



Club Urba-EA
ENTERPRISE ARCHITECTURE

2016 PROJECT

MOBILIZE AND CONVINCE STAKEHOLDERS OF EA ACTIVITIES

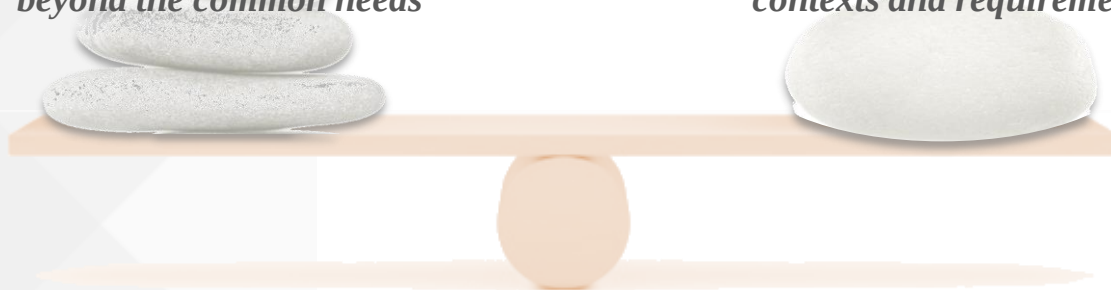
EXTRACT FROM THE FINAL REPORT

*Daniel BRETON - Michel DARDET
December 2016*

***An efficient management of all stakeholders is key
to ensure the relevance and success of EA activities
by securing their support to the shared objectives
while taking into consideration each one expectations and concerns***

***IT systems proliferation
in the very heart of all businesses
and everyone activities imposes
to take into account the diversity of
the main actors' wishes and goals,
beyond the common needs***

***Architects must adapt their scenarios
and recommendations, balancing
responses to enterprise challenges
with a greater attention
to be given to individual
contexts and requirements***



In 2016, a group of 20 members of Club Urba-EA, representing 17 large organizations, shared their experiences of the challenges, practices and tactics to Mobilize and Convince Stakeholders involved in the course of Enterprise Architecture activities.

Hereunder is the summary of their findings et recommendations.

Architects must acknowledge the need for an effective management of all stakeholders involved in their activities and should integrate an appropriate approach as part of their working practices

To efficiently develop its activities and demonstrate its value, EA must also focus on mobilizing and convincing all parties involved in the development of the scenarios and those impacted by the proposed outcomes.

Identifying and understanding each one professional drivers, as well as personal motivations, is required to best adapt EA working process and improve scenarios, considering the diversity of viewpoints and bringing them together around common objectives, while securing key players support and overcoming as much resistance as possible.

Although there is no “magic formula” applying to all situations, practices exist that have fed the workgroup approach based on 3 simple clues, WHO, WHAT/WHY, HOW

WHO, To Who, With Who***Identify and characterize all stakeholders potentially involved or impacted***

- Decision makers, Actors (knowledgeable people to involve), Influencers (opinion leaders, experts, prescribers...)
- Define each one level of commitment and support, given their functions in the organization as well as their personal behavior regarding the subject

WHAT, WHY***Specify EA expectations,***

- Main stakeholders' roles and contributions to the development and support of the subject, as expected by EA

Understand the motivation or resistance drivers from the viewpoint of each stakeholder

- Who is likely to win, who is at risk of losing, are they potential conflicting interests...
- Areas of interest, concerns, objections, risks as perceived, directly, indirectly...

HOW***Define the appropriate tactics to mobilize “Allies” and control “Opponents”, for instance:***

- Involve key contributors in a co-development of scenarios and recommendations, as well as in the communication and decision process
- Secure a proper level of support by sponsor and decision makers during the entire process, up to the formal validation of the results
- Adapt rational and communication material according to each main stakeholder role, involvement, business culture and business language
- Be open to adjust defined solutions and milestones to critical “local” constraints, as long as they do not corrupt the agreed upon target and roadmap
- Identify and gain support from key Influencers, in particular internal cross-organization “prescribers” such as finance, security, regulation...

Extracts from the final report

The full report (in french) is available to Club Urba-EA members

Contributing Organizations



MINISTÈRE DE LA DÉFENSE



Facilitation

◆ Daniel BRETON



◆ Michel DARDET



DECISION

- ◆ **Sponsor**
 - (delegated) Requester
- ◆ **Decision Makers**
 - Excom members, Business heads, CIO...

ACTION

- ◆ **« Pilot »**
 - Project leader, Program manager...
- ◆ **Knowledge contributors**
 - Business, IS...
- ◆ **Other actors impacted**
 - Application heads – Project team – Operators...
 - End Users representatives...



INFLUENCE

- ◆ **« their Voices Matter »** – Experts, opinion leaders, middle managers ...
- ◆ **« cross-organization Prescribers »** - Finance, HR, security, compliance...
- ◆ **« Third Parties »** - Business partners, contractors, editors, providers, IS...



If the anticipated contribution of each stakeholder is supposed to be known, according to each one position and mission in the organization and/or in the project...

reality is that each one commitments, personal motivations, may deeply impact the process and successful completion of EA activities...

whatever the stakeholder and whatever the relevance of the proposed scenarios regarding enterprise challenges and objectives.

Experience shows that it is challenging to obtain a strong consensus from multiple parties involved in complex systems.

Their individual concerns are usually badly addressed. Their motivations, interests, doubts, risks evaluation are as different as they are stakeholders directly and indirectly involved and impacted.

Thus it is essential to identify all of them as early as possible to anticipate on their impact on EA activities, understand their expectations and fears, secure their contribution, mobilize the allies and control the opponents.

Issues are too often identified and addressed as we go, i.e. too late to avoid negative impacts on the course of activities and proposals.

Alternatively, potential allies may be just ignored or identified and mobilized at a too late stage.

Ultimately, Stakeholders' management is primarily about securing the development and relevance of EA activities and recommendations, while valuating each one contributions and taking into account each one concerns

In the context of this study, the workgroup built upon a “simplified” framework focusing on 3 main driving factors common to stakeholder management methodologies.

▪ **WHO, TO WHO, WITH WHO**

who is involved/impacted, who is going to help, who to convince, who to manage...

▪ **WHAT, WHY**

What are the objectives and challenges to address, as perceived by EA and as perceived by people involved (interests, risks, resistances ...)

▪ **HOW**

How to proceed to best communicate on the subject, rational, proposals. Tactics, languages, scenarios...

1 IDENTIFY & CHARACTERIZE STAKEHOLDERS

- ◆ Direct & indirect stakeholders - Roles & behaviors
- ◆ Who to involve and convince

WHO

2 SPECIFY EXPECTATIONS FROM EA

- ◆ Implicit expectations according to stakeholders positions in the organization
- ◆ Specific inputs in the project context

3 UNDERSTAND STAKEHOLDERS VIEWPOINT

- ◆ Project value for each stakeholder. Expected synergies
- ◆ Potential conflicts of interests...

WHAT-WHY

4 DEFINE HOW TO MOTIVATE STAKEHOLDERS

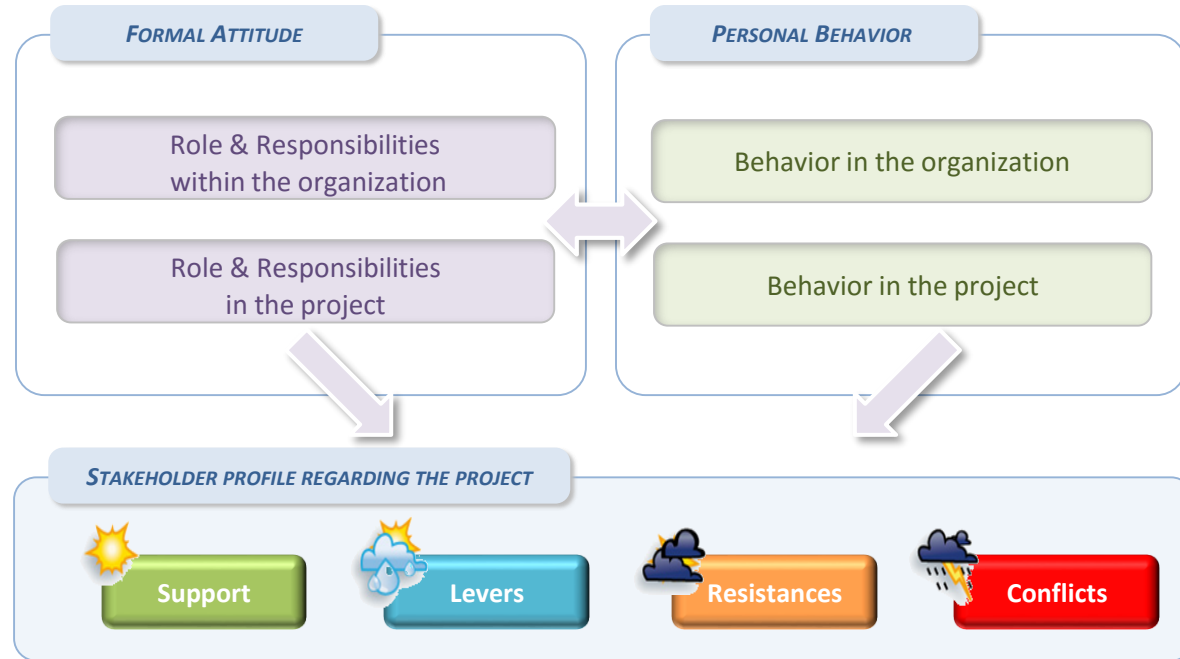
- ◆ How to best sell the subject, which arguments and recommendations to best motivate and overcome oppositions

HOW

Different kind of drivers contribute in defining each stakeholder's attitude (behavior, support, contribution...) regarding a given subject / project

- **Drivers linked to the position in the organization** – function, role, mission...
- **Drivers linked to the role in the project** - mandate, objectives, engagement...
- **Personal drivers** – personal conduct, interest in the subject, fears, leadership quality...

Additionally, stakeholders might be involved in several projects that may lead to different even conflicting attitudes and motivations.





Business requirements, digital firms, IS transformation, mastery of data, technological opportunities... The Urba-EA Club discusses on topics of Enterprise Architecture (EA) from the perspective of experience feedbacks.

The Urba-EA Club is an inter business association created in 2000 by AXA, FNAC, ORESYS, RATP, SUEZ, Lyonnaise des Eaux. The club is a professional non-profit organization.



Exchange of information

between professionals in charge of the evolution of information systems,



Share experiences

and capitalize on the expertise,



Promote approaches

to companies (IS Managers, Business Project Owners, Management, ...) as well as to higher education.

More information @
www.urba-ea.org