

Why Enterprise Architecture Is So Much More Than IT

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The Synopsis

Enterprise Architecture is often seen by IT folk as an upward evolution from IT Architecture, encompassing "more stuff", some of it non technical. A consequence of this proposition is to believe that everything can be modelled and therefore controlled i.e. architecture as deterministic engineering phenomena. The thesis of this presentation is to make the case for Enterprise Architecture as a set of often disparate concerns that include IT but are not governed by it i.e. architecture as non-deterministic sociological phenomena.

Basically...

- Enterprise Architecture is **not** Enterprise IT Architecture: it is much more and involves multiple disciplines
- Ergo, this is not an IT role *per se* and therefore IT Architects may not make good Enterprise Architects

So what does this mean?

A Thought About Enterprise Architecture

“It’s all interconnected, it’s all intertwined
If you let it all hang out and take its own time”

“Take Its Own Time” by Karine Polwart from the album *Scribbled in Chalk*

Value of Architecture

“Simply stated, competitive success flows to the company that manages to establish proprietary architectural control over a broad, fast-moving, competitive space.”

C. Morris & C.Ferguson, “How Architecture Wins Technology Wars”;
Harvard Business Review, 71 (March - April, 1993)

Overview

- History
- The Limitations of PPT
- Change Streams & Behaviours
- POPIT: PPT Extended
- POPIT as an Enterprise Architecture Metaphor
- Summary

History

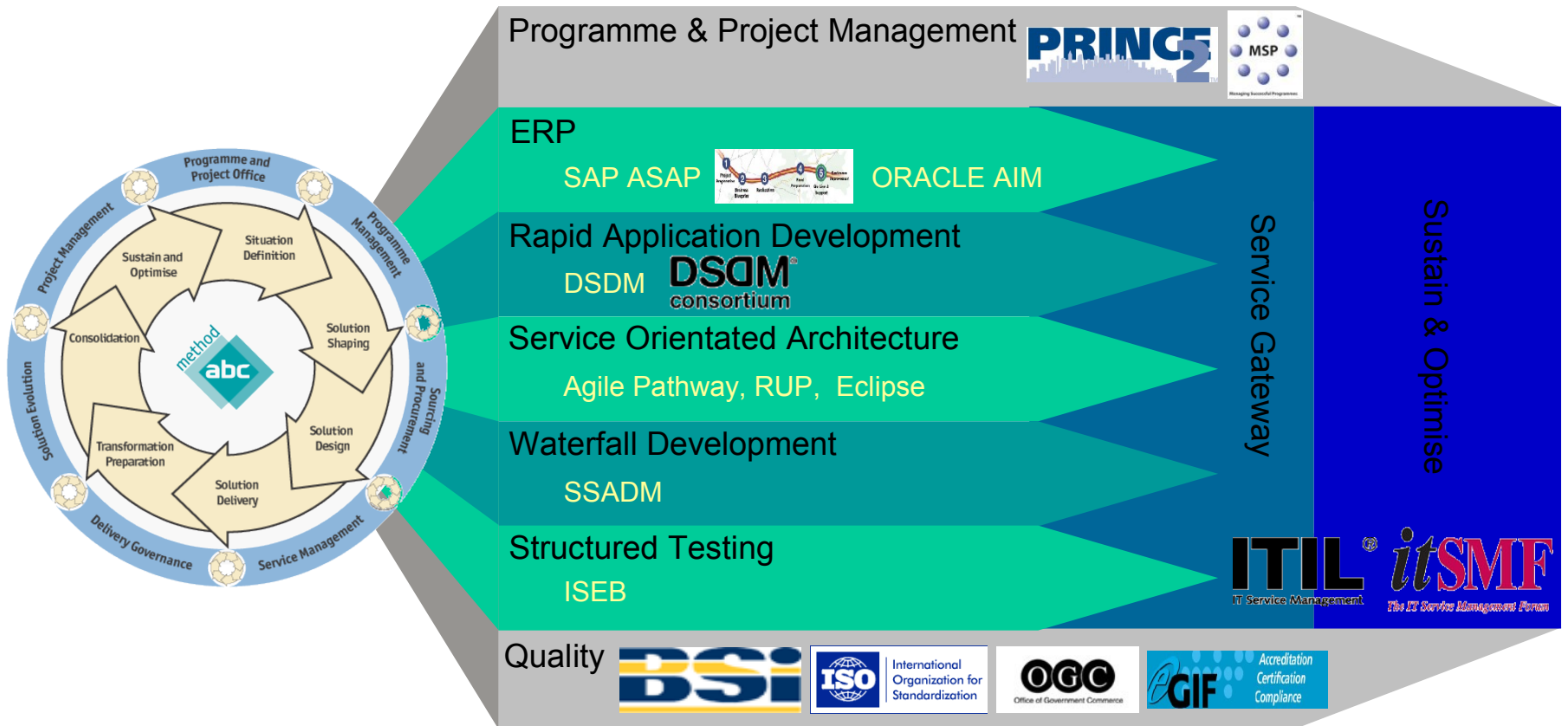
- Xansa's focus is Outsourcing and Technology
- Xansa has worked in India since 1997 and utilises its Indian capability in all areas
- Xansa has an enviable track record in applications management
- Xansa also delivers ERP solutions
- And we do some bespoke development, too

- Therefore, Xansa is much more than IT
- Consequently, we need to do things a little differently

The Melange

- Outsourcing often involves the transfer of people and process, as well as IT
- Implementing and delivering ERP can often involve considerable change – doh!
- IT development is as much a sociological event as it is an engineering one – we are all people
- Users want more and quicker, and enjoy being involved – users rule (when you let them)
- Cost models are increasingly dictating the need to off-shore work – better “bang for buck”
- Flat earth demands new ways of working within and without the organisation – collaborative environments that feel local and open

Method abc



Project Management

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The Limitations of PPT - 1

- People, Process & Technology are obvious but limiting, especially in the sociological context
 - People seen as “actors” and “roles” and not people whose motivations and experiences do not match the aspirations of the analyst or designer
 - Process seen as a set of activities ignoring the underlying behaviours of those involved in the process
 - Technology as IT should include the social interactions required to deliver it and make it work as IT folk are people too

The Limitations of PPT - 2

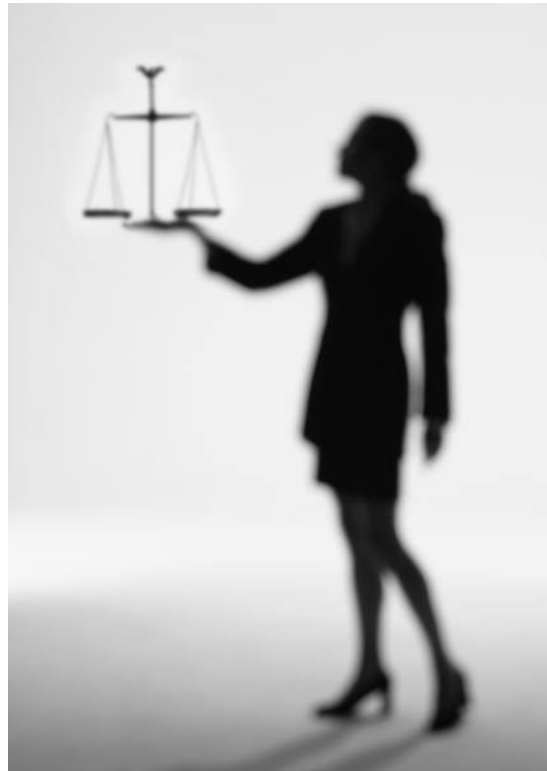
- Also the need to consider “change as the only constant”
 - While roles remain people come and go thereby altering the potential sense of equilibrium
 - Are “best of breed” processes really that or is there a premium to be paid for adopting them in package form?
 - And we know about the rapid rate of change of “IT as technology” but is this reflected in the technologists themselves?
- What are we missing?

Introducing Change Streams & Behaviours

- PPT is often used as a set of design perspectives whereas they also define a set of “change streams”
 - A stream defines an area in which change can be applied
 - Streams are not independent of each other (i.e. not orthogonal) but are often treated as independent
 - A stream bounds a set of capabilities and concerns that in turn relate to one or more professional “disciplines”
- Also, what about the underlying “behaviours” exhibited across such streams?
 - A behaviour here defines the underlying set of sociological conventions that are exhibited by the “inhabitants” of the stream
 - Of more interest is the way that these behaviours adapt (or not!) to change
- Seen this way, PPT is too limiting a set of streams to be useful in the Enterprise Context

POPIT: The Naked Glory

People Organisation Process Information Technology



Change Drivers

From	In	To
Classical/neo-classical management orthodoxy	Ideas & Values	Multiple changing management paradigms
Local/national international	Market environment	Glocalisation/globalisation
Manual/analogue stand alone	Processing & Communication	Electronic/digital network
Strategic planning rational strategy	Orientation	Strategic thinking/innovation/ core competence
Taylorism/Fordism	Organisation & Control	Intelligent/networked virtuality
Shareholders/financial performance indicators	Objectives	Stakeholders/non-financial performance indicators
Profit/growth/control	Objectives	Sustainable enterprise

POPIT: A Cursory Set Of Opinions

People Organisation Process Information Technology



Change Index

Chaos Index

Behavioural

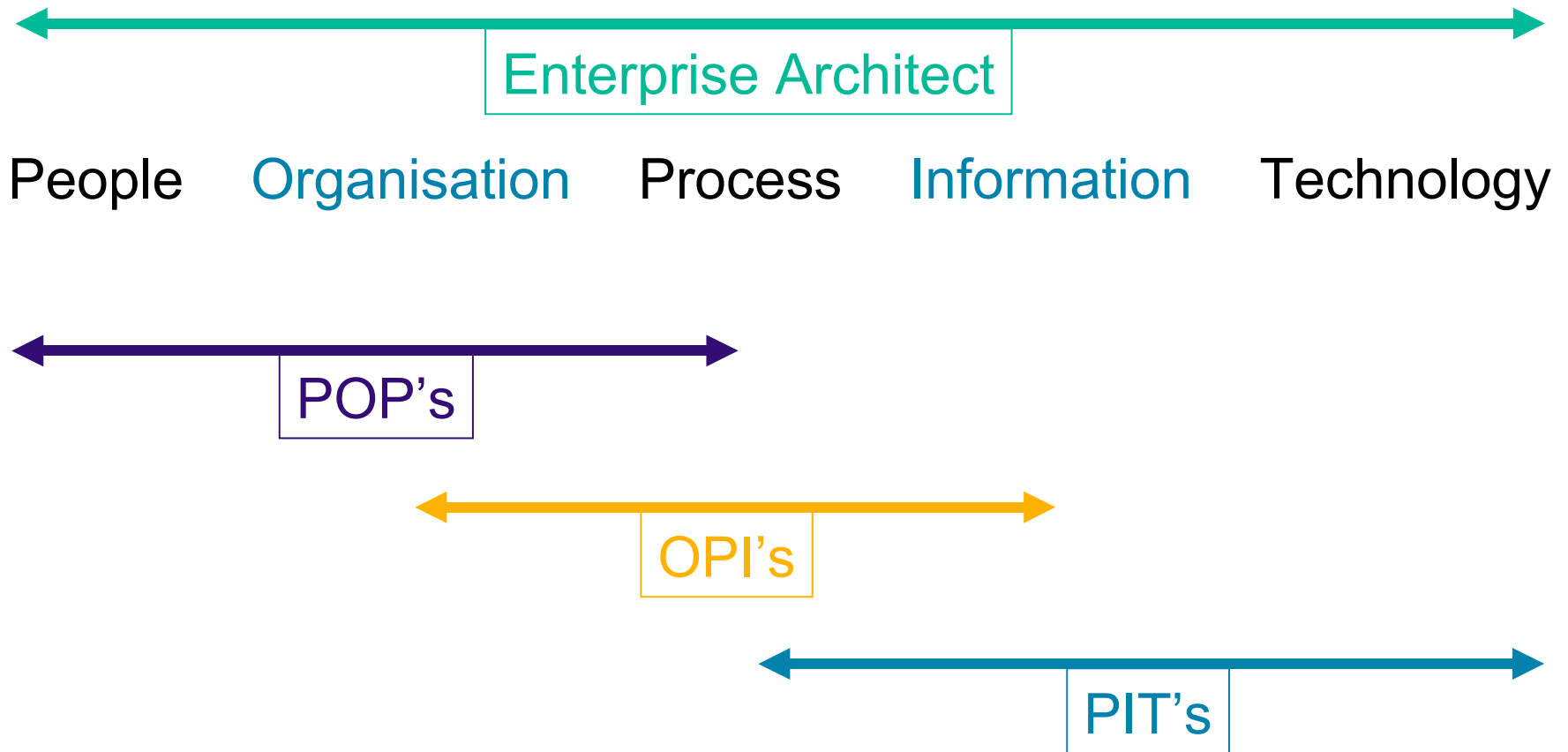
Engineering

When Disciplines Collide...

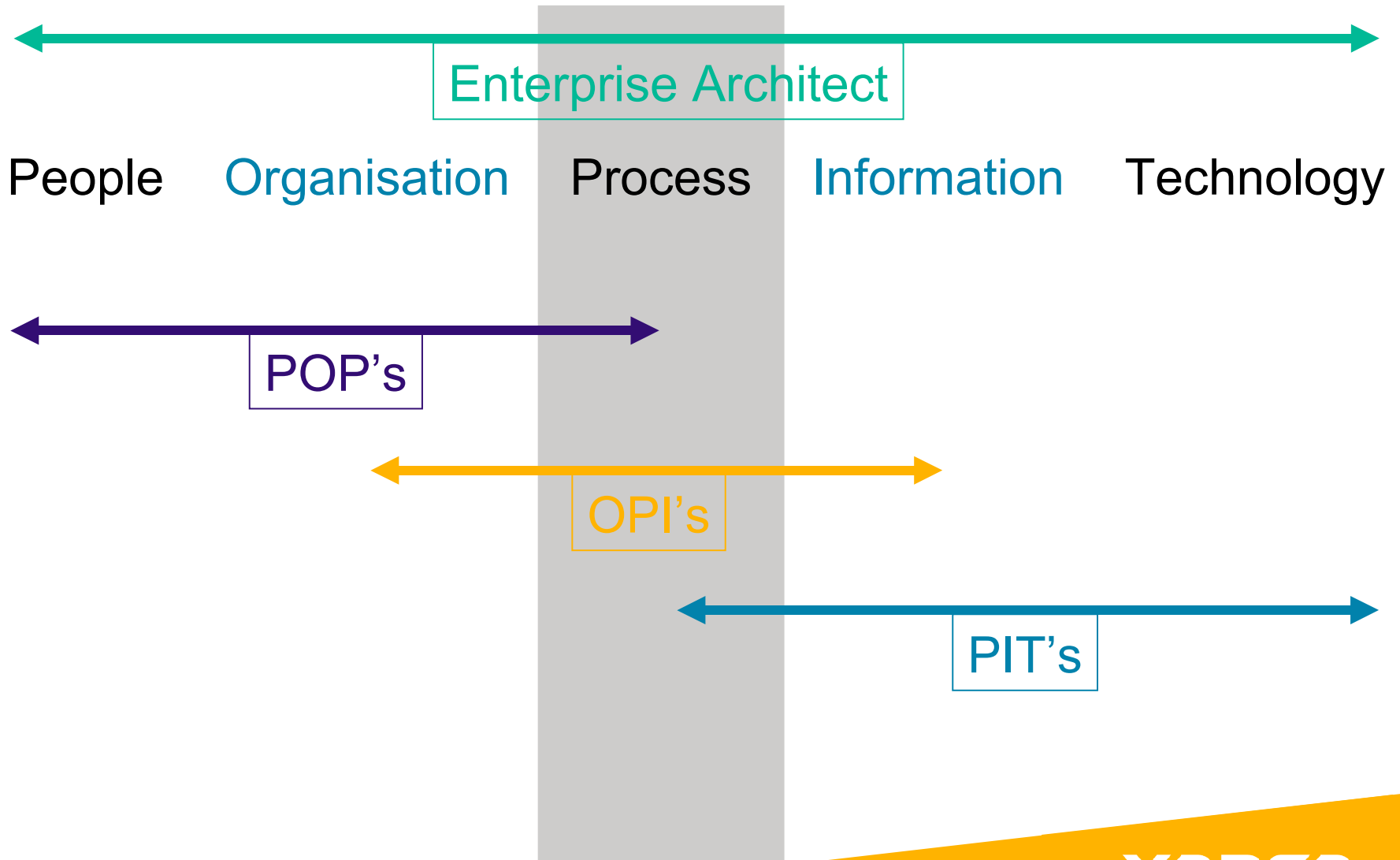
“Different disciplines have different priorities, different thinking styles, different values. When people from different disciplines get together, their values collide. What one person finds valuable, others do not even notice. And they do not notice that they do not notice.”

*Interdisciplinary Co-operation - Scott Kim;
The Art of Human-Computer Interface Design - Edited by Brenda Laurel*

POPIT: Of POPs and PITs



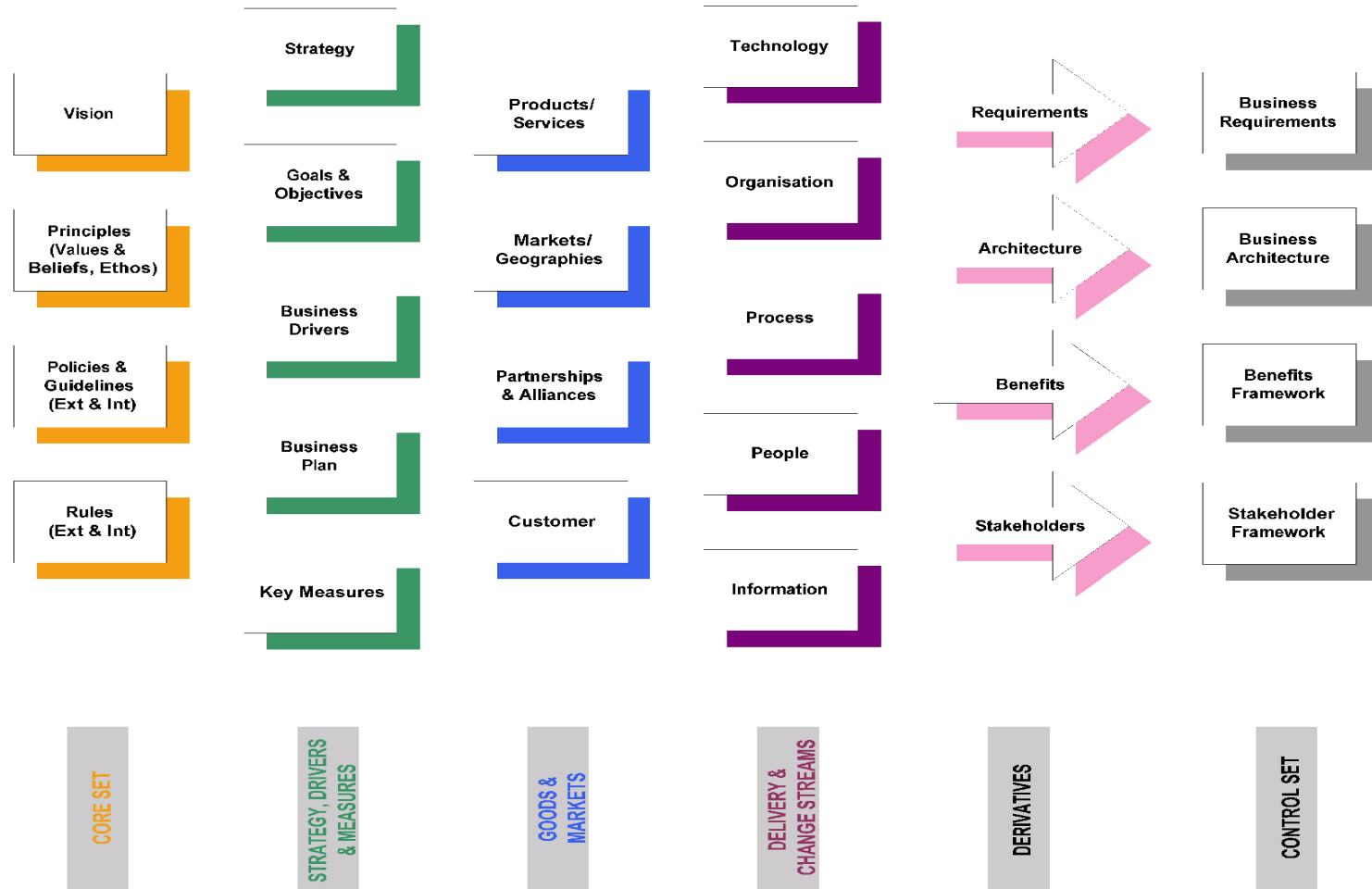
POPIT: OPIs Rule?



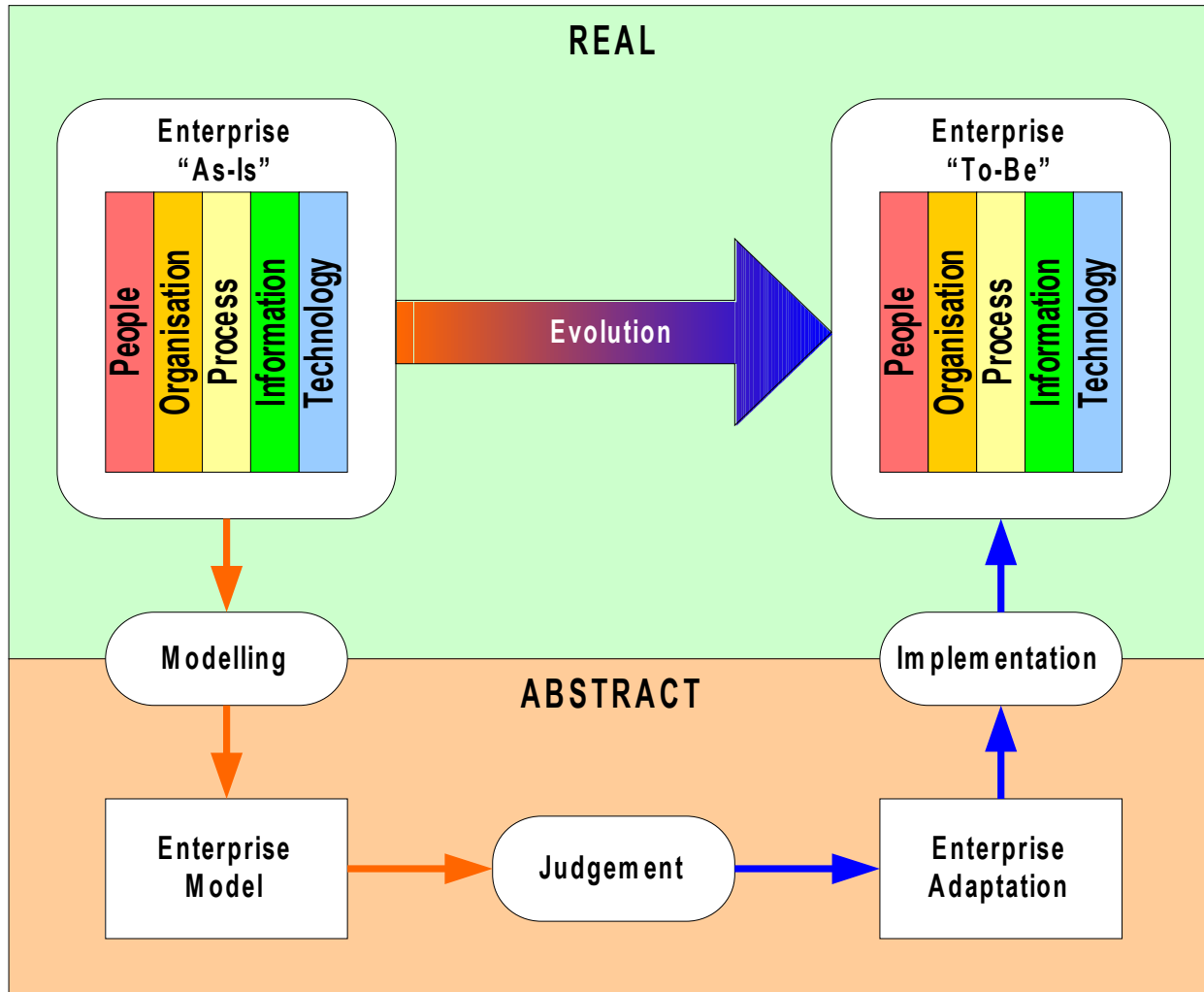
Architecture Definitions

- Enterprise Architecture defines a foundation upon which an organisation can effect business change delivering real business benefit by co-ordinated manipulation in the areas of people, organisation, process, information and technology.
- Service Oriented Architecture can be seen as an Enterprise Architecture pattern to enable the agile business.

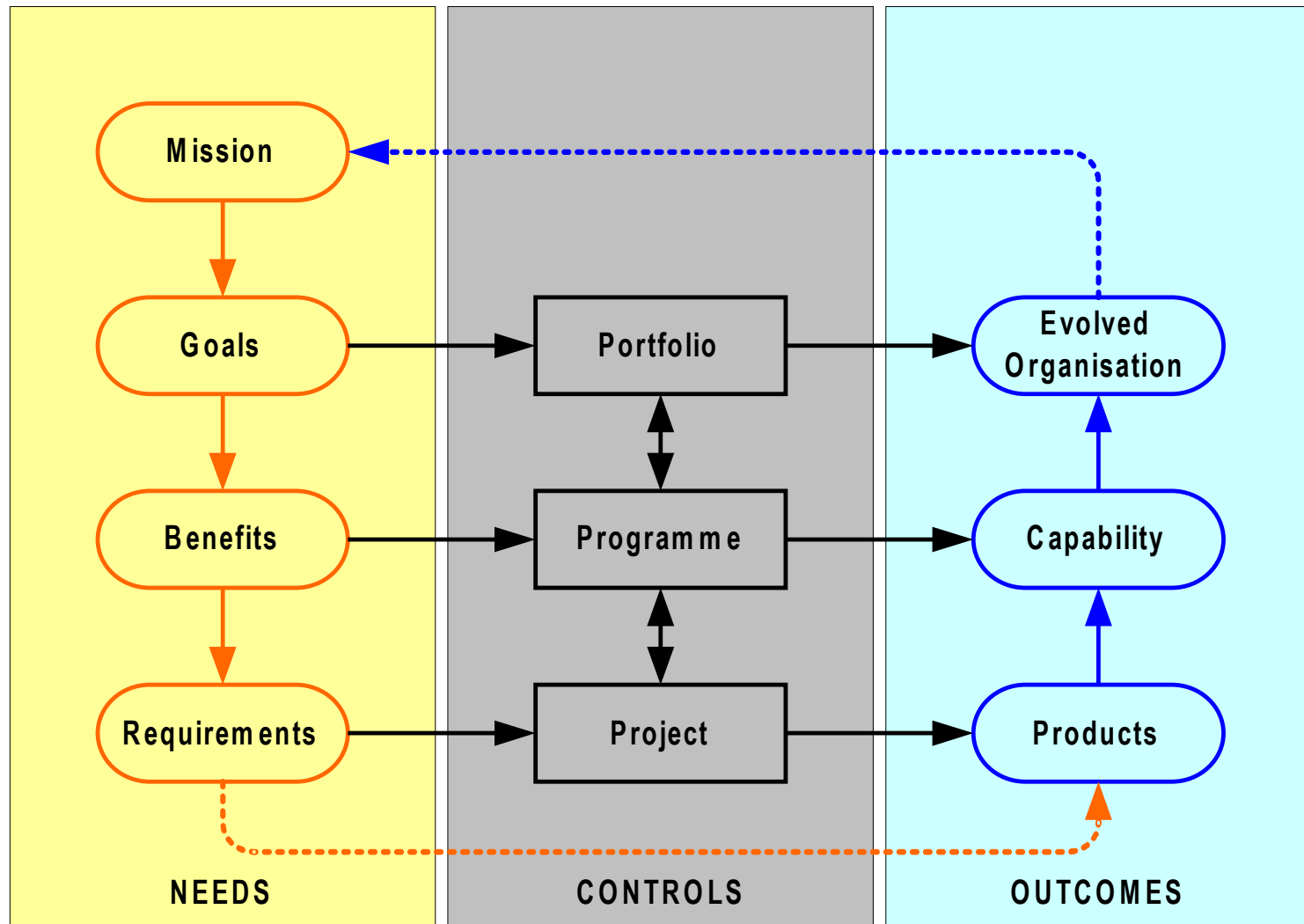
The Baggage



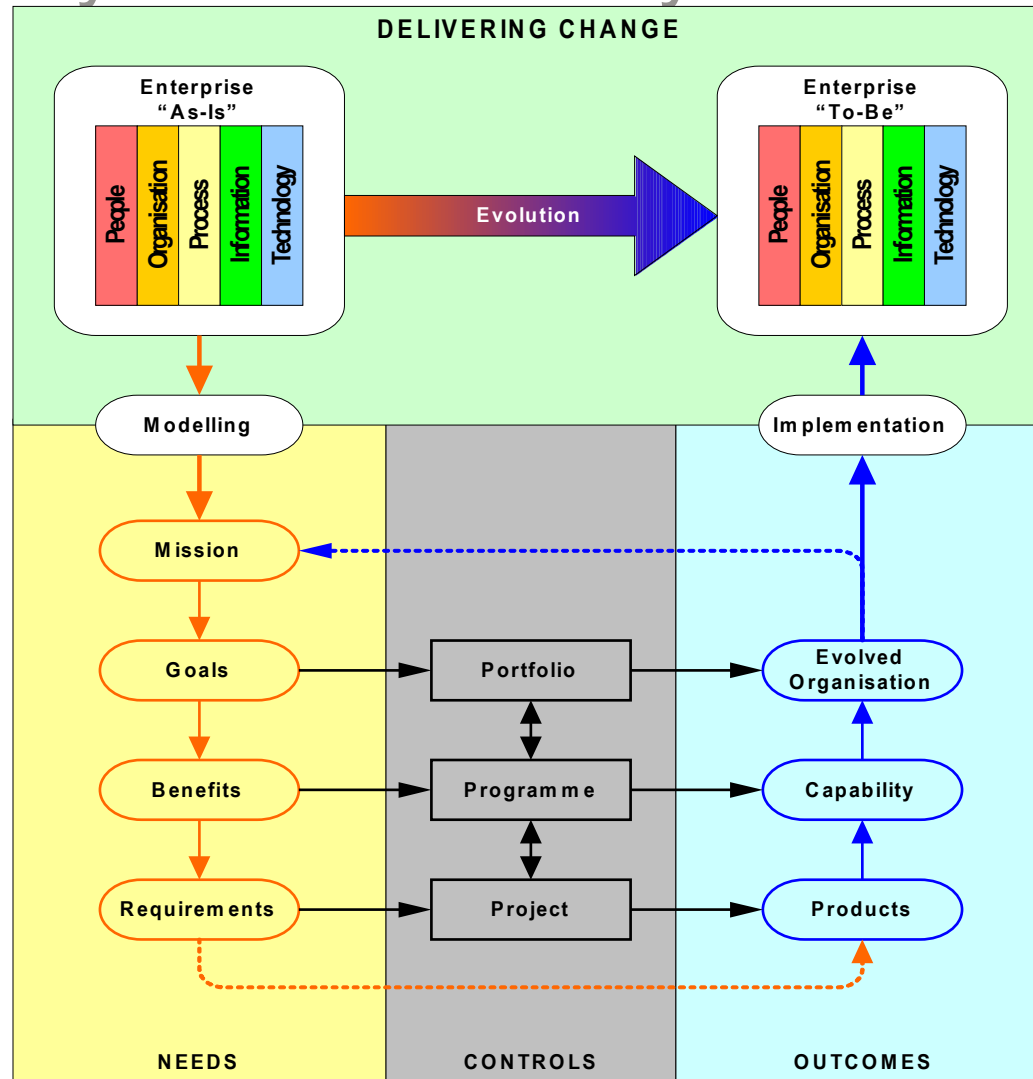
Architectural Evolution



From Mission to Evolution



Evolutionary Benefit Delivery



Summary

- Enterprises are about people, teams and organisational units as well as “things”
- Change is all pervasive and *must* be considered when talking about architecture: it is not an option
- Behaviours can be change inhibitors, embracers or catalysts and are therefore affect architecture
- Ergo, Enterprise Architecture >> IT and requires additional skills and capabilities to enable it
- Xansa has an approach – just POPIT and see!