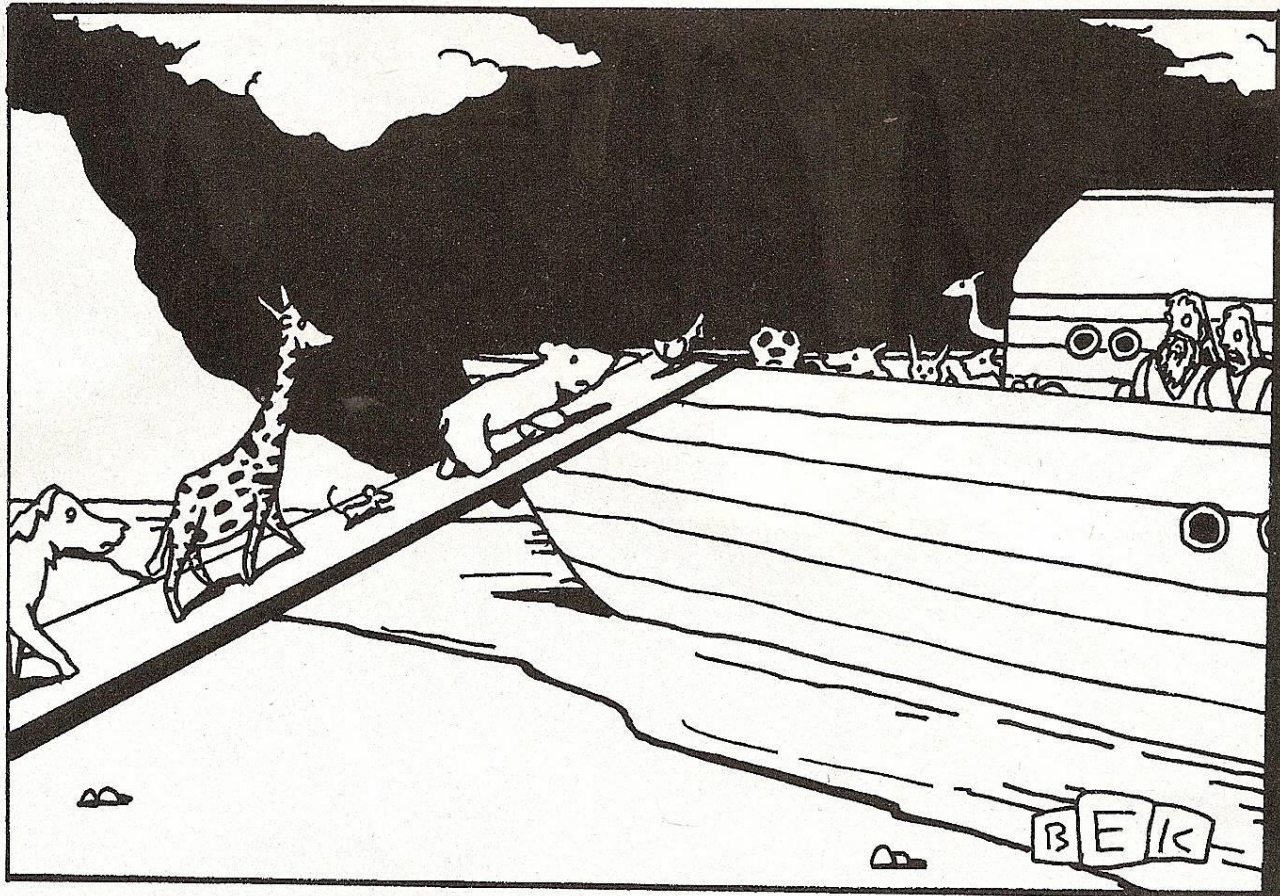

Planning Despite Daily Firefighting

Learning to Stay Strategic

Bob Stauffer

April 22, 2010

Planning is Essential



"I know we have to cut costs, but is bringing only one of each a good idea?"

Without Planning, You Will Fail

- Or restated softer, “You Will Fail”
- Failure Clichés:
 - Failing to plan is planning to fail
 - There is never enough time to plan, but always enough time to fix all the problems
 - “A lack of planning on your part does not constitute an emergency on my part!”

People Don't Plan to Fail,
They Simply Fail to Plan

Some People Characterize Their
Failures ... as Iterations...

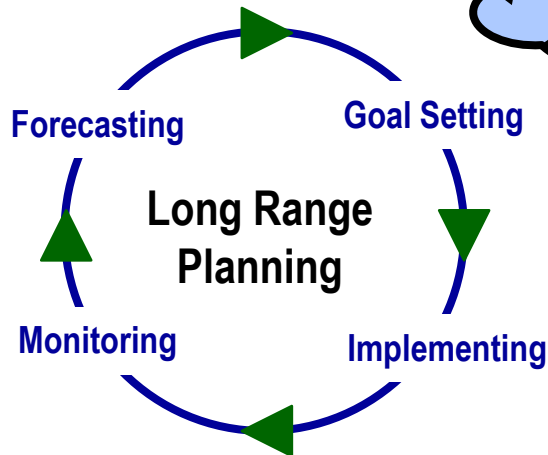
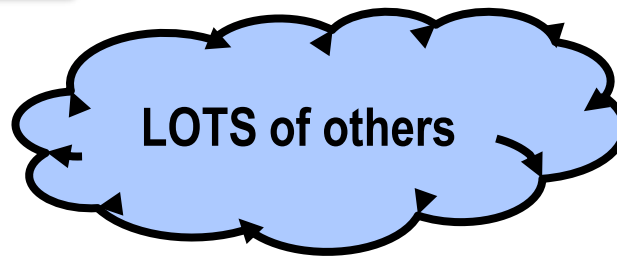
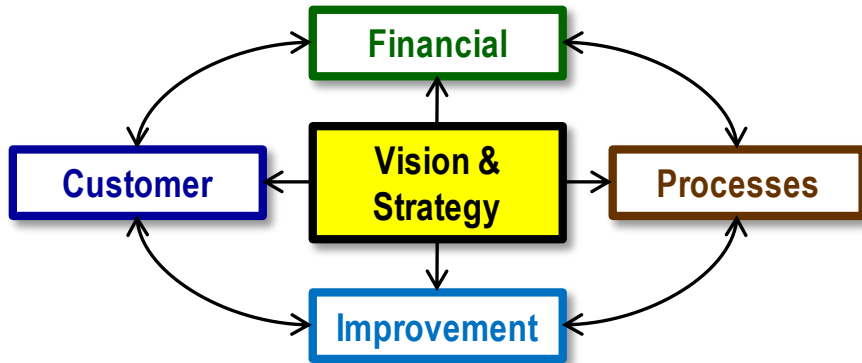
We have ‘iterated’ many times...



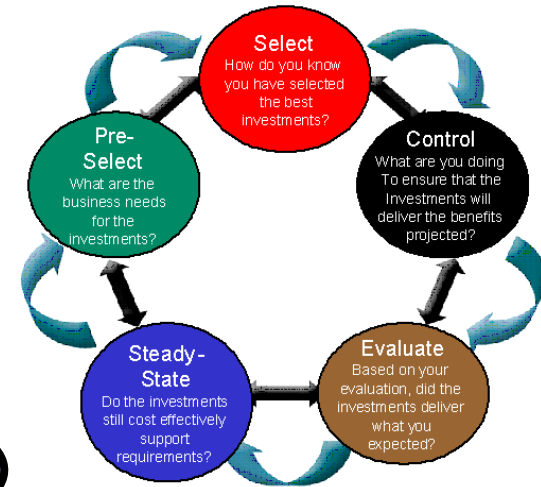
...but each time we apply lessons learned,
we see a positive trend in outcomes

Popular Planning Methods to Mitigate Failure

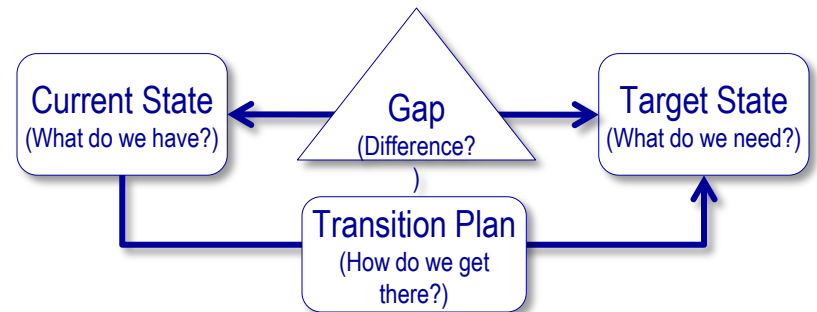
Balanced Scorecard



Capital Planning and Investment Control



Enterprise Architecture



Seamless Maturity From IT to Strategy

Could EA work as a management discipline outside of IT?
or more commonly stated, “EA is more than IT”

Cycle 2: Mission Services

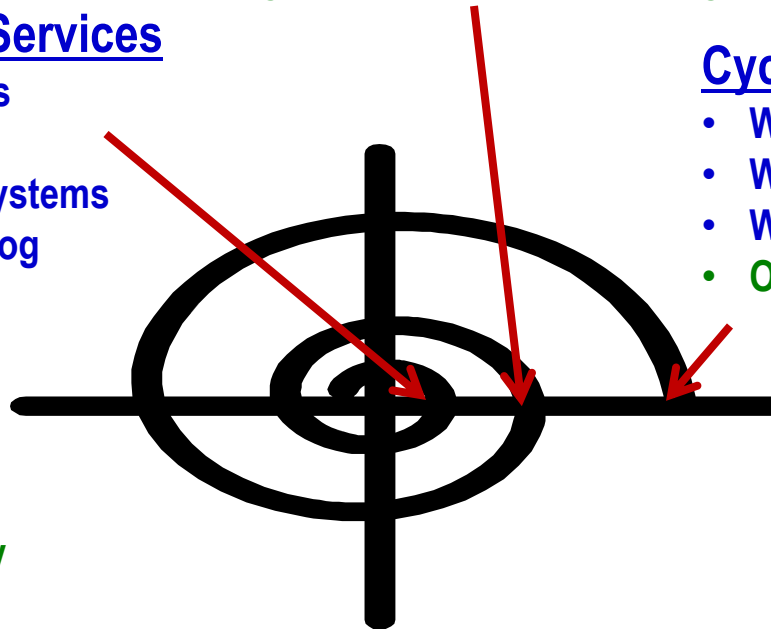
- Investment Reviews (E-Gov Award)
- Line-of-sight from goals, processes, and services across LoBs
- **Outcomes:**
 - Rationalized investments via business case
 - EA integrated with capital planning

Cycle 1: IT Systems & Services

- Inventories of components
- Models of systems
- Services aligned with IT systems
- Enterprise IT service catalog
- **Outcomes:**
 - Policy
 - Governance
 - Methods
 - Framework
 - Common vocabulary

Cycle 3: Strategic Capabilities

- What is the strategic intent?
- What capabilities are needed?
- What capabilities exist?
- **Outcomes**
 - Capability readiness
 - Capability utilization & mix
 - Reduce duplication
 - Inventory competencies, facilities, assets, people



Path To Systematic Planning

Compliance

EA Emerging Beyond IT

Architect For Purpose

Strategy

**National Priorities
Strategic Capabilities**

- Inventory of competencies
- Inventory of facilities
- Inventory of assets
- Inventory of infrastructure

**Investment Alignment
Business Case Justification
Acquisition Strategy
Mission Focus Reviews**

- Horizontal integration
- Dependencies
- Priority phasing
- Capability Portfolio Management

Business
Architecture

- EA embedded with SIBC, Exhibit 300, Exhibit 53
- EA integrated with CPIC
- ROI analysis

Services
Architecture

**Service Components
EA Reviews**

- Inventory of customer services
- Inventory of process automation services
- Inventory of business management services
- Services Catalog

Technology
Architecture

**GAO EAMMF; OMB FEAR;
Systems; Standards;
Configurations**

Inventories of LAN, WAN, Voice, Video, Data Center, Applications, Software Licenses

← + many more learning years

1

2

3

4

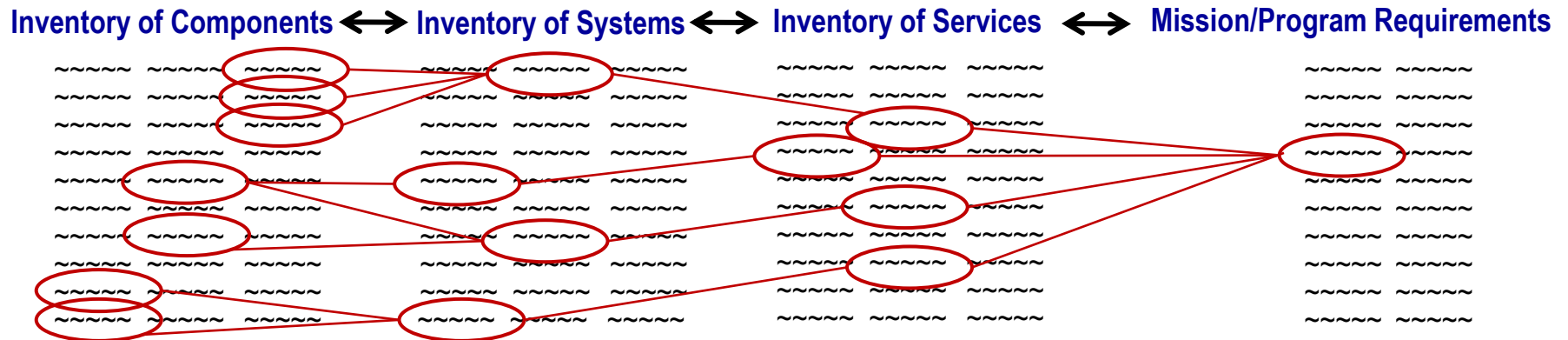
5

6

7 Years

Secret to Success

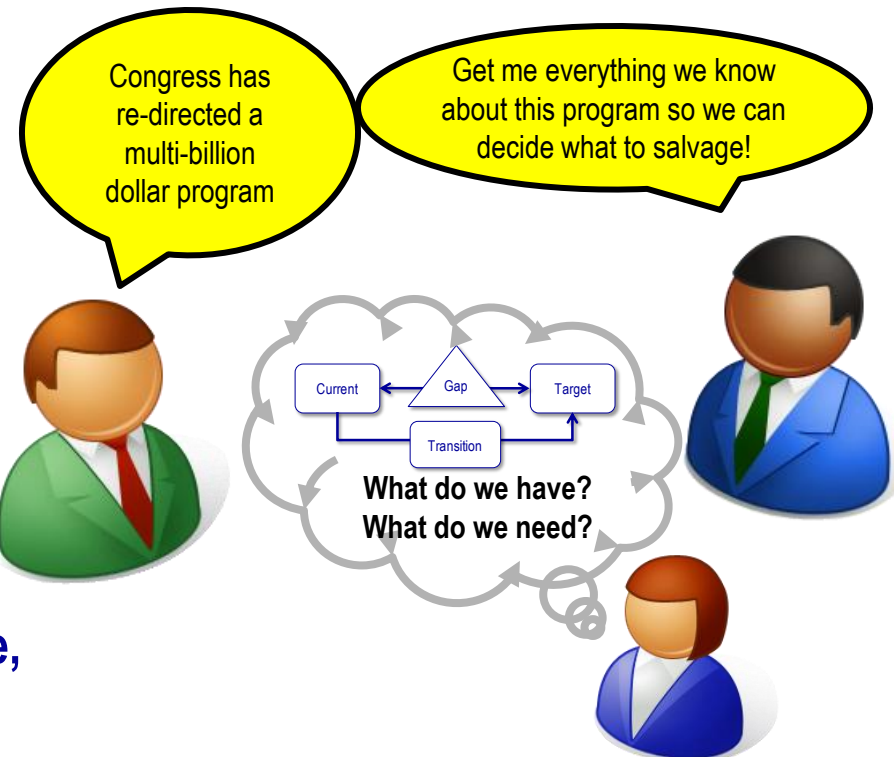
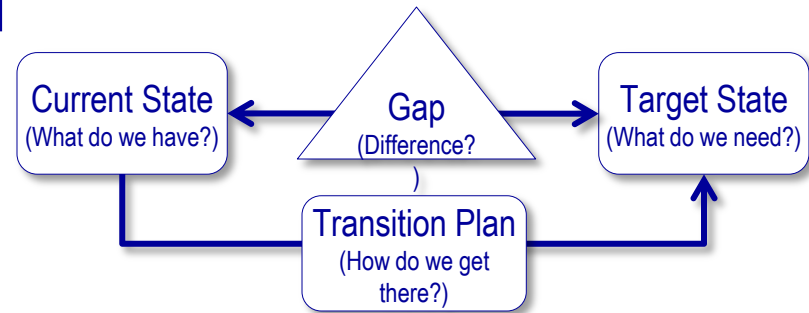
- Decades of applied business experience
- Continuous education on industry and environment
- Read everything about our customers, from strategic intent to the configuration of technology components, and...
- Data Calls!



Line-of-Sight Traceability

Learning Through 'Iterations'

- **Superbly designed, well planned, and methodically documented architectures and their related artifacts are met with indifference**
 - **Is Architecture still critical? YES!!**
 - **Architecture is not a product, or a framework, or a model; it is a management discipline for business**
- **Timing can mean everything for enterprise architects**
 - **Senior executives are often reactive; they have little time to plan**
 - **When events force executives into 'emergency strategic planning' mode, suddenly architecture is important**



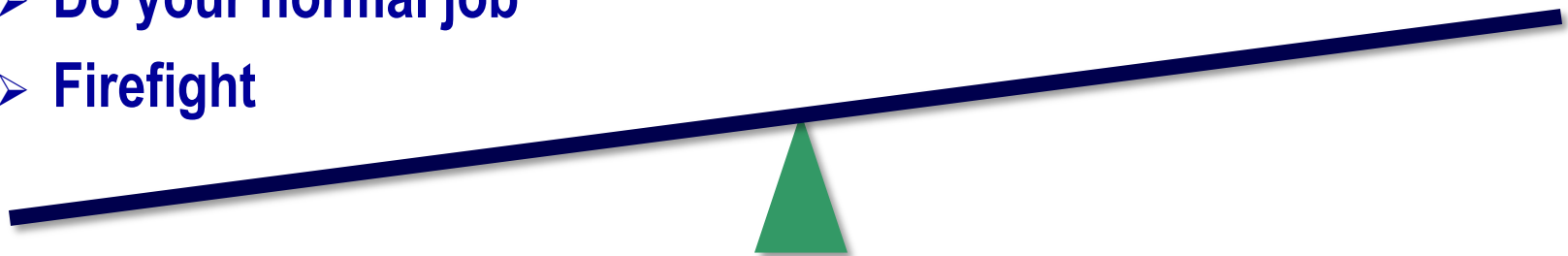
Planning Despite Firefighting

● Planning

- Set vision & strategy
- Analyze market conditions
- Evaluate options & resources
- Prioritize and schedule
- Modify plans for unknowns
- See results 3+ years
- Do your normal job
- Firefight

● Firefighting

- Work on tactical actions
- Fix what is broken
- Deliver immediate results
- Observe benefits of results
- Do your normal job
- Plan



Be a Strategic Firefighter!

**This is a sample of the information presented for the Federated
Enterprise Architecture Certification 2010 conference. Please
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