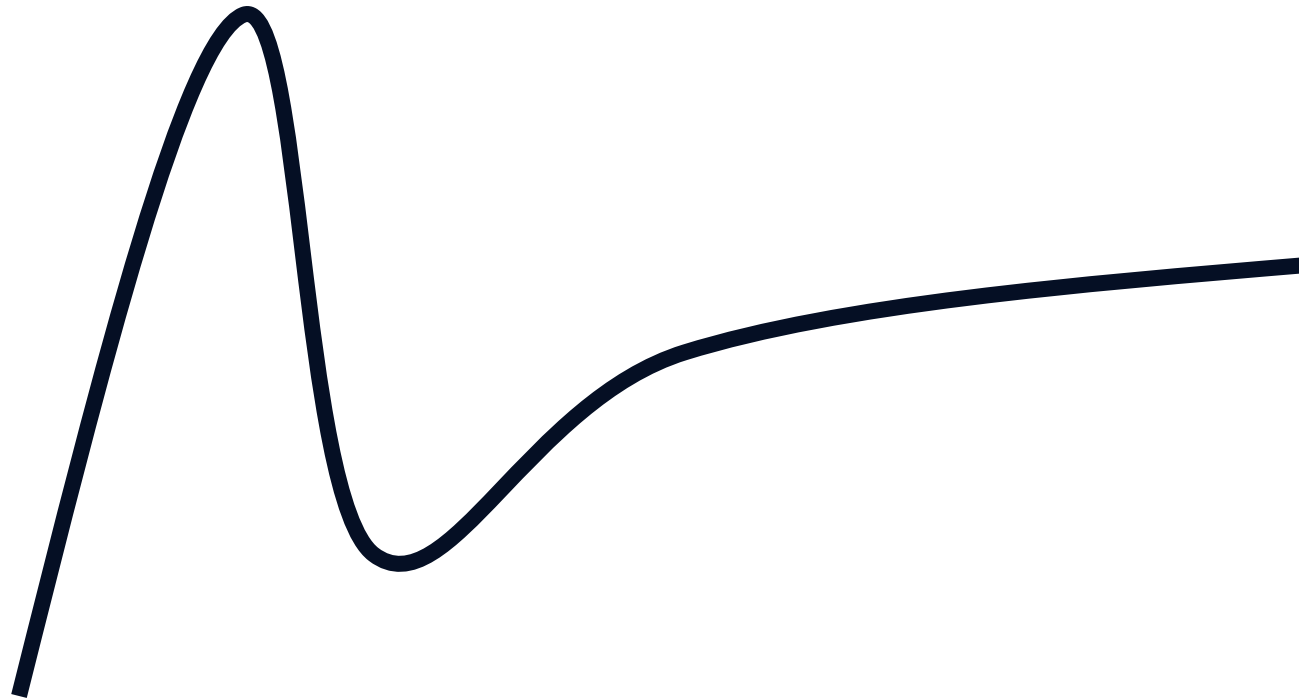


# Winning with Business Architecture

Scott Erlanson, Founder Arr-EE



# Tipping Point



# Key Concepts

Value

Winning

Antifragility



# Value Promises

- Clarifying Strategic Objectives
- Aligning Execution to Strategy
- Improved Decision-Making
- Improving Resource Utilization/Efficiency
- Facilitating Change Management
- Facilitated Innovation
- Enhanced Organizational Agility
- Improved Stakeholder Engagement

**All accurate**

**Vague**

**Long-tailed**

**Difficult to measure**

**Predicated on the Organization “Leaning In”**



# Headwinds



- Not How we Have Done Things
- Don't Need/Want Another View of the Business
- We Tried Something Like this Before
- We Have a Different Approach to Driving Improvement
- Low Level of Confidence
- Confusion

How will Business Architecture Help **ME** to Win?



# Winning



## Tomorrow > Today as a Function of Different Actions

Actions are Outcome Focused

Value is Demonstrable

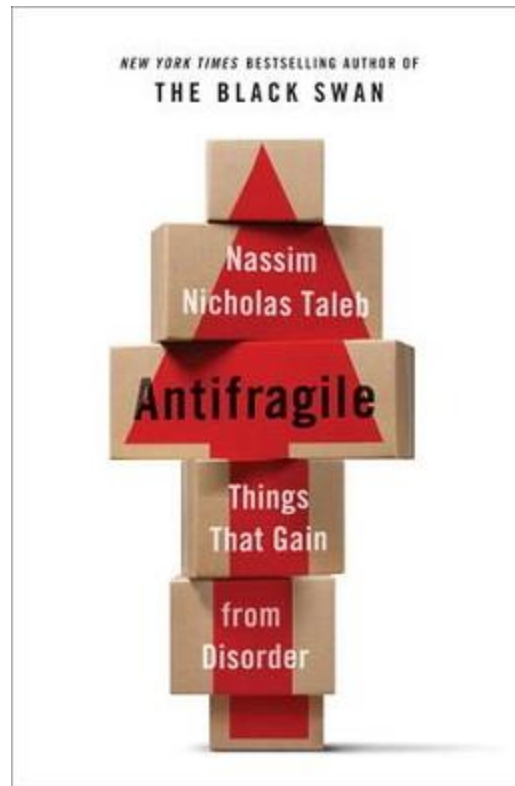
Viability Path Forward

Repeatable/Sustainable and Cost Beneficial

Improved Organizational **Awareness** and **Desire**



# Anti-Fragility



## **ANTIFRAGILE**

A system or entity that benefits and grows from shocks, stressors, volatility, and uncertainty



## Barbell Strategy

A dual strategy, a combination of two extremes, one safe and one speculative, deemed more robust than a "monomodal" strategy

- Potential gains far outweigh the potential losses
- Risk-taking and embracing uncertainties are encouraged.

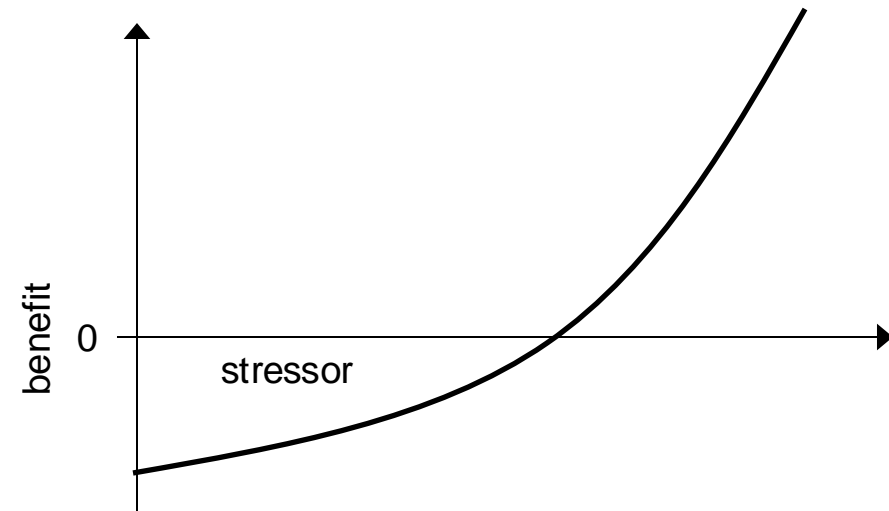




# Asymmetric Payoffs

“...antifragility is defined as a convex response to a stressor or source of harm (for some range of variation), leading to a positive sensitivity to increase in volatility (stress)

- Potential gains far outweigh the potential losses
- Risk-taking and embracing uncertainties are encouraged



**Business Architecture is the stressor to the Org**



# Convexity of Business Architecture

Maximal gain is unlocked by the realization of a mature, robust and integrated Business Architecture discipline

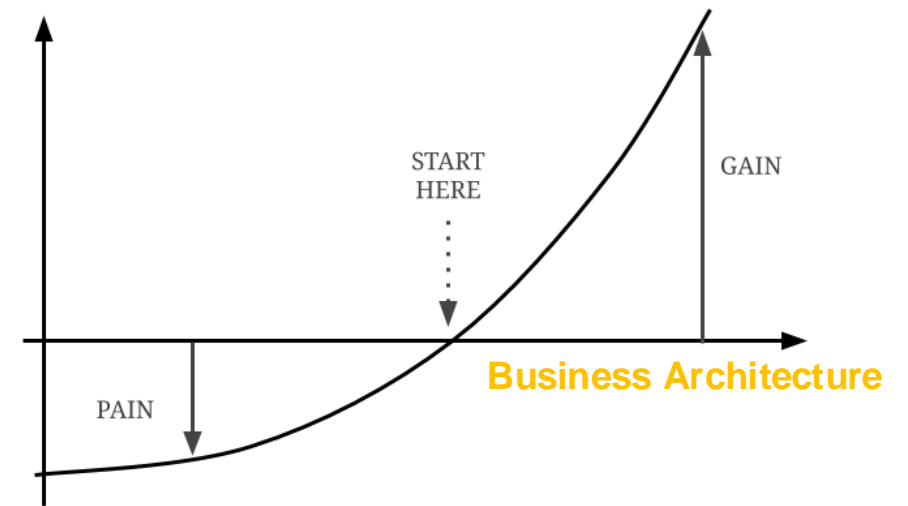
Barbell Strategy:

**Time Horizon  $n$ :**

Apply 'just enough' Business Architecture to eliminate pain

**Time Horizon  $n+1$ :**

Earn the right to expand Business Architecture to maximize value

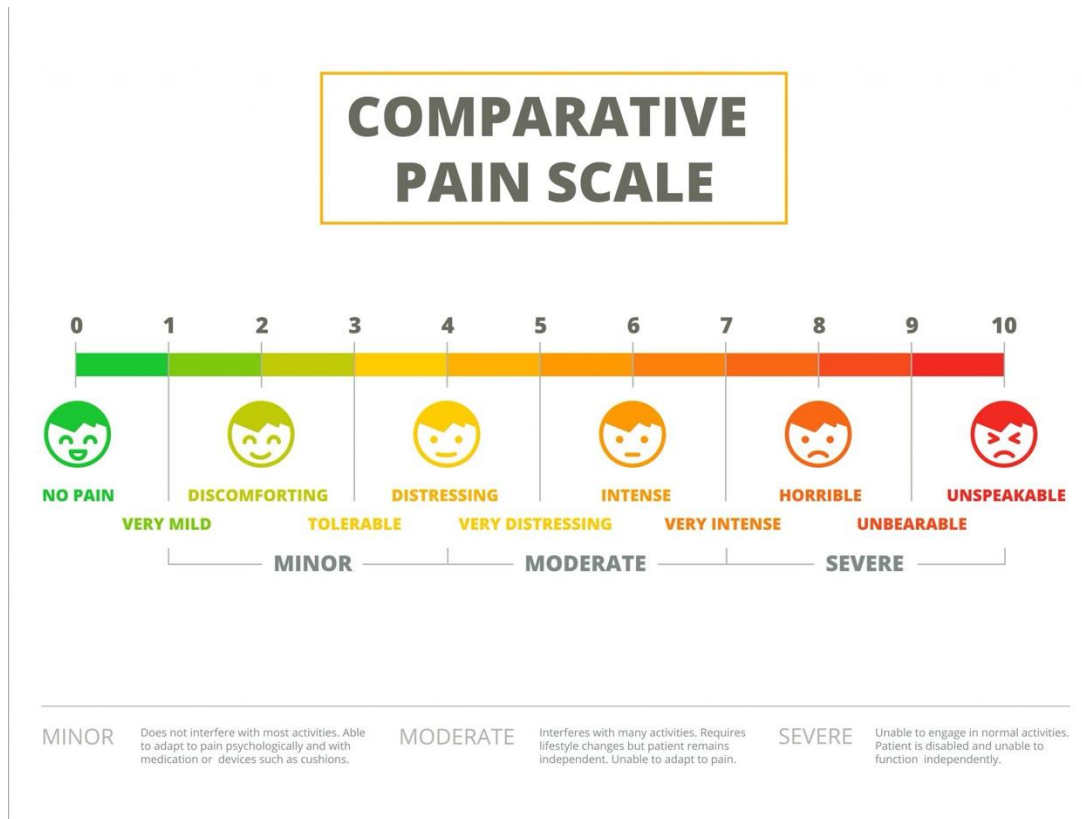


# Implications

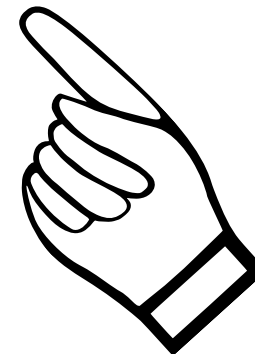
- Accept monomodal strategy – “Stay the course” – in the short run
- Apply ‘just enough’ Business Architecture to mitigate pain
- Create a Win
- Actively drive the organizational change narrative



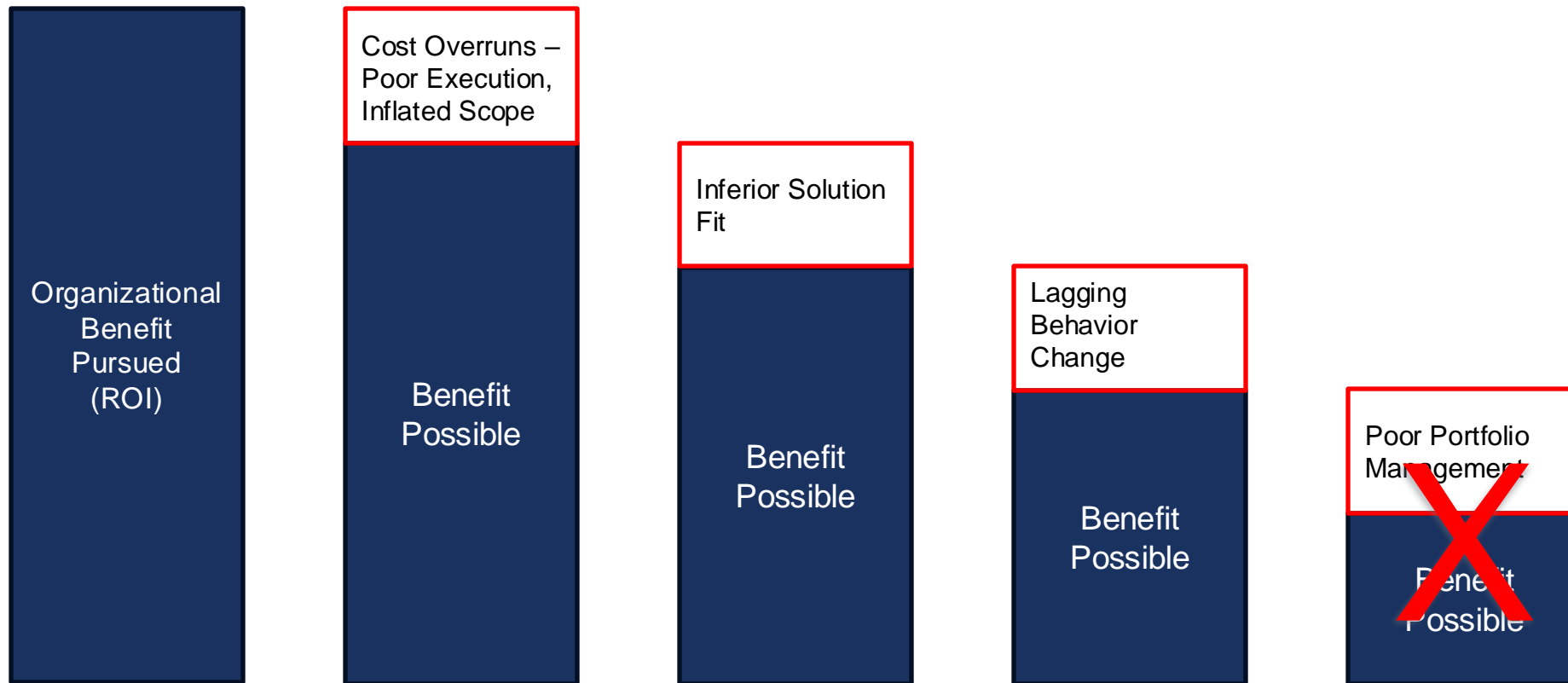
# A Treatise on Pain



“How’s your transformation going?”



# Value Erosion = Pain



# Antifragile Objectives

## NOW:

Augment Key Project with 'just enough' Business Architecture to:

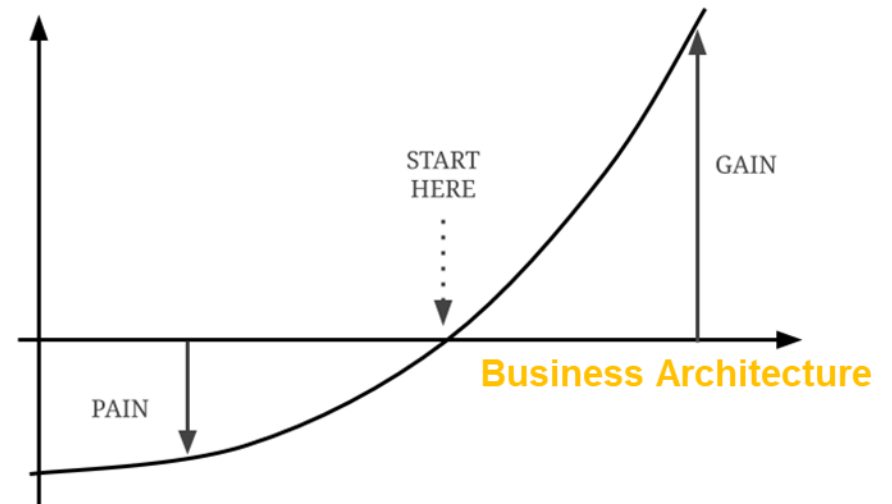
- improve delivery
- improve solution fidelity
- underpin organizational change management efforts

## NEAR:

Plan and Manage **ADKAR** of

## NEXT:

Continue to embed Business Architecture,



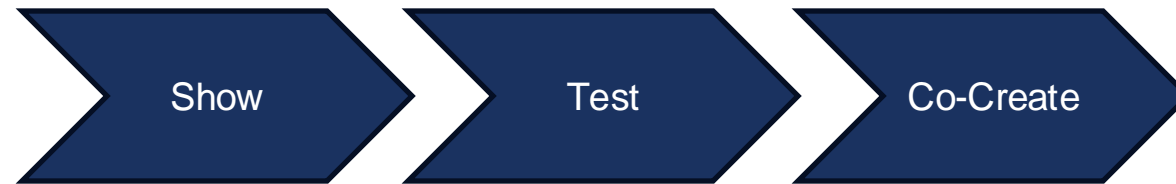
# Strategies for Realizing Horizon Objectives: Now



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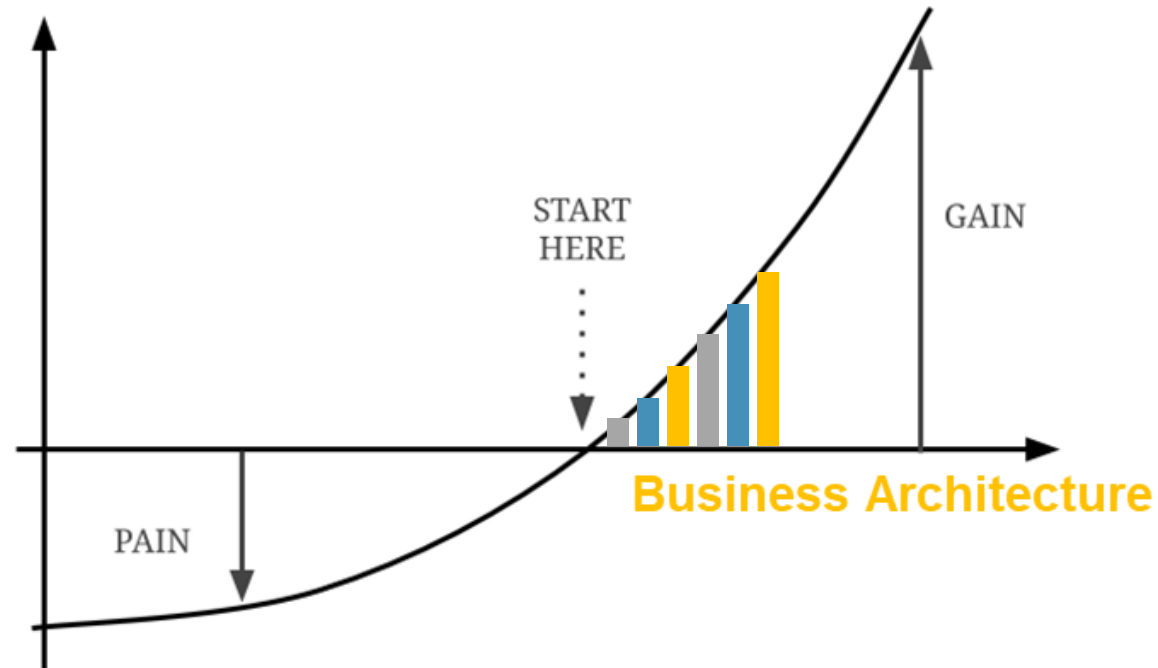


# Strategies for Realizing Horizon Objectives: Near





# Strategies for Realizing Horizon Objectives: Next



Theme:  
How do we use  
Business Architecture  
to equip our leaders to  
have deeper and more  
meaningful  
conversations about  
our transformation?



## Increasing the Asymmetry

Your organization has likely already introduced tactics to combat value erosion. Common approaches include:

- AGILE
- Product Management/Teams
- PMO
- Org Change Mgmt

Biz Arch AMPLIFIES the impact of these efforts



Good Luck!

THANK YOU!

