

# EA outside the EA function

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# Disclaimer



These are my opinions and observations and do not reflect the policy or position of any of my current or past employers.



I have no affiliation with any of the products or frameworks mentioned. Any (mis)interpretations are my own.

# An outsider's perspective

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There are different types of architect  
(and we need all of them)

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Some types are better at outside-in  
than inside-out EA

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EA has valuable things to learn from  
outside-in disciplines

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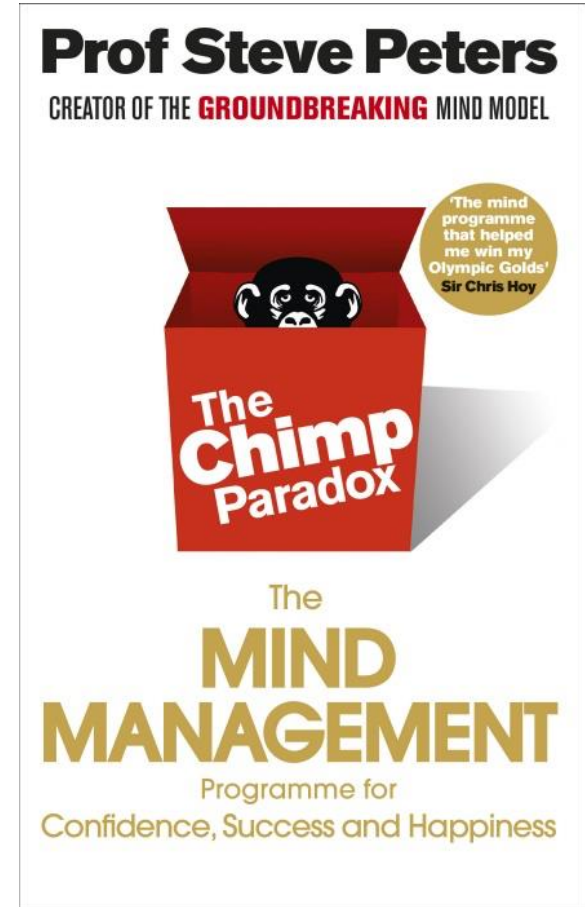
At any scale of enterprise, 'outside-  
in' delivers more meaningful value

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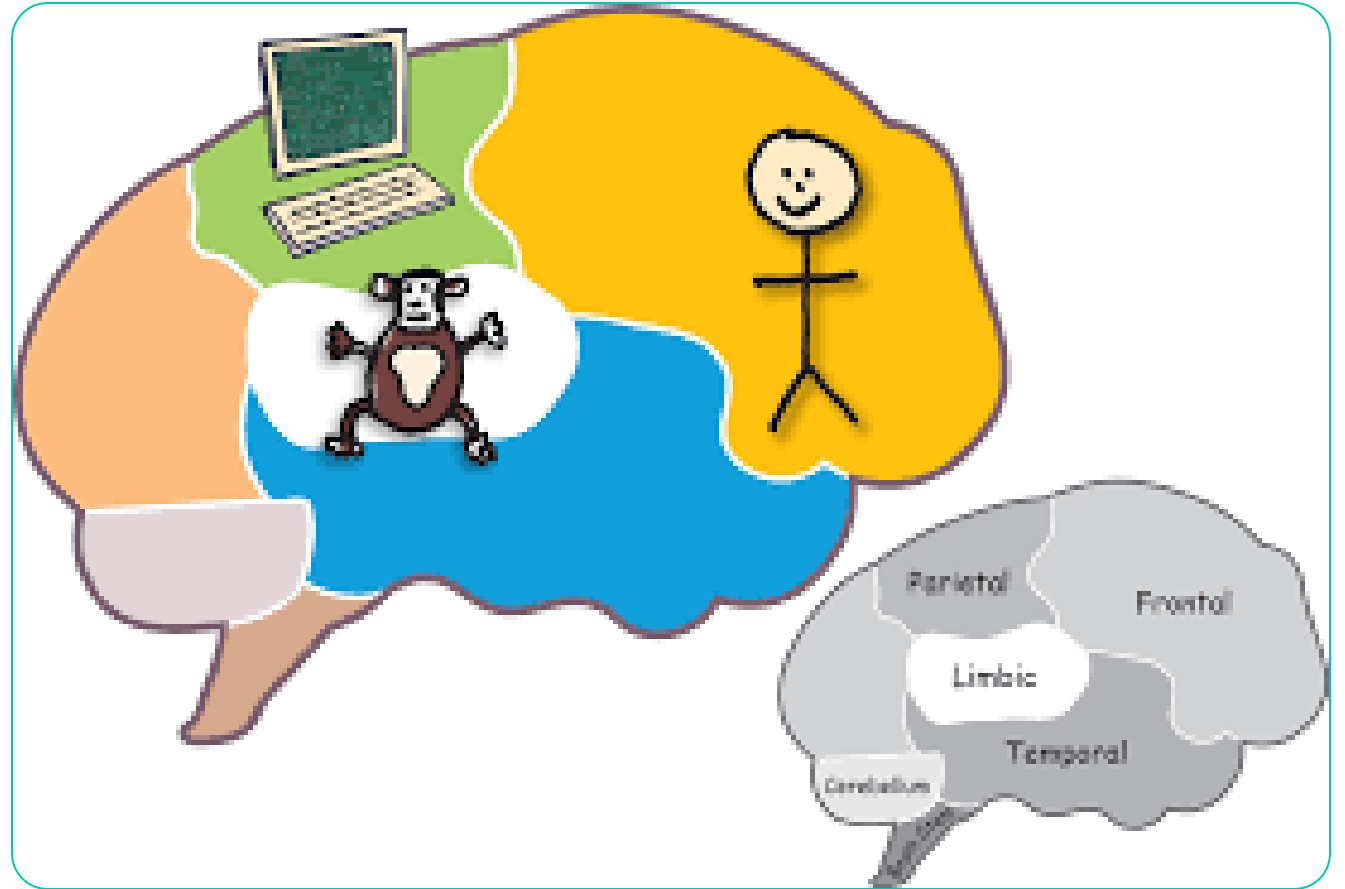
EA delivers better outcomes when  
not i(confined) n IT

# Why am I here?

- Ask my chimp...



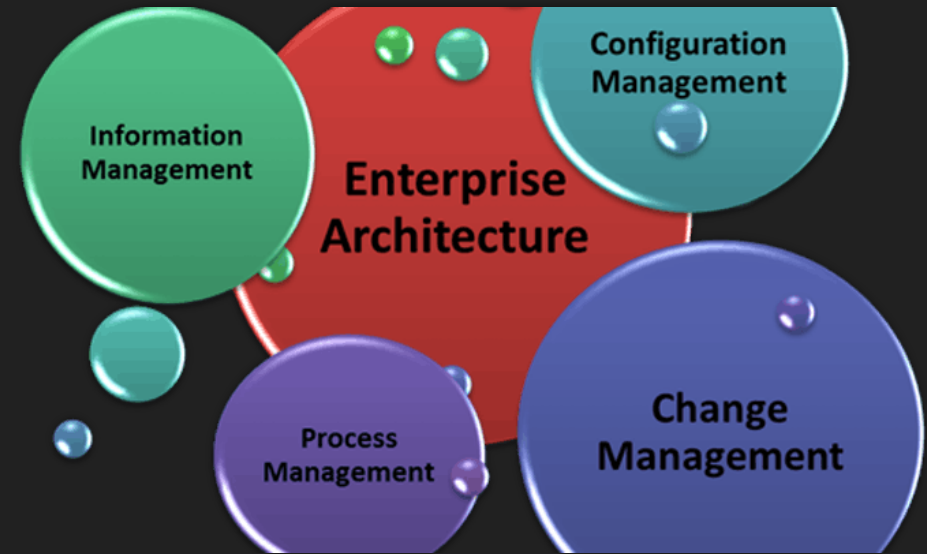
A model with  
supporting  
frameworks,  
methods and  
doctrine that  
manages  
transition to a  
future state



... sound familiar?

**Ok, seriously, why am I here?**

What is a 'Principal, Knowledge Innovation' doing at the BCS EA SIG?



# Process - Approach like any other problem

## Inside-out questions

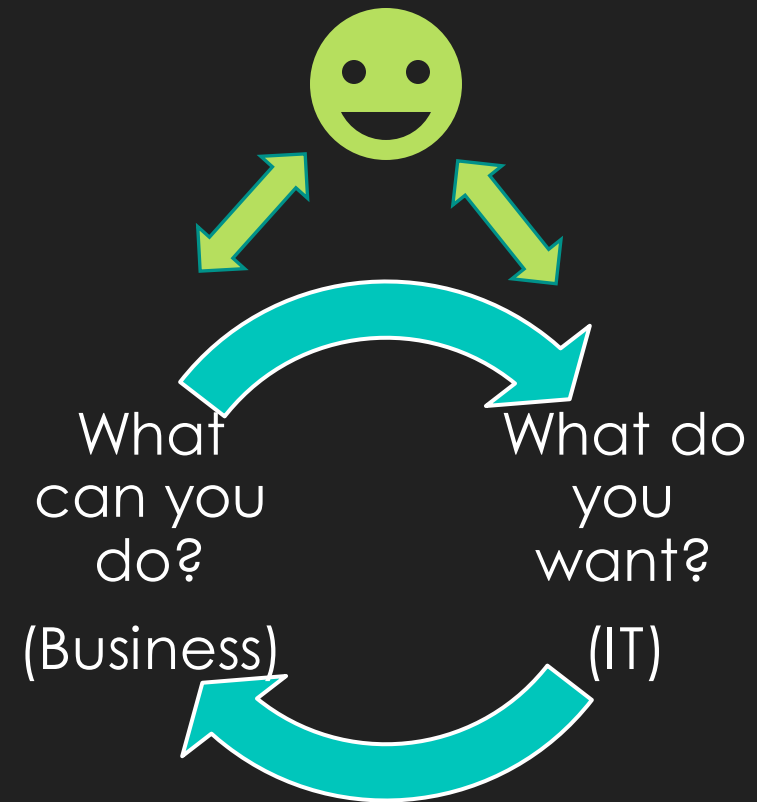
- What is the EA function?
- And am I truly outside it?
- What does an enterprise architect do?
- What is an enterprise?
  
- ...why me? Why not someone else?

## Outside-in questions

- What motivates me to be here?
- What value am I creating?
- What value am I receiving?
  
- ... **what's my hypothesis?**

# Basic hypothesis is EA delivers better outcomes when not (confined) in IT

- Too often get stuck in a circular loop.
- Too many assumptions - including a top-down worldview.
- Need some kind of pathfinder or architect.
- To focus on VALUE. The delivery of value is my 'target state'.





**So what needs to change?**

# We need an evolution of mindsets



Round heads



Square heads



Pointy heads

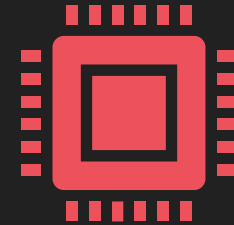
# We need more of these...



Network heads



Cloud heads



Liminal heads

# Where you'll find them



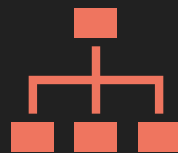
Chimp management -  
coaches



Product management  
- product managers



Design thinking - User  
experience



Information  
architecture - content  
strategists



Visual thinking -  
facilitators



Narrative builders -  
storytellers

# And the domains they're working in....



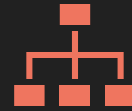
Personal



Team



Product



Organisation



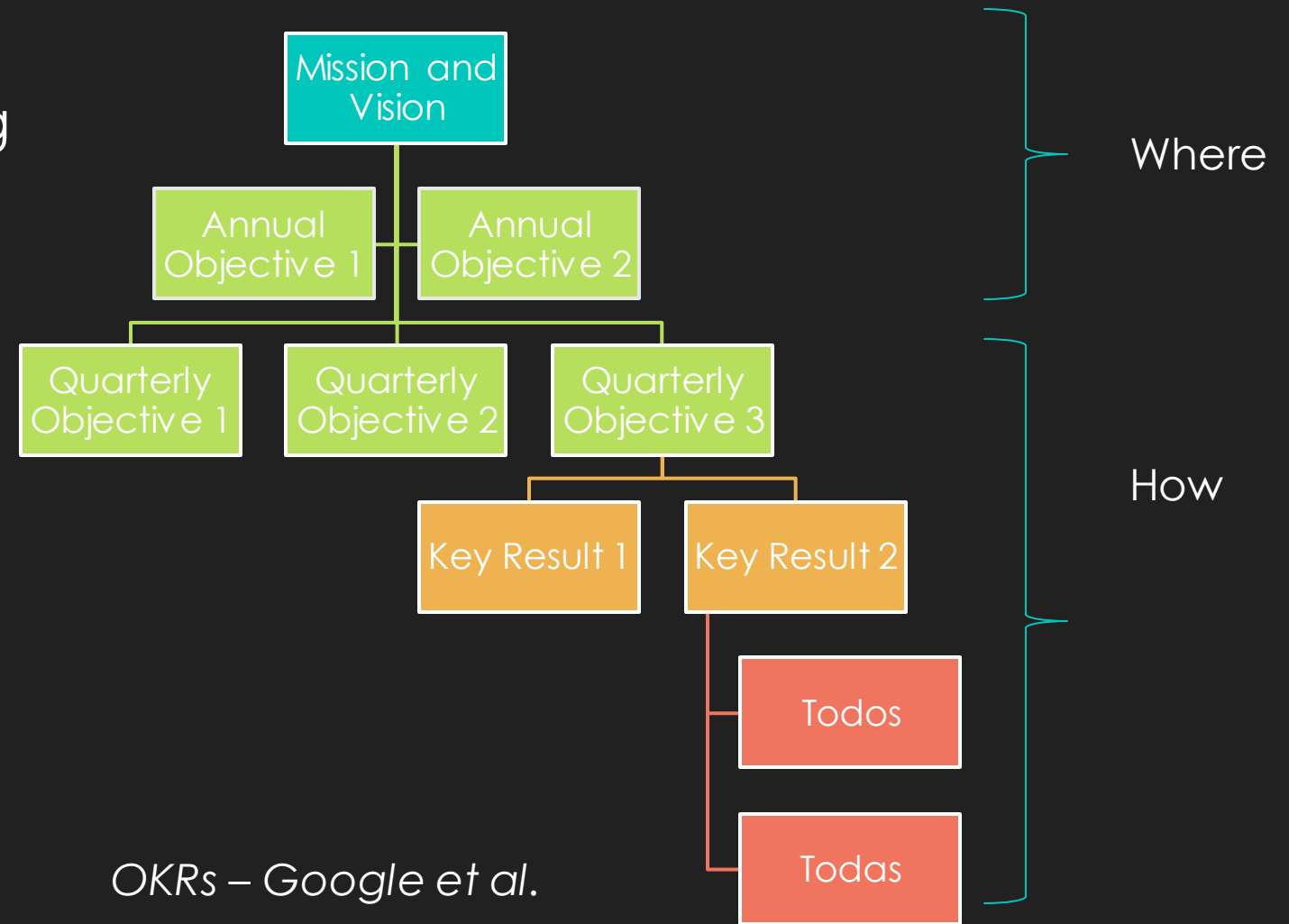
Supply chain

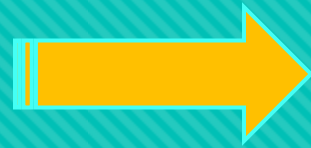
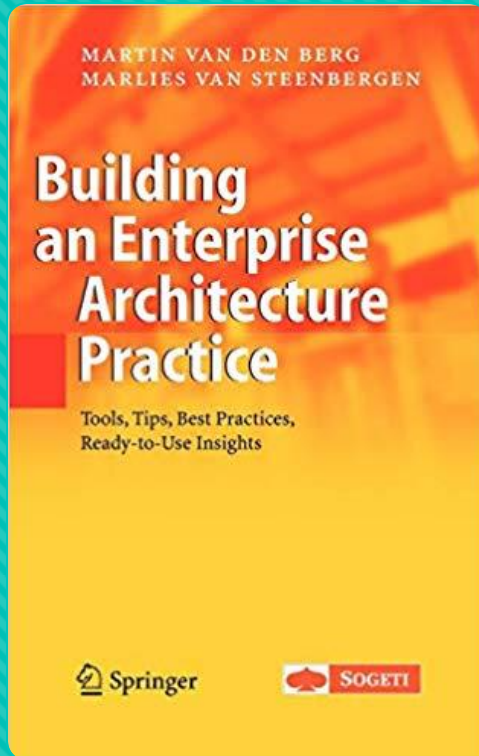


Ecosystem

# Personal (OKRs contextualise capability development)

- Short term focus, yet long term view
- Inspiring
- Public
- Measured
- Failure happens





## Team Canvas

Version 0.8 | [theteamcanvas.com](http://theteamcanvas.com) | [hello@theteamcanvas.com](mailto:hello@theteamcanvas.com)

Most important things to talk about in the team to make sure your work as a group is productive, happy and stress-free

Team name  Date

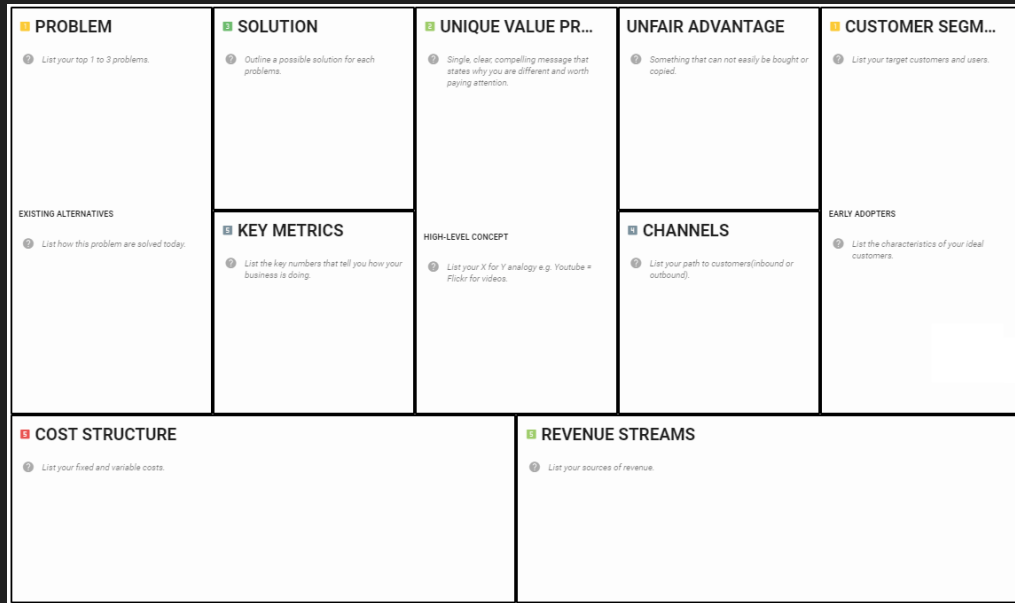
<b>PEOPLE &amp; ROLES</b> What are our names and the roles we have in the team?	<b>COMMON GOALS</b> What do you as a group really want to achieve? What is our key goal that is feasible, measurable and time-bounded?	<b>VALUES</b> What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?	<b>RULES &amp; ACTIVITIES</b> What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?
	<b>PERSONAL GOALS</b> What are our individual personal goals? Are there personal agendas that we want to open up?	<b>PURPOSE</b> Why are we doing what we are doing in the first place?	<b>NEEDS &amp; EXPECTATIONS</b> What each one of us needs to be successful? What are our personal needs towards the team to be at our best?
What are we called as a team?			
<b>STRENGTHS &amp; ASSETS</b> What are the skills we have in the team that will help us achieve our goals? What are interpersonal/soft skills that we have? What are we good at, individually and as a team?		<b>WEAKNESSES &amp; RISKS</b> What are the weaknesses we have, individually and as a team? What our teammates should know about us? What are some obstacles we see ahead us that we are likely to face?	

Team Canvas by theteamcanvas.com. Created by Alexey Ivanov, Dmitry Voloshchuk. Team Canvas is inspired by Business Model Canvas by Strategyzer.

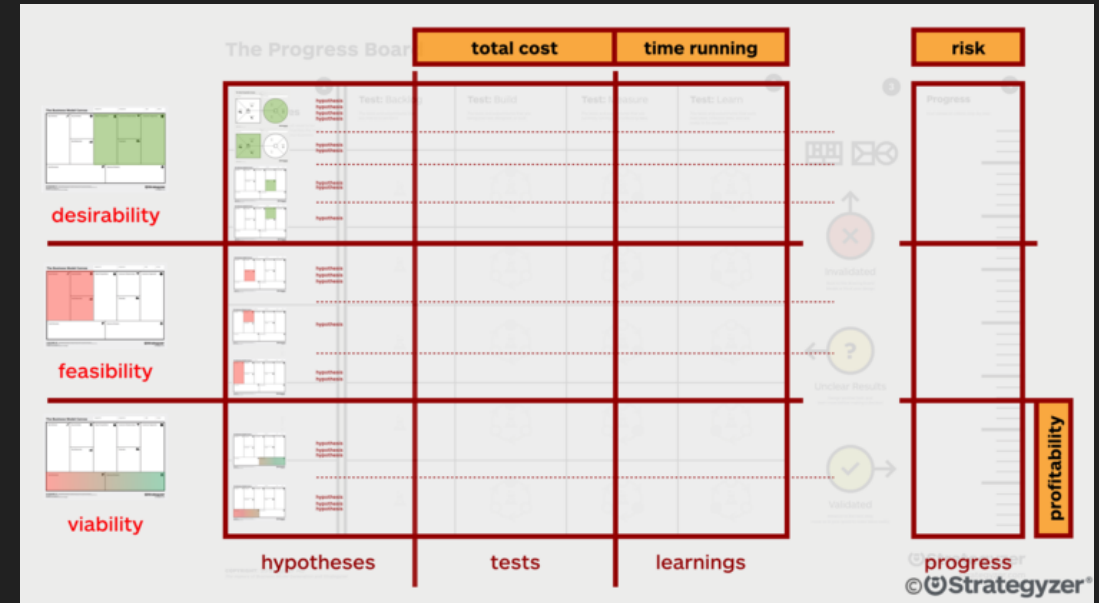
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Team canvas

# Team (Maturity modelling, with a purpose)



Lean Canvas, Ash Maurya



Innovation Accounting, IDEO

# Product (Lean Canvas and innovation accounting)

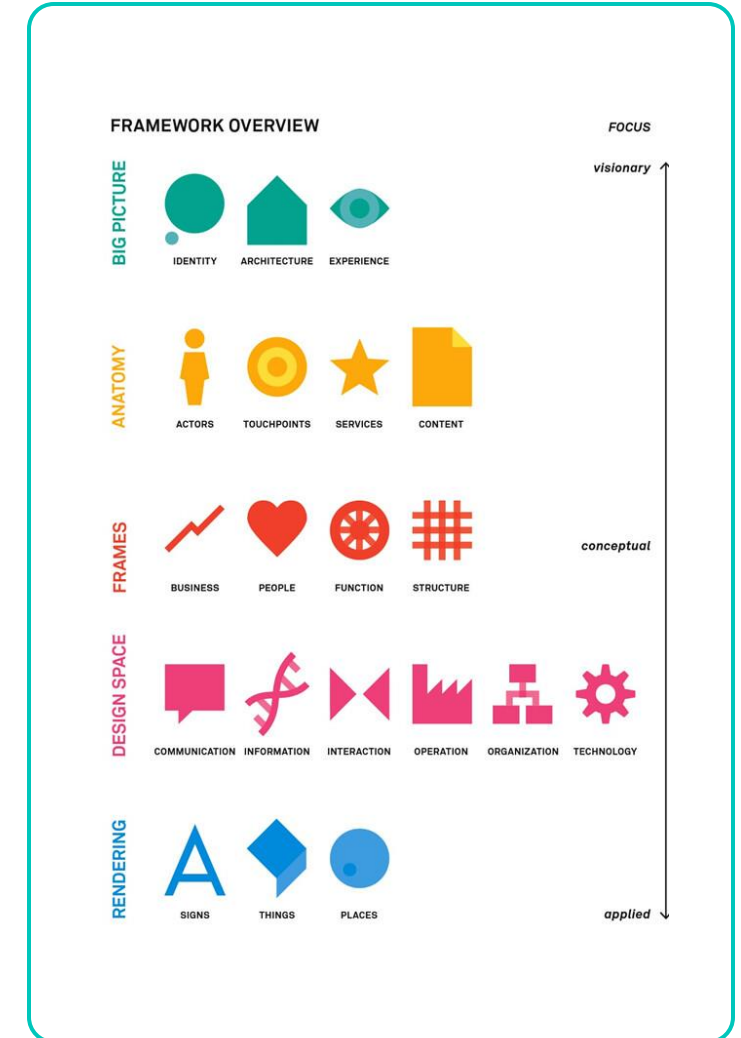


# Organisation (Design and visualization frameworks)

## Milky Way & Business Capabilities



Milky Way Capability Model (IRM Sweden)



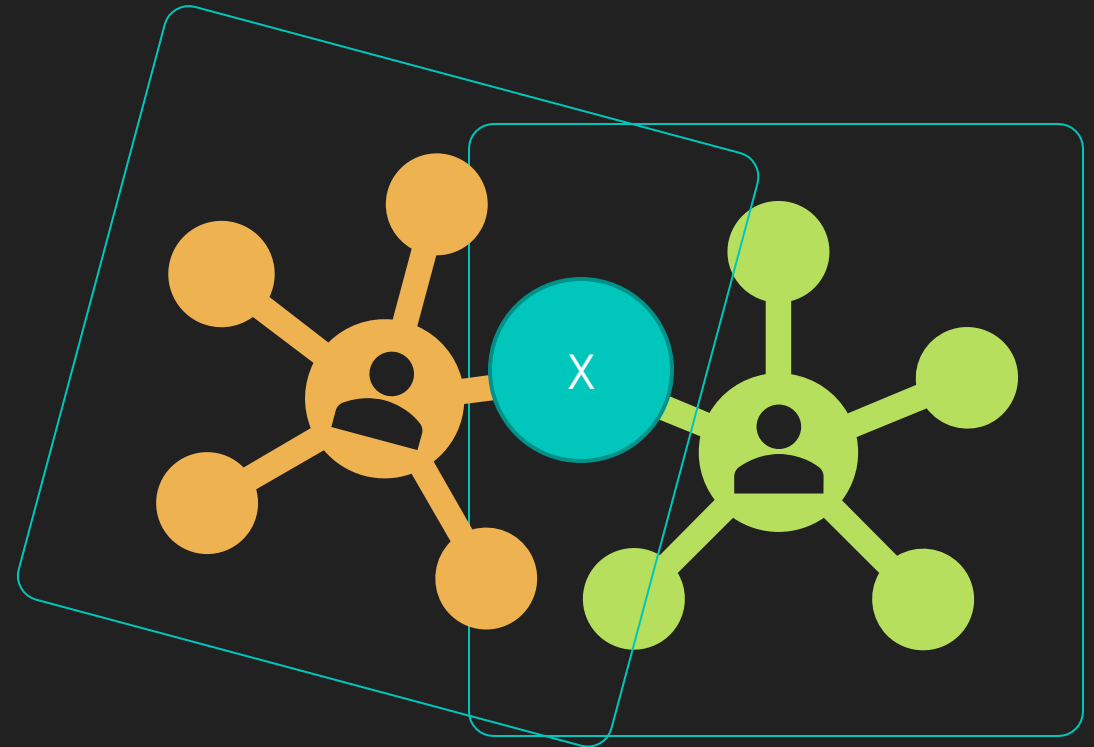
Enterprise Design Framework (EDA)

# Supply Chain (Games companies play)

Supply chains / value streams overlap

- Influence
- Collaborate
- Compete

(Same thing happens intra-company, when value streams overlap)



Value Chain

# Ecosystem (Anticipating futures)

- "A lot of people when they talk about strategy, you know, the important thing is the Why. Well, actually, the first and most important thing is the Where. The Why is a secondary statement, as in 'Why here over there'."  
Simon Wardley, inventor of the Wardley value chain mapping technique

Invisible

Genesis

Custom

Product

Commodity

Evol

Direction

Broadcast

+ Constraint

Creative Studios

Production Talent

+ Constraint

Production Systems

Recommendation Engine

Streaming Service

Market Analysis

CRM

Web Site

(DVDs etc)

Web Server

Com

+where

+where

Open

**What do  
they have  
in  
common?**

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User focused (needs)

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Value (in all forms)

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Storytelling (journeys)

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Playful (experiments)

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Situational awareness (maps)

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Open (shared)

# Did I solve my problem?

## Inside-out answers

- I'm less sure that the term 'Enterprise Architect' applies.
- Enterprise Pioneer? Pathfinder?
- Does the title really matter?
- No. None of this matters – this is internal discomfort.

## Outside-in answers

- Whatever it is I do, there is value in sharing experience and information.
- There is a need for people who can bridge business and IT, and there is value in seeking fellow travelers.
- I can always change 'where' I am, if I change my mindset

Thank you

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