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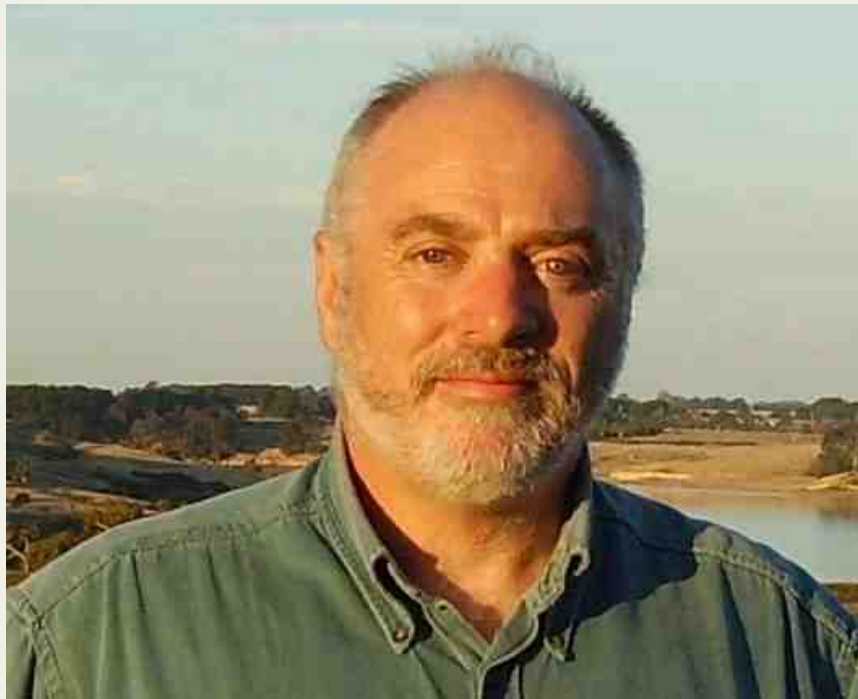ATKINS

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How to think like an anarchist
(and why you would want to do so, as an enterprise-architect)

Tom Graves, Tetradian Consulting

Integrated EA Conference, London, March 2013

Hi.

I'm Tom.

I do tools and stuff
for enterprise-architects
and business-transformation.

I'd like to explore
how to think like an anarchist.

A business-anarchist.

Anarchist?

Business-
anarchist??

What?!?

Don't worry…

Not this kind of anarchy… (yawn…)

Not this kind of anarchy… (ouch…)

Not this kind of anarchy either…

(Sorry.)

All of that is just 'kiddies'-anarchy'...

…an 'adult' version of this, really.

Real anarchy
- <u>useful</u> anarchy -
…it isn't kids'-stuff.

Anarchy
literally means
'without rules'
- 'outside the box'.

Real anarchy is about working <u>with</u> change, accepting <u>uncertainty</u> as a fact of the work.

Solving practical challenges…

Inventiveness and innovation…

…and making sense of someone else's.

The unique within everyday work…

…and in extremes of uncertainty.

Real anarchy is
the disciplined practices
for working well,
'outside of the box'.

Four principles
for practical anarchy…

#1: There are no rules…

…there are only guidelines.

#2: There are no rights…

…there are only responsibilities.
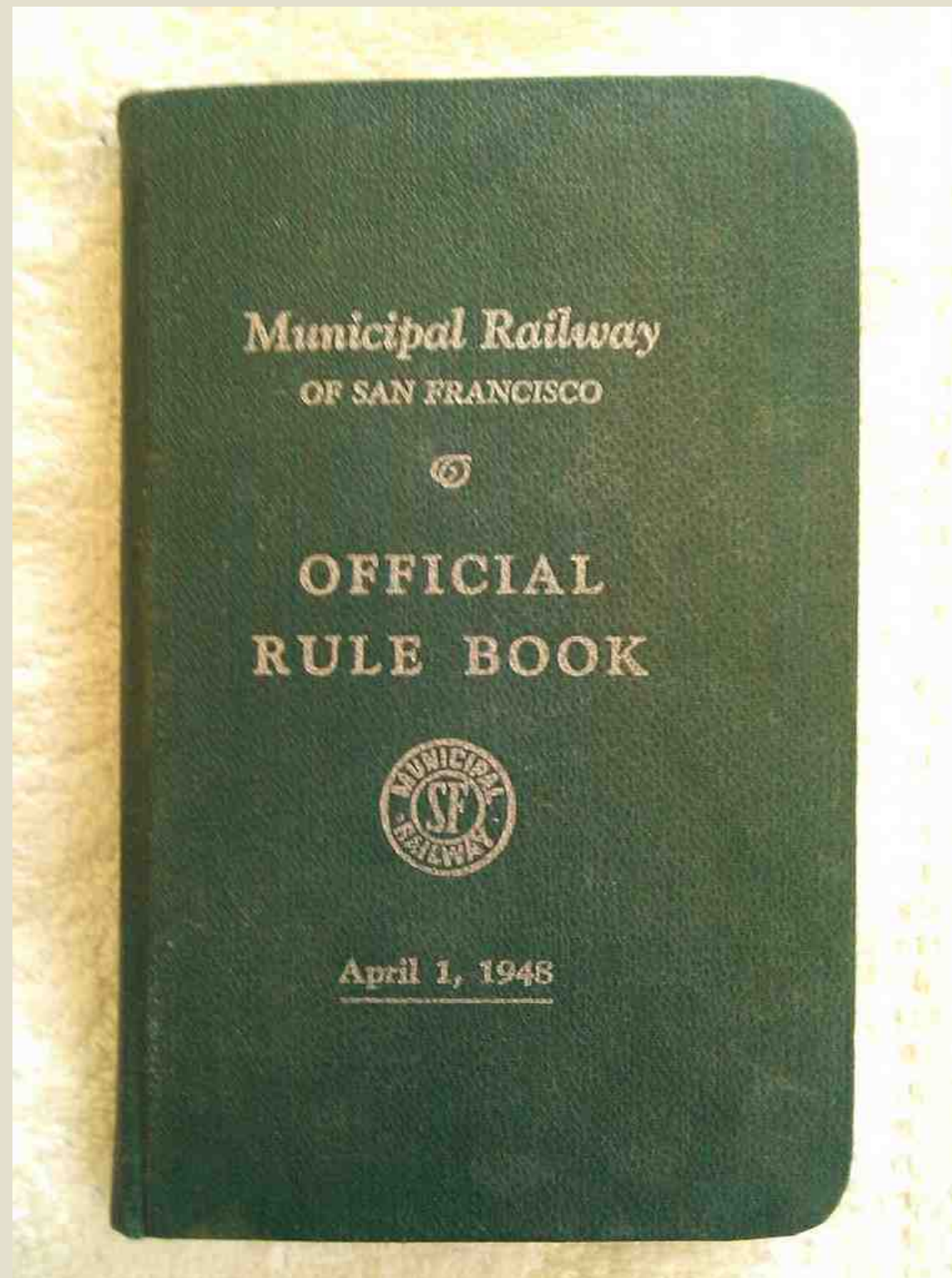
#3: Money doesn't matter…
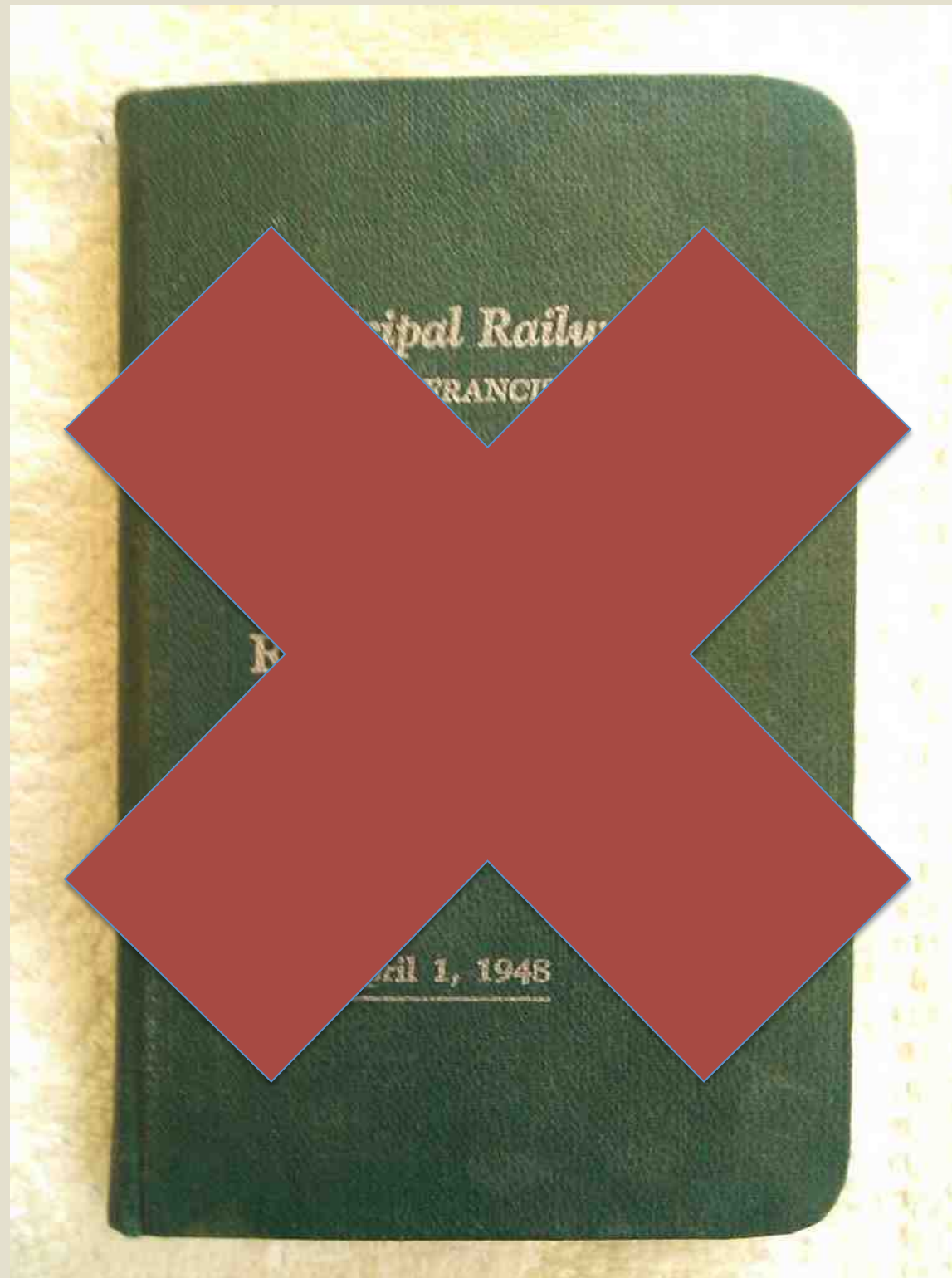
…but values do.

#4: Adaptability is everything…

…but don't forget the values.

(#5: Yes, sometimes it <u>is</u> hard work…)

The Rules.

(for when everything stays the same)

Not The Rules.

(for when The Rules don't make sense)

There are no rules…

…only guidelines.

There are rules, of course
- lots and lots of them, everywhere -
but <u>we</u> make them up.

They're not absolute.

We can change them if we need to.

(The keyword there is '<u>need</u> to'…)

The only absolute rule
is that there is no absolute rule?

Rules are prepackaged decisions,
known to work well in a known context.
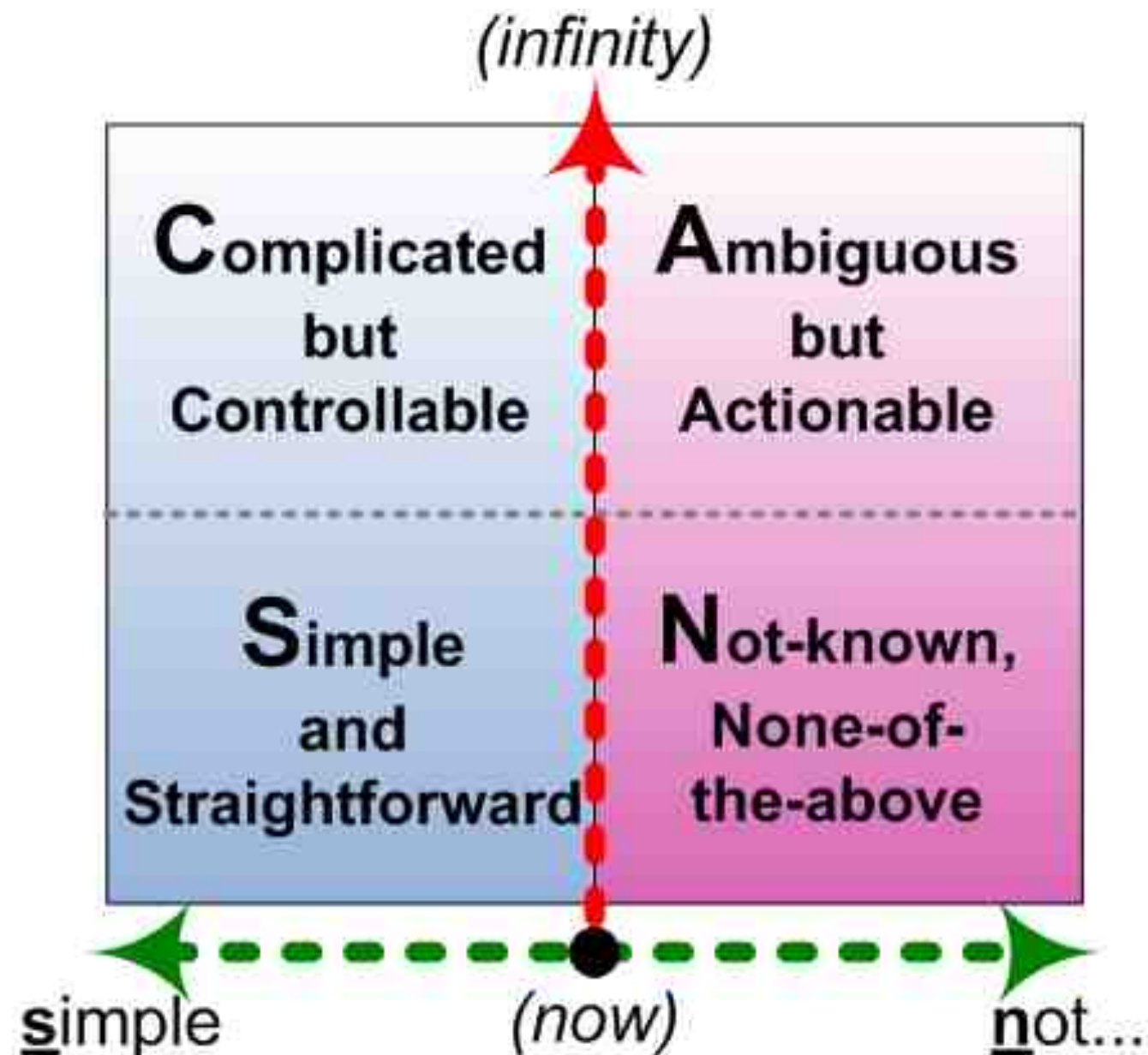
But if it's not the same context?
Not so certain…

That's when we need
a more flexible form of guidelines,
and the discipline to work well with them.

We can use rules
as if they're true,
as long as we remember

that '*as-if true*'

is not the same as '*is true*'.

We need to keep track always
of the 'as-if-ness' of our rules.

Making sense for action

"Let's do a quick SCAN of this…"

Take control! Impose order!

"Insanity
is doing
the same thing
and expecting
different results"

(Albert Einstein)

ORDER

(rules <u>do</u> work here)

Order and unorder

"Insanity
is doing
the same thing
and expecting
different results"

(Albert Einstein)
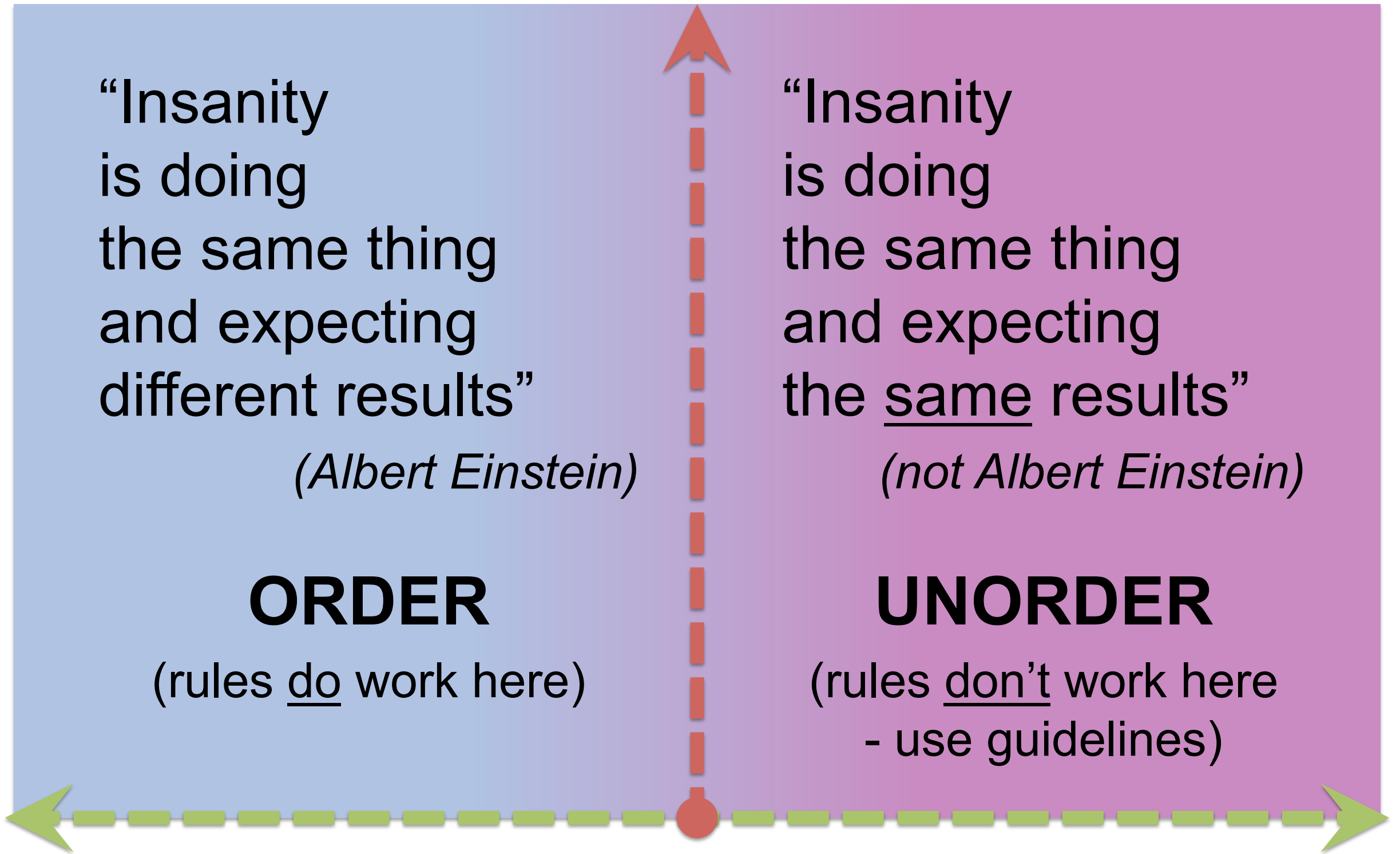
ORDER

(rules <u>do</u> work here)

"Insanity
is doing
the same thing
and expecting
the <u>same</u> results"

(not Albert Einstein)

UNORDER

(rules <u>don't</u> work here
- use guidelines)

Theory and practice

THEORY

What we <u>plan</u> to do, in the <u>expected</u> conditions

What we <u>actually</u> do, in the <u>actual</u> conditions
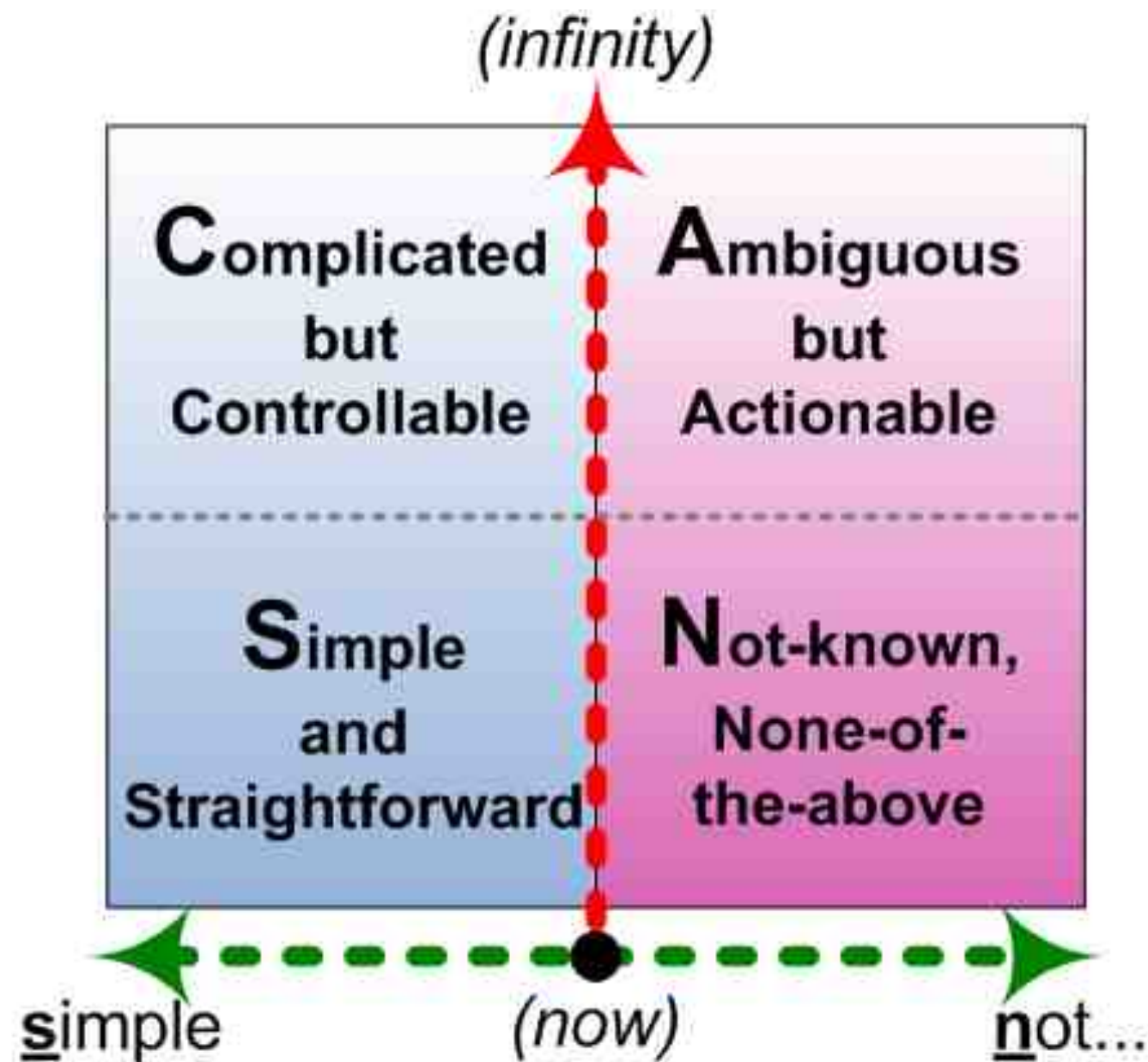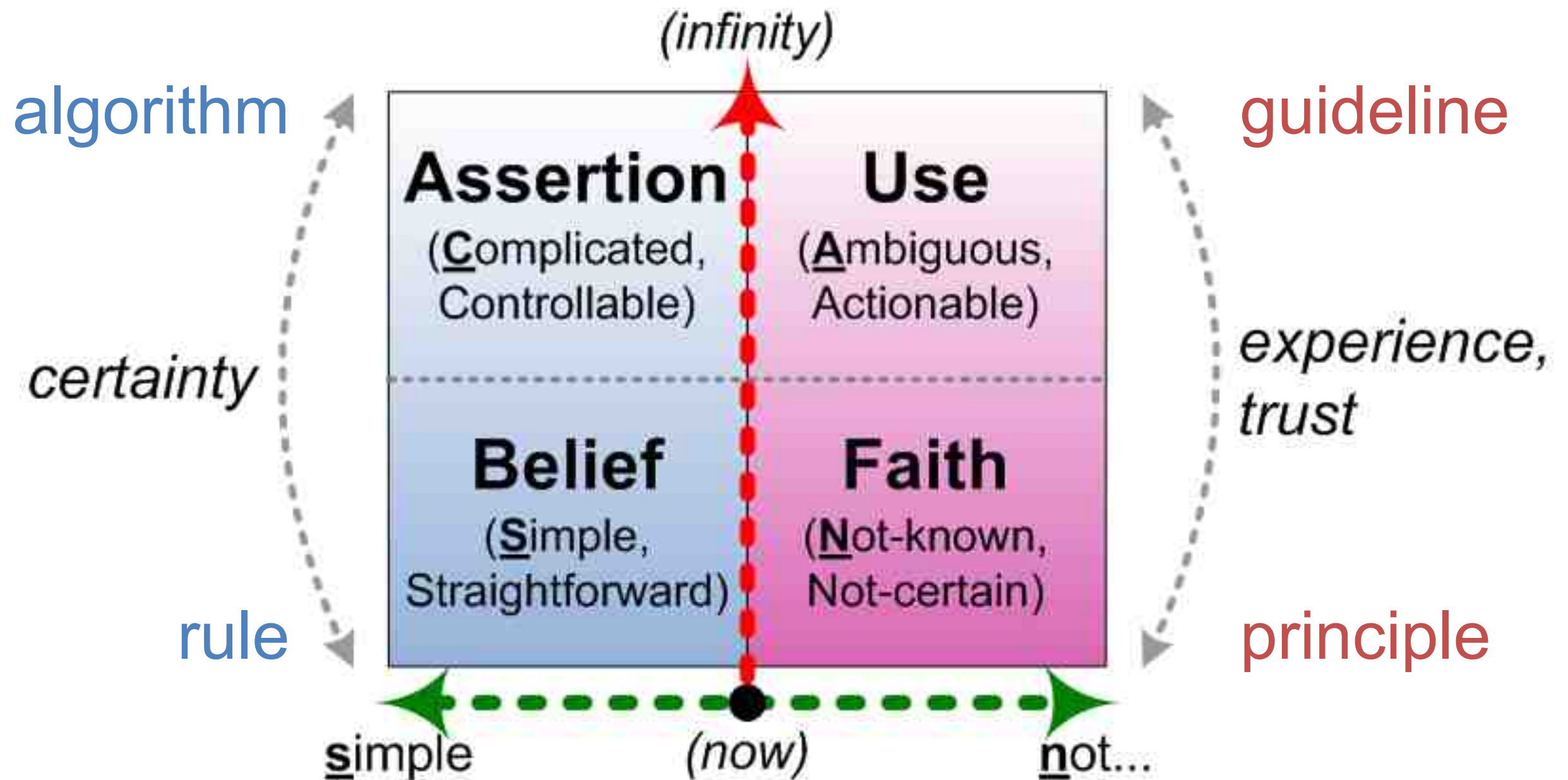
PRACTICE

SCAN sensemaking

Sensemaking creates **clarity**

SCAN decision-making

Decision-making creates **commitment**

Move around as appropriate within the decision-space.

Remember:
keep track of 'as-if-ness' of rules
- *'as if'* is not the same as *'is'*.

Four principles for business-anarchists:

#1: There are no rules…

…*there are only guidelines.*

#2: There are no rights…

…*there are only responsibilities.*

#3: Money doesn't matter…

…*but values do.*

#4: Adaptability is everything…

…*but don't forget the values.*

Rights.

The Bill of Rights

Amendment I

respecting an establishment of religion, or prohibiting the free exercise thereof; or abridg
right of the people peaceably to assemble, and to petition the Government for a redress

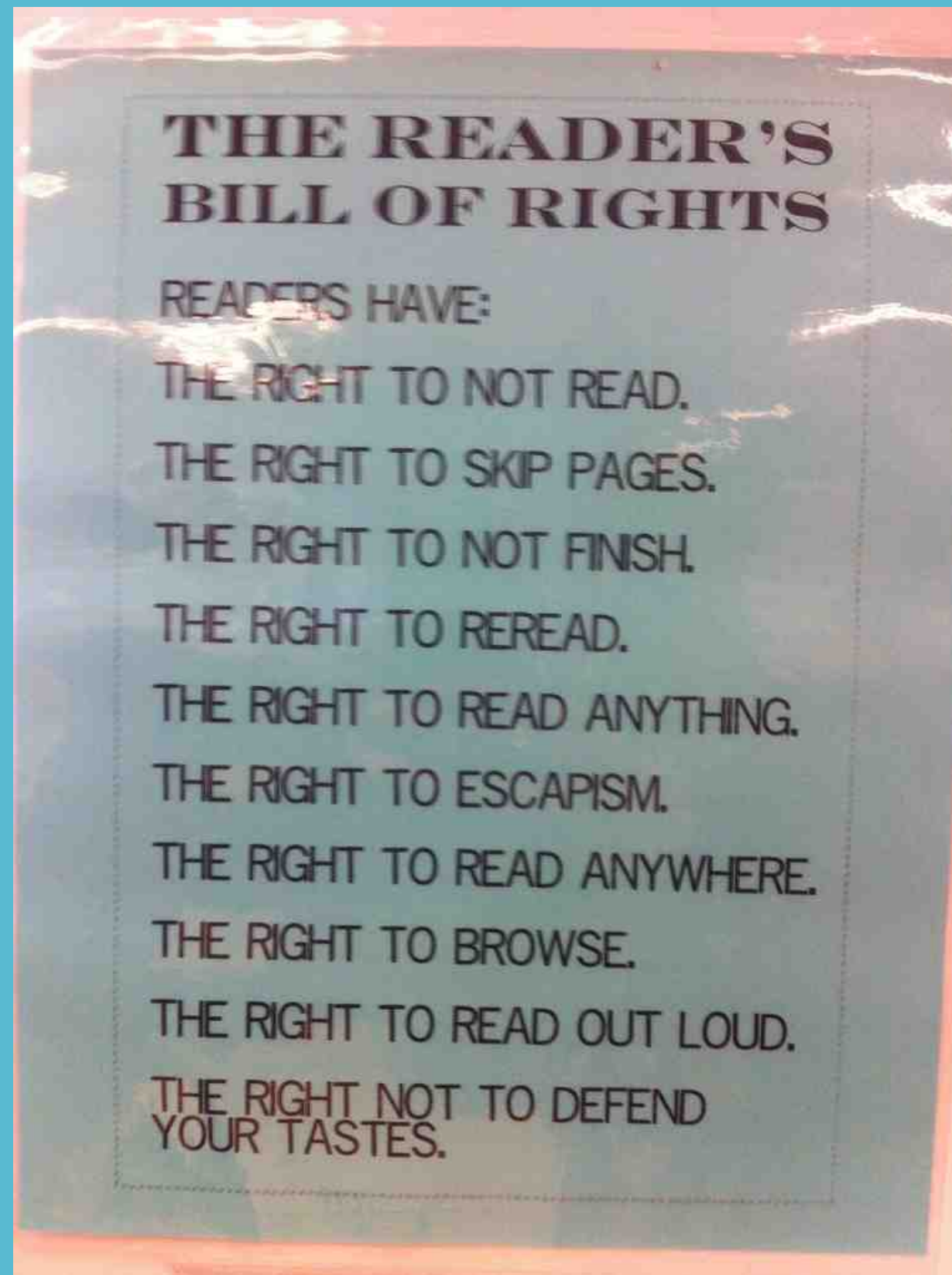Amendment II

necessary to the security of a free State, the right of the people to keep and bear Arms

Amendment III

peace be quartered in any house, without the consent of the Owner, not in time of w

Rights?

THE READER'S
BILL OF RIGHTS

READERS HAVE:

THE RIGHT TO NOT READ.

THE RIGHT TO SKIP PAGES.

THE RIGHT TO NOT FINISH.

THE RIGHT TO REREAD.

THE RIGHT TO READ ANYTHING.

THE RIGHT TO ESCAPISM.

THE RIGHT TO READ ANYWHERE.

THE RIGHT TO BROWSE.

THE RIGHT TO READ OUT LOUD.

THE RIGHT NOT TO DEFEND
YOUR TASTES.

There are no rights...

...only responsibilities.

Rights are imaginary
- a 'desired outcome'.

What makes them real are
<u>interlocking</u> <u>mutual-responsibilities</u>.

Without those responsibilities
- the mutualities, the interlocks –
there are no rights.

Responsibility as 'response-ability' - the ability to <u>choose</u> and <u>enact</u> responses that are appropriate to the need.

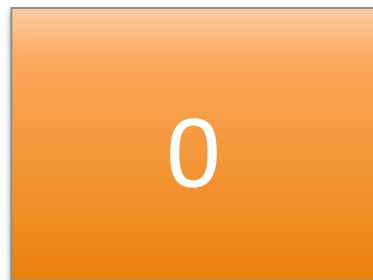Rights go wrong whenever someone thinks that the presence of 'rights' means the absence of their own responsibilities.

All of this applies right down to systems level – how systems relate with other systems.

A question of power:

- is it the ability to <u>do</u> work?

- or the ability to <u>avoid </u>work?

(if it's the latter, we're in trouble…)

Power and control

0

'best practice'
– centralised command-and-control

(Not really <u>best</u>-practice – more a 'workable middle-of-the-road best-we-can-do-under-the-circumstances' kind of result…)

Power and not-responsibility

0	***'best practice'*** – centralised command-and-control
-	***power-under*** – offload responsibility onto other
--	***power-over*** – prop self up by putting other down

Power-under *(passive dysfunction)*:

"Security? - not my responsibility!
- it's Somebody Else's Problem!"

(not helpful, but very common…)

Power and responsibility

++ *wholeness-responsibility*
– commitment to whole-as-whole

+ *empowerment*
– local context-specific adaptation

0 *'best practice'*
– centralised command-and-control

- *power-under*
– offload responsibility onto other

-- *power-over*
– prop self up by putting other down

Power and responsibility

(useful-anarchy)

let go of *command* – ++

let go of *control* – +

command and control 0 *(rein-in the dysfunctions)*

passive dysfunction – -

active dysfunction – --

(kiddies-anarchy)

Wholeness-responsibility:

always aware of the big-picture within the smallest action.

*(it's what we need most
where there's high-uncertainty)*

Four principles for business-anarchists:

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…but values do.

#4: Adaptability is everything…

…but don't forget the values.

Money.

Values.
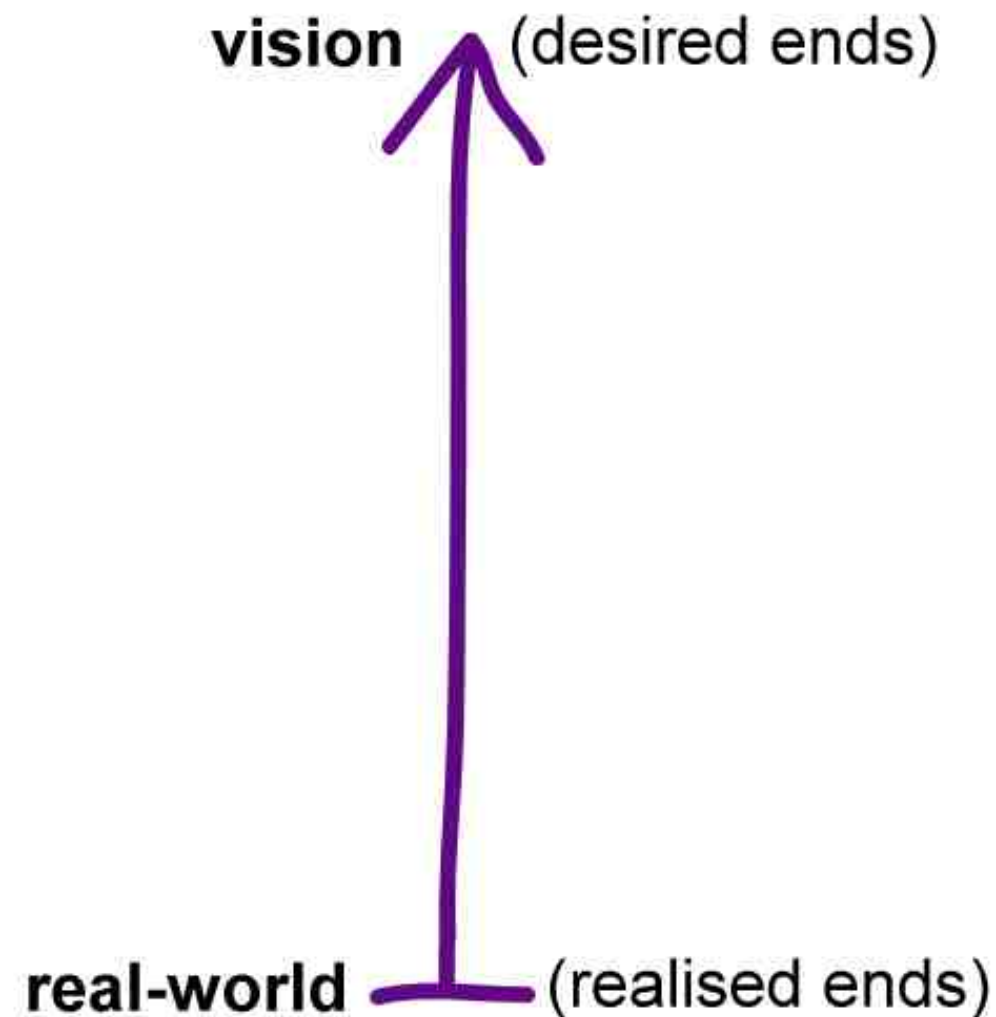
Money doesn't matter…

…values do.

What's the quickest, most-guaranteed way to waste money?

'Cutting costs'…

Always start from **values**, not money.

Why anything happens

A tension exists between what <u>is</u>, and what we <u>want</u>.

vision (desired ends)

real-world (realised ends)
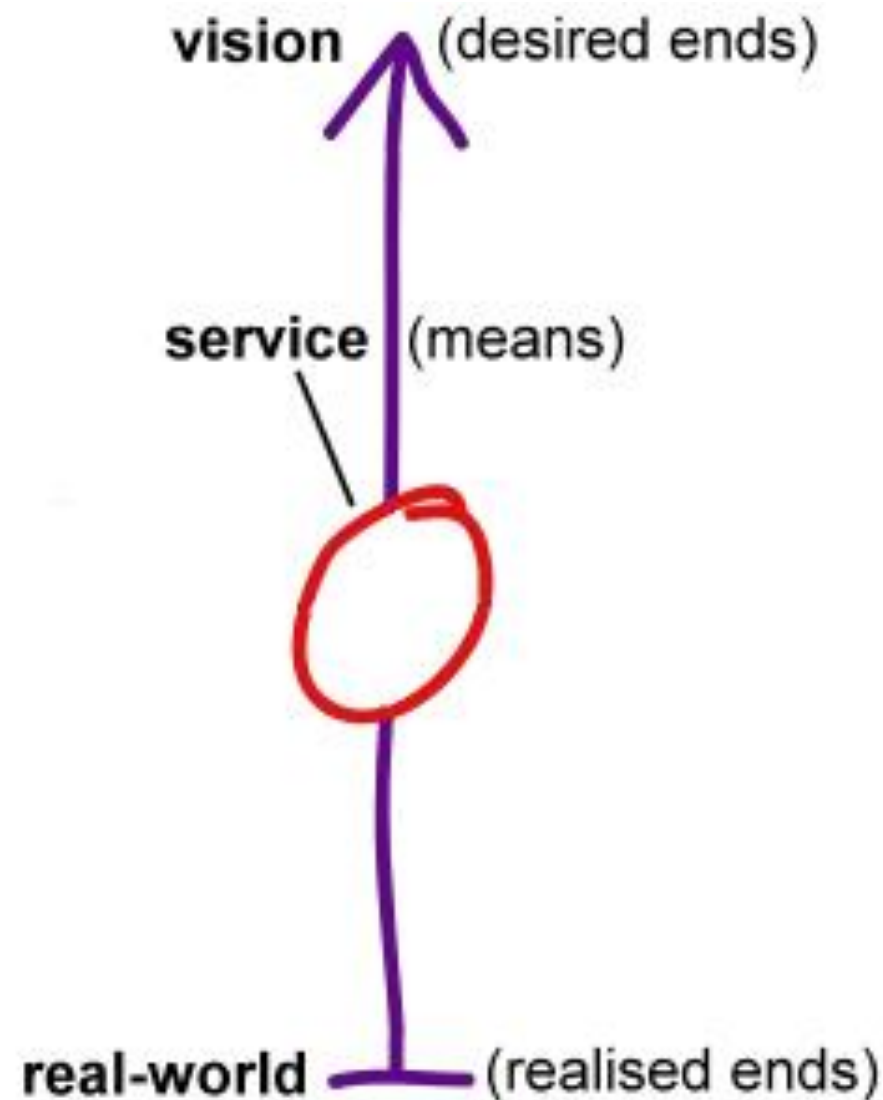
The <u>vision</u> describes the desired-ends for action;
<u>values</u> guide action, describing how success would feel.

(*Note*: 'saving money' is
<u>not</u> a meaningful vision in this sense.

It's a measurement, not a vision
– at best, a desirable side-effect.

Don't get misled by that mistake!)
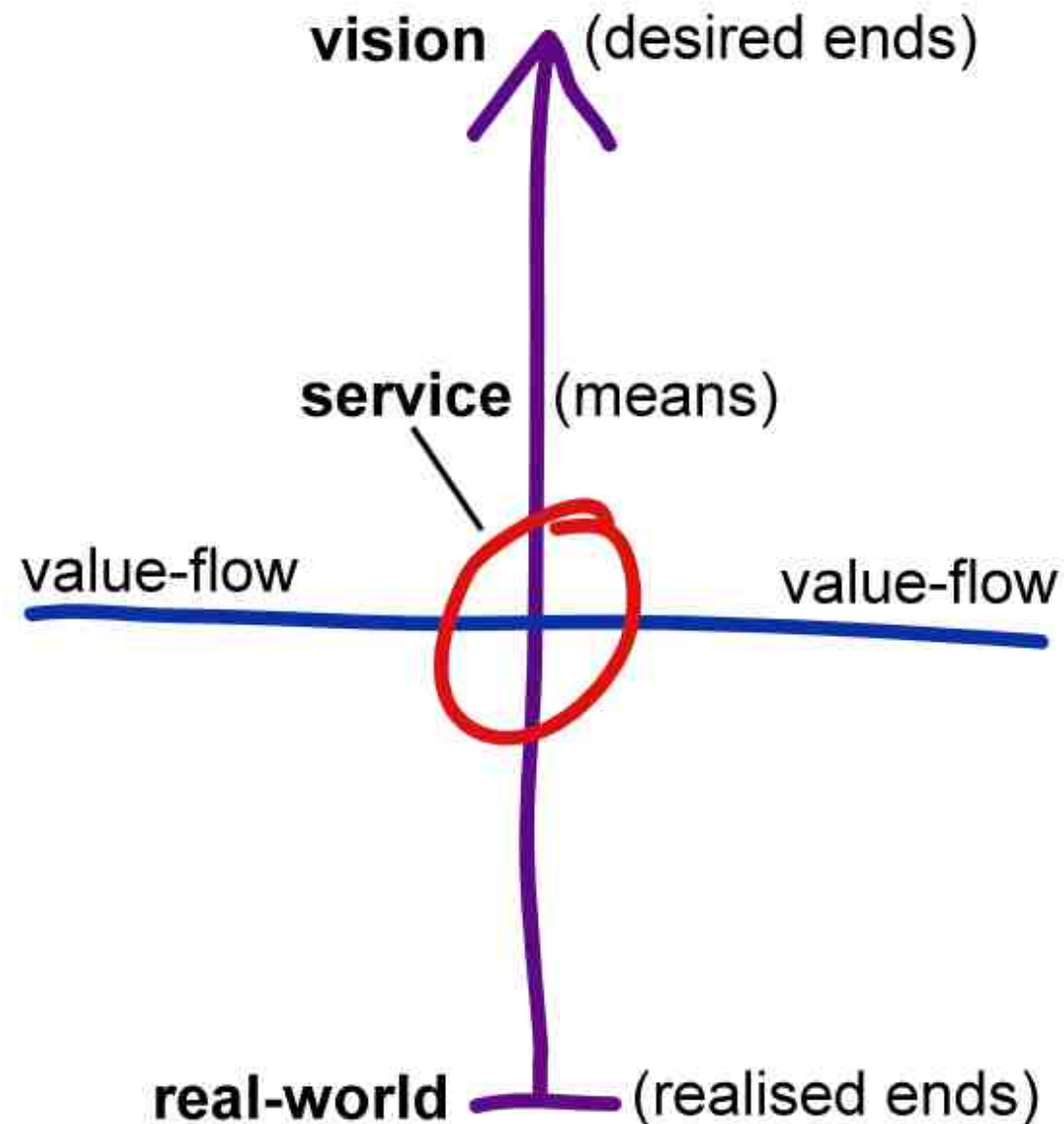
The nature of service

A <u>service</u> represents a *means* toward an *end* – ultimately, the desired-ends of the enterprise-vision.

Assertion:

Everything in the enterprise is or represents a service.
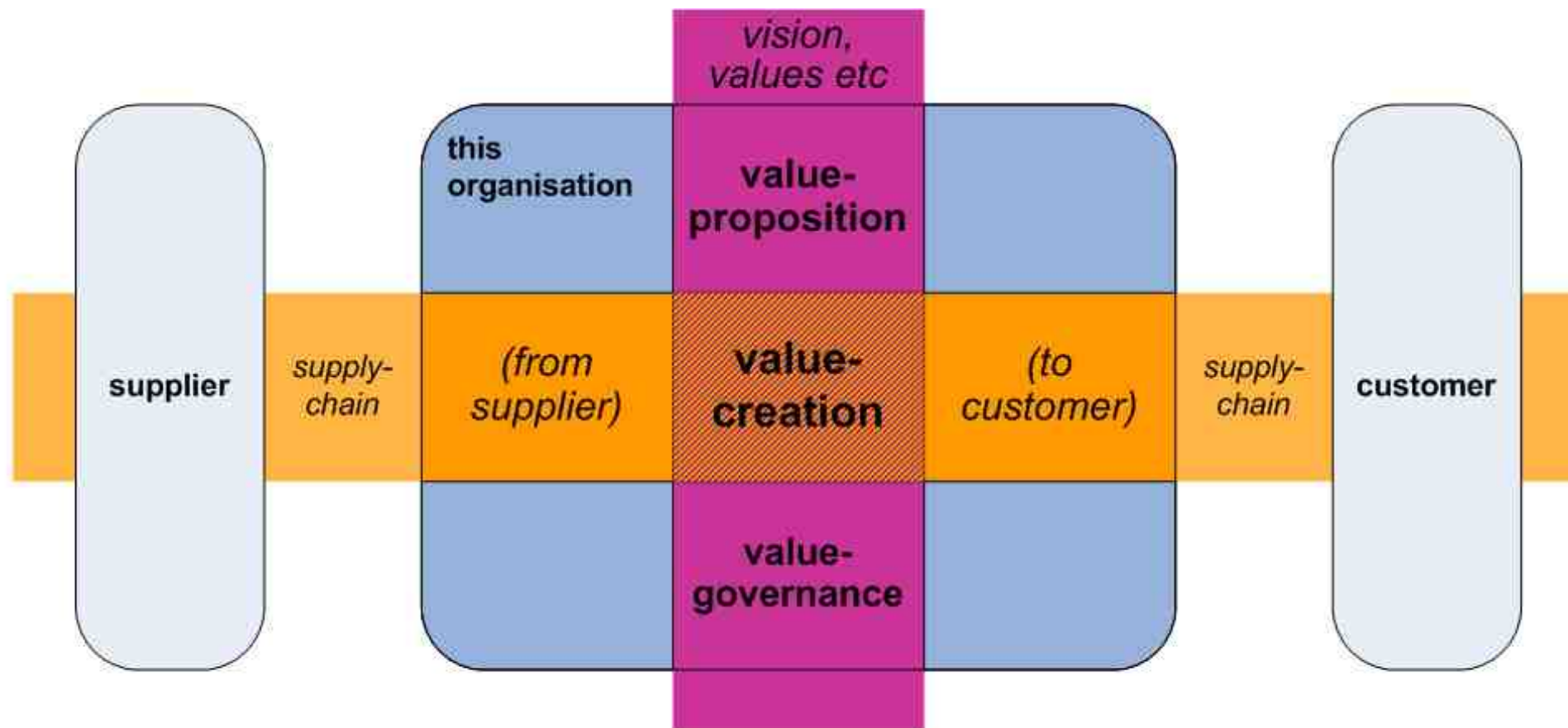
(If so, we can describe everything in the same consistent way.)
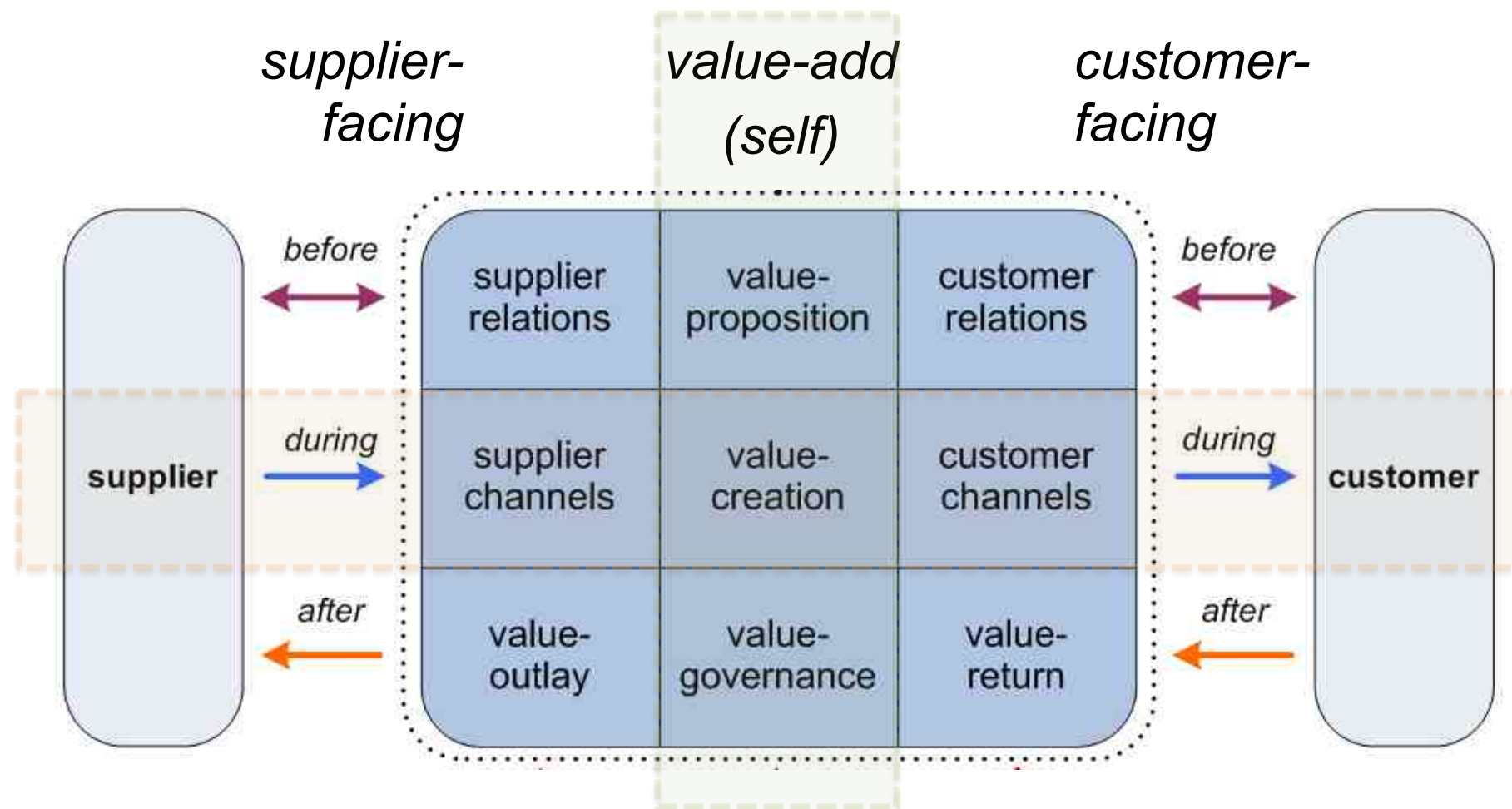
Relations between services

Services exchange <u>value</u> with each other, to help each service reach toward their respective vision and outcome.

Values and value

Each service sits at an intersection of *values* (vertical) and exchanges of *value* (horizontal)

In more detail

Interactions <u>during</u> the main-transactions are preceded by set-up interactions (<u>before</u>), and typically followed by other wrap-up interactions such as payment (<u>after</u>).

We can describe 'child-services' to support each of these.
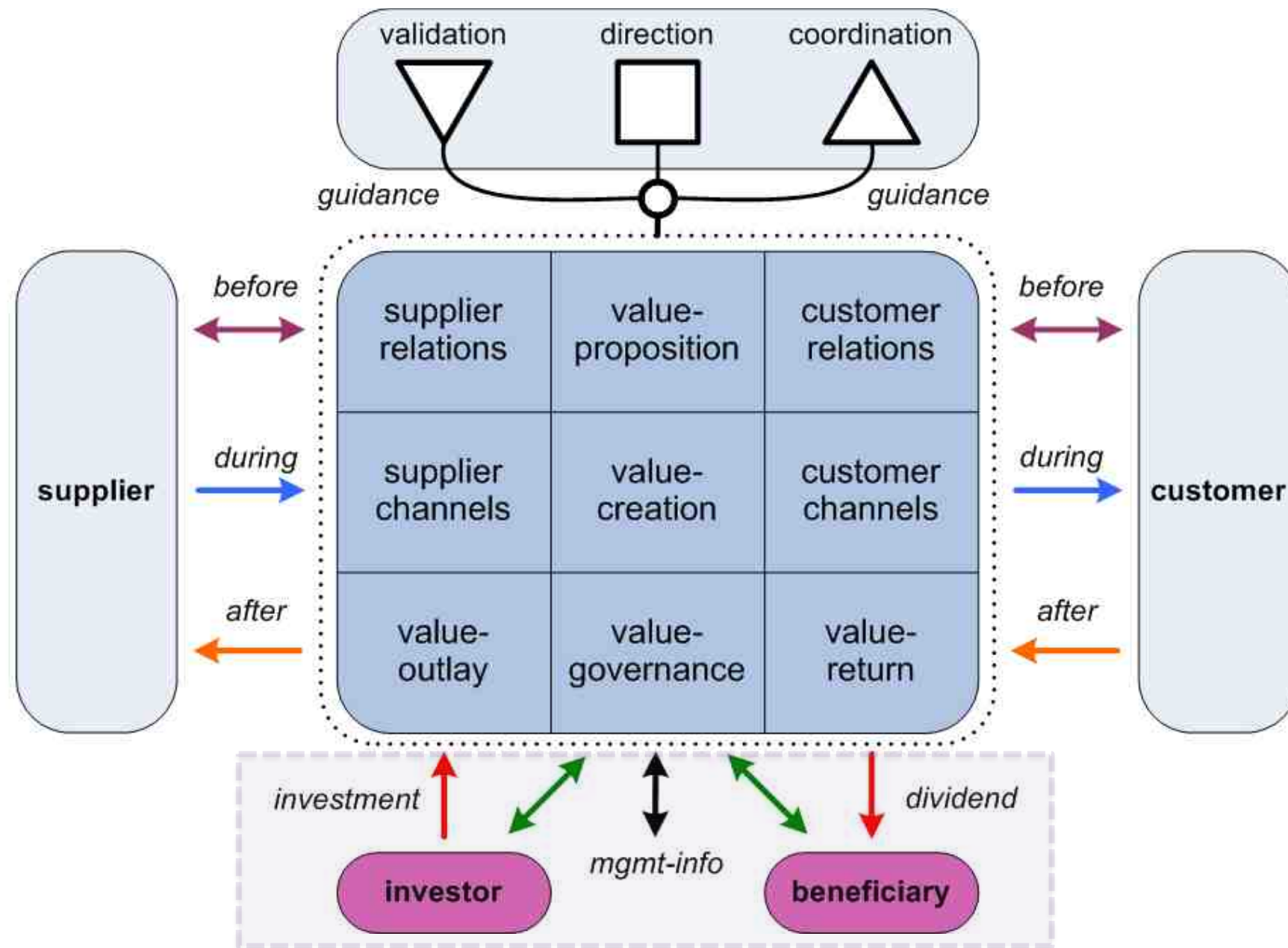
Supply-chain or value-web
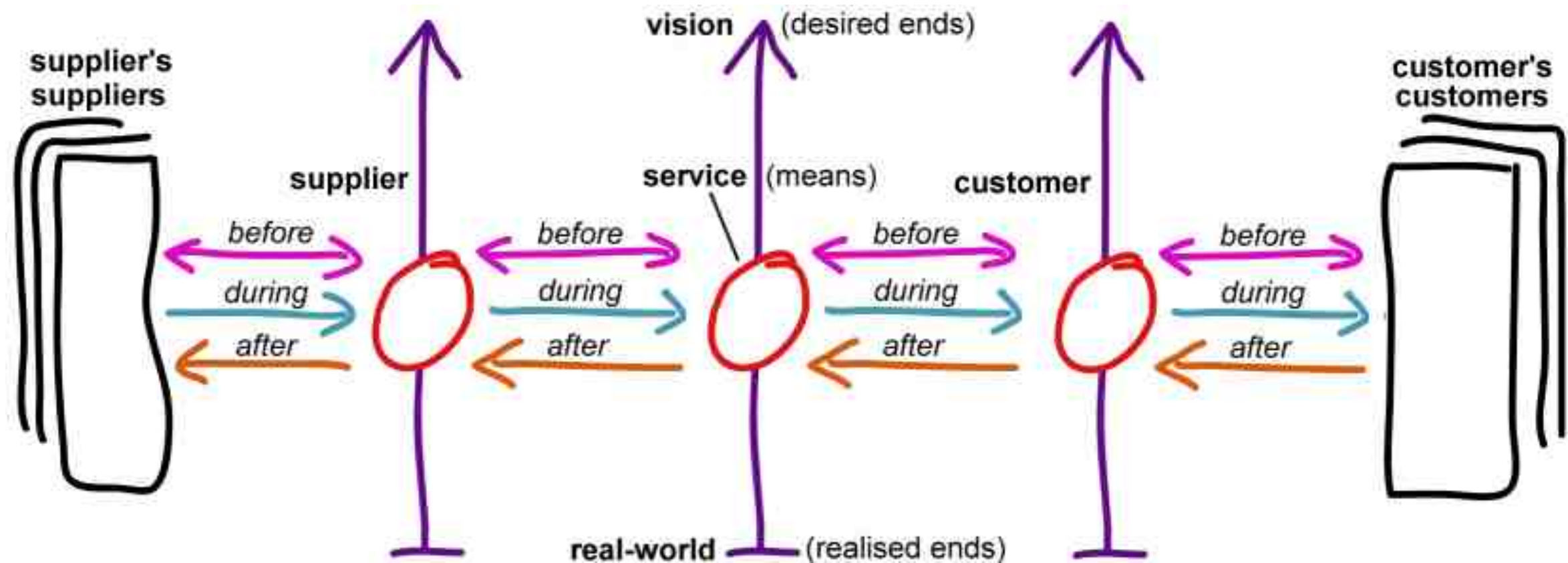
Services link together in chains or webs, to deliver more complex and versatile composite-services.

Keeping on track
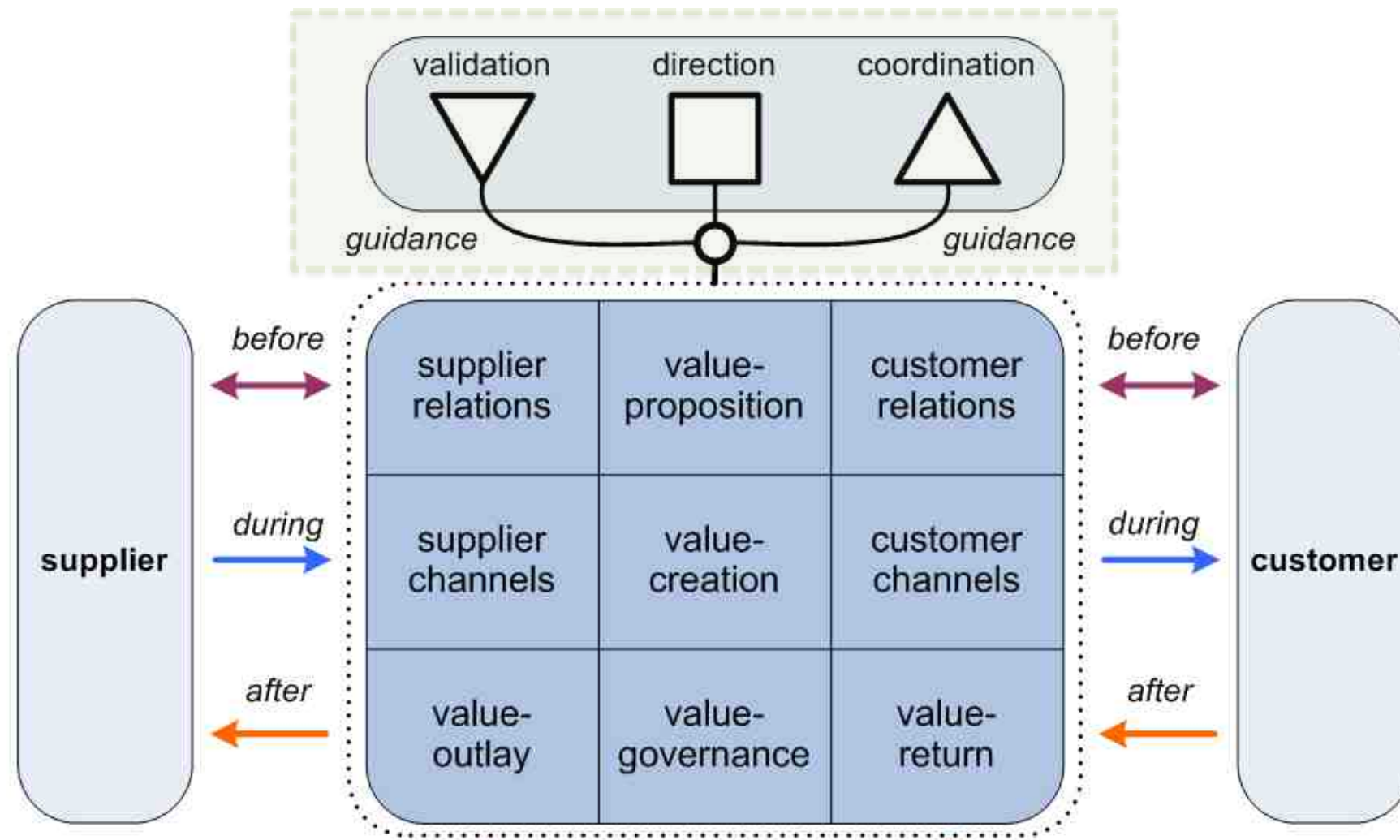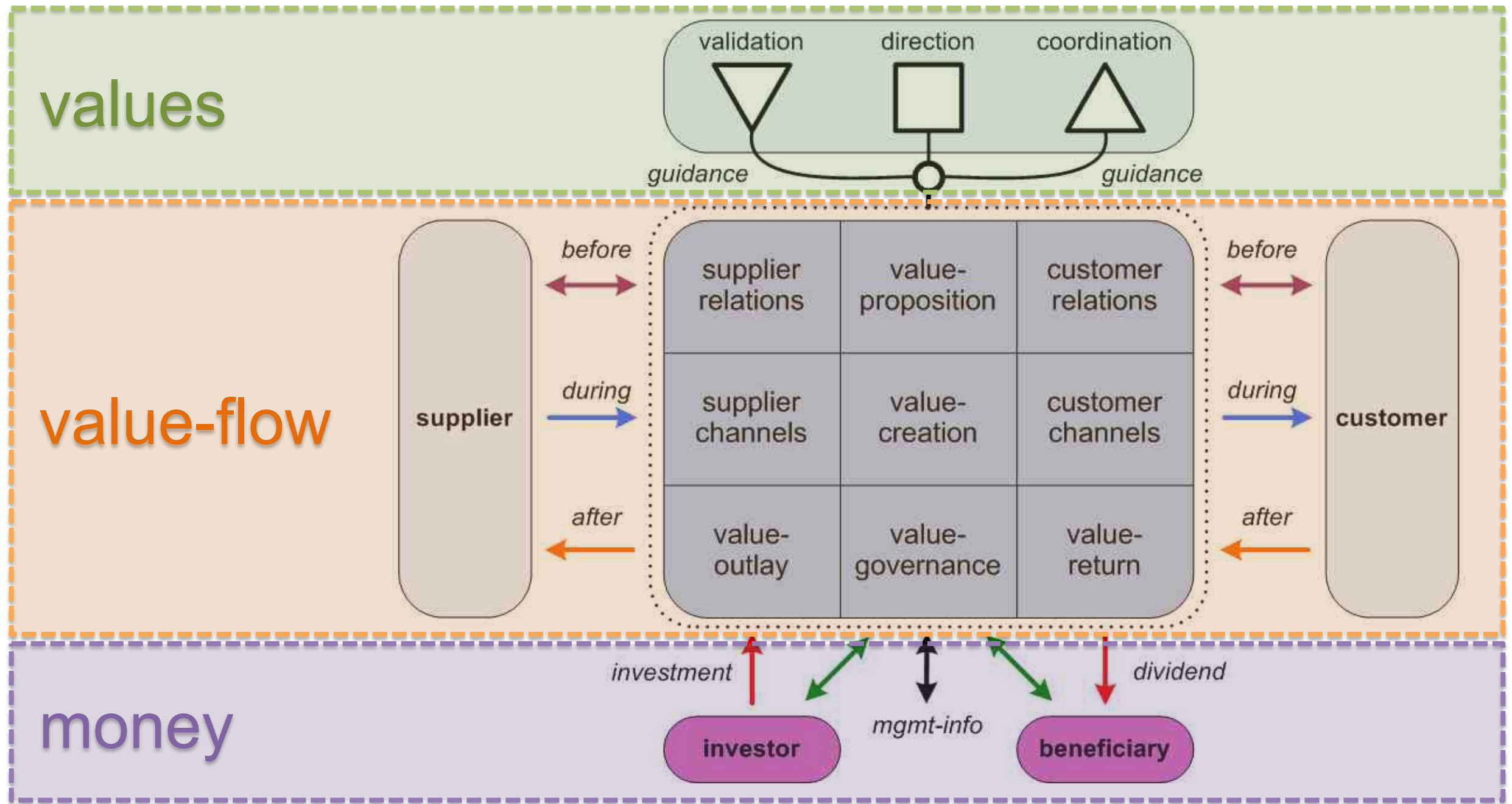

Use the Viable System Model (*direction*, *coordination*, *validation*) to describe service-relationships to keep this service on track to purpose and in sync with the whole.

Investor and beneficiary

These flows (of which only some types are monetary) are separate and distinct from the main value-flows.

Values, value-flow, money

These are distinct flows – don't mix them up!

Services serve.
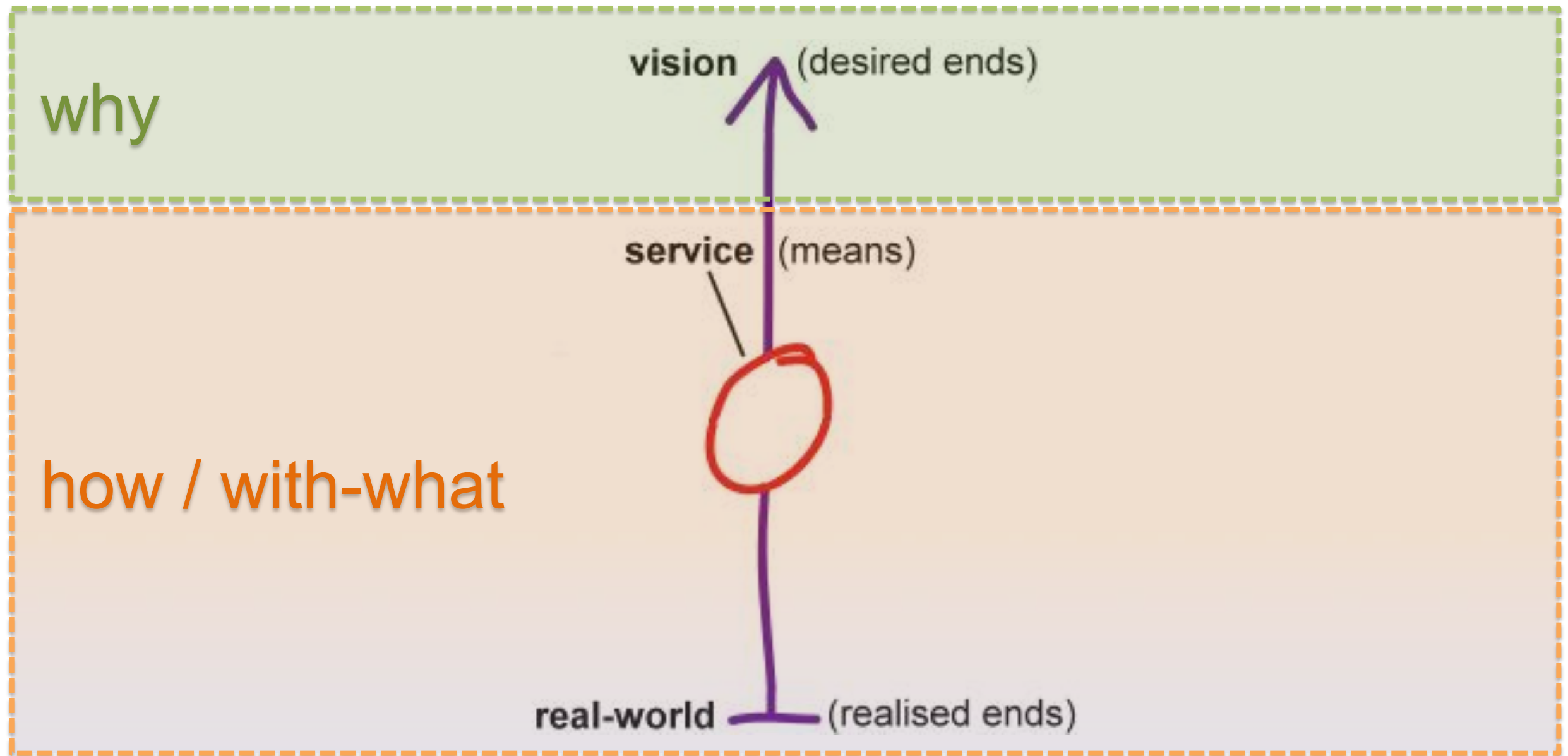
(That's why they're called 'services'…)

What they serve is the values, via exchange of value.

*(And if we get that right,
they can sometimes make money, too.)*

Why and how

why

how / with-what

vision (desired ends)

service (means)

real-world (realised ends)

Vision and values outline the 'why'; the service itself the 'how' and 'with-what'. (Money is a minor part of the 'what'.)

If we focus on money,
we lose track of value.

If we focus on the 'how' of value,
we lose track of the 'why' of values.

Always start from the values.
(Not the money.)

Four principles for business-anarchists:

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…there are only guidelines.

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…there are only responsibilities.

#3: Money doesn't matter…

…but values do.

#4: Adaptability is everything…

…but don't forget the values.

When there's chaos all around you, adaptability is everything…

…but don't forget the values!

Values guide how to mobilise your resources…

values guide in doing what you can...

values provide support
when the hard work
can only be done the hard way…

values help us to adapt
with whatever can help
to do the job.

Adaptability is everything…

…but don't forget the values.

A spectrum of uncertainty

ORDER
(a sense of 'the known')
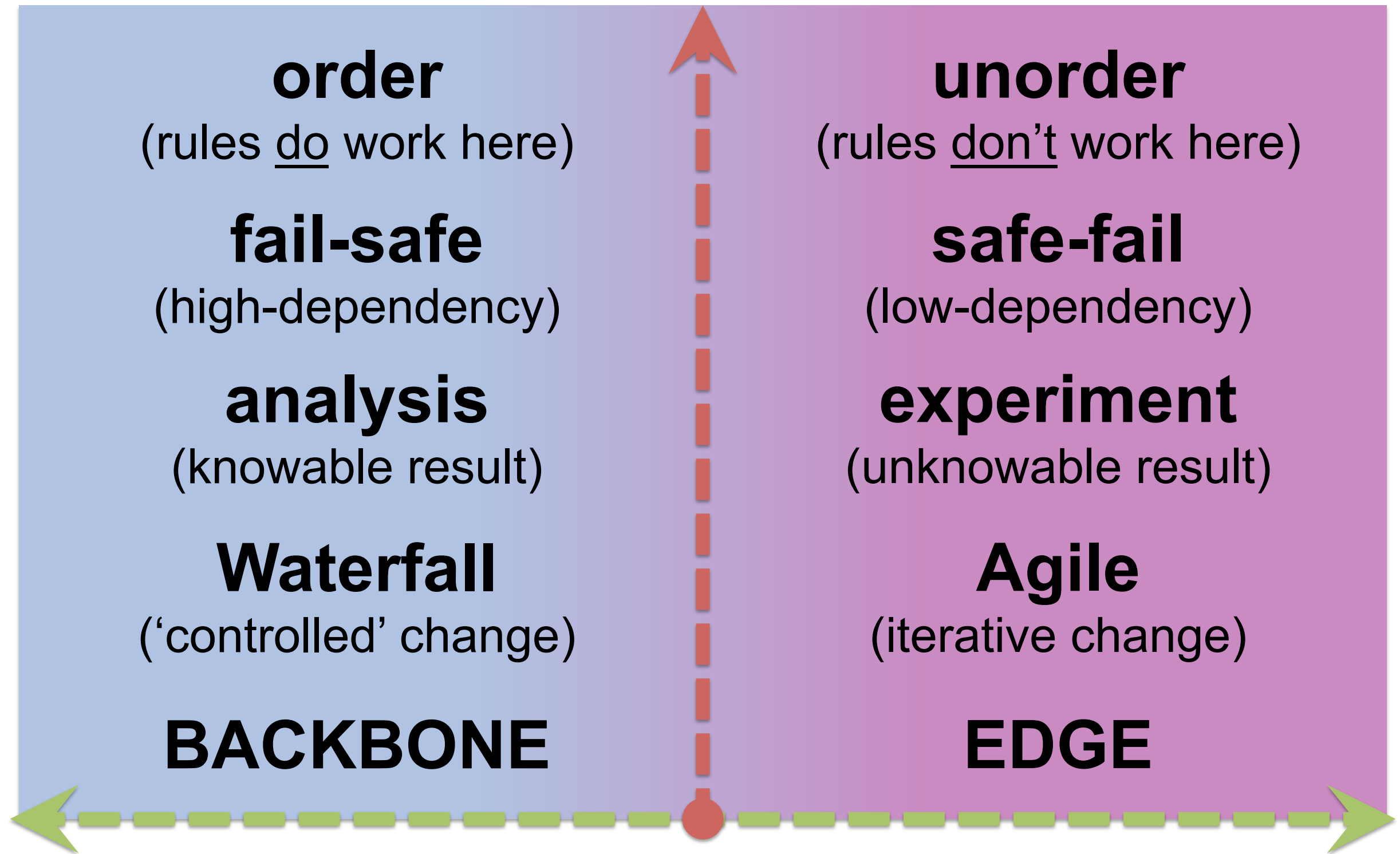
UNORDER
(a sense of 'the unknown')

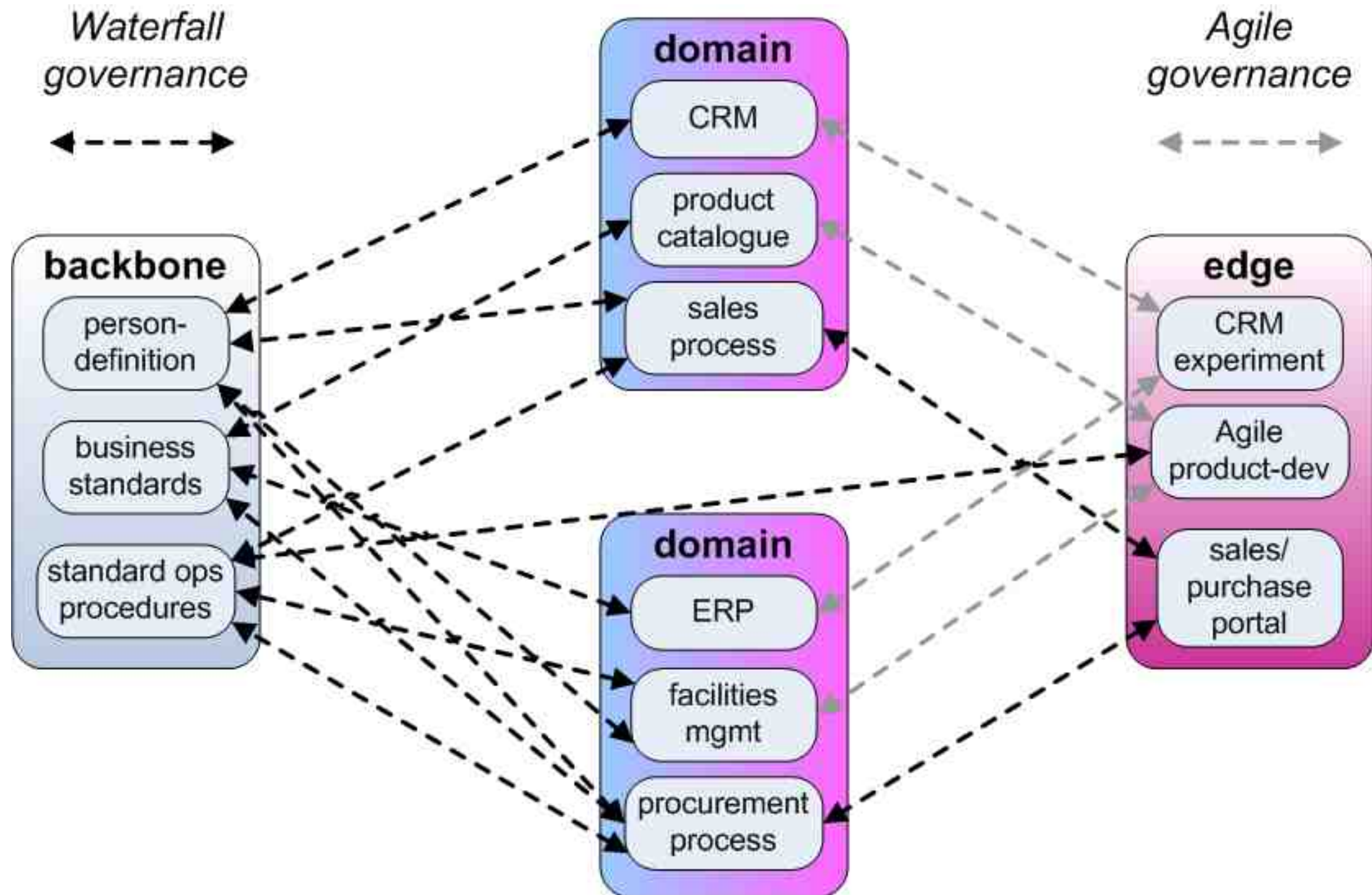We need to adapt to work <u>with</u> the full spectrum.

One of the hardest parts
of working <u>with</u> uncertainty
is to build the right balance
between known and unknown
- between backbone and edge.

Backbone and edge

A spectrum of services

Vision and values
are always part of the backbone:
values as 'shared-services'.

A spectrum of services
also implies
a spectrum of governance:
governance of governance itself.

A useful keyword: 'free'

"free for"
(based on values)
trends toward
useful-anarchy

"free from"
(negation as 'value')
trends toward
command-and-control

"free to"
(or *"free to-not"*)
trends toward
kiddies'-anarchy

Choices:

everything we place in the backbone is a constraint on agility;

anything we omit from the backbone may not be dependable.

It's not an easy trade-off…

Whether 'backbone' or 'edge', every service needs to maintain its connection with the values.

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…but don't forget the values.

Real anarchy is about the adaptability we need for working <u>with</u> change,

accepting <u>uncertainty</u> as a fact of the work.

No matter how great the challenge…

that core of useful-anarchy is the same...

- guidelines, not rigid 'rules'
- shared responsibilities, as 'response-abilities'
- values to the fore
- adaptability in all...

guidelines to mobilise your resources...

'response-abilities' to do what you can...

values, service, teamwork…

adapt with whatever can help to do the job.

…adaptability is everything.

Four principles for business-anarchists:

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…there are only guidelines.

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Further information:

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Publications: http://tetradianbooks.com

Books:
- ***The enterprise as story:*** *the role of narrative in enterprise-architecture (2012)*
- ***Mapping the enterprise****: modelling the enterprise as services with the Enterprise Canvas (2010)*
- ***Everyday enterprise-architecture****: sensemaking, strategy, structures and solutions (2010)*
- ***Doing enterprise-architecture****: process and practice in the real enterprise (2009)*