

TOGAF & Agile

Implementation partners

Colin Wheeler

EA – The Technology Issue

- Enterprise architecture is inherently about business management
- Although Technology groups are more involved now than ever in business leadership the enterprises don't:
 - Entirely understand *it*
 - Fully trust *it*
 - Engage correctly with *it*

IS Driven EA Failures

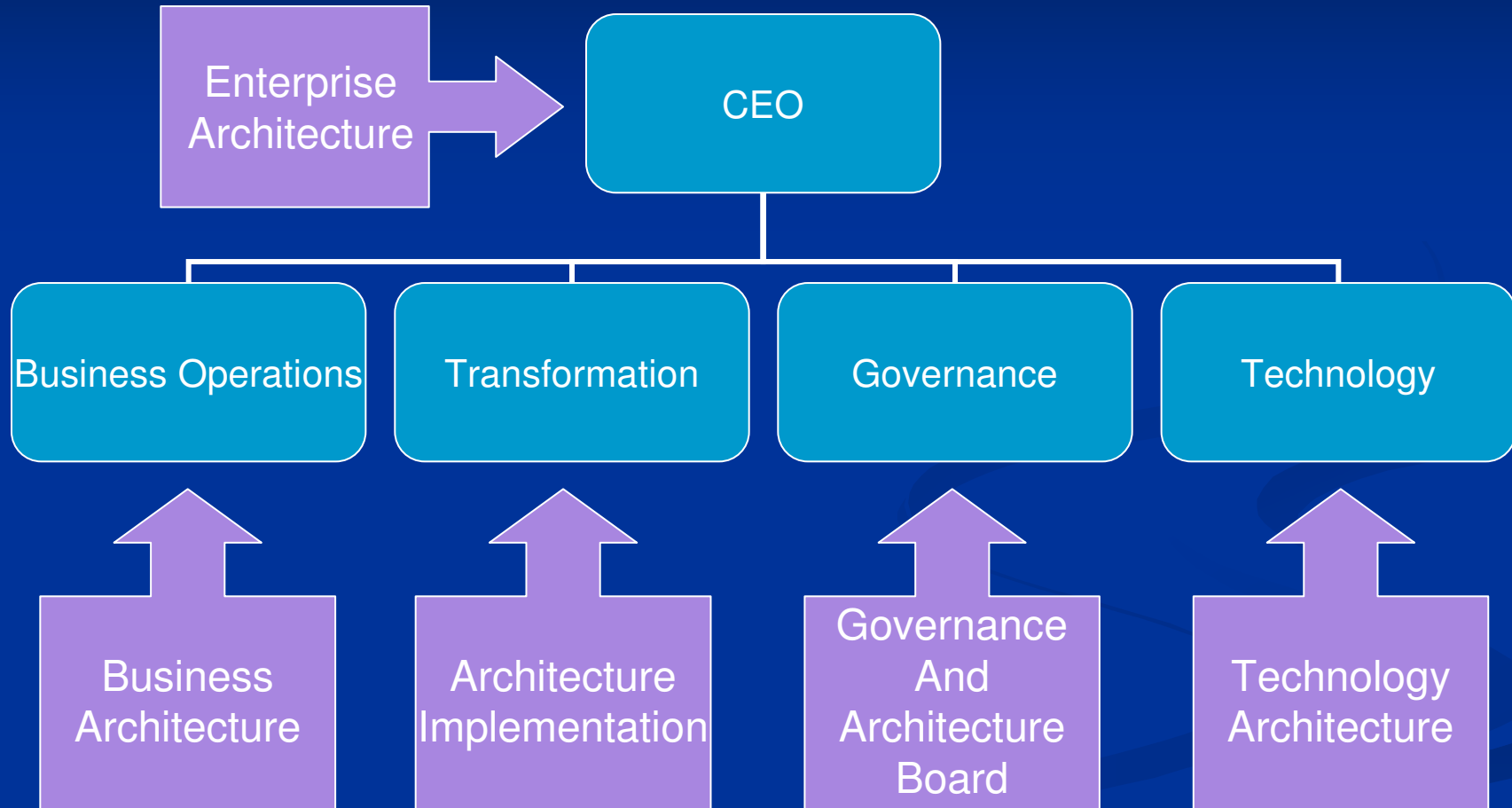
- Trying to tell the enterprise management that technology people know more about business process than they do
- Not working with the business to create the correct communication channels
- Doing EA without the complete support and buy-in from the CEO or equivalent
- Trying to shape an organisation without its consent

Business Consultancy vs. Technology Consultancy

- Business is where business architecture should happen
- Technology is where technology architecture should happen

Stating the obvious but how often do they actually happen in this manner?

Who owns What?



What does TOGAF offer?

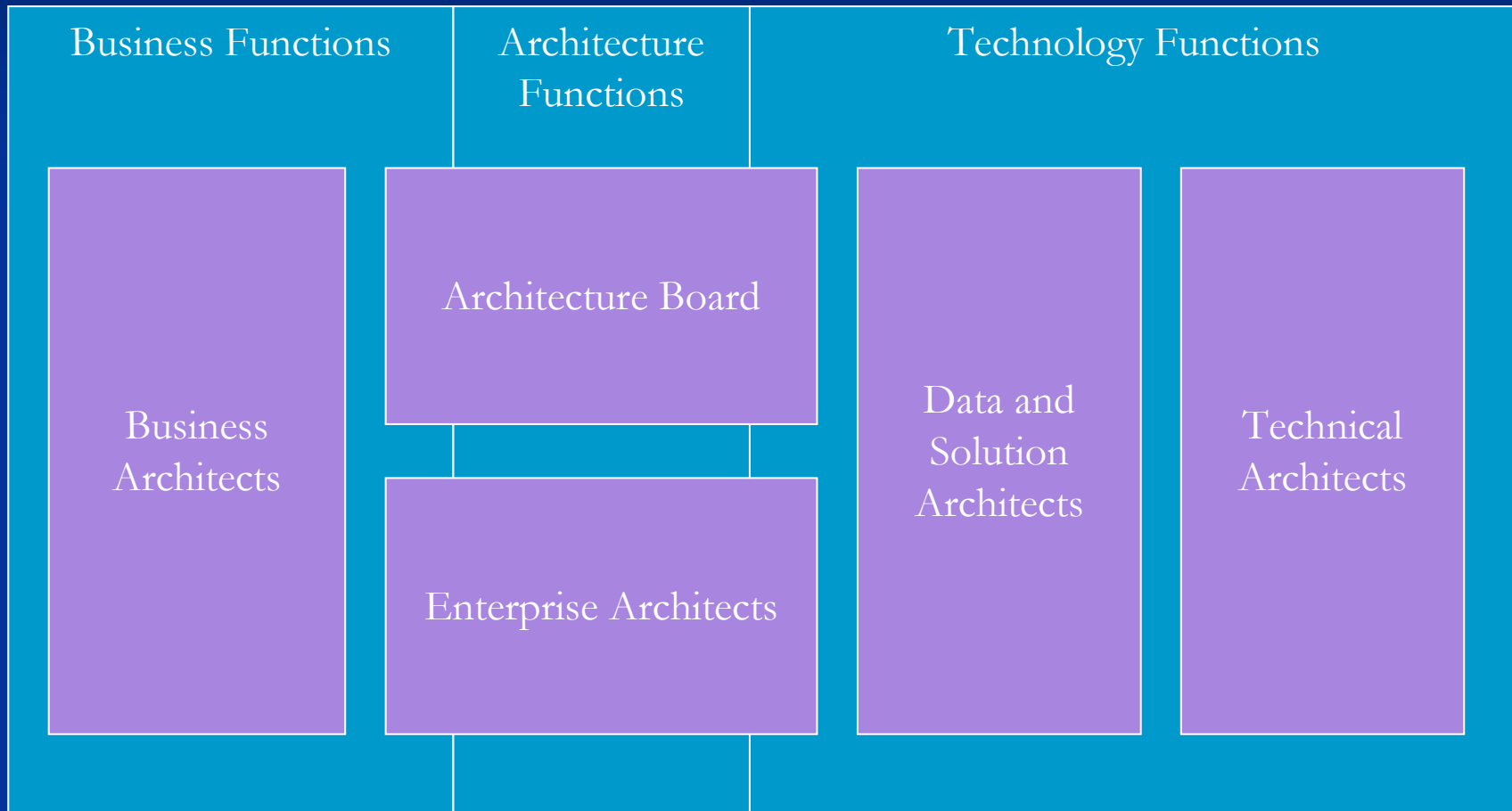
- TOGAF provides a framework within which to do enterprise architecture
- TOGAF does not prescribe how to carry out business architecture
- TOGAF provides the interfaces between the business architecture and the technology architectures



Where does Agile come in?

- Agile as a development method has a major strength in the way that it suggests architecture is done by the solution teams
- This means technical architecture gets done by the solution teams
- ...creating a more engaged architecture environment where teams are empowered.
- So should it not follow that...

Architecture Responsibility!



Benefits?

- Engage the Enterprise
- Empower the source of business knowledge
- Empower the technical skills within the technology arena
- Providing manageability through defined interfaces and process
- Allowing architecture work to be done by pragmatic people with the added benefits of a framework

Enterprise Architecture is all about..

- A framework to work within
- An architecture governance framework and or function
- Design authority functions
- Guidance on best business practice
- A central point for management to understand architecture within their organisation

Devolution and Engagement

- Devolution of architecture development ensures value is realised
- Devolution of architecture development ensures engagement is achieved
- Engagement of Stakeholders and Shareholders is crucial
- Engagement creates transparency which in turn breeds a culture of cooperation and joint benefit realisation

So what is the problem again?

- Enterprise Architecture cannot happen in isolation
- Technology or Business Architecture done in isolation will not deliver the level of benefits that integrated EA will deliver
- Transparency up front will ensure a better understanding across the “fence”

How do we deliver integrated architectures

There are a number of fundamental requirements:

- Transportable architecture
- Collaboration enabled architecture
- Measurable architecture
- Enforceable architecture

Crossing Domains and Collaborating

- Common Architecture Language
- Common understanding of the purpose of architecture
- A common repository for architecture is crucial
- Cross domain impact analysis will assist vastly
- Communication is key

Governance

- Being able to measure benefits will assist in the enterprise acceptance of doing architecture
- Being able to enforce architecture development will assist management in many areas
- Management being able to understand why they must enforce architecture will drive this process
- More defined interfaces, deliverables and processes (in other words a framework) will enable governance
- Making governance seem more like a tool than a threat will help companies

So where are you now?

- Isolated Enterprise Architecture programme?
 - Federated enterprise with single state enterprise architecture programme?
 - A single programme enterprise architecture project?
- Single Domain Architecture Development?
 - Enterprise architecture programme just starting off?
 - The business/management consultants have just arrived?
 - Our enterprise needs technical architecture?

Isolated Enterprise Architecture

- In this scenario typically we need to:
 - Escalate the issue within the enterprise to evangelise the loss of efficiency that single thrust enterprise architecture will deliver
 - Ensure that pragmatic interfaces are developed to ensure the spread of enterprise architecture
 - Provide the framework or interface with other frameworks to ensure compatibility
 - Find the benefits through doing architecture where expansion of the architecture will benefit the enterprise

Single Domain

- In this scenario we need to:
 - Expose the logical inconsistencies of doing only single domain architecture
 - Provide devolution of architecture development to appropriate parties ensuring that our own initiative is not flooded
 - Provide the framework within which to do integrated enterprise architecture
 - Find the quick win benefits across the domains to get external buy-in

Remember

- Get the CEO to buy in
- Don't only sell up, sell across and down as well.
- Collaborate and listen
- Engage the business and the technical people
- The first question an architect asks
 - **What can I do for you?**

The way forward...

- Develop a common architecture language
- Engage with business and management consultants
- Focus on benefits of doing architecture, Pragmatism over Dogmatism
- Engaged with the bottom line in the business
- Communicate and educate!!!