

TOGAF® Enterprise Architecture Training Course (Practitioner)

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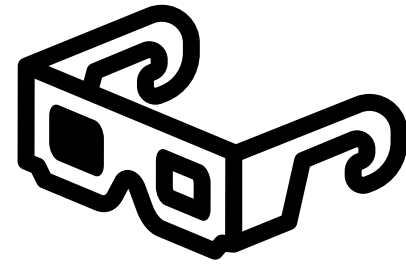
Unit 3 - Phase A, The Starting Point



Phase A, The Starting Point

Refer to the Extract of the TOGAF Standard, 10th Edition — A Pocket Guide

§6 The Architecture Development Method



3.1 Information Necessary to Execute the Architecture Vision phase

Key Steps to Identify Information

- Identify stakeholders, concerns, and business requirements
- Define scope
- Evaluate capabilities



Identify the Information Necessary to Execute the Phase (1)

- Identify stakeholders, concerns, and business requirements

Explore the EA Repository for superior architecture constraints and guidance. Do the Stakeholder Map. Be completely clear which stakeholders must be served and what they are worrying about.

- Define scope
- Evaluate capabilities

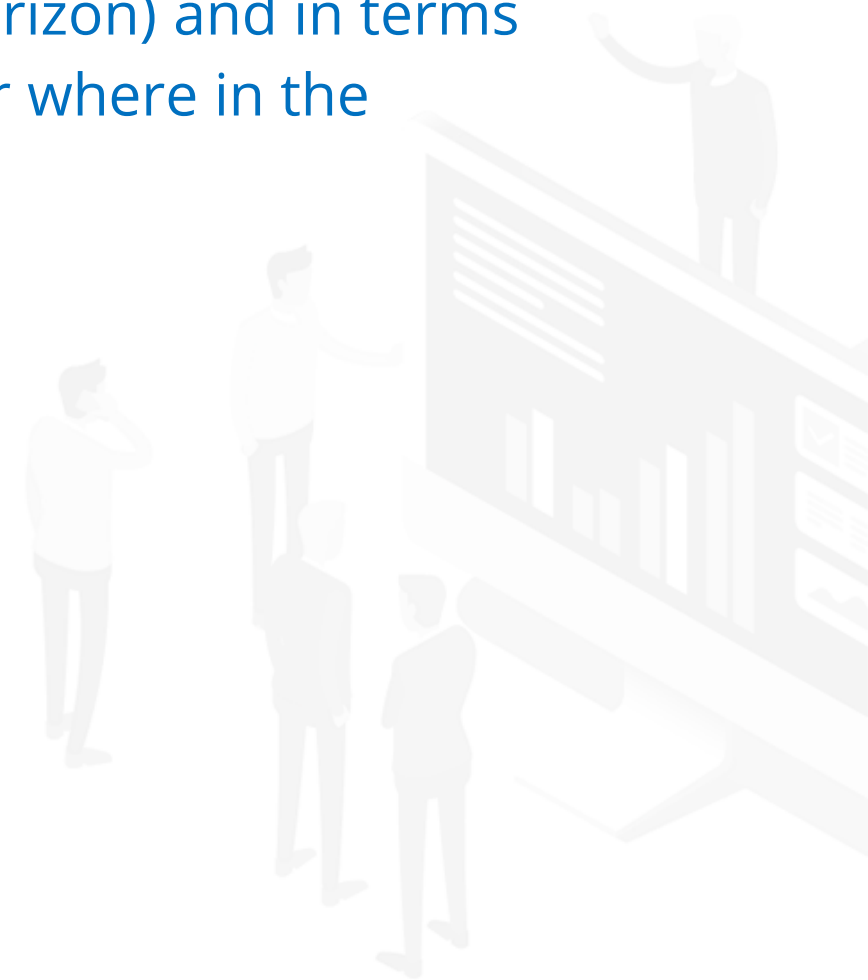


Identify the Information Necessary to Execute the Phase (2)

- Identify stakeholders, concerns, and business requirements
- Define scope (*of the Architecture Project*)

What problem are you solving? In terms of the EA Landscape (breadth and planning-horizon) and in terms of purpose, which will tend to confirm the necessary level of detail? Be completely clear where in the business cycle this architecture will be used.

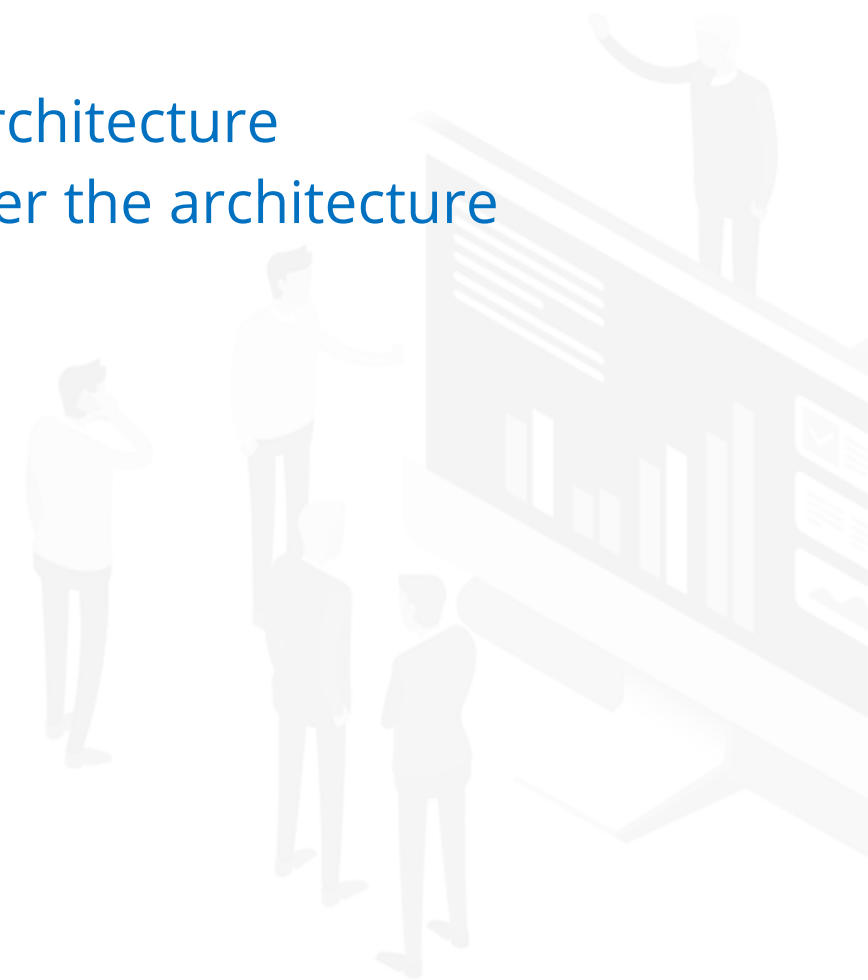
- Evaluate capabilities



Identify the Information Necessary to Execute the Phase (3)

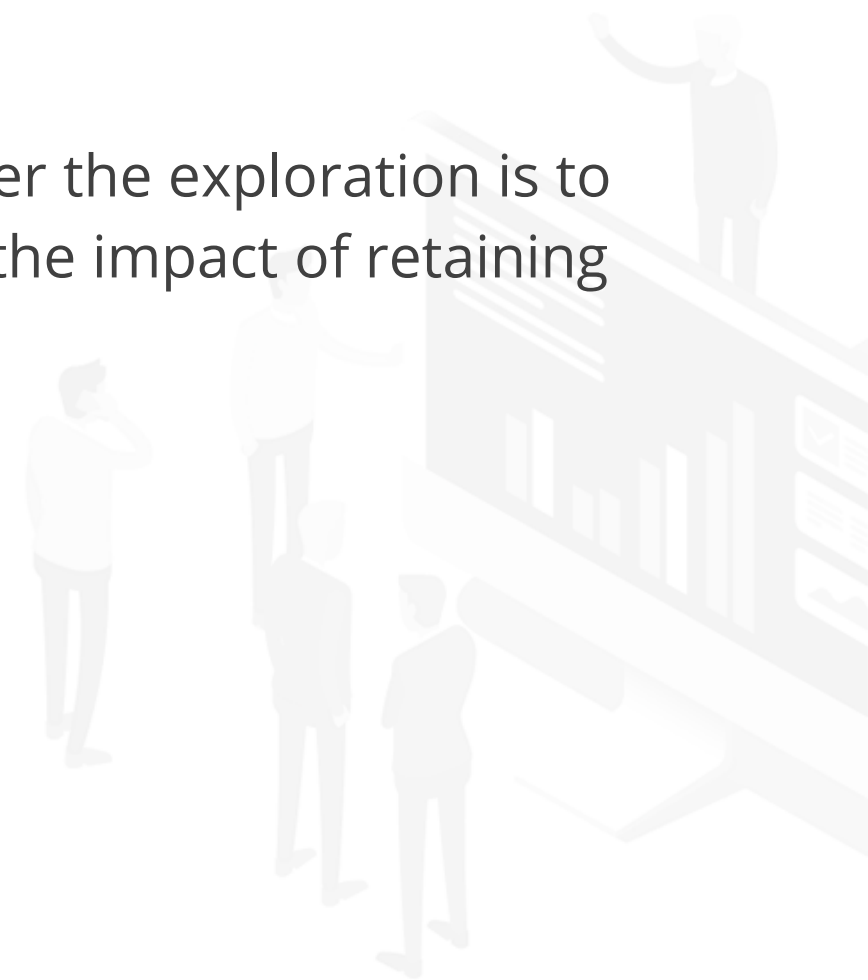
- Identify stakeholders, concerns, and business requirements
- Define scope
- Evaluate capabilities (*of the EA team*)

Take a hard look at the EA team and confirm the ability of the team to deliver on this architecture development project. A good EA team covers gaps in experience, skill, and bias to deliver the architecture that is useful, overcoming weaknesses of few members of the team.



More information Through Iteration

- Iterate through all domains performing sufficient architecture development to enable you to communicate to the key stakeholders how the problem can be addressed and what the scope of change is.
- Be clear on the target, the value of the target, and the work to change.
- Completing the outputs of Phase A requires exploring all of the domains – whether the exploration is to understand what should change, or where change is not an option to determine the impact of retaining current architecture.
- There may be multiple potential targets after the initial exploration.



3.2 How to Apply Phase a and How it Contributes to Architecture Development Work

Phase A: Architecture Vision – The Starting Point

The set-up essentials of Phase A are:

- Define the scope of the Architecture Project
- Identify stakeholders, concerns, and associated requirements
- Assess the capability of the EA team

The completion essentials of Phase A:

- Key stakeholder agreement on a summary of the target and the work to reach the target



How to Apply the Phase

- The level of detail addressed in Phase A will depend on the scope and goals of the Request for Architecture Work, or the subset of scope and goals associated with this iteration of architecture development.
- The order of the steps in Phase A as well as the time at which they are formally started and completed should be adapted to the situation at hand in accordance with the established Architecture Governance.



Phase A: Architecture Vision Recommended Steps

- Establish the architecture project
- Identify stakeholders, concerns, and business requirements
- Confirm and elaborate business goals, business drivers, and constraints
- Evaluate capabilities
- Assess readiness for business transformation
- Define scope
- Confirm and elaborate Architecture Principles, including business principles
- Develop Architecture Vision
- Define the Target Architecture value propositions and KPIs
- Identify the business transformation risks and mitigation activities
- Develop Statement of Architecture Work; secure approval

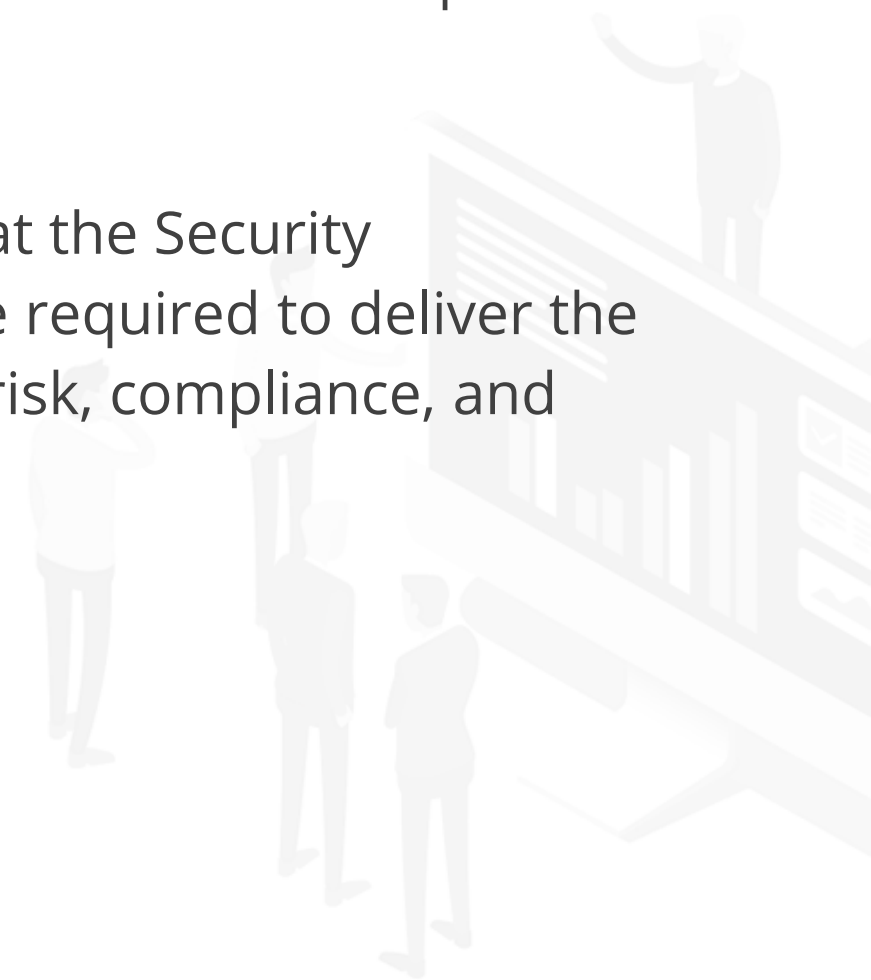


3.3 Security-Specific Architecture Design that is Sufficient — Phase A

Phase A: Sufficient Security-Specific Architecture

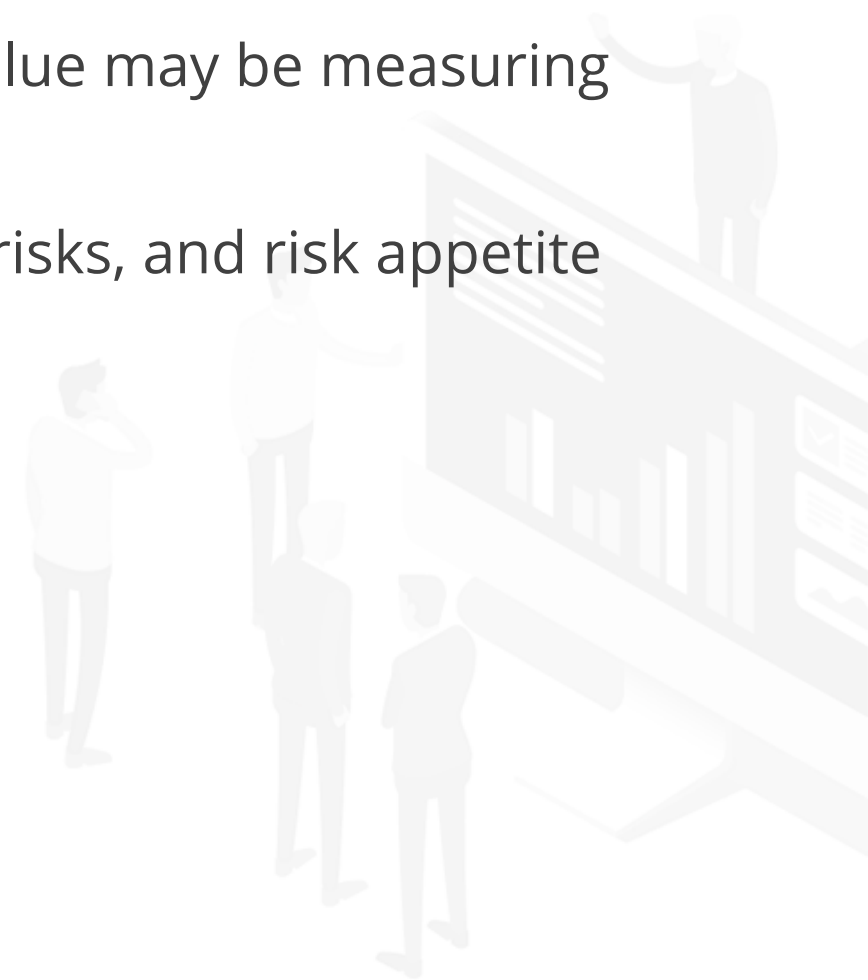
In Phase A sufficient security-specific architecture design should be carried out to:

- Satisfy the security stakeholders that the end-state does not represent any unknown or unacceptable risk and aligns with corporate policies, standards, and principles
- Satisfy business stakeholders – in particular those who control the budget – that the Security Architecture is instrumental in enabling and supporting the overall architecture required to deliver the business opportunities and benefits identified with the right balance between risk, compliance, and business benefits



Stakeholder Approval

- All stakeholders will have security and risk concerns and associated requirements. The stakeholder requirements are gathered to determine the security blueprint needed to address the various concerns the stakeholders have.
- Stakeholders typically have value concerns related to the Security Architecture. Value may be measuring items such as reduced risk and enablement of the overall architecture.
- The viewpoints and business cases must build on Security Principles, drivers, key risks, and risk appetite and should be an integral part of the overall Architecture Vision deliverables.



3.4 Outputs Necessary to Proceed With the Architecture Development

Phase A: Architecture Vision – Recommended Outputs

- Approved Statement of Architecture Work
- Refined statements of business principles, business goals, and business drivers
- Architecture Principles
- Capability Assessment
- Tailored Architecture Framework
- Architecture Vision
- Draft Architecture Definition Document
- Communications Plan
- Additional content populating the Architecture Repository



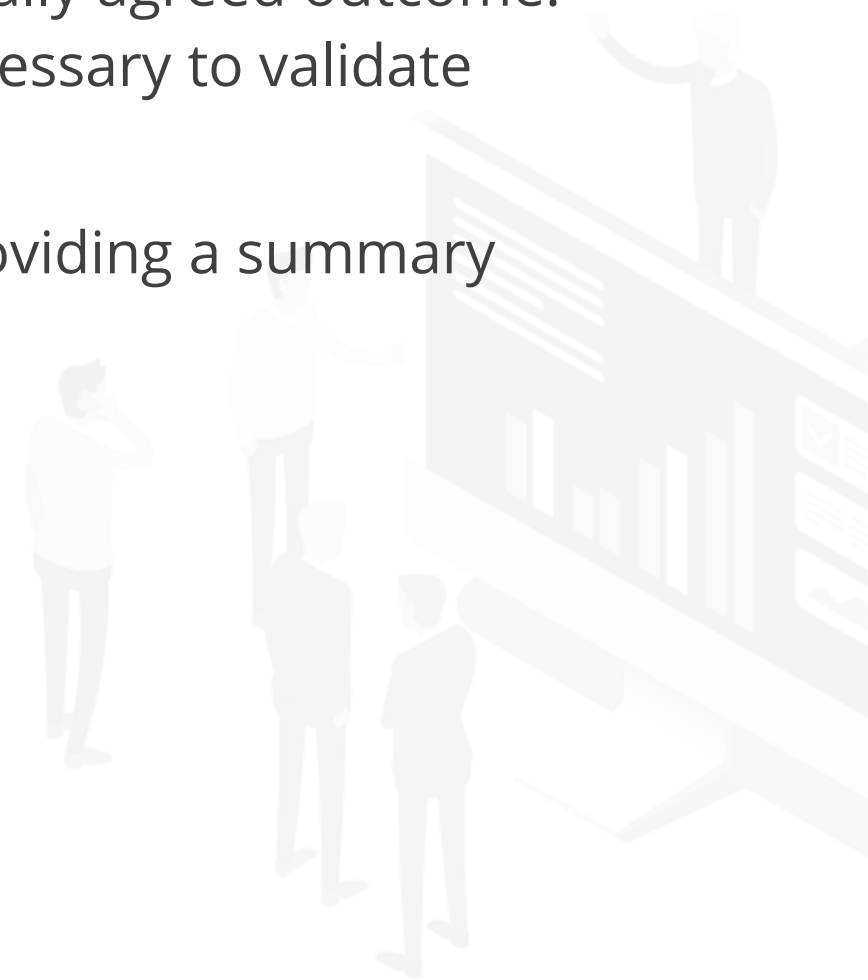
Statement of Architecture Work

- The Statement of Architecture Work defines the scope and approach that will be used to complete an architecture development cycle.
- The Statement of Architecture Work is typically the document against which successful execution of the architecture project will be measured and may form the basis for a contractual agreement between the supplier and consumer of architecture services.



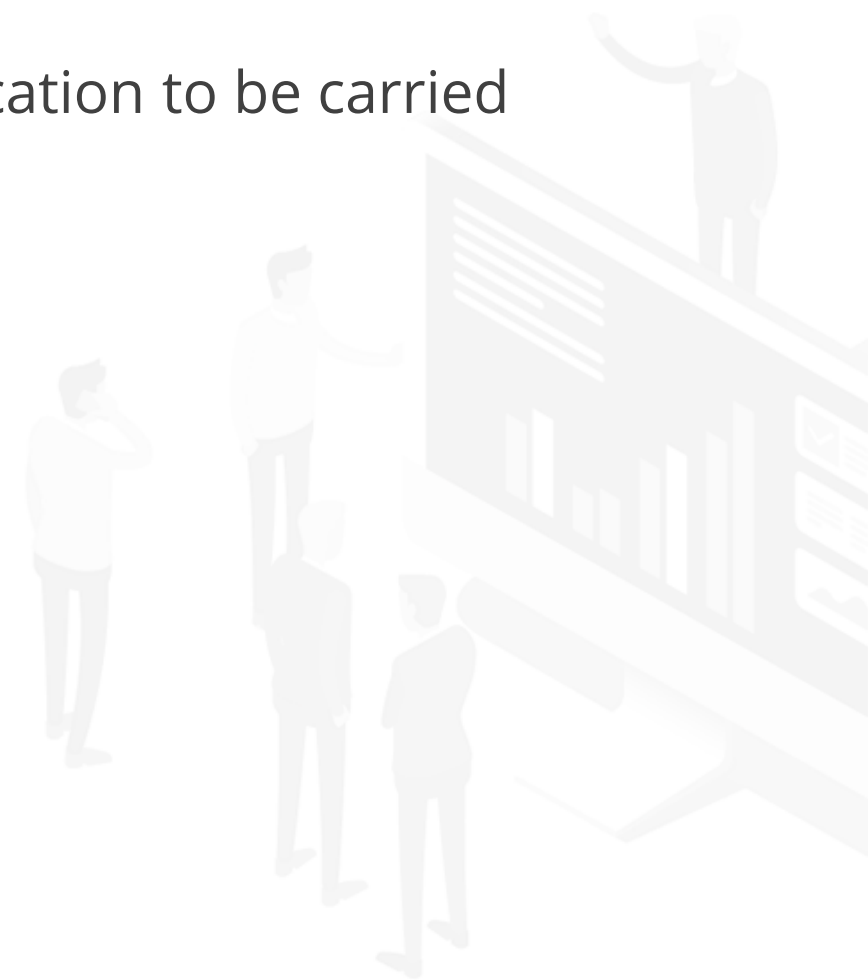
Architecture Vision

- It provides a summary of the changes to the enterprise that will accrue from successful deployment of the Target Architecture.
- The purpose of the Architecture Vision is to provide key stakeholders with a formally agreed outcome. Early agreement on the outcome enables the architects to focus on the detail necessary to validate feasibility.
- Providing an Architecture Vision also supports stakeholder communication by providing a summary version of the full Architecture Definition.



Communication Plan

- Enterprise Architectures contain large volumes of complex and inter-dependent information.
- Effective communication of targeted information to the right stakeholders at the right time is a critical success factor for Enterprise Architecture.
- Development of a Communications Plan for architecture allows for this communication to be carried out within a planned and managed process.



Essential Output

- Stakeholders, sponsor, and management want guidance on planning and executing an effective change, not an architecture.
- What the Enterprise values and consumes is typically different than what the Practitioner produces. Practitioners deliver an essential output.
- The intent is to keep the focus on the outcome being pursued, not what is done.



Phase A Summary: Output & Outcome and Essential Knowledge

Phase	Output & Outcome	Essential Knowledge
Phase A: Architecture Vision	<ul style="list-style-type: none">• Sufficient documentation to get permission to proceed.• Permission to proceed to develop a Target Architecture to prove out a summary target.	<ul style="list-style-type: none">• The scope of the problem being addressed.• Those who have interests that are fundamental to the problem being addressed. (Stakeholders & Concerns)• What summary answer to the problem is acceptable to the stakeholders? (Architecture Vision)• Stakeholder priority and preference.• What value does the summary answer provide?

Practice with Learning Studies Phase A, the Starting Point

