



# Applying Lessons Learned from the Pandemic

*2020 Midwest Architecture Community Collaboration Event*

*by*

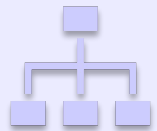
*George S. Paras*

*Managing Director, EAdirections, [gparas@EAdirections.com](mailto:gparas@EAdirections.com)*

*November 5, 2020*



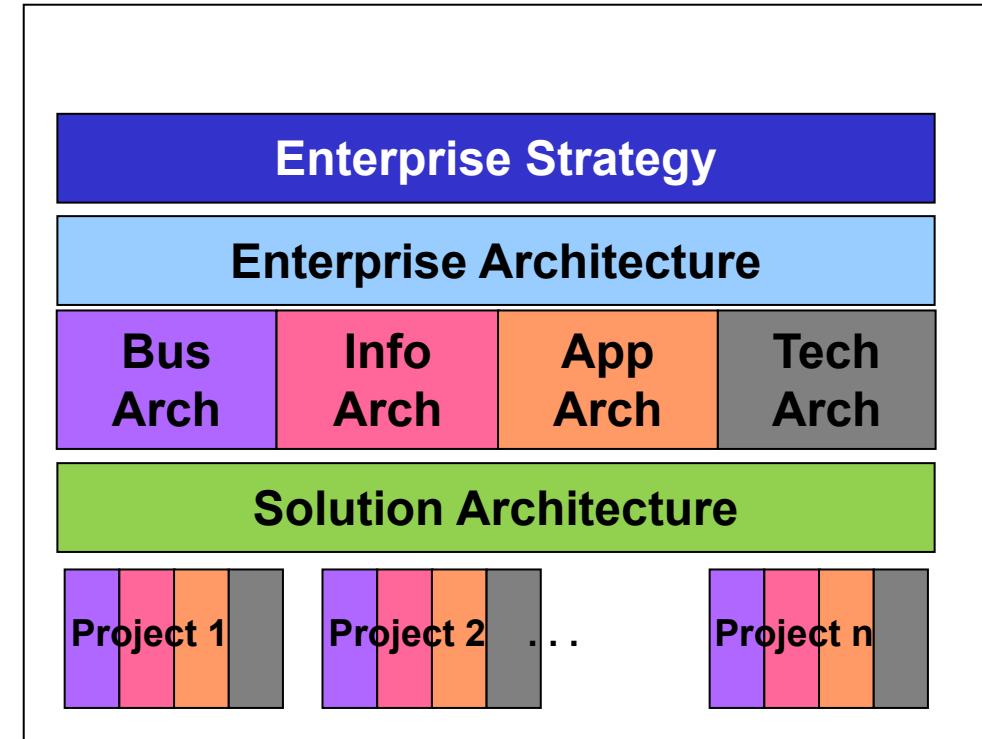
**I am an advocate for the “Enterprise” (via Enterprise Architecture, Strategy, and Portfolio Management)**

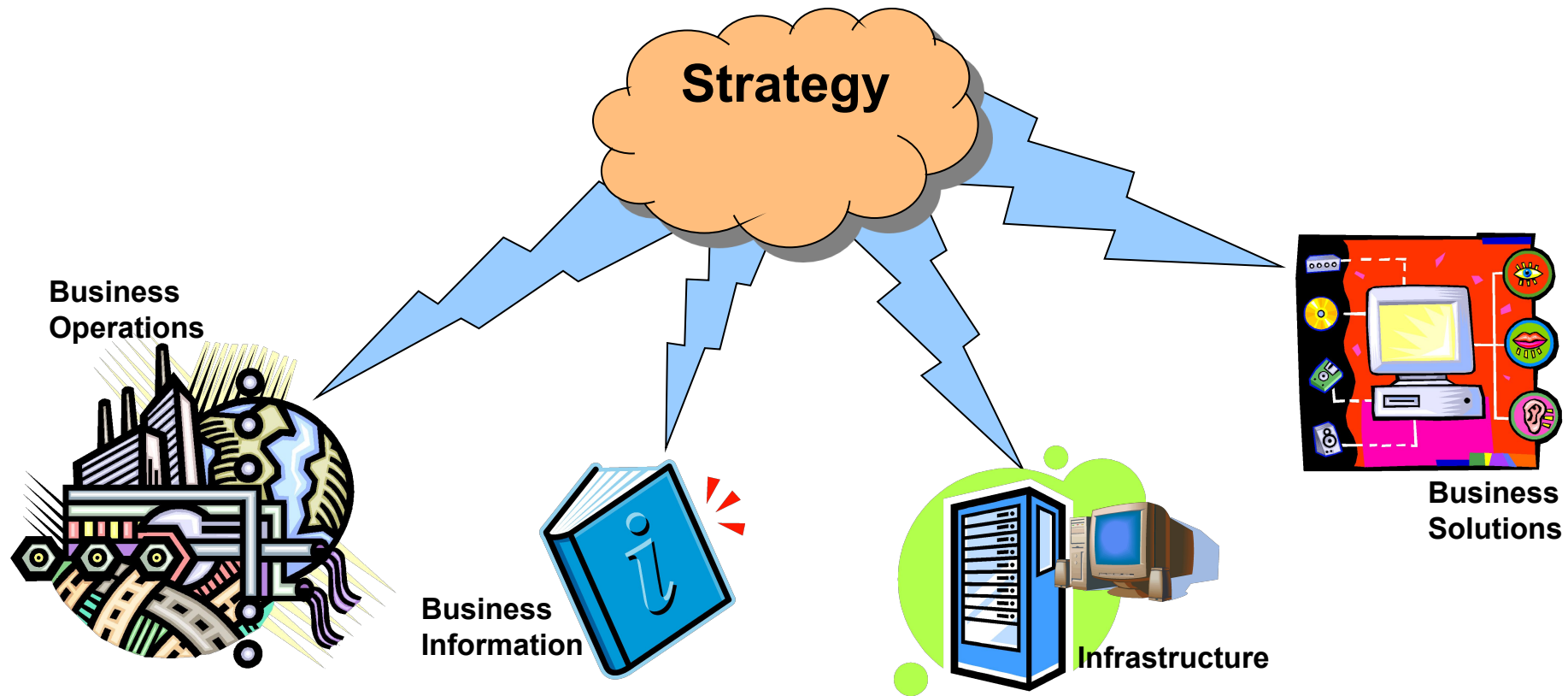


**“An Enterprise is much more than the sum of its parts and should be treated as a whole”**



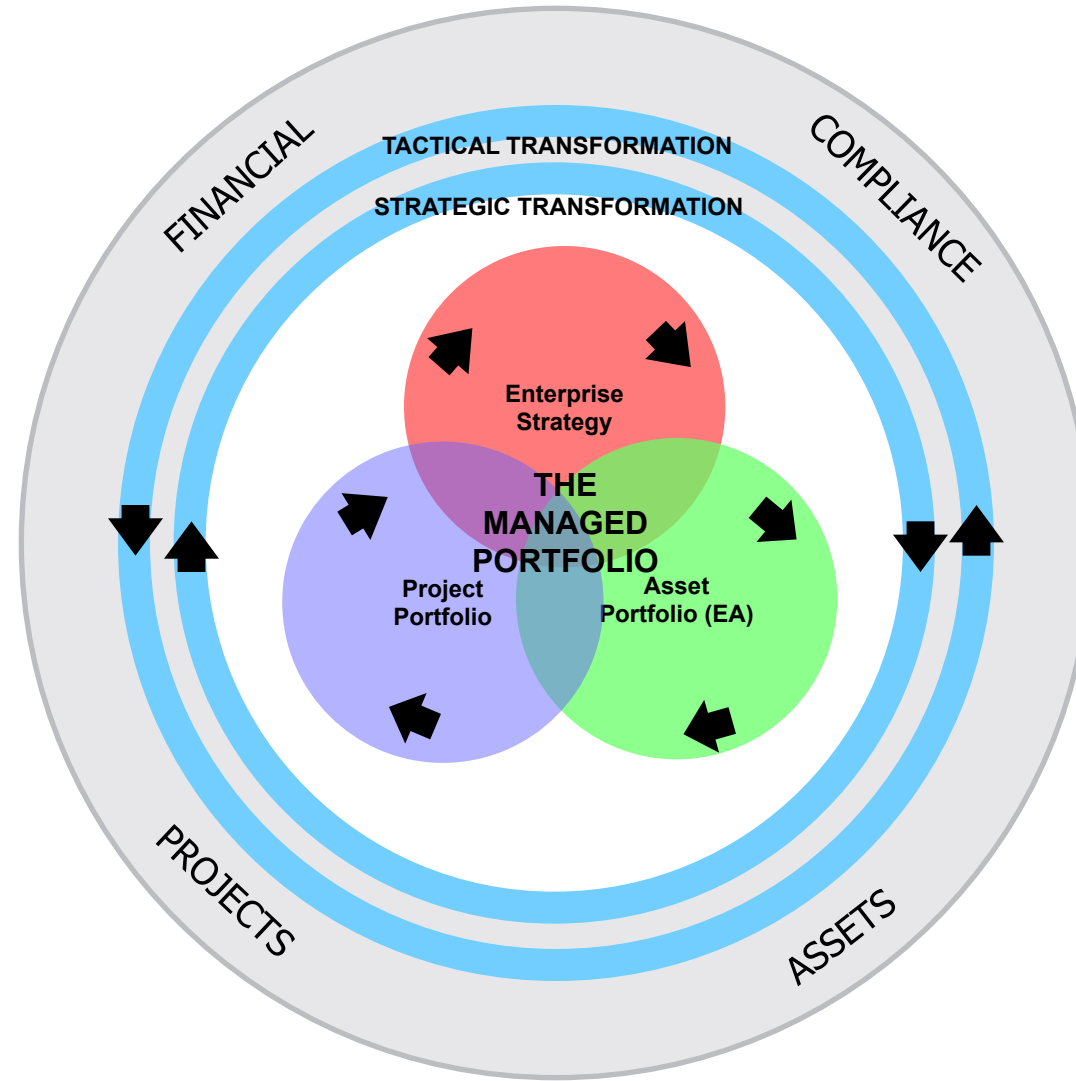
- Traditionally an IT discipline, operated within the CIO/CTO organization
- EA often mistaken for/positioned as:
  - IT or Technology Architecture
  - Systems Architecture
  - Solutions Architecture
  - Project Architecture
  - Service Oriented Architecture
  - ??? Architecture
- EA is a separate, distinct discipline that is higher-level, strategic, and longer-term focused, but still must be integrated with other architecture, planning and implementation disciplines to deliver value

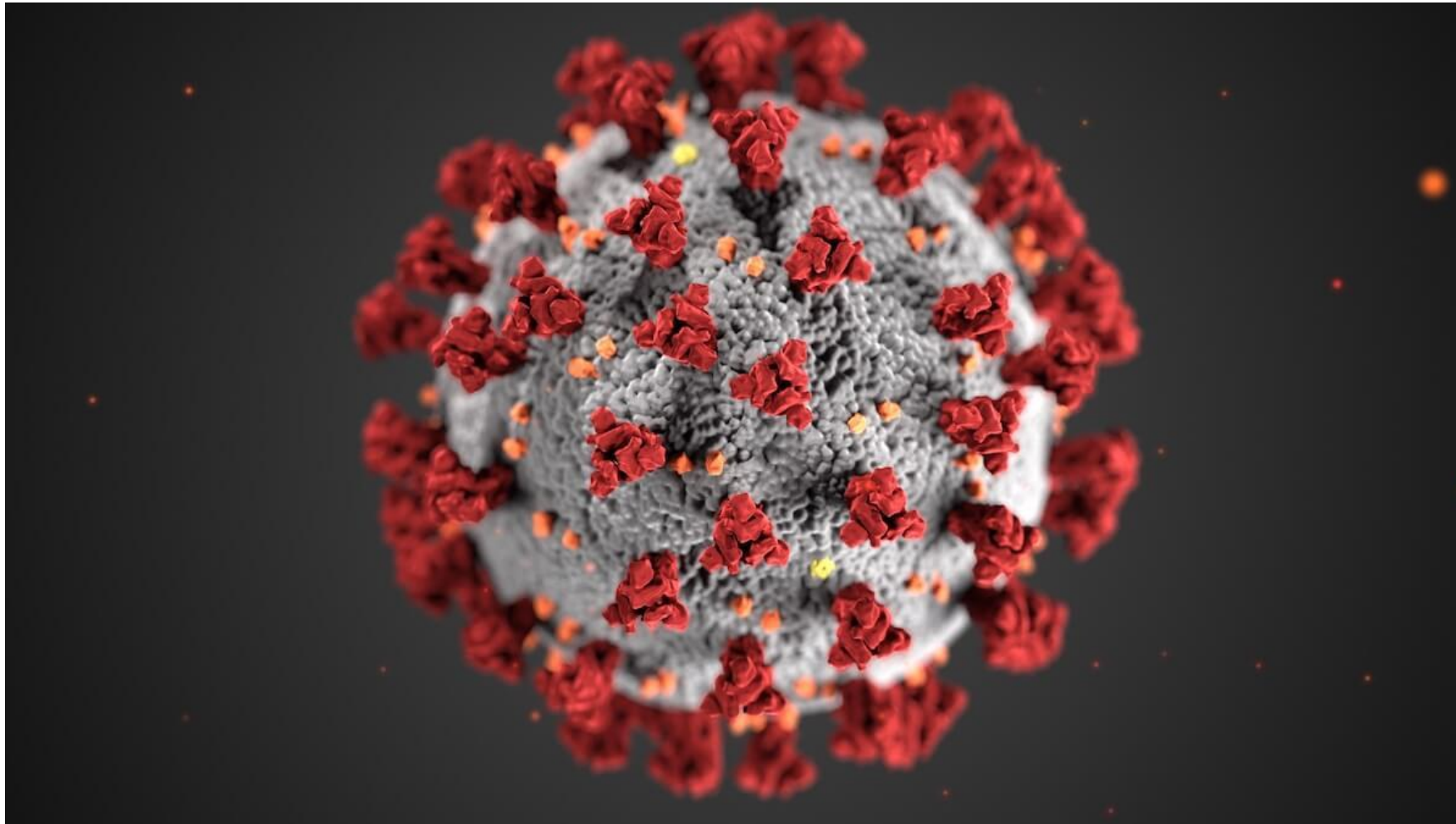




Owner/Executive level decisions for how an organization will achieve its goals and objectives of **profitability**, **growth**, delivering **value**, **long-term persistence**, gaining/sustaining **competitive advantage**, and/or **servicing its constituents**.

# Towards A Managed Portfolio...

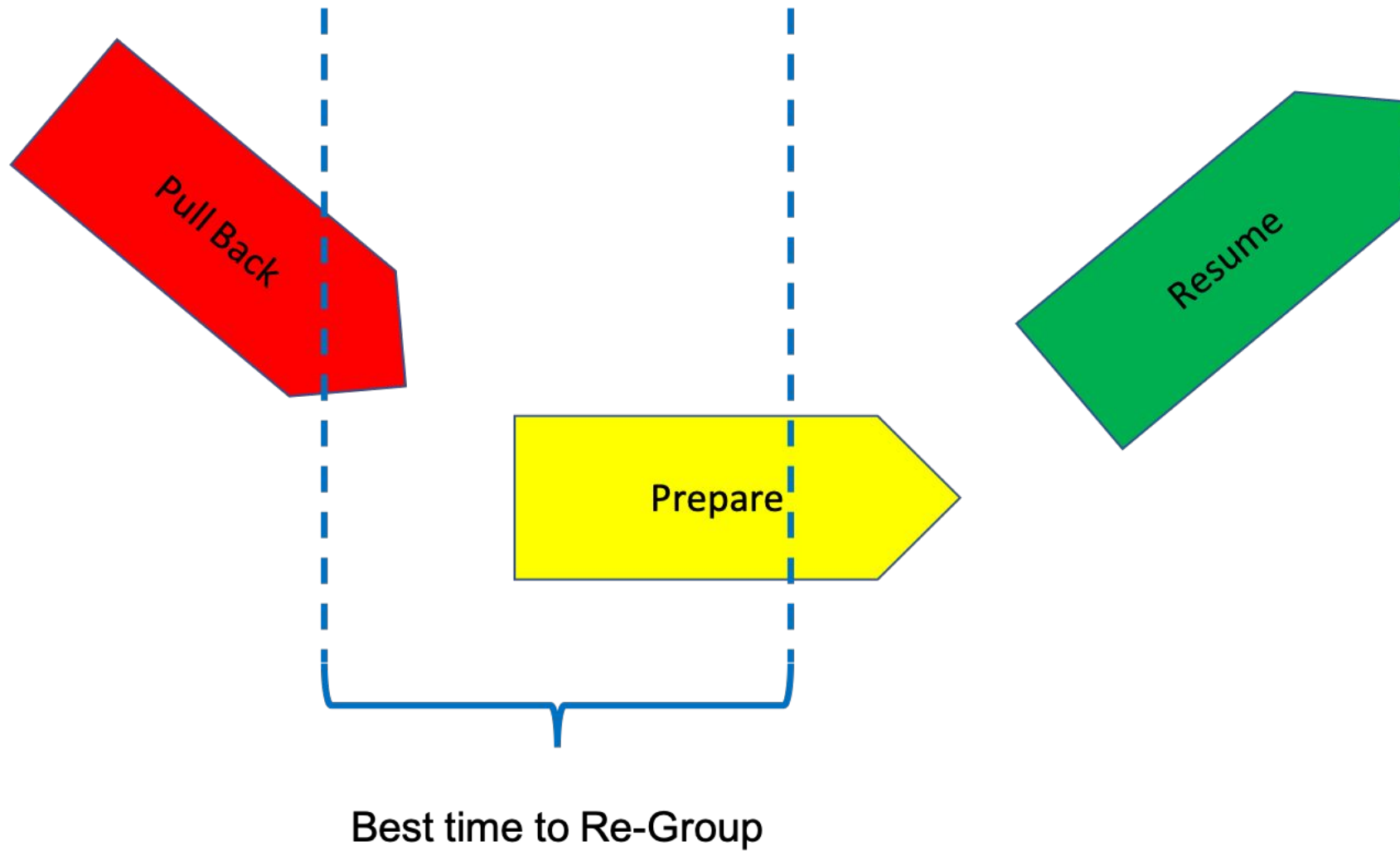




*The fallout from the COVID-19 pandemic has spawned short-term change drivers for almost every company. Yet, for the foreseeable future, the amount and types of change are unclear.*

*It is not enough to just fix identified problems. **In the face of the unknown, leaders and their strategic thinkers should bias their thinking to maximize corporate agility and build capabilities to adapt to a rapidly changing world. They should use this opportunity to remove inhibitors to change and replace them with enablers. Enterprise Architecture and portfolio thinking guide the way.***

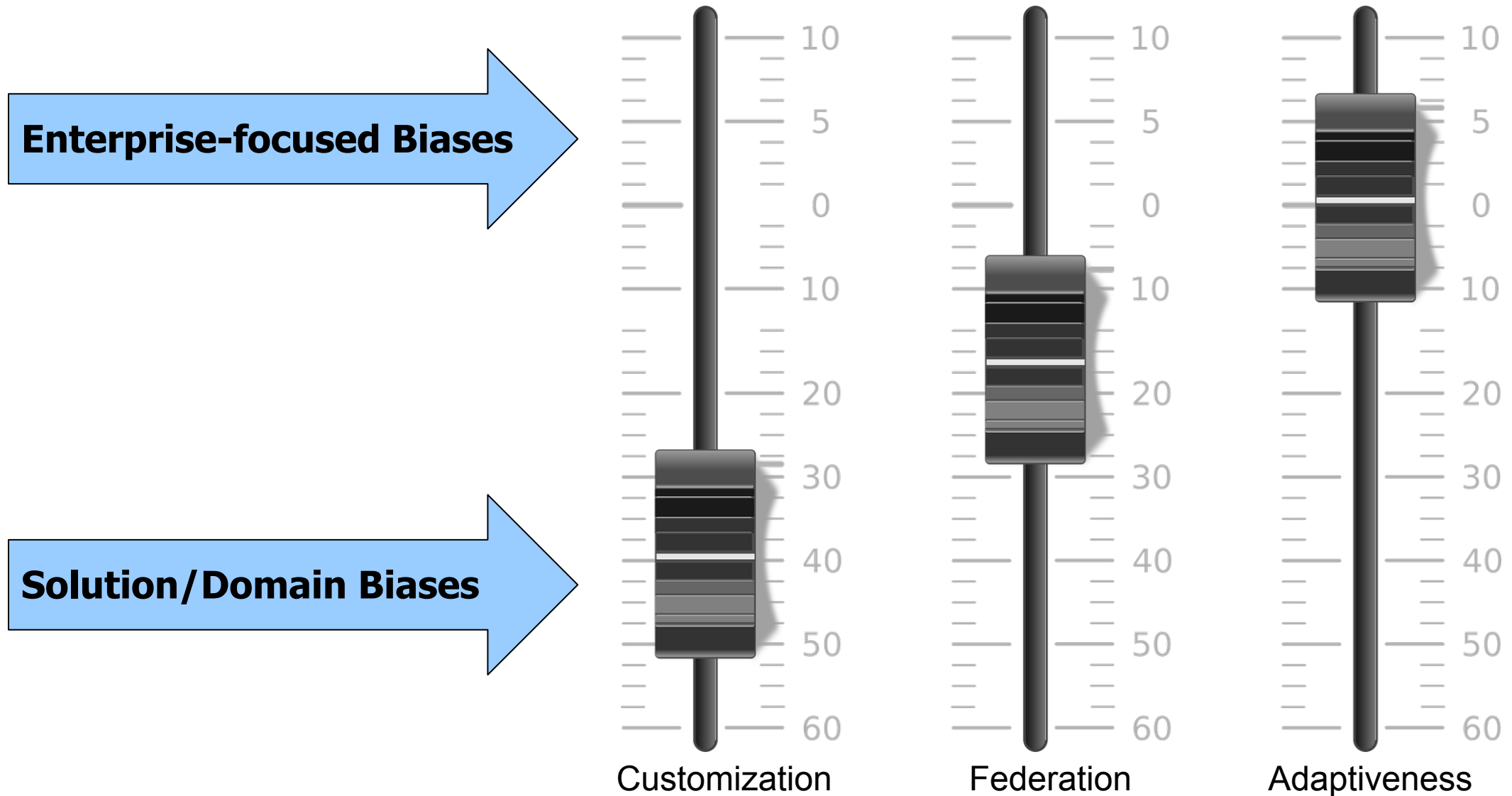




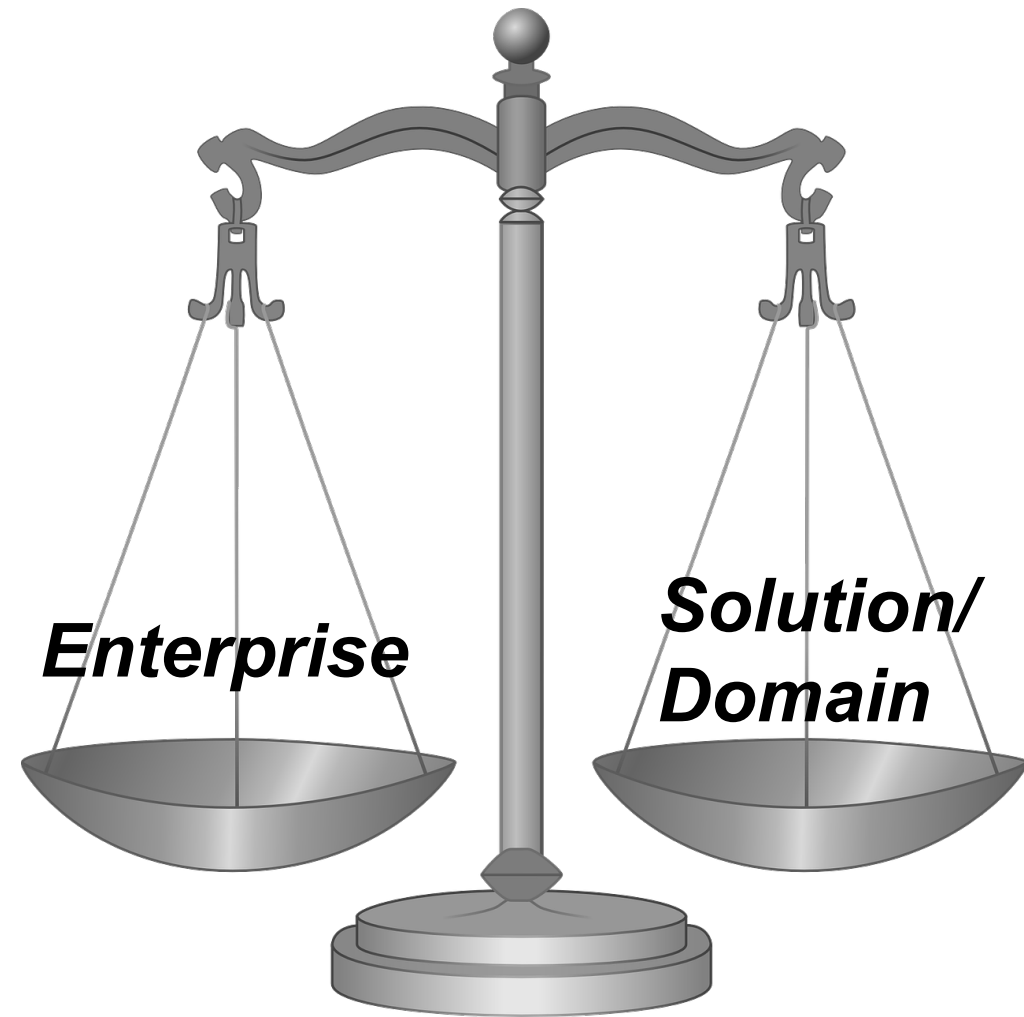
# Set the Dials and Faders to “The Desired Enterprise” Mix



# Culture and Leadership set the “Levels”

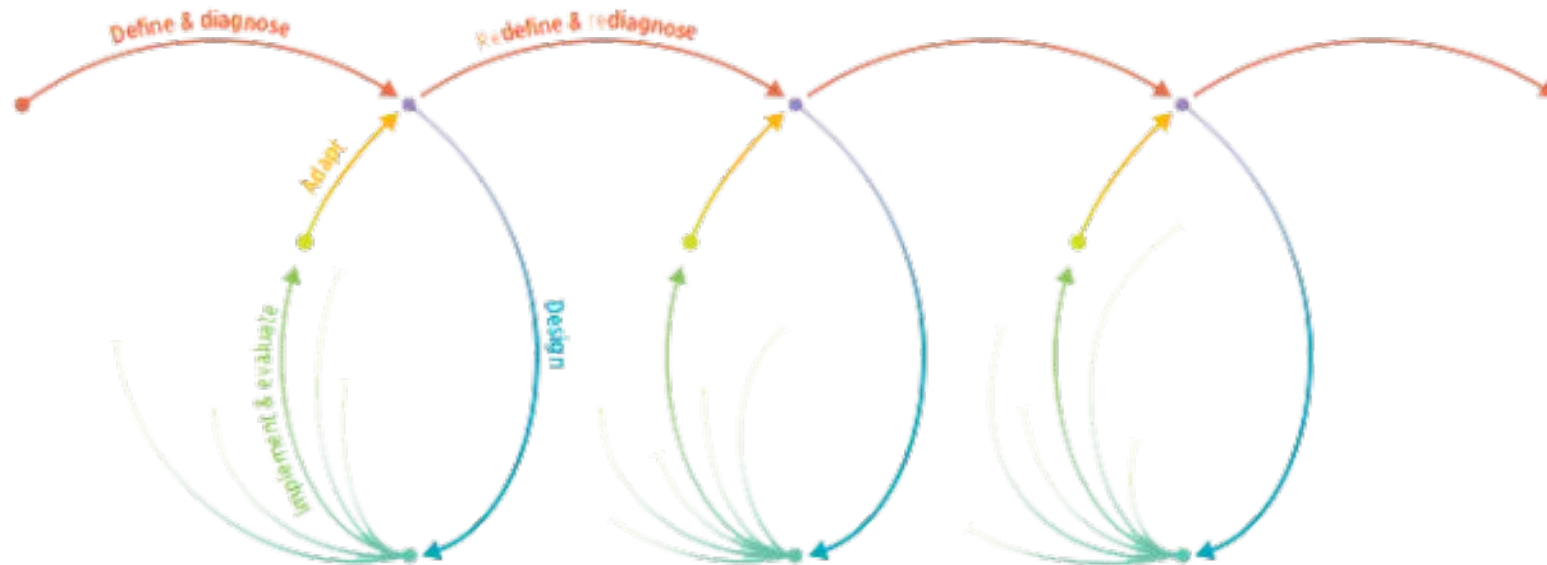


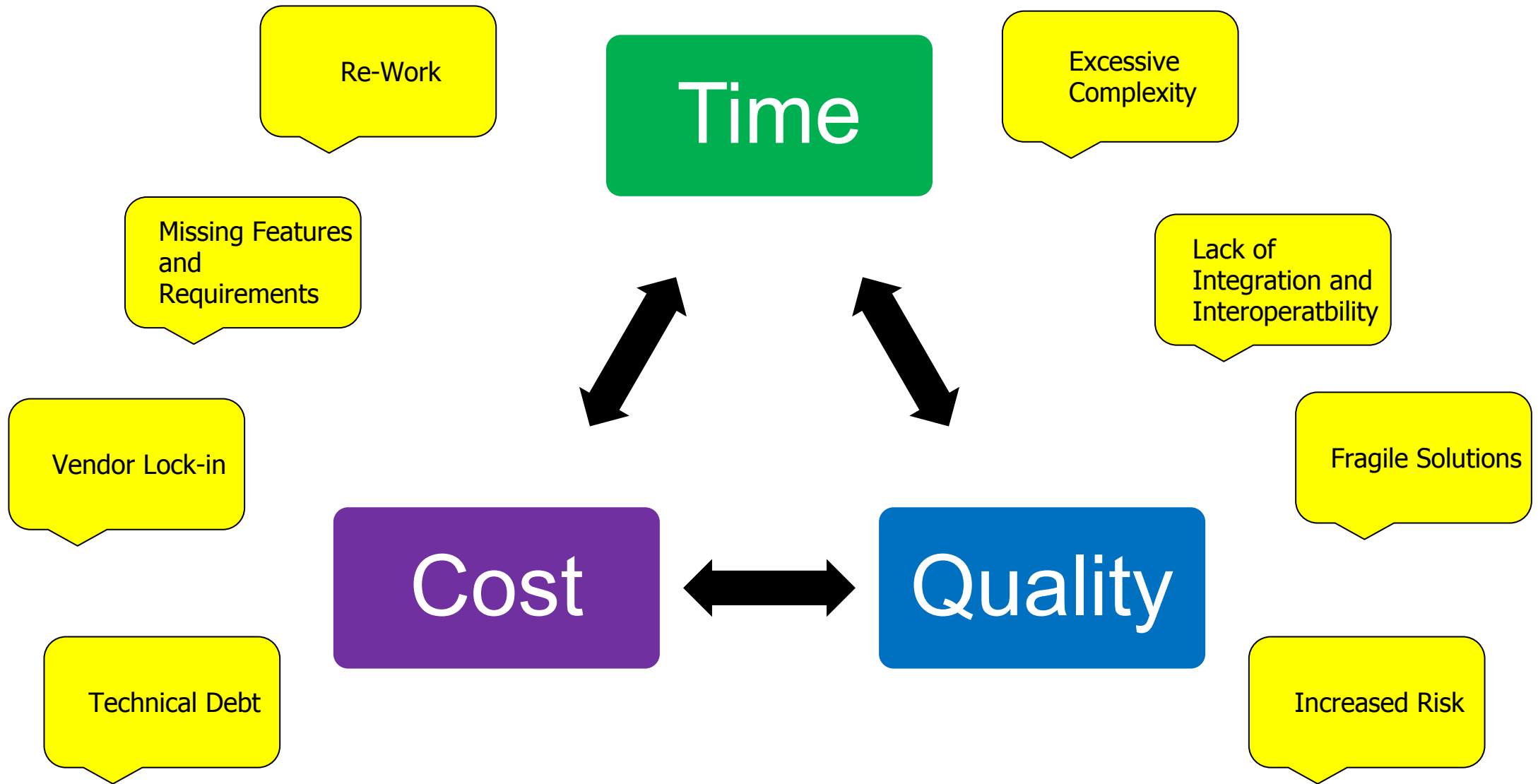
- Scalability
- Reliability
- Availability
- Modularity
- Auditability
- Maintainability/Supportability
- Recoverability
- Stability
- Traceability
- Agility/Location Independence
- Sources of Record
- Coherence/Clarity of Value Streams, Capabilities, and Information
- REMOVE INHIBITORS
- INSTALL ENABLERS

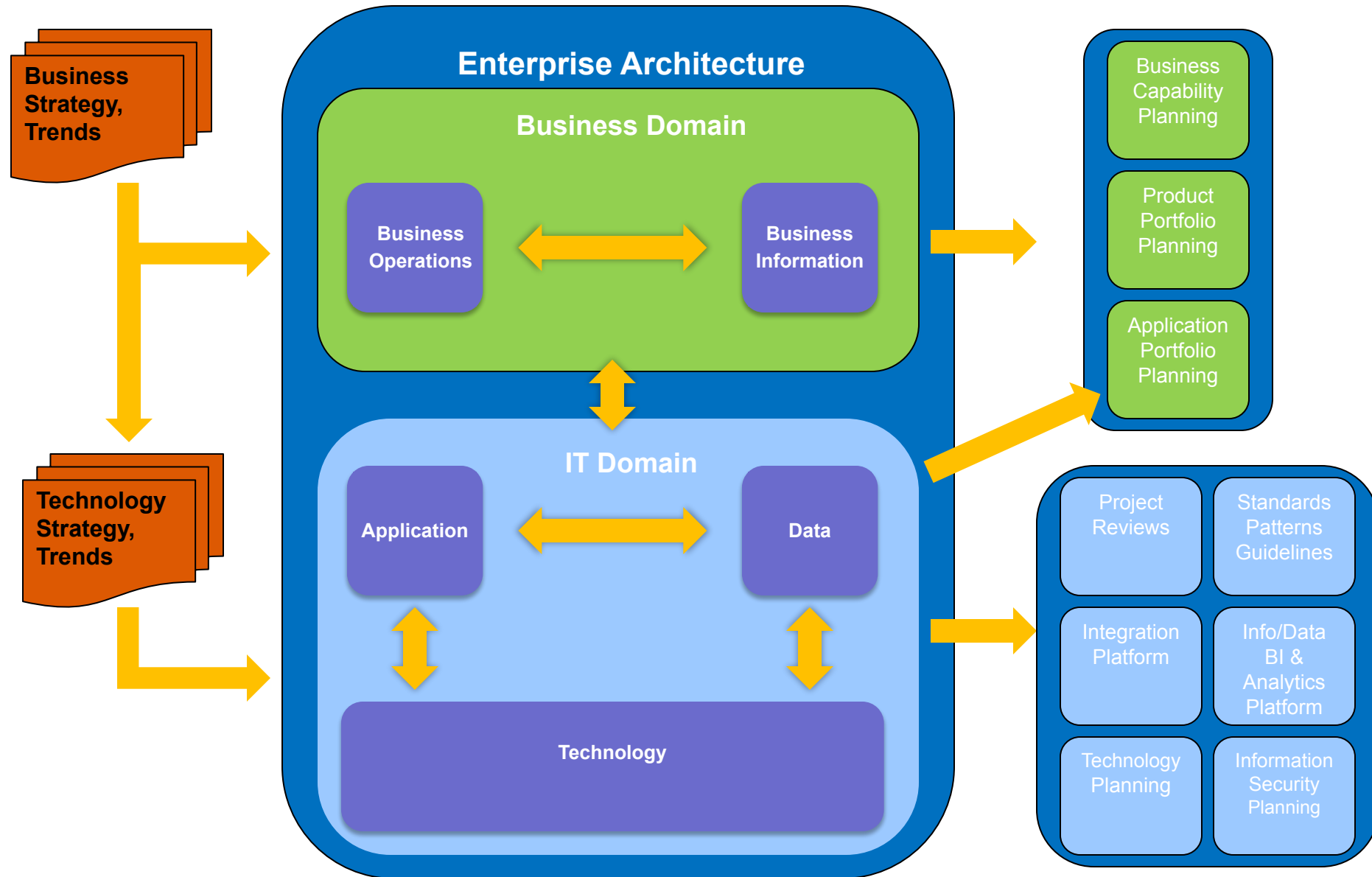


# Leaders must embrace an Adaptive environment:

- Choose to realize **corporate agility as a core driving force**
- Have a core set of beliefs that define desired characteristics of corporate agility, what to do, when and how to do it (**Principles!**)
- Manage the level of **complexity** allowed in the landscape
- Have clearly defined business capabilities
- Embrace coherent information models
- Enforce **clean boundaries between layers** of processes, systems and people







- **Agile solves everything**
- **Good Engineering is all that you need**
- **Need Governance Committees for everything**
- **Innovate at all costs**
- **It's all about the Data**
- **Move to Cloud**
- **Buy is best, never Build**
- **Build (or rent), never Buy**
- **Controls (Audit, Security)**





- **Enterprise-level business strategy**
  - What kind of business do the leaders want
  - What **Principles** are they willing to embrace (“ilities”)
- **Enterprise Architecture**
  - Take a “**whole of company**” **approach to guide consistency** of thought, principles and approaches focused on company-wide strategic directions.
  - Build holistic cross-company **inter-connected models** for business, information, technology, solutions, security, risk, reliability and agility.
  - Complete adaptive standards, patterns, etc.
- **Risk**
  - Addressing all aspects of enterprise **risk** should become front and center
- **Encourage Imagination/Experimentation/Freedom to Fail Fast.**



- **Scenario Analyses and Planning**
  - Create “**what if**” **scenarios** across the range of potential future changes
- **Enterprise-level project portfolio management**
  - Take a portfolio-based view of work, resources, and investment focused on balance, prioritization, **strategic alignment and investment classification** of the entire set of projects
- **Information Management**
  - Create an enterprise-level **information culture** centered on fully realizing the critical value that information and data brings to the company.

WORST CASE  
SCENARIO



- **Leadership sets the tone and culture**
- **Strategy defines the Direction**
- **Enterprise Architecture defines the basis for Future State**
- **Portfolio Management aligns change with priorities, investment, resources**
- **Project Management makes change repeatable**
- **Engineering gets things built**
- **Operations ensures it all works**
- **Security/Risk protects the assets**
- **Human Capital provides talent**
- **Processes connect the pieces**
- **Information/Data is the life blood**
- **COLLABORATION IS ESSENTIAL**



