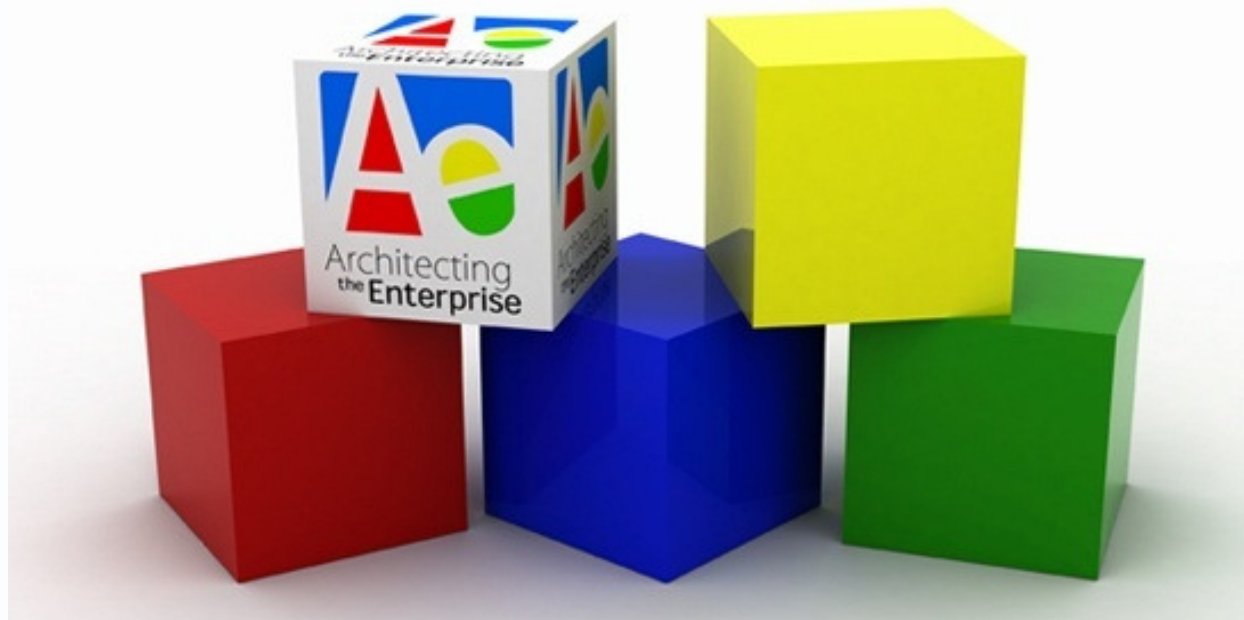


ABCD easier than EFG?

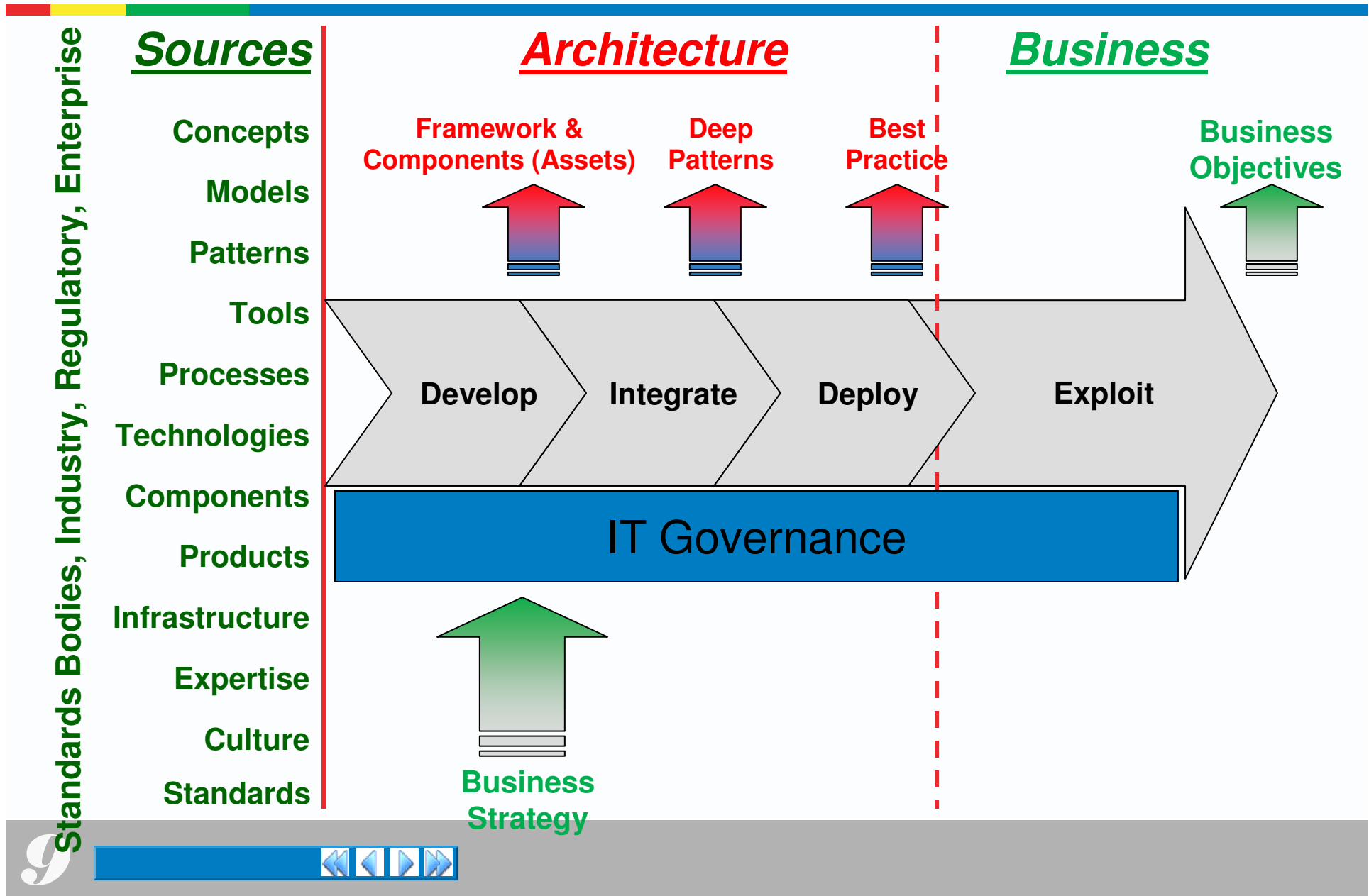
Architecting – the - Enterprise
Christopher Blake
Principal Mentor



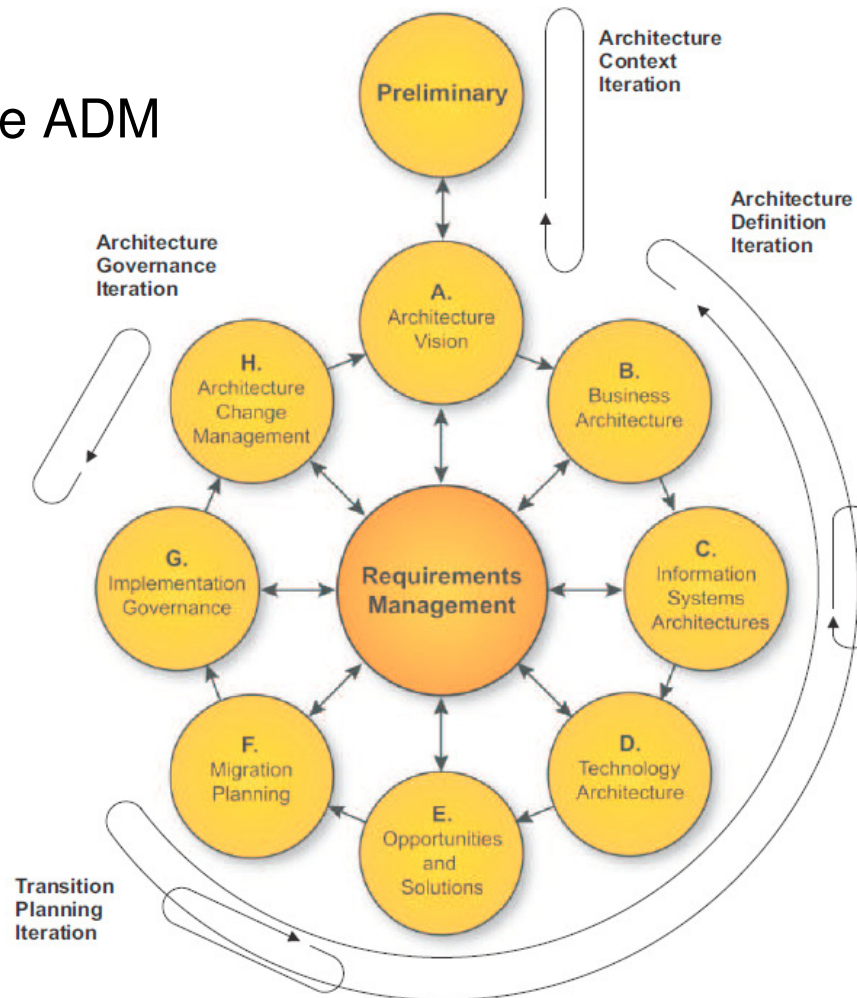
- ▶ IT and Management Consultancy since 1978
- ▶ Architecture since early 1990's
- ▶ TOGAF 8 Development
- ▶ TOGAF 9 Development
- ▶ Lots of Architecture Consultancy
- ▶ Consultancy techniques and Training
- ▶ Presenter at TOGAF
- ▶ Mentor--- Assessment of TOGAF candidates on AtE for onward certification by TOG

- Increased emphasis on Standard Process for Development of Architectures
- Increased detail and definition of Architecture Artefact and deliverables
- Content Meta Model and Content Framework makes it easier to classify and relate Deliverables Artefacts and building Blocks
- Categorisation of Viewpoints ensures good coverage.

All of these advances make the Architecture developers life a lot more structured and clearly help in producing more consistent and reusable architectural deliverables

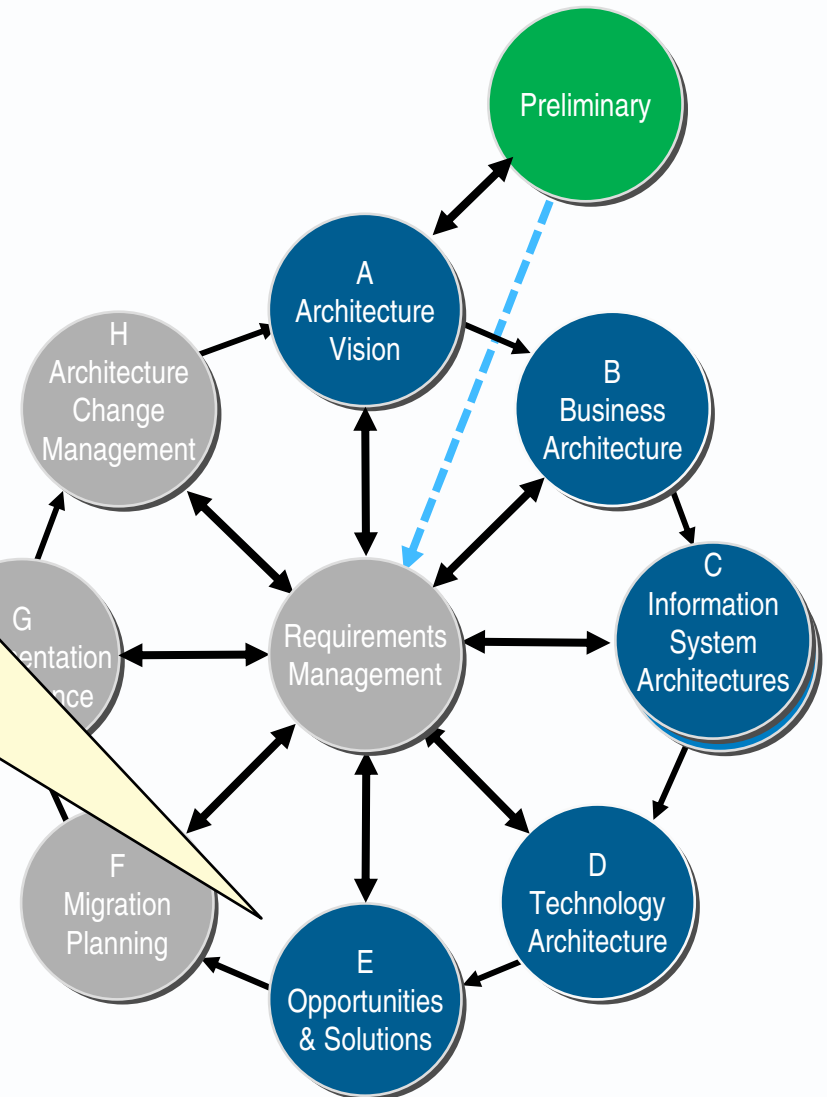


Clearer view on what happens where in the ADM



Objectives:

- Review target business objectives and capabilities
- Consolidate gaps from Phases B to D
- Organize groups of building blocks to address these capabilities
- Review and confirm the enterprise's current parameters for, and ability to, absorb change
- Derive a series of Transition Architectures that deliver continuous business value
- Generate and gain consensus on an outline Implementation and Migration Strategy



▶ Issues:

- A big task !
- A lot of Matrices to manage in order to perform the assessments
- Dependency analysis is key and may be difficult to do
- Business Readiness and capability for change is key, this may not be as easy to assess as expected
- Transforming Building blocks into Transitions is tricky and is not a one for one exercise
- Lot's of consensual behaviour for Stakeholders
- Large and Complex Planning task

- ▶ Review the target business objectives and capabilities, consolidate the gaps from Phases B to D, and then organize groups of building blocks to address these capabilities
- ▶ Create a Consolidated Gaps, Solutions, and Dependencies matrix,

Consolidated Gaps, Solutions, and Dependencies Matrix				
No.	Architecture	Gap	Potential Solutions	Dependencies
1	Business	New Order Processing Process	Use COTS software tool process Implement custom solution	Drives applications (2)
2	Application	New Order Processing Application	COTS software tool X Develop in-house	
3	Information	Consolidated Customer Information Base	Use COTS customer base Develop customer data mart	

- ▶ Review the target business objectives and capabilities, consolidate the gaps from Phases B to D, and then organize groups of building blocks to address these capabilities
- ▶ Suggest to use Business Transformation Readiness Assessment

Business Transformation Readiness Assessment - Maturity Model					
Factor 2: Need for Enterprise Information Architecture		Class		Organizational Context	
		BTEP Readiness Factor		YES	
Definition	There is recognition by the organization that information is a strategic corporate asset requiring stewardship. There is also recognition that the data is not universally understandable, of requisite quality, and accessible.				
Maturity Model Levels					
0 Not defined	1 Ad Hoc	2 Repeatable	3 Defined	4 Managed	5 Optimized
Information is not recognized as an asset. There is no clear stewardship of data.	Data Management (DM) concepts are intuitively understood and practiced on an ad hoc basis. Stewardship of the data is informal. Data is recognized by certain internal experts and senior management as being of strategic importance to the organization. Focus is primarily on technically managing redundant data at the applications level.	Many parts of the organization value information/data as a strategic asset. Internal DM experts maintain clear lines of responsibility and stewardship of the data, organized along lines of business and at all senior levels. Staff put into practice DM principles and standards in their daily activities.	Data is recognized as a strategic asset in most parts of the organization, and throughout most levels from operations to senior management. Resources are committed to ensuring strong stewardship of data at the lower management and information expert levels.	Data is recognized as a strategic asset in all parts of the organization, and throughout most levels from operations to senior management. Resources are committed to ensuring strong stewardship of data at the senior management and information expert levels.	Data is treated in all levels throughout the organization as a strategic asset to be exploited and re-used. Data products and services are strongly integrated with the management practice of the organization. All staff are empowered and equipped to take stewardship of information, and are seen as "knowledge workers".
				Recommended Target State	

- ▶ Review and confirm the enterprise's current parameters for and ability to absorb change
- ▶ suggested create an Implementation Factor Assessment and Deduction

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

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- ▶ Derive a series of **Transition Architectures** that deliver continuous business value (e.g., capability increments) through the exploitation of opportunities to realize the building blocks
- ▶ Suggested Use Architecture Definition Increments Table

Architecture Definition - Project Objectives by Increment (Example Only)				
Project	April 2007/2008	April 2008/2009	April 2009/2010	Comments
	Transition Architecture 1: Preparation	Transition Architecture 2: Initial Operational Capability	Transition Architecture 3: Benefits	
Enterprise e-Services Capability	Training and Business Process	e-Licensing Capability	e-Employment Benefits	
IT e-Forms	Design and Build			
IT e-Information Environment	Design and Build Information Environment	Client Common Data Web Content Design and Build	Enterprise Common Data Component Management Design and Build	
...

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- ▶ **Generate and gain consensus on an outline Implementation and Migration Strategy –some of the TOGAF version 9 some of the steps:**
 - **Choose direction**
 - Greenfield:
 - Revolutionary
 - Evolutionary
 - **Determine approach**
 - Quick win (snapshots)
 - Achievable targets
 - Value chain method (e.g., NASCIO methodology)
 - Examine the **Implementation Factor Assessment and Deduction matrix** and **Consolidated Gaps, Solutions, and Dependencies matrix**. Add a column to the latter that recommends the proposed solution mechanism.
 - **Development of Transition Architectures must be based upon the preferred implementation approach, the Consolidated Gaps, Solutions, and Dependencies matrix, the listing of projects and portfolios, as well as the enterprise's capacity for creating and absorbing change. At this point, business capabilities and the supporting projects and portfolios will be broken down into realizable increments.**

▶ Some suggestions on helping with the transitioning :

■ – **how comfortable is the enterprise with Projects**

- Do they routinely have 2-3 year projects that deliver?
- Are they more tactical- projects up to 6 months?

■ - **Go back to the principles**

- Which ones are they close to achieving
- Which will take them the longest
- Which have the biggest business benefit/risk of not achieving?

■ **How will they know when it is safe to start a transition?**

Start Criteria in place

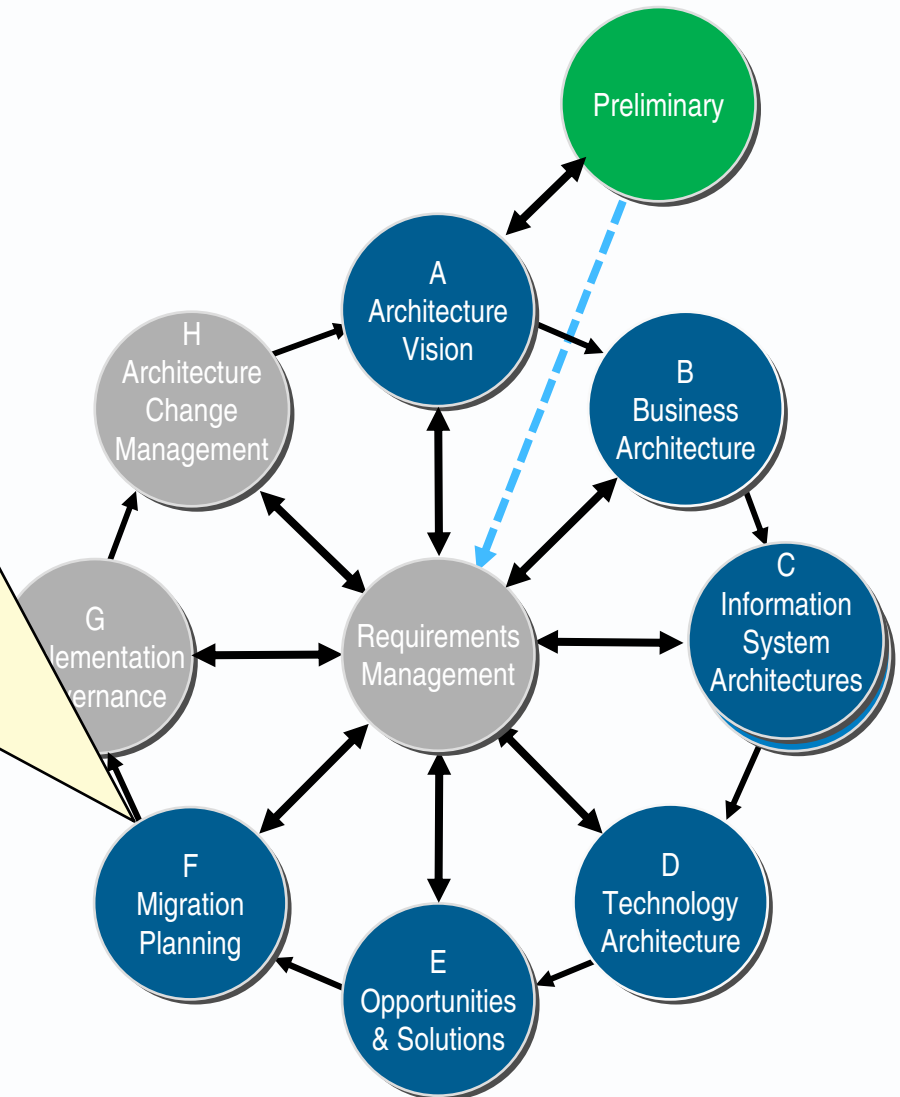
■ **What direct, enabling, supporting activities are necessary**

■ **How will they know they have finished the Transition**

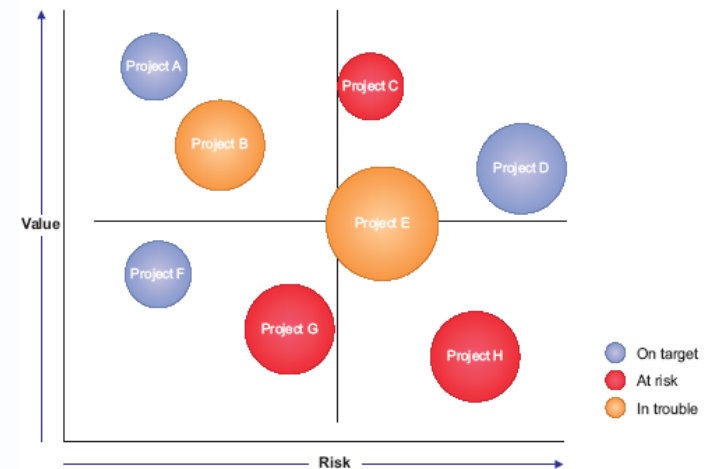
End Criteria measurable.

Objectives:

- Co-ordinate the Implementation and Migration Plan with management frameworks
- Prioritize all work packages, projects, and building blocks
- Assign business value
- Conduct cost/business analysis
- Finalize the Architecture Vision and Architecture Definition Documents, in line with the agreed implementation approach
- Confirm the Transition Architectures with stakeholders
- Create, evolve, and monitor the detailed Implementation and Migration



- ▶ Prioritize all work packages, projects, and building blocks by
 - assigning business value to each
 - conducting a cost/business analysis – **lots of stakeholder involvement**
- ▶ This should be completed with business management input with the enterprise architects ensuring that the value of the business enabling IT infrastructure is well understood – **How easy is that?**
- ▶ Suggest Use Risk /Value Matrix for continuous monitoring
 - **probably a good thing but maybe better if introduced earlier**



- Finalize Architecture Vision and Architecture Definition Documents in line with the agreed implementation approach
- Appears to be a by product of other activities

- ▶ Confirm Transition Architectures defined in Phase E with relevant stakeholders ie rework the Architecture Definition Increment Table

Will stakeholders give there time again?

Architecture Definition - Project Objectives by Increment (Example Only)				
Project	April 2007/2008	April 2008/2009	April 2009/2010	Comments
	Transition Architecture 1: Preparation	Transition Architecture 2: Initial Operational Capability	Transition Architecture 3: Benefits	
Enterprise e-Services Capability	Training and Business Process	e-Licensing Capability	e-Employment Benefits	
IT e-Forms	Design and Build			
IT e-Information Environment	Design and Build Information Environment	Client Common Data Web Content Design and Build	Enterprise Common Data Component Management Design and Build	
...

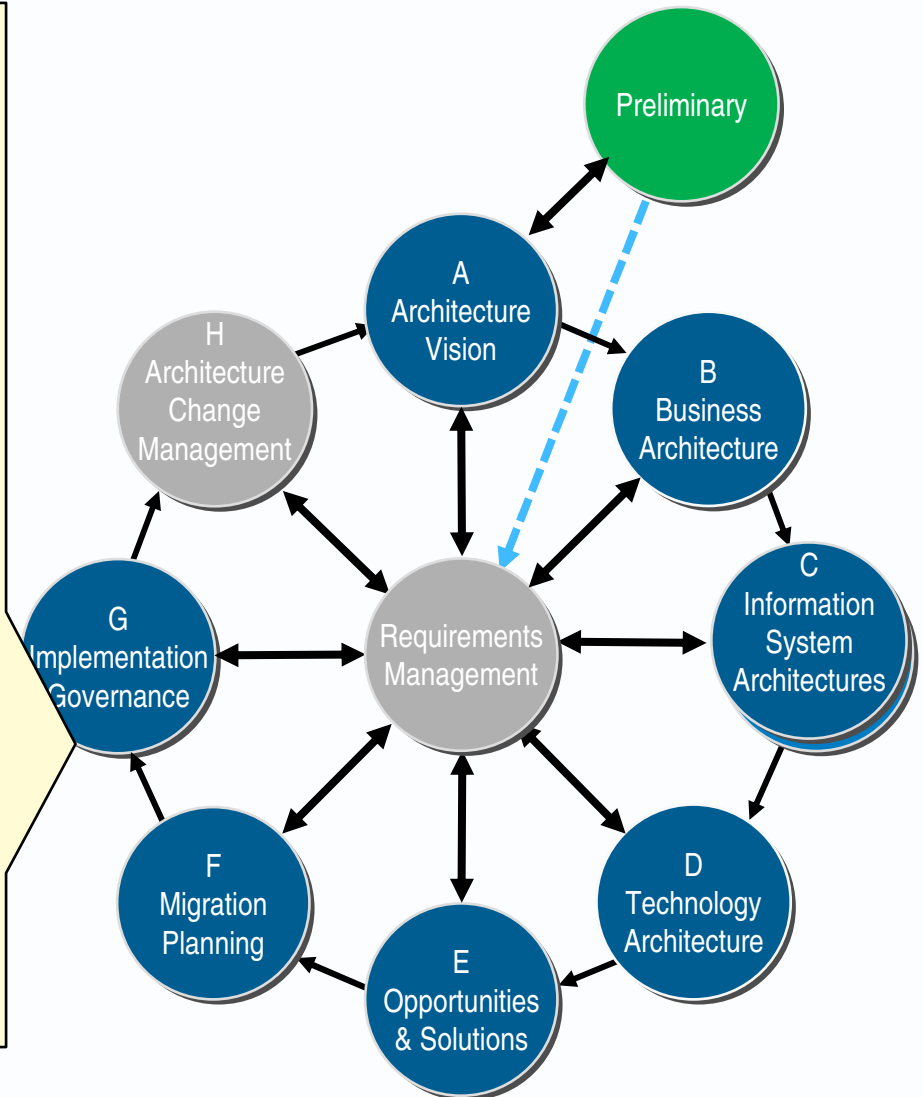
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- ▶ **Create, evolve, and monitor detailed Implementation and Migration Plan**
 - providing necessary resources to enable the realization of the Transition Architectures, as defined in Phase E
- ▶ Formally integrate all of the projects, project increments, and activities as well as dependencies into a project plan, preferably using a project scheduling and management tool

Not a small task need to involve portfolio managers and PMO !

Objectives:

- Formulate recommendations for each implementation project
- Govern and manage an Architecture Contract covering the overall implementation and deployment process
- Perform appropriate governance functions while the solution is being implemented and deployed
- Ensure conformance with the defined architecture
- Ensure that the program of solutions is deployed successfully, as a planned program of work
- Ensure conformance of the deployed solution with the Target Architecture
- Mobilize supporting operations that will underpin the future working lifetime of the deployed solution



- ▶ All pretty well covered in
 - Phase G,
 - EA Architecture Governance,
 - Architecture Board
 - Architecture Compliance

Need careful coordination and understanding of Governance process, a pretty good Governance log in the Repository

AND

a good Governance Board

- ▶ To ensure that the program of solutions is deployed successfully, as a planned program of work
- ▶ To mobilize supporting operations that will underpin the future working lifetime of the deployed solution

- ▶ Back to getting the transitions right and understanding Enabling, direct and supporting actions and how they fit together in a transition and how the Transitions fit together overall!

- ▶ Lots of techniques that are new in TOGAF version 9- some you may not be comfortable with- Choose carefully and involve stakeholders
 - ▶ The link to the PMO and Planning frameworks is key – who is leading the planning activity the PMO or the Architect?
 - ▶ Get to grips with governance processes and repository – absolute key – Contracts particularly important
 - ▶ Understand
 - the nature of Transitions
 - Start and end Criteria
 - Enabling, Direct and Supporting actions
- otherwise implementation will be a mine field

Thanks for your attention

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