Home Office **it**

Is Anyone Pulling On Your Piece Of String?
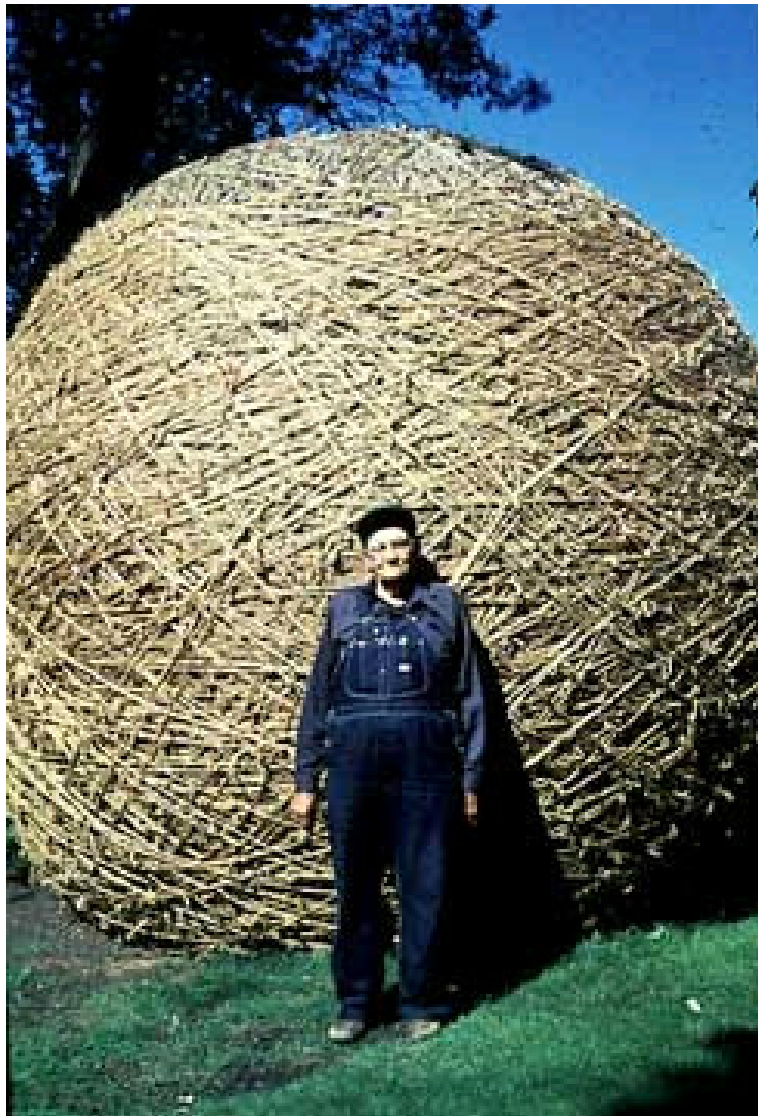## or
"The Importance Of Stakeholder Management"

Abdul Abdi, EA Lead, Home Office IT
Neil Fairhead, Serco Consulting

Home Office **it**

Home Office

Home Office *it*

To Spend It

Pushing On

A Piece Of String

In

Different

Directions

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)**

EA Function - HOIT
On going EA Function
and strategic projects

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

Function design

Business case

Set up plan

Extended model

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

Initial overall model

Population of repository

EDRM assistance

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

Customers & needs

Proof of concept

Software
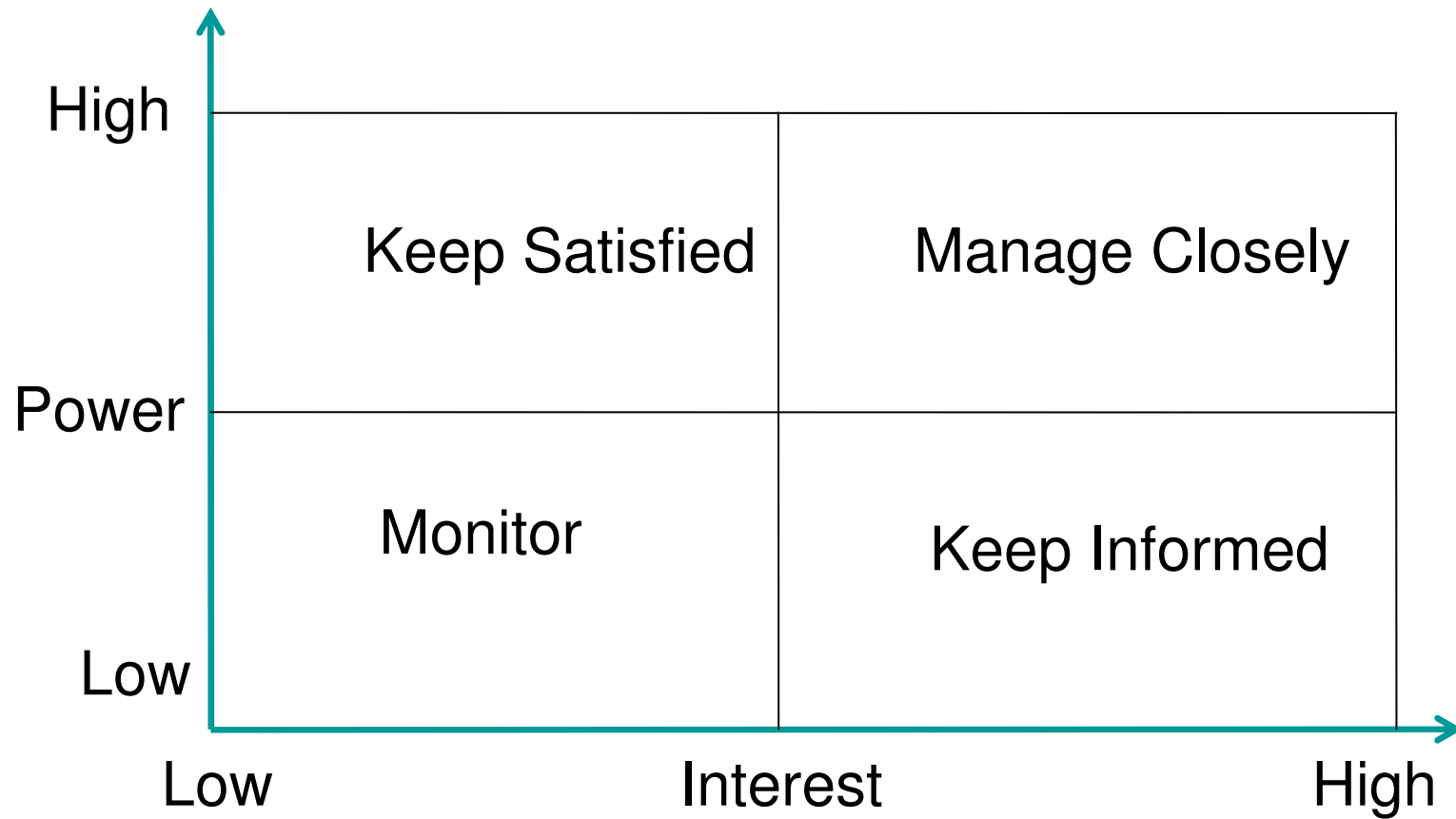
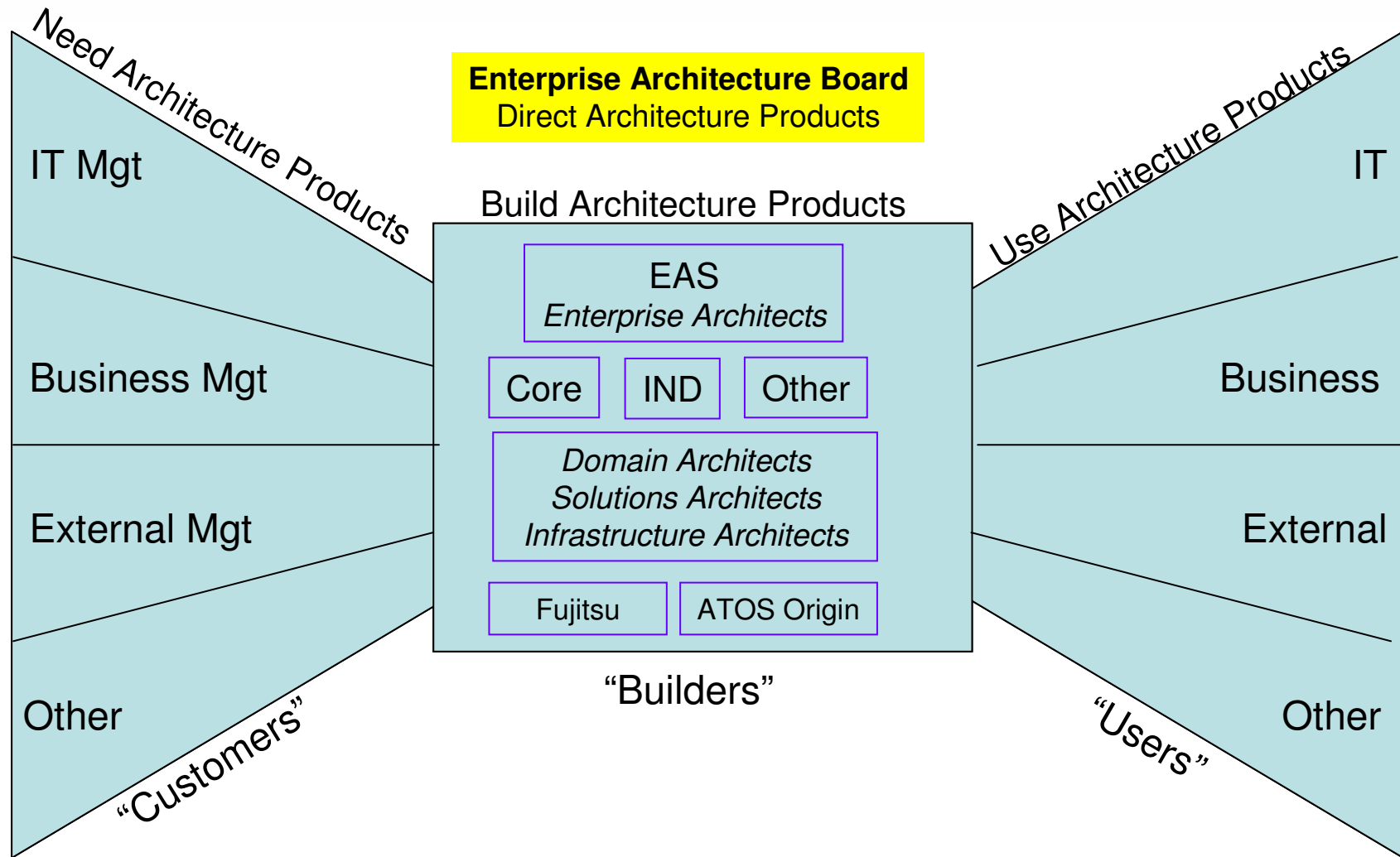Jan 2005   Oct 2005   Apr 2006   Dec 2006

Stakeholders

High

Power

Low

	Keep Satisfied	Manage Closely
	Monitor	Keep Informed

Low   Interest   High

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

Stake holder Classification

Need Architecture Products

Use Architecture Products

Enterprise Architecture Board
Direct Architecture Products

IT Mgt

IT

Build Architecture Products

EAS
Enterprise Architects

Core	IND	Other

Domain Architects
Solutions Architects
Infrastructure Architects

Fujitsu	ATOS Origin

Business Mgt

Business

External Mgt

External

Other

"Builders"

Other

"Customers"

"Users"

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.

Stakeholder Roles (continued)

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

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Stakeholder management is ensuring that the right stakeholders manage us

Final Thought

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