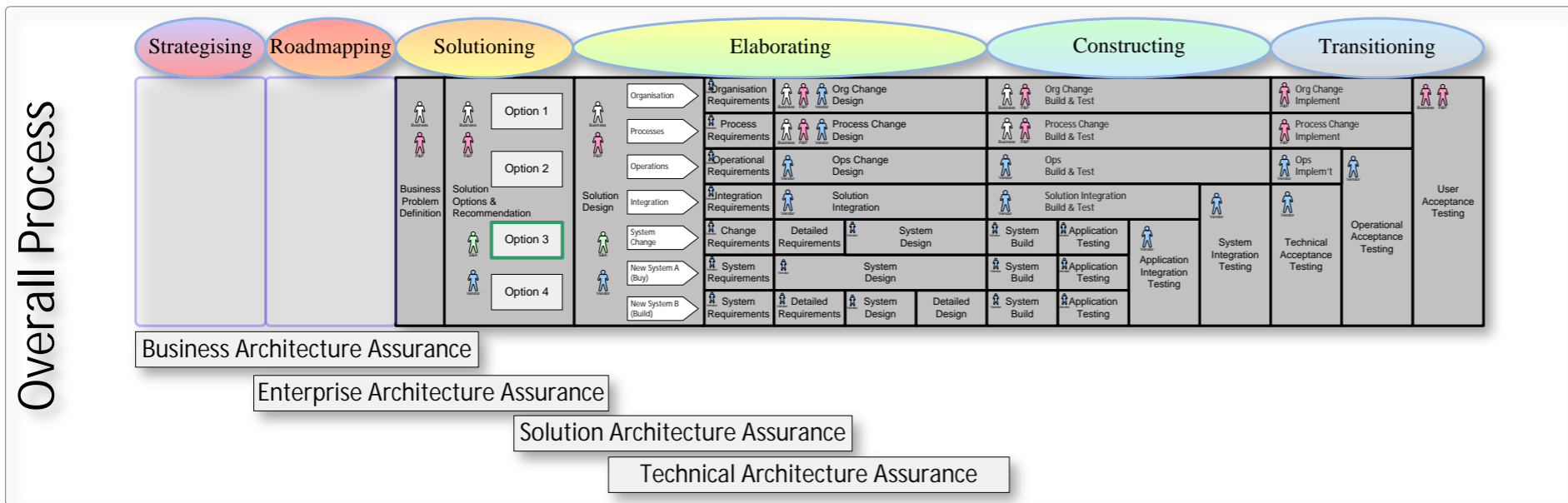
Keypoint
EA work has to integrate with your project processes (SDLC).
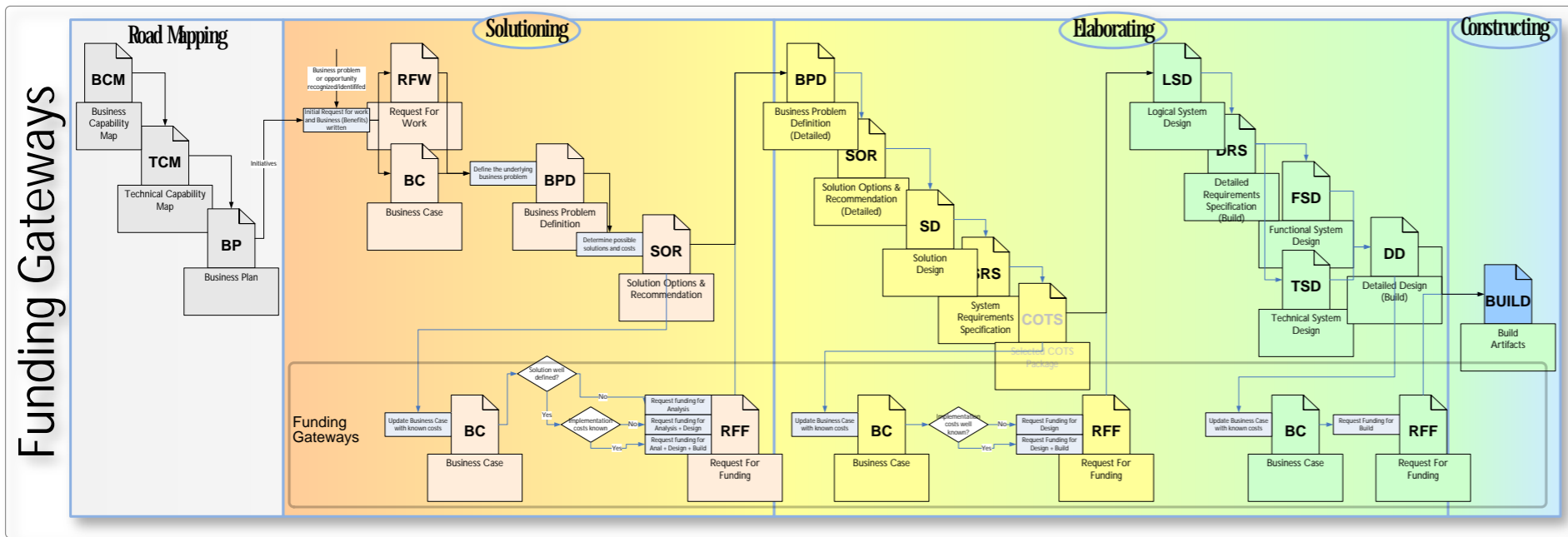
Adoption
EA Project Team: Ensure that EA Governance/Lobbying work dovetails with your project processes (SDLC).

What is the common confusion between whether a project is Tactical or Strategic?

WHY are we doing the work? (Objectives)

Strategic

Strategically
Important work.

Done in a
Tactical way.

Strategically
Important work.

Done in a
Strategic way.

Tactical — **Strategic**

Tactical

Tactically
Important work.

Done in a
Tactical way.

Tactically
Important work.

Done in a
Strategic way.

HOW are we doing the work? (Actions)
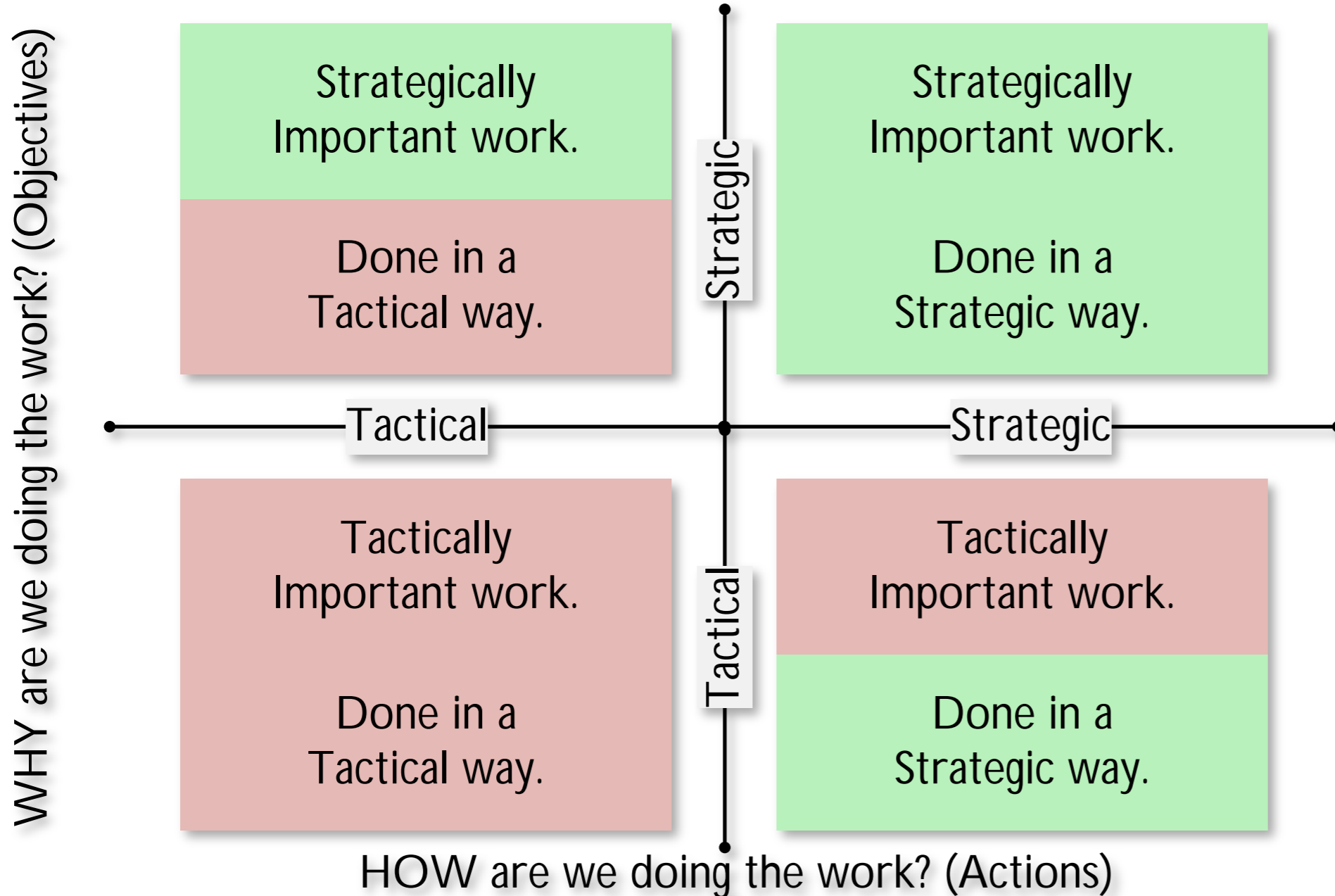
Keypoint
Don't confuse the Tactical/Strategic reasons for doing projects, with the Tactical/Strategic methods of executing them.

Adoption
Management: Ensure everyone in the Enterprise understands the difference between a Strategic/Tactical project, vs a project executed in a Strategic/Tactical way.

v2020 May

13:28

What are the three fundamental things detailed on Transformation Debt™ Agreement?

Executing Project Portfolio

Transformation Debt Ratio™ (TDR)

Executing Project Portfolio

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

Transformation Debt Value™ (TDV)

| N | R |

Transformation Debt Agreement (TDA)

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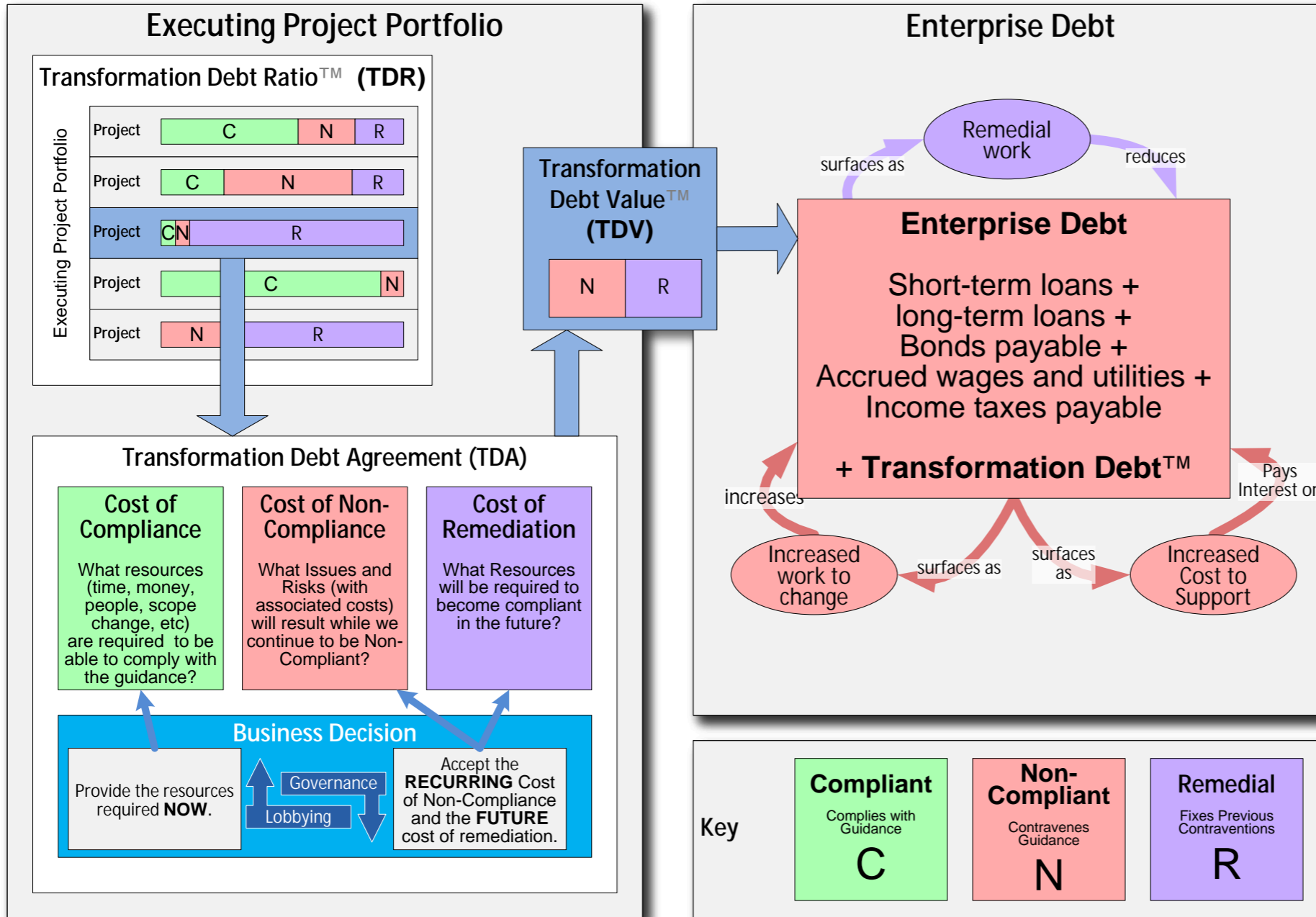What Resources will be required to become compliant in the future?

Business Decision

Provide the resources required **NOW**.

Governance
Lobbying

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

Enterprise Debt

Remedial work

surfaces as → reduces

Enterprise Debt

Short-term loans +
long-term loans +
Bonds payable +
Accrued wages and utilities +
Income taxes payable

+ Transformation Debt™

increases

Pays Interest on

Increased work to change

surfaces as ← surfaces as →

Increased Cost to Support

Key

| **Compliant** | **Non-Compliant** | **Remedial** |
| Complies with Guidance | Contravenes Guidance | Fixes Previous Contraventions |
| C | N | R |

Keypoint

Transformation Debt™ Agreements expose Transformation Debt™ Value.

Adoption

Management: Ensure that Transformation Debt™ Agreements to expose: 1) The cost of Compliance. 2) The cost of Non-Compliance. 3) The cost of remediation, are raised.

If you want to be able to do work in a way that complies with Guidance, what must you first do?

Transformation Debt Ratio™ (TDR)

Keypoint
Over time, increase the ratio of Strategic to Tactical work.
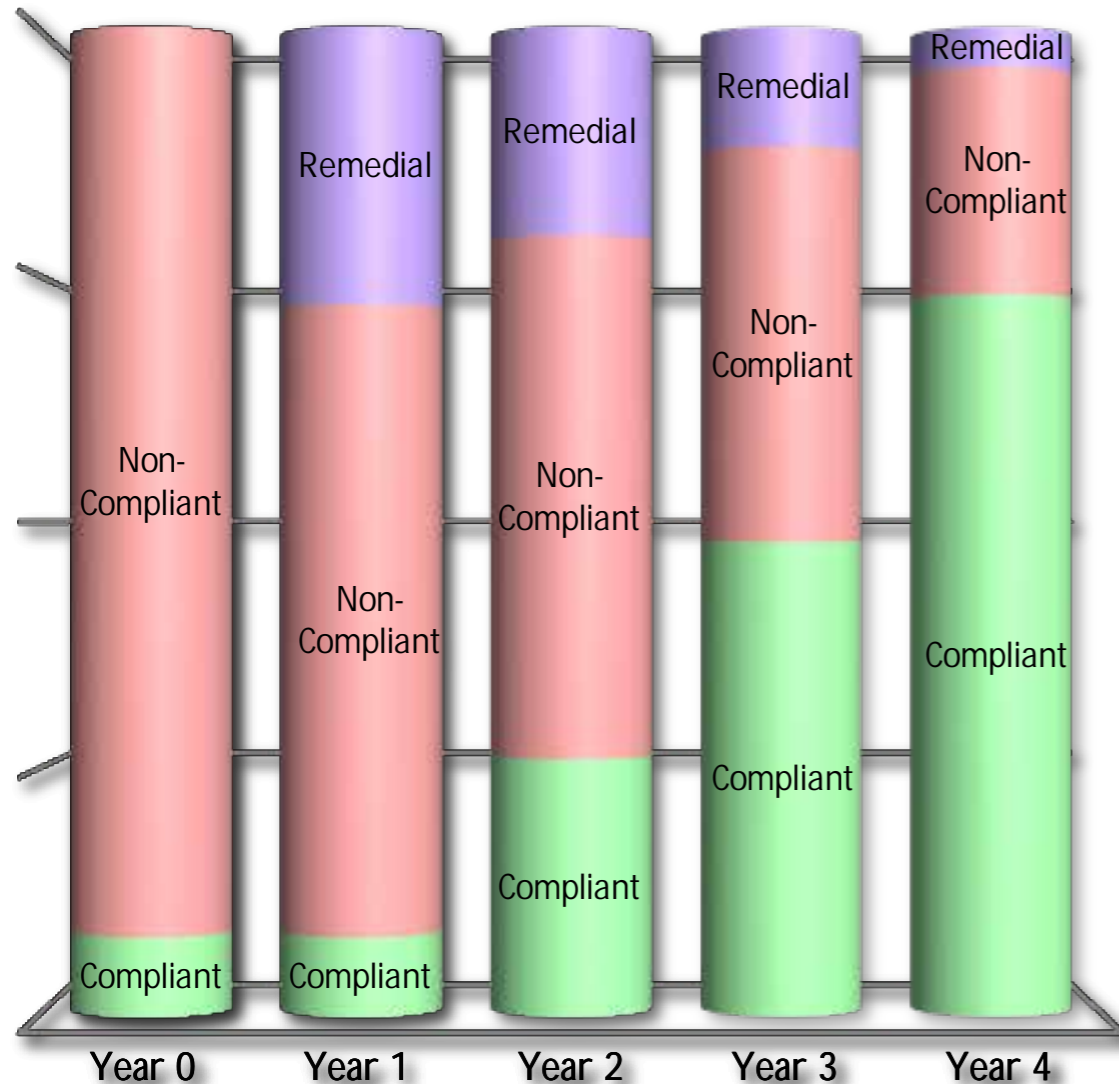
If you never **PLAN** to do Transformation in a way that complies with guidance,

you will never **DO** Transformation in a way that complies with guidance.

Adoption
Management: Over time, increase the amount of Transformation work done in a Compliant fashion, while decreasing the amount of Transformation work done in a Non-Compliant fashion.

Year 0 — Non-Compliant / Compliant
Year 1 — Remedial / Non-Compliant / Compliant
Year 2 — Remedial / Non-Compliant / Compliant
Year 3 — Remedial / Non-Compliant / Compliant
Year 4 — Remedial / Non-Compliant / Compliant

PEAF

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What are the five key Stages (in order) in the Modelling Process?

Modelling

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

Executive Management / Strategic Planning

Question Requires Answering → Define the Question

Question Answered ← Obtain the Answer to the Question

Enterprise Architect

Determine Required Data

Model Integrated ← Integrate the Datasources with the Model ← Analyse for Integration

Create Report (Tabular or Diagramatic)

Provider, Modeller, SME, Owner

Required Data Determined → Populate the Model → Model Populated → Create Report (Tabular or Diagramatic)
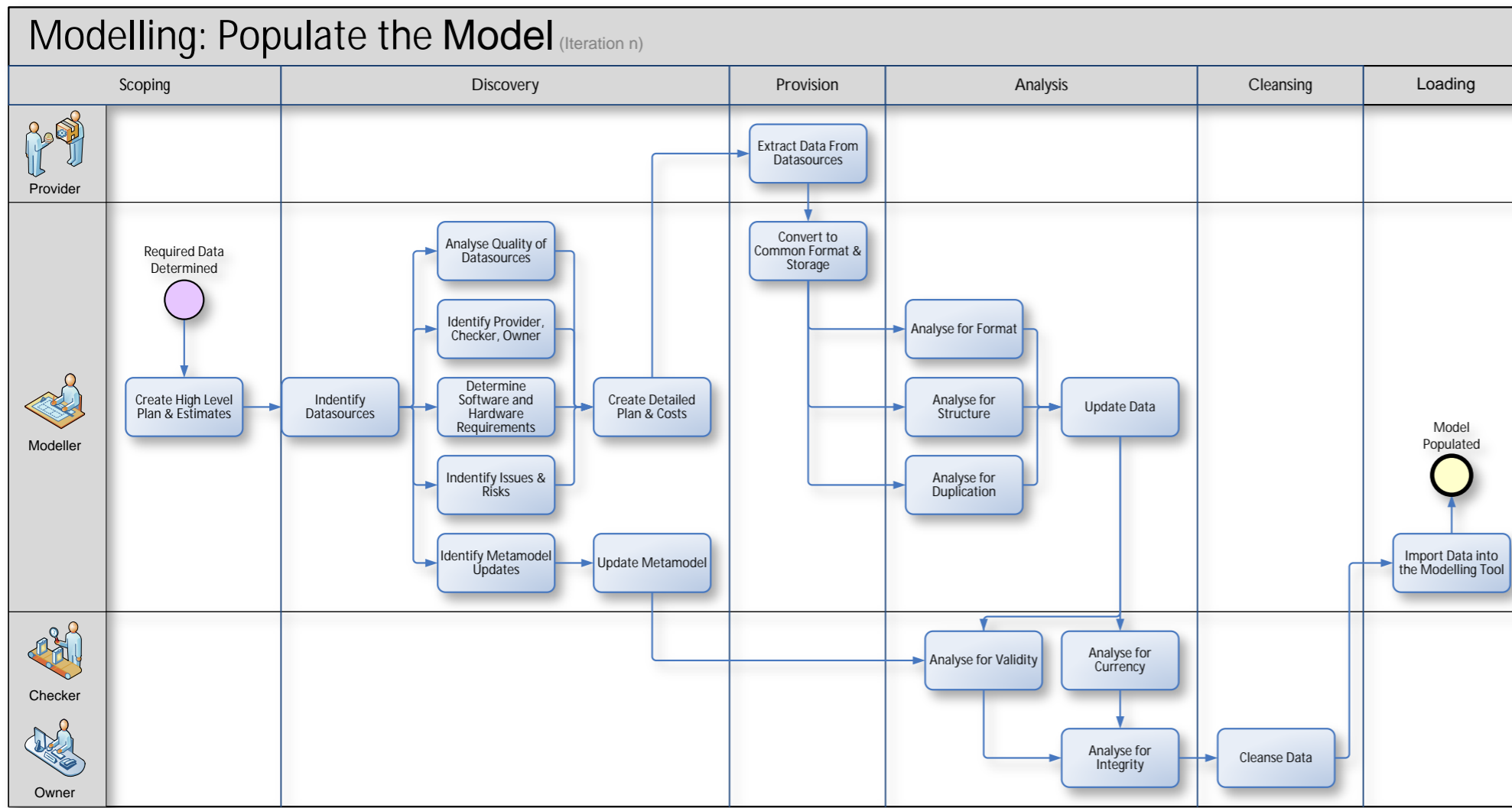
Keypoint
Modelling anything must follow a pragmatic process, if it is to be of value.

Adoption
Enterprise Architect: When Modelling: 1. Define the Question. 2. Determine the Data. 3. Populate the Model. 4. Integrate Datasources. 5. Answer the Question.
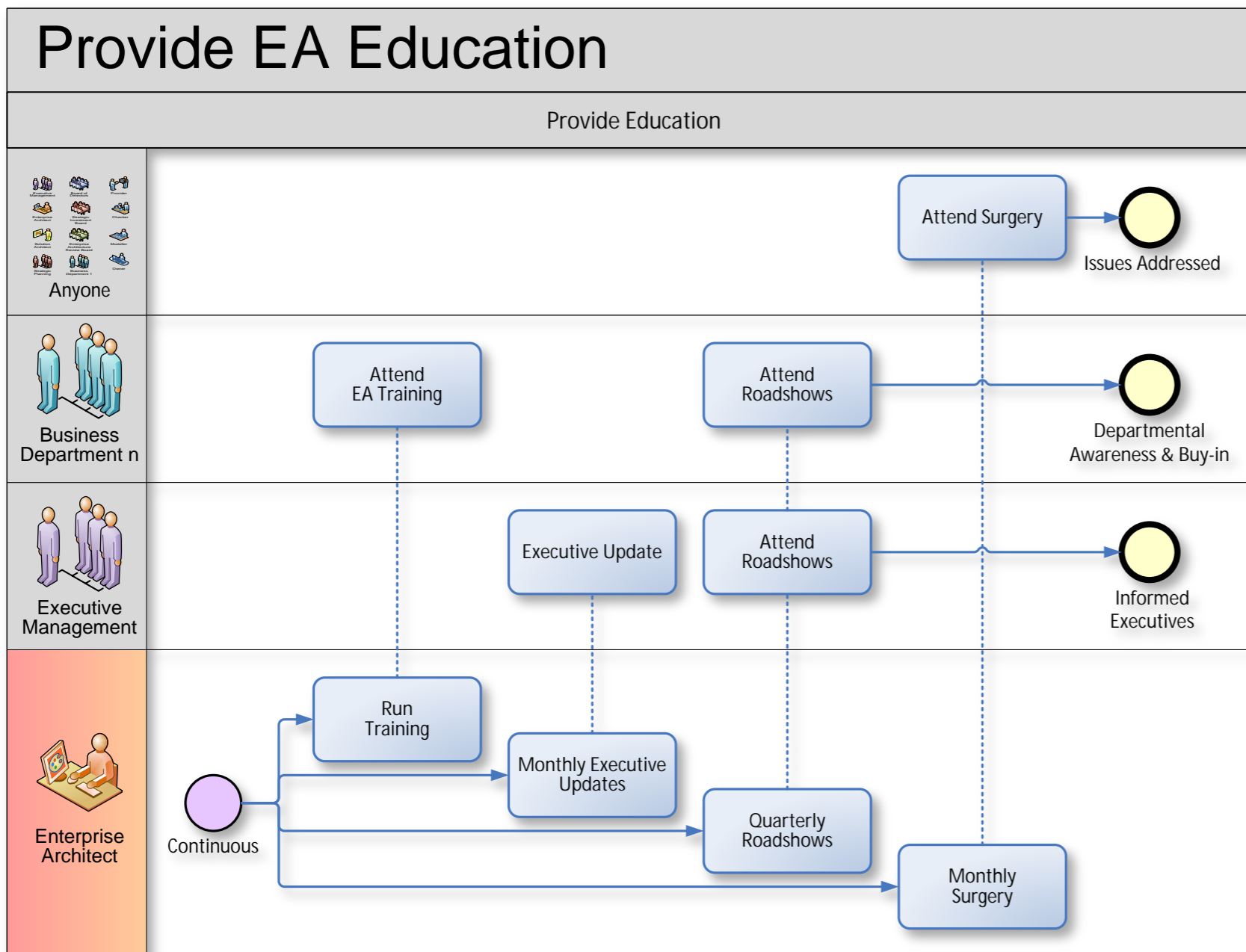
How should we view the "Populate the Model" process? What is it akin to?

Modelling: Populate the Model (Iteration n)

Scoping	Discovery	Provision	Analysis	Cleansing	Loading

Provider

Modeller
- Required Data Determined
- Create High Level Plan & Estimates
- Indentify Datasources
- Analyse Quality of Datasources
- Identify Provider, Checker, Owner
- Determine Software and Hardware Requirements
- Identify Issues & Risks
- Identify Metamodel Updates
- Update Metamodel
- Create Detailed Plan & Costs
- Extract Data From Datasources
- Convert to Common Format & Storage
- Analyse for Format
- Analyse for Structure
- Analyse for Duplication
- Update Data
- Import Data into the Modelling Tool
- Model Populated

Checker

Owner
- Analyse for Validity
- Analyse for Currency
- Analyse for Integrity
- Cleanse Data

Keypoint
Populating a model is a Data Migration exercise.

Adoption
Enterprise Architect: Treat the Population of Model Data as a Data Migration exercise.

13:39

PEAF

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What is the purpose of the Provide EA Education process?

Provide EA Education

Provide Education

Anyone	Attend Surgery → ○ Issues Addressed
Business Department n	Attend EA Training ... Attend Roadshows → ○ Departmental Awareness & Buy-in
Executive Management	Executive Update ... Attend Roadshows → ○ Informed Executives
Enterprise Architect	Continuous → Run Training, Monthly Executive Updates, Quarterly Roadshows, Monthly Surgery

Keypoint
Without continuous EA Education, EA will die.

Adoption
Enterprise Architect: Provide continuous EA Education.

What does the Artefacts section of PEAF contain?

Artefacts

Keypoint
The Artefacts section of PEAF defines 'WHAT' information is consumed and produced and 'WHEN'.

Adoption
C-Suite: Instigate a review of the Artefacts used for Enterprise Architecture, to determine if their maturity is appropriate.

v2020 May

13:45

What 3 Levels of Transformation are part of the EA domain?

Enterprise Context

| Value Propositions | Cost Structure | Revenue Streams | Key Partners, Channels, Key Activities | Key Resources Key Products/Services | Customer Segments, Customer Relationships | Key Technologies |

Architecture (BA, EA, SA)
- Strategising
  - Governance
- Lobbying
- **Roadmapping**
  - Governance
- Lobbying
- Solutioning
  - Governance
- Lobbying

Engineering
- Elaborating
  - Governance
- Lobbying
- Constructing
  - Governance
- Lobbying
- Transitioning
  - Governance
- Lobbying
- Using

Contextual — Structural / HOW
- e.g. Ends (Vision, Goals, Objectives)
- e.g. Means (Mission, Strategies, Tactics)
- e.g. Business Policies, Rules, Directives
- e.g. KPI's, CSF's
- e.g. SWOT
- e.g. Business Capabilities...
- *Business Specific*
- *Business Specific*
- e.g. Regions, Technical Capabilities
- e.g. Values, People Capabilities

Conceptual — Structural / HOW
- e.g. Detailed Objectives
- e.g. Roadmaps, Project Portfolio
- e.g Principles
- e.g. Metrics
- e.g. Effectiveness, Efficiency, Agility, Durabilty, Cost, Risk, Quality, Flexibility, Shearing Layers
- e.g. Business Functions
- *Business Specific*
- *Business Specific*
- e.g. Countries, Technologies
- e.g. Ethics, Semantics

Logical — Structural / HOW
- e.g. Requirements
- e.g. Solutioning Plan, Estimate to Complete...
- e.g. Policies
- e.g. Metrics
- e.g. Pro's, Con's...
- e.g. Practices, Processes L0...
- *Business Specific*
- *Business Specific*
- e.g. Buildings, Technical Services
- e.g. Roles, Semantics

Physical — Structural / HOW
- e.g. Requirements
- e.g. Elaboration Plan, Estimate to Complete...
- e.g. Standards
- e.g. Metrics
- e.g. Pro's, Con's...
- e.g. Processes L1...
- *Business Specific*
- *Business Specific*
- e.g. Rooms, Racks, Applications, Databases
- e.g. Employees, Semantics

Operational — Structural / HOW
- e.g. Requirements
- e.g. Construction Plan, Estimate to Complete...
- e.g. Standards
- e.g. Metrics
- e.g. Pro's, Con's...
- e.g. Activities, Processes L2,
- *Business Specific*
- *Business Specific*
- e.g. Desks, Slots, IP Addresses
- e.g. Employees, Semantics

Physical World — HOW
- e.g. Requirements
- e.g. Construction Plan, Estimate to Complete...
- e.g. Standards
- e.g. Metrics
- e.g. Pro's, Con's...
- 5) ...doing things...
- 6) ...to things...
- 9) ...guided by.
- 2) ...at locations...
- 3) ...and things...
- 4) ...at locations...
- 7) ...using things...
- 8) ...at locations...
- 1) People...

Columns: Motivation | Actions | Guidance | Measures | Assessment | Methods | Artefacts | Guidance | Items | Culture

Direction | Transformation | Operation

Keypoint
Enterprise Context, Contextual and Conceptual information levels are part of the EA domain.

Adoption
Management: Ensure everyone in the Enterprise understands which levels of information relate to EA.

What is a Business Model?

Enterprise Strategy
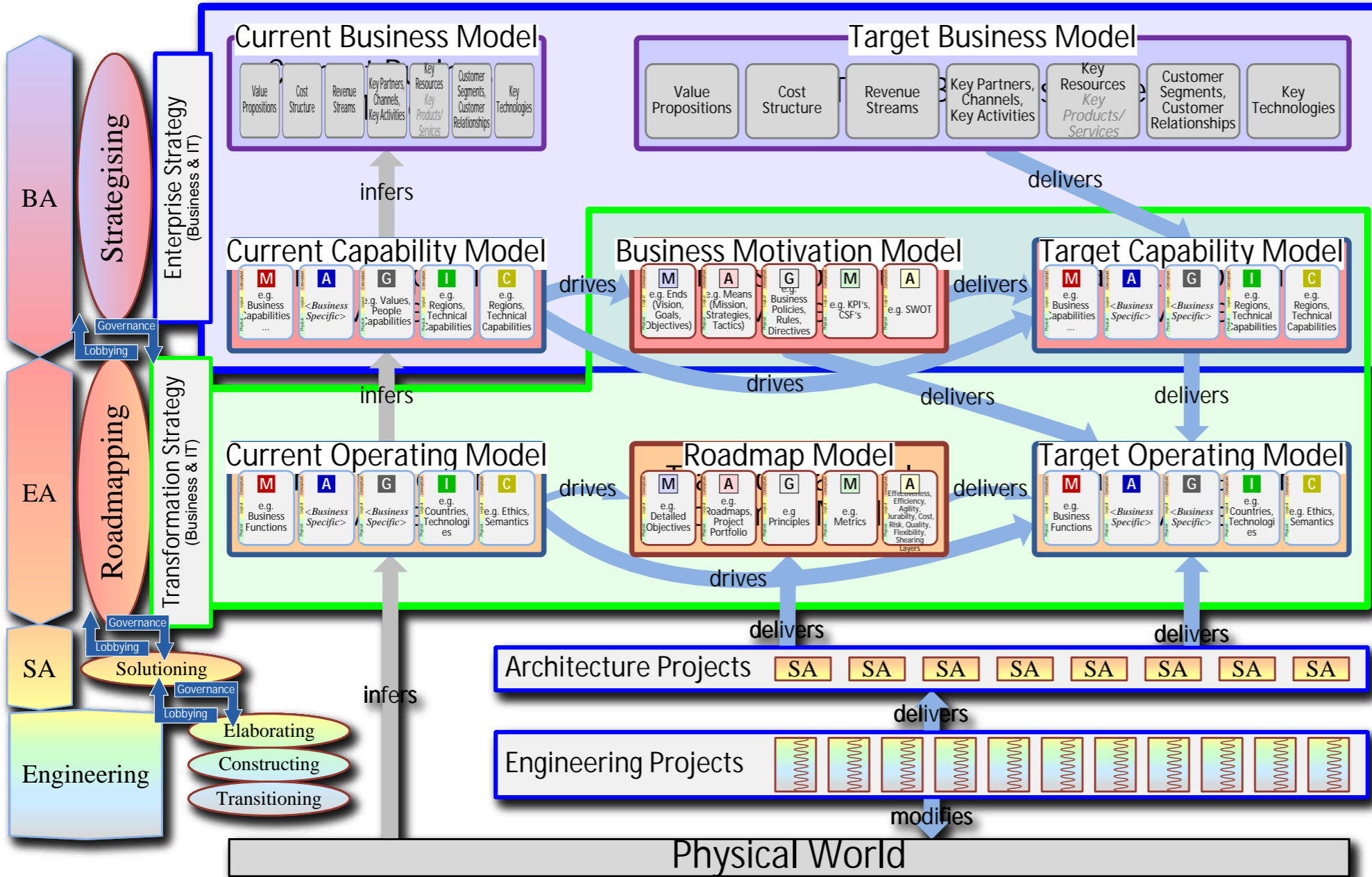(Business & IT)

Transformation Strategy
(Business & IT)

Business Model

Business Motivation Model	Contextual Structural	Capability Model
Roadmap Model	Conceptual Structural	Operating Model

Solution Architecture

Detailed Design

Operational Design　CMDB

| | Methods | Artefacts | Guidance | Items | Culture |

Motivation　Actions　Guidance　Measures　Assessment

Keypoint
Enterprise Strategy is the Business Motivation and Capability models, set in the context of the Business Model. Transformation Strategy is the Roadmap and Operating models, set in the context of the Capability and Business Motivation models.

Adoption
Enterprise Architect: Support the creation of the Enterprise Strategy, by modelling the Business Model, Business Motivation Model and Enterprise Capability Mode.Enterprise Architect: Create the Transformation Strategy, by creating the Roadmap Model and Operating Model.

What models are prerequisites to create the Transformational Roadmap and Target Operating Models?

Keypoint
Make sure you have the correct input information for the model you are building.

Adoption
Management: Ensure EAs have the information required to do their job.

What is the "normal" mental model of Business Strategy, IT Strategy and Projects

Business Strategy

IT Strategy

Projects

Plate A (Normal View)

Enterprise Strategy

Business   IT

Transformation Strategy

Business   IT

Projects

Plate B (Pragmatic View)
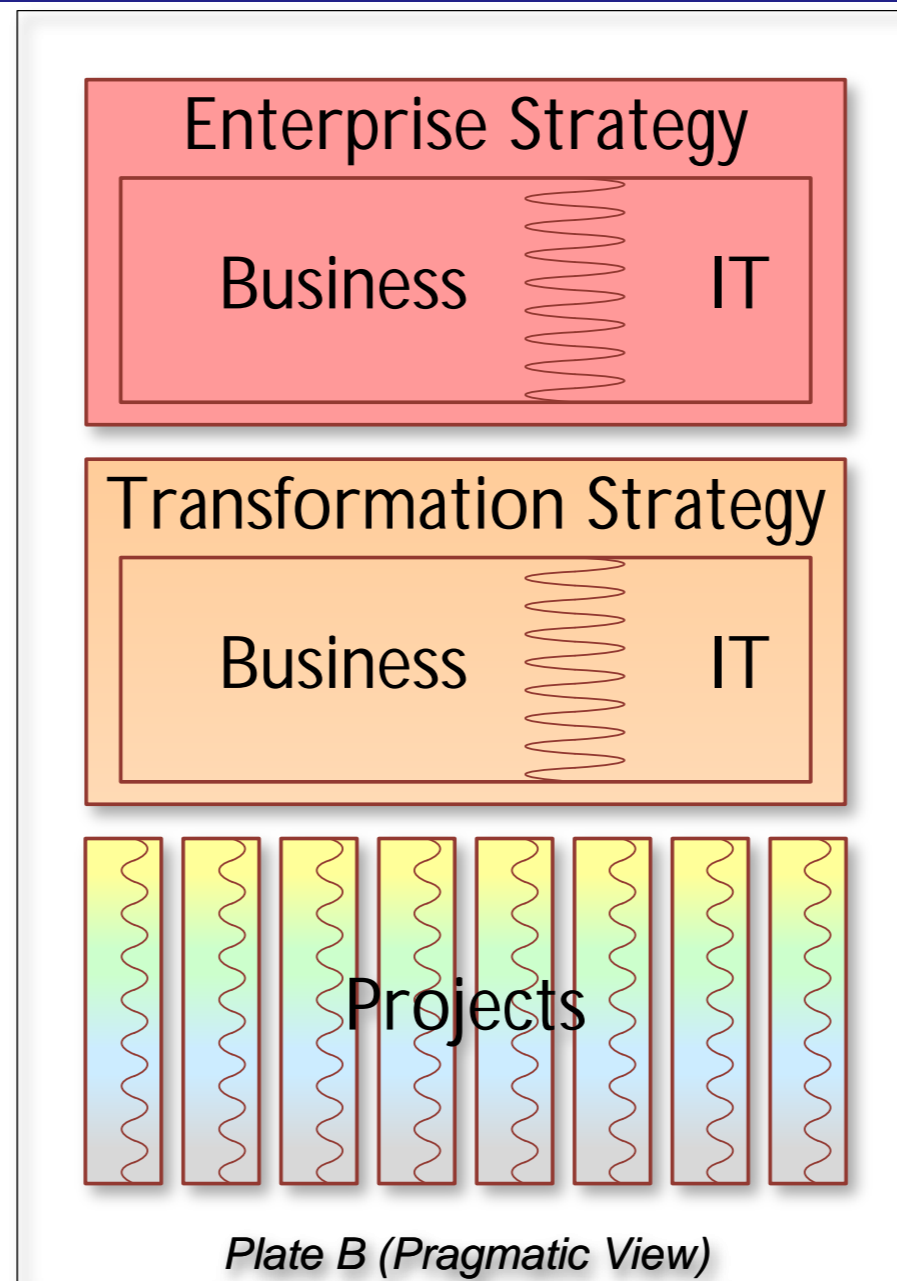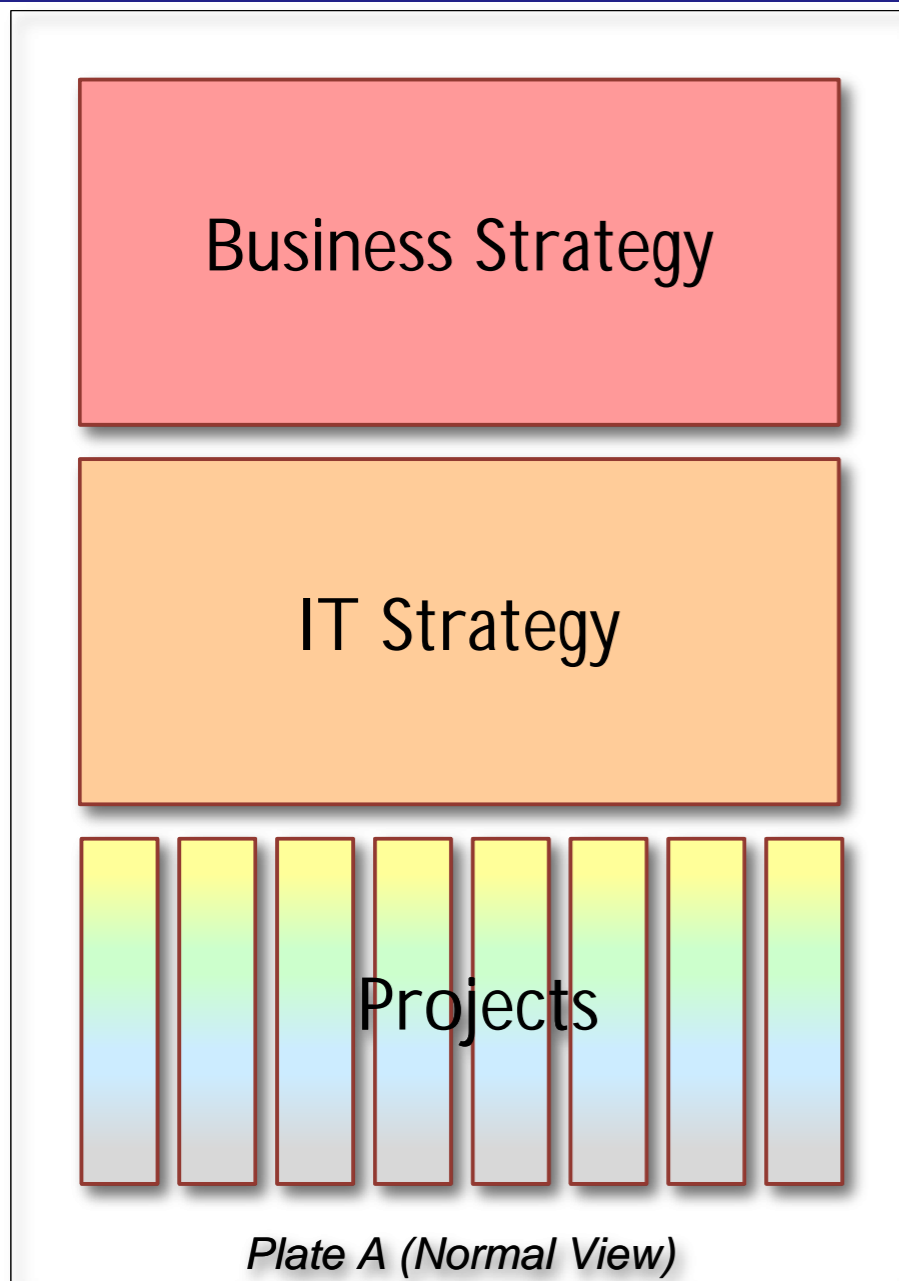
Keypoint
The Business Strategy and IT Strategy are inherently linked and cannot be thought of separately.

Adoption
Enterprise Architect: 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.

v2020 May

13:56

What are some examples of entities you would expect to find in a Business Model (Transformational)?

Enterprise Context	*<< Defined in POED >>*				

Business Motivation Model

Motivation	Actions	Guidance	Measures	Assessment
VISION	MISSION	INFLUENCE		
GOAL	STRATEGY	POLICY		
OBJECTIVE	TACTIC	RULE	KPI CSF	SWOT

Roadmap Model

Motivation	Actions	Guidance	Measures	Assessment
	PROGRAM	PRINCIPLE		
	PROJECT	POLICY		
REQUIREMENT	INITIATIVE	STANDARD		Transformation Debt Agreement

Keypoint

Specific Entities are required to define the Business Motivation and Roadmap models

Adoption

EA Project Team: Define the Motivation, Actions, Guidance, Measure and Assessment entities, you need to create the Business and Roadmap Metamodels.

13:59

What are the main things detailed for a Principle?

Principle

Name

Statement

measured by → Metrics

exists because → Rationale

has → Implications

requires → Tasks

Keypoint
The purpose of a Transformation Debt™ Agreement is to expose Transformation Debt™.

Adoption
EA Project Team: Define the Transformation Debt Agreement entities, you need to be able to record Transformation Debt™

PEAF

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What is the purpose of a Transformation Debt™ Agreement?

Transformation Debt Agreement (TDA)

- Scope
- Problem Type
- Transformation Reference
- Governance Boundary

exists becasue → Reasons

has → **Impact**
- Transformational Impact
- Operational Impact

has → **Costs**
- Cost of Compliance
- Cost of Non-Compliance
- Cost of Remediation

Operational Impact *informs* → Rationale

Costs *informs* → Rationale

Rationale *informs* → Decision

Keypoint
The purpose of a Transformation Debt™ Agreement is to expose Transformation Debt™.

Adoption
EA Project Team: Define the Transformation Debt Agreement entities, you need to be able to record Transformation Debt™

PEAF

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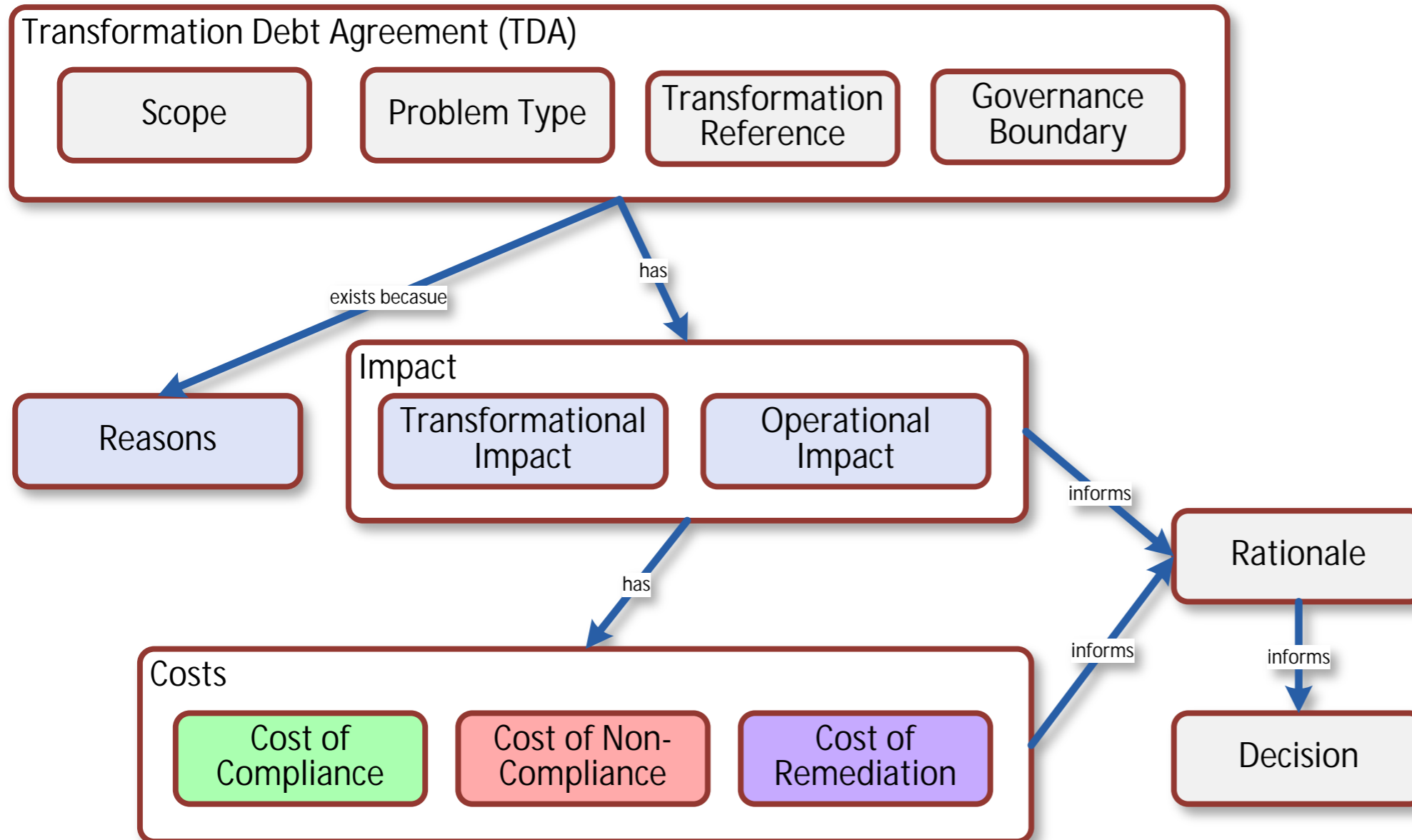
What are some examples of entities you would expect to find in an Enterprise Context Model (Structural)?

Enterprise Context

<< Defined in POED >>

- Value Propositions
- Cost Structure
- Revenue Streams
- Key Partners, Channels, Key Activities
- Key Resources *Key Products/ Services*
- Customer Segments, Customer Relationships
- Key Technologies

Capability Model

Methods	Artefacts	Guidance	Items	Culture
BUSINESS CAPABILITIES	ARTEFACT CAPABILITIES	INFLUENCE	ELECTRICAL CAPABILITIES	HUMAN CAPABILITIES
		POLICY	INFORMATION CAPABILITIES	ROLE
		RULE	PHYSICAL CAPABILITIES	
			CHEMICAL CAPABILITIES	

Operating Model

Methods	Artefacts	Guidance	Items	Culture
FUNCTION	M SERVICE	PRINCIPLE	LOCATION	DEPARTMENT
ACTIVITY	A PRODUCT	POLICY	BUILDING	VALUE
PHASE	G ADVISORY	STANDARD	DEVICE	ETHIC
DISCIPLINE	I TECHNOLOGY		APPLICATION	MORAL
	C PEOPLE		DATABASE	

Keypoint
Specific Entities are required to define the Enterprise Context, Enterprise Capability and Operating models.

Adoption
EA Project Team: Define the Method, Artefact, Culture and Environment entities, you need to create the Enterprise Context, Capability Model and Operating Model Metamodels.

PEAF   © Pragmatic Frameworks

What does the Guidance section of PEAF contain?

Guidance

Keypoint
The Guidance section of PEAF defines what information is used to guide people in their decision making.

Adoption
C-Suite: Instigate a review of the Guidance used in the Enterprise's EA Capability, to determine if their maturity is appropriate.

What are the two main places that EA Principles come from?

Best Practice…

- **Reuse before 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**

Keypoint
Principles come from Best Practice and your Enterprise's Strategy.

Adoption
EA Project Team: Create Principles from Best Practice and your Enterprise Strategy.

PEAF

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How do Pragmatic EA principles differ from "normal" principles?

Methods	Artefacts	Items	Culture

What we want to achieve (Ends)

How we are doing it (Means)

Universal

Apply Principles Universally	Enterprise Continuity	Enterprise Compliance

Keypoint
Don't think in terms of Business and IT principles. Use MAGIC to categorise them.

Adoption
EA Project Team: Categorise Principles using MAGIC.

Give some examples of Principles that guide WHAT we want to achieve (Ends)?

Methods
- Reduce Manual Processes
- Consolidate
- Open Integration

Artefacts
- Treat Data as Assets
- Do Not Duplicate Data
- Make Data Accessible
- Define Data
- Secure Data

Items
- Ease-of-Use
- Common Use
- Security
- Minimise Customisation
- Replace Legacy Appropriately
- Increase Independence
- Reduce Diversity
- Increase Interoperability

Culture

Keypoint
When categorising Principles, think in terms of those that guide WHAT we want to achieve (Ends).

Adoption
EA Project Team: Create Principles that guide WHAT we want to achieve (Ends).

Give some examples of Principles that guide HOW we effect Transformation (Means)?

Methods

- Plan Ahead and Organise
- Refactor Where Possible
- Manage Transformation Debt™ Value
- Manage Transformation Debt™ Ratio
- Be Architecture Centric
- Be Service Oriented
- Avoid Under/Over Engineering
- Reuse
- Buy (for reuse) Before Build

Artefacts

- Artefacts Must Be Complete, Sufficient and Comprehensible
- Structured Modelling
- Relationships & Traceability
- Have a Sound Business Case

Items

Culture

- Disagreement <> Confrontation
- Explain Decisions
- Record Decisions
- Consider Context & Implications
- Work Smart not Hard
- Consider Efficiency
- Consider Important Non-Urgent Work
- Consider Things of Fundamental Importance
- Consider the True Value of Things
- Prioritize Substance over Style
- Consider Future Benefit
- Expose Individual and Contrary Opinion
- Change Actions and Beliefs over Perceptions
- Don't Jump to Conclusions
- Think Strategically
- No Bullying
- Expose Problems
- Proactive Business Leadership
- Recognise Responsibilities

Keypoint
When categorising Principles, think in terms of those that guide HOW we effect Transformation (Means).

Adoption
EA Project Team: Create Principles that guide HOW we effect Transformation (Means).

What does the Environment section of PEAF contain?

Items

Keypoint
The Environment section of PEAF defines 'WHAT' tools and frameworks are required, 'WHERE' and 'WHEN'.

Adoption
C-Suite: Instigate a review of the Tools and Frameworks used for Enterprise Architecture, to determine if their maturity is appropriate.

When using PEAF what must we make sure we do?

Current
Frameworks

Current
Frameworks

Current
Frameworks

Current
Frameworks

Current
Frameworks

Current
Frameworks

Current
Frameworks
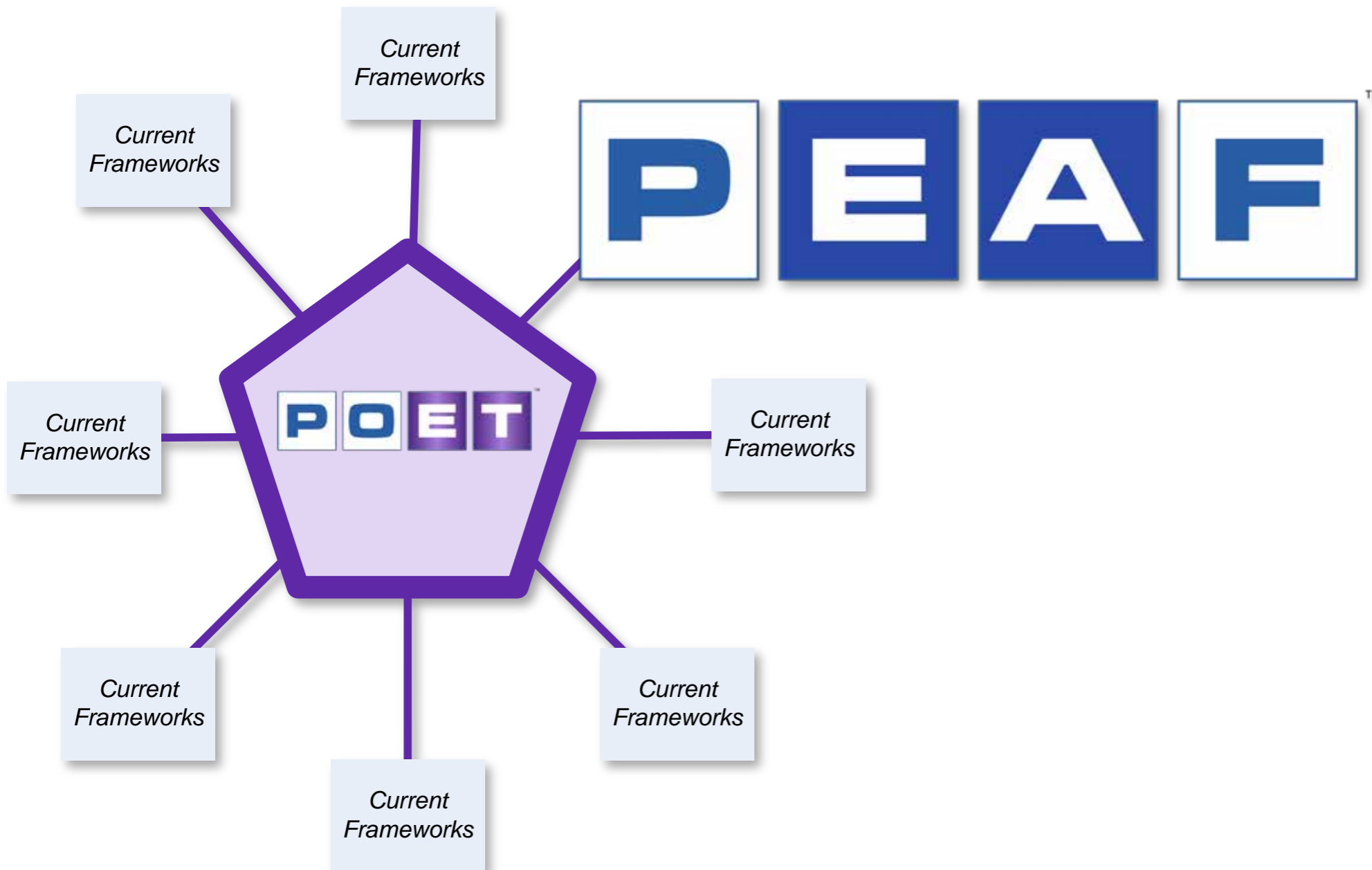
PEAF™

POET™

Keypoint
Frameworks must work together.

Adoption
EA Project Team: Use POET to make sure you know how PEAF integrates with other Frameworks you use or intend to use.

BREAK!

Back at 14:43

What Levels should an EA Modelling Tool cover?
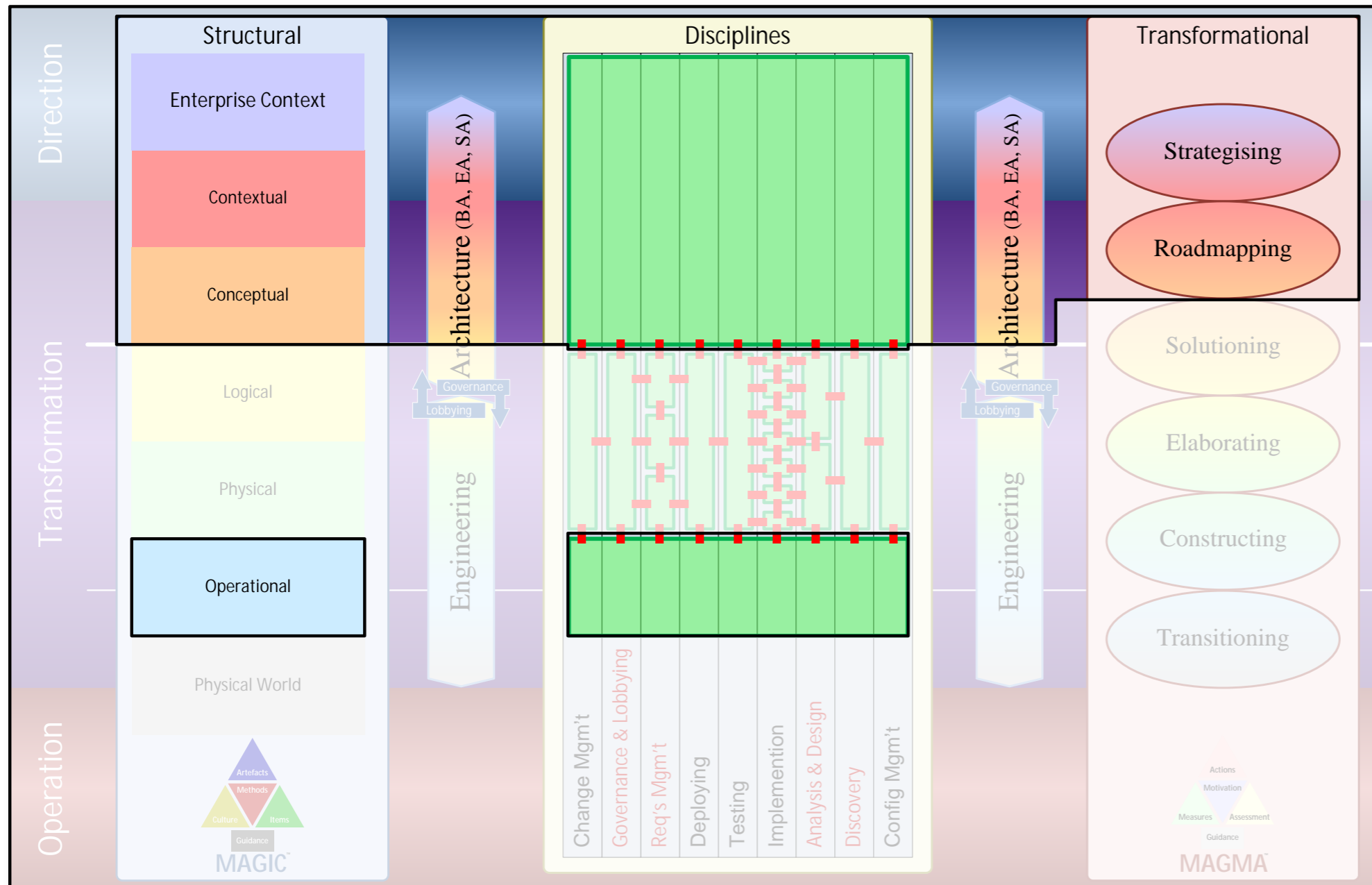
Keypoint
Any EA Tool must integrate with other tools.

Adoption
EA Project Team: Make sure your EA Tool can deal with Structural (MACE) and Transformational (MAGMA) information and that it integrates with other related tools.

Approximately how many EA Tool Vendors are there in the market?

adaptive

Archi

atoll technologies

avolution

BiZZdesign

BOC
www.boc-group.com

casewise

essential project

FrankITecture
IT Strategy made Easy

Future Tech Systems, Inc

holocentric
THE DNA OF YOUR BUSINESS

UNICOM Systems, Inc.
A Division of UNICOM Global

iGrafx

INARTEC
trends & technologies

inspired!

intelligile

iteratec

mega

MooD
SMARTER DECISIONS

No Magic

OPENTEXT
Business Process Management

orbus software

PragMatica innovations
Delivering pragmatic solutions for a changing world!

qualiware

SAP

SOFTEAM

software AG

SPARX SYSTEMS

Dragon1

PLANVIEW

link

Visual Paradigm

Evolve

Commercial

Open Source

Keypoint

Many of the EA Tool Vendors, are not EA Tool Vendors.

Adoption

EA Project Team: Consider, all the EA Tool Vendors in the market.

What are some of the areas/categories to be considered when evaluating EA Modelling Tools?

Importing

Exporting

Relationships

User Interface / Ease of use

Diagrams / Views

Impact Analysis

Meta-model

Target and Intermediate Models

Management

Supplementary

Expected Views

Expected Dashboards

Keypoint
When evaluating EA modelling tools, use a good set of requirements.

Adoption
EA Project Team: Use the Pragmatic EA Tool Requirements when reviewing EA Tools.

PEAF

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What categorisations should be used to evaluate the requirements EA Modelling Tools?

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**

Keypoint
Tools that satisfy requirements by Customisation rather than by Configuration or Out-of-the-box, should be avoided.

Adoption
EA Project Team: Ignore EA Tools that satisfy requirements by Customisation.

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Which tool vendor did not want to take part in the PEAF self evaluation?

Legend: ■ Un-answered　■ No　■ Customisation　■ Configuration　■ Out of the Box

Vendors (left to right):
Adaptive (EA Manager™), Archi (Archi), Atoll (SAMU), Avolution (ABACUS), BizzDesign (Architect), BOC Group (ADOit), Capability Management (EVOLVER), Casewise (Corporate Modeler), Dragon1 (Dragon1), Essential Project (Architecture…), Frankitecture (MappIT), FutureTech (ENVISION® VIP), Holocentric (Holocentric Modeller), igrafx (Enterprise Modeller), Inartec (idungu), Inspired (EVA Netmodeler), Intelligile (MAP Suite), iteratec (iteraplan), Link Consulting (EAMS), Mega (Mega Modelling Suite), MooD International (MooD), No Magic (MagicDraw), OpenText (Provision), Orbus (iServer), Planview (Troux), Pragmatica (DE2M), QPR (EnterpriseArchitect), QualiWare (Lifecycle Manager), SAP (SAP Sybase PowerDesigner), Softeam (Modelio), Software AG (Alfabet), Sparx Systems (Enterprise Architect), UNICOM (System Architect)

Keypoint
Be aware that many Tool vendors can be very economical with the truth.

Adoption
EA Project Team: Be very sceptical when talking to Tool Vendors.

After weighting is applied, which tools are in the top 3?

Yes 50pts	Configuration 20pts	Customisation 1pt	No 0pt

91% - 100%
- Avolution (ABACUS) — 7750
- Orbus (iServer) — 7690
- Dragon1 (Dragon1) — 7690
- Mega (Mega Modelling Suite) — 7630
- MooD International (MooD) — 7480
- Pragmatica (DE2MI) — 7455
- FutureTech (ENVISION® VIP) — 7311
- Software AG (Alfabet) — 7210
- Softeam (Modelio) — 7210
- Intelligile (MAP Suite) — 7181

71% - 90%
- Adaptive (EA Manager™) — 6910
- OpenText (Provision) — 6838
- Atoll (SAMU) — 6660
- BOC Group (ADOit) — 6633
- Planview (Troux) — 6572
- Inspired (EVA Netmodeler) — 6564
- Link Consulting (EAMS) — 6541
- SAP (SAP Sybase PowerDesigner) — 6520
- iteratec (iteraplan) — 5954
- QPR (EnterpriseArchitect) — 5846
- Casewise (Corporate Modeler) — 5830
- Essential Project (Architecture…) — 5774

51% - 70%
- Sparx Systems (Enterprise…) — 5327
- No Magic (MagicDraw) — 4854
- Holocentric (Holocentric Modeller) — 4847
- igrafx (Enterprise Modeller) — 4557
- Capability Management… — 3955

0% - 50%
- Frankitecture (MappIT) — 3800
- Inartec (idungu) — 2874
- Archi (Archi) — 2079
- QualiWare (Lifecycle Manager)

Keypoint
Weighting vendors to downgrade "customisation" answers can be useful.

What are some of the X-Requirements to be considered when evaluating EA Modelling Tools?

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

Keypoint

X-Requirements are the key when assessing EA Modelling Tools.

Adoption

EA Project Team: Use the X-Requirements as the key gating criteria when assessing EA Modelling Tools.

15:02

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What does the Culture section of PEAF contain?

Culture

Keypoint
The Culture section of PEAF defines the "The roles and the culture required.

Adoption
C-Suite: Instigate a review of the Culture used for Enterprise Architecture, to determine if its maturity is appropriate.

What is the Pragmatic way to structure the main people working on a project as compared to the "normal" way?

Traditional

Chief Information Officer (CIO)

Head of Change

PMO

Architecture Board

Business Reps

Project Manager(s)

Business Reps

Project Board

Business Analyst

Technical Architect

Solution Architect

Pragmatic

Chief Transformation Officer (CXO)

Head of Enterprise Engineering

Head of Enterprise Change

Head of Enterprise Architecture

Engineering Board

PMO

Architecture Board

Solution Engineer(s)

Solution Architect(s)

Business Reps

Project Manager(s)

Business Reps

Engineering Project Board

Business Engineers

Technical Engineers

Keypoint
Solution Architecture is too important to be owned by Projects.

Adoption
Management: Move Solution Architects work out of projects.

v2020 May

15:08

PEAF

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How many fundamental Types of Enterprise Architect are there and what distinguishes them from each other?

Type 1

Improving EA

Increases Enterprise Architecture Maturity

Type 2

"Doing" EA

Strategic Transformation Planning and Governance

Keypoint
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).

Adoption
Management: Ensure everyone in the Enterprise understands that there are two types of Enterprise Architect.

15:11

What is the purpose of a Type 1 Enterprise Architect?

Purpose
Helps an Enterprise to increase their EA maturity

Works With
Executive Management and the EA Team

Term
Typically transitory / consultant

Focus
Communication, guiding and mentoring

Qualitites
Pragmatic, Enthusiastic, Agnostic, Articulate, Persistent, Strategic, Altruistic, Diplomatic, Open, Generalist.

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

EA Experience
Detailed

Business Experience
General

IT EA Experience
General

Keypoint
Type 1 Enterprise Architects help an Enterprise to increase their EA maturity.

Adoption
Management: Ensure everyone in the Enterprise understands what a type 1 EA does.

v2020 May

15:14

What are some of the duties of a Type 1 Enterprise Architect?

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.

Solutioning

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, Guidance, Items and Culture, c) define the transition plan

Transitioning

Support the EA Team to rollout the changes to the Methods, Artefacts, Culture and Items

Keypoint
Type 1 Enterprise Architect's work, is primarily to; 1) Evangelise the benefits of EA. 2) Support the internal EA Team to mature how EA is performed.

Adoption
Management: Ensure everyone in the Enterprise understands what a Type 1 Primary Tasks are.

15:17

What is the purpose of a Type 2 Enterprise Architect?

Purpose	Works With	Term
Strategic Transformation Planning and Governance	Strategic planning team & EA Steering Group	Typically permanent

Focus	Qualitites	Behaviours
Transformation Planning and Governance	Pragmatic, Enthusiastic, Agnostic, Articulate, Persistent, Strategic, Altruistic, Diplomatic, Open, Generalist.	Persuade, Learn, Investigate, Abstract, Expose, Facilitate, Lead.

EA Experience	Business Experience	IT EA Experience
General	Deatiles	Detailed

Keypoint
Type 2 Enterprise Architects do Strategic Transformation planning.

Adoption
Management:
Ensure everyone in the Enterprise understands what a type 2 EA does.

What are some of the duties of a Type 2 Enterprise Architect?

Strategising

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

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.

Solutioning

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

Keypoint
Type 2 Enterprise Architect's work, is primarily to; 1) support Strategising. 2) perform Roadmapping 3) Govern executing projects.

Adoption
Management: Ensure everyone in the Enterprise understands what a Type 2 Primary Tasks are.

15:22

How do many Enterprises view an MVP (Most Valued Player)?

"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)

Keypoint
While "firefighters" are always necessary, more resources need to be brought to bear as "fire prevention officers".

Adoption
C-Suite: Reward those who prevent fires, as much as those that put them out.

PEAF

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What are some categories that can be used to illustrate how "The Management" and "The Workers" are different?

- **Personal Motivation**

- **Career Outlook**

- **Financial Motivation**

Keypoint
You cannot change what you don't understand and you cannot understand what you cannot see.

Adoption
EA Project Team: Model the culture between the Management and Workers.

v2020 May

15:28

Why is it important to consider WHAT the parts of an Enterprise does, versus HOW those parts do WHAT they do?

Figure 1

Figure 2

Figure 3
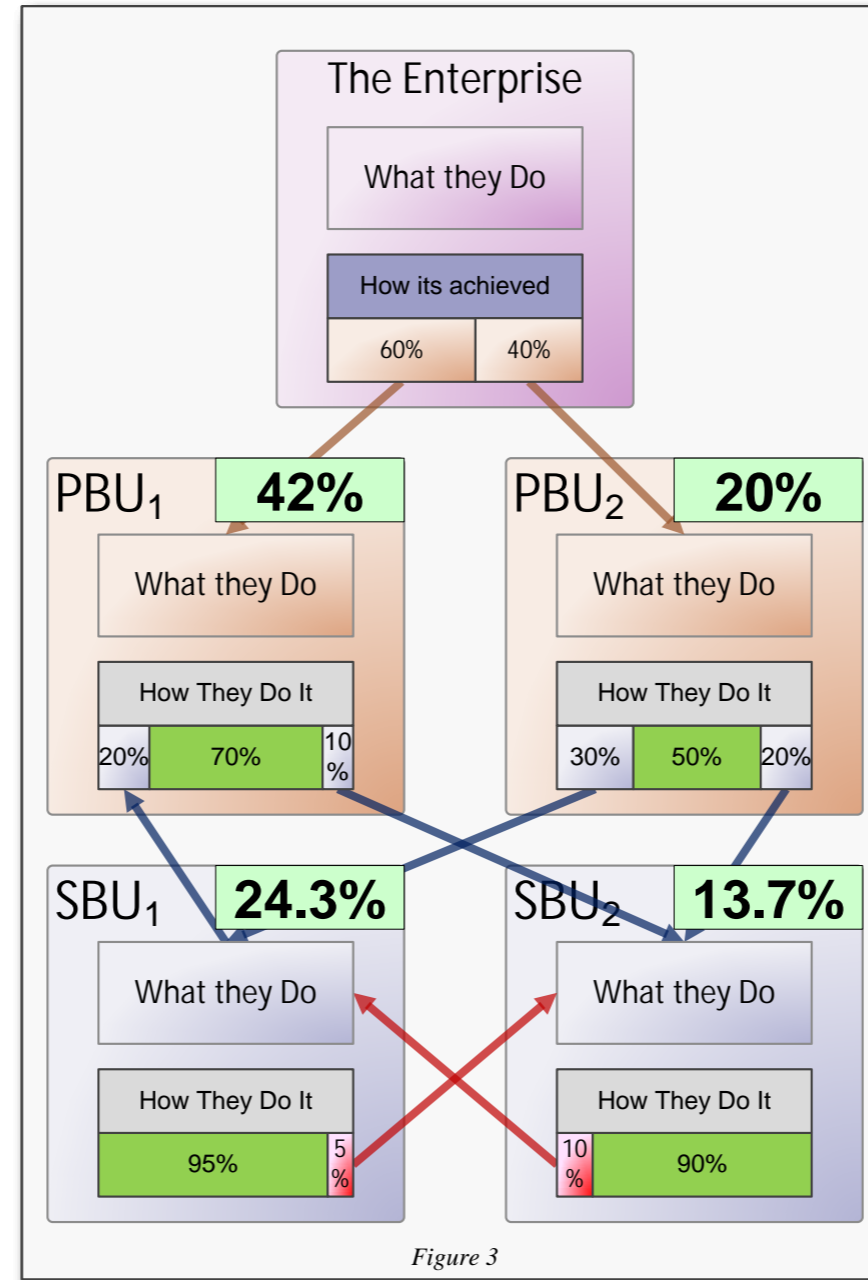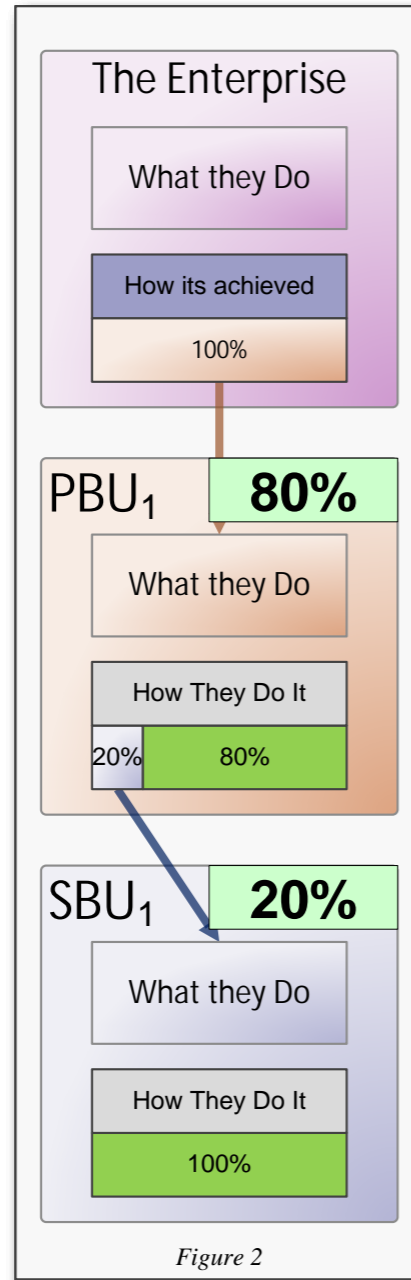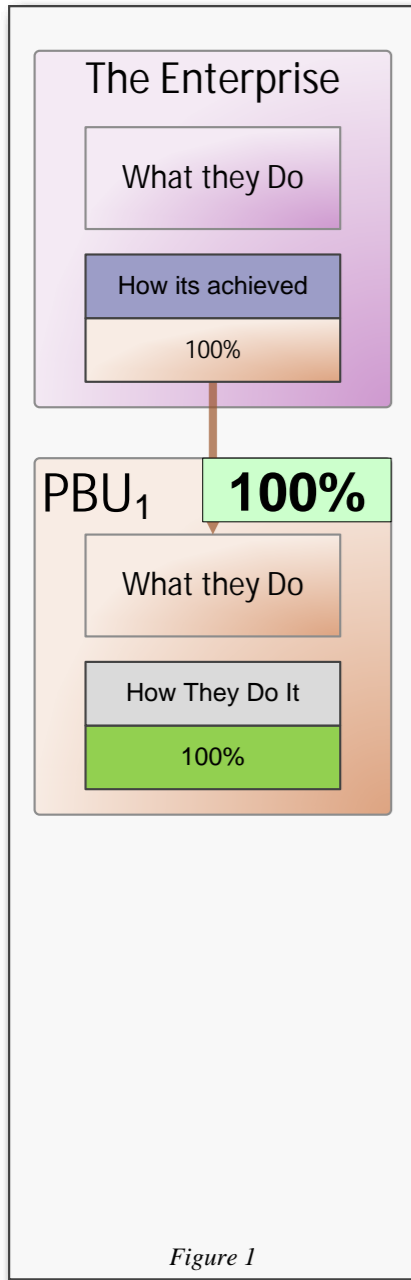
Keypoint
HOW each part of your Enterprise does what they do, shows the real contribution toward achieving the Enterprises Mission.

Adoption
C-Suite: Instigate an initiative to calculate how much each part of the Enterprise contributes to it's Mission.

Why is IT Special?

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

PBU₁ — 12%
- What they Do
- How They Do It
  - 20% | 20% | 50% | 10%

PBU₂ — 10%
- What they Do
- How They Do It
  - 30% | 25% | 20% | 25%

Finance — 14%
- What they Do
- How They Do It
  - 50% | 5% | 45%

ITops — 60%
- What they Do
- How They Do It
  - 5% | 90% | 5%

HR — 4%
- What they Do
- How They Do It
  - 70% | 10% | 20%
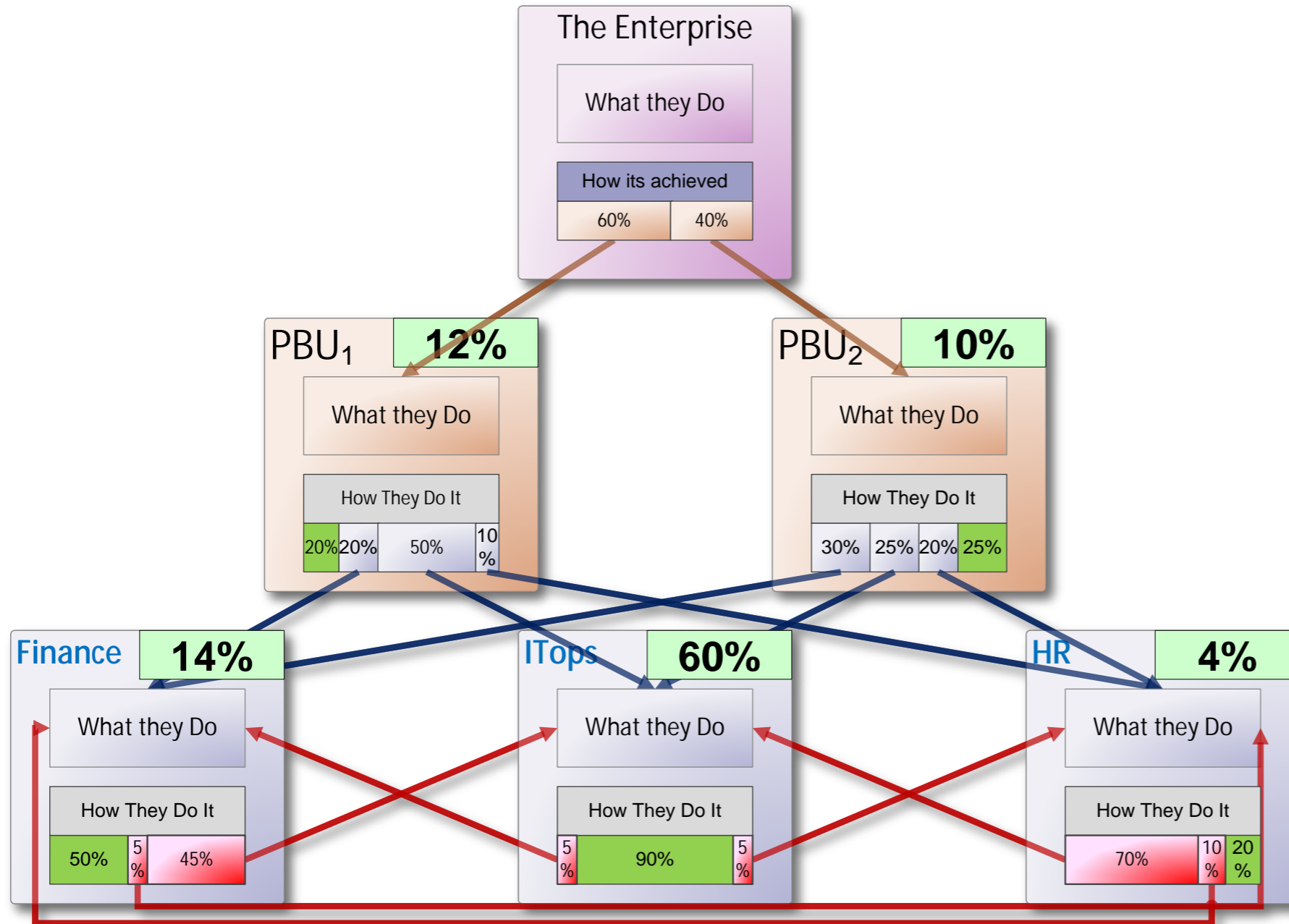
Keypoint
IT is special not because it is IT, but because IT tends to be responsible for a large part of HOW an Enterprise does what it does.

Adoption
Management: Ensure everyone in the Enterprise understands that IT is special, but not because its IT.

What are the "Two Tribes" in most Enterprises?

© Frankie Goes to Hollywood

Keypoint
Recognise and deal with the fact that IT and The Business do constitute "Two Tribes".

Adoption
C-Suite: Instigate an initiative to bring the two tribes (Business and IT) together.

Should IT ever say "No" to "The Business" and why?

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.

Keypoint
IT should never say "No" to the Business. It should say "Yes, but…".

Adoption
Enterprise Architect: Don't ever say No to the Business.The Business: Own the implications of your requirements

PEAF

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List some ways in which "IT" and "The Business" are different.

Characteristics	Strategic Volatility	Strategic Focus
Maturity	Tactical Volatility	Reuse
Control Mechanisms	Control Mechanism Effects	Control Mechanism Defence Tactics

Keypoint
You cannot change what you don't understand and you cannot understand what you cannot see.

Adoption
Enterprise Architect: Model the culture between IT and "The Business".

15:42

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What is the role of an Owner (Modelling)?
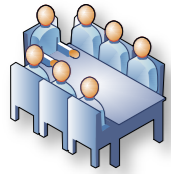
Board of Directors
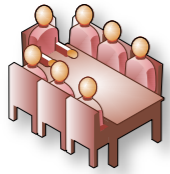
Strategic Investment Board
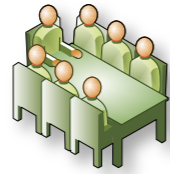
EA Steering Group

EA Project Board
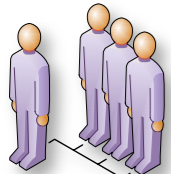
Executive Management
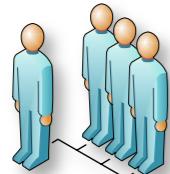
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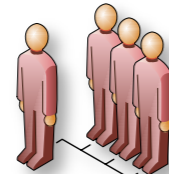
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EA Project Team
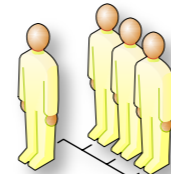
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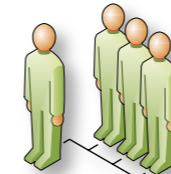
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IT
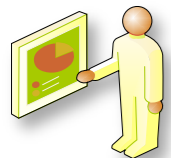
Solution Architect

Provider

Checker

Enterprise Architect
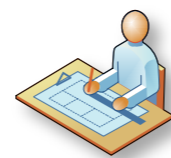
Modeller

Owner

Vendors

Project Manager

Business Analyst

Technical Analyst

Employees

Users
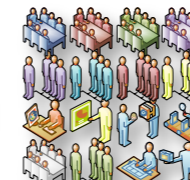
Anyone

Keypoint
PEAF refers to various roles, most of which will already exist in an Enterprise.

Adoption
EA Project Team: Map Pragmatic Roles to your Enterprise's roles.

v2020 May

15:45

© Pragmatic Frameworks

What is the purpose of the SIB (Strategic Investment Board)?

Purpose

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

SIB

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

Keypoint
An SIB with allocated budget and power is mandatory for Governance & Lobbying to operate effectively.

Adoption
EA Project Team: Create a Strategic Transformation Investment Board (SIB) with allocated budget and power.

v2020 May

15:48

What is the purpose of the EASG (Enterprise Architecture Steering Group)?

Purpose

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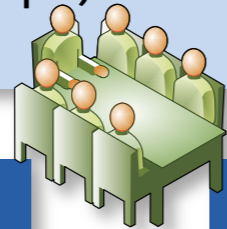
Budget Holding

Delegated from the Strategic Investment Board

EASG

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

Keypoint
An EASG with delegated budget and power is mandatory for Governance & Lobbying to operate effectively.

Adoption
EA Project Team: Create an Enterprise Architecture Steering Group.

15:51

What does the APPENDIX section contain?

APPENDIX

Keypoint
The Appendix section contains information on the background of PF2, POET, PEAF and the author.

What are the Pragmatic Keys to Success?

Keypoint
All Pragmatic books contain a Keypoint section.

Summary

- PEAF enables you to mature your EA capability. Pragmatically.

- The Adoption section of PEAF defines 'HOW' it should be adopted and used.

- Designing Changes allows you to decide what to change from PEAF to your own XOET.

- Use PEAF to design your own XEAF.

- 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.

- If you do not continually communicate, your initiative will fail.

- Developing Changes allows you to create your own XOET.

Summary

- Use P3 to develop your own XEAF.

- Without proper governance, EA will most likely not deliver much value.

- Without the fundamental processes, EA will most likely not deliver much value.

- Without an EA metamodel, we won't be able to do any sensible modelling.

- Without continuous education, EA will not be sustainable.

- If you don't change the culture, you will FAIL.

- Without a proper EA modelling tool, we won't be able to do any sensible modelling.

- Rollout Changes allows you to rollout your own XOET for people to use.

Summary

- Use P3 to train your staff in your own XEAF

- Without the fundamental processes, EA will most likely not deliver much value.

- Without an EA metamodel, we won't be able to do any sensible modelling.

- Without continuous education, EA will not be sustainable.

- If you don't change the culture, you will FAIL.

- Without a proper EA modelling tool, we won't be able to do any sensible modelling.

- The Guidance section of the Adoption section of PEAF defines what is used to guide people in their decision making.

- EA is about bridging the gap between Strategy and Execution

Summary

- X Architecture, is the fundamentally important structure of X, set in the context of things outside of X, that affect it, or are affected by it.

- EA and SA are not the same thing. EA is not just big SA.

- If you want to know the purpose of EA, ask 300+ people.

- 300+ people use a lot of different words when describing the purpose of EA.

- 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.

- Removing synonyms, 300+ people use a small number of different words when describing the purpose of EA.

- Arranging the words of 300+ we get a description of the Why (purpose), How (by) and What (using) of EA.

- When asking 300+ people the question "What is EA?", the answer is surprising simple when you remove all the noise.

Summary

- Using a PM framework will not guaranteed success. Not using a PM framework will not guaranteed failure.

- Using an EA framework will not guaranteed success. Not using an EA framework will not guaranteed failure.

- 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.

- If you cannot invest in an increase in EA Maturity as part of an EA Catalyst, you probably never will.

- The Objectives that EA provides, comes from the Enterprise Strategy.

- EA Goals must be born from the Enterprise Strategy.

- EA Strategies must be born from the Enterprise Strategy.

- EA Tactics must be born from the Enterprise Strategy.

Summary

- The Objective of using an EA Framework must be born from the Enterprise Strategy.

- Be aware of the pros, cons and implications of using a Visio/Excel or a Visio/DB or a Custom Tool.

- As the complexity and volume of information grows, the ability to use the information can quickly become impossible unless a custom EA modelling tool is used.

- As the complexity and volume of information grows, the effort to maintain it can quickly become impossible unless a custom EA modelling tool is used.

- Modelling tools should be architected and built on 4 fundamentals: 1) Entities. 2) Relationships. 3 Properties. 4) Views.

- You cannot use your CMDB as you EA modelling tool because their purpose and content are totally different.

- CMDBs Only contain a subset of information you need to work with in an EA modelling tool.

- CMDBs Only contain a subset of Current Technical information you need to work with in an EA modelling tool.

Summary

- CMDBs Only contain a subset of Current Technical Attributes you need to work with in an EA modelling tool.

- The Methods section of PEAF defines 'WHAT' should be done, 'HOW' and 'WHEN'.

- Roadmapping is phase that is part of the EA domain.

- EA supports the Strategising phase.

- If Enterprise Strategy is not captured in a structured way, we can't use it.

- Many Enterprises only create Capabilitiy Models for Operate and miss the strategically important Direct, Transform and Support domains.

- Many Enterprises only consider the capabilities from the point of view of Method Capabilites.

- Roadmapping is "doing" EA.

Summary

- Accumulated Transformation Debt™ is reviewed during Roadmapping.

- EA is not a destination. EA is not a journey. EA is a way of travelling.

- Intermediate models satisfy Business and Technical Objectives from the Enterprise Strategy.

- The Project Portfolio effects transformation between the intermediate models.

- The Enterprise Transformation Strategy is composed of interlocking Business and IT Transformation Strategies.

- Solutioning is "doing" Solution Architecture.

- If Solution Architecture is not carried out properly, any EA will be seriously compromised.

- EA performs Governance down to projects, and accepts Lobbying up from Projects.

Summary

- Reviewing Options and Solutions is the heart of Governance.

- EA Governance is the highest level of Transformation Governance.

- EA work has to integrate with your project processes (SDLC).

- Don't confuse the Tactical/Strategic reasons for doing projects, with the Tactical/Strategic methods of executing them.

- Transformation Debt™ Agreements expose Transformation Debt™ Value.

- Over time, increase the ratio of Strategic to Tactical work.

- Modelling anything must follow a pragmatic process, if it is to be of value.

- Populating a model is a Data Migration exercise.

Summary

- Without continuous EA Education, EA will die.

- The Artefacts section of PEAF defines 'WHAT' information is consumed and produced and 'WHEN'.

- Enterprise Context, Contextual and Conceptual information levels are part of the EA domain.

- Enterprise Strategy is the Business Motivation and Capability models, set in the context of the Business Model. Transformation Strategy is the Roadmap and Operating models, set in the context of the Capability and Business Motivation models.

- Make sure you have the correct input information for the model you are building.

- The Business Strategy and IT Strategy are inherently linked and cannot be thought of separately.

- Specific Entities are required to define the Business Motivation and Roadmap models

- The purpose of a Transformation Debt™ Agreement is to expose Transformation Debt™.

Summary

- The purpose of a Transformation Debt™ Agreement is to expose Transformation Debt™.

- Specific Entities are required to define the Enterprise Context, Enterprise Capability and Operating models.

- The Guidance section of PEAF defines what information is used to guide people in their decision making.

- Principles come from Best Practice and your Enterprise's Strategy.

- Don't think in terms of Business and IT principles. Use MAGIC to categorise them.

- When categorising Principles, think in terms of those that guide WHAT we want to achieve (Ends).

- When categorising Principles, think in terms of those that guide HOW we effect Transformation (Means).

- The Environment section of PEAF defines 'WHAT' tools and frameworks are required, 'WHERE' and 'WHEN'.

Summary

- Frameworks must work together.

- Any EA Tool must integrate with other tools.

- Many of the EA Tool Vendors, are not EA Tool Vendors.

- When evaluating EA modelling tools, use a good set of requirements.

- 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.

- Weighting vendors to downgrade "customisation" answers can be useful.

- X-Requirements are the key when assessing EA Modelling Tools.

Summary

- The Culture section of PEAF defines the "The roles and the culture required.

- Solution Architecture is too important to be owned by Projects.

- 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).

- Type 1 Enterprise Architects help an Enterprise to increase their EA maturity.

- Type 1 Enterprise Architect's work, is primarily to; 1) Evangelise the benefits of EA. 2) Support the internal EA Team to mature how EA is performed.

- Type 2 Enterprise Architects do Strategic Transformation planning.

- Type 2 Enterprise Architect's work, is primarily to; 1) support Strategising. 2) perform Roadmapping 3) Govern executing projects.

- While "firefighters" are always necessary, more resources need to be brought to bear as "fire prevention officers".

Summary

- You cannot change what you don't understand and you cannot understand what you cannot see.

- HOW each part of your Enterprise does what they do, shows the real contribution toward achieving the Enterprises Mission.

- 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...".

- You cannot change what you don't understand and you cannot understand what you cannot see.

- PEAF refers to various roles, most of which will already exist in an Enterprise.

- An SIB with allocated budget and power is mandatory for Governance & Lobbying to operate effectively.
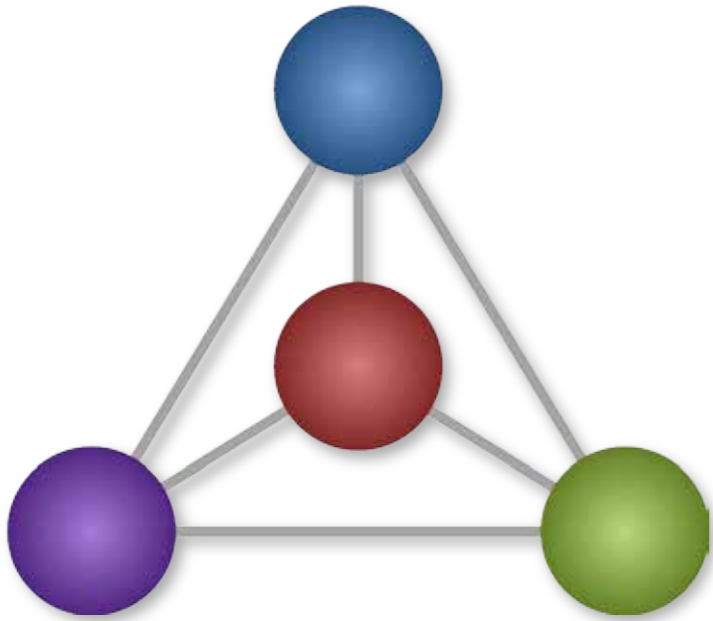
Summary

- An EASG with delegated budget and power is mandatory for Governance & Lobbying to operate effectively.

- The Appendix section contains information on the background of PF2, POET, PEAF and the author.

- All Pragmatic books contain a Keypoint section.

Pragmatic
365

Connecting
the DOTS

15:59