



7 December 2022

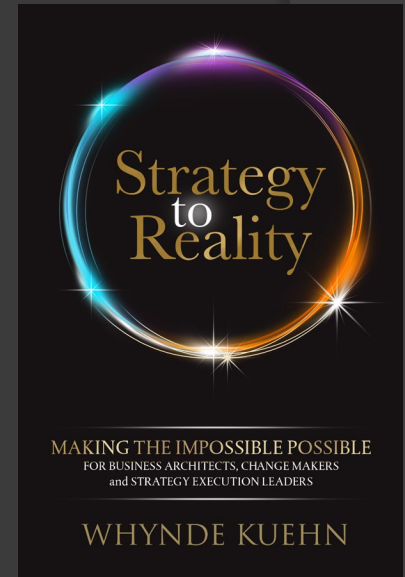
THE BUSINESS ARCHITECTURE PARTNERSHIP ECOSYSTEM



Our Goals For Today

- ⦿ Appreciate the importance of business architecture partnerships and cultivating them with intent
- ⦿ Provide a paradigm with which to think about business architecture partnerships
- ⦿ Accelerate understanding of how business architecture relates to and can be leveraged by key teams
- ⦿ Leverage our collective knowledge to explore how business architecture can bring value to other teams and what is working in practice

Learn more in Chapter
FOUR: Integrating With
Other Teams and Disciplines



Discussion Topics

01 Why Business Architecture Partnership Matters

02 Defining the Business Architecture Partnership Ecosystem

03 A Closer Look at Team Partnerships

04 Moving Into Action

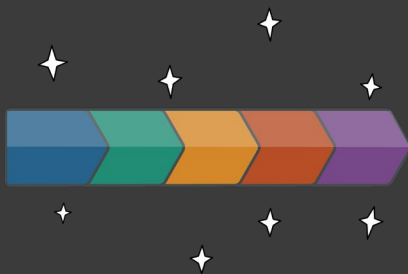




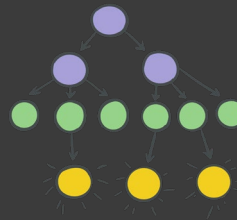
WHY BUSINESS ARCHITECTURE PARTNERSHIP MATTERS

Why Partnership Matters: For An Organization

Business architecture works in an ecosystem of other teams to....



Deliver strategy and transformation, cohesively, from end-to-end



Design an organization for effectiveness and agility

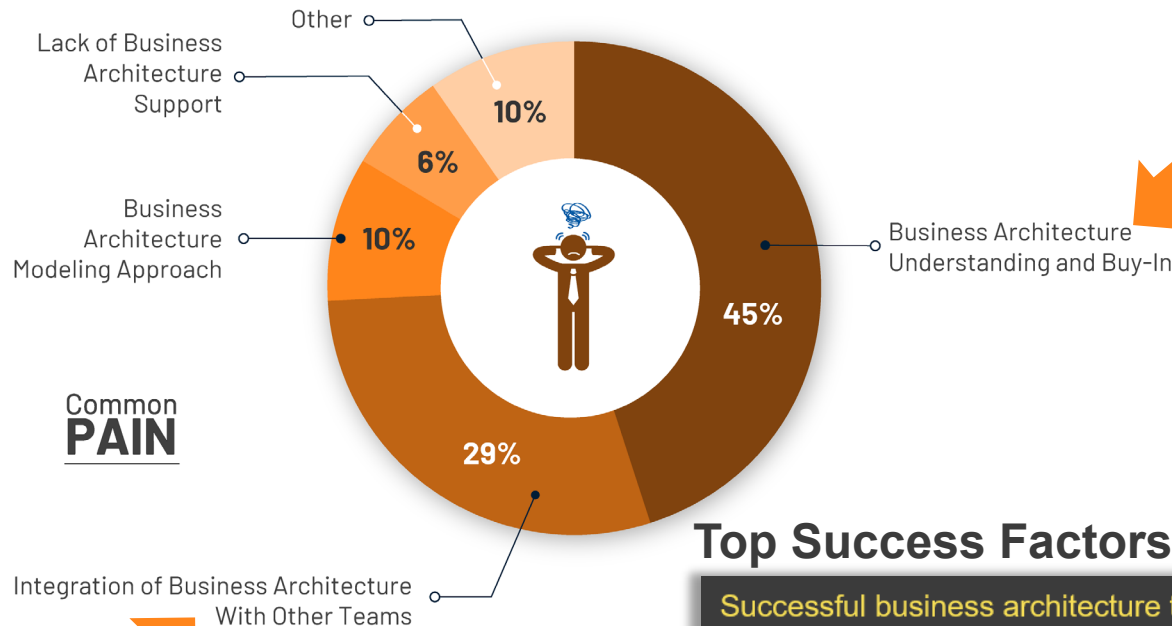


Inform holistic decision making across a variety of business scenarios



Why Partnership Matters: For Adoption

Survey: Common Pain Points Experienced Within Business Architecture Practices¹



Successful business architecture teams are business and value-oriented.

- ✓ Define a clear value proposition for business architecture (in your organization) and deliver it via repeatable services; build the knowledgebase and practice just enough just in time
- ✓ Build strong partnerships with other roles and teams – first and foremost with IT architecture as part of the enterprise architecture umbrella

Business Architecture Benefits to Other Teams

- Business architecture is a reusable framework
 - Informing, translating, and aligning business direction
 - Organizing construct for design of an organization
 - Organizing catalog for other content (e.g., processes, requirements)
- Business architecture connects business perspectives to the rest of the enterprise for an expanded view (e.g., risk or sustainability frameworks, innovation, policies, journeys, processes, etc.)
- Business architects serve as thinking partners and offer new insights
- What else?



DEFINING THE BUSINESS ARCHITECTURE PARTNERSHIP ECOSYSTEM

Business Architecture Consumers and Partners

BUSINESS ARCHITECTURE



CONSUMERS

Leverage business architecture for value within business context
(e.g., business, product and function leaders)

CHANGE DELIVERY PARTNERS

Leverage business architecture for value AND work together to translate ideas into action
(e.g., strategy, experience design, process)



- Most Change Delivery Partners DO have concrete domains that align to business architecture (except for OCM and BRM)
- Most Consumers DO NOT have concrete domains that align to the business architecture (though a few do: Innovation [innovation idea], Risk [risk], Compliance [policy], Human Resource [role, competency])



CONVERSATION:

**Which teams are most important
for your business architecture
team to partner with?**

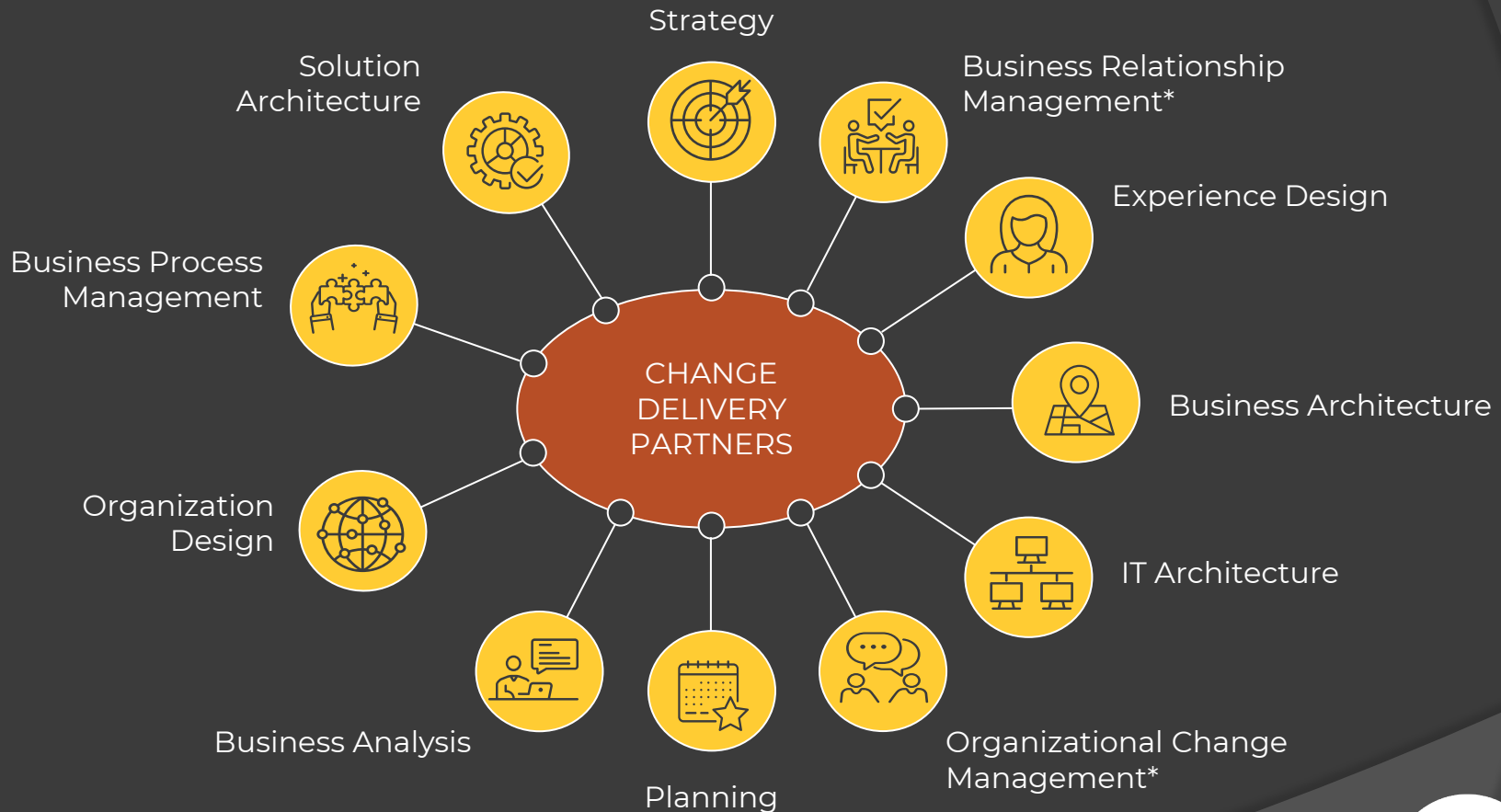
Go to [menti.com](https://www.menti.com)

CONVERSATION:

**Who are the greatest advocates
and supporters for business
architecture in your organization?
(Role and/or Team)**

Go to [menti.com](https://www.menti.com)

Key Change Delivery Partners



- *No concrete domains are aligned to business architecture; partnership only*



The Power of Teamwork

When teams and disciplines work together, it allows us to...

- ⦿ Honor and maximize the intent and approach of each discipline
- ⦿ Leverage individuals' unique skills, strengths, and perspectives
- ⦿ Deliver strategy to execution and design work at scale



Change Delivery Partners: Rough S2E Sequence

STAGE
01



DEVELOP
STRATEGY

STAGE
04



EXECUTE
SOLUTIONS

STAGE
05



MEASURE
SUCCESS

Strategy

Business
Relationship
Mgt

Organization
Design

Experience
Design

Planning

Business
Analysis

Business
Process Mgt

Business
Architecture

Solution
Architecture

IT
Architecture

Organization
Design

Org Change
Mgt.

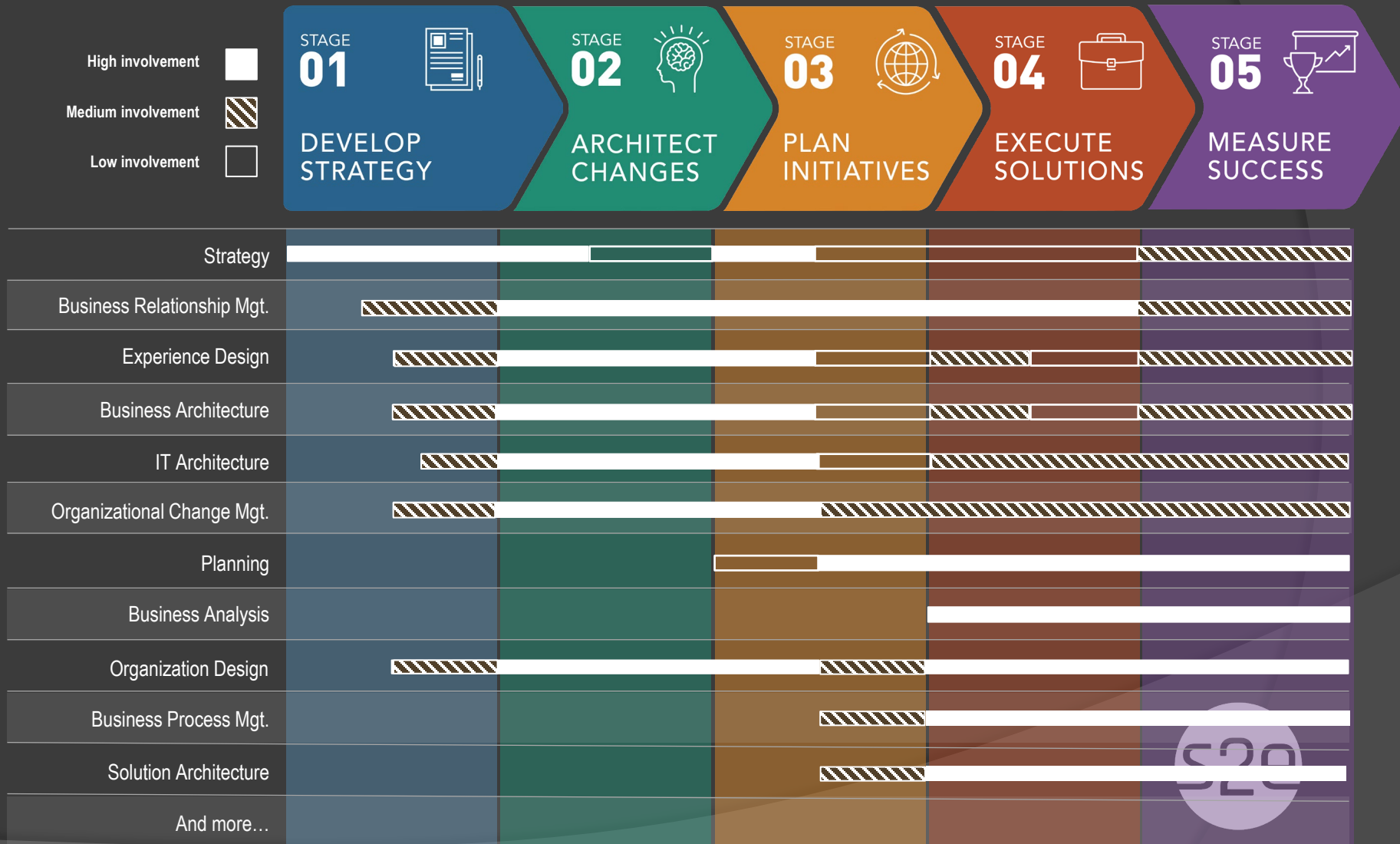


Note: Diagram approximates when each team enters into the strategy execution flow, though all have a continuing role to at least some degree downstream.

Collaboration and involvement is not rigidly sequential. Continuing iteration, collaboration and communication, and feedback loops occur between and among teams across strategy to execution.



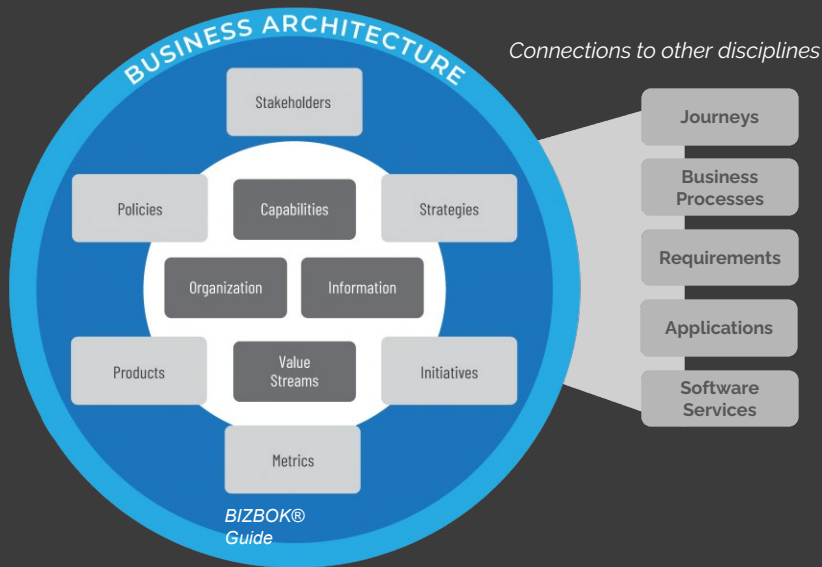
Change Delivery Teams: Strategy to Execution



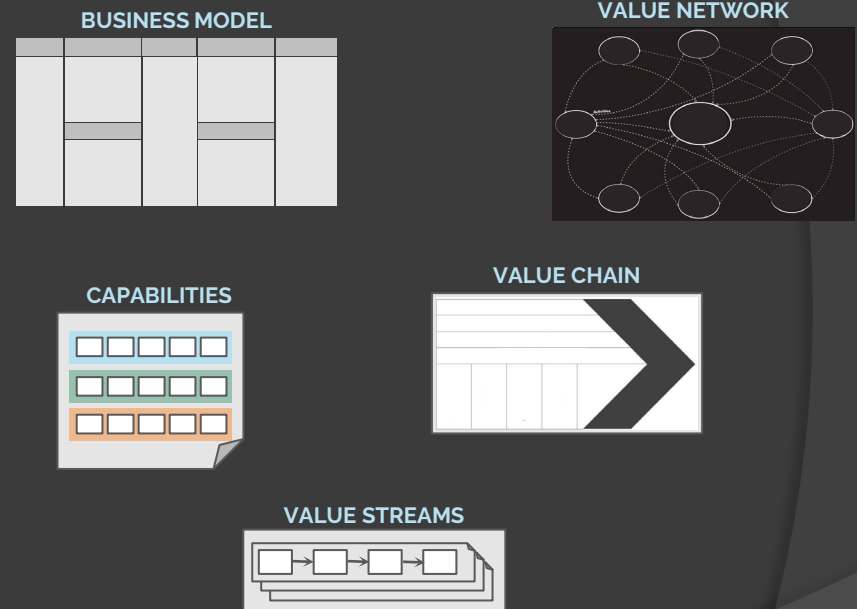
The Holistic View of Business Architecture

A business architecture is a holistic view of an organization and its business ecosystem.

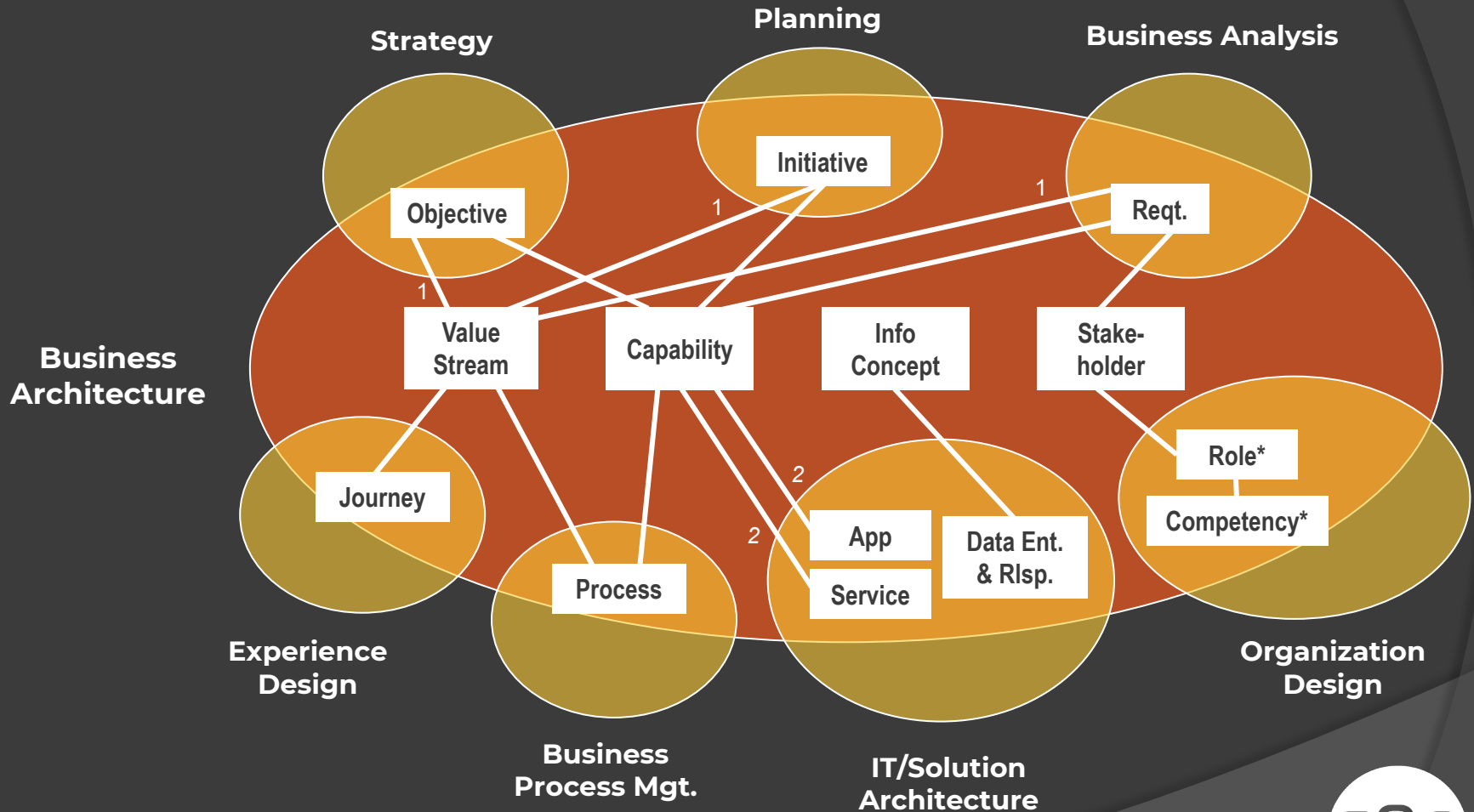
Captured as a multi-dimensional knowledgebase...



...and also represented through common views.



Disciplines + Key Bus Arch Domain Traceability



* Note: All traceability is BIZBOK® Guide aligned, except for Org Design, which is not defined.

¹ Essentially means capability in a value stream context

² May tie to capability instance (for a business unit); value streams orchestrate capabilities



Putting It Together Within a Strategy Execution Context



STRATEGY	GOAL	OBJECTIVE	METRIC	COURSE OF ACTION	VALUE STREAM IMPACTS	CAPABILITIES IMPACTS	INITIATIVE
One Company Strategy	Improve Customer Experience	Increase Customer Satisfaction to 95%	Customer Satisfaction Score	✓ Know Your Customer	<ul style="list-style-type: none"> ✓ Acquire Product ✓ Settle Claim 	<ul style="list-style-type: none"> ✓ Customer Information Management ✓ Customer Preference Management 	Enterprise Profile and Preferences Initiative
				✓ Upskill Customer Support Team
				✓ Merge Customer Contact Centers
				✓ Establish Single Source of Truth

SUMMARY OF CHANGE	PEOPLE	PROCESS	INFORMATION	TECHNOLOGY
Expand customer preferences captures to include communications and language	<ul style="list-style-type: none"> Train all customer-facing reps on capturing and using preferences Train all on updated processes and systems 	<ul style="list-style-type: none"> Update all processes to reflect capture, usage and sharing of customer preferences (e.g., new business, policy admin, claims, contact center, etc.) 	<ul style="list-style-type: none"> Store new customer preference data 	<ul style="list-style-type: none"> Update all systems to capture preferences (e.g., policy admin, CRM, claims, finance, communications, etc.) Share preferences across systems Prompt customers to provide preferences across all channels

CONVERSATION:

Which business focal points from other domains are you aligning within your business architecture knowledgebase?

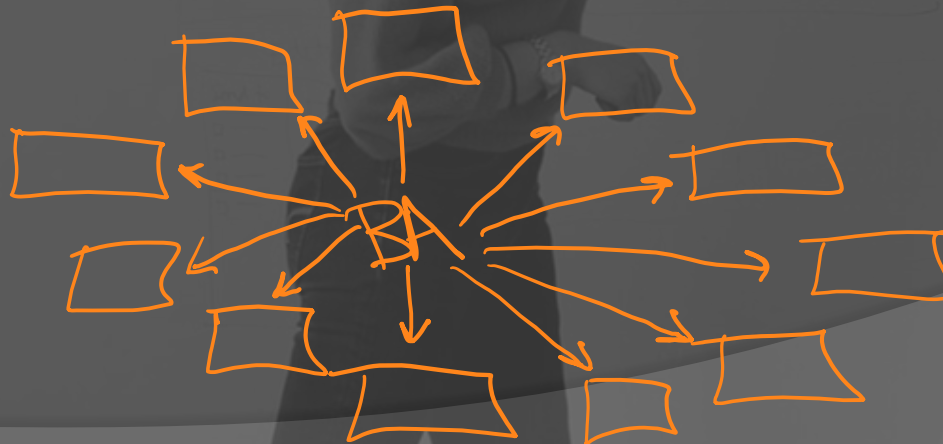
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BREAKOUT

<< Defining Business Architecture Value to Other Teams >>

Strategy, BRM, Experience Design, IT Architecture, Org Change Management, Planning, Business Analysis, Org Design, BPM, Solution Architecture

1. For each of the related teams (10), briefly describe the value business architecture can provide to each.
 - Think about value from the perspective of each partner team.
 - Arrange the teams in whatever way you prefer. (For example, put business architecture in the middle and the teams around, create a sequence, etc.)
 - If you have time, feel free to add additional teams.
2. Prepare to share your insights with the team.





A CLOSER LOOK AT TEAM PARTNERSHIPS

Strategy and Business Architecture

ROLE INTERACTIONS



- ✓ Interlocking and ongoing partnership throughout from the beginning to the end of the strategy life cycle
- ✓ Cross-strategy and initiative alignment
- ✓ Cross-map domains in knowledgebase

BENEFITS OF BUS ARCH



- ✓ Business architecture consistently decomposes and deconstructs strategy into its requisite components.
- ✓ Business architecture ensures strategy is clearly articulated and communicated
- ✓ Business architecture allows strategy to be collectively viewed through a customer and business value lens.
- ✓ Business architecture makes strategy real through a prioritized and rationalized set of initiatives.

Business Relationship Mgt. and Bus Arch

ROLE INTERACTIONS



- ✓ Partner to translate business direction (strategy to execution)
- ✓ Partner on other operational and change initiatives

BENEFITS OF BUS ARCH



- ✓ Business architecture serves as a go-to source of knowledge about any area of the business, including how it connects to others, can be enhanced for value delivery, and can be optimized and aligned.
- ✓ Business architecture provides a framework for understanding the internal and external relationships of an organization (e.g., business units, stakeholders, capabilities, value streams, value networks)
- ✓ Business architecture helps to optimize the value of strategic investments by means of a resilient, integrated environment. (BRM Institute)



Business Relationship Management and business architecture share a focus on improving relationships among business partners (and connectivity across the organization) and maximizing business value.

“Business Relationship Management (BRM) is a philosophy, capability, discipline, and role to evolve culture, build partnerships, drive value, and satisfy purpose...The BRM Role serves as the strategic interface between a business function and one or more business partners to stimulate, surface, and shape business demand for the function’s business assets and capabilities. The BRM is a connector, orchestrator, and navigator between their function and one or more business units and external customers.” (BRM Institute)

Experience Design and Business Architecture

ROLE INTERACTIONS



- ✓ Partner to translate business direction (strategy to execution)
- ✓ Partner to design, improve, implement, and optimize/enhance experiences
- ✓ Cross-map domains in knowledgebase

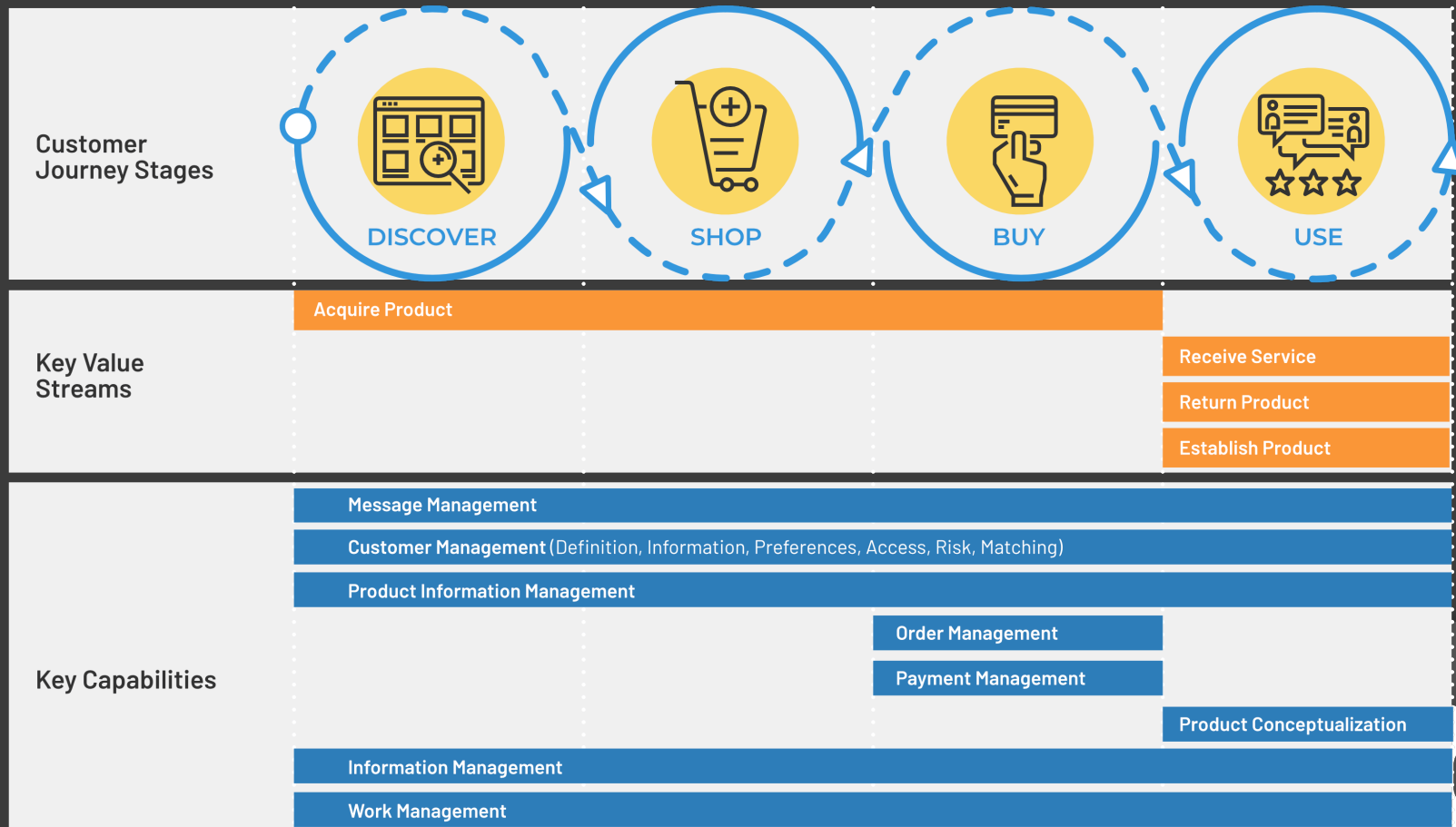
BENEFITS OF BUS ARCH



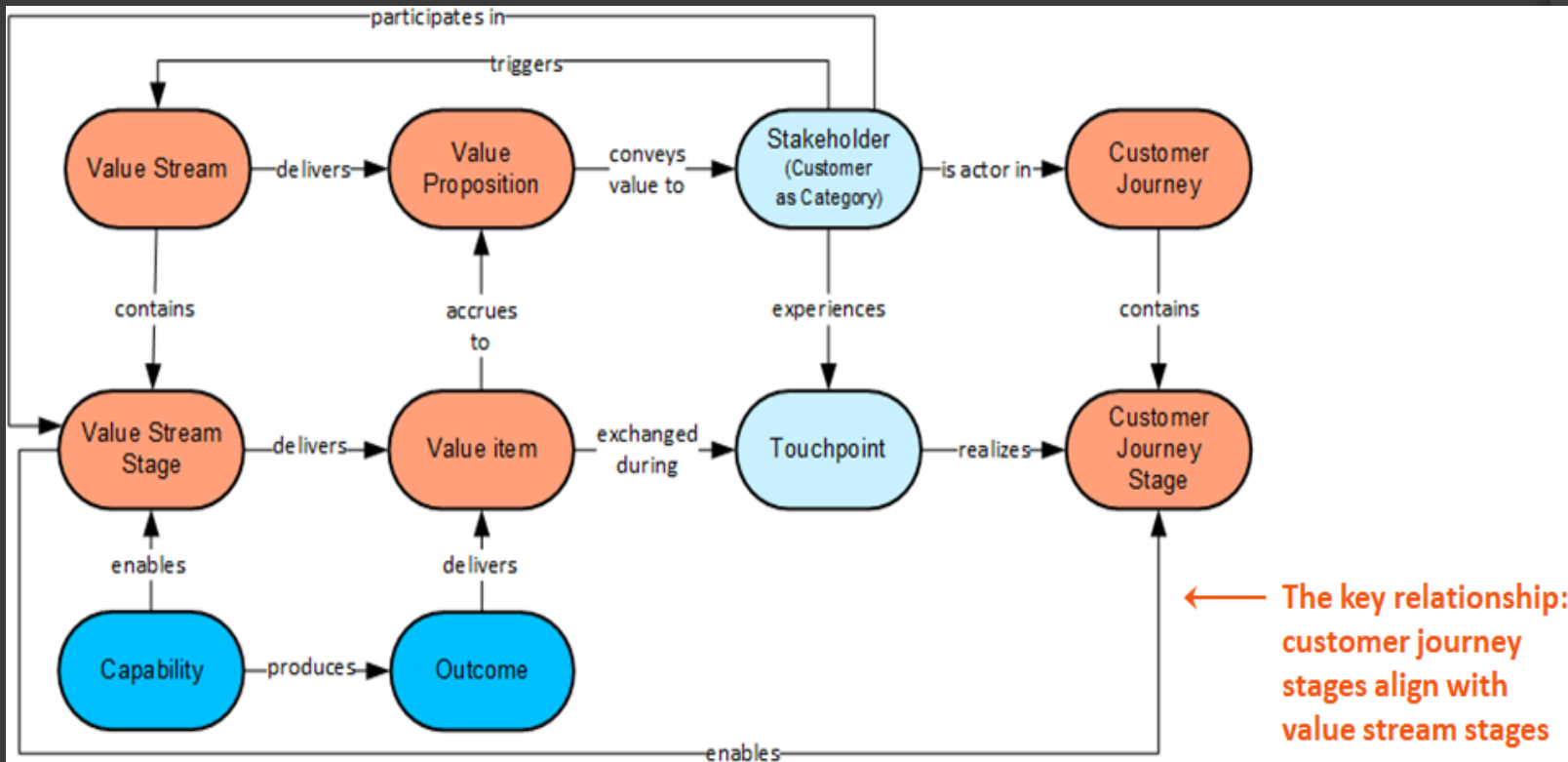
- ✓ Business architecture makes customer experience design artifacts actionable.
- ✓ Business architecture provides a top-down business perspective for planning customer-experience related improvements and initiatives.
- ✓ Business architecture supports shared decision-making, investment, and governance around the customer experience.
- ✓ Business architecture helps improve customer service-related experiences.

Mapping Customer Journeys to Value Streams

Customer journeys and value streams differ in intent, perspective, and the components they include.



Domain Cross-Mapping Relationships



Source: BIZBOK® Guide Section 3.13

KEY CROSS-MAPPINGS

- Customer Journey Stage to Value Stream Stage



IT/Solution Architecture and Bus Arch

ROLE INTERACTIONS



- ✓ Partner to translate business direction (strategy to execution)
- ✓ Partner on other operational and change initiatives
- ✓ Partner to inform technology decisions with business partnership, lens, language, direction, and priority
- ✓ Cross-map domains in knowledgebase

BENEFITS OF BUS ARCH

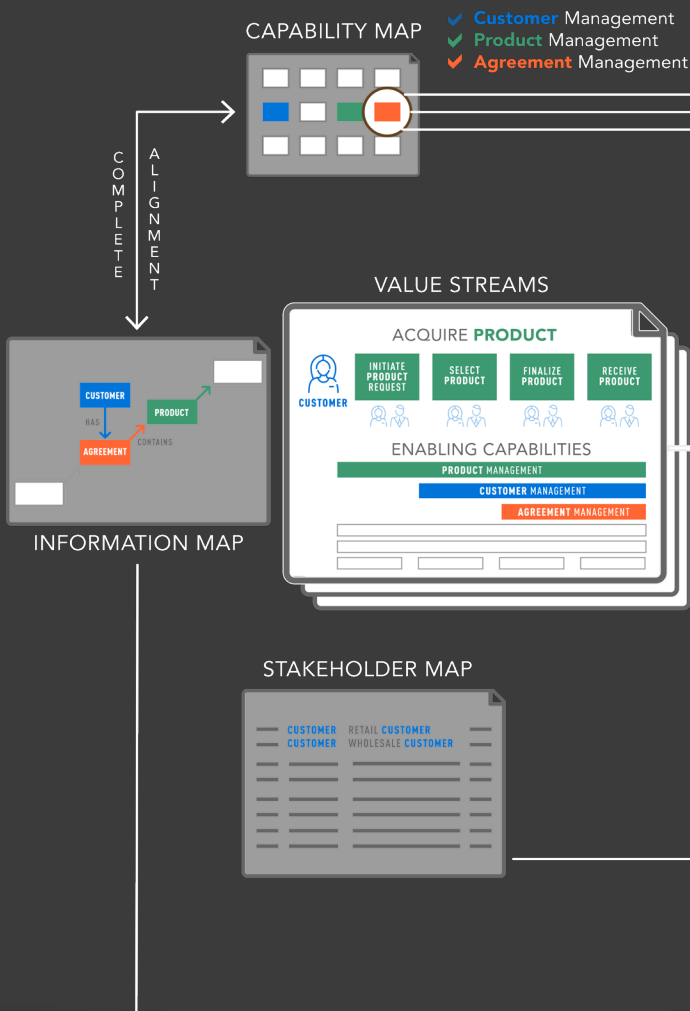


- ✓ Business architecture helps IT architects engage strategically.
- ✓ Business architecture drives IT architecture alignment and transformation.
- ✓ Business architecture is also a critical driver of the direction and investment priorities of IT architecture transformation.
- ✓ Business architecture drives technology selection and deployment.
- ✓ Business architecture can also guide organizations as they make decisions, implement, adopt, and govern emerging technologies.
- ✓ Business architecture puts IT metrics into a business context.

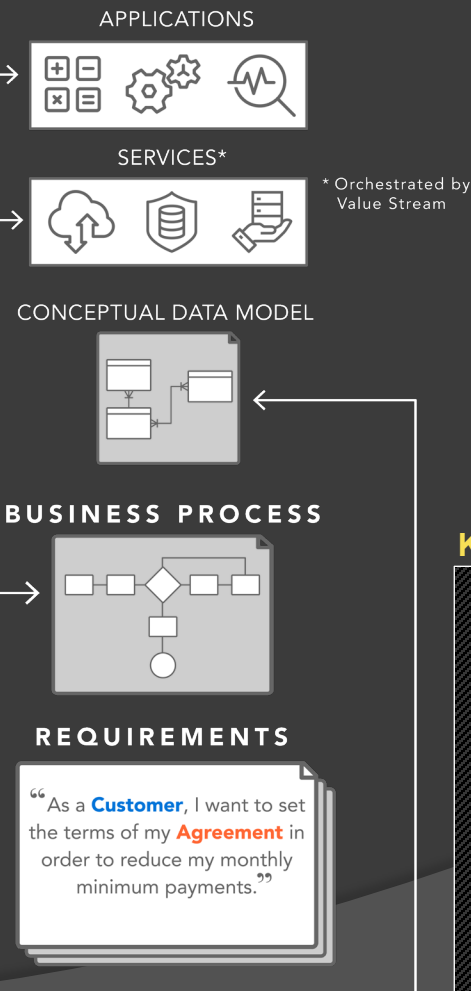
➔ The fusion of the business and IT architectures helps to facilitate alignment between business and technology and ensures that architecture and technology decisions are business-driven.

Business Architecture + IT Architecture Domains

BUSINESS ARCHITECTURE



IT ARCHITECTURE



KEY CROSS-MAPPINGS

- Application to Capability
- Software Service to Capability
- >> Use Business Unit to triangulate

Also consider:

- Value Streams frame software service orchestration, workflow automation and user interface requirements
- Information map informs data architecture

Organizational Change Mgt. and Bus Arch

ROLE INTERACTIONS



- ✓ Partner across strategy to execution to assess, plan, and manage the scope and impacts of change

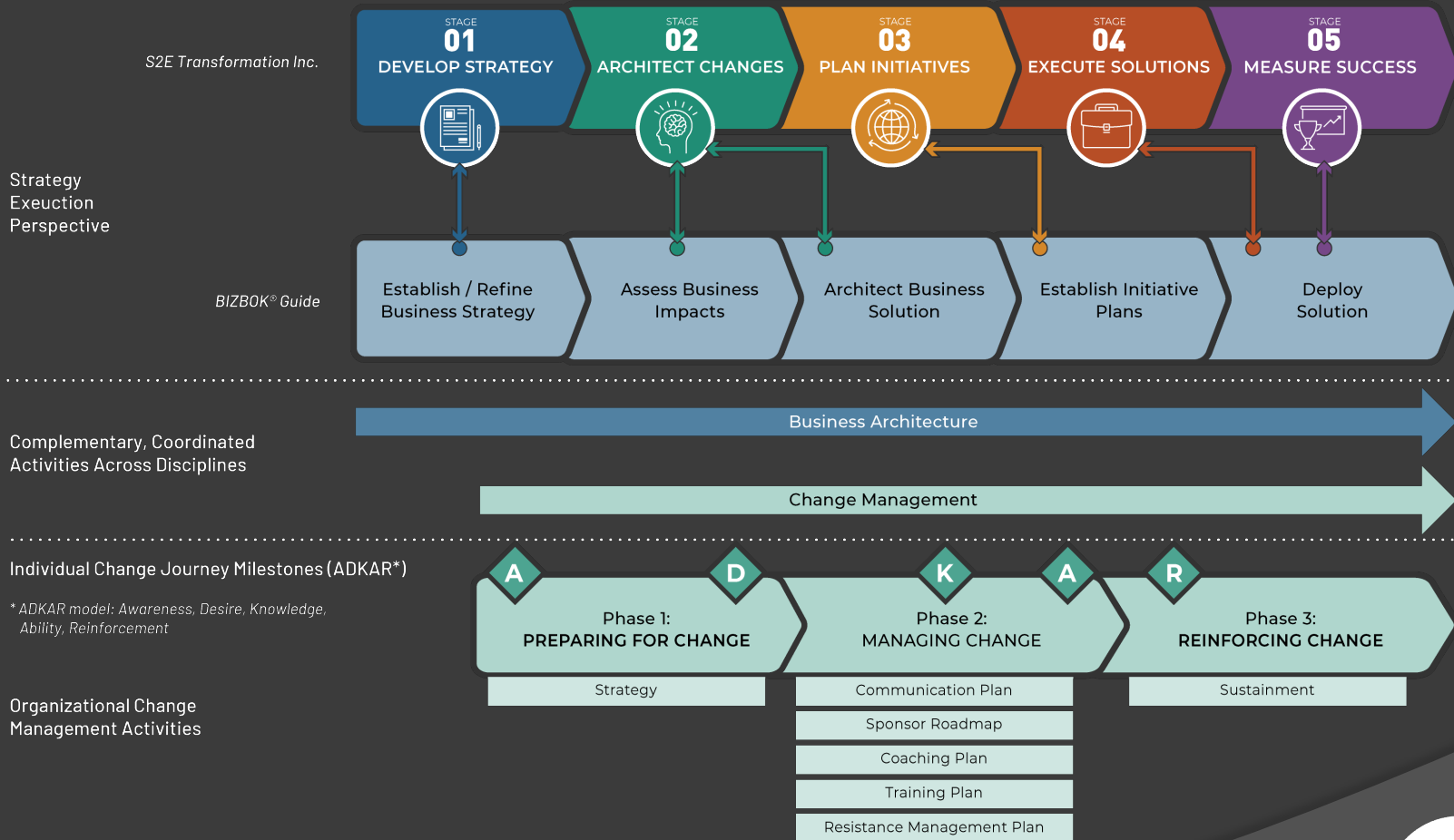
BENEFITS OF BUS ARCH



- ✓ Business architecture informs the assessment of what will change, for whom, and how, and informs the change management strategy.
- ✓ Business architecture helps ensure the collective changes delivered across initiatives are consumable by individual stakeholders.

➔ Organizational change management should be treated as a strategic discipline, not as an afterthought or simply a communication and training effort that occurs at the end of an initiative.

Business Architecture + Org Change Mgt



Source: OCM overlay by Ken Williams



Planning and Business Architecture

ROLE INTERACTIONS



- ✓ Partner to translate business direction (strategy to execution)
- ✓ Cross-Initiative Alignment
- ✓ Cross-map domains in knowledgebase

BENEFITS OF BUS ARCH



- ✓ Business architecture ensures initiatives are defined with clear, mutually exclusive scopes, and anchored back to the specific business focal points that are changing.
- ✓ Business architecture helps maximize resource utilization by scoping and sequencing initiatives in the most logical way from an enterprise perspective.
- ✓ Business architecture aligns initiatives to strategy, ensuring that the most important initiatives are prioritized at the right time.
- ✓ Business architecture harmonizes solution reuse and integration across initiatives.
- ✓ Business architecture helps ensure the collective changes delivered across initiatives are consumable by individual stakeholders.
- ✓ Business architecture methodically identifies stakeholders, policies, risks, and any other aspects tied to capabilities upfront for initiatives.
- ✓ Business architecture accelerates and improves requirements definition.
- ✓ Business architecture even helps facilitate collaboration across different initiative roles.

Business Analysis and Business Architecture

ROLE INTERACTIONS



- ✓ Partner to translate business architecture-framed changes into a set of requirements for an initiative
- ✓ Cross-map domains in knowledgebase

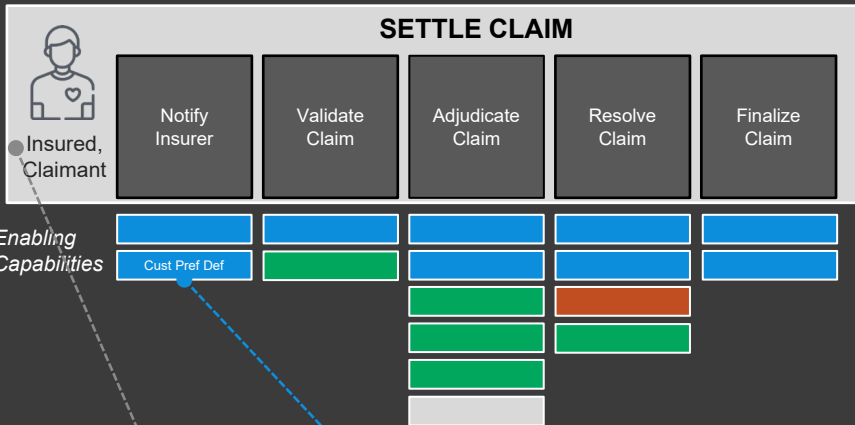
BENEFITS OF BUS ARCH



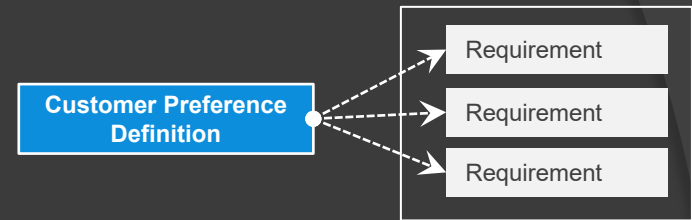
- ✓ Business architecture accelerates the creation and consistency of requirements.
- ✓ Business architecture ensures requirements align back to business direction and priorities.
- ✓ Business architecture facilitates requirements reuse.

Business Architecture + Business Analysis

Value Stream and Capability Context



Reusable Knowledge



Requirements

“As an *Insured*, I want to define my preferences to receive my communications according to my preferred method.”

KEY CROSS-MAPPINGS

- Requirement to Capability **
- Requirement to Value Stream
- Requirement to Stakeholder
- Requirement to Initiative



Organization Design and Bus Arch

ROLE INTERACTIONS



- ✓ Partner to translate business direction (strategy to execution)
- ✓ Partner to design and optimize/enhance the organizational design
- ✓ Cross-map domains in knowledgebase

BENEFITS OF BUS ARCH



- ✓ Business architecture clarifies strategy for organization design.
- ✓ Business architecture informs organization structure decision-making and changes.
- ✓ Business architecture informs lateral mechanism design.
- ✓ Business architecture provides traceability for performance metrics.
- ✓ Business architecture informs people practices (staffing, selection, development, etc. to achieve the organization's value proposition and direction)



Organization design and business architecture share philosophy: Both disciplines encourage intentional organization design, seek to build an organization's agility and capacity to adapt to change, and have a concept of a reconfigurable organization.

Organization design is a discipline defined as "The deliberate process of configuring structures, processes, reward systems, and people practices and policies to create an effective organization capable of achieving the business strategy." The discipline is strategic, and its focus goes far beyond just defining the organizational structure. (Jay Galbraith, Diane Downey, Amy Kates, *Designing Dynamic Organizations: A Hands-on Guide for Leaders at All Levels* (New York, New York: AMACOM, 2002).)

Business Process Mgt. and Bus Arch

ROLE INTERACTIONS



- ✓ Partner to translate business direction (strategy to execution)
- ✓ Partner on other operational and change initiatives
- ✓ Partner to design and optimize/enhance processes, and inform the priorities and plans for process work
- ✓ Cross-map domains in knowledgebase

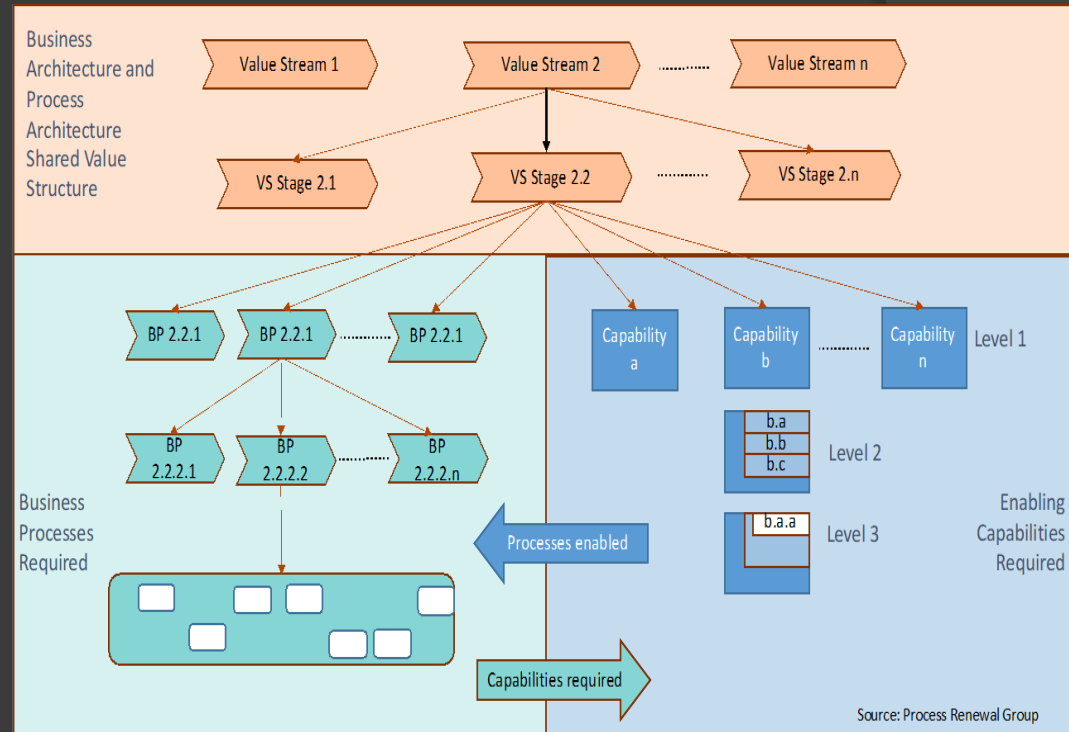
BENEFITS OF BUS ARCH



- ✓ Business architecture provides a framework for process governance at an enterprise level.
- ✓ Business architecture identifies areas for process improvement and collaboration.
- ✓ Business architecture guides process priorities.

Business Architecture + Process

- Processes cross business objects, but level 1 capabilities break down into only one object. As a result, capabilities and processes have a many-to-many relationship
- Value streams (and stages) and processes have a many-to-many relationship
- Choose the level of detail in cross-mapping that best fits your purpose
- Same concepts apply for Lean value streams



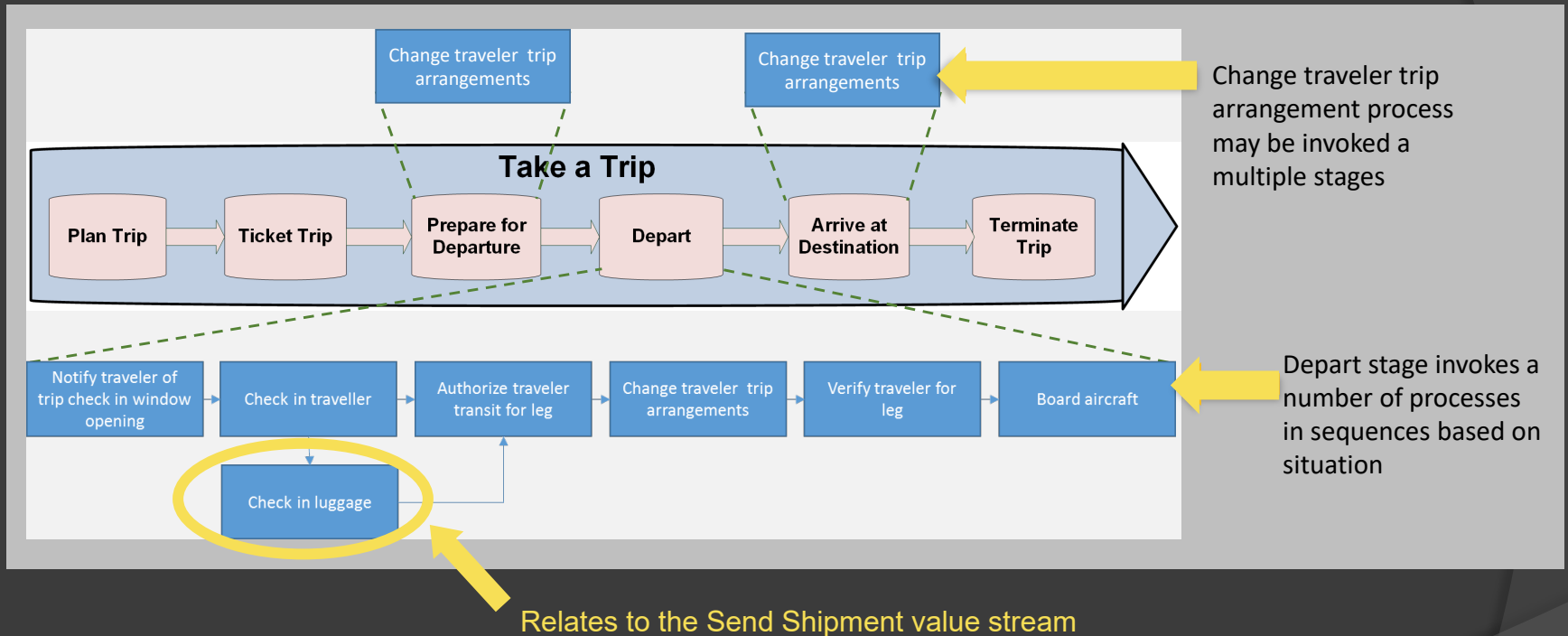
KEY CROSS-MAPPINGS

- Process to Value Stream**
- Process to Capability



Business Architecture + Process

One or more process may cross-map to one or more value stream stage.

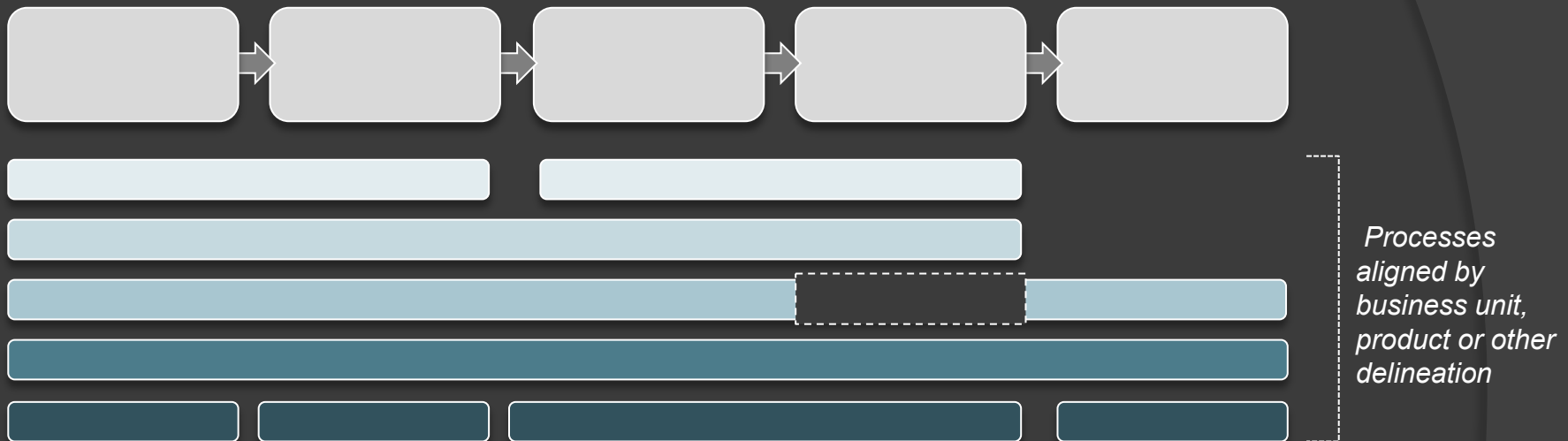


Source: Process Renewal Group and Business Architecture Associates, Inc.



Business Architecture + Process

EXAMPLE PROCESS RECONCILIATION USING VALUE STREAM



Are there opportunities to make processes consistent for purposes of customer experience and efficiency?

Does the current process design create any fragmentation in customer experience?

Are there any gaps in what the current processes deliver versus what they should?



BREAKOUT

<< Partnering to Understand Business Impacts >>

1. Select a case study.
2. Articulate an approach to answer the question posed by the leaders in your case study. (Feel free to list steps, sketch artifacts, anything.) Consider:
 - Which teams would you partner with?
 - Which domains would you cross-map in the knowledgebase to provide insights?
 - What steps would you perform and in what order to answer the question?
 - Are there any key views or outputs you would create?
3. Prepare to share your insights with the team.



CASE STUDIES

<< Partnering to Understand Business Impacts >>

01

A group of business leaders are considering offering a new product in a new market. To guide the go/no go decision and identify the quickest/best route to market, they would like to understand the comprehensive impact of offering the new product in the new market, and the organization's level of readiness.

02

The organization is wants to accelerate and increase efforts to reduce its greenhouse gas emissions. A group of business leaders would like to understand where greenhouse gas emissions are generated today across the business and its ecosystem, and how best to target their reduction over time.

03

A group of business leaders want to reduce paper-based communications to customers. Before sponsoring an initiative(s), they would like to have a full understanding of where and why so many paper documents are generated and what the impact is to customers.

04

The deal has been finalized to acquire another organization. (Assume capabilities are the same.) To inform the integration roadmap, a group of business leaders would like to know what the comprehensive impact of the acquisition is to the organization and where integration activities will need to focus.



MOVING INTO ACTION

How to Integrate With Other Teams

Create an engagement model



- Discuss value provided and interaction between teams
- Share visions, plans and current initiatives

- Start cross-mapping domain content to business architecture (if applicable)
- Coordinate visions, plans and initiatives
- Start working together

- Continue cross-mapping domain content
- Formalize integration (methodologies and processes, role definitions, etc.)
- Keep working together



How to Integrate With Other Teams

The initial meeting(s)...



- ✓ Provide an overview of business architecture, intended value and services, current focus/status, and how you think it might help the team/role.
- ✓ Come to agreement on:
 - In what context do we work together and when?
 - What activities do we perform?
 - How do we interact?
 - What are our inputs and outputs?
 - Are there domains to be aligned in the knowledgebase over time?

Write it down.

- ✓ Agree on how you will start engaging.



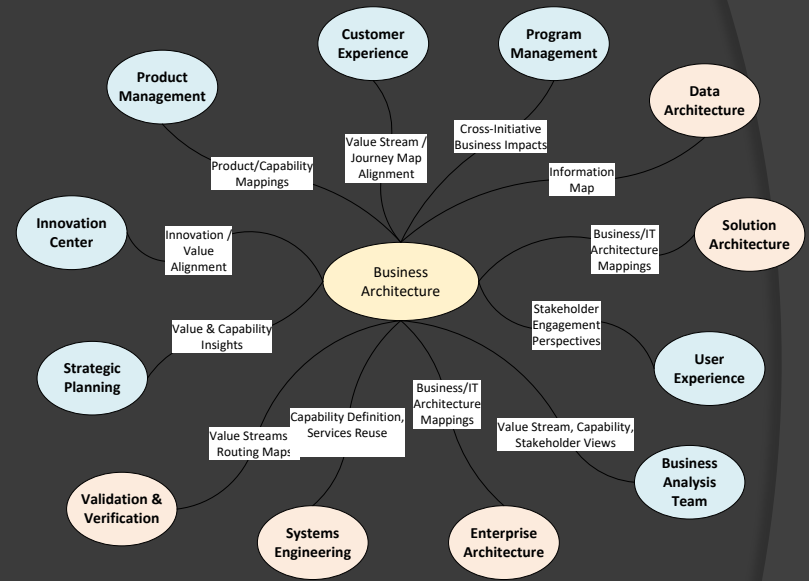
Engagement Model Examples

Value provided



Outputs provided

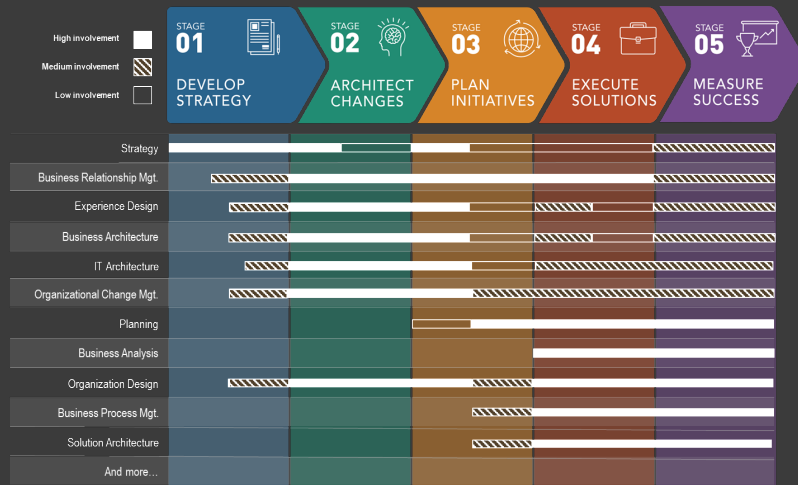
(can be bi-directional inputs and outputs)



Engagement Model In Strategy Execution

Context Examples

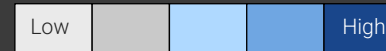
Involvement and focus



With descriptions

	STAGE 01 Develop Goals & Strategy	STAGE 02 Architect Changes	STAGE 03 Plan Initiatives	STAGE 04 Execute Solutions	STAGE 05 Measure Success
LEADERS & STRATEGY (Enterprise Scope)	Formulate Strategy	Inform Architecture Changes and Priorities	Inform Initiative Priorities	Inform Initiatives As Needed	Report on Results (Overall Business Objectives)
BUSINESS ARCHITECT (Enterprise Scope)	Inform Strategy	Define Business Architecture Changes	Inform Initiative Scope and Priorities (Business, High Level)	Guide Translation and Execution of Business Changes	Measure Success (Overall Business Objectives)

Level of Involvement

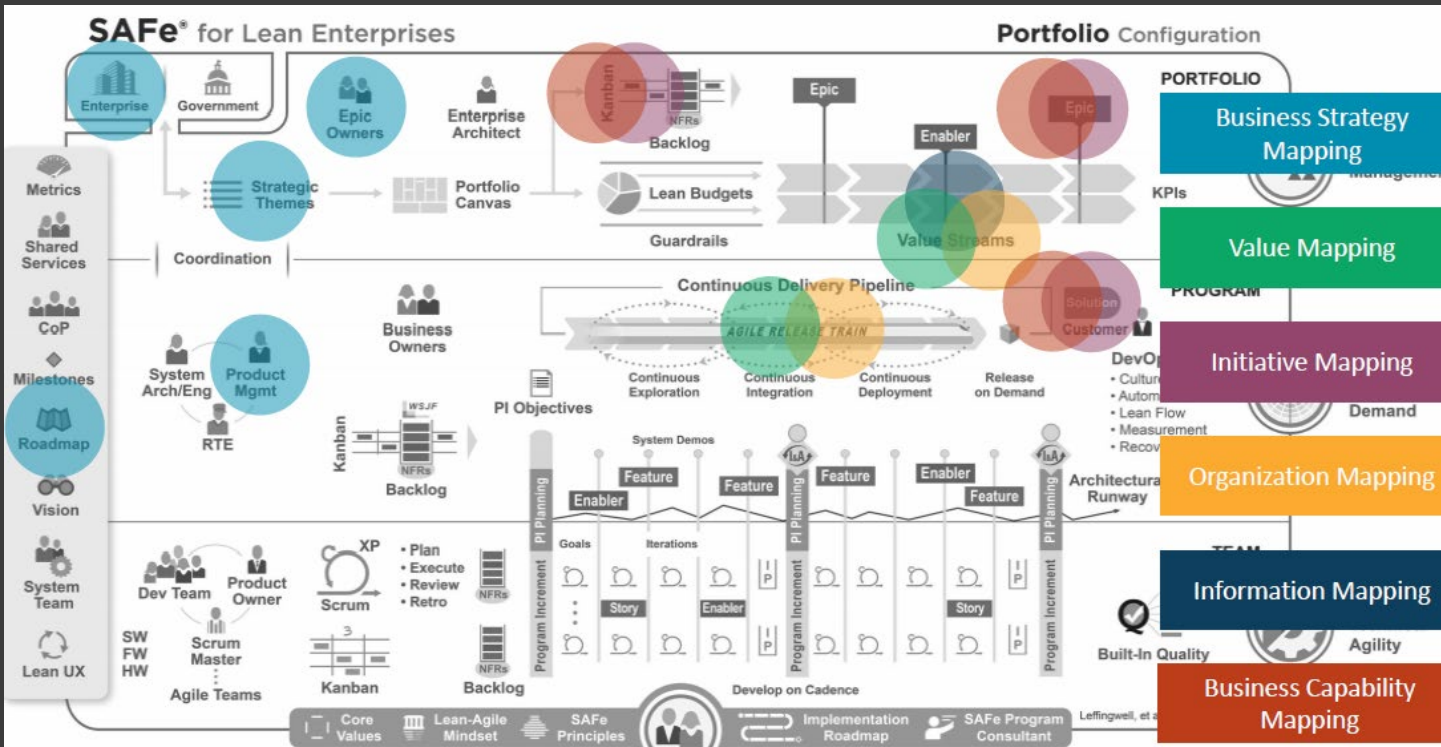


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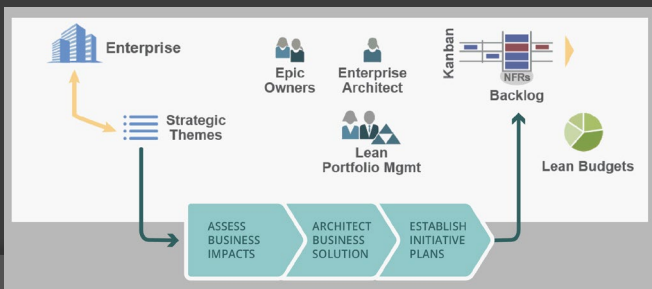


Business Architecture In Context Examples

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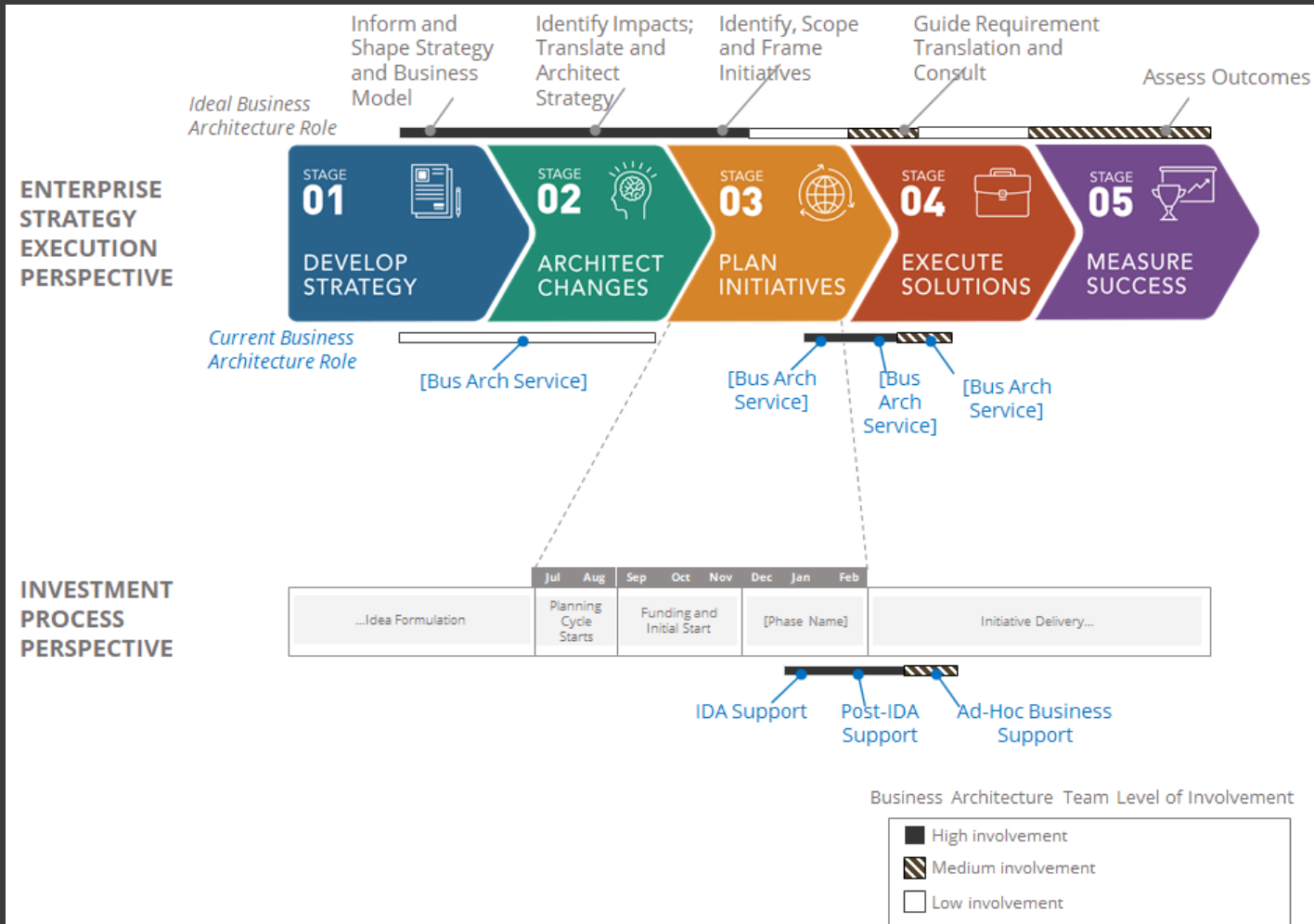


Source: Guardian



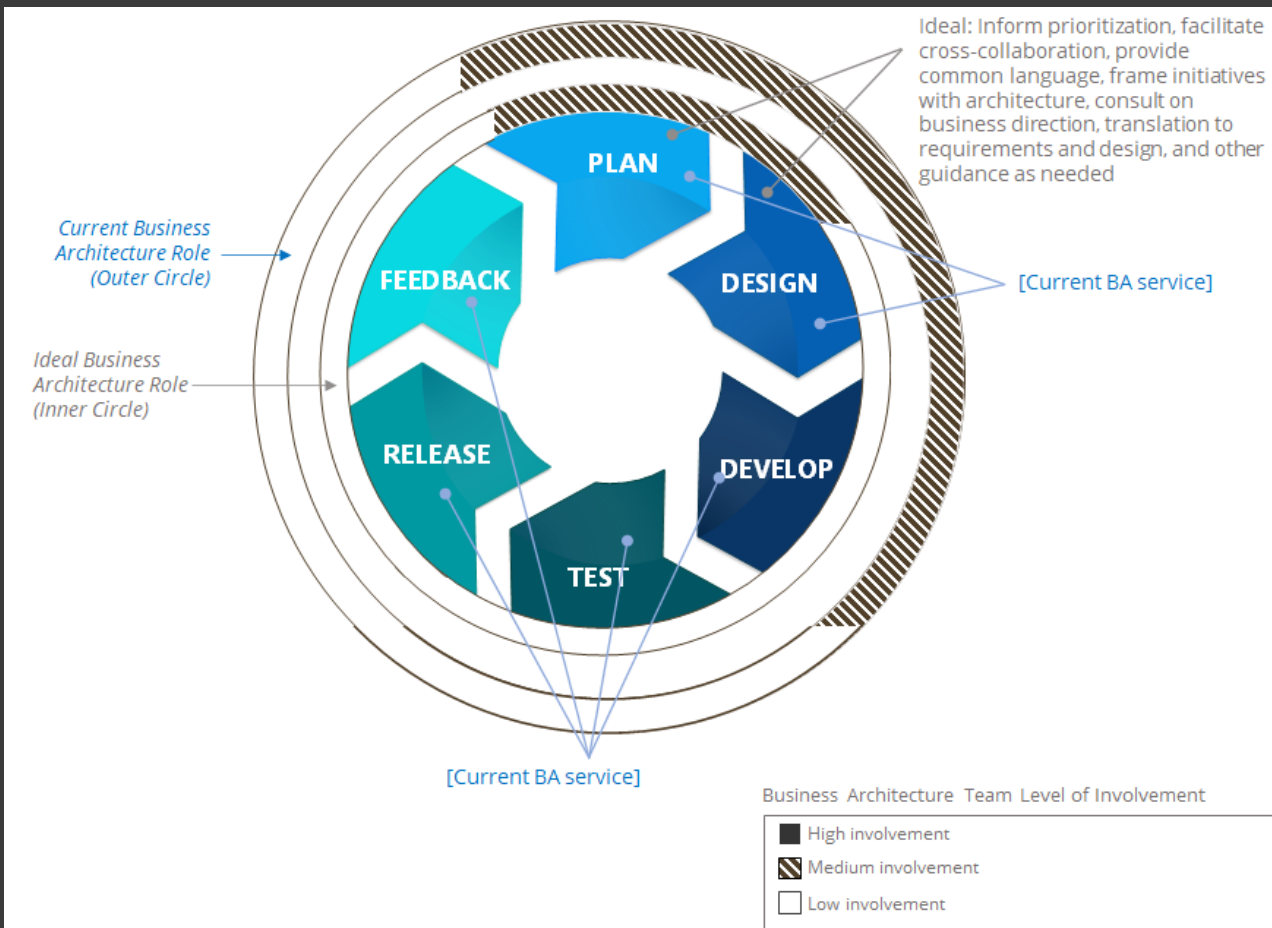
Business Architecture In Context Examples

Strategy Execution + Investment Process



Business Architecture In Context Examples

Agile Execution Context



CONVERSATION:

**Does your organization have a
documented business
architecture engagement model?**

Go to [menti.com](https://www.menti.com)

CONVERSATION:

**Are you actively developing
partnerships as part of your
business architecture practice?**

(Is it an intentional activity on your roadmap)

Go to [menti.com](https://www.menti.com)

Moving Into Action

- ✓ Create or review/refine your business architecture engagement model
- ✓ Prioritize teams as they are important to your value proposition
- ✓ For each team, assess which stage you are in (stage 1, 2, 3 or 0)
- ✓ Identify next steps to take with each team
- ✓ Reflect integration plans on your practice advancement roadmap
- ✓ Consider partnering with other teams for an integrated request process and playbook
- ✓ And, make business architecture for everyone



Thank You!

Keep In Touch.

- **Whynde Kuehn:** whynde.kuehn@s2etransformation.com

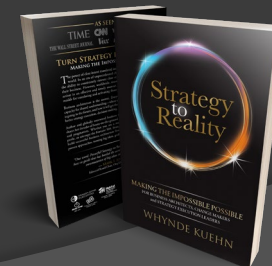


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*S2E Transformation Founder & Managing Director
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