Is Anyone Pulling On Your Piece Of String?
or
“The Importance Of Stakeholder Management”

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Life is Too Short

To Spend It

Pushing On

A Piece Of String
Or Being Pulled

In Different Directions
Things Move Better

When We Get Clear Direction
Stakeholders

• Who Are They?
• Why Are They?
• Where Are They?
• What Are They?
  – The Foundation Of EA
EA Development so far

Based on TOGAF (with a little FEAF)

Phase 1 - EDRM
- Socialising the approach
- Identifying scope of pilot
- Selecting software for pilot

Jan 2005

Phase 2 - EDRM
- Develop Home Office initial EA prototype model
- Use the prototype model to assist with EDRM deployment
- Use the prototype model to assist with IS Strategy development
- Establish support and feedback of stakeholders

Oct 2005

Phase 3 - HOIT
- Define EA Function
- Design EA Function into HO IT processes
- Establish EA within change programmes
- Deliver quick wins
- Add TBC / INDIGO information to repository
- Support IS Strategy / application rationalisation
- Select EA tool

Apr 2006

EA Function - HOIT
On going EA Function and strategic projects

Dec 2006

Customers & needs
Proof of concept
Software

Function design
Business case
Set up plan
Extended model

Initial overall model
Population of repository
EDRM assistance
Stakeholders

Interest	Power

Low	High

Keep Satisfied	Manage Closely

Monitor	Keep Informed
## Principle - Stakeholder Management

### Name  
*Stakeholder Roles*

### Statement
The role of every identified stakeholder will be defined in terms of both what they need from the enterprise architecture and what they will contribute to the enterprise architecture.

### Rationale
Reasons for implementing the principle
- Three types of role can be stakeholders in the EA function, those who have a need for the EA in order to achieve bigger business objectives ("customers"), those who will build EA products ("Builders") and those who will consume the EA products in their job ("Users"). Knowing why a role is a stakeholder will make the enterprise architecture function more responsive to the stakeholder’s requirements
- Enable tuning of information flows to match individual stakeholder’s role, e.g. meetings will have a narrower more effective scope
- Focus stakeholders on the contribution expected from them (i.e. being a stakeholder implies responsibilities as well as rights.)

Impact of not implementing the principle
- Overlapping responsibilities leading to confusion or discord

### Implications
- Need to make very clear what the different roles are (and why), the selection criteria, the authority of and the contributions expected from each role.
- Need to identify the key stakeholders and gain their agreement to being a stakeholder
- Need to maintain regular communications with the stakeholder community
Stakeholder Classification

Need Architecture Products

Builders

Core

Enterprise Architects

IND

Domain Architects

EAS

Solutions Architects

Infrastructure Architects

Other

Fujitsu

ATOS Origin

“Builders”

“Users”

IT Mgt

Business Mgt

External Mgt

Other

“Customers”

“IT Mgt”

“Business Mgt”

“External Mgt”

“Other”

Build Architecture Products

Use Architecture Products

IT

Business

External

Other

“IT”

“Business”

“External”

“Other”

Direct Architecture Products

Enterprise Architecture Board

05/12/2006
Stakeholder Roles

Enterprise Architecture Board

- The core team of Executives (both IT and "Customer" functions)
- Drive the enterprise architecture function and focus it on the areas of highest value
  - Sets priorities for enterprise architecture work,
  - Approves key architecture guidelines, standards and products,
  - Oversees the quality assurance of enterprise architecture work and
  - "Customer" members are responsible for ensuring both business buy-in and business priorities and guidance.

Customer Stakeholders

- need the Enterprise Architecture Function and the architecture products
- to achieve specific, tangible and compelling improvements in the performance of their areas.
Builder Stakeholders
• Develop architecture products as part of their job.
• Include
  – Enterprise Architecture function core team
  – Architects in other groups
  – Vendors
• A virtual team using the same basic approach, the same standards and contributes products to a single, logical, repository

User Stakeholders
• People who use the architecture products in their jobs
• Include
  – Programme and project managers (both business and IT)
  – Line managers (both business and IT)
Where Have We Got To?

• **Board**
  – Still all IT
  – But Plan To Add Customers When EA Function Is Set Up.

• **Customers**
  – Major Change Agents Identified
  – Typically SROs of big programmes
  – Their people need architecture products and tools

• **Builders**
  – Core set identified
  – In IT, in business improvement teams and in project teams

• **Users**
  – Coming out of the woodwork
  – Thirst for reliable cross cutting information
Summary

Stakeholder management is ensuring that the right stakeholders manage us
Final Thought

With the right people pulling, it is amazing what you can move.