Why do Architectures Fail?

Robbie Forder
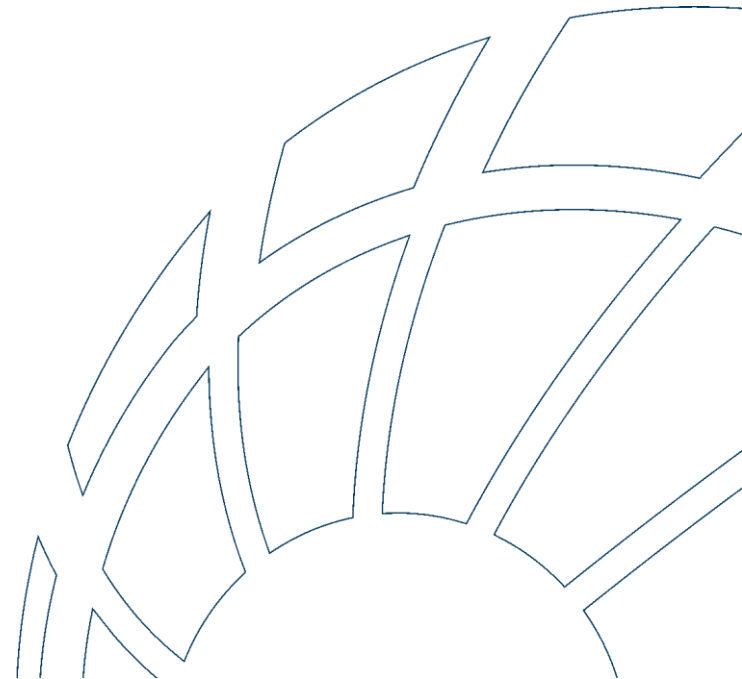
BMT Hi-Q Sigma – Architectural Project Experience

Secure Beyond Line of Sight

Future Logistic Information Service

Attack Helicopter Mid Life Upgrade

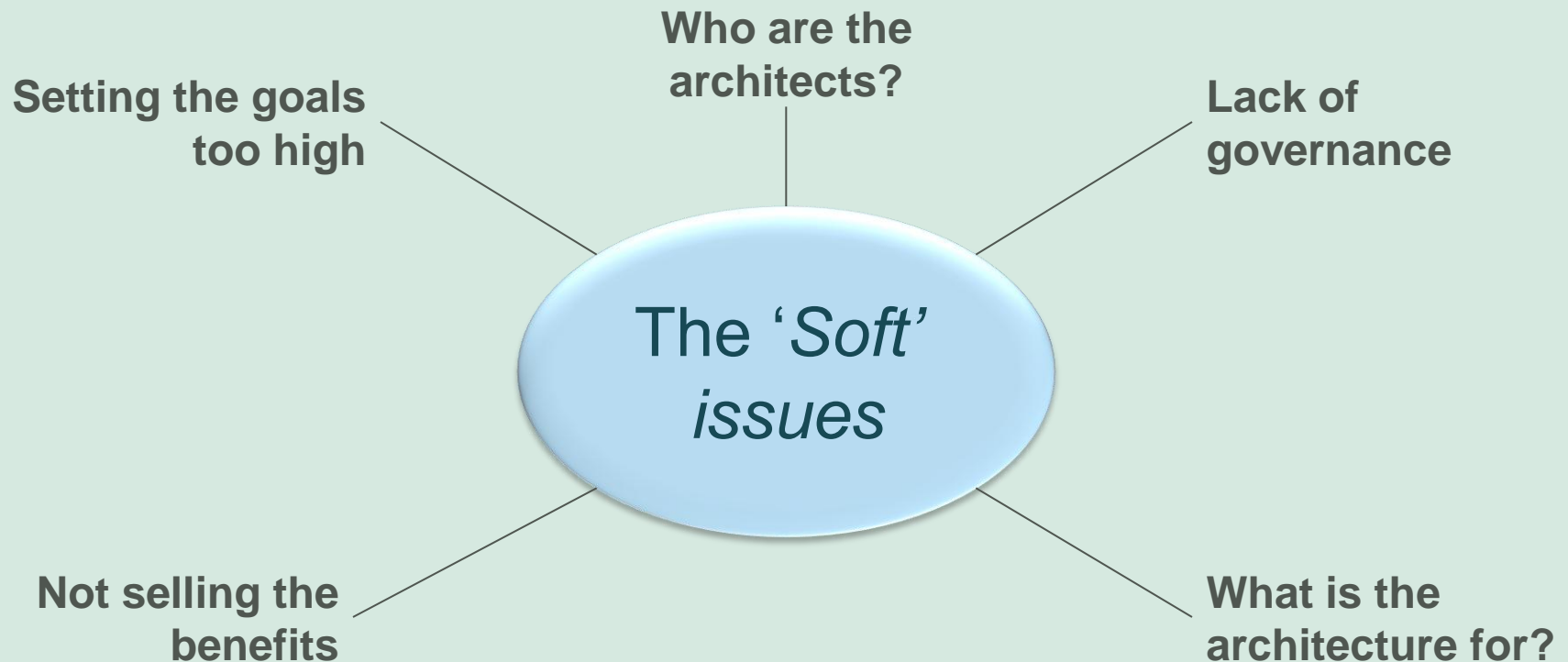**EUROCONTROL**

JAMES – Model Driven Requirements

SAB MILLER

Artillery Systems

Ministry of JUSTICE

[dstl]

DSTA Defence Science & Technology Agency

Singapore Armed Forces

CV(F)

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Why Architectures fail...

Setting the goals too high

Who are the architects?

Lack of governance

The '*Soft*' issues

Not selling the benefits

What is the architecture for?

Not forgetting the 'Hard' issues...

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Who is the Architect?

Facilitator of Architecture

Architects

Enterprise Architect

Salesperson

Teacher/Mentor

Workshop Facilitator
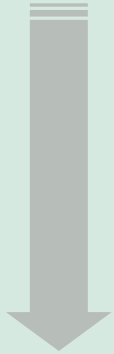
Consensus Builder

Project Manager

Methodologist/Practitioner

Analyst

Modeller

An Enterprise Architect is not necessarily a technical expert!

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Lack of Governance

Architecture governance is the practice by which Enterprise Architectures are directed and controlled.

✓ It is about making sound decisions
✓ It is about making sure that things are done right

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Characteristics of Governance

Transparency

Discipline

Independence

Fairness

Responsibility

Accountability

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Failing to understand what the architecture is for

- **Why are you architecting?:** Capability investigations, Interoperability analysis, Requirements Engineering, Business Change and many more...

- **Essential to understand the purpose and scope of the architecture:** Good practice to generate a terms of reference for the architecture

- **BOSCARD Technique:** Can form early AV-1

AV-1 Overview and Summary Information

Architecture Project Identification
- Name
- Architect
- Organization Developing the Architecture
- Assumptions and Constraints
- Approval Authority
- Date Completed
- Level of Effort and Projected and Actual Costs to Develop the Architecture

Scope: Architecture View(s) and Products Identification
- Views and Products Developed
- Time Frames Addressed
- Organizations Involved

Purpose and Viewpoint
- Purpose, Analysis, Questions to be Answered by Analysis of the Architecture
- From Whose Viewpoint the Architecture is Developed

Context
- Mission
- Doctrine, Goals, and Vision

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Failing to sell the Benefits: Stakeholder Engagement
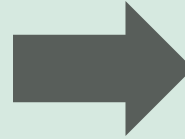

MoDAF

It is essential that the stakeholders take ownership of the architecture and the associated requirements

Modelling is used to facilitate stakeholder engagement

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Failing to sell the Benefits: Stakeholder Engagement

Outputs vs. Outcomes

Setting your goals too high

Avoid unrealistic goals & targets

Scope vs. Empowerment

The easy vs. The important

Characteristics of a Successful Architecture

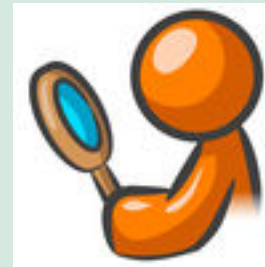**Governance in place**

Suitable Mandate

Stakeholders Defined
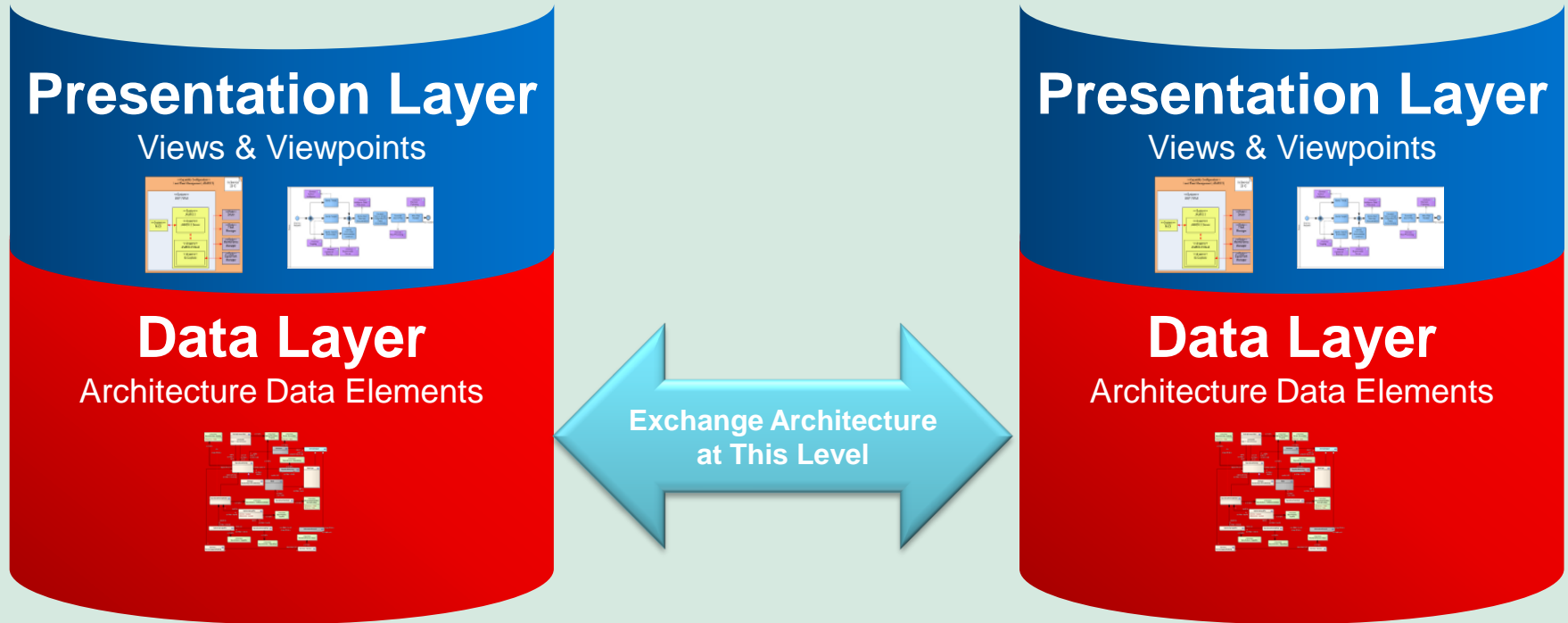
Journey vs. Product

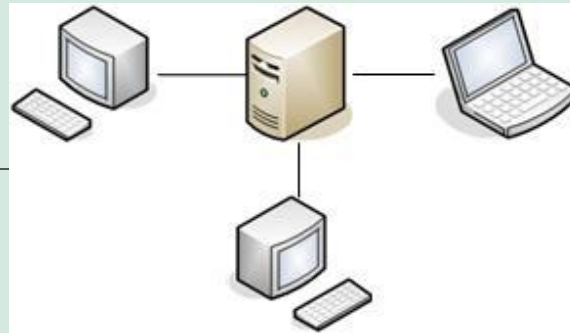**People are involved**

Defined Scope & Boundary

Ensure Architecture is used

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Federated Architectures - Presentation & Data Layers

Presentation Layer
Views & Viewpoints

Data Layer
Architecture Data Elements

Exchange Architecture at This Level

Presentation Layer
Views & Viewpoints

Data Layer
Architecture Data Elements

Tips for Federated Architectures

Focus on the data

Federate what brings value

Define a strategy for partitioning

Recognise the degree of federation

Don't change other peoples work...

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Why Architectures Fail - Summary

- **Soft issues:** Who's the architect, governance, benefits, use, goals

- **Successful architectures:** User buy in, defined scope etc.

- **Federated architectures:** Focus on the data rather than the views

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Thank you

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