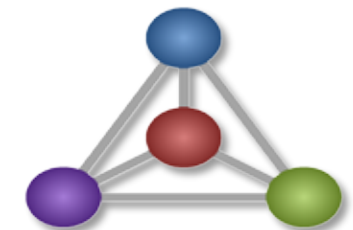




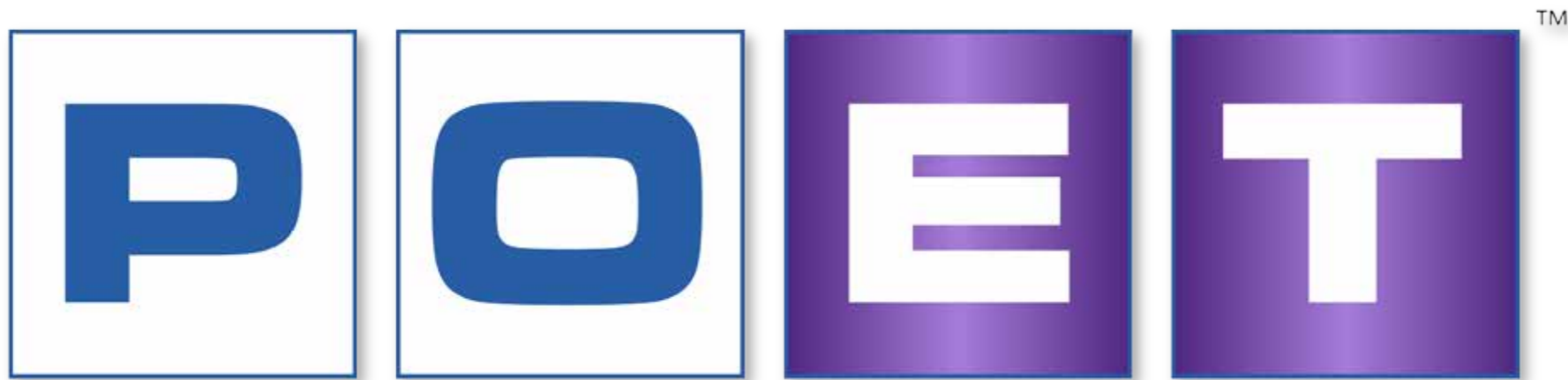
Certification Training 2 - Foundation

2 November 2020



Pragmatic
ENTERPRISE ARCHITECTURE
CONNECTING THE DOTS™

What does POET help you cope with?



Pragmatic Ontology

Enterprise Transformation



Keypoint

The only constant is the ACCELERATION of change. POET helps you cope with the punishing G-Force, by driving the Transformation of Transformation™.

Adoption

Management: Instigate a project to ensure everyone related to Transformation is trained in POET/XOET.

What does the Adoption section of POET contain?

Adoption

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

What is the fourth step in Adopting POET?

Elaborating

Logical

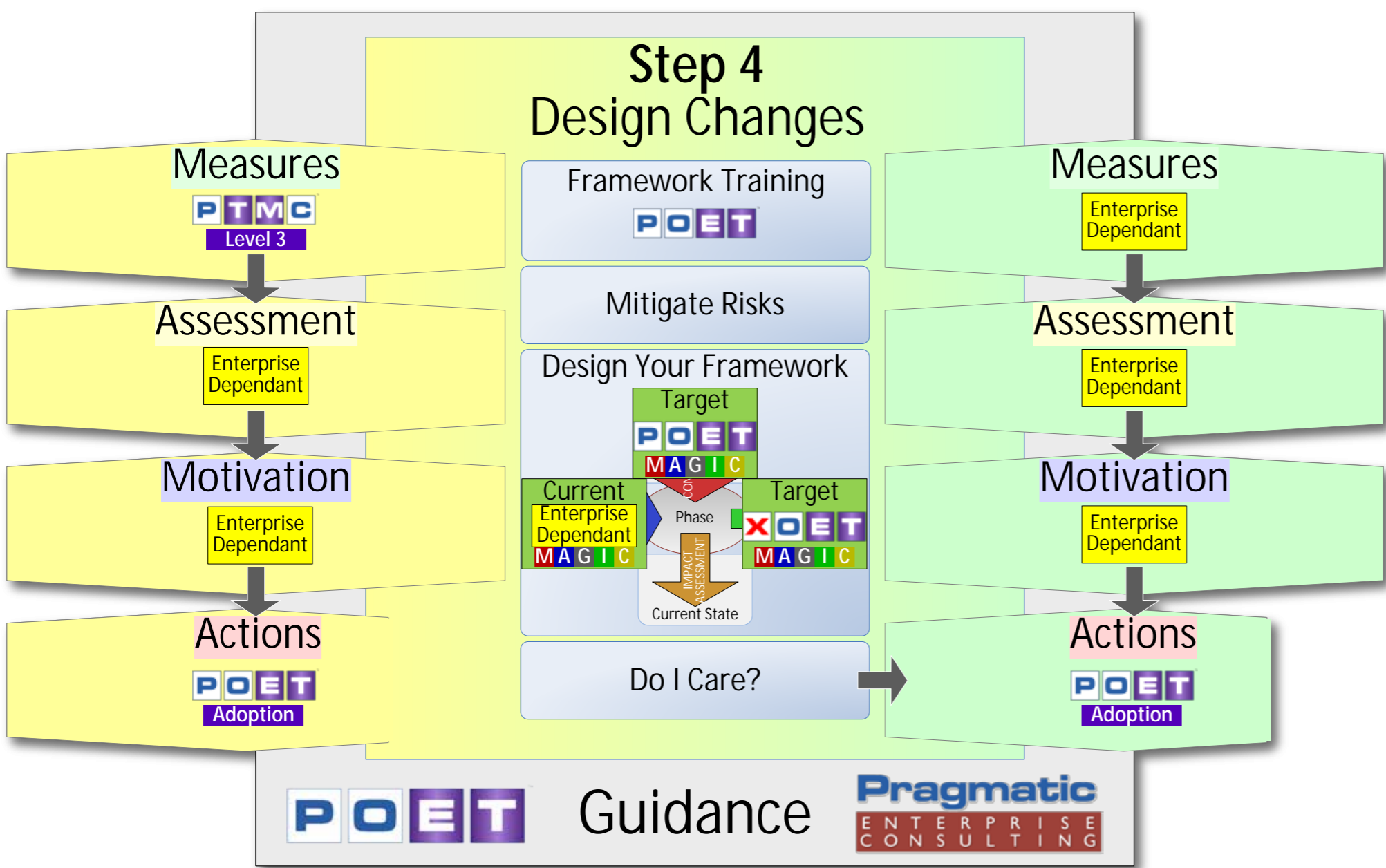
Step 4
Design
Changes

Physical

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



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



Keypoint
Use POET to design your own XOET.

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

What is the fifth step in Adopting POET?

Constructing

Physical

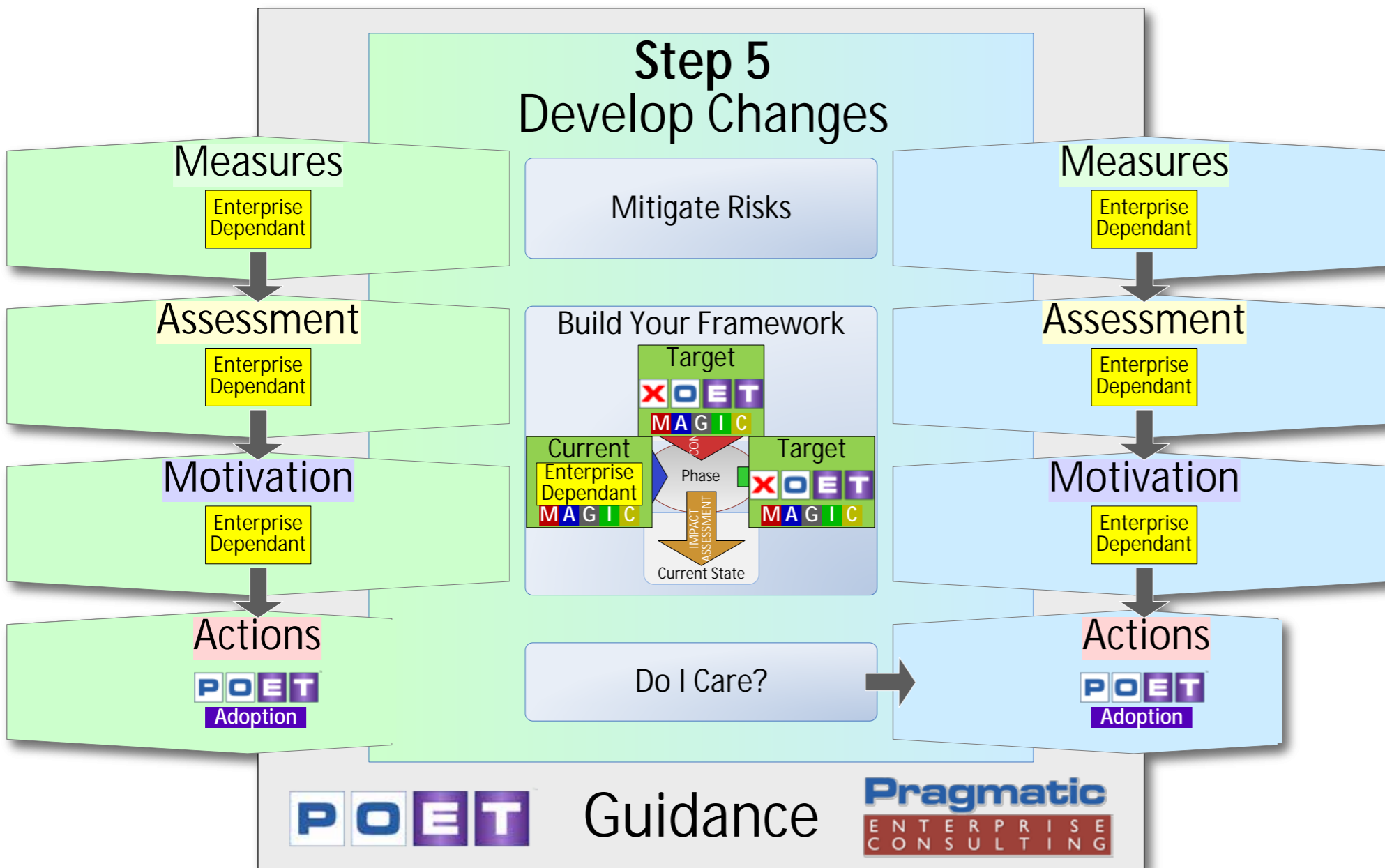
Step 5
Develop
Changes

Operational

Keypoint
Developing
Changes
allows you
to create
your own
XOET.



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



Keypoint
Use P3 to develop your own XOET.

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

What is the sixth step in Adopting POET?

Transitioning

Operational

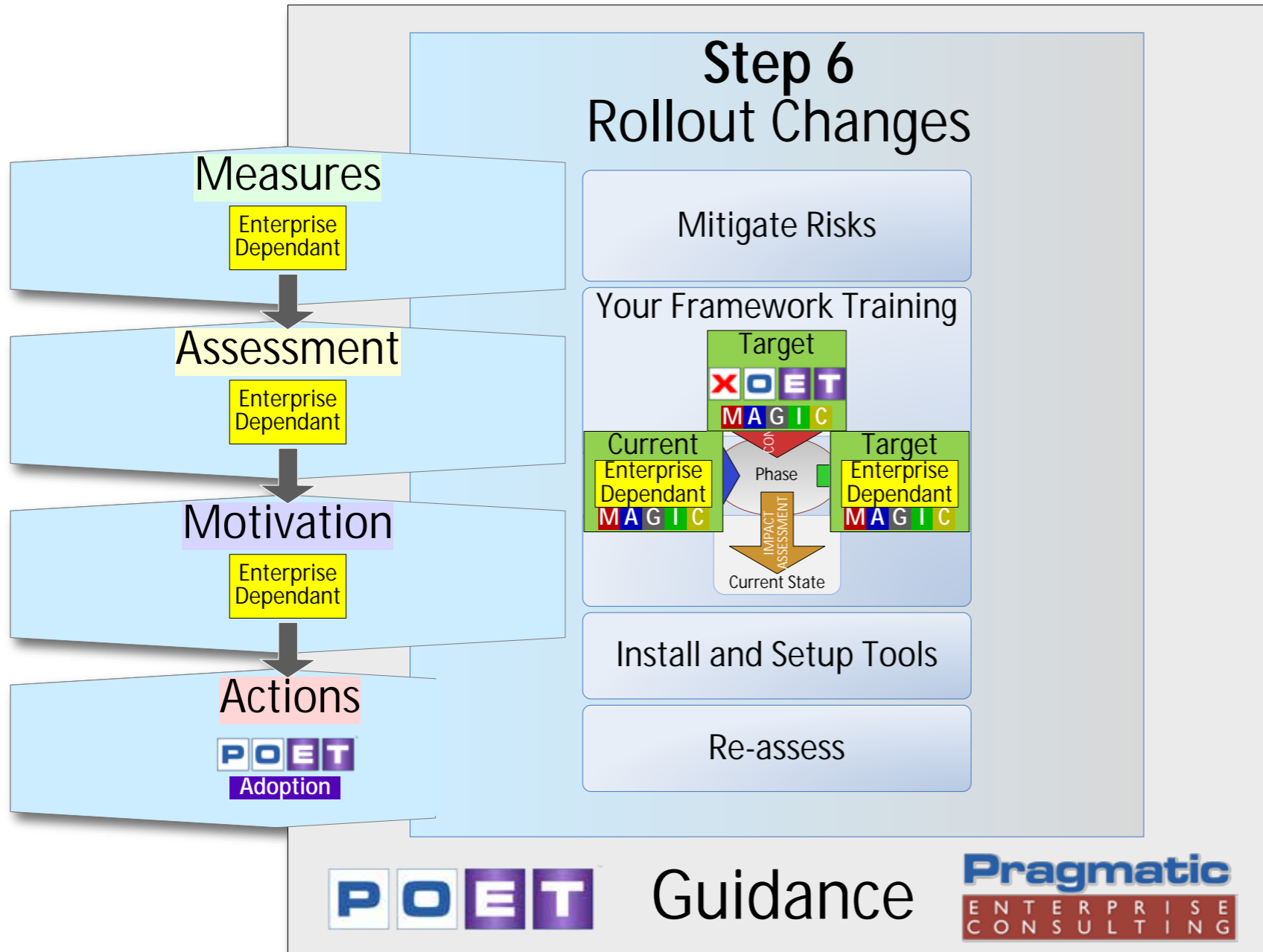
Step 6
Rollout
Changes

Physical World

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



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



Keypoint
Use P3 to train your staff in your own XOET

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

What does the Methods section of POET contain?

Methods

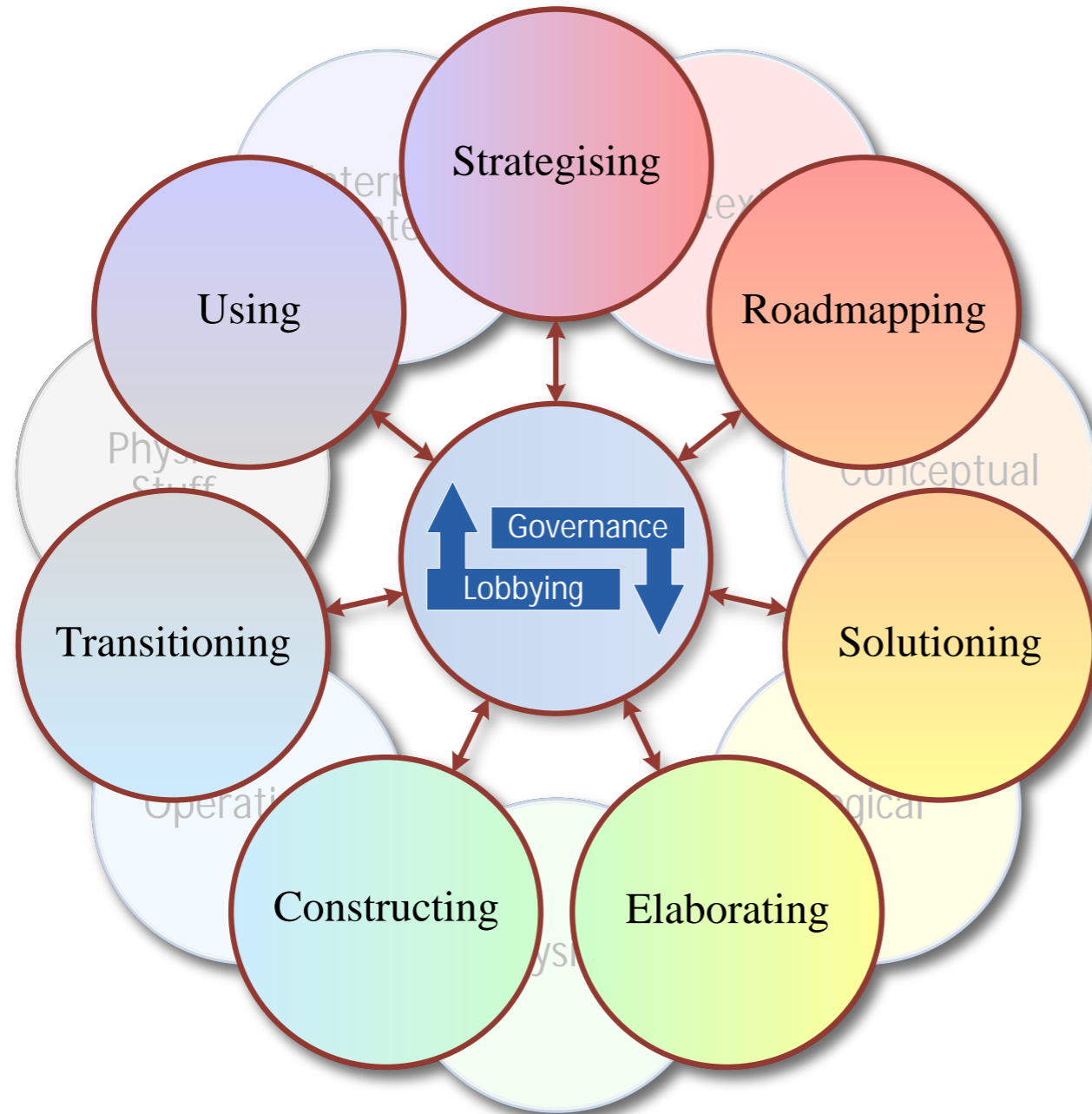
Keypoint

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

Adoption

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

What are the seven phases of Transformation?



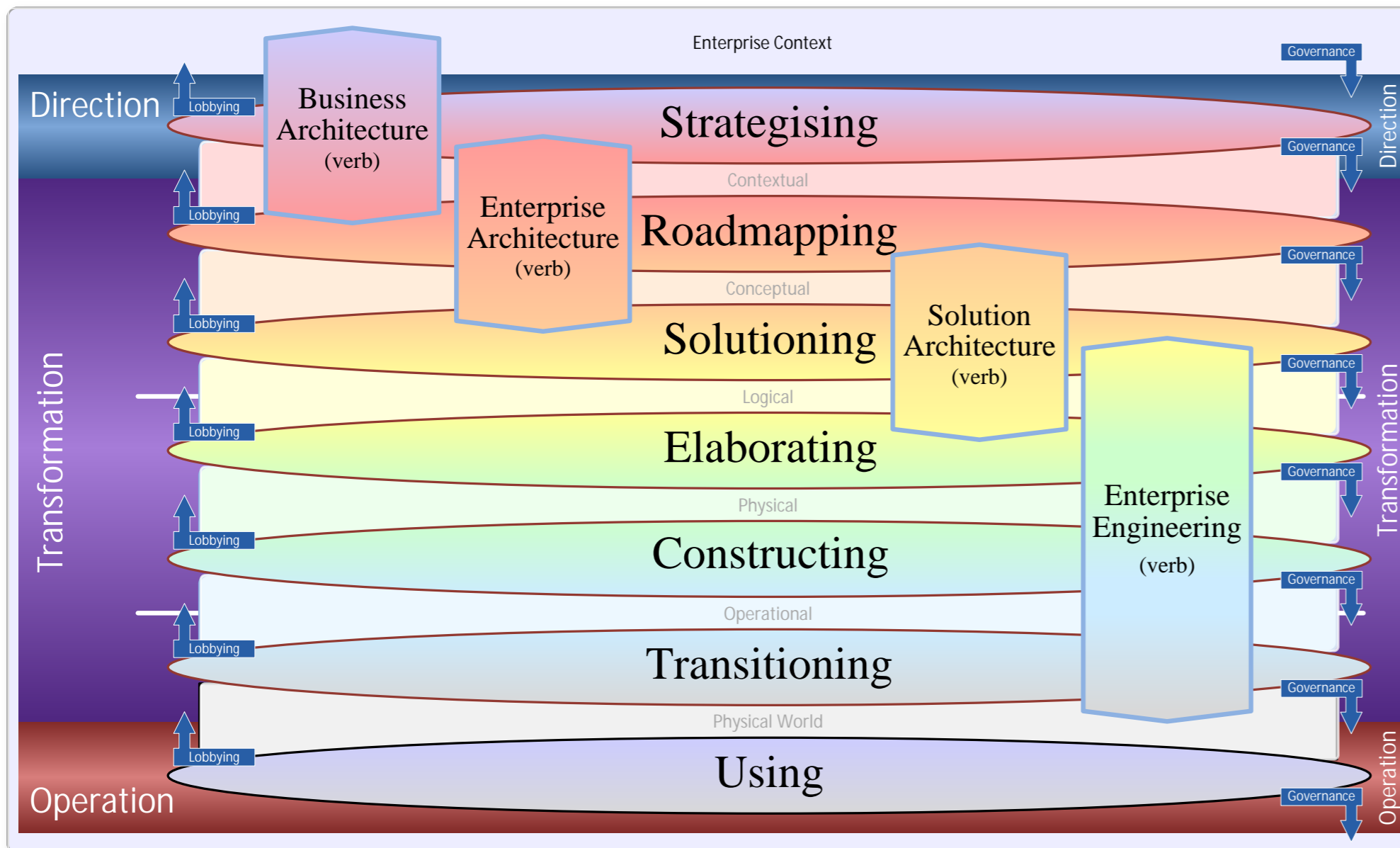
Keypoint

The seven phases of transformation (Strategising, Roadmapping, Solutioning, Elaborating, Constructing, Transitioning, Using) are connected with the Governance & Lobbying discipline.

Adoption

Management: Adopt the seven phases of Transformation - Strategising, Roadmapping, Solutioning, Elaborating, Constructing, Transitioning, Using and the Governance & Lobbying discipline that connects them.

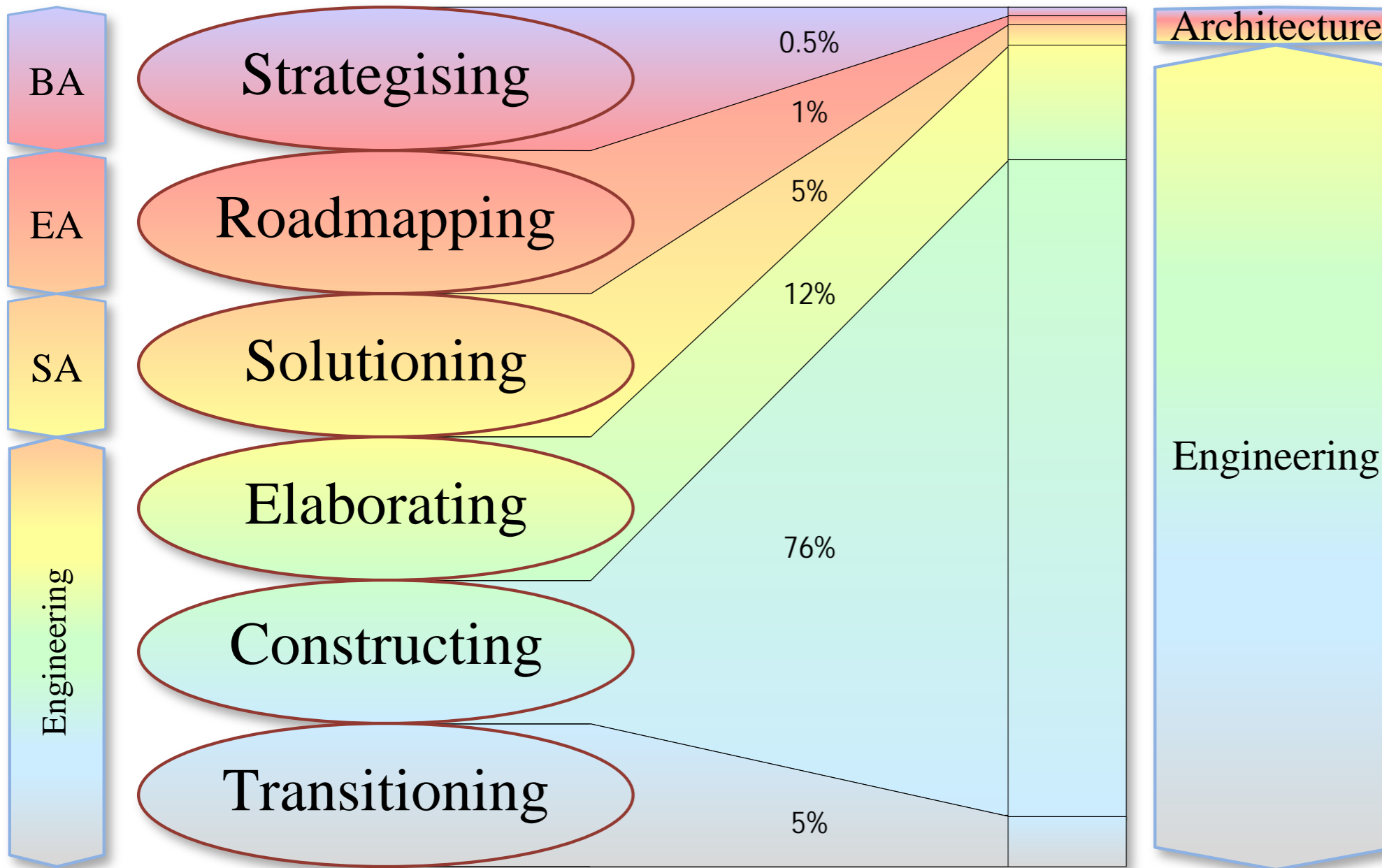
Which Phase constitutes Business Architecture?



Keypoint
 Business Architecture feeds Enterprise Architecture feeds Solution Architecture feeds Enterprise Engineering.

Adoption Management: Ensure everyone in the Enterprise understands which phases are part of BA, EA, SA and Enterprise Engineering.

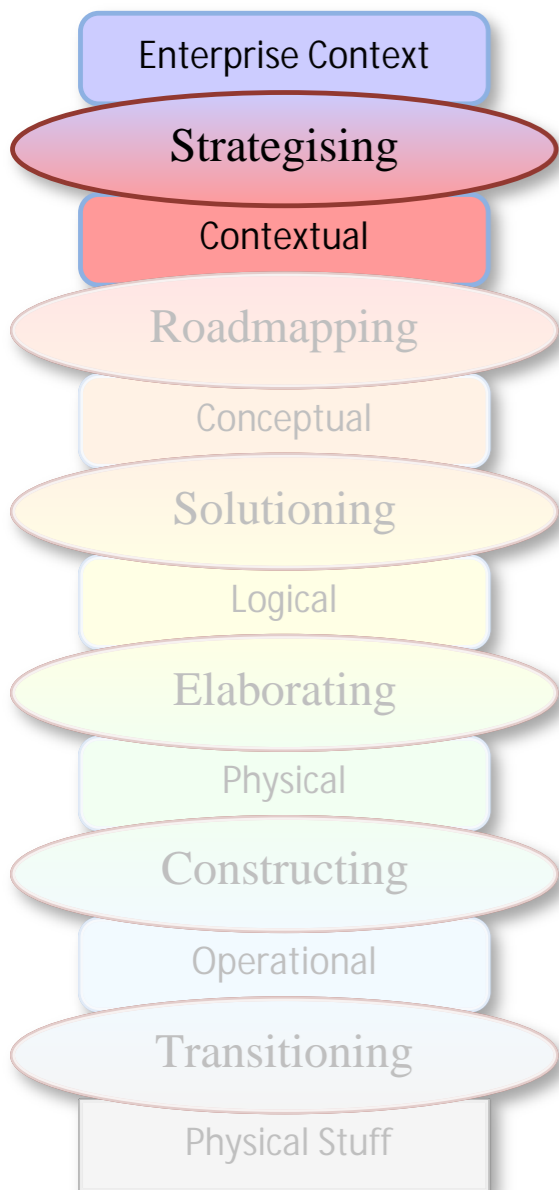
What is the general split of resource required to perform Architecture vs Engineering?



Keypoint
 99.9% of Enterprises are happy to spend money on improving Engineering, but are very reticent to spend money on improving Architecture.

Adoption Management:
 Assign more resources to improving Architecture.

What kind of work goes on in the Strategising phase?



Strategising (aka Business Architecture)

**Sometimes called Business
or Enterprise Strategy**

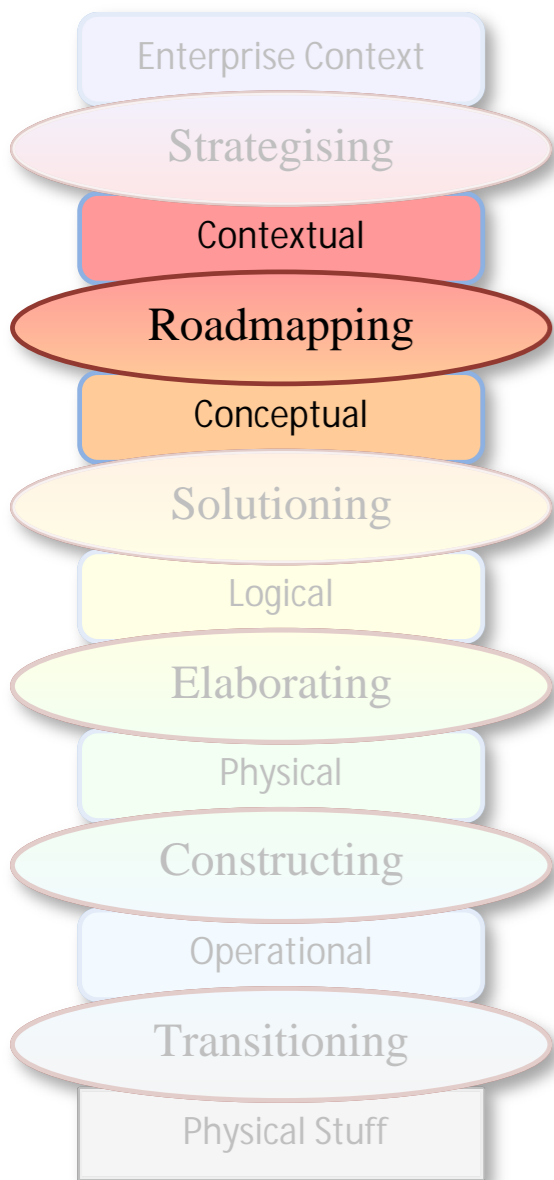
**e.g. Value Propositions, Cost
Structure, Revenue Streams,
Partners, Channels, etc,
Mission, Vision, Strategies,
Tactics, Goals and Objectives**

Keypoint
Strategising
**is what the C-
Suite does.**

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



What kind of work goes on in the Roadmapping phase?



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”
Enterprise
Architecture.

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

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**

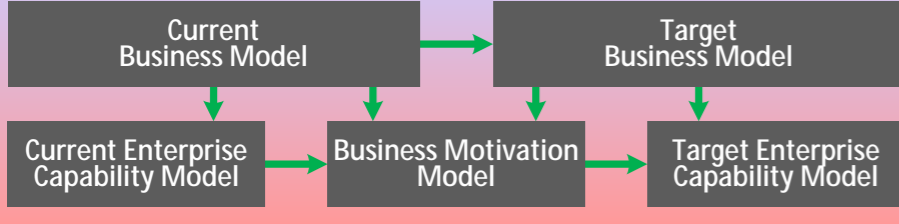
Keypoint
Solutioning is
“doing” Solution
Architecture.

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

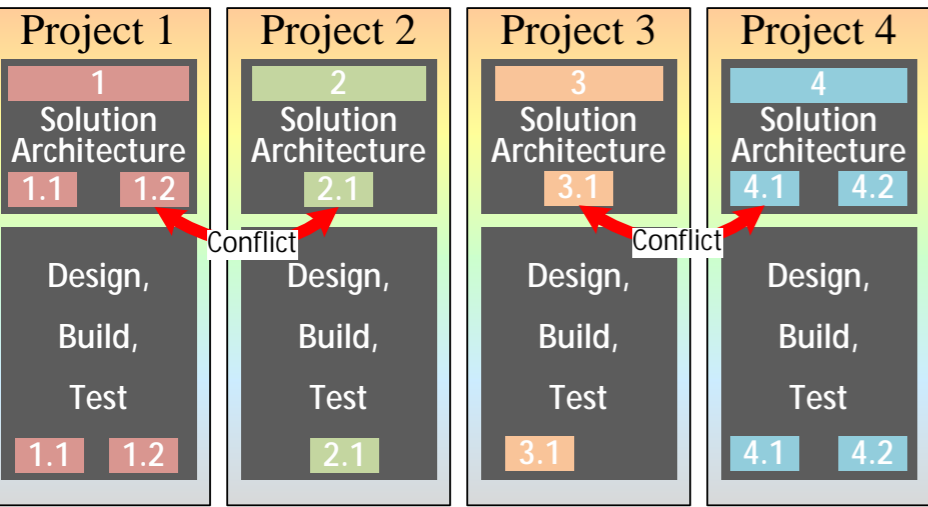
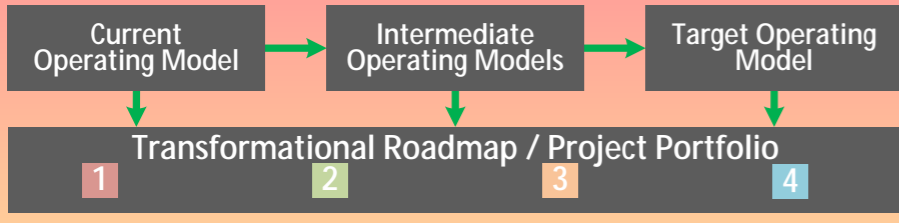
Why should Solution Architecture work be moved out of projects?

Traditional

Strategising (Business Architecture)

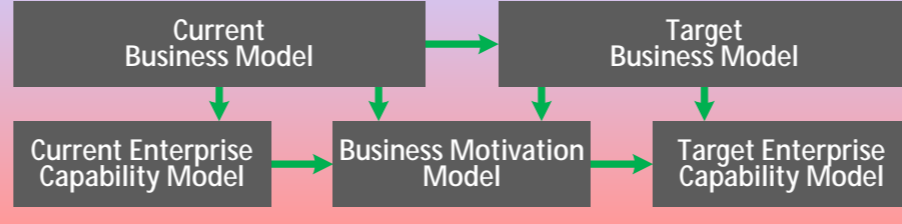


Roadmapping (Enterprise Architecture)

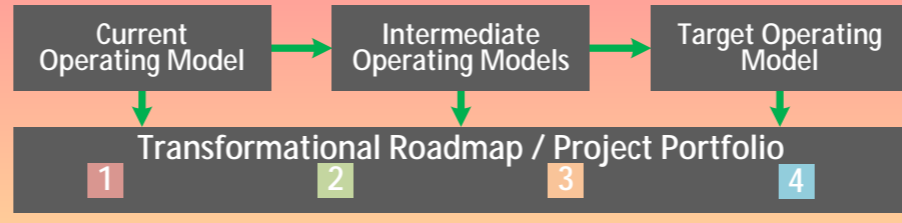


Pragmatic

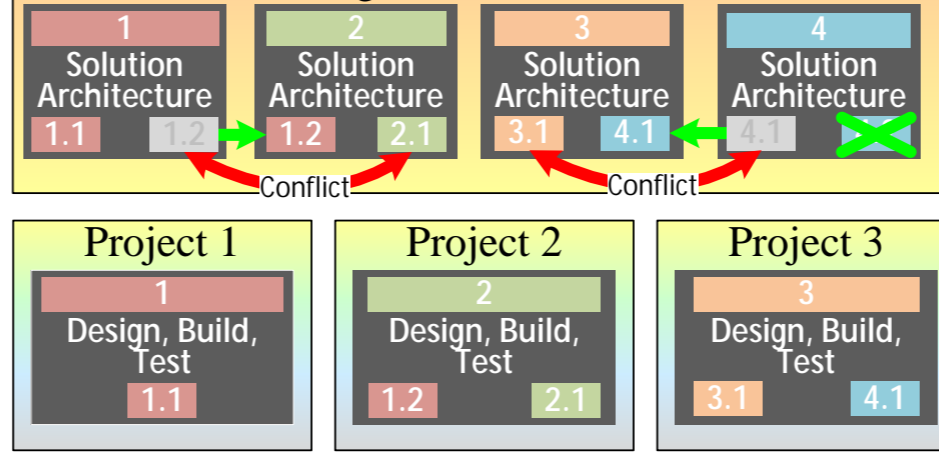
Strategising (Business Architecture)



Roadmapping (Enterprise Architecture)



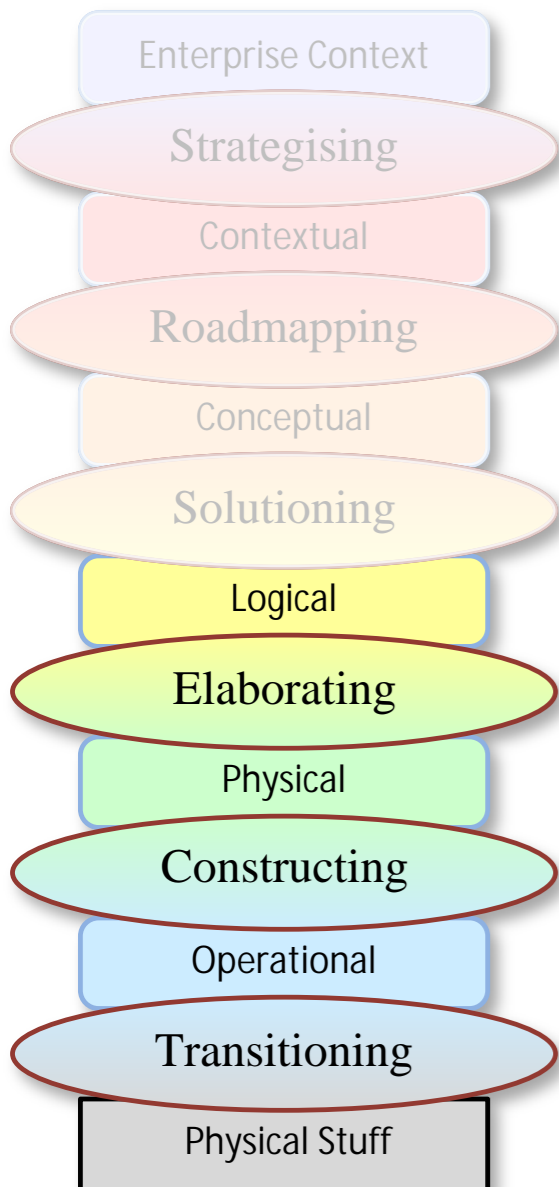
Solutioning (Solution Architecture)



Keypoint
Do not constrain
Solution
Architecture in
executing projects.

Adoption
Management: Move
Solution Architecture
work out of individual
projects and execute
SA as a program.

What kind of work goes on in the Elaborating phase?



Project Execution (aka Design, Build/Test, Deploy)

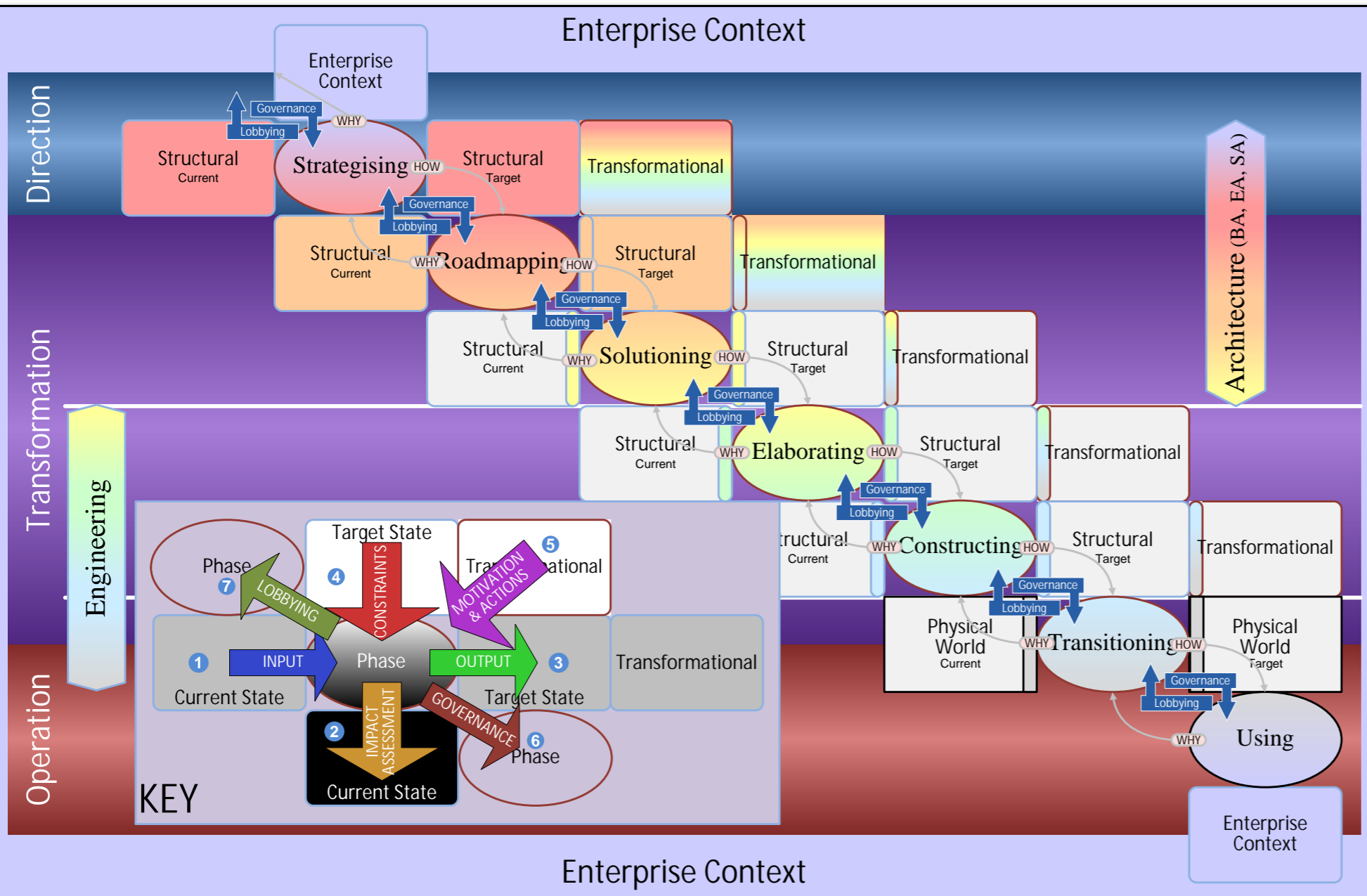
Sometimes called Engineering

All the work that happens when the project portfolio executes which finally results in the deployment of changes to the MAGIC™ of the Enterprise.

Keypoint
Elaborating, Constructing and Transitioning is “doing” Projects.

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

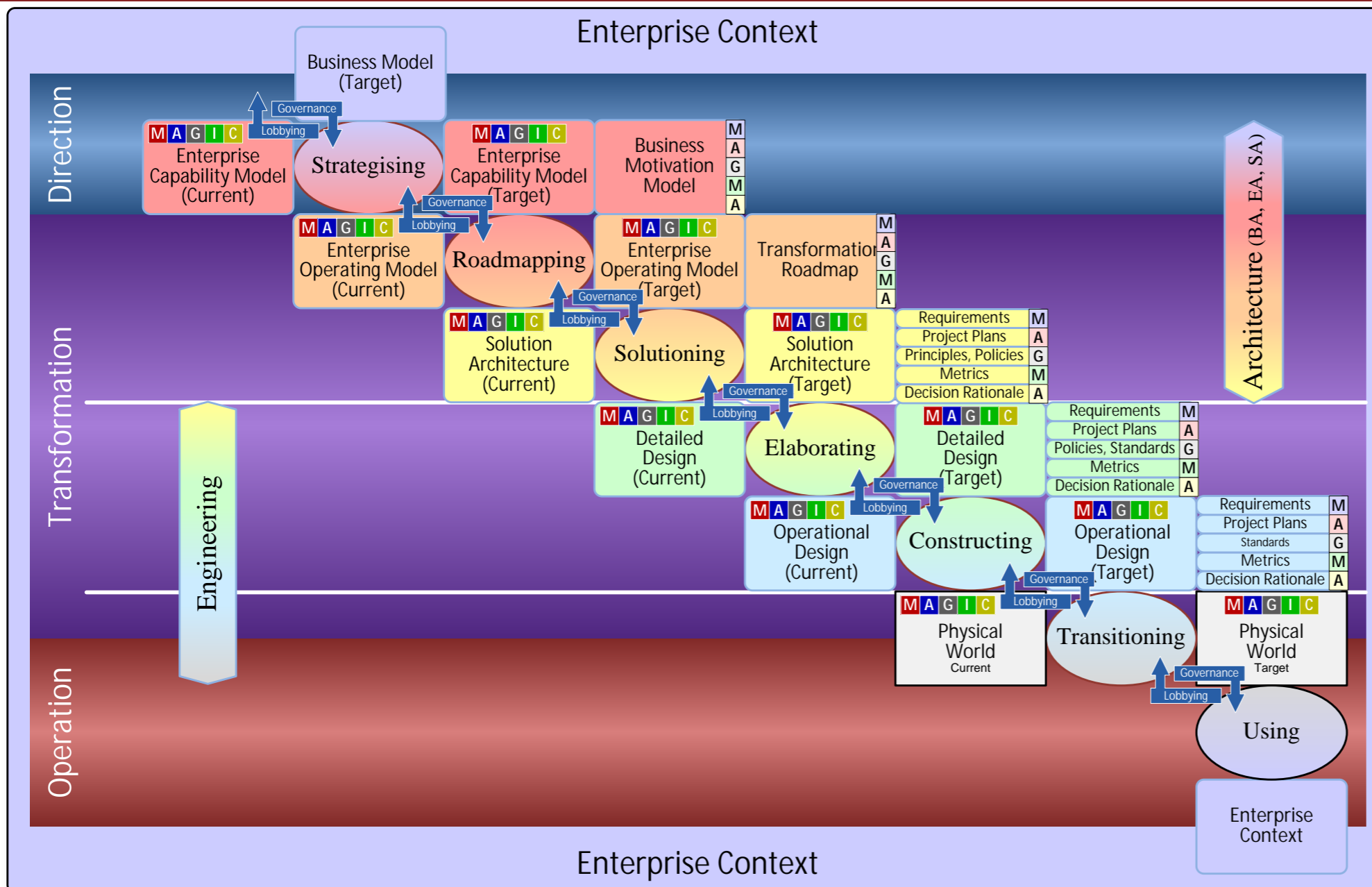
What is the common pattern that makes the Transformation Cascade coherent?



Keypoint
Use the Transformation cascade to link the phases together.

Adoption Management: Ensure everyone in the Enterprise understands how the phases and levels of Transformation link together.

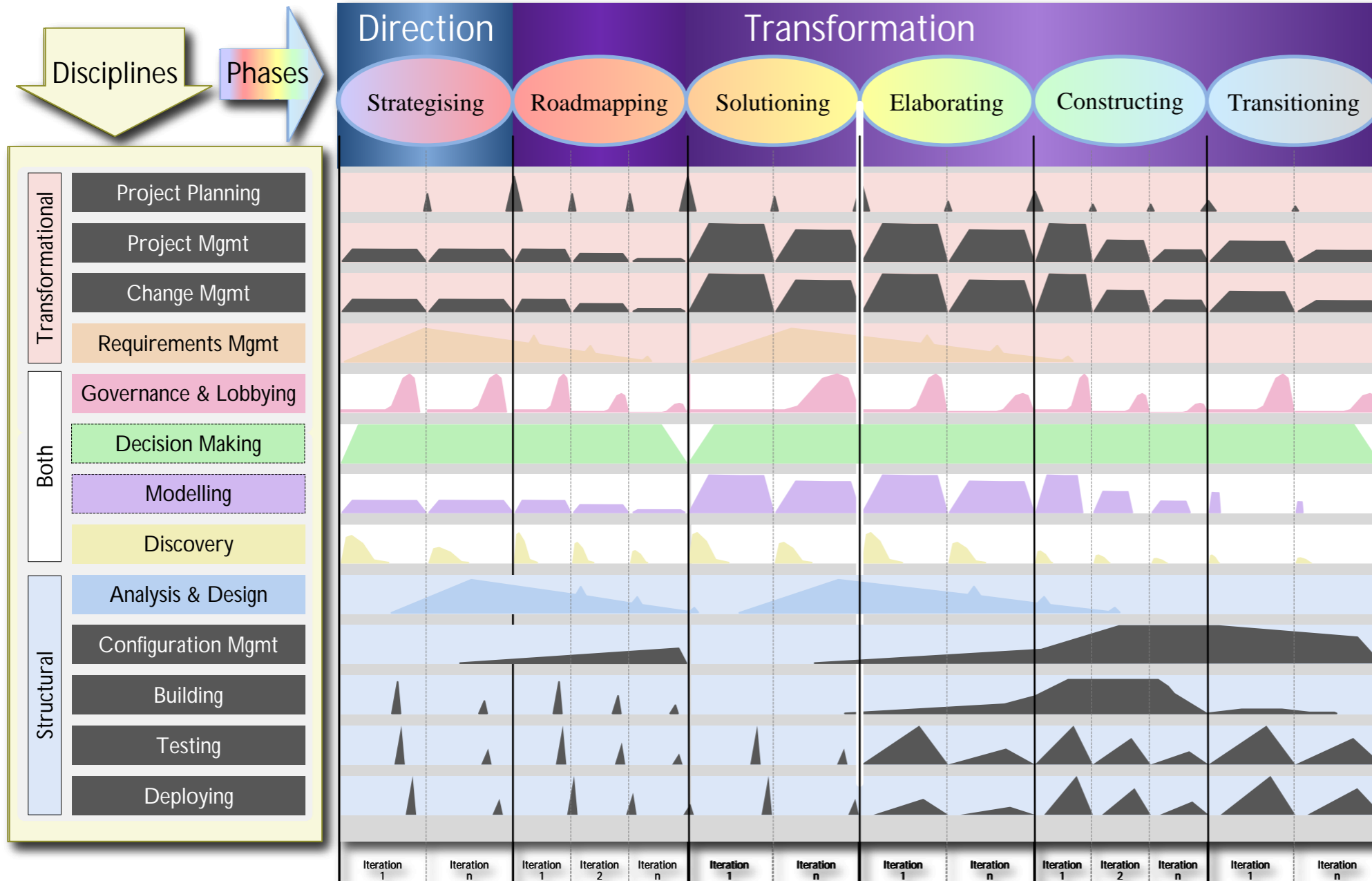
What happens if there is a break in the Phase cascade chain?



Keypoint
 Understand how common artefacts relate to the Phase cascade.

Adoption Management: Ensure everyone in the Enterprise understands the dependencies between common Artefacts.

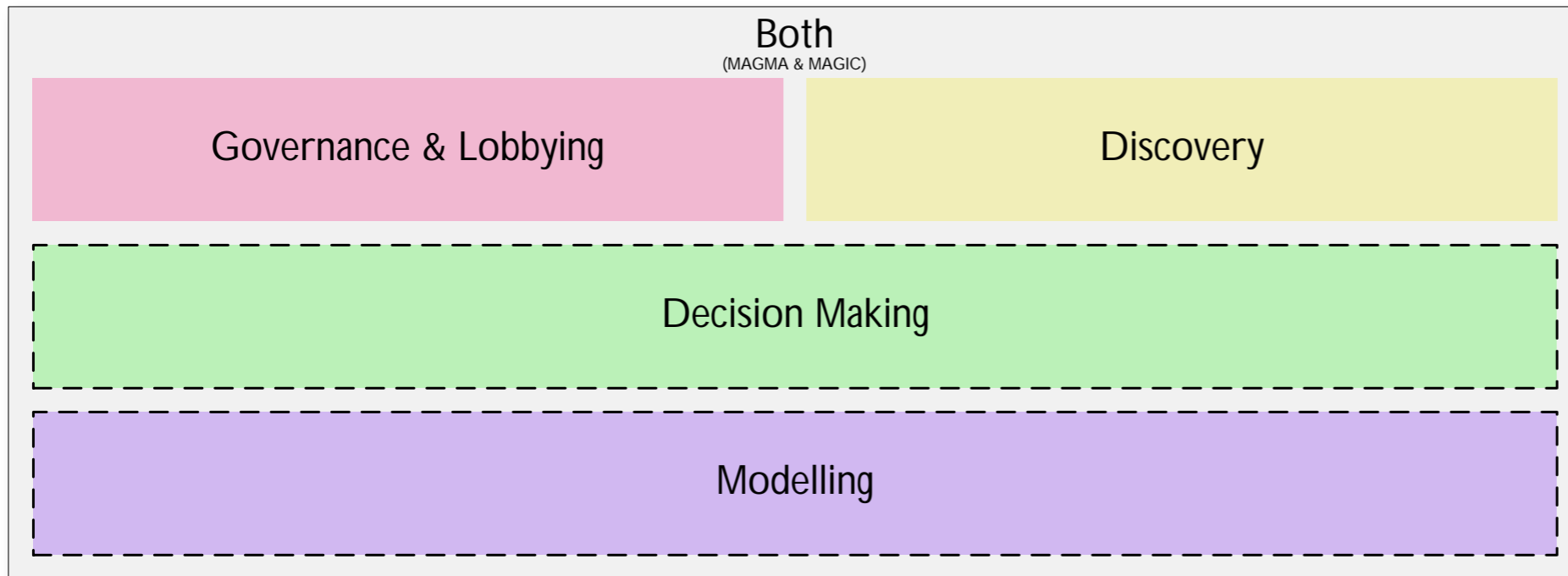
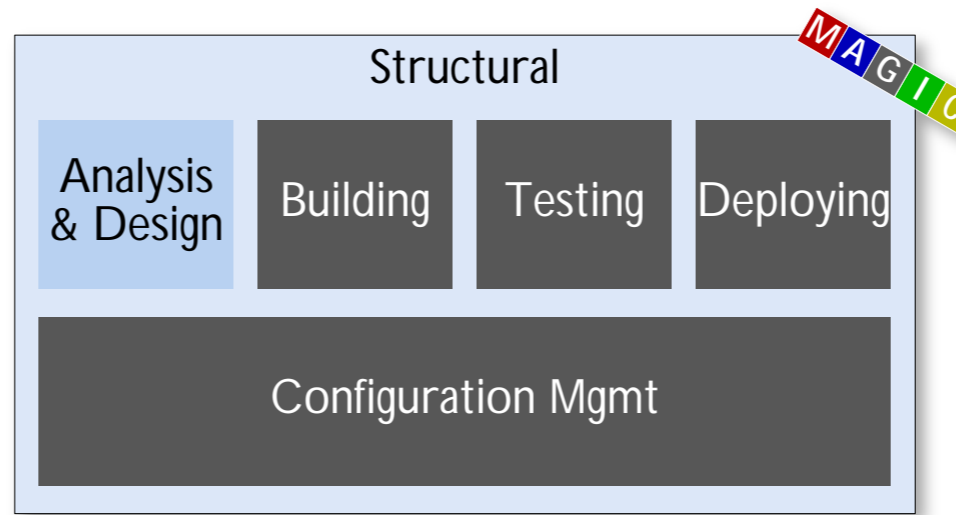
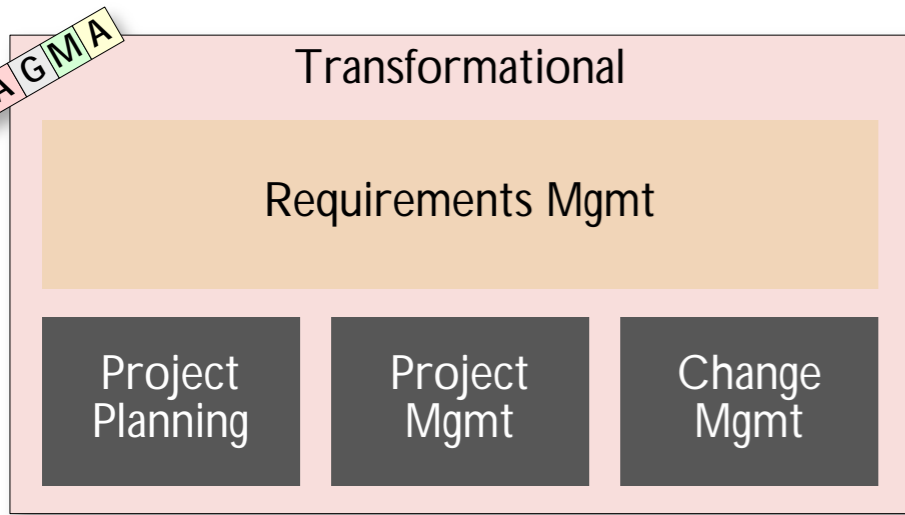
How are Phases and Disciplines related?



Keypoint
The Disciplines are used to a greater or lesser extent in each phase.

Adoption Management: Ensure everyone in Transformation is provided appropriate training in the disciplines they use to perform their tasks.

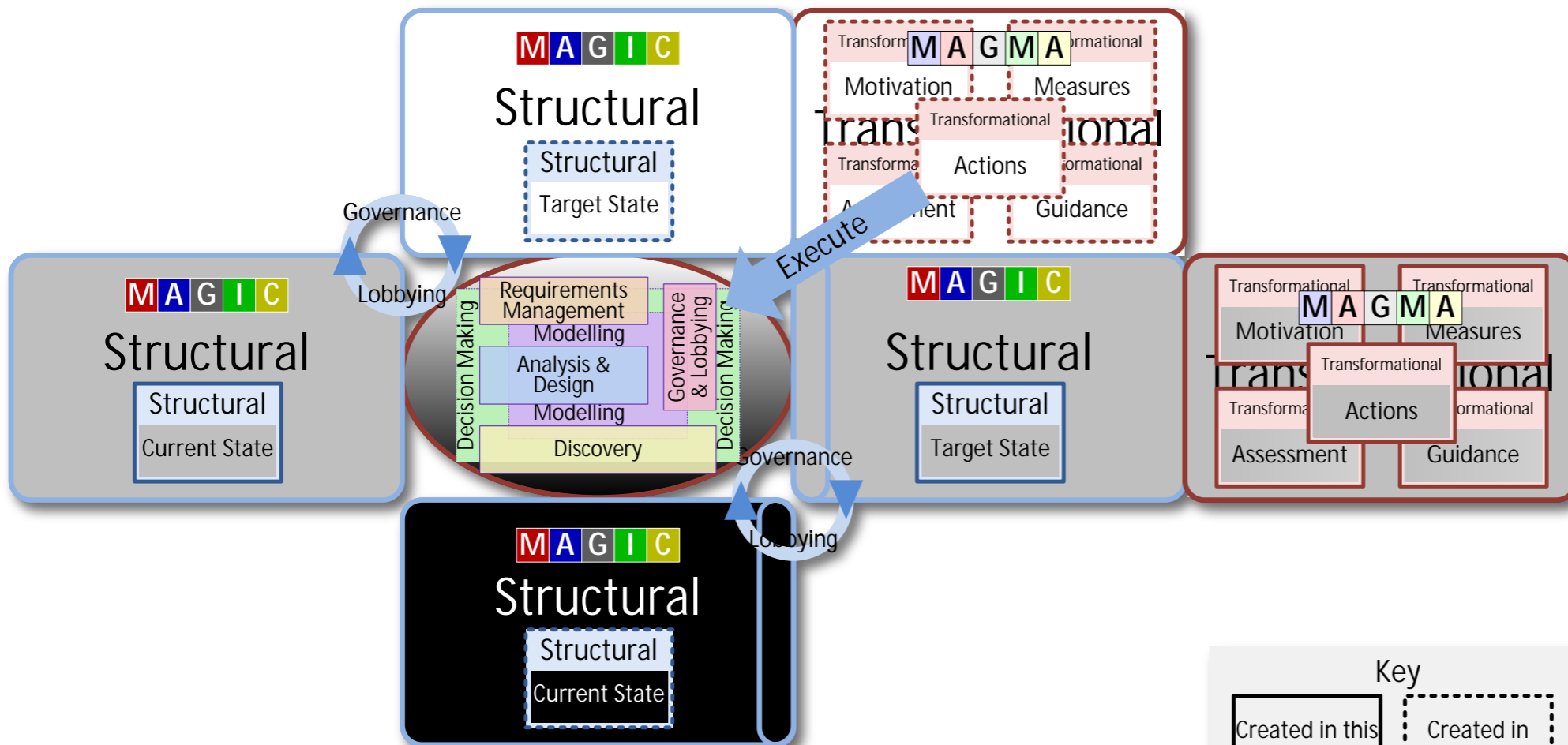
What are the Transformational Capabilities?



Keypoint
 The Disciplines form the Capability Model for the Transformation Capability of the Enterprise.

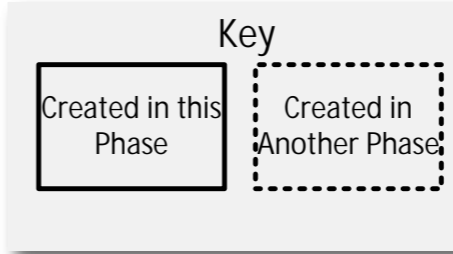
Adoption Management:
 Adopt the POET Transformation Capability Model.

How does MAGIC relate to the basic Phase Pattern?

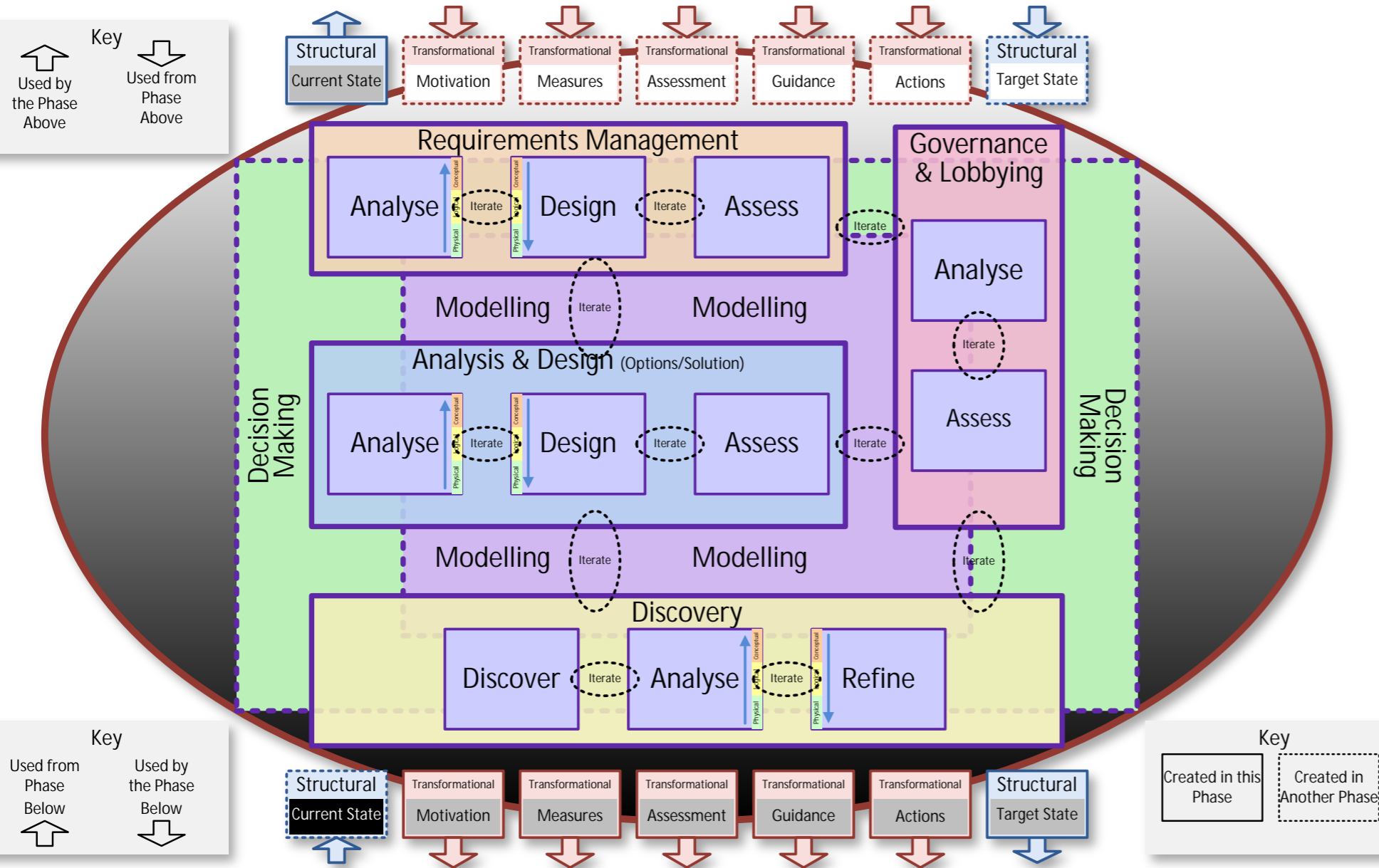


Keypoint
 MAGIC relates to the Structural information and MAGMA relates to the Transformational information that each phase consumes and produces.

Adoption Management: Ensure any work going on in Transformation, identifies whether it is working on Transformational and/or Structural information.



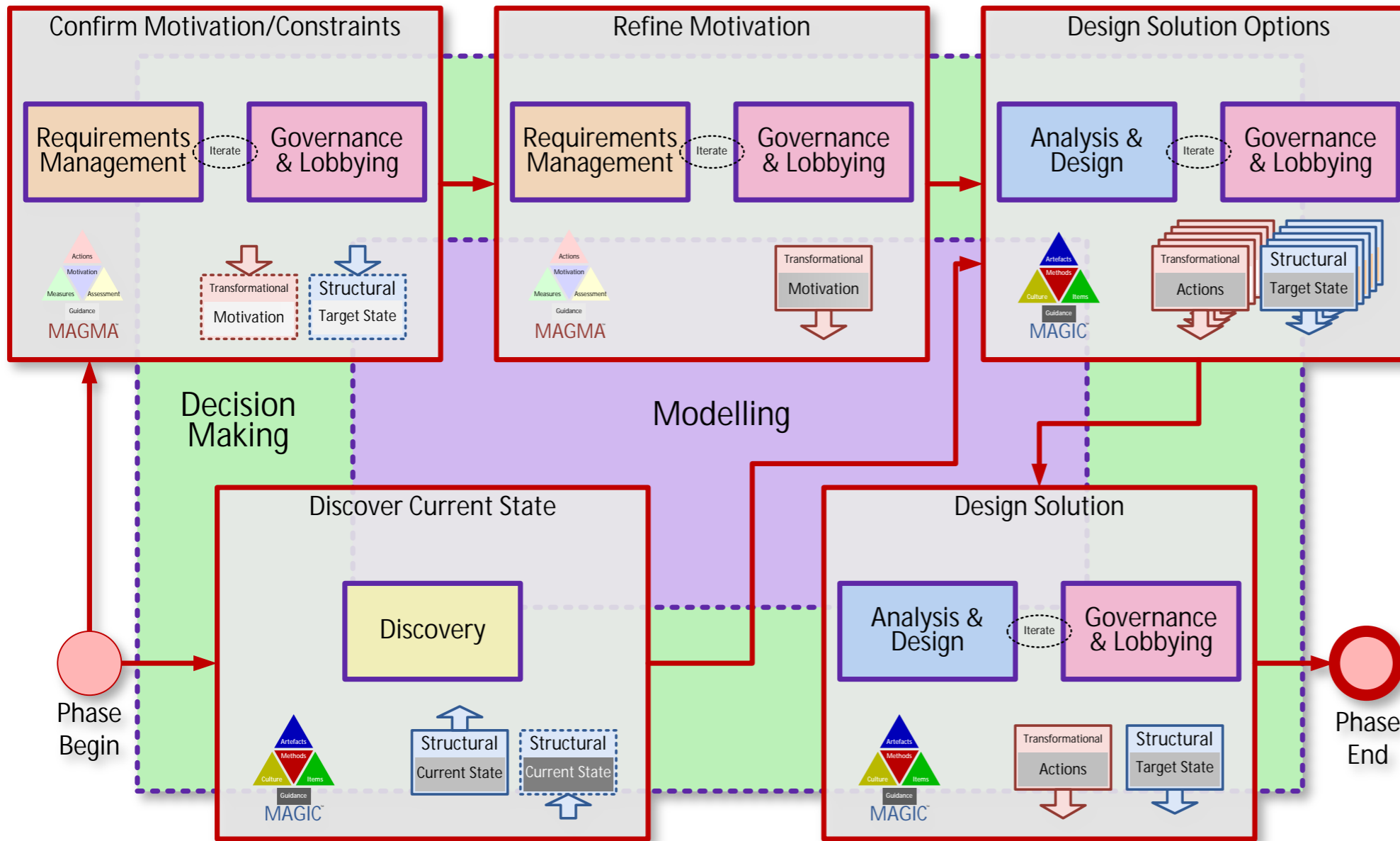
What are the six main disciplines of Enterprise Transformation?



Keypoint
 The 6 main disciplines are: Discovery, Requirements Management, Analysis & Design, Governance & Lobbying, Modelling and Decision Making.

Adoption Management: Review the maturity of the 6 main disciplines (Requirements Management, Analysis & Design, Discovery, Governance & Lobbying, Modelling and Decision Making).

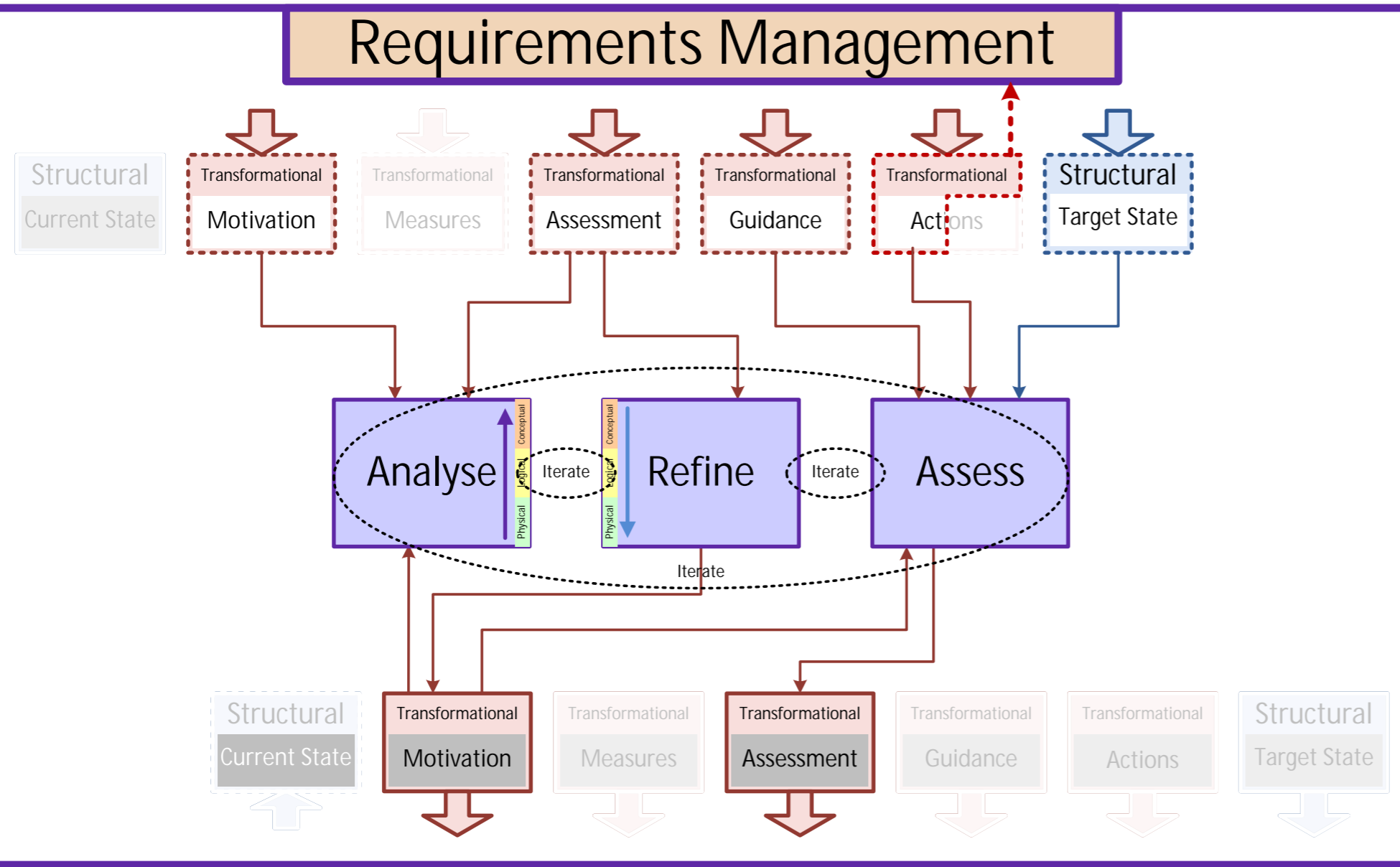
How are D) Discover Current State, C) Confirm Motivation/Constraints, M) Refine Motivation, O) Design Solution Options, S) Design Solution, orchestrated to execute a Phase?



Keypoint
Use discipline Orchestration to guide the overall work going on in a Phase.

Adoption Management: Ensure the basic discipline orchestration is followed in each phase.

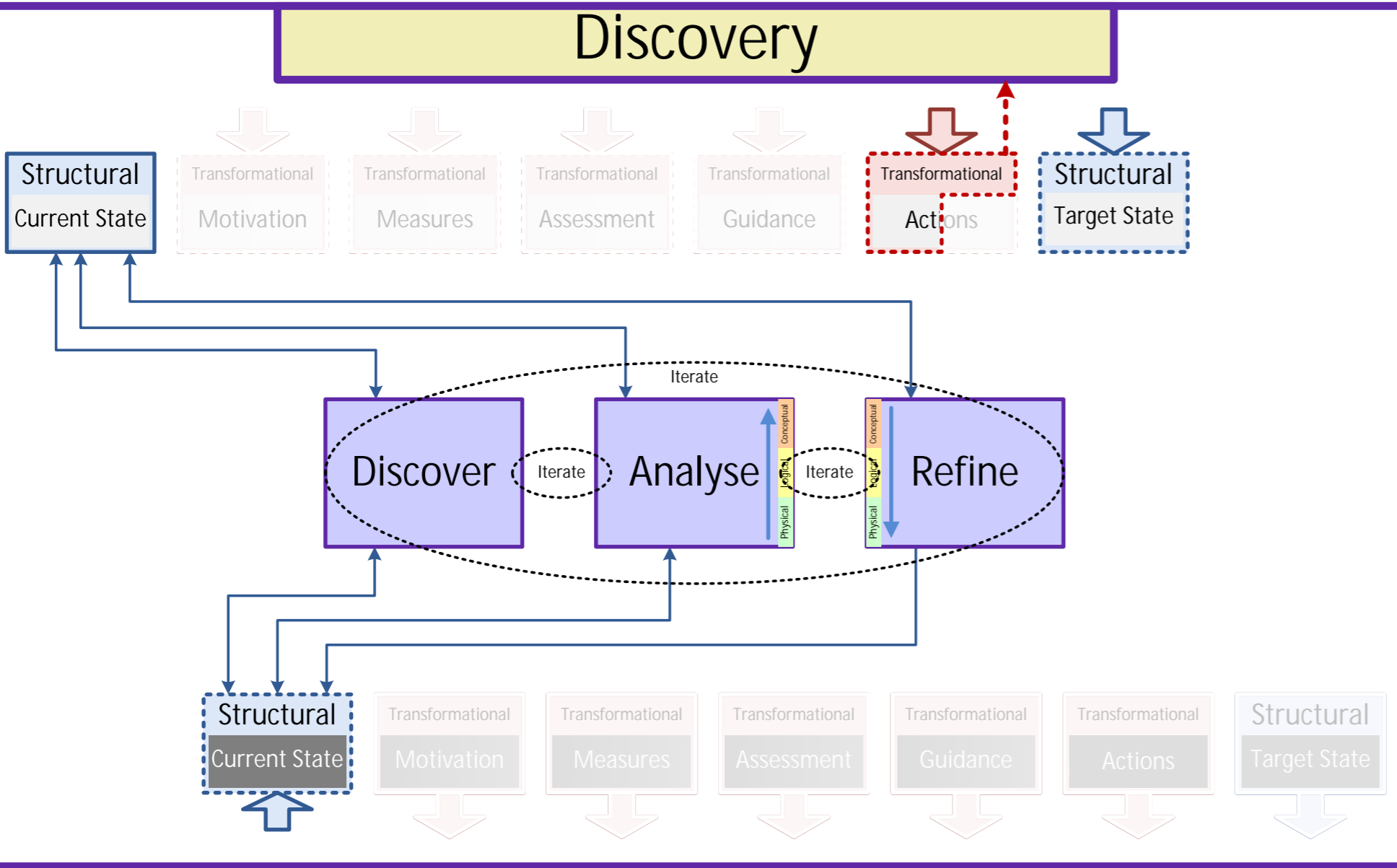
What is accomplished by the "Requirements Management" discipline?



Keypoint
Requirements provided to a phase, will never be sufficient for that phase.

Adoption
Management: Ensure that requirements are refined at the beginning of a phase not the end.

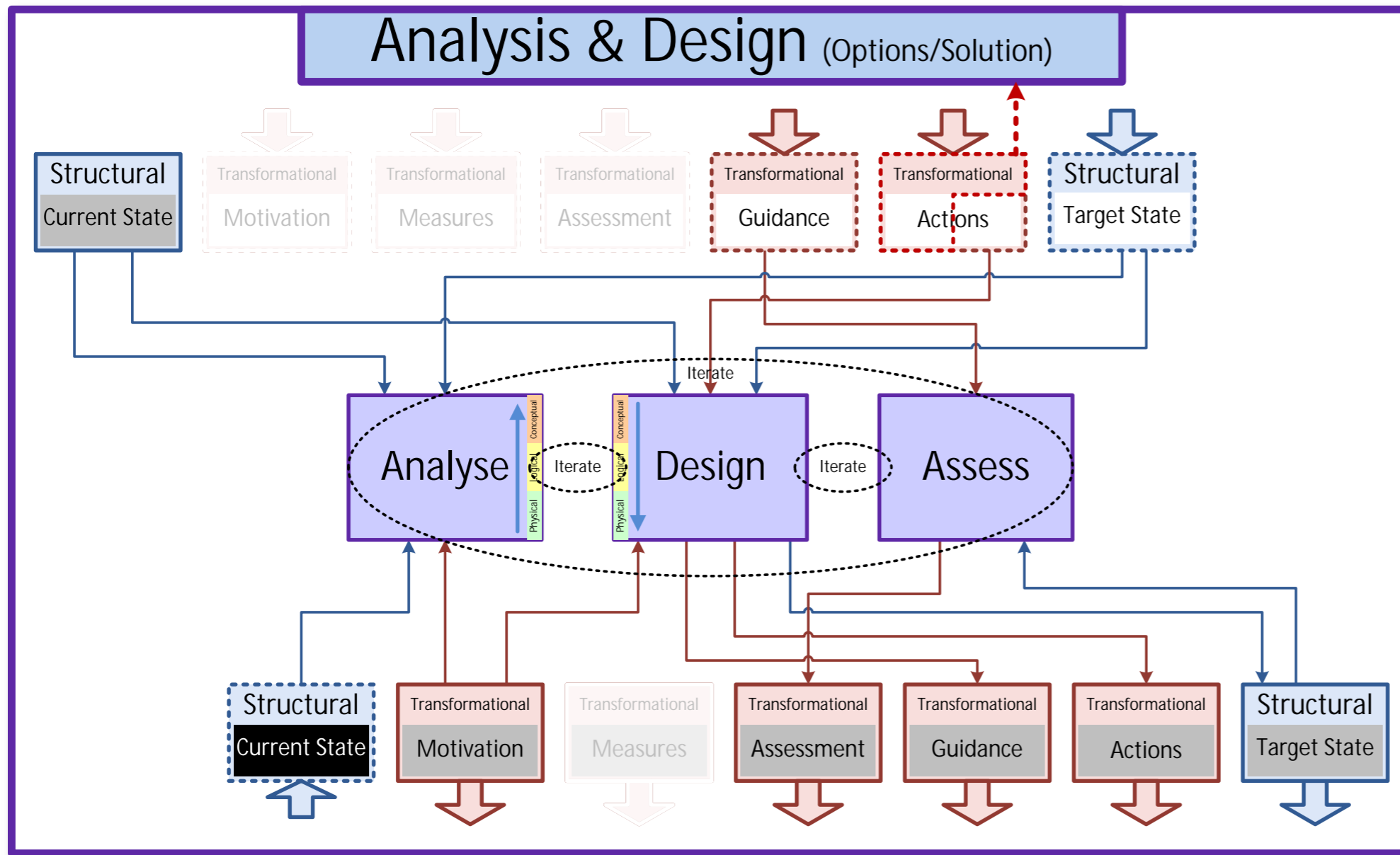
What is accomplished by the "Discovery" discipline?



Keypoint
 Finding information to perform a job is just as important as performing the job.

Adoption Management:
 Ensure that Discovery work is identified and estimated properly.

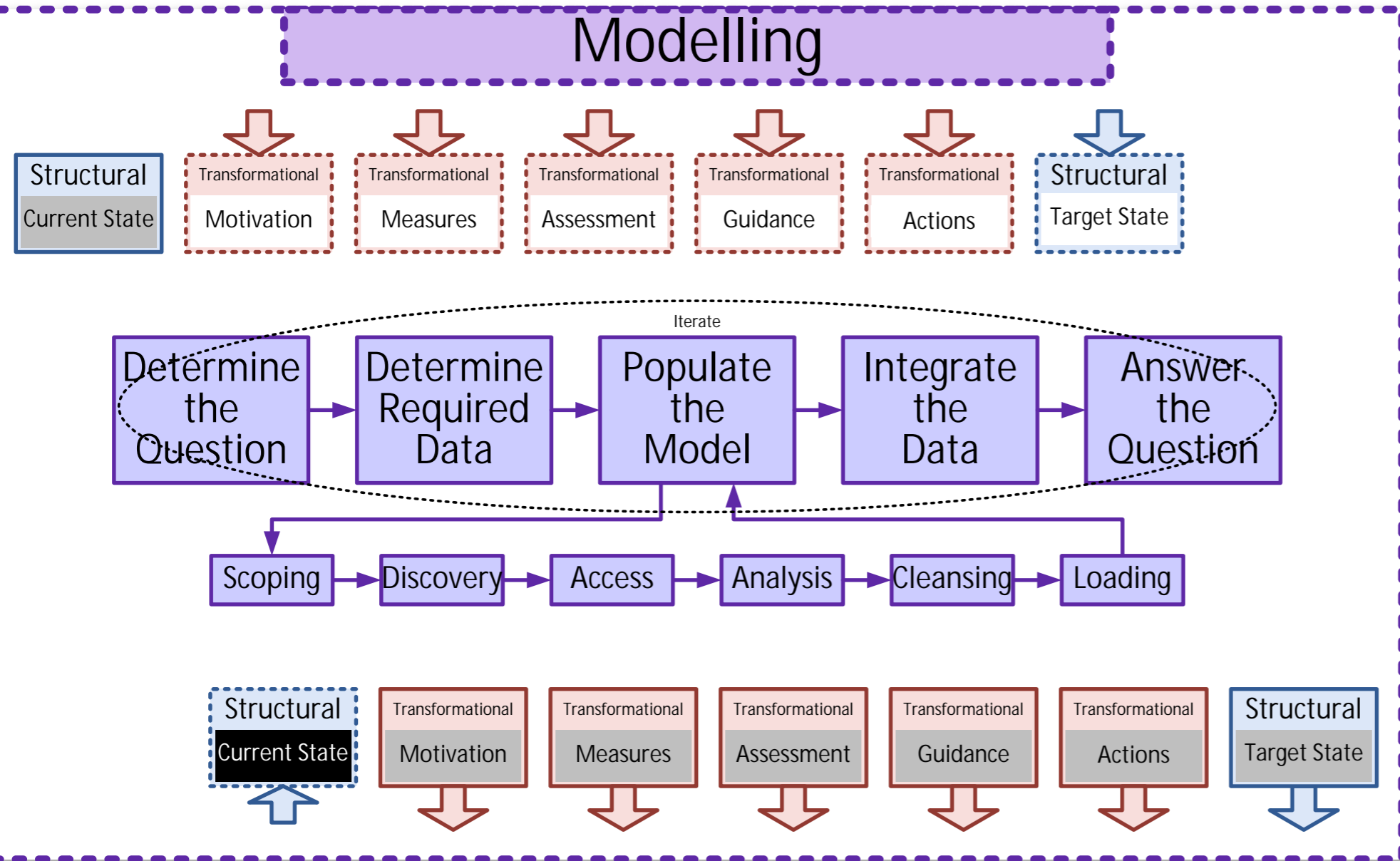
What is accomplished by the "Analysis & Design" discipline?



Keypoint
 Architecture and Engineering lie at the heart of Analysis and Design.

Adoption
 Management: Ensure that Architecture and Engineering Paradigms are used appropriately for Analysis and Design in all Phases.

What is accomplished by the "Modelling" discipline?



Keypoint

1. Only model things to answer a question.
2. Treat model population as a Data Migration exercise.
3. Integrate/remove source data.

Adoption Management:
Ensure that Modelling exists and is treated as a data migration exercise.

What is accomplished by the "Decision Making" discipline?

Decision Making

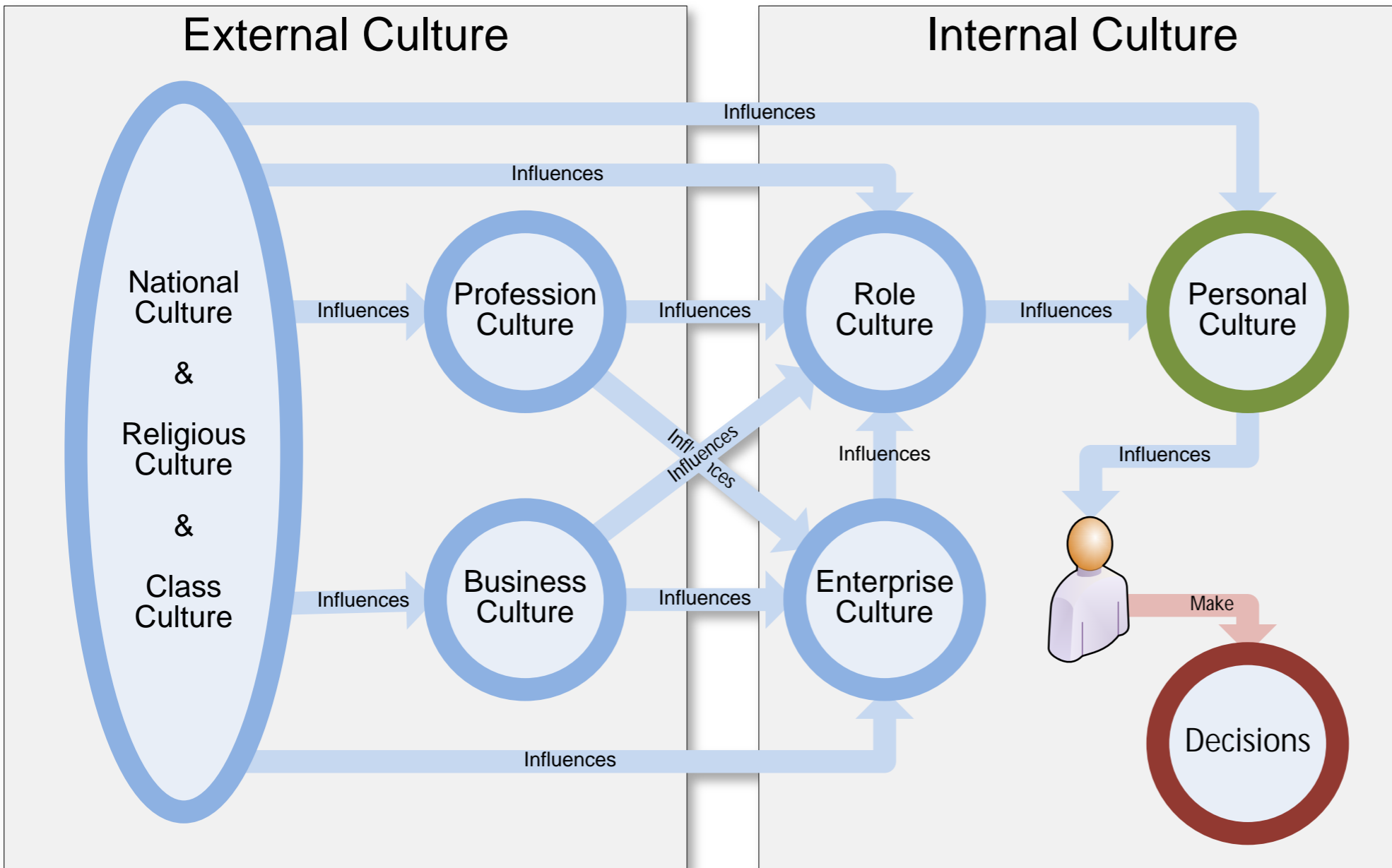


Keypoint

1. Only model things to answer a question.
2. Treat model population as a Data Migration exercise.
3. Integrate/remove source data.

Adoption Management:
Ensure that Modelling exists and is treated as a data migration exercise.

What types of Culture exist?



Keypoint

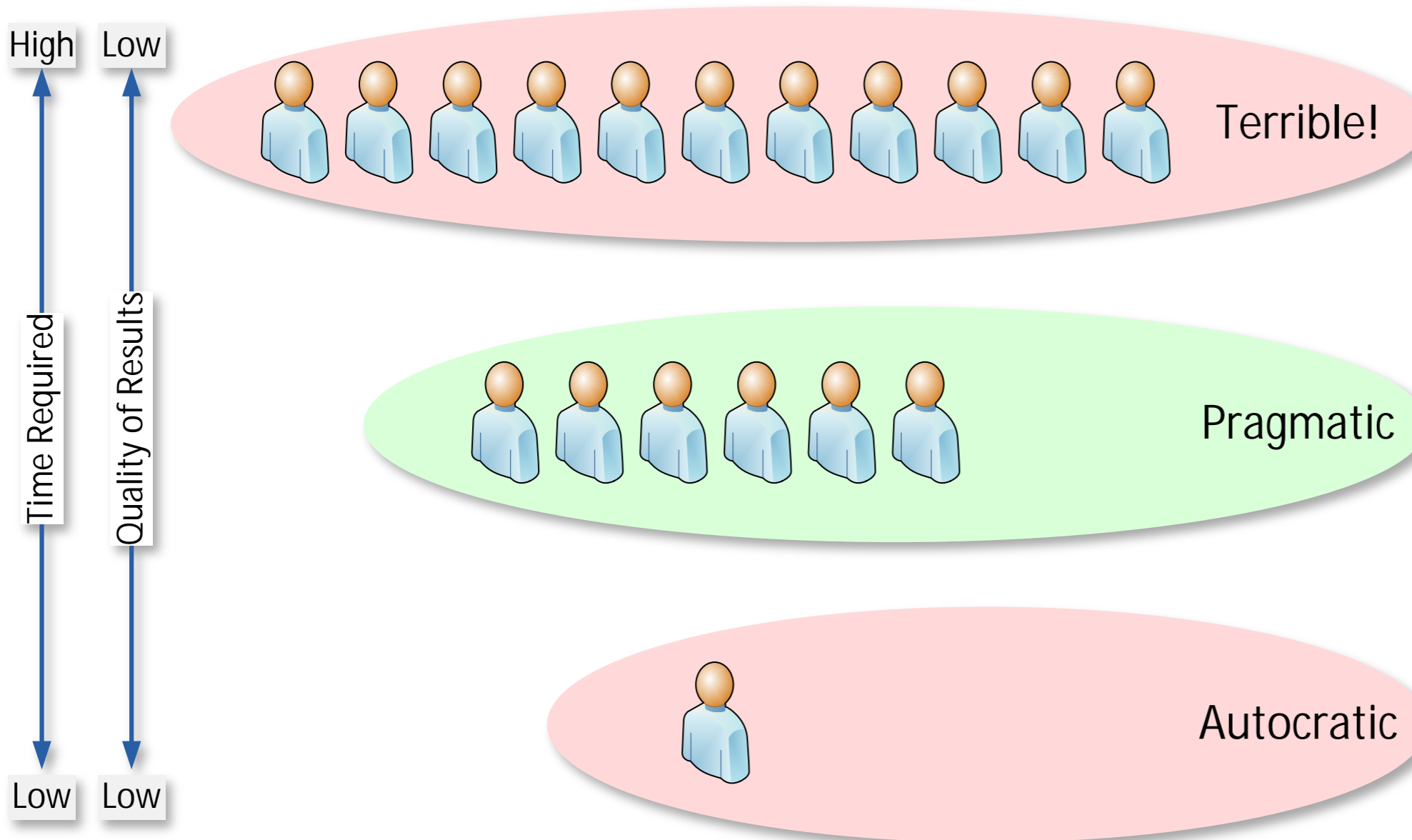
“The crucial differences which distinguish human societies and human beings are not biological. They are cultural.”
-Ruth Benedict

Adoption

C-Suite: Initiate an investigation into the different Cultures at play in the Enterprise.



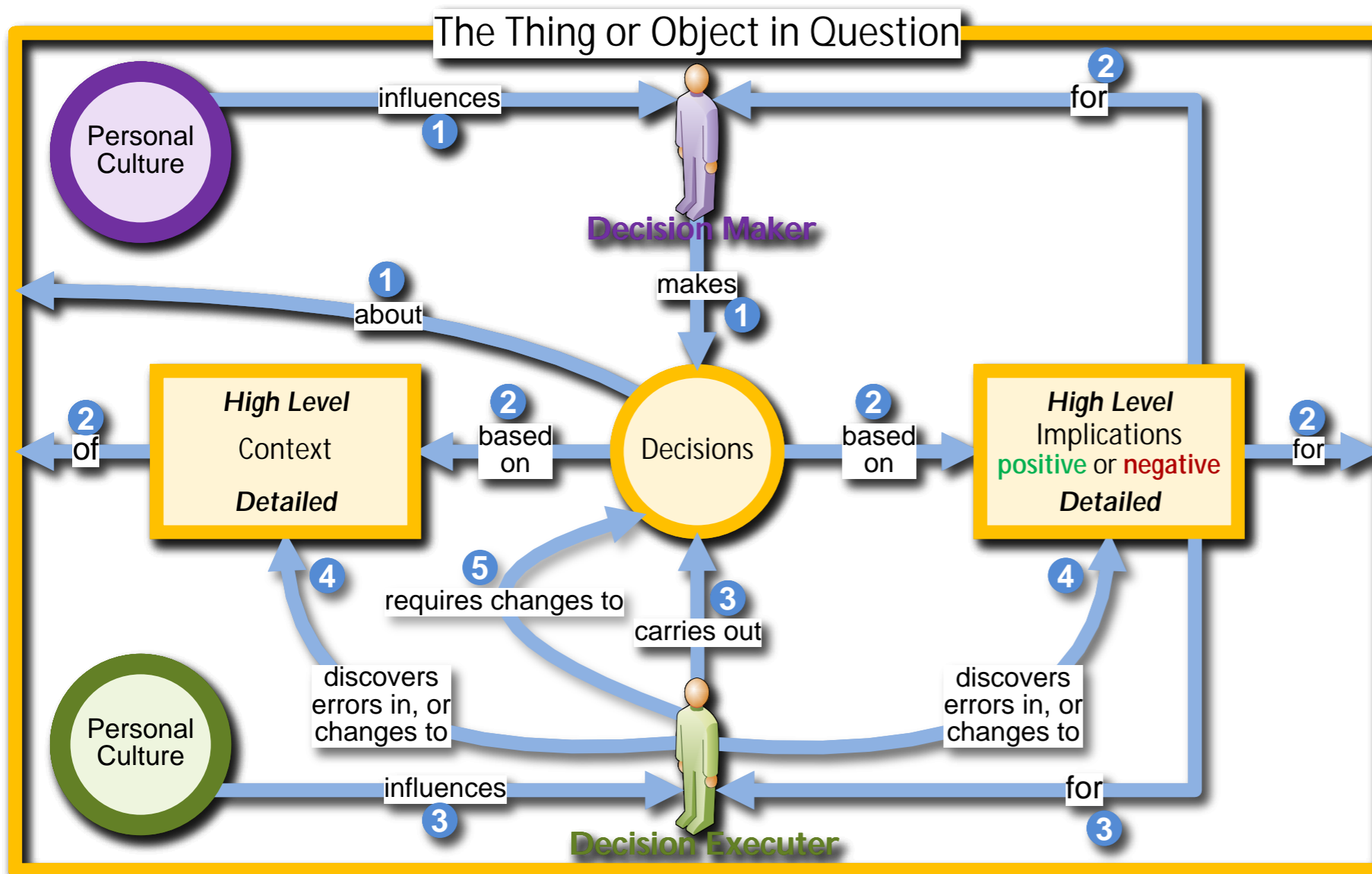
What happens to the quality of decisions, as you increase the number of people involved



Keypoint
 "Too many cooks spoil the broth"
 "Many hands make light work"

Adoption
 C-Suite: Mandate that people balance the time spent and the number of people involved in making decisions, with the quality of the decision required.

What bearing does Personal Culture have, on the decisions that people make?



Keypoint
 "Unless we embrace changing decisions, we will always be stuck with bad ones."
 - Kevin Lee Smith

Adoption
 C-Suite: Mandate that people should be rewarded, not punished, for changing decisions.

Why should pressing the red button be a duty to be applauded rather than a chore to be denigrated?



WARNING

Don't
Press
This
button!

Keypoint

Pushing the Red Button is not recommended. It is a necessity.

Adoption

C-Suite: Mandate that people are rewarded, not punished, for pushing the “Red Button”.

What are the effects of Jumping to Conclusions?

JUMPING TO

CONCLUSIONS

Keypoint

"Making decisions too quickly, is as bad as making them too slowly."

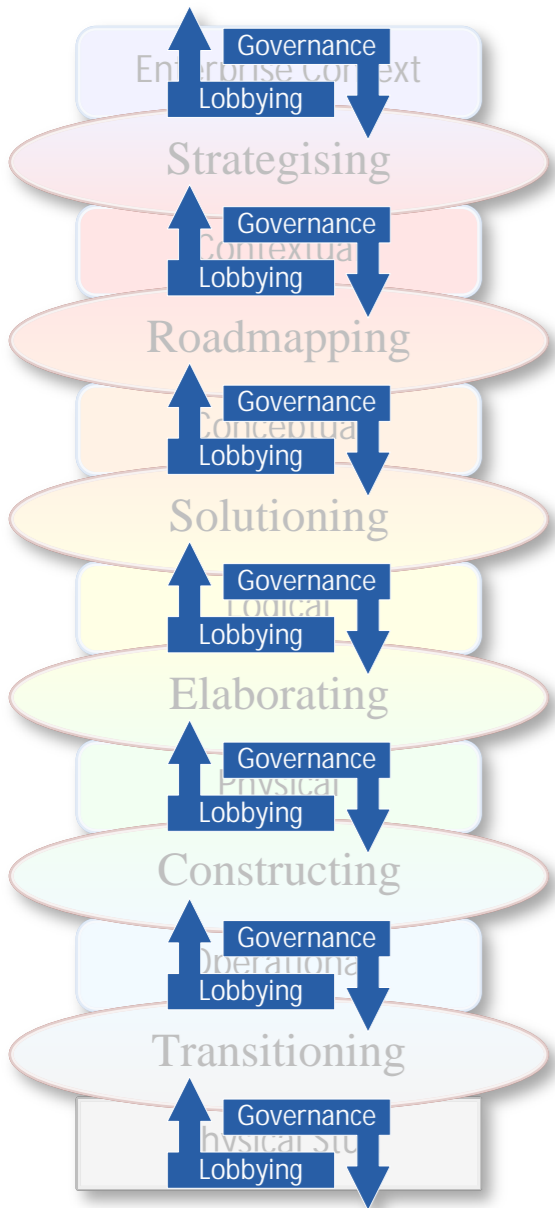
- Kevin Lee Smith

Adoption

C-Suite: Mandate that people don't jump to conclusions too quickly. "Measure twice, cut once."



What kind of work goes on in Governance & Lobbying?



Governance & Lobbying Aka Risk Management

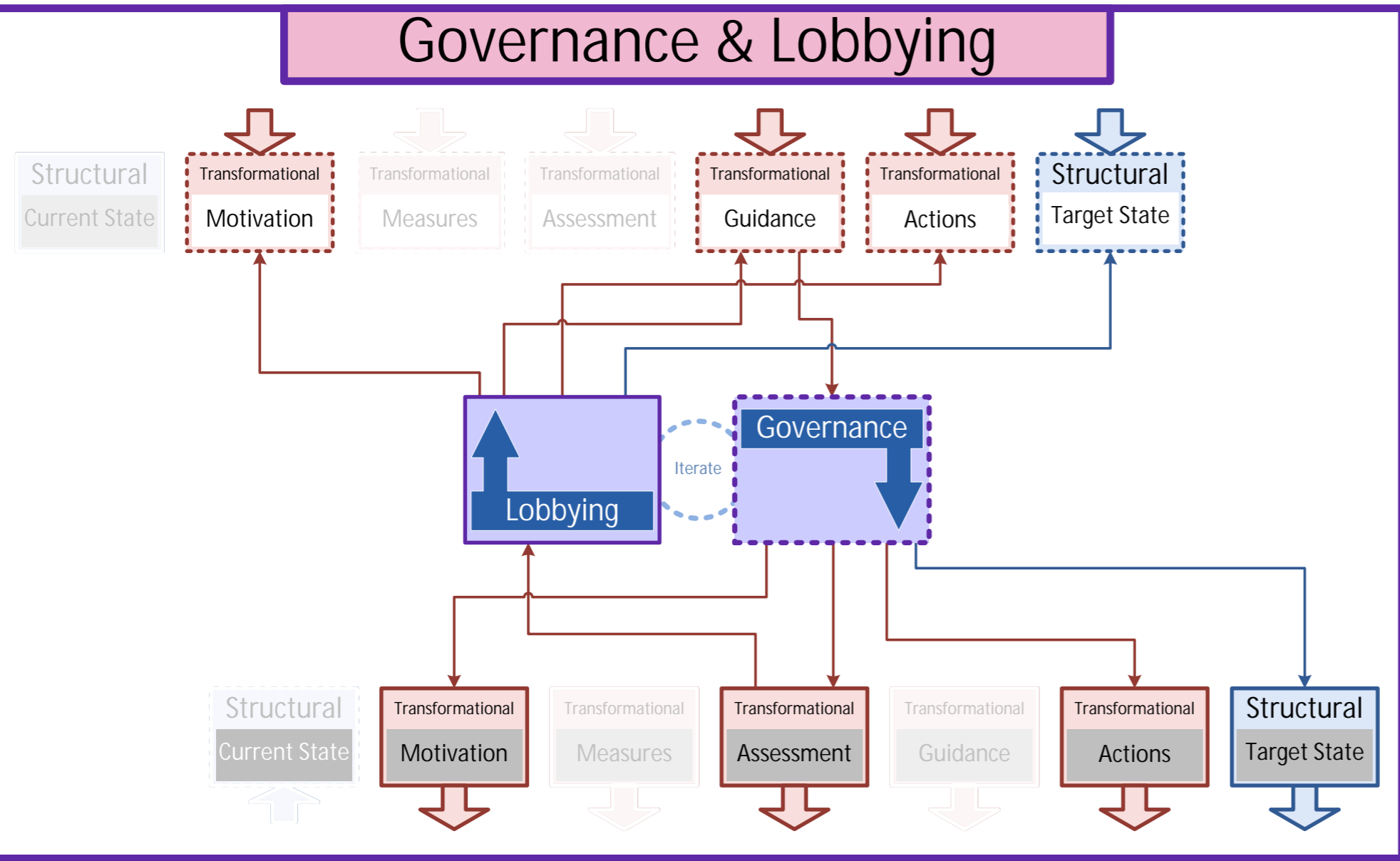
The work that happens between the phases.

Governance - Ensuring compliance to structural and transformational guidance
Lobbying - Raising issues, problems and opportunities.

Keypoint
 Recognise that Governance & Lobbying are inextricably linked.

Adoption
 Use Governance & Lobbying to connect and synchronise each phase of Transformation.

What is accomplished by the "Governance" discipline?



Keypoint
It is imperative that Governance is balanced by Lobbying.

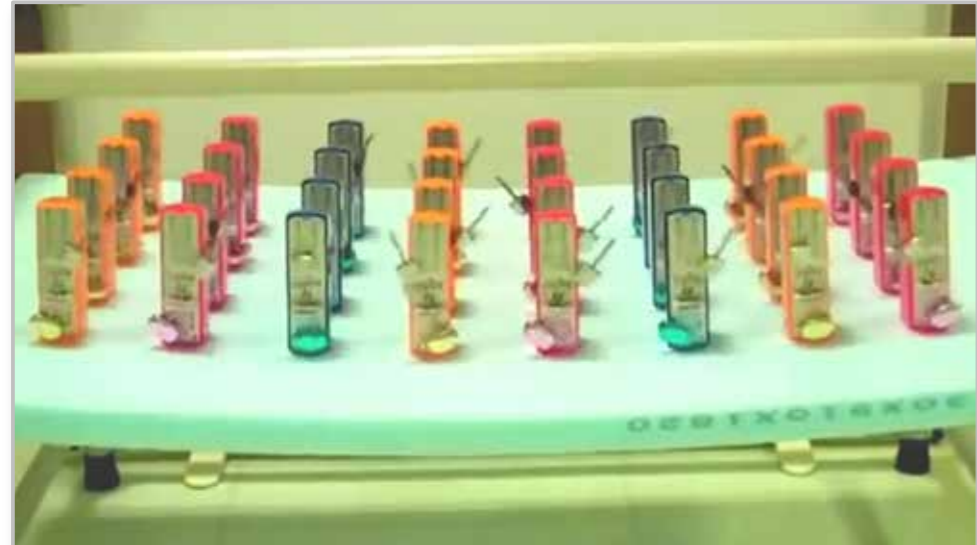
Adoption Management:
Ensure that Governance is balanced by Lobbying.

BREAK!

Back at 10:44



What is the key to Transformation Synchronisation?



非線形問題解決集団
 池口研究室
 NONLINEAR DYNAMICAL SYSTEM

メトロノーム同期 (64個)
Synchronization of 64 metronomes

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

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

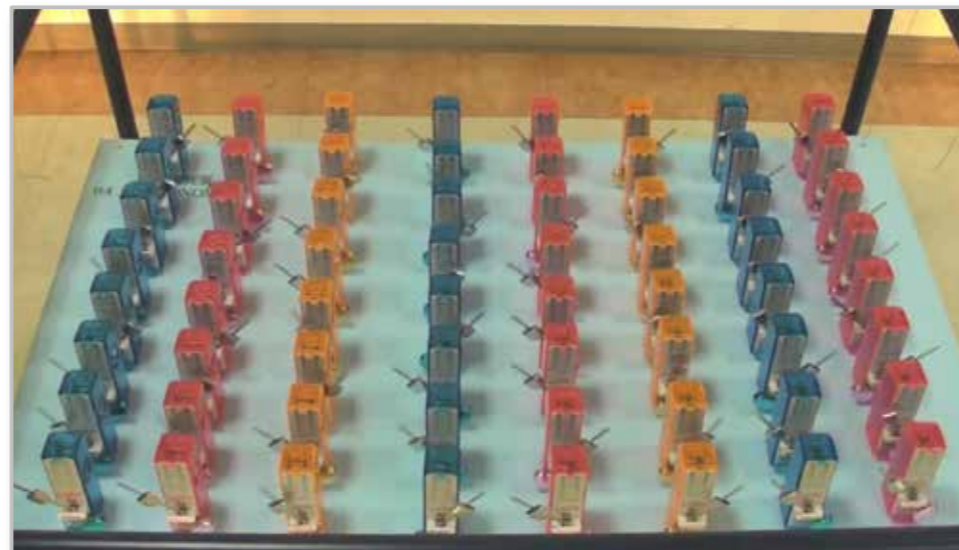
Keypoint
Utilise Governance
and Lobbying to
synchronise
Transformation.

非線形問題解決集団
 池口研究室
 NONLINEAR DYNAMICAL SYSTEM

メトロノーム同期 (32個)
Synchronization of thirty two metronomes

2012年09月14日, 池口研究室前廊下にて撮影
Filmed at Ikeguchi Laboratory, on September 14, 2012.

www.youtube.com/watch?v=JWTUATLGzs



**Adoption
Management:**
Implement
Governance and
Lobbying.

What is Technical Debt?

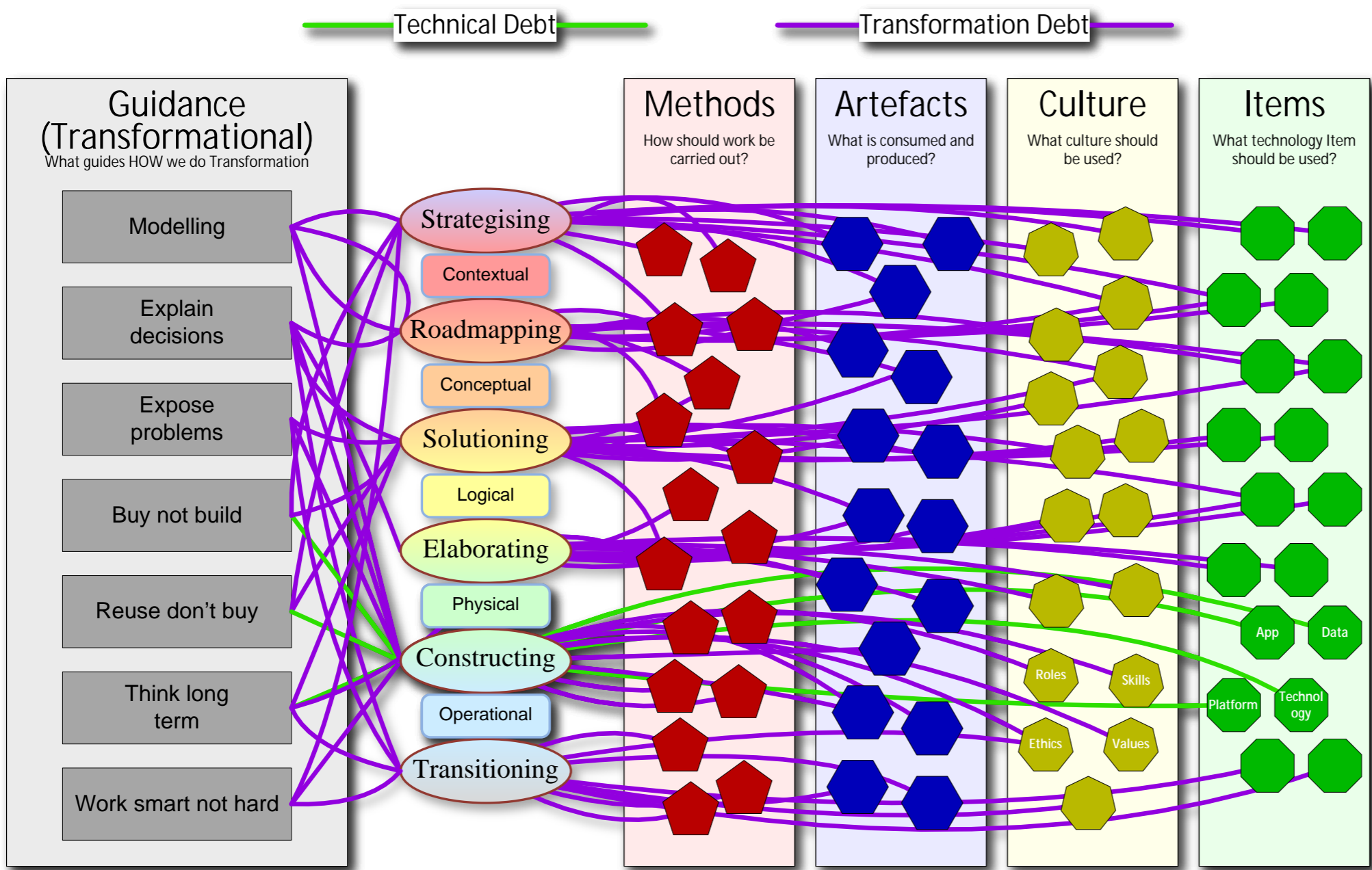
“Do I write a cheap and nasty solution in order to move forward now? Or do I take more time to solve the problem properly and risk delivering less business value in the short term but possibly better business value in the long term?”

- Ward Cunningham

Keypoint
Technical Debt
is the future
problems
created when
we write “bad”
code. (Ward
Cunningham)



How does Transformation Debt™ compare to Technical Debt?

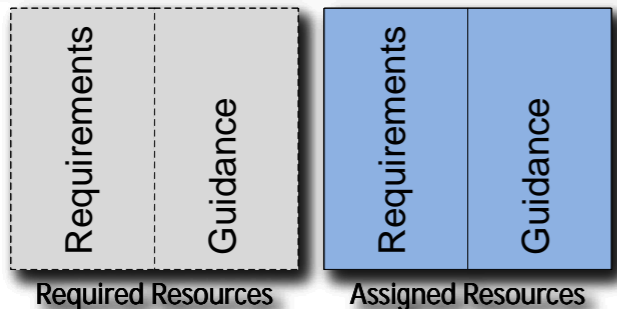


Keypoint
Transformation Debt™ is applying the principle of Technical Debt to all Guidance, all Phases and all Levels of Transformation.

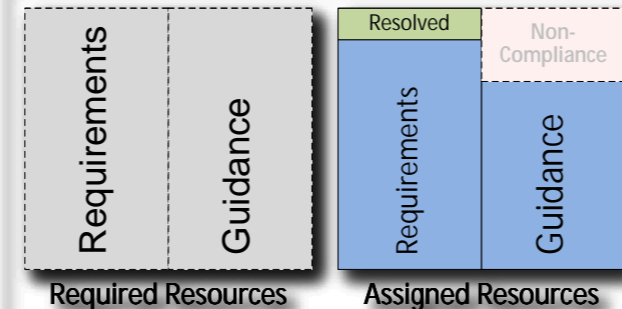
Adoption
Enterprise Architect: Apply the concept of Transformation Debt™. (Application of the Technical Debt concept to all guidance, all phases and all levels of Transformation.)

How does Transformation Debt help Transformation Synchronisation?

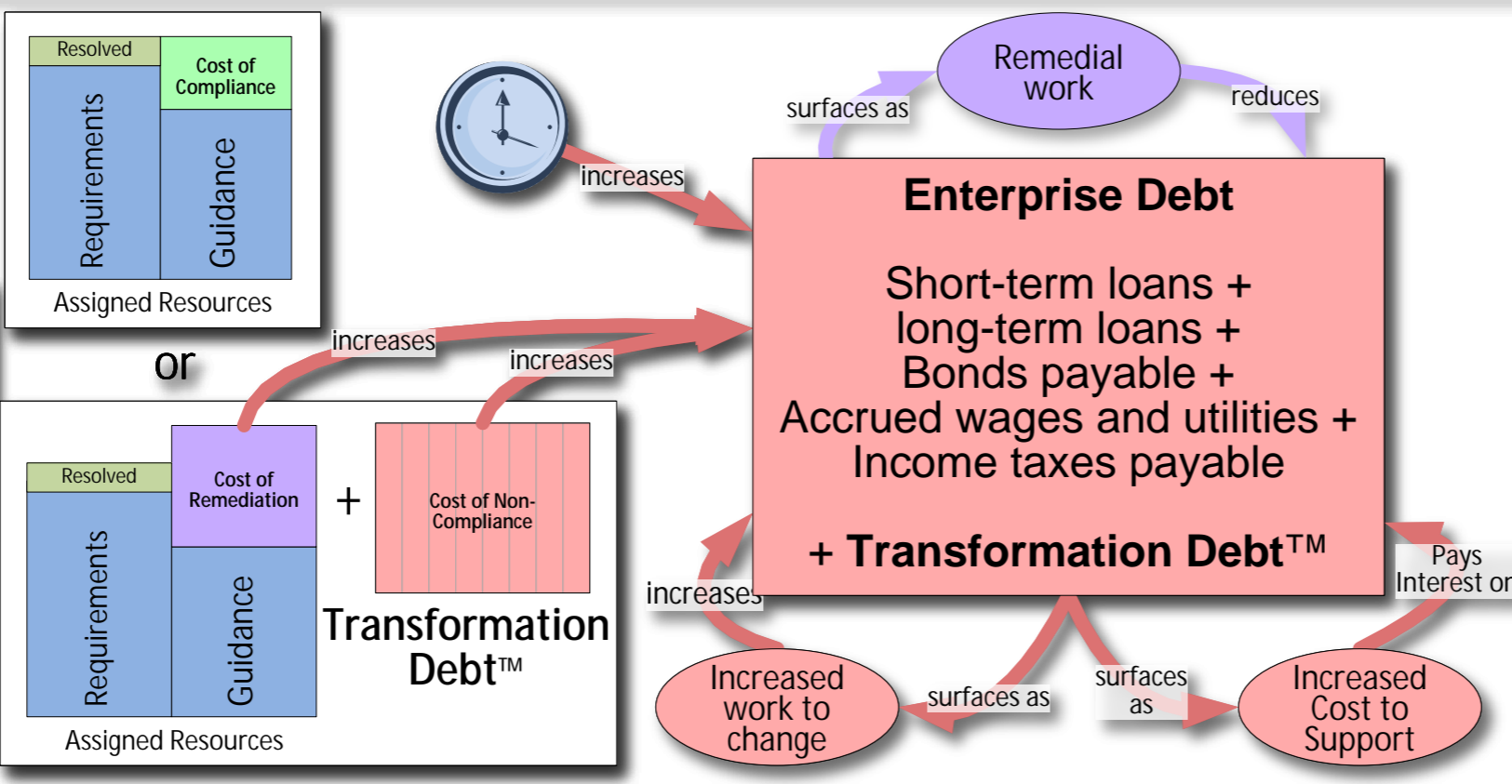
The Perfect World



The Real World



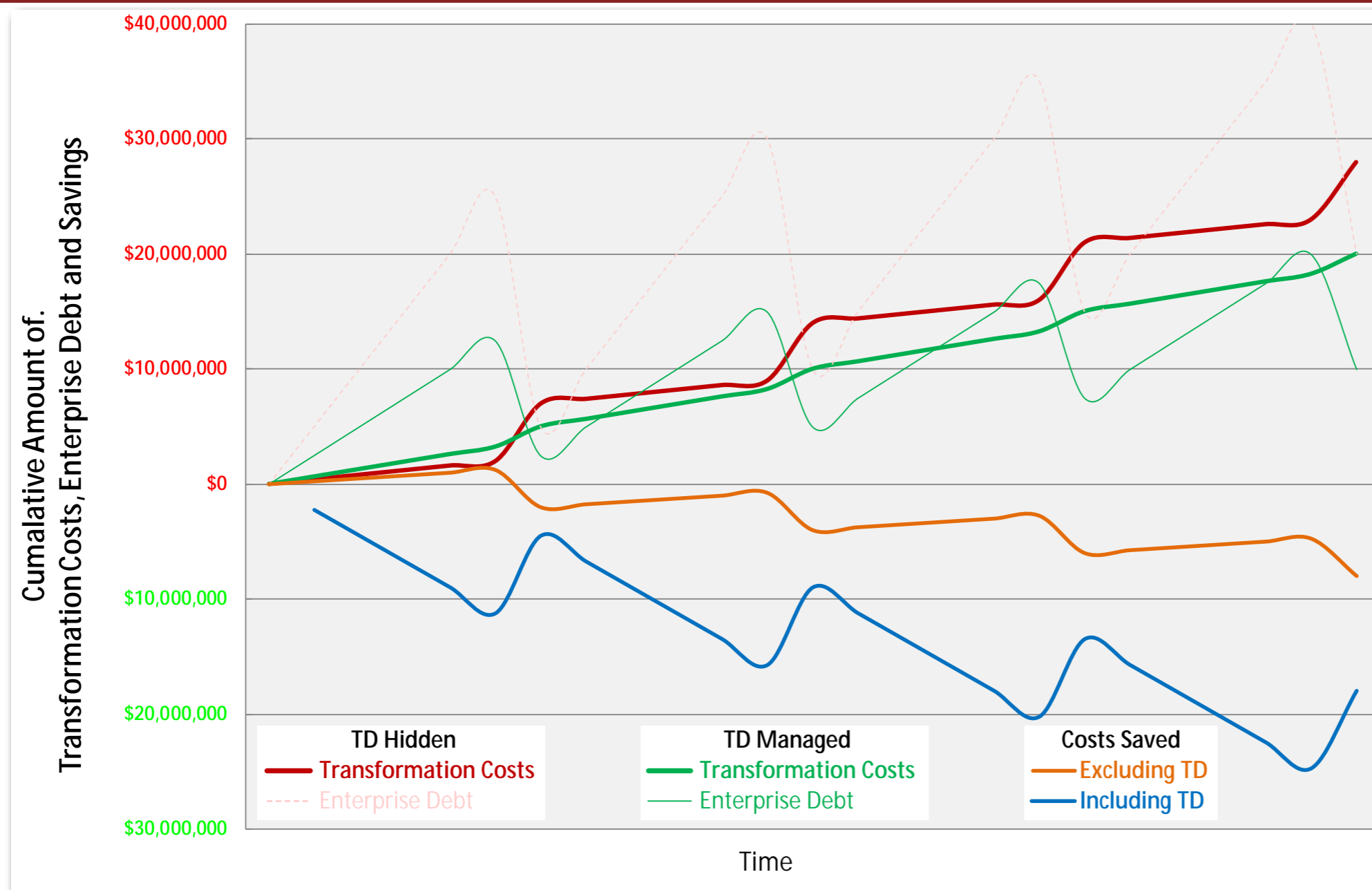
The Pragmatic World



Keypoint
The future cost of Non-Compliance and Remediation will always be bigger than the current Cost of Compliance.

Adoption Management: Ensure everyone in the Enterprise understands Enterprise Debt and Transformation Debt.

What is the Transformation Investment profile likely to look like, if Transformation Debt™ is hidden?



Keypoint
 If you do not control Transformation Debt™ it will control you.

Adoption Management: Draw a graph of the last 20 years of transformation investment.

So how much money could you save if you manage Transformation Debt™?

	Transformation Debt™ - Hidden	Transformation Debt™ - Managed
Total Spent on Transformation	£28M	£20M
Current level of Enterprise Debt™	£20M	£10M
TOTAL	£48M	£30M
Amount Saved	£18M Which equates to a 38% saving on your Enterprise Transformation Bill	

Keypoint
 Managing Transformation Debt™ can save huge amounts of money, and (probably more importantly) time.

Adoption
 Management: Estimate how much money the Enterprise could save over the next 10 years, if it managed Transformation Debt.

What does the Artefacts section of POET contain?

Artefacts

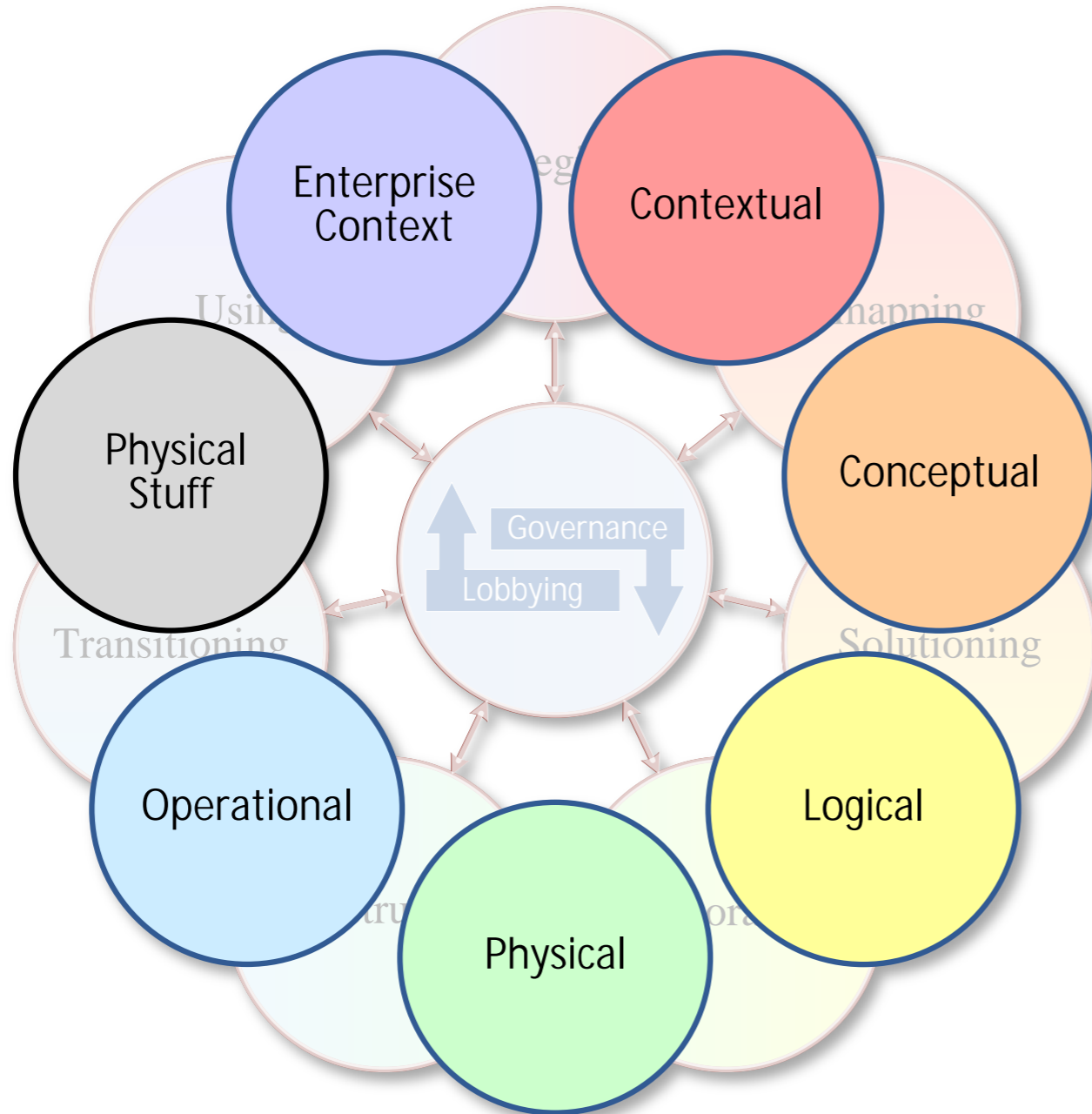
Keypoint

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

Adoption

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

What are the seven levels of Transformation (From the highest to the lowest level)?

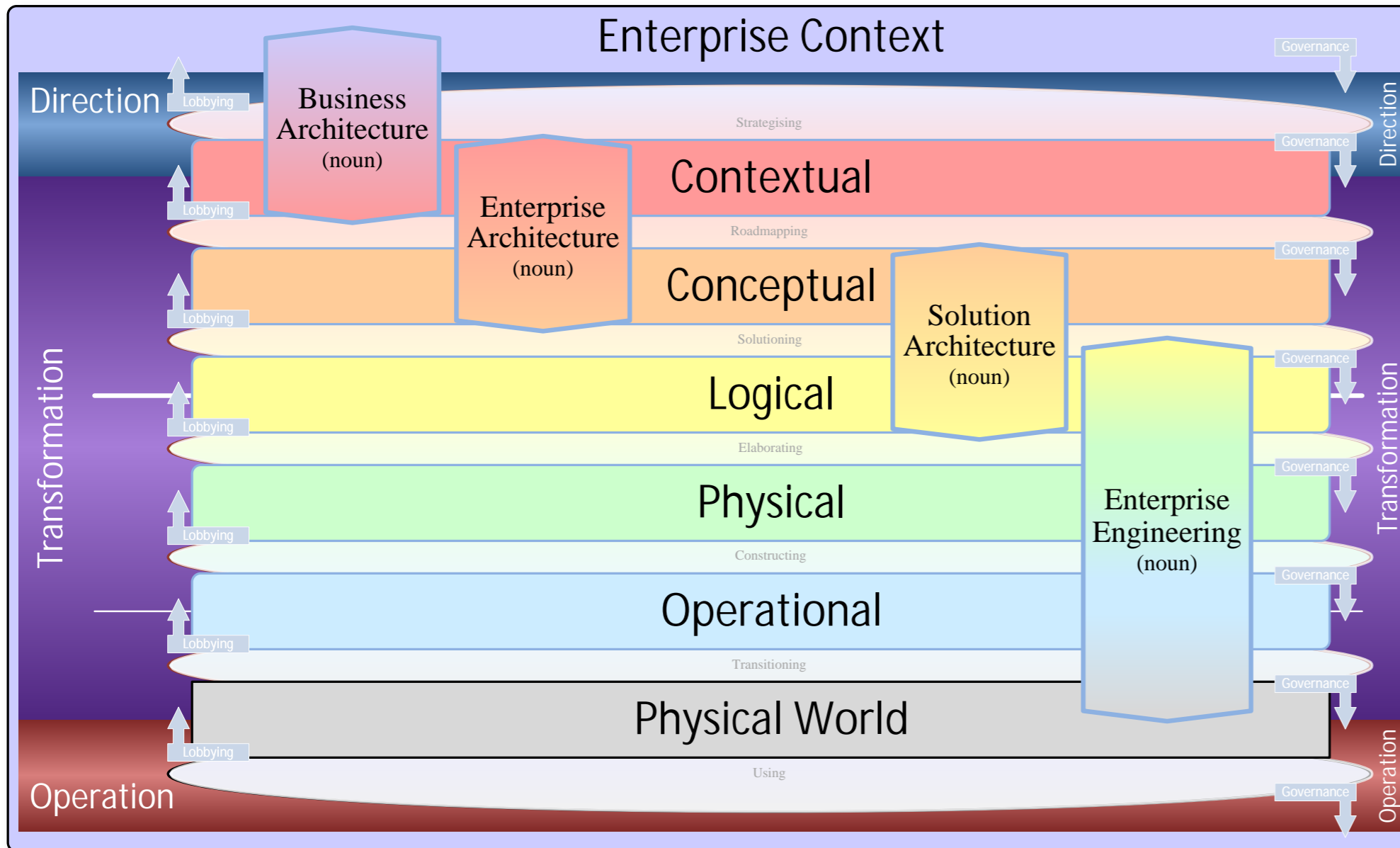


Keypoint

The seven levels of transformation (Enterprise Context, Contextual, Conceptual, Logical, Physical, Operational, Physical Stuff) sit in between the seven phases of Transformation.

Adoption Management:
Adopt the seven levels of transformation

Which Levels of Transformation constitutes Business Architecture?



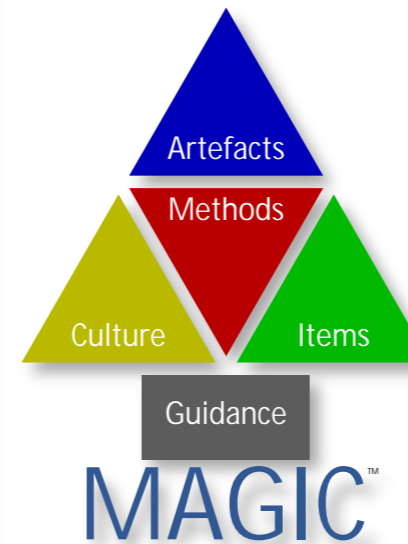
Keypoint
 Business Architecture, Enterprise Architecture and Solution Architecture information are closely related.

Adoption Management: Ensure everyone in the Enterprise understands which levels are part of BA, EA, SA and Enterprise Engineering.

What should we ensure about the information we store in relation to MAGIC?

Structural

Methods	Artefacts	Guidance	Items	Culture
How should work be carried out?	What things are consumed and produced?	What will Guide us?	What things should be used?	What culture is required?
e.g. Business Functions, Practices, Processes Activities, Phases, Disciplines...	e.g. Ontologies, Metamodels, Product Descriptions, Products...	e.g. Principles, Policies, Standards, Rules, Laws...	e.g. Locations, Technologies, Frameworks...	e.g. People, Values, Ethics & Trust, Language...



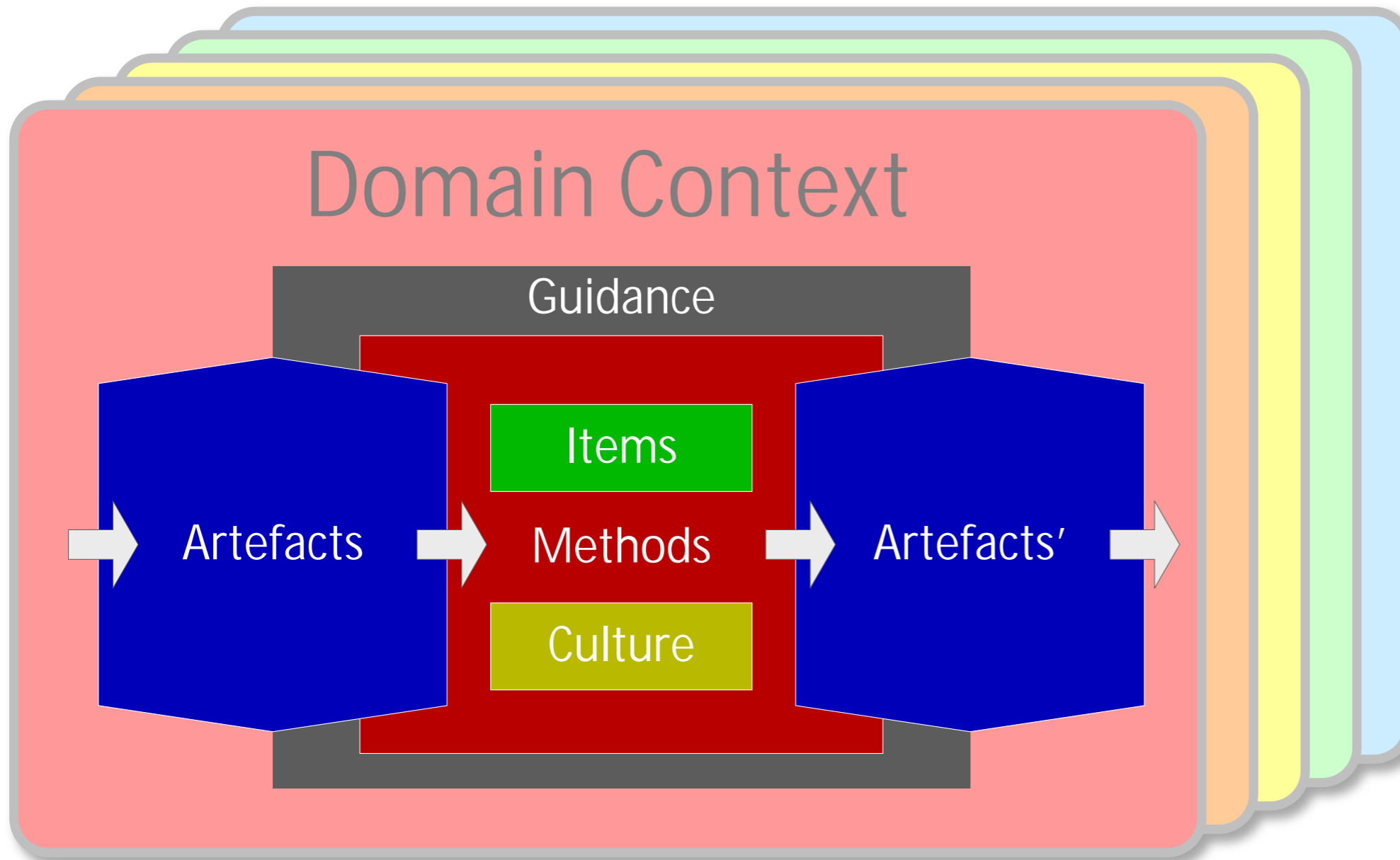
Keypoint

Structural information (MAGIC) needs to exist at different levels of abstraction (Idealisation/Realisation).

Adoption

Management: Ensure Structural information (MAGIC) is maintained at different levels of abstraction (Idealisation/Realisation).

How many levels of information can the Structural information defined by MACE be represented at?



Keypoint

Methods act on Artefacts that are executed by Culture (people) or Items (Technologies).

Adoption

Management: Ensure people understand the relationships between the information categorised by MAGIC.

What should we ensure about the information we store in relation to MAGMA?

Transformational

Motivation

Why are we doing the transformation?

e.g.
Ends,
Aims,
Objectives,
Requirements...

Actions

How will we effect the transformation?

e.g.
Means,
Strategies,
Tactics,
Roadmaps,
Portfolio's,
Plans...

Guidance

What will guide the transformation?

e.g.
Principles,
Policies,
Standards,
Rules,
Laws...

Measures

How will we measure the progress of transformation?

e.g.
CSF's,
KPI's,
Metrics...

Assessment

Why are we doing the transformation in this way?

e.g.
Strengths,
Weaknesses,
Opportunities,
Threats,
Pro's, Cons,
Issues, Risks...



Keypoint

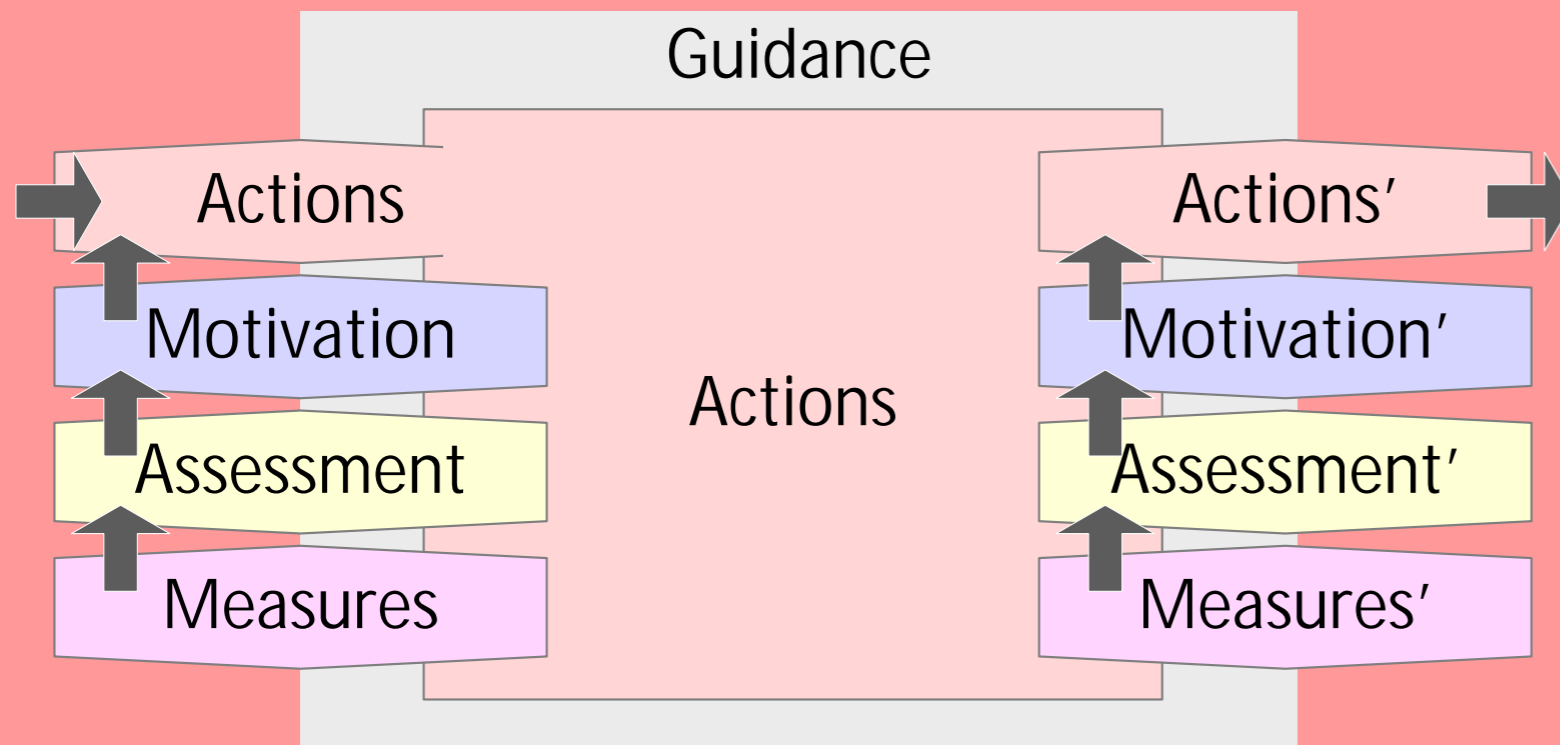
Transformational information (MAGMA) needs to exist at different levels of abstraction (Idealisation/Realisation).

Adoption

Management: Ensure Transformational information (MAGMA) is maintained at different levels of abstraction (Idealisation/Realisation).

How are the five domains of the Transformational Ontology related?

Domain Context



Keypoint

The Motivation drives the creation of Actions and the production of Guidance (which guide those Actions), all of which are Assessed against the Measures.

Adoption

Management: Ensure people understand the relationships between the information categorised by MAGMA.

Where did MAGIC and MAGMA come from?

STRUCTURE

AVOLUTION

Department, Location, Organisation Unit, Stakeholder, End Event, Gateway, Process, Start Event, Business Service, Information Service, Data Entity, Database, Application, Application Component, Desktop Equipment, Hardware Platform, Logical/Virtual Component, Mobile Equipment, Network Component/Element, Physical Component/Server.

PEAFv2

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

TOGAF9

Actor, Location, Organisation Unit, Role, Event, Function, Process, Application Service, Business Service, Information Service, Technology Service, Data Entity, Product, Application, Application Component, Logical/Virtual Component, Network Component/Element, Physical Component/Server.

ARCHIMATE

Actor, Department, Role, Stakeholder, Activity, Event, Function, Interaction, Process, Application Service, Business Service, Information Service, Technology Service, Artifact, Object, Product, Representation, Value, Application Component, Collaboration, System Software, Communication Path, Device, Network, Node.

DoDAF/MoDAF/DAF

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

Contextual

Conceptual

Logical

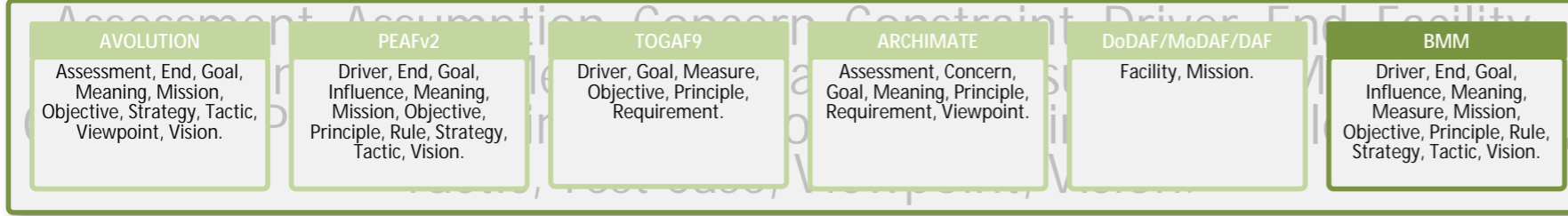
Physical

Operational

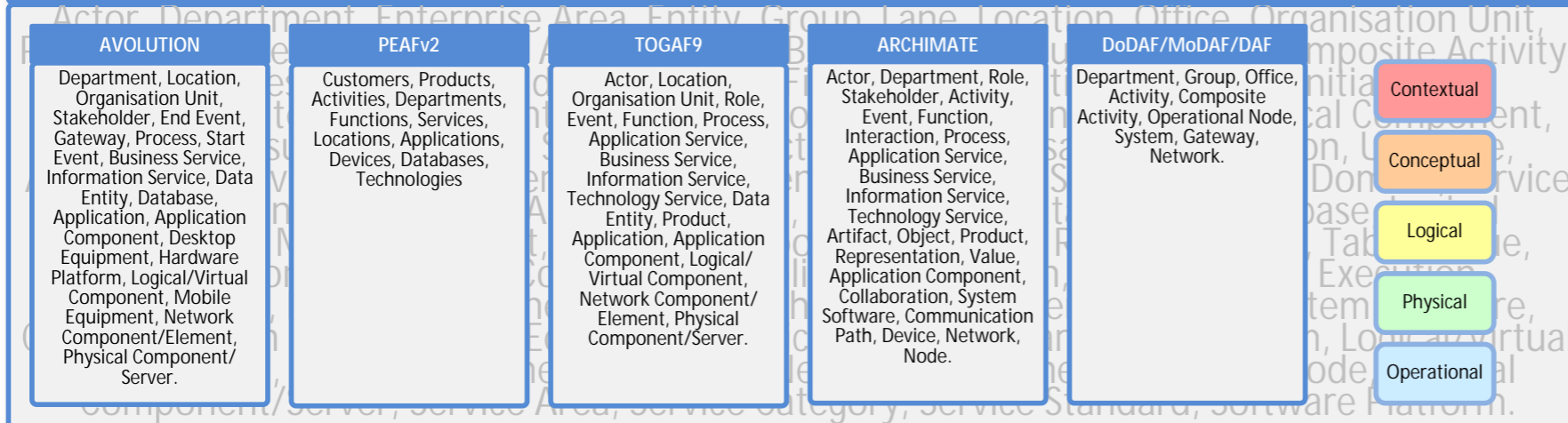
Keypoint
In the past, people only saw part of the picture – they considered only Structural information.

What type of model did people decide was needed to drive Structural models?

STRATEGY



STRUCTURE



Keypoint
 In the past, people only saw part of the picture – that Structural information needed Strategy information.

What type of model did people decide was needed to bridge Strategy and Structural models?

STRATEGY

AVOLUTION Assessment, End, Goal, Meaning, Mission, Objective, Strategy, Tactic, Viewpoint, Vision.	PEAFv2 Driver, End, Goal, Influence, Meaning, Mission, Objective, Principle, Rule, Strategy, Tactic, Vision.	TOGAF9 Driver, Goal, Measure, Objective, Principle, Requirement.	ARCHIMATE Assessment, Concern, Goal, Meaning, Principle, Requirement, Viewpoint.	DoDAF/MoDAF/DAF Facility, Mission.	BMM Driver, End, Goal, Influence, Meaning, Measure, Mission, Objective, Principle, Rule, Strategy, Tactic, Vision.
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EXECUTION

AVOLUTION Programme, Project	PEAFv2 Portfolio, Programmes, Projects, Initiatives	TOGAF9 Work Package	ARCHIMATE Programme, Project, Project Activity, Project Result.	DoDAF/MoDAF/DAF Plan Project	PRINCE2 <small>Benefits Review Plan, Business Case, Checkpoint Report, Communication Management, Strategic Configuration Item Record, Configuration Management Strategy, Daily Log, End Project Report, End Stage Report, Exception Report, Highlight Report, Issue Register, Issue Report, Lessons Log, Lessons Report, Plan, Project Stage and Team, Product Description, Product Status Account, Project End, Project Information System, Risk Management Strategy, Quality Management Strategy, Quality Register, Risk Management Strategy, Risk Register, Work Package.</small>
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STRUCTURE

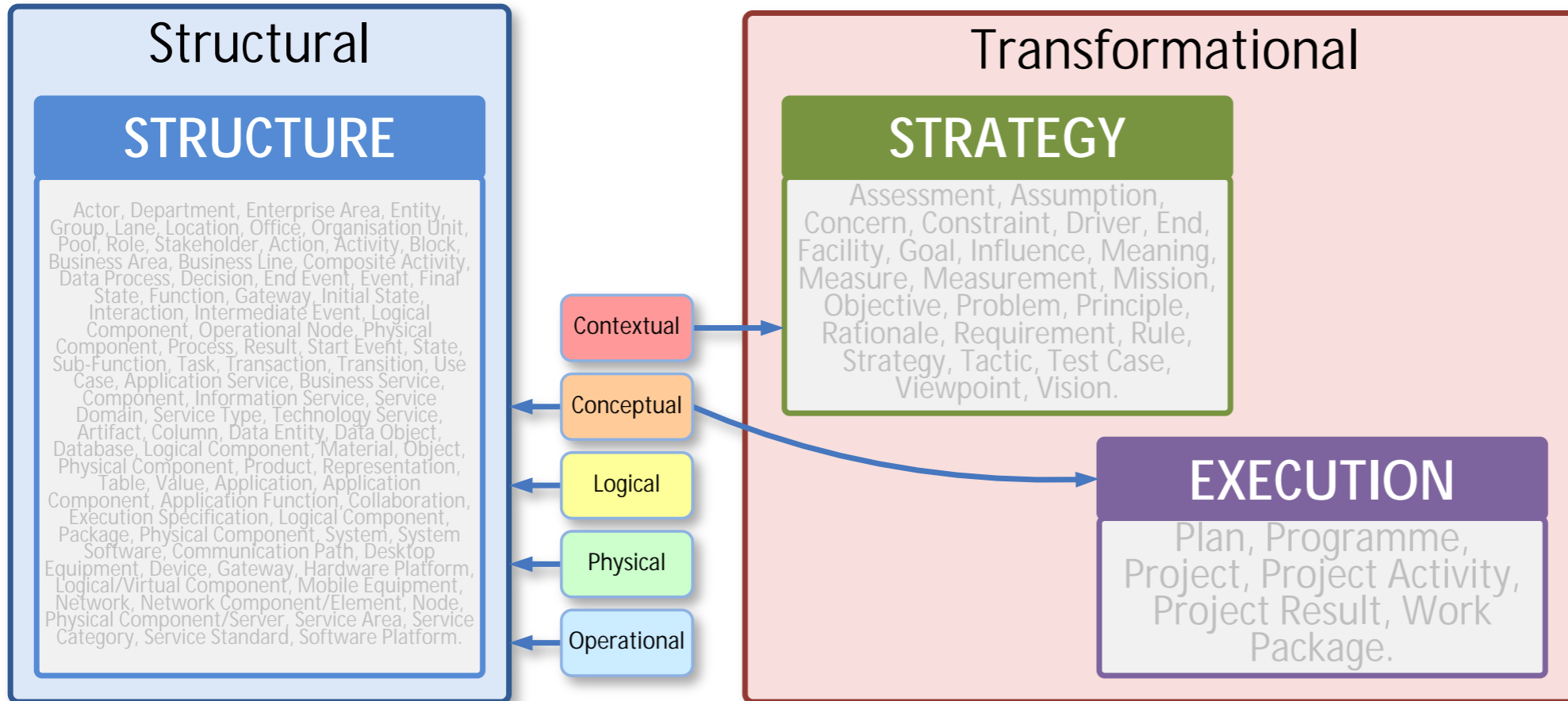
AVOLUTION Department, Location, Organisation Unit, Stakeholder, End Event, Gateway, Process, Start Event, Business Service, Information Service, Data Entity, Database, Application, Application Component, Desktop Equipment, Hardware Platform, Logical/Virtual Component, Mobile Equipment, Network Component/Element, Physical Component/Server.	PEAFv2 Customers, Products, Activities, Departments, Functions, Services, Locations, Applications, Devices, Databases, Technologies	TOGAF9 Actor, Location, Organisation Unit, Role, Event, Function, Process, Application Service, Business Service, Information Service, Technology Service, Data Entity, Product, Application, Application Component, Logical/Virtual Component, Network Component/Element, Physical Component/Server.	ARCHIMATE Actor, Department, Role, Stakeholder, Activity, Event, Function, Process, Interaction, Process, Application Service, Business Service, Information Service, Technology Service, Artifact, Object, Product, Representation, Value, Application Component, Collaboration, System Software, Communication Path, Device, Network, Node.	DoDAF/MoDAF/DAF Department, Group, Office, Activity, Composite Activity, Operational Node, System, Gateway, Network.	Contextual Conceptual Logical Physical Operational
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EBMM

Business, Directive, Assessment, Business Model, Influencer, Driver.
Initiative.
Business Unit, Business Process, Business Capability, Data Object, Application.

Keypoint
 In the past, people only saw part of the picture – that Structural information and Strategy information needed to be bridged by execution information.

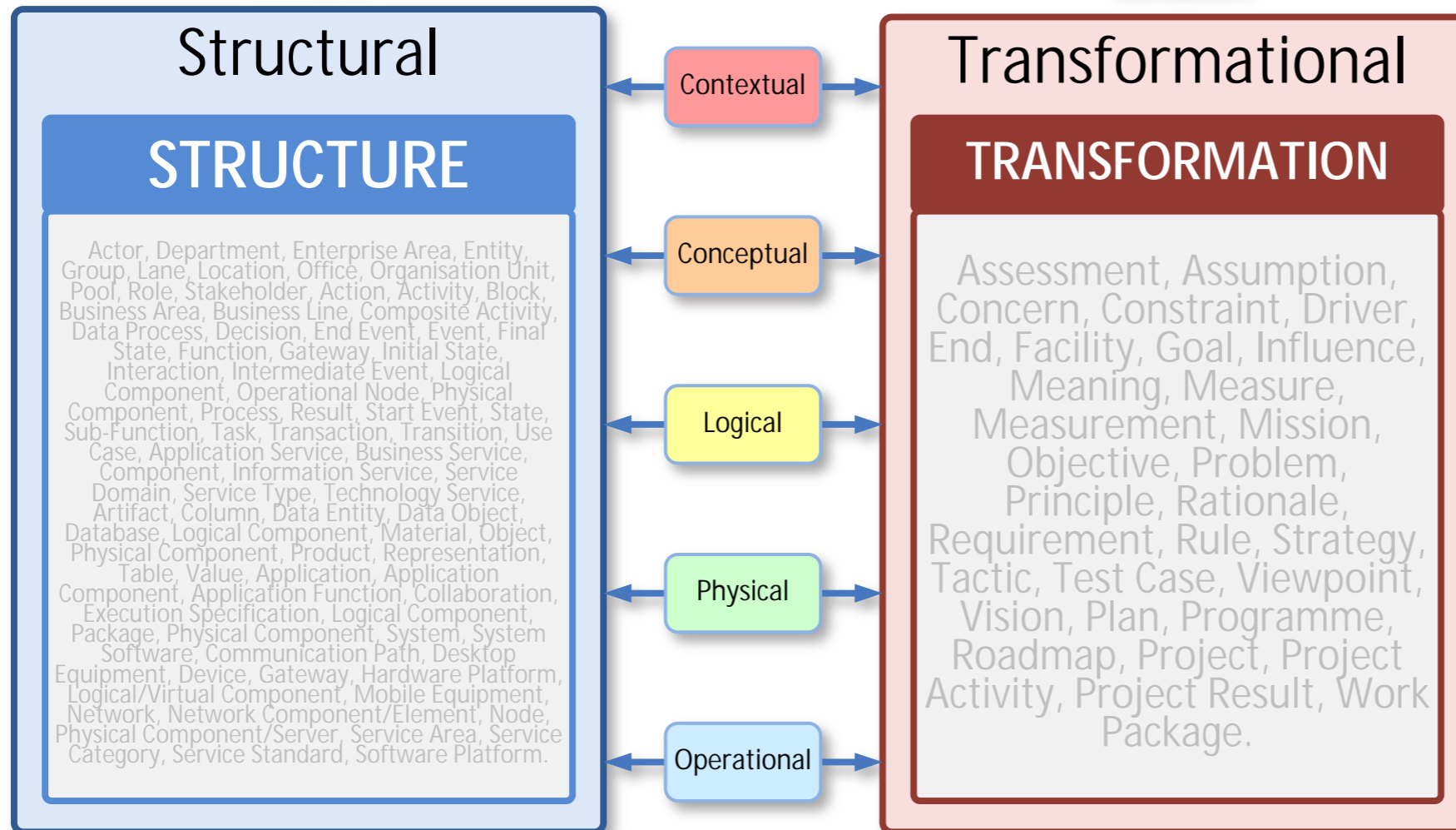
How did people view Strategy, Execution and Structural models relating to levels of abstraction?



Keypoint

In the past, people only saw part of the picture – that Strategy and Execution were the top two levels of abstraction and Structure was the conceptual, logical, physical and operational levels.

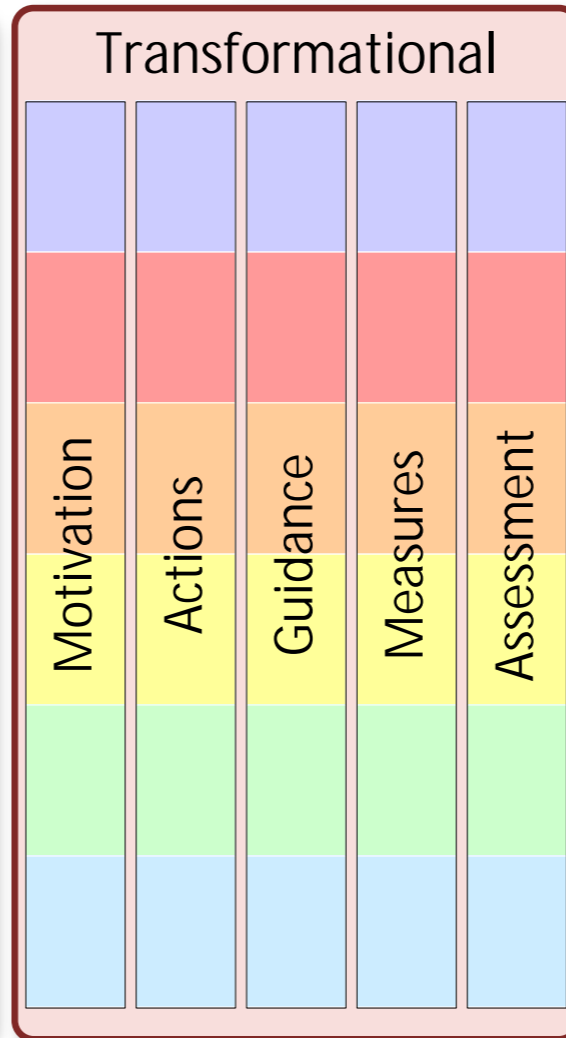
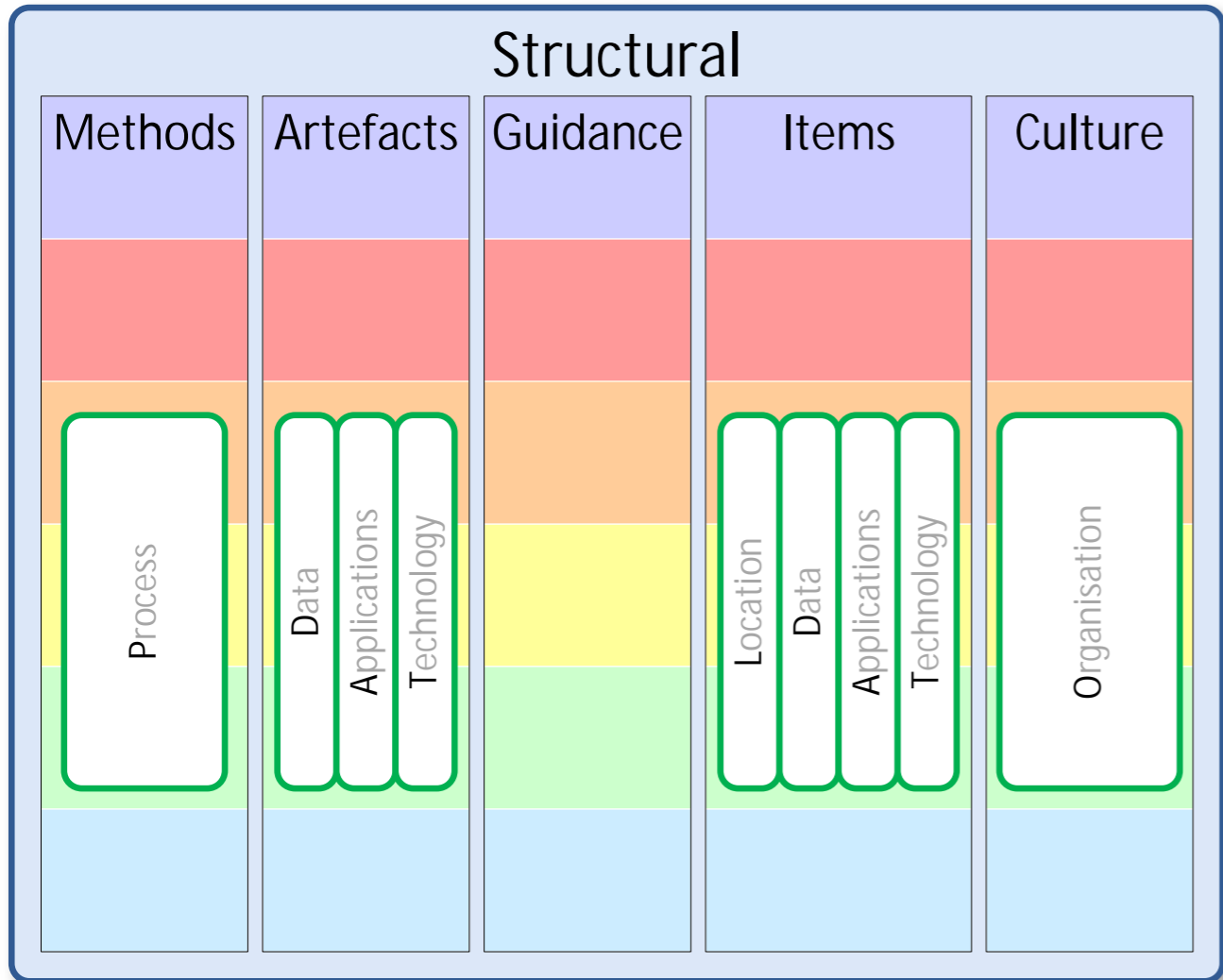
What did Pragmatic realise about the two fundamental domains of information?



Keypoint
There are two fundamental domains of information (Structural & Transformational) that exists at ALL levels of abstraction.

How does POLDAT map to MAGIC and MAGMA?

POLDAT



Keypoint
 POLDAT provides for Structural information at mostly conceptual, logical and physical levels, and no Transformational information.

Adoption
 Enterprise Architect:
 Think in terms of MAGIC and MAGMA, not POLDAT.

How does BMM map to MAGIC and MAGMA?

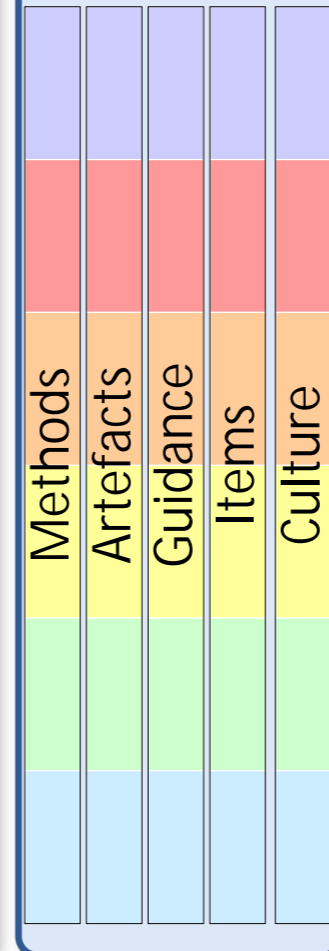
BMM



Transformational



Structural

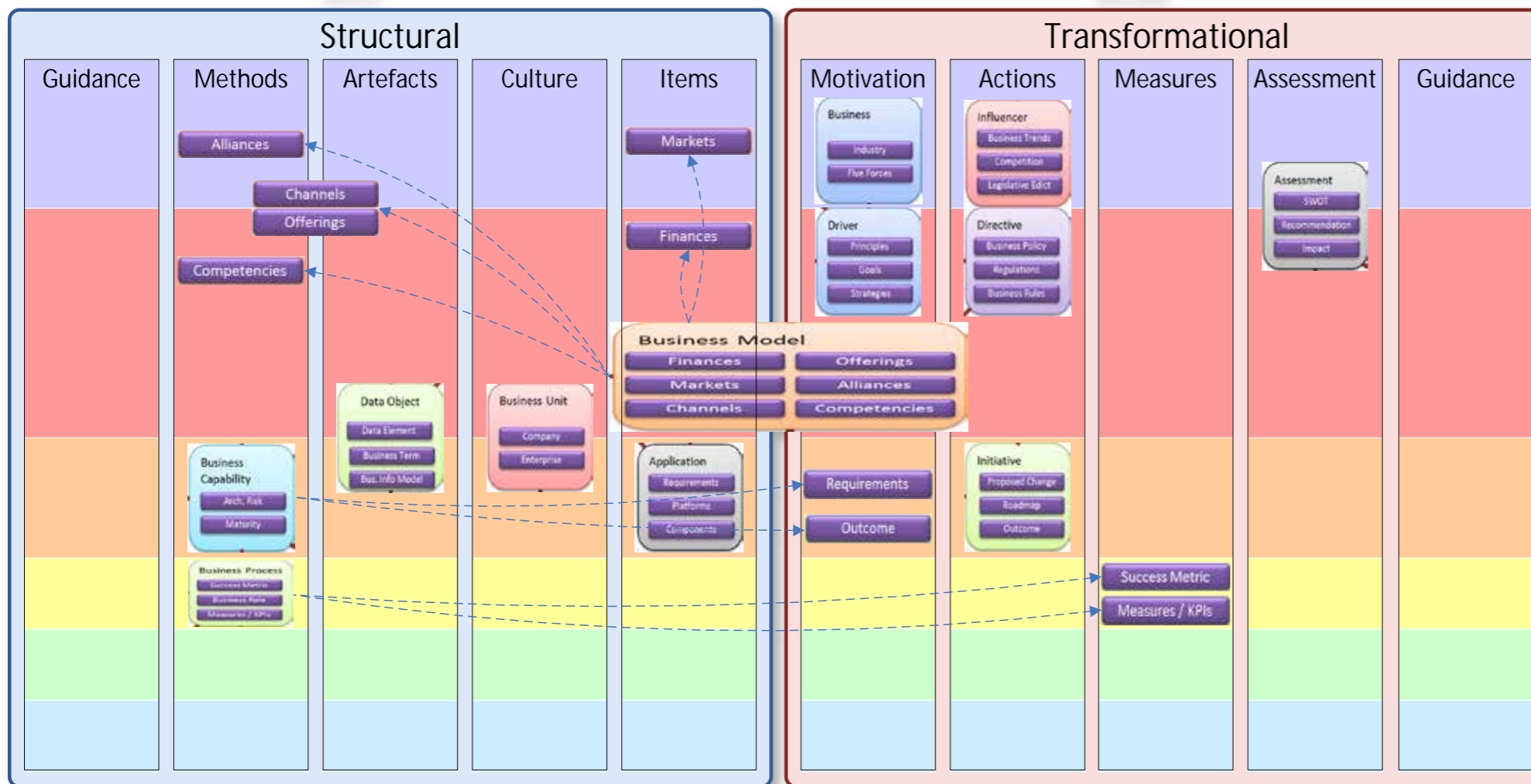


Keypoint
 BMM provides for Transformational information only relating to Strategising, and no Structural information.

Adoption
 Enterprise Architect:
 Think in terms of MAGIC and MAGMA, not BMM.

How does EBMM map to MAGIC and MAGMA?

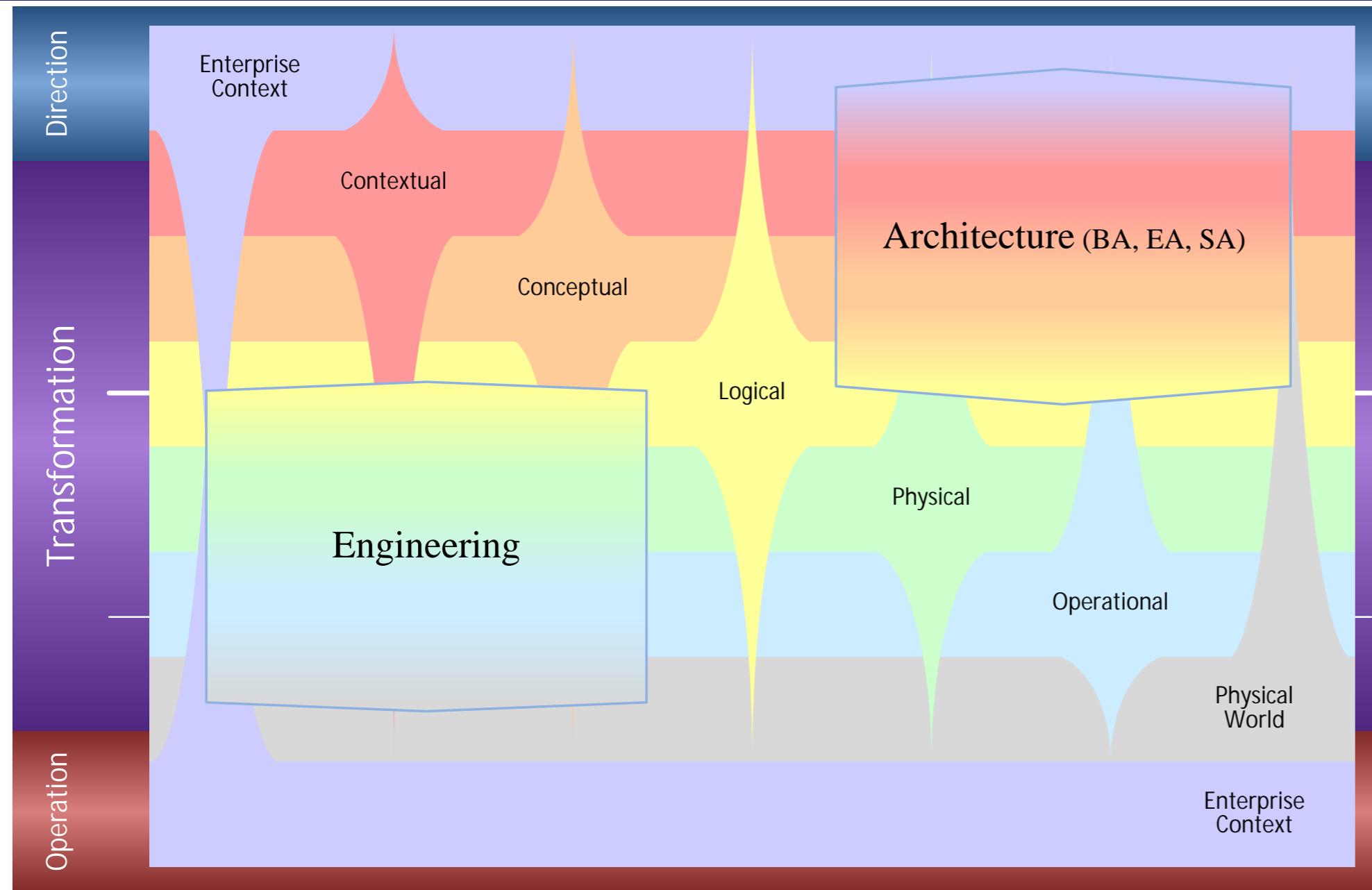
EBMM



Keypoint
 EBMM covers most Structural and Transformational information but only at the top two levels.

Adoption
 Enterprise Architect:
 Think in terms of MAGIC and MAGMA, not EBMM.

Which phases of Transformation use Enterprise Context information?

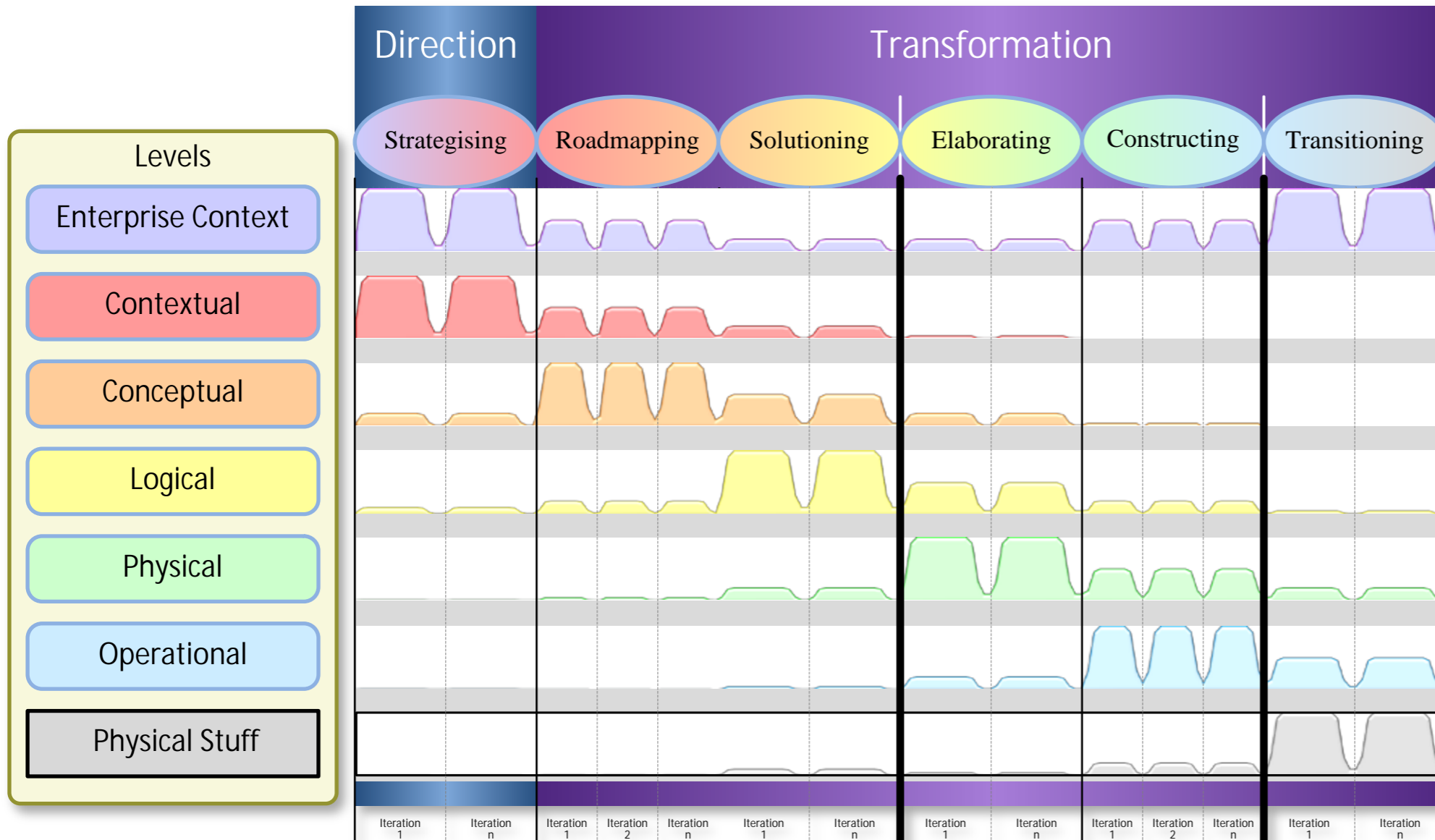


Keypoint
All levels of the Enterprise Transformation model are used in all phases.

Adoption Management: Ensure that all levels of information are readily available to people working in all Phases.



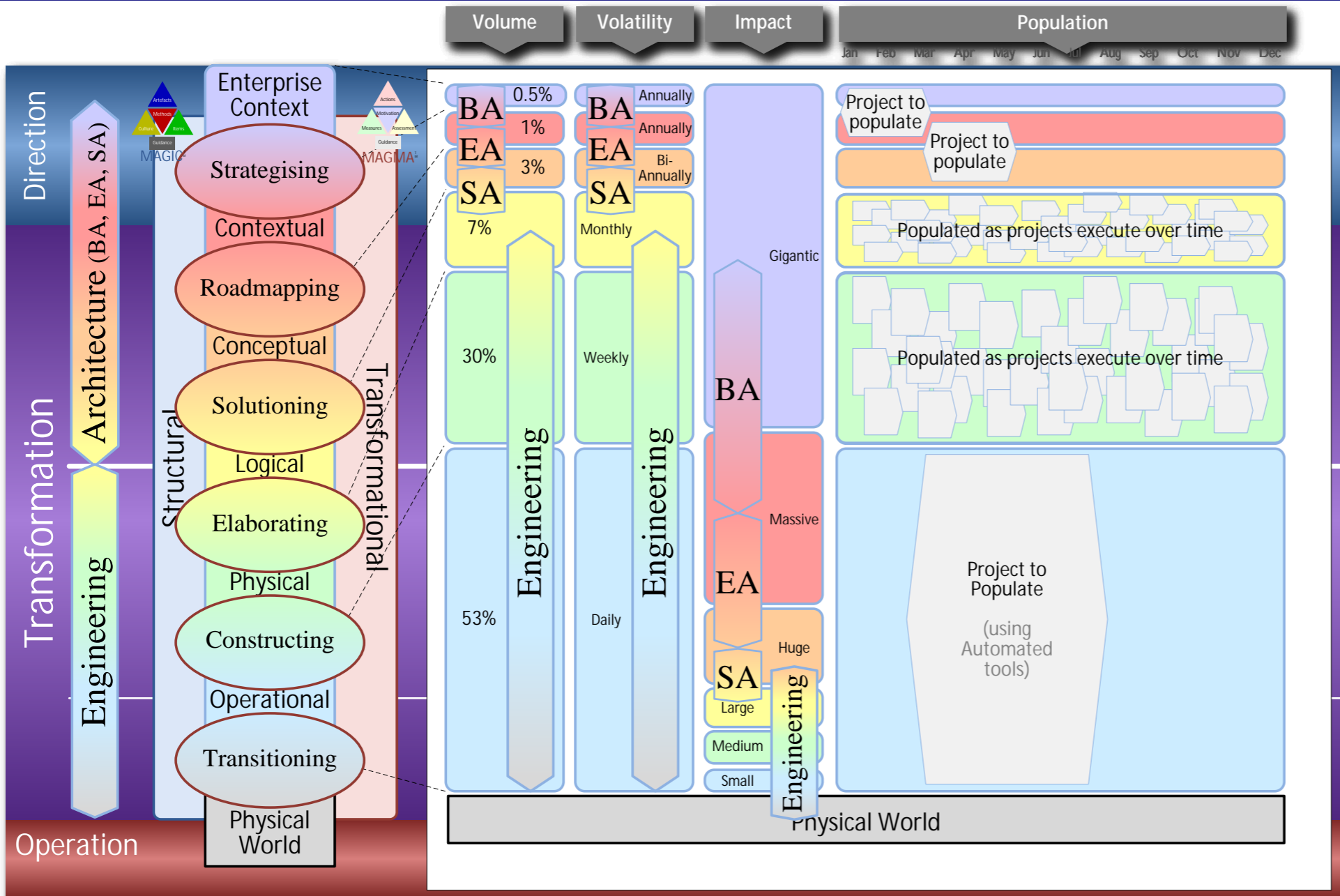
How are the Phases and the information at each Level related?



Keypoint
Information from all levels are used in each phase.

Adoption Management:
Ensure that all information from each level can be used in each phase

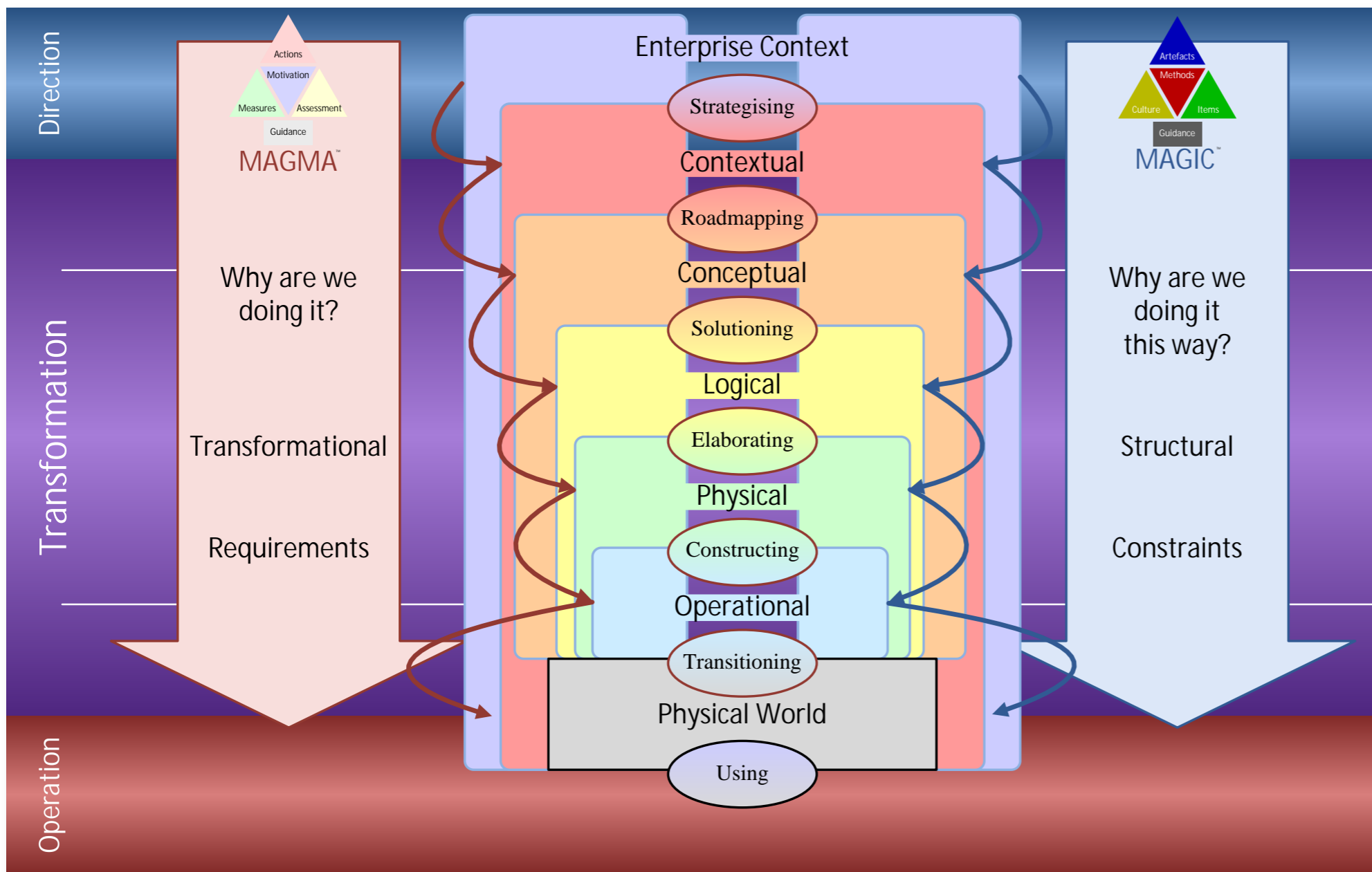
How should each level of the Enterprise Model be populated?



Keypoint
 Ensure that the Logical and Physical levels are populated over time as a deliverable of executing projects.

Adoption
 Management: Instigate Projects to populate the Enterprise Context, Contextual, Conceptual and Operational levels of the Transformation information. Management: Ensure all executing Projects populate the Logical and Physical levels of Transformation information, as they execute.

What are the "Two Whys"?



Keypoint

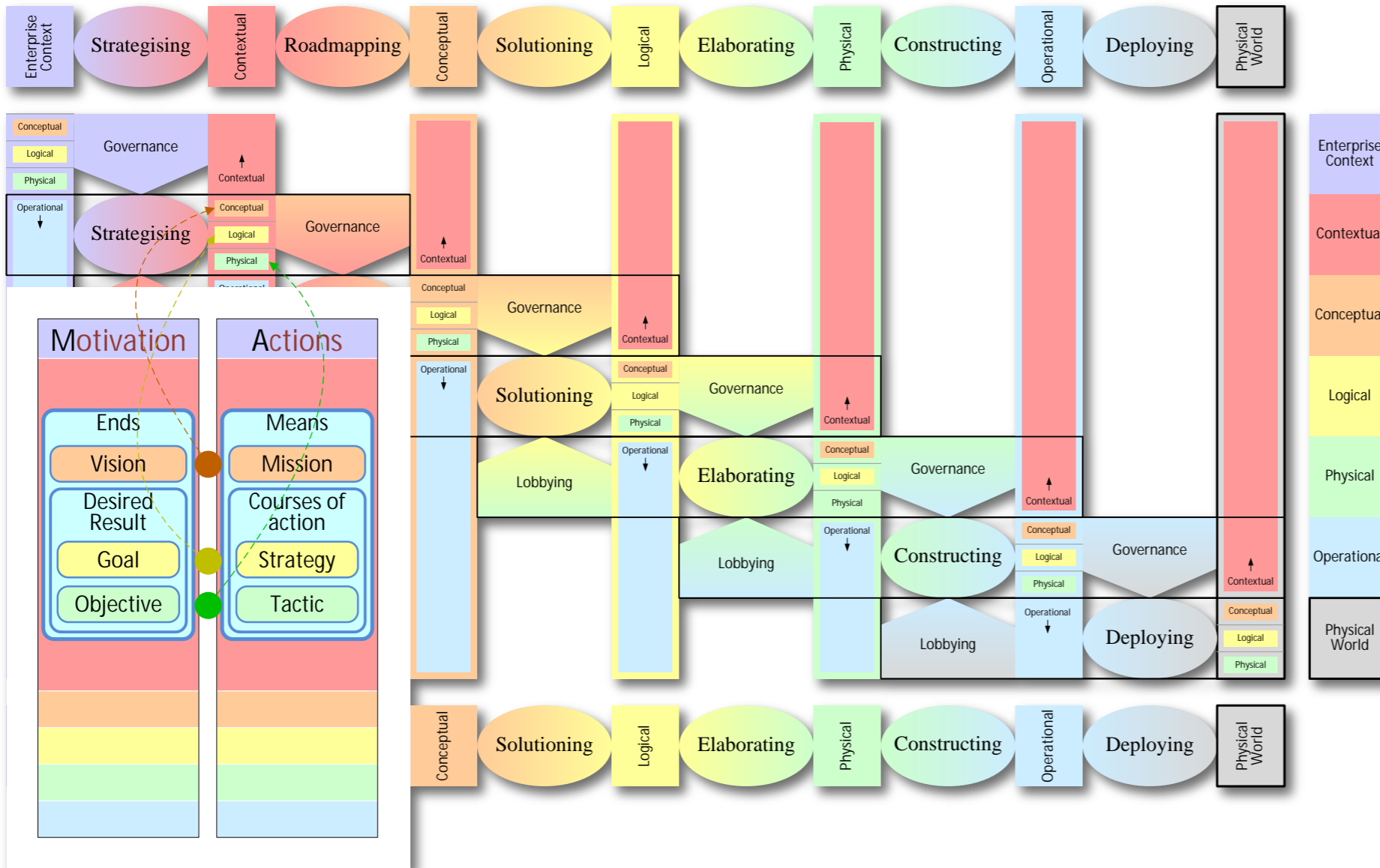
Be aware that there are two main Whys:

1. Why are we doing it.
2. Why are we doing it this way.

Adoption

Management: Ensure that all parts of the Enterprise understand the difference between why a Transformation is happening, and why the Transformation is being executed in the way it is.

What is meant by "Recursive Model Abstractions"?



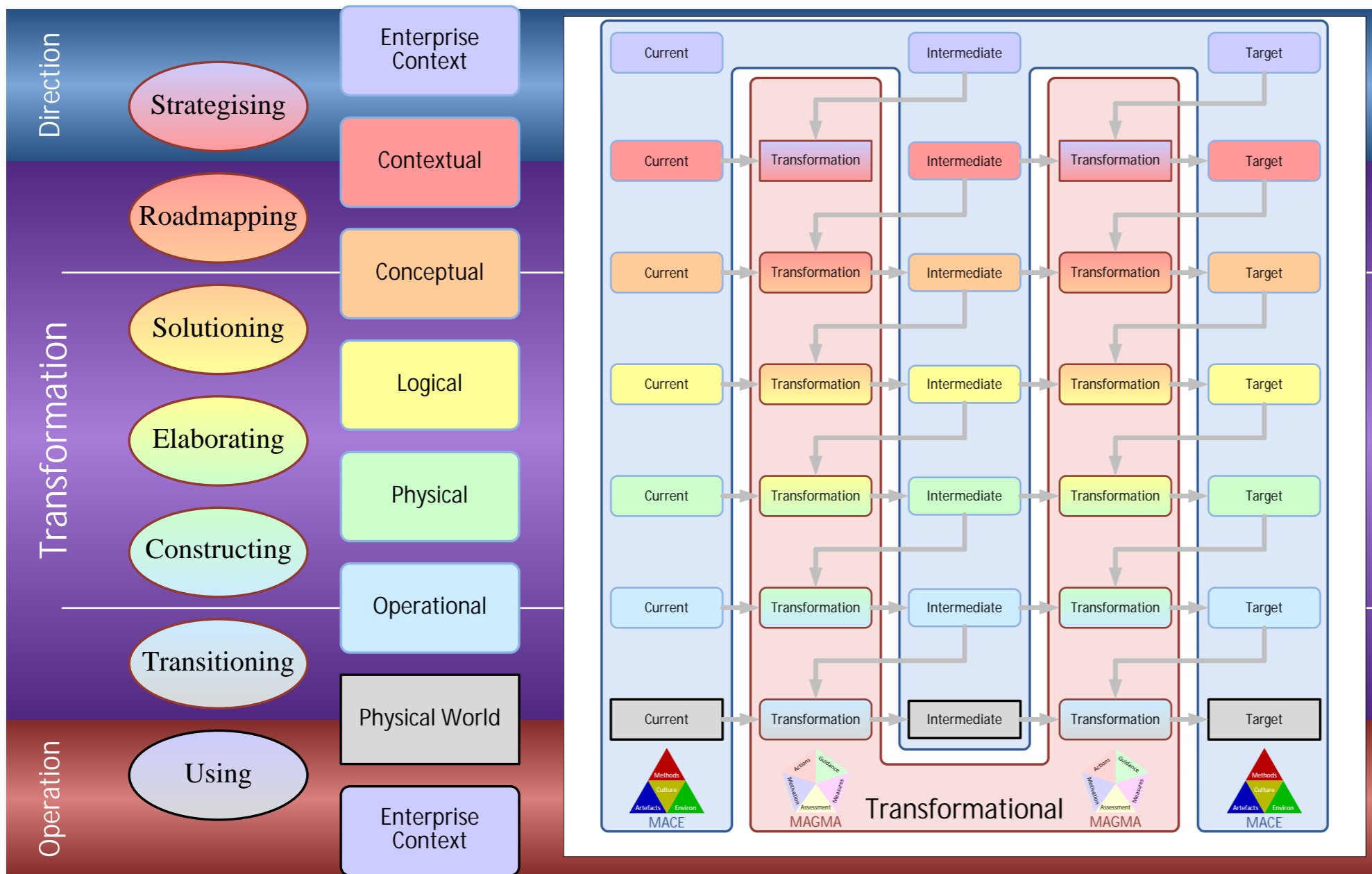
Keypoint

For each phase, be aware that Context comes from above, and levels below Operationalise it.

Adoption

Management: Provide Workers the Context they need to do their job, and the mandate they need to ensure their work is operationalised.

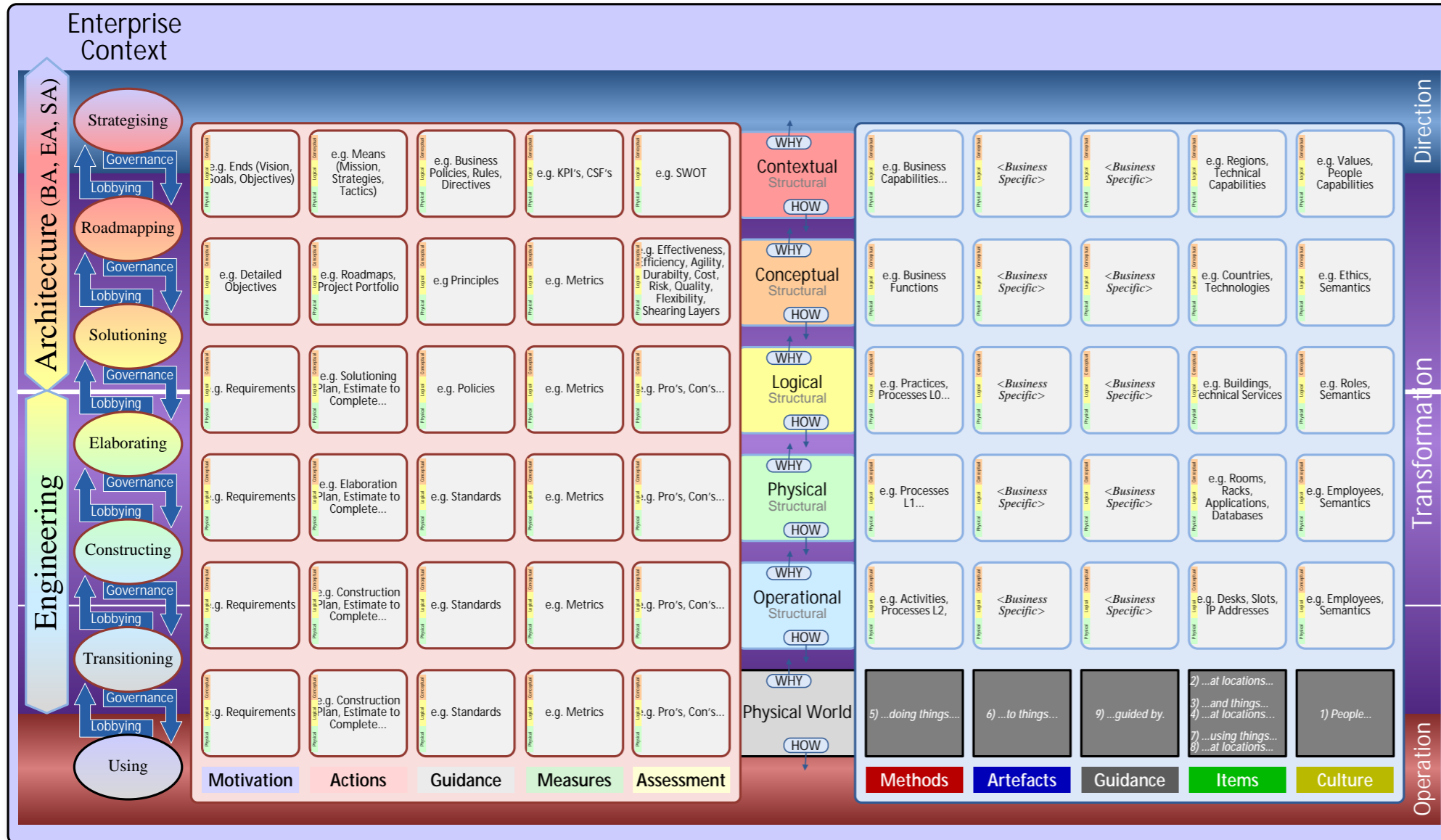
How are the MAGIC and MAGMA Ontologies related in time?



Keypoint
 MAGIC defines Structural information at points in time, MAGMA defines Transformational information between them.

Adoption Management: Allow workers to create the information necessary to do their job.

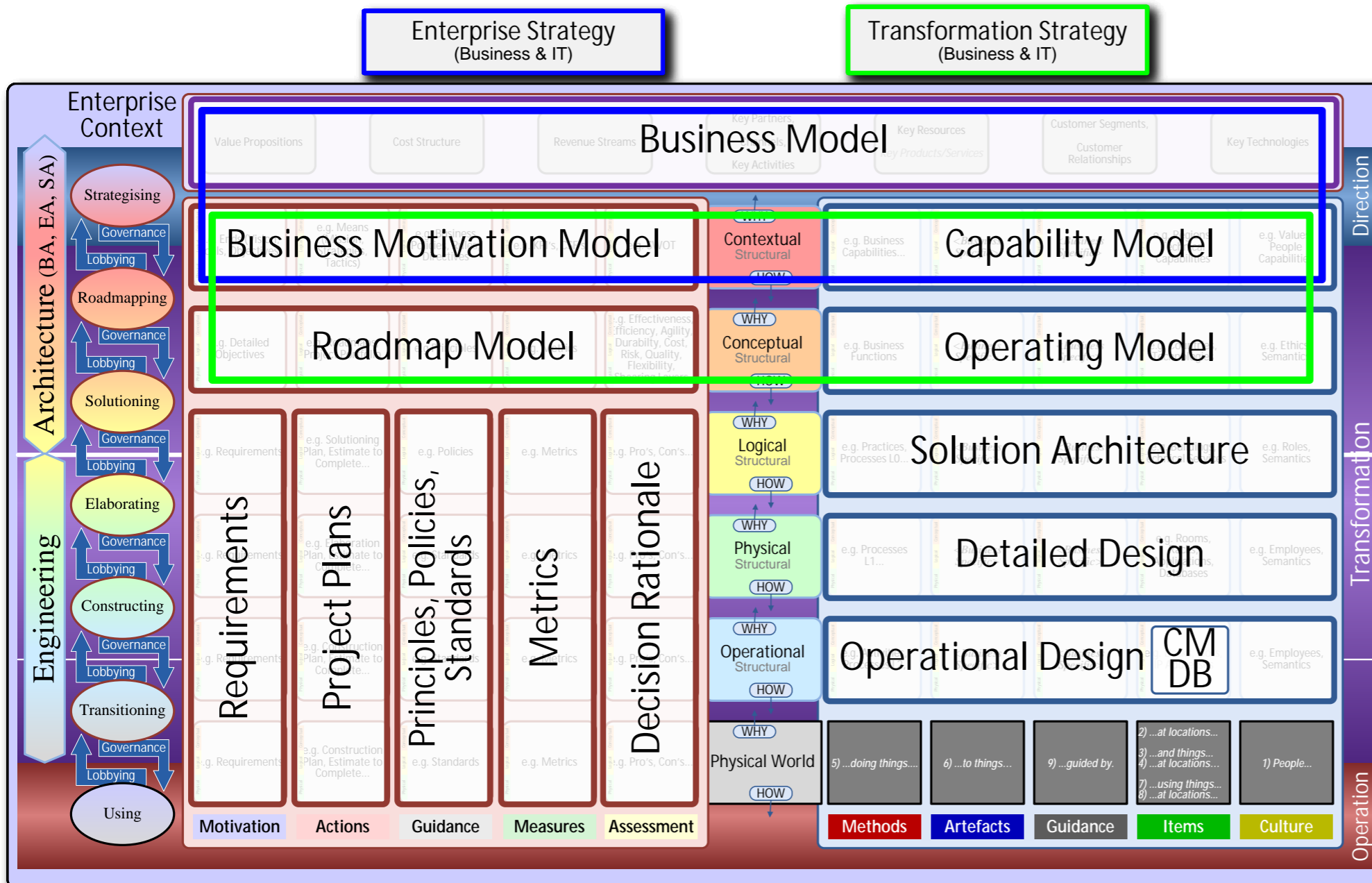
What Ontologies come together to form the POET Ontology?



Keypoint
 This is the complete map of information required for Transformation to be executed in an Effective, Efficient, Agile and Durable way.

Adoption Management: Map the Artefacts of Transformation to MAGIC and MAGMA over the seven layers of Transformation, to determine where the gaps and overlaps are.

What is Enterprise Strategy?



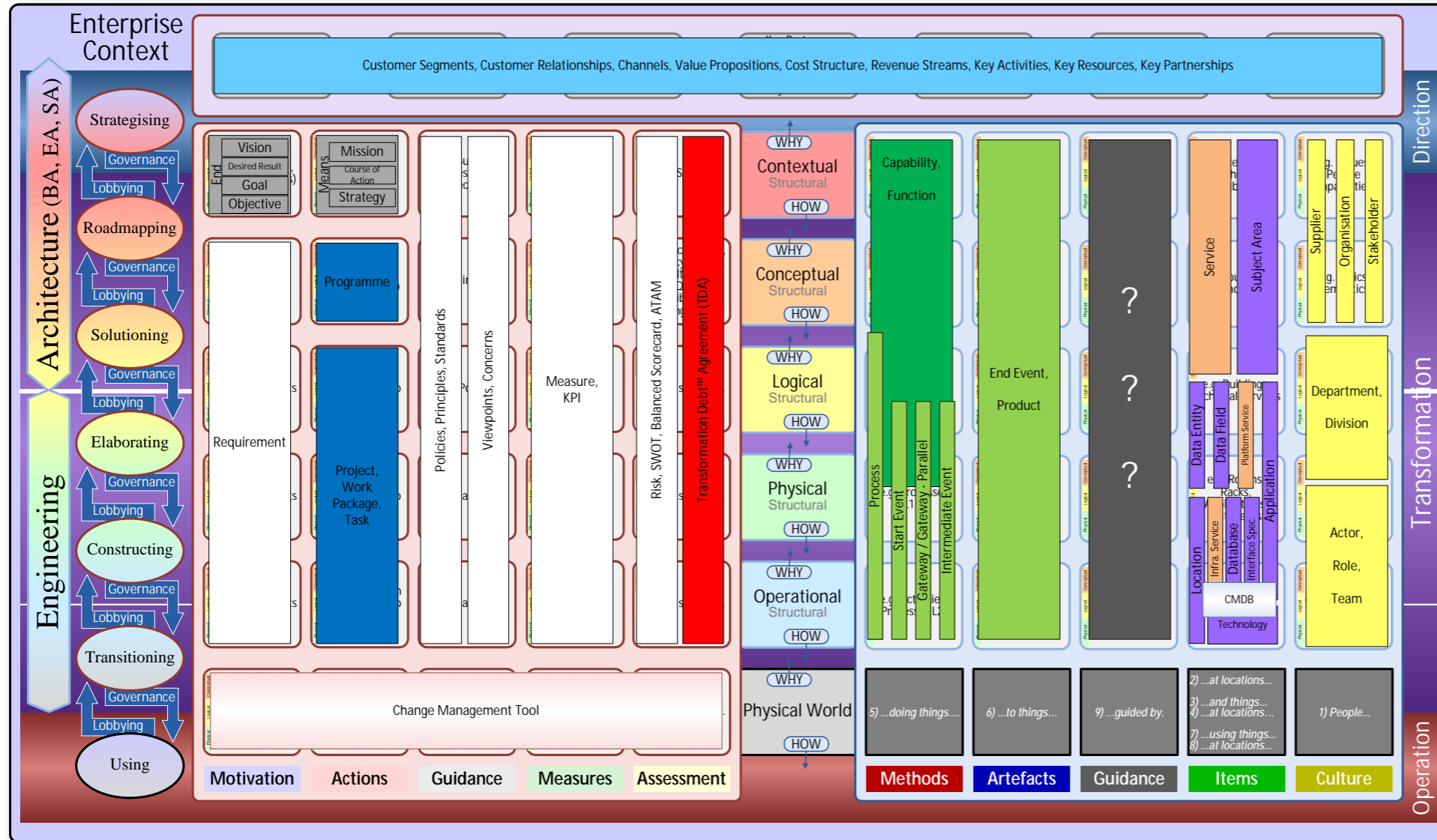
Keypoint

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

Management: Ensure that all parts of the Enterprise understand the dependencies between the Business model, the Business Motivation model, Capability models, Operating models and Roadmap models. Management: Ensure that all parts of the Enterprise understand the dependencies between the Enterprise Strategy and Transformation Strategy.

Can one Metamodel be used for Enterprise Architecture and Enterprise Engineering modelling?



Keypoint

There is no single metamodel, that covers all the information required for Transformation.

Adoption

EA Project Team: Develop a Hybrid Metamodel for Enterprise Architecture and Engineering modelling.

LUNCH!

Back at 12:58



What does the Guidance section of POET contain?

Guidance

Keypoint

The Guidance section of POET 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 Transformation Capability, to determine if their maturity is appropriate.

Why is Context King™?

Context is King™

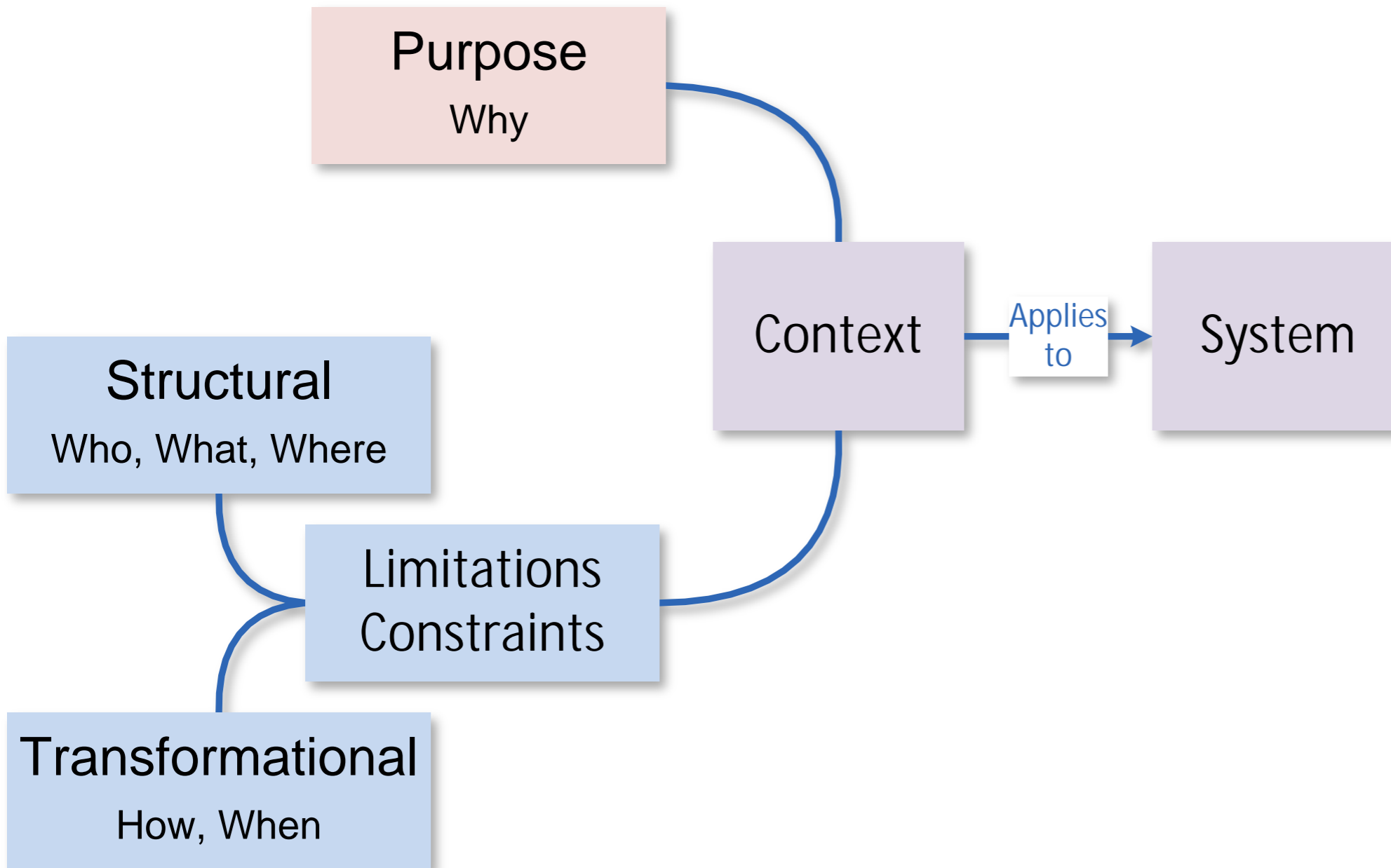
Keypoint

Context is King™ because context can fundamentally change how something is viewed and therefore the basis of the decisions that are made about it.

Adoption

Management:
Ensure that Context is always considered in relation to any decisions.

What are the two fundamental things that make up the context of Transformation?



Keypoint
The Context of something is comprised of Requirements, and Structural and Transformational constraints.



What does the Items section of POET contain?

Items

Keypoint

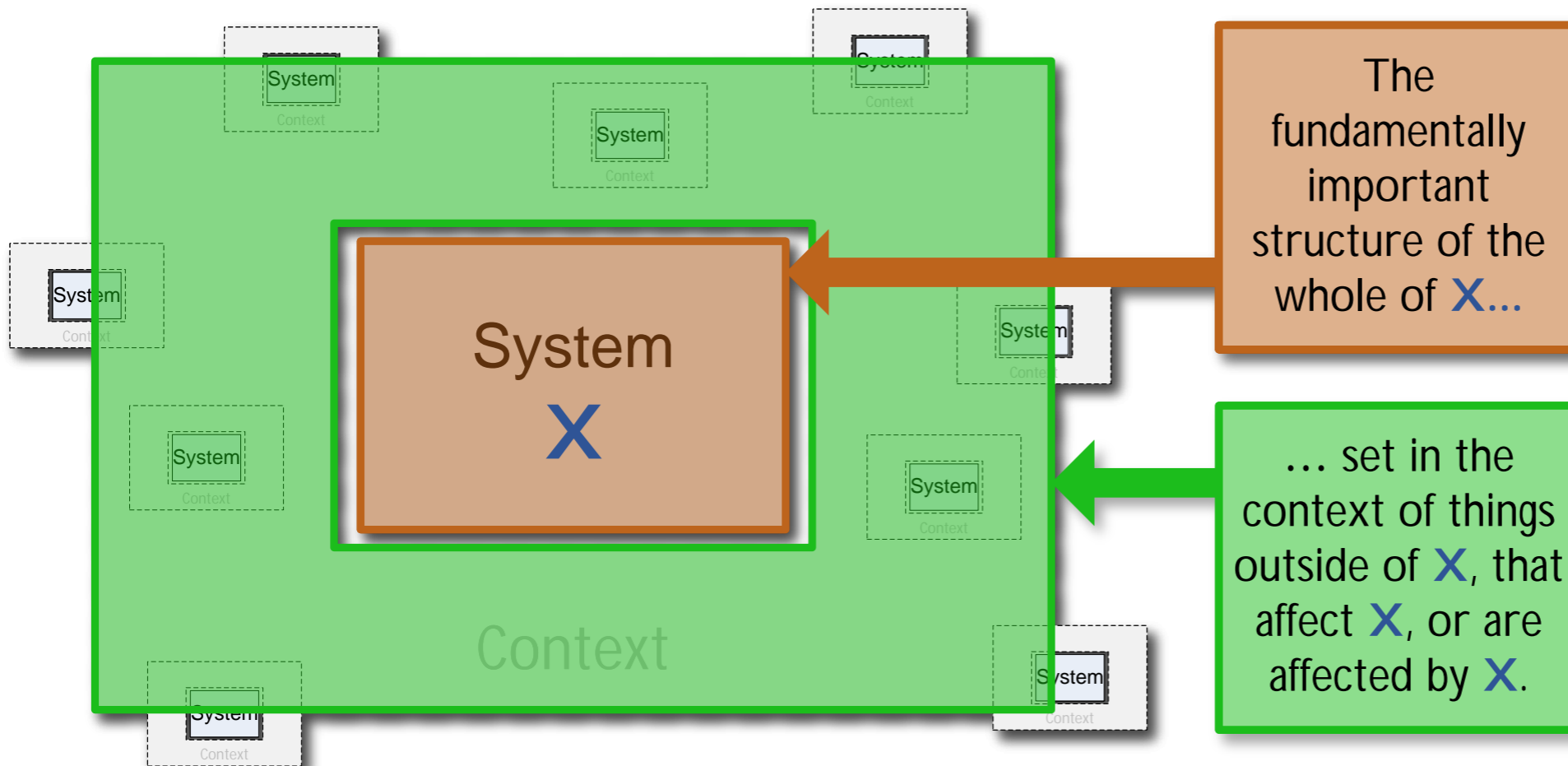
The Items section of POET defines 'WHAT' tools and frameworks are required, 'WHERE' and 'WHEN'.

Adoption

C-Suite: Instigate a review of the Tools and Frameworks used in the Enterprise's Transformation Capability, to determine if their maturity is appropriate.

What is Architecture?

The Architecture Paradigm™



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**.

Keypoint

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**.

Adoption Management:
Ensure people understand what Architecture is, and is not.



What constitutes “good” Architecture?



Keypoint
Any “good”
Architecture **ONLY**
EXISTS to fulfil a
customer’s needs.



Adoption
Enterprise Architect:
Realise that good
Architecture is
defined by the client,
not the Architect.

What is Structural Complexity



Structural Complexity

Structural Complexity
=
Number of different Systems
+
Number of Relationships between
those Systems.

Keypoint
Structural Complexity is a function of the number of things something is composed of, and the number of relationships between them.

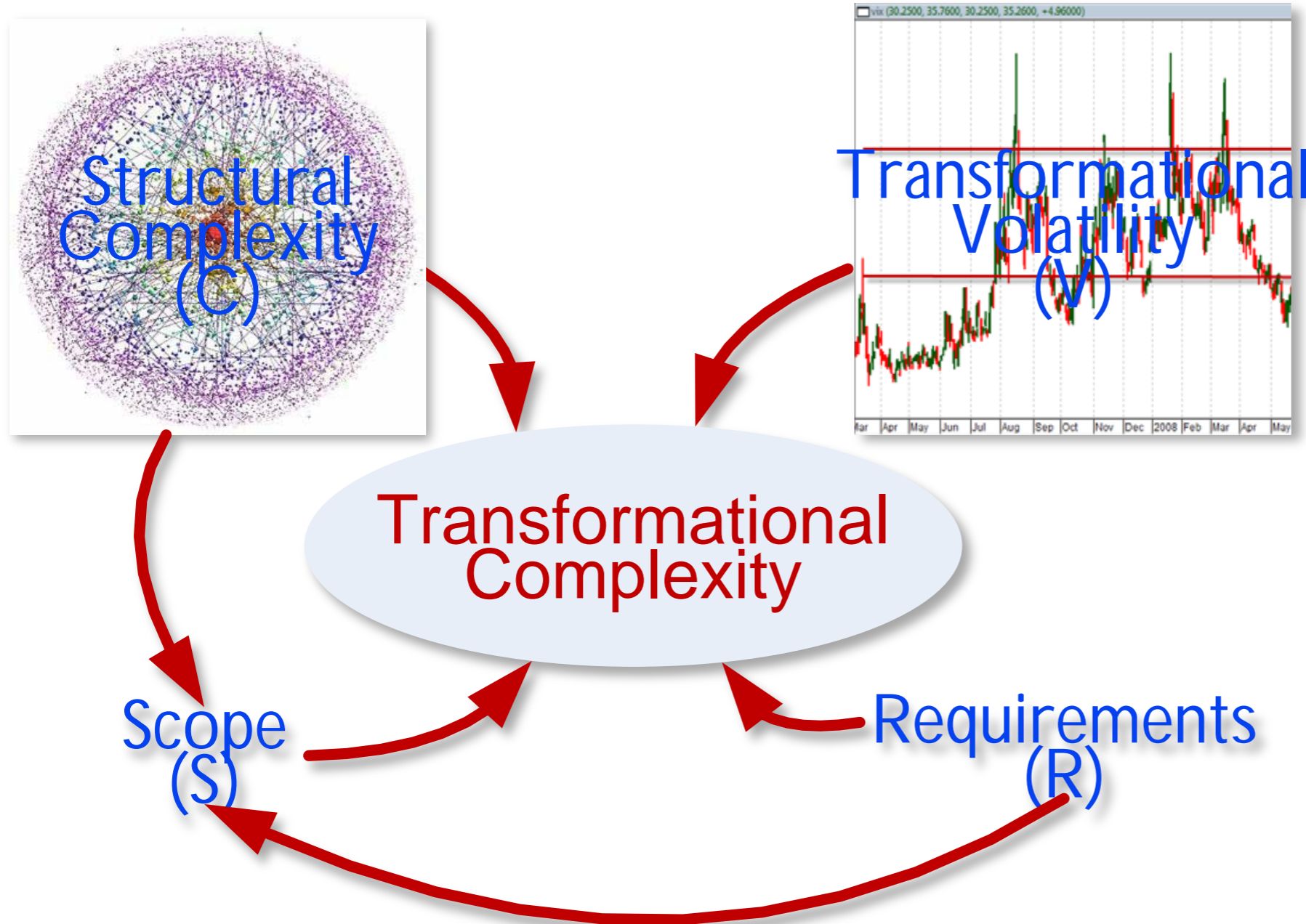
What is Transformational Volatility?



Transformational Volatility
=
Rate of change of Systems

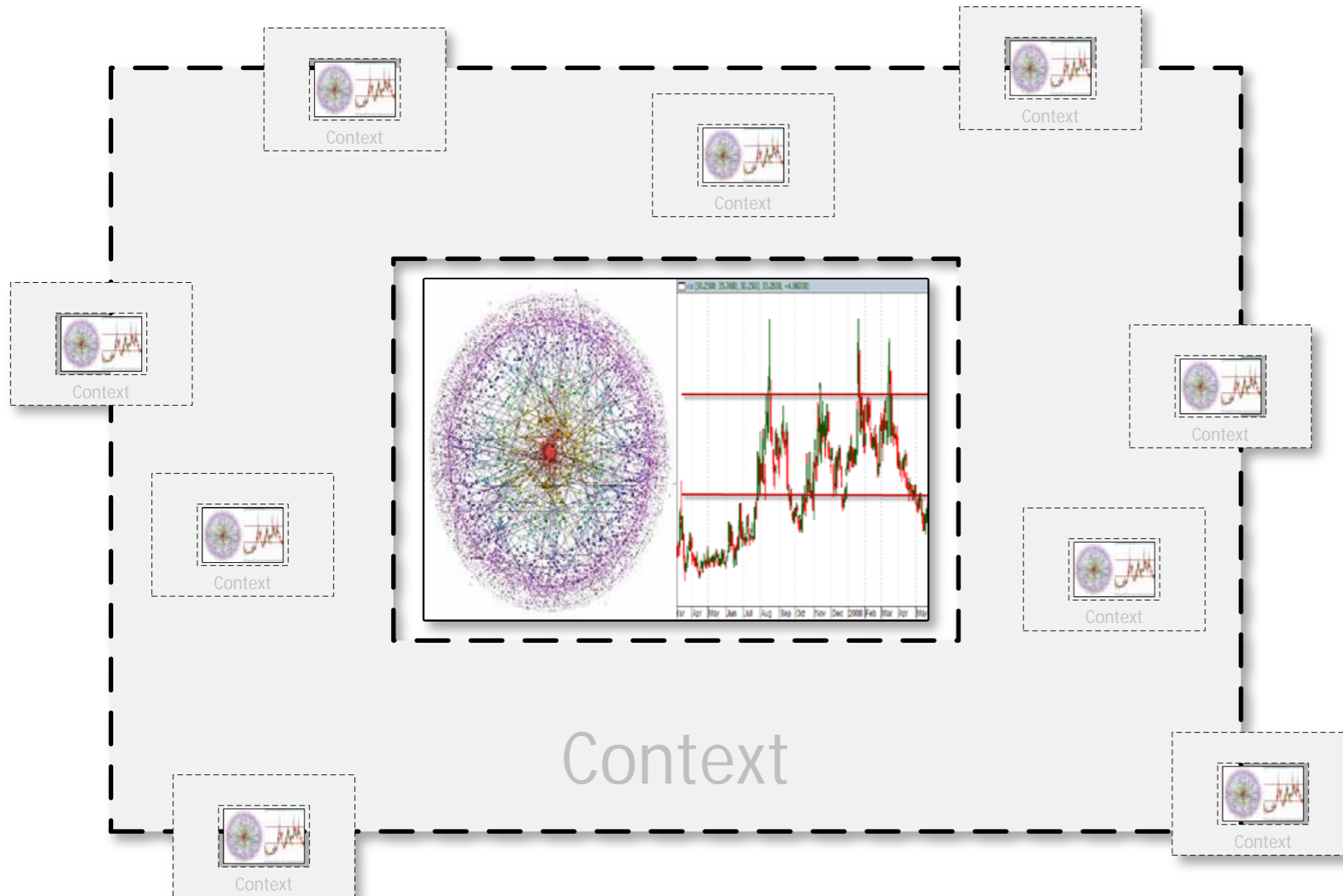
Keypoint
Transformational
Volatility is the
rate of change of
something.

What is Transformational Complexity?



Keypoint
Transformational Complexity is a function of the Structural Complexity and Transformational Volatility of something.

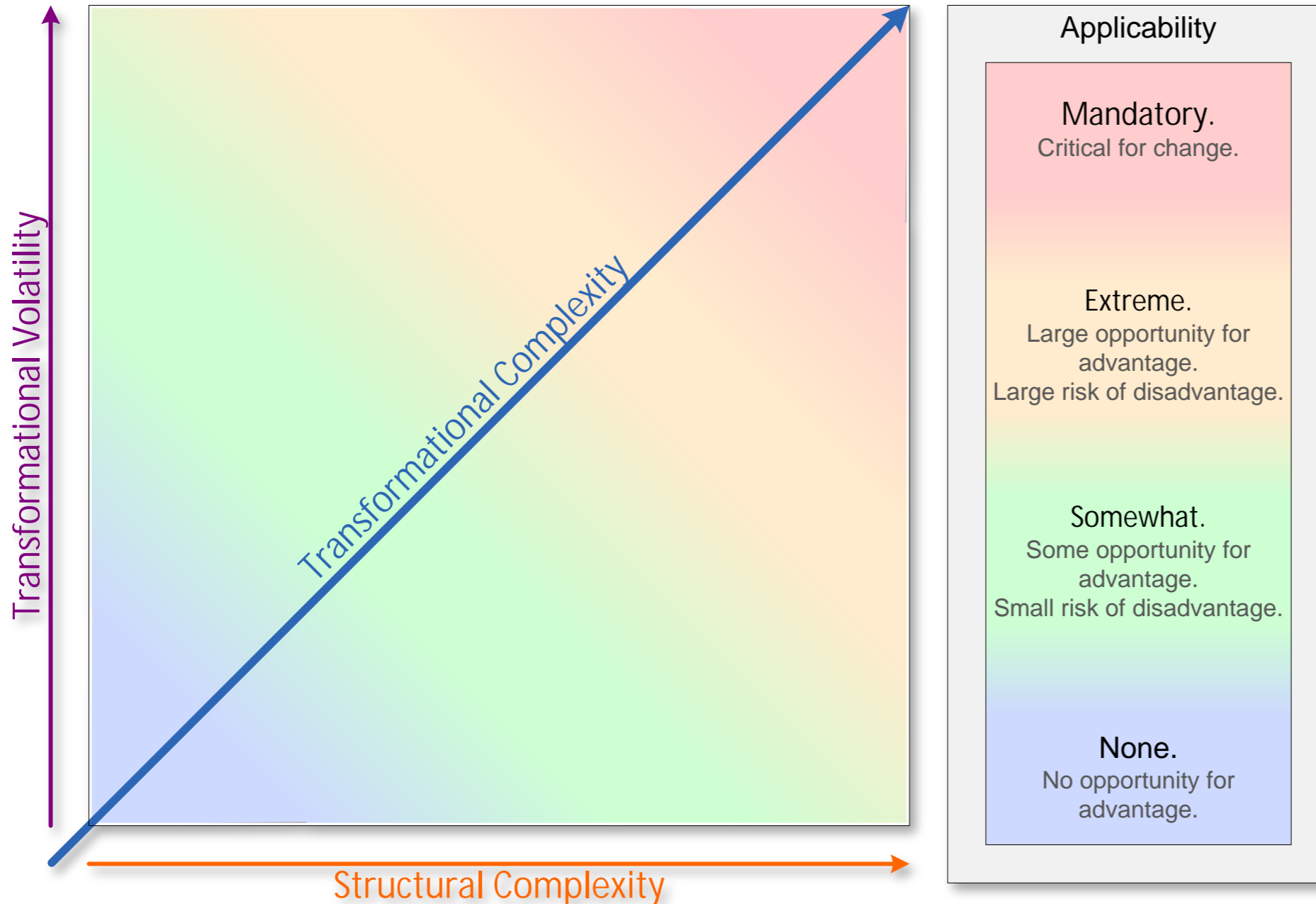
What is Contextual Complexity & Volatility?



Keypoint
Contextual
Volatility &
Complexity is
defined as the
Structural
Volatility &
Transformational
Volatility of the
context of
something.

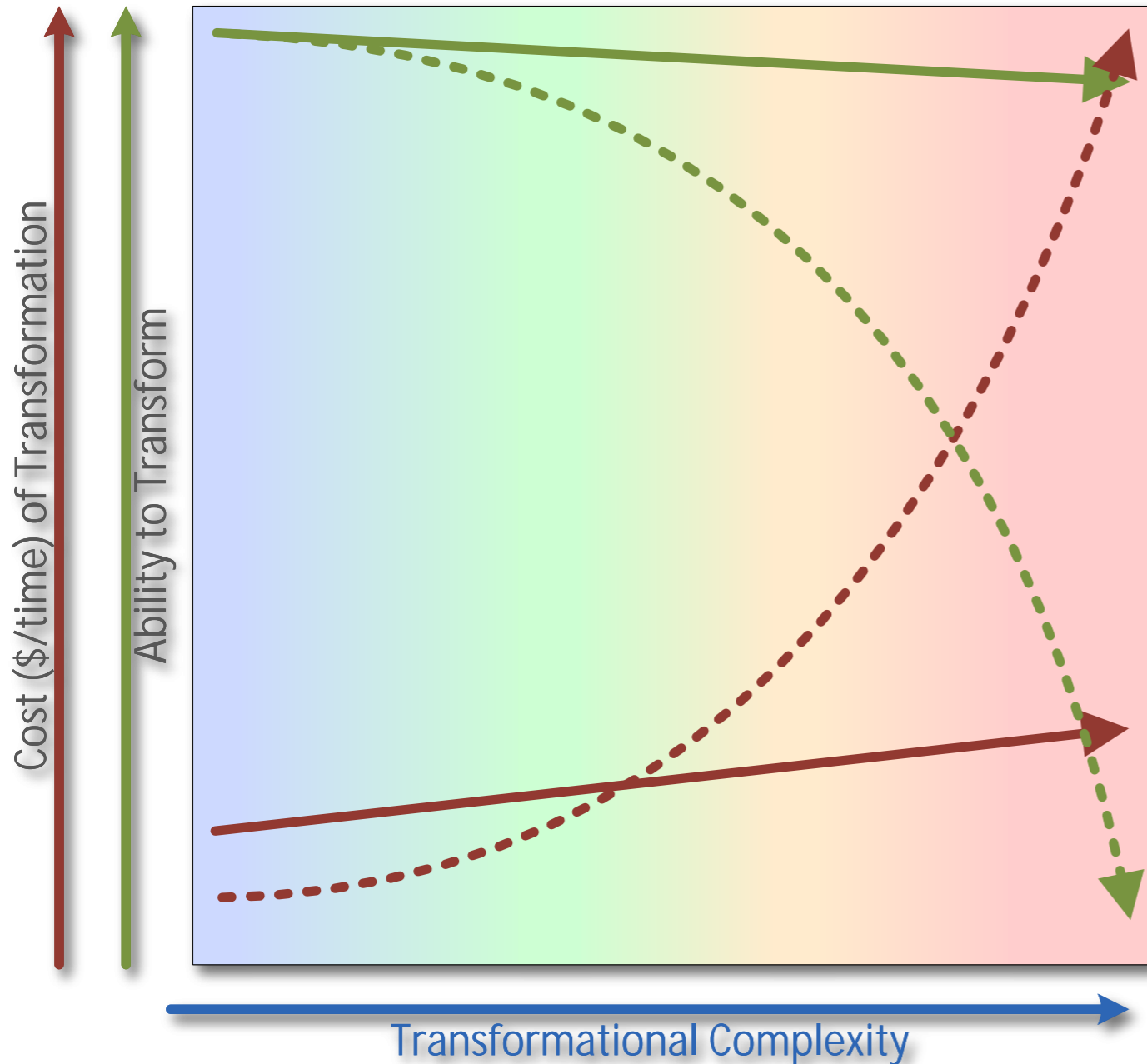


When is Architecture applicable vs not applicable?



Keypoint
The Architecture Paradigm™ is only applicable when Structural Complexity and Transformational Volatility are high enough.

Assuming an Enterprise DOES NOT utilise The Architecture Paradigm™, how does the cost of Transformation and the Ability to Transform change, as Transformational Complexity increases?



KEY

Utilising The Architecture Paradigm™

→ Yes

→ No

Applicability

Mandatory

Extreme

Somewhat

None

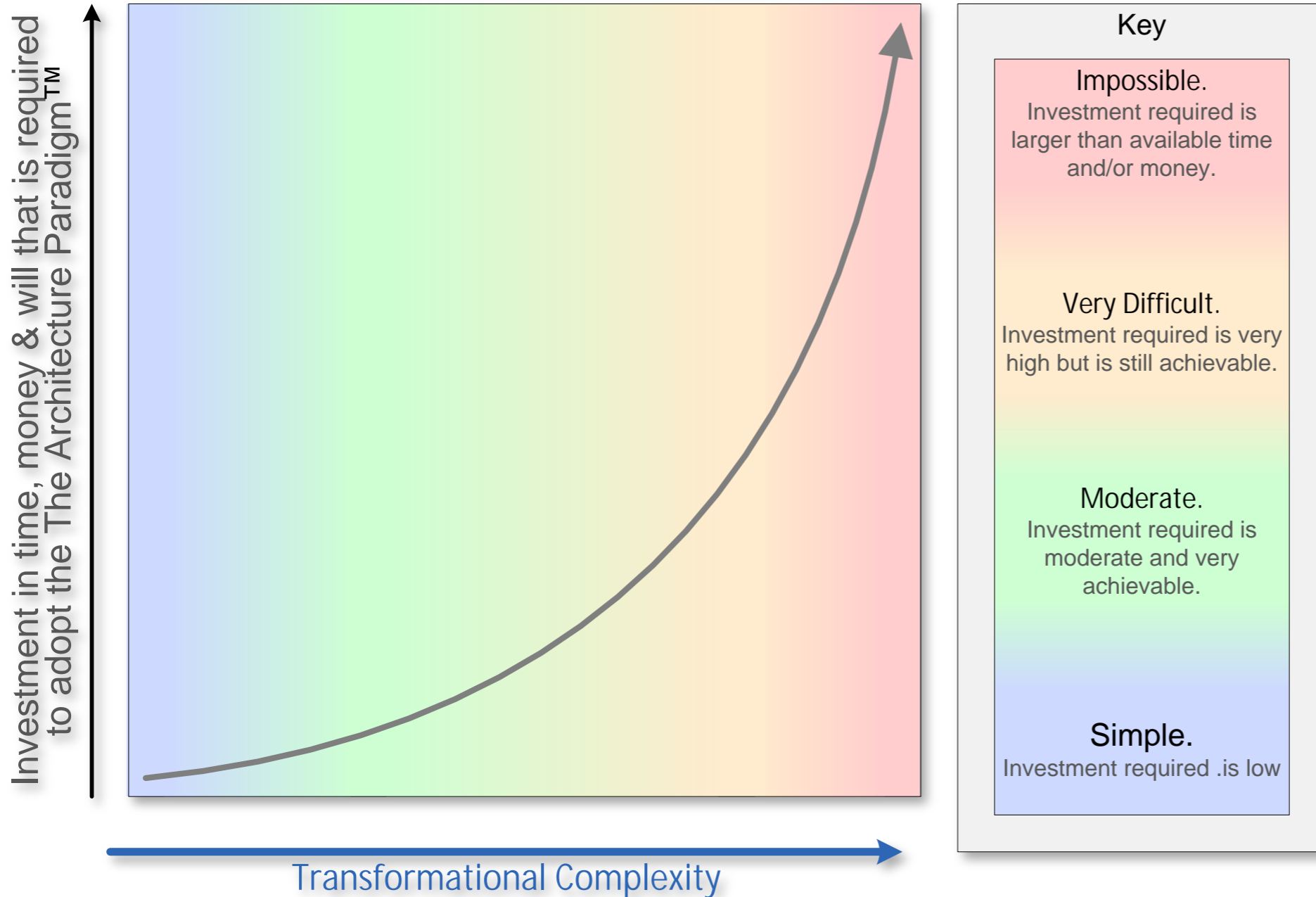
Keypoint

As Transformational Complexity rises, use of the Architecture Paradigm™ becomes mandatory, to preserve your ability to transform, and manage the cost of transformation.

Adoption

C-Suite: Accept that while Architecture may sometimes be not applicable, at others times, it is mandatory.

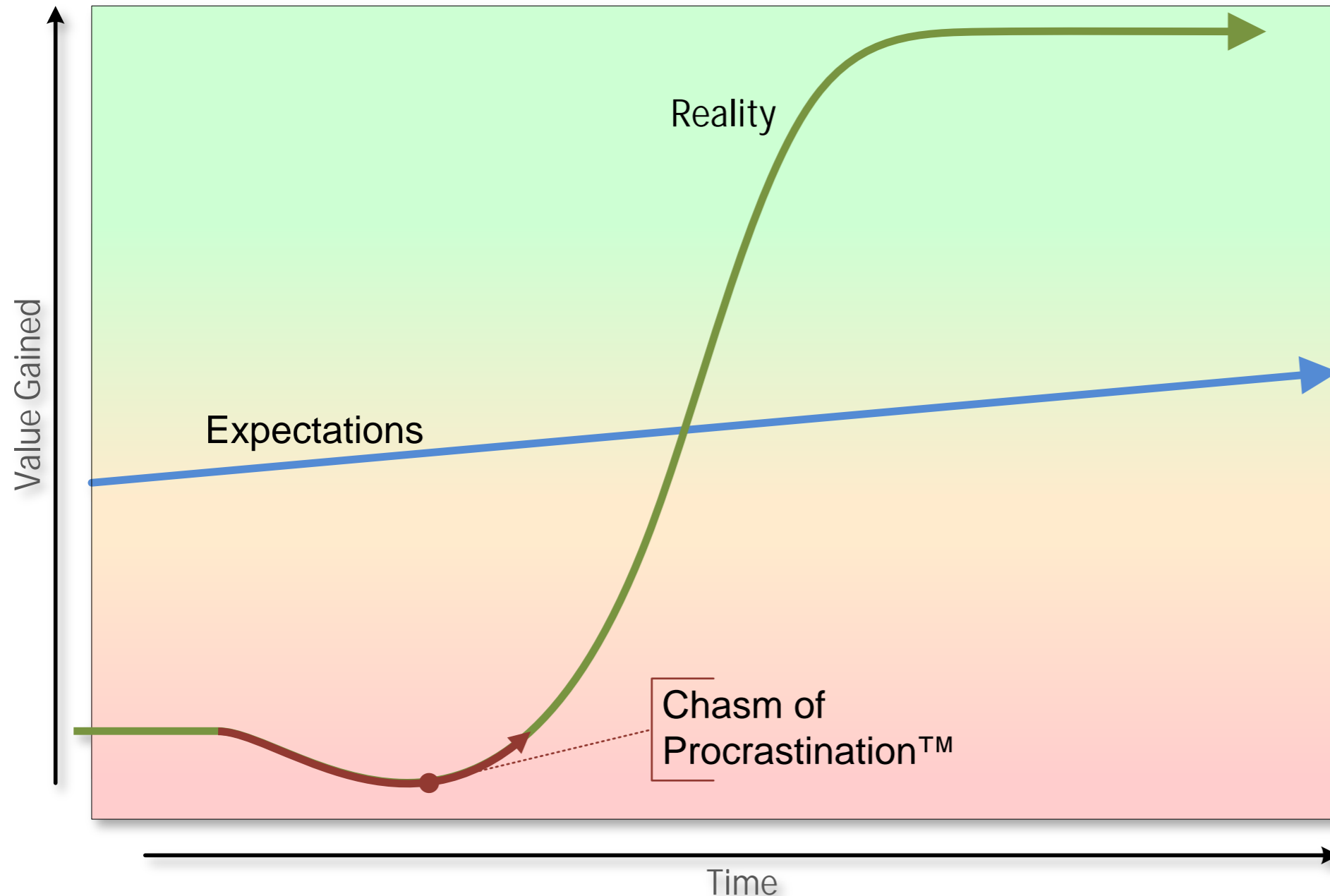
What happens to the investment required to adopt The Architecture Paradigm™, as Transformational Complexity increases?



Keypoint
 As the need to utilise Architecture increases, the appetite to do so will decrease.

Adoption
 C-Suite: Recognise that as the need to adopt The Architecture Paradigm™ increases, the appetite (and therefore commitment) to do so, decreases.

How does peoples expectations of the Architecture Paradigm™, compare to reality?



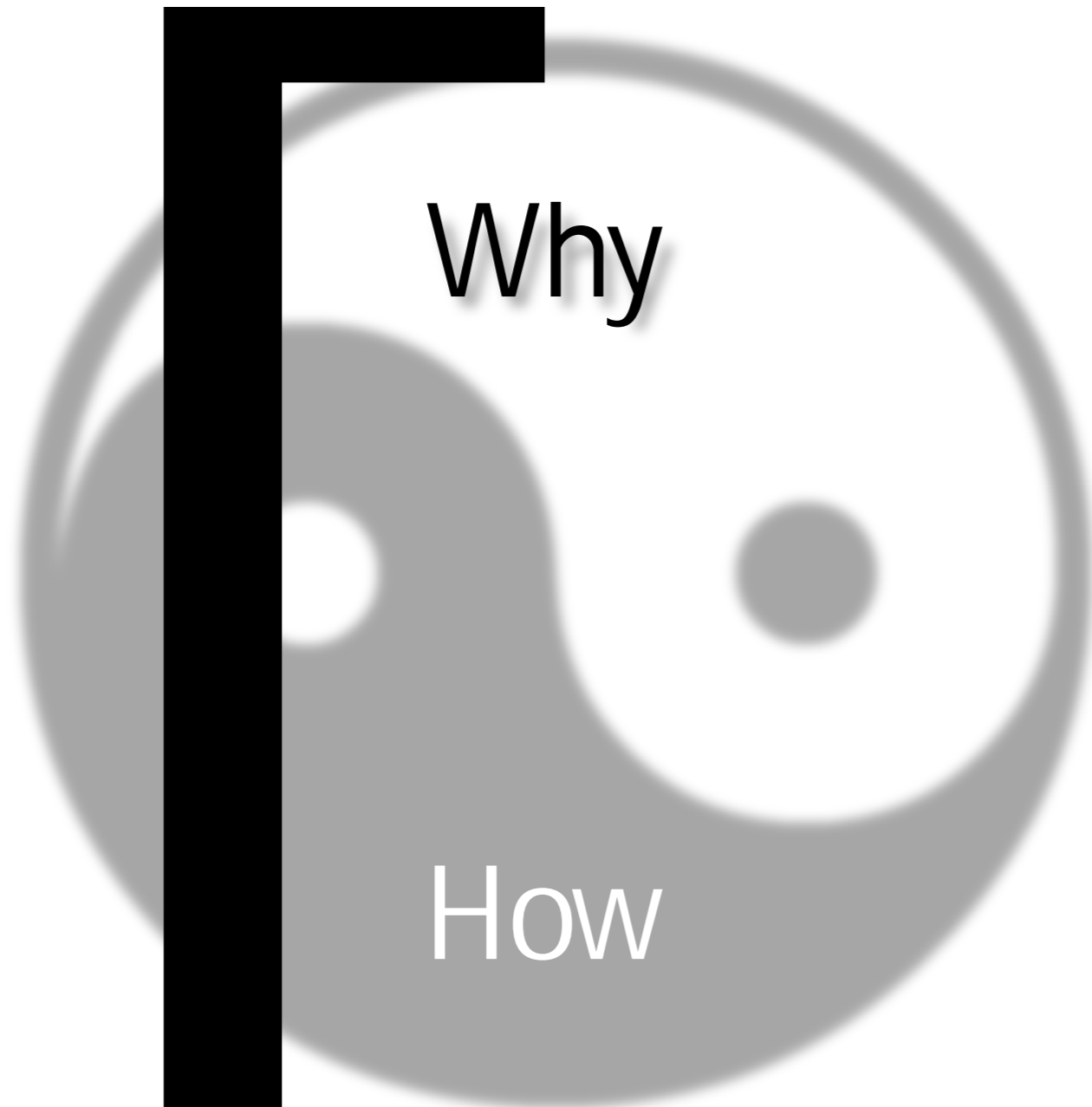
Keypoint

The short term value of Architecture is overestimated. The long term value of Architecture is underestimated.

Adoption

C-Suite: Do not overestimate the short term value, or underestimate the long term value, that use of The Architecture Paradigm™ can provide.

What is the fundamental question The Architecture Paradigm™ forces us to contemplate?

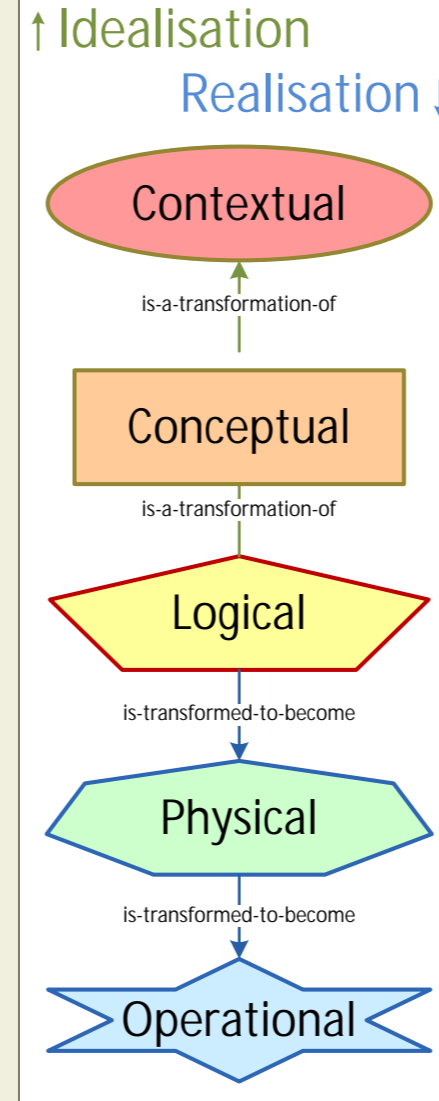
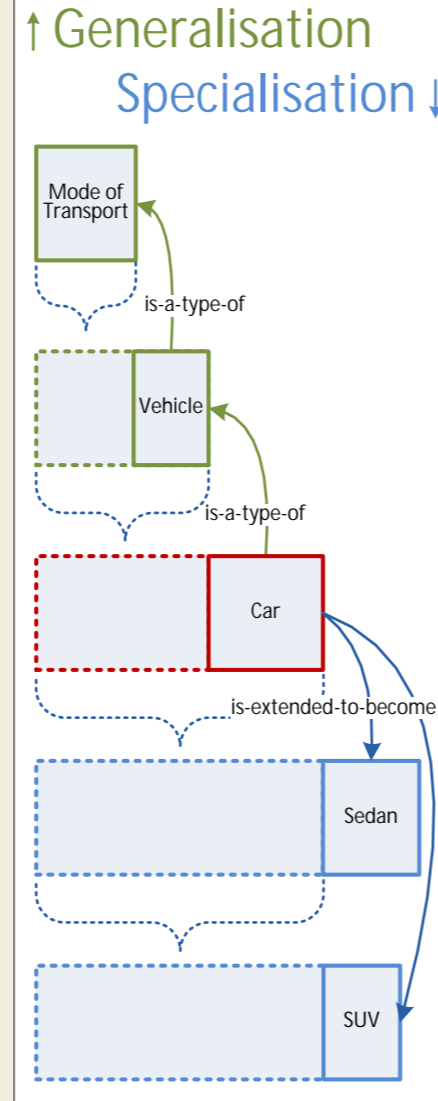
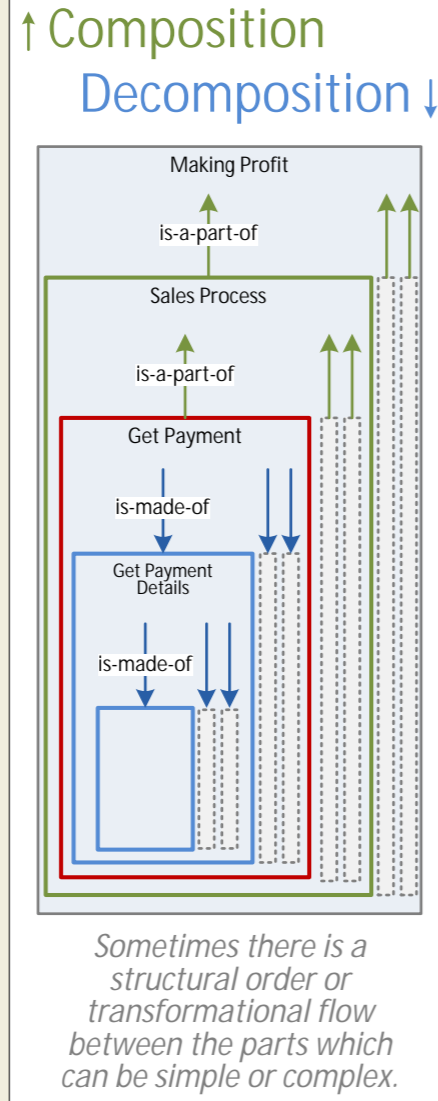
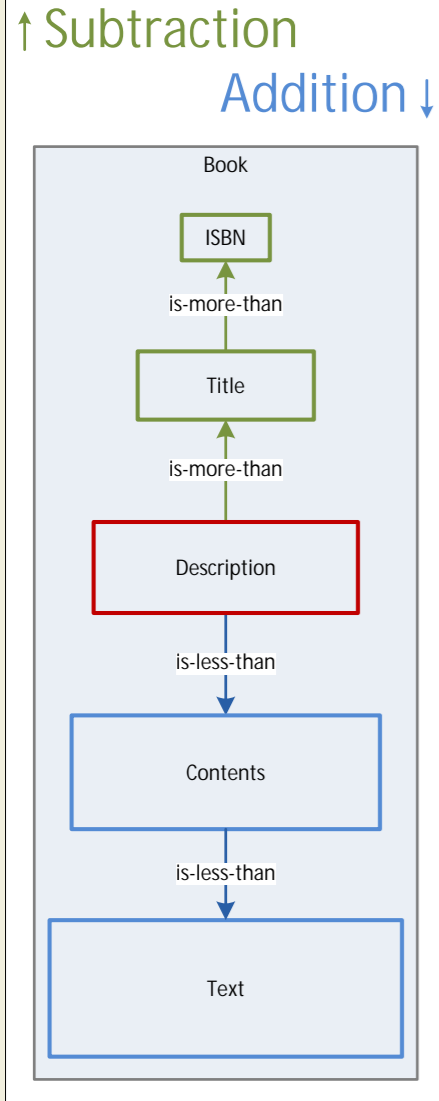


Keypoint
Why is the most important question.

Adoption
Enterprise Architect: Always ask WHY? (At least 5 times.)

What are the four types of Abstraction/ Elaboration?

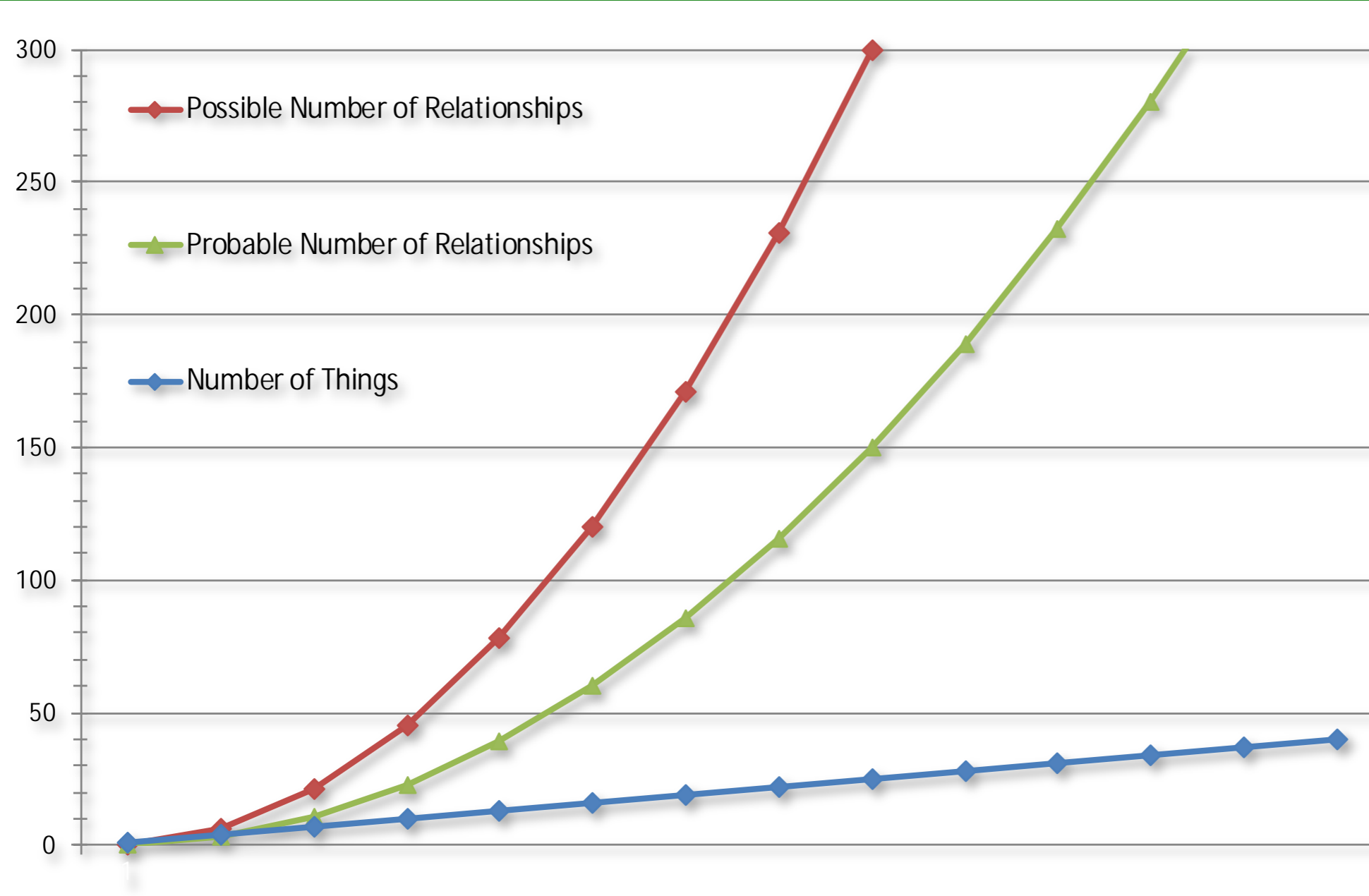
Abstraction / Elaboration



Keypoint
There are 4 types of Abstraction / Elaboration.

Adoption
Enterprise Architect:
Apply the four types of Abstraction/Elaboration appropriately.

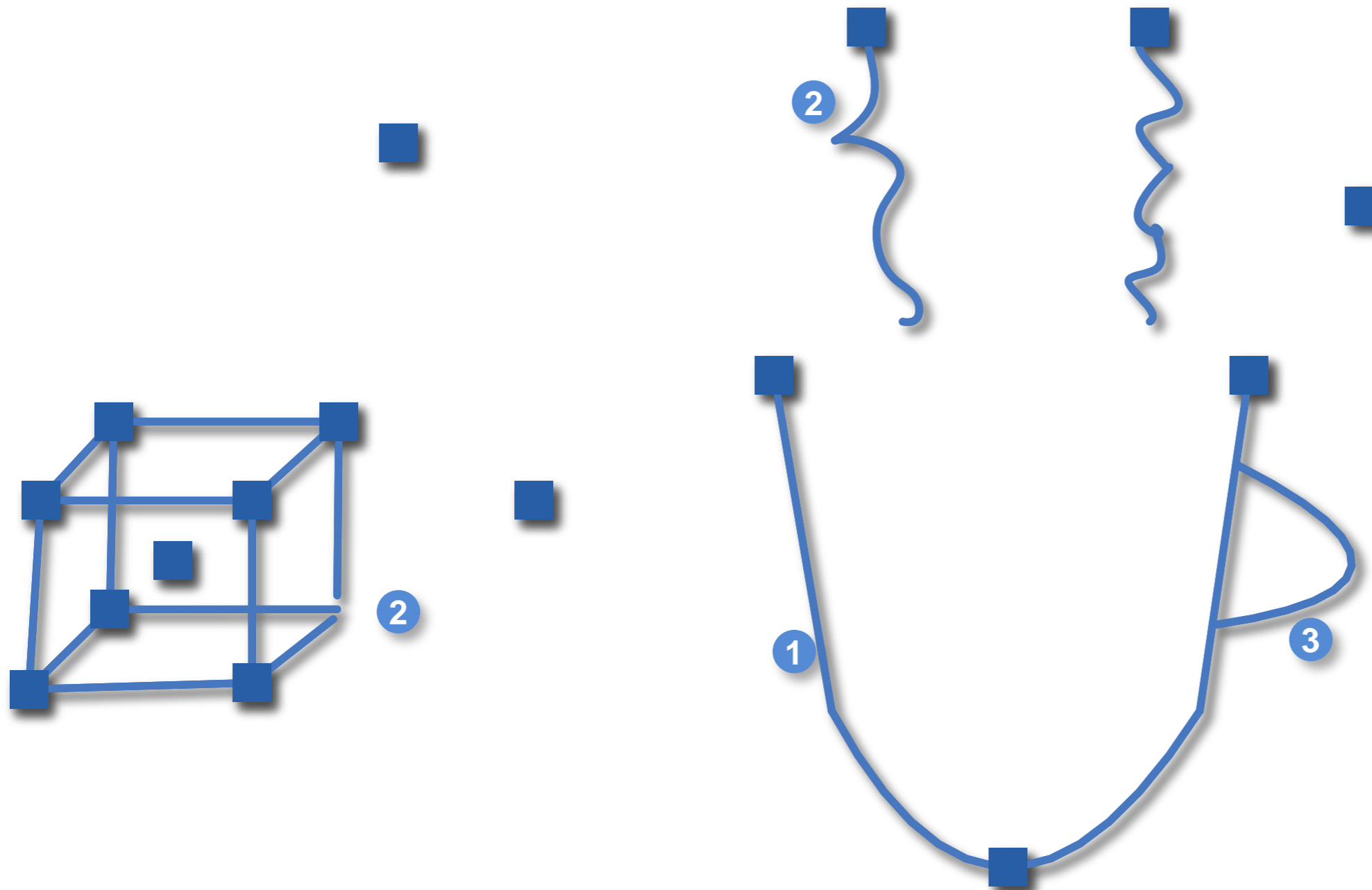
With respect to volume, what is the relationship between lines and boxes?



Keypoint
The relationships between things rises in a polynomial fashion.

Adoption
Management: Provide people the tools and time to deal with the fact that the relationships between things, rise in a polynomial fashion.

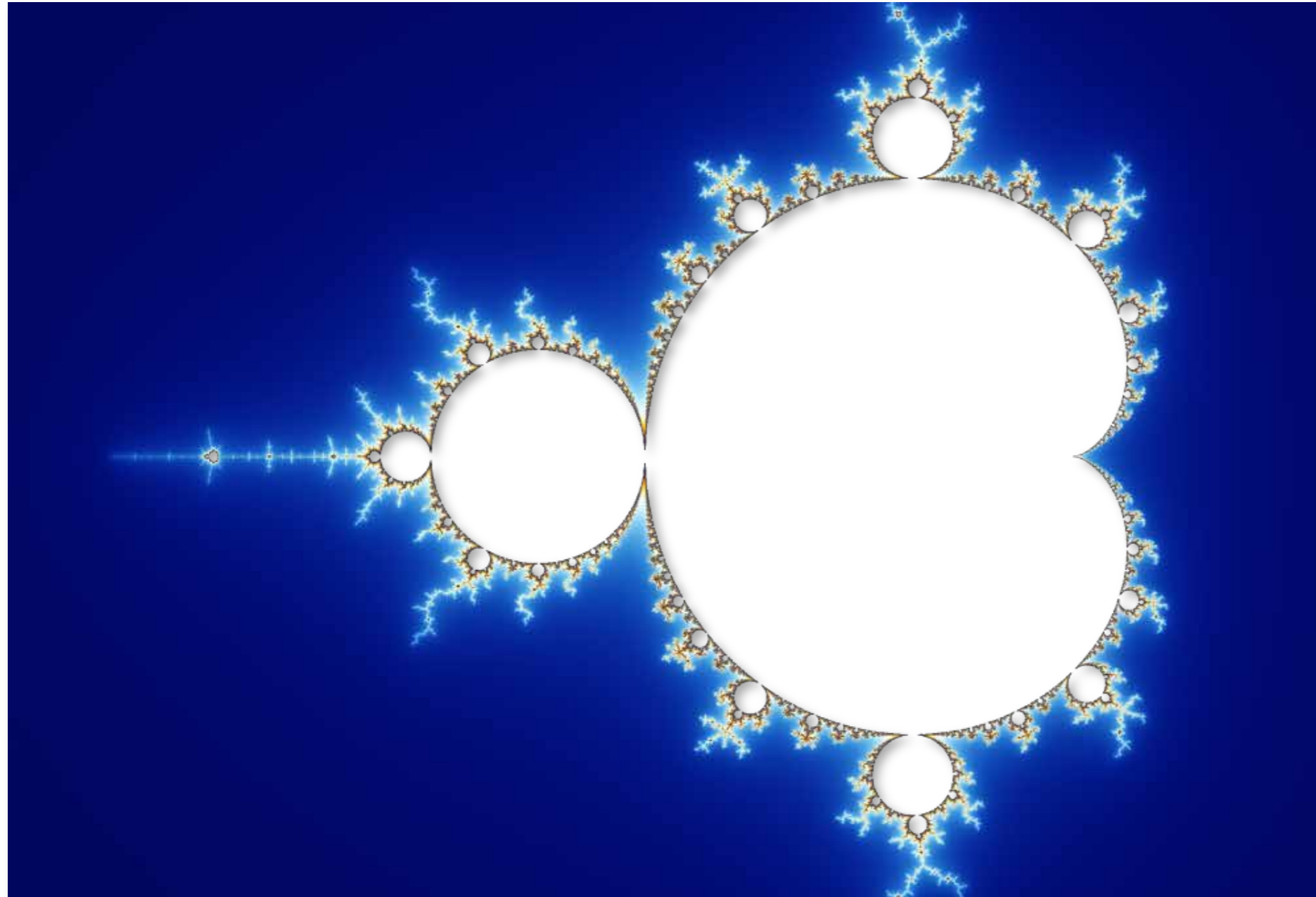
Why are “lines” (relationships) more important than “boxes”?”



Keypoint
Lines (relationships) are an order of magnitude more important than the boxes.

Adoption
C-Suite:
Understand and utilise the power of relationships.

Why are Patterns Important?



Keypoint
Look for
patterns in
everything.

Adoption
Enterprise
Architect: Look
for patterns in
everything.



What is a model vs a meta-model?

Keypoint

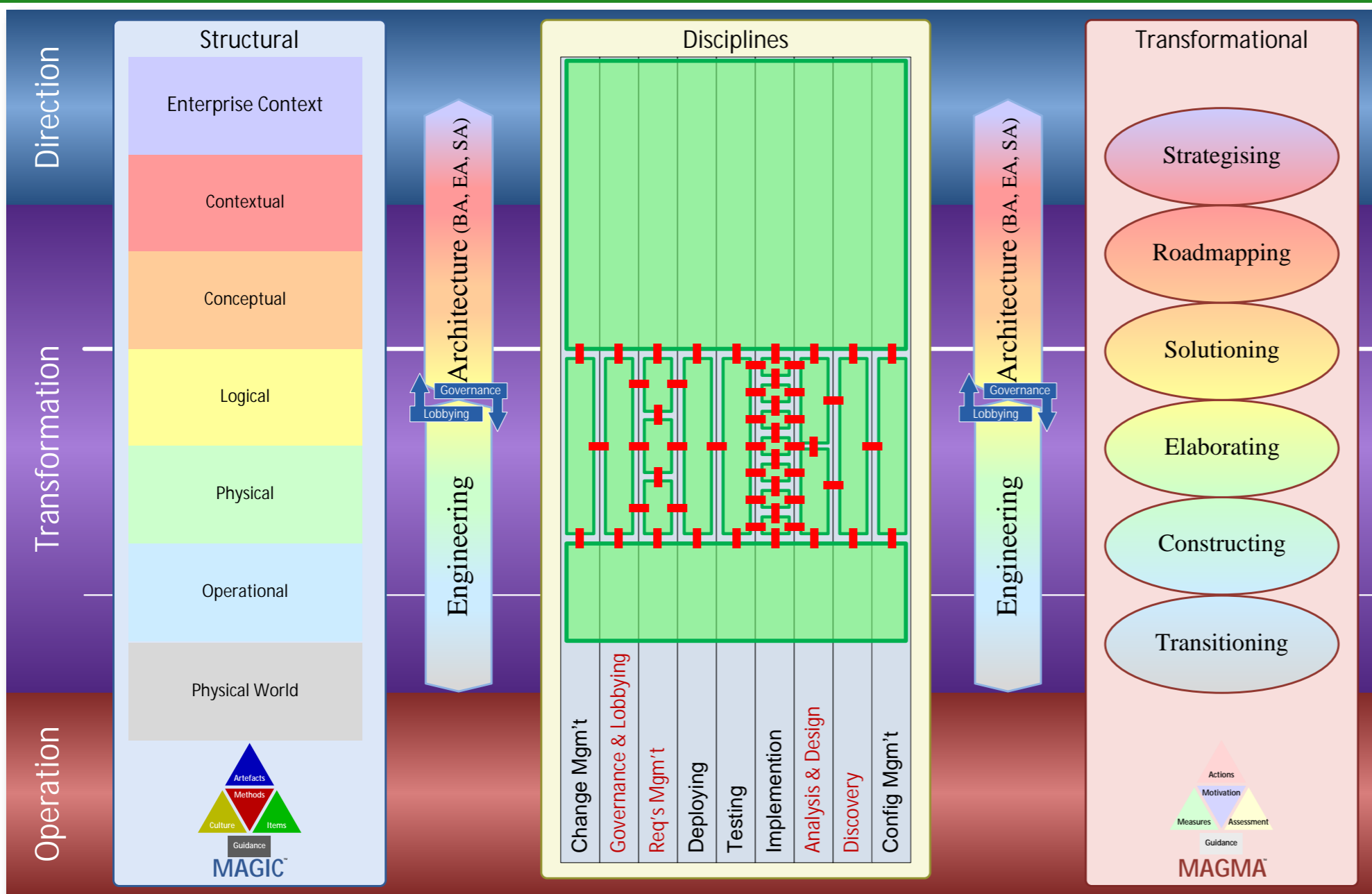
Use structured data for all structural and transformational information, and generate “documents” as required.

Adoption

Management: Provide people the tools and time to model information, instead of writing it in unstructured documents.



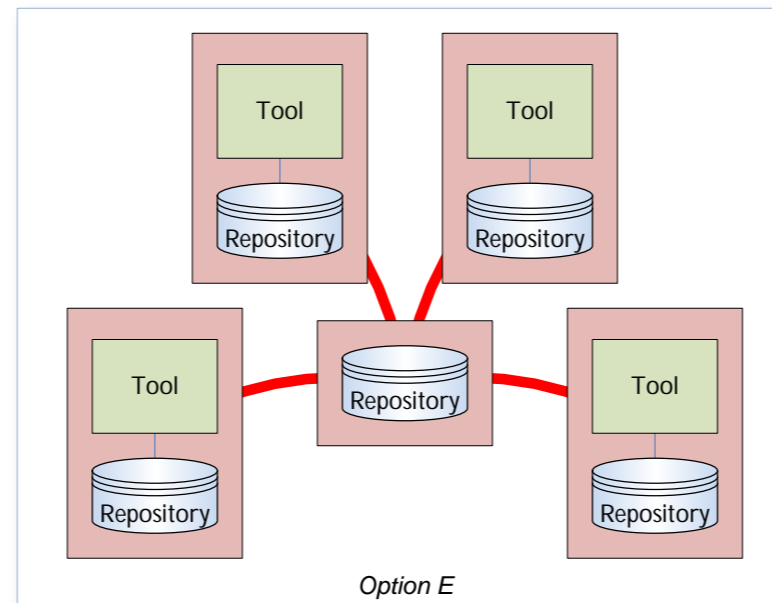
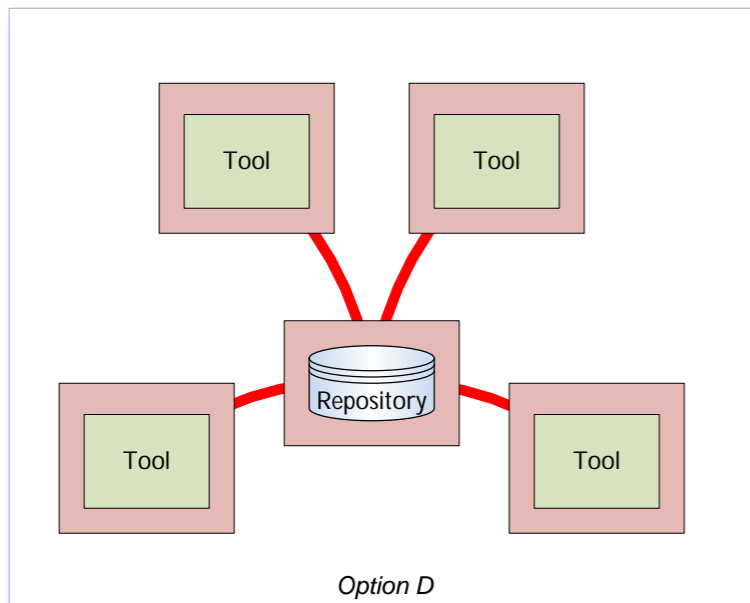
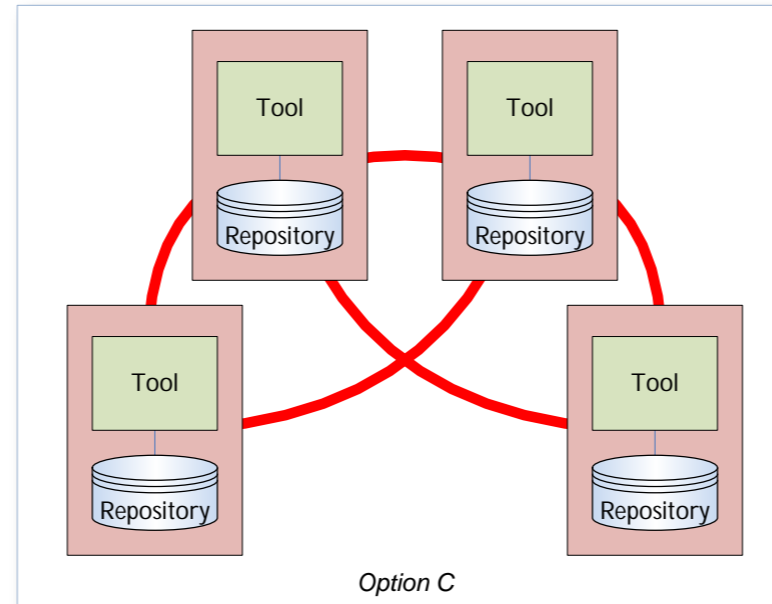
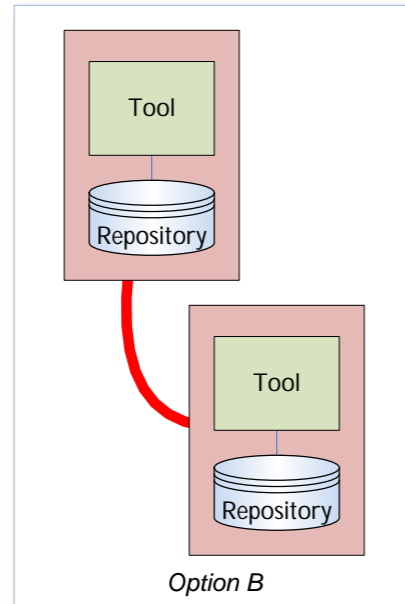
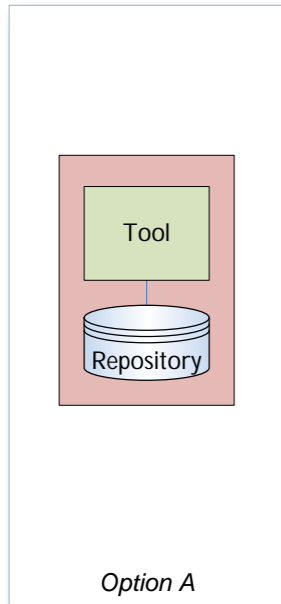
What is the most important thing to remember about selecting and using Transformation tools?



Keypoint
 Use POET to plan how all the tools you use, integrate and work together.

Adoption
 Enterprise Architect: Make sure the tools used within your Transformation capability are integrated.

What are some of the ways that Transformation tools can integrate and work together?



Keypoint
All Transformation Tools need to be integrated to work together.

Adoption Enterprise Architect: Minimise the number of Tool interfaces.

What does the Culture section of POET contain?

Culture

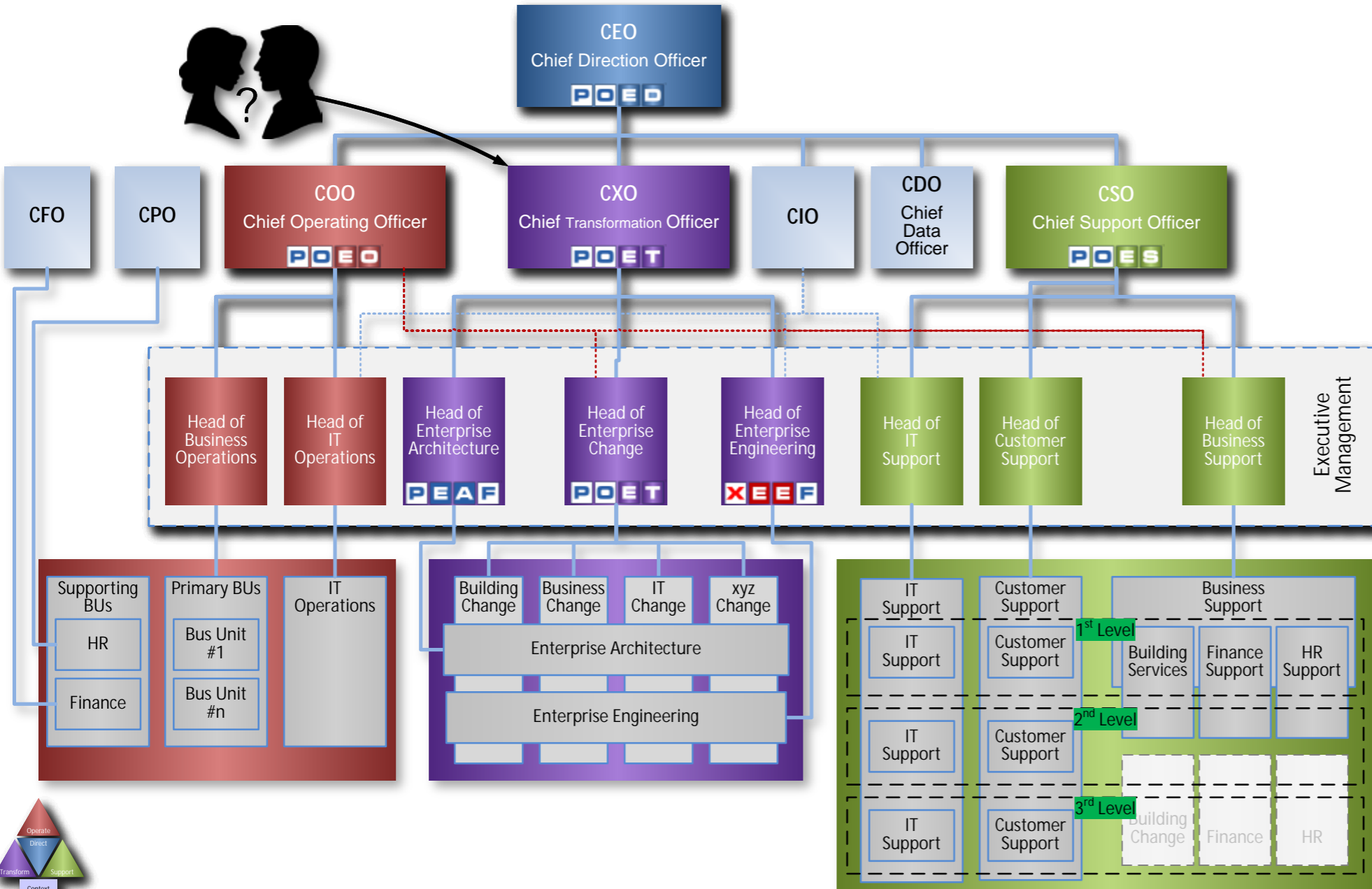
Keypoint

The Culture section of POET defines the roles and the culture required.

Adoption

C-Suite: Instigate a review of the Culture at play in the Enterprise's Transformation Capability, to determine if its maturity is appropriate.

What are the 4 strategically important CxO titles?

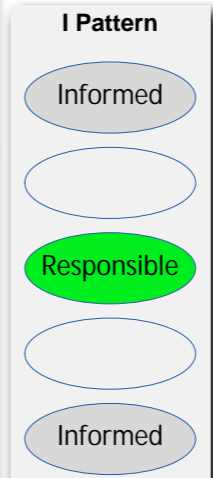
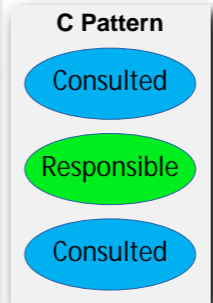
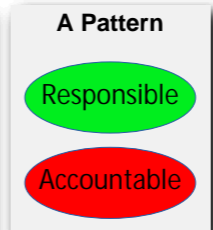
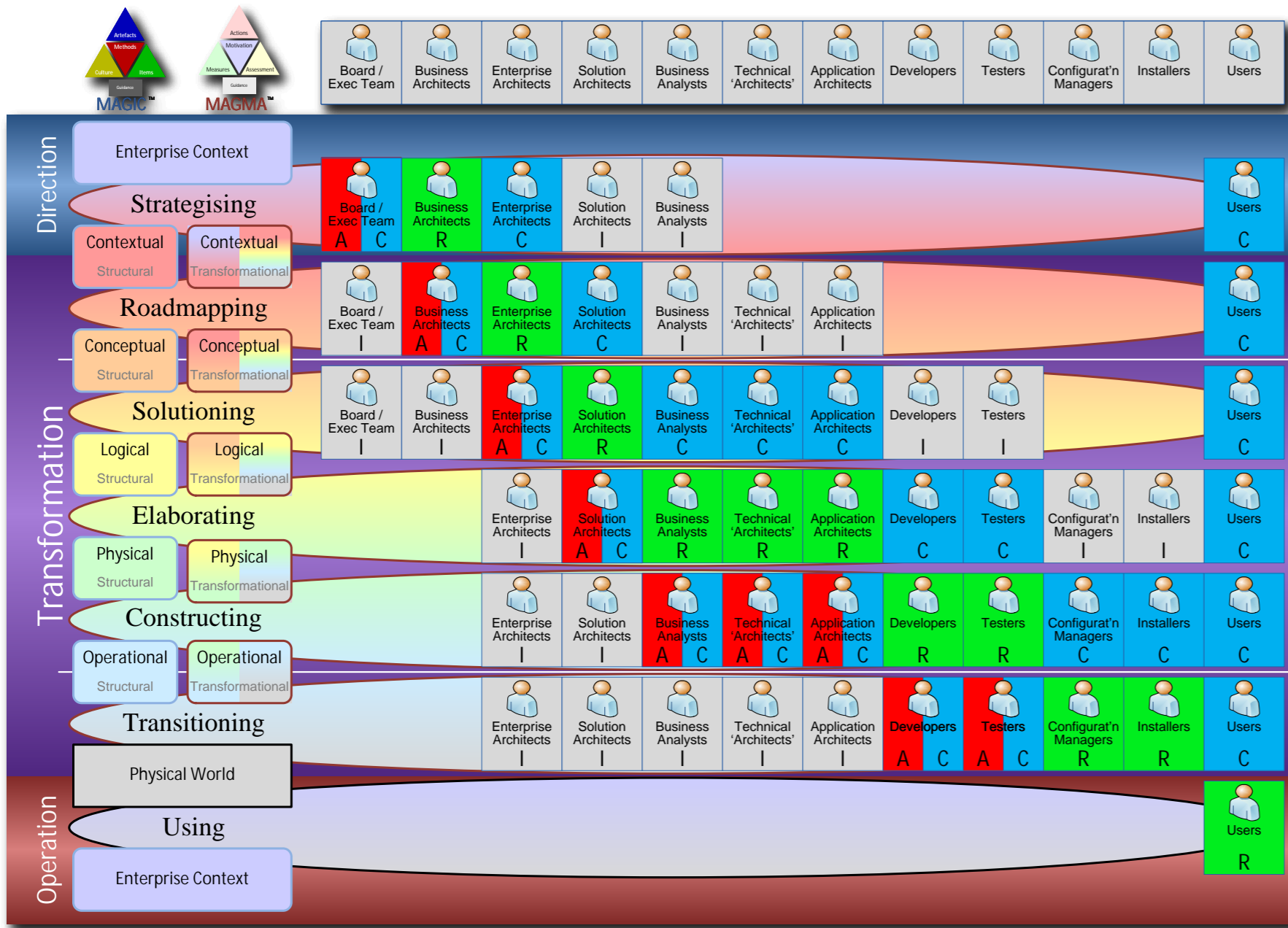


Keypoint
 Someone should be Accountable for the strategically important Transformation capability of the Enterprise.

Adoption
 C-Suite: Appoint a Chief Transformation Officer (CXO).



What is the RACI A-pattern that keep the Transformation Cascade cohesive?



Keypoint
 The Pragmatic Role and Phase patterns are key to assigning RACI to roles.

Adoption
 Management: Apply the Role and Phase patterns when assigning RACI to Transformation roles.

Why does Culture Trump Everything™?



What Trumps Culture?



Standards, Good Ideas, Principles, Creativity, Passion, Best Practices, Intentions, Policies, Good Intentions, Common Sense, Truth

Keypoint
"Culture Trumps Everything"
-Kevin Smith

Adoption
C-Suite: Instigate a review of the Culture of Transformation. Otherwise everything else is largely pointless.

What does E=MC² express?

E = **m** **c**²

Enterprise Effectiveness & Efficiency = **Methods** * **Culture**²

Keypoint

"Culture is like the speed of light. Very difficult to change."
- Kevin Lee Smith

Adoption

C-Suite: Accept that Culture change has much more impact than changing anything else



What problems can Culture create?



Source: NASA

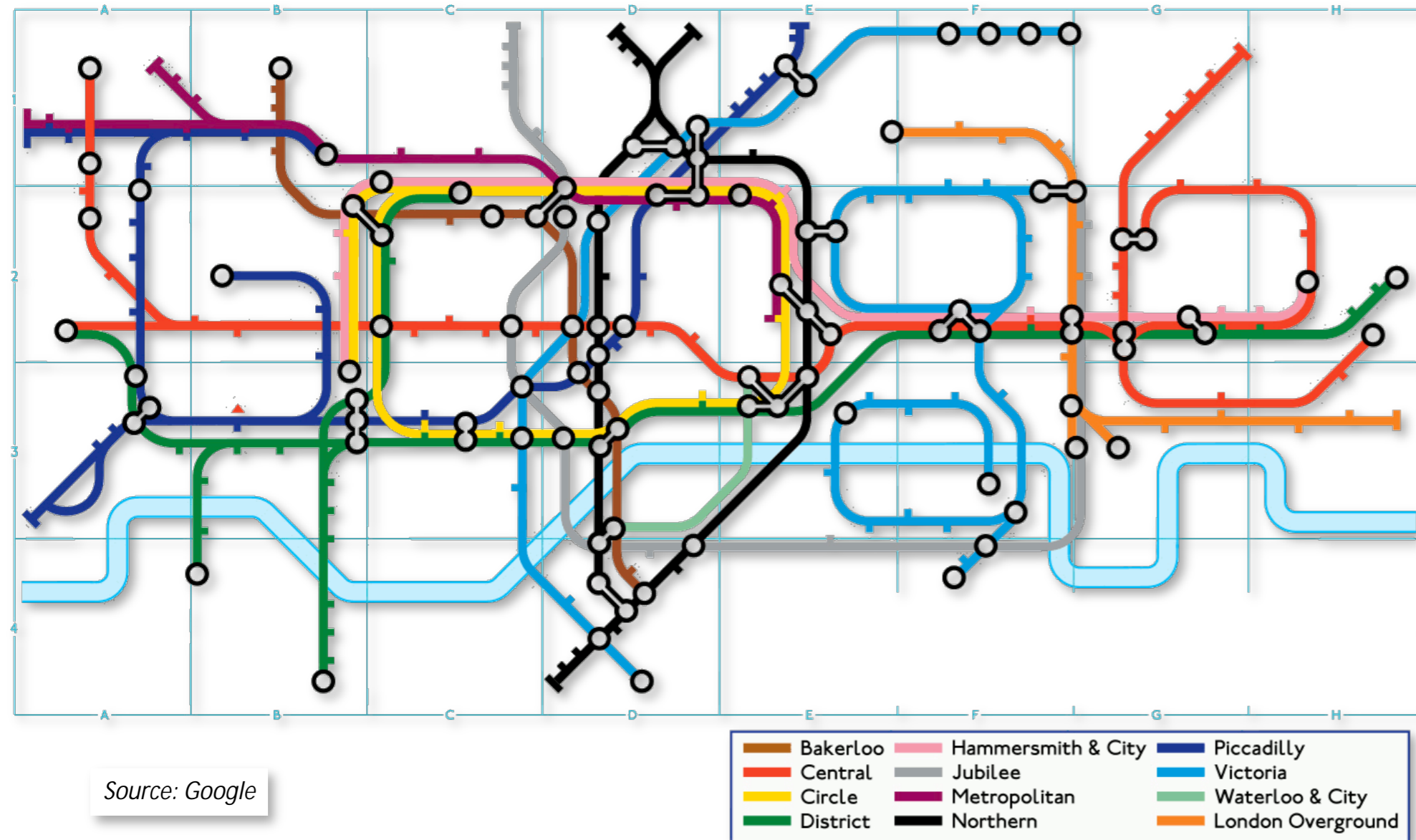


Keypoint
Bad Culture knows
no bounds.
It can destroy lives.
And Enterprises.

Adoption
C-Suite: Do not
underestimate
the effects of
bad culture.



What Opportunities can Culture create?



Keypoint
 Good Culture
 knows no bounds.
 It can lift lives.
 And Enterprises.

Adoption
 C-Suite: Do not
 underestimate
 the effects of
 good culture.



What are we all slaves to?



I think,
therefore
I might be...

Keypoint
The human
brain is
easily fooled.

Adoption
C-Suite: Accept that
we all have mental
health issues. (That
are largely not
under our control!)

What are the effects of people missing seeing the true value of things (Violinist in the Metro)?



Source: Washington Post

Keypoint

True value is not measured by the numbers of Clicks or Likes.

Adoption

C-Suite: Mandate that people Invest time to see the true value of things.

What are the effects of people doing what they are told to do (The Milgram Experiment)?



Keypoint

Sometimes the best course of action is to not do what you are being told to do.

Adoption

C-Suite: Mandate that people are rewarded, not punished, for respectfully questioning authority.

BREAK!

Back at 14:42



What are the effects of short term gain over long term gain (The Marshmallow Test)?



Keypoint

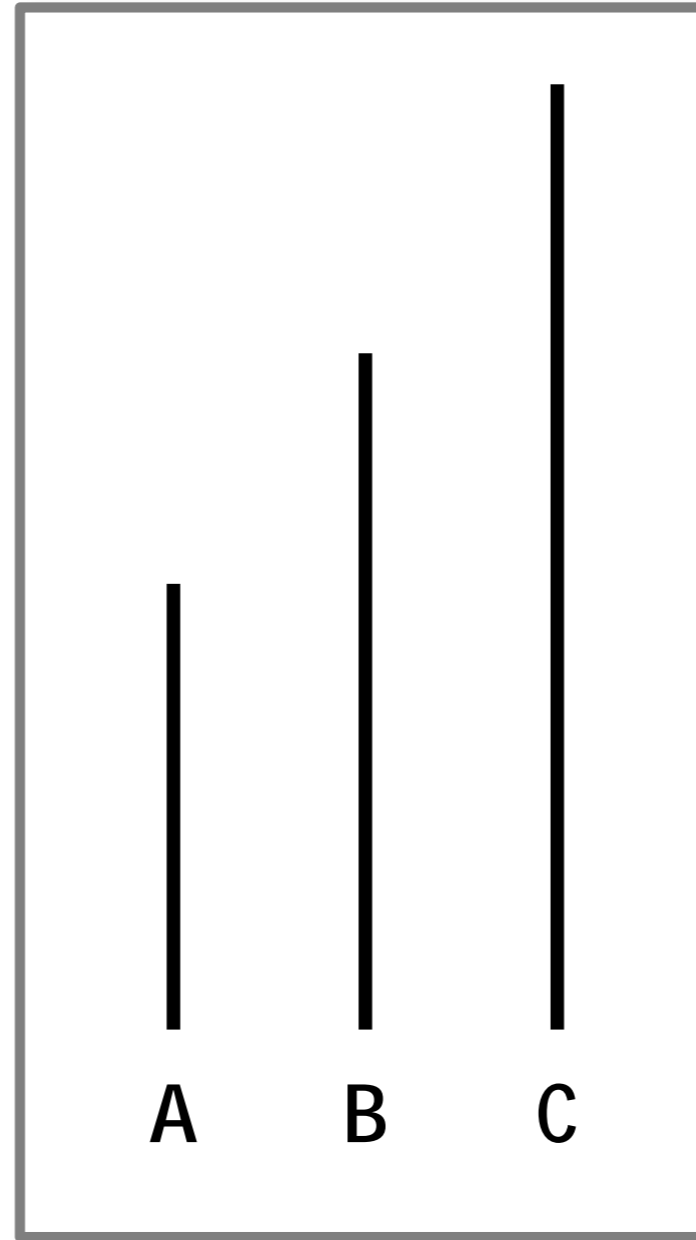
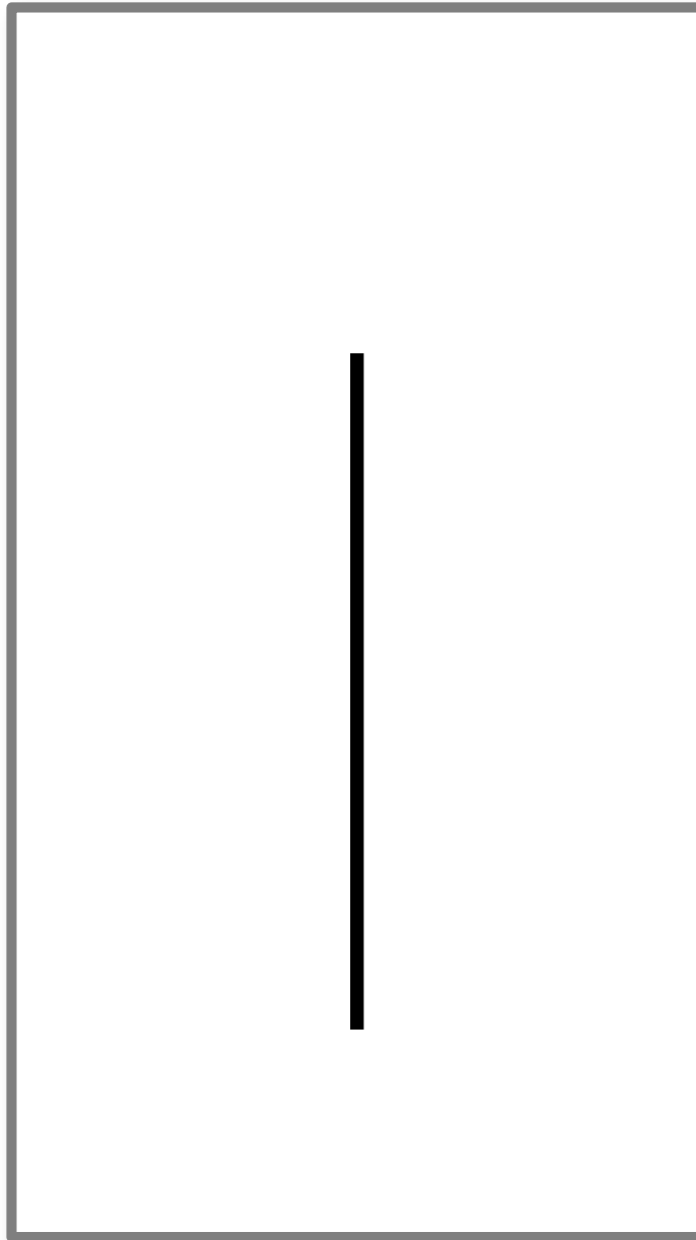
Short term gratification (quick wins) most often leads to long term failure. Delaying short term gratification, most often leads to long term success.

Adoption

C-Suite: Mandate that people favour future benefits over short term gratification. If you want to pick low hanging fruit, you first have to plant a tree.

You Decide!

What are the effects of people feeling they need to conform, rather than voice their true opinions (The Asch Conformity Experiment)?



Keypoint
Don't be swayed
by the majority.
They are wrong
80% of the time!

Adoption
C-Suite: Mandate that
people are rewarded, not
punished, for doing the
right thing, not just
because it's what everyone
else does/believes.

What are the effects of power (The Stanford Prison Experiment)?



Source: Stanford University

Keypoint

"I hope our wisdom will grow with our power, and teach us, that the less we use our power the greater it will be."
- Thomas Jefferson.

Adoption

C-Suite: Mandate that people accept that power is the ability to do work, not the ability to avoid it!

What are the effects of Style over Substance?



Keypoint
"Nobody cares how much you know, until they know how much you care".
- Theodore Roosevelt



Adoption
C-Suite: Mandate that people favour Substance over Style, rather than Style over Substance.

What are the effects of people with Halos?

The Halo Effect



The Horn Effect



Keypoint

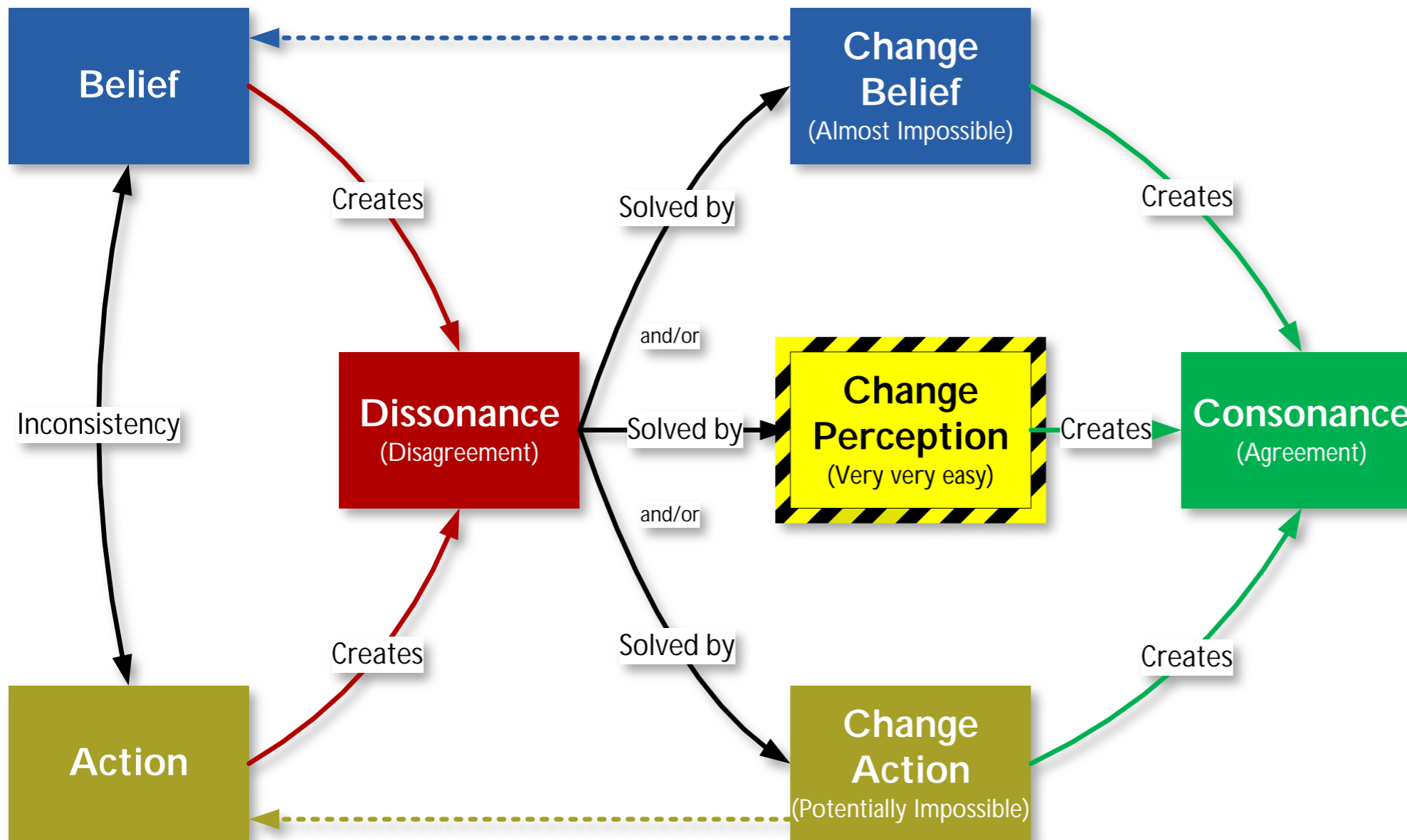
"It's hard to see a halo when you're looking for horns."
- Cullen Hightower

Adoption

C-Suite: Initiate a review of people who have been given Halos or Horns.



What are the effects of Cognitive Dissonance?



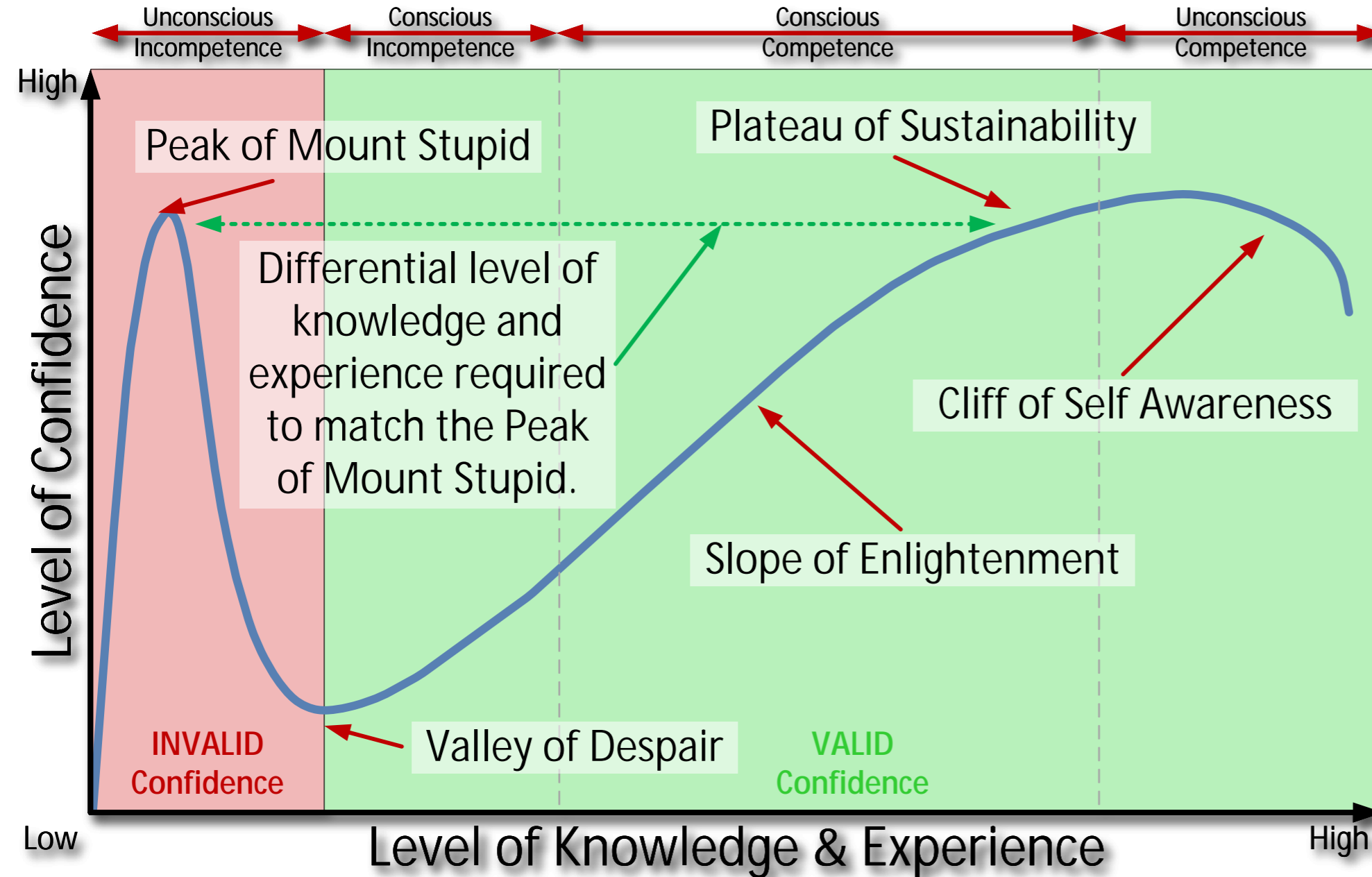
Keypoint

"How often it is that the angry man rages denial, of what his inner self is telling him."
- Frank Herbert (Dune)

Adoption

C-Suite: Mandate that people recognise Cognitive Dissonance, and they don't lie to themselves.

What are the effects of the Dunning-Kruger effect?



Keypoint
 Those who are Unconsciously Incompetent, are the one's most passionate that they are right!

Adoption
 C-Suite: Mandate that passion is no substitute for evidence.

What are the effects of The Peter Principle?

Promotions are given based on tenure or success in a previous role...



...irrespective of capacity to excel in the new position

Keypoint
Success should not be promoted.

Adoption

C-Suite: Mandate that promotions and recruitment should be based on the ability to do the promoted job, not on the success in a previous job.

What are the effects of The Matthew Effect?

**The rich get richer
and the poor get
poorer.**

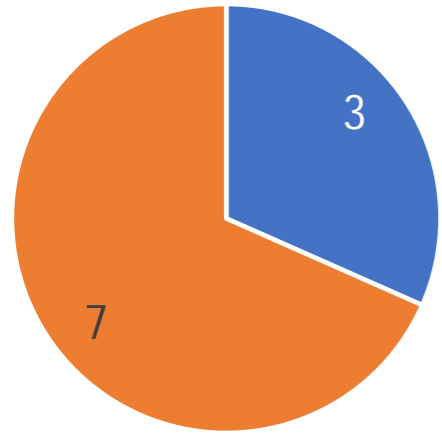
Keypoint
Do not let the
past, unduly
affect the future.

Adoption
C-Suite: Mandate that
those receiving
accolades or criticism
should not receive them
because of previous
accolades or criticism.



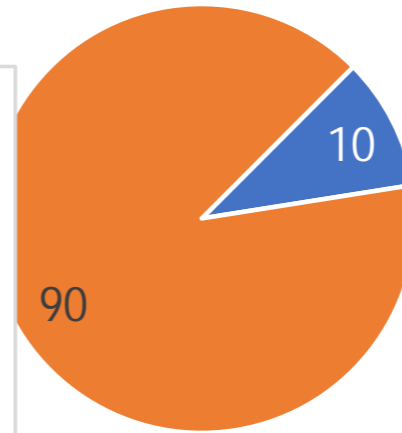
What are the effects of Prices Law?

10 participants



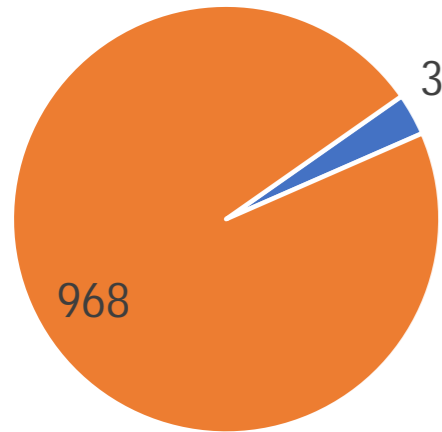
■ 50% of the work ■ 50% of the work

100 participants



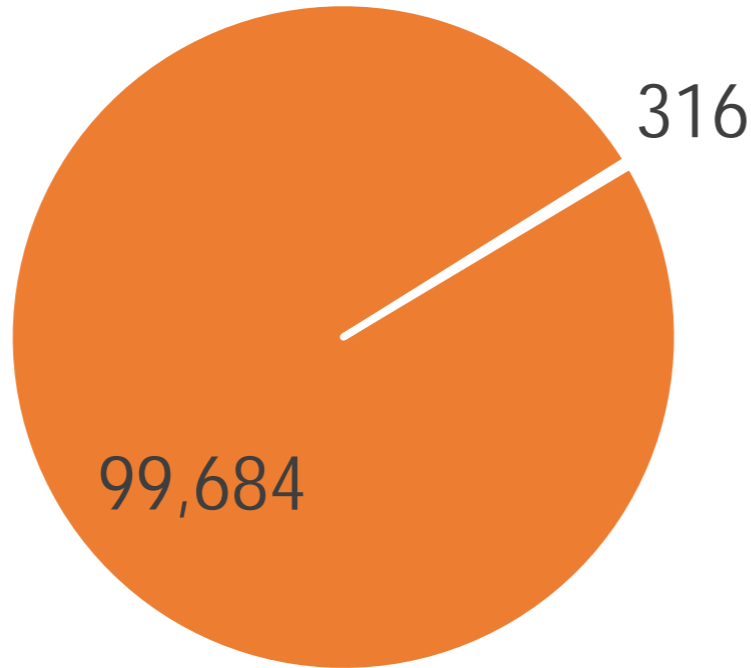
■ 50% of the work ■ 50% of the work

1,000 participants



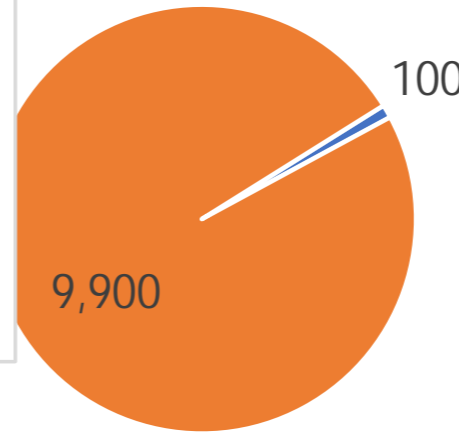
■ 50% of the work ■ 50% of the work

100,000 participants



■ 50% of the work ■ 50% of the work

10,000 participants



■ 50% of the work ■ 50% of the work

Keypoint
 Competence grows linearly.
 Incompetence grows exponentially.

Adoption
 C-Suite: When assessing value, bear in mind Price's Law.

Why do Sociopaths find it easy to rise to positions of power?



I love



pretending I'm
not a sociopath

Keypoint

"The trouble with Sociopaths, is that they are very, very nice people!"

- Kevin Lee Smith

Adoption

C-Suite: Recognise that the traits required to gain promotion, are no necessarily the traits required to execute the job.



Why is recognising peoples personality traits important to resourcing the Transformation domain effectively?

Belbin

Myers Briggs

Keypoint
People with different personality traits are required for different roles

Adoption
C-Suite: Initiate an evaluation of everyone's personality traits vs the traits required to do their job.

Belbin® Team Role Summary Descriptions

Resource Investigator
Contribution: Outgoing, enthusiastic. Explores opportunities and develops contacts.
Allowable Weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.

Teamworker
Contribution: Co-operative, perceptive and diplomatic. Listens and averts friction.
Allowable Weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.

Co-ordinator
Contribution: Mature, confident, identifies talent. Clarifies goals. Delegates effectively.
Allowable Weaknesses: Can be seen as manipulative and might offload their own share of the work.

Plant
Contribution: Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.
Allowable Weaknesses: Might ignore incidentals, and may be too pre-occupied to communicate effectively.

Monitor Evaluator
Contribution: Sober, strategic and discerning. Sees all options and judges accurately.
Allowable Weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical.

Specialist
Contribution: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.
Allowable Weaknesses: Can only contribute on a narrow front and tends to dwell on the technicalities.

Shaper
Contribution: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.
Allowable Weaknesses: Can be prone to provocation, and may sometimes offend people's feelings.

Implementer
Contribution: Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.
Allowable Weaknesses: Can be a bit inflexible and slow to respond to new possibilities.

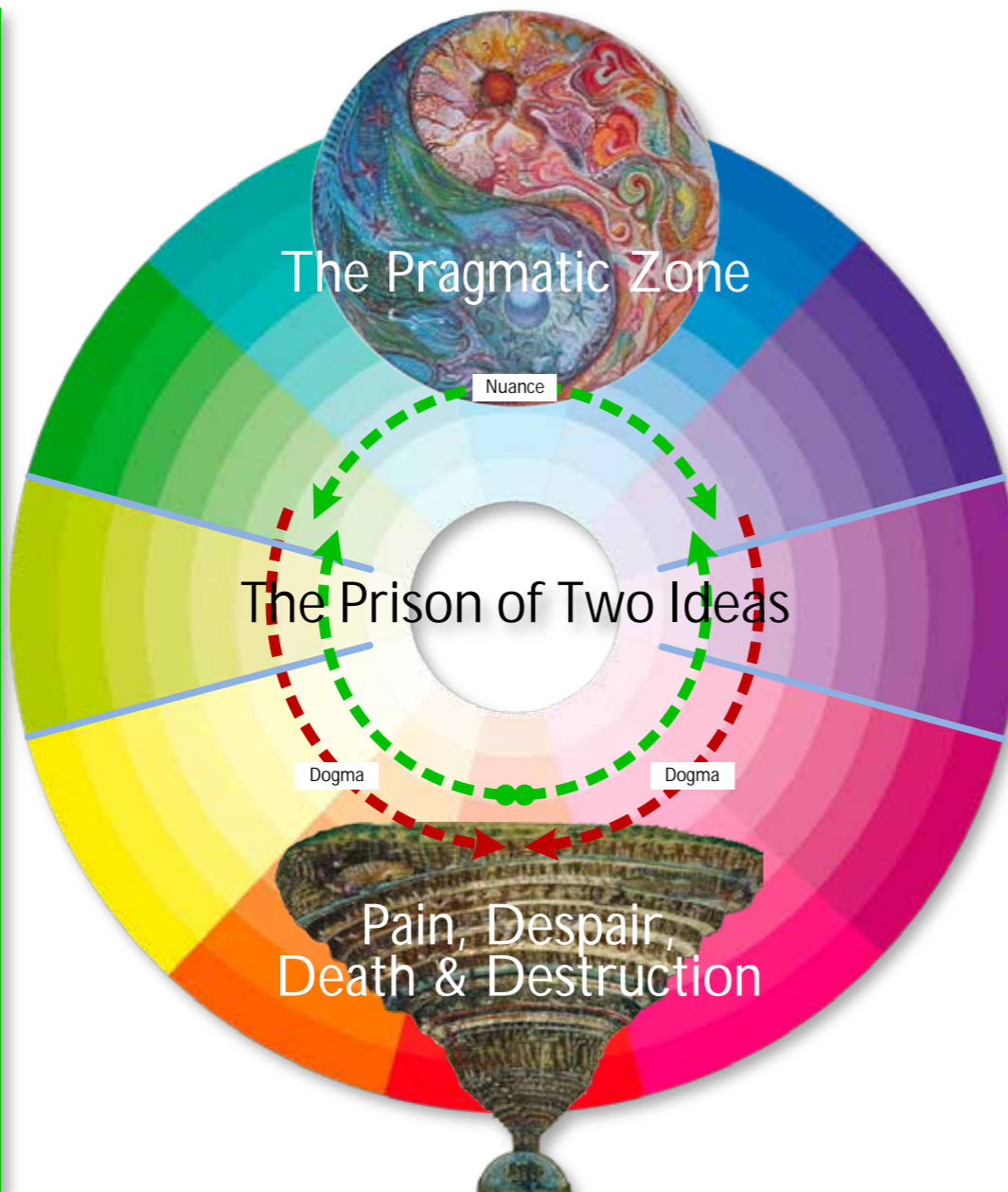
Completer Finisher
Contribution: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.
Allowable Weaknesses: Can be inclined to worry unduly, and reluctant to delegate.

	Temperament	Role	Role Variant
Abstract or Concrete?	Cooperative or Utilitarian?	Directive or Informative?	Expressive or Attentive ?
Introspective (N)	Idealist (NF) Diplomatic	Mentor (NFJ) Developing	Teacher (ENFJ): Educating
		Advocate (NFP) Mediating	Counselor (INFJ): Guiding
		Coordinator (NTJ) Arranging	Champion (ENFP): Motivating
	Rational (NT) Strategic	Engineer (NTP) Constructing	Healer (INFP): Conciliating
		Administrator (STJ) Regulating	Fieldmarshal (ENTJ): Mobilizing
		Conservator (SFJ) Supporting	Mastermind (INTJ): Entailing
Observant (S)	Guardian (SJ) Logistical	Operator (STP) Expediting	Inventor (ENTP): Devising
		Entertainer (SFP) Improvising	Architect (INTP): Designing
		Administrator (STJ) Regulating	Supervisor (ESTJ): Enforcing
	Artisan (SP) Tactical	Conservator (SFJ) Supporting	Inspector (ISTJ): Certifying
		Operator (STP) Expediting	Provider (ESFJ): Supplying
		Entertainer (SFP) Improvising	Protector (ISFJ): Securing
		Operator (STP) Expediting	Promoter (ESTP): Persuading
		Entertainer (SFP) Improvising	Crafter (ISTP): Instrumenting
			Performer (ESFP): Demonstrating
			Composer (ISFP): Synthesizing

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What are some examples of groups aligned to “Chaos”?

Heart
Yin
Chaos
Subjective
Quantum Physics
Change
Style
Analog
Grey
Theory
The Business
Uncertainty
Manager
Feminine
Architect
Democrat
Labour
Agile
Children
Creativity
People
Verbs
Emotion

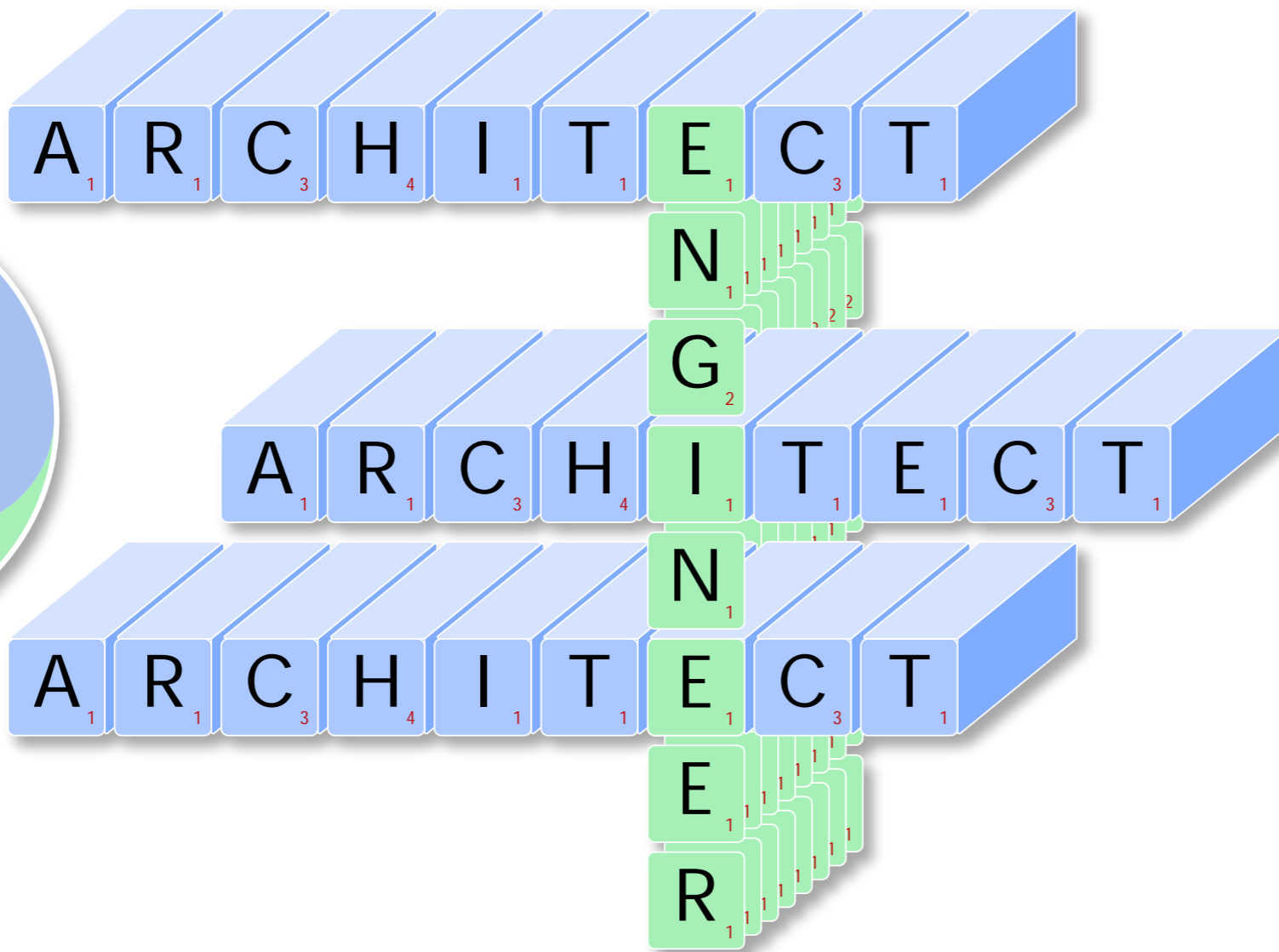
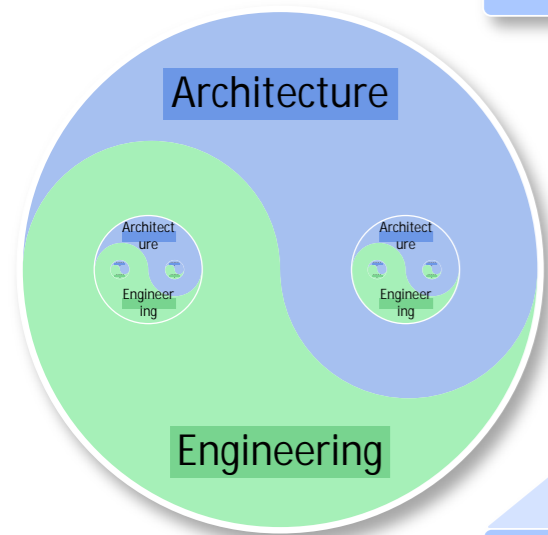


Head
Yang
Order
Objective
Classical Physics
Constancy
Substance
Digital
Black & White
Practice
IT
Certainty
Worker
Masculine
Engineer
Republican
Conservative
Waterfall
Adults
Repetition
Things
Nouns
Cognition

Keypoint
"In all chaos, there is a cosmos. In all disorder, a secret order."
- Carl Jung

Adoption
C-Suite: Mandate that people seek to balance Chaos with Order. Never to remove Chaos or Order.

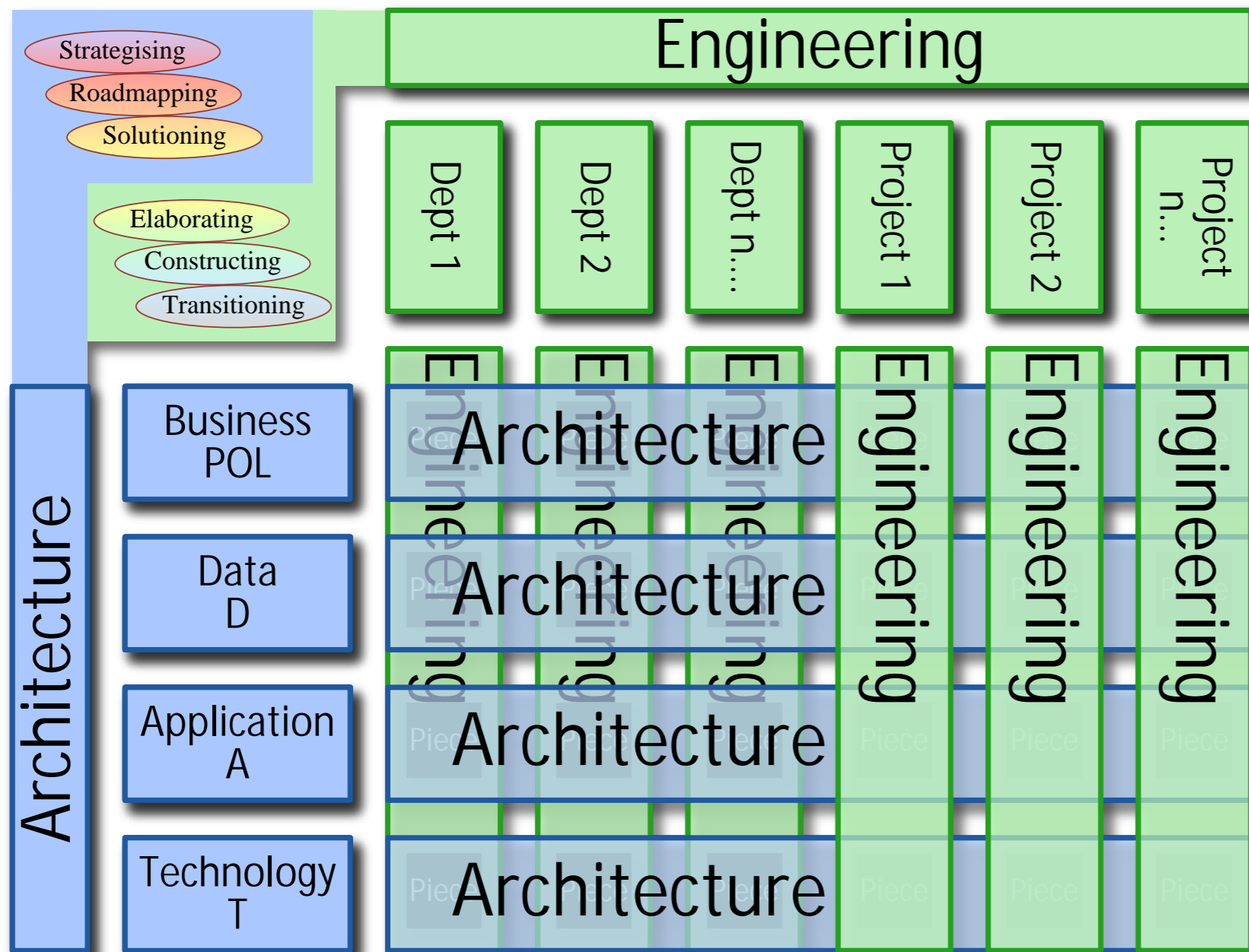
What do we mean by “the yin-yang of Architecture & Engineering”?



Keypoint
 Architecture and Engineering are two sides of the same coin.

Adoption
 C-Suite: Train Architects to understand Engineers.
 Train Engineers to understand Architects.
 Train Management to understand both.

What do we mean by “Architecting horizontally”?



Keypoint
 Think (and Plan)
 Strategically
 (Architecture), Act
 Tactically
 (Engineering)..

Adoption
 C-Suite: Mandate
 that people Architect
 horizontally and
 Engineer vertically.

How would you characterise the line between Architecture and Engineering?

Architecture

WHY. Understanding. Asking Questions. Thinking.

Finishes when there is nothing more to take away.

Engineering

HOW. Creating Solutions. Talking. Doing.

Finishes when there is nothing more to add.

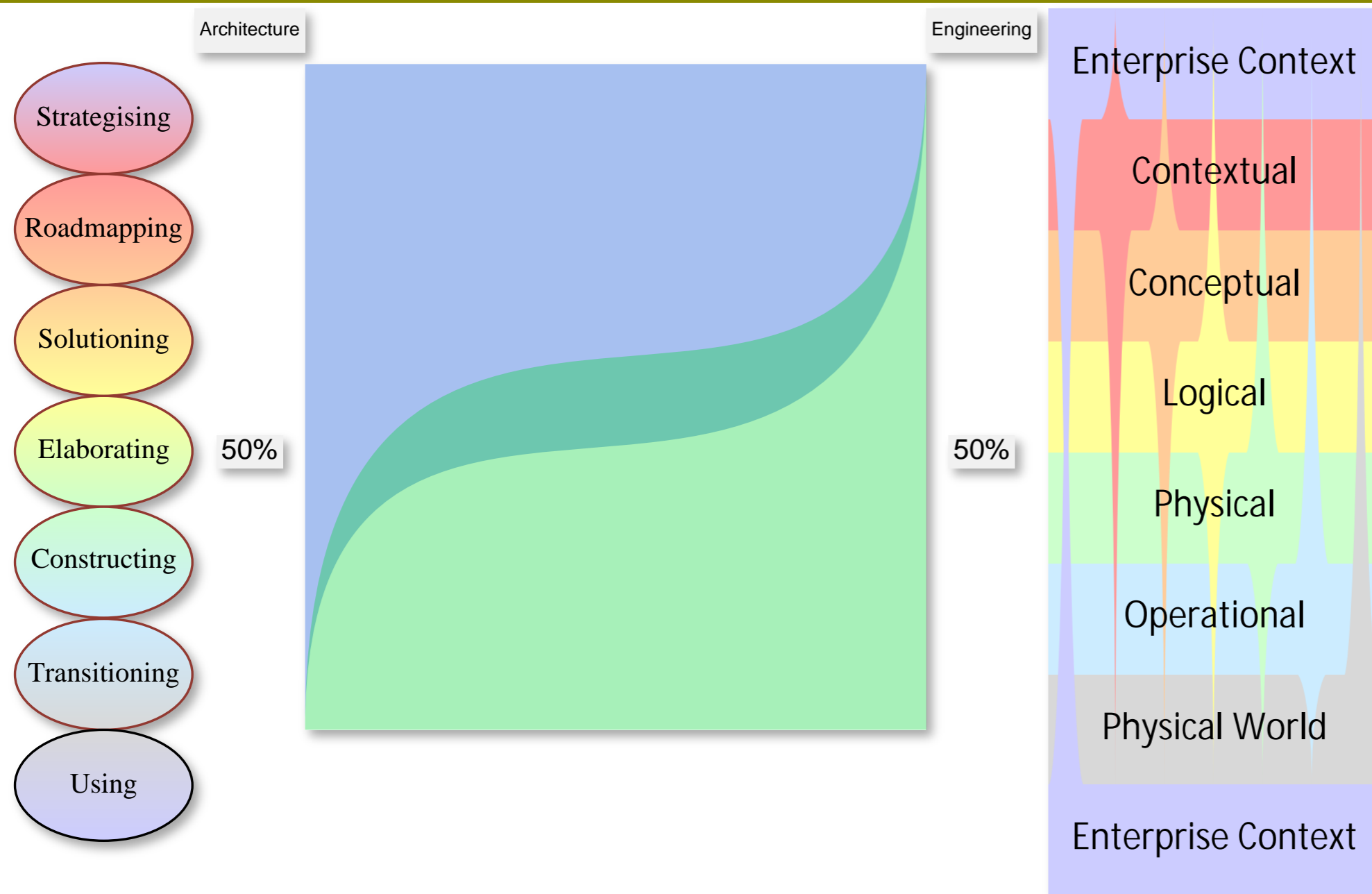
Keypoint

The line between Architecture and Engineering is a blurred one.

Adoption

C-Suite: Instigate training so that people recognise that Architecture and Engineering overlap.

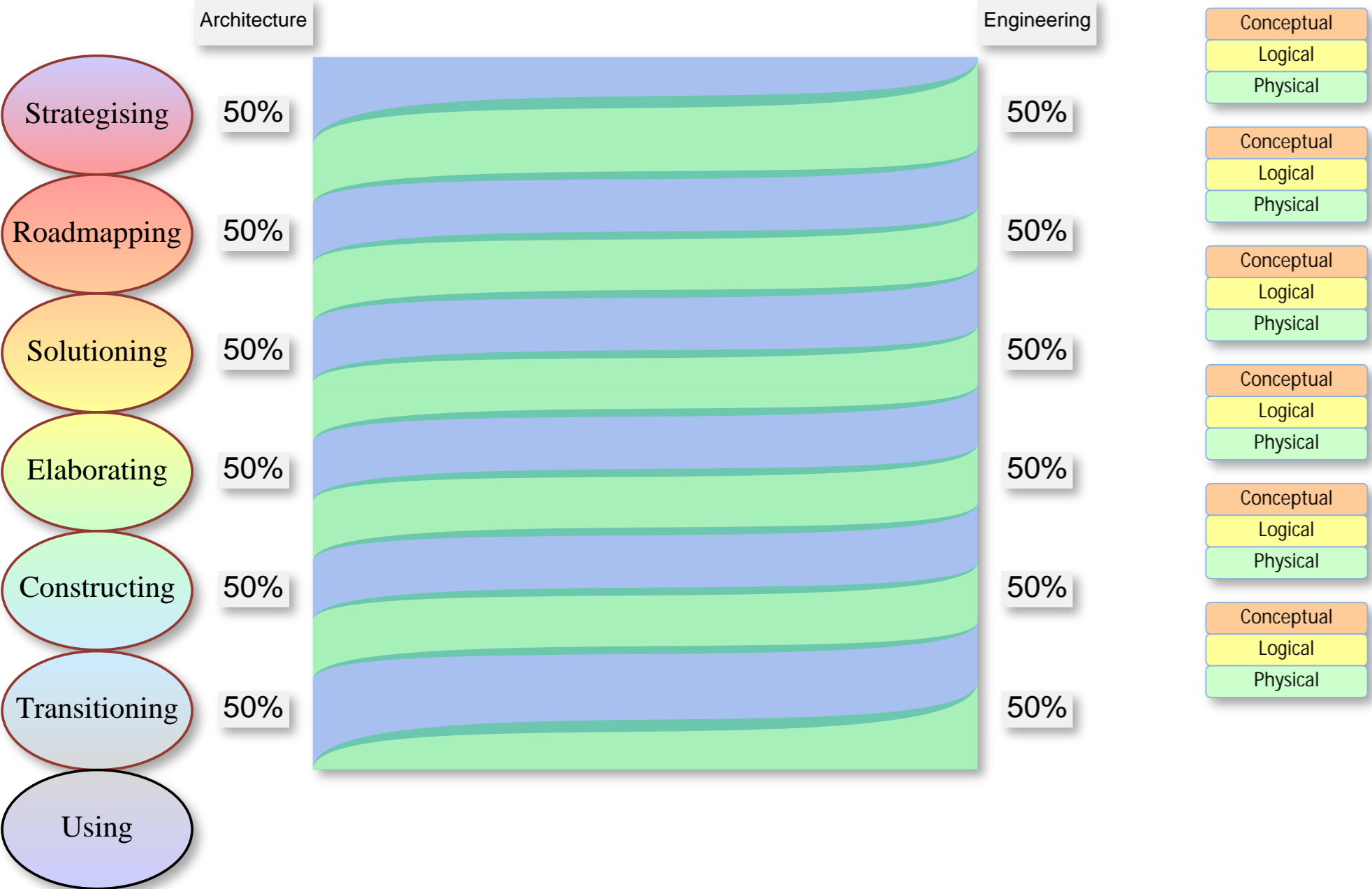
Considering the whole Transformation Cascade, where is Architecture vs Engineering being largely performed?



Keypoint
 Architecture is performed largely in the early phases of Transformation, while Engineering is performed largely in the later phases.

Adoption
 C-Suite: Instigate training so that people recognise that Architecture is performed largely in the early phases of Transformation, while Engineering is performed largely in the later phases.

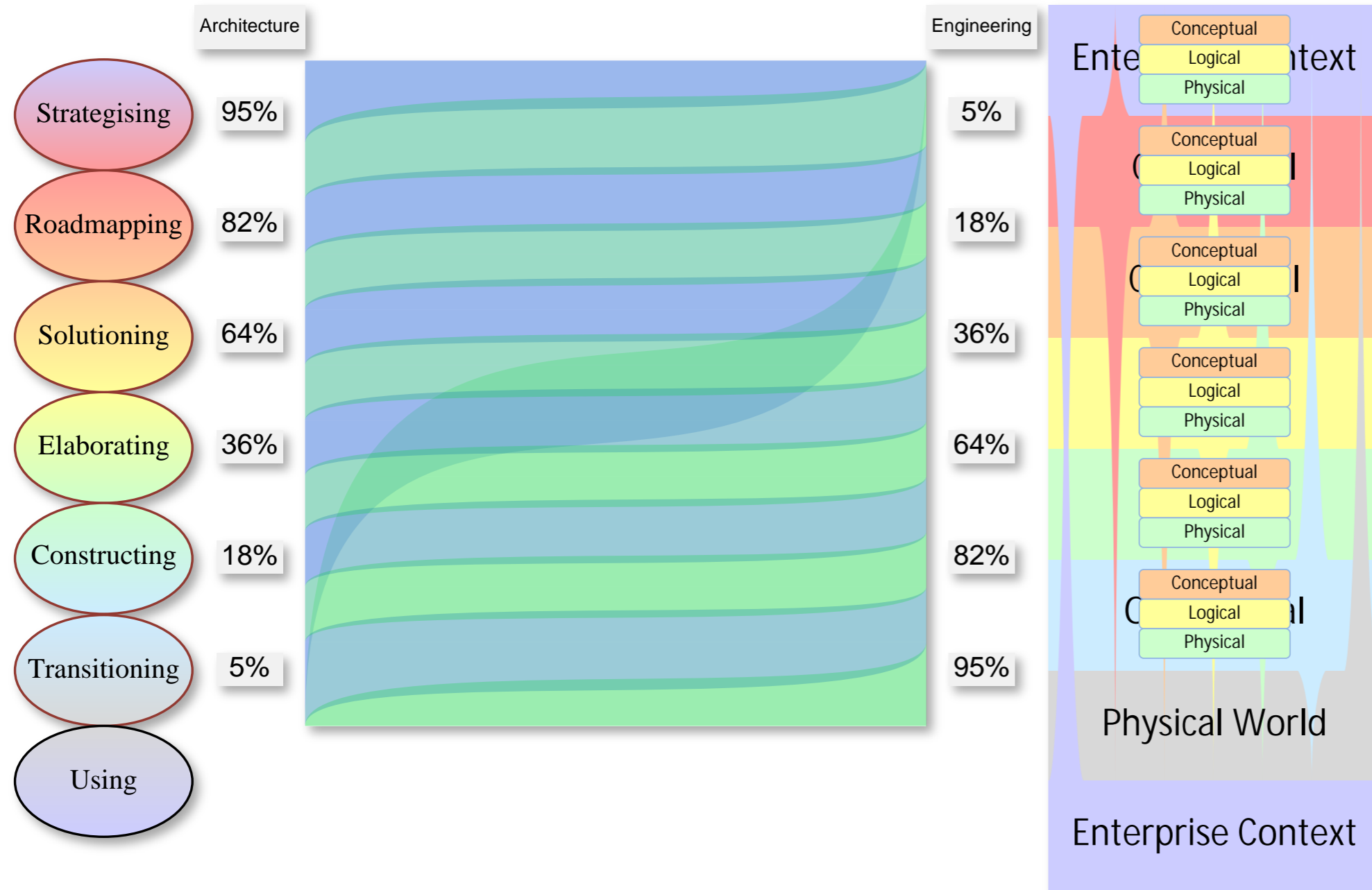
Considering each phase in the Transformation Cascade, where is Architecture vs Engineering being performed?



Keypoint
 Architecture and Engineering can be performed within any phase.

Adoption
 C-Suite: Instigate training so that people recognise that Architecture and Engineering are skills that can be applied anywhere.

What is the relationship between Architecture and Engineering as we move from the top to the bottom phases?



Keypoint
 The relationship between Architecture and Engineering as we move from the top to the bottom phases is complex.

Adoption
 C-Suite: Instigate training so that people recognise that the application of Architecture and Engineering can be useful in any phase.

What is the fundamental difference between Architects and Engineers?

Architect

A person who knows very little, about a great deal,

and keeps knowing less and less about more and more,

until he knows practically nothing about everything.

Engineer

A person who knows a great deal about very little,

and keeps knowing more and more about less and less,

until he knows practically everything about nothing.

Consultant

A person that starts out knowing practically everything about everything,

but ends up knowing nothing about anything, due to his association with architects and engineers.

Keypoint

Know and exploit the fundamental difference between Architects and Engineers.

Adoption

Management: Ensure that Architects are given Architecture jobs and Engineers are given Engineering.

- Aglaia Daae

What are some things that illustrate how Architecture and Engineering are fundamentally different (albeit intertwined)?

Architecture tends to be more about...	Art	<i>About</i>	Science	Engineering tends to be more about...
	Why	<i>Looking</i>	How	
	The Problem	<i>Understanding</i>	The Solution	
	Outside-In	<i>Think in terms of</i>	Inside-Out	
	Whole	<i>Focus</i>	Parts	
	Why > What	<i>Translation</i>	What > How	
	Uncertainty	<i>Deal in</i>	Certainty	
	Opportunity	<i>Impossible is a</i>	Constraint	
	Abstraction	<i>Function</i>	Elaboration	
	Nothing more to Remove	<i>Finished when</i>	Nothing more to Add	
	Eraser / Mind	<i>Important Tool</i>	Pencil / Hands	
	Thinking	<i>Work</i>	Doing	
	What is yet to come	<i>Consider</i>	What has been	
	Engineer	<i>Best Friend</i>	Architect	
	Client	<i>Driven by</i>	Architect	
	Breadth, Big Picture	<i>View</i>	Depth, Big Detail	
	Paints Them	<i>Pictures</i>	Takes Them	
	Long Term	<i>Wins</i>	Short Term	
	Impossible	<i>Cost Justification</i>	Possible	
	Intangible	<i>True Value</i>	Tangible	
Love it	<i>When they are wrong</i>	Hate it		
Creativity	<i>Change</i>	Innovation		
Lines	<i>Focus</i>	Boxes		
Immortal / Permanent	<i>Sustainability</i>	Mortal / Temporary		

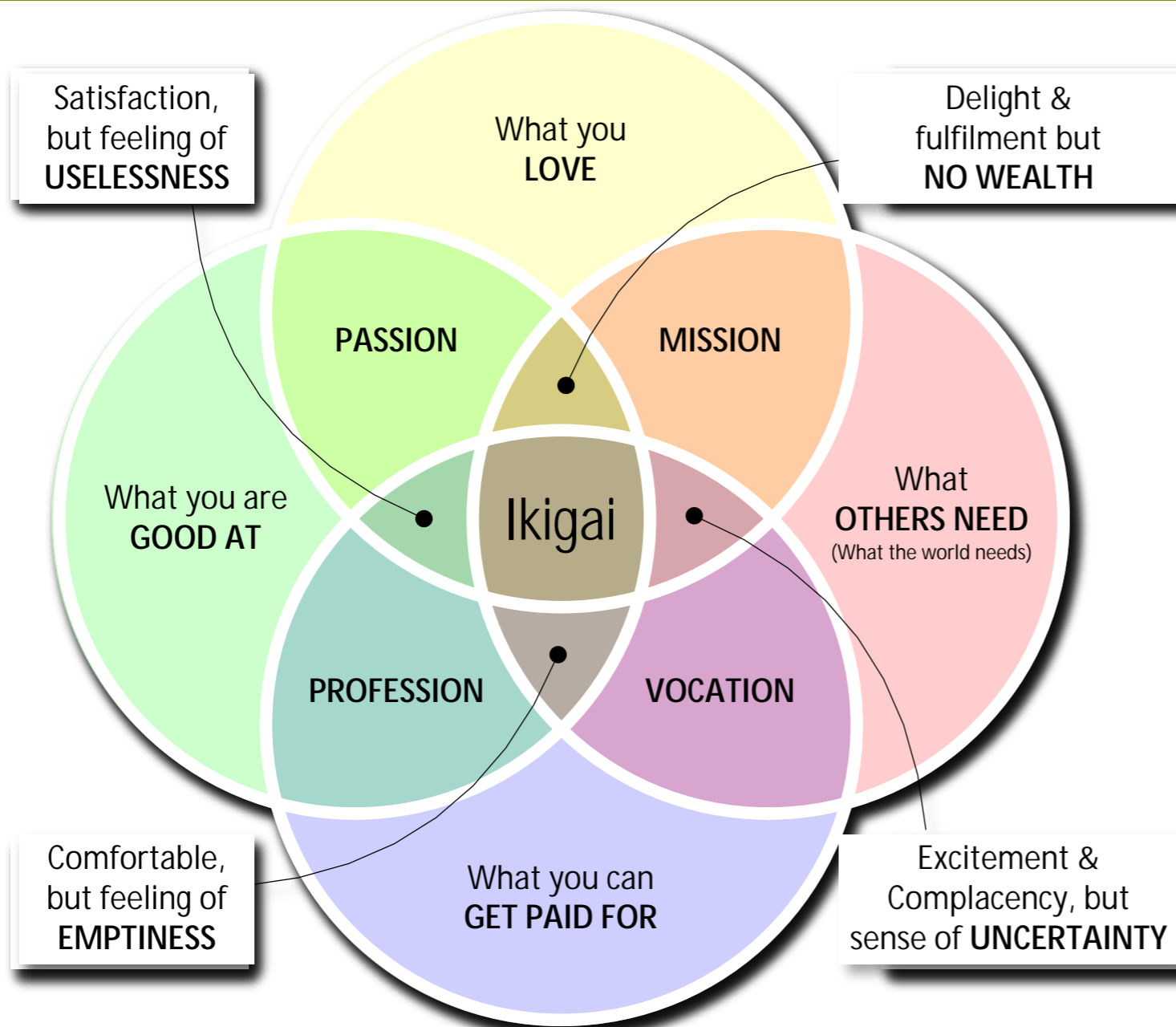
Keypoint

Architecture and Engineering, bring important things to the table, and makes the whole much more than the sum of its parts.

Adoption

C-Suite: Instigate training so that people recognise the differences between Architecture and Engineering, and use both appropriately.

What is the Japanese Secret to a Long and Happy Life?



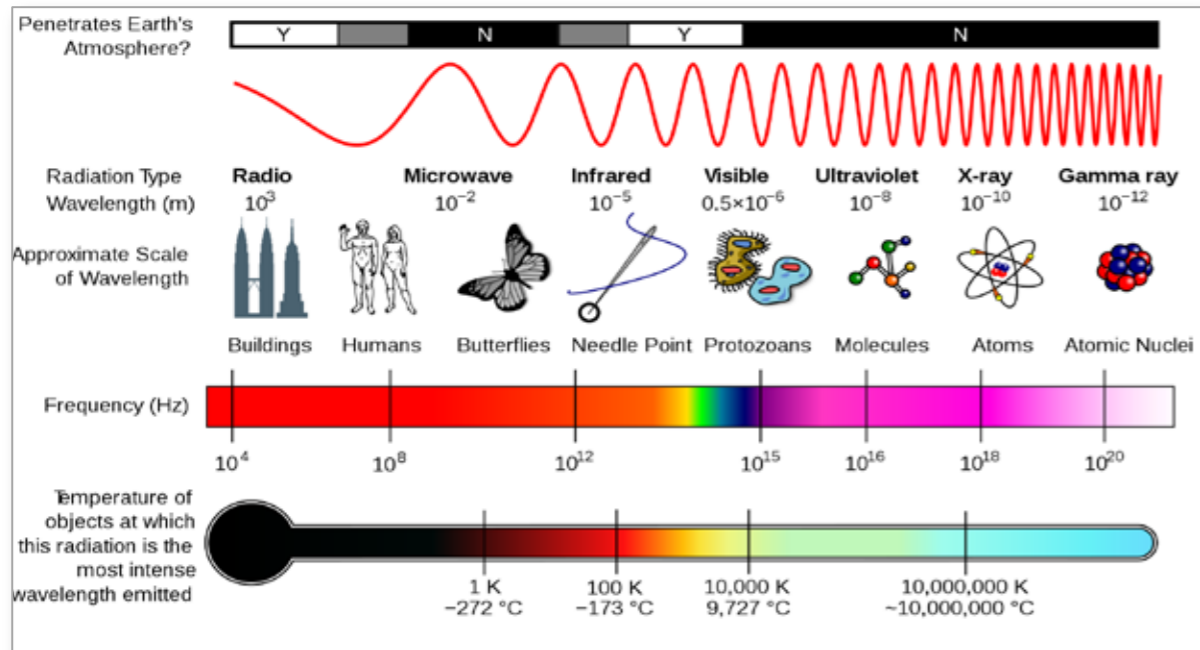
Keypoint

A happy productive person, balances what they are good at, with what they love, what others need, and what they want.

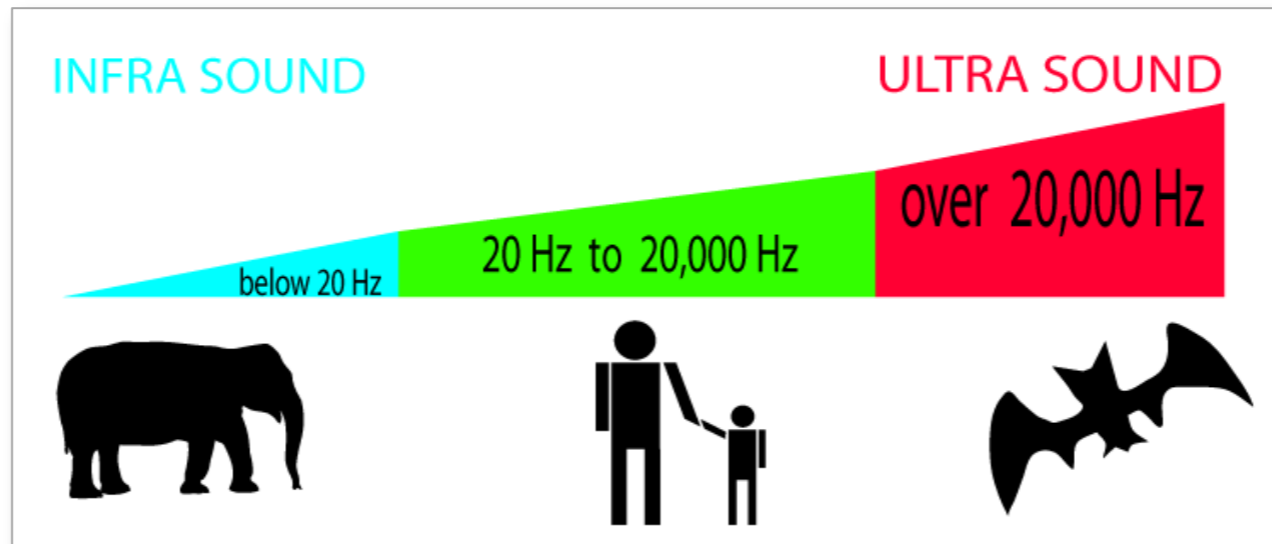
Adoption

C-Suite: Initiate a review to allow people to balance what they are good at, with what they love, what others needs are, and what their needs are.

What can Architects do that others mostly cannot?



Keypoint
 “The secret of business is to know something that nobody else knows.”
 - Aristotle Onassis



Adoption
 C-Suite: Mandate that people should exploit the fact Architects should be exploited to easily see things that others find difficult or impossible to see.

What are some reasons why the job of an Architect is an "impossible" job?

“Impossible is just a big word thrown around by small men who find it easier to live in the world they've been given than to explore the power they have to change it. **Impossible is not a fact. It's an opinion.** Impossible is not a declaration. It's a dare. Impossible is potential. Impossible is temporary. Impossible is nothing.”

- Muhammad Ali
Boxer

“It always seems impossible until its done.”

- Nelson Mandela
Revolutionary / Politician

“To believe a thing impossible is to make it so.”

- French Proverb

“Everything is theoretically impossible, until it is done.”

- Robert A. Heinlein
Science Fiction Writer

“We would accomplish many more things if we did not think of them as impossible.”

- Vince Lombardi
American Football Player

Keypoint
"Every noble work is at first, impossible."
- Thomas Carlyle

Adoption
C-Suite: When asking an Architect a question, do not expect an Engineering answer.

“Never tell a young person that anything cannot be done. God may have been waiting centuries for someone ignorant enough of the impossible to do that very thing.”

- G. M. Trevelyan
Historian

“Every noble work is at first impossible.”

- Thomas Carlyle
Philosopher

“So many of our dreams at first seem impossible, then they seem improbable, and then, when we summon the will, they soon become inevitable.”

- Christopher Reeve
Actor / Activist

What sums up the job an Architect does?

“Our job is to give the client ... not what he wants, but what he never dreamed that he wanted; and when he gets it, he recognizes it as something he wanted all the time.”

- Sir Denys Lasdon

Keypoint

"Architecture provides the Landing strip of intent, for any viable implementation to land on."

- {{Gareth Llewellyn}}

Adoption

C-Suite: If you know what you want, but don't know what you need, ask an Architect.



What are some reasons why it is difficult for Management to tell the difference between an Architect and a Charlatan?



The True Value of Architecture is

Keypoint

"The value of Architecture is intangible.

If it were tangible, it would be Engineering."
- Kevin Lee Smith

Adoption

C-Suite: When asking an Architect a question, do not expect a tangible answer.

What is the Pragmatic Architects Creed™?

Qualities

- Pragmatic
- Articulate
- Altruistic
- Persistent
- Agnostic
- Enthusiastic
- Strategic
- Generalistic
- Diplomatic
- Open

Values



Behaviours

- Balance
- Persuade
- Investigate
- Learn
- Lead
- Abstract
- Facilitate
- Expose

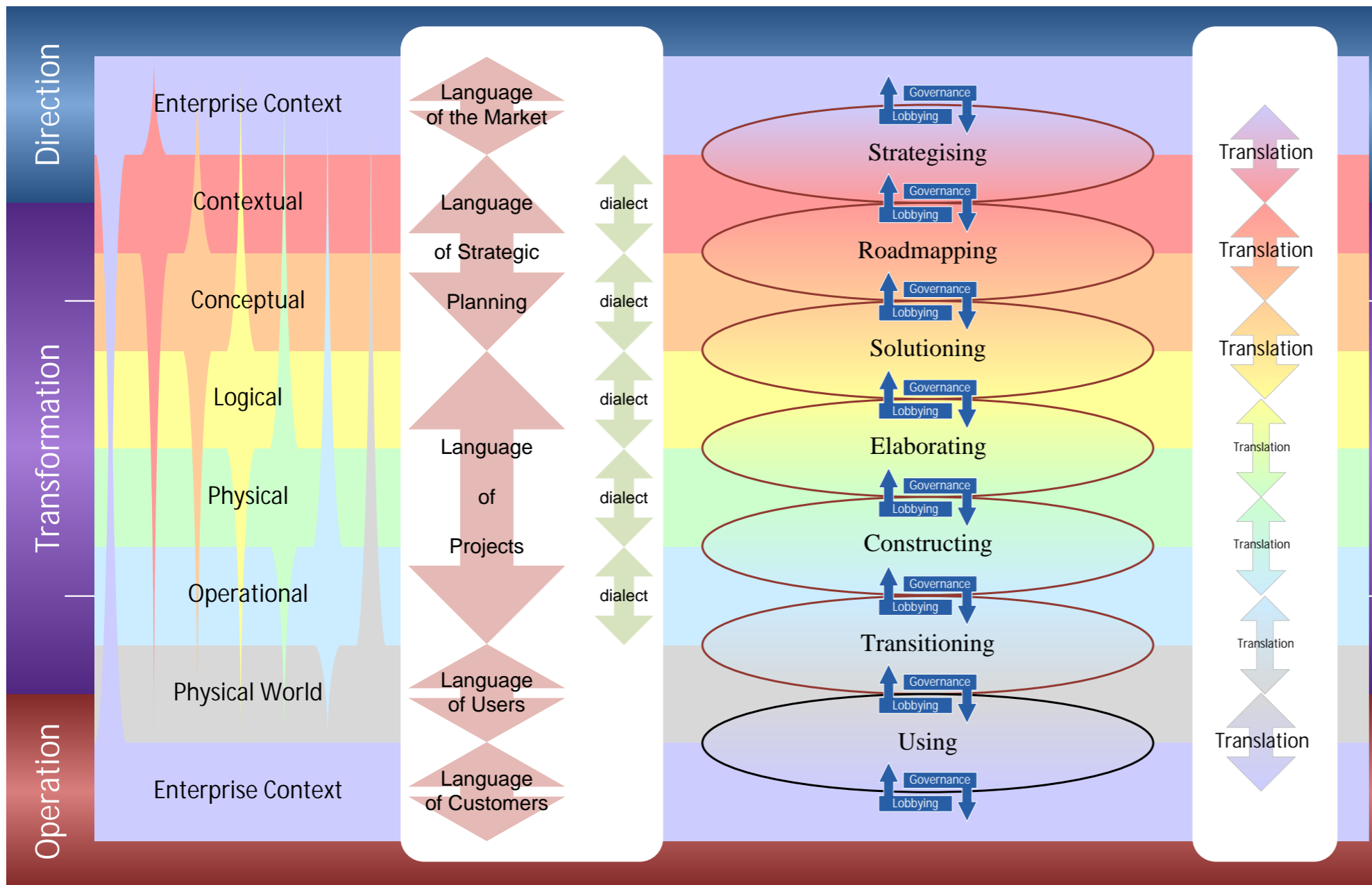


www.PEAF.com/Creed

Keypoint
 The Pragmatic Architects Creed™ sorts the wheat from the chaff.

Adoption
 C-Suite: Mandate the use of the Pragmatic Architects Creed™ to recruit Architects.

Why is Language important with respect to Transformation Levels?



Keypoint
 For each phase of the Transformation cascade, people speak either a different dialect or language from the phases above and below.

Adoption
 C-Suite: Instigate an initiative to educate people on the different languages used in all areas of the Enterprise.

What does the APPENDIX section contain?

APPENDIX

Keypoint

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

What are the Pragmatic Keys to Success?



Keypoint
All
Pragmatic
books
contain a
Keypoint
section.



Summary

- The only constant is the ACCELERATION of change. POET helps you cope with the punishing G-Force, by driving the Transformation of Transformation™.
- The Adoption section of POET defines 'HOW' it should be adopted and used.
- Designing Changes allows you to decide what to change from POET to your own XOET.
- Use POET to design your own XOET.
- Developing Changes allows you to create your own XOET.
- Use P3 to develop your own XOET.
- Rollout Changes allows you to rollout your own XOET for people to use.
- Use P3 to train your staff in your own XOET



Summary

- The Methods section of POET defines 'WHAT' should be done, 'HOW' and 'WHEN'.
- The seven phases of transformation (Strategising, Roadmapping, Solutioning, Elaborating, Constructing, Transitioning, Using) are connected with the Governance & Lobbying discipline.
- Business Architecture feeds Enterprise Architecture feeds Solution Architecture feeds Enterprise Engineering.
- 99.9% of Enterprises are happy to spend money on improving Engineering, but are very reticent to spend money on improving Architecture.
- Strategising is what the C-Suite does.
- Roadmapping is “doing” Enterprise Architecture.
- Solutioning is “doing” Solution Architecture.
- Do not constrain Solution Architecture in executing projects.



Summary

- Elaborating, Constructing and Transitioning is “doing” Projects.
- Use the Transformation cascade to link the phases together.
- Understand how common artefacts relate to the Phase cascade.
- The Disciplines are used to a greater or lesser extent in each phase.
- The Disciplines form the Capability Model for the Transformation Capability of the Enterprise.
- MAGIC relates to the Structural information and MAGMA relates to the Transformational information that each phase consumes and produces.
- The 6 main disciplines are: Discovery, Requirements Management, Analysis & Design, Governance & Lobbying, Modelling and Decision Making.
- Use discipline Orchestration to guide the overall work going on in a Phase.



Summary

- Requirements provided to a phase, will never be sufficient for that phase.
- Finding information to perform a job is just as important as performing the job.
- Architecture and Engineering lie at the heart of Analysis and Design.
- 1. Only model things to answer a question. 2. Treat model population as a Data Migration exercise. 3. Integrate/remove source data.
- 1. Only model things to answer a question. 2. Treat model population as a Data Migration exercise. 3. Integrate/remove source data.
- "The crucial differences which distinguish human societies and human beings are not biological. They are cultural." -Ruth Benedict
- "Too many cooks spoil the broth" "Many hands make light work"
- "Unless we embrace changing decisions, we will always be stuck with bad ones." - Kevin Lee Smith



Summary

- Pushing the Red Button is not recommended. It is a necessity.
- "Making decisions too quickly, is as bad as making them too slowly." - Kevin Lee Smith
- Recognise that Governance & Lobbying are inextricably linked.
- It is imperative that Governance is balanced by Lobbying.
- Utilise Governance and Lobbying to synchronise Transformation.
- Technical Debt is the future problems created when we write "bad" code. (Ward Cunningham)
- Transformation Debt™ is applying the principle of Technical Debt to all Guidance, all Phases and all Levels of Transformation.
- The future cost of Non-Compliance and Remediation will always be bigger than the current Cost of Compliance.



Summary

- If you do not control Transformation Debt™ it will control you.
- Managing Transformation Debt™ can save huge amounts of money, and (probably more importantly) time.
- The Artefacts section of POET defines 'WHAT' information is consumed and produced and 'WHEN'.
- The seven levels of transformation (Enterprise Context, Contextual, Conceptual, Logical, Physical, Operational, Physical Stuff) sit in between the seven phases of Transformation.
- Business Architecture, Enterprise Architecture and Solution Architecture information are closely related.
- Structural information (MAGIC) needs to exist at different levels of abstraction (Idealisation/Realisation).
- Methods act on Artefacts that are executed by Culture (people) or Items (Technologies).
- Transformational information (MAGMA) needs to exist at different levels of abstraction (Idealisation/Realisation).



Summary

- The Motivation drives the creation of Actions and the production of Guidance (which guide those Actions), all of which are Assessed against the Measures.
- In the past, people only saw part of the picture – they considered only Structural information.
- In the past, people only saw part of the picture – that Structural information needed Strategy information.
- In the past, people only saw part of the picture – that Structural information and Strategy information needed to be bridged by execution information.
- In the past, people only saw part of the picture – that Strategy and Execution were the top two levels of abstraction and Structure was the conceptual, logical, physical and operational levels.
- There are two fundamental domains of information (Structural & Transformational) that exists at ALL levels of abstraction.
- POLDAT provides for Structural information at mostly conceptual, logical and physical levels, and no Transformational information.
- BMM provides for Transformational information only relating to Strategising, and no Structural information.



Summary

- EBMM covers most Structural and Transformational information but only at the top two levels.
- All levels of the Enterprise Transformation model are used in all phases.
- Information from all levels are used in each phase.
- Ensure that the Logical and Physical levels are populated over time as a deliverable of executing projects.
- Be aware that there are two main Whys: 1. Why are we doing it. 2. Why are we doing it this way.
- For each phase, be aware that Context comes from above, and levels below Operationalise it.
- MAGIC defines Structural information at points in time, MAGMA defines Transformational information between them.
- This is the complete map of information required for Transformation to be executed in an Effective, Efficient, Agile and Durable way.



Summary

- 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'
- There is no single metamodel, that covers all the information required for Transformation.
- The Guidance section of POET defines what information is used to guide people in their decision making.
- Context is King™ because context can fundamentally change how something is viewed and therefore the basis of the decisions that are made about it.
- The Context of something is comprised of Requirements, and Structural and Transformational constraints.
- The Items section of POET defines 'WHAT' tools and frameworks are required, 'WHERE' and 'WHEN'.
- 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.
- Any “good” Architecture ONLY EXISTS to fulfil a customer’s needs.



Summary

- Structural Complexity is a function of the number of things something is composed of, and the number of relationships between them.
- Transformational Volatility is the rate of change of something.
- Transformational Complexity is a function of the Structural Complexity and Transformational Volatility of something.
- Contextual Volatility & Complexity is defined as the Structural Volatility & Transformational Volatility of the context of something.
- The Architecture Paradigm™ is only applicable when Structural Complexity and Transformational Volatility are high enough.
- As Transformational Complexity rises, use of the Architecture Paradigm™ becomes mandatory, to preserve your ability to transform, and manage the cost of transformation.
- As the need to utilise Architecture increases, the appetite to do so will decrease.
- The short term value of Architecture is overestimated. The long term value of Architecture is underestimated.



Summary

- Why is the most important question.
- There are 4 types of Abstraction / Elaboration.
- The relationships between things rises in a polynomial fashion.
- Lines (relationships) are an order of magnitude more important than the boxes.
- Look for patterns in everything.
- Use structured data for all structural and transformational information, and generate "documents" as required.
- Over time, frameworks have grown and overlapped.
- POET provides an Ontology that you can map all other Frameworks to.



Summary

- Over time, tools have grown and overlapped.
- POET provides an Ontology that you can map Transformation Tools to.
- Use POET to plan how all the tools you use, integrate and work together.
- All Transformation Tools need to be integrated to work together.
- The Culture section of POET defines the roles and the culture required.
- Someone should be Accountable for the strategically important Transformation capability of the Enterprise.
- The Pragmatic Role and Phase patterns are key to assigning RACI to roles.
- "Culture Trumps Everything" -Kevin Smith



Summary

- "Culture is like the speed of light. Very difficult to change." - Kevin Lee Smith
- Bad Culture knows no bounds. It can destroy lives. And Enterprises.
- Good Culture knows no bounds. It can lift lives. And Enterprises.
- The human brain is easily fooled.
- True value is not measured by the numbers of Clicks or Likes.
- Sometimes the best course of action is to not do what you are being told to do.
- Short term gratification (quick wins) most often leads to long term failure. Delaying short term gratification, most often leads to long term success.
- Don't be swayed by the majority. They are wrong 80% of the time!



Summary

- "I hope our wisdom will grow with our power, and teach us, that the less we use our power the greater it will be." - Thomas Jefferson.
- "Nobody cares how much you know, until they know how much you care". - Theodore Roosevelt
- "It's hard to see a halo when you're looking for horns." - Cullen Hightower
- "How often it is that the angry man rages denial, of what his inner self is telling him." - Frank Herbert (Dune)
- Those who are Unconsciously Incompetent, are the one's most passionate that they are right!
- Success should not be promoted.
- Do not let the past, unduly affect the future.
- Competence grows linearly. Incompetence grows exponentially.



Summary

- "The trouble with Sociopaths, is that they are very, very nice people!" - Kevin Lee Smith
- People with different personality traits are required for different roles
- "In all chaos, there is a cosmos. In all disorder, a secret order." - Carl Jung
- Architecture and Engineering are two sides of the same coin.
- Think (and Plan) Strategically (Architecture), Act Tactically (Engineering)..
- The line between Architecture and Engineering is a blurred one.
- Architecture is performed largely in the early phases of Transformation, while Engineering is performed largely in the later phases.
- Architecture and Engineering can be performed within any phase.



Summary

- The relationship between Architecture and Engineering as we move from the top to the bottom phases is complex.
- Know and exploit the fundamental difference between Architects and Engineers.
- Architecture and Engineering, bring important things to the table, and makes the whole much more than the sum of its parts.
- A happy productive person, balances what they are good at, with what they love, what others need, and what they want.
- "The secret of business is to know something that nobody else knows." - Aristotle Onassis
- "Every noble work is at first, impossible." - Thomas Carlyle
- "Architecture provides the Landing strip of intent, for any viable implementation to land on." - {{Gareth Llewellyn}}
- "The value of Architecture is intangible. If it were tangible, it would be Engineering." - Kevin Lee Smith



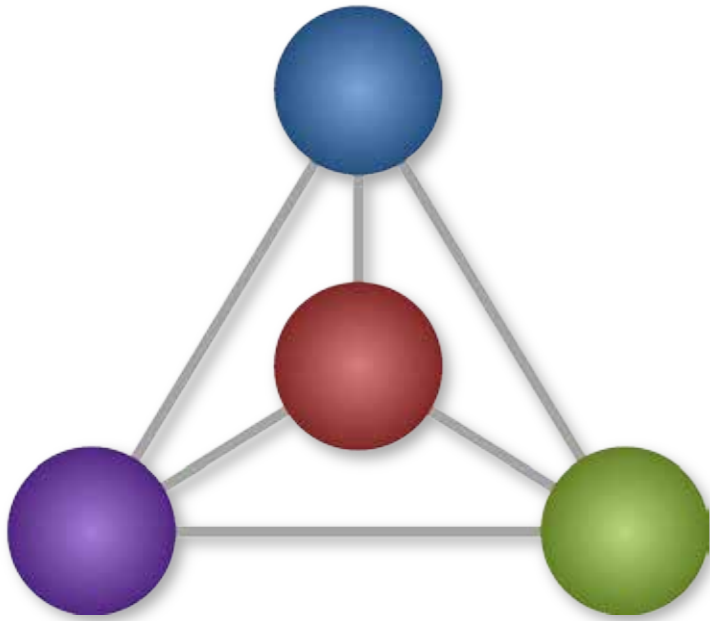
Summary

- The Pragmatic Architects Creed™ sorts the wheat from the chaff.
- For each phase of the Transformation cascade, people speak either a different dialect or language from the phases above and below.
- The Appendix section contains information on the background of PF2, POET, PEAFF and the author.
- All Pragmatic books contain a Keypoint section.



What does PragmaticEA do?

Pragmatic 365



Connecting
the DOTS