

Enterprise Architecture Worksheet

Unification Operating Model Edition



MWT / TEBT / EA
A MWT Collaboration Architecture

Enterprise Architecture Worksheet

Management, at its worst, can be the art of complaining that nobody is seeing the big picture - even when there isn't one.

MWT Collaboration Architectures

Organisations managing under the *MWT Model* collaborate around architectures that ensure an organisation's value is greater than the sum of its parts.

Collaboration architectures are re-usable, and task-specific. By defining a shared vocabulary and understanding of value streams, a collaboration architecture allows multi-discipline teams to work together.

In effect, the *MWT Model* enhances the organisation's management processes by re-integrating them into the rest of the organisation. The development of *Collaboration Architectures* is a key component of this management transformation.

For more information on the *MWT Model* please visit ManageWithoutThem.com.

Why use this worksheet?

The *collaboration architecture* for activities which concern the entire organisation - that is, for managing value creation across the entire enterprise - is the enterprise architecture.

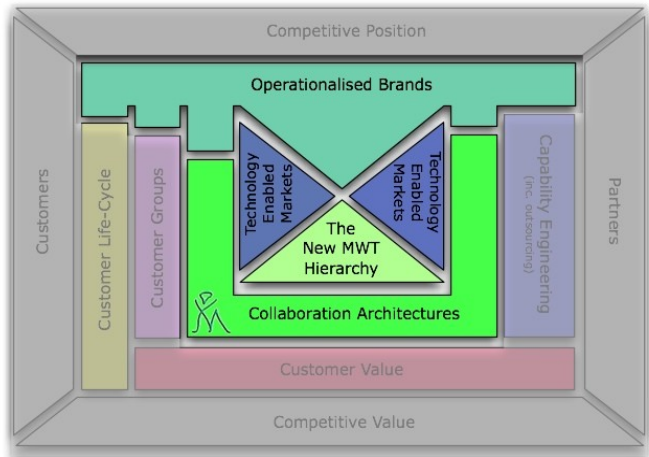
Each organisation's enterprise architecture is different, so this worksheet helps define the enterprise-level collaboration architecture for your organisation.

While traditionally used in the area of information technology, the enterprise architecture (sometimes referred to as the enterprise *business architecture*) actually provides clarity for all value creation activities, not just information technology.

This worksheet will help your executive management team to create an enterprise architecture (EA).

Who is the EA for?

- Executive team
- CIO + IT management team
- Business Analysts
- Project Managers
- Architects



Collaboration Architectures within the MWT Model

Who should create the EA?

The creation of the EA should be overseen by the enterprise architect. However, it should be created in collaboration with the executive team and business leadership.

How will the EA be used?

In the area of planning strategic IT investment decisions, and technology-enabled business transformation programmes, the architecture of collaboration is the enterprise architecture.

This enterprise architecture definition worksheet is part of the *MWT Collaboration Architecture for Technology-Enabled Business Transformation (MWT/TEBT)*. It is used in multiple scenarios.

Firstly, the worksheet is used in the initial phase of major technology-enabled business transformation programmes to allow the scope of the business transformation to be understood - or to help understand the potential impact of the transformation.

Secondly, the worksheet can be used prior to negotiating IT spending priorities. A complete understanding the value streams within the enterprise, combined with an understanding of the strategic thrusts, will help determine where technology spend will have the most impact.

Thirdly, the enterprise architecture is a key input in deciding business processes or services to be

Completing your worksheet

Ensure that your executive management team has read this entire flyer. Now it's time to define your organisation's enterprise architecture.

It is best to choose a facilitator, or utilise a trained facilitator specialising in EA development (see *Related Services* section below). This person should utilise a white board to help build out the diagram.

Be prepared for debate, a messy whiteboard, and plenty of false starts. The blank worksheet provided on the following page provides a recommended example format for your diagram. But feel free to experiment with your own format specific to your organisation.

outsourced. Most importantly, The type of outsourcing relationship you define is heavily dependant on the *zone* of the item you are outsourcing.

Once you have it you'll find the enterprise architecture will become invaluable for a variety of decision making scenarios. It will also allow you to quickly bring service providers up-to-speed on the nature of your business.

Unification Operating Model

This worksheet is for organisations that have a *unification* operating model. Please see the book *Enterprise Architecture as Strategy* (in *Further Reading* section below) if you are not sure what your operating model is. This book also provides a detailed treatment on how to define your enterprise architecture.

In general, your organisation has a *unification* operating model if it has global customers, if multiple business units must coordinate to deliver a single customer product / service, and you need to share certain specific operation data across the enterprise in order to perform individual business unit level planning.

If your enterprise consists of multiple independent business units delivering individual products to customers, you are unlikely to be operating under a unification operating model. However, individual business units may be analysed via this worksheet, if appropriate.

More on Collaboration Architectures

A key component of the MWT Model is the concept of task-specific collaboration architectures. In general, your collaboration architecture should be discovered, transformed,

and then communicated in an iterative process. However, collaboration architectures can be built into re-usable tools that can be configured and implemented. This approach is powerful and essential for improving your organisation's capacity for adhoc collaboration and open innovation.

An architecture, in the MWT Model, is simply a delineated shared understanding. A collaboration architecture is the realisation of the idea that management is what collaborating individuals share. The collaboration architecture is the knowledge that all collaborating individuals need to know in order to effectively negotiate roles, measure performance, plan, allocate work, and focus on tasks.

The *MWT/TEBT EA Framework*, of which this worksheet is a part, is a collaboration architecture for planning strategic IT investment decisions and technology-enabled business transformation.

What is an Enterprise Architecture?

An enterprise architecture is a component based view of the entire enterprise which highlights how the enterprise creates value.

It typically includes level-1 business processes, key customer groups, partners, and value that is (or can be) generated as a service).

It is neither a business view or a technical view; it may contain technical components that are important to differentiated value creation for that particular enterprise.

Business or Technology?

There are many different definitions of enterprise architecture. Many of these focus on cataloguing the technology assets of an organisation in some way.

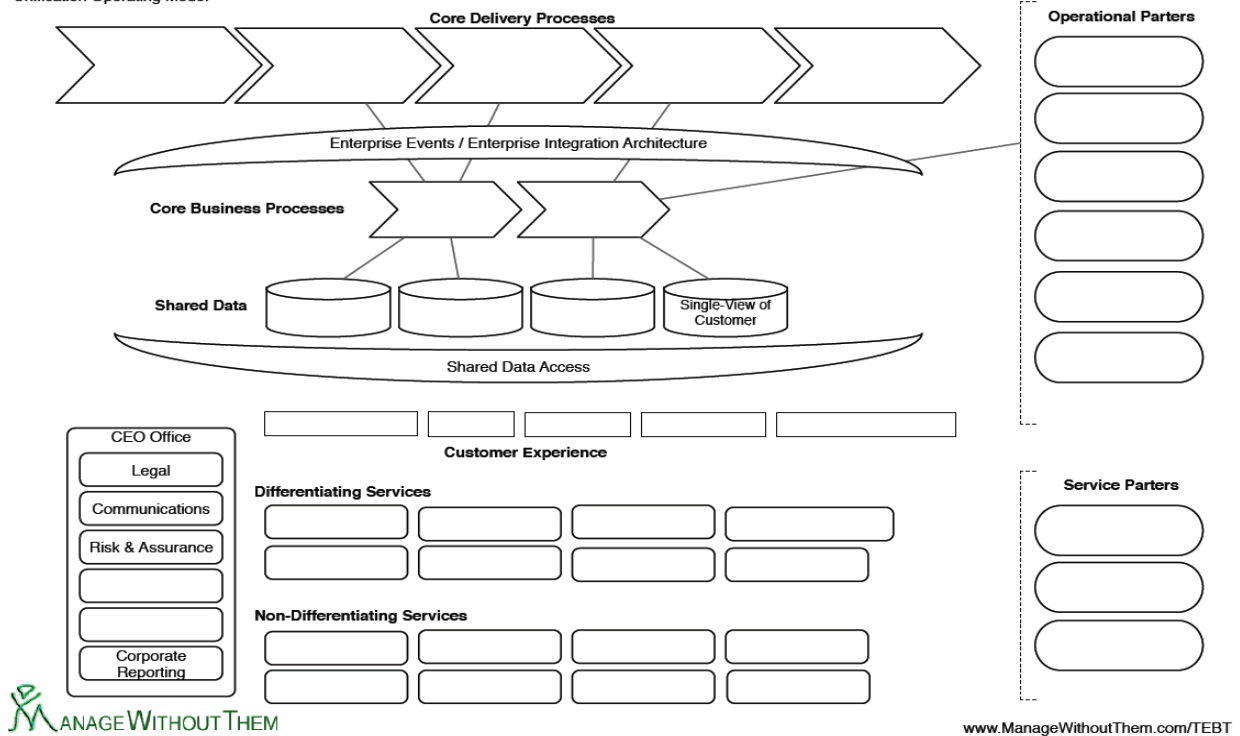
All too often, efforts in enterprise architecture fail to deliver value because they result in an out-of-date system architecture for the entire enterprise; but not an enterprise architecture.

Your enterprise architecture shouldn't be based on your system architecture. However, it should be able to be used to determine the more effective use of IT spend.

Traceability

The enterprise architect should also be used, in combination with a traceability strategy, to objectively determine the alignment between your enterprise architecture and your system architecture(s).

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Enterprise Architecture Diagram is divided into zones

You overall traceability strategy should include traceability from the enterprise architecture to all process and technology assets; including data models, application architectures, project charters, etc.

It is recommended that the *MWT/TEBT EA Traceability Strategy Worksheet* be utilised following this EA worksheet.

What does the EA diagram look like?

The enterprise architecture diagram is divided into *zones*. The *zone* of a particular item will assist in later analysis. For example, an item in the Non-differentiating Services zone would be a candidate for outsourcing (if it isn't outsourced already).

EA Diagram Zones

The zone of the EA diagram are as follows:

- Core Delivery Process
- Core Business Processes
- Enterprise Events
- Shared Data
- Shared Data Access
- Customer Experience

- Operational Partners
- Service Partners
- Differentiating Services
- Non-Differentiating Services
- CEO Office

A description of the items to place in each area follows:

Core Delivery Process

Because this diagram is specific to a *unification* operating model, the most important zone is the Core Delivery Process. This is the core process that components of the enterprise unify around. It is this process that initiates the events, and generates the data, that all components of the enterprise require for planning and operations.

In this diagram style, it is assumed that the organisation has a long rolling planning cycle associated with high capital requirements in the industry, a need to coordinate with complementary enterprises in the industry, and other related factors. If these factors are not a part of your enterprise the Core Delivery Process may not be as prominent in your diagram.

The Core Delivery Process ultimately is what delivers value to customers. It is this process that other services service, and that

complementary businesses complement. If you cannot define a Core Delivery Process for your enterprise it may be that you are not operating in a unification operating model.

Core Business Processes

To deliver value to shareholders the Core Delivery Process must be optimised via the Core Business Processes.

These are the processes, specific to your organisation and/or industry, which ultimately optimise profitability and market value. These are the processes which ensure a return is made on operating the Core Delivery Process.

It may be tempting to express the Core Business Processes in strictly financial or economic terms. But you should avoid the temptation to label your core business processes as 'optimise capacity' or 'maximise profit'. These are specialised processes that already occur in financial departments and via the strategic planning process. The enterprise architecture is not a restatement of these objectives. In fact, the role of the enterprise architecture is to ensure that decisions around these financial objectives, as for all other decisions, are aligned with the enterprise as a whole.

Enterprise Events / Enterprise Integration Architecture(s)

In general, events could be 'order received', 'customer service issue', 'new product launched', etc. The specific events don't need to appear on the diagram as they are the events which are relevant to the entire enterprise and are generated by the Core Delivery Process. They may include specific business process exceptions that must be captured and reported to other parts of the organisation.

The important thing to consider for this element is your latency requirements. If you consider all of the elements in the diagram which appear under the Core Operating Process you should indicate how many days, or hours, or seconds, they can wait before receiving information which is generated from the core process.

When it comes time to drill down on the specific enterprise events you will need to remember that this is an enterprise architecture, not a system architecture. You may not have a single enterprise integration architecture for your organisation. It may be that it's appropriate to have multiple integration architectures. Usually, this would depend on the latency requirements for business processes which consume enterprise events. It might be that separate integration architectures are used for business processes

which have a 0-20 minute cycle time compared with those that have a 1-48hour cycle time.

Shared Data

The shared data area may not relate one-to-one with your core data warehouse schemas. However, the effectiveness of your enterprise-wide planning processes may be directly related to how closely your data warehouse meets the data requirements of the Shared Data zone in your enterprise architecture.

Without a proper understand of the shared data for your enterprise you may be independently optimising different parts of your organisation using different data. Equally, if shared data is not optimised *for access* within the time-frames required by the consuming business processes you may be duplicating IT spend to re-clean data for each consuming process.

Note again, that in an organisation which managers by numbers there is a temptation to only include the financial summaries of business units in the shared data zone. This isn't correct. Even if the senior management team deals exclusively with financial data this is a view of the enterprise, not of the executive team or how they *currently* spend their time!

Customer Experience

Aligning the capabilities of the organisation to individual and linked experiences that customers have with the enterprise creates the Customer Experience components. This could be individual channels, customer service programmes, or technology touch points.

Differentiating Services

The differentiating services zone contains areas of the business that it is considered could be service managed. Because these areas of the business provide strategic differentiation this areas of the business may already be identified as organisational units.

By recognising them as capability that could be service managed, but that also provides strategic differentiation, you are opening them up to the possibility of innovation and enhancement through open innovation or multi-sourcing approaches.

These are services, if they really can be service managed, that should be considered for multi-sourcing under any one of a number of innovation or enhancement sourcing strategies.

Non-Differentiating Services

The non-differentiating services zone also contains areas of the business that it is considered could be service managed. They may not currently be service managed and may in fact trace (either formally or informally) to multiple / duplicate areas of capability within the organisation.

This are also services, if they really can be service managed, that should be considered for outsourcing under a cost control model.

Note that some of these non-differentiating services may already be managed under outsourcing arrangements.

Unlike the sourcing approach for differentiating services, the historic decisions which lead to these outsourcing arrangements were likely driven by the availability of services on the market.

CEO Office

There are a number of standard components in the CEO Office zone. These are the familiar Compliance, Corporate Communications, Risk & Assurance, and Corporate Reporting concerns.

Ultimately, the enterprise architecture ensures data quality and alignment in these areas. It's important that while allowing flexibility for each CEO's style these areas allow the performance of the organisation to be compared across CEOs.

Operational Partners (or complementary businesses)

This area is also used for complementary businesses; either owned by the same corporation or with close contractual partnerships.

Service Partners

This section allows real strategic partners to be shown without direct relationship to the area of your enterprise architecture that they currently cover.

They should be shown in a position relative to the services they provide; however, this may mean they also should be noted across the areas of the core delivery or operational processes they support.

What is ManageWithoutThem?

ManageWithoutThem is a market-based management transformation for organisations. It focuses on re-aligning the management process of your organisation with value creation activities.

The MWT Model creates *collaboration architectures* which include management activities in the collaboration process. It also *operationalises brands* to create organisations with cohesive cultures. It enhances the use of technology, and the use of technology in the organisation's management process, by creating *technology-enabled markets* within the organisation.

For more information see:

www.ManageWithoutThem.com

Related Services

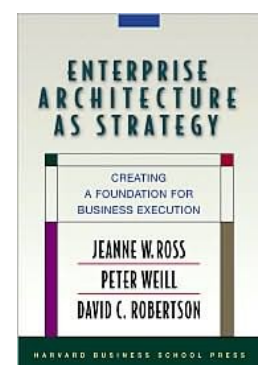
Need help? For details of services relating to this worksheet please contact Matthew De George at ManageWithoutThem.com.

- develop your EA diagram
- Evaluate your EA
- Evaluate your organisation against your EA
- Traversals and Analysis patterns for your EA

Further reading

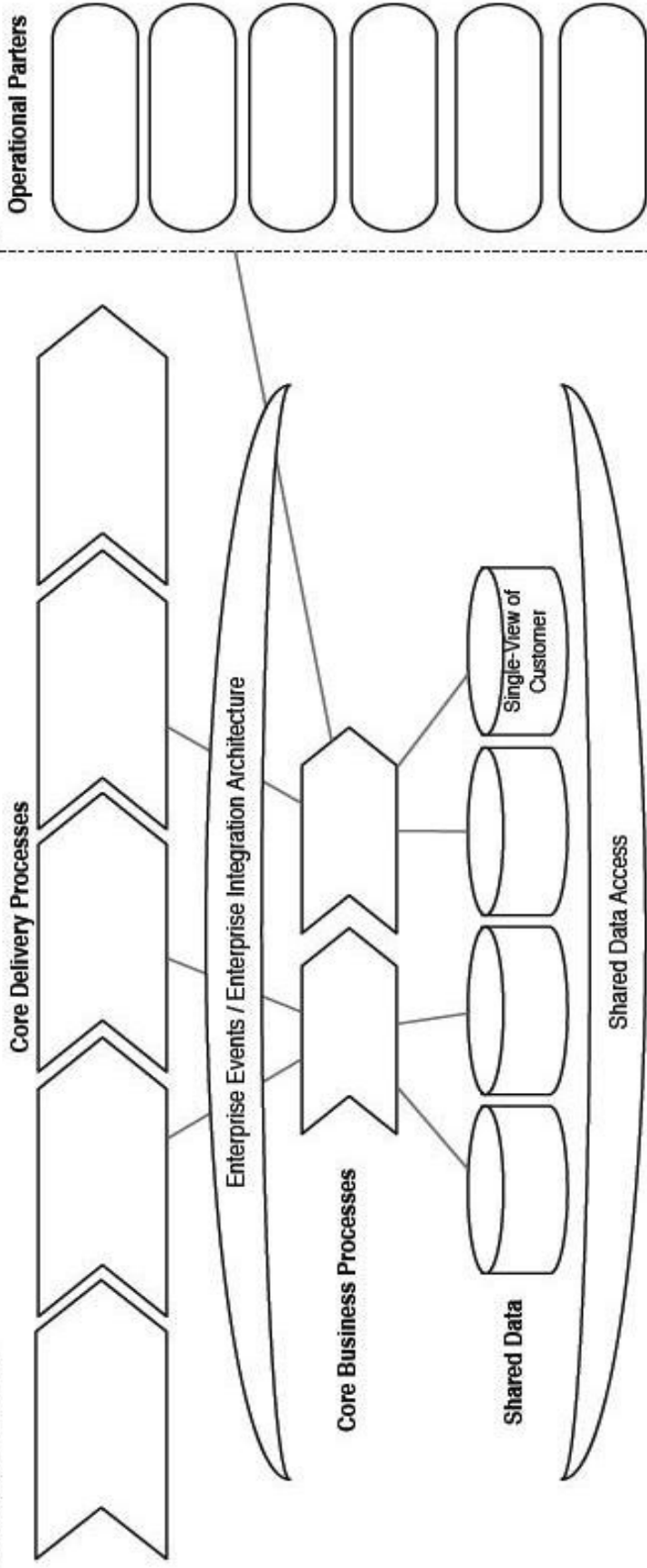
For a detailed treatment of Enterprise Architecture development we recommend the book *Enterprise Architecture as Strategy* (Ross, 2006, Harvard Business School Press).

Details of where to buy the book, as well details on additional enterprise architecture tools and services, is available at www.ManageWithoutThem.com/EA.



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Unification Operating Model



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Customer Experience

Differentiating Services

Non-Differentiating Services

CEO Office
Legal
Communications
Risk & Assurance
Corporate Reporting

Opportunities - *can the EA be altered to add structural value or enhance value streams?*

Item	Opportunity	Next Steps	Owner

For more information on enterprise architecture please visit:

www.ManageWithoutThem.com/EA