Enterprise Architecture Culture

Maximising the value proposition of EA with cultural change

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1. EA and its enterprise value proposition

Introduction & Context

- The impact of organisational culture on Enterprise Architecture is one of the usually overlooked factors of the success of EA in any organisation

- We are exploring different views of how EA impacts and gets impacted by the organisational culture and how EA drives organisational cultural change by supporting the organisational change

- In this presentation, we will first define EA and its value proposition, discuss the overlap and interactions with the organisational culture and the change.

- We will then propose an EA Culture Maturity Model (EACMM) and define few levies to put it in action in order to improve the EA Culture and maximise the value of EA within a given organisation

EA Value Proposition

What EA do?

- EA bridging between Business and Tech
  a. Document views/viewpoints to **alignment** business requirements with the requirement' implementation
  b. Ensure the various **interpretations** of the views/viewpoints are aligned with the business' requirements/expectations
  c. **Ensure** the implementation/delivery is consistently aligned with the designed architecture, through governance

- Change could be one of a mix of:
  a. Introduction of a new technology
  b. Removal of an existing technology
  c. An upgrade of an existing technology

- Examples:
  a. Change with a significant technology Project/Programme delivery, with or without decommissioning
  b. Commercially-led technology change or acquisition (RFP)
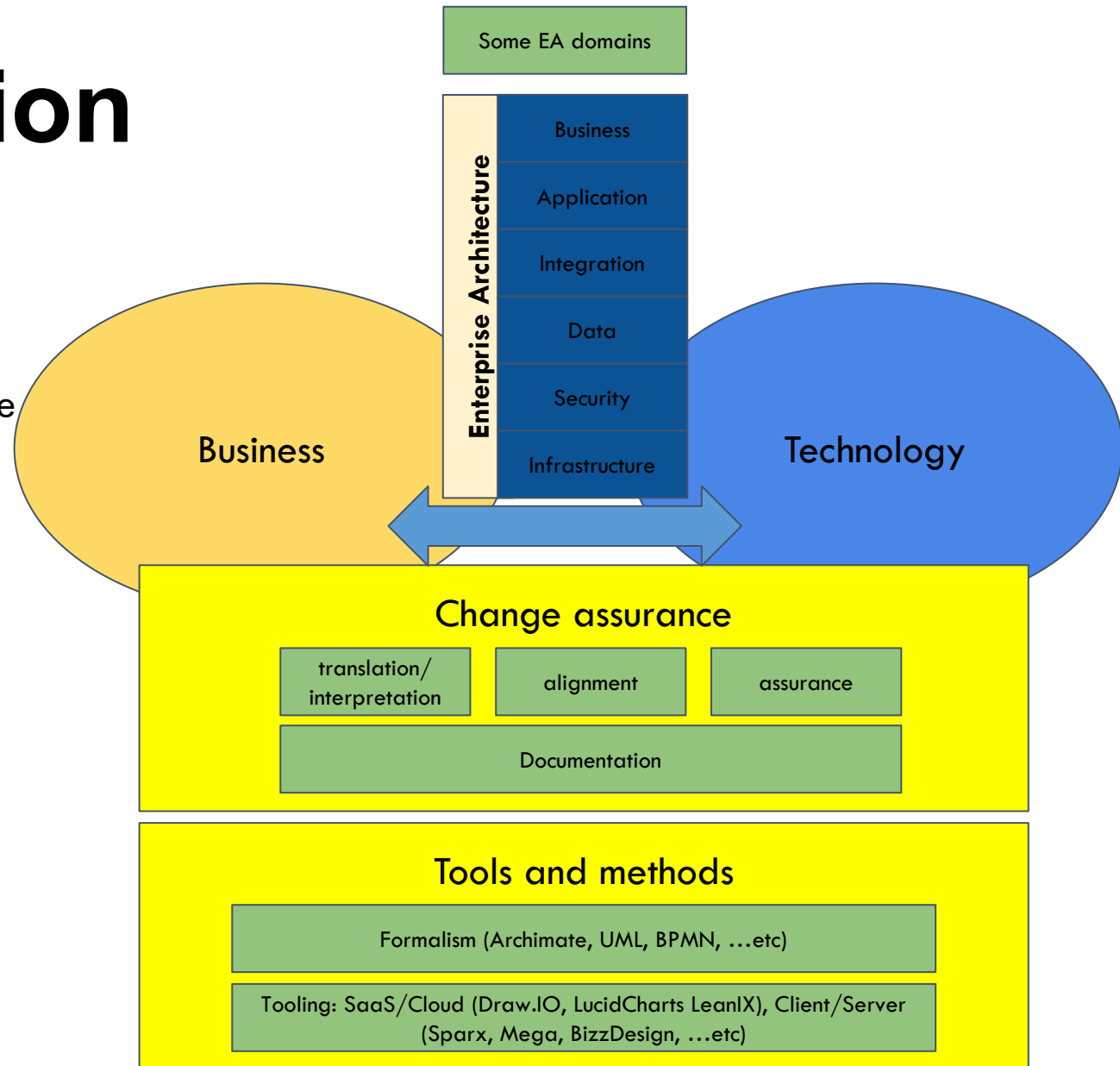
Why?

Maximize the value of IT investment by getting Tech that is **fit-for-purpose** and drive **value for money**

Some EA domains

Enterprise Architecture

- Business
- Application
- Integration
- Data
- Security
- Infrastructure

Business

Technology

Change assurance

- translation/ interpretation
- alignment
- assurance

Documentation

Tools and methods

Formalism (Archimate, UML, BPMN, …etc)

Tooling: SaaS/Cloud (Draw.IO, LucidCharts LeanIX), Client/Server (Sparx, Mega, BizzDesign, …etc)

2. Organisational culture, and the link with EA

Organisational culture

Organisational culture is:

"the types of attitudes and agreed ways of working shared by the employees of a company or organization"

Ref: Cambridge dictionary - https://dictionary.cambridge.org/dictionary/english/organizational-culture?q=organisational+culture

Organisational culture is also:

Encouraged and facilitated by the organisation; is the behavioural and mindset traits that are commonly expressed by the people working for an organisation, and representing an interpretation of the organisational vision and mission..

 (including enterprise architecture, business architecture, capability map at a high level, technical strategy, direction of travel) and a desire to follow and enhance that view. It is a bidirectionally dependent interaction between the everyone working for the organisation and the organisation itself.

Organisational culture can be perceived with:

"Organisational Agility, Product centricity, Customer focus, Change adoption, Security awareness, Empathy, Emotional Intelligence"
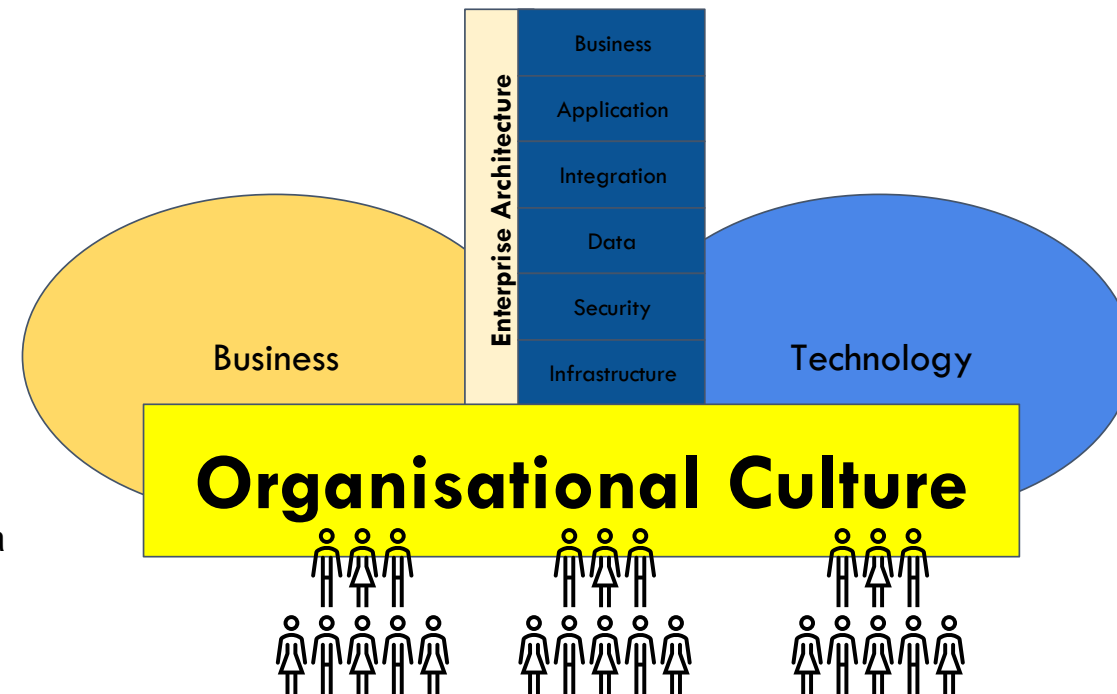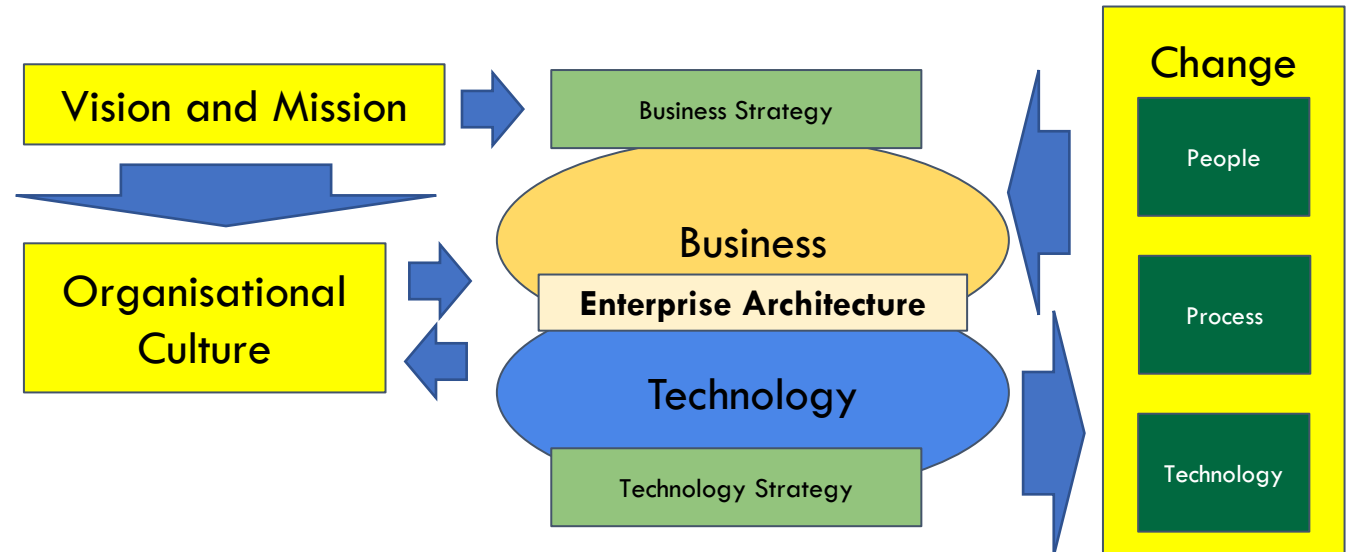
Change

- Change is a modification on a an existing organisational state impacting people, process and/or technology

- Change management is the practice of onboarding the change stakeholders in the change journey to increase the change acceptance and adoption

- EA(s) are often perceived as an active change advocate or change catalyst
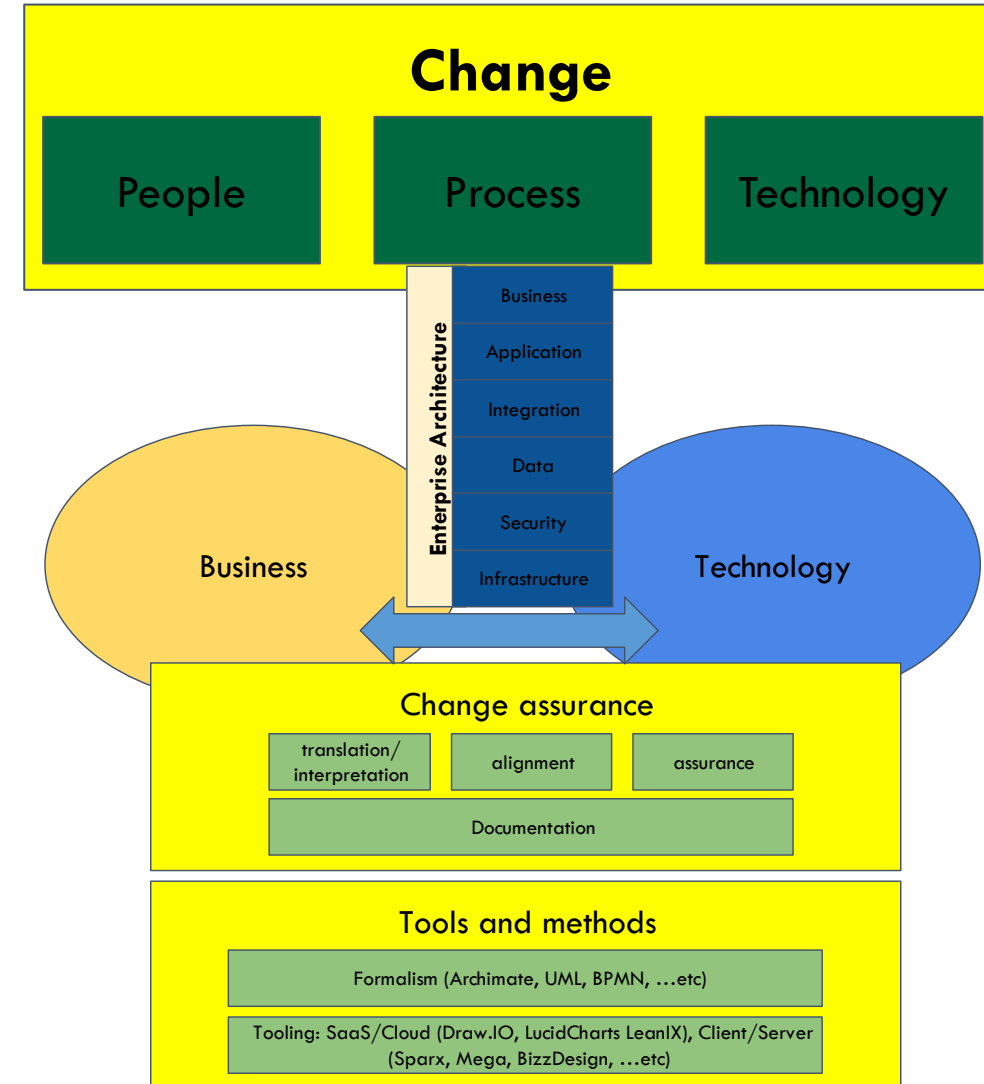
Organisational culture, Change and EA

The interactions between the Organisational Culture, Change and EA

- The vision and mission defines the organisational culture and drives the business strategy within a specific timeframe

- Change, driven by the business strategy and technology strategy will be assured by the EA function

- The Organisational culture influences EA's role and might be impacted by the change assured by EA

- The right organisational culture would drive more value from EA

How EA can a be an active factor and lead Cultural change?

- EA bridges between IT and Technology

- EA maps and translates the business strategy into an actionable technology strategy

- Through governance, ensure the technology strategy delivery by aligning change and delivery portfolio to the tech strategy

- The people, process and/or technology change supported by EA would change
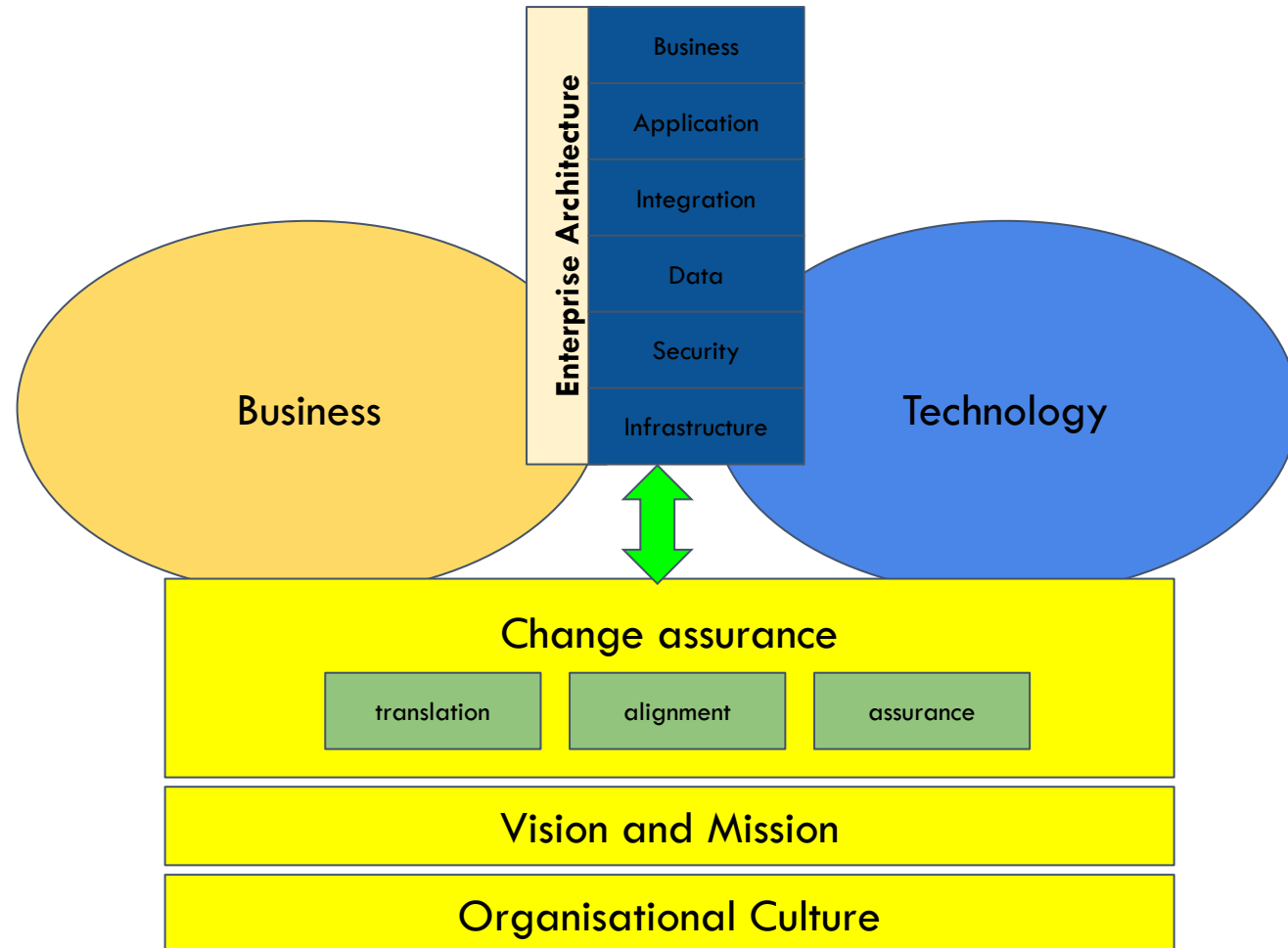
3. EA Culture Maturity Model

Key Cultural Drivers for a Thriving EA practice

Organisational Element	Target Indicator
Organisational Agility	How incremental is the technology direction?
Product centricity	What is the level of product based technology strategy?
Customer focus	How does the technology strategy consider the customer needs?
Change adoption	What is the complexity of changing the technology strategy?
Security awareness	How strong is the linking between technology strategy and security?
Empathy	Is the technology strategy understood by all of its users?
Emotional Intelligence	Is the technology strategy bringing positive change?

EA Culture Maturity Model (Cultural Drivers)

Organisational Element\ Levels	Level1	Level2	Level3	Level4	Level5
Organisational Agility	nothing	basic	average	Stable but not mature	Mature and continuous improvement
Product centricity					
Customer focus					
Change adoption					
Security awareness					
Empathy					
Emotional Intelligence					

EA Culture Maturity Model

Organisational Culture Elements	Level1	Level2	Level3	Level4	Level5
Emotional Intelligence	nothing	basic	average	Stable but not mature	Mature and continuous improvement
Product centricity					
Customer focus					
Change adoption					
Security awareness					
Empathy					
Organisational Agility					

Emotional Intelligence

The ability to lead via and be aware of stakeholder emotions in positive ways

Level	KGI - Key Goal Indicators	Improve maturity with EA help:-
Nothing (Level 1)	- No emotional intelligence exists within the various teams, affects delivery and communication between technology functions. - No positive constructive feedback and lessons learned understanding altering the ways of working. - No good communication for the alignment of business architecture and technology architecture strategies.	The collaborative work needed to create the business architecture and technology architecture alignment in a continuous manner will increase stakeholder interactions and may lead to increased emotional intelligence. Training on positive thought leadership will also increase emotional intelligence.
Basic (Level 2)	- Basic emotional intelligence exists within the various teams, assisting delivery and communication build up between technology functions and the business. - No positive constructive feedback and lessons learned understanding altering the ways of working. - Basic communication for the alignment of business architecture and technology architecture strategies.	
Average (Level 3)	- Average emotional intelligence exists within the various teams, assisting delivery and communication build up between technology functions and the business. - Lessons learned are iterative communicated in a fixed process to increase reuse and understanding altering the ways of working. - Basic communication for the alignment of business architecture and technology architecture strategies.	
Stable but not mature (Level 4)	- Good emotional intelligence exists within the various teams, assisting delivery and communication build up between technology functions and the business. Teams interconnect on their own without leadership managerial overheads. - Lessons learned are iterative communicated in a fixed process to increase reuse and understanding altering the ways of working. - Good communication for the alignment of business architecture and technology architecture strategies.	
Mature and continuous improvement (Level 5)	- Good emotional intelligence exists within the various teams, assisting delivery and communication build up between technology functions and the business. Teams interconnect on their own without leadership managerial overheads. As a result, stakeholders are continuously aware of each other domains, interests, desires, plans and roadmaps adhering to the organisation's vision and business objectives. - Lessons learned are iterative communicated in an agile self improving process to increase reuse and understanding altering the ways of working.	

Product Centricity

Understanding of the organisational product or service

Level	KGI - Key Goal Indicators	Improve maturity with EA help:-
Nothing (Level 1)	- no understanding or organisation/business end product or service, - no understanding of how the employee's work relates to that end product or service, - no understanding of the end customer requirements and needs	Generate a product centric view on business architecture, domain models, teams, programmes
Basic (Level 2)	- minimal understanding of organisation/business end product or service - no understanding of how the employee's work relates to that end product or service - no understanding of the end customer requirements and needs	Engage EAs in agile product development Get involved in agile teams
Average (Level 3)	- some understanding of organisation/business end product or service - minimal understanding of how the employee's work relates to that end product or service, - minimal understanding of the end customer requirements and needs	Assist in running training programmes including diagrams and process views on how employees and departments are linked to the end organisational product
Stable but not mature (Level 4)	- good understanding of organisation/business end product or service - some understanding of how the employee's work relates to that end product or service, - some understanding of the end customer requirements and needs	Direct involvement in product design, mapping technology strategy to products and their technology requirements across all EA domains (business capabilities, technical enablers, technology/platforms, integration, data, security, etc)
Mature and continuous improvement (Level 5)	- good understanding of organisation/business end product or service - good understanding of how the employee's work relates to that end product or service, - Good understanding of the end customer requirements and needs - A center of excellence may exist for product alignment to business strategy within the enterprise with technology strategy as an enabler.	Regular sessions to drive product centricity, running continuous improvement activities to map Gartner and Forrester product enablement models to organisational strategy.

Customer Focus

A customer-centric company will focus more on keeping their customers satisfied and building more long-term relationships with their customers.

Level	KGI - Key Goal Indicators	Improve maturity with EA help:-
Nothing (Level 1)	- No understanding of the end customer, their requirements and needs - No understanding of how to articulate those requirements in terms of the organisational activity. - No contact with the end customer or functions within the organisation that have contact with the end customer.	Business Architecture maturity is linked to the Customer Focus organisational element; adding the business view and objectives to focus.
Basic (Level 2)	- Minimal understanding of the end customer, their requirements and needs - Minimal understanding of how to articulate those requirements in terms of the organisational activity. - No contact with the end customer or functions within the organisation that have contact with the end customer.	
Average (Level 3)	- Some understanding of the end customer, their requirements and needs - Some understanding of how to articulate those requirements in terms of the organisational activity. - Minimal contact with the end customer or functions within the organisation that have contact with the end customer.	
Stable but not mature (Level 4)	- Good understanding of the end customer, their requirements and needs - Good understanding of how to articulate those requirements in terms of the organisational activity. - Some contact with the end customer or functions within the organisation that have contact with the end customer.	
Mature and continuous improvement (Level 5)	- Good understanding of the end customer, their requirements and needs - Good understanding of how to articulate those requirements in terms of the organisational activity. - Good contact with the end customer or functions within the organisation that have contact with the end customer.	

Change Adoption

Ability of the organisation to handle and progress with a culture of continuous change

Level	KGI - Key Goal Indicators	Improve maturity with EA help:-
Nothing (Level 1)	- Inability to understand requirement for change adoption. When requirement for change is understood, inability to coordinate response. Prefer to do more waterfall level change than agile one. - No enterprise architecture definition for technical strategy. - No formal process in place for handling change. Poor stakeholder management due to miscommunication where change is involved.	Leadership and Change Management morph with the help of Enterprise Architecture into Change Adoption. This is linked to strategic EA tooling and process enablers to align ITSM/Change Management - change connects the stakeholders and EA function allows a deep understanding of the problem domain and organisational strategy.
Basic (Level 2)	- A basic understanding of requirements for change derived from a basic (non holistic) enterprise architecture function and a basic understanding of technical strategy. - Hero culture and no process in place for handling change. Basic stakeholder management with no full stakeholder alignment where change is involved.	
Average (Level 3)	- An average understanding of requirements for change derived from a holistic multi domain enterprise architecture function and an average understanding of technical strategy. - Beginning of technical strategy alignment with business strategy and organisational values as an agile process. - The beginning of a holistic process in place for handling change. Stakeholder management with no full stakeholder view alignment where change is involved.	
Stable but not mature (Level 4)	- Good understanding of requirements for change derived from a holistic multi domain enterprise architecture function and an understanding of technical strategy. - Technical strategy alignment with business strategy and organisational values. - The beginning of a holistic process in place for handling change. Stakeholder management with no full stakeholder view alignment where change is involved.	
Mature and continuous improvement (Level 5)	- Full change management process and change adoption - Continuous and accurate technical strategy alignment with business strategy and organisational values. - A fully documented and strategy aligned holistic process in place for handling change. Stakeholder alignment in intra-communication with full understanding of business and technology strategy domains.	

Security Awareness

An understanding of the organisational security stance, risk appetite and procedural controls for security (and perhaps technical controls also)

Level	KGI - Key Goal Indicators	Improve maturity with EA help:-
Nothing (Level 1)	- No comprehensive security framework in the organisation. Tooling and ISM - Information Security Management may exist but no adoption and comprehensive understanding in place. - Security values and respective trainings (if present) are completed without full awareness. No guide-rails, common components, enterprise architectural principles have been defined. - No end to end comprehensive security domain view exists across engineering, business and technology functions. Undefined security KPIs	Security Strategy and Architecture (and operational engagement) form part of Enterprise Architecture domains. In today's organisations and business vision, security plays an important role and awareness will create a culture where technology is always viewed from security lens prior to strategic and tactical decision making.
Basic (Level 2)	- Basic security framework in the organisation that includes elements of tooling and ISM - Information Security Management without comprehensive understanding in place. - Security values and respective trainings (that exist) are completed. Basic guide-rails, common components, enterprise architectural principles have been defined - no interconnection between all of the enterprise architecture technology functions. - No end to end comprehensive security domain view exists across engineering, business and technology functions. Undefined security KPIs	
Average (Level 3)	- A security framework in the organisation is present that includes elements of tooling and ISM - Information Security Management. It is being well utilised. - Security values and respective trainings (that exist) are completed. Ongoing work to capture and document guide-rails, common components, enterprise architectural principles have been defined - no interconnection between all of the enterprise architecture technology functions. - Beginning of end to end comprehensive security domain view exists across engineering, business and technology functions. Undefined security KPIs utilising the technology strategy that maps to business vision and objectives.	
Stable but not mature (Level 4)	- A security framework in the organisation is present that includes good definition of tooling and ISM - Information Security Management integrated views. - Security values and respective trainings (that exist) are completed. Ongoing work to capture and document guide-rails, common components, enterprise architectural principles is taking place in collaboration with the rest of the enterprise technology functions. - End to end comprehensive security domain view and well defined KPIs utilising the technology strategy that maps to business vision and objectives.	
Mature and continuous improvement (Level 5)	Iterative lessons learn continuous improve the security awareness across the enterprise in collaboration with well defined end to end cross domain enterprise architecture including the business, strategy and technology. Embedded security awareness and behaviour across the technology estate. Secure by design, Zero trust model, SAST/DAST/RAST, security controls continuously tested, guide rails and secure pattern are well defined and in continuous improvement.	

Empathy

Understand and share the core element of social interactions in the workplace and the marketplace (stakeholders - internal and external)

Level	KGI - Key Goal Indicators	Improve maturity with EA help:-
Nothing (Level 1)	- Members of the organisation work in silos and do not interact well with each other - limited stakeholder interaction and views and viewpoints exploration.	Stakeholder management is a large element provided by Enterprise Architecture; ability to connect people from multiple disciplines under the understanding umbrella of business and technology organisational strategy. EA can assist to an empathy culture where stakeholders are aware of each other's concerns and viewpoints and align to the strategy and towards an end to end delivery model.
Basic (Level 2)	- Small amount of internal and external stakeholder interaction - not a consistent understanding of views and viewpoints. - High amount of issues and risks in delivery. Inconsistent understanding of the business, operational and technical strategy.	
Average (Level 3)	- Good amount of external stakeholder interactions and small amount of internal stakeholder interactions - internal coordination and views are inconsistent. - Organisation can provide a unified front in describing views and viewpoints to customers and partners. Results in moderate set of risks and issues in delivery.	
Stable but not mature (Level 4)	- Good amount of external stakeholder interactions. - Moderate alignment in the empathic understanding of internal stakeholders establishing a common view or requirements and lowering the issues and risks associated with delivery. - Agile mindset across the organisation. Understanding, strategy and challenges are well documented.	
Mature and continuous improvement (Level 5)	- Good amount of external and internal stakeholder interactions. - Well documented stakeholder views and viewpoints addressing concerns and aligning with the business strategy and technology enablers. - End to end delivery of organisational products and services with agile mindset.	

Organisational Agility

The ability of the organisation to renew itself, adapt, change quickly and succeed in a rapidly changing, ambiguous, turbulent environment (McKinsey)

Level	KGI - Key Goal Indicators	Improve maturity with EA help:-
Nothing (Level 1)	- Inability to change to reflect external and internal stimuli or rapid environmental alterations; examples include change in industry standards, change in employee knowledge and desire to deliver, etc. - Lack of understanding of what enterprise culture is about and no appreciation of the benefits that it can provide.	Agile and Change are core drivers in organisational frameworks - both in delivery and strategy. Enterprise Architecture assists in OA by providing re-use identification, cost efficiencies, right-weight governance, functional domain alignment and an iterative sync between business, operations and technology domains.
Basic (Level 2)	- Small ability to change in light of internal or external stimuli, large amount of effort required for the change. - The effort required is much larger compared to the result produced. - Examples include no can-do attitude to new technologies or processes, management overhead in micro management change.	
Average (Level 3)	- An understanding of the change that may happen in light of internal or external stimuli which creates the initial thinking of what needs to be done and an understanding of how it may happen but no direct self motivation in the employees to align to the change and complete the delivery cycle in time.	
Stable but not mature (Level 4)	- Effort is taking place for the team to be flexible in their ways of working, cross functional with self training, research and understanding of what needs to happen for the delivery to take place in scope, time, costs and alignment to strategic vision. Enterprise Architecture culture starts formulating.	
Mature and continuous improvement (Level 5)	- Full embracement of the enterprise culture in its organisation agility. Continuous self-understanding and enablement of employees, learning and absorbing proactively and responding to external and internal stimuli.	

4. Real Life Examples

EA Culture Maturity Model - Organisation A

Organisational Culture Elements	Level1	Level2	Level3	Level4	Level5
1. Emotional Intelligence	1				
2. Product centricity		2			
3. Customer focus		3			
4. Change adoption	nothing	basic	4 average	Stable but not mature	Mature and continuous improvement
5. Security awareness		5			
6. Empathy	6				
7. Organisational Agility		7			

EA Culture Maturity Model - Organisation B

Organisational Culture Elements	Level1	Level2	Level3	Level4	Level5
1. Emotional Intelligence			1		
2. Product centricity				2	
3. Customer focus					3
4. Change adoption				4	
5. Security awareness	nothing	basic	average	Stable but not mature / 5	Mature and continuous improvement
6. Empathy			6		
7. Organisational Agility				7	

5. Key Takeaways

Key takeaways

- Organisational efficiency is linked to EA cultural maturity

- Business strategy alignment with the technology strategy is likely to achieve the expected business outcomes within an organisation with a mature EA culture

- In an ideal context, EA cultural maturity should be measured and regularly assessed with a view to improve it over time

- Recognising the hurdles, and their root causes, faced when an EA culture isn't fully mature or in place is as important as driving the EA outcomes

- Anything that improves the people's productivity would have a positive impact on EA, e.g. Health and Wellbeing, Diversity and inclusion, Mental Health, Work-life balance …etc

Q&A?

Q&A

Example questions

- Why were these specific organisation cultural elements been selected?
- How does enterprise architecture culture link to the vision and organisational goals?
- Can we revert back to lower levels of organisational maturity and how?
- Provide an example of a high organisational maturity fictional organisation in practice.
- How does increasing enterprise architecture maturity link to enterprise architecture cultural organisational maturity?

Thank you!