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

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

Some types are better at outside-in than inside-out EA
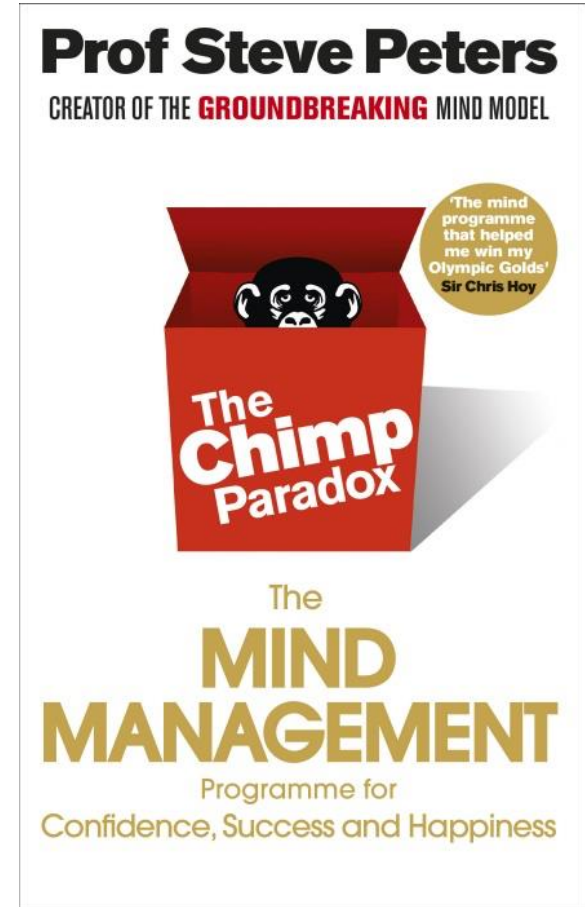
EA has valuable things to learn from outside-in disciplines

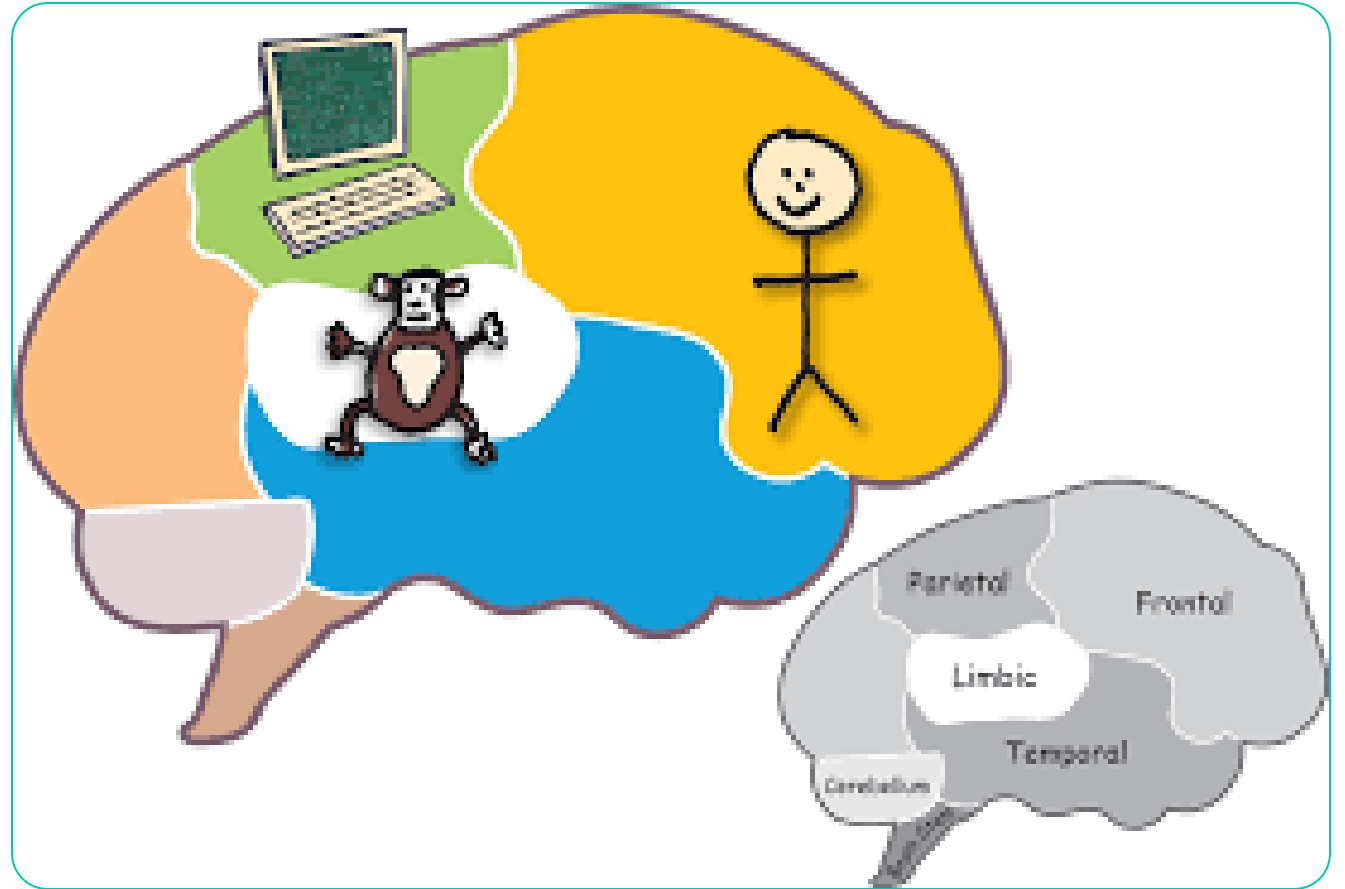At any scale of enterprise, 'outside-in' delivers more meaningful value

EA delivers better outcomes when not i(confined) n IT
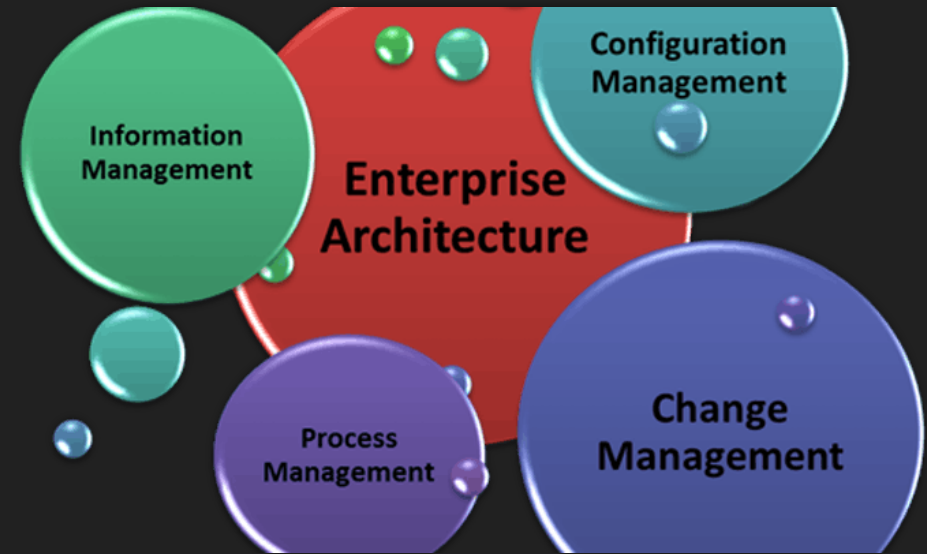
Why am I here?

- 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'.

What can you do?
(Business)

What do you want?
(IT)
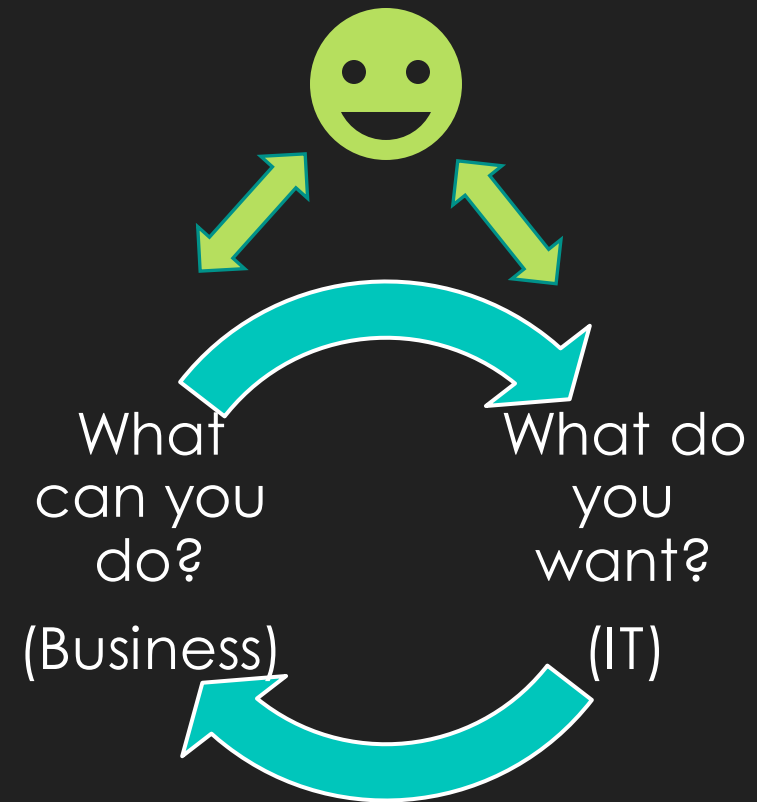
So what needs to change?

We need an evolution of mindsets

Round heads   Square heads   Pointy heads

We need more of these…

Network heads   Cloud heads   Liminal heads
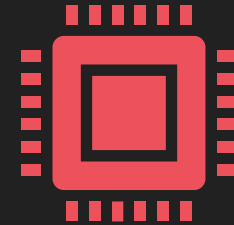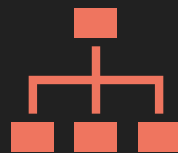
Where you'll find them

Chimp management - coaches

Product management – product managers

Design thinking – User experience

Information architecture - content strategists

Visual thinking - facilitators

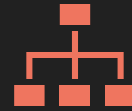Narrative builders - storytellers

And the domains they're working in....
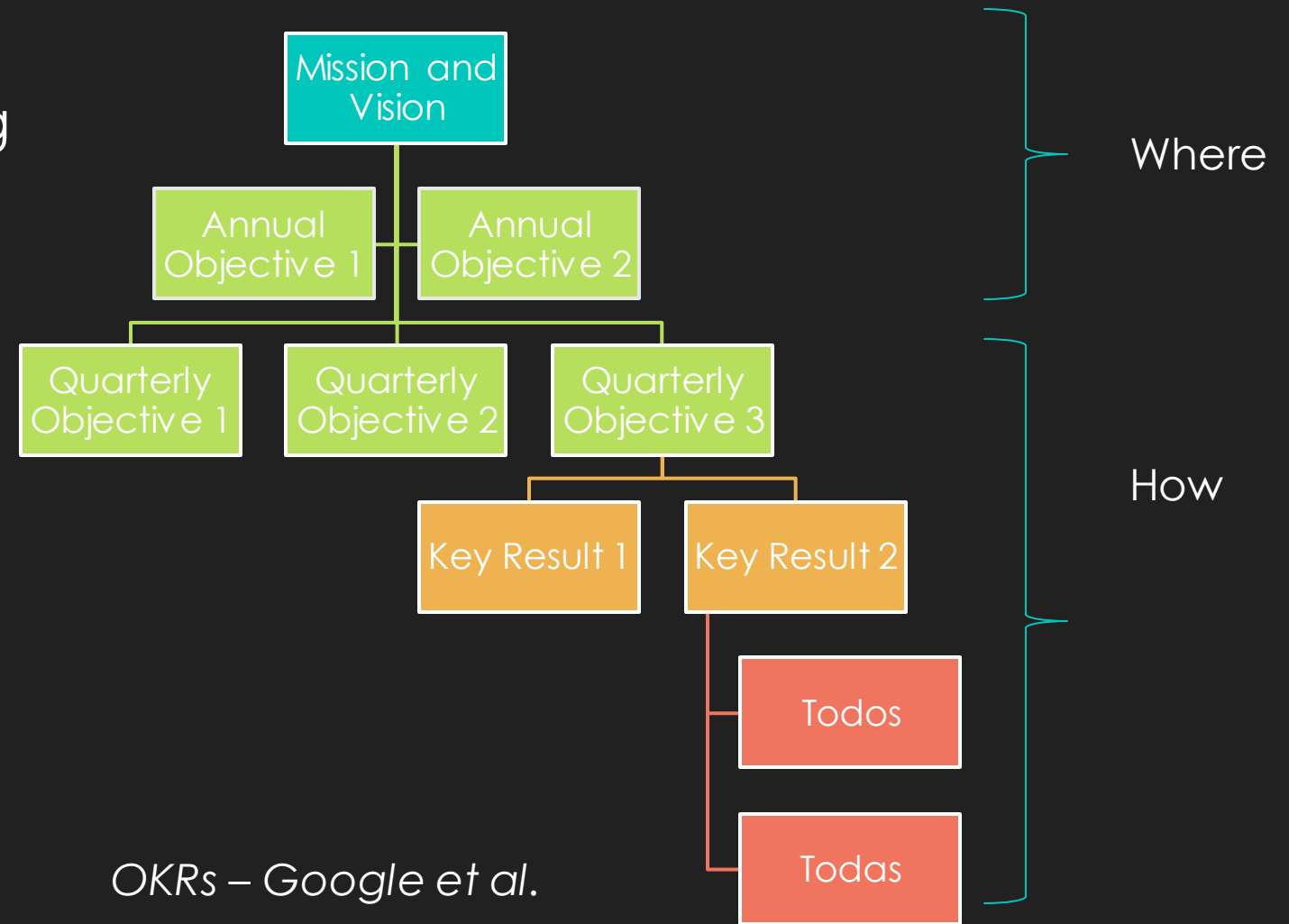
Personal
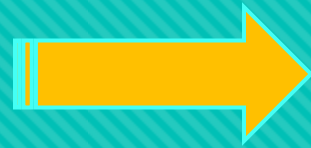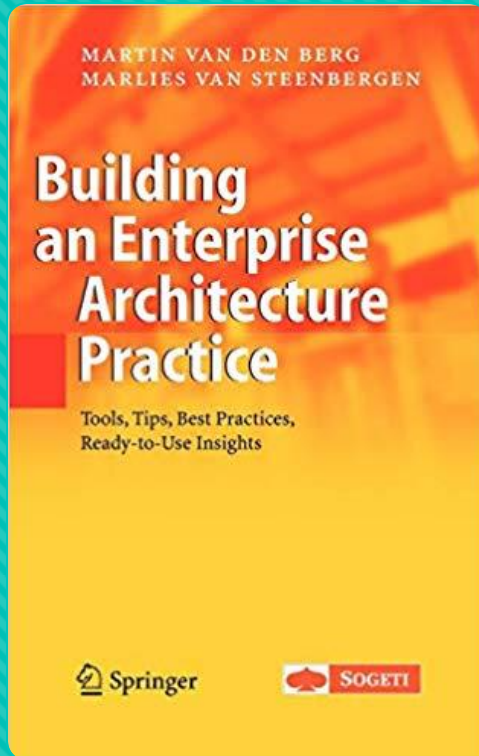
Team

Product

Organisation

Supply chain

Ecosystem

Personal
(OKRs contextualise capability development)

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

```
Mission and Vision
   │
   ├── Annual Objective 1 ─── Annual Objective 2
   │
   ├── Quarterly Objective 1 ─── Quarterly Objective 2 ─── Quarterly Objective 3
   │                                                              │
   │                                              Key Result 1 ─── Key Result 2
   │                                                                    │
   │                                                                  Todos
   │                                                                  Todas
```

Where

How

OKRs – Google et al.

Team canvas

Team
(Maturity modelling, with a purpose)
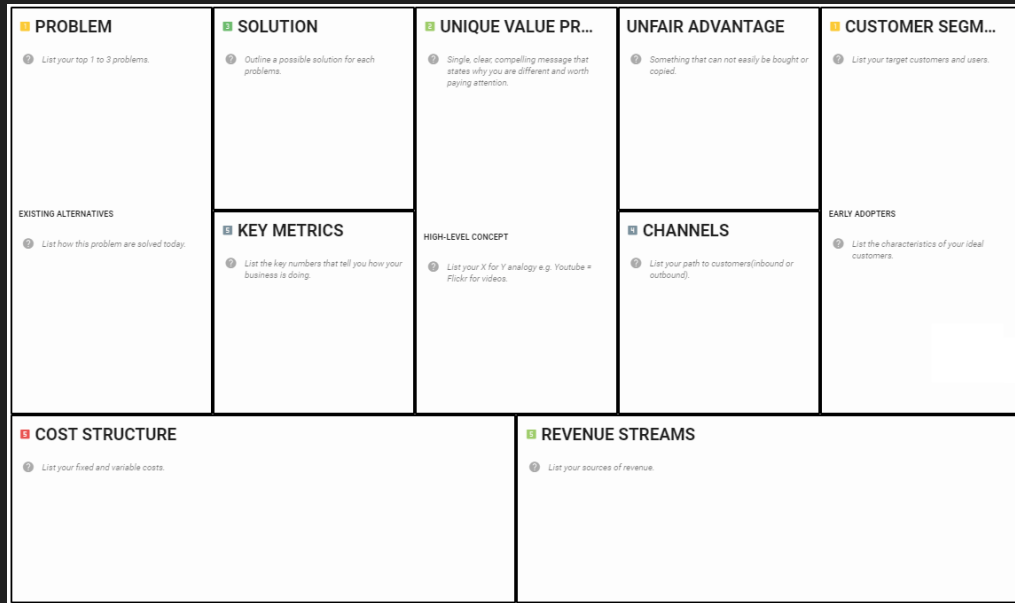
Lean Canvas, Ash Maurya
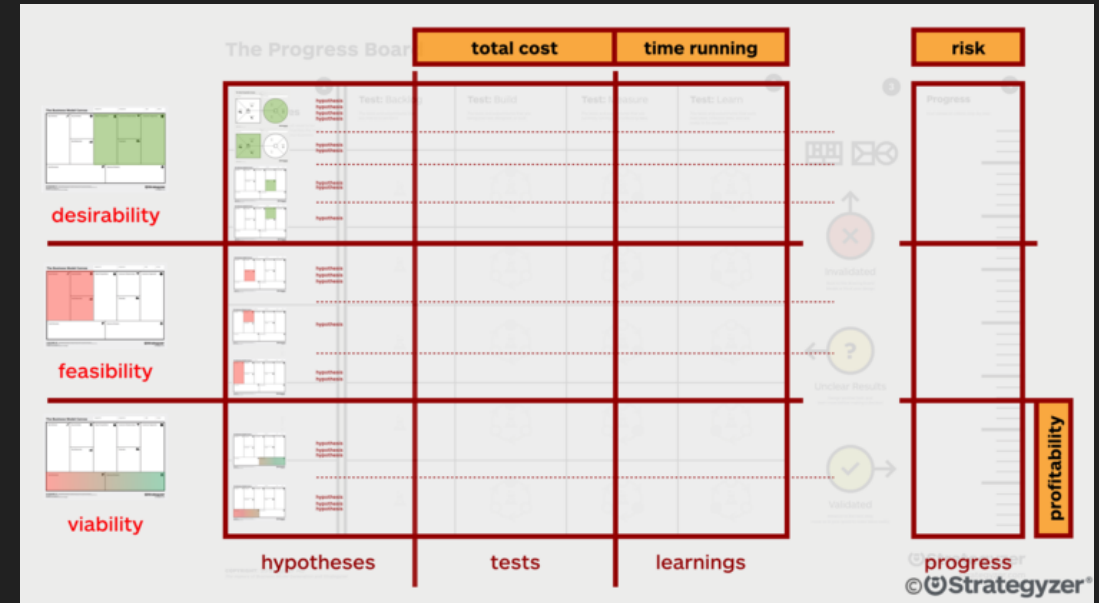
Innovation Accounting, IDEO

Product
(Lean Canvas and innovation accounting)

Organisation (Design and visualization frameworks)

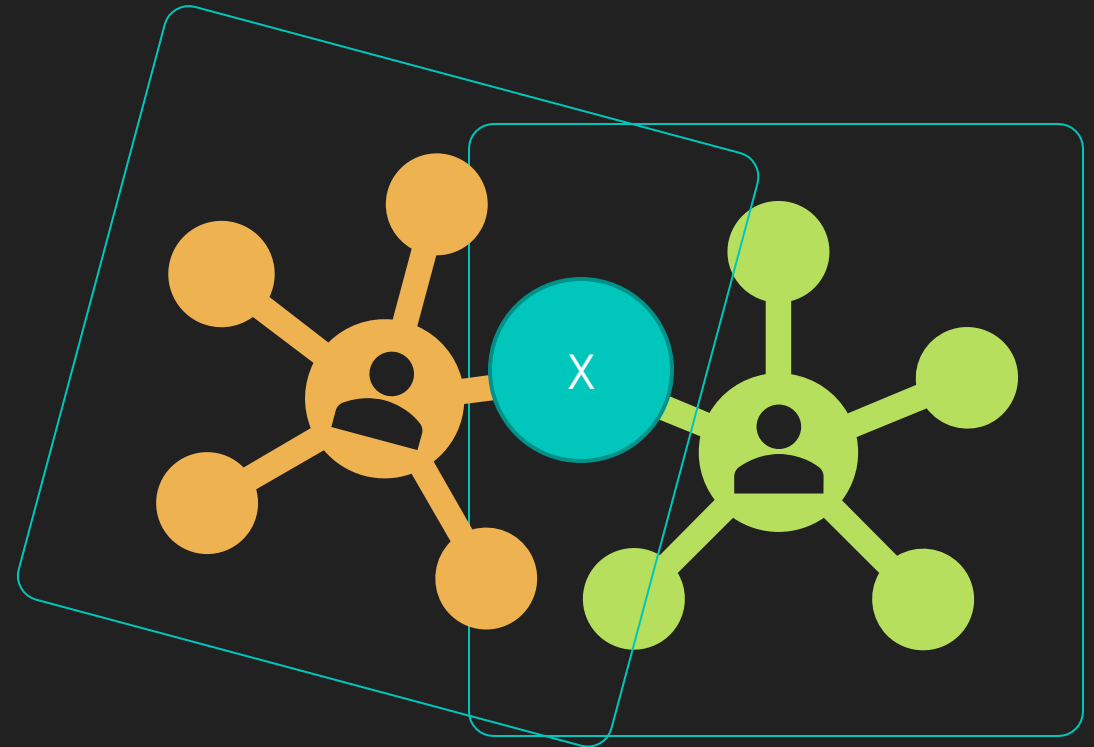*Milky Way Capability Model (IRM Sweden)*
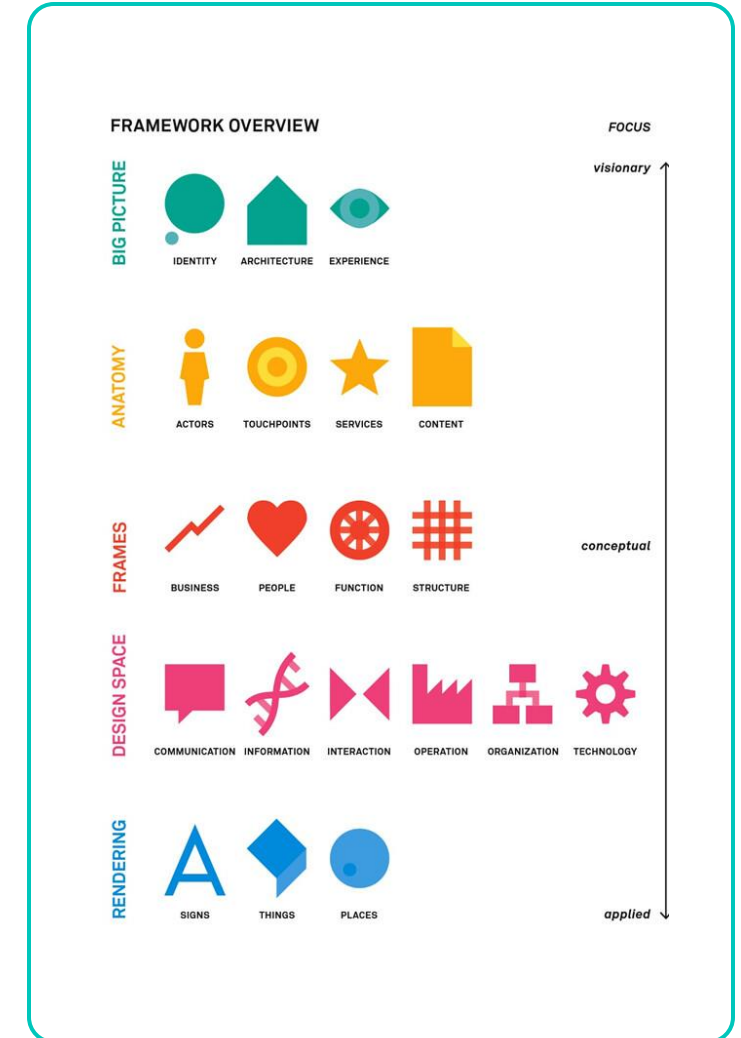
Enterprise Design Framework (EDA)

Supply Chain (Games companies play)

Supply chains / value streams overlap

- Influence
- Collaborate
- Compete

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

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

What do they have in common?

User focused (needs)

Value (in all forms)

Storytelling (journeys)

Playful (experiments)

Situational awareness (maps)

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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The **Chimp** Paradox

by Prof Steve Peters