

Creating and Selling a Compelling IT Architecture Vision

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“The most significant barriers ...

- ❑ ... to architecture success are non-technical.
- ❑ Overcoming these barriers is the critical first step in creating an environment for architecture success.
- ❑ At Glaxo Wellcome Research, these environmental challenges were addressed by
 - creating a compelling vision for the future,
 - developing a broad base of architecture awareness and
 - creating an inclusionary culture between architects, IT staff and management.”

Martin Sykes, Glaxo Wellcome

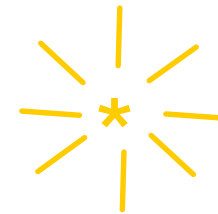
Breaking it down

- ❑ About Vision
- ❑ About Selling
- ❑ About Creating
- ❑ About Winning
- ❑ About Architecture

About Vision

Vision

- ❑ A concept of a future situation
- ❑ A North Star
- ❑ In the future there will be



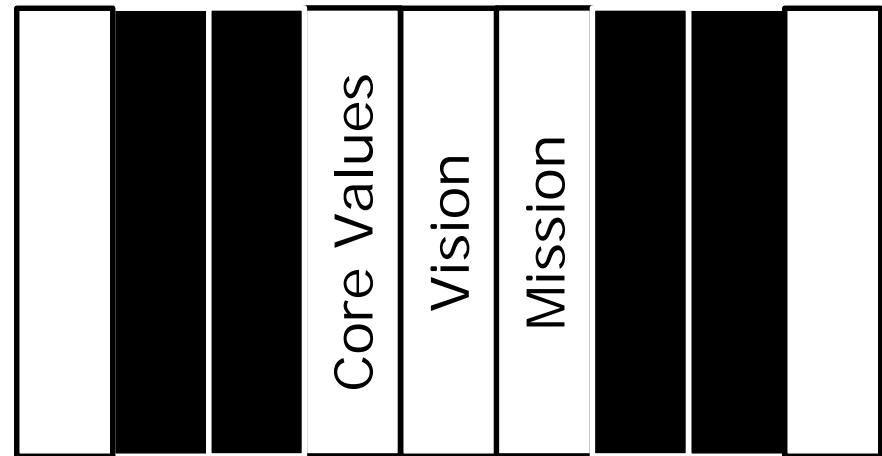
Mission

- ❑ The role of a person or body of people
 - Why do we exist?
- ❑ Can supplement a Vision
 - How will we achieve our vision

Core values

□ How do we want to act?

- Integrity
- Openness
- Loyalty
- Rights of others



Have to be in tune

A vision can be

- ❑ Personal
- ❑ Organizational
- ❑ Corporate
- ❑ Regional
- ❑ National
- ❑ Global

But above all it must be BIG

- ❑ **B**old
- ❑ **I**nspiring
- ❑ **G**ettable

About Selling

How to sell a vision

❑ Don't

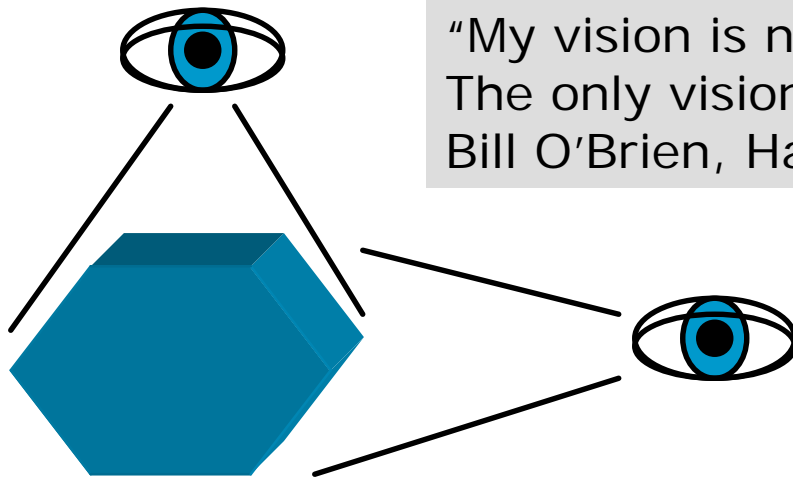
- Sell
- Seek to convince, persuade
- Cajole
- Impose

❑ Do

- Engage
- Enlist
- Enroll

Engage

- ❑ Identify all stakeholders
- ❑ Understand their perspective
- ❑ Establish a vision with them/ for them



“My vision is not what’s important to you.
The only vision that motivates you is your vision”
Bill O’Brien, Hanover Insurance

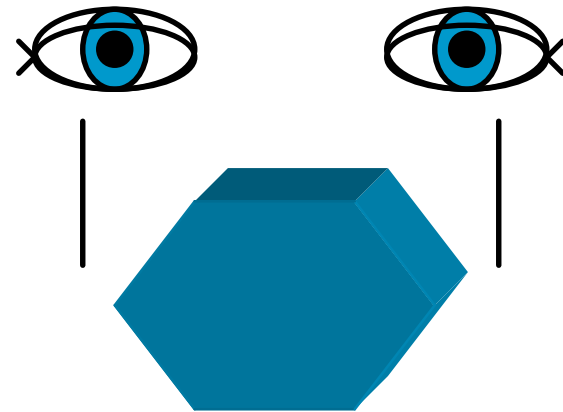
Engage

□ Three I's

- Information
- Influence
- Involvement

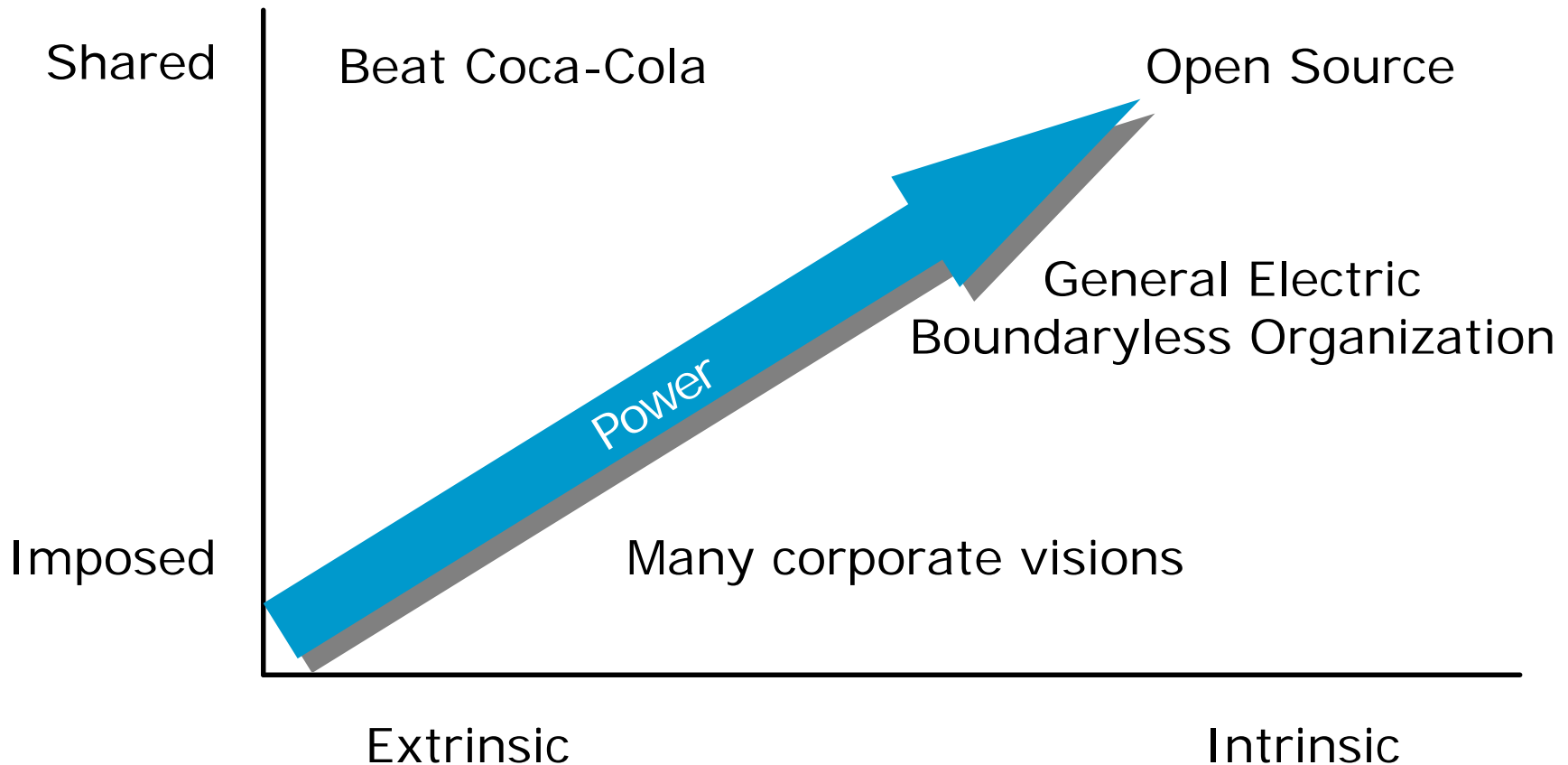
□ Three D

- Integrate individual visions into a shared vision
- Help them see the big picture



“Few if any forces in human affairs are as powerful as a shared vision.”
Peter Senge

The power of shared visions



The power of shared visions

Shared

- ❑ “A shared vision is not an idea.....
- ❑ It is a force ... of impressive power....
- ❑ It may be inspired by an idea...
- ❑ if ... acquire the support of more than one person....
- ❑ People begin to see it as if it exists.”

Peter Senge

Imposed

Extrinsic

Intrinsic

The power of shared visions



Enlist

- Sponsors and champions
 - At all levels in the enterprise
 - In each group of stakeholders

Enroll

- ❑ Enable others to register
 - Set out the case
 - no hype
 - no pressure
 - Enable them to participate on their own terms
 - Contributors
 - Observers
- ❑ But first make sure you are enrolled
 - If you don't believe.....

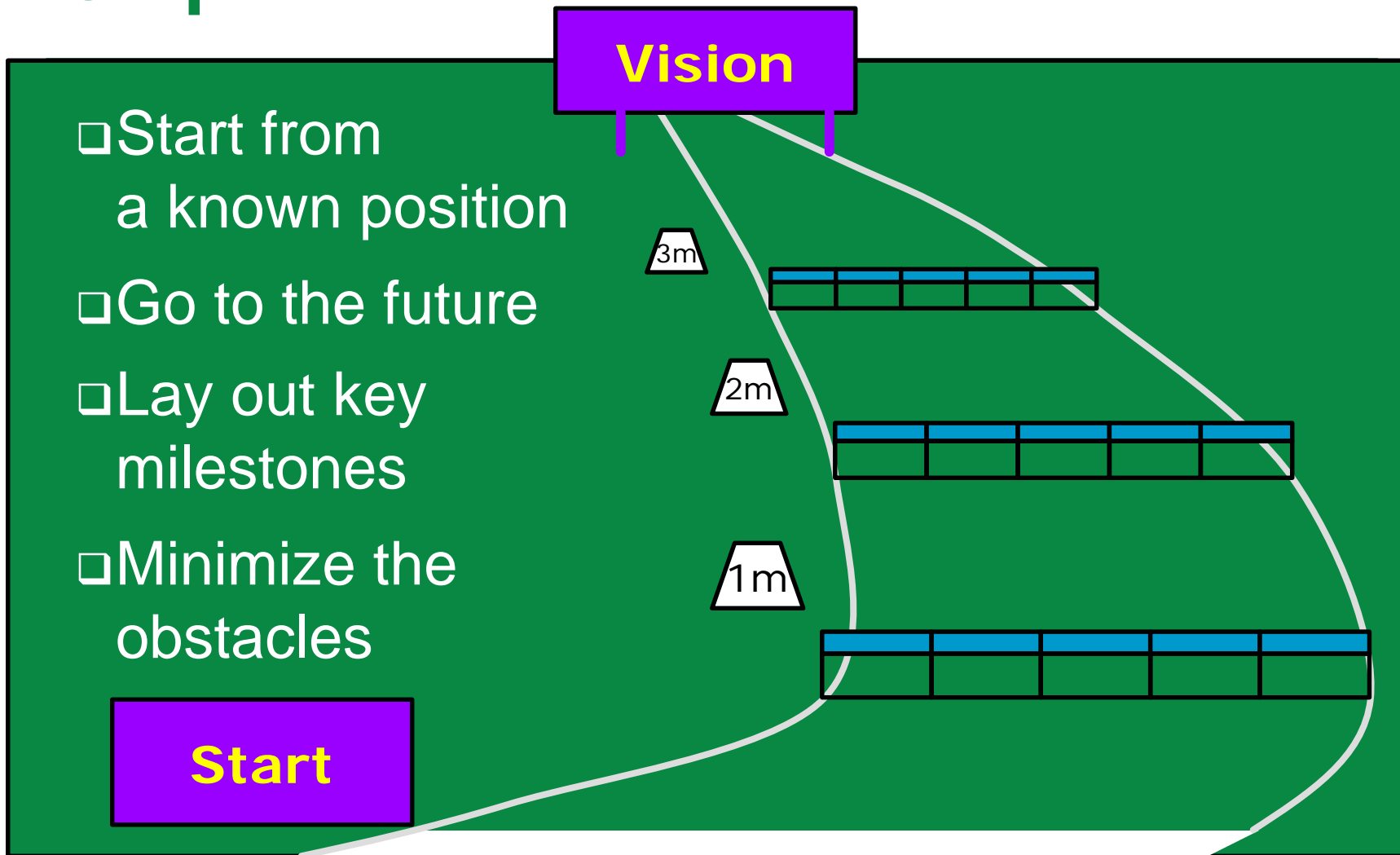
Not everyone will sign up

- ❑ Enlisted
 - Committed - will change the law.
- ❑ Enrolled
 - Wants it - will do anything possible within the law.
- ❑ Compliant
 - Sees the benefits – will do what's expected.
- ❑ Grudgingly compliant
 - Does not see the benefits – will do just enough.
- ❑ Non-compliant
 - Does not see the benefits - will not do what's asked.
- ❑ Apathy
 - Neither for nor against vision. No interest. No energy.

About Creating

Steps

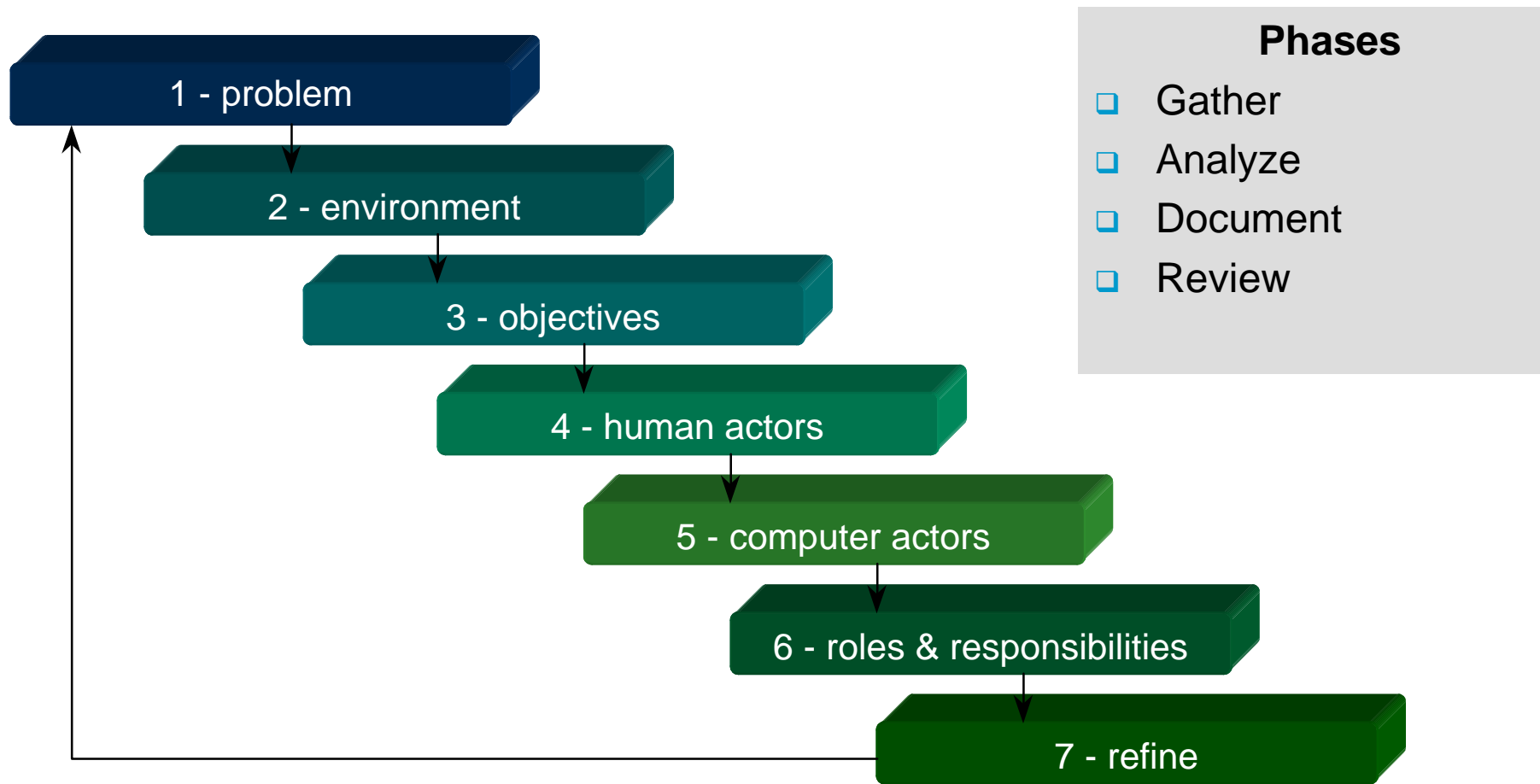
- Start from a known position
- Go to the future
- Lay out key milestones
- Minimize the obstacles



Start

- ❑ Gather information
 - Leave solutions at the door
 - Understand their pain points?
 - Get to a shared understanding of the root causes?
- ❑ Analyze and Document
 - Set out the Business Scenario for the current state
- ❑ Review
 - have I understood correctly?
 - have I communicated effectively?

TOGAF Business Scenario Method



Go to the future

- ❑ Dare to dream
- ❑ Imagine
 - The cover story on Fortune Magazine
 - What your ideal world look like
 - How life will be – in our future world
- ❑ Use tools to help
 - Analogies
 - What if
- ❑ There are no bad ideas
 - Just ideas no one else understands yet

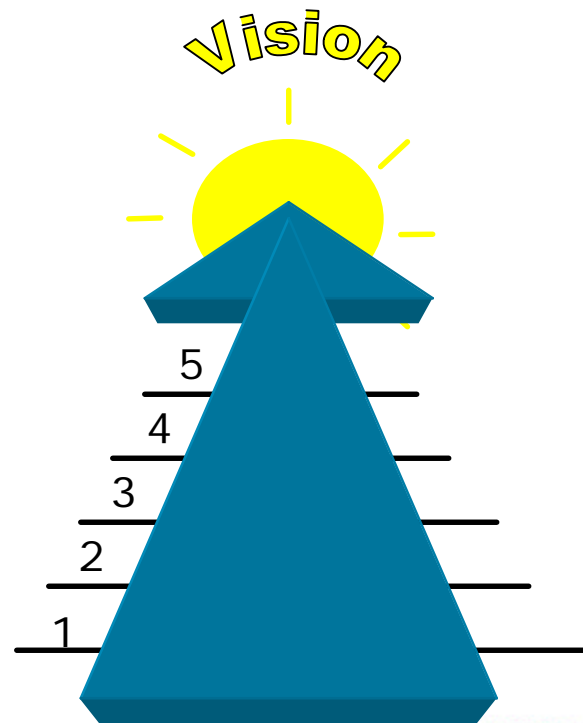


Go to the future

- ❑ Gather information
 - Build on the perspective of the stakeholders
 - Validate individual visions
 - Draw towards a shared vision
- ❑ Analyze and document
 - Set out the Business Scenario for the future state
 - Keep focused on business not technology
- ❑ Review
 - have I understood correctly?
 - have I communicated effectively?

Set out the key milestones

- ❑ Can we draw a map?
- ❑ What are the big bold steps we need to take?
- ❑ Are they credible?



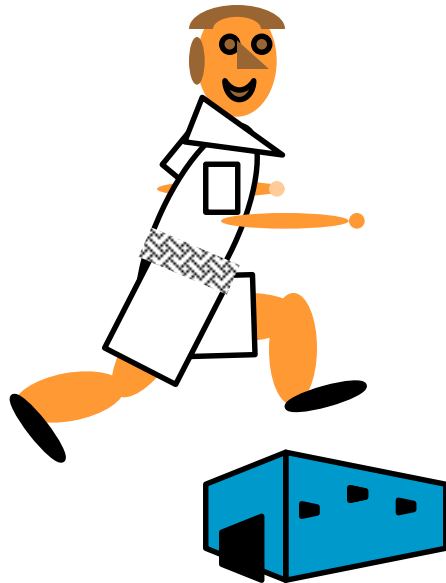
Minimize the constraints

- ❑ What will stop us from getting there?
 - Budget?
 - Lock-in?
- ❑ What strategies could we employ to get over those barriers?

About Winning

Nothing breeds success like success

- ❑ Start small
 - ❑ Show quick wins
 - ❑ Use pilot projects
 - ❑ Build confidence
- ❑ Don't start with the big one!



Share the glory

- ❑ Celebrate successes
 - Let the team know they have succeeded
 - Recognize the contributors
- ❑ Have fun

About Architecture

Let a proven framework guide you

- ❑ The Open Group Architecture Framework
 - Vendor and technology neutral
 - Free for own use
 - Proven Architectural Development Method
- ❑ Zachmann
 - Easy to understand conceptually
 - Benefits from the TOGAF Architecture Development Method (ADM)

A Global Example

Customer problem statement

- “I could run my business better if I could gain operational efficiencies improving
 - **the many different business processes of the enterprise**
 - both internal, and
 - spanning the key interactions with suppliers, customers, and partners using
 - **integrated information, and access to that information.”**

Source: “The Interoperable Enterprise”

<http://www.opengroup.org/cio/iop/index.htm>

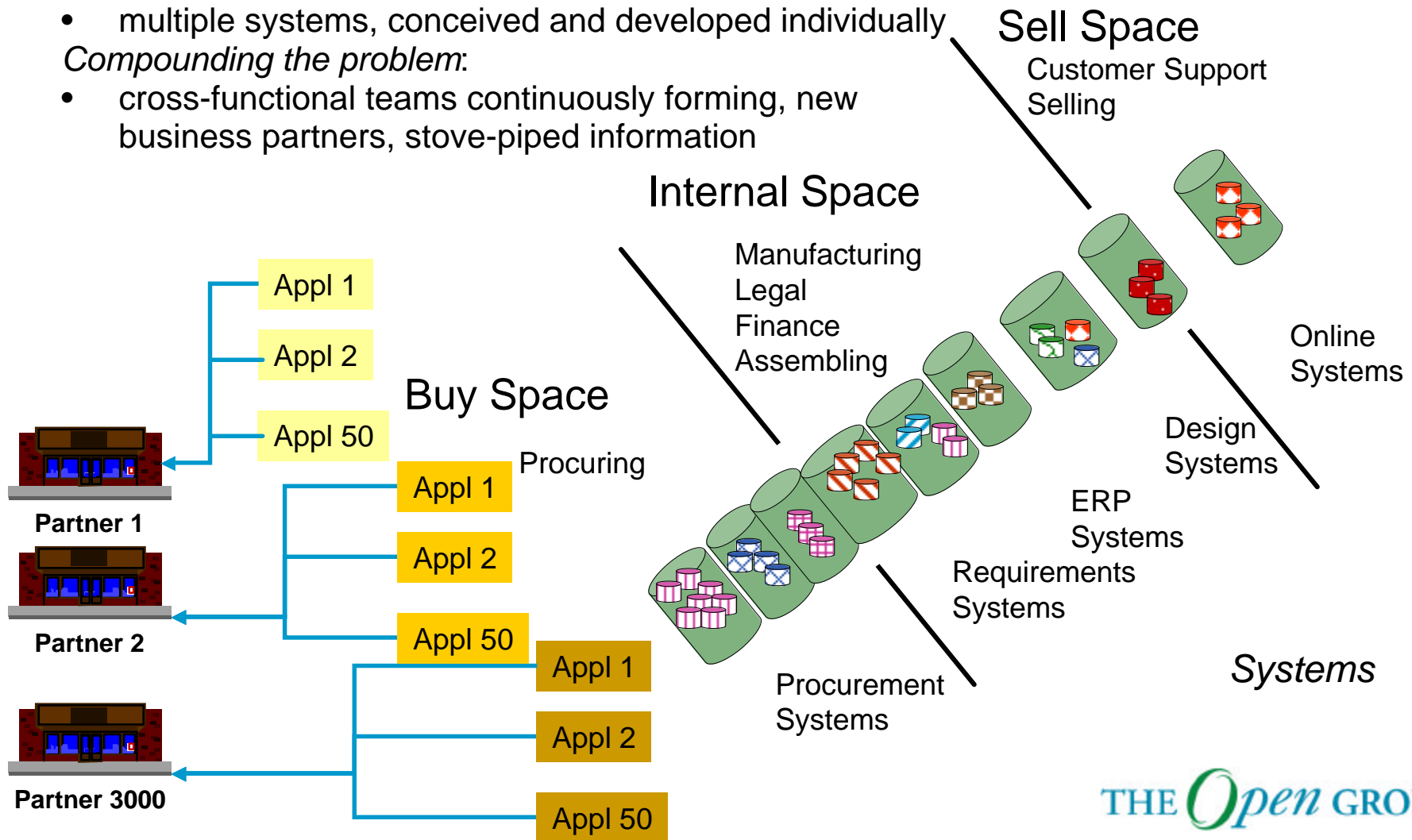
A common problem

The cause:

- multiple systems, conceived and developed individually

Compounding the problem:

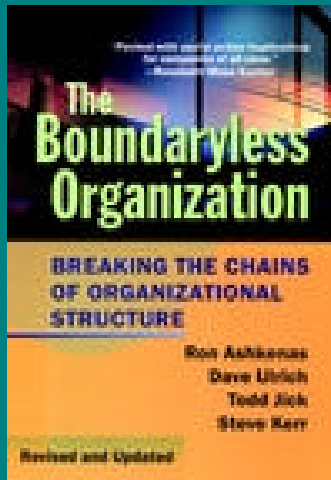
- cross-functional teams continuously forming, new business partners, stove-piped information



A Shared Vision

Boundaryless Information Flow

- ❑ achieved through **global interoperability**
- ❑ in a secure, reliable and timely manner

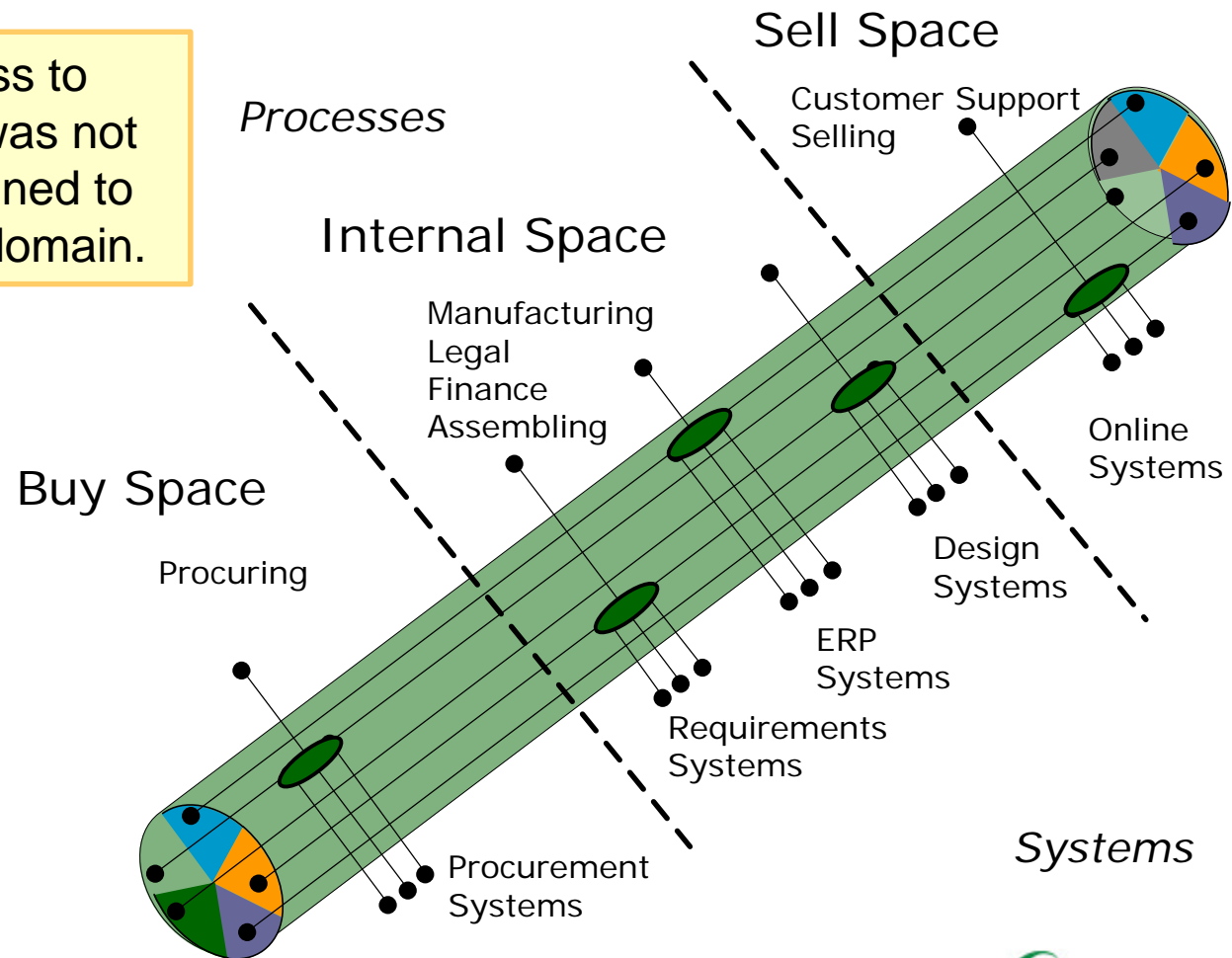


Boundaryless does not mean there are no boundaries – it means that boundaries are permeable to enable business.

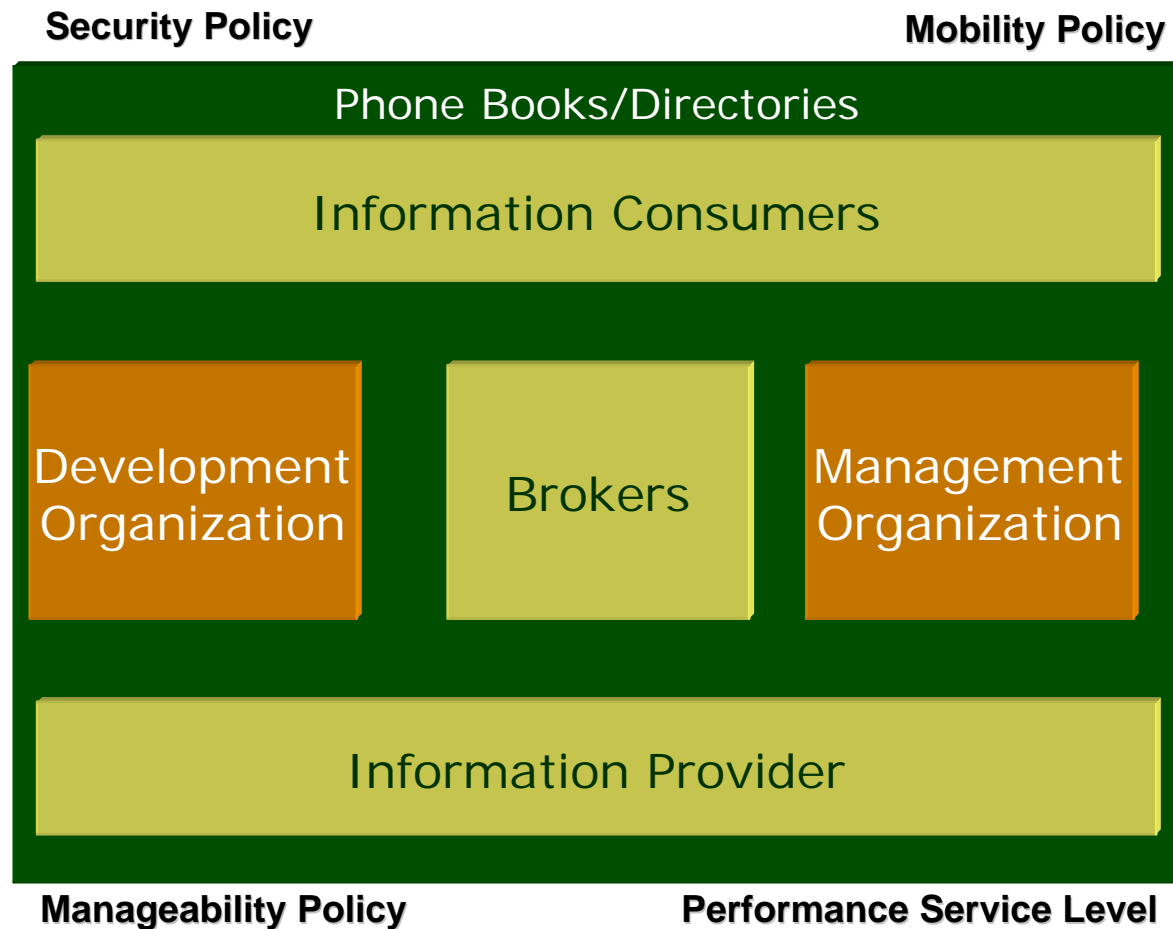
Vision

Boundaryless Information Flow ...

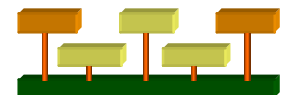
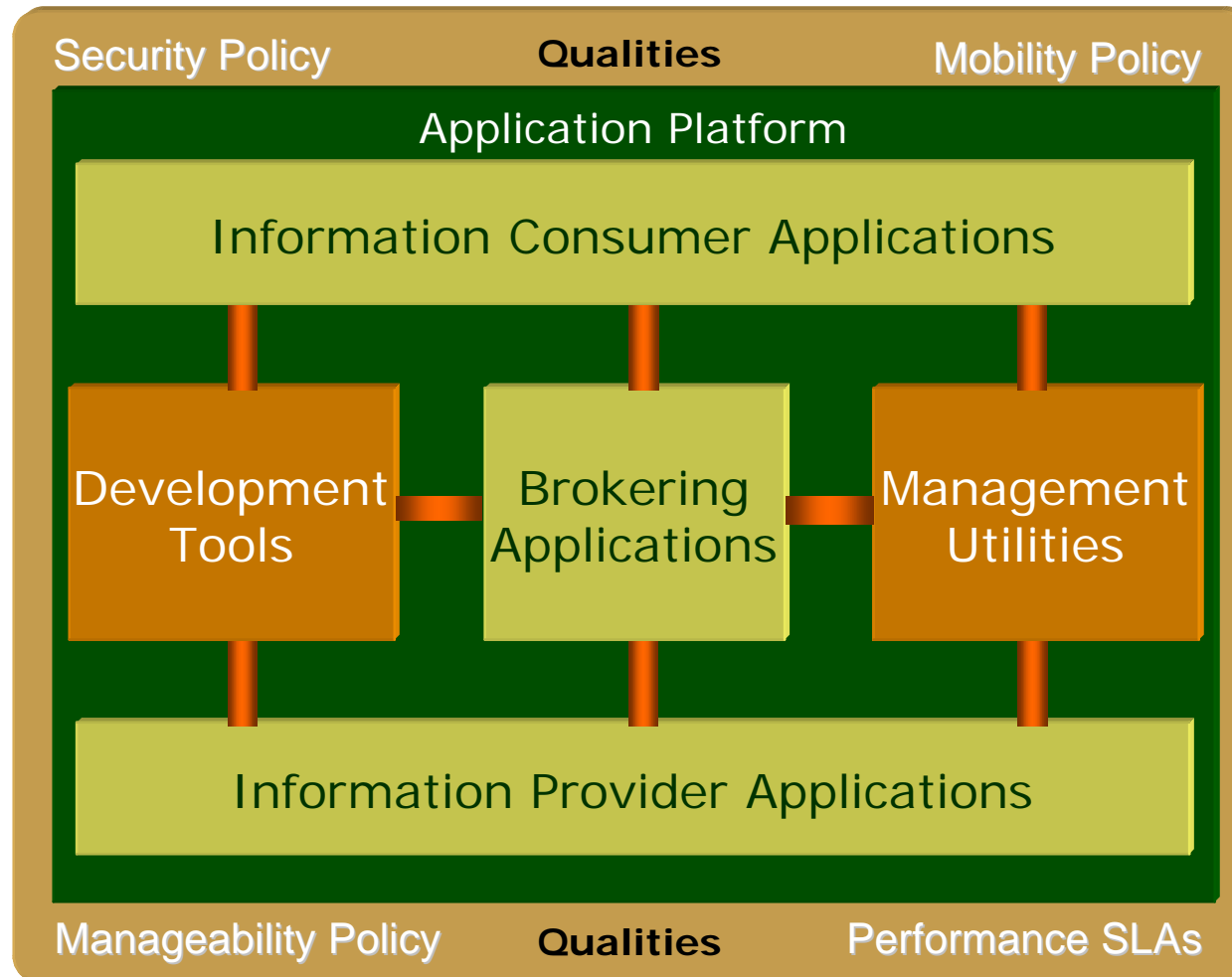
... needs access to information that was not necessarily designed to leave its original domain.



Boundaryless Information Flow - Business Taxonomy

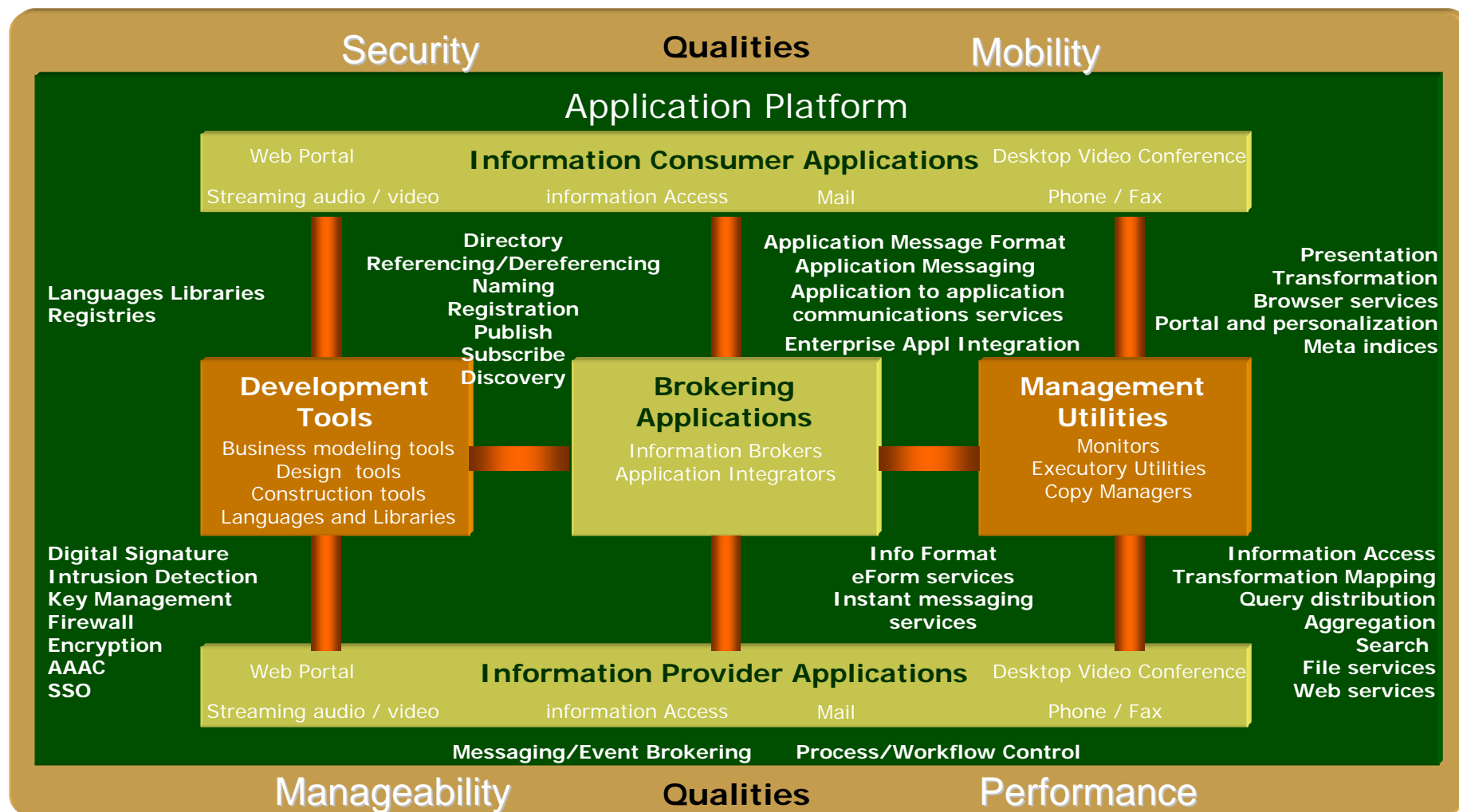


Boundaryless Information Flow - Technical Taxonomy



Classes of Interfaces - formats and protocols ...

A Level 2 Model



Summary

Summary

- ❑ Think BIG
 - Bold, Inspiring, Gettable
- ❑ Don't sell
 - Engage
 - Enlist
 - Enroll
- ❑ Take stakeholders through the process
 - Start from a known position
 - Go to the future
 - Lay out the key milestones
 - Minimize the barriers

Summary

- ❑ Create a winning environment
 - Start with quick wins
 - Celebrate success
 - Have fun
- ❑ Use a proven framework
 - Support it with the TOGAF ADM
- ❑ Consider a global example
 - Boundaryless Information Flow