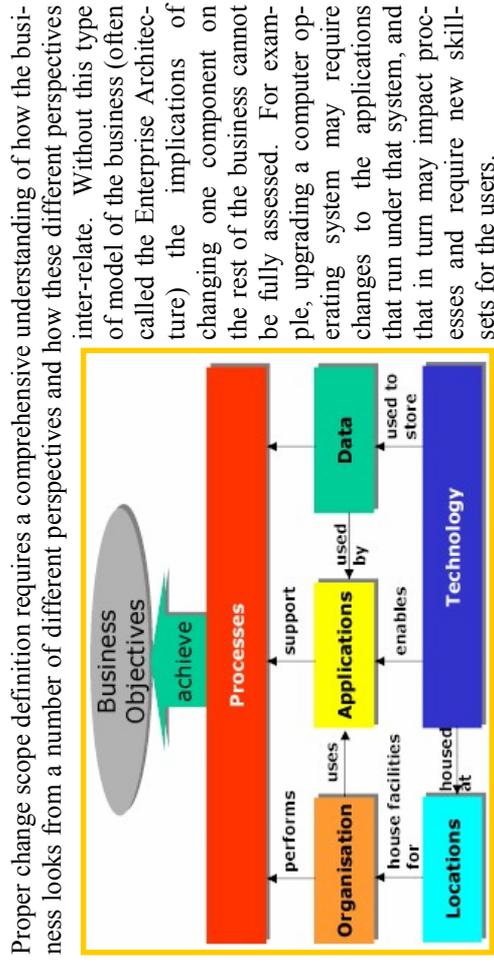


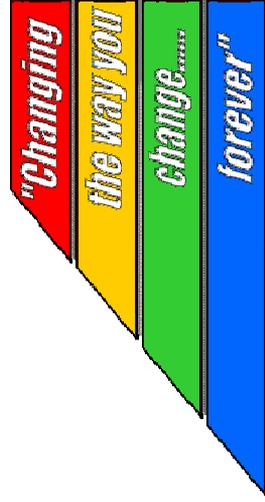
The Scope of Enterprise Architecture

One of the most critical stages in the lifecycle of a change is its definition of scope. The scope of a change is that area of the business that will be different when the change has been implemented. It can be described as its area of direct impact. Unfortunately, this is typically done from a narrow specialist mindset such as IT, human resources or facilities management and the true scope is seldom identified. In these cases a change has failure built in from its earliest definition. We've all seen reorganisations that result in not much more than ambiguous responsibilities, new IT systems that the users don't understand and office moves that take months to recover from.

Without a full assessment of scope, a change definition is incomplete, cannot be properly developed or implemented, and the business cannot be properly prepared to accept the change. The scope of any change has to be thought of from a holistic mindset.



The above diagram provides a generic model showing seven perspectives and some of their inter-relationships. This simple framework can prove very powerful in helping define the scope of a potential business change.



Version 1.1

Serious About Architecture?

Are You Really Enterprise

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Enterprise Architecture Enabled Change - an extract:

Have you noticed how most attempts to change a business seem to go through many of the same seven stages:

- Wild enthusiasm;
- Total confusion;
- Blissful ignorance;
- Mad panic;
- Utter despair;
- Search for the Guilty;
- Punishment of the Innocent.

The goal looked achievable, the people were competent and willing, the technology was available and yet the project was a business failure. Why? The reasons are multiple, complex and varying in importance but one keeps re-appearing with a depressing regularity: the insufficient knowledge and understanding, by the people trying to implement the change, of the business as a whole and the impact the change will have on it.

Visibility

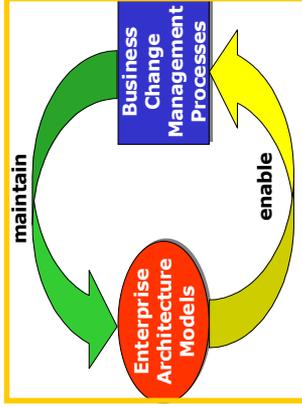
With the whole world, and the business within it, changing at such an ever increasing speed, it is very difficult, but all the more necessary, to understand and keep track of who is trying to do what and when. To the people trying to implement changes it must feel like trying to change parts on only partly visible but moving car, without the benefit of an up to date User Manual for the car!

So what can we do? Well, no matter how hard we try we will never be able to stop the world, or the business, in its tracks. This leaves us with making the business fully visible

Continued on
www.businesschange.com/papers/EnterpriseArchitectureEnabled-Change.pdf.

Serious About Enterprise Architecture?

If so then take a look at www.businesschange.com. At **Business Change Management Limited** we believe that **Enterprise Architecture** is not sustainable without being integrated into a permanent business change management capability. If not, Enterprise Architecture work products quickly become out of date and discredited. Conversely, we also believe that effective **Business Change Management** is not achievable without Enterprise Architecture. Both John Zachman and Roger Burlington, key speakers at the Enterprise Architecture Conference Europe 2002, stressed the importance of Enterprise Architecture and **Business Processes** in managing **business** change. We couldn't agree more.



We have been using business architecture led approaches for conducting and managing change in a number of different industry sectors for many years now. We have developed a unique Enterprise Architecture enabled approach to permanently managing the alignment, integration and coordination of **all** of a company's changes. Called **Unified Business Change Management**, our approach is based on a single framework into which all of the enterprise's changes can be mapped and managed. We have defined the processes, organisational roles, data elements, possible facilities and systems for managing this framework. We are ready to work with you to enable and enhance your own change capability.

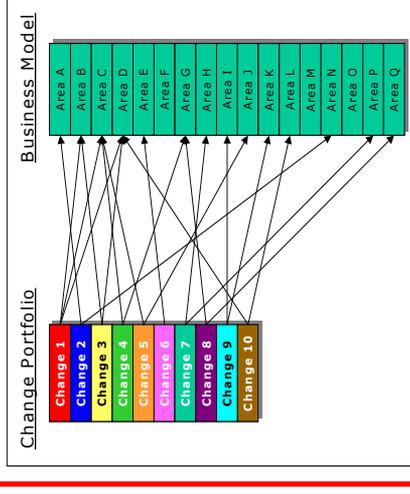
Ideally suited to the permanent management of change our approach and techniques can also be used to great effect on a one-off basis to help align and integrate all the changes taking place in your enterprise or programme.

So, if you want to make your Enterprise Architecture work for you and you want to make your enterprise truly agile then please call us on +44(0) 1442 382 995 and ask for Mick Wren. Alternatively, email mick.wren@businesschange.com.

Multiple Programme Interdependency Review - a short case study:

The Service Delivery division of one of the top three UK mobile phone network operators wanted to review the interdependencies within and between their three large change programmes.

By creating a simple high level **architectural model** of the division and mapping each of the 120 projects onto that model, we very quickly **identified the overlaps and interdependencies** between those pro-



jects. Around **80% of the interdependencies identified were previously unknown**. Resolving them could have achieved **potential savings of a 6 or 7 figure sum**.

There were other significant benefits from this review. Firstly, viewing the architectural model enabled the project managers to accurately **determine their real scope**. Secondly, for the first time, the business managers had a **picture of all the changes** that were impacting their business areas. As a result informed decisions could be made about the shape of the division's future.

Visit
www.businesschange.com/ccreview.htm
 for details of our change review service.