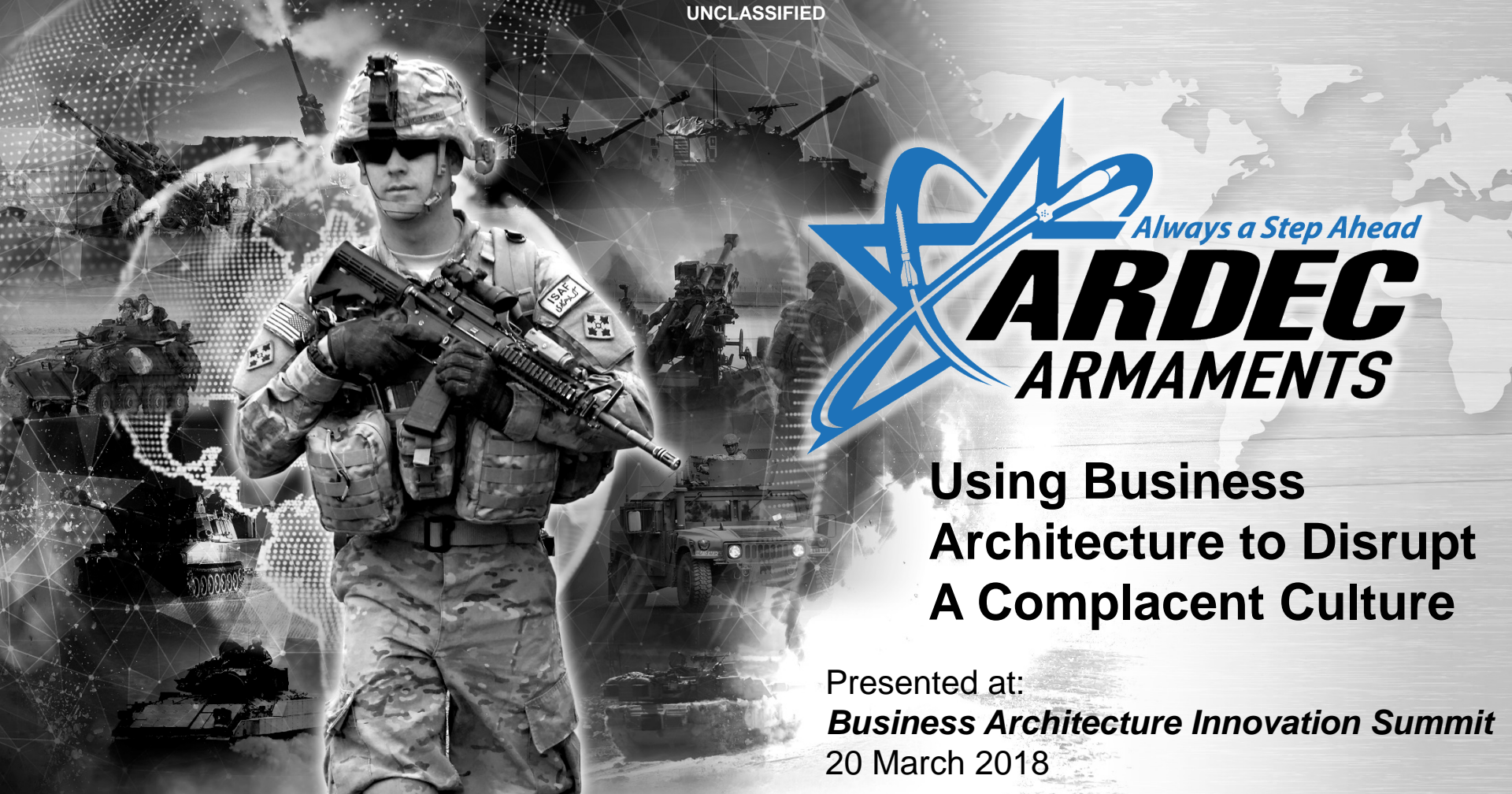


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ARDEC
ARMAMENTS

Using Business Architecture to Disrupt A Complacent Culture

Presented at:
Business Architecture Innovation Summit
20 March 2018

UNPARALLELED
**COMMITMENT
& SOLUTIONS**

Act like someone's life depends on what we do.



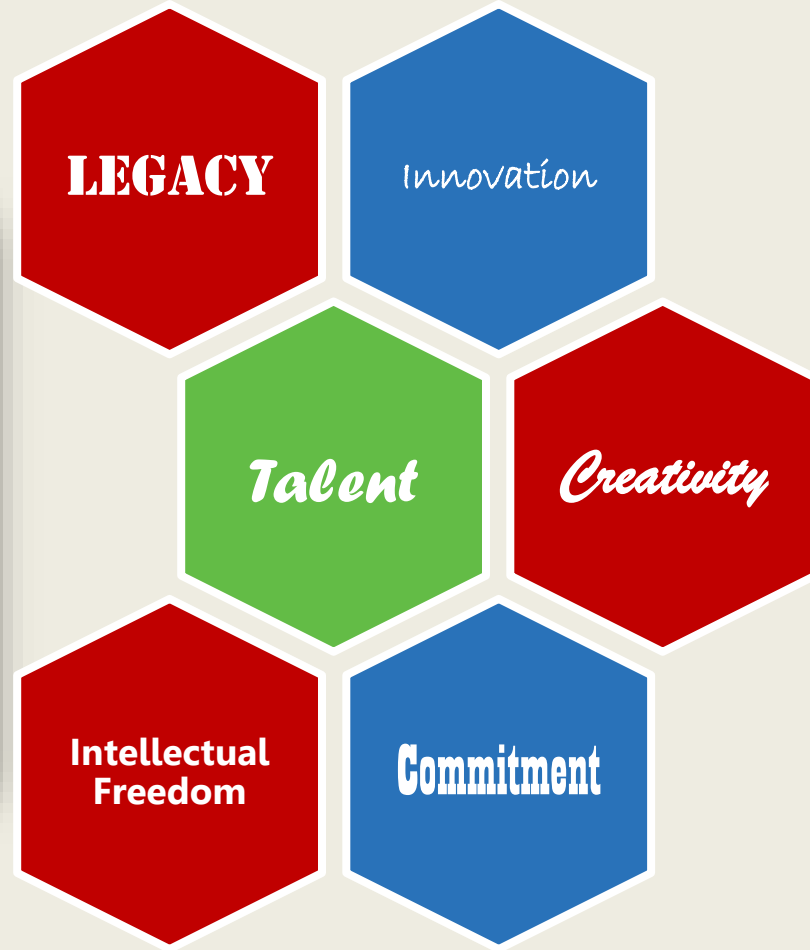
U.S. ARMY ARMAMENT
RESEARCH, DEVELOPMENT
& ENGINEERING CENTER

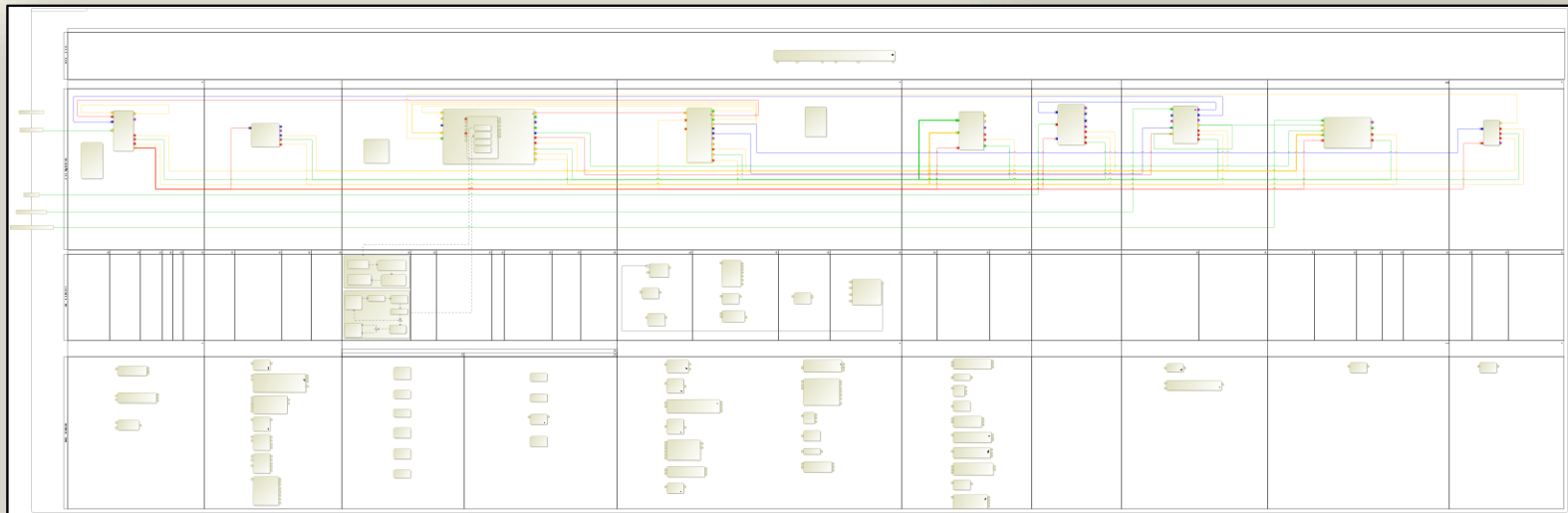
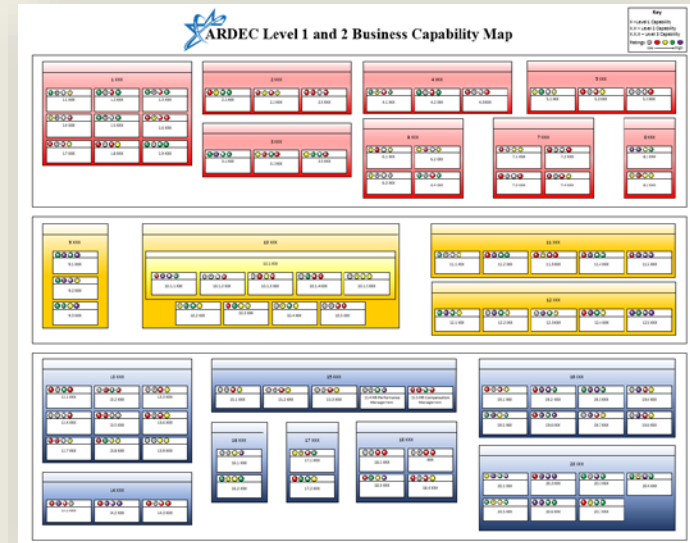
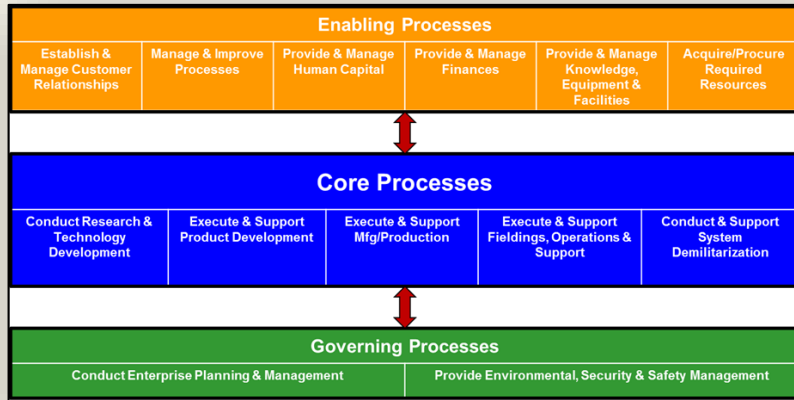
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IMMERSION THEORY









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PRESENTER IN RANGE




Name: Kathleen Walsh
Employer: US ARMY ARDEC
Office: Strategic Transformation Office
Position: Enterprise Architect



About: A certified Enterprise Architect working to improve the integration of strategic planning, systems engineering, and process development via the focused application of the Business Architecture (BA) discipline. Leading a cross-disciplinary team through the BA process and defining the Business Architecture capability at ARDEC.

 Kathleen.r.walsh.civ@mail.mil

 <https://www.linkedin.com/in/kathleenrwalsh/>

The prisoner's dilemma

		Prisoner B	
		Confess	Keep quiet
Prisoner A	Confess	Both go to jail for ten years	Prisoner B gets life imprisonment, A goes free
	Keep quiet	Prisoner A gets life imprisonment, B goes free	Both go to jail for one year

Source: Economist.com



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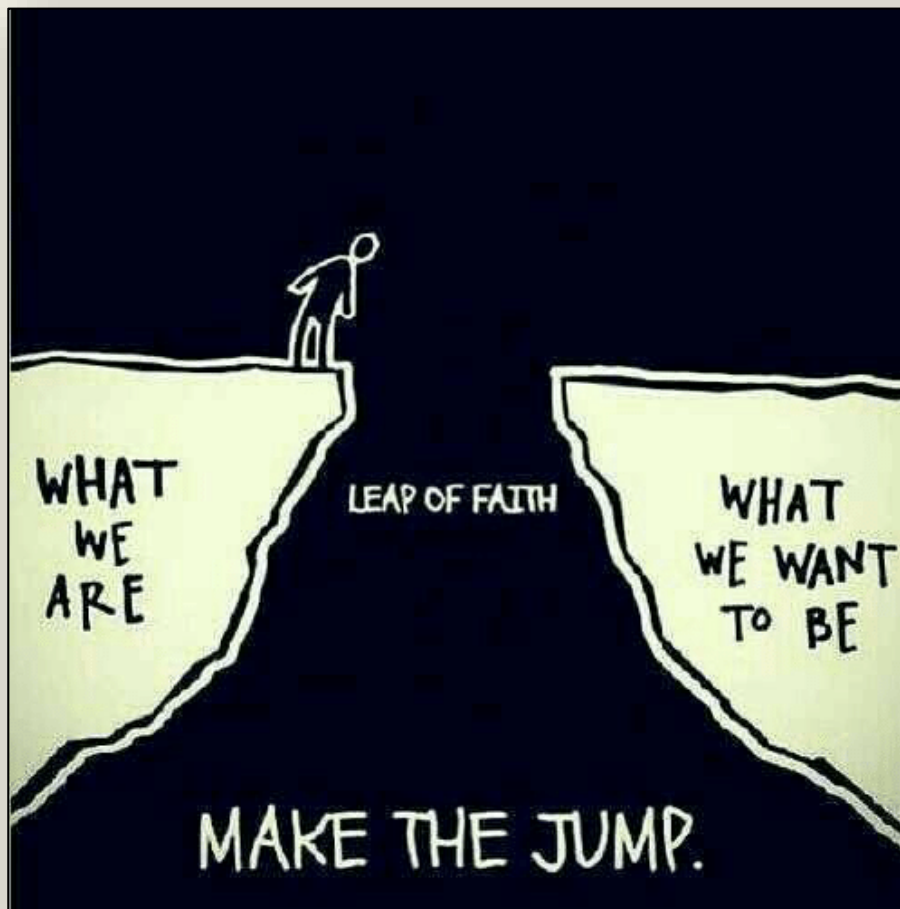
BUSINESS LAYER GAP





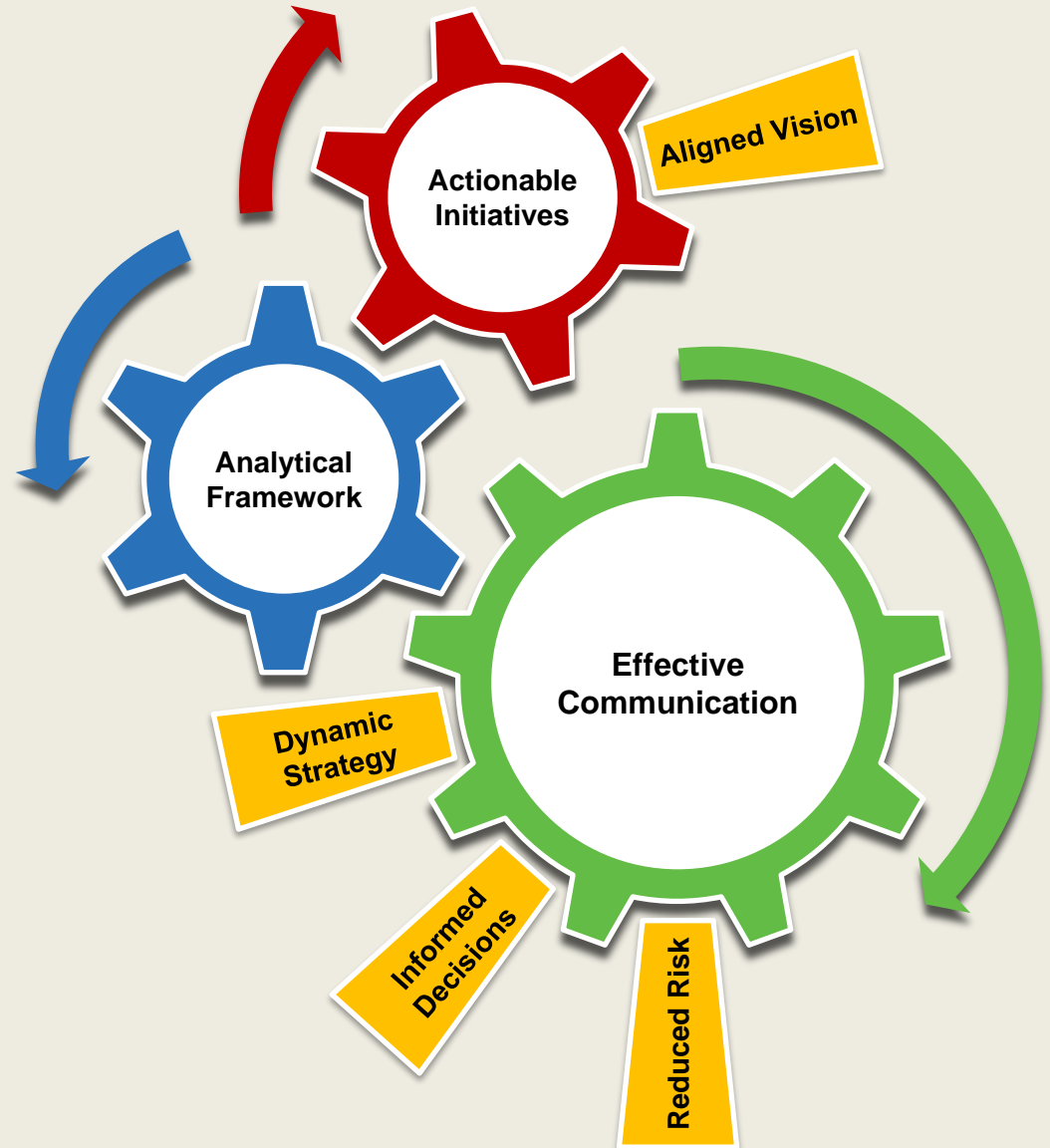
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BUSINESS ARCHITECTURE FILLS THE GAP



Provide an abstract representation of an enterprise and the business ecosystem in which it operates

Business Architecture is the link between strategy and operations





war-game (wôr-gām) *noun*

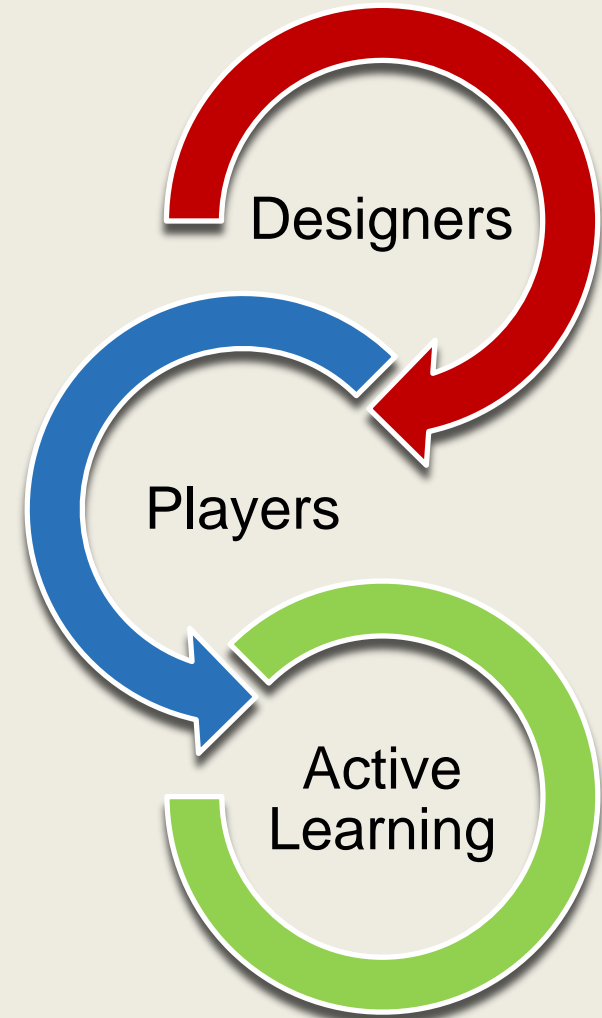
1. A simulation, by whatever means, of a military operation involving two or more opposing forces, conducted using rules, data, and procedures designed to depict an actual or assumed real life situation.

The Dictionary of United States Military Terms for Joint Usage, 1 December 1964

2. A simulation, in accordance with predetermined rules, data, and procedures, of selected aspects of a conflict situation.
3. An artificial or theoretical-conflict to afford a trial ground for the testing of strategic and tactical plans, and the acquirement of skill and experience.

Source: [The United States Naval War College Fundamentals of War Gaming by Francis J. McHugh](#)

Whereas lectures and articles merely disseminate information and ideas, wargames allow active learning in which not only the players but also teachers and game designers are confronted with continuous and often unexpected questions and challenges as they explore, experiment, and compete within the artificial model which the game provides.



Source: [The Educational Value of Wargaming by Philip Sabin](#)



STRATEGY



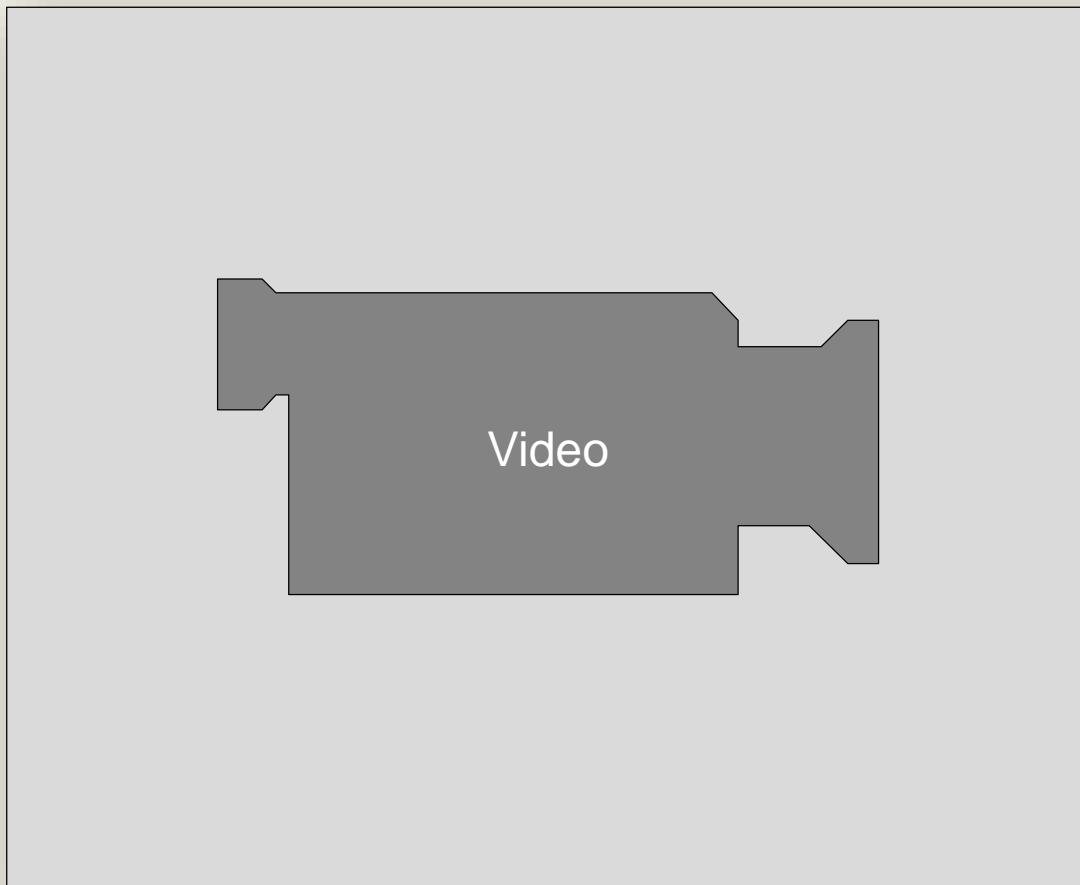
ORGANIZATIONAL
WARGAME



**Informed human
decision-making
to drive strategic
changes**



BUSINESS
ARCHITECTURE





Wargames Do Not:

Provide Finite Lessons

Have Built-in Answers

Become Off the Shelf Products

Wargames Do:

Start with a Blank Slate

Represent Specific Cases

Explore Human Decisions

Contain Quantitative Measures

Test Strategies

Save Resources

Source: [Business Wargaming](#)



We turned Business Architecture into a game modeled after traditional DoD Wargaming.

The goal was to show the usage and value of Business Architecture artifacts, such as capability maps and the organizational model, to make **data-driven strategic decisions.**

We wanted to test whether a Capability Map can be used to make strategic decisions

Capability Map could be used to make strategic decisions at all levels of the organization

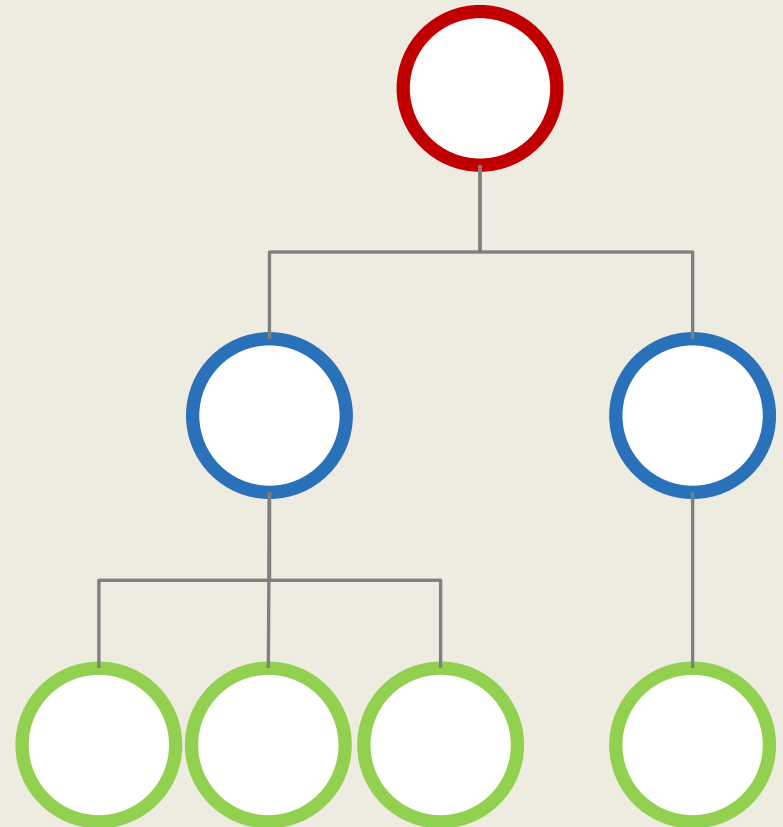
Senior Management Level:

snapshot of the organization to inform strategic decisions

Middle-Management Level:

evaluate proposals, prioritize needs and investments

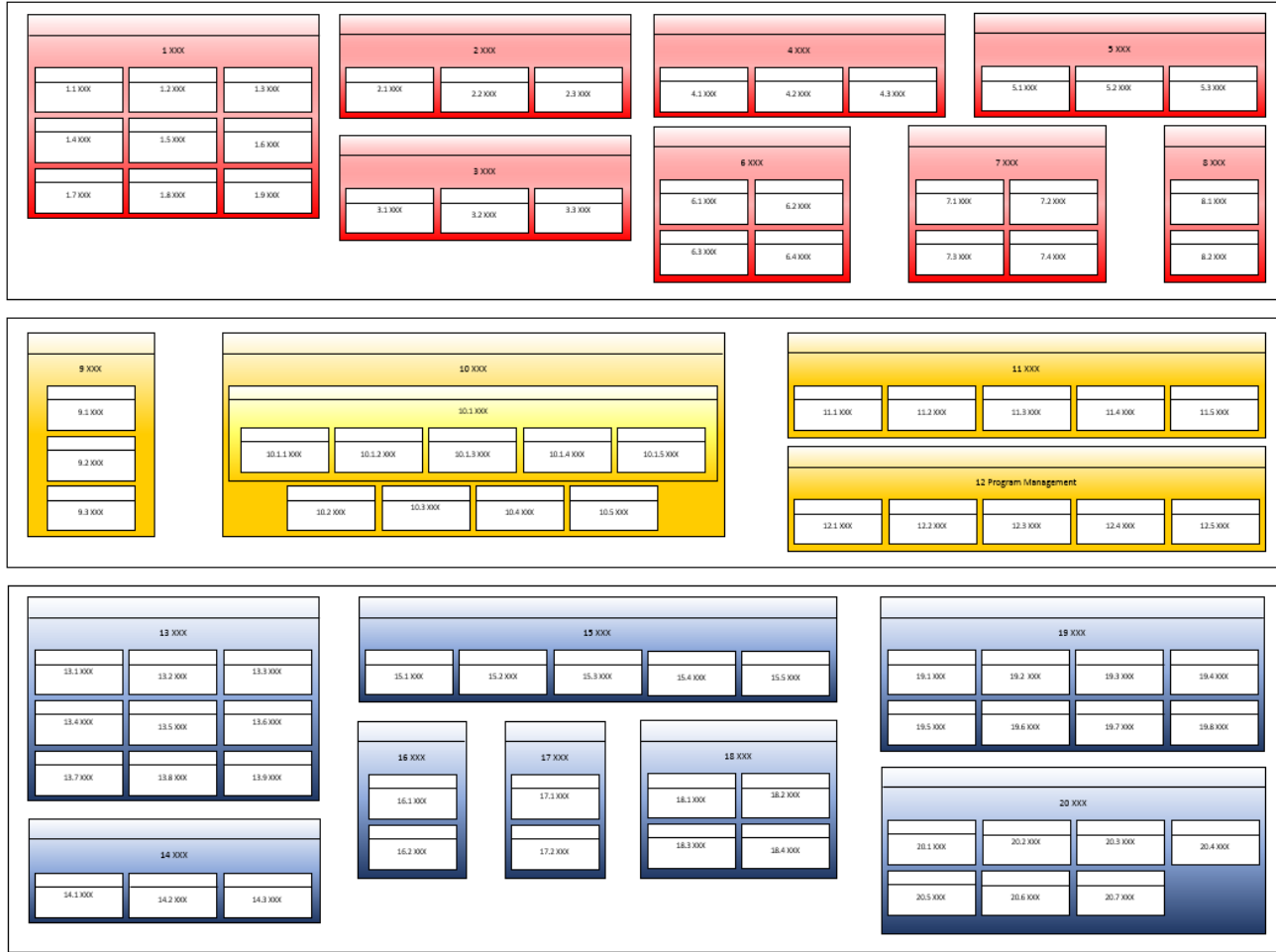
Working Level: determine where to invest resources





ARDEC Level 1 and 2 Business Capability Map

Key
 X - Level 1 Capability
 X.X - Level 2 Capability
 X.X.X - Level 3 Capability

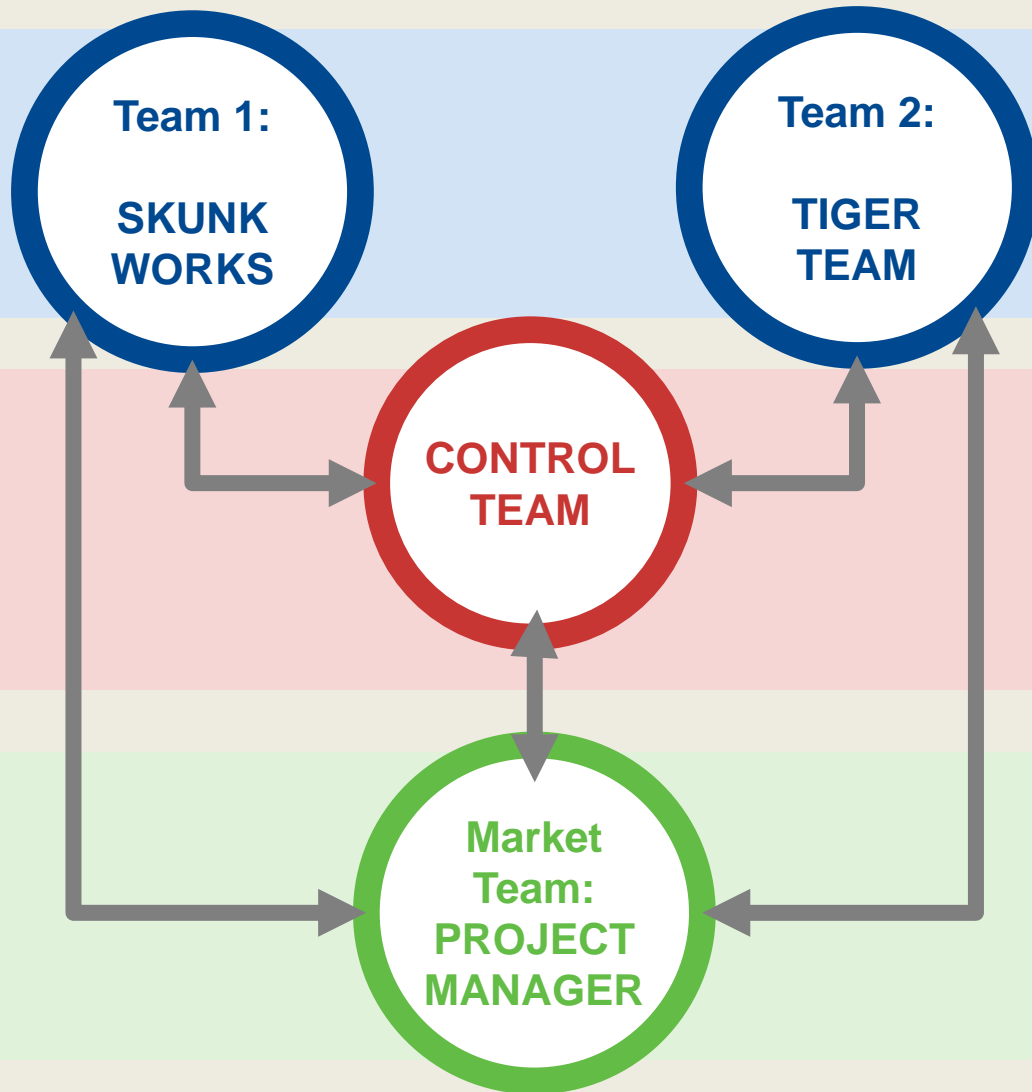




CAPABILITY MATURITY TABLE

Maturity	People	Process	Technology	Information	
Level 1	Significant Resource Constraints and/or Skill Gaps Exist not Available	<i>Ad Hoc</i> The starting point for use of a new or undocumented process	Non-existent	Not Available	
Level 2	Some Resource Constraints and/or Skills Gaps Exist	<i>Repeatable</i> The process is documented and may be used by some pieces of the organization	Present but Significant Workarounds Required	Present but Highly Fragmented and Difficult to Access	
Level 3	Adequate Resources Available with Minimal Skills Gaps	<i>Consistent</i> The process is used as a standard business process	Present & Meets Basic Business Requirements	Present but Not Readily Accessible and/or inaccurate	
Level 4	Resources & Skills Available to Meet Primary Business Needs	<i>Measured</i> The process is quantitatively managed against defined metrics	Supports Business Requirements But Lacks Efficiency	Generally Accurate w/ Defined Reporting	
Level 5	Resources & Skills Available to Meet Business Needs including Specialized Skills	<i>Optimized</i> Process Management includes deliberate improvement	Contributes to Efficiency of the Capability	Readily Accessible & Accurate Including Ad Hoc Reporting Capability	

Source: Modified from table provided by Mandy Spiess, process section from [Capability Maturity Model](#)



Teams

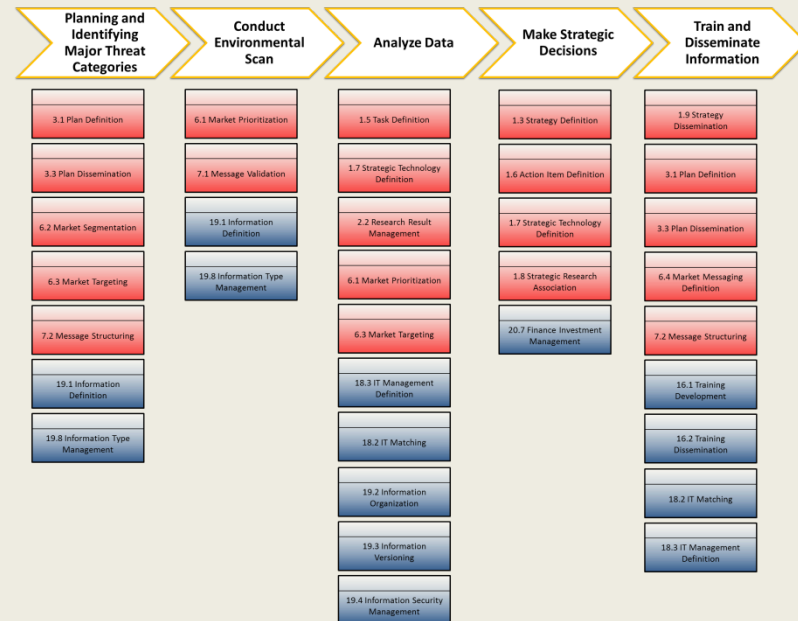
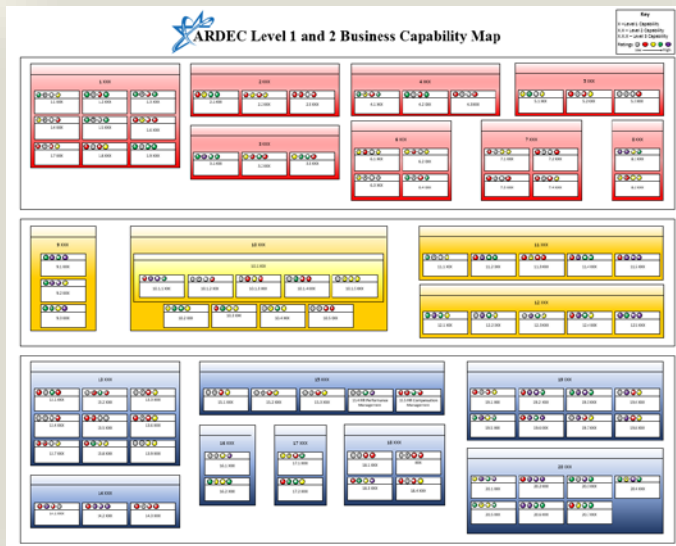
- Create an offering for the market team
- Execute strategies
- Make adjustments based on reactions of market

Control Team

- Structure and run the game
- Introduce external shocks
- Track models and variables
- Play all other participants

Market Team

- React to strategies of the different competitors
- Drive the market dynamic
- Judge attractiveness of offerings





Teams will not document the capability allocation to the value stream steps...

...but teams did discuss it and some members documented pieces of it



Teams will focus on Technical Capabilities instead of Business Capabilities...

Teams went on 'technical tangents' but made it back to the Capability Map



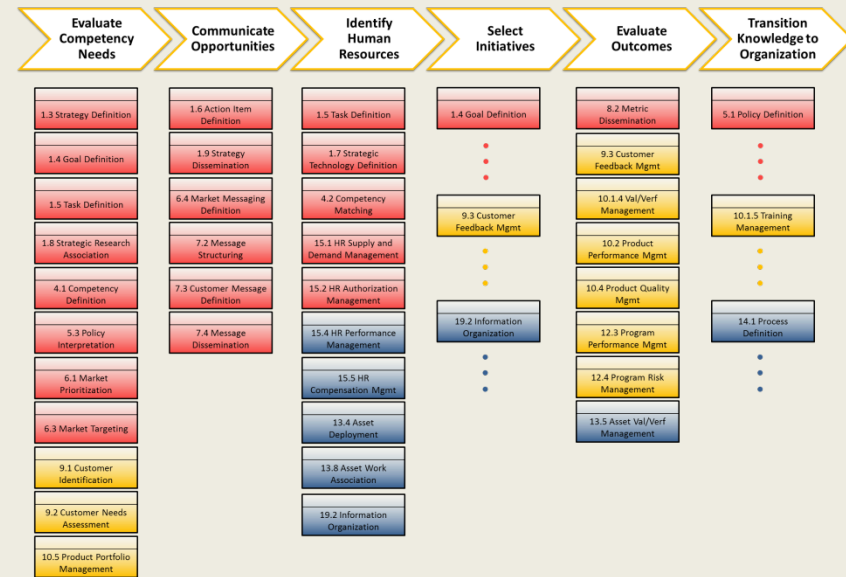
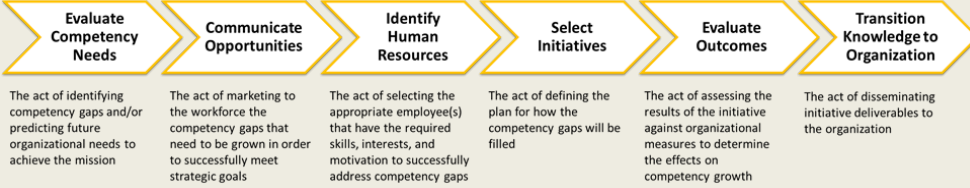
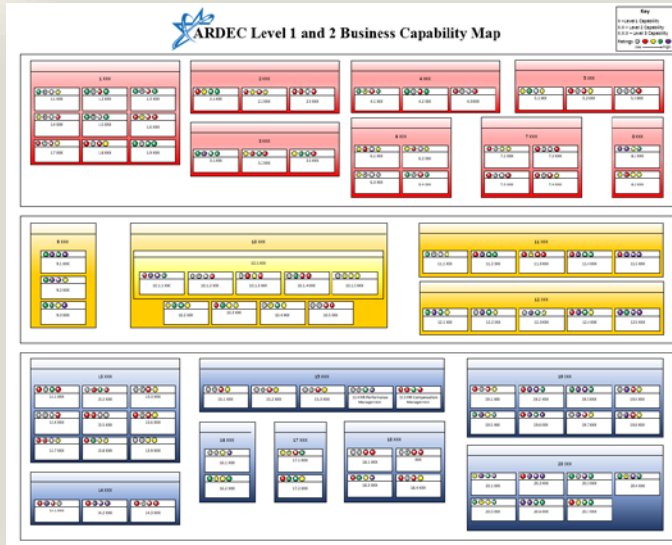
Teams will distribute investments more or less evenly over the map...

Teams made investments based on Capability relevancy and maturity



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DAY 2: ORGANIZATIONAL PROBLEM





Teams will not create a value stream for the new problem...

...but teams did discuss needing a defined 'process'



Teams will not document the capability allocation to the value stream steps...

...but teams did discuss it and some members documented pieces of it



Teams will not crosswalk the allocated Capabilities to consolidate investments

Teams verbally discussed this but got confused because they did not document capability to Value Stream

If you stop creating, stop challenging the status quo, stop striving to improve, you become vulnerable.





Complacent Culture

Blind to Dangers to Existence

Rely on Past Successes to Drive Future

Fail to Lead

Strategy with No Real Purpose

Low Expectations

Repetition instead of Innovation

Urgent Culture

Awareness of Opportunity

Awareness of Dangers to Mission

Activities Conducted with Purpose

Source: [Daniel Lock Consulting](#)

We assume enemies change, but our business does not because our mission and strategy to get there is static and perpetuates the complacency.



An upfront investment of time to fully develop the Capability Map and Capability definitions paid dividends in the end.

Teams hit the ground running and achieved more than ever imagined in a total of 9 working hours.



Realistic Environment

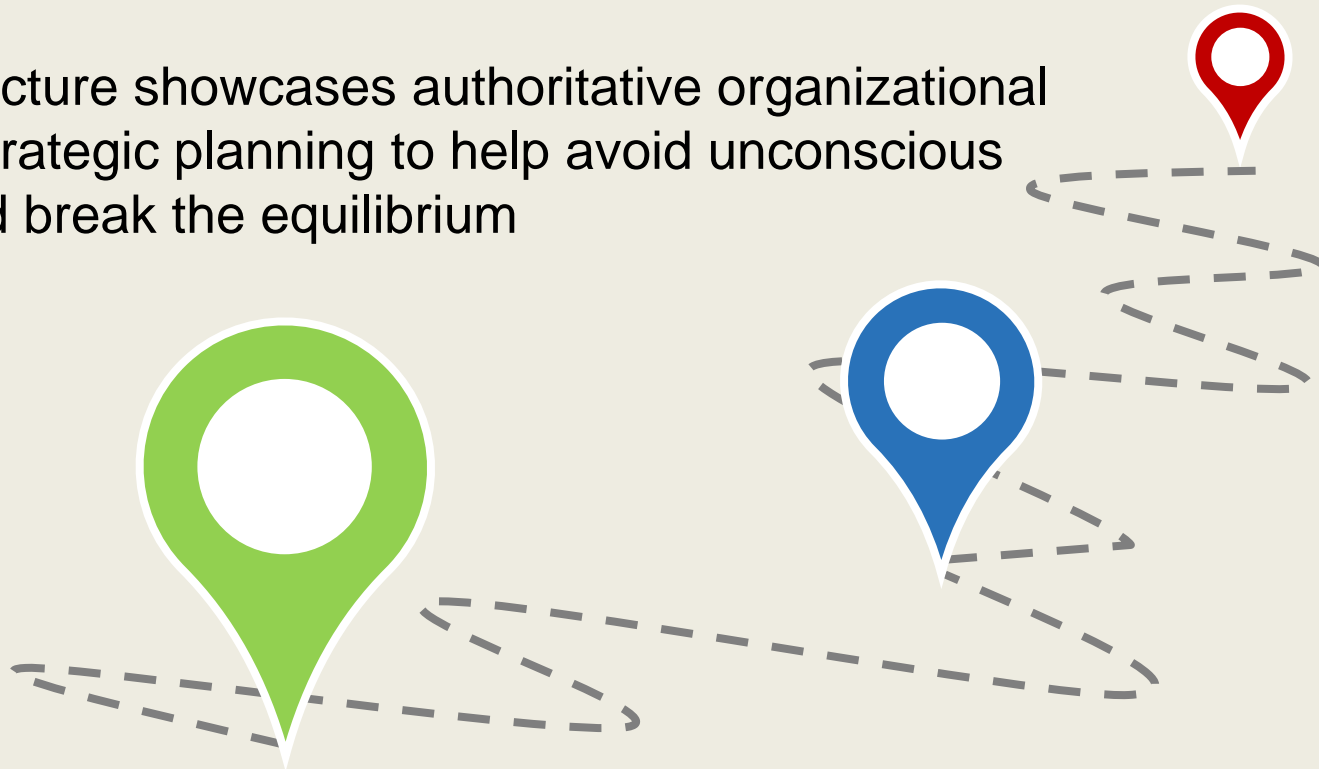


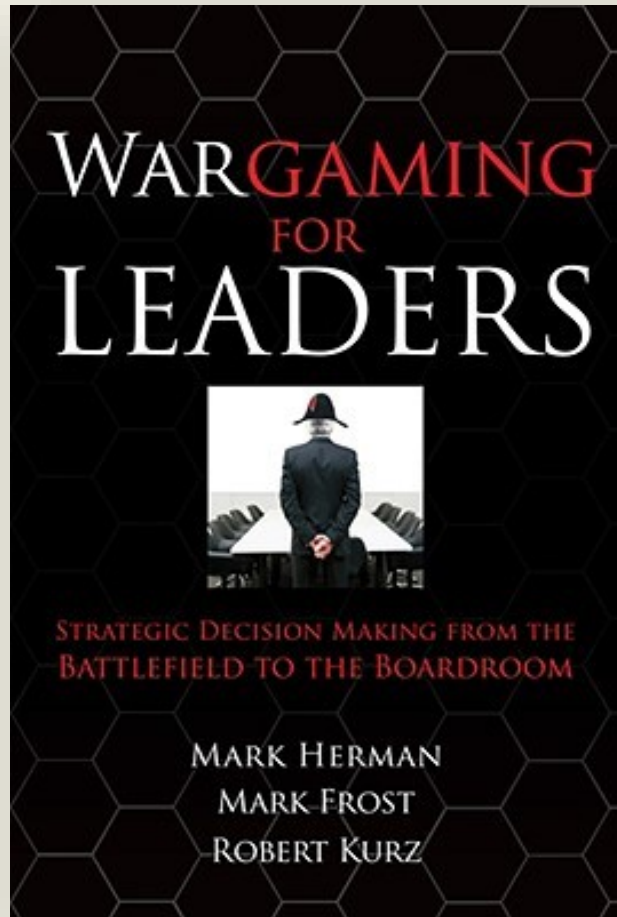
Aligned Intent & Understanding



Active Participation

- Discovery-driven planning is a powerful tool for any significant strategic undertaking that is fraught with uncertainty
- Organizational Wargaming lets you quickly test out strategy and rapidly gain insight into the unseen uncertainties through player choice
- Business Architecture showcases authoritative organizational data for use in strategic planning to help avoid unconscious assumptions and break the equilibrium





ISBN-10: 0071596887

- No practical guidance or tools on how to construct or use war game scenarios.
- Rather, the book is a series of descriptions (at a very abstract level) of how the authors have used war games with clients.



ARDEC OFI Map

KEY

X - Level 1 Capability
XX - Level 2 Capability
X.XX - Level 3 Capability

- Category 1: Leadership
- Category 2: Strategy
- Category 3: Customers
- Category 4: Measurement, Analysis, and Knowledge Management
- Category 5: Workforce
- Category 6: Operations
- Category 7: Results



In 2007 ARDEC became the first U.S. Federal and still remains the only DoD Organization to have won the Baldrige Award



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Thank You

Please stay in touch!



 kathleen.r.walsh.civ@mail.mil

 <https://www.linkedin.com/in/kathleenrwalsh/>