Why to Evaluate Communication & Common Language and Commitment?

- “Communicating what an EA is and how it will benefit the organization is paramount to its success.” (META Group Inc. 2000)

- Communication is vitally important in order to share knowledge, to achieve a common understanding, agreement and a shared view of the EA scope, vision, objectives, developed models and other artifacts, and to gain commitment to the EA effort (e.g. Luftman 2000; Rehkopf and Wybolt 2003; Lankhorst 2005)

- “Without a shared sense of purpose and mission, effective governance structure, and executive leadership and commitment, enterprise architecture will only have a minimal impact” (Nelson 2004)
Research Process

• Literature review
  – Especially, communication audit studies (evaluation of organizational communication) and commitment studies were charted, e.g.
    • Downs & Hazen’s Communication Satisfaction Questionnaire (presented e.g. in Downs, 1988)
    • Hargie & Tourish’s (2000) Communication Audit Questionnaire
    • SEI’s degrees of commitment
    • Abrahamsson & Jokela (2000): management commitment

• Workshop 12.10.2006
  – Review, discussion and validation of the literature review results

• Consolidation of the results

Evaluating Communication and Common Language

• Evaluation of communication is suggested to be conducted with the help of
  – 6 sub-targets in addition to communication in its entirety
  – 13 evaluation criteria in total

• Examples of evaluation questions (metrics) for each sub-target were presented to stimulate the definition of the organization specific questions (metrics)

• Evaluation metrics of communication mainly include
  – On-off measures
  – Identifying the level of satisfaction of a stakeholder
Sub-Targets of Communication vs. Evaluation Criteria

Communication and Common Language
- Common Language/Architectural Concepts
- Communication Strategy/Plan
- Information received through architectural communication
- Information sent through architectural communication
- Communication channels
- Communication skills

Evaluation Criteria
- Acceptability
- Accuracy
- Adequacy
- Availability
- Communication Activeness
- Comprehensibility
- Consistency
- Credibility
- Effectiveness
- Expertise
- Extensiveness
- Satisfaction
- Timeliness

Examples of Evaluation Questions for Communication 1/3

<table>
<thead>
<tr>
<th>Sub-target</th>
<th>Evaluation Questions / Metrics</th>
<th>Metric Type / Possible Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication strategy/plan</td>
<td>Does a strategy/plan exist? Is it approved? Is the communication strategy/plan up-to-date?</td>
<td>On-off: yes/no</td>
</tr>
<tr>
<td>Common Language</td>
<td>Are the architectural concepts defined, documented, approved and available to key stakeholders?</td>
<td>On-off: yes/no</td>
</tr>
<tr>
<td>Common language</td>
<td>How satisfied you are with the concepts? Are the concepts and terms simple enough, clear and understandable?</td>
<td>Likert scale (ranging from very dissatisfied to very satisfied)</td>
</tr>
</tbody>
</table>
| Information received through architecture communication | How satisfied are you with the amount and/or quality of architecture related information you have received?  
- The types of information may be specified  
- The sources of information may also be specified | Likert scale |
### Examples of Evaluation Questions for Communication 2/3

<table>
<thead>
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</tr>
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</table>
| Information sent through architecture communication      | How satisfied are you with the amount and/or quality of architecture related information you have sent to others?  
- The types of information may be specified  
- The receivers of information may also be specified                                                                                           | Likert scale (ranging from very dissatisfied to very satisfied)                              |
| Communication channels                                   | Which channels you use in architecture communication?  
Additional questions:  
- Are these channels easily available?  
- Is the information easily available through these channels?  
- Which other channels would you like to use?                                                                                                      | “Checkbox”, e.g. Face-to-face contact, telephone calls, written communication, notice boards, internal audio-visual material, e-mail, intranet, meetings, briefings, grapevine |
| Communication skills                                     | How understandable and clear is the communication/information provided by the architecture team?                                                                                                                    | Likert scale                                                                               |

### Examples of Evaluation Questions for Communication 3/3

<table>
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<th>Sub-target</th>
<th>Evaluation Question / Metrics</th>
<th>Metric Type / Possible Values</th>
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</table>
| Communication and Common language in its entirety         | How actively do you provide feedback to  
- The architecture team  
- The management  
- Your co-workers, etc.?                                                                                                                       | Likert scale, e.g. daily, weekly, a couple of times a month, a couple of times a year, never |
| Communication and Common language in its entirety         | How satisfied are you with the architecture communication in general?  
Additional question:  
How would you change the communication to make you more satisfied?                                                                                     | Likert scale                                                                               |
Evaluating Commitment

- Evaluation of commitment is suggested to be conducted with the help of five evaluation criteria:
  - Awareness, acceptability, satisfaction, involvement and participation activeness, resources (adequacy of resources)

- Examples of evaluation questions (metrics) that demonstrate each evaluation criteria were presented to stimulate the definition of the organization specific evaluation questions (metrics)

- Evaluation metrics of commitment mainly include:
  - On-off measures
  - Identifying the level of satisfaction of a stakeholder

Examples of Evaluation Questions for Commitment 1/2

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Evaluation Question / Metrics</th>
<th>Metric Type / Possible Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>Have you heard/been informed about the EA/Architecture approach adopted in the organization?</td>
<td>On-off: yes/no</td>
</tr>
<tr>
<td>Acceptability</td>
<td>To what extent do you consider the EA architecture approach to be important/useful/essential to the success of e.g. - the entire organization - your department/your team - your personal work tasks</td>
<td>Likert scale 1-5 (e.g. not at all important - very important)</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>To what extent you utilize architecture guidelines/architecture documentation/architecture guidance given by architects as a normal part of your work tasks?</td>
<td>Likert scale 1-5 (e.g. daily, weekly, a couple of times a month, a couple of times a year, never)</td>
</tr>
</tbody>
</table>
Examples of Evaluation Questions for Commitment 2/2

<table>
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<tr>
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<th>Evaluation Question / Metrics</th>
<th>Metric Type / Possible Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involvement and participation activeness</td>
<td>Does the EA governance team include executive-level representatives from each line of business? Do they have the authority to commit resources and enforce decisions within their respective organizational units?</td>
<td>On-off: yes/no</td>
</tr>
<tr>
<td>Resources</td>
<td>Does a budget for EA exist?</td>
<td>On-off: yes/no</td>
</tr>
<tr>
<td>Resources</td>
<td>Has an architecture team (architects) been assigned? Have their responsibilities and authorities been defined? Does a chief architect exist?</td>
<td>On-off: yes/no</td>
</tr>
</tbody>
</table>

Conclusions

- Communication and commitment are important factors to the success of EA work and, therefore, evaluation in these areas should be carried out
  - Communication can be evaluated independently (i.e. not only as part of organizational communication studies)
  - The level of commitment may be derivable from the evaluation of architecture benefits, as well as from the communication assessments
    - If benefits can be demonstrated and value has been gained through EA, commitment has likely been reached

- Selection of metrics is required, as well as translation of the metrics into the organization’s own terminology
  - Metrics selection is dependent on the phase of the EA development, or the maturity level
  - Simple metrics (e.g. on-off metrics) may be more useful in the beginning, more detailed metrics (quantitative or qualitative) in later phases