My LinkedIn posts

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I have now published 269 posts since 24 Oct 2016.

I have also published 133 articles. If you would like to see how to navigate my articles and posts please follow this link (a precursor to my new book 'Information Governance').

Herewith an article created from my current posts on various topics (the link in the post column post will open in this page. After following a link to another part of this page use the browser back button to return. External links will be opened in a new window.

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Views as at date of writing - may not be up to date

Regards

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31 Aug 2020 **My YouTube Presentations**

In July 2009 I decided to produce a number of YouTube videos in an attempt to disseminate the approach and software compilers I developed (in 1990) after 18 years of having to suffer the consequences of being blamed for so many project failures that I had been involved with. I have now published a web site containing the first 12.

I have now decided that this is probably going to be my final attempt to demonstrate that all the approaches that I have researched since 2013 (some 7 years of research) have failed to 'go back to basics' in order to overcome the disastrous theories inflicted upon practitioners by theorist who probably never had to endure the pain they were inflicting by actually 'practicing what they preached'.

This is my story. I have the capability to train anyone with the capability and desire to improve the status quo. As I near the milestone of my ¾ of a century in this life I now have to make a decision. Do I continue to 'Rage against the dying of the light' or do I just pack up my 'things' and leave LinkedIn for ever?

The decision lies not with me but in those who follow me and who think they know better yet continue to ignore facts evidence in truth, namely the following approaches do not deliver what they promise:

1) Enterprise Architecture:
1.1) TOGAF
1.2) The Zachman Framework
1.3) FEAF
2) Systems Thinking
3) Design Thinking
4) Agile
5) Quality Assurance (services)
5.1) Deming
5.2) Six Sigma
5.3) Lean
6) Risk Management
7) Balanced Scorecard
8) Master Data Management
9) Time management
10) The new approaches that put:
10.1) Strategies before Objectives
10.2) Objectives before Strategies (without Knowledge)
10.3) Data before Knowledge
11) Business canvasses

My best wishes to all of you pursuing these unproven and failed approaches rather than challenging them and either working with me or re-inventing what I did over 30 years ago.

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22 Aug 2020 **What is Master Data Management?**

A colleague of mine (George Firican) liked and commented on a video by Scott Taylor (The Data Whisperer) which caused me to react as I was genuinely hoping that Mr.Taylor would at last reveal (well to me at least) how Master Data Management would actually digitally transform the data contained in the Multiple Legacy silo databases (aka Legacy State) and produce databases that were 'Semantically Consistent' and that "Master Data IS the foundation of Digital Transformation".

I genuinely wanted to believe this as I get the feeling that my viewpoint (although I get a lot of views of my posts) seems to pale into insignificance with the likes of "The Data Whisperer" and other eminent LinkedIn members.

To read my dissertation please follow this link - as my article has imbedded links, diagrams and more than 1,500 characters

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19 Aug 2020 **Two terms I cringe on hearing**
After watching a lot of TV commentaries I cringe whenever I hear a speaker utter any of these two terms/phrases:
1) I think
2) You know

To me this suggests that the speaker:
a) Does not know what they are talking about and merely speculating
followed by
b) Assuming that the listener actually understands everything about the topic at hand

Perhaps it is time to disregard Rene Descartes' absurd notion of 'Cogito, ergo sum' (I think, therefore I am) and become more scientific by using I am, therefore I know, therefore I think, therefore I do

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18 Aug 2020 **Questions, Questions and more Questions**
This is a follow up to my posts:

1) 20 Aug 2018 Question 1
2) 9 Mar 2020 Ask the right question a repost of my post on 11 Oct 2018 Questions
3) 9 June 2020 Using 'a priori knowledge' in decision making

Are you asking the right question?
The right question will start you on your journey to obtaining knowledge.

Question: Who told how many questions you need to ask in order to gain knowledge? Was it:
1) Socrates with his Greek word próta which could have been translated into the Latin 'a priori'. Probably not as we may never know as Socrates never wrote anything down and left the documentation of his ideas to Plato
2) Rudyard Kipling with 6 from his poem "Six honest serving men". Are 6 sufficient to solve every problem? Probably not
3) Edward deBono with his six thinking hats. Probably not as these were more psychological artifacts rather than practical ones. Then again you could try to use the 6 Kipling questions and the 6 hats as an analysis tool to seek out knowledge but you run into the same problem: Are 6 enough? Probably not

To read my dissertation please follow this link - as my article has imbedded links and more than 1,500 characters

Regards
ps You can either:
1) Answer my question in a comment
2) Message me if we are linked
or
3) email me
In all 3 cases please supply an entity relationship diagram with your chosen one (and only one) answer.

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16 Aug 2020 **Strategic Management**

After a lengthy discussion with a colleague of mine (Alessandro Merlotti), on the subject of 'strategic planning', I have finally come around to defining what, based on my experience and research, is the ideal structure to manage a business' strategic plan.

My view is based on 2 principle models I developed 30 years ago which controls not only the way the strategies are formulated but also how management interact with the said strategies. The 2 models being the generic:

1) Goal model – with 1 purpose, 4 benefits and 11 values. With the:

- Purpose statement being the domain of The Board and the CEO
- Benefits being the domain of the CFO, COO, CCO and CIO
- Values being the domain of middle management

2) Knowledge model

To read my dissertation please follow this link as my article has a table, graphics and more than 1,500 characters.

Regards

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10 Aug 2020 **Data Analysts**

I was asked by a new colleague as to what the difference was between a data scientist and someone who does data analytics? To read my dissertation please follow this link as my article has a table and more than 1,500 characters.

Regards

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7 Aug 2020 **Implementing Walking the Talk**

This article came about after I read a post and article by a LinkedIn colleague of mine (Karl Wiegers) and commented accordingly. To read my dissertation please follow this link as my article has the links to LI and the internet.

Regards

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5 Aug 2020 **Happiness**

I watched a TEDx presentation on "The happy secret to better work" by Shawn Achor (see my ps).

I found it very interesting and so I thought I'd share it.

The real interesting part comes at the end of the presentation (10' 53") when Shawn shares his approach to becoming a happier person. He recommends a 21 day regimen (2 minutes per day = 42 minutes) to 'train your brain' and hence become a 'happy' person.

This sounds good but what if I could produce a similar result in 1 day over approximately 180 minutes (or less if you are really keen). Would anyone be interested? See my post 29 Jul 2019 **"How to be "happy"**

Regards
ps. "We believe we should work hard in order to be happy, but could we be thinking about things backwards? In this fast-moving and very funny talk, psychologist Shawn Achor argues that, actually, happiness inspires us to be more productive".

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25 July 2020 **Habit: Bad and good**
Warning: This article contains controversial material

The time has come for me to ask myself (and you the reader) this perplexing (‘a priori) question: Why do some people seem to do things well and some do things badly?
Firstly I am not a psychologist nor have I read any books on the subject. However I have experienced countless of episodes with people with bad habits trying to influence me to follow in their footsteps. Every time I followed their advice, which was based on a either a bad habit of theirs or a bad habit that they had been taught by a mentor of theirs, I ended up paying the price for their mistakes. If this sounds familiar read on else thanks for taking the time to view my article.

Do not try to shoot me. I am only the messenger. If I have made any errors in my research please inform me and either you will convince me I made a mistake or I will prove why I know what I know.

To read the rest of my dissertation please follow this link as the topic require large tables -

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22 July 2020 Useful and Useless Approaches

Warning: This article contains controversial material

The time has come for me to extend this idea to approaches. Do not try to shoot me. I am only the messenger. If I have made any errors in my research please inform me and either you will convince me I made a mistake or I will prove why I know what I know.

To read the rest of my dissertation please follow this link as the topic require large tables.

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19 Jul 2020 **Architecture vs Analysis vs Design**

Which approach should you use or are you using?

Since the time of Socrates people have been fascinated with *knowledge*. Socrates spoke about *knowledge* as a *concept* which could be achieved by having wisdom. In his trial he is purported to have uttered these words “The only true wisdom consists in knowing that you know nothing”. No wonder he was completely misunderstood. These words seem to have given rise to the concept developed in the ‘Wisdom>Knowledge>Information>Data’ triangle/Pyramid to try to illustrate what Socrates had said. Note Socrates was purported to have never written a single document. This was left up to Plato (his student).

Sadly the WKID triangle is as enigmatic today as it was in the time of Socrates. Many people have tried to make sense of it but I have never found a reference to any body of work that gave me confidence that the author (or authors) really knew what they were working with.

The time has now come for me to add a few more 'boutique' approaches developed (after 2010) and being offered by a number of individuals who feel that the existing approaches have failed to live up to their expectations. Sadly, after all their work, their approach too seems to have 'missed the mark'.

To read the rest of my dissertation please follow this link as the topic require large tables.

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14 Jul 2020 **Why 'treating data as an asset' is misleading**
I read a post by a colleague of mine (George Firican) stating that you need to 'Treat Data as an asset'.

While this concept has some merit it is only partially true.

I will now prove this statement to be misleading by using the mathematical direct proof method:

Why 'Treating data as an asset' is misleading:
1) An asset is "an item of property owned by a person or company, regarded as having value and available to meet debts, commitments, or legacies". Therefore treating 'data is an asset' is only partially true
Because
2) The property of 'data' is owned by the company as a whole and has to be administered through 'governance' ("The persons (or committees or departments etc.) who make up a body for the purpose of administering something") and 'Data governance' is not a true concept because 'governance' is a senior management responsibility that requires a detailed understanding of their business concepts and data is not a concept
Further
3) Understanding the property of 'data' is done through analyzing the data, aka 'Data analytics', which fails because analytics is the process of "information resulting from the systematic analysis of data or statistics" and the idea that 'data', through processing, produces 'information' is a fallacy (I have proven that the DIKW pyramid is irrelavent)
However
4) If 'data' is a subset of information and contributes to the asset base then the statement 'Treat data as an asset' is only partially true and is therefore misleading

QED

Therefore, by direct mathematical proof, the value of 'data' is determined by its capability to support senior managements' 'concepts'. So if an asset has 'value' and 'data' is not considered as a subset of 'information' then 'data' is the wrong business 'component' to start the process of assessing a company's asset base.

Hence is it not time to learn why it is 'information' that is the asset and data is only a part of this asset base?

Comments to mine:
1) Henrik Göthberg 2nd degree connection
"The quest for a the definition of Value and asset in regards To data, information and algorithms. In this context. Please read Doug Laney''s work on infonomics.

I find this topic very important. If We Can change the view of our accountants' practices. This is a key accelerator of Digitalisation. Or as Jan Bosch and Software Center puts it.... Digital =

Software, Data and AI.

There are several angels on this discussion. We just had several interesting perspectives shared in another thread.

... of cource We are correct to view harvested data as an asset as Any raw material.

Following a Data value chain like a cracker... then each step of refinary is added asset Value. But with data all states Can exist At once... from data To Information to Algorithm.

unfortunately as long as the accounting standards are not There... We could still argue that any data/information/algorithm asset has ZERO business Value until it is put to Use...

The point of this comment. All these perspectives on asset and Value are relevant. But need to be put in context....So make sure to be sharp and careful whatever we are talking about.

Love to here some smart rebuttals here...."

My response:
Henrik Göthberg Thank you for your response. Herewith a few 'rebuttals':
1) Wrt 'infonomics': According to one source "Infonomics is the theory, study and discipline of asserting economic significance to information. It strives to apply both economic and asset management principles and practices to the valuation, handling and deployment of information assets". So it has nothing & everything to do with 'data' if & only if 'data' is understood in the context of 'information'
2) Asset realization: Once the anatomy of 'information' is understood then & only then will this concept be realized. Sadly, thus far no one seems to have shown me that they fully understand this, in spite of the fact that I have written about this many times but it seems my words are either not being read or I am being ignored due to the fact that all the frameworks that I have researched fail to come to terms with this topic.
3) All perspectives are relevant: Sadly this is true & the one thing that is continuing to contribute to the failure rate of modern digital automation as it did when I was working with COBOL on a Burroughs B3500 back in 1970 (which by the way was also digital)

Have fun with this concept."

2) Doug Laney 1st degree connection
"Charles Meyer Richter. I found your "proof" here: I'm still not sure I follow the argument and there are a few contentions I might question:
1) An asset does not need to have value. According to accounting standards it has "probable future economic benefits". As such a can of soup sitting on a store shelf, and a record sitting in a database don't have to be used to be valued or considered an asset.
2. An asset does not need to be "owned". It may be merely exclusively and demonstrably controlled. Moreover, property laws do not regularly apply to data, but I believe they should.
3. Why is governance a senior management responsibility only? Any why can't senior management assign responsibility to others? To use this dubious argument to claim that data governance is "not a true concept" does not hold water.
4. I'm not even sure where to start about your claim regarding data analytics failing, etc. etc., well, because it appears to be a circular argument.
I do however strongly agree that the data-information-knowledge-wisdom framework is useless...but makes for a good aphorism about tomatoes that I like to tell."

My response:
" Doug Laney Thanks for your response.

1) Mathematical proof: If you read my post on my blog you will find hyperlinks which will (hopefully) explain the 4 types of 'mathematical proofs' which can be used on sentence constructions. As an example of a mathematical proof on a maths assertion:- "The square root of 2 is irrational" This can only be proven by using the 'contradiction' proof. Assume that the square root of 2 is rational & then prove it is not & hence proving the original statement to be true
2) Management concepts: These, according to my experience & research are proven mathematically to be a hierarchy of conceptual (ideas/dreams) artifacts:
2.1) Objectives, subdivided into:
2.1.1) Goals, subdivided into:
2.1.1.1) The 'purpose statement'
2.1.1.2) The 4 benefits that the enterprise offers its stakeholders
2.1.1.3) The 11 'values' categorized under their appropriate 4 'benefit' statements
2.1.2) The measures which provide each 'value' with their 'worth' to every stakeholder
2.2) Business-specific 'knowledge'. Which supports the measures
2.3) Systems; The 5 generic strategies and their relevant business-specific tactics which are derived from 2.2
3) 'Data': Is (& will always be) subservient to 'knowledge' & systems"

Doug's response:
"Charles Meyer Richter, I believe you have something interesting to say, but even after several attempts I could not parse your post. What is the mathematical proof? What are management's concepts? I don't understand data being a subset of information. (Typically IT/data folks refer to data as a superset of information, but I along with Webster and Oxford find them synonymous.) Who ever suggested data as a starting point to assess a company's asset base. (And I'm not even sure what that means anyway.) Hoping you can clarify."

My response:
"Doug Laney Thanks for your reply.
1) Every asset by definition is the property of the company and has to have some 'value' associated with it. In my universe & with my software product every conceptual & logical asset can be easily tracked back to its 'value'. This is because of the relationships that I have formed between every artifact of interest to the company
2) Data as an asset: Every asset has to have some form of responsibility assigned to some person. For eg. the 5 senior managers have to take responsibility for the business goals as a goal is, by definition, an asset
3) Governance is a senior management responsibility. Senior management can pass on this obligation to their subordinates. In a peer-to-peer situation this becomes a nightmare (redundancies) as no one really knows 'Who' reports to 'Whom'. So the hierarchy is far more effective
4) Data analytics failing: The definition of 'analytics' includes the word 'information'. In my universe 'information' & data' are not equivalent. I do not hold with the views of others on this topic as I can (& have) proven this fact time & time again (the fact that I was able to automate my concept is my proof of physical)

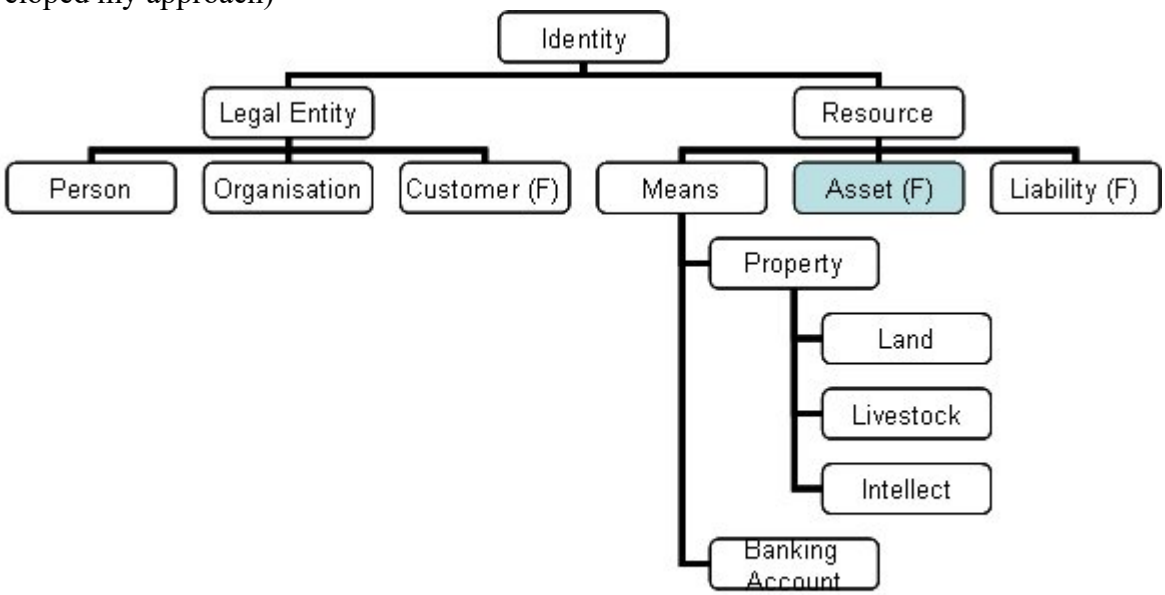
Perhaps one day the MDM gurus will prove me wrong. I doubt it"

Doug's response:
"1. No, the definition of property and asset are distinct and often conflated. I write about this in my Infonomics book.
2. A "goal" is not an asset as it fails all four criteria of an asset: A goal cannot be exchanged for cash, it is not owned or controlled, it is not separable, and a goal does not generate probable future economic benefits.
3. Agreed. It's also important to note the difference between responsibility and accountability in any endeavor.

4. Again, this sounds circular, and I have no interest in dissecting "data vs. information" since it serves no practical purpose. Again, as I wrote in my book, there are things we do to data along its lifecycle to make it more consumable (contextual). It is a continuum, not a state change.

Ultimately these kinds of discussions are purely academic, and while moderately interesting, don't approach practicability."

My response:
"Doug Laney Thank you for your reply.
1) Conflate definition: I agree. I am a stickler about definitions. If a definition is vague or conflicting find another definition. You may have to model the definition of an 'Asset' as I have done but it requires a thorough understanding of knowledge modeling & set theory (usually taught in university in a course dealing with applied mathematics). Hence I teach this in my knowledge architect course to obviate the need for anyone to suffer having to attend university (& implement it in my Caspar software)
2) A 'Goal' as an asset: In my universe a 'Goal' is an asset. Just ask IBM who had a purpose statement (a type of 'goal' for their PC business) & paid Bill Gates a fortune to achieve it
3) Governance: We both seem to agree on this subject
4) 'Data vs Information': This is the crux of the matter. Without solving this conundrum nothing else really matters
5) This kind of discussion is vitally important. However it is useless if & only if the research (academic pursuit) is not implemented as a workable system (often computerized because of the number of objects under management) & finally written about (which is the order in which I developed my approach)



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8 Jul 2020 **You have been misinformed**

Warning: This post contains controversial material.

Those responsible
So who is responsible for misinforming you?

We are 20% through the 21st Century and systemic failures never seem to end.

My observation and research have shown that the root cause of this malaise can be traced back to the pioneers, mostly Philosophers, Thinkers and Theorists (all dilettantes?), of the various approaches that lay traps that mislead and lull people into a false sense of security.

Having written a number of posts naming the originators of methods/methodologies which have numbed the minds of most thinking people, perhaps it is time to summarise my findings which will hopefully stop people from having to think and get them to get to know.

I now know (and now you will soon know) the people responsible/accountable for the mess Business and Information Technology are in.

Genre	#	Who	What	Based on	Circa	Notes
Philosophers	1	Socrates	A priori & a posteriori knowledge	Nature	419 BC	A
	2	Descartes	Thinking	Nature	1626	B
Thinkers	3	Osborn	Brainstorming (Creative thinking)	2	1939	C
	4	Ashby	Systems Thinking	2	1946	D
	5	Gordon	Design Thinking	2	1960	E
	6	DeBono	Lateral Thinking	2	1967	F
Economists	7	Menger	Values	1	1871	G
Theorists	8	Shewhart	Quality Control (Value)	7	1930	
	9	Drucker	MBO & Strategic Planning	3, 7	1954	H
	10	Codd	Relation Database Theory	2 & 3	1960s	I
	11	Yourdon	Structured Analysis & Data flows	2, 3 & 4	1970s	J
	12	Martin Finklestein	Information Engineering	2, 3, 9 & 10	1979	K
	13	Various	Data Management	10 & 11	1980	L
	14	Zachman	Business Systems Planning	2, 3, 4 & 9	1984	M
	15	The 3	Object Orientation	3, 11	1986	N
	16	Boehm	Rapid Application Development	11	1988	O
	17	Spewak	Enterprise Architecture	14	1992	P
Practitioners	18	The 17	Agile	16	2001	Q

(Trying to draw a causal diagram from this table was a nightmare so I refrained from doing it. I welcome anyone to give it a go.)

"*Oh*, what a tangled *web we weave"!*

It has to be stated that no where has anyone stood up to claim responsibility for how databases are actually implemented. This was left up to the hardware vendors and hence the genre of pointer database systems (IMS, CODASYL, Adabas, TOTAL) and SQL came into existence, each one posing a nightmare to the Chief Technical Officers of an Enterprise as no one could link the theories of the output from the Thinkers through the Theorists and what was actually implemented by the Practitioners.

The missing ingredient that ties together Drucker (8), Codd (9), Data Management (13), OO (15) and Agilists (18) is 'Business Knowledge'. I am yet to find any another approach that actually provides this missing ingredient or seamlessly integrates the 5.

The 2 questions I ask:
1) Why are you continuing to be misinformed by the developers of the approaches which clearly do not work?
and
2) Why do so many automation projects fail due to this information?

What I am responsible for:
So why am I doing this?
|- I read my first book on computer programming (Fortran) in 1969
|- I wrote my first COBOL program (data editing) in 1971
|- Introduced to the 'hierarchical' model (VanD/L1) in 1974
|- Learnt Normalisation in 1976
|- Exposed to Structured Analysis in 1980
|- Joined Information Engineering in 1982 (left 1988)
|- Documented Ripose in 1989
|- Developed version 1.0 of the Ripose compilers in 1990 using Omnis 7
|- Wrote my book 'Breaking the systems barrier' in 1994
|- Redeveloped & renamed the Ripose compliers into Caspar in 2001 using Omnis Studio 3.3
|- Joined LinkedIn in 2006
|- Redeveloped all the Ripose courses in 2017

Who were my connections?
Read the 'Ally of my Ally'

Who influenced me?
During my adolescency:
Teachers (and parents) of the following generations:
|- Interbellum: 1901-1913
|- Greatest: 1910-1913
During my adulthood:
The above plus The Silent Generation - 1925-1945

Who were my mentors?
|- Prof. A Bleksley: (1908-1984) - 1967 Professor of Applied Mathematics University of the Witwatersrand. 2 semesters (6 months) when I studied set theory, truth tables, propositional logic and calculus
|- Michael A Jackson (1936-~): His book 'Principles of Program Design' published in 1974 and studied in 1977 which taught me that data structures controlled process flows

Who did I not follow?
I studied and then rejected the bodies of work by the following eminent people:
|- Ted Codd (1923-2003): Data Normalisation techniques which I studied in 1976 and rejected in 1989 as too implicit
|- Ed Yourdon (1944-2016): Structured analysis and Structured Design which I was exposed to in 1980 and rejected as MA Jackson's approach Structured Design was superior and I always felt that the Structured Analysis approach (built round data flows) was too implicit
|- Dr. Peter Drucker (1909-2005): Management by Objectives and Strategic Planning. I was exposed to these concepts in 1984 and rejected them as they were implicit and relied on brainstorming and his concept of the 'knowledge worker' was not based on 'knowledge' but rather on experience

Who influenced me about knowledge?
My exposure to 'a priori and a posteriori knowledge'
|- Immanuel Kant 1998

|- My definitive work 'My TEDx Type presentation'

Therefore I have not been effected by the failures of the past but rather produced a sustainable scalable body of work. My responsibility is to train others to do as I do. It is the responsibility of others to learn from me and to duplicate my actions.

Those who came after 1990
What about those frameworks developed after 1990?
Every approach that I have researched has been based on one or more of the original 16. This means that the developers of those were also misled by their predecessors and are now continuing to mislead their clients.

The following table shows some of the approaches and how, if I had the power to change them, I would provide their developers with a change management regimen:

Circa	Framework	Problem	Solution
1946	Systems Thinking	Yes	Yes
1950	Quality Control - Deming (based on Shewhart's work)	Yes	Yes
1960	Design Thinking	Yes	Yes
1979	Information Engineering revamped by myself c1983	Yes	Yes
1980	Data Management (DAMA) - Master Data Management	Yes	Yes
1984	The Zachman Framework a revamped BSP approach	Yes	Yes
1986	Quality Control - Six Sigma (based on Shewhart's work)	Yes	Yes
1992	Balanced Scorecard (not strictly a framework)	Yes	Yes
1995	TOGAF - derived from TAFIM	Yes	Yes
1996	FEAF	Yes	Yes
2001	Agile	Yes	Yes
2004	Business canvass (not strictly a framework)	Yes	No
2009	Risk Management (ISO 31000)	Yes	Yes

What about the software products?

Circa	Tools	UML	My findings
2000	SPARX	Yes	No research
2004	ArchiMate	Yes	View TOGAF_1 TOGAF2 How developed
2006	IBM Rational Rose	Yes	Rational AG (Booch, Jacobson and Rumbaugh
2010	SAP PowerBuilder	No	View
2013	Alfabet	Yes	No research

What am I going to do next
I have now come to the end of my active posts and will now spend the next few months working on my new 'eBook' using the 'white paper' I started to write on the 23rd June 2020. Once this book is done I will offer it for sale to anyone on LinkedIn interested enough to learn how not to fall into the traps set by the frameworks based on the misinformation fed to you by the 'founding pioneers'.

If this upsets you please answer the question: Why are you following me? Then if you still cannot answer that feel free to disconnect.

For those still reading this thank you for following me and reading my body of work.

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A) Socrates:
|- Spoke Ancient Greek not Latin therefore he would never have used the words 'a priori' nor 'a posteriori' instead he would have spoken words in ancient Greek like:
||- 'axió' - roughly translating the word 'postulate' which is the closest synonym to 'without experience'
and
||- 'me empeiría' - for 'a posteriori' meaning 'with experience'
|- He never wrote anything. It was Plato who documented all of Socrates' work as well as his own. Therefore any errors or omissions were due to Plato. Plato would probably have written the following
||- 'axió' as 'αξιώ"
||- 'me empeiría' as 'με εμπειρία'
||- Plato's most famous work is the Republic
|||- Aristotle (born c386 BC) was a pupil of Plato (born c 427 BC) not Socrates (born c470 BC and died c399 BC)

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4 Jul 2020 **I failed the IBM aptitude test** (post 256)
Time to come clean.

In Dec 1976 I approached IBM in the UK and applied for a job. I was living in London at the time and their testing centre was in Portsmouth so I had to get a very early morning train in order to get to the testing centre on time. I sat the test and (oh my goodness) I failed it so no IBM career for me.

At first I was upset as I was hoping to use the opportunity to get a transfer to Australia but looking back it was one of the most significant events in my life.

This post is my way of cataloging those eminent people who worked for a large corporation (enterprise, business) over the years and after years of being paid by the company left, taking with them the ideas that they were being paid to develop, to start their own company (so now they probably had a great number of their former employer's clients to help them on their 'profitable' journey).

The following is a table of said ex-employees and the contribution they made to business frameworks and information technology. The fact that they worked for IBM or the now defunct Digital Corporation may be purely coincidental:

Enterprise	Person	Date	Contribution	
IBM	James Martin	c1959	c1979	Information Engineering - with Finklestein
			c1991	Rapid Application Development (RAD)
	Ted Codd	c1960s		Normalisation - with Date
				Relation Database Theory - with Boyce
	Clive Finklestein	c1961	c1979	Information Engineering - with Martin
	John Zachman	c1964	1984	Business Systems Planning (BSP) & TZF
	Chris Date	c1967		Normalisation - with Codd
	Raymond Boyce	c1974		Normalisation & BCNF - with Codd
				Relation Database Theory & SQL - with Codd
	Grady Booch	c1980s	c1990s	Object Orientation & UML
Digital	James Raumbach	c1960s	c1990s	OO & UML - with Booch & Jacoson

	Ed Yourdon	c1964	c1970s	Structured Analysis & Data Flow Diagrams
Ericsson	Ivar Jacobson	c1967	c1990s	OO & UML - with Booch & Raumbach

Notes:
1) The date in the contribution column signifies it was 'commercialised' after they had left the enterprise
2) RAD was developed by Barry W. Boehm in 1988
3) TZF became associated with Enterprise Architecture approach after the work done by Steven Spewak (c1992) who based it on BSP (talk about referential integrity!)

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3 Jul 2020 **GoD 13 Business Systems Planning** (post 255)
I was wrong!

Ok I admit it. I was wrong about assigning responsibility for Enterprise Architecture to John Zachman. In fact, after a recent discussion with an ex-colleague (Samuel Holcman - connected 19 Jun 2019 until 3 Jul 2020), I was finally enlightened as to who was the 'father of EA' and in doing so found out to my horror that John Zachman was, in fact, responsible for inventing BSP. If you do not believe me then check out the Wikipedia entry.

So it now looks like the 6x6 matrix of The Zachman Framework is actually trying to formulate an approach to implement his BSP approach and to sort of claim it is also an EA framework.

My humblest apologies. I have now corrected this error in 2 earlier posts:
1) Enterprise Architecture where I have now attributed EA to Dr. S. Spewak
2) Generations of developers

What now seems obvious is that EA (as per Dr. Spewak) was influenced by BSP.

I will not be correcting any of my posts on LinkedIn as it is now obvious that no one seems to care one way or the other. I am doing this so that I know I have done the right thing.

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2 Jul 2020 **Configuration Management Data Base** (Post 254)
A LinkedIn colleague of mine (Brian K. Seitz) mentioned in a post that he had been investigating the installation of a ‘configuration management data base’ (CMDB) system. I was curious to find out as to what a ‘CMDB’ was.

To answer this question I need to ask 2 preliminary questions:
1) What is ‘configuration management?
And
2) What is a ‘data base’?

To read the rest of my post (as it exceeds the 1500 LI character limit and needs hyper links please follow this link**.**

Regards

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27 June 2020 **Business 'C&PD' leads to an 'IT' for IT** (Post 253)
There is 'clear and present danger' to business which will lead to an 'inconvenient truth' for IT.

After creating over 380+ pieces of work on LinkedIn I realised how difficult it was for anyone to try to follow my ramblings. To this end I have now created a document providing a guide to my articles and posts.

Rather than writing another LinkedIn article I have placed the pdf on my webserver and it can be read here.

According to my experience and research business operatives face a 'clear and present danger' that is an 'inconvenient truth' for Information Technology.

The 'clear and present danger' being the trap of 'paralysis by analysis' and the 'inconvenient truth' being 'a death by a thousand cuts' (see planning traps). These have caused the gap to appear between business and IT, one frameworks have tried to bridge but thus far have failed to achieve.

Over the next few months I will be expanding the document accompanying this post which will become an adjunct to my 1994 self published book 'Breaking the systems Barrier' which I hope will help fund the dream I mentioned in an earlier post. If I can sell approximately 2,000 copies I may be able to raise enough money to fund the beginning of the venture to hire and pay 3 executives and train and certify 2 Ripose grade 0 information architects.

I suppose I can but dream.

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19 June 2020 **A new beginning**
Preamble:
After having written over 250 posts and 132 articles I have decided to take a new approach.

LinkedIn's restrictions on the number of characters we can use in a post have meant that we have to use comments to extend the post (rather than going to the trouble of writing an article). Hence I have decided to create my 'blog' whereby I am unrestricted in the number of characters I can use.

I will now use my new blog (this one) to record all new and existing posts. I will use LinkedIn posts to signal that I have created a new post or article.

New post content:
After seeing that I had attracted over 7,000 views to my post 'Accountability' I had to think about the impact that I am having on LinkedIn members and have come to the conclusion that I am not getting any traction whatsoever! The more I seem to write the more I seem to make no impression on anyone that the real culprits to the malaise both the business community and the 'information technology' sector are in are due solely to:
1) The poor processes of enterprise architecture which has opened the door to less effective practices like Design Thinking, Systems Thinking and the promotion of canvases
2) The failure of Data management (be it Master Data, or Data Governance, Normalisation or the idea of the 'Conceptual Data Model') to produce a logical data model before trying to create a physical database schema which never seem to be based on the true business requirements, simply because of the failure of the approaches mentioned in 1 above
&
3) The failure of Rapid Application Development approaches like Agile

As I get closer to my 3/4 of a century I will have to make a decision about whether I keep my company (Ripose Pty Limited) going or deregister the company and remove my presence from LinkedIn. I have decided to take this course of action as the content of all my posts and articles are

my personal property,

Regards

ps All my articles can also be viewed using this link together with the appropriate pdf

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11 June 2020 **Wisdom, 'a priori knowledge' & agile practices**

I read a post by a colleague of mine, was curious & commented accordingly.

Now I will explain why the article, according to my experience & research, does not go far enough to provide a logical solution to what providing a more agile practice. Perhaps, if the author understood the 3 classes of 'knowledge', the outcome may have been the same as the conclusions I came to 30 years ago. Perhaps he should have asked: 'How' do you use Wisdom to make existing Practices agile?

1) 'How' is an 'a priori knowledge' class which can only be answered logically by the posteriori knowledge' class "Action". If the 'actions' are, as suggested in the article, then see my next point & 'Agile' does not deliver the goods

2) 'What' is wisdom? According to my 30 year-year-old experience & research, 'Wisdom' is one of the four inalienable 'benefits' of every living creature, which if not taught how to achieve 'wisdom/wiseness/perceptiveness/soundness/sapience will culminate in ignorance/stupidity/nescience/inexperience/unenlightenment

3) I approached the problem not only by looking at the 'practice' but at the 'deliverables' created during every facet of the 'practice'

Looks like the pied piper is alive & well in all other approaches.

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9 June 2020 **Using 'a priori knowledge' in decision making**

3 days ago I wrote a post on 'accountability'. Yesterday I followed up that post my post on 'information governance' in which I used 6 'a priori & posteriori knowledge' classes to develop an 'Accountability Decision making Matrix'.

Perhaps it is time for me to demonstrate how I recommend the use of 'a priori & posteriori knowledge' classes in trying to make a decision. Ask the following questions in the exact order below:

1) 'Who' am I'? Helps you (the 'I') seek knowledge about your 'Identity'

2) 'What' have I got? Helps you (1) understand your 'Offerings'

3) 'How' can I do anything? Helps you understand the 'Activities' you need to undertake

4) Is 'How' to deliver the 'What' known? helps you understand the 'Capabilities' needed

6) Do I have the 'Capabilities' (the 'What' & 'How')? Helps you understand your 'Event Participation'

7) Should I be undertaking this venture'? Helps you understand what your 'Objectives' are

Now answer these questions starting 7 and then see how far you get with your decision making.

Good luck trying to brainstorm your 'objectives' and be careful not to fall into the trap of 'paralysis by analysis'.

I know I can help you avoid this trap. But you will need to change the way you do things.

For a complete overview of 'a priori knowledge see my TEDx type presentation.

The rest of the links will cause a problem as lines will be crossed and it will be difficult to follow, making it almost impossible to create a complete graphical representation of this model

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7 June 2020 **Information Governance**
Assigning appropriate accountability to lower the risk of failure

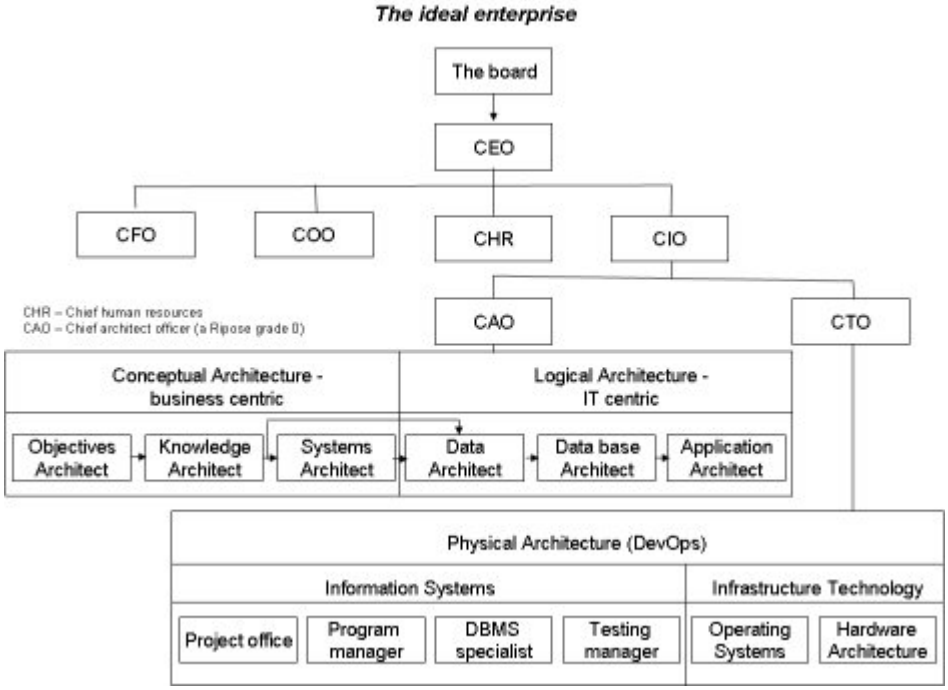
On 5 June 2020 I wrote a post titled 'Accountability' in which I mentioned how, without an understanding of the 3 classes of knowledge & how to partition a knowledge model both horizontally & vertically, assigning accountability was never going to be easy.

After over 4,000 views, 46 accolades & a number of comments, I noted one comment, the one from Stuart Anderson who mentioned the use of the RACI Matrix to document 'Accountability versus Outcomes' which coincided with a brainwave that I had the night before receiving his comment.

I mentioned that I would produce my view of the 'ideal' enterprise chart and how the 'outcomes/deliverables' produced by my approach could be mapped & accountability assigned to the appropriate stakeholders.

I would be interested to see how any other approach matches this view of reducing the risk of delivering Software as a Service (SaaS).

I have the approach, the technology & the training courses to assist anyone willing & able to learn how to achieve the same level of competency as myself.



Accountability Matrix to deliver Information Governance

A Priori	Who	What	When	How	Why	Who, What & How
Posteriori	Identities	Deliverables	Documents	Actions	Financial	Event Participation
	The Board	Business Objectives: [Goals & Measures]; Business Knowledge; Business Systems [Strategies & Tactics]	One Proof of Concept documenting the deliverables	Modeling Objectives, Knowledge & Strategies & Tactics & Sign Offs	Reduce costs of Software as a Service (SaaS) to stakeholders	CEO, CFO, COO & CHR Signs off the PoC
	Chief Executive Officer					
	Chief Financial Officer					
	Chief Operating Officer					
	Chief Human Resources Officer					
	Information Architect (IA) 1. Objectives					
	Information Architect (IA) 2. Knowledge					
	Information Architect (IA) 3. Systems					
	Chief Information Officer	Business Data: Facts; Database Design; Project Plans; Pseudo application code	Proof of Logic: Logical data model; Multiple Subject areas; Project Plans; Screen & Report Layouts; Pseudo Code	Modeling Data; Project Plans & Applications		CIO & CAO Signs off the Logical Data Base Design; CPOs Signs off Project Plans
	Chief Architectural Officer					
	Chief Technical Officer					
	Chief Project Officer					
	Chief data Administrating Officer					
	Information Architect (IA) 4. Data					
	Information Architect (IA) 5. Data base					
	Information Architect (IA) 6. Applications					
	DevOps Management	Implemented Systems	Proofs of Physical	Information systems		CTO Signs off PoPs

Note: The number next to the IA is the Grade required to facilitate discussions. A Grade 0 IA can facilitate all discussions

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5 June 2020 **Accountability**

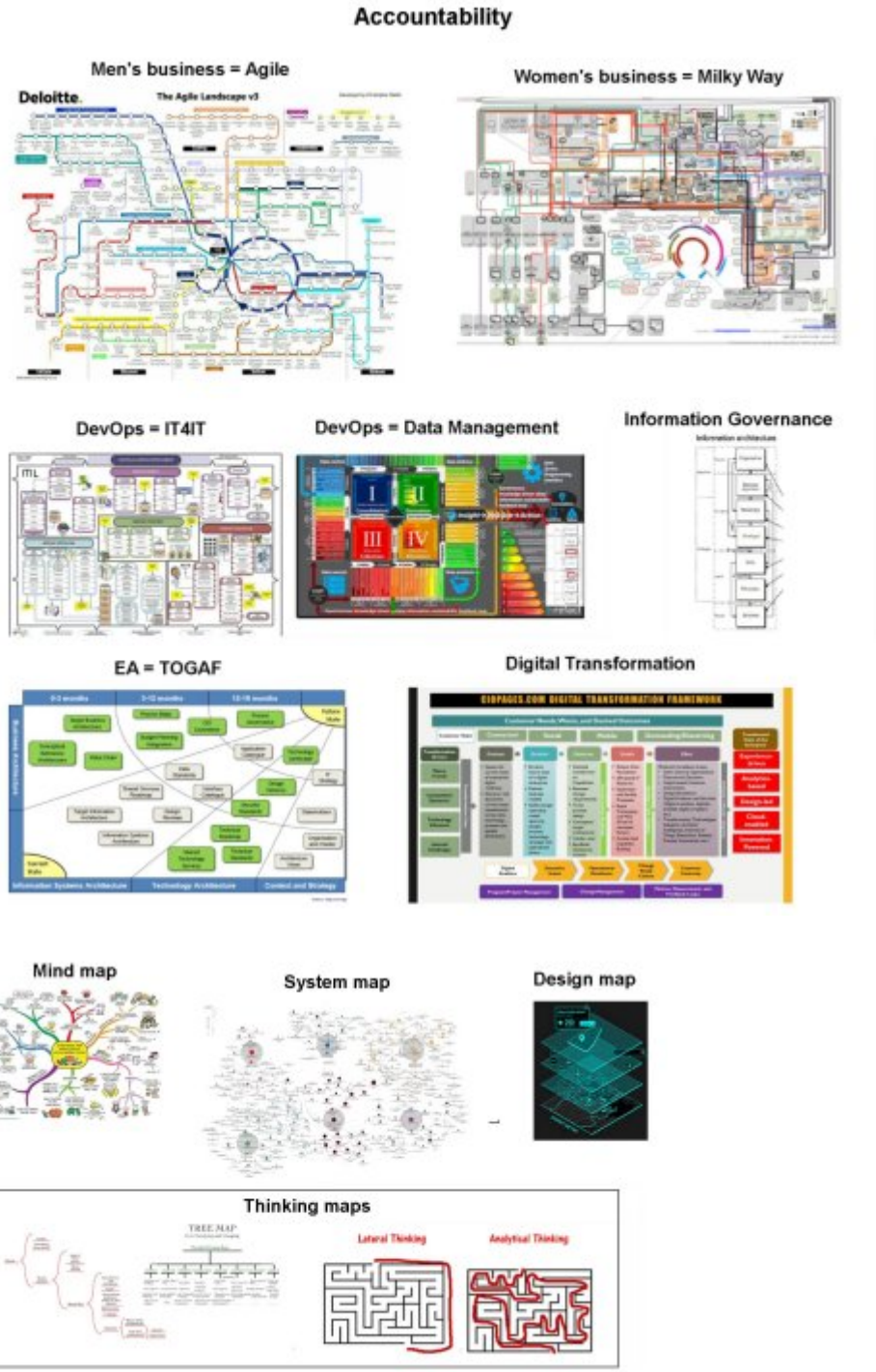
On 3 June 2020 a colleague of mine wrote an interesting post concerning 'accountability' -

My point of view:
1) According to my experience & research accountability (or responsibility) depends on how well the individual with the 'power' to exert authority understands the 3 classes of 'knowledge' (≡ 'Encapsulation' in object-orientation "OO") namely:
1.1) 'a priori'
1.2) 'Posteriori'
&
1.3) Business 'posteriori'
2) Now not every person needs to know this however they need to rely on experts who know how to build a knowledge model/map by using an approach called 'partitioning' namely:
2.1) Horizontally into entity types (≡ OO's 'Polymorphism')
2.2) Vertically into subtypes/classification (≡ OO's 'Inheritance')

Without this piece of information the end result of listening to advisors who do not take this into consideration ends up trying to navigate through a landscape as depicted in 13 of the 14 graphical

representations I found in order to assign accountability.

Good luck with ignoring 'Information Governance' which is the one most able to assist with assigning the mantle of accountability on the right people.



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2 June 2020 **2 TEDx talks that touch on 'a priori' knowledge**

For those of you who may have viewed my presentation titled "Knowledge Management' here are 2 TEDx speakers who touch on 'a priori knowledge' yet only pick the 'fruit from the low hanging branches' thereby delivering an implicit view of the problem namely:
1) "How great leaders inspire action": by Simon Sinek

&
2) "Why the secret to success is setting the right goals": by John Doerr

How can they both be right?:
a) Simon seeks 'a priori knowledge' by using 'How' (revealed by 'posteriori' knowledge ('Action') but starts with 'Why'
and
b) John seeks 'a priori knowledge' by asking 'Why' but starts with 'How'. John proceeds to seek 'posteriori knowledge' ('Objectives' which answers the 'a priori knowledge' seeking question 'Should') & goes on to explain that this conundrum is solved by 'goal-setting'

John is on the right track by starting with 'Should' as this identifies that the project that every approach should address is the holistic view of the business & not some arbitrary political agenda item found by brainstorming & selected by 'power play'.

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1 June 2020 **15 Certainties of EA**
On 31 May 2020 I read an article by a colleague of mine & for the record herewith my agreements & disagreements:
1) Agreements - Points 1 - 4, 6 & 8 -15. My suggestion as to how these "needs" can be accomplished: Learn to ask the right question at the right time - EAs will only ever accomplish these 13 needs if (& only if) they:
1.1) Start by answering the 'a priori' question: Should we be tackling this 'project'?
1.2) Know the minimum 24 'a priori knowledge' classes
1.3) Know the appropriate answers - 'posteriori knowledge' classes
1.4) Follow up by knowing how to "vertically & horizontally partition" these 24 & build the business 'posteriori knowledge' classes to satisfy 1.1
1.5) Use the deliverables from point 1.4 to build the appropriate business strategies & tactics
1.6) Mandate that DevOps:
1.6.1) Understand the deliverables from points 1.4 & 1.5
1.6.2) Develop business solutions prioritized by the deliverable in 1.5
2) Disagreements:
2.1) Point 5: A single integrated tool is needed to ensure a seamless approach with no transmogrifications. One was built in 1990
2.2) Point 7 - Archimate:
2.2.1) Was not built on 'a priori' knowledge
2.2.2) Is project rather than business centric, Hence the use of Archimate is questionable. It fails my 1.1

My comment on his post: "My curiosity explained.

According to my experience & research herewith my agreements and disagreements:
1) Agreements - Points 1 thru 4, 6 and 8 thru 15. I have my suggestions as to how these 13 needs can be met and will explain them in a post of my own
2) Disagreements:
2.1) Point 5: A single integrated tool is needed to ensure a seamless approach with no transmogrifications
2.2) Point 7 - ArchiMate as the recommended tool. I will explain my point of view in a post of my own

Good luck with this approach"

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28 May 2020 **Update 3 to my TEDx type presentation**
On 9 Apr 2020 I updated my TEDx Type presentation to describe how I model the artifact 'Goal' (Slide 20) as a mutually inclusive sub-type of 'Behavior'.

I have now added a new slide (21) which will explain how I define 'knowledge' and (based on my research into 'a priori' knowledge') describe a sort of historical view of the 6 basic 'a priori' questions (from Hieroglyphics c2613 BC; Aramaic c900 BC; Ancient Greek 419 BC; German c1356; and finally English 1983).

It is my contention that these 6 are insufficient to fully describe any explicit business/enterprise architecture.

I often wonder what would have happened if one of my predecessors or contemporaries (as shown in slide 21) had carried out an in-depth study of their predecessors' findings and expanded the 6, developing the 45 additional combinations (eg 'Who' does 'What' - see slide 9). Could they have actually solved the malaise we now find ourselves in?

30 May 2020
I have now made a few more changes to my presentation & notes. I have streamlined some of the slides by removing detailed text & including the text in my notes.

The next phase of this will be for me to add either voice over or video. I am not sure when this will happen, however with the recent passing of Doug McDavid (whom I believe was my age) & the fact that both Einstein & Stephen Hawkins passed on at 76 I am now ever reminded of my own mortality.

In less than 2 years I will reach the 3/4 century mark so who knows how much longer I will be able to continue with my railing against the shortcomings of enterprise architecture (especially TOGAF & Zachman), the thinking approaches (Design, Lateral & Systems), Agile (Sprints & Scrums), 'Data Management' (including 'Master') & 'Data' Governance to name but a few of the genres that seem to fuel the failures of so many systems.

I can but hope my health holds out. My major problem now is having to undergo eye surgery on 10 June 2020. So I can only hope for the best & plan for the worst.

Is it not time to stop thinking that 'data' management or governance as the answer to your systemic failures? I know it is!

29 May 2020
I have now corrected a few problems with the existing presentation slides and added 2 more slides to this presentation and to the notes. The 2 new slides will reveal why Risk and Data management run the 'risk' of failing businesses. The new slides are::
|- Slide 22 ‘A priori knowledge’ and Risk Analysis
|- Slide 23 ‘A priori knowledge’ needed for Data Management

This is basically a prototype of a presentation I could make to a TED type audience if and only if I am invited to give a TEDx presentation.

One day I may make a video of the presentation but I have a more pressing eye problem to take care of first. Update: On 17 June 2020 I had the cataract in the lens in my left eye removed and replaced with an interocular lens. I am now in the recovery phase.

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17 Apr 2020 **Can I do better?**

Today I read an article created by a member of the Open Group describing the document produced to assist in the development of a Primary Health Care System.

I pointed out some glaring weaknesses in their architecture & replied to my comment stating how I would have gone about delivering a 'Proof of Concept' which would also provide DevOps with the necessary input to help them design an effective & efficient database design, one fully based on & aligned to the business concepts.

I made mention to a SME (in the allied health industry - providing podiatrists to Aged Care Facilities & Clinics) who In 2006 approached me to help them replace 2 of their legacy systems (a booking & billing system). In Jan 2007 I prepared the Proof of Concept document which enabled me to produce a Better Engineered Systems Technology Provider System (implemented in Sep 2007) & which ran the business for some 6 years. I severed my connection with the business due to their failure to honor their financial commitment to me. I left them with a full dump of their data.

In 1997 I developed a Proof of Concept for a Medical Practice but was not able to proceed any further.

I have pdfs of both these documents and am willing to share my findings via Skype sessions.

My comment on the OpenGroup post: "According to my experience & research the Open Group (is this TOGAF?) starts with a conceptual design. Great start!

1) They begin with their 'Architecture Building Blocks - Health services' by stating "the delivery of reliable high-quality ..... or provide supportive care where needed" as a sort of purpose statement (?). A good start nevertheless
2) They then introduce their 'Map of Health Services' (a sort of 'a priori knowledge map - but what are their business 'posteriori 'knowledge'?) without first establishing any link to any performance indicators (is this a sort of acknowledgement of Zachman 6x6 matrix?)
|- (Who provides What - which is a join between Who & What) & When, Where & How showing
||- What and When - horizontal axis
||- Where and How - vertical axis
3) Then they provide an example of a strategy (also a concept) as to how they will deliver this purpose, namely: "a Clinical Decision Support (CDS) system that manages the clinical workflow'
4) There are lots of busy implicit 2 dimensional arrays

Nice try but where is the blueprint to help DevOps deliver this dream?

dimensional arrays

Nice try but where is the blueprint to help DevOps deliver this dream?

I saw a similar IBM (Australia) document back in the 1990s & look at the legacy system that seemed to have delivered.

Can I do better?

In Dec 2006 I was approached by an SME in the Allied Health industry (providing podiatrists to Aged Care facilities and Clinics) to develop a computer system to replace their 2 legacy systems (Wall-chart for bookings & Quick-books for billing).

In Sept 2007 I installed version 1 of a system which ran the business for some 6 years when I (due to lack of payment) handed over the 'data' in databases to another developer who thought he could, for less money, do a better job. I have not been following the fortunes of that system as I have severed all links with the business & I am no longer involved in maintaining the system I installed.

I have the fully documented strategic business plan (proof of concept) which I then used to develop the system.

I am quite prepared to discuss this document with any one who has any interest in finding out what can be achieved in less than 6 months & am willing to reveal this pdf in a Skype session using their share screen function.

This will demonstrate that, with a few changes to the objectives, knowledge & strategy models, a fully functioning Health System could be developed in 6 - 9 months which will replace every aging primary health care system."

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16 Apr 2020 **Concept models are taking over**

On 15 Apr 2020 I commented on a post by Thomas Frisendal in which I re-iterated my point of view with regards to Dr Peter Chen's view of the 'conceptual data model' (CDM). Mr Frisendal seems to agree with me that the CDM is an oxymoron, a conclusion I came to & in my 18 May 2019 post titled "Conceptual data model - oxymoron".

Since 1990 I have asserted that there were 4 'conceptual models', yet no one seems to agree with me. The 4 being:
Objectives (namely):
1) Goals model
2) Measures model
3) Knowledge model
4) Strategies/systems models

Imagine how further along my lecturing on these 4 conceptual models (supported by the repository software I wrote in 1990) would have been if some of my colleagues had the courage to learn from me.

Perhaps it is not too late. I reckon I have between 5 and 8 years of productive time left, after which just about all the baby boomer enterprise architects, Thinkers & Sprint Agilists will be retired & gen x will be left to take up the challenge using the oxymoronic CDM. By then I will have deleted my profile leaving LI forever.

My comment on Mr. Frisendal's post: "Mr Frisendal seems to have dropped word 'data' from the title of his article.

According to my experience and research he is actually referring to the 'conceptual data model' which is (according to my viewpoint) an oxymoron as 'data' is a 'logical' construct/artifact and hence the term tries to join a concept to a logical construct and produce a useful artifact.

Good luck pursuing the use of Dr. Chen's conceptual data model. You will be better served going back to basics and developing a business (posteriori) knowledge model and develop the logical data model from that."

Robert Vane commented on my comment: "Indeed Charles...to get a balanced and complete view of this...all approaches should be considered and compared...A priori knowledge models included of course" I wonder if Mr. Vane includes the 3 classes of knowledge models in his body of work?

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14 Apr 2020 **Stop relying on definitions**

Definitions are often vague, implicit & sometimes contradictory.

One synonym for the word 'definition' is: 'Answer'. But an answer relies on a question being asked.

Asking the right question at the right time requires the capability of checking the validity of the answer. Certainly a wrong question may just get answered with the right answer, but as the answer does not agree with the question then: how can one be sure that the answer is correct?

For example:
What is a business?
One definition of a business is "The principal activity in your life that you do to earn money". But that does not actually answer the question 'What'.

Therefore the answer may be right but the answer is actually the answer to another question which should have been: Who runs a business & Why? Now the definition and the answer are the same & a 'business posteriori knowledge' model can be developed which reflects the answer without using the 'nouns' from the definition (semantics).

Another definition of a business is: "The volume of commercial activity". Again this is the answer to another question which is 'How is a business conducted and by who(m)'?

The solution to not relying on definitions is to start the process by using 'a priori knowledge'.

View my TEDx type presentation for my explanation of 'a priori, posteriori & business posteriori knowledge'

If you (the viewer) can provide a better, more workable explanation please let me know & I will retire for good knowing that there is someone out there in the world who has a better solution than mine.

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13 Apr 2020 **Model the reality of 'time'**
I noticed a comment by one of my colleagues on a post ("What Einstein may have gotten wrong') in which he asked how one of his colleagues would model 'Time'. In my comment I provided my way of modeling space & time starting off by using 'a priori knowledge'.

I now ask the question: What is a business? Is this the right question to ask?

According to 'a priori' knowledge it is the wrong question and therefor could very well lead you down multiple 'rabbit' holes as there is only 1 correct answer.

In my first lecture on information architecture, I will reveal the answer to this conundrum.

Challenge: Perhaps anyone reading this post may want to:

|- Phrase the question more explicitly
|- Model the answer using 'posteriori & business posteriori knowledge'

My comment was: What exactly may Einstein have gotten wrong?

As Einstein is purported to have have been responsible for over 37 statements as to his view on 'knowledge' he somehow did not appear to answer the question: What is 'knowledge'?

So how would Einstein (or any astrophysicist including Nicolas Gisin) answer the question: What is 'time'? &: What is space?

Did Einstein get the concepts of 'time' & 'space' wrong?
According to 'a priori knowledge' 'time' & 'space' cannot be answered by the 'What' question, as (well according to my view), 'What' leads to the posteriori knowledge answer of 'Offering' & it is clear to me that neither of these 2 concepts are necessarily an 'Offering'.

Looking at my remainder of the 23 primary posteriori knowledge classes it should soon become apparent that the right questions to ask are:
|- When does one notice time? My answer: 'by noting the interval between the recording of 2 'Documents' which can lead to the discovery of 'Transactions' (the 'If' 'a priori' question)
|- Where is space? My answer: 'space is a 'Location'

Here is a question that I would've asked Einstein, Gisin or indeed anyone is: What is a business? Surely this is a far more relevant to everyone on LinkedIn than: What is time or space?"

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12 Apr 2020 **Dashboards**

I commented on a colleague of mine's post and included an example of a dashboard created from a SWOT analysis undertaken by using the 11 generic business values ranked by the senior management of a SME.

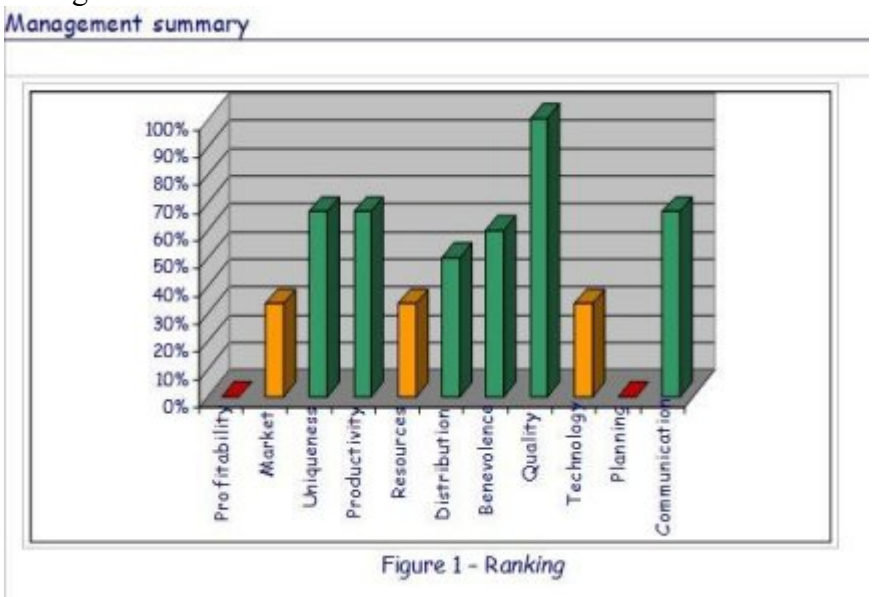
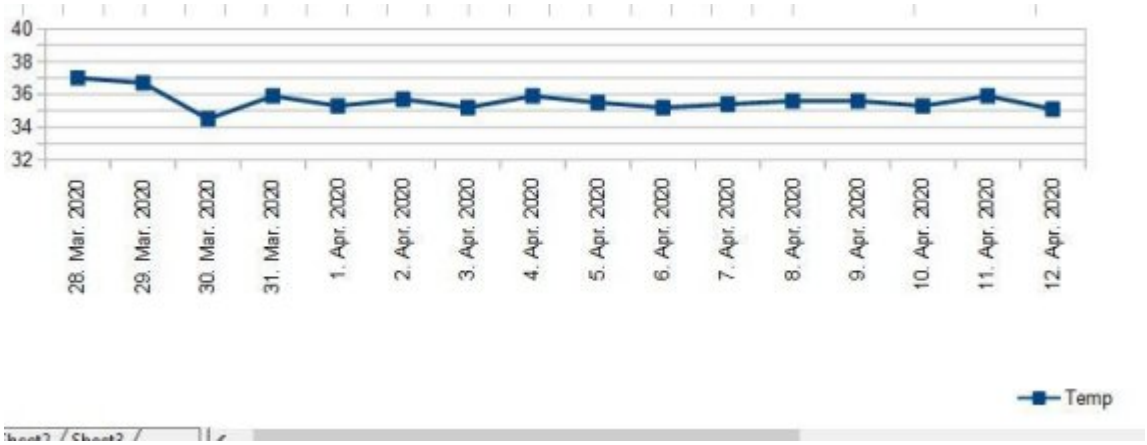


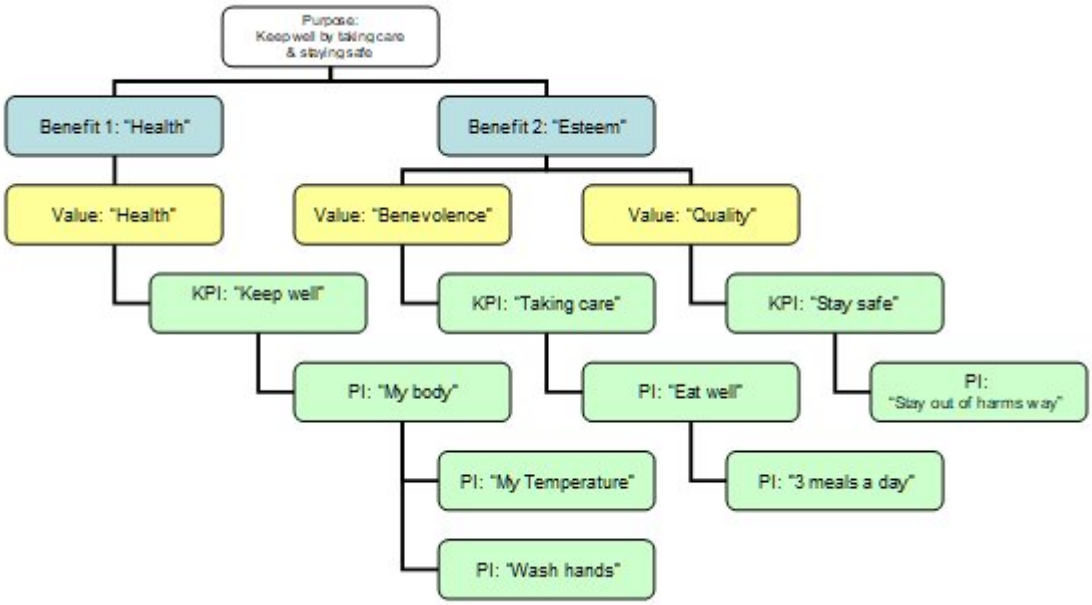
Figure 1 - Ranking

Herewith is another type of dashboard created from a 'performance indicator' called 'My temperature' created from a model of (my) business objective:



Purpose = Keep well by taking care & staying safe
|- Benefit (B) = 'Health'
||- Value (V) = 'Resource'
|||- Key Performance Indicator (KPI) = 'Keep well'
||||- Performance indicator (PI) = 'My body'
|||||- PI = 'My temperature'
||||- PI = Wash hands
|- B = 'Esteem
||- V = 'Benevolence'
|||- KPI = 'Take care'
|||- PI = 'Eating well' = 3 meals a day
||- V 'Quality'
|||- KPI 'Stay safe'
|||- PI = 'Keep out of harms way which is an impediment to Quality of life'

If you want to develop a graphical model of this list, this is what it would look like



Why bother using a CAD drawing tool as the list format is far more efficient and easier to use. My Caspar engine provides the capability to build such a hierarchy.

ps This is all part of the on line course (to teach others how to do what I can do) which I will be publishing over the next week of my quarantine (now in day 8 of 14) and when I get home

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9 Apr 2020 **Update 2 to my TEDx Type presentation**

I have now extended my presentation to explain how I model the artifact 'Goal' (Slide 20) as a mutually inclusive sub-type of 'Behavior' as depicted on Slide 19 and have included my explanation in my notes.

I have decided to provide this update as it gives me an opportunity to see how many LinkedIn members are actually curious about wanting to know why the technique I use to model 'information' is so very different to all the other approaches currently being offered.

This presentation is an extension to a post I wrote 7 months ago (Sep 2019) titled "What is knowledge?" (link provided below).

Please remember that I have been using this approach since 1990, long before most of the approaches were developed or as the result of the failure of those approaches that preceded my way of modeling. For a quick refresher please see my post titled 'Generations of development' sometime in Sep 2019.

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9 Apr 2020 **Update to my TEDx Type presentation**

I have now:
1) Extended my presentation to explain how my knowledge model view 'Objectives'
2) Added a Go to navigation button for ease of moving to any slide
3) Added a table of contents to the presentation notes with bookmarks

I was thinking about adding video but after I created my test video I will wait until I have had a haircut.

You can view the presentation here and I welcome and would appreciate anyone with a graphics ability to help me dress up the presentation.

I will now start to create the presentations to deliver my on line training courses using this same template.

The first course will be on Objectives. It is free of charge. I have 6 case studies to test your mettle and am willing to mark your attempts freely for the first 10 people who sign up. More on this later.

My advice: Stop using data as your guide database development and switch to knowledge.

On the subject of my using the word 'virus': I appreciate that we are all experiencing and are in the midst of an horrendous event, but I have used the word 'virus' in the context of a malicious piece of code that disrupts/destroys the use of a computer system.

If I were to change my nomenclature so too should Norton, McAfee and the dozen of other products on the market today.

I will repeat, if the business analysts, systems analysts, Enterprise Architects, Thinkers, Agile practitioners, data modelers, database designers and computer programmers (back in 2007 when the H5N1 virus struck) had used knowledge modeling (which just by the way had been available since 1990) instead of data modeling, we may not have been in this mess we find ourselves in where the lives of billions of people have been put in limbo and at risk.

Maybe, just maybe if you start today to learn how to use the 3 levels of knowledge models, we may stand a chance of preventing this sort of horrendous data catastrophe from reoccurring. Data got us into this mess. Data will not get us out of it.

Comments to come.

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7 Apr 2020 **Comment on a colleague's seminar**

I noticed with interest that a colleague of mine (Samuel Holcman) was planning to run a seminar titled "Applying the EACOE and BACOE Architecture Methodologies to Analyze the Coronavirus COVID-19 Pandemic". I commented that I hoped the seminar would include the use of a 'business knowledge' model as well as objectives, strategies and 'data'!

On 31 Mar 2020 I wrote a post titled "Knowledge & understanding TEDx type talk" (re-issued on 2 Apr 2020 as a slide show) in which I delivered my viewpoint of what 'knowledge' is & how it can be used to create everything.

On 7 Apr 2020 I extended my slide show to incorporate an example of how I use the 3 knowledge models to demonstrate how to use 'a priori' knowledge to build a prototype of a business knowledge model.

With this in mind I was planning to demonstrate how I use the 'business posteriori' knowledge model to build a prototype business whose prime purpose is to "Provide the public with an affordable, robust, ethical and informative health care system".

Stay tuned.

ps Between 2007 & 2013 I developed & implemented an allied health care provider system based on a business knowledge model.

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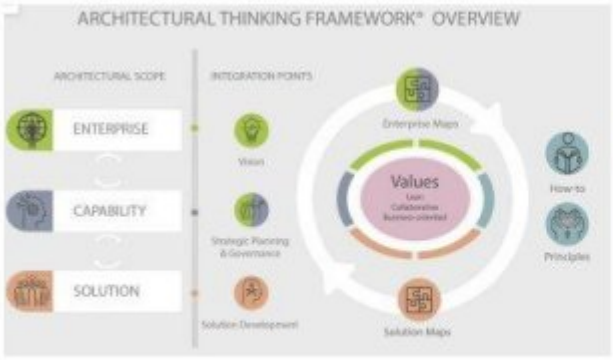
7 Apr 2020 **Differences between a & b**

On 6 Apr 2020 I commented on a post by Darryl Carr directing my attention to a video created in 2014 by Peter Senge (@LI member?) titled 'Systems Thinking for a better world".

I was curious to see a comment by another LI member asking the question "What's is the difference between systems thinking and architectural thinking"?.

Herewith my response:
1) Systems Thinking: Is a holistic approach to analysis that focuses on the way that a system's constituent parts interrelate and how systems work over time and within the context of larger systems"
2) Architectural Thinking: It "is not a process or discipline. Instead, it makes use of a content-oriented framework that defines artifacts and their relations that need to be created by various processes (such as strategy, governance or solution development). Our framework enables consistent, connected, company-wide structures that ensure traceability from business vision to technology implementation. It is lean enough for Agile but works as well with classical project management methods"

Now ask the question: What is the difference between Data models and knowledge models? For it is clear to me that neither ST nor AT address this issue.



Architectural Thinking Association

Peter Senge

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5 Apr 2020 **Test video**

Just a test video. Over the next few days, whilst I sit out my 14 days mandatory quarantine period in Brisbane, I will be making a few videos backing up the slides of my TEDx type presentation 'Understanding Knowledge'.

Use this link to view the video.

A colleague of mine remarked how old I look. We last saw each other in 2017, nearly 3 years ago. At this time of life (72 going on 73) I just wonder how much more I have to age. Then again what I now need is a good haircut and possible the name of a great plastic surgeon.

Thankfully no one can see my mind otherwise they will probably see how old I really am. On-wards & upwards.

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2 Apr 2020 **Removing my TEDx type presentation posts**

(Replaced by the actual presentation)

I have had a look at the number of views I have been getting on all these posts & they show me that not all viewers view all the slides.

Views of my TEDx type talk as at 2 Apr 2020

Slide	Name	Views	%
1	Introduction to Knowledge	227	
2	My View	212	93
3	Table of contents	31	13
4	Definitions	17	7
5	Types	37	16
6	Sources	24	10
7	Models	21	9
8	'a priori' model	18	8
9	'a priori' list	74	33
10	My 'posteriori' model	137	60
11	'posteriori' list	25	11
12	Business postriori model	61	27

This informs me that not everyone is getting the full picture as to why the WIKD/WKID/DKIW

triangle is faulty & why hardly any approach knows how to use 'knowledge'. It also demonstrates that I am perhaps:
1) Not getting my viewpoint across
2) Everyone is too busy
or
3) No one is considering Occam's Razor theory to take me seriously

Therefore I have decided to remove all my TEDx type posts & replace them with a temporary slide show (with a pdf containing my current notes). See https://lnkd.in/fdr2Gcv

Once I start my 28 day quarantine (isolation) regimen (starting in 3-4 days) I will start to put together a blog using video as the medium.

I thank all of you who have taken the time to view my posts & for the few comments (2 so far) that I received (& responded to but thus far have had no feedback on whether you agree with my response or not).

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31 Mar 2020 **Knowledge & understanding TEDx type talk**
(Replaced by the actual presentation)
Slide 2 My view of knowledge
I discuss why, without understanding knowledge, I consider the following artifacts can be equated to a 'virus' which by one definition means "A piece of code which is capable of copying itself and typically has a detrimental effect, such as corrupting the system or destroying data"
|- Information: corrupts a system because of analysis by paralysis
|- Objectives: Keeps copying itself as no one actually knows what it is
|- Strategies: see objectives
|- Data: corrupts a system due to implicit facts
|- Projects: Destroys data due to the inability to define explicit priorities

The WIKD triangle (which no one seems to want to claim responsibility for its creation) sandwiches 'knowledge' between 'information' & 'data'. Or the WKID triangle sandwiches 'information' between 'knowledge' & 'data'.

Wisdom (which according to my experience & research is a 'benefit' which is in turn an 'objective'. It is one of 4 'benefits' which, if not fully understood, will deliver the very antithesis of a benefit, namely a hardship. Until this is recognised 'Wisdom' will not solve the 'eternal triangle'. Hence there has got to be a better way to represent 'knowledge'.

Slide 3 - Table of contents

Comment by Joel-Ahmed M. Mondol: " Why consider sandwiches? Think about a filtration system.

Also if the flow is such that: Data -> Information -> Knowledge -> Wisdom

My question to you and everyone what comes after Wisdom?"

My response: "Hi Joel & thanks for your comment. The 'flow' (verb) as I understand it (through experience & research) is Information-> objectives->Goals->Purpose->Benefits-> Values-> KPIs_> PIs-> Business posteriori knowledge> Strategies->Tactics-> Data-> logical data models-> Projects-> Applications-> Database schemas-> Coded programs

Wisdom is a type of 'Benefit'. Therefore 'Sandwiched' is the right verb.:

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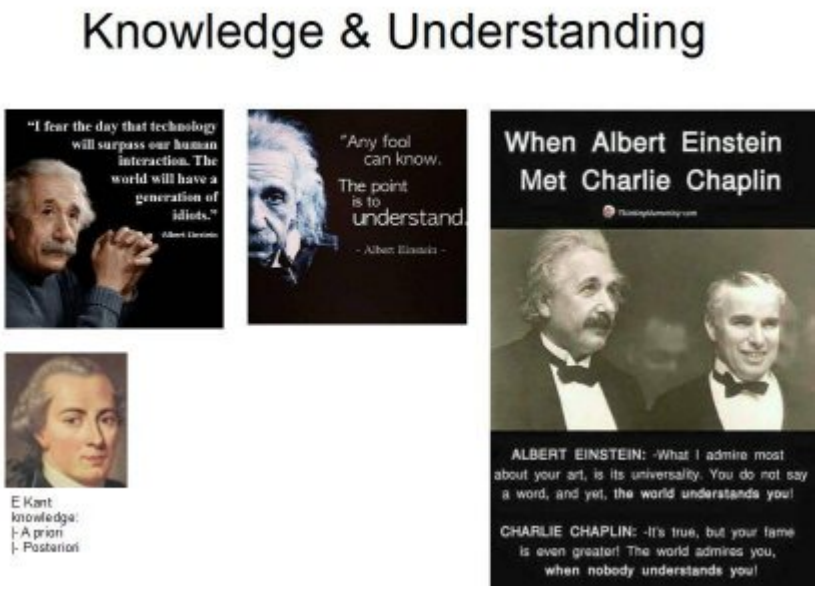
31 Mar 2020 **Start of My TEDx type presentation**
(Replaced by the actual presentation)
7 hours ago I posted that I was going to put up a slide show for a fictitious TEDx presentation delivering my viewpoint of what 'knowledge' is and how it can be used to create everything.

I would have liked to have created this as an interactive presentation but I do not have the software to do this. Also I need to do voice overs and links to my 2 main sources of 'information' (namely Albert Einstein & Immanuel Kant). So I will have to end up creating 1 slide per post. Once I get to Sydney I will carry on with this approach during my 14 day quarantine time. Once I get back to Cairns I will spend my next 14 days in quarantine creating a mp4 video.

Slide 1: Introduction
I introduce my 2 main sources of how to acquire 'knowledge'
|- Albert Einstein: (1879-1955) "a German-born theoretical physicist who developed the theory of relativity, one of the two pillars of modern physics. His work is also known for its influence on the philosophy of science"
|- Immanuel Kant: (1724-1804) "an influential German philosopher in the Age of Enlightenment. In his doctrine of transcendental idealism, he argued that space, time, and causation are mere sensibilities; "things-in-themselves" exist, but their nature is unknowable"

Slide 2 - My view of 'knowledge'



Comment by Christopher Casey: "I for one will be curious to see how you explain knowledge. Moreover, I will find it interesting if you can explain how one can describe the noumenal when it is supposed to be beyond one's means of perception, or even how you know it exists when Kant seems to say "man is limited to a consciousness of a specific nature, which perceives by specific means and no others, therefore, his consciousness is not valid; man is blind, because he has eyes—deaf, because he has ears—deluded, because he has a mind—and the things he perceives do not exist, because he perceives them." -Rand

My response: "Christopher thank you for your comment.

I have explained my viewpoint of knowledge in a number of my posts & articles.

As I am not a marketing person I have never been able to find a meaningful & simple approach to explaining this. But from my rather short life researching this topic (about 40 years) I have found neither has anyone else.

Having developed my own viewpoint of 'information' I was able to find a pathway through to 'knowledge' & beyond. Thanks to Einstein & Kant I now have a 'marketing' approach which is why I created my TEDx type of presentation (which I may never actually get invited to deliver in front of a live audience - then again considering the current state of events no one else will be able to either). I have 12 slides in my presentation (which could increase) & thus far I have completed 2 posts, so I will get to the end some time soon."

Commnt by Robert DuWors: "The problem with any epistemological theory always boils down to how do you know it is correct? Yes, the question is circular chasing its own tail"

My response: "Robert thank you for your comment.

1) Your question: 'How' is an attempt to seek 'a priori knowledge' The answer I give, having experienced & researched this subject, is to identify the only possible answer, which I assert to be 'Activity'.

What 'Activity' are you going to pursue to seek the answer? Just ask 'What is epistemological theory'? You should find the posteriori answer 'a type of Activity'. So do you use Enterprise Architecture (a type of activity)? But according to my research the developers of EA & every other approach seem to have ignored 'knowledge'. This is "why" (the 'posteriori knowledge' answer 'Financial' if & only if the price is right) I pursue this line. But I do not really need the money which is why I am willing to teach those who want to learn for free. I may earn a fee for certification.

2) To prevent chasing its own tail you have to ensure that your logic avoids the 'circular referencing' (aka the deadly embrace' phenomenon a->b->c->d->e->a). This perpetual loop in the conceptual universe (where I assert 'knowledge' resides ie 'Where') leads to 'Paralysis by Analysis' & in the logical universe (where I assert 'data' resides) leads to 'a death by a thousand cuts'."

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31 Mar 2020 **Home recording kit**

Buy a thermometer & use it!

I read somewhere that one of the symptoms of this COVID-19 pandemic is a fever. A fever is defined as having a body temperature of 38 degrees Centigrade or higher.

Before anyone slams me for posting this consider this:

1) I'm 72 going on 73

2) According to the CDC I have a:

|- 31-59% chance of being hositalised

|- 11-31% chance on being admitted to an ICU

|- 4-11% chance of dying from it

But everyone is telling me I have a 66% chance of catching it and the only way I can be 100% safe is to socially distance myself from everyone.

You could use a new mobile app which is basically the opposite of Tinder or Grindr. It will repel you from people rather than attract.

And this all basically started by erroneous data of people being recorded with the 'virus' by 3

sources (WHO, CDC & China Health) that have badly designed databases developed by data technicians who have no business experience paid for and backed up by business operatives that have no technical experience.

I do not disagree that there is a virus. I disagree with the way in which the data has been recorded & circulated.

All I can do is to wish you well, take care & stay safe.

Comment fro Robert DuWors: I would be far more impressed by a non contact forehead thermometer with a smart app. That would be a truly useful tool. The current one is more suggestive that doing it right would be worth the effort. Strange those are not already flooding out of China as the technology integration is trivial. Why is public health not asking for it? Imagine the screening and tracing potential for many infections. Also why no smart pulse and oximeters which could also collect EKG-like hemodynamic pressure waves some of which can spot basic arrhythmias. In the mouth operation of a thermometer is a poor sensor for the task at hand. Let's get the edge technology right then we can talk about doing big data."

My resonse: "Because they do not have the 'knowledge' model. They have plenty of 'data' but hardly any 'knowledge' lots of brainstormed (useless) strategies and management paying lip service to brain stormed objectives written on post-it notes stuck on business canvass boards.

Heck I wonder if anyone realizes that the thermometer is a device to record a performance indicator ('body temperature') which is a subset of a key performance indicator ('To measure temperature') which supports the value of having 'Resources' which leads to the benefit of 'Health' supporting the prime purpose "To survive".
"

Robert's reply: "It is starting to happen: Wearable temperature monitors in a wrist watch. Obviously spurred on by China's COVID experience." Source

Comment by Jeffrey Sirr: "That’s true, but I think he was focusing on the need to collect data on fevers, to be fair to him. Bad data is definitely causing all sorts of problems right. Sometimes it’s not bad data per se, but bias interpretation to fit a narrative. Keep well everyone!"

My response: "At least his sales of thermometers may go up for a while but is that not the way of things.

NYC officials demanded 30,000 ventilators and Ford, Dyson & Musk jump. But what about the nurses and their training to use them? That alone will sink the good intentions. Sorry to keep harping on the 'same old same old' but 'data' is the new 'iceberg" and it has the propensity to scuttle capitalism.

Master Data Management & data governance may not (or will not) stand a chance to stop this avalanche. Just think how many millions was spend on General Data Protection Regulation (GDPR).

Keep well take care & stay safe."

Jeffrey's response: "You are right, Charles. Take a look at this article by the founder of Kinsa, the thermometer maker. The collecting of this data will help in managing the spread of the virus."

My response: "What Inder Singh is not stating is the risk associated with how bad data will (and has) flooded the market sending the business world into a panic of this disease (a hardship and the

very antithesis of the benefit of "Health') which is not based on true facts. It is now effecting the benefit of prosperity of the world (leaving the hardship of 'Poverty') and the only 2 benefits left are peoples' desire to keep 'loving' (Esteem which could soon turn to the hardship of 'Hate' for those accused of starting this) and Wisdom which could soon turn to 'Stupidity' if the trend of spreading risky 'data' is not stopped.

Having mentioned risk and bad data reminds me of the walk I took down my post memory lane where I sort of spelt out the risk faced by spreading risky data (ie failure)

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31 Mar 2020 **Future presentation**

On 27 Mar 2020 I wrote my post titled 'How to replace Agile Sprint with 'Posteriori business knowledge' & promised to start delivering the (free) lectures on how to implement this (and replace the Agile SCRUM) approach.

Before I do this I will document a presentation (aka marketing) that I would give if I were ever invited to deliver a TEDx talk on 'knowledge'.

Perhaps I would start my talk by making the 'outrageous' statement "without knowledge the following artifacts are nothing more than viruses":
|- Objectives
|- Strategies
|- Data
|- Projects

I would then:
|- Define (in context) the word 'Virus' as "A piece of code which is capable of copying itself and typically has a detrimental effect, such as corrupting the system or destroying data"
|- Introduce Albert Einstein's viewpoint on 'knowledge'
|- Introduce Emanuel Kant's view of 'a priori & posteriori knowledge'

The framework/outline of my TEDx Talk on 'Knowledge':
|-Definitions
|- Types
|- Sources
|- Models

Whilst I spend my next 32 - 34 days in isolation I may as well use LI as a sandpit to test out my dream talk. Perhaps feedback could help me polish my talk.

Regards
ps I may even video tape it

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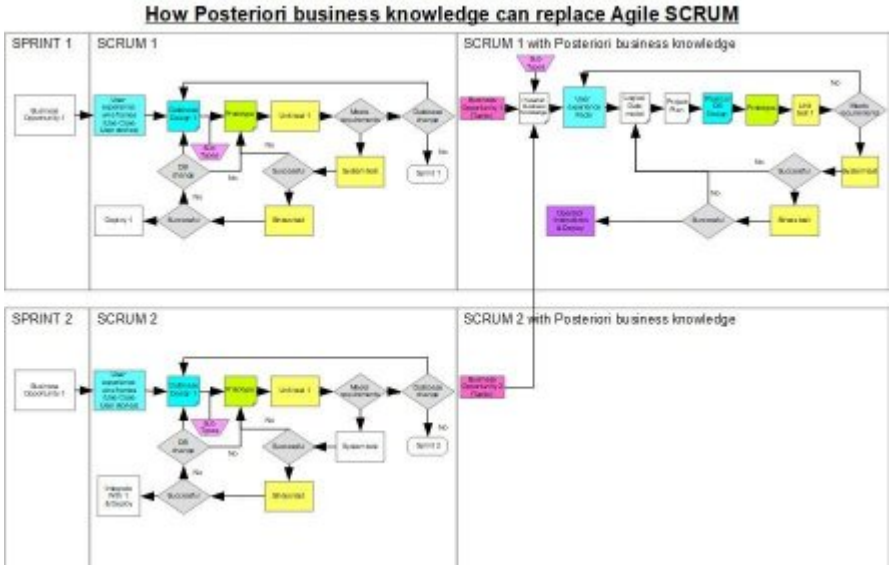
29 Mar 2020 **How Posteriori business knowledge (PBK) can replace Agile SCRUM**

1) On 24 Mar 2020 I wrote a post showing the inadequacies of Agile Sprint which leads to project blowouts & cost over runs
2) On 27 Mar 2020 I wrote a post showing how to replace Agile Sprint with PBK & promised to show how the deliverables of the tactics from that post will improve database design & Agile's SCRUM. Herewith my submission.



Regards
Notes:
1) The Sub Types that are depicted on the PBK model are no longer necessary as they would have been included during the business knowledge modeling sessions shown in the diagram of the 27th March. The Sub Types in an Agile approach are actually delivered & hard coded in computer code & more often than not created by project managers &/or programmers who have little or no business sense but find working with the database designs are next to useless
2) A well trained knowledge modeler will have little trouble finding all the sub types & include them in the PBK

Good luck persevering with the shortcomings of Agile & any other approach that ignores the PBK model

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28 Mar 2020 **DIKW revisited - Why it is irrelevant**
Today I read a post by a colleague of mine (Michael Fulton about "The importance of context" in which he provided a simple hierarchy defining data; information & knowledge.

I commented on a colleague's post & hereby want to follow up my reply with my proof (using a truth table) which proves (well to me at least) that this explanation will lead to the 'same old same old' when it comes to delivering database solutions trying to interpret 'business wisdom' & 'business information'.

Regards
ps on 14 Mar 2018 I wrote this post about the DIKW triangle/pyramid

I apologise for going on about this but in 1989 I solved this enigma.

Do you fully understand what the following are?:															
Wisdom	Y	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N
Data	Y	Y	Y	Y	N	N	N	N	Y	Y	Y	Y	N	N	N
Information	Y	Y	N	N	Y	Y	N	N	Y	Y	N	N	Y	Y	N
Knowledge	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y
See note 1	X														
See note 2		X													
See note 3			X												
See note 4				X											
See note 5					X	X	X	X							
See note 6									X	X	X	X	X	X	X

Notes

1	Can you answer the following questions?
	1.1 Is wisdom a benefit? If 'No': See Note 6
	1.2 Can data exist without knowledge? If 'Yes': See Note 1.4
	1.3 Is information the overall arching artifact of the 3 other concepts?
	1.4 Do you understand what 'a priori' knowledge is? If 'No': Read Kant
2	Without knowledge the other 3 concepts will be misunderstood
3	24,610,000,000 web pages will explain this
4	Leads to 'misinformation'
5	Working with the other 3 will lead to wrong conclusions
6	459,000,000 web pages will explain this
7	If the answer to 1.3 was 'No': 24,390,000,000 will explain this

Again I seem to be talking to myself. But as I now face 14 days in mandatory quarantine in a taxpayer's funded 3 or 4 star hotel when I finally get back to Australia I might as well keep on posting my comments on my own posts.

if you answered Yes to question (Q)1.1:
|- What is the difference between a benefit & a value?
|- Is 'Wisdom' the only benefit?
If you answered 'No' to Q1.2: Can you answer Q1.4?
If you answered 'Yes' to Q1.4: Do you also know what 'posteriori knowledge and 'business posteriori knowledge are?

Keep pretending that the DIKW WIKD (or any other combination) is authoritative (or that Master Data Management is superior to knowledge management) then be prepared for more 'data' disasters.

In Alan Cooper's 2018 (I am not sure of the exact date) talk on "The Oppenheimer Moment" he mentioned 'context' (about 30 minutes in). This talk was posted by a colleague of mine Darryl Carr

Now think about how Alan Cooper's design approach can improve the WKID triangle (or any of the myriad of EA such as TOGAF, Zachman etc) or Agile when they all promote 'data' to the pinnacle and ignore 'a priori knowledge, posteriori knowledge & even posteriori business knowledge'. 'A priori knowledge' at least provide you with 70 questions you need to ask in order to find an answer to to solve a system's problem.

Regards
ps Again my apologies if I once again stress that I took this approach without having had any knowledge of Mr Cooper and anyway his ideas were formulated long after 1989 when I created my approach & software product to deliver the results of the findings.

I will "not go gentle into that good night"

I have read a post from an organisation advertising that states they provide courses to teach 'Best Practice Techniques' (BPT) with their 'Hands-On', 4 day classroom course. So I had to find out what their idea of what a BPT was. I was not surprised when I discovered that these were::
1) Agile
2) TOGAF:
3) Design Thinking
4) Business Process Modeling Notation with Business Process Reengineering/Redesign

I cannot find a single BPT that even begins to address any of the 3 types of 'knowledge', namely"
|- A priori: without experience
|- Posteriori: with experience
|- Business: specific & explicit posteriori

Correct me if I am wrong: How can these BPT begin to solve any business problem when all they seem to offer as their 'guiding light' is:
|- 'Data', 'Master data management' or a 'conceptual data model'
|- Strategies (information?)
|- Objectives, goals, vision (information?)
|- Empathy & Ideation (wisdom?)
?

I appreciate that everyone is undergoing a very traumatic time. The world is facing a major catastrophe:
|- Businesses are shutting their doors
|- People are being made to stay at home
|- Those employed in essential services are being asked to work harder & longer
|- People fortunate to be able to work from their homes are having to rely on the internet
|- Social gatherings are banned

I had to ask myself a couple of questions in order to find an 'a priori piece of knowledge' which I was able to find a 'posteriori knowledge' answer:
1) What started this?
2) Who has the explicit 'posteriori business knowledge' to prevent the perpetuation of this catastrophe?
3) How can we future proof ourselves against future catastrophes (provided most of us get out of this in 1 piece with our sanity)?

I find myself going back to the start of my career in 'Data Processing' (DP) to at least try to find an answer to Q3 and keep coming up with the same answer that 'data' got us into this mess.

So will 'data' get us out of it? My answer is 'Yes', BUT only if 'data' plays a supporting role to 'knowledge' & the people championing 'data' realise that they do not know what 'data' is!

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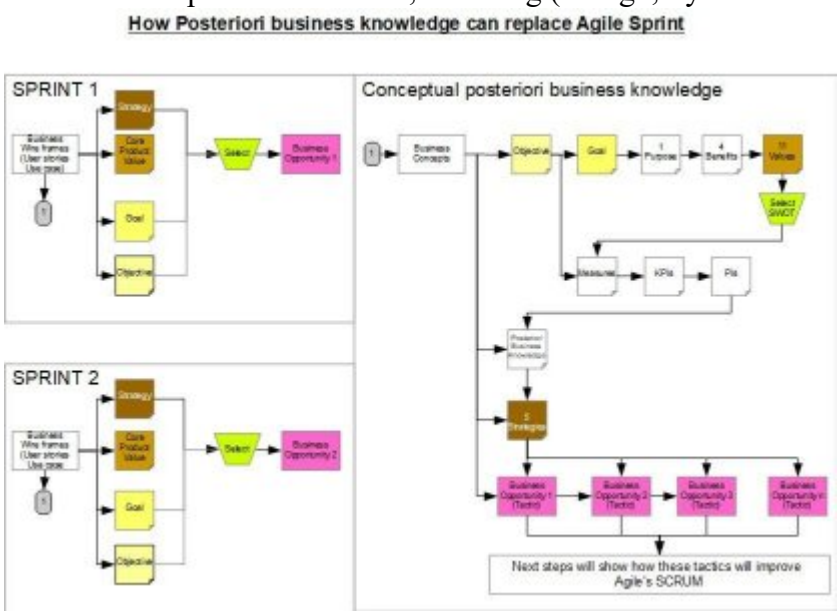
27 Mar 2020 **How to replace Agile Sprint with 'Posteriori business knowledge' (PBK)**

On 24 Mar I wrote a post showing the inadequacies of Agile Sprint which leads to project blowouts & cost over runs.

Today I am providing you with a view of how PBK can replace not only Agile Sprint but also any

so called enterprise architecture, Thinking (Design, System & Lateral) approach.



Good luck using any other approach (including Master Data Management) to reduce costs of developing better legacy systems with personnel who have almost no understanding of the anatomy of knowledge nor the origins of knowledge ('a priori', 'posteriori' or 'business').

Regards
ps Once I complete my next post (how the deliverables of the tactics will improve database design & Agile's 'Scrum') I will be delivering, free of charge, the lectures on how to implement this approach. I advise those people who are following me & disagree with everything I have ever written to simply disconnect from me as you may find yourselves having a hard time not only keeping up with my lectures but also discovering how every other approach failed to deliver their promises.

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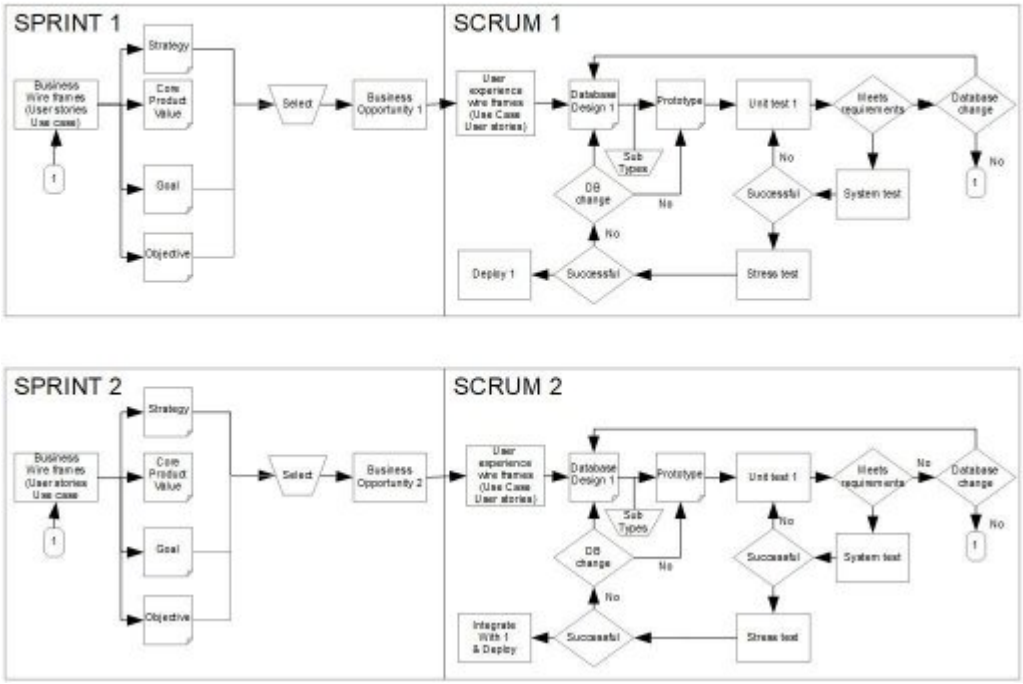
24 Mar 2020 **Horror Agile**
On the 23 Mar 2020 I read a post by Samuel Holcman relating another 'horror Agile' user experience (UX).

I have created a presentation manager presentation describing my explanation showing how, without any 'a priori knowledge' (APK) 'posteriori business knowledge' (PBK), this 'nightmare' occurred. Over the next few days (while I wait in a state of 'social distancing' in Doha before I will hopefully manage to return home to face another 14 days in self imposed quarantine) I will explain my reasoning behind this Agile 'GIGO' self imposed loop(s).

Regards
ps this backs up my earlier posts on Agile:
1) My point of view on Agile:
1.1) Why it is pointless
1.2) Agile's implicit requirements
2) Who needs to fix Agile

Warning: The Agile developers will need to introduce & understand APK & PBK. Good luck with this effort (journey) for how many of the 17 have the user experience with either type of 'knowledge'?

Agile Sprint & SCRUM



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21 Mar 2020 **Social distancing** ("SD")

By now the whole of the world's population is undergoing an 'Event', a 'Tactic' or a 'Service' named 'SD', something I have had to practice for years, so I am no stranger to it.

The problem with so many people working from home is that the internet may not be able to cope.

So what exactly is 'SD'. Perhaps one of Einstein's statement on knowledge may provide an answer, after all the 'What' sounds very much like it could be 'a priori knowledge'.

If Einstein's observation about knowledge is true, then I will answer this question using a bit of knowledge.

In my post describing my point of view of 'a priori knowledge'
|- 'What': An 'Offering'. So 'SD' could be an offering (a 'Service').
|- The 'is': A 'Rule'. Therefore it had to come from someone. But 'Who' (see my ps) however a 'Rule' has to be either a:
||- Strategy
||- Tactic
or
||- A dictatorial order

In my opinion (based on some 50 years of experience & research in the information technology field my answer is it is a tactic.

I wish you all well in your 'SD'
Regards
ps
We humans are gregarious & like socializing. So the answer must be someone who has no real understanding of 'knowledge'. Perhaps someone like some WHO official. If so 'Who'? I have my

theory but a post of mine drawing the attention of another author to one Tedros Adhanom Ghebreyesus the Director-General of WHO was removed.

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20 Mar 2020 **Looking through my posting history**

I have been going through a few of my posts which could have been a portent of things to come (no I do not claim to be a Nostradamus) but just for the record I want to draw my attention to the fact that I wrote these words:
1) 27 Sep 2019 - Business, Data & Risk: ~250 views
2) 21 Sep 2019 - Governance, projects & risk analysis: ~340 views
3) Aug 2019 - Generations of development: ~323 views
4) Aug 2019 - What is knowledge?: ~733 views
5) 24 Aug 2017: The legacy system time 'e-bomb': ~71 views

It has now taken 'data' mining (Legacy systems) to bring the world to a standstill. Well done!

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17 Mar 2020 **Who is handling crises?**
Here is my research into who is in the best position to handle a crisis based on age of the person who should be in charge, the most experienced person to give advice & what analysis tools were around at the time to address the issues:
1) In 2000 the Y2K crisis was the major issue:
|- The 1st Baby Boomer generation (BBg) was 54
|- I was 55
|- The youngest BBg was 36
|- The 1st Gen X was 35
2) In 2007 the H5N1 epidemic struck:
|- The 1st BBg was 61
|- I was 60
|- The youngest (BBg) was 43
|- The 1st Gen X was 42
|- The youngest Gen X was 23
3) In 2008 the financial crisis struck. Add 1 to each of the ages in 2.
4) In 2020 the CoVID-19 struck:
|- The 1st BBg was 74

|- I was 72 going on 73
|- The youngest (BBg) was 55
|- The 1st Gen X was 54
|- The youngest Gen X was 36
|- The 1st Gen Y was 35

Analysis tools: see the attached graph.

		Y2K	H5 Virus	Fin Crisis	COVID-19
	Birth	2000	2007	2008	2020
Baby Boomers	1946	54	61	62	74
	1947	53	60	61	73
	1964	36	43	44	56
Gen X	1965	35	42	43	55
	1984	16	23	24	36
Gen Y	1985	15	22	23	35

Ent Arch	1990	10	17	18	30
Agile	2000	1	8	9	20
Ripose	1989	11	18	19	31

Make up your own mind as to who is in the best position to handle any crisis & what tools are best suited.

Is it any wonder that Gen X have not learnt from history.

Where is the knowledge?
On 3 Oct 2019 I wrote a post titled 'Why Data Management, on its own, is dangerous" in which I provided an image highlighting some 7 genres of approaches and how the majority of them ignore the knowledge component of information.

According to me experience & research it is this omission that has led to misinformation which is probably responsible for data processing to use data mining (aka business intelligence) to develop statistics to frighten the non-tech-savvy people of the world. Well done!

I have updated my previous diagram by adding a colour code to demonstrate how the majority of approaches have failed to take either 'a priori or posteriori knowledge' into account. It is 'posteriori knowledge' that enables the linking of 'Objectives' to 'Strategies' & to 'Data'.

Information architecture/approach matrix

Genre	Approach	Function	Information																			
			Conceptual										Logical				Physical					
			Objectives										Data									
			Goals				Measures			Knowledge	Strategies		Facts	Logical data model	Projects	Applications	Physical database design	Computer code	Unit test	System test	Implement	
			Purpose	Benefits	Values	SWOT	KPIs	PIs	Cost benefits													
Agile	Sprint: Scrum/Kanban	Iteration	I	I	I	I	M	M	I	I	I	M	M	I	M	M	I	I	I	I	I	
Data engineering	Data modeling	Iteration	M	M	M	M	M	M	M	H	M	I	I	I	I	I	M	M	M	M	M	
Enterprise architecture	FEAF	Waterfall	M	M	M	M	M	M	M	M	I	I	I	I	I	I	M	M	M	M	M	
	TOGAF	Waterfall	I	I	I	I	I	M	I	I	I	I	I	I	I	I	M	M	M	M	M	
	Zachman	Waterfall	M	M	M	M	M	M	M	I	I	I	I	I	I	I	M	M	M	M	M	
Miscellaneous	Balanced scorecard	Waterfall	M	I	M	M	I	I	M	M	I	M	M	M	M	M	M	M	M	M	M	
	Block chain	Waterfall	M	M	I	M	M	M	M	M	M	I	I	I	I	M	M	M	M	M	M	
	Business canvas	Iteration	M	M	I	O	I	I	I	I	I	M	M	M	M	M	M	M	M	M	M	
	Design Thinking	Waterfall	I	I	I	I	I	I	I	I	I	I	I	I	I	I	M	M	M	M	M	
	Information Engineering	Waterfall	I	I	O	I	M	M	M	I	I	I	I	I	I	M	M	M	M	M	M	
	Systems Thinking	Waterfall	M	M	M	M	M	M	M	I	I	I	I	M	M	M	M	M	M	M	M	
SaaS	Dragon1	Iteration	I	I	I	I	I	M	I	I	I	I	I	I	I	I	I	I	I	I	I	
UML Software	ArchiMate	Iteration	O	O	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
	SAP PowerDesigner	Iteration	O	O	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
Information architecture	Ripose	Governance	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	F	F	F	F	

Information types

Fully defined. No conflicts	Explicit	E
Loosely defined. Conflicting views	Implicit	I
Future development	Future	F
One of the following types:	Unknown	
Unknown inheritance	Missing	M
Unknown subtypes - synonyms	Hidden	H
Secretive. Someone knows it but is not divulging	Occluded	O

Lots of data, very little knowledge.
The danger of data mining for statistics without actual knowledge. This is another example of using user experience (UX), user stories & Use case instead of knowledge.

Possibly worth a read

This is how I, as a Baby Boomer would have produced another solution other than social distancing. I read an article on the InterMountain HealthCare enterprise so based on this 'User Experience' this would be my knowledge model (with a priori & posteriori knowledge) that could have been used in 2007 if I had had anything to do with matters:
|- Identity: Who - a priori knowledge
||- Legal Entity
|||- Person
|||- Organisation
|- Offering: What
||- Disease
|||- Cold
|||- COVID
|||- Flu
|||- SARS
|- When: Document
||- Non Financial
|||- Personal Medical Details
||||- Birth Cert
||||- Death Cert
||||- Clinic visit
|- How: Activity
||- Symptom: eg Fever; Fatigue
|- What & How (Capability - Offering & Activity)
||- Disease symptom (links any Disease to any Symptom - will produce this diagram)
|- Who & When (Registration - links any Document to any Identity)
||- Personal Links: links the Person to their Personal Medical Details

|- What & When: Demand aka Document Line - links any Offering to any Document
||- Non Financial Document Line
|||- Personal Medical Detail Line
||||- Cause of Death
||||- Clinic Visit

The graphical model of this would be almost impossible to create on A4 and without crossing of lines. I challenge anybody with any CAD drawing tool to produce this sort of 'hiernet' (a portmanteau word from hierarchical & network) model. However the implemented data in a dat base should be able to produce the following matrix

SYMPTOM CHART: WHAT TO WATCH FOR

Symptoms	Coronavirus Symptoms range from mild to severe	Cold Gradual onset of symptoms	Flu Abrupt onset of symptoms
Fever	Common	Rare	Common
Fatigue	Sometimes	Sometimes	Common
Cough	Common* (usually dry)	Mild	Common* (usually dry)
Sneezing	No	Common	No
Aches and pains	Sometimes	Common	Common
Runny or stuffy nose	Rare	Common	Sometimes
Sore throat	Sometimes	Common	Sometimes
Diarrhea	Rare	No	Sometimes for children
Headaches	Sometimes	Rare	Common
Shortness of breath	Sometimes	No	No

Sources: World Health Organization, Centers for Disease Control and Prevention

Just for the record back when Bill Clinton was President of the USA I responded to a tender to build a new computerized health system for the USA. I received a short letter from Hilary Clinton thanking me for my submission advising me they did not need me as they had everything under control. It is filed away with all my historic papers but I will find it if necessary.

If you think that I am on a Gen X bashing exercise then you simply do not get the point!

This is the failure of the previous generations (Baby Boomers and the Silent Gen) to understand & teach Gen X & Y to understand what knowledge ('a priori' & 'posteriori') is & how to work with this incredibly powerful resource.

Instead (according to my over 50 years of experience, research & development) the 'data' virus has infected the thinking of data processing professionals, befuddled the minds of those in power & polluted databases leading to misinformation & mayhem. No amount of so called Master Data Management, Enterprise Architecture or Agile Project Management will rectify this insidious situation.

If you do not believe my interpretation of 'a priori & posteriori knowledge' then read Emanuel Kant's "Critique of Pure Reason" & then make up your mind if 'data' is the all mighty powerful asset.

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18 Mar 2020 **An unclear present danger**
A follow up from my 'Chicken Little' post
Those who fail to learn from history.....(George Santayana)

"In 2007, as the world worried about a possible avian flu epidemic, Laurie Garrett, author of "The Coming Plague," gave this powerful talk to a small TED University audience. Her insights from past pandemics are suddenly more relevant than ever"

What lessons should the WHO, CDC, CHDC or indeed every country's Government have learnt & what knowledge should they have accumulated from past pandemics?

According to my experience & research it looks like data (rather than 'a priori & posteriori knowledge') reigns supreme making learning impossible & mayhem possible.

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16 Mar 2020 **The chicken little syndrome**

Preamble:
The current world event. Whoever developed the dashboards reporting on the figures of the number of 'reported cases', deaths & recoveries have probably been using techniques which have spread 'Adult fairy tales'

Dashboards:
So what if the the reporting (data) from the various 'dashboards' have now caused the "chicken little syndrome"? "(The sky is falling!), and humans are, unfortunately, very adept at employing it. When an unfortunate but isolated mishap occurs, it's easy to let your imagination run wild with all the possible causes and eventual consequences that will lead to Doom".

There are 2 so called dashboards both pulling data from the World Health Organisation (WHO), Centre for Disease Control (CDC) in the US and China's National Health Commission (NHC):
1) Live global map created by mapping specialists ArcGIS
2) Routinely updated infographic created by Foreign Policy

My source:

Knowing the way dashboards are designed & looking at the source I do not believe that the data can be trusted.

According to my research this is the "inconvenient truth" neat case of "Garbage in Garbage out".

It is not that I do not believe that there is a virus it is just that the numbers are questionable. As long as these dashboards continue to report misinformation people will panic & jump to the wrong

conclusions.

Prior to Dec 2019 no one seemed to broadcast the number of say new cases or how many deaths occurred (2017) because of:
|- Heart Disease: 647,457
|- Cancer: 599,108
|- Accidents (unintentional injuries): 169,936
|- Chronic lower respiratory diseases: 160,201 (could this have been the start of COVID?)
|- Stroke (cerebrovascular diseases): 146,383
|- Alzheimer's disease: 121,404
|- Diabetes: 83,564
|- Influenza and Pneumonia: 55,672 (COVID??)
|- Nephritis, nephrotic syndrome & nephrosis: 50,633
|- Intentional self-harm (suicide): 47,173
My source:

Suddenly, in Mar 2020, a few enterprises created dashboards using questionable data from questionable sources sending the whole world into a tail spin. Who is actually able to verify these numbers (new cases or the death rate)?

Then again Arthur James Balfour (1892) stated "there are lies, damn lies and statistics".

What if I am right? What if without 'A priori knowledge' "no one knows nothing anymore" (Billy Bragg and "Guess who's coming to dinner").

To begin with: What if
|- What: Ask this question & the answer should lead you to discover the posteriori knowledge fundamental entity "PKFE" which I have named 'Offering' which can be sub divided into:
||- Product
||- Service
||- Package
I- If: Ask this question & the answer lead you to discover the PKFE which I have named 'Transaction' (aka Block-Chain?) which will enable anything to be linked to anything

For my explanation of 'a priori' knowledge please see my 'TEDx Type presentation'.

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9 Mar 2020 **Ask the right question**
Asking the right question at the right time (a re-post from 11 Oct 2018):
While on the subject of questions being the start of seeking "A priori knowledge" I just thought I'd bring Carl Sagan ("an American astronomer, cosmologist, astrophysicist, astrobiologist, author, science popularizer, and science communicator in astronomy and other natural sciences") into the mix. Sadly Carl passed away in 1996 and is therefore not available for any consultations.

My points of view:
1) 'A priori knowledge' without answers is pointless
2) 'Posteriori knowledge' without data is a worthwhile exercise (very few know how to do this)
3) 'Data' without either 'a priori or posteriori knowledge' is dangerous and in most cases a waste of time (useless)
4) "Master data" is a poor substitute for 'posteriori knowledge'

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1 Mar 2020 **Albert Einstein's views on Objectives and Strategic Planning (SP)**

On the 27 Feb 2020 I wrote a post titled 'Knowing what knowledge is (or is not)' in which I mentioned 35+ quotes by Albert Einstein addressing his point of view (PoV) on the subject of 'knowledge'.

Perhaps I now need to address Einstein's PoV on Objectives and SP and how he might have integrated the 3 concepts.

Einstein's quotes:-
|- Objectives: I found only one, namely “One should not pursue goals that are easily achieved. One must develop an instinct for what one can just barely achieve through one’s greatest efforts”
|- SP: I was not able to find any quotes attributed directly to Albert Einstein. What I found was an enterprise called the "Einstein Group" and ask the following questions:
||- Are their founders actually related to Albert?
||- How they align their approach to what Albert Einstein would have envisaged if he had not concentrated on theoretical physics?

I have been going over some of my past posts and articles on my research into Albert Einstein's work on knowledge and data and decided to include them in this comment of mine.
1) Knowledge (Jul 2017)
2) How Einstein would have fixed the world (Aug 2017)

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27 Feb 2020 **Knowing what knowledge is (or is not)**

On 11 Jan 2020 I revealed my philosophical understanding of the relationship between my beingness, what I know and how I think.

I used Decartes as my starting point and will now turn to another great mind and explore his understanding of knowledge.

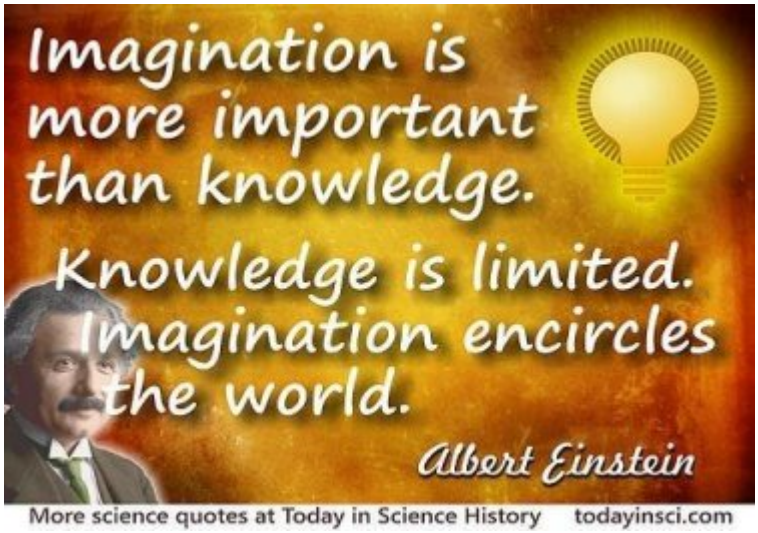
Albert Einstein (1879-1955) "a German-born theoretical physicist who developed the theory of relativity, one of the two pillars of modern physics. His work is also known for its influence on the philosophy of science".

The questions that I now ask are:
1) What did Einstein reveal about his understanding of knowledge?
2) Did Einstein develop an anatomy of knowledge that would reveal how knowledge actually worked?
3) Did Einstein discover a link between knowledge & data?

To answer my 1st question: I have found a number of quotes (37+) of his on the subject which I would like to examine and then compare my understanding of knowledge to his. This may take a while but hopefully I will live long enough to complete this task.

As for the answer to my 2nd & 3rd questions: Perhaps someone far smarter than myself may have

discovered Einstein's solutions.



Imagination versus knowledge! Einstein's quote "Imagination is more important than knowledge. For knowledge is limited, whereas imagination embraces the entire world, stimulating progress, giving birth to evolution" reveals his point of view (according to my posteriori knowledge, derived from my experience & research namely definitions of 'imagination' & 'knowledge') Einstein seems to declare that an idea based on imagination had to be ranked & considered above knowledge whether A priori or posteriori. So my next set of questions are: 1. Who am I to question what Albert Einstein is purported to have said or written? 2. Was Einstein correct in his assertion? 3. Who else cares if Einstein was right or wrong? Regards. ps. For all Einstein's 35+ quotes on the subject of knowledge, please follow the link I found -

My definitions:
A priori:- "Independent of all particular experiences"
Imagination:- "The formation of a mental image of something that is not perceived as real and is not present to the senses"
Knowledge:- "The psychological result of perception, learning, and reasoning"
Posterior:- "Derived from experience"

My point of view on 'knowledge'. I have not been able to find any reference to Albert Einstein's explanation of either 'A Priori' or 'Posteriori' 'knowledge' and for this I had to turn to Emmanuel Kant and his body of work.

In order for me to have automated knowledge (aka my AI) I needed to create my models of both but had to only implement my view of 'Posteriori knowledge' (see image). I achieved this feat in 1990 when I completed my body of work and embedded it in my set of Ripose compilers now known as CASPAR.

To view my understanding of 'knowledge, please see my presentation titled "Knowledge Management"

Einstein's quote "A little knowledge is dangerous. So is a lot", begs the question: How would Einstein have defined 'knowledge'? As Einstein does not appear to have provided (well not that I am able to find) any proof that he understood what 'knowledge' was or how to acquire it, perhaps (after having studied 'knowledge' and where 'knowledge' fits in the grand scheme of Einstein's quest to his"dream of unifying other laws of physics with gravity motivates modern quests for a theory of everything and in particular string theory") I have a reasonable solution.

Einstein's quote "A little knowledge is dangerous. So is a lot", begs the question: How would Einstein have defined 'knowledge'? As Einstein does not appear to have provided (well not that I

am able to find) any proof that he understood what 'knowledge' was or how to acquire it, perhaps (after having studied 'knowledge' and where 'knowledge' fits in the grand scheme of Einstein's quest to his "dream of unifying other laws of physics with gravity motivates modern quests for a theory of everything and in particular string theory") I have a reasonable solution.

21 Mar 2020
What is social distancing (SD)?
If Einstein's observation about knowledge is true, then I will answer this question using a bit of knowledge.

In my post describing my point of view of 'a priori knowledge'
|- 'What': An 'Offering'. So 'SD' could be an offering (a 'Service').
|- The 'is': A 'Rule'. Therefore it had to come from someone. But 'Who' (see my ps) however a 'Rule' has to be either a:
||- Strategy
||- Tactic
or
||- A dictatorial order

In my opinion (based on some 50 years of experience & research in the information technology field) my answer is it is a tactic.

I wish you all well in your 'SD'
Regards
ps
We humans are gregarious & like socializing. So the answer must be someone who has no real understanding of 'knowledge'. Perhaps someone like some WHO official. If so 'Who'? I have my theory but a post of mine drawing the attention of another author to one Tedros Adhanom Ghebreyesus the Director-General of WHO was removed.

Dateline 2 Mar 2020: Joel-Ahmed M. Mondol asked me for my point of view (PoV) on an article written by a member of his network. I decided not to comment on the thread as the author (& his associate's) PoV & mine differ so much that I felt it an imposition to include my explanation.

However as I recognised certain similarities between our PoV, I decided to undertake an analysis of the 35(?) components & as I have been dealing with 'knowledge' (which according to my experience & research) is a component of the 'information' universe of discourse & as I am interested in discovering how Albert Einstein seemed to approached the subject of 'knowledge', I created a spreadsheet describing how I interpret the 35(?) components with my understanding. I found that 50% of the author's components could be aligned with my view of 'knowledge'. The rest are too implicit & would need a lot more explaining (not my responsibility). Eg:
|- Account - A noun (a record) or verb (an explanation)
|- User Interface - Physical (button, menu, check box, radio button) or logical (data item)
|- Business Driver - A user experience (UX), user story or user concept

#	Component	My PoV
1	Account	Implicit
2	Activity	Knowledge
3	Organizational Standards	Implicit
4	Asset	Knowledge
5	Business Driver	Implicit
6	Business Product	Knowledge
7	Business Service	Knowledge
8	Capability	Knowledge
9	Communications Channel	Implicit
10	Condition	Knowledge
11	Connection	Knowledge
12	Control	Implicit
13	Data At Rest	Data
14	Data In Motion	Data
15	Device	Knowledge
16	DOTMLPF-P (Or the British equivalent, or what have you. These are statements of intent.)	Implicit
17	Event (These have to have a real date. Abstract events are activities of some kind.)	Knowledge
18	Flow	Process
19	Initiative	Implicit
20	Interface	Implicit
21	Location	Knowledge
22	Logistics Channel	Implicit
23	Network	Implicit
24	ODTE (Test and Evaluation Action)	Implicit
25	Organization	Knowledge
26	Package	Knowledge
27	Pragmaticism	Implicit
28	Reference	Implicit
29	Requirements	Implicit
30	Role	Knowledge
31	Software	Implicit
32	System	Implicit
33	Technology Driver	Implicit
34	User Interface	Implicit
35	???????	Implicit

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5 Feb 2020 **More clutter**

On the 3rd Feb I wrote a post covering a plethora of ways people approach working with frameworks.

Just in case anyone is interested or think that I have given up revealing the mess the plethora of frameworks have made working with 'information', here is yet another 'rabbit hole' from Pinterest covering the plethora of approaches to manage master data.

Good luck sorting out this clutter.

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3 Feb 2020 **What a mess!**

We are nearly 20% through the 21st century & yet the 'light at the end of the tunnel' seems to be merely the 'headlights of an oncoming train or juggernaut' on a one way collision course leaving no escape route.

With architecture framework models, each with their own special one way paths, such as:
|- Agile
|- Business
|- Data
|- Enterprise
|- Information
|- Process
it is little wonder that thinking first, whether design, systems of lateral, rather than knowing what knowledge is, has sent (& will continue to send) everyone careering along the path with no satisfactory outcome other than an expensive & expansive pile up.

If you doubt my experience & research (over 50 years) then just have a look at the plethora of frameworks that is available & then try to sort out the 'wheat from the chaff' yourselves. I cite the latest email I received from Pinterest with the subject line reading "Social Enterprise, IT Risk

Management and more ideas to search for"

You may shrug off Pinterest as nonsense & choose to follow Gartner or Forbes (et al), however, whatever you use, good luck selecting & using their advertised options.
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11 Jan 2020 **My detailed response to Robert Vane's post**
Information:
1) Conceptual domain - Business centric
|- Business objectives
||- Goals - 1 purpose; 4 benefits; 11 values
||- SWOT - values (to identify weaknesses & threats)
|- Business measures - on the 11 SWOT values (starting with the weaknesses): Key performance indicators & associated performance indicators (PIs & use Rule of 7)
|- Cost benefit analysis using the PIs
|- Business knowledge classes linked to PIs (22 fundamental entities: Principal; Intersecting & Case) & secondary entities: Dependent (mutually exclusive); Functional (mutually inclusive); Grouped; & Relation
|- Business systems - The 5 fundamental Principal entities
|- n number of sub systems - business specific sub entities of Principal, Intersecting & Case entities
2) Logical domain - Data centric
|- Data architecture
||- Facts (attributes populating knowledge classes dictated by the SWOT exercise)
||- Database design - sorting attributes into realistic db design
||- Projects - based on db design
|- Process architecture - use of pseudo-code instead of using 1 of 700 programming languages
3) Physical domain - Data centric
|- DB schemas
|- Code
|- Testing: Unit: System: Stress
|- Operating instructions
|- Deployment

So if you 'think' that Robert's PoV is superior to mine then best of luck using his approach and please, if you are following me, stop as it is clear my advice (based on over 50 years of experience and research) is inferior to Robert's.
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11 Jan 2020 **My philosophy**

Preamble:
1. Rene Descartes: "I think, therefore I am". Latin "Cogito, ergo sum"
2. Counter Descartes: "I am, therefore I think"
2.1. Friedrich Nietzsche: (discussion may be needed to prove his point of view "PoV")
2.2. Ron Pereira: (another PoV)

My PoV:
I am, therefore I know, therefore I think

My Definitions:
a) I: The being doing the observing. Neither the mind nor the physical body
b) Am: Acknowledging existence

c) Therefore: The outcome/result of a previous declaration
d) Know: The acquisition of knowledge attained from having a set number of questions derived from A priori knowledge ("in Western philosophy since the time of Immanuel Kant, knowledge that is independent of all particular experiences, as opposed to a posteriori knowledge, which derives from experience")
e) Think: The process of linking knowledge classes

My formula: (a + b) -> (c + a + d) -> (c + a + e)
[-> leads to]

My conclusion:
Rene Descartes got it wrong. Without knowledge, all thinking, whether systems, design or lateral can lead to serious database design errors & Agile may not fix IT

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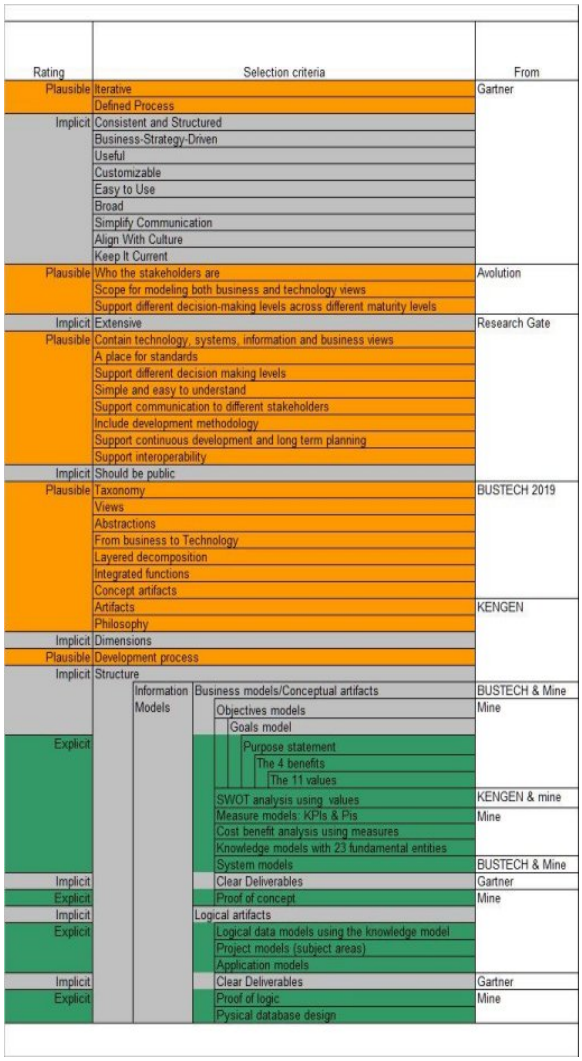
18 Dec 2019 **Selection criteria for modeling approaches & software support: My suggestion**

On the 12th Dec 2019 I wrote a post in which I mentioned a reference to 5 sites & provided 44 possible selection criteria which could enable a project manager to rate any modeling framework &/or software which could support an approach.

I further asked if there was any of the 125 of my 350+ followers, claiming to have some knowledge of Project Management techniques, keen enough to provide a more worthwhile selection - see my 1st comment for the link

After nearly a week & after some 450 views, I have not received a single suggestion. So again I had to ask myself; Why is this so?

So I set about working with the 44 to create what I regarded to be a far more workable set of criteria.



Rating	Selection criteria	From
Plausible	Iterative	Gartner
	Defined Process	
Implicit	Consistent and Structured	
	Business-Strategy-Driven	
	Useful	
	Customizable	
	Easy to Use	
	Broad	
	Simplify Communication	
	Align With Culture	
	Keep It Current	
Plausible	Who the stakeholders are	Avolution
	Scope for modeling both business and technology views	
	Support different decision-making levels across different maturity levels	
Implicit	Extensive	Research Gate
Plausible	Contain technology, systems, information and business views	
	A place for standards	
	Support different decision making levels	
	Simple and easy to understand	
	Support communication to different stakeholders	
	Include development methodology	
	Support continuous development and long term planning	
	Support interoperability	
Implicit	Should be public	
Plausible	Taxonomy	BUSTECH 2019
	Views	
	Abstractions	
	From business to Technology	
	Layered decomposition	
	Integrated functions	
	Concept artifacts	
	Artifacts	KENGEN
	Philosophy	
Implicit	Dimensions	
Plausible	Development process	
Implicit	Structure	
	Information Models: Business models/Conceptual artifacts	BUSTECH & Mine
	Objectives models	Mine
	Goals model	
Explicit	Purpose statement	
	The 4 benefits	
	The 11 values	
	SWOT analysis using values	KENGEN & mine
	Measure models: KPIs & Pis	Mine
	Cost benefit analysis using measures	
	Knowledge models with 23 fundamental entities	
	System models	BUSTECH & Mine
Implicit	Clear Deliverables	Gartner
Explicit	Proof of concept	Mine
Implicit	Logical artifacts	
Explicit	Logical data models using the knowledge model	
	Project models (subject areas)	
	Application models	
Implicit	Clear Deliverables	Gartner
Explicit	Proof of logic	Mine
	Pysical database design	

I discarded 14 of the suggestions as I considered them to be implicit (grey) e.g. Gartner's 'Useful' criteria & added 14 of my own (green) making a total of 37, of which 23 could be considered plausible (orange) as they are not explicit enough to be of any real value. Eg Gartner's 'Interactive' which could mean many things to many people & how can anyone possibly rate a 'Defined Process' with absolute assurance.

Is there anyone willing to provide a better solution

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12 Dec 2019

Selection criteria for modeling approaches & software support:

On the 27 Nov 2019 I wrote a post in which I asked 3 questions regarding this topic. Over 2 weeks have gone by & not 1 single suggestion.

So I have to ask myself, with over 26.5 million LinkedIn members claiming to have some knowledge of Project Management techniques (125 of my 350+ followers), why is this so? Perhaps they are not active, too busy or just not interested.

Yet every day a project manager is making a decision on a framework, whose purpose is to be capable of managing the complexity of a system & to align IT to business, to either:
1) Select a framework
or
2) Continue using an approach which may not be up to the task

After using a search engine with the words "selection criteria for choosing an enterprise architecture framework" I found 17.4 million references. I managed to reduce this number to enable me to come up with 5 sites which, between them, offered some 44 selection criteria (with a few redundancies).

Method	Criteria
Gartner	Consistent and Structured
	Business-Strategy-Driven
	Iterative
	Defined Process
	Clear Deliverables
	Useful
	Customizable
	Easy to Use
	Broad
	Simplify Communication
	Align With Culture
	Keep It Current
Avolution	Who the stakeholders are
	Scope for modeling both business and technology views
	Support different decision-making levels across different maturity levels
Research Gate	Extensive
	Contain technology, systems, information and business views
	A place for standards
	Support different decision making levels
	Simple and easy to understand
	Support communication to different stakeholders
	Include development methodology
	Support continuous development and long term planning
	Support interoperability
	Should be public
KENGEN	Philosophy
	Dimensions
	Structure
	Artifacts
	Development process
	Strengths & weaknesses
BUSTECH 2019	Taxonomy
	Views
	Abstractions
	Best of breed / Best fit
	Concept artifacts
	Models: Business models
	Information models
	System models
	Computational models
	Software configuration models
	From business to Technology
	Integrated functions
	Layered decomposition

Is there even 1 of the 125 project managers in my network capable of using these 44 to produce a worthwhile list of selection criteria? I'm even willing to provide you with a spreadsheet file to help you.

List available on request
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27 Nov 2019
Selection criteria for modeling approaches & software support - Preamble

You are an 'IT' Project Manager in a medium to large enterprise:
1) What selection criteria do you use (or have used) to convince your #CTO (or #CIO) to either hire a consultancy firm or use in-house expertise to carry out any of the following activities?:
|- Enterprise Architecture
|- Business Architecture
|- Business Analysis
|- Business Intelligence
|- Systems Analysis
|- Systems Architecture
|- Systems Thinking

|- Design Thinking
|- Software Engineering (development)
2) Do you investigate the developers behind the approach or software products that support the approach to try to understand whether they actually have the experience & know-how?
Or
3) Do you just rely on:
a) Word of mouth
b) Marketing hype
or
c) Your extensive experience (& if so how do you justify your knowledge of modeling):
|- Objectives then strategies
|- Strategies then objectives
|- Prototyping: If so then who do you champion? See my comment for developers
|- Logical data modeling:
||- Codd's normalisation techniques
||- Peter Chen's conceptual data
||- Semantics
|- Information

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22 Nov 2019 **Why are you following me?**
I have been a member of LinkedIn since 2012. Between 2008 and 2013 I was busy writing a software solution for a small enterprise using my then 42 years of experience in both the business and technology domains.

In 2015, after I had spent money buying into a marketing venture (a “Whose Who” publication), failing miserably to attract any traction, decided to become more active on LinkedIn thinking that as it was free perhaps I could find some like minded people with experience similar to mine & maybe make a difference in halting the steady degradation of an industry to which I had devoted some 45 years of my life.

As this post is far too long please follow this link to read the my article

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14 Nov 2019 **Defending the indefensible - Agile**
Preamble
I am astounded by some LinkedIn members' lack of professionalism and lack of respect.

Two days ago I responded to a post by David Clark (who by the way asked to join my network in Nov 2016 and has since disconnected) but it now appears that he has either blocked me from viewing his profile or has deleted it and hence I am no longer able to find any record of the discussion. In his post Mr Clarke suggested that Agile needed to somehow incorporate business needs, in order for businesses to become more ‘agile’.

My comment (based on my experience and research of nearly 50 years) mentioned that I had researched Agile and found it to be based on the rapid application development (RAD) approach which (according to my research) was first introduced onto the scene by Barry Boehm c1988 and made popular by James Martin c1990. I further wrote that in order for businesses to become more ‘agile’ it would need to address the business’ objectives and strategies and that in order to address the strategies they needed to address the business knowledge needs of the business operatives.

For the full details please see

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10 Nov 2019 **Master Data Management Who's Who**

On the 7th Nov 2019 I published a post mentioning that I was going to produce a number of posts which will be based on comparing my experience and research (EAR) to comments on something or someone else's offering compared to the EAR of the member who proposed the offering - https://lnkd.in/fFKRu2e

On the 3rd Oct 2019 I published a post titled "Why Data Management, on its own, is dangerous".

Today, after researching the profiles of 20 LinkedIn members associated with Data Management/MDM, I have produced a matrix showing the EAR of those members with mine.

Capability/Skill	c Richter	Andy Peyton	David Weble	Loretta Marion Smith	Mark Atkins	Tony Boyle	Steve Hoberman	Scott Taylor	Michael Poulin	Jade O'Neil	Gary Allemann	Winston Sucker	Matt Sowra	Bradley Lowenstein	Henrique Grana	Ralfina Vlappala	George Firican	Erick Martinez	Andrew Smalles	Saran Elvaran	Selvarajo Murugesan
Information architect	1989-~	Not stated	?	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Web developer	2000-~	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	2012-2013	Not stated	Not stated	Not stated
Business analyst	1977-1982	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	2014-2016	Not stated	Not stated	Not stated	2001-~	Not stated	Not stated	Not stated	Not stated
Enterprise architect	See IA	Not stated	2013-~	Not stated	2012-2015	2003-2005	Not stated	Not stated	2012-~	Not stated	Not stated	Not stated	1998-2005	Not stated	2008-~	Not stated	Not stated	Not stated	2010-2012	Not stated	2017-~
Project manager	1979-~	1985-2005	Not stated	Not stated	Not stated	2016-~	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	2014-~	2017-~	2005-2010	2000-2005	2006-2012	2016-~	2005-2006	Not stated	2014-2016
Strategic planner	See IA	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Systems analyst	1975-1982	Not stated	Not stated	Not stated	1985-1996	Not stated	1997-2005	Not stated	Not stated	2001-~	Not stated	2015-2017	Not stated	Not stated	Not stated	Not stated	2006	2001	Not stated	Not stated	Not stated
Hierarchies	1974-~	Not stated	1996-1997	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Logical data modeller	1976-~	Not stated	1996-2005	Not stated	Not stated	Not stated	1990-~	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Data architect	1989-~	2006-~	2016-2017	1983-2011	2001-2006	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	2002-2011	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Database designer	1985-~	Not stated	1983-1996	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	2012-2013	Not stated	Not stated	Not stated
Data mining	1998	Not stated	2012-2013	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	2008	Not stated	Not stated	2010-2014	2015-~	Not stated	Not stated	2001-~	Not stated	Not stated
Software developer	1978-2013	Not stated	1982-1984	Not stated	Not stated	1989-1999	Not stated	Not stated	Not stated	Not stated	Not stated	1997-2013	Not stated	1999-2017	1999-2002	Not stated	2005	2006-2008	Not stated	Not stated	2014-2015
Methodologist	1983-1988	Not stated	2014-2016	Not stated	Not stated	Not stated	Not stated	1994-2007	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	2012
Trainer	1983-~	Not stated	Not stated	Not stated	Not stated	Not stated	1999-~	Not stated	Not stated	Not stated	Not stated	Not stated	2016	Not stated	Not stated	Not stated	2006-~	2016-~	Not stated	Not stated	2014-2016
Consultant	1988-2013	1979-2011	1986	Not stated	1998-2004	1989-2014	Not stated	2009-~	2006-2011	Not stated	1995-~	2009-2010	2007-2009	1998-1999	Not stated	2005-2014	Not stated	Not stated	2013-2016	2009-~	Not stated
Analyst/architect other	1968	Not stated	2007-2012	Not stated	2014-~	1999-2001	1997-2006	2007-2008	1996-2006	1998-2000	Not stated	Not stated	2009-2012	Not stated	1999-2010	2014-2015	Not stated	2013-2016	2004-2006	Not stated	2006-2014
Business manager	1979-~	Not stated	Not stated	2009-~	Not stated	Not stated	Not stated	Not stated	2009-2005	1996-1997	Not stated	2017-~	2005-2007	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Help desk	-	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Journalist/Author	1994-~	Not stated	2008-2011	Not stated	Not stated	2001-2011	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Researcher	1969-~	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	2004-2009	Not stated
Years experience	50	40	37	36	34	30	29	25	24	23	23	22	21	21	20	19	18	18	18	15	13
Influenced by																					
Dr A. Blekaley	Mentor																				
MA Jackson	Mentor																				
J Zachman	Research																				
E Yourdon	Research																				
E Codd	Research																				
G. M. Nijssen	Research																				
J Martin	Research																				
C Finkelstein	Employer																				
P Chen	Research																				
E Kent	Research																				
P Drucker	Research																				
TOGAF	Research																				
Agile manifesto	Research									Mentor				Mentor				Mentor			Mentor
Master Data Mgt	Research	DAMA	DAMA	DAMA	Mentor	Mentor	Mentor	Influencer	Mentor	Mentor	Mentor	Mentor	Mentor	Mentor	Mentor	Mentor	Mentor	Mentor	DAMA	Mentor	DAMA
Systems Thinking	Research																				
Design Thinking	Research																				

As there are some 7.6 million LI members with experience in using Data Management approaches I am curious to find out why they do not demand changes to improve the implicit deliverables of Data Management or even MDM.

Then again, knowing the origins of Data Management (began c1960) & DAMA (began in 1980 with J Zachman as an advisor) I will not be surprised if the status quo is maintained because it will take a major reconstruction effort to fix DAMA's implicit vision, purpose and goals.

At least you know how to contact a few officials to remedy this mess.

Matrix available on request.

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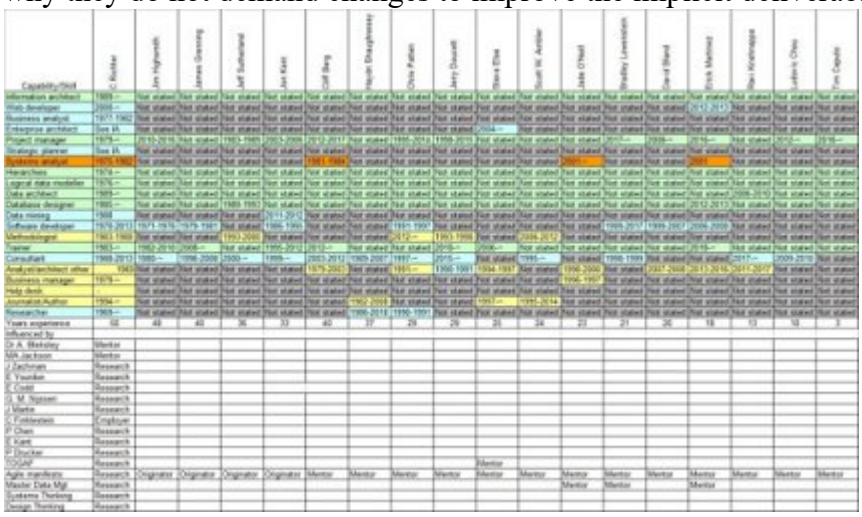
9 Nov 2019 **Agile's Who's Who**

On the 7th Nov 2019 I published a post mentioning that I was going to produce a number of posts which will be based on comparing my experience and research (EAR) to comments on something or someone else's offering compared to the EAR of the member who proposed the offering

Two months ago I published a post titled "Agile's implicit deliverables"

Today, after researching the profiles of 17 LinkedIn members associated with Agile, I have produced a matrix showing the EAR of those members with mine.

As there are some 4.8 million LI members with experience in using Agile I am curious to find out why they do not demand changes to improve the implicit deliverables of Agile.



Then again, knowing the origins of Agile (developed in 2001 by 17 software developers with little or no prior business acumen, of which only 4 have a LI profile), I will not be surprised if the status quo is maintained because it will take a major reconstruction effort to fix Agile.

At least you know 4 of the 17 you could possibly contact to remedy this mess.

Matrix available on request.

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8 Nov 2019 **TOGAF Who's Who**

On the 7th Nov 2019 I published a post mentioning that I was going to produce a number of posts which will be based on comparing my experience and research (EAR) to comments on something or someone else's offering compared to the EAR of the member who proposed the offering

Two months ago I published a post titled "TOGAF's Implicit Requirements & ArchiMate"

Today, after researching the profiles of 10 LinkedIn members associated with TOGAF, I have produced a matrix showing the EAR of those members with mine.

Capability/Skill	C Richter	Alan Doniger	Joanne Weytek	Dave Lounsbury	Andrew Josey	Judy Cerenzia	Darryl Carr	Steve Nunn	Steve Else	Michael Fulton	Edgar Rojas
Information architect	1989-~	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Web developer	2000-~	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Business analyst	1977-1982	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Enterprise architect	See IA	1998-~	Not stated	1998-~	1987-~	2010-~	2007-~	Not stated	2004-~	2009-2010	2015-~
Project manager	1979-~	1991-1994	1999-~	2004-2011	Not stated	2007-2010	Not stated	Not stated	Not stated	2013-2014	2009-2015
Strategic planner	See IA	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Systems analyst	1975-1982	1965-1971	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	1997-2009
Hierarchies	1974-~	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Logical data modeller	1976-~	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Data architect	1989-~	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	2018-~	Not stated
Database designer	1985-~	Not stated	Not stated	Not stated	1989-1994	1989-1995	Not stated	Not stated	Not stated	Not stated	Not stated
Data mining	1988	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Software developer	1970-2013	Not stated	1977-1999	Not stated	1985-1987	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Methodologist	1983-1988	1985-1991	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Trainer	1983-~	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	2006-~	2018-~	Not stated
Consultant	1988-2013	2006-2011	Not stated	Not stated	1987-1996	2010	1989-2014	Not stated	Not stated	2014-2017	2008-2009
Analyst/architect other	1969	2004-2006	Not stated	1977-1989	Not stated	Not stated	Not stated	Not stated	1994-1997	2010-2015	Not stated
Business manager	1979-~	1971-1981	Not stated	Not stated	Not stated	Not stated	2006-2007	1989-~	Not stated	1996-2014	Not stated
Help desk	-	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated	Not stated
Journalist/Author	1994-~	Not stated	Not stated	Not stated	Not stated	Not stated	2016-~	Not stated	1997-~	Not stated	Not stated
Researcher	1969-~	Not stated	Not stated	Not stated	Not stated	1986-2007	Not stated	Not stated	Not stated	Not stated	Not stated
Years experience	50	54	42	42	34	33	30	30	25	23	22
Influenced by											
Dr A. Bleksley	Mentor										
MA Jackson	Mentor										
J Zachman	Research										
E Yourdon	Research										
E Codd	Research										
G. M. Nijssen	Research										
J Martin	Research										
C Finkelstein	Employer										
P Chen	Research										
E Kant	Research										
P Drucker	Research										
TOGAF	Research	Mentor	Mentor	CTO	VP Stds	Director	Mentor	CEO	Mentor	Mentor	Mentor
Agile manifesto	Research								Mentor		
Master Data Mgt	Research										
Systems Thinking	Research										
Design Thinking	Research										

As there are some 73,290 LI members with experience in using TOGAF I am curious to find out why they do not demand changes to improve the implicit deliverables of TOGAF.

Then again, knowing the origins of TOGAF (namely TAFIM), I will not be surprised if the status quo is maintained because it will take a major reconstruction effort to fix TOGAF & ArchiMate.

Matrix available on request.

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7 Nov 2019 **Respect**

I was brought up to respect my elders as well as those I was associated with who I felt knew more than I did (in other words could prove their experience & research "EAR" was superior to mine).

Over the past few weeks I have been the target of disrespect from a number of LinkedIn members who did not like the content of my comments & who could not prove their EAR was superior to mine.

So the question I am asking those members who decided that they could benefit from being associated with me is: Is the offering (product, service, deliverable, comment) you produce or support based on the sum total of your experience, research and/or luck? See the following matrix.

Your	Experience	Y	Y	Y	Y	N	N	N	N
	Research	Y	Y	N	N	Y	Y	N	N
	Luck	Y	N	Y	N	Y	N	Y	N
Offering	Superior								
	Good								
	Mediocre								
	Poor								

Over the coming weeks I will be publishing a number of posts which will be based on a

comparison of my EAR to comments on something or someone else's offering compared to the EAR of the member who proposed the offering.

If you do not wish me to compare your EAR (assessed from your profile) with mine then simply disconnect from me or 'mute' me. In this way you will not be notified of my findings.

Comment from Edgar Rojas: "I have read some of your posts and I have enjoy them. You transmit wisdom and experience in your writings. I am reading again to Nicholas Taleb books and I agree with him that "luck" is a real factor that we don't control. Keep writing! Due to the advances and continuous changing environment we need good and respectful thinkers that share their points of view."

My response: "thank you for your kind sentiments.

I researched Nicholas Taleb and found that he is a "a practitioner of mathematical finance, a hedge fund manager, and a derivatives trader". It is no wonder he has come to the conclusion that luck "is a real factor that we don't control".

With a solid understanding of the capabilities of information architecture, luck will never have to be a factor.

I took the liberty of diagnosing your profile and after comparing your EAR to mine can conclude that you have the potential to learn how to become an information architect. What you do with this potential is up to you.

However, as TOGAF is not an information based approach you will have to make the choice to either stick with it and remain an enterprise architect or I can offer to teach you how an information architecture can be used to produce all the requirements that TOGAF provides and more importantly those that the TOGAF developers never bothered to (and probably never will be able to) produce."

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Oct 2019 **Quora article on goals**

Should people aim for multiple goals (different topics) or focus on one central goal?

I found this question on the Quora site.

I was still confused by the author's response.

If I were to answer that question I would write the following:
1. Every person has 16 goals in life and there is someone out there (including the person setting their goals) with the power and influence to counter every one
2. Goals are part of a hierarchy of objectives and form their own hierarchy
3. To discover which goal one should concentrate on requires one to:
|- Identify a layer of 11 types of goals which add value to ones life. You then have to identify the 11 counter values (called degradations) in order to prevent anyone from preventing the goal setter from delivering said values
|- Undertake a SWOT analysis using the 11 values to find the weakest link
4. You then need to establish a hierarchy of measures which will provide you with a cost benefit analysis to determine if your goal is achievable or not

How would you answer this question?

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? Oct 2019 **An Agilist spitting the dummy?**

I commented on a post which provided a link to an article titled "Back to the Roots: Where Agile Came From". Much to the chagrin of the member who posted it who then decided to send me a scathing message instead of responding on the topic. True it is his right, but he did not give me the right of reply.

_____

Hi Charles, I find your contribution to this discussion very bigoted, negative and poorly informed. Your description of agile bears no resemblance to my understanding of agile. Therefore I am deleting your posts and blocking you. Murray

_____

I was not able to message him so herewith my response

_____

Murray
I can hardly be called bigoted for reporting what I have read and researched. Read
1) https://lnkd.in/fvKeRv6
2) https://lnkd.in/fZFPQq5
3) https://lnkd.in/fSe4yTW
4) https://lnkd.in/f29kk9v
5) https://lnkd.in/fnZmsNQ

No use shooting the messenger

Good luck with your endeavors

Comment from Robert DuWors: "self-parody is so fulfilling. Congrats on the self cleaning list of followers. It happens"

My response: "thank you for your comment.

I am not sure whether Murray (surname withheld) is a colleague of yours or not. All I know is that I always look at a person's profile prior to attributing them in a comment to get some indication as to their experience in the domains to which I dedicated most of my life.

I would expect a modicum of respect from those who ask me to add them to my LI network. If they took the time to examine the 132+ articles & 120+ posts they would soon find that I have no hidden agenda & should understand that if they took up a contra stand to my extensive experience, research & development, I would not hesitate to counter their viewpoint.

As for self cleaning my list of followers, I mean to do this as a great number of them seem to remain curious about what I have to offer but are unwilling to even deign to support anything I write or even comment on. It really does not bother me one way or the other as after all my research, I have not found a single approach that I could benefit from.

To be clear, I laid my purpose out & published it in my profile. If anyone of my "followers" do not want to align their purpose with mine they are more than welcome to disconnect."

Robert's response: "agree completely. No idea who Murray might be, not one of mine! If you aren't willing to roll with the punches, including a few low blows and dealing appropriately, better not write. So forge on dauntlessly, keep the windmills turning! I rarely clean, but every now and then a troll appears who needs to go back to comrade training at the Internet Troll Farm.

Whenever Ed Brimmer gets the best of an exchange, I refrain because finding yourself in the wrong is not fair game to purge. Just saying. :-) And keep smiling!"

My response: "thanks again. I will keep on smiling as long as I manage to breathe.

What I find fascinating is how anyone (including a collaboration of people) can come up with an approach to solving a business problem without:
1) Having any experience in designing a single database
2) Written any code to validate the design
3) Gathering the facts business operatives need and placed them in an appropriate receptacle (called a logical data model LDM)
4) Identifying data processing projects without having a LDM
5) Ensuring that the LDM supported every business system
6) Designing a strategic plan that took into account every business operatives knowledge of the business
7) Understanding what a business objective is

Agilists approach the problem using 3, 1 & 2 with a bit of 7, then repeat 3, 1 & 2 ad nauseam.

In 1989 I made my break through after nearly 19 years of experiencing 1 through 7 by starting with 7 then undertaking 6, 3 (placing attributes in the "knowledge model" & generating a LDM), 4, 2 (using pseudo code) & finally 1 with converting pseudo code into computer code. 5 would no longer be necessary.

This is what information governance is all about.

Regards

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3 Oct 2019 **Why Business & IT architecture fail**
In my previous post I declared that I would show the summary comparing my modeling language with a number of other modeling languages by aligning their language with mine. Here it is.

Information architecture/approach matrix

Genre	Approach	Function	Information																	
			Conceptual									Logical				Physical				
			Objectives									Data								
			Goals				Measures			Knowledge	Strategies	Facts	Logical data model	Projects	Applications	Physical database design	Computer code	Unit test	System test	Implement
			Purpose	Benefits	Values	SWOT	KPIs	PIs	Cost benefits											
Agile	Sprint; Scrum/Kanban	Iteration	I	I	I	I	M	M	I	I	I	M	M	I	M	M	I	I	I	I
Data engineering	Data modeling	Iteration	M	M	M	M	M	M	M	H	M	I	I	I	I	I	M	M	M	M
Enterprise architecture	FEAF	Waterfall	M	M	M	M	M	M	M	M	I	I	I	I	I	I	M	M	M	M
	TOGAF	Waterfall	I	I	I	I	I	M	I	I	I	I	I	I	I	I	M	M	M	M
	Zachman	Waterfall	M	M	M	M	M	M	M	I	I	I	I	I	I	I	M	M	M	M
Miscellaneous	Balanced scorecard	Waterfall	M	I	M	M	I	I	M	M	I	M	M	M	M	M	M	M	M	M
	Block chain	Waterfall	M	M	I	M	M	M	M	M	M	I	I	I	I	M	M	M	M	M
	Business canvas	Iteration	M	M	I	O	I	I	I	I	I	M	M	M	M	M	M	M	M	M
	Design Thinking	Waterfall	I	I	I	I	I	I	I	I	I	I	I	I	I	I	M	M	M	M
	Information Engineering	Waterfall	I	I	O	I	M	M	M	I	I	I	I	I	I	M	M	M	M	M
	Systems Thinking	Waterfall	M	M	M	M	M	M	M	I	I	I	I	M	M	M	M	M	M	M
SaaS	Dragon1	Iteration	I	I	I	I	I	M	I	I	I	I	I	I	I	I	I	I	I	I
UML Software	ArchiMate	Iteration	O	O	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
	SAP PowerDesigner	Iteration	O	O	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
Information architecture	Ripose	Governance	E	E	E	E	E	E	E	E	E	E	E	E	E	E	F	F	F	F

Information types

Fully defined. No conflicts	Explicit	E
Loosely defined. Conflicting views	Implicit	I
Future development	Future	F
One of the following types:	Unknown	
Unknown inheritance	Missing	M
Unknown subtypes - synonyms	Hidden	H
Secretive. Someone knows it but is not divulging	Occluded	O

This probably completes all my posts. I have now revealed almost everything about my modeling language short of actually training anyone.

How will training in Ripose benefit anyone trained in any other modeling language? Simple. Ripose can act as an interpreter. The information architect can now actually use any other approach and "fake" the results by producing the right deliverable at the right time thus satisfying Ben Franklin's famous statement "a place for everything, everything in its place".

Regards
ps If no one is interested in learning my modeling language then that is fine by me. I can simply delete my LinkedIn profile & retire once & for all, leaving everyone to fight among themselves trying to claim that their approach is "cool" when in fact their anecdotal rhetoric does not seem to be supported by their implied logic.
.
But before I do that I will carry out the steps I declared in my first post of 3 Oct 2019

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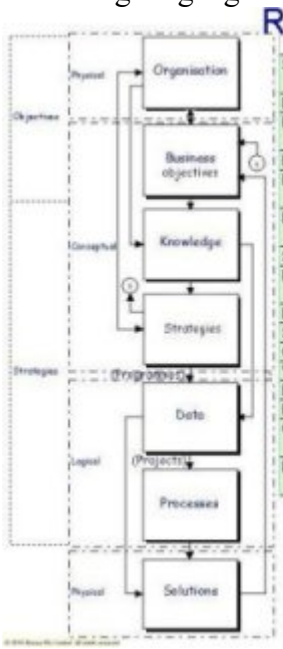
3 Oct 2019 **Why Data Management, on its own, is dangerous. Fini**
In my previous post I declared that I would show the deliverables produced by using my modelling languages and how each of them support each other. Here it is.



RIPOSE

Requirement	Process	Input	From
Solutions	Coding	Database definitions	DB generation
		Processes	Pseudo code
Database definitions	DB generation	Logical data model	LDM modeling
Processes	Pseudo code	Projects	
			Project planning
Projects	Project planning	Logical data model	LDM modeling
Logical data model	LDM modeling	Knowledge	Knowledge modeling
		Data	Attribute definition
Data	Attribute definition	Knowledge	Knowledge modeling
		Strategies	System modeling
Strategies	System modeling	Knowledge	Knowledge modeling
Knowledge	Knowledge modeling	Measures	Business indicators
		SWOT	SWOT analysis
Measures	Business indicators	Values	
SWOT	SWOT analysis		Value modeling
Organisation	Enterprise architecture	Goals	Goal modeling
Values	Value modeling	Benefits	
Benefits	Benefit modeling	Purpose	
Purpose	Purpose statement	Goals	
Goals	Goal modeling	1-4-11 Generic model	Business objectives
Business objectives	Goals & Measures	Business documents	Existing
		1-4-11 Generic model	1-4-11 Generic model

My next post will summarise my modeling language and compare the production of explicit deliverable compared to a number of other modeling languages

Regards
ps This is the bottom up approach starting with extreme programming and data and culminating with strategic planning (strategies, knowledge & Business objectives). I have proven that no other modeling language (approach) is capable of bettering this mapping.

This is why I asserted that data management, on its own, is dangerous. QED

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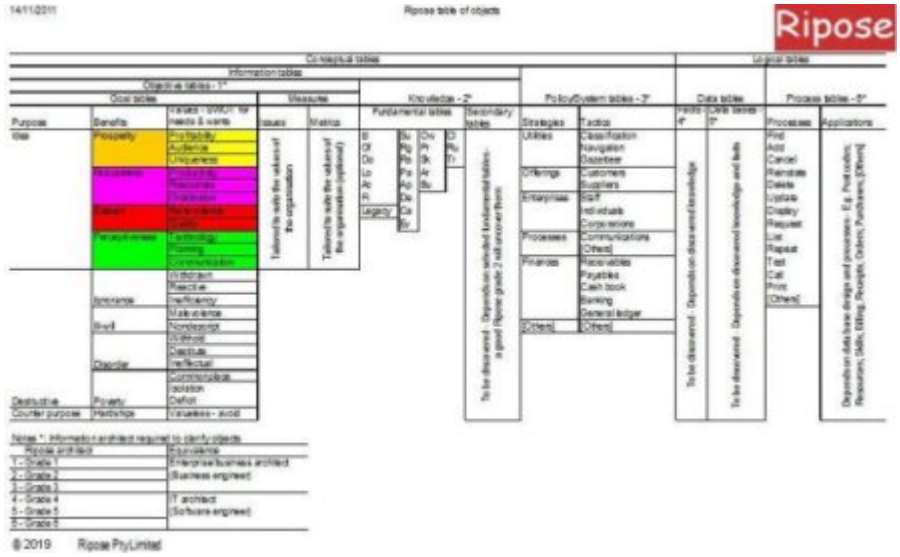
3 Oct 2019 **The Ripose Book of Information (BoI)**
In my previous post I declared that I would show my Ripose Book of Information which can replace any Book of knowledge. Here it is.



My next post will show the deliverables produced by using my modelling languages and how each of them support each other.

Regards
ps You may notice how the BoI provides each level of information architect with enough input so as to not overwhelm them with too much information, yet provides them with the confidence that their work will be appreciated and never discarded by the next level of architect.

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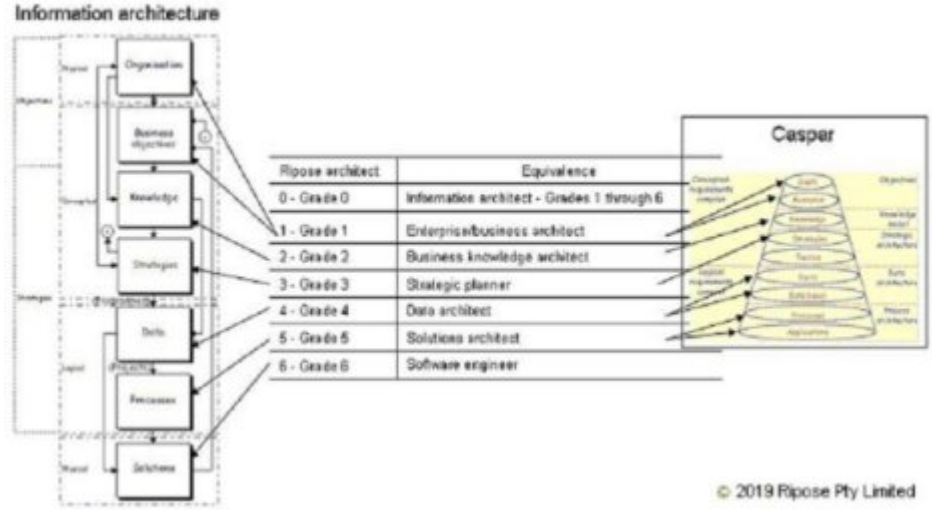
3 Oct 2019 **Information Architecture, Ripose Architect And Caspar**

In my previous post I declared that I would show how my Governance modeling language is implemented by the 6 levels of information architects. Here it is.



My next post will show how I developed my Ripose Book of Information which can replace any Book of knowledge

Regards
ps The failure rate of projects is only going to get worse. The more splinter groups that are formed, the more the implicit modeling languages of TOGAF, The Zachman Framework with their inefficient computer aided drawing tools will resist them. The splinter groups have not proven themselves and will probably never prove themselves as they too are built on inefficient, ineffective and difficult to use modeling languages

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3 Oct 2019 **Information Governance and Ripose navigation**

In my previous post I declared that I would be provide a map showing how my summary navigation model aligns perfectly with my Governance modeling language of 2001. Here it is.

My next post will show how my Governance modeling language is implemented by the 6 levels of information architects and why it is imperative that I train at least 10 grade 0 information architects (an architect skilled in all levels of modeling information)

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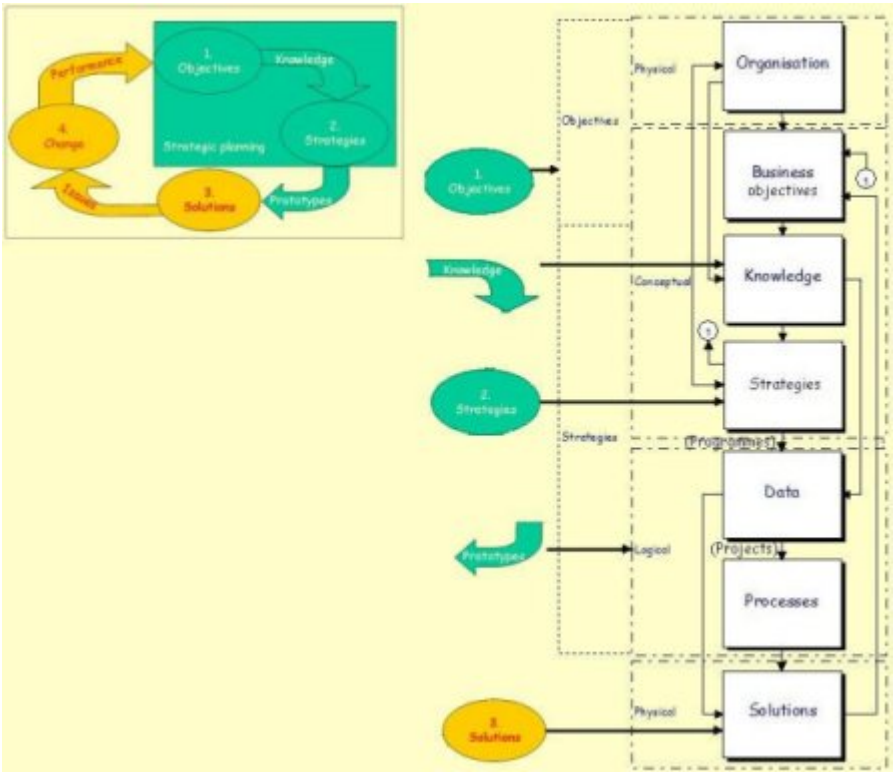

Regards

ps Ripose is not kindergarten, primary, high school, college or university level modeling. I do not play with sticky notes, actors, white boards, nor do I rely on drawing boxes with lines between them. Caspar takes care of all that without any of these lego type kindergarten approaches

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3 Oct 2019 **High level information Governance Model**

In my previous post I declared that I would be provide a summarise version of my Governance structure by using a wrap round image of its major features. If you visit my web site you will be able to explore every fact of this navigation cycle

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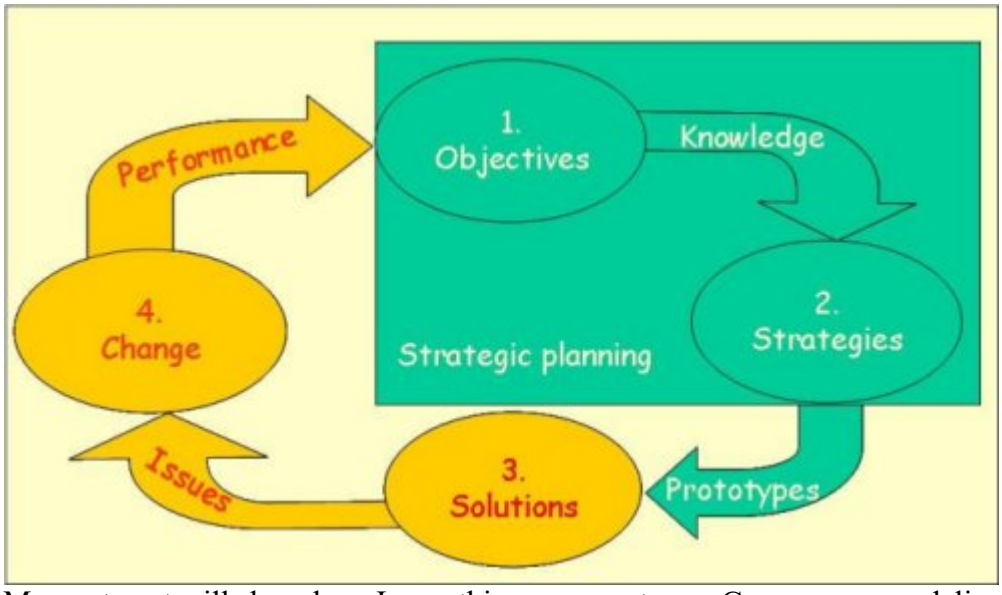

My next post will show how I map this summary to my Governance modeling language of 2001

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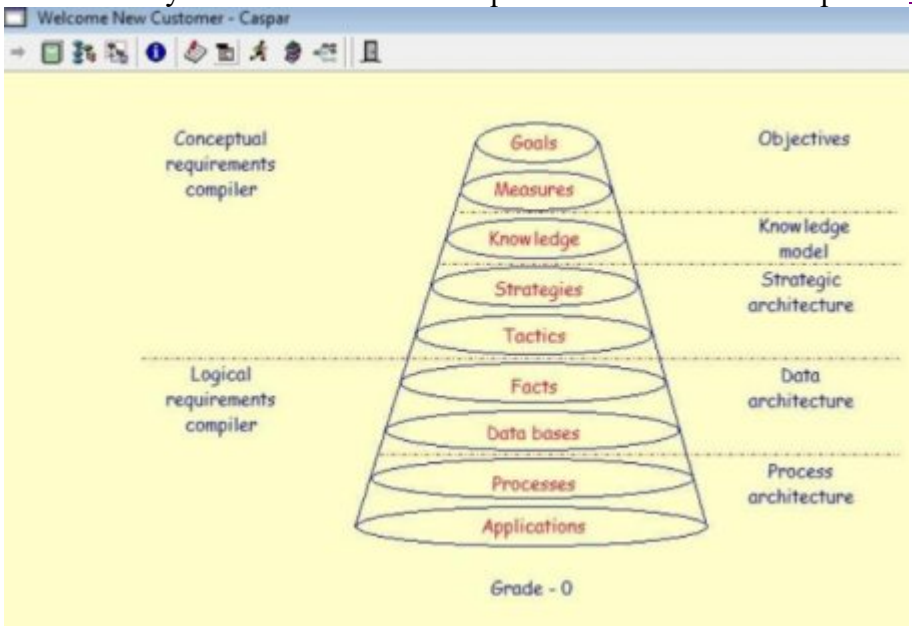
3 Oct 2019 **Ripose Caspar engine**

In my previous post I declared that I would be provide a screen shot of my Caspar engine v2.6. Here it is. If you would like to take a quick tour of the software please follow this link



My next post will show how I summarise my Governance structure by using a wrap round image of its major features.

Regards

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3 Oct 2019 **Replace EA, MDM & Agile with Information Governanace**

In my previous post I declared that I would be provide the changes I made to my UoD information modeling language between 1990 & 2001

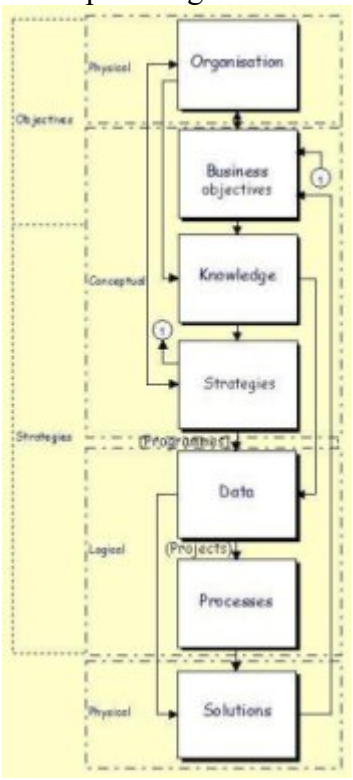
In the 1990s my research revealed that Goals had a structure. That structure had key words of:

|- Purpose statement - 1
|- Mission statements - 4
|- Critical Success Factors - 11

In 2001 I changed the words & used Benefits instead of Missions and Values instead of CSFs. This was only a cosmetic change.

In 1990 I did not realise that what I was developing was in fact a modeling language which reflected and integrated Governance as Governance was built into my modeling language.

The image below now shows a change in my thinking, however see this link to see the way I developed the goal structure encapsulated by the Objectives phase.



My next post will show the screen shot of Caspar v2.6 as I had to upgrade from Omnis 7 to Omnis Studio 3.0. Omnis today is at v10 but I am still using v3.3

Regards

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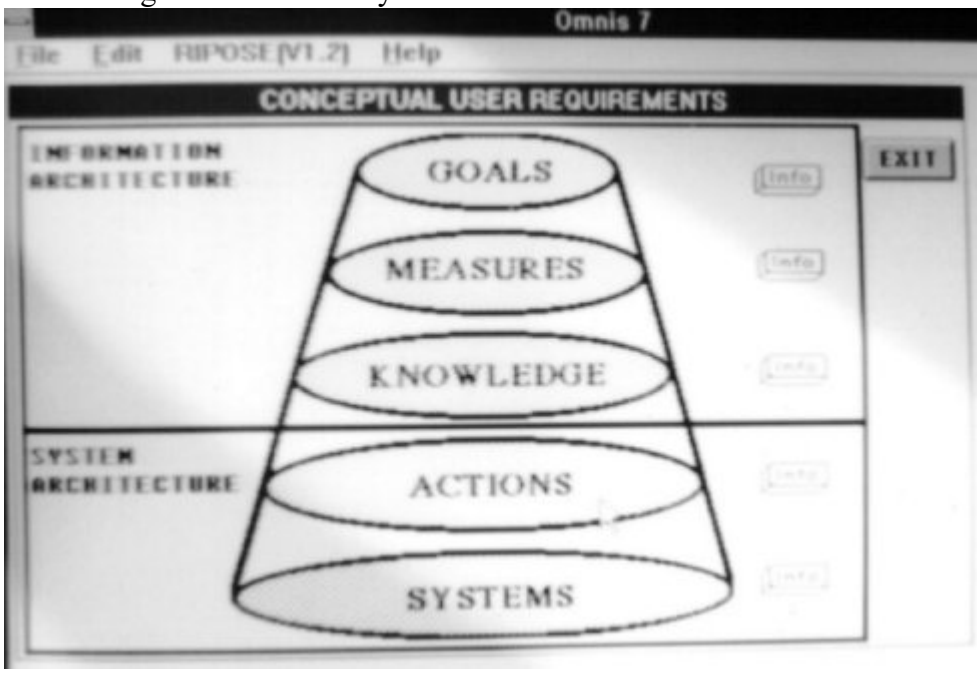
3 Oct 2019 **Ripose Compilers v1.0**

In an earlier post I declared that I would be providing my Universe of Discourse (my modeling language managing information) & show:
|- What Conceptual objects (not data) interface with the logical data view, Data Sets, Menus & Transactions & where data fits & how extreme programming interacts with it
|- A specification (blueprint/system overview) of what an artificial intelligent system should look like. In my case the Ripose compilers now known as my Caspar (computer assisted strategic planning and reasoning) engine
|- A screen shot of V1.2 of my AI conceptual compiler released in 1990 on the Macintosh MacPlus computer using the Omnis 7 integrated development environment. I used Omnis because Pascal (the language that I had developed my first data dictionary application USER:Data) was too inhibiting & had no database engine, C was 17 years old but too difficult to write & finally SQL was 16 years old & I had no access to it. If I had waited for C++, Java or MySQL I would never

have managed to automate my UoD. See below



I have now delivered my promises.

My next post will describe the changes I made between 1990 and 2001 after a few minor adjustments to my reasoning.

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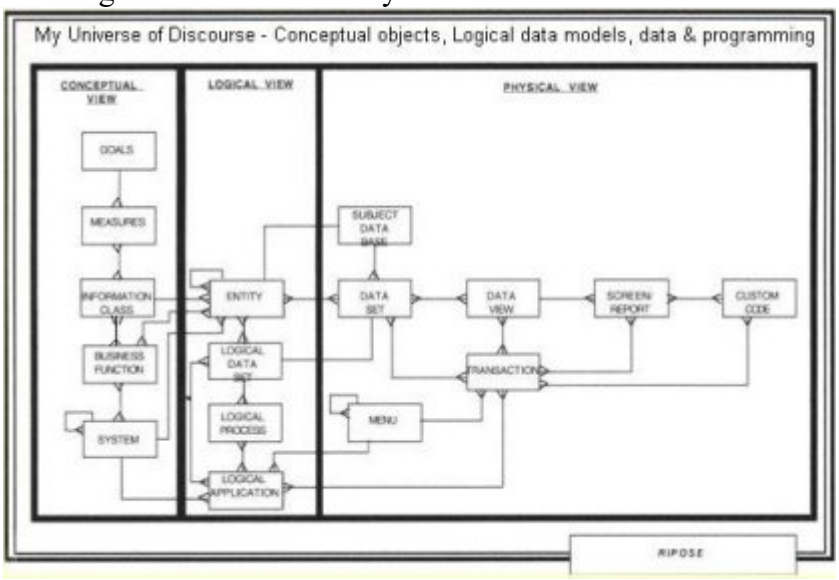
3 Oct 2019 **Why Data Management, on its own, is dangerous Part 4**

In an earlier post I declared that I would be providing my Universe of Discourse (my modeling language managing information) & show what conceptual objects (not data) interface with the logical data view, Data Sets, Menus & Transactions & where data fits & how extreme programming interacts with it.

The diagram below reveals my full UoD of "information".



Regards

Ps

1) I have now delivered what I promised

2) This is the system overview I used to develop my artificial intelligent Ripose compilers now

known as my Caspar (computer assisted strategic planning and reasoning) engine
3) My next post will reveal the screen shot of the conceptual compiler developed in 1990

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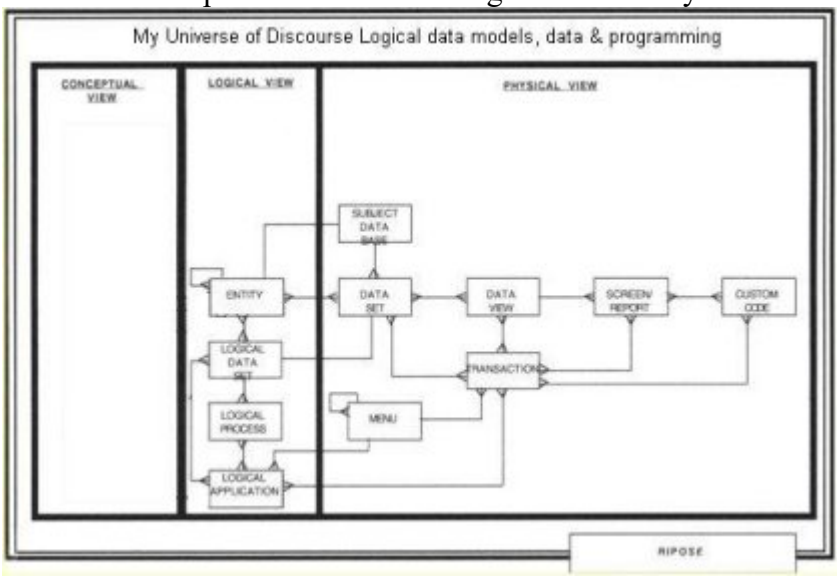
3 Oct 2019 **Why Data Management, on its own, is dangerous Part 3**
In an earlier post I declared that I would be providing my Universe of Discourse (my modeling language managing information) and show show what objects interface with Data Sets, Menus & Transactions & where data fits and how extreme programming interacts with it.

The diagram below reveals the logical data view of my UoD of information.

Even with the introduction of the logical "data" model there is still no visible link to any business initiative. Perhaps this is the most dangerous and risky side of "data" management.



Regards
Ps my next post will show how the conceptual objects interact with Logical entities and logical applications

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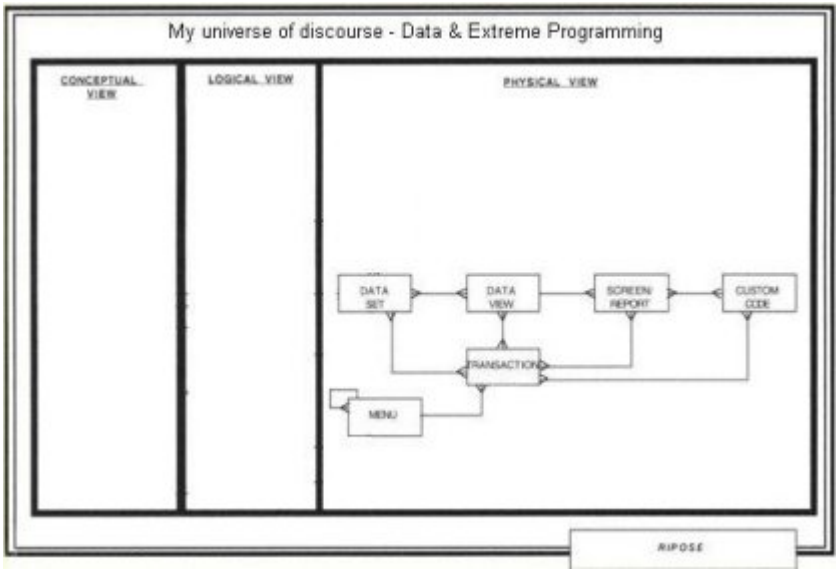
3 Oct 2019 **Why Data Management, on its own, is dangerous Part 2**
In an earlier post I declared that I would be providing my Universe of Discourse (my modeling language managing information) and show where data fits and how extreme programming interacts with it.

The diagram below reveals the "data" view of my UoD of information. Also known as the silos.

On its own "data" has no link to any business initiative. Perhaps this is the most dangerous and risky side of "data" management.



Regards
Ps my next post will show what objects interface with Data Sets, Menus & Transactions

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3 Oct 2019 **Why Data Management, on its own, is dangerous Part 1**
Over the past years I have been railing against the wasted resources that come from not only trying to manage data, but also managing businesses.

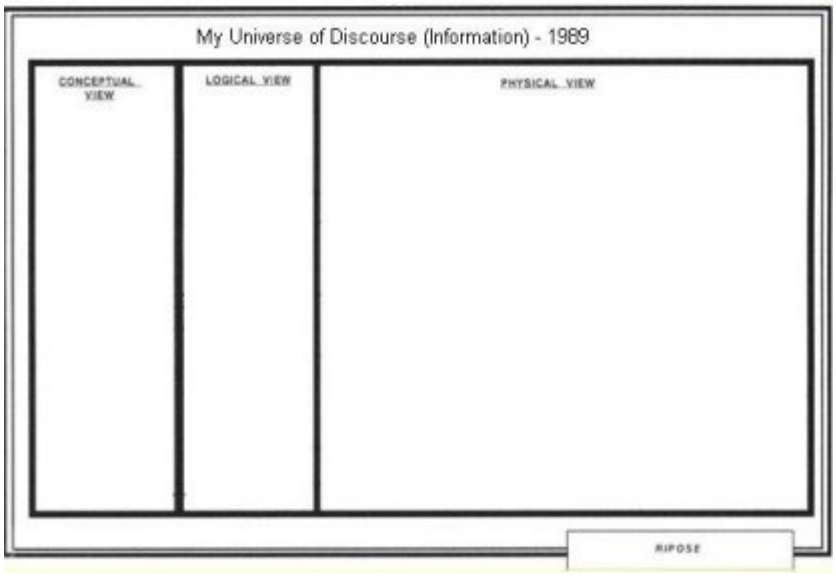
I am now embarking on what will probably be my last set of posts before I remove myself from all but my own interest group (The Ripose Information Architecture Group - TRIAG).

I will also be asking those people already in the group to reconsider why they decided to join & to leave if they feel they are unable (or unwilling) to learn how to elevate "information" to its rightful place by providing "A place for everything, everything in its place" (B Franklin).

Anyone, not in the group, who is willing to join me is more than welcome as I will be giving training free of charge to everyone who remains.

I will start off by declaring My Universe of Discourse (UoD).

Regards
ps
1) By inference a UoD "generally refers to the collection of objects being discussed in a specific discourse", with the discourse (definition: Noun "Extended verbal expression in speech or writing" being "information"
2) My next post will show how "data" fits into my UoD & how extreme programming interacts with "data"



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27 Sep 2019 **What do their creators think about UML now?**

While I am on the subject of UML

UML history:

Grady Booch first proposed the unified modeling language in "the second half of the 1990s and has its roots in the object-oriented programming methods developed in the late 1980s and early 1990s". Booch, together with with Ivar Jacobson and James Rumbaugh were employed by Rational to develop UML in a product called Rational Rose, later sold to IBM (2002) for a phenomenal price.

Question: Where did Grady Booth get his inspiration for object orientation? According to my experience and research from Ed Yourdon's data flow approach late 1970s
Regards

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27 Sep 2019 **Business, Data & Risk**
Now that I have identified the third element to the set of "business" and "data", namely "risk", I can produce a model of the "failure" of "information technology" based on the 3.

This is only applicable if:
1) "Business" is defined as the sum of its ["objectives" first, "strategies" second] or ["strategies" first and "objectives" second]
2) "Data" is developed without regard to "business knowledge"
&
3) "Risk" is calculated on "business data projects"

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27 Sep 2019 **Knowledge graphs**
I was curious about a post published by Kingsley Uyi Idehen in which he introduced Deloitte's concept of a "knowledge graph" as an approach to modeling knowledge.

In my response I stated that a "knowledge graph" is "a pleonasm which will cause misconceptions".

Perhaps I need to explain myself using definitions & my reasoning:
1. Definitions:
|- Knowledge:
||- "The psychological result of perception, learning, and reasoning"
||- "Facts, information, and skills acquired through experience or education; the theoretical or practical understanding of a subject"
|- Graph: "A visual representation of the relations between certain quantities plotted with reference to a set of axes"
|- Pleonasm: "Using more words than necessary"
2. My reasoning:
|- Knowledge can be represented by using relationships between "things" & can therefore be depicted graphically
|- Therefore graphing a graph is a pleonasm

Regards
ps link to my response

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26 Sep 2019 **Risk analysis comparison**
On the 22nd Sept 2019 I created a post tilted "Governance, projects & risk analysis"

In it I made the following "promises" that I would:
1) Define my terms
2) Identify the steps taken by risk analysts in order to mitigate risk

Using the comments in that topic I fulfilled both my promises.

This left my 3rd promise to:
3) Diagnose how approaches try to integrate or incorporate risk analysis into their practices

I have now fulfilled this promise by creating an 11 minute video showing how my approach (Ripose) delivers a better risk analysis outcome to that of a risk management framework I found on the net.

At the end of the video I issued an open challenge and am now curious to see if any expert in any of the approaches mentioned will be good enough to meet my challenge.

The video has been uploaded to my web site and the URL is here.

In case anyone is interested in "how I got my information" see my 4 minute video

Regards
ps I wait with baited breath for anyone to take up my challenge

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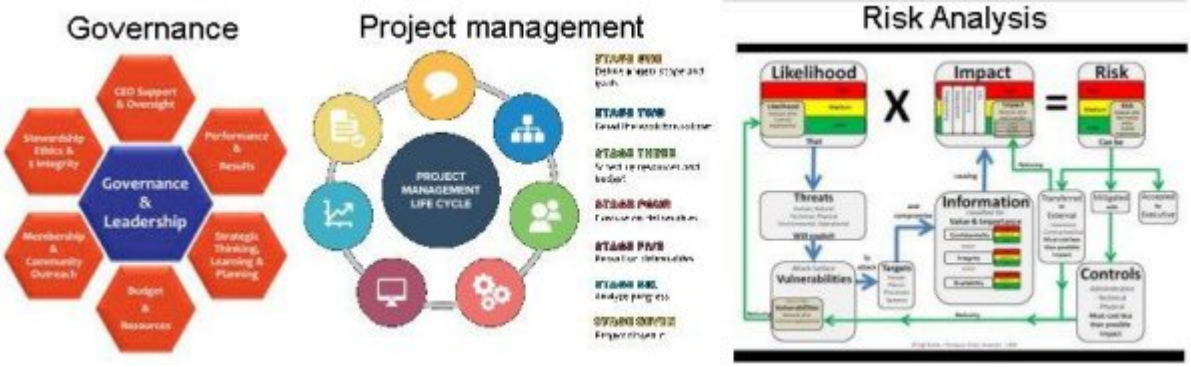
22 Sep 2019 **Governance, projects & risk analysis**
I was curious about the relationship between governance, how people decide on projects & how to integrate risk mitigation.



To satisfy my curiosity I will:
1) Define my terms
2) Identify the steps taken by risk analysts in order to mitigate risk
3) Diagnose how approaches try to integrate or incorporate risk analysis into their practices

1) Definitions:
Governance: "Establishment of policies, and continuous monitoring of their proper implementation, by the members of the governing body of an organization. It includes the mechanisms required to balance the powers of the members (with the associated accountability), and their primary duty of enhancing the prosperity and viability of the organization"

Project: "An individual or collaborative enterprise that is carefully planned to achieve a particular aim". (Is this not the same as governance?)

Risk: "The possibility that something unpleasant or unwelcome will happen"

Analysis: "Detailed examination of the elements or structure of something"

Risk analysis: A "detailed examination of the elements" to mitigate "the possibility that something unpleasant or unwelcome will happen"

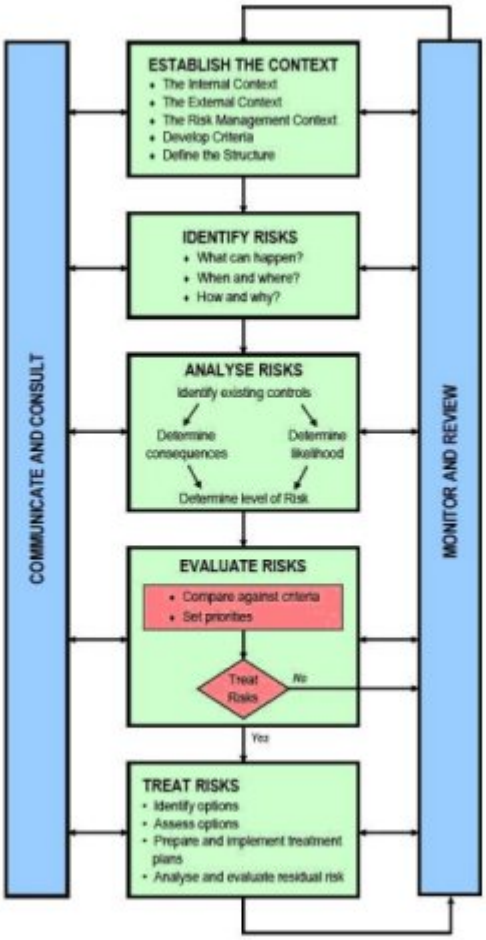
2) Identify the steps by risk analysts in order to mitigate risk:
2.1) What is Risk Management? “Risk is uncertainty about an outcome. It is the threat that an event, action or non-action could affect a firm's ability to achieve its business objectives and execute its strategies successfully. Risk is an inherent component of all business activities and includes positive as well as negative impacts. So not pursuing an opportunity can also be risky. Risk types take many forms − business, economic, regulatory, investment, market, and social, just to name a few.

Risk management involves the identification, assessment, treatment and ongoing monitoring of the risks and controls impacting a firm. The purpose of risk management is not to avoid or eliminate all risks. It is about making informed decisions regarding risks and having processes in place to effectively manage and respond to risks in pursuit of a firm's objectives by maximising opportunities and minimising adverse effects."

Informed decisions rely on information and the more information you have the lower the risk.

2.2) Benefits of managing risk:
"When implemented and maintained, effective risk management protects the value of a firm by:
• Increasing the likelihood of achieving business objectives
• Encouraging proactive management of business processes
• Improving compliance, reporting and governance
• Strengthening and streamlining controls
• Enhancing operational effectiveness and efficiency
• Maximising the productive use of available resources
• Minimising financial loses
• Improving resilience and business continuity”
2.3) Suggested steps to manage risk:
2.3.1) Communicate and Consult:
2.3.2) Establish the context
2.3.3) Identify risks
2.3.4) Analyse risks
2.3.5) Evaluate risks
2.3.6) Treat risks
3) Diagnosis I will develope a video which will show how Ripose mitigates risk. Perhaps an expert in say any of the fother disciplines could show how their approach mitigates risk to prevent failed projects:
3.1) How Ripose works to mitigate risk
3.2) Enterprise architecture disciplines such as:
|- TOGAF
|- The Zachman Framework
|- FEAF
|- PEAF
3.3) Knowledge management approaches such as:
|- Q6FSA
|- Deloitte's "knowledge graph"
3.3) Agile (lean or otherwise)
3.4) Software as a Service (SaaS) approach such as:
|- Dragon1
|- ArchiMate
|- PowerBuilder
|- IBM Rational Rose
|- Alfabet
|- Sparx
3.5) The thinking disciplines:

|- Systems
|- Design
|- Lateral
3.6) Canvass disciplines:
|- Balanced scorecard
|- Business canvass
3.7) Master data management with their:
|- Conceptual data models
|- Relational models



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15 Sep 2019 **Generations of development 12 Rapid Application Development**
Following on from my 1st post. I will now add James Martin (1933~2013): RAD (1991) & Barry W. Boehm (1935~): Rapid Application Development (1988)

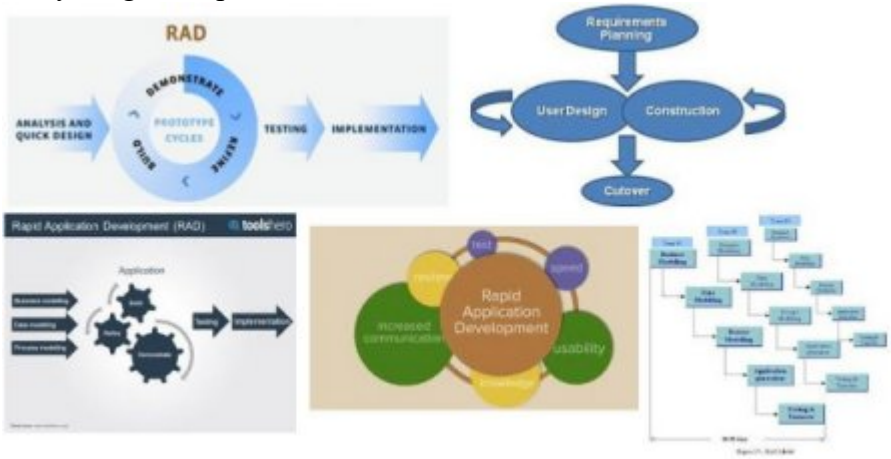
RAD:
Rapid application development was a response to plan-driven waterfall processes, developed in the 1970s and 1980s, such as the Structured Systems Analysis and Design Method (SSADM).

According to my experience & research this has a number of disadvantages:
a) Lack of emphasis on Non-functional requirements, which are often not visible to the end user in normal operation
b) Requires time of scarce resources
c) Less control
d) Poor design

d) Lack of scalability

The graphic is but 5 of the 572 diagrams trying to represent his approach, where
1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet this approach does not seem to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".



That's the lot for now

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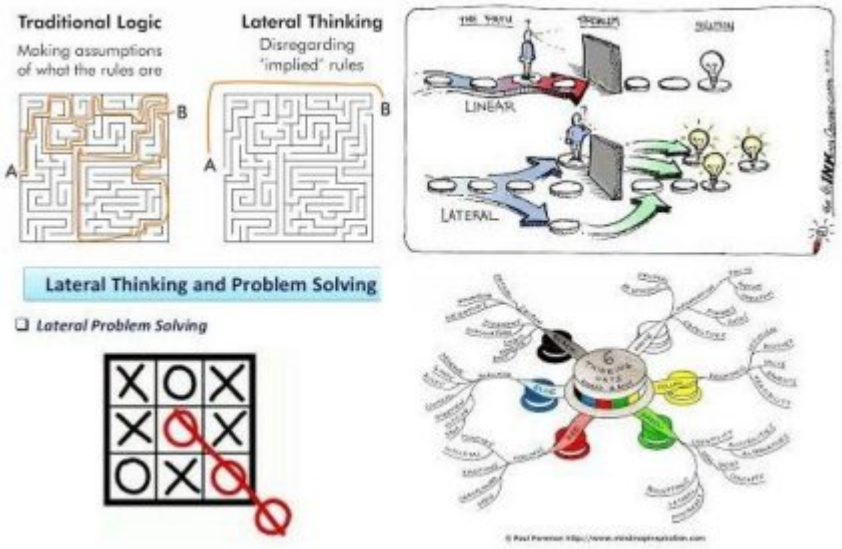
14 Sep 2019 **Generations of development 11 Lateral Thinking**

Following on from my 1st post. I will now add Edward de Bono (1933~): Lateral Thinking.

Lateral thinking:
1. "is a manner of solving problems using an indirect and creative approach via reasoning that is not immediately obvious"
2. "tools will seldom help you solve puzzles" that has only one solution

According to my experience & research this is totally illogical:
a) Solving a problem without knowledge is impossible. Knowledge may be conceptual but knowledge has a hierarchical structure containing logical link
b) How does anyone know that a problem will have only one solution?
c) Failing these would then require the "thinker" to use "brain storming"



The graphic is but 4 of the 572 diagrams trying to represent his approach, where
1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet this approach does not seem to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".

More to follow.

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13 Sep 2019 **Generations of development 10 Value Chains**
Following on from my 1st post. I will now add Robert S. Kaplan (1940~): Balanced Scorecard & Michael Porter (1947~): Strategic planning; Value Chains.

Their purported approaches were how "objectives" were used to determine "strategies" to determine whether a business would succeed or fail.

According to my experience & research they both failed to identify:
a) "Objectives" was a sub set of "information"
b) Brain storming was needed to identify either "performance indicators" or "strategies"
&
c) "Data" was required to support their theories

The graphic is but 4 of the 572 diagrams trying to represent their approaches, where
1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet they do not seem to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".

More to follow.

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12 Sep 2019 **Generations of development 9 Enterprise Architecture**

Following on from my 1st post. I will now add Dr. Steven Spewak : Enterprise Architecture. Included in this are a group people who formed a consortium namely TOGAF (a copy of TAFIM) & FEAF (to name but a few).

They purported that an 'architecture" could be developed to replace a "methodology" as the ideal way to develop computer systems.

Each developer came up with a different approach but they were all based on either "systems thinking", "design thinking", "information engineering" or "structured design" & probably used brain storming (each one flawed in their own way).

The graphic is but 5 of the 572 diagrams trying to represent their approaches, where
1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet they do not seem to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".

If you want further proof see my posts highlighting the implicit deliverables produced by:

1. The Zachman Framework
2. TOGAF

More to follow.

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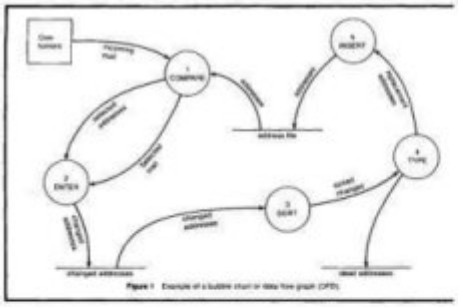
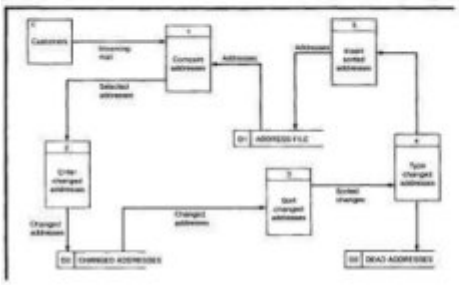
12 Sep 2019 **Generations of development 8 Structure Analysis & Structured Design**
Following on from my 1st post. I will now add Ed Yourdon (1944~2016): Structured analysis & structured design

He developed the fundamental tools of systems analysis which were developed from classical systems analysis of the 1960s and 1970s and based on his view that data flowed & was recorded in data stores.

The graphic is but 4 of the 572 diagrams trying to represent his approach, where
1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet this approach does not seem to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".





More to follow.

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11 Sep 2019 **Generations of development 7 Information Engineering**
Following on from my 1st post. I will now add James Martin (1933~2013): Information Engineering & Clive Finkelstein (1939~): Information Engineering

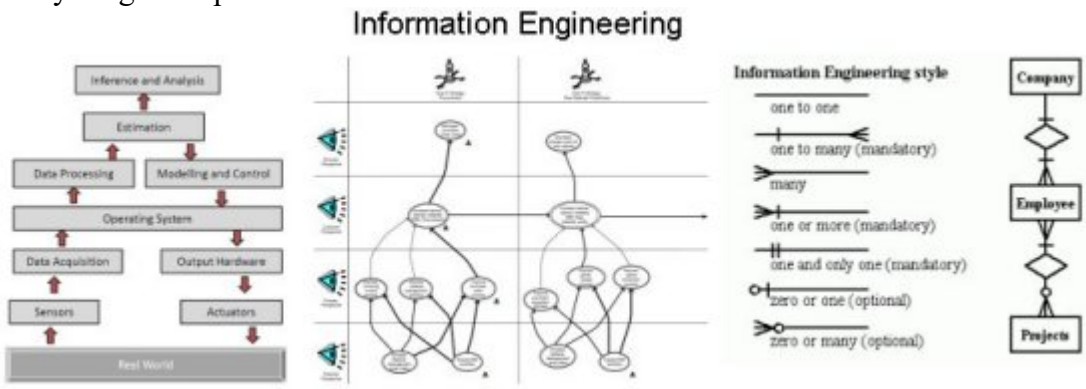
They worked with the idea that the approach of Plan; Analyse; Design; Construct was the ideal way to develop computer systems.

The Planning phase introduced SWOT using the brain storming techniques (see Alex Osborn) as well as objectives modeling (see Peter Drucker)
The analysis phase asserted that "data" was at the heart of the approach & introduced the idea of information analysis while also teaching data analysis. The foundation of both approaches was to

use the normalisation approach (See Codd & Date)
The design & construct phases left much to be desired

The graphic is but 3 of the 572 diagrams trying to represent their approaches, where
1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet this approach does not seem to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".



More to follow.

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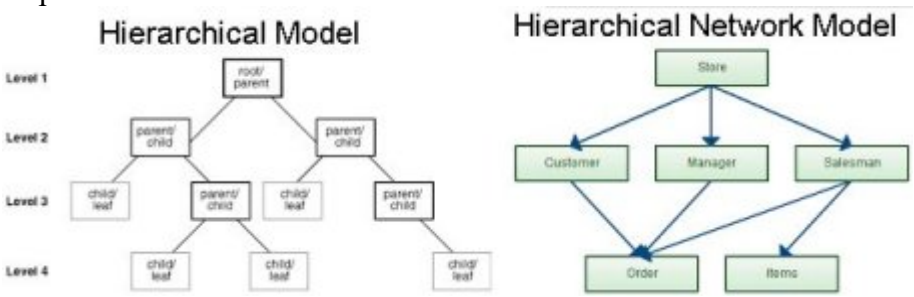
11 Sep 2019 **Generations of development 6 Hierarchical Data Model**
Following on from my 1st post . I will now add Charlie Bachman (1924~2017): CODASYL network database management system, John Cullinane (1942~2018): Cullinet & IBM (c1970): DL/1.

They worked with the idea that the hiearchical data model using pointers to navigate their way through the "leaves" containing the "data" was a sensible way of processing. This again assumed that "data" was the base of the DIKW pyramid which then supported the rest. This of course is a fallacious argument as no one knows who created the DIKW pyramid.

The graphic is but 2 of the 572 diagrams trying to represent their approaches, where
1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet nothing seems to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".



More to follow.

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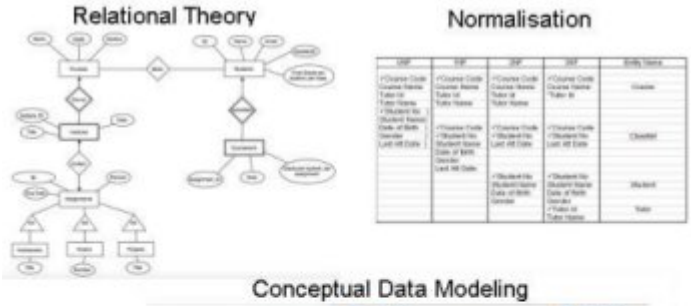
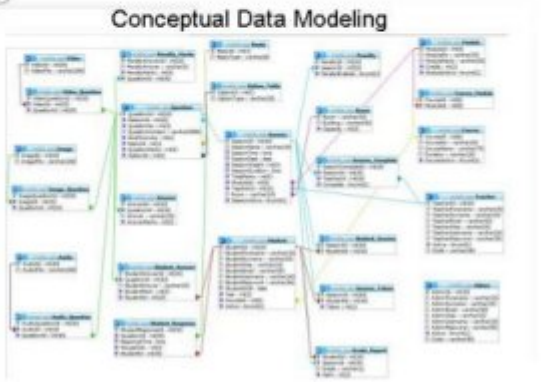
11 Sep 2019 **Generations of development 5 Conceptual data model**
Following on from my 1st post I will now add Edgar Codd (1923~2003): Normalisation & Relational database design, Christopher Date (1941-~): Normalisation, Peter Chen (1947-~): Conceptual data model and IBM (1983): DB2.

They all worked with "data" as if "data" was the base of the DIKW pyramid which then supported the rest. This of course is a fallacious argument as no one knows who created the DIKW pyramid.

The graphic is but 3 of the 572 diagrams trying to represent their approaches, where
1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet none of these approaches seem to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".





More to follow.

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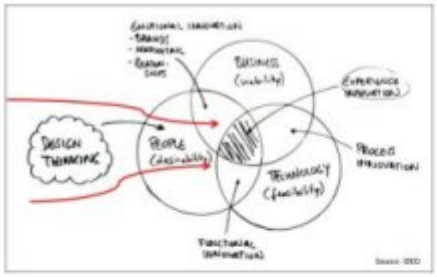
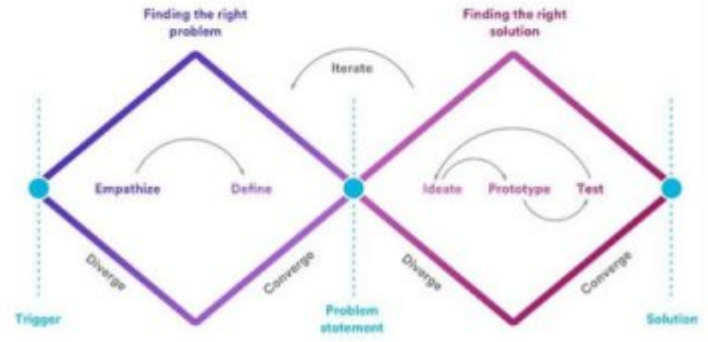
11 Sep 2019 **Generations of development 4 - Design Thinking**
Following on from my 1st post. I will now add William Gordon (1919~2003): Design Thinking

"The origins of design thinking partially lie in the development of creativity techniques in the 1950s", however I was unable to find any one person to attribute DT to.

The graphic is but 3 of the 572 diagrams trying to represent this approach, where
1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet nothing seems to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".





More to follow.

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10 Sep 2019 **Generations of development 3 Management by objectives**

Following on from my 1st post. I will now add Peter Drucker (1909~2005): Objectives & strategies (MBA) with his key ideas of:

| Decentralization and simplification

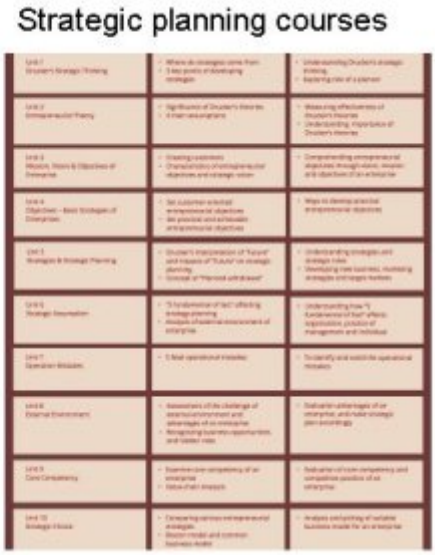
| Outsourcing aka strategy

| The need to manage business by balancing a variety of needs and goals aka management by objectives

The graphic is but 2 of the 159 diagrams trying to represent his approach, where

1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet nothing seems to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".



More to follow.

I find it curious that after 1 week of my creating this post I received an email describing the "keys to success'.

In a presentation by Mike Boorn Plener he asks the question: "Is there a formula to success?". He then goes on to state that he has "identified over 120 factors that routinely breaks a business and found what to do to prevent that from happening", that he found "14 master keys that make it really sing" & reveals his 3 master keys as:
1. Revenue
2. People"
3. Capital
Are these not "goals"?

In another article Remez Sasson identifies 6 important keys to success with the 1st key being having "A Clear-Cut Goal" & the 2nd "Studying Your Goal'. What is this "goal"? Is this the "purpose"?

If you follow Drucker's "goals" you have at least got an idea of the 11 generic goals (I call values). Drucker's 8 goals are as:
1. Market
2. Innovation
3. Productivity
4. Resources
5. Profitability
6. Management performance & development
7. Worker performance & attitude
8. Public responsibility

Now try to find the similarities between these 3 (if you can).
Regards
ps There are a plethora of examples. In 1990 I discovered 16 generic goals & developed a software engine to manage them.

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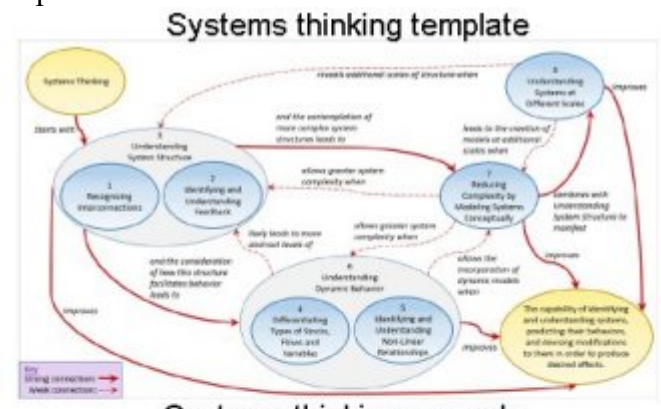
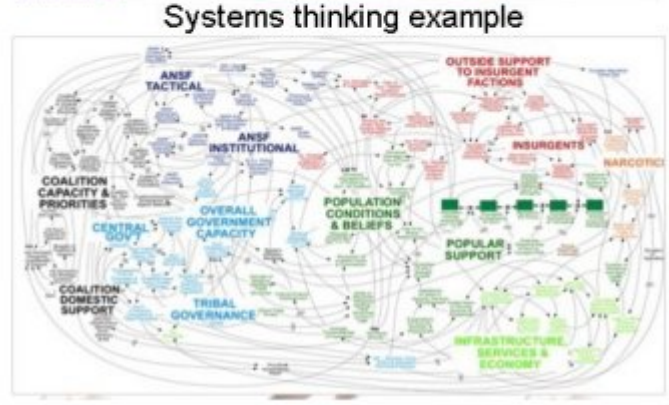
10 Sep 2019 **Generations of development 2 - Systems thinking**
Following on from my first post I will now add William Ashby (1903~1972): Systems Thinking

The graphic is but 2 of the 412 diagrams trying to represent this approach, where

1. "Everything effects everything" Jay Asher
2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

yet nothing seems to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".





More to follow

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10 Sep 2019 **Generations of development 1 - Brainstorming**

Following on from my curiosity as to who was responsible the following frightening evidence has emerged (courtesy of Pinterest) providing me with some 1,674 graphical representations of the following

| Scrum - 10
| Enterprise Performance Management (EPM) - 80
| ITIL - 12
| Agile - 296
| Diagrams - 412
| Leadership - 159
| Methodology - 160
| Career excellence - 137
| Enterprise - 14
| Enterprise Architecture - 394

I will now produce a series of posts & try to align some of the graphical representations with those people I believe to be responsible for such a sad state of affairs.

I will start with Alex Osborn (1888~1966): Creative problem-solving/Brainstorming

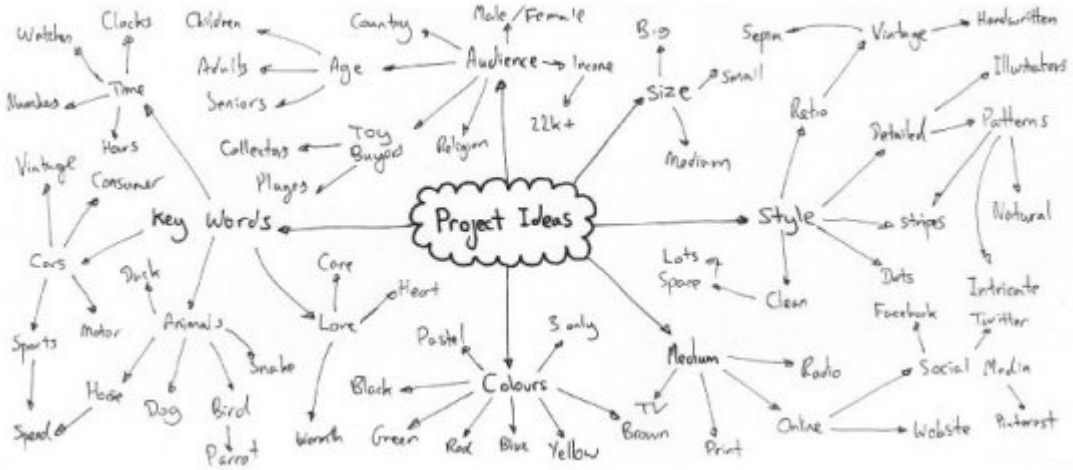
The graphic is but 1 of the 412 diagrams trying to represent this approach, where

1. "Everything effects everything" Jay Asher

2. The "Theory of everything" - F De Aquino (1999) & Steven Hawkins
3. Einstein's quest for a unified theory

Yet nothing seems to adhere to Benjamin Franklin's idea of "a place for everything, everything in its place".

The flow of Brainstorming.



More to follow.

Why am I doing this? For my own peace of mind & to document that I have considered just about every possible approach to closing the gap between business operatives & data processing using my view of information architecture rather than those theories developed by the eminent people of the past, baby boomers & any of the later generations who had to have gained their ideas from those who came before them.

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6 Sep 2019 **Generations of development**
I was curious. Who was responsible for what technology (whether business or data)? Perhaps this will help:

The Lost Gen (1880–1901)
Alex Osborn (1888~1966): Creative problem-solving/Brainstorming

The Interbellum Generation (1901–1913)
William Ashby (1903~1972): Systems Thinking
Peter Drucker (1909~2005): Objectives & strategies (MBA)

The Greatest Gen (1914 – 1924)
William Gordon (1919~2003): Design Thinking
Edgar Codd (1923~2003): Normalisation & Relational database design
Charlie Bachman (1924~2017): CODASYL network database management system

The silent Gen (1925-1945)
James Martin (1933~2013): Information Engineering & RAD
Edward de Bono (1933~): Lateral Thinking
John Zachman (1934~): Business Systems Planning (BSP)
Barry W. Boehm (1935~): Rapid Application Development
Michael A Jackson (1936~): Jackson structured Programming
Clive Finkelstein (1939~): Information Engineering

Ivar Jacobson (1939-~): Object orientation
Robert S. Kaplan (1940~): Balanced Scorecard
Christopher Date (1941~): Normalisation
John Cullinane (1942~2018): Cullinet
Ed Yourdon (1944~2016): Structured analysis & structured design

Baby boomers (1946–1964)
Michael Porter (1947~): Strategic planning; Value Chains
Peter Chen (1947-~): Conceptual data model
Me (1947~): Information Architecture
James E. Rumbaugh (1947-~): Object orientation
Dr. Steven Howard Spewak (1951~2004): Enterprise Architecture
Grady Booch (1955-~): Object orientation

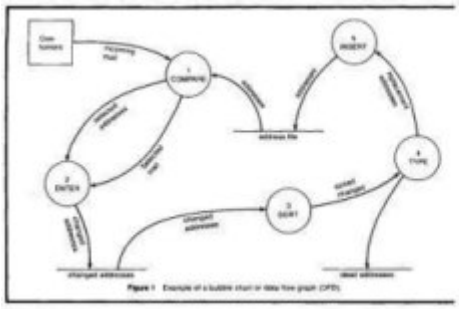
Xennials (1965 – 1985)
IBM (c1970): DL/1
IBM (1983): DB2

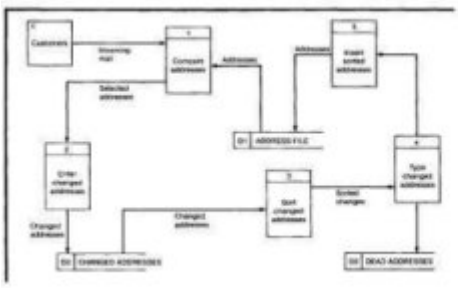
With reference to the developers of OO:
It is my assertion that these 3 gentlemen (Booch, Jacobson and Rumbaugh) were all influenced by Ed Yourdon & therefore, after researching Object Orientation, I came to the conclusion that the best that these 3 could come up with was to produce a computer aided design language (unified modeling language - UML) to automate data flow diagrams.

What I am asserting is that they failed to identify the overarching "Object"/artifact called "information" which governed every one of the objects that they automated via their UML.

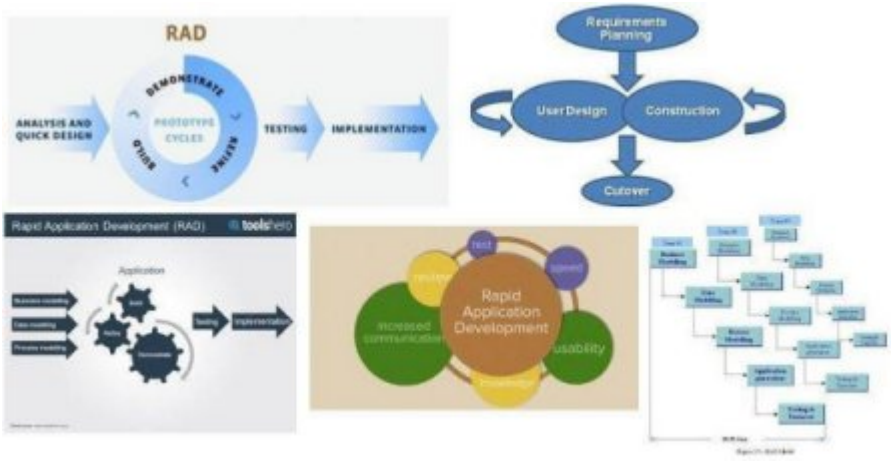
According to my experience & research it is this failure that will probably never enable products like Sparx, PowerBuilder, Alphabet & MagicDraw (to name but a few. I would add ArchiMate but according to my research it was not built on UML but probably on a copy of it) to progress beyond the folder management system developed by Xerox, & copied by every operating system developer (MicroSoft, Apple, Linux etc).

For Yourdon's "failure to communicate" read this post





With regards to Rapid application Development (Boehm & Martin):



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2 Sep 2019 **What is knowledge?**
I am curious as to what knowledge & knowledge management really mean.

Definitions:
Knowledge: "The psychological result of perception, learning, and reasoning"
Management: "Those in charge of running a business"
Knowledge management: "The psychological result of perception, learning, and reasoning" used by "Those in charge of running a business"

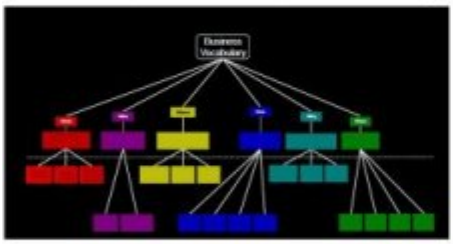
This still does not satisfy my curiosity. How does one gain knowledge?

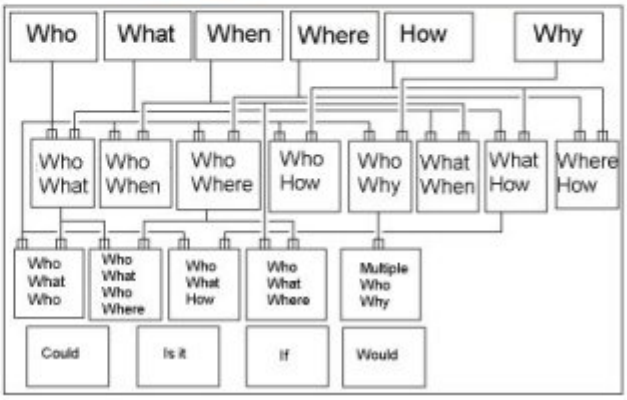
Two sources:
1. "Knowledge is gained through direct experience, skills and knowledge claims". Problem: How long will this take?
2. (Brainpickings.org) suggest 14 ways to acquire knowledge. After reading the 14 ways I found only 1 that actually made sense, "ask". According to my experience & research asking a question & receiving an answer is probably the best method to gain knowledge. Problem: How many questions do management need to ask & how do they know that the answer is right?

Rudyard Kipling gives a hint in his poem "Six honest men". Are these 6 sufficient? Is 9 enough? How about 31, 46? Will 720 suffice?

The answer could be: How long is a piece of string?

According to my experience & research the answer is 23.





I am still curious as to how anyone can build a knowledge model without a basic understanding of all the following concepts:
1. The hierarchical structure with:
1.1. Set theory constructs of:
1.1.1. Disjointed sets or mutually exclusive construct: eg either a Product or a Service (the What) but not both
1.1.2. Union sets or mutually inclusive construct: eg a Person & a Customer (the Who) - compare with the 88 level from COBOL
1.2. Grouped objects: eg a Package (the What)
1.3. Self relational structure: eg the organisation chart (the Who)
2. Relationships eg:
2.1. Goods in a Warehouse (the Who What Where)
2.1. An Invoice (the When) has many Invoice Lines (the What When)
3. Associated links: eg
3.1. A Person has to be an Identity (mandatory) but an Identity may be a Person (optional & both Who)
3.2. An Invoice (the When) must have at least 1 & possibly many Invoice Lines (the What When)

Is it no wonder that database designs suffer from this lack of understanding & why:
1. The nearly pointless techniques of "DATA" became "best practice" following:
i) Codd's laws & rules
&/or
ii) Peter Chen's conceptual data model
2. Hierarchies failed to make an impact:
i) Charlie Bachman's CODASYL model
ii) IBM's D/L 1

Continuing on with my curiosity about what knowledge & knowledge management means & not knowing how to build a successful business knowledge model;

I am not at all surprised that the only alternative to having the definitive business knowledge model causes the following approaches to be brainstormed & more often than not fail miserably:
1. Strategies such as:
| PEST analysis
| Scenario planning
| Porter five forces analysis

| SWOT analysis
| Growth-share matrix
| Balanced Scorecards and strategy maps
2. The Thinking approaches such as:
2.1. Systems by the likes of:
| Ackoff
| von Neumann
| Checkland
| Ashby
| Stafford Beer
2.2. Design by the likes of:
| Gordon
| Osborn
| Asimow
| Alexander
2.3. Lateral by DeBono
3.Agile SCRUM projects
4. Use case by Jacobson
5. Object orientation Class definitions by Booch, Raumbach & Jacobsen and used in computer languages such as:
| C++
| Java
| Python

My knowledge model obviates the need for brainstorming, hence ensuring the quality by reducing the quantity (more is less).

Another curiosity: I have found a slide show describing "150 management models for your visual business knowledge" - It starts off using 7 question types. Enjoy!

Good luck using any one of these in your quest to gain business knowledge.

Ripose needs 6 management models.

Comments:
Robert Vane "The #Q6 image you have used in the above does not and will never represent full knowledge...only universal content classification...which is a way of arranging content for facetted search based on the six questions...it is primarily context rather than full knowledge.

#Q6FSA as a whole is much much wider...but still not absolutely complete yet as a full knowledge framework...75% there I would say but this is because we don't claim to have covered an area of knowledge management until we have done it at depth and are able to show class leading definition coverage of that specific area...

We break each area down into its fundamentals and interrelationships to all other knowledge areas to keep the #Q6FSA method seamless across all disciplines and domains...this takes some time and effort to do at the depth needed to support our own future end game...the 100% model driven enterprise."

My response: "

thank you for your explanation.

I am still curious to see how your Q6FSA approach produces a requirements matrix that I have

revealed.

My information architecture models are based on inputs, processes & outputs.

My 23 generic questions (aka the knowledge model) together with the performance indicators (PIs) builds the specific business knowledge classes (an entity hiernet). The PIs are built using similar questions (some 46) & guided by the 11 generic business values (a type of goal). All of these artifacts are managed by my Caspar software engine.

The FSDM claimed: "(FSDM) is a comprehensive, flexible blueprint of how your data is organized and allows you to manage your information, successfully manage risk, navigate the data environment, and pinpoint details that could affect your data management journey". It failed CS90

You claim: "Q6FSA as a whole is much much wider...but still not absolutely complete yet as a full knowledge framework...75% there I would say but this is because we don’t claim to have covered an area of knowledge management until we have done it at depth and are able to show class leading definition coverage of that specific area"].

How is yours more explicit than the FSDM?"

Robert's response: "No idea, I would imagine it relates only to the data discipline? We are in the business knowledge game so we also go deep on models and implementations of business organisation, purpose and structure, transformational and BAU portfolio and feature management, application structure and purpose, system environments and change management delivery (ALM basically)...these are not data models.

This all together contributes to a business knowledge portfolio wider than just data.

The missing 25% are deep dives into areas of business events...which will be covered in FEA (Federated Event Areas) and will seamlessly combine to Q6FSA...some aspects of which will transfer to FEA rather than being extensions of the data discipline as they currently are in the method and platform.

We needed to get the data area sorted first because it touches everything...but the end game is to have method and platform that can literally model and execute a business from vision to execution with virtually zero IT assistance."

My response: "That is where we differ.

My approach is explicit at every stage hence I am able to create my requirement's matrix. The first 3 models my approach produces supports business users. The next 3 support data processing. They are all interlinked and every artifact whether it be data attribute in a logical data model or in a logical process, can be tracked back to a business operative's requirement.

If all your deliverables were explicit as mine then you should have no problem producing a requirement's matrix (which is all I am asking at the moment). If they are implicit you will probably never be able to. Then again if you do not want to then that is your prerogative.

The documentation you have published on your web site makes it impossible for me (or anyone else) to undertake the process of creating my view of your approach (like I've been able to do with some of the other approaches I have diagnosed).

But until you do you will never be able to compare your approach to mine. Quite frankly I am not bothered one way or the other.

Regards
ps if your approach produces the same results as mine then I might as well retire for good."

Robert's response: "Yes indeed, I did promise a method and platform capabilities matrix didn't I, this will be done at some point shortly when I get time.

In terms of requirements matrix...did you mean the same thing or a method of generating hierarchies of business goals and needs from mission and vision, through business goals and directional statements, and then capability assessment and final through to requirements for change which then feeds transformational value stream feature management and solution delivery?

If so, we currently start at value stream management but are working back towards vision currently...."

My reponse: "I have produced a set of top down matrices of my approach (28 Oct 2015)- as well as the bottom up requirement's matrix (last week).

I also produced top down and bottom up matrices for TOGAF, The Zachman Framework and Agile.

I have therefore provided you with the templates to produce either. Again it is up to you.

If you had published your approaches explicit deliverables, I would be able to create such matrices. But as I am not able to find a single explicit deliverable on your site, I will never be able to create either matrix."

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27 Aug 2019 **Does my curiosity know no bounds? #2**
Today (27 Aug 2019) I published a post showing an approach which could rival 3 of the "best practicies" approaches.

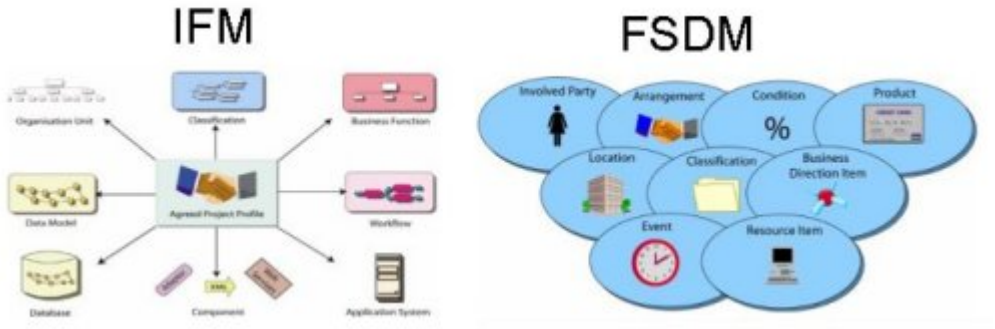
After a discussion with a colleague of mine, I discovered that they were using a model used to develop a "FinTech" solution from the 1990's. The so called CS90 project used an Information FrameWork (IFW/IFM) approach which started off with an "agreed project profile" (cf Agile) & produced artifacts such as:
1) The organisation structure
2) A classification model (ontology)
3) Business functions (systems/strategies)
4) Data models
5) Workflows (Use case?)
6) Database designs
7) Components
8) Application systems (solutions)

The "Data model" (the FSDM) was built on a framework of 9 business concepts (fundamental entities) asking the following questions:
1) Who - Involved Party
2) What - Product
3) When - Event
4) Where - Location
5) How - Arrangement

6) Why - Condition
7) What & How - Business Direction Item
8) Who & What - Resource Item
9) Could be - Classification

How is this approach better than mine? CS90 failed using IFW/M & the FSDM!

Regards
ps I am not yet finished



My bottom up view of this approach. No wonder it failed!

Requirement	Process	Input	From
Solutions	Application systems	Coded programs	Components
		Databases	Database design
Coded programs	Components		
Databases	Database design	Logical data model	[Normalisation technique]
Logical data model	Classification [Normalisation technique]	Brain stormed attributes	Existing documents
		FSDM	Classification
		Projects	Workflow
		Strategies	Business function
Projects	Work flow	FSDM	
Strategies	Business function	Existing strategies	Existing documents
Financial system data model (FSDM)	Classification	9 business concepts	Methodologist
Organisation chart	Organisation	Existing structure	Meetings
Financial project	Agreed project profile	Brain storming	
		Design thinking	
		System thinking	

I am now really curious. As of 17 Sep 2019, nearly 2 weeks after I posted this & after 1,400+ views, has anyone bothered trying to find out who the driving force (person/people) was/were behind the failed CS90 project or even who was/were behind the development of the IFM/IFW & the FSDM.

I have done my research. Should anyone "blame" these people? Well if they are:
1. Deceased then I suppose one cannot get them to repair the damage. However if their "disciples" still adhere to the approach, then surely they have to do something to prevent more failures
or
2. Still alive then surely they have to own up to this debacle & do something to prevent more failures.

Or am I asking too much?

A comment:
1) Dr Tony Burns "CS90 was the very big, and failed Westpac project wasn't it?"
My response "thanks for your inquiry. CS90 sure was the big failed Westpac project.

According to my research:
1. CS90 -

1.1 Core system 90 launched in 1987
1.2. Initial cost of $A100 million with a completion date towards 1989
1.3. In 1992 still 2 years from completion & $A50 million over budget, the project was terminated & 500 employees sacked
1.4. At its height the CS90 project involved 300 IT staff with a salary and overheads bill approaching $A1 million a month.
2. https://www.kgbm.com.au/enormous-cost-project-failure/

The methodology/approach that was used was the IFM approach using a data model developed using the FSDM.

I wonder what would have happened if the developers of these 2 approaches, used the diagnostic tools that I use (input> Process > output)? Would they still have proceeded back in the 1980s?"

Dr Burns response: "Incredible ... and an amazing disaster list. Any idea what went wrong? It's interesting that they claim a reason as "when requirements and objectives are not clearly spelt out but development starts;.." which flies in the face of RIP/RAD/Agile....

My response: "Perhaps the question that should be asked is: What went right?

The claimed answer (as you quoted) does not tell the whole sorry story.

The "architects" [1] in the 1980's used the pre-1983 version of the information engineering approach (Plan; Analyse; Design; Construct; Implement which is not dissimilar to RIP/RAD/Agile & "aligned" with the IFW model) which was supposed to elicit the requirements in the Plan & Design (1, 2 & 3 of the IFW) phases:
1. The Plan phase was never robust enough (flawed):
1.1. The Core project design of IFW was flawed (probably brain stormed)
1.2. The business objectives based on a mediocre notion that every enterprise has 4 generic objectives: Markets; Products; Services; Channels
1.3. SWOT was probably used to identify strategies
2. The Design phase was flawed:
2.1. Probably no direct links between 1.2 & the FSDM "logical data model" which was:
2.1.1. Built on the incomplete 9 business concept model
2.2.2. Expanded using Codd's laws & rules into the plethora of tables (with probably no links to 2.1.1)
Regards
ps [1] I believe that some of the "architects" on the original project were ex Information Engineering personnel as well as IEW practitioners (a James Martin invention)"

Dr. Burn's reply: "Interesting. It would make a good story if you could write it in a simple, appealing fashion."

My response: "I am not an author. I am merely a good programmer who got punished for trying to do the right thing for the wrong reason until I learnt my lesson and was in a position to stop playing the victim.

The rest is all history which may or may not ever be written.

Regards
ps Ripose is my "shield" & Caspar my "sword""

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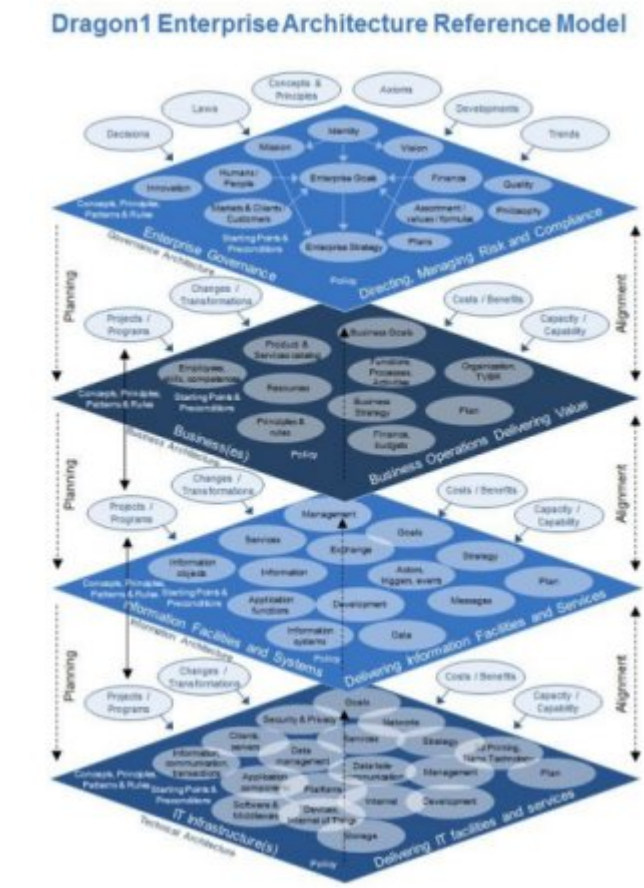
27 Aug 2019 **Does my curiosity know no bounds?**

As I seem to have made it difficult for anyone to debate me on the topic of enterprise architecture, Data Processing project planning (Agile) et al perhaps I need to give you a number of alternatives to these & to my approach.

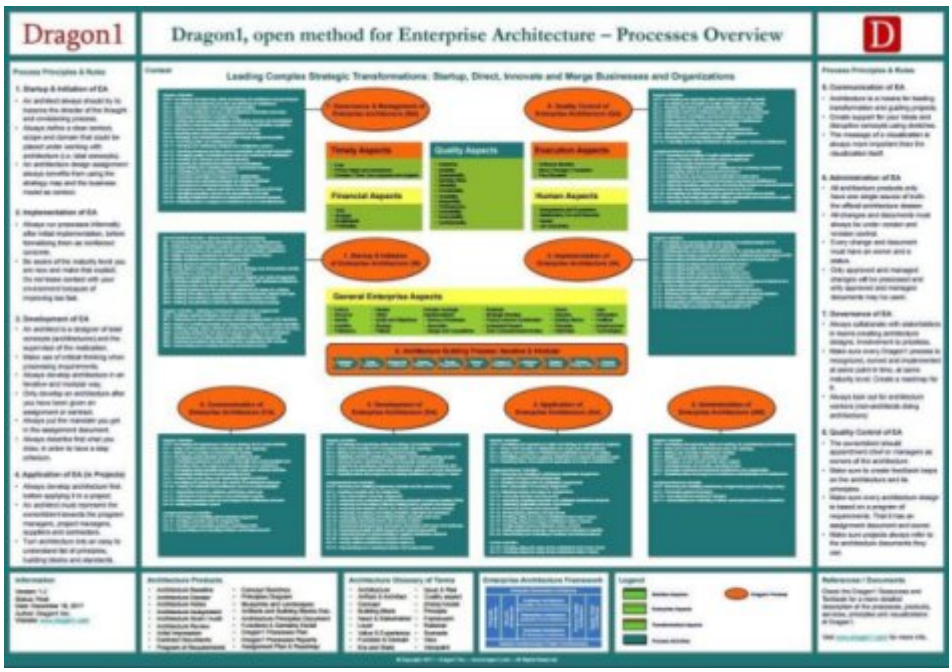
However it seems to make little difference as to what I write. The supporters of TOGAF, Zachman & Agile continue to push their approach without producing real proof as to how they go about producing their requirements in the same manner as I have.

Herewith another approach that you could use instead. But why bother? All you need to do is either:
1) Contact the developer of this approach & get them to explicitly explain how they:
1.1) Produce their requirements
1.2) Describe the processes they use
1.3) Decide what inputs go into the process
and
1.4) Decide where these inputs come from
or
2) Research this approach and create a matrix similar to what I produced

Regards
ps
a) More to come
however
b) I am happy to withdraw from continuing to irk my followers (you can always disconnect) if only one of the developers (or supporters) can repudiate any of my claims & actually prove their case
c) I created The Ripose Architecture Group so in future I may just post my thoughts to members



Another view



Just for the record this is but one example of an approach called SaaS - Software as a service which is "a software distribution model in which a third-party provider hosts applications and makes them available to customers over the Internet. SaaS is one of three main categories of cloud computing, alongside infrastructure as a service (IaaS) and platform as a service (PaaS).

Perhaps my request that the developers of these approaches provide their customers with an explicit flow of requirements similar to the one I produced in my post is unrealistic.

Surely that is the least they can do to prove that their approach is beyond reproach.

I am not sure why anyone would bother learning or applying this sort of approach.

According to my experience and research it is far too theoretical and from what I have observed is no better (or worse) than TOGAF, The Zachman Framework, FEAF or Agile.

The artifacts that make up the requirements and deliverables are far too implicit, there does not seem to be any cohesion between some of the artifacts and I would not trust it until the developer of this approach creates a requirements traceability matrix like the one I produced on my post.

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24 Aug 2019 **Ripose's explicit deliverables**

I recently posted my bottom up view of how I perceive TOGAF, The Zachman Framework & Agile produce their deliverables/requirements.

I am curious as to why no one has challenged me to produce my approach's diagram. Well here it is showing how Ripose, with the use of my Caspar engine, produces the explicit requirements (green) which will not only not waste business operatives' time & effort but also prevent the possible blowout of monetary budgets.

Good luck using anything else.

Regards

ps

1. Articles:

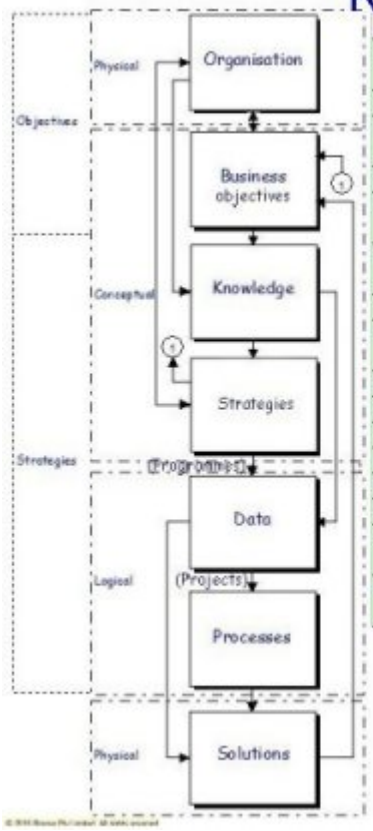
1.1 TOGAF

1.2. TZF

1.3. Agile

2. Software products include ArchiMate, Power Designer, Rational Rose, Alfabet or Sparx

3. Caspar



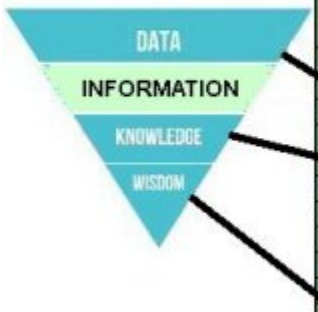
Requirement	Process	Input	From
Solutions	Coding	Database definitions	DB generation
		Processes	Pseudo code
Database definitions	DB generation	Logical data model	LDM modeling
Processes	Pseudo code	Projects	
			Project planning
Projects	Project planning	Logical data model	LDM modeling
Logical data model	LDM modeling	Knowledge	Knowledge modeling
		Data	Attribute definition
Data	Attribute definition	Knowledge	Knowledge modeling
		Strategies	System modeling
Strategies	System modeling	Knowledge	Knowledge modeling
Knowledge	Knowledge modeling	Measures	Business indicators
		SWOT	SWOT analysis
Measures	Business indicators	Values	
SWOT	SWOT analysis		Value modeling
Organisation	Enterprise arcitecture	Goals	Goal modeling
Values	Value modeling	Benefits	
Benefits	Benefit modeling	Purpose	
Purpose	Purpose statement	Goals	
Goals	Goal modeling	1-4-11 Generic model	Business objectives
Business objectives	Goals & Measures	Business documents	Existing
		1-4-11 Generic model	1-4-11 Generic model

According to my research: "The DIKW pyramid, also known variously as the DIKW hierarchy, wisdom hierarchy, knowledge hierarchy, information hierarchy, and the data pyramid, refers loosely to a class of models for representing purported structural and/or functional relationships between data, information, knowledge, and wisdom".

Even though no one seems to be able to quote the source of the creation of this pyramid, it can serve as a meta-meta model for every modeling language including Ripose. The pieces that are missing from the DIKW pyramid are the detailed inputs that produce the requirements to support the 4 key words.

Having now identified these components from my Ripose approach (and thus far no one has contradicted my findings) I have now created a graphical representation mapping the key words to said requirements. In the case of Ripose there is a 1:1 correlation between the 4 key words and the requirements. "Information" is covered by the sum of all the requirements and "Wisdom" is 1 of the 4 benefit statements.

Conclusion: Ripose passes the DIKW test



Requirement	Process	Input	From
Solutions	Coding	Database definitions	DB generation
		Processes	Pseudo code
Database definitions	DB generation	Logical data model	LDM modeling
Processes	Pseudo code	Projects	
			Project planning
Projects	Project planning	Logical data model	LDM modeling
Logical data model	LDM modeling	Knowledge	Knowledge modeling
		Data	Attribute definition
Data	Attribute definition	Knowledge	Knowledge modeling
		Strategies	System modeling
Strategies	System modeling	Knowledge	Knowledge modeling
Knowledge	Knowledge modeling	Measures	Business indicators
		SWOT	SWOT analysis
Measures	Business indicators	Values	
SWOT	SWOT analysis		Value modeling
Organisation	Enterprise arcitecture	Goals	Goal modeling
Values	Value modeling	Benefits	
Benefits	Benefit modeling	Purpose	
Purpose	Purpose statement	Goals	
Goals	Goal modeling	1-4-11 Generic model	Business objectives
Business objectives	Goals & Measures	Business documents	Existing
		1-4-11 Generic model	1-4-11 Generic model

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23 Aug 2019 **Agile's implicit deliverables**

I recently posted my bottom up view of how I perceive TOGAF and The Zachman Framework produce their deliverables/requirements.

Due to my curiosity about a post (and my comment on said post) by Christian Kaul praising an article by Maurice "Mo" Hagar, I decided to post my bottom up view of how I perceive Agile produces its deliverables/requirements.

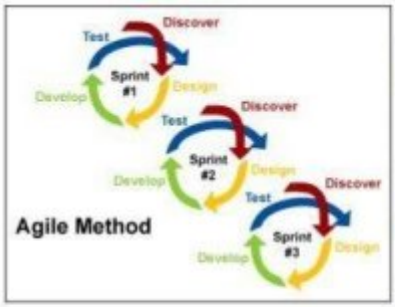
I am also curious to find out where in the myriad of software products processes these implicit deliverables (in grey) are produced and how some of the tacit inputs (red using thinking techniques) do not waste business operatives' time and effort and could prevent the possible blowout of monetary budgets.

Good luck using Agile and any of the software offerings.

Regards

ps

1. software products include ArchiMate, Power Designer, Rational Rose, Alfabet or Sparx



Requirement	Process	Input	From
Lean Agile IT Solutions	Develop	Applications models	Design
Database design		Logical data model	
		UX Wire Frames	
		SCRUM, Kanban	
Applications models	Design	UX Wire Frames	
Logical data model		SCRUM, Kanban	
SCRUM, Kanban		UX Wire Frames	
		Business opportunity	Define
UX Wire Frames		Business opportunity	
Business opportunity	Define	. Objectives	Brain storming
		. Goals	Design thinking
		. Strategies	System thinking
		. Core product value	
			Existing business documents

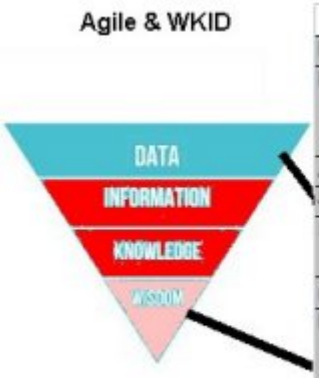
According to my research: "The DIKW pyramid, also known variously as the DIKW hierarchy, wisdom hierarchy, knowledge hierarchy, information hierarchy, and the data pyramid, refers

loosely to a class of models for representing purported structural and/or functional relationships between data, information, knowledge, and wisdom".

Even though no one seems to be able to quote the source of the creation of this pyramid, it can serve as a meta-meta model for every modeling language including Agile. The pieces that are missing from the DIKW pyramid are the detailed inputs that produce the requirements to support the 4 key words.

Having now identified these components from the Agile approach (and thus far no one has contradicted my findings) I have now created a graphical representation mapping the key words to said requirements. In the case of Agile the only match that can be drawn is "Data". No where does Agile deal with "Knowledge" or "Information" and as far as "Wisdom" is concerned there is a tenuous link to their "Business opportunity" requirement.

Conclusion: Agile fails the DIKW test.



Requirement	Process	Input	From
Lean Agile IT Solutions	Develop	Applications models	Design
Database design		Logical data model	
		UX Wire Frames	
		SCRUM, Kanban	
Applications models	Design	UX Wire Frames	
Logical data model		SCRUM, Kanban	
SCRUM, Kanban		UX Wire Frames	
		Business opportunity	Define
UX Wire Frames		Business opportunity	
Business opportunity	Define	. Objectives . Goals . Strategies . Core product value	Brain storming Design thinking System thinking Existing business documents

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22 Aug 2019 **The Zachman Framework Implicit Requirements**

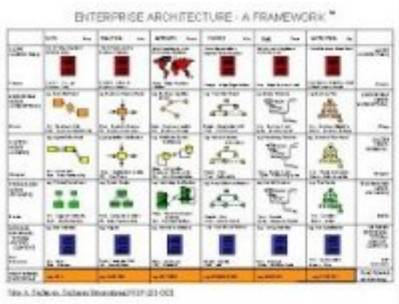
I recently posted my bottom up view of how I perceive TOGAF produces its deliverables/requirements.

Due to my curiosity about a post (and my comment on said post) by Gerben Wierda, I decided to post my bottom up view of how I perceive TZF produces its deliverables/requirements.

I am also curious to find out where in the myriad of software products processes these implicit deliverables (in grey) are produced and how some of the tacit inputs (red using thinking techniques) do not waste business operatives' time and effort and could prevent the possible blowout of monetary budgets.

Good luck using TZF and any of the software offerings.

Regards



Requirement	Cell	Input	From
Physical architecture	4, 5 & 6	Business rule model	3.6
		Distribured locations	1.3
		Logical data model	3.1
Business rule model	3.6	Processing structure	3.5
		Organizational chart	1.4
Processing structure	3.5	Application architecture	3.2
		List of processes	1.2
		Work flow	2.4
Human interface	3.4	Logical data model	3.1
		Application architecture	3.2
Distributed systems	3.3	Logical data model	3.1
		Distribured locations	1.3
Application architecture	3.2	Logical data model	3.1
Logical data model	3.1	Conceptual data model	2.2
Business plan	2.6	List of business goals	1.6
		List of business events / cycles	1.5
Master schedule	2.5	Work flow	2.4
		Business logistics systems	2.3
		Conceptual data model	2.2
Work flow	2.4	Business logistics systems	2.3
		Conceptual data model	2.2
Business logistics systems	2.3	Conceptual data model	2.2
Conceptual data model	2.2	List of processes	1.2
		List of what is important	1,1
List of business goals	1.6	List of what is important	1,1
List of business events / cycles	1.5	Organizational chart	1.4
		List of processes	1.2
Organizational chart	1.4	List of what is important	1,1
Distribured locations	1.3	List of processes	1.2
List of processes	1.2	List of what is important	1,1
List of what is important	1,1	Brain storming	?
		Design thinking	
		System thinking	

According to my research: "The DIKW pyramid, also known variously as the DIKW hierarchy, wisdom hierarchy, knowledge hierarchy, information hierarchy, and the data pyramid, refers loosely to a class of models for representing purported structural and/or functional relationships between data, information, knowledge, and wisdom".

Even though no one seems to be able to quote the source of the creation of this pyramid, it can serve as a meta-meta model for every modeling language including The Zachman Framework. The pieces that are missing from the DIKW pyramid are the detailed inputs that produce the requirements to support the 4 key words.

Having now identified these components from the The Zachman Framework (and thus far no one has contradicted my findings) I have now created a graphical representation mapping the key words to said requirements. In the case of The Zachman Framework the only match that can be drawn is "Data". No where does The Zachman Framework deal with "Knowledge" or "Information" and as far as "Wisdom" is concerned there is a tenuous link to their "List of business goals" requirement.

Conclusion: The Zachman Framework fails the DIKW test.

Zachman & WKID

Requirement	Cell	Input	From
Physical architecture	4, 5 & 6	Business rule model	3.6
		Distribured locations	1.3
		Logical data model	3.1
Business rule model	3.6	Processing structure	3.5
		Organizational chart	1.4
Processing structure	3.5	Application architecture	3.2
		List of processes	1.2
		Work flow	2.4
Human interface	3.4	Logical data model	3.1
		Application architecture	3.2
Distributed systems	3.3	Logical data model	3.1
		Distribured locations	1.3
Application architecture	3.2	Logical data model	3.1
Logical data model	3.1	Conceptual data model	2.2
Business plan	2.6	List of business goals	1.6
		List of business events / cycles	1.5
Master schedule	2.5	Work flow	2.4
		Business logistics systems	2.3
		Conceptual data model	2.2
Work flow	2.4	Business logistics systems	2.3
		Conceptual data model	2.2
Business logistics systems	2.3	Conceptual data model	2.2
Conceptual data model	2.2	List of processes	1.2
		List of what is important	1,1
List of business goals	1.6	List of what is important	1,1
List of business events / cycles	1.5	Organizational chart	1.4
		List of processes	1.2
Organizational chart	1.4	List of what is important	1,1
Distribured locations	1.3	List of processes	1.2
List of processes	1.2	List of what is important	1,1
List of what is important	1,1	Brain storming	?
		Design thinking	
		System thinking	

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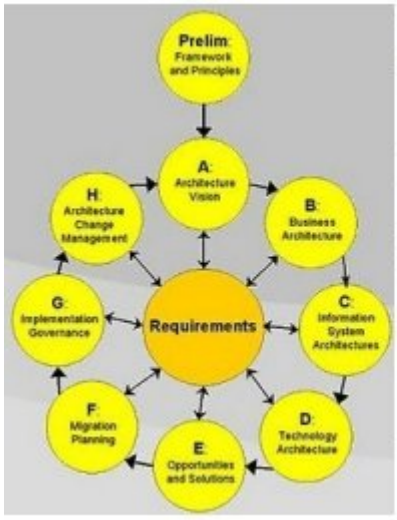
22 Aug 2019 **TOGAF's Implicit Requirements & ArchiMate**

Following on from my curiosity as to how ArchiMate claims to support TOGAF I decided to produce a bottom up view of how I perceive TOGAF produces its deliverables/requirements.

I am also curious to find out where in the myriad of ArchiMate processes these implicit deliverables (in grey) are produced and how some of the tacit inputs (red using thinking techniques) do not waste business operatives' time and effort and could prevent the possible blowout of monetary budgets.

Good luck using one or both of these offerings.

Regards



Requirement	Process	Input	From
Governance	G	All	All
Programs	F	Use case diagrams	E
Database definitions	F	Legacy system	E & Existing
	D	Conceptual data model	C
		Use case diagrams	C & E
Use case diagrams	E	Process flow diagrams	C
		Manually created models	D
Manually created models	D	Business diagrams; Matrix	B
		Logical data model	B: C
Process flow diagrams	C	Business diagrams	B
Conceptual data model	C	Business diagrams	B
Business diagrams: Goals; Data models; Processes	B	Brain storming	Preliminary & A
		Design thinking	
		System thinking	
		Strategies	
		Goals	
Values & Capabilities	A	Brain storming	Preliminary
		Design thinking	
		System thinking	
Strategies & Goals	Preliminary	Brain storming	?
		Design thinking	
		System thinking	
		Existing business documents	

According to my research: "The DIKW pyramid, also known variously as the DIKW hierarchy, wisdom hierarchy, knowledge hierarchy, information hierarchy, and the data pyramid, refers loosely to a class of models for representing purported structural and/or functional relationships between data, information, knowledge, and wisdom".

Even though no one seems to be able to quote the source of the creation of this pyramid, it can serve as a meta-meta model for every modeling language including TOGAF. The pieces that are missing from the DIKW pyramid are the detailed inputs that produce the requirements to support the 4 key words.

Having now identified these components from the TOGAF approach (and thus far no one has contradicted my findings) I have now created a graphical representation mapping the key words to said requirements. In the case of TOGAF the only match that can be drawn is "Data". No where does TOGAF deal with "Knowledge" or "Information" and as far as "Wisdom" is concerned there is a tenuous link to their processes in B, A & Preliminary.

Conclusion: TOGAF fails the DIKW test

TOGAF & WKID

Requirement	Process	Input	From
Governance	G	All	All
Programs	F	Use case diagrams	E
Database definitions	F	Legacy system	E & Existing
	D	Conceptual data model	C
		Use case diagrams	C & E
Use case diagrams	E	Process flow diagrams	C
		Manually created models	D
Manually created models	D	Business diagrams; Matrix	B
		Logical data model	B: C
Process flow diagrams	C	Business diagrams	B
Conceptual data model	C	Business diagrams	B
Business diagrams: Goals; Data models; Processes	B	Brain storming	Preliminary & A
		Design thinking	
		System thinking	
		Strategies	
		Goals	
Values & Capabilities	A	Brain storming	Preliminary
		Design thinking	
		System thinking	
Strategies & Goals	Preliminary	Brain storming	?
		Design thinking	
		System thinking	
		Existing business documents	

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18 Aug 2019 **Goals & systems/functional silos**
I was curious about a post from one of my colleagues (Marc Gerwertz) in which he discussed "Using Soft-System Concept Diagrams" as a means to "Understanding & Communicating The Paradoxical Relationship Between Goals & Functional Silos - Can't Have Success With Them, Can't Have Success Without Them".

Between 1982 and 1988 I was perplexed by the same sort of enigma that Marc was talking about. How to link business goals to business systems & then business systems to automated (computerised) systems.

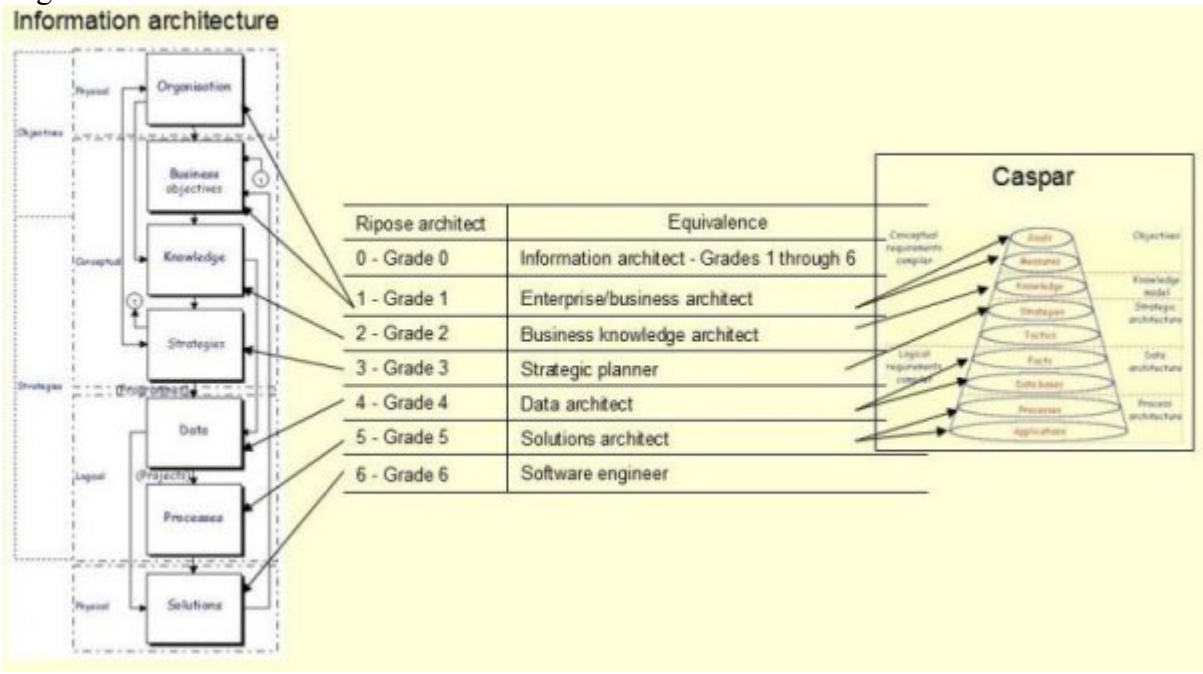
In 1990 I finally solved the enigma & put the issue to rest.

It is almost serendipitous that on the 18th Aug 2019 I was curious about a post from another colleague (Ed Brimmer) in which he posted a video of a presenter addressing the issue of "Rest in natural peace".

According to my experience & research they both address the same issues.

My best wishes to everyone, seeking to solve both enigmas, who follow any of these (or any other) ideas.

Regards



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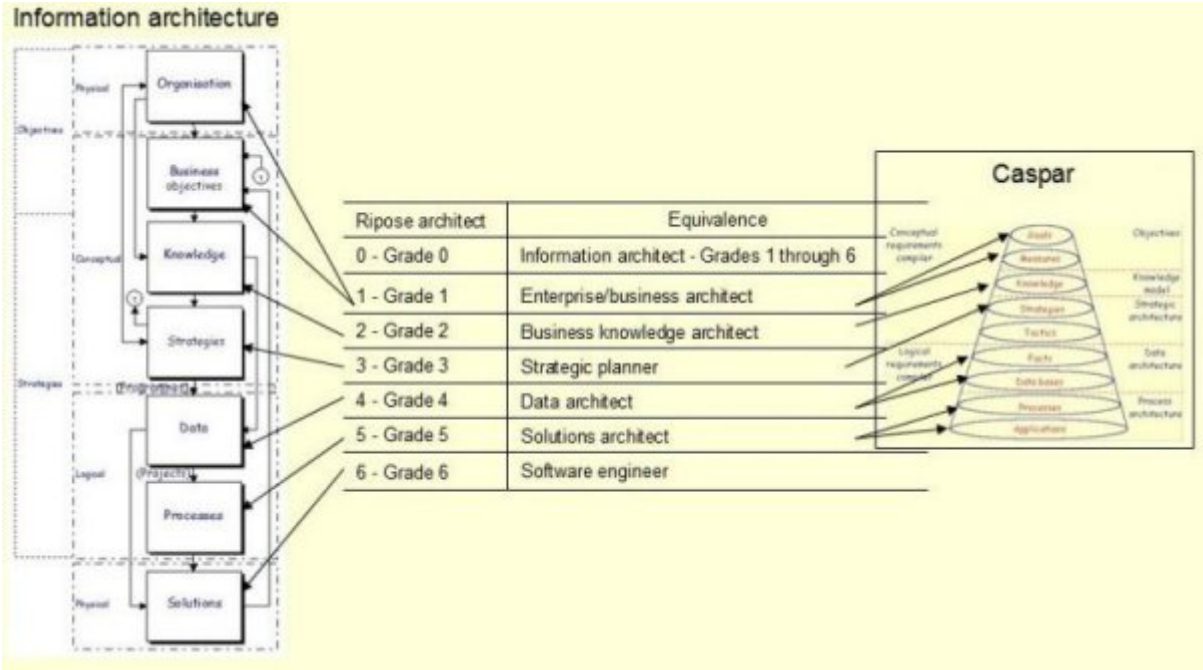
18 Aug 2019 **Rest in natural peace**
I was curious about a post one of my colleagues (Ed Brimmer) posted where the presenter discussed this concept.

I would like to expand on this by using key words & how I assert a "reasonable" (*) approach can be used to achieve this. According to my experience & research:
|- Rest: Repose (pause)
|- Natural: "Free from artificiality"
|- Peace: An acronym for:
||- Please

||- Everyone
||- Align
||- Common
||- Elements
|- Alignment: Governance/information
||- Common elements
|||- Conceptual elements
||||- Objectives
|||||- Goals
||||||- Purpose
|||||||- Benefits
|||||||- Values
|||||- Measures
||||||- Key performance indicators
|||||||- Performance indicators
||||- Knowledge
||||- Strategies
|||- Logical elements
||||- Data
|||||- Logical data model
||||- Projects (prototypes/subject areas)
||||- Applications
|||- Physical elements
||||- Databases
||||- Solutions

Regards
ps
* Reasonable: Logical & methodical



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11 Aug 2019 **Why do most MDM implementations fail?**
I was curious about a post in which a colleague of mine discussed the 2 key reasons (by way of

video) as to why most Master data management initiatives fail & "become a big fancy data cleansing exercise".

I diagnosed his presentation & made the following notes:
1 "MDM concentrates on the technical how not the strategic why" which leads to:
1.1 Lack of business support:
1.1.1 Business not changing how they work with data
1.1.2 Needing to "be able to articulate the benefits of how this kind of foundational data is going to be the platform for a lot of the great things that the business does understand"
2 Practitioners do not:
2.1 Link (connect) the value & the activity to the strategic intention of the enterprise
2.2 Show the organisation how to understand:
2.2.1 What a "customer" is
2.2.2 What the new model looks like when dealing with disparate sources of data
2.2.3 How to create new "customer" experiences
2.2.4 How to make the supply chain more efficient
2.2.5 Reduce risk

How do I approach this? I:
i) Understand that information has an anatomy
ii) Know strategic planning depends not on brain storming but on business objectives & knowledge
iii) Realize that data depends on ii

Regards

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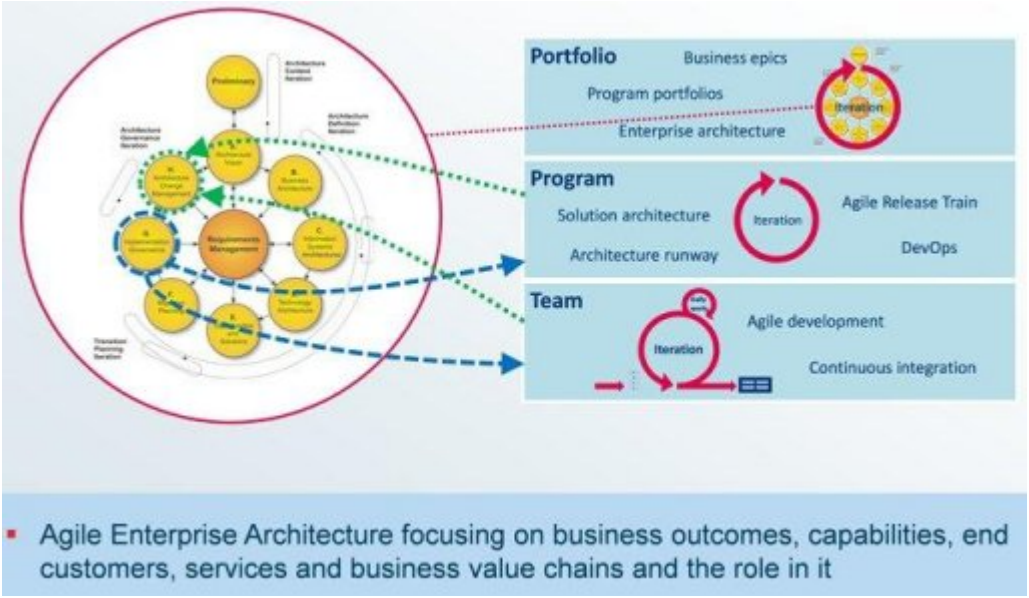
11 Aug 2019 **Agile & TOGAF, Really??**
I received an email from Pinterest which contained a link to an article in BiZZdesign, Blogtitled on May 28, 2016 titled "Enterprise Architecture and Agile Development: Opposites Attract?" which suggested that Agile & TOGAF were a good fit.

Really? According to my research:
1. TOGAF (c1996) is a copy of the problematic TAFIM (c1986) approach used by the USA Dept of Defense, probably the only reason why TOGAF got a foothold in the 1st place
2. Agile was the brainchild of 17 developers who got together in 2001 because they were disappointed with the so called waterfall approaches (TOGAF being one), yet Agile itself if

fraught with hidden traps & dangers
3. Individually these 2 approaches are at best mediocre, on average pointless & at worst useless. Together, who knows?
4. Add the ArchiMate software product (or indeed any of the UML versions) & it will not get any better, just more expensive & "a death by a thousand cuts"

Perhaps my curiosity knows no boundaries. Then there is the saying "if you have nothing nice to say, say nothing at all", well I have nothing nice to say about a great number of these approaches, but at least 30 years ago I developed a better approach.



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10 Aug 2019 **ArchiMate views**
I will now address my original curiosity wrt viewpoints and the interoperability of TOGAF & ArchiMate

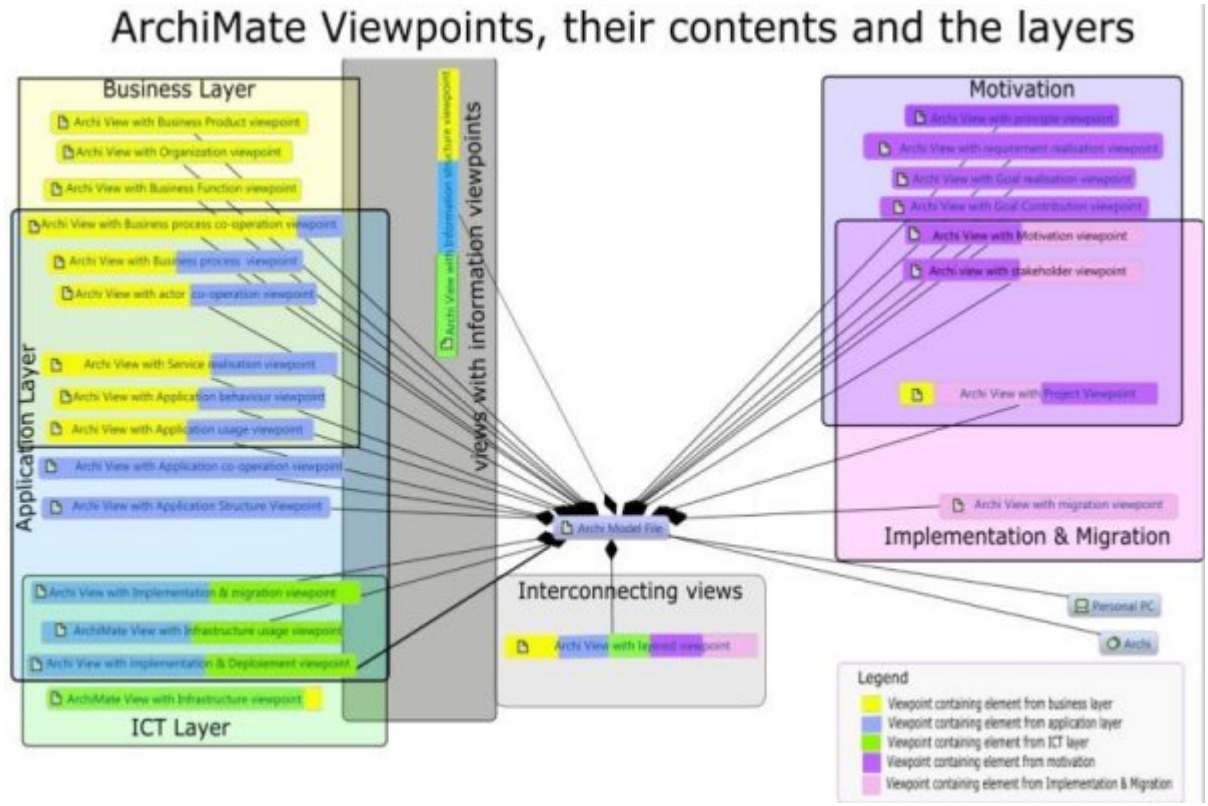
I was curious to read that my colleague claimed that there was a "potential of ArchiMate viewpoints from usual EA modeling to PLM" (Product lifecycle management).

He also stated "I've been continuously surprised by the very weak usage of the viewpoints proposed in ArchiMate 2.1" & "I discovered them through the excellent free open source solution Archi, developed by ..., which highlights a very clever way the potential of views for guiding the different stakeholders willing to produce a comprehensive model of the architecture of the organizations they are considering".

As I have already asserted that
1. ArchiMate was not developed using the TOGAF approach
2. The enterprise architect using both "systems" could never gain all the skills to use both
&
3. Practitioners, discarding TOGAF (as their architecture approach) & using ArchiMate (as their repository system) will find almost irreconcilable differences

I am very curious to see how the use of said viewpoints (as shown in the graphic below) will counter the improbability of success in 68% of technology projects.

Regards



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9 Aug 2019 **Capability to use TOGAF & ArchiMate**

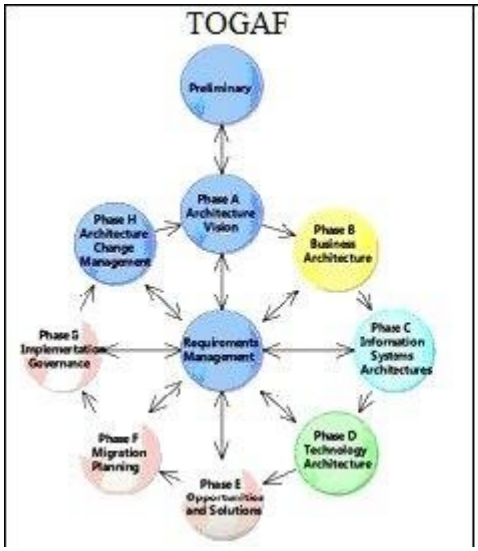
I was curious if the enterprise architect using TOGAF & ArchiMate had all the necessary skills to use both.

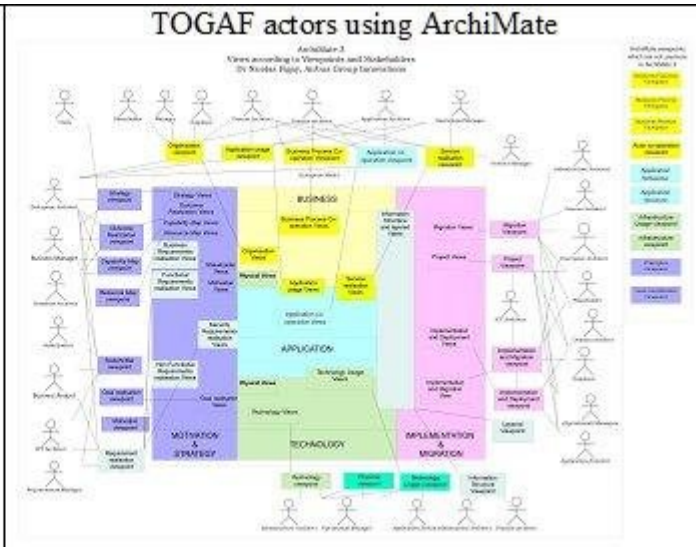
In a previous post (Was ArchiMate designed using TOGAF?) I established that ArchiMate could not have been developed using the TOGAF approach, therefore the enterprise architect using both "systems" could never gain all the skills to use both.

Regards

ps Furthermore

1. The claim that together "TOGAF & ArchiMate form The Open Group IT4IT Reference Architecture standard" which "is focused on defining, sourcing, consuming, and managing IT services by looking holistically at the entire IT Value Chain" further questions the claim that "IT4IT is neutral with respect to development and delivery models. It is intended to support Agile as well as waterfall approaches, and lean Kanban process approaches as well as fully elaborated IT service management process models"
2. Practitioners of the aforementioned approaches discarding TOGAF (as their architecture approach) & use ArchiMate (as their repository system) will find almost irreconcilable differences





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8 Aug 2019 **Was ArchiMate designed using TOGAF?**

I was curious to see if ArchiMate had been designed using the TOGAF approach.

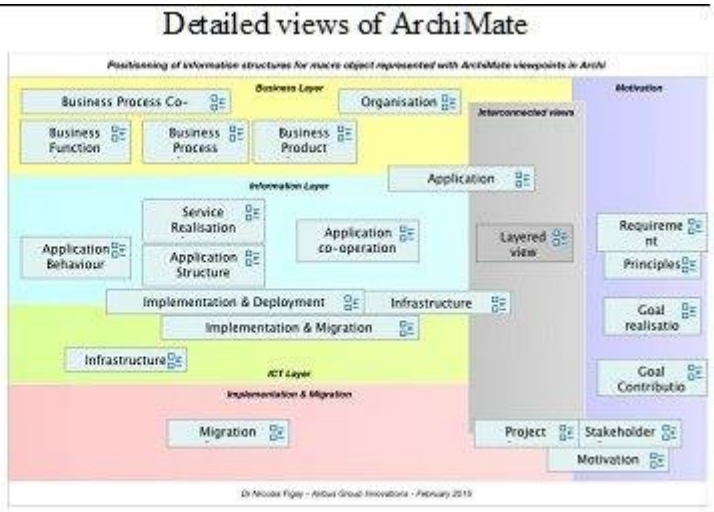
To understand this I needed to identify whether aims of TOGAF & ArchiMate were interoperable. Treating each as a "system" I discovered the following claims:

1. TOGAF: Built on four interrelated areas of specialization called architecture domains namely: Business; Data; Applications; & Technical
2. ArchiMate: "is a technical standard from The Open Group and is based on the concepts of the IEEE 1471 standard". It is based on a 4 layer framework namely the: Business; Application; Technology; & Physical

Therefore 1 & 2 above proves that ArchiMate could not have been developed using TOGAF.

Furthermore the claim that "Together TOGAF & ArchiMate form "The Open Group IT4IT Reference Architecture standard" which "is focused on defining, sourcing, consuming, and managing IT services by looking holistically at the entire IT Value Chain" & that "This standard is process-agnostic, focused instead on the data needed to manage a service through its lifecycle" will prove that EAs will find it difficult acquiring all the skills to use ArchiMate & TOGAF. More on this later.

Regards



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8 Aug 2019 **ArchiMate and TOGAF**

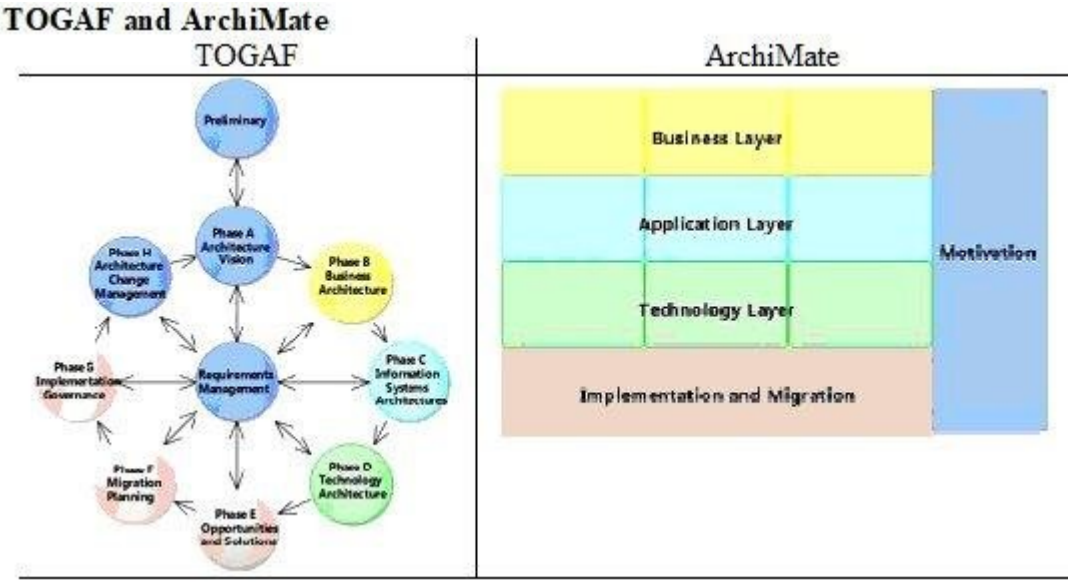
I was curious about an article written by a colleague of mine dealing with the "Viewpoints of ArchiMate" & how they provided the extension "from a single enterprise to a virtual enterprise".

I was more curious to find out if:
1) ArchiMate was designed using the TOGAF approach
&
2) The enterprise architect using TOGAF & ArchiMate have all the necessary skills to use both

According to my research:
a) TOGAF (c1996) is a copy of TAFIM (c1990)
b) ArchiMate (c2004) is a copy of Rational Rose (c1996 based on the UML developed by Booch c1997) & claimed to be designed on "its enterprise modelling scope" & IEEE 1471 c2000
c) “The Open Group claims that TOGAF is employed by 80% of Global 50 companies and 60% of Fortune 500 companies"
&
d) "According to new research, success in 68 percent of technology projects is improbable"

Therefore, by extension, 54% of the Global 500 & nearly 41% of the Fortune 500 companies' technology project improbabilities could be attributed to the use of TOGAF & possibly ArchiMate (or any of the other UML products).

In my next posts I will continue to explore my curiosity.



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7 Aug 2019 **Legacy systems**

Legacy systems and processes remain the top barrier to IT delivery. Source

This may be one of many such articles and the situation is just going to get worse.

I found this an interesting read. I raised this point in my article titled "The legacy system time 'e-bomb'" on the 24 Aug 2017.

I am curious to find out how any of the enterprise architecture approaches together with Agile and any of the other boutique approaches (and I include the "Thinking" approaches, Balanced Scorecard, Value Chains, Block Chains and others) will break down this barrier. I have mentioned a number of these in posts in Jul 2017.

According to my research they will be hard pressed to and will only further exacerbate the situation.

Good luck though using them.

The time "e-bomb" continues to tick!

Regards

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7 Aug 2019 **Block Chain as a proof of concept**

I was curious about a recent post from one of my colleagues where he liked the idea of using a block chain approach (of which there are many) to create a proof of concept.

According to my experience and research:
1. The proof of concept proposed by that approach is hardly an explicit proof of concept more like an attempt to imitate the cumbersome implicit prepared deliverables from the likes of TOGAF, Zachman, FEAF and any of the boutique developed enterprise architecture "waterfall" approaches so disliked by the 17 developers of Agile
2."Use Case" is a copy of Ed Yourdon's very technical approach of data flow diagrams which was

far too cumbersome and time consuming
3. Therefore getting non technical managers to either develop or be involved in the development of said Use Cases will simply exacerbate the current problem of failed DevOps projects

I cite as my diagnostic proof as to why I consider this approach to be questionable published 29 Sep 2018.

Regards

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6 Aug 2019 **An approach to freedom**
I was curious after watching a video discussing the concept that "freedom = structure & discipline". On analysing the key words I discovered an alignment.

Definitions:
1 Freedom (noun):
1.1 "Immunity from an obligation or duty"
1.2 "The power or right to act, speak, or think as one wants"
1.3 "The state of not being imprisoned or enslaved"
2 Structure (noun):
2.1 "The complex composition of knowledge as elements and their combinations"
2.2 "The arrangement of and relations between the parts or elements of something complex"
Discipline (noun):
3.1 "The practice of training people to obey rules or a code of behaviour, using punishment to correct disobedience"
3.2 "The trait of being well behaved"
3.3 "A system of rules of conduct or method of practice"
3.4 "A branch of knowledge"

If you want to achieve freedom (1), using a conscious framework (3.3) , then use:
a) Structure: To build a "knowledge" framework (2.1 & 3.4)
b) Discipline, to:
i) Ensure your training is clear & concise (3.1)
ii) Understand that behavior (3.2) is governed by knowing your "objectives" (2.2)

Regards

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6 Aug 2019 **Recording your happiness scale**
An addendum to my "How to be happy" post.

See graphics for the matrix

My 3 products that help record & manage these are:
1) A paper based version - Free, no training required
2) iCaspar for personal use. Provides the capability to describe the benefits & the 11 values supporting them in my or other words & to carry out a SWOT analysis - free to use & no training required
3) Caspar for business - provides full support for the 5 steps described in my "Cleaning up the mess" post. This requires access to the software but more importantly training to use it. I am offering a limited number of free training courses. These I will run on-line using Skype & will share my screen demonstrating the use of Caspar

Regards
ps To find out more information of any of them either:
1. Comment below
2. Send me a message if we are connected
3. Send me an email if you have it

Has anyone got a better idea?

Herewith a mapping matrix of the benefits:

Personal	Business	DP	Other
Healthy	Robust	Efficient	Stamina
Affection	Esteem	Ethical	Love
Perceptive	Perceptive	Easy	Wisdom
Prosperity	Prosperity	Effective	Abundance

Herewith a mapping of the hardships:

Personal	Other
Healthy	Disease
Affection	Hate
Perceptive	Ignorance
Prosperity	Poverty

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29 Jul 2019 **How to be "happy"**
I was curious about a post in which the author claimed to be able to use his "four overarching principles—gratitude, empathy, accountability, and effective communication" to "empower 1/8 of the world to be happy" especially as to how he went about it.

In 1990 I formed my 4 overarching principles (then called my "mission statements" based on a quote "early to bed .... ", subsequently renamed "benefits") which would help the business world, data processing (DP) & personal lives. They are 3 simple statements:
1. Business: PREPare your benefits
2. DP: 4 Es solutions
3. Personal: H+A+P+P Yields the benefits of a person's life's purpose

Mapping of the three:
PREP = Prosperity; Robustness Esteem; Perception
4Es: Efficient; Effective; Ethical; Easy-to-use
HAPP = Health; Affection; Perception; Prosperity

Therefore only a "happy" person will be able to PREPare the benefits of a business for DP.

I embedded these in a piece of software which starts the ball rolling towards developing the 4 Es

Regards
ps Adage purportedly attributed to Benjamin Franklin also renown for "a place for everything, everything in it place"

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28 Jul 2019 **Data Migration failures**

I was curious about a post and article that dealt with why so many data migration projects failed.

My curiosity was to see if any of the "best practice" approaches had a better way to avoid these failures than the one I propose.

My approach has a knowledge architect create a business knowledge model (KM see note) which is linked to the business objectives model and one that drives the business strategies and tactics which, after adding data attributes to it, gives rise to the design of a logical data model (LDM) for a future state system.

Included in the KM is the database design of the existing legacy system. Hence a savvy programmer can now design pseudo code outlining the migration pathway.

This pseudo code can then be used to check the design of the LDM and if necessary the KM can be used to develop an alternate LDM.

Regards
Note: The KM is not the same as the conceptual/contextual data model. The KM does not need data but is a blueprint of senior, middle and operational manager's understanding of their business. The KM basically represents a model of all their "keywords".

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27 Jul 2019 **Cleaning up the mess**
In was curious about a post which stated that Kanban could clean up the mess of business leaders' imaginations. I stated that I use a 5 step approach which cleans the "mess". I have published my approach on numerous occasions but will do so again. Here again are the 5 steps:
1. Establish your objectives:
1.1 Decide what your goals are:
1.1.1 Declare your purpose
1.1.2. Define a maximum of 4 benefits
1.1.3. Define 11 values & share them among the 4 benefit statements
1.2. Prioritize the 11 values. Carry out a SWOT analysis
1.3. Using the prioritised list establish the Key & subordinate performance indicators
2. From 1.2 & 1.3 develop a knowledge model starting with 23 fundamental entities
3. From 2:
3.1 Establish your strategies/systems
3.2. Establish your priorities
4. From 3.2 and 2
4.1. Identify the data attributes & attach them the appropriate entity
4.2. Generate a logical data model
4.3. Using the result from 4.2 establish your "Kanban" schedules
4.4. From 4.3 develop you applications
5. Using 4.2 & 4.4
5.1. Generate the database schemas & programs
5.2. Unit test
5.3. Systems test
5.4. Stress test. If this fails return to 4.2
5.5. Implement solution

Regards
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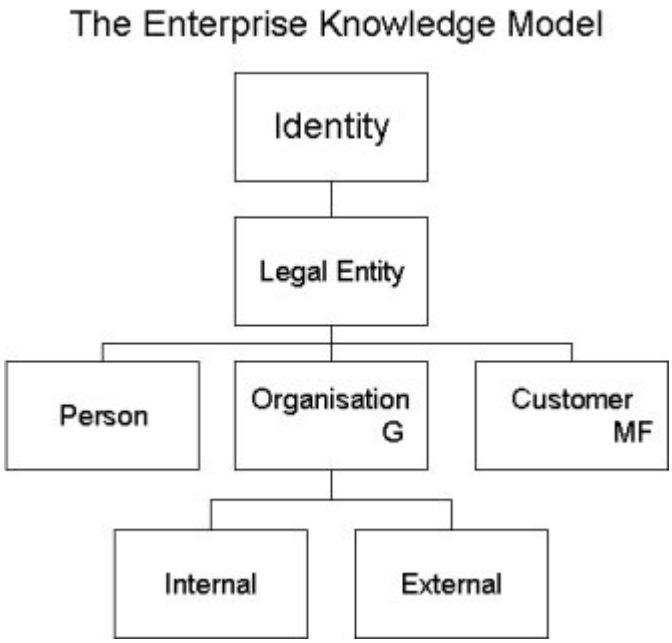
26 July 2019 **Enterprise vs Organisation**

I was curious to read a number of posts in which the presenters tried to distinguish the difference between the words "Enterprise" and "Organisation" (see definitions) and why they could be confusing. As I do not agree with any of their views I decided to write this post and reveal how I solve this conundrum using my approach to knowledge modeling and using my hierarchical (and networked - which I call a "hiernet") knowledge model:
Identity (1)
|-Legal Entity
||-Organisation (G) see 2
|||-Internal (3)
|||-External (4)
||-Person
||-Customer (F) see 5



Regards
ps
1. One of the 23 the fundamental knowledge classes and the one that asks and answers the question "Who"
2. A grouped entity which indicates it is made up of other entities
3. aka the Enterprise itself
4. Another organisation which could be a stakeholder:- namely a: shareholder; supplier; customer; prospect .... - solved by using 5
5. A functional entity which signifies a played role and is mutually inclusive to all its peers
Definitions:-
a) Enterprise (noun):- "An organization created for business ventures"
b) Organisation (noun):- "A group of people who work together"
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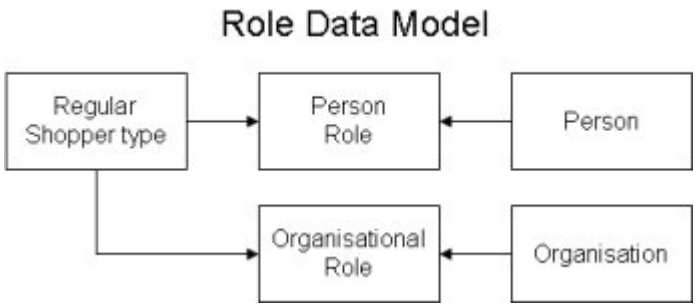
24 July 2019 **Solving the customer conundrum**
I am curious as to why this problem continues to vex people.

Warning this post contains a lot of pseudo code.

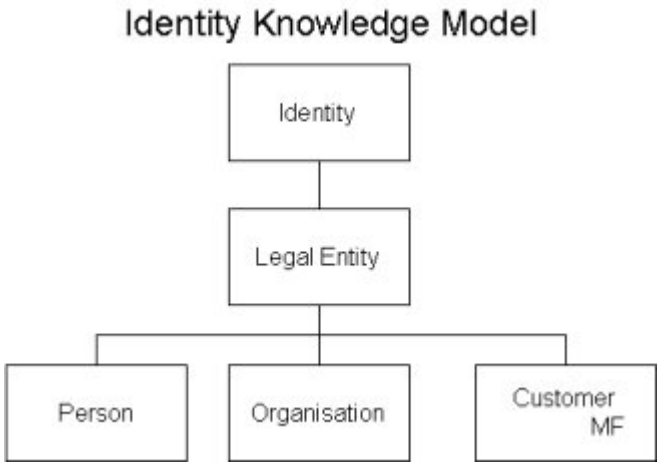
In 1970, when I first learnt COBOL, the language had a built in conditional artifact which was a Boolean function called the 88 level. So herewith the 01 level
01 Legal_entity.

03 LE_Role boolean.
88 Is_a_customer.
05 Person.
07 Person_details.
05 Organisation.
07 Organisation_details.

Or create role playing data model:
Regular_shopper_type (rst_type, rst_type desc)
Person (person_id, person_det)
Person_role (person_id, rst_type)
Organisation (orgn_id, orgn_desc)
Organisational_role (orgn_id, rst_type)

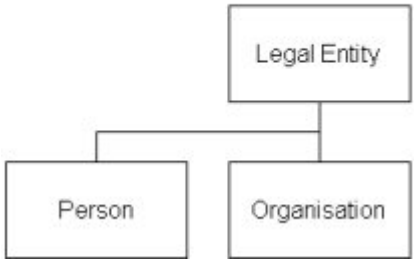


Or build a knowledge model with a fundamental entity class (which poses the question Who) & answer it as
Identity:
|- Legal_entity
||- Person
||- Organisation
||- Customer (mutual inclusive)



You could end up with the following logical data model
Legal_entity (identity_id, le_file_sw, Is_a_customer, le_details)
Person (Identity_id, person_specific_details)
Organisation (identity_id, organisation_specific_details)

Legal Entity Data Model

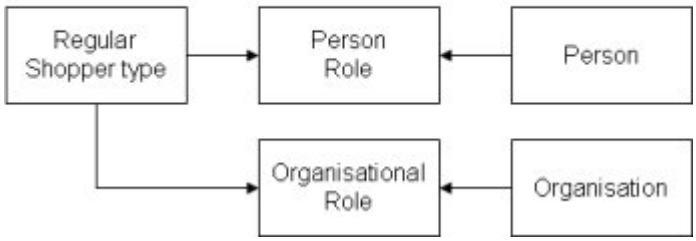


The le_file_sw (a file switch) would contain the entity number allocated to each sub class of identity by the software system that created the knowledge class.

Regards
ps Note the similarity between the COBOL structure & knowledge model - QED

I'll now show some coding to data mine for customers. Decide which is more efficient (less i/o):
1. Database design from role playing

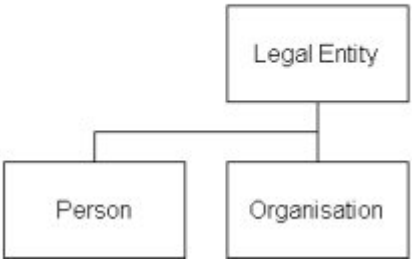
Role Data Model




```
Read Regular_shopper_type rst_type_desc = "Customer"
If not found
  Print error
quit program
Endif
read first Person_role Person_role.rst_type = Regular_shopper_type.rst_type
while true
  read Person Person.person_id = Person_role.person_id
  Print person_det
  get next Person_role
EndWhile
read first Organisational_role Organisational_role.rst_type = Regular_shopper_type.rst_type
while true
  read Organisation Organisation.orgn_id = Organisational_role.orgn_id
  Print orgn_desc
  get next Organisational_role
EndWhile
```

2. Database design from the LDM from the knowledge model

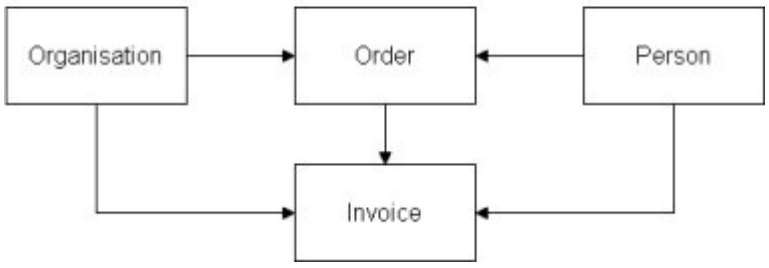
Legal Entity Data Model




```
Read Legal_entity Is_a_customer = true
while true
 if le_file_sw = "Person"
  Read Person Person.Identity_id = Legal_entity.identity_id
  If found
   Print person_specific_details
  Else
   Print error
  EndIf
 Else
  Read Organisation Organisation.identity_id = Legal_entity.identity_id
  If found
   Print organisation_specific_details
  Else
   Print error
  EndIf
 EndIf
 next Legal_entity
EndWhile
```

3. What about a database that has no customer table. You will need the following logical data model design:
Person (person_id, person_det)
Organisation (orgn_id, orgn_desc)
Invoice (inv_id, person_id [optional], orgn_id [optional])
Order (order_id person_id [optional], orgn_id [optional])

Customer less Data Model



The code will be

```
Read first person
While true
 Read Invoice Invoice.person_id = Person.person_id)
 If true
  print person_det
 Else
```

```
    Read Order Order.person_id = Person.person_id)
    If true
      print person_det
    EndIf
  read next Person
EndWhile
Read first Organisation
While true
  Read Invoice Invoice.orgn_id = Organisation.orgn_id)
  If true
    print orgn_desc
  Else
    Read Order Order.orgn_id = Organisation.orgn_id)
    If true
      print orgn_desc
   EndIf
  Read next Organisation
EndWhile
```

This is the worst design of the 3 (too many i/os) to list all your customers. All 3 methods will work but number 2 is by far the best solution.

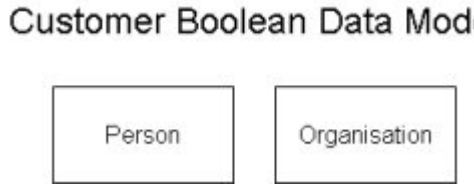
Conclusion: best you learn how to create an intelligent knowledge model that also aligns itself to the business objectives. I can teach you how to do this

After speaking to a colleague of mine, he pointed out that my "While true" pseudo code was not exactly explicit enough.

The problem I had in writing these comments is that LinkedIn restricts the number of characters one can use in a comment. Please read my "While true" as "While record found".

Regards

4. What about a database design not using the file_switch concept? As the knowledge model (KM) does not change the logical data model would be:
Person (Identity_id, is_a_customer, le_details, person_specific_details)
Organisation (identity_id, is_a_customer, le_details, org_specific_details)



To data mine customers:

```
Read Person Is_a_customer = true
while true
  Print person_specific_details
  Read next Person
EndWhile
Read Organisation Is_a_customer = true
while true
  Print organisation_specific_details
  Read next Organisation
```

EndWhile

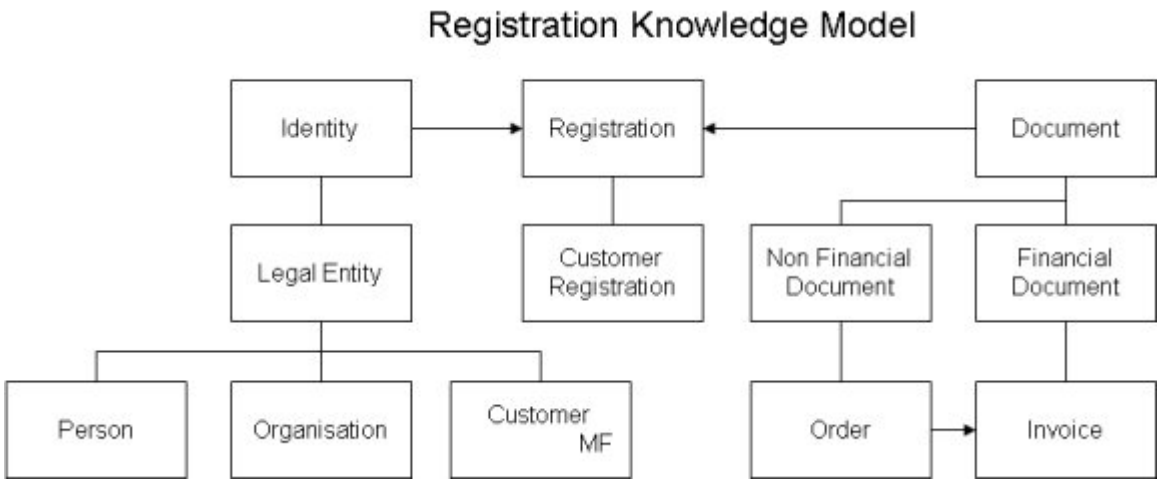
How do other tables relate to the Person or Org table? For example how many Invoice or Order tables would you have?

2 tables: Place a le_file_sw in both the Invoice & Order tables. Data mining the Invoice table:

```
Read Invoice
While true
  If Invoice.le_file_sw = "Person:"
    Read Person person_id = Invoice.le.id
  Else
    Read Organisation orgn_id = Invoice.le.id
  EndIf
  If record found
    process rest of tables data
  Else
    Print a record in an error report
  EndIf
  Read next Invoice
EndWhile
```

There is another design but the KM would need to be expanded.
Expanding the KM to handle the linking of the Invoice & Order tables through a linked Registration table

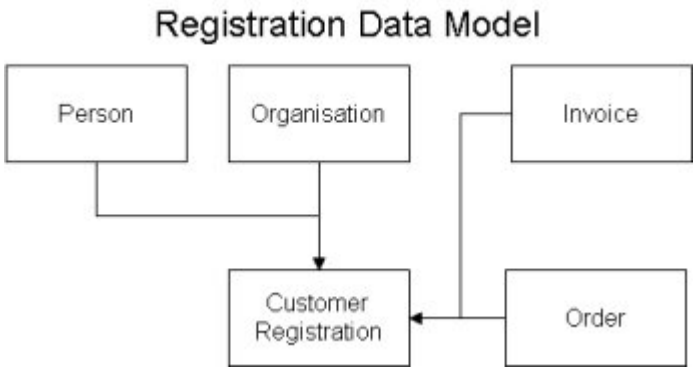
```
Identity (see orig post)
Document
|- Financial Document
||- Invoice
|- Non Financial Document
||- Order
Registration
|- Customer registration
|- Enrollment
```



The logical data base design would then be different from the 3rd design (removing the optional foreign keys) by adding a linked table:

```
Person (Identity_id, is_a_customer, le_details, person_specific_details)
Organisation (identity_id, is_a_customer, le_details, org_specific_details)
Invoice (inv_id, inv_details)
Order (order_id, order_details)
```

Customer_Reg (cr_id, le_file_sw, le_id, doc_file_sw, doc_id)



The code to print an invoice
Read Invoice
Read Customer_Reg Customer_Reg.doc_file_sw = "Invoice" & Customer_Reg.doc_id = inv_id
If not found
 Print error
 Quit program
EndIf
If Customer_Reg.le.filesw = "Person"
  Read Person Person.person_id = Customer_Reg.le.id
else
  Read Organisation Organisation.orgn_id = Customer_Reg.le.id
EndIf
If record found
  Print invoice
Else
  Print error
EndIf

Note that this also provides a better level of security for a hacker would have to know the exact structure of the knowledge model.

Regards
ps "a place for everything, everything in its place"

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23 Jul 2019 **My Curiosity** (a new emote)
I am curious about the content of a number of LI posts & articles, but more importantly I am curious to see whether the authors were influenced by any of the following thought leaders as I was (1970-1989):
a) P. Drucker: Management by objectives & strategic planning
b) IBM: hierarchical database design; BSP (John Zachman)
c) Ted Codd: Data normalisation
d) Ed Yourdon: Structured methods
e) Michael A. Jackson: Structured Programming
f) Grady Booch: Object orientation

Use the LI search capability to discover their viewpoint by reading their articles and posts:
1 Remy Fannader
2 Thomas Frisendal
3 Robert Vane

4 Tom Graves
5 Zaher Alhaj
6 Neil Rerup
7 Daniel Olsberg
8 Larry Paul
9 Ralph Richter
10 Kevin (INTJ-Plant) Smith
11 Robert (Bob) Latino
12 Hung LeHong
13 Dr. Ralph-Christian Ohr
14 Marc Gewertz
15 Samuel Holcman
16 Etienne Terpstra-Hollander
17 Brian K. Seitz

Regards
ps
i) What were the authors doing between 1970 & 1990?
ii) Who were their mentors?
iii) Who did they trust?
iv) What deliverable(s) do they use to start their journey of discovery?
v) Do they rely on brain storming?

Regards
Ps
Perhaps I did not make my objective more clear. Perhaps I should have asked the 17 authors to answer my ps questions. My answers:
i) Experience:
1970: COBOL. Use of the level 88 construct - a vital component of data base design
1974: Hierarchical databases, pointers & systems analysis
1976: Normalizing data & relational databases
1978: MA Jackson how to design a program using data structures
1982: Structured analysis (SA)
1983: Information engineering (IE) & Management by objectives (MBO)
1984: Strategic planning (SP) & revamped the IE approach
1985: Designed & wrote the IE data dictionary system
1988: Not to trust normalisation, SA. MBO or SP
1990: To avoid 19 years of failures. Redesigned the data dictionary system to produce Ripose & Caspar
Post 1990: Thinking approaches (System, Design & Lateral), EA & Agile. All dismissed as unsustainable
ii) MA Jackson & Prof Blekesly (applied maths)
iii) Prof Blekesly & MA Jackson (until 1986 as he could not justify how he developed systems). However, his program design logic was/is still valid
iv) The anatomy of objectives
v) I do not! It is a waste of time

Comments
Robert Vane wrote:
"....being a recipient of a couple of your “curious” emotes recently...I have been influenced by them in the past and actually I’m also convinced that all those approaches are as valid today as they were then.

The design brief of #Q6FSA was more a realisation that enterprise scope information

management...full scope...was where many of them fell apart due to the sheer volume of variation and tribal view points in play...and consolidation based approaches seemed to keep failing due to consensus issues...

I came to the conclusion, rightly or wrongly, that it was actually the specific application of logic mathematics that we generally use that was causing those symptoms as scale increased. It wasn't the maths...it was the people problem...messy and tribal.

It was a reset the boards moment...a step back and look at the problem from a global perspective...if I wanted to model and classify every single enterprise in the whole world with the minimal amount of effort and repetition and also make it "people proof"...how would I do it?

The result was Federated Subject Areas, FSA"

My Response:
"thank you for taking the time to respond to my curiosity. I appreciate your response but I was hoping to see how you addressed my 5 questions (perhaps my objective was too obscure). My answers are:
i) Activity between 1970 &1990? This is when I got my information
ii) Influenced by? Of the 6 identities, only Michael A. Jackson (structured design approach to programming - JSD) made complete sense to me. The rest may have written a great deal but between 1970 & 1990 my access to their work was limited (no internet). My only other mentor was applied mathematics (AM) Prof A. Blecksley (1966)
iii) Trust? I trusted AM & the JSD approach until I found (1986) that the author could not justify how he developed systems. However, his program design logic was/is still valid
iv) What deliverable? I start with the anatomy of objectives which I concluded summarised all of Dr. Drucker's MBO body of work
v) Brain storming? I discarded brainstorming after having participated in many sessions where all that was achieved was time well wasted

Regards
ps I learnt about the Thinking approaches (Systems - predominantly Ackoff, Lateral - deBono & Design) after 1990. Thinking is simply not good enough for me. Knowledge is the key"

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17 Jul 2019 **Information Technology – oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 24th proof. 0 proofs to go.

Regards

Information Technology oxymoron proof video: 2 minutes

How to develop more useful 'Information Technology' regimen: Identify the anatomy of 'Information': 4 minutes

Conclusion: ATMEAR, the term 'Information Technology' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it. But they are important.

I have now produced 3 different views of the same topic and will be starting on the next item on my bucket list, namely creating seminars to present my findings within my article.

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17 Jul 2019 **Data Processing – oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 23rd proof. 1 proof to go.

Regards

Data Processing oxymoron proof video: 2 minutes

How to develop more useful 'Data Processing' regimen: Identify where 'Data' fits in the anatomy of 'information': 4 minutes

Conclusion: ATMEAR, the term 'Data Processing' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it. But they are important.

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17 Jul 2019 **Business Rules – oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 22nd proof. 2 proofs to go.

Regards

Business rule oxymoron proof video: 1.5 minutes

How to develop more useful 'Business Rule' regimen: Identify where 'Business Rules' fits in the anatomy of 'Objectives' and especially fits in the anatomy of 'information': 4 minutes

Conclusion: ATMEAR, the term 'Business Rules' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it. But they are important.

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16 Jul 2019 **Quality Assurance (Deming & 6 Sigma) - an improvement**

On 8 Sep 2018 I produced my proofs as to why QA approaches such as those proposed by Deming and Six Sigma were suspect and fell short of the mark when it came to dealing with a service such as business architecture and data architecture

I have now completed my research into QA and herewith my 6 minute video describing how, using an 'information architecture', QA (Deming & Six Sigma) can be improved (or replaced)

Regards

ps Therefore any approach incorporating these should be scrutinized very carefully before committing to them and even then approached with caution

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16 Jul 2019 **Key Performance Indicator (KPI) – oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 21st proof. 3 proofs to go.

Regards

KPI oxymoron proof video: 1.5 minutes

How to develop more useful 'KPI' regimen: Do not use the conceptual data model. Identify where 'KPIs' fits in the anatomy of 'Objectives'.and especially fits in the anatomy of 'information': 4 minutes

Conclusion: ATMEAR, the term 'KPI' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it. But they are important.

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15 Jul 2019 **Semantic modeling – oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 20th proof. 4 proofs to go.

Regards

Semantic modeling oxymoron proof video: 2 minutes

How to develop more useful 'semantic modeling' regimen: Do not use the conceptual data model. Identify where 'knowledge' fits in the anatomy of 'information': 4 minutes

Conclusion: ATMEAR, the term 'semantic modeling' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it

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14 Jul 2019 **Object Orientation – oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 19th proof. 4 proofs to go.

Regards

Object Orientation oxymoron proof video: 2 minutes

How to develop more useful 'Object Orientation' regimen: Identify where 'objects' fits in the anatomy of 'information': 4 minutes

Conclusion: ATMEAR, the term 'Object Orientation' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it

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14 Jul 2019 **Big Data; Data Mining; Data Analysis – oxymorons**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 16th, 17th & 18th proofs regarding these 3. 5 proofs to go.

Regards

The 3 'data' oxymoron proof video: 2 minutes

How to develop more useful 'Data' regimen: Identify where 'data' fits in the anatomy of 'information': 4 minutes

See the following pdfs:
1) What is big data
2) A hitchhiker's guide to 'Big Data' part 1
3) A hitchhiker's guide to 'Big Data' part 2
4) Aligning Big Data
5) Data mediocrity

Conclusion: ATMEAR, the terms 'Big Data, Data Mining and Data Analysis' are oxymorons whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it

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13 Jul 2019 **Use Case – oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 15th proof regarding 'Use Case'. 9 proofs to go.

Regards

Use Case oxymoron proof video: 2 minutes

How to develop more useful 'use cases': Identify where 'processes' (Use Case) fits in the anatomy of 'information': 4 minutes

Conclusion: ATMEAR, the term 'Use Case' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it

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12 Jul 2019 **SWOT Analysis – oxymoron**

On the 17th May 2019 I published my article titled d 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 14th proof regarding 'SWOT Analysis'. 10 proofs to go.

Regards

SWOT Analysis oxymoron proof video: 1.5 minutes

How to avoid developing a badly constructed SWOT Analysis: Identify where 'SWOT' fits in the anatomy of 'information': 4 minutes

Conclusion: ATMEAR, the term 'SWOT Analysis' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it. But SWOT is important.

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9 Jul 2019 **SMART Objectives – oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 13th proof regarding 'SMART Objectives'. 11 proofs to go.

Regards

SMART Objectives oxymoron proof video: 2 minutes

How to avoid developing badly constructed SMART Objectives: Identify where 'objectives' fits in the anatomy of 'information': 4 minutes

Conclusion: ATMEAR, the term 'SMART Objectives' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it. But Objectives are important.

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8 Jul 2019 **Systems Thinking - an improvement**

On 8 Dec 2018 I published a post proving why, according to my experience & research, Systems Thinking was a pointless exercise.

The pdf proving this

I have now completed my research into Systems Thinking and herewith my 6 minute video describing how, using an 'information architecture', Systems Thinking can be improved (or replaced)

Regards

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7 Jul 2019 **Design Thinking - an improvement**

On 9 Dec 2018 I published a post on proving why Design Thinking, according to my experience & research, was a pointless exercise. The pdf proving this

I have now completed my research into Design Thinking and herewith my 6 minute video describing how, using an 'information architecture', Design Thinking can be improved (or replaced)

Regards

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3 Jul 2019 **Business capability – oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 12th proof regarding 'business capability'. 12 proofs to go.

Regards

Business capability oxymoron proof video: 2 minutes

How to avoid the business capability approach conundrum: Identify where capabilities fits in the anatomy of 'information': 4 minutes

Conclusion: ATMEAR, the 'business capability' approach is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it

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2 Jul 2019 **Value chains – oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 11th proof regarding 'value chains'. 13 proofs to go.

Regards

Value Chain oxymoron proof video: 2 minutes

How to avoid the value chain approach conundrum: Identify where values fits in the anatomy of :'information': 4 minutes

Conclusion: ATMEAR, the 'value chain' approach is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it. But values are important

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27 Jun 2019 **FEAF - an improvement**

On 13 June 2019 I published a post on proving why enterprise architecture was an oxymoron

On 17 May I published my article titled 'Adult fairy tales'. In this article I wrote that I can demonstrate how to replace a 'best practice' oxymoron approach with a technique which follows a "road less traveled".

Herewith my 7 minute video describing how, using an 'information architecture', The Federal Enterprise Architecture Framework (a widely used enterprise architecture framework) can be improved (or replaced)

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26 Jun 2019 **Business knowledge - oxymoron**
On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 10th proof regarding 'Business knowledge'. 14 proofs to go.

Regards

Business knowledge oxymoron proof video
Business knowledge mediocrity
Useful knowledge

How to avoid the business knowledge management conundrum: Identify where knowledge fits in the anatomy of 'information': 4 minutes

Conclusion: ATMEAR, 'business knowledge' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it. But knowledge is important

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26 Jun 2019 **Strategic planning - oxymoron**
On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 9th proof regarding 'strategic planning'. 15 proofs to go.

Regards

Strategic planning oxymoron proof video: 2.5 minutes

How to avoid strategic planning meltdown: Identify where strategy fits in the concept of what 'information' is: 4 minutes

Conclusion: ATMEAR, 'strategic planning' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it. But strategies are important.

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25 Jun 2019 **Data normalisation - oxymoron**
On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 8th proof regarding 'Data normalisation'. 16 proofs to go.

Regards

Data normalisation oxymoron proof video: 1.5 minutes

How to avoid normalising data: Identify where data fits in the concept of what 'information' is: 4 minutes

Conclusion: ATMEAR, 'Data normalisation' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it

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20 Jun 2019 **Zachman Framework - an improvement**

On 13 June 2019 I published a post on proving why enterprise architecture was an oxymoron.

On 17 May I published my article titled 'Adult fairy tales'. In this article I wrote that I can demonstrate how to replace a 'best practice' oxymoron approach with a technique which follows a "road less traveled".

Herewith my 7 minute video describing how, using an 'information architecture', The Zachman Framework (a widely used enterprise architecture framework) can be improved or replaced.

Regards

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18 Jun 2019 **TOGAF - an improvement**

On 13 June 2019 I published a post on proving why enterprise architecture was an oxymoron

On 17 May I published my article titled 'Adult fairy tales'. In this article I wrote that I can demonstrate how to replace a 'best practice' oxymoron approach with a technique which follows a "road less traveled".

Herewith my 15 minute video describing how, using an 'information architecture', TOGAF (a widely used enterprise architecture framework) can be improved or replaced

Regards

ps
1. The reason for the 15 minutes is that TOGAF has 9 phases and I had to take all of them into account
2. If your browser does not convert the actual URL of my 15 min video, remove the 's' from the https prefix
3. My next task will be to show how the Zachman framework can be improved

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14 Jun 2019 **Conceptual data model and data modeling - improvements**

On 12 June 2019 I published a post on proving why the conceptual data model and data modeling were oxymorons

On 17 May I published my article titled 'Adult fairy tales'. In this article I wrote that I can demonstrate how to replace a 'best practice' oxymoron approach with a technique which follows a "road less traveled".

Herewith my 9 minute video describing how, using an 'information architecture', the conceptual data model and data modeling can be improved or replaced

Regards

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13 Jun 2019 **Enterprise architecture - oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 7th proof regarding 'enterprise architecture'. 17 proofs to go.

Regards

Enterprise architecture oxymoron proof video: 1.3 minutes

How to implement a better enterprise architecture approach: Determine what a business goal is; From these identify the enterprise structure; Identify your strengths & weaknesses; Identify the measures you need to support your needs & wants; Identify the knowledge you need which supports your measures; Identify the systems you need; Identify the data which supports the knowledge. Identify where all these artifacts' fits in the concept of what 'information' is: 4 minutes

Conclusion: ATMEAR, 'enterprise architecture' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it

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12 Jun 2019 **Data model - oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my 6th proof regarding 'data modeling'. 18 proofs to go.

Regards

Data model oxymoron proof video: - 1.3 minutes

How to implement a better data modeling approach: Determine what a business objective is; Identify your strengths & weaknesses; Identify the measures you need to support your needs & wants; Identify the knowledge you need which supports your measures; Identify the systems you need; Identify the data which supports the knowledge. Most importantly identify where the 'data model' fits in the concept of what 'information' is: 4 minutes

Conclusion: ATMEAR, the 'data modeling' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it

ps Compare this to my post on the conceptual data model

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12 June 2019 **Conceptual data model - oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience & research (ATMEAR), nothing more than oxymorons. I also stated that I would be publishing my proof as to why I

considered this to be the case. I have now completed my 5th proof regarding the 'conceptual data model'. 19 proofs to go.

Regards

Conceptual data model oxymoron proof video: 1.3 minutes

Myth of the CDM

How to implement a better conceptual data modeling approach: Determine what a business objective is; Identify your strengths & weaknesses; Identify the measures you need to support your needs & wants; Identify the knowledge you need which supports your measures; Most importantly identify where the 'conceptual data model' fits in the concept of what 'information' is: 4 minutes

Conclusion: ATMEAR, the 'conceptual data model' is an oxymoron whose deliverables are at best, mediocre; on average, pointless & at worst, useless. It tries to get you to fake it until you think you can make it

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11 Jun 2019 **Balanced scorecard - an improvement**

On 10 June2019 I published a post on proving why the balanced scorecard approach was an oxymoron

On 17 May I published my article titled 'Adult fairy tales'. In this article I wrote that I can demonstrate how to replace a 'best practice' oxymoron approach with a technique which follows a "road less traveled".

Herewith my 7 minute video describing how, using an 'information architecture', a balanced scorecard approach can be made to work better or replaced

Regards

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10 Jun 2019 **Balanced scorecard - oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience and research, nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my fourth proof regarding the 'Balanced Scorecard' approach. 20 proofs to go.

Regards

Balanced scorecard oxymoron proof video: 1.3 minutes

How to implement a better Balanced Scorecard approach: Determine what a business objective is, how to balance them and where they fit in the concept of what 'information' is: 4 minutes

Conclusion: According to my experience and research (ATMEAR), the 'balanced scorecard' approach is an oxymoron whose processes and deliverables are at best, mediocre; on average, pointless and at worst, useless. It tries to get you to fake it until you think you can make it.

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9 Jun 2019 **Core values - oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience and research, nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my third proof regarding 'Core Values'. 21 proofs to go.

Regards

Core value oxymoron proof video: 1.5 minutes

Words words & more words about values

How to implement a better core value approach: Determine what a business objective is and where they fit in the concept of what 'information' is: 4 minutes

Conclusion: According to my experience and research (ATMEAR), the concept of 'core values' is an oxymoron whose processes and deliverables are at best, mediocre; on average, pointless and at worst, useless. It tries to get you to fake it until you think you can make it. But values are important.

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1 Jun 2019 **SAFe Agile - an improvement**

On 29 May 2019 I published a post on proving why SAFe (or indeed any Agile approach) was an oxymoron

On 17 May I published my article titled 'Adult fairy tales'. In this article I wrote that I can demonstrate how to replace a 'best practice' oxymoron approach with a a technique which follows a "road less traveled".

Herewith my 7 minute video describing how, using an 'information architecture', Agile can be made to work better or replaced.

Regards

"Agile began in 2001 as an opposition to the existing 'waterfall' approaches (1970s) and based on a technique known as

the 'Rapid Application Design' (RAD popularised in the 1980s) which sought to "recognize that software development is a knowledge intensive process". However knowledge management only gained prominence in the 1990s, implicitly defined (ISO 9000) in 1984 and in BABOK in 2005. Hence Agile is a copy of a copy with no real pedigree.

RAD had 4 phases

1. Requirements planning
2. User design
3. Construction
4. Cutover"

But with a lot of work the Agile developers could try to improve the process but will always be hampered by the software products used to help automate and record the deliverables.

Regards

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29 May 2019 **My Omnis Story**

A few months ago I was asked via the #Omnis community to tell them “Your Omnis Story” in a short video. The team at Logical Developments in Perth, Australia, submitted no fewer than 4 videos, including a winning entry from Paul Mulroney, their Development Manager.

This is my story.

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30 May 2019 **SAFe Agile - oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience and research, nothing more than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my second proof regarding 'SAFe'. 22 proofs to go.

Regards

SAFe oxymoron proof video: 1.5 minutes
How to implement a better SAFe: 7 minutes

Conclusion: According to my experience and research (ATMEAR), SAFe (& any other Agile or Lean that includes Sprint and/or Scrum) is an oxymoron whose processes and deliverables are at best, mediocre; on average, pointless and at worst, useless. It tries to get you to fake it until you think you can make it.

For a detailed analysis

If you do not believe me read

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27 May 2019 **Two Future deliverables**

On the 11th May I created a post publishing the fact that I had returned from my 5 month overseas trip & stated that I would be producing 2 deliverables - see

The 1st deliverable ('Adult fairy tales') was delivered on the 17th May 2019 & as at 26 May 2019 I have now completed the 2nd (business and IT grammar), a video, which runs for just over 4 minutes (you can control the speed by pausing the video). It explains how I got my 'information', the grammar I used & the sequence in which I used the said grammar
This is a completely different approach to enterprise architecture, IT4IT, Agile, Kanban or any of the other so called 'best practice' techniques I wrote about in my article titled 'Adult fairy tales' yet is combines & integrates all the implicit concepts contained in all of them turning their implicit deliverables into explicit ones. It delivers Benjamin Franklin's statement "a place for everything, everything in its place" & fulfills Prof. Russell Ackoff's work on 'systems thinking' (c1970-1974)

Regards
ps All the training courses & software support are in place to deliver this approach. I suppose it now takes courage to change to an approach developed nearly 30 years ago

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23 May 2019 **AI - oxymoron**

On the 17th May 2019 I published my article titled 'Adult fairy tales' in which I was exploring why the majority of 'best practices' were, according to my experience and research, nothing more

than oxymorons. I also stated that I would be publishing my proof as to why I considered this to be the case. I have now completed my first proof regarding 'artificial intelligence'. 23 proofs to go.

Conclusion: According to my experience and research (ATMEAR), artificial intelligence (AI) is an oxymoron whose processes and deliverables are at best, mediocre; on average, pointless and at worst, useless. It tries to get you to fake it until you think you can make it.

For an article I wrote on AI on 19 Oct 2016 please see "Artificial intelligence (AI)"

Regards
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11 May 2019 **Back home**

I am back home after a 5 month trip around the world. While I was on my travels I kept up with LI posts & am not surprised to see that the more time passed the less things seem to have changed (the same old same old). When Jean-Baptiste Alphonse Karr was purported to have stated "the more things change, the more they stay the same", perhaps he could have stated "the more time passes, the more things stay the same".

I have 2 significant articles I need to write & will get on to them as soon as I get over the jet lag. Both may contain controversial material but then again when I have I been anything but controversial.

I will title my first 'Adult fairy tales' which will address the so called "best practice" approaches practiced by so many yet misunderstood by so few. The 2nd will address the 'grammar of business and data processing requirements'.

More about these as I get on with the task I have set myself, after all at 72 2020 will be my 50th year of experience & research into the dark arts of eliciting & documenting the so called 'business requirements' & how data processing tries its hardest to automate these totally misunderstood & often useless requirements & how together they seem to fail to get to grips with 'IT'.

Regards
ps both of my promises have now been fulfilled

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8 Dec 2018 **My 5 month trip**:
Well it is time for me to travel. If any of my LI colleagues are in the same area at the same time and would like to meet, please reach out to me and see if we can arrange something:
Chiang Mai: 11 - 23 Dec 2018
Doha: 26 Dec 2018 - 18 Mar 2019
Vienna: 21 Mar - 9 April 2019
Toronto: 13 & 14 April 2019
Orlando Florida: 28 April - 2 May 2019
San Francisco: 4 - 5 May 2019

Regards ps

Here's wishing you all the benefits of the season, may you all have a Healthy Affectionate Perceptive Prosperous Yielding 2019
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4 Dec 2018 **My grand finale:**
I have now completed my information architecture/approach matrix and posted a link to it on my training page which should prove why so many electronic data processing (EDP) projects fail. Ignore this at your peril.

I have shown how information is misrepresented and misunderstood by:
1) The matrix reinforces my diagnoses of other approaches & solutions (also on my training page)
2) Revealing the types of useful and useless information -
3) Supporting my conclusions arrived at on my post that a universal information translator does indeed exist
4) Outlining that it was possible to build an approach however there were many traps
5) Supporting my assertion that none of the approaches align or integrate management information systems (MIS) ideology with EDP practices (aka DevOps) eg Business canvas failure
and
6) Why plans fail using any waterfall or iterative approach

Regards
ps I have now proven the inadequacies every approach to deliver what they promise at an exorbitant cost to and to the detriment of every enterprise

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30 Nov 2018 T**he 11 innovative steps** - Guy Kawasaki
Reference
As promised in the above reference: How I approached the 11 steps in 1989 when I developed Ripose & Caspar
1) Find a meaning: I declared the first conceptual business objective (called a goal) to be the 'Purpose'
2) Create a mantra: Done by expanding the purpose into 4 benefits/missions
3) Perspective - Jump curves: I did this by expanding the benefits into 11 values & carried out a SWOT analysis on the 11 (determine focus areas)
4) Roll the dicee - deep functionality: Done by asking up to 44 questions about the focused values which became the KPIs & PIs which delivered the cost benefit functionality
5) Don't worry - identify the elements: Done by asking 23 fundamental questions about most of the PIs - became knowledge
6) Blossom - find the use: Done by using knowledge to identify 5 generic strategies
7) Polarize people: Done by using knowledge to locate the facts - aka data & database design
8) Churn - versions: Done by creating projects based on prioritised database design
9) Find a niche - prototype: Done by using pseudo code to design the applications in project priority
10) Perfect your pitch - marketing: Still busy on this
11) Do not get ground down - persistence: Still busy on this

Regards

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23 Nov 2018 **Unknown information**

Having published my post titled 'Useful and useless information', I feel the need to pose the following question:
What is worse than useful (explicit) or useless (implicit or tacit) information?

My answer is: Unknown information - either hidden, missing, or occluded.

How can you turn unknown information into either useful or useless information?

My answer is:

1) You first have to have faith that information has an anatomy/structure
2) That all the parts/artifacts have a defined relationship with one another
and
3) You can develop such an anatomy

Without this structure it is anyone's guess.

Regards

ps I will be writing an article on 'unknown' information over the next few weeks, but it may be hindered by my upcoming overseas trip
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10 Oct 2018 **Useful and useless information**

On the 28 Oct 2016 I wrote an article titled “Useful and useless knowledge” in which I discussed why I thought that any knowledge we gain could be useless. After commenting on a LinkedIn post titled “Information vs Data” I now feel compelled to write this interactive article for the following reasons:

To read the article please follow this link
Charles Meyer Richter
Principal information architect
Ripose Pty Limited
ps
ps - Is it only a coincidence (or paradoxical) that IT has the word 'information' in its domain name (when the domain name should be solutions development and operations (SolDevOps), whereas business/enterprise attach the word 'architecture' to its domain name?

Back in the 20th century business used to use the epithet 'management information systems' (MIS) which now seems to have fallen into disrepute.

According to my research and experience, until the day arrives when both business and technology savvy people see the benefits and values of understanding the term 'information' and identify the anatomy of 'information' (to clearly define the 'system' boundaries between business and DevOps), 'information' will probably remain more useless than useful.

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31 Oct 2018 **Do we agree: Or will we agree to disagree?**

My interactive web page to finally determine the outcome of my LinkedIn presence.

Regards

pses
1) My decision to stay or go depends on my getting a minimum of 10 emails (by May 8 2022) from this web page signifying a desire to learn and commit to replacing the bad habits (learnt over the past 48 years) with a good habit (developed 28 years ago)

2) I am neither responsible for the state of the other approaches nor for the state of the legacy systems produced by them. I am responsible for providing and teaching a better approach
3) If you disagree at any time and refuse to change your mind, please sever the link between us
4) I will contact each of my remaining associates (after May 2019) and if I have not received a positive response, I will sever my connection because
4.1) if I cannot provide a benefit to the market place, I might as well enjoy the rest of my life
4.2) The approaches in the market place do not benefit me and according to my research and experience neither do they benefit others (other than those making money from selling them)
5) The web page has been tested to the best of my ability. I have no peers to help me edit it

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21 Oct 2018 **My posts**

Having published 105 LinkedIn posts since the 24 Oct 2016 I decided to create a table of contents to all my posts (very much like the one I created for all my LinkedIn articles).

I realise how difficult it is trying to view other member's articles and posts and as I wanted to ensure that I would be able to view all my work off line, this was the only option available to me.

I trust that this will enable you to make a more determined assessment of my 48 years of research, experience and expertise.

Regards

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19 Oct 2018 **The use of the words 'seems like'**:

The operative (key) word is 'seems' (an illusion) . I am continually amused by the notion that magicians, scientists, mathematicians & computer scientists keep using illusions that 'seem' to prove reality, when in fact (in the real world) all they deliver are false hopes. Yet writers & developers bank on this confusion to redistribute wealth by making the few rich by taking from the many. Examples of creating illusions:
1) Magicians: They can make a dove appear out of thin air
2) Scientists: They ‘prove’ that a new particle (which lasts less than a nano-second) can be created by forcing 2 known particles to collide at high speed
3) Mathematicians: 2 negative numbers multiplied by each other produces a positive number. Multiplication is a short cut to addition: -2 multiplied by -3 is the same as (-3) + (-3). In reality 2 wrongs (negatives) do not make a right (positive)
4) Computer scientists: Domains/projects can be created without using any proof of their existence by ignoring the logical AND. In computer code the use of the logical OR NOT does not work & has to be replaced with the logical AND NOT

Regards
ps If you want to trust any one who makes something seem easy, be prepared to ask a lot more questions (between 6 and 23, including would, could and should)

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14 Oct 2018 **Master class: modeling the object called 'Concept'**

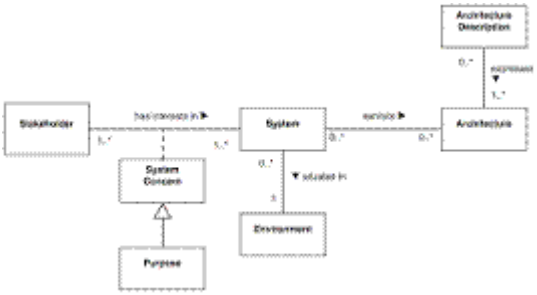
On the 7th Oct 2018 I published a post showing how I saw the link between behavior and a concept.

I wonder if anyone can start from scratch and show the logic behind this model's development in a step by step expose? Or can come up with a better model/explanation?

Hint:
1) Define the word 'concept' The Simple English Wiktionary has a definition for: concept. "A concept is an idea that is applied to all objects in a group. It is the way people see and understand something. The name used to identify a concept (the concept's label) is a "term"
2) Using keywords, isolate the component parts of this definition: a) idea b) objects c) group d) people e) term
3) Produce a first cut model

Regards

ps the attached graphic was found by searching the web with the words 'concept modelling'
pps If no one attempts this exercise I may reveal how I went about it using these keywords and my 4 logic constructs: Hierarchy; network; mutual inclusion; and mutual exclusion



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13 Oct 2018 **TOGAF development?**
According to my research:
1) “The original development of TOGAF Version 1 in 1995 was based on the Technical Architecture Framework for Information Management (TAFIM), developed by the US Department of Defense (DoD). The DoD gave The Open Group explicit permission and encouragement to create TOGAF by building on the TAFIM, which itself was the result of many years of development effort and many millions of dollars of US Government investment”. Source

2) “The development of TAFIM started around 1986 at the US Defense Information Systems Agency/Center for Information Management.”

“The 1996 US DoD publication on TAFIM was the latest version published. TAFIM has been cancelled as a stand-alone document in 1999. In 2000 the whole TAFIM concept and its regulations have been re-evaluated and found inconsistent with the newly developed DoDAF architecture direction. For this reason all references to TAFIM have been removed from DoD documentation since then”. Source

How does the implicit deliverables of TOGAF continue to survive when a multi million $ USA Government tax payer funded project failed to deliver explicit deliverables? Surely software based on a failed approach cannot claim anything?

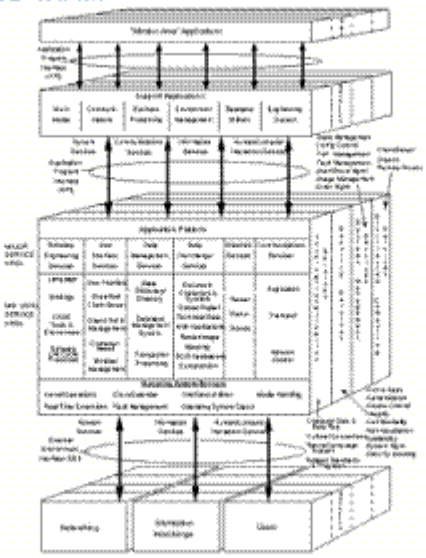
3 Aug 2020 - Update
I have conducted sufficient research that has provided me with proof which clearly indicates that:
1) TOGAF (The Open Group Architecture Framework): Developed in 1995 and built on TAFIM & IAF
2) TAFIM (Technical Architecture Framework for Information Management): Developed by the USA Department of Defense c1991 (abandoned in 2000) and based on NIST and APP
2.1) APP (Application Portability Profile): Developed c1990s based on NIST

2.2) NIST (National Institute of Standards and Technology): Was renamed from the National Bureau of Standard (NBS 1901 to 1988). Their researchers at that time were mostly physicists, mathematicians and chemists with a number of them being awarded a Nobel Prize. Their theories about business and information technology were therefore incomplete and/or based on the bad habits of their predecessors
3) IAF (Capgemini's Integrated Architecture Framework): Developed 1996 based on TZF and ideas about EAP
4) TZF (The Zachman Framework): Developed 1992 and based on BSP
5) BSP (Business Systems Planning); Developed 1980 in IBM
6) EAP (Enterprise Architecture Planning): Developed by Steven Spewak c1990 and based on BSP

My conclusion, therefore, is that TOGAF was built on the bad habits of:
1) TAFIM: built on the bad habits of APP built on the bad habits of NIST
2) Capgemini's IAF: built on the bad habits of BSP & EAP
3) EAP built on the bad habits of BSP
4) BSP built on the incomplete knowledge of IBM employees
5) NIST staffed with brilliant scientists who lacked explicit knowledge of business and information technology

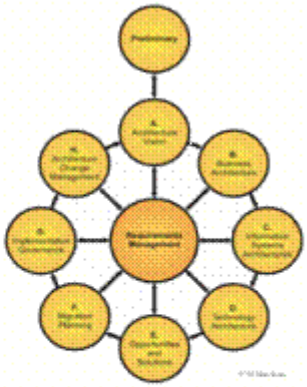
TAFIM overview

The USA DoD TAFIM 1986



TAFIM detail

The TOGAF ADM 1995



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11 Oct 2018 Questions:

Asking the right question at the right time:
"There are naive questions, tedious questions, ill-phrased questions, questions put after inadequate self-criticism. But every question is a cry to understand the world. There is no such thing as a dumb question" - Carl Sagan

Yet, "ask a stupid/silly question and get a stupid/silly answer" - anon

So what is a stupid question? (Wikipedia):" .

- Those questions that have already been answered, but the asker wasn't listening or paying attention

- Questions that can be answered with a scant amount of research and less than a minute of time
- Questions of which the answer should be painfully obvious to any person with a pulse who has lived on this earth for more than a decade
- The only stupid question is the one that is never asked "

Questions need to be asked to "encourage people to seek knowledge by answering them". Correctly, in which case you have succeeded & gained useful 'knowledge', or incorrectly, resulting in a failure to gain any useful 'knowledge' & should try again - how many times is up to how much time you have.

So which is the better question?:

1) What is a customer? Or: Who are we?
2) What is a supply chain? Or: Who do we deal with?
and
3) What is a value stream? Or: What is an objective?

Regards

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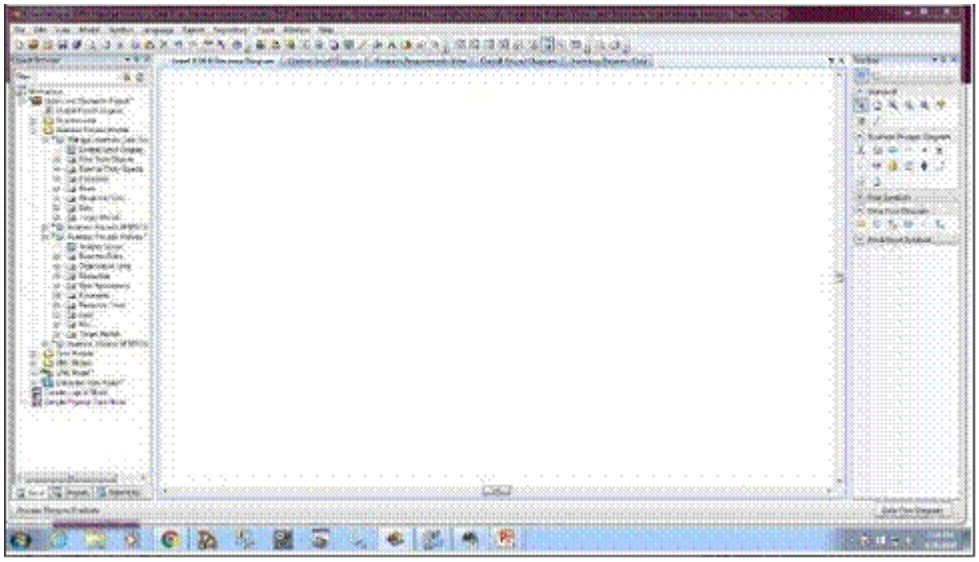
11 Oct 2018 **SAP PowerDesigner**
For those who may be interested.
On 5 Oct 2018 I received an email from an organisation requesting me to write a review for SAP PowerDesigner. Feeling up to the challenge I responded accordingly.

My review can be found by following this link

Regards ps
Does anyone notice the similarities between this product and the other UML based computer aided design (CAD) tools currently on the market?



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10 Oct 2018 **Am I stupid?**

I was accused of being degree-less, arrogant, self opinionated & a 'know-it-all' (see).

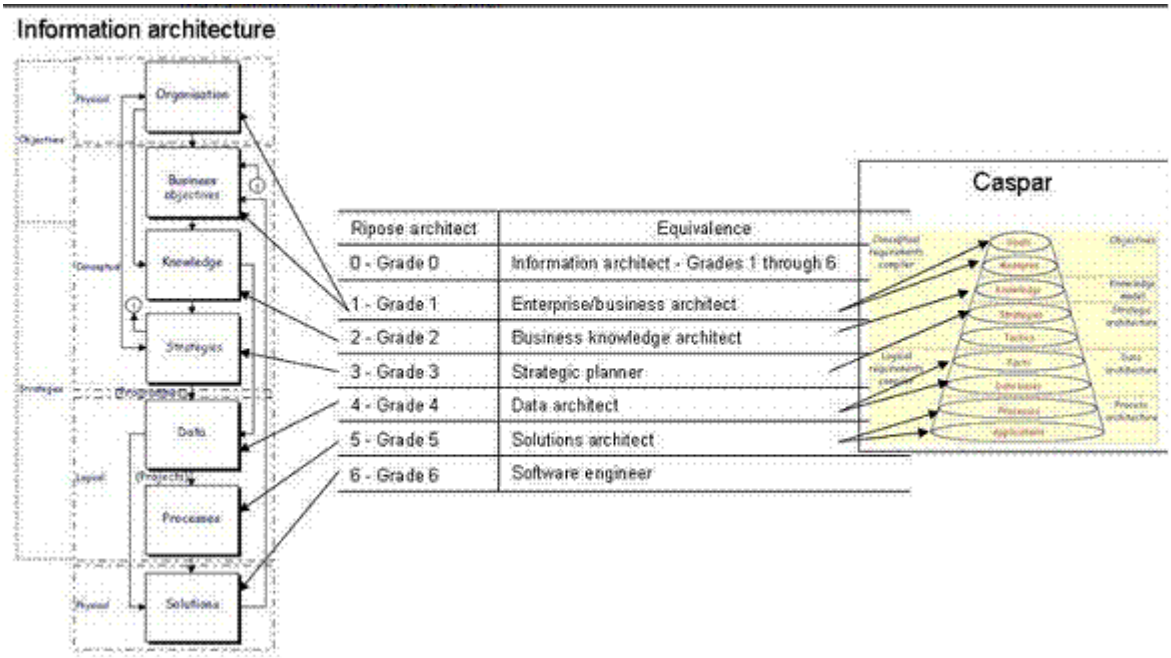
Now of being 'ungracious', writing "sanctimonious and insulting nonsense" & not knowing anything about economics. Perhaps it is time to update my 'defense'

1) 'Ungracious': Because I dared to ask to see how many of the 17 developers of Agile agreed with each other (as they were regarded as the most erudite of people). Their names can be found on. Perhaps you need to get them to defend themselves against the mess Agile projects are in. Perhaps you need to read some of the 8 million + references. Here are a few to begin with:
1.1) Source
1.2) Source
1.3) Source
2) 'Sanctimonious and insulting nonsense": Because I dared to question the work of the developers of the NDIS. See the 122,000 results to my search using the keywords 'Australian NDIS failures'
3) 'Economic ignorance': Because I questioned the accuracy of the likes of Keynes & Hayek

Get real

Regards

ps I had the audacity to develop my approach in 1990. Agile in 2001. The NDIS 2013. The economists are yet to get 'it' right'. So am I stupid or what?



Ripose architect	Equivalence
0 - Grade 0	Information architect - Grades 1 through 6
1 - Grade 1	Enterprise/business architect
2 - Grade 2	Business knowledge architect
3 - Grade 3	Strategic planner
4 - Grade 4	Data architect
5 - Grade 5	Solutions architect
6 - Grade 6	Software engineer

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9 Oct 2018 **Summary for CxO:**
My contribution to CEOs, CFOs, CHrOs & CIOs to help them navigate the plethora of business and IT planning approaches by showing how the first two deliverables from the approach's first step is implicit (open to interpretation, unclear) and will cause all other steps to flounder. I have already offered my 'universal translator' as interim solution.

Regards

Ps sorry for the spelling mistake. IMB should have been IBM. Unfortunately LI does not provide the capability to replace a picture.

#	Genre	Sub Genre	Approach	First Step	Deliverable 1	Deliverable 2	Classification
1	Business	Brain storming	Design thinking	Discovery	Client brief	Defined research areas & methods	Incomplete 1st
2	Strategic planning		System thinking	Problem structuring	Information & data	Causal loop diagrams	step causing all
3		Business planning	Business Architecture	Goals & Strategies	Strategies	Objectives	other steps to
4			Business Case	Opportunity	Project	Investment logic	be problematic
5			Business Intelligence	Plan	Strategies	Goals	
6			Business Motivation	Reference	Organisation chart	Mission statement	
7			SP method 1	Initiate	Vision	Goals	
8			SP method 2	Clarify	Stakeholder analysis	Tense Matrix	
9		Canvasses	Balanced Scorecard	Business planning	Vision	4 Perspectives	
10			Busn & operations Canvases	Partners	People; organisations	Strategies	
11		Quality control	6 Sigma	Define	Describe the problem	Improvement activities	
12			Quality Control	Plan	Create team	Collect information	
13	IT	Methodology	Agile	Define	Core product value, strategies, goals, objectives	Target audience	
14	Project planning		Block chain	Learn	Training material	Use cases	
15			Contextual	Discover	Data flows	Data	
16			Data Modeling	Business modeling	From any of the other 'best practice' approaches	Conceptual data model	
17			IDK	Information; Data; Knowledge	19 questions	Subject areas	
18			Information Engineering	Plan	Objectives	SWOT analysis	
19		UML software	AG Alfabet	Business strategy portfolio	Delivery roadmap	Business strategies	
20			ArchiMate	Motivation	Stakeholders	Drivers	
21			IMB Rational Rose	Business modeling	Business requirements	Software architecture	
22			SAP PowerDesigner	Capture		IT impact analysis	
23			Sparx	Plan		Use cases	
24	Composite	Enterprise architecture	TAFIM	Architecture vision	Catalogues	Matrices	
25			TOGAF	Preliminary	Too many to determine	Catalogues	
26			Zachman	Data	List of things important to the business	Semantic model	
27		Information architecture	Ripose	Concept - Goals	1 Purpose	4 Benefits	Excellent

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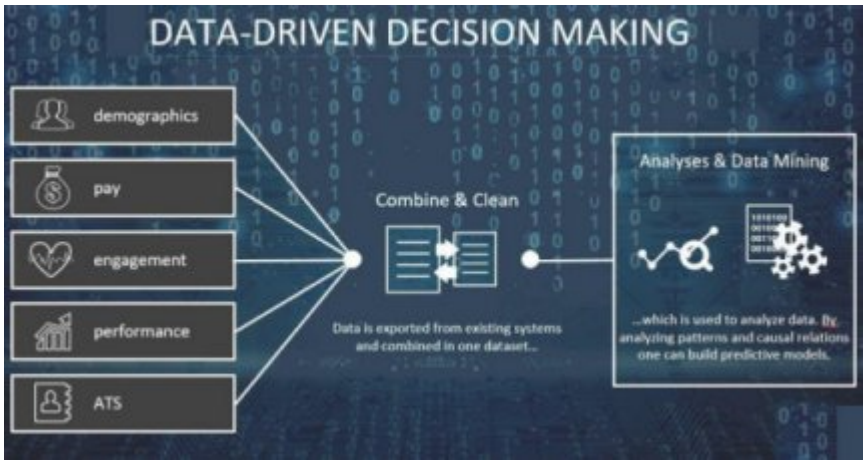
8 Oct 2018 **Analytics**
Having received an email asking me what my interest in a company's product (dealing with 'analytics' - data-driven decision making)) was I sent a response (which may put 'analytics', in context with regards to 'Big data', 'Data warehousing', 'Data vault, etc).

As the email was a bit lengthy, contains a table and due to LI's restriction on characters per post , I have created a pdf of the email and have provided the link to it.

Regards



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7 Oct 2018 **Reading books**

I was meaning to write a comment on a post that someone in my connections commented on (by stating they had a copy of one of the books on their desk).

I am providing a link to this list with the following warning: if you read 1 book a week it would take you about 25 weeks to get through all 25 (never mind the cost).

In order to get a good picture of 'information' (the main topic of every book) & if the main stream (best practice) approaches do not seem to have an adequate answer, then the question you need to ask yourself is:

How do you know every author agrees with each other? The number of combinations of all 25 agreeing is 1 out of 33,554,432 (< 0.0000028%). As every author in the list wrote their book after 2007, the chances of them fully understanding their topic is based on some 20 approaches depicted in the inaccurate Venn diagram & the chances of the developers & practitioners agreeing are 1 in 1,048,576 (< 0.00009). These are hardly good odds. Yet everyone seems to be ignoring the obvious:

What exactly is information & how exactly does wisdom, knowledge, data and projects help business operatives design the most efficient, effective, ethical and easy-to-use solutions?

Regards

ps the link

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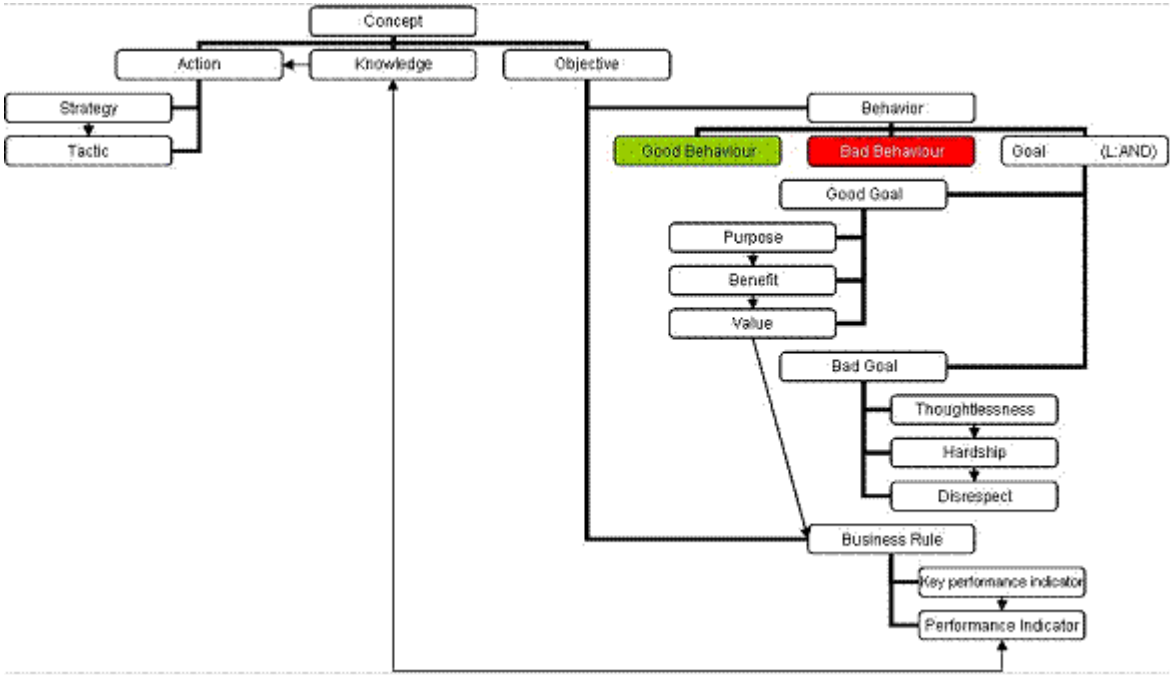
7 Oct 2018 Modeling **Behavior**
Acceptable and unacceptable behavior in business & on LinkedIn

On 20 Sep 2018 I commented on an article posted by Prasad Nilantha "What are the different FREE MARKET economic of schools of thought"? I provided my response by addressing the bodies of work of 4 'economists'. One of the respondents decided to attack my view point which I can only describe as unacceptable (bad) behavior.

Over the past few days I have been thinking if there was some connection between behavior & the conceptual viewpoint. I have now discovered the link. For your erudition I have included the model of the conceptual world which will show what an objective is & its relationship to knowledge. I've included the mutually inclusive (Logical AND) conjunction (the Goal) to show how by ignoring this, the conceptual model can never be simplified. This should also demonstrate that the conceptual data model would be useless in trying to describe these relationships. Perhaps this also shows how I am now able to provide a universal translator to every other approach.

Regards

ps In 1990 this was the model I used to automate Ripose. This is my contribution as how to behave in an acceptable manner in order to gain knowledge. Bad behavior will never yield peace.



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7 Oct 2018 **What a mess**:
It astounds me that so many people follow the ideas and theories of so many 'eminent' people (aka guru) without checking where the 'guru' got their facts from. Whenever I come across someone who proposes a theory, I feel the need to discover who their mentors were. By 1989 I had come into contact with the following theories:
1) Set theory
2) IBM's management by objectives theories
3) Peter Drucker's Strategic planning theories
4) Ed Yourdon's Structured analysis and structured design methodologies
5) Charlie Bachman's CODASYL theories

6) IBM's D/L 1 (IBM's hierarchical database language) theories
7) Raymond Boyce & Edger Codd's normalisation methodology
8) MA Jackson's Structured Programming approach
9) James Martin & Clive Finklestein's information engineering methodology

Today it is a very different landscape. But the basics have not vanished, Reality has been distorted beyond anyone's wildest imagination.

Regards

ps I have included the view of the 'information' I had available to me prior to 1989 (which enabled me to sort out the black holes and the grey areas) compared to what everyone has to contend with and to try to sort out today (what a mess).

Domain	Step		Phase	Lean Agile deliverable	State	LABAIT deliverable
Business	1	Define	Business wire frames	Design Sprint 1:- . Core product value . Strategies . Goals . Objectives Target audience	Implicit	Target audience Objectives Goals Purpose statement Benefits Business Core product values
				Design Sprint 2:- Business opportunity		Business SWOT Lean Agile Business Architecture Business SCRUM
Technology	2	Design	User experience wireframes	UX Wire Frames		Lean Agile IT
				SCRUM, Kanban		IT SCRUM
				Applications models		Applications models
	3	Develop	Solutions	*Lean Agile IT Solutions*		Lean Agile Business Architectured IT Solutions
			Bigger specification			
			Smaller tickets			

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Oct 2018 **Universal translator:**
Post 1 – 1 Oct 2018
On the 30th Sep 2018 I commented on an article titled "It's time for companies to end the obsession with millennials and hire older workers with skills and expertise". My comment was: [I would be more than happy to work for a training organisation and train any of their students (regardless of age) how to develop computer solutions from strategic planning deliverables without demanding any salary in return. All training will be done over the internet using Skype, so no traveling will be required.

I am also prepared to train trainers. I have a standard template (developed in 1990 and fully tested) that I use to translate any of the 'best practice' approaches. Some will require a bit more effort, but in the end, regardless of the approach used, they will all produce a quality product. I wonder how many training enterprises will give this any consideration?

Regards
ps Is there a catch? Well all I will ask is a small fee to correct the student's workshop assignments. The use of the repository and my software will come at a small price too.. I have included an example of such a translation, which will translate Lean Agile into a Lean Agile Business Architected Information Technology (LABAIT) approach. This is not a hoax.]

Regards

ps I will be adding more 'translators'
****

Post 2 – 1 Oct 2018

I have now included an example of another translation course, which will train practitioners how to translate TOGAF into a 'Thoroughly Open Business Architected Information Technology' (TOBAIT) approach.

Regards ps the grey areas will be made explicit during the training courses.

pps I will release more 'babel fish' translators over the coming days

Domain	Step		TOGAF deliverables	State	TOBAIT deliverables
Business	H	Change management	Too many	Implicit	Change request
		Preliminary	Too many		Training - will be provided
	A	Architecture vision	Catalogues		Business concepts
	B	Business architecture	Matrices		Objectives
			Diagrams		Goals - will be defined explicitly
					Measures - will be defined explicitly
					Missing component - will be defined
	C	Information systems architecture	Process flow diagrams		Actions - will be defined explicitly
	G	Implementation governance			
Technology	D	Technology architecture	Manually created models		Technology logic
					Facts - will be defined explicitly
					Data models
					Databases
	E	Opportunities & solutions	Use case diagrams		Projects - will be defined explicitly
					Applications - will be defined explicitly
	F	Migration planning	New systems		IT Physical – platform dependent
					Database definitions
					Programs

****

Post 3 – 2 Oct 2018

I have now included an example of another translation course, which will train practitioners how to translate The Zachman into a Zachman advanced Business Architected Information Technology' (ZaBAIT) approach.

Regards

ps the grey areas will be made explicit during the training courses.
pps I will release more 'babel fish' translators over the coming days

Domain	Step			Zachman deliverable	State	ZaBAIT
Business	Scope	1.4	The Enterprise	Organizational chart	Implicit	Training
		1,1	Data	List of what is important		Business concepts - will be defined explicitly
						Objectives - will be defined explicitly
		1.6	Motivation	List of business goals		Goals - will be defined explicitly
						Measures - will be defined explicitly
	Concept	2.1	Data	Conceptual data model		Knowledge model
	Scope	1,6	Motivation	List of business strategies		Actions - will be defined explicitly
	Concept	2.6		Business plan		Systems
		2.2	Function	Business process model		
	Scope	1.5	Time	List of business events / cycles		Sub-systems Industry dependent
Technology	Logical	3.1	Data	Logical data model		Technology logic - will be defined explicitly
						Data - will be defined explicitly
						Logical data model
						Logical database design
		3.6	Motivation	Business rule model		Projects
		3.2	Function	Application architecture		Applications
	Physical	4.1	Data	Physical architecture		Physical – platform dependent
						Database definitions
						Programs

****

Post 4 – 2 Oct 2018

I have now included an example of another translation course, which will train practitioners how to translate a Design Thinking approach into a Design Thinking Enhanced Treated Business Architected Information Technology' (DeTBAIT) approach.

Regards ps the grey areas will be made explicit during the training courses.

pps I will release more 'babel fish' translators over the coming days

Domain	Step		Action	A Design thinking approach deliverable	State	DeTBAIT
Business			None	Don't know; Could be	Implicit	Training
	1	Discover	Research	Client brief		Business concepts - will be defined explicitly
				Defined research areas & methods		
	2	Define	Build	Themes & clusters		Objectives - will be defined explicitly
				Insights		Goals - will be defined explicitly
						Measures - will be defined explicitly
Technology	3	Develop	Ideate	Designs		Knowledge - industry specific
Business	2	Define	Build	Opportunity areas		Actions - will be defined explicitly
						Systems
						Sub-systems Industry dependent
Technology	3	Develop	Ideate	Designs		Technology Logic - will be defined explicitly
						Data - will be defined explicitly
						Databases
						Projects
						Applications
	4	Deliver	Prototype	Prototypes		Physical – platform dependent
				Do know; Should be		Database definitions
						Programs

****

Post 5 – 2 Oct 2018

I have now included an example of another translation course, which will train practitioners how to translate a Systems Thinking approach into a Systems yielding Translated Business Architected Information Technology' (SyTBAIT) approach.

Regards ps the grey areas will be made explicit during the training courses.

pps I will release more 'babel fish' translators over the coming days

Domain	Phase	Deliverable	State	SyTBAIT
Business	Problem structuring	Information	Implicit	Training
				Business concepts - will be defined explicitly
				Objectives - will be defined explicitly
				Goals - will be defined explicitly
				Measures - will be defined explicitly
	Casual loop modeling	Causal loop diagrams		Knowledge - industry specific
	Scenario planning	Strategies		Actions - will be defined explicitly
	Dynamic modeling	System map		Systems
				Sub-systems Industry dependent
Terchnology	Problem structuring			Technology Logic - will be defined explicitly
		Data		Data - will be defined explicitly
				Databases
				Projects
				Applications
	Implementation	Learning laboratory		Physical – platform dependent
				Database definitions
				Programs

****

Post 6 – 2 Oct 2018
I have now included an example of another translation course, which will train practitioners how to translate a Data Modeling approach into a 'Data advanced Modeled Business Architected Information Technology' (DaMBAIT) approach.

Regards ps the grey areas will be made explicit during the training courses.

pps I will release more 'babel fish' translators over the coming days

Domain	Step		Deliverable	State	DaMBAIT
Business	1	Business model	Any 'best practice'	Implicit	Training
					Business concepts - will be defined explicitly
					Objectives - will be defined explicitly
					Goals - will be defined explicitly
					Measures - will be defined explicitly
	2	Data/system model	Conceptual data model		Knowledge - industry specific
			System model		Actions - will be defined explicitly
					Systems
					Sub-systems Industry dependent
Technology					Technology Logic - will be defined explicitly
	3	Data model	Logical data model		Data - will be defined explicitly
					Databases
					Projects
		Process moldels	Code; Tests		Applications
					Physical – platform dependent
	4	Implement	Physical databases		Database definitions
	5	Iterate	Change control		Programs

****

Post 7 – 2 Oct 2018
I have now included an example of another translation course, which will train practitioners how to translate Balanced Scorecards into a. Balanced activity Structured Business Architected Information Technology' (BaSBAIT) approach.

Regards ps the grey areas will be made explicit during the training courses.

pps I will release more 'babel fish' translators over the coming days

Domain	Phase	Deliverable	State	BaSBAIT
Business	Business planning		Implicit	Training
				Business concepts - will be defined explicitly
		Perspectives		Objectives - will be defined explicitly
		Vision		Goals - will be defined explicitly
		Metrics		Measures - will be defined explicitly
				Knowledge - industry specific
		Strategies		Actions - will be defined explicitly
				Systems
				Sub-systems Industry dependent
Technology	IT planning	None		Technology Logic - will be defined explicitly
				Data - will be defined explicitly
				Databases
				Projects
				Applications
				Physical – platform dependent
				Database definitions
				Programs

****

Post 8 – 2 Oct 2018
I have now included an example of another translation course, which will train practitioners how to translate Information Engineering into a. Information Engineered Business Architected Information Technology' (IEBAIT) approach.

Regards ps the grey areas will be made explicit during the training courses.

pps I will release more 'babel fish' translators over the coming days

Domain	Phase	Deliverable	State	IEBAIT
Business	Plan		Implicit	Training
				Business concepts - will be defined explicitly
		Objectives		Objectives - will be defined explicitly
		SWOT analysis		Goals - will be defined explicitly
				Measures - will be defined explicitly
				Knowledge - industry specific
				Actions - will be defined explicitly
				Systems
				Sub-systems Industry dependent
Technolog	Analyse	Data modeling		Technology Logic - will be defined explicitly
				Data - will be defined explicitly
	Design	Database design		Databases
				Projects
		Process modeling		Applications
	Consruct			Physical – platform dependent
		Code & test		Database definitions
	Implement	Systems		Programs

****

Post 9 – 2 Oct 2018
I have now included an example of another translation course, which will train practitioners how to translate Business Canvasses into a. Business activity Centered Business Architected Information Technology' (BaCBAIT) approach.

Regards ps the grey areas will be made explicit during the training courses.

pps I will release more 'babel fish' translators over the coming days

Domain	Step		Canvas deliverable	State	BaCBAIT
Business	1	Partners	People; organisations	Implicit	Training
	5	Customers			Business concepts - will be defined explicitly
	6	Channels			
	7	Segments			Objectives - will be defined explicitly
	4	Value	Values		Goals - will be defined explicitly
	8	Costs	Metrix		Measures - will be defined explicitly
	9	Revenue	Customers; assets		
	3	Resources	Assets		Knowledge - industry specific
	2	Activities	Strategies		Actions - will be defined explicitly
					Systems
					Sub-systems Industry dependent
Technology	10	IT solutions	None		Technology Logic - will be defined explicitly
					Data - will be defined explicitly
					Databases
					Projects
					Applications
					Physical – platform dependent
					Database definitions
					Programs

More to follow

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30 Sep 2018 **A new master class**

After watching a few videos on TED and a few from the result of my searching the internet with the words "what is information" (which yielded 3,580,000,000 results in 0.55 seconds), I would like to ask the following question: How can anyone hope to produce a business information architectural blueprint and then build a database to produce an information technology management system that processes data to provide the business with knowledge, if the following building blocks are not fully defined? So what is:

1) A business?
2) Information?
3) Information architecture?
4) A blueprint?
5) A database?
6) Information technology?
7) Information management?
8) A system?
9) A process?
10) Data?
11) Knowledge?

Regards

ps These are not rhetorical questions, or do you think me asking these questions is a total waste of time?

pps My master class provides the answer to all these questions because over the past 48 years I have had to answer them

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30 Sep 2018 **Logical joins**

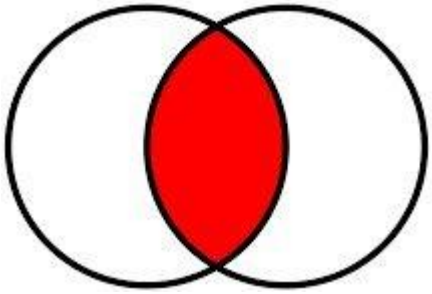
My thoughts on the difficulties enterprise/business architects (EA/BA etc), strategic planners (SP) & data modelers (DM) face by excluding the 'mutually inclusive' (logical AND or L:AND) function:

1) EA/BA have difficulties identifying business objectives. They fail to see the 'L:AND' of business goals. All they see are the mutually exclusive objects - eg vision or mission or value
2) SP ignore it
3) DM need data to define their models, therefore:
3.1) Normalisation techniques fail when trying to use the 'L:AND' as this is a 'conjunction'
3.2) Entity relational modelers do not see the 'hierarchical' functionality. The best they can come up with is to use a 'role' type entity - eg a person playing the role as a 'patient' & 'doctor'
3.3) Object orientation practitioners have a hard time trying to model the 'L:AND' case in polymorphism. They let programmers create redundant procedures &/or develop program language specific 'classes' to try to handle it

3.4) Context or connected modelers using a 'conceptual data model' fail because of 1, 3.1 &/or 3.2
IT project failures can be attributed to the combination of these 3 difficulties as well as implicit deliverables

Regards

ps my software implemented this in 1990 & I teach this in my knowledge modeling course



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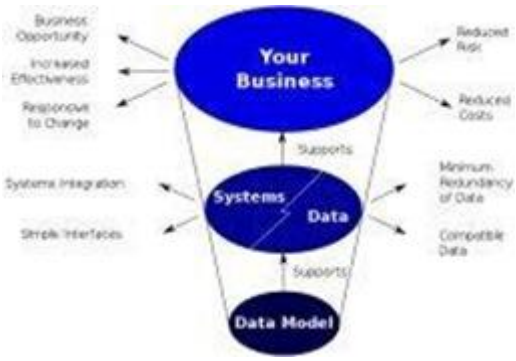
30 Sep 2018 **All things (small) data**
Just my thoughts on the difficulties of Data Modeling with data flows & data stores.

So what are these 'things'? What is:

1) Data modeling? ATMR "a process used to define and analyze data requirements needed to support the business processes within the scope of corresponding information systems in organizations"
2) A Data flow? ATMR "Dataflow is a software paradigm based on the idea of disconnecting computational actors into stages (pipelines) that can execute concurrently. Dataflow can also be called stream processing or reactive programming". Be prepared to examine every possible piece of data & see how it flows from one process to another. Time consuming & inaccurate
3) A Data store? ATMR "A data store is a repository for persistently storing and managing collections of data which include not just repositories like databases, but also simpler store types such as simple files, emails etc". Be prepared to use any of the following implicit approaches
3.1) Entity Relation Diagrams - boxes & lines
3.2) Normalisation - you need to know all the data (see 2)
3.3) Design thinking - ideate "To generate an idea" which requires brain storming which is time consuming & inaccurate Good luck with any of these

Regards

ps ATMR = according to my research



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30 Sep 2018 **Start of the universal translator**
After much research, diagnosing, writing, commenting & a bit of collaboration, I have thought of a compromise approach.

With all the bloatware enterprise architecture approaches (TOGAF, Zachman etc), 17 IT developers got together (2001) & proposed an idea to remove the bloatware & Agile was born. In 2011, "the Agile Alliance created the Guide to Agile Practices (renamed the Agile Glossary in 2016)".

Unfortunately, just like ea approaches split into factions, so too did Agile. Depending on whose viewpoint, you could either have a 'smooth sail' or a 'bumpy ride'. However, what would happen if someone came up with an approach to take the best of these approaches and turn it into a Lean Agile Business Architecture IT (LABAIT) approach? It could probably look like the diagram I have attached

The 'grey' areas indicate that the deliverable is still implicit, however with a bit of tweaking the implicitness of the deliverables will be turned explicit. It will also take a bit of training to gain the capabilities to become proficient with the technique as well as a software tool designed specifically for it (you could use an existing UML based product, but it may need a few mods). Could these be a deal maker, or breaker?

Regards

Domain	Step		Phase	Lean Agile deliverable	State	LABAIT deliverable
Business	1	Define	Business wire frames	Core product value, strategies, goals, objectives Target audience	Implicit	Target audience
						Objectives
						Goals
						Purpose statement
						Benefits
						Business Core product values
				Business opportunity		Business SWOT
						Lean Agile Business Architecture
						Business SCRUM
Technology	2	Design	User experience wireframes	UX Wire Frames		Lean Agile IT
				SCRUM, Kanban		IT SCRUM
				Applications models		Applications models
	3	Develop		*Lean Agile IT Solutions*		Lean Agile Business Architectured IT Solutions
			Bigger specification			
			Smaller tickets			

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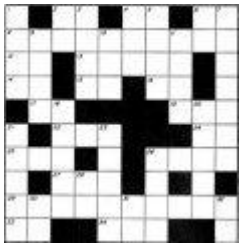
23 Sep 2018 **Crossword puzzle**
Here is a cryptic crossword clue;
Anyone care to solve it 2 across. I am the odd one out in backing a team?

Regards



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23 Sep 2018 **Hash tag Master class Update**

Just updated my master class list and added the master class on Key words (hash tags, hashtag#tag)

Master classes. I will be running 4 free master classes to demonstrate an approach which produces explicit deliverables from implicit posted notes stuck on whiteboards during brain storming sessions carried out by practitioners practicing the likes of systems thinkers, design thinkers and any other that calls for such an approach.

1) Keyword (hashtag) modeling
2) Objectives modeling
3) Strategy modeling
4) Data modeling

Regards

ps Any takers?

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23 Sep 2018 **Knowledge management**

On 11 Sep 2018 I provided another example describing a block chain approach and challenged anyone to identify if the approach was excellent, mediocre or pointless. Herewith another approach based on knowledge management. Is anyone capable of diagnosing this approach?

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of this approach on my training website page, I decided to include this diagnosis as well (See Knowledge management)

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19 Sep 2018 **Knowledge model overcomes weaknesses**

How the knowledge model (KM) overcomes the weaknesses of object orientation & functional programming

Today 19 Sep 2018 I received an email that alerted me to an article published on medium.com (23 Jul 2016) written by Charles Scalfani titled "Goodbye, Object Oriented Programming". In it he cited a number of examples as to why the 3 'pillars' of OO failed. He then stated that he was moving on to functional programming.

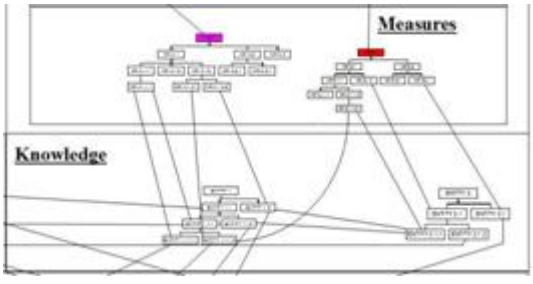
Using 'disadvantages of functional programming' in a search returned 3.7+ million results. I found 1 expert in the field who has used FP since the 1990s & he cited 6 potential drawbacks ("Functional programming simplified" Dec 2017).

The problem:

1) OOP - you need to create every conceivable class of object. Where do these 'classes' come from? You will have to use 'brain storming' to discover every possible 'class'
2) 1 drawback with FP - "Writing pure functions is easy, but combining them into a complete application is where things get hard".

Where do the applications come from? The knowledge model The KM is developed by using a class of business objective & 23 pertinent questions. A competent knowledge modeller will uncover all the classes of business objects & form the basis of every business application

Regards



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19 Sep 2018 **School of hard knocks**

For those of you who think I am degree-less, arrogant, self opinionated & a 'know-it-all' I present this dissertation about my education in the 'school of hard knocks'.

According to my research there are only 2 types/genres of architectures/structures used to create a 'code-base': Hierarchical & Networked.

I integrated the two to form what I call a "Hiernet". I used this structure to diagnose the 7 approaches that I knew of in 1989 when I built my approach & software:

1) Bachman's "navigational database model" c1963. Read his work in 1975 - hierarchy
2) Ackoff's 'Purposeful Systems' c1972. Exposed to his ideas in 1975 - network
3) Codd's 'A Relational Model of Data for Large Shared Data Banks' c1970. Learnt his approach in 1976 - network
4) MA Jackson's 'Principles of Program Design' c1975. Studied his approach in 1978 - hierarchy
5) Yourdon's 'structured analysis techniques' c1970. Used his approach in 1979 - hierarchy
6) Martin/Finkelstein's 'information engineering' c1979. Learnt this approach in 1982 - network
7) Drucker's 'Concept of the Corporation' c1946. Studied his approach 1984 - network

The following works on OO were released after I completed my work:

1) Yourdon's object-oriented analysis/design late1980s & 1990s
2) Booch Object Orientation c1994

Regards

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19 Sep 2018 **Summary of approaches deliverables**
On 12 Sep 2018 I posted that between the 18th Aug and 11 Sep 2018 I have diagnosed 20 approaches (10 business strategic, 7 IT project and 3 composite planning).

I have now produced a summary of the 1st step deliverable(s) and ask senior managers to choose which 1st step deliverable they think is the most explicit (clear; concise; non-ambiguous) and therefore the most appropriate. I have now included the deliverable from each of the approaches 2nd step and reveal the approach.

Care (or dare) to have a go at choosing the approach you feel is most appropriate.

Regards

ps please enter the number you decide makes most sense

#	Approach	First Step	Deliverable 1	Deliverable 2
1	SP1	Initiate	Vision	Goals
2	SP2	Clarify	Stakeholder analysis	Tense Matrix
3	Zachman	Data	List of things important to the business	Semantic model
4	TAFIM	Architecture vision	Catalogues	Matrices
5	TOGAF	Preliminary	Too many	Catalogues
6	Agile	Define	Core product value, strategies, goals, objectives	Target audience
7	Canvases	Partners	People; organisations	Strategies
8	Data Modeling	Business model	From any of the other 'best practice' approaches	Conceptual data model
9	Design thinking	Discovery	Client brief	Defined research areas & methods
10	System thinking	Problem structuring	Information & data	Causal loop diagrams
11	Contextual	Discover	Data flows	Data
12	ArchiMate	Motivation	Stakeholders	Drivers
13	IE	Plan	Objectives	SWOT analysis
14	IDK	Information; Data; Knowledge	19 questions	Subject areas
15	QC 1	Plan	Create team	Collect information
16	6Sigma	Define	Describe the problem	Improvement activities
17	Busn Motivation	Reference	Organisation chart	Mission statement
18	Busn Case	Opportunity	Project	Investment logic
19	Block chain	Learn	?	Use cases
20	Ripose	Concept - Goals	Purpose	4 Benefits

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19 Sep 2018 **Summary of approaches 1st deliverables**

Between the 18th Aug and 11 Sep 2018 I have diagnosed 20 approaches (10 business strategic, 7 IT project and 3 composite planning).

I have now produced a summary of the 1st step deliverable(s) and ask senior managers to choose which 1st step deliverable they think is the most explicit (clear; concise; non-ambiguous) and therefore the most appropriate.

Regards

ps please enter the number you decide makes most sense

#	First Step	Deliverable
1	Initiate	Vision
2	Clarify	Stakeholder analysis
3	Data	List of things important to the business
4	Architecture vision	Catalogues
5	Preliminary	Too many
6	Define	Core product value, strategies, goals, objectives
7	Partners	People; organisations
8	Business model	From any of the other 'best practice' approaches
9	Discovery	Client brief
10	Problem structuring	Information & data
11	Discover	Data flows
12	Motivation	Stakeholders
13	Plan	Objectives
14	Information; Data; Knowledge	19 questions
15	Plan	Create team
16	Define	Describe the problem
17	Reference	Organisation chart
18	Opportunity	Project
19	Learn	?
20	Concept - Goals	Purpose

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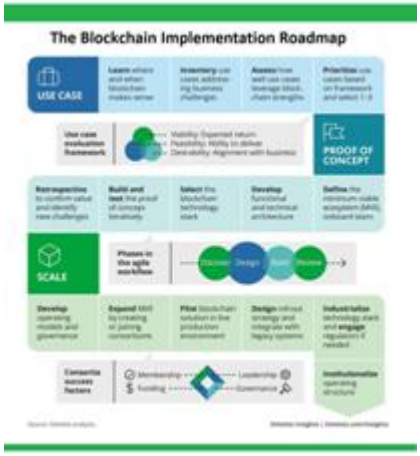
19 Sep 2018 **Block chain shortcomings**

On 8 Sep 2018 I provided another example describing a business case approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on a block chain approach. Is anyone capable of diagnosing this approach?

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of this approach on my training website page, I decided to include this diagnosis as well - (See BC approach)



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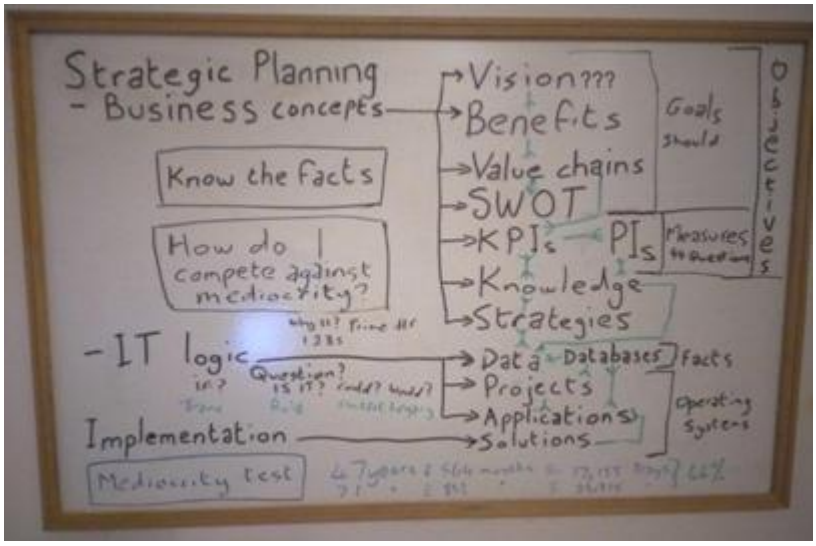
10 Sep 2018 **My whiteboard**.

The inspiration behind my diagnostic capabilities.

Regards



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9 Sep 2018 **Summary of approaches**

Exactly 3 weeks (19 Aug 2018) ago I asked if anyone was capable of diagnosing whether a business strategic planning or IT project planning approach was excellent, mediocre or pointless.

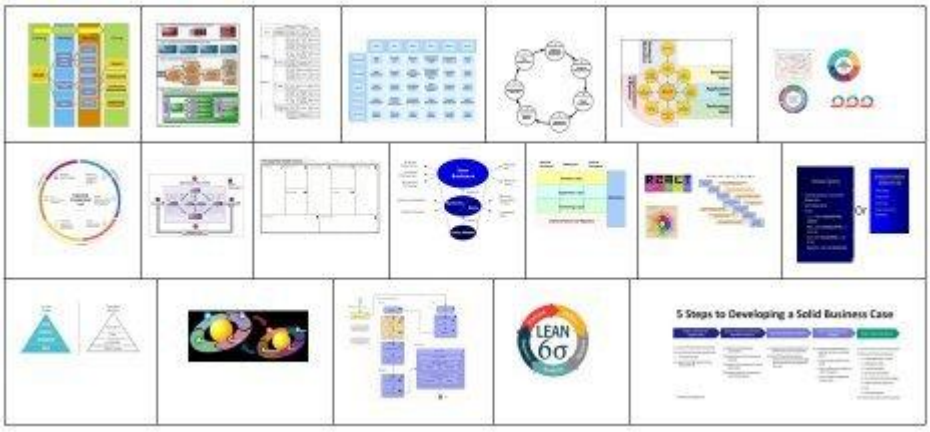
I went on to diagnose and post 19 such approaches and after 21 days and 6,350+ views I have come to the end of my search (well that is until someone steps out of the crowd and publishes their approach for me to diagnose or someone rebukes my diagnosis and can offer a logical and explicit set of arguments as to why I am completely and utterly wrong).

I have now created a pdf that explains what anyone needs to do, I will provide you with the inputs, processes and outputs of what you need in order to build a better approach.

What if you do not? Well enjoy paying the price of training and retraining and changing from one approach to another and experience the same 'snafu' results.

Regards

ps the link to my guide



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9 Sep 2018 **Business case approach shortcomings**

On 8 Sep 2018 I provided another example describing a quality control derivative approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on a business case approach. Is anyone capable of diagnosing this approach?

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of this approach on my training website page, I decided to include this diagnosis as well - (See - Approach 2 - business case)

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9 Sep 2018 **Quality control derivative shortcomings**

On 8 Sep 2018 I provided another example describing a business canvass approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on another quality control derivative approach. Is anyone capable of diagnosing this approach?

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning')

has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of this approach on my training website page, I decided to include this diagnosis as well (See Quality control)

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9 Sep 2018 **Business canvass**

On 8 Sep 2018 I provided another example describing a design thinking approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on business canvasses. Is anyone capable of diagnosing this approach?

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of this approach on my training website page, I decided to include this diagnosis as well - (See Business canvasses)

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9 Sep 2018 **Design thinking shortcomings**

On 8 Sep 2018 I provided another example describing a systems thinking approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on design thinking. Is anyone capable of diagnosing this approach?

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of this approach on my training website page, I decided to include this diagnosis as well - (See Design thinking)

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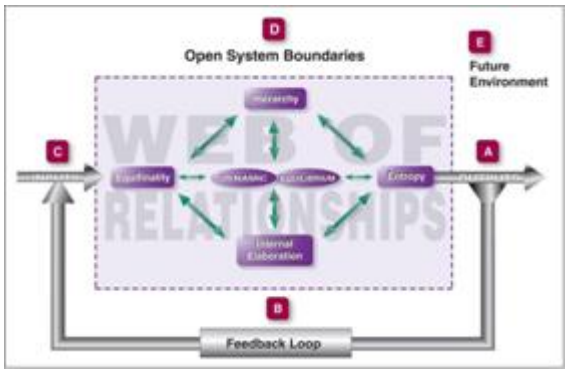
8 Sep 2018 **Systems thinking shortcomings**
On 7 Sep 2018 I provided another example describing the business motivation/case approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on Systems thinking. Is anyone capable of diagnosing this approach?

Regards
ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of this approach on my training website page, I decided to include this diagnosis as well - (See Systems thinking)



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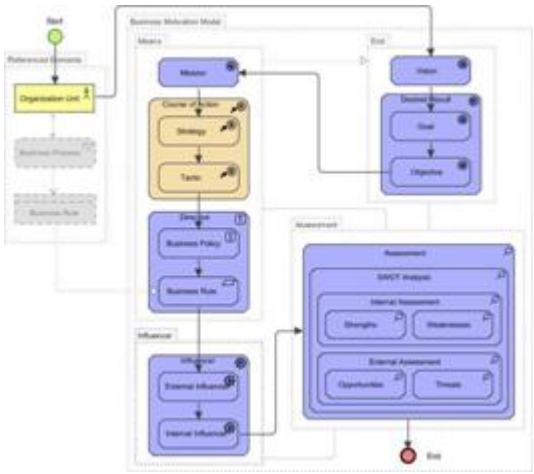
8 Sep 2018 **Business motivation/case shortcomings**
On 7 Sep 2018 I provided another example describing the implementation of Dr. Deming's Quality Control approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on a business motivation/case approach. Is anyone capable of diagnosing this approach?

Regards
ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of this approach on my training website page, I decided to include this diagnosis as well - (See Business motivation - Approach 1)



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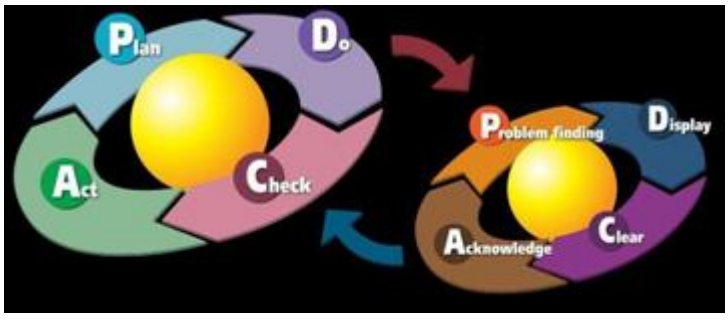
7 Sep 2018 **Quality Control approach shortcomings**
Earlier on today (7 Sep 2018) I provided another example describing the implementation of a derivative of Dr. Ackoff's WKID approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on Dr. Deming's Quality Control approach. Is anyone capable of diagnosing this approach?

Regards
ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of this approach on my training website page, I decided to include this diagnosis as well - (See Dr. Deming - derivative)



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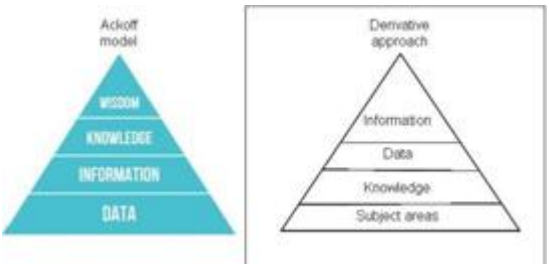
7 Sep 2018 **Ackoff triangle shortcomings**

On 4 Sep 2018 I provided another example of a strategic planning approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on a derivative of Dr. Ackoff's WKID (wisdom, knowledge, information, data) triangle. Is anyone capable of diagnosing this approach?

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of this approach on my training website page, I decided to include this diagnosis as well - (See Dr. Ackoff IDK derivative)



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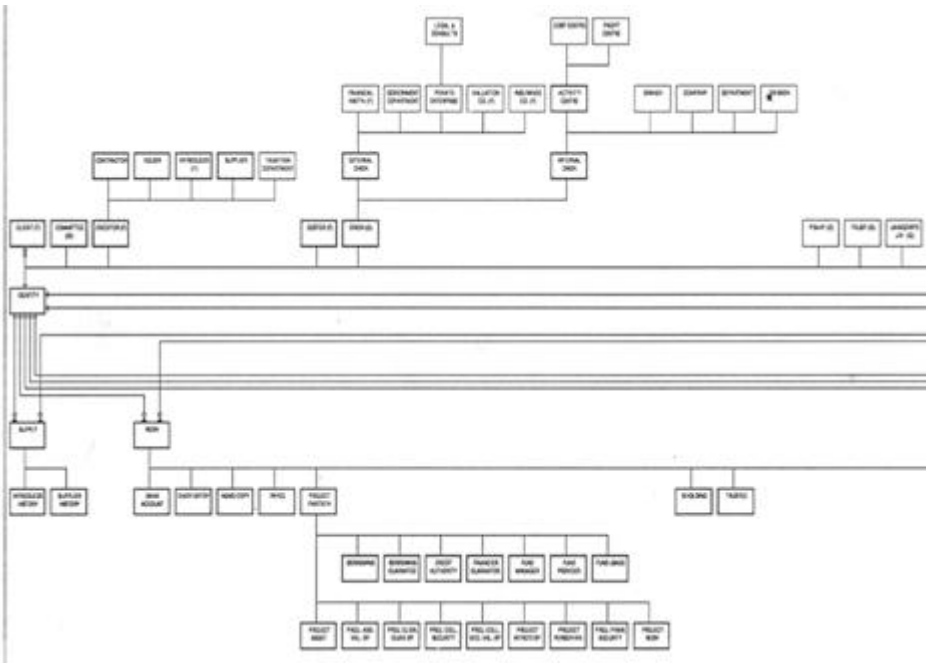
7 Sep 2018 **Data modeling vs Knowledge modeling**

I would like to see anyone try to develop a date model (or even a knowledge model) using any software tool that requires an initial input of 427 entities placed on 10 A4 pages.

The graphic below shows only 1 of the 10 pages. This model was generated in 1989 using a CAD tool and imputing all 427 entities which were originally identified and entered into a spread sheet program using the Ripose generic knowledge model by Trevor Ainsworth and after developing the business objectives (purpose, benefits, values and measures) that needed the 427 entities to support them.

Regards



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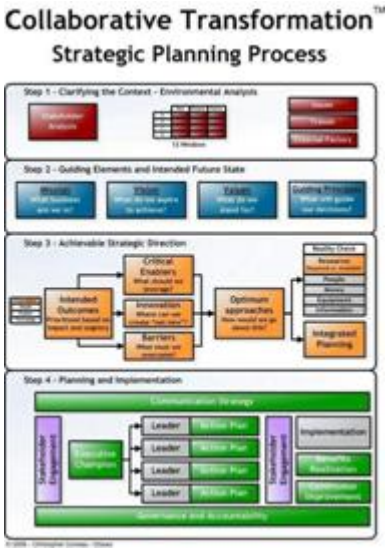
4 Sep 2018 **Strategic planning Approach 2 shortcomings**

On 31 Aug 2018 I provided an example of the information engineering approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on a different strategic planning approach. Is anyone capable of diagnosing this approach?

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of the information engineering approach on my training website page, I decided to include this diagnosis as well - (See Strategic planning Approach 2)



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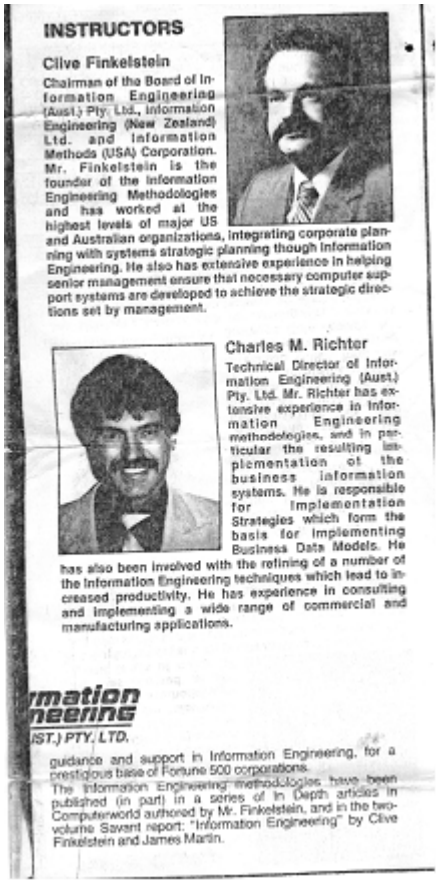
4 Sep 2018 **IE Technical Director**

I came across a section of a course that Clive Finkelstein and I ran c1983 I decided to post this just in case there are those of you who doubt my pedigree and involvement with Information Engineering.

Regards

ps this is why I know I have the wherewithal to compare any business and IT approach with any other. I was there. I made a mistake with IE but I was young (36) and had a fair bit to learn and experience. However I learnt fast as it took me another 6 years to develop a less wrong way.



INSTRUCTORS

Clive Finkelstein

Chairman of the Board of Information Engineering (Aust.) Pty. Ltd., Information Engineering (New Zealand) Ltd. and Information Methods (USA) Corporation. Mr. Finkelstein is the founder of the Information Engineering Methodologies and has worked at the highest levels of major US and Australian organizations, integrating corporate planning with systems strategic planning though Information Engineering. He also has extensive experience in helping senior management ensure that necessary computer support systems are developed to achieve the strategic directions set by management.

Charles M. Richter

Technical Director of Information Engineering (Aust.) Pty. Ltd. Mr. Richter has extensive experience in Information Engineering methodologies, and in particular the resulting implementation of the business information systems. He is responsible for implementation Strategies which form the basis for implementing Business Data Models. He has also been involved with the refining of a number of the Information Engineering techniques which lead to increased productivity. He has experience in consulting and implementing a wide range of commercial and manufacturing applications.

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ST.) PTY. LTD.

guidance and support in Information Engineering, for a prestigious base of Fortune 500 corporations.

The Information Engineering methodologies have been published (in part) in a series of In Depth articles in Computerworld authored by Mr. Finkelstein, and in the two-volume Savant report: "Information Engineering" by Clive Finkelstein and James Martin.

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31 Aug 2018 **Information engineering shortcomings**

On 30 Aug 2018 I provided an example of a 'software product framework approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on the information engineering methodology. Is anyone capable of diagnosing this approach? I will provide a template In my comment.

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of the information engineering approach on my training website page, I decided to include this diagnosis as well - (See Information engineering)

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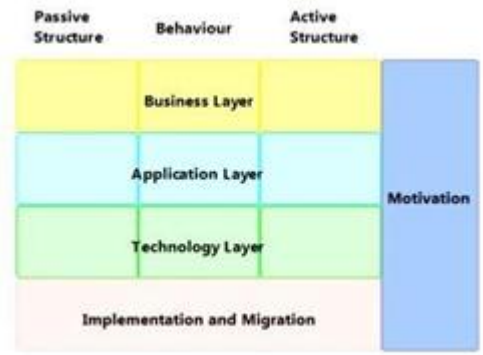
30 Aug 2018 **ArchiMate**

On 27 Aug 2018 I provided an example of a 'Contextual modeling' approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on a software product framework offering a CAD tool that they claim can automate other approaches. Is anyone capable of diagnosing this approach? I will provide 3 templates (as it depends where you decide to start your investigation) which should help you with your diagnosis - In my comment.

Regards ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of the software approach on my training website page, I decided to include this diagnosis as well - (See A software approach)



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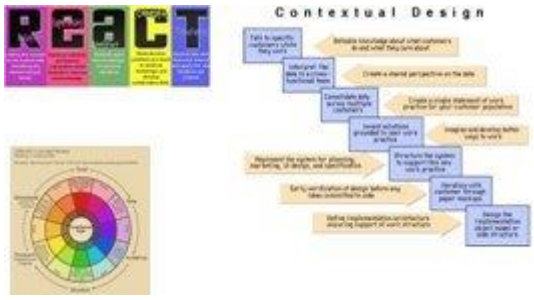
27 Aug 2018 **Contextual data model shortcomings**

Today (27 Aug 2018) I provided an example of the 'Data modeling' approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on the approach called contextual modeling. Is anyone capable of diagnosing this approach? I will provide a template which should help you with your diagnosis - In my comment.

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of the Data modeling approach on my training website page, I decided to include this diagnosis as well - (See Contextual approach)



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27 Aug 2018 **Data modeling shortcomings**

On 26 Aug 2018 I provided an example of the 'Agile' approach and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another well known and used approach based on the approach called 'Data modeling'. Is anyone capable of diagnosing this approach? I will provide a template which should help you with your diagnosis - In my comment.

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of the Data modeling approach on my training website page, I decided to include this diagnosis as well - (See Data modeling)

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26 Aug 2018 **Agile shortcomings**

On 25 Aug 2018 I provided an example of an iterative approach (TOGAF which was based on another - the USA DoD TAFIM) and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another well known and used approach based on the approach called 'Agile'. Is anyone capable of diagnosing this approach? I will provide a template which should help you with your diagnosis - In my comment.

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of the Agile approach on my training website page, I decided to include this diagnosis as well - (See An Agile approach)

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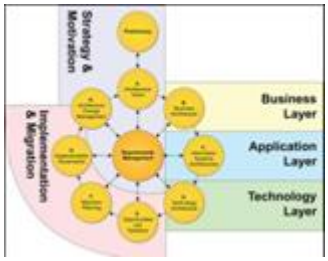
25 Aug 2018 **TOGAF shortcomings**

On 24 Aug 2018 I provided an example of an iterative approach (as developed by the USA DoD called TAFIM) and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another well known and used approach based on an iterative approach and based on the TAFIM approach. Is anyone capable of diagnosing this approach? I will provide a template which should help you with your diagnosis - In my comment.

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach. As I have already published my diagnosis of the TAFIM approach on my training website page, I decided to include this diagnosis as well - (See An iterative approach - TOGAF)



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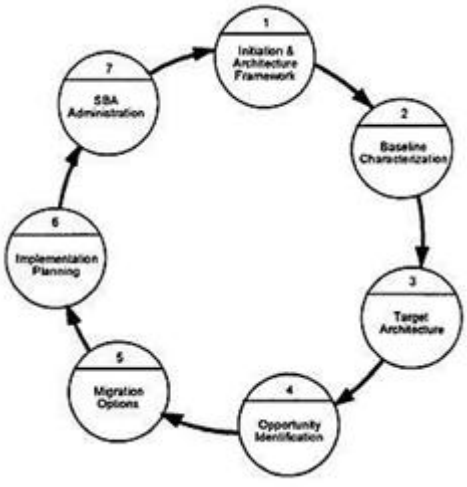
24 Aug 2018 **TAFIM shortcomings**

On 23 Aug 2018 I provided an example of a 6x6 matrix approach to planning (as provided to me in an email by Pinterest) and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on an iterative approach. Is anyone capable of diagnosing this approach? I will provide a template which should help you with your diagnosis. My diagnosis.

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach.



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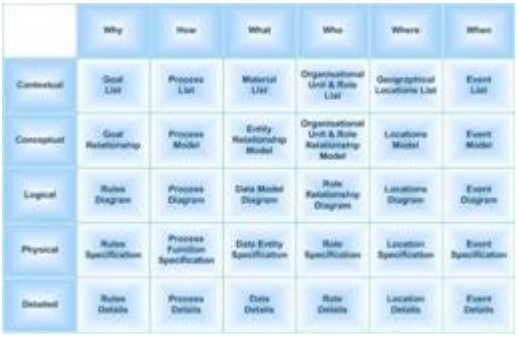
23 Aug 2018 **Zachman shortcomings**

On 21 Aug 2018 I provided an example of a balanced scorecard approach to planning (as provided to me in an email by Pinterest) and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach based on a 6x6 matrix. Is anyone capable of diagnosing this approach? I will provide a template which should help you with your diagnosis. My diagnosis.

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach.



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20 Aug 2018 **Question 1**

Here's another thought of mine, based on an article in a 1970 'Dear Abby' column: "(There's) no such thing as a stupid question...". Which "is a popular phrase with a long history. It suggests that the quest for knowledge includes failure, and that just because one person may know less than others they should not be afraid to ask rather than pretend they already know. In many cases multiple people may not know but are too afraid to ask the "stupid question"; the one who asks the question may in fact be doing a service to those around them".

So, what is the first question that anyone should ever ask (themselves or others) just before they embark on any venture/journey, or if they are already on their way?

I would ask: Should I/we be doing this? The answer to this question should help uncover the 1st objective (deliverable #1). According to my research, any other deliverable would be pointless as you will only end up 'painting yourself into a corner'.

Once you have discovered this 'purpose' your next question should be: Should I/we be using this as the purpose? This should then get you to find a few deliverables that corroborate your first deliverable. Your next challenge is to ask: Should 1, 2, 3, 4 (or more) deliverables suffice?

Regards

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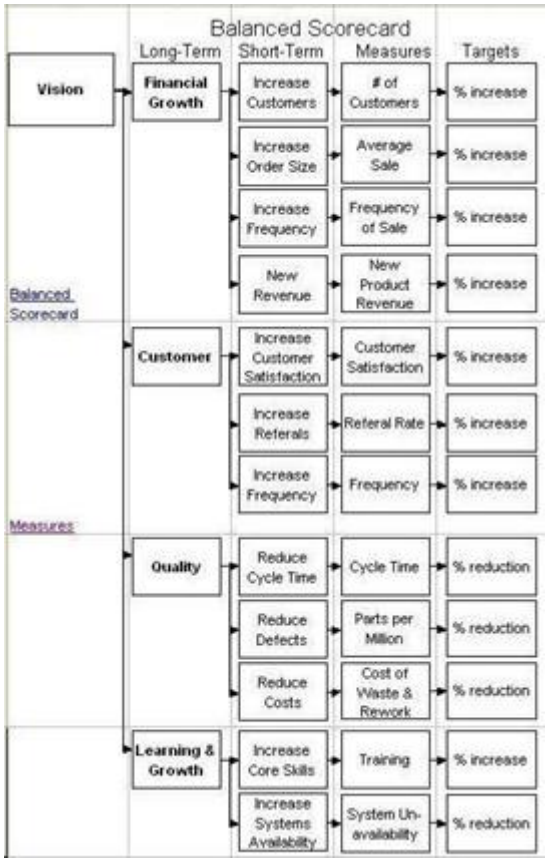
20 Aug 2018 **Balanced Scorecard**

Yesterday (19 Aug 2018) I provided an example of a strategic planning approach (as provided to me in an email by Pinterest) and challenged anyone to identify if the approach was excellent, mediocre or pointless.

Herewith another approach. Is anyone capable of diagnosing this approach? My diagnosis.

Regards

ps Again if you think my challenges are pointless and meaningless then think again. I am trying to ascertain whether anyone (with all their training in any of the approaches to 'strategic planning') has the capability of diagnosing their own approach using their approach.



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19 Aug 2018 **Strategic planning 1**

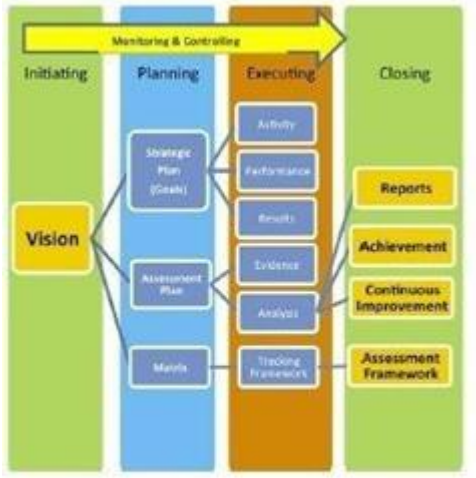
Yesterday (18 Aug 2018) I created a post which, using prime numbers, I could prove the usefulness (or otherwise) of the "Wisdom, Knowledge, Information, Data pyramid". I proved that it was a pointless approach.

I now repeat the challenge, issued 3 days ago, to prove (using prime numbers) whether the attached approach is excellent (smiley face); mediocre (thoughtful face) or; pointless (frowning face), The simple way of doing this is to think about the deliverables from each step/phase/action (call them what you like) and simply using the number of deliverables to assess them accordingly. I will provide my solution in a few days time.

Regards

ps If you think this is completely pointless then think about how much money is being paid to the vendors of the plethora of approaches and whether the student's return on investment (ROI) is being shared with their customers. There is ample evidence that this is not the case (Gartner, Forrester, Standish, local press et al) hence my persistent efforts to get you to look long and hard at the procedures you use to reduce a complex evolving object (like a business) into a simple static object (like a computer application) by way of using complex static objects (deliverables produced in various stages of an approach).

Figure 8 **Overview of Strategic Plan, Project Process, and Outcomes**



Achieving the goals of a strategic plan will provide an institution with directly correlated evidence of compliance.

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18 Aug 2018 **Prime numbers**

Here's a thought: I will use 4 prime numbers to prove that the DIKW (WKID) pyramid idea is indeed pointless.

Proof using prime numbers 1, 2, 3 & 5

1) Wisdom - a concept within a construct (N0) which is 1 of 4 (N1) goals (N2). Thus N7
2) Knowledge - achieved by asking & answering a minimum of 23 (N3) questions. There are 6 (N4) fundamental questions, 8 (N5) second level (a combination of 2 fundamental), 5 tertiary level questions & 4 (N1) 'rhetorical'. Thus N7
3) Information - is derived from classifying it into 3 subordinate artifacts (N6). Thus N7
4) Data - these are facts and therefore needs multiple prime numbers. Thus N7

Conclusion: Representing the sum total of everything that anyone needs in order to refer "loosely to a class of models for representing purported structural and/or functional relationships between data, information, knowledge, and wisdom" is pointless (N8) QED

Regards

Notes
0) Anatomy of goals (3)
1) 4=2+2 (or 2*2). 2 is the first prime number providing the same answer adding them together, multiplying them or squaring
2) Benefits (4)
3) 23=(2*2*5)+3
4) 6=2*3
5) 8=2*2*2
6) Conceptual; Logical; Physical
7) A process that produces an implicit result/deliverable
8) 2 or more mediocre areas

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18 Aug 2018 **Test for excellence**
Here's an idea: Has anyone thought about designing some sort of test to determine if an approach (either business strategic planning or information technology project planning) is: a) Excellent; b) Mediocre or; c) Pointless (simply a waste of time)?

With so many IT project failures surely poor strategic planning approaches must be responsible for every failure. Hence the first requirement of such a test would be to examine every deliverable produced from every process to enable an 'expert' to judge the category.

If you can determine the category of the deliverable, then that should help determine the category of the process (and hence the category of the approach). Hence if the deliverable is:

1) Pointless, then the process producing said deliverable must be categorised as a 'waste of time'.
2) 'Mediocre' (that is it is too implicit), then the process producing such a deliverable has to be mediocre. You may find the need to continually (iteratively) change/refine the structure and content of the deliverable in order to improve its quality. This could result in the deliverable and process being classified as 'a waste of time'

Any approach that produces a single 'pointless' result (or 2 or more mediocre results), surely has to be a 'waste of time'.

Regards

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17 Mar 2018 **University training for Information Architects**:
If a university offered courses to students to study the 'anatomy of information' what would the curriculum look like?

In 2006 (aged 59) I attended The James Cook University in Cairns in an attempt to obtain my Bachelor of Information Technology degree. The courses I took were:

1) CP1200 Introduction to Computer Science 1 - High Distinction (HD)
2) CP1300 Introduction to Computer Science 2 - Distinction (D)
3) CP1010 Introduction to Multimedia - HD
4) CU1010 Effective Writing - HD
5) MA1721 Computing Mathematics - D

My final CP1010 course deliverable was my "Dummy's guide to an effective business systems technique". It was an interactive presentation introducing the concept of 3 Ripose courses (with the prerequisites) as part of a university's curriculum.

I have now short circuited the prerequisites & can offer the courses as an on-line service. Anyone interested in reviewing the course &/or watch the introductory lecture &/or take the first lecture &/or watch my "Dummy's guide" (a 7.6Mb download) please head to my web site and follow the link to my training courses - the link to the 'guide' is at the bottom of the training web page.

Regards

ps "Less is more" & "tempus fugit"

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17 Mar 2018 **What is a knowledge model?**
I'm surprised that no one has asked me what my knowledge model (KM) looks like or how it relates to the business objectives.

On 3 Oct 2015 I published my LinkedIn article called "A world beyond 'measures'" in which I explained how to 'craft a KM' using the business objectives, namely the performance indicators.

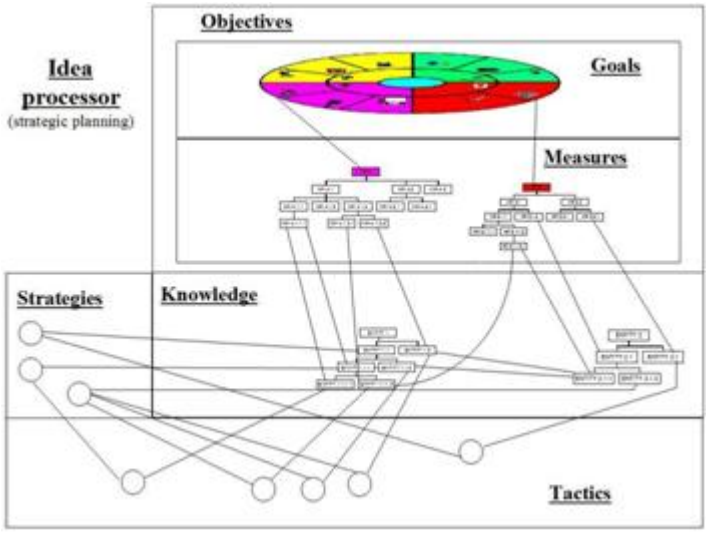
The benefits of using this approach are that you do not have to know any of the following:

1) Codd's 13 rules & 3.5 laws
2) Any of the properties of an attribute in relation to what:
2.1) It is
2.2) Its value domain
2.3) Its data type

All this added detail (except 1 above) is addressed in the logical phase (3 below), once the business proof of concept has been built & ratified. "If you want a better plan, you need to plan better". One of the better ways to plan (KISS & agile) is to:

1) Deliver the KM during the conceptual phase - eg 185 entities
2) Use the inherent links in the KM to develop a prioritised business implementation plan (systems)
3) Use the prioritised knowledge classes (eg 93 entities) to plan the development of the logical data model (LDM)
4) Use the LDM to generate the logical database schema (LDS of 24 tables) & IT project plans
5) Use the LDS to generate the physical database schema

Regards



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17 Mar 2018 **The Information architect or Ripose Grade 0**

In a previous post I mentioned I need to train 10 Ripose grade 0 architects in order to progress my dream.

This video should explain what the RA0 is. In the video I mentioned it takes 1 to 2 years to become RA0. With dedication and effort this could be reduced to between 6 & 9 months

Regards

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17 Mar 2018 **Compare frameworks**

Has anyone ever thought of being able to compare any planning process with any other?

For example: When comparing {[TOGAF with The Zachman Framework] or [TOGAF with Data modelling] or [Zachman with Design thinking] or [Innovation management with business canvases]} are you able to ascertain whether there are any:

1) Similarities between them?
2) Common deliverables?
3) Phases that can be used interchangeably?

Surely this is a major prerequisite before deciding on which approach to use, or what needs to done to switch from one to another or to find out if the enterprise architect you are about to hire will fit into the 'approach culture' of the organisation!

My latest document "The right & wrong ways" provides the tables to assist with this process.

Regards

Responses
1) Charles, NOT A DIG. One of the reasons I pulled out of the EA threads was just this kind of discussion. Winston has it right as far as I am concerned and that is not to say anyone is particularly wrong either. About 30 years ago, I wrote a paper, accepted for publication by George Washington Uni no less and subsequently published in an anthology of methodological approaches, arguing for the idea that applying any methodology, on the basis of being a silver bullet was counter productive. .At the time, something called the EFQM was all the rage (and this is way before Zachman) and an organisation known by the acronym CCTA had just published its first, government sanctioned version of PRINCE, instead I argued for a kind of mix and match, taking the most appropriate parts of any and all as circumstances demanded it. I wrote the paper after spending some 18 months build an inventory tracking system following something known as SSADM with the kind of discipline, attention to detail and rigour that the military are good at. While building that system, we were obliged to meet the methodological requirements of a variety of internal and external standards. So in that instance and every tasking since, there was no single method (edited)

My response
Michael Poulin Thank you for responding to Allen Woods comment. Perhaps I was not specific/explicit in my original post. Perhaps I should have raised the point that before being able to compare one approach to another it is necessary to establish a benchmark 'standard'. I did this for Ripose & published it in my article "The right & wrong ways" (link provided in an earlier post). Using my 'benchmark' (& providing that I can find the deliverables produced by any other approach) I am able to compare any approach to Ripose & hence any approach to any other. This also enables me to test the efficiency & effectiveness of any approach by examining how many explicit deliverables the approach produces & whether there are any redundant or overlapping steps. This is my 'silver bullet' So far I have examined 8 'best practice' approaches & they all failed the test. If anyone thinks they can do better than Ripose & Caspar, can prove me wrong & show how & why their approach is better, I am prepared to retire once & for all. It will save me time & the effort of trying to fulfil my dream (which appears on another post 'Opening all hailing frequencies'). I am still searching for the other 9 good people. So far not 1 taker. Regards (edited)

2) My working assumption is that each framework was developed to solve a problem in ways that the inventor couldn't solve with any other framework they knew about, without attempting to undertake an exhaustive research project beforehand. Let's face it, it's like standards, there are plenty to choose from and if there's not one you like our that fits you can make up a new one.

I'm sure in many cases my working assumption is wrong. My question then is if building upon someone else's framework, rather than creating something new and different, why not help to evolve the one used to build from? Are we humans too egotistical that we'd rather develop something that looks "new" for which we can claim total credit as the inventor rather than simply a contributor? As to the danger, what danger do you speak of? What repercussions have people experienced? I'm genuinely curious on this point.

My response:
Winston thanks for your response. Perhaps it is a case of who came first.
1) Ego?: I started work on Ripose & Caspar around the same time as Zachman but some 5 years ahead of The Open Group. Plus I developed Caspar myself. They waited until ArchiMate was developed (2002) to 'automate' their approach
2) Why do I not help others evolve?: Why do I not just give up on Ripose & Caspar, approach one of the best practice' groups & give them the benefit of my experience? If you look at the structure of their approaches & compare it to what I built you will find our architectures are completely dissimilar. I know where they went wrong but why should they listen to me?
3) The dangers: I have spelt these out in my eBook & on my web site. I will be working on Book 2 & 3 (which fills out the chapters using the research I've completed in my article "The right & wrong ways"). If you start any journey of discovery with the wrong first step, without knowing your explicit deliverables, you may take a long time to get to the destination (if ever). The danger is the wasted resources. The number of failed projects today are similar to those 22 years ago (around the time that these 2 started gaining popularity)

Regards

3) Kevin (INTJ-Plant) Smith did this in how PEAF. I built our organic business process model following (comparing first of all) J. Zachman. I do agree with Winston Sucher

The practice of the Architecture of Business is for business people who make decisions how to design the business organisations. They are at the top of the business hierarchy in contrast with Enterprise Architects who are boxed in IT and see the business from the IT/technology perspectives only.

My response:
Michael Poulin thank you for your replies. 1) According to my research 1.1) you came to your conclusions nearly 2 decades after I developed Ripose & wrote my Caspar software, I wonder what would have happened if you had looked at my work before following The Zachman Framework? 1.2) The diagram you have included may well be expandable, but it breaks George A. Miller of Princeton University's Department of Psychology "The Magical Number Seven, Plus or Minus Two: Some Limits on Our Capacity for Processing Information". This rule is a great heuristic & I have used it to in all my work. What a pity others seem to ignore it 2) Perhaps it is time for you to compare your AoB approach with the Ripose Technique (If AOB is similar to the 6x6 Zachman grid, then I have already done that for you) Regards

4) Charles, my response was not a criticism of what your trying to achieve but targeted generally at the technology community at large, and the humanity to which we operate - point 1. Point 2, again this an observation the technology community at large and goes to my observations of such vast body of various works from countless authors. Many of these works are very valuable in their own right, including your own. Fame and fortune seem to follow those with the most followers/ adopters/ advocates more so than the accuracy or value they bring necessary in comparison to other bodies of work. Point 3 the dangers really then result in wasting time & money to reinvent the wheel (summarily) [I will take the time to read your book]. This seems to be something the technology community is willing to do repeatedly, with the non-technology groups having to fund. There does not appear to be reputation risk/damage nor brand liability at risk, so one might judge the danger to be negligible in the grand scheme of things. Cheers.

My response:

Winston thanks for this update. I do appreciate the time you take to respond & as I embark on what could very well be the last project of my life, I want to be sure that everything I now write describes what I say & do & I can teach others to do the same. I am winding down commenting on other people's posts & articles as I need to concentrate on my dream. I have ample proof as to what the real issues are. Other people are pointing to the symptoms, when I have already discovered the causes. Do I have to apologise for my statements? Am I egotistical? I think not I am amazed that EAs & data modelers think they can use the existing approaches to defuse the looming legacy system time 'e-bomb' when I have proven that it is the approaches themselves that exacerbate the problem. I tried to explain this in the LI article I published 2 Sep 2015 "Mind map protocol' & the approach comparison paper I wrote in Nov 2004 (now replaced by my "The right and wrong ways'), but somehow I am not eminent enough to be taken seriously. Still at least I am no longer affected by this sad snafu state of affairs. I will continue to offer my offerings as an efficient & effective way out, even if I am continually ignored by the majority. Regards

I thank you all for your comments. What I was after was to find out if anyone could provide a definitive mapping between any of the examples? A spread sheet would suffice. If the framework cannot deliver this simple requirement, then how can anyone trust it? I've provided an example which compares TOGAF & The Zachman Framework. Columns: A) The domain, either business or technology B C H & I) The step taken within the domain eg In TOGAF B&C maps to the meta TOGAF model & In Zachman (H&I) to the row & column D E & F) The deliverable produced from the step eg - TOGAF's Architecture vision deliverables - Catalogues, matrices, diagrams (D&E). In Zachman in cell 1,2 the Business concept step - the deliverables Business entity & relationships (F). Are these synonymous? This answers my 3 questions. No to all of them! Conclusion. 1) There does not seem to an easy way to switch from one approach to the other 2) An ea trained in one discipline would find it hard switching to the other In the Ripose Technique I explain every deliverable & the step in which it is produced. I used my steps to help map all the approaches. Hence a RA0 could work with any approach if need be. Regards

Allen I was not able to respond to your reply to Winston so I will have to post my response as a fresh thread. The purpose of my post was to ascertain if anyone could come up with a definitive approach to compare 'standards'. Perhaps my original post should have stated that you can use a spread sheet to carry out this comparison. I have now created a spread sheet to compare TOGAF and Zachman and found they were not similar, did not share the same deliverables and no steps were interchangeable. Which answered my 3 question about these 2. ISO standards suffer from the same fate. They are implicit at best and nearly impossible to provide any form of governance at worst. In order for me to carry out my comparisons I had to first establish a benchmark so having developed Ripose I was able to use it as the basis for my comparisons. If I have made any miscalculations, it is because the public documentation available to me was either implicit or I just do not understand what the author of the approach was getting at (me bad). I am not sure what business/technology approach you use, but it would be interesting to see if you could map it to any other, as I have demonstrated. Regards

5) What do you mean as "planning process" - management of life cycle of a solution or management of work to be done to create this solution or mixture of them? In any case, it is necessary to separate them explicitly. See http://improving-bpm-systems.blogspot.bg/2018/01/better-architecting-with-explicit.html

Charles Meyer Richter, more information can be available for you if you join "a pool of system experts". Of course, the goal is to improve this approach. I can put you in contact with the convenor of the working group.

My response:

Alexander SAMARIN thank you for your comment. Unfortunately I have more pressing needs to join this group. I already have The Ripose Information Architecture Group (TRIAG). As I am more than just a system expert (but an information expert) I can see no real benefit to me to join any other group. If anyone wants to learn my efficient & effective approach to both types of planning, all they need to do is ask to join TRIAG. I am simply looking for candidates who have the capability of learning how to become a Ripose grade 0. Regards (edited)

6) POET (and PEAF) have defined this some years ago. Read this and the next page The way to do it is to use the fundamental ontologies defined in PF2 and part of that is defining what any framework is composed of..
.

My response:
Kevin (INTJ-Plant) Smith Thank you for all your 3 responses. They are off topic, which I need to remind everyone was "Has anyone ever thought of being able to compare any planning process with any other?" I have now completed this task (I wonder if anyone else has tried?) so my thanks to everyone for their contribution. Hence: 1) I will not be using this topic to explain Ripose with any one. I have all the research I need as to why I can use Ripose as a benchmark in order to: 1.1) Compare my approach to yours. I found they are not compatible whatsoever 1.2) Compare any approach to any other 2) Obtain the material I need to write Book 2 & 3 of my eBook 3) Seek funding to find 9 more people who may be interested in learning how I become a Ripose grade 0 architect & to become one themselves - they will need my training in the technique & how to use Caspar 4) I can also demonstrate how a RA0 could use any approach making them more efficient & effective than they were designed. But why bother when Ripose has the capability already built into its design If you (or anyone) want to continue any dialogue with me either do it through commenting on the appropriate articles or via email (my email address is on my web site). Regards

7) Charles Meyer Richter @Charles: "They are off topic, which I need to remind everyone was "Has anyone ever thought of being able to compare any planning process with any other?" You can either learn PEAF and comapre it to yours or I can learn yours and compare it to PEAF. You supplied a long list of things that I needed to do. I did them all, and none of them helped me understand your approach (which is the first step for me to be able to compare it to PEAF. @Charles: "Has anyone ever thought of being able to compare any planning process with any other?" Yes. It was done some years ago and is embodied in POET. (I won't send the links again as I think it would start us down the same rabbit hole)

Member response: PF/POET/PEAF constitute a very useful comprehensive, layered, conceptual framework/metamodel for the EA domain.

Charles Meyer Richter Dave Lush I previously said read this in the next 10 pages and then forgot to give you the link so here's the link fpf snapping to POET ZACHMAN TOGAF COBIT ITIL etc

My response:
Kevin (INTJ-Plant) Smith Thank you for your reply which contained the phrase "If you want me to map PEAF to something else ...". If I could map Ripose to the approaches I mentioned then I do not see why you need me to define all the terms. All these approaches have been documented on the web. So if you have the time, why not do your own research. After all who knows PEAF better than you. Suggestion: Start off by creating a spread sheet with 3 rows & 5 columns: Column headings Domain; Step; Focus; Deliverables; State; Links Rows 1) heading with column names Column 1 row 2) Business row 3) Technology Step is the sequence number of the process you need to focus on Focus is the name of the process Deliverable is the output you will receive after the step is completed State is whether the deliverable is implicit (fuzzy) or explicit (complete in its own right) Links shows the previous step number that helped create the deliverable Then go through your approach and fill in the rows Regards

8) By the way Pragmatic EA have just announced that the latest release of PEAF (and also POET) can be learned for FREE by enrolling in our self study PEAF Certification course (including certification - exams are administered online in realtime and marked by me personally) The main entry page for our training is here From there, people just click the "More Details" link under the Self Study Option, which will take them to here with course details etc. From there then just need to click the "Order Here" link and then enter their details.

My response:

Kevin (INTJ-Plant) Smith thank you for this. I explained the purpose of my post in a response of mine to another one of your comments. It is not to discuss any approach but to how to compare approaches. Regards

9) Charles, I have developed a model which was mapped to all the major EA tools. Yes, It's imperative to reach and translate amongst the various architecture methodologies and tools including Sciences when we can.

My response:

Perhaps you should create a post and share your findings. I would of course be interested to see your model.
Lisa response:
How would I get access to your tools.
My response
Lisa Marie Martinez Before you can get to use Caspar, you will need to be trained. I have provided free access to iCaspar, which deals with the business Goals and enables you to do a SWOT analysis.

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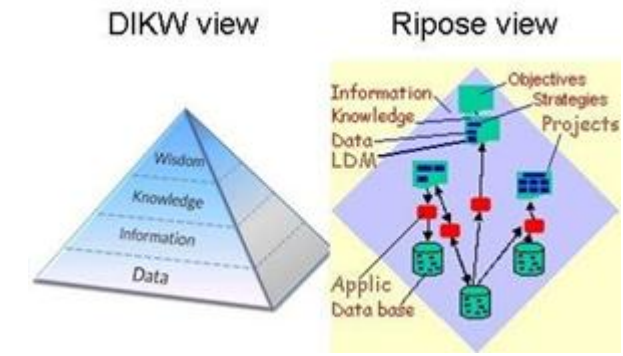
20 Mar 2018 **DIKW triangle**
The debate on Data > Information > Knowledge > Wisdom rages on

On the 11 Feb 2009, an author by the name of Gowry stated the following in one of her blogs; "Data, Information, and Knowledge are the fundamental concepts in the creation of knowledge management in the organizational achievements. Further, these three valuable concepts are the capital and communication facts in an organization"

She then went on to examine 17 references as to what other individuals suggested these 3 fundamental concepts meant and provided her opinion as to the veracity of the suggestions. I have now diagnosed the 17 respondents and an interesting pattern emerged. Of the 17 opinions: 4 refer to Information, 1 to knowledge and 12 to data. Not one referred to RL Ackoff's DIKW triangle. However with a little bit of extrapolation this could soon be remedied.

To read my full diagnosis please see



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20 Mar 2018 **My future**

All hailing frequencies open

What a coincident. Both Stephen Hawkins & Albert Einstein passed away at 76.

I'm 5 years away from their age-of-death. Perhaps it's time to redouble my efforts to propagate Ripose. I've the Technique & software to support it. To carry out my plan I will require the following:

1) 10 trained Ripose grade 0 architects
2) A CEO who wants to build a multi-million dollar company
3) A marketing executive who is not afraid of taking on the likes of TOGAF, Zachman, Design Thinkers & Data modellers
4) A sales executive who'll work with the marketing executive to overcome the resistance to an idea whose time has to come
5) An investor who likes this idea (a preliminary budget is available)

The key to this success is finding 9 more good people. People who are:

1) Willing to:
1.1) Learn
1.2) Take the leap of faith that the money will be there
2) Unafraid of dumping the inefficient & ineffective theories & ideologies of the so called 'best practice' approaches

The core document (the 'sizzle') is now complete. It describes the Ripose pathway & compares 7 'best practice' approaches (showing why Ripose is the better option). The 'steak' needs the 5 missing ingredients.

Anyone up for the challenge?

All hailing frequencies closed

Ripose: A journey of discovery

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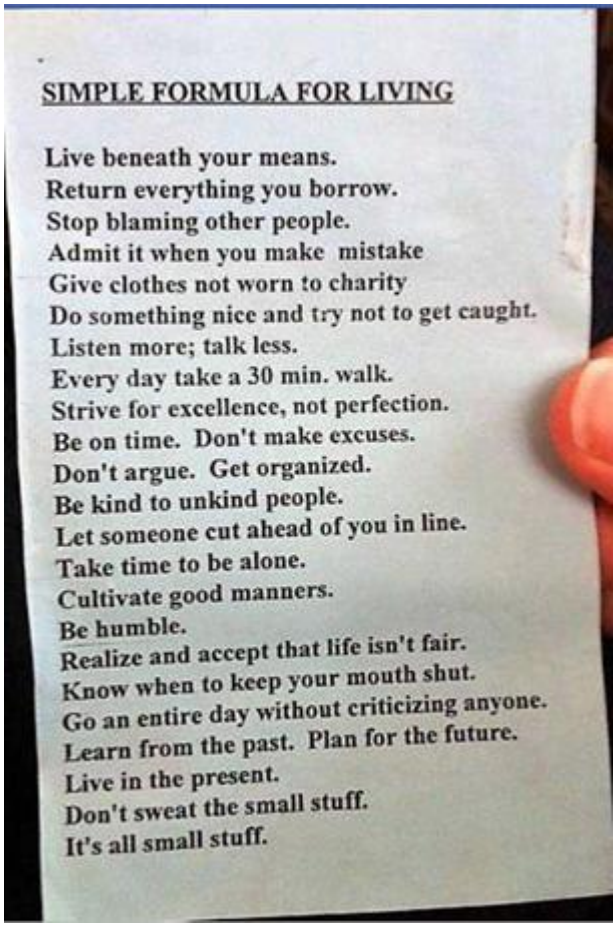
20 Mar 2018 **Simple objectives**

On the 26th Feb 2018, a friend of mine shared a link on Face book that presented a list containing 23 items that represented a "simple formula for living". I further refined this list and rearranged the 'items' as measurements of personal values that will benefit all stakeholders and produced a purpose statement.

Please see this link for the final analysis

Here's a challenge: Use any enterprise architecture approach to improve on what I can do with Ripose. It took me all of 30 minutes to refine these 23 items. Can you do better?



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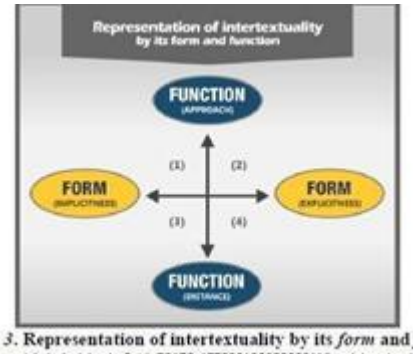
20 Feb 2018 **Intertestuality implicitness**

Having just read a post on yet another viewpoint as to what an enterprise is composed of or 'architected' (in that case it was called a 'firm'), I wrote a comment which I now want to go on my record. I stated:

"As a veteran of 47+ years in the field of business and IT, I keep looking for someone else's way of expressing 'information' in a clear and concise manner (explicitly) rather than using all the 'flowery' (implicit) language expressed by so few.

If I were as eminent as the late Winston Churchill, perhaps I could have come up with the phrase to match his "Never was so much owed by so many to so few". Mine would state 'Never was so much implicitness bestowed upon so many by so few'."

Regards



Graphic 3. **Representation of intertextuality by its *form* and *function***
http://www.scielo.br/scielo.php?pid=S2176-45732013000200011&script=sci_arttext&tlng=en

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20 Feb 2018 **Information – do no harm**
Is today's marvellous technology causing more harm than good?

Use any search engine to find answers to a query & is likely to find millions if not billions of references. Has anyone got the time to find the most reliable 'information'? What about 'Fake' news? Examples:

1) SE: Use 'information' to find over 3 billion references:
1.1) Google's 1st ref defined it as: "Facts provided or learned about something or someone" & "What is conveyed or represented by a particular arrangement or sequence of things"
1.2) Wikipedia: "Information is that which informs" & then goes on to explain it in terms of only data & knowledge, omitting 3 other important factors
2) Fake news: Because something is propagated via any medium does not necessarily mean it "tells the truth, the whole truth & nothing but the truth". Example: the Hippocratic Oath. How many people believe that it contains the words "First, do no harm"? According to my source, these explicit words do not appear in the translation from Greek to English. Perhaps some 'marketing' person decided that this was the way to 'sell' it

Regards

$$Inf = \sum_{n=1}^{\infty} \{O+K+Po+F+Pr\}$$

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20 Feb 2018 **Model – Data or knowledge**
A challenge for data and knowledge management experts,

So you think I know nothing about conceptual or logical modelling & you know everything! Given these 3 business rules:

1) A Person may be a Customer
2) An Organisation may be a Customer
and
3) A Customer has to be a Person or an Organisation but cannot be both

Could you display these rules in graphical notation (use whatever modelling tools you like) and use 1 or more of the following approaches:

1) Venn diagram with set theory
2) Entity relationship

3) 3-dimensional Graphical display
4) Role modelling
5) Knowledge modelling

If it took me about an hour to produce all 5, then as an expert data or self-proclaimed knowledge management modeller it should not take you any longer.

If you really want a challenge, develop a database schema for each. If you do not have the capability, ask an expert database designer to accomplish this.

I can guarantee you that you will need all 5 approaches to prove which design delivers the optimum database design. If you manage this exercise, you could tackle the following paraprosdokian: Knowledge is knowing a tomato is a fruit. Wisdom is not putting in a fruit salad. This challenge should test your mettle as an enterprise architect as well as a knowledge management expert

Regards

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20 Feb 2018 **Dream: Plan: Experience**

Having now completed the first edition of Book 1 of my eBook 'Dream: Plan: Experience' I thought of this for a book cover.

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20 Feb 2018 **My DevOps experience**

Just for the record. In 1980 I bought my first personal computer, the Apple IIe (see photo). The only operating system that came with it at that time was UCSD Pascal. It was smaller and more powerful than the Nixdorf 820.

With these two pieces of technology, I developed a general ledger system to assist me with the recording of financial transactions which helped me reduce my accountant's bill.

In 1983 I developed a video store recording system.

In 1984 I used the technology to help me prototype Information Engineering's data dictionary system which was later developed on an IBM personal computer using UCSD Pascal as well.

In 1989 I used a Macintosh SE computer with the Apple operating system and the Omnis 7 integrated development environment (a database engine and code platform to develop screens and reports) to develop my strategic planning and IT project planning engines.

In 1993 I changed my development platform to the IBM pc as it was cheaper than the Mac. In 1999 I upgraded the IDE to Omnis 3.3 and redeveloped my 2 planning engines.

In 2010 I developed an allied health booking and accounts receivable system which ran across the internet using a VPN.

All this was done on the 'smell of an oily rag'.

Regards

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Feb 2018 **My first mini computer**

In 1972 I was employed by Nixdorf Computers in Johannesburg and programmed their Series 820 computer (see photo) using the Nixdorf assembler language.

Whilst it looked more elegant than any other mini computer on the market (more than 46 years ago) the chaotic nature of the program wiring system (bottom left) made changes very difficult and sometimes very costly.

The more things change the more they stay the same. The only difference between then and now is miniaturisation, however, the methods of planning how to turn a dream into a worthwhile experience is represented by that wiring panel, as chaotic now as it was then.

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Jan 2018 **Projects – successes & failures**

On the 7th Dec, I published my article 'Dream: Plan: Experience'. I mentioned I was going to write a book with the same title & have now completed the table of contents (see www.ripose.org/dpe) which will ultimately deliver my promise.

This is a work in progress & will take time to complete. However, my main thesis on how to build a better plan is currently available (has been since 1989). The software support (AI)

component was 1st released in 1990 (using the Omnis 7 IDE) & rewritten in 1999 (using the Omnis Studio IDE) & is available.

My original book was self-published in 1994, the first courses were developed in 1995 & the first of the training courses revamped in 20I7.

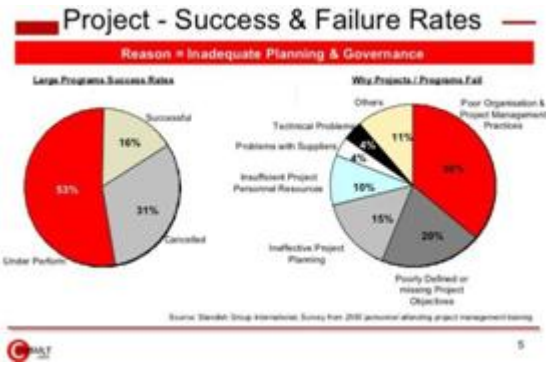
I keep asking myself the question: Why do I persist?

It appears that everyone else who developed an approach to solving the planning enigma, claims their approach works. Yet there is ample proof that they fail to achieve their promise.

So (other than financial rewards) why are the followers of these approaches so 'gullible' when the rates of failure exceed the rates of success?

I persevere because I know what causes these failures (not just the symptoms) & perhaps 1-day others may be 'brave' enough to want to learn how to avoid the traps.

Regards



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Jan 2018 **Information and music**

Is there a similarity between a composer writing a body of work for an orchestra and an information architect designing a body of work for an enterprise?

Please see my article

Responses:

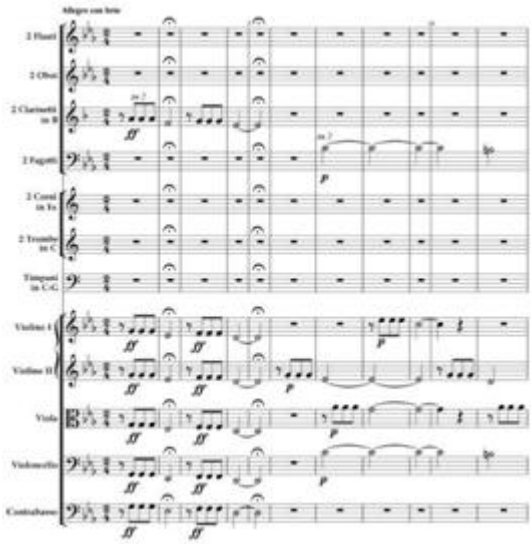
1) Not nearly having as much knowledge as you have about information architecture, I have started reading the material you provided. I really enjoyed the text "running a physical process against a conceptual or logical object can lead to irrational results". How translation protocols work and what all the models you provided have to do with this, remains a mystery for me for now. Maybe you can educate me on this. Cynefin works in my context of safety, but I'm not sure how it works for information architecture.

My response:

Martijn Flinterman MSc Thank you for your reply. information architecture covers every facet of business, including safety. My passion is to demystify the meaning behind the enigmatic word called 'information'. As long as others keep 'filling the swamp' with alligators' (in this case to keep propagating the use of planning practices like those described in my article) rather than trying to drain the swamp, my work will never accomplish anything. Does this worry me? Not really! My life no longer depends on me 'winning popularity races' against competitors who claim that their 'dongle' is bigger and better than mine. I can prove everything I say and write. I doubt that my

competitors can do the same. They have had between 25 and 30 years to prove their case and yet I am able to find a number of glitches in their approach. To date, I am yet to find anyone discovering a single problem with mine. Then again 'ignorance is bliss'. If you want to learn anything from me, all you have to do is decide what part of information you interested in and go from there. I have courses for all the grades. Regards

2) Very interesting Charles! Working in safety and quality management, I focus on understanding and closing the gap between the intentions of the composer (who's not on stage) and the way the musicians perform. The conductor's (supervisor) role is very important as well. I'd like to make distinctions between a simple, complicated, complex and chaotic (Snowden's Cynefin) orchestra environment too.
.
My response:
Jos Villevoye Thank you for your reply. Personally, I have never liked Jazz. To me, it is about making things up along the way and expecting accompanists to keep up. Then again it seems to me that most people plan strategically like playing jazz. No wonder the world is so 'noisy'. Regards



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Dec 2017 **Planning traps**
So you think you know how to plan. Or are you making it up as you go along?

Genres of planning There are 2 distinct genres of planning methods namely, ‘top-down’ (aka ‘strategic planning’) & ‘bottom-up’ (aka ‘project planning’).

Planning traps

a) Top-down method - ‘paralysis by analysis’
b) Bottom-up approach - ‘a death by a thousand cuts’

Avoidance

To avoid either of these traps, it is vital that you find & choose an approach that integrates both approaches & bypasses both of these insidious traps.

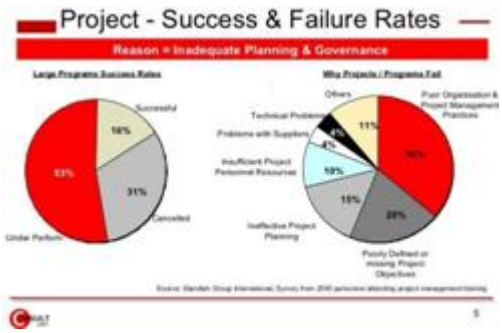
Planning failure symptoms

Irrespective of which planning method you choose, there are a number of common symptoms. Some of these are (Forbes researcher):
1) Having a plan simply for the sake of having one
2) Not understanding the environment
3) Not having the right people
4) 'Shelf life' of the plan
5) A ‘straight jacket’ plan
6) Wrong people in the wrong job
7) Ignoring reality
8) No accountability
9) Unrealistic (or implicit) objectives

Causes of planning failures

Here are 5 causes that produce the above symptoms:
1) Implicit deliverables
2) Incorrect starting process
3) Implicit business models which do not suit the business needs
4) Time wasted on wrong follow up steps
5) The cost of producing the implicit deliverables

Regards



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Oct 2017 **Why Ripose?**
At long last someone asked me a very pertinent question: 'What makes me think the processes I am recommending are universal'?

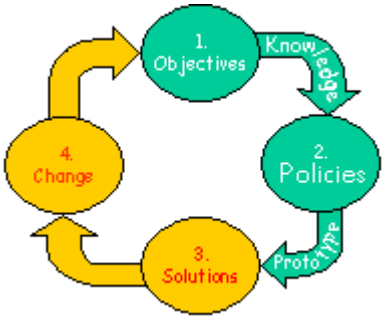
Answer: My experience & expertise spanning 20 years of research & practice in the domains of coding, program specification, database design, systems analysis, business analysis, project management, course development, training & strategic planning, followed by over 2 decades of practice & development.

I am more of a practitioner than a theoretician.

1) In 1977 I so disagreed with the practices of structured analysis & structured design but it was not until I discovered the MA Jackson approach to program design that the pieces began to fall into place as how to replace the 'waterfall' SASD approach
2) In 1982 I joined Information Engineering & by late 1987 I was thoroughly disillusioned & decided to find a better approach to:
2.1) Using normalisation techniques to design databases
2.2) The 'iterative' RAD approach to designing systems

In 1989 I designed that better approach & in 1990 I wrote the compilers to support 'my' processes. It enables all who use it to avoid falling into 'black holes' by providing them with a safe, fully integrated & rapid processing 'platform' that sits on the 'event horizon'.

Regards



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Oct 2017 **Am I mad?**

I have been called mad, biased, ill-informed, ignorant (plus a few more derogatory adjectives) by 'so-called' professionals and 'experts' in the field of enterprise architecture and quality assurance (notably Six Sigma).

I have been told I know nothing about systems theory, strategic planning, digital transformation, value-chains, block-chains, business canvases not to mention a plethora of ea approaches, so I decided to write one more article to explain what I view a 'system' to be and to demonstrate that I am neither mad, ignorant nor ill-informed. Biased I may be, but then who would not be?

After 47+ years, putting up with the 'nonsensical' (making no sense) utterings of not only the plethora of ea approaches but also the illogical, ineffective and overly complicated IT solutions to implementing the implicit ea (and their derivative approaches) I have come to the conclusion that LI is probably not the forum for me.

Am I 'spitting the dummy'? Not sure at this moment. There are a few 'adults' on LI so I may stick around for a while longer.

My highly probably last article can be read at this link (updated 20 Oct 2017)

Regards

Responses:

1) Without a method, planned process or education, people only work in chaos and ad hoc (maturity level 1). If you undergo surgery you also like that there is a method or planned process. If people design and build your new smartphone, they use a method or plannend process. If people try to educate your children, they use a method or planned process, or when they design an airplane or build a nuclear plant. The big problem in EA is that practice has shown that some methods and frameworks just don't work and that the definitions they use are very much flawed (TOGAF, ArchiMate, etc..) and that consultancy firms behind these methods and frameworks are not improving their consultancy products (they call method or framework) fast & good enough. Even in science EA has managed to get some nonsense articles published which does not help to advance the community. So in EA we need several true (competing) open methods and frameworks that are improvements based on practice that WORKS! I hope Bizbok will be one of them. I really hope ArchiMate will move to OMG and ISO one day and becomes valuable again.

With Dragon1 we try to provide a true open EA method next year that is under influence of the practitioners for improvement.

My response:

Mark Paauwe Thanks for this. I have no doubt that the 'intention' of every approach is 'well-meaning'. The problem as I see it is expressed in your last 4 paragraphs: 1) "Improvements based on practice that WORKS" - I am yet to see how by starting with a wrong assumption, any approach will work well. I have no doubt that a screw could be 'manipulated' with a 'hammer' rather than a 'screwdriver', but in the end, the construction will fall apart 2) Hoping is not a recipe for success: 2.1) BizBok is too disjointed & just not mature enough 2.2) Archimate was built on UML technology which was an automation of the failed data flow diagrams of structured analysis & structured design - if only the developers of UML had automated the MA Jackson approach or even pseudo code 2.3) ISO is not good enough 3) 'Trying' is all well & good. I've no doubt that you deliver. How do you 'back service' previous customers? What words of assurance can you give them that the version you used on them was just as good? The great pity is that I was the one who actually delivered a fully integrated BITGF(a). It is not my fault that no one was (or is) willing to listen. Regards a) BITGF - Business-IT gap filler

2) Charles, here is a short story - #1: I am on the market for relatively long time and have seen many JD - no one asked for Six Sigma skills. # 2: when Business Process Manages found that nobody is interested in how the processes work, they (BPM) started create fantasies that processes are adaptable, flexible and so on. Nothing of the mind. The Six Sigma guise know for sure that all their process optimisation worth nothing if the outcome is the same. This is why 5 years ago experts agreed that each business process is a business service to is consumers (who only care about the outcome and not how the work is done). Those who do not know or understand this are "mad, biased, ill-informed, ignorant (plus a few more derogatory adjectives), know nothing about systems theory, strategic planning, digital transformation, value-chains, block-chains, business canvases not to mention a plethora of EA approaches". It is already funny to hear any critics from 'so-called' professionals and 'experts' EA, who for so many years cannot a) explain what EA is; b) why they still have difficulties to convince corporate business in the EA value; and c) why EA are the first candidates for layoff when the company restructuring

My response:

Michael Poulin of Clingstone Ltd. thank you for your response. The question I now have to ask: Is the 'cure' worse than the 'disease'? Medical practitioners who provide the wrong 'cure' for either the right or wrong 'disease', 'bury' their mistakes. Eventually, the right 'cure' will be found and hopefully, many will survive. Business process practitioners who provide the wrong 'cure' due to not fully understanding the 'disease' destroy more lives (including their own). Eventually, even when the right 'cure' is recognised, few may survive. This reminds me 2 types of 'cures': 1) The 'Scorpion and the Frog animal fable' - the 'frog' is analogous to the business operative and the 'scorpion' the IT practitioner 2) Rome burning while Nero fiddled - 'Rome' is analogous to the business operative and 'Nero' the IT practitioner The 'disease' is the gap between the understanding of needs and wants of the business operatives and IT The 'cure' is the plethora of approaches built on the teachings of the ancient Greek philosophers, Charlemagne, Drs Deming, Drucker and Codd. Perhaps I am mad! (But mad as in being 'cross') Regards

3) I am not an expert in my field, but you are not a dummy. In fact your ideas gives us all food for thought! Most people dont like to think :)

My response:

Joel-Ahmed M. Mondol thank you for your kind sentiments. It would appear that not many people want to 'know' either. Which is why I wrote my article "Thinking Vs Knowing". It is a pity that those who disagree with me think they know why they do what they do. Most of them are 'Johnny-

come-lately' types and will actually do more harm than good. Still, I am not here to 'save' anyone, merely to voice an opinion as how to do things better. Regards

4) Charles Meyer Richter I liked your comment on Michael Porter, I think it is required reading.

My response:

Peter Bachman Thank you for this comment. I am going to assume that you are referring to my mentioning Michael Porter in my "Ally of my ally" article in which: 1) I Provide a link to the Wikipedia which states "Porter has been criticized by some academics for inconsistent logical argument in his assertions....." 2) Refers to the article in Forbes (link provided) which reported that in Nov 2012, The Monitor Group he co-founded went into bankruptcy Either way, how can anyone trust 'value-chains' or 'value-streams'? My suggestion (which will probably be ignored) is to identify & explicitly define the following: 1) What 'information' is - I have, see my work on the 'anatomy of information' 2) Where a 'value' fits in the'information' spectrum - I did this 3) How many 'values' an enterprise requires - 11 4) What the specific 'values' are - I not only did this but also encapsulated them under their appropriate 'benefit' Thus far I am yet to see a single approach that handles this issue with any degree of certainty, yet they want their practitioners & their client to 'trust' them. All I can do is wish them the best of luck. They may yet succeed, but somehow I doubt it, as their foundations are built on unstable ground. Regards

5) So ... you're telling us you're ... not ... mad, then? :) Amen. EA is ripe with people who think method over anything else, who feed off putting other people down who don't share their narrow and stupid views. I'm in the same boat in the world of ux and ea as a whole, it's like the girls is obsessed with giving name to every part of a fixed process or system and thinking the order, specification and function of each part is more important than ... the problem were trying to solve.

My response:

Alexander Johannesen thank you for your comment. What makes me appear to be 'mad' is that I keep wondering why so many people seem to be so 'gullible' when it comes to either understanding processes or even what the 'problem' is: 1) I read an article praised by a few on 'An introduction to cybernetics" as if it is the precursor to any ea's understanding. The book was written by a medical practitioner in 1957 & starts with 'change' but does not begin to address the basic input & output artefacts ('information') needed to bring about the first process in the cycle of 'change' 2) The doyens of strategic planning made some major miscalculations, yet so many ea approaches keep using their work as the starting point for their practice 3) The doyens of database design construction approaches made many a blunder yet their work is praised & constantly used 4) The doyens of UML based their approach on the flawed concepts of the doyens of SA&ST - aka use case from data flow diagrams 5) The doyens of quality assurance techniques made some fundamental errors in their processing cycle, yet no one seems to care 6) Programmers are able to hide business requirements in computer code yet senior management do not seem to have a clue Regards (edited)

6) Charles - If I may, there appears to be an error in your formula near the top of Page 3: "I will now use the formula Strategies are equal to Objectives times strategies squared (or S=OK2) to calculate this number." Maybe this should read "I will now use the formula Strategies are equal to Objectives times Knowledge squared (or S=OK2) to calculate this number."

My response:

John O'Gorman Thank you for noticing this. I have made the appropriate change. Your comment made me re-edit my document (written at 3:00 am yesterday) by adding a few more links to some previous articles of mine.
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Oct 2017 **The gap**

After years of diagnosing the thinking behind the way developers went about deciding which came first the ‘chicken or the egg’ when it came to designing an approach to fill the gap between business requirements and information technology solutions (BITGF) I have finally cracked the ‘egg’.

I can now sum it all up by using those immortal words spoken by Maggie Smith in the movie ‘The Prime of Miss Jean Brodie’ when she spoke the words "Dear Miss Brodie, I hope it will be convenient for you to see me in my office this afternoon at 4:15. Emily Mackay. Four fifteen. Not four, not four thirty, but four fifteen. Hmm. She thinks to intimidate me by the use of quarter hours”.

I can now liken ‘Miss MacKay’ to all the existing mainstream approaches (*) by seeking to maintain the status quo of the BITG (*) by stating ‘We hope it will be convenient for you all to develop solutions by continuing to ignore the true nature of information by brainstorming strategies directly after brainstorming objectives. Hmm. They think they can intimidate me by the use of brainstorming techniques’.

* Notes

Mainstream approaches

Agile	MBO	Scrum
BCNF	Multiple choice methods	TOGAF
BITG	OO	UML
Business canvas model	Operating canvas model	ZF
Digital transformation	PEAF	
MBA	QA methods	

Acronyms

BCNF	Bryce Codd normal form
BITG	Business Information Technology gap
MBA	Master of business administration
MBO	Management by objectives
OO	Object orientation
PEAF	Professional enterprise architecture framework
QA	Quality assurance
TOGAF	The Open Group architecture framework
UML	Universal modelling language
ZF	Zachman framework

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Oct 2017 **Model a paraprosdokian**

On the 22 Sep 2017, I posted a statement that provided the 'paraprosdokian' (*) “Knowledge is knowing a tomato is a fruit. Wisdom is not putting it in a fruit salad”.

As everyone has at least once in their lives, made a fruit salad, can anyone, using their enterprise/business capabilities, build 2 simple models in less than 1 hour, using a pencil & 1 A4 sheet of paper to address this in order to provide any would-be chef with the 'information' showing them how to make a fruit salad? (**) You can use either a:

1) 'Knowledge' model & 'business objectives' model;
Or
2) 'Data' model with any approach you want to use ('value-chain'; 'business canvas'; 'balanced scorecard'; TOGAF; ZF et al)

This may be a pithy or simplistic example, but if you cannot solve this relatively benign simple problem, how can you (even with collaborators) solve very complex business problems & create AI applications?

Regards

'Paraprosdokian' - look it up if it is still an unknown
** I am offering a prize of $100 (Australian) to the first person who comes up with an answer in the allotted time frame. Yes there is an explicit answer using 2 models & I have it, otherwise, I would not have asked this

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Oct 2017 **Knowledge & Wisdom**
On the 22 Sep 2017, I posted a statement that provided the 'paraprosdokian' (*) “Knowledge is knowing a tomato is a fruit. Wisdom is not putting it in a fruit salad”.

Perhaps it is now time to show the link between ‘knowledge’ and ‘wisdom’:

1) Wisdom is a benefit to us all
2) ‘Knowledge’ is achieved through observation, experience, expertise and techniques gained from being able to ‘measure’ the ‘values’ we gain from that which ‘benefits’ us achieve our ‘purpose’

Hence I can establish the link between ‘wisdom’ and ‘knowledge’ and am able to express this relationship as a mathematical formula which can then be proven to be valid or invalid, true or false. Try working this out with any other approach (*).

Regards *

ps
1) paraprosdokian - "a figure of speech in which the latter part of a sentence, phrase, or larger discourse is surprising or unexpected in a way that causes the reader or listener to reframe or reinterpret the first part"
2) I am offering a prize of $50 (Australian) to the first person who explains if they can see anything wrong with the words and the layering of them in the upside-down triangle. If you think it is 100% right, please prove your assumption. Perhaps my diagnostic template will help.

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Oct 2017 **Knowledge? What is it?**

Is knowledge:

1) ‘processed data’

2) ‘processed information’

3) perhaps “Business-knowledge covers all design characteristics of the business needed to create, operate, manage, and change its value chains, as well as to evaluate their performance. It also covers underlying business capabilities and enabling resources (financial, human, facilities, equipment, etc.) on which value chains depend”. By the way, does anyone fully understand what this rhetoric means? Strangely enough, I do, but in order to fully understand it, be prepared to diagnose the sentence; find at least 4 keywords and find which of the keyword actually defines 'knowledge'

I will now define knowledge using a 'paraprosdokian' - "a figure of speech in which the latter part of a sentence or phrase is surprising or unexpected & is frequently humorous". Knowledge is knowing a tomato is a fruit. Wisdom is not putting it in a fruit salad. Now try using this proposition to prove whether any of the 3 above are actually valid.

Regards

ps the rhetoric actually tries to define 'information' rather than 'knowledge'

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Oct 2017 **Ego**

Just read an article "Why 'Ego' is Destroying the Auto Business" by Robert Liotti in which the below image appeared.

As an amateur mathematician, I see this equation, that is if it can be regarded as an equation, as:

1) I = Ego times knowledge or

2) Knowledge = I divided by Ego

Not exactly a true representation or definition of what 'knowledge' is.

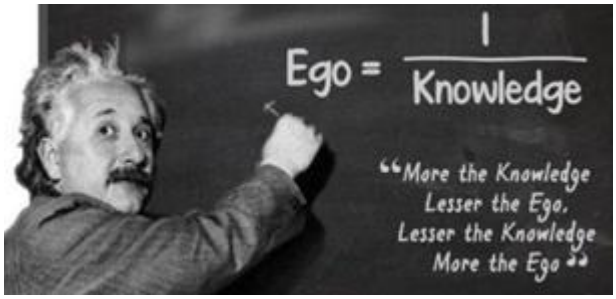
Perhaps it is just meant to be a metaphor.

On a more serious note. I found a quote attributed to Dr Einstein in which he was purported to have said “I am enough of the artist to draw freely upon my imagination. Imagination is more important than knowledge. Knowledge is limited. Imagination encircles the world”.

Perhaps if Dr Einstein had used his genius and discovered the formula for ‘knowledge’ (and/or information/imagination and/or strategy) rather than the formula for ‘energy’, the BITG (business IT gap) would have been filled a long time ago

Just a thought.

Regards



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20 Aug 2017 **20 years too late**

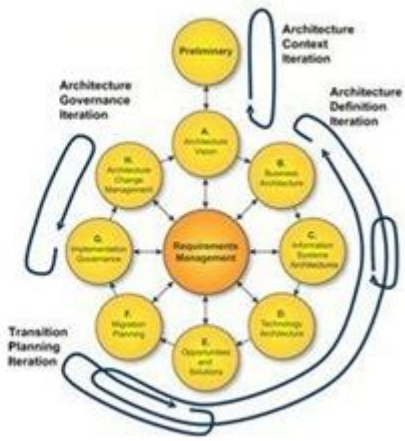
I am simply amazed! Within a few days, the Open Group announced their new initiative "Towards a Digital Professional Body of Knowledge" and the Zachman Institute their "Business Agility Manifesto Building for change" (which introduced the words 'business knowledge').

In the case of The:

1) Open Group (TOGAF) - their approach is introduced by using quotes by Walter R. Fisher (about storytelling) and Eliel Saarman (about designing a 'thing')
2) Zachman Institute (the Zachman Framework) - they introduce their approach with the opening statement "All initiatives must demonstrably align with Management Imperatives"

Not bad! I not only tackled this enigma 27 years ago but also wrote an AI engine to manage not only 'knowledge' but also 'information'. So having already fully integrated both their initiatives, I am diametrically opposed to both approaches. My best wishes for the practitioners of both techniques. I hope the introduction of this artifact does not cause too many disruptions.

Regards



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20 Aug 2017 **Revisiting my 'Ally of my ally'**

Perhaps it is time to revisit my Nov 2015 article "The Ally of my Ally"!

I may have set a personal record. After being 'called out' twice this week by members of my own network, perhaps it is time for them to review their connection with me.

I'll hopefully no longer 'incur' their wrath by ceasing to comment on their postings & articles unless specifically asked to.

What both my esteemed colleagues (& others) have probably failed to realise is that:

1) I started work on my framework back in 1984. A time when there were hardly any explicit 'frameworks', no internet & I lived in the 'Antipodes'
2) I developed my framework in1989/90 & wrote the AI compilers
3) I tested my theories over the next 27 years & others found them highly workable
4) As I now had a baseline I was able to compare other frameworks
5) They sought me out (probably) knowing that our approaches would clash
6) I have no interest in swaying anybody who is so entrenched in their approach
7) My only interest is to ponder as to why they are so adamant that they are right & I'm wrong
8) I do not dispute their 'successes'. Where is their AI to assist others?

Perhaps it is time for them to stop 'busting my head' & if they do not like what I write, simply ignore, mute, disconnect or prove me wrong.

Regards

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Aug 2017 **BizBok**

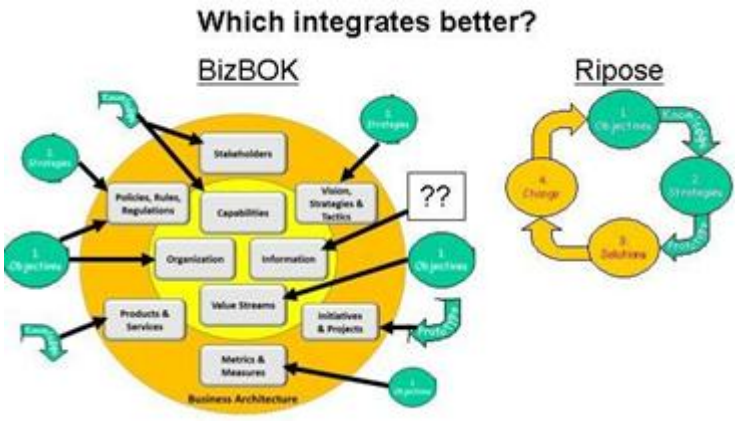
Following on from my previous comparison of the Operating model canvas I now ask the question: Which integrates better? Perhaps I should be asking: which provides the better 'governance' capability?

From my viewpoint the BizBOK covers 'Objectives', 'Strategies', a minute amount of 'Knowledge', an equally minute amount of 'Prototyping' and adds the inexplicit topic/artifact of 'Information' but leaves the rest of the integration to other approaches. Approaches which are now able take the outputs from the BizBOK to use as inputs into their processes. I may continue with this campaign to use this form of comparison with a few more approaches.

My final questions are:

1) How does the BizBOK approach plan to defuse the legacy system time 'e-bomb'?; Or
2) Is this going to be put in the too hard basket and left for others to solve?

Regards



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Aug 2017 **Digital transformation strategy**

I saw a post which presented this graphic. When I tried to comment & as LinkedIn developers, removed the 'Home' icon from the 'menu' bar, when I tried to navigate to another comment I made

not only did I lose the words I had typed, but on refreshing the main page, this post disappeared. THANK you LinkedIn.

My comment was: I fail to see how these 'digital' considerations differ from those of the 'analogue' approaches. Perhaps I am missing something. They all seem to use the same words & seem to have ignored what, imho, is the most crucial of all components.

Perhaps the newer generations (born after 1959) are so disillusioned with the approaches designed by the older generations (before 1960) that they decided to invent their ‘digital, social media’ type approach based on the same foundations as those of the ‘analogue’ approaches.

If the ‘digital' or 'analogue' age developers went back to basics & examined the raw inputs, processes and outputs used in each stage/phase/step (call them what you like) they'll soon find out if they find themselves (or their practitioners) in a perpetual loop trying to sort out the inputs, processes & outputs instead of solving the problem, that is if they even know what the original problem was.

Just a thought

Regards

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Jul 2017 **Objectives**

I think we all agree that objectives are the number one artifact that consumes much of senior management’s time. Every approach I diagnosed showed this.
All approaches use brainstorming techniques to identify said artifacts. Some, such as Balanced Scorecard, Business Model Canvas or Operating Model Canvas, use the more formal mind focusing approach, but the aim is still to collect the ideas.

So here is a challenge: I will provide you with 36 business objectives created by a practitioner using the Balanced Scorecard approach. Your task is to:
1) Find any duplicates which could reflect redundancies &
2) Use some of these objectives to formulate a purpose for the business I will offer a prize of Australian $100 to the first person who comes up with a reasonable purpose statement that matches or betters mine.

In the course that I teach I show how to further refine the remaining statements into a more workable & formalised format enabling the practitioner to identify a 'hashtag#tag' for each (those

of you like solving crossword puzzles or semantic modeling should find this a breeze) & to carry out a SWOT analysis.

Objectives
Customer:
Be a financial success
Provide a selection only of popular brands and models with sufficient margins
Make shopping with us easy
Provide easy access and parking
Professional service and logistics
Best-in-town finance package
Same-day delivery service

Competitive, but not the lowest prices in the area

Financial:
Create greater value to shareholder than competing investments would
Increase shareholder dividend
Improve return on capital employed (ROCE)
Improve operating profit
Reduce capital employed
Pay our bills and mortgages on time

Internal:

Chose the right products
Always a free parking spot
Deliver top customer service
Deliver the right products to the right address on time
Chose the right bank or finance institution
Deliver the right products to the right address on time
Reduce customer credit time
Reduce invoicing time
Chose the right products
Hire new product manager
Reduce customer credit time
Reduce invoicing time

Learning:

Develop system for better product management (ABC-method)
Hire new product manager
Change compensation scheme for sales personnel to reflect product profit margins
Acquire & develop more parking space at the north side mall
Retrain staff in customer care and service
Implement next level logistics system
Increase small vehicle pool
Increase no. Of drivers
Develop system for better product management (ABC-method)
Develop point-of-sale invoicing routine

Regards

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Jul 2017 **Operating canvass**

Following on from my previous comparison of one form of Enterprise Architecture I now ask the question: Which integrates better? Perhaps I should be asking: which provides the better 'governance' capability?

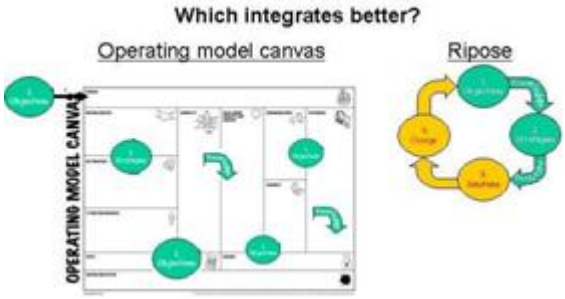
From my viewpoint the Operation Model Canvas (OMC) covers 'Objectives', 'Strategies' and a minute amount of 'Knowledge' but leaves the rest of the integration to other approaches. Approaches which are now able take the outputs from the OMC to use as inputs into their processes.

I may continue with this campaign to use this form of comparison with a few more approaches.

My final questions are:

1) How does the OMC approach plan to defuse the legacy system time 'e-bomb'?
Or
2) Is this going to be put in the too hard basket and left for others to solve?

Regards



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June 2017 **Enterprise architecture model 1**

Following on from my previous comparison of one form of Digital Transformation, I now ask the question: Which integrates better?

From my viewpoint the Enterprise Architecture model that uses this approach (EA1) only covers 'Objectives', 1 class of 'Knowledge' (please see my next comment) , 'Strategies', 'Prototype' and 'Solutions' but leaves the rest of the integration to other approaches. Approaches which are now able take the outputs from EA1 to use as inputs into their processes.

I may continue with this campaign to use this form of comparison with a few more approaches.

My final questions are:

1) How does the EA1 approach plan to defuse the legacy system time 'e-bomb'?
Or
2) Is this going to be put in the too hard basket and left for others to solve?

Regards

My apologies but I missed the 1 class of 'Knowledge' that this approach contains, i.e. 'Capability'. As this is the first approach that tries to find the 'concept' of 'knowledge', I have put on my diagnostician's hat in order to find out what caused the word 'Capability' to become a 'piece of knowledge'. My proof is:

I will start with a definition of 'Capability' which is "An aptitude that may be developed'. So:
1) A defn of the word Aptitude is "Inherent ability"
1.1) A defn of the word 'inherent' is "Existing as an essential constituent or characteristic". For something to 'exist', it must be 'noun'. To be a piece of 'knowledge' it must be a noun (or gerund), pose a question & provide an answer
1.2) A defn of the word 'ability' is "The quality of being able to perform; a quality that permits or facilitates achievement or accomplishment"
1.2.1) To be able to 'perform' one has to have a skill (a defn "Ability to produce solutions in some problem domain". So a 'Skill' is an 'Activity' which poses the question 'How?' & skills are developed through experience and expertise
1.2.2) 'Achievement/accompishment' are synonyms & can be summarised by the word 'Offering' which poses the question 'What?

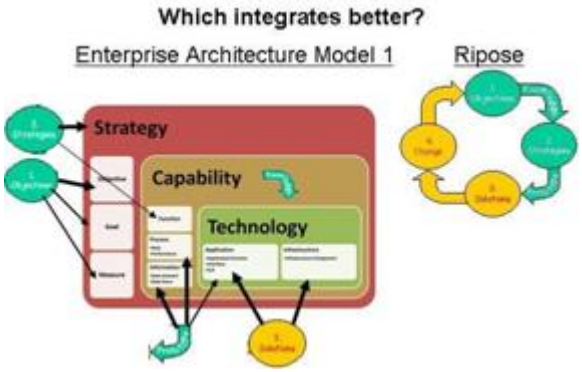
So, a 'Capability' is a piece of 'knowledge' It poses the question 'How to do What?' & answers it.

This is part of a course I teach anyone who is willing and able to learn from me. It not only introduces the 23 fundamental knowledge classes (aka entities) that pose the 23 questions & provides the answers but also how to use 'common sense' (to expand the 23 into the large number of business entities needed to satisfy the business' requirements) rather than using normalisation, Object Orientation or Semantic modeling (or a combination of the 3). The AI set of compilers I have built provides the capability of not having to play with a CAD tool to try and place the entities in their appropriate spot and avoid the myriad of crossed lines that will occur due to the development of hierarchies and relational joins.

This course together with the Objectives & Strategy courses will help defuse the legacy system time 'e-bomb' as the 'legacy' artifact provides the 23rd fundamental entity which poses the question 'Is there a more efficient, effective and easier way to to replace the inefficient, ineffective & archaic databases of the past'?

All the courses are fully integrated, that is to say, the outputs from each phase are used as inputs to the next without any duplication or the need to translate (transmogrify) a single piece of 'information'. This implements true 'governance' (a defn "the action or manner of governing a state, organization, etc").

Regards



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Jul 2017 **Digital Transformation**

Following on from my previous comparison of Agile, I now ask the question: Which integrates better?

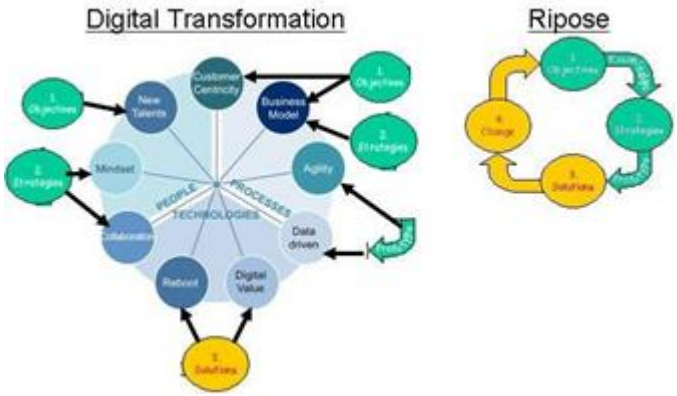
From my viewpoint Digital Transformation (DT) only covers 'Objectives', 'Strategies', 'Prototypes' and 'Solutions' but leaves the rest of the integration to other approaches. Approaches which are now able take the outputs from DT to use as inputs into their processes.

I may continue with this campaign to use this form of comparison with a few more approaches.

My final questions are:

1) How does the DT approach plan to defuse the legacy system time 'e-bomb'?
Or
2) Is this going to be put in the too hard basket and left for others to solve?

Regards



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Jul 2017 **Agile**

Following on from my previous comparison of TOGAF, I now ask the question: Which integrates better?

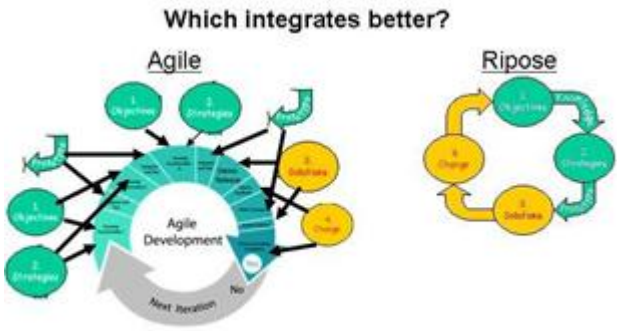
From my viewpoint Agile only covers 'Objectives', 'Strategies', 'Prototypes' 'Solutions' and Change but leaves the rest of the integration to other approaches. Approaches which are now able take the outputs from Agile to use as inputs into their processes.

I will continue with this campaign to use this form of comparison with many other approaches.

My final questions are:

1) How does the Agile approach plan to defuse the legacy system time 'e-bomb'?
Or
2) Is this going to be put in the too hard basket and left for others to solve?

Regards



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Jul 2017 **TOGAF**
Following on from my previous comparison of the Zachman Framework, I now ask the question:
Which integrates better?

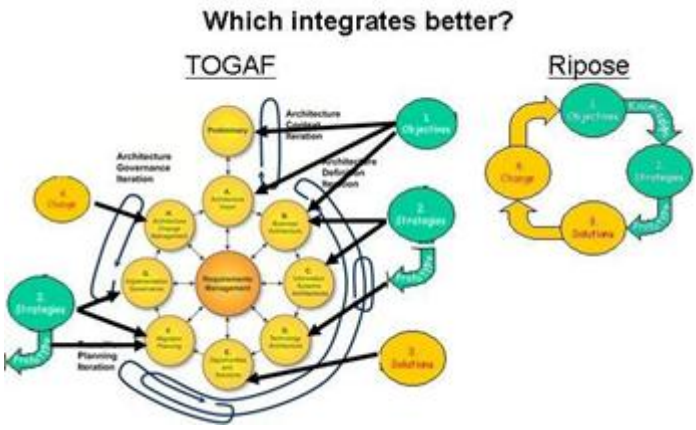
From my viewpoint TOGAF only covers 'Objectives', 'Strategies', 'Prototypes' 'Solutions' and Change but leaves the rest of the integration to other approaches. Approaches which are now able take the outputs from TOGAF to use as inputs into their processes.

I will continue with this campaign to use this form of comparison with many other approaches.

My final questions are:

1) How does the TOGAF approach plan to defuse the legacy system time 'e-bomb'?
Or
2) Is this going to be put in the too hard basket and left for others to solve?

Regards



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Jul 2017 **Zachman**
Following on from my previous comparison of the Balanced Scorecard, I now ask the question:
Which integrates better?

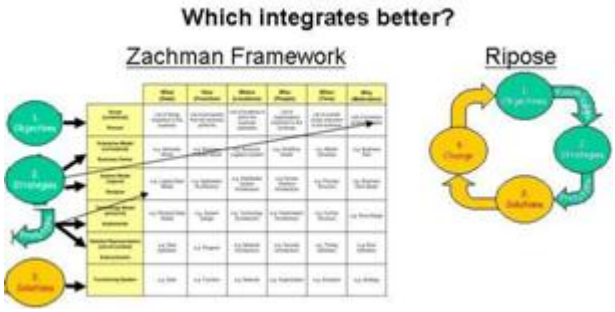
From my viewpoint the Zachman Framework (ZF) only covers 'Objectives', 'Strategies', 'Prototypes' and 'Solutions' but leaves the rest of the integration to other approaches. Approaches which are now able take the outputs from the ZF to use as inputs into their processes.

I will continue with this campaign to use this form of comparison with many other approaches.

My final questions are:

1) How does the ZF approach plan to defuse the legacy system time 'e-bomb'?
Or
2) Is this going to be put in the too hard basket and left for others to solve?

Regards



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Jul 2017 **Balanced scorecard**
Following on from my previous comparison of the Business Process Re-engineering, I now ask the question: Which integrates better?

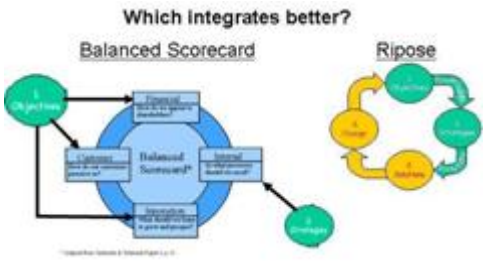
From my viewpoint the Balanced Scorecard (BSc) only covers 'Objectives' and 'Strategies' but leaves the rest of the integration to other approaches. Approaches which are now able take the outputs from the BSc to use as inputs into their processes.

I will continue with this campaign to use this form of comparison with many other approaches.

My final questions are:

1) How does the BSc approach plan to defuse the legacy system time 'e-bomb'?
Or
2) Is this going to be put in the too hard basket and left for others to solve?

Regards



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Jul 2017 **Business Process Re-engineering**

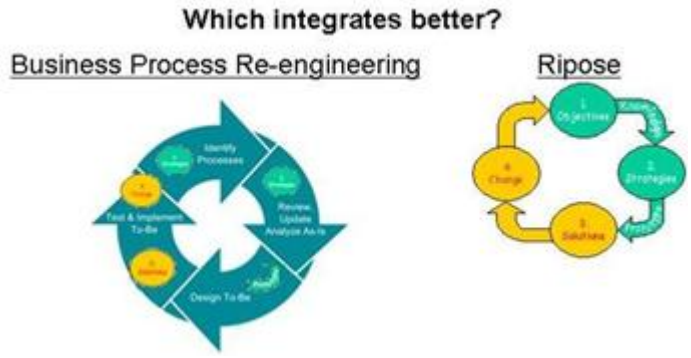
Following on from my previous comparison of the Business Model Canvas, I now ask the question: Which integrates better?
From my viewpoint the Business Process Re-engineering cycle (BPR) only covers 'Strategies', 'Prototyping', 'Solutions' and 'Change' but leaves the rest of the integration to other approaches. Approaches which are now able take the outputs from the BPR to use as inputs into their processes.

I will continue with this campaign to use this form of comparison with many other approaches.

My final questions are:

1) How does the BPR approach plan to defuse the legacy system time 'e-bomb'?
Or
2) Is this going to be put in the too hard basket and left for others to solve?

Regards



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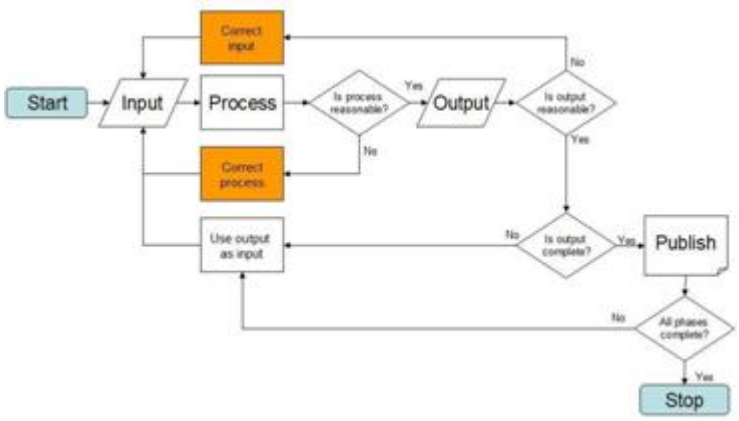
Jul 2017 **IPO**
In my previous update I (implicitly) mentioned the 3 fundamental building blocks used by any intelligent life form to build every object or mechanism (be the mechanism animal, mineral, vegetable or an artificially intelligent model created by an intelligent life). The 3 being:
1) Inputs
2) Processes
3) Outputs

After each process the question that has to be asked is: Is/was the process reasonable (that is did it work and/or was it cost effective)? This could start a chain of events that could cause a perpetual loop which will never produce the original objective (that is if the original objective was 'reasonable').

Imho the following graphic (which I used in an article I published in Oct 2016 called "Reduce Feedback Loops") represents this notion of mine.

To ascertain whether any approach is capable of solving any problem, you have to identify all the inputs to every process and ensure that the output from one process is never duplicated by another process to produce a similar or different output. This is the task of the diagnostician and not an analyst. The architecting of the approach will depend entirely on the this. Get this wrong and the cost to repair the damage will escalate.

Regards



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Jul 2017 **Business model canvas**

My thanks to Martin Chesbrough for writing the article "Process - the missing link in Business Model Innovation" and to Allen Woods for commenting.

I now ask the question: Which integrates better?

From my viewpoint the Business Model Canvas (BMC) only covers 'business objectives' and leaves the rest of the integration to other approaches. Approaches which are now able take the outputs from the BMC to use as inputs into their processes.

I will now be embarking on a campaign to use this form of comparison with many other approaches.

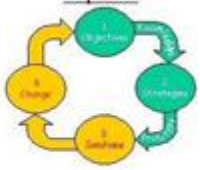
My final questions are:

1) How does the BMC approach plan to defuse the legacy system time 'e-bomb'?
Or
2) Is this going to be put in the too hard basket and left for others to solve?

Which integrates better?

Business model canvas

Ripose



Regards

Responses:

1) One small remark - Canvas is in first case a framework, rather than a model. It lays out ground for analysis... And secondly - both - are high level abstractions that by no means could be used in real production. When it comes to production Gant's diagram rules and Excel reigns! (And WBS is the most important abbreviation in project management!)

My response:
Igor Topalov Thank you for your comment.

1) As a pedantic diagnostician, I take my use of words & ontology very seriously. According to my research, 'model' & 'framework' are synonymous
2) Having a high level of abstraction is good but these are too implicit. At some stage, the implicit abstractions must be transformed into explicit examples & instances that have a direct bearing on the business. What makes the whole process dangerous is the BMC being placed in the hands of practitioners who:
2.1) do not know the business they are dealing with & have to rely on the business operatives experience & expertise to place the words they are dealing with in the right 'row' & 'column' or
2.2) know the business but are working with business operatives who:
2.2.1) Are relatively new to the business & to the BMC & will follow blindly or
2.2.2) Know their business, are able to place the right words in the right slot but want to know what the next step is going to be
3) Therefore the BMC has to used as a means of 'production'. It has inputs & outputs & the canvas is the process
4) The use of Gantt charts are fine but they are an arbitrary representation of arbitrary processes & are on the whole too implicit
5) Spreadsheets may reign but they are hardly the right tool as they are at most a single user tool & requires an expert to use them
6) As for the WBS (I will assume you mean the work breakdown structure), I agree with you. Which is why I used it to pen my response. The unfortunate part about the WBS is that it does not help eliminate redundancies

Summarising all that we have both written, it looks like the BMC is not as useful as some people make it out to be, as it will not produce repeatable & sustainable outcomes.

Regards

2) Thank you for prompt and detailed response! Given limitations of this form of media one shall imply that a lot of details are being left outside.. I highly respect ontologies and accurate use of terms, but, in my understanding Model and Framework have SLIGHTLY different purpose and meaning. Once you extend them with synonyms, say, "skeleton"/or "simplified" and "template"/"pattern" (respectively) - that difference may become more obvious. I.e. (hereafter I omit: in my subjective view) - model is something one creates/uses in order to better understand process/object/event, and framework is something that could be used as a tool to better organize process (either cognitive or a material production). Model shall be VERY flexible, it shall allow to bend/modify it, to perform experiments, etc... Framework - is more rigid structure - that helps to build upon it, via using it as a template. Now we coming to different stages of project execution. Model belongs to initial phase - prototyping, then we use some framework for better analysis (knowledge of business domain and sufficient experience are implied) - analysis, templating, ten we have to rely on experience of person who will execute WBS (yes, Work Breakdown structure), have it captured in spreadsheets (common tool available/understandable to virtually anybody) and being tracked via Gant's chart. So - of course it just obvious truth - but every phase of intelligent human activity requires different tool, relies on proper metaphor, and requires sufficient level of appropriate experience.

My response:

Igor Topalov thank you for your reply. You are right and have every right to hang on to your viewpoint. Imho to fully understand the differences between a 'framework' and a 'model' one has to understand not only the ontology of the terms but also the taxonomy and rules.

You have (in a way) expressed your understanding of all 3 in your response and if you now design an approach and tool around your thoughts, you may find the same outcome as I did in 1989-1990.

To do this (if you have the time, experience and expertise) you have to get all your ideas in the right order at the right time. Or as Samuel Smiles, Mrs. Isabella Beeton and Benjamin Franklin are purported to have stated "A place for everything and everything in its place".

Good luck with your endeavors

Regards

3) Charles, I am struggling with your question "which integrates better". I visited your website and I believe you are trying to piece together some form of nirvana. Forgive me if I misunderstand you. Tools like BMC have been successful (I believe) partly because they are conceptually simple (so are accessible to many) and highly targeted. Of course best selling books and self promotion also help! RIPOSE is relatively unknown (at least to me) and seems to be confused about what problem it is trying to solve. BSC and TOGAF exist in different planes to my way of thinking. My advice would be stop trying to integrate it all up-front and be prepared to work with a more fluid environment, where people choose to use different combinations of tools and methods for different purposes (BSC might work well for an existing business, BMC for a new innovation, and TOGAF might be the right thing for a big, complex IT shop integrating enterprise systems)

My response:
Martin Chesbrough Thank you for your comments & advice. Imho the word 'integration' is key to understanding the 'nirvana' type structure I designed & built 1989-91 (a kind of Hitchhikers Guide to the Universe's 'babel fish', the international translator you stuck in your ear) except mine was designed to be used with a brain.

When I started my data processing journey (1970 at 23 & in the backwaters of South Africa) business systems theory was still in its infancy. For most of my career (up to 1985) I was bombarded by concepts on systems theory (Structured Analysis & Design, Business Systems Planning, Management By Objectives, information Engineering & Strategic planning), project management & database theory (Normalisation & Object Orientation). These disparate techniques provided no 'natural' integration links. It was almost impossible to find 'output' from one technique which could be used as 'input' to another without having to translate &/or transmogrify the input by using complex processes which only produced more complex 'output'.

This is why between 1989/90 I designed & built Ripose together with its set of compilers, which was my way of placing my experience & expertise (aka intelligence) into an inanimate machine.

I do not apologise for Ripose being 'unknown'. While I was undertaking my venture (in Australia), I sought funding & collaboration but was summarily dismissed, nevertheless I pursued my passion to bridge the gap (ie integrate) between the view business operatives' had of their business & what the technocrats decided to automate.

Good luck if you & others think that other ideas (built on the techniques I rejected) will defuse the system time 'e-bomb'. Unless you believe there is no such problem!

4) Hi Charles, I think we are talking at cross purposes.

First of all I agree with you that there is a problem to solve. I also agree with you in terms of your assessment of TOGAF and Zachman. I also admire your passion and perseverance with RIPOSE. I hope you have success and will continue to succeed in the future.

I used to be firmly in the information engineering camp but these days I prefer to be adaptive and responsive to new ideas and approaches in solving problems. 30 years ago it paid to be prescriptive in approaches for IT was still in its infancy. I think the industry has matured and evolved so our approaches to solving "system integration" problems has also evolved.

I'd be interested in whether there are any anthropological studies of changing Business and IT perspectives towards enterprise architecture thinking.

My response:

Martin Chesbrough Thank you for your comment and agreement that there is a looming problem.

1) With regards to Ripose: I am (at this stage of my life) almost totally retired. I keep Ripose Pty Limited registered as I want to protect the ripose domain names. I am giving myself another 3 years before I decide to 'pull the plug'
2) Systems integration: Imho this is being able to mine the vast ineffective, inefficient & archaic (silo) legacy system databases (big data) to try to make sense of the data. Once the older generation designers & developers of the legacy systems are all gone, I do not believe that the newer generation of designers & developers have the experience nor the expertise (even with all the approaches that are available today) to design more efficient & effective software systems architectures nor the databases that will be needed to support these. Nor will they be able to design the necessary programs to migrate the data across
3) Anthropological study: In 2001 I wrote an article called the "Mind Map Protocol" in which I highlighted, what in my opinion, was the 'social' relationships between the various 'actors' in both the business & IT domains. In Sept 2015 I re-published this in LinkedIn Pulse & got virtually 0 interest. In 2001 I also wrote an article called "Chaos reigns or does it?' Which drew on a study (by the then Standish Group) as to why IT projects continued to fail. In 2009 I wrote an article called "Comparing approaches for Enterprise Architects". So in essence I have done, what I regard to be, such a study.

Personally I do not really care whether Ripose gets accepted or not. I am now a diagnostician & have the experience & expertise to call the shots the way I see them.

Regards

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Jul 2017 **Capabilities**

I have read and heard so much about 'capabilities' and a complaint a person (of the opposite gender to me) posted mentioning how few of that gender were present at a CIO conference - I inadvertently forgot to comment on that post at the appropriate time.

I decided to post this update to try to explain (perhaps only to myself) why that person raised this issue. Imho, there are a lot of CIOs who probably do not have the capability to handle the role - my apologies for even daring to raise this point.

But first allow me to provide you with a definition of the word 'capability' which reads "An aptitude that may be developed". The word 'aptitude' can also be defined as "a natural ability to do something" or "suitability or fitness".

I created the following image in an endeavor to explain (again possibly to myself and share) the capabilities of the CIO and the managers that they need to manage.

I wonder how many CIOs will pass the 'capability' test? I am more than willing to accept that I may be wrong! If I am wrong then is there anyone who has a more logical and workable solution? However, if everyone is so convinced I am wrong, then what is the word 'information' doing in the title of this chief officer?

Manager	Manage	Understanding	Level of knowledge
Chief Information Officer	Chief Architecture Officer	Anatomy of information	Thorough
	Chief Technical Officer	How to manage people	Thorough
		DevOps	Working
Chief Architecture Officer	Information Architects	Anatomy of information	Thorough
		How to manage people	Thorough
	Objectives Architects	Anatomy of information	Working
		Anatomy of objectives	Thorough
	Knowledge Architects	Anatomy of information	Working
		Anatomy of knowledge	Thorough
	Strategy Architects	Anatomy of information	Working
		Anatomy of strategies	Thorough
	Data Architects	Anatomy of information	Working
		Anatomy of data	Thorough
	Database Architects	Anatomy of information	Working
		Anatomy of data	Thorough
	Project manager	Anatomy of information	Working
		Anatomy of strategies	Thorough
		Anatomy of data	Working
		How to manage people	Thorough
	Application Architects	Anatomy of information	Working
		Anatomy of processes	Thorough
Chief Technical Officer	DevOps managers	Software products	Working
		Operating systems	
		Program languages	
		Browsers	
		Database Mgt systems	
		Hardware products	
		How to manage people	Thorough

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Jul 2017 **Einstein**

"Einstein once said - "Ego is inversely proportional to Knowledge. Lesser the knowledge, more the ego." If you find someone egoistic in your personal or professional life, most of the time you will find this root cause to be valid. Learning requires humility and ego does not allow a person to learn, unlearn and relearn to gain knowledge".

Then the only solution (and one that the brilliant Dr. Einstein - 1879 to 1955, probably missed) was to identify the anatomy of knowledge. That would have increased ones knowledge base and reduced the ego. Then again he would have had to have explicitly defined what knowledge was and come up with a formula for it. Perhaps the good Dr. was busy enunciating his formula on the Theory of Relativity (e=mc squared) whereby he excited generation Traditionalists (like Dr. J. Robert Oppenheimer - 1904 to 1967, head of the Los Alamos Laboratory and is among those who are credited with being the "father of the atomic bomb") and (some) Baby Boomers and (possibly) befuddled the minds of Gen X and Y. In all fairness Dr. Einstein was purported to have said/written the profound statement 'divine spirits suffer savage opposition from mediocre minds'.

Go figure! But what do I know?

My formulae:
1) s=ok squared (the number of strategies is equal to the number of objectives times the number of knowledge classes squared - The proof of this can be viewed here
and
2) Knowledge =

$$K=\sum_{n=1}^{6} PFE\{\sum_{n=1}^{\infty} SE\}+\sum_{n=1}^{8} IFE\{\sum_{n=1}^{\infty} SE\}+\sum_{n=1}^{5} IFE\{\sum_{n=1}^{\infty} SE\}+\sum_{n=1}^{3} CFE\{\sum_{n=1}^{\infty} SE\}+\sum_{n=1}^{\infty} R$$

Knowledge is equal to the sum of the six principle fundamental entity classes (PFE) Plus the set of an infinite number of its secondary entities (SE) Plus the sum of 8 intersecting fundamental entity classes (IFE) Plus the set of an infinite number of its secondary entities (SE) Plus the sum of 5 intersecting fundamental entity classes (IFE) Plus the set of an infinite number of its secondary entities (SE) Plus the sum of 3 case fundamental entity classes (CFE) Plus the set of an infinite number of its secondary entities Plus an infinite number of relationships (R) between all the entity classes

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Jul 2017 **Ripose Information Architect Certification**

I have updated the Ripose Information Architect Certification article to include the 2 additional courses that I will be offering once at least 1 grade 5 architect (trained to deliver the logical database design - also known as the logical data model) is certified.

These courses will be designed to train project managers (how to develop subject views) and application programmers (how to design pseudo code) based on the priorities set by the links/joins/associations in the logical database design. Without the grade 5 information architect, project and application planning will fail to deliver an explicit (flexible, stable, efficient & effective) solution. The legacy system replacement clock is ticking!

Regards

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Nov 2016 **Sabbatical**

Apologies for this non-LinkedIn type comment. As I seem to be getting no significant response to my LinkedIn comments or Pulse articles, it looks like it is time for me to take another Sabbatical & resume playing MMORP games like World of Warcraft, Rift, Aion, Final Fantasy 15, Forsaken World, Neverwinter & Diablo 3. I was wondering if anyone wants to join me in my fight against virtual demons? At least this way I can get a few difficult quests done & help someone else with their quests.

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9 Nov 2016 **What if I'm right?**

I have just published my latest article 'What if I'm right?' Spoiler: It could be quite confronting and scary. Then again some people regard me as a bit of a 'freak' but I will continue to assert my viewpoint and play in my sandpit for a while longer.

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Nov 2016 **Business simulator**

With so many new business failures (Bloomberg & Forbes), with all today's technology. shouldn't someone build some form of business simulator? Oh wait, is this not what the 900+ enterprise frameworks supposed to be? However, they simply take too long to simulate a business! So why do we trust 'experts' with no real business experience, whose claims are based on assumptions, innuendos & opinions, with no timely & repeatable method of simulating a business help build a business? Would anyone trust their lives to a pilot who had not spent at least a few months training in a flight simulator?

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Nov 2016 **Assumption & assertion**

I would like to believe that I know the difference between an 'assumption' & an 'assertion'. In my informative years (up to the age of 19) I assumed all the assertions made by my parents & elders (teachers, politicians & other professional experts) were true. After a while, this became very confusing as the outcomes (results) of a lot of the assumptions & some of the assertions produced hardships for the majority & benefits for the minority. What if life was treated like a giant program based on sequences, selections and iterations?

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Nov 2016 **Information revealed**

I would like to believe I have a firm grasp on the processes & responsibilities of an information architect. Having researched this for 40+ years I understand what information is. Can anyone please explain to me why information is synonymous to (rather than the overarching artifact that encapsulates) data, processes, enterprise, business, systems, strategies, projects etc. Adding the word 'architect' after each of these words does not explain the processes nor the responsibilities of any of them. If information is not the prime artifact, then what is???

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Nov 2016 **Systems & Strategies**

For those of you who have not been following my forays into my followers liking or commenting on topics and then commenting on them, I have been advised by an eminent person that I am "so far short of being a qualified SYSTEMS person as to be laughable" For this person and anyone else that is at all interested, I have now looked up the definition of the word 'system' "An ordered manner; orderliness by virtue of being methodical and well organized" and the word 'strategy' "An elaborate and systematic plan of action". If these are not synonymous then I might as well retire for good.

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Nov 2016 **'PEACE'**

Perhaps 'peace' (an acronym for please everyone, align common elements) is too big a picture to get one's mind around! How many broadminded people have the time or inclination to be even prepared to look for the 'common elements' let alone try to 'align' them with another person's viewpoint? Whilst 'war' (an acronym for wastes all resources) is easy for the 'narrow-minded bigot'. All they have to do is keep a circular argument going, throw illogical logic and unsubstantiated quotes into the mix. Then again perhaps I am a 'narrow-minded bigot' for writing this & hence should just be ignored.

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31 Oct 2016 **Rabbit holes & sharks**

After 'locking horns' with a few more erudite and well-meaning people here on LinkedIn, I have decided to write an article called 'Rabbit-holes and sharks'. It may take a while as I have to think carefully to avoid both.

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30 Oct 2016 **COBOL 88 level**

Does anyone remember using the COBOL level 88 conditional name clause? It was probably one of the most powerful tools providing a Boolean (true/false) function. This concept seems to be a

lost 'art' and no one seems to appreciate (other than perhaps myself) how powerful this construct is when used in knowledge (not data) crafting. The closest any language has come to it is the case construct, but it is not quite the same.
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30 Oct 2016 **Agile exposed**
On the 26th Oct 2016, I published an article called 'Whether I'm right or wrong' as a response to an article on 'Big Data'. I have added some history on the emergence of the rapid application development cycle (RAD) and later on the spiral model. It is clear from this study that the 'Agile' approach is nothing more than a rehash of the work by Barry Boehm (1935 - date & hence 12 years older than me). If anyone is really interested in what an implicit formula looks like please see his mathematical formula used to calculate the software development effort for a program.
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Oct 2016 **Business problem solution**
One day CIOs will realise that enterprise architecture & solutions architecture often cross paths. EA needs to solve 8 business problems & IT 3. The boundaries between the 2 domains are very grey & the problem of uncovering business knowledge is left to the sa who are in no position to solve it. EAs have a problem understanding the basic 5 building blocks of knowledge. They simply do not understand encapsulation, polymorphism, inheritance, inclusion or relationships. Data analysts too have this problem (at least they may understand BCNF). A new article of mine will soon explain this.
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Oct 2016 **Goal game for children**
After seeking help to build a knowledge crafting app, I found a game creating app. I'll now spend time building the knowledgeCraft app on my own. It may rake a while. I recall building an app at Uni (CP1010) - I created my idea, developed the project plan (incl costs) & created the game using sprites & the lingo language. If 'grownups' refuse to heed my warning on the dangers of using CAD drawing tools (business architecture) & normalisation techniques (data architecture), perhaps I need to teach children the basics of knowledge crafting. Next, I'll develop a goalCrafting game for children.
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Oct 2016 **Child's toy**
I wonder if anyone would be interested in assisting me build a child's mobile application that will teach them the basic fundamentals of knowledge crafting. What I need is a simple application that enables me to place a canister on a screen together with an object, say a peanut. The child will be able to move the peanut into the canister, put on the lid & label the canister 'Peanut'. The rest of the game will be pretty much the same, except it will need some logic to tell the child when they have made a mistake, like labeling the Peanut canister 'Apple'. It may sell a lot of downloads.
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24 Oct 2016 **Justice conflict**
If the so called powerful minds of our politicians & political party leaders cannot get the basic structure of the Justice Department right, then the political stoush between the Attorney General and the Solicitor General will continue to be a general nuisance to the nation as a whole. The Government portfolios need to be overhauled and structured along the lines of the benefits and values our Parliament has to deliver to the nation. The UN is another prime example of this failure. 'Cry, the beloved planet'!!
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