

Building a Bridge Across the Business and IT Chasm

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Introductions



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Why are we here?



We are all, to an extent, tech companies today, so when the business and IT organizations are misaligned, resulting gaps can be devastating to strategy execution.

We have seen how business architecture can help companies ***bridge the chasm*** in strategic alignment to drive better execution.

A major pain point across industries and clients

“As a CIO, my team and I keep trying to translate the benefits of our technology to our business partners, but there is still a ways to go.”



“As a business leader (COO, CMO, CSO, CFO, etc.), I know technology and data will enable my teams’ desired outcomes, but we struggle to execute.”

Impacts companies’ progress toward solving complex problems that move their company forward

Slow progress

Wasted time

Work suffers

The divide grows

Quick poll

In one word, share impacts of communication chasms in your company



SCAN HERE

IF YOU WANT
TO GO FAST,
GO ALONE.
IF YOU WANT
TO GO FAR,
GO TOGETHER.
AFRICAN PROVERB

The strategic path was initially clear, so why are we so far apart?



EXTERNAL DRIVERS

- Shifts in customer expectation
- Speed of change overall
- Globalization
- Technology innovation
- Competitor pressure



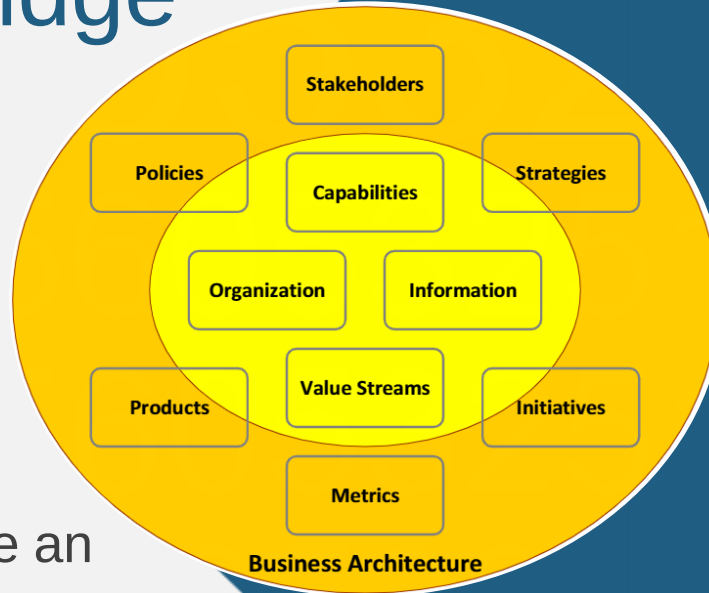
INTERNAL DRIVERS

- Organization structures and silos
- Competing objectives
- Ineffective communication
- Legacy operating models
- Leadership misalignment
- Different expectations of future state outcomes

As complexity grows rapidly, expectations and success measures for enterprises and employees are shifting

Business Architecture

provides a common language to bridge the chasm



Business architects create an organization's common dictionary by looking holistically across the system

Business Architecture's core domains provide a way to answer critical strategy questions

Value streams

What value do we deliver, how, and for whom?

Capabilities

What is the work we do to deliver the value: now and in the future?

Information

How do we create and maintain knowledge needed to execute and measure?

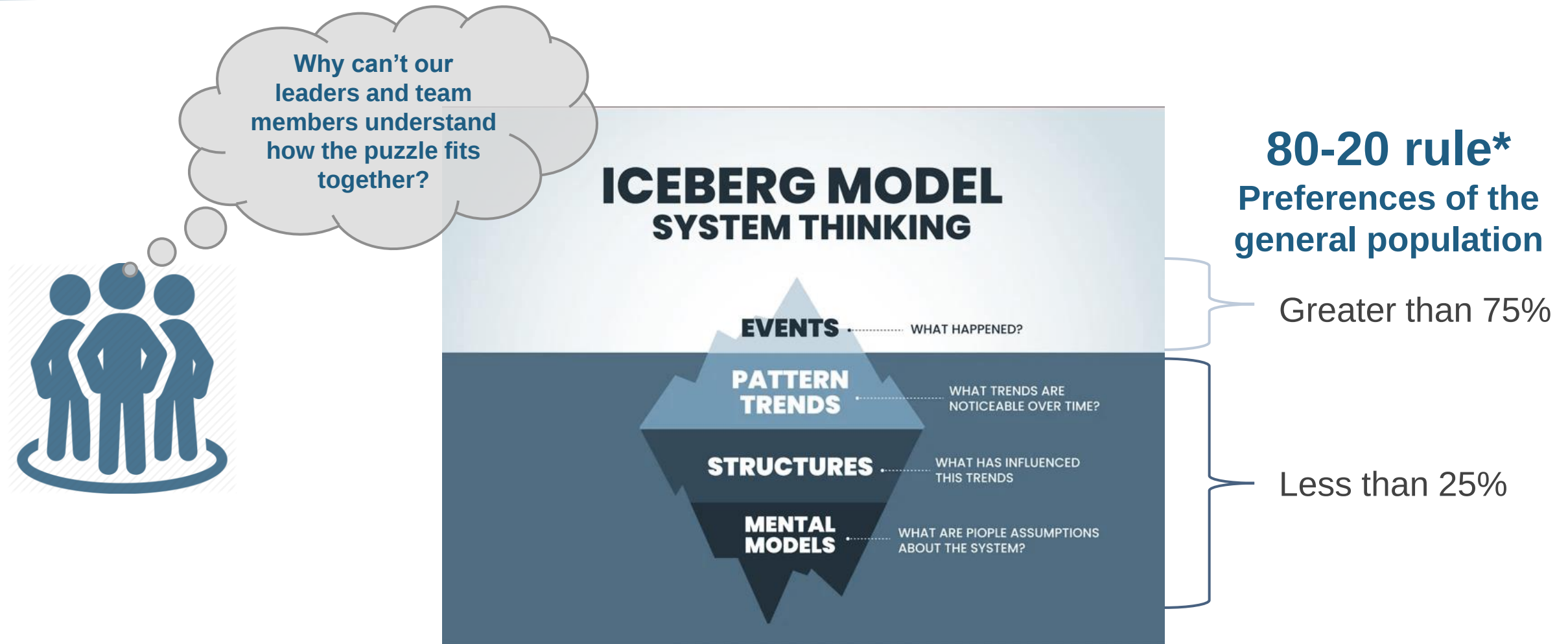
Organization

How do we structure ourselves effectively?

And business architects have key partners



And yet it is still hard to bridge the chasm. Why?



Ultimately, we must translate often and effectively

In addition, individuals have different thinking styles

Appreciating different thinking styles improves communications and collaboration.

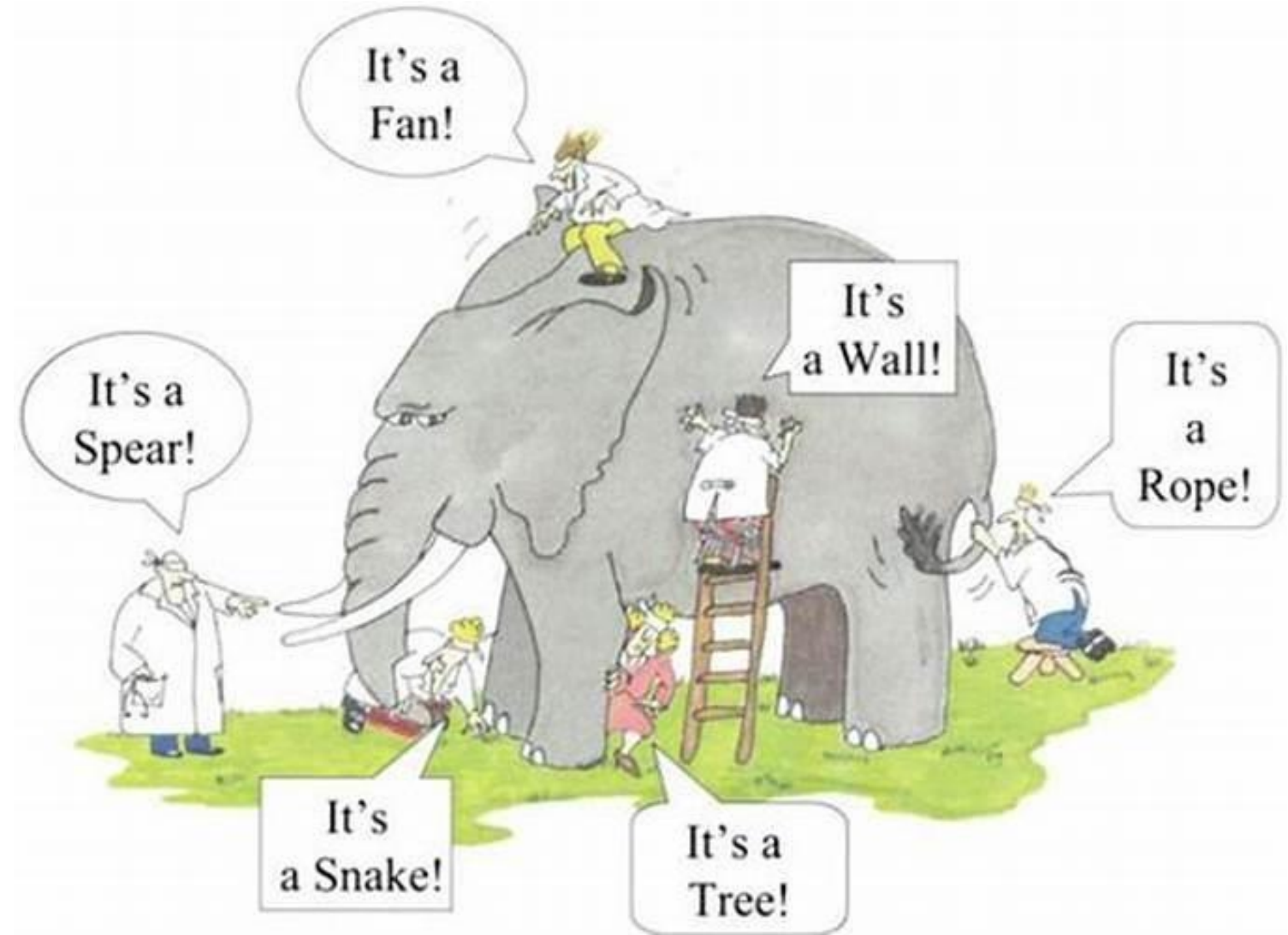
I like to work with facts and figures, and I prefer environments where logic and critical analysis are the drivers to decision-making.

I am organized and structured, and I work best in environments with structure and organization.



I like to brainstorm ideas and dream big, and I do my best work when I have the freedom to be creative and spontaneous.

I am empathetic and energetic, and my energy and engagement comes when I am collaborating in a team.

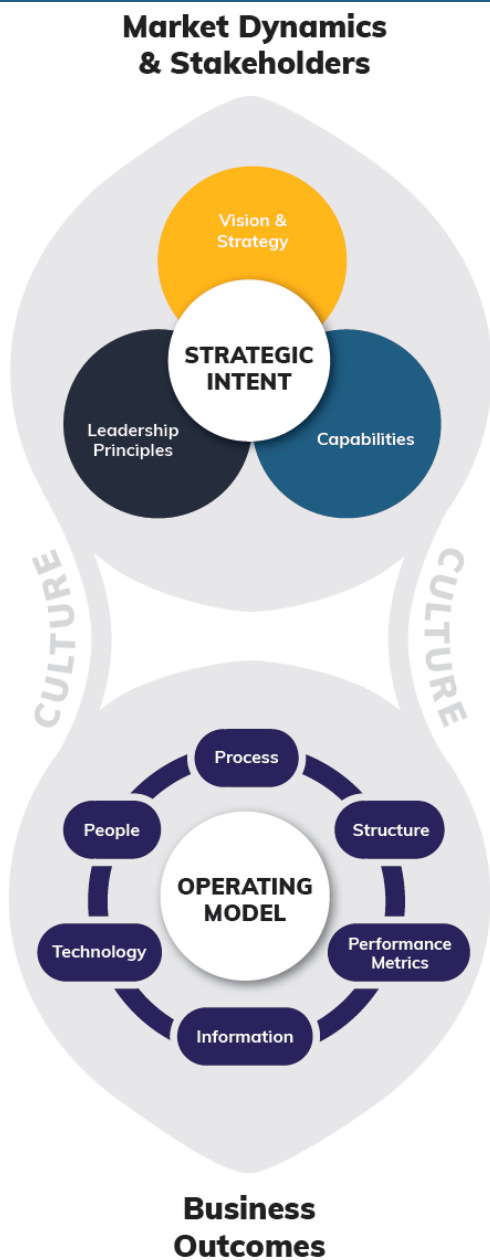


What is the key to translation?

Hint: Perspective matters

Bridges build common understanding

Three translations from BA that drove “aha moments”



1

Strategic intent described as customer outcomes

- *Strategy*
- *Stakeholders*
- *Products*

2

Visual pictures of the target operating model

- *Capabilities*
- *Value Streams*
- *Organization*
- *Information*

3

Pilot new ways of working to improve the “messy middle”

- *Capabilities*
- *Information*
- *Organization*

Strategic intent described as customer outcomes

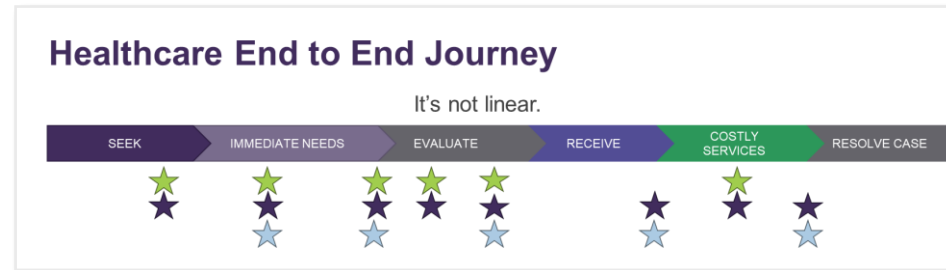
The Client Need

Fast growth required the client to close strategy-to-execution gaps and align on priorities. Pain points included:

- Strong strategy but leaders struggled to articulate the future state
- Varied views of priorities
- Misaligned measures

The Bridges Built

1. Translated the FS into levels of customer outcomes



- Customer journey and service blueprint
- Moments that matter



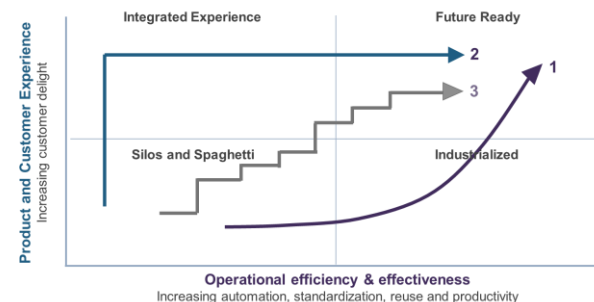
- Future state customer outcomes

*** Trick!**
6th Grade
Language

2. Evaluated pathways* and milestones to achieve the vision

Progress towards your vision may depend on the lens of "your world"

Changing towards a vision is hard and comes with growing pains. Aligning on the path level sets expectations.



Ah-hah Moments!

"It's the first time I'm seeing our company from this view..."

"Employees influence the moments that matter!"

* Future Ready: The Four Pathways to Capturing Digital Value; Woerner, Weill, and Sebastian; 2022

Business architecture drives target operating model

The Client Need

The client had a new technology and was preparing to commercialize it. They needed to understand:

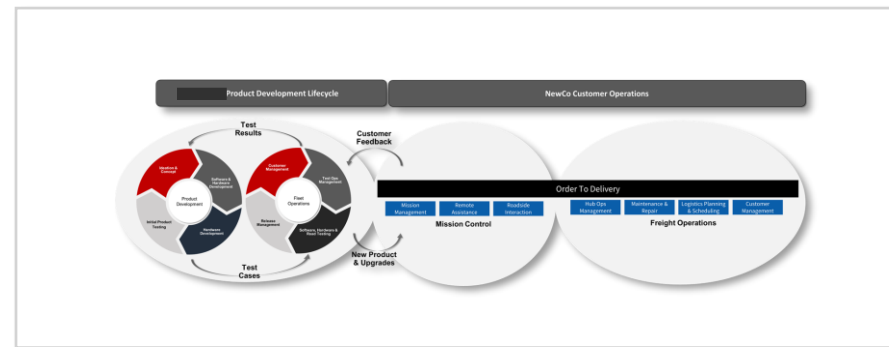
- What value they delivered and to whom
- What capabilities they needed to be successful in going to market
- How to organize to go to market effectively

The Bridges Built

1. Value Stream and Capability Mapping



2. Operating model with the what and the who visualized



Ah-hah Moments!

“We need a new structure to manage these value streams...”

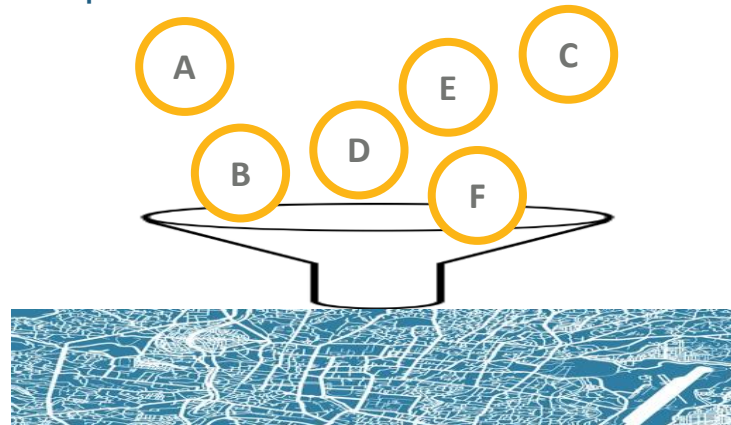
The Client Need

The client strategically was shifting from technology builder to a product-driven organization with multiple growing pains to solve.

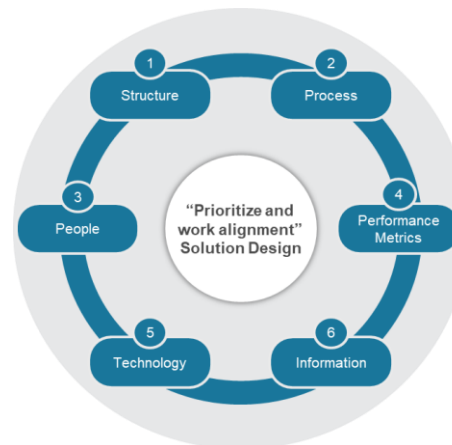
1. Growing business demands
2. Agile teams bogged down by coordination
3. Increased tech debt and shelved work due to dependencies and top-down priority shifts

The Bridges Built

Piloted new ways of working using simplified blueprints in a conference room exercise



Blueprints and Prioritization are the translation of your strategy and operating model



- Lightweight priorities
- Aligned and empowered roles
- Consistent measures
- Best fit tools
- Upskilling and mindset shifts
- Capabilities to mature for scalability

Ah-hah Moments!

“Confident and convinced to make the changes needed”

“Initially I was hesitant, but I see how all the pieces come together now”

Key takeaways...

1. *Differences in perspectives can lead to big chasms in execution*
2. *Maps point to opportunities for bridges between organizations*
3. *Designing and testing bridges is a team effort*

Thank you!

“Think different.” Steve Jobs
It starts with each of us.