

Research Statement:

It is possible to manage trans-disciplinary organisational human factors that affect the adoption / acceptance of EA (in an industrial environment in South Africa).

How?

Use EARF definition of EA:

- “the continuous practice of describing the essential elements of a socio-technical organization, their relationships to each other and to the environment, in order to understand complexity and manage change”.

Use Zachman Framework for Enterprise Architecture. Top right-hand corner, “Who”, “When” and “Why”.

Show that an enterprise is human-driven. Systems not only technical, the “enterprise” is the system.

Investigate organizational structure, Business process management, Project management (Strategy, Design, Implementation, Control)

Identify trans-disciplinary human factors through:

- Empirical, qualitative, inductive research – through semi-structured interviews, documentary sources and questionnaires. Use individuals or focus groups
- Human factor analysis – concentrate on social and behavioural aspects in working environment
- Chain-of-command, perception, situational / compliance leadership, communication / mutual understanding, trust, responsibility, meaning, patience to see benefits of EA, career cycle, etc.

Test the framework.

Desired outcome?

- Framework of trans-disciplinary organizational human factors assisting in the enterprise architecture adoption / acceptance process.
- Synergy (accept differences and build on shared knowledge and beliefs) and creativity (“the included middle”)

Questions

Oor algemeen: Na terugvoer van Opengroup en konsultante wat betrokke was by EA proses, organisasie goed geposisioneer met EA, metodologie en het goeie benadering.

1. What is enterprise architecture?

Hou van eenvoudige definisie wat almal verstaan. Akademiese taal soos in EARF def praat oor koppe van stakeholders / werknemers. Dit is dalk te teoreties gestel. Die praktiese implikasie moet gekommunikeer word.

Def: EA is belyning van jou hulpbronne met jou strategie.

By belyning word bedoel die besigheidsprosesse wat plaasvind om doelwitte (soos geformuleer uit die strategie) met behulp van hulpbronne (geld, mense, rolle, organisasie struktuur, operating resources, tegnologie, inligting, stelsels, rekenaars) wat dit moontlik maak om doelwitte te bereik, te bereik.

Werk in hierargiese struktuur. Doelwitte na Strategie na Hulpbronne na Prosesse = waardeketting

2. Environment? Organizational structure / profile? Operating model? Objectives? Critical success factors?

Organisasie gebruik Box & Wire diagram. Organisasie is 50 jaar oud en het baie kompleks geraak - bestaan uit verskillende besigheidseenhede wat oorrol (oorgaan) in groepstruktuur. Joint venture, aandeelhouing (shares) en cross-aandeelhouing. Operating model en struktuur kyk nie altyd een-eenduidig na mekaar nie. Fundamentele boublok is besigheidseenhede – hulle is verantwoordelik vir profit and loss.

Moelik om te standaardiseer. Operations management (OM) rol op na “clusters”. Baie kompleksiteit rondom OM. Besigheidseenhede is nie noodwendig clusters nie. Om standaardisasie te kry is belangrik. Tans besig om OM te verander.

Risiko is te groot om te re-engineer.

Struktuur, OM en besigheidsbeginsels is verweef. Daar is rolle om te vervul – nie altyd noodwendig profyt gedrewe nie.

3. Who decided on EA, when did it happen, why was it done? (Refer to Zachman columns and levels)

Die kompleksiteit van die organisasie was nie die rede vir die aanvaarding van EA nie – dit het vanuit die IM en IT perspektief gekom.

Topbestuur kyk meer na profit en loss. So die besluit was nie top-down nie maar vanuit IM en IT en dit word na 10 jaar nog steeds so gedoen.

Nou besig met optimisering van funksies. Begin by die proses en in die stadium van oordoen van komponente in die waardeketting. IT is die enabler – vraag van bestuur is hoe gaan julle ons help? EA het dus die proses hoed op.

4. Processes followed – project(s)?

EA aanvaardingsproses het 10 jaar gelede reeds begin by die IM en IT besigheidseenheid. Het gereedskap begin slyp. Stakeholders wil sien hoe dit (EA) waarde toevoeg. Eilande van excellence. Moet waardetoevoeging prakties kan bewys. Waardetoevoeging moet bevat wees in die metodologie.

Standaard OM – besluit voor daar aksie is.

Lae vlak ----- Maturity -----Perfek

Daar is mense wat die proses uitdaag en sê – dis onnodig

Dit is die praktiese goed wat maak dat mense EA aanvaar.

'n Organisasie sal nie sommer EA net so aanvaar nie. Die hele proses moet geleidelik, stapsgewys, deur projekte ingefasseer word. Stakeholders wil op 'n gereelde basis die voordele sien.

Daar kom egter ook keerpunt waar die EA proses verby die projekstadium beweeg

Masterdata organization

Process organization

Governance

Ownership

Formal change

5. Framework / tools used?

META framework, Opengroup, solution architecture, ADM

Belyningstrategie – prosesse, inligting, toepassings. Belyning was baie belangrik.

Business architecture – metamodelle

Domain architecture

Principles (beginsels)

Applications

Op strategiese vlak word na besigheidsbeginsels gekyk – hulle is nie daagliks by EA proses betrokke nie, maar besef dit is belangrik.

Hulle laat die EA proses toe as besigheidsdoelwitte bereik word en as dit waarde toevoeg aan organisasie.

Organisasie het geen knowledge management system in plek nie – het document management system wat goed werk en beleid wat sê dat inligting gestoor moet word. Knowledge workers en Centres of Excellence.

6. Important stakeholders in process? What involvement?

A stakeholder is someone that can pull the plug on you!

- Hoë vlak = executive management – hulle kry die voordeel van die medisyne. Kry egter nie baie blootstelling aan EA proses nie, neem net kennis daarvan.
- GPC's = General process controllers
- Process enablers (proses eienaars) = werk met dag tot dag uitkomst
- IM and IT = EA implementering
- Users (Gebruikers) = mislukkings en suksesse
- Min eksterne stakeholders = kan binnekort verander – nou in proses van transformasie waar outsourcing oorweeg word

7. Human factors affecting the EA process?

- **List of factors**
- **Good experiences**
- **Bad experiences**

Human factors of enterprise architectural team members:

Do not be philosophical, theoretical – be practical when explaining EA to stakeholders

Use simple business language

It is very important that stakeholders understand your motives and the essence of the EA operation

Through your communication, stakeholders should be able to visualize (or see) the value of the operation

If they challenge you, you should be able to respond and show (practical) or explain (communicate very clearly and understandably).

One of the most important factors of success in EA adoption by stakeholders is to show progress and give regular results. Share the small victories regularly and show the road. The idea is to infiltrate the fibre of the organization – the master data and ownership.

For EA team members, they should be able to:

- conceptualize
- use organizational principles and principle terminology
- be persuasive
- implement practically
- think analytically
- understand meta models
- show passion and be open for challenge
- never hide behind governance

For stakeholders, they should be able to:

- be open minded
- be prepared to listen
- be prepared to give you and EA a chance
- be see-through - allow decisions to filter through
- trust – very important
- show responsibility – be responsible and take responsibility
- show accountability – very important
- have patience – EA is an ongoing event
- show perseverance – very important

The EA adoption idea started with junior employees. It was seen as a good idea and the EA adoption process started with a few (5) employees working on it. A team was formed and has grown over the last 10 years. It was process driven (ARIS and Opengroup). The domain architecture was developed and a Center of Excellence was established. The EA team had to sell their idea and process

At the moment it is an organization wide project – worse off now. Good thing is that senior management is exposed to EA.

Important: At a water division stage now – critical stage = EA has to become part of the “fibre” of the organization and it has to be maintained.

Core EA group is smaller now = 5 EA, 5 processes, 5 technical
Process is fragmented now, not holistic anymore.

8. Trans-disciplinary issue – diversity in training and background. How is it addressed?

Trans-disciplinary – a lot of opportunities are provided by the organization. The organization is big and people gain experience in different areas. The organization invests / spends a lot of money to allow employees to gain experience, learn/train in different areas of the organization. People learn and get good at doing tasks, then

they start doing other things and move on, so, there is a price attached to training employees in different disciplines.
There is not a lot of knowledge overall on all processes. No dynamics.