



**SAXO  
BANK**



MY JOURNEY

DEVELOPER

ENTERPRISE ARCHITECT

WAYS OF WORKING LEAD

HEAD OF EA & CO-LEAD WOW



**Grady Booch** ✅ @Grady\_Booch · Jul 9, 2019  
"What is enterprise architecture?"

I think it's kind of like astrology for big companies, or homeopathy for bureaucratic organizations.

# Is Enterprise Architecture Completely Broken?



**Jason Bloomberg** Former Contributor ⓘ

Enterprise & Cloud

*I write and consult on digital transformation in the enterprise.*

---

<https://www.forbes.com/sites/jasonbloomberg/2014/07/11/is-enterprise-architecture-completely-broken/>

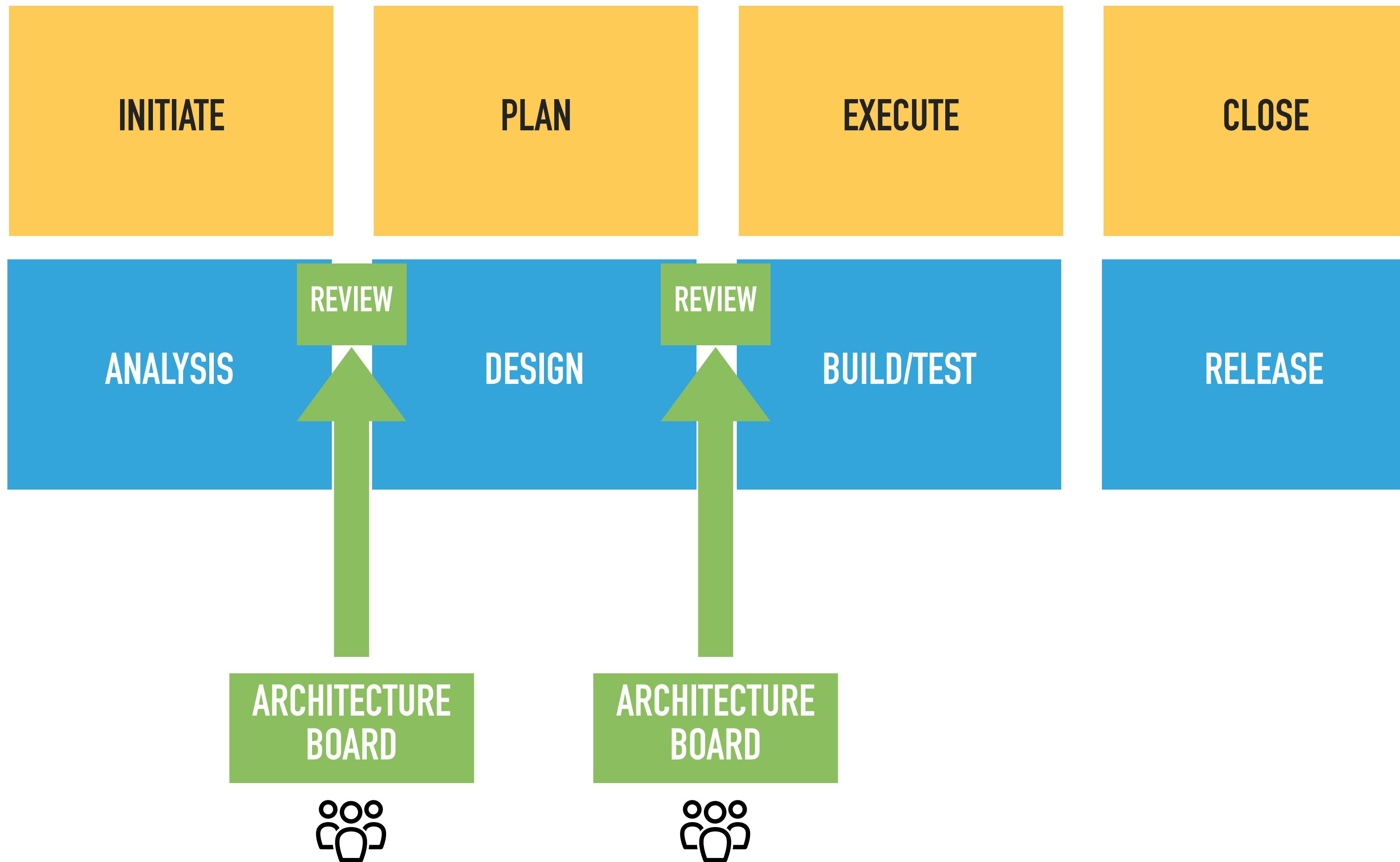
**ASTROLOGY?  
HOMEOPATHY?**

**WHAT ARE THE ALTERNATIVES?**

# #1: LAW

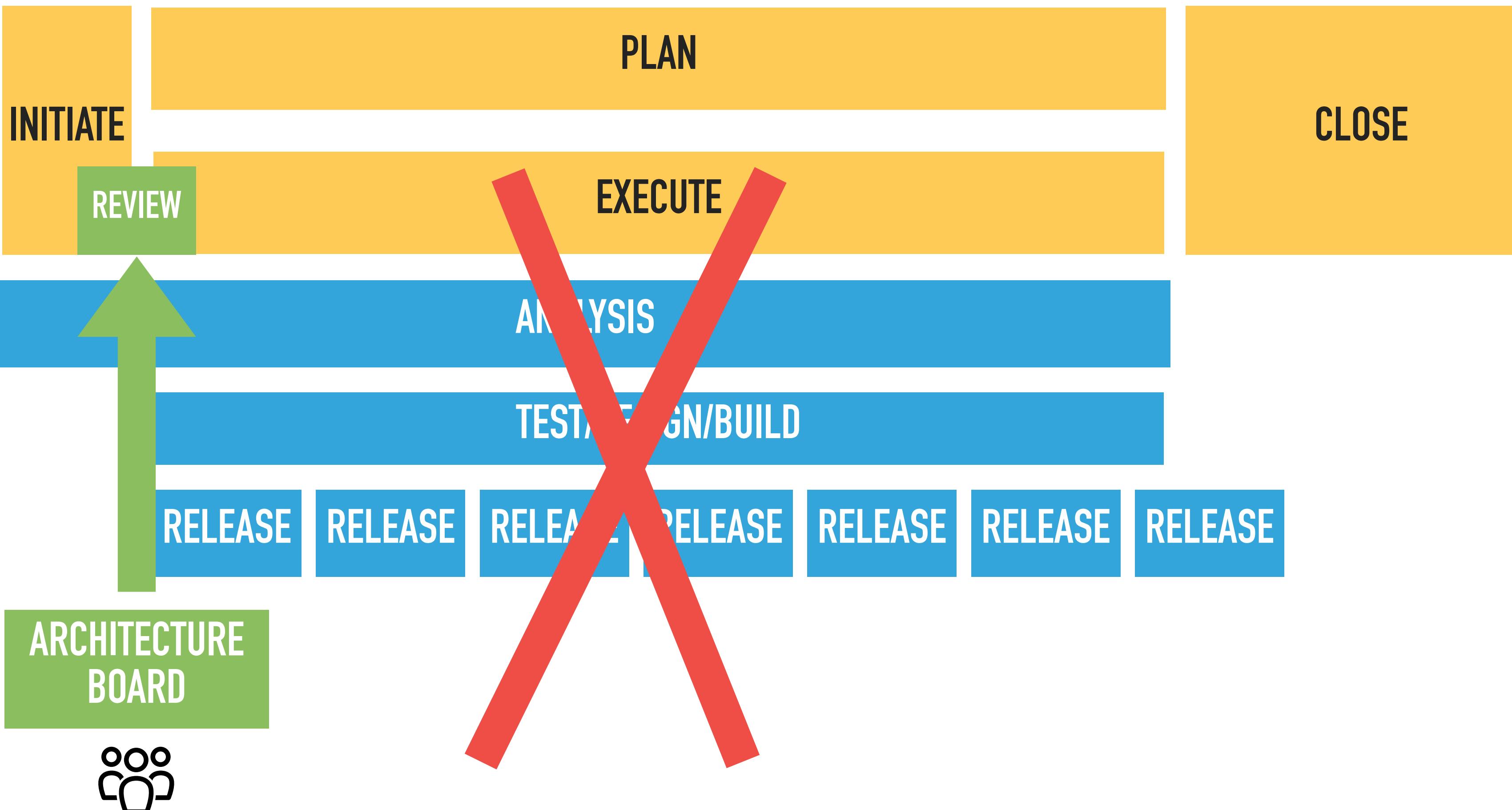
# ARCHITECTURE GOVERNANCE

WATERFALL / WAGILE / WATER-SCRUM-FALL / "HYBRID"



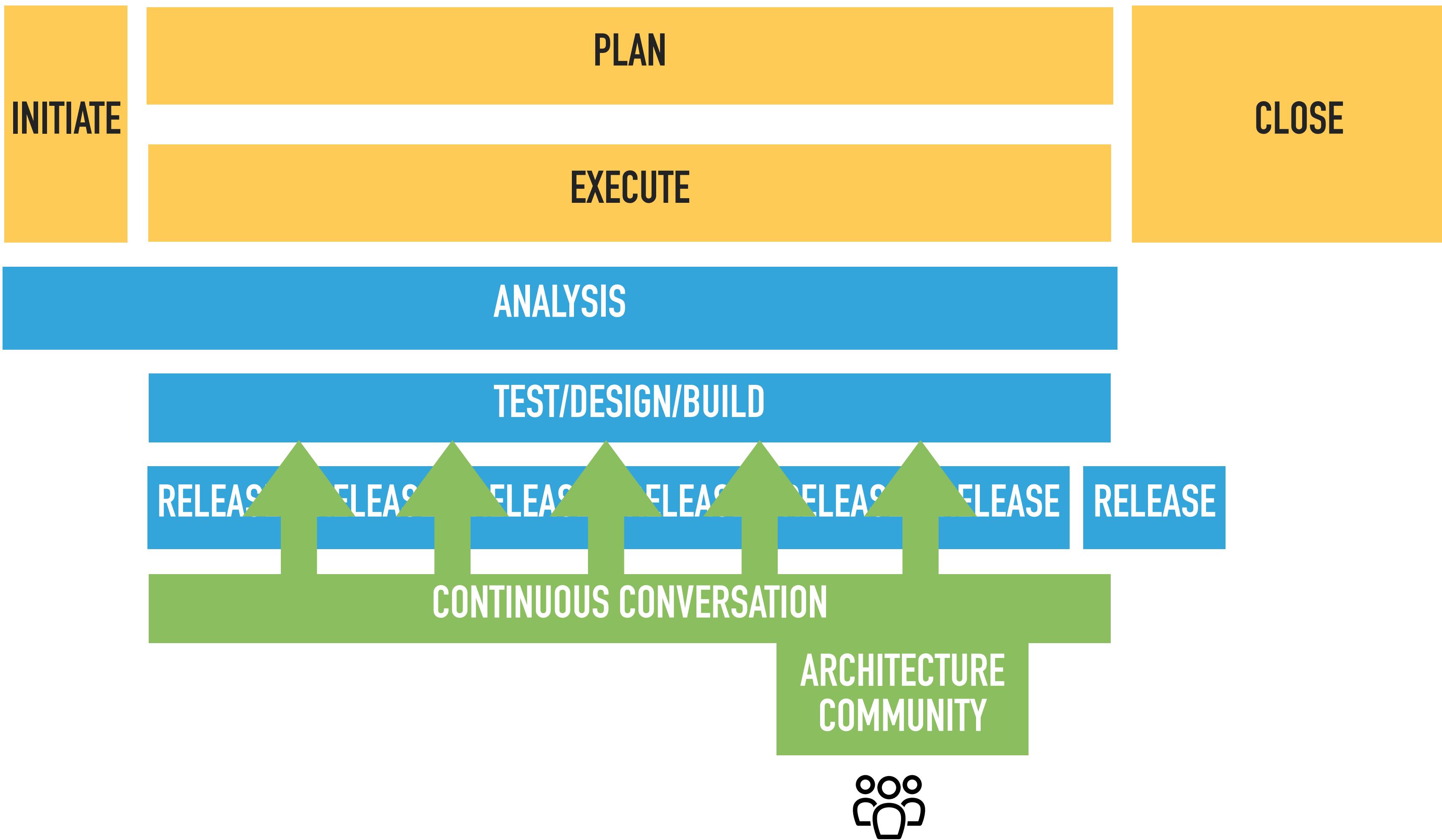
# ARCHITECTURE GOVERNANCE

AGILE / LEAN / DEVOPS / CONTINUOUS DELIVERY



# ARCHITECTURE GOVERNANCE

AGILE / LEAN / DEVOPS / CONTINUOUS DELIVERY



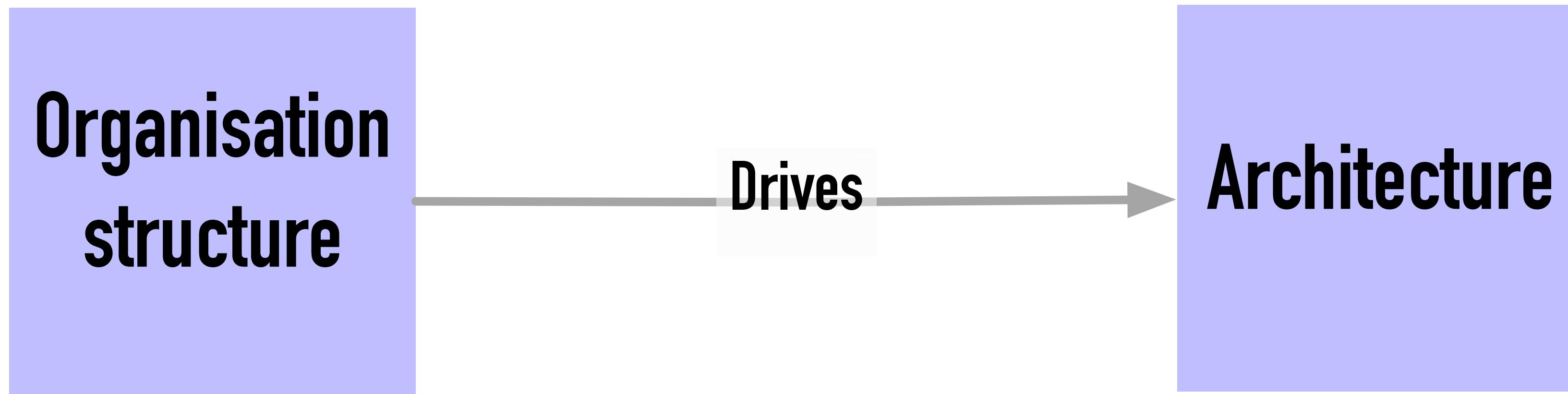
# #1: CONWAY'S LAW

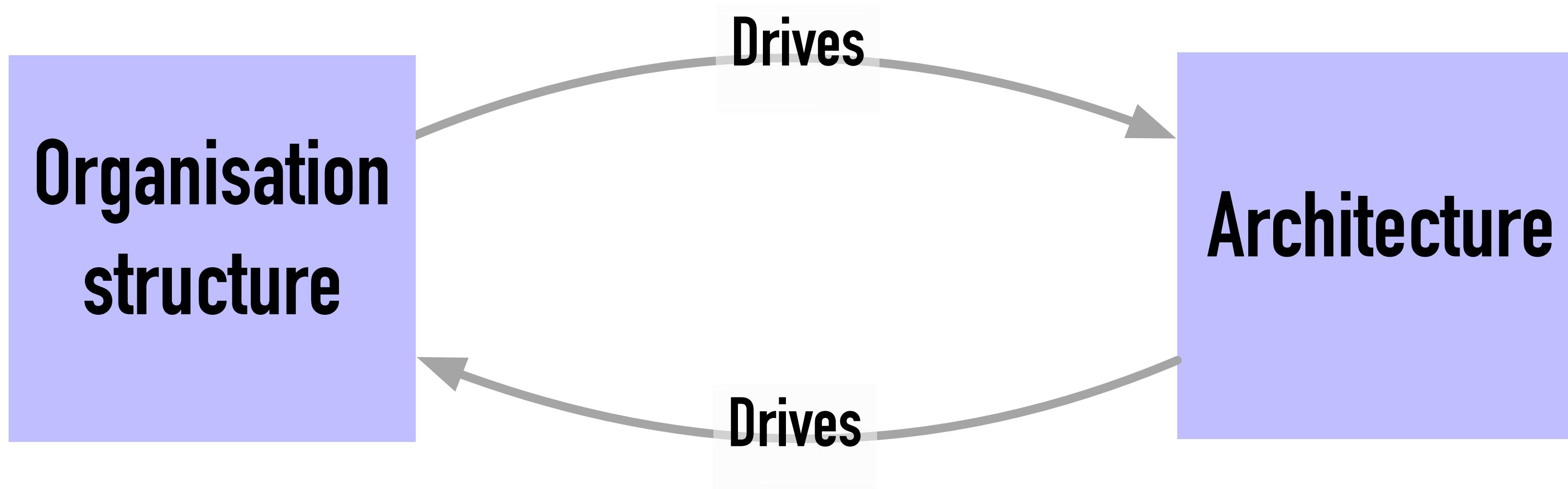
## **conclusion**

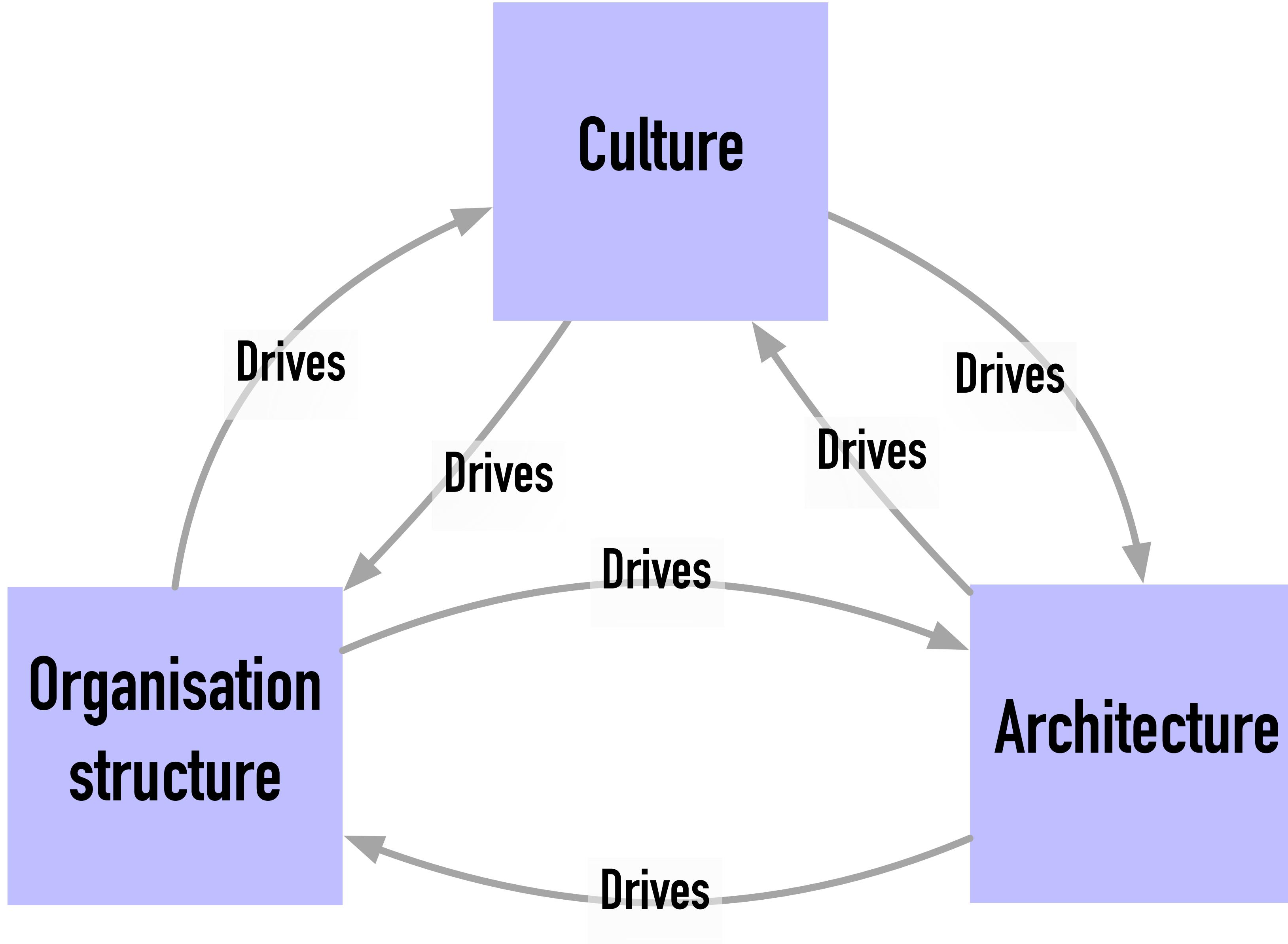
The basic thesis of this article is that organizations which design systems (in the broad sense used here) are constrained to produce designs which are copies of the communication structures of these organizations. We have seen that this fact has important implications for the management of system design. Primarily, we have found a criterion for the structuring of design organizations: a design effort should be organized according to the need for communication.

This criterion creates problems because the need to communicate at any time depends on the system concept in effect at that time. Because the design which occurs first is almost never the best possible, the prevailing system concept may need to change. Therefore, flexibility of organization is important to effective design.

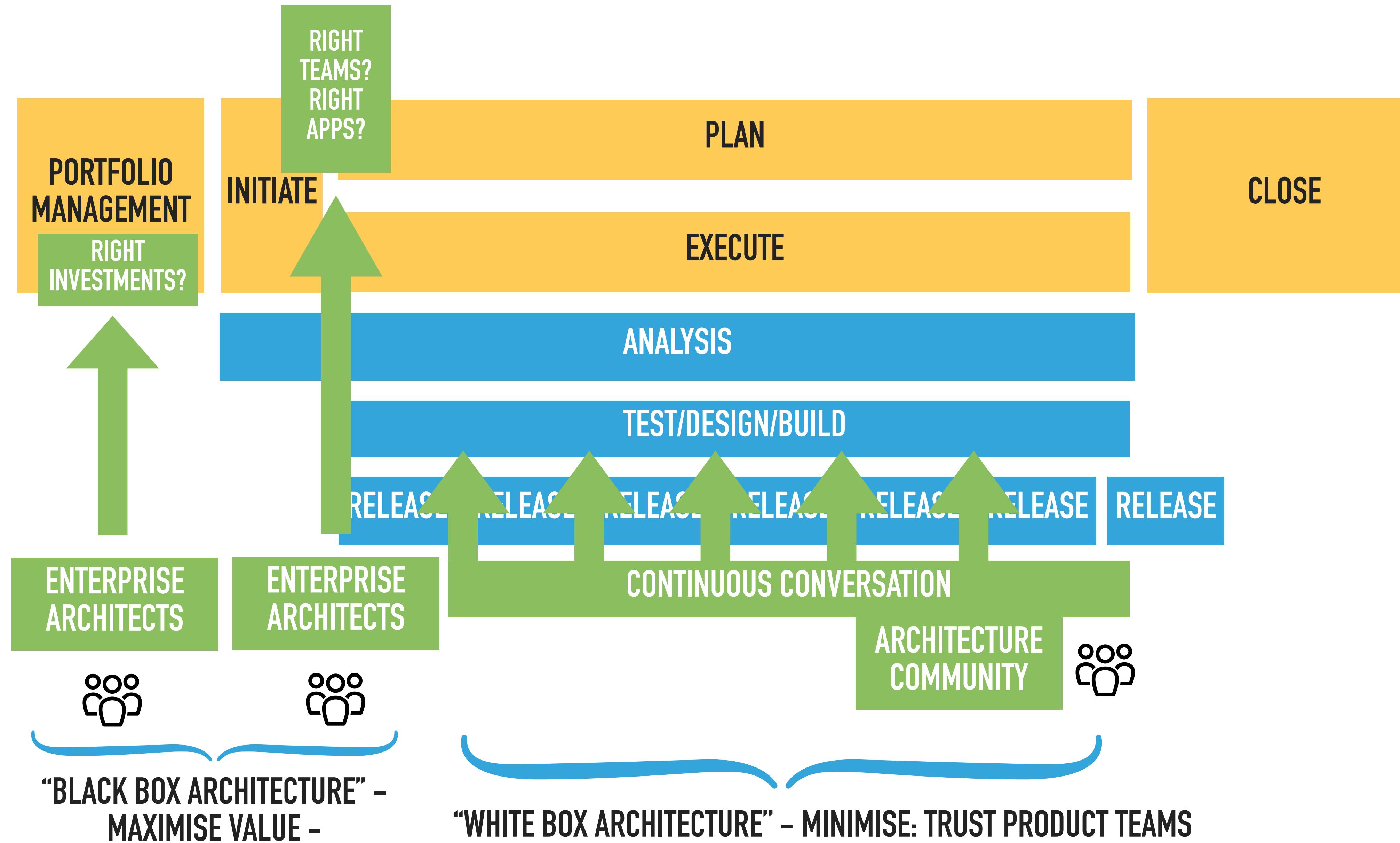
Ways must be found to reward design managers for keeping their organizations lean and flexible. There is need for a philosophy of system design management which is not based on the assumption that adding manpower simply adds to productivity. The development of such a philosophy promises to unearth basic questions about value of resources and techniques of communication which will need to be answered before our system-building technology can proceed with confidence. ■







# ARCHITECTING THE ENTERPRISE

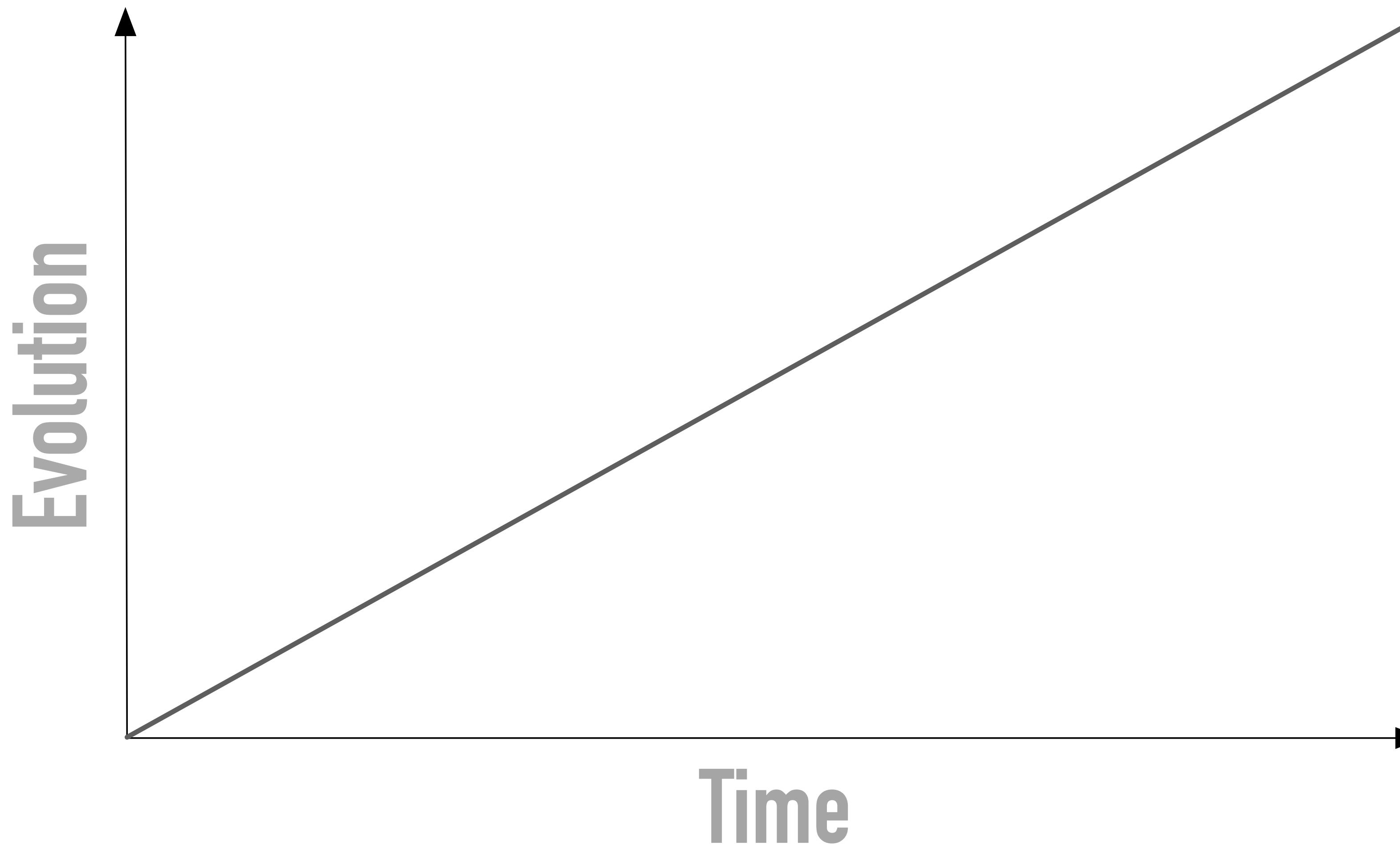




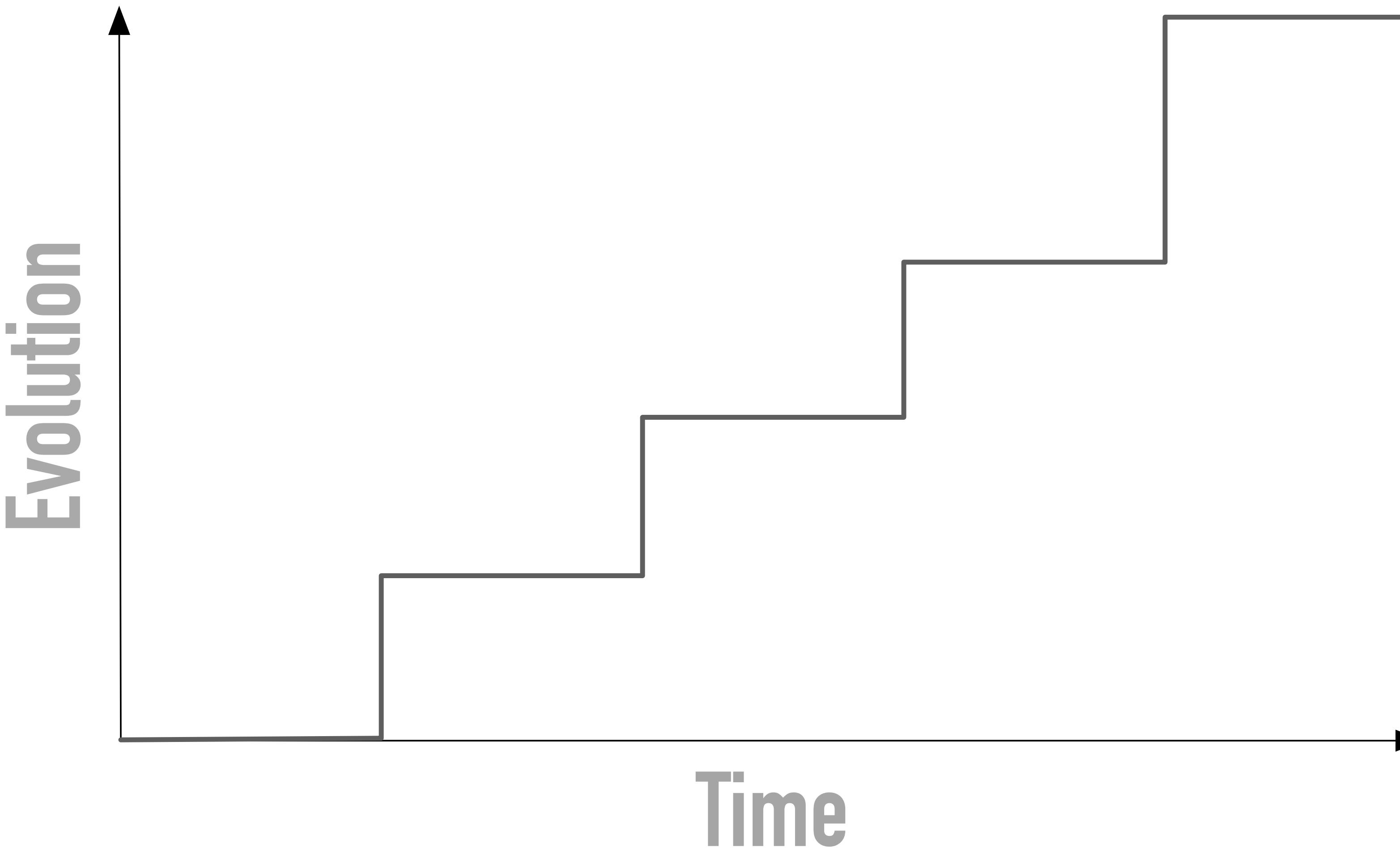
# #2: EVOLUTIONARY BIOLOGY

---

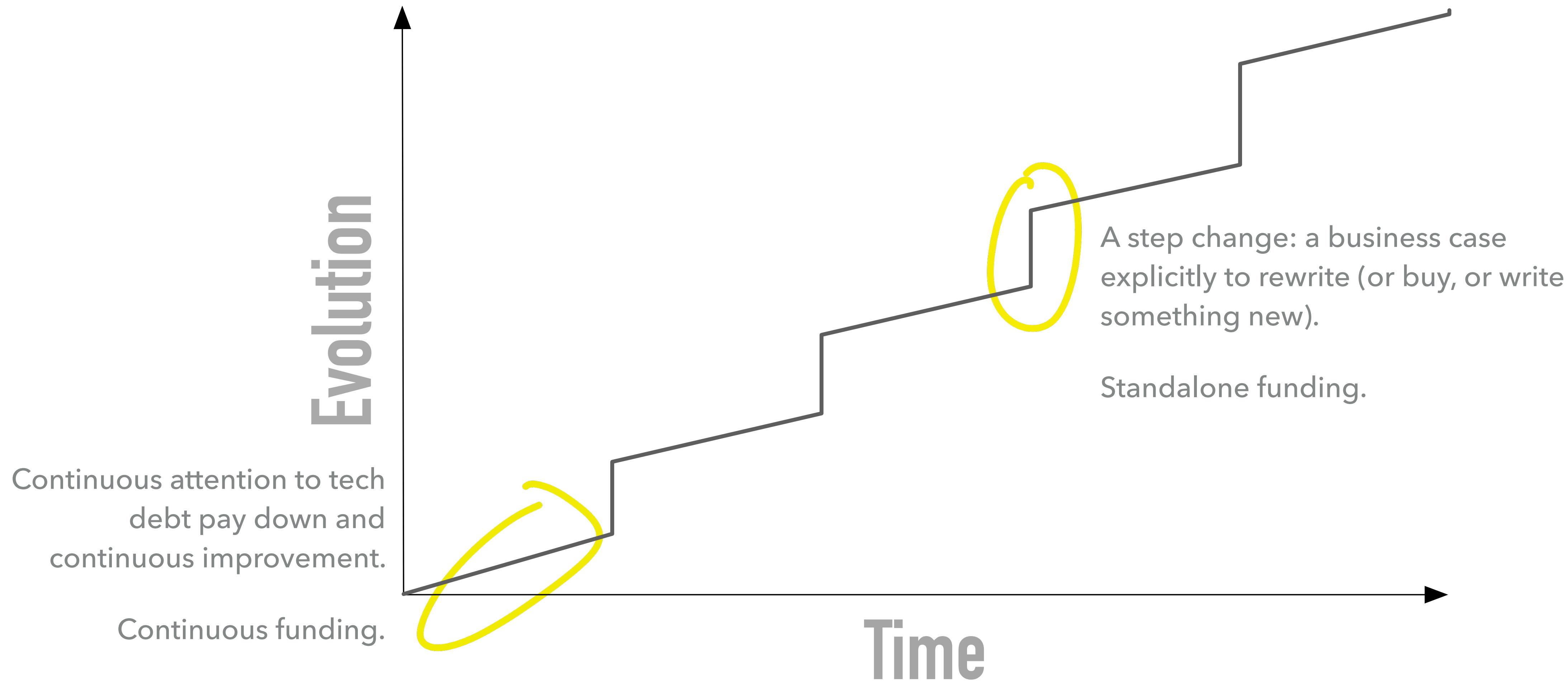
## THEORY #1: GRADUAL EVOLUTION



## THEORY #2: PUNCTUATED EQUILIBRIA



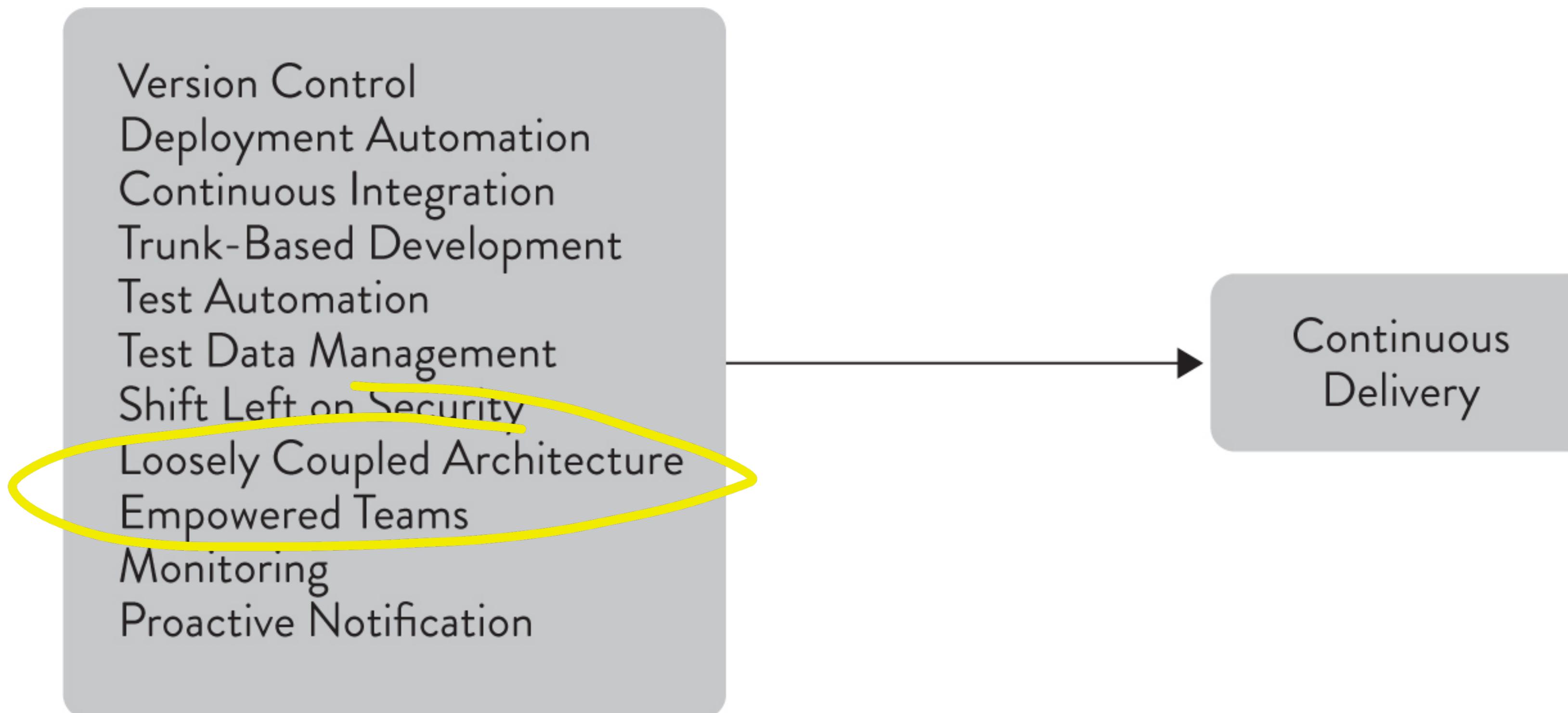
# RECONCILED - THEORY #1 + #2: PUNCTUATED GRADUALISM



A group of diverse individuals, both men and women, are gathered in a modern office environment. They are all looking towards a large screen or projection that displays a vibrant, abstract pattern of overlapping circles in various colors like orange, yellow, green, and blue. The people are dressed in professional attire, with some wearing ties and others in more casual business wear. The overall atmosphere appears to be one of a presentation or a team meeting focused on design or technology.

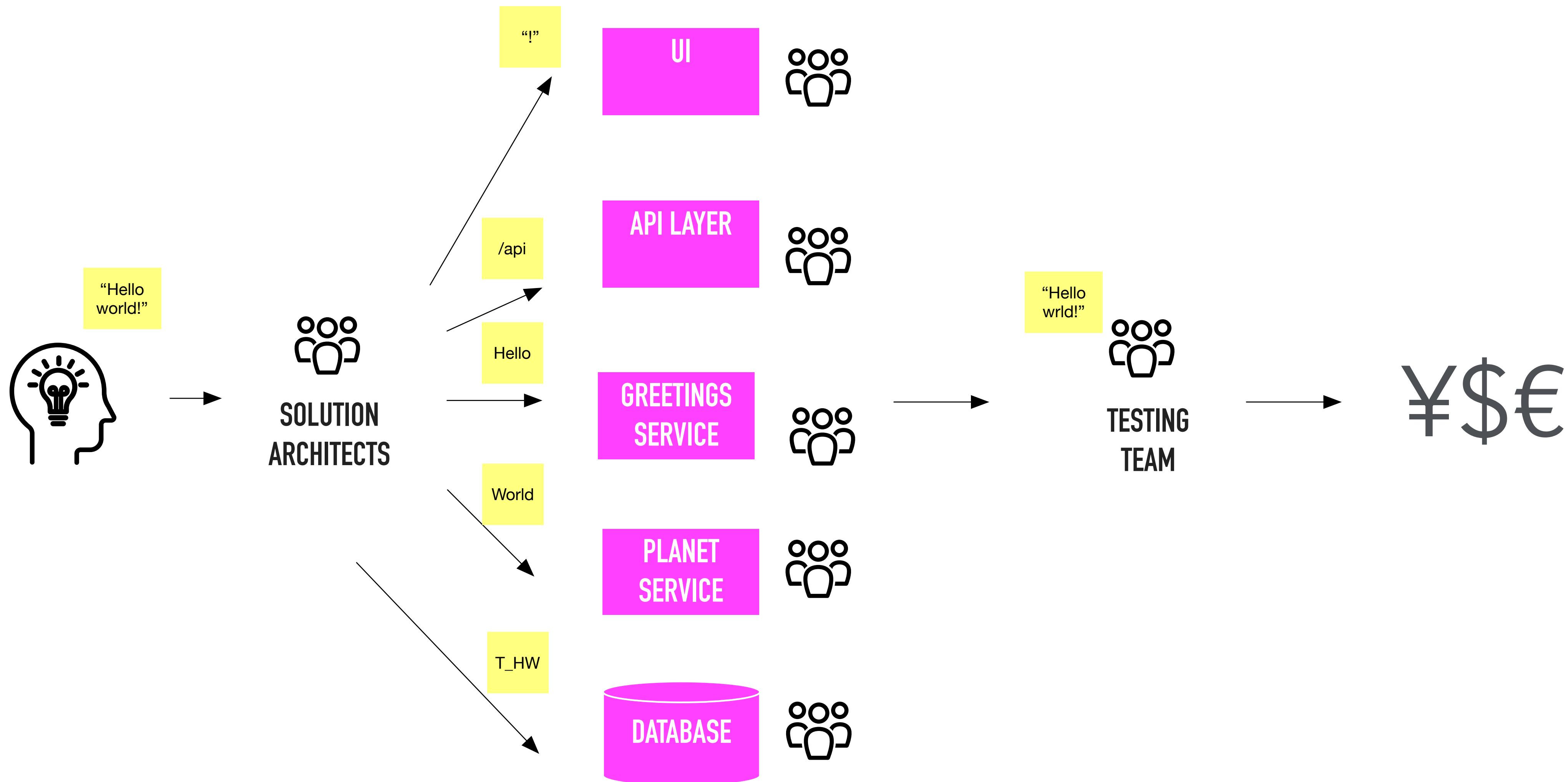
Continuous attention to technical excellence  
and good design enhances agility.

# DIRECTED EVOLUTIONARY ENTERPRISE ARCHITECTURE: WHAT ARE YOUR FITNESS FUNCTIONS?



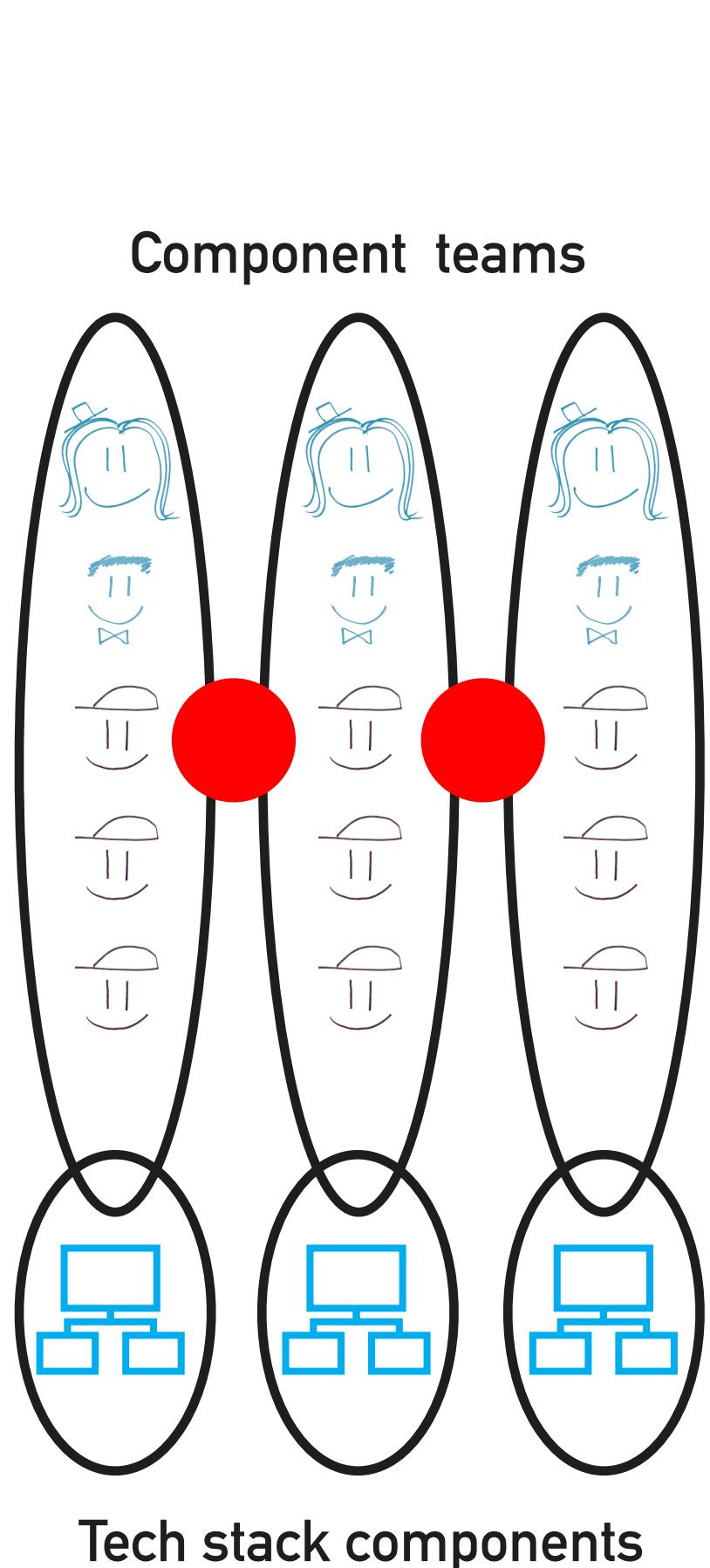


# “HELLO WORLD” WITH TIGHTLY COUPLED ARCHITECTURE & LOW EMPOWERMENT

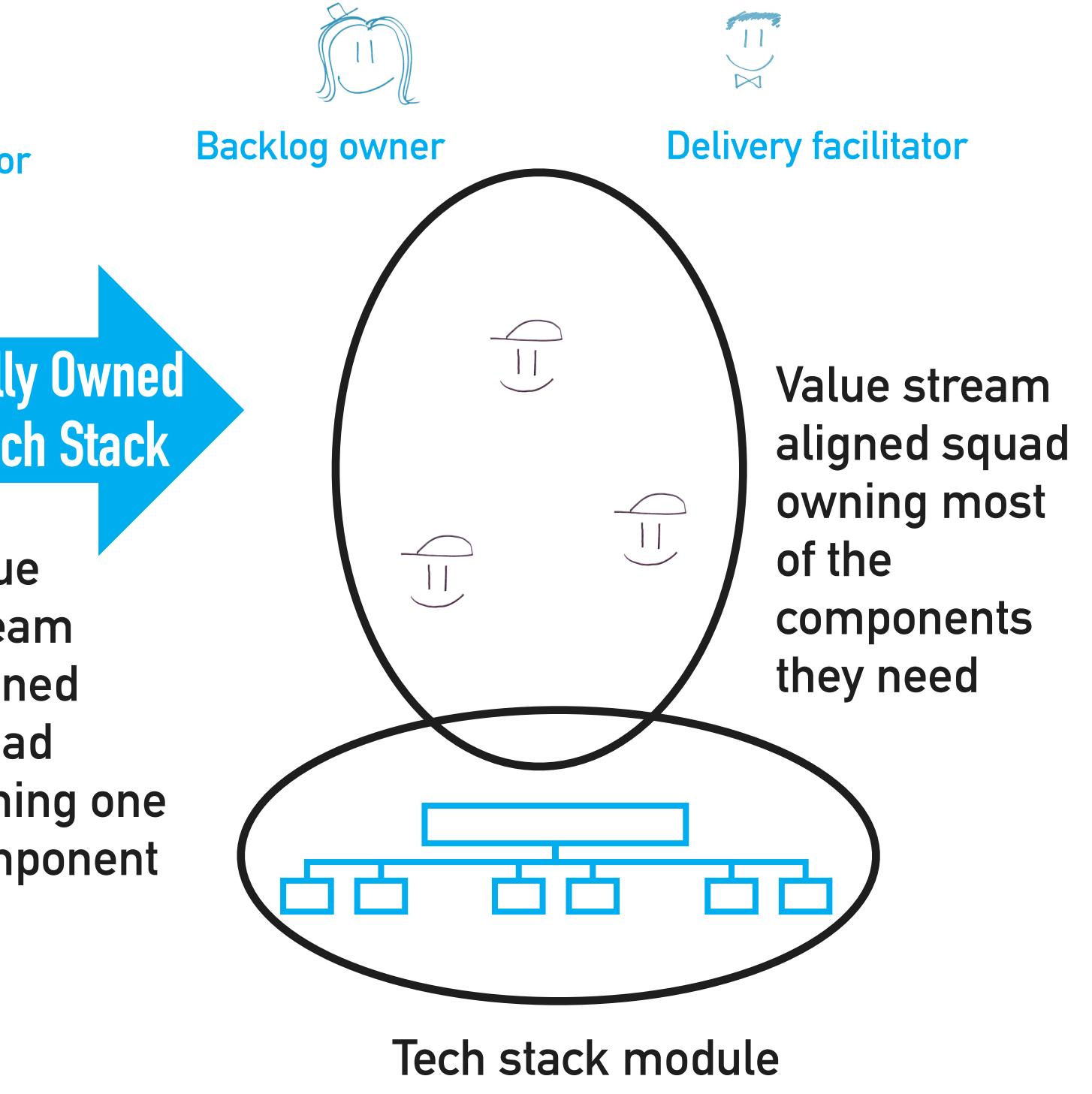
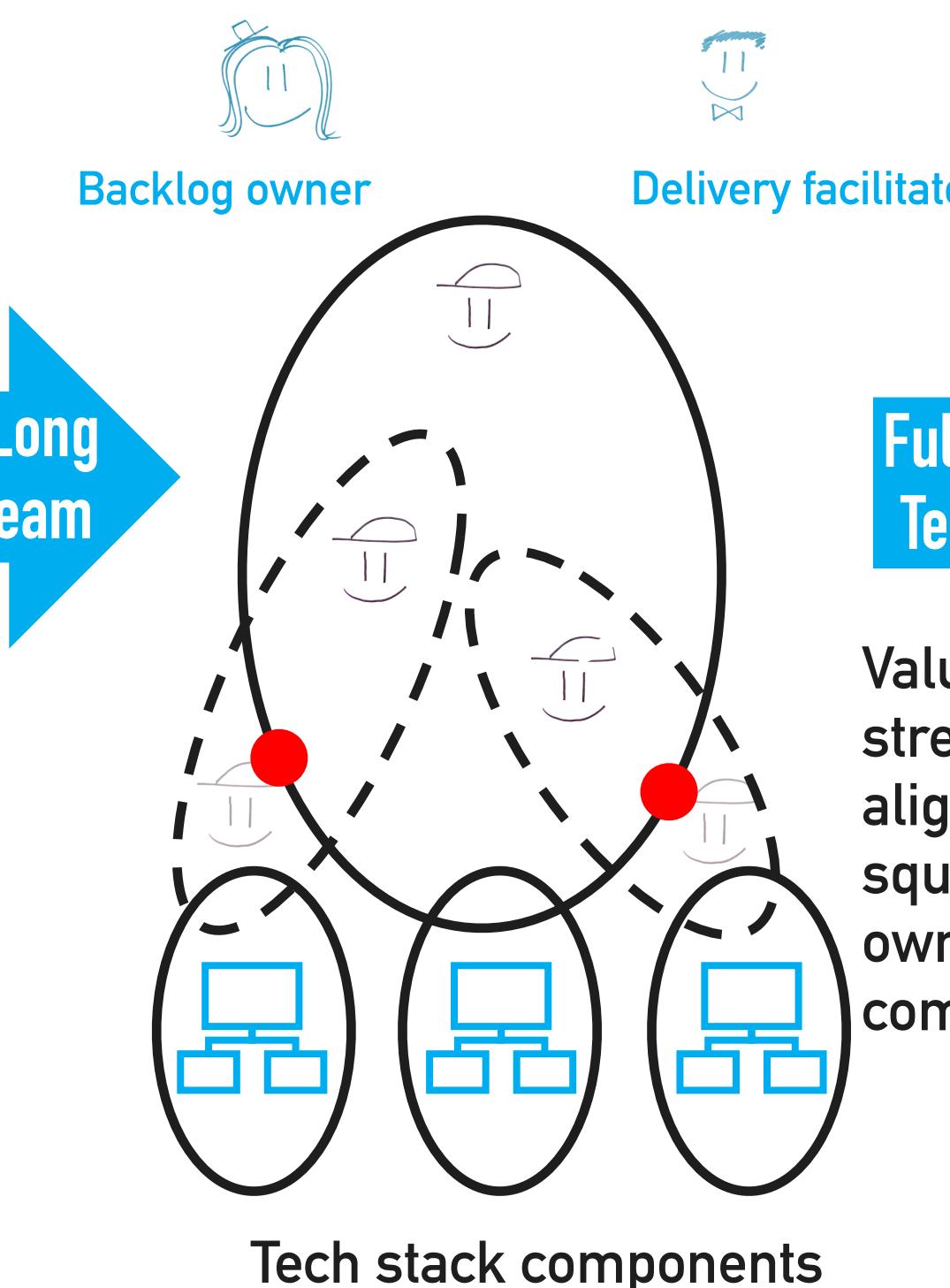
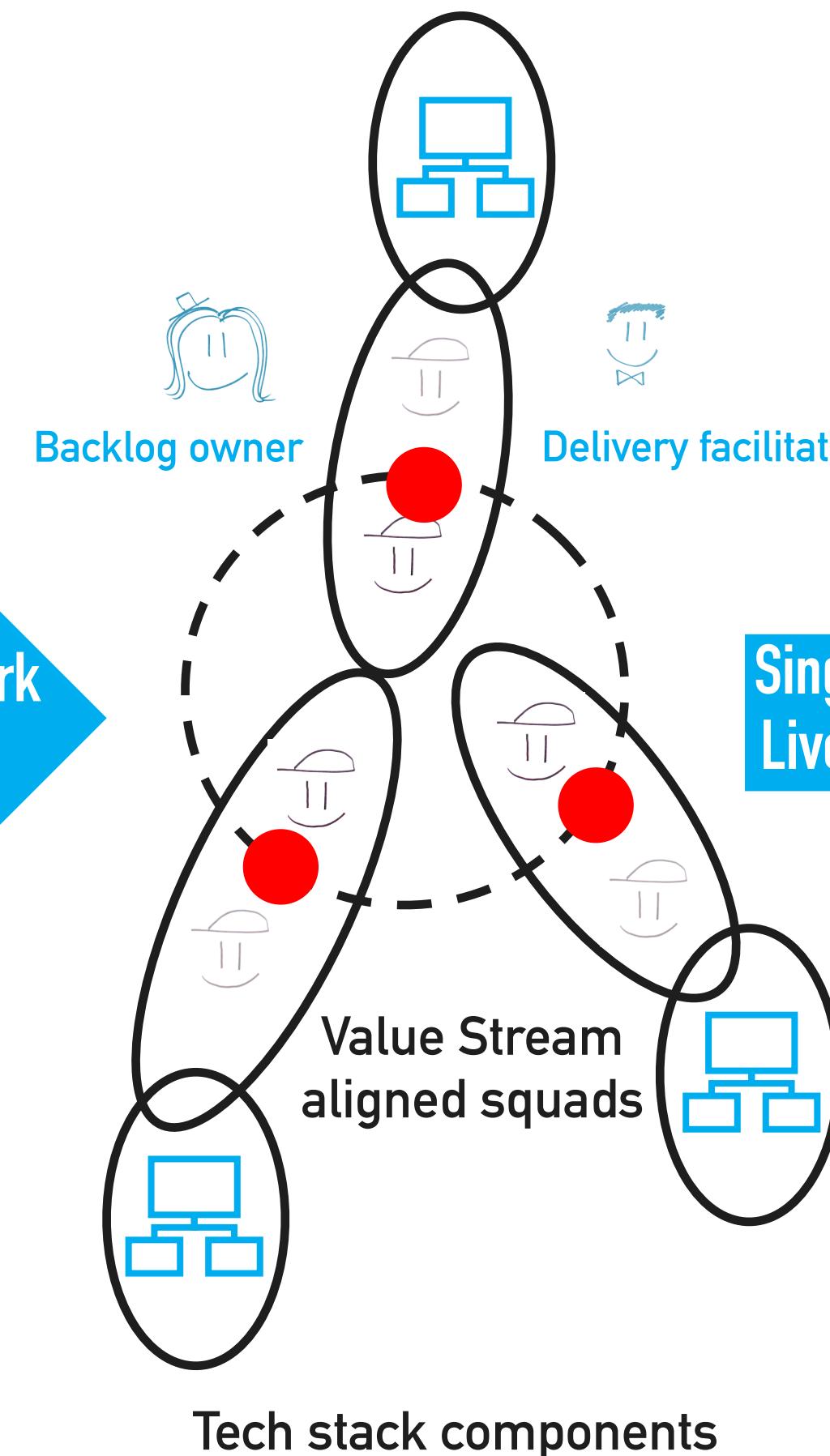


# EVOLVING TOWARDS LOOSE COUPLING & AUTONOMOUS TEAMS AT SAXO

As-Is situation for most Saxo Departments



Trading Squad within Trading Products aligned Tribe



Level of coordination overhead = size

Evolving organisation and architecture for significant efficiency gains | Multi-year journey – 3-5 years

# #3: TIGHTROPE WALKING

---

**EVERYTHING NEW IS  
BROKEN**

Jerry Weinberg

---

EVERYTHING OLD IS  
STUPID

Jessica Joy Kerr

# #4: HEALTHCARE



**Grady Booch**  @Grady\_Booch · Jul 9, 2019  
“What is enterprise architecture?”

I think it's kind of like astrology for big companies, or homeopathy for bureaucratic organizations.



**brenda m. michelson** @bmichelson · Aug 15, 2019

Replying to [@ruthmalan](#) [@Grady\\_Booch](#) and 2 others

I think a better question(s) is

“What should enterprise architecture be now; what is the major concern of an enterprise architecture practice?”

1

2

6

↑



**brenda m. michelson** @bmichelson · Aug 15, 2019



My drafty response is:

Ensuring the underlying health of the enterprise technology ecosystem, including systems, processes, services, platforms, products and people\*.

\*Especially the people. The way we practice corporate technology grinds down the people, degrading all we do.



Ensuring the underlying health of the enterprise technology ecosystem, including systems, processes, services, platforms, products and people\*.

---

**TRUTHFUL DATA PROVIDE EA WITH THE  
PULSE OF THE ENTERPRISE AND ITS  
ENVIRONMENT**

Ken Griesi

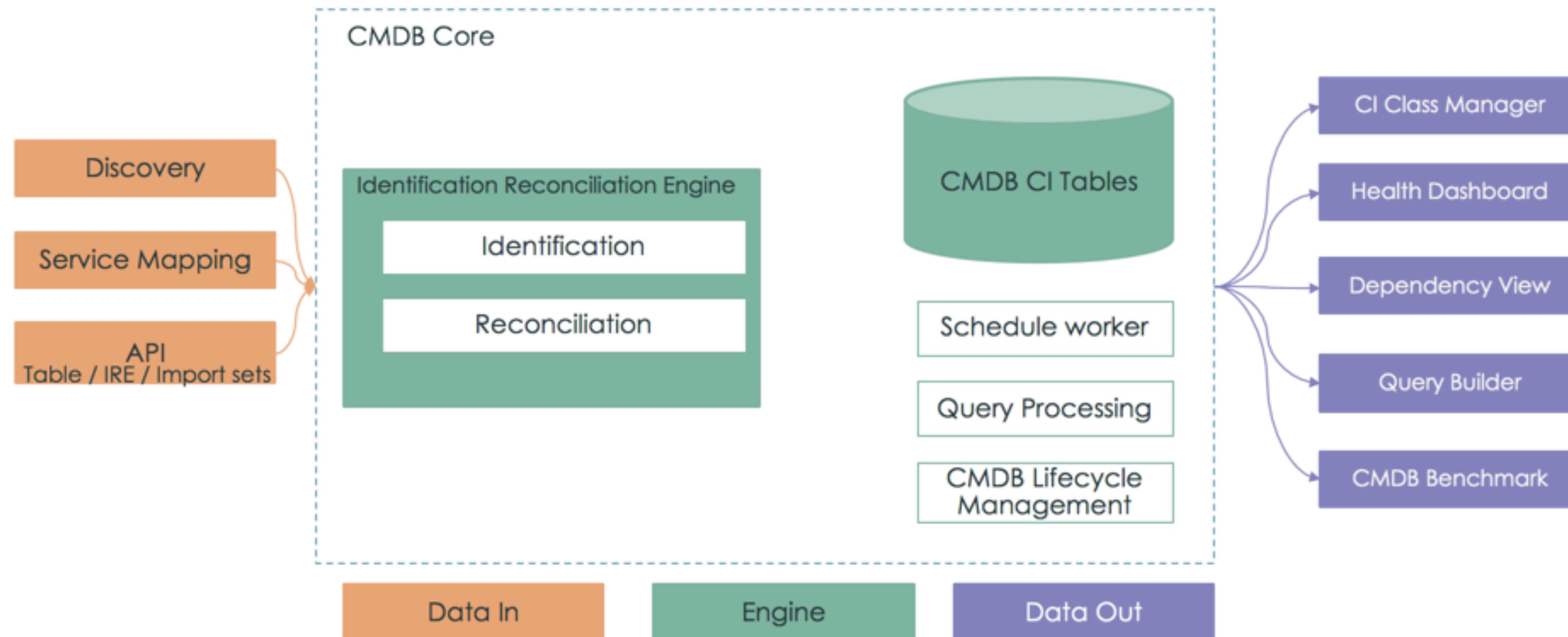
**DEVELOPMENT**

**TECHNOLOGY  
BUSINESS  
MANAGEMENT**

**ENTERPRISE  
ARCHITECTURE**

**OPERATIONS**

# THE CMDB IS YOUR FRIEND



<https://docs.servicenow.com/bundle/orlando-servicenow-platform/page/product/configuration-management/concept/cnfig-mgmt-and-cmdb.html>

---

THE THING I HAVE NOTICED IS WHEN  
THE ANECDOTES AND THE DATA DISAGREE,  
THE ANECDOTES ARE USUALLY RIGHT.

Jeff Bezos

# WHAT ARE YOU OPTIMISING FOR?

BETTER VALUE )

SOONER )

SAFER )

HAPPIER )

BALANCED

ENTERPRISE ARCHITECTURE IS DEAD

FROM

ONE OFF DESIGN REVIEWS

FOCUS ON GOVERNING WHAT'S  
INSIDE THE BOX

STANDARDS

PRIORITISING TOTAL COST OF  
OWNERSHIP

BUREAUCRACY

LONG LIVE ENTERPRISE ARCHITECTURE

TO

ONGOING CONVERSATIONS

FOCUS ON EVOLVING WHICH  
COMPONENTS & TEAMS

OUTCOMES

PRIORITISING SUSTAINABLY  
SAFE RAPID TIME TO MARKET

BETTER VALUE SOONER SAFER  
HAPPIER

**LONG LIVE ENTERPRISE  
ARCHITECTURE**

---

WE NEED TO STOP LOOKING AT I.T. DELIVERY IN  
TERMS OF PROJECTS...

...I'D LIKE TO SUGGEST THAT THE ENTERPRISE  
ARCHITECTS HAVE HAD IT RIGHT ALL ALONG.

Mark Schwartz, A Seat At The Table

EA

ENTERPRISE ARCHITECTURE

ECONOMIC ASSET\*

\*SEE DANIEL TERHORST-NORTH ON CODE AS A LIABILITY

# THANK YOU!



@SIROHRER

