

100% LIVE

The Story of

**Earnestine**

the

**Enterprise Architect**





**INTERSECTION GROUP**

**We help people create better enterprises.**



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## Chapter 1

**“Where it all began”**

March 1st, 2021





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Senior Enterprise Architect

10y+ software engineering

5y+ IT architect

Strong technology background

TOGAF certification

# The briefing by Chris the CIO



Manage application portfolio  
Application repository -> EA tool  
Reduce complexity of IT landscape  
Software architectures for big projects  
Introduce new technologies  
Create a target application architecture



# Earnestine's Enterprise Architecture Vision



Collaborative Enterprise Architecture  
Many co-architects at the business  
Focus on business structures  
Reveal and deal with politics

**-> prerequisites for Chris' demands**





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## Chapter 1

**“Where it all began”**

- EA is still an IT discipline
- not well established in the organisation
- don't follow the goals of the CIO blindly, follow the goals of the enterprise



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**Chapter 2**

**“Explore Existing Wisdom”**

March - May 2021

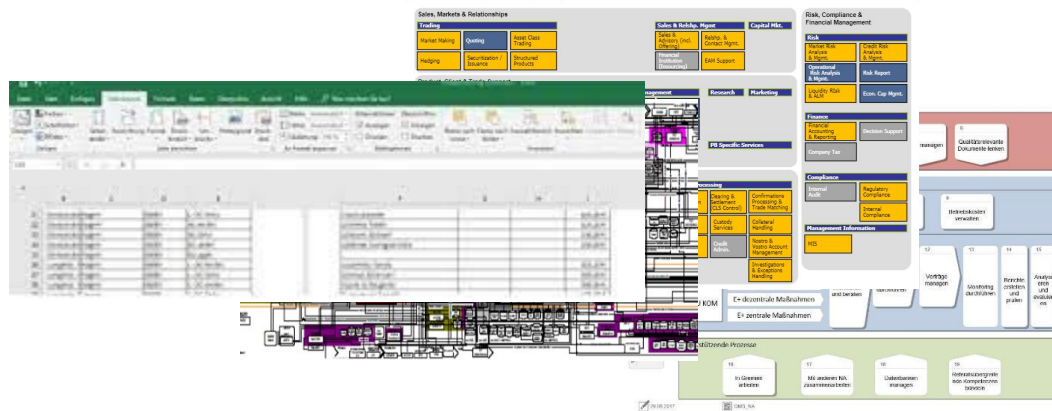




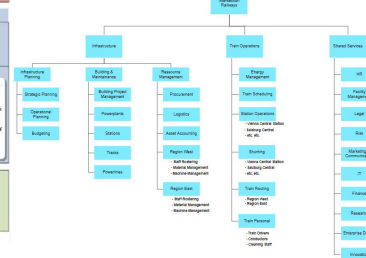
# Explore existing wisdom



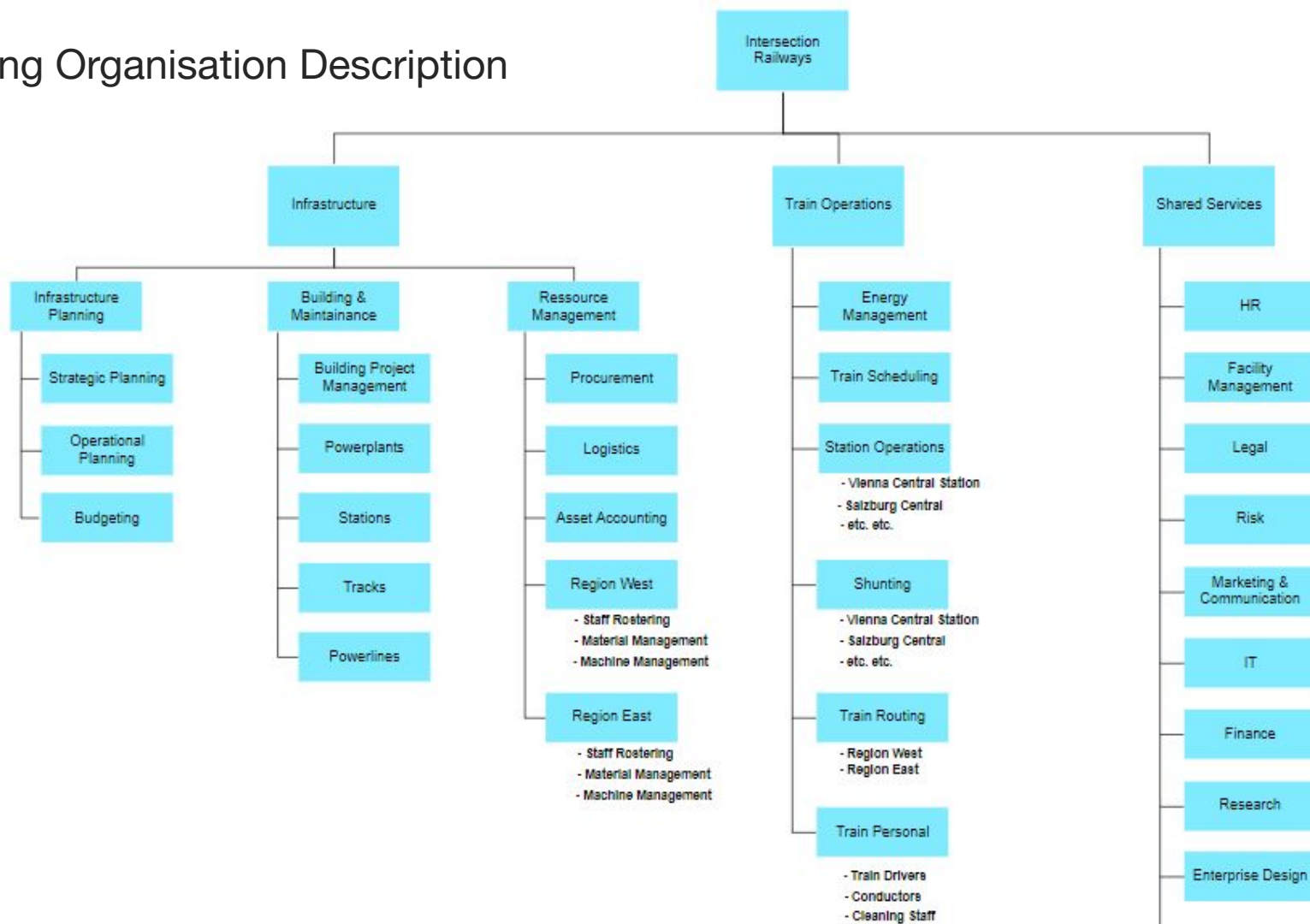
Business Capability Map of a Financial Institution



Mission/Vision/Strategy Goals  
 Products  
 Organisation handbook  
 Process models  
 IT-application spreadsheets



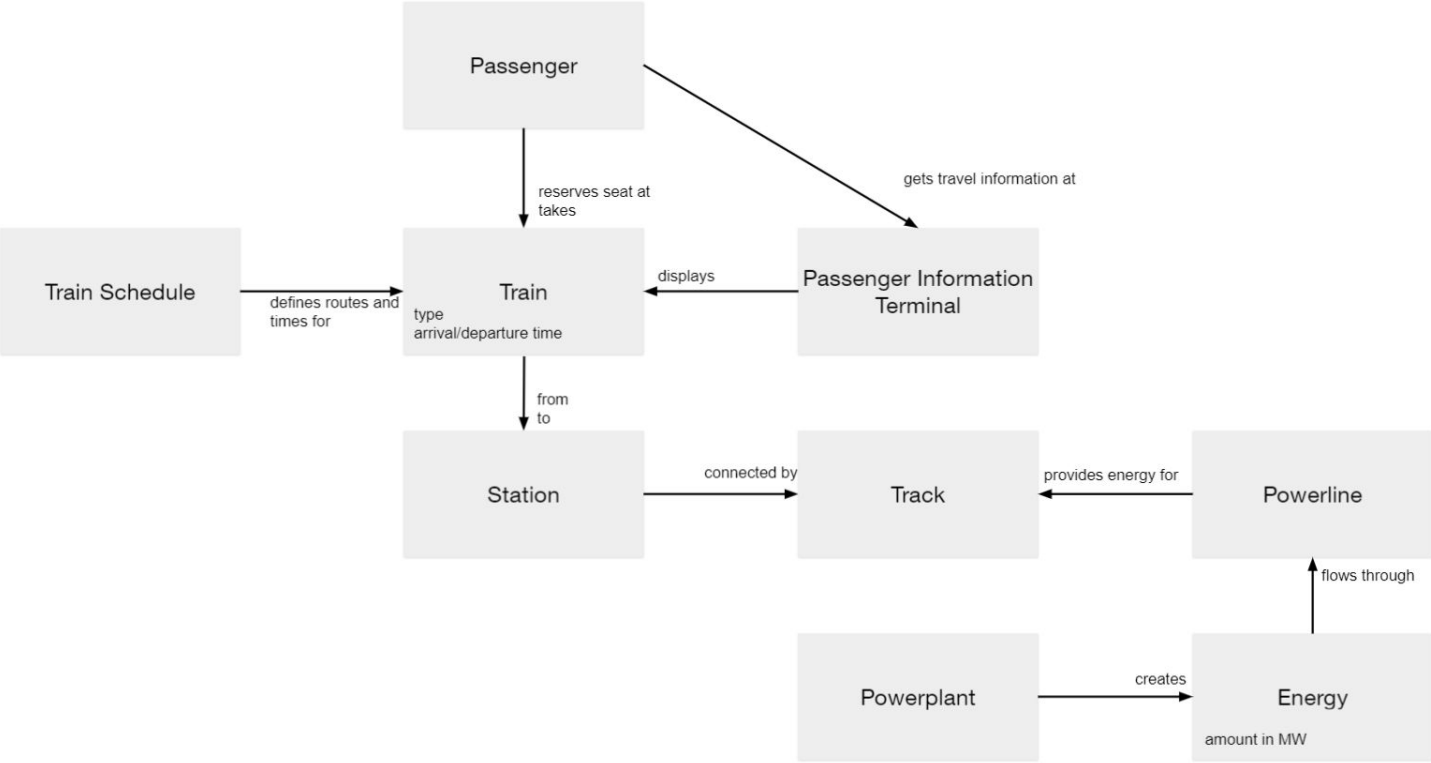
# Existing Organisation Description



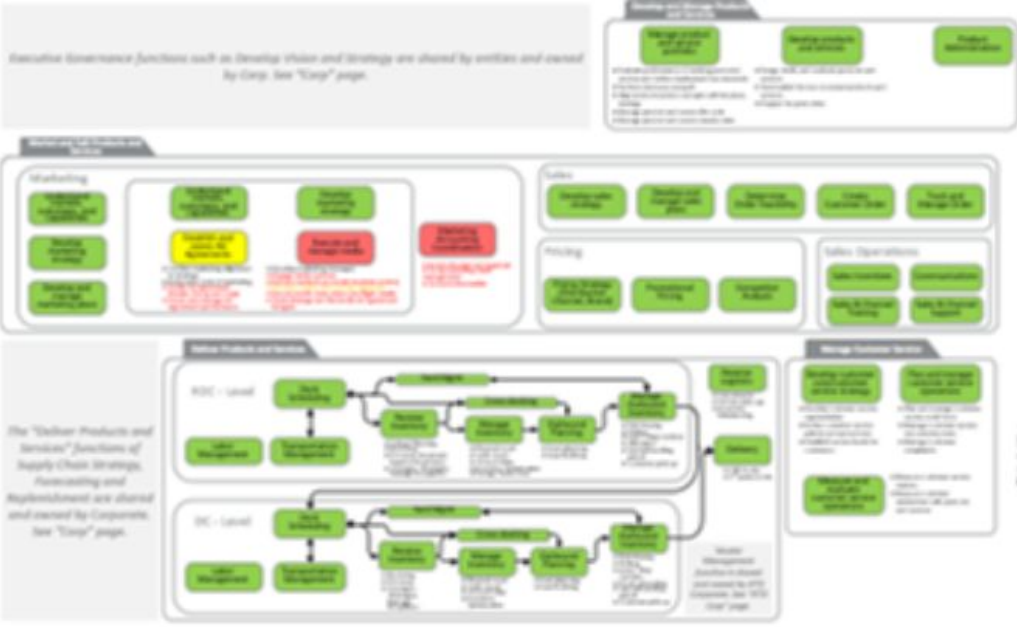
management **business** marketing  
outsourcing **market** bonus personnel  
presentation end user party objective  
credit **logistics** agreement  
**customer** **planning**  
**terms** loan manager director acc  
resources capital budget disruption  
startup branding overhead point of s  
**quality** revenue salary  
**goal** grant non **profit** organia  
acquisition **learning** action  
report margin sponsor **social**  
consensus resign transactio  
motivation **strate**  
business **plan**

profit **team** telecommuting  
promotion recruitment liability  
entrepreneur contract investment  
**interest** shareholder stakeholder  
**teamwork** service inventory  
**success** staff human  
networking launch consumer **idea**  
company cost of sales wholesale  
**brainstorm** **solution** account  
CEO equity competitor merger  
**ing** partnership agenda status  
ject multitask reach a  
marketing vision  
y trademark  
**ation**

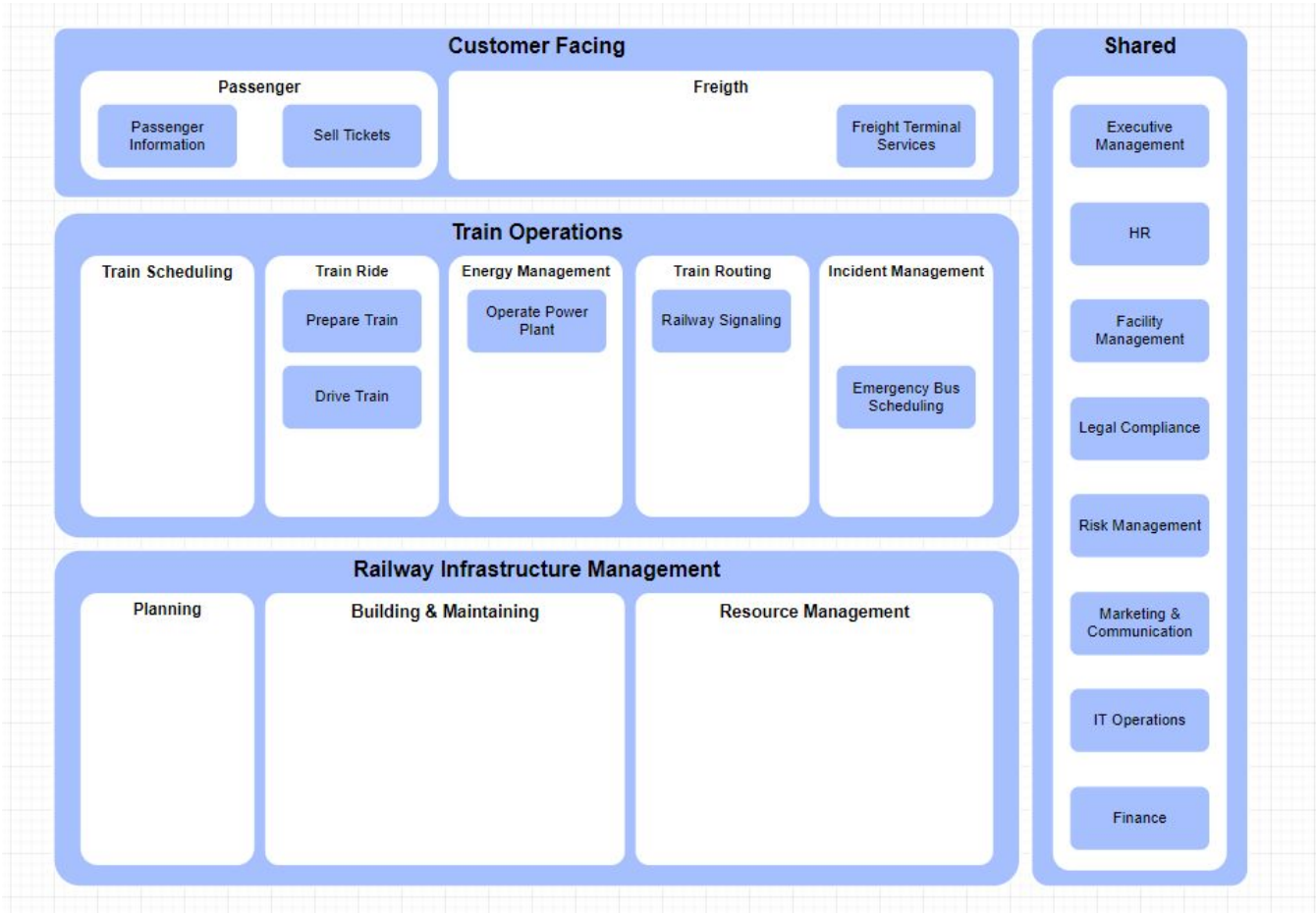
# First sketches - terms and their relations



# Existing Process Model

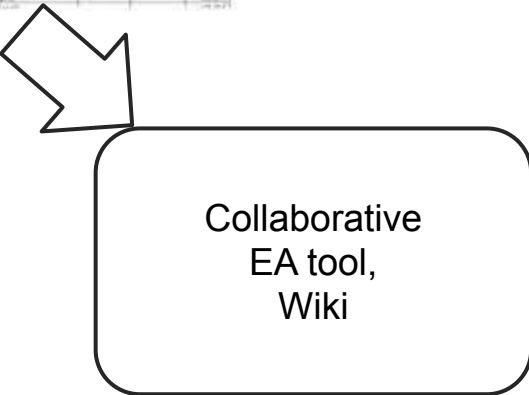
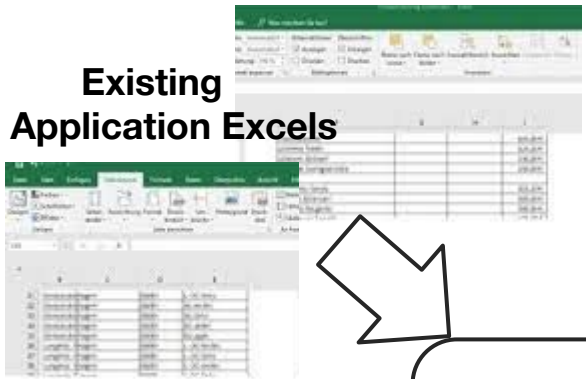


# First Sketches - Capability Map



# Collaborative maintenance of IT-application documentation

**Existing  
IT Application Excls**



Collaborative  
EA tool,  
Wiki



# Basic Application Attributes

## SAB FI

Angelegt von Wolfgang Göbl, zuletzt geändert vor Kurzem

<b>Business Owner</b>	@ Andreas Hofter
<b>Description</b>	<p>Application for financial accounting. It is used to manage the financial data of Intersection Railways. SAB FI helps to analyze the financial conditions in the market.</p> <p>SAB FI includes the following functionalities:</p> <ul style="list-style-type: none"><li>• General Ledger</li><li>• Finance Accounting</li><li>• Asset Accounting</li><li>• Bank Accounting</li><li>• Fund Management</li></ul>
<b>Capability</b>	Finance
<b>Technical Documentation</b>	<some links>





# Existing Projects





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## Chapter 2

### “Explore Existing Wisdom”

- Inconsistent terminology is often the reason for weak organisations/processes/IT structures
- Various existing teams “architect” in parallel (process-, product-, software designers,...)
- Dependencies between projects are rarely well understood
- Let the application owners maintain THEIR application documentation
- The best EA tool is collaborative like a wiki

Millions of open questions





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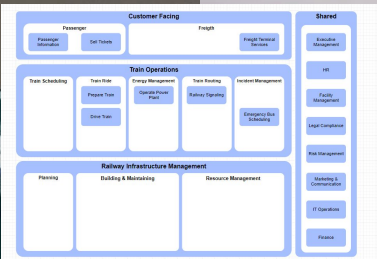
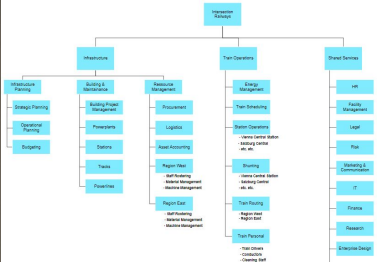
**Chapter 3**

**“Coming out into the open”**

June 2021 - Sept. 2021

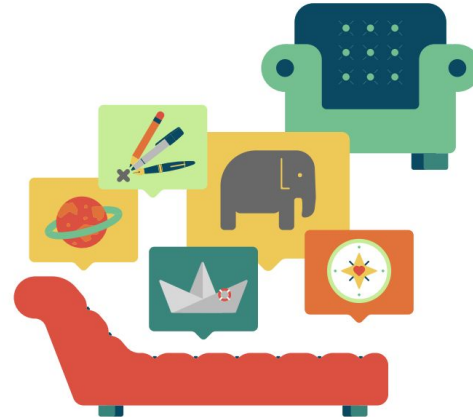
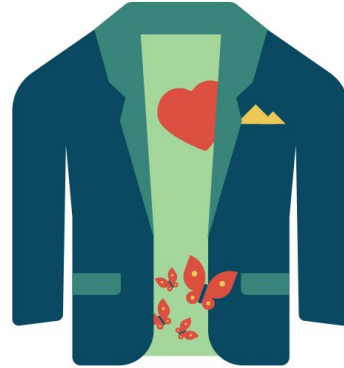


# Drink coffee with the seasoned outliers

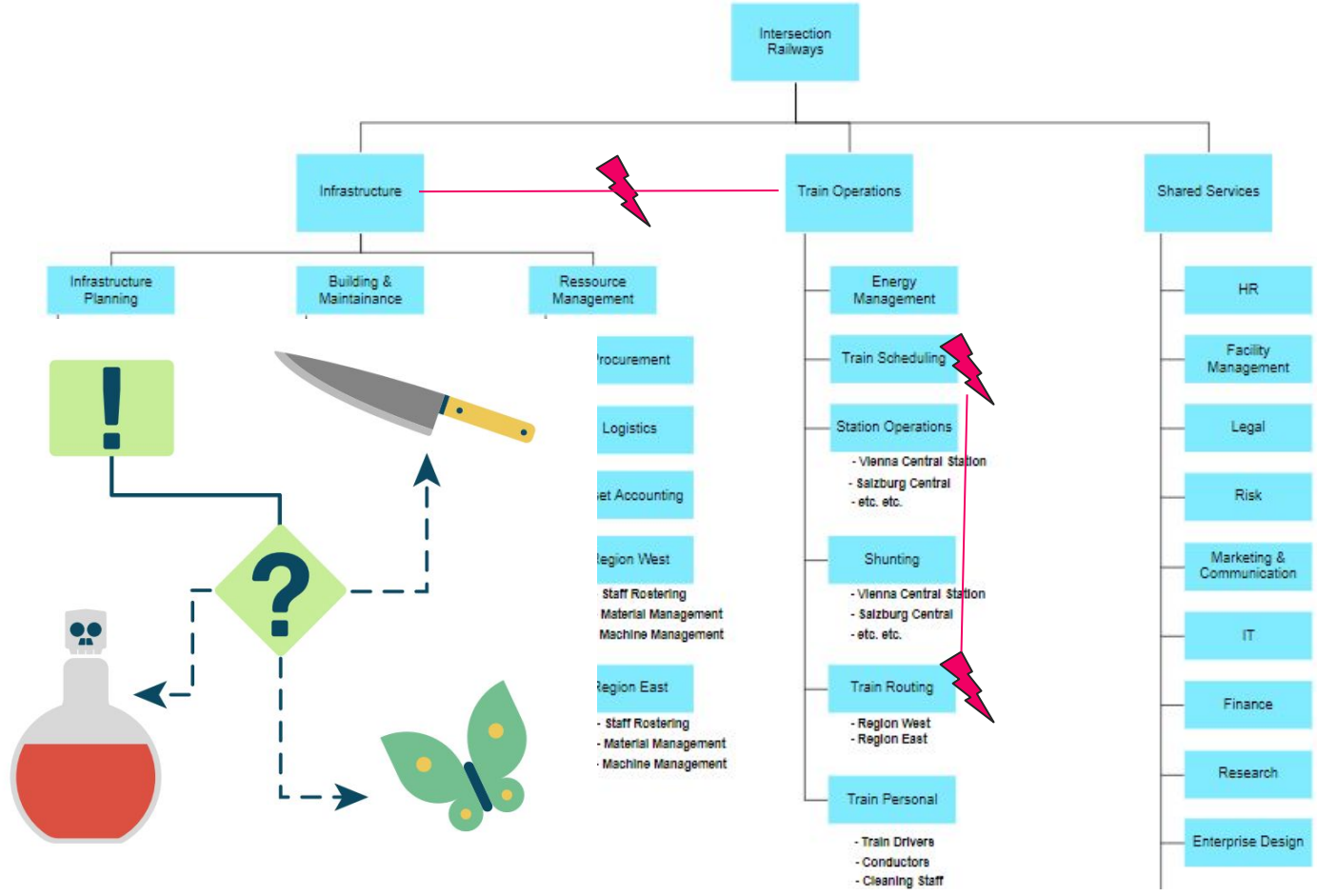




Earnestine uses all of her personal skills....



# Understand corporate politics



# Talk to managers of top 10 strategic projects

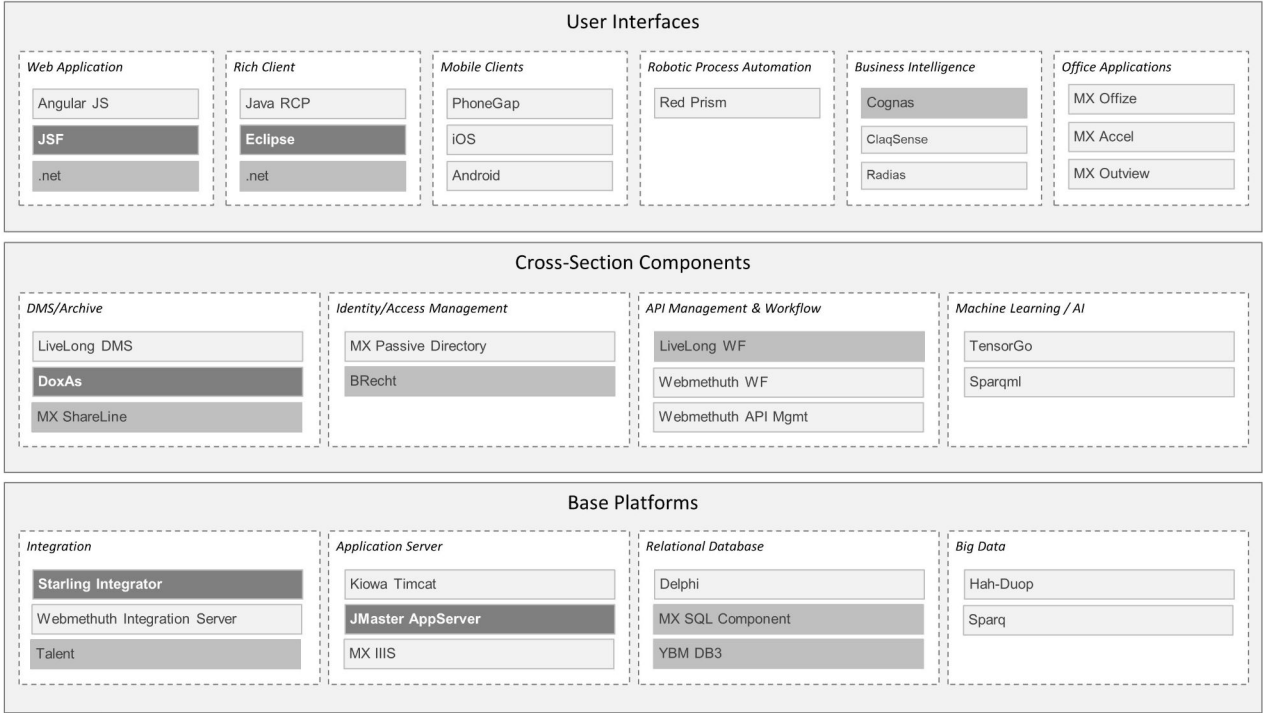




# Find friends in the software engineering department



# Software technology map



 ...strategic

 ...replace (1-2 years)

 ...replace (3-5 years)





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### Chapter 3

#### **“Coming out into the open”**

- Corporate politics put constraints on EA
- Build trust and coalitions (and get information)
- Indications of flaws in the org chart can be found talking to seasoned experts easily.
- Find friends with software technology skills



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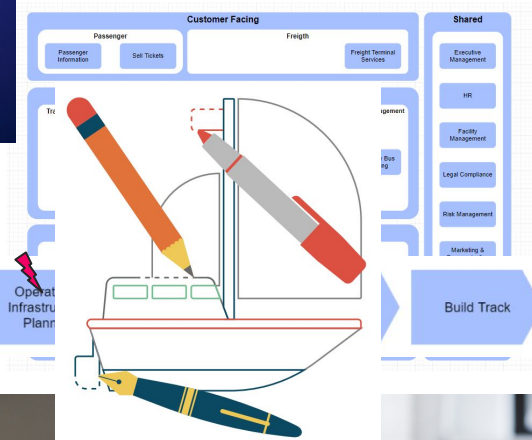
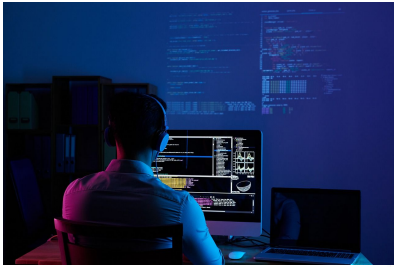
## Chapter 4

**“Design a safe negotiation  
space”**

October 2021 - October 2022







# Application Heatmapping

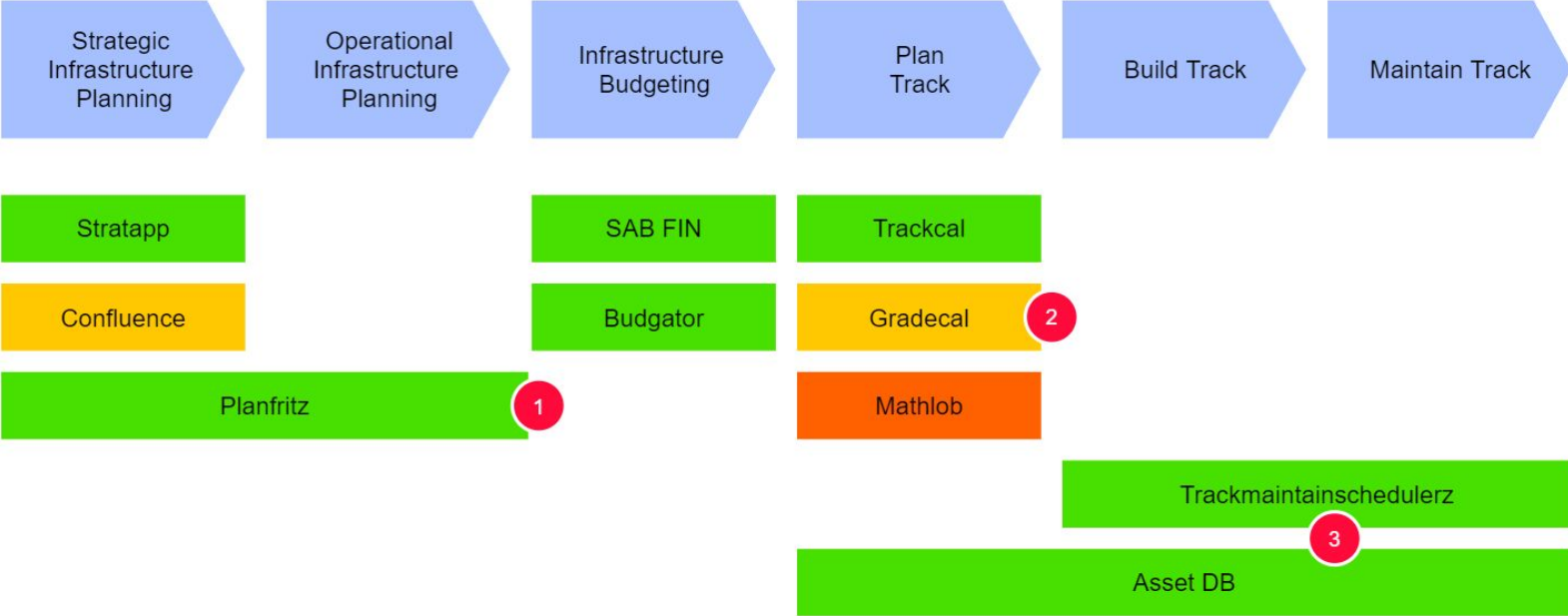
## SAB FI

Angelegt von Wolfgang Göbl, zuletzt geändert vor Kurzem

<b>Business Owner</b>	@Andreas Hofer
<b>Description</b>	<p>Application for financial accounting. It is used to manage the financial data of Intersection Railways. SAB FI helps to analyze the financial conditions in the market.</p> <p>SAB FI includes the following functionalities:</p> <ul style="list-style-type: none"><li>• General Ledger</li><li>• Finance Accounting</li><li>• Asset Accounting</li><li>• Bank Accounting</li><li>• Fund Management</li></ul>
<b>Capability</b>	Finance
<b>Functional Fitness</b>	high
<b>Technical Fitness</b>	medium
<b>Satisfaction with vendor</b>	low
<b>Cost indicator</b>	ok

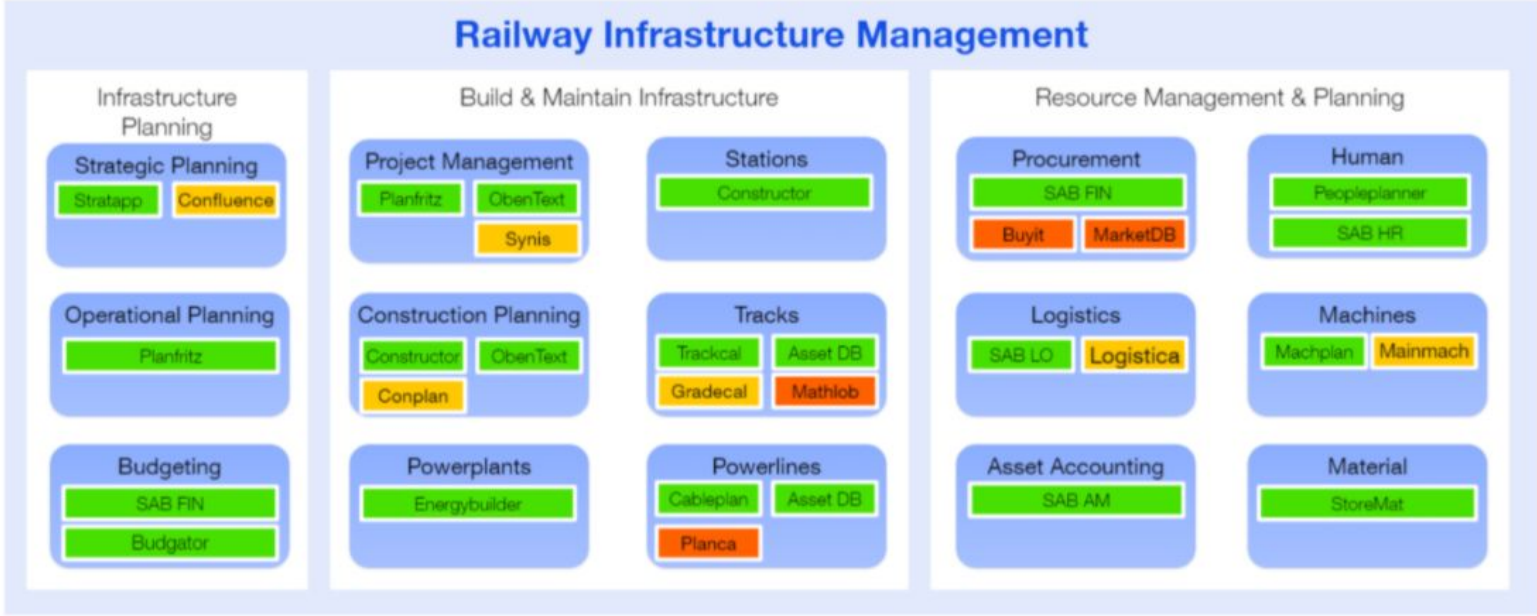


# Applications <-> Process





# Applications <-> Capabilities



 ...Strategic

 ...Replace in 3 to 5 years

 ...Replace in 1 to 2 years



## The next regular meeting with Chris....



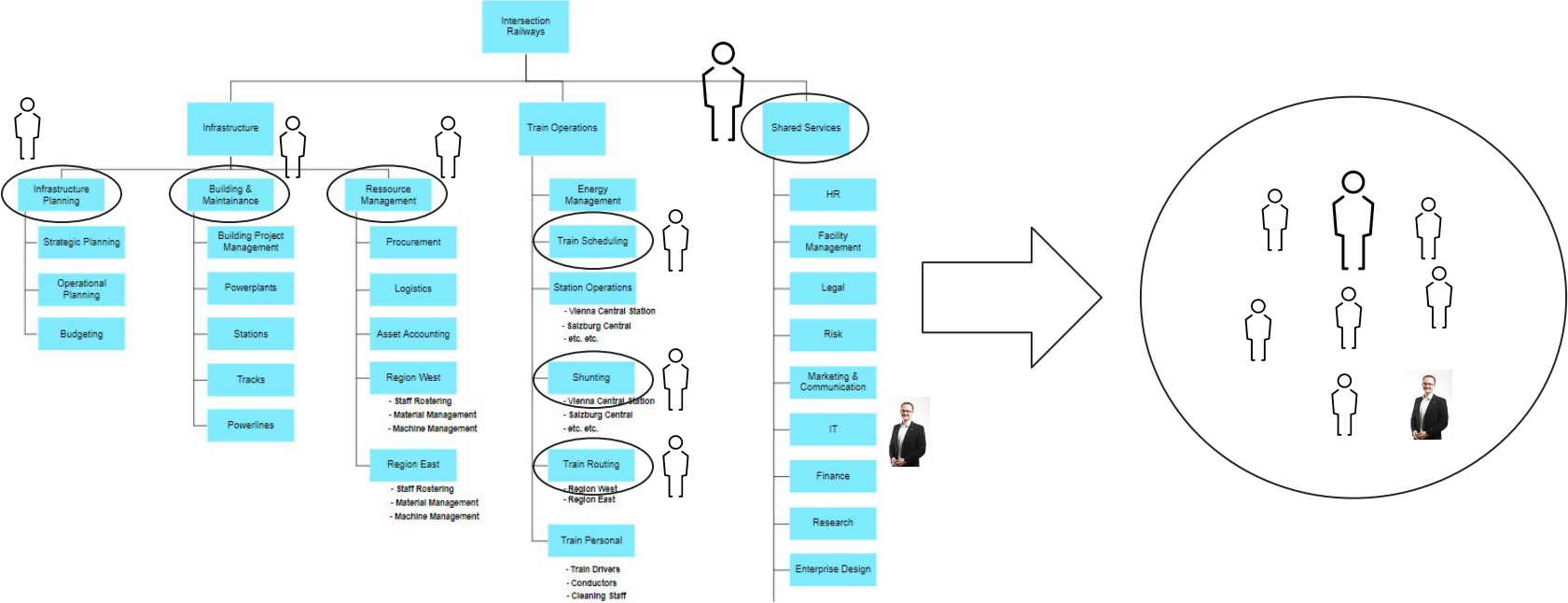
Look what I've found in **business** (& IT)

We need a mandate to work on these issues

Please help me setup clear  
accountabilities / board structures



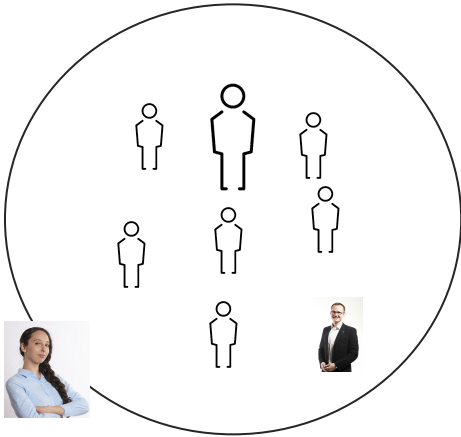
# Board for governing cross-department process & IT change initiatives



# Get clear mandate by C-suite

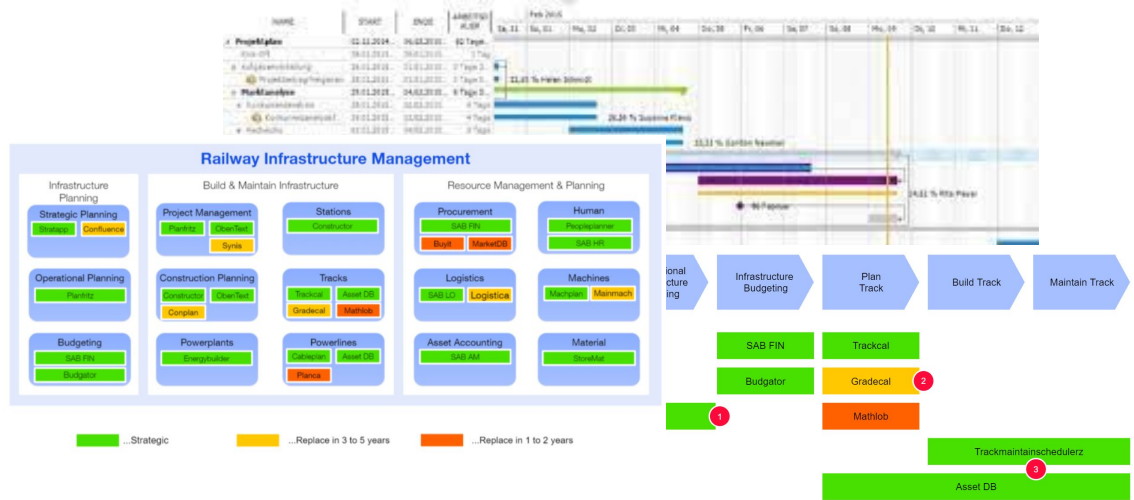


# Board for governing cross-department change initiatives



Commission and monitor change initiatives that cross departments

- Process enhancements
- IT application platforms
- Data governance





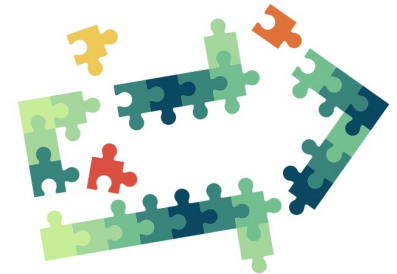
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## Chapter 4

### “Design a safe negotiation space”

- Invite all relevant people to the co-design
- Hint, don't tell or lecture
- Get the help of the C-suite once you have good examples
- Establish a clear decision process





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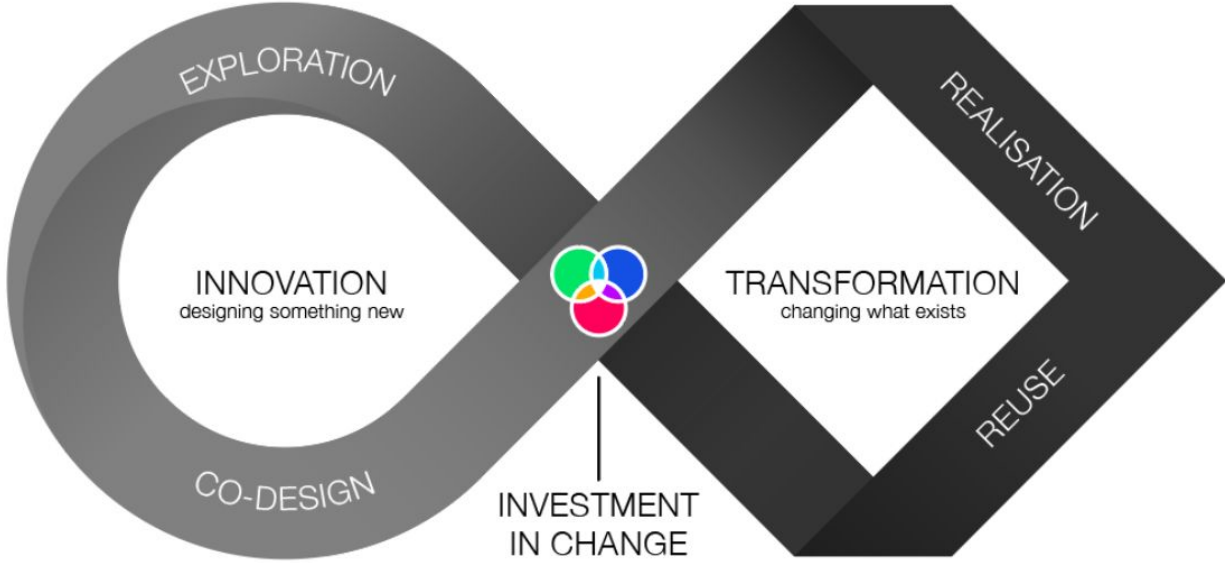
## Chapter 5

**“Establish a continuous  
co-design process”**

October 2022ff



# Establish a continuous co-design process







## X Railways



- Collaborative co-Design of Org&IT with corporate politics in mind
- Let them do their design
- Facilitate a safe negotiation space
- Dare to challenge the holy cow of org-structure

Technology architecture is the easiest part.  
Bring architecture to the business side.



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**Epilogue**





**O.M.G!**  
**I forgot something!!**

# More to come....

Who are we, why do we exist, what matters to us?  
What makes us different and unique?

How are we being perceived?

How do we work together as a team?

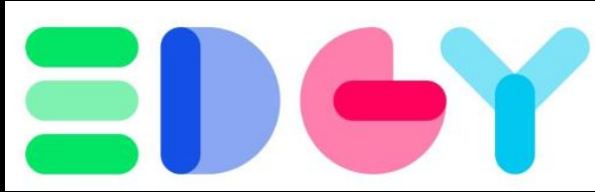
What makes all the parts in our enterprise work together?  
What are we capable of achieving?

What are we making and offering?

What is our role in people's lives?  
What value do we create for people?



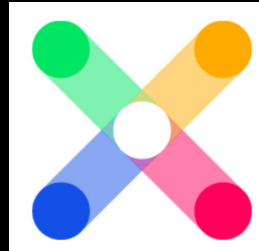
# Intersection Group is a **Non Profit Association**



## **EDGY**

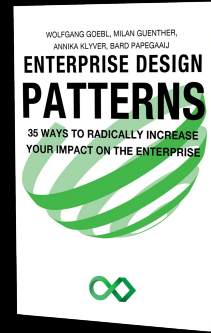
[www.enterprise.design](http://www.enterprise.design)

A set of connected Open Source tools for your Enterprise Design practice



## **Community and Events**

Events for a global community of thinkers and practitioners



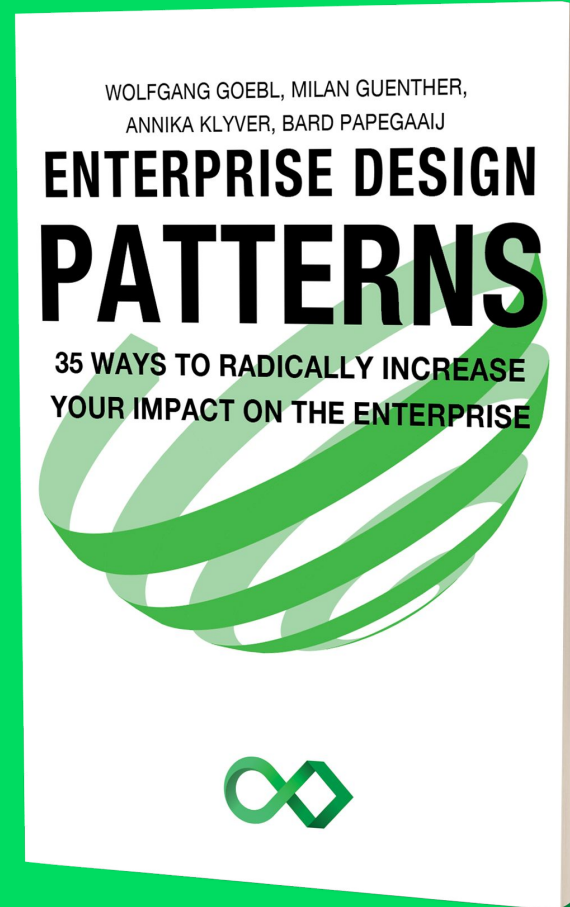
## **Learning and Knowledge**

Publications, content, courses and digital tools with our partners



# Patterns

- Journey to impact
- Behaviour patterns
- Practice patterns
- Creations patterns



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# Upcoming Webinars



## EDGY 23

A language for collaborative Enterprise Design

Webinar  
May 16, 2023  
Online

May 16th, 9am Berlin, Paris - Bard Papegaaj and Wolfgang Goebel will host an EDGY 23 presentation.

Details

Register



## Earnestine the Enterprise Architect

With Wolfgang Goebel

Webinar  
May 22, 2023  
Online

May 22nd, 9am Berlin, Paris - In this webinar, Wolfgang Goebel tells the story of Earnestine from starting her new job as an Enterprise Architect to having set up an impactful collaborative EA practice.

Details

Register



## Severin the Service Designer

With Milan Guenther

Webinar  
June 5, 2023  
Online

June 5th, 9am Berlin, Paris - In this webinar, Milan Guenther tells the story of Severin as they start their new engagement as a Service Designer, aiming to deliver new offerings and a better experience to their client's customers.

Details

Register



## Capability Maps - the Next Generation!

With Wolfgang Goebel

Webinar  
June 12, 2023  
Online

June 12th, 9am Berlin, Paris - In this webinar with Wolfgang Goebel we present the basic concepts of capability modeling.



## EDGY 23

A language for collaborative Enterprise Design

Webinar  
June 19, 2023  
Online

June 19th, 9am Berlin, Paris - Bard Papegaaj and Milan Guenther will host an EDGY 23 presentation.



## Milky Way Enterprise Map

With Annika Klyver and Wolfgang Goebel

Webinar  
June 26, 2023  
Online

June 26th, 9am Berlin, Paris - Annika Klyver and Wolfgang Goebel show you how to bridge the gaps across identity, experience and architecture with Milky Way enterprise maps.



<https://intersection.group/events/?archive=false>



<https://intersection.group/events/intersection23>



**INTERSECTION23**

**Vienna, September 18-19, 2023**



Thank you!



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