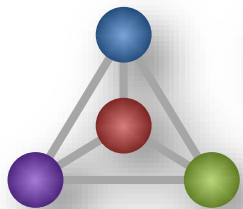




The **Pragmatic** Operating model for Enterprise Transformation



Pragmatic
ENTERPRISE ARCHITECTURE

Connecting the DOTS

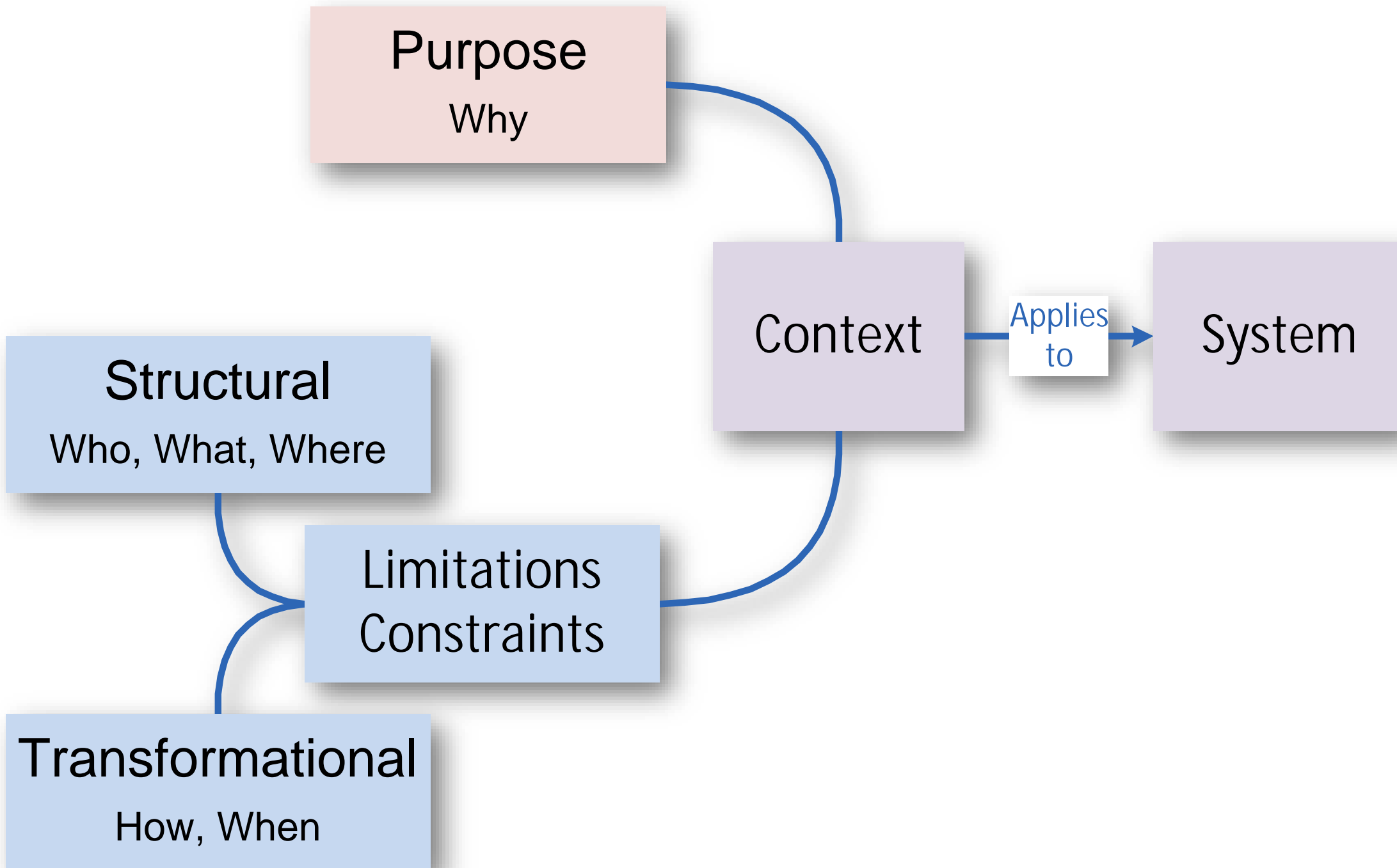
v1.3a – April 2017



Part of the Pragmatic Family of Frameworks

Context

Context is King™



“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”

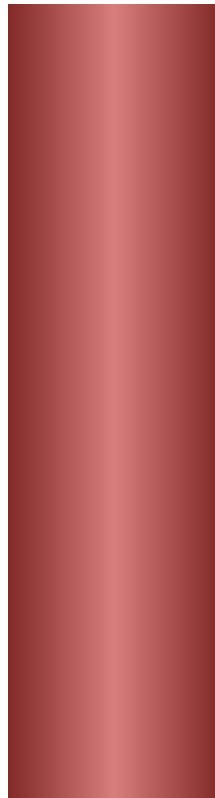
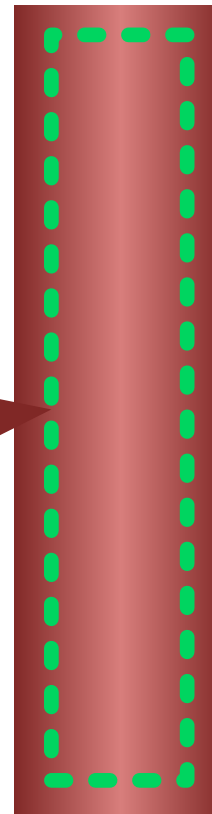
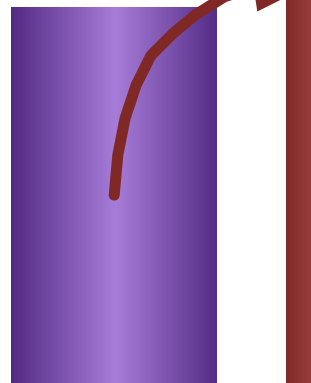
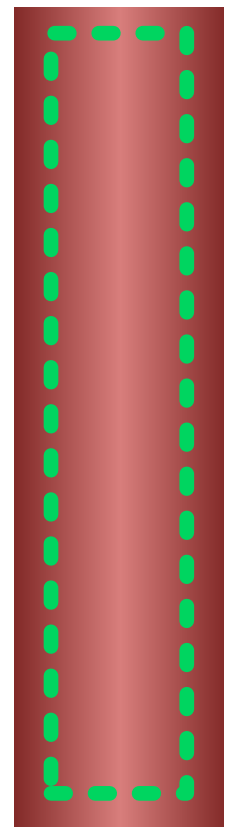
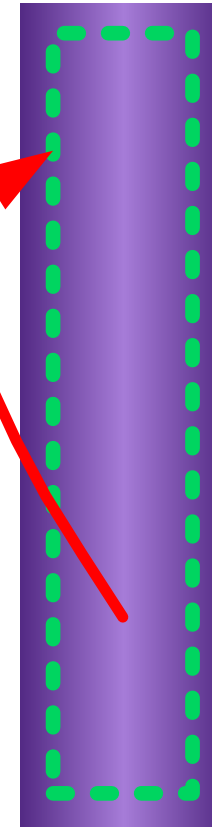
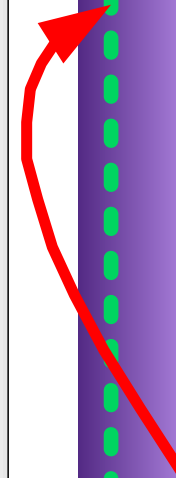
- Jack Welch

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

- Charles Darwin

“We cannot solve our problems with the same thinking we used when we created them.”

- Albert Einstein

*(pre 20th Century)***The era of****Operations***(20th Century)***The era of****the Transformation of
Operations***(Now!)***The era of****the Transformation of
Transformation****Importance**

How an Enterprise effects Transformation has become

a Strategic Strength

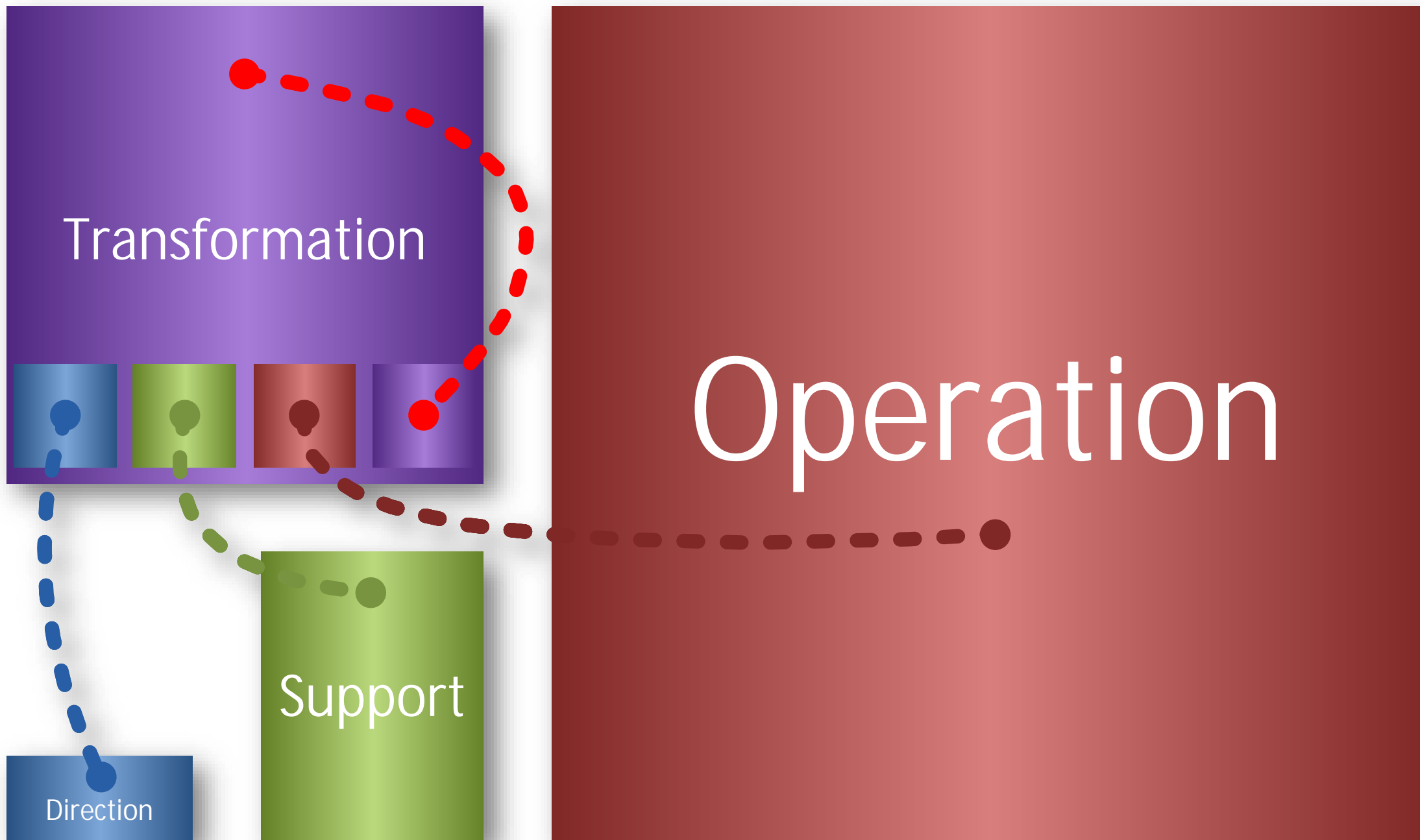
where massive business opportunities can be gained,

or a Strategic Weakness

where massive business problems will result.

When people and organizations
focus primarily on the quality
of their **Transformation** efforts,
quality tends to rise, and **costs fall**.

When people and organizations
focus primarily on the costs
of their **Transformation** efforts,
costs tend to rise, and **quality falls**.



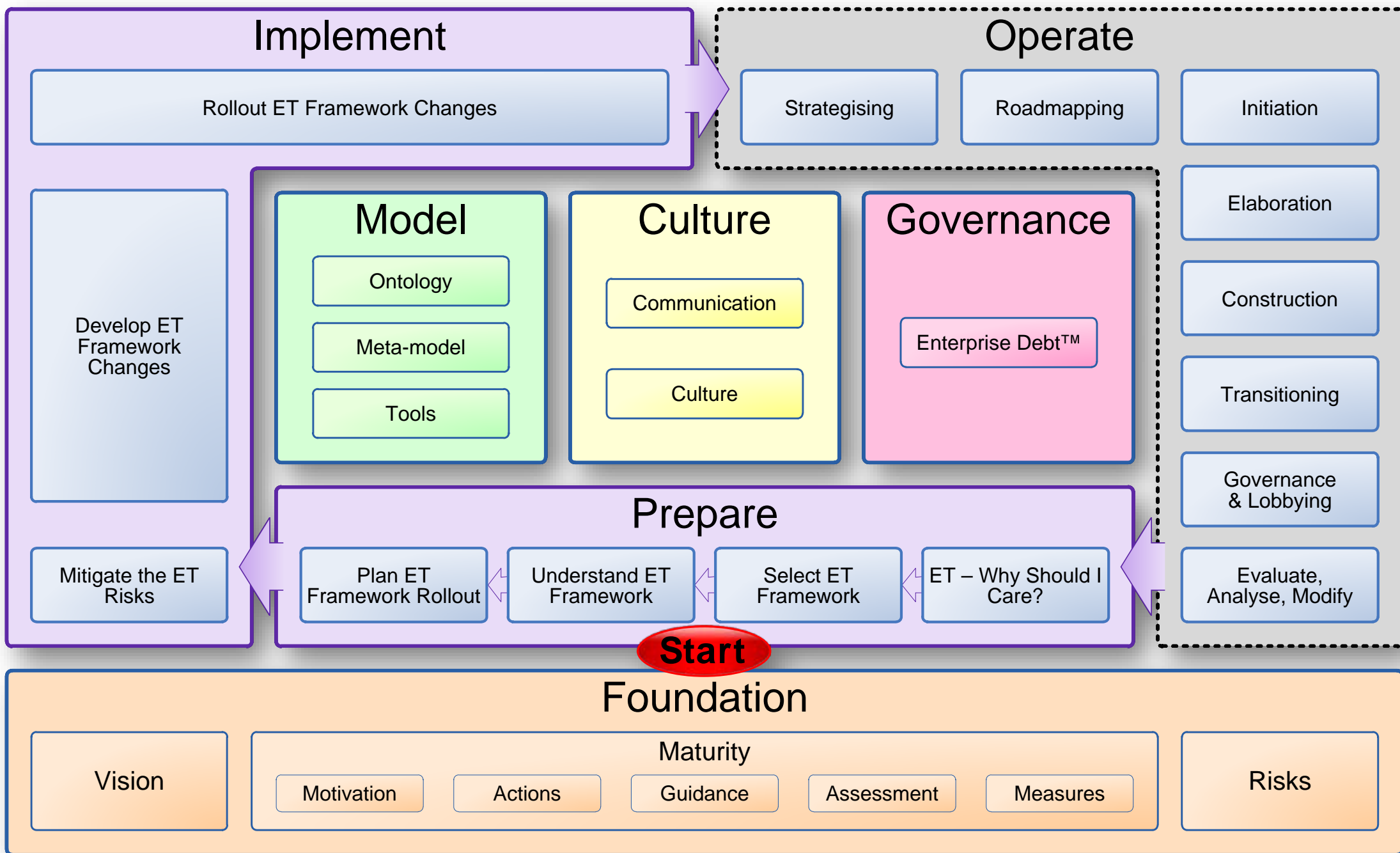
POET allows Executive Management to take a coherent and holistic view of **the whole of the Transformation part of their Enterprise**, allowing them to pragmatically increase its maturity, and thereby increasing its Effectiveness and Efficiency,

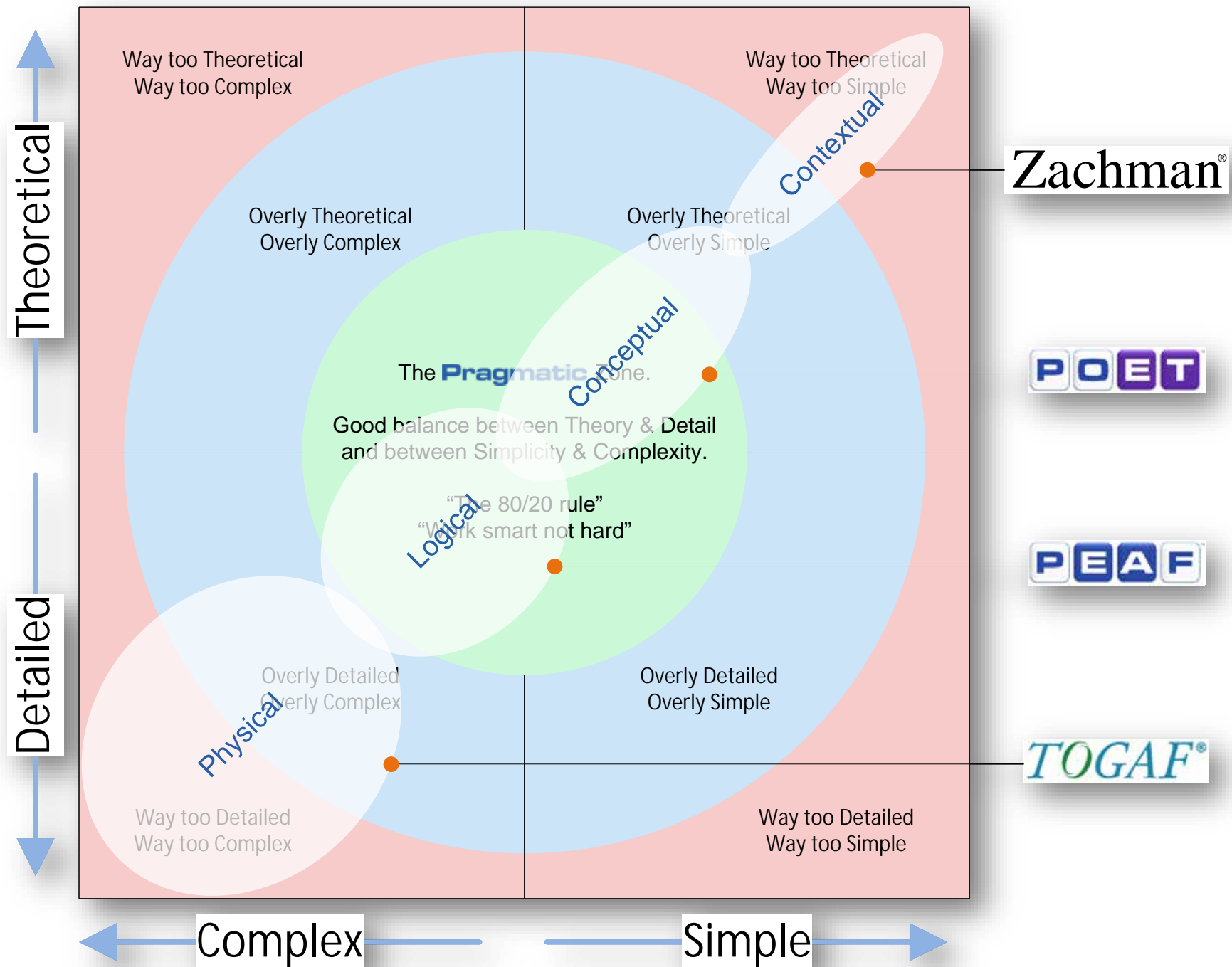
by providing a coherent and holistic framework (**Methods, Artefacts, Culture and Environment**) to enable informed decision making about what to change and how.



An Operating Model for Transformation.

Think Strategically. Act Tactically.



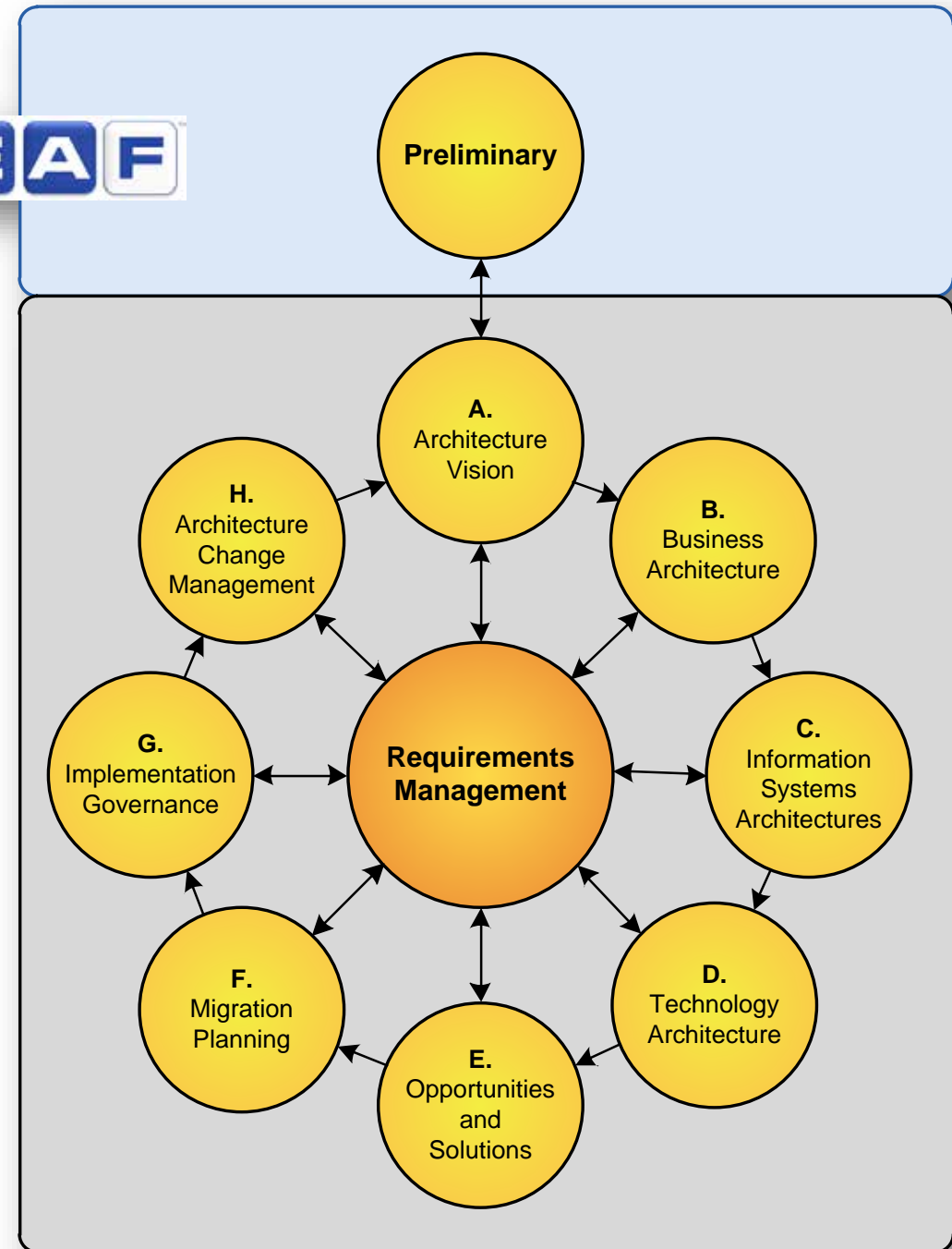


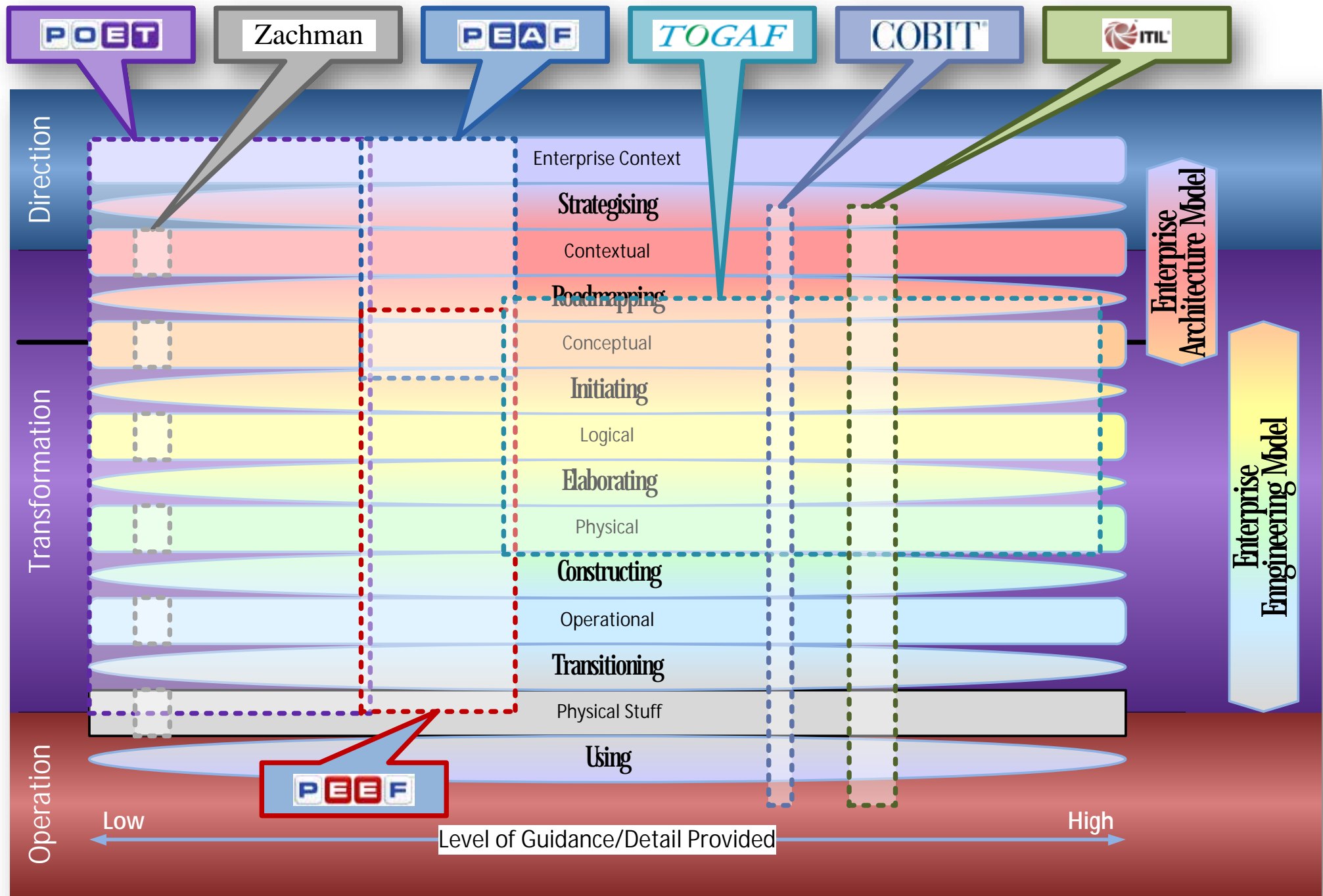


"PEAF is an EA bootstrap"

- Chris Forde

*General Manager Asia Pacific & VP Enterprise Architecture
The Open Group*





If you want to transform a complex Enterprise in a volatile environment...

You have to:

- **Model (not draw) the Enterprise.**
- **Persist Models as Primitives.**

You should also:

- **Use Ontologies appropriately.**
- **Use Architecture & Engineering appropriately.**

Plate A



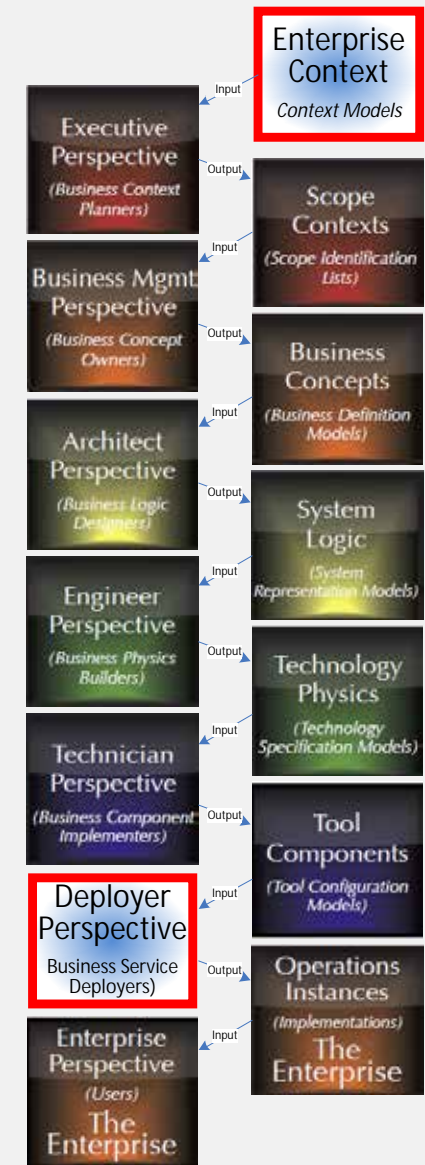
Plate B

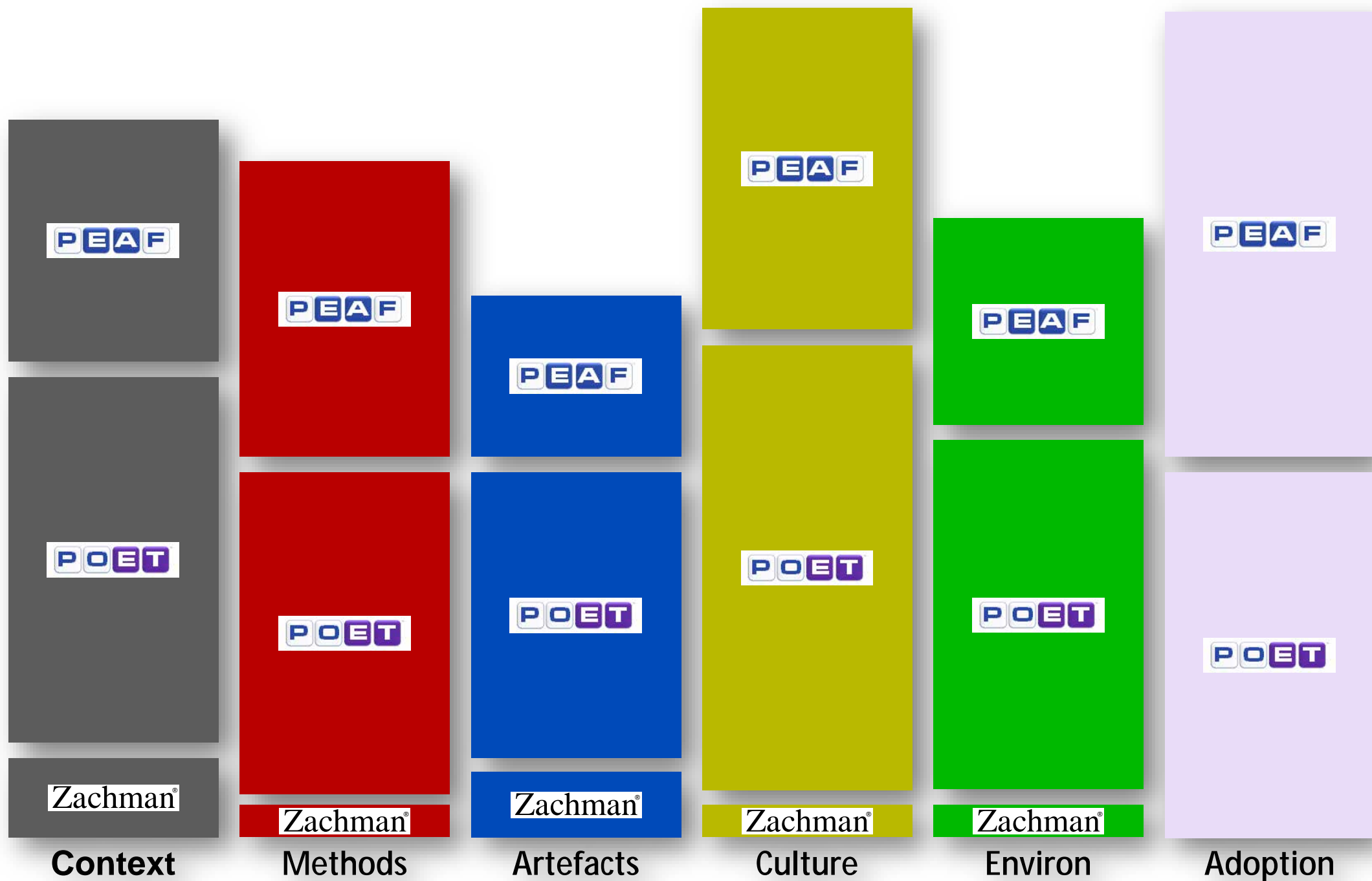


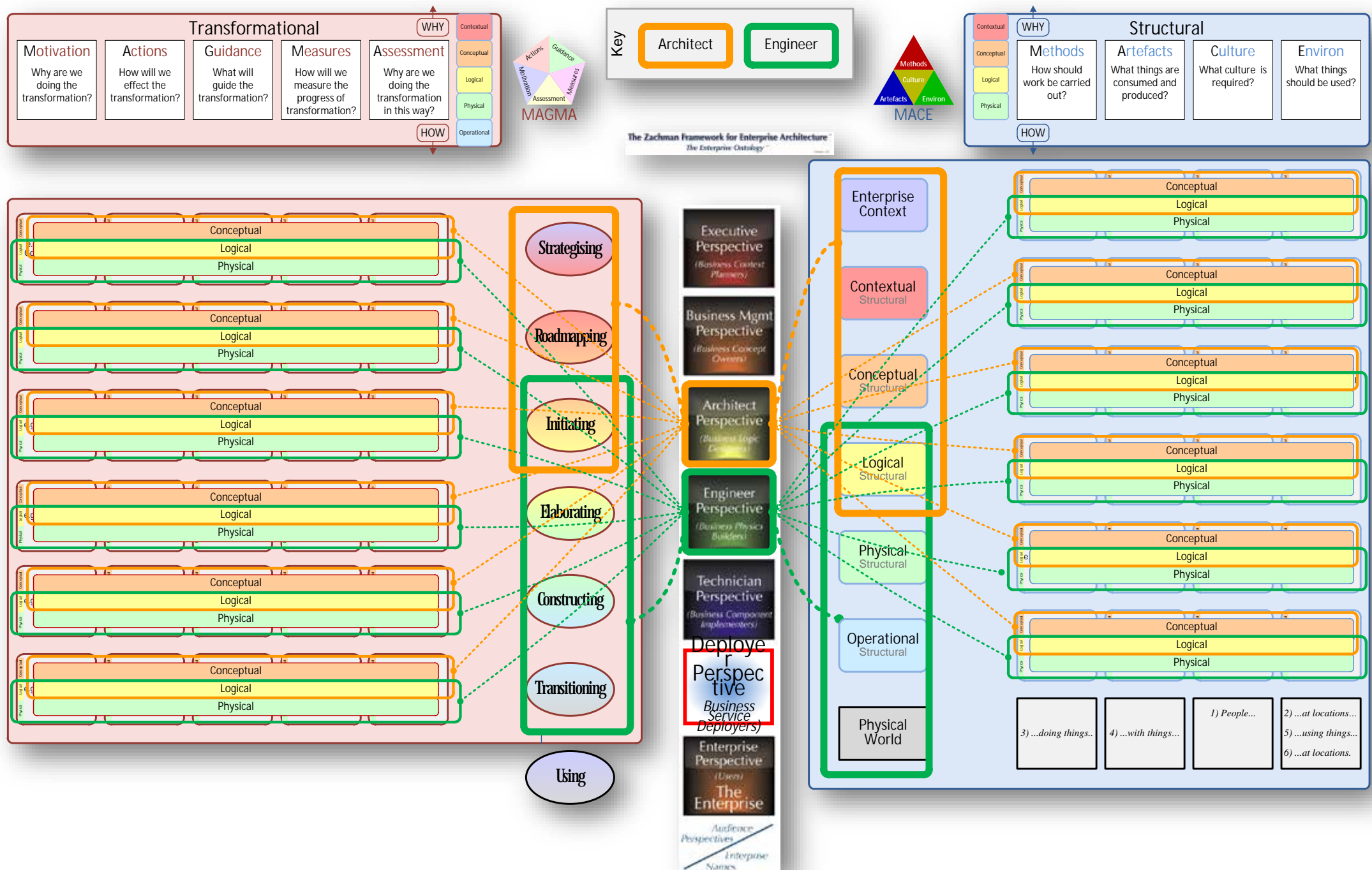
Plate C

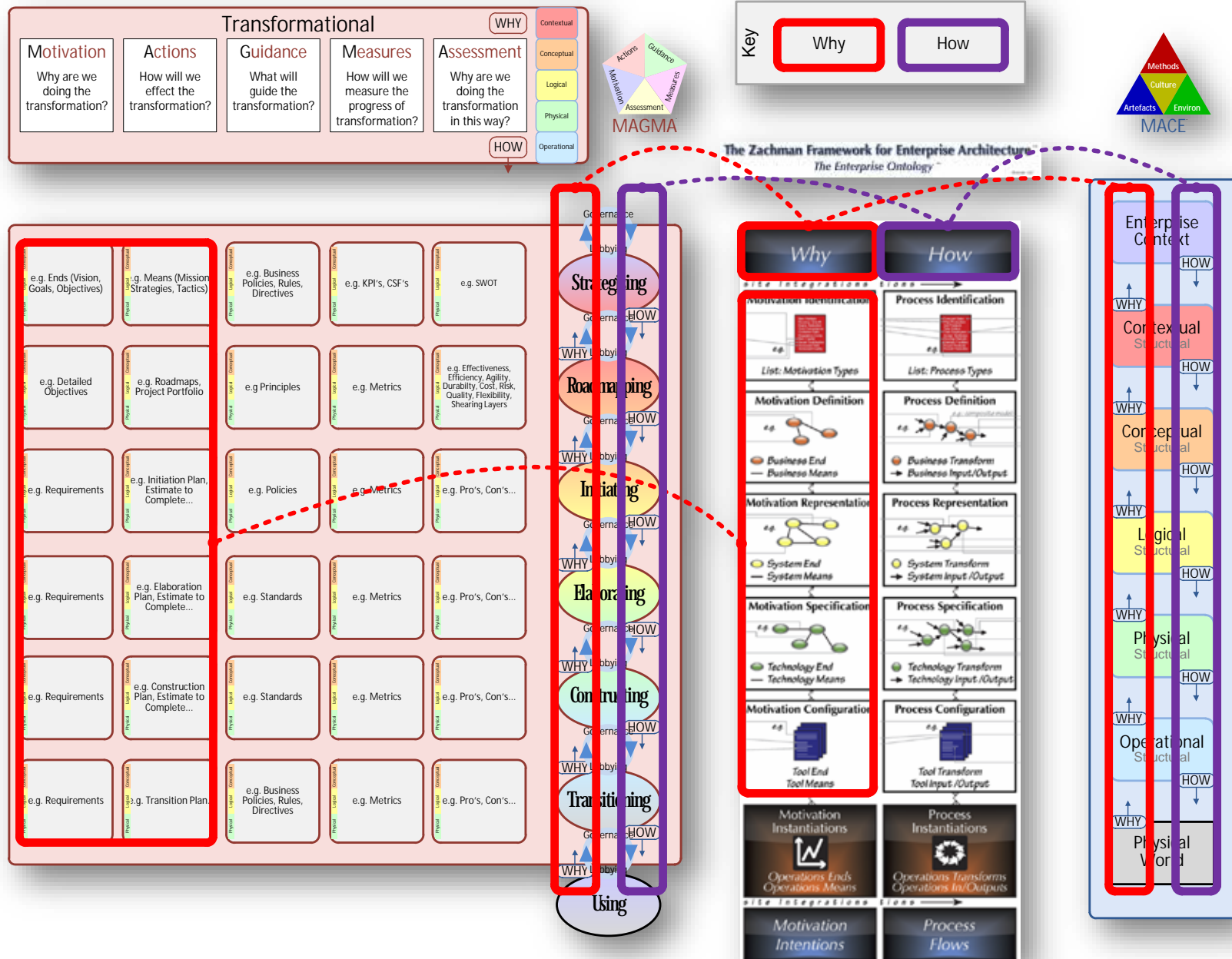


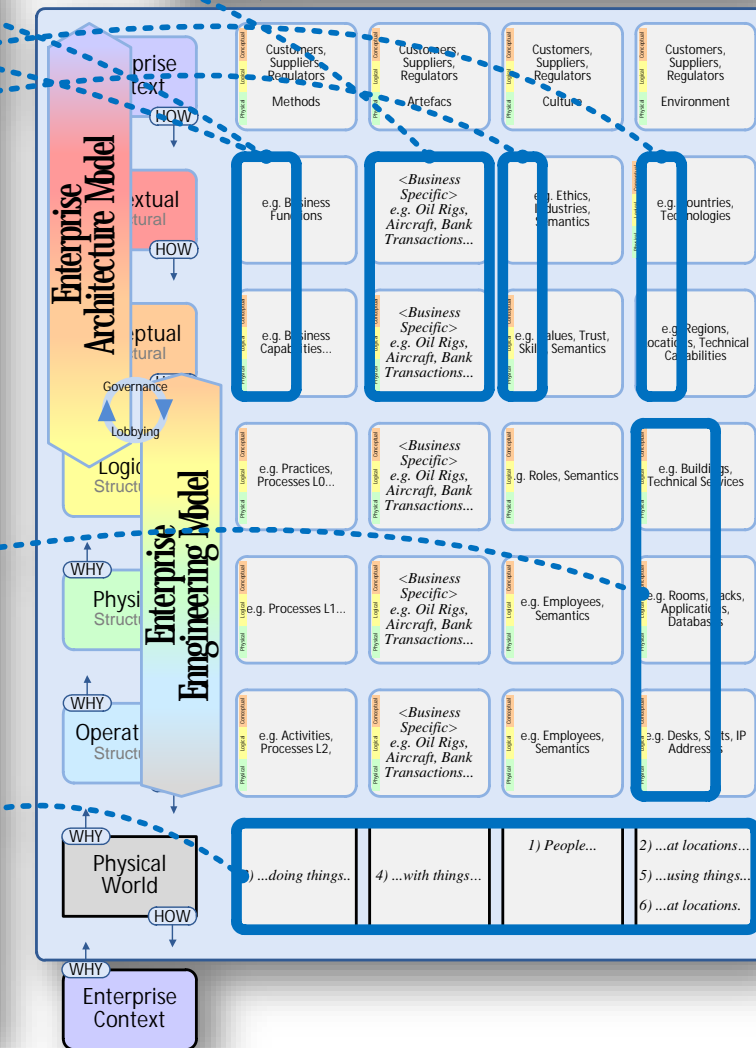
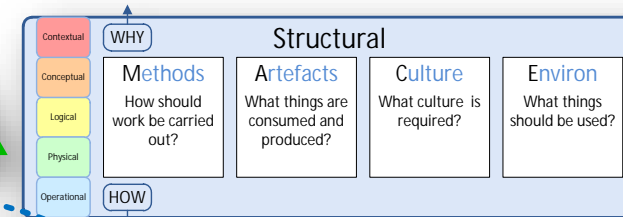
Plate D



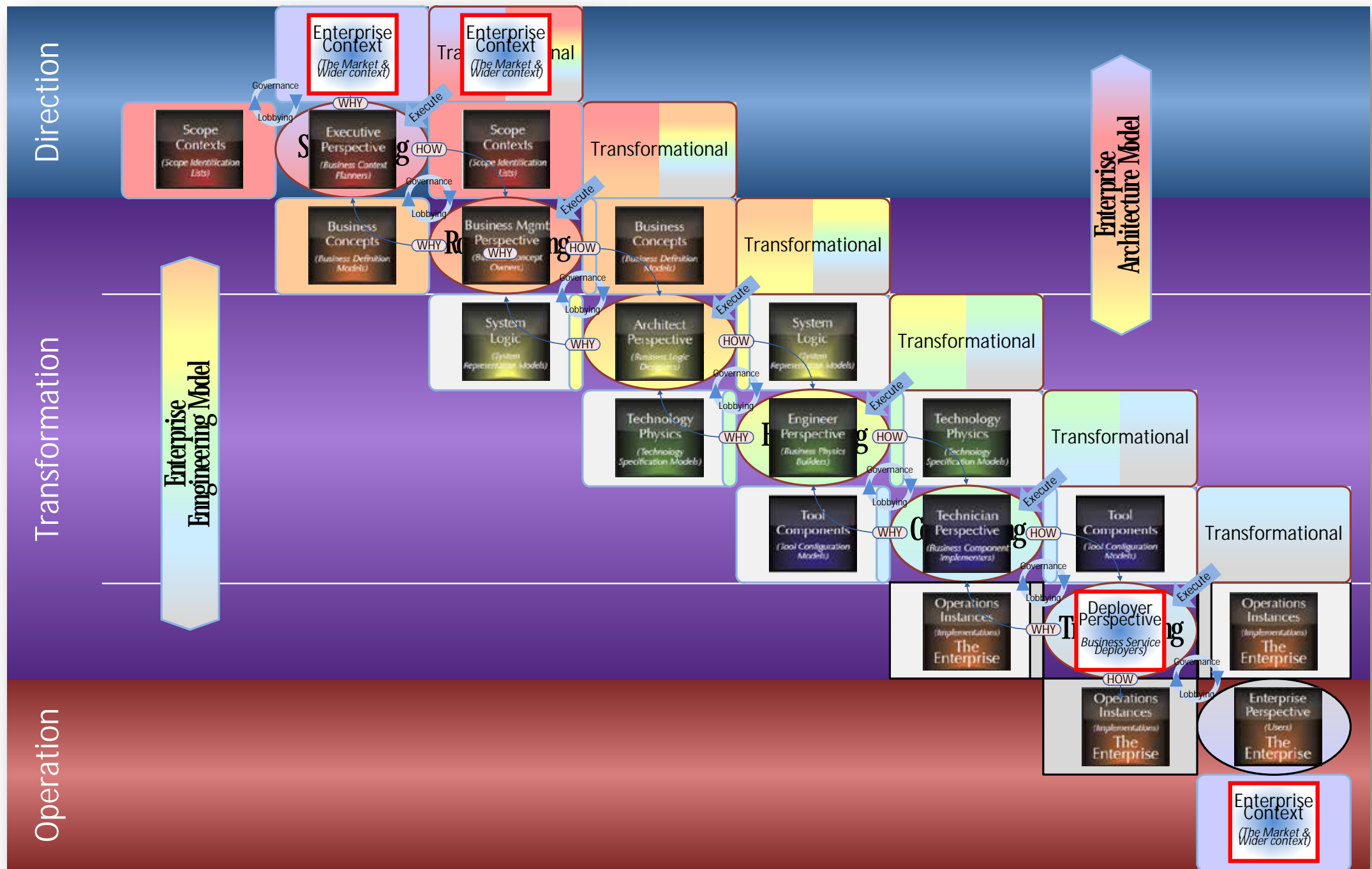




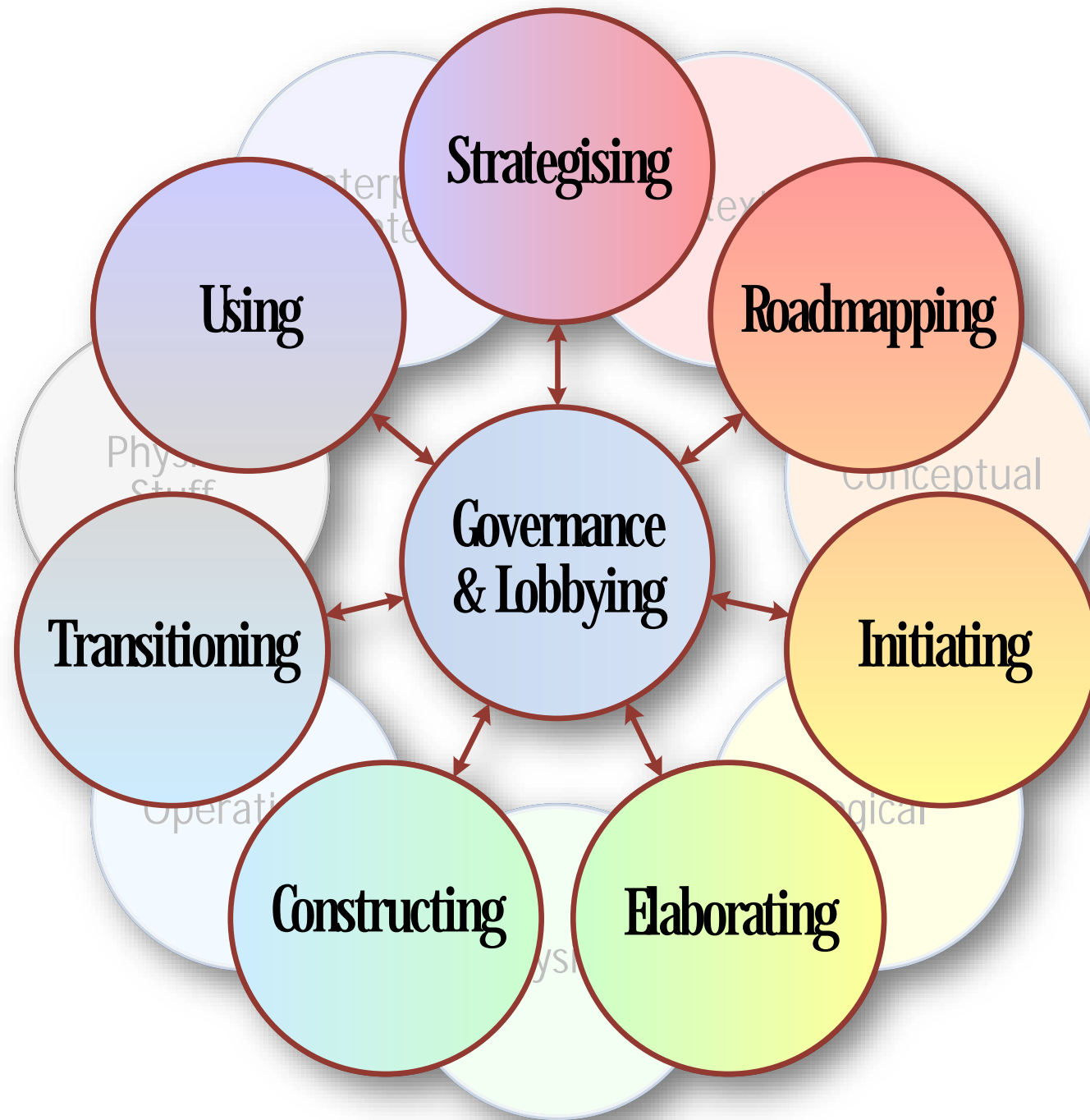


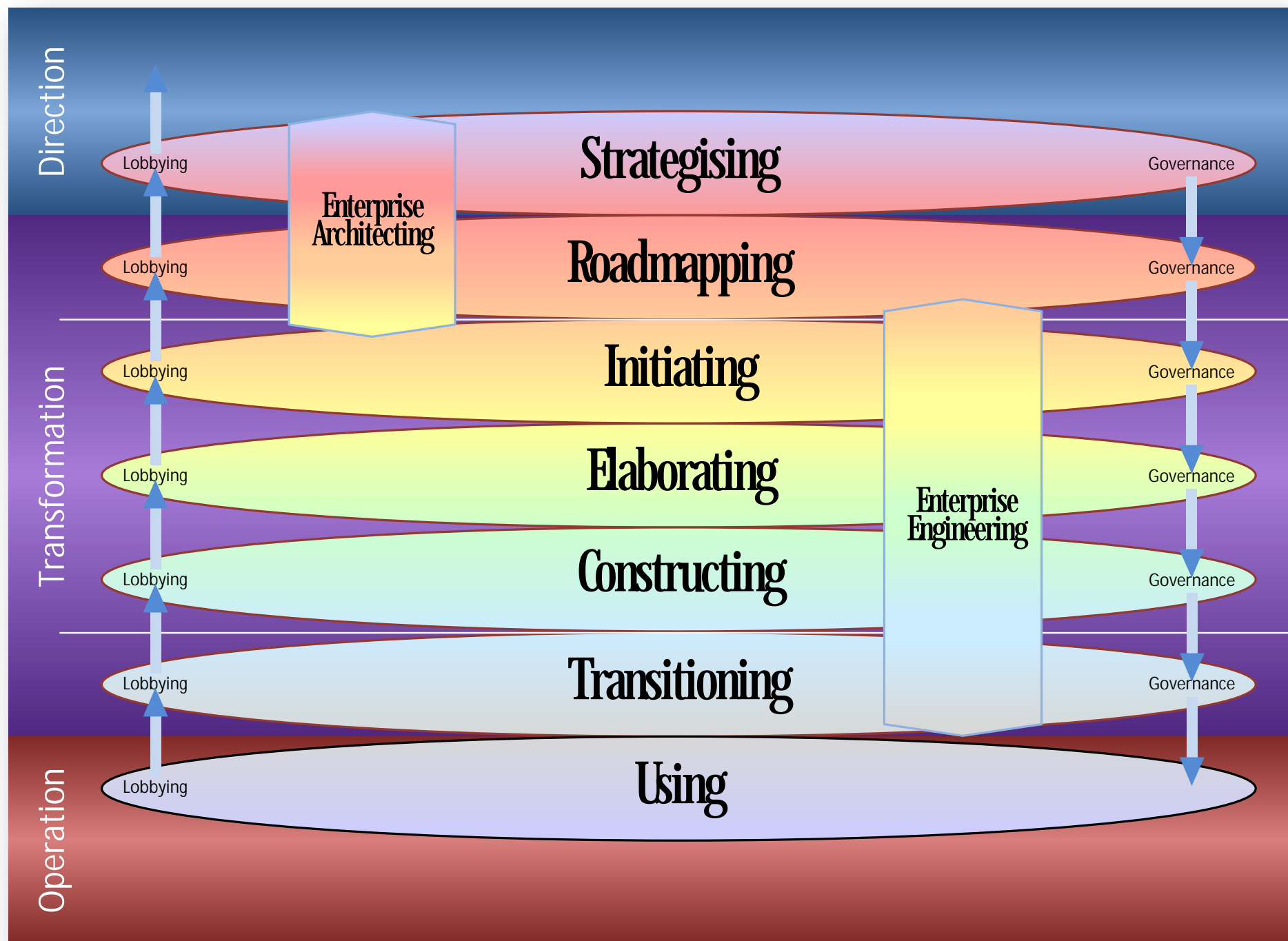


© 1987-2011 John A. Zachman, all rights reserved. Zachman® and Zachman International® are registered trademarks of John A. Zachman.



Methods





Strategising

Sometimes called Business Strategy or Enterprise Strategy

e.g. Mission, Vision, Strategies, Tactics, Goals and Objectives

Enterprise Context

Strategising

Contextual

Roadmapping

Conceptual

Initiating

Logical

Elaborating

Physical

Constructing

Operational

Transitioning

Physical Stuff

Roadmapping

Sometimes called Annual Business Planning or Transition Planning

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

Enterprise Context

Strategising

Contextual

Roadmapping

Conceptual

Initiating

Logical

Elaborating

Physical

Constructing

Operational

Transitioning

Physical Stuff

Project Execution

All the work that happens when the project portfolio executes which finally results in the deployment of changes to the Methods, Artefacts, Culture and Environment of the Enterprise.

Enterprise Context

Strategising

Contextual

Roadmapping

Conceptual

Initiating

Logical

Elaborating

Physical

Constructing

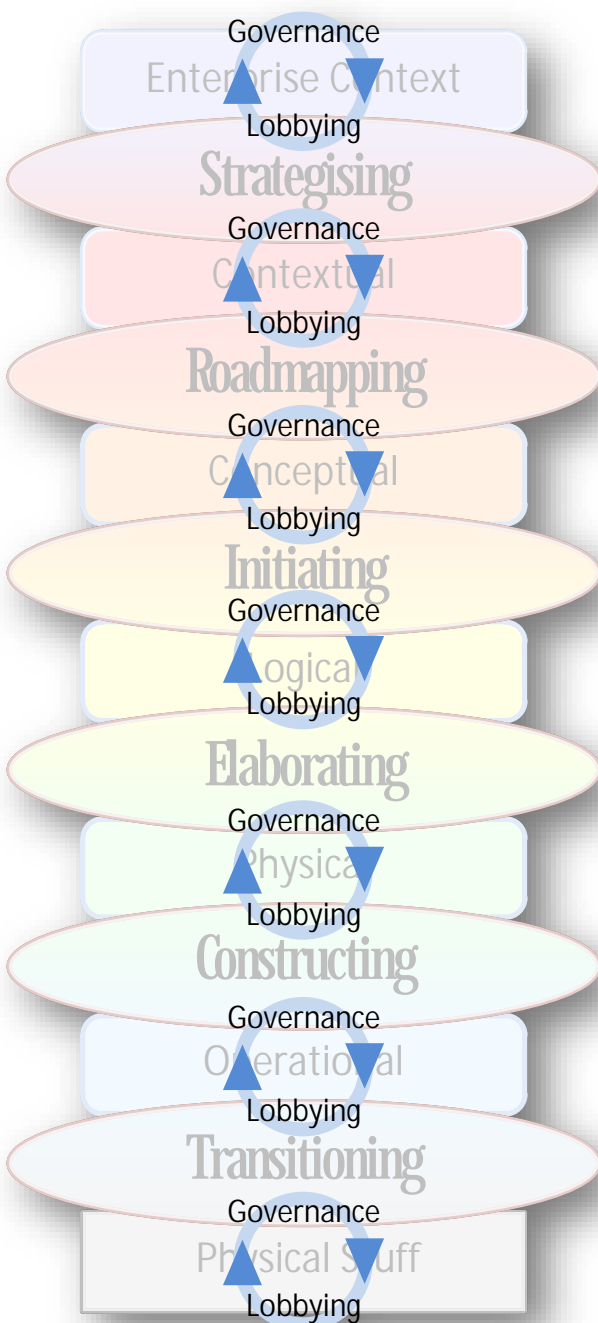
Operational

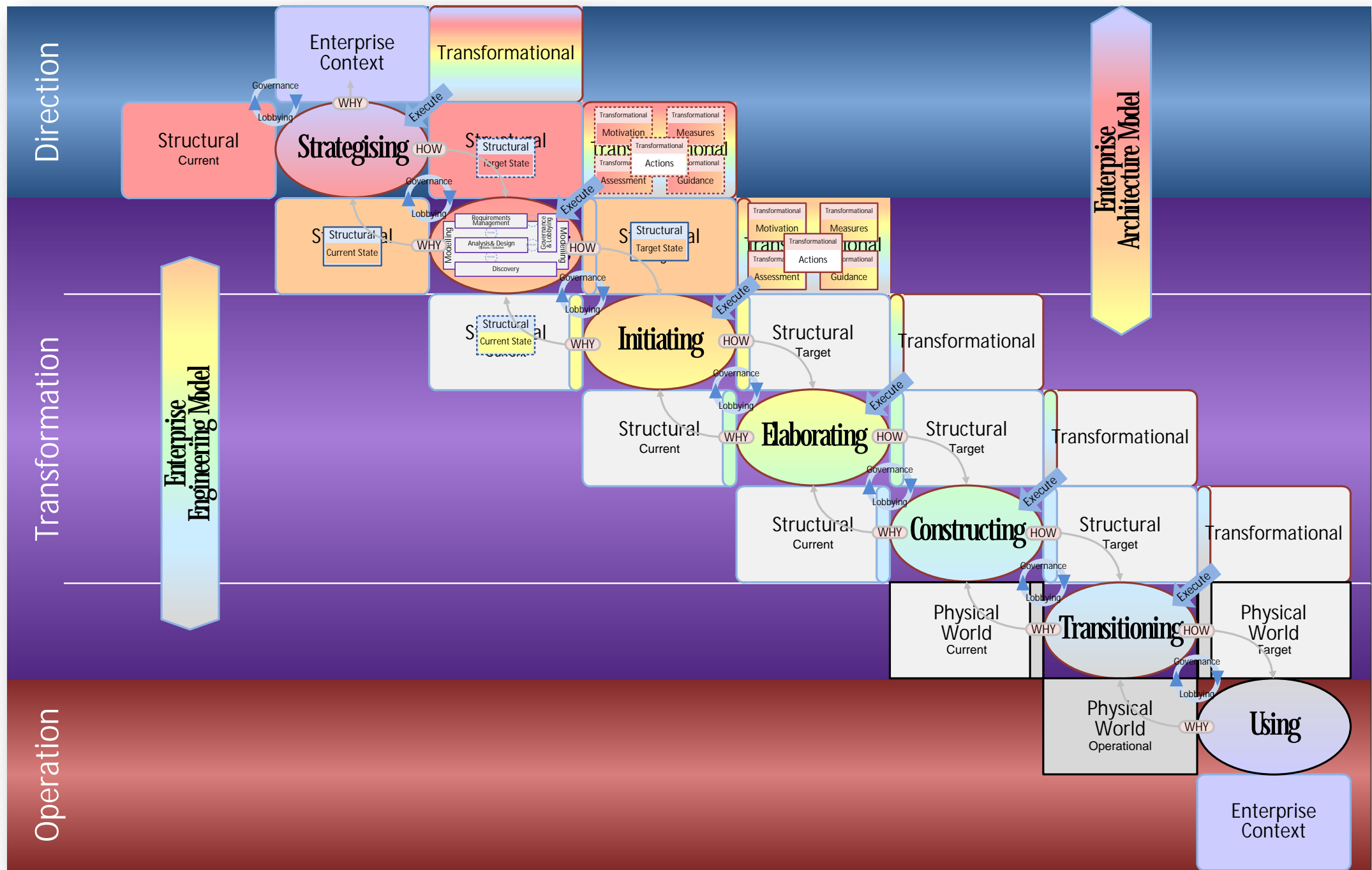
Transitioning

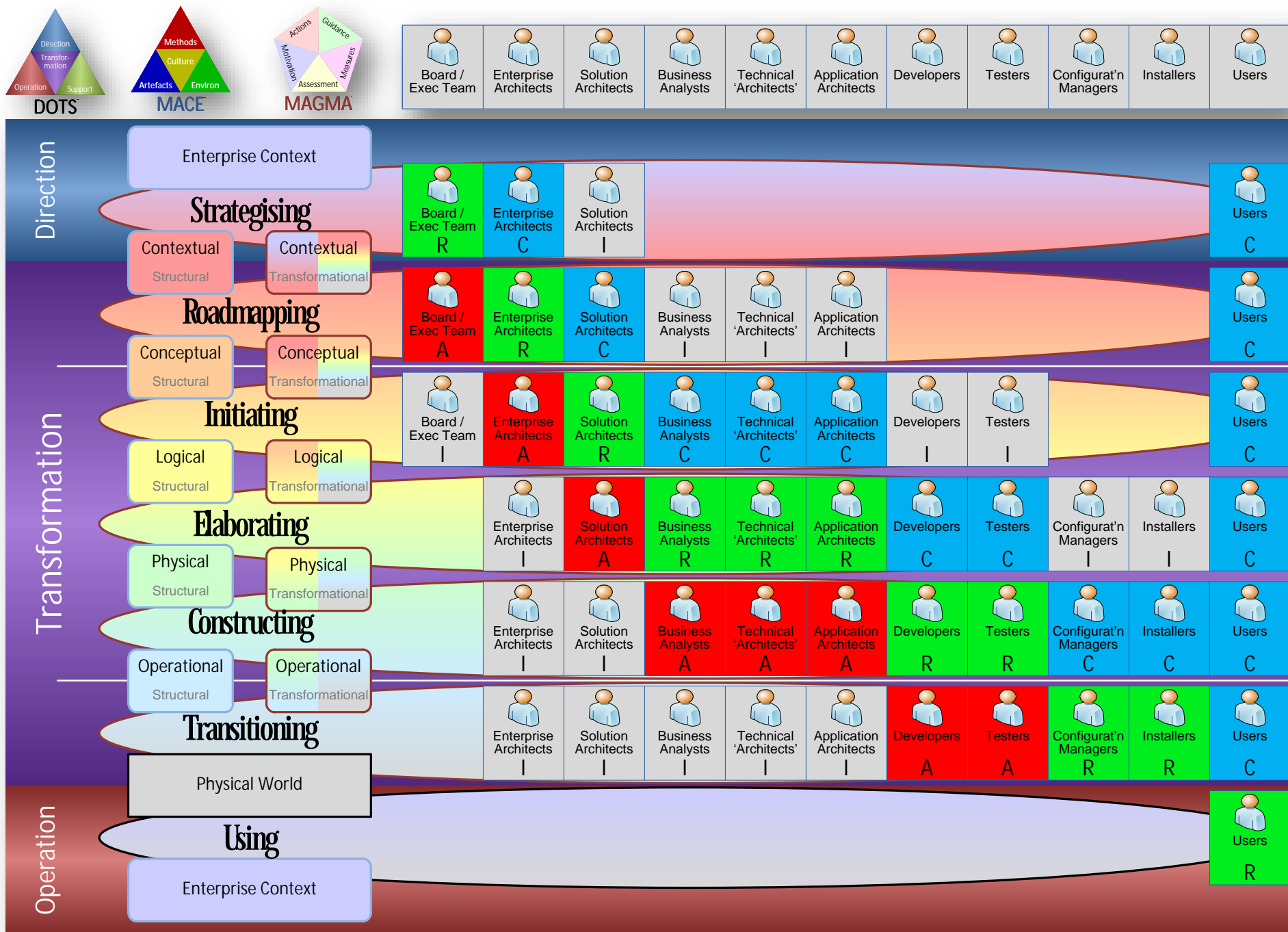
Physical Stuff

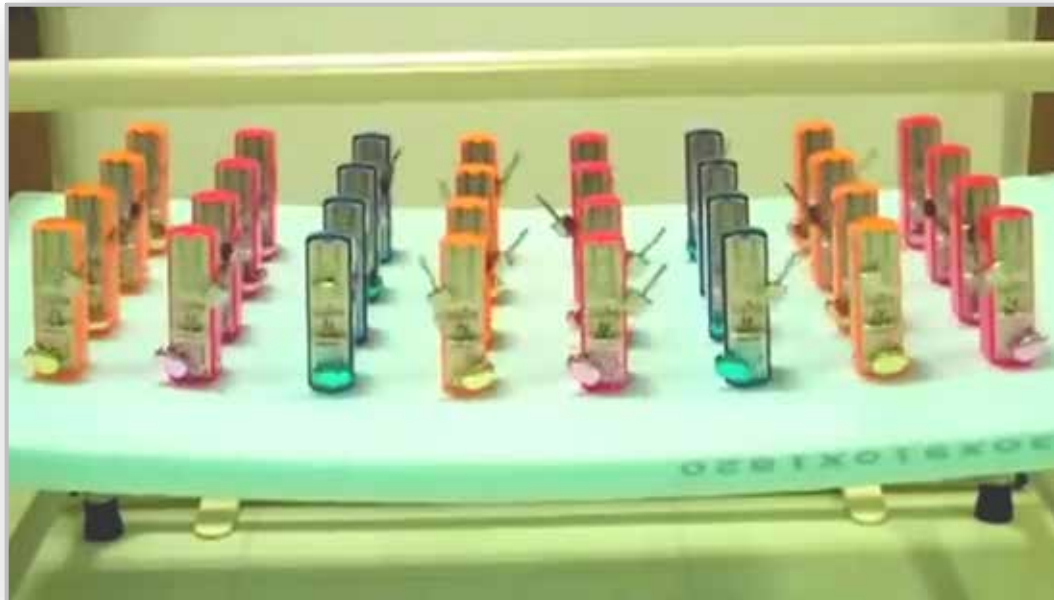
Governance & Lobbying

The work that happens
between the phases,
ensuring compliance looking
down (Governance) and
raising issues and problems
looking up (Lobbying)









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.

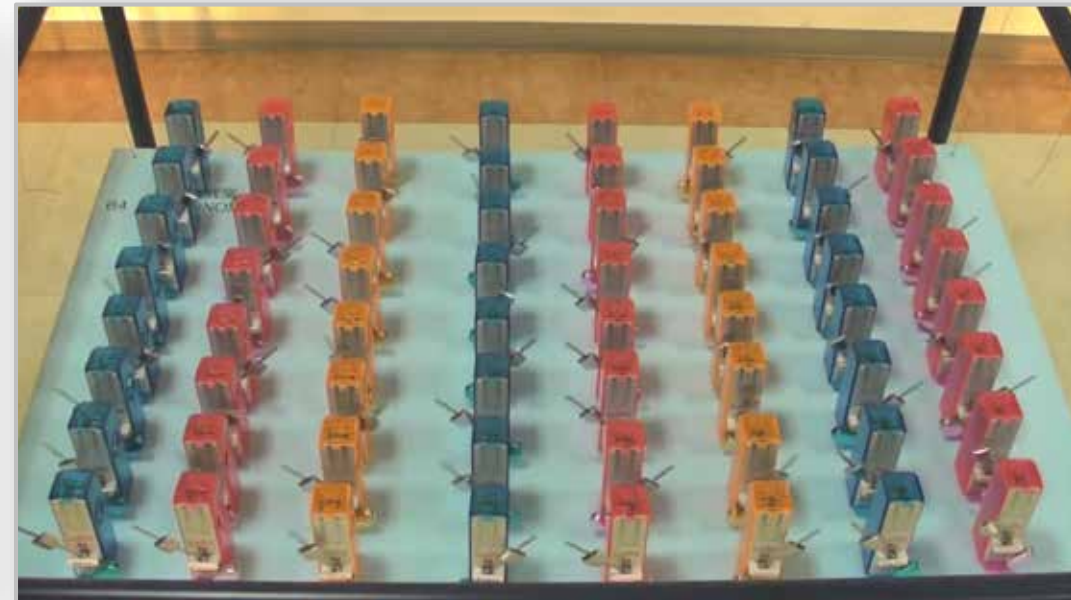
www.youtube.com/watch?v=4ti3d3ls5Zg



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=JWToUATLGzs



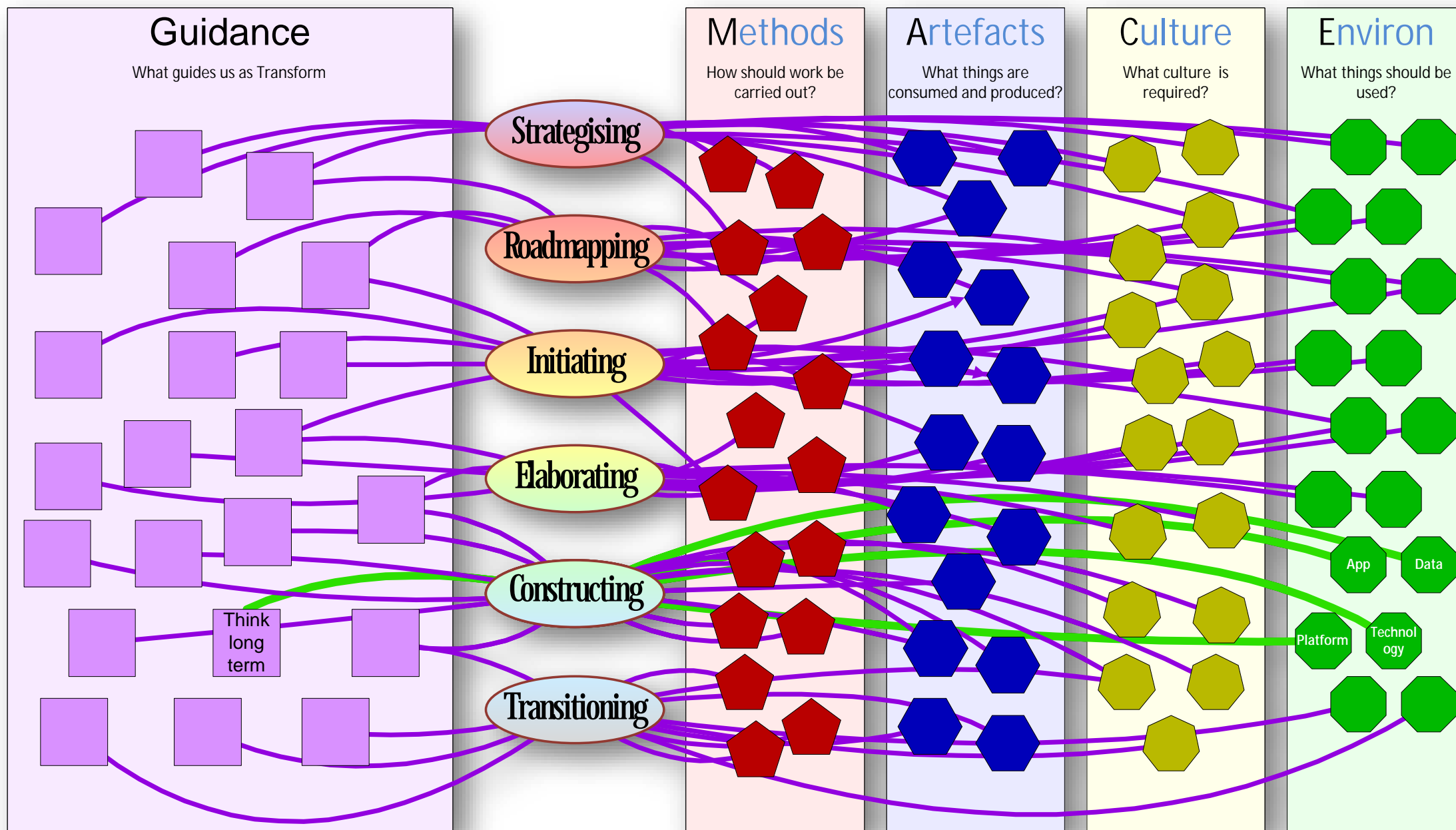
Governance

Lobbying

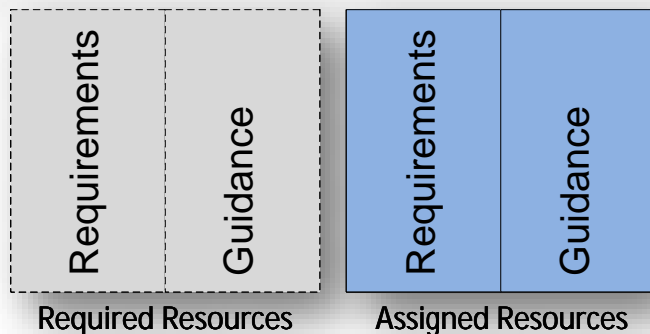
Risk Management

“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?”

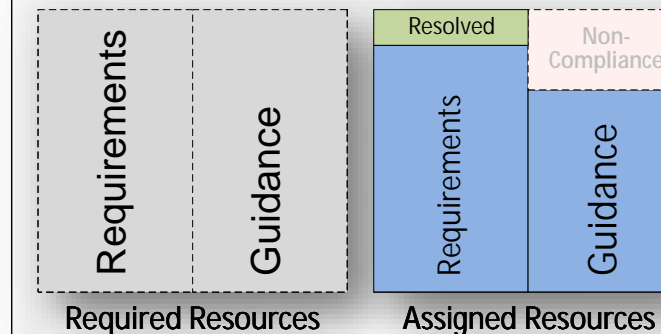
- Ward Cunningham



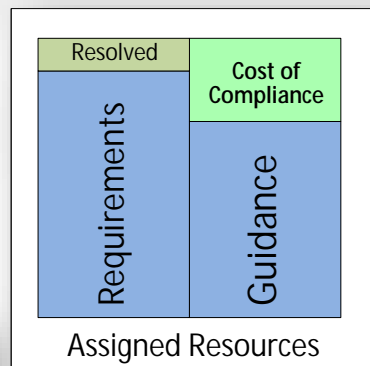
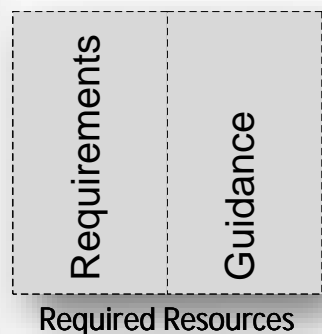
The Perfect World



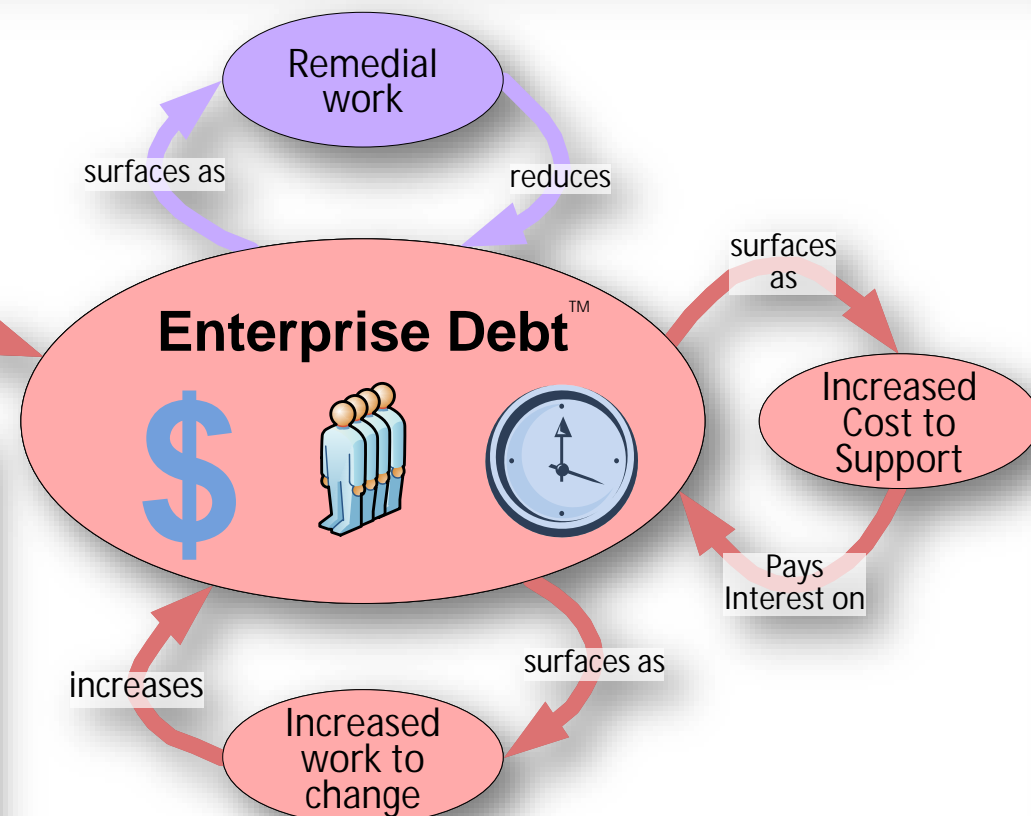
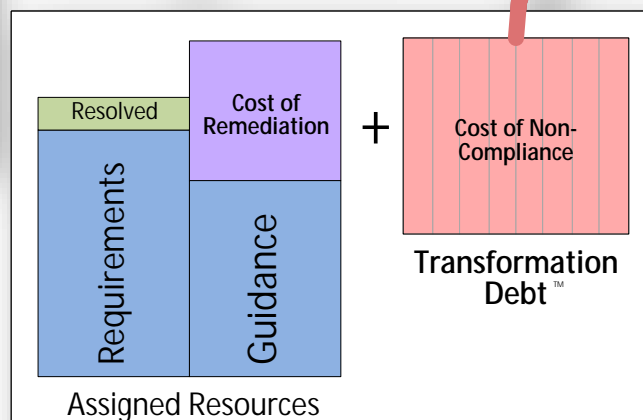
The Real World

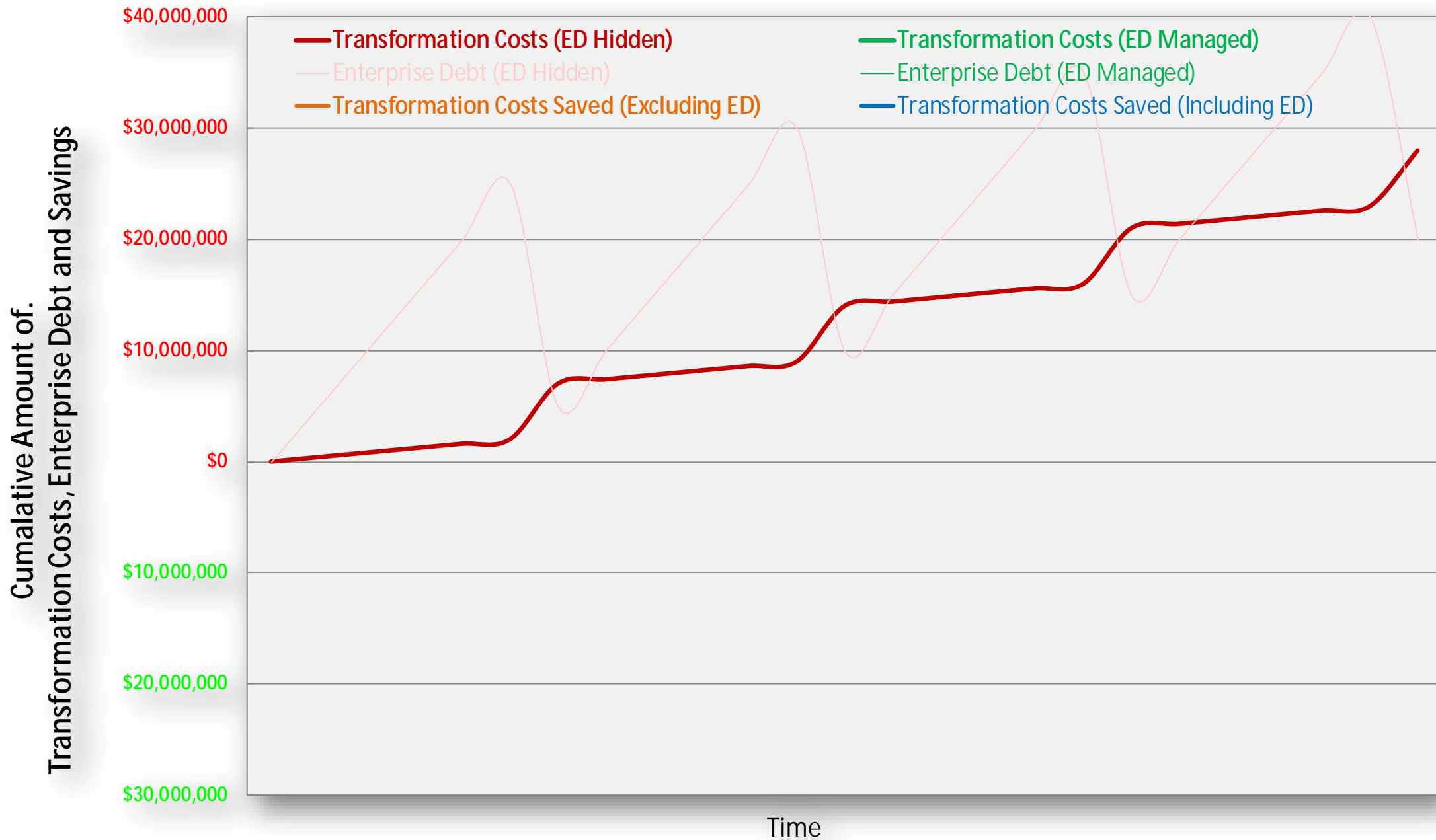


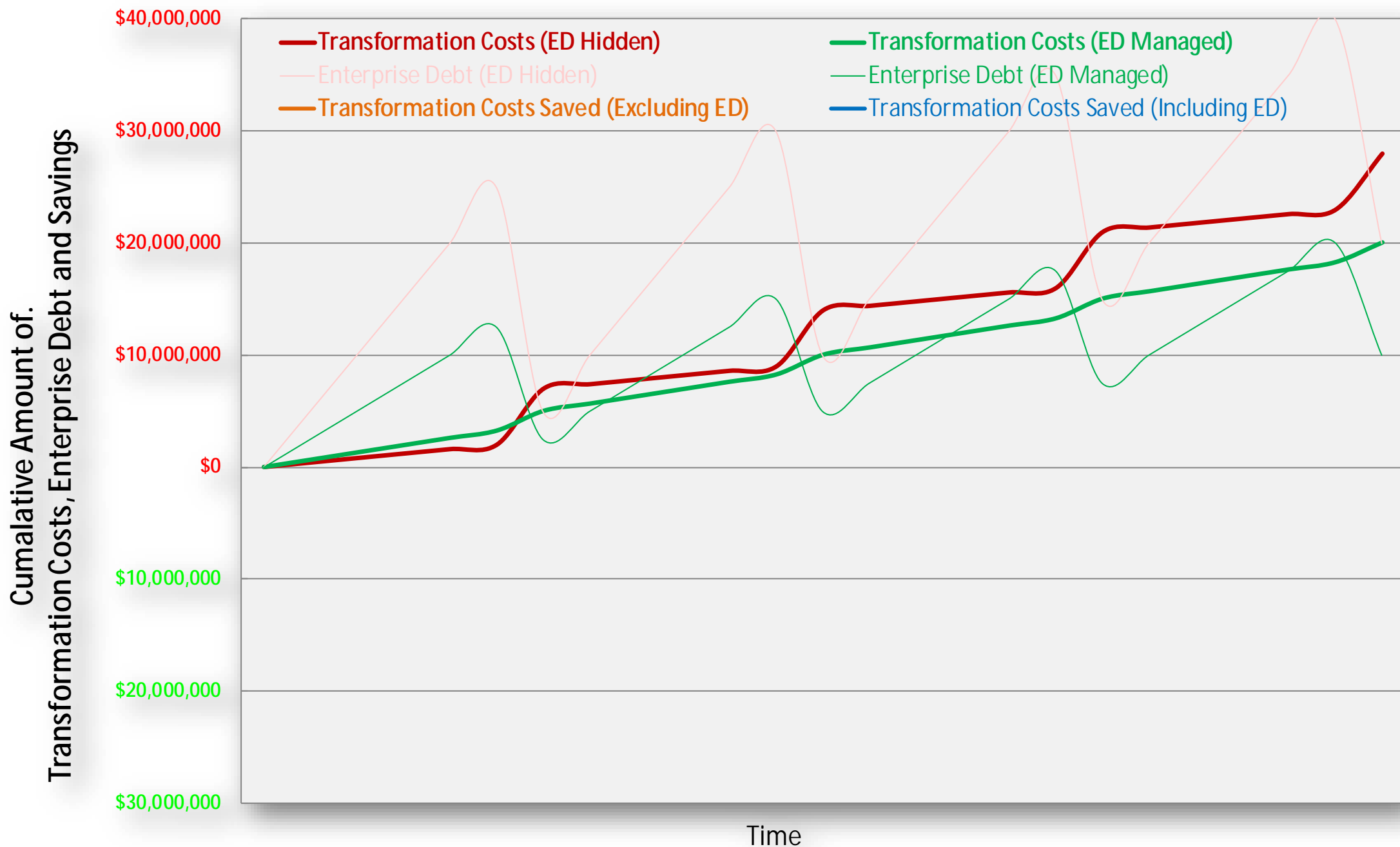
The Pragmatic World

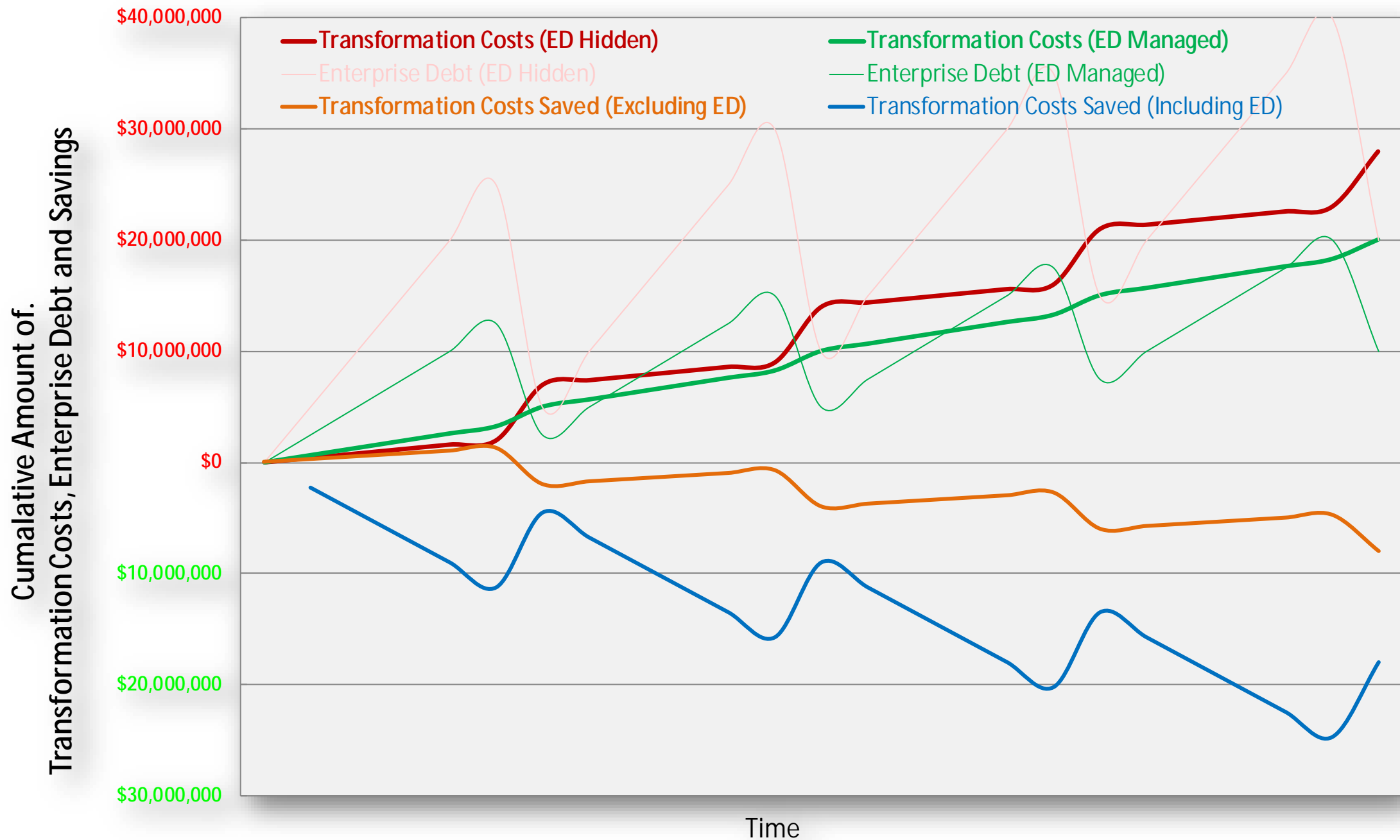


or



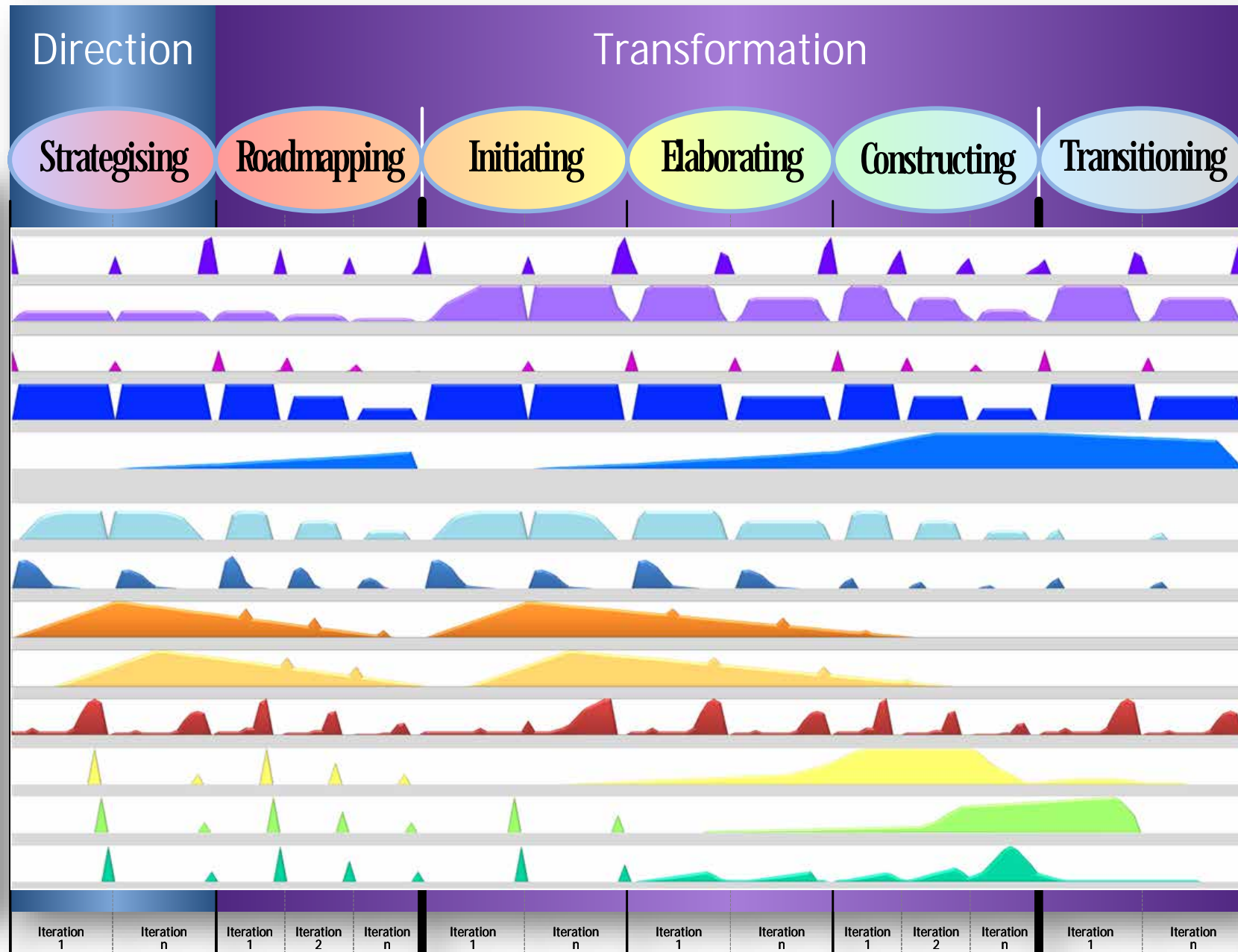


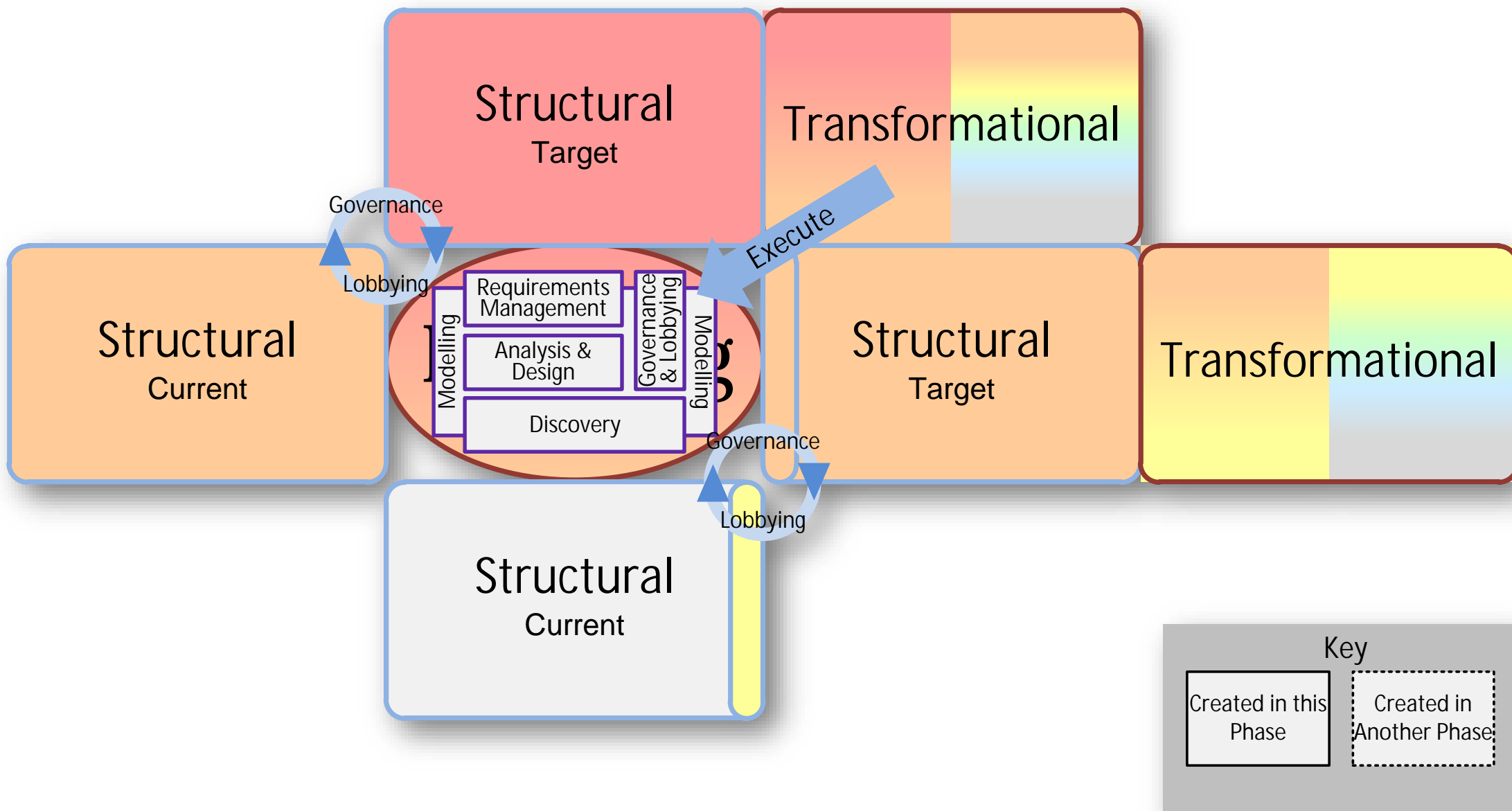


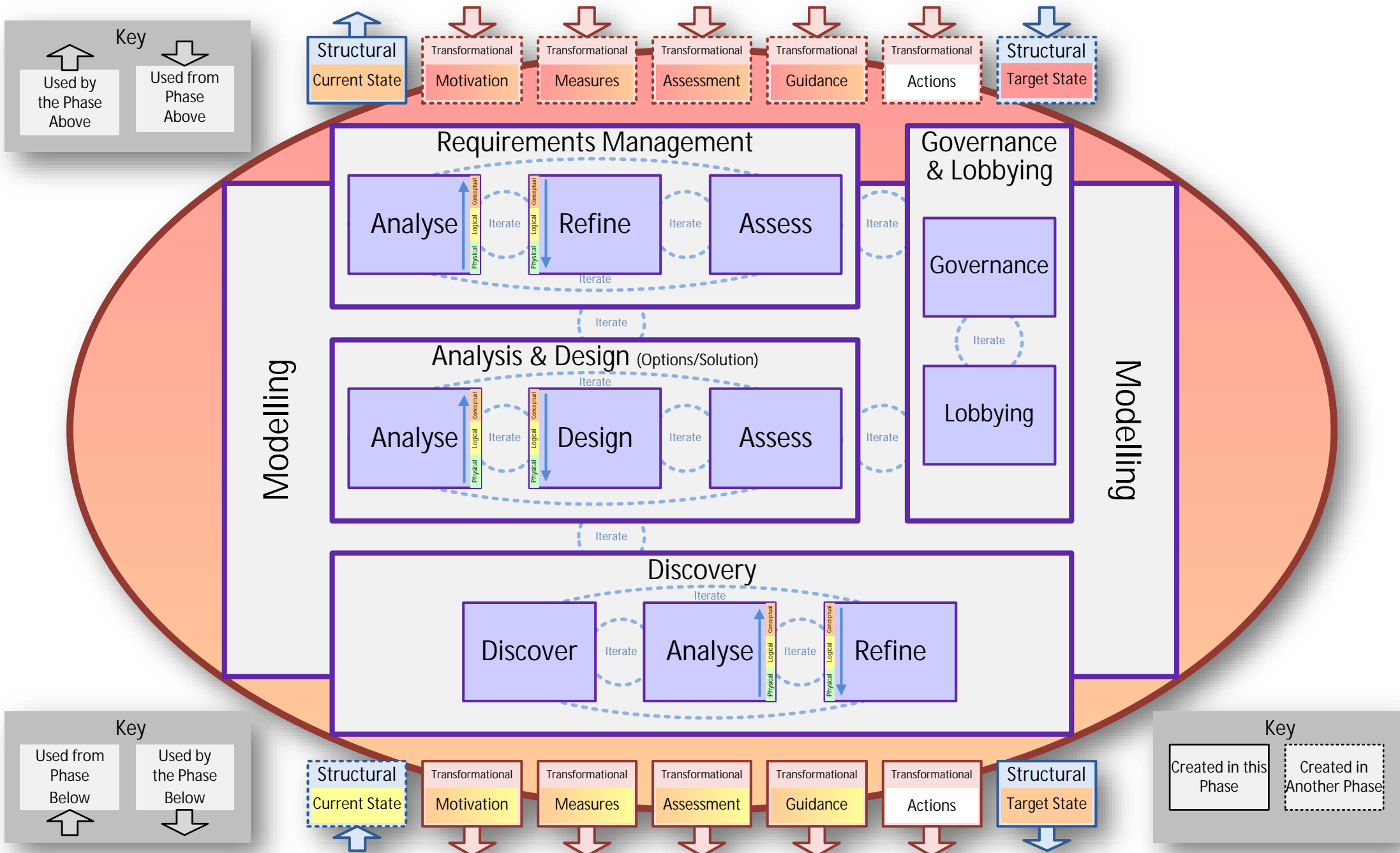


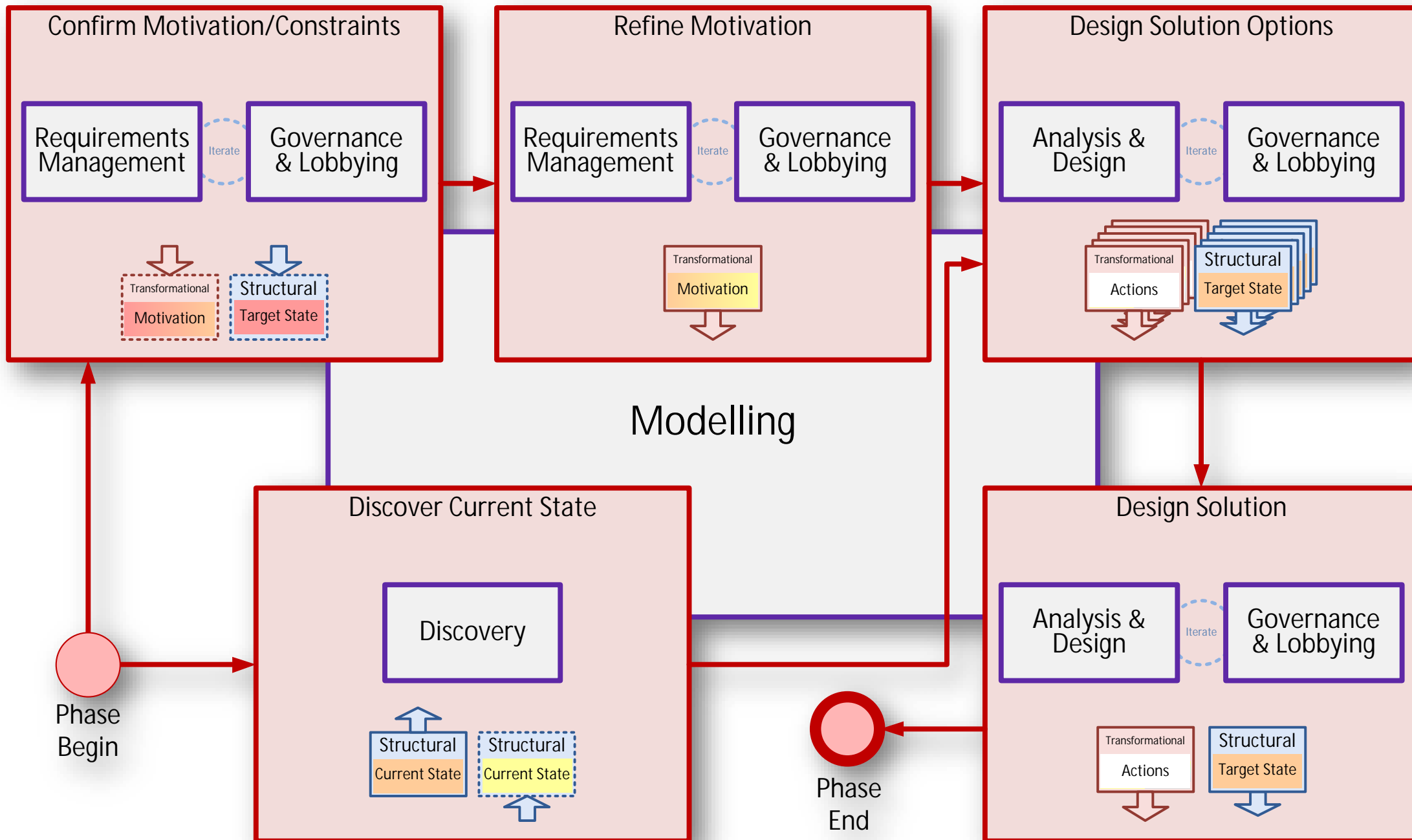
	Enterprise Debt™ - Hidden	Enterprise Debt™ - Managed
Total Spent on Transformation	£28M	£20M
Current level of Enterprise Debt™	£20M	£10M
TOTAL	£48M	£30M
Amount Saved	£18M Which equates to a 38% saving on your Enterprise Transformation Bill	

Disciplines
Project Planning
Project Managing
Setup Environment
Change Management
Configurat'n Managm't
Modelling
Discovery
Requirements Management
Analysis & Design
Governance & Lobbying
Implementing
Testing
Deploying

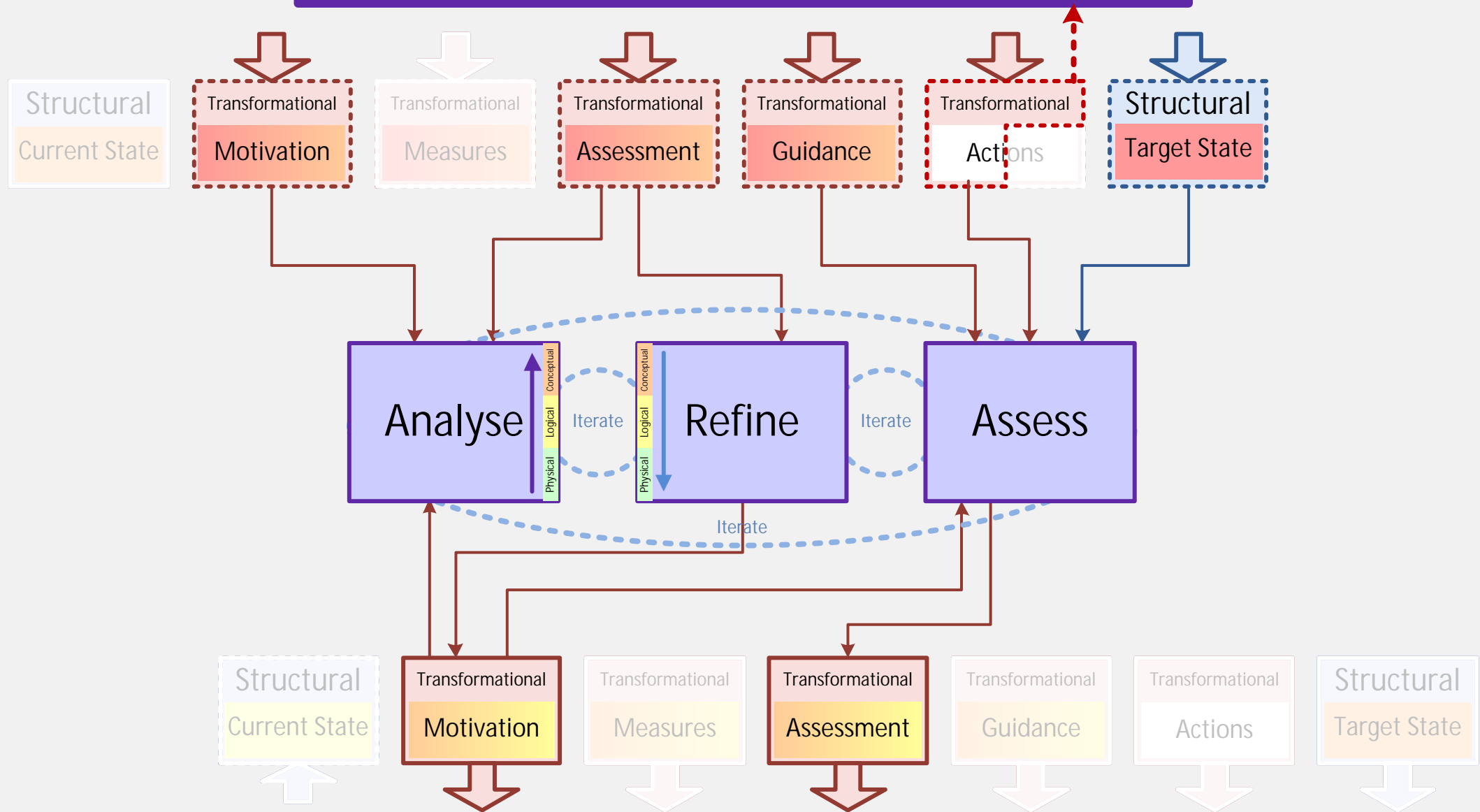




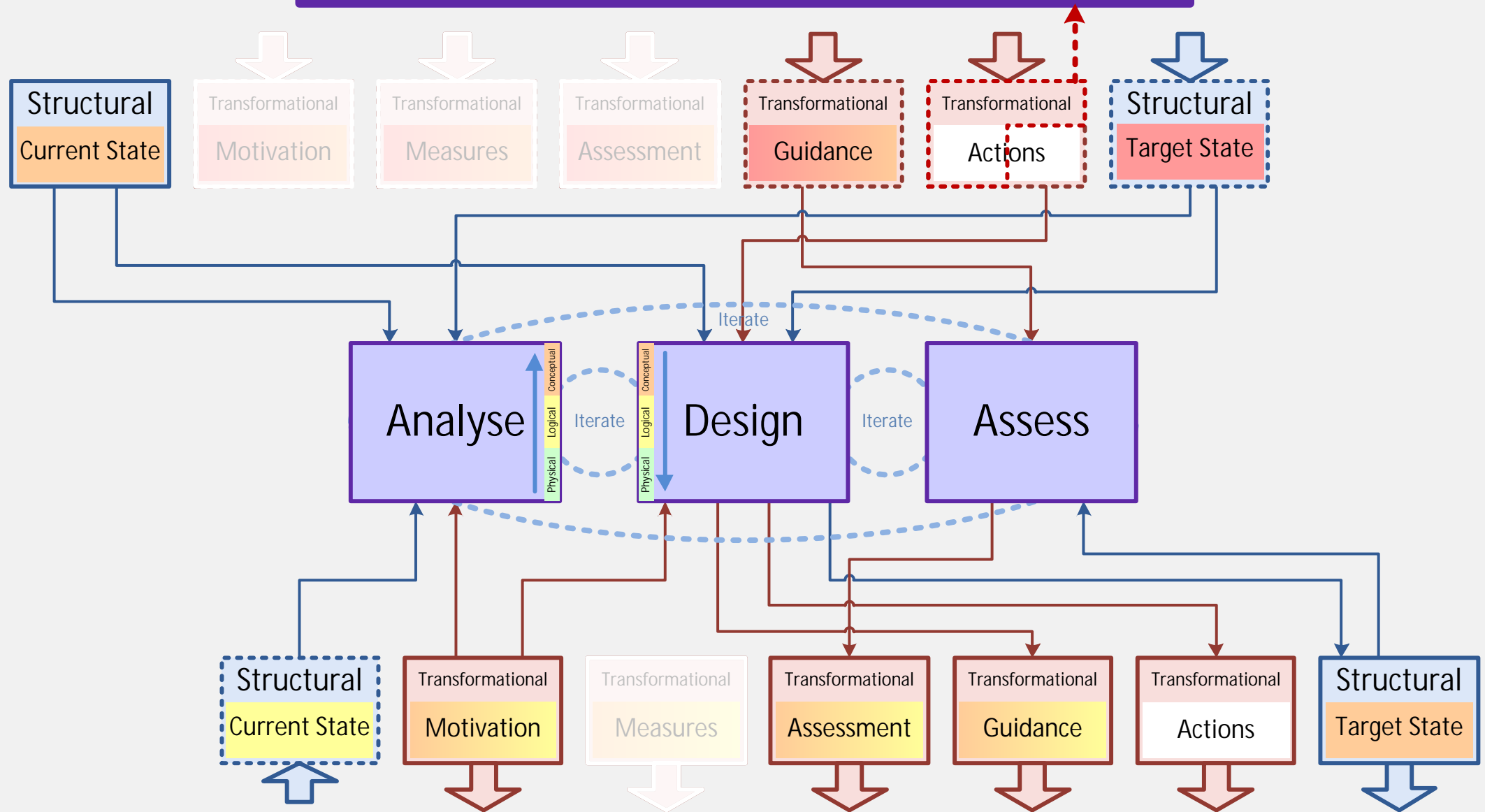


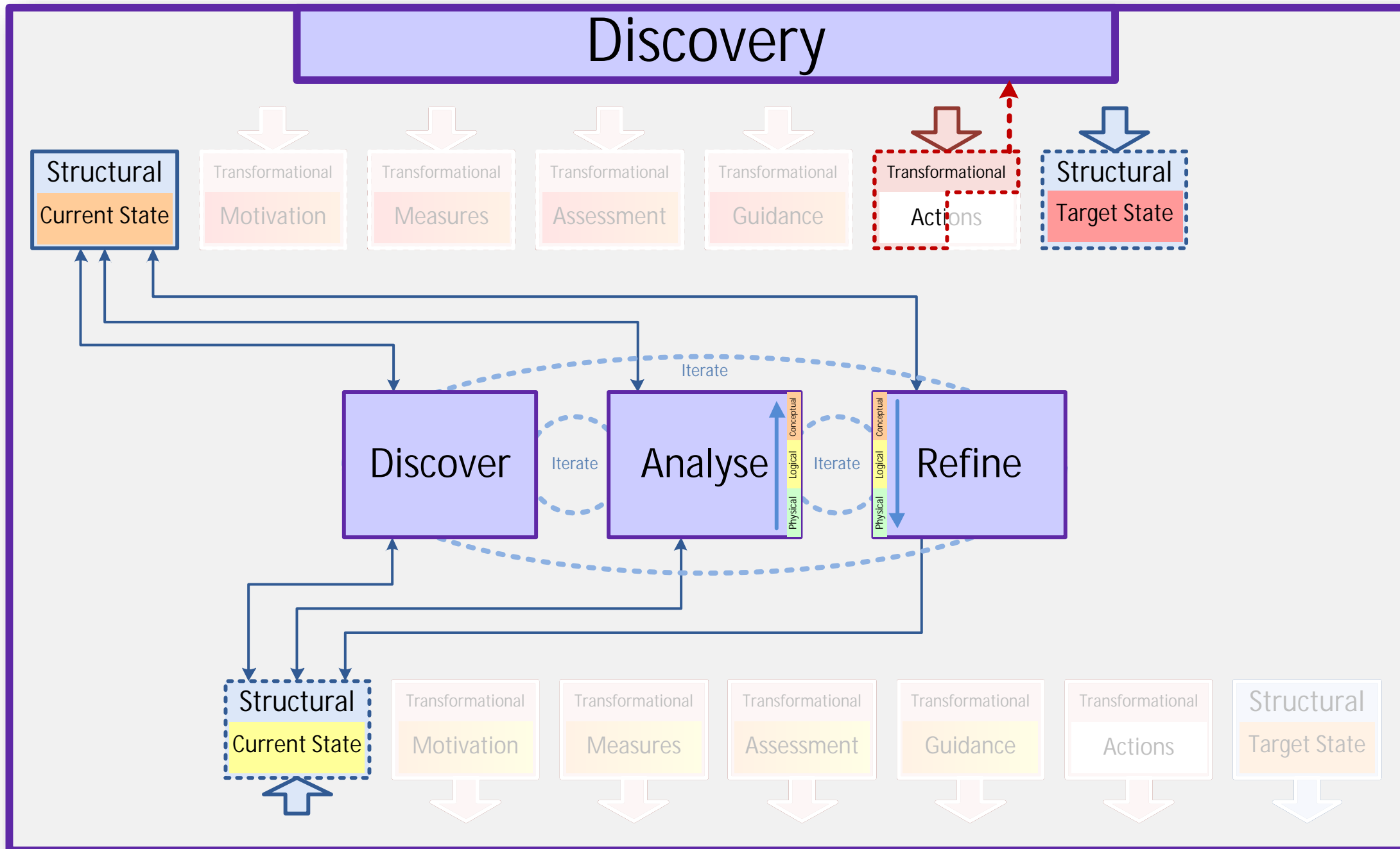


Requirements Management

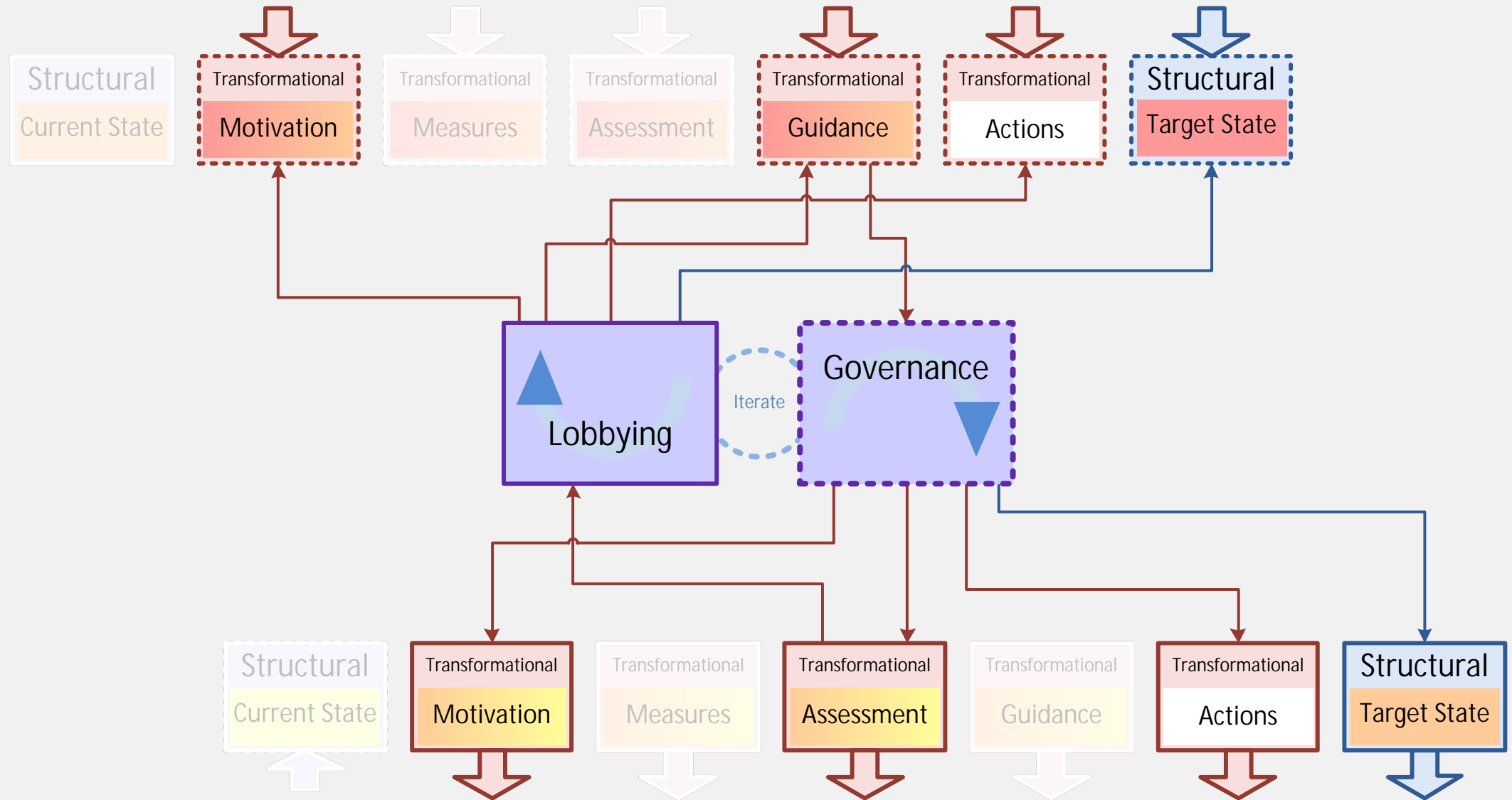


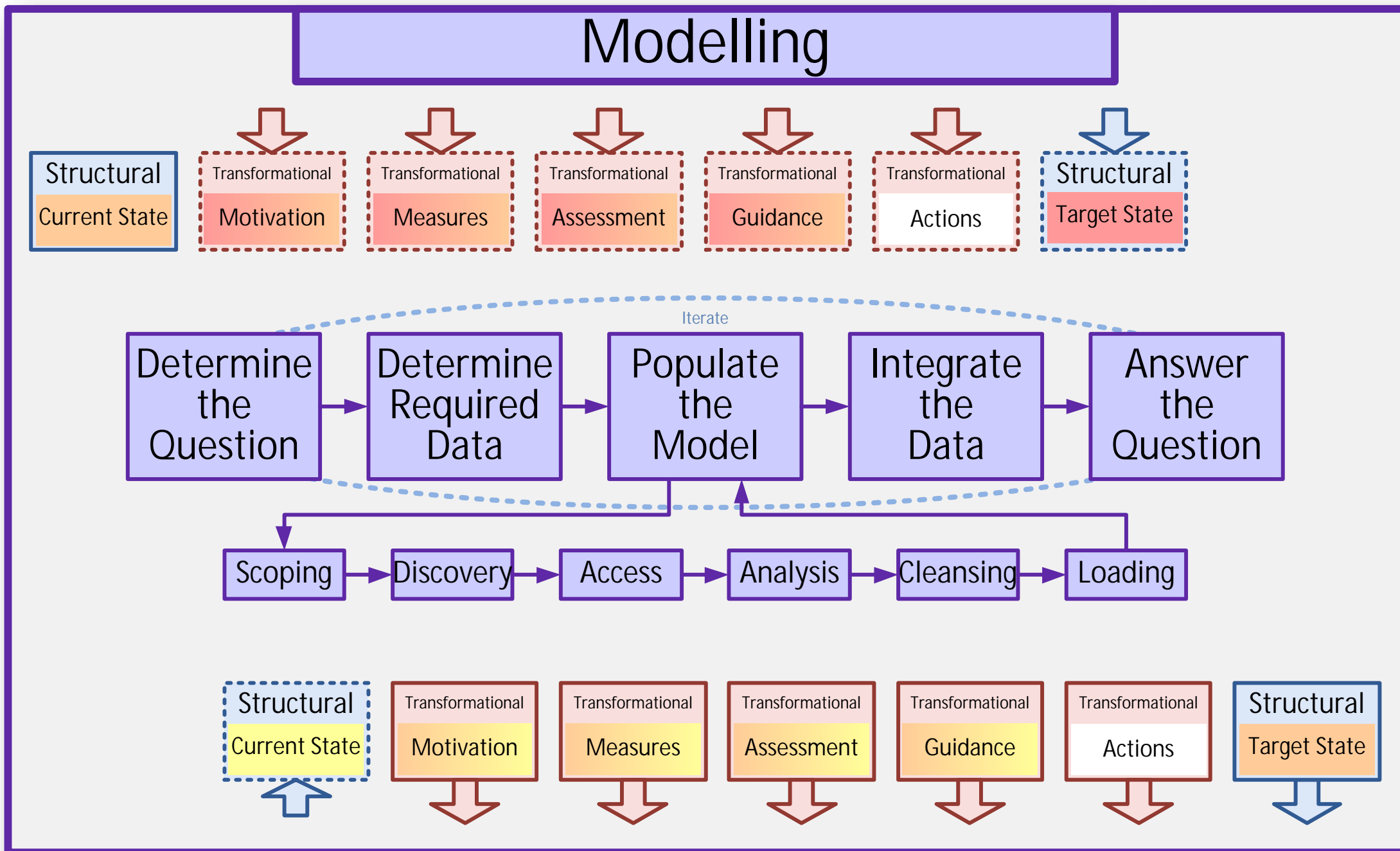
Analysis & Design (Options/Solution)



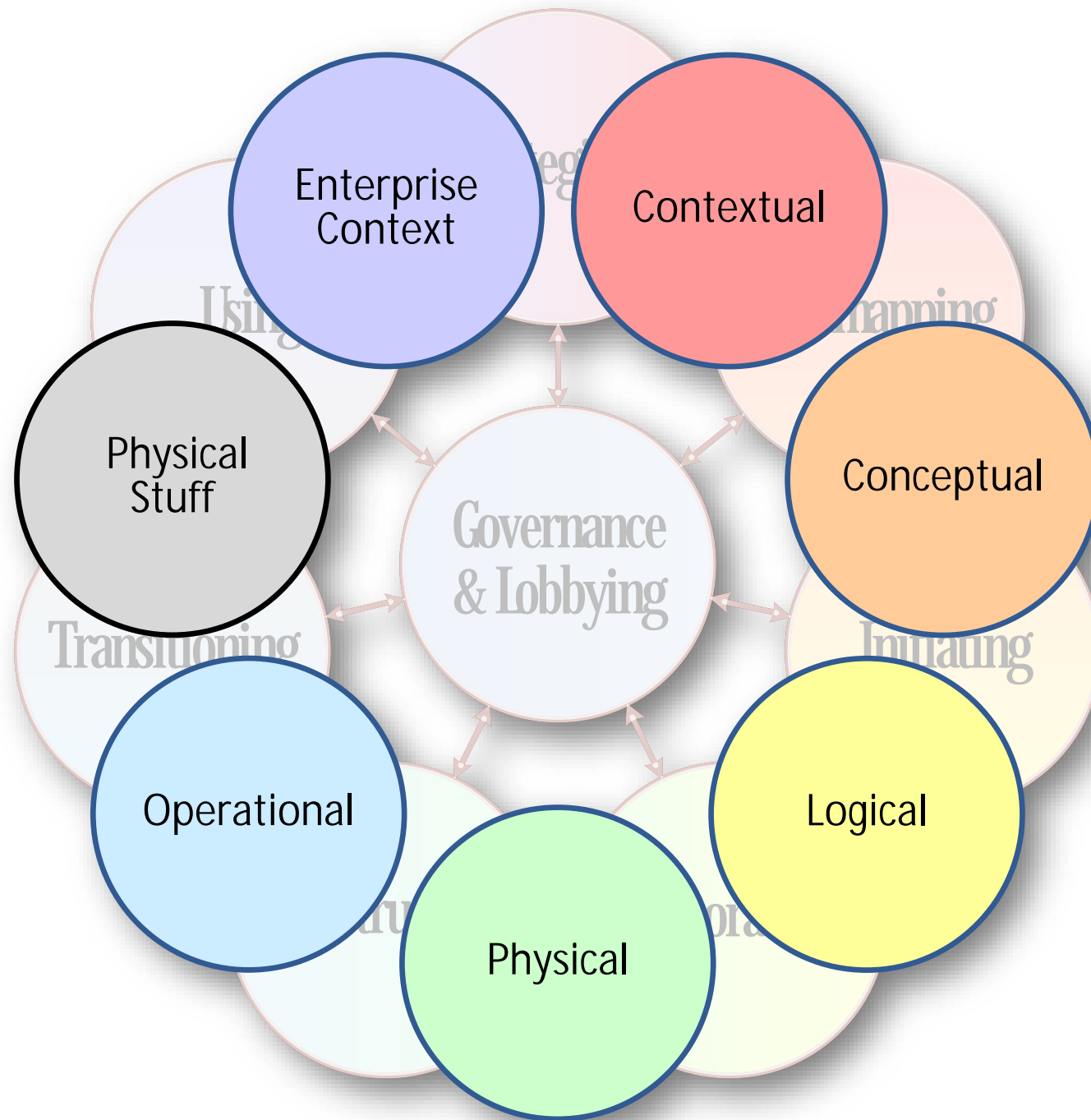


Governance & Lobbying



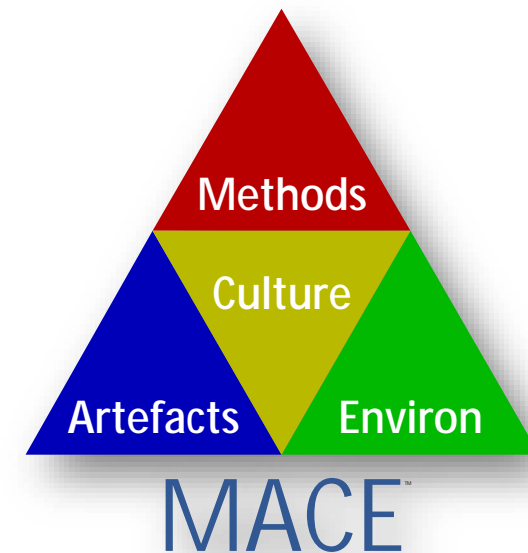


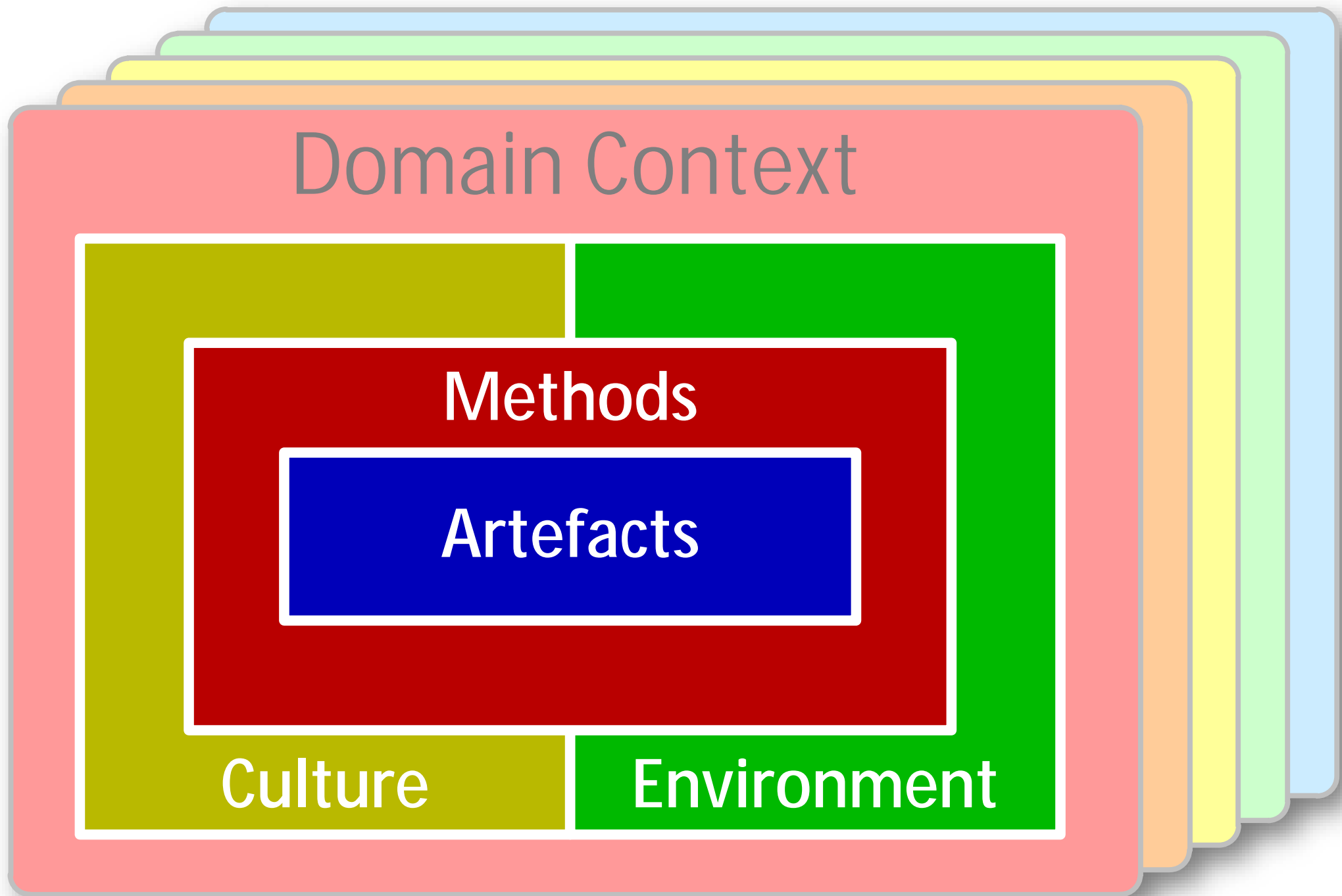
Artefacts



Structural

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





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

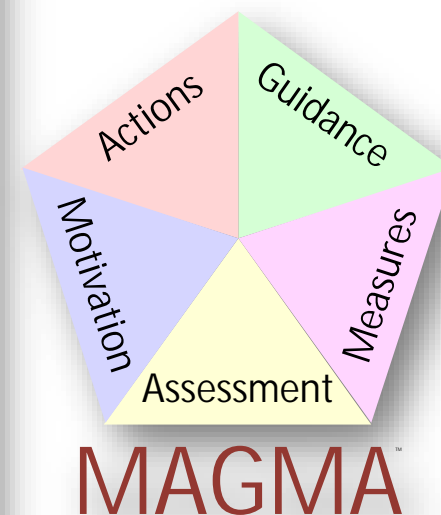
How will we measure the progress of transformation?

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...



Domain Context

Measures

Motivation

Assessment

Guidance

Actions

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

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.

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

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.

EBMM

Business, Directive,
Assessment, Business
Model, Influencer,
Driver.

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

Benefits Review Plan, Business Case, Checkpoint Report, Communication
Management Strategy, Configuration Item Record, Configuration Management
Strategy, Daily Log, End Project Report, End Stage Report, Exception Report,
Highlight Report, Issue Register, Issue Report, London Log, Lessons Report, Plan
Project, Stage and Team, Product Description, Product Status Account, Project
Brief, Project Initiation Document, Project Product Description, Quality
Management Strategy, Quality Register, Risk Management Strategy, Risk Register,
Work Package

Initiative.

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

Business Unit,
Business Process,
Business Capability,
Data Object,
Application.

Structural

STRUCTURE

Actor, Department, Enterprise Area, Entity, Group, Lane, Location, Office, Organisation Unit, Pool, Role, Stakeholder, Action, Activity, Block, Business Area, Business Line, Composite Activity, Data Process, Decision, End Event, Event, Final State, Function, Gateway, Initial State, Interaction, Intermediate Event, Logical Component, Operational Node, Physical Component, Process, Result, Start Event, State, Sub-Function, Task, Transaction, Transition, Use Case, Application Service, Business Service, Component, Information Service, Service Domain, Service Type, Technology Service, Artifact, Column, Data Entity, Data Object, Database, Logical Component, Material, Object, Physical Component, Product, Representation, Table, Value, Application, Application Component, Application Function, Collaboration, Execution Specification, Logical Component, Package, Physical Component, System, System Software, Communication Path, Desktop Equipment, Device, Gateway, Hardware Platform, Logical/Virtual Component, Mobile Equipment, Network, Network Component/Element, Node, Physical Component/Server, Service Area, Service Category, Service Standard, Software Platform.

Contextual

Conceptual

Logical

Physical

Operational

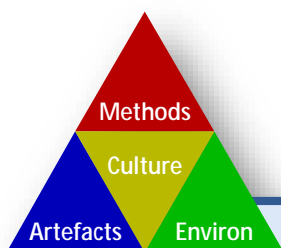
Transformational

STRATEGY

Assessment, Assumption, Concern, Constraint, Driver, End, Facility, Goal, Influence, Meaning, Measure, Measurement, Mission, Objective, Problem, Principle, Rationale, Requirement, Rule, Strategy, Tactic, Test Case, Viewpoint, Vision.

EXECUTION

Plan, Programme, Project, Project Activity, Project Result, Work Package.



MACE

Structural

STRUCTURE

Actor, Department, Enterprise Area, Entity, Group, Lane, Location, Office, Organisation Unit, Pool, Role, Stakeholder, Action, Activity, Block, Business Area, Business Line, Composite Activity, Data Process, Decision, End Event, Event, Final State, Function, Gateway, Initial State, Interaction, Intermediate Event, Logical Component, Operational Node, Physical Component, Process, Result, Start Event, State, Sub-Function, Task, Transaction, Transition, Use Case, Application Service, Business Service, Component, Information Service, Service Domain, Service Type, Technology Service, Artifact, Column, Data Entity, Data Object, Database, Logical Component, Material, Object, Physical Component, Product, Representation, Table, Value, Application, Application Component, Application Function, Collaboration, Execution Specification, Logical Component, Package, Physical Component, System, System Software, Communication Path, Desktop Equipment, Device, Gateway, Hardware Platform, Logical/Virtual Component, Mobile Equipment, Network, Network Component/Element, Node, Physical Component/Server, Service Area, Service Category, Service Standard, Software Platform.

Contextual

Conceptual

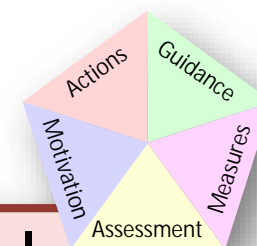
Logical

Physical

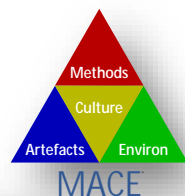
Operational

Transformational
TRANSFORMATION

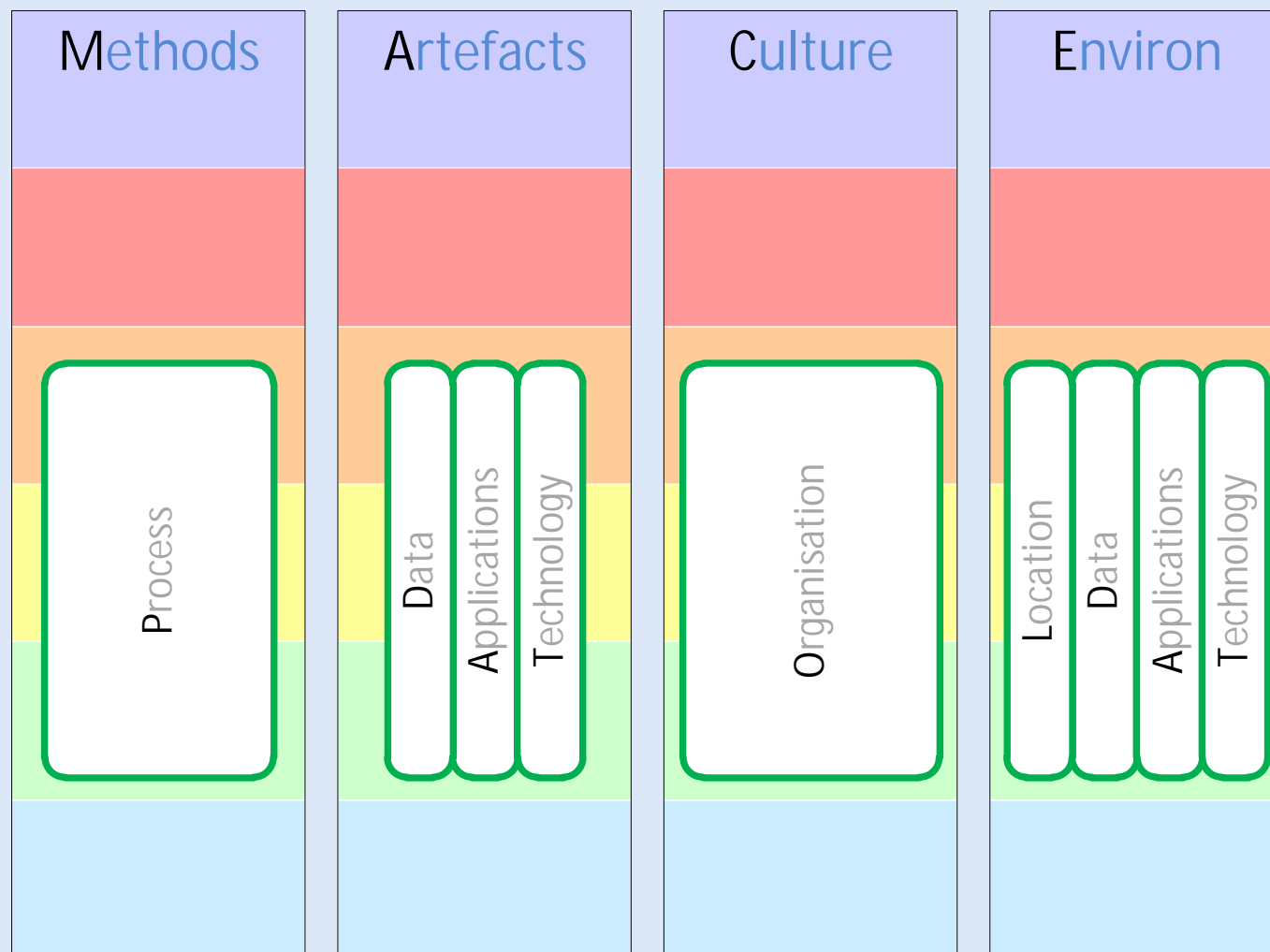
Assessment, Assumption, Concern, Constraint, Driver, End, Facility, Goal, Influence, Meaning, Measure, Measurement, Mission, Objective, Problem, Principle, Rationale, Requirement, Rule, Strategy, Tactic, Test Case, Viewpoint, Vision, Plan, Programme, Roadmap, Project, Project Activity, Project Result, Work Package.



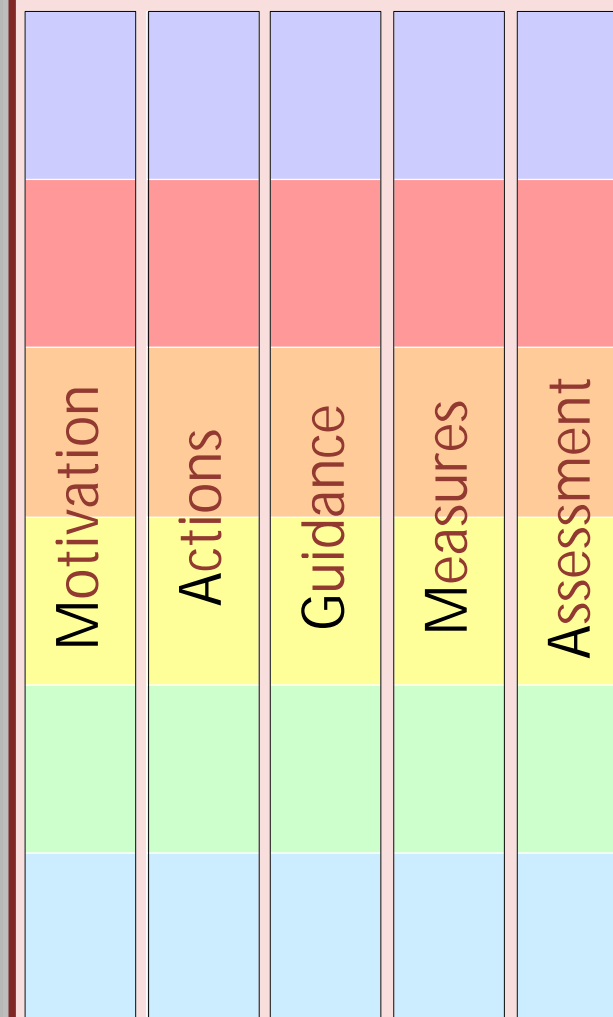
MAGMA

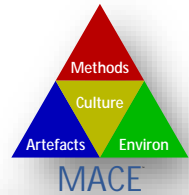
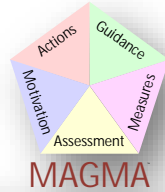


Structural

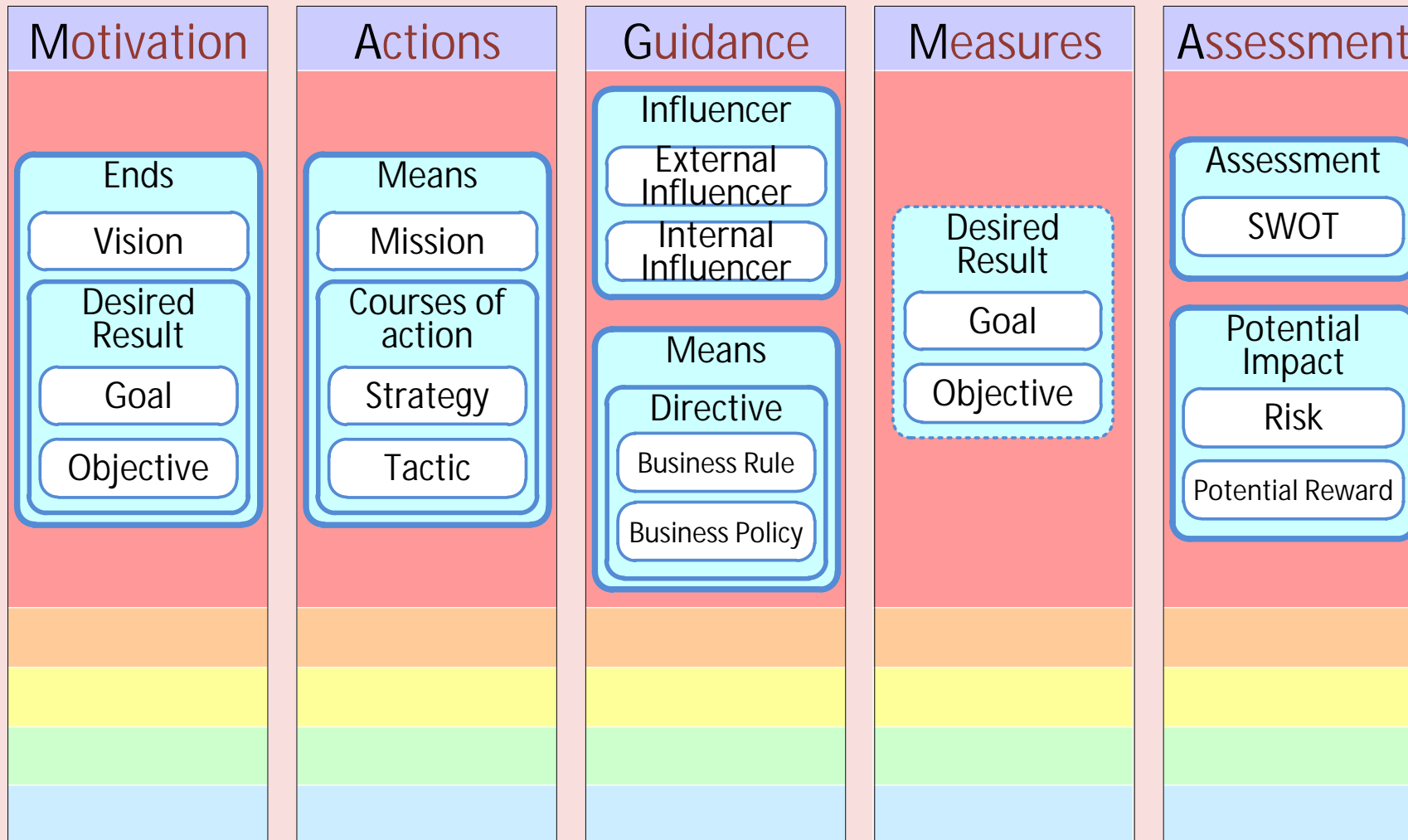


Transformational



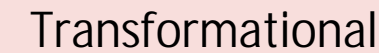


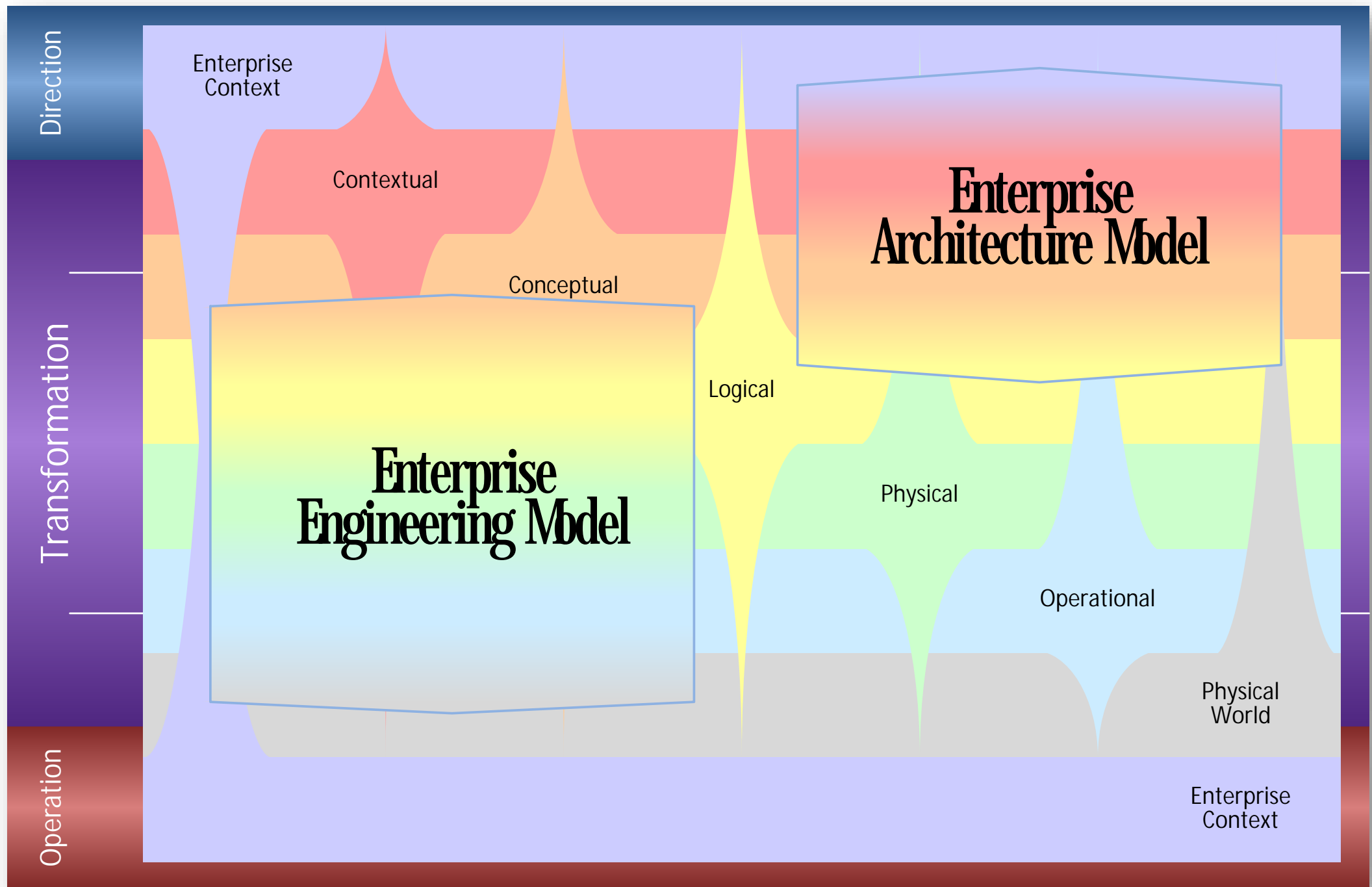
Transformational

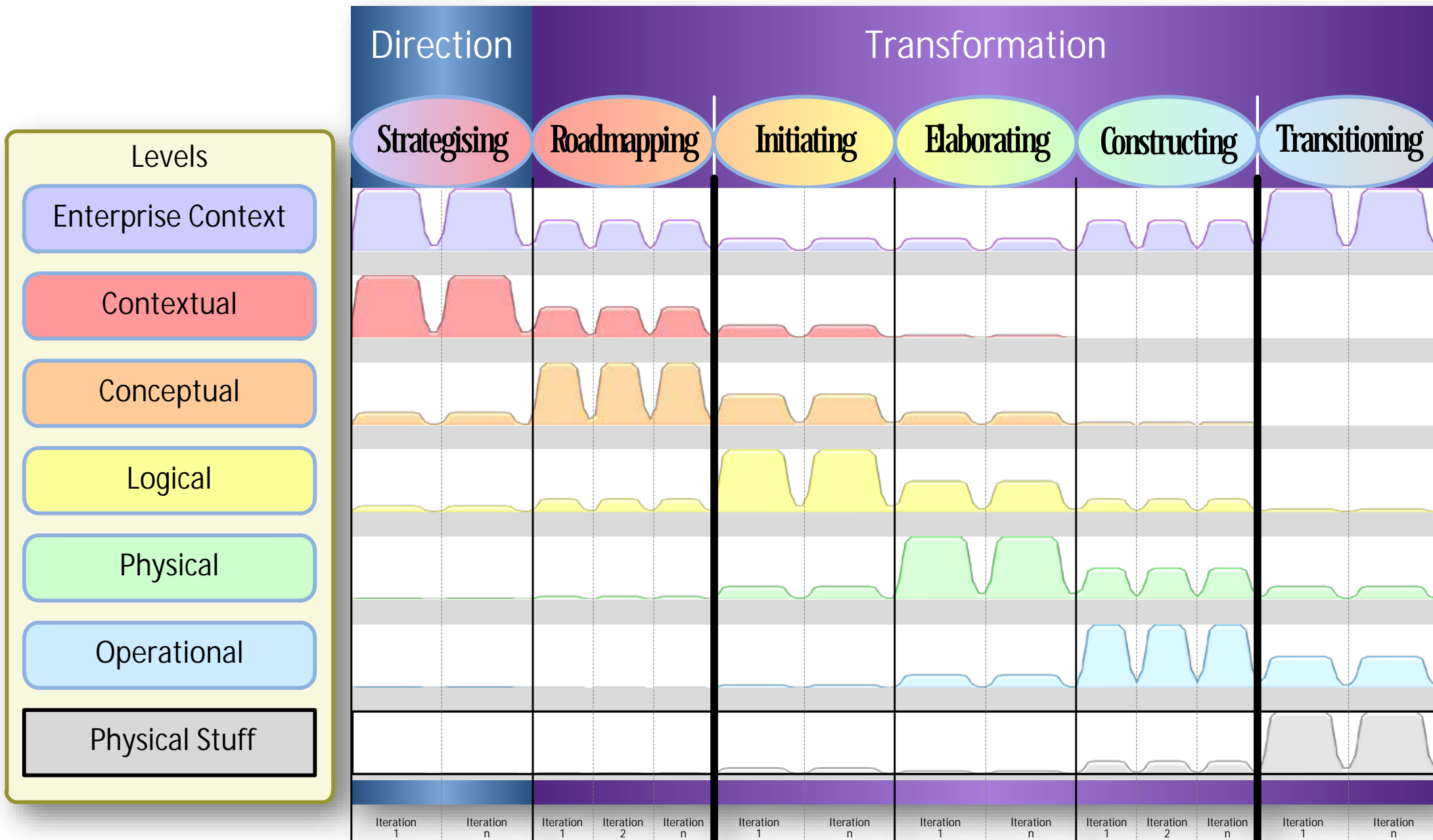


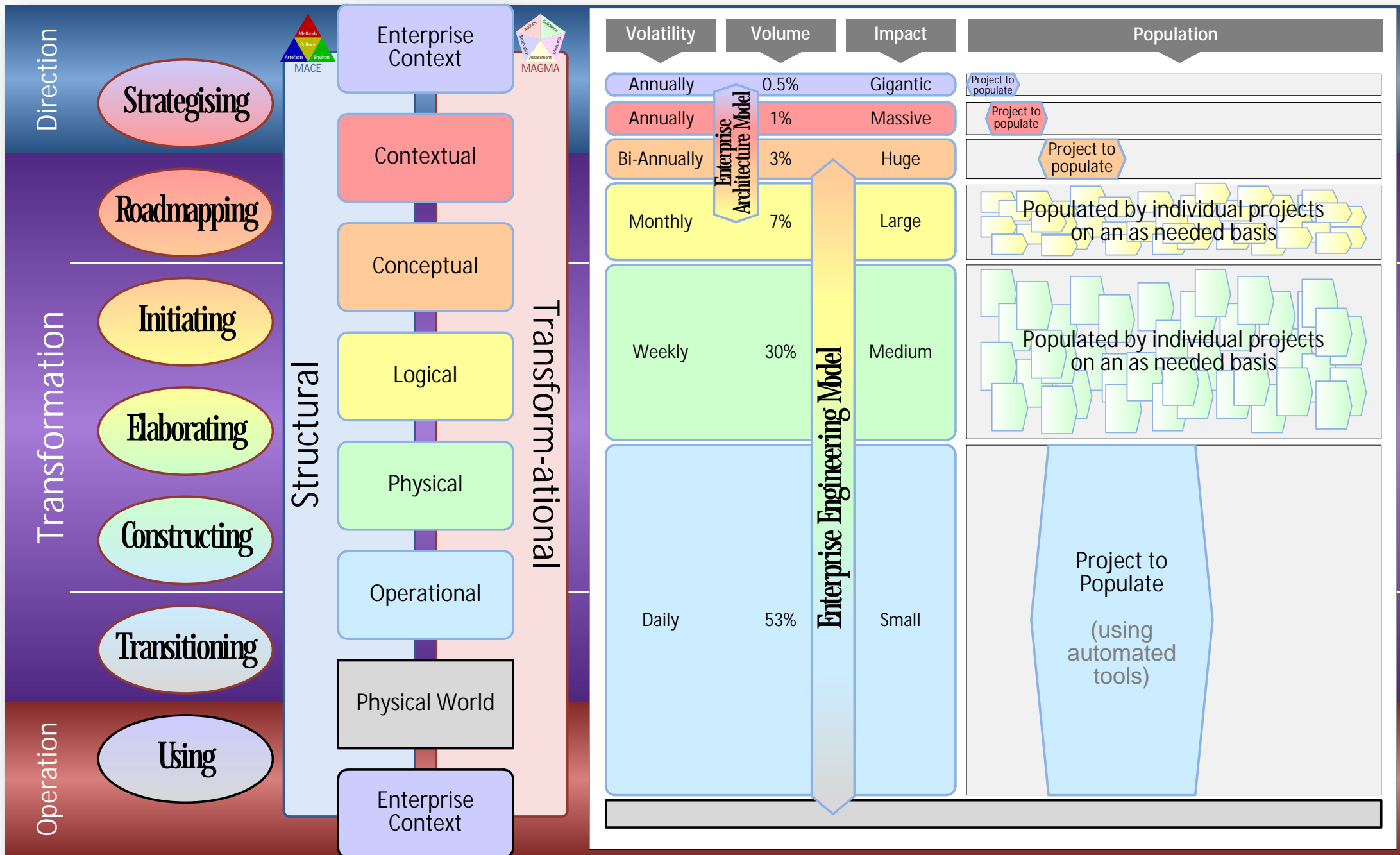
Structural

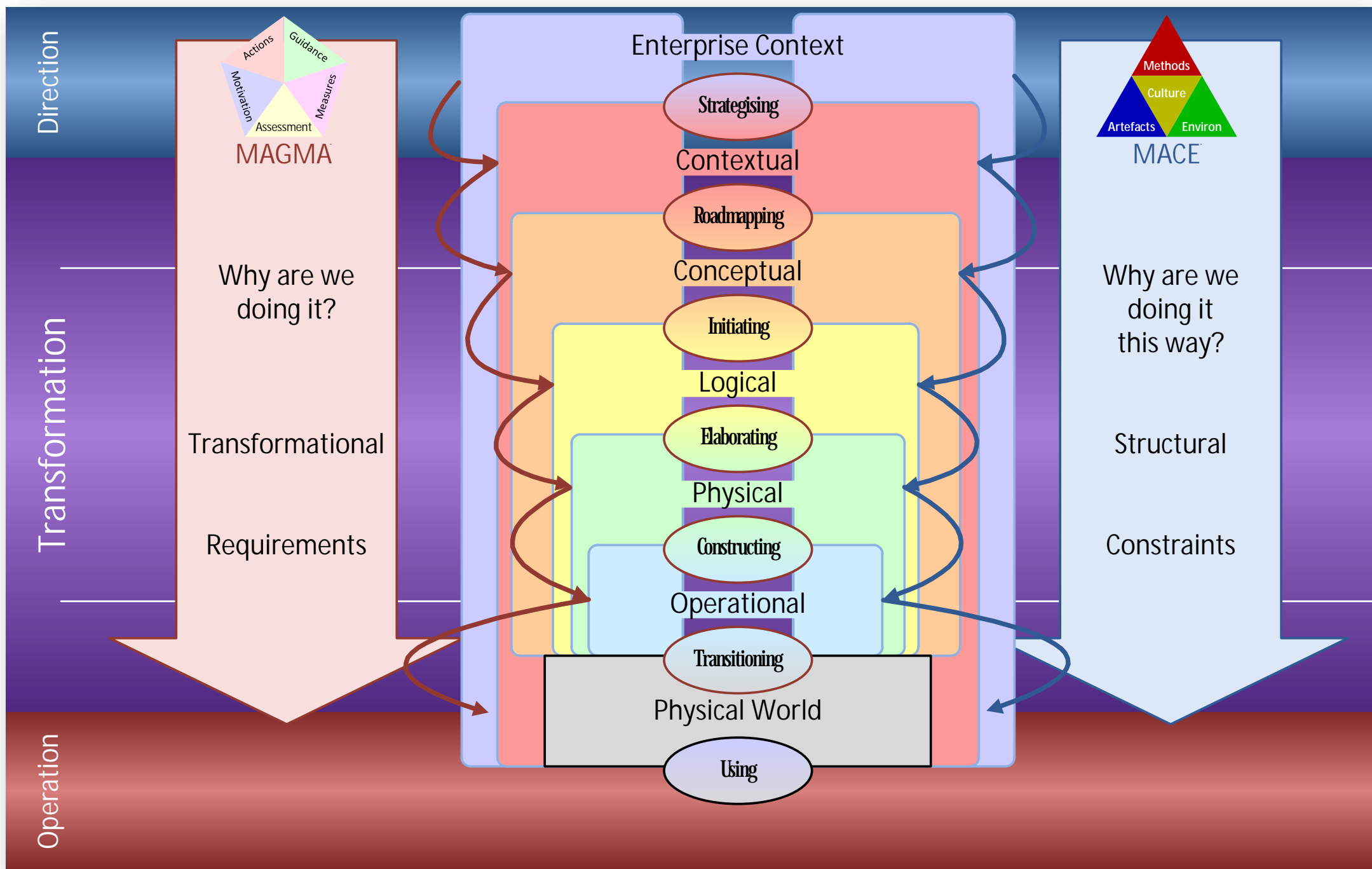


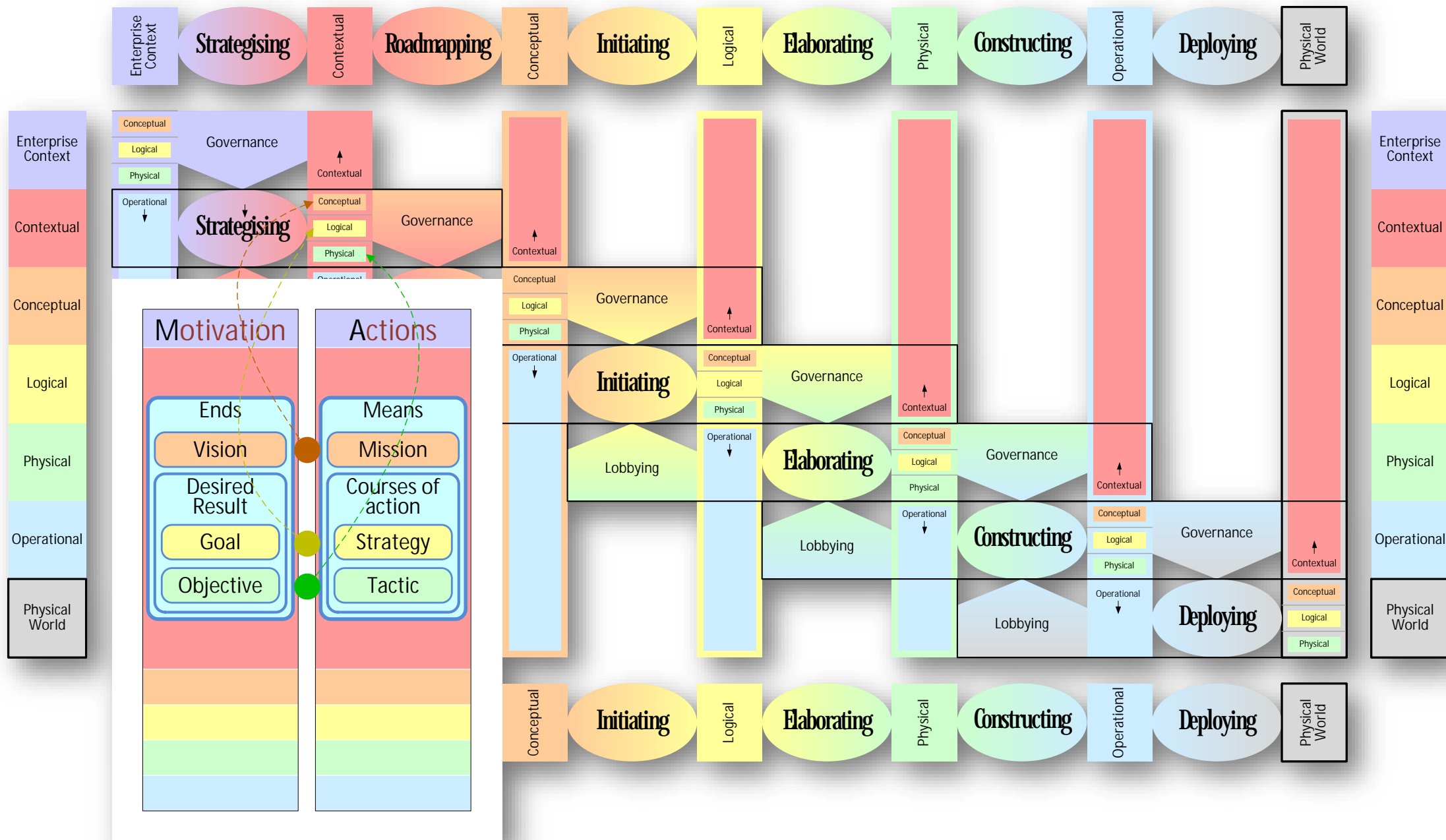


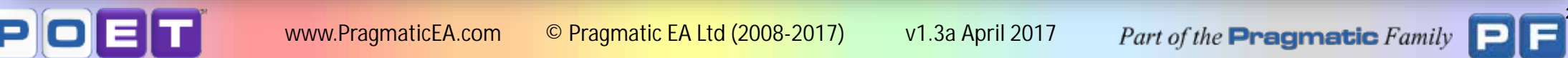
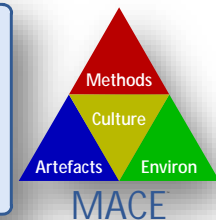
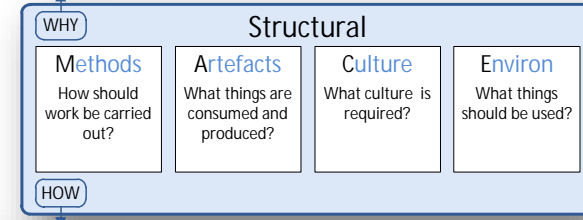
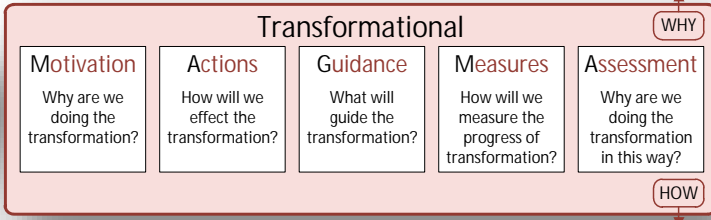


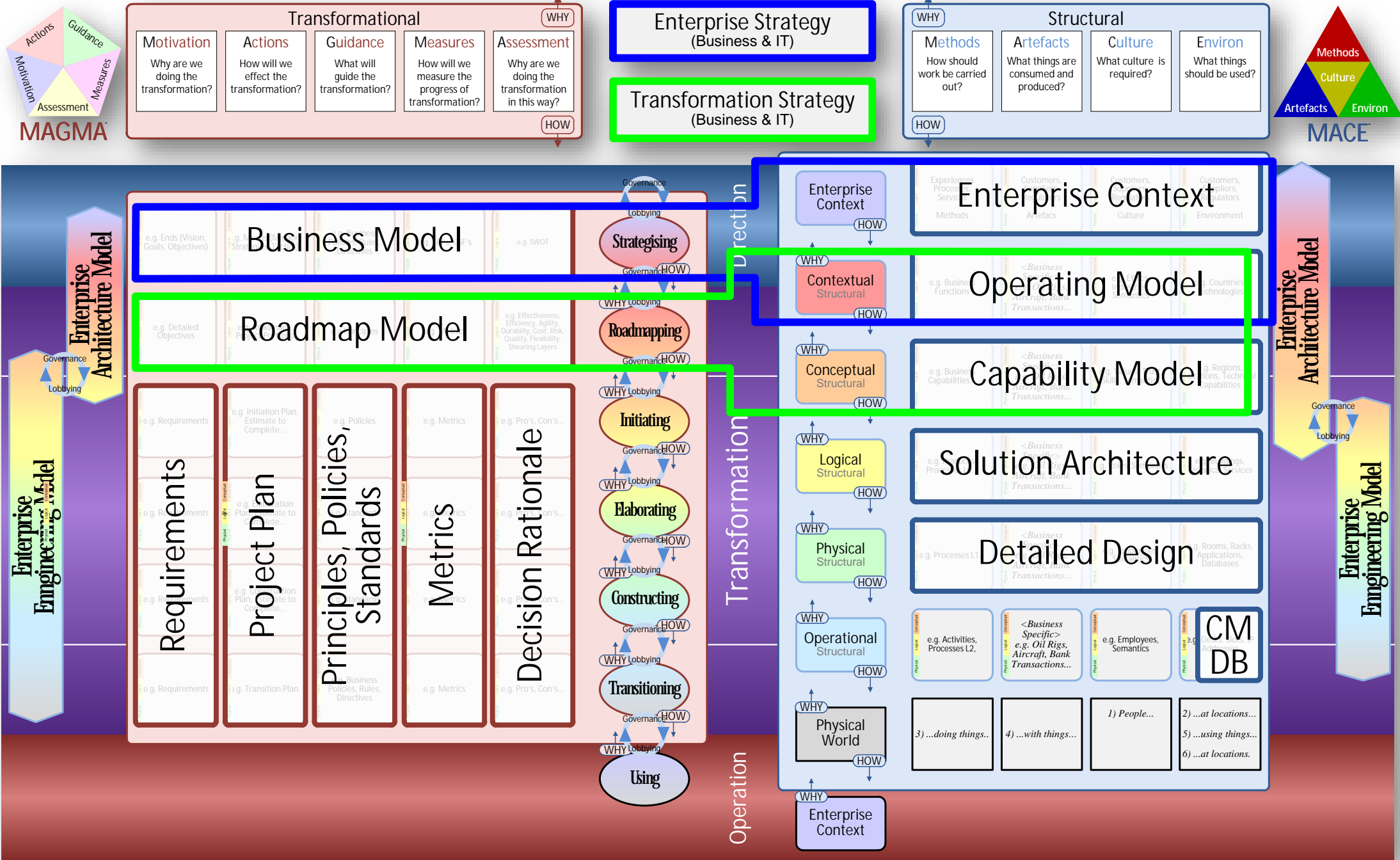


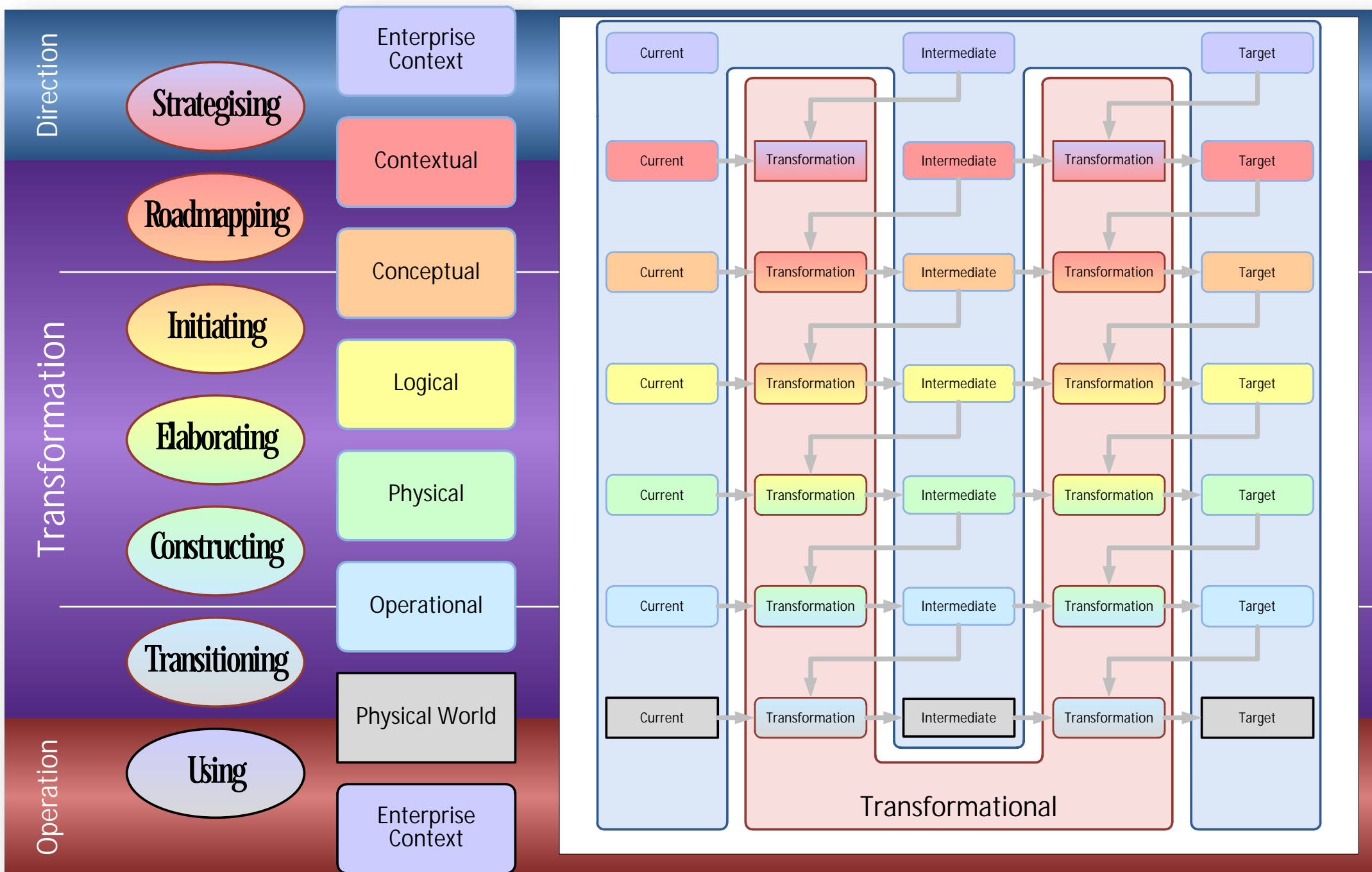


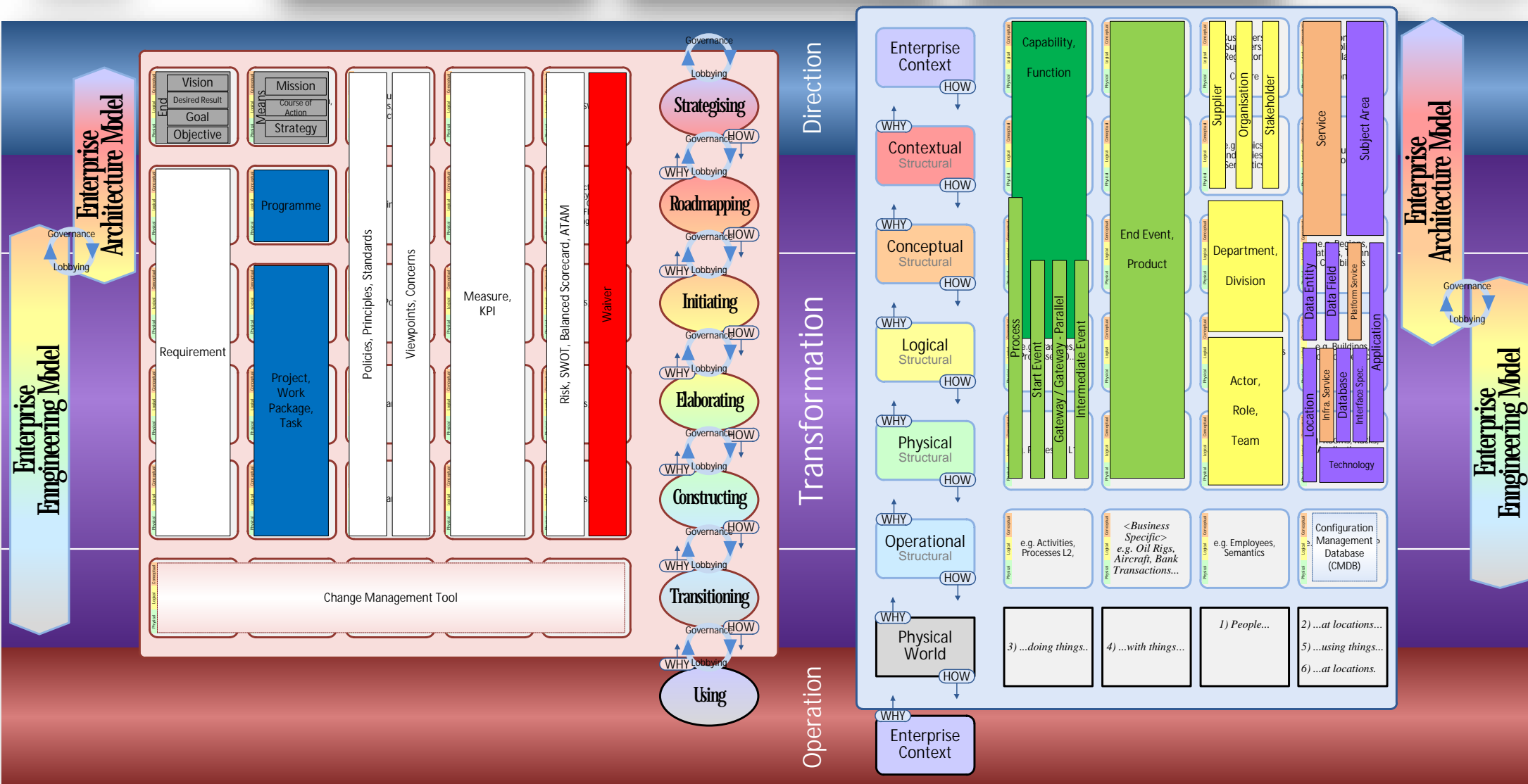
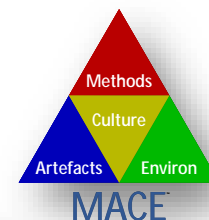
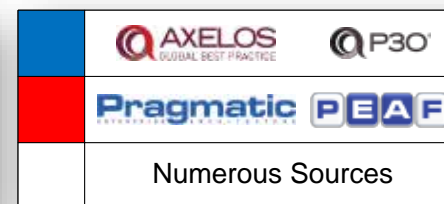
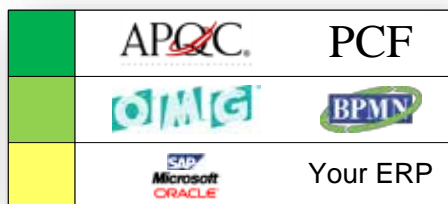
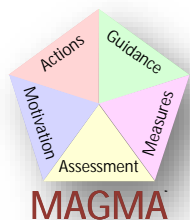










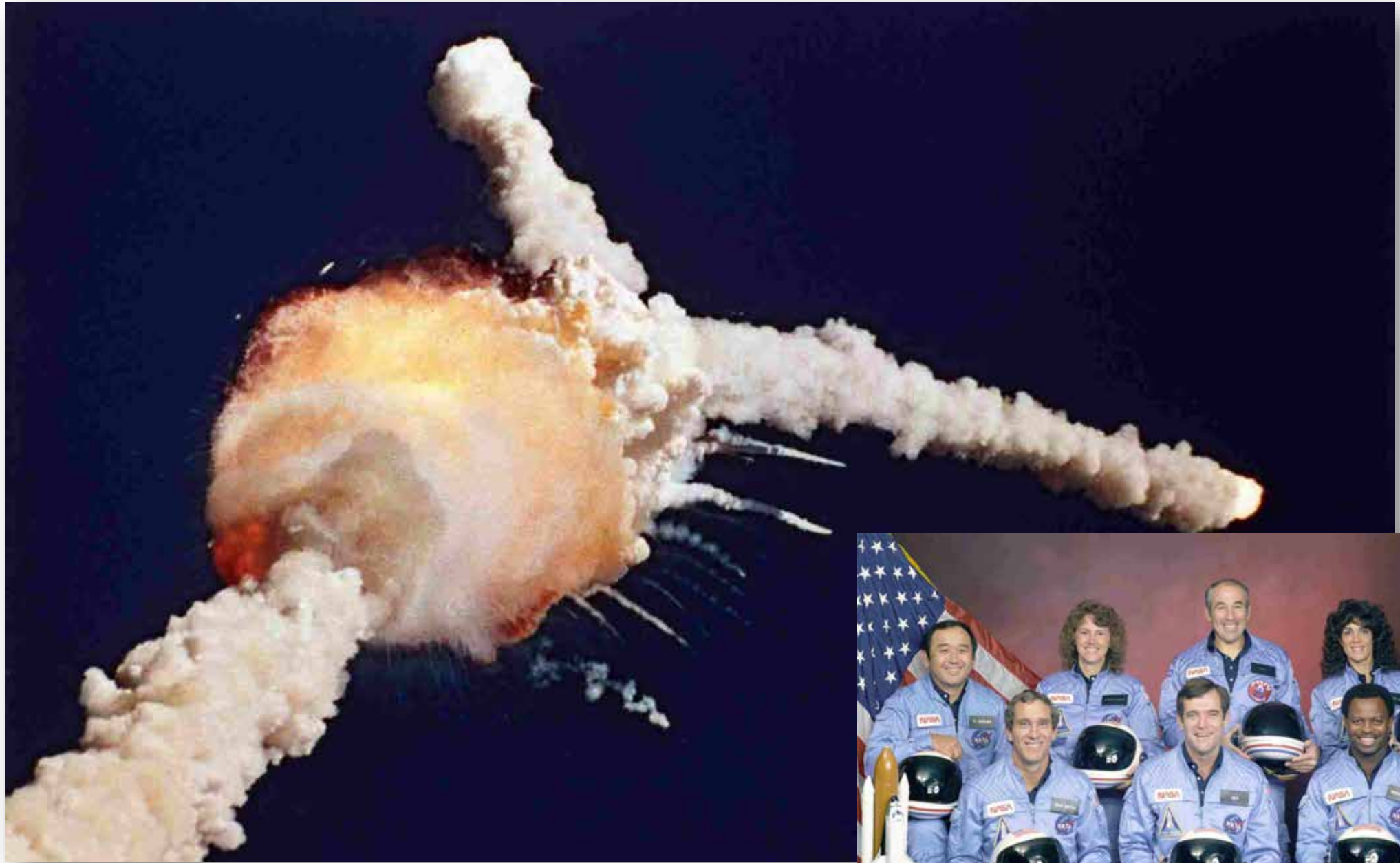


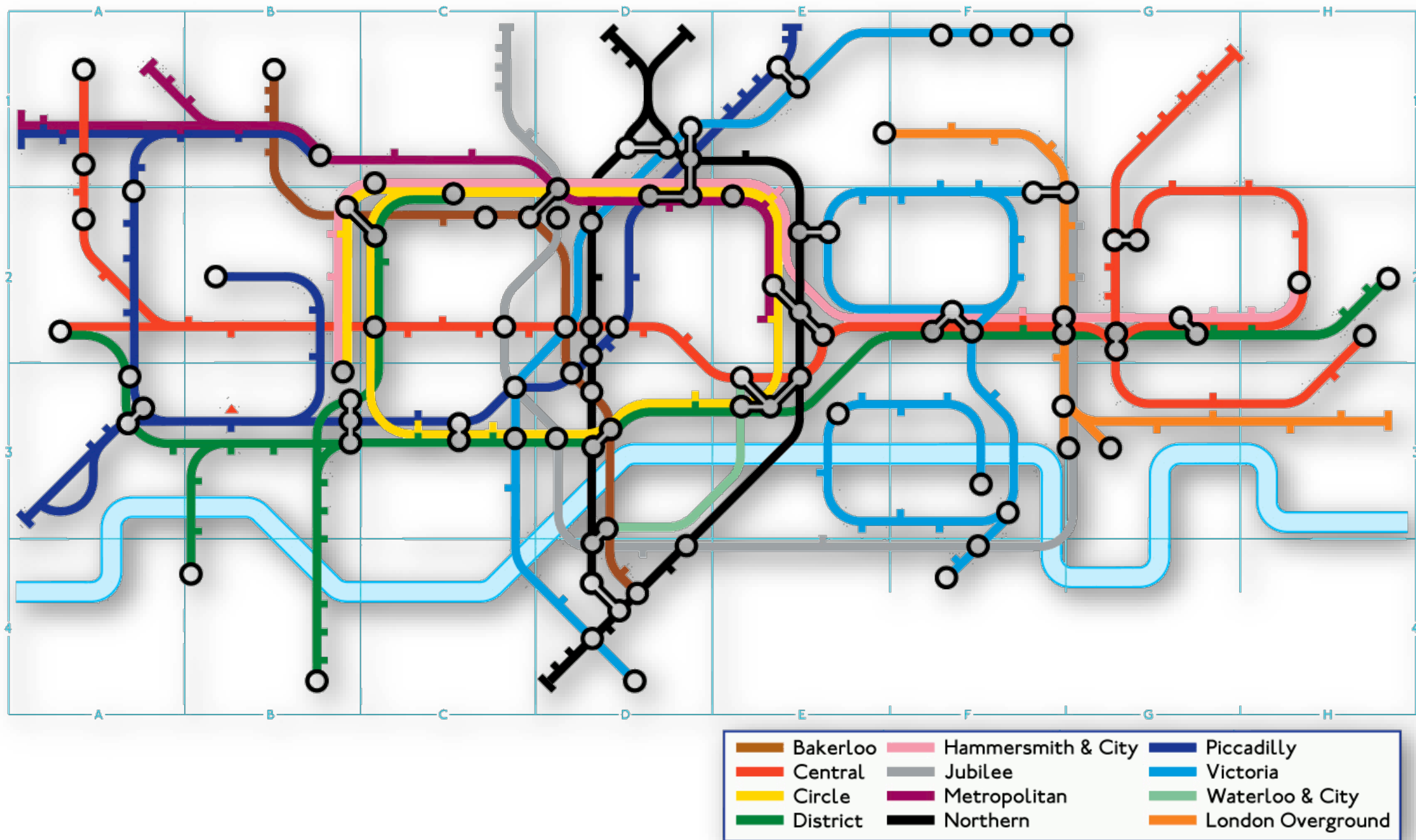
Culture

Culture Trumps Everything™

$$E = mc^2$$

$$\begin{array}{l} \text{Enterprise} \\ \text{Effectiveness} \\ \text{\& Efficiency} \end{array} = \text{Methods} * \text{Culture}^2$$







I think,
therefore
I might be...



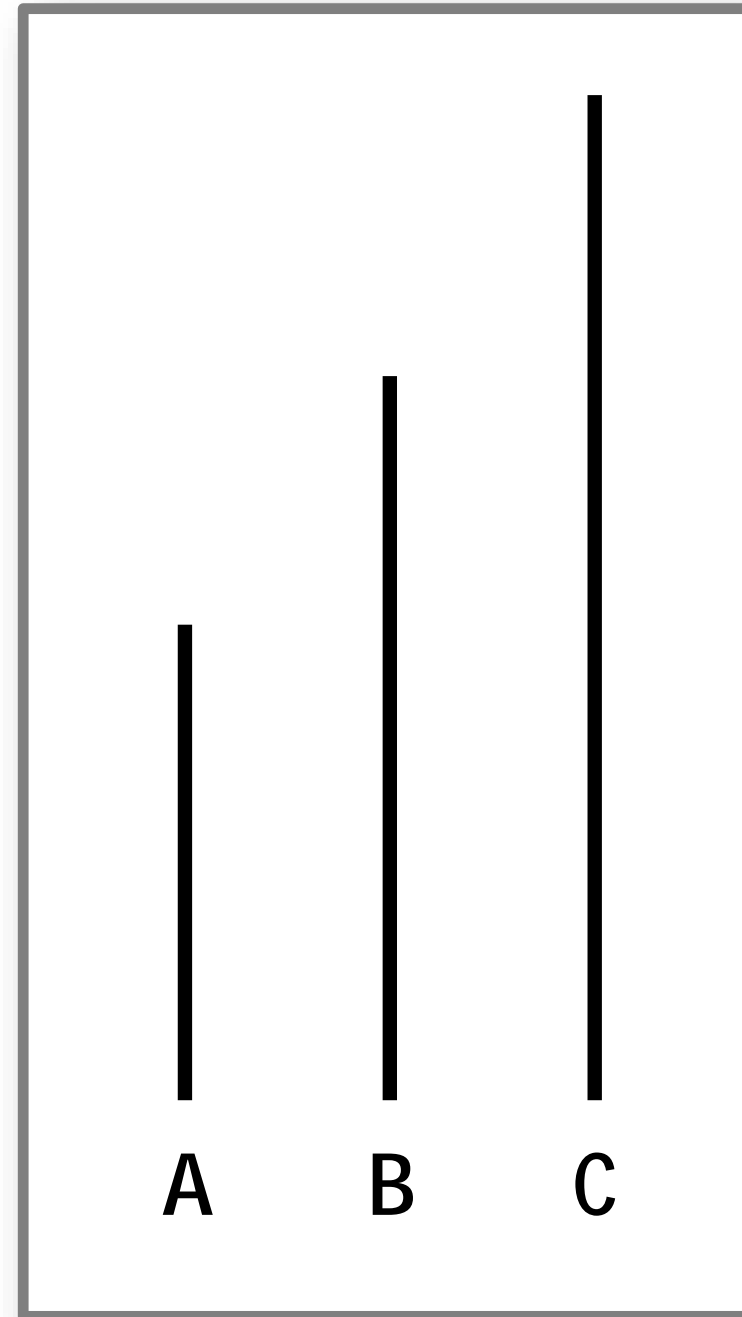
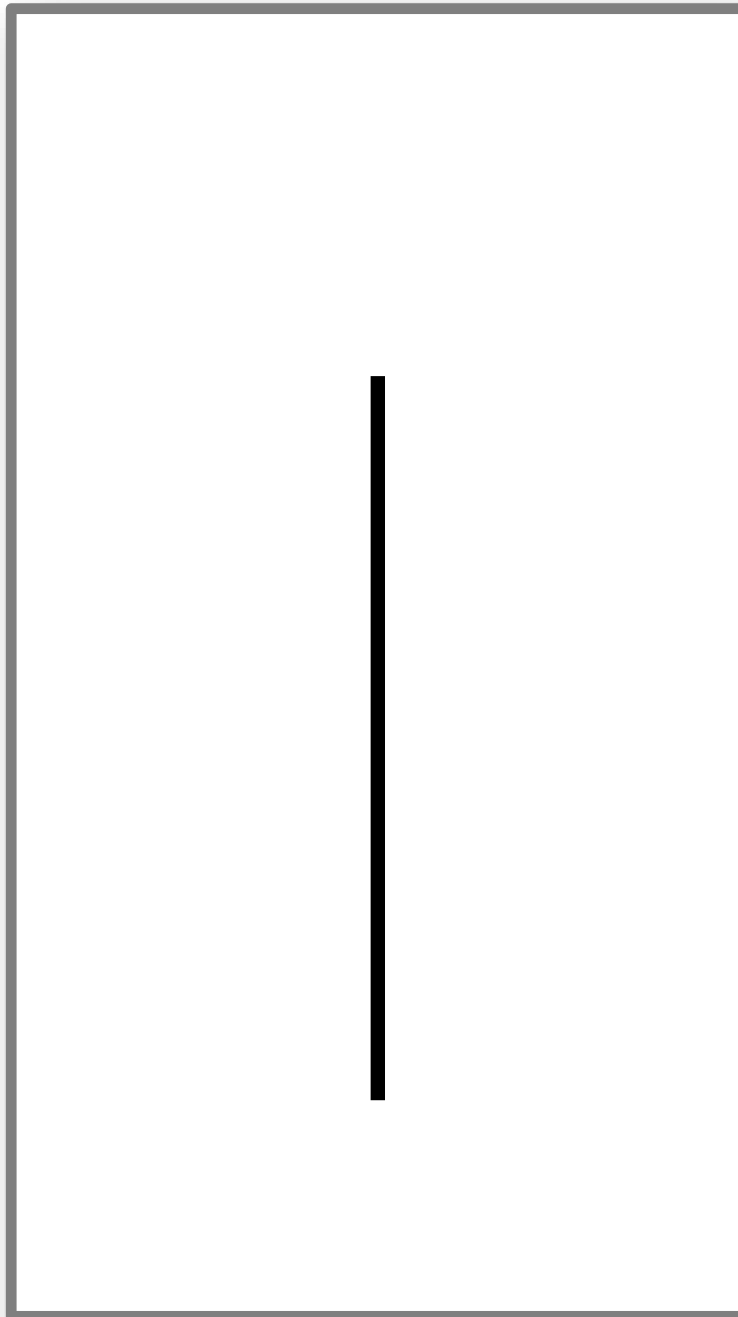




or



You Decide!





Respect, Support,
Commitment.

That's our promise.

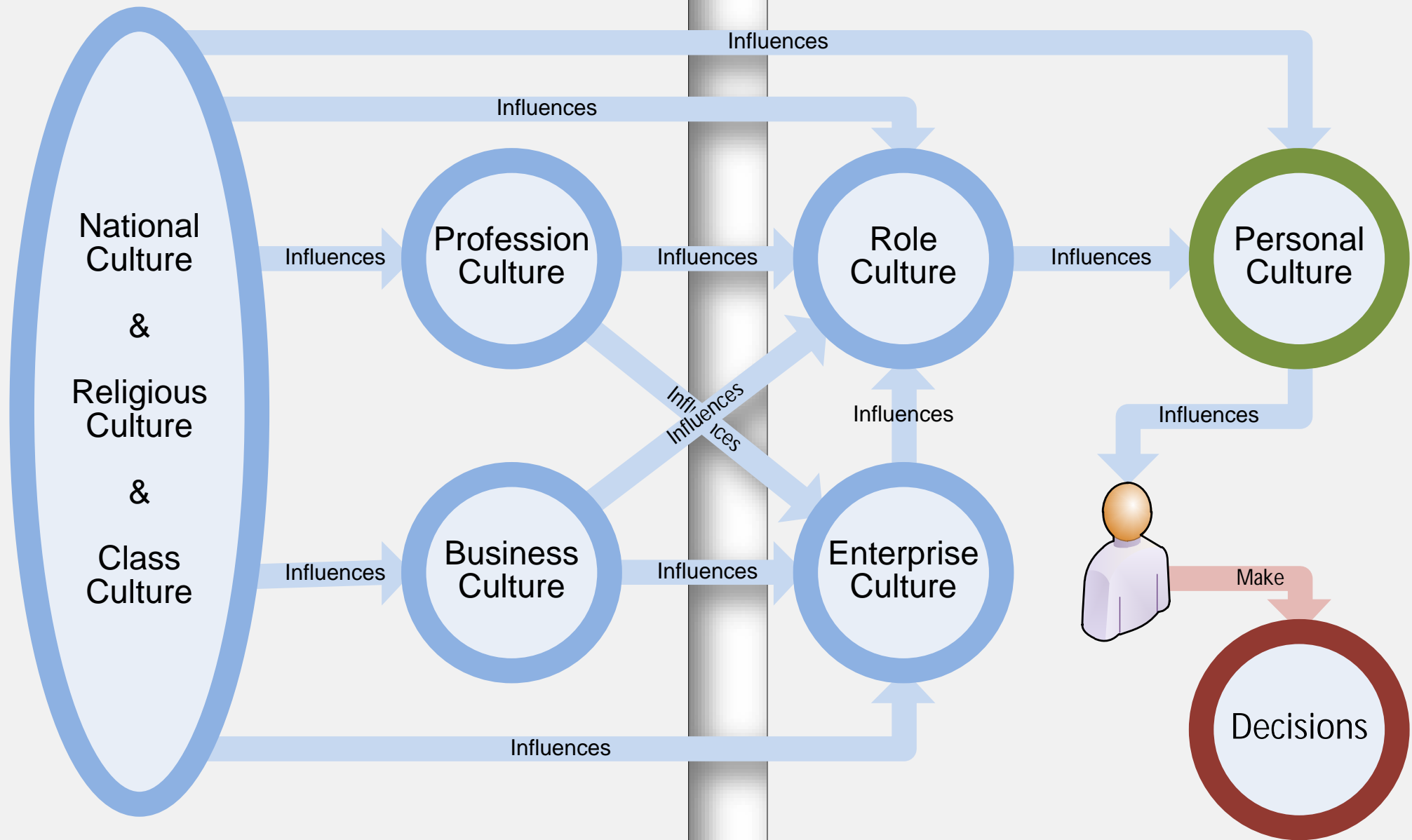


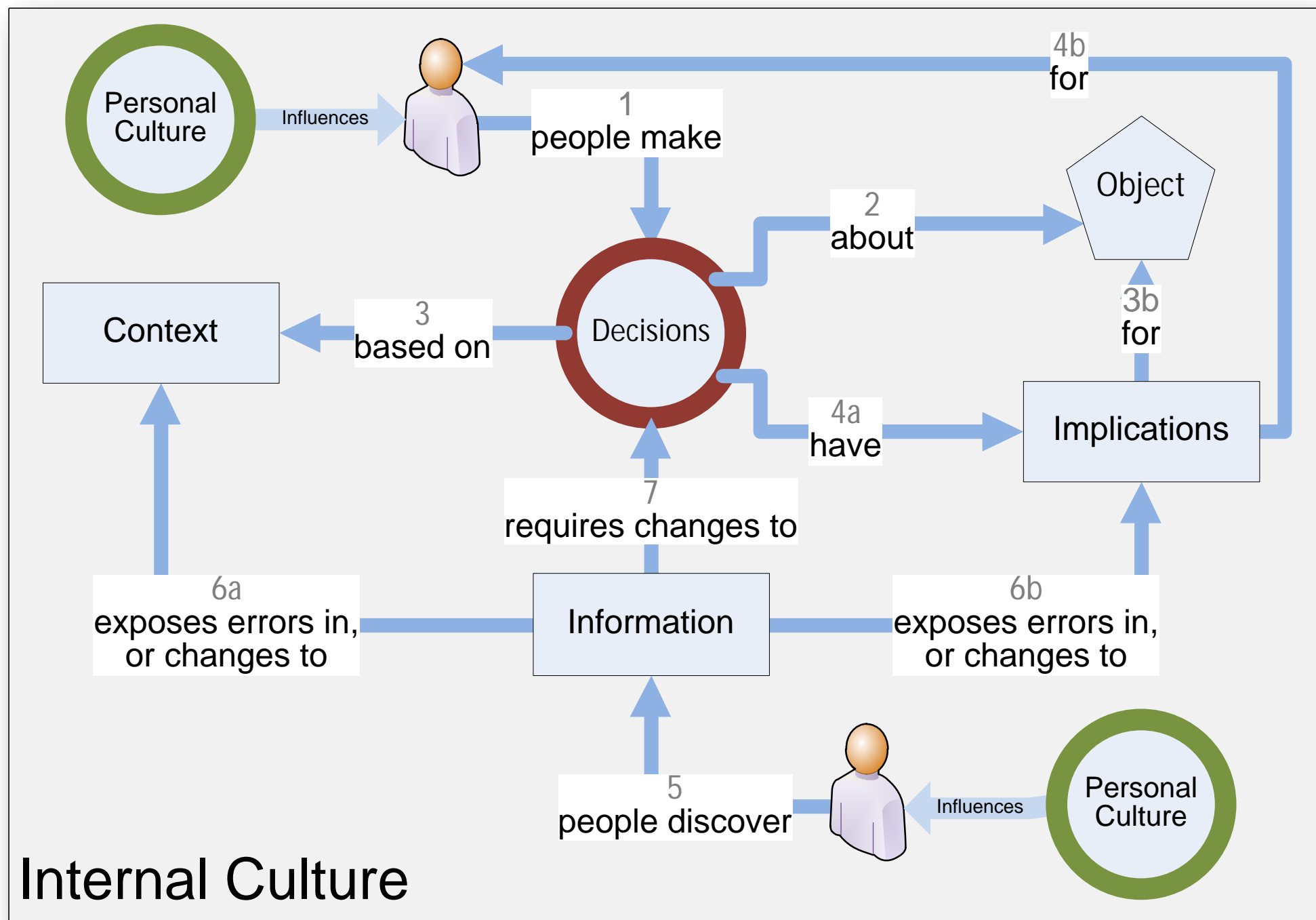
The Halo Effect

Cognitive Dissonance

External Culture

Internal Culture



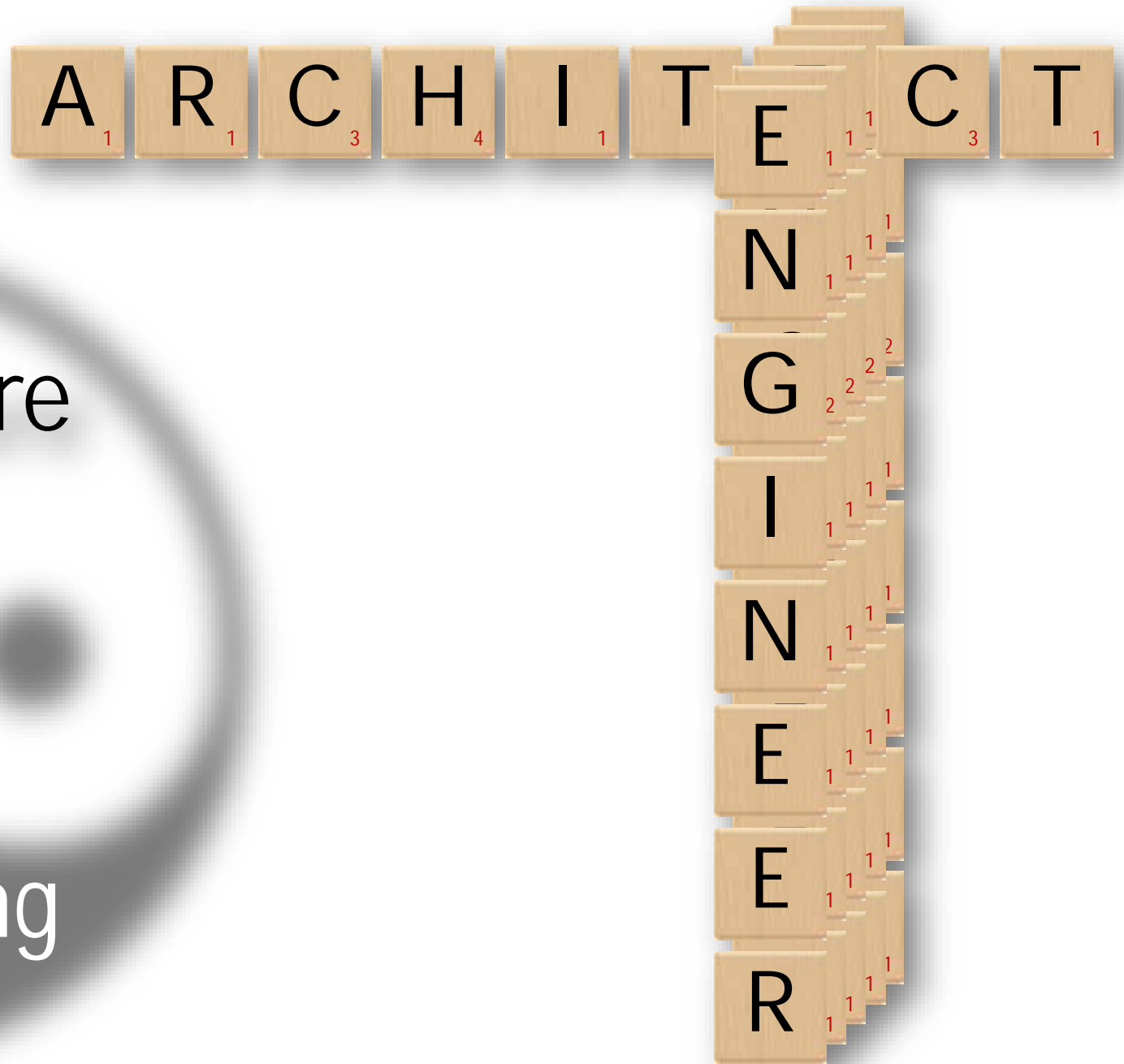
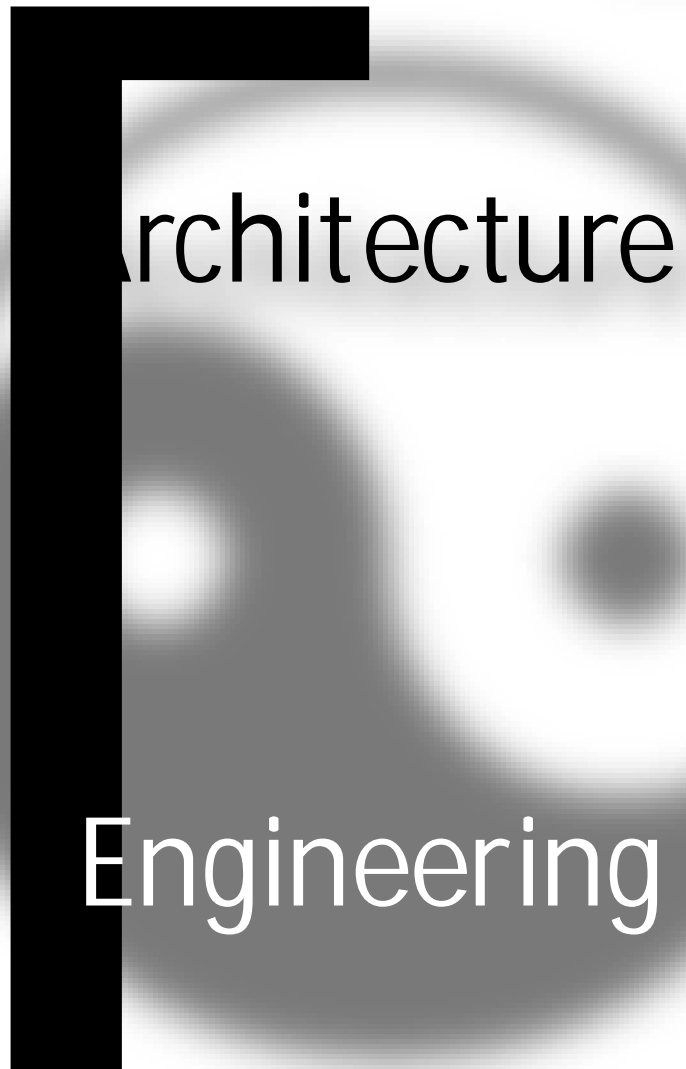




WARNING
Don't
Press
This
button!

II IMBINC TO

GQNGJISIQNS



Architecture

WHY

Understanding
Asking Questions
Thinking

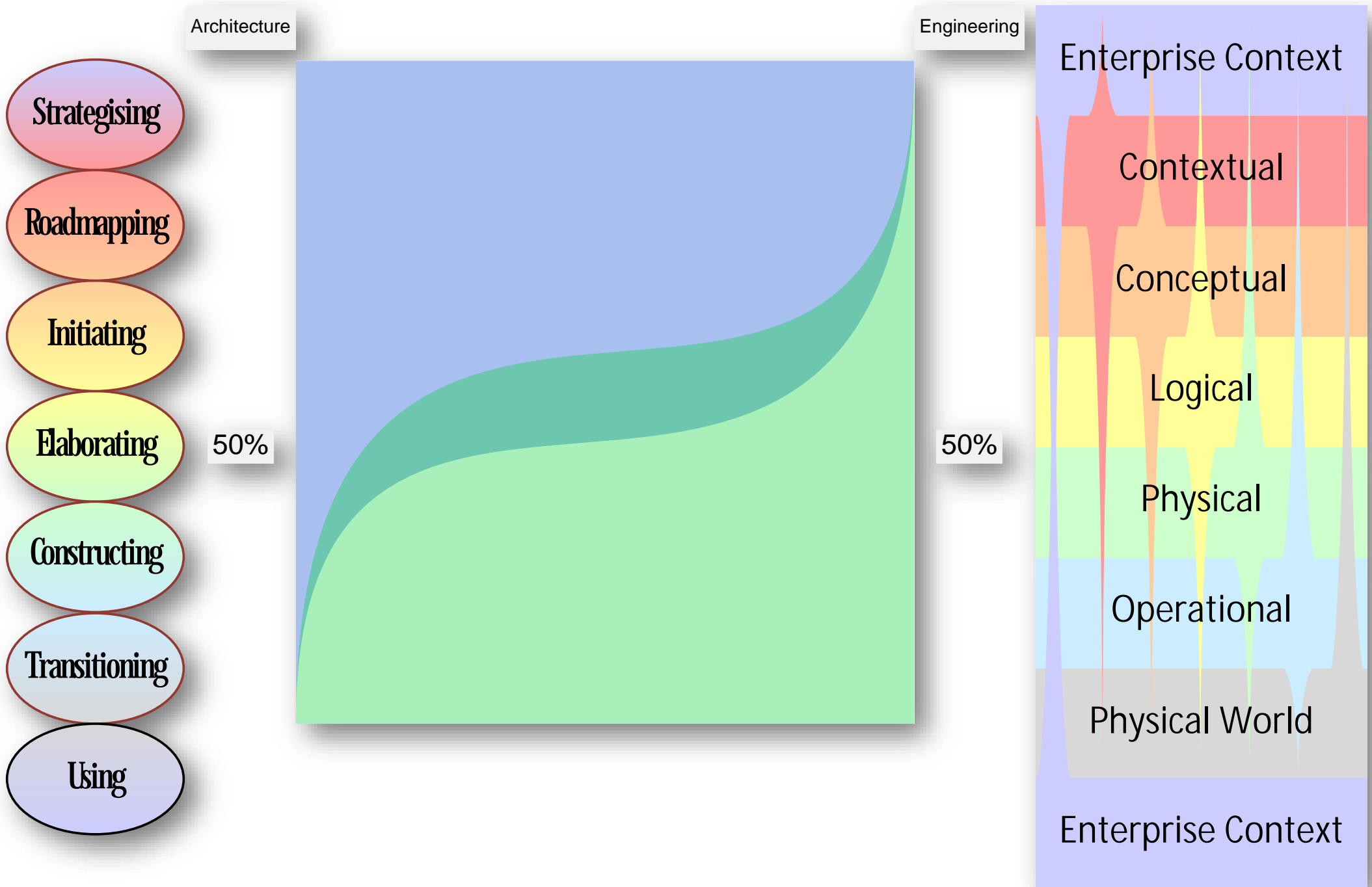
Finishes when
there is nothing
more to take away

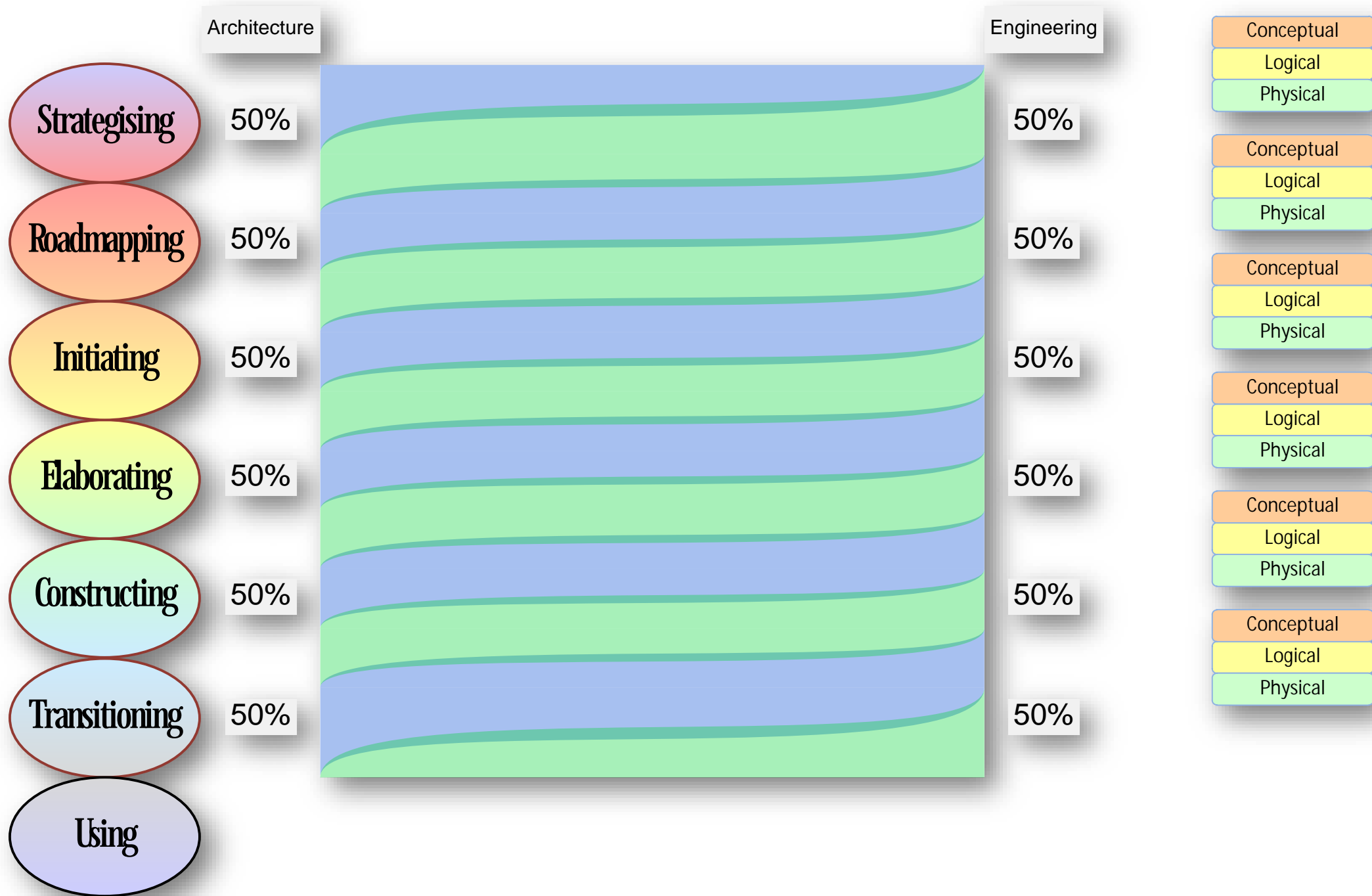
Engineering

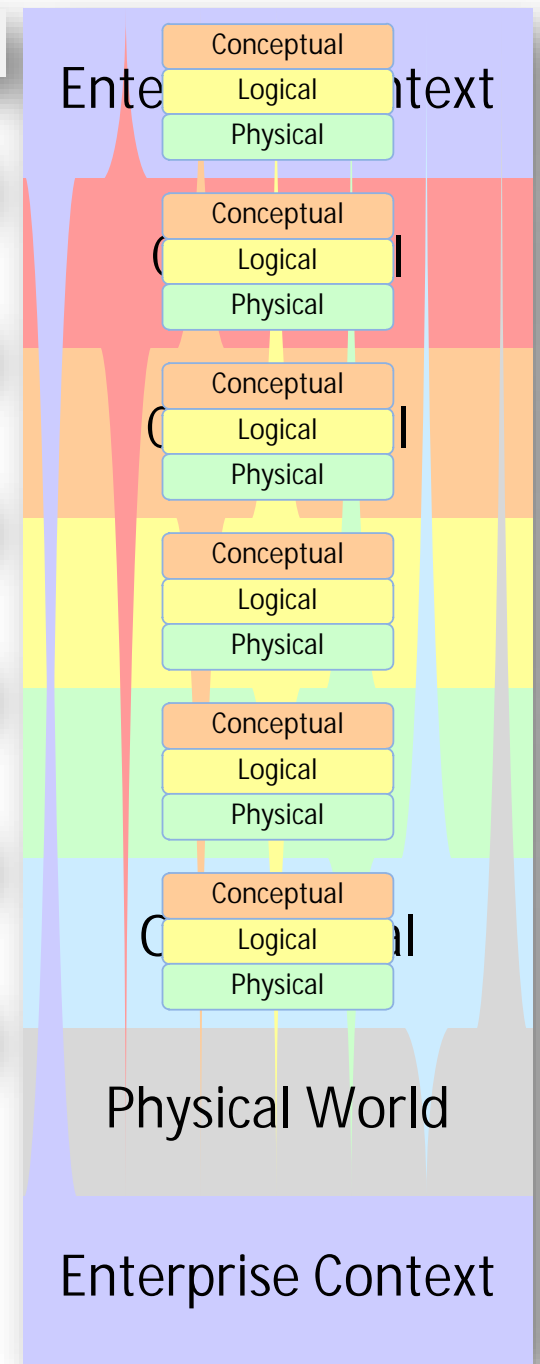
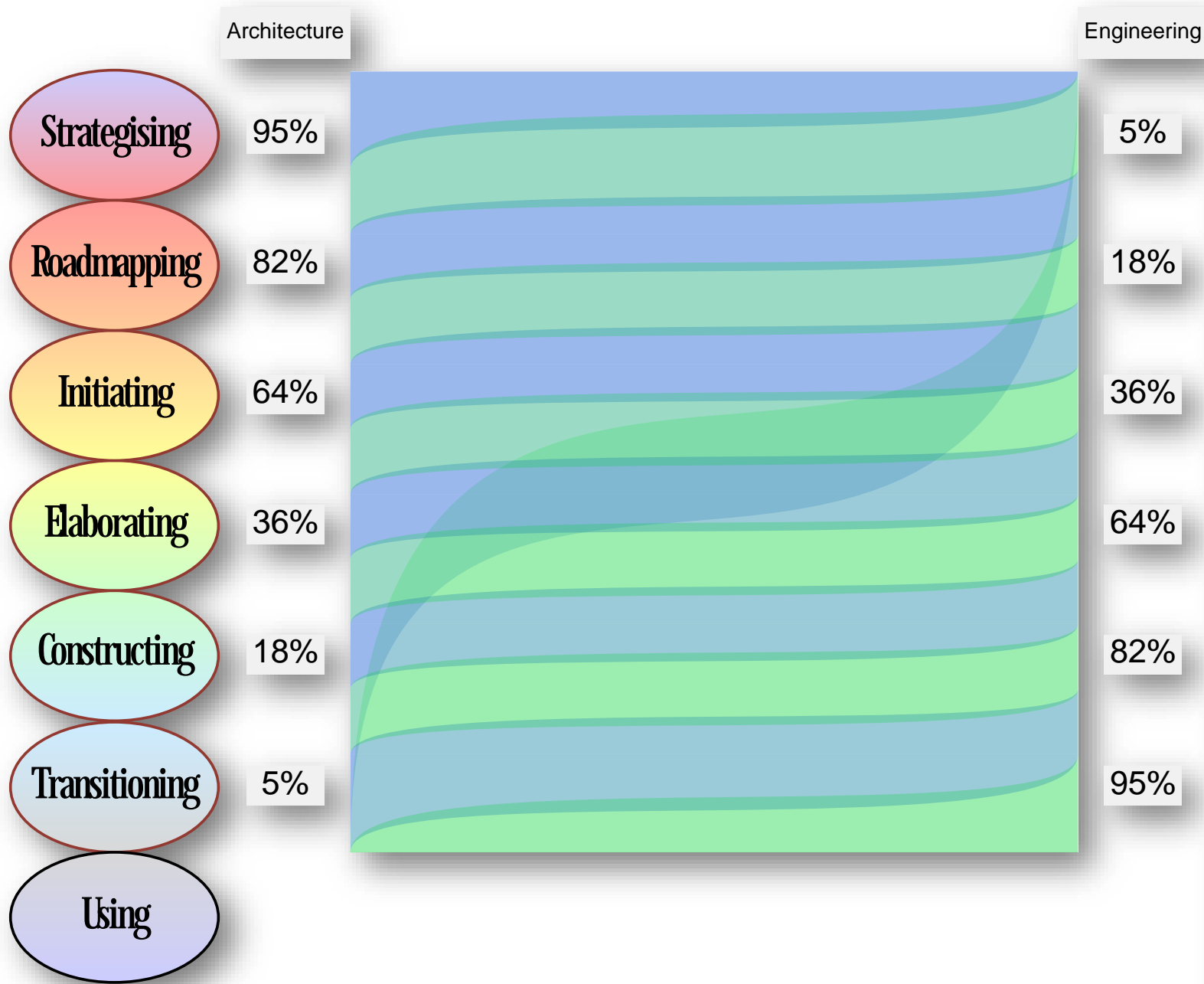
HOW

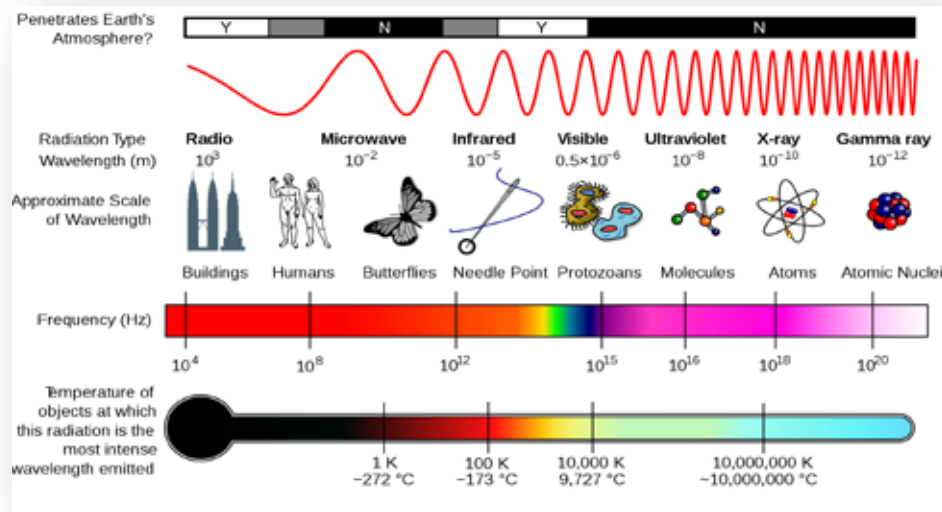
Creating Solutions
Talking
Doing

Finishes when
there is nothing
more to add









INFRA SOUND

ULTRA SOUND

below 20 Hz

20 Hz to 20,000 Hz

over 20,000 Hz



how equipment works .com

“The secret of business is to know something that nobody else knows.”

- Aristotle Onassis



“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 it's 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

“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

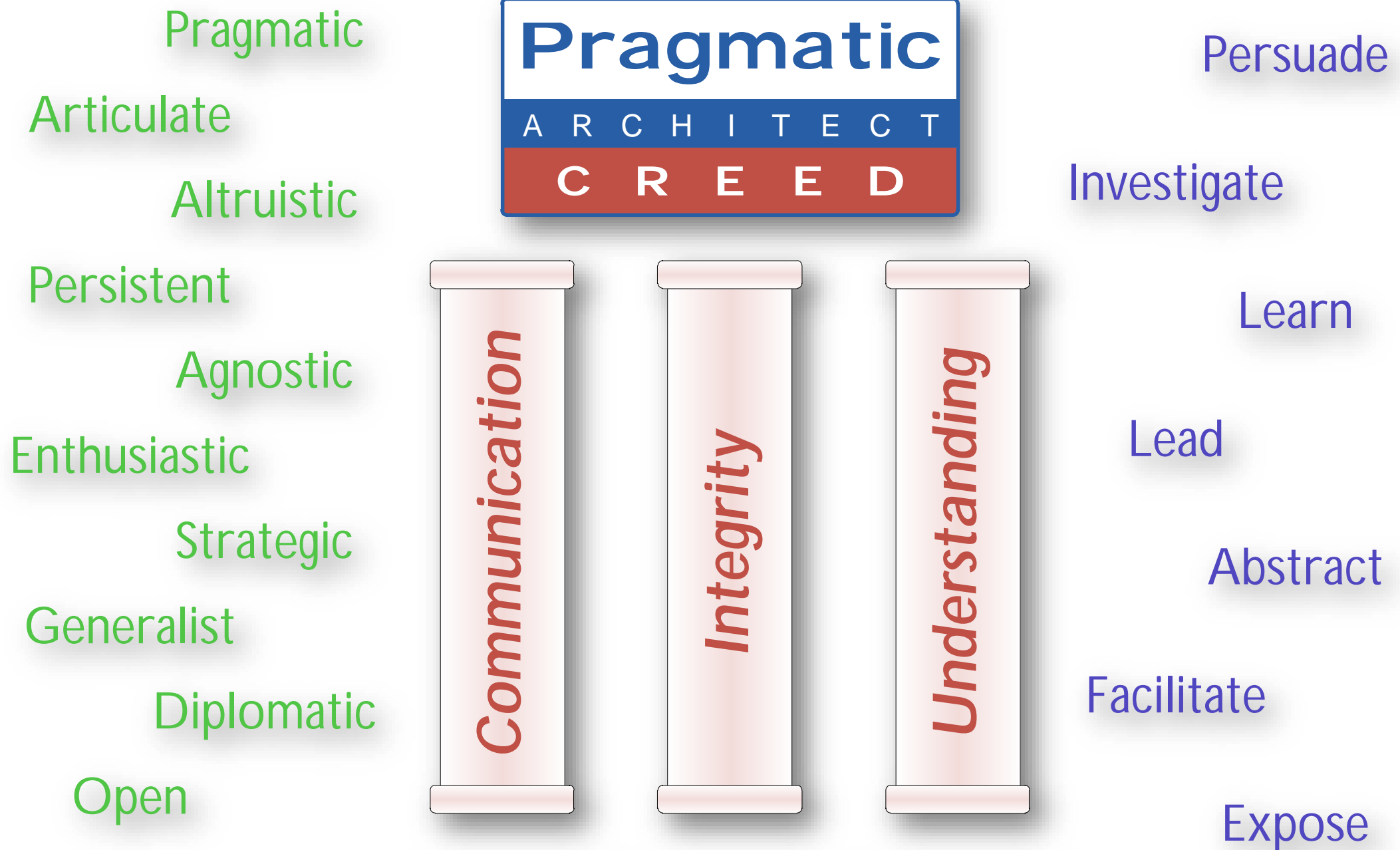
“Every noble work is at first impossible.”

- Thomas Carlyle
Philosopher

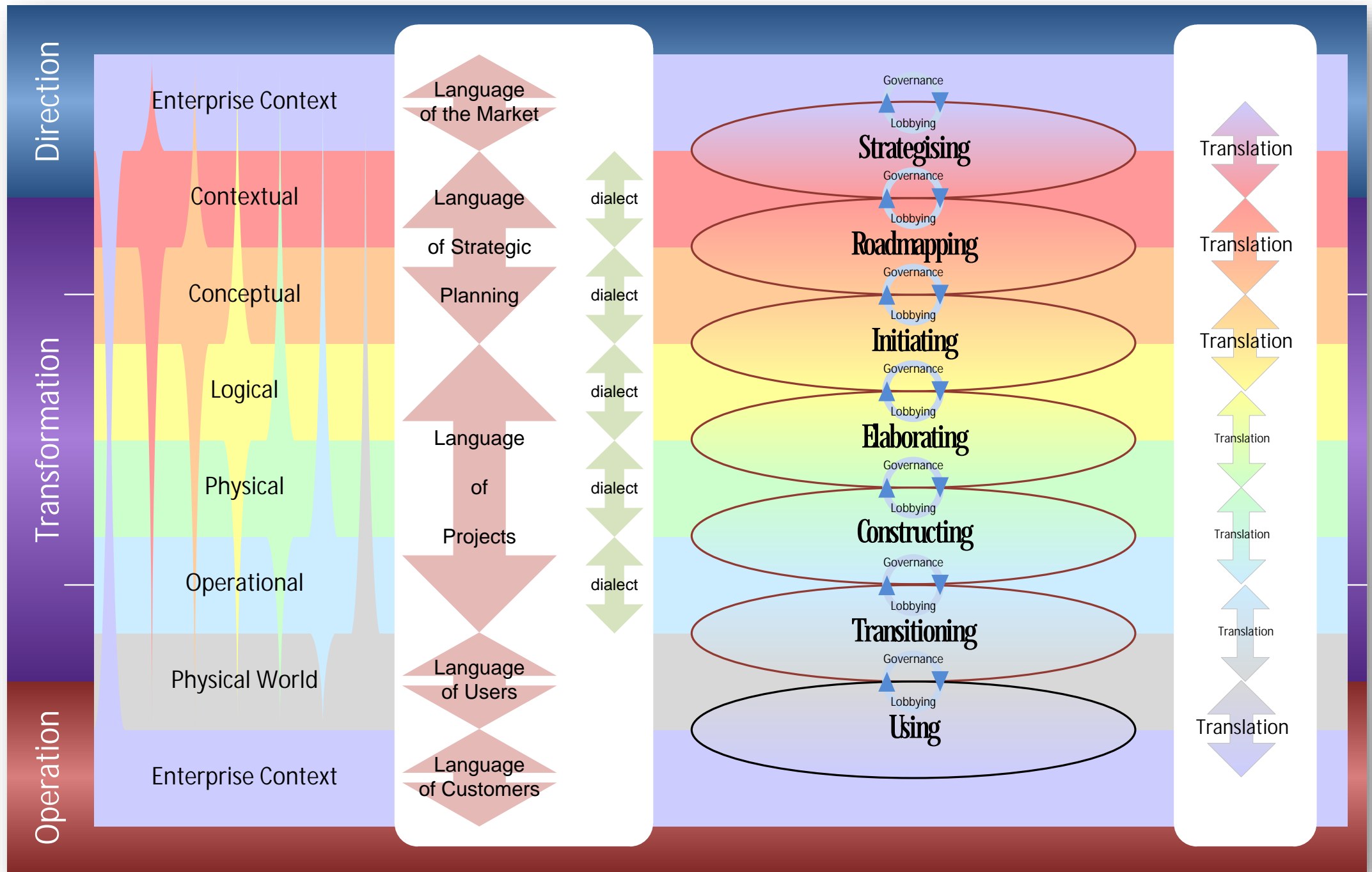
“So many of our dreams at first seem impossible, then they seem improbable, and then, when we summon the will, they soon become inevitable.”

- Christopher Reeve
Actor / Activist





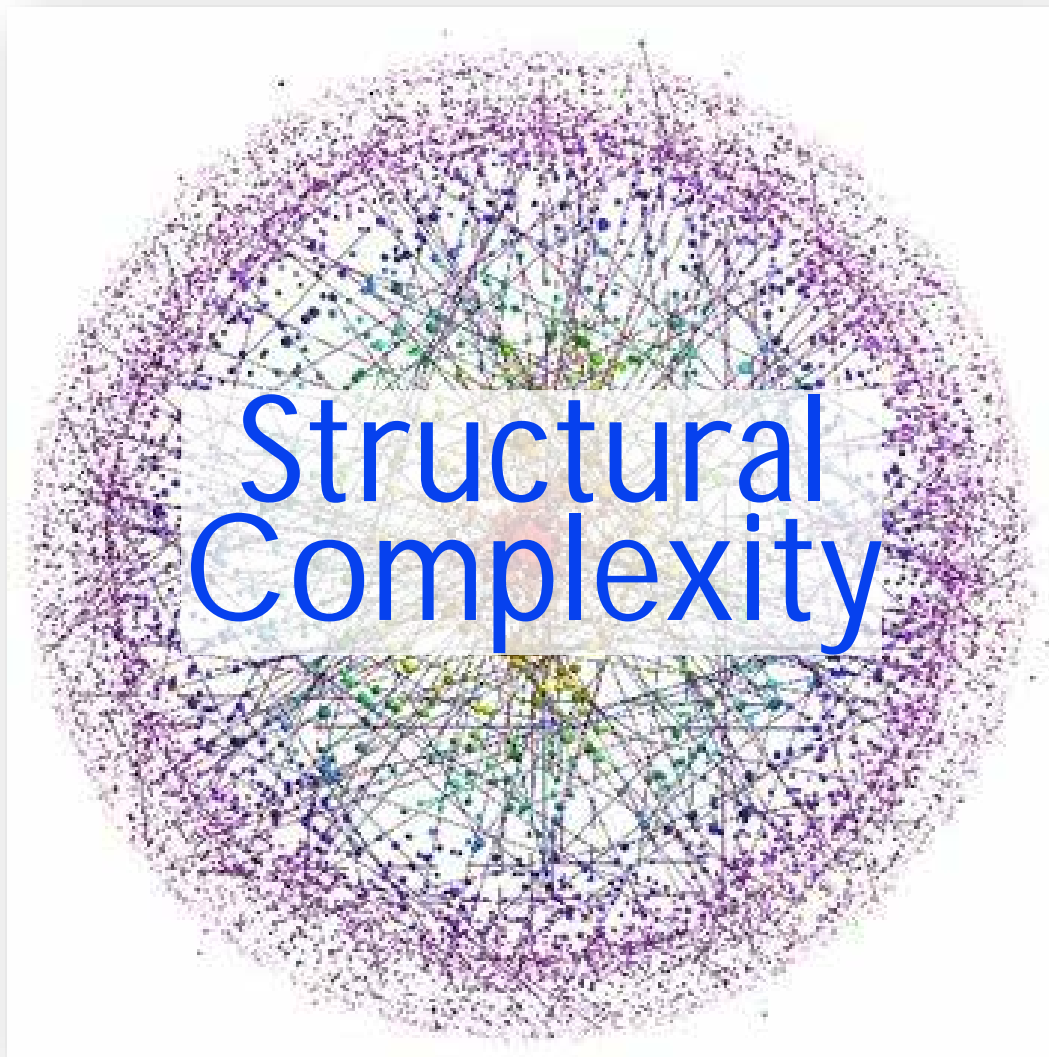
www.PragmaticEA.com/pragmatic-architects-creed.asp



Environment

The Architecture Paradigm™

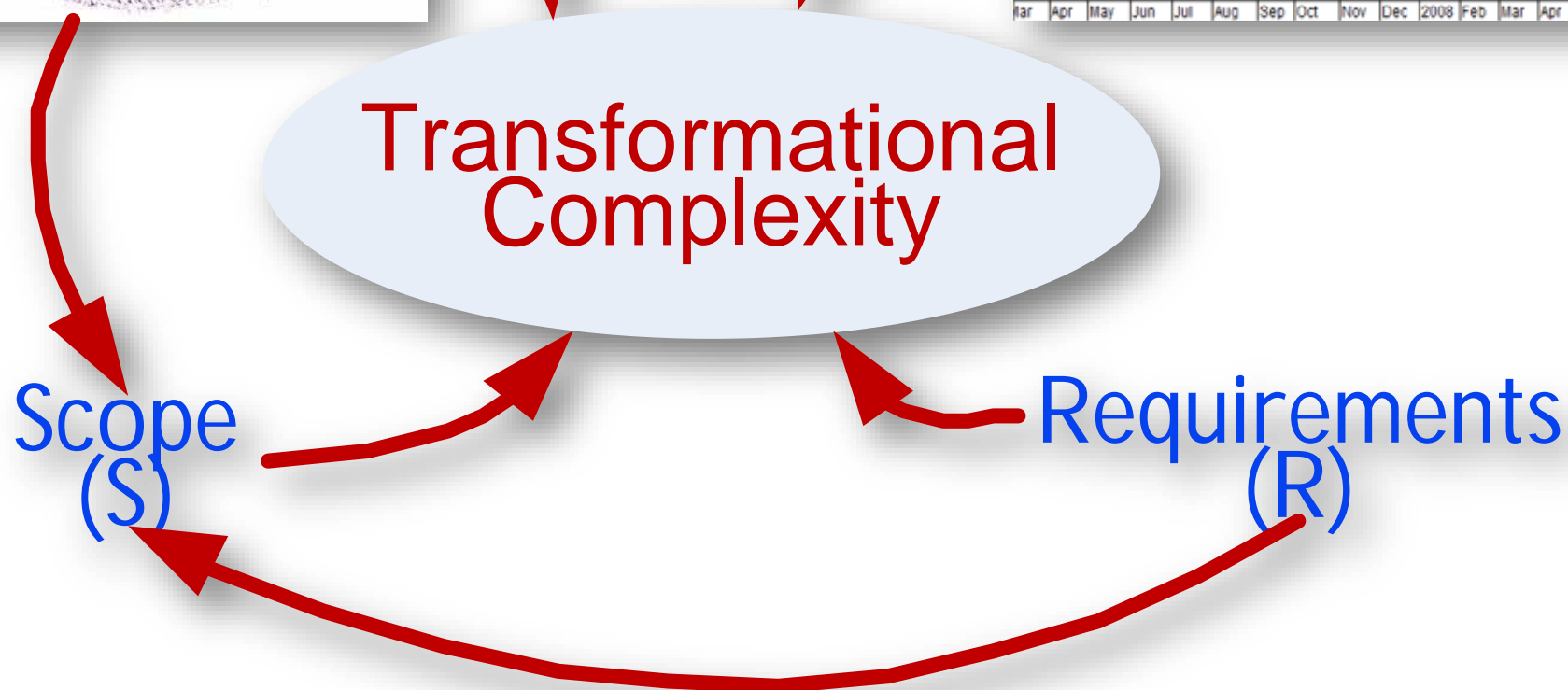
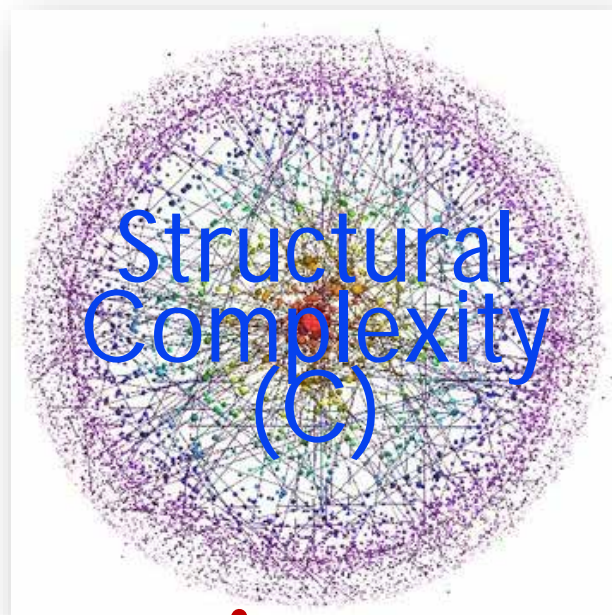


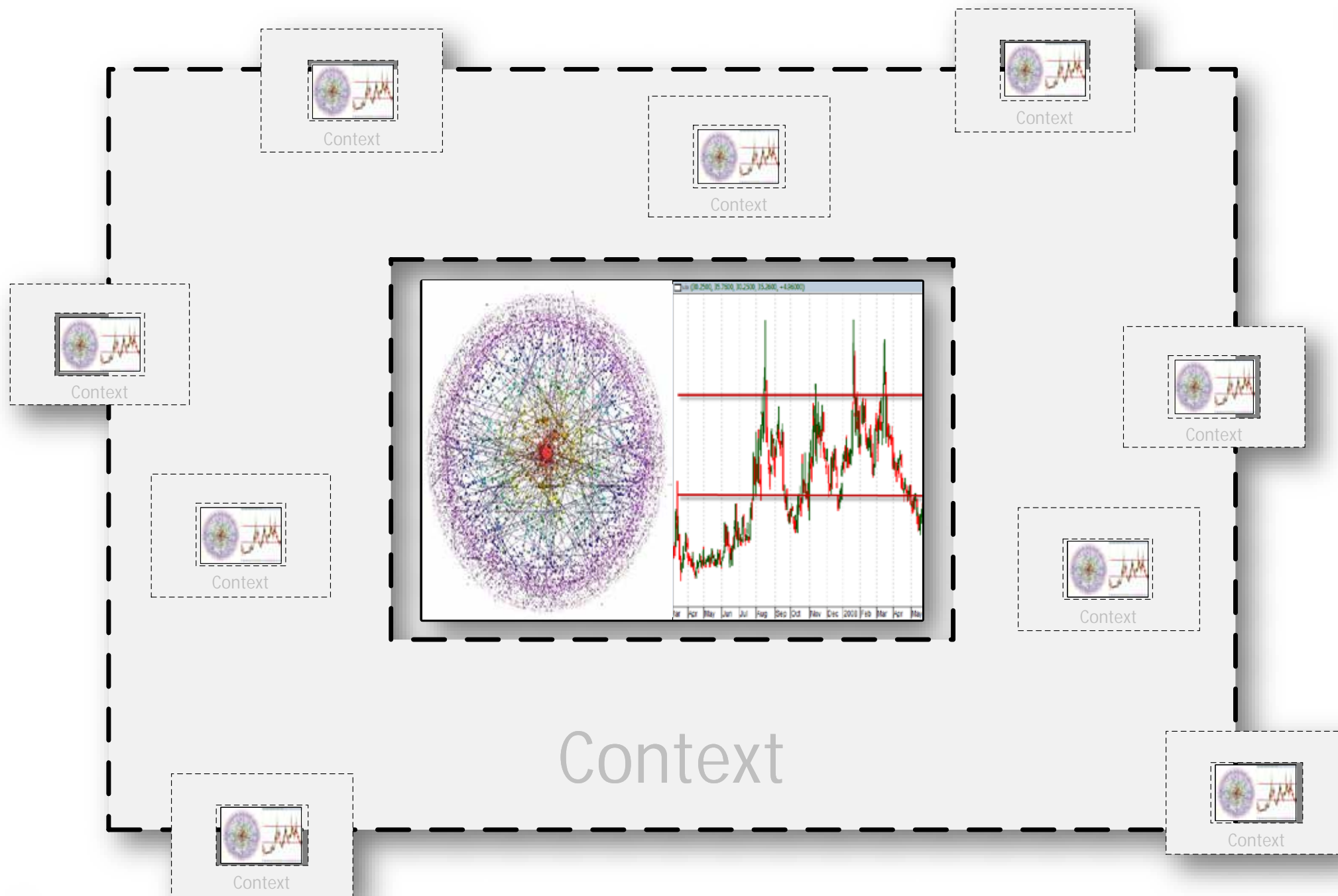


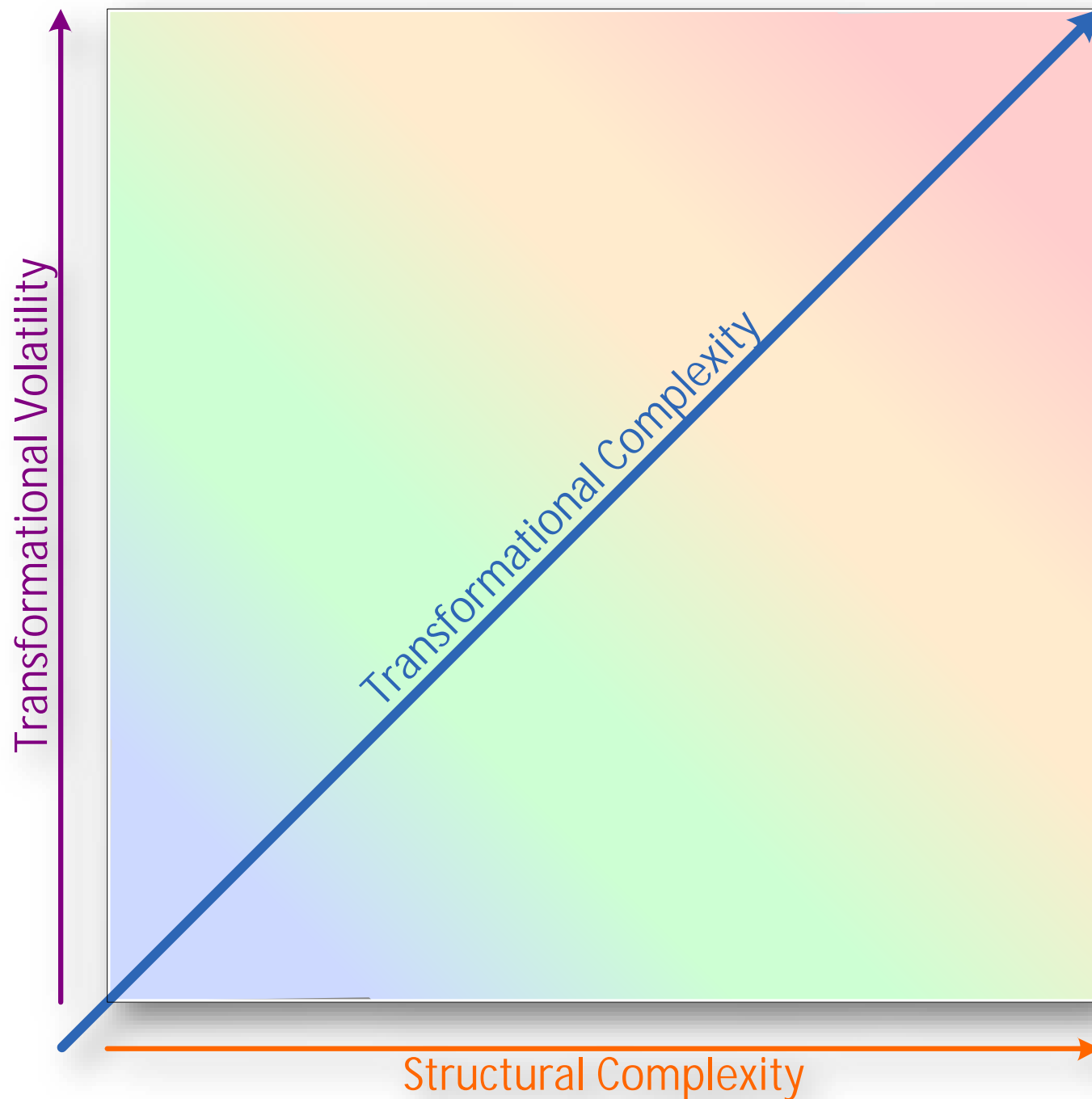
Structural Complexity
=
Number of different Systems
+
Number of Relationships between
those Systems.



Transformational Volatility
=
Rate of change of Systems







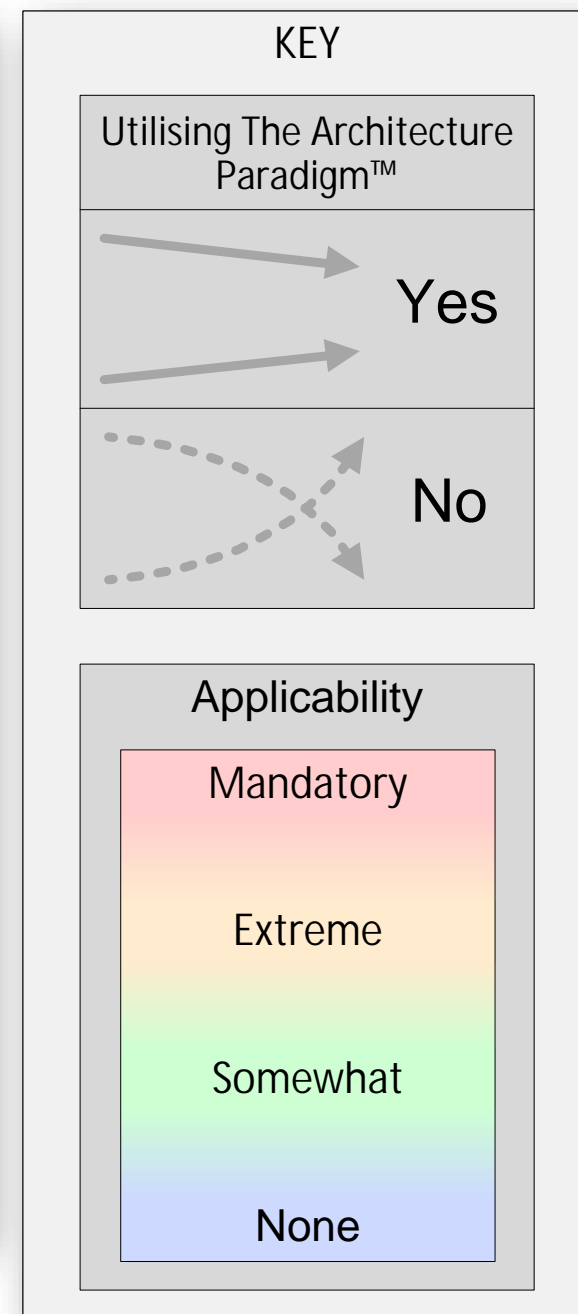
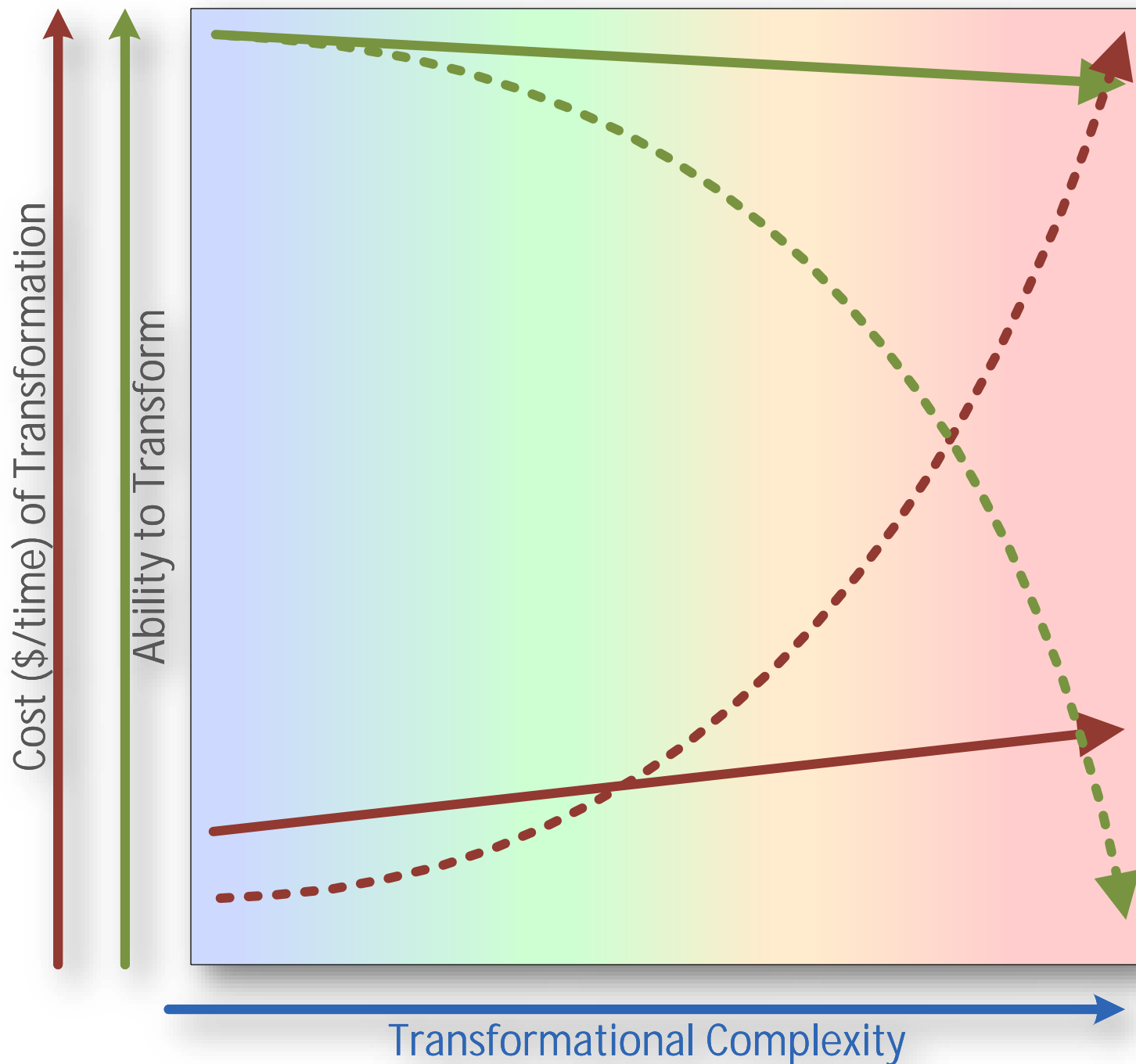
Applicability

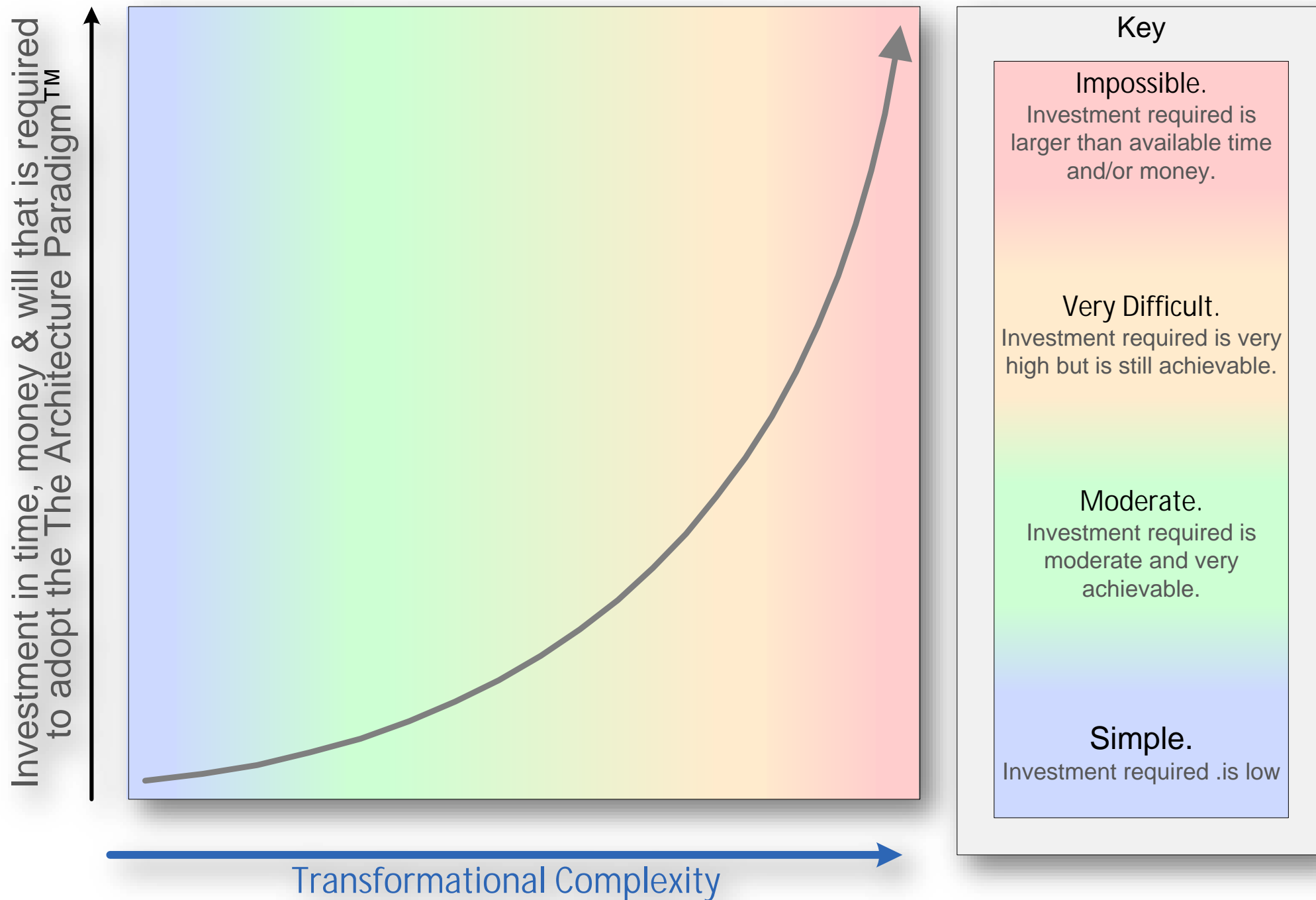
Mandatory.
Critical for change.

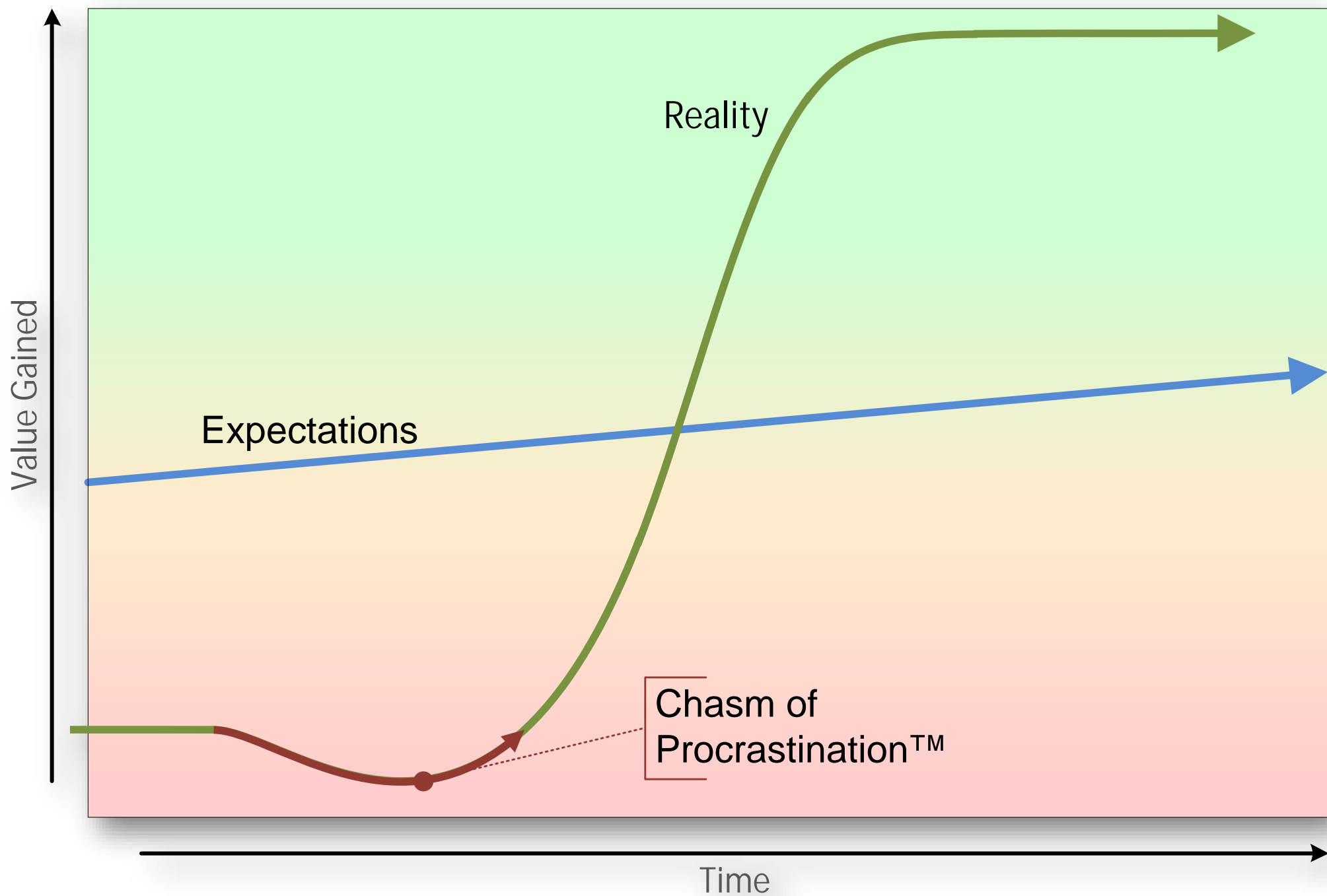
Extreme.
Large opportunity for
advantage.
Large risk of disadvantage.

Somewhat.
Some opportunity for
advantage.
Small risk of disadvantage.

None.
No opportunity for
advantage.









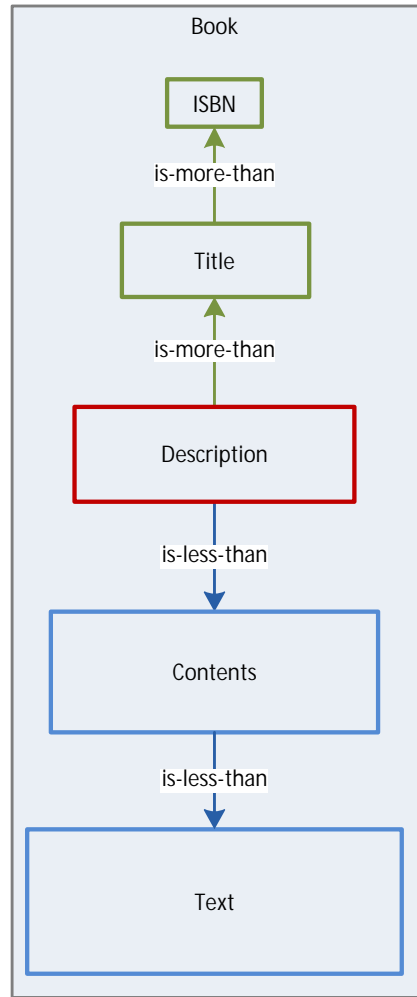
Why

How

Abstraction / Elaboration

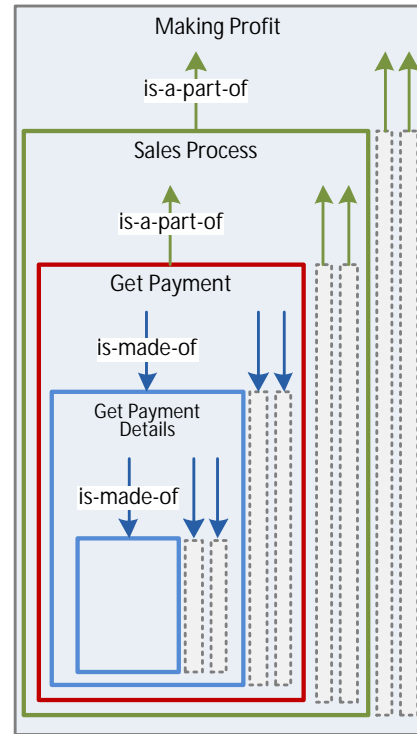
↑ Omission

Inclusion ↓



↑ Composition

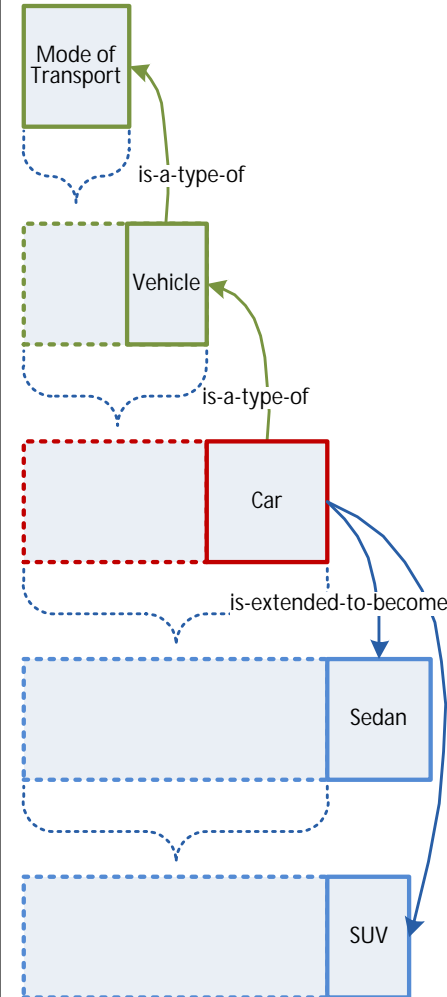
Decomposition ↓



Sometimes there is a structural order or transformational flow between the parts which can be simple or complex.

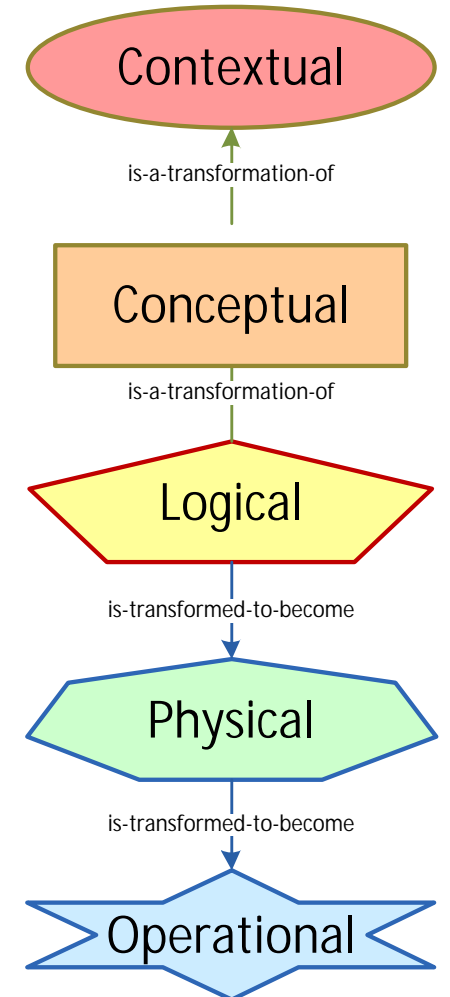
↑ Generalisation

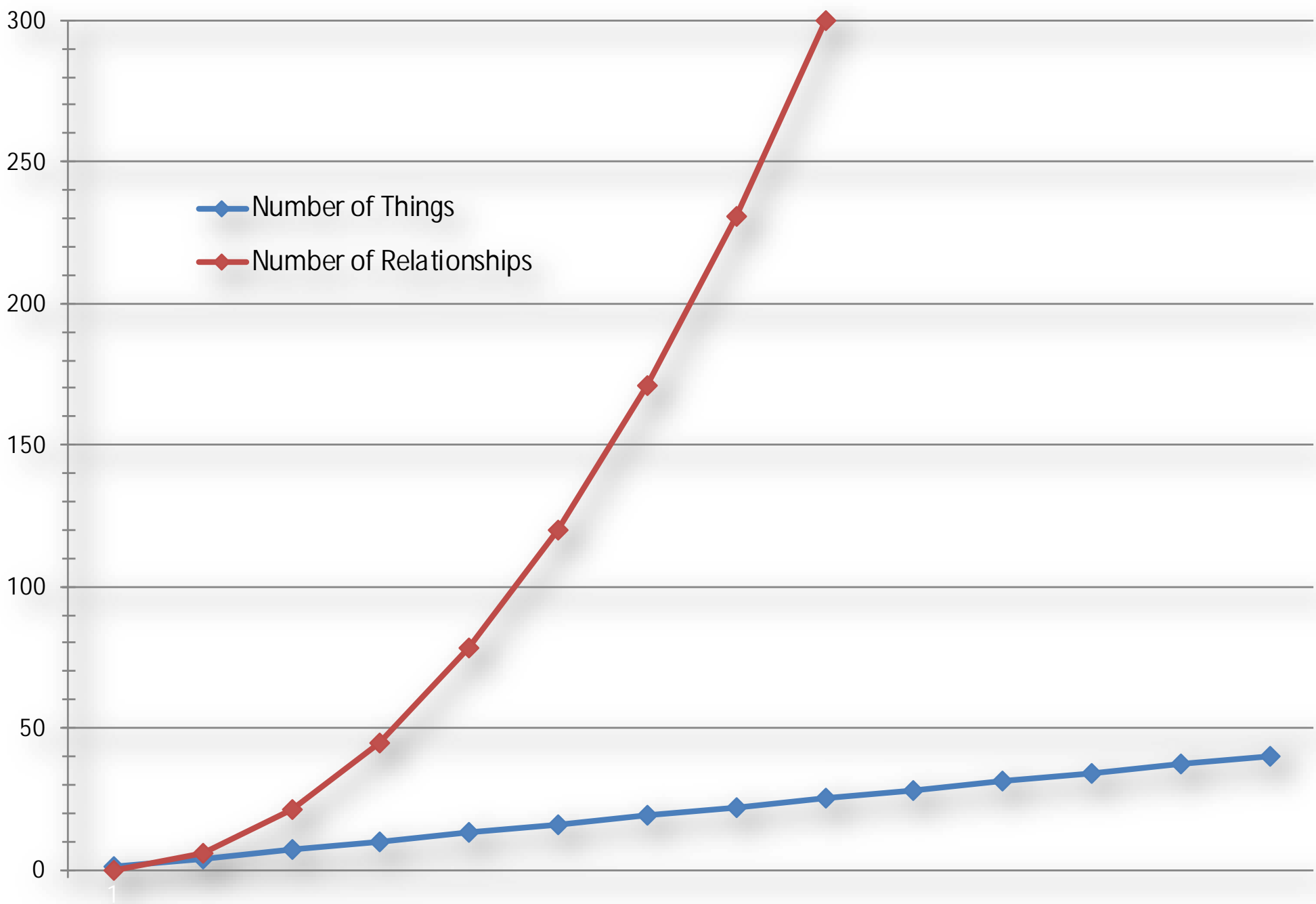
Specialisation ↓

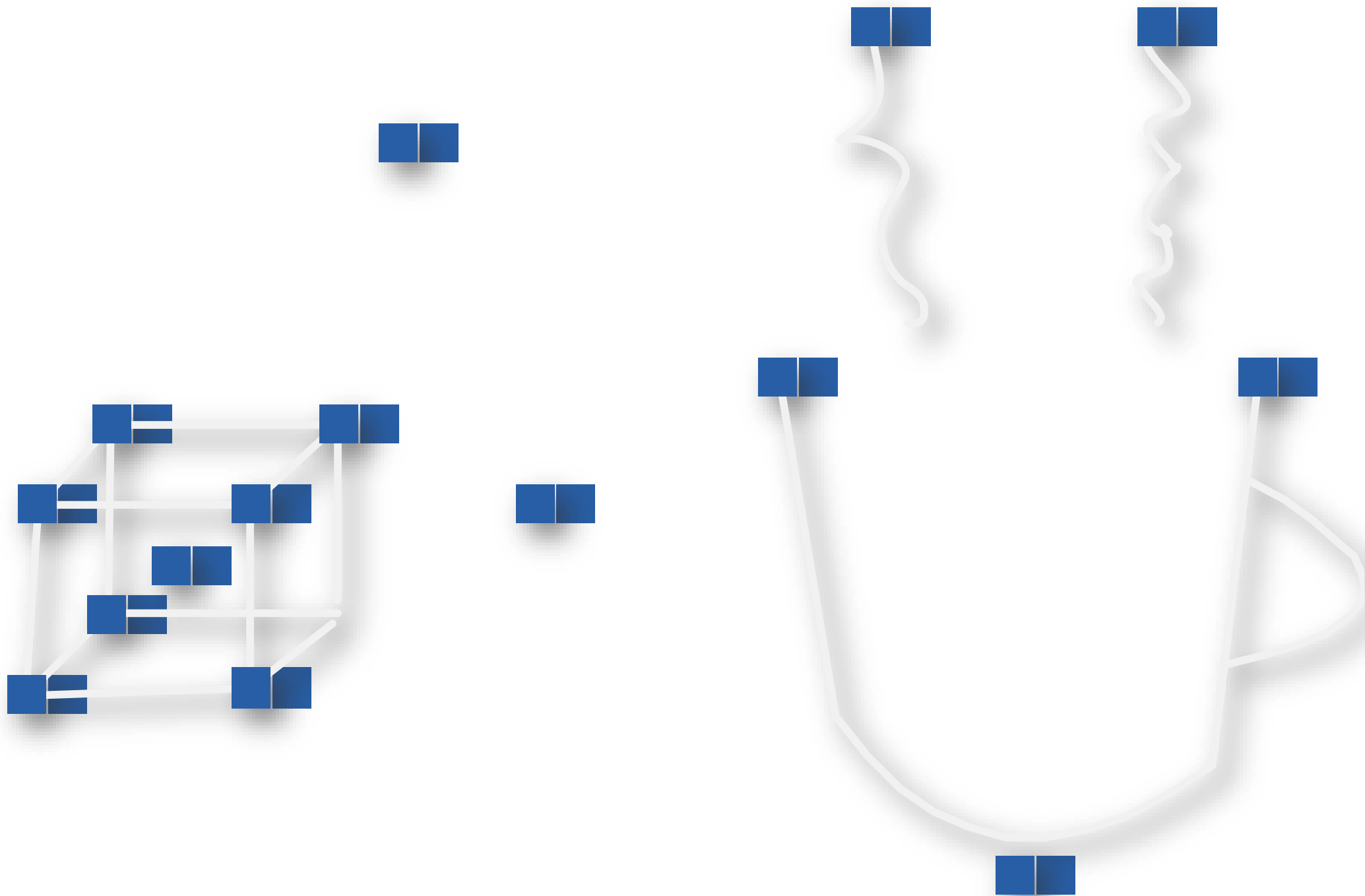


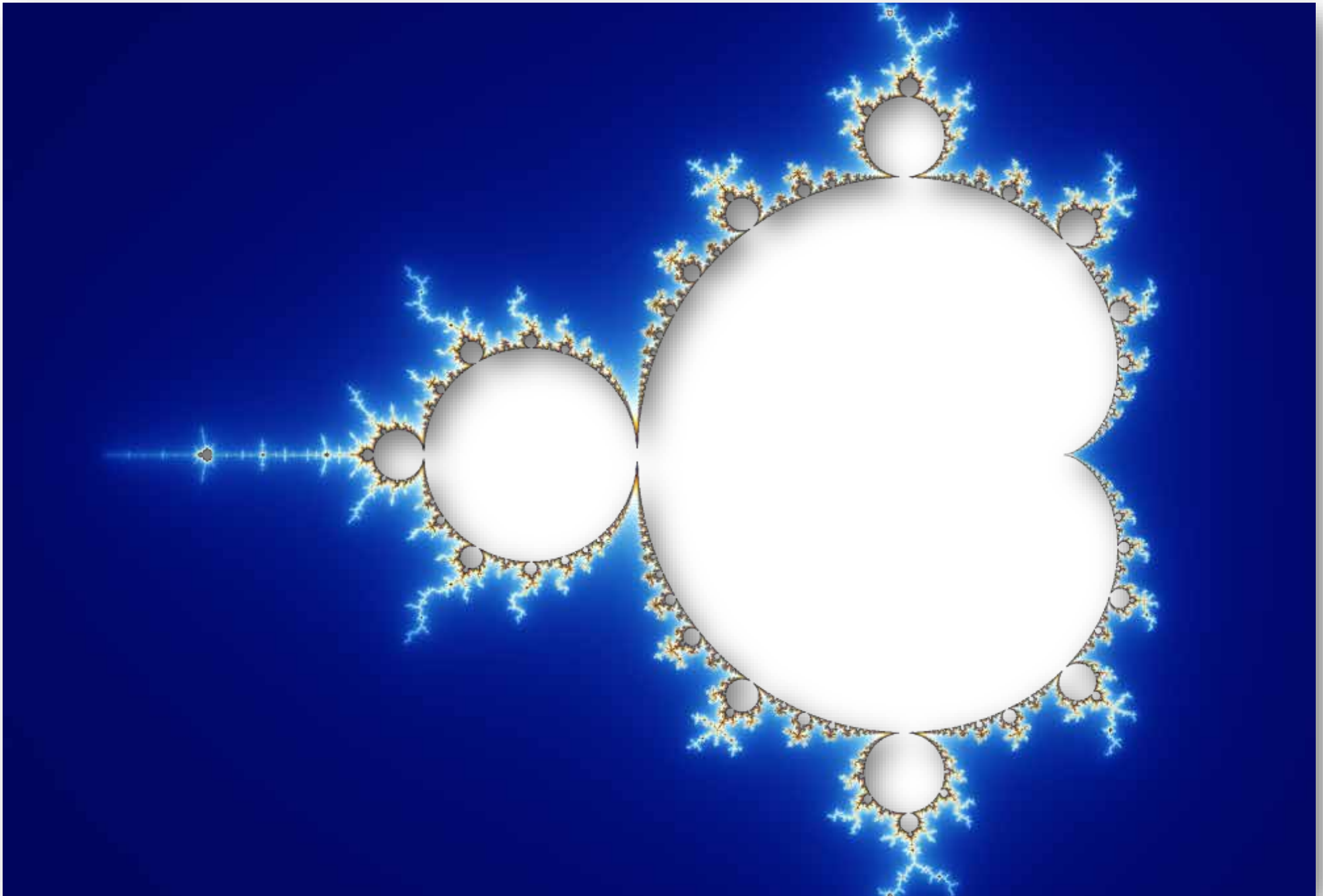
↑ Idealisation

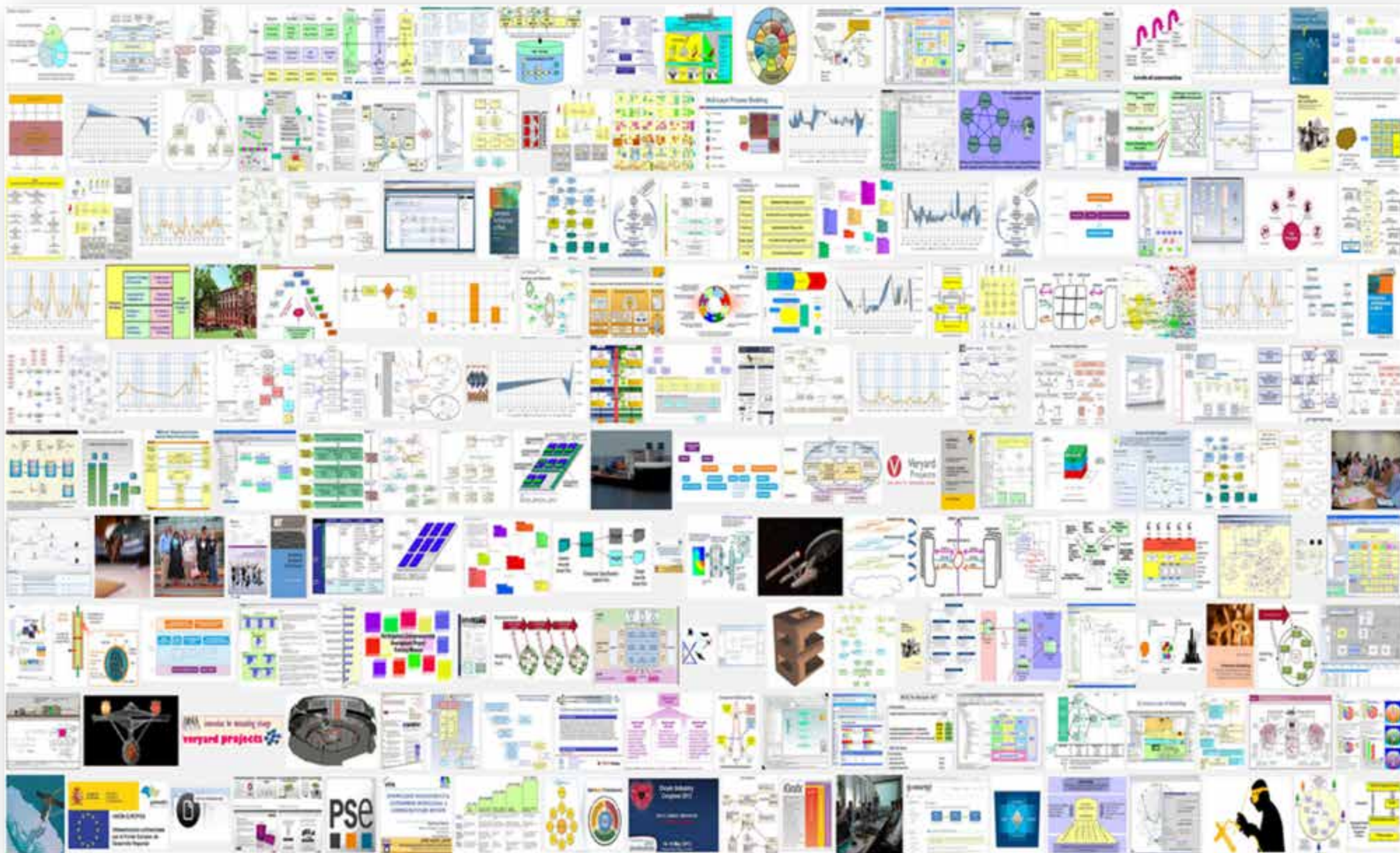
Realisation ↓

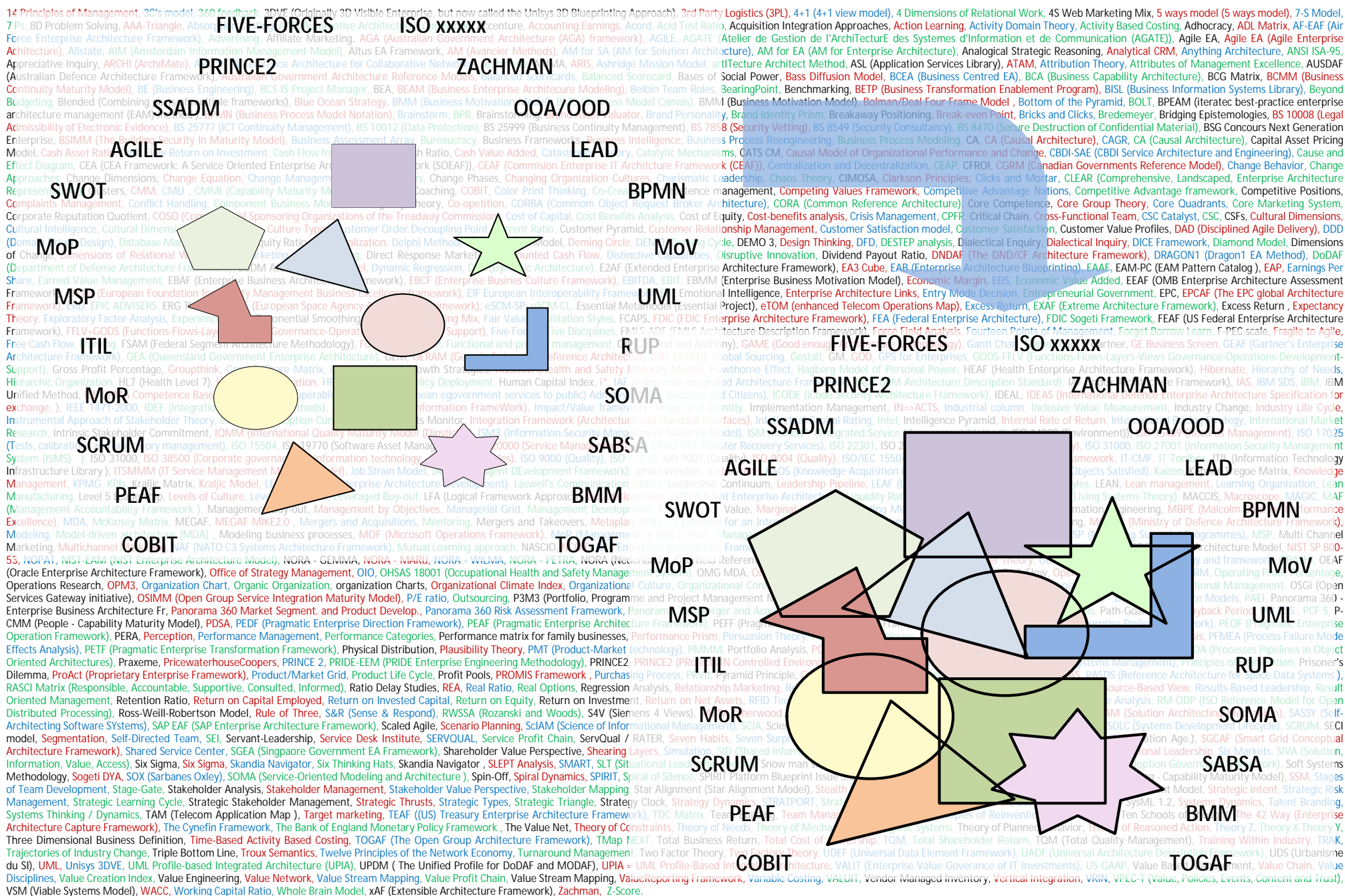






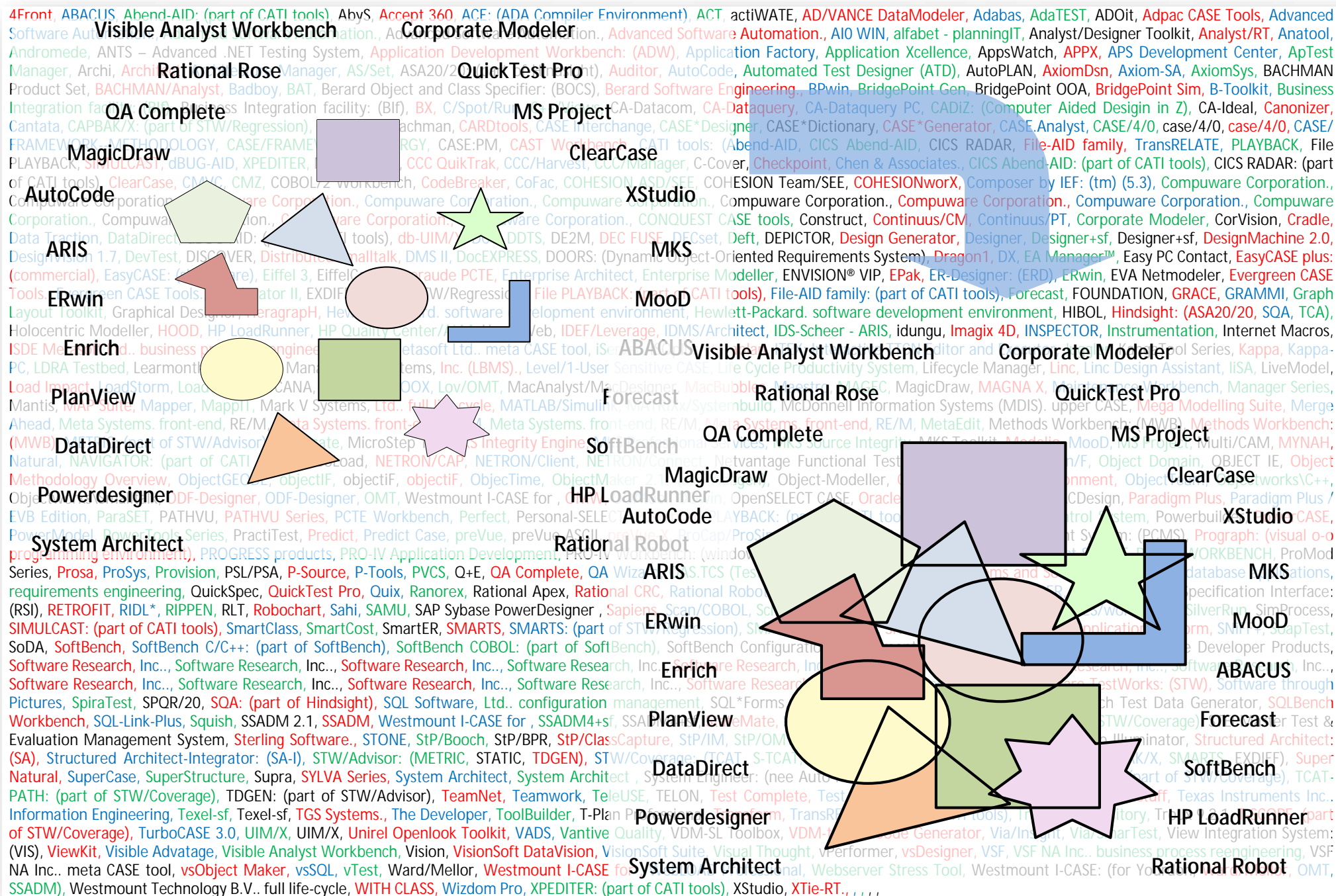






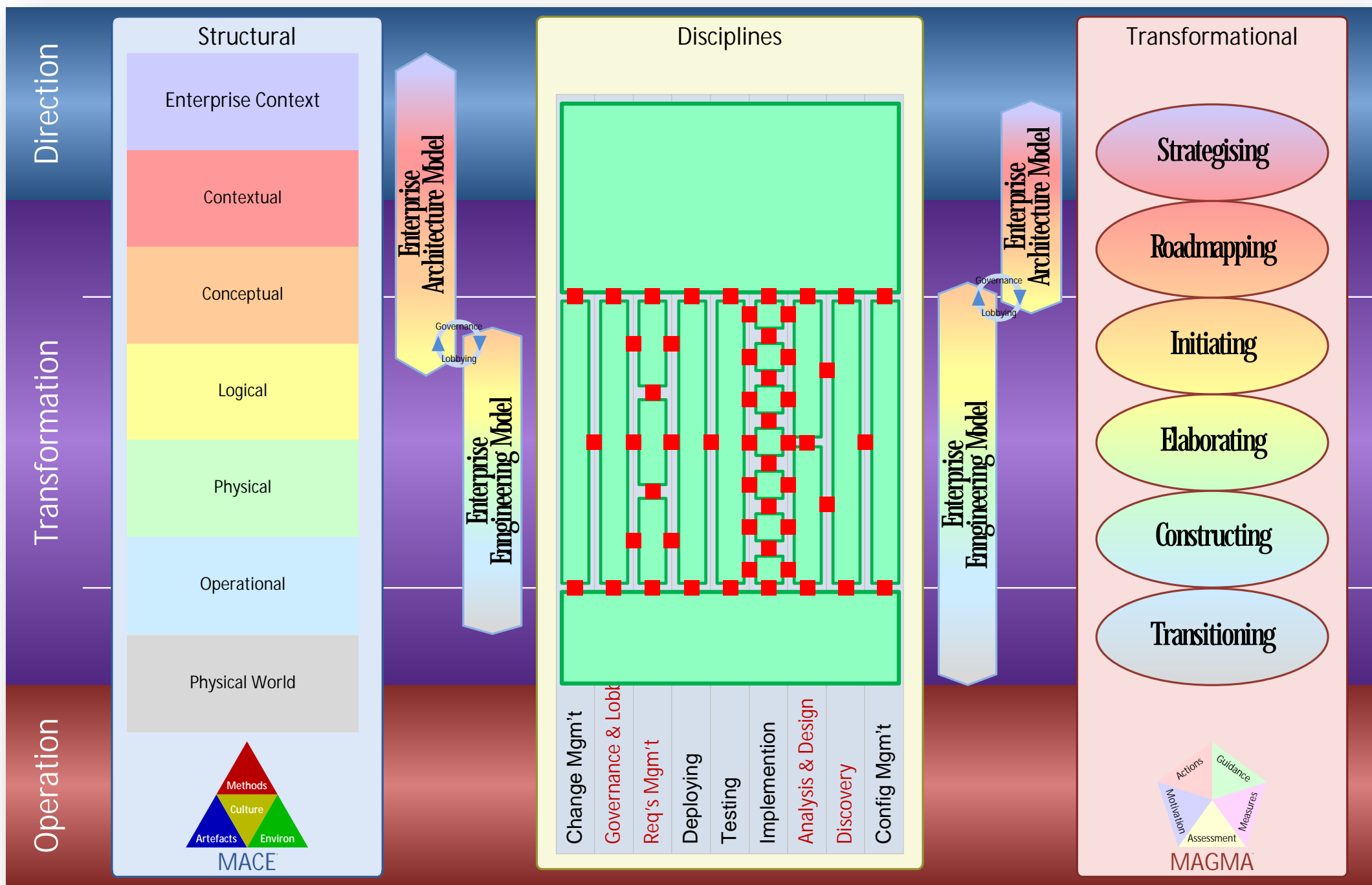
POET

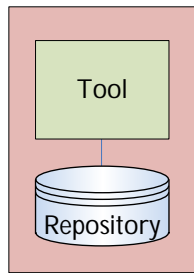
POET



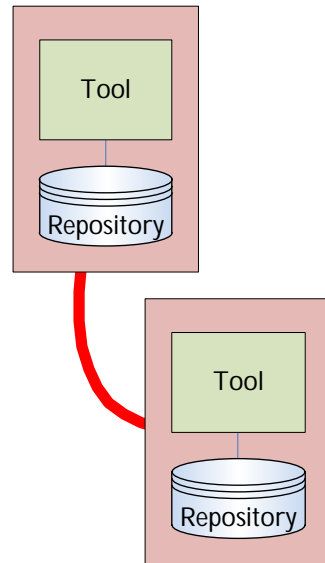
POET

POET

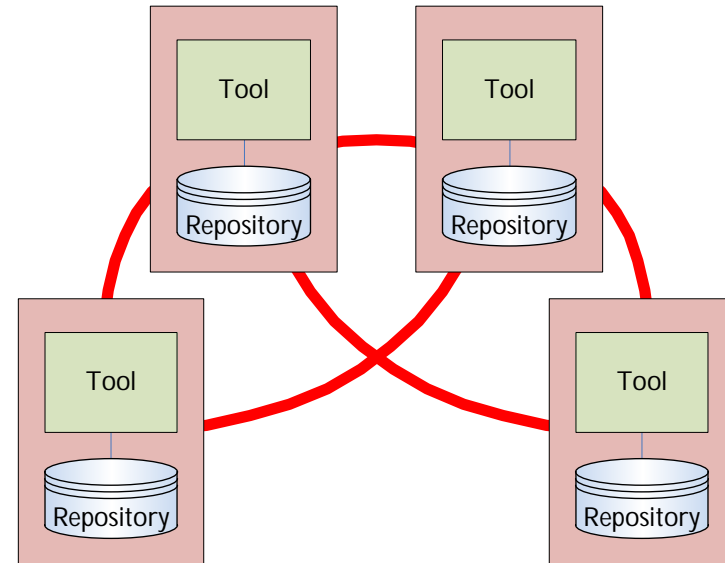




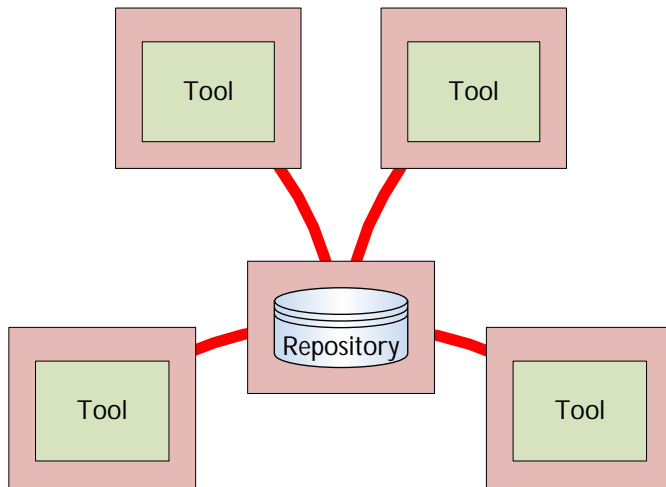
Option A



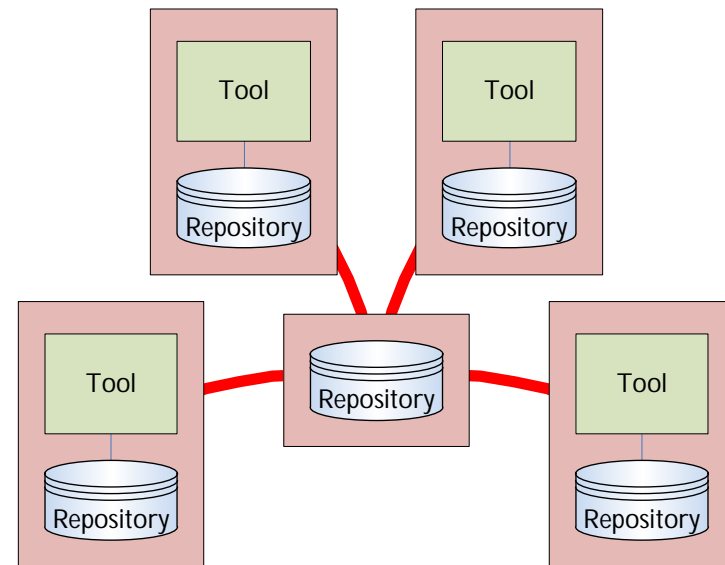
Option B



Option C

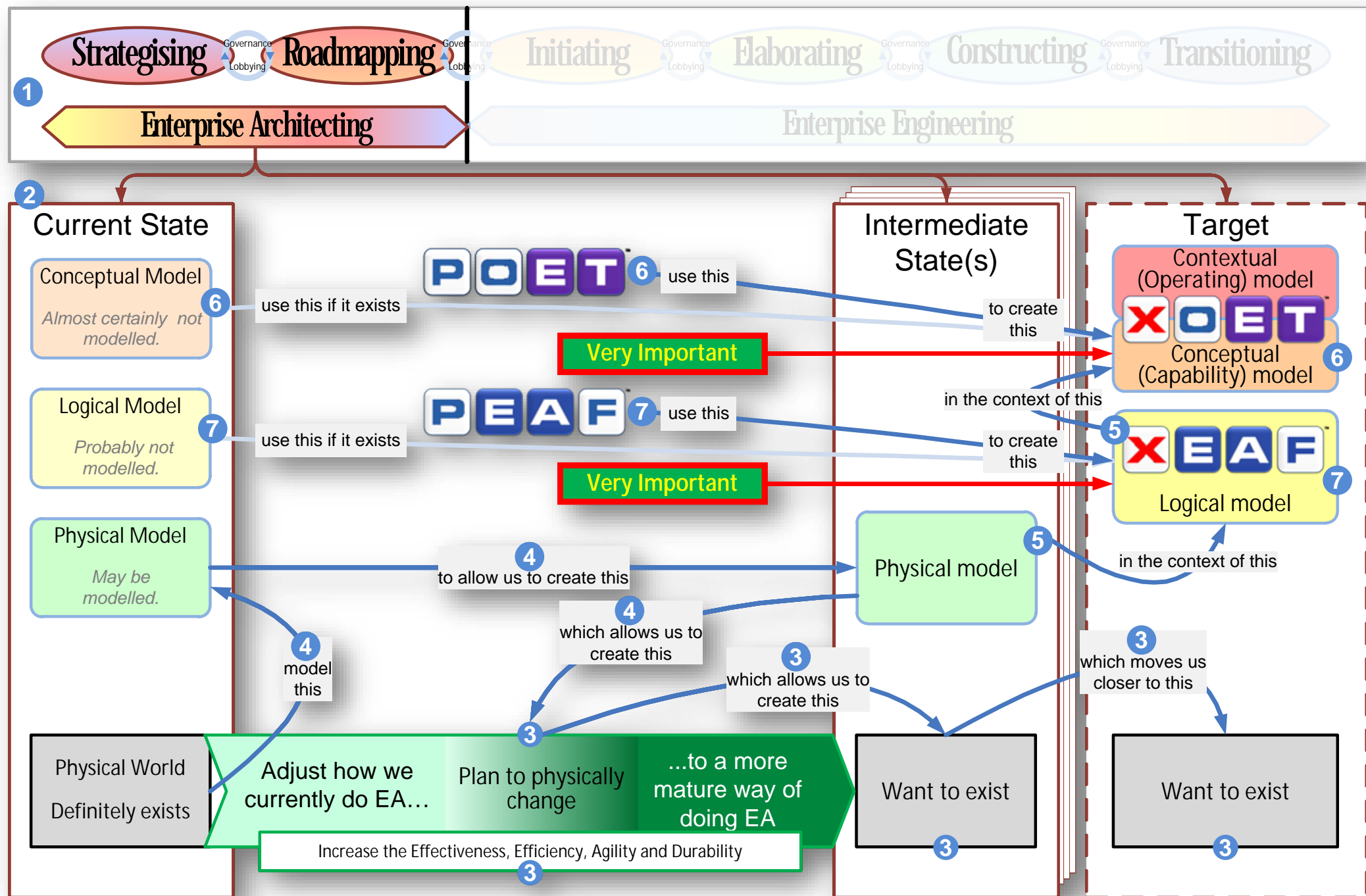


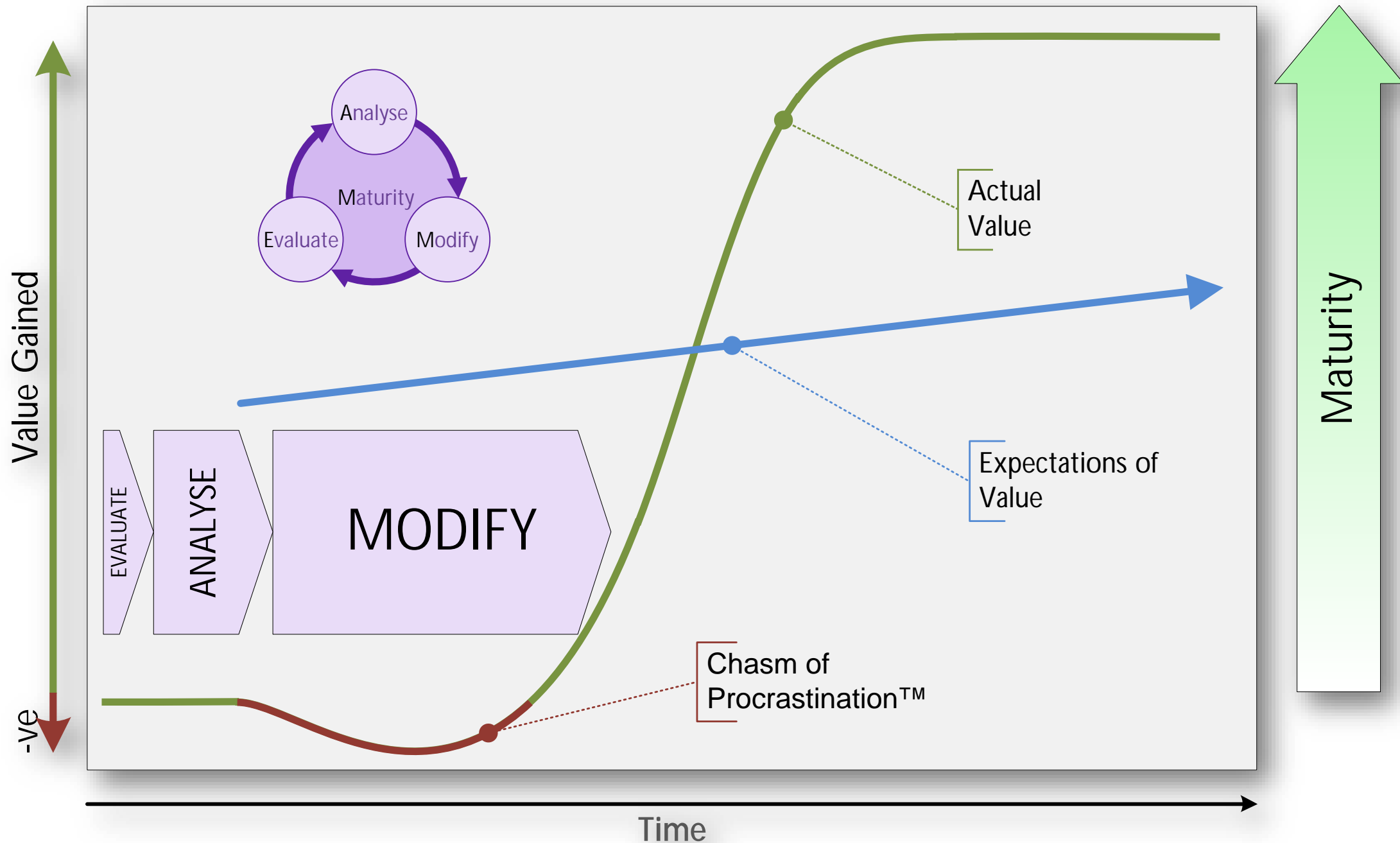
Option D

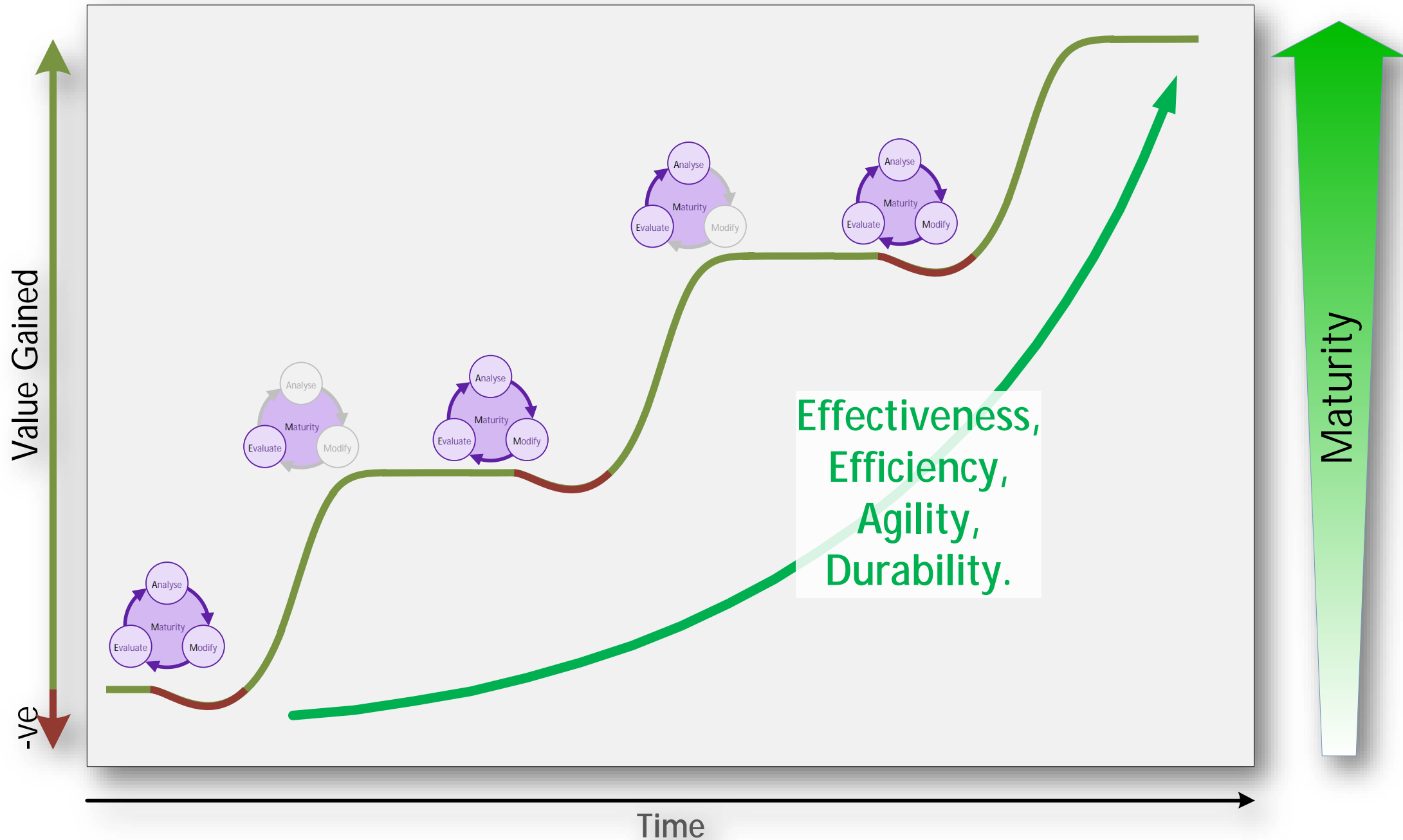


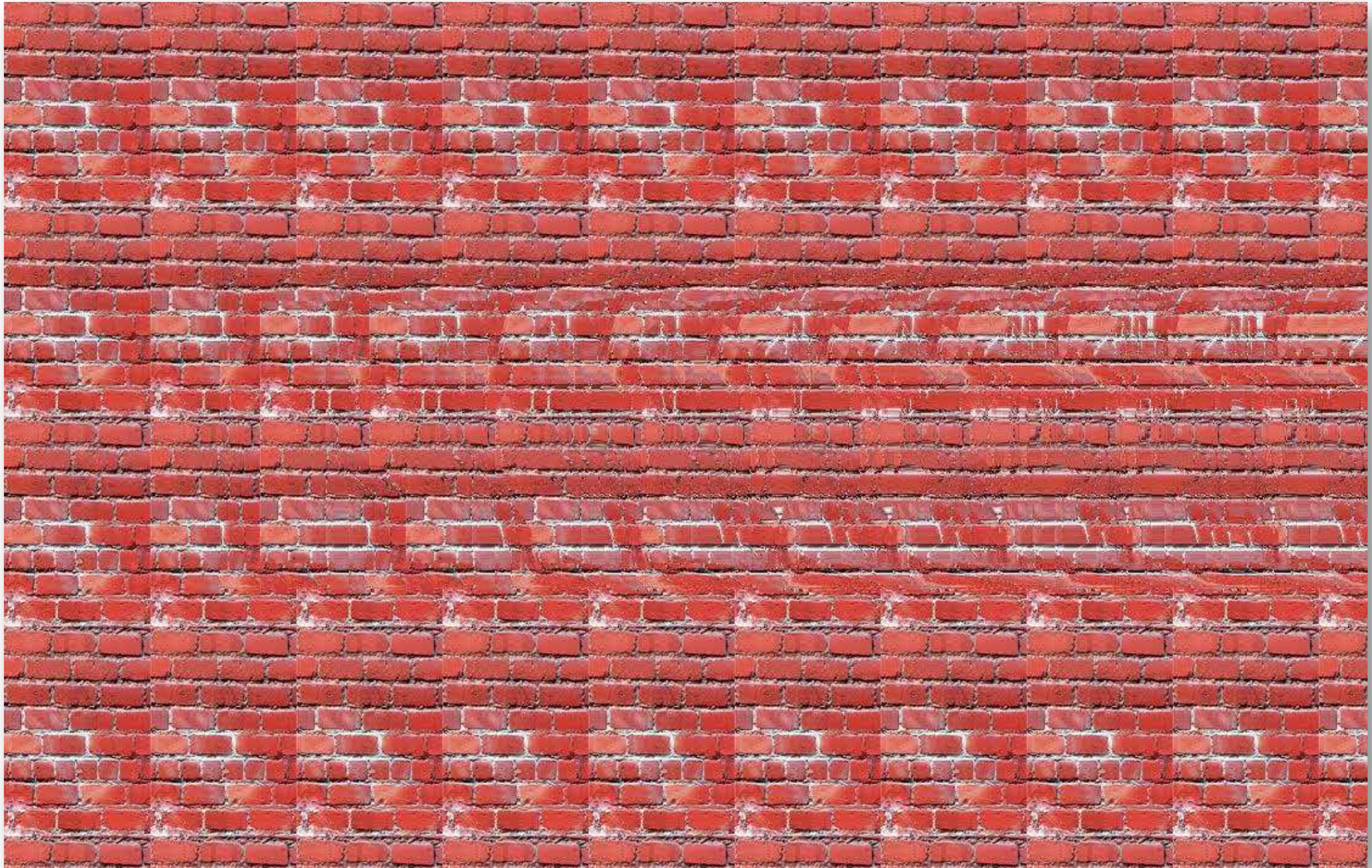
Option E

Adoption









Bad times



We feel the pain but,
we don't have the
resources to mature
Transformation.

Good times



We have the
resources to mature
Transformation but,
we don't feel the pain.

Martin Brundle commenting on how the strategy and planning of F1 is a mess...

“The system is broken and it needs changing, but to make changes you've got to get through the broken system, so it's spinning its wheels and going absolutely nowhere.

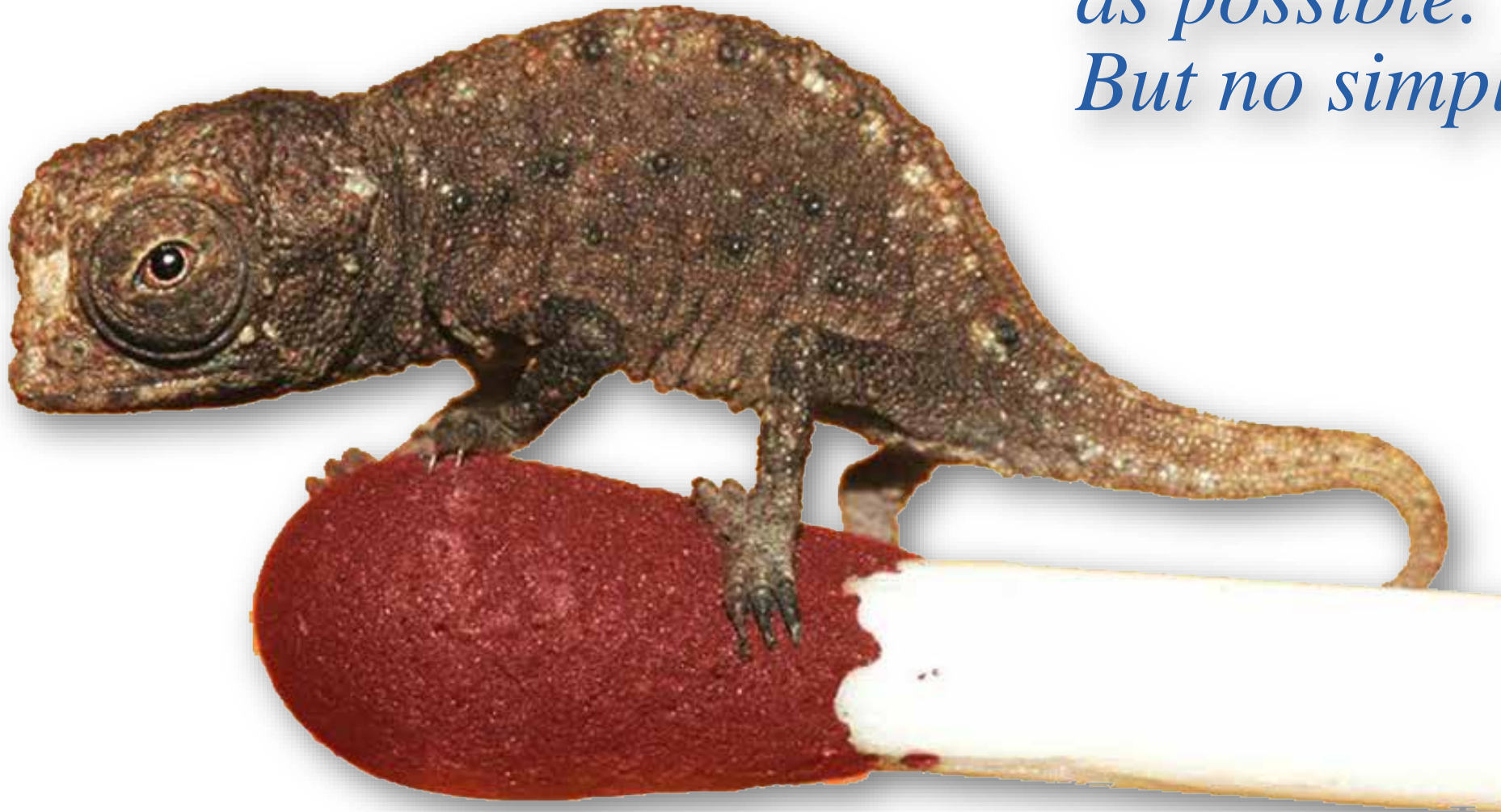
It's going to take a big bang to change it because between them they couldn't run a bath to be honest, and there's no way that they'll find a way and have a common sense pill and get on with it. So, until there's a big bang (and then you've got to be concerned about what fills the vacuum) that's when it will move forward and I don't know when that will be.”



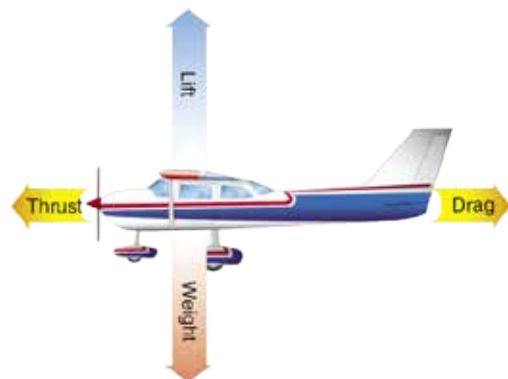


*“Everything should
be made as simple
as possible.
But no simpler.”*

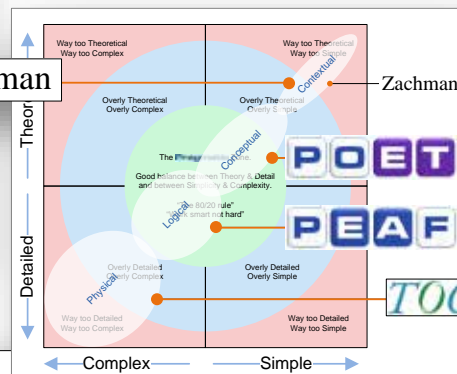
- Einstein



Camp 1



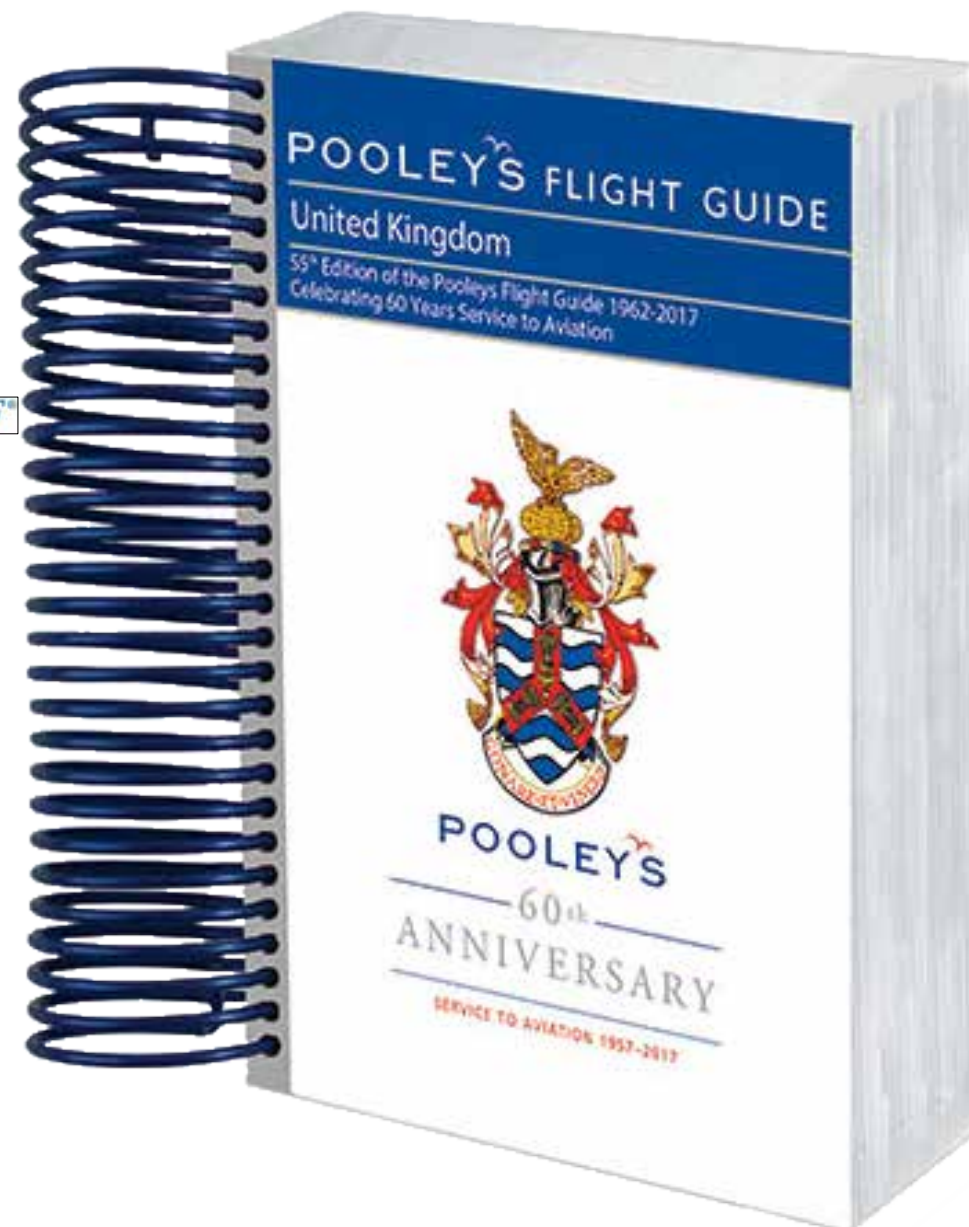
Zachman



Pragmatic Camp



Camp 2



Internal

External



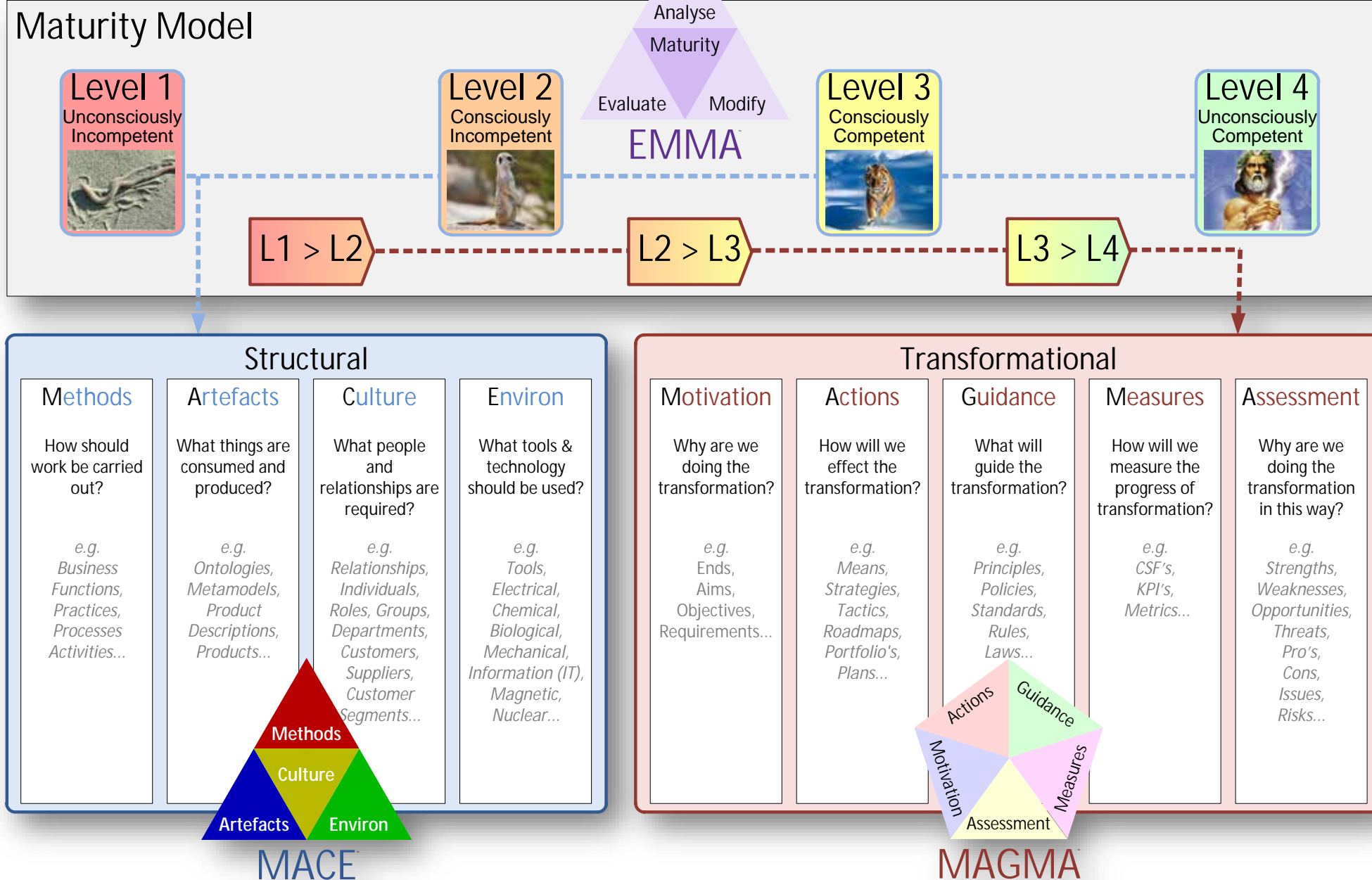
Kikazaru

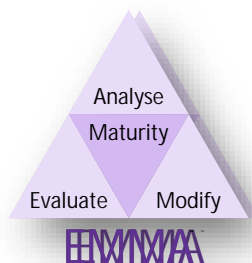


Mizaru

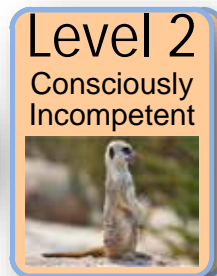


Iwazaru





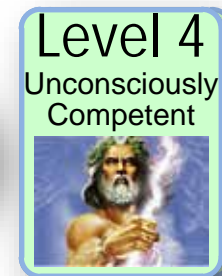
L1 > L2



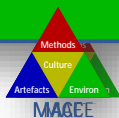
L2 > L3

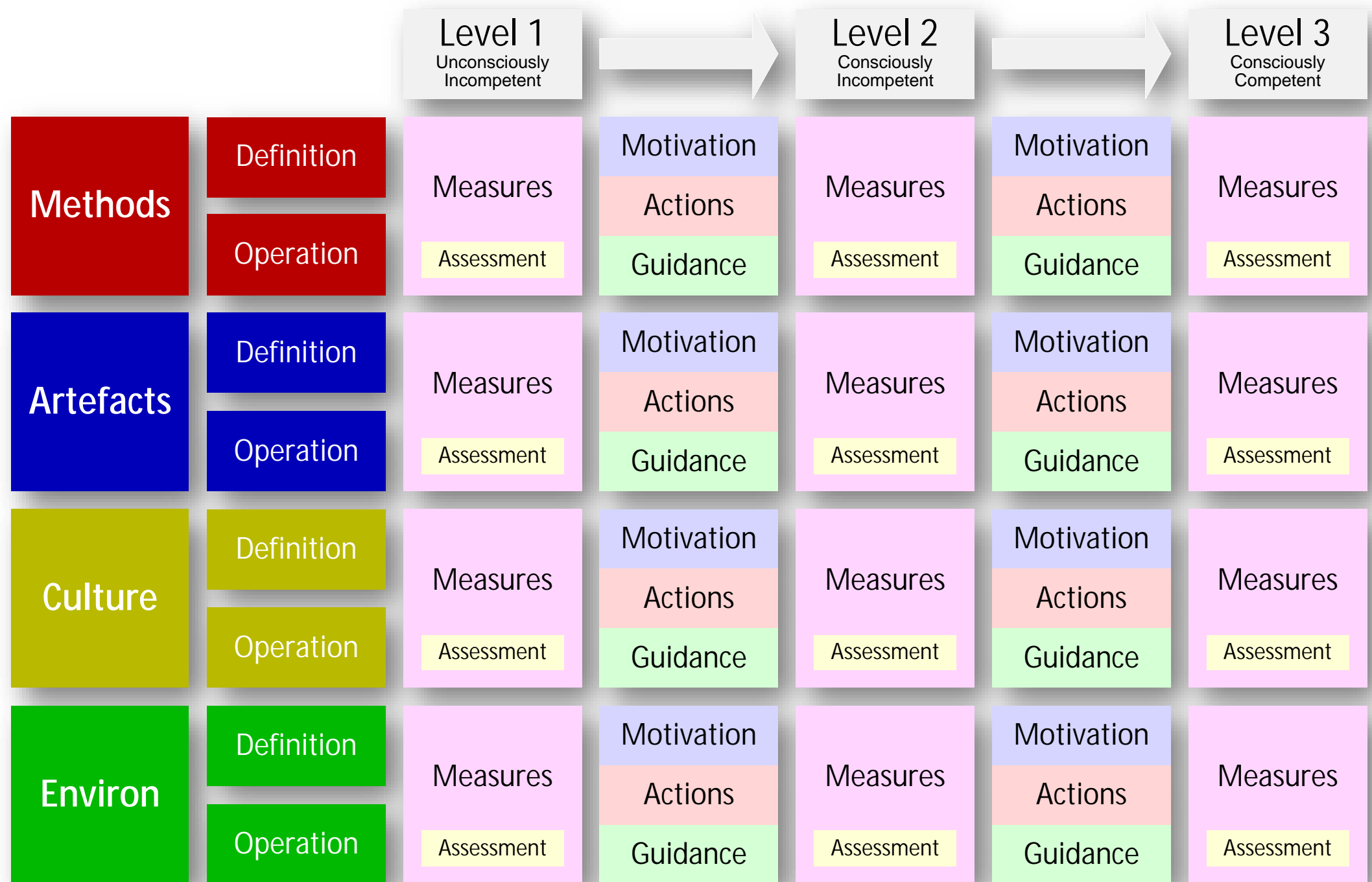


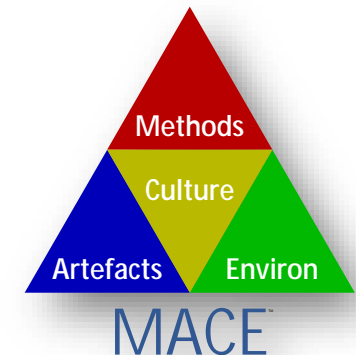
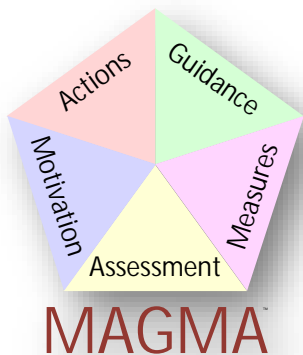
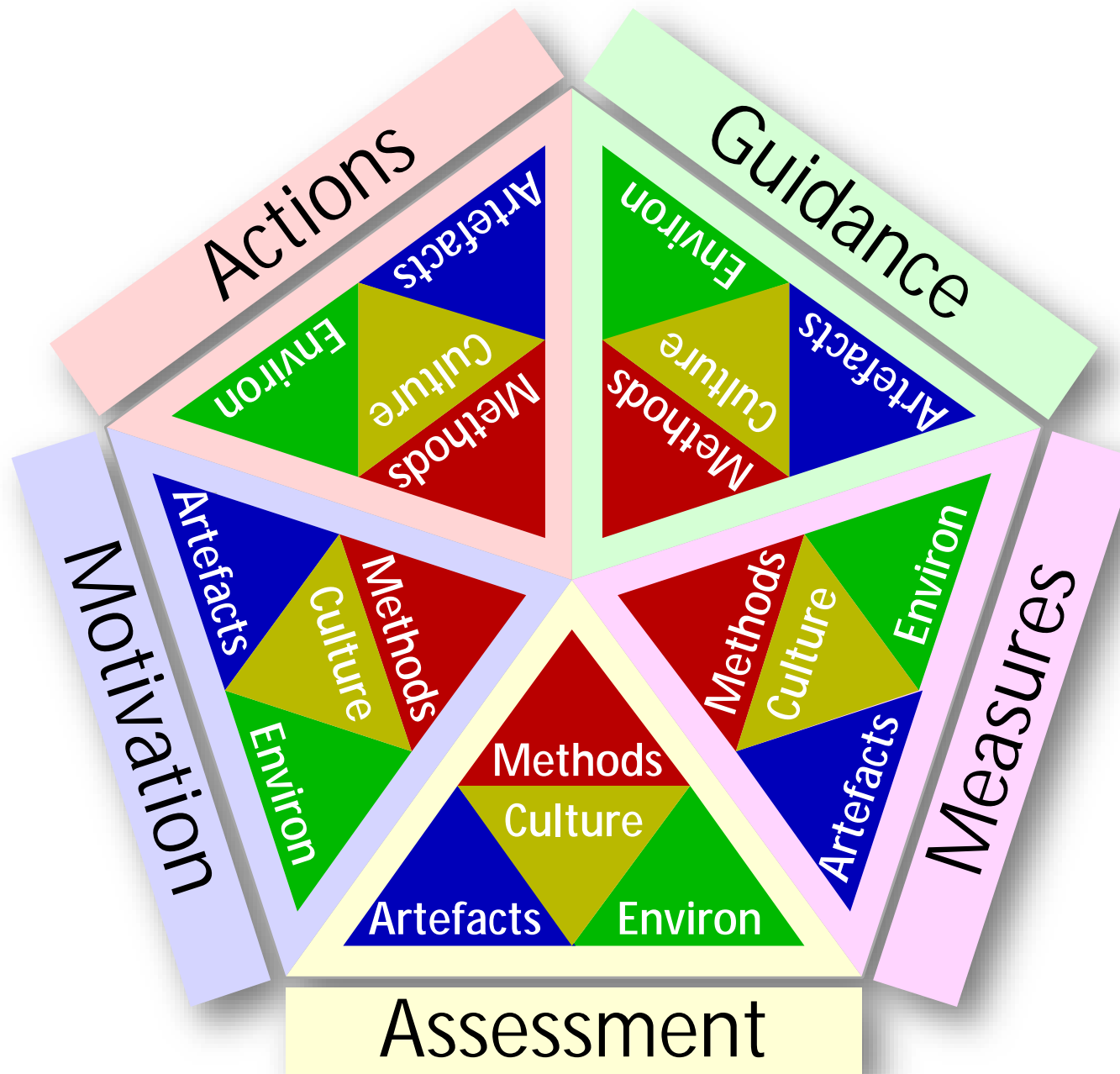
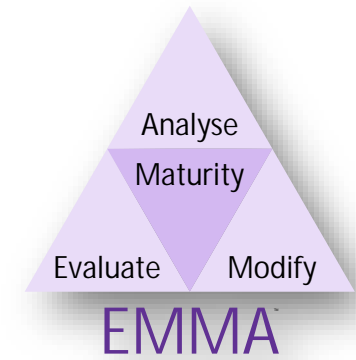
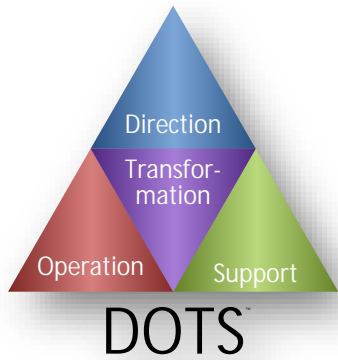
L3 > L4

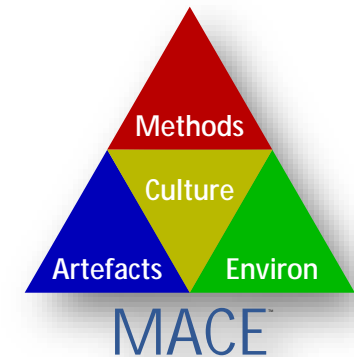
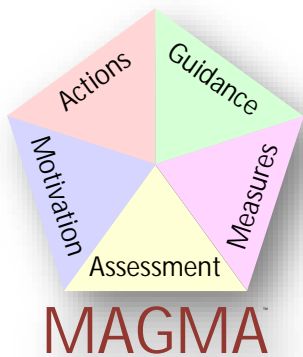
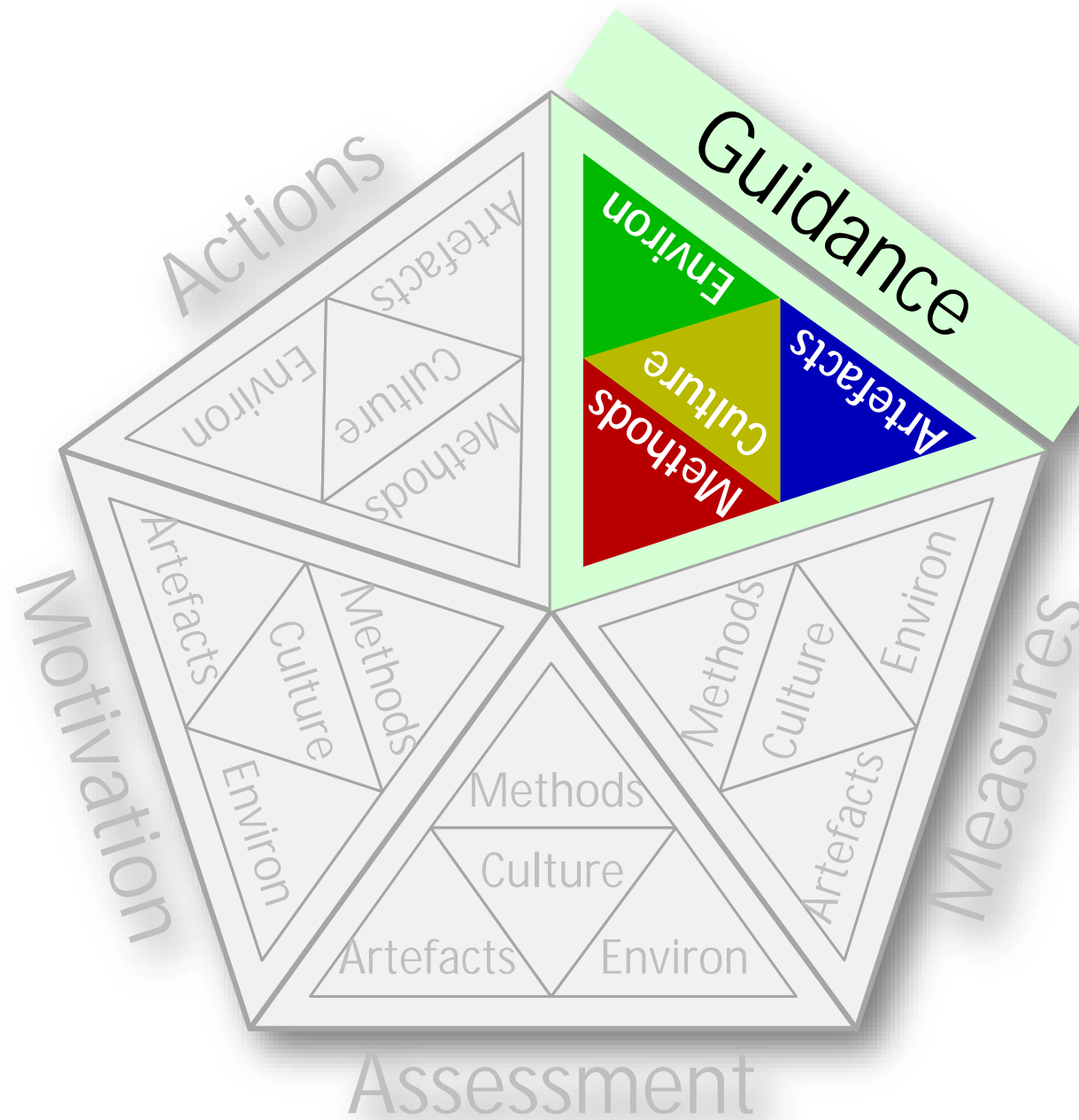
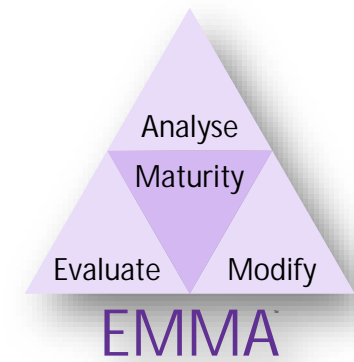
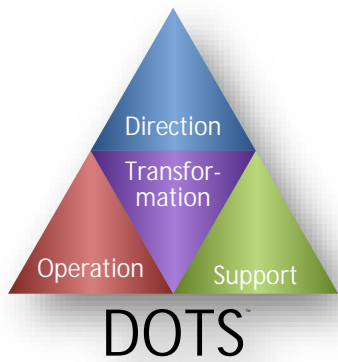


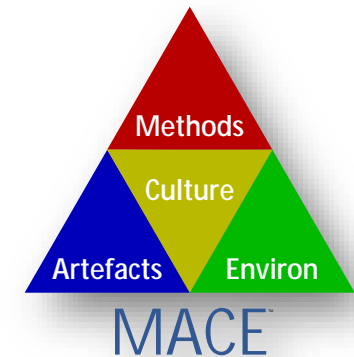
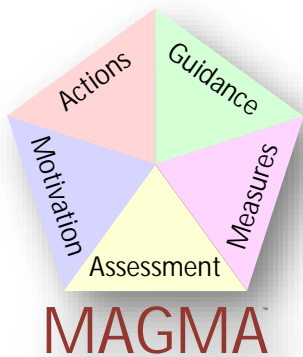
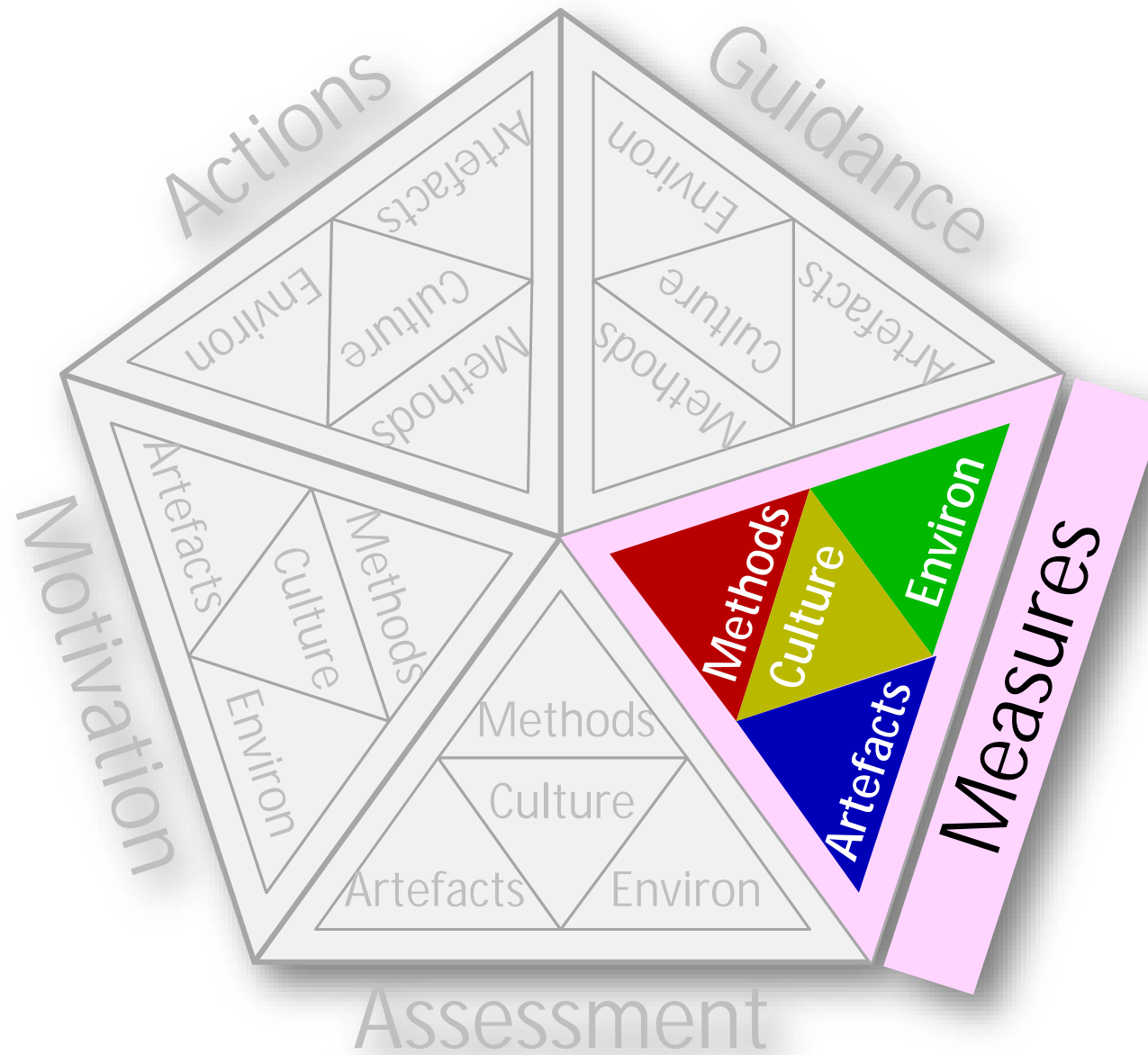
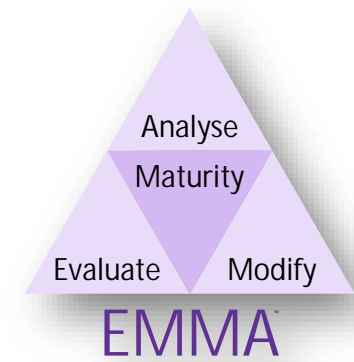
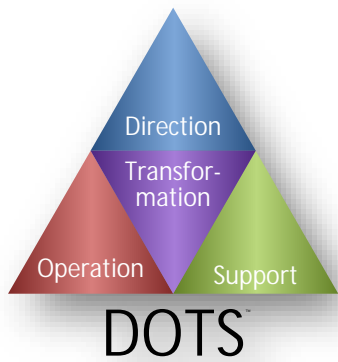
Methods	Measures	Motivation	Measures	Motivation	Measures	Motivation	Measures
	Assessment	Guidance	Assessment	Guidance	Assessment	Guidance	Assessment
Artefacts	Measures	Motivation	Measures	Motivation	Measures	Motivation	Measures
	Assessment	Guidance	Assessment	Guidance	Assessment	Guidance	Assessment
Culture	Measures	Motivation	Measures	Motivation	Measures	Motivation	Measures
	Assessment	Guidance	Assessment	Guidance	Assessment	Guidance	Assessment
Environ	Measures	Motivation	Measures	Motivation	Measures	Motivation	Measures
	Assessment	Guidance	Assessment	Guidance	Assessment	Guidance	Assessment



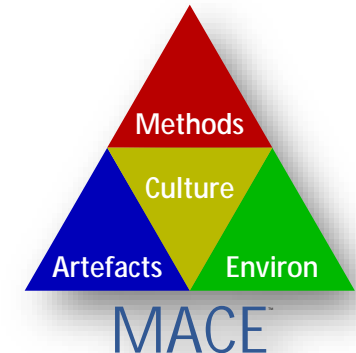
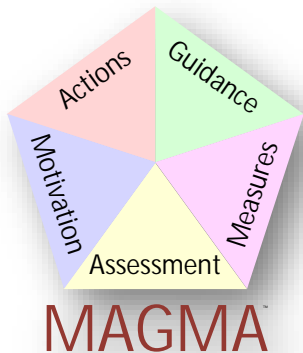
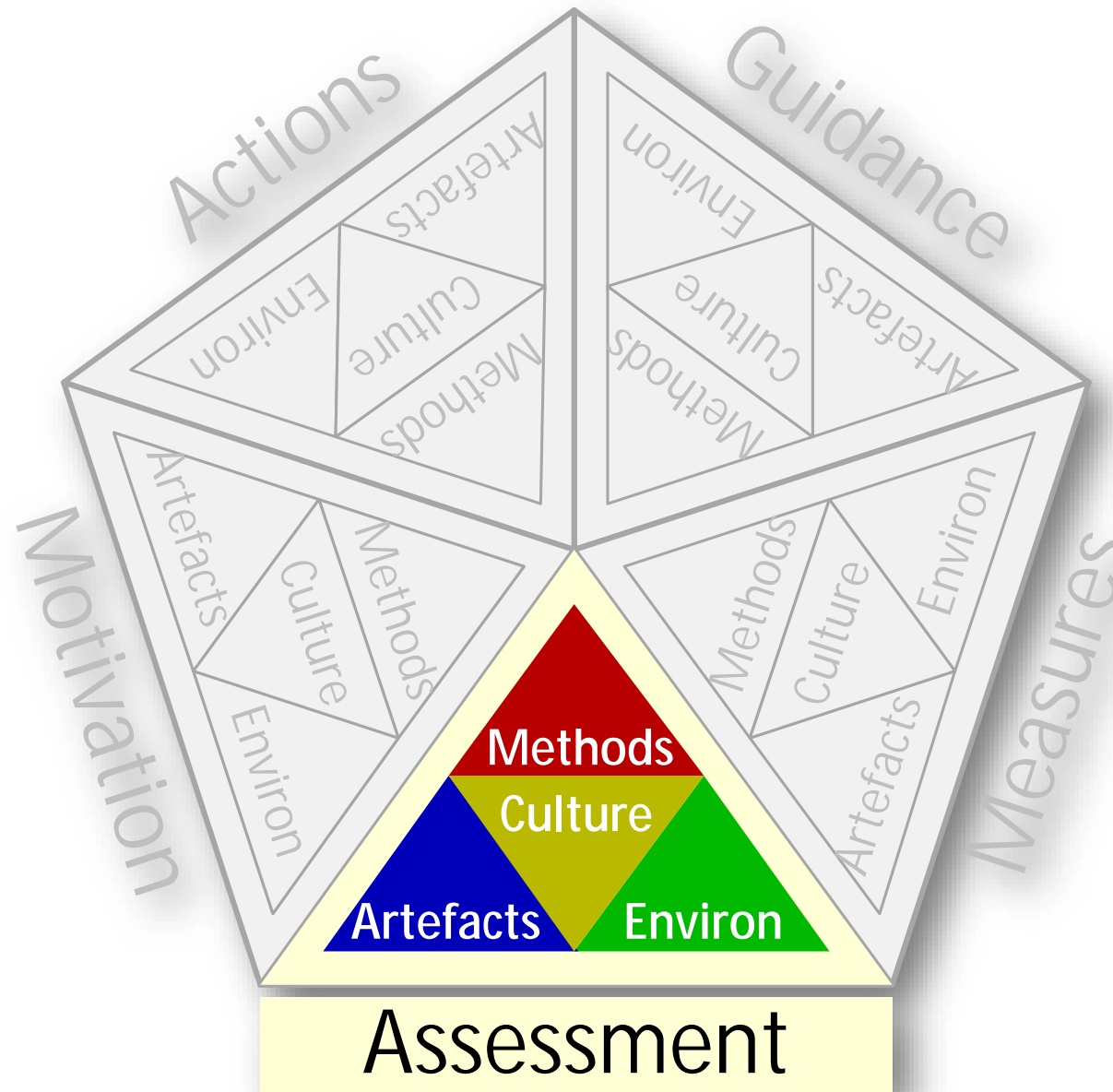
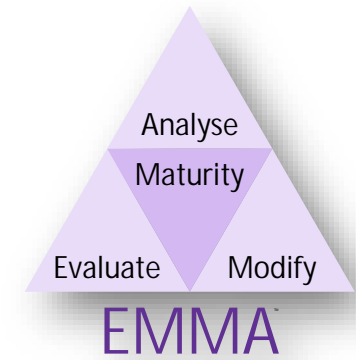
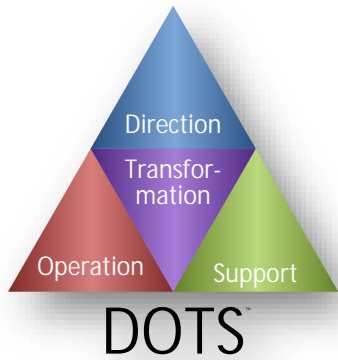


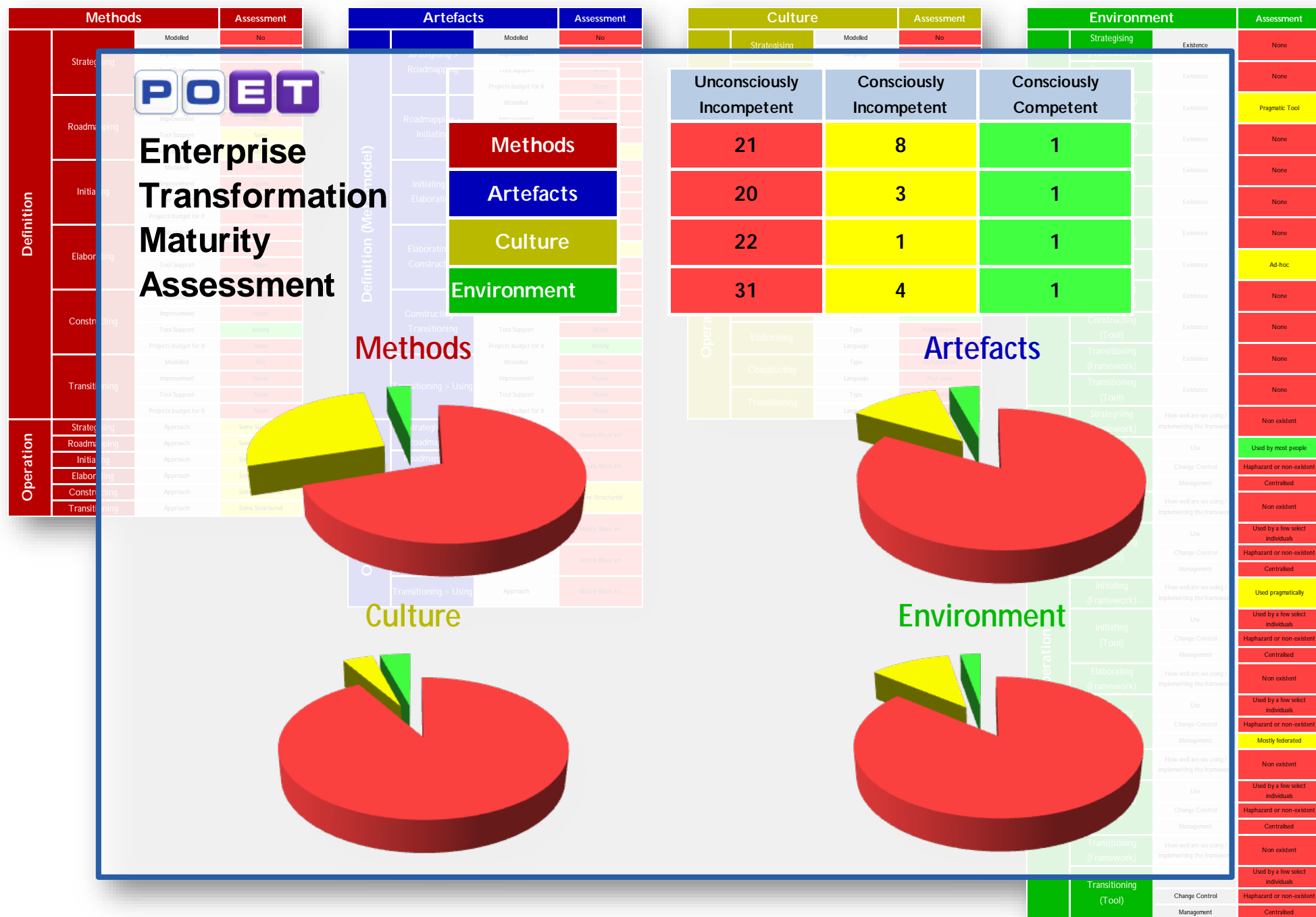


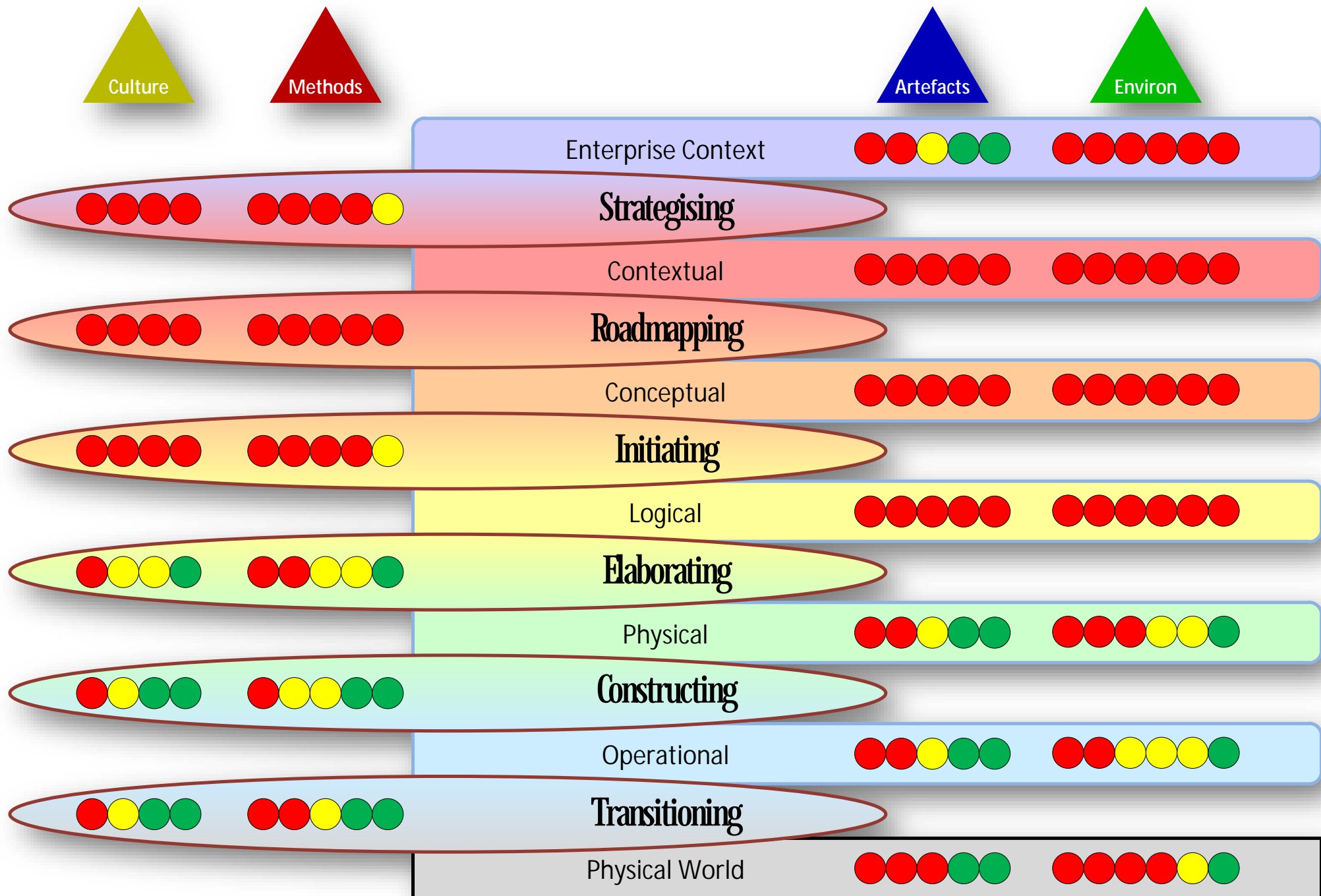




Measures		Level 1 Unconsciously Incompetent Measures	Level 2 Consciously Incompetent Measures	Level 3 Consciously Competent Measures
Methods	Definition	Integration processes are undocumented	Integration processes are somewhat documented	Integration processes are mostly documented
	Operation	Phases are not integrated	Phases are somewhat integrated	Phases are mostly integrated
Artefacts	Definition	Structures for artefact integration are non-existent	Some structures for artefact integration exist	Most structures for artefact integration exist
	Operation	No Integration	Some Integration	Mostly integrated
Culture	Definition	Culture is not recognised as something to be modelled and understood	Some Cultural aspects are modelled	Most Cultural aspects are modelled
	Operation	Authoritarianism, no clear language	Common Sense, language somewhat clear	Meritocracy, language mostly clear
Environ	Definition	Ad-hoc, no integration	Pragmatic Tools and Frameworks, mostly integrated	Refined Tools and Frameworks, fully integrated
	Operation	Used by a few select individuals Haphazard or non-existent Centralised	Used by many people Mostly controlled Mostly federated	Used by most people Fully controlled Fully federated







Date:

Version:

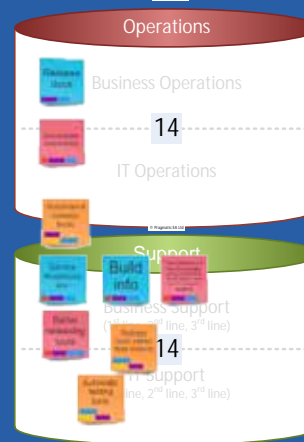
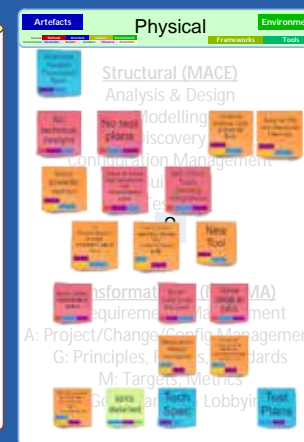
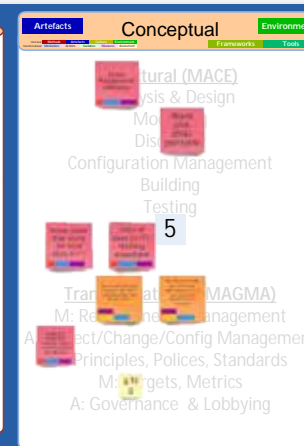
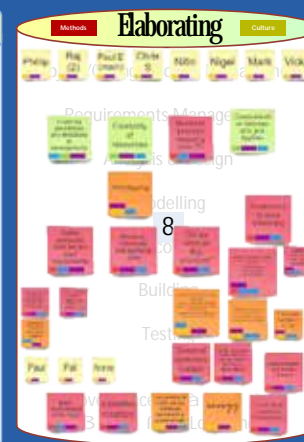
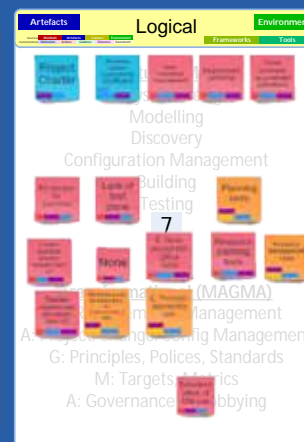
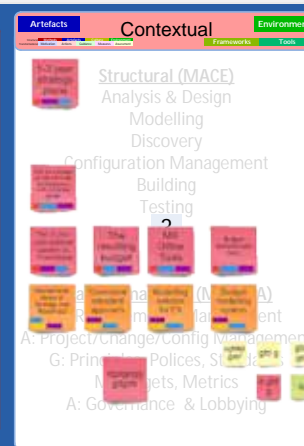
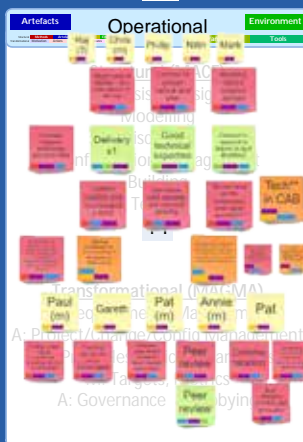
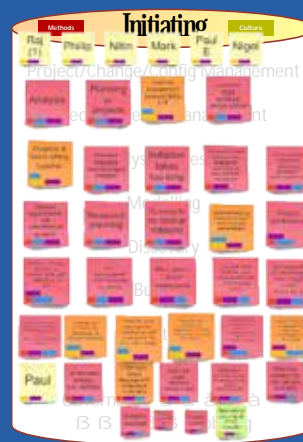
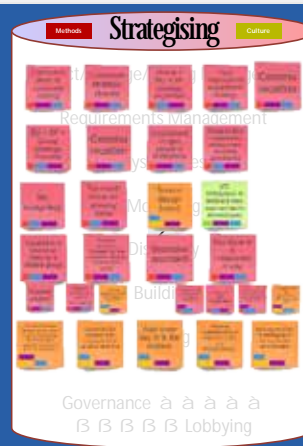
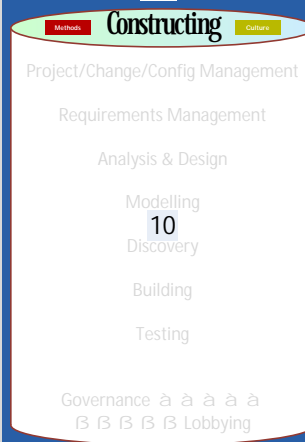
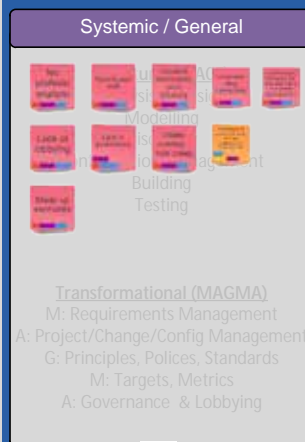
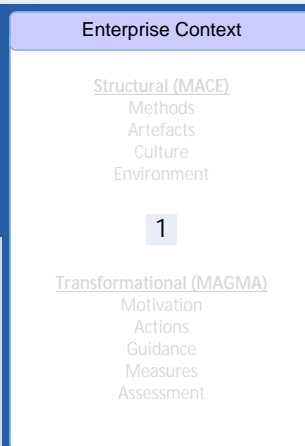
The Enterprise Transformation Maturity Canvas (ETMC) is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

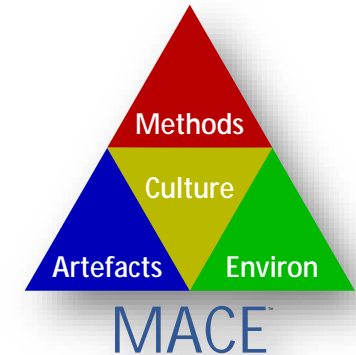
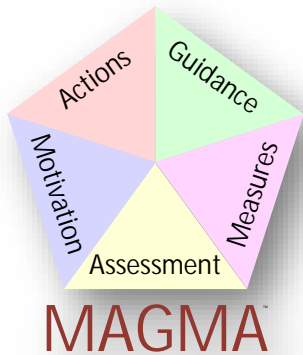
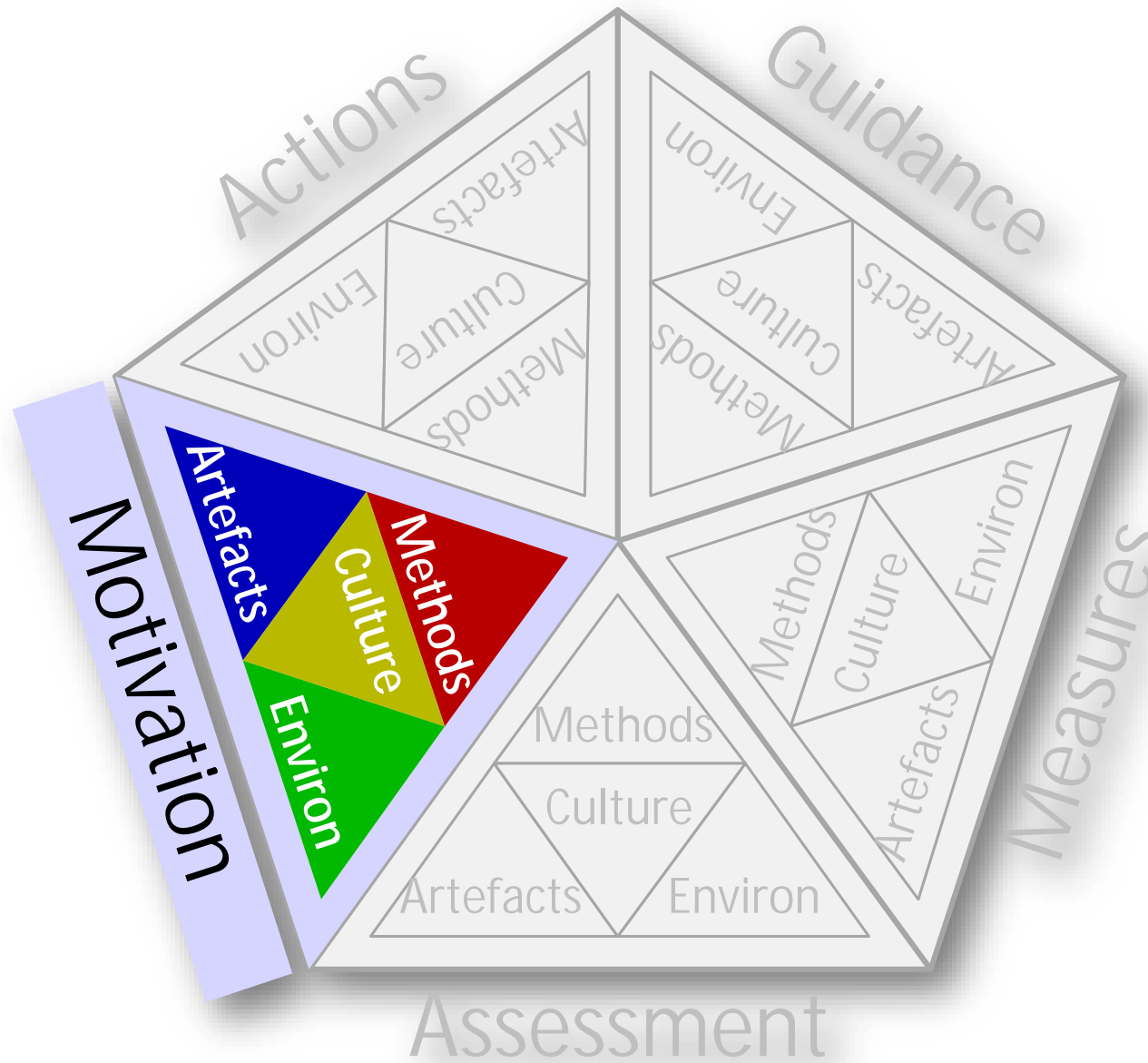
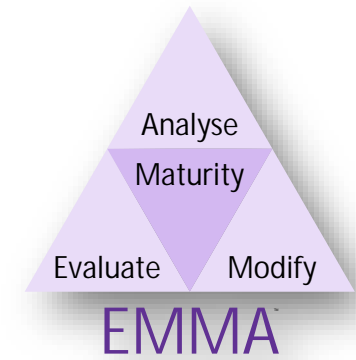
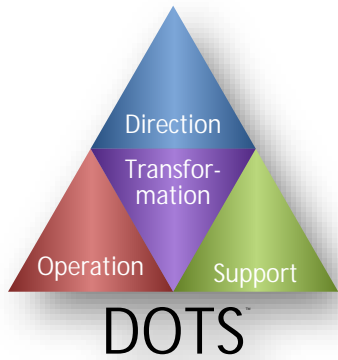
Please note that the use of ETMC is limited to personal, non-commercial use.

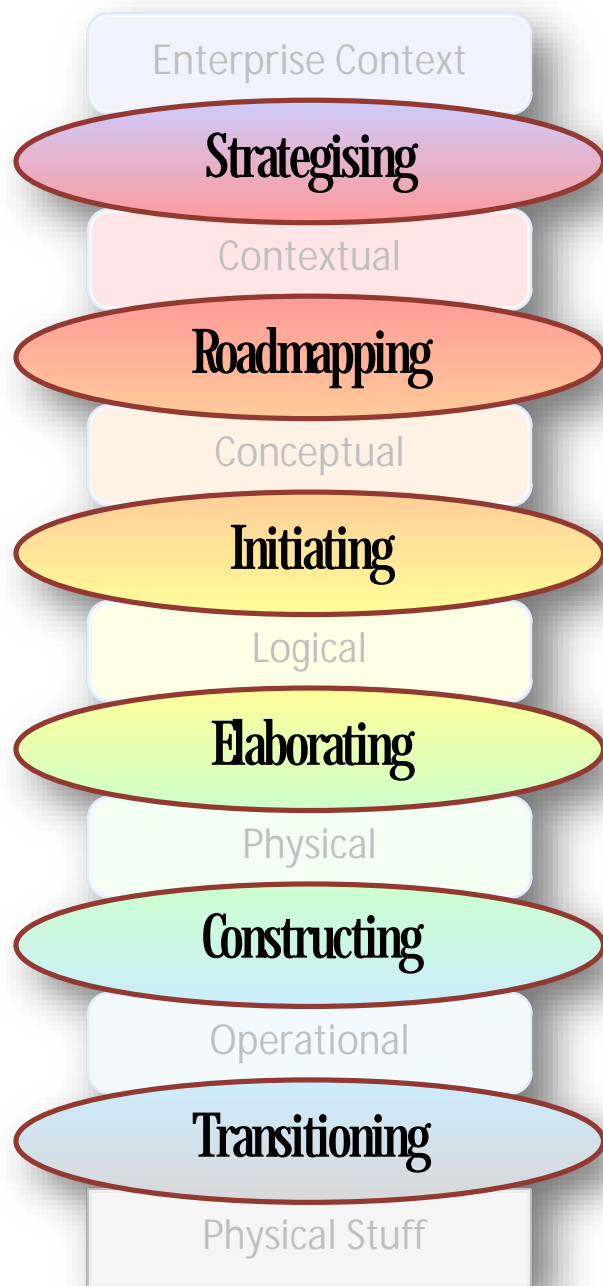
For commercial use of the
ETMC, please contact
Licensing@PragmaticEA.com
for licensing options.

This canvas utilises the ontologies and structures from the POET and PEAf frameworks developed by Pragmatic EA Ltd.

© Pragmatic EA Ltd.







Phases

Problem:

There are problems in how the Transformational processes of the different Phases relate to each other and work together, which means the desired output at the bottom becomes disconnected from the intent at the top.

Opportunity:

If we can put in place things to make the whole more coherent we will be able to optimise the whole (at the possible expense of some of the parts) rather than optimising the parts at the expense of the whole.

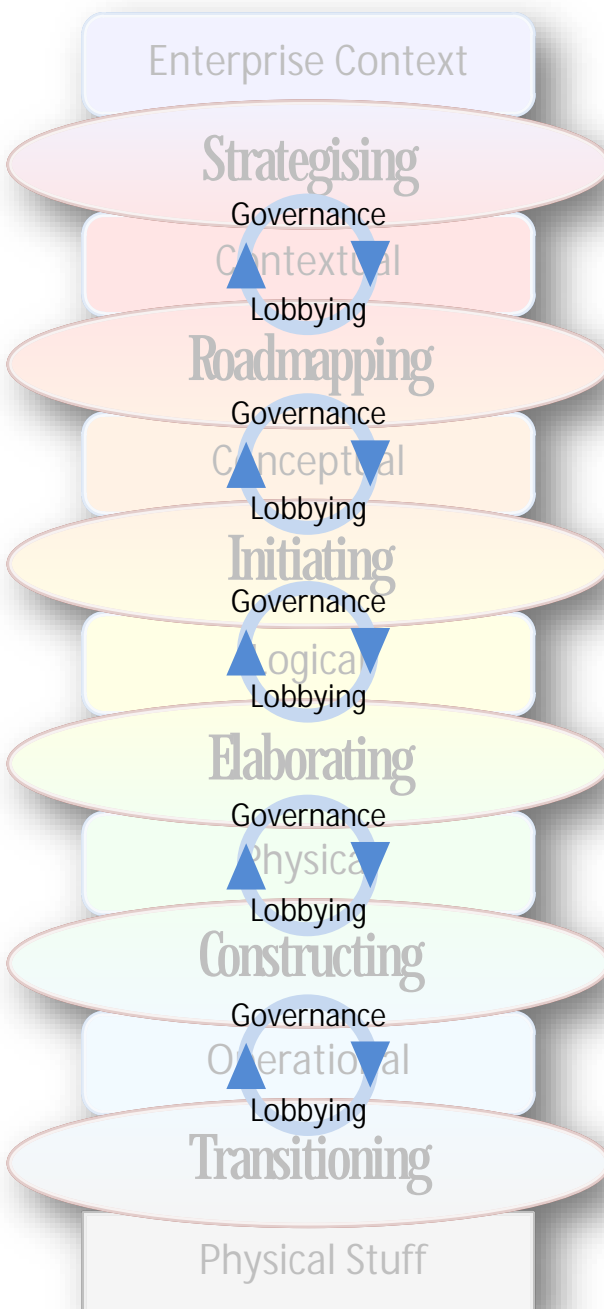
Governance & Lobbying

Problem:

Governance tends to be a tick (or bury) the box exercise and Lobbying does not expose opportunities or issues to the correct level.

Opportunity:

If we can expose where misalignment is happening at the time it is happening, we would be better able enable realignment where appropriate and to reduce the cost and pain of doing so.



Not clear

Not
documented

No clear
ownership

Serious knock-
on problems



Enterprise Context

Strategising

Contextual

Roadmapping

Conceptual

Initiating

Logical

Elaborating

Physical

Constructing

Operational

Transitioning

Physical Stuff

Artefacts

Problem:

There are problems in how the Structural and Transformational artefacts of the different Phases relate to each other and work together, which means the desired output at the bottom becomes disconnected from the intent at the top.

Opportunity:

If we can put in place things to make the whole more coherent, traceability and impact assessment will become much easier.

Scattered all
over the
Enterprise

No clear
version of the
truth

Out of date

“Owned” by
multiple people

Utilise different
semantics

Stored in
unstructured
formats

Exist in many
and varied
locations

Stored in
many different
formats

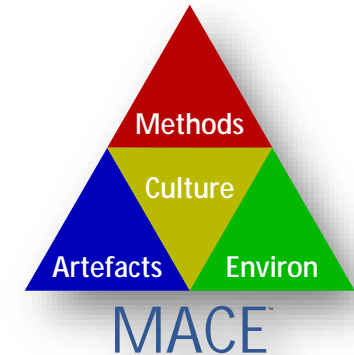
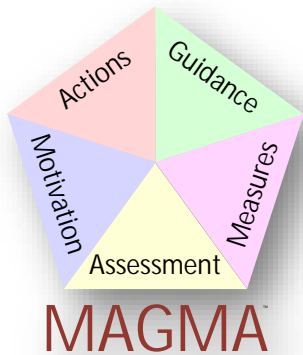
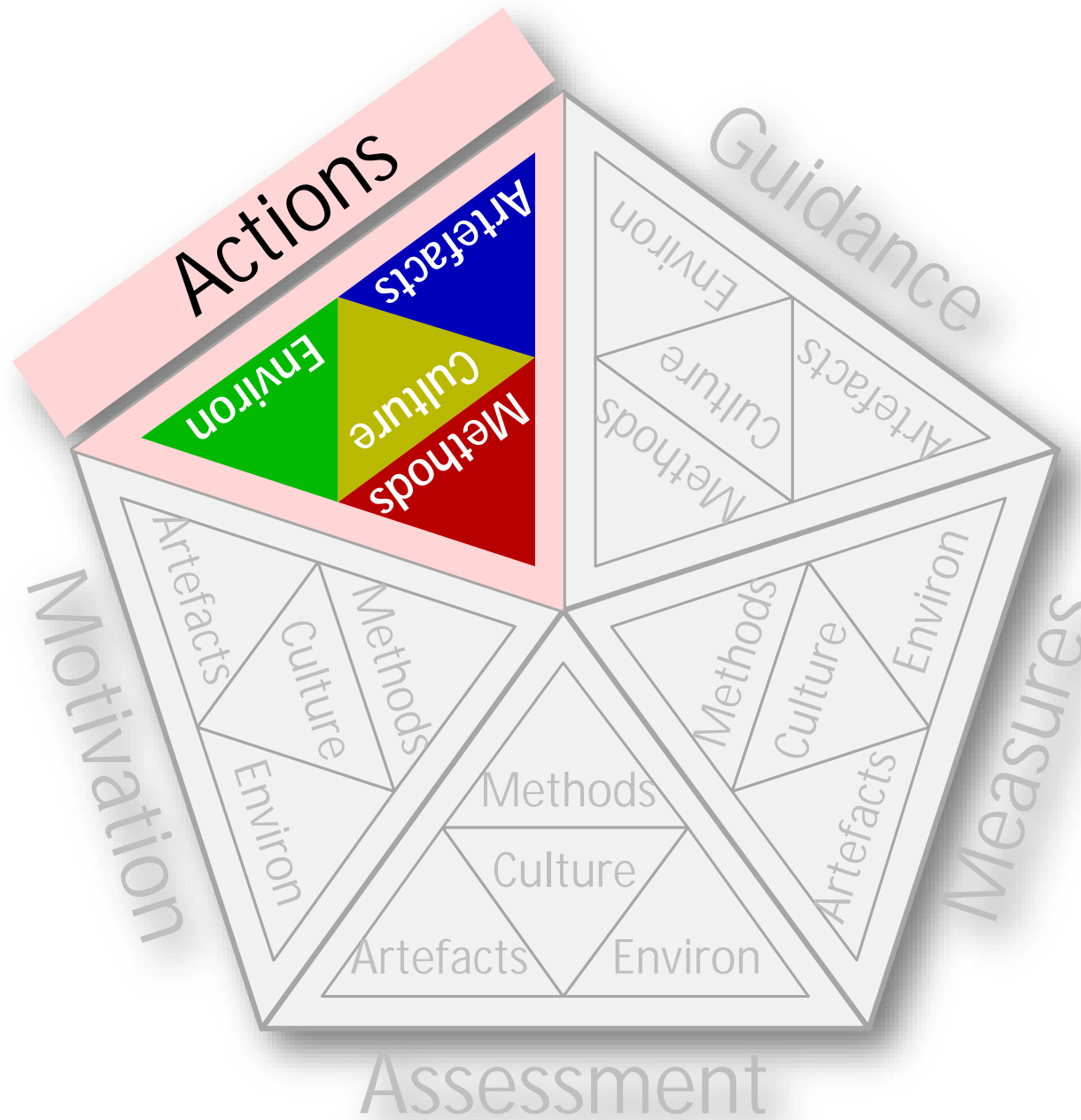
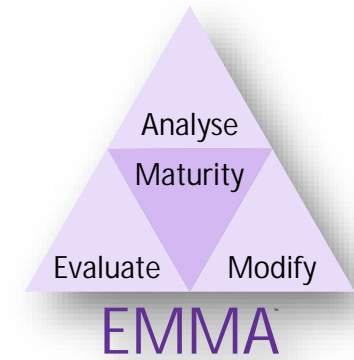
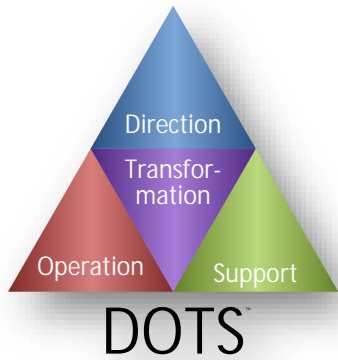
Difficult to find

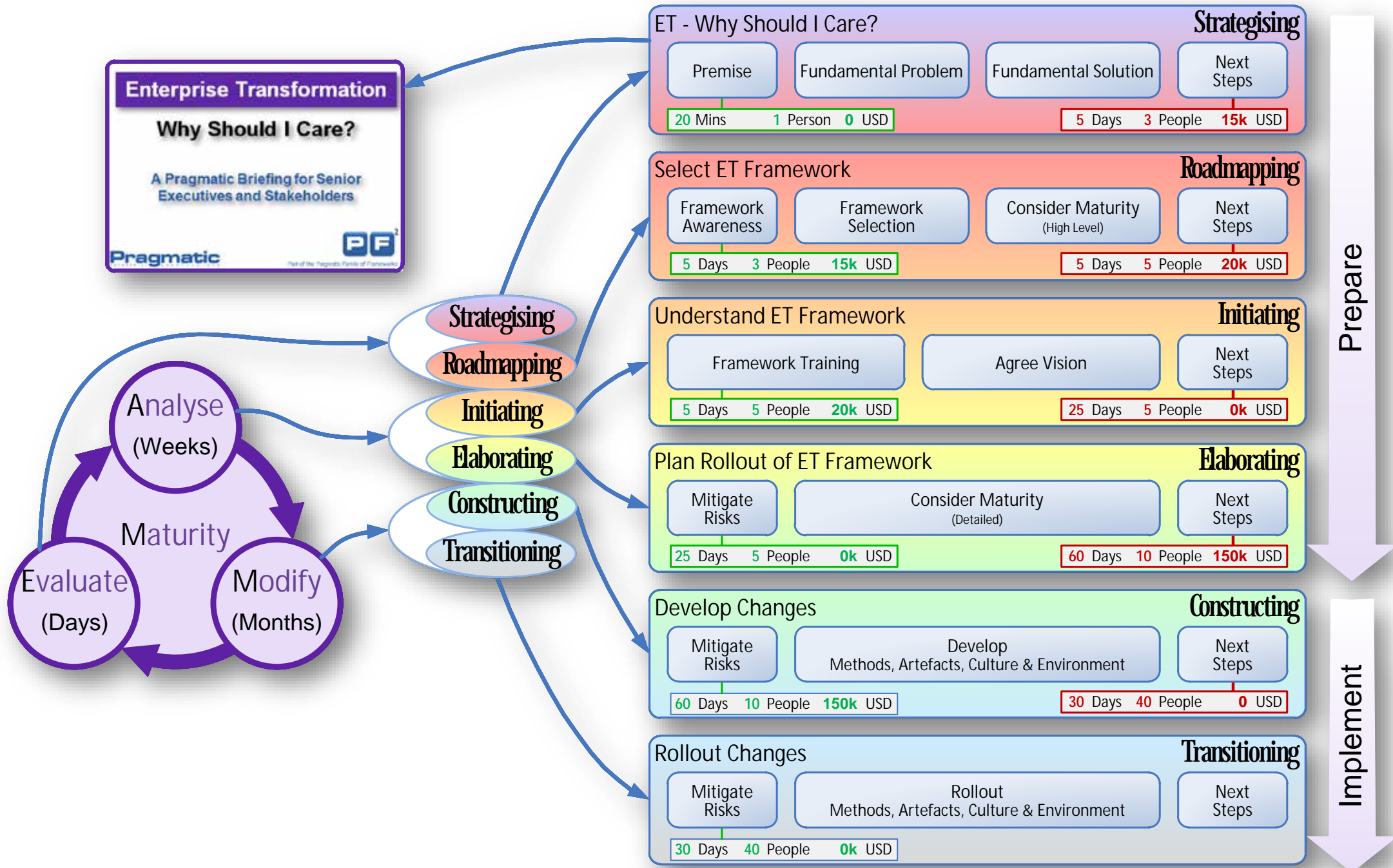
Cultural Issues

Technology Issues

Process Issues

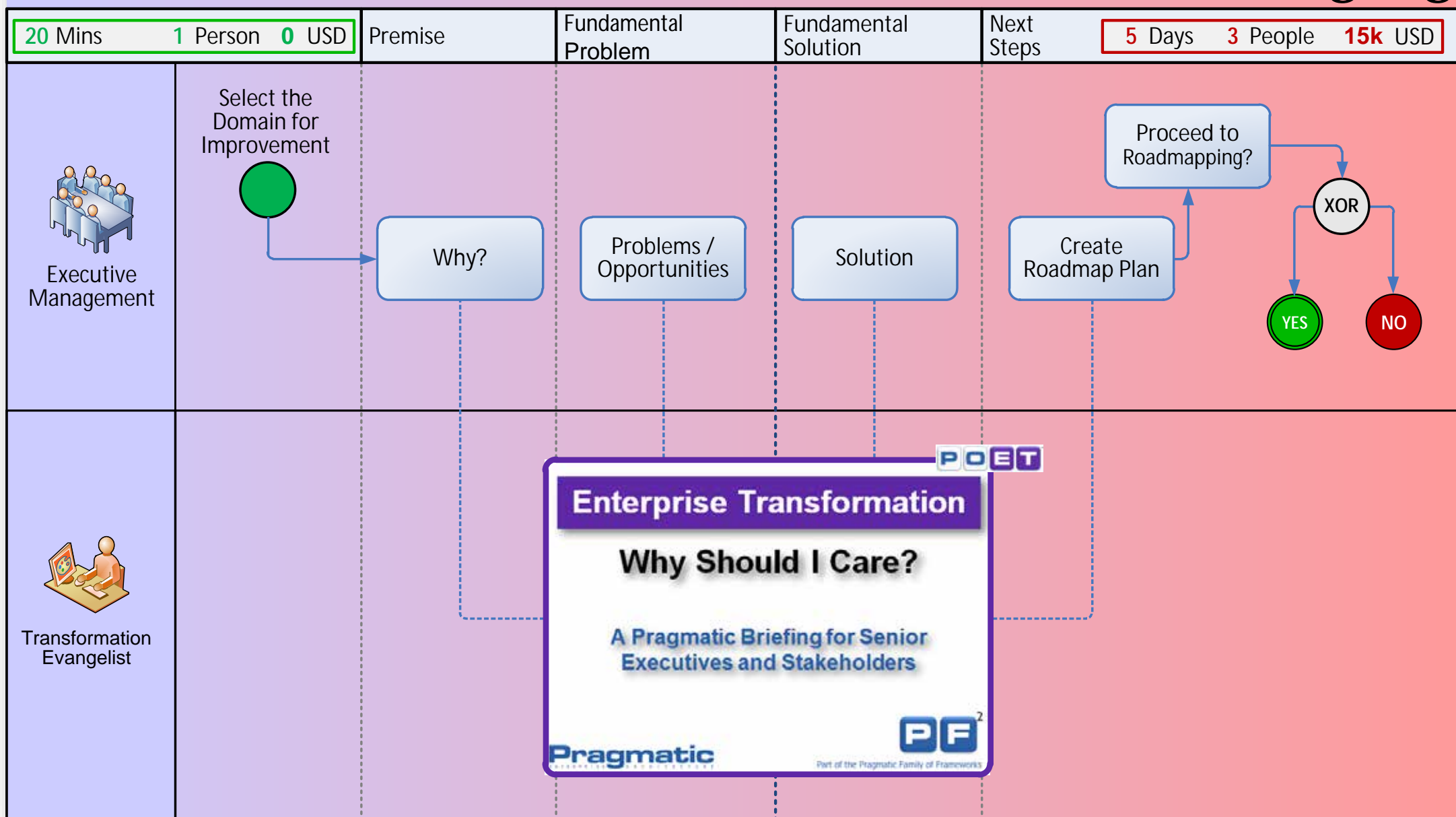
- The Frameworks used are haphazard and not integrated.
- The Tools used are haphazard and not integrated.





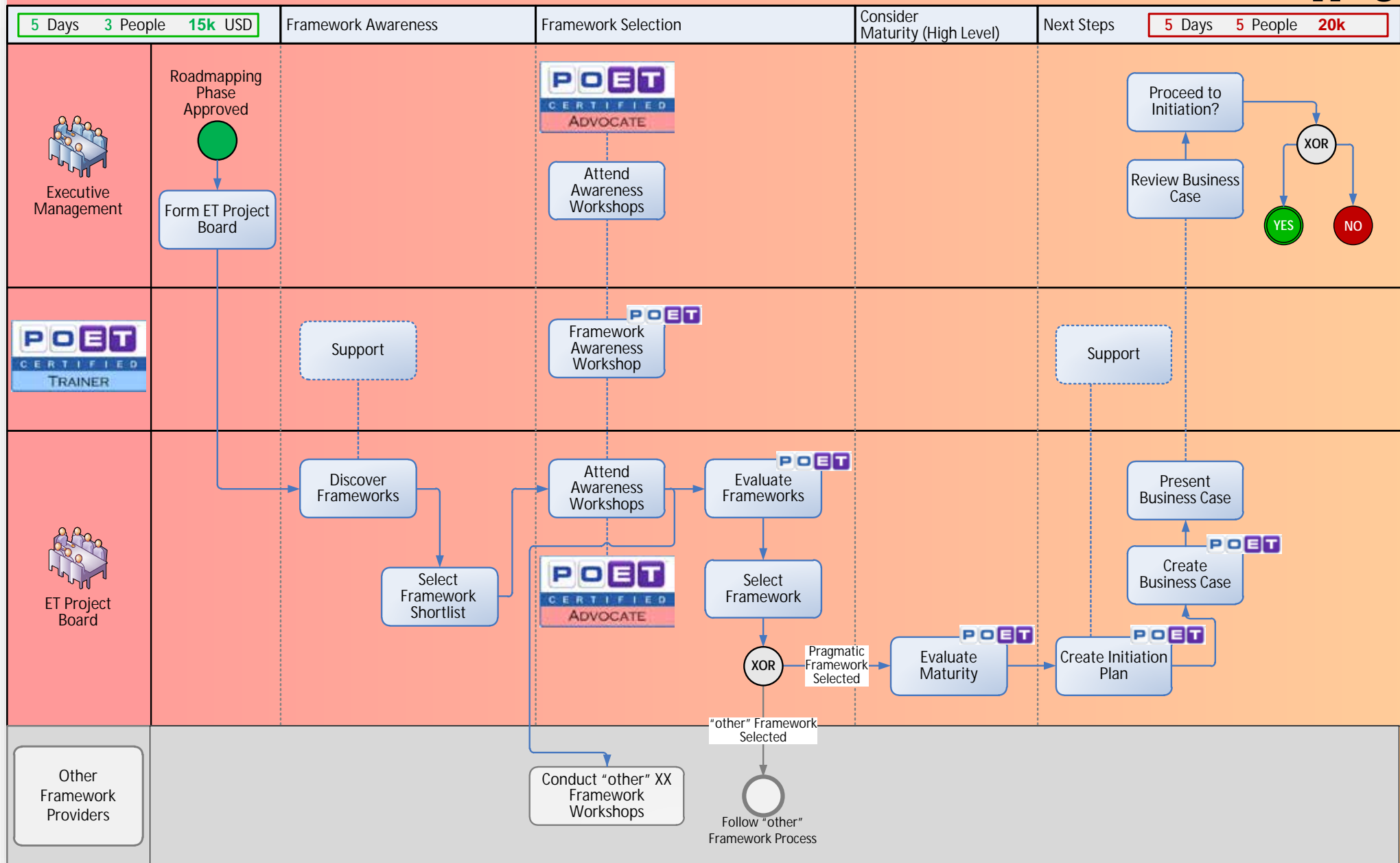
ET - Why Should I Care?

Strategising



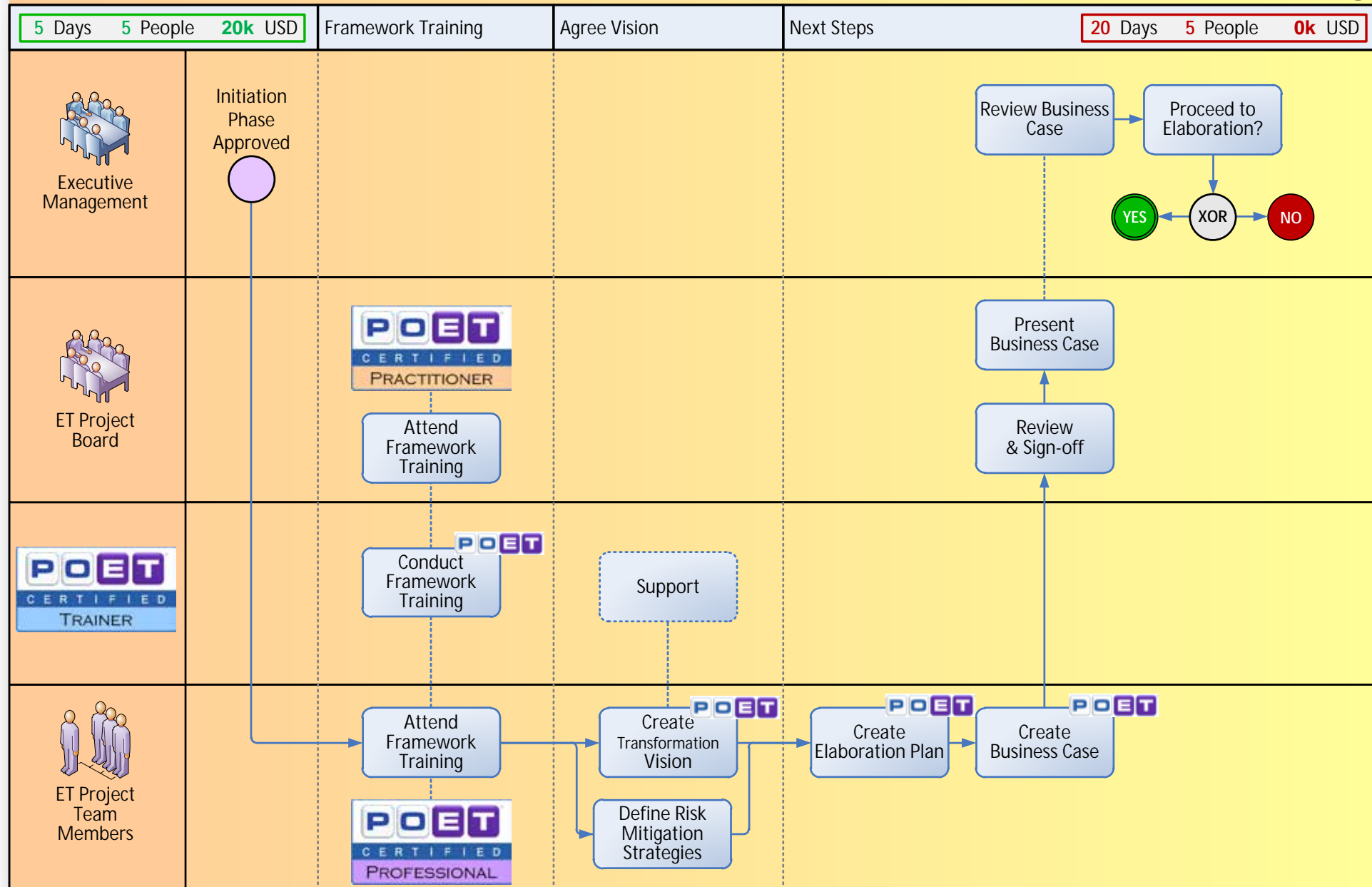
Select ET Framework

Roadmapping



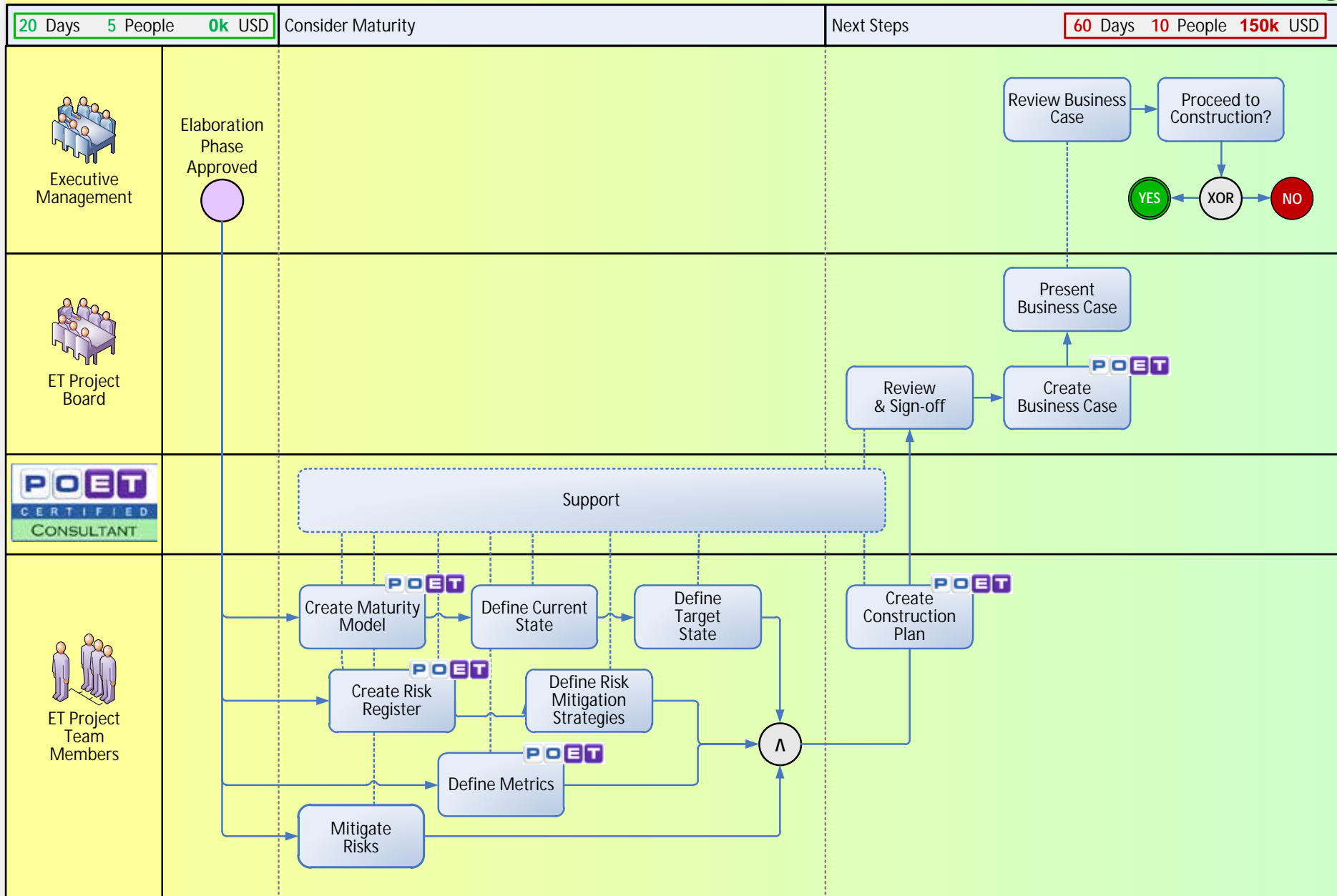
Understand ET Framework

Initiating



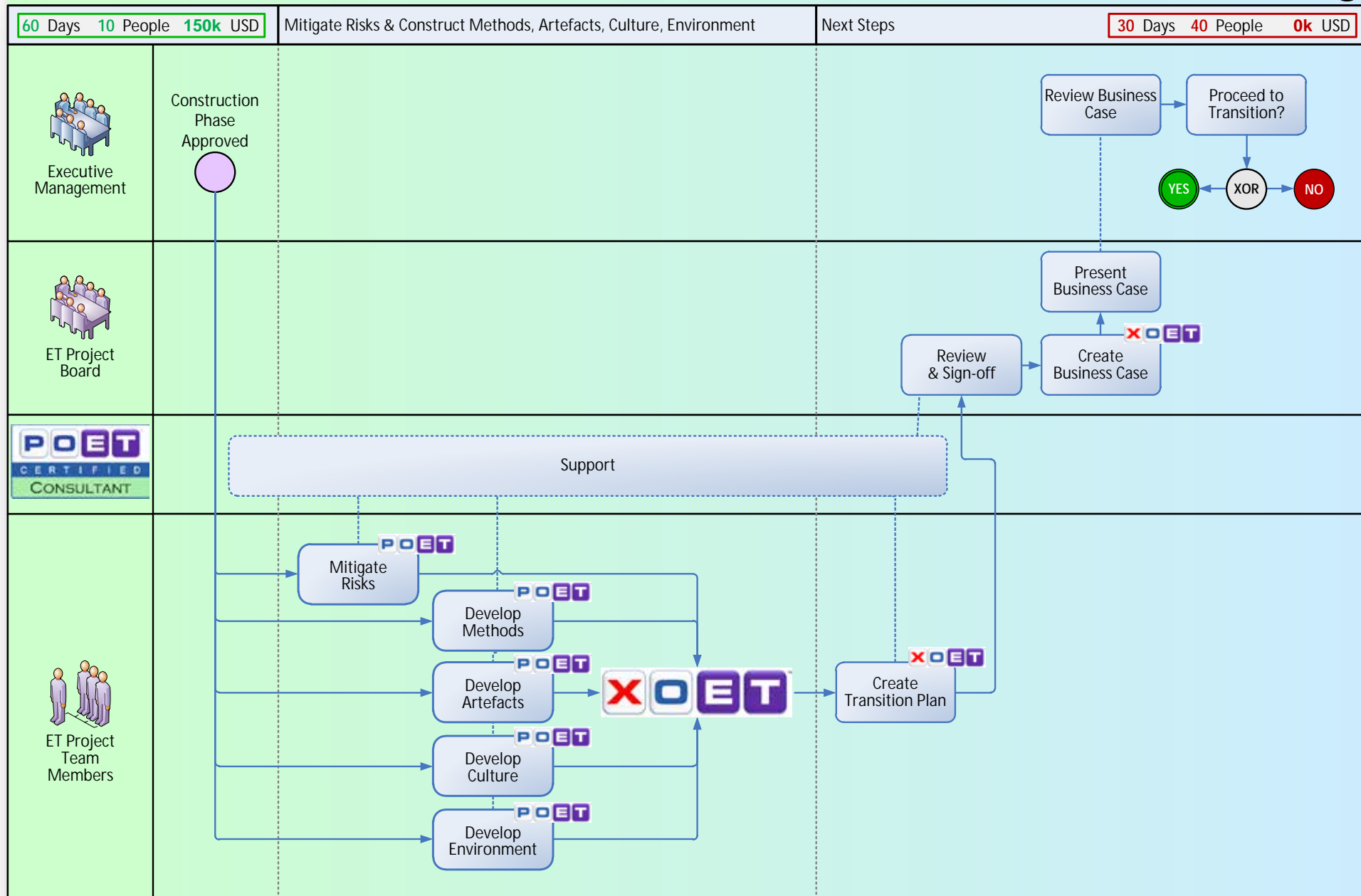
Plan Rollout of ET Framework

Elaborating



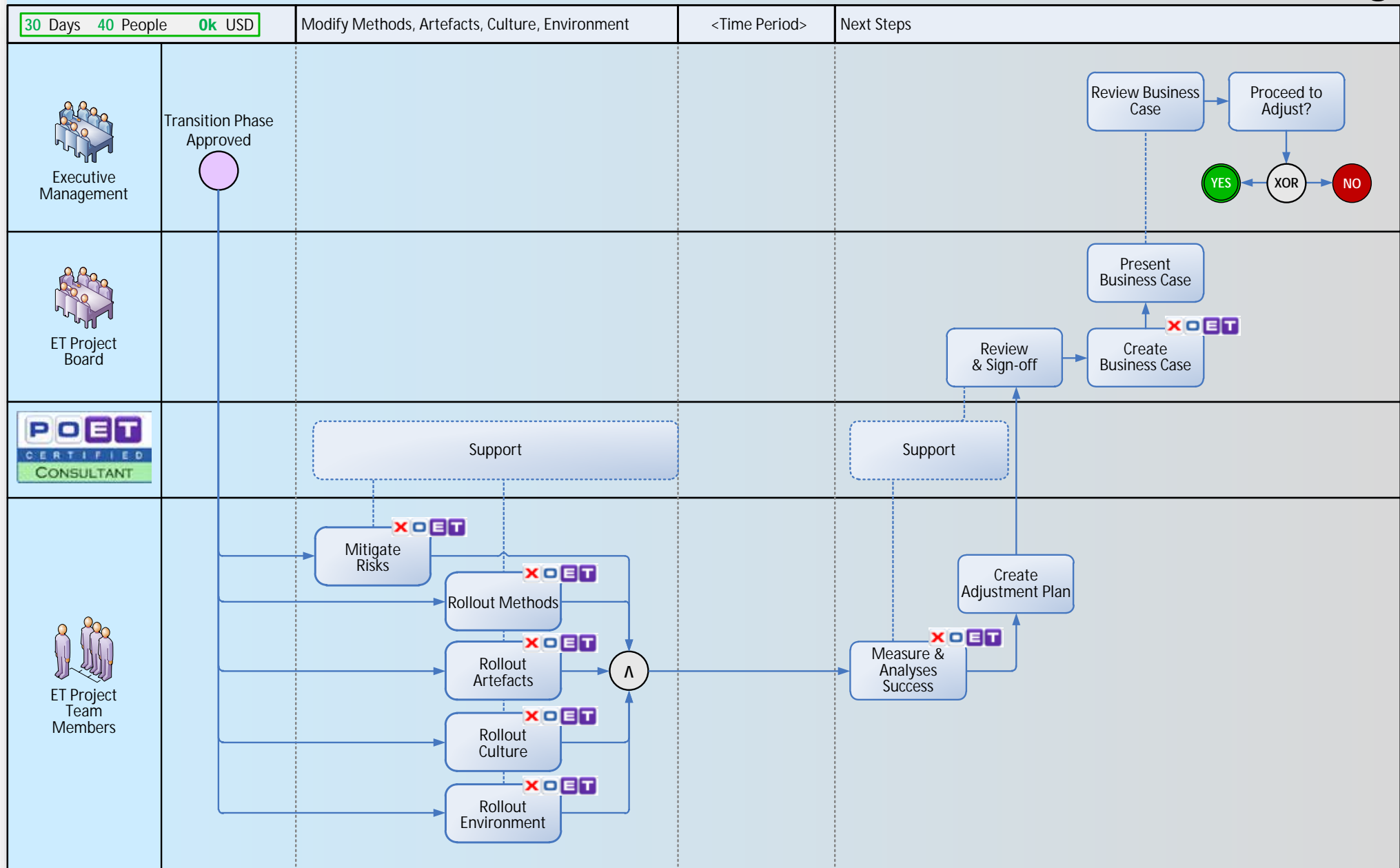
Develop ET Changes

Constructing



Rollout ET Changes

Transitioning



APPENDIX



WHY?

- We Care About Enterprises
- We Care About the People who Direct, Operate, Transform and Support Enterprises

WHERE?

- Born from Observing Failure

WHEN?

- PEAFF v1 Released 2008 (v3 2014)
- POET v1 Released 2014

WHAT?

- Common Sense. Logic, Architecture, Engineering, Altruism, Honesty Integrity, Persistence, Passion

HOW?

- 150,000 Hours Thinking, 20,000 Hours Creating

WHO?

- Kevin Lee Smith
- 35+ Years in all phases of Enterprise Transformation
- Belbin: Plant ▪ DISC: (7414) Result-Oriented
- MBTI: (INTJ) Independent, Individualistic, Visionary



Sources

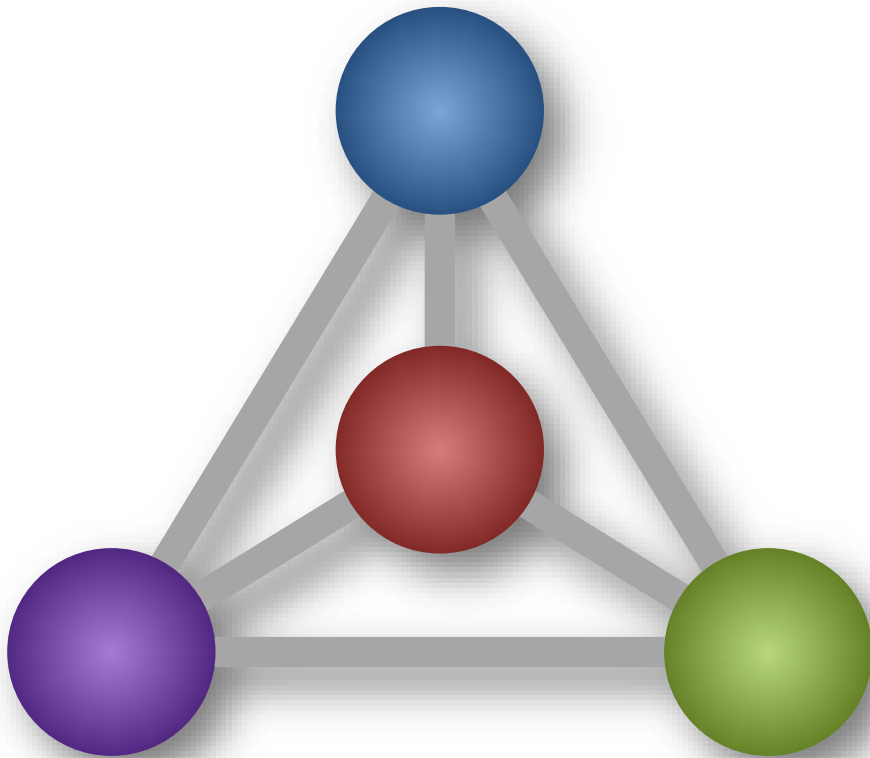
- Book cover: Tropical Storm Lee - NASA/NOAA GOES Project Science Team.
- Stereogram used on “Hitting the Wall” produced by Easy Stereogram Builder - www.easystereogrambuilder.com
- “Brain Function with gears and cogs” used on the “Slaves to Psychology” graphic from BigStock - www.bigstockphoto.com/search/digitalista
- Technical Debt - www.wikipedia.org/wiki/Technical_debt
- Zachman Framework - www.wikipedia.org/wiki/Zachman_Framework
- TOGAF (The Open Group Architecture Framework) - www.opengroup.org/togaf/
- Business Motivation Model - www.omg.org/spec/BMM/
- Enhanced Business Motivation Model - www.MotivationModel.com
- ITIL (IT Infrastructure Library) - www.itil-officialsite.com
- COBIT (Control Objectives for Information and Related Technology) - www.wikipedia.org/wiki/Cobit

Resources

- The **Pragmatic** EA website www.PragmaticEA.com is the official source for all PF² related materials.

Pragmatic

ENTERPRISE ARCHITECTURE



Connecting
the DOTS

