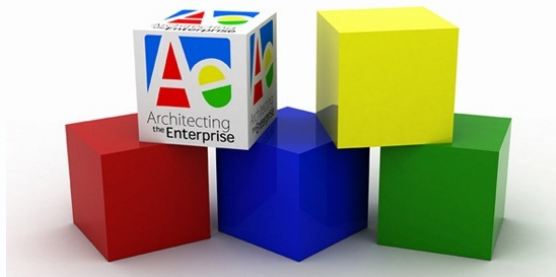


# Enterprise Architecture

Business Discipline, NOT Religious Ritual



**Mike Lambert**

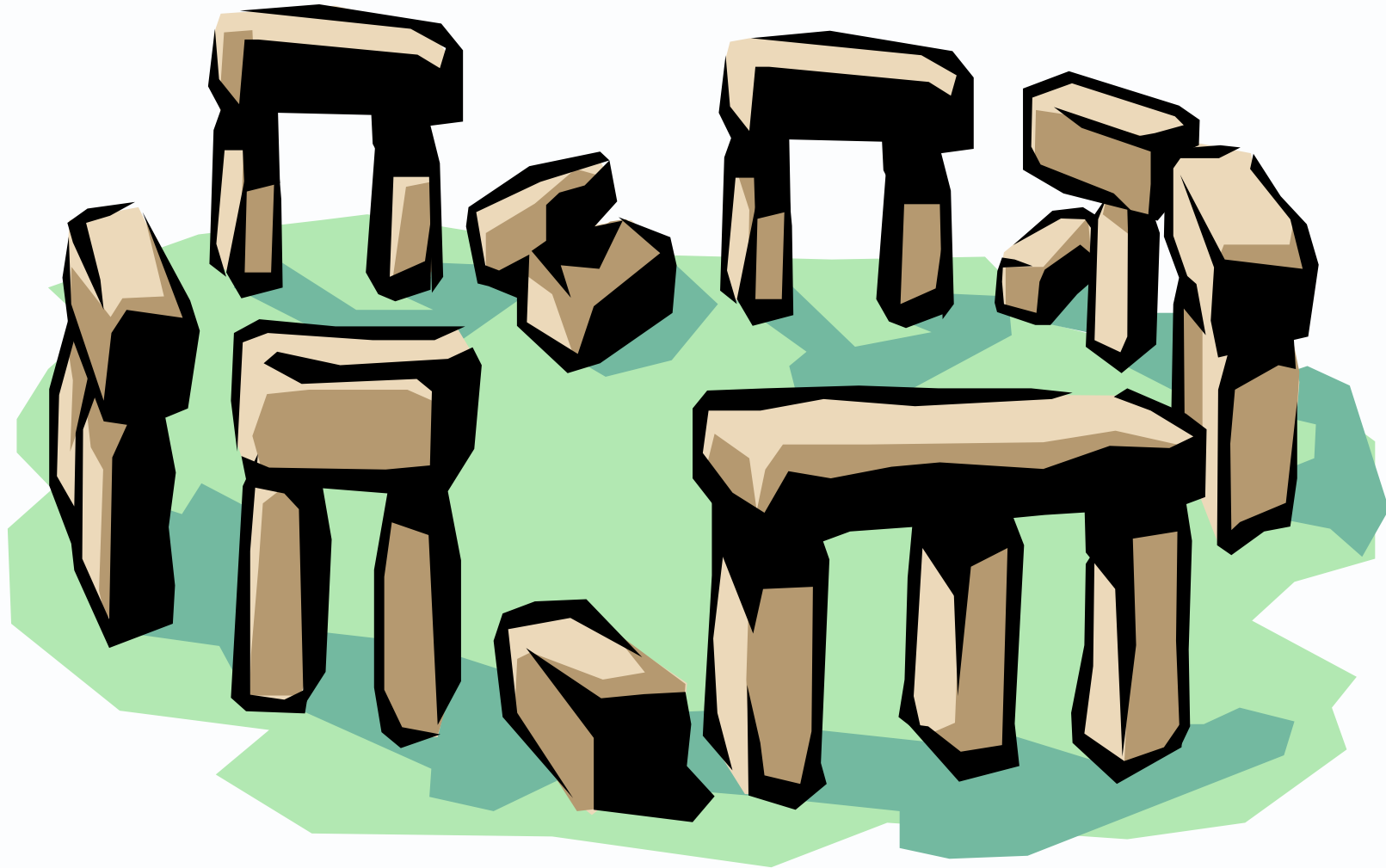
Chief Technical Officer  
Architecting the Enterprise Limited

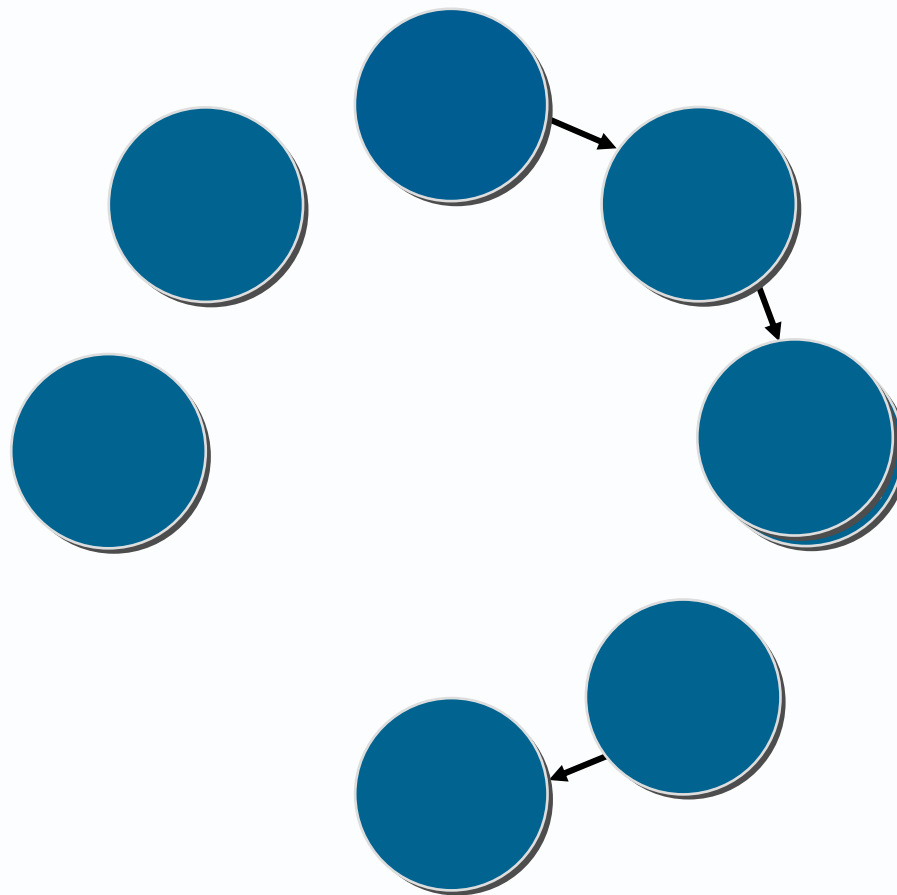
[mike@architecting-the-enterprise.com](mailto:mike@architecting-the-enterprise.com)

# For Millennia People have been puzzled by Stonehenge!

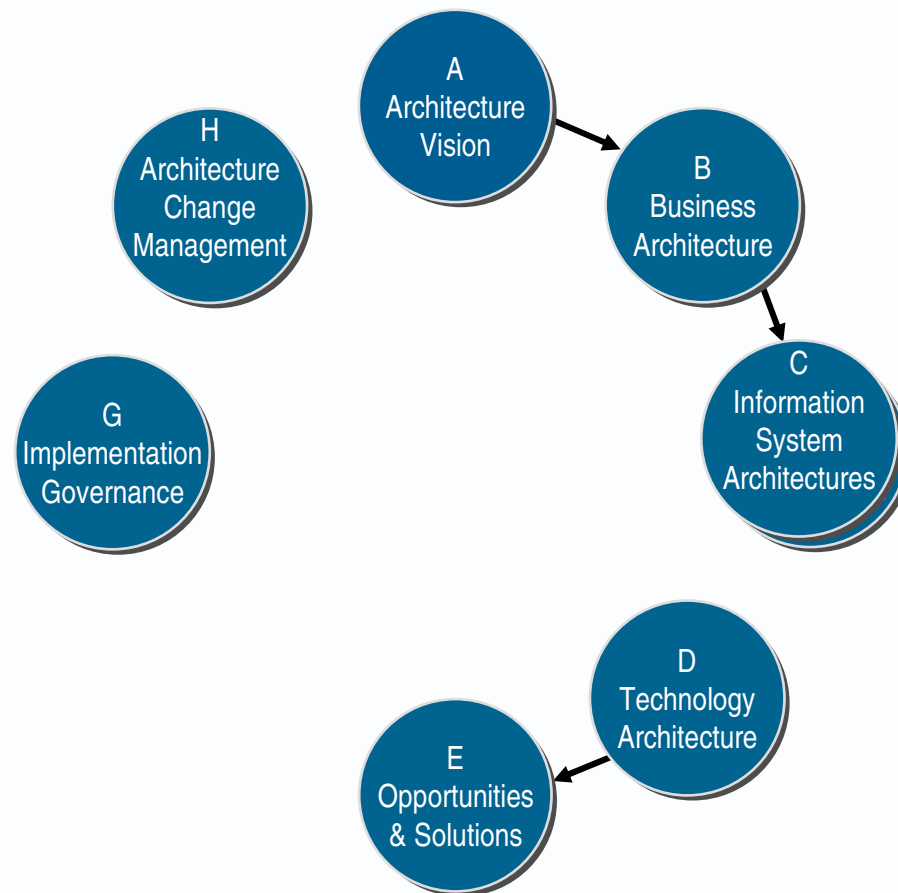


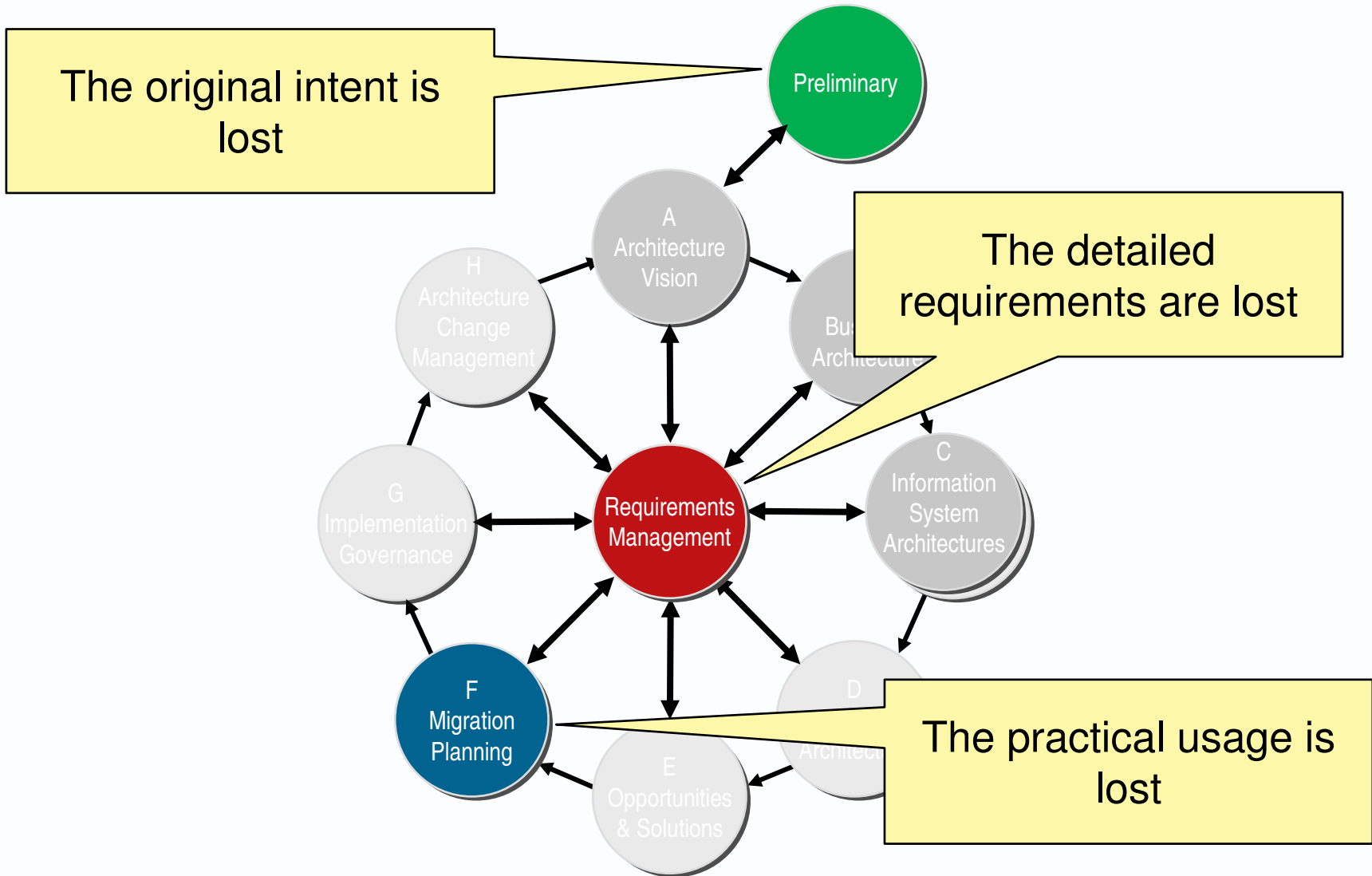
# Let's see whether we can build a level of abstraction





# It's the broken remnants of an EA process





# All we are left with is some broken building blocks ... and some rituals



## How does your Business view Architecture?



- ▶ Driven by the Business
- ▶ Something that is core to the strategic planning of the enterprise
- ▶ Business activity driven by highly respected professionals
- ▶ A flexible discipline that reacts to the needs of the business



## Or maybe ...



- ▶ Driven by The IT people
- ▶ Something that IT does
- ▶ Some kind of strange ritual that happens in an office somewhere in IT
- ▶ A straightjacket that gets in the way of doing the “right thing”
- ▶ Will you be left with some broken building blocks and a set of rituals?

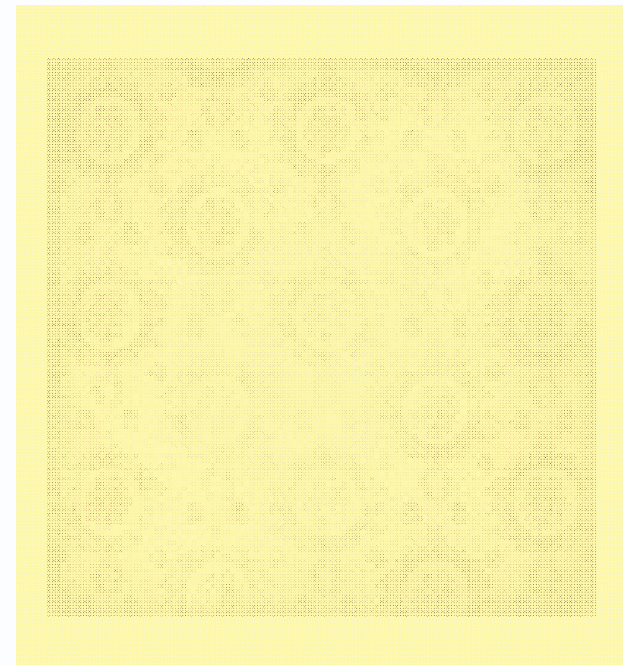
## Some important questions



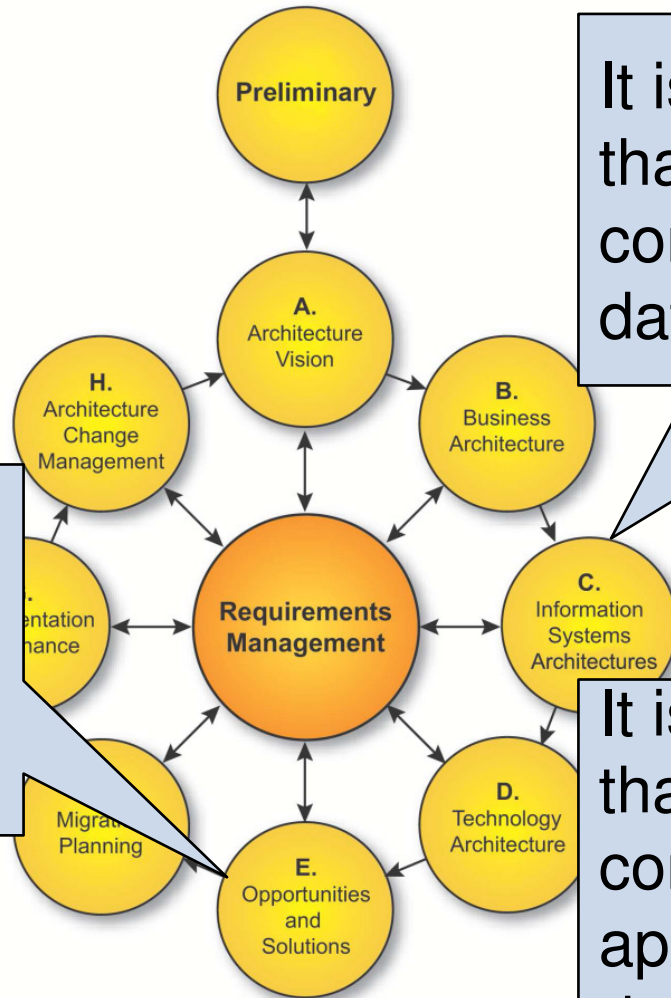
- ▶ Where are the solutions?
- ▶ Must we do it just because EA says so?
- ▶ Is the architecture always right?
- ▶ How do we make the right decisions?

## What about TOGAF?

- ▶ TOGAF started life as
  - A prescriptive process
  - Technology focussed
  
- ▶ TOGAF 9
  - Flexible process
  - Business driven
  
- ▶ Rather like old wallpaper, history sometimes shows through



# Some echoes from the past ...

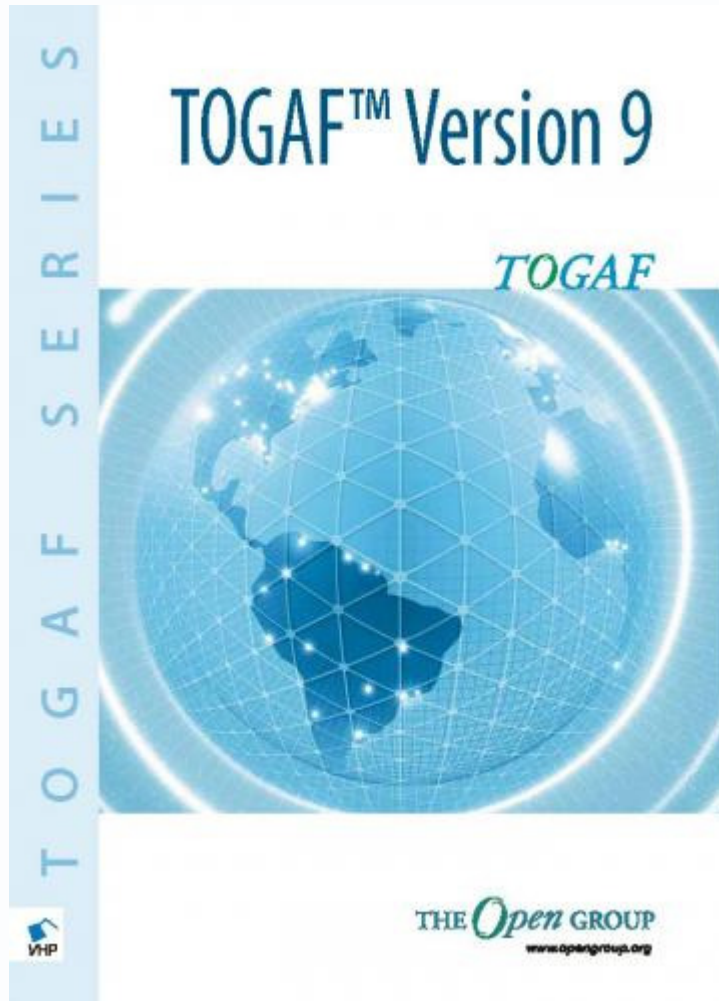


It is important to note that this effort is *not* concerned with database design

First phase directly concerned with how the Target Architecture will be implemented

It is important to note that this effort is *not* concerned with applications systems design.

## But TOGAF 9 is Pragmatic and Business Less



▶ I am going to use extracts from the TOGAF 9 specification to illustrate my arguments

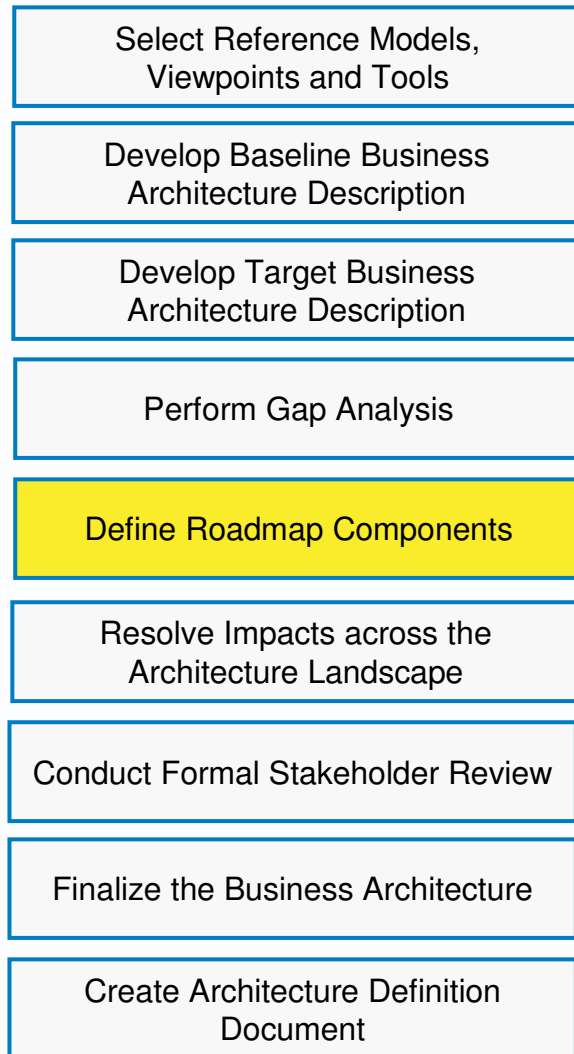
- Definitions
- Process
- Models

## Solutions – The Elephant in the Living Room for Architects



- ▶ We often know the preferred solution before we start the process
- ▶ Often, an existing “legacy” system is not subject to change
- ▶ We are constrained by the structure of products available in the market
- ▶ It is the Data and Application **Solutions** that establish requirements for infrastructure

## Evidence from TOGAF 9 – The Process



- Define roadmap components appears in every phase (not just in phase E)
- At every phase we are thinking about the deployment of the architecture
  - Business process changes
  - Changes to database
  - Changes to applications
  - Changes to technology

### Data Architecture

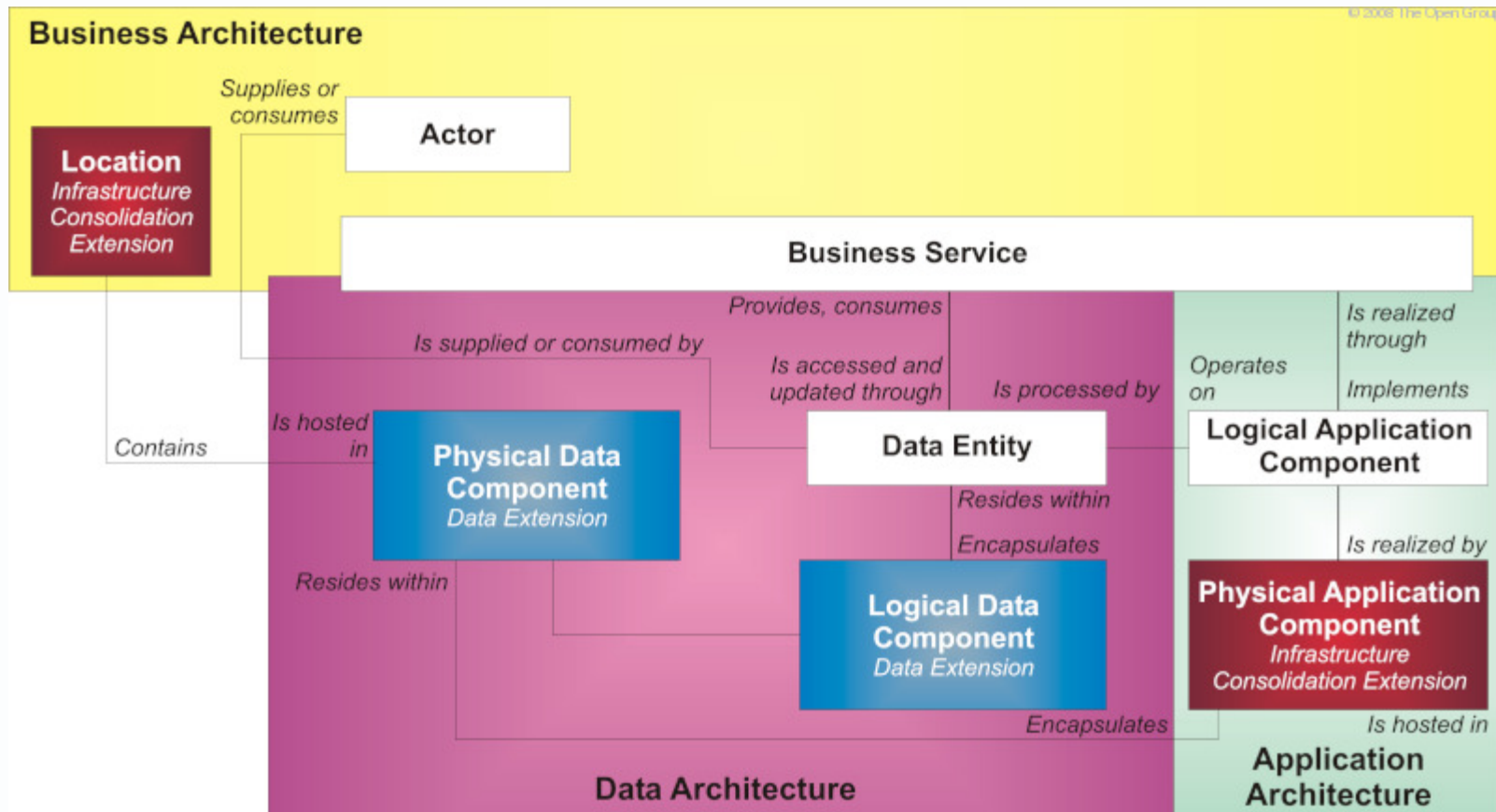
The structure of an organization's logical **and physical** data assets and data management resources

### Applications Architecture

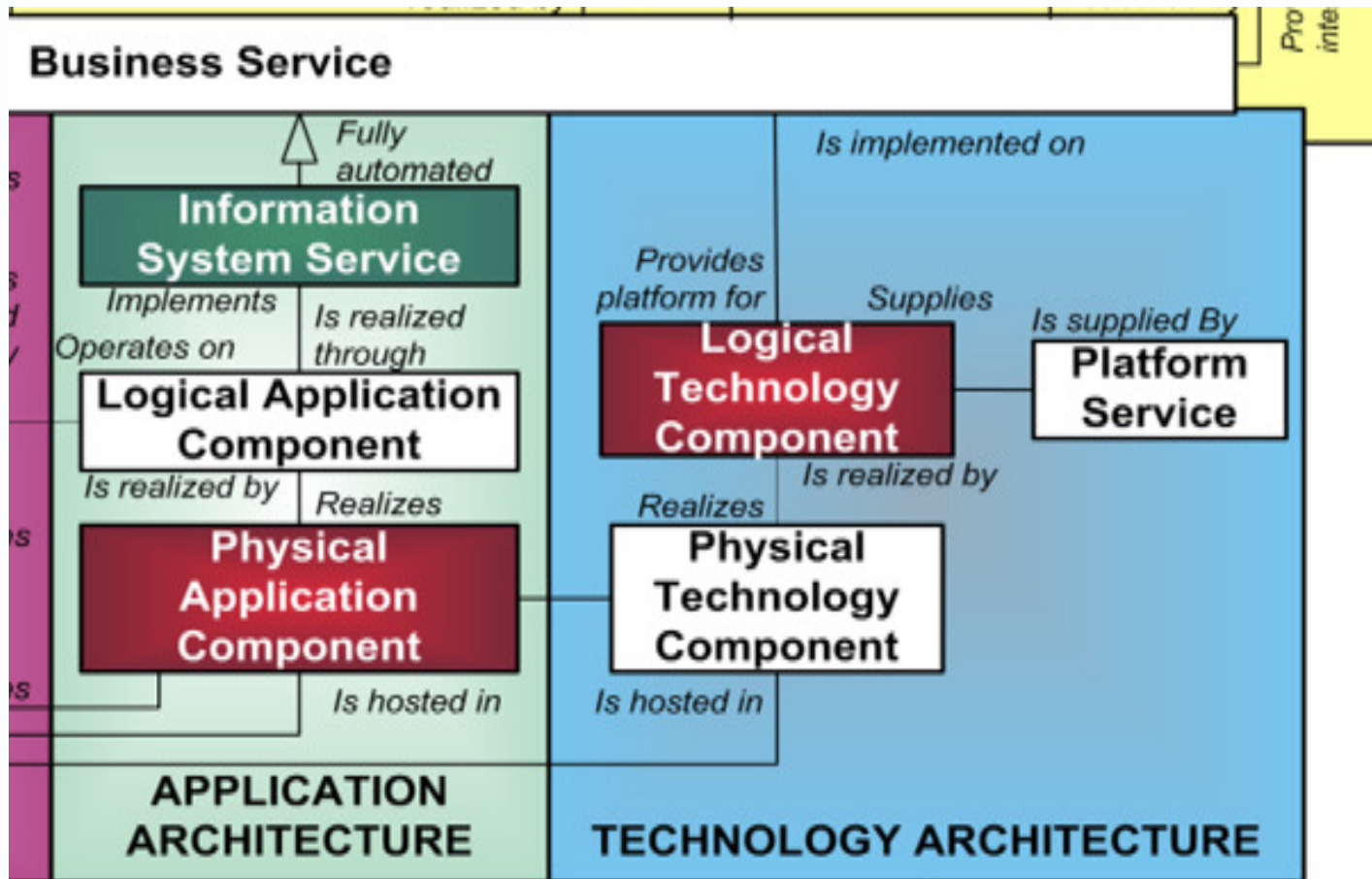
A description of the major logical **grouping of capabilities** that manage the data objects necessary to process the data and support the business.



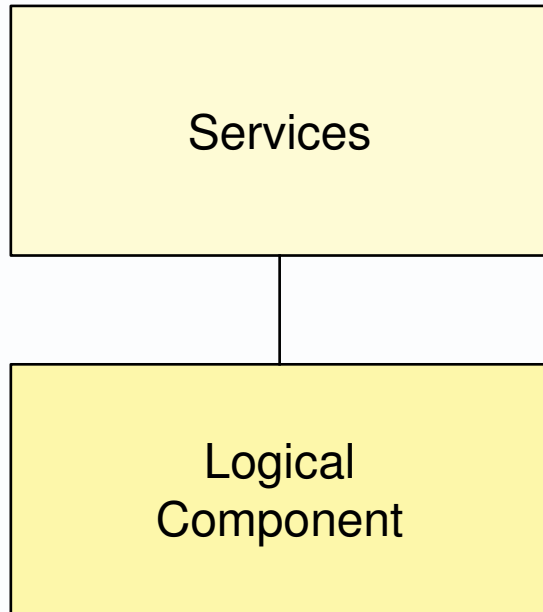
# Evidence from TOGAF 9 – The Metamodel



# Evidence from TOGAF 9 – The Metamodel

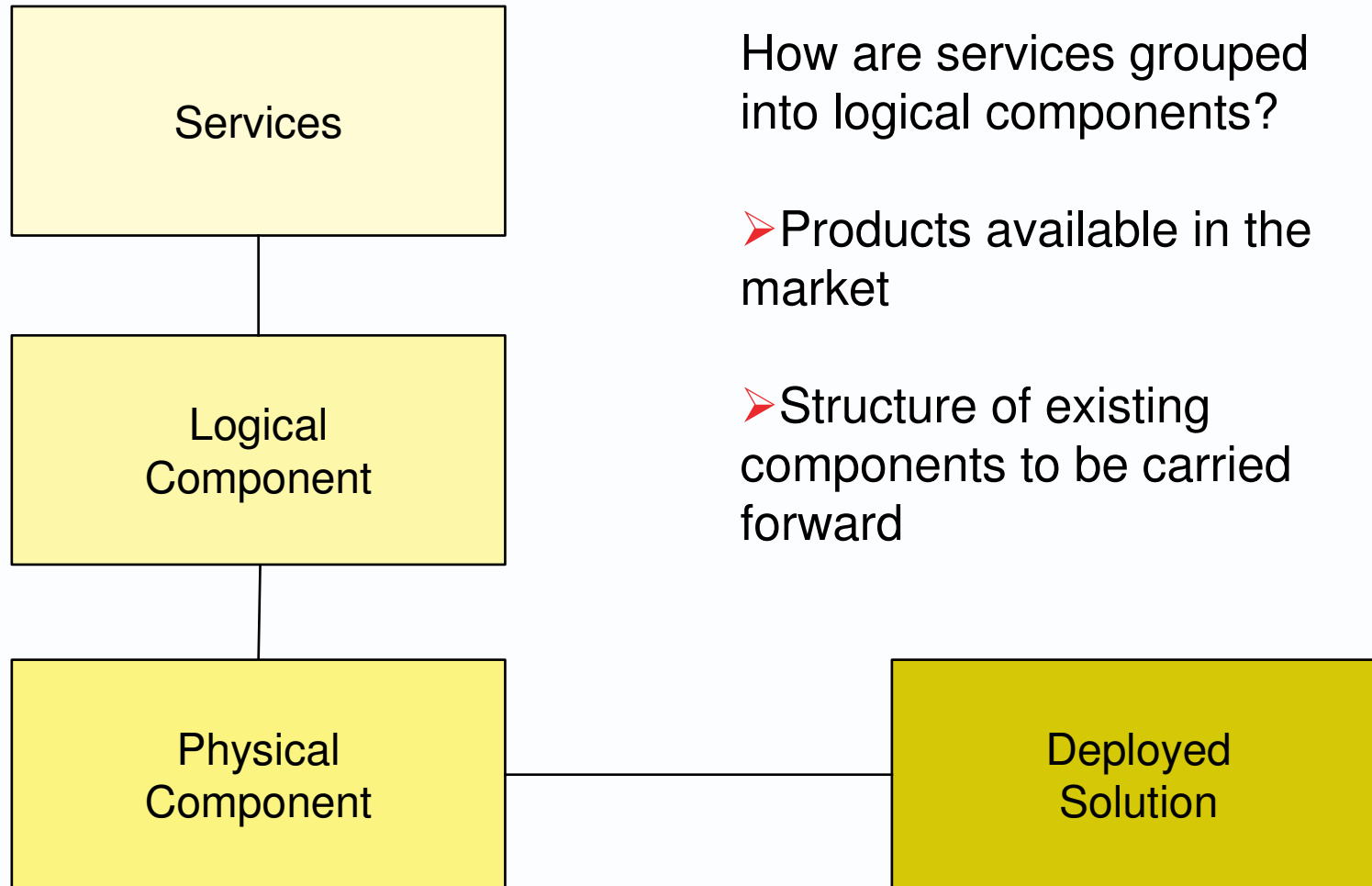


## The (almost) unstated question



How are services grouped into logical components?

## The (almost) unstated answer



## Must we do it just because EA says so?

- No unplanned IT investment or acquisition activity.
- Architecture documents are used by every decision maker in the organization for every IT-related business decision.
- Architecture process metrics are used to optimize and drive business linkages. Business involved in the continuous process improvements of Enterprise Architecture.

US Department of Commerce (DoC) enterprise Architecture  
Capability Maturity Model (ACCM Version 1.2 December 2007)

- ▶ That is what ACMM level 5 says, right?

## Must we do it just because EA says so?

- No unplanned IT investment or acquisition activity.
- Architecture documents are used by every decision maker in the organization for every IT-related business decision.
- Architecture process metrics are used to optimize and drive business linkages. Business involved in the continuous process improvements of Enterprise Architecture.
- **A standards and waivers process is used to improve the architecture development process.**

US Department of Commerce (DoC) enterprise Architecture  
Capability Maturity Model (ACCM Version 1.2 December 2007)

▶ Wrong !!

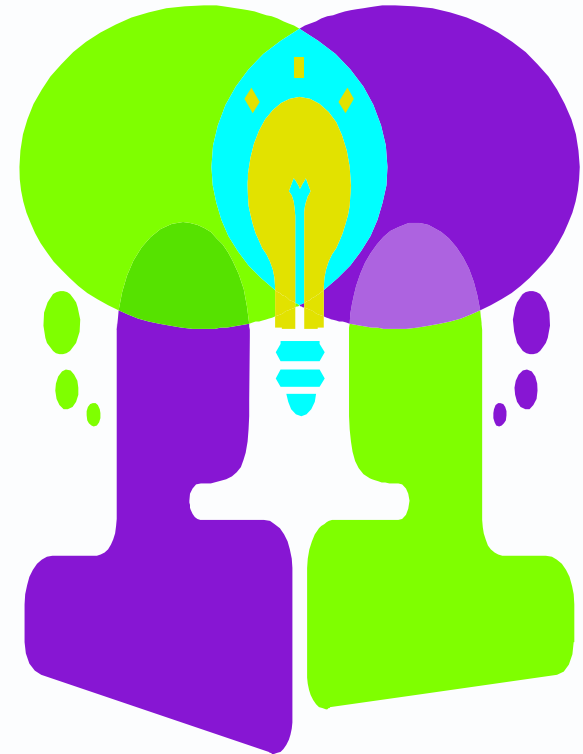
## Can you relate to this?

- ▶ We follow the TOGAF Architecture Development Method
- ▶ We build a long list of projects that would result in the perfect architecture
- ▶ We ask for a gazillion dollars to complete the implementation
- ▶ We are surprise when the money is not forthcoming



## The EA Process Defines the Ideal Target State

- ▶ At every stage, the EA process establishes the way we would like to operate
  - Consistent business processes
  - Integrated databases
  - Common use applications
  - Shared infrastructure





## At every stage, we have two decisions



- ▶ What is the strategic approach for the future?
- ▶ Is there a business case for tidying up the legacy of the past?
  - Building the business case is a non-trivial task
  - How do we quantify the future value of synergy
- ▶ Some considerations
  - Expected life-time of system
  - Relationship to core of business
  - Stability of business area supported

## Every decision is business driven

- ▶ Will it help us increase revenue?
- ▶ Will it help us reduce costs?
- ▶ Will it help us improve customer service?
- ▶ What is the impact on the share price?



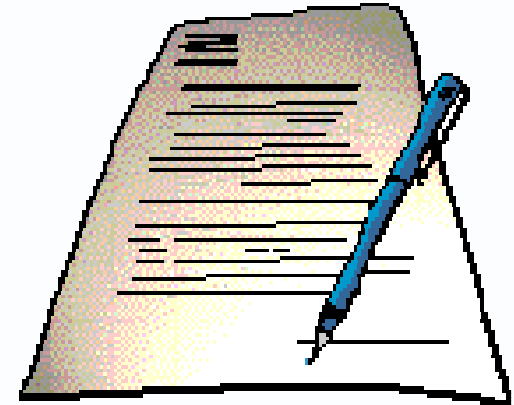
## Is the architecture always right?

- ▶ May not be practical
  - Very expensive, no business value
  - May not be possible to implement
  
- ▶ May be too forward looking
  - Particularly non-functional qualities, such as volumes and performance
  
- ▶ May be simply wrong
  - Simply doesn't achieve objectives



## A Practical Architecture Needs A Dispensation Policy

- ▶ Used to ensure that **service and operational levels are met** while providing **flexibility** in their implementation and timing
- ▶ Granted for a given time period and set of identified service and operational criteria that must be enforced during the life-span of the dispensation
- ▶ Not granted indefinitely, not granted automatically
- ▶ Time-bound nature ensures that they are a major trigger in the compliance cycle
- ▶ Patterns of dispensations drive architecture change

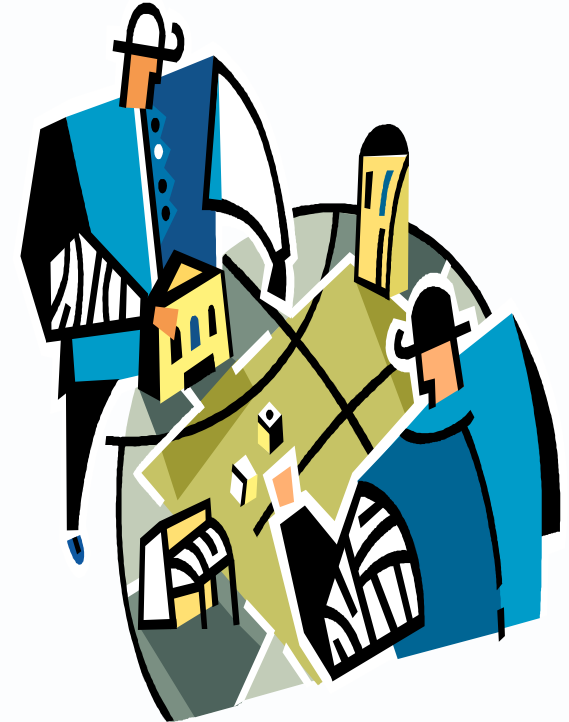


# How do we make the right decisions?

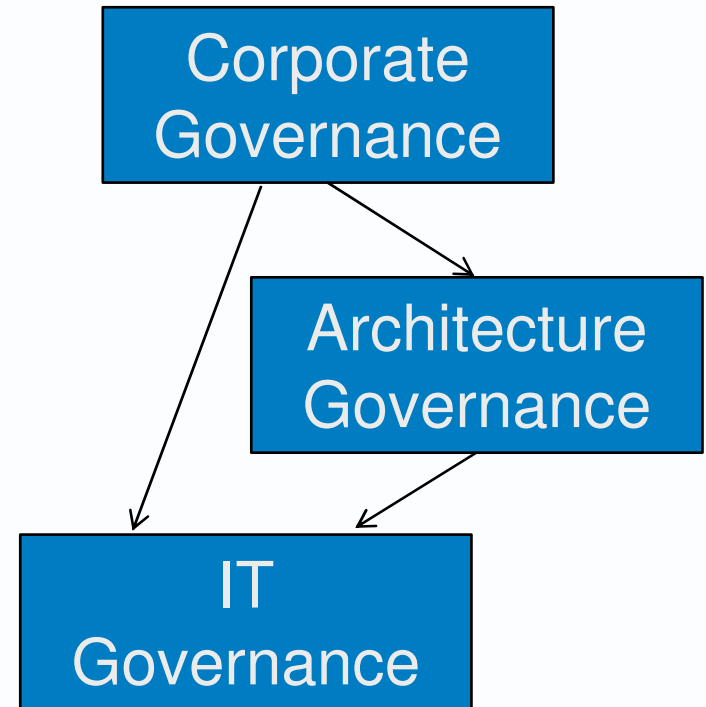
- ▶ To be effective, and Enterprise Architecture must be SEEN to be REALISABLE and REALIZED
  - Must be visible
  - Must be practical .. Which is why considering potential solutions is so important
  - Most be a discipline that is followed
  - Every decision must be a considered decision
  - Everyone needs to know what decisions they may make and which they may not

## Much of this is NOT NEW

- ▶ There are people in our Enterprise who are good at this
  - Business planners
  - Risk managers
  - Project and Portfolio Managers
- ▶ Enterprise Architecture must be integrated into established business disciplines
- ▶ We must have a framework to ensure consistency of decisions
  - Trade-offs
  - Compliance policy
    - When dispensations may be granted

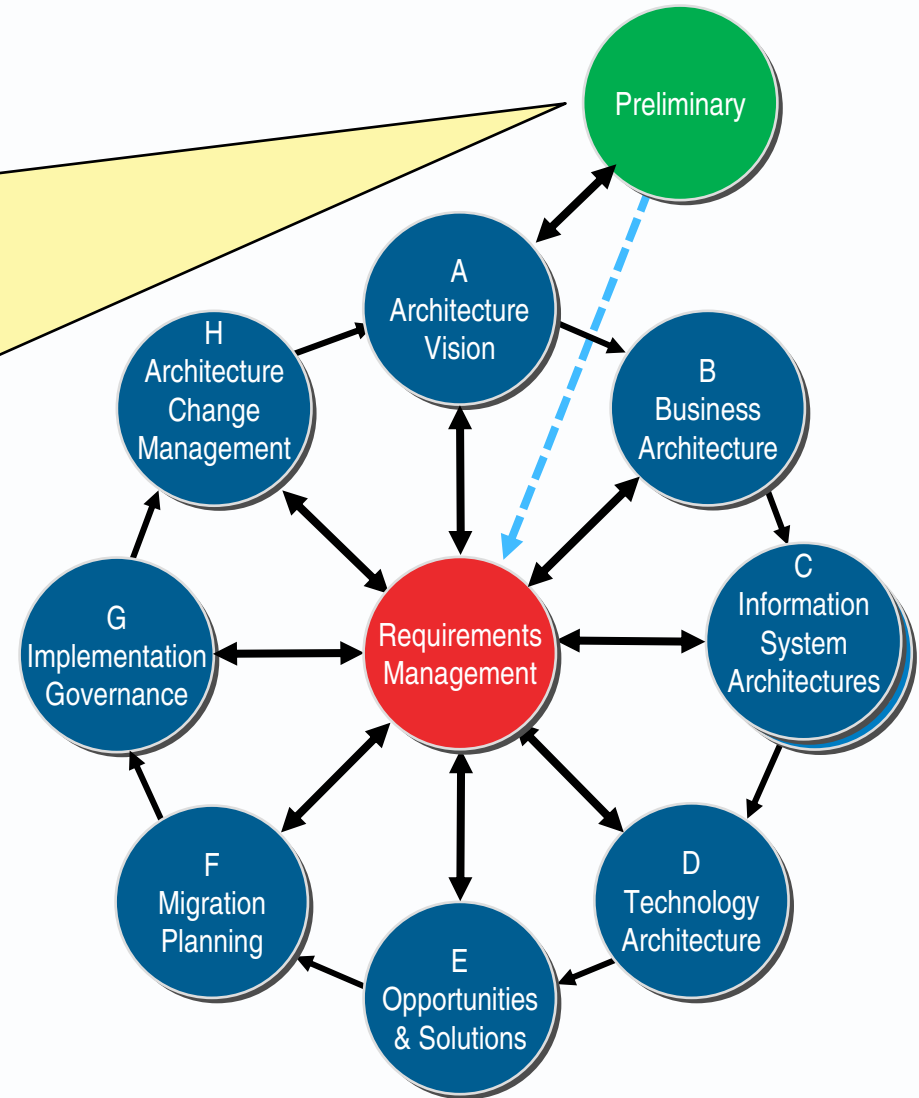


- ▶ Decisions need to be taken in a controlled way
- ▶ Must consider the value to the enterprise, not just to one single organization unit, not just within a single project
- ▶ Must have the basis for taking difficult decisions in place BEFORE the decision has to be taken



# Actioning Architecture Governance in the ADM

- Architecture Governance Framework is implemented which identifies processes, artifacts, controls and environment
- Cross-organizational Architecture Board established to oversee the implementation of the IT governance strategy
- An Architecture Compliance strategy is adopted with specific measures to ensure compliance with the architecture





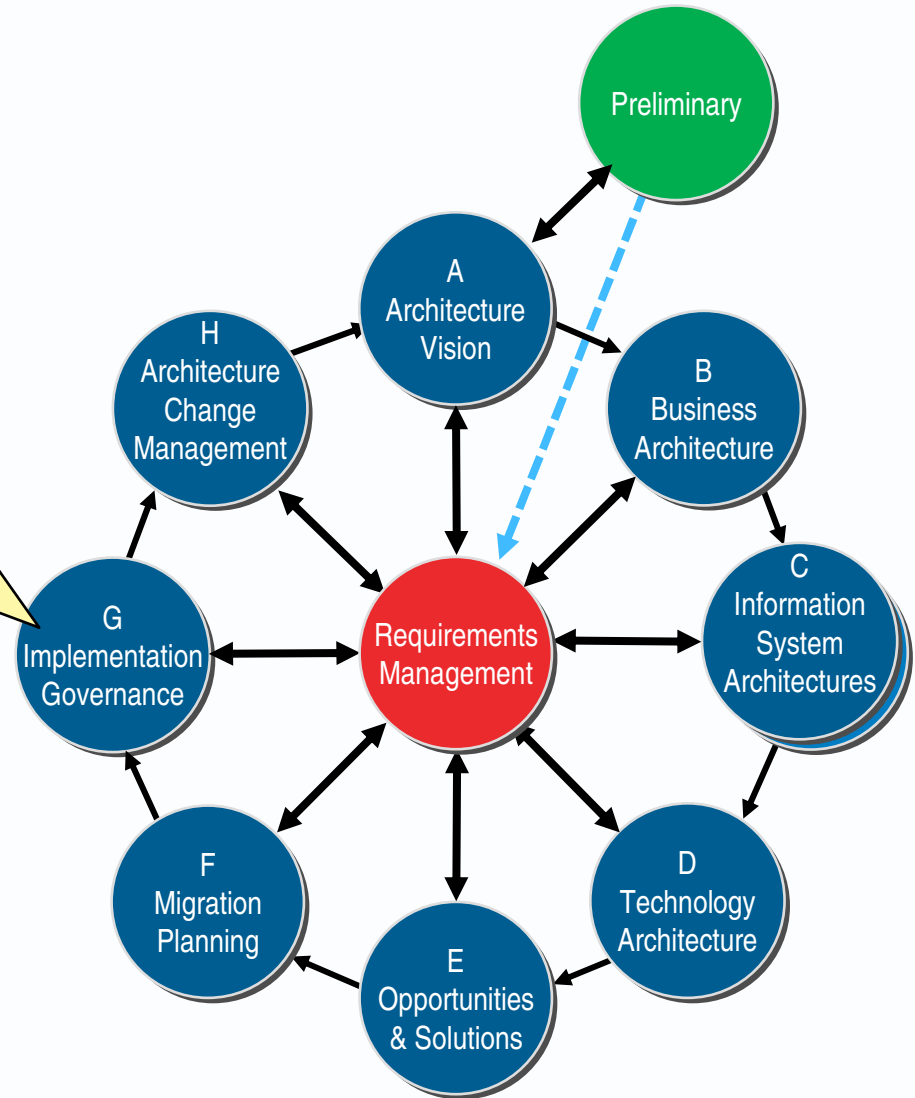
# Actioning Architecture Governance in the ADM

➤ Each phase is governed by Principles applicable to the activities of the phase.



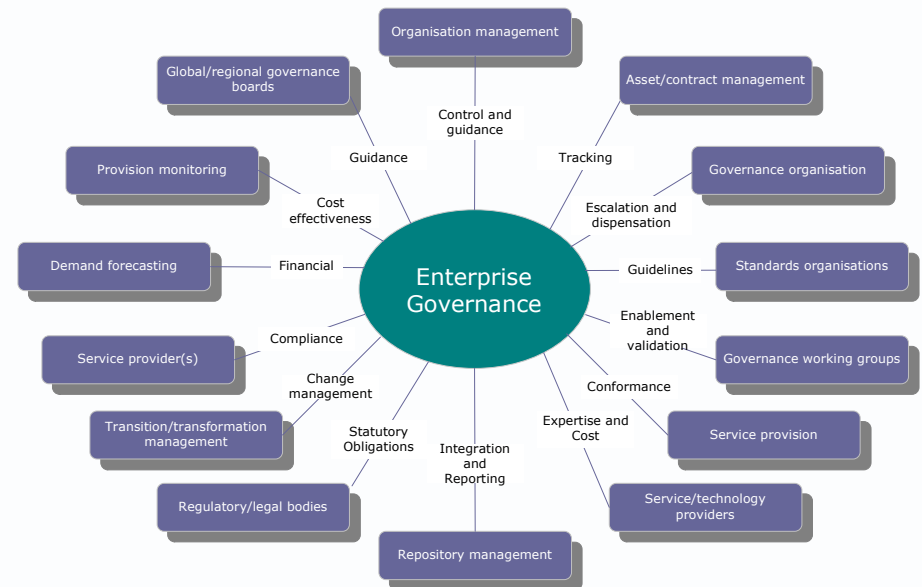
# Actioning Architecture Governance in the ADM

- Recommendations are formulated for each project
- Used to construct an architecture contract to govern system implementation and deployment
- Compliance reviews carried out at key milestones



# Establish Cross-Enterprise Architecture Board

- ▶ Ensures all decisions are based on the interests of the enterprise not one group with a vested interest
- ▶ Probably a hierarchical structure of such boards
- ▶ Representative of major stakeholders
- ▶ Establishes clear responsibilities and accountabilities



## Some important questions



- ▶ Where are the solutions?
- ▶ Must we do it just because EA says so?
- ▶ Is the architecture always right?
- ▶ How do we make the right decisions?

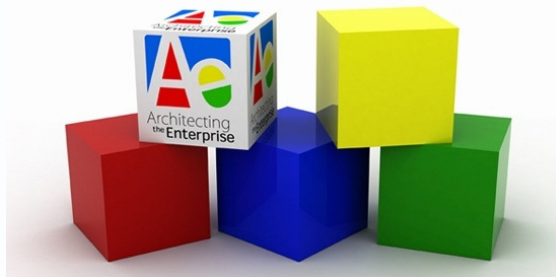
## Some important answers

- ▶ Where are the solutions?
  - Solutions are everywhere and guide thinking towards practical architectures
- ▶ Must we do it just because EA says so?
  - No, not if it doesn't make business sense
- ▶ Is the architecture always right?
  - No, architects are human
- ▶ How do we make the right decisions?
  - Business driven governance



# Enterprise Architecture

Business Discipline, NOT Religious Ritual



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