

## CASE STUDY

# PROCESS AND POLICY HARMONIZATION ENABLE ARCHITECTURE GOVERNANCE

## CLIENT CHALLENGE

- The client supports multiple lines of business that do not adhere to disjointed/legacy EA policies that are in conflict with many common client practices.
- EA policies were not well understood by the users and not adhered to.
- In addition to this, the project scope is also to harmonize all policies, processes, and standards within common ITSM functions and Information Security functions.
- Previous attempts at implementing policies and processes were not successful.

## ADVISOR INSIGHTS

- Tools are viewed as the solution to issues and underlying causes are often not addressed.
- There is a clear need for standardized policies and processes.
- Organizational Change Management is a critical success factor to policy adoption and adherence.
- When processes are implemented, some have been designed to a higher level of maturity than may be needed and contribute to the employee resistance to change.
- Inclusive group decision rights and broad accountability present challenges in successfully implementing and governing policies and processes

## SNAPSHOT



Enterprise Architecture,  
Organizational Change  
Management



Industrial Manufacturing



ITSM, Information  
Security Processes

## PAIN POINTS

Disjointed legacy EA policies conflicting with common client practices, leading to poor adherence.

## RESULTS

- Developed industry-standard policies and auxiliary business architecture views.
- Created right-sized policies for the organization's maturity level.
- Established a capability model for phased transitions to the target operating model.
- Addressed underlying process and requirement challenges before tool selection.

## CLIENT RESULTS

- Policies that follow industry standards, and auxiliary business architecture views (capabilities, use cases, etc.), as well as other architecture views and models in relation to the target application design, such as applications or data
- Policies that are “right-sized” for the organization’s current maturity level
- A capability model in various transition states, that is used to define the various phases to reach the target operating model, after the central policies and processes are established
- Address the underlying process and requirements challenges (“what do we want to be in the future?”) prior to beginning a tool selection process

## THE PROJECT

Enterprise Architects were brought in to develop policies and standards for the client. These were written with usability, scalability, and applicability in mind.

This was done in conjunction with the development of the ITSM and Information Security processes/policies in order to ensure a consistent approach and avoid conflicting overlap.

The EA team then worked with Organizational Change Management to design and roll-out a holistic training and hypercare program to ensure a smooth rollout.