

& Organization Change Management

a **Case Study:** Change Management as a Part of
Enterprise Architecture

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Create a Pragmatic Enterprise Architecture Practice?



Agenda:

- About QRS and Case Study Clients Profile (1 /13)
- Opportunity Statement (4/13)
- Solution (4/13)
- Results (2/13)
- Summary (1 /13)
- Lessons and Takeaway (1 /13)
- Questions

Enterprise Architecture Life Cycle

Spread The Word

About my Interest:

Integrate disparate professions within IT Organization to create an IT Value Chain:

Disparate Processes

- Enterprise Architecture
- IT Planning (Strategic Planning)
- Investment Portfolio Management
- IT Assets Portfolio Management
- Program and Project Management
- Solution Development Life Cycle
- IT Service Management
- Customer Relationship
- Vendor Management

Research Education Training Mentoring

Case Study Client's Profile

Different industries, almost same challenges, except the urgency was the only difference

- Health Care – Canadian System, US System
- Banking
- Insurance Companies
- Manufacturing – Automotive, Semi Conductor, Consumer Goods
- Government and Government Regulated
- Pharmaceuticals

Different Engagements – same problem

Opportunity Statement



“ Senior Management approved TOGAF to be the methodology for Enterprise Architecture, *Now What?* ”

Nothing other than Typical IT Project Challenge !

- No scope, not even a vague notion of what this initiative is expected to deliver, a Think Tank told management they need Enterprise Architecture
- It is needed soooooo badly, delivery date was Yesterday
- Just Get it done, buy if you can .. Buy two just in case one broke
- There is no budget, find the money to do it
- No Idea of its impact on the Organization

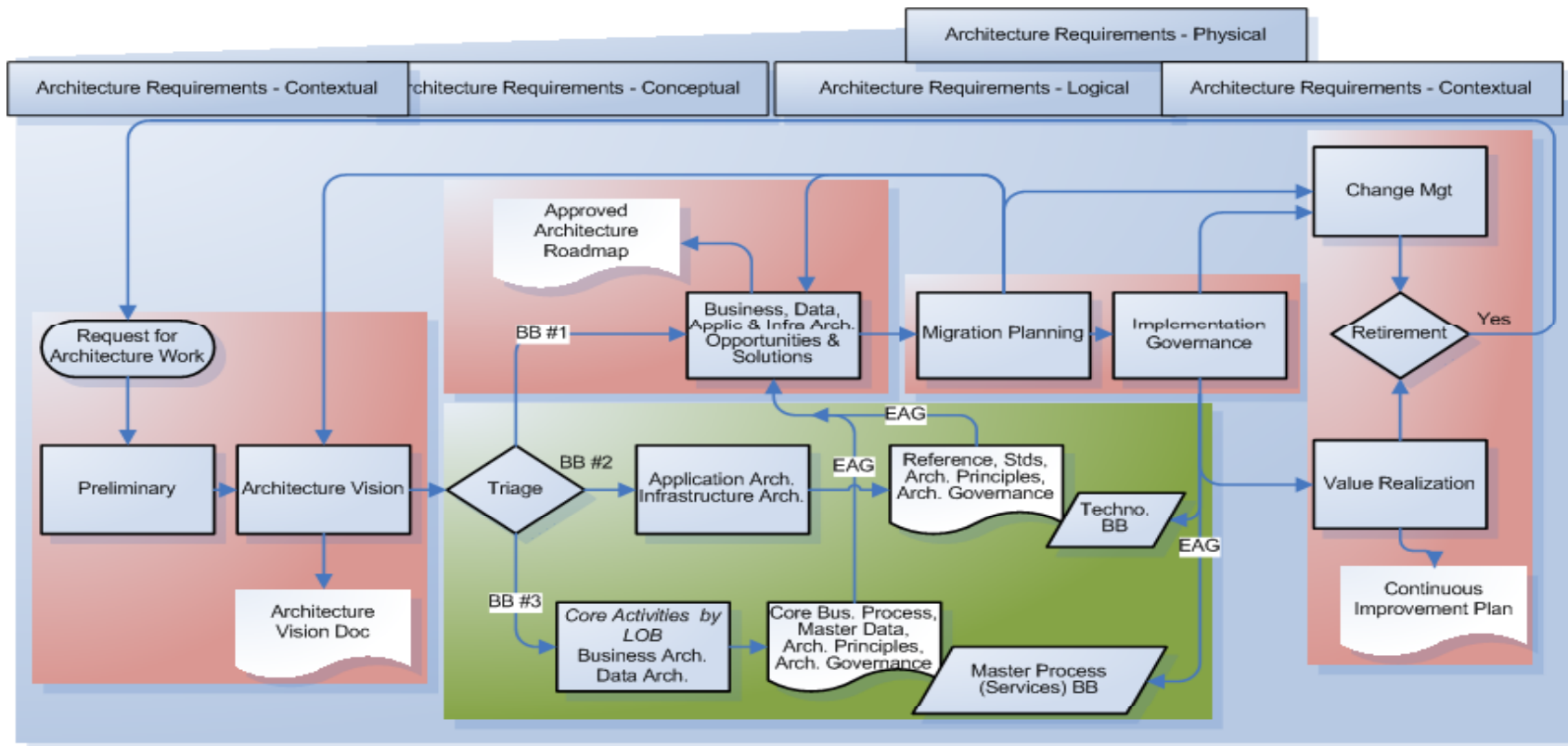
We as a vendor driven industry don't help the cause either ... Just buy this Software License .. you have Enterprise Architecture!, or send your people to TOGAF class .. you got Architects

Opportunity Statement



“ What Exactly is TOGAF”

not another Framework ... We need another framework like fish needs a bicycle



Cycle Time for a Business Case Development: #1 – 4 to 8 Weeks, #2 – 2 to 3 Days

Opportunity Statement



“ What is the Current Situation ”

- PMO? – Project Management, Program Management, Portfolio Management – we don’t know our mandate therefore we are all of the above.
Then the confusion, what the PMO does and what the PMO people want to do are two different matters entirely?
- Solution Development Life Cycle
Give me Requirements, I will build you the solution. This group never had a project that failed.
- IT Service Management
ITIL certifications have re-wallpapered the office. The practice got Help Desk going, \$1M tied up in CMDB that is on development server still
- Enterprise Architecture – Bad Word
Big thinkers, or Rubber Stampers, or Tech Pickers – all is hidden as Governance

Opportunity Statement

Decision

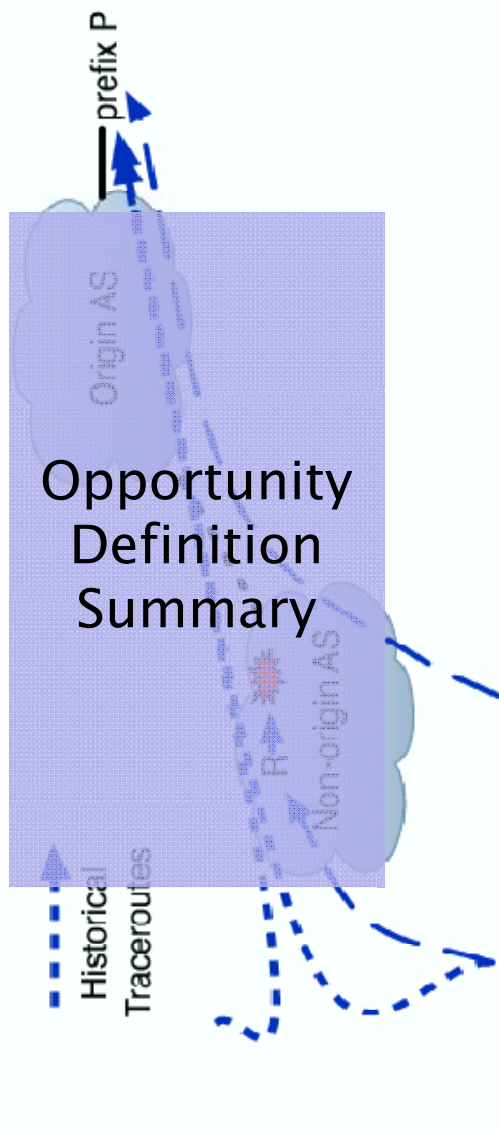
Now What?

Current Situation

Opportunity
Definition

“Opportunity Statement – The Problem for which the EA is a solution ”

- IT Projects Success Criteria – On time, On Budget, On Quality. There is no metric.
Example Metric – SAP implementation will reduce raw material procurement by 30%, who own this metric, Server Virtualization reduce DC hydro power by \$400K/year
- Applications and Infrastructure was spaghetti and it is still spaghetti. Total cost of technology keeps going up. Technology Risk is higher now than it was three years ago.
Example – is there reference architecture, supporting standards and Governance with teeth in place.
- Data Center has no more power, no Rack space, non core systems consume 70% of data Center Resources
Need New Data Center
- Remember the IT Outsourced Deal – the deal is in its last year, vendor will be looking for more money and you want to reduce the cost
Need 20% cost reductions, and vendor is looking for 20% increase, as VP of infrastructure have no plan to close the gap.
- *more ...*



- Reduce Cost of Technology Ownership
- Improve Time to Create information Technology based Capability
- Reduce Risk of Procuring new Technology Capabilities
- Help our Business Partners define what is possible and enable it
- Help create a culture of **ACCOUNTABILITY & RESPONSIBILITY** while making collaborative culture a reality
- Evolve the role of IT Organization from an “Order taker ” to “ a Partner”

a Solution Approach



“ Plan to Implement EALC Practice”

Define End to End Business – Deliver Value One Business Strategy/Project at a Time
– Focus on delivering value – –

Enterprise Continuum: III–RM and TRM Based Reference Architecture

Enterprise Continuum: Core Business Processes (Services) and Master Data

Enterprise Architecture Governance with teeth

Skills Development – Education, Training and Mentoring
– Focus on delivering value – –

Use the process to deliver Value while the process is be defined and matured
– Focus on delivering value – –

one of the
Principle for EALC

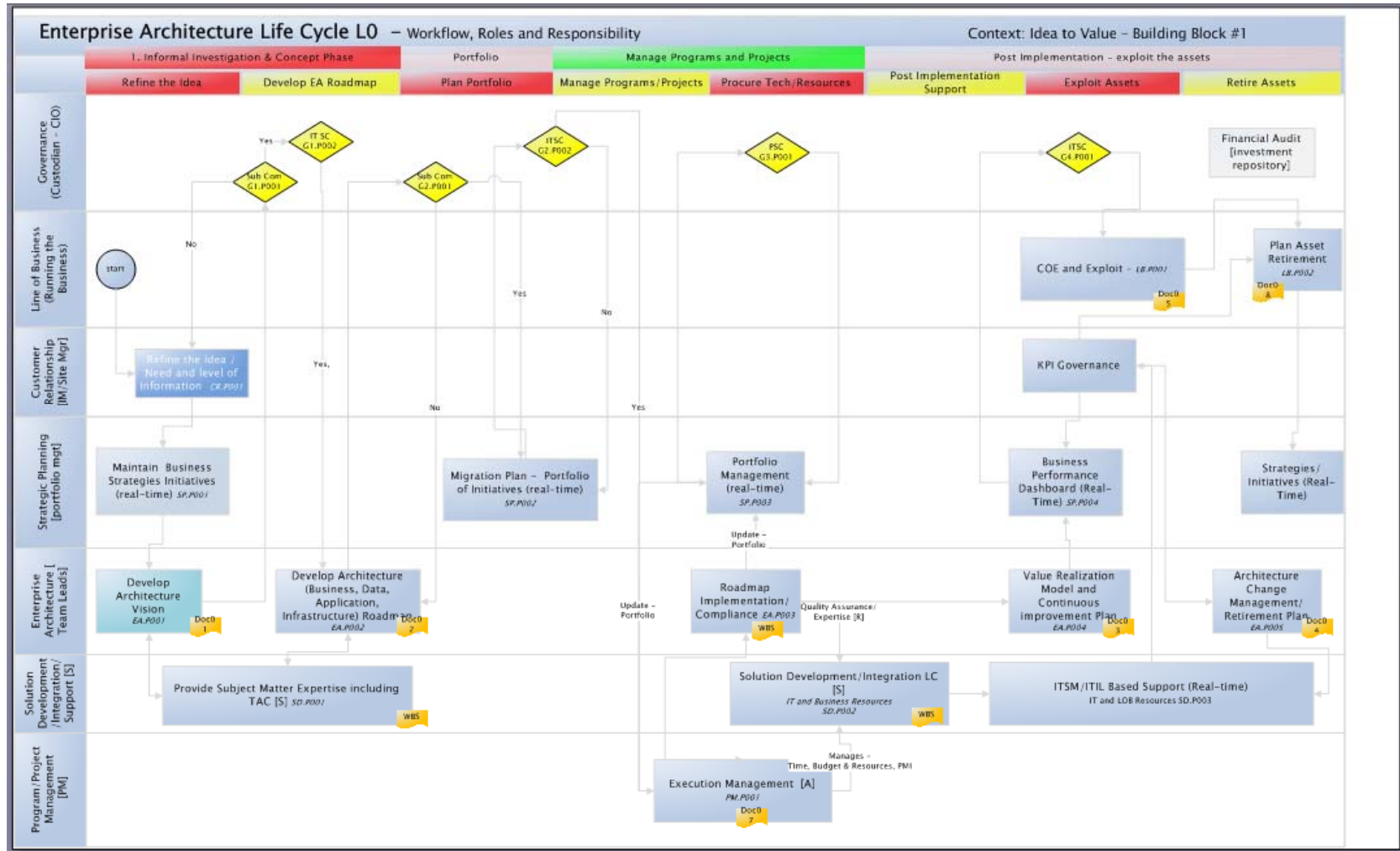
*Tangible
Value in
Three
Months or
Less*

*(not 24
months)*

a Solution Approach



“ end to end business process and skills to execute ”



a Solution Approach



EALC Program Scorecard						
Date Updated:	Chief Architect	Arch Name	Stewardship:	CIO's Name		
EALC Process Metrics				EALC Value Metrics		
<i>end to end Business Solutions</i>				<i>Target</i>	<i>Achieved</i>	Business Transformation
1	Elapsed time to define Business Opportunity (Architecture Vision)				# of Ideas Received	27
2	Elapsed time to develop an approved Business Case (Roadmap)				# of approved Vision Doc	6
3	# of Technology Building Blocks put into the Repository				# of approved Roadmap Doc	2
4	# of Business Building Blocks put into Repository				# of Projects Started	0
5	# of Technology Building Blocks Reused				# of Projects Completed	0
6	# of Business Building Blocks Reused				# of prj achieved planned Outcome	0
7						
<i>Enterprise Architecture – Technology Simplification</i>				<i>Target</i>	<i>Achieved</i>	Total Cost of Common Services
1	# of Simple Technical Building Blocks Defined			7	Total Cost of Technology (Base)	
2	# of Composite Technical Building Blocks Defined				Cost of Additions	
3	# of Standards Exceptions Issued				Cost of Deletions	
4					Cost Avoidance through Reuse	
5					Refresh Rate	
6						
7						
8						
<i>Enterprise Architecture – Business Agility</i>				<i>Target</i>	<i>Achieved</i>	Business Agility
1	# of Core Business Process Automation Capabilities Defined				# of Patients* Service Impacted	
2	# of Support Business Process Automation Defined				# of Staff * Process Impacted	
3						
4						
Action Plan						
1	Define and Implement EA Program					

- Three Metrics
- Process Metrics
- Value Metrics

a Solution Approach



“Solution’s Impact on People”

Project/Program/Portfolio Management Office

- *the architect is now going to do my job*
- *I am RESPONSIBLE and ACCOUNTABLE , who are you?*
- *I meet with customer ask them for their requirements and get the techies to do their thing, we deliver on time and on budget, we are done?*

Customer Relationship

- *Who owns the relationship with the client now – you the architect?*

Solution Development Life Cycle

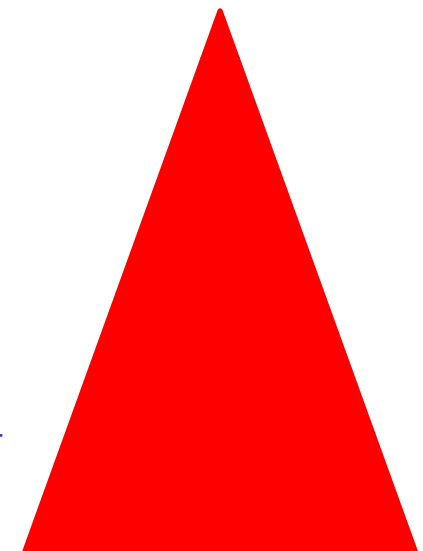
- *If they can give us Requirements, we don’t have a problem*

Enterprise Architects

- *Are you asking me to – help define the business opportunity, define set of solution, help execute and deliver value – I am done when the business opportunity is addressed? Yes,*
- *I don’t do that ..I provide Governance*

IT Service Management

- *Does that mean now I have a say at the ARB level and then validate the solution through IT Change Management – great !*



Organization Change
Management

a Solution Approach



Principles of Organization Change Management

Top 10 Principles of Organization Change Management

- Address the “human side” systematically.
- Start at the top
- Involve every layer
- Make the formal case
- Create ownership
- Communicate the message
- Assess the cultural landscape
- Address culture explicitly
- Prepare for the unexpected
- Speak to the individual

Simpler Version

“why should anybody follow you”

- Rationale for Change
- Engaged in Delivering Change

a Solution Approach



“ Organization Change Management – Architecture Requirements ”

Stakeholder	Fear or Concern	Impact if not Handled	Strategy of Engagement	Status
PMO	We have PM who were hired as RESPONSIBLE and ACCOUNTABLE?	There active engagement is required to manage the OCM	Establish RACI based roles and responsibilities and achieve consensus	yes

$$\text{Quality of Architecture} = \frac{\# \text{ of Concerns Handled}}{\text{Total \# of Concerns Identified}} = \frac{14}{17} = 82\%$$

on January 2009, my architecture was no longer complete

a Solution Approach



“ Effectiveness of Change Management Process ”

Change Management Effectiveness

Evaluation									
Date:	01/10/2008	Project Description							
Project Leader:	Jason Uppal	Improve Business Value of Information Technology							
Evaluation Date		Oct.08	Jan 09						
Duration [D] Score		1	1						
Criteria if time between reviews is less than 2 months assign 1 point, between 2 and 4 assign 2 points, between 4 and 8 assign 3 points, more than 8 months assign 4 points		Regular Meeting (each Qtr) with Stakeholder Com. Review Achievements and Net Steps							
Integrity [I] Score		2	2						
Criteria if the project team is led by a highly capable leader who is respected by the peers, members have the skills and motivation to complete the project scope in stipulated timeframe and team member is committed more than 50% of his/her time assign 1point, team is lacking all of the above assign 4 points, if something in between assign 2 or 3 points.		Dedicated Architect/Project Manager Supported by Experienced Architect and team of Architects in Training							
SM Commitment [C1]		1	1						
Criteria if senior management through actions and words have clearly communicated the need for change assign 1 point, if SM is neutral then award 2 or 3 points, if reluctant to support the change assign 4 points		Confirm support from CIO and CFO, both Financial and Organization Change							
Local Commitment [C2]		2	3						
Criteria if employees are eager to take on the change initiatives then assign 1 point, just willing assign 2, reluctant or strongly reluctant assign 3 or 4 respectively		Project Management office's engagement							
Effort [E]		2	3						
Criteria if the project requires less than 10% extra work from the employees then assign 1 point, between 10% to 20% then assign 2 points, between 20% and 40% assign 3 points, more than 40% assign 4 points.		Balance the work effort between PM and Domain Architects and Solution Architects. Domain Managements provide Enterprise Architecture Governance.							
Score		11	13	0	0	0	0	0	0
Score Evaluation		Based on scores for each driver between 1 and 4, the overall score range will be between 7 and 28, The score between 7 and 14 project is likely to succeed, 14 and 17 risks to the project are rising, over 17 and under 19 risks are very high, more than 19 call in the ARMY							

Dice Theory
Based
Organization
Change
Management
Metric

Results

Experience to Date

Score Card

Lessons

Key Messages

“ Enterprise Architecture Life Cycle – Scorecard ”

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3					
4					
Action Plan					
1	Define and Implement EA Program				

- # of Project Ideas: 21
- # of Opportunity Statement (Vision): 6 (4 days)
- # of Approved Architecture Definition Documents : 4 (15 days)
- # of Approved Project : 4
- Cost Avoidance: \$2.7M,

- # of Simple Technology Building Blocks Defined : 14
- # of Composite Technology Building Blocks Defined : 6
- # building blocks published in the Repository: 4
- # of times the BB reused: 12

Operating Cost Reduction: \$345K

Results

Experience to Date

Score Card

Lessons

Key Messages

Great Experience

- Infrastructure Architects
- IT Service Management
- Being engaged early in the project is breath of fresh air.

In the past we get 40 servers on the dock and then get an email say can you provision them we needed them yesterday.

Good Experience

Project Managers didn't like it first, but they like the idea now that Architect is Responsible for Quality of the Solution

PM can now concentrate on Managing

Don't Like it

The traditional Enterprise Architects – the ones who focused on Governance, Tech Pickers

The new Breed of Architects – one s who like the Idea of RESPONSIBILITY

Results

Experience to Date

Score Card

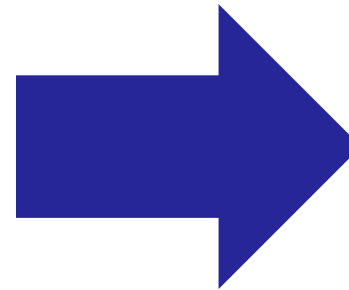
Lessons

Key Messages

“ It wasn’t a new Problem ”

Executive Decision to implement Project without:

- The scope or Business Outcome
- Timeline (we wanted it yesterday)
- No Measure of Quality
- Not knowing if the Organization have the capability to Execute



Standard TOGAF
Based
Architecture
Development
Methodology
provided
framework for the
solution

Results

Experience to Date

Score Card

Lessons

Key Messages

Architect need to *Help* define
The Mission

40%
effort

Organization Change
Management

This is also our Job





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Thank You

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