'Change for the better': An architectural challenge

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The challenge

What **architectures** do we need to ensure that **every change** will make things **better**?

Four key concerns

1. How do we identify 'better'?
2. What structures would support 'better'?
3. What discipline is needed for change?
4. How do we verify and improve?

1. How do we identify 'better'?

Requirement:

"A totem-pole to unify the tribes"

-vision, values and commitments

Method, part 1: Visioning

Identify the core story linking everyone in the shared-enterprise

- What is everyone concerned about?
  - *(TED example: Ideas)*
- What is everyone doing about the concern?
  - *(TED example: Spreading ideas)*
- Why is this important to everyone?
  - *(TED example: Ideas worth spreading)*

Use this 'vision-story' as the core anchor for the quality-system

Method, part 2: Values-derivation

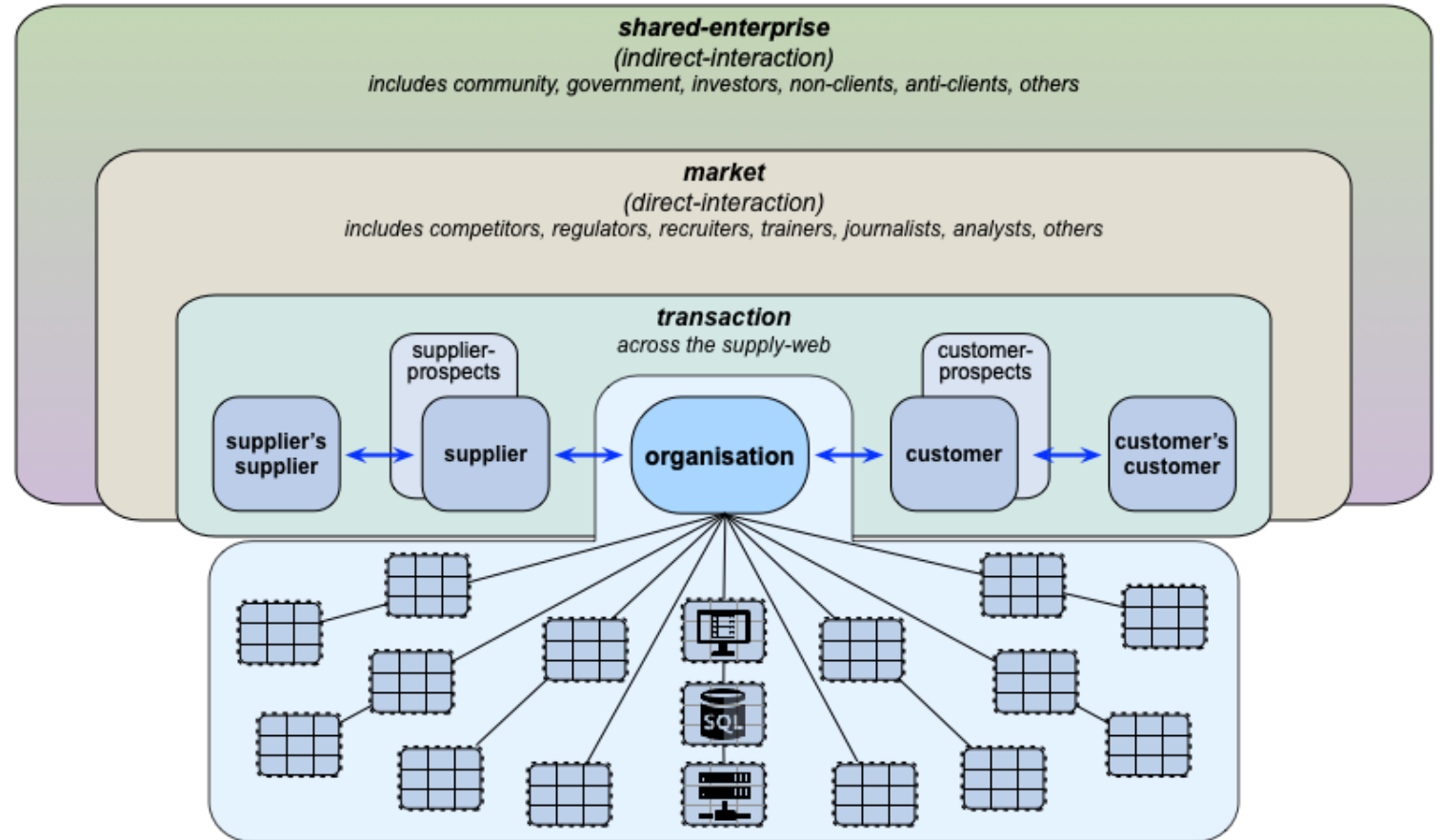Derive values, laws, standards, metrics etc from the vision-story

- TED example "Ideas worth spreading":
  - What is or is not "an idea that is worth spreading"?
  - How would you measure the worth of an idea?
  - What is or is not 'good spreading' of an idea?
  - How would you measure the quality of spreading of ideas?
  - What rules, laws, standards etc apply to spreading of ideas?

All of these help to indicate what 'better' would look like
– and how to measure it, quantitatively or qualitatively

Method, part 3: Stakeholder-mapping

Verify vision, values etc with all of these stakeholder groups:

- Internal

- Transaction

- Direct-interaction *(market)*
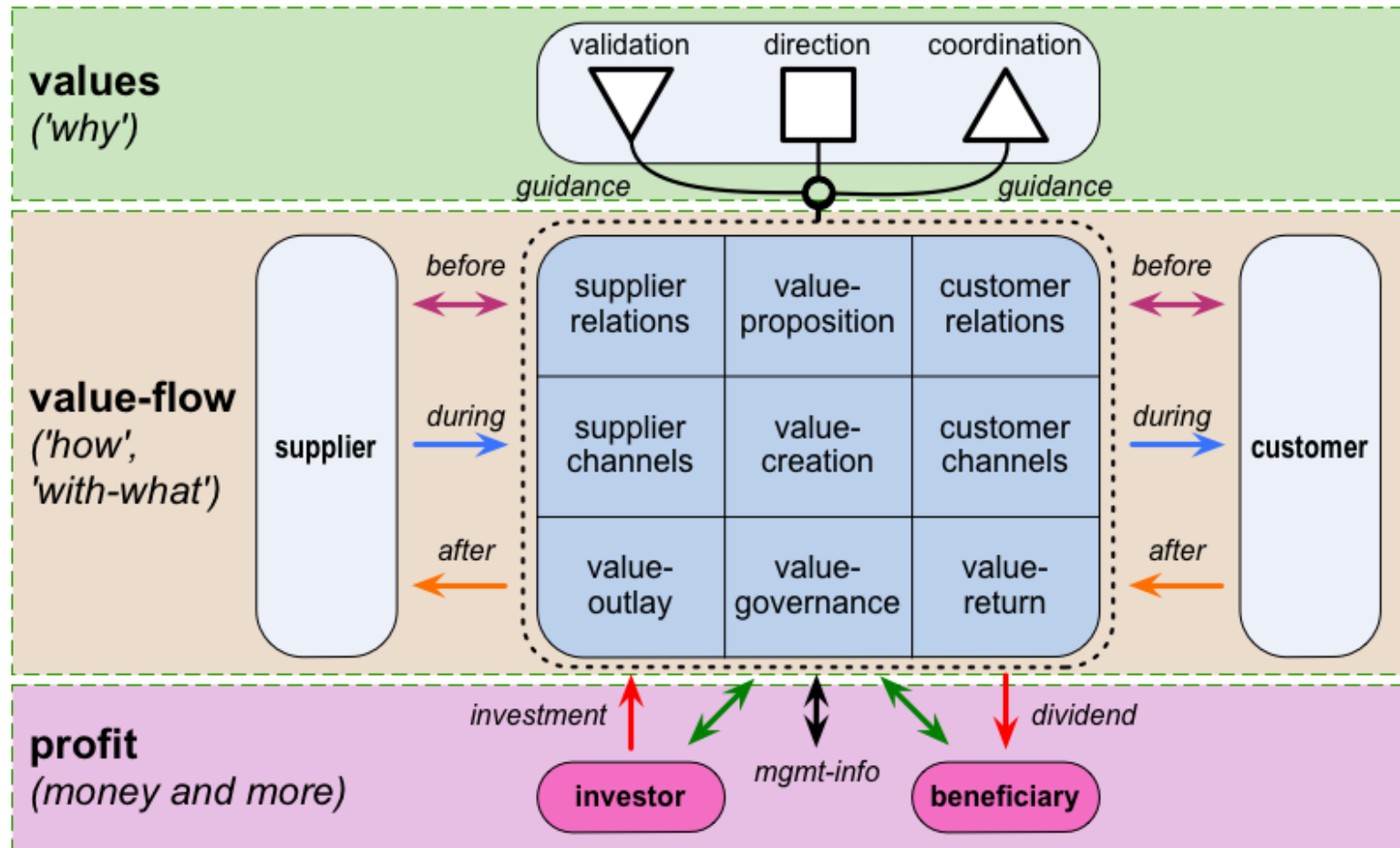
- Indirect-interaction *(shared-enterprise)*

2. What structures to support 'better'?

Requirement:

Structures that work the same way everywhere and that link to and support the chosen 'better'
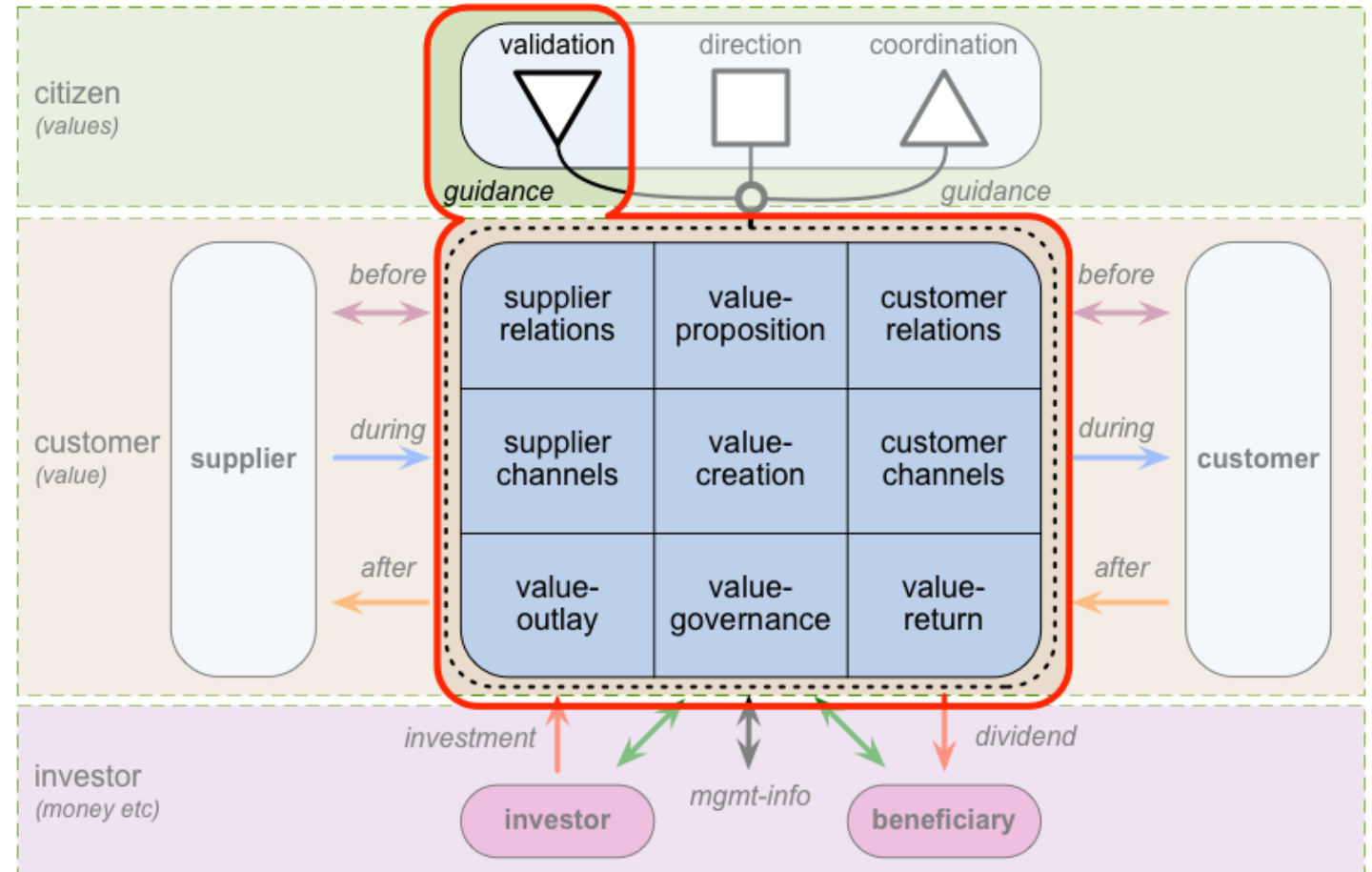
Structure: Service Canvas

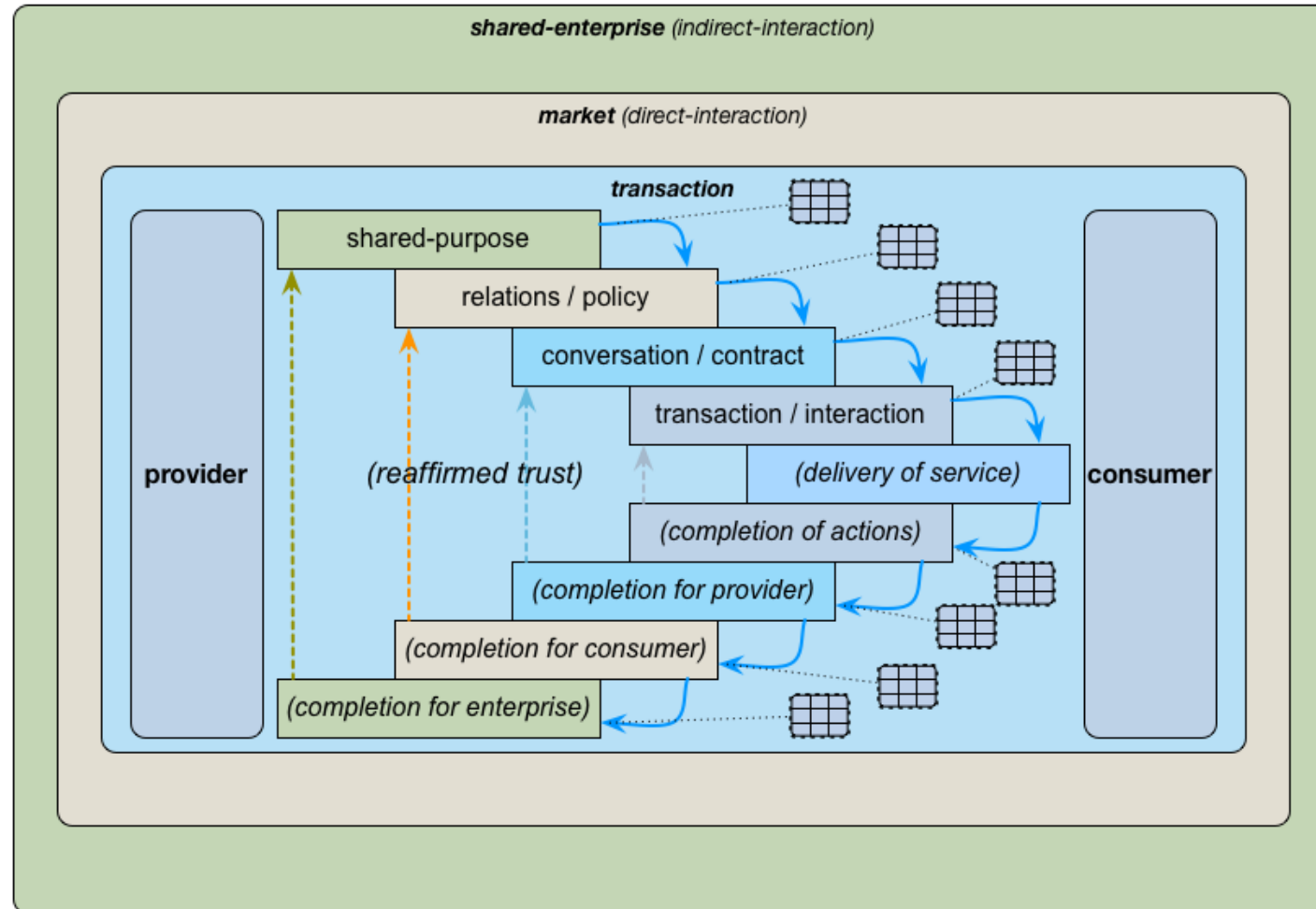# Structure: Validation-services

Value examples:

- Safety, security, efficiency, reliability, taste, robustness

For each value:

- Build awareness
- Build capability
- Enact at run-time
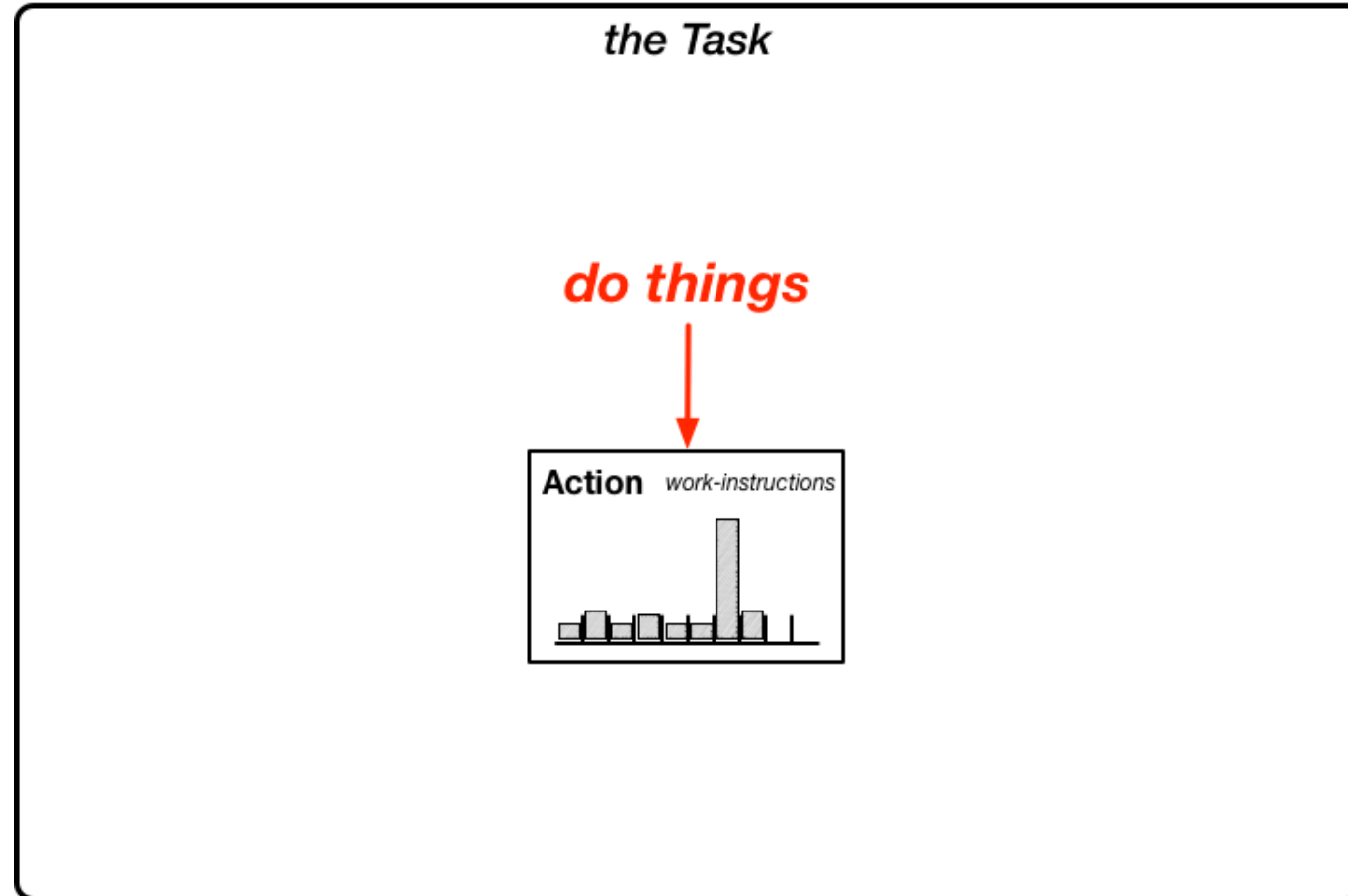- Audit, review, improve

Structure: Service Cycle
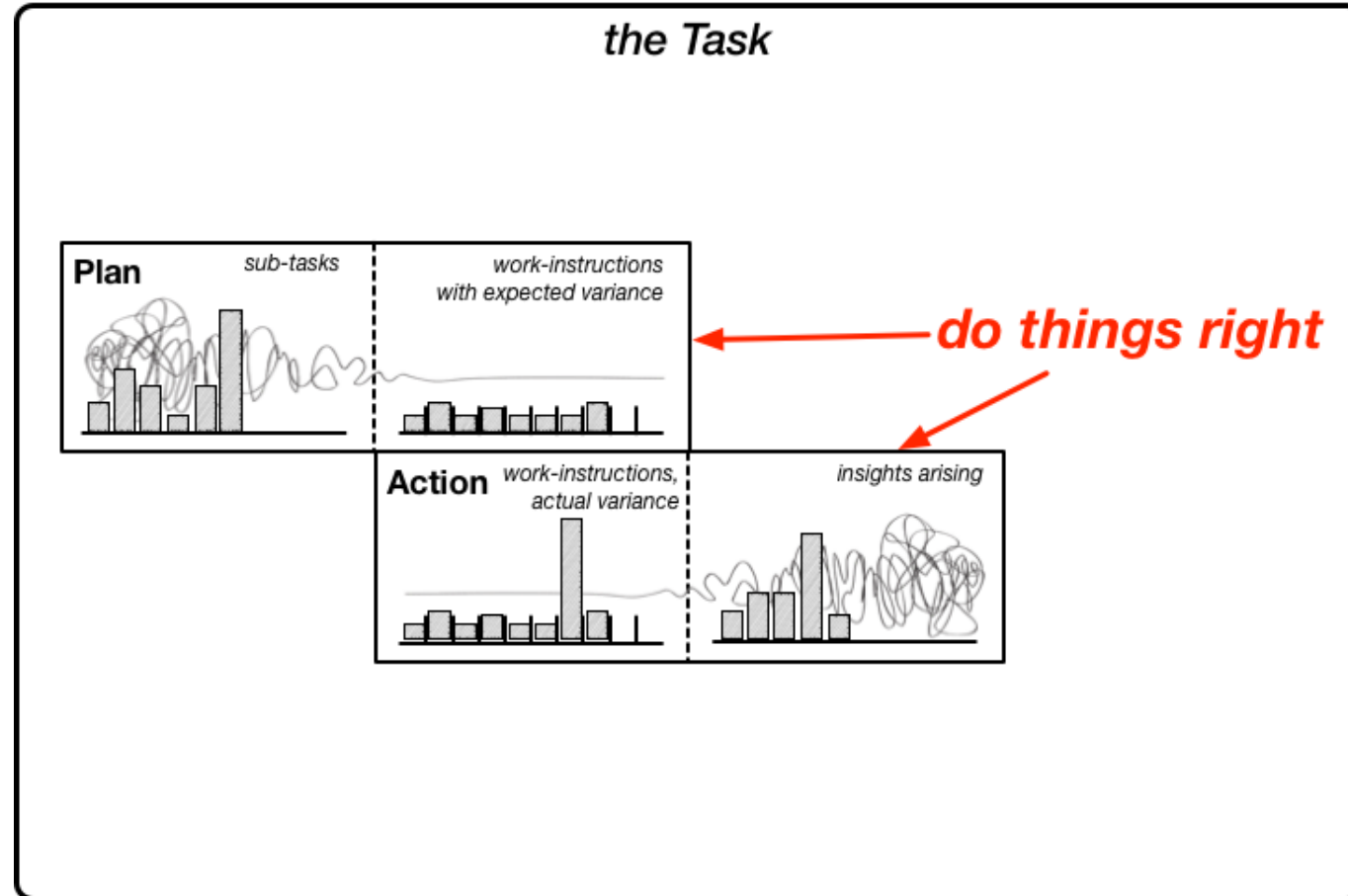
3. What discipline is needed for change?

Requirement:

Methods that work the same way everywhere
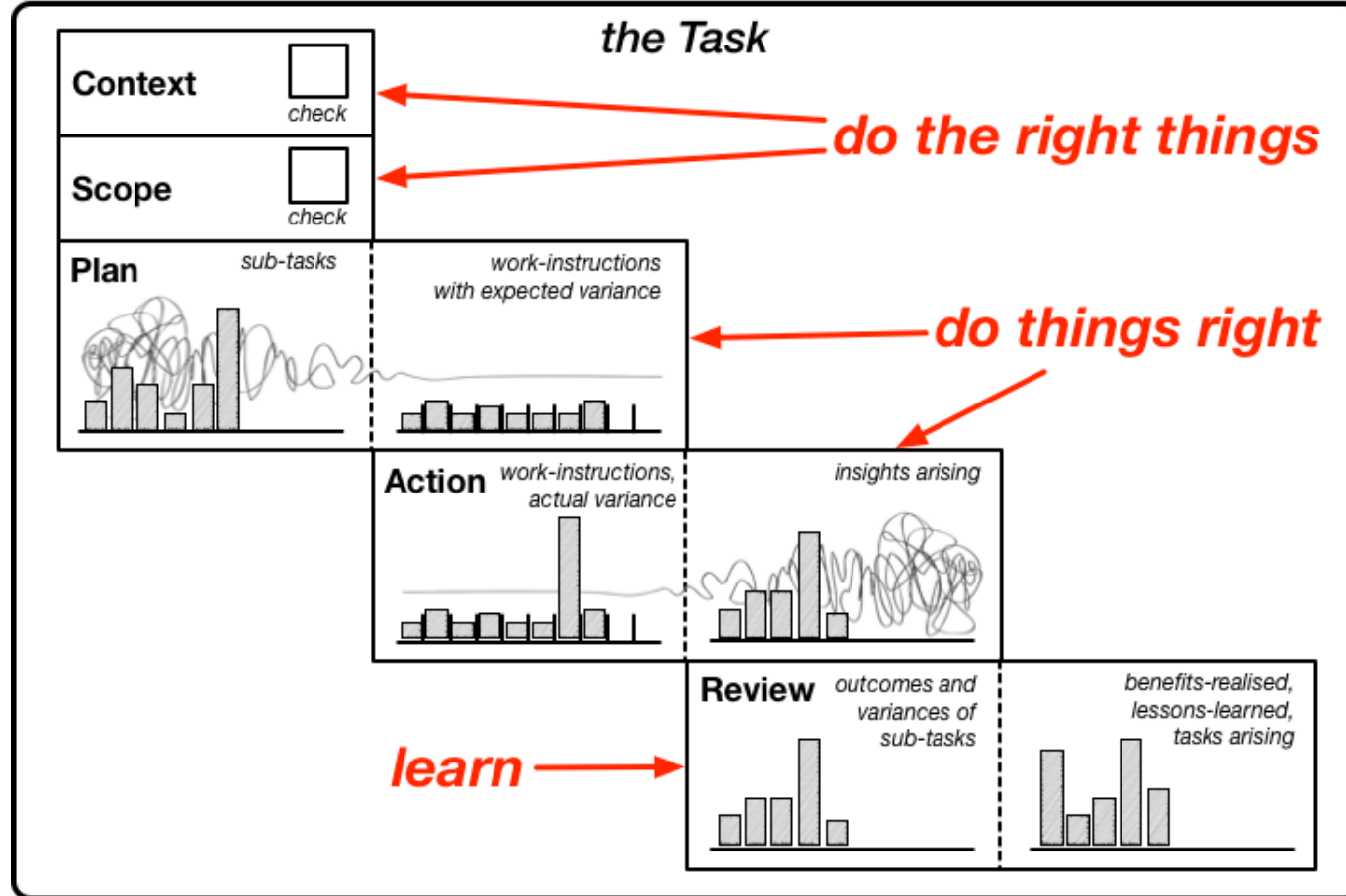and that support the chosen 'better'

The structure of a very incomplete task

The structure of a still-incomplete task

The structure of a complete task

Method: Change-mapping

- Step-by-step, consistent, everywhere
  - *(Mission-start)*
  - Context
  - Scope
  - Plan
  - Action
  - Review
  - *(Mission-end)*
- Fractal, linked, nested, same every instance
- Every tool is a plug-in, called in the same way
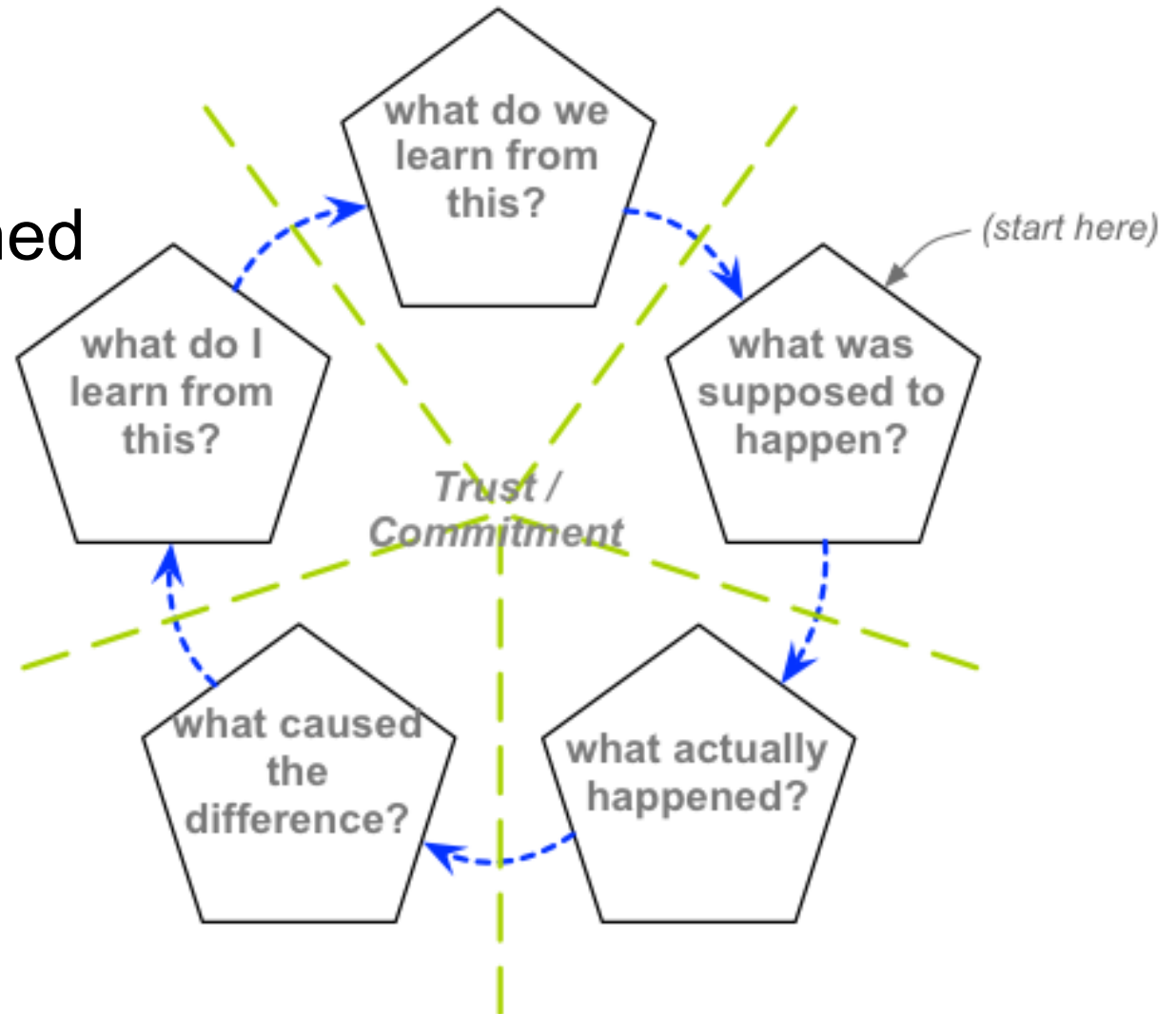
4. How do we verify and improve?

Requirement:

Methods to test and verify alignment to 'better' and give guidance for continual improvement

Method: After Action Review

- Apply after every action
- Benefits-realised, lessons-learned
- Test against 'better'
- Derive change-tasks

- Two rules:
  - no blame
  - 'pin your stripes at the door'

what do we learn from this?

(start here)

what do I learn from this?

what was supposed to happen?

Trust / Commitment

what caused the difference?

what actually happened?

Why is this important?

A systematic, structured approach to 'Change for the better' supports continual improvement across the entire enterprise.

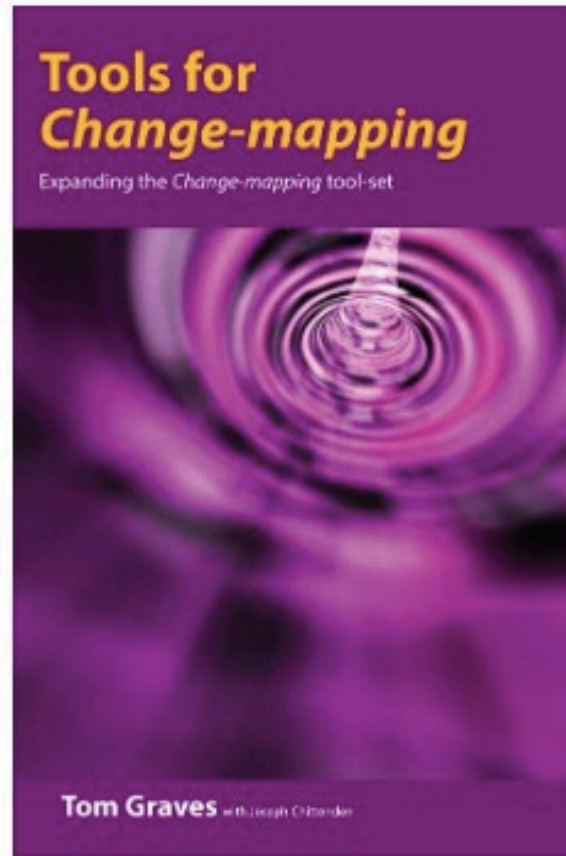***'Change for the better' is not a platitude, but a call to action***

If we *don't* do this, we face increased enterprise risks:

• Inconsistent alignment to enterprise values and goals

• Misalignment between business units and organisational silos

• Potential clashes with customers, suppliers and regulators
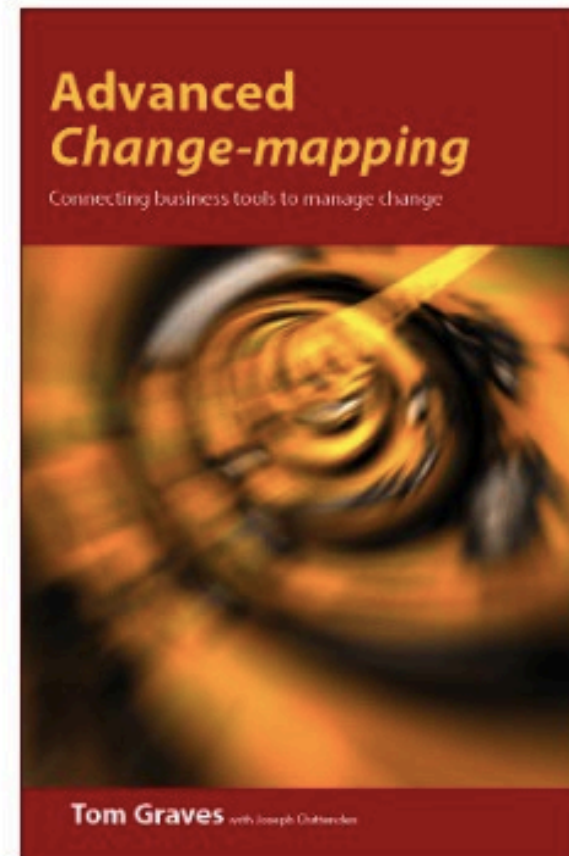
Resources

Change-mapping

Tools for Change-mapping Advanced Change-mapping

Thank You

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