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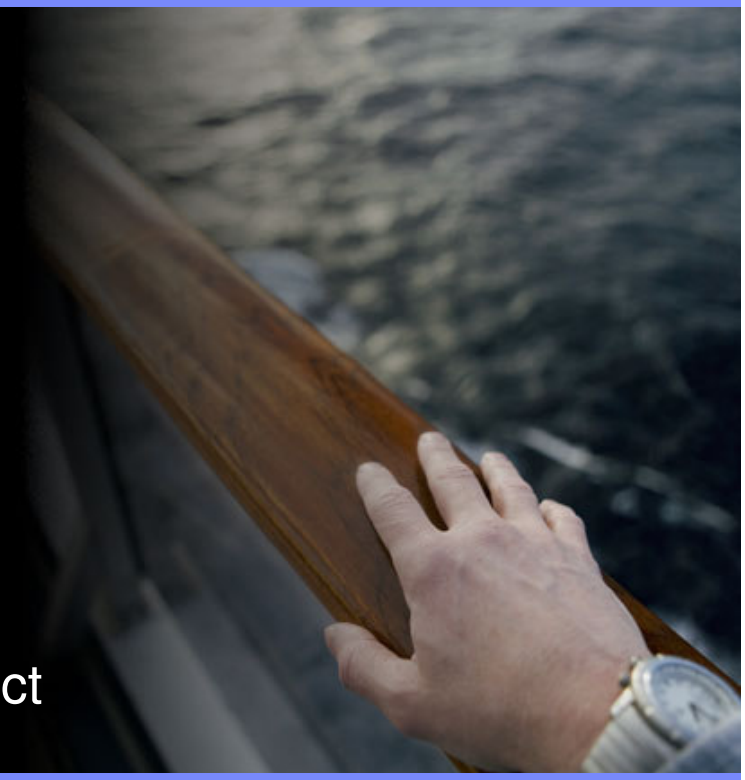
Enterprise Architecture: Establishing an EA Practice and living with it!



Lessons & Hindsights

Paul Homan – Enterprise Architect

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Presentation Contents

- My Background & involvement with The Open Group/TOGAF
- “EA Practice”
- EA – What is it & what does that involve?
- Scope of EA
- EA Journey
- “Lessons, hindsights & take-aways”
- TOGAF specific
- Lessons learnt
- Key take-aways

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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!

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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

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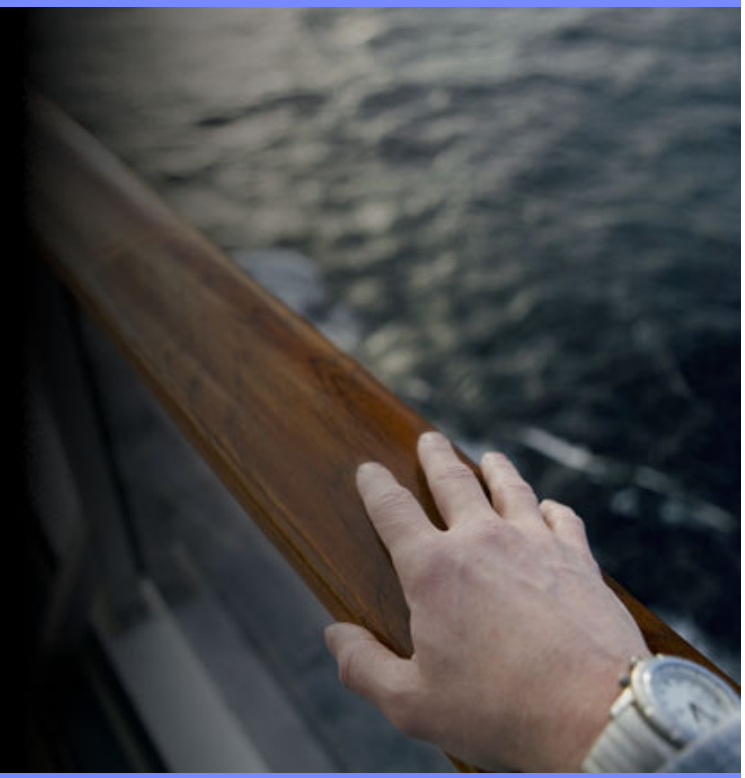
EA Practice



- What is EA
- Scope of EA
- EA Journey

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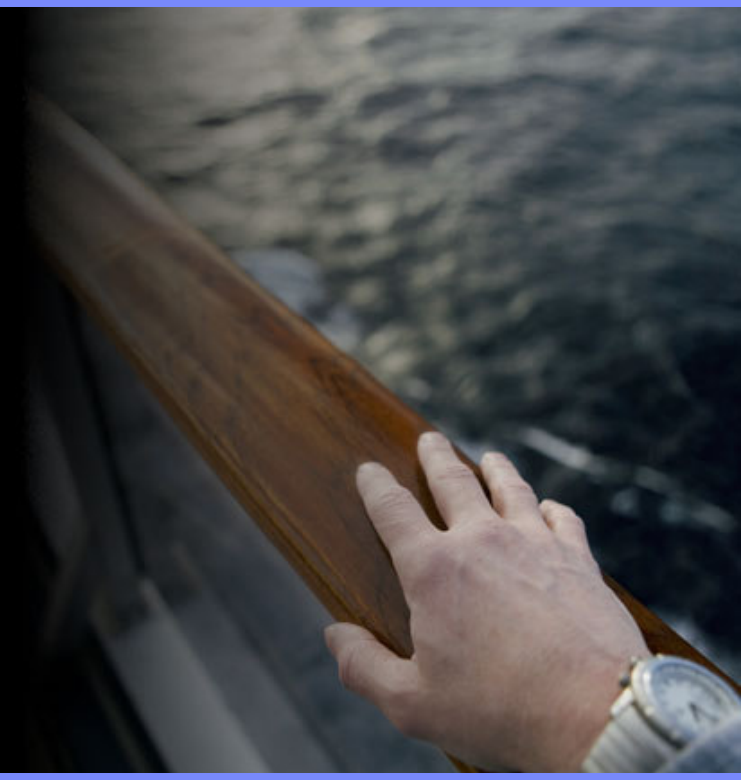
What is EA & what does that mean for an EA Practice?



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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.*

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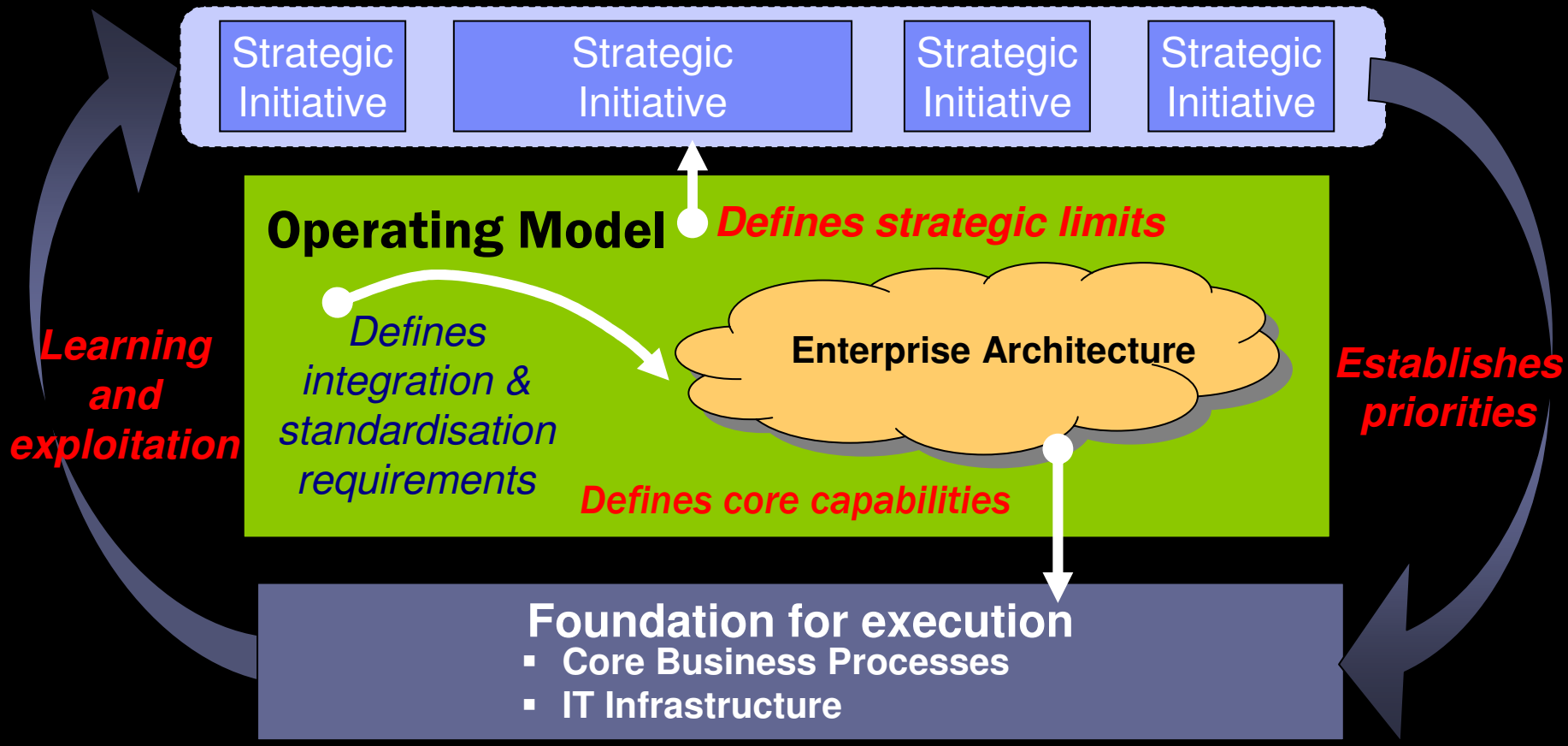
MIT have developed the following model "Designing a Foundation for Execution"



Source: *Architecture as Strategy: Creating a Foundation for Business Execution*, J. Ross, P. Weill, D. Robertson, HBS Press, July 2006.

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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

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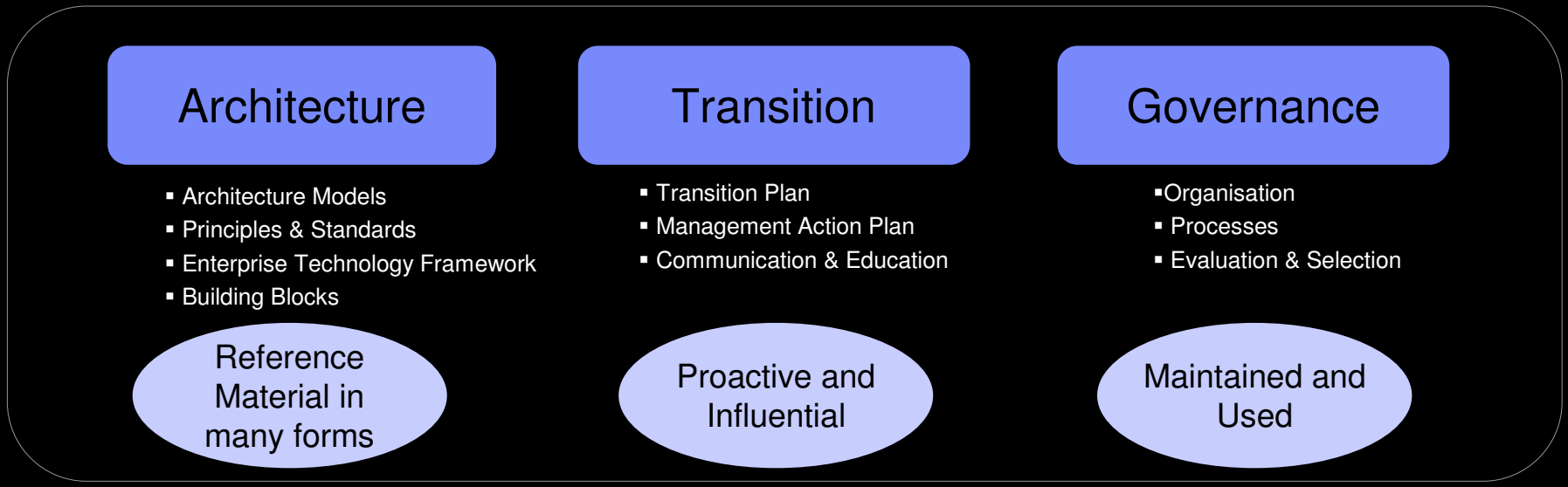
Enterprise Architecture – what does it involve?

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.



Reference Source : IBM

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“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

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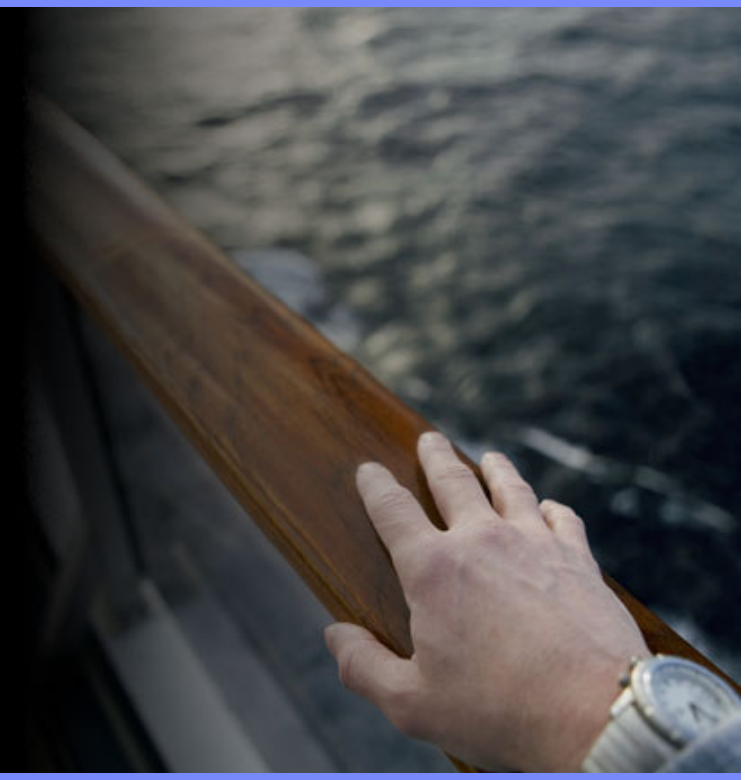
EA Scope



Setting the coverage
for your EA Practice

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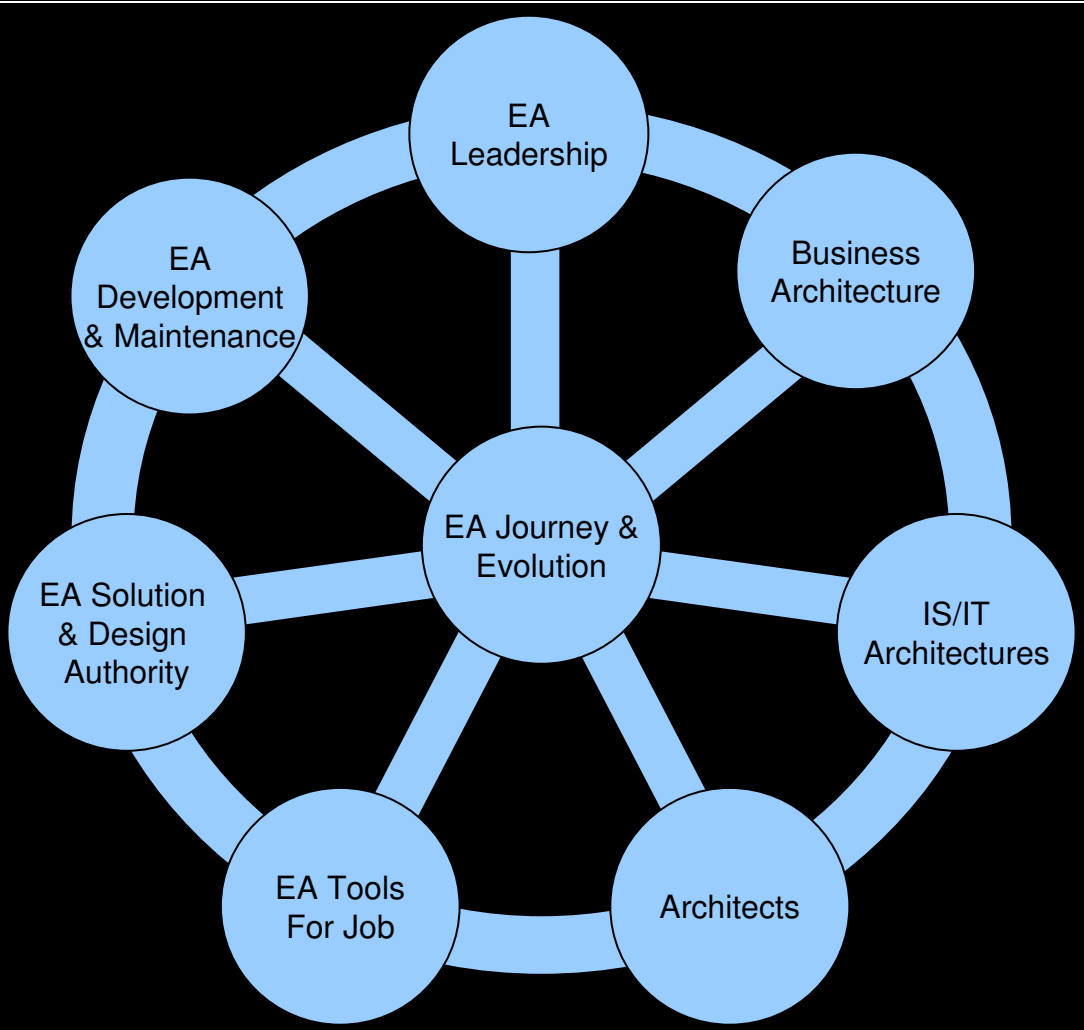
Components of Enterprise Architecture



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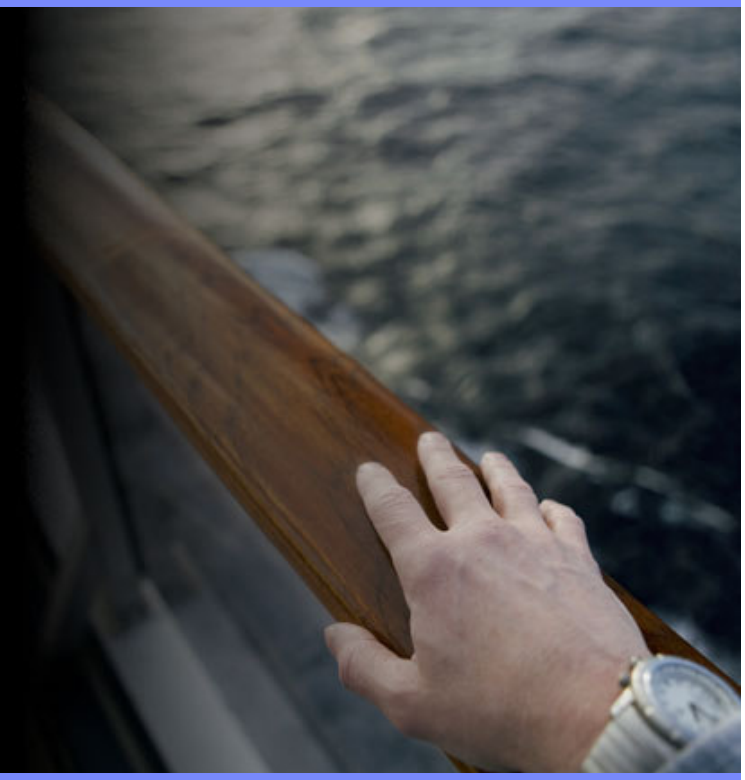
EA Journey / Maturity

Recognising that EA is a professional discipline, and an EA Practice undertakes a (continual) journey towards increased maturity



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Position of EA Practice on that "Journey"

	Exploration	Foundation	Population	Maintenance	Exploitation
Credibility				EA Outputs tracked EA monitored EA Workplan	Arch Lship EA targeted & measured EA inform Biz Strat Planning
Delivery			As-Is understood 2-Be (nonspecific) All domains ID-ed 1st Spin of Wheel Once over Ground Project DA/ SA usage	All - coverage Timestamps Service/Support usage Adv EA facets ie Security EA Compliance ustd	EA updated/ reviewed Hi EA compliance EA used to IA other areas Portfolio informed EA initiatives IT solns dev
Capability		Chief Architect EA PMO EA Fwk EA WoW	EAs in place Toolings Confign Mgmt	EA Community Benchmarks Indep Assmts	EA resources Risk based profiling EA for decisions Tours of Duty
Commitment	Seek Help Advice EA Consulting	Id EA resources ARB	EA development EA Organisation EA Charter EA Policy	EA maint EA & DA join up EA chg ctl EA excepts	EA Innovation EA Giveback

*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

- **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'**

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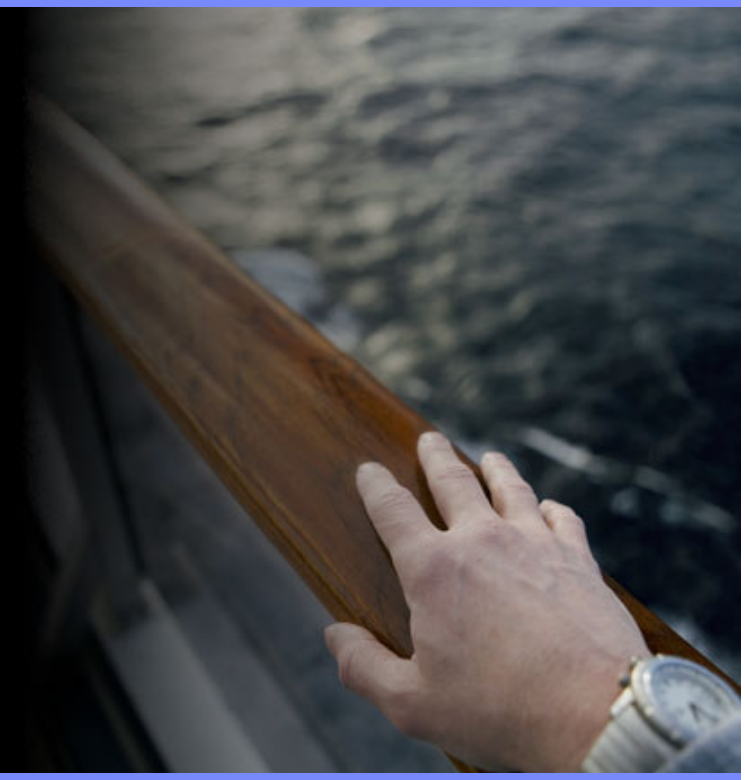
Lessons, hindsights & take-aways



TOGAF specific
EA Lessons & hindsights
Key take-aways

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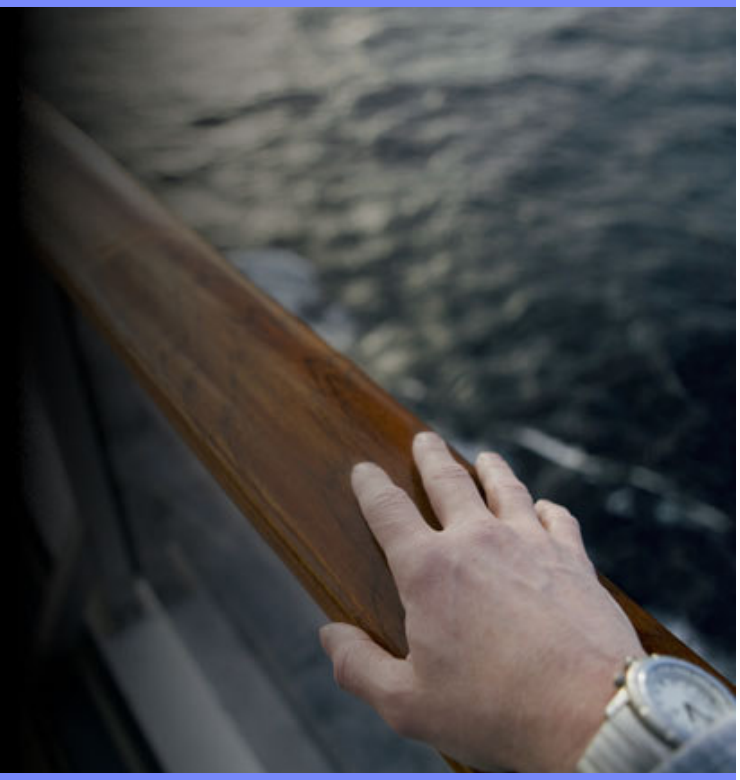
TOGAF



TOGAF perceptions & watch points

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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

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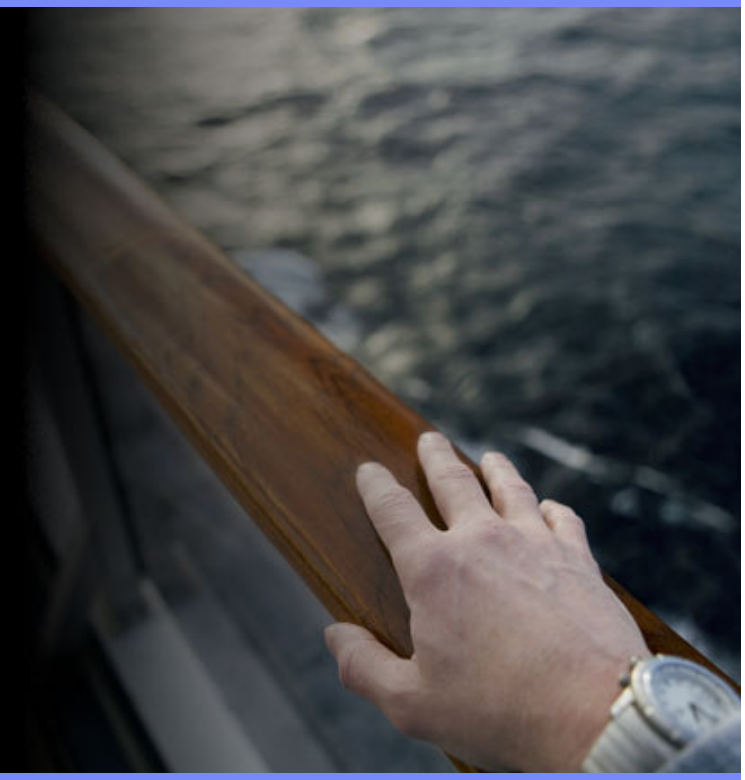
EA Lessons / Hind Sights



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

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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

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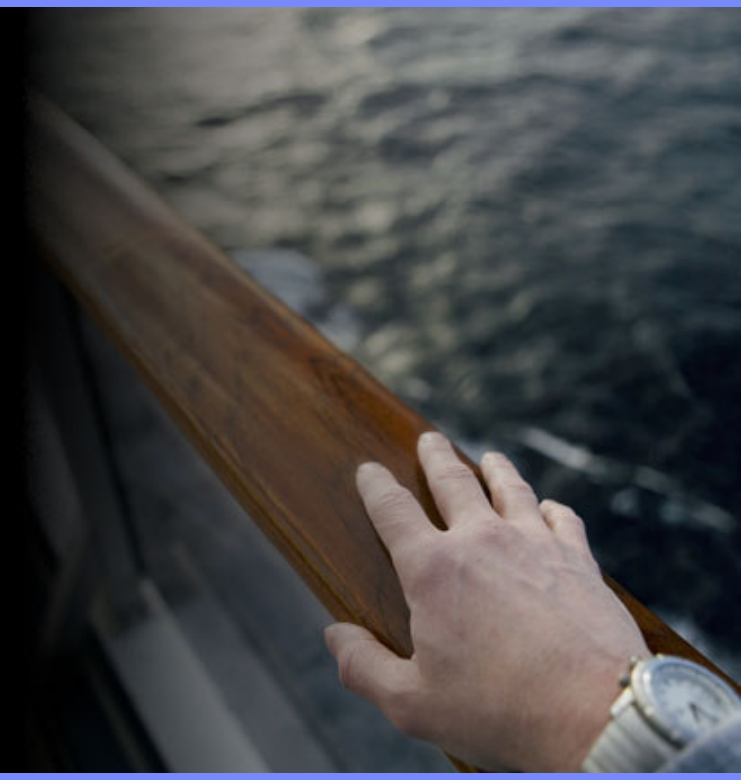
Key Take Aways



The top 3 messages

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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’!

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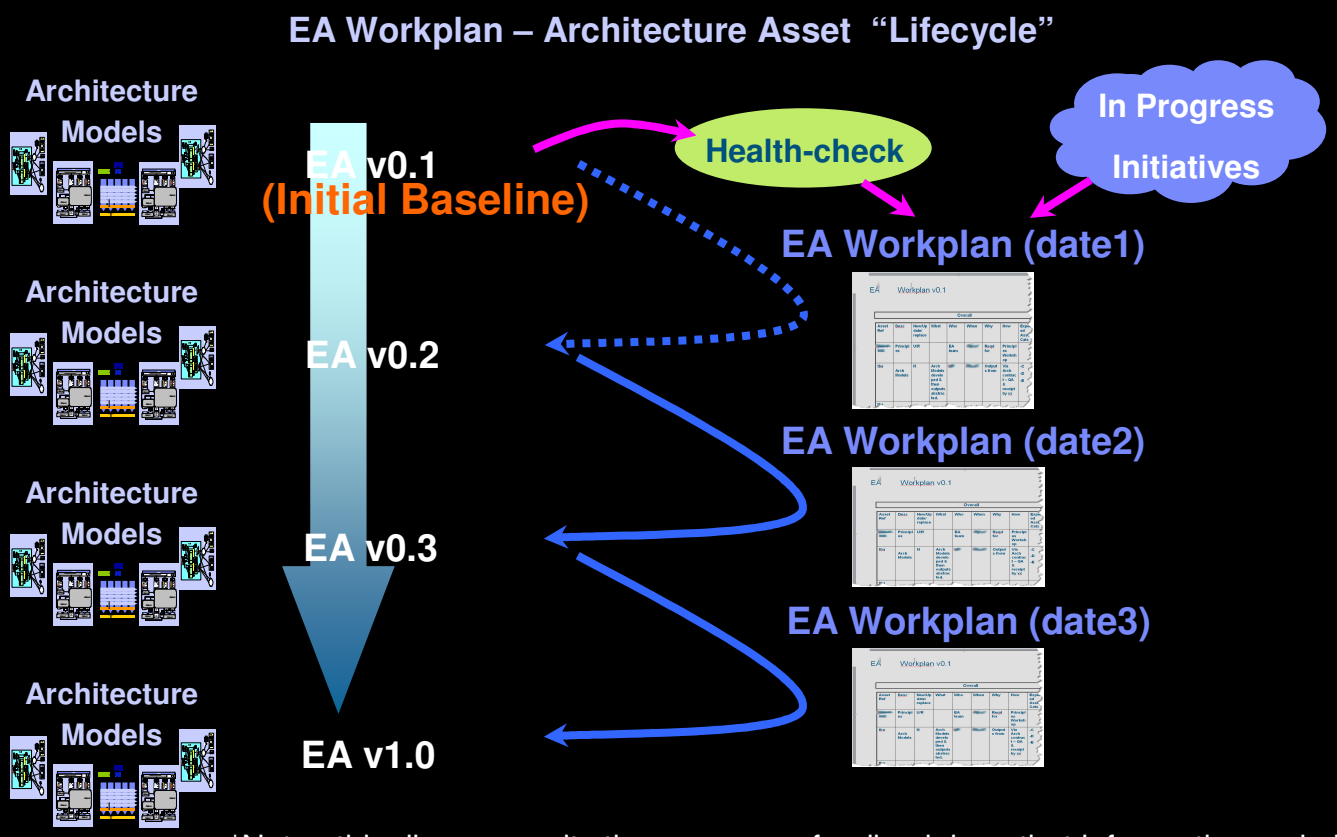
Key Takeaways

- Architecture Management
  - Assets
  - Workplan
  - Publication
  - Governance

* Note: Governance against versions needs to be considered



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

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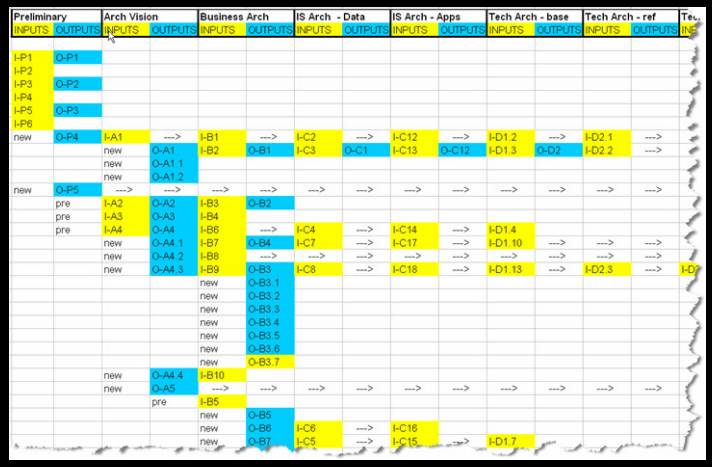
Key Takeaways

- TOGAF Deployment
  - Good framework – strong ADM
  - Manage its adoption/ deployment as a project
  - Manage its use (ADM) as a project

		INPUTS		OUTPUTS	
Ref	Source	Phase & Description	Ref	Phase & Description	Comment as to how
		Preliminary Phase : Framework and Principles		**Preliminary Phase : Framework and Principles**	
I-P1	pre	TOGAF Architecture Development Method	O-P1	Framework Definition	Selection & Method
I-P2	pre	Other architecture framework(s), if required	*	*	
I-P3	pre	Business Strategy, Business Principles, Business Goals and Business Drivers (when pre-existing)	O-P2	Business Strategy, Principles, Goals, Drivers (when pre-exis	Restatement - no new
I-P4	pre	IT Governance Strategy (when pre-existing)	*	*	
I-P5	pre	Architecture Principles (when pre-existing)	O-P3	Architecture Principles (when pre-existing)	Restatement - no ne
I-P6	New/pre	Principles that are being subscribed to, arising from other, federated architectures	*	*	
		*	O-P4	Request for Architecture Work	NEW (Implicit in TOG
		*	O-P5	Business Requirements (EA)	NEW (Implicit in TOG
		Architecture Vision		**Architecture Vision**	
I-A1	O-P4	Request for Architecture Work	O-A1	Statement of Architecture Work/ Project Definition	Approved - with add
		*	O-A1.1	Scope & Constraints	New
		*	O-A1.2	Plan for Architecture Work	New
I-A2	pre	Business Strategy, Business Principles, Business Goals and Business Drivers (when pre-existing)	O-A2	Business (Strategy), Principles, Goals, Drivers	Refined / Implied if g
I-A3	pre	Architecture Principles (when pre-existing)	O-A3	Architecture Principles	Refined / Implied if ne
I-A4	pre	Enterprise Continuum - existing architectural documentation (framework description, architectural descriptions, existing baseline descriptions, etc.)	O-A4	Architecture Vision/ Business Scenario	New (or confirmed)
		*	O-A4.1	Business Baseline v1	New (or confirmed)
		*	O-A4.2	Technical Baseline v1	New (or confirmed)
		*	O-A4.3	Business Architecture v1	New (or confirmed)
		*	O-A4.4	Technical Architecture v1	New (or confirmed)
		*	O-A5	Business Requirements (EA)	NEW (Implicit in TO
		Business Architecture		**Business Architecture**	
I-B1	O-P4	Request for Architecture Work	*	*	
I-B2	O-A1	Approved Statement of Architecture Work / Project Definition	O-B1	Statement of Architecture Work/ Project Definition	Updated
				Refined statement of Business Principles, Business Goals	



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Thank you for your time

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