Corporate Functions Architecture

Enterprise Architecture
2018

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Sequence For The Day

| Topic	Slot	Activity 1	Activity 2
Leadership	9.00-9.25	Presentation	Group Discussion
Architecture Effectiveness Model	9.25-9.45	Presentation	Group Discussion
Architecture Service Offering	9.45-10.00	Presentation	Group Discussion
Tea Break	10.00-10.15		
Life and Times Of An Architect	10.15-11.15	Presentation	Group Discussion
Architecture Decision Records	11.20-12.00	Presentation	
Lunch	12.00-13.00		
Architecture Decision Records	13.00-14.00	Article	Group discussion
OKR's	14.00-14.20	Presentation	Group Discussion
Case Study	14.20-15.30	Self or group Activity	
Homework ☺		Case study writeup due one week from now	

Portrait Of An Enterprise Architect

Before

After
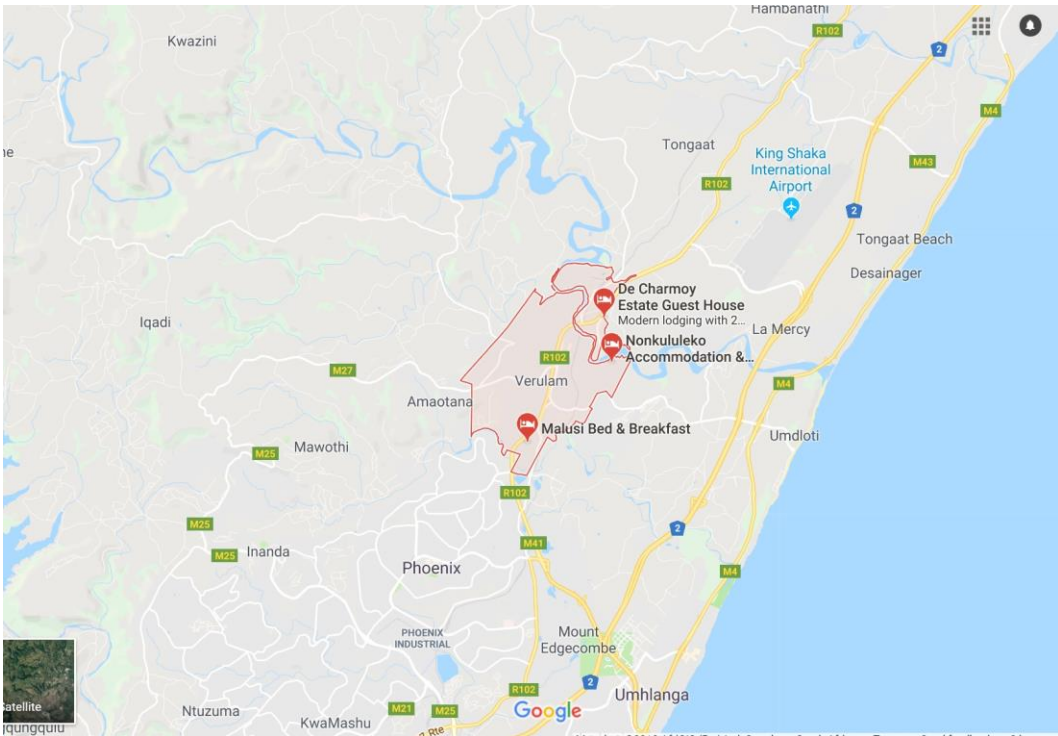
education
Department: Education
PROVINCE OF KWAZULU-NATAL

SASRI
SOUTH AFRICAN SUGARCANE RESEARCH INSTITUTE

NEDBANK

ABSA
Member of BARCLAYS

Standard Bank

SOUTH AFRICAN POLICE SERVICE

UNIVERSITY OF KWAZULU-NATAL
INYUVESI YAKWAZULU-NATALI

Full-time

UNISA
university of south africa

3x Part-time

THE BOSS

OPEL KADETT 2001S

Volkswagen Golf VR6

Golf

M3
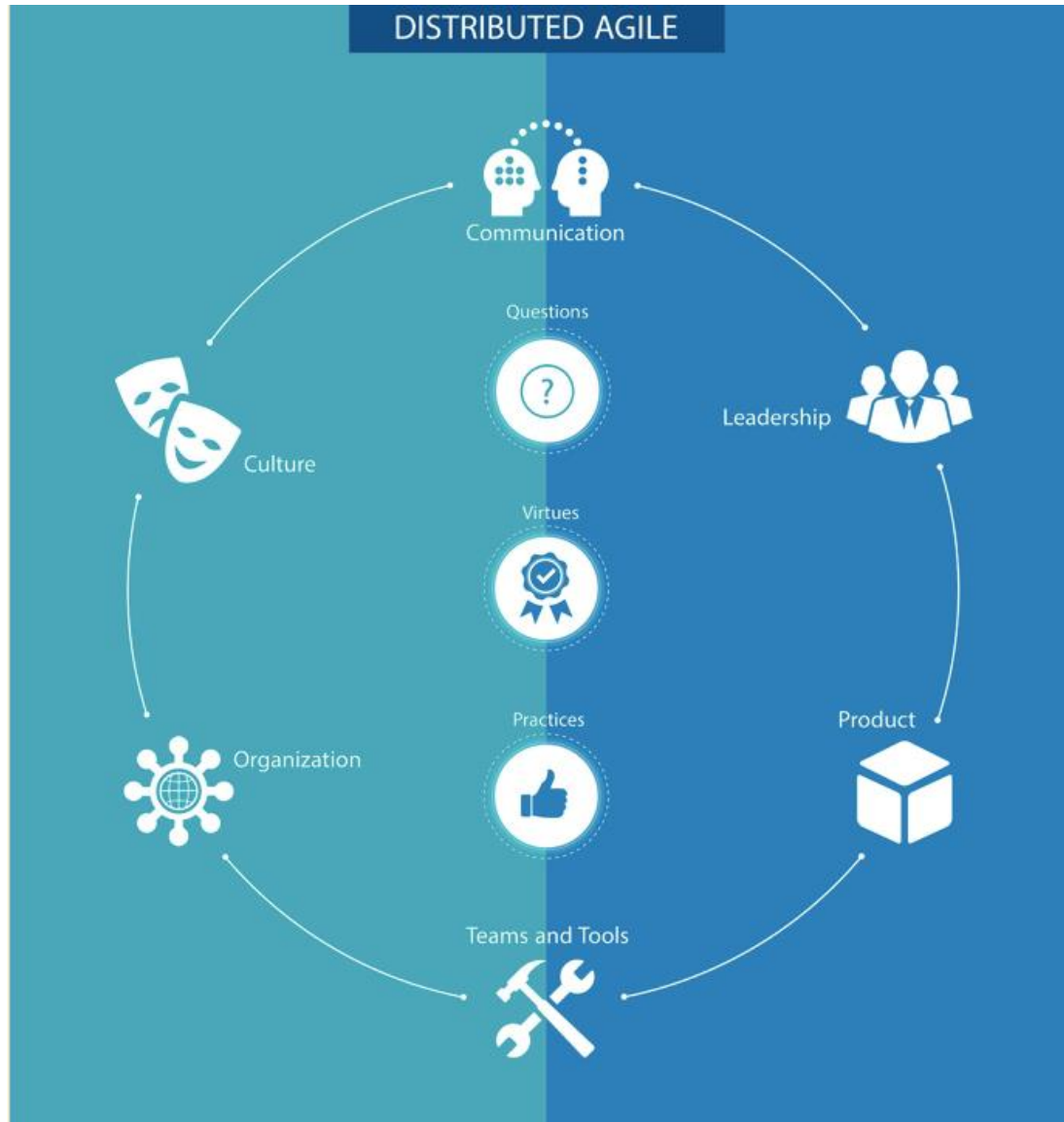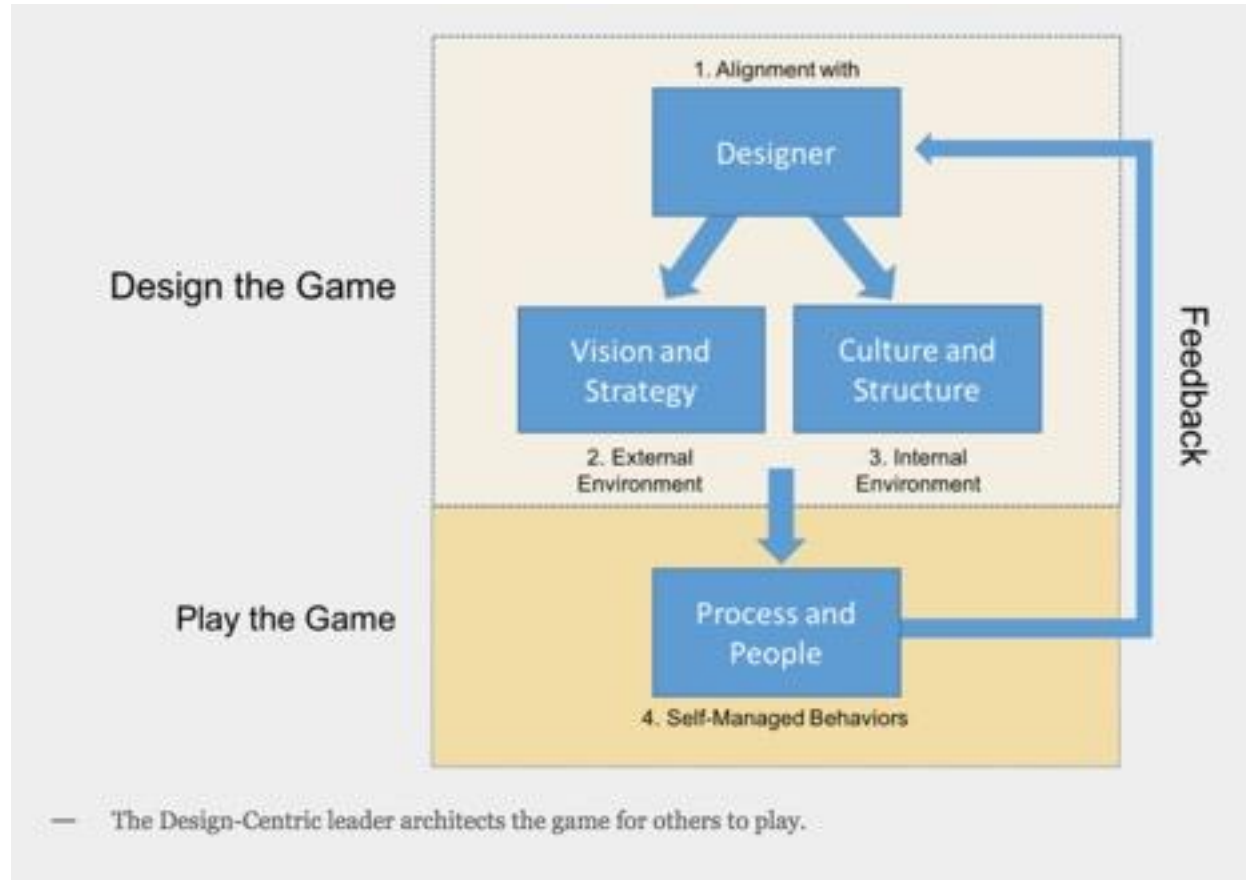
"Never running stock"

Leadership....

The Agile World

- Leadership is key
- There is a shift to "Teal management"
    - Empowered teams
- Of course, the others are just as important !!

Leadership Always Happens

Design the Game

1. Alignment with

Designer

Vision and Strategy

Culture and Structure

2. External Environment

3. Internal Environment

Feedback

Play the Game

Process and People

4. Self-Managed Behaviors

— The Design-Centric leader architects the game for others to play.

- Leadership Architecture !!
- Where the leader designs a system within the organization
  - allows teams to self-organize and to be empowered to deliver the organization's objectives.
- If this is done well, there is little need for the leader to intervene in the organization or system because the people and teams are able to effectively lead and guide the organization themselves.

Play The Game: Human Communication

Evolutionary Breakthroughs In Human Collaboration[i]

Color & Description	Guiding Metaphor	Key Breakthroughs	Current Examples
RED			
Constant exercise of power by chief to keep foot soldiers in line. Highly reactive, short-term focus. Thrives in chaotic environments.	Wolf pack	-Division of labour -Command authority	-Organized crime -Street gangs -Tribal militias
AMBER			
Highly formal roles within a hierarchical pyramid. Top-down command and control. Future is repetition of the past.	Army	-Formal roles (stable and scalable hierarchies) -Stable, replicable processes (long-term perspectives)	-Catholic Church -Military -Most government organizations (schools, police)
ORANGE			
Goal is to beat competition; achieve profit and growth. Management by objectives (command and control over what, but freedom over how).	Machine	-Innovation -Accountability -Meritocracy	-Multinational companies -Investment banks -Charter schools
GREEN			
Focus on culture and empowerment to boost employee motivation. Stakeholders replace shareholders as primary purpose.	Family	-Engagement -Egalitarian management -Stakeholder model	-Businesses known for idealistic practices (Ben & Jerry's; Southwest Airlines; Starbucks)
TEAL			
Self-Management replaces hierarchical pyramid. Organizations are seen as living entities, oriented toward realizing their potential.	Living organism	-Self-management -Wholeness -Evolutionary purpose	-A few pioneering organizations

Are you engaged or just satisfied ?

Engagement

| 1 **M** Meaning | 2 **A** Autonomy | 3 **G** Growth | 4 **I** Impact | 5 **C** Connection |

What I do must have some **significance to me**; it must **mean something to me personally**, and on **more than just a surface level.** To me, **my work is something of value—something of worth.** If I'm only focused on a paycheck, I am willing to put in as much work as is commensurate with the paycheck. However, **when my work has meaning to me, what I do has greater purpose**

Do I have the **freedom** and **empowerment** to perform my job in a way that I do best? **Autonomy** involves a degree of **self-governance**. It allows me, as an **individual**, to **create** or **shape my role** and **environment** in a way that is **best for me** and for the **organization**.

There was a time **years ago** when one could **maintain a base set of skills or level of development**, and that base **could carry that individual throughout his or her career**. However, our **internal speed of change** and **growth** must **match** (or exceed) the **external rate** of **change**. Particularly with rising generations, the **ability** to **develop, grow, and progress** in a **job** provides **challenge** and **excitement** that **benefit** not only the **individual** but also the **company**.

When an **employee puts in his or her all**, yet has **little impact** on the **organization's** or **team's success**, **engagement** is **difficult** to **cultivate**. On the other hand, if what **I am doing** is **making** an **impact**, I am **often willing** to go through **tough times** if I have **hope** of **making** an **impact**. This is also where **recognition** and **feedback fit** in. **I need to understand** what kind of **impact** I am having; **feedback** from a **customer**, **peer**, **boss**, etc., will **help me understand** that **level of impact**.

This factor is **clear** throughout many of our **employee engagement surveys**. Quite often, one of the **highest-scoring questions** on the engagement **survey** is **related** to a version of the following question: **"I like the people I work with."** **Employees** need to **feel** a **connectedness** to those **around them**. Similarly, my **connection** to the **organization**-will often **dictate** my **level** of **commitment**.
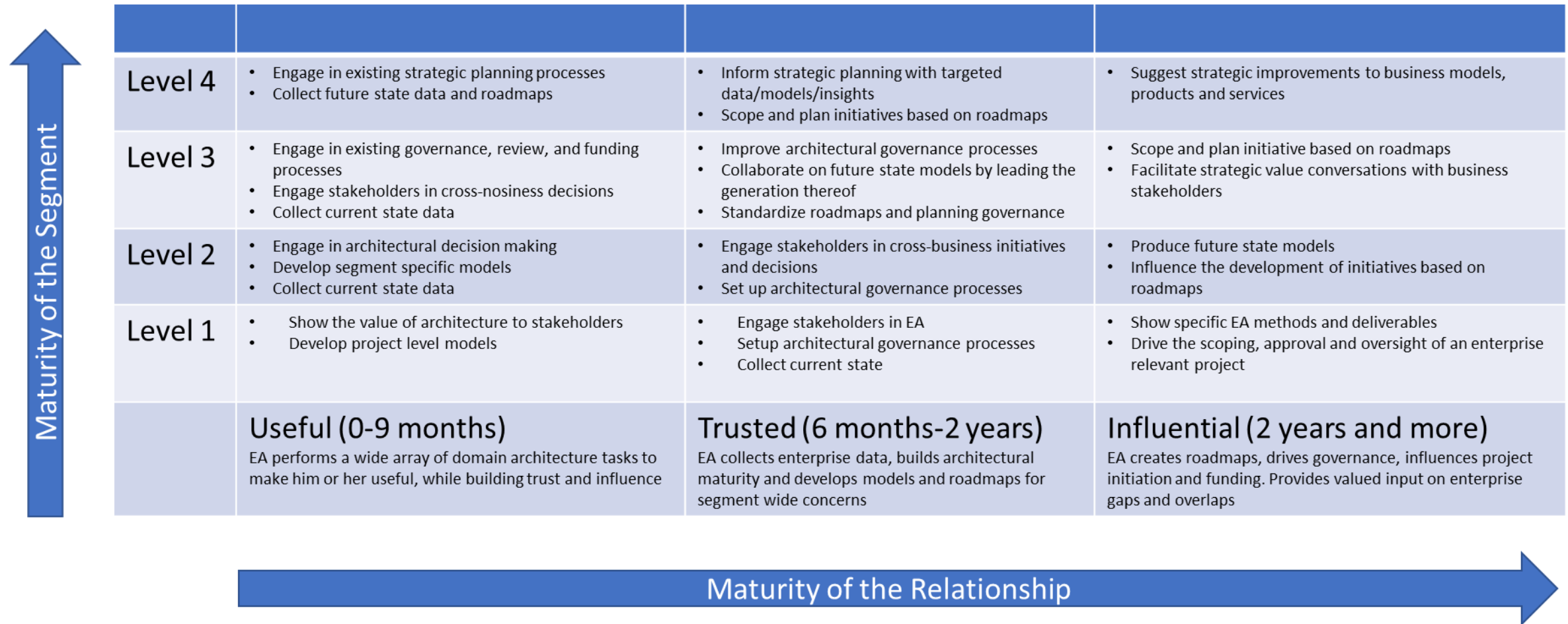
Architecture Effectiveness Model

Enterprise Architecture Effectiveness Model

- Function of maturity of the relationship (EA<->Partners) and maturity of the segment

AND

- Maturity of the segment
  - Level 1: Architecture is not a trusted and well understood role
  - Level 2: Architecture is used and their processes are defined, however inconsistent and not very well
  - Level 3: Architecture is performed consistently and is part of governance as well as some portfolio planning activities. The business stakeholder does not take ownership of driving the funding and execution of EA roadmaps
  - Level 4: Architecture is performed consistently and is involved in planning and governance. The business stakeholders involved in funding and overseeing the business changes themselves are engaged with enterprise architecture. They have been key in developing the roadmaps and follow through with regular updates to the future state models and roadmaps. In addition, they decide on which initiatives to use based on the content of the roadmaps.

Enterprise Architecture Effectiveness Model

Maturity of the Segment		Useful (0-9 months)	Trusted (6 months-2 years)	Influential (2 years and more)
	Level 4	• Engage in existing strategic planning processes • Collect future state data and roadmaps	• Inform strategic planning with targeted data/models/insights • Scope and plan initiatives based on roadmaps	• Suggest strategic improvements to business models, products and services
	Level 3	• Engage in existing governance, review, and funding processes • Engage stakeholders in cross-nosiness decisions • Collect current state data	• Improve architectural governance processes • Collaborate on future state models by leading the generation thereof • Standardize roadmaps and planning governance	• Scope and plan initiative based on roadmaps • Facilitate strategic value conversations with business stakeholders
	Level 2	• Engage in architectural decision making • Develop segment specific models • Collect current state data	• Engage stakeholders in cross-business initiatives and decisions • Set up architectural governance processes	• Produce future state models • Influence the development of initiatives based on roadmaps
	Level 1	• Show the value of architecture to stakeholders • Develop project level models	• Engage stakeholders in EA • Setup architectural governance processes • Collect current state	• Show specific EA methods and deliverables • Drive the scoping, approval and oversight of an enterprise relevant project
		Useful (0-9 months) EA performs a wide array of domain architecture tasks to make him or her useful, while building trust and influence	**Trusted (6 months-2 years)** EA collects enterprise data, builds architectural maturity and develops models and roadmaps for segment wide concerns	**Influential (2 years and more)** EA creates roadmaps, drives governance, influences project initiation and funding. Provides valued input on enterprise gaps and overlaps

Maturity of the Relationship

- Self rating exercise …. And why did you rate yourself that way ?
- Also, one paragraph on why I should continue to pay you

Architecture Service Offering

"Things work better, together, on purpose"

- Architecture is everyone's responsibility …. What's is it and why should I care ?
- Architects work at varying levels of: **Scope**, **Scale**, **Complexity**
- Quality of architecture is a function of technical correctness, inclusiveness and diversity of the solution

  - $F(T_c, I, D) = $ success , where success $>= 0$

- We architect in "**run-time"** vs "**design-time"**

Technical correctness
Inclusiveness
Diversity

"Weighting things in the favour of the SAFe teams and the organization"

Architecture Service Offering – Architecture Development

Service Option	Service Description
Reference Architecture Development	Development of reference material for re-use. Reference material is generic designs for IT Architecture (Solution, Segment or Domain) for which there may be multiple instances throughout Standard Bank. This includes standards, principals, position papers, strategy etc.
Solution, Segment & Domain Architecture Development	Development of current and target conceptual & logical architectures, including gap analysis, architecture roadmaps & transition architectures
Technical Assessments & POC	Performing technical assessments of new & proposed technologies, products and concepts for possible adoption by the organisation
Architecture Reviews	Provide an assessment of IT architecture for compliance with the intentions of Standard Bank as well as the applicable policies and standards.

Architecture Service Offering - Architecture Consulting

Service Option	Service Description
Solution Consulting	Provides advice on planning & analysis, design & implementation, identification of opportunities and risk & issues analysis for solution designs
Specialist Consulting	Provides architectural input and advice during critical situations to business

Architecture Service Offering – RFx Management

Service Option	Service Description
RFx Consulting	Provides advice on planning & analysis and design of the "Request For x"
RFx Development	Contribution into development of the "Request For x" document
RFx Analysis & Scoring	Evaluation of the result of the "Request For x", including making recommendations

Life and Times of an Architect

Introduction

- Lets go through the presentation "Life and Times of an Architect" , accessed from the repo below....

- https://github.com/DevenGengan/EnterpriseArchEffectModel

Architecture Decision Records

Introduction

- Lets go over the presentation "Architecture Decision Records in Action" and then move to Article 1 "Article_Architecture Decisions"

- Reading time: Article 1

- Repo : https://github.com/DevenGengan/EnterpriseArchEffectModel

On using OKR's

"

Setting objectives for the team so that no-one wastes their time.

"

FOCUS, FOCUS, FOCUS.

"It's important to have both a quality and efficiency measure, because otherwise engineers could just solve for one at the expense of the other." Lazslo Bock (Work Rules!)

Enabling Functions Architecture OKRs

Make our customers and employees lives better by evolving the Groups IT Architecture

- Produce 6 segment architecture packs for the Enabling Functions business units, reflecting the IT landscape of each unit at the end of Q2.
- Collectively identify and build 10 IT-led business cases that will evolve the IT architecture of Corporate Functions, thus driving the architecture strategy and displaying innovation
- Get funding for 5 IT-led business cases and execute on all 5 business cases
- Define the Simplification approach for 2018 and decommission 15 significant systems

Broaden and deepen the understanding of the Group's IT Architecture

- Create and maintain 150 architecture views via consensus seeking within feature teams annually as a team
- Log 500 decisions and socialize with all related stakeholders annually as a team
- Table 10 decisions per month at each CIO MANCO
- Identify and realize savings of R 100 M via architecture led activities for 2018 as a team

Enabling Functions Architecture OKRs

Improve the practices to create, evolve and maintain the IT Architecture

- Identify and execute on 100 personal development hours per annum per architect
- Identify and propose 5 process improvements per architect
- Conduct 10 technology demonstrations/tutorials per architect in each business unit
- Identify 5 security initiatives per business unit to improve the overall security posture of Enabling Functions

Build a more inclusive and diverse workforce including a sustainable architecture pipeline

- Design, agree and implement a process by which employees can be actively progress to architecture roles in order to have a sustainable people pipeline for the Architecture BU.
- Identify 5 individuals in Enabling functions to take through the pipeline

Enabling Functions Architecture OKRs

Improve the culture and resilience of the Enabling functions architecture team

- Spending 50 hours on inter-personal development per architect per annum that is demonstrable
- Spending 20 hours on leadership development per architect per annum that is demonstrable
- Having 5 team alignment sessions for the year
- Having 5 social meets for the team for the year

OKR (Objectives and key results)

OKRs are not the only things that we do they are the things that we must do

3-5 high-level objectives

- Qualitative and inspirational
- Time-bound
- Actionable by the team independently
- OKRs are stretch goals. We should have a 50/50 chance of making them.

Under each objective, 3-5 key measurable results

OKRs are not synonymous with performance evaluation i.e., there are many other facets to performance measurement

Process to retain the focus on OKRs

Two weeks prior to the end of the quarter the KRAs are graded and the plan for the next quarter is set. The grading method is as follows:

- 1: Stretch target that feels nearly impossible to achieve
- 0.7: What we hope to achieve, difficult but attainable
- 0.5: Almost what we hope to achieve but not quite
- 0.3: What we know we can achieve with minimal effort
- 0.0: No progress; an unacceptable results that requires explanation

Verbal feedback and confidence calibration happens at the Manco meetings every Monday *"For OKR, 70% goal fulfilment is customary and sufficient. Failure is the standard." - John Doer*

https://rework.withgoogle.com/guides/set-goals-with-okrs/steps/set-objectives-and-develop-key-results/

Case Studies

Introduction

- Go through the case studies....breakaway sessions , individual or collective
                                                                    then
- Group feedback

- Access Safaribooksonline and then search for "Case Studies of Steering Agile Architecture"

Acknowledgements

A Big Shout Out To

- John Okoro, Distributed Agile Leadership, accessed at www.infoq.com
- Eltjo Poort, The Life And Times Of An Architect, accessed at https://saturn2017.sched.com

I should have covered all other references in the presentation , if I didn't , please let me know