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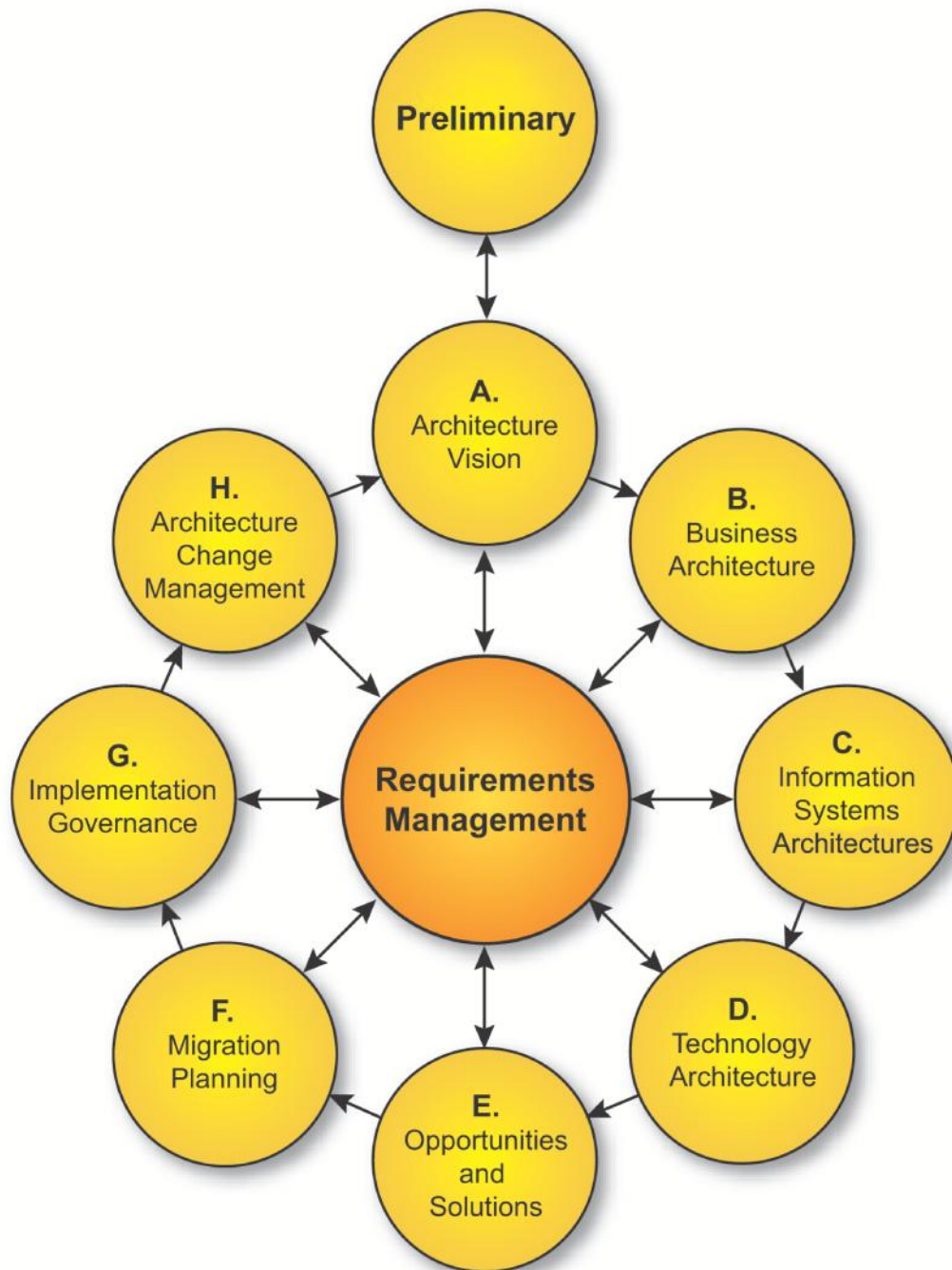
Version 9.1 Enterprise Edition

Module 30 Adapting the ADM: Iteration and Levels

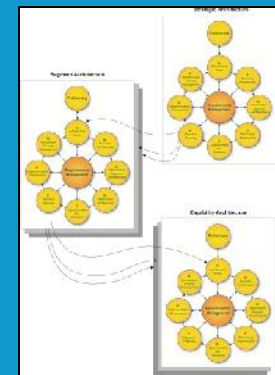
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Adapting the ADM: Iteration and Levels



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Roadmap

Part I - Introduction
Preface, Executive Overview, Core Concepts, Definitions and Release Notes
Part II – Architecture Development Method
Introduction to ADM
ADM Phase Narratives
Part III – ADM Guidelines and Techniques
Guidelines for Adapting the ADM Process
Techniques for Architecture Development
Part IV – Architecture Content Framework
Content Metamodel
Architectural Artifacts
Architecture Deliverables
Building Blocks
Part V – Enterprise Continuum and Tools
Enterprise Continuum
Architecture Partitioning
Architecture Repository
Tools for Architecture Development
Part VI – Reference Models
Foundation Architecture: Technical Reference Model
Integrated Information Infrastructure Reference Model
Part VII – Architecture Capability Framework
Architecture Board
Architecture Compliance
Architecture Contracts
Architecture Governance
Architecture Maturity Models
Architecture Skills Framework

- Part III, ADM Guidelines and Techniques, Chapters 19 and 20

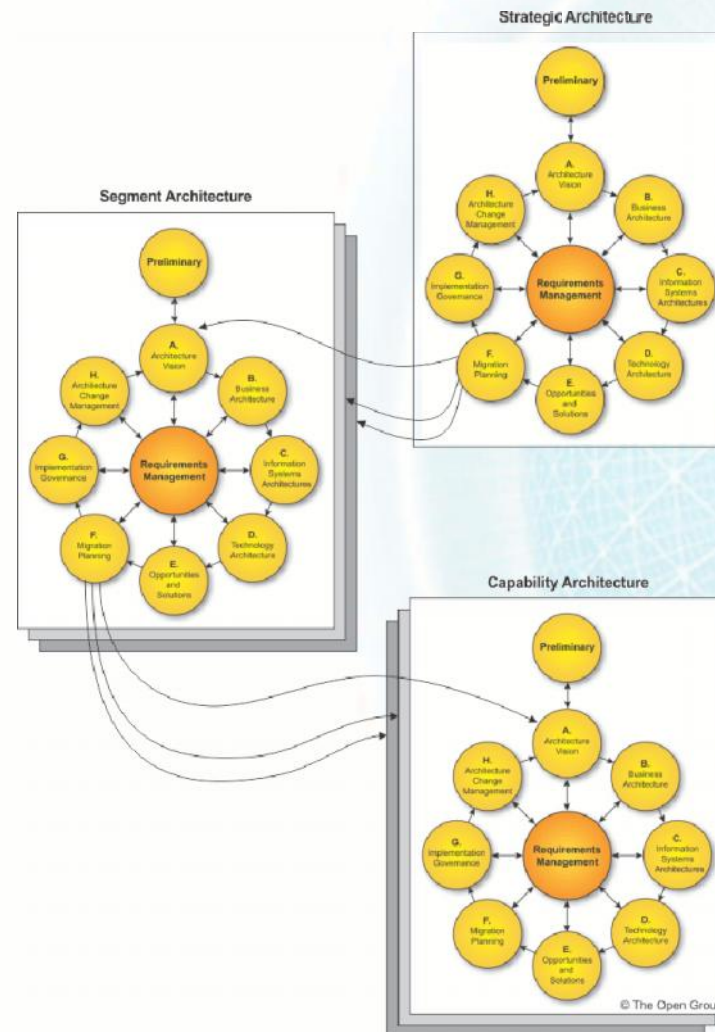
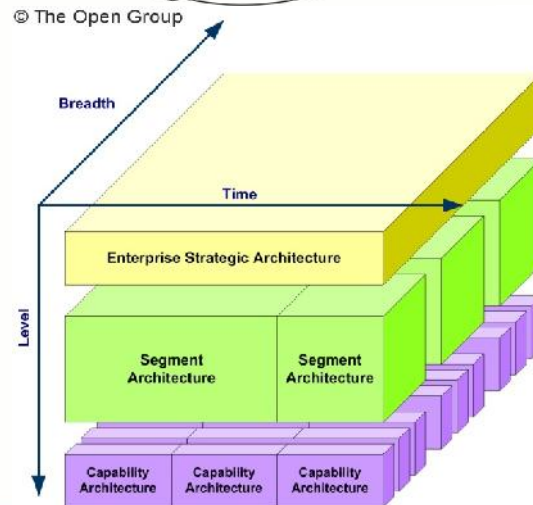
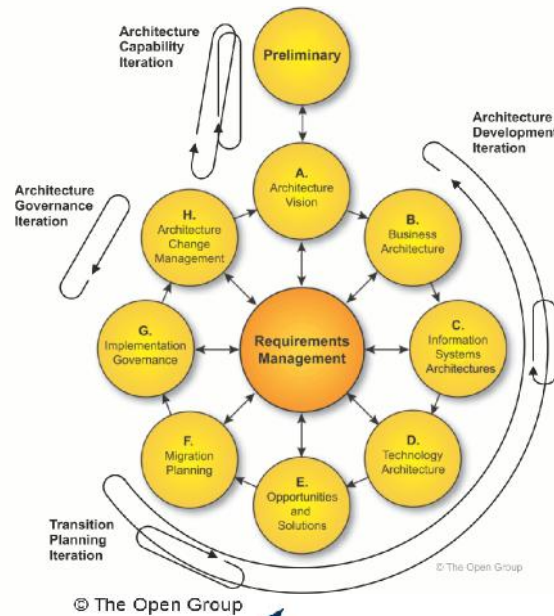


Module Objectives

The objectives of this module are:

- How to adapt the ADM using iteration and different levels of architecture engagement

Iteration and Levels



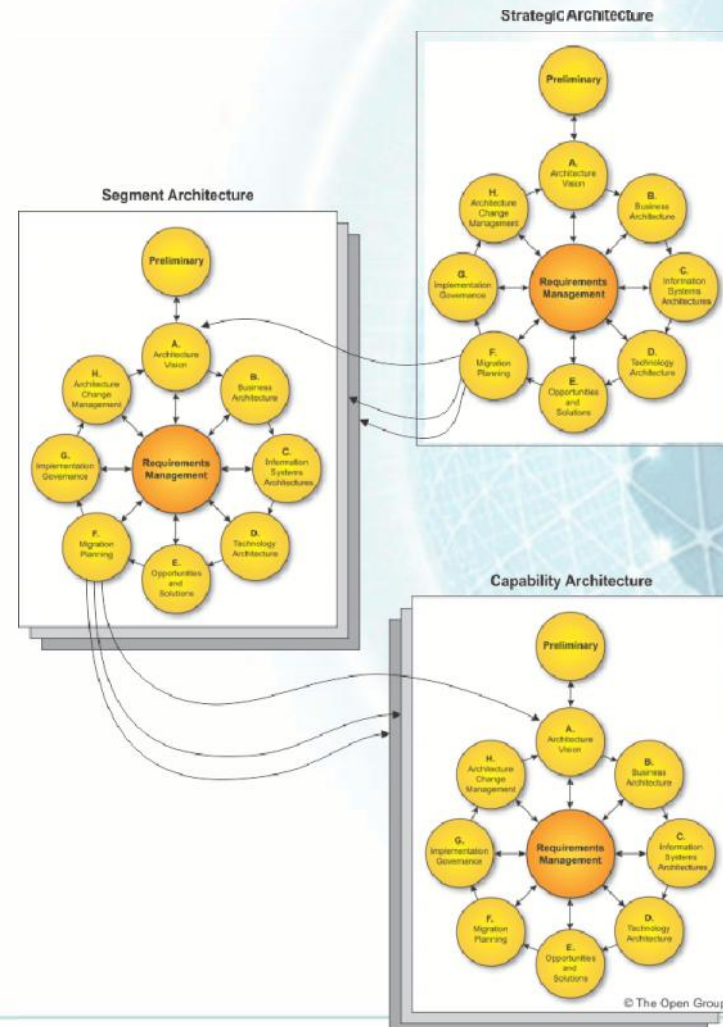
Iteration and the ADM

- The ADM supports a number of concepts that can be characterized as Iteration:
 - Iteration to describe a comprehensive Architecture Landscape through multiple ADM cycles based upon individual initiatives bound to the scope of the Request for Architecture Work
 - Iteration to describe the integrated process of developing an architecture where the activities described in different ADM phases interact to produce an integrated architecture
 - Iteration to describe the process of managing change to the organization's Architecture Capability



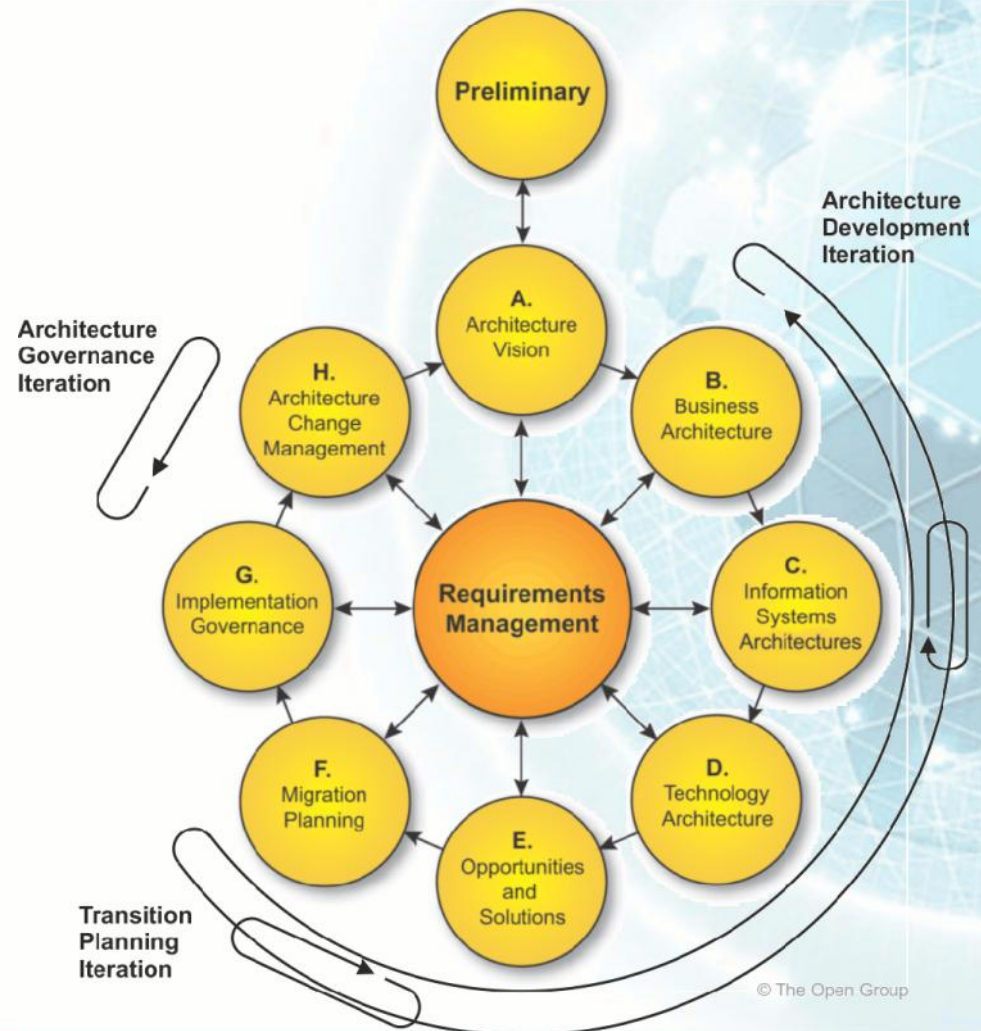
Iteration to develop a comprehensive Architecture Landscape

- Projects will exercise through the entire ADM cycle, commencing with Phase A.
 - Each cycle of the ADM is bounded by a Request for Architecture Work
 - The output populates the Architecture Landscape, either extending or changing the landscape
- Separate projects may operate their own ADM cycles concurrently, with relationships between them
- One project may trigger the initiation of another project.



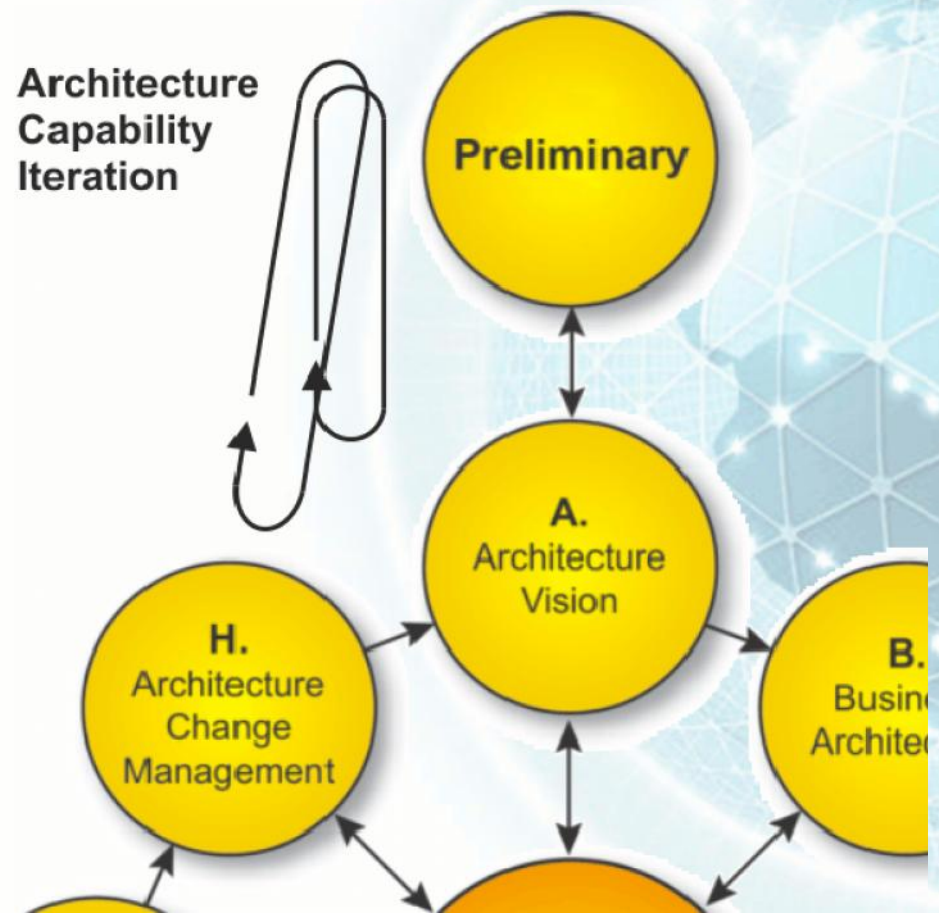
Iteration within an ADM Cycle

- Projects may operate multiple ADM Phases concurrently
 - Typically uses to manage the inter-relationship between the Business Architecture, Information Systems Architectures and Technology Architecture
- Projects may cycle between phases to converge on a Target Architecture
- Projects may return to previous phases in order to update work products with new information



Iteration to Manage the Architecture Capability

- Projects may require a new iteration of the Preliminary Phase to establish aspects of the Architecture capability identified in Phase A to address a Request for Architecture work
- Projects may require a new iteration of the Preliminary Phase to adjust the organization's Architecture Capability as a result of new or changed requirements as a result of a change request in Phase H



Factors influencing the use of Iteration

- The formality and nature of established checkpoints within the organization
- The level of stakeholder involvement expected within the process
- The number of teams involved and the relationships between different teams
- The maturity of the solution area and expected rework to arrive at an acceptable solution
- Attitude to risk



**Architecture Capability
iterations support
creation and evolution
of the Architecture
Capability**

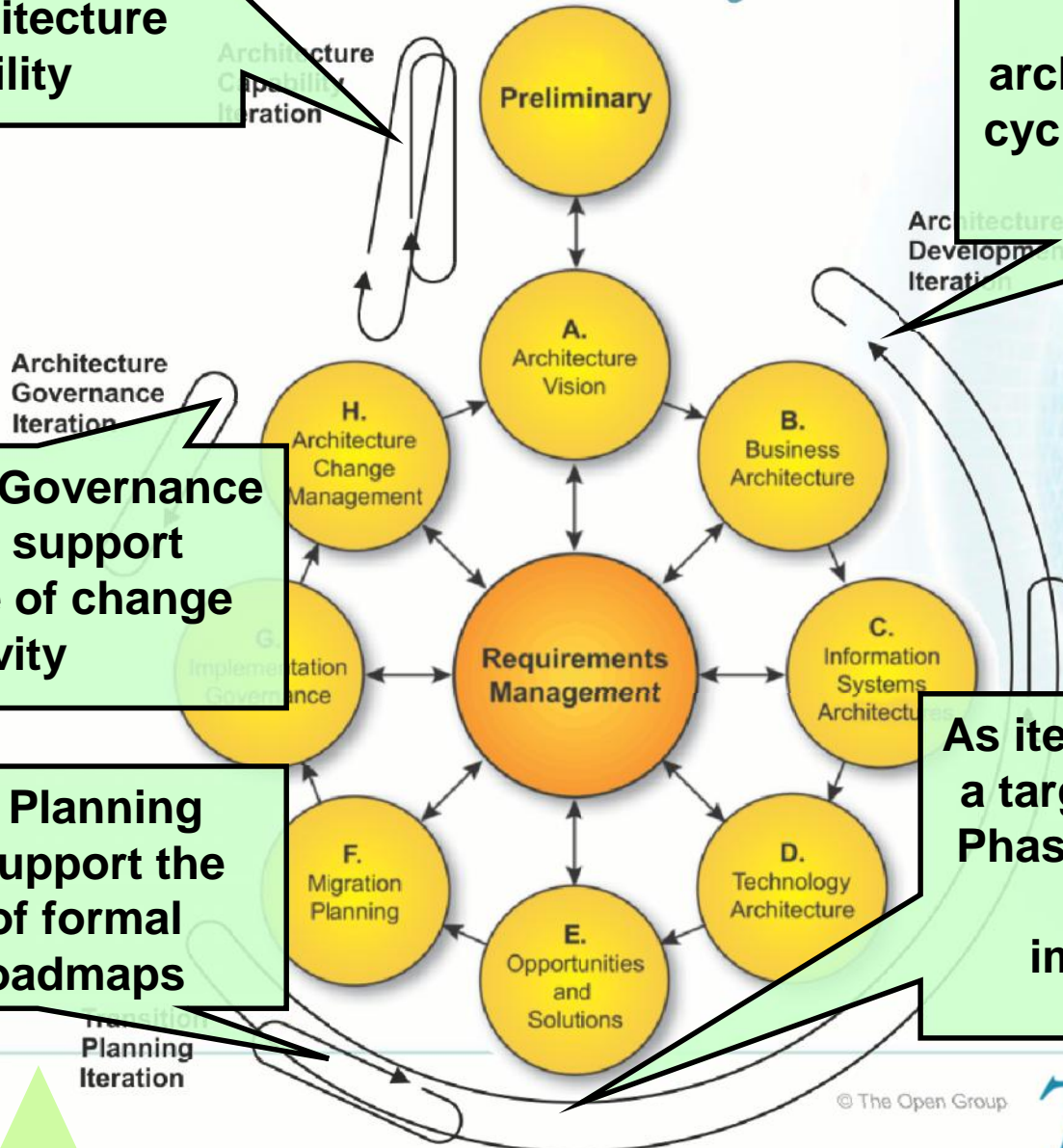
Iteration Cycles

**Architecture
Development iterations
support creation and
evolution of
architecture content by
cycling through Phases
B, C, and D**

**Architecture Governance
iterations support
governance of change
activity**

**Transition Planning
iterations support the
creation of formal
change roadmaps**

**As iterations converge on
a target, extensions into
Phases E & F ensure the
viability of
implementation is
considered**



Approaches to Architecture Development

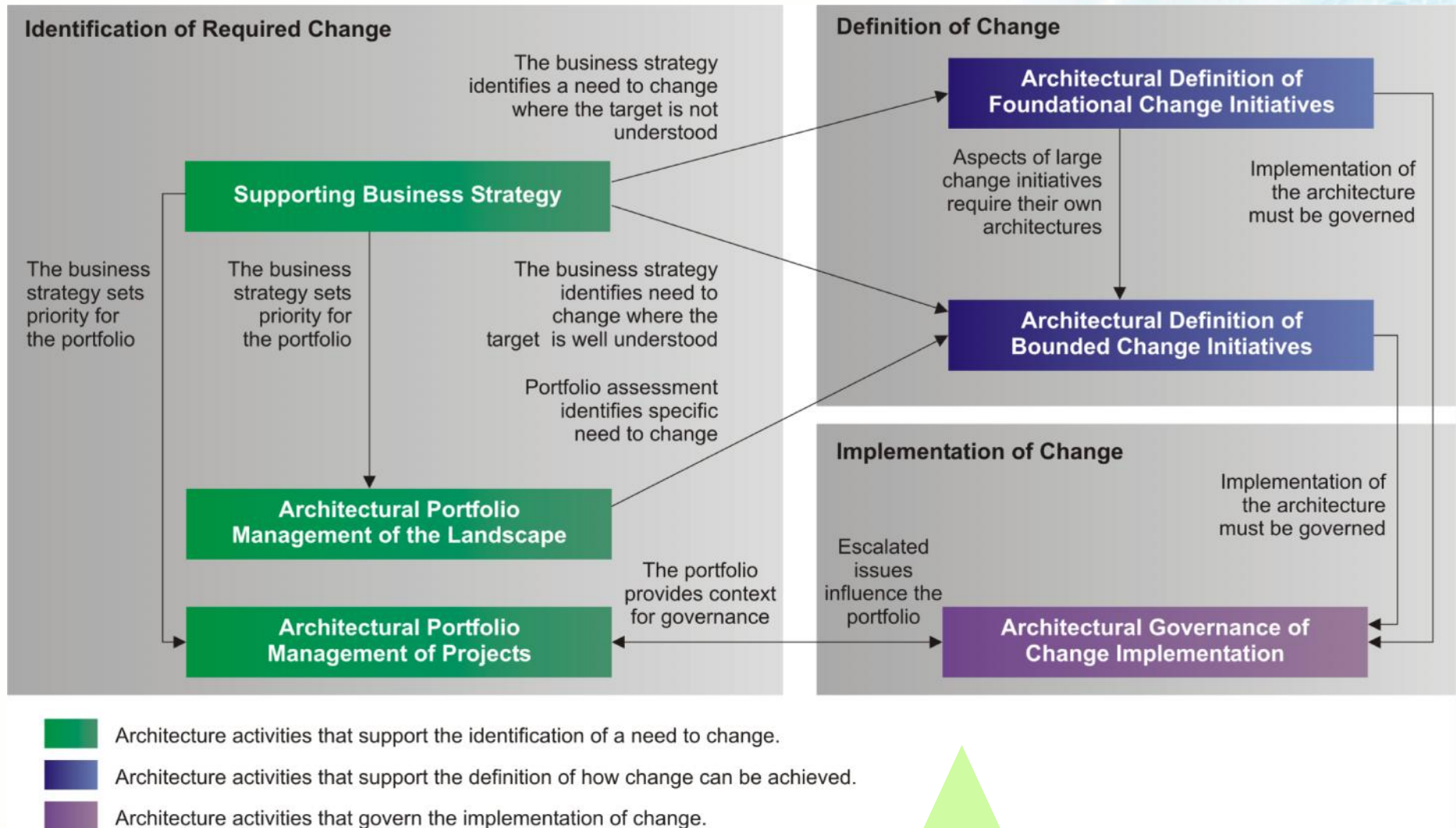
- **Baseline First**
 - An assessment of the baseline landscape is used to identify problem areas and opportunities for improvement
 - A suitable approach for when baseline is complex or not clearly understood
- **Target First**
 - The target solution is elaborated in detail and then mapped back to the baseline
 - A suitable approach for when the target state is agreed at a high level and where the enterprise wishes to effectively transition to the target model

Classes of Architecture Engagement

- TOGAF defines three typical areas of engagement:
 - Identification of Change Required
 - Definition of Change
 - Implementation of Change



Classes of Architecture Engagement



Iteration Focus for Classes of Architecture Engagement (Extract)

Engagement	Iteration Focus	Scope
Supporting Business Strategy	Architecture Capability Architecture Development (Baseline First)	Broad, shallow consideration given to the Architecture Landscape in order to address a specific strategic question and define terms for more detailed architecture efforts to address strategy realization.
Architectural Portfolio Management of the Landscape	Architecture Capability Architecture Development (Baseline First)	Focus on physical assessment of baseline applications and technology infrastructure to identify improvement opportunities, typically within the constraints of maintaining business as usual.
Architectural Portfolio Management of Projects	Transition Planning Architecture Governance	Focus on projects, project dependencies, and landscape impacts to align project sequencing in a way that is architecturally optimized.

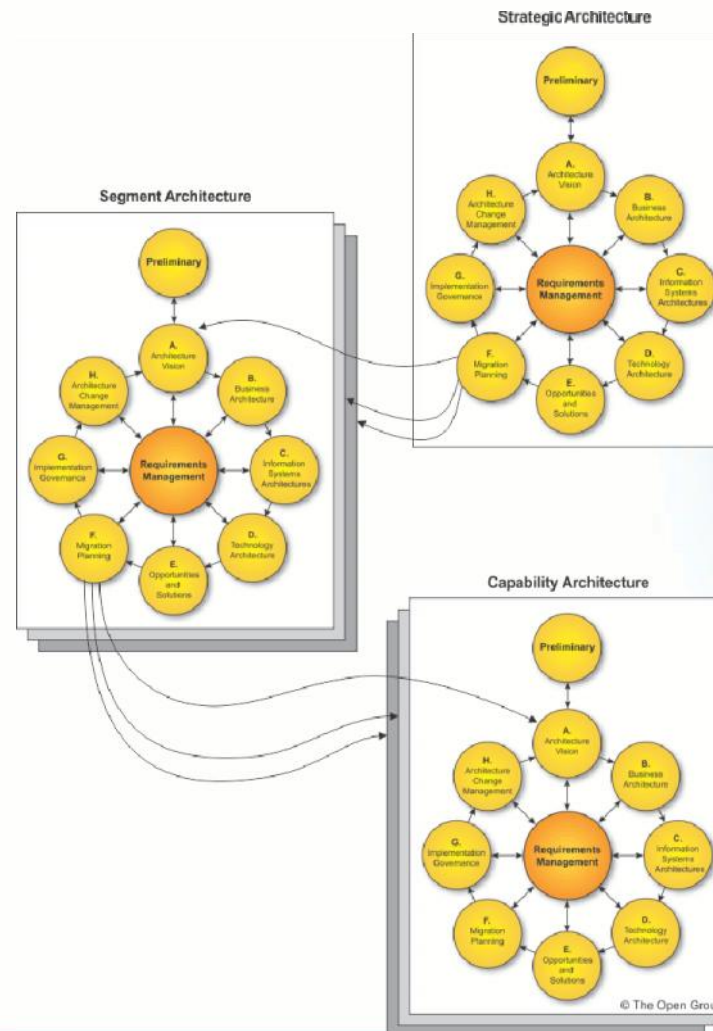


Iteration Considerations

- Iteration between ADM Cycles
 - Suitable where a higher level architecture guides and constrains a more detailed architecture
 - This approach uses the Migration Planning phase of one ADM cycle to initiate new projects which will also develop architectures
 - It is a method to develop a complete architecture landscape in multiple iterations



A Hierarchy of ADM Processes



Iteration within the ADM Cycle – Baseline First

		Architecture Development			Transition Planning		Architecture Governance	
TOGAF Phase		Iteration 1	Iteration 2	Iteration <i>n</i>	Iteration 1	Iteration <i>n</i>	Iteration 1	Iteration <i>n</i>
Preliminary		Informal	Informal	Informal				Light
Architecture Vision		Informal	Informal	Informal	Informal	Informal		Light
Business Architecture	Baseline	Core	Light	Core	Informal	Informal		Light
	Target	Informal	Core	Core	Informal	Informal		Light
Application Architecture	Baseline	Core	Light	Core	Informal	Informal		Light
	Target	Informal	Core	Core	Informal	Informal		Light
Data Architecture	Baseline	Core	Light	Core	Informal	Informal		Light
	Target	Informal	Core	Core	Informal	Informal		Light
Technology Architecture	Baseline	Core	Light	Core	Informal	Informal		Light
	Target	Informal	Core	Core	Informal	Informal		Light
Opportunities and Solutions		Light	Light	Light	Core	Core	Informal	Informal
Migration Planning		Light	Light	Light	Core	Core	Informal	Informal
Implementation Governance					Informal	Informal	Core	Core
Change Management		Informal	Informal	Informal	Informal	Informal	Core	Core

- Core: primary focus activity for the iteration
- Light: secondary focus activity for the iteration
- Informal: potential activity for the iteration, not formally mentioned in the method

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Iteration within the ADM Cycle – Target First

		Architecture Development			Transition Planning		Architecture Governance	
TOGAF Phase		Iteration 1	Iteration 2	Iteration n	Iteration 1	Iteration n	Iteration 1	Iteration n
Preliminary		Informal	Informal	Informal				Light
Architecture Vision		Informal	Informal	Informal	Informal	Informal		Light
Business Architecture	Baseline	Informal	Core	Core	Informal	Informal		Light
	Target	Core	Light	Core	Informal	Informal		Light
Application Architecture	Baseline	Informal	Core	Core	Informal	Informal		Light
	Target	Core	Light	Core	Informal	Informal		Light
Data Architecture	Baseline	Informal	Core	Core	Informal	Informal		Light
	Target	Core	Light	Core	Informal	Informal		Light
Technology Architecture	Baseline	Informal	Core	Core	Informal	Informal		Light
	Target	Core	Light	Core	Informal	Informal		Light
Opportunities and Solutions		Light	Light	Light	Core	Core	Informal	Informal
Migration Planning		Light	Light	Light	Core	Core	Informal	Informal
Implementation Governance					Informal	Informal	Core	Core
Change Management		Informal	Informal	Informal	Informal	Informal	Core	Core



Core: primary focus activity for the iteration



Light: secondary focus activity for the iteration



Informal: potential activity for the iteration, not formally mentioned in the method

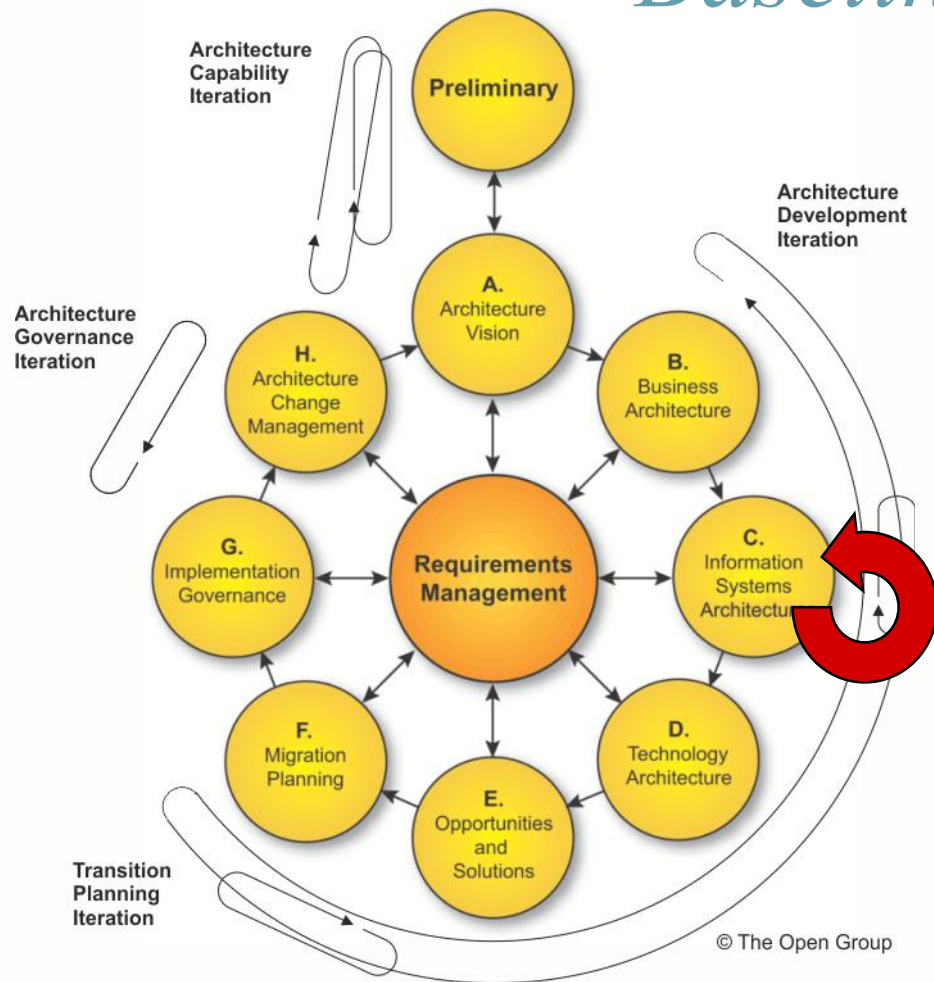
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Architecture Development Iteration

“Baseline First”

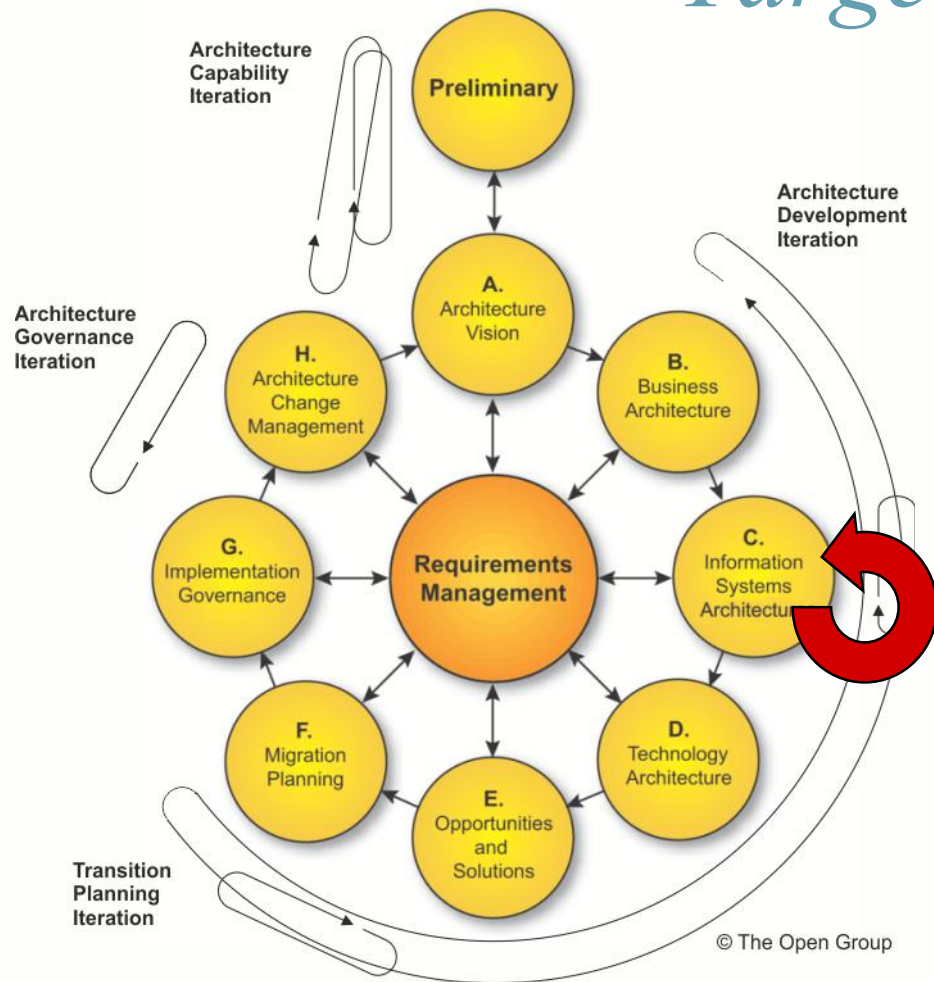


- **Iteration 1**
 - Define the Baseline Architecture
- **Iteration 2**
 - Define the Target Architecture and gaps
- **Iteration n**
 - Refine the Baseline Architecture, Target Architecture, and gaps



Architecture Development Iteration

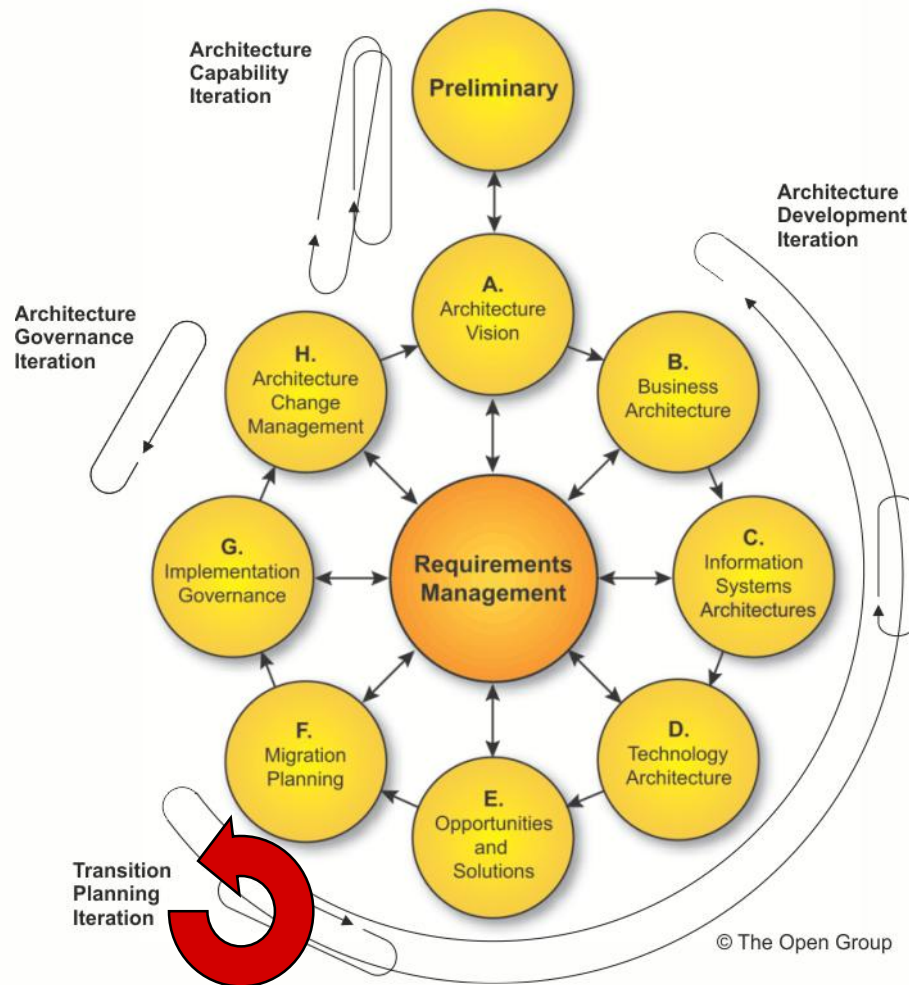
“Target First”



- **Iteration 1**
 - Define the Target Architecture
- **Iteration 2**
 - Define the Baseline Architecture and gaps
- **Iteration n**
 - Refine the Baseline architecture, Target Architecture, and gaps.



Transition Planning



- **Iteration 1**

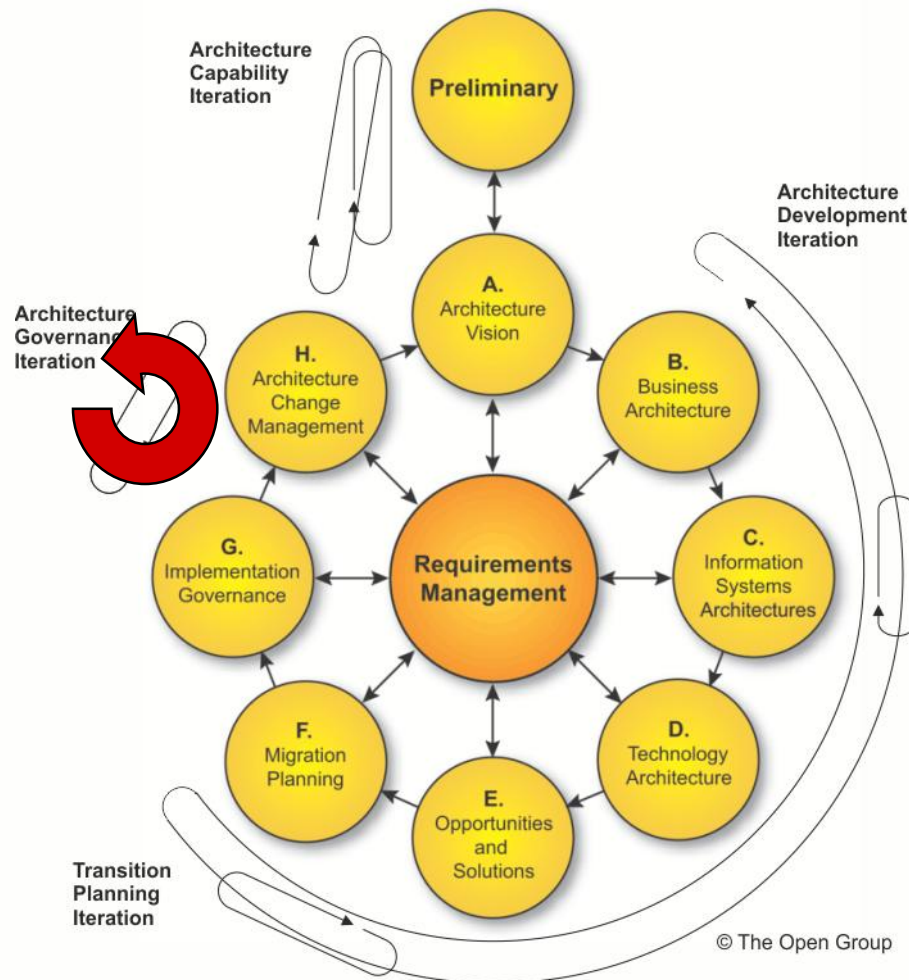
- Define and agree a set of improvement opportunities, aligned against a provisional Transition Architecture

- **Iteration n**

- Agree the Transition Architecture, refining the identified improvement opportunities to fit



Architecture Governance

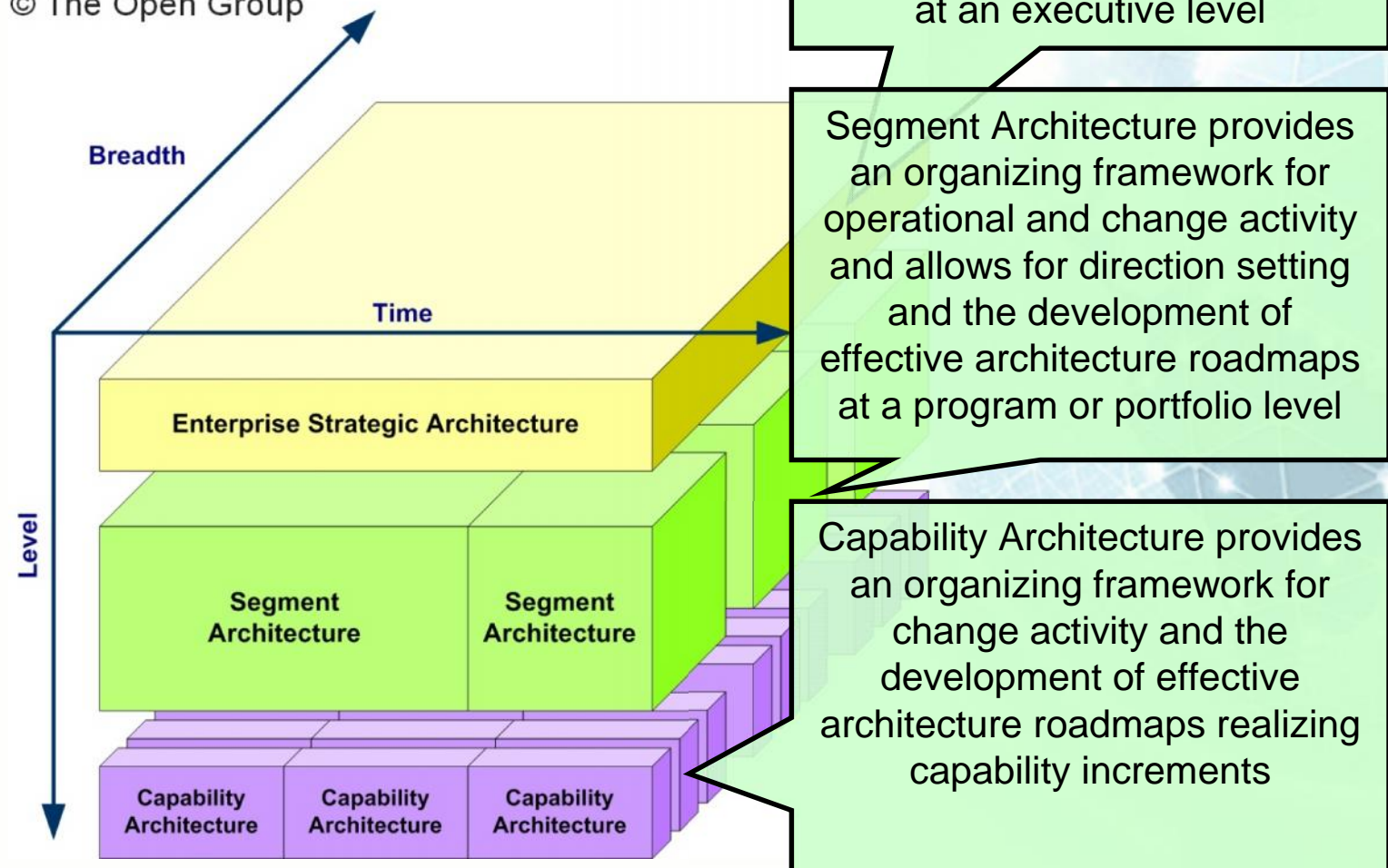


- **Iteration 1**
 - Mobilize architecture governance and change management processes.
- **Iteration n**
 - Carry out architecture governance and change control

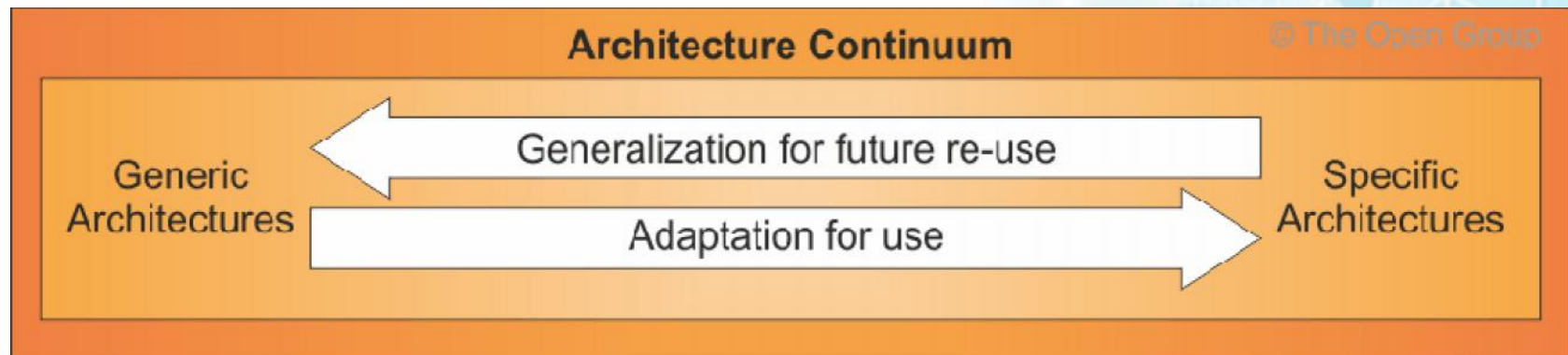


Applying the ADM Across Architecture Lands

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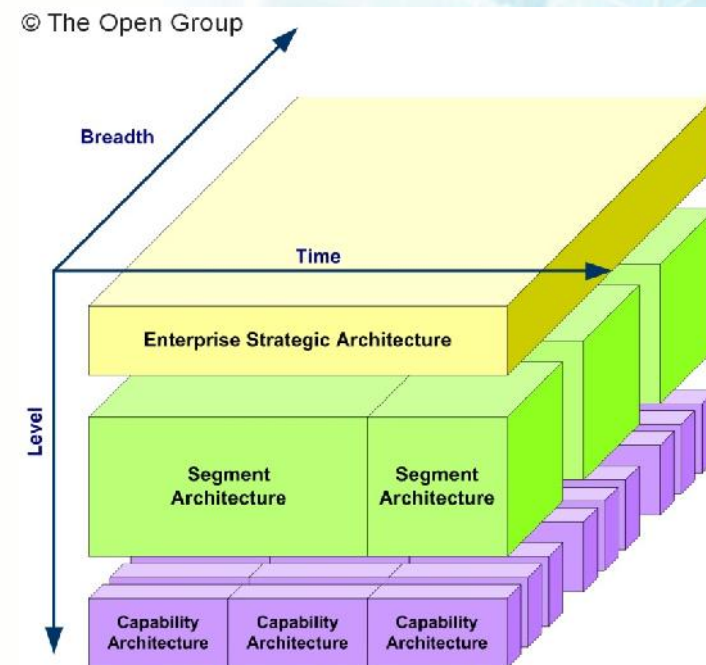


Applying the ADM Across the Architecture Landscape (Cont'd)



Organizing the Architecture Landscape

- The following characteristics can be used to organize the Architecture Landscape
 - Breadth (subject matter)
 - Depth
 - Time
 - Recency

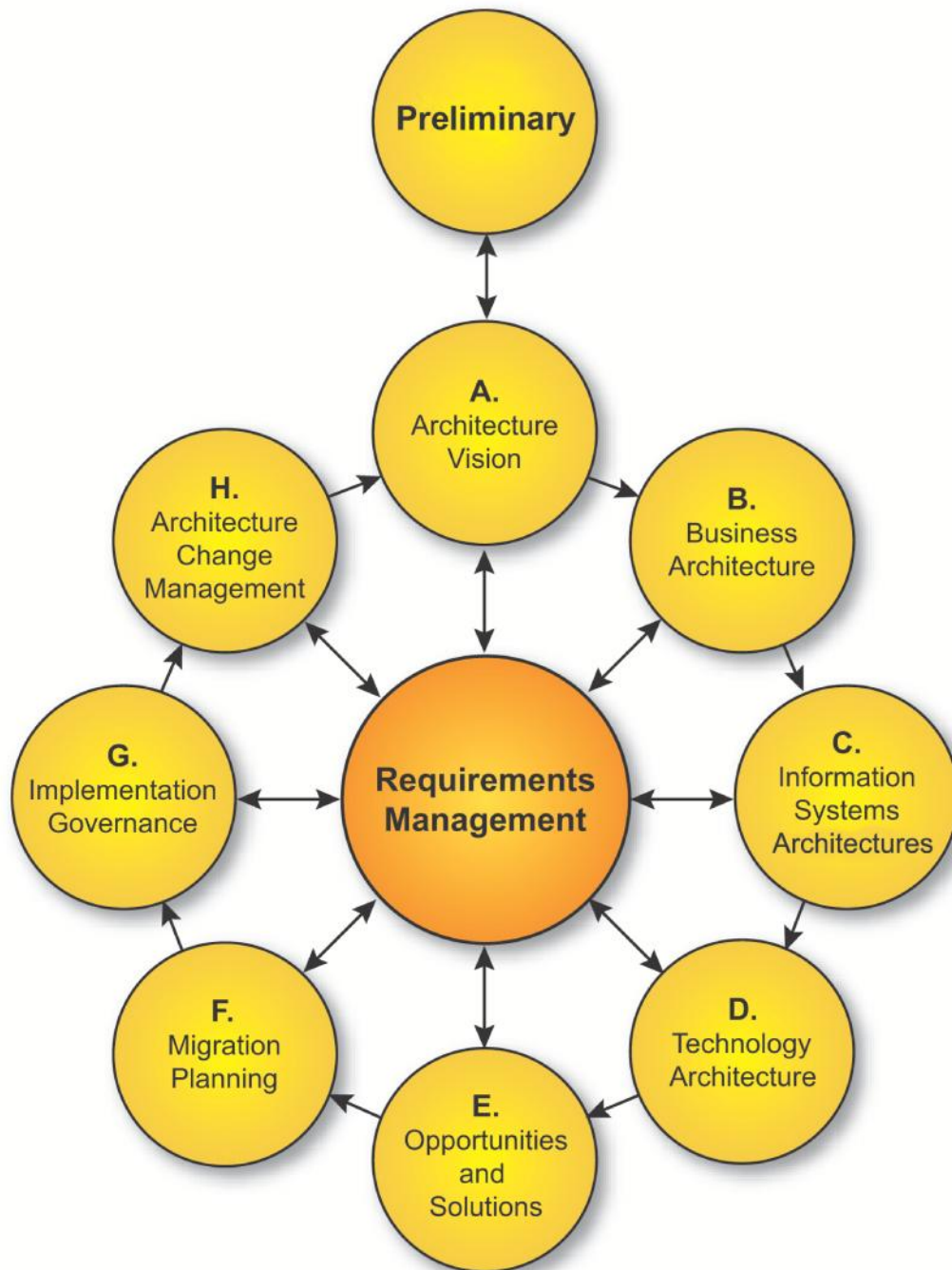


Summary

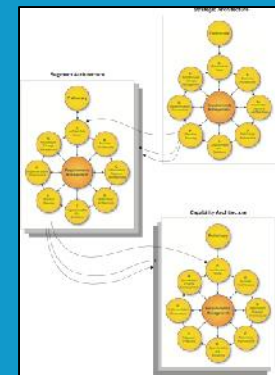
- TOGAF provides guidelines for adapting the ADM for iteration
- This includes proposed iteration cycles for different classes of architecture engagement
- Guidance is also provided for the use of levels for architecture development across the Architecture Landscape

Exercise

- Describe two examples when applying iteration to the ADM where the *Baseline First* is most appropriate.
- Describe two examples when applying iteration to the ADM where the *Target First* is most appropriate.



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