



The Open Group Conference San Diego

21st Enterprise Architecture Practitioners Conference

San Diego Marriott Mission Valley
8757 Rio San Diego Drive
San Diego, California, USA
February 2-4 2009

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Enterprise Management Frameworks & TOGAF 9

Presented By:

Mr. Robert (Bob) Weisman MSc, PEng, PMP, CD
CEO/Principal Consultant, Build The Vision Inc.

Robert.weisman@buildthevision.ca

www.buildthevision.ca

Agenda

- Perception of EA in CIO
- Other Management Frameworks
- The Impact of Architecture Definition
- TOGAF and Other EA Frameworks
- Other New Features not already covered
- Concluding Material



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Change Management – A Survey

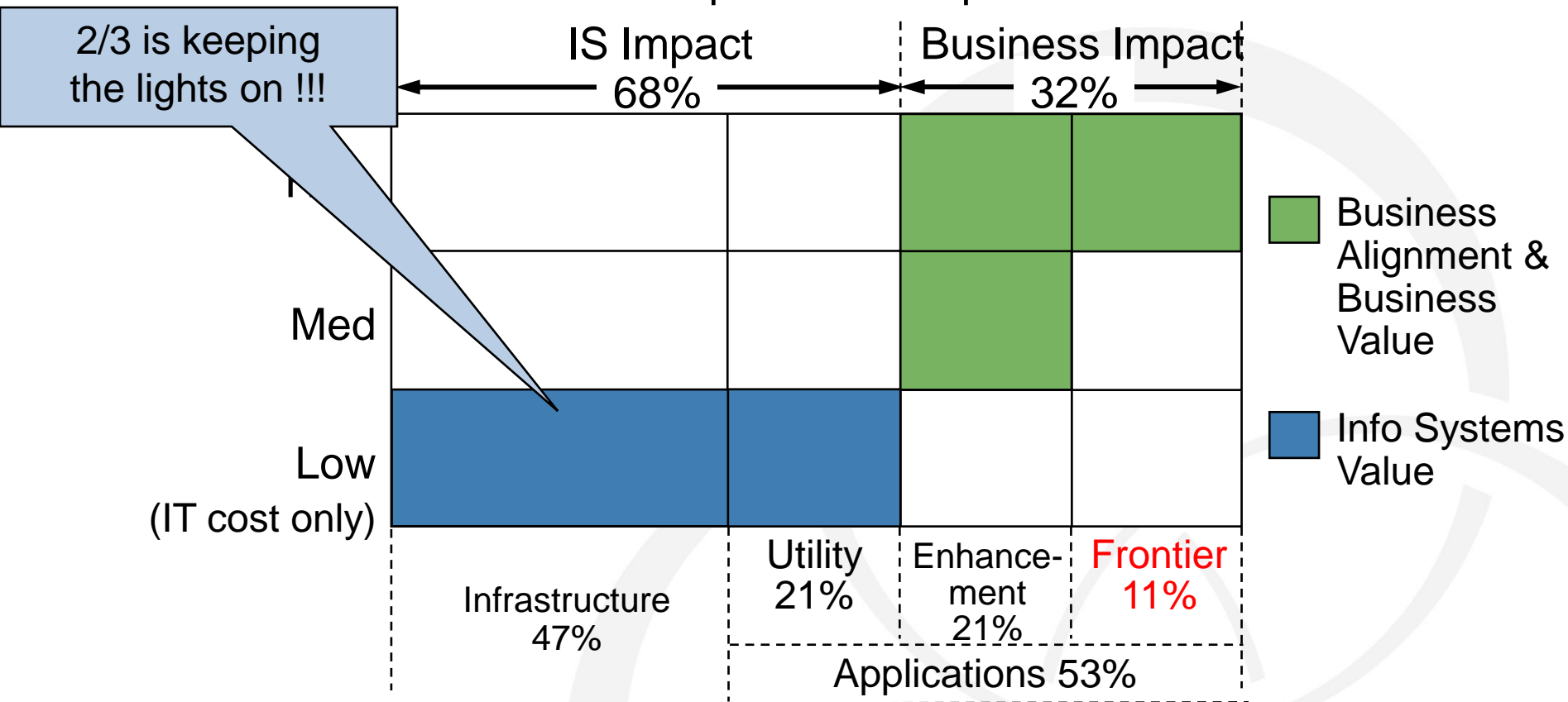
- **Conference Board of Canada Survey** (70 Companies)
 - 82% Change Management as a Priority
 - 99% Increase in Change Management
 - HR Leaders – NO MENTION OF CIO at all
 - VP Strategy, Development, Planning second
 - **Key Competencies**
 - Effective communications
 - Building trust
 - Achieving collaboration
 - **Top Challenges**
 - People Issues
 - Organizational Resistance
 - Communication Weaknesses



Perceptions of IT in Corporate Boardroom

About 1/3 of IT Spending Improves Business Performance (Gartner)

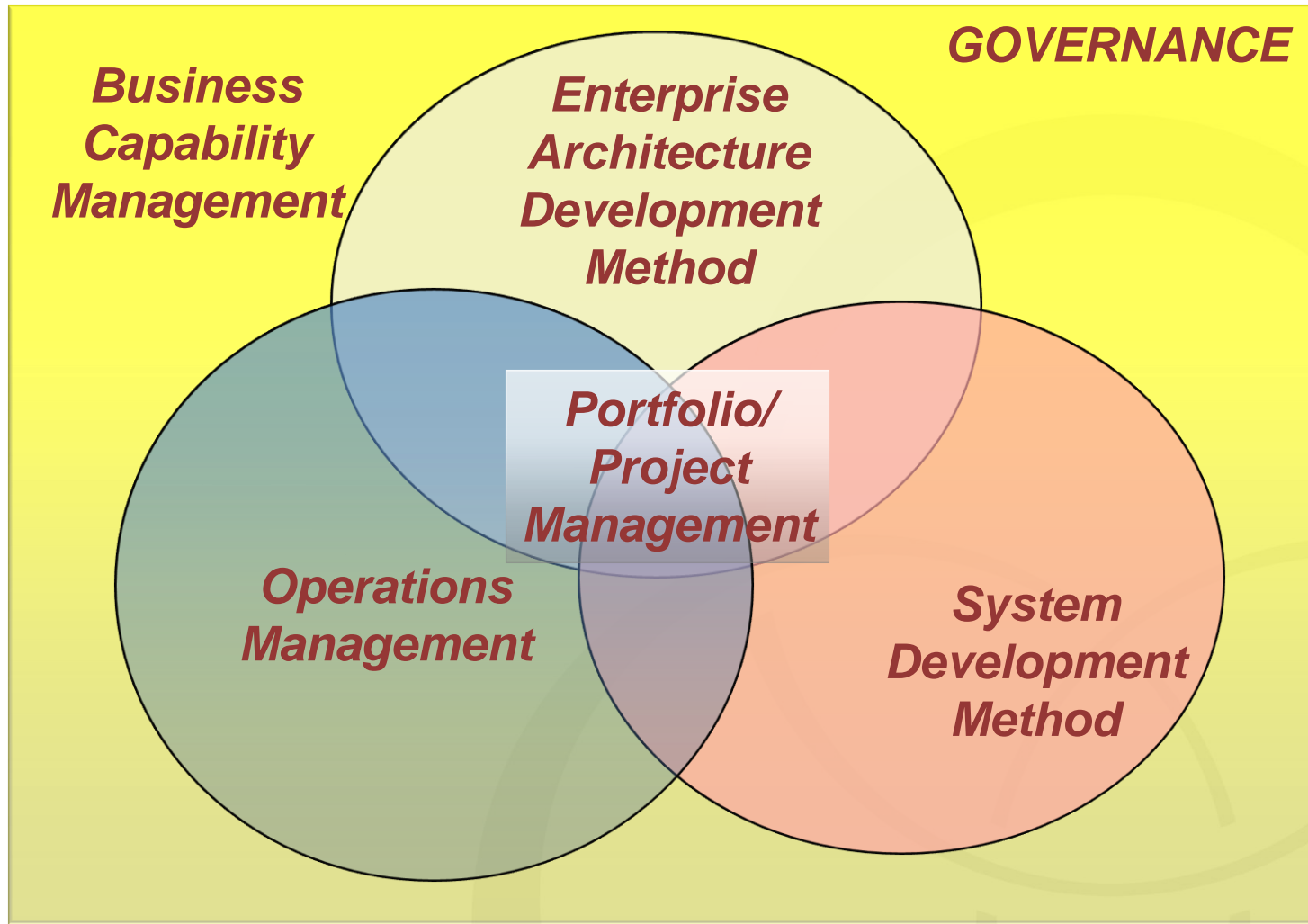
Contribution to Improved Enterprise Performance



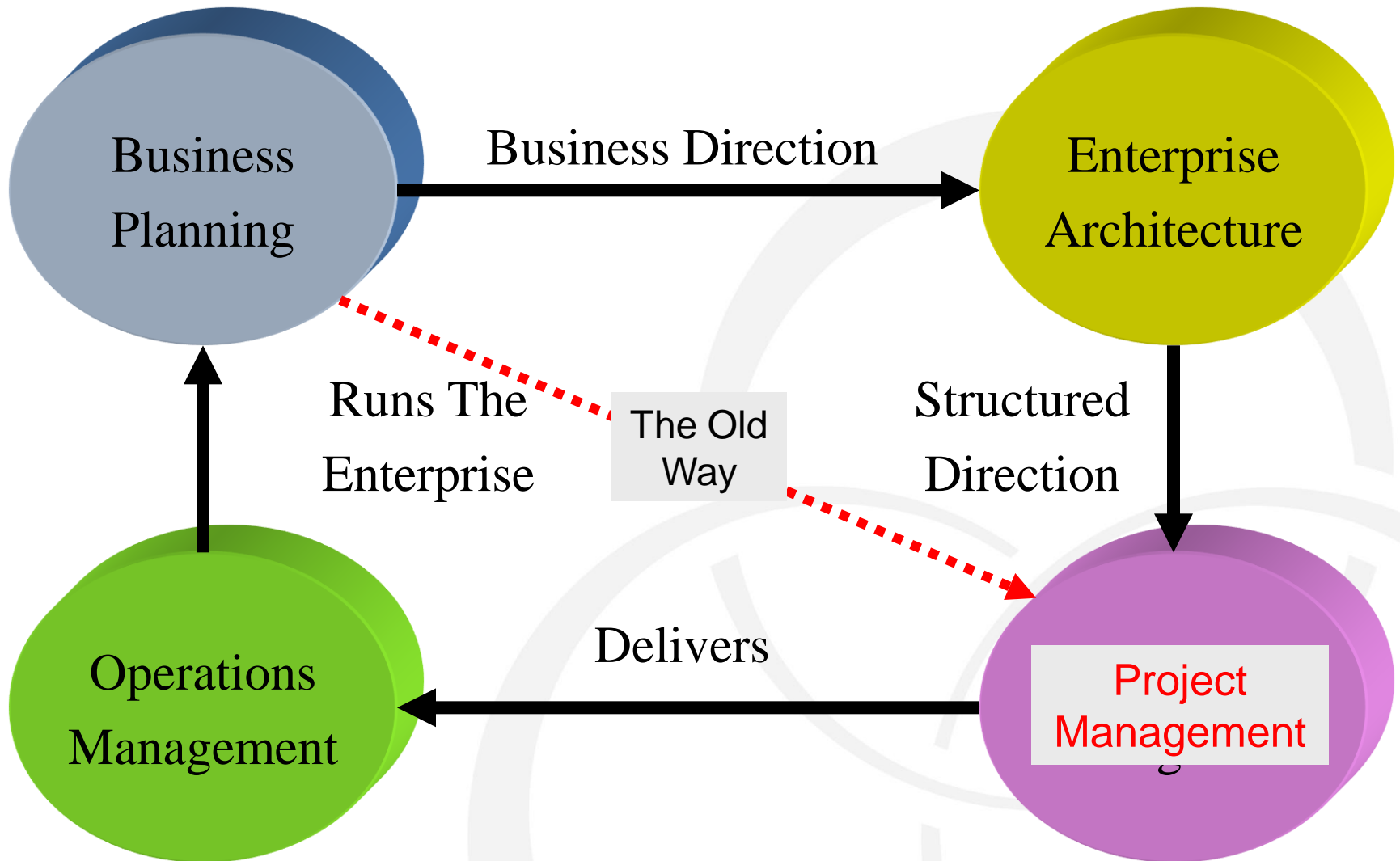
Typical Portfolio of IT Investments Share of Total IT Spending

(Courtesy Gartner Group Dec 2003)

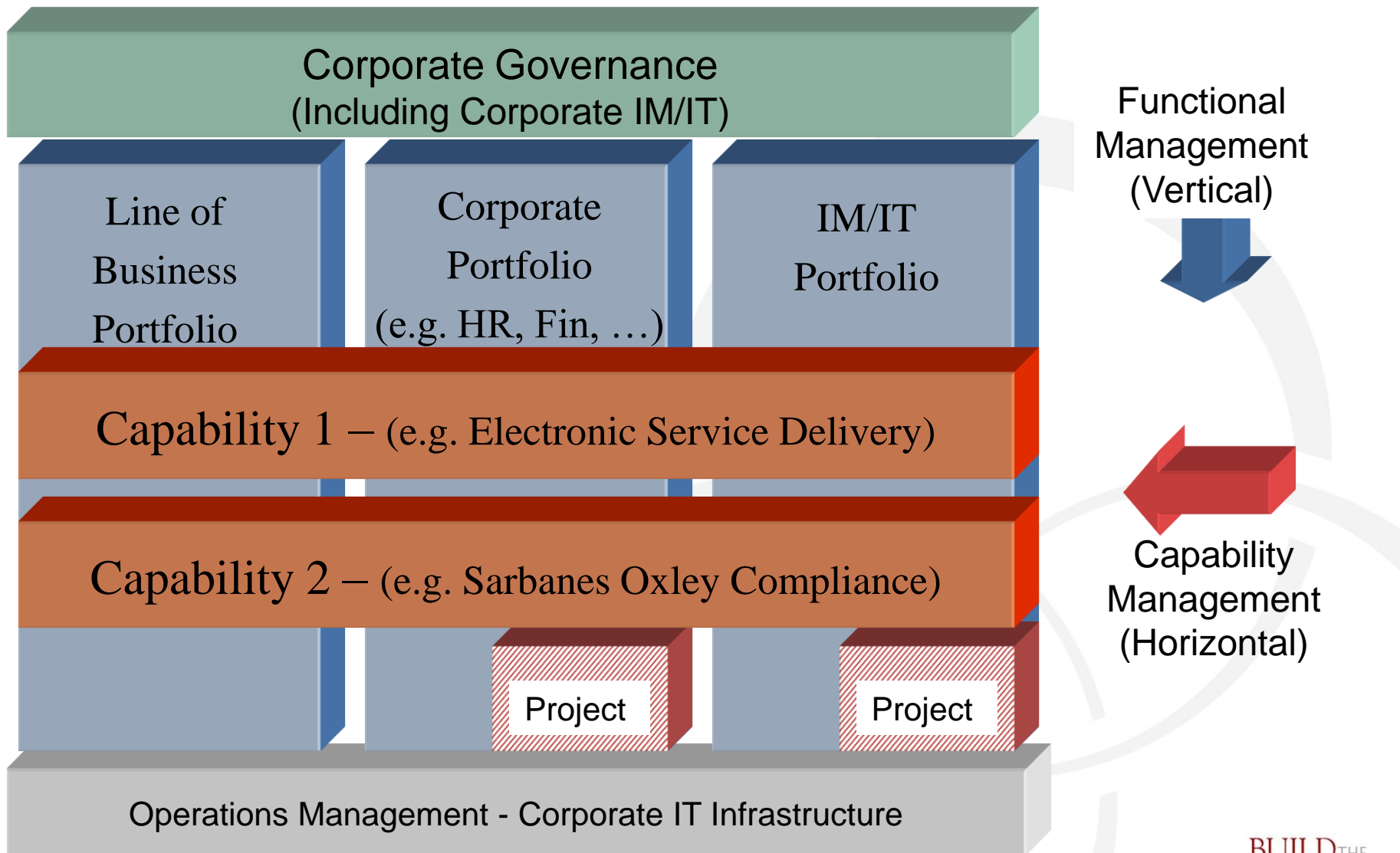
Enterprise Architecture Works in Concert with the Management Frameworks



The Role of EA within the Business



Capability Based Business Planning



Capability Concept

Capability

Capability Increment

People Dimension

Individual Training
Collective training
Professional Development

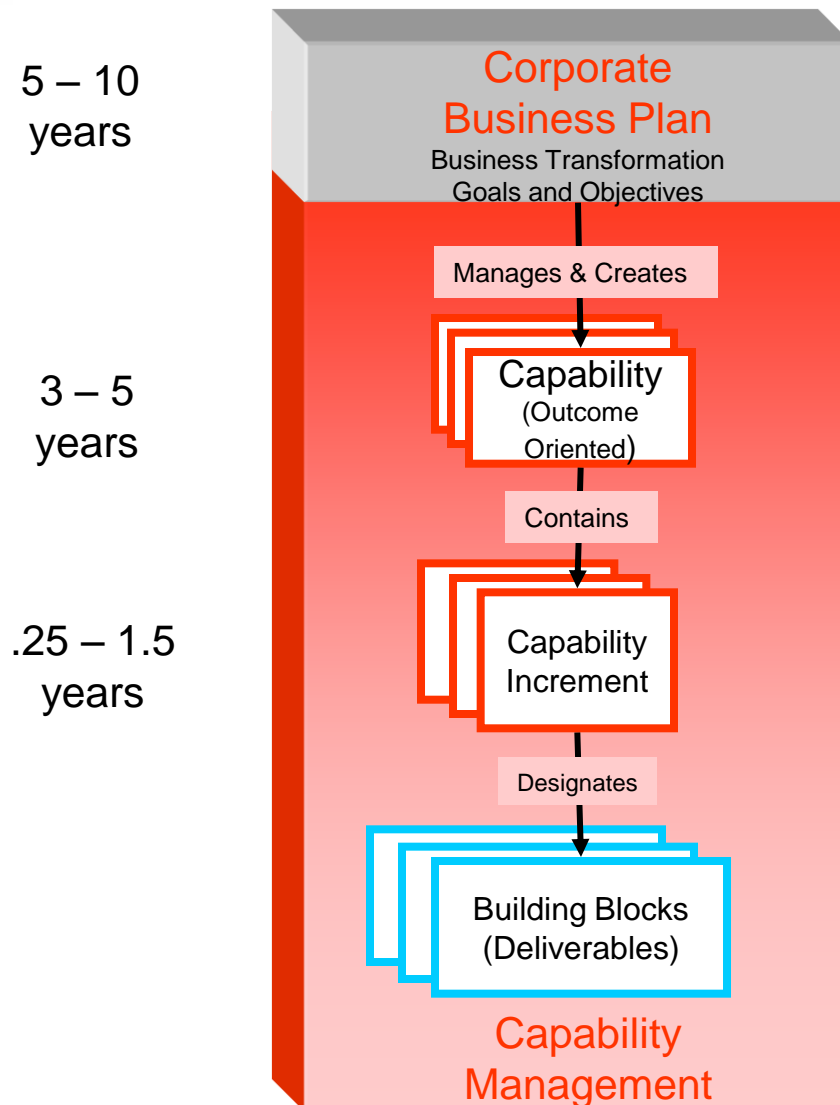
Process Dimension

Concepts
Business Processes
Information Mgt

Materiel Dimension

Infrastructure
Information Technology
Equipment

Outline Capability Management



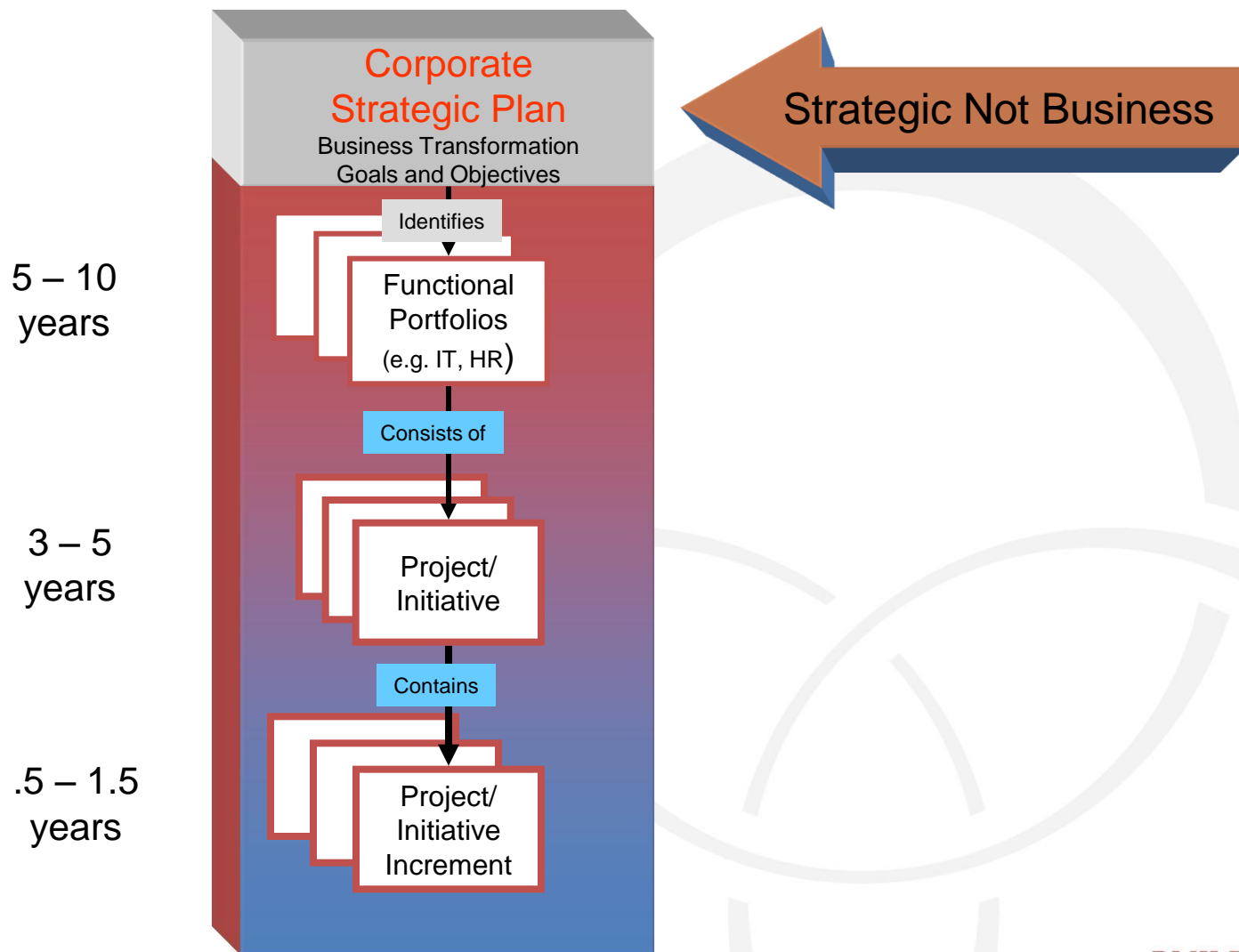
Horizontal Management Across Portfolios

- Strategic Business Leadership

Possible Capability Dimensions

- Personnel
- R&D
- Infrastructure/facilities
- Concepts/Processes
- Information Management
- Materiel

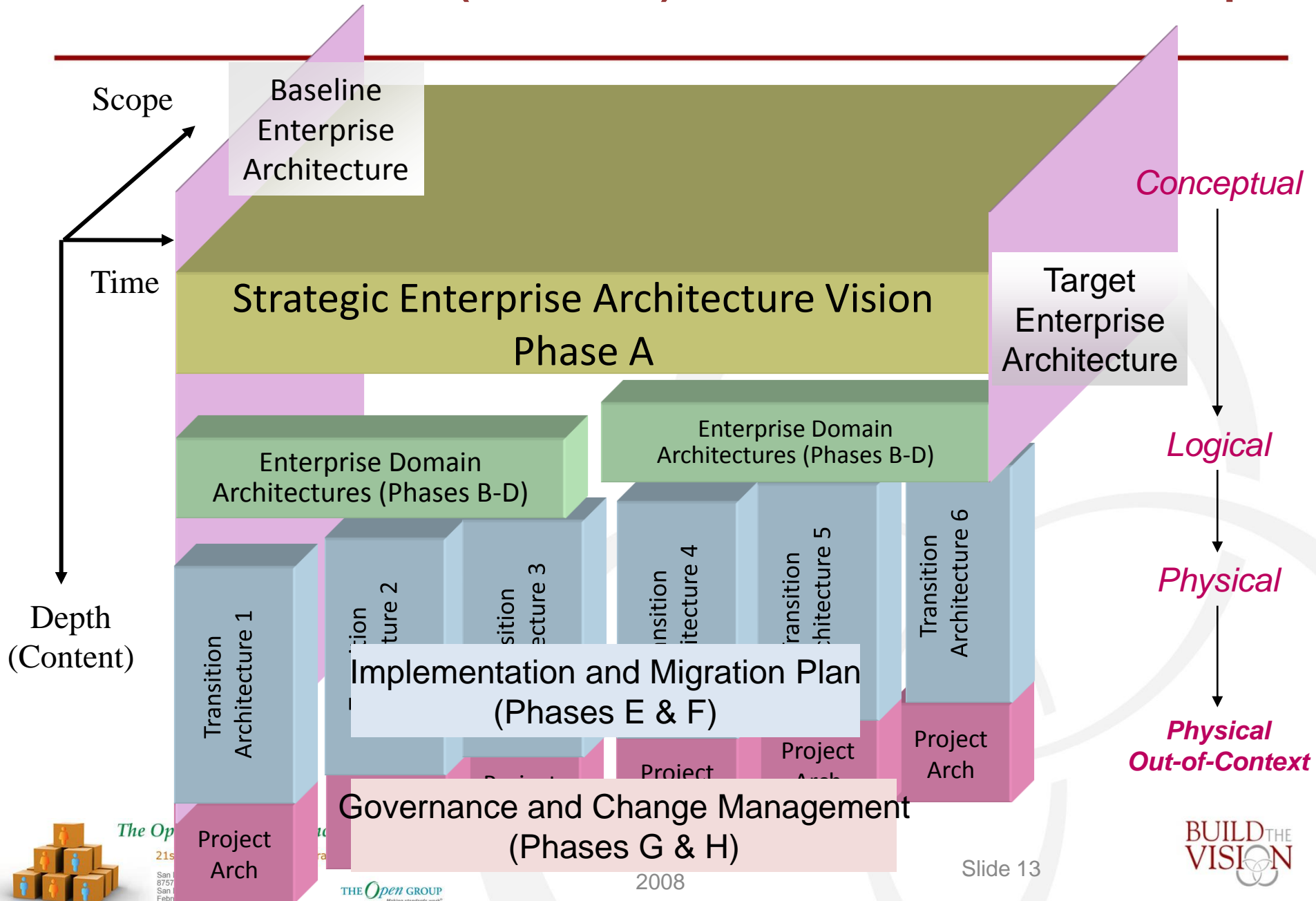
Portfolio/Project Management



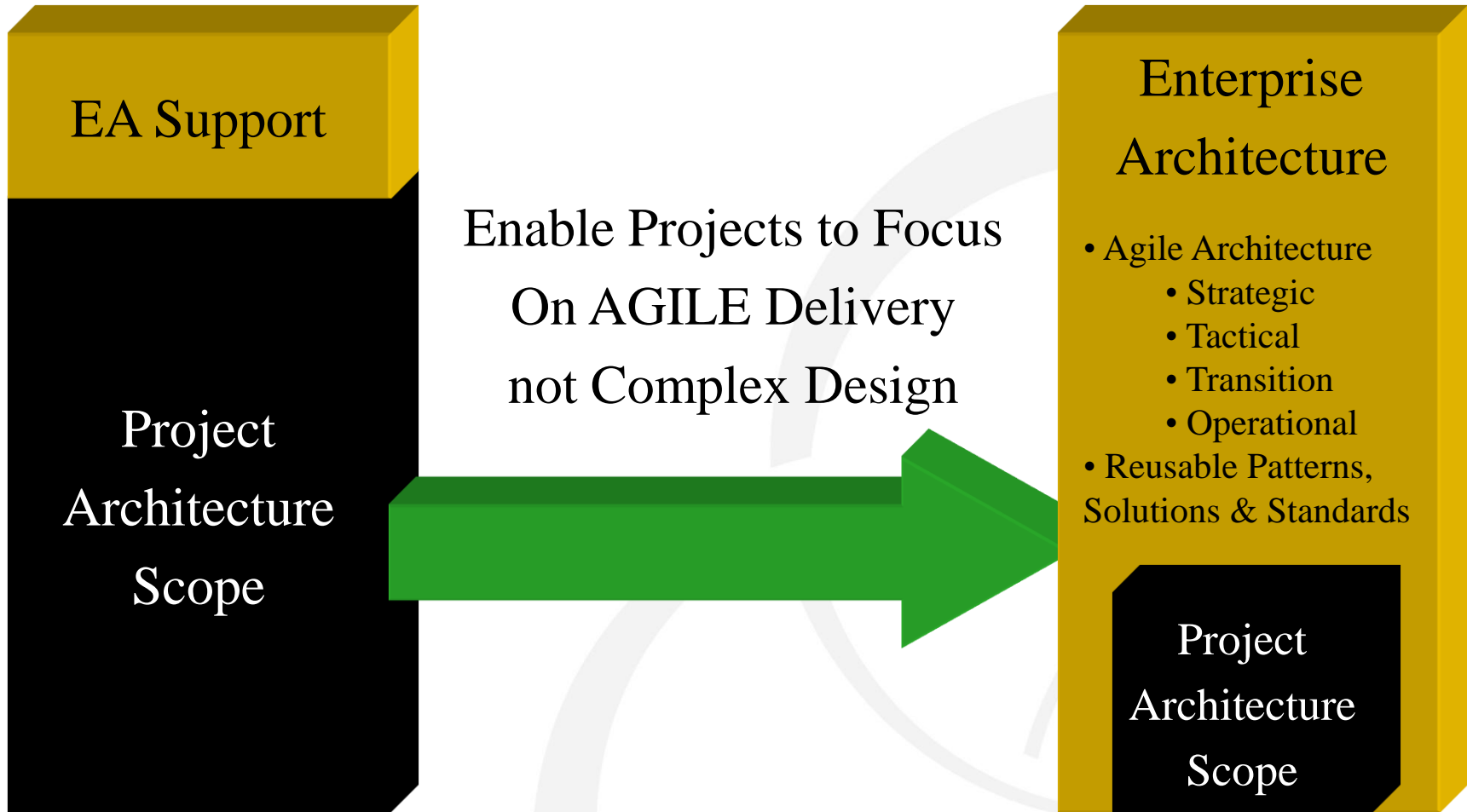
Business Planning Relationships



EA (TOGAF 9) - Architecture Relationships

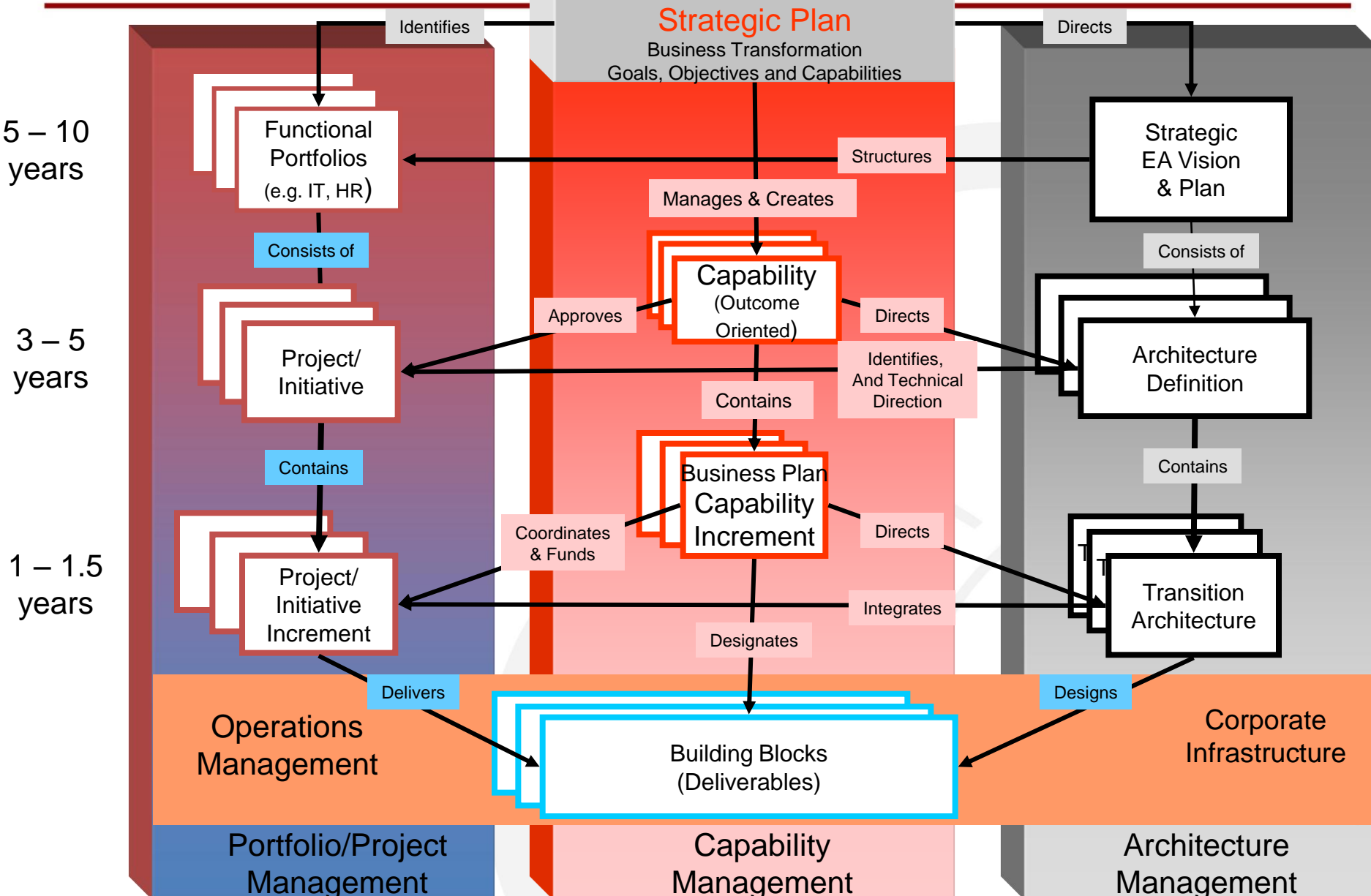


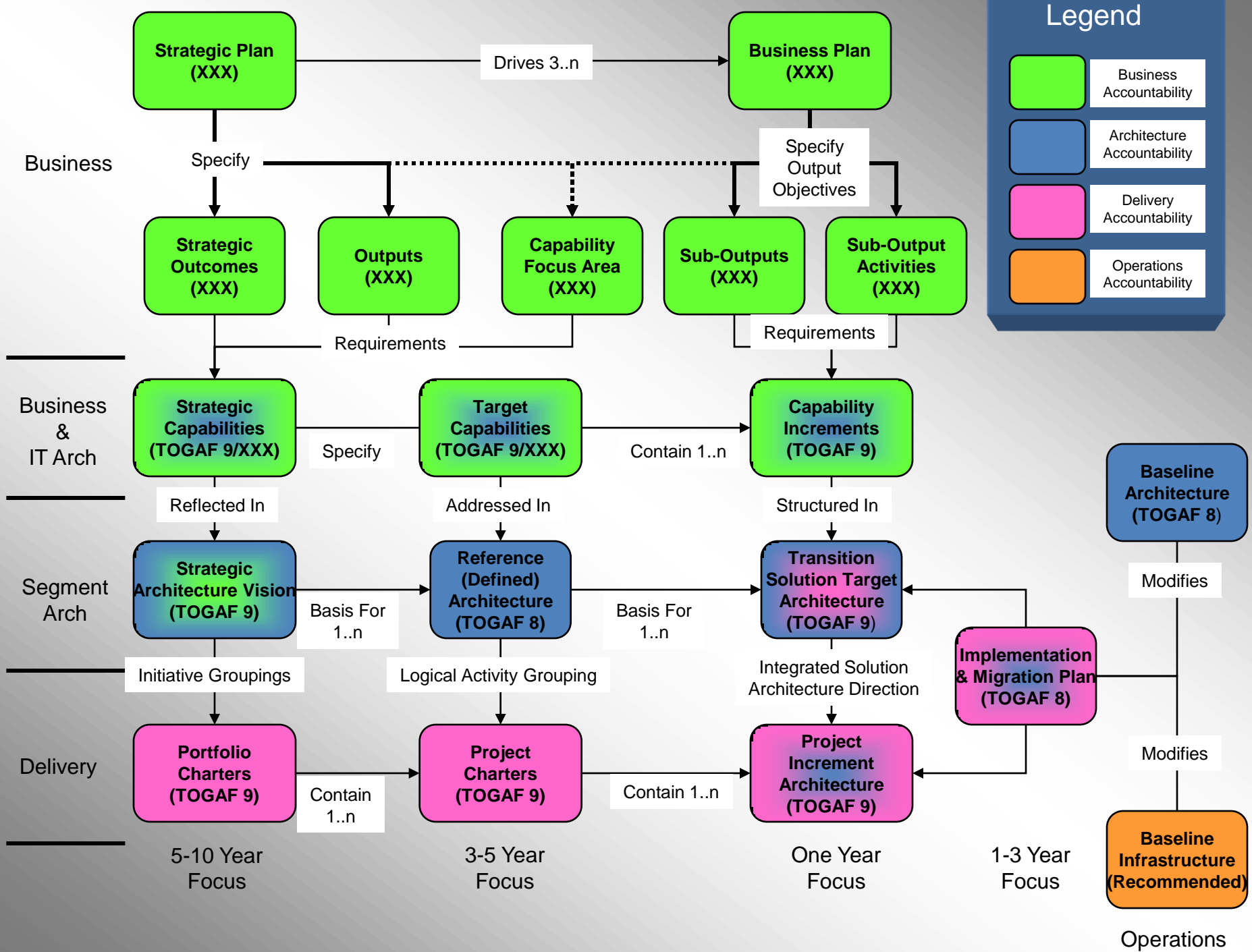
Architecture Intent – Lessen Burden on Projects



Management Framework Relationships

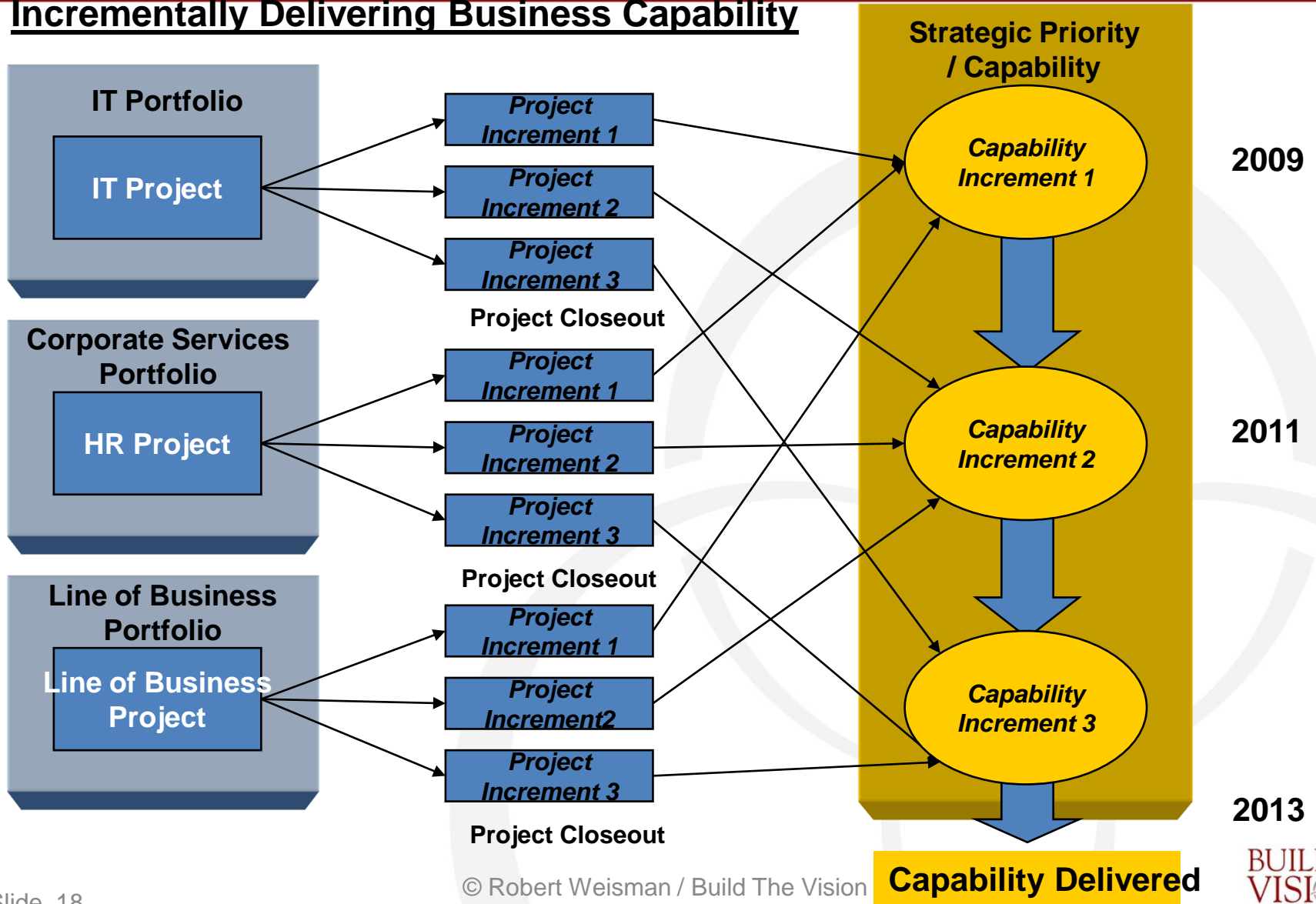
© Robert Weisman / Build The Vision 2008





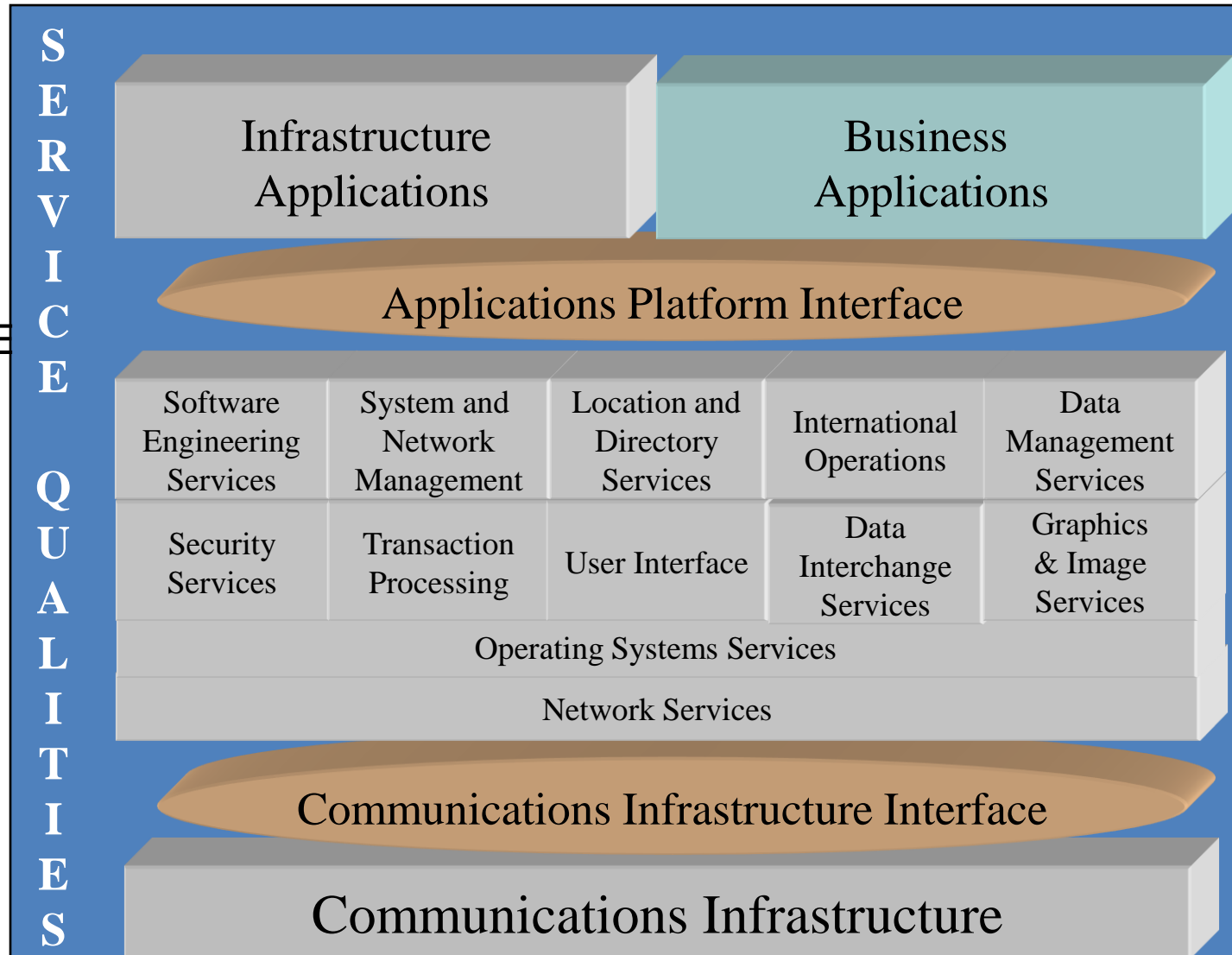
Requiring Close Coordination

Incrementally Delivering Business Capability

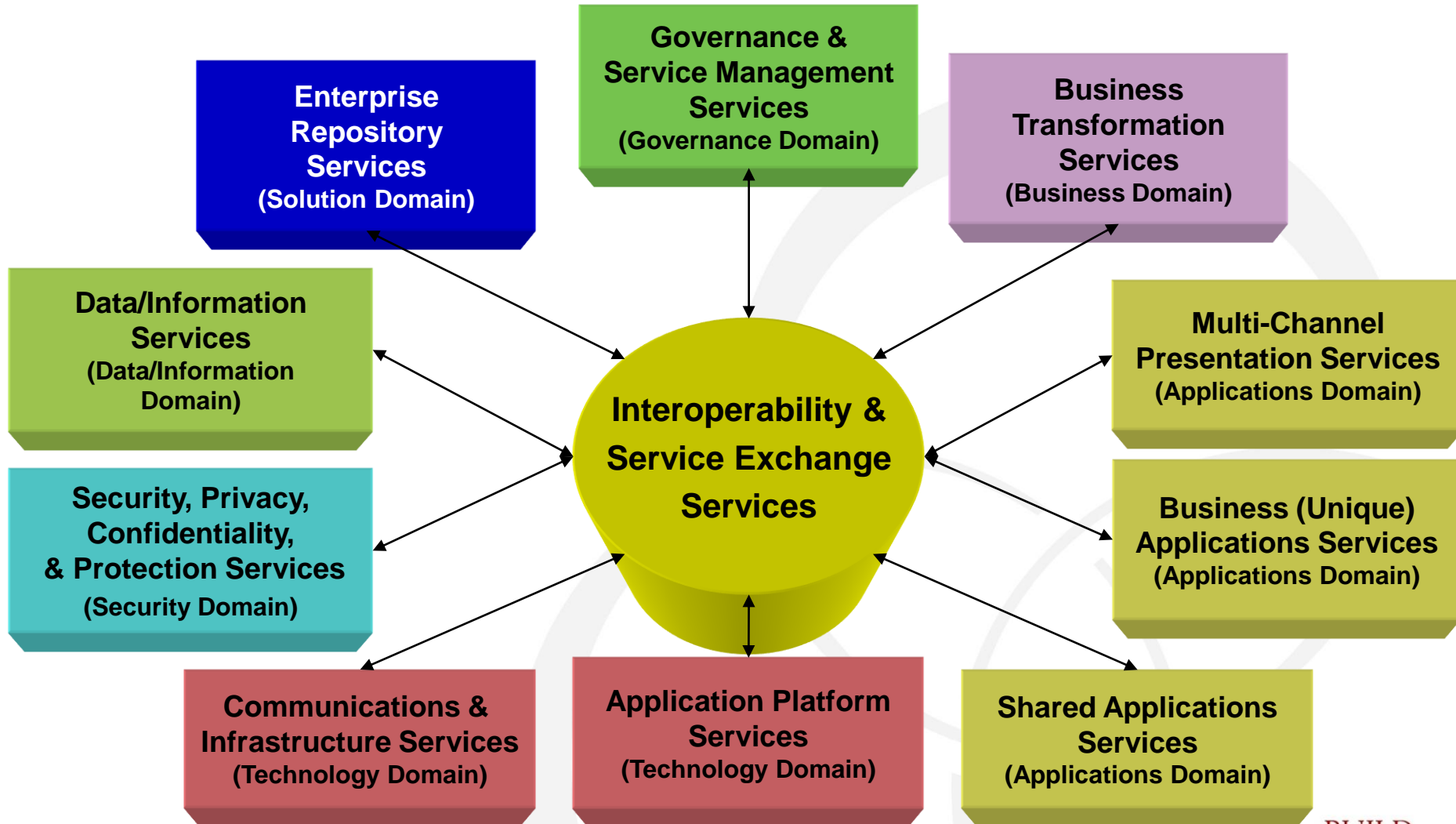


Architecture Definition - Foundation Architecture Technical Reference Model

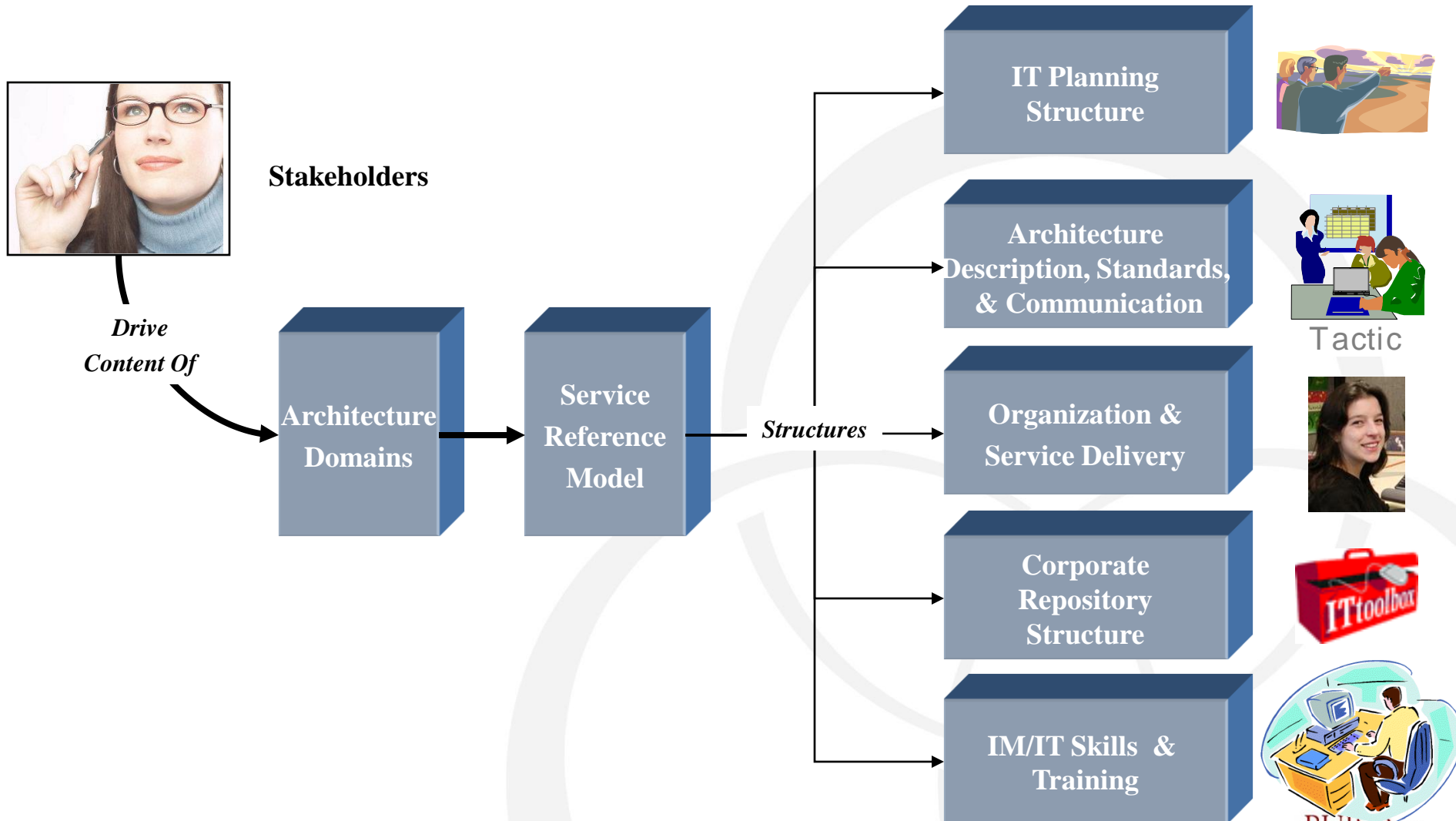
- Model and taxonomy of generic platform services
- Based upon DoD TAFIM TRM (IEEE POSIX 1003.0)



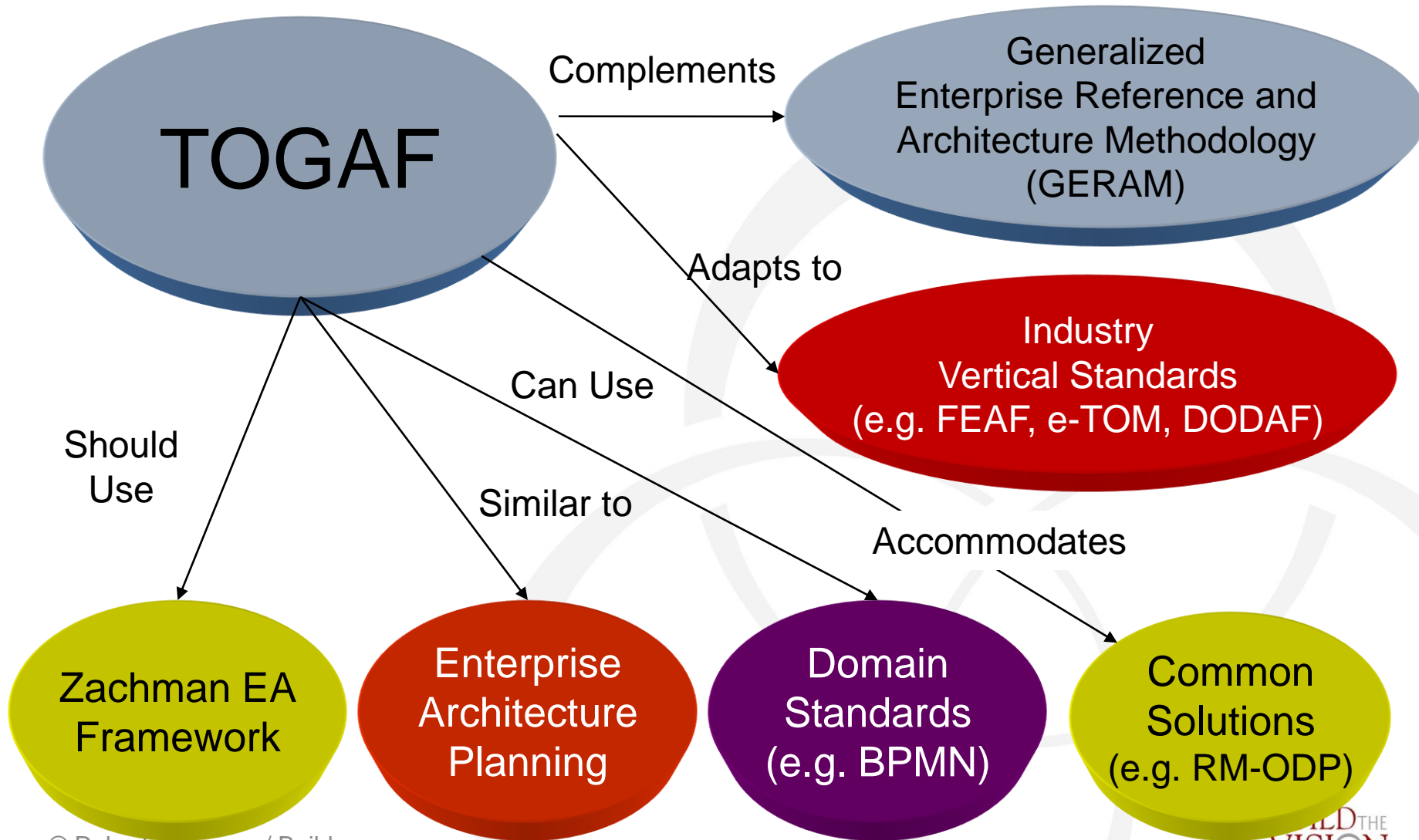
Potential Service Reference Model



Criticality of Technical (Service) Reference Model



TOGAF and Other EA Frameworks



Other New Features

(Not already covered on Monday)

- Tailoring the TOGAF 9 Architecture Development Method
- Risk Management
- Interoperability
- Business Transformation Readiness
- Architecture Documentation
- Personnel Skills



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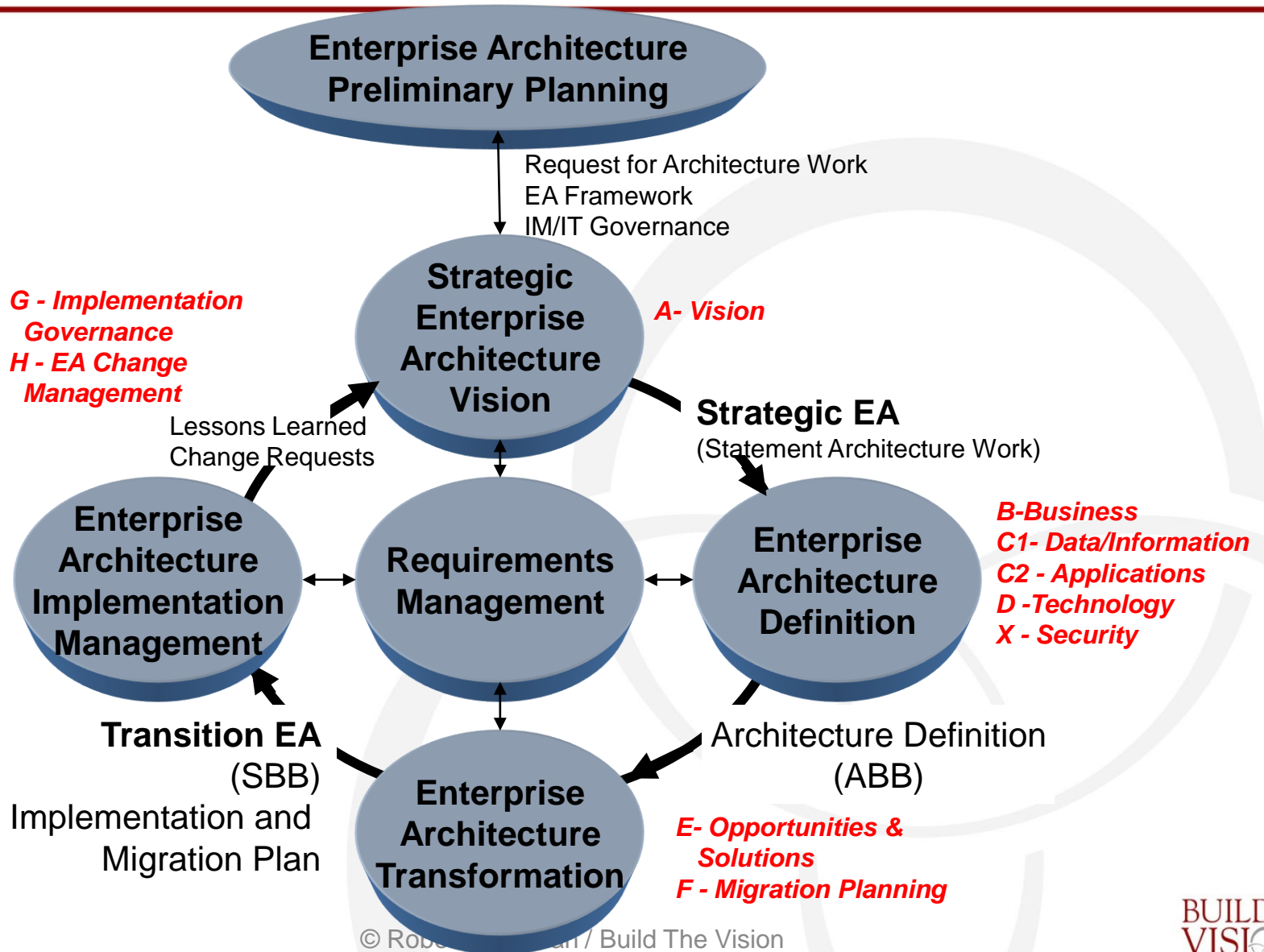
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Practical Tailoring - A Simplified ADM



Risk Classification Scheme

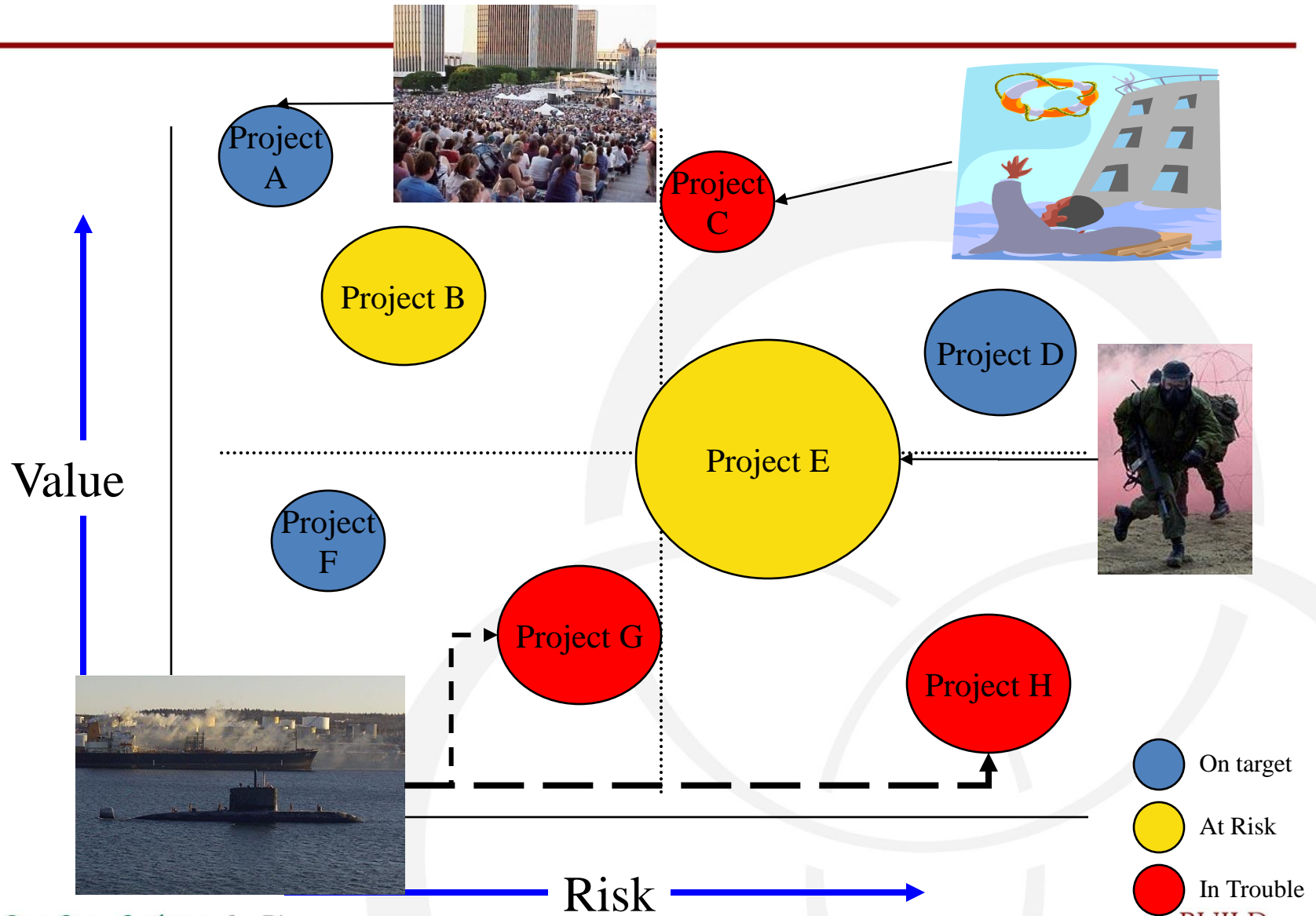
Corporate Risk Impact Assessment

Effect	Frequency				
	Frequent	Likely	Occasional	Seldom	Unlikely
Catastrophic	E	E	H	H	M
Critical	E	H	H	M	L
Marginal	H	M	M	L	L
Negligible	M	L	L	L	L

Risk Identification and Mitigation Assessment Worksheet

<i>Risk ID</i>	<i>Risk</i>	<i>Preliminary Risk</i>			<i>Mitigation</i>	<i>Residual Risk</i>		
		<i>Effect</i>	<i>Freq</i>	<i>Impact</i>		<i>Effect</i>	<i>Freq</i>	<i>Impact</i>

Managing Fit, Value and Risk

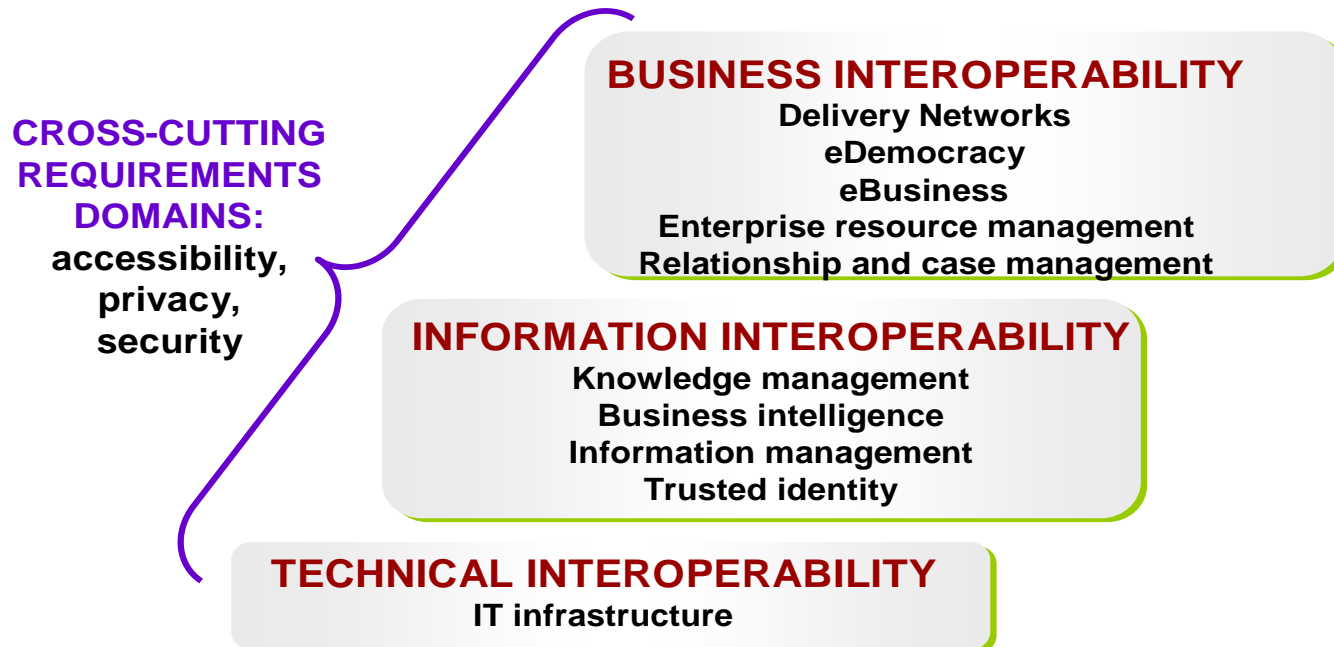


-  On target
 -  At Risk
 -  In Trouble
- BUILD THE VISION**



Definitions of Interoperability

Core Enablers and Key Requirements Domains



Using Degrees of Interoperability

- Degree 1: Unstructured Data Exchange.
 - Involves the exchange of human-interpretable unstructured data such as the free text found in operational estimates, analysis and papers.
- Degree 2: Structured Data Exchange.
 - Involves the exchange of human-interpretable structured data intended for manual and/or automated handling, but requires manual compilation, receipt and/or message dispatch.
- Degree 3: Seamless Sharing of Data.
 - Involves the automated sharing of data amongst systems based on a common exchange model.
- Degree 4: Seamless Sharing of Information.
 - An extension of degree 3 to the universal interpretation of information through data processing based on co-operating applications.
- These degrees can be decomposed as illustrated in the NATO Consultation, Command and Control Technical Architecture (NC3TA) for example:
 - 3.A Formal Message Exchange;
 - 3.B Common Data Exchange;
 - 3.C System Management;
 - 3.D Secure Systems Management;
 - 3.E Security Management; and
 - 3.F Real-time Data Exchange.



Interoperability Matrix

Inter-System Interoperability Requirements							
	System A	System B	System C	System D	System E	System F	System G
System A		2A	3D	2B	3A	3A	3B
System B	2B		3F	2C	3A	2B	2C
System C	3E	3F		2B	2A	2A	3B
System D	2B	2B	2B		3A	3A	3B
System E	4A	4B	2B	3A		3B	3B
System F	4A	4A	2B	3B	3A		2D
System G	2B	2B	3A	3A	3B	3B	

Business Transformation Readiness

<i>Readiness Factor Assessment Summary</i>				
<i>Ser</i>	<i>Readiness Factor</i>	<i>Urgency</i>	<i>Readiness Status</i>	<i>Degree of Difficulty to Fix</i>
1	Vision			
2	Desire/Willingness/Resolve			
3	Need			
4	Business Case			
5	Funding			
6	Sponsorship And Leadership			
7	Governance			
8	Accountability			
9	A Workable Approach And Execution Model			
10	IT Capacity To Execute			
11	Departmental Capacity To Execute			
12	Ability To Implement And Operate			

Documentation - Implementation Factor Assessment and Deduction Matrix

Implementation Factor Deduction Matrix		
Factor	Description	Deduction
<Name of the Factor>	<Description of the Factor>	Impact on the Migration Plan
<i>Change in Technology</i>	<i>Shut down the message centres, saving 700 personnel, and have them replaced by email.</i>	<ul style="list-style-type: none"> • <i>Need for Personnel Training, Re-Assignment</i> • <i>Email has major personnel savings and should be given priority.</i>
<i>Consolidation of Services</i>	...	•...
<i>Introduction of New Customer Service</i>	...	•...

Consolidated Gap, Solutions and Dependencies List

Consolidated Gaps and Dependencies List				
#	Architecture	Gap	Potential Solutions	Dependencies
1	Business	New Order Processing Process	<ul style="list-style-type: none"> •Use COTS Software Tool Process •Implement Custom 	Drives Applications #2
2	Applications	New Order Processing Application	<ul style="list-style-type: none"> •COTS Software Tool X •Develop In-House. 	
3	Information	Consolidated Customer Information Base	<ul style="list-style-type: none"> •Use COTS Customer Base •Develop Customer data mart 	

To-Be / As-Is	Monitor the Business Environment	Perform Unit Cost Model	Evaluate Conformance	Manage Non-Conformance	Develop & Maintain MOR Master Data	Perform Work Management	Process Payroll	Process Ad-hoc Payroll	Determine Bonus	Determine Production Bonus	Maintain Production Master Data	Plan Production	Adherence to Schedule	Reconcile Production Data	Eliminated
Monitor the Business Environment	No Change									Integration					
Perform Unit Cost Model		Execution Time								Integration					
Evaluate Conformance			No Change												
Manage Non-Conformance				Execution time						Integration					
Develop & Maintain MOR Master Data					No Change					Integration					
Perform Work Management						No Change				Integration					
Process Payroll							No Change			Integration					
Process Ad-hoc Payroll								More transactions		Integration					
Determine Bonus									Decrease in number of employees	Integration					
Maintain Production Master Data										New	No Change				
Plan Production										Integration		No Change			
Adherence to Schedule										Integration			No Change		
Reconcile Production Data										Integration				No Change	
New / Changed		Change cycle or decreases execution time		Change cycle or decreases execution time				Increased transaction volumes	Decreased transaction volumes	New Process & Significant Process Integration					

Emerging the EA Capability

- Emerge the EA Capability
 - Step 1 – Establish **Competency** in EA
 - Step 2 – Establish **Credibility** in CIO
 - Step 3 – Establish **Credibility in Business**
 - Step 4 – Collaborate as an integral part of Business Planning at all levels



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Open Group - Architecture Skills Framework

- Skills frameworks provide a view of the competency levels required for specific roles. They define:
 - The roles within a work area
 - The skills required by each role
 - The depth of knowledge required to fulfill the role successfully
- Roles
 - Architecture Board Members
 - Architecture Sponsor
 - IT Architecture Manager
 - Enterprise Architects
 - Domain Architects (Business, Data, Applications and Technology)
 - Portfolios, Program and/or Project Managers
 - IT Designer



Categories of Skills

- **Generic Skills**
 - typically comprising leadership, teamwork, inter-personal skills, etc.
- **Business Skills and Methods**
 - business cases, business process, strategic planning, etc.
- **Enterprise Architecture Skills**
 - modeling, building block design, applications and role design, systems integration, etc.
- **Portfolio, Program or Project Management Skills**
 - managing business change, project management methods and tools, etc.
- **IT General Knowledge Skills**
 - brokering applications, asset management, migration planning, SLAs, etc.
- **Technical IT Skills**
 - software engineering, security, data interchange, data management, etc.
- **Legal Environment**
 - data protection laws, contract law, procurement law, fraud, etc.



Proficiency Levels

Level	Achievement	Description
1	Background	Not a required skill though should be able to define and manage skill if required.
2	Awareness	Understands the background issues, and implications sufficiently to be able to understand how to proceed further and advise clients accordingly.
3	Knowledge	Detailed knowledge of subject area and capable of providing professional advice and guidance. Ability to integrate capability into architecture design.
4	Expert	Extensive and substantial practical experience and applied knowledge on the subject.

Define Skill Levels for Roles

IT Architect Roles	Architecture Board Member	Architecture Sponsor	IT Architecture Manager	IT Architecture Technology	IT Architecture Data	IT Architecture Application	IT Architecture Business	Program or Project Manager	IT Designer
Framework Skills Areas									
Generic Skills									
Leadership	4	4	4	3	3	3	3	4	1
Team Work	3	3	4	4	4	4	4	4	2
Inter-personal Skills	4	4	4	4	4	4	4	4	2
Oral Communications	3	3	4	4	4	4	4	4	2
Written Communications	3	3	4	4	4	4	4	3	3
Logical Analysis	2	2	4	4	4	4	4	3	3
Stakeholder Management	4	3	4	3	3	3	3	4	2
Risk Management	3	3	4	3	3	3	3	4	1

Concluding Material – EA is a Powerful Tool

- TOGAF 9 is a powerful tool for a business
- TOGAF 9 more than IT
- Enables coherent decision-making



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QUESTIONS ?

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