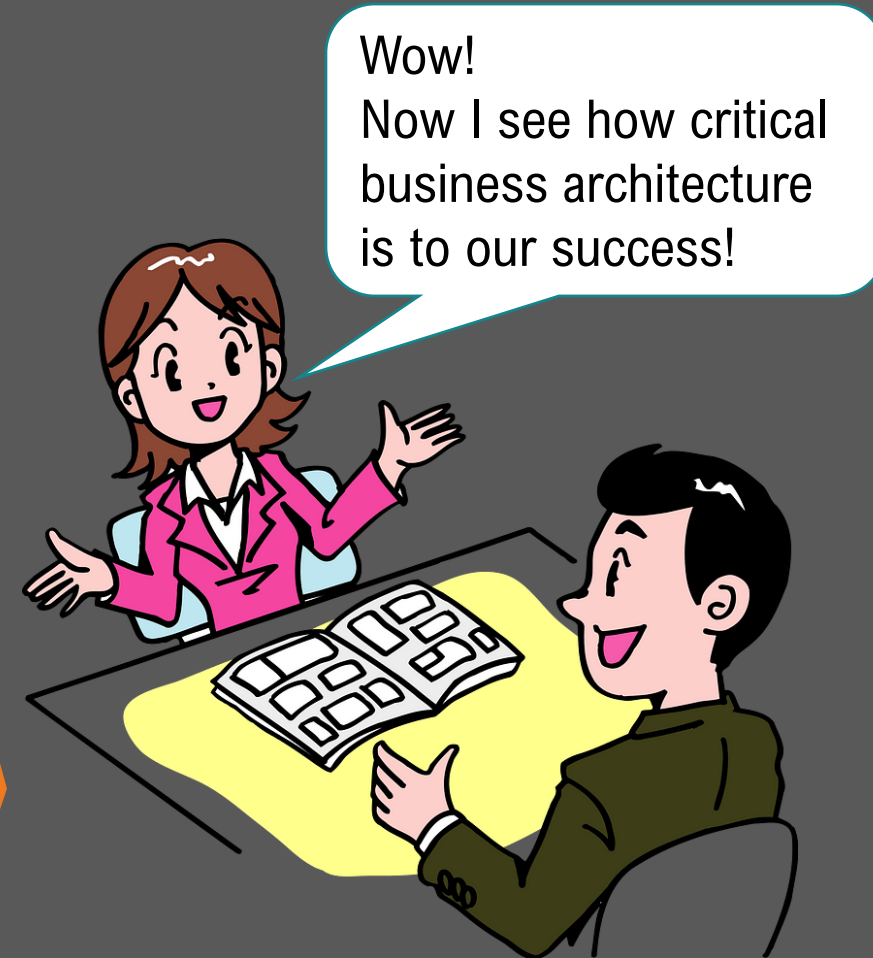


# Getting the business to care about business architecture

TCBAF Summit 2022

Presented by Dean Heltemes



# Introduction

The success of a business architecture practice is tied to how well the business architect partners with the business and demonstrates value. In this session, we will discuss some tips and techniques for getting your business stakeholders to become your greatest champions.



## Dean Heltemes

Instructor  
Institute for Professional  
Development  
Metropolitan State University

Vice President  
Business Architecture  
Ameriprise Financial

### Expert Areas:

- Business Architecture | Enterprise Architecture | Business Process Management
- IT and Business Strategy Development | Strategy to Execution Planning | Collaboration with C-Level Executives
- Global Team Building and Leadership | Large-Scale Budget Creation and Management
- IT Infrastructure and Operations Leadership | ERP Modernization | IT Contract Negotiation
- Program and Project Management | Sales Enablement
- Industry Experience in Financial Services, Agribusiness, Commodity Trading, Energy, & Food Processing

### Education/Professional Certificates:

- Business Architecture Certificate from Metropolitan State University - St. Paul, MN
- MBA from Carlson School of Management at University of Minnesota
- Bachelor of Science - Computer Science from St. Cloud State University

# Today we will discuss 4 ways to raise the profile of business architecture at your company

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1. Help with a top business challenge
2. Provide a better way to rationalize and prioritize investments
3. Build a powerful visual
4. Act like a consultant



Help with a top business challenge

*Help fix something they really need fixed*

# Top business challenges for 2023

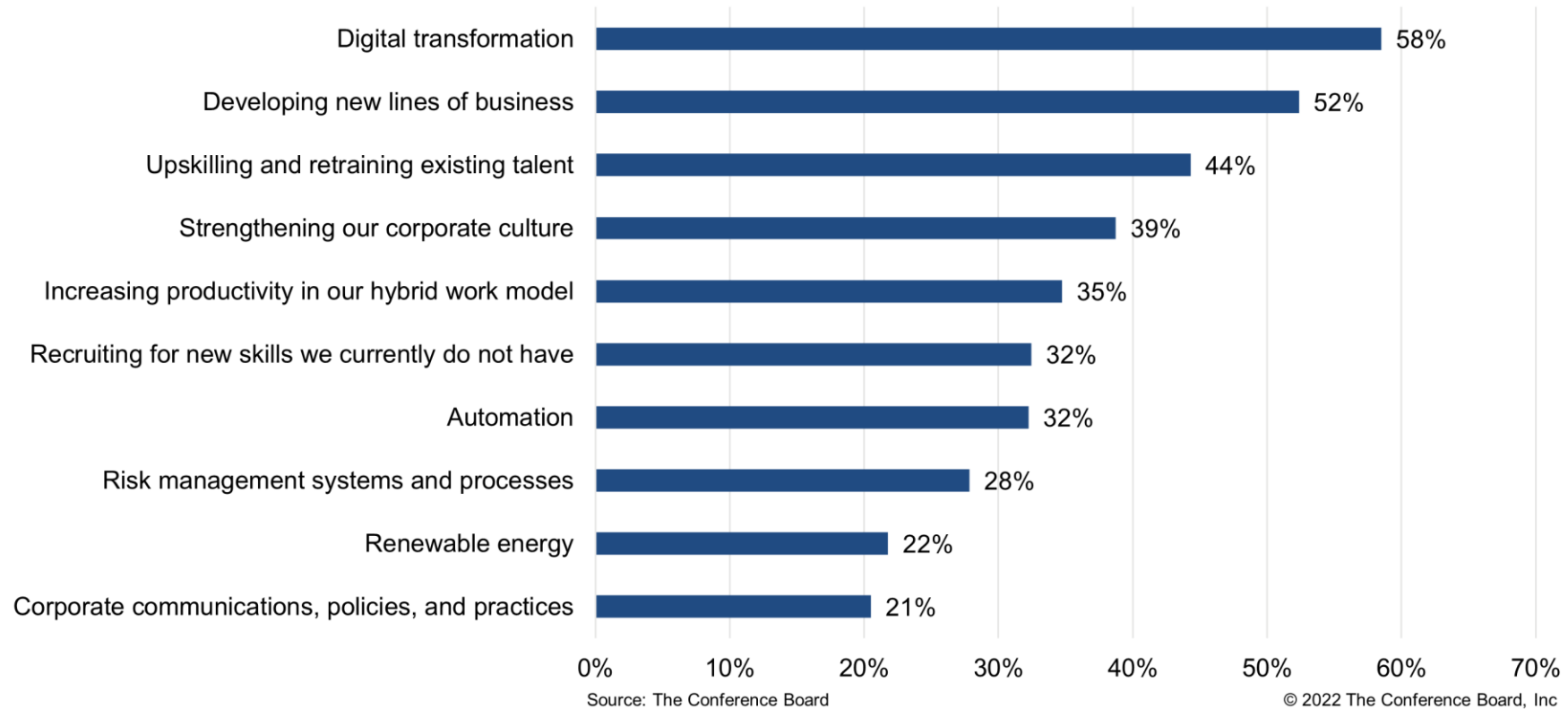
- Inflation and economic challenges
- Supply chain security and resilience
- Increasing customer expectations
- Accelerated digital transformation
- Data and device security
- New products and services
- Shortage of qualified talent
- Employee experience changes
  - Health (i.e. COVID, burnout)
  - Work from home
  - Contractors vs employees
- Increased agility
- Sustainability

**What are your company's top challenges and focus areas?**

# Investment agenda

## Where do CEOs plan to invest to ensure future growth?

Question: Where do you plan to invest to ensure growth for your business over the next 2-3 years?



# Tactics

- Every year be sure to review your company's updated strategies and goals in depth
  - Print them out, hang them on the wall, memorize them!
- Align with your portfolio management group to understand what key initiatives are underway and what is being discussed
- Maintain a business capability model that highlights challenges and focus areas
- Volunteer to help on high visibility projects

# Examples

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- Integration of a merger or acquisition
- Major shift in technology strategy
- Resetting a dysfunctional operating model

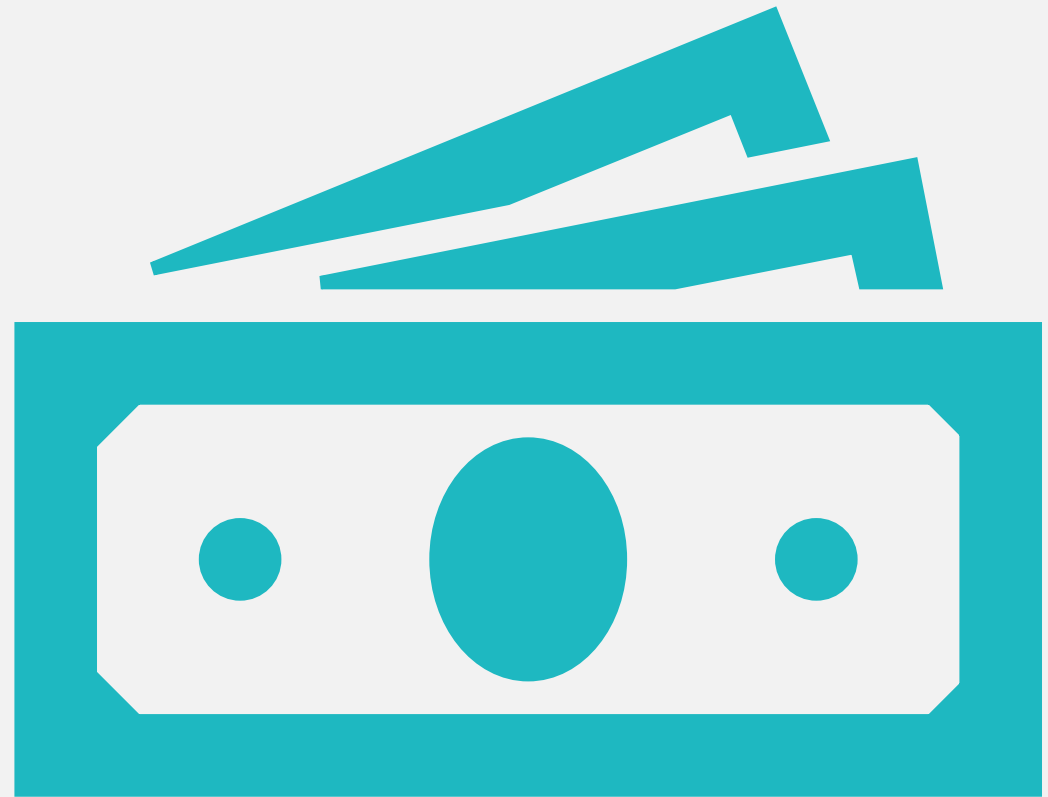




Provide a better way to rationalize and  
prioritize investments

*Help them to understand where they should be spending money  
and why*

“I’m spending \$10M  
next year to fund  
corporate projects and I  
have no idea why.”  
*- Former company executive*





“The essence of strategy is choosing what not to do.  
- *Michael Porter*”

# Budgeting is the true enemy

Budgeting as practiced in most large organizations today is cumbersome, expensive, time-consuming and wasteful. It often cripples innovation. It is riddled with gaming-the-system. It encourages unnecessary spending and fosters sub-optimal targets. It hides accountability. It is demoralizing to the participants, inefficient, ineffective, built on fictions, and fundamentally at odds with the dynamic of business agility.

- Steve Denning, Forbes

- Many companies have an intense focus on doing projects right, while the process to identify the right projects is antiquated and highly political
- Business architecture has many tools to help tie strategies to an execution plan

# Considerations

- Do you still focus primarily on an annual planning process?
- Is your investment portfolio largely seeded by wish list ideas from executives?
- How are new projects approved?
- Do you review the strategy each year and use capabilities-based planning to help determine the needed investments?
  - BIZBOK references
    - Capabilities-Based Investment Analysis (Section 2.2 Capability Mapping)
    - Initiative Mapping (Section 2.6 Initiative Mapping)



Source: Strategy Execution | Definitive Guide to Successful Strategy Execution! (jeroen-de-flander.com)

# Build a powerful visual

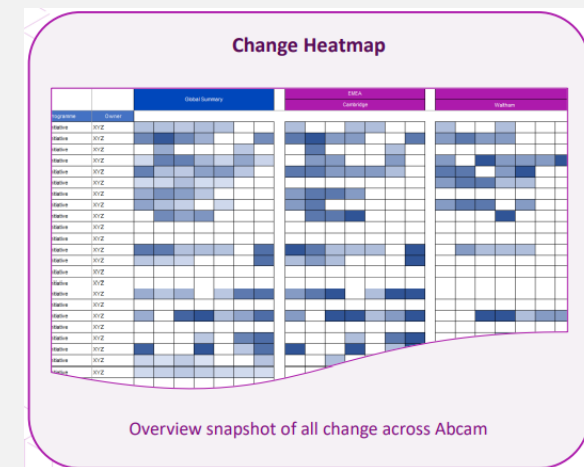
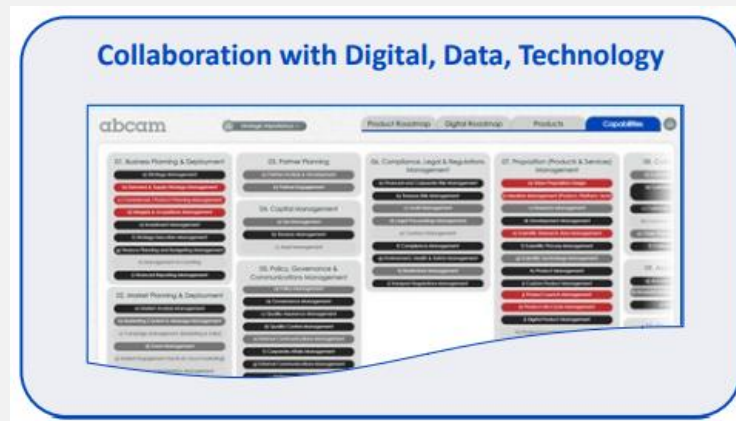
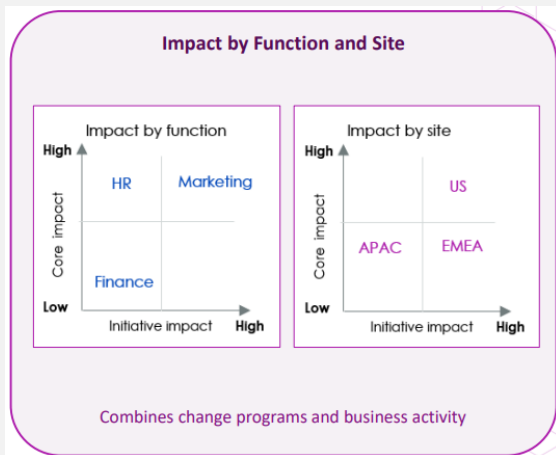
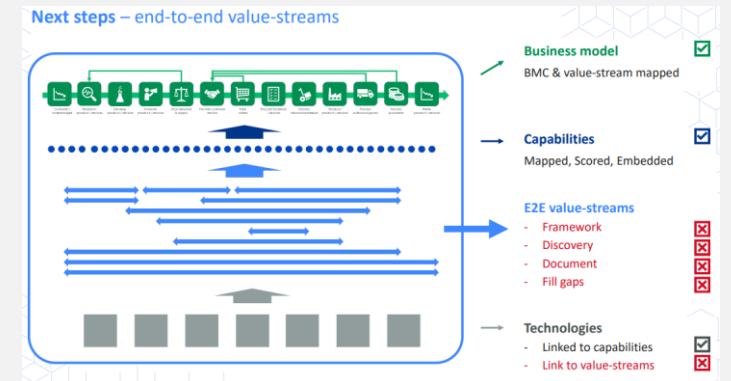
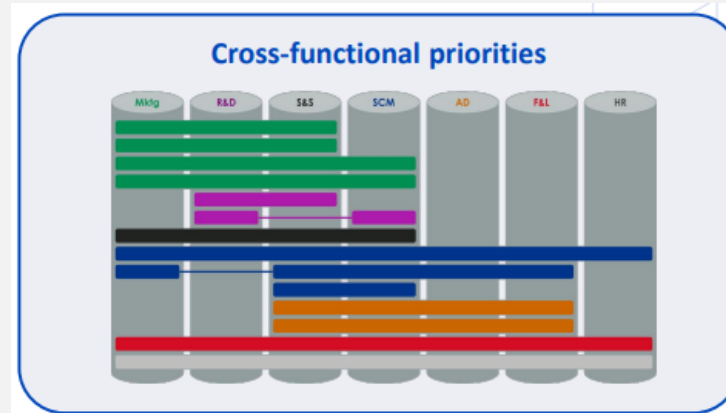
*You know you've made it when you see an executive walking around with one of your maps*

# Tips for making powerful visuals for executive audiences

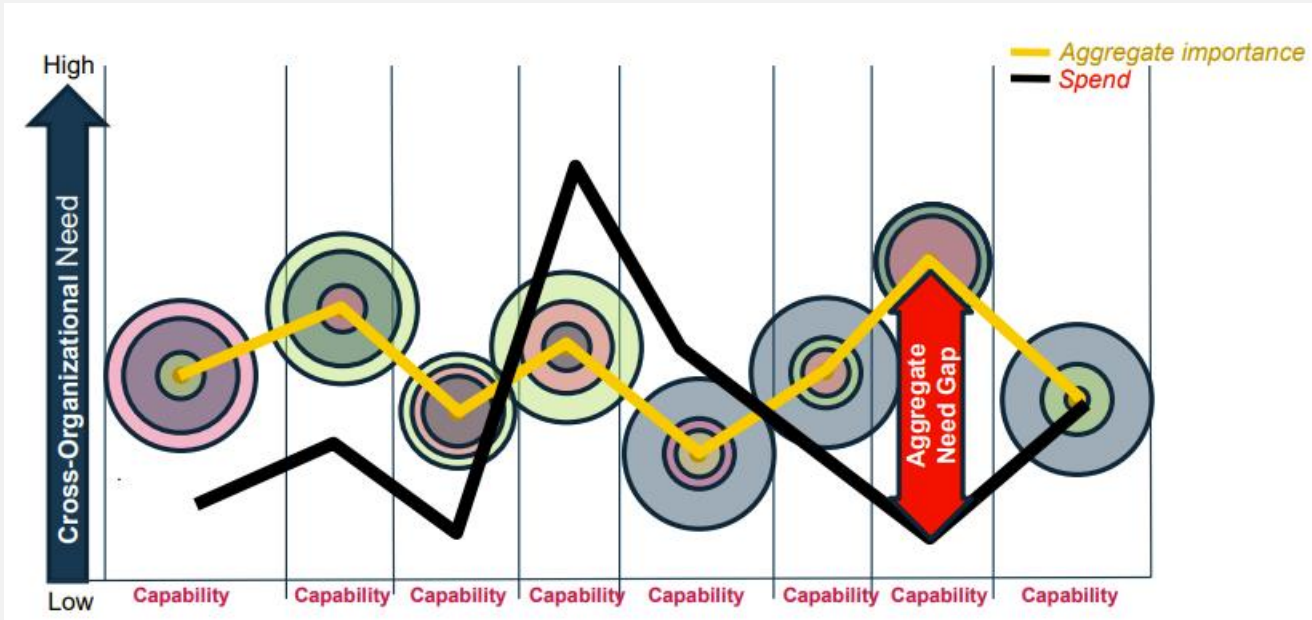
- Start with the message you want to communicate and the outcome you seek
- Clearly differentiate concepts and ideas from facts
- Use simple, easy to understand pictures and graphs
- Limit amount of text
- Stay away from buzzwords
- Stay succinct
- Keep away from unnecessary details that may cause the conversation to “go down the rabbit hole”



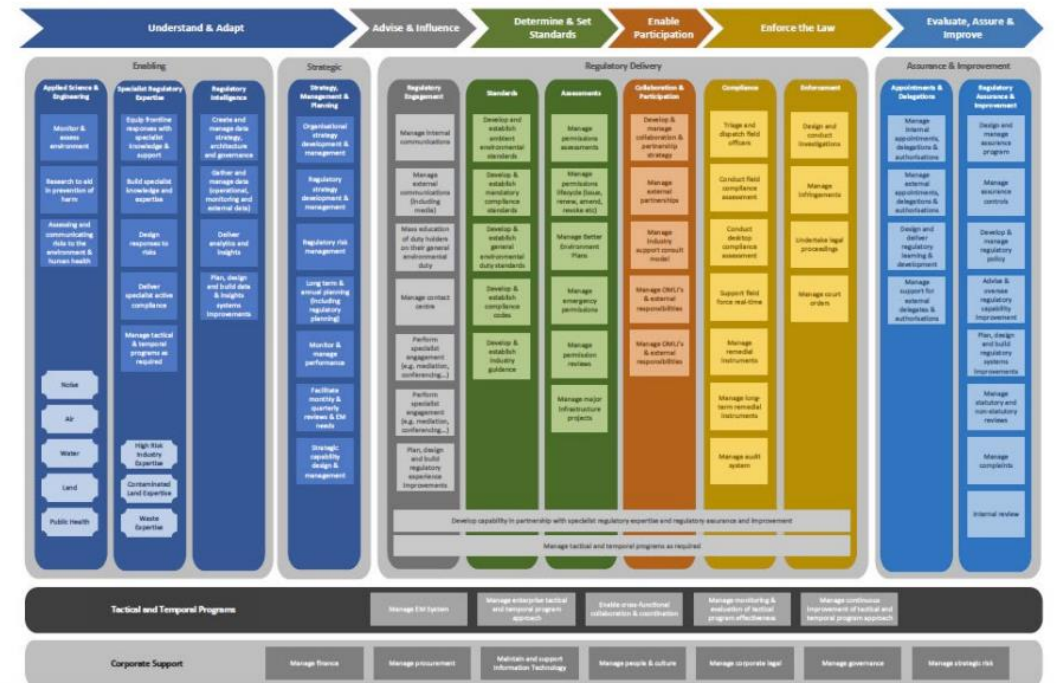
# Sample visuals

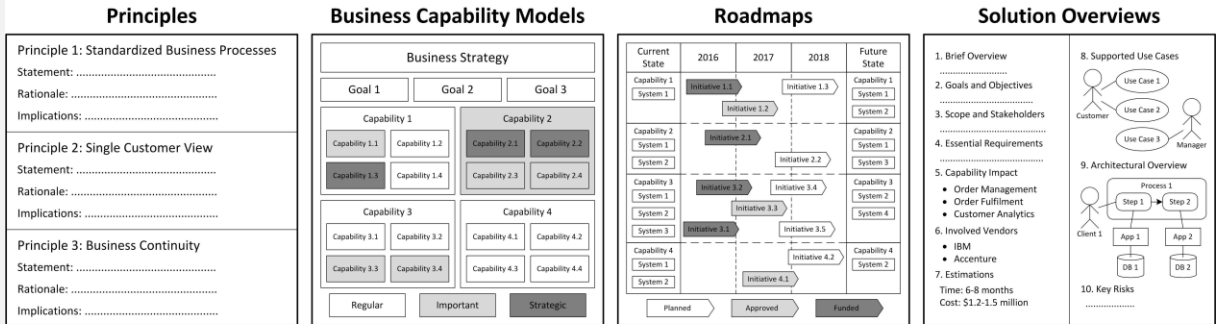


# More sample visuals

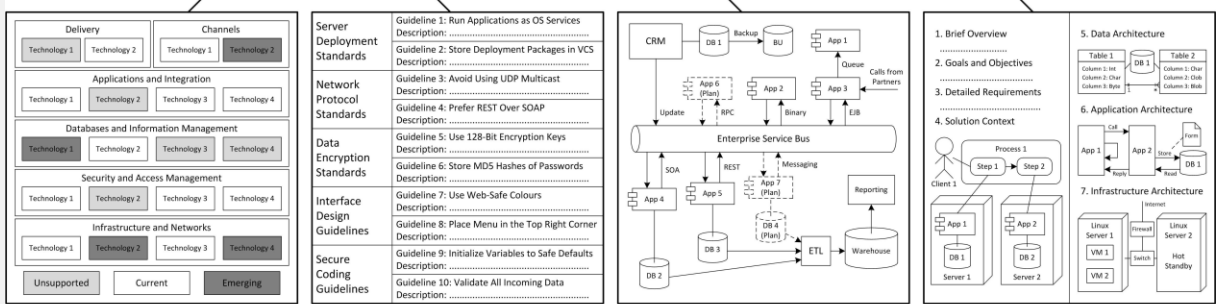
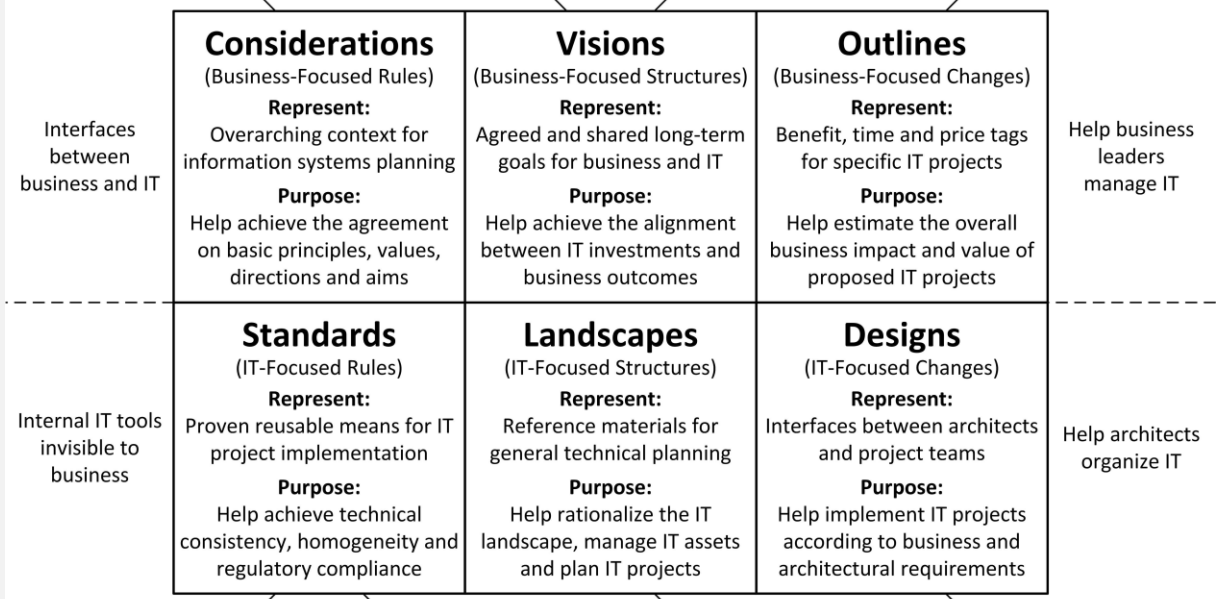


## Capabilities mapped to regulatory schema





# Even more sample visuals



**Technology Reference Models**      **Guidelines**      **Landscape Diagrams**      **Solution Designs**



Act like a consultant

*If your leadership loves consultants*

# Why do leaders hire consultants?

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- They are looking for an outside perspective from someone with broad experience working in their industry
- They want an unbiased view
- They need specialized skills
- They need extra resources

# Traits of great consultants

- Good listening skills
- Easily builds relationships and trust
- Excellent verbal and written communication skills
- Adaptable
- Fast thinker
- Willing to challenge the status quo
- Deep industry knowledge
- Organized
- Confident and assertive
- Persistent
- Sociable

**Becoming a valued resource that can act like a consulting group is an excellent way to strengthen partnership with the business**

# Wrap-up

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- Don't worry if people don't know what you are doing is called business architecture.
- But make sure they know it is you doing it.
- Don't be overly academic. Focus on business outcomes over artifacts.
- Be flexible; help out wherever you can.
- Communicate, communicate, communicate.

# Training Options for Business Architecture Certification

## Online Biz Arch Certificate Training

Virtual or Distance Learning



[MORE INFORMATION](#)

## In - Person Business Architecture Training

Classroom Based



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Email [Institute@Metrostate.edu](mailto:Institute@Metrostate.edu) to receive our monthly newsletter



Workplace Training at [www.MetroStateIPD.org](http://www.MetroStateIPD.org)

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