Introducing Architecture Development Method



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Tom Wiseman's First Day @ WFBC



Ned Skipper CEO of WFBC



Key Points

- 1. Banking business /operating models are changing rapidly
- 2. Reliability of banking industry and its institutions are being questioned
- 3. Banking industry is exposed on multiple fronts to experimentation and innovation
- 4. New entrants including start-ups are leading the charge in creating new kinds of financial system intermediaries
- 5. The new market leader in the emerging scenario would be those who can be nimble and responsive to changes
- 6. Companies that can cater to the needs and aspirations of customers and have the insights and ability to innovate and invent the future will have a clear advantage



- 7. WFBC board has agreed on "Customer Centricity" and achieving this "through technology and innovation" as the bank's top directive
- 8. Bank also considers extending its services to the emerging markets
- 9. Cultural renovation, structural and process changes are being introduced to reinvigorate the WFBC workforce
- 10. Ned will catch-up with Tom in couple of weeks to see how he is progressing

Process Framework for Architecture Development

Enterprise Architects find it very productive and useful to collaborate within a well-defined process framework

Enables architecture development to be planned, executed and managed systematically

Preliminary Architecture vision Н Architecture **Business** Change Architecture Management Information Requirements mplementation Systems Governance Management Architecture Migration Technology **Planning** Architecture D Opportunities | & Solutions E

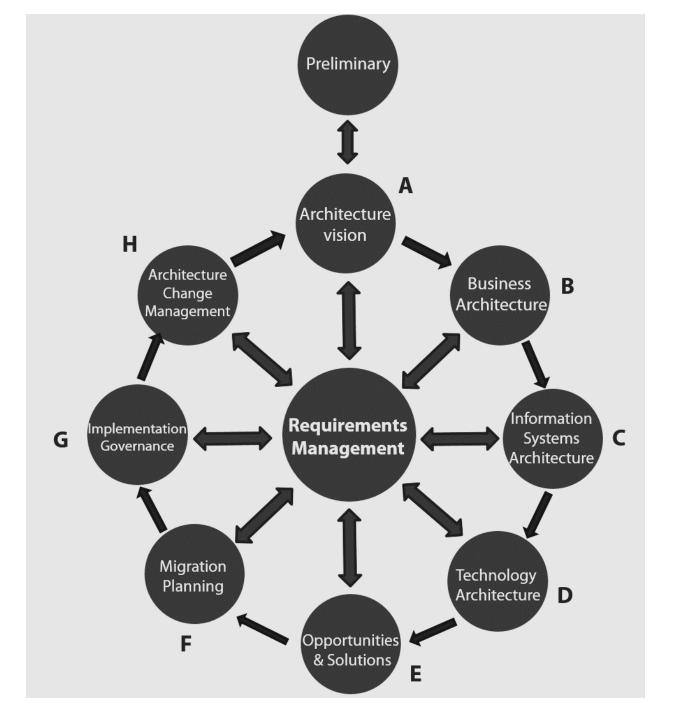
TOGAF Offers Architecture Development Method (ADM)

ADM provides guidelines to develop architecture at all levels of the enterprise

ADM is composed of a sequence of inter-related architecture development phases

There are 10 phases in all

The framework is not prescriptive, and encourages tailoring the ADM to suit the enterprise's context



ADM - Overview

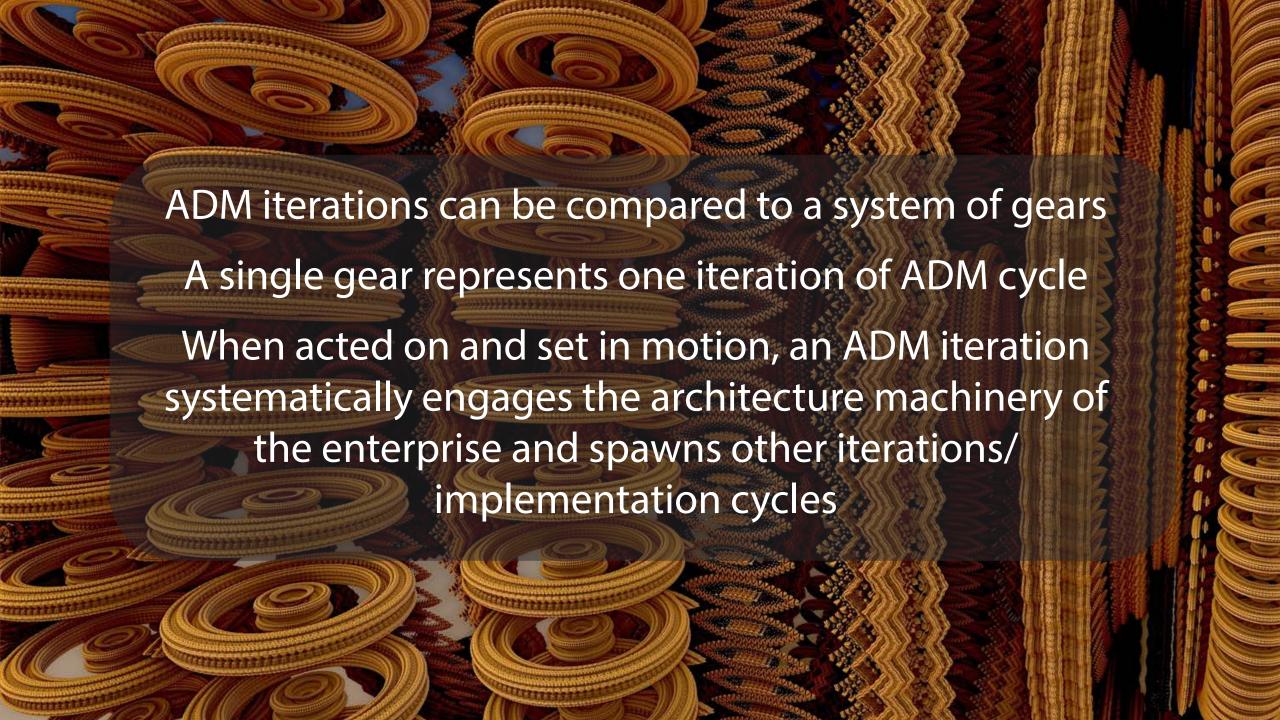
Not all iterations of ADM are expected to have all 10 phases

You may skip one or more phases to restrict the scope or to focus on certain aspects of architecture development

You may decide to switch the sequencing of the ADM phases

You may engage multiple ADM phases simultaneously

Scope of each iteration can be tailored to suit the context



Architecture Partitions





Segment 1

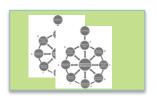












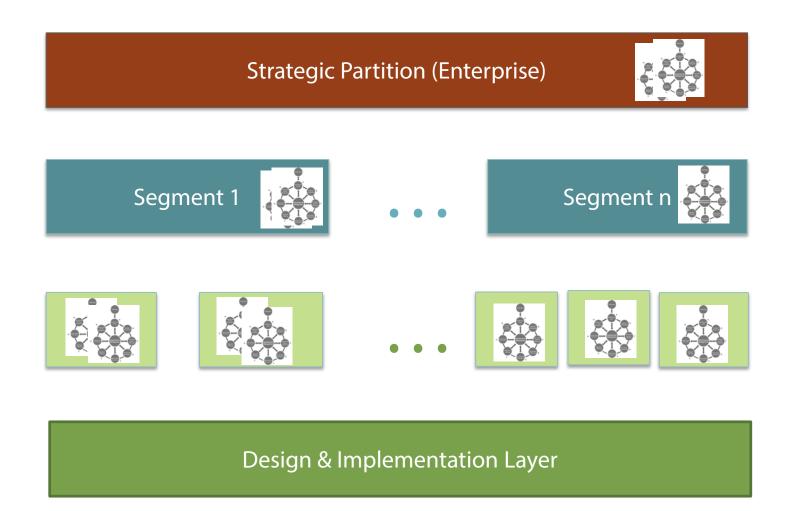






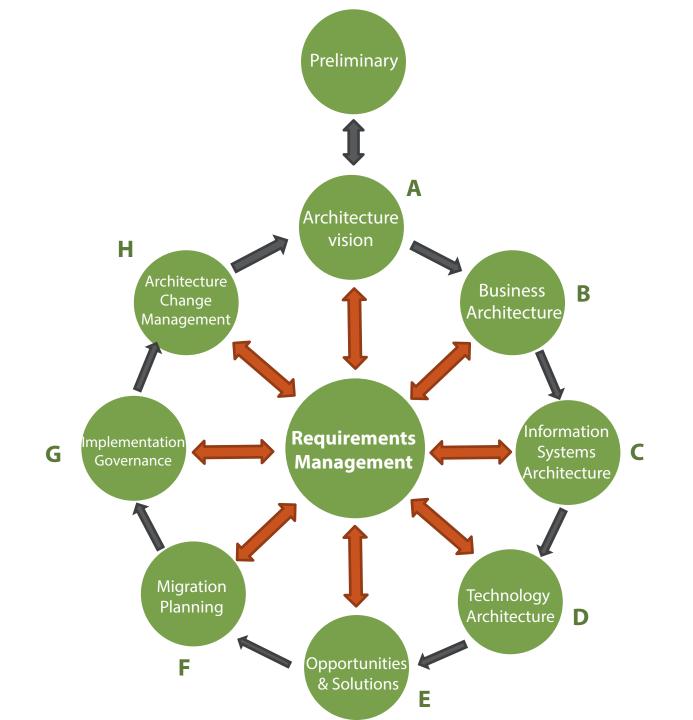


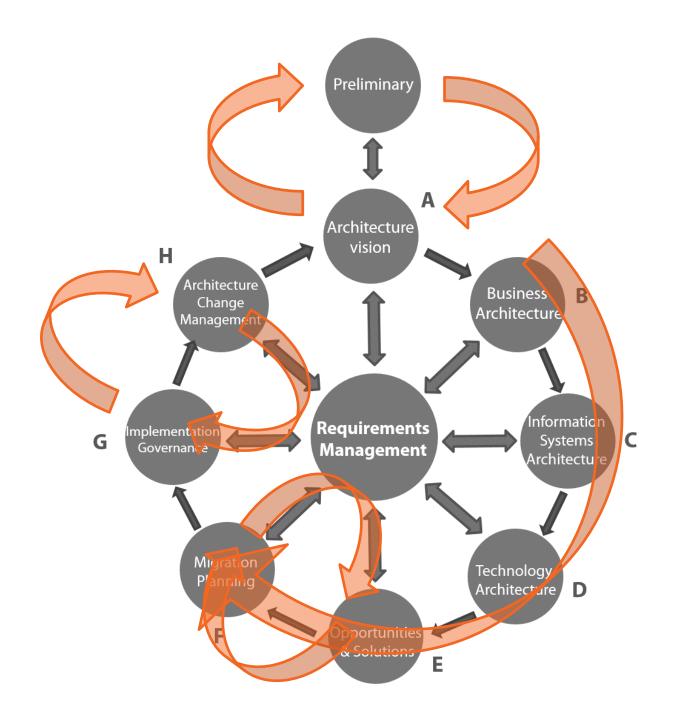
Architecture Fidelity Through ADM



Strategic Intent

Continuous Learning





ADM Iterations

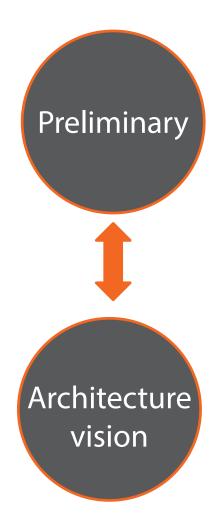
Architecture Capability Iteration

Architecture Development Iteration

Transition Planning Iteration

Architecture Governance Iteration

Architecture Capability Iteration



Architecture Capability Iteration

Spans the preliminary and vision phase of ADM

The need and scope for architecture work is established and validated

Vision for the desired target state is articulated

Principles and governance frameworks are established

Architecture team, accountabilities, handoff points, interfaces are identified



Four Key objective of preliminary phase are:

- 1. Establish context (i.e. the motivation/ drivers)
- 2. Establish scope of work and parts of the enterprise impacted
- 3. Tailoring the ADM, identify other enterprise frameworks to interface with (E.g. PRINCE2, ITIL etc.)
- 4. Identify the aspirational target state capabilities aimed by this work

Architecture principles to guide the work are identified Architecture team is identified and an initial view of governance framework is articulated

Request for Architecture Work – document is produced



The objectives of this phase are:

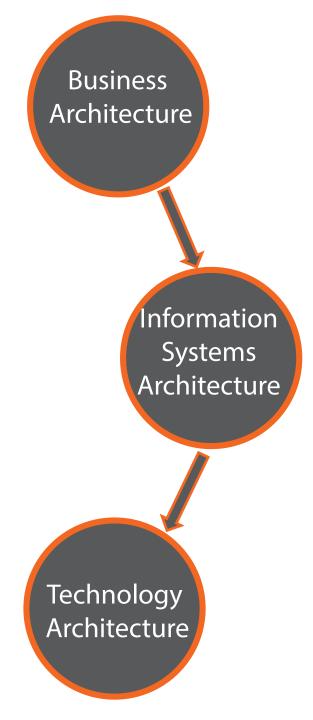
- 1. Define the overarching vision and the aspirational end-state capability
- 2. Validate the business context, drivers, scope, stakeholder concerns, business value etc.

Formal statement of architecture work

Agreed and endorsed by relevant stakeholders



Architecture Development Iteration



Architecture Development Iteration

Focuses on developing architecture through phases B, C and D

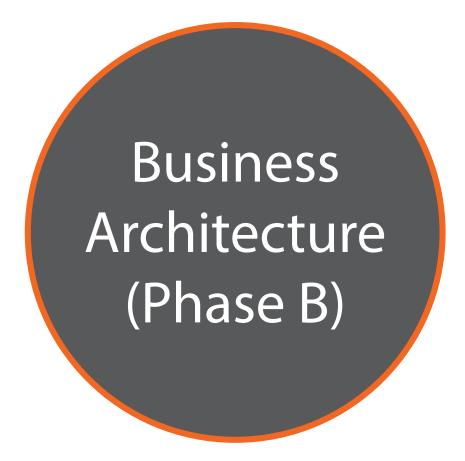
Develops architecture across Business, Data, Applications and Technology (BDAT) domains

All three phases use a 4 step process

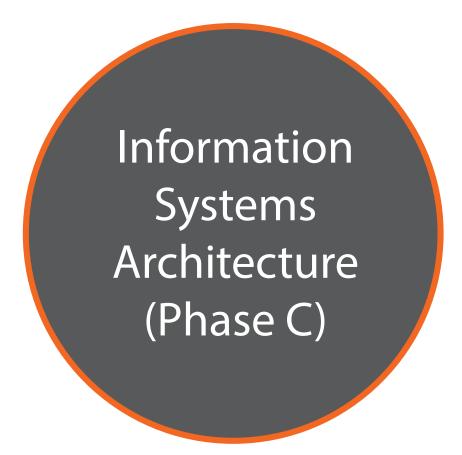
Understand the current state architecture Refine and validate target state architecture

Understand the gap between current and target state architecture

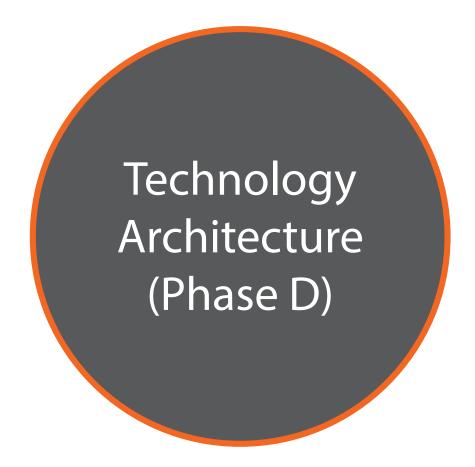
Create a pragmatic roadmap to transition from current state to target state







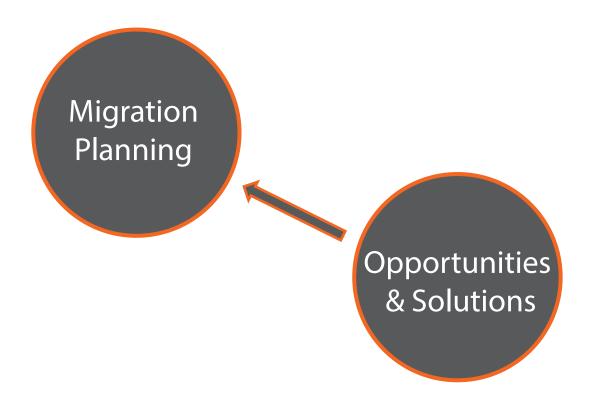






Transition Planning Iteration

Transition Planning Iteration



In some cases transition planning iteration is treated as part of architecture development iteration

This iteration focuses on tactical and strategic opportunities to realize architecture through enterprise initiatives

This enables effective hand off of the architecture to implementation teams





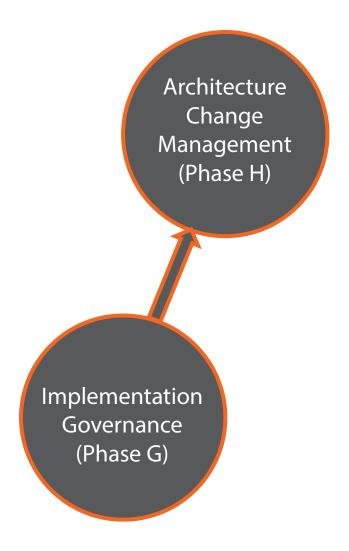
In this phase, architects collaborate with a variety of stakeholders to refine the architecture roadmap

This phase also works out the candidate work packages at a high level in preparation for the migration planning phase





Architecture Governance Iteration



Architecture Governance Iteration

The phases in this iteration run in parallel with implementation

Phase G is the architecture governance phase and it focuses on staying engaged with implementation to ensure conformance to architecture vision

Architects support trade-off decisions and choices in the course of implementation and this is the focus of phase H

To Recap



Quick overview of Architecture Development Method (ADM)

Standard iterations of ADM

We looked at each phase of ADM and at a high level what they achieve