

# 10 Steps to Follow Before Initiating a TOGAF® 9 Project

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14<sup>th</sup> September, 2011



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## Introductions

**A large number of EA projects fail to realise the benefits initially defined despite using good architecture frameworks and methods**



**Failure rate of projects can be decreased by understanding**

- **project value proposition**
- **team position within the organisation before architecture initiative**

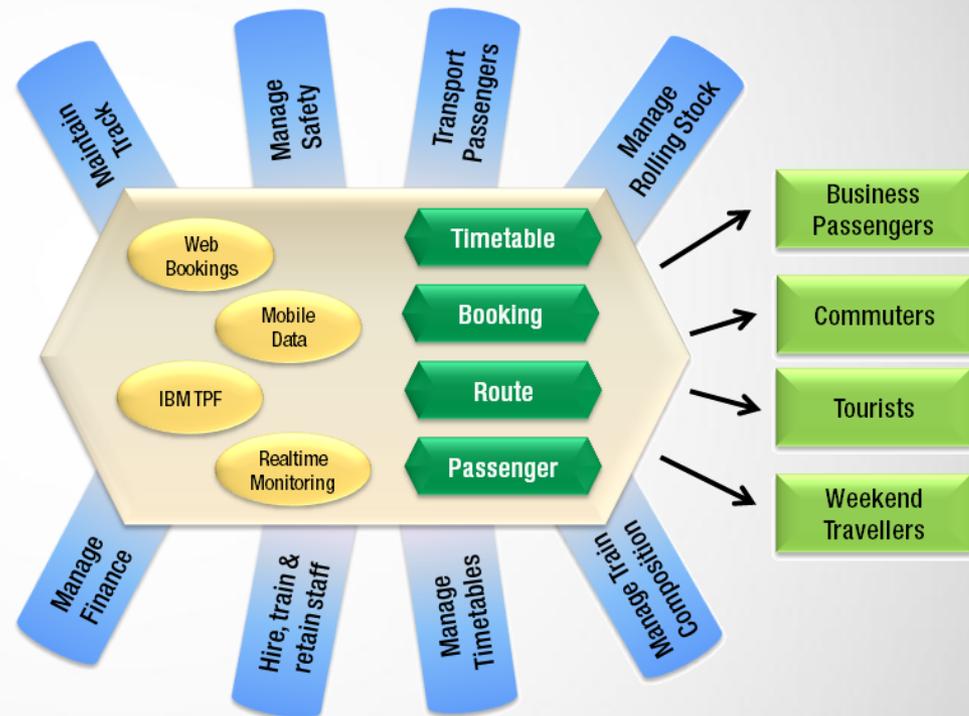
**The focus of this Webinar is to highlight the 10 key steps that EA teams can follow to help them deliver a successful TOGAF® 9 project.**

*Adapted from The Open Group Architecture Framework (TOGAF®) version 9.*

# Step 1: Understand the Organisation

## Explain how the architecture work will support the initiatives

- Enterprise Architecture practitioners are very familiar with *how* an organisation operates, BUT not *why*...
- Management are primarily concerned with reducing cost, managing risk and increasing value.



Organisation Example: Rail Company

## Step 2: Identify the key factors

### EA practitioners must understand the business drivers in their industry

- Sector and Industry drivers influence the strategy and goals of organisations.
  - An organisation does not operate within a vacuum
  - The Global Financial Crisis forced financial institutions to change banking practices
  - Regulations are impacting enterprise operations across international borders

***EA practitioners must reflect the industry drivers in their design.***

## Step 3: Clarify your mandate

It is critical that the EA team understand what is expected of them

- EA is a cross-organisational activity
- Organisational politics challenge delivery
- Create a stakeholder map to understand stakeholders and boundaries between different EA teams
- The EA team must have a clear understanding of their purpose and mandate



*A clear architecture mandate is needed to address the primary concerns of an organisation*

## Step 4: Architecture Principles

### Identify & link architecture principles to Organisational Values & Drivers

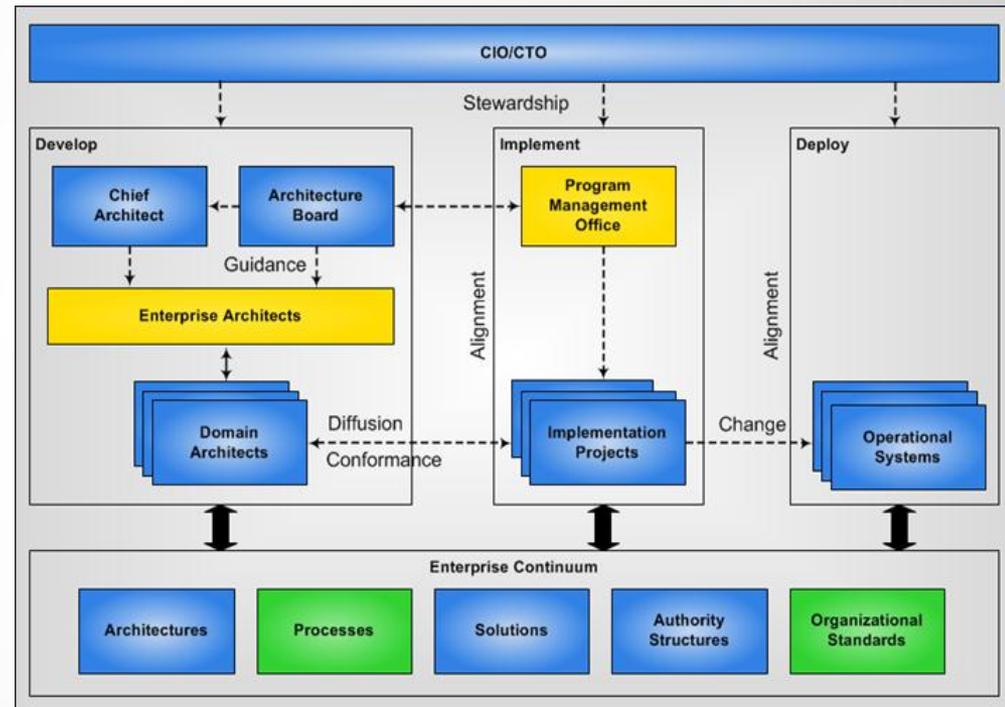
- No two organisations are alike; even within the same industry, or same size or operating in the same country
- Factors influencing structure include organisational cultures, structures and attitude towards risk
- Thus organisations require vastly different architecture practices and principles in support to change the structure
- Architecture principles need to drive the behaviour of architecture teams in the organisation by setting the foundation for architectural governance
- Principles must be agreed and defined before different architecture projects are initiated
- Architecture principles are based on business principles.

## Step 5: Architecture Governance

### Understand how EA Governance fits into the Governance Framework

If EA governance processes are not aligned with the existing governance framework the duplication of governance structures might undermine the credibility and consistency of architecture deliverables.

*Architecture governance is the process that transforms a repository full of interesting models into real value for the organisation.*

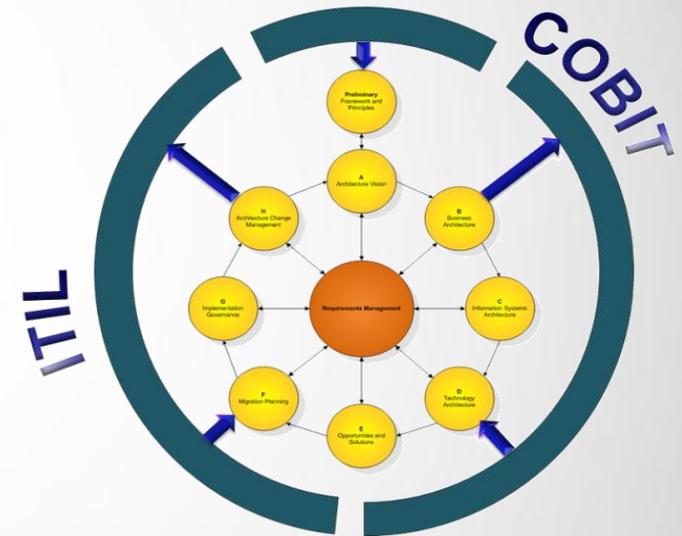


Adapted from TOGAF 9 Architecture Governance Framework

## Step 6: Management Frameworks

### Integrate architecture processes with other management frameworks

- The ADM was designed to be used as a **stand-alone** method or **integrated** into other architecture frameworks or industry specific management frameworks.
- Align management frameworks to reduce duplication of effort and deliverables.
- E.g. Prince2 key deliverables overlap with TOGAF.
- Use the COBIT 4.1 accountability matrix to understand role of The Chief Architect and use the RACI indicator to assign responsibility.

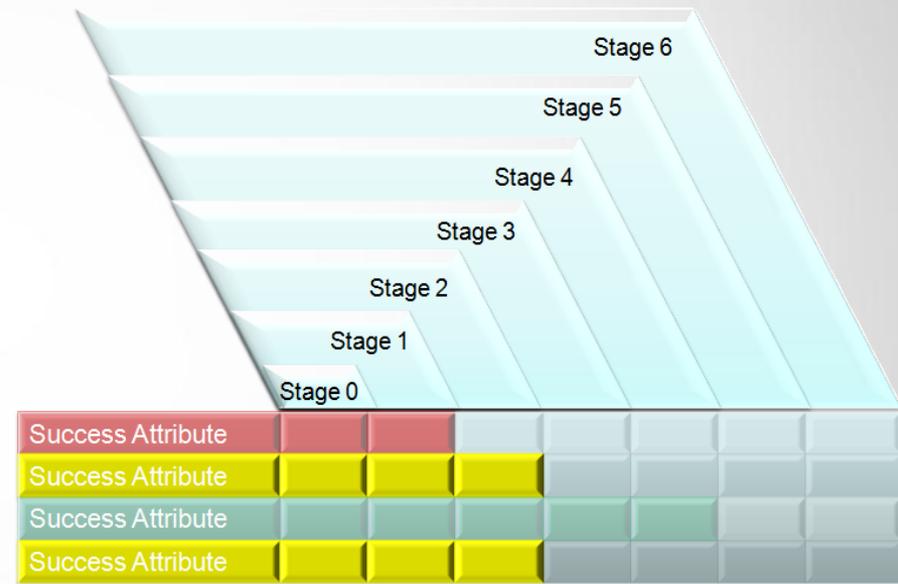


*The TOGAF® 9 ADM can be used in conjunction with other management frameworks*

## Step 7: Architecture maturity assessment

### Use Capability Maturity Models to determine organisational readiness

- Identify which key characteristics to measure.
- Start with a maturity assessment that is already defined and adjust it.
- TOGAF® 9 examples include; CMMi and DOC Architecture CMM.



*Example Framework for Assessing and Improving Enterprise Architecture Management*

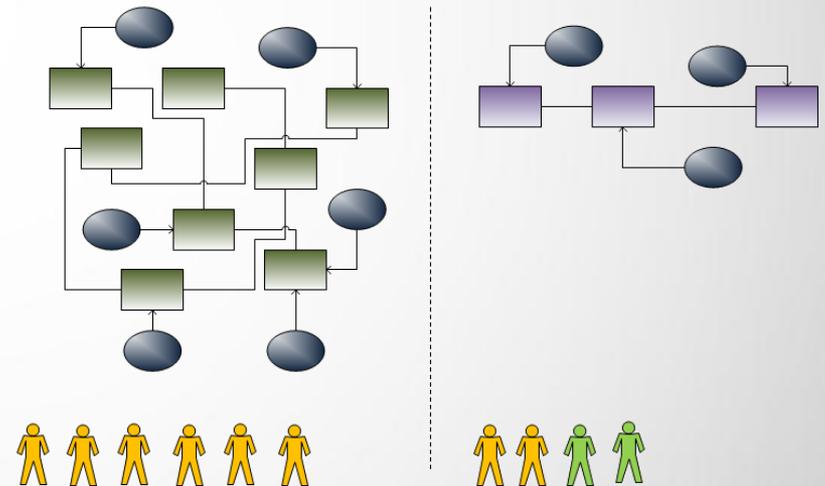
## Step 8: Formalise the Architecture function

### A sustainable architecture initiative needs a formalised EA function

- **Formalise HR in EA function** to assist with succession planning, skills development, resource allocation, and performance management.
- Create an **organisational chart** with roles and responsibilities using industry, maturity, HR strategy, budget and governance structure as input.

- EA resourcing differs per sector:

- Banks are information heavy with big investments in **information** that are maintained using complex ICT infrastructure.
- Mines are concerned with the optimisation of production processes with a lower dependence on ICT and systems.



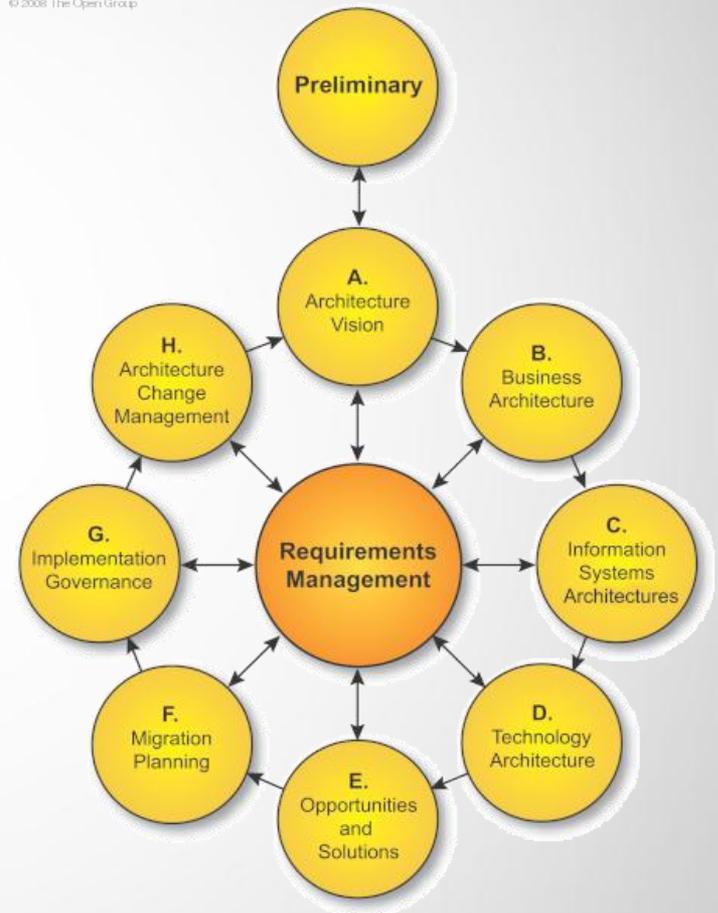
*Selected people for EA teams should reflect the complexity of the architecture*

## Step 9: Customise TOGAF

### TOGAF® 9 is a framework that is continuously evolving

- TOGAF® 9 is designed to address architecture problems across sectors
- EA practitioners must customise and document the TOGAF® processes & deliverables
- The documented framework is very valuable when for example:
  - A new employee join the team
  - The architecture process must be formalised and rolled-out (to achieve level 2 CMMi maturity)
  - The architecture function is expanded across the organisation involving other EA Teams

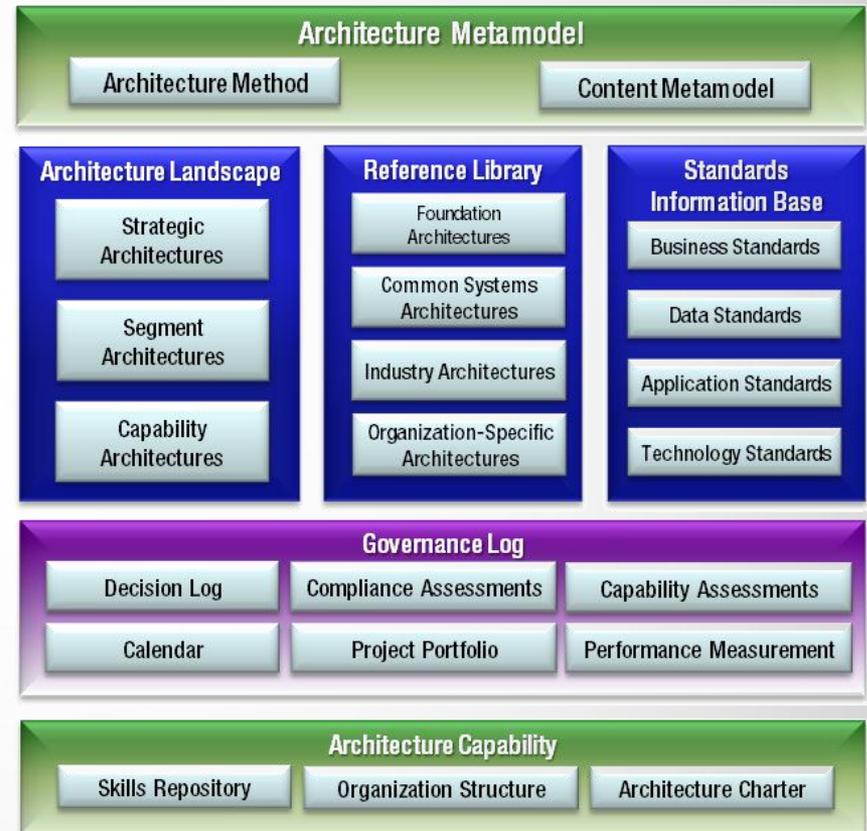
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## Step 10: Architecture repository components

A sustainable EA practice, needs a good architecture repository

- TOGAF® provides a list of criteria that you can use for a tool comparison.



TOGAF® 9 Architecture Repository Components

## In Summary

### EA practitioners are focused on project delivery not building a practice

- The 10 key steps are based on the TOGAF® 9 Preliminary phase
- Better sponsorship for initiatives or an increase in the success rate of current architecture projects will only be achieved if everyone understand the basics
- EA practitioners must ensure that they have an executive sponsor that understands the value
- EA team members must understand their role and position in the organisation
- Stakeholders of the EA team must be comfortable that their needs are addressed with the set of viewpoints that are published

# Questions and Answers



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