
The logo for accelare features the word "accelare" in a bold, black, sans-serif font. To the right of the text is a green graphic element consisting of a curved line that starts below the 'e' and sweeps upwards and to the right, ending in a small 'TM' trademark symbol.

accelareTM

Context is Everything

Making context and culture work for you

Jeff Scott

VP/ Business & Technology Strategy

Event: Business Architecture Summit

Location: Reston VA

Date: March 25-26, 2014

Cultural & political support is the biggest barrier to business architecture success

“What are the three most significant barriers to BA success?”
(Percentage reflects rank of 1, 2, or 3)



Base: 85 IT professionals who report unsuccessful business architecture initiatives in their firms

Source: Q2 2012 Global Enterprise Architecture Maturity Online Survey

March 2013 “The State Of Business Architecture And Business Architects In 2013”

FORRESTER

And it's not just business architecture

84% of respondents and **86%** of C-suite respondents believe that their organization's culture is critical to business success.

60% said culture is more important than the company's strategy or operating model.

96% said some form of culture change is needed within their organization.

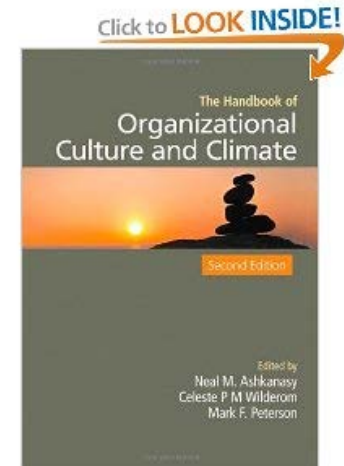
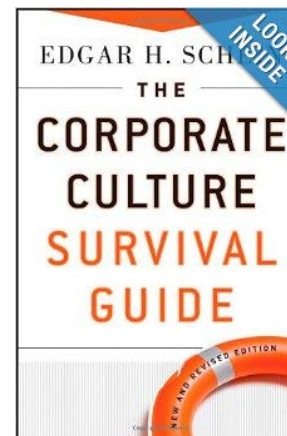
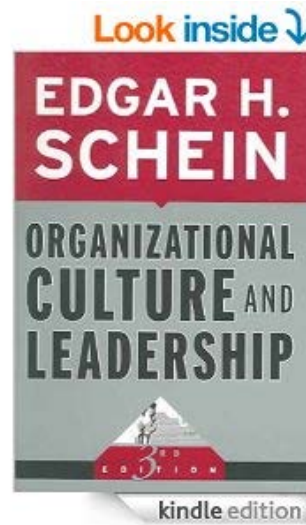
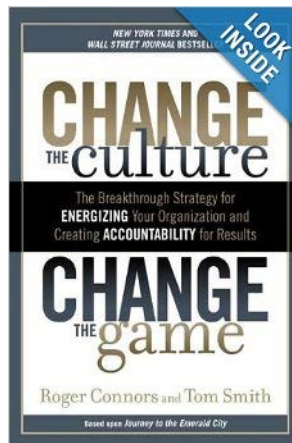
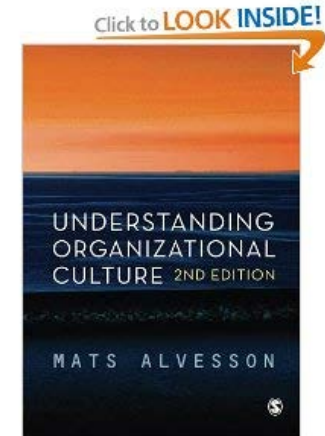
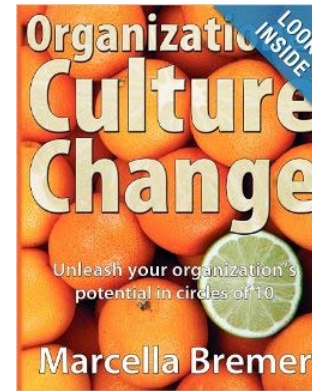
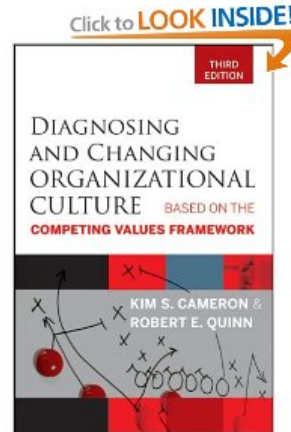
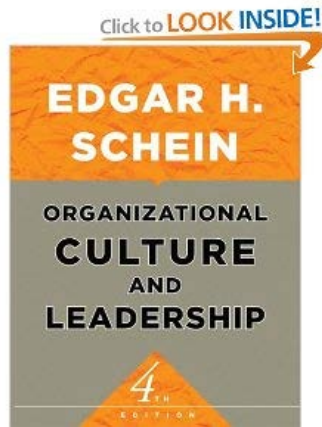
51% believe their organization is in need of a major culture overhaul.

48% do not think they have the capabilities required to deliver lasting change.

57% are skeptical due to past failed change efforts was the number one reason for resistance to change.

2013 Culture and Change Management Survey, conducted by the Katzenbach Center at Booz & Company - 2,200 participants

33,000+ books on organizational culture ... but they don't help





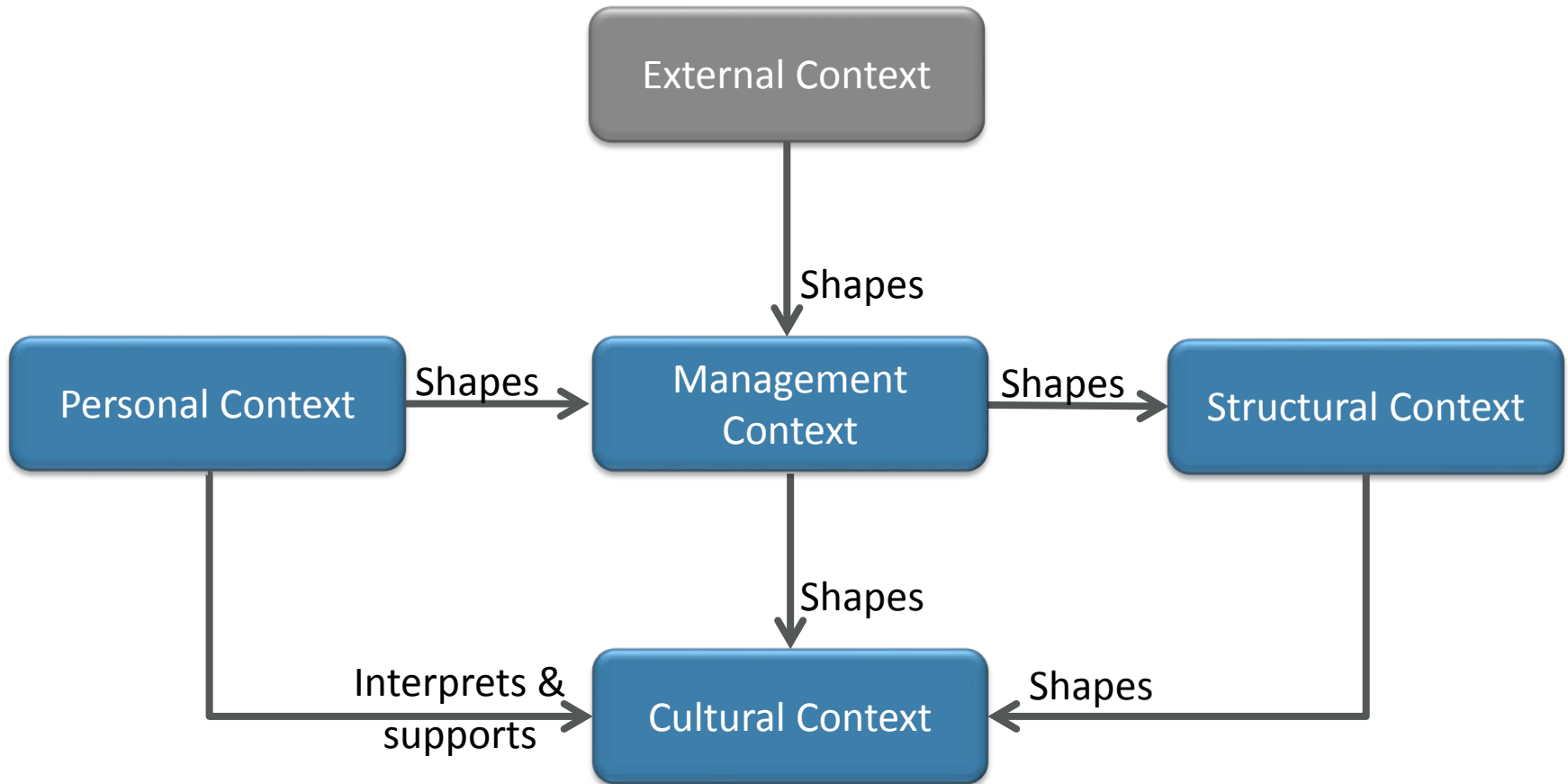
Culture eats
strategy for
breakfast!

But, only if you ignore it.



Building a contextual model

Five contextual elements shape the professional landscape



Management context



Executives and other senior managers set the tone for the organization by what they say and what they do.

- Corporate values
- Accessibility
- Openness
- Leadership style

Structural context



The structural context is created by way the organization is explicitly designed.

- Organizational structure
- Budget mechanisms
- Hiring practices
- Incentives

Cultural context



The cultural context describes how people believe things **REALLY** work.

- Working together
- Risk taking
- Truth telling
- Creativity & innovation

Personal context – the “me factor”



The personal context describes how **YOU** perceive the world.

- Strongly held beliefs
- Investment in position
- Risk avoidance
- Personal agendas
- Control needs
- Resistance to change
- Career impact



Putting the model to work

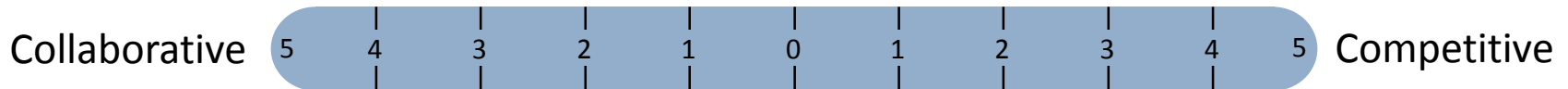
Guiding Concepts

- Most organizations have a common set of contextual elements
- Common elements will manifest differently
- Organizations also have a unique set of contextual elements
- Sub-organizations may have unique elements and will often have unique interpretations of common elements

Step 1: Identify target organization's important contextual elements

Management	Structural	Cultural	Personal
Leadership Style	Organizational Flexibility	Working together	Power Orientation
Planning Focus	Investment Model	Information Sharing	Teamwork
Openness	Incentive Structure	Truth telling	Leadership Strength
Corporate Values	Business Success	Risk Taking	Skill Mastery
Accessibility	Hiring practices	Outlook	Risk Tolerance
Openness	Organizational Design	Creativity & innovation	Personal Flexibility

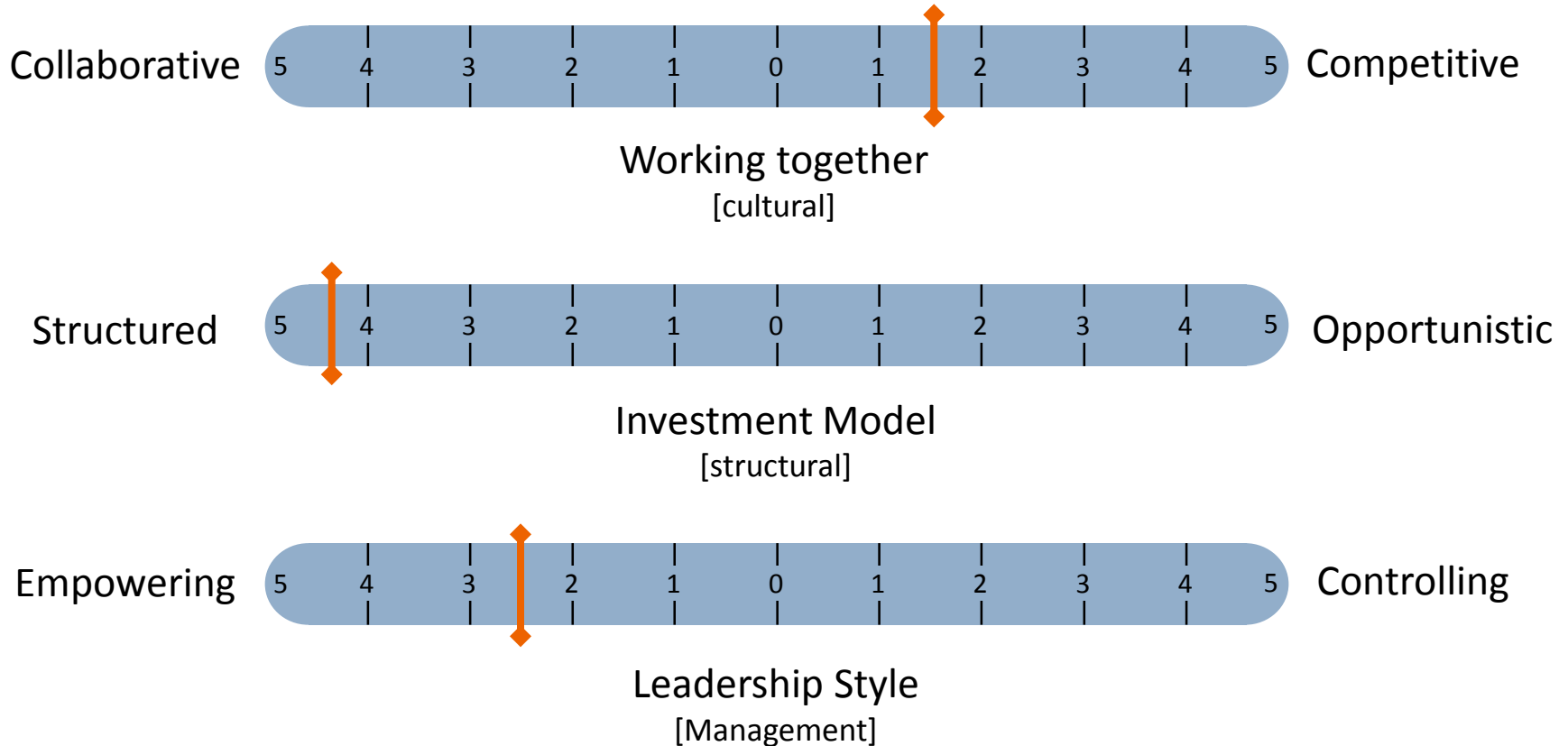
Step 2: Define each element by its extremes



Working together [cultural]

Working together defines the organization's preferred style of engagement outside of structured projects. Collaborative organizations work well together across organizational boundaries with little friction. Competitive organizations see the success pie as fixed – more success by others results in less success for me.

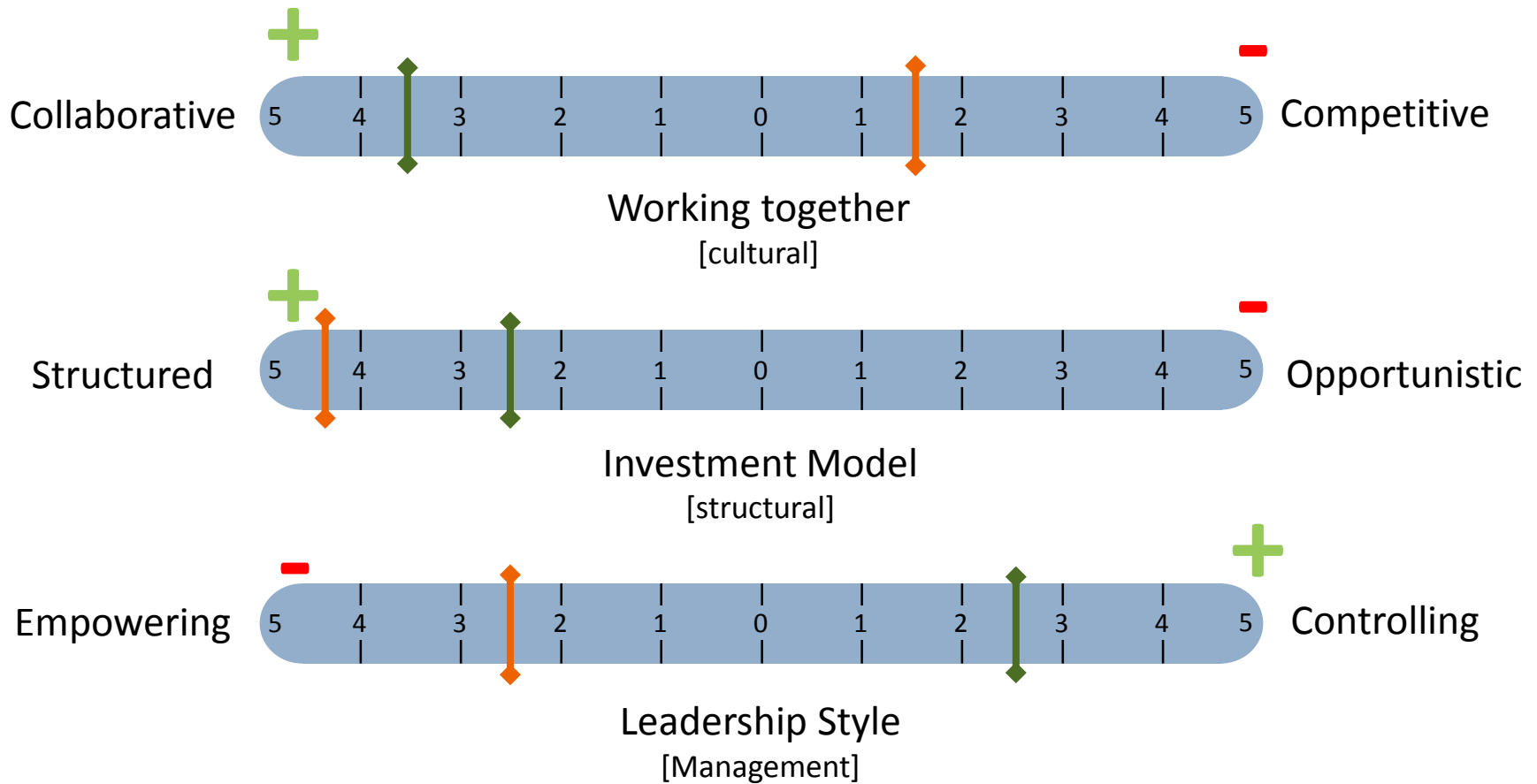
Step 3: Assess each element's current state



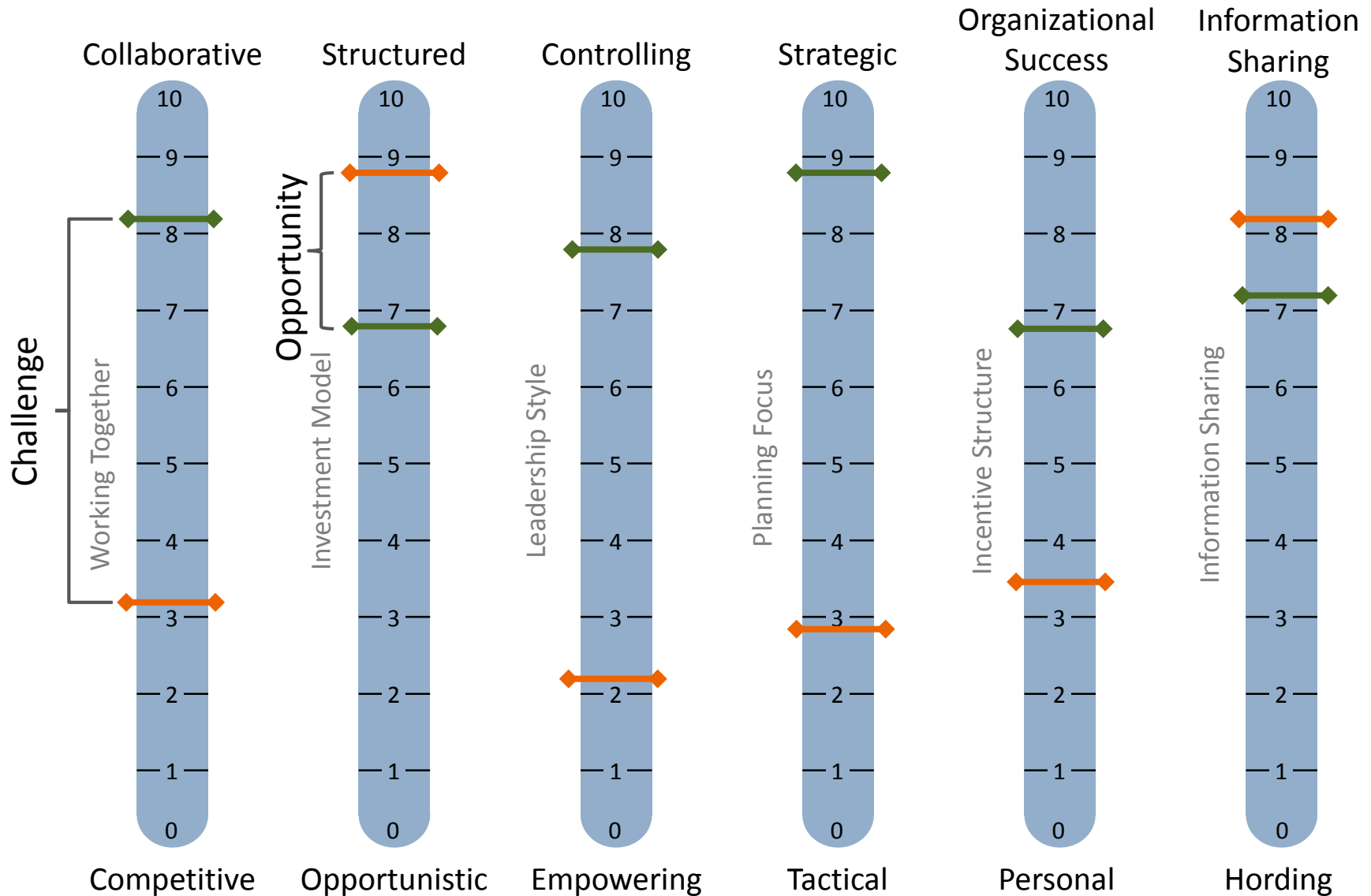
Step 4: Select elements impacting your current initiative

Management	Structural	Cultural	Personal
✓ Leadership Style	✓ Organizational Flexibility	✓ Working together	✓ Power Orientation
✓ Planning Focus	✓ Investment Model	✓ Information Sharing	✓ Teamwork
Openness	Incentive Structure	Truth telling	Leadership Strength
Corporate Values	Business Success	Risk Taking	Skill Mastery
Accessibility	Hiring practices	Outlook	Risk Tolerance
Openness	Organizational Design	Creativity & innovation	Personal Flexibility

Step 5: Identify where you need the elements to be to support initiative success



Step 6: Assess the gaps



Step 7: Build an action plan

1. Which elements can I safely ignore?
2. Which elements can I leverage to my advantage?
3. Which elements can I mitigate to some degree?
4. Are there elements I can change?
5. Which elements do I need to develop coping strategies for?

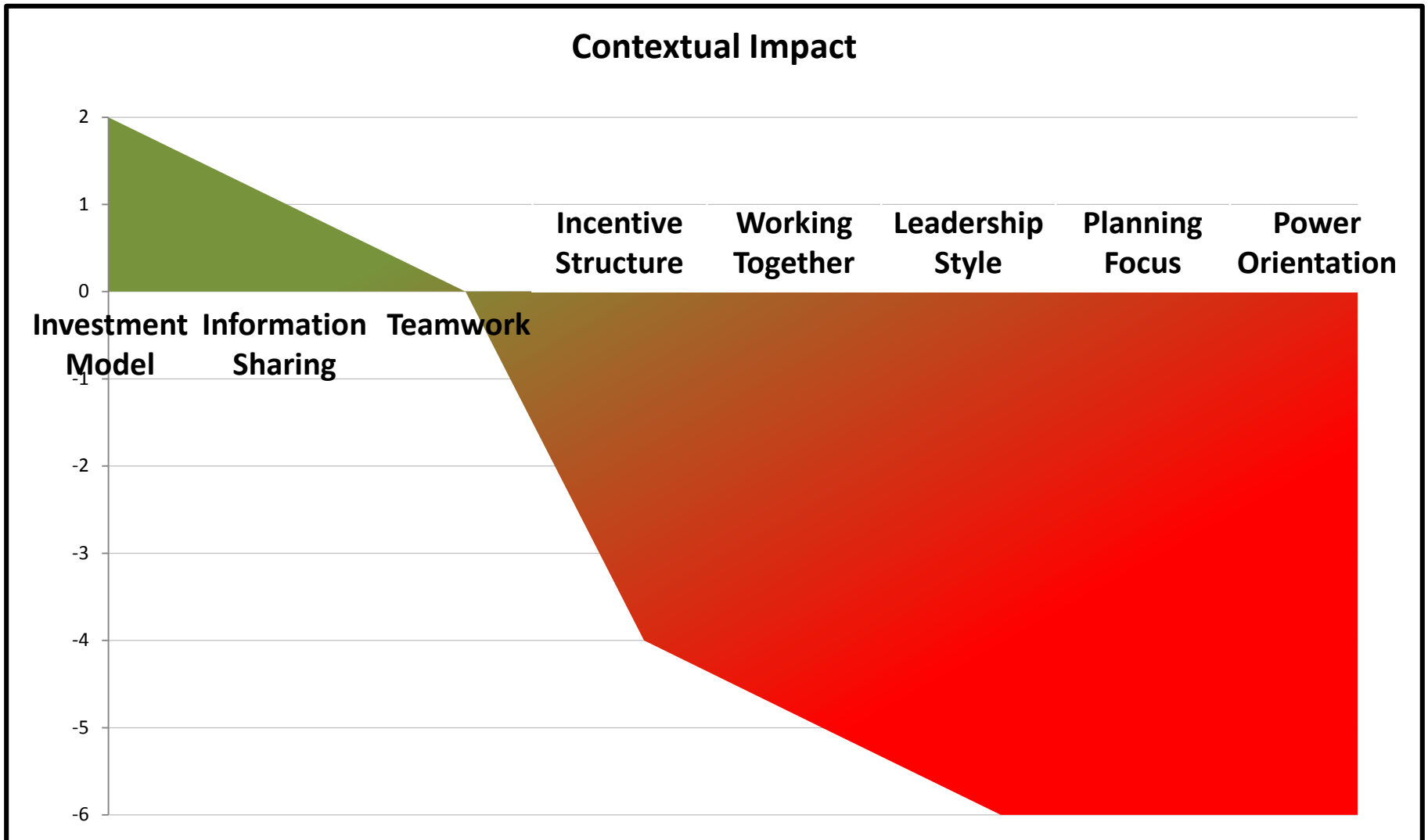


A quick example

Selected context elements

Context category	Element Name	Range of effect	
Management	Leadership Style	Empowering	Controlling
Management	Planning Focus	Strategic	Tactical
Structural	Investment Model	Structured	Opportunistic
Structural	Incentive Structure	Personal Success	Organizational Success
Cultural	Working together	Collaborative	Competitive
Cultural	Information sharing	Sharing	Hording
Personal	Power Orientation	Influence	Control
Personal	Teamwork	Autonomous	Collaborative

Impact analysis



Action plan

- ❖ Leverage strategy to exploit organization's orientation to investments.

Develop a comprehensive investment prioritization model based on capability and strategy alignment.

- ❖ Mitigation strategy to overcome short term planning focus.

Build “next state” views instead of future state views. Over time extend the time horizon for next state views.

- ❖ Mitigating strategy to overcome empowering leadership style & personal control needs.

Develop a collaborative “governance” process focused on building, not enforcing, business architecture. Build different structures for different organizations to satisfy local differences.

Action plan

❖ Ignore

Information sharing, teamwork, and incentive structure

❖ Cope with

Working together

The bottom line

- Context is **THE** most powerful force in our companies
- It can have a **POSITIVE** or **NEGATIVE** impact on everything we do
- If we ignore context **IT WILL** eat our lunch
- Context **CAN BE MANAGED**
- Our personal context is the **EASIEST TO MANAGE** but often the **HARDEST TO UNDERSTAND**

Stay in touch

Jeff Scott

Email: Jeff.Scott@accelare.com Phone: +1-704-275-1725

LinkedIn: www.linkedin.com/company/accelare
www.linkedin.com/in/logicalleap

Web: www.accelare.com

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Questions





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