Given to:
Canadian Association of Management Consultant
Given By:
Robert Weisman, PhD, PEng, PMP, CD1
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Professor, University of Ottawa – Digital Transformation and Innovation Program
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Robert.weisman@buildthevision.ca

6/8/2022

Biography - Robert Weisman, PhD, PEng, PMP, CD

- **Dr. Robert Weisman** has had 40 years experience in Portfolio Management, Enterprise Architecture and Plans & Operations at the Strategic, Tactical and Operational level.

- He completed undergraduate and then graduate studies specializing in business transformation and knowledge-based decision support. His PhD is in e-Business (Digital Transformation and Innovation) in 2020.

- He has worked in the field as a civil engineer then plans and operations, R&D, graduate studies in Comp Sci (AI), academia (assistant professor) and then as a program manager for integrated national and international decision support systems. Since 2004 he has been an active volunteer with The Open Group and was Vice-Chair of the Architecture Forum, and now is working on future versions of TOGAF.

- Robert has been extensively involved in major Business Transformation efforts in defence and overall government starting in 1985 when assigned as a Business Requirements Manager in an innovation environment for a $3B business renewal program. Since then he has conducted Program Management using EA in the defence, health, finance, immigration, public works, transportation and public safety domains in both the public and private sector. His speciality has been enhanced decision support, knowledge sharing environments as well as business service rationalization and consolidation.

- One of his major career challenges was his role in the stand-up, creation and evolution of the Canadian Defence Information Services Organization (DISO). He served in Strategic Direction (an integration of Plans, Program Management and Enterprise Architecture) for five years helping to shape and focus the new organization. DISO integrated 15 CIO and numerous communications organizations into one. Afterwards he joined CGI as an Executive Management Consultant for ten (10) years and started and led the global EA Practice.

- Currently he is CEO of Build The Vision Inc. where he consults, mentors and teaches EA, knowledge management and strategic planning in both English and French. He is also Engineer in Residence and part-time professor at the University of Ottawa as well as President of ISACA Ottawa Valley and AEA – Ottawa-Gatineau Chapters.

- "Digitization" is changing from manual and analog to digital
- "Digitilization" is the mechanics of narrow, process-centric applications of technology to streamline operations and cut costs,
- "Digital or Digital Transformation" focus on creation of a vision based on, "customer-centric value proposition"
  - E.g. Philips, "improving lives through health care innovation" (from Ross 2017).

- A useful definition

"The explicit knowledge of the assets available to an enterprise, their value, their relationships with one another and their evolution over time."

- Are data, information and knowledge assets ?
  - *YES – Most valuable asset globally !!!!*
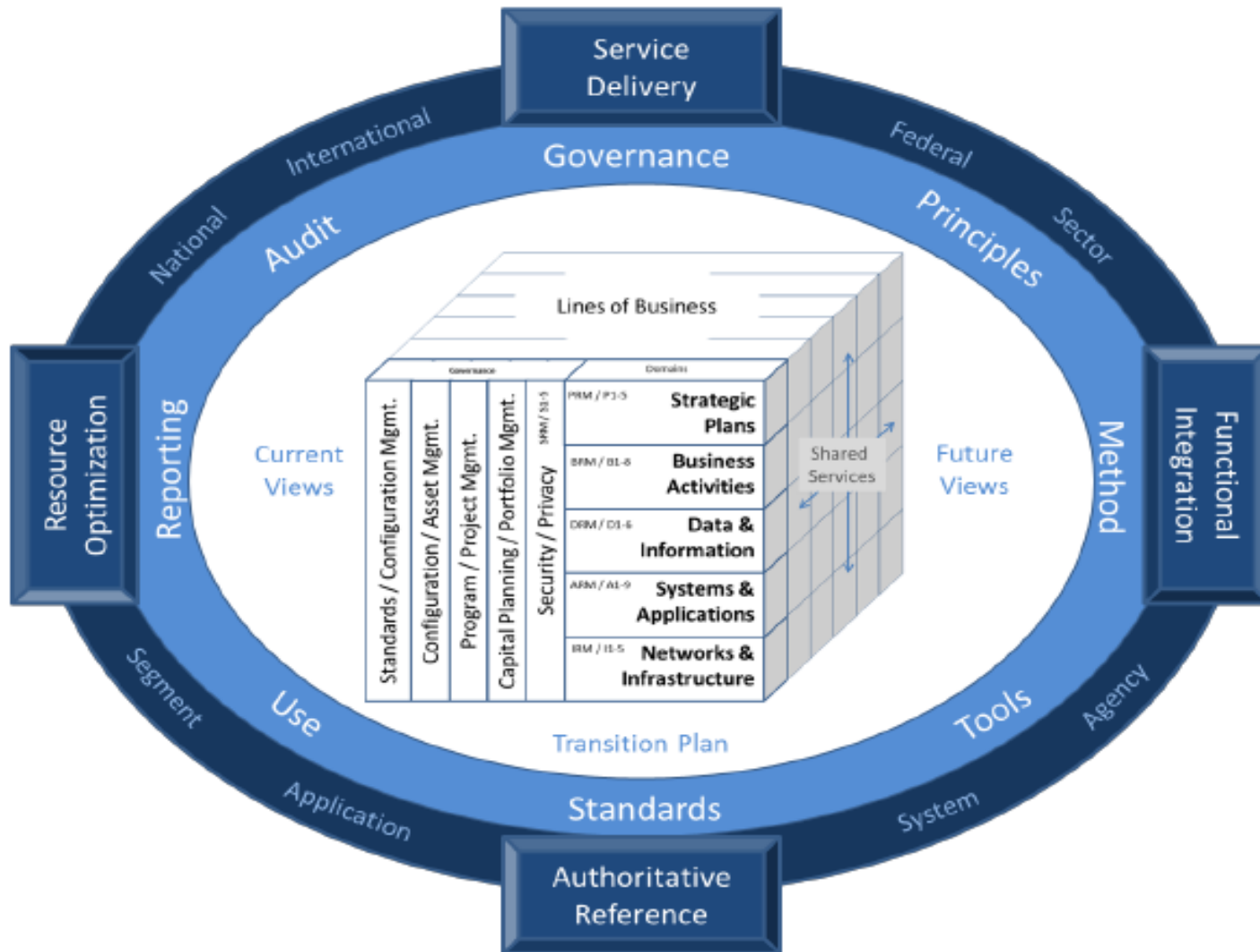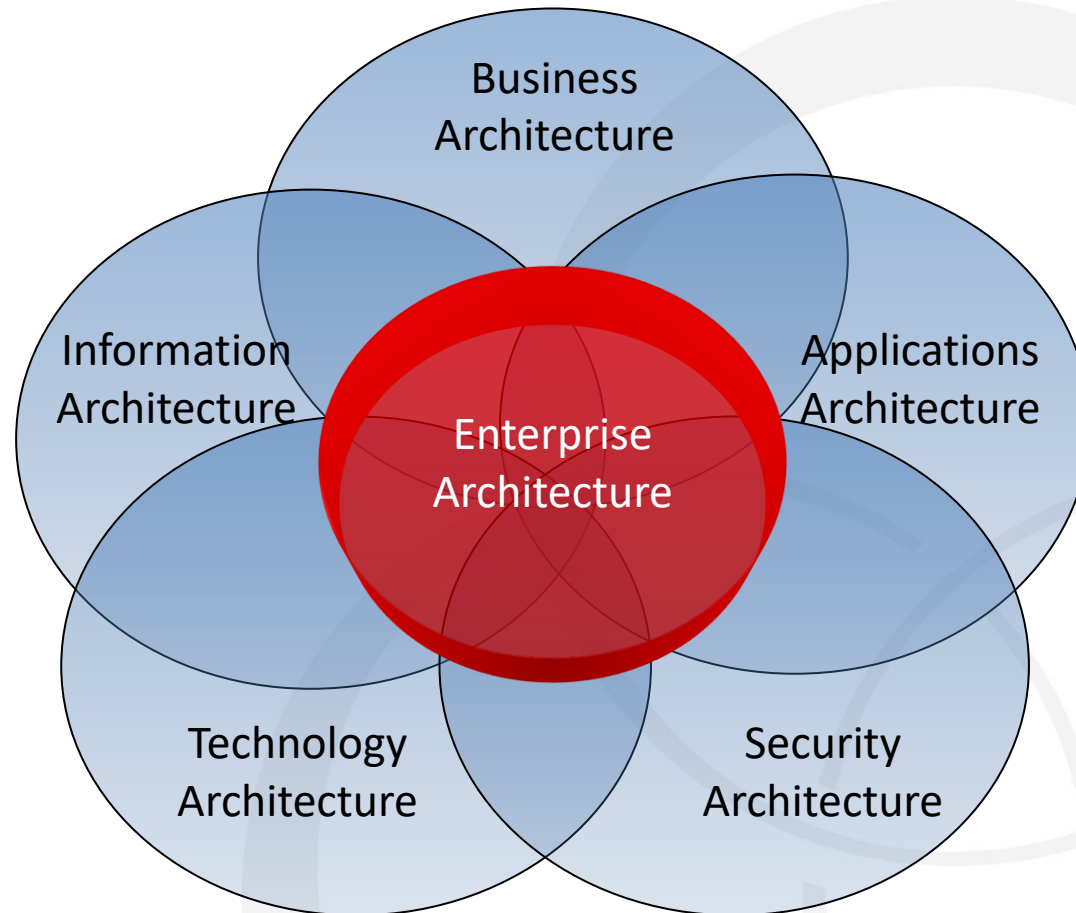
EA in the US Government Covers Pretty Much all Bases
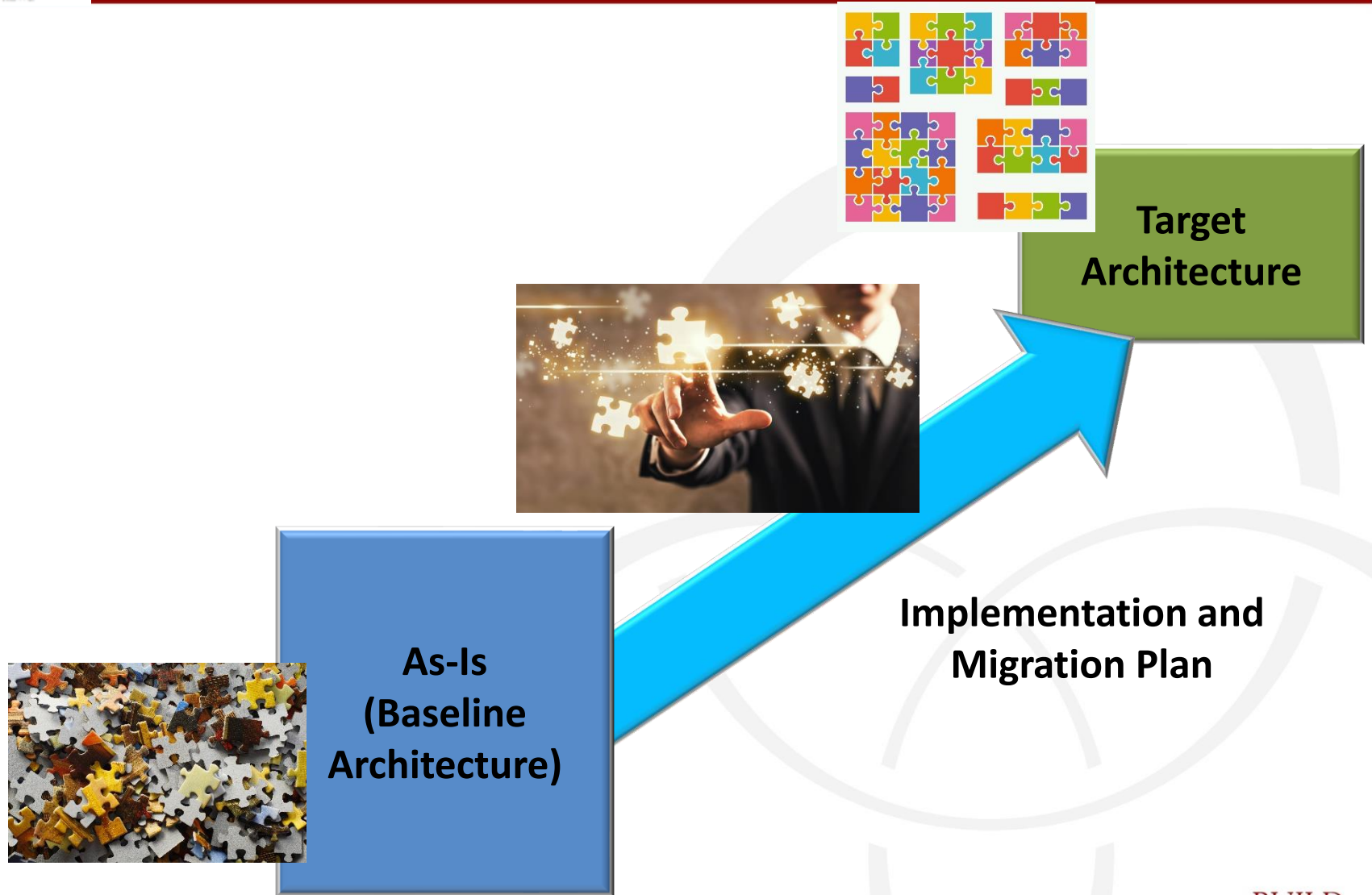

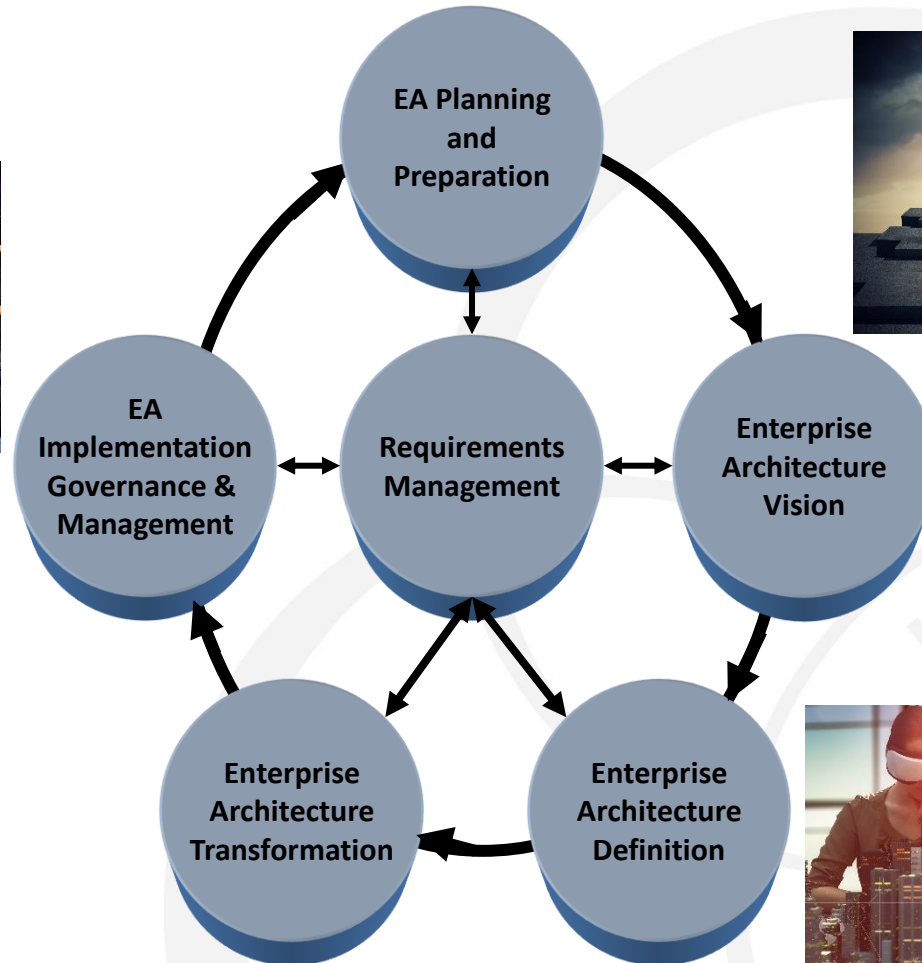Figure 1. The Common Approach to Federal EA

A Way of Looking at EA

Target Architecture

As-Is (Baseline Architecture)

Implementation and Migration Plan

The EA Cycle

EA Planning and Preparation

Requirements Management

Enterprise Architecture Vision

EA Implementation Governance & Management

Enterprise Architecture Transformation

Enterprise Architecture Definition

Capability Concept

Capability

Capability Increment

People Dimension
Individual Training
Collective training
Professional Development

Process Dimension
Concepts
Business Processes
Information Mgt

Materiel Dimension
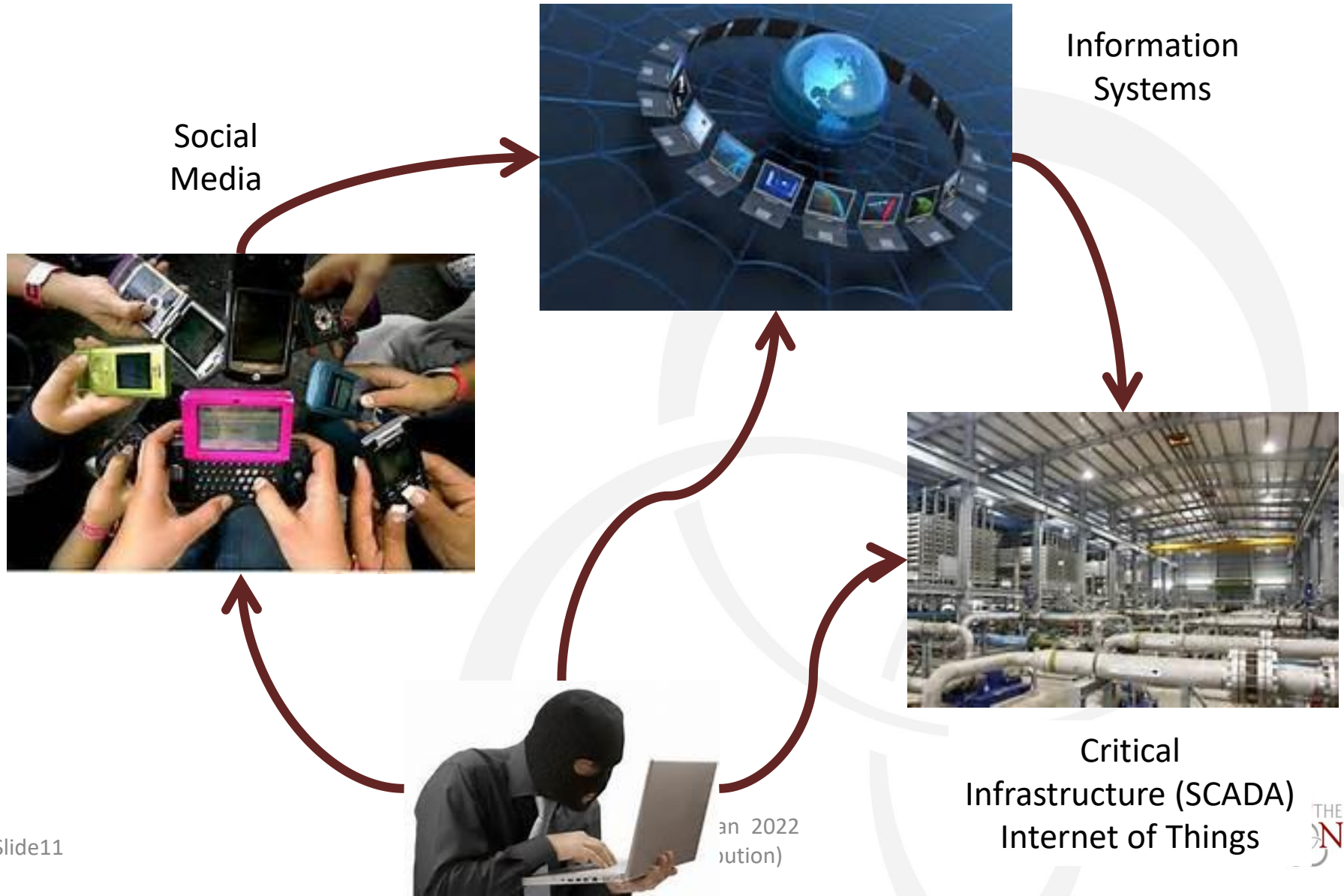Infrastructure
Information Technology
Equipment

al Transformation and Innovation
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Reassembling Health: exploring the role of The Internet of Things

Map of Concepts and Issues

Social Media

Information Systems

Critical Infrastructure (SCADA) Internet of Things
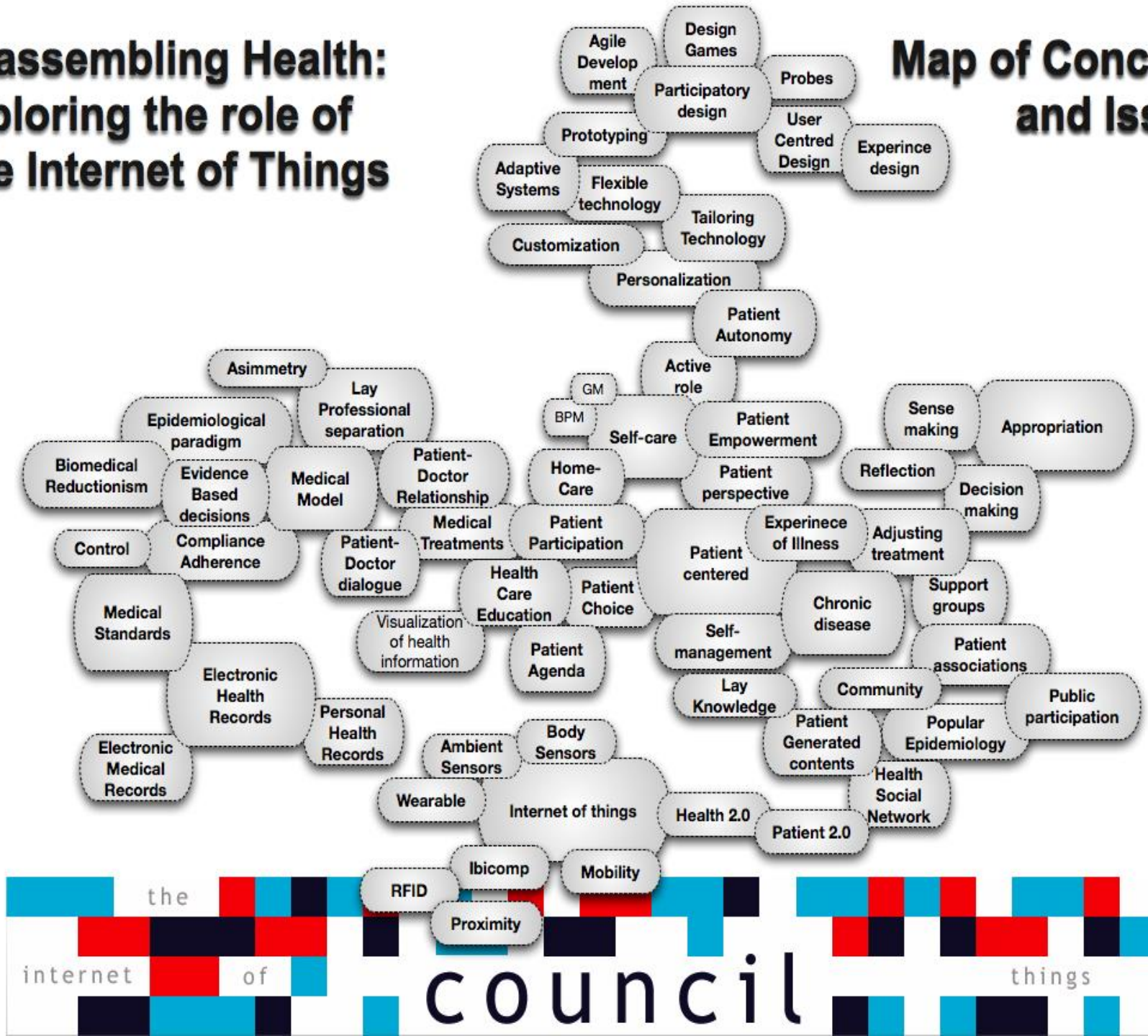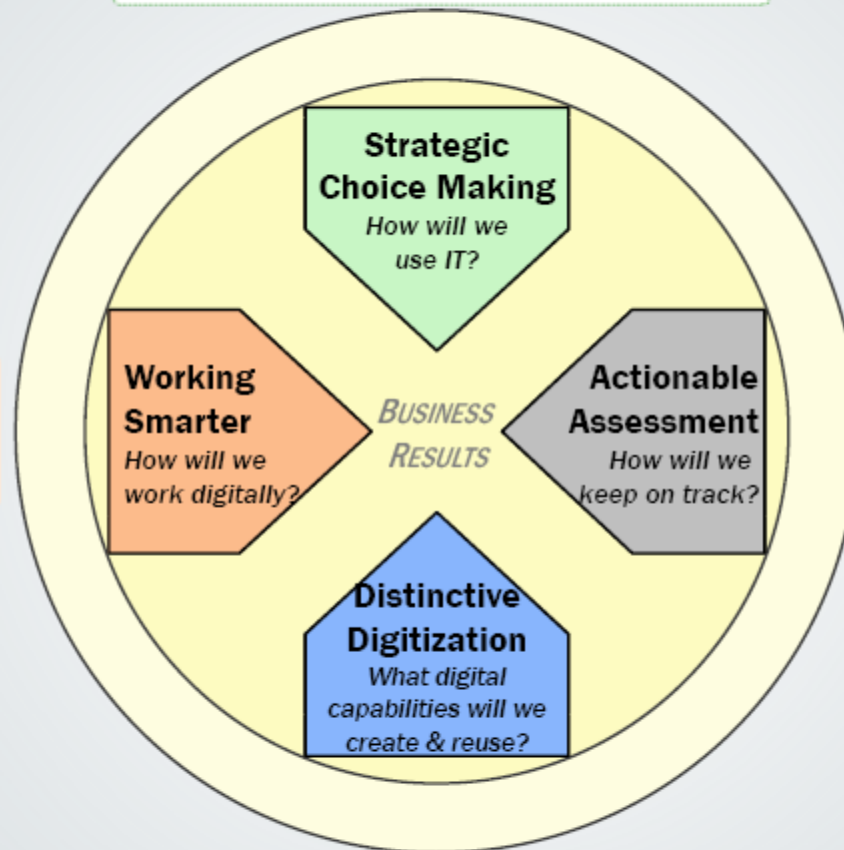
7-Eleven Japan: Information broker

Integrated supply chain including franchisees, suppliers, and partners; with autonomous but replicated store operations

Empowered decision making using common processes, e.g., store clerk hypotheses
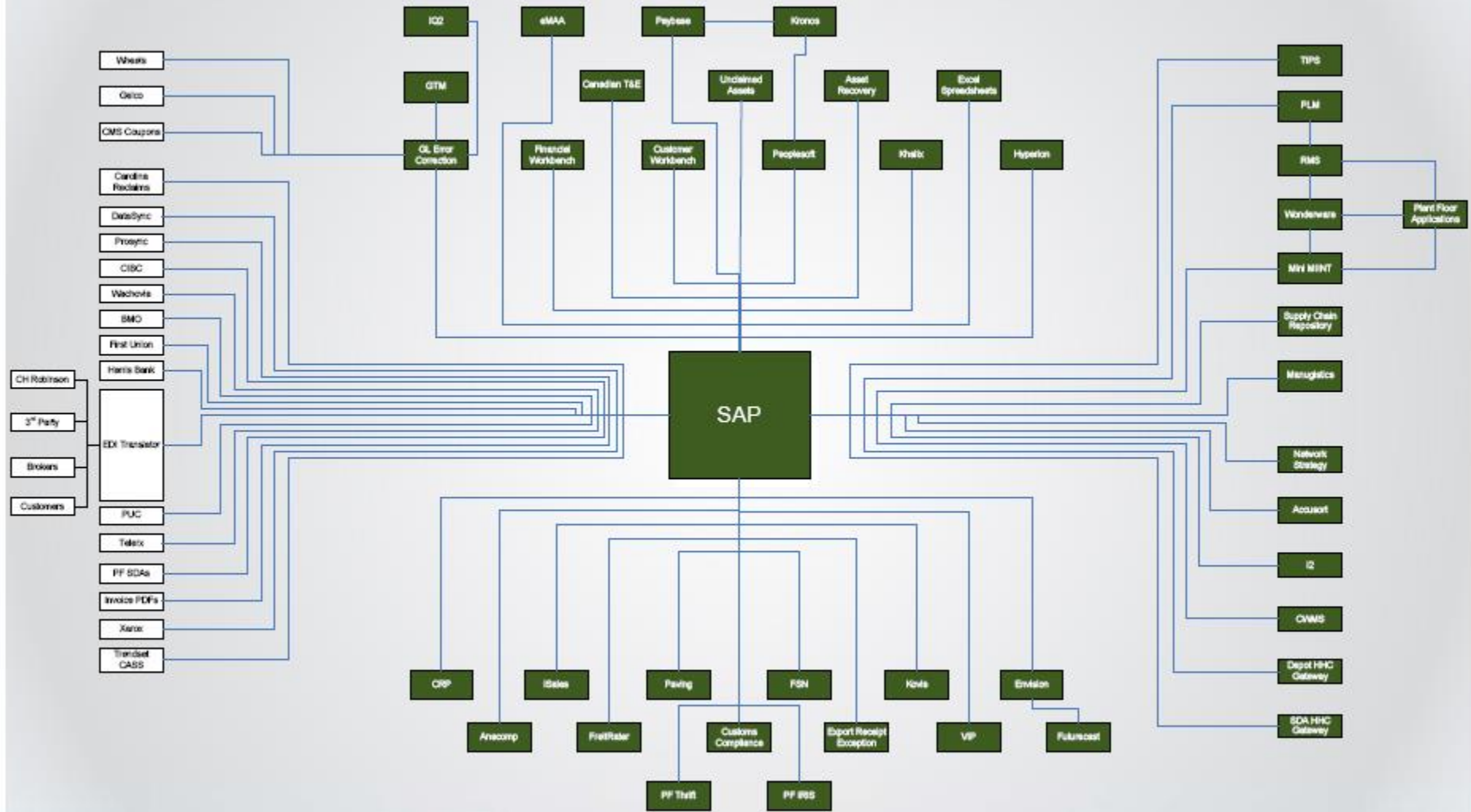
Focus on inventory turns

Strategic Choice Making
How will we use IT?

Working Smarter
How will we work digitally?

BUSINESS RESULTS

Actionable Assessment
How will we keep on track?

Distinctive Digitization
What digital capabilities will we create & reuse?

"Total information system" platform of 70,000 nodes to integrate demand and supply management

Center for Information Systems Research (CISR)
© 2010 MIT Sloan CISR – Weill, Ross, and Quaadgras

Basis: Research assessment based on the sources on the previous slide.

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Campbell's needed to convert its legacy IT and business process environment...

Center for Information Systems Research (CISR)   Source: Campbell Soup Company. Used with permission

© 2010 MIT Sloan CISR - Ross

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... to a digitized process platform

Delta Air Lines Core Diagram
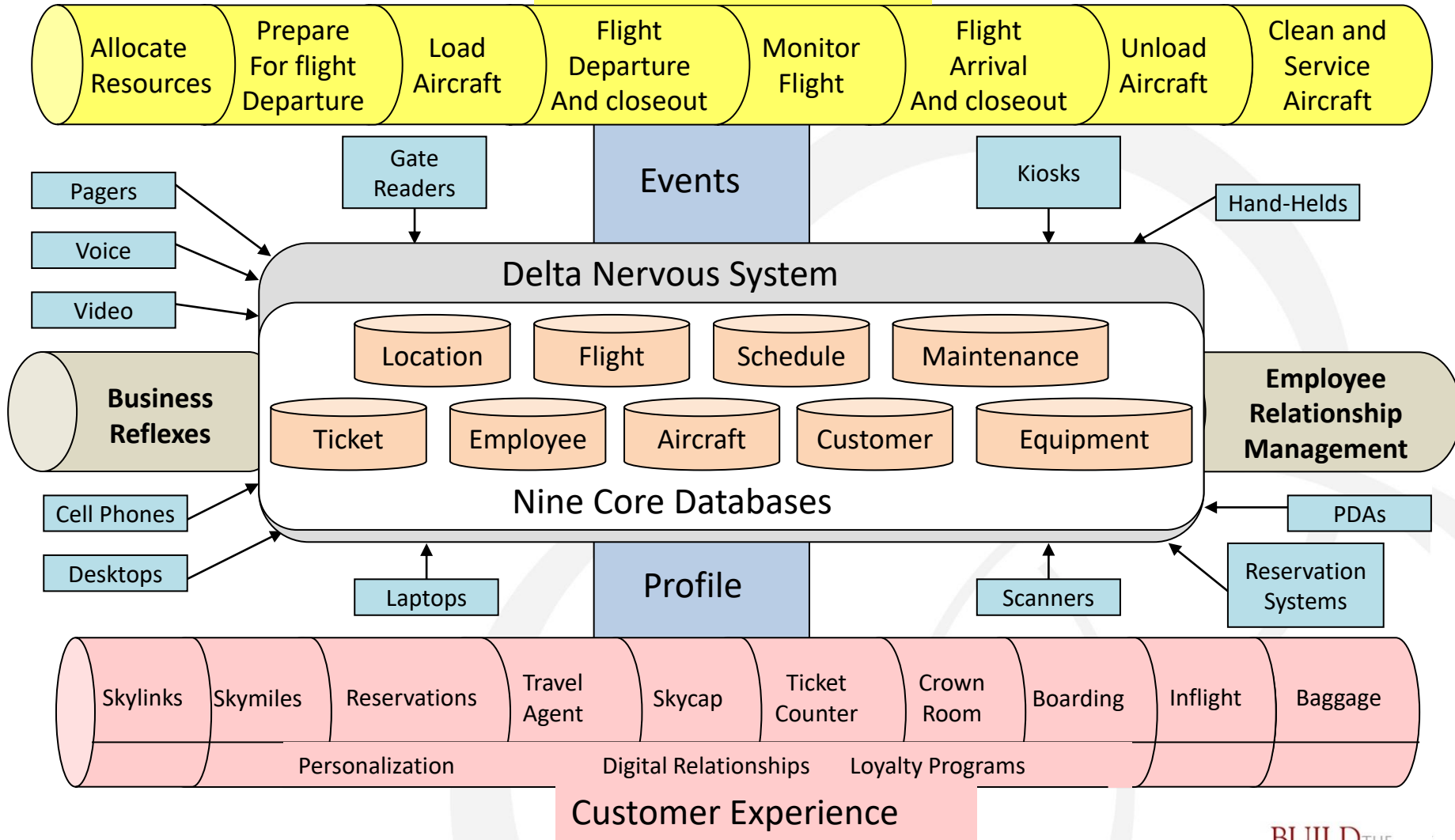
From "EA As Strategy " – Ross, Weill, Robertson MIT Sloan School of Management
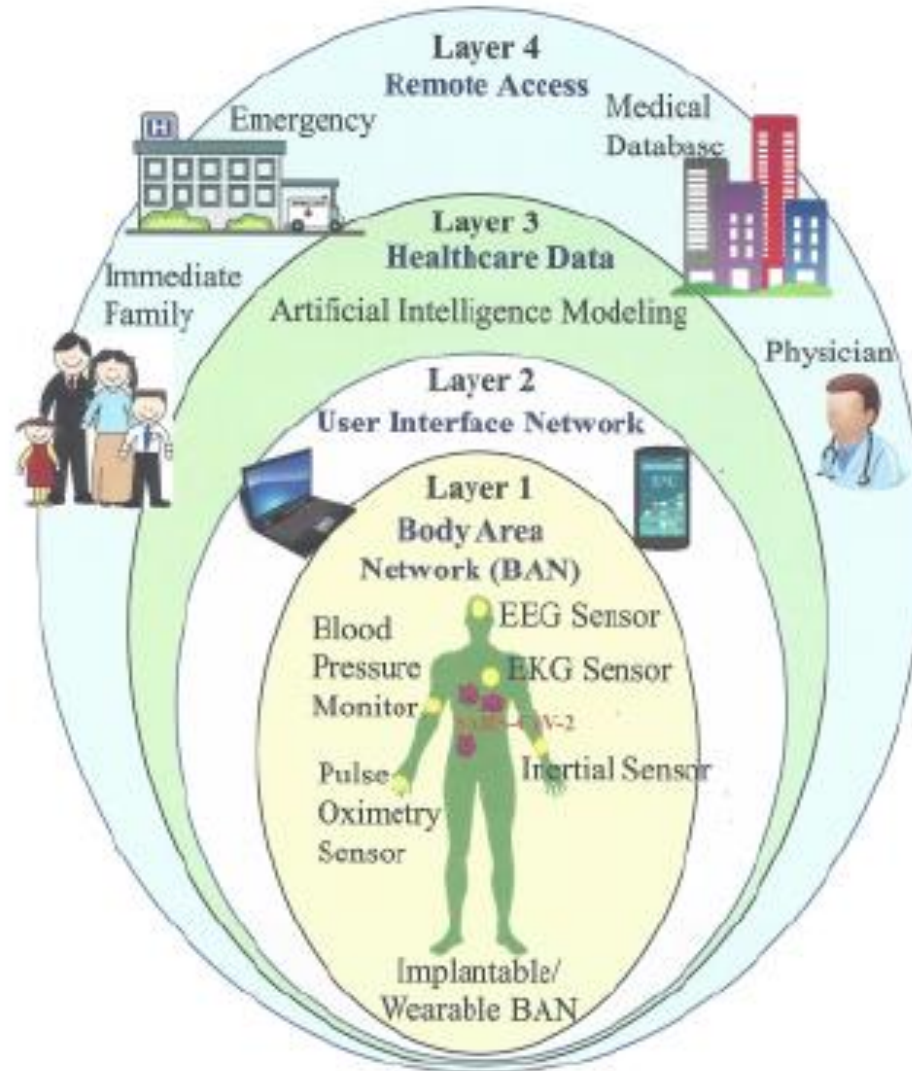
EA enables proactive Strategic Project Generation

Tactical Project Generation

Tactical Project

Tactical Need

Tactical Business Need

Strategic Business Needs

Strategic Enterprise Arch

Strategic Project

Integrated Governance

Tactical Project

Tactical Need

Tactical Business Need

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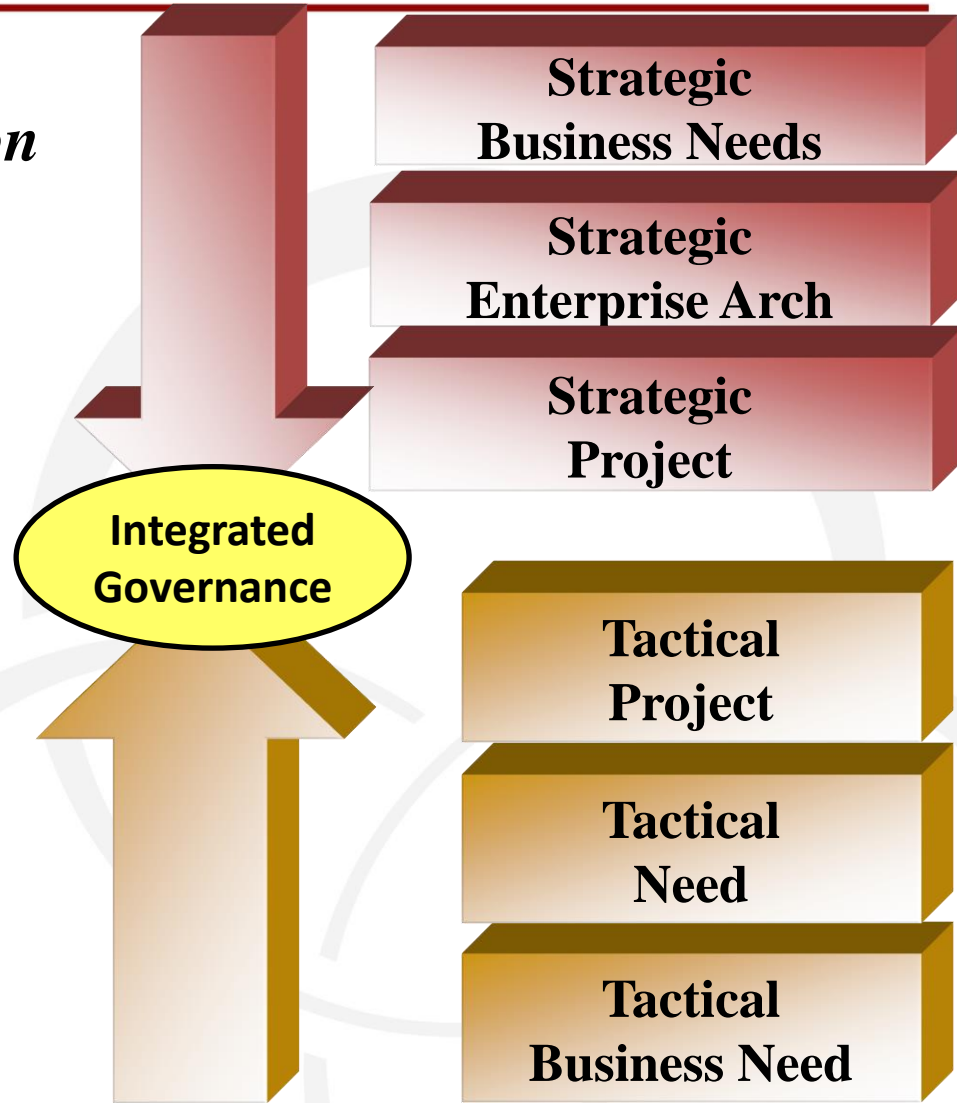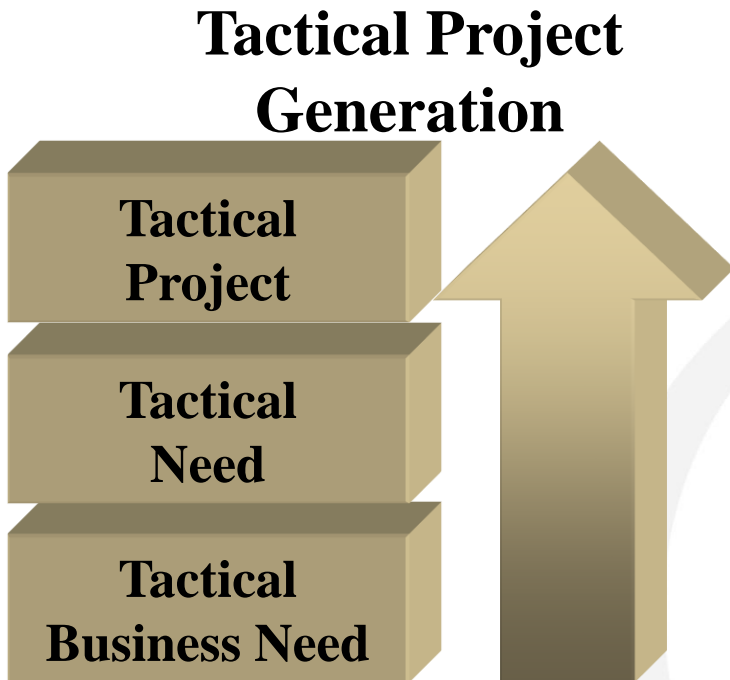
- Enterprise digital transformation
  - (Forrester 2019) – 50% failure
  - IEEE EMR Vol 49 N. 3 (2021 P.22) – 90% failure
- IT Projects in Government – 94% failure
  - "The Fourth Revolution: The Global Race to Reinvent the State" Micklethwait and Wooldridge2014) Penguin (Page 20)
- Software development have a 60% failure rate
  (IEEE – Engineering Management Review, Guillaume-Joseph et al 2015b)
- Costs the global economy trillions of dollars.

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The Daunting Legacy As-Is
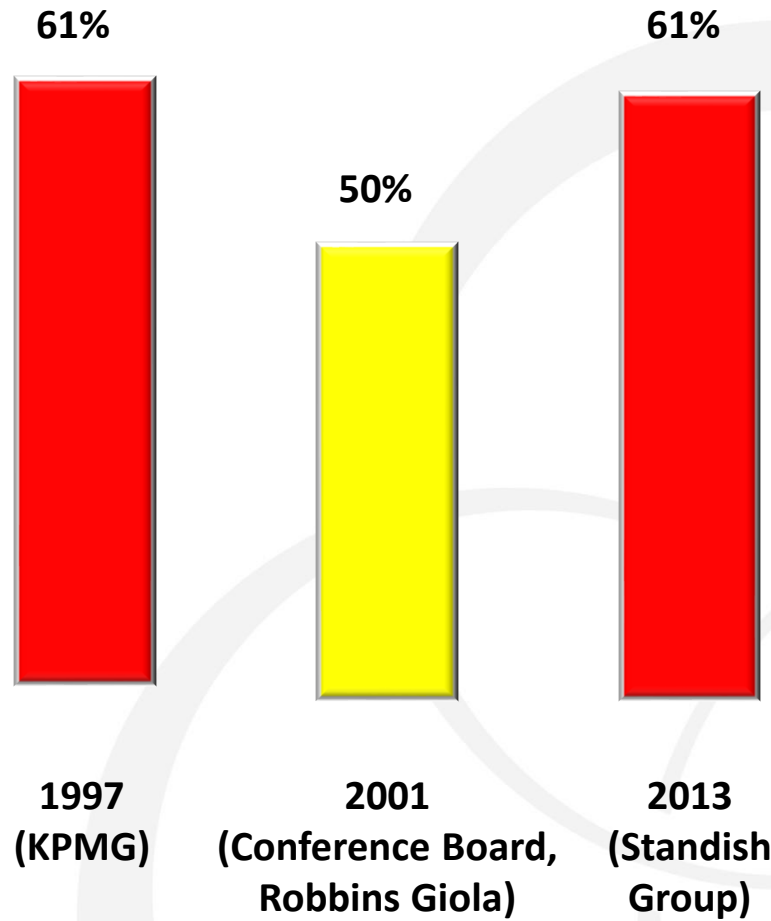## (The EA Illustrates Complexity)
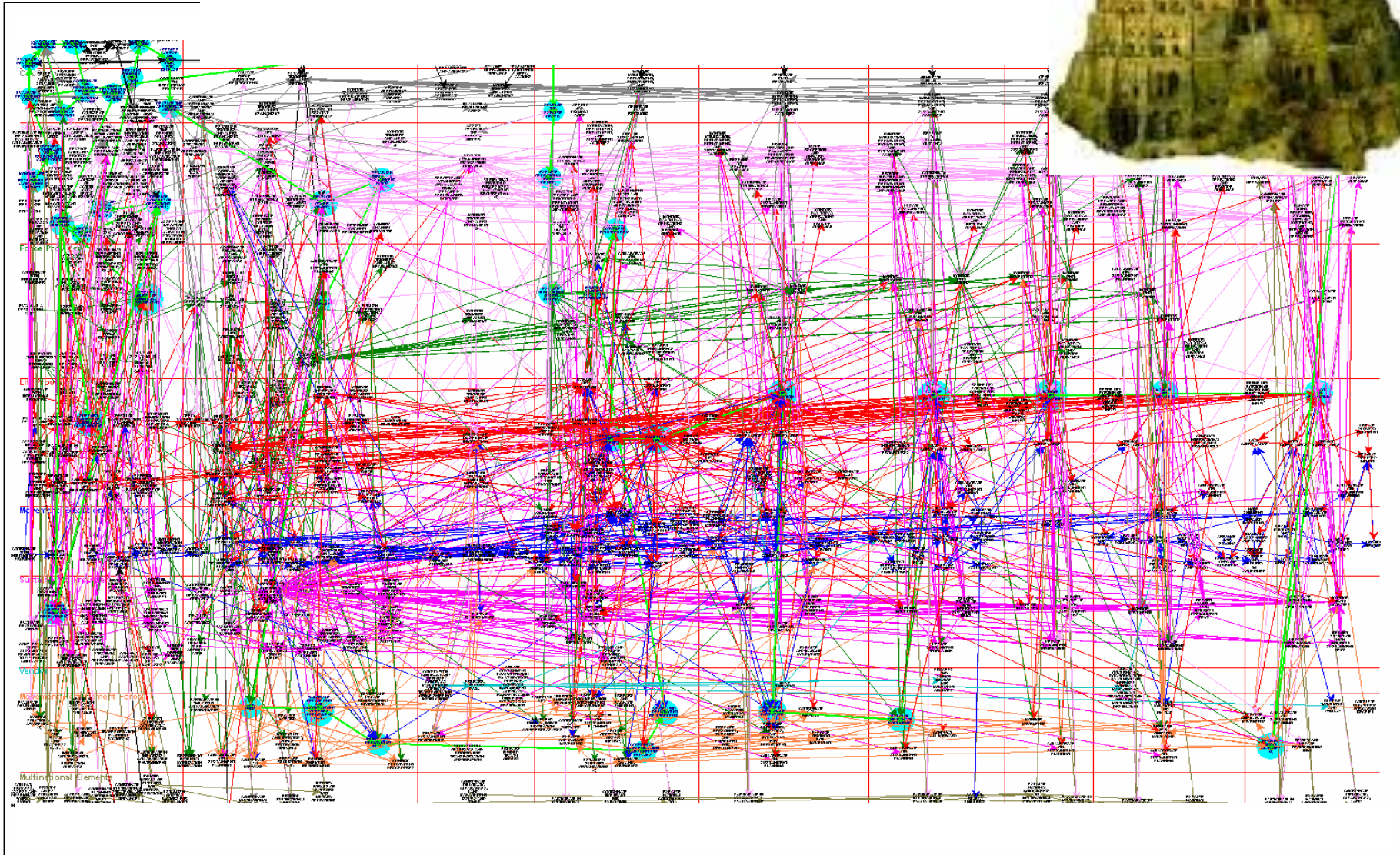
Statistics of **Software Project** Outcomes
(Adapted from Joseph and Wasek "Improving Software Outcomes Through Predictive Analytics" 2015 IEEE Eng Mgt Review Sep 2015)

Percentage Failed Projects

- 61% — 1997 (KPMG)
- 50% — 2001 (Conference Board, Robbins Giola)
- 61% — 2013 (Standish Group)

**Failure Factors
(Red are Management Factors)**

1. Unrealistic Project Goals and Expectations

2. Changing or Unclear Requirements

3. Insufficient Technical Knowledge

4. Problematic Technology

5. Lack of Executive Support

6. Insufficient User Commitment

7. Project Cost Overruns

8. Project Schedule Delays

9. Insufficient Project Management and Control

Unrealistic Project Goals and Expectations

- EA Contribution
  - Unambiguous Vision and Architecture Leading to Well Formed Project Charters

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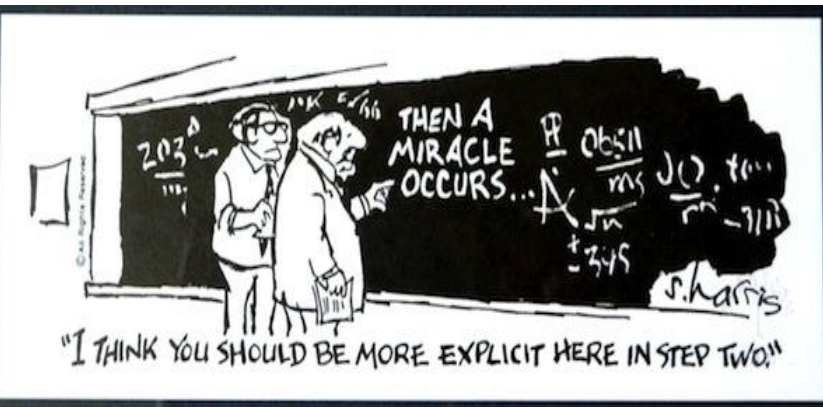
- EA Contribution
  - Clear Requirements

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- EA Contribution
  - Identification of Personnel Competencies

Digital Transformation and Innovation
University of Ottawa

- EA Contribution
  - Assessment of Emerging Technologies, Prototyping and Sandboxes

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- ## EA Contribution
  - ### Executive Sponsorship and Stakeholder Management

- ## EA Contribution
  - ### Identification of Business Transformation Issues

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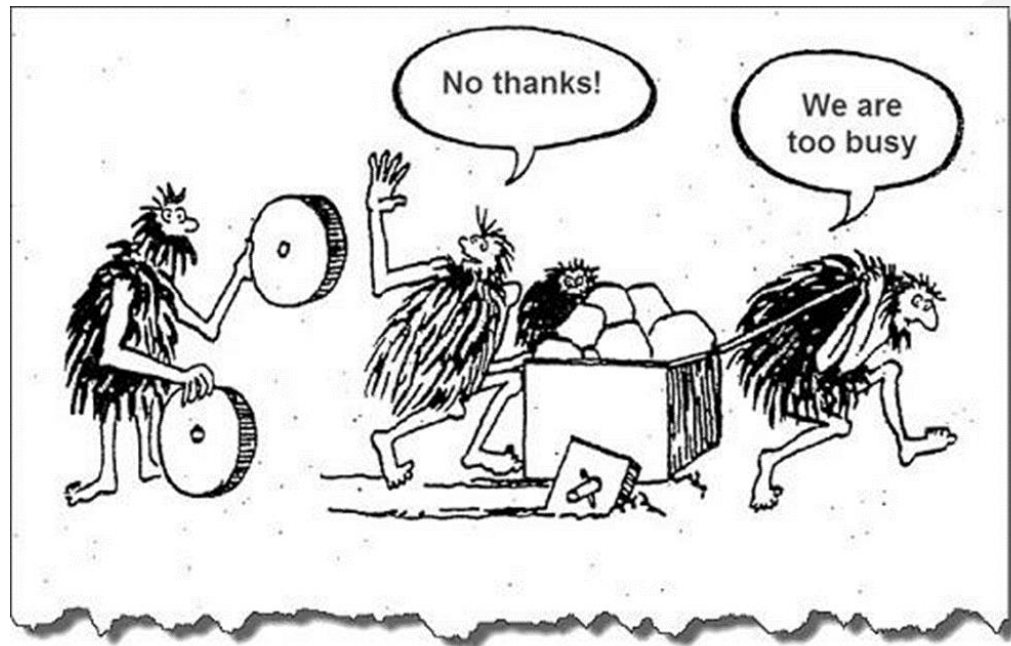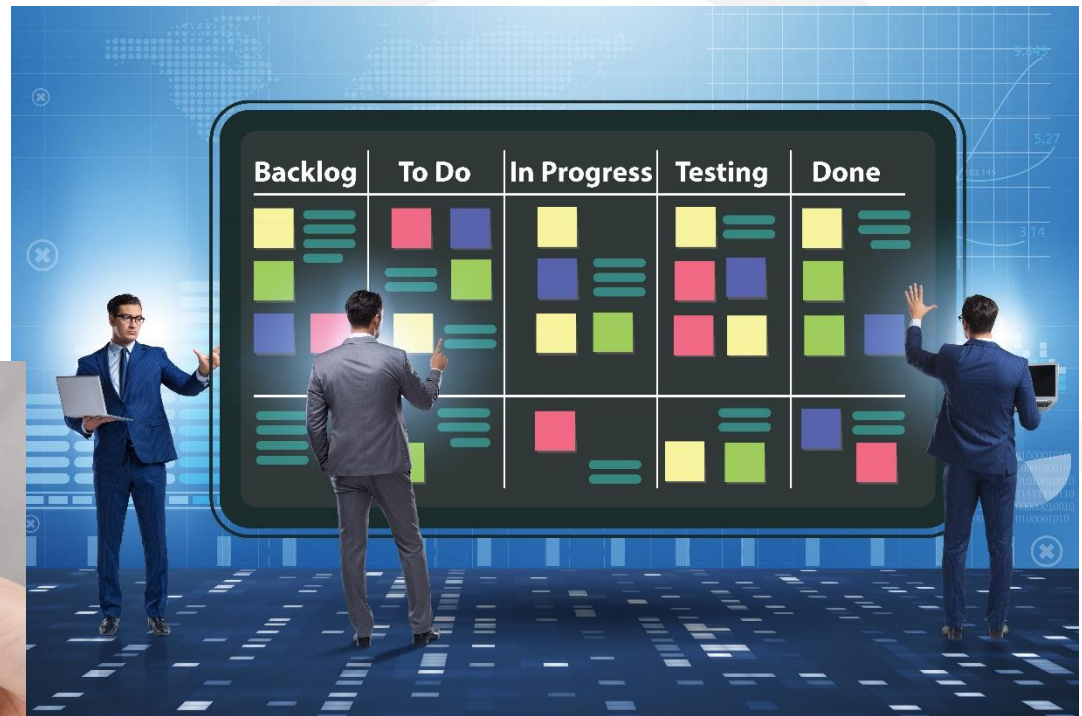
- EA Contribution
  - Well-Defined Work-Breakdown Structures and Portfolio/Program/Project Charters
    - Basis for sound estimation

University of Ottawa

• EA Contribution

– Explicit Identification of Dependencies

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- ## EA Contribution
  - ### Rationalization of Projects
    - Fewer, focused and delivery/outcome oriented

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Failure Factors
(Red are Management Factors)

1. Unrealistic Project Goals and Expectations
2. Changing or Unclear Requirements
3. Insufficient Technical Knowledge
4. Problematic Technology
5. Lack of Executive Support
6. Insufficient User Commitment
7. Project Cost Overruns
8. Project Schedule Delays
9. Insufficient Project Management and Control

EA Contributions to
Successful Digital Transformation

1. Unambiguous Vision and Architecture Leading to Well Formed Project Charters
2. Clear Requirements
3. Identification of Personnel Competencies
4. Assessment of Emerging Technologies & Prototyping and Sand-boxing
5. Executive Sponsorship & Stakeholder Management
6. Identification of Business Transformation Issues
7. Well Defined Charters facilitating estimation
8. Explicit identification of dependencies
9. Rationalization of Projects – Fewer , focused and delivery

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Concluding Material

Breakthrough Strategy

=

Describe the Transformation

+

Measure the Transformation

+

Manage the Transformation

- *Strategy Maps*
- *Enterprise Architecture*

- *Performance Management Framework*

- *Governance*
- *Capability Management*
- *Service Management*

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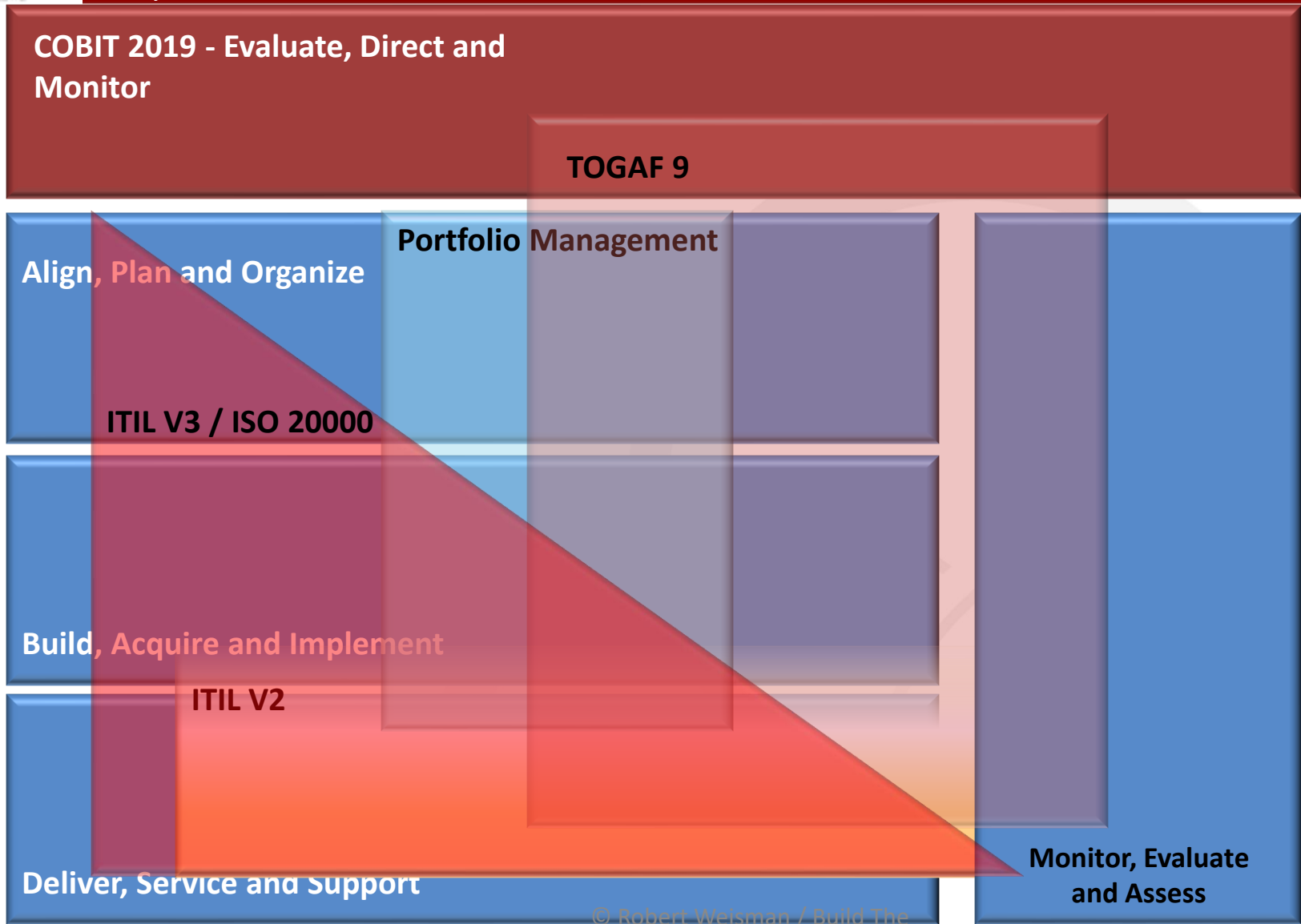Separate EA function but as part of the business

The Challenge of Digital Transformation Frameworks – They Compete, not Fit

COBIT 2019 - Evaluate, Direct and Monitor

TOGAF 9

Portfolio Management

Align, Plan and Organize

ITIL V3 / ISO 20000

Build, Acquire and Implement

ITIL V2

Deliver, Service and Support

Monitor, Evaluate and Assess

DIGITAL TRANSFORMATION IN GOVERNMENT CONFERENCE

14 – 16 June 2022
Workshop – 17 June 2022

Conference Dates: 14-16 June 2022 – VIRTUAL – All sessions recorded for registrants to watch later.

Speakers – 50+ Executives, Managers, Practitioners and Academia giving Best Practices and Case Studies

CPEs – Provided for both live and recorded presentations

Registration and Latest Conference Details: Please go to www.digitaltransform.ca/2022/

Open Source Journal Workshop: - 17 June 2022 (VIRTUAL) For details https://www.eventbrite.ca/e/workshop-open-source-journal-for-digital-transformation-in-government-tickets-320909548097

Sponsorship and Partnership Opportunities: Please contact conferences@isaca-ottawa.ca

Questions ?

Presented in:

Ottawa, 8th of June 2022 To the CMC (Virtual)

Presented by:

Robert Weisman, PhD, PEng, PMP, CD

President ISACA Ottawa Valley and AEA Ottawa-Gatineau Chapters

Member Architecture and Archimate Forums – The Open Group

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