Successfully Doing TOGAF in a Scrum Project

Is TOGAF Relevant in an Agile Environment?

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Agenda

• Purpose of TOGAF and Scrum
• Contrast Scrum between TOGAF
• Enabling TOGAF in a SCRUM Project
• Successfully Doing TOGAF in A Scrum Project
• Clearing Minefields (Avoiding Pitfalls)
• Questions and Answers
Purpose of TOGAF and Scrum

• TOGAF
  – is a framework for enterprise architecture which provides an approach for designing, planning, implementing, and governing an enterprise information technology architecture.

• Scrum
  – **Scrum** is an iterative and incremental agile software development framework for managing product development.
  – A key principle of Scrum is its recognition that during a project the customers can change their minds about what they want and need (often called "requirements churn"), and that unpredicted challenges cannot be easily addressed in a traditional predictive or planned manner.
Contrast Scrum & TOGAF

• A fundamental concept of Scrum is the Requirements are changing.
• I’ll know the Requirements when I see the Demo. Let me see and I’ll get back to you.
• This is also a fundamental concept of LEAN as well.
• Requirements drive the TOGAF Model – Architecture actualize the requirements.
Without Requirements the Model Collapses
Or with changing requirements: the Model changes
Typical Scrum Process

Convoluted in superimposing the two frameworks.

Agile Purist would claim this is “Scrum-But” or “Dragile”
Agile Manifesto

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan.
- Okay - so what happens using TOGAF and Scrum?
- There is nothing inherently mutually exclusive between the Agile Manifesto and TOGAF.
- The goal is recognizing and leveraging “value” as soon as possible.
Previous Approaches to Merge Scrum and TOGAF

• Three general approaches have been applied to merging the two concepts:
  – Separation
    • Do TOGAF then use artifacts for SCRUM
  – Aggregation
    • Do TOGAF, Do Scrum, Do TOGAF and repeat. Create mutual by-products.
  – Integration
    • Apply TOGAF principle to Scrum and Scrum Principles to TOGAF
A typical Anatomy of a Scrum Team

7 +/- 2 members maximum

- Developer
- Developer
- Developer
- Tester
- Product Owner
- Architect
- Tester
- Scrum / Agile Master
Enabling TOGAF in a Scrum Project
Outstanding Risks and Issues to Adding an Architect

- Can make the Scrum Team larger than normal.

- Is the Architect a Chicken or Pig – role & responsibility clearly defined and appreciated – value assessed.

- Does or should the architecture change during a Sprint.

- What is the Architectural Acceptance Criteria – Can we fail architecturally and be “Done” with the Story?
Successful TOGAF in Scrum

• The Architect has or needs to have cross-team vision and enterprise vision.
• Architect is a part of Scrum of Scrums.
• Architects need to communicate with each other. – In addition, have daily Architectural Stand-up Meetings. Manifesto wants us to minimize comprehensive documentation.
Successful TOGAF in Scrum

• Architecture must transcend a given Sprint or Team.
  – Otherwise, it’s merely being updated to reflect the current Sprint implementation.

• Architecture has to be in the Value Stream.
  – Is it demonstrating a functional or non-functional value? Q.E.D.
  – Graph Architectural Stories in the Control Chart.

• Architecture has to move fast while still being coherent.
  – Produce the minimum documentation necessary.
  – Think Wiki.
Successful TOGAF in Scrum

• Architecture Reviews Story Backlog
  – Determine stories that have or potentially have architectural impacts to the Enterprise.
  
  – Architectural Requirements a component of the Acceptance Criteria in the Stories.
  
  – Get Architectural Acceptance Criteria before Sprint Estimation. The team wants to estimate the appropriate story points given an architectural acceptance.
  
  – Architecture determines if Story is Ready (at least architecturally).
  
  – Caveat: Produce the minimum documentation necessary.
Successfully TOGAF in SCRUM

• TOGAF artifacts maintained on the Wiki.

• Scrum Stories have links to TOGAF artifacts on Wiki.
  – Caveat: Need tight control of Wiki.

• Are Architectural Patterns, Services, Design by Contracts, Interfaces, interoperable, consistent and coherent between teams and the enterprise in every Story’s Acceptance Criteria.
Clearing Minefields

- Don’t wait on Requirements – Define and utilize ‘your’ Architectural Principles.

- Make sure the Story is ”Ready” for Backlog and grooming – What is “Done”.

- Failure to leverage Sprint Zero – Get Technical Stories in place unlike User Stories – know the differences between the two.
Clearing Minefields (Cont.)

• Failure to have Architectural Stakeholders – i.e., Product Owner addresses Business and Good Architecture addresses Business.

• Avoid MMVM (Marv’s Magical Velocity Metric)
  – The Team’s velocity is actually increasing Sprint-to-Sprint.
  – Due to the team developing their own patterns, workarounds, security mechanisms, etc. Team completes by RYO (Rolling-Your-Own) utilities and services.

• Failure to do Architectural Spike Stories.
  – This is perhaps Architecture’s primary role during a Sprint – Be a Pig.
Is TOGAF Relevant in an Agile Environment?

• What are “you” trying to do? As a team, as an organization, as a company.

• Are you solving a one-off product problem. – Get it out the door. Are you solving an Enterprise or strategic problem? – Continuously positioning for a win.

• “People don’t resist change…they resist being changed” – Bob Proctor
Questions

THANK YOU

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