

# Chess not Checkers: Architect your Transformation

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Inspired by the book: [Chess not Checkers: Elevate your Leadership Game](#) by Mark Miller

# Understanding the bookends

# Change Initiative

## *Point A*

A spectrum of achievements or barriers

Isolated automation / excellence  
Experimenting / using modern technologies  
Zone 3 (Incubation throughput)

Future Risks  
Margins  
Incomplete M&A  
Locally optimized  
Opportunity gaps

## *Point B*

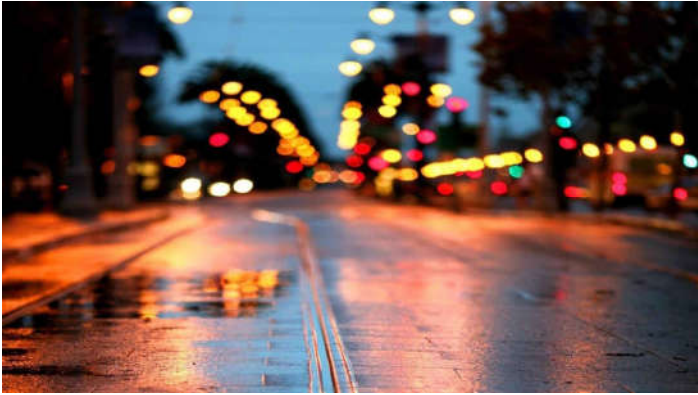
Achieve  
improved/better **human experiences**  
and  
(personal / business) operating **efficiencies**,  
and  
by **evolving** the **products and services**  
to which **customers will remain loyal**

# The Value Gap

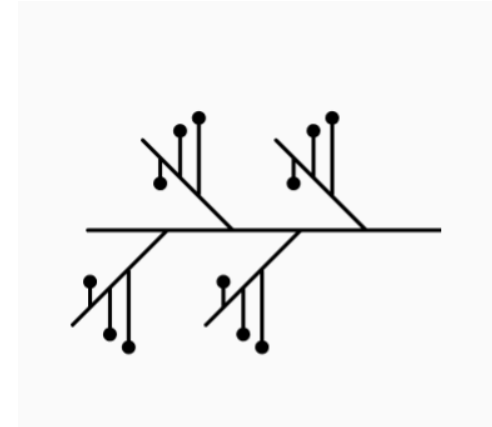


# This, Not That

# Root Cause Buckets



Enterprise Vision / “Why” is not clear



Shaky Foundations



FOMO Based Initiatives

Picture Credit: Noun Project Xela Ub and Pixabay

# Automation ≠ Amplification

*There are four different kinds of IT*

(Automation)

To improve efficiency of (value adding) internal operations

To improve efficiency of technology management & delivery

(Amplification)

As an insight provider for next generation of products, services and decision makers

Be an integral part of a product or service to maximize utility

*Technology Boundaries are being erased*

Operational Technology and Information Technology are merging

Specialized activities are happening outside the traditional legal or physical boundaries

# Digital ≠ Digitized

## *Digitized*

Focus is on efficiency and operational backbone

Commoditized activities over differentiators or judgmental / intuitive

Operational Excellence and cost management

## *Digital*

Innovation

Revenue Generation and Growth

Churn vs loyalty



# Agile ≠ Agility

A Project Management Approach

Move Quickly / Being light in movement

Think, Understand – being alert

Willingness to Fail & Improve

Adapt to change

Delivery of Incremental Value

Characteristic / Behavior of a Business

**Alertness**

the ability to quickly detect changes, opportunities, and threats

**Accessibility**

the ability to access relevant information

**Decisiveness**

the ability to make decisions resolutely using the available information

**Swiftiness**

the ability to implement decisions within the opportunity window

**Flexibility**

the ability to modify tactics and operations to implement its strategy

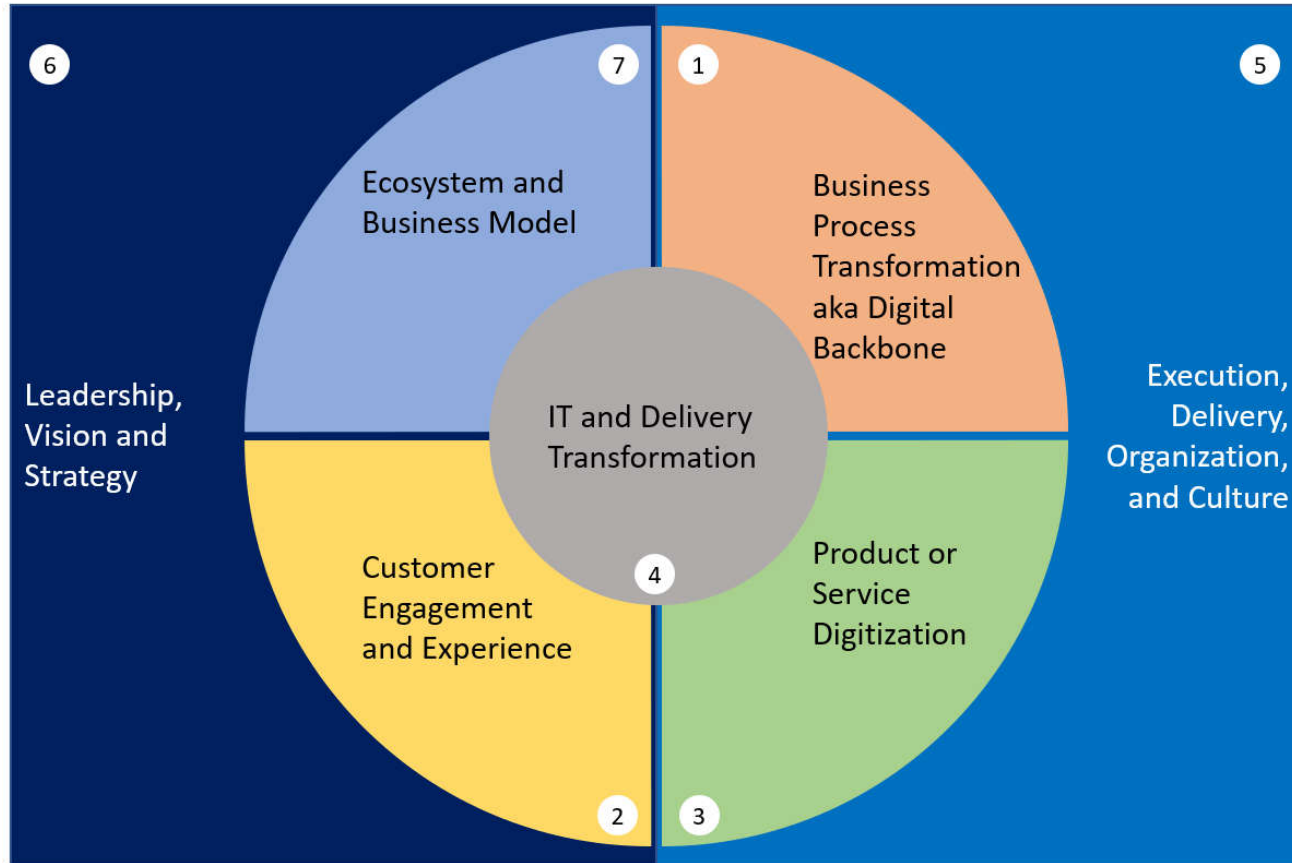
# Not Incurring A Value Gap



# What is needed?

1. *Completeness and Confidence Model* ✓
2. *Understanding and Analysis Model* ✓
3. *Architectural Thinking*
4. *Timely & Incremental Delivery* ✓
5. *Agility by Design*

# We Got The Right Model - 1



*Supported by:*

Risk  
Security  
Ethics

# Significance of the Sequence



*Digital Backbone (business process transformation)*

Do you have insights into your operations? Repetitive, Rigidity, Cycle Time, Value Add



*Customer Experience & Engagement*

How difficult it is for you to know what delights & what the essentials are?

# Significance of the Sequence



*Information Technology Transformation*

Are you using technology to amplify or automate? Are they limited by change frequency?

*Products & Service Digitization*

How difficult it is for you to understand the usage patterns of your solutions?



# Significance of the Sequence

*Organization Culture (Execution, Delivery, Risk-Reward)*

How is the know-how protected? And the directional correctness managed?



*Leadership (Strategy & Vision)*

Are you deliberately making “dark pattern choices” or “collective growth choices”?

# Significance of the Sequence



*Supported by: Risk, Security & Ethics*

Are you pushing or guiding the industry choices regarding its operations and customers?

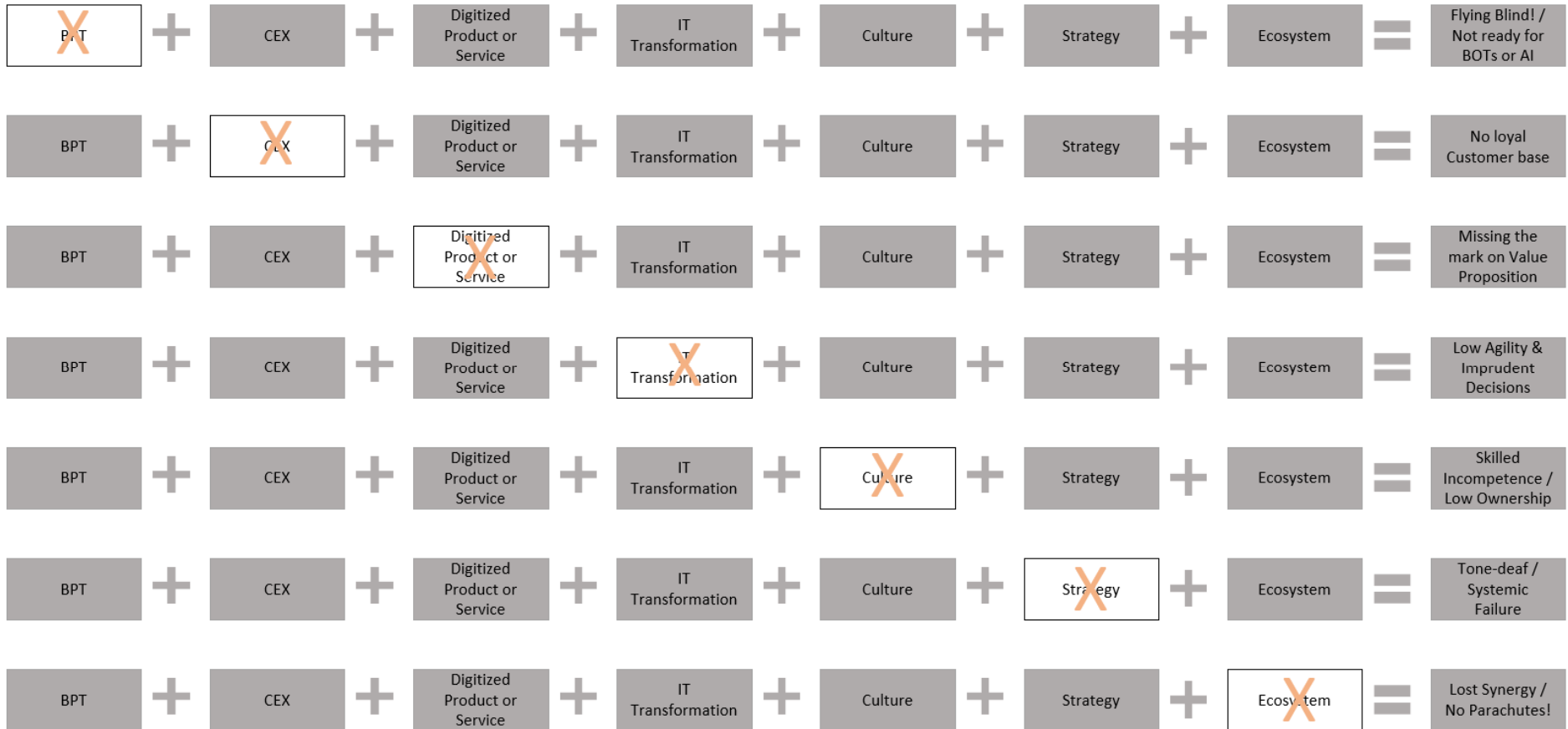
*Ecosystem*

Can you balance differentiation and standardization? Are you delivering a whole package to your customer?

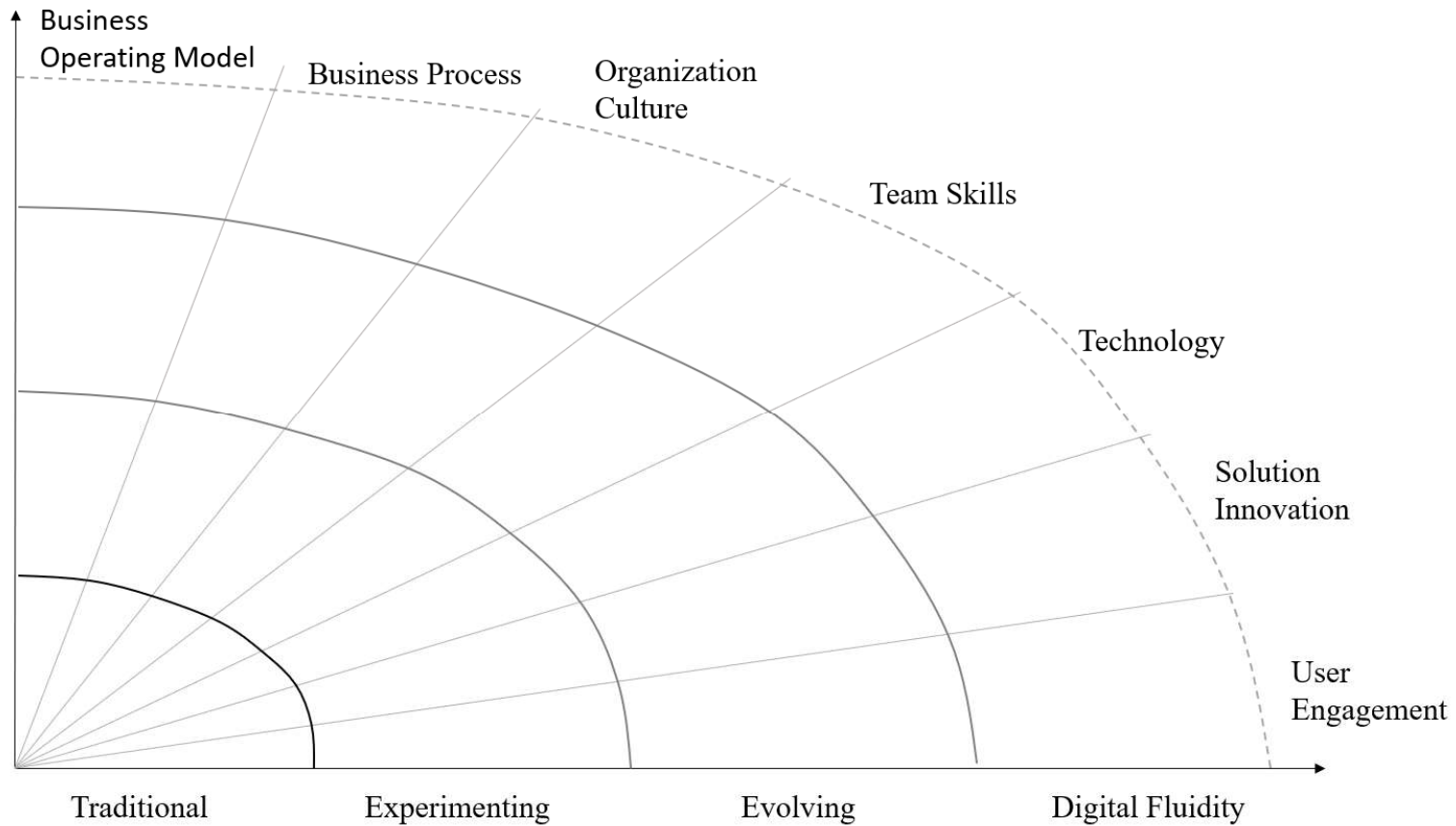




# Penalty of Not Pulling a Lever!

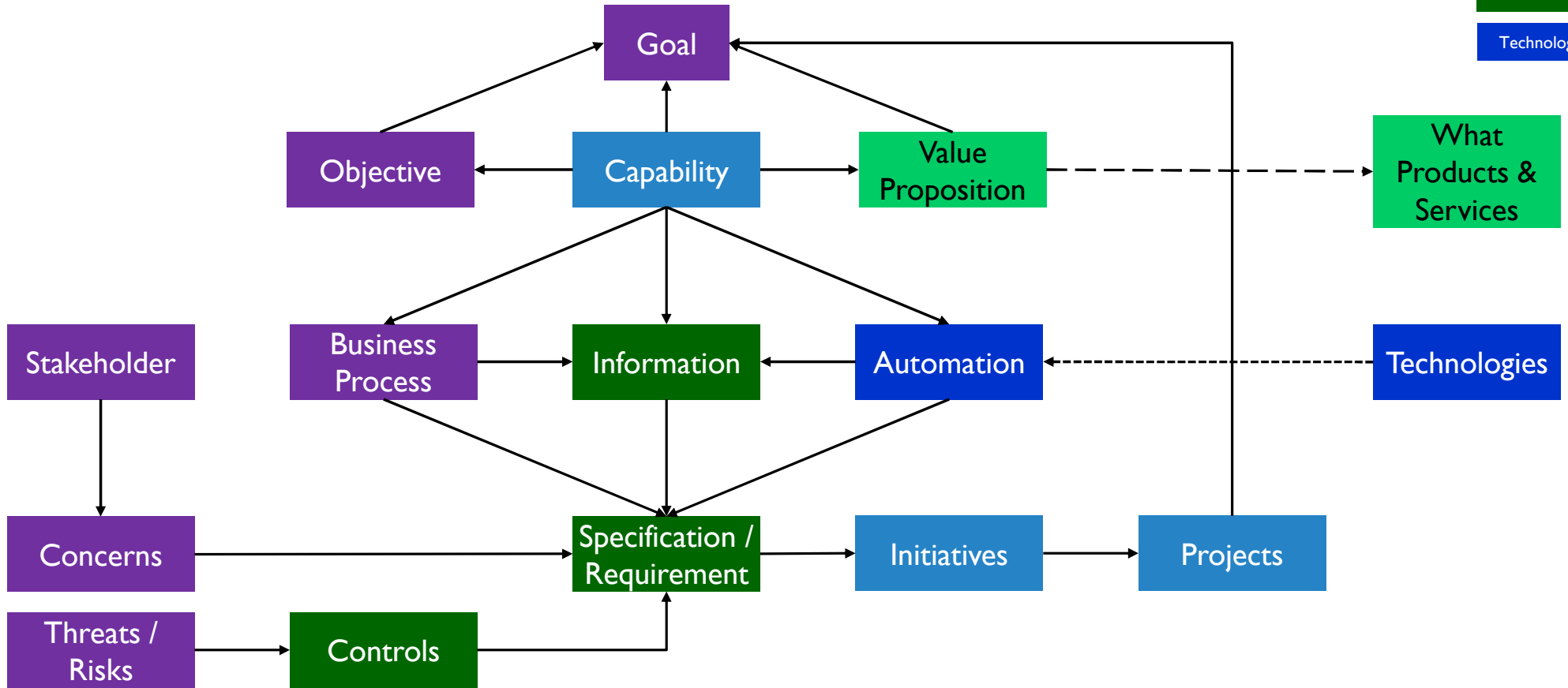


# We Got The Right Model - 2

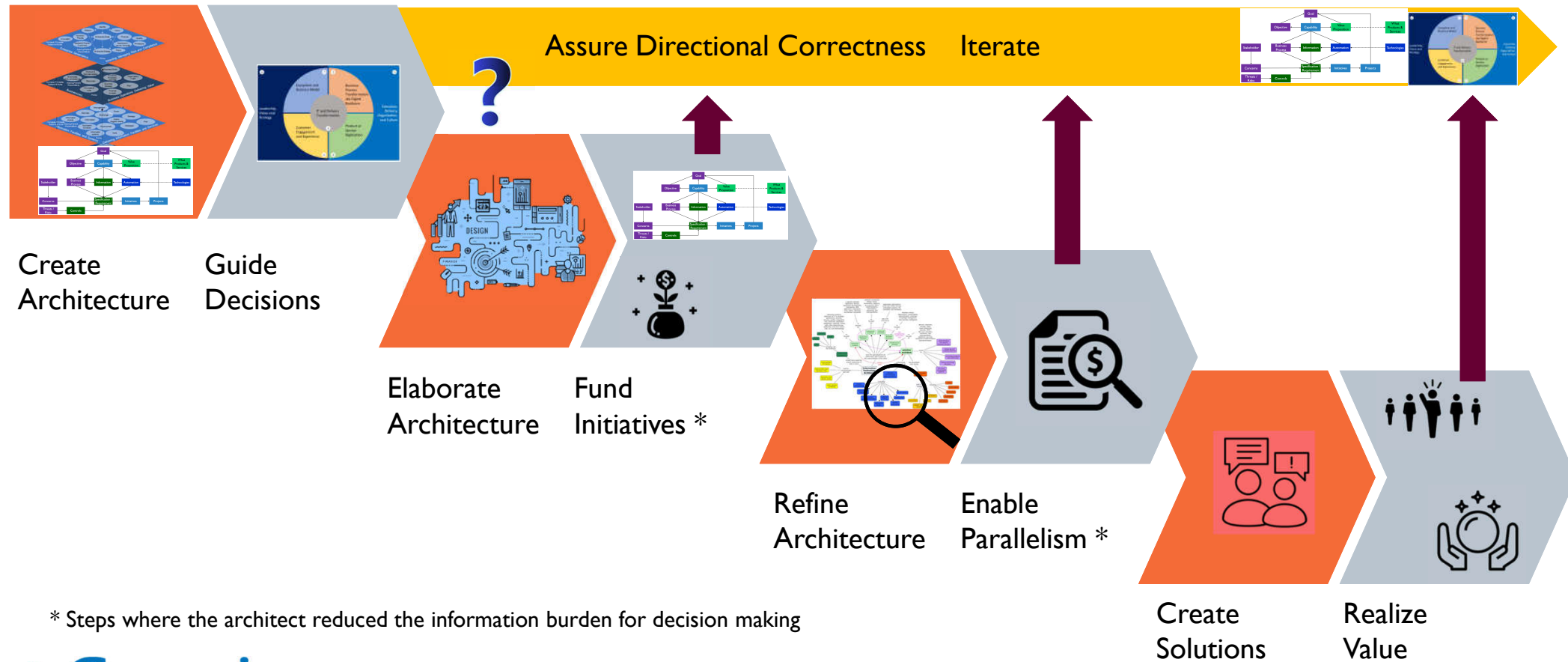


# What do we Build?

- Business
- Financial
- Information
- Technology



# The Lifecycle



\* Steps where the architect reduced the information burden for decision making

# Conclusion

# Key Takeaways!

1. *Inculcate and develop an Architectural Mindset*
2. *Work toward 4 different technology organizations*
3. *Empower the leadership and delivery management teams with full traceability*
4. *Balance the top-down thinking with the bottom-up innovations*

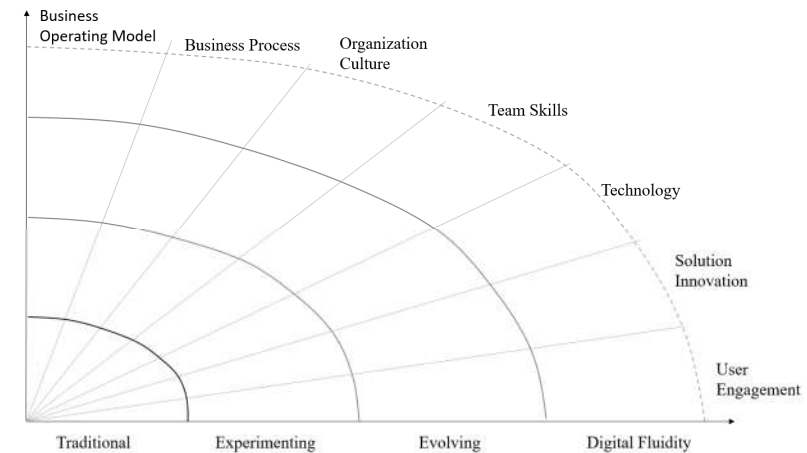
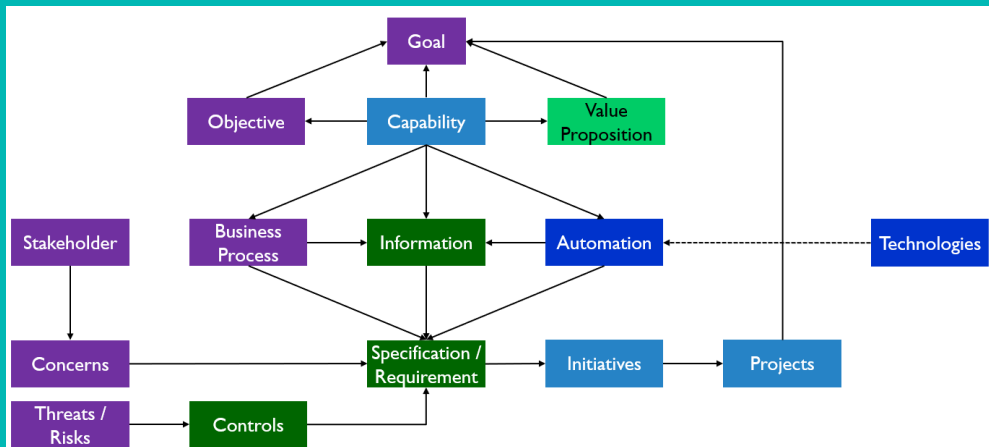
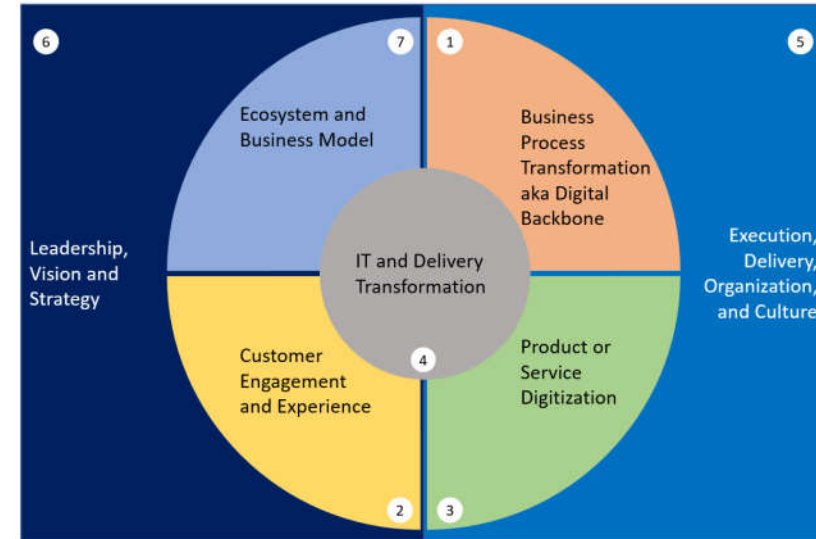
# Three Things to Remember

*Completeness check Model – the 7 Levers*

*Assessment & Governance Model – Navigate™*

*Iterative & Incremental Delivery before Decisions*

# Q & A







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# Thank you

*'Be Assured of the Path to Completion'*