

Avancier Methods (AM)

Using AM to avoid 10 EA pitfalls

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10 issues listed at a Gartner conference

- ▶ Quotes are from a post-event report
- ▶ “Analysts Explore How to Avoid Common Errors at
- ▶ Gartner Enterprise Architecture Summits 2009 in London and Orlando.”

1. The Wrong Lead Architects
2. Insufficient Stakeholder Understanding and Support
3. Not Engaging the Business People
4. Doing Only Technical Domain-Level Architecture
5. Doing Current-State EA First
6. The EA Group Does Most of the Architecting
7. Not Measuring and Not Communicating the Impact
8. Architecting the ‘Boxes’ Only
9. Not Establishing Effective EA Governance Early
10. Not Spending Enough Time on Communications

1. The Wrong Lead Architect

- ▶ “the single biggest EA problem... a chief architect who is an ineffective leader.
- ▶ He or she may understand EA well but has ineffective leadership skills that even a good organisational structure and staffing levels cannot overcome.
- ▶ Gartner recommends that such a lead architect be replaced by someone with strong ‘soft’ skills such as enthusiasm, communication and passion, as well as being well respected and strategically minded.”

- ▶ AM presents leadership and communication as skills important to all architects

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	Establish the context
	Scope the endeavour
	Get vision approved
ARCHITECT	Understand the baseline
	Review results of initiation
	Clarify NFRs
	Design the target
PLAN	Select suppliers
	Plot migration path
	Review business case
	Plan delivery
GOVERN	Hand over to delivery
	Govern delivery
	Monitor portfolios
	Respond to operational change

2. Insufficient Stakeholder Understanding and Support

- ▶ “This happens when
 - employees outside the EA team don’t participate in the EA programme,
 - EA content is not used in projects and
 - management questions its value.
- ▶ Gartner’s solution is to make EA education and communication a top priority to secure executive-team sponsorship.”
- ▶ Stakeholder management is continuous in AM

3. Not Engaging the Business People

- ▶ “When IT and business goals are not aligned, resultant problems include non-technical people trying to make technical decisions while enterprise architects become too reactionary and tactical in response to projects.
- ▶ To overcome this, Gartner recommends that enterprise architects get involved in the development of the business context and engage jointly with other employees in the business architecture.”

- ▶ See advice in AM, especially in the first half

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4. Doing Only Technical Domain-Level Architecture

- ▶ “This dated EA approach is still in use in some organisations and is even narrower in scope than technical architecture.
- ▶ Holistic EA best-practice is much broader as it includes business, information and solutions architecture.”

- ▶ See advice in AM, which spans all architecture domains

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5. Doing Current-State EA First

- ▶ “Successful EA provides prescriptive guidance but current-state EA does not, so it delays delivery of EA value and hinders the creation of good future-state EA.
- ▶ “The temptation is often to do the easy – current-state – EA first,”
- ▶ “Instead, establish the business context and then focus first on future-state EA.”

- ▶ AM says understand the baseline line well enough to identify what changes must be made. And iterate!

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6. The EA Group Does Most of the Architecting

- ▶ “This is a pitfall because the EA content is typically off the mark as it was not informed by those on the business side.
 - ▶ There is also consequently no buy-in for the EA.
 - ▶ The primary job of architects is to lead the EA process rather than impose EA content on the organisation.
 - ▶ They should form virtual teams to create content and seek consensus on the content.”
- ▶ See advice in AM on the architecting organisation
 - ▶ And who the EA team should work with.

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7. Not Measuring and Not Communicating the Impact

- ▶ “The value of EA is often indirect, so it may not be obvious to everyone in the organisation.
- ▶ This then exposes the EA programme to risk of failure.
- ▶ Gartner recommends that enterprise architects create a slide to demonstrate each success story of EA applied to a project.
- ▶ They should include measurement and documentation of EA in the programme plan.”

- ▶ See advice in AM on EA funding, plotting migration path, reviewing the business case etc.

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8. Architecting the 'Boxes' Only

- ▶ “Enabling better business agility and integration is key
- ▶ but architecting standards for the ‘boxes’ (business units) in process, information, technical and solutions models doesn’t address this.
- ▶ Integration and interoperability standards are high EA priorities and must account for more than just technical architecture.
- ▶ Architects should focus more on the links between the boxes.”

- ▶ See advice in AM on rationalisation , applications integration methods and patterns

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9. Not Establishing Effective EA Governance Early

▶ “Enterprise architects must resist the temptation to wait for more architecture content before setting governance processes and instead develop content and governance in parallel.”

▶ See advice in AM on studying the strategic context, defining the architecting organisation...

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10. Not Spending Enough Time on Communications

- ▶ “Key messages about EA are not intuitively obvious, so enterprise architects must work to educate the business.
- ▶ It is critical that organisations develop and execute an EA communications plan with messages tailored to each audience.”

- ▶ See advice in AM on agreeing EA funding or ROI metrics, managing stakeholders...

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- ▶ “The key for enterprise architects is to create not the perfect or most elegant architecture for the moment, but the most adaptable architecture for the future,”
 - ▶ said Mr Bittler.
 - ▶ “EA is a challenging discipline and careful attention to the basics can mean the difference between failure and success.”
- ▶ See advice in AM: many of the challenges are political

Summary

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▶ See advice in AM, especially in the processes below

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5 more issues listed in a BCS EA SG discussion

- ▶ **Poor recruitment**
 - the EA team contains the wrong kind of architect.
- ▶ **Poor direction**
 - the EA team police governance points in a mechanical "show me this artefact to pass go" way.
- ▶ **Fear of exposure**
 - manager does not allow EA overview to be shared because it reveals too much.
- ▶ **Modelling madness**
 - a generic data or process model is too vacuous to help anybody, or
 - a corporate data model attempts to aggregate all local data models.
- ▶ **The Zachman fallacy**
 - EA tries to describe the enterprise estate in excruciating detail – which turns out to be both unhelpful and impossible to maintain.