
How to work with the business and show value

What's wrong with this title?

presentation by Graeme Simsion

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A more pithy title

- Why don't they get it?

Data modelers' biggest challenge



Implementing enterprise architecture...

"It's not rocket science... what's hard is getting the sponsorship, getting management to say 'get it done'..."

"If you don't have an executive sponsor committed to this, *you will fail*... It's the most critical thing"

- Tom Kunz
(at DAMA NC meeting September)

Well, why *don't* they get it? Some possible reasons

- They're stupid
- We haven't got it quite right yet
- We need to sell it better
- It's not *that* important to them
- It's not actually what they want
- They don't trust the messenger

Today: two topics

1. Understanding the business
(What managers want – and hence what to offer them)
2. Managing expectations
(So we'll do good work and build trust)

Hey – what about *selling*?
What about showing value?

Feature-benefit selling



*"How are you
this evening?"*

And from consultants

- The client knows how to solve their problem and will tell you in the first five minutes

➤ Gerald Weinberg

- People will work incredibly hard to implement their own ideas

➤ My first rule of change management

Topic 1: Understanding the business

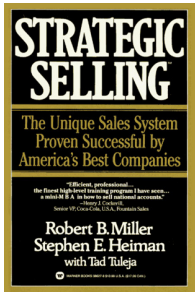
Seek first to understand – then to be understood

- Stephen Covey's 5th Habit

**European DAMA Conference
Closing Panel 2003**



**Who is the client?
The Strategic Selling model**



- 1. Economic Buyer
- 2. User Buyer
- 3. Technical Buyer
- 4. Coach (similar to "inside salesperson")

Have we forgotten anyone?

**Inside the managers' heads:
How are they different from us?**



Inside the managers' heads

√ What they want

X What they don't want

√ **Help with their key goals, ideas, initiatives**

In line with the goal focus...

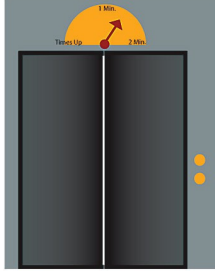
√ Results

X Excuses



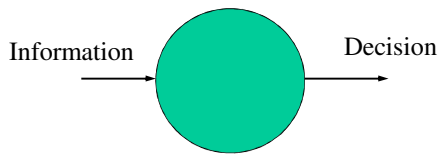
Image:http://transcessive.com/wp-content/Project_Schedule_Dog.jpg

✓ Bite-sized ideas



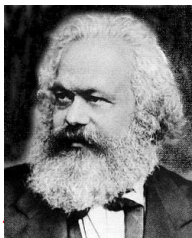
- What's data modeling?
 - What's XML?
 - What's TOGAF?
 - What does your team do?
- (cool technology *is* interesting)

X Simplistic models of management behaviour

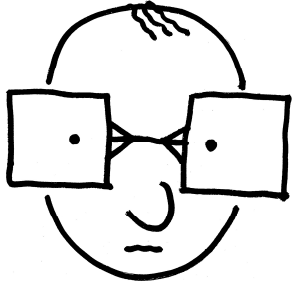


✓ Professional (trusted) advice

- Is your view the accepted one?
- Has this been done before?
- By whom?
- Did they get the results you're promising us?
- What's the success rate?
- We trust you on this, you know...



X Children with Hammers



Cartoon concept: G. Simson Drawing: P. Taylor

X Abstractions and diagrams they don't really understand

I decided not to insert an example here, for fear that someone might feel I was stealing their hard-won intellectual property. And I didn't want to admit to creating one myself.

But you've seen lots of them – if not, just do an image search on "data architecture" on the Web.

Or what about data models?

? Innovation



It sounds great Keith, but I don't think they came for the new stuff.

√ **Projects**

- Fixed beginning
- Fixed end
- Fixed cost
- Fixed benefits

√ **Control**



Topic 2: **Managing Expectations**

- a) Setting expectations
- b) Staying on track
- c) Confirming expectations met

What is a good outcome?

- What does a good outcome look like?
 - For the client(s)?
 - For the consultant(s)?
 - For other stakeholders?

So how do you establish expectations?

- An industry standard?
- An implicit expectation?
- A formal contract?
- What the "salesperson" promised
- Some sample deliverables?
- A previous assignment?
- A detailed project plan?
- Hey, everybody knows what an applications architecture is...

Lesson: Schedule a formal planning phase

The goal is mutual understanding of:

- What the deliverables will be
 - Format
 - Section / Chapter headings
 - Size
 - Level of detail
- How they will be achieved
- Project structure and governance
- Who will need to do what
- What the risks are
- How disputes will be resolved
- What constitutes "success" for everyone

A really useful question

Whose name will go on the deliverables?

2 (b) Staying on track



“You guys have obviously put a lot of work into this...”

Work close to the client

- Use the target technical environment
- Ear to the ground
- Test ideas (and get them accustomed to them)
- Joint ownership
- Build some relationships
- Visibly working
- ... and take an early lunch

Stay in touch with *all* the strategic buyers / clients

Especially:
Economic buyers / sponsors
Technical buyer(s)

Take time out

- Reflection
- Sharpening the saw
- Support for and from colleagues
- Marketing / visibility
- Perspective

Allocate a percentage of working time to non-client work.

2 (c) Getting closure

- Are you after "closure" or "handover"?
- It's much easier when the deal is time and materials!
- The more they own it, the less the problem
- A series of "yes"es, planned and documented
- Pre-empt fights about form rather than content (including spelling and grammar)
- Keep the sponsor in the loop

Follow-up