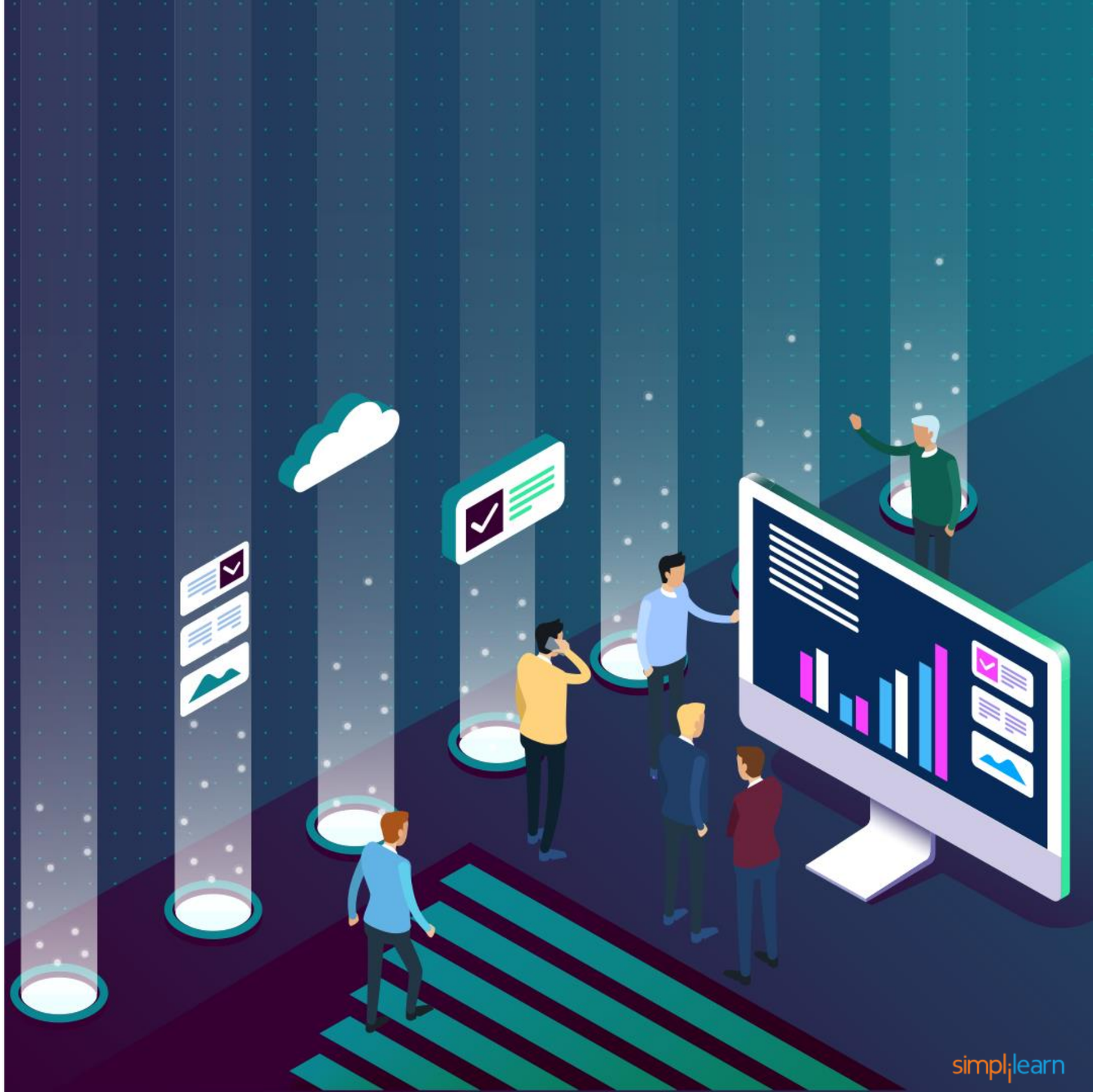
TOGAF® Enterprise Architecture Training Course (Practitioner)



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Unit 2 – Stakeholder Management

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2.1 How to identify Stakeholders, their Concerns, Views, and the Communication involved

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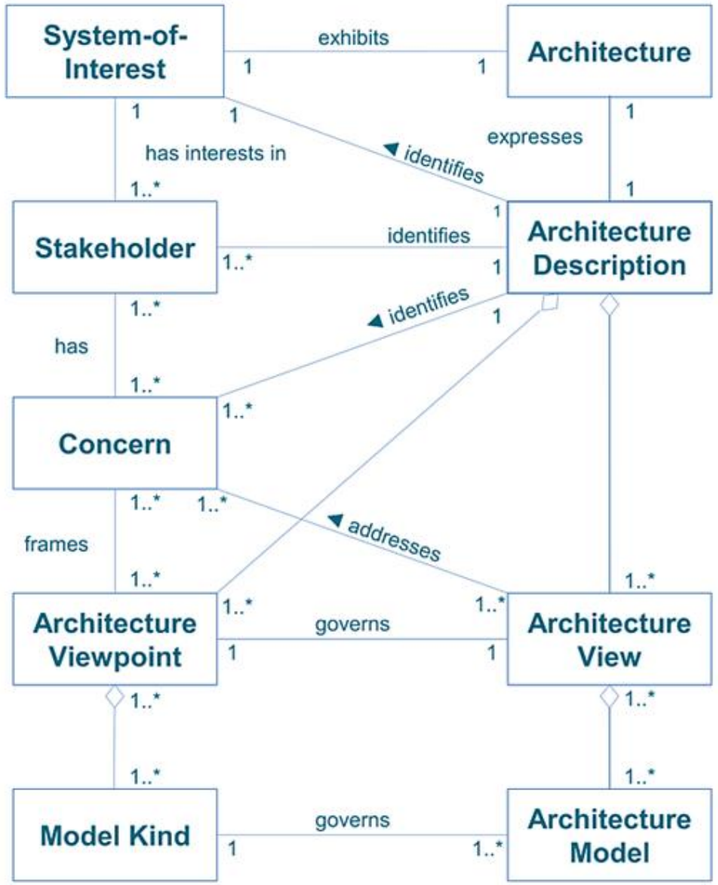
Modeling approach



The TOGAF Standard takes a formal modeling approach to understanding stakeholder, concern, and view.

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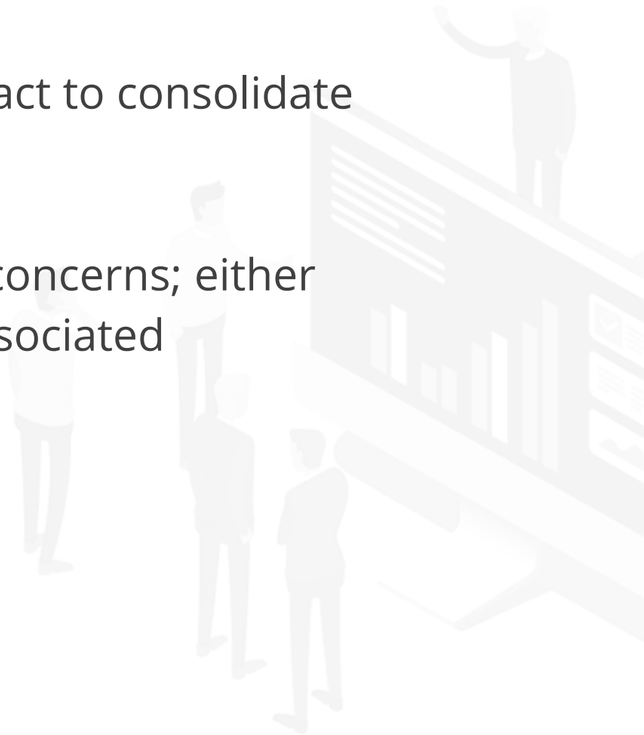
A Practical Perspective

- **Stakeholder**: someone who has approval rights in the Target Architecture being explored by the current Architecture Project, and subsequently has decision rights to the suitability of the implementation

- **Concern**: a consistent set of subjects that capture the stakeholder's interests and act to consolidate requirements

- **View**: a representation of the EA Landscape that addresses a set of stakeholder's concerns; either describe how the architecture addresses the concerns or demonstrate how the associated requirements are met



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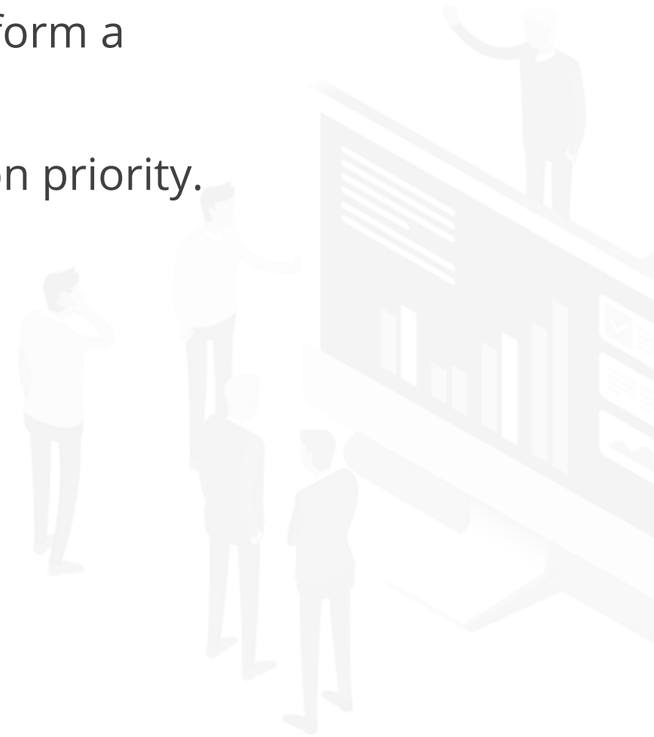
Concerns

- From a practical perspective we consider a concern to be a topic.
- A concern addresses the stakeholder's power, interest, and requirements against this topic.
- This approach surfaces topic-based decision rights and provides the ability to perform a trade-off between competing requirements.
- A consistent set of core concerns aligned to Enterprise priority facilitates a focus on priority.



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Sample Stakeholder Map

	Concern 1			Concern 2		
	Power	Interest	Requirement	Power	Interest	Requirement
Stakeholder 1	High	Low		Low	High	
Stakeholder 2	High	High		Low	Low	
Stakeholder N	Low	High		High	Low	

Recommendations to create a Stakeholder/Concern Matrix, Common Stakeholder Classes, Common Concern Classes and stakeholder responsibilities portfolio, are included in the course handout.

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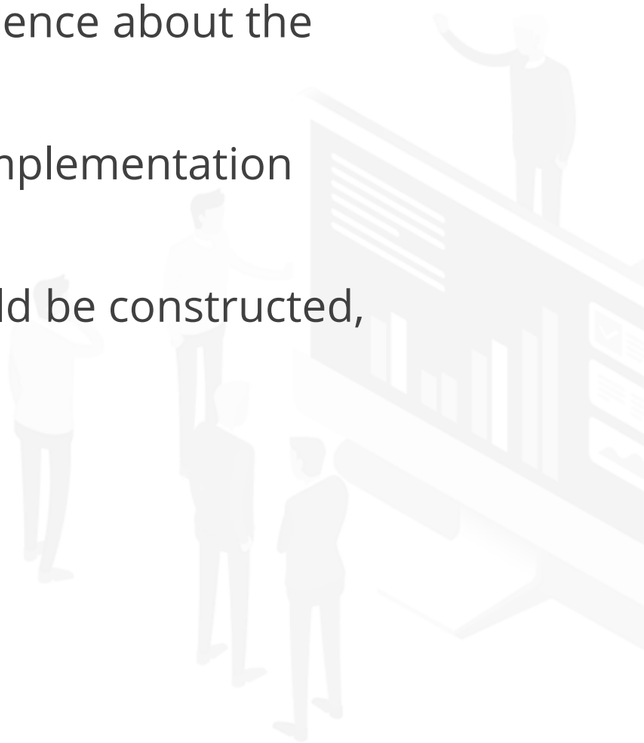
Views and Viewpoints

- A view simply addresses a stakeholder's concern about an architecture.
- Often it is a potential architecture, and the view serves to help the stakeholder’s potential target and associated change, allowing a stakeholder to put things in context and have confidence about the target and the change.
- When stakeholders understand the architecture, the change, and the trade-offs, implementation governance is possible.
- Each viewpoint should identify the concern, the stakeholder(s), how the view should be constructed, and the information required to address the question.



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2.2 The use of Architecture Views

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Developing Architecture Views

The choice of which architecture views to develop is one of the key decisions that the architect must make.

The architect has a responsibility for ensuring:

- The completeness of the architecture
- The integrity of the architecture

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Exercise: Simple Airport System

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Exercise: Simple Airport System

The pilot has one view of the system, the air traffic controller has another. Neither view represents the whole system - the perspective of each stakeholder constrains how they see the overall system.

Questions:

1. Name some elements in the pilot's view not viewed by the controller
2. Name some elements in the controller's view not viewed by the pilot
3. Name some shared elements

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Architecture Views

- One architecture view can be developed from the architecture viewpoint of the pilot, which addresses the pilot's concerns.
- Equally, another architecture view can be developed from the architecture viewpoint of the air traffic controller.
- Neither architecture view completely describes the system in its entirety, because the architecture viewpoint of each stakeholder constrains (and reduces) how each sees the overall system.

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Architecture Viewpoints

- The architecture viewpoint of the pilot comprises some concerns that are not relevant to the controller, such as passengers and fuel, while the architecture viewpoint of the controller comprises some concerns not relevant to the pilot, such as other planes.
- There are also elements shared between the two architecture viewpoints, such as the communication model between the pilot and the controller, and the vital information about the plane itself.

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Common Language

Fortunately, when controllers talk with pilots, they use a common communication language. (In other words, the models representing their individual architecture viewpoints partially intersect.) Part of this common language is about location and vectors of aircraft, and is essential to safety.

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Tools

- Tools exist to assist stakeholders, especially when they are interacting with complex models such as the model of an airspace, or the model of air flight.
- When stakeholders use common tools, such as the radio contact between pilot and controller, a common language is essential.

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2.3 Stakeholder Engagement and Requirements Management

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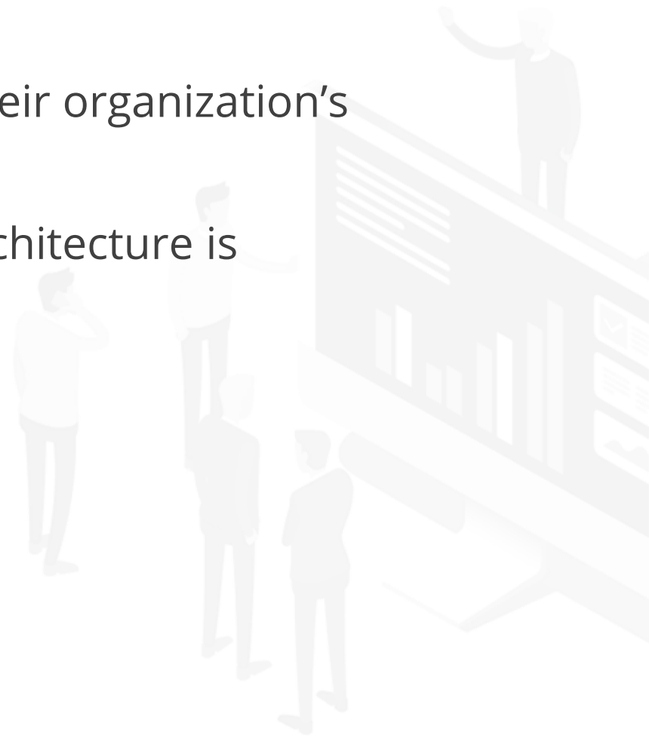
Stakeholder Engagement

- The TOGAF framework places requirements management and stakeholder engagement at the center of architecture development.
- Practitioners develop EA in accordance with the preferences and priorities of their organization's stakeholders.
- Stakeholders own the architecture and the value preference and priority the architecture is expected to enable.



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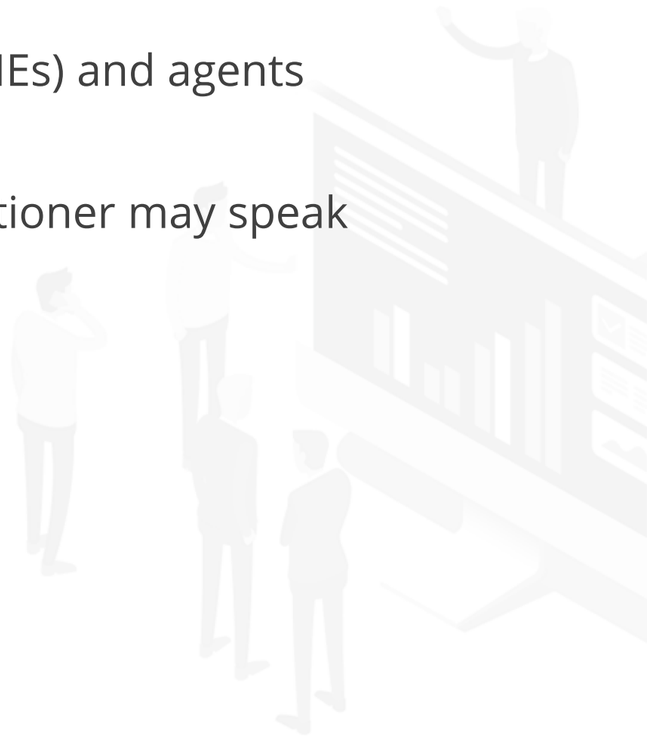
Stakeholder Engagement

- Good Practitioners are passionately engaged in the future of their organization, as well as participating in defining and realizing the target state.
- They typically perform several roles: they will act as Subject Matter Experts (SMEs) and agents for their stakeholders in addition to developing architecture.
- As an SME, the Practitioner is a source of expert advice. As an agent, the Practitioner may speak on behalf of a stakeholder.



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Requirements Management

Effective requirements management is dependent upon:

- Clear traceability from the organization’s vision
- Mission
- Business model
- Strategies

through the most detailed statement of requirement.

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Effective Engagement

- Effective engagement is based upon effective communication.
- Effective communication is based on the concept of view and viewpoint.
- Different stakeholders have different concerns about the architecture. These concerns must be addressed and represented effectively to the stakeholder to enable the stakeholder to approve the Target Architecture.

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2.4 Using Trade-off to Support Architecture development

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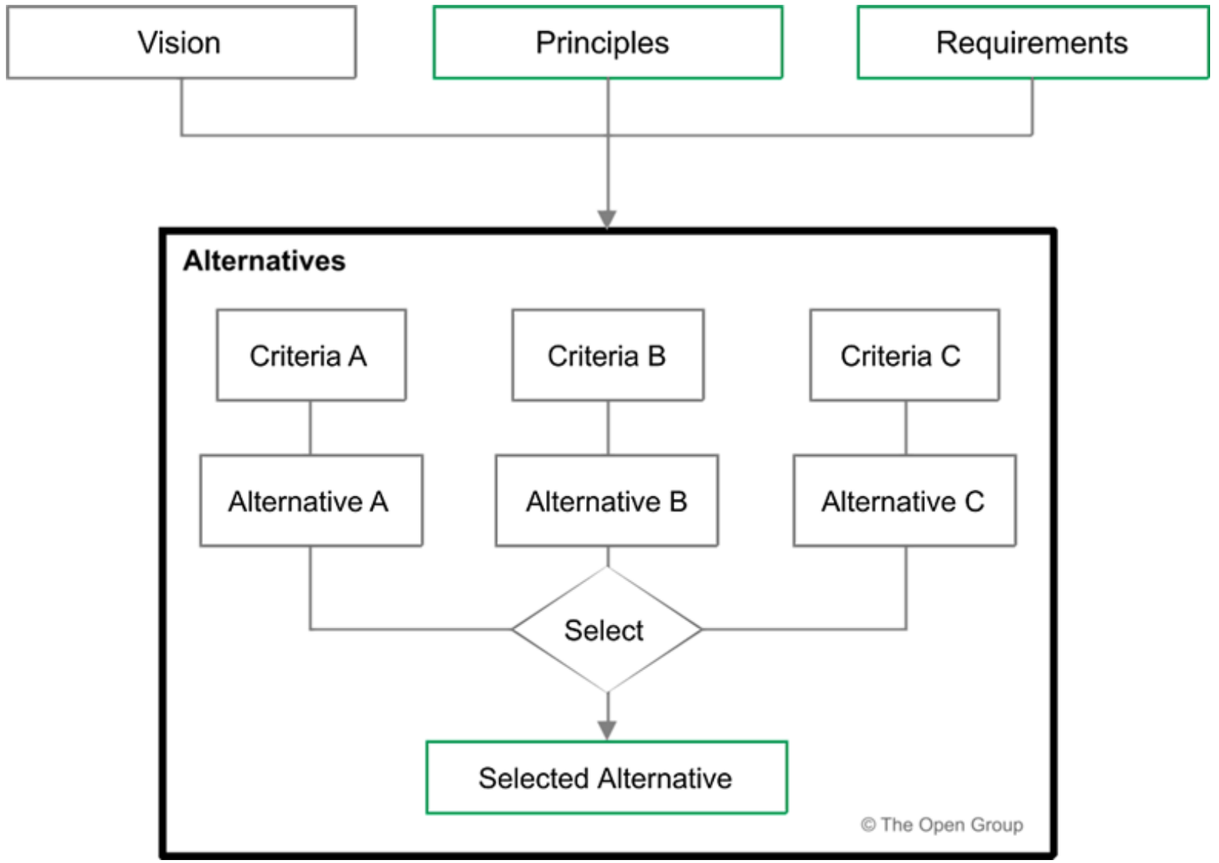
Architecture Trade-off Method



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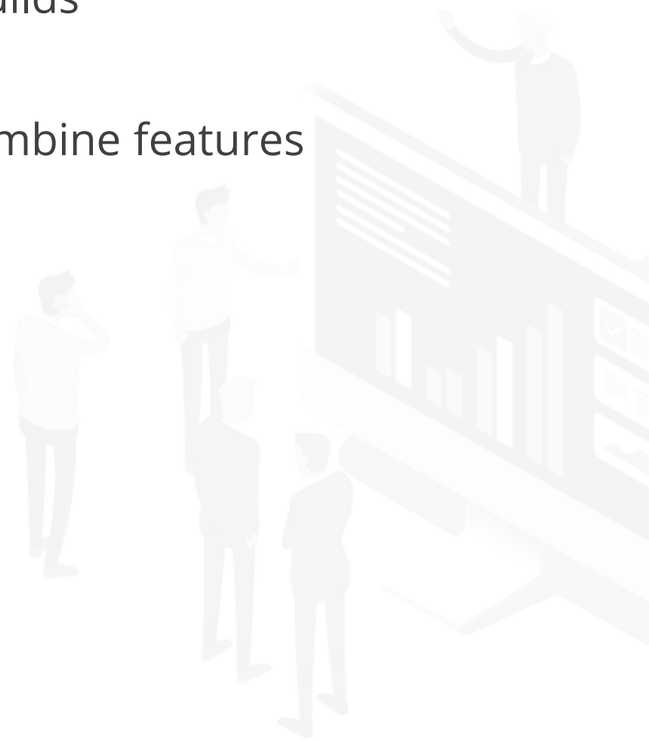
Method

- The first part of the method uses the vision, principles, requirements, and other information to select sets of criteria fitting for different alternatives.
- The second part of the method defines alternatives based on the criteria and builds understanding of each.
- The third part of the method will either select one of the alternatives, or else combine features from more than one, to create the proposed alternative.



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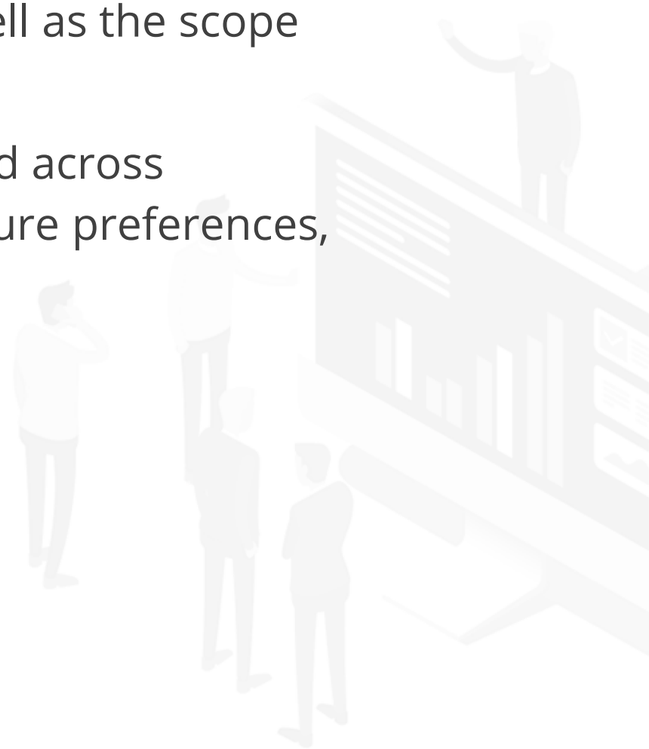
Trade-off

- Trade-off requires a deliberate selection between one stakeholder's preferences as well as between different stakeholders' preferences.
- Effective trade-off requires understanding value preference and priority as well as the scope of change necessary to realize the target.
- Practitioners are most valuable facilitating trade-off between stakeholders and across organizational boundaries allowing different stakeholders to effectively measure preferences, priorities, and costs that they do not intuitively understand.



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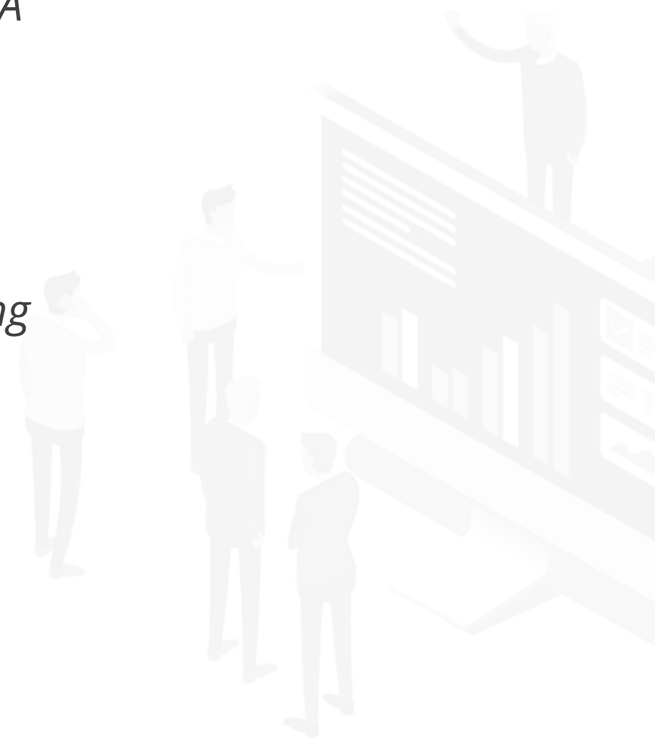
Trade-off Decisions

The most common interpretations of trade-off are

"*a balance achieved between two desirable but incompatible features. A compromise*"

and

"*losing one quality, aspect, or amount of something in return for gaining another quality, aspect, or amount*".



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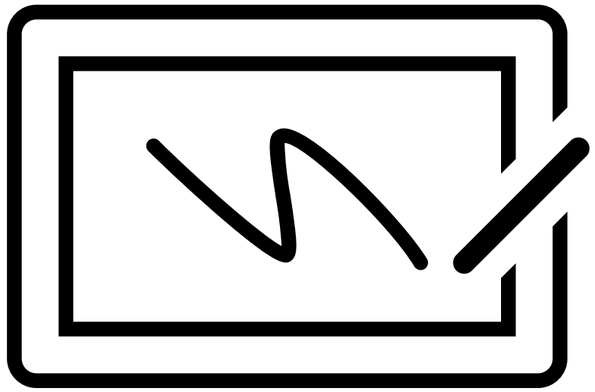
Practice with Learning Studies Stakeholder Management



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