Architecting for Resilience

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CENTER MAST

Resilience.

Adaptability.

Resilience is more important than ever.

A typical day in the life of 2020:

- COVID / shelter in place

- Layoffs

- School closures

- Rolling power blackouts

- Shaky supply chain and trade relations
  - US, India, and UK ban on Huawei for 5G
  - US restrictions on TikTok, WeChat
  - Tightened regulation on gig economy companies (Uber, Lyft)

- Notably sharp increase in cyber attacks

- Shrinking budgets

- "Other" Disasters
  - 1.5 kiloton explosion in Beirut
  - Wildfires raging in the Amazon, Australia, and California
  - Earthquakes in Puerto Rico
  - Heatwaves in Europe
  - Flooding in China, the UK

"In a crisis, be aware of the danger—but recognize the opportunity."

- John F. Kennedy

Understand Your Audience.

- Before we get into the "how" of architecting for resilience, we must understand the frame of mind

  people are operating in today.

- People are stressed. People are being forced to work in new and uncomfortable ways.

- They're worried about their jobs, their family, their

  kids' education, and a million other things.

- Once fertile minds open to new ideas and ways of

  thinking are now focused on priorities only.

Find the green flag.

How EA Becomes the Beacon of Stability

- The value of EA must be crystal clear, or else tough decisions made; perhaps not in our favor.

- EA cannot be viewed as solely a strategic function. There should be immediate, tactical value as well.

- Leadership focus constricts down in order to focus on what really matters.

- Leaders need information and options in order to made prompt decisions. This is where EA can shine.

Resilience =

Information + Adaptability

The Good News Is…

EA is information rich

- EA already has what executives need: information.

- We hold the keys to unlocking powerful insights and enabling

  decision-making.

- The goal is to become the epicenter of (actionable) information.

For example, can answer questions such as:

- What resources and capabilities do we have today?

- Where are our security gaps?

- Which pieces of infrastructure aren't going to scale?

- What are our current budget opportunities?

The Bad News Is…

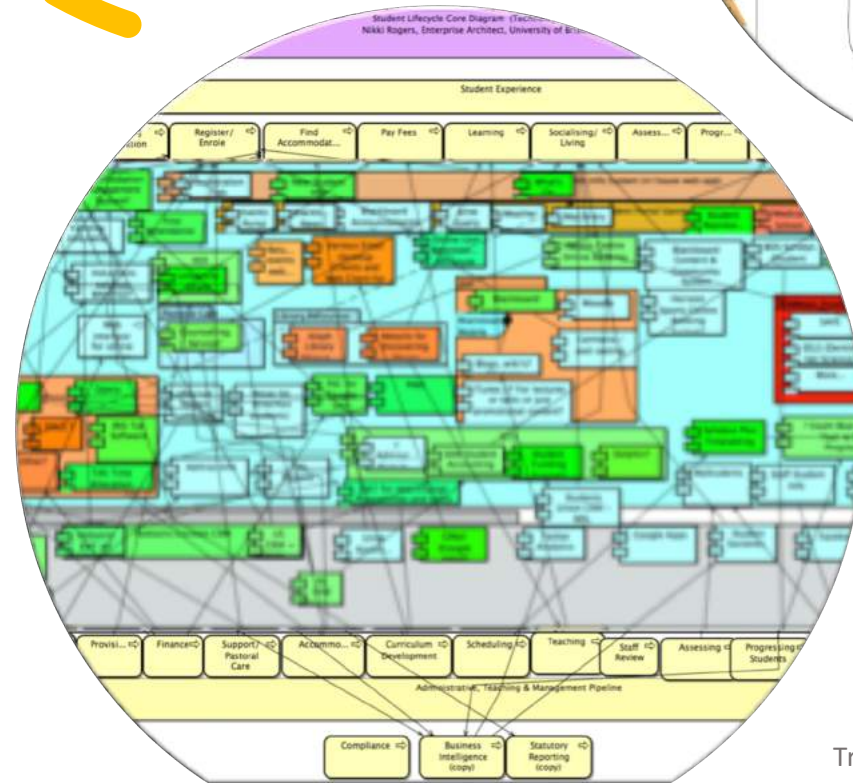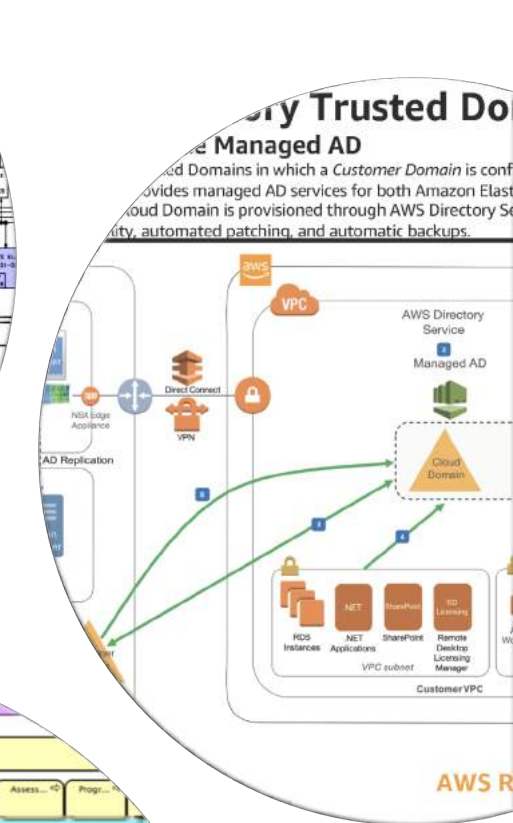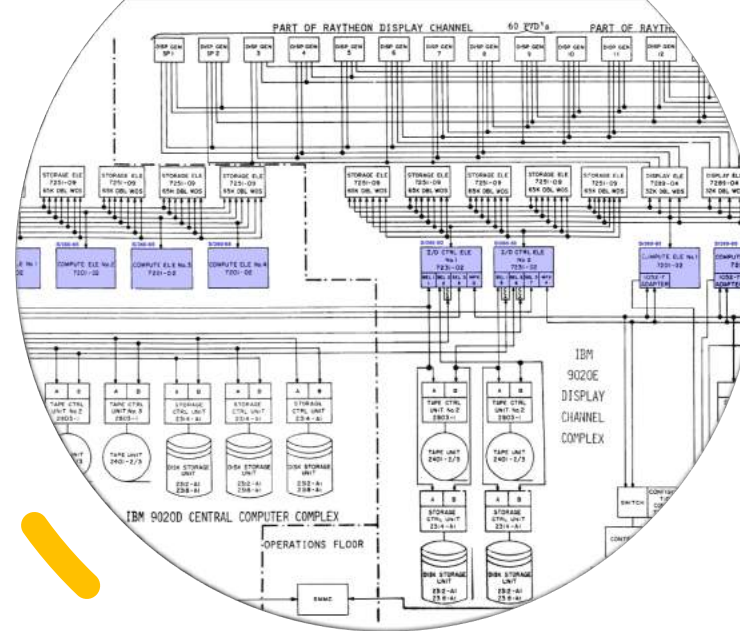Companies scramble to piece together shards of information. E.g.

- IT Ops provides details on VPN capabilities
- Facilities provides details on office availability
- EA provides licensing information for communications tools (Zoom, Slack, Office365, etc)

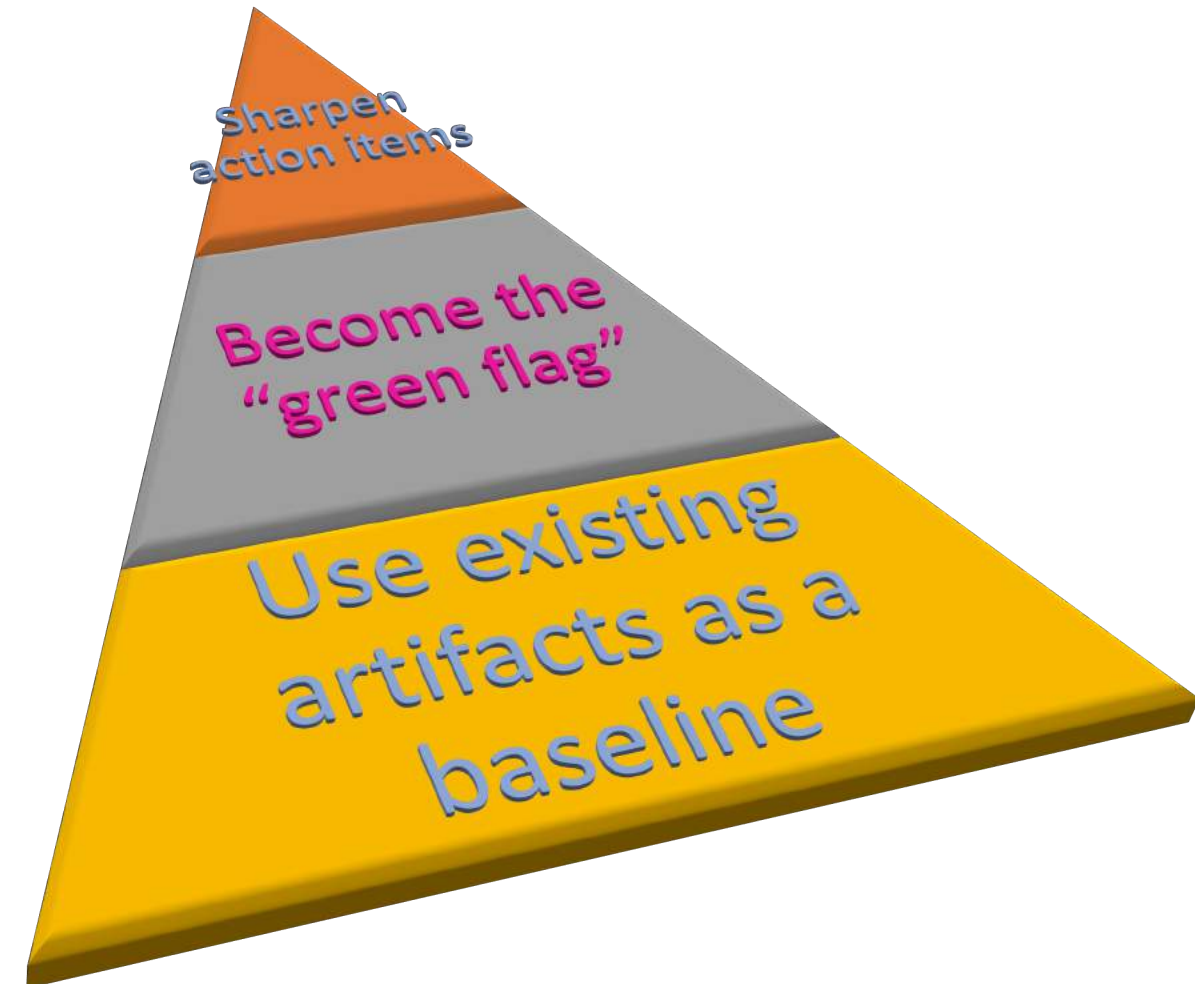EA has key information, but it's traditionally hard to understand.

- Extremely verbose
- Too many options

Reiterating yet again: in times of crisis, executive focus is constricted.

- We can't take the "usual" approach of inundating leaders with information. We must provide them options, backed by data.
- It's no longer about artifacts. It's about insights.
- In the corporate world, the green flag remains is elusive.

Traditional EA Artifacts

Putting It All Together

Sharpen action items

Become the "green flag"

Use existing artifacts as a baseline

Our mantra is simple

1. Don't reinvent the wheel. Use the existing EA artifacts you have already, but as the underlying, raw data for decision-making.

2. Insert EA as the corporate "green flag." Become the epicenter of (actionable) information.

3. Really sharpen the information into insights:

- Make the insights result-driven
- Limit the options
- Don't be afraid to take a stance with an opinion

Practical Examples

Converting artifacts to tools

Traditional EA Artifacts	Crisis-Mode Tools
• Business model canvases • Capability maps	• Executive onboarding dossiers • Weekly sit-rep reports • Business risk register
• Company structure diagrams • Org charts	• Management succession plans • Flex workforce / offshore contingency plans
• Application portfolios • Technology standards	• Work-from-anywhere runbooks

Converting information to insights

Traditional EA Information	Crisis-Mode Insights
"Application redundancies continue to exist within the order-to-cash and procure-to-pay portfolio; lending multiple opportunities for consolidation."	"Let's finally sunset this $1m/year legacy ERP system and build an app to swing our brick-and-mortar retail users into ecommerce"
"We implore leadership to invest in CICD technology and DevOps resources to enable modernization of our infrastructure footprint."	"Would you like to ship product enhancements daily rather than quarterly? If so, we need $500k and two head count"

Final Thoughts

- Never waste a crisis

  o Turn this crisis into opportunity

  o Adapting isn't a choice; it's the only option

- Use the assets you already have

  o But sharpen them into directional insights

- Don't be afraid to step on toes

  o Many parties are involved in crisis-mode decision-making. Security, IT operations, facilities, etc.

  o EA likely won't be asked to take the lead in crisis situations. Instead, volunteer.

Thank You.