

## **Certification Training 2 - Foundation**

2 November 2020



## What does POET help you cope with?



## Pragmatic Ontology

Enterprise Transformation



**Keypoint** 

The only constant is the ACCELERATION of change. POET helps you cope with the punishing G-Force, by driving the Transformation of Transformation<sup>™</sup>.

Adoption Management: Instigate a project to ensure everyone related to Transformation is trained in POET/XOET. Adoption

## What does the Adoption section of POET contain?



**Keypoint The Adoption** section of **POET** defines 'HOW' it should be adopted and used.



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Adoption Step 4

Logical

## What is the fourth step in Adopting POET?

Elaborating



**Keypoint** Designing Changes allows you to decide what to change from POET to your own XOET.

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Physical

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Adoption Step 4 > Actions

#### When Adopting POET, what are the fundamental Actions in Step 4?



**Keypoint** Use POET to design your own XOET. Adoption EA Project Team: Follow the 4th step in **POET** for maturing your Transformation capability.

Adoption

Physical

Step 5

## What is the fifth step in Adopting POET?

Constructing

Step 5 Develop Changes

Operational

**Keypoint** Developing Changes allows you to create your own XOET.

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Adoption

Step 5 > Actions

#### When Adopting POET, what are the fundamental Actions in Step 5?



**Keypoint** Use P3 to develop your own XOET. Adoption EA Project Team: Follow the 5th step in **POET** for maturing your Transformation capability.

Adoption Step 6

Operational

## What is the sixth step in Adopting POET?

Transitioning



Physical World

**Keypoint** Rollout Changes allows you to rollout your own XOET for people to use.

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Adoption S

Step 6 > Actions

#### When Adopting POET, what are the fundamental Actions in Step 6?



Keypoint Use P3 to train your staff in your own XOET

Adoption EA Project Team: Follow the 6th step in POET for maturing your Transformation capability.

## What does the Methods section of POET contain?

# Nethods

Keypoint The Methods section of POET defines 'WHAT' should be done, 'HOW' and 'WHEN'.

#### **Adoption**

C-Suite: Instigate a review of the Methods used in the Enterprise's Transformation Capability, to determine if their maturity is appropriate.





Methods Phases

## What are the seven phases of Transformation?



#### Keypoint

The seven phases of transformation (Strategising, Roadmapping, Solutioning, Elaborating, Constructing, Transitioning, Using) are connected with the Governance & Lobbying discipline.

Adoption Management: Adopt the seven phases of Transformation -Strategising, Roadmapping, Solutioning, Elaborating, Constructing, Transitioning, Using and the Governance & Lobbying discipline that connects them.

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Phases > Basics

## Which Phase constitutes Business Architecture?



Keypoint Business Architecture feeds Enterprise Architecture feeds Solution Architecture feeds Enterprise Engineering.

Adoption Management: Ensure everyone in the Enterprise understands which phases are part of BA, EA, SA and Enterprise Engineering.

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Methods Phases > Resource Utilisation

#### What is the general split of resource required to perform Architecture vs Engineering?



#### **Keypoint**

99.9% of Enterprises are happy to spend money on improving Engineering, but are very reticent to spend money on improving Architecture.

> Adoption Management: Assign more resources to improving Architecture.

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Phases > Strategising

## What kind of work goes on in the Strategising phase?

**Enterprise Context** Strategising Contextual Roadmapping Conceptual Solutioning Logical Elaborating Physical Constructing Operational Transitioning

Physical Stuff

Sometimes called Business or Enterprise Strategy

Strategising

(aka Business Architecture)

e.g. Value Propositions, Cost Structure, Revenue Streams, Partners, Channels, etc, Mission, Vision, Strategies, Tactics, Goals and Objectives

09:32

Keypoint Strategising is what the C-Suite does.

Adoption Management: Ensure everyone in the Enterprise understands what the term Strategising refers to.



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Phases > Roadmapping

#### What kind of work goes on in the Roadmapping phase?

Strategising Contextual Roadmapping Conceptual

**Enterprise Context** 

Solutioning

Logical

Elaborating

Physical

Constructing

Operational

Transitioning

**Physical Stuff** 

Roadmapping

(aka Enterprise Architecture)

Sometimes called Annual Business Planning or Transition Planning

Creates a portfolio of projects and roadmaps to be initiated over the coming year(s)

09:34

Keypoint Roadmapping is "doing" Enterprise Architecture.

Adoption Management: Ensure everyone in the Enterprise understands what the term Roadmapping refers to.



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Keypoint Solutioning is "doing" Solution Architecture.

Adoption Management: Ensure everyone in the Enterprise understands what the term Solutioning refers to.

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Methods Phases > Solutioning > A Pragmatic Approach

#### Why should Solution Architecture work be moved out of projects?





Keypoint Do not constrain Solution Architecture in executing projects.

Adoption Management: Move Solution Architecure work out of individual projects and execute SA as a program.

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Phases > Project Execution

## What kind of work goes on in the Elaborating phase?

**Enterprise Context** Strategising Roadmapping Conceptual Solutioning Logical Elaborating Physical Constructing

Operational

Transitioning

Physical Stuff

**Sometimes called Engineering** 

roject Execution

(aka Design, Build/Test, Deploy)

All the work that happens when the project portfolio executes which finally results in the deployment of changes to the MAGIC<sup>™</sup> of the Enterprise.

09:42

Keypoint Elaborating, Constructing and Transitioning is "doing" Projects.

Adoption Management: Ensure everyone in the Enterprise understands what the term Project Execution refers to.



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Phases > Pattern

#### What is the common pattern that makes the Transformation Cascade coherent?

09:44



Keypoint Use the Transformation cascade to link the phases together.

Adoption Management: Ensure everyone in the Enterprise understands how the phases and levels of Transformation link together.

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Phases > Models

#### What happens if there is a break in the Phase cascade chain?



Keypoint Understand how common artefacts relate to the Phase cascade.

Adoption Management: Ensure everyone in the Enterprise understands the dependencies between common Artefacts.

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Methods Disciplines > Overview

## How are Phases and Disciplines related?



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09:49

Keypoint The Disciplines are used to a greater or lesser extent in each phase.

Adoption Management: Ensure everyone in Transformation is provided appropriate training in the disciplines they use to perform their tasks.

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Methods Disciplines > Capability Model

## What are the Transformational Capablities?



Keypoint The Disciplines form the Capability Model for the Transformation Capability of the Enterprise.

Adoption Management: Adopt the POET Transformation Capability Model.

Disciplines > Overview > Phase

#### How does MAGIC relate to the basic Phase Pattern?



#### **Keypoint**

MAGIC relates to the Structural information and MAGMA relates to the Transformational information that each phase consumes and produces.

Adoption Management: Ensure any work going on in Transformation, identifies whether it is working on Transformational and/or Structural information.

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Methods Disciplines > Overview > Artefacts

#### What are the six main disciplines of Enterprise Transformation?



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09:57

#### **Keypoint**

The 6 main disciplines are: Discovery, Requirements Management, Analysis & Design, Governance & Lobbying, Modelling and Decision Making.

Adoption Management: Review the maturity of the 6 main disciplines (Requirements Management, Analysis & Design, Discovery, Governance & Lobbying, Modelling and Decision Making.

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Methods Disciplines > Overview > Orchestration

How are D) Discover Current State, C) Confirm Motivation/Constraints, M) Refine Motivation, O) Design Solution Options, S) Design Solution, orchestrated to execute a Phase?



Keypoint Use discipline Orchestration to guide the overall work going on in a Phase.

Adoption Management: Ensure the basic discipline orchestration is followed in each phase.

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09:59

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Methods Disciplines > Requirements Management

#### What is accomplished by the "Requirements Management" discipline?



Keypoint Requirements provided to a phase, will never by sufficient for that phase.

Adoption Management: Ensure that requirements are refined at the beginning of a phase not the end.

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Disciplines > Discovery

## What is accomplished by the "Discovery" discipline?

10:04



Keypoint Finding information to perform a job is just as important as performing the job.

Adoption Management: Ensure that Discovery work is identified and estimated properly.

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Methods Disciplines > Analysis & Design

#### What is accomplished by the "Analysis & Design" discipline?

10:06



Keypoint Architecture and Engineering lie at the heart of Analysis and Design.

Adoption Management: Ensure that Architecture and Engineering Paradigms are used appropriately for Analysis and Design in all Phases.

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Disciplines > Modelling

## What is accomplished by the "Modelling" discipline?



#### **Keypoint**

1. Only model things to answer a question. 2. Treat model population as a Data Migration exercise. 3. Integrate/remove source data.

Adoption Management: Ensure that Modelling exists and is treated as a data migration exercise.

Disciplines > Decision Making

#### What is accomplished by the "Decision Making" discipline?



#### **Keypoint**

1. Only model things to answer a question. 2. Treat model population as a Data Migration exercise. 3. Integrate/remove source data.

Adoption Management: Ensure that Modelling exists and is treated as a data migration exercise.

## What types of Culture exist?

10:14



#### **Keypoint**

"The crucial differences which distinguish human societies and human beings are not biological. They are cultural." -Ruth Benedict

Adoption C-Suite: Initiate an investigation into the different Cultures at play in the Enterprise.

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Methods Disciplines > Decision Making > Making Them

#### What happens to the quality of decisions, as you increase the number of people involved

High	Low		Terrible!	К "Too spo "М
ime Required	ality of Results-		Pragmatic	make
Low	NO		Autocratic	C-Sui people spent a people decisio of the
P		v2020 May	©	Pragma

Keypoint "Too many cooks spoil the broth" "Many hands make light work"

#### **Adoption**

C-Suite: Mandate that people balance the time spent and the number of people involved in making decisions, with the quality of the decision required. Methods Disciplines > Decision Making > Changing Them

#### What bearing does Personal Culture have, on the decisions that people make?



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10:19

#### **Keypoint**

"Unless we embrace changing decisions, we will always be stuck with bad ones." - Kevin Lee Smith

Adoption C-Suite: Mandate that people should be rewarded, not punished, for changing decisions.

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Why should pressing the red button be a duty to be applauded rather than a chore to be denigrated?





Keypoint Pushing the Red Button is not recommended. It is a necessity.

Adoption C-Suite: Mandate that people are rewarded, not punished, for pushing the "Red Button".



10:21

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**Methods** Disciplines > Decision Making > Jumping to Conclusions

## What are the effects of Jumping to Conclusions?

#### **Keypoint**

"Making decisions

too quickly, is as

too slowly."

- Kevin Lee Smith

Adoption

**C-Suite:** Mandate

that people don't

jump to conclusions

too quickly. "Measure

HABING TQ bad as making them

## GQNGHSQNS



10:24

twice, cut once." © Pragmatic Frameworks Methods Disciplines > Governance & Lobbying Discipline

#### What kind of work goes on in Governance & Lobbying?



**Governance & Lobbying** 

Aka Risk Management

The work that happens between the phases.

<u>Governance</u> - Ensuring compliance to structural and transformational guidance

**Lobbying** - Raising issues, problems and opportunities.

10:26

Keypoint Recognise that Governance & Lobbying are inextricably linked.

Adoption Use Governance & Lobbying to connect and synchronise each phase of Transformation.



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Methods Disciplines > Governance & Lobbying > Artefact Mapping

### What is accomplished by the "Governance" discipline?

10:29



**Keypoint** It is imperative that Governance is balanced by Lobbying. Adoption Management: Ensure that Governance is balanced by

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Lobbying.

# **BREAK!**

# Back at 10:44



Methods Disciplines > Governance & Lobbying > Transformation Synchronisation

### What is the key to Transformation Synchronisation?

Keypoint Utilise Governance and Lobbying to synchronise Transformation.

Adoption Management: Implement Governance and Lobbying.





2013年9月21日,池口研究室にて撮影 Recorded by Ikeguchi Laboratory, on September 21, 2013.

www.youtube.com/watch?v=4ti3d3ls5Zg





メトロノーム同期 (32個) Synchronization of thirty two metronomes

2012年09月14日,池口研究室前廊下にて撮影 Filmed at Ikeguchi Laboratory, on September 14, 2012.

www.youtube.com/watch?v=JWToUATLGzs





Methods Disciplines > Governance & Lobbying > Technical Debt

### What is Technical Debt?

<sup>66</sup>Do I write a cheap and nasty solution in order to move forward now? Or do I take more time to solve the problem properly and risk delivering less business value in the short term but possibly better business value in the long term?

**Keypoint Technical Debt** is the future problems created when we write "bad" code. (Ward Cunningham)

- Ward Cunningham



Disciplines > Governance & Lobbying > Technical Debt vs Transformation Debt™

### How does Transformation Debt<sup>™</sup> compare to Technical Debt?

10:51



**Methods** 

#### Keypoint

Transformation Debt<sup>™</sup> is applying the principle of Technical Debt to all Guidance, all Phases and all Levels of Transformation.

Adoption Enterprise Architect: Apply the concept of Transformation Debt<sup>™</sup>. (Application of the Technical Debt concept to all guidance, all phases and all levels of Transformation.)

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**Methods** Disciplines > Governance & Lobbying > Transformation Debt<sup>™</sup> > Overview

### How does Transformation Debt help Transformation Synchronisation?



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10:54

**Keypoint** The future cost of Non-Compliance and Remediation will always be bigger than the current Cost of Compliance.

Adoption Management: Ensure everyone in the Enterprise understands **Enterprise Debt and** Transformation Debt.

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Methods Disciplines > Governance & Lobbying > Transformation Debt<sup>™</sup> > Investment Profiles

#### What is the Transformation Investment profile likely to look like, if Transformation Debt<sup>™</sup> is hidden?



Methods Disciplines > Governance & Lobbying > Transformation Debt<sup>™</sup> > Investment Results

### So how much money could you save if you manage Transformation Debt<sup>™</sup>?

	Transformation Debt <sup>™</sup> - Hidden	Transformation Debt <sup>™</sup> - Managed
Total Spent on Transformation	£28M	£20M
Current level of Enterprise Debt <sup>™</sup>	£20M	£10M
TOTAL	£48M	£30M
Amount Saved	£18M Which equates to a 38% saving on your Enterprise Transformation Bill	



10:59

Managing Transformation Debt<sup>™</sup> can save huge amounts of money, and (probably more importantly) time. Adoption Management: Estimate how much money the Enterprise could save over the next 10 years, if it managed Transformation Debt. © Pragmatic Frameworks 👗

**Keypoint** 

### What does the Artefacts section of POET contain?

# Artefacts

#### **Keypoint**

The Artefacts section of POET defines 'WHAT' information is consumed and produced and 'WHEN'.

#### **Adoption**

C-Suite: Instigate a review of the Artefacts used in the Enterprise's Transformation Capability, to determine if their maturity is appropriate.





Artefacts Overv

#### Overview > Levels

### What are the seven levels of Transformation (From the highest to the lowest level)?



#### **Keypoint**

The seven levels of transformation (Enterprise Context, Contextual, Conceptual, Logical, Physical, Operational, Physical Stuff) sit in between the seven phases of Transformation.

Adoption Management: Adopt the seven levels of transformation

Overview > Levels > Basics

### Which Levels of Transformation constitutes Business Architecture?



**Keypoint** 

Business Architecture, Enterprise Architecture and Solution Architecture information are closely related.

Adoption Management: Ensure everyone in the Enterprise understands which levels are part of BA, EA, SA and Enterprise Engineering.

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### What should we ensure about the information we store in relation to MAGIC?

Structural				
Methods	Artefacts	Guidance	Items	Culture
How should work be carried out?	What things are consumed and produced?	What will Guide us?	What things should be used?	What culture is required?
e.g. Business Functions, Practices, Processes Activities, Phases, Disciplines	e.g. Ontologies, Metamodels, Product Descriptions, Products	e.g. Principles, Policies, Standards, Rules, Laws	e.g. Locations, Technologies, Frameworks	e.g. People, Values, Ethics & Trust, Language



#### **Keypoint**

Structural information (MAGIC) needs to exist at different levels of abstraction (Idealisation/Realisation).

#### **Adoption**

Management: Ensure Structural information (MAGIC) is maintained at different levels of abstraction (Idealisation/Realisation).



11:09

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Artefacts Structural (MAGIC) > Relationships

How many levels of information can the Structural information defined by MACE be represented at?



Keypoint Methods act on Artefacts that are executed by Culture (people) or Items (Technologies).

Adoption Management: Ensure people understand the relationships between the information categorised by MAGIC.

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Transformational (MAGMA)

### What should we ensure about the information we store in relation to MAGMA?

Transformational				
Motivation	Actions	Guidance	Measures	Assessment
Why are we doing the transformation?	How will we effect the transformation?	What will guide the transformation?	How will we measure the progress of transformation?	Why are we doing the transformation in this way?
<i>e.g.</i> Ends, Aims, Objectives, Requirements	e.g. Means, Strategies, Tactics, Roadmaps, Portfolio's, Plans	e.g. Principles, Policies, Standards, Rules, Laws	e.g. CSF's, KPI's, Metrics	e.g. Strengths, Weaknesses, Opportunities, Threats, Pro's, Cons, Issues, Risks



Keypoint Transformational information (MAGMA) needs to exists at different levels of abstraction (Idealisation/Realisation).

Adoption Management: Ensure Transformational information (MAGMA) is maintained at different levels of abstraction (Idealisation/Realisation).



11:14

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Artefacts Transformational (MAGMA) > Relationships

### How are the five domains of the Transformational Ontology related?

11:16



#### Keypoint

The Motivation drives the creation of Actions and the production of Guidance (which guide those Actions), all of which are Assessed against the Measures.

Adoption Management: Ensure people understand the relationships between the information categorised by MAGMA.

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Artefacts MAGIC & MAGMA Derivation > Structure

### Where did MAGIC and MAGMA come from?

#### STRUCTURE

_Actor Departn	pent Enternrise	Area Entity Gr	pun Lane Loca	tion Office Organisation Unit,
	PEAFv2	TOGAF9	ARCHIMATE	U
Department, Location, Organisation Unit, Stakeholder, End Event, Gateway, Process, Start Event, Business Service, Information Service, Data Entity, Database, Application, Application Component, Desktop Equipment, Hardware Platform, Logical/Virtual Component, Mobile Equipment, Network Component/Element, Physical Component/ Server.	Customers, Products, Activities, Departments, Functions, Services, Locations, Applications, Devices, Databases, Technologies	Actor, Location, Organisation Unit, Role, Event, Function, Process, Application Service, Business Service, Information Service, Data Entity, Product, Application, Application Component, Logical/ Virtual Component, Network Component/ Element, Physical Component/Server.	Actor, Department, Role, Stakeholder, Activity, Event, Function, Interaction, Process, Application Service, Business Service, Information Service, Technology Service, Artifact, Object, Product, Representation, Value, Application Component, Collaboration, System Software, Communication Path, Device, Network, Node.	Department, Group, Office, Activity, Composite Activity, Operational Node, System, Gateway, Network.

Keypoint In the past, people only saw part of the picture – they considered only Structural information.



MAGIC & MAGMA Derivation > Strategy

### What type of model did people decide was needed to drive Structural models?



STRUCTURE				
AVOLUTION Department, Location, Organisation Unit, Stakeholder, End Event, Gateway, Process, Start Event, Business Service, Information Service, Data Entity, Database, Application, Application Component, Desktop Equipment, Hardware Platform, Logical/Virtual Component, Mobile Equipment, Network Component/Element, Physical Component/ Server.	PEAFv2 Justomers, Products, ivities, Departments, unctions, Services, ications, Applications, Jevices, Databases, Technologies	TOGAF9 Actor, Location, Organisation Unit, Role, Event, Function, Process, Application Service, Business Service, Information Service, Data Entity, Product, Application, Application Component, Logical/ Virtual Component, Network Component/ Element, Physical Component/Server.	ARCHIMATE Actor, Department, Role, Stakeholder, Activity, Event, Function, Interaction, Process, Application Service, Business Service, Information Service, Technology Service, Artifact, Object, Product, Representation, Value, Application Component, Collaboration, System Software, Communication Path, Device, Network, Node.	DoDAF/MoDAF/DAF Department, Group, Office, Activity, Operational Node, System, Gateway, Network. Donceptual Conceptual Conceptual Conceptual Physical Coperational

**Keypoint** In the past, people only saw part of the picture – that Structural information needed Strategy information.

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#### What type of model did people decide was needed to bridge Strategy and Structural models?



**Keypoint** In the past, people only saw part of the picture - that Structural information and Strategy information needed to be bridged by execution information.



11:23

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How did people view Strategy, Execution and Structural models relating to levels of abstraction?



**Keypoint** In the past, people only saw part of the picture – that Strategy and Execution were the top two levels of abstraction and Structure was the conceptual, logical, physical and operational levels. © Pragmatic Frameworks



### What did Pragmatic realise about the two fundamental domains of information?

11:28



**Keypoint** There are two fundamental domains of information (Structural & **Transformational**) that exists at ALL levels of abstraction.

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MAGIC & MAGMA Derivation > Mapping > POLDAT

### How does POLDAT map to MAGIC and MAGMA?



Keypoint POLDAT provides for Structural information at mostly conceptual, logical and physical levels, and no Transformational information.

Adoption Enterprise Architect: Think in terms of MAGIC and MAGMA, not POLDAT.

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Artefacts MAGIC & MAGMA Derivation > Mapping > BMM

### How does BMM map to MAGIC and MAGMA?

11:33



Keypoint BMM provides for Transformational information only relating to Strategising, and no Structural information.

Adoption Enterprise Architect: Think in terms of MAGIC and MAGMA, not BMM.

### How does EBMM map to MAGIC and MAGMA?



Keypoint EBMM covers most Structural and Transformational information but only at the top two levels.

Adoption Enterprise Architect: Think in terms of MAGIC and MAGMA, not EBMM.

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Ontology > Basics

### Which phases of Transformation use Enterprise Context information?



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11:38

Keypoint All levels of the Enterprise Transformation model are used in all phases.

Adoption Management: Ensure that all levels of information are readily available to people working in all Phases. **Artefacts** Ontology > Basics > Mapping to Phases

### How are the Phases and the information at each Level related?



**Keypoint** Information from all levels are used in each phase. **Adoption** Management: Ensure that all information from



11:41

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each level can be

Artefacts Ontology > Basics > Volatility, Volume, Impact & Population

### How should each level of the Enterprise Model be populated?



#### **Keypoint**

Ensure that the Logical and Physical levels are populated over time as a deliverable of executing projects.

Adoption Management: Instigate Projects to populate the Enterprise Context, Contextual, Conceptual and Operational levels of the Transformation information.Management: Ensure all executing Projects populate the Logical and Physical levels of Transformation information, as they execute.

POET

11:43

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Ontology > Basics > Two Why's

### What are the "Two Whys"?



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11:46

Keypoint Be aware that there are two main Whys: 1. Why are we doing it. 2. Why are we doing it this way.

Adoption

Management: Ensure that all parts of the Enterprise understand the difference between why a Transformation is happening, and why the Transformation is being executed in the way it is.

#### Artefacts Ontology > Basics > Recursive Model Abstractions

### What is meant by "Recursive Model Abstractions"?



POET

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11:48

**Keypoint** 

For each phase, be aware that Context comes from above, and levels below Operationalise it.

#### Adoption

Management: Provide Workers the Context they need to do their job, and the mandate they need to ensure their work is operationalised.



Ontology > Basics > Transitions

### How are the MAGIC and MAGMA Ontologies related in time?



Keypoint MAGIC defines Structural information at points in time, MAGMA defines Transformational information between them.

Adoption Management: Allow workers to create the information necessary to do their job.

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Artefacts Ontology > Detail > Structural & Transformational

### What Ontologies come together to form the POET Ontology?



#### **Keypoint**

This is the complete map of information required for Transformation to be executed in an Effective, Efficient, Agile and Durable way.

Adoption Management: Map the Artefacts of Transformation to MAGIC and MAGMA over the seven layers of Transformation, to determine where the gaps and overlaps are.

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Ontology > Detail > Models

### What is Enterprise Strategy?



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11:56

#### Keypoint

Enterprise Strategy is the Business Motivation and Capability models, set in the context of the Business Model. Transformation Strategy is the Roadmap and Operating models, set in the context of the Capability and Business Motivation models'

#### Adoption

Management: Ensure that all parts of the Enterprise understand the dependencies between the Business model, the Business Motivation model, Capability models, Operating models and Roadmap models.Management: Ensure that all parts of the Enterprise understand the dependencies between the Enterprise Strategy and Transformation Strategy.

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Artefacts Ontology > Detail > Meta-models

#### Can one Metamodel be used for Enterprise Architecture and Enterprise Engineering modelling?



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11:58

Keypoint There is no single metamodel, that covers all the information required for Transformation.

Adoption EA Project Team: Develop a Hybrid Metamodel for Enterprise Architecture and Engineering modelling.

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# LUNCH!

# Back at 12:58



Guidance

### What does the Guidance section of POET contain?

# Guidance

#### **Keypoint**

The Guidance section of POET defines what information is used to guide people in their decision making.

#### Adoption

C-Suite: Instigate a review of the Guidance used in the Enterprise's Transformation Capability, to determine if their maturity is appropriate.





Guidance

Context is King™

### Why is Context King<sup>™</sup>?

13:03



#### **Keypoint**

Context is King<sup>™</sup> because context can fundamentally change how something is viewed and therefore the basis of the decisions that are made about it.

Adoption Management: Ensure that Context is always considered in relation to any decisions.



Guidance Context is King<sup>™</sup> > Types

### What are the two fundamental things that make up the context of Transformation?



Keypoint The Context of something is comprised of Requirements, and Structural and Transformational constraints.
# What does the Items section of POET contain?

# tems

#### **Keypoint**

The Items section of POET defines 'WHAT' tools and frameworks are required, 'WHERE' and 'WHEN'.

Adoption C-Suite: Instigate a review of the Tools and Frameworks used in the Enterprise's Transformation Capability, to determine if their maturity is appropriate.





The Architecture Paradigm<sup>™</sup> > What is Architecture

# What is Architecture?



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13:11

**Keypoint** 

X Architecture, is the fundamentally important structure of the whole of X, set in the context of things outside of X, that affect X, or are affected by X.

Adoption Management: Ensure people understand what Architecture is, and is not.

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The Architecture Paradigm<sup>™</sup> > Purpose > It's Not What You Think

# What constitutes "good" Architecture?







Keypoint Any "good" Architecture ONLY EXISTS to fulfil a customer's needs.







Adoption Enterprise Architect: Realise that good Architecture is defined by the client, not the Architect.



13:13

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# What is Structural Complexity

Structural Complexity

Structural Complexity =

Number of different Systems + Number of Relationships between those Systems.

**Keypoint** Structural Complexity is a function of the number of things something is composed of, and the number of relationships between them.





The Architecture Paradigm<sup>™</sup> > Purpose > Transformational Volatility

# What is Transformational Volatility?



Transformational Volatility

=

Rate of change of Systems

Keypoint Transformational Volatility is the rate of change of something.



The Architecture Paradigm<sup>™</sup> > Purpose > Transformational Complexity

# What is Transformational Complexity?



**Keypoint** Transformational Complexity is a function of the Structural **Complexity and Transformational** Volatility of something.

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The Architecture Paradigm<sup>™</sup> > Purpose > Contextual Volatility & Complexity

# What is Contextual Complexity & Volatility?



**Keypoint** Contextual Volatility & Complexity is defined as the Structural Volatility & Transformational Volatility of the context of something.

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The Architecture Paradigm<sup>™</sup> > Justification > Applicability

# When is Architecture applicable vs not applicable?



Applicability

Mandatory. Critical for change.

Extreme. Large opportunity for advantage. Large risk of disadvantage.

Somewhat. Some opportunity for advantage. Small risk of disadvantage.

> None. No opportunity for advantage.

**Keypoint** The Architecture Paradigm<sup>™</sup> is only applicable when Structural Complexity and Transformational Volatility are high enough.

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#### Items The Architecture Paradigm<sup>™</sup> > Justification > Cost and Ability

ransformation

Cost (\$/time)

Assuming an Enterprise DOES NOT utilise The Architecture Paradigm<sup>™</sup>, how does the cost of Transformation and the Ability to Transform change, as Transformational Complexity increases?

13:28



#### Keypoint

As Transformational Complexity rises, use of the Architecture Paradigm<sup>™</sup> becomes mandatory, to preserve your ability to transform, and manage the cost of transformation.

Adoption C-Suite: Accept that while Architecture may sometimes be not applicable, at others times, it is mandatory. Items The Architecture Paradigm<sup>™</sup> > Justification > Investment

What happens to the investment required to adopt The Architecture Paradigm<sup>™</sup>, as Transformational **Complexity increases?** 

Key Investment in time, money & will that is required to adopt the The Architecture Paradigm<sup>TM</sup> **Keypoint** Impossible. As the need to Investment required is larger than available time and/or money. utilise Architecture increases, the Very Difficult. appetite to do so will Investment required is very high but is still achievable. decrease. **Adoption** Moderate. Investment required is C-Suite: Recognise that as moderate and very achievable. the need to adopt The Architecture Paradigm<sup>™</sup> increases, the appetite Simple. (and therefore Investment required .is low commitment) to do so, decreases. Transformational Complexity © Pragmatic Frameworks 🎜

13:30

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The Architecture Paradigm<sup>™</sup> > Justification > Procrastination

#### How does peoples expectations of the Architecture Paradigm<sup>™</sup>, compare to reality?

13:33



Keypoint The short term value of Architecture is overestimated. The long term value of Architecture is underestimated.

Adoption C-Suite: Do not overestimate the short term value, or underestimate the long term value, that use of The Architecture Paradigm<sup>™</sup> can provide.

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The Architecture Paradigm<sup>™</sup> > Why and How

#### What is the fundamental question The Architecture Paradigm<sup>™</sup> forces us to contemplate?



Keypoint Why is the most important question.

Adoption Enterprise Architect: Always ask WHY? (At least 5 times.)

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The Architecture Paradigm<sup>™</sup> > Abstraction & Elaboration

# What are the four types of Abstraction/ Elaboration?



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13:38

Keypoint There are 4 types of Abstraction / Elaboration.

Adoption Enterprise Architect: Apply the four types of Abstraction/Elaboratio n appropriately.

The Architecture Paradigm<sup>™</sup> > Relationships

#### With respect to volume, what is the relationship between lines and boxes?



### Keypoint The relationships between things rises in a polynomial fashion.

Adoption Management: Provide people the tools and time to deal with the fact that the relationships between things, rise in a polynomial fashion. Items The Architecture Paradigm<sup>™</sup> > The Value is in the Lines not the Boxes<sup>™</sup>

# Why are "lines" (relationships) more important than "boxes"?"



Keypoint Lines (relationships) are an order of magnitude more important than the boxes.

Adoption C-Suite: Understand and utilise the power of relationships.

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3

The Architecture Paradigm<sup>™</sup> > Patterns

# Why are Patterns Important?



**Keypoint** Look for patterns in everything. **Adoption** Enterprise Architect: Look for patterns in everything.

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The Architecture Paradigm<sup>™</sup> > Models, Meta-Models & Semantics

# What is a model vs a meta-model?



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13:48

#### **Keypoint**

Use structured data for all structural and transformational information, and generate "documents" as required.

Adoption Management: Provide people the tools and time to model information, instead of writing it in unstructured documents.

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#### Frameworks > Number & Growth

#### What has happened to frameworks over time? How do they relate to each other?

v2020 May

13:50

ensions of Relational Work 4S Web Marketing Mix 5 ways model (5 ways model) 7-S Mode **FIVE-FORCES** ISO xxxx isition Integration Approaches, Action Learning, Activity Domain Theory, Activity Based Costing, Adhocracy, ADL Matrix, AF-EAF (Air PRINCE2 00A/00D BPMN SWOT MoP MSP PRINCE: MoR SOM SSADM SABS SCRUM AGILE **BMM** PFAF SWOT COBI. MoP (Oracle Enterprise Architecture Framework), Office of Stra Research OPM3 Organizati MSP Enterprise Business Architecture Er, Panorama 360 Market Segment, and Product Dev Rolettall MoR **SCRUM** Learning Cycle, Strategic Stakeholder Management, Strategic PEAF inking / Dynamics, TAM (Telecom Application Map), Target marketing, Three Dimensional Business Definition, Time-Based Activity Based Costing COBIT eation Index, Value Engineering, Value Network, Value Stream Mapping, Value Profit VSM (Viable Systems Model), WACC, Working Capital Ratio, Whole Brain Model, xAF (Extensible Architecture Framework), Zachman,

on et de Communication (AGATE)), Agile EA. Agile EA (Agile Enterprise erprise Architecture), Analogical Strategic Reasoning, Analytical CRM, Anything Method, ASL (Application Services Library), ATAM, Attribution Theory, **FIVE-FORCES** ISO xxxx 00A/00E LEAD **BPMN** MoV UML RUP **SOMA** SABSA **BMM** 

**Keypoint** Over time, frameworks have grown and overlapped.

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#### Frameworks > How POET Helps

#### How does POET help Transformation Framework vendors today?

conomic Margin Fl

BETP (Business Transformation Enablement Program), BISI (Business Information

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Core Competence, Core Group Theory, Core Quadrants, Core

(The DND/CF Architecture Framework), DRAGON1 (Dragon1 EA Me

ure Blueprinting), EAAF, EAM-PC (EAM Pattern Catalog), EAP, Earnings Pe

nic Value Added FEAE (OMB Enterprise Architecture Assessment

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FEAF (US Federal Enterprise Architecture

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omotive Architecture Framework), Accenture, Accounting Earnings, Acord, Acid Test Ratio, Acquisition Integration Approaches, Action Learning, Activity Domain Theory, Activity Based Costing, Adhocracy, ADL Matrix, AF-EAF (Air

prative Networks), Archimate, ARIMA, ARIS, Ashridge Mission Model, artITecture Architect Method, ASL (Application Services Library), ATAM, Attribution Theory, Attributes of Man

Altus EA Framework, AM (Avancier Methods), AM for SA (AM for Solution Architecture), AM for EA (AM for Enterprise Architecture), Analogical Strategic Reasoning, Analytical CRM, Anything Architecture, ANSI ISA-95

**Keypoint** POET provides an Ontology that you can map all other Frameworks to.

Adoption **Enterprise Architect:** Map all frameworks you currently use to POET, in order to be able to find your gaps and overlaps.

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Scorecard, Bases of Social Power, Bass Diffusion Model, BCEA (Business Centred EA), BCA (Business Capability Architecture), BCG Matrix, BCMM (Business BITDA FBIT FBMM (Enterprise Business Mo Enterprise Architecture Links, Entry Mode GA (Garland and Anthony) GAME (Good enough Architecture N

14 Principles of Management, 3C's model, 360 feedback, 3DVE (Originally 3D Visible Enterprise, but now called the Unisys 3D Blueprinting Approach), 3rd Party Logistics (3PL), 4+1 (4+1 view model), 4 Dimensions of Relational Work, 4S Web Marketing Mix, 5 ways model (5 ways model), 7-S Model

Force Enterprise Architecture Framework). Advertising. AGA (Australian Government Architecture (AGA) framework). AGLE, AGATE (Atelier de Gestion de l'Architecture des Systemes d'Information et de Communication (AGATEI). Agile EA, Agile

RA - PETRA NORA (Nederlandse Overheid Ref

Enterprise Business Architecture Er, Panoran CMM (People - Capability Maturity Model) PDSA PEDE (Pragmatic Enterprise Direction Framework) PEAE (Pragm Performance matrix for family busine Physical Distribution Plausibility Theory PMT ( ework). Scaled Agile. Self-Directed Team, SEL Servant-Leadership, Service Desk Institute, SERVOUAL, Service Profit ment FA Framework), Shareholder Value Perspective, Shea lue, Access), Six Sigma, Six Sigma, Skandia Navigator, Six Thinking Hats, Skandia Navigator, SLEPT Analysis, SMART, SL Methodology, Sogeti DYA, SOX ( ecture) Spin-Off Spiral Dynamics SPIRIT Spiral of Silence SPIRIT Platform Blueprint elopment, Stage-Gate, Stakeholder Analysis, Stakeholder Management, Stakeholder Value Perspective, Stakeholder Mapping, Star Alignment (Star Alignment Model), Management, Strategic Learning Cycle, Strategic Stakeholder Management, Strategic Thrusts, Strategic Types, Strategic Triangle, Strategy Dynamics, STRATPOR Systems Thinking / Dynamics, TAM (Telecom Application Map), Target marketing, TEAF ((US) Treasury Enterprise Architecture Framework), TDC Matrix, Team Building, Team Ma Architecture Capture Framework), The Cynefin Framework, The Bank of England Monetary Policy Framework, The Value Net, Theory of Constraints, Theory of Three Dimensional Business Definition Time-Based Activity Based Costing TOGAE (The Open Group Architecture Framework) TMap NEXT Total Business Return Total Cost of Ownership TOT

Trajectories of Industry Change, Triple Bottom Line, Troux Semantics, Twelve Principles of the Network Economy, Turnaround Mar ent, Two Factor Theory, Two Factory Theory, UDEF (Universal Date du SI), UML, Unisys 3DVE, UML Profile-based Integrated Architecture (UPIA), UPDM ( The Unified Profile for DoDAF and MODAF), UPIA = UML Profile-Based Integrated Architecture, VALIT (Enterprise Value Goverance of Fi Disciplines, Value Creation Index, Value Engineering, Value Network, Value Stream Mapping, Value Profit Chain, Value Stream Mapping, ValueReporting Framework, Variable Costing, VALUIT, Vendor Managed Inventory, Vertical Integration, VSM (Viable Systems Model), WACC, Working Capital Ratio, Whole Brain Model, xAF (Extensible Architecture Framework), Zachman, Z-Score



tems

7 Ps, 8D Problem Solving, AAA-Triangle, Absorption Costing, AAF (Aut

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Appreciative Inquiry, ARCHI (ArchiMate), ARCON (A Re (Australian Defence Architecture Framework) Austra

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Continuity Maturity Model), BF (Business Enginee Budgeting, Blended (Combining parts of multiple, architecture management (FAM) method ).

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Tools > Number & Growth

### What has happened to Tools over time? How do they relate?

4Front, ABACUS, Abend-AID; (part of CATI tools), AbyS, Accept 360, ACE: (ADA Compiler Environment), ACT, actiWATE, AD/VANCE DataModeler, Adabas, AdaTEST, ADOit, Adpac CASE Tools, Advanced on. Accorporate Modeler Visible Analyst Workbench ware Automation., AIO WIN, alfabet - planningIT, Analyst/Designer Toolkit, Analyst/RT, Anatool, Andromede, ANTS - Advanced .NET Testing System, Application Development Workbench: (ADW), Application Factory, Application Xcellence, AppsWatch, APPX, APS Development Center, ApTest utoCode, Automated Test Designer (ATD), AutoPLAN, AxiomDsn, Axiom-SA, AxiomSys, BACHMAN ASA20/2OujekTestnProh BPwin\_BridgePoint Gen\_BridgePoint OOA, BridgePoint Sim, B-Toolkit, Business (Computer Aided Desigin in Z), CA-Ideal, Canonizer **OA** Complete MS Project \*Dictionary, CASE\*Generator, CASE,Analyst, CASE/4/0, case/4/0, case/4/0, CASE/ CS RADAR, File-AID family, TransRELATE, PLAYBACK, File MagicDraw AID: (part of CATI tools), CICS RADAR: (part v IEF: (tm) (5.3). Compuware Corporation. AutoCode compuware Corporation., Compuware Corporation., Compuware Corporation., Compuware CASE tools, Construct, Continuus/CM PT, Corporate Modeler, CorVision, Cradle, oft, DEPICTOR, Design Generator, signer, Designer+sf, Designer+sf, DesignMachine 2.0. iented Reguirements System), Dragon1, DX, EA Manager™, Easy PC Contact, EasyCASE plus: ERwin, EVA Netmodeler, Everareen CASE odeller, ENVISION<sup>®</sup> VIP, EPak, ER-Designer: (ERE ools), File-AID family: (part of CATI tools), Forecast, FOUNDATION, GRACE, GRAMMI, Graph ett-Packard. software development environment, HIBOL, Hindsight: (ASA20/20, SQA, TCA), nitect, IDS-Scheer - ARIS, idungu, Imagix 4D, INSPECTOR, Instrumentation, Internet Macros, Visible Analyst Workbench Corporate Modeler OuickTest Pro Rational Rose PlanView QA Complete MagicDraw Powerdesigner ersonal-SELEC AutoCode Ratior System Architect ARIS Series, Prosa, ProSys, Provision, PSL/PSA, P-Source, P-Tools, PVCS, Q+E, QA Complete, QA requirements engineering, QuickSpec, QuickTest Pro, Quix, Ranorex, Rational Apex, Ratio (RSI), RETROFIT, RIDL\*, RIPPEN, RLT, Robochart, Sahi, SAMU, SAP Sybase PowerDesigner ERwin MooD SIMULCAST: (part of CATI tools), SmartClass, SmartCost, SmartER, SMARTS, SMARTS: (part SoDA, SoftBench, SoftBench C/C++: (part of SoftBench), SoftBench COBOL: (part of Soft Software Research, Inc., Software Research, Inc., Software Research, Inc., Software Research Fnrich ABACUS Software Research, Inc., Software Research, Inc., Software Research, Inc., Software Rese Pictures, SpiraTest, SPQR/20, SQA: (part of Hindsight), SQL Software, Ltd.. configuration Workbench, SQL-Link-Plus, Squish, SSADM 2.1, SSADM, Westmount I-CASE for , SSADM4+sf PlanView Evaluation Management System, Sterling Software., STONE, StP/Booch, StP/BPR, StP/Class (SA), Structured Architect-Integrator: (SA-I), STW/Advisor: (METRIC, STATIC, TDGEN), ST DataDirect Natural, SuperCase, SuperStructure, Supra, SYLVA Series, System Architect, System Architect, System Architect, System Architect, System Structure, SuperStructure, Supra, SYLVA Series, System Architect, System Architect, System Structure, Supra, SYLVA Series, System Architect, System Architect, System Structure, Supra, SYLVA Series, System Architect, System Architect, System Structure, Supra, SYLVA Series, System Architect, System Architect, System Structure, PATH: (part of STW/Coverage), TDGEN: (part of STW/Advisor), TeamNet, Teamwork, Tele Information Engineering, Texel-sf, Texel-sf, TGS Systems., The Developer, ToolBuilder, T-Plan Powerdesigner of STW/Coverage), TurboCASE 3.0, UIM/X, UIM/X, Unirel Openlook Toolkit, VADS, Vantive (VIS), ViewKit, Visible Advatage, Visible Analyst Workbench, Vision, VisionSoft DataVision, V Rational Robot System Architect NA Inc.. meta CASE tool, vsObject Maker, vsSQL, vTest, Ward/Mellor, Westmount I-CASE SSADM), Westmount Technology B.V., full life-cycle, WITH CLASS, Wizdom Pro, XPEDITER: (part of CATI tools), XStudio, XTie-R1

**Keypoint** Over time, tools have grown and overlapped.

POET

Tools > How POET Helps

# How does POET help Transformation Tool Vendors today?

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Integration System:

Software Automation., Advanced Andromede, ANTS - Advanced .NET Testing System, Application Development Workbench: (ADW), Application Factory, Application Xcellence, AppsWatch, APPX, APS Development Center, ApTest Set, ASA20/20: (part of Hindsight), Auditor, AutoCode, Automated Test Designer (ATD), AutoPLAN, AxiomDsn, Axiom-SA, AxiomSys, BACHMAN Manager, Archi, Architect, Architecture Ma Product Set, BACHMAN/Analyst, Badbo ect and Class Specifier: (BOCS), Berard Software Engineering, BPwin, BridgePoint Gen, BridgePoint OOA, BridgePoint Sim, B-Toolkit, Business Integration facility: (BIf), Business X, C/Spot/Run, C++/Views, CA-Datacom, CA-Dataguery, CA-Dataguery PC, CADiZ: (Computer Aided Desigin in Z), CA-Ideal, Canonizer, n, CARDtools, CASE Interchange, CASE\*Designer, CASE\*Dictionary, CASE\*Generator, CASE.Analyst, CASE/4/0, case/4/0, case/4/0, CASE/ Cantata, CAPBAK/X: (part of STV FRAMEWORK--METHODOLO Abend-AID, CICS Abend-AID, CICS RADAR, File-AID family, TransRELATE, PLAYBACK, File PLAYBACK, SIMULCAST C-Cover, Checkpoint, Chen & Associates., CICS Abend-AID: (part of CATI tools), CICS RADAR: (part  $\bigcirc$ COHESION ASD/SEE, COHESION Team/SEE, COHESIONworX, Composer by IEF: (tm) (5.3), Compuware Corporation., of CATI tools), Cle Compuware Corr mpuware Corporation., Compuware Corporation., Compuware Corporation., Compuware Corporation., Compuware ration., CONQUEST CASE tools, Construct, Continuus/CM, Continuus/PT, Corporate Modeler, CorVision, Cradle, Corporation. DEC FUSE, DECset, Deft, DEPICTOR, Design Generator, Designer, Designer+sf, Designer+sf, DesignMachine 2.0, Data Tra namic Object-Oriented Requirements System), Dragon1, DX, EA Manager™, Easy PC Contact, EasyCASE plus: Desic  $\bigcirc$ ct, Enterprise Modeller, ENVISION® VIP, EPak, ER-Designer: (ERD), ERwin, EVA Netmodeler, Evergreen CASE (com Tools. CK: (part of CATI tools), File-AID family: (part of CATI tools) ast, FOUNDATION, GRACE, GRAMMI, Graph Layout nvironment, Hewlett-Packard, software development. HIBOL, Hindsight: (ASA20/20, SQA, TCA), Holocen everage, IDMS/Architect, IDS-Scheer - ARIS, idungu, Instrumentation, Internet Macros,  $\bigcirc$ **ISDE Met** KangaTool Series, Kappa, Kappa Server, ISOplus, iteraplan, ITEX: Interactive TTCI PC, LDRA er Sensitive CASE, Life Cycle Productivity Sys Assistant, IiSA, LiveModel, Load Impac MacDesigner, MacBubbles, Maestro, MAC ench, Manager Series, Mantis, MA ulink, MATRIXx/Systembuild, McDonne Ahead, Meta s. front-end, RE/M, Meta Systems. (MWB), METE ne. MKS Professional Services. M  $\bigcirc$ Natural, NAVI RON/Connect, Netvan Methodology biectMaker 2.1: (aka Ad  $\bigcirc$ Objectworks\Sm OMW, OOAtool, OOwin,  $\frown$ EVB Edition, Para onal-SELECT, PesterCat, PLA  $\bigcirc$ Vue-ASCII, preVue-X, ProCap/ PowerModel, Pov ent, PRO-IV Workbench: (windo programming envi Series, Prosa, Prosv omplete, QA Wizard, QAS.TCS (Tes PO Apex, Rational CRC, Rational Robo  $\mathbf{O}$ (RSI), RETROFIT, RIDL\*, RIPPEN, P Sybase PowerDesigner , Sapiens, Scan/COBOL, S SIMULCAST: (part of CATI tools), SmartClass, SmartCost, SmartER, SMARTS, SMARTS: (part of STW/Regression), SMA SoDA, SoftBench, SoftBench C/C++; (part of SoftBench), SoftBench COBOL; (part of SoftBench), SoftBench Confid Software Research, Inc.., Software Research, Inc.., Software Research, Inc.., Software Research, Inc.., Software Research, Inc., Software Research  $\bigcirc$ Software Research, Inc., Software Research, In  $\bigcirc$  $\bigcirc$ Pictures, SpiraTest, SPQR/20, SQA: (part of Hindsight), SQL Software, Ltd.. configuration management, SQL\*Forms, Workbench, SQL-Link-Plus, Squish, SSADM 2.1, SSADM, Westmount I-CASE for , SSADM4+sf, SSADM4+sf, StateMate, ST. Evaluation Management System, Sterling Software., STONE, StP/Booch, StP/BPR, StP/ClassCapture, StP/IM, StP/OMT, St (SA), Structured Architect-Integrator: (SA-I), STW/Advisor: (METRIC, STATIC, TDGEN), STW/Coverage: (TCAT, S-TCAT, Natural, SuperCase, SuperStructure, Supra, SYLVA Series, System Architect, System Architect, System Engineer: (nee Aut  $\bigcirc$ PATH: (part of STW/Coverage), TDGEN: (part of STW/Advisor), TeamNet, Teamwork, TeleUSE, TELON, Test Complete, T  $\bigcirc$ at Information Engineering, Texel-sf, Texel-sf, TGS Systems., The Developer, ToolBuilder, T-Plan Professional, Transform, Tr of STW/Coverage), TurboCASE 3.0, UIM/X, UIM/X, Unirel Openlook Toolkit, VADS, Vantive Quality, VDM-SL Toolbox, VDM-(VIS), ViewKit, Visible Advatage, Visible Analyst Workbench, Vision, VisionSoft DataVision, VisionSoft Suite, Visual Thought, vPerformer, vspesigner VSF IVA INC., pusiness process reengineering, VSF NA Inc., meta CASE tool, vsObject Maker, vsSQL, vTest, Ward/Mellor, Westmount I-CASE for, WebLOAD Professional, Webserver Stress Tool, Westmount I-CASE: (for Yourdon, Ward/Mellor, OMT, SSADM), Westmount Technology B.V., full life-cycle, WITH CLASS, Wizdom Pro, XPEDITER: (part of CATI tools), XStudio, XTie-RT

4Front, ABACUS, Abend-AID: (part of CATI tools), AbyS, Accept 360, ACE: (ADA Compiler Environment), ACT, actiWATE, AD/VANCE DataModeler, Adabas, AdaTEST, ADOit, Adpac CASE Tools, Advanced

**Keypoint** POET provides an Ontology that you can map **Transformation** Tools to.

Adoption **Enterprise Architect:** Map all Tools you currently use to POET, in order to be able to find your gaps and overlaps.

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Tools > Coverage

#### What is the most important thing to remember about selecting and using Transformation tools?



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14:00

Keypoint Use POET to plan how all the tools you use, integrate and work together.

Adoption Enterprise Architect: Make sure the tools used within your Transformation capability are integrated.

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Tools > Integration

#### What are some of the ways that Transformation tools can integrate and work together?



Keypoint All Transformation Tools need to be integrated to work together.

Adoption Enterprise Architect: Minimise the number of Tool interfaces. Culture

# What does the Culture section of POET contain?

# Culture

Keypoint The Culture section of POET defines the roles and the culture required.

Adoption C-Suite: Instigate a review of the Culture at play in the Enterprise's Transformation Capability, to determine if it's maturity is appropriate.





Culture Organisation Structure > Management

# What are the 4 strategically important CxO titles?

14:08



Keypoint Someone should be Accountable for the strategically important Transformation capability of the

Enterprise.

Adoption C-Suite: Appoint a Chief Transformation Officer (CXO). Culture

Organisation Structure > Workers

#### What is the RACI A-pattern that keep the Transformation Cascade cohesive?

14:10



#### **Keypoint**

The Pragmatic Role and Phase patterns are key to assigning RACI to roles.

#### **Adoption**

Management: Apply the Role and Phase patterns when assigning RACI to Transformation roles. Culture Trumps Everything<sup>™</sup>

# Why does Culture Trump Everything™?



Keypoint "Culture Trumps Everything" -Kevin Smith

Adoption C-Suite: Instigate a review of the Culture of Transformation. Otherwise everything else is largely pointless.

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Culture Culture Trumps Everything<sup>™</sup> > The Power of Culture

# What does E=MC2 express?



P

Keypoint

"Culture is like the speed of light. Very difficult to change." - Kevin Lee Smith

Adoption C-Suite: Accept that Culture change has much more impact than changing anything else Culture Culture Trumps Everything<sup>™</sup> > Immense Problems

# What problems can Culture create?



Keypoint Bad Culture knows no bounds. It can destroy lives. And Enterprises.

Adoption C-Suite: Do not underestimate the effects of bad culture.

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# Culture Trumps Everything™ > Immense Opportunities What Opportunities can Culture create?



Keypoint Good Culture knows no bounds. It can lift lives. And Enterprises.

Adoption C-Suite: Do not underestimate the effects of good culture.

POET

Culture

v2020 May

14:20

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Culture

# What are we all slaves to?



I think,

therefore

I might be...

Keypoint The human brain is easily fooled.

Adoption C-Suite: Accept that we all have mental health issues. (That are largely not under our control!)

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#### What are the effects of people missing seeing the true value of things (Violinist in the Metro)?



Keypoint True value is not measured by the numbers of Clicks or Likes.

Adoption C-Suite: Mandate that people Invest time to see the true value of things.



14:25

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#### What are the effects of people doing what they are told to do (The Milgram Experiment)?



Keypoint Sometimes the best course of action is to not do what you are being told to do.

Adoption C-Suite: Mandate that people are rewarded, not punished, for respectfully questioning authority.



# **BREAK!**

# Back at 14:42



#### What are the effects of short term gain over long term gain (The Marshmallow Test)?



Keypoint

Short term gratification (quick wins) most often leads to long term failure. Delaying short term gratification, most often leads to long term success.

Adoption C-Suite: Mandate that people favour future benefits over short term gratification. If you want to pick low hanging fruit, you first have to plant a tree.

Culture Slaves to Psychology<sup>™</sup> > Who Decides?

What are the effects of people feeling they need to conform, rather than voice their true opinions (The Asch Conformity Experiment)?



Keypoint Don't be swayed by the majority. They are wrong 80% of the time!

Adoption C-Suite: Mandate that people are rewarded, not punished, for doing the right thing, not just because it's what everyone else does/believes.

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## What are the effects of power (The Stanford Prison Experiment)?



### Keypoint

"I hope our wisdom will grow with our power, and teach us, that the less we use our power the greater it will be." - Thomas Jefferson.

Adoption C-Suite: Mandate that people accept that power is the ability to do work, not the ability to avoid it!



14:50

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Culture Slaves to Psychology<sup>™</sup> > Style over Substance

# What are the effects of Style over Substance?







### Keypoint "Nobody cares how much you know, until they know how much you care". - Theodore Roosevelt







Adoption C-Suite: Mandate that people favour Substance over Style, rather than Style over Substance.

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14:52

Culture Slaves to Psychology<sup>™</sup> > The Halo/Horn Effect

# What are the effects of people with Halos?





14:55

Keypoint "It's hard to see a halo when you're looking for horns." - Cullen Hightower

Adoption C-Suite: Initiate a review of people who have been given Halos or Horns.

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Culture Slaves to Psychology<sup>™</sup> > Cognitive Dissonance

# What are the effects of Cognitive Dissonance?



### Keypoint

"How often it is that the angry man rages denial, of what his inner self is telling him."

- Frank Herbert (Dune)

Adoption C-Suite: Mandate that people recognise Cognitive Dissonance, and they don't lie to themselves. Culture Slaves to Psychology<sup>™</sup> > The Dunning-Kruger Effect

# What are the effects of the Dunning-Kruger effect?



Keypoint Those who are Unconsciously Incompetent, are the one's most passionate that they are right!

Adoption C-Suite: Mandate that passion is no substitute for evidence.

# What are the effects of The Peter Principle?

**Promotions are** given based on tenure or success in a previous role...

SUCCESS NOIDONOA

SUCCESS NOILOMOA

NOITOMOAG SUCCESS NOIDONOA

> ... irrespective of capacity to excel in the new position

**Keypoint Success** should not be promoted.

**Adoption C-Suite:** Mandate that promotions and recruitment should be based on the ability to do the promoted job, not on the success in a previous job.

15:02

FAILURE

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Culture Slaves to Psychology<sup>™</sup> > The Matthew Effect

# What are the effects of The Matthew Effect?

The rich get richer **Keypoint** Do not let the and the poor get past, unduly affect the future. poorer. Stuff **C-Suite: Mandate that** those receiving acolades or critism should not receive them because of previous accolades or criticism. Time



v2020 May

15:05

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**Adoption** 

Culture Slaves to Psychology<sup>™</sup> > Prices Law

# What are the effects of Prices Law?



Culture Slaves to Psychology<sup>™</sup> > The Best Managers Are Sociopaths

## Why do Sociopaths find it easy to rise to positions of power?



### **Keypoint**

"The trouble with Sociopaths, is that they are very, very nice people!" - Kevin Lee Smith

**Adoption** C-Suite: Recognise that the traits required to gain promotion, are no necessarily the traits required to execute the job.

15:10

#### Culture Slaves to Psychology<sup>™</sup> > Personality Traits

Why is recognising peoples personality traits important to resourcing the Transformation domain effectively?

Mucha Dalaga

### Belbin



iviyers Briggs				
	Temperament	Role	Role Variant	
Abstract or Concrete?	Cooperative or Utilitarian?	Directive or Informative?	Expressive or Attentive ?	
Introspective (N)	<b>Idealist</b> (NF) Diplomatic	Mentor (NFJ) Developing	Teacher (ENFJ): Educating	
			Counselor (INFJ): Guiding	
		Advocate (NFP) Mediating	Champion (ENFP): Motivating	
			Healer (INFP): Conciliating	
	Rational (NT) Strategic	Coordinator (NTJ) Arranging	Fieldmarshal (ENTJ): Mobilizing	
			Mastermind (INTJ): Entailing	
		Engineer (NTP) Constructing	Inventor (ENTP): Devising	
			Architect (INTP): Designing	
Observant (S)	Guardian (SJ) Logistical	Administrator (STJ) Regulating	Supervisor (ESTJ): Enforcing	
			Inspector (ISTJ): Certifying	
		Conservator (SFJ) Supporting	Provider (ESFJ): Supplying	
			Protector (ISFJ): Securing	
	<mark>Artisan</mark> (SP) Tactical	Operator (STP) Expediting	Promoter (ESTP): Persuading	
			Crafter (ISTP): Instrumenting	
		Entertainer (SFP) Improvising	Performer (ESFP): Demonstrating	
			Composer (ISFP): Synthesizing	

15:12

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Keypoint People with different personality traits are required for different roles

Adoption C-Suite: Initiate an evaluation of everyone's personality traits vs the traits required to do their job.

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Culture Slaves to Psychology<sup>™</sup> > The Prison of Two Ideas

# What are some examples of groups aligned to "Chaos"?

15:15

Heart Yin Chaos **Subjective Quantum Physics** Change Style Analog Grey Theory The Business Uncertainty Manager Feminine Architect Democrat Labour Agile Children Creativity People Verbs Emotion



Head Yang Order Objective **Classical Physics** Constancy Substance Digital Black & White Practice Certainty Worker Masculine Engineer Republican Conservative Waterfall Adults Repetition Things Nouns Cognition

Keypoint "In all chaos, there is a cosmos. In all disorder, a secret order." - Carl Jung

Adoption C-Suite: Mandate that people seek to balance Chaos with Order. Never to remove Chaos or Order.

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Culture Architecture & Engineering > Yin & Yang

## What do we mean by "the yin-yang of Architecture & Engineering"?



Keypoint Architecture and Engineering are two sides of the same coin.

Adoption C-Suite: Train Architects to understand Engineers. Train Engineers to understand Architects. Train Management to undertstand both. Culture Architecture & Engineering > Architect Horizontally, Engineer Vertically

# What do we mean by "Architecting horizontally"?

15:20



P

Keypoint Think (and Plan) Strategically (Architecture), Act Tactically (Engineering)..

Adoption C-Suite: Mandate that people Architect horizontally and Engineer vertically.

### How would you characterise the line between Architecture and Engineering?

## Architecture

WHY. Understanding. Asking Questions. Thinking.

Finishes when there is nothing more to take away.

## Engineering

HOW. Creating Solutions. Talking. Doing.

Finishes when there is nothing more to add.

15:22

Keypoint The line between Architecture and Engineering is a blurred one.

Adoption C-Suite: Instigate training so that people recognise that Architecture and Engineering overlap.



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#### CultureArchitecture & Engineering > Overlap > Inter Phase

Considering the whole Transformation Cascade, where is Architecture vs Engineering being largely performed?



#### Culture Architecture & Engineering > Overlap > Intra Phase

Considering each phase in the Transformation Cascade, where is Architecture vs Engineering being performed?

Conceptual

Logical Physical

Conceptual Logical Physical

Conceptual

Logical Physical

Conceptual Logical Physical

Conceptual

Logical Physical

Conceptual

Logical Physical



Keypoint Architecture and Engineering can be performed within any phase.

Adoption C-Suite: Instigate training so that people recognise that Architecture and Engineering are skills that can be applied anywhere.

#### CultureArchitecture & Engineering > Overlap > Overall

What is the relationship between Architecture and Engineering as we move from the top to the bottom phases?

15:30



Keypoint The relationship between Architecture and Engineering as we move from the top to the bottom phases is complex.

#### **Adoption**

C-Suite: Instigate training so that people recognise that the application of Architecture and Engineering can be useful in any phase. Culture Architecture & Engineering > Fundamentals

### What is the fundamental difference between Architects and Engineers?

#### Architect

A person who knows very little, about a great deal,

and keeps knowing less and less about more and more,

until he knows practically nothing about everything.

#### Engineer

A person who knows a great deal about very little,

and keeps knowing more and more about less and less,

until he knows practically everything about nothing.

#### Consultant

A person that starts out knowing practically everything about everything,

but ends up knowing nothing about anything, due to his association with architects and engineers. Keypoint

Know and exploit the fundamental difference between Architects and Engineers.

Adoption Management: Ensure that Architects are give Architects jobs and Engineers are given Engineering.

- Aglaia Daae



15:32

What are some things that illustrate how Architecture and Engineering are fundamentally different (albeit intertwined)?

more about	Art	About	Science	
	Why	Looking	How	
	The Problem	Undertanding	The Solution	
	Outside-In	Think in terms of	Inside-Out	nt
	Whole	Focus	Parts	Q
	Why > What	Translation	What > How	ak
	Uncertainty	Deal in	Certainty	ە
	Opportunity	Impossible is a	Constraint	5
	Abstraction	Function	Elaboration	3
)e	Nothing more to Remove	Finished when	Nothing more to Add	e
	Eraser / Mind	Important Tool	Pencil / Hands	 
ecture tends to	Thinking	Work	Doing	to
	What is yet to come	Consider	What has been	S
	Engineer	Best Friend	Architect	Ĕ
	Client	Driven by	Architect	te
	Breadth, Big Picture	View	Depth, Big Detail	D
	Paints Them	Pictures	Takes Them	<u>i</u> .
	Long Term	Wins	Short Term	er
it€	Impossible	Cost Justification	Possible	ne
Ч С	Intangible	True Value	Tangible	gi
Arc	Love it	When they are wrong	Hate it	Ē.
	Creativity	Change	Innovation	
	Lines	Focus	Boxes	
	Immortal / Permanent	Sustainability	Mortal / Temporary	

Keypoint Architecture and Engineering, bring important things to the table, and makes the whole much more than the sum of its parts.

#### **Adoption**

C-Suite: Instigate training so that people recognise the differences between Architecture and Engineering, and use both appropriately.

### POET

15:35

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Culture Architecture & Engineering > Who Are You?

# What is the Japanese Secret to a Long and Happy Life?



### **Keypoint**

A happy productive person, balances what they are good at, with what they love, what others need, and what they want.

#### **Adoption**

C-Suite: Initiate a review to allow people to balance what they are good at, with what they love, what others needs are, and what their needs are. Culture

The Architect > Secrets

# What can Architects do that others mostly cannot?





Keypoint "The secret of business is to know something that nobody else knows." - Aristotle Onassis

### Adoption C-Suite: Mandate that people should exploit the fact Architects should be exploited to easily see things that others find difficult or impossible to see.



15:40



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### What are some reasons why the job of an Architect is an "impossible" job?

"Impossible is just a big word thrown around by small men who find it easier to live in the world they've been given than to explore the power they have to change it. **Impossible is not a fact. It's an opinion.** Impossible is not a declaration. It's a dare. Impossible is potential. Impossible is temporary. Impossible is nothing."

- Muhammad Ali

"It always seems impossible until its done."

- Nelson Mandela Revolutionary / Politician

"Everything is theoretically impossible, until it is done."

- Robert A. Heinlein Science Fiction Writer "To believe a thing impossible is to make it so."

- French Proverb

"We would accomplish many more things if we did not think of them as impossible."

> - Vince Lombardi American Football Player

Keypoint "Every noble work is at first, impossible." - Thomas Carlyle

Adoption C-Suite: When asking an Architect a question, do not expect an Engineering answer.

"Never tell a young person that anything cannot be done. God may have been waiting centuries for someone ignorant enough of the impossible to do that very thing."

- G. M. Trevelyan



"Every noble work is at first impossible."

- Thomas Carlyle

"So many of our dreams at first seem impossible, then they seem improbable, and then, when we summon the will, they soon become inevitable."

- Christopher Reeve

15:42

# What sums up the job an Architect does?

"Our job is to give the client ... not what he wants, but what he never dreamed that he wanted; and when he gets it, he recognizes it as something he wanted all the time."

### Keypoint

"Architecture provides the Landing strip of intent, for any viable implementation to land on."

- {{Gareth Llewellyn}}

Adoption C-Suite: If you know what you want, but don't know what you need, ask an Architect.





15:44

Culture The Architect > Architect or Charlatan

What are some reasons why it is difficult for Management to tell the difference between an Architect and a Charlatan?



Keypoint "The value of Architecture is intangible. If it were tangible, it would be Engineering." - Kevin Lee Smith

Adoption C-Suite: When asking an Architect a question, do not expect a tangible answer. CultureThe Architect > The Pragmatic Architect Creed

# What is the Pragmatic Architects Creed<sup>™</sup>?



Culture

Language

### Why is Language important with respect to Transformation Levels?

15:52



**Keypoint** 

For each phase of the Transformation cascade, people speak either a different dialect or language from the phases above and below.

Adoption C-Suite: Instigate an initiative to educate people on the different languages used in all areas of the Enterprise.

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#### APPENDIX

# What does the APPENDIX section contain?



**Keypoint** The Appendix section contains information on the background of PF2, POET, PEAF and the author.





APPENDIX Keypoints

# What are the Pragmatic Keys to Success?



v2020 May 15:57



- The only constant is the ACCELERATION of change. POET helps you cope with the punishing G-Force, by driving the Transformation of Transformation<sup>™</sup>.
- The Adoption section of POET defines 'HOW' it should be adopted and used.
- Designing Changes allows you to decide what to change from POET to your own XOET.
- Use POET to design your own XOET.
- Developing Changes allows you to create your own XOET.
- Use P3 to develop your own XOET.
- Rollout Changes allows you to rollout your own XOET for people to use.
- Use P3 to train your staff in your own XOET



- The Methods section of POET defines 'WHAT' should be done, 'HOW' and 'WHEN'.
- The seven phases of transformation (Strategising, Roadmapping, Solutioning, Elaborating, Constructing, Transitioning, Using) are connected with the Governance & Lobbying discipline.
- Business Architecture feeds Enterprise Architecture feeds Solution Architecture feeds Enterprise Engineering.
- 99.9% of Enterprises are happy to spend money on improving Engineering, but are very reticent to spend money on improving Architecture.
- Strategising is what the C-Suite does.
- Roadmapping is "doing" Enterprise Architecture.
- Solutioning is "doing" Solution Architecture.
- Do not constrain Solution Architecture in executing projects.



- Elaborating, Constructing and Transitioning is "doing" Projects.
- Use the Transformation cascade to link the phases together.
- Understand how common artefacts relate to the Phase cascade.
- The Disciplines are used to a greater or lesser extent in each phase.
- The Disciplines form the Capability Model for the Transformation Capability of the Enterprise.
- MAGIC relates to the Structural information and MAGMA relates to the Transformational information that each phase consumes and produces.
- The 6 main disciplines are: Discovery, Requirements Management, Analysis & Design, Governance & Lobbying, Modelling and Decision Making.
- Use discipline Orchestration to guide the overall work going on in a Phase.



- Requirements provided to a phase, will never by sufficient for that phase.
- Finding information to perform a job is just as important as performing the job.
- Architecture and Engineering lie at the heart of Analysis and Design.
- 1. Only model things to answer a question. 2. Treat model population as a Data Migration exercise. 3. Integrate/remove source data.
- 1. Only model things to answer a question. 2. Treat model population as a Data Migration exercise. 3. Integrate/remove source data.
- "The crucial differences which distinguish human societies and human beings are not biological. They are cultural." -Ruth Benedict
- "Too many cooks spoil the broth" "Many hands make light work"
- "Unless we embrace changing decisions, we will always be stuck with bad ones." Kevin Lee Smith



- Pushing the Red Button is not recommended. It is a necessity.
- "Making decisions too quickly, is as bad as making them too slowly." Kevin Lee Smith
- Recognise that Governance & Lobbying are inextricably linked.
- It is imperative that Governance is balanced by Lobbying.
- Utilise Governance and Lobbying to synchronise Transformation.
- Technical Debt is the future problems created when we write "bad" code. (Ward Cunningham)
- Transformation Debt<sup>™</sup> is applying the principle of Technical Debt to all Guidance, all Phases and all Levels of Transformation.
- The future cost of Non-Compliance and Remediation will always be bigger than the current Cost of Compliance.



- If you do not control Transformation Debt<sup>™</sup> it will control you.
- Managing Transformation Debt<sup>™</sup> can save huge amounts of money, and (probably more importantly) time.
- The Artefacts section of POET defines 'WHAT' information is consumed and produced and 'WHEN'.
- The seven levels of transformation (Enterprise Context, Contextual, Conceptual, Logical, Physical, Operational, Physical Stuff) sit in between the seven phases of Transformation.
- Business Architecture, Enterprise Architecture and Solution Architecture information are closely related.
- Structural information (MAGIC) needs to exist at different levels of abstraction (Idealisation/Realisation).
- Methods act on Artefacts that are executed by Culture (people) or Items (Technologies).
- Transformational information (MAGMA) needs to exists at different levels of abstraction (Idealisation/Realisation).



- The Motivation drives the creation of Actions and the production of Guidance (which guide those Actions), all of which are Assessed against the Measures.
- In the past, people only saw part of the picture they considered only Structural information.
- In the past, people only saw part of the picture that Structural information needed Strategy information.
- In the past, people only saw part of the picture that Structural information and Strategy information needed to be bridged by execution information.
- In the past, people only saw part of the picture that Strategy and Execution were the top two levels of abstraction and Structure was the conceptual, logical, physical and operational levels.
- There are two fundamental domains of information (Structural & Transformational) that exists at ALL levels of abstraction.
- POLDAT provides for Structural information at mostly conceptual, logical and physical levels, and no Transformational information.
- BMM provides for Transformational information only relating to Strategising, and no Structural information.



- EBMM covers most Structural and Transformational information but only at the top two levels.
- All levels of the Enterprise Transformation model are used in all phases.
- Information from all levels are used in each phase.
- Ensure that the Logical and Physical levels are populated over time as a deliverable of executing projects.
- Be aware that there are two main Whys: 1. Why are we doing it. 2. Why are we doing it this way.
- For each phase, be aware that Context comes from above, and levels below Operationalise it.
- MAGIC defines Structural information at points in time, MAGMA defines Transformational information between them.
- This is the complete map of information required for Transformation to be executed in an Effective, Efficient, Agile and Durable way.


- Enterprise Strategy is the Business Motivation and Capability models, set in the context of the Business Model. Transformation Strategy is the Roadmap and Operating models, set in the context of the Capability and Business Motivation models'
- There is no single metamodel, that covers all the information required for Transformation.
- The Guidance section of POET defines what information is used to guide people in their decision making.
- Context is King<sup>™</sup> because context can fundamentally change how something is viewed and therefore the basis of the decisions that are made about it.
- The Context of something is comprised of Requirements, and Structural and Transformational constraints.
- The Items section of POET defines 'WHAT' tools and frameworks are required, 'WHERE' and 'WHEN'.
- X Architecture, is the fundamentally important structure of the whole of X, set in the context of things outside of X, that affect X, or are affected by X.
- Any "good" Architecture ONLY EXISTS to fulfil a customer's needs.



- Structural Complexity is a function of the number of things something is composed of, and the number of relationships between them.
- Transformational Volatility is the rate of change of something.
- Transformational Complexity is a function of the Structural Complexity and Transformational Volatility of something.
- Contextual Volatility & Complexity is defined as the Structural Volatility & Transformational Volatility of the context of something.
- The Architecture Paradigm<sup>™</sup> is only applicable when Structural Complexity and Transformational Volatility are high enough.
- As Transformational Complexity rises, use of the Architecture Paradigm<sup>™</sup> becomes mandatory, to preserve your ability to transform, and manage the cost of transformation.
- As the need to utilise Architecture increases, the appetite to do so will decrease.
- The short term value of Architecture is overestimated. The long term value of Architecture is underestimated.



- Why is the most important question.
- There are 4 types of Abstraction / Elaboration.
- The relationships between things rises in a polynomial fashion.
- Lines (relationships) are an order of magnitude more important than the boxes.
- Look for patterns in everything.
- Use structured data for all structural and transformational information, and generate "documents" as required.
- Over time, frameworks have grown and overlapped.
- POET provides an Ontology that you can map all other Frameworks to.



- Over time, tools have grown and overlapped.
- POET provides an Ontology that you can map Transformation Tools to.
- Use POET to plan how all the tools you use, integrate and work together.
- All Transformation Tools need to be integrated to work together.
- The Culture section of POET defines the roles and the culture required.
- Someone should be Accountable for the strategically important Transformation capability of the Enterprise.
- The Pragmatic Role and Phase patterns are key to assigning RACI to roles.
- "Culture Trumps Everything" -Kevin Smith

- "Culture is like the speed of light. Very difficult to change." Kevin Lee Smith
- Bad Culture knows no bounds. It can destroy lives. And Enterprises.
- Good Culture knows no bounds. It can lift lives. And Enterprises.
- The human brain is easily fooled.
- True value is not measured by the numbers of Clicks or Likes.
- Sometimes the best course of action is to not do what you are being told to do.
- Short term gratification (quick wins) most often leads to long term failure. Delaying short term gratification, most often leads to long term success.
- Don't be swayed by the majority. They are wrong 80% of the time!



- "I hope our wisdom will grow with our power, and teach us, that the less we use our power the greater it will be." Thomas Jefferson.
- "Nobody cares how much you know, until they know how much you care". Theodore Roosevelt
- "It's hard to see a halo when you're looking for horns." Cullen Hightower
- "How often it is that the angry man rages denial, of what his inner self is telling him." -Frank Herbert (Dune)
- Those who are Unconsciously Incompetent, are the one's most passionate that they are right!
- Success should not be promoted.
- Do not let the past, unduly affect the future.
- Competence grows linearly. Incompetence grows exponentially.



- "The trouble with Sociopaths, is that they are very, very nice people!" Kevin Lee Smith
- People with different personality traits are required for different roles
- "In all chaos, there is a cosmos. In all disorder, a secret order." Carl Jung
- Architecture and Engineering are two sides of the same coin.
- Think (and Plan) Strategically (Architecture), Act Tactically (Engineering)..
- The line between Architecture and Engineering is a blurred one.
- Architecture is performed largely in the early phases of Transformation, while Engineering is performed largely in the later phases.
- Architecture and Engineering can be performed within any phase.



- The relationship between Architecture and Engineering as we move from the top to the bottom phases is complex.
- Know and exploit the fundamental difference between Architects and Engineers.
- Architecture and Engineering, bring important things to the table, and makes the whole much more than the sum of its parts.
- A happy productive person, balances what they are good at, with what they love, what others need, and what they want.
- "The secret of business is to know something that nobody else knows." Aristotle Onassis
- "Every noble work is at first, impossible." Thomas Carlyle
- "Architecture provides the Landing strip of intent, for any viable implementation to land on." {{Gareth Llewellyn}}
- "The value of Architecture is intangible. If it were tangible, it would be Engineering." Kevin Lee Smith



- The Pragmatic Architects Creed<sup>™</sup> sorts the wheat from the chaff.
- For each phase of the Transformation cascade, people speak either a different dialect or language from the phases above and below.
- The Appendix section contains information on the background of PF2, POET, PEAF and the author.
- All Pragmatic books contain a Keypoint section.



# What does PragmaticEA do? Pragmatic Address Prag



# Connecting the DOTS

15:59