Tomorrow never dies

...making sure EA survives the man with the golden gun...
Two companies combine...
Ensuring Alignment

**WHO** (Practice)

- Business Architect & Business Analyst
- Information Architect
- Data Architect & Data Analyst
- Application Architect & Systems Analyst
- SOA Architect & Systems Analyst
- Technology Architect
- Solution Architect

**WHAT** (Methodology)

- Manage Business Operating Model
- Manage Information Classes
- Manage Business Data
- Manage Application Portfolio
- Manage Application Services Portfolio
- Manage Infrastructure Portfolio
- Manage Solution Delivery

**WHERE/HOW** (Repository)

- Business Models (process, product, channel, etc.)
- Information Models
- Data Models
- Application Models
- Application Service Models
- Infrastructure Models
- Solution & IT Landscape Models

**PERFORMED BY**

- Business Architect & Business Analyst
- Information Architect
- Data Architect & Data Analyst
- Application Architect & Systems Analyst
- SOA Architect & Systems Analyst
- Technology Architect
- Solution Architect

**REALISED BY**
Agenda

• Moving towards an alternative paradigm
  (For your eyes only)
• The struggle to get knowledge documented in the enterprise
  (Die another day)
• Current EA methodologies lack what the business needs
  (License to kill)
• A plan to make sure that everybody contributes to EA
  (Live and let die)
• How to show the value that EA can deliver
  (Diamonds are forever)
• Get EA into the boardroom
  (The world is not enough)
MOVING TOWARDS AN ALTERNATIVE PARADIGM

For your eyes only
Good or Bad Architecture: You Decide...
Good or Bad Architecture: You Decide...
What makes for “Good” Architecture?

The Roman architect Vitruvius in his treatise on architecture, “De Architectura”, wrote that there were three principles of good architecture:

1. **Firmatis** (Durability) – It should stand up robustly and remain in good condition.
2. **Utilitas** (Utility) – It should be useful and function well for the people using it.
3. **Venustatis** (Beauty) – It should delight people and raise their spirits.
The “Architect” Paradigm

The Customer

The Architect
SOLUTION ARCHITECT

The Builder
PROJECT MANAGER

The Bricklayer
LEAD DEVELOPER or SYSTEMS ANALYST

The Electrician
NETWORK OR SYSTEMS ENGINEER

The Plumber
LEAD DATABASE ADMINISTRATOR

The City Planner
DOMAIN ARCHITECT
What is Espionage/Spying?

**Espionage** or **spying** involves an individual obtaining **information** that is considered **secret** or **confidential** without the permission of the holder of the information.
Why use the Spying paradigm?

• Businesses do not want to share information, as they see it as their competitive advantage
• Strategies and tactics are not always clearly articulated
• Strategies and tactics are often implicit to what the business does
• Architects have to “spy” on businesses to extract their information and visualize it
Types of Spies

- Agent of influence
- Agent provocateur
- Atomic spies
- Covert agent
- Dangle (espionage)
- Defection
- Double agent
- Field agent
- Informant
- Intelligence officer
- Labor spies
- Mole (espionage)
- Non-official cover
- Official cover
- Resident spy
- Sleeper agent
- Spymaster
- Stay-behind
- Undercover
- Walk-in agent
How does a spy operate?

1. Observe/Learn
2. Infiltrate/Engage
3. Access/Extract
4. Exit/Disengage
5. Debrief/Report
THE STRUGGLE TO GET KNOWLEDGE DOCUMENTED IN THE ENTERPRISE

Die another day
Data, Information, Knowledge, Intelligence...

1. **Data**: Representation of facts, concepts, or instructions in a formalized manner suitable for communication, interpretation, or processing by humans or by automatic means.

2. **Information**: The meaning that a human assigns to data by means of the known conventions used in their representation.

1: http://www.its.bldrdoc.gov/fs-1037/dir-010/_1401.html
2: http://www.its.bldrdoc.gov/projects/devglossary/_information.html
Data, Information, Knowledge, Intelligence...

3. **Knowledge**: expertise, and skills acquired by a person through experience or education; facts and information;

4. **Intelligence**: a term describing a property of the mind including related abilities, such as the capacities for abstract thought, understanding, communication, reasoning, learning, learning from past experiences, planning, and problem solving.

From Data to Wisdom

- Data
  - Information
    - Knowledge
      - Understanding
        - Patterns
        - Relationships
      - Understanding
        - Principles
    - Understanding
      - Patterns
    - Understanding
      - Principles
- Connectedness
- Wisdom
  - Understanding
    - Principles
Capturing Knowledge

Processed & Analyzed:
A reconstructed picture of historical events &/or projections of possible future events

Data

Information

Knowledge

Internalized:
Absorbed & understood by the human mind

Externalized:
Verbalized &/or illustrated

Captured & Stored
WHAT DOES A SPY DO?
HE SCARES THE LIVING DAYLIGHTS OUT OF EVERYBODY...to encourage them to capture the NECESSARY INFORMATION
WHAT DO WE DO?
Modeled Information (MI5)

Tool

Repository

Structure

Rules
CURRENT EA METHODOLOGIES LACK WHAT THE BUSINESS NEEDS
EA is the Bridge between Business & IT
EA is a Bridge... Really?

Business    EA    IT
EA is a Bridge... on different Levels

**STRATEGIC**

**TACTICAL**

**OPERATIONAL**
EA is a Bridge... of different Types

ENTERPRISE SOLUTION IMPLEMENTATION
EA is a Bridge... Combined

Strategic = Enterprise
Tactical = Solution
Operational = Implementation
The languages are different...

IT
- CRM
- Workflow
- Business Intelligence
- SOA
- Platforms
- Operating Systems
- Financial Return

EA
- CRV
- Principles
- Standards
- Governance
- Domains
- Solutions
- Repository

Business
- Financial Return
- Innovation
- Agility
- Talent Management
- Compliance
- Growth
- Information Management
The Gartner EA Process Model

Business Strategy

Environmental Trends

Architecting
- Develop Requirements
- Develop Principles
- Develop Models

Future State Architecture

Governing & Managing

Current State Architecture

Organize Architecture Effort

Closing the Gap
Corporate Executive Board
The levels of detail are different

Those Architects are so theoretical! They produce nothing I can use...

See, business and IT can be aligned...

Those Architects are so technical! They do not understand my business at all...

IT

See, business and IT can be aligned...

EA

Business
WHAT DOES A SPY DO?
HE TAKES A CHANCE AT CASINO ROYAL

...and constantly ADAPTS HIS GAME to ensure that he wins.
WHAT DO WE DO?
We defined our EA process...but we recognize that process definitions are an illusion.
We defined our artifacts

• Conceptual Architecture
• Domain Architectures (AS-IS and TO-BE)
  • Business
  • Information
  • Data
  • Applications
  • Technology
  • Security
• Reference Architectures
  • SOA
  • ECM
  • Collaboration
• Position Papers
  • Brief documents describing position on technology e.g. Open Source
• Roadmaps

...but we recognize that it is more important to learn from creating these than having the artifacts perfectly done.
We ensure Architectural Fit

Business & IT Strategy

Target EA

Projects Architectural Fit?

Current EA

New business demands

Does it fit here?

Does it also fit here?

Does it deliver on this?

Does it support this?

Are these aligned to the business strategies?

What is the experience with the vendor and/or product?
Business Capabilities
A PLAN TO MAKE SURE THAT EVERYBODY CONTRIBUTES TO EA

Live and let die
WHAT DOES A SPY DO?
FINDS A QUANTUM OF SOLACE

..to ensure that the RIGHT PEOPLE are involved at the RIGHT TIME
WHAT DO WE DO?
We integrated EA with the SDLC process
A Framework per Business
How to show the value that EA can deliver

Diamonds are forever
Showing the value of EA is difficult!

• What does value mean?
• How can EA value be quantified?
• How can one prove that EA is the reason why there is value, when it is part of a bigger process?
WHAT DOES A SPY DO?
HE DEVELOPS A GOLDEN EYE

...to IDENTIFY OPPORTUNITIES that deliver value and SEIZE THEM
WHAT DO WE DO?
Improving Impact & Value of EA

FINANCIAL
- Strategic Planning
- Business Case Analysis
- Transition Planning
- Project Impact Analysis
- Resource Allocation
- Skills Planning

PROJECTIONS
- Performance Management
- Process Optimization
- Business Resumption Planning
- Application Portfolio Risk
- Sourcing

COMPLIANCE
- Security/Privacy Compliance
- License Compliance
- Standards Compliance
- Asset Redundancies

ASSETS
- Application Portfolio Risk
- Standards Compliance
- Asset Redundancies
Maslow + EA

Level:

STRATEGIC

Output:

EA = BA+IA+TA

Driven by:

Business Direction + Strategy

TACTICAL

Solution Architectures

Projects + Business Initiatives

OPERATIONAL

Standards + Guideline

Business + Technology Change

Level:

Strategic

EA = BA+IA+TA

Driven by:

Business Direction + Strategy

Tactical

Solution Architectures

Projects + Business Initiatives

Operational

Standards + Guideline

Business + Technology Change
EA Framework

Business Drivers, Alignment to Business Strategy

Objectives, Goals

Budget, Performance measures

Strategic

Domain Principles

Solution Principles

Service Delivery, Capacity Planning

Why, What

Tactical

Domain Models

Architectural Design

Service Support

How, Who

Operational

Roadmap

Methodology, Standards, Guidelines

Execution Architecture

When, Where

Business

Plan

Build

Run

(Domain Arch)

(Solution Arch)

(Execution Arch)
EA and Portfolio Management

- EA has a unique, enterprise-wide view. IT inventory is first step toward establishing a portfolio.
- Use traditional portfolio management to identify areas for investment, service enabling, and migration.
- Portfolios to manage include:
  - Application portfolio
  - Data portfolio
  - Infrastructure portfolio
  - Project portfolio
Application Portfolio View

Portfolio Assessment

Technical Condition vs. Business Value
GET EA INTO THE BOARDROOM

The world is not enough
Getting into the boardroom is difficult!

• Architects are seen as technologists that does not know or understand business
• Architecture is not understood and therefore it is difficult to get invited
HE SENDS IN DR. NO

...in his place to important meetings and makes sure Dr. NO LOOKS GOOD
WHAT DO WE DO?
Architects in the boardroom?!

- WE DECIDED THAT ARCHITECTS SHOULDN’T BE IN THE BOARDROOM
- Architects must enable business to express EA in the boardroom
### Architecture is Central to Planning

<table>
<thead>
<tr>
<th>Mission</th>
<th>Vision</th>
<th>Objectives</th>
<th>Model</th>
<th>Processes</th>
<th>Indicators (KPI’s)</th>
</tr>
</thead>
</table>

#### Business Strategy

- **Business Operations**
  - Determine

#### Information Technology

- **Overlap**
  - Solutions
  - Solutions

#### Enterprise Architecture

- **Define**
- **Prioritize**
- **Apply**
- **Influence**
- **Drive**

#### Application

- Strategic
- Tactical
- Operational
Proposed Metropolitan EA Structure

- Architecture Management Committee
- Enterprise Architecture Board
- Architecture Advisory Board
- Architecture Workgroups
- EA Core Team
- Domain Architecture Teams
- Solution Architecture Team
- Program Management Office
- SME

Legend:
- Solid lines indicate direct connections.
- Dotted lines indicate indirect connections.

Business and IT Dept.
THANK YOU!

QUESTIONS?

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