ROGER
BURLTON

BUSINESS ARCHITECTURE

COLLECTING, CONNECTING AND CORRECTING THE DOTS

ONLINE LIVE STREAMING

MAY 29 - JUNE 1, 2023

DUE TO TIME ZONES, THIS CLASS WILL TAKE PLACE IN THE AFTERNOON
FROM 2 PM TO 6 PM ITALIAN TIME

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The need for business architecture competency is growing beyond the traditional interest of IT practitioners to include communities of professionals and managers with a broad set of concerns, critical to the business' strategy, design and operations. Nowadays, many more people need to know how to influence and lead business performance enhancement, business agility, market focus and customer experience to name just a few. The challenges of fast change, crushing external realities, out-dated business operations and sustainment of the business for continuing relevance are relentless and old ways of planning, prioritization, design and delivering value may be no longer relevant. That's where Business Architecture comes in.

Quick and effective business change means that those conducting Business Architecture work must incorporate a number of perspectives of the business and also be confident about the interconnections among them. For the business model to be agile, we must be able to identify what's impacted and design with deliberate integrity to avoid unintended consequences. To be clear, this is about more than 'Agile' software development, which by itself, will not make the business more flexible. There is immense complexity in issues other than software. A sound Business Architecture will prove invaluable in sorting things out. A solid Business Architecture will avoid redundancy, maximize the sharing of capabilities, and make best use of scarce resources. With a sound architectural foundation, business-wide transformation, digitalization, and continuous optimization can be accomplished and change efforts can progress smoothly with few surprises.

A major architectural requirement is to be able to adapt the **business operating model** quickly and easily. Business Architects must capture and provide access to the relevant business knowledge to be able to confidently re-configure how work gets done so that value gets created for our external stakeholders. Clarity on business strategy, business capabilities, end to end value streams and business processes, the information being created and consumed, business decisions, technology resources, and human competencies is essential to make required changes without unnecessary risk in the change itself. Business Architects have to be knowledgeable on how all these domains work together to best serve the support of our value streams to deliver stakeholder value.

This highly participative class will delve into the aspects of Business Architecture, as defined by the Business Architecture Guild's BIZBOK along with other new methods, leaving the participant with the skills required to make Business Architecture disciplined, repeatable and yet practical.

LEARNING OBJECTIVES

• Understand what a straight forward and useful Business Architecture looks like
• Learn how to implement the key concepts and practices of the BIZBOK
• Understand what the business produces and how it delivers value for its customers and other stakeholders (Business Model)
• Define how the business can be cross-functionally organized and how it can operate in the context of broader business ecosystems (Operating Model)
• Align what investments in resources and capabilities the business should make (Pain-Gain Resources Model)
• Learn to build information, capability and process architecture models and interconnect them through a balanced business performance scorecard
• Be able to use the Architecture to accelerate change projects and leverage breakthrough digital technologies

Special Features of this Class

• This is a pragmatic working class with a case study and team workshops to practice the techniques
• Be able to socialize architectural concepts upward and reduce internal resistance to change
• Learn a method that scales for both small and large organizations
• Built on BIZBOK principles and acknowledged Business Architecture Best Practices
• Work with Roger Burlton; the most experienced pragmatist in this field

Audience

This class will be of benefit to professionals and managers of all types involved with planning and designing organizational change and building business capability to adapt and innovate continuously.

• Business Architects
• Business Analysts
• Strategic Planners
• Process Professionals
• Enterprise Architects
• Business Managers
• Change Agents
• Anyone preparing for Business Architecture certification

Teams attending together will have the opportunity to work together during the working sessions.

OUTLINE

1. Why Business Architecture?

• Enable Transformation, Disruption and need for Innovation
• Requirement for Business Agility
• The Process renewal Group's Business Architecture Landscape
• **In-class discussion: What is your Architecture maturity and readiness?**

2. Architecture Scoping and Value Chain Identification

• Multiple or one Value Chain?
• Intercompany Value Chains?

Case study Workshop: What Value Chains do you have and what's in scope for Business Architecture?

3. Business Strategy Understanding

• Business Ecosystem Analysis: Uncertainties, Scenarios, Opportunities and Threats
• Stakeholder Context Model: Item exchanges
• Stakeholder Value Proposition: Expectations and Experience Assessment, KPIs and Objectives

Case study Workshop: Who are your stakeholders and what is of value to them?

4. Framing the Strategy for Business Architecture Consumption

• Building your 'North Star': Goals and Objectives
• Establishing Strategic Capabilities and Requirements

Case study Workshop: What are the Goals and Requirements for the Business Architecture?

5. Business Information Concept Modeling: The Basis for Information, Capability and Process Architecture Models

• Concept Model: Verbs and Noun vocabulary
• Deriving the Information Model

Case Study Workshop: What is your Business Concept Model?

6. Business Process Architecture: Value Streams: and an End-to-End view

• Value Streams and Business Processes
• Stakeholder Journeys and Lifecycles
• Value Streams and Value Stream Stages
• Deriving a value-focussed Process Architecture
• Using Business/Industry Frameworks

Case study Workshop: What are your Value Streams and End-to-End Process Architecture?

7. Business Capabilities

• What is a Business Capability?
• BIZBOK view
• Capability Modeling
• Assuring unique non-redundant Capabilities
• The Burlton Hexagon
• Mapping Capabilities to Business Processes
• Mapping to IT Enablers and Services
• Mapping to Human Skills, Competencies and Culture

Case study Workshop: What are your Business Capabilities?

Case study Workshop: How do your Capabilities Map to your Business Processes

8. Business Performance Models

• Characteristics of Good Performance Indicators
• The new Balanced Scorecard
• Lagging and Leading Indicators
• Measurement Traceability to Strategic Objectives

Case study Workshop: What is your Performance Scorecard?

9. Prioritization of Change: Heat Maps

• Heat Map Grids
• Pain - Gain Analysis for assessment of Processes, and Capabilities
• The Burlton Framework for Resource Change Planning
• Defining Change Priorities

Case study Workshop: What are your Business Process and Capability Priorities?

10. Leveraging the Architecture into a Business Change Portfolio

• Using the Business Architecture Models in Business Change
• Scoping a Change Project
• Building the Roadmap

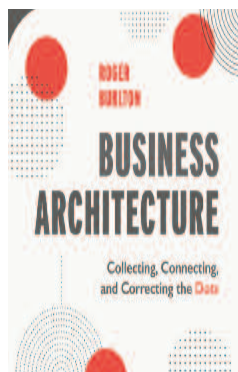## 11. Alignment of Business Architecture with IT Architecture and Enablement

• Governance Maturity Checklist
• Architecture Sustainment - CoE Support

12. Summary

• Lessons Learned
• In class discussion on main takeaways

SPEAKER

Roger Burlton is the President of Process Renewal Group. He is the author of the pioneering book **Business Process Management**: **Profiting from Process, the Business Process Manifesto** and the **Business Agility Manifesto**. Roger developed the first Business Process and Business Architecture practices in the world in 1991. Having worked with over 200 organizations globally to transform from traditional organizations to more professionally managed ones, he is is recognized as a world leader in establishing a business value delivery model supported by Business Architecture practices.

His latest book: **Business Architecture: Collecting, Connecting and Correcting the Dots** has just been released.

INFORMATION

ROGER BURLTON
BUSINESS ARCHITECTURE
COLLECTING, CONNECTING AND CORRECTING THE DOTS

May 29 - 1 June, 2023

Registration fee:
€ 1100

If registered participants are unable to attend, or in case of cancellation of the seminar, the general conditions mentioned before are applicable.

first name ....

surname ....

job title ....

organisation ....

address ....

postcode ....

city ....

country ....

telephone ....

fax ....

e-mail ....

Stamp and signature

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