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Don't Let Culture Eat *YOUR* Lunch!
Making context and culture work for you

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Cultural & political support are the biggest barriers to business architecture success

"What are the three most significant barriers to BA success?"
(Percentage reflects rank of 1, 2, or 3)

Barrier	Percentage
Cultural/political constraints	47%
Lack of executive champion	42%
Lack of visibility/influence within our organization	32%
Lack of strategy/vision	29%
No clear value proposition	21%
Funding constraints	21%
Lack of staff	19%

Base: 85 IT professionals who report unsuccessful business architecture initiatives in their firms

Source: Q2 2012 Global Enterprise Architecture Maturity Online Survey

March 2013 **"The State Of Business Architecture And Business Architects In 2013"**

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Cultural & political support are the biggest enablers to business architecture success

"What are the top three success criteria for your BA program?"
(Percentage represents rank of 1, 2, or 3)

Criteria	Percentage
Cultural/political support	39%
Executive champion	37%
Strong visibility/influence within our organization	35%
Clear strategy/vision	33%
Availability of skills/expertise	31%
Funding	20%
Clear value proposition	18%

Base: 49 EA professionals with a successful business architecture initiative

Source: Q2 2012 Global Enterprise Architecture Maturity Online Survey

March 2013 **"The State Of Business Architecture And Business Architects In 2013"**

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And it's not just business architecture

84% of respondents and **86%** of C-suite respondents believe that their organization's culture is critical to business success.

60% said culture is more important than the company's strategy or operating model.

96% said some form of culture change is needed within their organization.

51% believe their organization is in need of a major culture overhaul.

48% do not think they have the capabilities required to deliver lasting change.
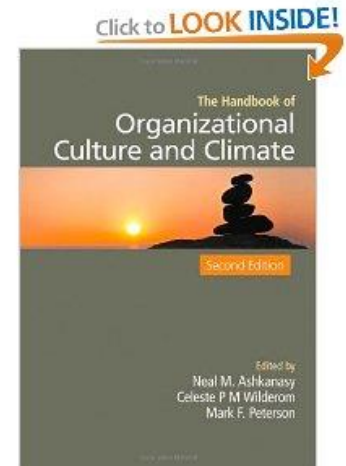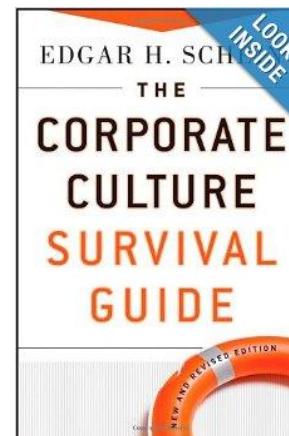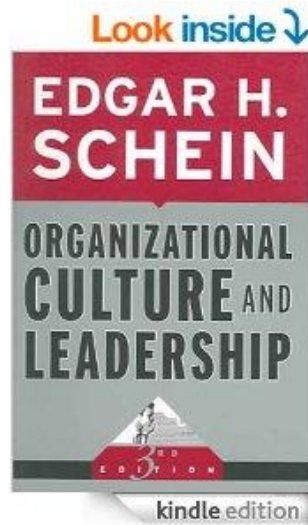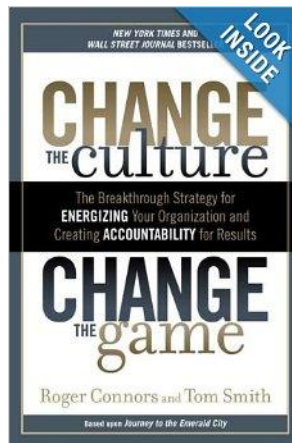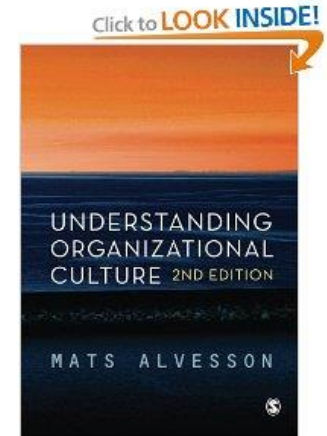
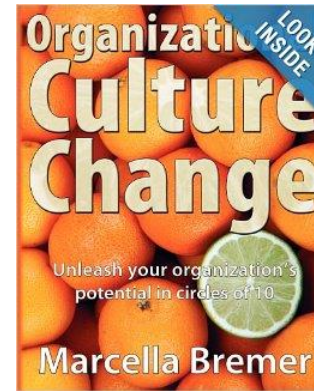**57%** are skeptical due to past failed change efforts was the number one reason for resistance to change.

2013 Culture and Change Management Survey. conducted by the Katzenbach Center at Booz & Company - 2,200 participants

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We need structure & we need context

Context & Culture

Monitor Progress · Clarify Strategy · Identify Capabilities · Assess Capabilities · Determine Gaps · Choose Investments

S2E™

33,000+ books on organizational culture ... but they won't help you!
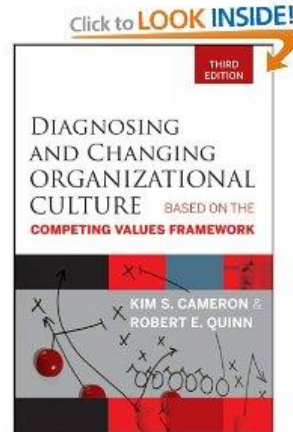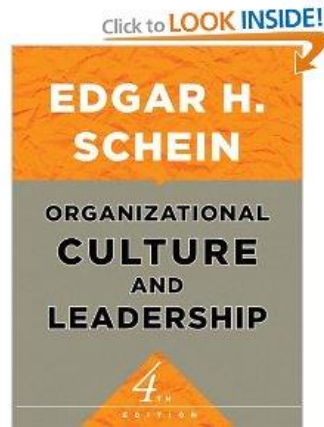
Edward Demming

Culture eats strategy for breakfast!

But, only if you ignore it.

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Building a contextual model

Five contextual constructs shape the professional landscape

```
                              ┌─────────────────────┐
                              │   External Context  │
                              └─────────────────────┘
                                        │
                                      Shapes
                                        ▼
┌──────────────────┐  Shapes  ┌──────────────────┐  Shapes  ┌──────────────────┐
│ Personal Context │ ───────► │   Management     │ ───────► │ Structural Context│
└──────────────────┘          │    Context       │          └──────────────────┘
         │                    └──────────────────┘                    │
         │                            │                               │
         │                          Shapes                            │
         │                            ▼                               │
         │  Interprets &   ┌──────────────────┐  Shapes               │
         └───────────────► │ Cultural Context │ ◄─────────────────────┘
            supports       └──────────────────┘
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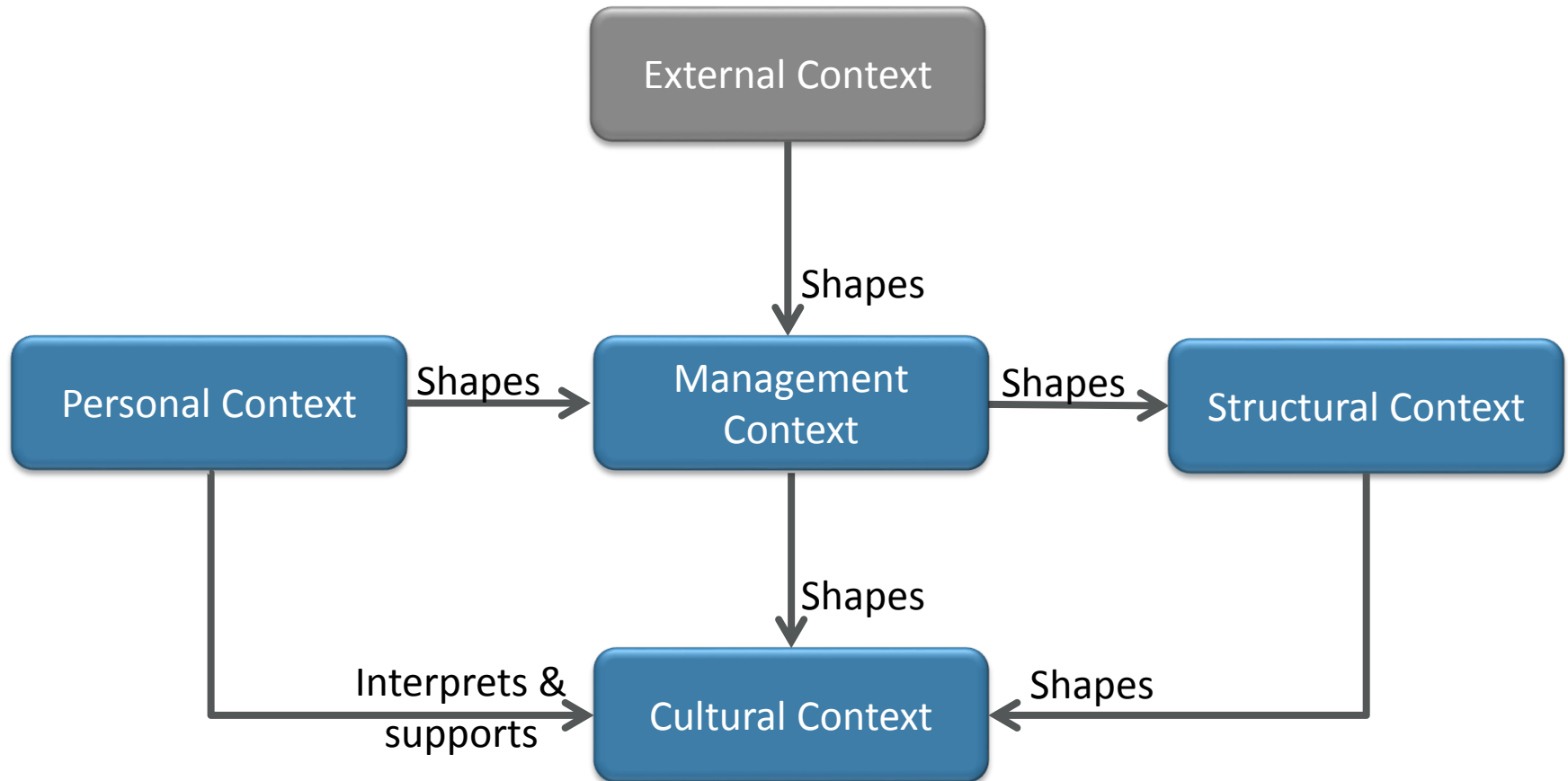
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Management context

Executives and other senior managers set the tone for the organization by what they say and what they do.

- Corporate values

- Accessibility

- Openness

- Leadership style

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Structural context

The structural context is created by the way the organization is explicitly designed.

- Organizational structure

- Budget mechanisms

- Hiring practices

- Incentives

Cultural context

The cultural context describes how people believe things *REALLY* work.

- Working together

- Risk taking

- Truth telling

- Creativity & innovation

Personal context – the "me factor"

The personal context describes how *YOU* perceive the world.

- Strongly held beliefs

- Investment in position

- Risk avoidance

- Personal agendas

- Control needs

- Resistance to change

- Career impact

Putting the model to work

Step 1: Identify target organization's important contextual elements

- Most organizations have a common set of contextual elements

- Common elements will manifest differently

- Organizations also have a unique set of contextual elements

- Sub-organizations may have unique elements and will often have unique interpretations of common elements

Management	Structural	Cultural	Personal
Leadership Style	Organizational Flexibility	Working together	Power Orientation
Planning Focus	Investment Model	Information Sharing	Teamwork
Openness	Incentive Structure	Truth telling	Leadership Strength
Corporate Values	Business Success	Risk Taking	Skill Mastery
Accessibility	Hiring practices	Outlook	Risk Tolerance
Openness	Organizational Design	Creativity & innovation	Personal Flexibility

Step 2: Define each element by its extremes

Empowering 5 | 4 | 3 | 2 | 1 | 0 | 1 | 2 | 3 | 4 | 5 Controlling
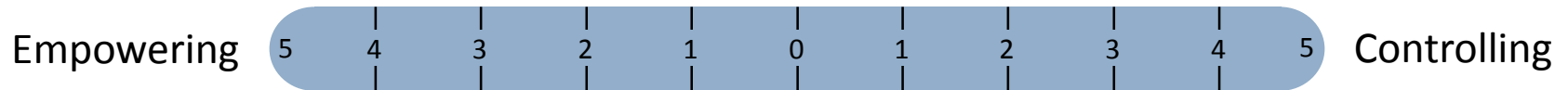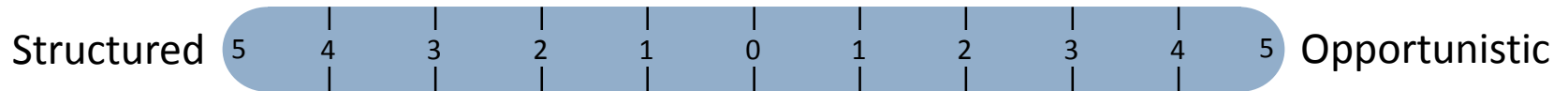
Leadership Style
[management]

Leadership style reflects management's collective approach to managing their employees. Controlling leaders provide a narrow range for independent action, preferring clear, highly differentiated role boundaries and well defined processes. Empowering leaders create environments where employees have wide latitude over day to day decisions with wide boundaries of responsibility.

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Step 2: Define each element by its extremes

Structured 5 4 3 2 1 0 1 2 3 4 5 Opportunistic

Investment Model
[structural]

The investment model describes the organization's defined approach to allocating financial resources for discretionary investments. Structured models provide well defined processes and approval mechanisms for securing capital at almost all levels of funding. Opportunistic models provide multiple paths and less rigorous criteria to secure funding for discretionary projects.

Step 2: Define each element by its extremes

Collaborative | 5 4 3 2 1 0 1 2 3 4 5 | Competitive
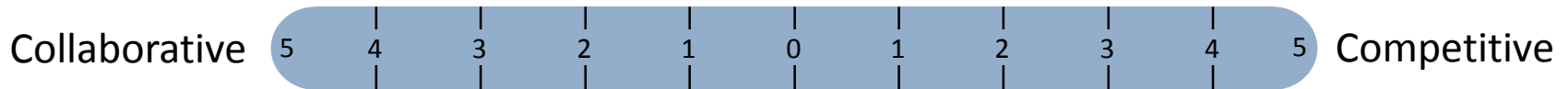
Working Together
[cultural]

Working together defines the organization's preferred style of engagement outside of structured projects. Collaborative organizations work well together across organizational boundaries with little friction. Competitive organizations see the success pie as fixed – more success by others results in less success for me.

Step 2: Define each element by its extremes

Autonomous

5　4　3　2　1　0　1　2　3　4　5

Collaborative

Teamwork
[personal]

Teamwork describes an individual's preference for working independently as an individual contributor versus working collaboratively as part of a team. Autonomous individuals prefer to work alone, accountable only for their specific deliverables, and want to be individually recognized. Collaborative individuals prefer to work closely with others, have joint accountability for results, and celebrate team successes.

Relationships are complicated

Leadership Style
[management]

Empowering
Controlling

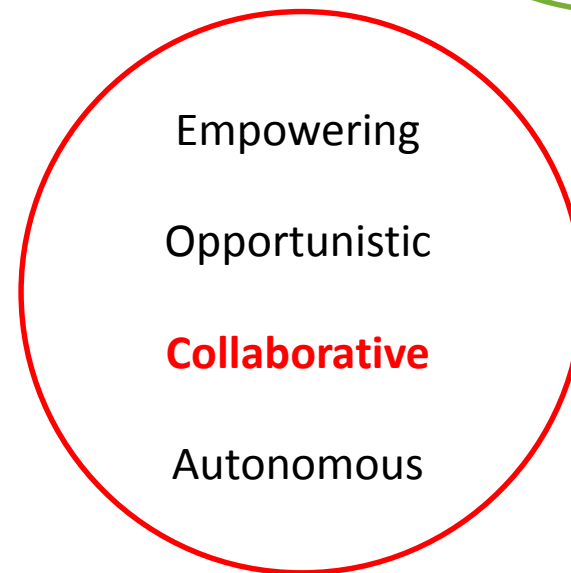Investment Model
[structural]

Structured
Opportunistic

Working Together
[cultural]

Collaborative
Competitive

Teamwork
[personal]

Autonomous
Collaborative

Empowering

Opportunistic

Competitive

Autonomous

Empowering

Opportunistic

Collaborative

Autonomous

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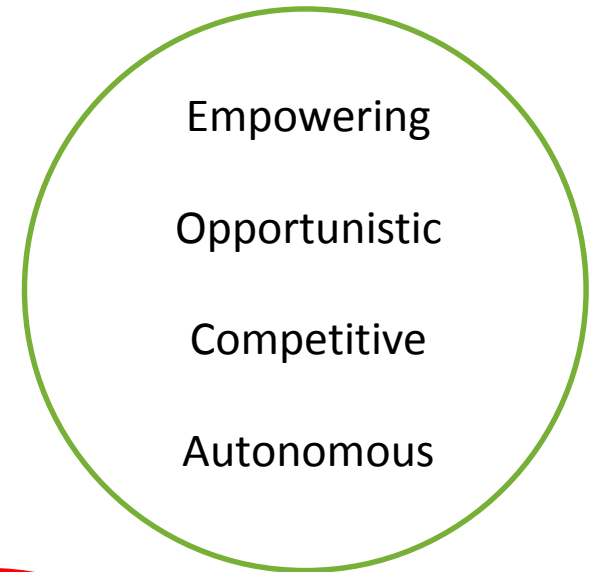
Step 3: Assess each element's current state

Empowering 5 4 3 2 1 0 1 2 3 4 5 Controlling

Leadership Style
[management]

Structured 5 4 3 2 1 0 1 2 3 4 5 Opportunistic

Investment Model
[structural]

Collaborative 5 4 3 2 1 0 1 2 3 4 5 Competitive

Working together
[cultural]

Collaborative 5 4 3 2 1 0 1 2 3 4 5 Autonomous

Teamwork
[personal]

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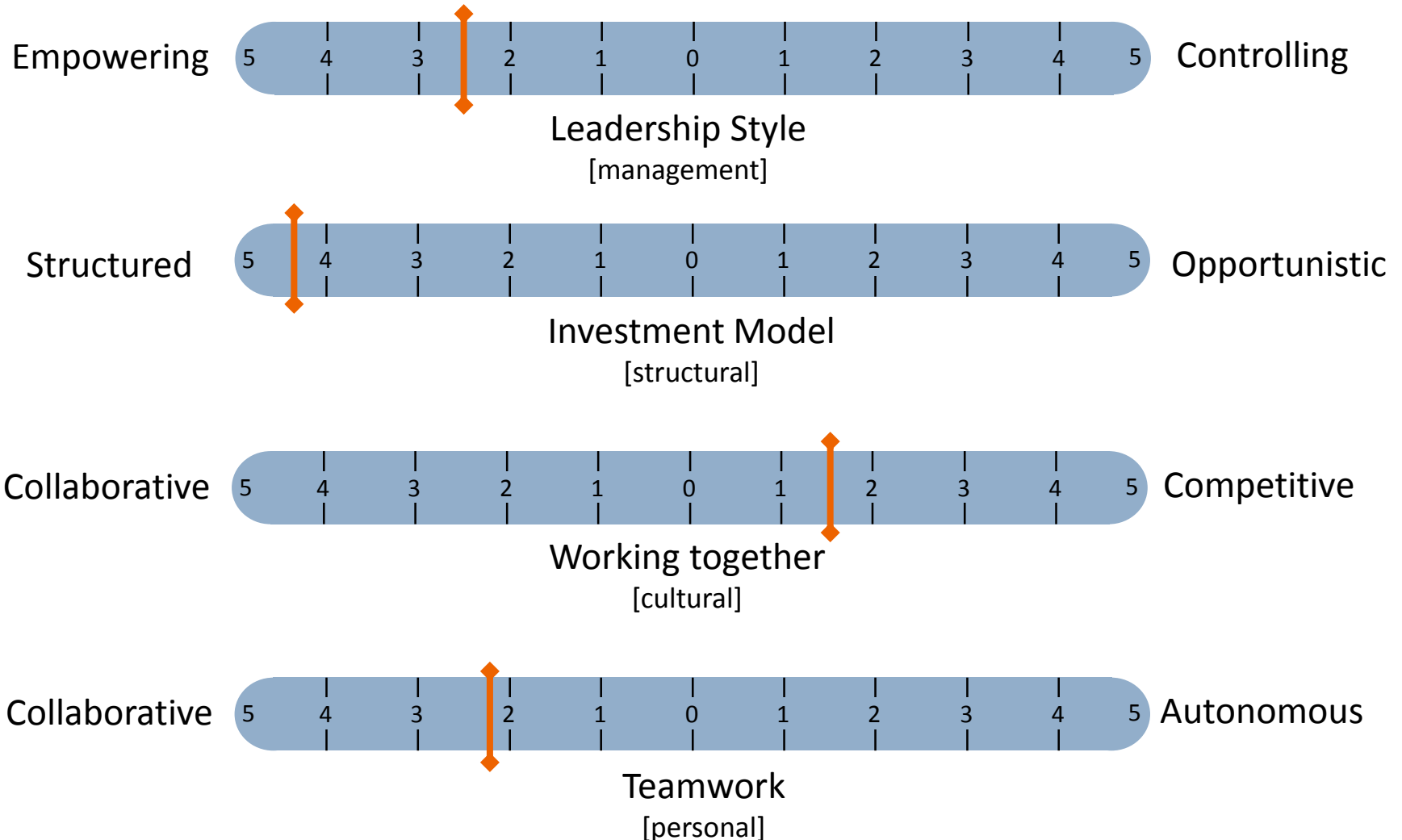
Step 4: Select elements impacting your current initiative

Management	Structural	Cultural	Personal
✓ Leadership Style	✓ Organizational Flexibility	✓ Working together	✓ Power Orientation
✓ Planning Focus	✓ Investment Model	✓ Information Sharing	✓ Teamwork
Openness	Incentive Structure	Truth telling	Leadership Strength
Corporate Values	Business Success	Risk Taking	Skill Mastery
Accessibility	Hiring practices	Outlook	Risk Tolerance
Openness	Organizational Design	Creativity & innovation	Personal Flexibility

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Step 5: Identify where you need the elements to be to support initiative success

Empowering − | 5 4 3 2 1 0 1 2 3 4 5 | + **Controlling**
Leadership Style
[management]

Structured + | 5 4 3 2 1 0 1 2 3 4 5 | − **Opportunistic**
Investment Model
[structural]

Collaborative + | 5 4 3 2 1 0 1 2 3 4 5 | − **Competitive**
Working together
[cultural]

Collaborative + | 5 4 3 2 1 0 1 2 3 4 5 | − **Autonomous**
Teamwork
[personal]

Step 6: Assess the gaps

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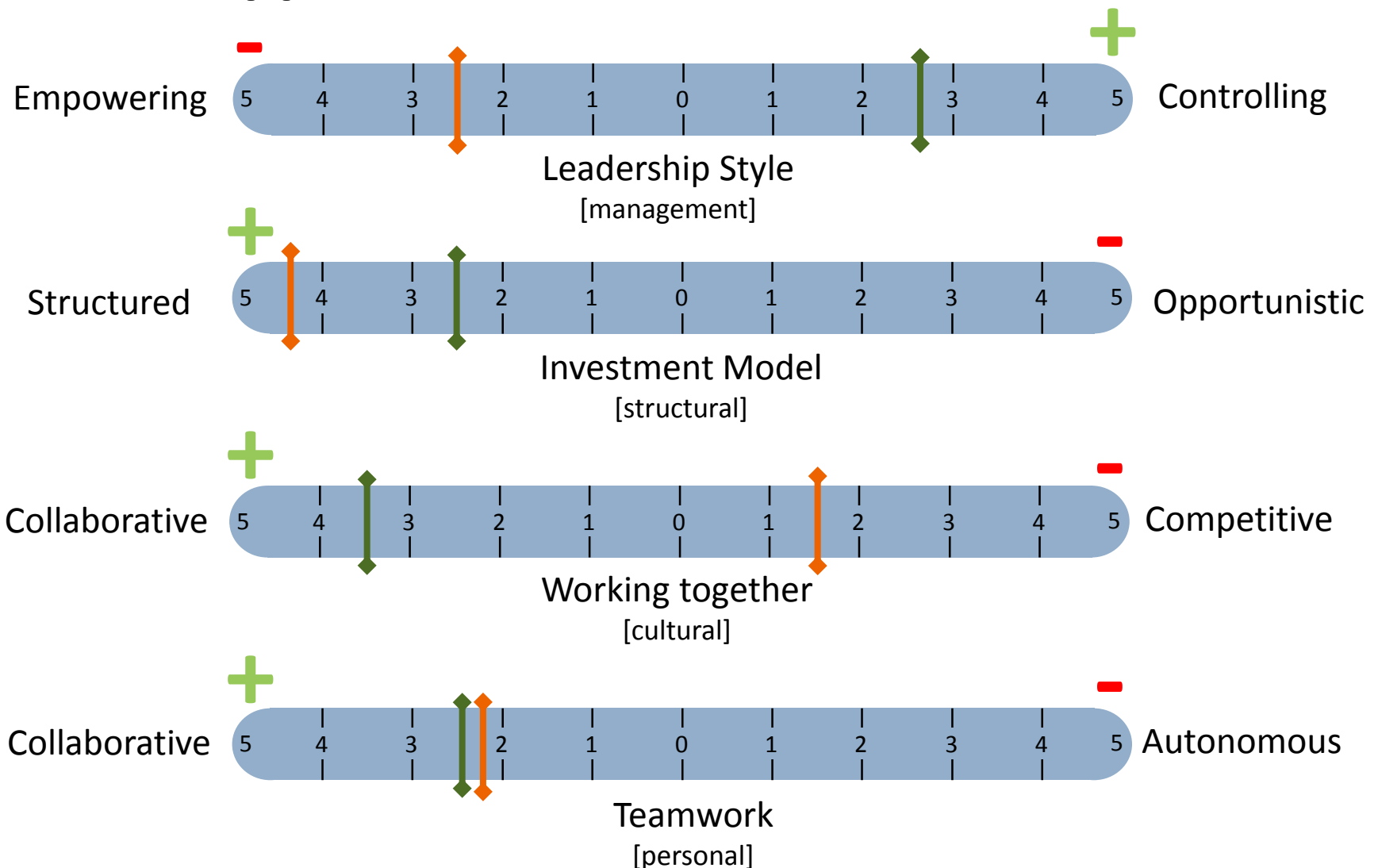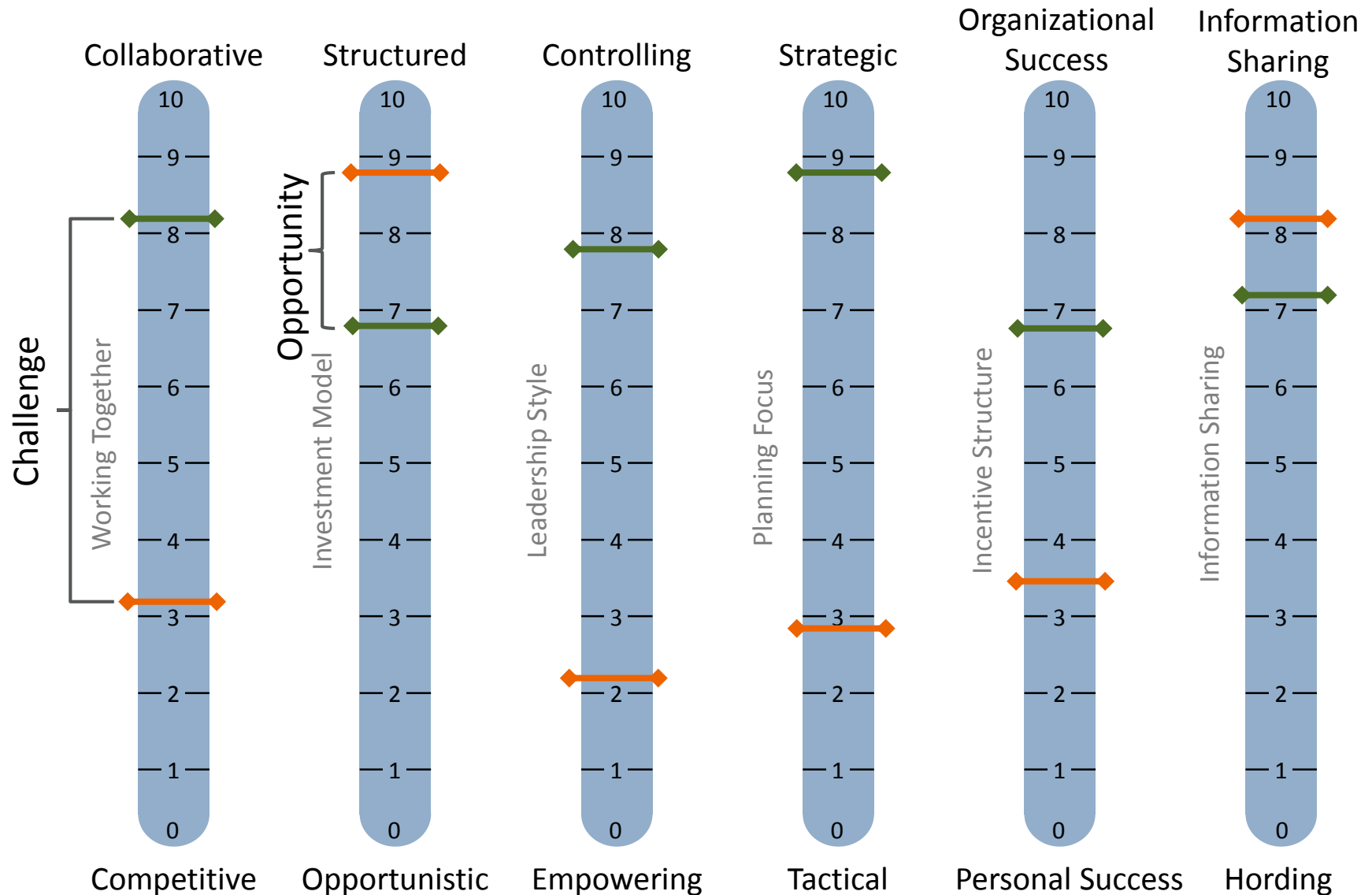
Step 7: Build an action plan

1. Which elements can I safely ignore?

2. Which elements can I leverage to my advantage?

3. Which elements can I mitigate to some degree?

4. Are there elements I can change?

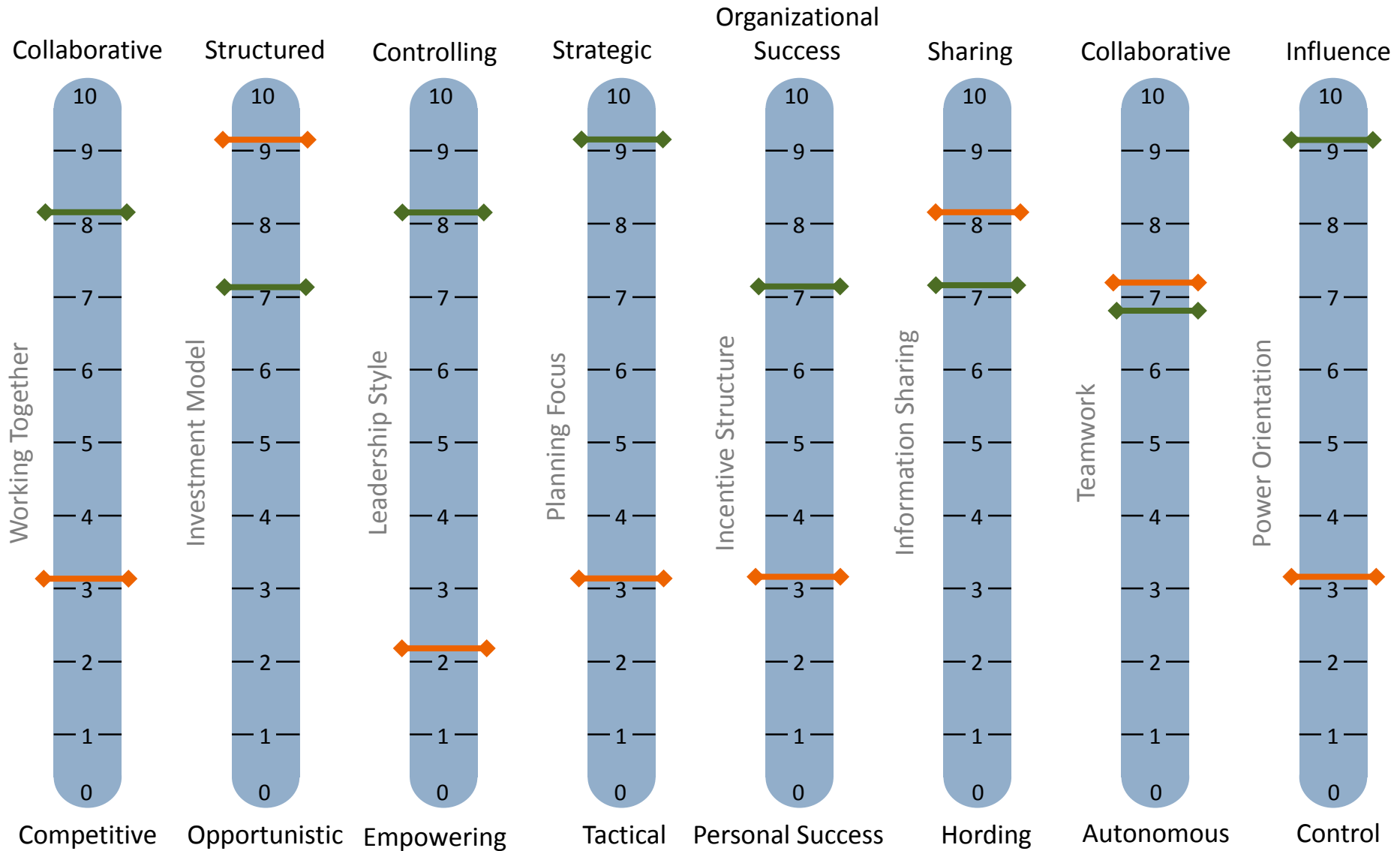5. Which elements do I need to develop coping strategies for?

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A quick example

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Selected context elements

Context category	Element Name	Range of effect	
Management	Leadership Style	Empowering	Controlling
Management	Planning Focus	Strategic	Tactical
Structural	Investment Model	Structured	Opportunistic
Structural	Incentive Structure	Personal Success	Organizational Success
Cultural	Working together	Collaborative	Competitive
Cultural	Information sharing	Sharing	Hording
Personal	Power Orientation	Influence	Control
Personal	Teamwork	Autonomous	Collaborative

Assess the gaps

Collaborative — Competitive (Working Together)
Structured — Opportunistic (Investment Model)
Controlling — Empowering (Leadership Style)
Strategic — Tactical (Planning Focus)
Organizational Success — Personal Success (Incentive Structure)
Sharing — Hording (Information Sharing)
Collaborative — Autonomous (Teamwork)
Influence — Control (Power Orientation)

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Impact analysis

Contextual Impact

| Structured | Sharing | Collaborative | Organizational Success | Collaborative | Controlling | Strategic | Influence |

Incentive Structure · Working Together · Leadership Style · Planning Focus · Power Orientation

Investment Model · Information Sharing · Teamwork

| Opportunistic | Hording | Autonomous | Personal Success | Competitive | Empowering | Tactical | Control |

Action plan

❖ Leverage strategy to exploit organization's structured orientation to investments.

   Develop a comprehensive investment prioritization model based on capability and strategy alignment.

❖ Mitigation strategy to overcome short term planning focus.

   Build "next state" views instead of future state views. Over time extend the time horizon for next state views.

❖ Mitigating strategy to overcome empowering leadership style & personal control needs.

   Develop a collaborative "governance" process focused on building, not enforcing, business architecture. Build different structures for different organizations to satisfy local differences.

Action plan

❖ Ignore

Information sharing, teamwork, and incentive structure

❖ Cope with

Working together

The bottom line

- Context is **THE** most powerful force in our companies

- It can have a **POSITIVE** or **NEGATIVE** impact on everything we do

- If we ignore context **IT WILL** eat our lunch

- Context **CAN BE MANAGED**

- Our personal context is the **EASIEST TO MANAGE** but often the **HARDEST TO UNDERSTAND**

Stay in touch

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The business architect's roundtable

The business architecture incubator initiative

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Questions

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