

Enterprise Architecture and People: *Making IT work*



Creating a Sustaining
Enterprise
Architecture Program

via

***Organization
Architecture***

***“Getting Ready”
for Enterprise
Architecture***

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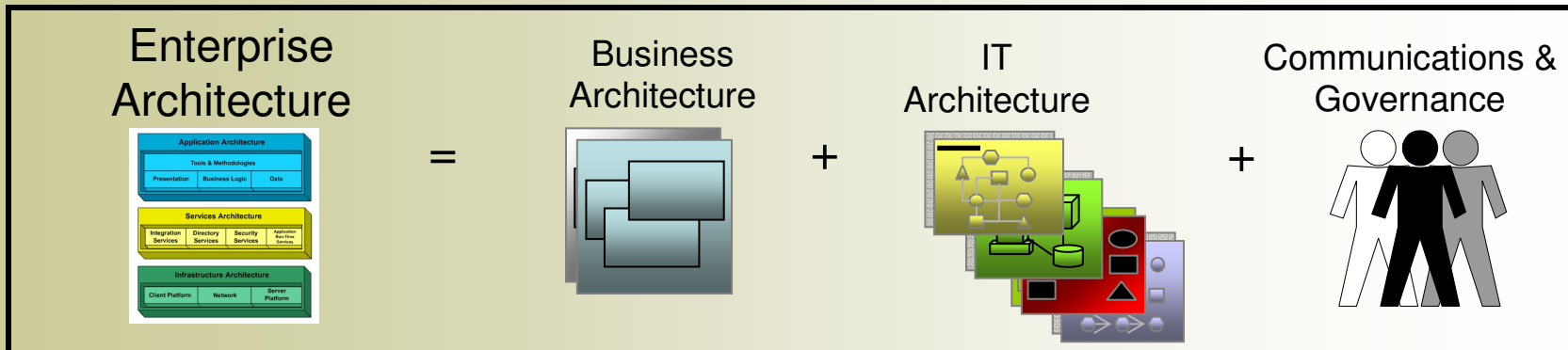
Enterprise Architecture and People: *Making IT work*



- To create a lasting Enterprise Architecture Program, designed to *maximize communication*, provide a **functional governance structure**, and provide a **clear link between IT and the Business**, an organization must gain a better understanding of its greatest resource: ***its people***.

Definitions and Perspective . . .

- Enterprise Architecture (“EA”):
 - EA represents the foundational framework that ensures technology decisions are the most appropriate for the business strategies today and the future.
 - EA guides the integration, design, construction, deployment, and management of IT solutions through principles, policies, standards, and models that reflect business strategies, requirements and constraints.
 - EA is (1) Business Architecture, (2) IT Architecture (typically broken down into *Application Architecture*, *Data Architecture*, *Infrastructure Architecture*), (3) *Communications and Governance*



- Enterprise Architecture is *Practical*:
 - EA helps Business and IT leaders make the *right* decisions at the *right* time, but what makes EA different from other efforts to improve the link between IT and the business?
 - EA is *business driven* and *focused* on interpretation and needs
 - EA is *inclusive* and *kinetic*, not static

Definitions and Perspective . . .



- **Business Architecture**
 - Where Business Strategy has IT implications, The Business Architecture provides *context to determine impacts* to the underlying IT architecture, and in turn, is the *reference* for the IT Architecture to demonstrate linkage back to Business Strategy
- **Application Architecture**
 - Addresses the *design, construction, deployment, and management* of business solutions and services, associated databases of information, and productivity software
- **Data Architecture**
 - The framework for organizing the *planning, modeling, defining, and implementation* of data resources for the organization
- **Infrastructure Architecture**
 - Comprised of the components necessary to *process, store, and communicate* data and the *underlying physical environment* necessary to support those components.
- **Organization Architecture**
 - Organization Architecture assesses an organization's *tolerance for change, ability to absorb new information, and history* in an effort to determine the *overall readiness* for Enterprise Architecture. It addresses the structure of an organization, its governance, culture, politics, and espoused vs. in place processes.

- ***Organization Architecture*** assesses an organization's *tolerance for change, ability to absorb new information, and history* in an effort to determine the *overall readiness* for Enterprise Architecture. It addresses the structure of an organization, its governance, culture, politics, and espoused vs. in place processes.

*Organization Architecture is a key element in the practice of **Kinetic Enterprise Architecture**[™] ("EA in motion"), and includes the experiences, techniques, and processes that keep architecture programs going.*

The “How” of Enterprise Architecture



- The biggest issue in developing lasting architecture programs is the "how". In addition to demonstrating the use of a method or framework (such as TOGAF), practitioners must be able to show “how” EA can be implemented.
 - The value of EA as a concept is limited. Architects must learn to *apply architecture* within their organizations.
 - Architects (and those learning to be architects) require assistance with creating a "continuum" of artifacts they'll be able to reach for time and again as projects emerge, change, and evolve.
- Architecture frameworks generally focus on the method, often leaving practitioners wanting (and requiring) more.

The “How” of Enterprise Architecture



- An example . . .

From: A Manager
Sent: Fri 11/17/2006 10:22 AM
To: KENNETH RUSSELL
Cc: The Boss; The Boss' Boss
Subject: Need some assistance

Ken,

The common theme I've heard in my two weeks in the group is "the Boss wants me to apply TOGAF to my project and I don't know what part or how to do it". They're a little frustrated and I can understand their frustration because I wouldn't know either without spending a lot of time learning TOGAF – and then may still not know. We all sat thru the course but I'd like to propose you work with my guys, understand their specific projects and train them with real work.

Architect #1: I'd like you to review his business requirements, take a shot at the first draft of those for him and then let him fill in the rest – in essence own it from that point on but you create the first draft. Then do the same for the next docs that should be created. In essence you're working side by side and he's getting OJT in the methodology. Given the time constraints of that project, I don't want him spinning his wheels trying to figure stuff out.

Architect #2: The Boss asked him to apply TOGAF to his project and he frankly has said he doesn't know which part. Me either. I'd like you to do the same thing there. You may need different pieces because the projects are different.

Let's sit down and review all the projects and figure out where we need some "TOGAF structure" and where we don't – I don't think all of what we do needs it. As you work through the various projects with the guys, we can use our bi-weekly internal review meetings to go over the TOGAF "parts" of their projects with everyone in the group so that everyone gets a feel for when and how to apply the methodology.

Learning to Recognize Organization Architecture “Opportunities”



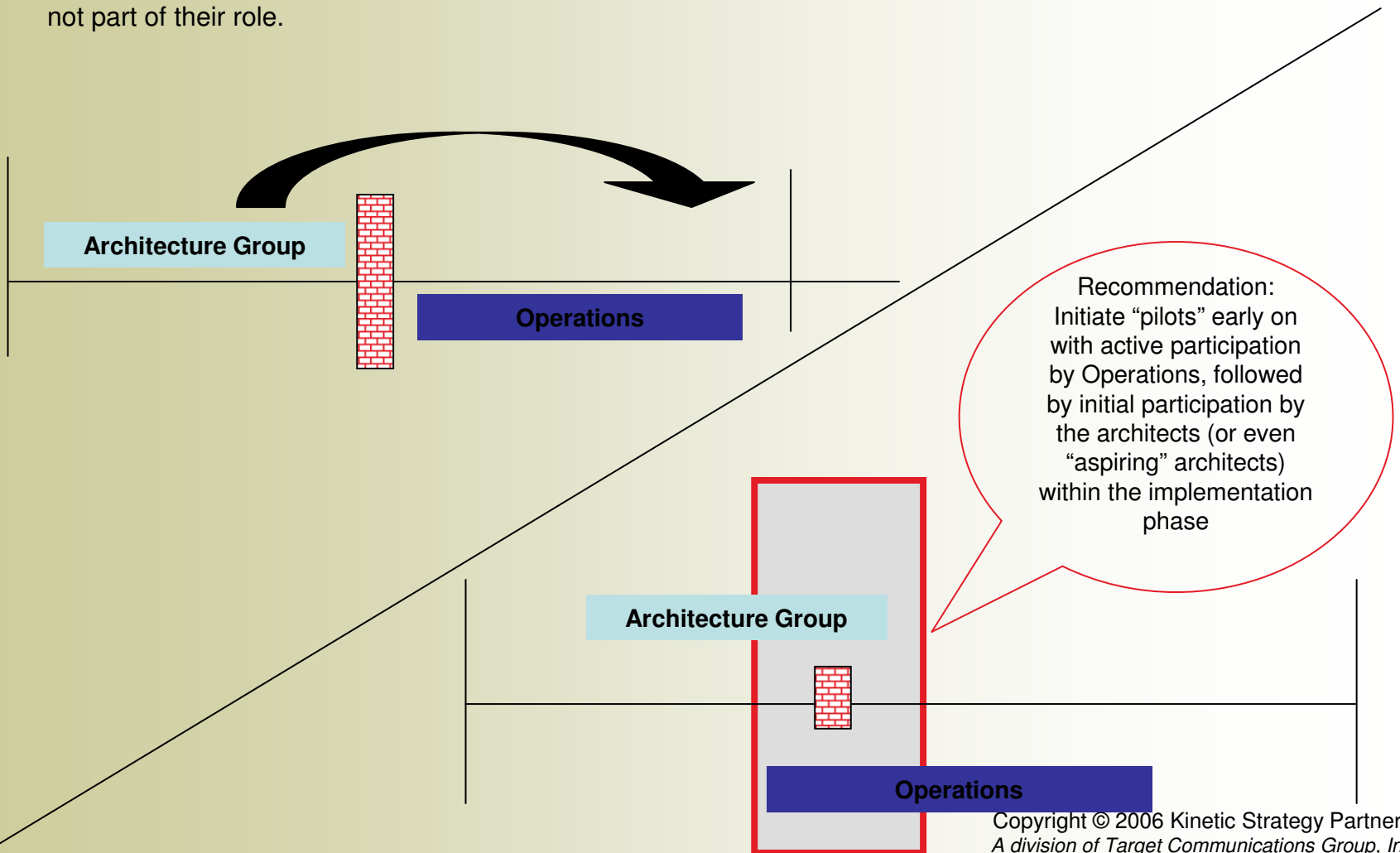
- When good EA plans go bad
 - Knowing “how” to communicate
 - Being aware of the differences between “attending” and “participating”
- Where great ideas are overlooked
 - Too much of a good thing
 - Right Ideas, Wrong time (or delivery)
- The success or failure of an EA Program is often *NOT* about the technology
 - Staying above the fray
 - Deep enough to be credible
 - Process overkill
 - Danger of current state
 - Just because you can, doesn’t mean you should
- How to avoid many of the traps that could derail a successful and lasting EA program
 - Perspective Analysis
 - Communicating the “how”
 - Understanding why EA works (focus)
 - Getting It Right
 - EA as a competency
 - Planning to Communicate (Final Thoughts)

When EA goes bad . . .

Example



- **Communication** between the Architecture group and the Operations group is strained. Operations believes the architects are disconnected from responsibility once a technology recommendation has been delivered. Conversely, the architects maintain implementation is not part of their role.

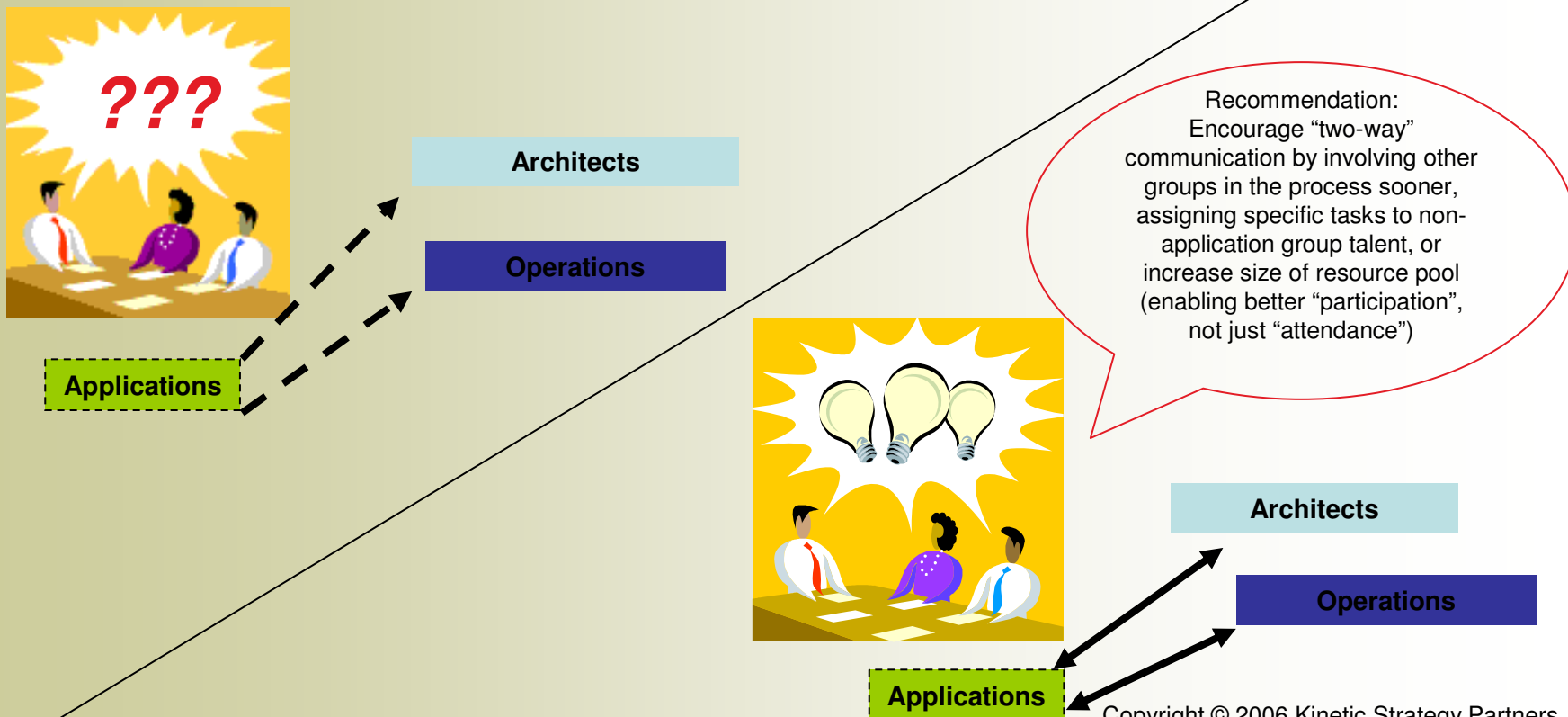


When EA goes bad . . .

Example

KINETIC STRATEGY PARTNERS

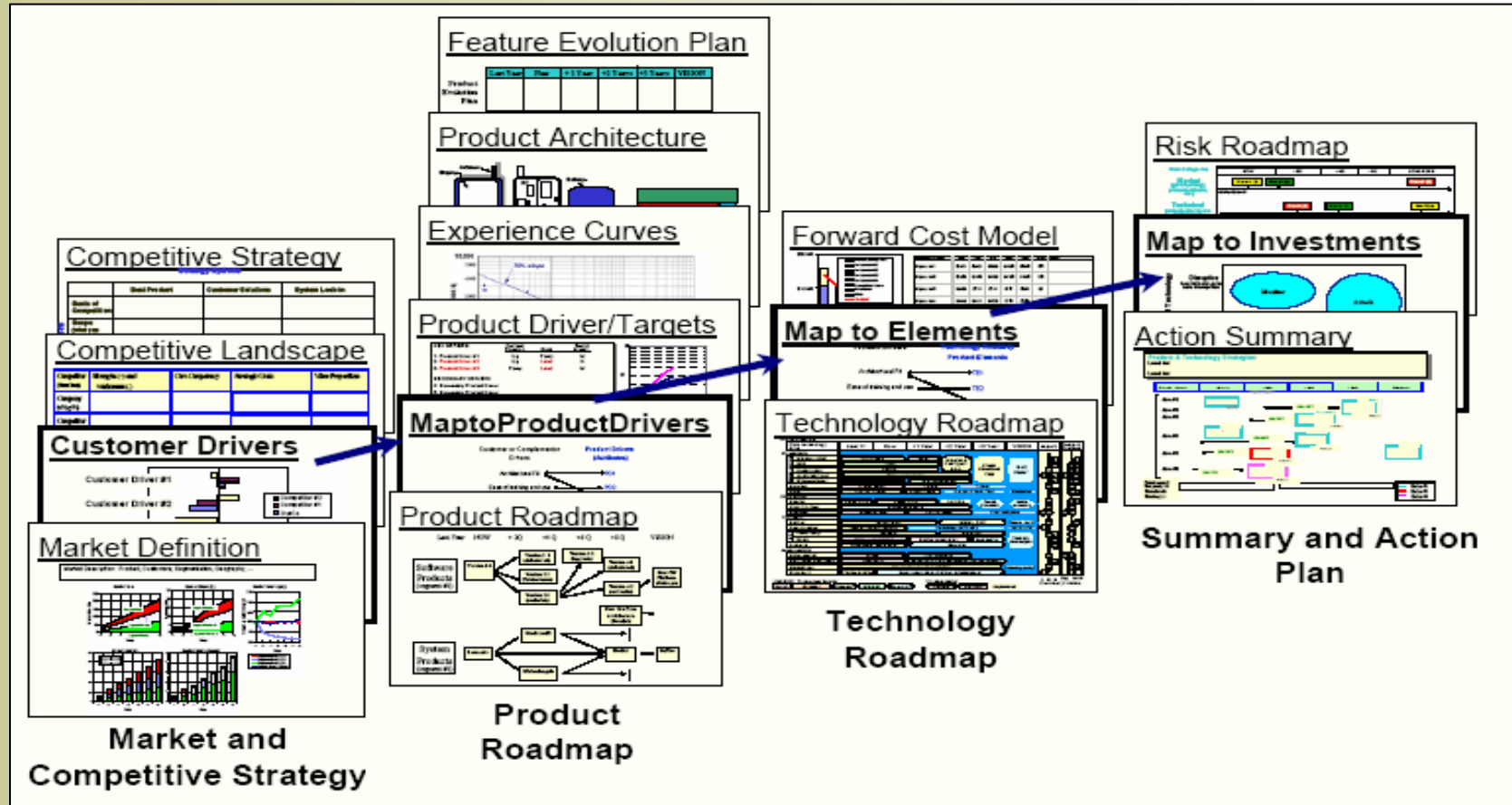
- The Applications group invites both the architects and the Operations group to planning meetings and wonder why input is not greater or more persistent. Conversely, both the architects and the Operations group feel that **attendance** and **participation** are different . . . Their lean resources make it difficult to fully take part in the Applications group's planning events. Additionally, there has been a pattern of derailment from individuals within the organization, making persistent, positive change difficult.



Where Great Ideas Get Overlooked . . .

Example

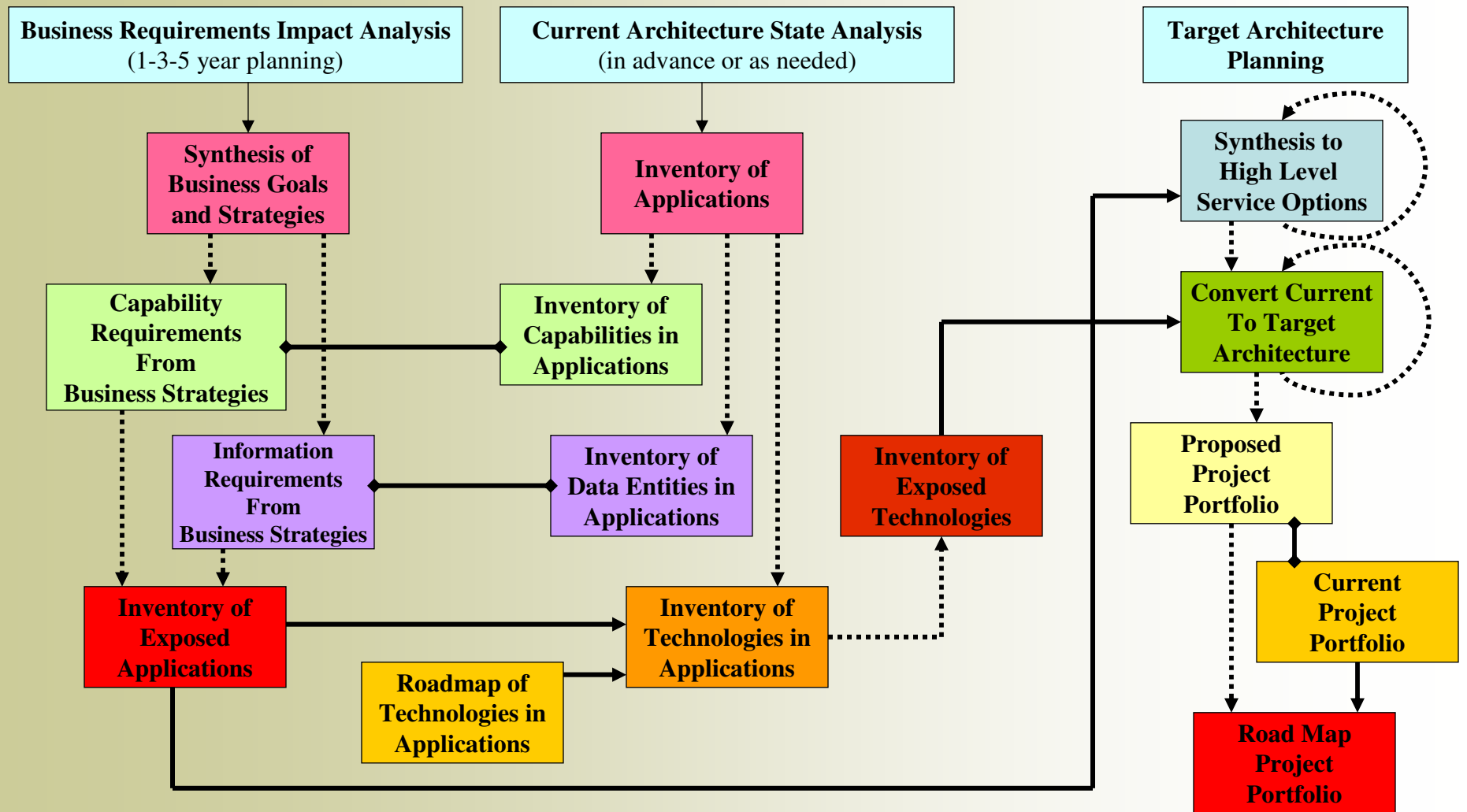
KINETIC STRATEGY PARTNERS



- Sometimes the **timing** isn't right for new ideas or processes. In addition, some types of work or analysis may not be **expected** (or accepted) by the organization.

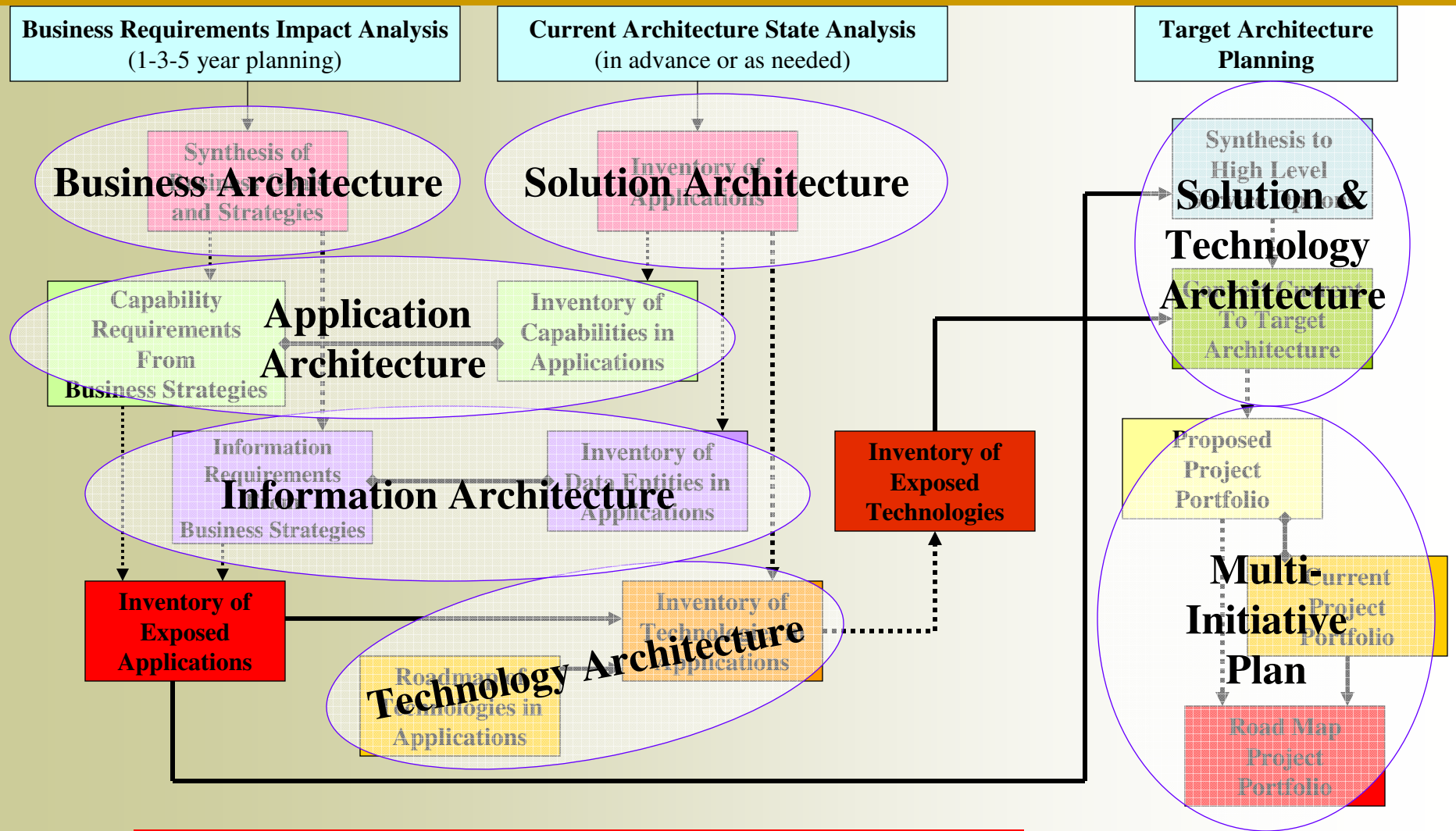
The success or failure of an EA Program is often *NOT* about the technology

Example KINETIC STRATEGY PARTNERS



The success or failure of an EA Program is often *NOT* about the technology

Example KINETIC STRATEGY PARTNERS



- Staying above the fray
- Process overkill
- Deep enough to be credible
- Danger of current state

Just because you can, doesn't mean you should

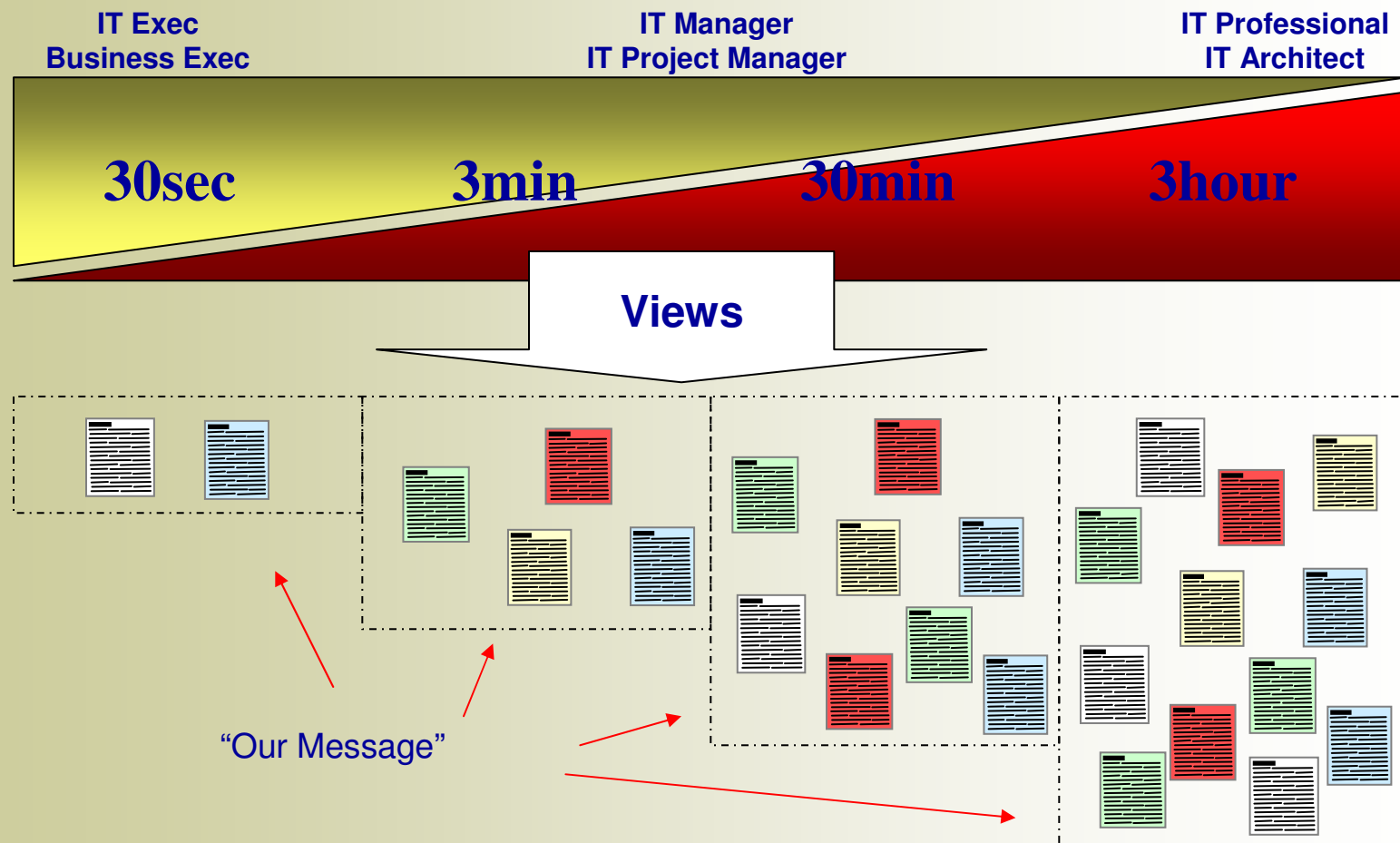
How to avoid many of the traps that could derail a successful and lasting EA program

Example

KINETIC STRATEGY PARTNERS

Perspective Analysis (30, 3, 30, 3)

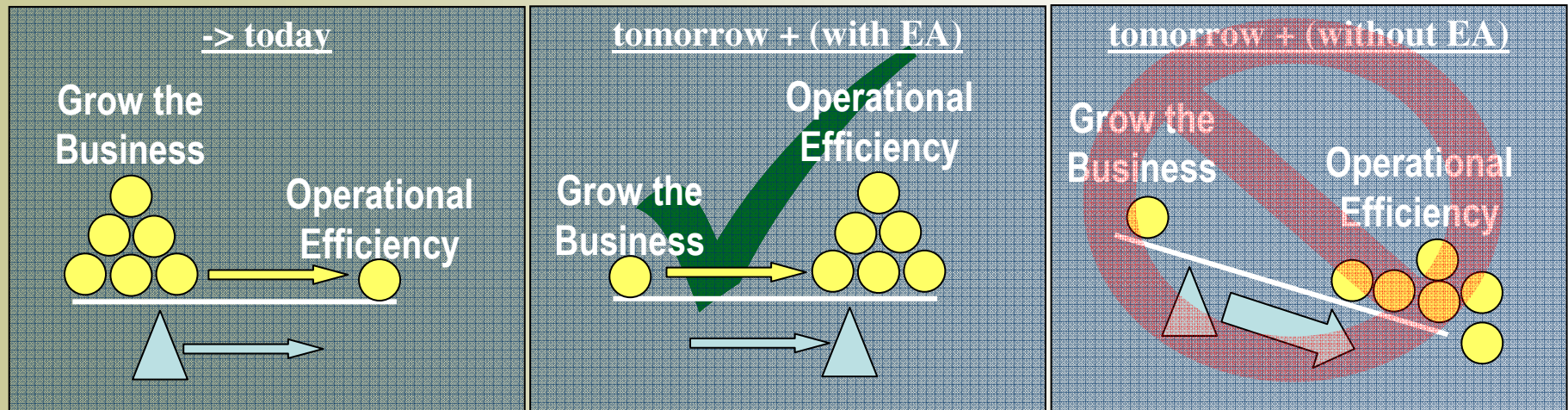
- Different roles/processes have different requirements of the Architecture
- **Before** we create content – we need to be aware of the audience and focus the details specific to the role/process



3 minute message

- Today, even greater opportunities exist to leverage architecture to create business value.

Our IT infrastructure is the fulcrum to support our business. Without an Architecture, the fulcrum moves too slowly to support business change. EA allows us to move the fulcrum with reduced effort.



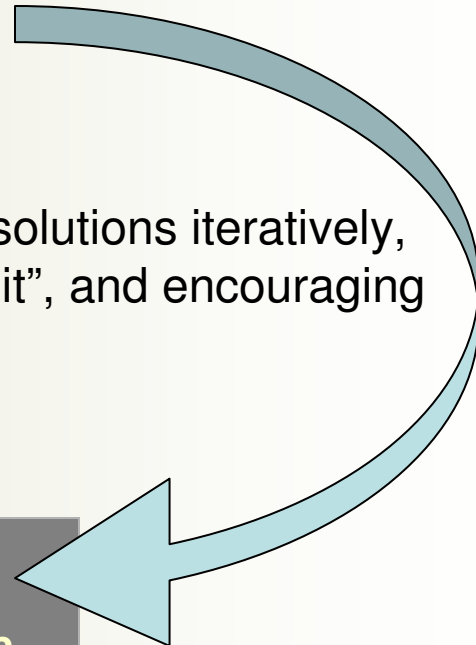
GOAL: Achieve Balance via the fulcrum (EA)

Understanding why EA works



- Built from within and with *guiding experience*
- Direct and sustainable link to the **business**
- Leverages established relationships
- Communicates the *good* and the *bad*
- EA helps by **focusing efforts** on: delivering solutions iteratively, emphasizing the “grabbing of low hanging fruit”, and encouraging inclusion throughout the organization

Business Architecture:
Where Business Strategy has IT implications, the Business Architecture provides context to determine impacts to the underlying IT Architecture, and in turn, is the structure for IT Architecture to link back to the Business Strategy



- Getting it right means...
 - Decreased complexity
 - Moving from potential to kinetic
 - Enables change and transformation
 - Enables focus on higher value initiatives
 - A better focus on funding
 - Takes advantage of the power of communication
 - Enables us to say **yes** and **no** *confidently*

Enterprise Architecture is a Competency



- *“How To” engrain EA as a competency*
 - EA is not actionable without standards
 - Communicating EA makes it actionable
 - Publishing EA makes it actionable
 - Governing EA makes it actionable
 - Organize and publish architecture artifacts in a repository is a strong “first step”
 - “One place to look”
 - Eliminates the “heroic” and “personal” aspects of IT knowledge
 - Promote *alignment and use*
 - Maintaining what we have
 - Slowing (and maybe stopping) new technologies at the gate
 - Providing guidance and assistance (less iron fisted or ivory tower)

Planning to Communicate (Final Thoughts)



- Prologue
 - Agreement & Affirmation of EA Message (Why/How)
 - EA Content (What/Where)
 - Support Required (Who/When)
- Epilogue
 - After one week, one month, etc. notice and report any changes in
 - Authority
 - Relationship
 - Types of Decisions
- Interpreting Results
 - Arrange to meet with team members to discuss any issues
 - Monitor, record, and *publish* incidents related to EA
 - Successes
 - Failures

According to research by the Center for Information Systems Management, MIT Sloan School, the most effective organizations distinguish themselves via these 3 characteristics:

1. Getting Senior Management involved
2. Building Architecture into project methodology
3. Striving for greater Architecture Maturity

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Thank You!

(end of slides)

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