

20 Sep 2017

The Business Agility Manifesto Building for Change



On the 19th Sep 2017, I read a posting written by John A. Zachman the Founder of the Framework for Enterprise Architecture (The Zachman Framework) in which the following assertion was made

*“Announcing: *The Business Agility Manifesto* released Sept 8, 2017 by Ron Ross, Roger Burlton and myself. Find it at <https://lnkd.in/fjtYga5> The 3 of us will formally introduce the Manifesto for the first time at the Building Business Capability (BBC) conference Nov. 6-10 in Orlando, FL. Be there to hear all about it and to discuss!”*

I followed the provided link and decided to look into the article in more depth and try to use my diagnostic expertise and experience to see why it was going to make a huge impact on the ZF’s market and to see if I could uncover the reason as to where I may be going wrong in trying to gain an audience on LinkedIn.

I certainly did not want to use any of the [5 bias cards](#) that I wrote about in Aug 2015 so what I needed to do was use semantic logic to help my diagnosis.

The conclusion that I came to is that the more risk you leave people with the more they seem to gravitate towards you.

I chose 8 sentences, selected a single keyword from each, defined the keyword using an online dictionary and proceeded to identify any serious risk associated with the implicitness of the statement. To my surprise, I found all 8 of the statements would, if thoroughly examined, produce significant risks if the approach was followed as written.

However, perhaps if someone was to develop an AI engine that automated the approach then the risks would be reduced. I may be naïve in thinking this as I have not only developed an approach that will implement an approach similar to this ‘Digital professional body of knowledge’ proposal, but also wrote an AI engine that actually implemented the approach.

It took me 18 years to learn the basics of computer programming, database design, systems design, business analysis and information engineering. A further 2 years to develop the new architecture and write the first prototype of the AI software and over 2 decades to test and deploy the approach.

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Their comment	My diagnosis		
	Keyword	Definition	Comment
All initiatives must demonstrably align with the Management Imperatives	Demonstrably	“In an obvious and provable manner”	What if management imperatives are implicit? Unless every manager in the enterprise can agree to the explicit imperatives that they lay down, every initiative, whether knowledge, strategy or data will never be aligned. Therein lies the risk
Business value must be the over-riding justification for expending resources (money, time, etc.) for all investments including software development or acquisition	Value	“An ideal accepted by some individual or group”	What if the values are implicit? I found multiple references to ‘value’, ‘value chain’, ‘value creation’, but I was unable to find a definition of the word ‘value’. This implicit view of what a value is and its relationship to ‘knowledge’ could lead to multiple interpretations being made which in turn could lead to catastrophic situations. Therein lies the risk
Business knowledge	Knowledge	“The psychological result of perception, learning, and reasoning”	What if knowledge is not a familiarity, awareness, or understanding of someone or something, such as facts, information, descriptions, or skills? I found 41 references to the words ‘business knowledge but could not find a single definition of the word ‘knowledge’. This implicit view of ‘knowledge’ can lead to a variety of interpretations which in turn could lead to catastrophic situations. Therein lies the risk
The Business Knowledge-Base is the end result of transforming tacit (mental) knowledge to explicit (stored, common, sharable) knowledge.	Store	“An electronic memory device”	What if you cannot store knowledge? What is stored are the instances of records containing the data items or attributes. These collectively make up the most efficient and effective representation of the business knowledge. Therein lies the risk

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The Business Knowledge-Base is a single source of truth about business rules, business activities, and other business characteristics upon which operation of value chains depend	Source	“The place where something begins, where it springs into being”	What if knowledge is not the source? What if knowledge is a part of a ‘bigger’ picture? Therein lies the risk
	Truth	“A fact that has been verified”	
Business integrity The 4 bullet points	Integrity	“The quality of being honest and having strong moral principles”	What if the business integrity depends on more than ‘knowledge’? What are the principles? Surely ‘integrity depends upon due diligence which means a careful and persistent work or effort. What are the other business imperatives that requires this ‘integrity’. Not knowing all of these factors could lead to catastrophic situations. Therein lies the risk
Business knowledge is not the same as software development knowledge	Knowledge	“The psychological result of perception, learning, and reasoning”	What if business knowledge was the same as software development knowledge? There is only 1 type of knowledge. For example: An ‘Invoice’ represents a piece of business knowledge which addresses the need for the enterprise to raise a fee for their offerings. In the software development environment this will be implemented in a number of ways, however the table that stores the ‘data’ covering the charge fee has to be directly equivalent to the business knowledge class otherwise there will be no traceability capability between the business view and the IT view. This is clearly a contradiction and hence could cause major catastrophic outcomes. Therein lies the risk
Business knowledge covers all design characteristics of the business needed to create, operate, manage, and change its value chains, as well as to evaluate their performance. It also covers underlying business capabilities and enabling resources (financial, human, facilities, equipment, etc.) on which value chains depend			

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<p>To serve as a single source of business truth that effectively facilitates change, the Business Knowledge-Base must maintain separation among all elemental building blocks that can be configured into business capabilities or business solutions – for example, concepts from business rules, business rules from processes, processes from events and roles, etc. – as well as from all technical design descriptions</p>	<p>Separation</p>	<p>“The state of lacking unity”</p>	<p>What if the knowledge base should not be separated? Business knowledge is the natural link between business ‘objectives’, business ‘strategy’ and IT ‘data’. If this link is not made then the only logical manner to develop strategies would be to brainstorm them and this may or may not produce the right number of strategies. In addition there would be nom way to link ‘data’ to the knowledge base. Therein lies the risk</p>