IBM's internal architecture practice

Claudio Cozzi
IBM World Wide IT Architect Profession Leader

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Theme: IT Architects in IBM

- Why did IBM build IT Architect Capabilities in their Services organization?
- What are the roles of an IT Architect in IBM?
- What are the characteristics of the IT Architect?
- What is the scope of work of the IT Architect?
- What is the knowledge framework for the Architect Domain?
- How do we develop IT Architects?
Historic Background

- **1980s: Services was an add-on value to product sales**
  - Pre- and post-sales support
  - Balancing staff supply/demand needs in internal IT projects
  - Some large system integration projects

- **1990’s: IT Services as a strategic offering**
  - The IT Architect profession was announced by IBM in 1992 in response to client demands for expertise in a variety of areas involved in client-related professional engagements.
  - Best practices structure developed

- **2000’s: IT Services as a business component**
  - Services Demand continues growing
  - Emphasis on leveraging knowledge, expertise, and experience
Business Drivers

- **Business Differentiator**
  - “Always remember that delivery excellence is the heart of our business” Bob Zapfel GM Americas

- **Global Business**
  - Virtual Teams
  - Communications
  - Standards & Quality Assurance

- **Productivity through best practices & reuse**
  - Human Resources is the highest component in Services cost
  - If you did it right … keep using it. Don’t do it again!
  - Asset Based Services (ABS) Business Model
The IT Architect Charter in IBM

- The IT Architect defines -- architects -- solutions to client business problems through the reasoned application of information technology.

- Those solutions are manifested as architectures and can include systems, applications and process components.

- They may also involve the application and integration of a broad variety of products, technologies and services, various systems and applications architectures, and diverse hardware and software components.
Population characteristics

- 6,000+ IT Architects worldwide
- 3 Geographies, 47 countries, multiple organizations
- Information technology background – both education and experience
- Large majority involved in customer facing activities
  - Consulting Services
  - Technical Sales Support
  - IT Outsourcing
- Multiple Technical communities
  - Technology
  - Business Role
  - Professional Interest
Architecture models & areas of concentration

- The emphasis is still in systems lifecycle

Multiple Views
- Physical – Infrastructure – Operational Model
- Functional – Application/Services – Component Model
- Information – Data/Content – Information Models
- Management & Operations – Systems Management & Security
- Strategic – Enterprise – Technology Framework

The IT Architect focus is Design Activities
Disciplines – Alignment with Architectural deliverable

- Single method to enable a common language among all practitioners delivering business solutions
- Disciplines build around best practices to build the architectural artifacts
- Disciplines
  - Enterprise Architecture
  - Information Architecture
  - Application Architecture
  - Infrastructure Architecture
  - Operations Architecture
  - Integration Architecture
Professional Development Program

- Profession characterized by skills
- Skill development defined by roadmaps
- Roadmaps identify education and experience
- Professional Development measured by passing capabilities checkpoints – “Certification Events”