

Beacon Architecture

- What Can an Enterprise Architect Do that retains its Value Beyond the 3-year Horizon

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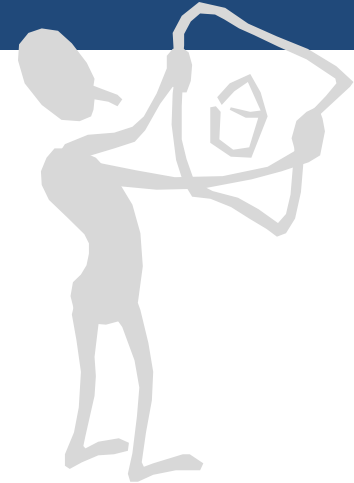


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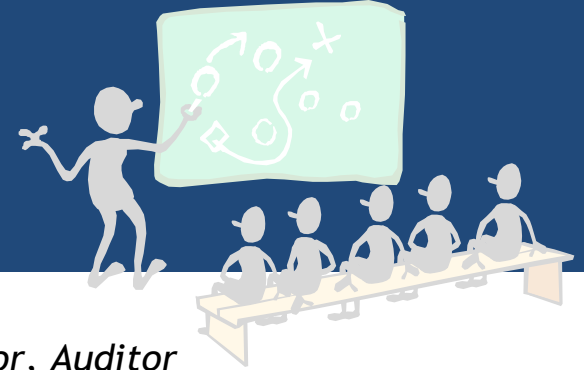
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Agenda

- Introduction
 - *Speaker*
 - *Audience*
- Considering Enterprise
 - *In context of its goal*
 - *In context of its leaders*
- Putting EA in Perspective
 - *Work-stream vs. Program vs. Department*
 - *Accountability vs. Results*
 - *Dimensions of EA*
 - ERM
 - *EDLC*
- Beacon Architecture
 - *Business Beacon*
 - *Independent Governance*
 - *Dimensional EA Development*
 - *Solution Evolution Capabilities*
- Conclusion



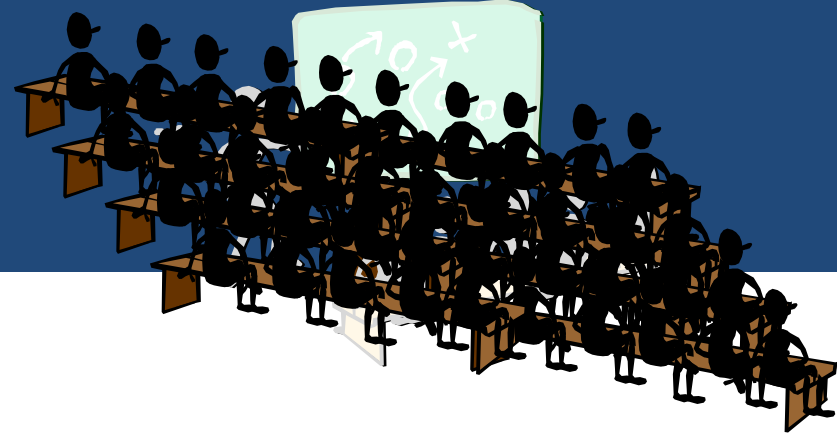
The Speaker



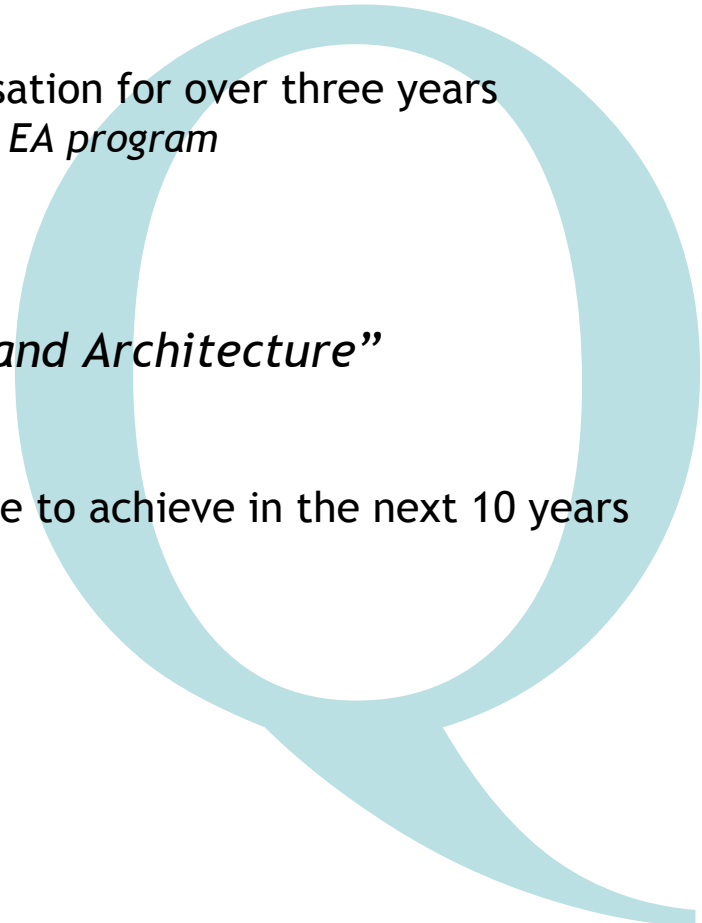
- **Enterprise Architecture & System Engineering**
 - *Chief / Lead / Principal / Practitioner, Strategist, Mentor, Auditor*
- **EA Maturity**
 - *Author of Benchmark for Enterprise Architecture Maturity (BEAM) specification*
 - The first such specification in the world
 - *Designer and Lead Appraiser for the first ARC-compliant (thus PII-supported and objective) EA Maturity Appraisal*
 - *Developed first completely objective (PII-based) EA-appraisal framework*
 - *Speaker on this subject including*
 - 18th APC, Glasgow
 - Address to the British Computer Society (January 2009)
 - CMMI Technology Conference and User Group (2007)
- **Multiple CXO roles**
 - *Including CEO of a small specialist firm*
- **Visiting Faculty with the IBM Rational University**
 - *Similar credentials in context of TOGAF, CMMI and Public Sector Advisory Bodies*
- **Author/co-author of a couple of dozen works including**
 - *Book*
 - *Advances in Government Enterprise Architecture [ISBN: 978-1-60566-068-4]*
 - *The Rational Edge cover feature*
 - *Estimating use-case driven iterative development for "fixed-cost" projects*
 - *Two EA-related management briefings for Government Bodies*
 - *Other Articles and Proprietary Papers*



The Audience

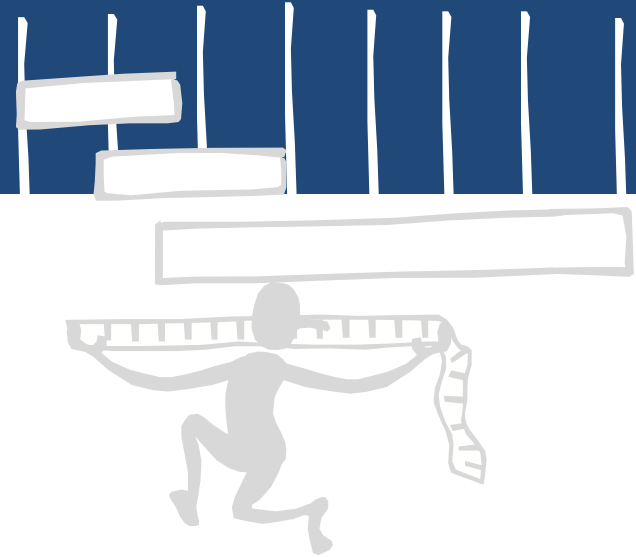


- Who among you
 - *Are Enterprise Architects*
 - Have worked as EA in the same organisation for over three years
 - *Have worked without context of an EA program*
 - *Are CXOs*
 - Other than CTO
 - Other than CTO and CIO
 - *Have functional unit name “Strategy and Architecture”*
 - Formulate organisational strategy
 - Own organisational strategy
 - Know what your organisation would like to achieve in the next 10 years



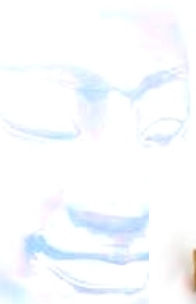
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An organisation exists for its function

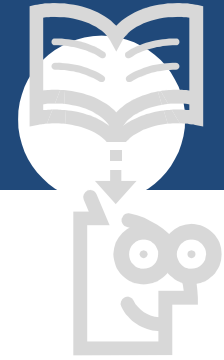
- Not so the management will have something to manage
- Organisational structure enables organisational function
 - *Structure does not create some functionality so it will have something to do*



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An Enterprise is...



- Any collection of organizations that has a common set of goals and/or a single bottom line.

TOGAF FAQ



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...However...

- This definition, applied without caution and specificity, can lead to organisations that are effectively not enterprises
- The UK DWP once had its stated goal
 - *To promote opportunity and independence for all through modern, customer-focused services*
- Is this an example of a purpose specific enough to work towards as a coordinated body?
- Does this statement pass the ‘negation test’
 - *i.e. can a sensible benign organisation be otherwise*
 - We Do Not promote opportunity and independence for all
 - We Do Not provide modern, customer-focused services
 - We do not desire to achieve the former through the latter
- In short, going by the goal stated above,
 - *The UK DWP has NOT been an Enterprise*



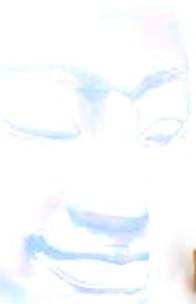
...Concocted Organisations Exist in Hordes

- In the civil service alone
 - *Revenue and Customs*
 - Why do we charge national insurance separate from tax?
 - *If it is for 'complete social security', why do we charge it equally to non-permanent immigrants not entitled (and perhaps not used) to the dole?*
 - Is customs duty not revenue?
 - If customs is about border-protection, what does the UK Border agency do?
 - *Work and Pensions*
 - Has changed in its vision, definition and composition continuously
 - Has seldom related Work to Pensions
 - Have effectively transmuted 'Pension' to simply mean personal non-repayable financial support
 - Have disjoined Work from Skills
 - *Environment, Food and Rural Affairs*
 - Urban population, particularly in highly urbanised UK, impacts environment more and consumes major portion of food
 - Fair proportion of food and much of its variety comes from abroad
 - What exactly are "rural affairs"?
 - *Home Office - a.k.a. department of criminals and immigrants*
 - How are criminals and immigrants alike?



An Effective Enterprise needs

- common set of goals specific enough
 - *To collectively work towards*
 - *To be given a single bottom line that the constituents can share without competing*
 - when their services complement rather than replicate



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On a sticky wicket

- To take example of the very important and usually conspicuously underperforming British Home Office
 - *In its first 10 years under the stable and effective premiership of William Pitt the Younger (i.e. ~1783-1793), there were just four Home Secretaries*
 - The first resigned within a week of taking office and thus really not to be counted as an enterprise leader
 - The fourth continued his service beyond the 10 years.
 - *In the 10 years that the last British Prime Minister, Tony Blair, was in office, with comfortable majority behind him, once again, four Home Secretaries served, though*
 - They all left office sincerely attempting to lead the organization and after being demonstrated not to be in sound control, or fully following the definition and interfacing of the organization they commanded
 - Each, performed reorganizations within the department, without demonstrable success and often with visible failures highlighted by the media
 - The last of these Home Secretaries, John Reid, ended up leading three separate key departments of the government - Health, Defense and the Home Office, in three years, with clearly no time to understand, let alone contribute to rational definition of, the organization that he was asked to lead



The average CXO

- Tenure usually under 3-year in a job
- Vision seldom beyond 1-year
- Focus on the next evaluation point in ~3 months

- This is true of both the public and the corporate sector



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Egg or Chicken

- Do enterprise leaders not last long because they lack vision?

Or

- Do enterprises fail to be effective because their leaders are not allowed to last long enough to think of a meaningful, specific, attainable vision?

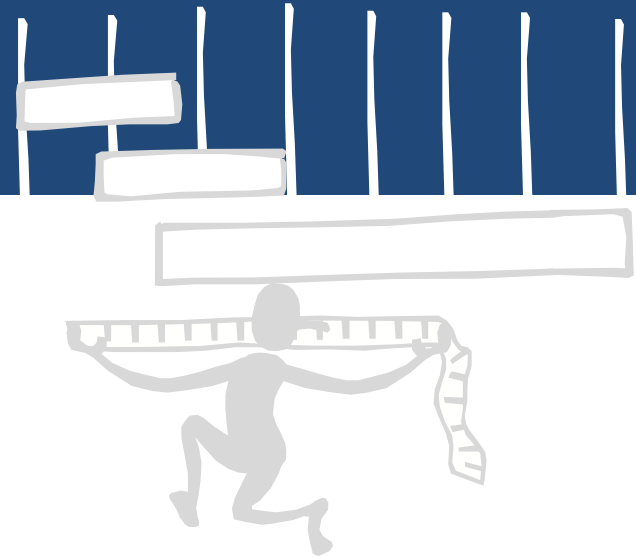


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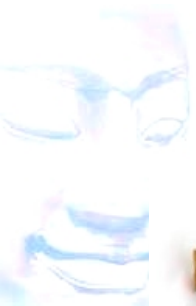
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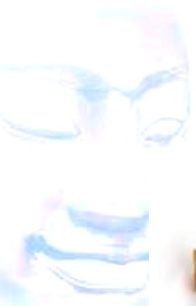
In your organisation

- Have you completed the initial phase of making Iterative Enterprise Development work?
 - *Represented in TOGAF lingo as the Preliminary Phase*
- Is EA run as a program?
 - *Why?*
 - *Is such program resourced to cover the Architecture Development segment for one Architecture Development Cycle?*
 - *Who does the implementation governance?*
 - *How does resourcing profile change?*



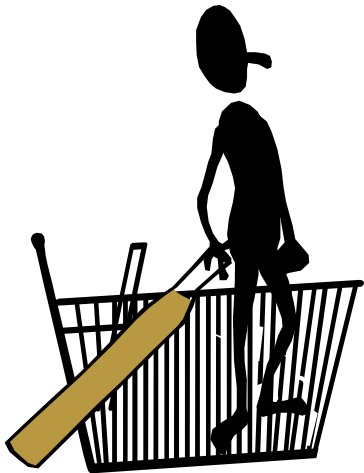
Work-stream vs. Program vs. Department

- If EA is persistent (though evolutionary) for a persistent evolving enterprise
 - *Then should EA be Run as a program?*
- If Enterprise is evolving with EA development for its blueprint
 - *Then how will it spawn, integrate and govern implementation cycles?*
 - *Should EA be a department / executive work-stream?*

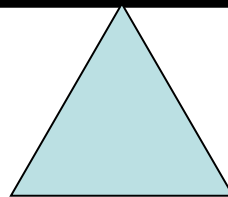


Management can get too bogged down with

Immediate results



Process without purpose



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Accountability vs. Results

- Should Accountable person establish enterprise vision?
- What are Competencies of Accountable person?
- Should Accountable person manage delivery of results?
- Who should define and own the process?
- How can accountable person be credible, yet independent?

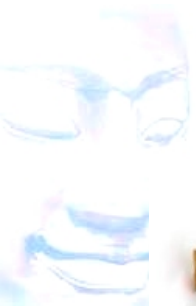


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Enterprise Reference Model

- If
 - a technical architecture uses a technical reference model and
 - a popular architecture framework that began as technical architecture framework and manifested in technical edition provided a technical reference model
- Then
 - What should a framework hoping to grow as enterprise architecture framework provide as its reference model (at least reference taxonomy)?



Dimensions to Taxonomy

- Can a classification scheme add more value in organising-an-organisation if it were arranged with dimensions?
- What dimensions will be valid?
- Will there be pattern in the dimensional classification scheme for business and ICT?
 - *Even as there are in*
 - Business and systems engineering
 - Business and systems modelling
 - Etc
- How will the ERM be owned?



Enterprise Development Lifecycle (EDLC)

- If EDLC (usually, but not always, encompassing SDLC) is fundamentally an engineering process
 - *Can it be matured?*
 - *Can it be templated?*
 - *Can it persist beyond individual programs?*
 - *Can it be supported through integrated tooling*
 - *Can it take SDLC as part of it seamlessly?*
 - *Can the same or similar set of tools as SDLC be employed?*

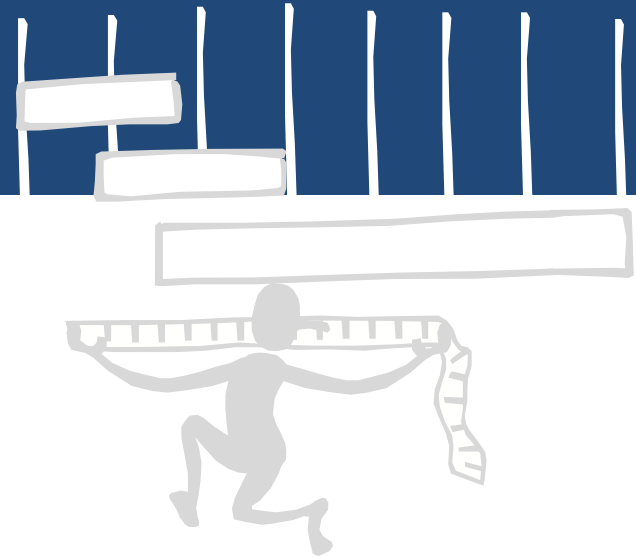


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How Enterprise Concepts Relate

- The following two slides narrate
 - *Relationship among EA Concepts*
 - *Dependency web of EA Concepts*

- *Acknowledgement*

Taken from

- Amit Bhagwat, Role of Beacon Architecture in Mitigating Enterprise Architecture Challenges of the Public Sector

In

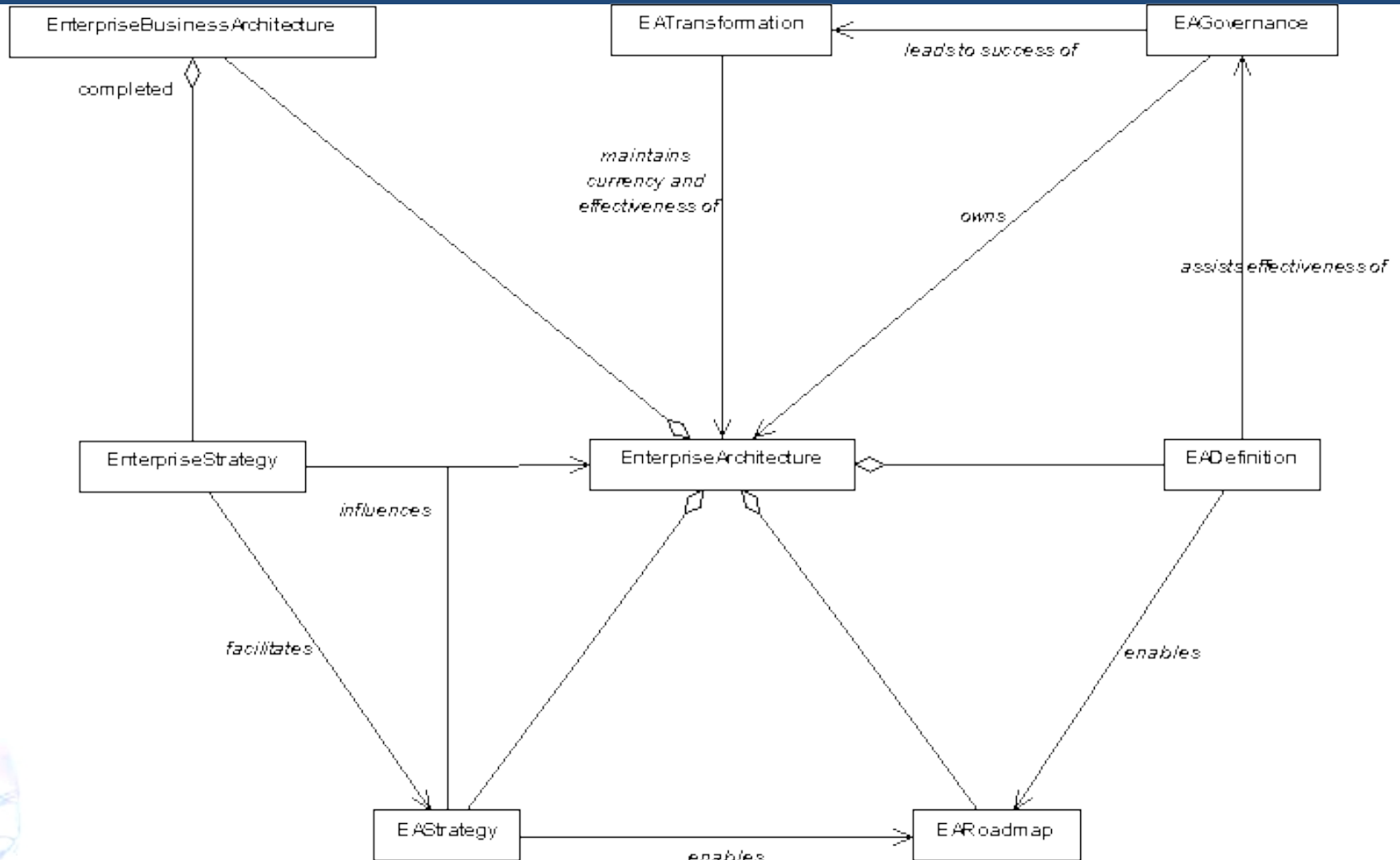
- Advances in Government Enterprise Architecture (IGI [ISBN: 978-1-60566-068-4])



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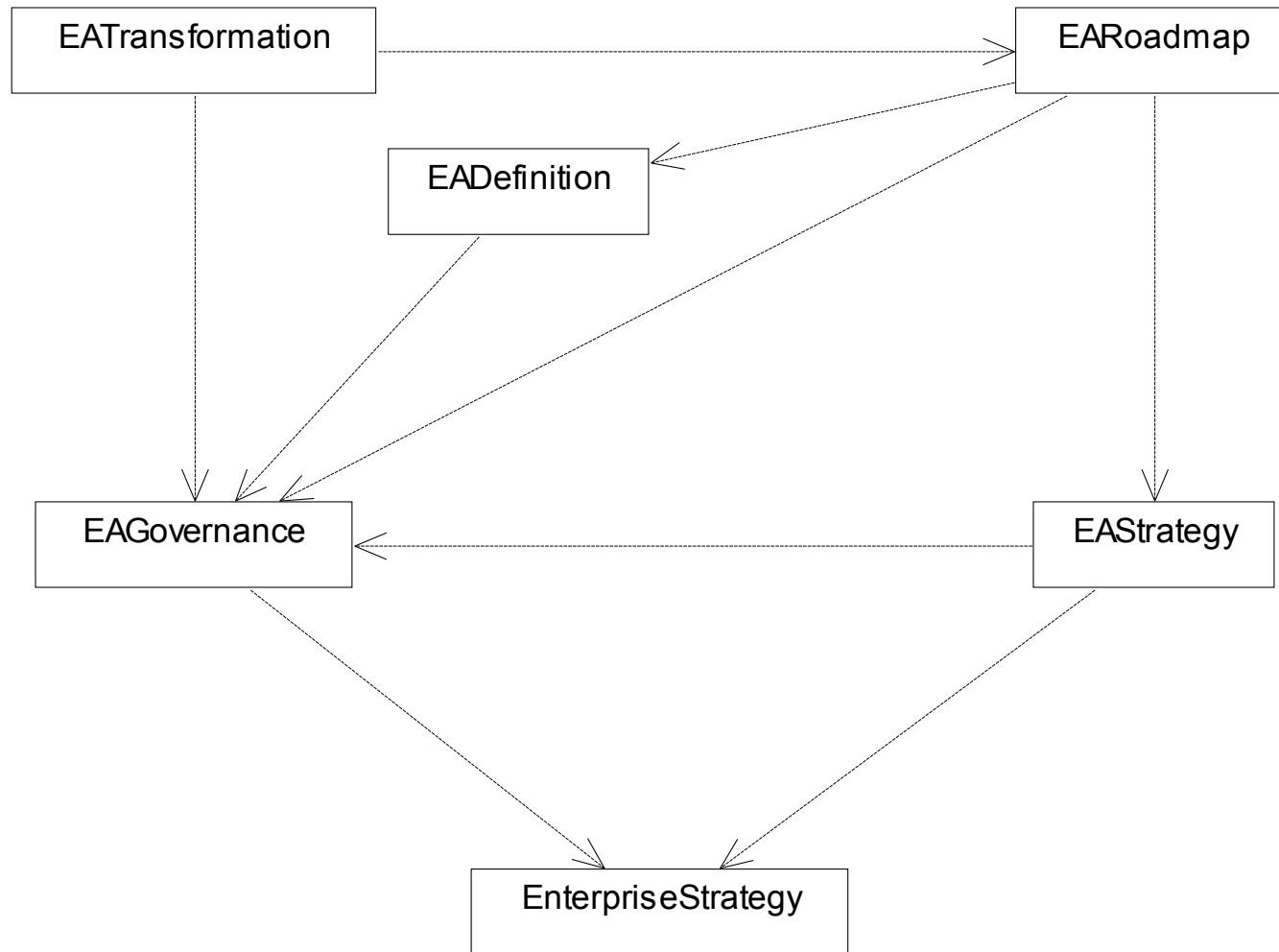
Relationship among EA Concepts



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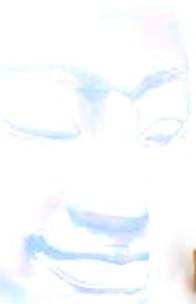
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Dependency Web of EA Concepts



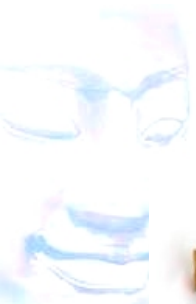
Business Beacon

- Understand, at suitable granularity,
 - *What frontline services business provides*
 - *What support services these services need*
 - *Do the support and the frontline services need to be within the same organisation*
- This analysis
 - *Will give a set of goals specific enough for the enterprise to work towards*
 - *Will allow relating the resource to the services effectively*
 - *Will clearly define Enterprise (including the scenario of many enterprises in an organisation)*



Dimensional Taxonomy

- Makes locating easier
- Allows spectrum/continuum
- Allows multi-dimensional sorting based on relative importance given to dimensions



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Independent Governance

- Build Architecture Governance model to consciously avoid conflict of interest
- Ensure that Governors are governed
 - *If governance closed loops must form, make them long enough where mutual cancellation of governance is avoided*



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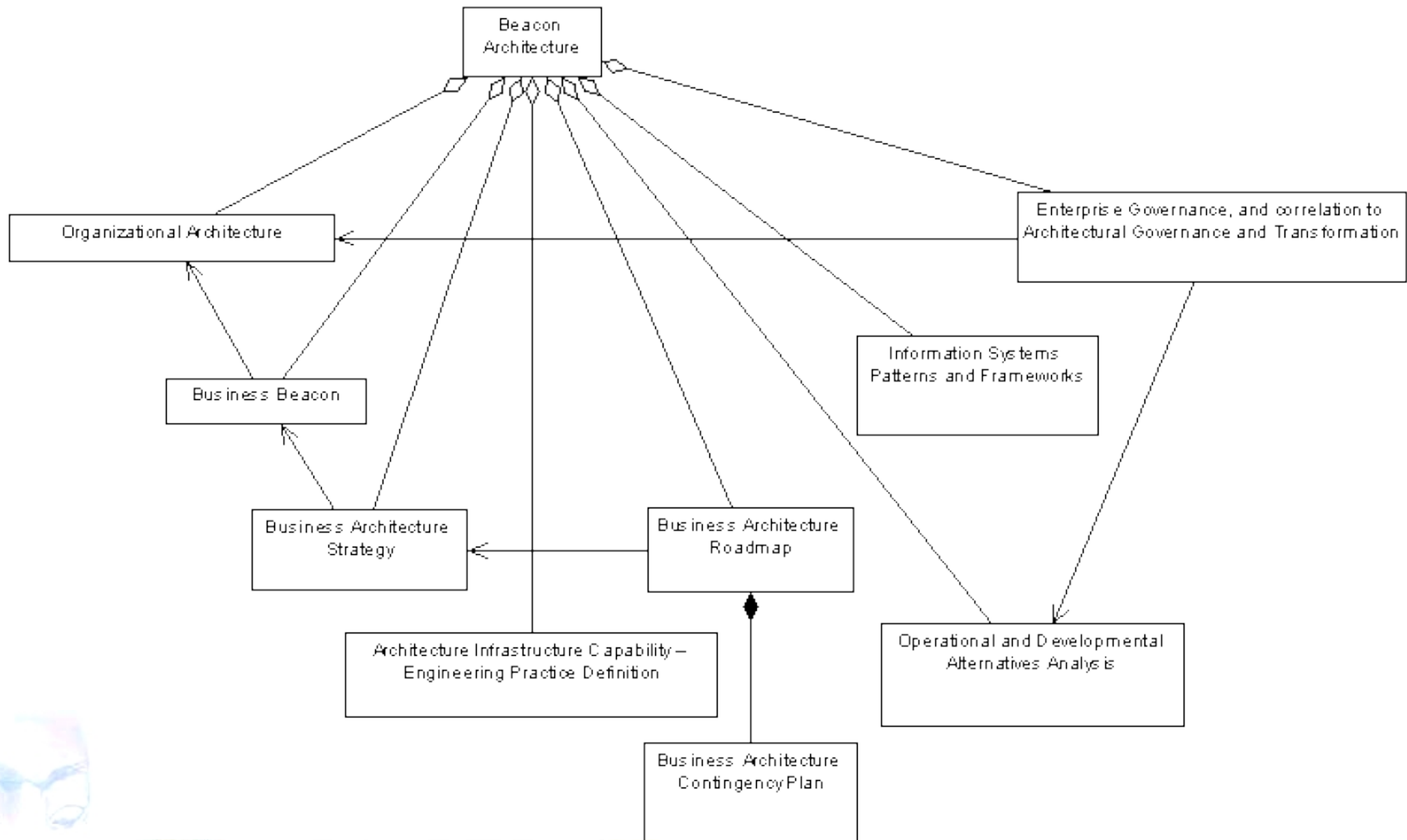
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Solution Evolution Capability

- E.g.
 - *Requirement Management*
 - Plan
 - Dependency Mapping
 - Compositional Mapping (a requirement being subsidiary to another)
 - Quantification and Parameterization (including sizing and prioritization)
 - Traceability
 - Articulation (including through models, charts and multimedia)
 - Project Management Integration
 - *Configuration Management*
 - Plan
 - Asset Library
 - Version Control
 - Configuration Inventory and Audit
 - Collaborative artifact development support
 - Project Management Integration
 - *Change Management*
 - Plan
 - Impact Metrics
 - Project Management Integration
 - *Operational and Developmental Alternatives Analysis capability*
 - *Information Systems Patterns and Frameworks*
- etc



The Big Picture

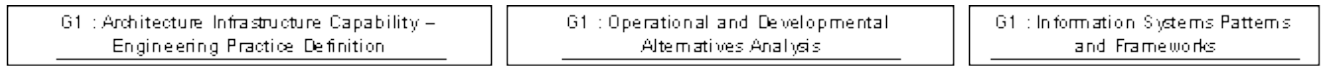


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Anticipated Trends

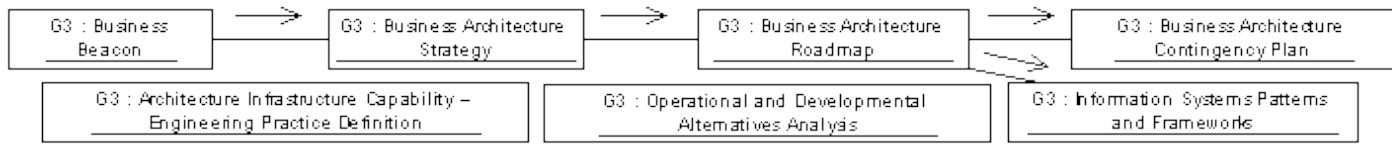
First Generation: Public Sector
Driven: Cost-focused



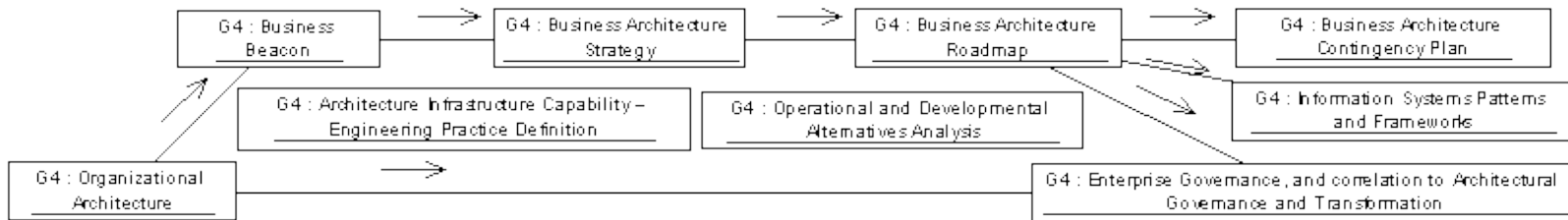
Second Generation(?): Corporate Sector
Driven: Competitive Survival Focused



Third Generation: Sector Cross-bread and aspect refinement, Information Systems Patterns and Frameworks realignment

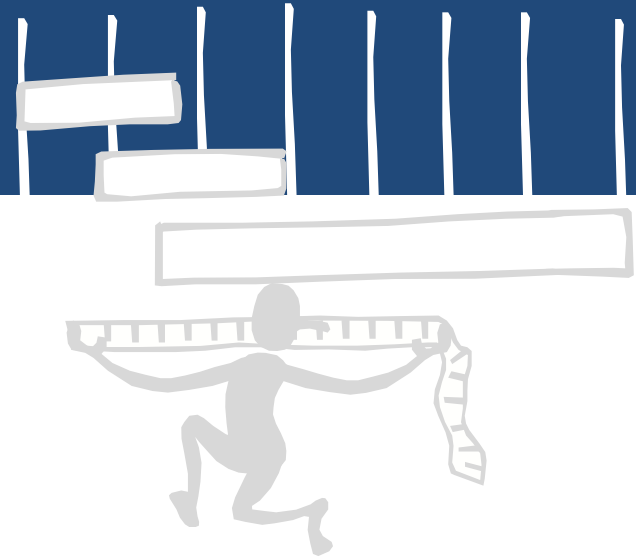


Fourth Generation: Organizational Architecture, Governance, Correlation and Realignment



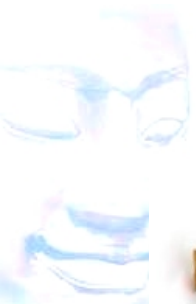
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Recommended *To Do* for the Open Group

- TOGAF
 - *Next version*
 - Provide an enterprise level taxonomy
 - Recognise the common scenario of organization of enterprises doing similar or unrelated things, yet competing for funding
 - *Provide effective enterprise best practices*
 - Recognise Beacon Architecture and provide guidance on long-term planning - consider using / quoting existing published material if member organisations lack the resources
 - *Open Group has done this in the past*
 - *Version after that*
 - Grow the taxonomy into a full-blows Enterprise Reference Model
 - *Relate this to architecture development and governance function(s)*



Further information

- Contact
 - <http://www.beamsrc.com/contact.html>
- **Audio companion** to this presentation slide-set
 - Will appear at: www.beamsrc.com/audiocompanions



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