

Taking a People-First Approach to Digital Transformation

Grant Ecker

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Danaher Today



~\$31.5B

2022 TOTAL REVENUE



BIOTECHNOLOGY ~\$8.8B



LIFE SCIENCES ~\$7.0B



DIAGNOSTICS ~\$10.8B



Veralto ~\$4.8B



Purpose-driven science & technology leader

All financial metrics reflect FY 2022 results.



Grant Ecker

Vice President, Chief Enterprise Architect

| FUTURE | 2022 | 2020 | 2016 | 2011 | 2002 1997 |

FUTURE	2022	2020	2016	2011	2002 1997
DanaHER	Walgreens Boots Alliance	Medtronic	Lowe's	General Mills	Stanford WAM!NET
Vice President	Vice President	Sr. Director	Sr. Manager	Manager	Inventor Intern
Architecture	Architecture	Architecture	Architecture IT HR Collaboration	Collaboration Manufacturing Internet	eLearning
Executive Coach	International Coaching Federation		MBA Carlson School of Management, Minneapolis, Minnesota		BSCS Wash U, Saint Louis, Missouri

Innovation at the speed of life.



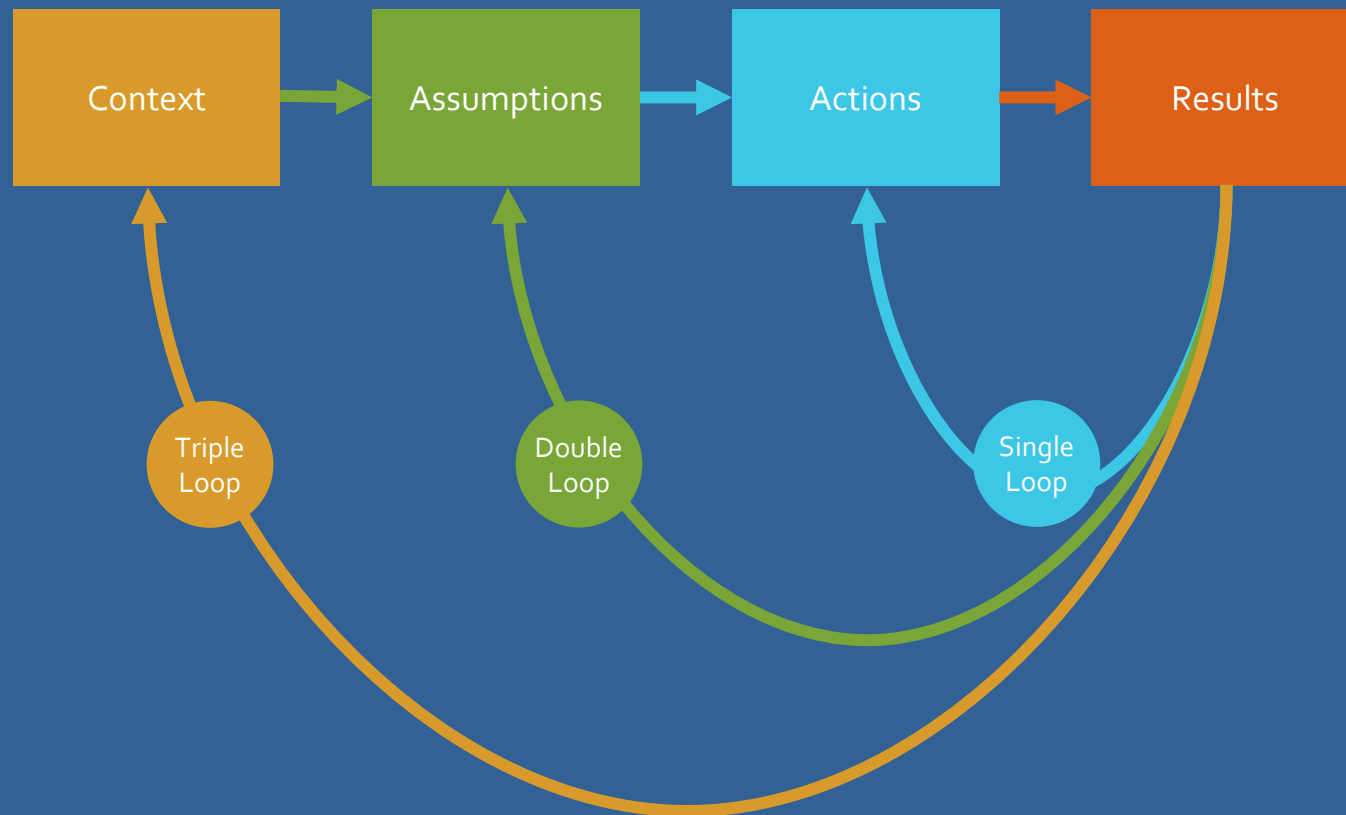
- Architecture's role in the transformation journey
- Building a framework to break through structural and human behavioral barriers
- Keeping pace with emerging technologies with architecture



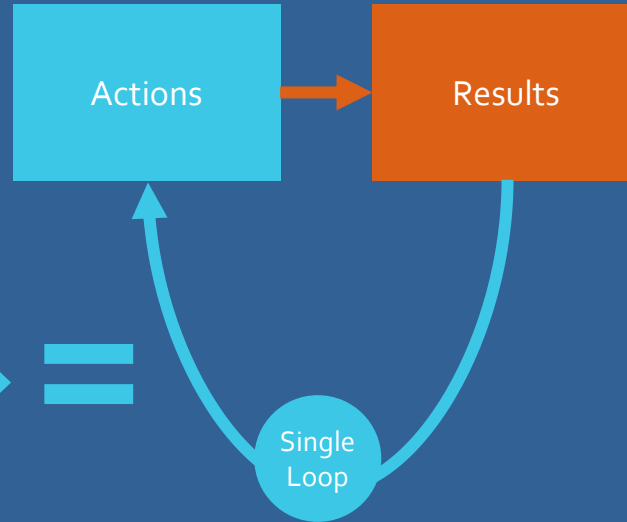
Using **Architecture** as a practice that drives people-first change

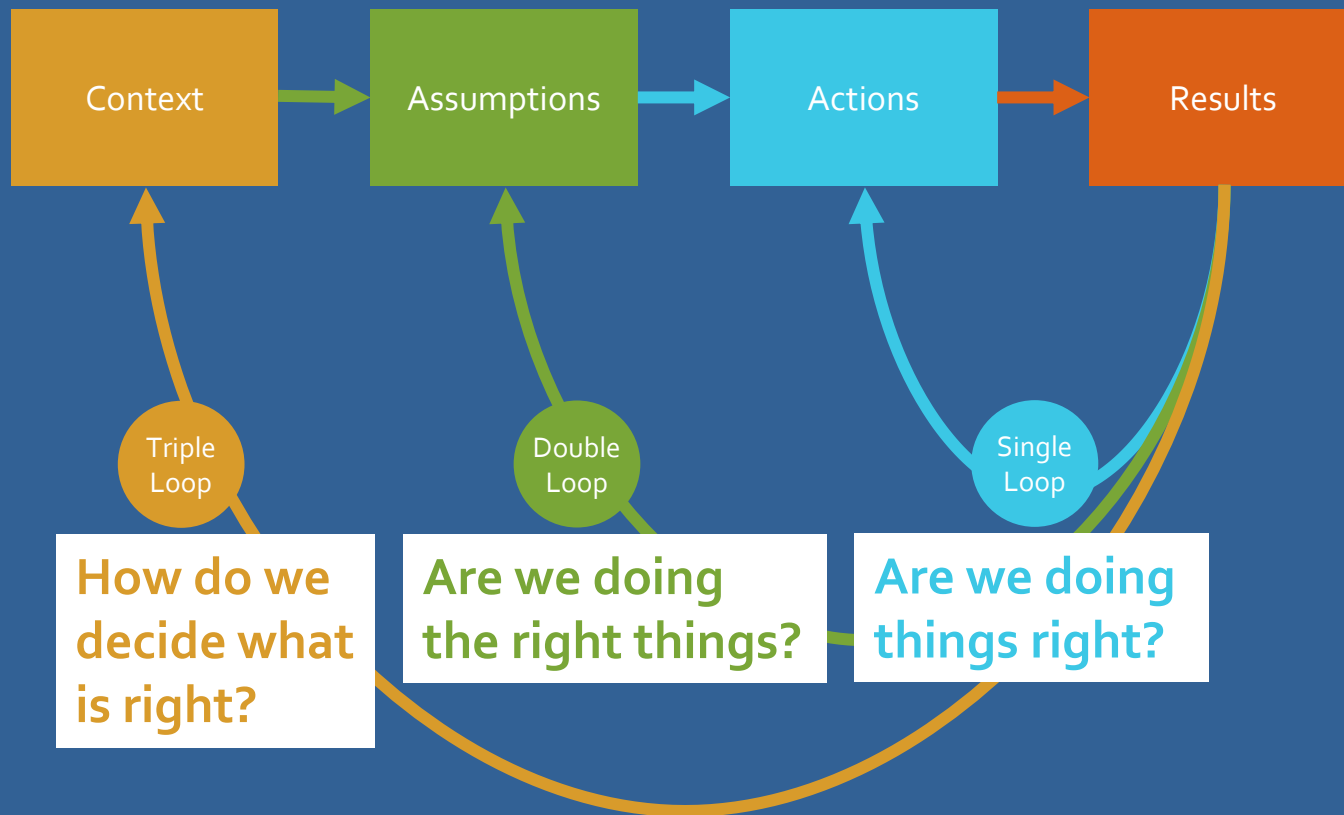
Architecture's role in establishing your transformation journey

Three Levels of Learning



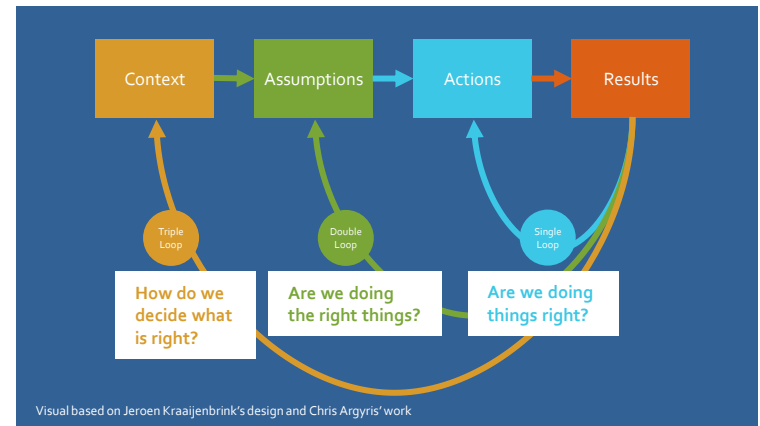
What can
be improved?

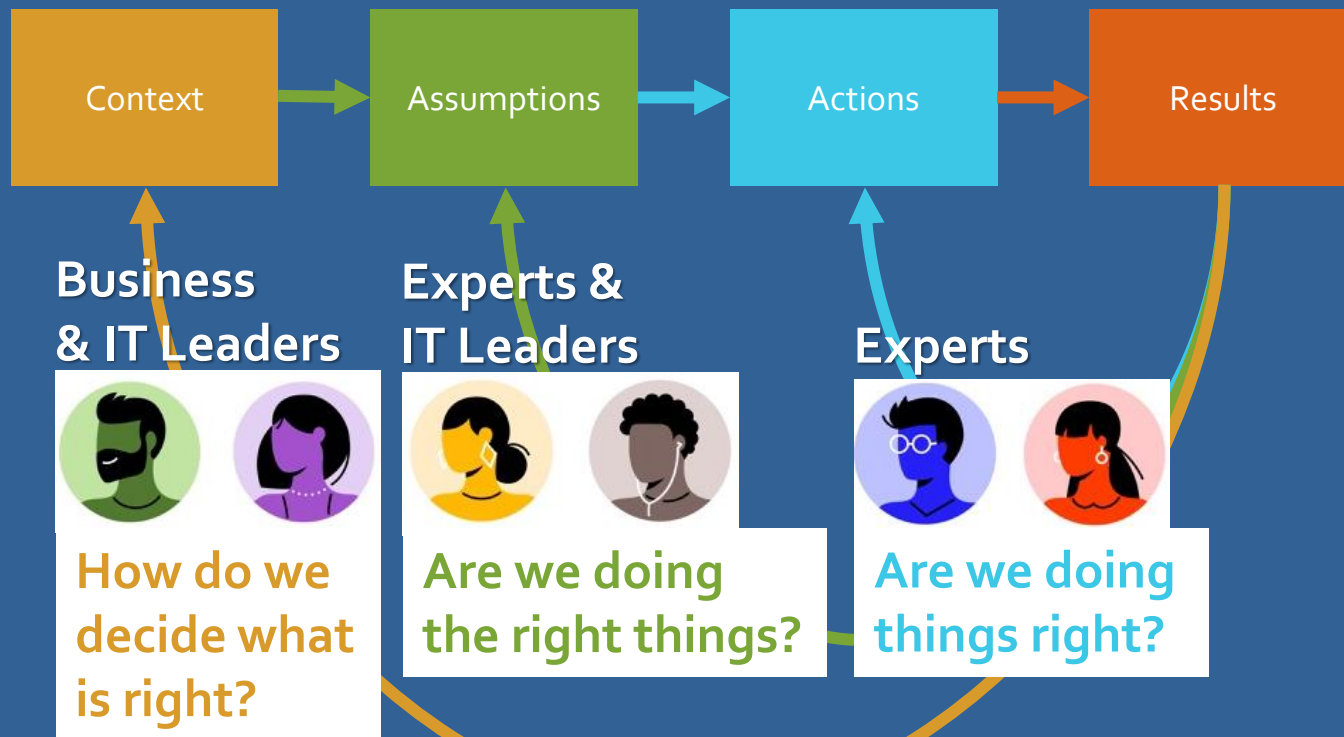




Architecture facilitates enterprise level activities to enable our strategies. They translate the intent of the strategy into the guidelines for execution:

- **Collecting the vision and creating the process to decide what is right:**
 - Principles, guardrails, governance process, priority of outcomes & methodology
- **Applying the guardrails in IT's planning activities:**
 - Strategy planning, Annual planning, Application Portfolio Management, Standards, Patterns and Roadmaps
- **Ensuring design rigor and solution tradeoff are aligned with strategy:**
 - Design templates and reviews

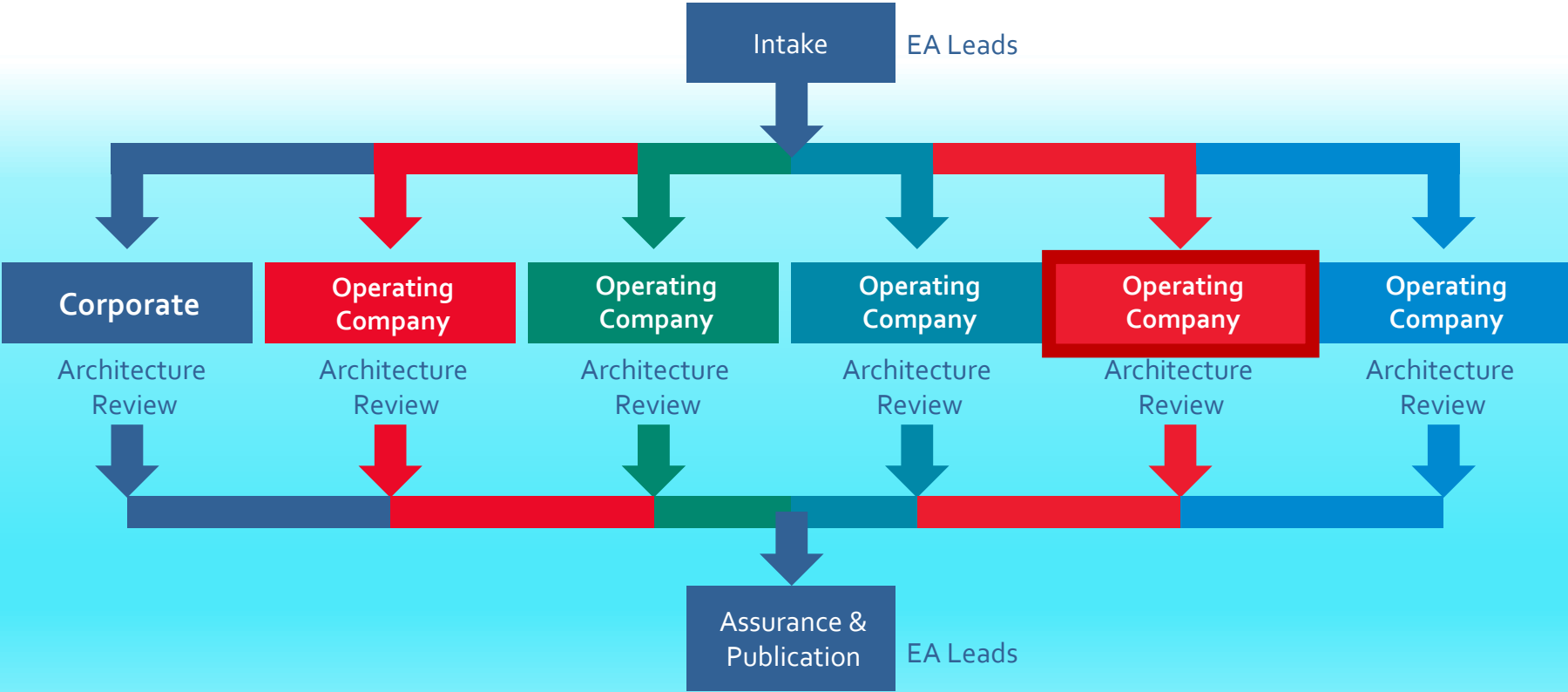




**Build a framework to break
through structural and
human behavioral barriers**

Governance Aligns our Approach

Applying Common Architecture Principles



With roll ups for assurance and visibility

With a Tailored Focus for each OpCo

Operating Company

CIO

2 Business Architect

1 Understand desired business outcomes

Enterprise Architect

Corporate Chief Architect

8 Technical Architects

2 Curate architecture offerings

Establish Strategic Direction

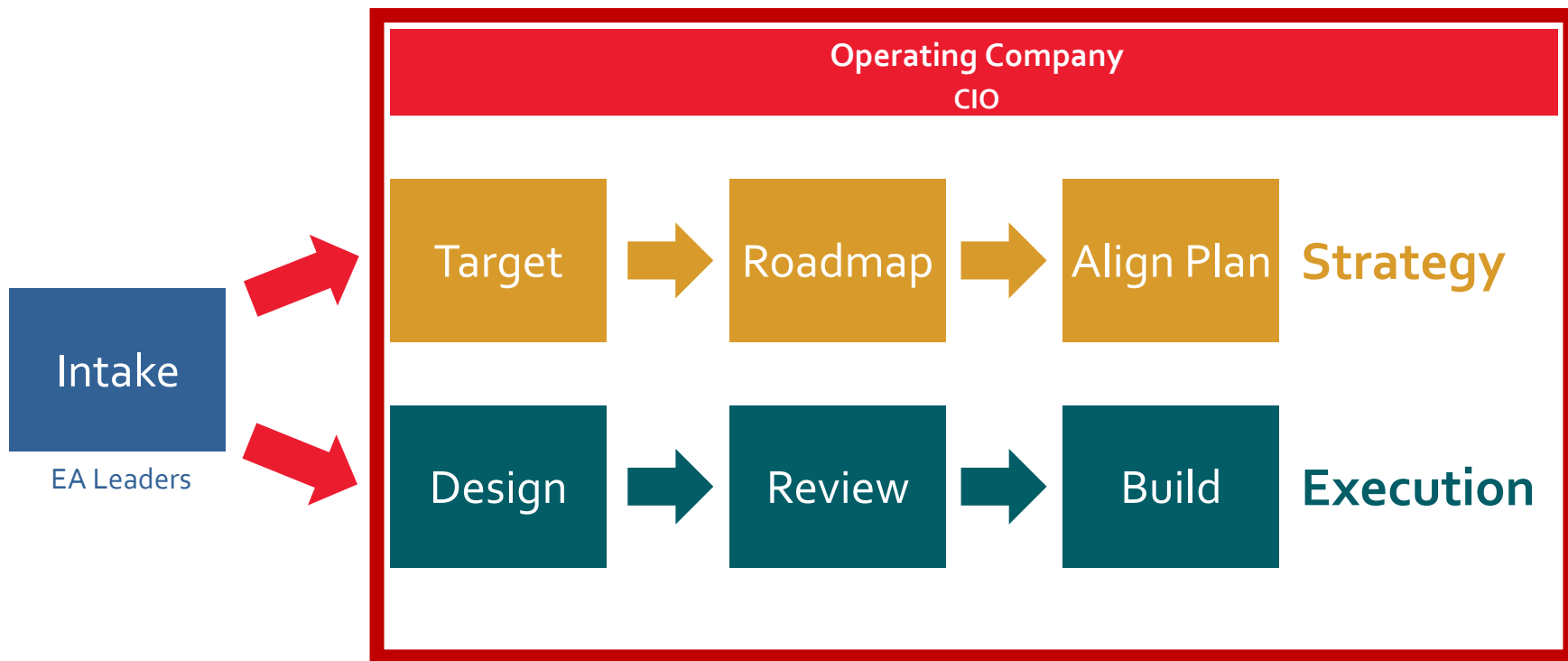
3 Execute in partnership

Align with Policies, Standards & Procedures

Execute Strategy & Manage Risks

While driving outcomes for the enterprise

With a Consistent Process

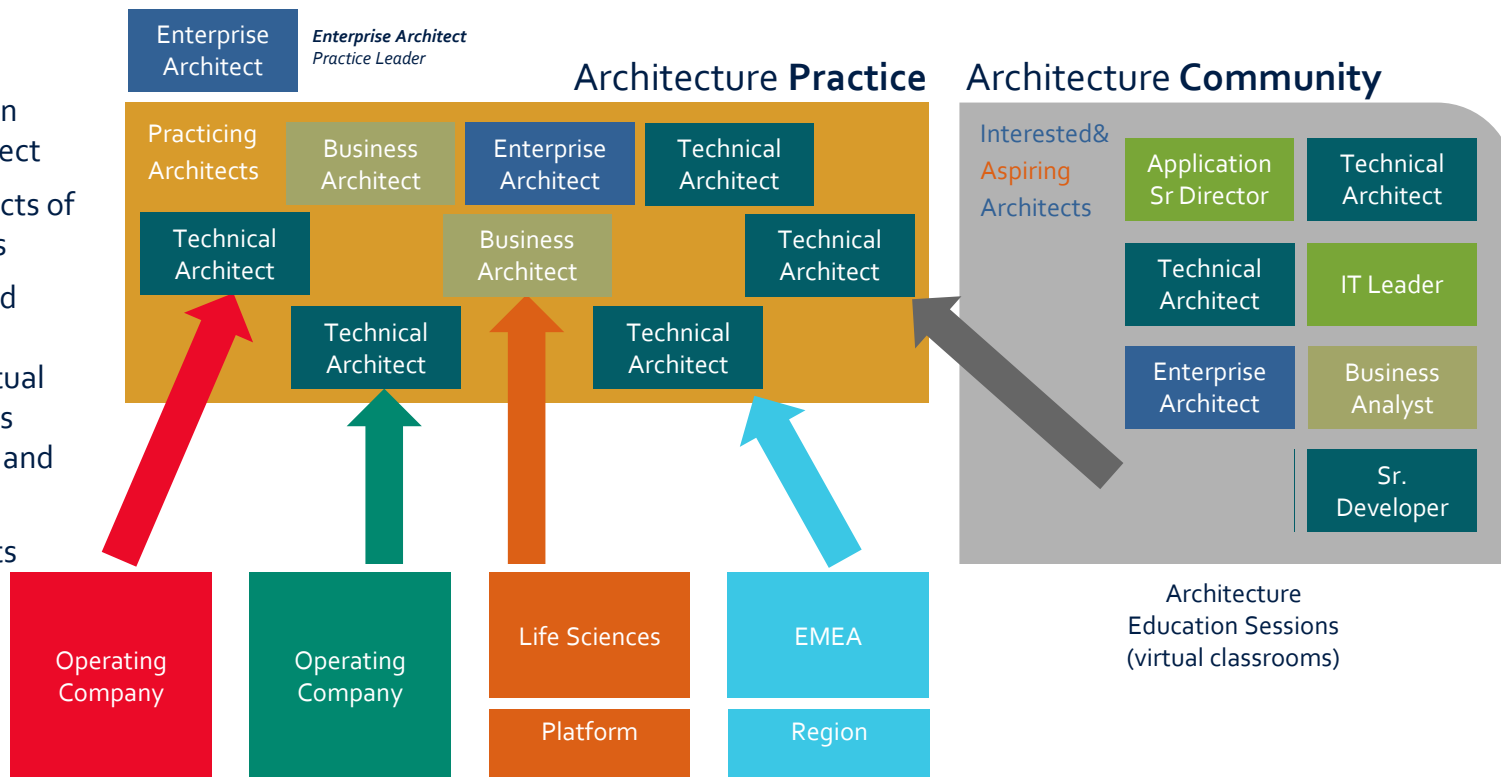


Where rigor is determined by enterprise impact

Community Vision Aligns Architecture Work

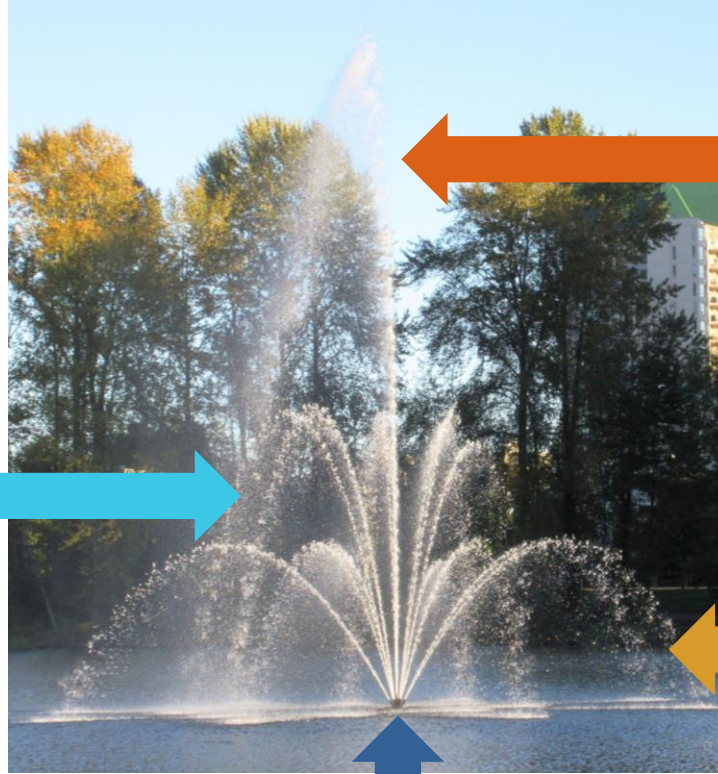
Architecture Communities:

- Typically led by an Enterprise Architect
- Joined by architects of all job types/roles
- Share domain and methodology knowledge in virtual classrooms across companies, R&D and Business teams
- Enables architects to drive delivery
- Creates a talent pipeline



Practice led collaboration enables community delivery

Exporting architecture
talent into the
organization



Growth within
Architecture
careers



Elevating community
contributors



Developing talent in the
Community

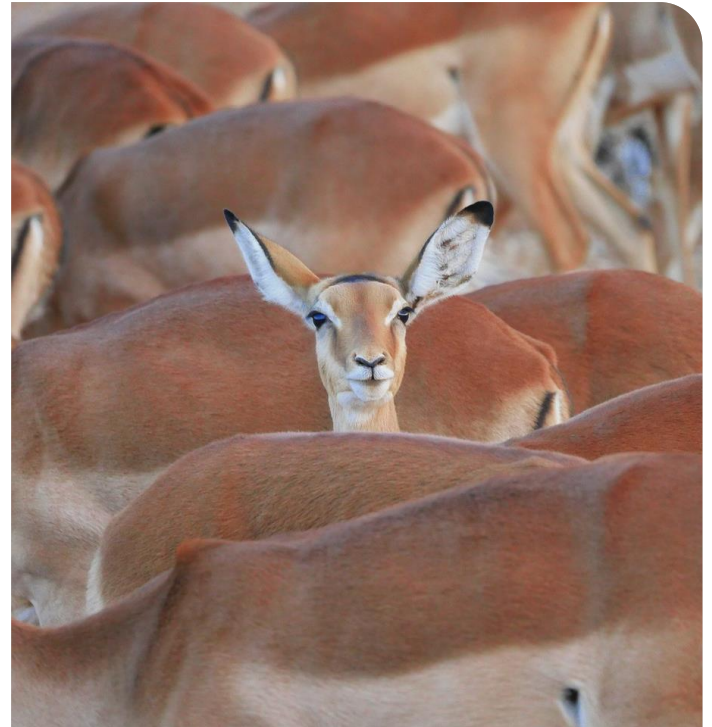


Architects bring insights to the community:

- Engaging business leaders to contribute to strategies and support imperatives
- Understanding strategy and opportunities from IT leaders to activate the technical community to drive outcomes and change
- Engaging peer functions to find consistent solutions to mitigate risk
- Connecting concepts, and generating insights to elevate proposals for enterprise consideration



- Architects must ask for, listen to and adapt with feedback to support transformation
- A shift might arrive when architecture flags a concern or steers towards an approach that is no longer relevant
- Architecture must be ready to evolve each learning loop continuously:
 1. The way to do things right
 2. The right things to do
 3. The ways we decide what is right

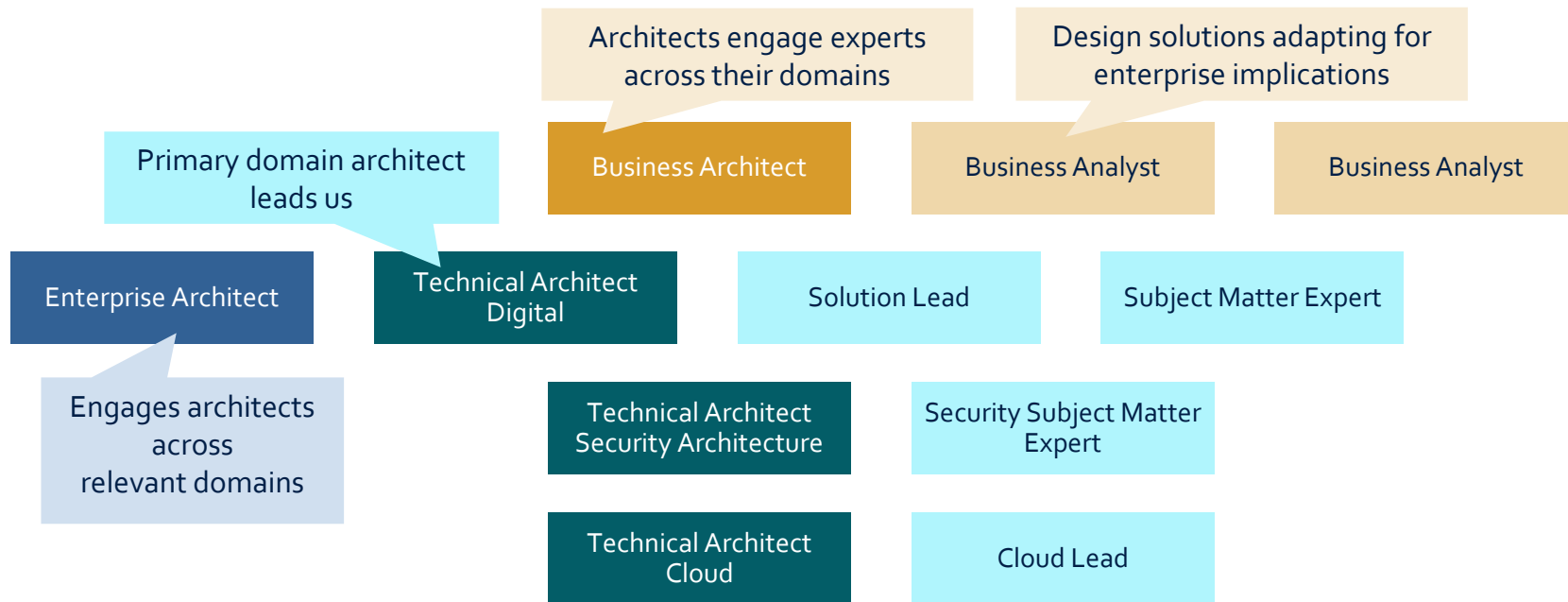


Keep pace with emerging technologies with architecture

- Understanding the strategy, architects can narrow in on relevant innovation and trends that drive the desired outcomes
- They curate current and target technology roadmaps in the areas of the greatest interest
- Design teams are built from the most knowledgeable experts for their areas
- These experts are empowered to extend into the relevant emerging solution areas



Architecture Design Teams



Business Architects

Enterprise Architects

Technical Architects

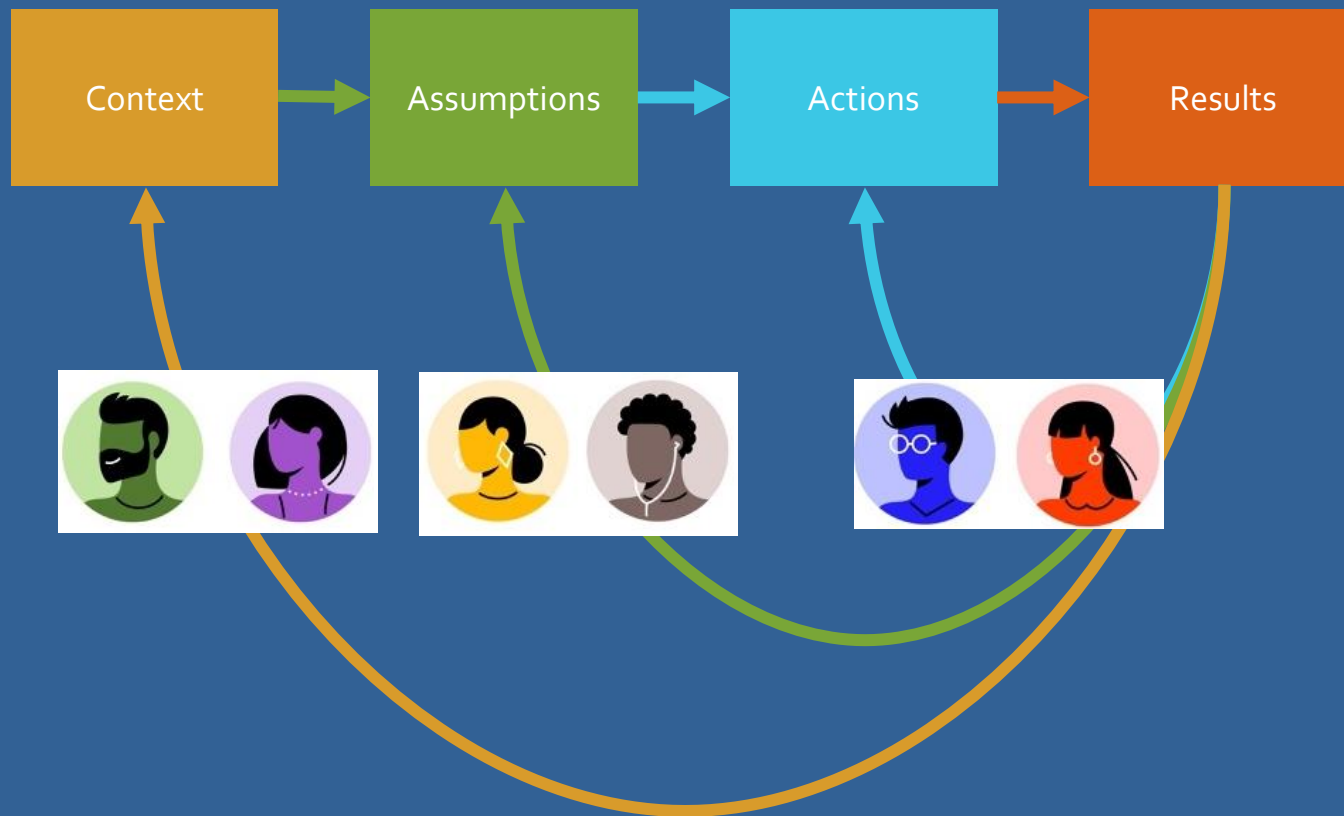
Subject Matter Experts

Leverage & extend the most knowledgeable experts

Parting Advice...

- Leverage Architecture to help organizations codify and sustain their digital transformations
- Build consistent structure & sustained collaboration to break down barriers
- Map strategy to trends within architecture design teams to keep pace with relevant innovation





our Results Together

