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Win in the flat world

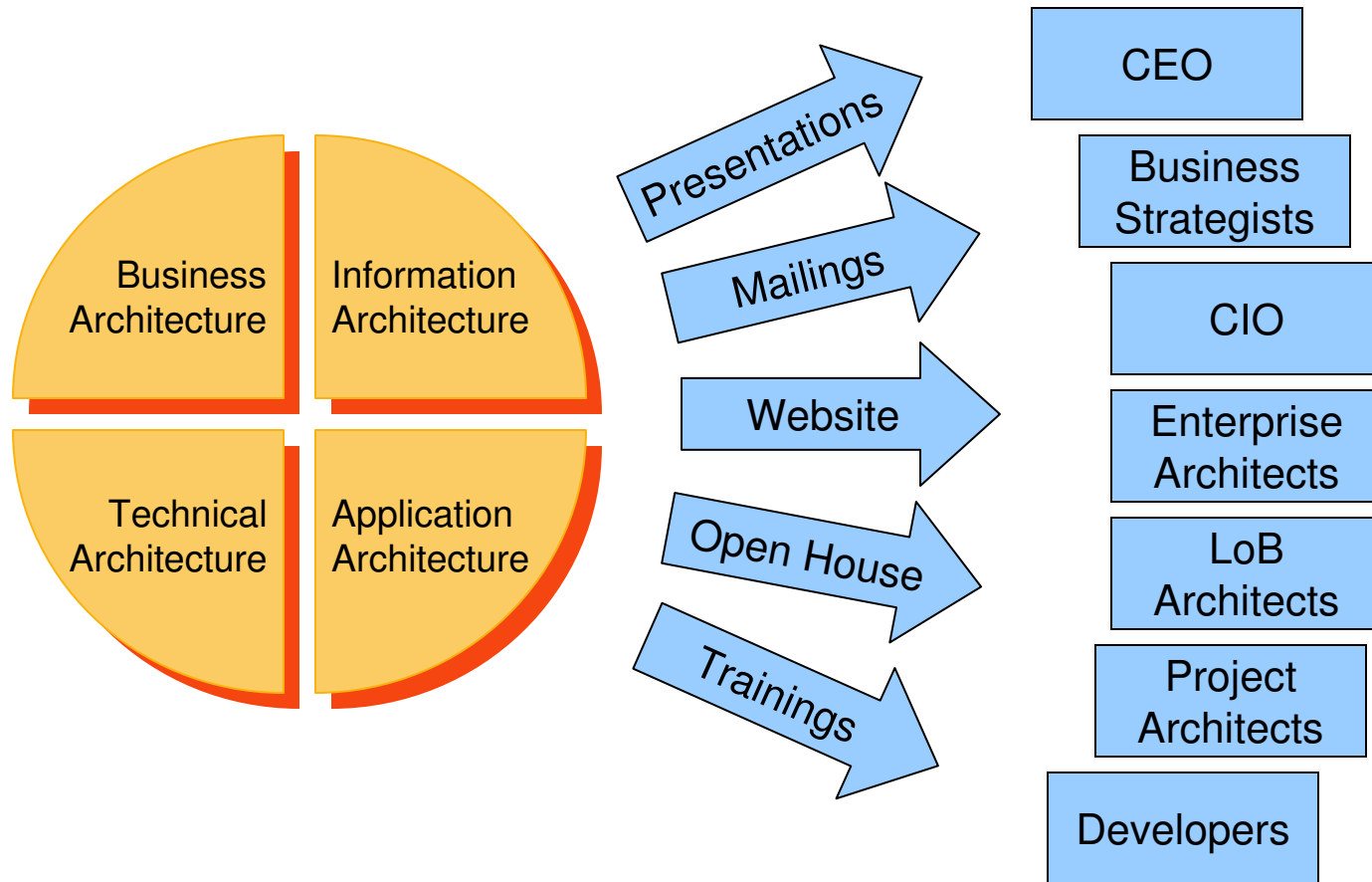
Communicating Enterprise Architecture

An Infosys Viewpoint

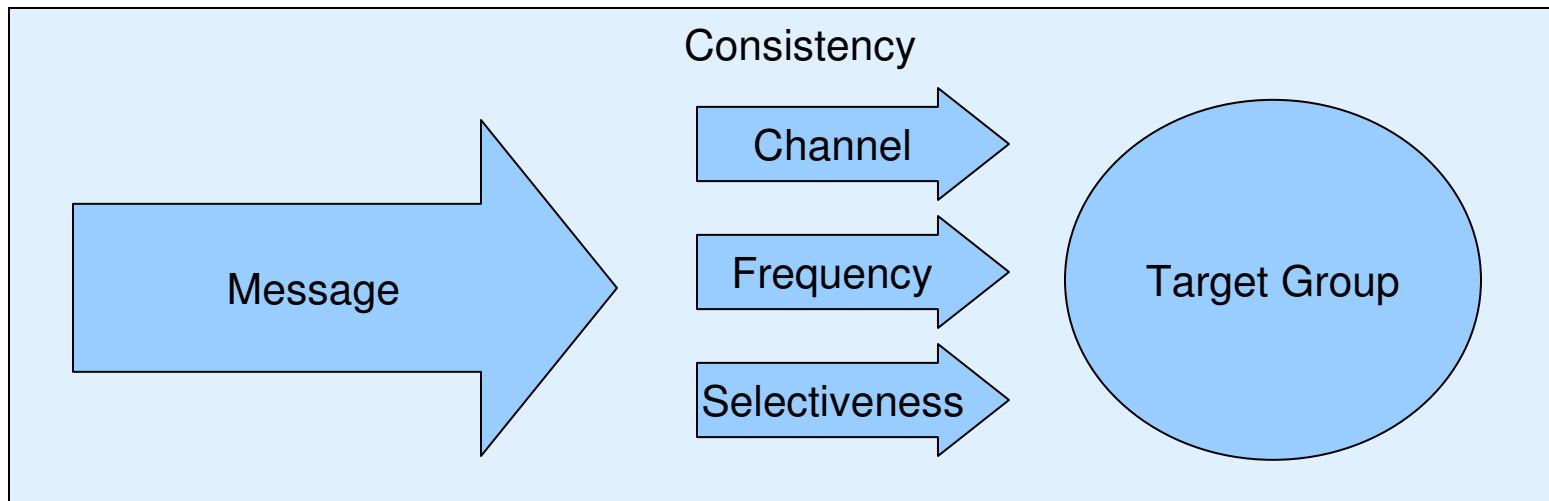
The Open Group Conference London, United Kingdom

1 December 2006

Communicating Enterprise Architecture means bringing a complex set of information to a diverse audience



An appropriate strategy brings the message in the right form to the right audience



- Channel – How can I reach my target group? Which media does it access? How can I push the message, rather than depend on the audience pulling it?
- Frequency – How often do I need to deliver my message? How efficiently will it reach the recipient, and what is the loss?
- Selectiveness of information: Who needs to know what? Which part of the message is relevant for whom, who needs how much detail?
- Consistency: Through how many and which channels will the message reach the audience? How do I ensure consistency between these channels?

You have a message – not only information

- Know thy customer
 - What are the objectives of my target group?
 - Who are the key influencers, and how can I get them onto my side?
 - How can Enterprise Architecture help them fulfill their objectives?
 - What do they need to know?
 - What drives and inspires them?
- And know thyself:
 - Why do I want them to know?
 - **How do I want them to react?**
 - **Can I tell them, or is it more efficient to leverage somebody else?**

- *Your customer has been identified earlier in the process: The needs of your target group have driven the deliverables to be built. And architectural viewpoints have determined how to structure and how to aggregate content.*
- *Now the challenge is different: You need to achieve **buy-in**.*

- ...and **avoid** telling everybody about all this cool stuff
 - because it is there
 - because it has cost a lot of money to build it
 - because [your favourite reason to talk about EA]

To get Buy-In from your audience, you need to align both with the objectives of the organizational unit and the individual

Illustrative: Benefits for divisions to contribute to a corporate architecture effort



- Potential divisional objectives
 - Cost savings by leveraging external shared services
 - Improve alignment with overall and divisional business goals
 - Establish deep understanding within the divisional community
 - Lobby the needs and concerns of the division
- Potential inhibitors
 - Time constraints
 - Budget pressures
 - Lack of understanding
 - Corporate politics
- Potential motivators for contributing to architecture in a corporate context
 - Understand what is going on in the Architecture Group
 - Potential to influence the overall architecture
 - Personal branding as an expert
 - Learning/Information Access
 - Exchange of knowledge
 - Getting mentoring
- Potential Inhibitors
 - Lack of time
 - Lack of direct incentives
 - Concerns about potential repercussions on opinions expressed

Adjust your message to the target group – in content as well as level of abstraction

- The enterprise architecture is your product portfolio. Which part of it is relevant for whom?
- Which level of abstraction is appropriate for your target group? Most people appreciate to start with a high level picture from which they can drill down as required.

• Tell Success Stories! Either from within or from outside the company.

- The receiver is looking for *his* benefit. So what is in it for him when adopting, leveraging or *promoting* the architecture?
- And what is the price he has to pay? Which role does this price play for him? The CIO sees his budget – but the developer pays in loss of freedom.

Stakeholder	Questions
CIO	How can I adopt my IT landscape to the strategic needs of business? How can I build the IT capabilities needed tomorrow? How can IT be more cost effective? Where is potential for standardization?
CEO	Is IT capable of supporting my business strategy? Which new business opportunities can I derive from IT?
Business Line Managers	Can the IT landscape be adopted quickly to meet my business needs?
Business Line Architects	How can I integrate my systems effectively with the rest of the enterprise? What data formats should I use to communicate?
IT Operations Manager	Which technologies are in use? Which skills do I need to build in my team? How can I ensure maximum availability?
Enterprise Architect	How can we manage and plan the development of the IT landscape effectively?

SAMPLE

Use the right media mix

- Push short, targeted information to raise and attract interest
 - Have your CIO mention you in the quarterly town hall meeting
 - Link from Intranet homepage etc
 - Quick reference cards/guides, desk toys and mouse pads to improve stickiness
 - Corporate and IT newsletters
- Make comprehensive information available on demand
 - An architecture website is the single most important content repository – and can become the community portal
 - Offer trainings
 - Invite for presentations

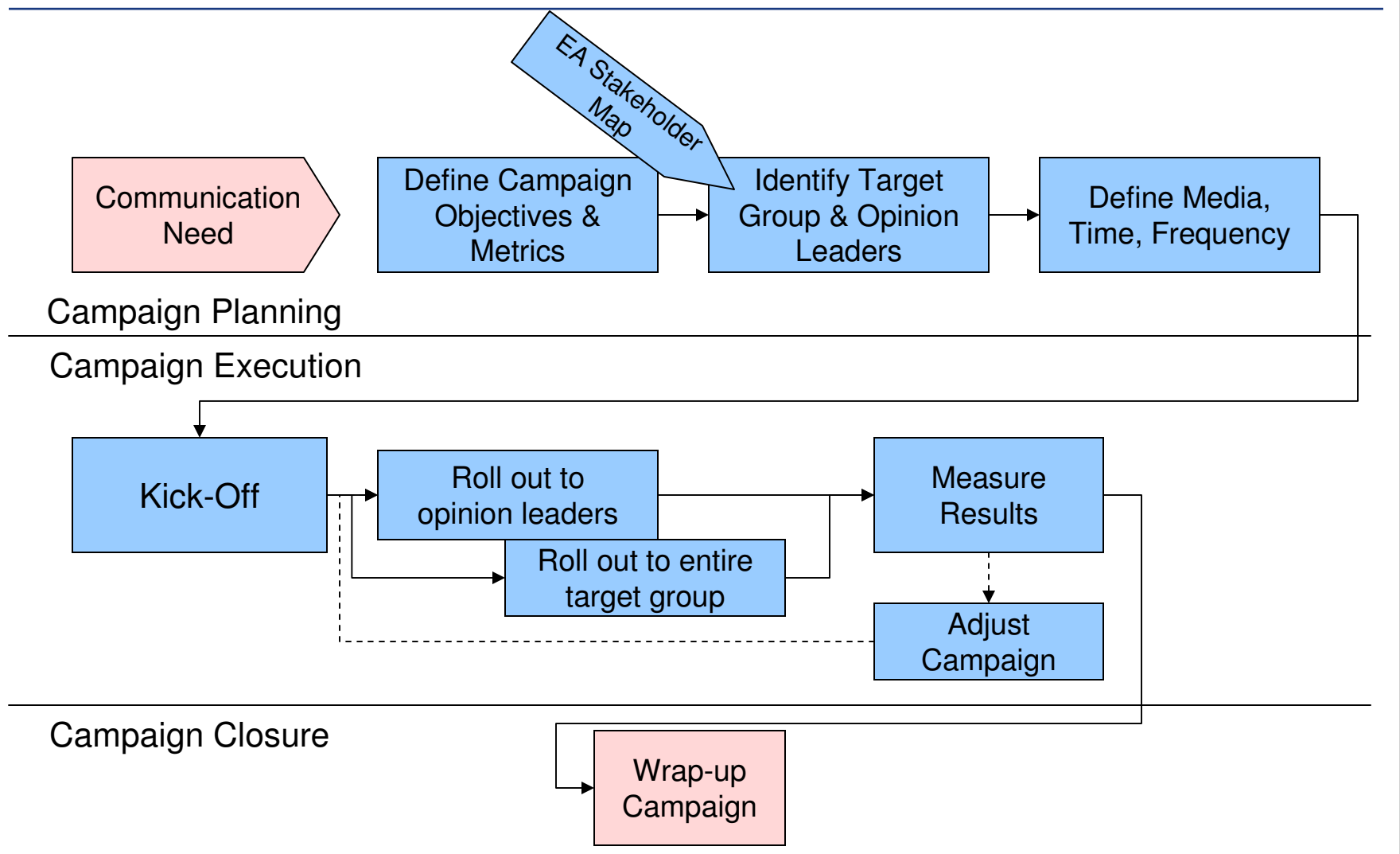
- *Your medium determines who will be reached – so talk about business benefits in the corporate newsletter, and offer information on the great new framework in IT news.*
- *If confidentiality allows, leverage external media – nothing can influence as much as a trusted third party.*
- **Leverage your MarCom group or HR – they should know exactly which channel to use to reach which employees.**

- Be consistent in your message! People will get information from more than one source, and it should look like a jigsaw puzzle where one piece fits the other.
- Careful about your timing! When the CIO announces your project, you must be reachable through the corporate homepage, and your content must be in a reasonable shape on your architecture portal.

The channel needs to be adequate to target group and subject of communication

	Web Site - Static Pages	Web Site - News Group	Web Site - Comments on Documents	Web Site - Chat	eMail to Architects	General Meeting	Communication within team	One-to-One Meeting	Phone Calls
Enterprise Architecture									
Inform on Architecture	x					x			
Understand its Rationale	x	x	x	x		x	x	x	
Standards									
Information on Standards	x								
Feedback on Standards		x	x	x					
Discussion on Documents	x	x	x	x					
Mentoring				x				x	x
Knowledge Exchange	x	x				x			
Learning	x								
Brand as Expert									
Publish papers internally	x					x			
Technical discussions		x	x	x			x		
Processes	x	x		x	x	x	x		
Organizational Setup	x	x		x	x	x	x		
Technical News									
Spread the News	x	x							
Discuss benefits, applications...	x	x		x					

Enterprise Architecture communication campaigns are an integral part of architecture governance



Case Study: The Open Group uses its web systems to integrate a global architecture community

- The Open Group is a vendor- and technology-neutral consortium, whose vision of Boundaryless Information Flow™ will enable access to integrated information within and between enterprises based on open standards and global interoperability.
- It develops the TOGAF Architecture Process in a global multi-vendor community. This development banks on
 - a core team of both Open Group employees and volunteers in the architecture community to drive the process
 - four to six member events per year, with associated project meetings
 - regular phone conferences
 - mailing lists
 - and a web site facilitating content presentation and reviews

Member meetings are conducted in parallel to Open Group meetings

**IT Architecture Practitioners Conference
Barcelona**

January 23-25, 2006
Hotel Fira Palace Barcelona
Barcelona, Spain
In parallel with The Open Group Member Meetings, January 23-27

THE Open GROUP
Making standards work™

You are here: [Home](#) > [Events](#) > IT Architecture Practitioners Conference Barcelona

Introduction
Program
Member Meetings
Registration
Fees
Venue & Transport
Exhibit / Sponsor
Contact
Future Events
Recent Events

The Open Group's Platinum Members

- Capgemini
- FUJITSU
- hp
- HITACHI
- IBM

This highly practical three-day conference and series of workshops will address the key issues and challenges that face enterprise architects today. The conference is aimed specifically at enterprise architecture practitioners and those directly involved in the management and oversight of enterprise architecture.

Conference Outline

Workshops

- Making the business case for enterprise architecture
- Value-based best practices at each stage of the EA process:
 - How to create and sell a compelling architecture vision
 - Effective strategies for architecture implementation and compliance
 - How to manage architecture change

Tutorials

- Introducing Architecture to the enterprise - the business case for Architecture
- Setting up and Running an Architecture Practice
- Assessing Architecture competence
- Operating the Architecture function as a business unit
- Architect certification efforts within the industry

Who Should Attend

- Enterprise architecture practitioners
- Chief information officers and senior management responsible for IT and enterprise architecture oversight
- Designers and managers of IT infrastructures
- Product managers and engineering managers of architecture tools

Register early and save!

The website is a central platform for the architecture forum



A central work area gives access to various projects



http://www.opengroup.org - Architecture Forum - Member Projects - Microsoft Internet Explorer

THE *Open* GROUP
Making standards work®

Home · About · A-Z Index · Search · Contacts · Press · Register · Login

Architecture Forum - Member Projects

You are here: [Forums](#) => [Architecture Forum](#) => [Members Only](#) => [Member Projects](#)

This is the starting point for information on current projects within the Architecture Forum.

About Project Work Areas

Each project has its own work area, in which project team members can deposit base documents and working drafts. The format of these work areas is standard across the whole of The Open Group web site, and is intended to address a range of similar, but not identical, requirements across all the Open Group forums.

The format of the project work areas is intended to be intuitive - there are no help pages! If anything is not clear, please feel free to [contact John Spencer](#), Director of the Architecture Forum.

Within each project area, information is maintained at two levels:

- **"Public"** - general information about project goals, scope, progress, etc., available to all Architecture Forum members
- **"Project"** - read/write access to the project work area, available only to members of the project team

"Public" means different things for different forums. In some cases, it genuinely means "public" (open to non-members of The Open Group). For projects in the Architecture Forum, "public" means accessible by anyone on the *ogarchbrg* mailing list. This is a list open to all staff of Architecture Forum member organizations, intended for people interested in monitoring developments within the Forum without actively participating.

Each project has its own mailing list to enable members of the project team to collaborate. The mailing list alias also controls access to the relevant "Project" work area.

If you are interested in joining a particular Architecture Forum project, you will be very welcome. Please contact the project leader indicated (as a courtesy) and/or subscribe yourself to the project, as explained

[About Project Work Areas](#)
[Project Responsibilities](#)
[Current Projects - Overview](#)

- [TOGAF Version 9 projects](#)
 - [TOGAF Version 9 Coordination](#)
 - [Architecture Development Process](#)
 - [Architecture Transformation Process](#)
 - [Architecture Realization Process](#)
 - [Architecture Management Process](#)
 - [Enterprise Scope and Stakeholders](#)
- [TOGAF Image](#)
- [TOGAF Certification](#)
- [Collaboration Projects](#)
 - [DSDM and TOGAF](#)
 - [EA/IC and TOGAF](#)
 - [MDA and TOGAF](#)
- [Architecture Building Blocks / Enterprise Continuum](#)
- [IT Architecture Profession](#)

[How to Subscribe to a Project](#)

Project members get an overview of current activities and reviews required

The screenshot shows the TOGAF Version 9 website in a Microsoft Internet Explorer browser window. The page title is "http://www.opengroup.org - TOGAF Version 9 - Microsoft Internet Explorer". The browser's address bar shows the URL. The page header includes the TOGAF logo and the text "THE Open GROUP Making standards work® TOGAF Version 9". Below the header, a breadcrumb trail reads "You are here: > TOGAF Version 9".

The main content area is divided into several sections:

- Logged in as th.obitz Working Group level**
- Current Polls**: (No Current Polls available)
- Open Actions**: (No Open Actions available)
- Forthcoming/Recent Events**: (No Forthcoming/Recent Events available)
- Recent Documents (Design Document)**:
 - 15-Jul-05 T9 Mind Map showing Architecture Artifacts ZIP 0.01
 - 13-Jul-05 T9 Architecture Development Mind Map 0.3 ZIP
 - 08-Jul-05 Mindmaps ZIP file work to date - Arch Mgt, Arch Dev, Arch Deploy, Generic ZIP
 - 01-Jul-05 NASCIO Toolkit 3.0 PDF
 - 14-Oct-04 TOGAF9 Outline Structure, Content, and Development 1.0 LINK
- Recent Documents (Meeting Minutes)**:
 - 10-Oct-05 TOGAF9 teleconference notes - 10 October 2005 HTM
 - 21-Sep-05 TOGAF9 Arch Mgt workshop (Johannesburg) HTM - meeting notes
 - 05-Jul-05 TOGAF9 teleconference notes - 1 July 2005 TXT
 - 19-May-04 Brussels Workshop Minutes PPT
- Recent Documents (Plan)**:
 - 01-Apr-05 TOGAF9 Development Plan - 2005 dates PPT
 - 01-Apr-05 TOGAF9 Development Plan - 2005 DOC
- Recent Documents (Presentation)**:
 - 12-Oct-05 TOGAF9 Presentation and Graphics 0.62 PDF

On the left side, there is a navigation menu with categories: Mailing Lists, Sub-projects, Management, Realization Process, Development Process, Transformation Process, Enterprise Scope and Stakeholders, and Plato. The Plato section includes links for Overview, Help, Tutorial, and an RSS button.

Two green arrows point to the "Recent Documents (Design Document)" and "Recent Documents (Meeting Minutes)" sections, highlighting the list of documents and their details.

The site allows viewing of work in progress...

http://www.opengroup.org - TOGAF Version 9 - Review Documents - Review Document details - Microsoft Internet Explorer

THE *Open* GROUP TOGAF Version 9
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You are here: > TOGAF Version 9 > Review Documents > Review Document details

Logged in as th.obitz
Working Group level

Mailing Lists

Sub-projects

Management Process

Realization Process

Development Process

Transformation Process

Enterprise Scope and Stakeholders

Plato
This web page uses Plato - The Open Group's web collaboration system.
Overview
Help
Tutorial
RSS

Review Document details [Add](#) [Update](#) [Version](#) [Delete](#)

Category: Design Document
Title: TOGAF9 Enterprise Scoping 0.62
Version: 0.62
Description:
Style: Informal
Starting point: HTM
Uploaded originals: TOGAF_T9_-_EA_Domain_Business_Enterprise_Scoping_(0.62).htm
TOGAF_T9_-_EA_Domain_Business_Enterprise_Scoping_(0.62).doc
0.62_.pdf
TOGAF_T9_-_Business_Enterprise_Scoping_(0.62).mmap
0.62_.pdf
Comments (total): 1
Visibility: Working Group
Edit level: Working Group
Review dates: 10-Oct-2005 to 17-Oct-2005
Status: Draft
Created by: j.spencer on 12-Oct-2005
Archived: No - archive ?

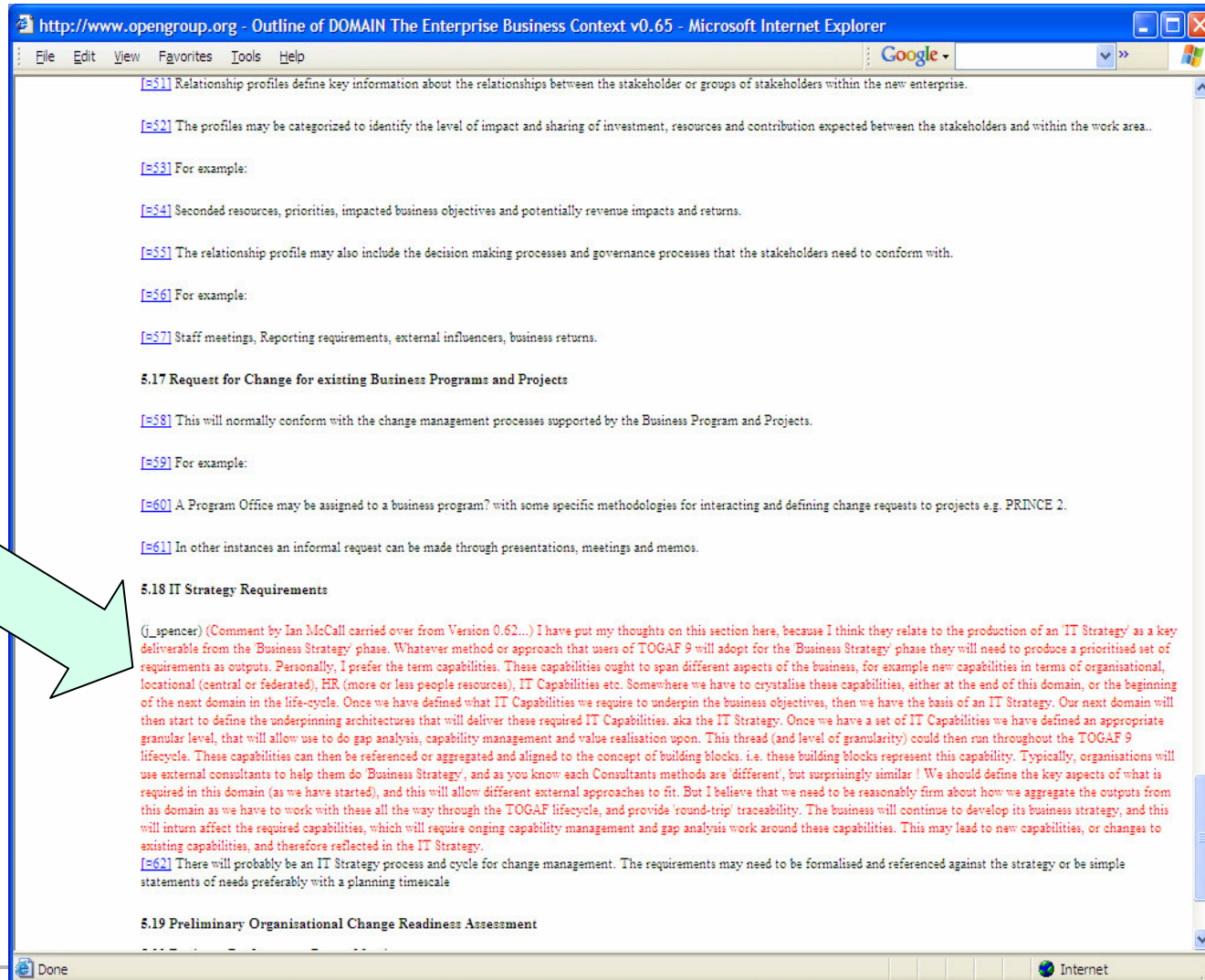
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Internet

...and annotation of documents directly on the website



Key takeaways

- Ensure that the 'right' messages get to the 'right' audience through the 'right' channel mix
- An effective communications campaign and platform is critical to the success of an Enterprise Architecture programme
- The results from a campaign can be used as a metric for Enterprise Architecture effectiveness
- Enterprise Architecture is not just about developing architecture, it is about building an architectural community that collectively works at attaining a common vision

Questions?



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Thank you

For further details, please contact
www.infosys.com/

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