Avancier Methods (AM)
EA challenges: a case study

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The EA responsibility for tidying up the mess

► "Commonly, solution architects … are driven to meet the immediate requirements of individual business units

► only tactical stand-alone solutions are developed and implemented."

IT Business Edge

► "Organizations can use **enterprise architecture and portfolio management approaches to**

■ get the required knowledge

■ streamline and rationalize the apps portfolio

■ reduce redundancy, consolidate IT capabilities

■ define sound IT governance policies."

IT Toolbox

An example request for architecture work

► Baseline systems
► Problems
► Request for architecture work

Baseline systems

► After several mergers and acquisitions, your business has five divisions using five different Work Management Systems

► Each supports what appear to be the same business processes for:

- Recording road work requests
- Scheduling and resourcing road work,
- Giving job instructions to road work gangs,
- Recording the what, how, who and when of road work done.

Business

Process

Information Systems

IT platform Technologies
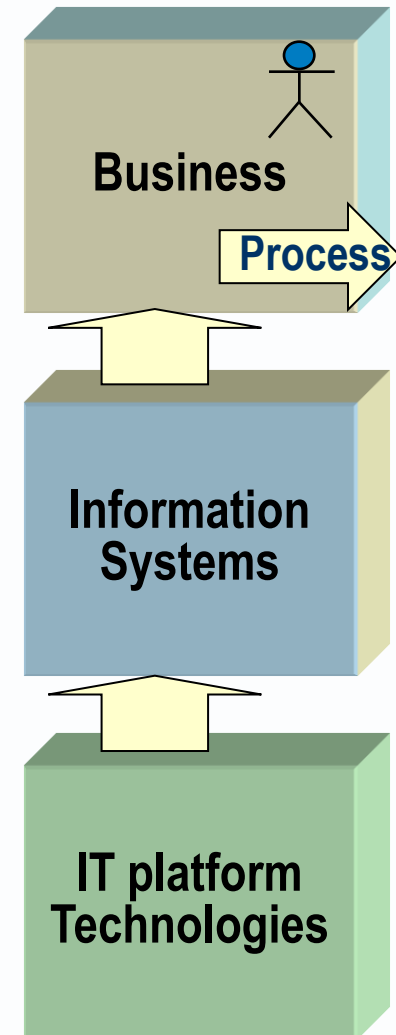
Baseline: the 5 Work Management Systems

► An IBM package
  - Looks good, most expensive

► An open source package
  - Supplier - talking of cloud-based solution

► Three bespoke systems - each tailored to the needs of the division that built them.
  - COBOL / CICS / DB2
  - Microsoft Access
  - Spreadsheets

Business

Process

Information Systems

IT platform Technologies
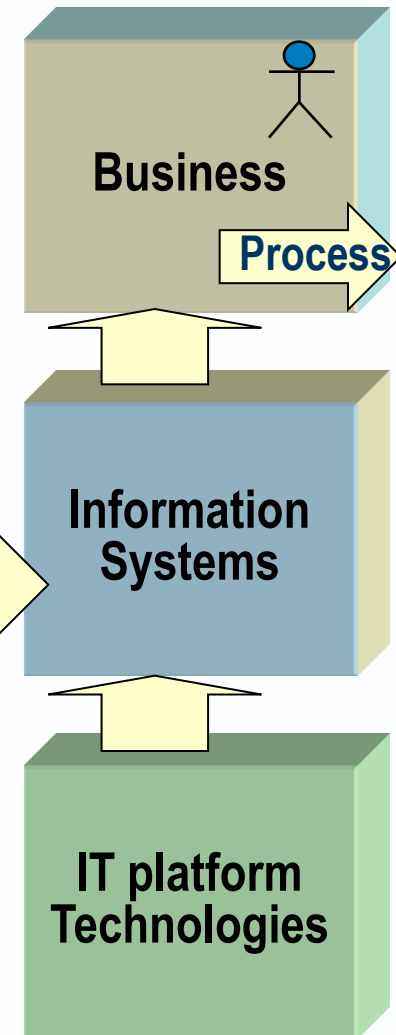
► **There is redundancy and disintegration:**
- inconsistencies in business practices and
- difficulties in cross-organisational management reporting

Business

Process

► **There are operational costs:**
- costs in the maintenance of the systems.
- costs in the operation of the systems.

Information Systems

► Your EA team has an enterprise-level-and-wide remit.

► The CIO gives you a request for architecture work, completed according the TOGAF document template.

IT platform Technologies
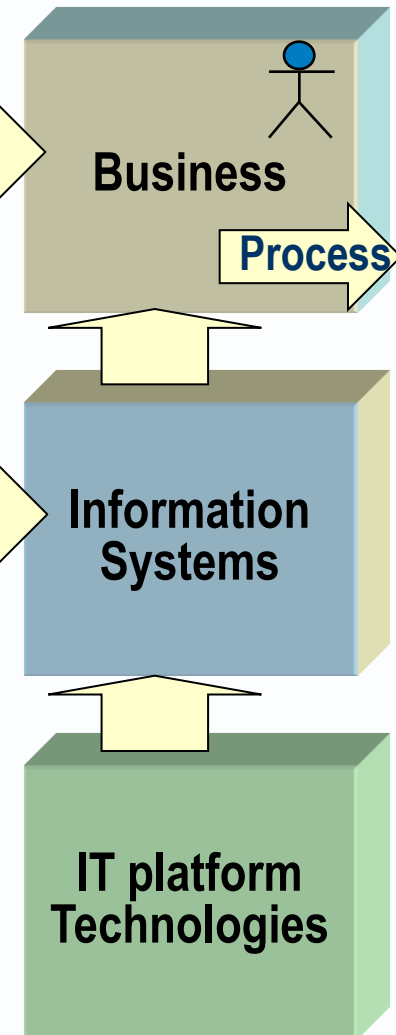
1. **Organization sponsors:** CIO, CFO
2. **Organization's mission statement:** See company web site.
3. **Business goals (and changes):** Rationalise the 5 Work Management Systems (WMS) divisions A, B, C, D and E
4. **Strategic plans of the business:** See latest report to shareholders
5. **Time limits:** Initial vision: 3 weeks. Solution Outline: 4 months. Planning: 1 month. Implementation: 1 year
6. **Changes in the business environment:** Not much change to existing business processes is expected, but some rationalisation possible
7. **Organizational constraints:** Two architects assigned to the initial vision. Team to be reviewed after that
8. **Budget information, financial constraints:** Time and expenses for vision have been approved. Return with estimates for later phases
9. **External constraints, business constraints:** Look out for vendor road maps. Report all significant business process variations
10. **Current business system description:** Report what the 5 divisions have
11. **Current architecture/IT system description:** Report what the 5 divisions have
12. **Description of developing organization:** Report reuse/buy/build options
13. **Description of resources available to developing organization:** tbd

► Limits to the EA remit

► Challenges

- Stakeholder management
- The pace of change
- Organisation design and role changes

► EA teams support, sometimes lead, business change programmes.

► However, EA focuses on roles and processes that are systemisable and digitisable, and the resources needed to implement those.

► Your EA team cannot design or address every activity or system in the enterprise.

► Suppose you are the EA manager, looking at the people, the processes and the technology.

Look at core business processes

► Consider

■ the digging or reinstatement of roads,

■ the lifting, movement and rolling of road materials.

► Most of this mission critical human activity is outside the EA team's remit.

Business
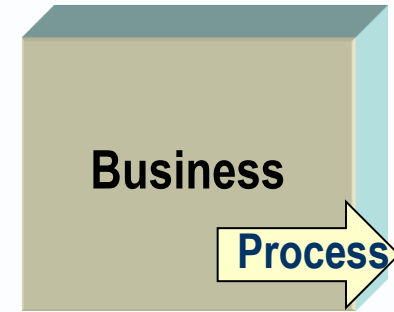
Process

Look at technologies need to execute the processes

► Consider the "technology architecture" of
- road mending tools and machines, or
- transport to and from sites.

► Most of this mission critical technology is outside the EA team's remit.

Technologies
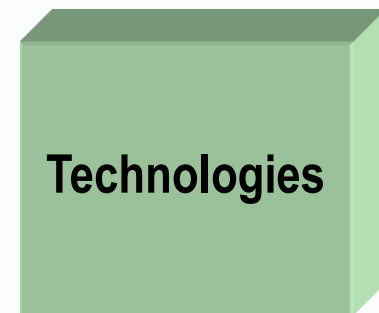
Look at people needed to execute the processes

► Consider the "social architecture" of a road gang.

- many cannot speak English;
- only the gang leader can be expected to read and write.

► Most of these mission critical people are outside the EA team's reach.
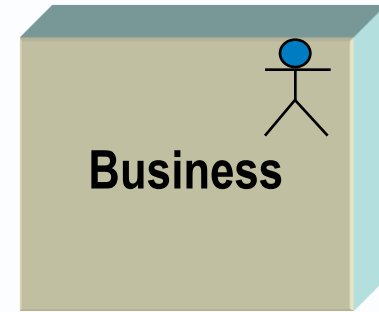
Business

# Look at people in the back office

► Consider that managers are not continually executing business processes that are worth systematising and recording in an EA repository.

► Many manager days are spent in meetings, sending emails, addressing HR issues and so on.
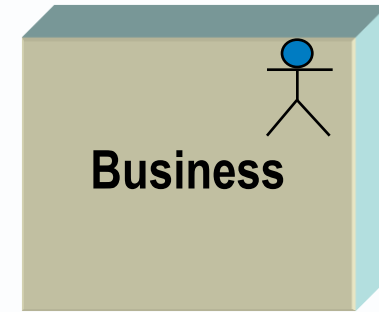
Business

► Much human activity is ad hoc, spontaneous, unpredictable and unsystemisable.

► Many business capabilities are essentially human or mechanical
  ■ nursing, teaching, mining, manufacturing, transporting,
  ■ shop designing, shelf-stacking, reception desk manning,
  ■ farming, film directing and acting, consulting,
  ■ programming, project managing and professional sport.

► Having said that, rationalising the five Work Management Systems is clearly in the EA remit.

Business

Process
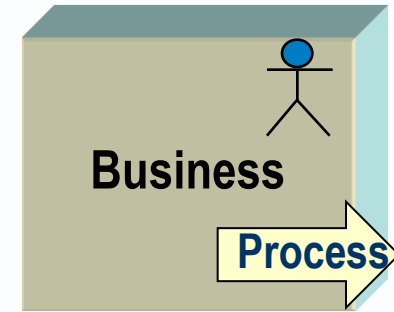
The stakeholder management challenge

Business

► How will you engage business managers with the desirability of rationalisation?

► A manager in one division does not care that his/her counterpart in another division is looking at different reports.

► Managers and administrators in different divisions are reluctant to give up features in their system not present in a rival system.

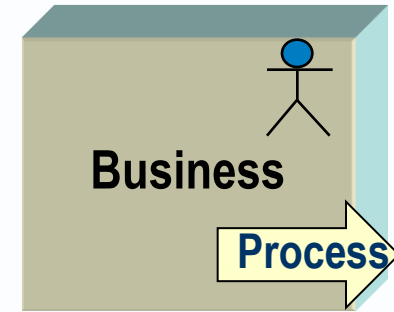► When it comes to rationalisation of their systems, they may well turn out to be "blockers".
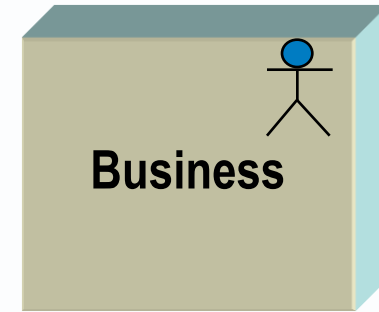
► Assuming you get executive-level backing, how to choose one of the systems – given the competing forces above?

► To fully analyse the roles and processes in different business divisions and evaluate the options could take many months.

► Howard Weiner suggests EAs should avoid being perceived as:

- Operating in an ivory tower - hiding from realities - failing to recognize, accept and manage power and politics.

- Being slow to deliver benefits - wanting to "boil the ocean" first.

- Being unwilling to lower the bar on the level of certainty or perfection required to move forward.

- Extending a timeframe so far that assumptions underlying a vision are no longer valid

- Failing to communicate benefits to sceptical managers, so failing to elicit the participation required.

The organisation design and role change challenge

► The choice of Workflow Management system may change the roles of
  - people who use it.
  - managers who get management information from it.

Business

Process

► The EA team are not sociologists or HR consultants.
► Who will addresses challenges of a human nature
  - changes to human roles?
  - the motivation and management of people?
  - human organisation design?
  - activities that are not to be systemised or digitised?

► An HR or business change team may be needed to help in addressing the impact on current employees.

How it looks in one organisation

Drivers

Strategic Management

- **Customer Segments**
- **Goals, Visions & Initiatives**
- **Channels**
- **Products & Services**

Other management functions

Business Arch

Processes and Data

Data Arch

- **Organisation Design**
- **Applications**

OD
HR
FM

- **Human Infrastructure**
- **IT Infrastructure**

Apps Arch

- **Offices**
- **Data Centres**

IT Arch
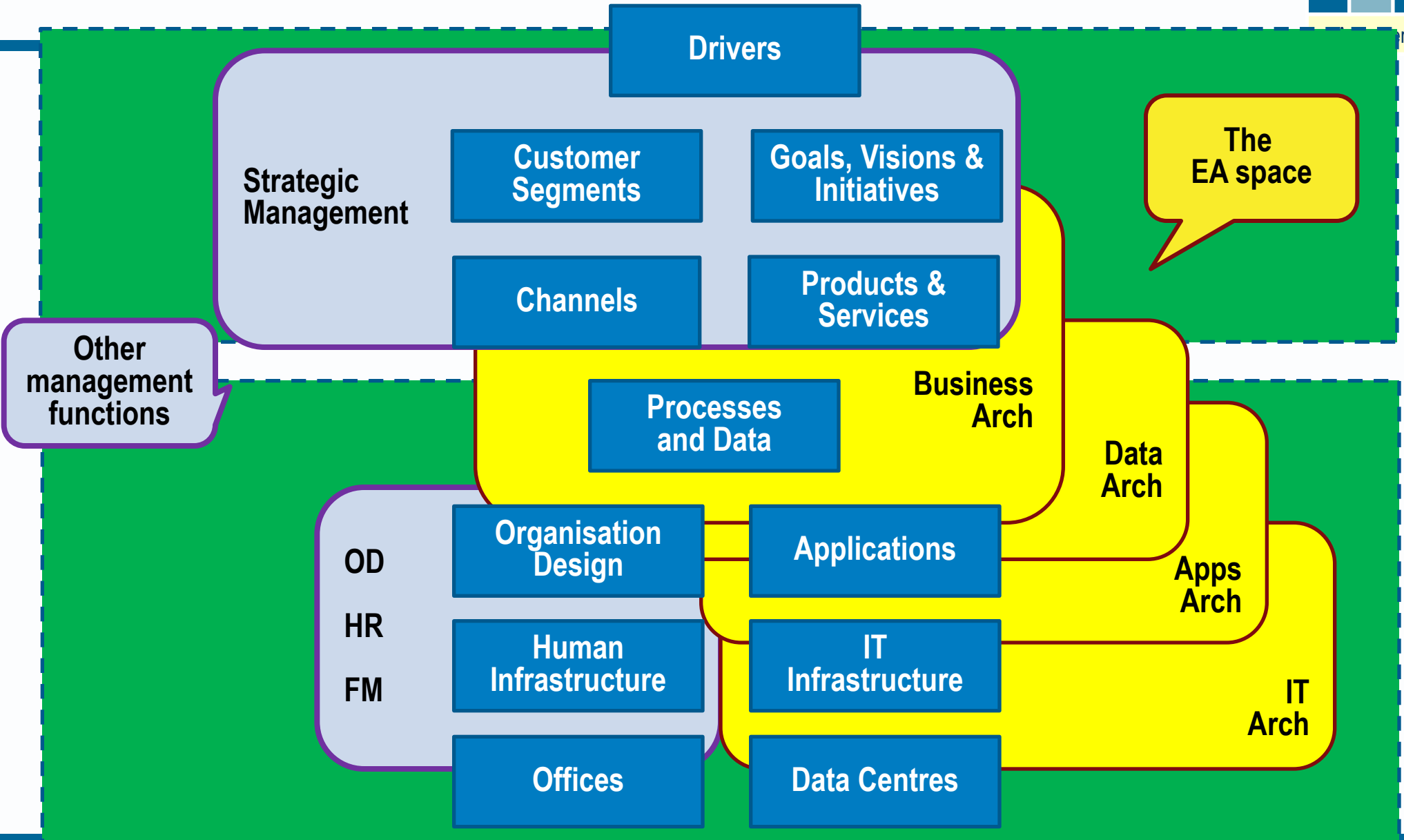
How it looks in another organisation

► EA, SA and organisation design are handled by parallel teams

CEO

COO

...   **CIO**

LoB   **PMO/Change**

SA   **EA**

Portfolios

Programmes

Org Design

Projects

Sol Def   **IT**   **Domains**   **Business**

Above all – the business case
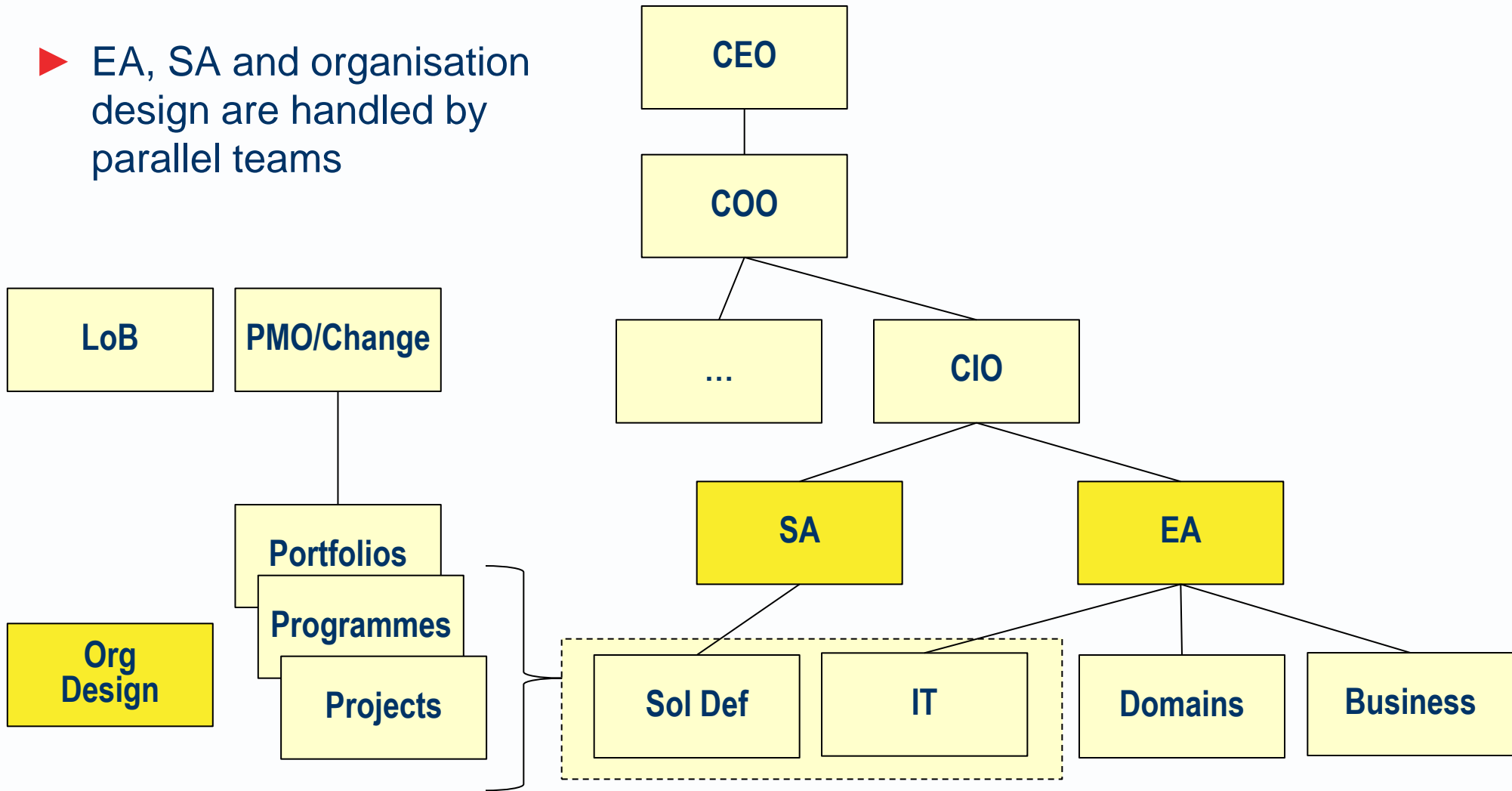
► Perhaps the primary challenge facing this (and many) EA teams is one of conviction and communication.

► How to make the business case for strategic, cross-organisational optimisation of systems that support business roles and processes?

This is one of four related slides shows and papers.

► What is the EA manager accountable for?

► What makes EA challenging?

► EA challenges case study

► APM challenges

See also

► Agree EA funding or ROI metrics

► Can EA be agile

Methods and resources

► **Avancier Methods** are useful with all architecture frameworks that share similar ends and means

► http://avancier.website

BCS E&SA reference model

ArchiMate Language Framework

TOGAF The Open Group

Avancier Methods

CSC's domains of change (POLDAT)

IBM's view EA

EA as Strategy" MIT