

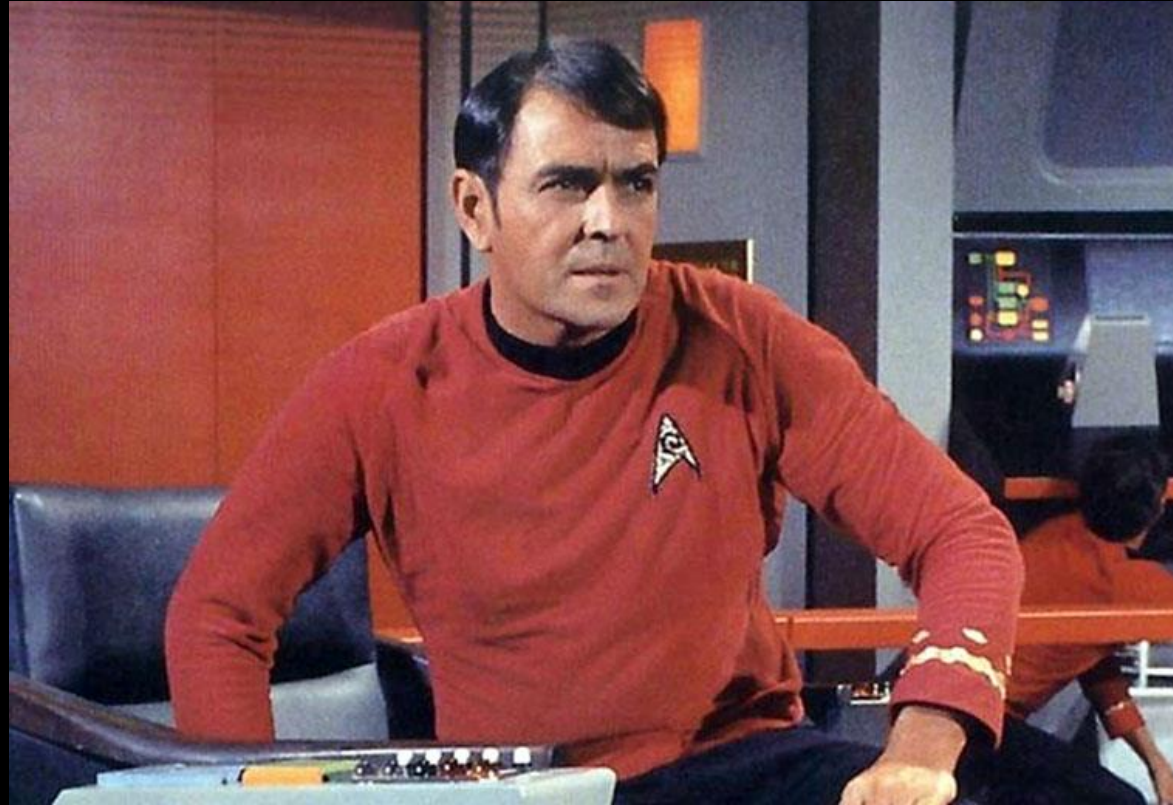
BAs and the Second Law of Thermodynamics

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A great philosopher once said



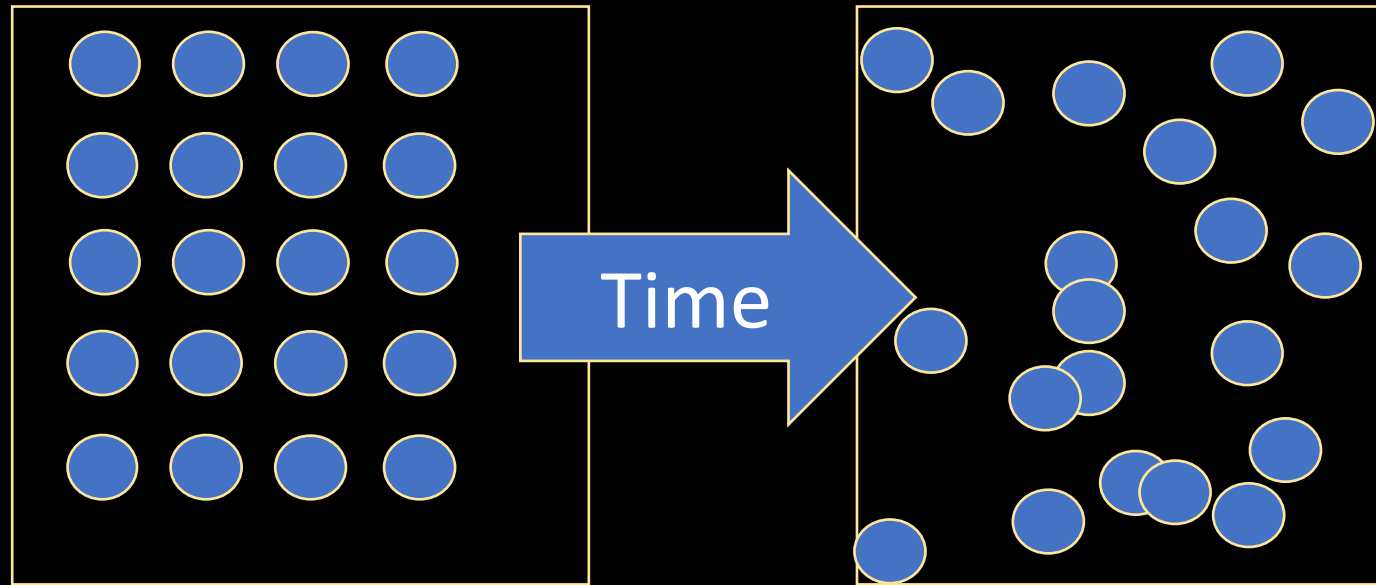
“You canna change the laws of physics....!”

“The Second Law of Thermodynamics says that **entropy always increases with time**”

Entropy in PHYSICS

1. a thermodynamic quantity representing the unavailability of a system's thermal energy for conversion into mechanical work, often interpreted as the degree of disorder or randomness in the system.
2. lack of order or predictability; **gradual decline into disorder.**

How does Entropy work?



The Mechanisms of Entropy

Organisational

- ❖ Acquisitions and Mergers
- ❖ Organisational Change/rearrangement
- ❖ Strategic shift
- ❖ New CEO/SET

People

- ❖ Staff turnover
- ❖ Ineffective success/performance management
- ❖ Ineffective succession management

IT/Technical

- ❖ Large/complex IT estate
- ❖ Numerous third party suppliers
- ❖ Outsourcing of IT
- ❖ No/little use of change methodologies

Cultural

- ❖ Organisational fiefdoms
- ❖ Entrepreneurial philosophy
- ❖ Command and control

Legislative

- ❖ Budget constraints
- ❖ Emergency management

Exercise 1: Mechanisms to Effects

Look at the mechanisms we've just discussed and determine what effects they would have on an organisation. Also consider how visible they would be and what tools/techniques could be used to discover them.

The Symptoms of Entropy

- ❖ Layering
- ❖ Duplication
- ❖ Repetition
- ❖ Repetition
- ❖ Redundancy
- ❖ Duplication
- ❖ Workarounds
- ❖ Obsolete MI
- ❖ Repetition

Why this is important to Business Analysts

Quote
System 1

Product 1

Quote
System 2

Product 2

Quote
System 3

Product 3

Quote
System 4

Product 4

Alpha Quote
System

Product 1

Product 2

Product 3

Product 4

Alpha Quote System

Manual Process

Product 1

Product 2

Product 3

Product 4

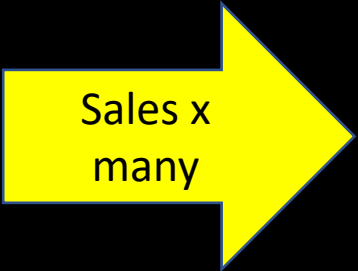
Alpha Quote System

Product 1

Product 2

Product 3

Product 4



Manual Process

Alpha Quote System

Alpha Quote System 1.1

Product 1

Product 2

Product 3

Product 4

Front End

Alpha Quote
System

Alpha Quote
System 1.1

Product 1

Product 2

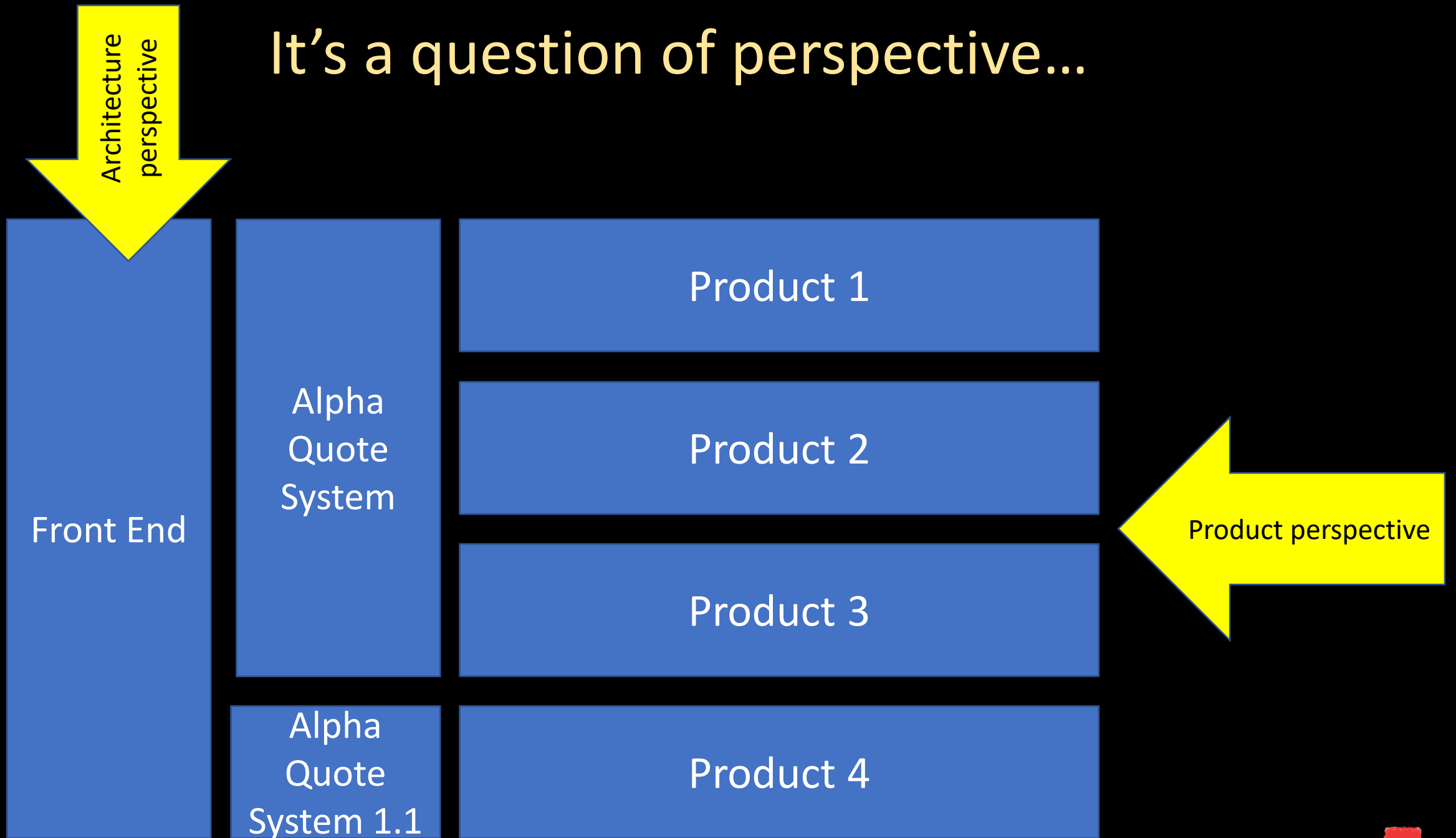
Product 3

Product 4



Things to be aware of.....

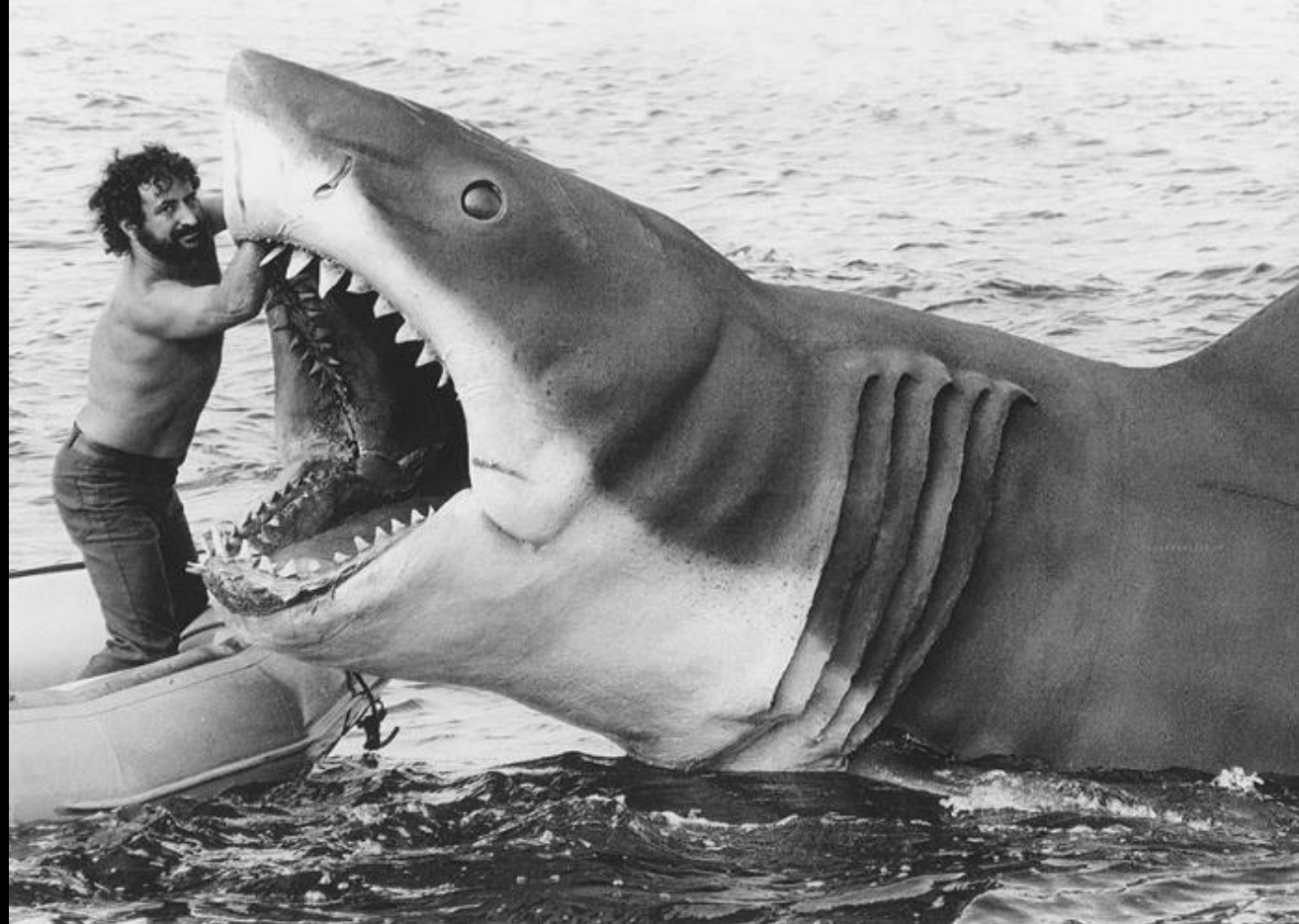
It's a question of perspective...



The Road to Entropy is Paved with Good Intentions



Entropy can be a Nasty Surprise



Removing Entropy can be Expensive



Exercise 2:

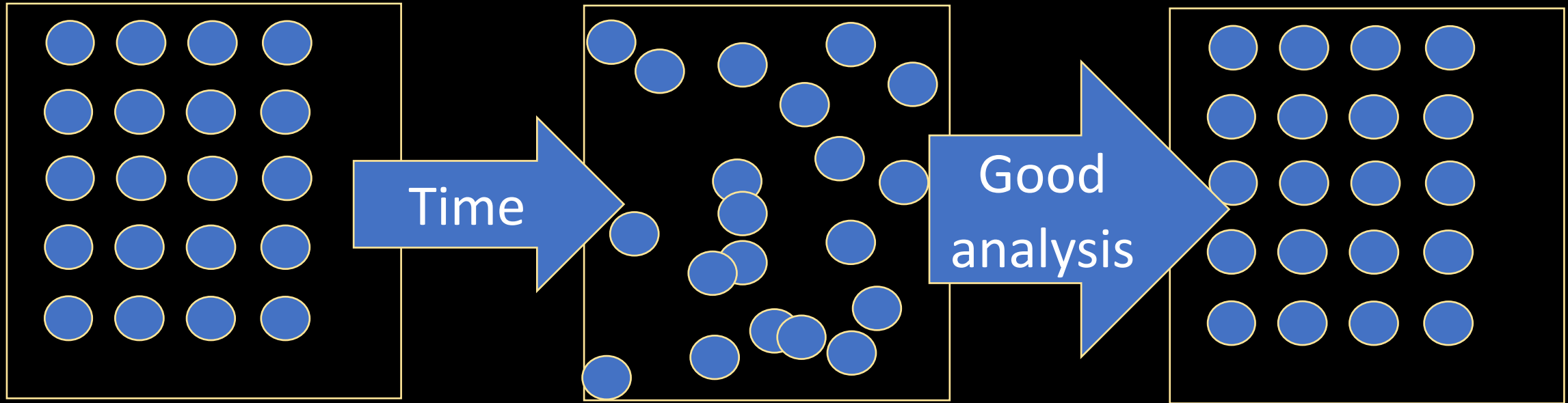
Managing the entropy

Discuss examples of personal experiences of organisational entropy,
Particularly concerning:

- ❖ The specific cause
- ❖ What interventions you were able to make?
- ❖ What prevented you intervening?
- ❖ What would you do differently?

Conclusion

BAs can change the laws of physics (perhaps)!



Which makes us all....



Business Alchemists!

Questions?

Find me on LinkedIn
or check out my blog
The Samurai Business Analyst
thesamuraibusinessanalyst.wordpress.com

