

Avancier Methods (AM)

The EA manager role

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- ▶ “Enterprise Architecture and Enterprise Architect are widely used but poorly defined terms in industry today.” TOGAF

- ▶ EA is perceived to be
 - incompatible with agile development
 - fragmented – technology road mapping, management consultancy etc.
 - bloated with divergent opinions,
 - out of touch.

- ▶ EA needs to consolidate - not splinter

- ▶ The EA role is not to design, govern or manage
 - Business strategy
 - Marketing strategies,
 - Programmes and projects
 - Hardware technologies
 - Organisation design
 - Human resources
 - Facilities management
 - IT data centres

- ▶ Optimisation by standardisation and integration of business roles and processes

“Operating model” for core business processes		
High integration	Coordinated	Unified
Low integration	Diversified	Replicated
	Low standardisation	High standardisation

“EA as Strategy” Ross, Weill and Robertson, 2006

- ▶ Business system planning
 - systems that create and use business data
 - systems under change control

- ▶ Not about *business planning* - the province of CxOs

- ▶ Business system transformation

- ▶ Not about *cultural transformation* - the province of a business change team.

The modern EA manager (example 1)

- ▶ “an exceptional senior management role with an opportunity
- ▶ to join a business which is making significant investment
- ▶ to create **synergy between technology and growing business need**,
- ▶ with significant upcoming projects including a Global ERP Rollout.

- ▶ “The successful candidate will
- ▶ **lead technical strategy across the business**
- ▶ **alongside delivery of enterprise architecture** to meet business requirements.

The modern EA manager (example 2)

- ▶ **“Core Responsibilities:**
- ▶ **Definition and governance of architectural frameworks effectively translating business need to system requirements.**
- ▶ Development, implementation and operation of Enterprise Architecture
- ▶ **Definition of architecture** alongside timescale, budget and roadmap to deliver effective use of technology.
- ▶ Management of **governance** forums.
- ▶ Identification of future **opportunities** to make commercial improvement and value to the business in terms of technology.
- ▶ **Optimisation of cost, quality and risk** of IT infrastructure capex investments through effective capex planning and architectural management.
- ▶ Oversight of IT governance, planning, **portfolio management** / support and performance management.

- ▶ **“Experience**
- ▶ The role holder will be able to display significant breadth of experience of the above alongside a proven track record of developing and managing a team.
- ▶ Ideal candidates will be strong strategic thinkers with exceptional skills across communication, leadership and stakeholder management.
- ▶ Deep knowledge of IT Strategy.
- ▶ Experience of multiple delivery methodologies ideally including Waterfall and Agile.
- ▶ Certification and experience in architectural framework e.g. TOGAF.
- ▶ Knowledge of and interest in emerging trends and technologies in areas like SaaS, SOA, IaaS and PaaS.
- ▶ Degree level qualification or similar.”

EA manager as chief business systems engineer

- ▶ “Enterprise Architecture and Enterprise Architect are widely used but poorly defined terms in industry today.” TOGAF
- ▶ The EA manager is chief business systems engineer.

Generally, what is EA manager accountable for?

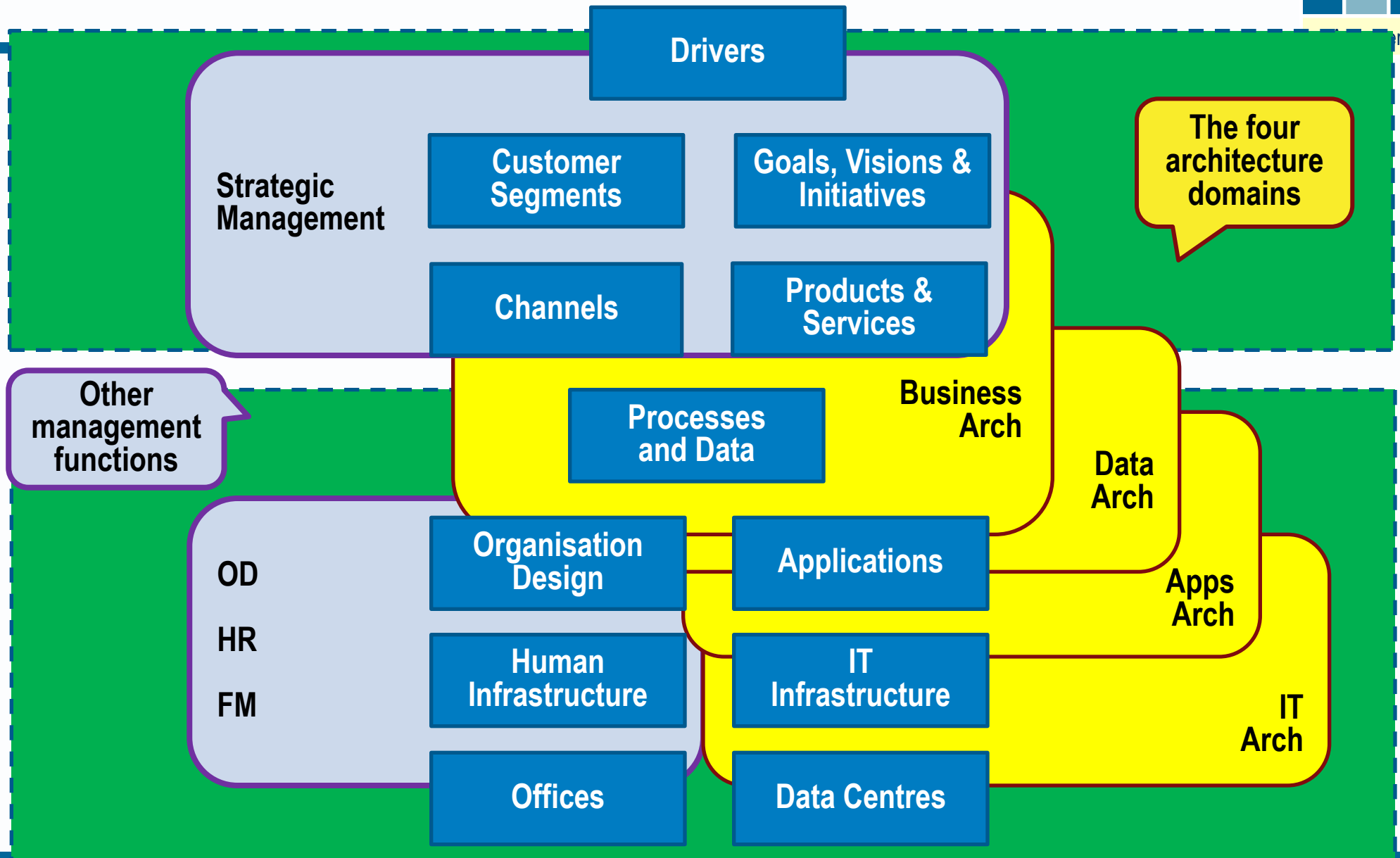
- ▶ Governance of the business systems portfolio, meaning:
 - roles and processes that create and use business data
 - the systems that support them.
 - the functional and non-functional qualities of those systems.
 - enterprise-wide optimisation of those business systems.

- ▶ Standards, principles, patterns, reference models and road maps that
 - enable cross-organisational systemisation of a business,
 - encourage integration and reuse
 - align the four primary architecture domains
 - define a strategic context for business system changes.

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The place of EA in one organisation

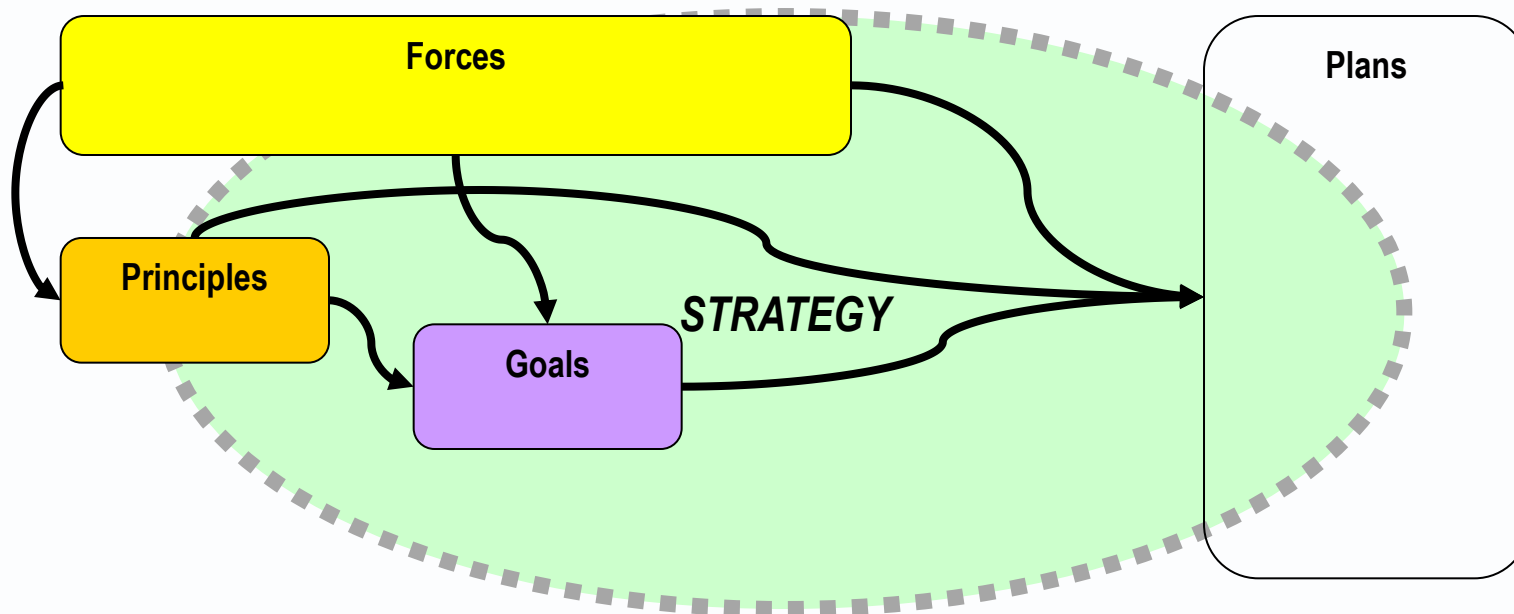


“EAs are responsible for executing business strategy.”

(But not *everybody* who implements strategy is an EA)

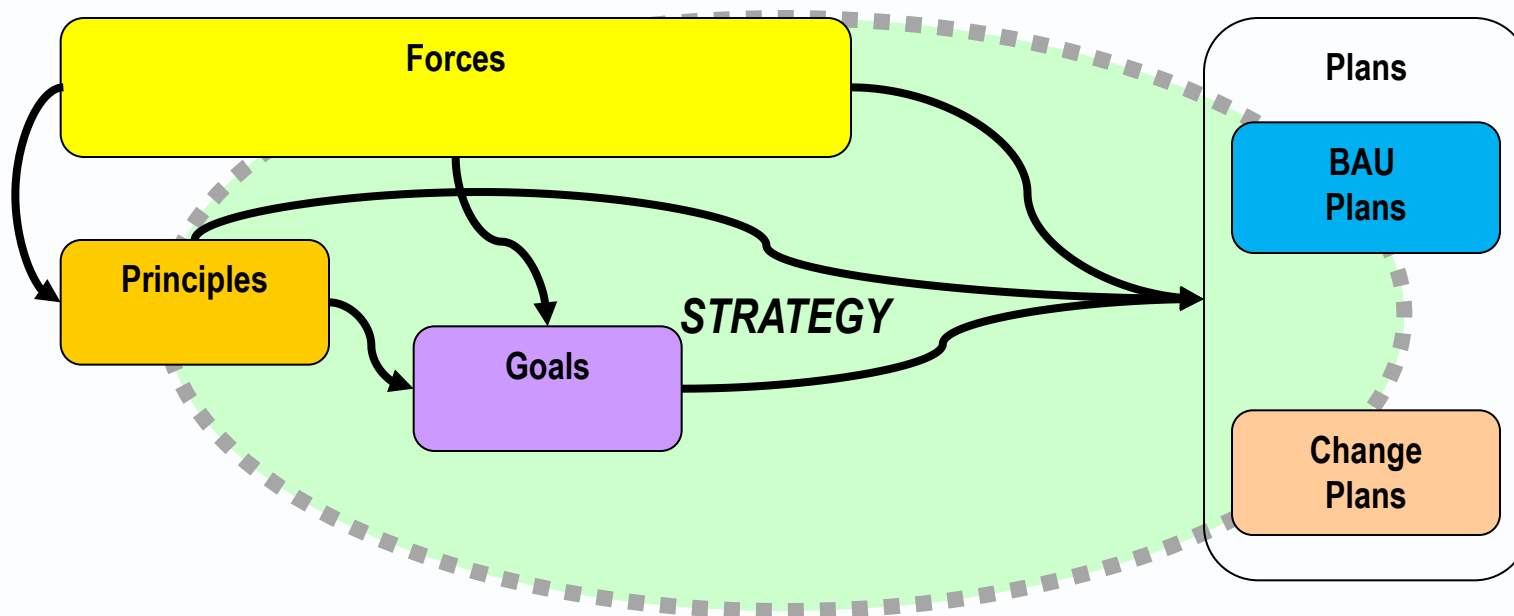
What is a business strategy?

- ▶ A top-level summary of business goals and plans for the future.
- ▶ It might cover 1 year or 10 years.
- ▶ (And it might change next year)



Does a strategy require or imply a transformational change?

- ▶ A business strategy rarely proposes stopping core business processes
- ▶ There is only so much change a business needs, and can handle.
- ▶ A strategy document might emphasise one or more strategic changes.
- ▶ But the real strategy is – usually, mostly – to carry on doing what is done now, perhaps better, perhaps more of it.



What kind of change is a strategic business change?

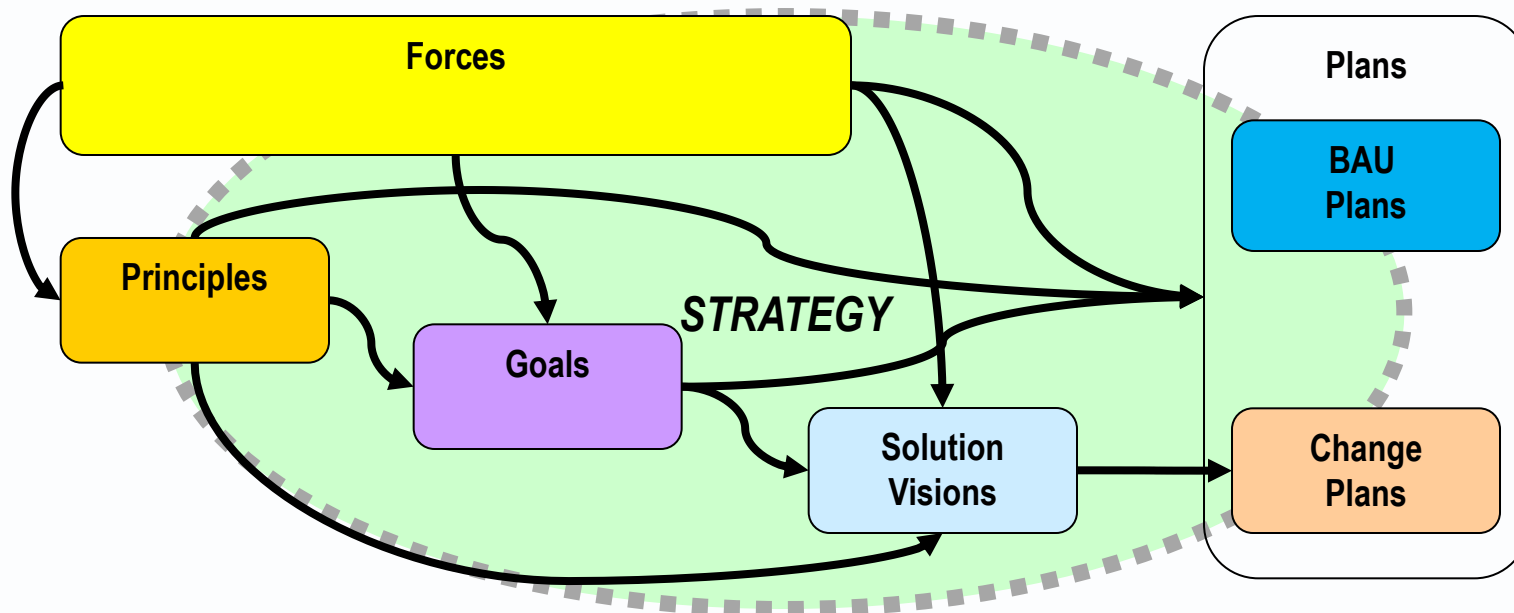
Beside business as usual

A strategy document might announce

- ▶ New product/service range,
- ▶ New marketing strategy
- ▶ Merger, acquisition, divestment,
- ▶ Major sales drive.
- ▶ Major redundancy round
- ▶ Major recruitment drive.

What does “executing a business strategy” mean to EA?

- ▶ Planning and delivering systems to
 - do business as usual (BAU) more and better, and
 - support any strategic change, elaborating solution visions and delivering them



If a business strategy is not executed, who is in the firing line?

- ▶ The EA manager surely should:
 - be informed
 - be consulted
 - share responsibility
- ▶ for execution of a business strategy

- ▶ But *sharing responsibility* is not the same as being accountable.

Who else shares responsibility for executing strategy?

- ▶ The CEO may say
 - Line-of-business managers.
 - COO, CFO or CIO (or whoever else the EA manager reports to).
 - PMO, HR, ITSM, Organisation Design or Facilities Management.

- ▶ Or say
 - every employee is responsible
 - a service provider organisation is responsible?

- ▶ The EA manager is not the only one responsible
- ▶ And probably not the first person in the CEO's mind.

Practical matters

A challenge



- ▶ The EA team manager has always striven to clarify and follow business strategy.
- ▶ Challenges are
 - to get the attention and sponsorship of business strategists and CxOs.
 - to find and maintain sponsorship for EA efforts

The enterprise as a mess (rather than a system)

- ▶ “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

The result is a mess that EA should tidy up, or prevent growing.

- ▶ “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

Repeat: What is the EA manager accountable for?

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The resourcing of architects needs management

- ▶ Few can afford to employ enterprise architects who work only at an abstract level
 - on standards, principles, patterns, reference models and road maps.
- ▶ It is normal for most architects to be engaged, at least part-time, in a governance or leadership role in one more solution delivery projects.

- ▶ Managers have to determine the appropriate modus operandi for EA and SA:

- ▶ Do EAs lead and direct the SAs?
 - by defining projects in a top-down command and control style?
 - (the style assumed in TOGAF until recently)

- ▶ Do EAs act more as a design authority?
 - defining generic standards, principles, patterns, reference models and cross-project road maps
 - governing their application to independently-generated solution delivery projects?

It helps if an architect's role on a project is

- ▶ expected,
 - is naturally assigned when resourcing the project
- ▶ paid for by agreed mechanisms
 - be it project budget or central budget
- ▶ understood by people on the project
 - starting with the project manager
- ▶ held responsible for the quality of architecture description artefacts.

An architect team manager has to

- ▶ balance how each architect divides their time between:
 - common good work
 - enterprise-wide standards, principles, patterns, reference models and other collateral
 - advice and guidance
 - regarding specific visions and change requests
 - shaping, leading or supporting specific delivery projects
 - perhaps several in parallel.

Are EAs accountable for innovation?

- ▶ EAs are commonly expected look for innovations in systems and technologies that can help the business.
- ▶ Are they held “accountable” for innovation?
- ▶ Who measures the missing of an opportunity?
- ▶ Who measures the failure of an innovation to be adopted?
- ▶ Does anybody else have a responsibility for innovation?

- ▶ **Avancier Methods** are useful with all architecture frameworks that share similar ends and means
- ▶ <http://avancier.website>

