

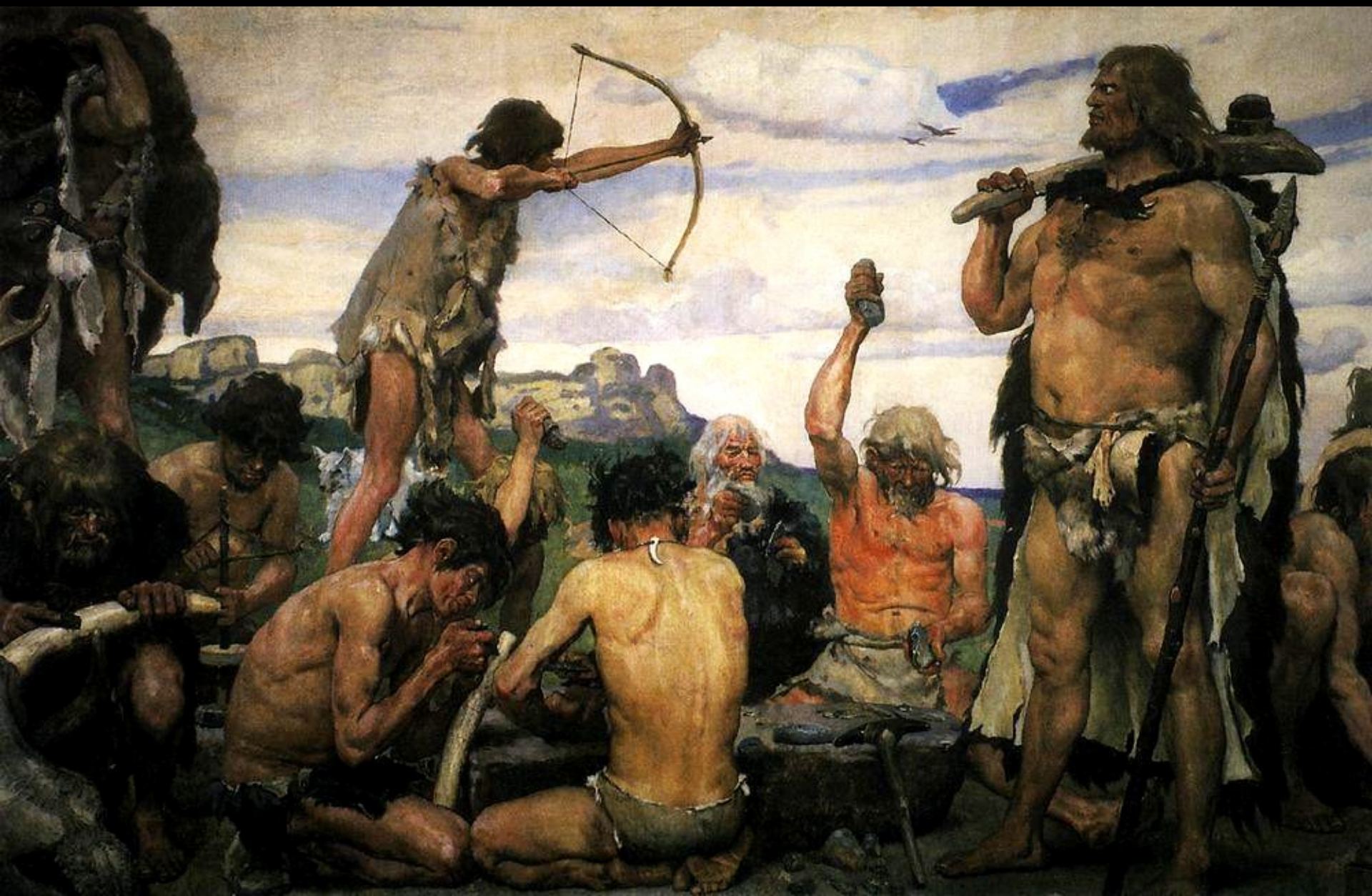
Some things you already knew
about transformation. And some
that might make it work



Ingvar Elmér, Biner

The role of EA in transformation

- People like change
- They just don't like Unnecessary Work and Unnecessary Risk
- Communication is an overrated fix
- Efficient project management doesn't do it either
- Good planning may help



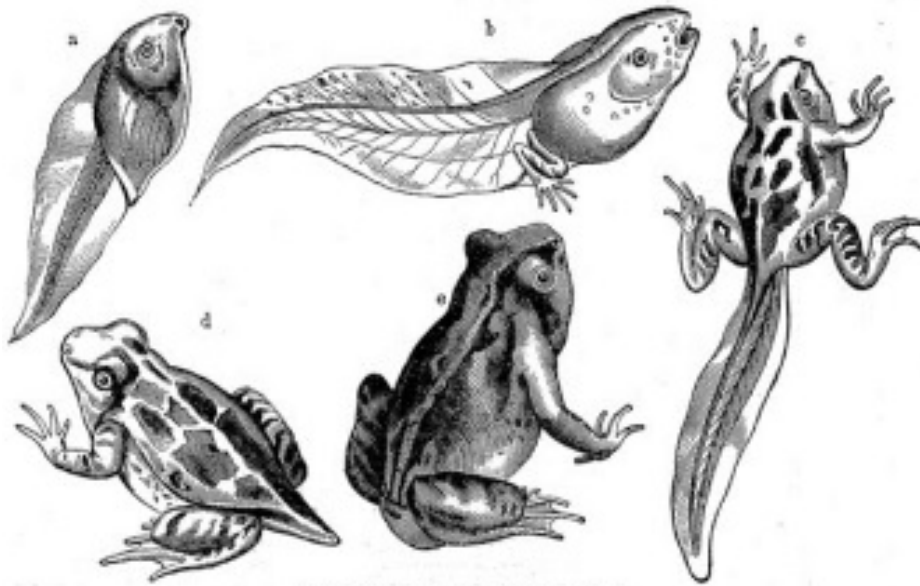








Change in other species



Entwicklung des Frosches.

a Larve ohne Extremitäten, mit hohem Flossensaum; b ältere Larve mit hinteren Gliedmaßen; c geschwängte Larve mit beiden Gliedmaßenpaaren; d junger Frosch mit, e ohne Schwanzkummet.





We still share a few things with other species

Basic Program:

- Conserve Energy => Don't work unless you have to
- Avoid Risks => Watch out for uncertainty
- Procreate => Find mate, make and feed children



So, it's not that we don't like change

Here's what we don't like:



Unnecessary Work (UW)



Unnecessary Risk (UR)

Lesson # 1

Successful change requires
that people do not associate
the initiative with
Unnecessary Work or
Unnecessary Risk

Two things are required

Communicate: Minimize **perceptions** of **UW** and **UR**

Design: Make sure that change is **free** from **UW** and **UR**

That's what we have EA for

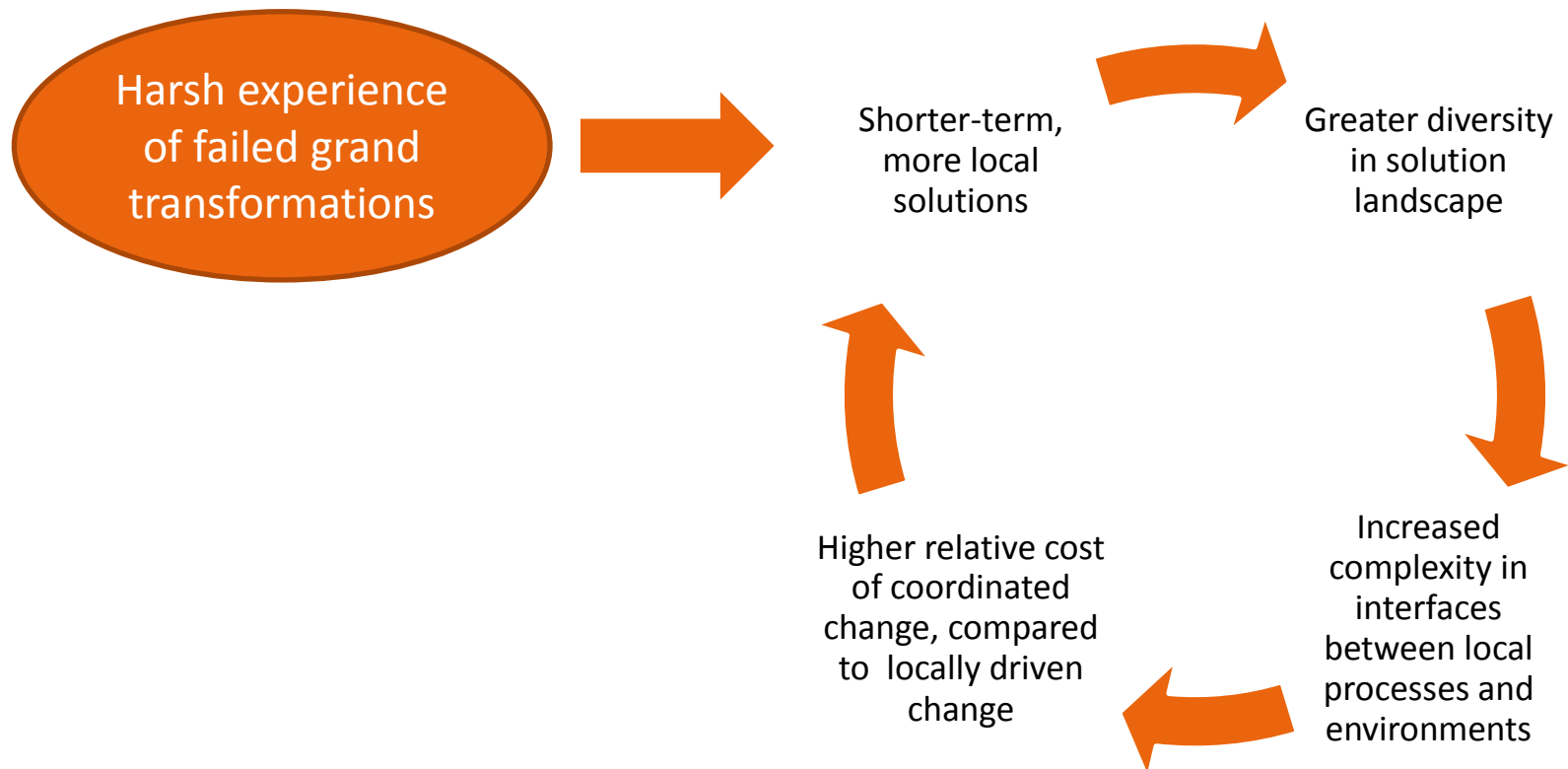
- because you can only fool them for so long

Rough Guide to the History of Change Management Trends



When?	- > 1980	1980's	1990-1995	1993-2008	2005->
Driver:	Don't change unless you must	Reduce manual work, Control quality	Change things radically	Let technology take care of our problems	Try changing as best you can
Typical management concern:	What does change have to do with prosperity?	Can we use the mainframe for that? We need a new shelf for the binders.	Should we go for Lean or BPR?	Will this German software really replace my middle management?	How long do I have before they find out I have no idea where we're going?
Interest in change design	None/irrelevant	Medium	High	Low	??!?

Vicious Circle in the Aftermath of Failed Bold Moves



Change Management - Conventional Wisdom

- Sense of Urgency
- Powerful Coalition for Change
- Vision - Build and Communicate
- Change Champions and Role Models
- Support to employees to overcome fears
- Quick Wins and Celebrated Success
- Aligned Incentives
- Rigorous follow-up
- ...

What have we learnt so far?

Situation: Perceived **UW** and/or **UR** undermining change efforts

Result pre-remedy:

Failed transformation initiatives

Remedies applied:

- **Direction:** Vision, top management commitment
- **Communication:** Sense of urgency, information, involvement, champions
- **Incentives:** Aligned with and supporting change
- **Project management:** Activity and resource planning and follow-up

Result post-remedy:

Failed transformation initiatives

+ Ever-increasing number of new initiatives in back-log.



People still think that change will
bring **UR** and **UW**

What if they're
right?

Lesson # 2

If there is **nothing to ensure** that

- Change really is **desirable**
- Change is brought about **in a smart way**,

there will be:



Unnecessary Work (UW)



Unnecessary Risk (UR)

How ADM can help get rid of **UR** and **UW**

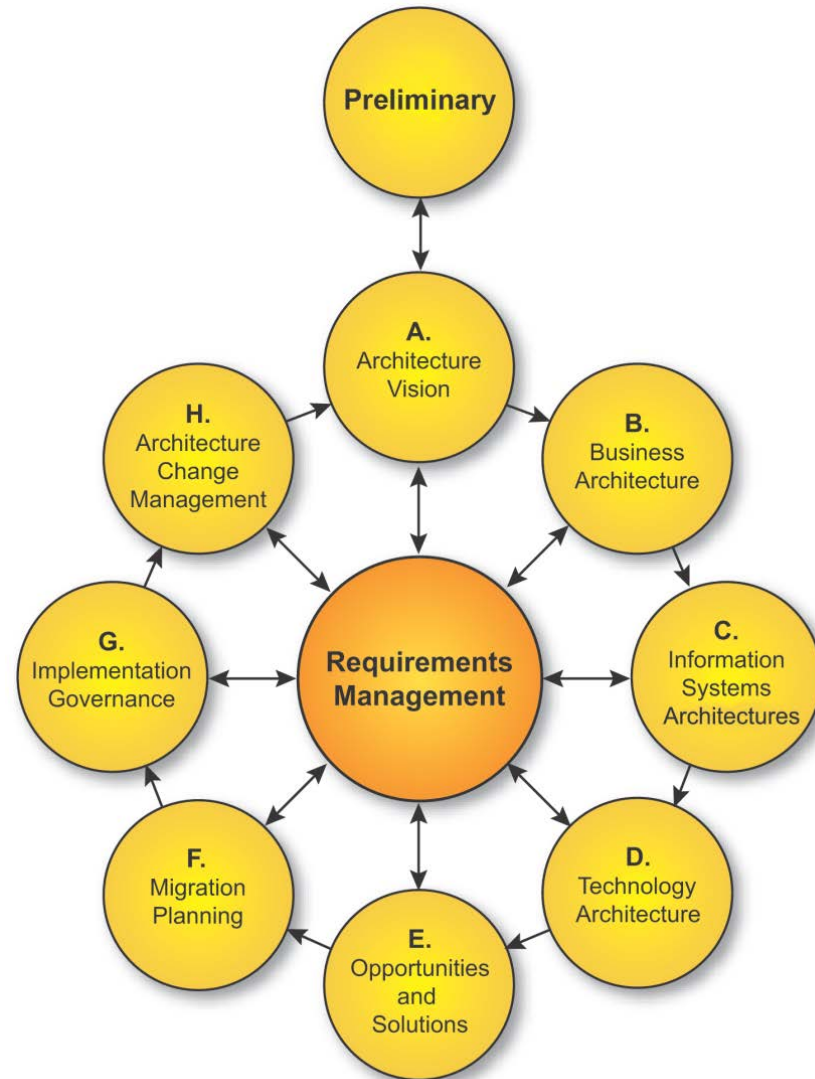
Clarifying the change program motivation (phase A)

Understanding the links and dependencies between different parts of the change effort (phases B through E)

Supporting clever trancheing of the program (phase E)

Deferring actual go-ahead until consequences can be grasped (phase F)

Making sure that each project knows the exact restrictions given by its cross-dependencies on other projects and the organization (phase G)



The Transformation Triad

- Change Planning (EA – enhanced program management)
- Change Communication (just like in the management books)
- Change Execution (Project management and EA – enhanced program governance)

Possible management action to improve transformation work



- Rethink the yearly portfolio budgeting exercise
- Use planned transition states to
 - Allow for learning
 - Build flexibility into change itself
- Use your program office to plan and govern change in a non-random way.
- Let your EA function use its knowledge and methods to guide change planning
- Respect complexity: Start thinking about change in terms of components and relations

Possible EA action to improve transformation work

- Use real language: "Change Planning" – not "Architecture Development"
- Do less frameworks, guidelines, and method development and more change plans
- Get a job in the program office
- Don't do any "Continuum", at least not in public
- Stop thinking that Directors don't care about change design. They do, and they think it's what they do for a living. They think **you** work with "architecture"

Will you **contribute**, or are you
happy “**doing architecture**”?

