Enterprise Architecture: Establishing an EA Practice and living with it!

Lessons & Hindsight
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My Background

- IBM
  - Enterprise Architect / Technology Strategy Consultant
- Royal Mail & Post Office
  - Chief Architect
- TOGAF
  - Executive Committee, past (& current) contributor
- Previously Business Analyst, Project Manager, IS Strategist
- Enterprise Architecting – for approx 7 years, previously as an end user & now as a consultant….hence I’ve not only done EA… but I’ve lived with it!
  …I have the scars to prove it too!
My History with The Open Group & TOGAF

- 2000 – 2002 I was on The Open Group Architecture Forum Executive
- I was looking for a framework for architecture (aka ISSP/PRINCE2 previous experiences)
- We saw an architected approach in TOGAF that supported our goals around TCO, supplier choice, business alignment, future-proofing, and IT professionalism
- TOGAF also had all the required components we recognised as needed (and some!)
- Not much else did
- My History with TOGAF
  - Personal preference – would rather be inside changing than outside complaining
  - v2 – tried to use parts of it for a specific programme (Building Blocks)
  - v4-6 – used it to support a corporate architecture workplan/approach
  - v7 – used for architecture based renegotiation for very large domain system
  - v8 – adopted it enterprise-wide to formalise practices, and engaged with clients who are using it
  - v9 – assisting the development of v9
EA Practice

- What is EA
- Scope of EA
- EA Journey
What is EA & what does that mean for an EA Practice?
What is an Enterprise Architecture?

- "Enterprise Architecture is a strategic information asset base, which defines the business mission, the information necessary to perform the mission, the technologies necessary to perform the mission, and the transitional processes for implementing new technologies in response to the changing mission needs….. Enterprise Architects design the information and technology frameworks to implement the agency's IT strategic vision and therefore must possess both the technical and managerial expertise required to achieve the target architecture. Standardisation of terminology and establishment of baseline federal EA competencies will facilitate Enterprise Architecture efforts across the Federal Government.” US Federal Government’s CIO Council.

- "Enterprise Architecture is the holistic expression of an organization's key business, information, application and technology strategies and their impact on business functions and processes. The approach looks at business processes, the structure of the organization, and what type of technology is used to conduct these business processes.” Meta Group, Inc.

- In TOGAF 8.1 documentation. “Enterprise Architecture” is not actually defined. It is inferred as both Enterprise & Architecture are discussed in the FAQ, with Architecture defined as either …"the formal description of a system, or a plan of the system at component level to guide the implementation” … or… “the structure of components, their interrelationships, and the principles and guidelines governing their design and evolution over time”. Enterprise can be interpreted many ways including in the glossary!, Getting past this, the rationale, benefits, its content and use are all discussed.
MIT have developed the following model “Designing a Foundation for Execution”

- **Strategic Initiative**
  - Defines strategic limits
- **Operating Model**
  - Defines integration & standardisation requirements
  - Defines core capabilities
- **Enterprise Architecture**
- **Foundation for execution**
  - Core Business Processes
  - IT Infrastructure

Why is this valuable insight?

- How MIT define the key components
  - Operating Model: *The desired level of business process integration and business process standardisation for delivering goods and services to customers*
  - Enterprise Architecture: *The organising logic for business processes, data, and IT infrastructure reflecting the integration and standardization requirements of a firm’s operating model*

- Why is this valuable
  - Essentially, the issue has always been around Business Alignment, and the ‘Strategy Waterfall’ of Business Strategy – IT Architecture - Solution Designs (that never happens)
  - MIT have identified that Enterprise Architecture sits in the middle working both ways – directing Solution Designs through the ‘Foundation for Execution’ and informing Business Strategy through defining its capabilities and limits
Enterprise Architecture – what does it involve?

In essence, an Enterprise Architecture identifies the main components of the organisation or a sub-set of it (such as its infrastructure systems), and the ways in which these components work together in order to achieve defined business objectives.

Enterprise Architecture defines and maintains the architecture models, governance and transition initiatives needed to effectively co-ordinate groups around the organisation towards common business and / or IT goals.
“Doing” Enterprise Architecture

- An Enterprise Architecture doesn’t just exist and stay current
- Nor does it deliver its benefits just because its there
- EA effort involves creation, publication, deployment, and ongoing maintenance of the EA
- Additionally, its use by the Enterprise needs managing under devolved Governance mechanisms
- These activities need leading, managing and controlling, under the direction of the business
- This is what ‘Establishing an EA Practice’ needs to cover
EA Scope

Setting the coverage for your EA Practice
Components of Enterprise Architecture

- EA Leadership
- Business Architecture
- IS/IT Architectures
- Architects
- EA Journey & Evolution
- EA Tools For Job
- EA Solution & Design Authority
- EA Development & Maintenance
EA Journey / Maturity

Recognising that EA is a professional discipline, and an EA Practice undertakes a (continual) journey towards increased maturity
**Position of EA Practice on that “Journey”**

<table>
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<th>Credibility</th>
<th>Delivery</th>
<th>Commitment</th>
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<td>As-Is understood 2-Be (nonspecific) All domains ID-ed 1st Spin of Wheel Once over Ground Project DA/ SA usage</td>
<td>Seek Help Advice EA Consulting</td>
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<tr>
<td></td>
<td>All - coverage Timesteps Service/Support usage Adv EA facets ie Security EA Compliance used</td>
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<tr>
<td></td>
<td>EA Innovation EA Giveback</td>
<td>EA Innovation EA Giveback</td>
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</tbody>
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**Key point is that a maturity/ baseline assessment is potentially valuable – even if only to assess the scale of the task and desired ‘end-states’**

*Note: contents of the cells are indicative and need tailoring to each Enterprise as specific metrics/ benchmarks. It is their relativity that is significant here*
Lessons, hindsights & take-aways

TOGAF specific
EA Lessons & hindsights
Key take-aways

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TOGAF

TOGAF perceptions & watch points
TOGAF ‘Watch points’

- It can look very daunting
  - Lots of deliverables
- In large corporations, there can be huge amounts of information involved
- Lots of domains covered which are often outside our initial (*personal) comfort zones – such as business processes or infrastructure
- Far too easy to get sucked into mapping the world
- Need to understand what is ‘sufficient’ information to do the architectural analysis – experience I’m afraid!
- But also depends on context – organisations ‘risk’ approach/ resource limitations etc
- Remember that it will only be worthwhile if you are (a) going to use it, (b) it will still be current when you do, and (c) it reflects majority and norm (e.g. spanish practices)
- And when thinking about use… who is going to use it – language & focus
- Take great care with the Terminology (e.g. Enterprise Continuum)
- Need to use own skills and experiences, plus contingent knowledge of the context to apply pragmatism
EA Lessons / Hind Sights

What I did that worked, and the things I’ve done differently since
Lessons

- Credibility – within IT, …with suppliers/partners, … & with the business
- Marketing / PR – “selling yourselves!”
- Skills/professionalism – “it’s all about architects”
- Work plan – produce a work plan with deliverables, resources, and delivery dates
- Architecture Council – sponsorship & business ownership… plus be answerable
- Time-stamped architectures – need planning horizons, plus interims
- Publication & dissemination – architecture is not just for Christmas….!
- Iterative approach – cover all ground once quickly
- Dictionary (& terminology) – simple BUT effective
- Lifecycle management – think of architectures as having lifecycles
- Assumptions/decisions records – keep a log!
- Metrics/measures – scorecard… not the right measure… just repeated
- Produce a baseline – NOW!
- Business alignment – can’t hope to achieve benefits of EA without business
- Risk based approach to governance – can’t cover it all centrally
- Tools, methods & repositories – take care and walk before running
- Governance – cat herding
- Architectural attrition (& tribalism) – find the right battles!
- Architectural leadership – key to making your EA efforts an enterprise success
Key Take Aways

The top 3 messages
Key Takeaways

- Architecture Leadership
  - Credibility & capability
  - Leading architects… and the business
  - Business alignment/ facing
  - Lots of ‘virtual’ team leadership here
  - … this is the softer side – all about influence…. NOT architecture!
  - In fact, you need leadership MORE than you need an architecture
  - Try to have a PR session with business stakeholders without using the word ‘architecture’!
Key Takeaways

- Architecture Management
  - Assets
  - Workplan
  - Publication
  - Governance

*Note: Governance against versions needs to be considered

EA Workplan – Architecture Asset “Lifecycle”

EA v0.1 (Initial Baseline)

EA v0.2

EA v0.3

EA v1.0

*Note: this diagram omits the necessary feedback loop that informs the workplan.
Key Takeaways

- TOGAF Deployment
  - Good framework – strong ADM
  - Manage its adoption/ deployment as a project
  - Manage its use (ADM) as a project
Thank you for your time