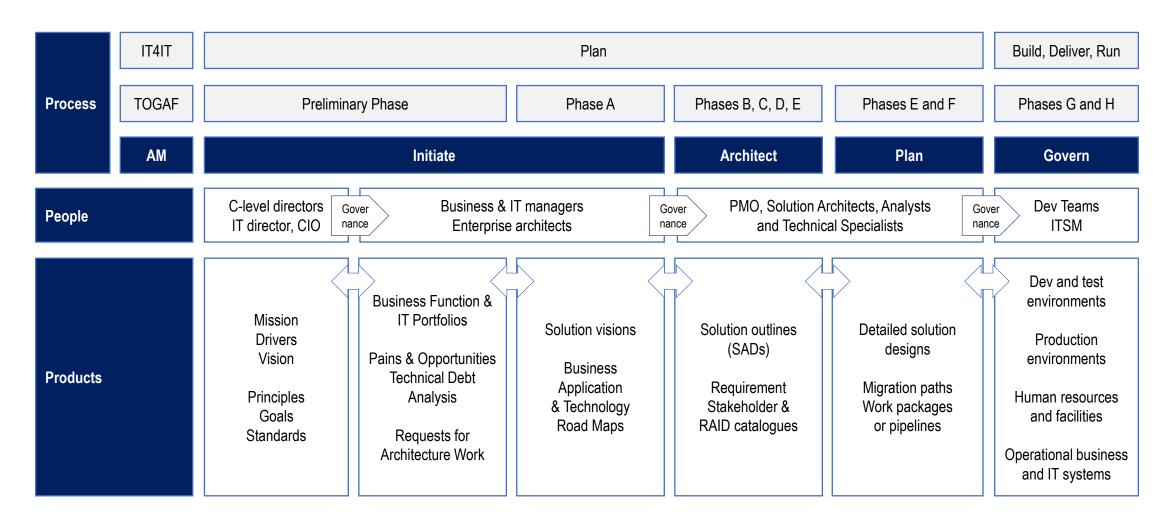
### The architecture value stream in Avancier Methods



## **Avancier Methods – 1st level**

Key milestone products

#### Initiate

Identify aims and constraints, agree the vision

#### Vision

#### Govern

Govern delivery of what was planned

**Plans** 

#### Manage

Manage the aims, process, risks etc

#### Plan

Plan migration from baseline to target state

#### Architect

Develop a target architecture

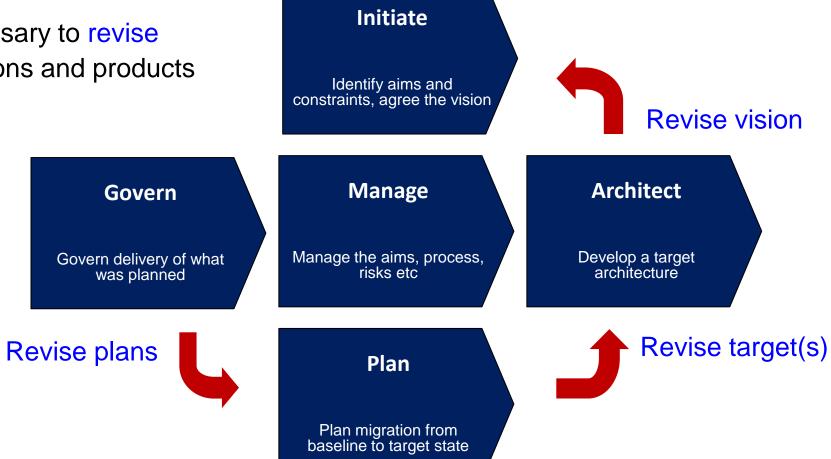
#### Target architecture(s)

You can produce optional target architectures, and select one in the Plan phase

Copyright Avancier Limited 2017-19

## Not a strictly waterfall process

It often necessary to revise earlier decisions and products



Copyright Avancier Limited 2017-19

## Avancier Methods – 2<sup>nd</sup> level

The process is further decomposed to a 3<sup>rd</sup> level (and sometimes a 4<sup>th</sup> level not shown in this slide show)



#### **Initiate**

**Establish capability** 

**Establish the context** 

Scope the endeavour

**Get vision approved** 



#### Govern

Respond to oper'l change

Monitor the portfolio(s)

**Govern delivery** 

Hand over to delivery



Manage stakeholders

Manage aims

Manage business case

Manage readiness & risks

#### **Architect**

**Understand the baseline** 

**Review initiation products** 

**Clarify NFRs** 

**Design the target** 



#### Plan

Select & manage suppliers

Plot migration path

**Review business case** 

Plan delivery



## The same method presented as a value stream

#### Manage

Manage the aims, process, risks etc

Manage stakeholders

Manage aims

Manage business case

Manage readiness & risks

#### Initiate

Identify aims and constraints, agree the vision

**Establish capability** 

Establish the context

Scope the endeavour

**Get vision approved** 

#### Architect

Develop a target architecture

Understand the baseline

**Review initiation products** 

**Clarify NFRs** 

**Design the target** 

#### Plan

Plan migration from baseline to target state

**Select & manage suppliers** 

Plot migration path

**Review business case** 

Plan delivery

#### Govern

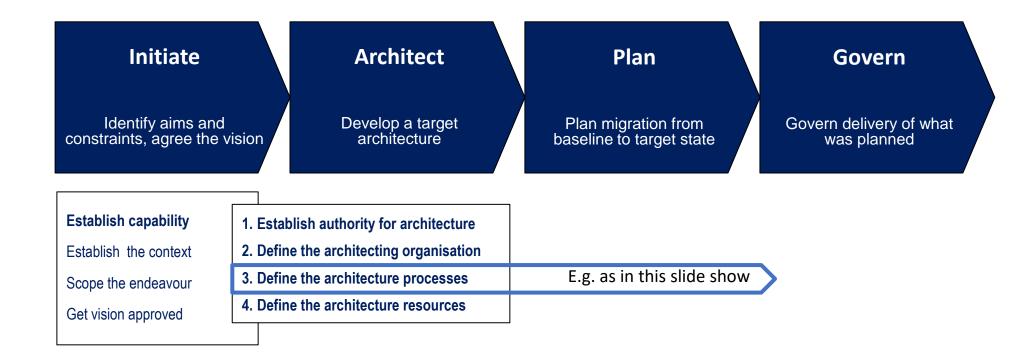
Govern delivery of what was planned

Hand over to delivery

**Govern delivery** 

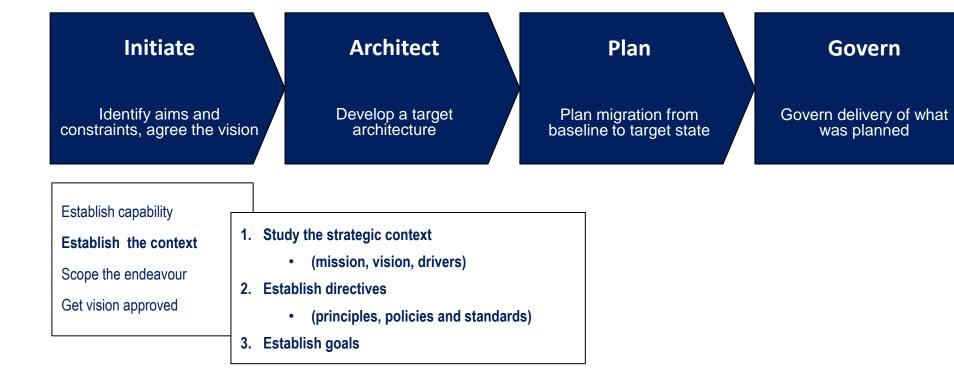
Monitor the portfolio(s)

# **Establish capability**

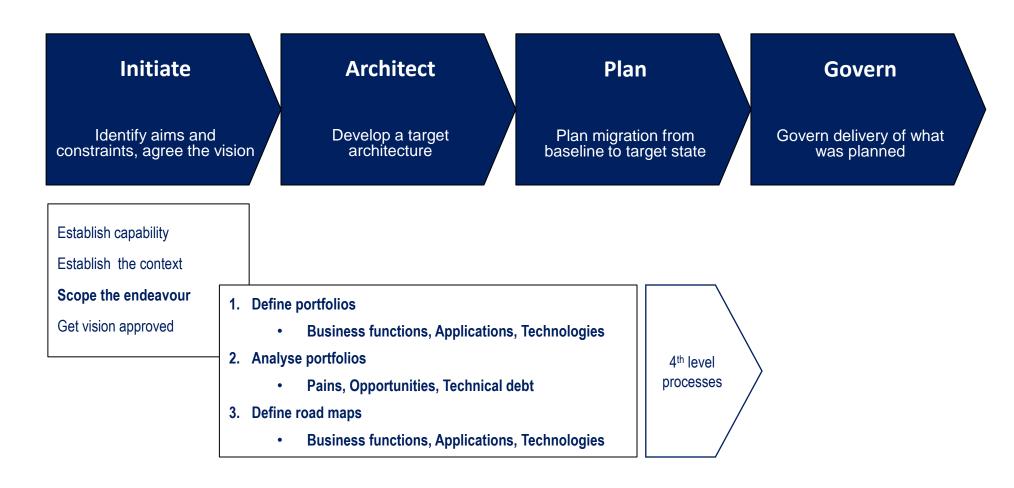


Govern

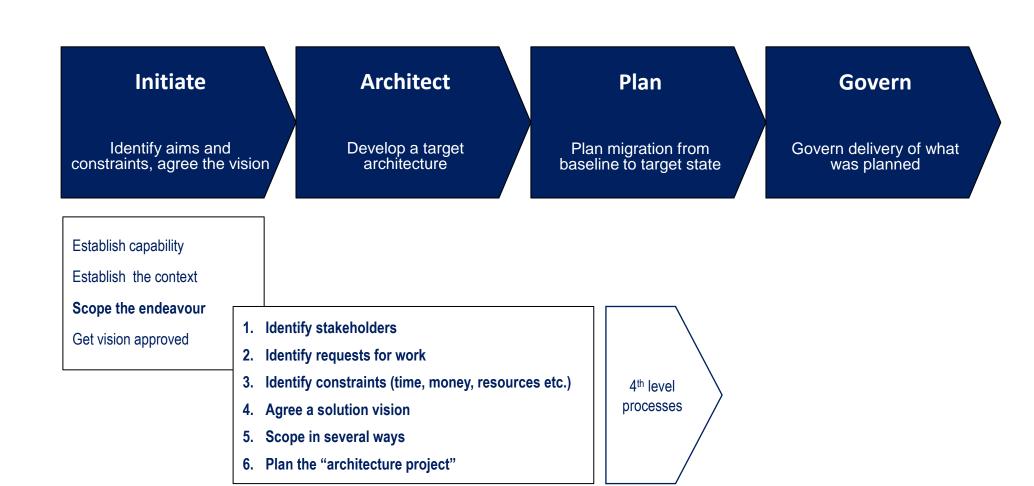
## **Establish** the context



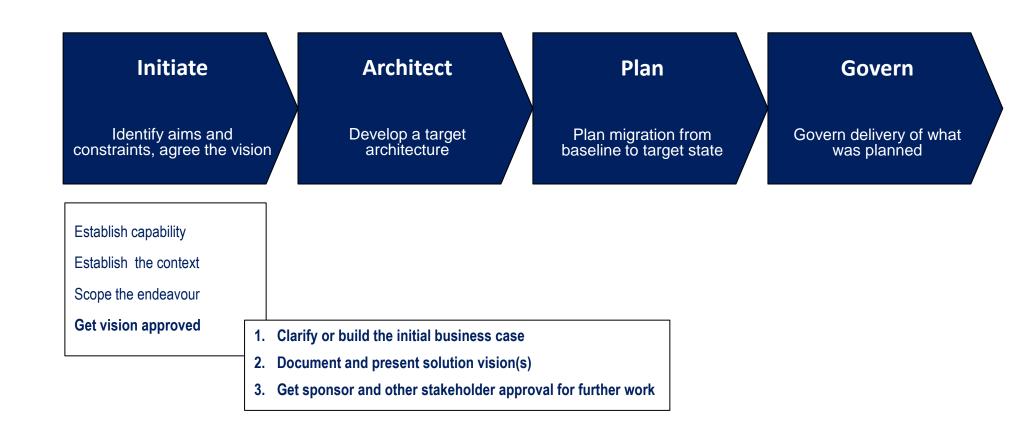
# Scope the endeavour (EA)



# Scope the endeavour (SA)



## Get vision approved



# Manage stakeholders

 Ongoing management of the process

#### Manage

Manage the aims, process, risks etc

#### Manage stakeholders

Manage aims

Manage business case

Manage readiness & risks

- 1. Identify Your Stakeholders
- 2. Prioritize Your Stakeholders:
- 3. Understand key stakeholders
- 4. Classify by attitude
- 5. Consider how to manage blockers
- 6. Document your analysis
- 7. Communicate with stakeholders

#### Initiate

Identify aims and constraints, agree the vision

#### **Architect**

Develop a target architecture

#### Plan

Plan migration from baseline to target state

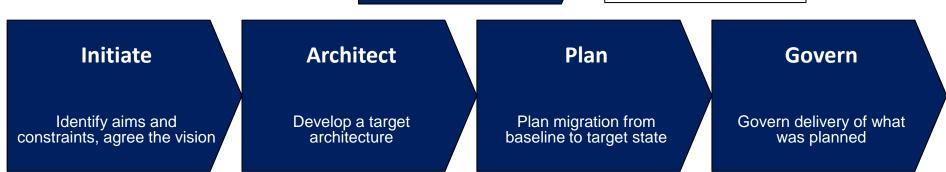
#### Govern

Govern delivery of what was planned

# Manage aims

 Ongoing management of the process





# Manage business case

 Ongoing management of the process

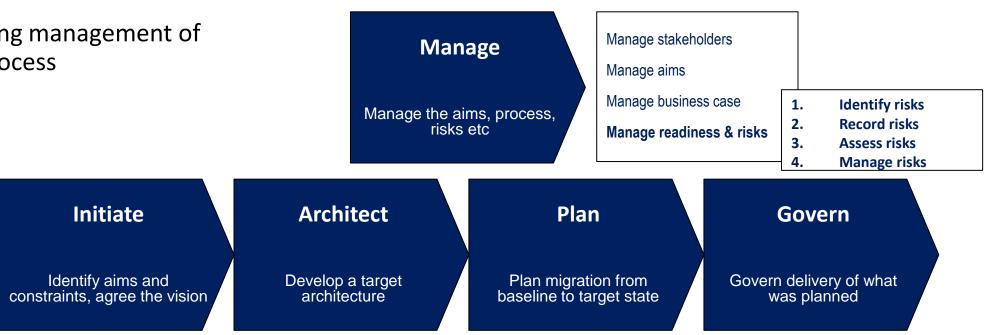


Initiate Architect Plan Govern

Identify aims and constraints, agree the vision Develop a target architecture Plan migration from baseline to target state Govern delivery of what was planned

## Manage readiness & risks

 Ongoing management of the process



## Understand the baseline

#### Initiate Architect Plan Govern Develop a target architecture Plan migration from baseline to target state Identify aims and Govern delivery of what constraints, agree the vision was planned Understand the baseline 1. Understand the baseline business architecture Review initiation products 2. Understand the baseline data architecture Clarify NFRs Understand the baseline applications architecture 4th level Design the target 4. Understand the baseline technology architecture processes 5. Look for reuse 6. Assess constraints and opportunities

## **Review initiation products**

#### Initiate

Identify aims and constraints, agree the vision

#### Architect

Develop a target architecture

#### Plan

Plan migration from baseline to target state

#### Govern

Govern delivery of what was planned

Understand the baseline

**Review initiation products** 

Clarify NFRs

Design the target

#### 1. Review results of initiation

- Mission, Vision, Drivers
- Principles, Goals, Standards
- Business, Application and Technology Road Maps
- Requests for Architecture Work
- Constraints (time, costs, resources, standards and regulations)
- Solution vision

#### 2. Build and baseline aims

# **Clarify NFRs**

#### **Initiate**

Identify aims and constraints, agree the vision

#### **Architect**

Develop a target architecture

#### Plan

Plan migration from baseline to target state

#### Govern

Govern delivery of what was planned

Understand the baseline

Review initiation products

**Clarify NFRs** 

Design the target

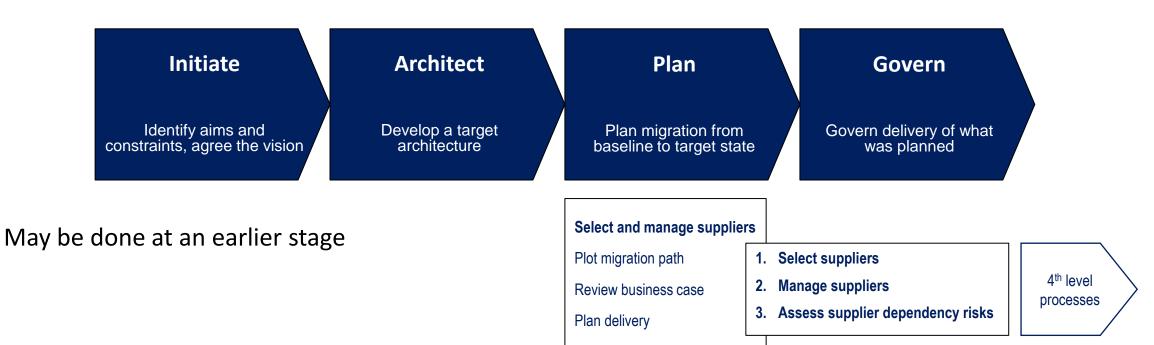
#### 1. Set target measures with flexibility

- Performance (timings and volumes of business done)
- · Availability (derived from Reliability and Recoverability)
- Integrity, Security, Scalability, Serviceability
- Usability, Maintainability, Portability, Interoperability, Extensibility
- 2. Assess business & IT readiness
- 3. Assess non-functional risks

# **Design the target**

#### Initiate Architect Plan Govern Identify aims and constraints, agree the vision Develop a target architecture Plan migration from baseline to target state Govern delivery of what was planned Understand the baseline Review initiation products 1. Define services to meet objectives Clarify NFRs 2. Define business scenarios **Design the target** 3. Define data/information view 4. Define applications view 4<sup>th</sup> level processes 5. Design to meet NFRs 6. Define platform technology view 7. Report the target architecture 8. Review the target architecture

## Select and manage suppliers



# Plot migration path

# Initiate Architect Plan Govern Identify aims and constraints, agree the vision Develop a target architecture Plan migration from baseline to target state Select and manage suppliers Plot migration path Review business case 1. List changes 2. Identify risks, costs and values

Plan delivery

3. Prioritise changes

4. Plot migration path

## Review business case

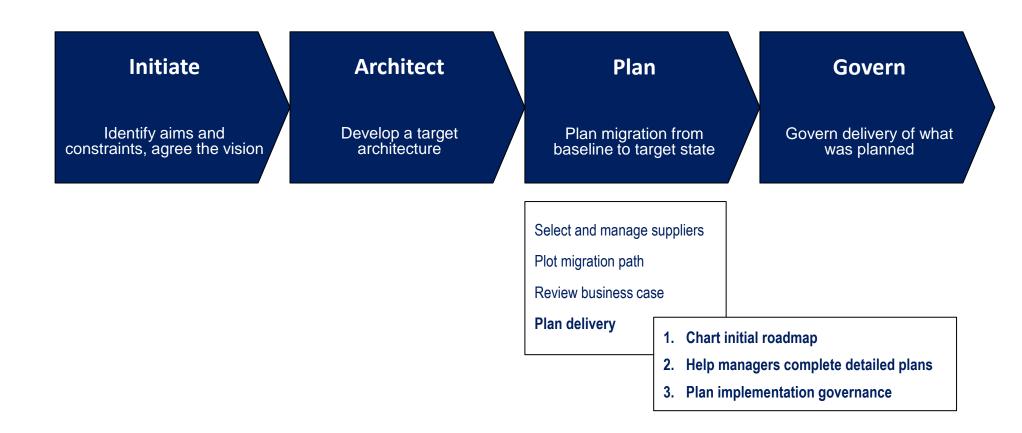
#### Initiate Architect Plan Govern Identify aims and constraints, agree the vision Develop a target architecture Plan migration from baseline to target state Govern delivery of what was planned Select and manage suppliers Plot migration path **Review business case** 1. Analyse solution or solution options Plan delivery · costs and benefits risks · gaps between options

4<sup>th</sup> level processes

· trade offs between option qualities

2. Confirm chosen option

## Plan delivery



## Hand over to delivery

#### **Initiate**

Identify aims and constraints, agree the vision

#### Architect

Develop a target architecture

#### Plan

Plan migration from baseline to target state

#### Govern

Govern delivery of what was planned

#### Hand over to delivery

Govern delivery

Monitor the portfolio(s)

- 1. Collect relevant docs
- 2. Assess project suitability for agile development methods
- 3. Agree subsequent engagement

# **Govern delivery**

#### Initiate

Identify aims and constraints, agree the vision

#### Architect

Develop a target architecture

#### Plan

Plan migration from baseline to target state

#### Govern

Govern delivery of what was planned

Hand over to delivery

#### **Govern delivery**

Monitor the portfolio(s)

- 1. Share governance expectations
- 2. Schedule a review
- 3. Prepare for review
- 4. Carry out review
- 5. Report results

# Monitor the portfolio(s)

#### Initiate

Identify aims and constraints, agree the vision

#### **Architect**

Develop a target architecture

#### Plan

Plan migration from baseline to target state

#### Govern

Govern delivery of what was planned

Hand over to delivery

Govern delivery

Monitor the portfolio(s)

## Respond to operational change

#### Initiate

Identify aims and constraints, agree the vision

#### Architect

Develop a target architecture

#### Plan

Plan migration from baseline to target state

#### Govern

Govern delivery of what was planned

Hand over to delivery

Govern delivery

Monitor the portfolio(s)

Respond to oper'l change

#### **Identify sources of change**

- 1. Identify potential change
- 2. Analyze change request
- 3. Evaluate and control the change
- 4. Plan the change effort
- 5. Implement change
- 6. Release review and close change

## A naive EA/SA division (the reality is more complex)

Enterprise Solution architecture architecture Manage stakeholders Manage Manage aims Manage business case Manage the aims, process, risks etc Manage readiness & risks Initiate **Architect** Plan Govern Identify aims and Plan migration from Govern delivery of what Develop a target constraints, agree the vision architecture baseline to target state was planned **Establish capability** Understand the baseline **Select & manage suppliers** Hand over to delivery **Establish** the context **Review initiation products** Plot migration path Govern delivery **Clarify NFRs** Scope the endeavour Review business case Monitor the portfolio(s) **Get vision approved Design the target** Plan delivery Respond to oper'l change EA

## Our ESA course focuses particularly on...

#### Manage

Manage the aims, process, risks etc

Manage stakeholders

Manage aims

Manage business case

Manage readiness & risks

#### Initiate

Identify aims and constraints, agree the vision

**Establish capability** 

Establish the context

Scope the endeavour

**Get vision approved** 

#### **Architect**

Develop a target architecture

**Understand the baseline** 

**Review initiation products** 

**Clarify NFRs** 

**Design the target** 

#### Plan

Plan migration from baseline to target state

**Select & manage suppliers** 

Plot migration path

**Review business case** 

Plan delivery

#### Govern

Govern delivery of what was planned

Hand over to delivery

**Govern delivery** 

Monitor the portfolio(s)