



8 December 2022

STRATEGY TO REALITY: BECOMING OUR REALITY



Discussion Topics

- 01 Strategy to Reality: Our Unrelenting Why
- 02 Remember How Far We've Come
- 03 A Global Pulse on Business Architecture
- 04 Your Mission, Should You Choose to Accept It





STRATEGY TO REALITY: OUR UNRELENTING WHY

There is a secret of business architecture.

We are bonded by a global mission for our organizations and societies.



“

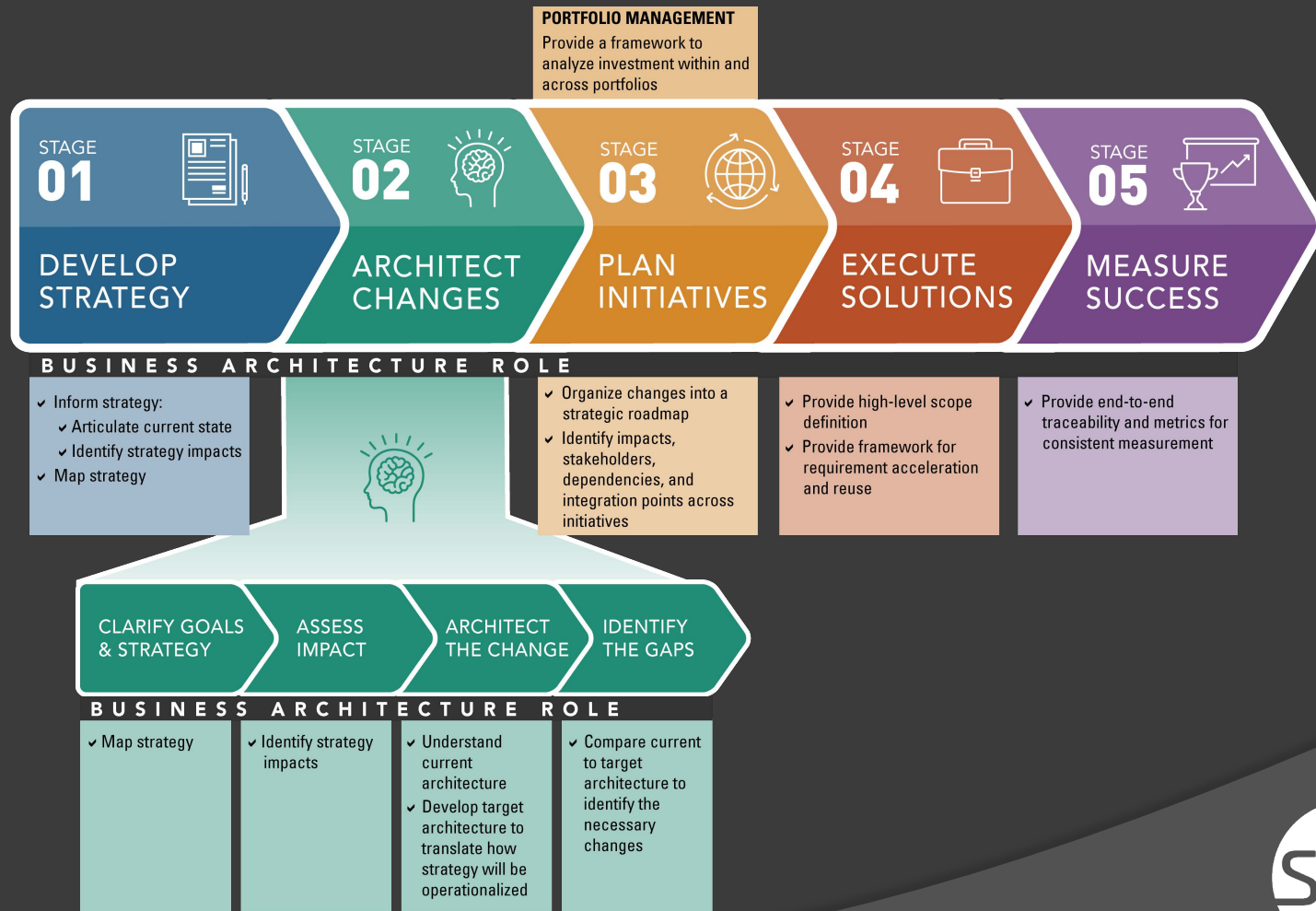
The power of *clear intent translated into organized effort* can change the world. It is what turns strategy into reality, making the seemingly impossible possible. Business architecture gives organizations that power.

”

Help other people fall in love with the *why* of business architecture.

Business architecture is a holistic blueprint for an organization – or an entire business ecosystem – that creates a clear, shared understanding and activates change.

The Role of Business Architecture In Strategy Execution



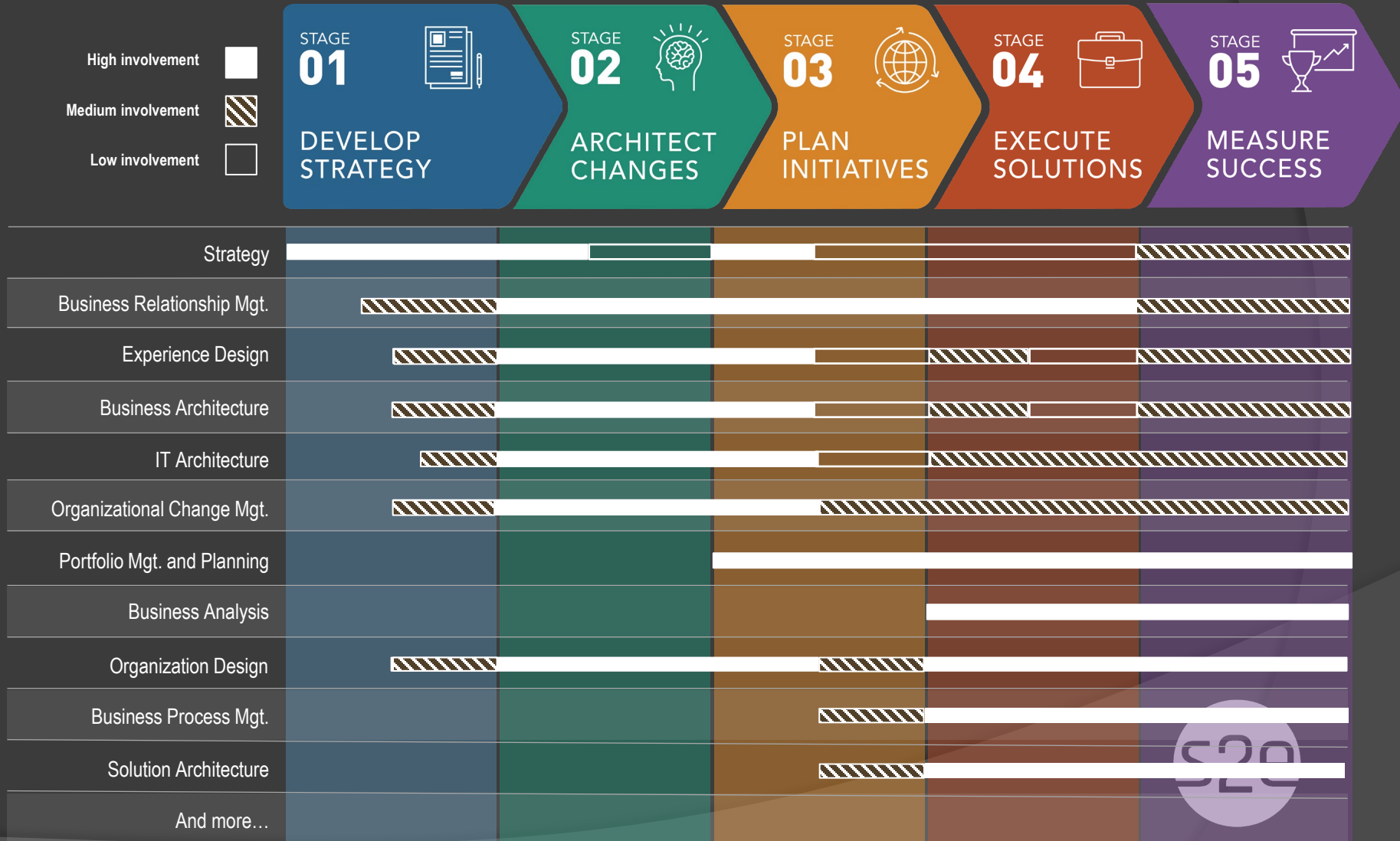


PULSE:

**Does your organization leverage
business architecture for
strategy execution?**

Or is it aspiring to?

But, Strategy Execution Takes A Village





What if strategy execution were regarded as a critical capability of an organization, treated as a priority, and deliberately designed with transparency, ownership, and accountability from end-to-end? How much more successful could our organizations be?



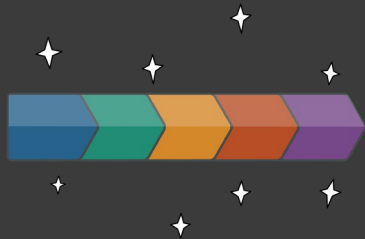
Key Abilities for Strategy Execution

Effective end-to-end strategy execution requires...

- ⦿ Balancing needs and priorities of customer and enterprise versus business units
- ⦿ A cohesive, end-to-end strategy execution process, with clearly defined integration across all teams, and transparency and accountability for the results
- ⦿ Effectively communicating strategic direction throughout the organization, across all areas and all levels of people to create clarity, provide personal context, and mobilize action
- ⦿ Decision-making support and traceability across the end-to-end strategy execution process based on a common view of the business
- ⦿ Ownership and investment in capabilities with initiatives that deliver enhancements to those capabilities
- ⦿ Synergizing business and technology solution investment and design around capabilities to ensure modularity, reuse, and consistency
- ⦿ Ongoing alignment of strategies, architecture, initiatives, and solutions
- ⦿ Assurance that initiatives and solutions achieve the original business objectives defined
- ⦿ Dynamically adjusting strategies when conditions change and dynamically replanning work accordingly



The Value of Business Architecture



Execute strategy effectively, cohesively, from end-to-end



Design with intent to deliver on their value proposition for the people they serve, with agility and effectiveness



Make fully informed, holistic decisions for the organization and its stakeholders



Underpinned by a mindset that facilitates...

- Relentless customer and stakeholder value delivery
- Advocacy for the *enterprise* and cross-organization collaboration
- Holistic, big picture thinking
- End-to-end organizational agility
- Intentional design of the organization for today and to meet the needs of tomorrow
- Business first thinking, leading with business goals, outcomes, and value



Why it Matters Now: Our World Needs Us

There has never been a more important time for a holistic view to help organizations and business ecosystems work together cohesively, understand the full breadth of their impacts, and translate big ideas into action.

Architecture can help shape a world that we all want to live in tomorrow.

Transformational

Human

Global

Sustainable

Digital

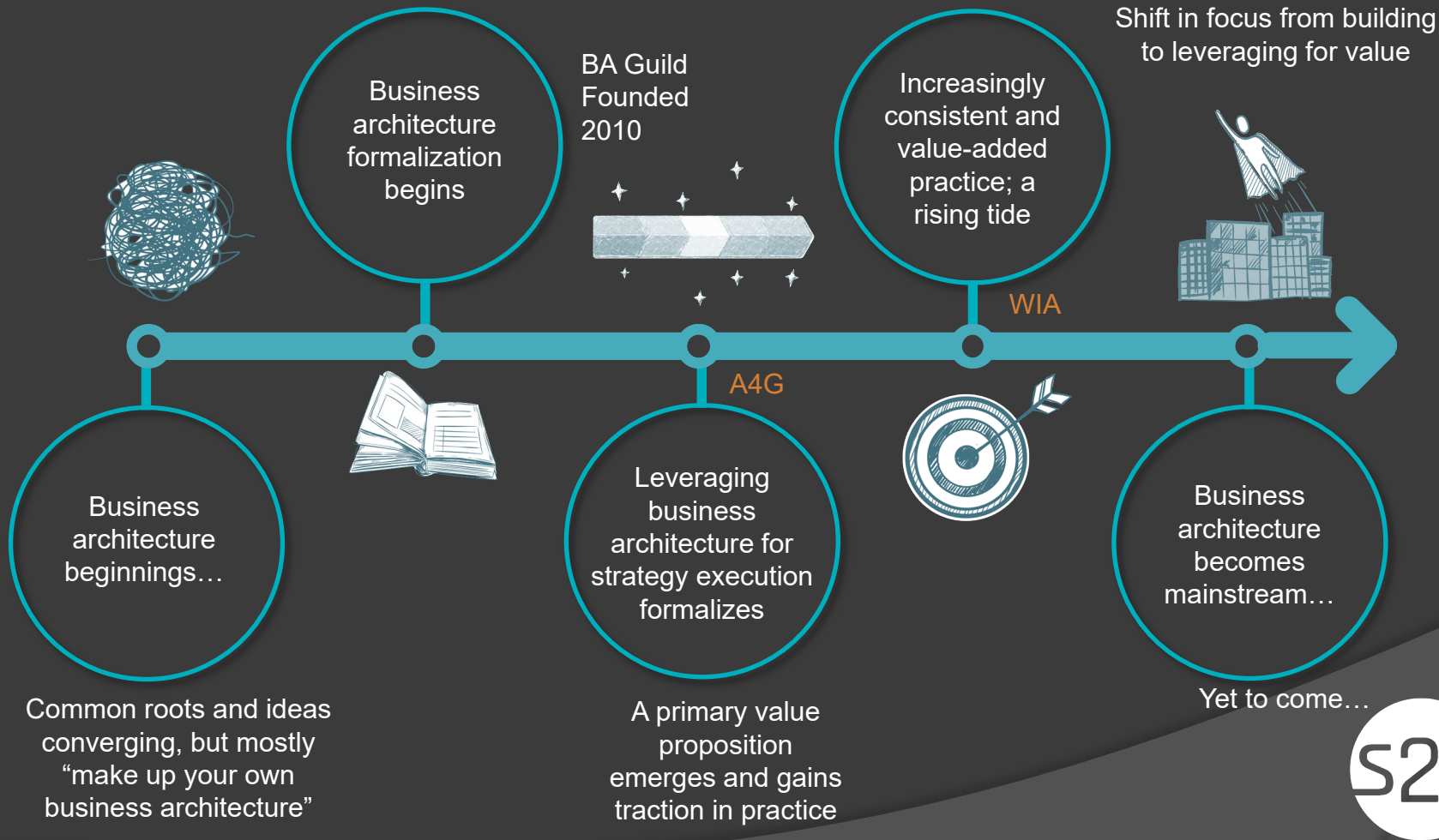




REMEMBER HOW FAR WE'VE COME

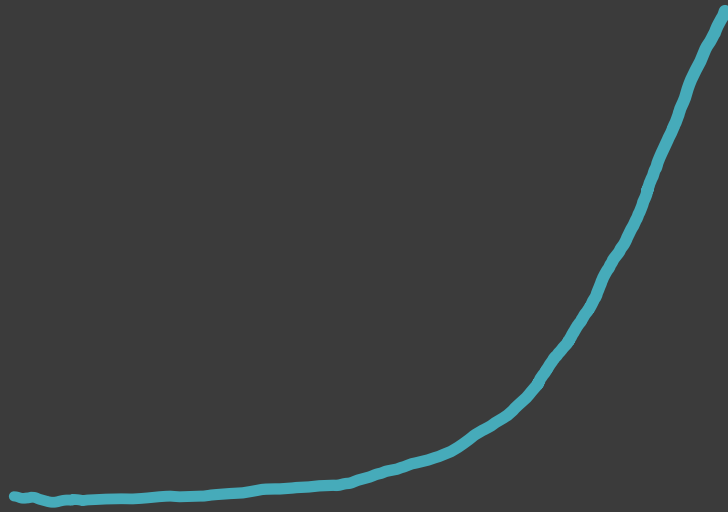
A Reminder of How Far We've Come

A lot of amazing work to pioneer, shape, and prove the use of business architecture in organizations...

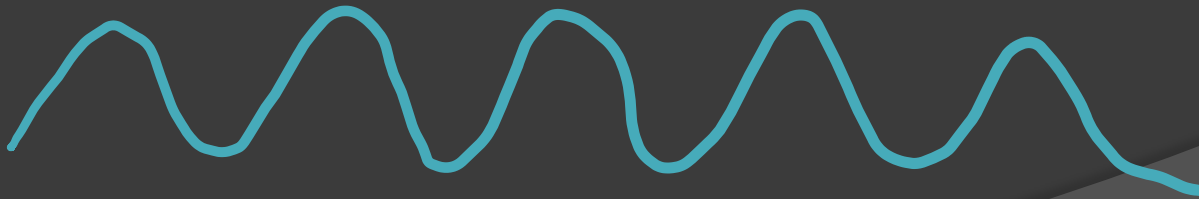


Our Business Architecture Trajectory

This...



Not This...





A GLOBAL PULSE ON BUSINESS ARCHITECTURE

Contemporary Practice of Business Architecture

BUSINESS ARCHITECTURE ROLE:

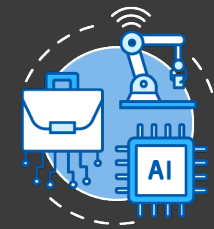
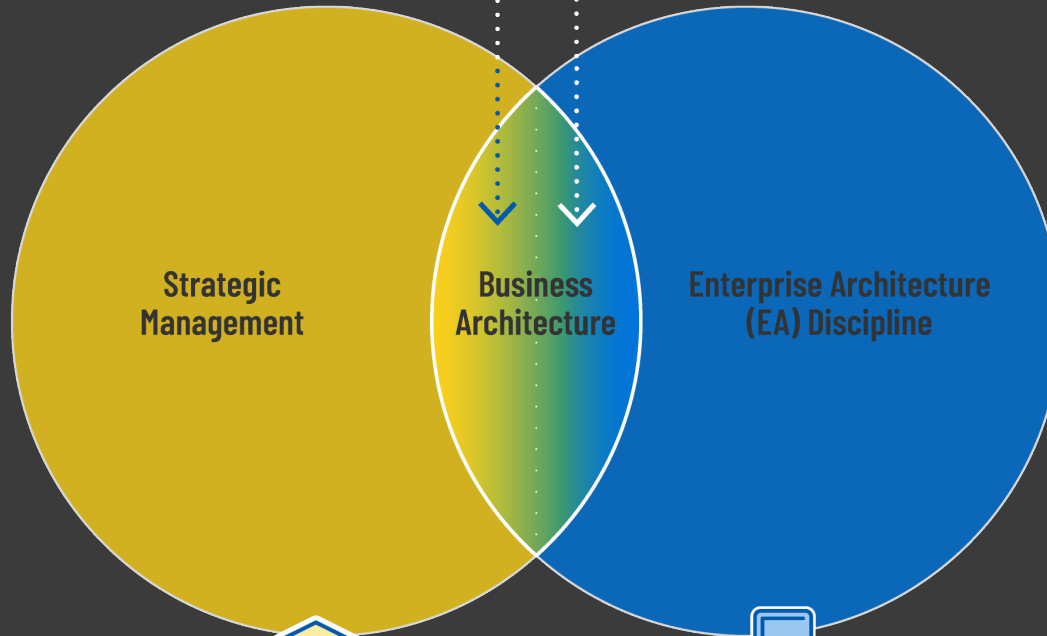
- Provides missing role to translate strategy cohesively and align to execution (capability-lens)
- Integrative role/framework across silos
- Decision support

BUSINESS ARCHITECTURE ROLE:

- Tip of the spear for EA scenarios to provide -
- Business direction
 - Business language and context
 - Business lens (e.g., APM)



Business Focus and Context



Technology Relevance and Learning



University



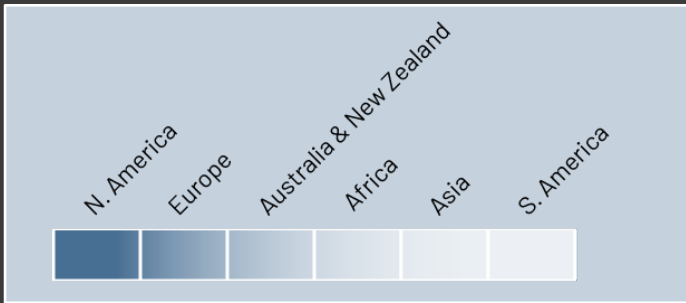
EA Profession



Rising Tide: A Global Business Architecture Pulse

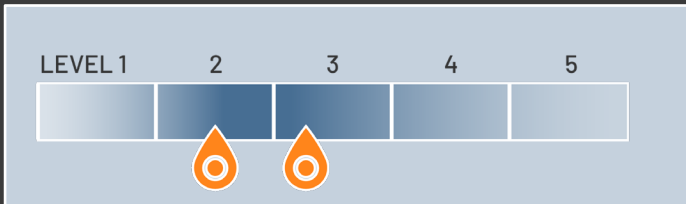
The business architecture discipline is here to stay, and practice is increasing with formalization and relevance.

Relative Distribution of Practitioners (based on BA Guild membership)



Global Maturity Level

(approximated for organizations investing)



Top Challenges

- ✗ Delivering Value
- ✗ Integration
- ✗ Buy-In
- ✗ Mindset Shifts
- ✗ Relevance in Agile/Product Environment

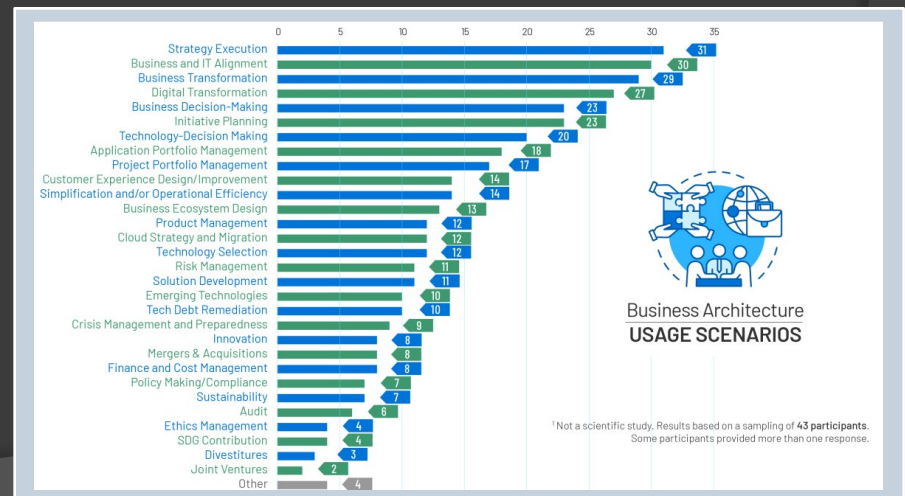
Top 3 Exciting Trends Within Organizations

- + More teams reporting within the business
- + More teams positioning for upfront strategy execution



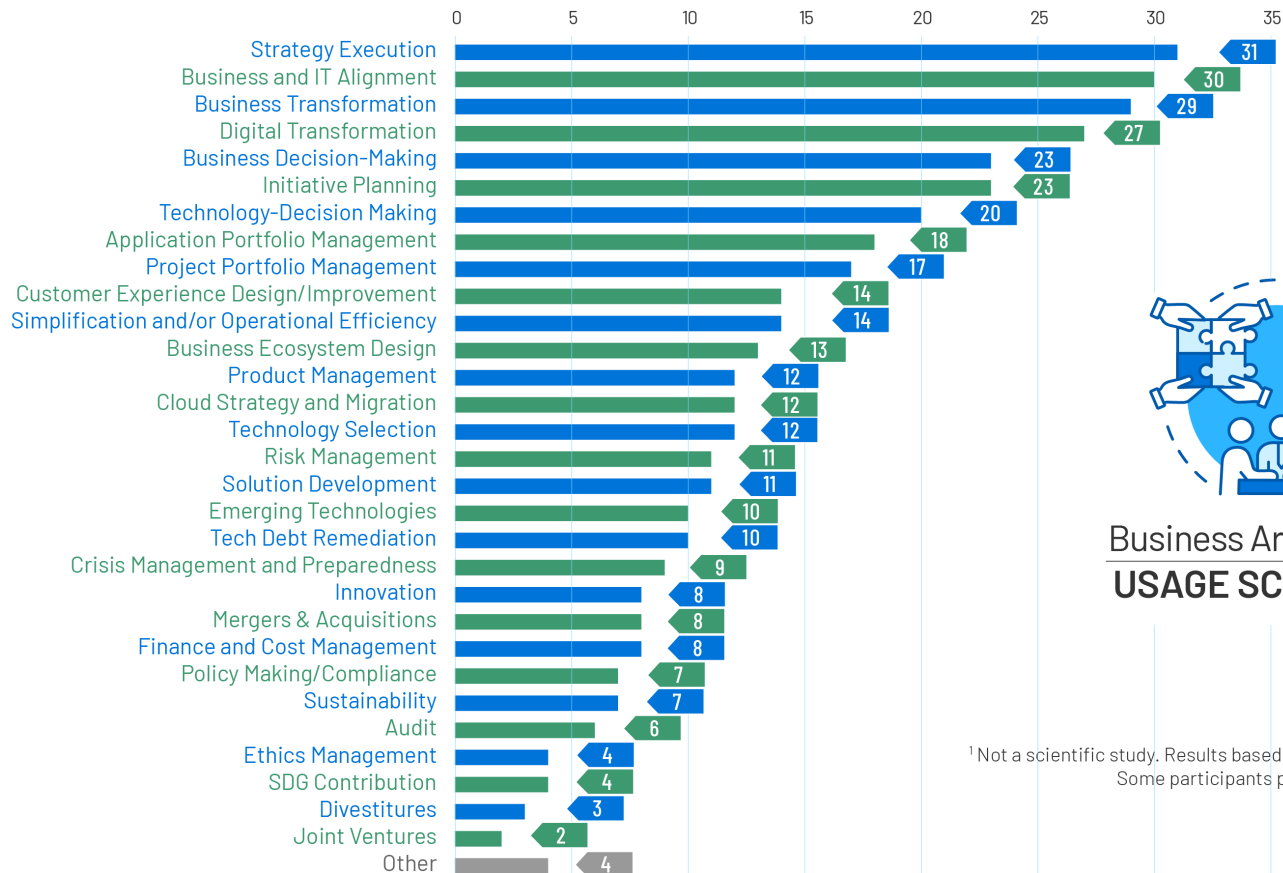
- + Cross-organization architecting

Usage Scenarios For Business Architecture



How Organizations Use Business Architecture

Survey: Business Architecture Usage Scenarios¹



Business Architecture USAGE SCENARIOS

¹ Not a scientific study. Results based on a sampling of 43 participants. Some participants provided more than one response.



Survey and Diagram by S2E Transformation (www.s2etransformation.com). This work is licensed under Creative Commons Attribution-NoDerivatives 4.0 International (CC BY-ND 4.0). You may copy, distribute, and display this work. Under terms of this agreement, you must provide appropriate credit to S2E Transformation Inc. and link to the CC BY-ND 4.0 license when citing this work. Distribution of derivative works based on this original work is prohibited under this license.

Gaining Traction: In Organizations



Leveraging Business Architecture from Strategy Definition through Solution Deployment

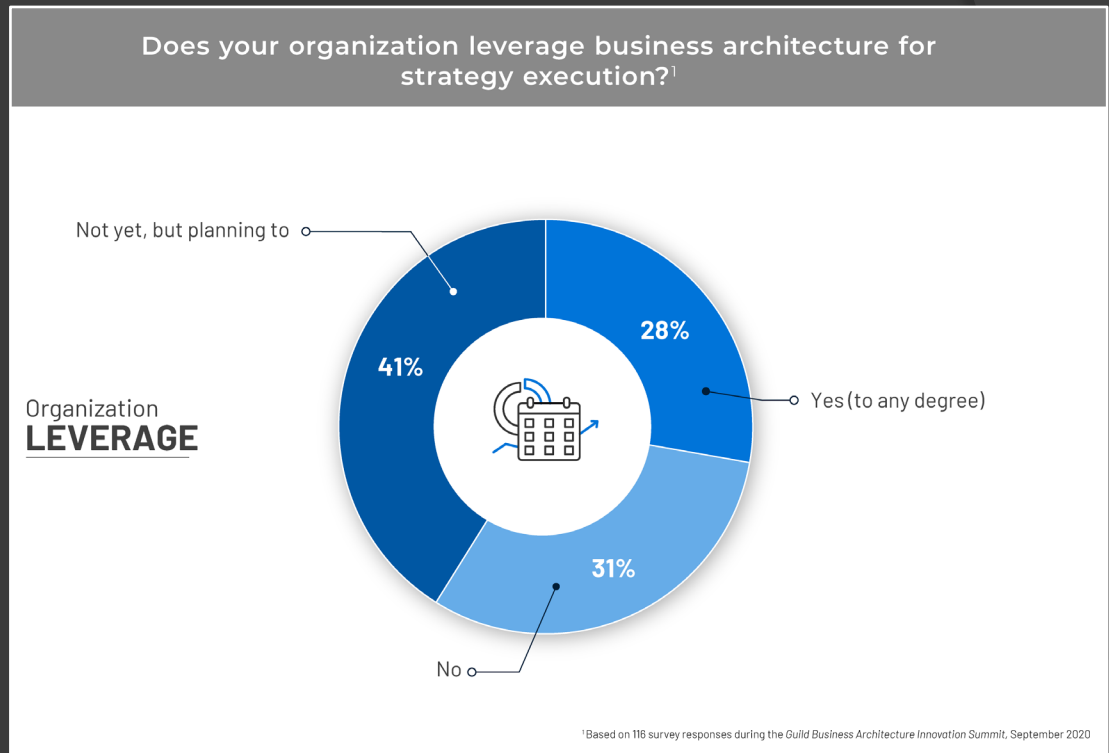
Story of a digital transformation, based on value and centered on people

Giovanni Traverso, Chief Enterprise Architect

HUAWEI TECHNOLOGIES CO., LTD.

Business Architecture and Strategic Planning

Tracy Kostiuik
Senior Business Architect, Certified Business Architect*

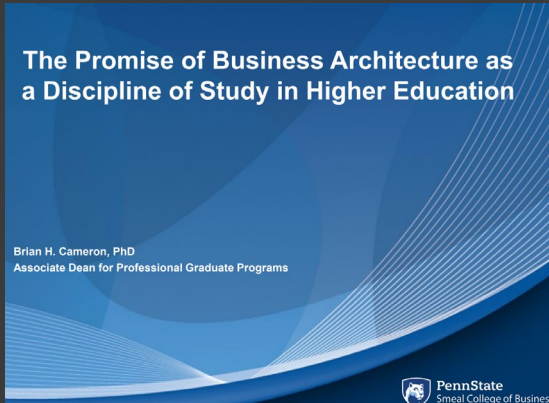


Source: FedEx at BA Guild Business Architecture Innovation Summit (above left) March 2019 and Huawei from September 2018 (middle left) and Autodesk from September 2022 (bottom left)

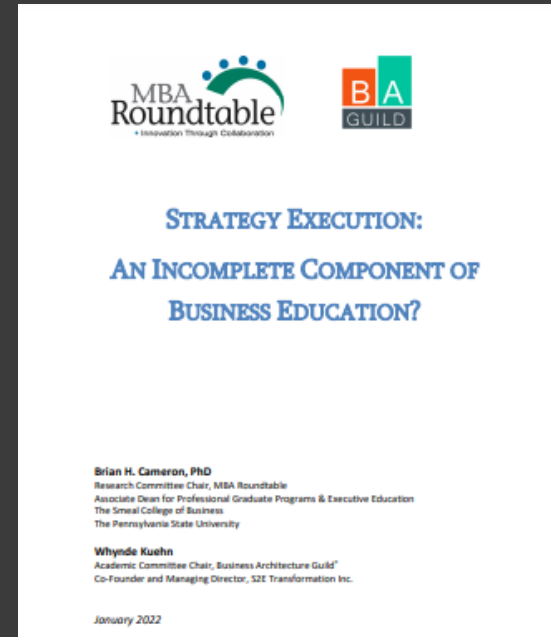


Gaining Traction: Academics and Associations

ACADEMICS

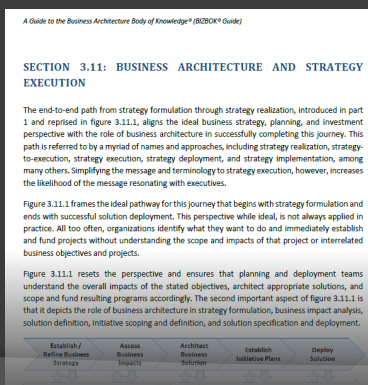


Source: Penn State at BA Guild Business Architecture Innovation Summit, March 2019



Download at:
https://cdn.ymaws.com/www.businessarchitectureguild.org/resource/resmgr/whitepapers/Strategy_Execution_-_An_Inco.pdf

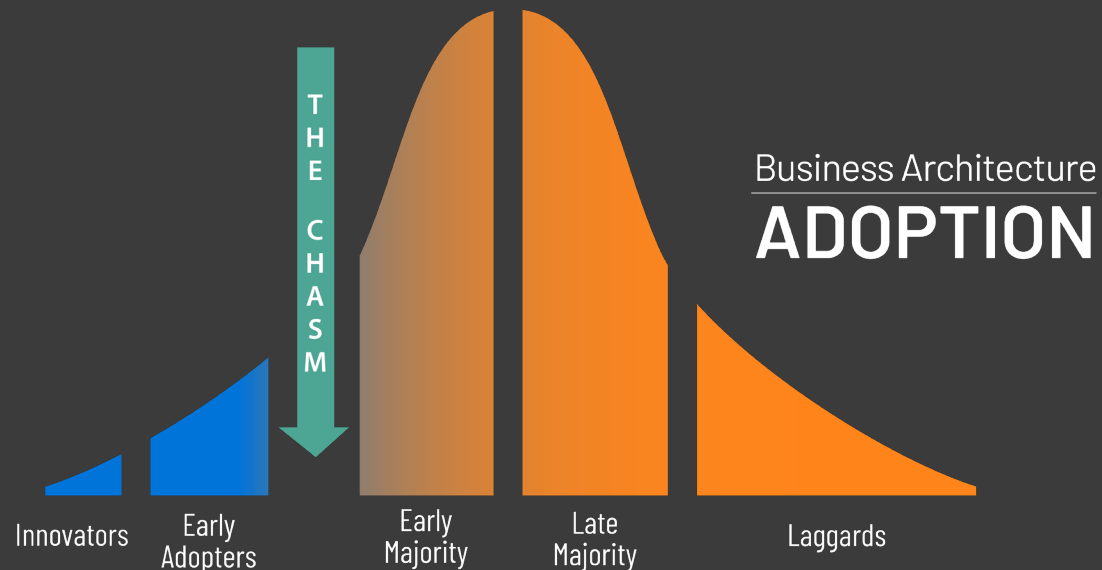
PROFESSIONAL ASSOCIATIONS





PULSE:

Have we crossed the chasm yet with business architecture?



How Things Become Real...



Add Time...



Some Manifestational Raindrops...

**A mainstream
book and
publisher**

**Expanded
Audience:
Entrepreneurs**

**Expanded
Audience:
Executives**

**Expanded
Audience:
Youth**

**Mainstream
Business
Literature**

**Executive
Education**

**New
University
Courses**

CEO Mandate

“Architecture is counterculture.”

All truth passes through three stages.

First, it is ridiculed.

Second, it is violently opposed.

Third, it is accepted as being self-evident.

– Arthur Schopenhauer

Keep Going.





**YOUR MISSION, SHOULD YOU CHOOSE
TO ACCEPT IT**

Now What?

Business Architecture Capacity and Competency

Be ready → Keep maturing

- **Individuals:** Build your strategic and complimentary competencies
- **Organizations:** Build a valuable, scalable, fully embedded practice
- **Discipline:** Continue building a cohesive, credible profession



Business Architecture Demand

The next wave is human → Intensify our efforts

- **Executives:** Make it a conversation for boards and leadership teams; embed it in other concerns
- **Universities:** Build it into the core business curriculum
- **Business Literature:** Educate directly and indirectly
- **Other Disciplines and Topics:** Educate directly and indirectly
- **Youth:** Inspire the next generation





Make it mainstream.

It's not models, it's a movement.

Possible Futures for Business Architecture



WHO: PEOPLE WHO LEVERAGE BUSINESS ARCHITECTURE



Business Architects
(specialized role)

Blended Roles
(e.g., EA,
architecture/design)

Architecture For All
(embedded mindset
and thinking)



Possible Futures for Business Architecture



WHAT: THE IDENTITY AND RECOGNITION OF THE DISCIPLINE



Niche

(primarily architect-focused; heavy large corporate usage)

Mainstream

(awareness and adoption by executives, mainstream business literature, universities; used by organizations of all sizes and sectors)



Possible Futures for Business Architecture



HOW: NECESSARY RIGOR OF THE DISCIPLINE



Full Architecture Rigor
(including
interoperability across
organizations)

Fully Pragmatic
(for general business
usage)



A Few Closing Thoughts...

- ✓ Lead with value, build as you go. Deliver value continually, tell your story, build advocates.
- ✓ Build strong partnerships with other teams and embed business architecture into the fabric of the organization.
- ✓ Remember that the above two points are the critical success factors (and failure points). Executive sponsorship is the rocket fuel.
- ✓ Focus on the business outcomes; don't draw attention to the tool.
- ✓ Business architecture is a Swiss army knife; clearly articulate the key value proposition for your organization and expand it over time.
- ✓ Make business architecture value sharply relevant for executives. Focus on the why, not the what. Open spaces for new ideas
- ✓ Make business architecture for everybody.



A CHARGE:

Introduce the TCBAF voice and fingerprints everywhere.



“

The ability to translate business direction into action, and constantly innovate and adapt to change, has now become competitive advantage. The organizations that can execute in a coordinated way—and with agility—will win.

”

Thank You!

Keep In Touch.

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

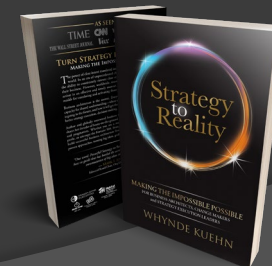


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Whynde Kuehn

*S2E Transformation Founder & Managing Director
Biz Arch Mastery Creator & Lead Coach*

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