# ADM - Capability Iteration

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# Strategic Themes

1. Building the digital foundation for the bank
2. Adopting a customer and value centric business model
3. Cultural renovation

Why Digital Foundation?

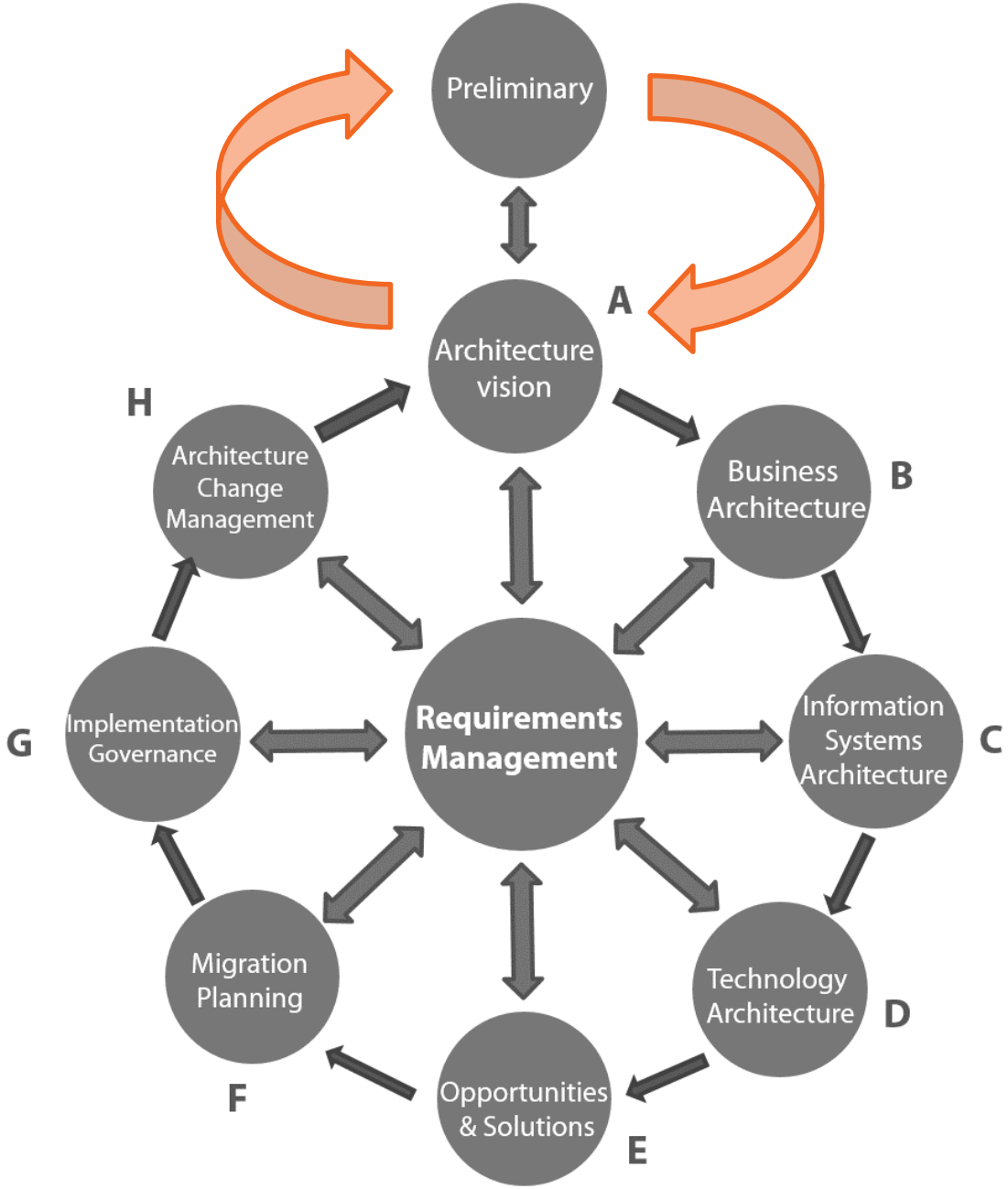
# On Customer and Value Centricity

Cultural Renovation

# Next Steps

Lisa seeks Tom's advice on establishing the Enterprise Architecture capability

Tom promises to come up with an initial approach shortly




# Capability Iteration

Overall objective of Capability Iteration of ADM is to kick-start architecture development process

Architecture capabilities include:

- Teams
- Stakeholders
- Roles
- Responsibilities
- Processes
- Principles
- Tools etc.

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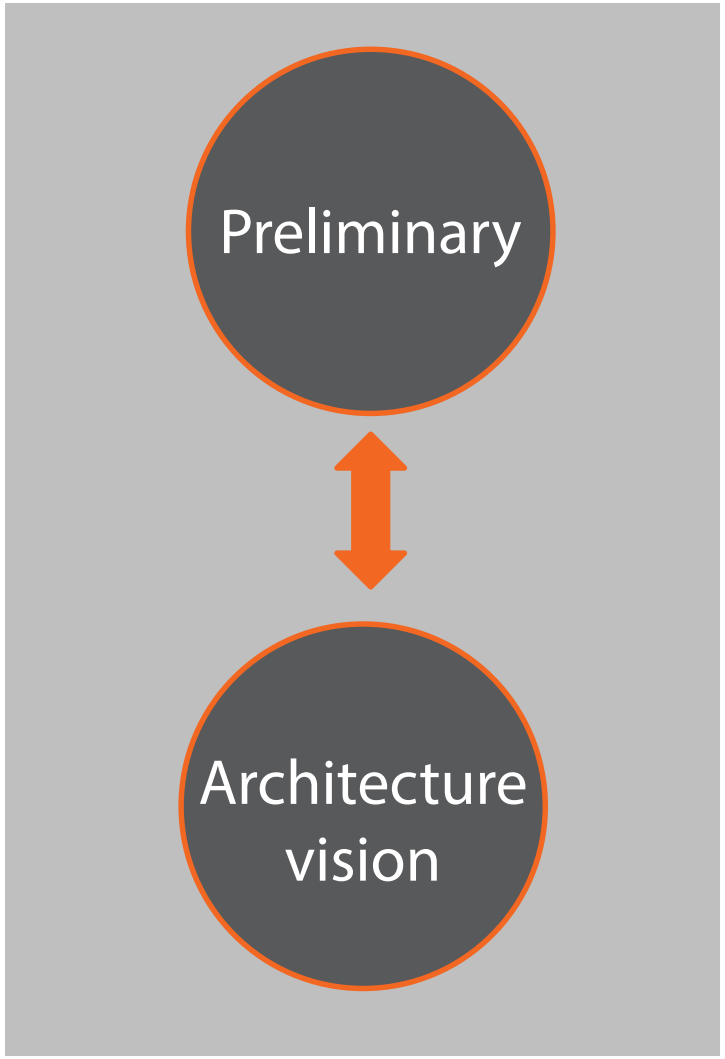
# Capability Iteration

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# Pattern Used for Each Phase

Objectives

Overall Approach

Techniques & Guidelines

Inputs & Outputs

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# Objectives of Preliminary Phase

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Form an initial view on where the enterprise desires to move to

Configure the architectural capability to enable the enterprise to get there

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# General Approach - Preliminary Phase

# Overall Approach

WHAT

- First Step is to identify business drivers for change
- Establishing high-level view of target state architecture
  Business, Data, Applications and Technology architecture domains (i.e. BDAT domains)
- Identifying the scope and impact
- Workout who the stakeholders are

HOW

- Workout how architecture capabilities need to be configured

# Configuring Architecture Capability

Establish team structure, responsibilities and accountabilities

Tailor TOGAF and plan ADM iterations

Adapt to other Enterprise Frameworks

Identify architecture principles

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# Establish Team Structure

A given architecture initiative typically require different skillsets

Different levels of engagement required at various stages

Team structure, responsibilities, accountabilities and availability need to be worked out

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# Tailor TOGAF & ADM

TOGAF actively encourages ADM to be tailored

Tailoring helps determine, number of iterations, scope of each iteration, expected outcomes of each

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# Adapt to Other Enterprise Frameworks

Architecture is inherently collaborative in nature

It is important to tailor TOGAF to other enterprise frameworks such as portfolio/ program/ change/ IT service management frameworks, etc.

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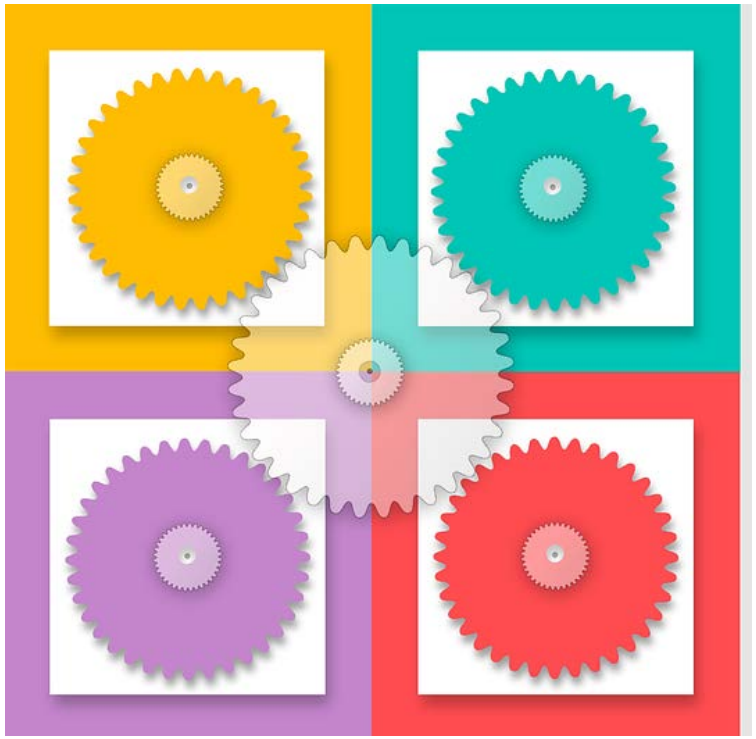
# Identify Enterprise Architecture Principles



Principles represent the framework of guidance within which architecture decisions are made

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# Techniques & Guidelines

# What are Enterprise Architecture Principles?

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# Enterprise Architecture

Architecture is the structure of components, their inter-relationships, and the principles and guidelines governing their design and evolution over time.

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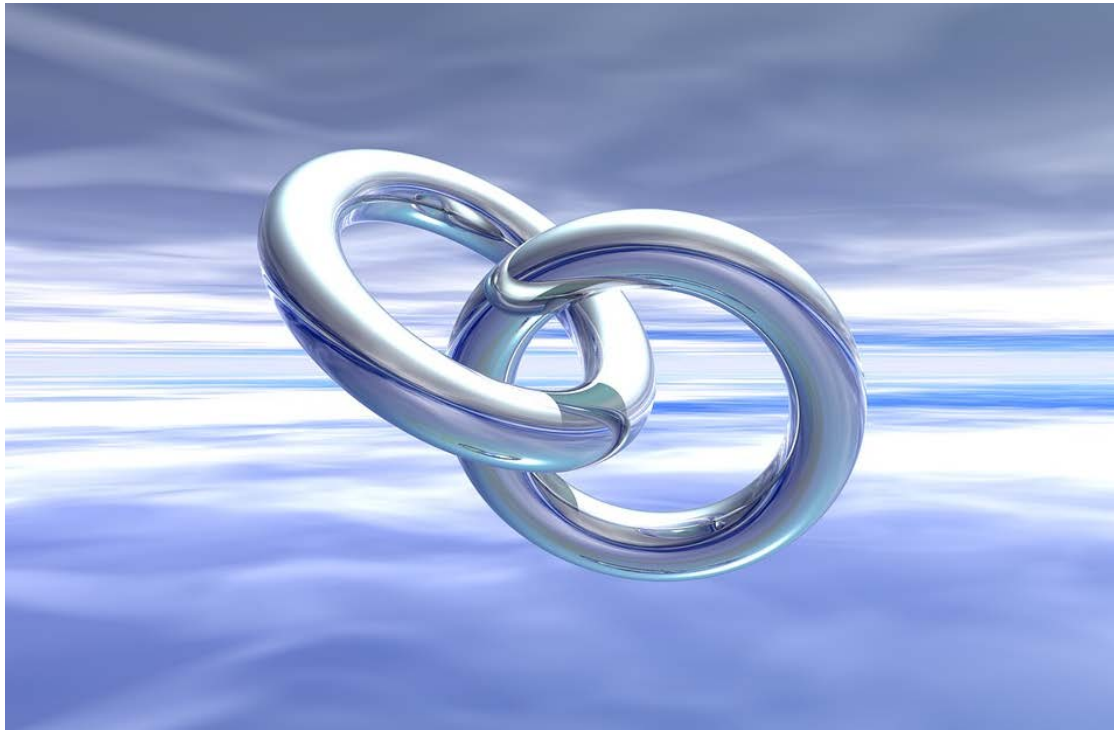
# Architecture Principles



Principles govern how the components of the architecture is put together and how this design is allowed to evolve over time

Principles constrains architectural choices

They have the net effect of increased order and consistency while simultaneously reducing complexity and cost

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# Who Authors Principles?

- Typically developed by enterprise architects
- Endorsed by key business stakeholders and the architecture board
- In early stages of introducing EA within an organization, the principles are arrived at through expert opinions and adopted from the industry
- Principles are enduring but need to be reviewed periodically

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# Template for Architecture Principle

| | |
|---|---|
| Principle Name | An unambiguous and a memorable name that captures the essence of the principle |
| Statement of the principle | Succinctly and clearly articulate the principle |
| Rationale | The part of the principle which describes the reason why the principle need to be employed |
| Implications | The part of the principle that clarifies the consequences |

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# An Example

| | |
|---|---|
| **Principle Name** | Adaptability and Flexibility |
| **Description** | Enterprise systems (both IT and non-IT systems) and their components are designed for adapting to change. Where the change could be an alteration in the enterprise's context as a result of a mix of one or more factors |
| **Rationale** | Adaptability and flexibility leads to greater responsiveness and enables the business to respond quickly to threats in its environment as well as leverage opportunities |
| **Implications** | **Business Architecture** should continuously explore opportunities in the internal and external value networks to innovate and add value<br>This implies negotiating new vendor contracts, standardizing external and internal interfaces<br>**Information systems** should progressively move towards loosely coupled portfolio of services and consider active use of API management platforms<br>**Infrastructure** should increasingly adopt hyper-convergence and cloud technologies<br>**Overall** although upfront investments will be required on infrastructure and new architecture initiatives, over time the adoption of this principle leads to greater agility |

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# Are Architecture Principles Set in Stone?

Principles evolve over time

Architects should determine the applicable principles for each initiative and offer their right interpretation in a given context

Principles may at times seem contradictory, and architects need to resolve and offer guidance towards making the right trade-off

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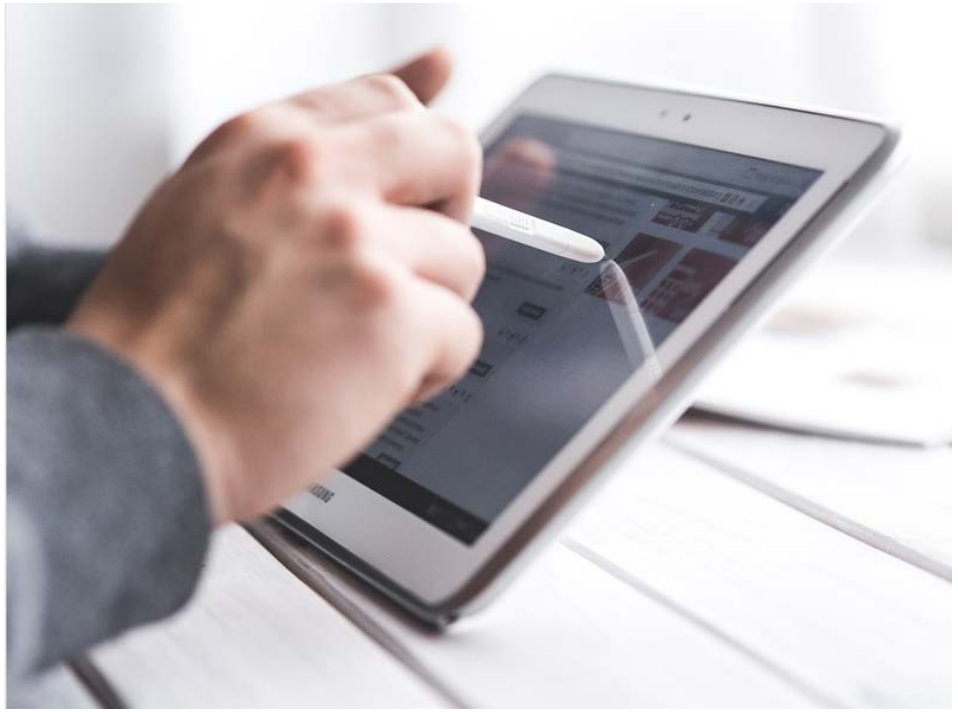
# Preliminary Phase – Inputs and Outputs

# Inputs



Strategic objectives of the business

Business drivers, goals and principles

Other enterprise frameworks

Organization structures

Any architecture frameworks previously used

Architecture principles

Any other architecture artefacts

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# Outputs

Request for Architecture Work

Enterprise's current context and need for architecture work

High-level view of desired target state architecture

EA organization model

Governance structure and process

Architecture principles and their interpretation

Tailored TOGAF framework

**Adapting other Enterprise frameworks**

**ADM iterations and their scope**

This deliverable is used as a tool to drive consensus

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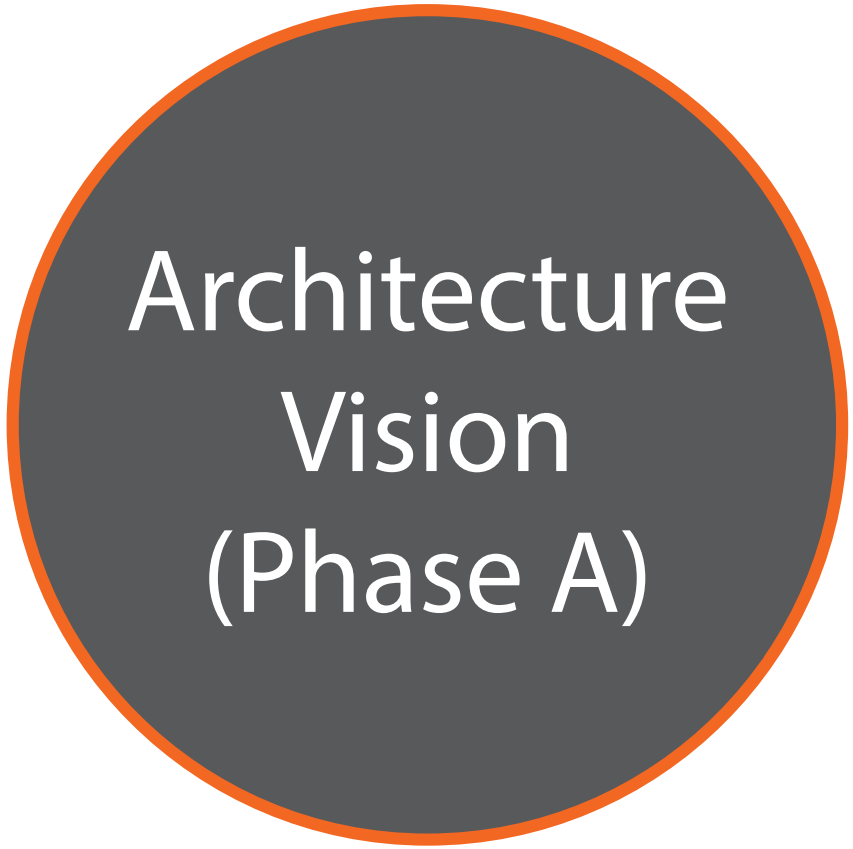


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# Objectives of Phase A

# Objectives of Phase A

Crystalizing on architecture vision

Obtain organizational buy-in to proceed with architecture effort

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# Overall Approach – Phase A

# Overall Approach

Validate business context and drivers for change

Establishing the value proposition
Demonstrate benefits
Identify risks, unknowns, issues and assumptions
Identify architectural constraints
Evaluate business readiness as viewed from cultural, moral, regulatory and ethical perspectives

Refine and clarify scope, impact and stakeholder engagements

Refine the view on high level target state to be achieved

Identify success criteria, metrics and KPIs

Create Architecture Vision and Statement of Architecture Work deliverables

# Techniques & Guidelines

# Scenario Planning

Introduced by Herman Khan in US and Gaston Berger et al. in France

It was first adopted for business scenarios by Royal Dutch Shell in 1965

According to a HBR article titled “Living in Futures” about 65 to 70% of large organizations use scenario planning

Applied to strategy formulation

Also applied to innovation, risk management, and leadership development

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# Its Not About Predicting Future

Obtaining deeper insights and organizational awareness

Avoids the flaw of repeatedly planning for a future that is expected to look like today

It encourages,

Preparing for alternate futures
Challenging the comfortable expectations
Treating disagreements as assets

It offers a safe space for planners to acknowledge uncertainties and discuss plausible realities that the enterprise needs to face

# Scenario Planning and Enterprise Architecture

Enterprise architecture is a forward looking function

Business led EA is closely tied to strategy formulation and execution

TOGAF encourages the use of scenario planning for architecture development

It encourages use of scenario planning in all ADM phases with emphasis on A & B

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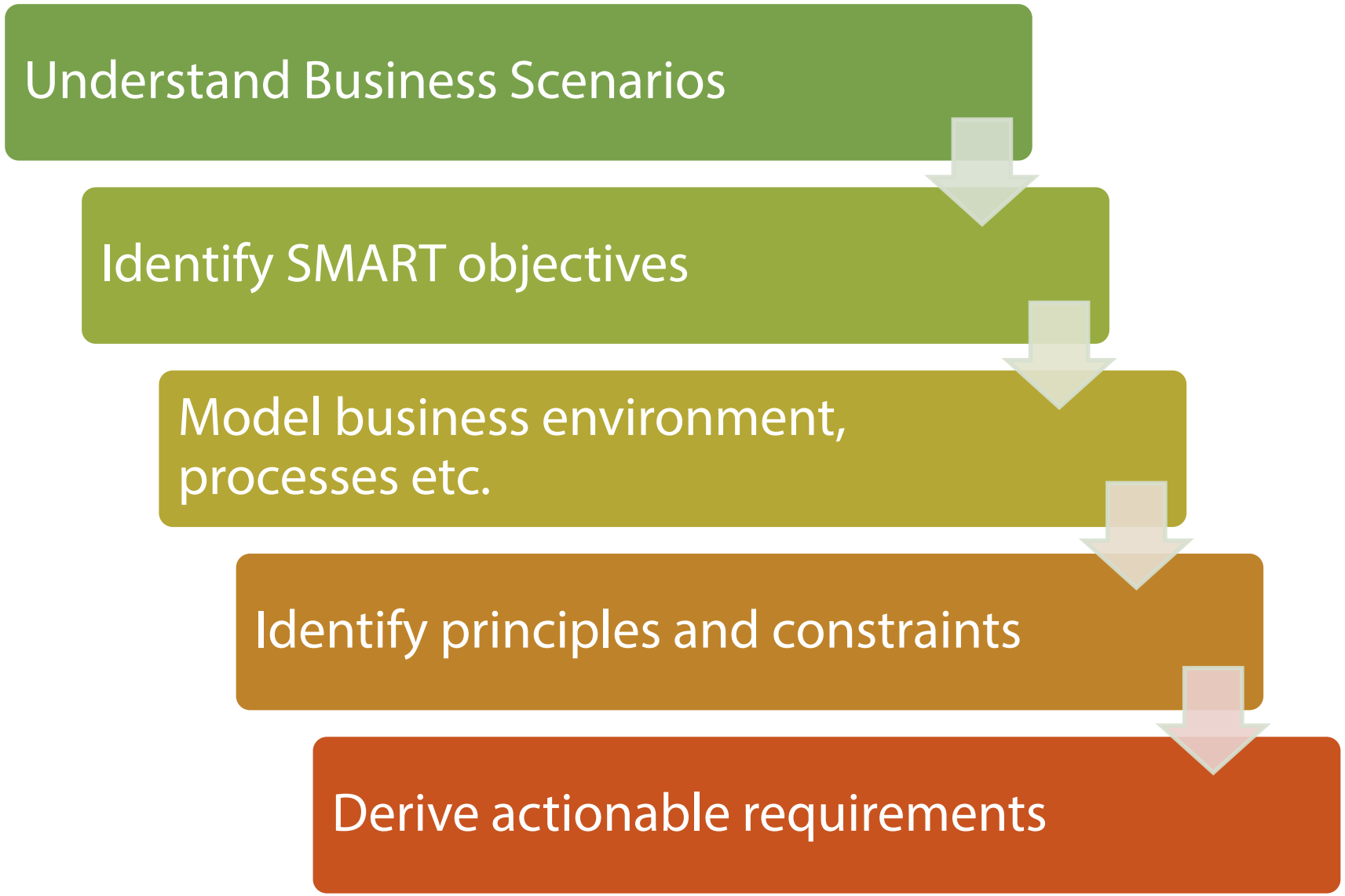
# Merging Scenario Planning and Architecture Development

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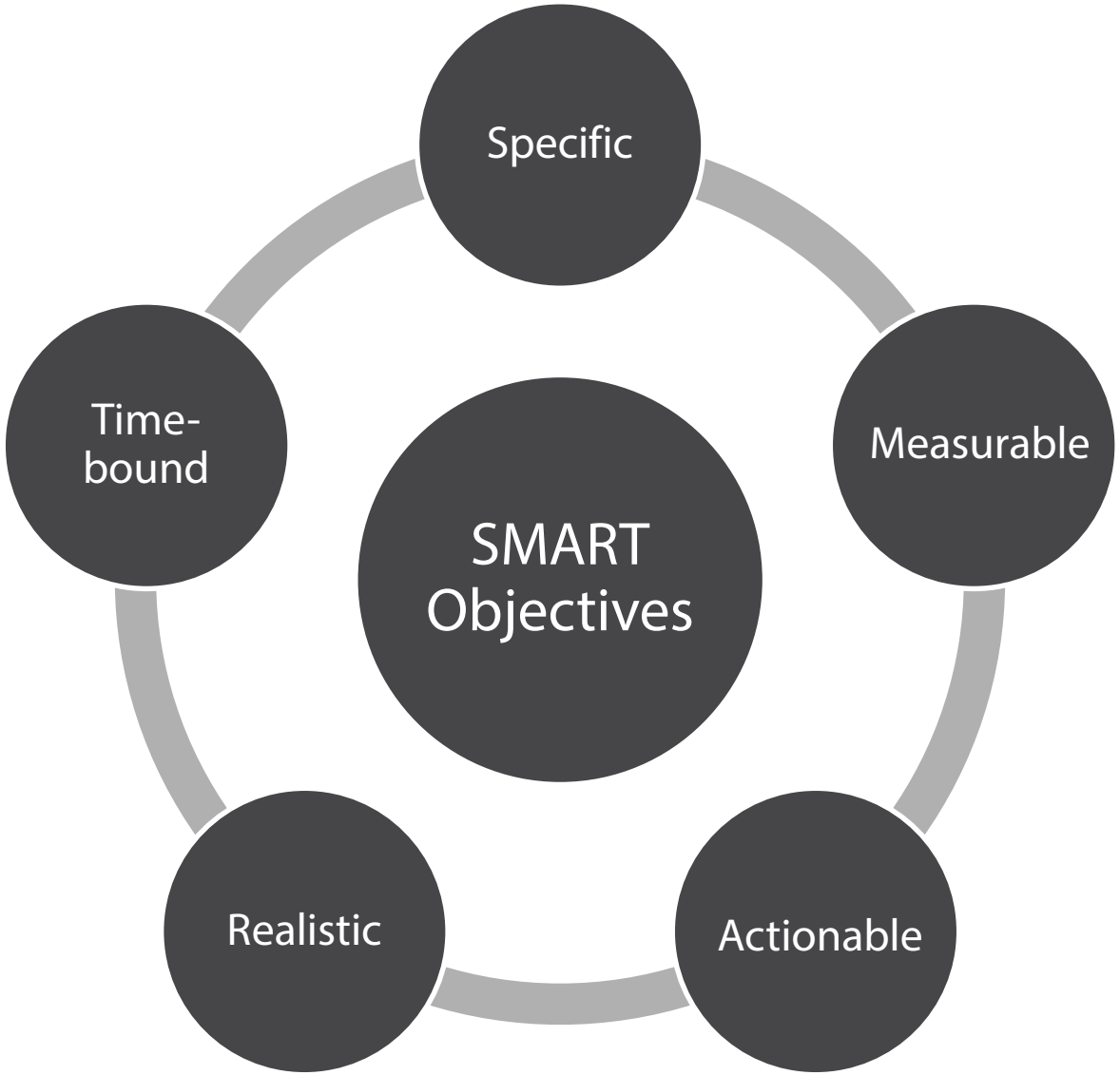
# Understanding SMART Objectives

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# Who Creates Business Scenarios?

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# Benefits of Business Scenario Planning

Enhances the ability of business to
Perceive change
Respond to change
Exercise early influence
Start early on new opportunities
Enable holistic learning

A good starting point for architecture requirements

Helps engage internal and external stakeholders

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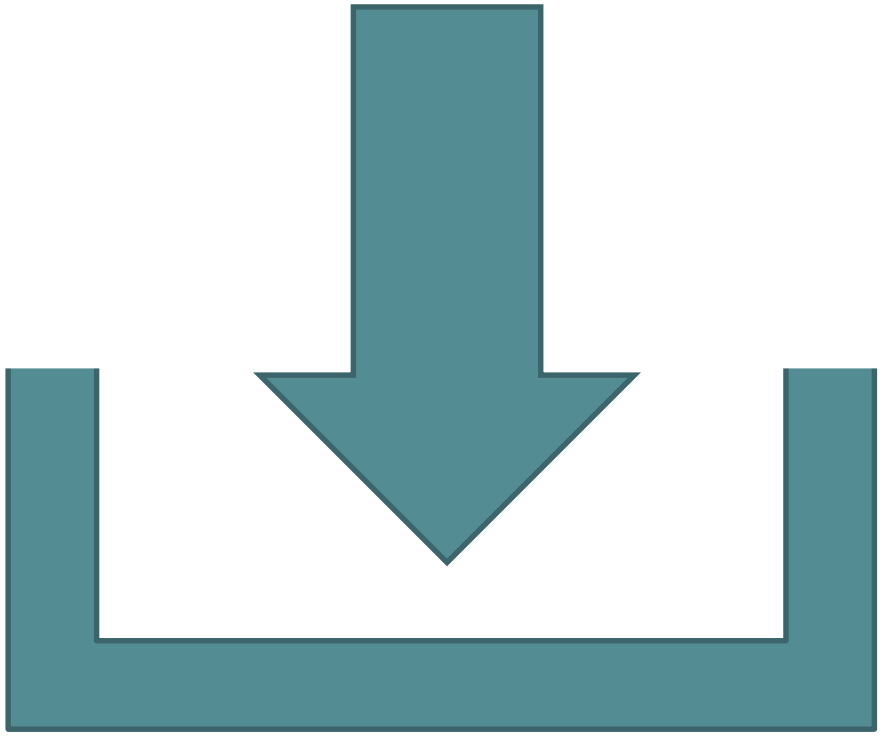
# Phase A – Inputs and Outputs

# Inputs



The outputs from the Preliminary phase form key inputs for the Architecture Vision phase

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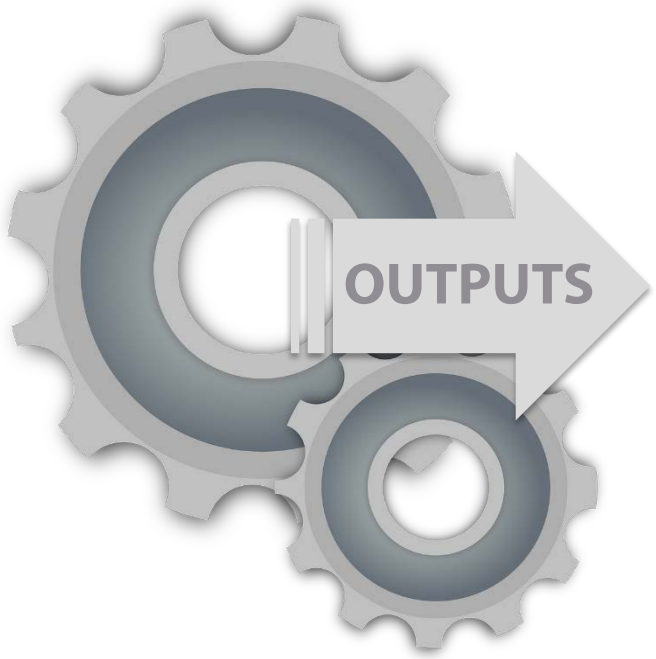
# Outputs




Architecture Vision and Statement of Architecture Work are the key deliverables

Architecture Vision captures

- Current state and target state capabilities
- Business, Information systems and infrastructure views
- Scope of architecture work envisaged
- Business scenarios addressed

Statement of Architecture Work establishes business case for architecture work and includes

- Value proposition
- Outlay of anticipated investments/ expenses
- Metrics to track progress and performance
- Description of opportunities, risks, threats and issues

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# Module Recap

Tom Wiseman's meeting with LisaKnowsovich

ADM phases in capability iteration

Two ADM techniques relevant for this iteration

Architecture Principles

Business Scenario Planning Technique

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