



Six Reasons You Need Holistic Enterprise Architecture

John Gøtze

June 15th, 2022

Arribatec.



Arribatec.

\ Webinar



Seks grunner til at du trenger holistisk virksomhetsarkitektur .

Arribatec.

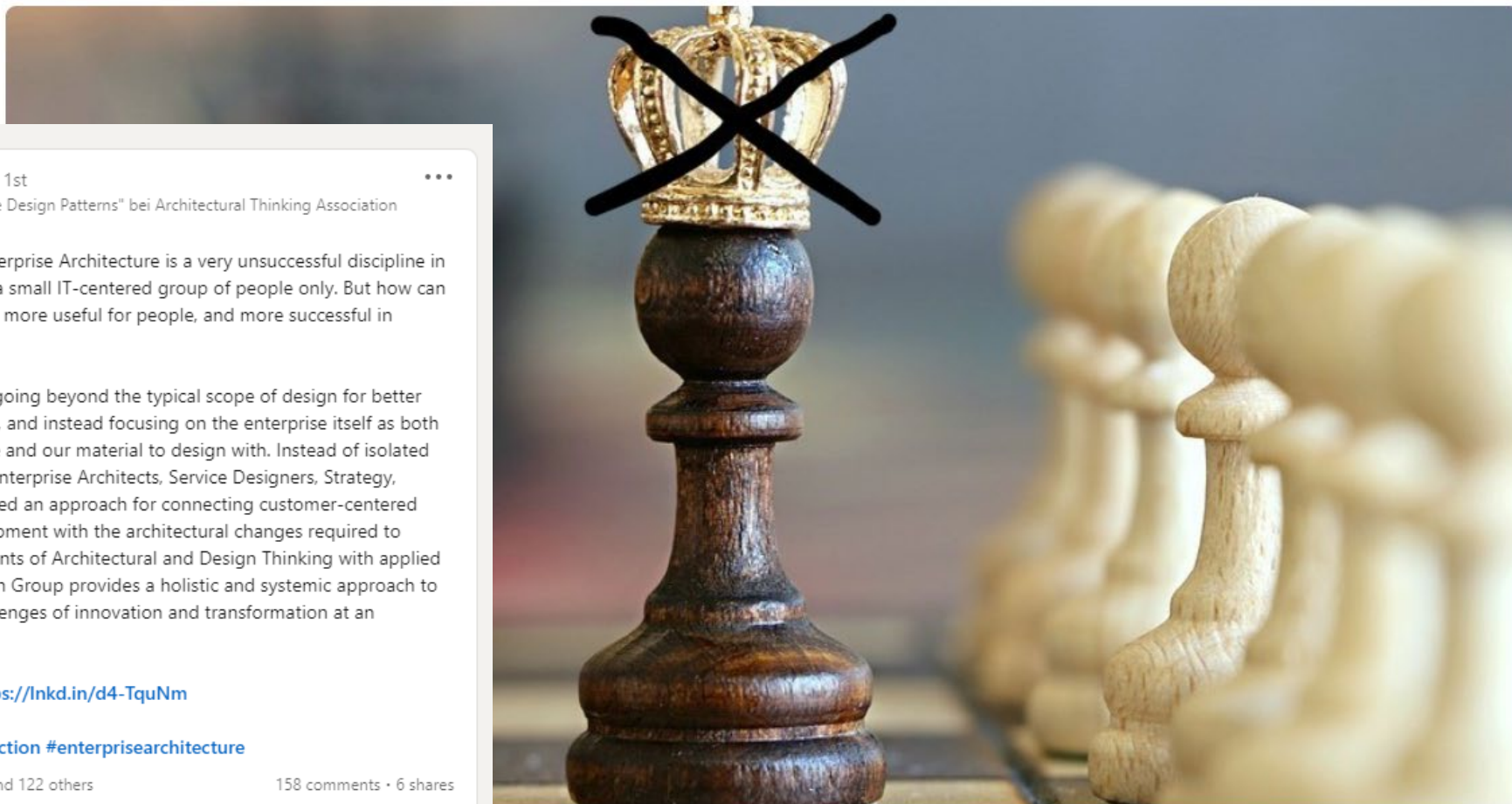
SURVIVAL TIP:

If you get lost
in the woods
start talking
about Enterprise Architecture
and someone
will show up
to argue with
you.



Enterprise Architects are Dead. Long Lives Enterprise Architecture Management!

Published on July 15, 2021



By Wolfgang Goebel



Wolfgang Goebel

Co-Author "Enterprise Design Patterns" bei Architectural Thinking Association

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Wolfgang Goebel • 1st

Co-Author "Enterprise Design Patterns" bei Architectural Thinking Association
5mo • Edited •

Ok, let's face the truth - Enterprise Architecture is a very unsuccessful discipline in most companies - living in a small IT-centered group of people only. But how can we design enterprises to be more useful for people, and more successful in creating a positive impact?

Enterprise Design requires going beyond the typical scope of design for better products or IT architectures, and instead focusing on the enterprise itself as both the environment to reshape and our material to design with. Instead of isolated specialised disciplines like Enterprise Architects, Service Designers, Strategy, Organisation Design, we need an approach for connecting customer-centered product and service development with the architectural changes required to deliver. Combining ingredients of Architectural and Design Thinking with applied Systems Design, Intersection Group provides a holistic and systemic approach to help you deal with the challenges of innovation and transformation at an enterprise scale.

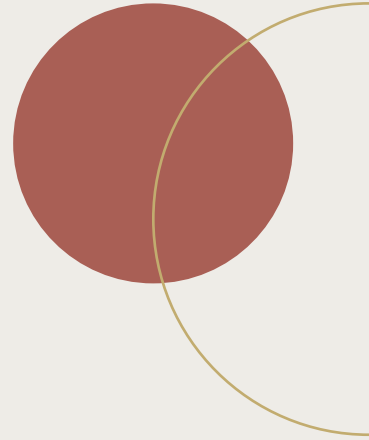
More clarification here: <https://lnkd.in/d4-TquNm>

[#enterprisedesign](#) [#intersection](#) [#enterprisearchitecture](#)

Bülent Duagi, CFP and 122 others

158 comments • 6 shares

6 reasons you need holistic enterprise architecture



It is essential in today's VUCA world to understand and co -design:

- how the elements that make up your enterprise are related, architecturally
- your enterprise's organization design
- your enterprise's risk appetite and security challenges,
- your enterprise's business market/ecosystem and your value proposition,
- your enterprise's products and services, and
- your enterprise's culture and its stakeholders.





We Live in a VUCA World



202x -
Living in a
VUCA World

Sammehæng

Coherency

The state of sticking together when we need and want to

Levedygtighed

Viability

The ability of the enterprise to go beyond merely doing what it does, and. doing it well and efficiently

*Tilpasningsevne/
Omstillingsparathed*

Adaptability

The ability to be flexible and adjust to changing factors, conditions or environments

Allestedsnærværelse

Ubiquity

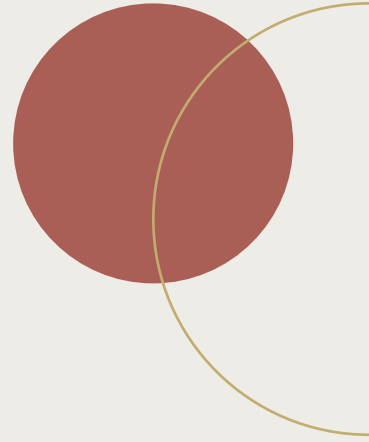
The fact of appearing everywhere or of being very common



Architecture



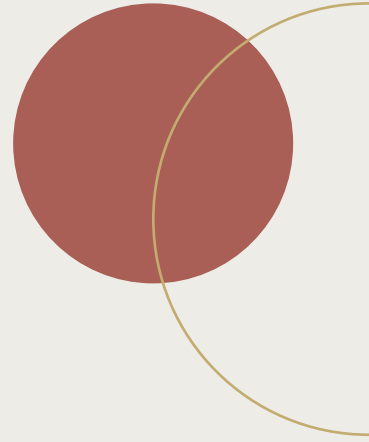
ISO/IEC/IEEE 42020:2019



architecture

- fundamental concepts or properties of an entity in its environment and governing principles for the realization and evolution of this entity and its related life cycle processes
 - Note: The entity to be architected can be of several kinds, as illustrated in the following examples: enterprise, organization, solution, system, subsystem, business, data (as a data element or data structure), application, information technology (as a collection), mission, product, service, software item, hardware item, product line, family of systems, system of systems, etc.

ISO/IEC/IEEE 42020:2019



architecting

- conceiving, defining, expressing, documenting, communicating, certifying proper implementation of, maintaining and improving an architecture throughout the life cycle for an architecture entity
- Note 1 to entry: The entity to be architected can be of several kinds, as illustrated in the following examples: system, enterprise, solution, business, data, application, information technology, mission, product, service, software, etc.

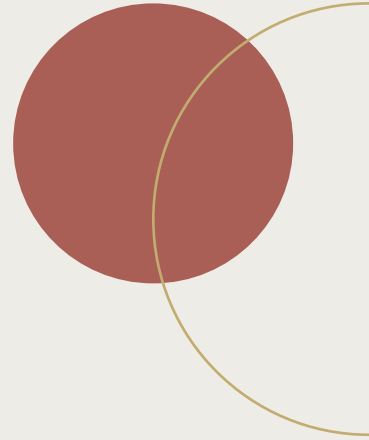


Architecture, Architecting Architecturing

- A noun and a verb
- Something we have and something we do/create/co-design



ISO/IEC/IEEE 42020:2019



enterprise

- bold or complex endeavor

- Note 1 to entry: One or more organizations can participate in an enterprise. In case of multi-organization enterprises, each of the organizations brings various resources forward for use in the enterprise and they participate to the extent that they benefit from their involvement. **The purpose of the enterprise is to address some challenges that these participating organizations cannot readily address on their own**. Within a single organization, an enterprise may refer to a subset of the organization which is typically addressing particularly challenging or complex issues, often over a defined duration, and may undertake this with certain relaxations, tightening or otherwise authorized modifications of standard corporate processes and practices.

What kind of enterprise do you want to be?

Effective

Cost
Center

Viable
Enterprise

Ineffective

Awkward
Enterprise

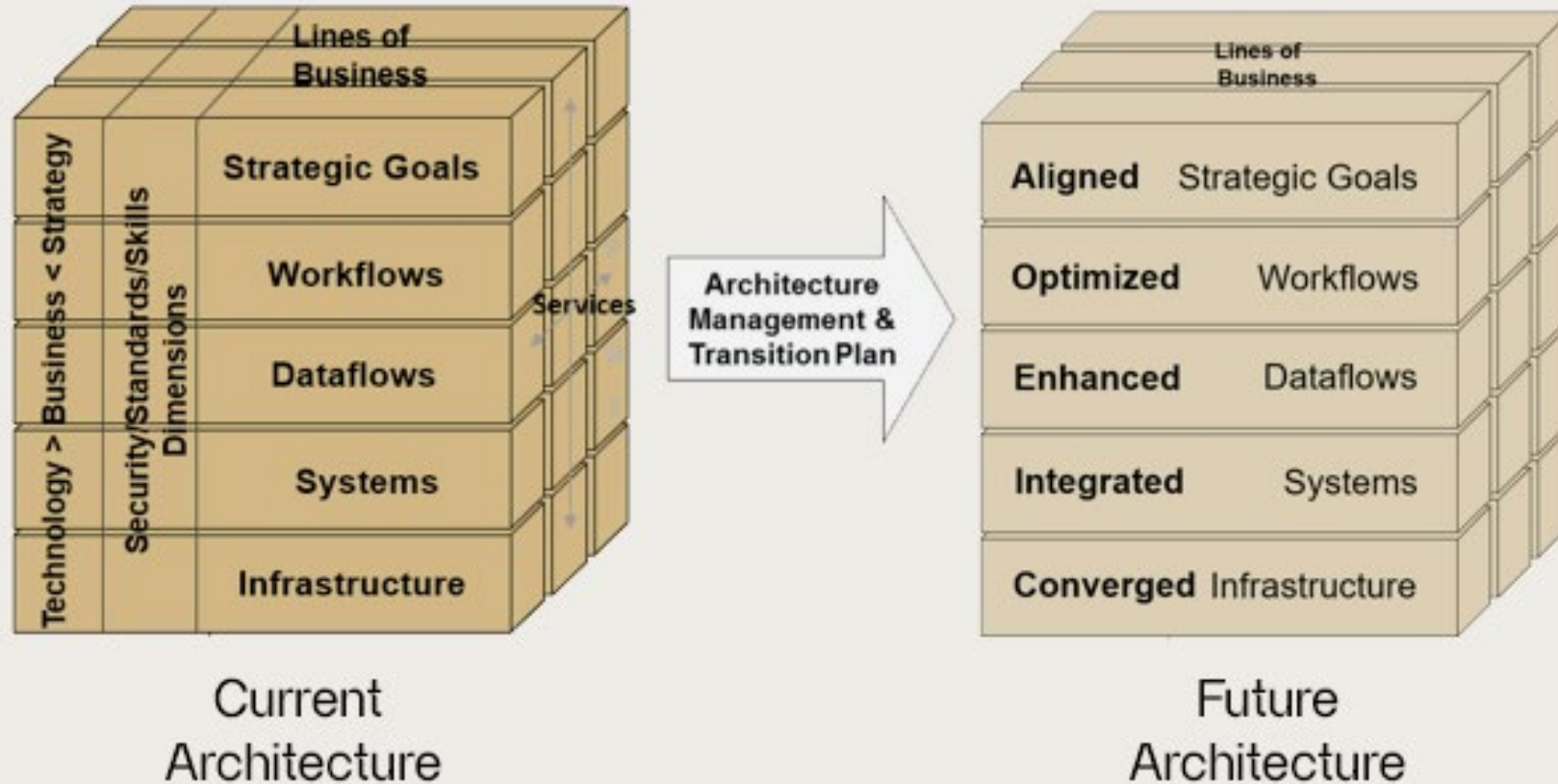
Lean &
Mean
Enterprise

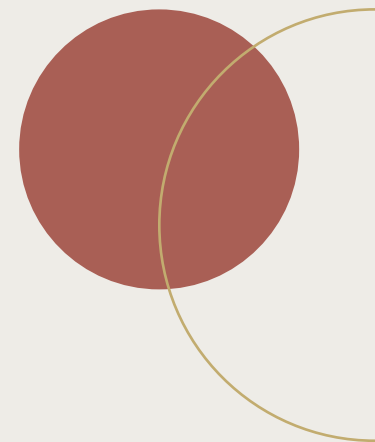
Inefficient

Efficient

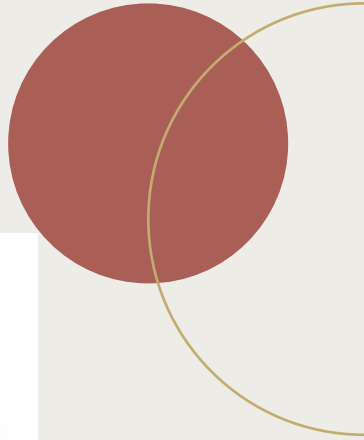
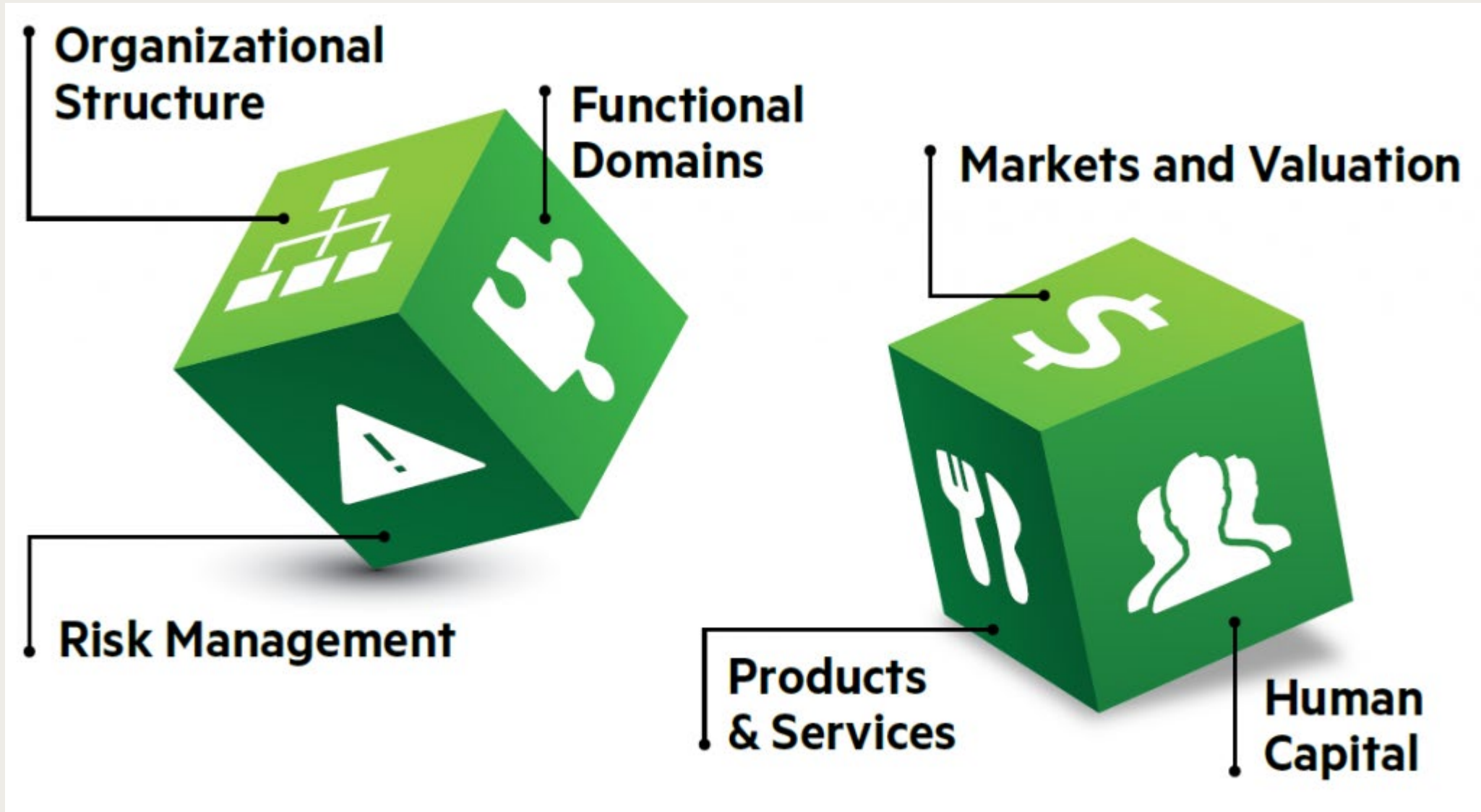


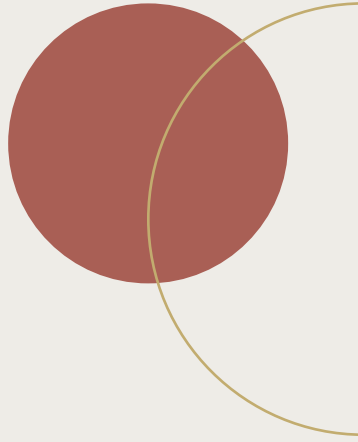
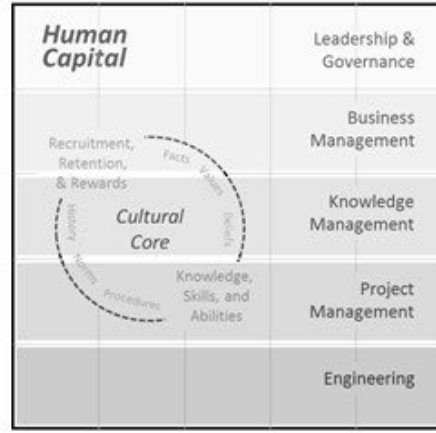
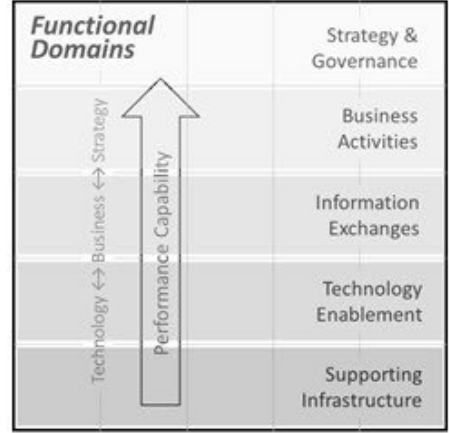
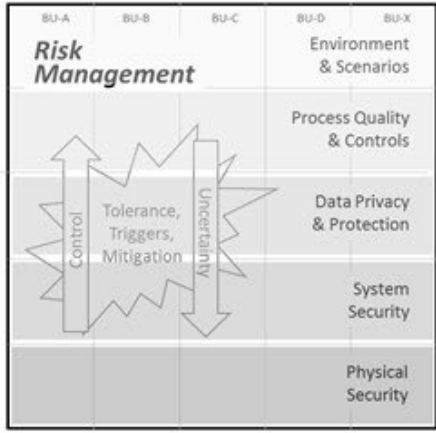
The EA3 Cube





EA6





Organizational Structure

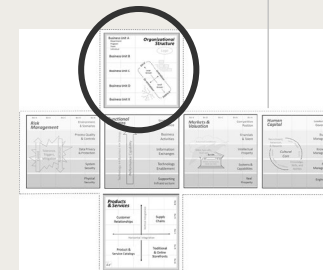
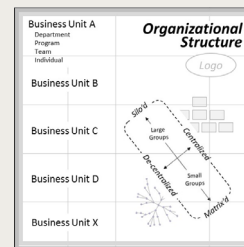
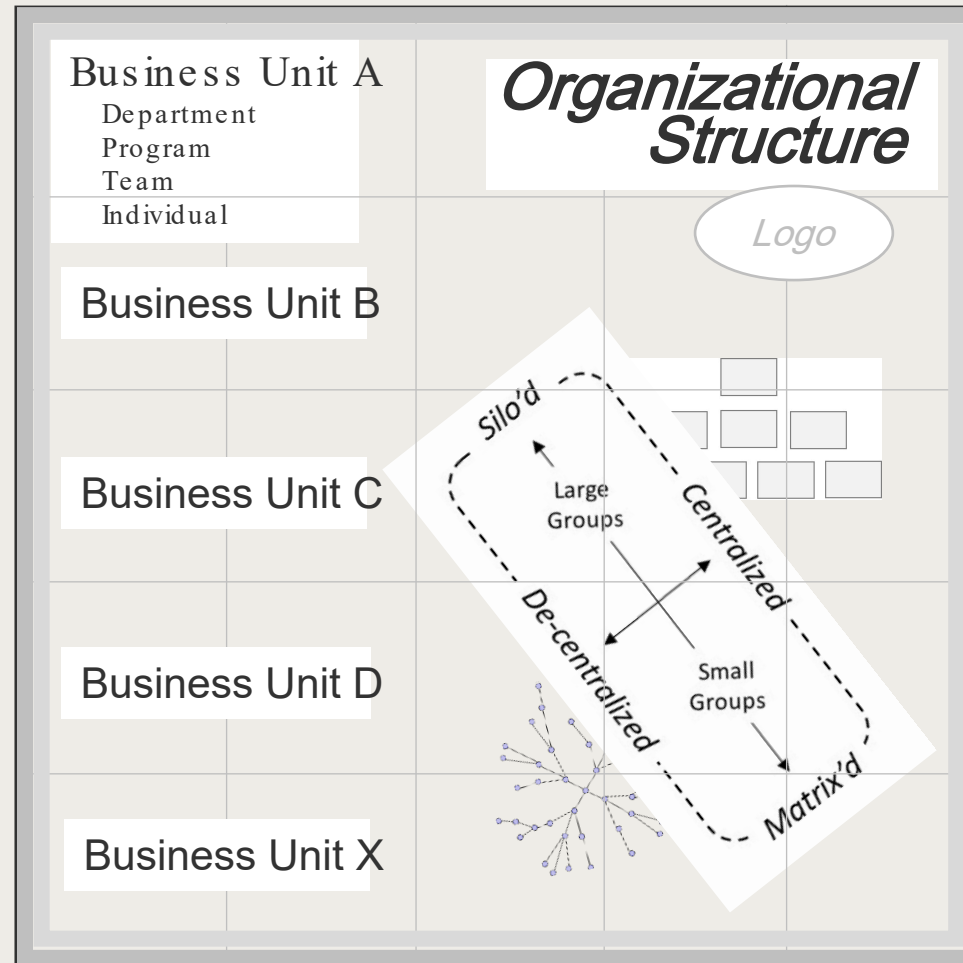
Depicts the major business units (BUs) that make up the organization.

Reporting relationships between governance bodies and the BUs are usually depicted through an organization chart and a role/responsibility matrix.

Types of BUs include subsidiary whole companies, internal divisions, departments, stand-alone and integrated lines of business, program and staff offices, cross-functional teams, contractors, and independent workers.

External groups may also be depicted if there is a persistent relationship.

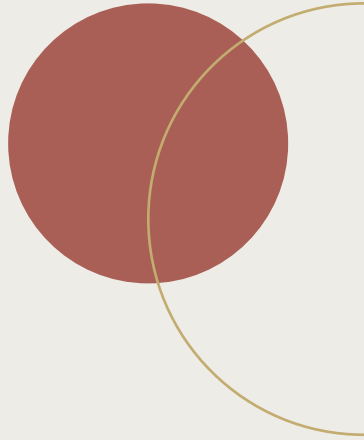
Oversight of BUs is achieved by centralized or decentralized (federated) governance methods.



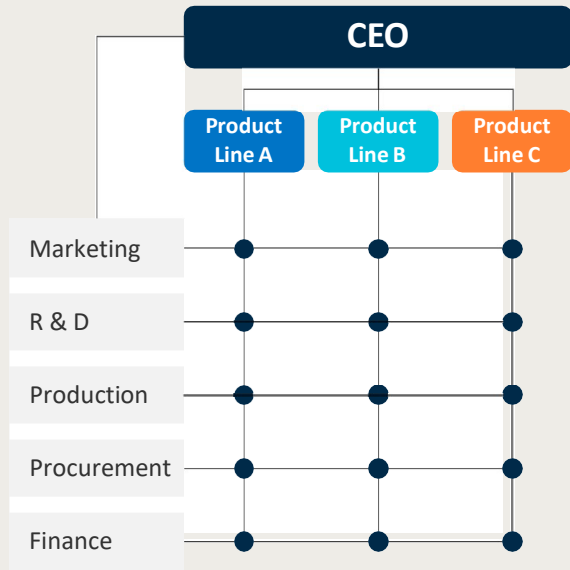
Organizational
design EA⁶

Face 1

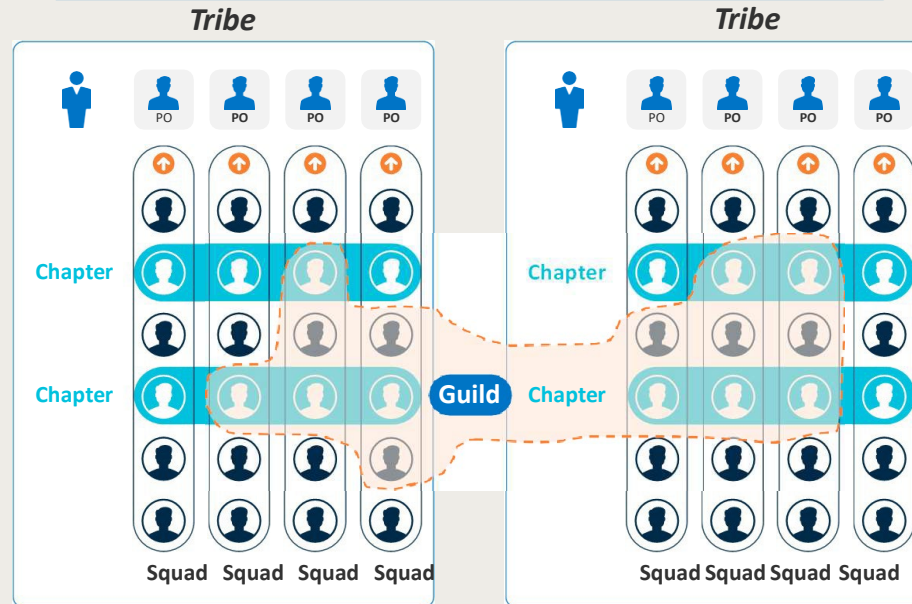




Structure of Matrixed Hierarchy Company



Design of Componentized Company



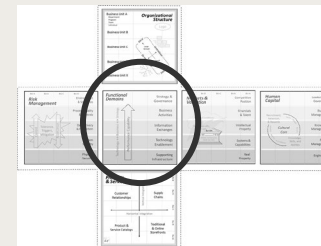
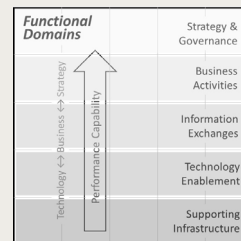
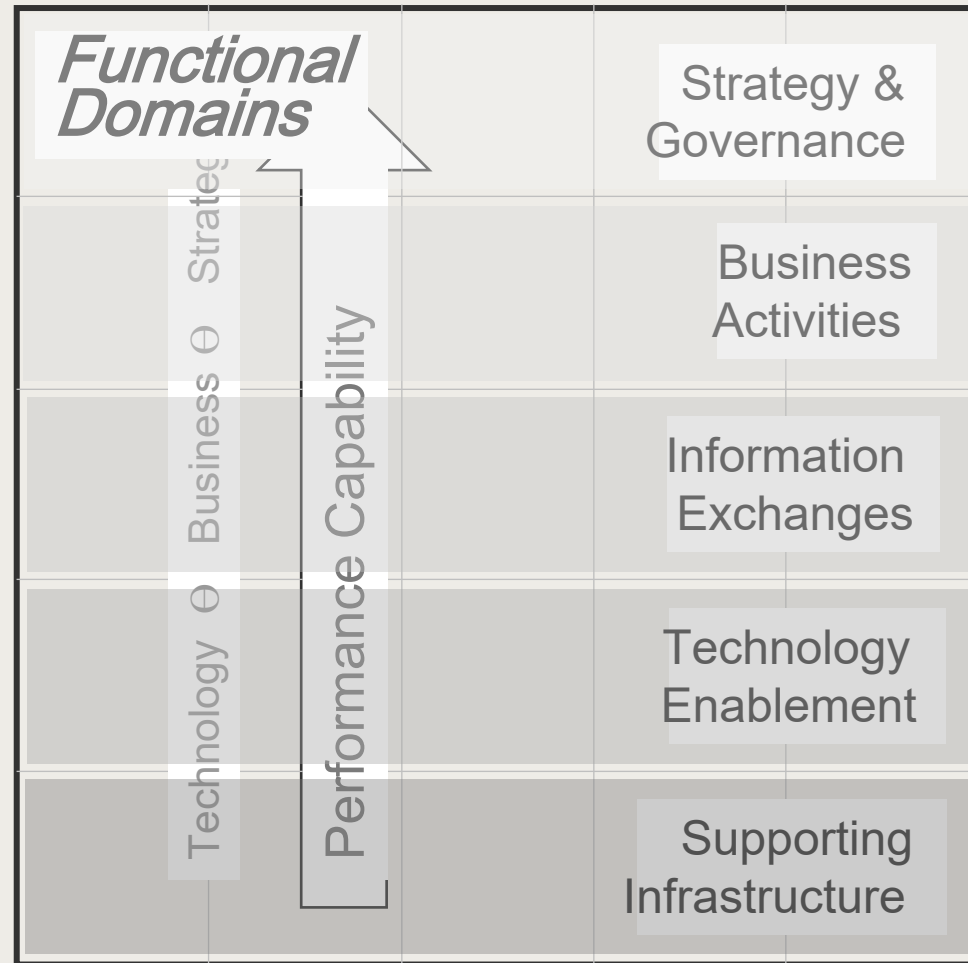
Source: H. Kniberg and A. Ivarsson, Scaling Agile @ Spotify, October 2012



Functional Domains

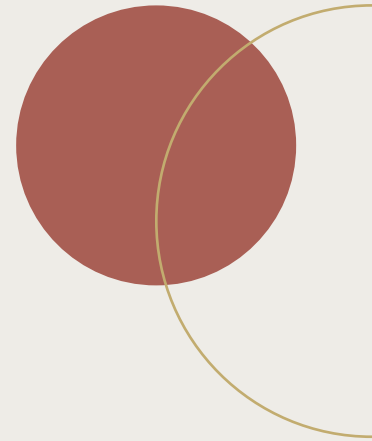
Depicts the major performance capability areas of an organization, presented hierarchically in sub -architecture domains.

The relationship of these domains is that strategic goals drive business activities/information exchanges, which are enabled by technology systems that are hosted on networks and in facilities. There are industry best practices at each domain level that help with effectiveness and efficiency, but which need to be selected and used with the whole organization in mind. There may also be government regulations and resource constraints that must be factored into plans and projects.



Organizational
design *EA*⁶

Face 2

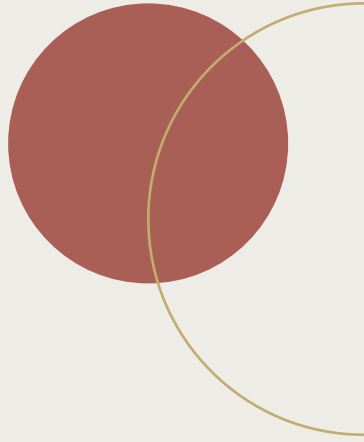


Business

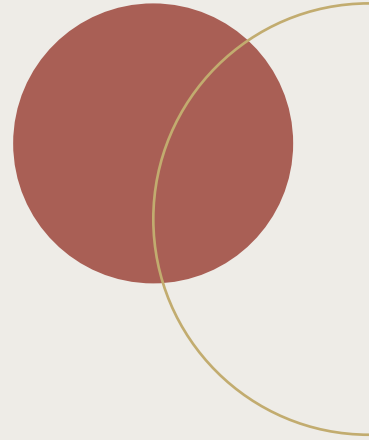


Strategy

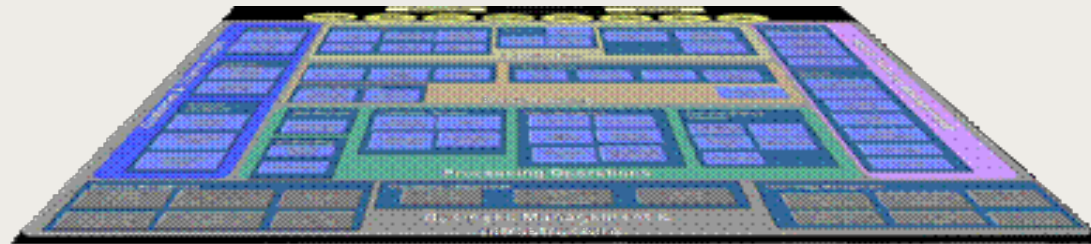
Technology



Line of sight



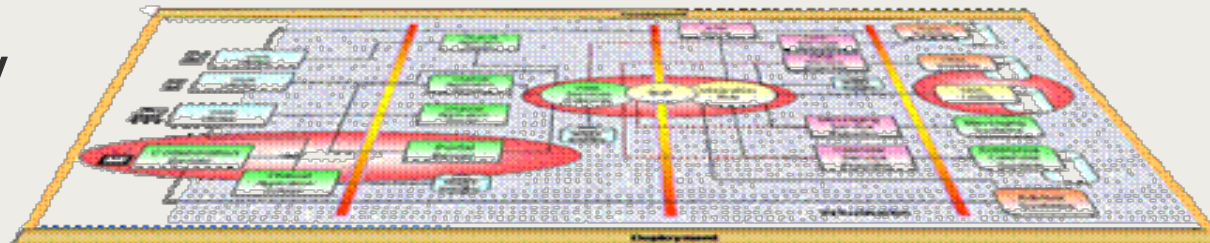
Strategy



Business



Technology

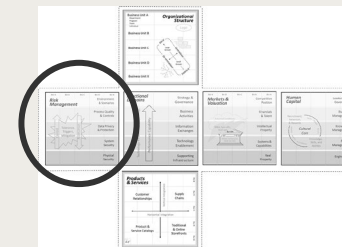
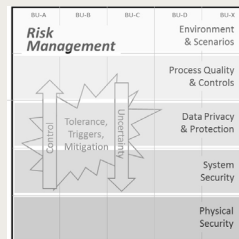
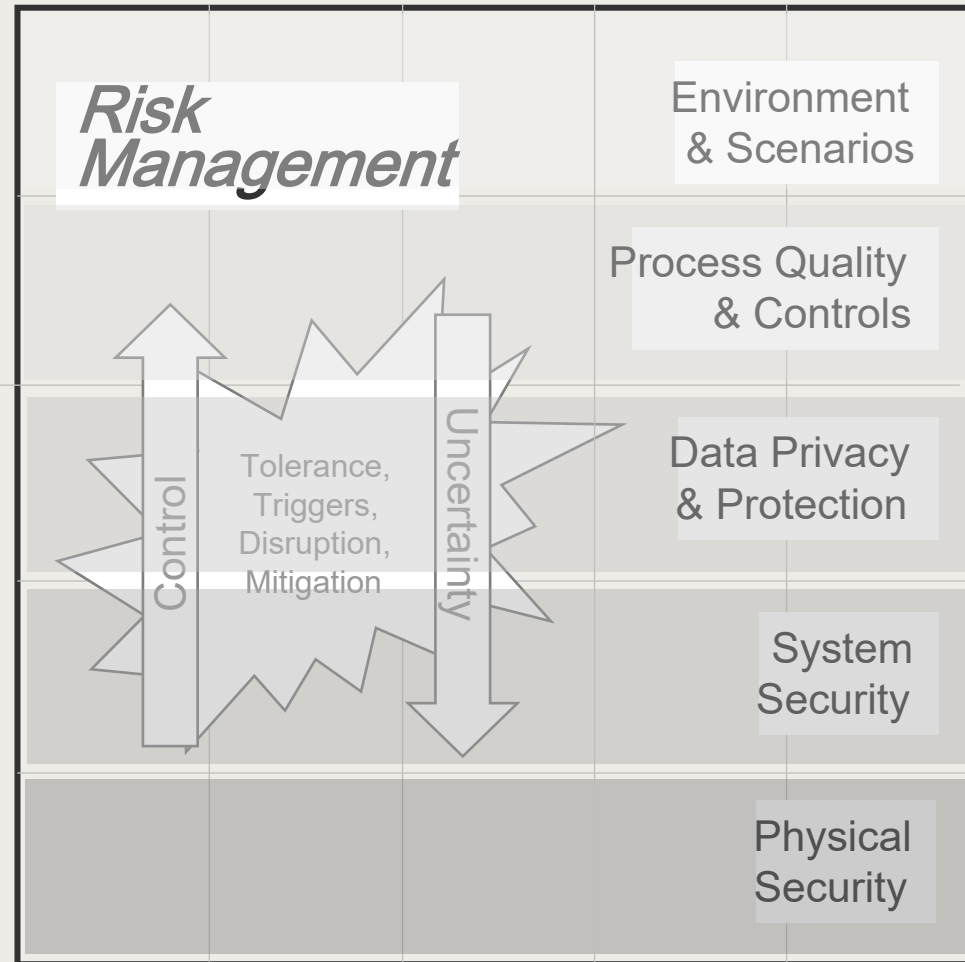


Risk Management.

Depicts key areas of risk in each functional domain and in the BUs. Organizations want to eliminate or limit disruptions that effect mission success or profitability.

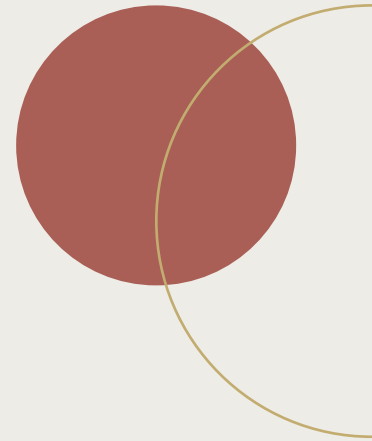
Risk derives from uncertainty in predicting or dealing with disruption. Mitigation centers on the avoidance or response actions. Tolerance reflects the acceptable level of exposure to a certain type of disruption and the negative effects that would result. A trigger is something that causes a disruption event.

A holistic approach to managing risk begins at the enterprise level and completes with more detailed procedures at the BU and program levels.



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Face 3



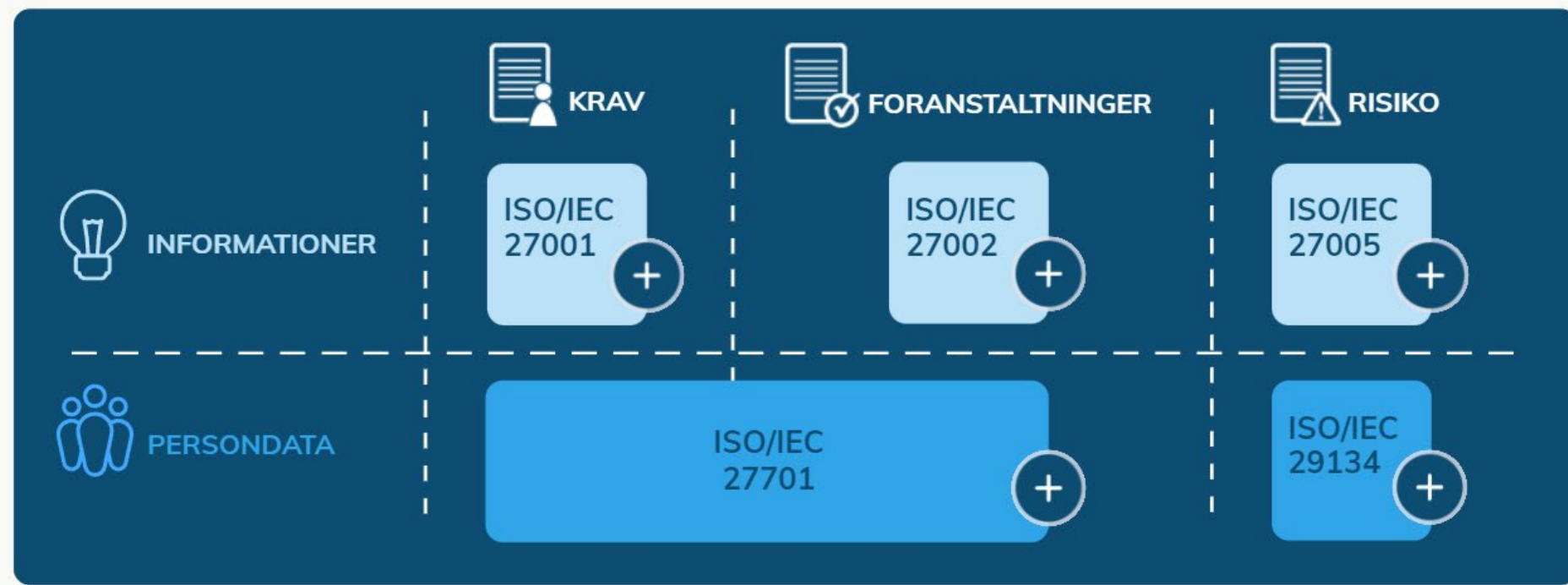
Risk Management, Cybersecurity

- NIST Cybersecurity Framework



OWASP Top 10
CIS
IEC 62443
...

ISO 2700x

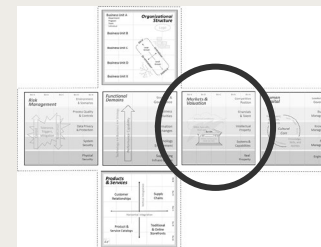
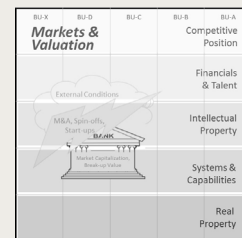
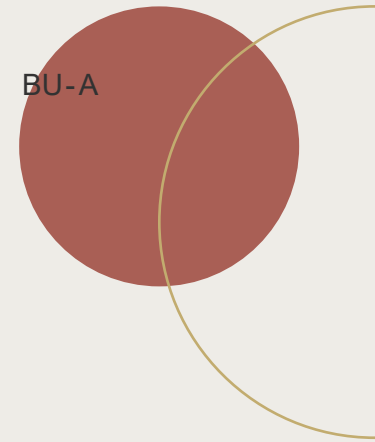
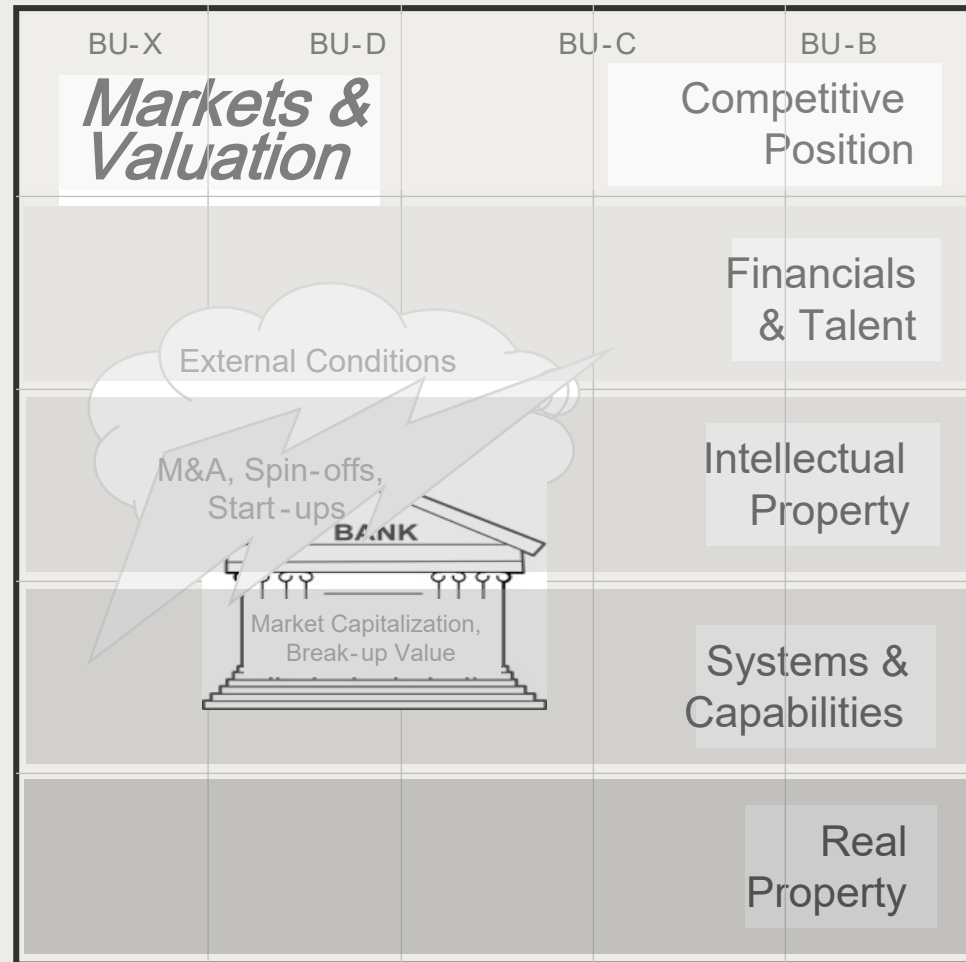


Markets & Valuation.

Depicts the public and private sector markets and/or mission areas that the organization is active in.

For private sector organizations this is the market's valuation (stock price) versus the aggregate sale value if broken - up. It is also the anticipated value increase or decrease from mergers, acquisitions, start -ups, and spin -offs, as well as a comprehensive balance sheet of monetized assets and liabilities in each business unit.

For public sector organizations it is the liquidation value of all tangible and intangible assets.

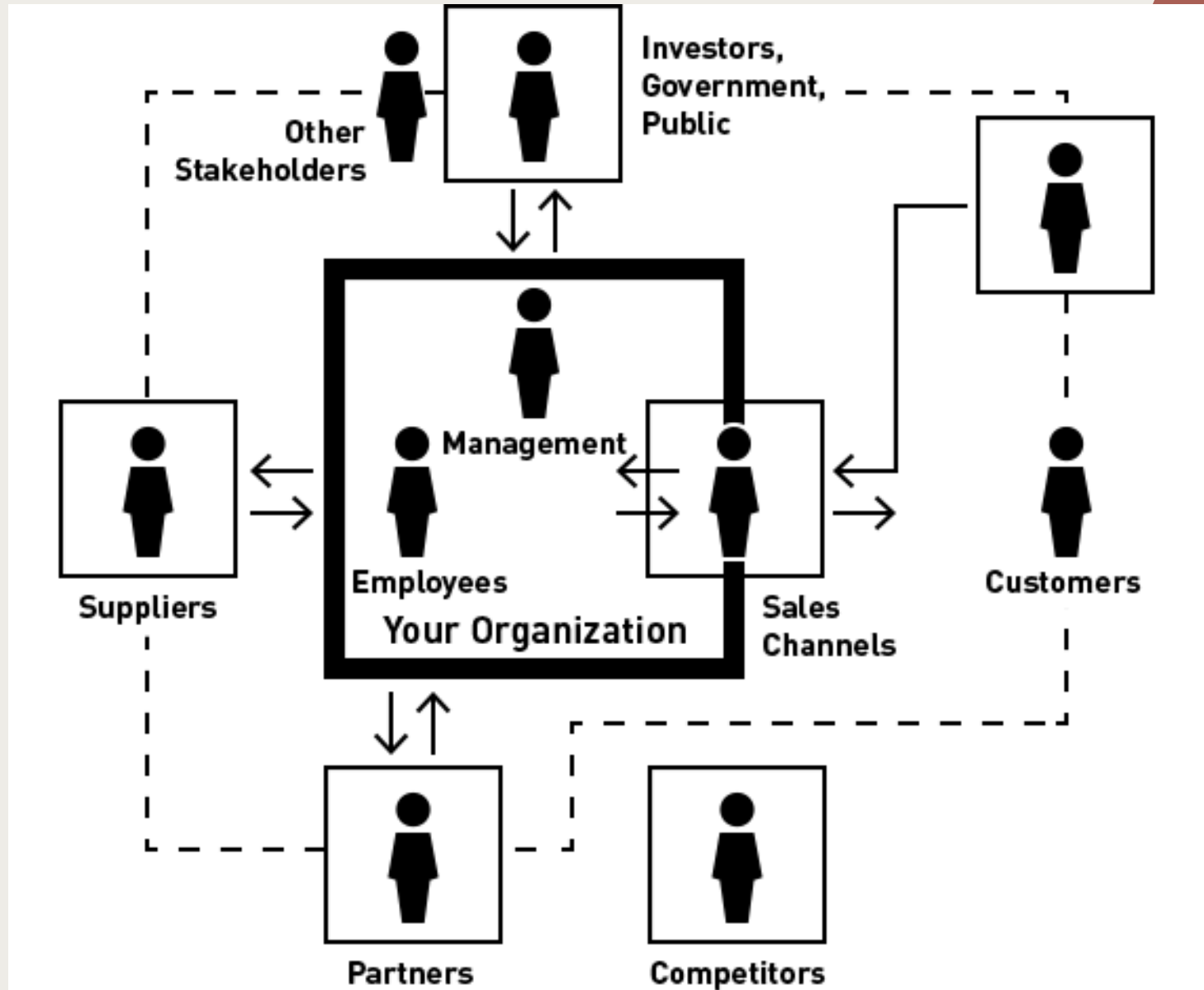


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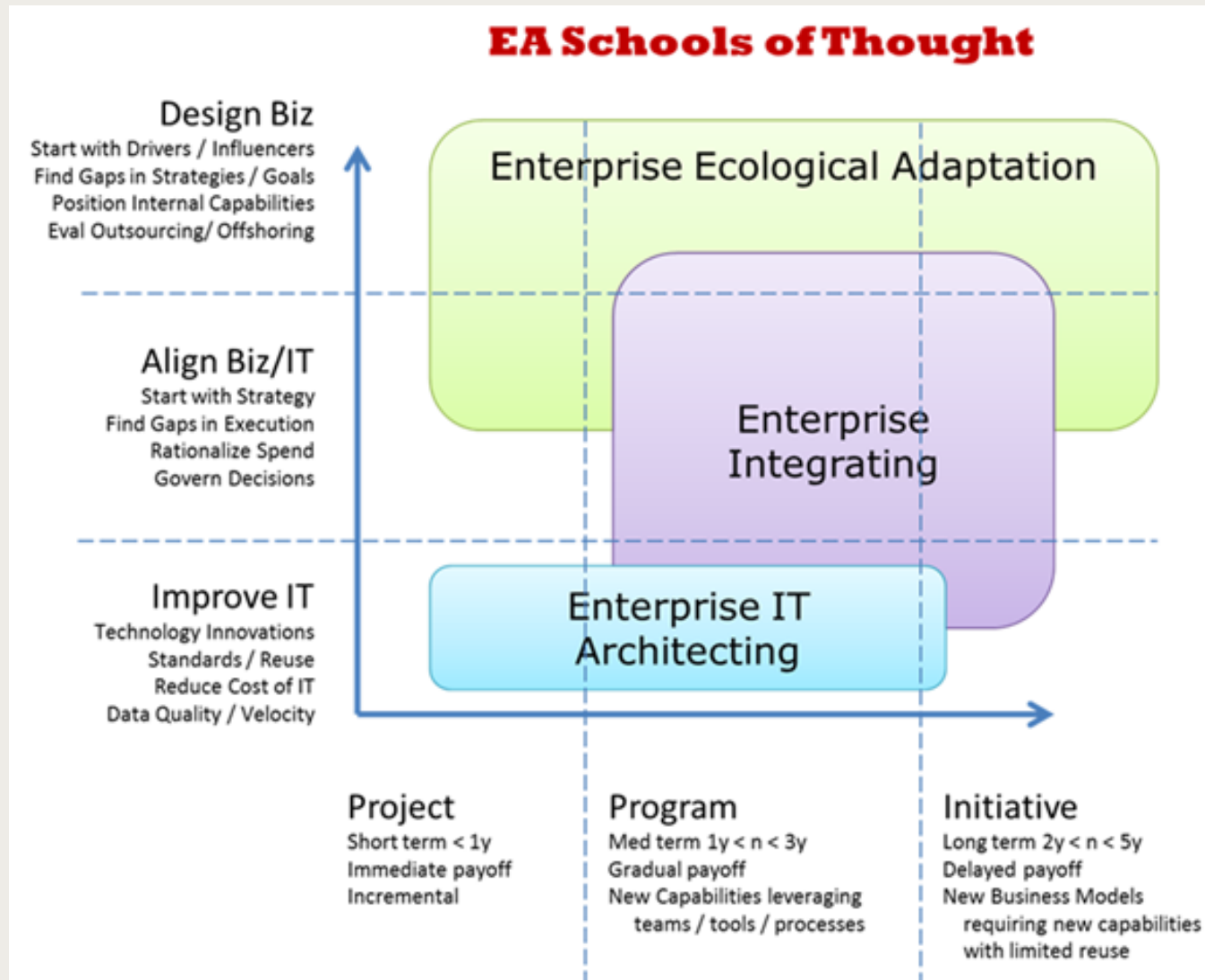
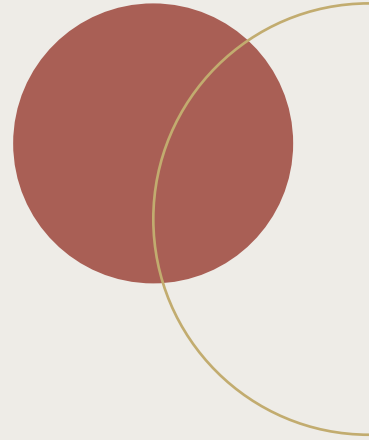
Face 4



Fra Indefra-og-Ud
Til Udefra-og-Ind



Enterprise → Ecosystem



James Lapalme, 2011, in IT Professional (Vol14,Issue6)



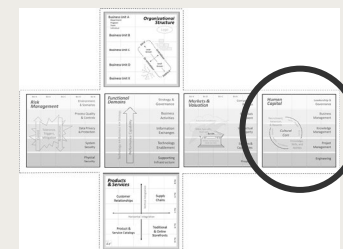
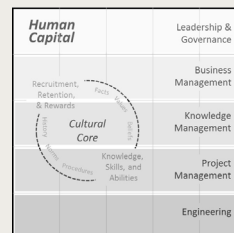
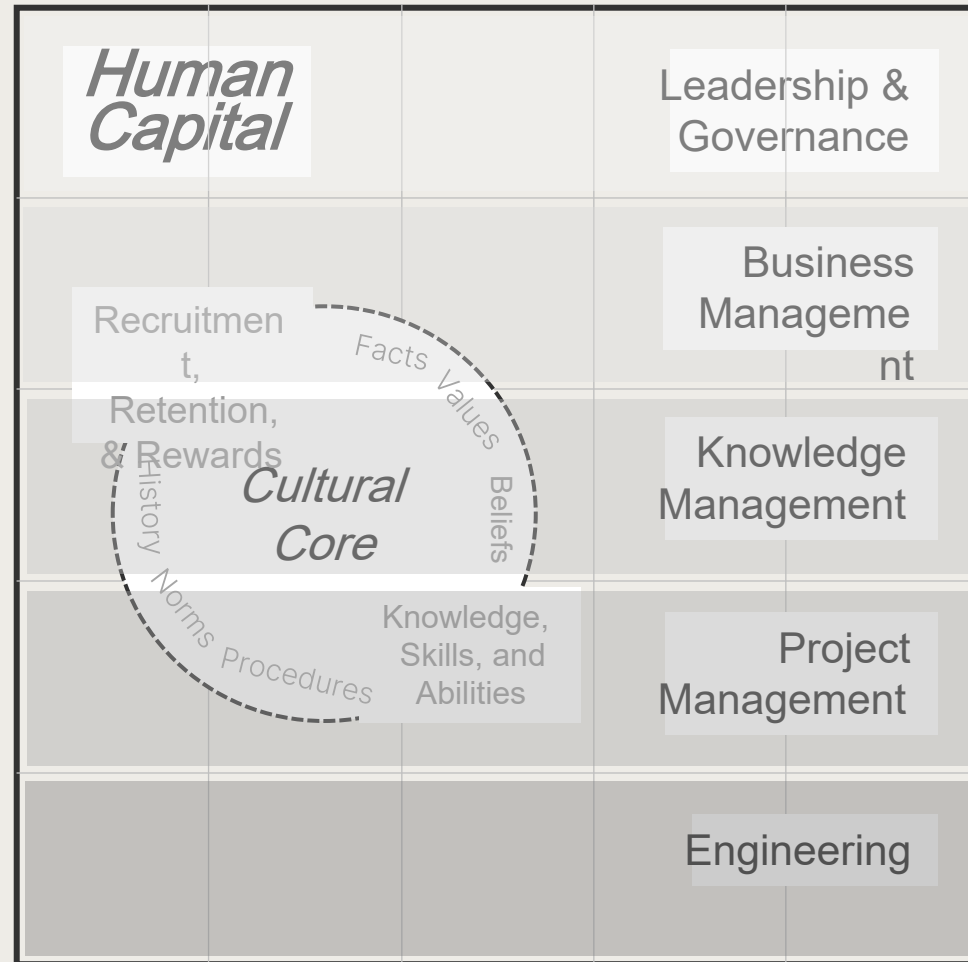
Human Capital.

Depicts the knowledge, skills, and abilities (KSAs) needed in each functional domain of the organization. The KSAs are different for executives, managers, and staff in each area.

There is a “cultural core” in each organization that is comprised of the values, norms, beliefs, facts, history, traditions, and methods in each BU and program area.

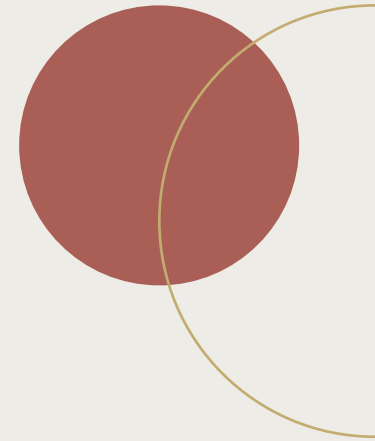
Cultural norms create informal power centers, communication channels, and processes.

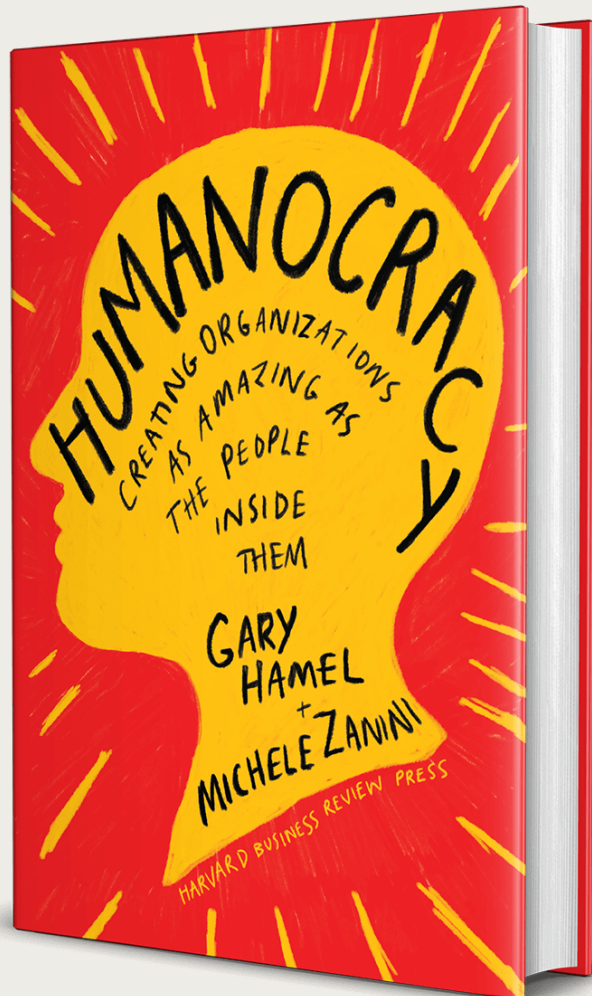
People are often thought of as the most important and valuable resource of any organization, so full -lifecycle (hire-to-retire) talent management is very important.



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Face 5





Bureaucracy versus Humanocracy

Bureaucracy



Humanocracy



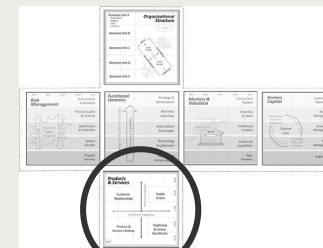
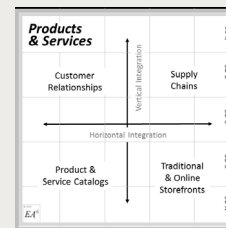
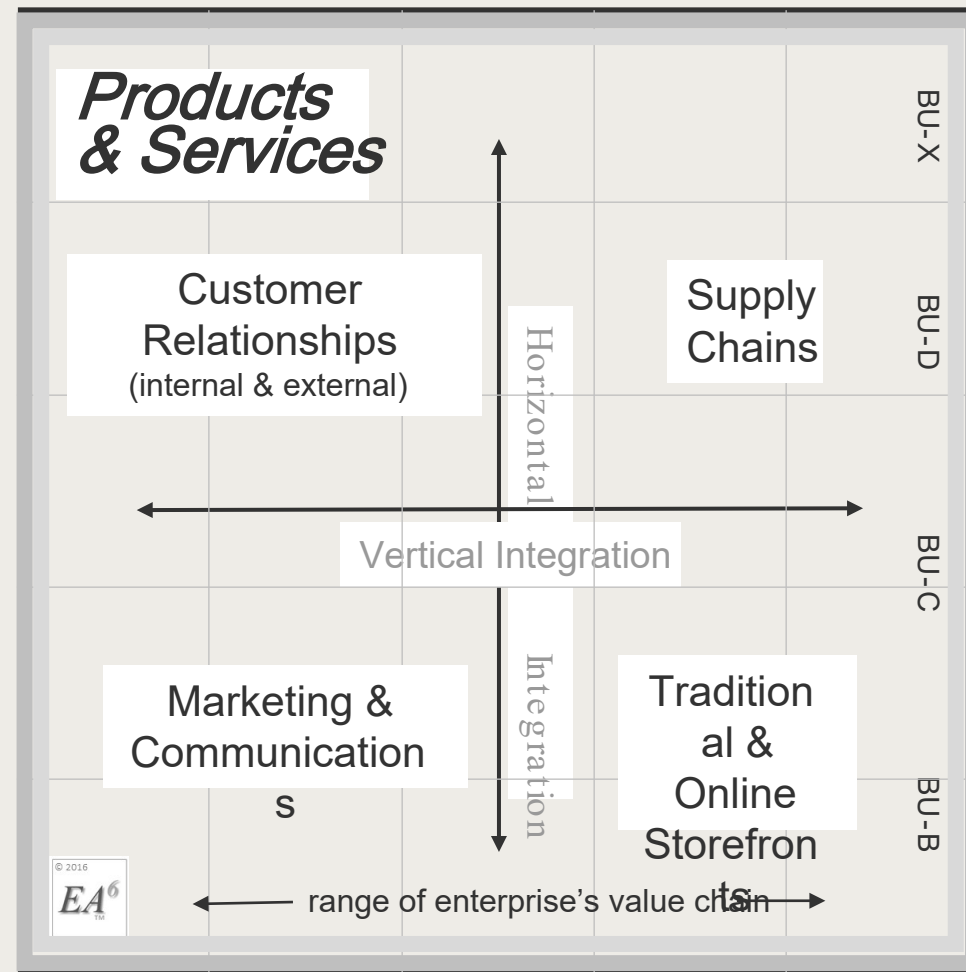
We need to put human beings, not structures, processes, or methods, at the center of our organizations. Instead of a management model that seeks to maximize control for the sake of organizational efficiency, we need one that seeks to maximize contribution for the sake of impact.

Products & Services

Depicts the tangible or virtual products and services that the organization provides to internal and external customers.

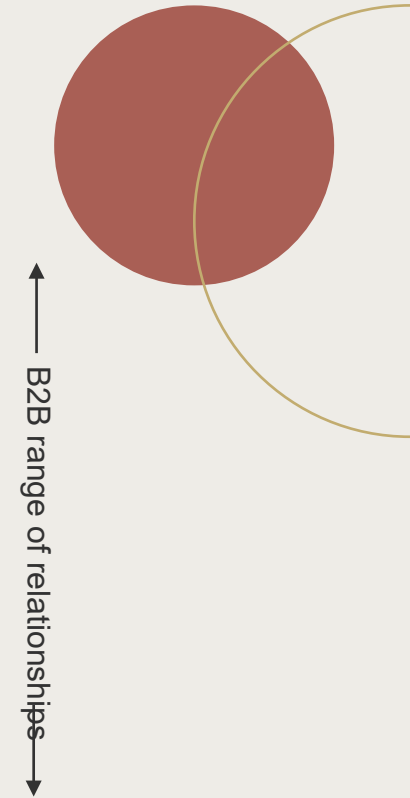
Mission success and profitability are maximized through a holistic approach to delivery with a focus on vertical/horizontal process integration within/between BUs.

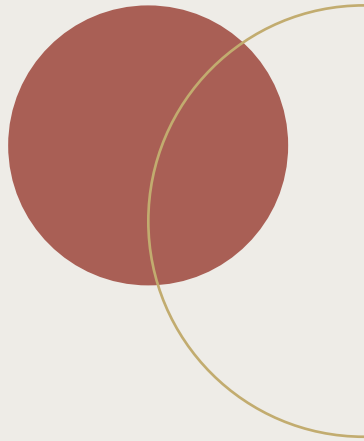
Key areas of focus include customer relationships, end-to-end supply chain management, onsite/online store efficiency, and marketing/communications effectiveness. Architecture methods can help to identify gaps and overlaps, process improvement and reengineering projects, managing change, and handling disruption.



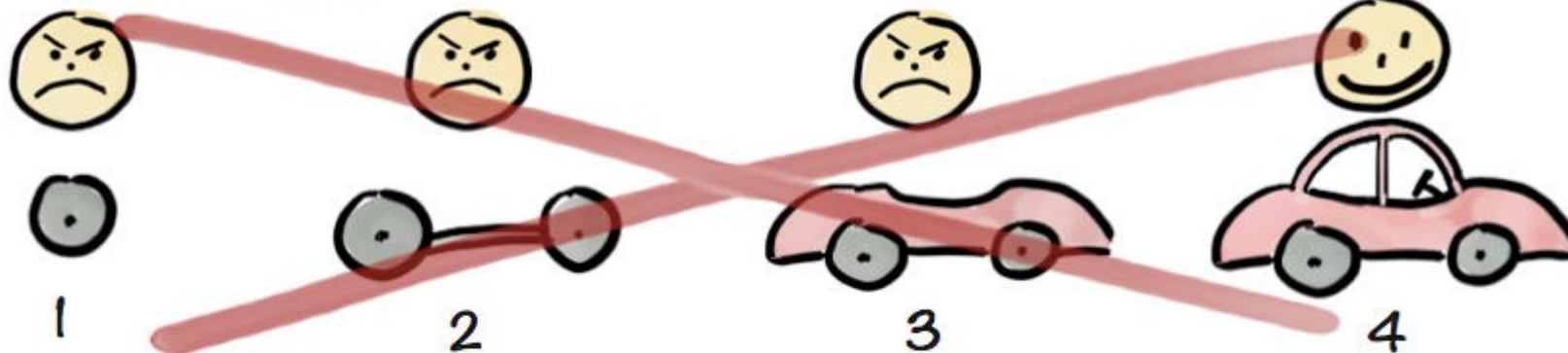
Organizational design EA6

Face 6

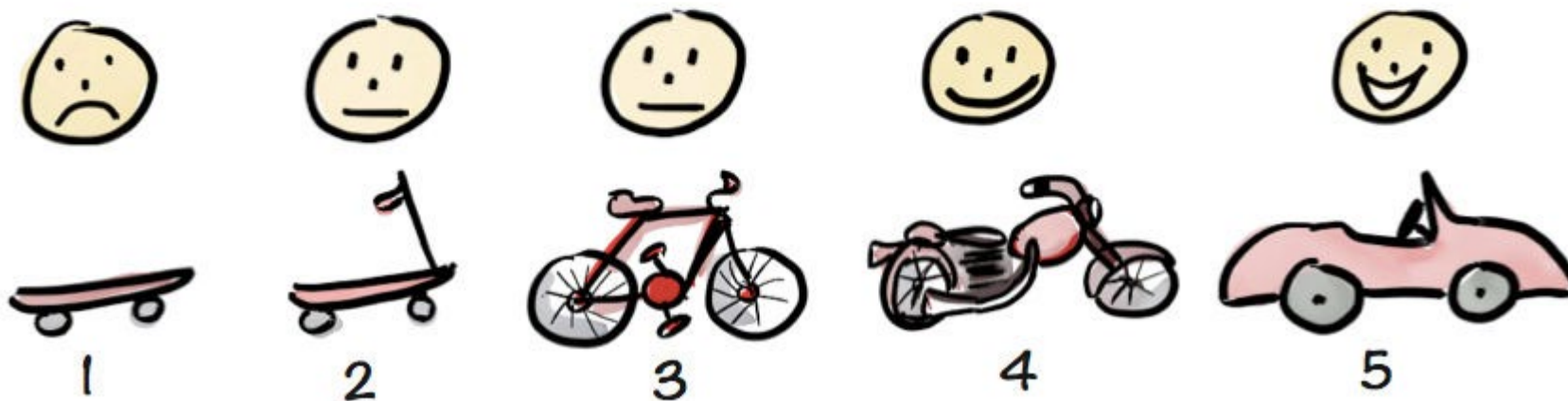




Not like this....



Like this!

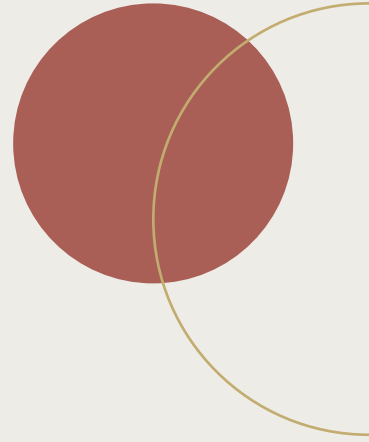


by Henrik Kniberg





CUBE FACT: Only 3 faces can be seen in one viewpoint

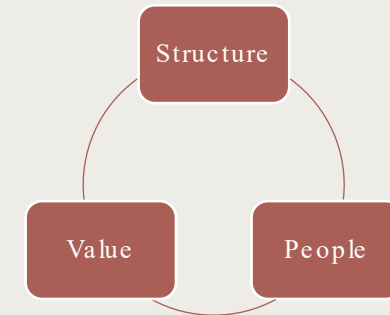


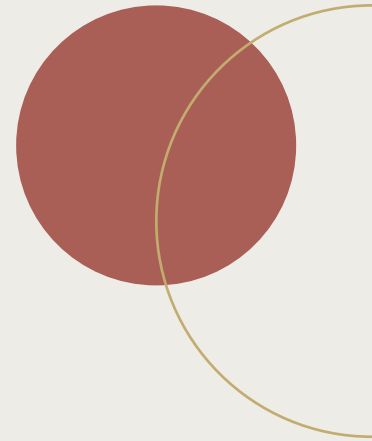
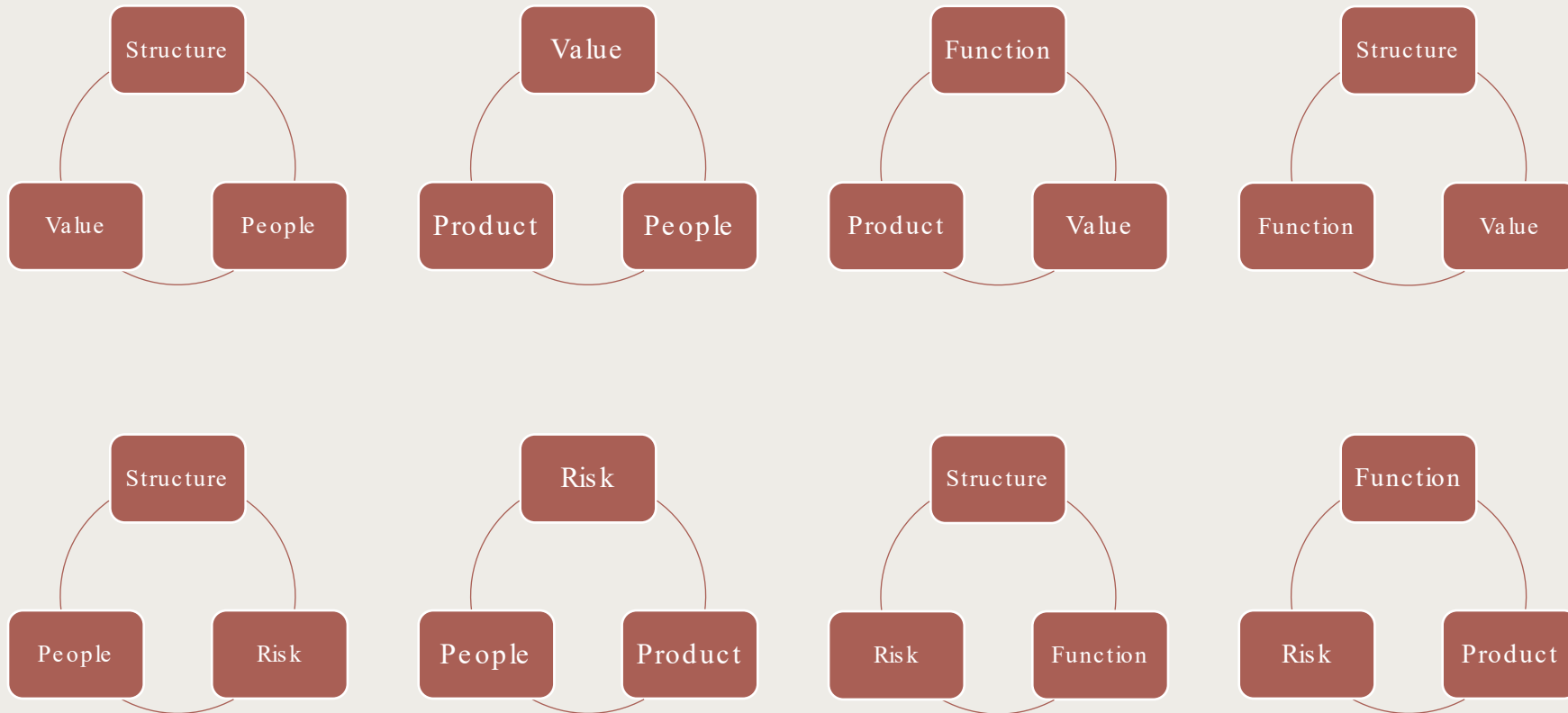
Mapping of possible views

Structure	Function	Risk	Value	People	Product
Structure			Value	People	
	Function				
		Risk			
Structure			Value	People	
	Function				
		Risk			
Structure			Value	People	
	Function				
		Risk			
Structure			Value	People	
	Function				
		Risk			
Structure			Value	People	
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Structure			Value	People	
	Function				
		Risk			
Structure			Value	People	
	Function				
		Risk			
Structure			Value	People	
	Function				
		Risk			

Viewpoints

Value	Structure	People
Value	People	Product
Value	Product	Function
Value	Function	Structure
People	Structure	Risk
People	Risk	Product
People	Product	Value
Structure	Value	Function
Structure	Function	Risk
Structure	Risk	People
Product	Function	Value
Product	People	Risk
Product	Risk	Function
Product	Value	People
Function	Product	Risk
Function	Value	Product
Function	Structure	Value
Function	Risk	Structure
Risk	Product	People
Risk	Function	Product
Risk	Structure	Function
Risk	People	Structure

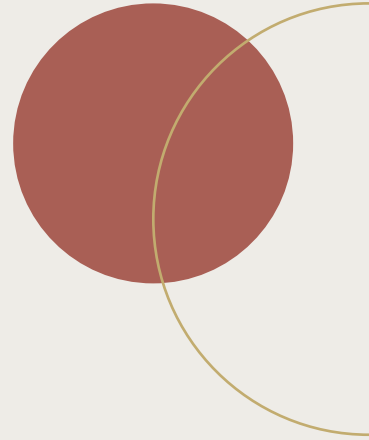




8 Viewpoints (intersections)



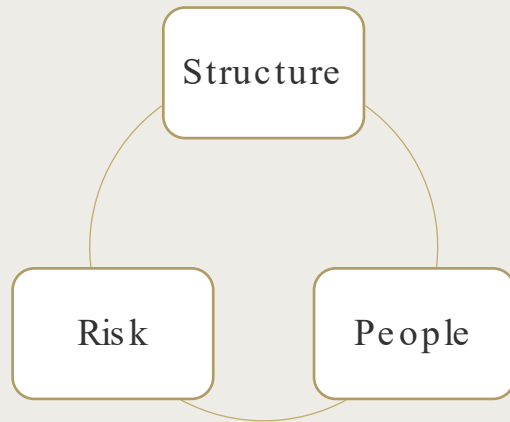
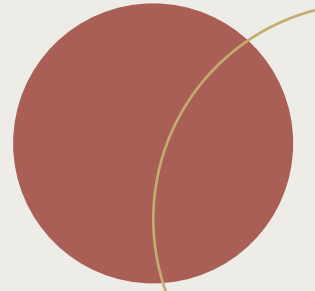
Patterns ...



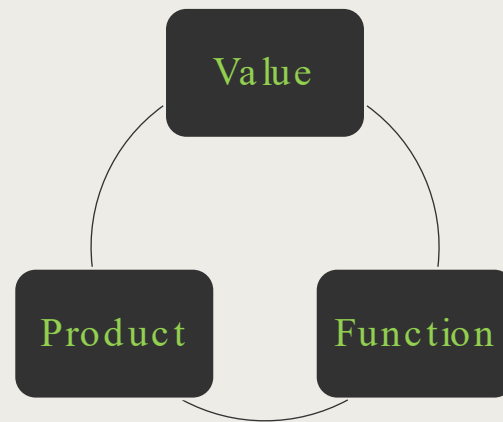
Value	People	Product	Value proposition
Structure	Value	Function	Shared services; segment architecture
Structure	People	Value	Benefit realization ; reaping/sowing
Structure	Function	Risk	Integrated Management system
Structure	Risk	People	GDPR
Function	Product	Risk	Lifecycle challenges
Function	Value	Product	Architectural runways
Risk	Product	People	Privacy by Design



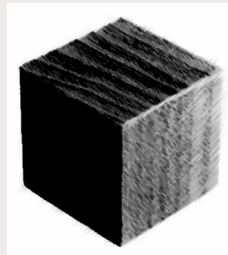
The Dark Side of the Cube



Viewable Pattern



Hidden Pattern

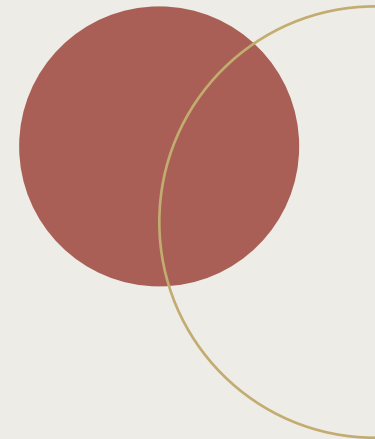


Value	Structure	People		Product	Risk	Function
Value	People	Product		Risk	Structure	Function
Value	Product	Function		Risk	People	Structure
Value	Function	Structure		Risk	Product	People
People	Structure	Risk		Function	Value	Product
People	Value	Structure		Product	Risk	Function
People	Risk	Product		Structure	Value	Function
People	Product	Value		Risk	Structure	Function
Structure	Value	Function		People	Risk	Product
Structure	People	Value		Risk	Function	Product
Structure	Function	Risk		Value	People	Product
Structure	Risk	People		Function	Value	Product
Product	Function	Value		Risk	People	Structure
Product	People	Risk		Value	Function	Structure
Product	Risk	Function		People	Value	Structure
Product	Value	People		Function	Risk	Structure
Function	Product	Risk		Value	Structure	People
Function	Value	Product		Structure	Risk	People
Function	Structure	Value		Risk	Product	People
Function	Risk	Structure		Product	Value	People
Risk	Product	People		Function	Structure	Value
Risk	Function	Product		Structure	People	Value
Risk	Structure	Function		People	Product	Value
Risk	People	Structure		Product	Function	Value



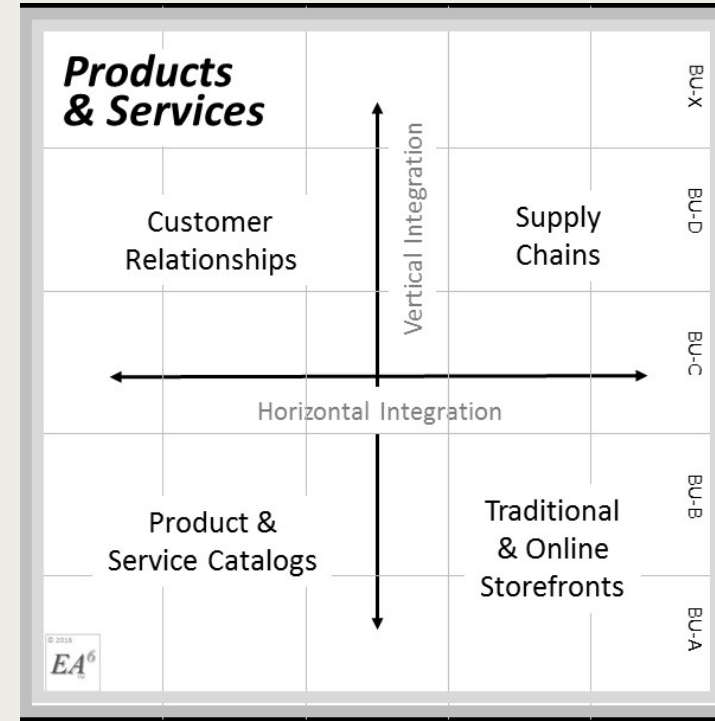
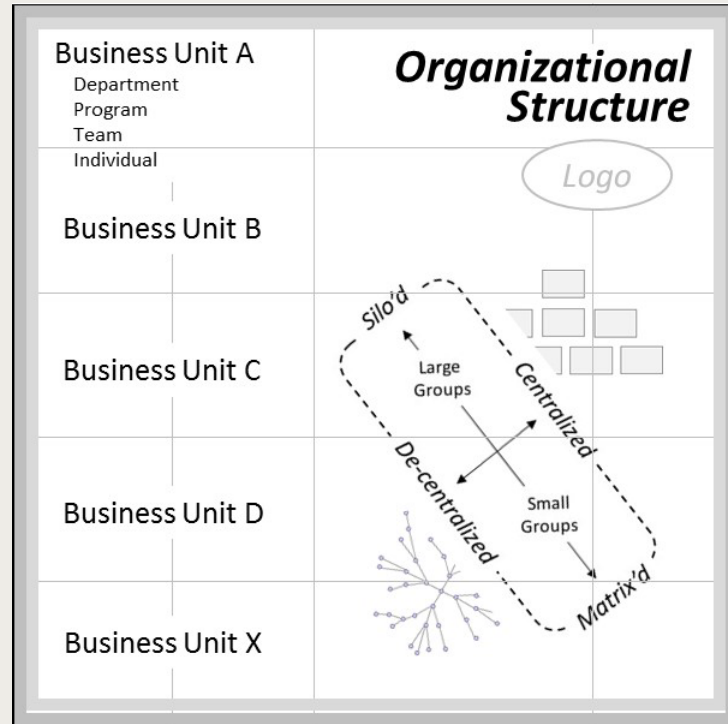
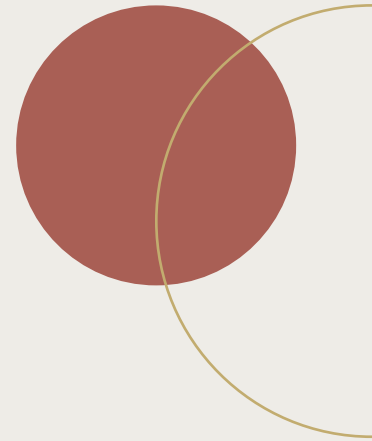
7

- (opposing faces must add up to 7)



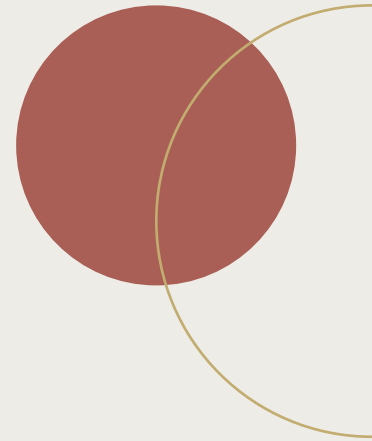
Any organization that designs a system will produce a design whose structure is a copy of the organization's communication structure.

Conway's Law

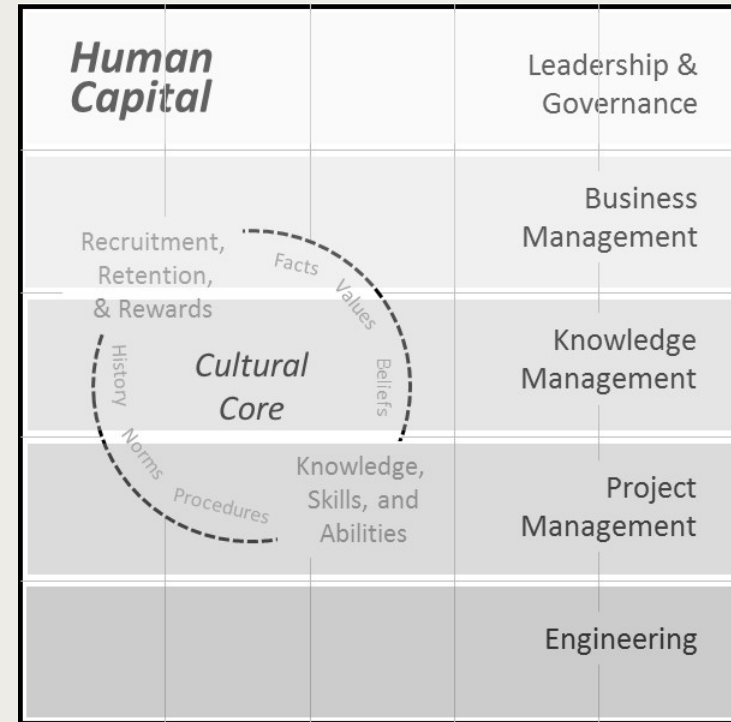
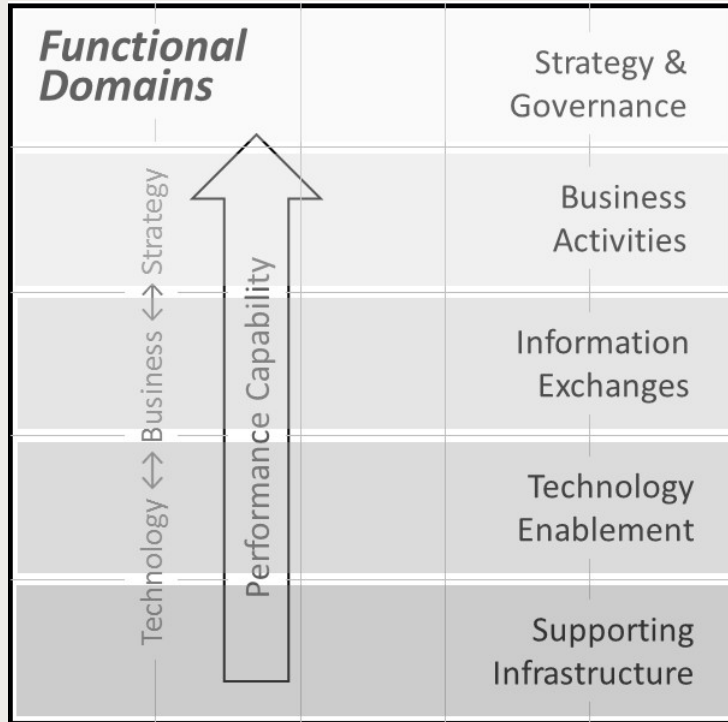


Opposite Faces: 1 and 6



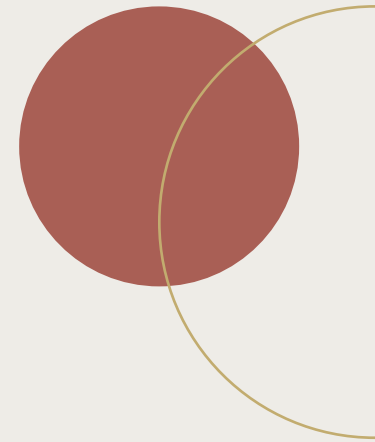


Architect or Bee?

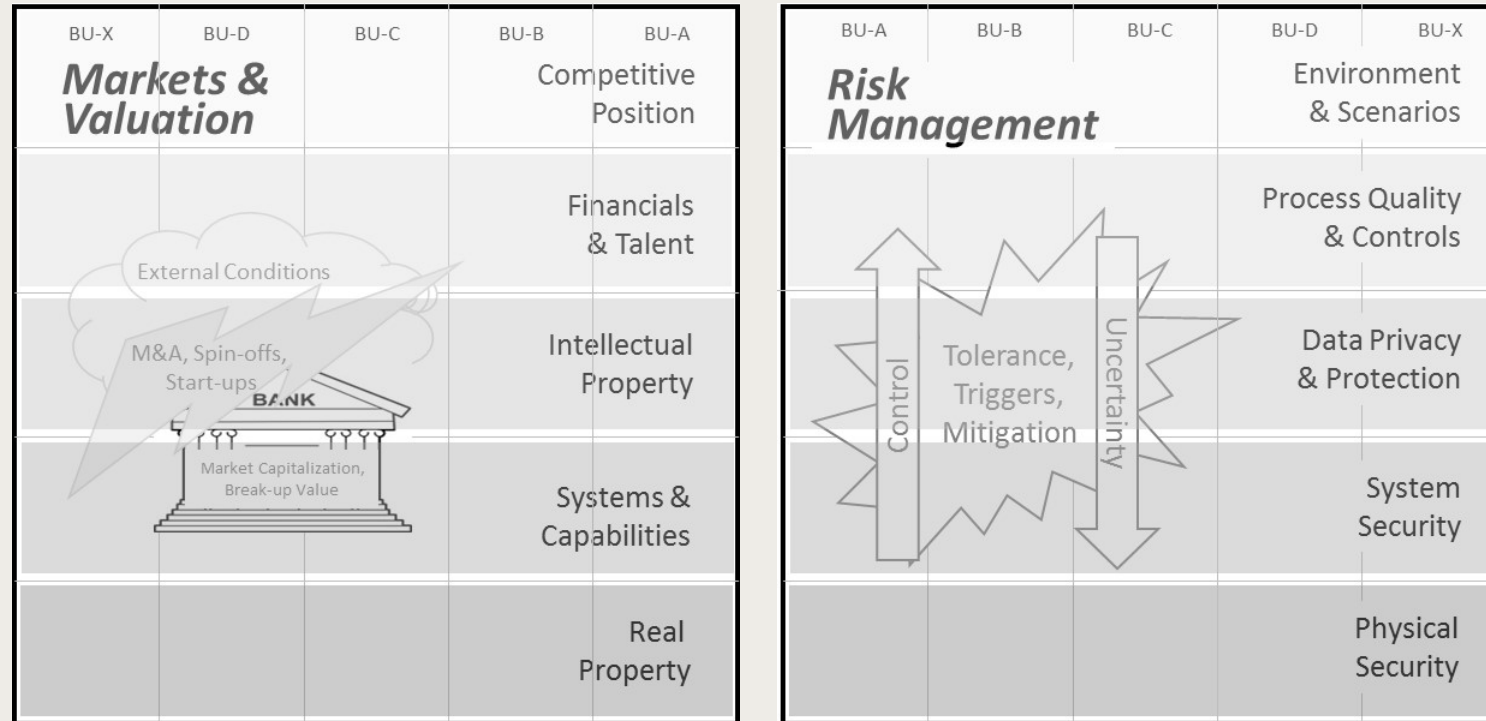


Opposite Faces





Enterprise Investment



Opposite Faces



Dark Patterns

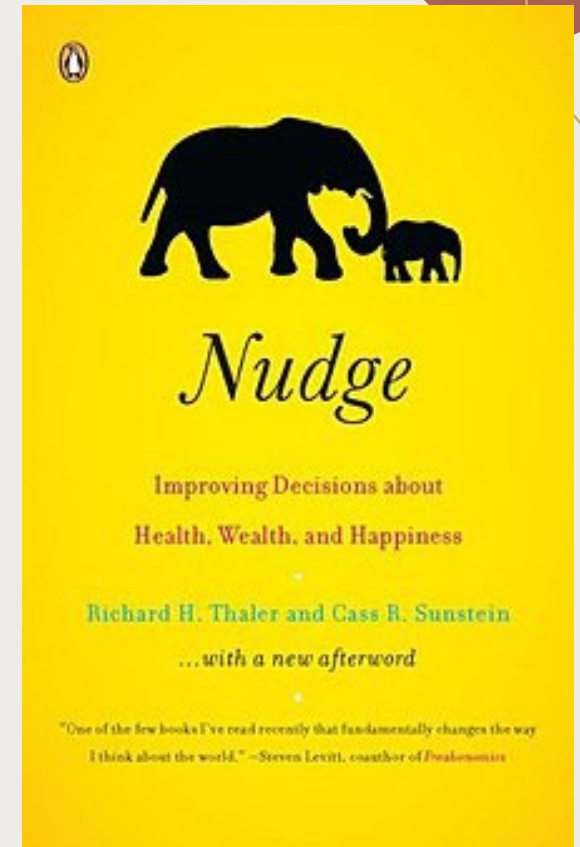


Richard H. Thaler

2017 Nobel Memorial Prize in Economic Sciences for ***behavioral economics***.

A choice architect has the responsibility for organizing the context in which people make decisions.

Choice architecture - a means to improve consumer decision-making by minimizing biases and errors that arise as the result of bounded rationality.



https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2536504



BÅLFORBUD!

Hvem kan få dispensasjon? **INGEN**
Ja, men... **INGEN**
Vi skal bare... **INGEN**

FORBUDET GJELDER OGSÅ NÅR:

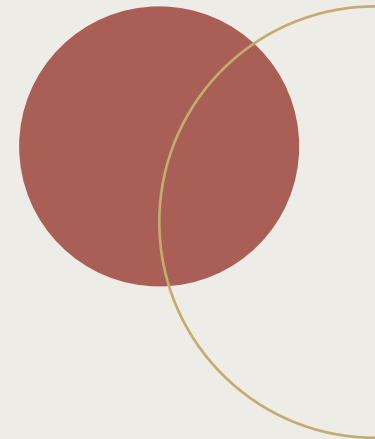
- ✘ du er forsiktig
- ✘ du kjenner flere eksperter, eller er ekspert selv
- ✘ du skulle bare... eller har tent bål i hele ditt liv
- ✘ du er på ferie
- ✘ du har gledet deg til pølser
- ✘ dere er en skole-/barnegruppe
- ✘ du er på campingtur
- ✘ du føler at grillingen eller du er superviktig

Svaret er NEI!



<https://brannmidt.no/balbrekking/>

 Lillestrøm
kommune





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Thank You!

John Gøtze

EA Fellows ApS

john@eafellows.com

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