

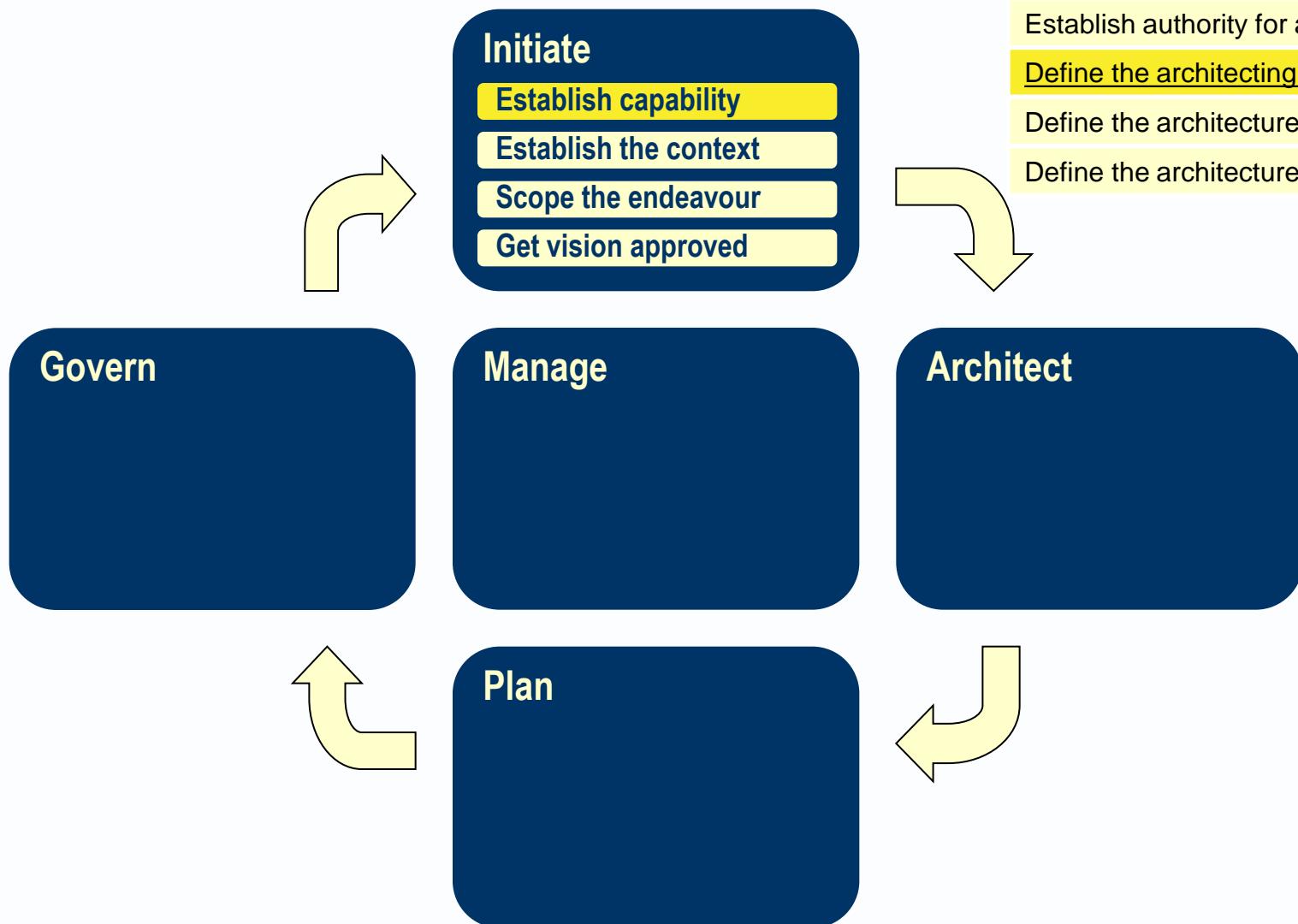
# Avancier Methods (AM)

## INITIATE

### Define the Architecting Organisation

It is illegal to copy, share or show this document  
(or other document published at <http://avancier.co.uk>)  
without the written permission of the copyright holder

# Define the architecting organisation



## On a small project

- ▶ Practising architects are experienced professionals
- ▶ should be at least informed and ideally consulted about all architecturally significant requirements and constraints.
- ▶ can probably
- ▶ manage a small team if need be,
- ▶ perform a Lead Analyst role if need be,

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

## On a larger project

- ▶ For a significant change programme/project related to IS or IT
- ▶ You need a management triumvirate of three roles
  - Manager – time and budget and resources
  - Lead architect – focus on NFRs
  - Lead analyst – focus on Functional Requirements
- ▶ Actors playing these roles must work closely together.

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

# Architects in the wider organisation structure

## You need to consider

- ▶ Architect pool manager
- ▶ Architect pool members
- ▶ Architect role definition that your PMO accept
- ▶ Architecture board
  - Likely representatives
    - Business operations
    - Architecture
    - PMO
    - IT operations
  - How it links to any other governance and/or change advisory boards.
- ▶ And the wider organisation model

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

- ▶ It is difficult to generalise about the position of the architecture organisation in an enterprise's management structure.
- ▶ Perhaps the only generalisation is that the executive see themselves as the primary movers and shakers on major business changes, mergers, acquisitions, divestments and new business directions?

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

## The EA team and the CIO

- ▶ In SFIA, EA falls under "architecture and strategy".
- ▶ Many EAs report directly or indirectly to a CIO.
- ▶ The CIO may report to a CEO, CFO, CTO or COO.
- ▶ The CIO may be responsible for IT operations
- ▶ IT operations may instead report to a CTO or IT director.

## EA-related teams

- ▶ The EA team is supposed to be permanent and cross-organisational.
  
- ▶ Other organisations involved change may include
  - PMO
  - Business change
  - Organisation design
  - ITSM

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

## Business change dependent on IS and IT

- ▶ Very much the concern of any EA function.
- ▶ Usually in cooperation with an IS/IT oriented PMO.
- ▶ Sometimes in cooperation with a business change and/or organisation design function.

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

## Business change **NOT** dependent on IS and IT

- ▶ At least, not dependent as far as CEO/CFO/ COO level thinking.
- ▶ They may expect a general PMO (separate from IS/IT) to take the lead in planning and delivery of the change.

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

## To follow

- ▶ Organisations involved in change
- ▶ The IT Governance organisation
- ▶ The place of architects within the IT function
- ▶ The architecture board (after TOGAF)
- ▶ The “Business-IT engagement model” (after MIT)

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

- ▶ Organisations involved in change
- ▶ The IT Governance organisation
- ▶ The place of architects within the IT function
- ▶ The architecture board (after TOGAF)
- ▶ The “Business-IT engagement model” (after MIT)

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

## Delivery projects

Organisations involved in change

- ▶ **Delivery projects**
- ▶ PMO
- ▶ Business change
- ▶ EA team
- ▶ SA pool
- ▶ ITSM

▶ Project teams, large or small, that build and/or deploy solutions, test and implement them

## Organisations involved in change

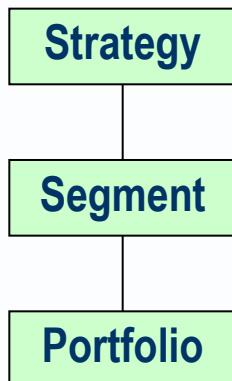
- ▶ Delivery projects
- ▶ **PMO**
- ▶ Business change
- ▶ EA team
- ▶ SA pool
- ▶ ITSM
- ▶ The organisation that employs programme and project managers (not just back office administration).
- ▶ uses systematic approaches to
  - plan and manage programmes and projects
  - document and monitor the project portfolio

## Organisations involved in change

- ▶ Delivery projects
- ▶ PMO
- ▶ **Business change**
  - ▶ uses systematic approaches to
    - analyse major changes to the organisation, roles and processes
    - usually focused on human role changes rather than technology changes
    - sometimes aligned with a specific business unit or change programme
    - document and monitor business change road maps
- ▶ EA team
- ▶ SA pool
- ▶ ITSM

## Organisations involved in change

- ▶ Delivery projects
- ▶ PMO
- ▶ Business change
- ▶ **EA team**
- ▶ SA pool
- ▶ ITSM



- ▶ Employed in the design, planning and governance of strategic and cross-organisational rationalisation or optimisation of an enterprise's services, processes or components.
- ▶ uses systematic approaches to
  - maintain cross-organisational models and artefacts
  - look for de-duplication, integration and standardisation opportunities
  - document and monitor strategic business, application and technology portfolio road maps
- ▶ might divide into levels and functional areas

## Organisations involved in change

- ▶ Delivery projects
- ▶ PMO
- ▶ Business change
- ▶ EA team
- ▶ **SA pool**
  - ▶ Solution Architects are engaged
  - ▶ *before* an implementation project gets going,
  - ▶ to shape and steer the delivery, to:
    - Identify and mitigate technical delivery risk
    - Minimise cost overruns
    - Assure the quality of delivery
    - Assure compliance with EA team directives
    - Join up all the parts of the architecture
  - ▶ The SA may have a business, apps or infrastructure background
  - ▶ But must join up all the domains, employing specialists as need be, to ensure all necessary NFR qualities are met.
- ▶ ITSM

## Organisations involved in change

- ▶ Delivery projects
- ▶ PMO
- ▶ Business change
- ▶ EA team
- ▶ SA pool
- ▶ **ITSM**
  - ▶ Must be consulted and informed about change
  - ▶ ITIL includes what may be seen as the province of EA.
  - ▶ ITIL “Service Strategy” understands organizational objectives and customer needs.
  - ▶ ITIL “Service Design” turns the service strategy into a plan for delivering the business objectives.

## One on page

**PMO:** the organisation that employs programme and project managers (not just back office administration). Uses systematic approaches to plan and manage programmes and projects, document and monitor the project portfolio.

**EAO or EA team:** employed in the design, planning and governance of strategic and cross-organisational rationalisation or optimisation of an enterprise's services, processes or components. Uses systematic approaches to maintain cross-organisational models and artefacts and produce strategic business, application and technology road maps.

**Business change:** uses systematic approaches to analyse major changes to the organisation, roles and processes, document and monitor business change road maps.

**SA pool:** employed to help programme and project managers in the design, planning and governance of implementation projects of any kind. A solution architect may have a business, apps or infrastructure background, but must join up all the domains, employing specialists as need be, to ensure all necessary NFR qualities are met.

**Implementation projects:** project teams, large or small, that build and/or deploy solutions, test and implement them.

**ITSM:** the people running the IT infrastructure will need to be consulted and informed about changes.

- ▶ Organisations involved in change
- ▶ The IT Governance organisation
- ▶ The place of architects within the IT function
- ▶ The architecture board (after TOGAF)
- ▶ The “Business-IT engagement model” (after MIT)

Establish authority for architecture

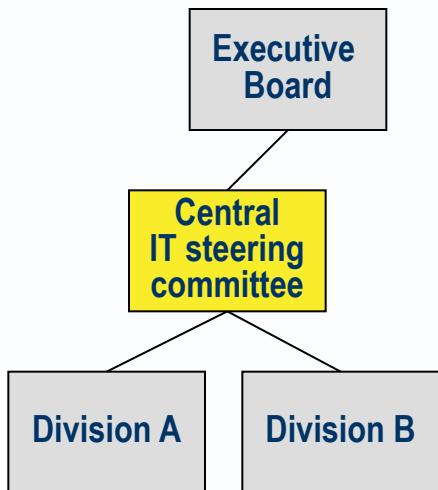
Define the architecting organisation

Define the architecture processes

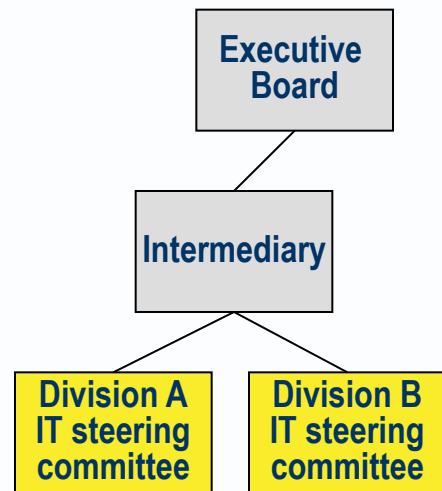
Define the architecture resources

# Typical IT governance organisation models

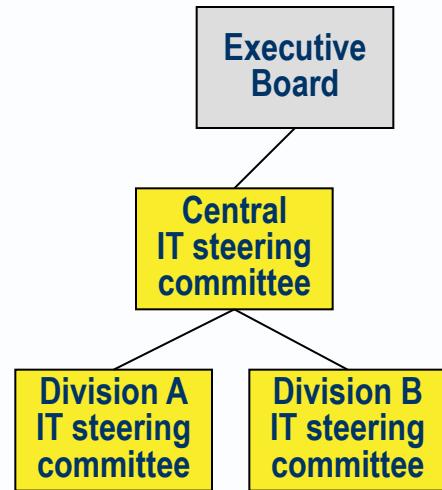
## Centralised governance



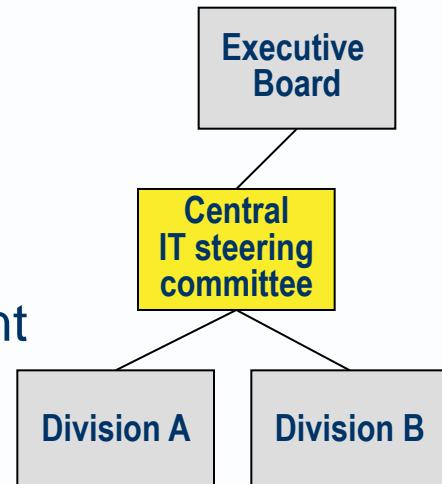
## Distributed governance



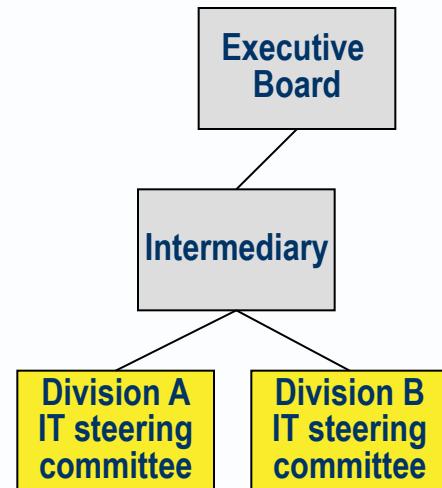
## Federated governance



- ▶ a strong, capable IT steering committee
- ▶ interacts with the board directly or through an intermediary.
- ▶ chaired by CEO, CxO or senior business manager
- ▶ regular formal meeting with board - at least annually.
- ▶ has delegated authority
- ▶ makes proposals
- ▶ reviews and approves proposals
- ▶ produces risk reports for the board.
- ▶ sub-committee (say chairman + two) to deal with urgent risks and issues



- ▶ a full IT steering committee for each division.
- ▶ each behaves as central model above
- ▶ needs an intermediary role or team to deal with the board

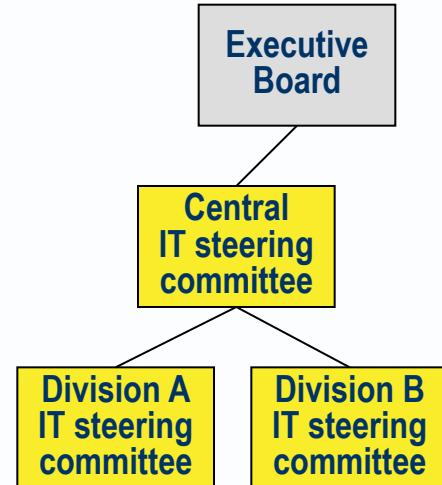


## ► Central governance

- has channel to the board
- includes representative from each division
- addresses centrally-managed risk management functions e.g.
  - Business continuity
  - Information assets
  - Security
  - Partner relationships.

## ► Each division

- has an IT steering committee or individual
- takes charge of its own IT strategy and benefits
- manages risks and issues within the division.



## Organisational considerations

- ▶ Centralise more when there is a high rate of change in
  - use of IT in the organization
  - use of IT in the industry sector.
  - regulators or regulations
  
- ▶ Establish two-way channels for all solution architects and others who can
  - warn of risks and issues
  - lead risk mitigation and issue resolution
  - originate initiatives.

## More on IT Governance...

- ▶ ISO/IEC 38500 sets out six principles for corporate governance of IT
  - Responsibility,
  - Strategy,
  - Acquisition,
  - Performance,
  - Conformance and
  - Human behaviour.
- ▶ And a framework of definitions, principles and a model for good governance of IT.

- ▶ Organisations involved in change
- ▶ The IT Governance organisation
- ▶ The place of architects within the IT function
- ▶ The architecture board (after TOGAF)
- ▶ The “Business-IT engagement model” (after MIT)

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

## Q) What is a point solution?

- ▶ A solution that is not integrated with others
  - Stand alone
  - May duplicate other systems' services
  - May duplicate other system's data
    - Possibly not interoperable
- ▶ A solution that is peculiar or specific
  - Built in a different way from others
  - Requiring discrete development or maintenance resources
  - Requiring discrete run-time or operational resources
    - Possibly not interoperable

## Some solutions are required regardless of EA

The business requires a point solution that will provide data to support some business activity

*Solution Architect*

*Requirements  
Specialists*

*Database  
Specialists*

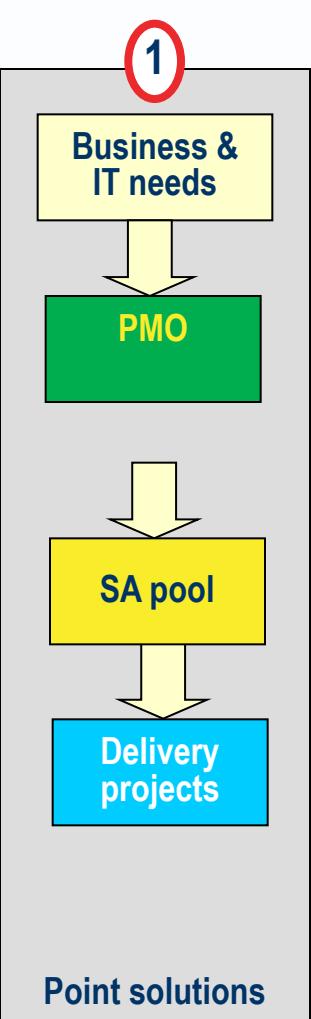
*Software  
Specialists*

*Technology  
Specialists*

*Security  
Specialists*

*Project team of Software Architects and Technical Specialists*

## Model 1: PMO-driven SA



Lines of business request whatever they can afford

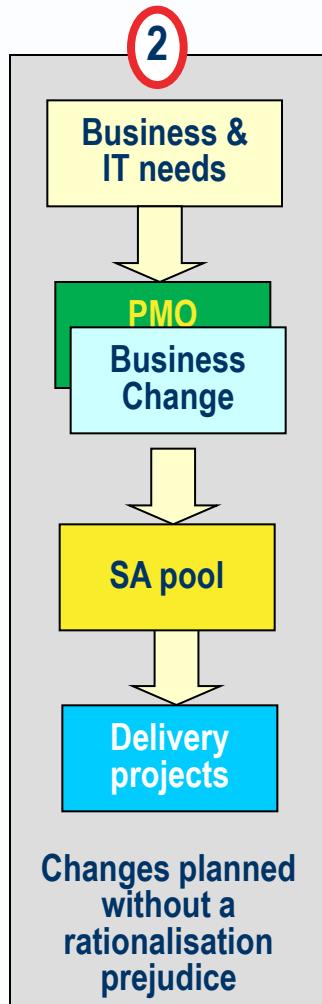
PMO plan whatever they are asked to

Solution architects design whatever solutions they are asked to

No cross-organisational thinking other than whatever arrives in the request for work

Risk: a mess of overlapping and un-interoperable solutions

## Model 2: PMO and/or Business Change-driven SA



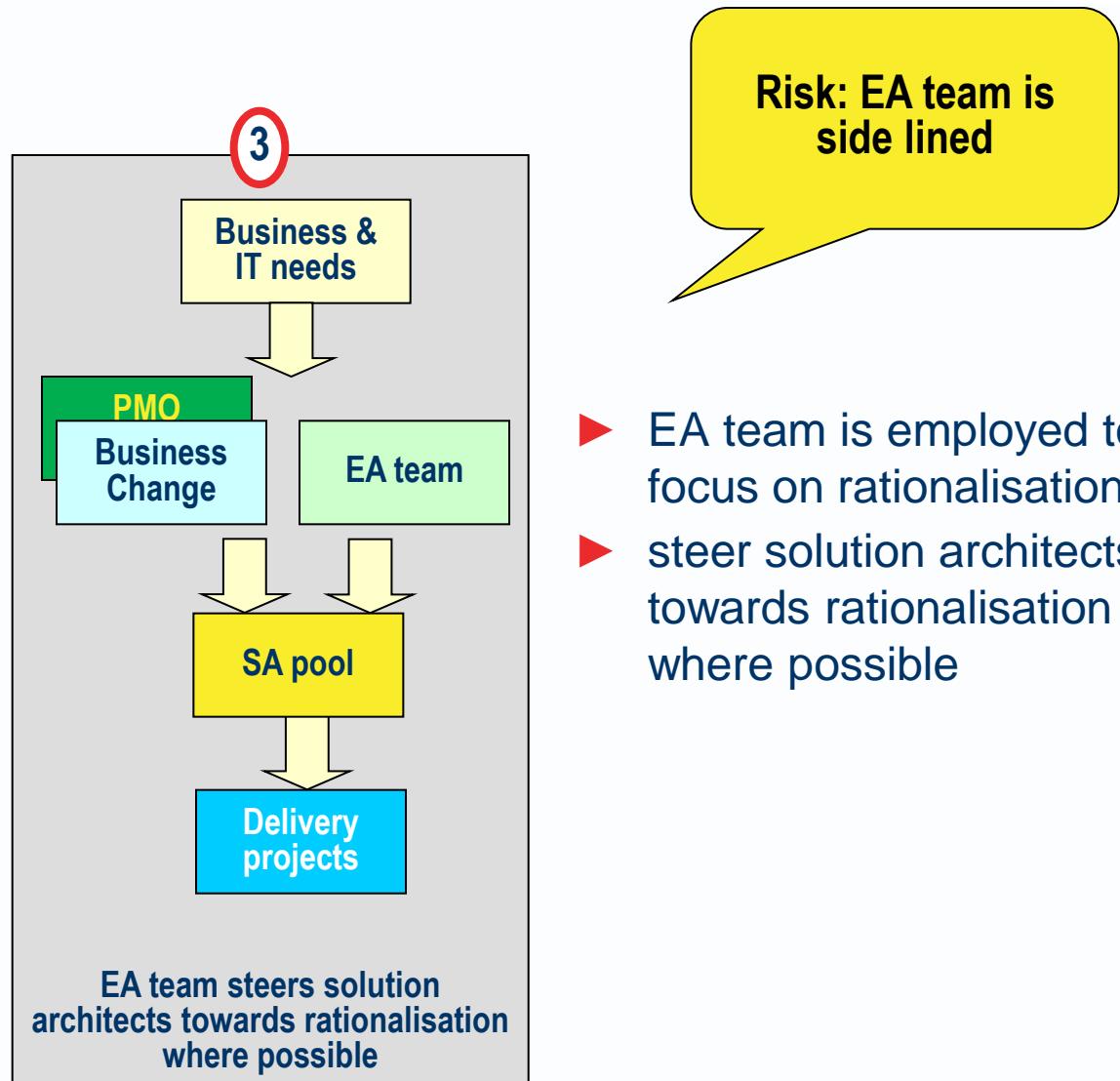
Risk: a mess of overlapping and un-interoperable solutions

Business change is employed to help the PMO plan large transformations

Solution architects shape and steer delivery projects at a more detailed level

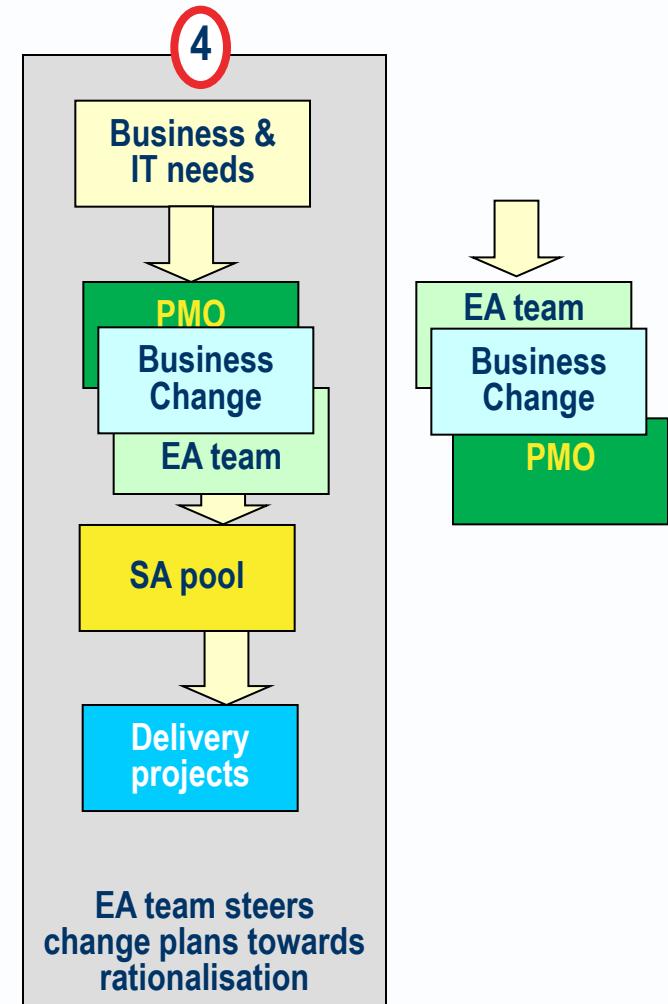
No cross-organisational thinking other than whatever arrives in the request for work

## Model 3: EA lite



## Model 4: Multi-dimensional planning

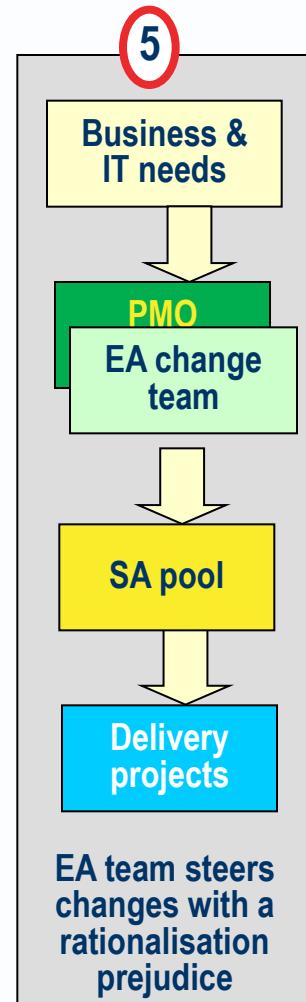
- ▶ The EA team is engaged to steer PMO and business change plans towards optimal de-duplication, integration and standardisation



## Model 5: EA change team

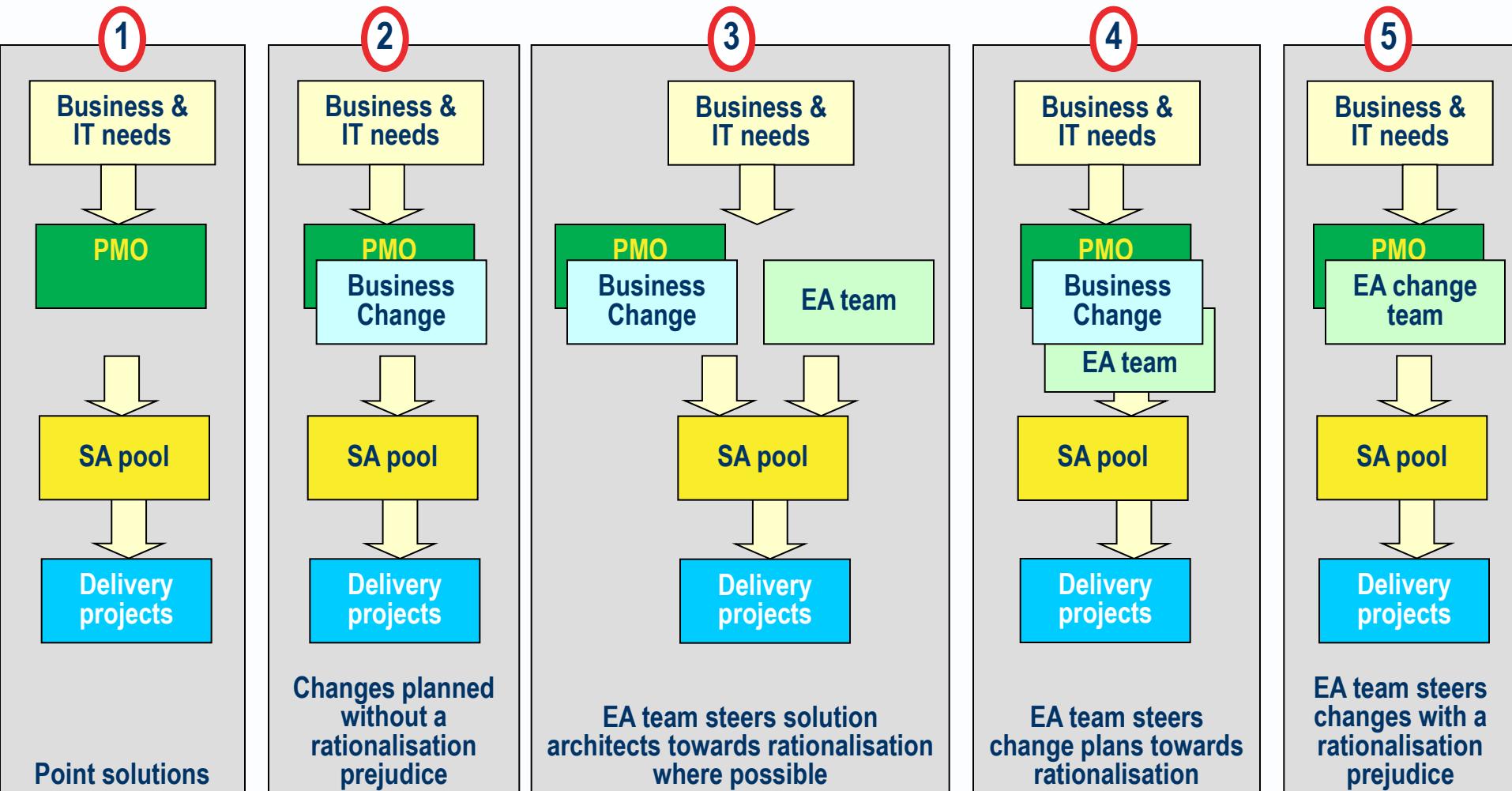
- ▶ The EA change team
  - merges EA team and Business change
  - primarily supports the enterprise in any business change
  - secondarily considers rationalization
  - includes people from whatever business or IT discipline seems appropriate
- ▶ SAs are candidates for roles in the EA change team

Risk: EA change team loses focus on rationalisation



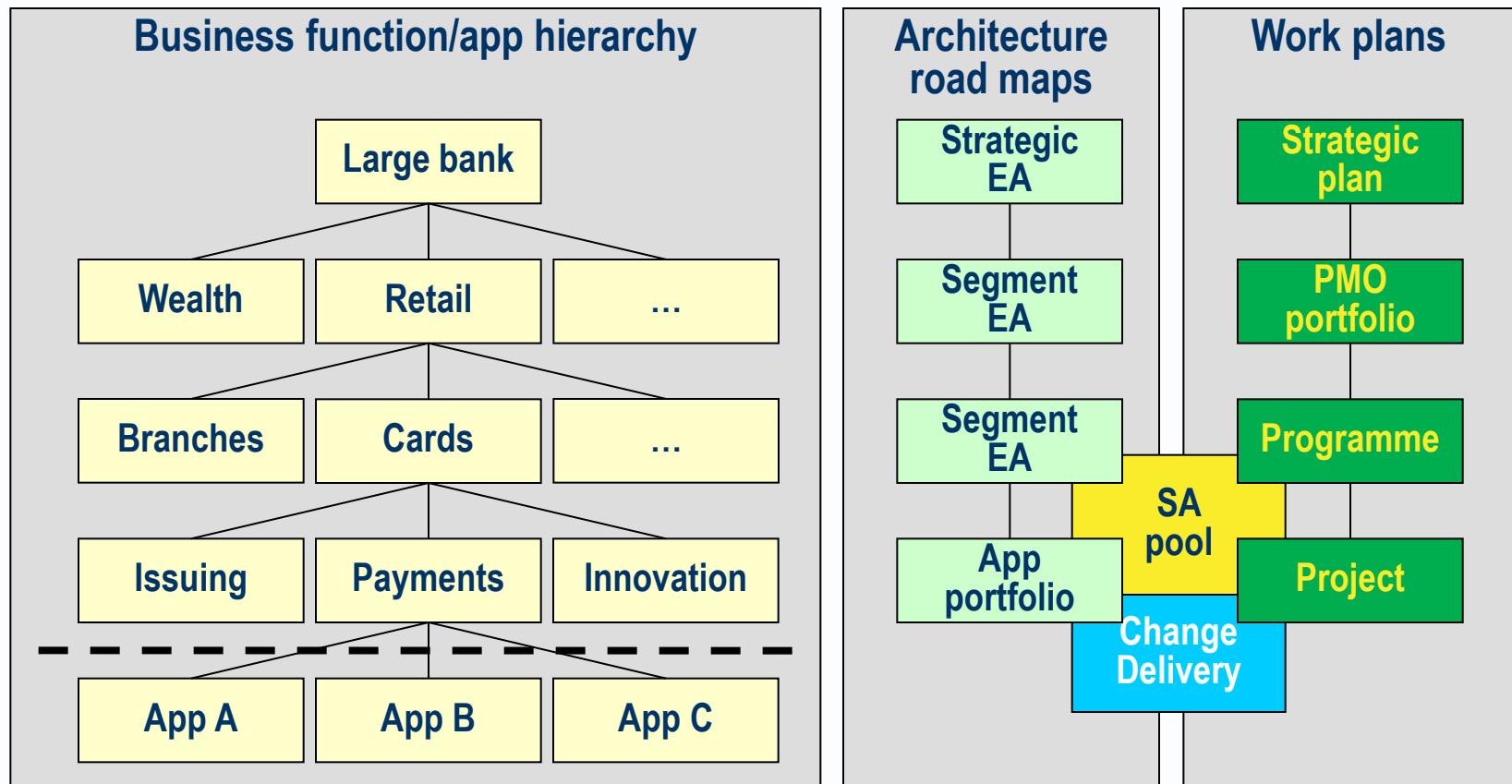
# Five possible organisation models

Not levels of maturity



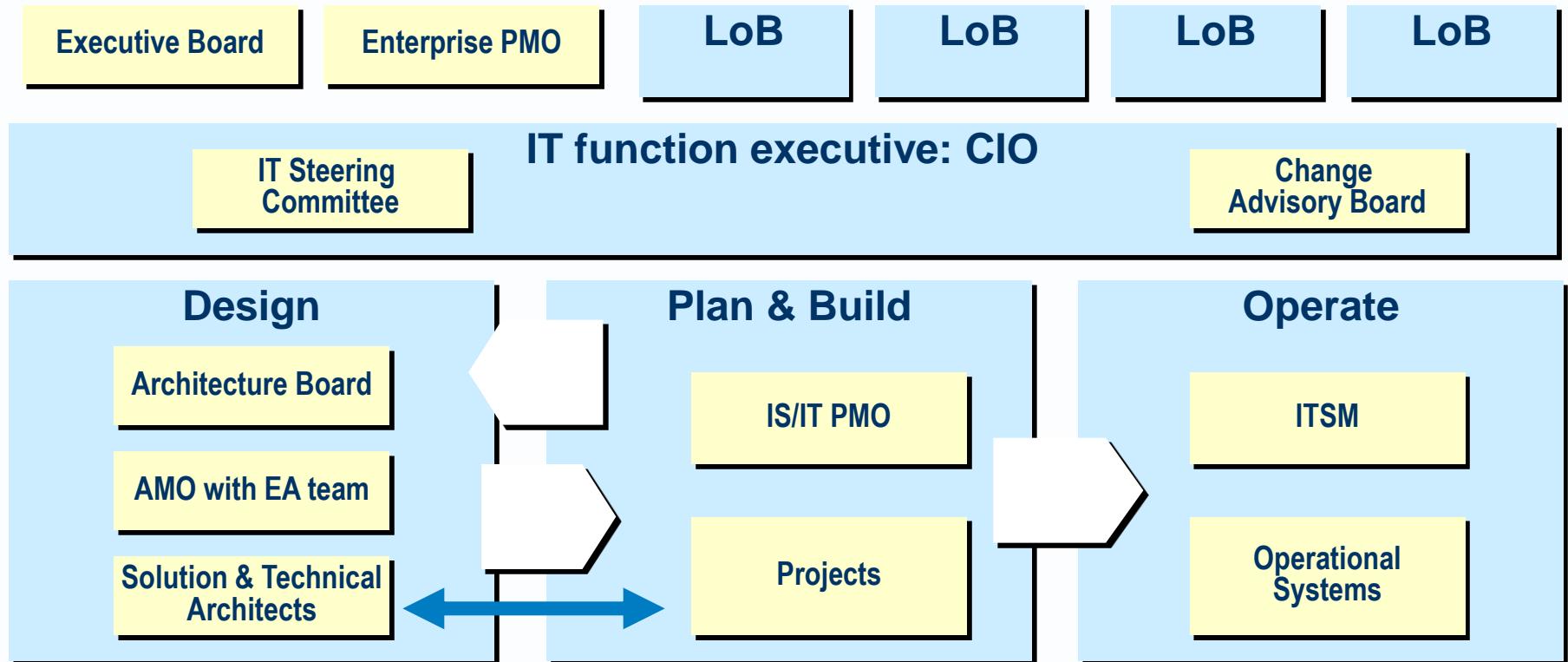
# EA in large enterprises

- ▶ The EA team may divide into levels and functional areas.
- ▶ The PMO may run programmes and projects that cross functional segments and application portfolios



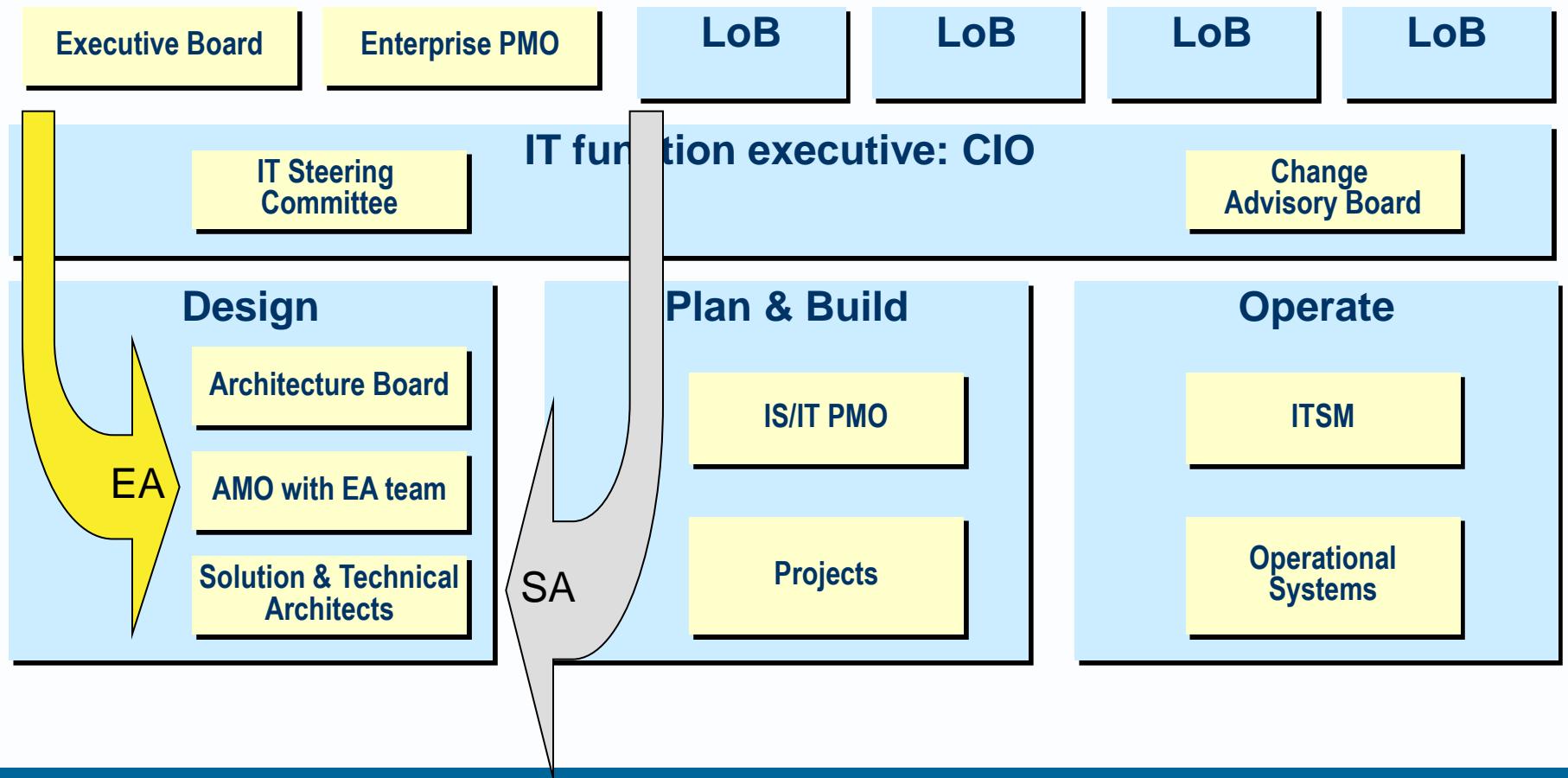
# A common organisational model

- ▶ Commonly, architecture governance is subordinate to IT governance
- ▶ Do you recognise this structure?

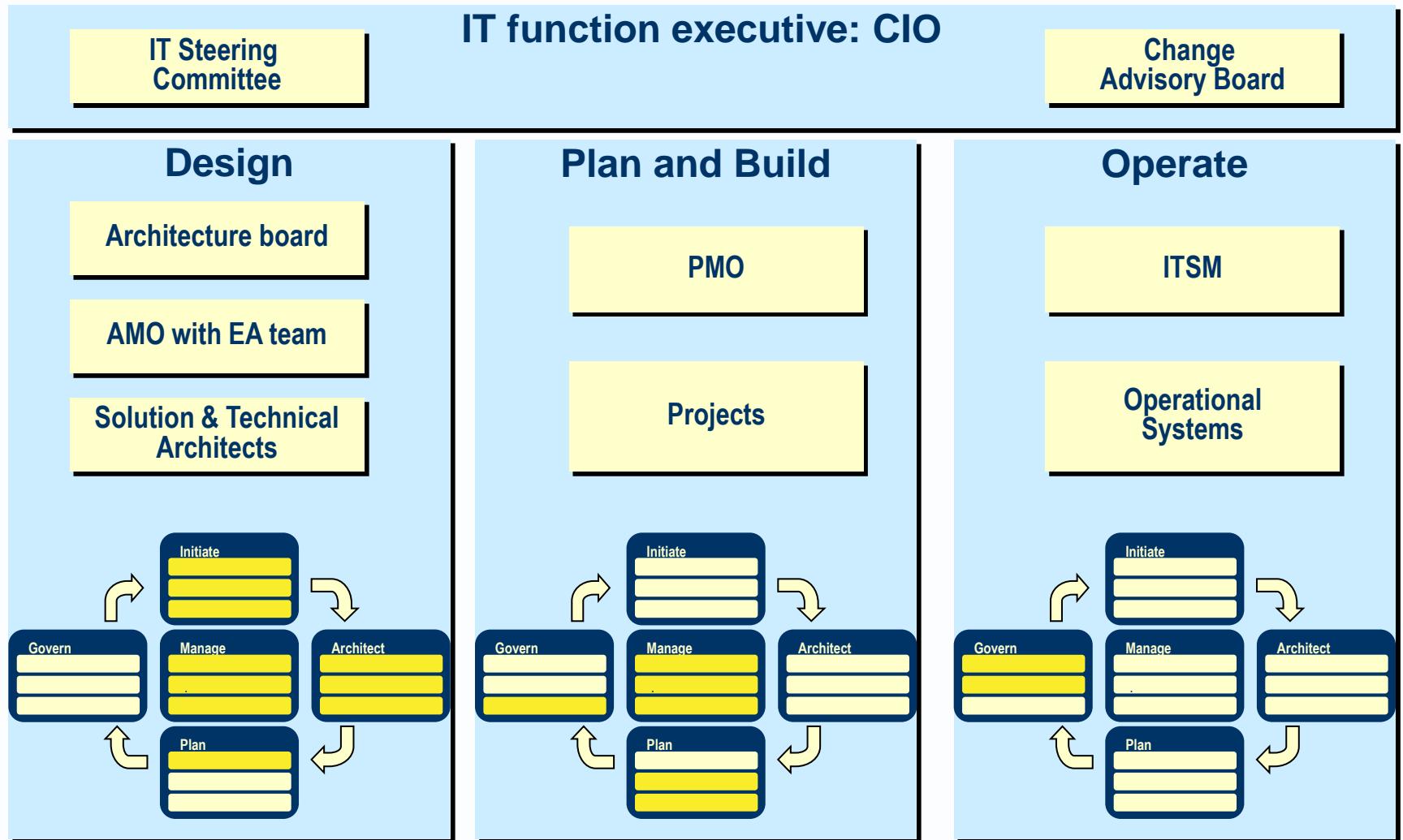


# Drivers for architecture engagement

Enterprise and solution architecture may be driven from different directions

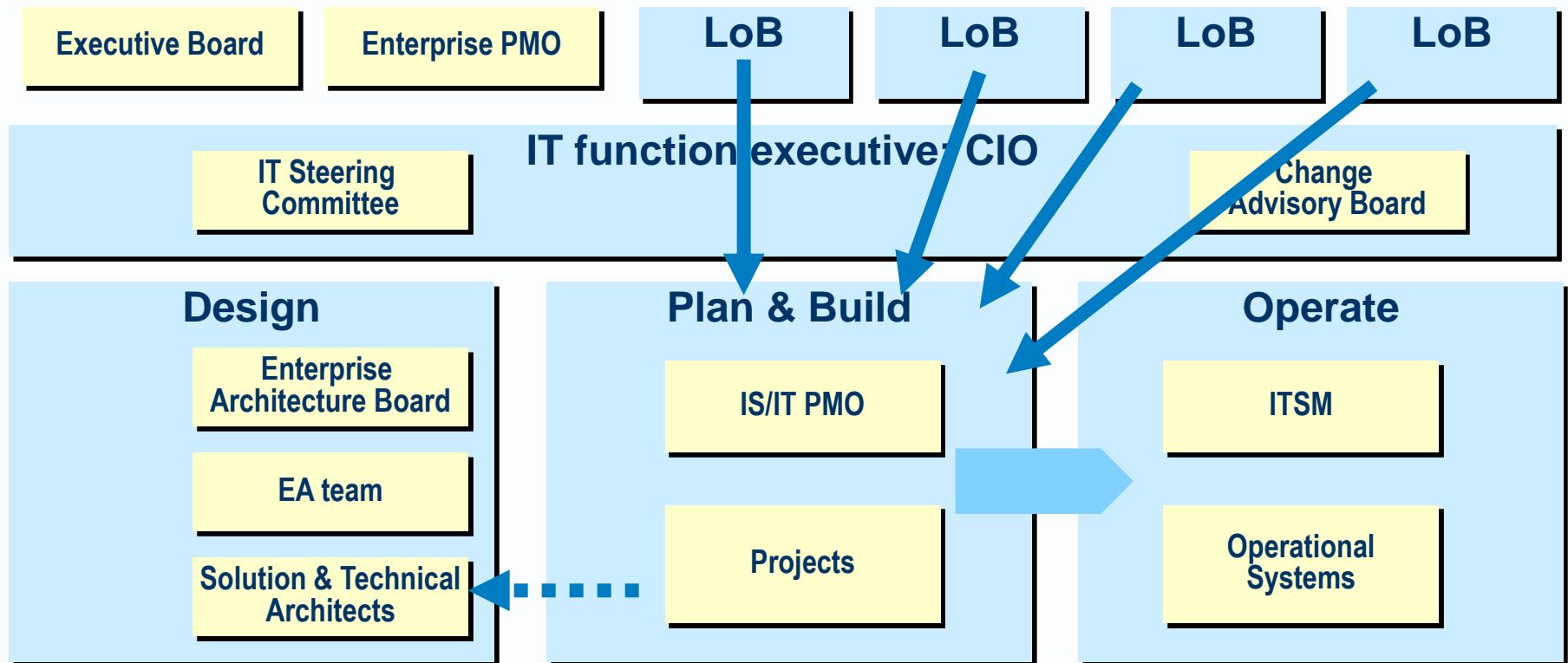


# How the architecture process crosses the IT organisation

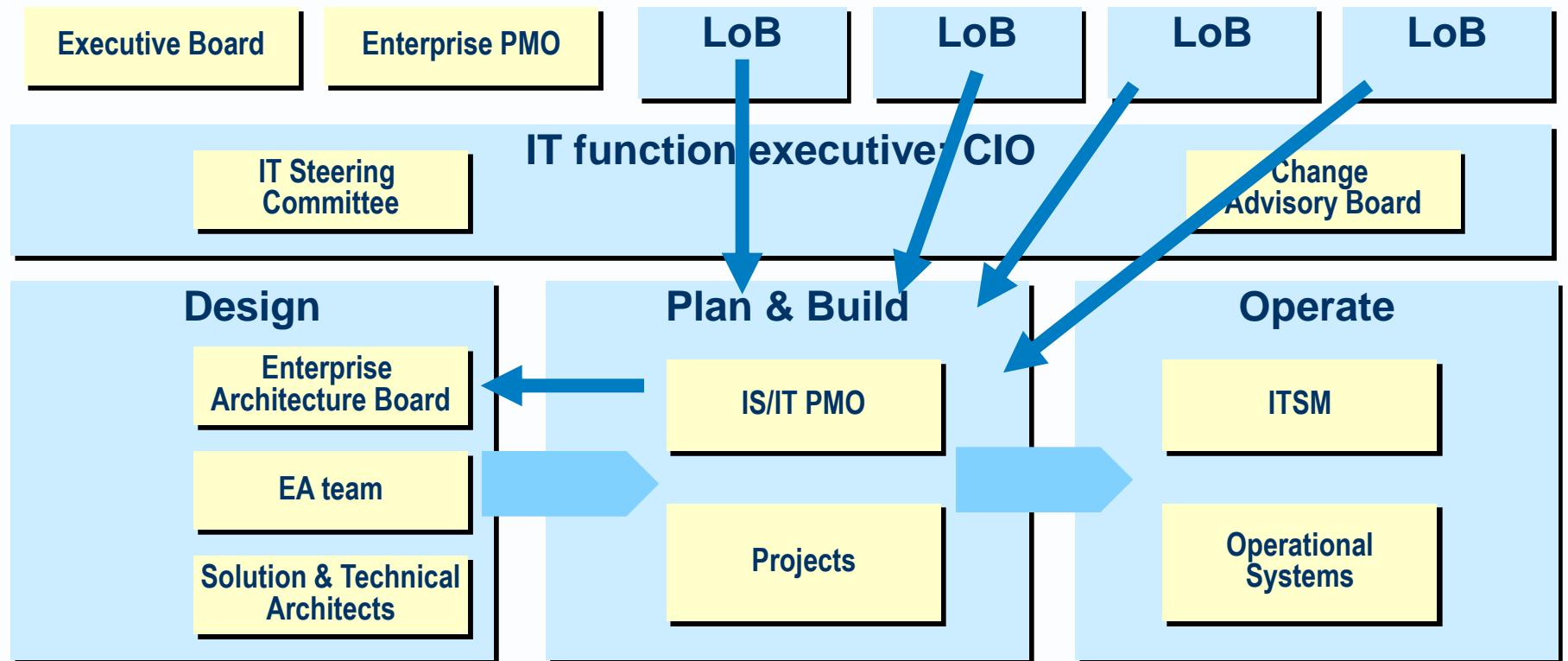


## A common reality

- ▶ PMO calls for a solution/technical architect – belatedly



- ▶ PMO calls EA immediately



## Define organisation

- ▶ Organisations involved in change
- ▶ The IT Governance organisation
- ▶ The place of architects within the IT function
- ▶ The architecture board (after TOGAF)
- ▶ The “Business-IT engagement model” (after MIT)

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

# Architecture Board purposes

- ▶ Architecture board(s)
  - often subordinate to IT governance board(s)
- ▶ Aim to
  - Ensure the effective implementation of architectures
  - Maintain business-IT alignment
  - Identify divergence from architecture contracts
  - Plan activities to realign architectures and systems
  - Provide authority for design assurance
  - Provide authority for governance

## Architecture Board – organisation footprint

- ▶ Structure of architecture boards may reflect that of IT governance
  - Global and regional
  - Central and divisional
  - Transient steering groups
- ▶ Position in the wider organisation has to be decided
  - The major organizational groups involved in governance
  - Responsibilities of each group
  - Relationship between each group.

- ▶ 4 or 5 permanent members
- ▶ Business, management and operations representatives
- ▶ Up to 6 other temporary or rotating members

- ▶ Actions from last meeting
- ▶ Review of review reports
- ▶ Acceptance or rejection of
  - Requests for change to project or system
  - Requests for change to architecture
  - Waivers and duration thereof
- ▶ Resolution of disputes
- ▶ Requests for change to
  - Architecture governance organisation
  - Architecture governance processes
  - Architecture governance documentation
- ▶ Actions to be started before next meeting
- ▶ AOB
- ▶ Next meeting

## Define organisation

- ▶ Organisations involved in change
- ▶ The IT Governance organisation
- ▶ The place of architects within the IT function
- ▶ The architecture board (after TOGAF)
- ▶ The “Business-IT engagement model” (after MIT)

Establish authority for architecture

Define the architecting organisation

Define the architecture processes

Define the architecture resources

## “Top business execs should set IT priorities.”

- ▶ “Of this year’s CIO-100 winners,
- ▶ 51 percent use an executive council to vet ideas for new projects and business transformation and
- ▶ 38 percent use a cross-functional IT steering committee.
- ▶ Sharing control encourages business executives to share accountability for realizing the benefits.
- ▶ Project-specific steering committees with relatively high-level executives are also fairly common.”

Quoted from research by Alice Dragoon

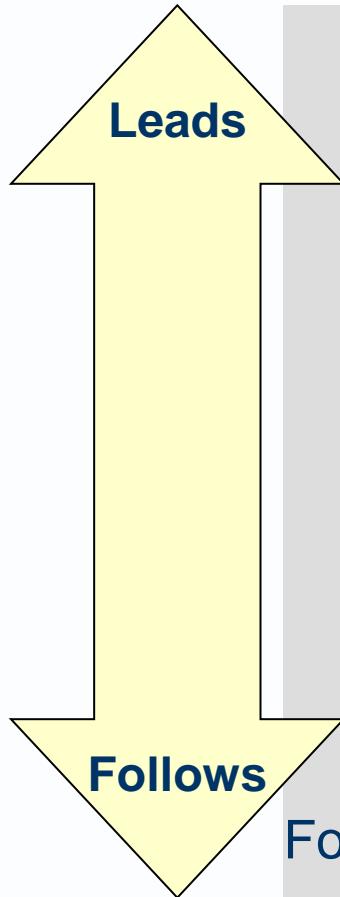
© 1994 - 2011 CXO Media Inc. a subsidiary of [IDG Enterprise](#)

## Other studies suggest

- ▶ Less than half of CIOs have a seat at the leadership table
- ▶ Most business leaders view IT as a source of efficiency [rather than] business innovation.
- ▶ Most IT organizations are treated as a cost to be controlled rather than a strategic asset to be leveraged for competitive advantage.
- ▶ But if an enterprise wants IT to drive innovation, then the CIO needs to be a member of the business leadership team to ensure that IT strategy is *embedded* in the business strategy - not a response to it.

Distilled from a blog by  
Steve Romero, IT Governance Evangelist.  
Copyright © 2011 CA

# Forrester's IT Archetype model



- The "Partner Player" IT organisation
  - The CIO is on the leadership team
  - IT takes a front-and-center role in business strategy.
- For "Trusted supplier" IT organisation
  - Some CIOs stand by in the wings
  - Some CIO's sit at the leadership table.
- The "Utility" IT organisation
  - IT react to business strategy
  - Ensure IT enables and supports the strategy.

Forrester's IT Archetype model <http://bit.ly/cpBAhp>,

## To ensure business and IT strategy is appropriately integrated

- ▶ Enterprises must:
  - Determine the role IT plays in enterprise success (after MIT)
  - Determine, deploy and sustain the appropriate IT Archetype (after Forrester)
- ▶ Then
  - Design, implement and manage an enterprise strategic planning process that results in the appropriate integration of business and IT strategy.

Distilled from a blog by  
Steve Romero, IT Governance Evangelist.  
Copyright © 2011 CA

# How does EA contribute to Business Strategy?

- ▶ Business Strategy surely under corporate governance
- ▶ The EA team might
  - be embedded in a Business Strategy or Business Change function?
  - make proposals for
    - cross-organisational business process standardisation
    - cross-organisational business process integration
  - promote the development and use of Business Intelligence systems which inform the corporate planners.

## How does EA contribute to IT strategy?

- ▶ IT Strategy surely under IT governance
- ▶ The chief EA should be involved in this
- ▶ might direct some part of it

## How does EA define the IS strategy?

- ▶ Surely the IS strategy should be under EA governance?
- ▶ The chief EA should direct this
- ▶ In line with Business Strategy
- ▶ In line with IT Strategy

- ▶ Use
  - the business operating model (after MIT)
  - The appropriate IT archetype (after Forrester)
- ▶ To determine how business and IT strategies are brought together and whether or not the CIO has a seat at the leadership table.

Distilled from a blog by  
Steve Romero, IT Governance Evangelist.  
Copyright © 2011 CA

# Define the architecting organisation

