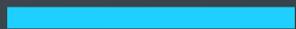


AGILE EA

Architecting in the Age of Agility

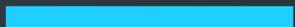
Paul Homan

IBM Distinguished Engineer



Winter of EA

Do we really need it in an Agile era?



Is Architecture dead in the age of Design Thinking & Agile?

IBM Global Markets

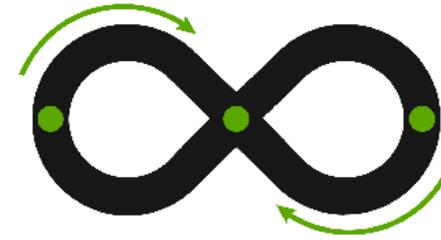
IBM Design Thinking

+

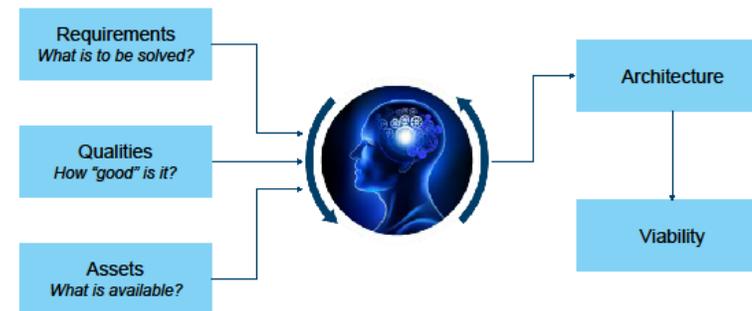
Architectural Thinking

+

Agile Development



Observe Reflect Make

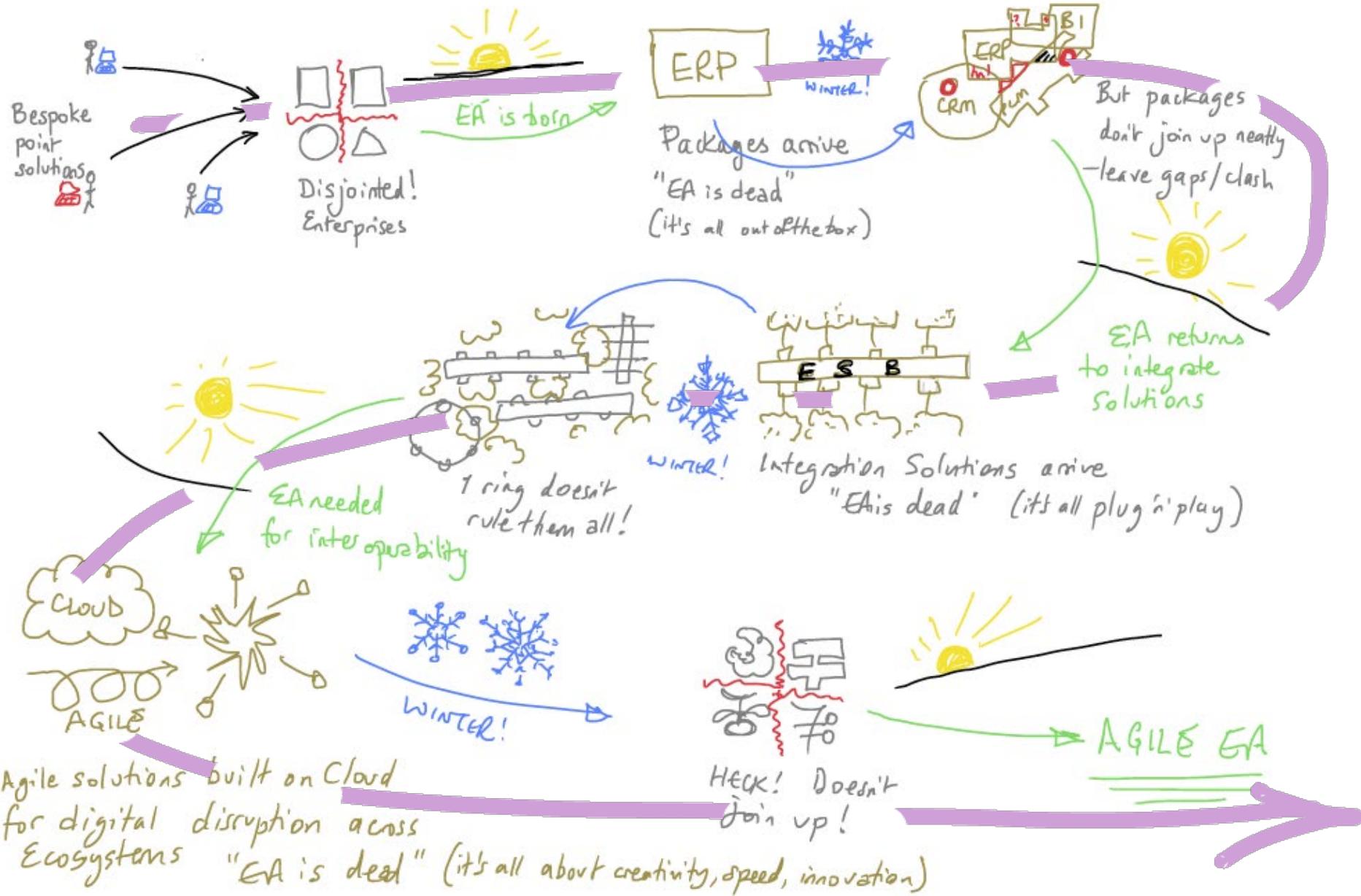


Or do we occasionally enter “Architecture Winters” of which “Agility” is the latest ?



With each development in the way we deliver IT we seem to experiment with dropping discipline.

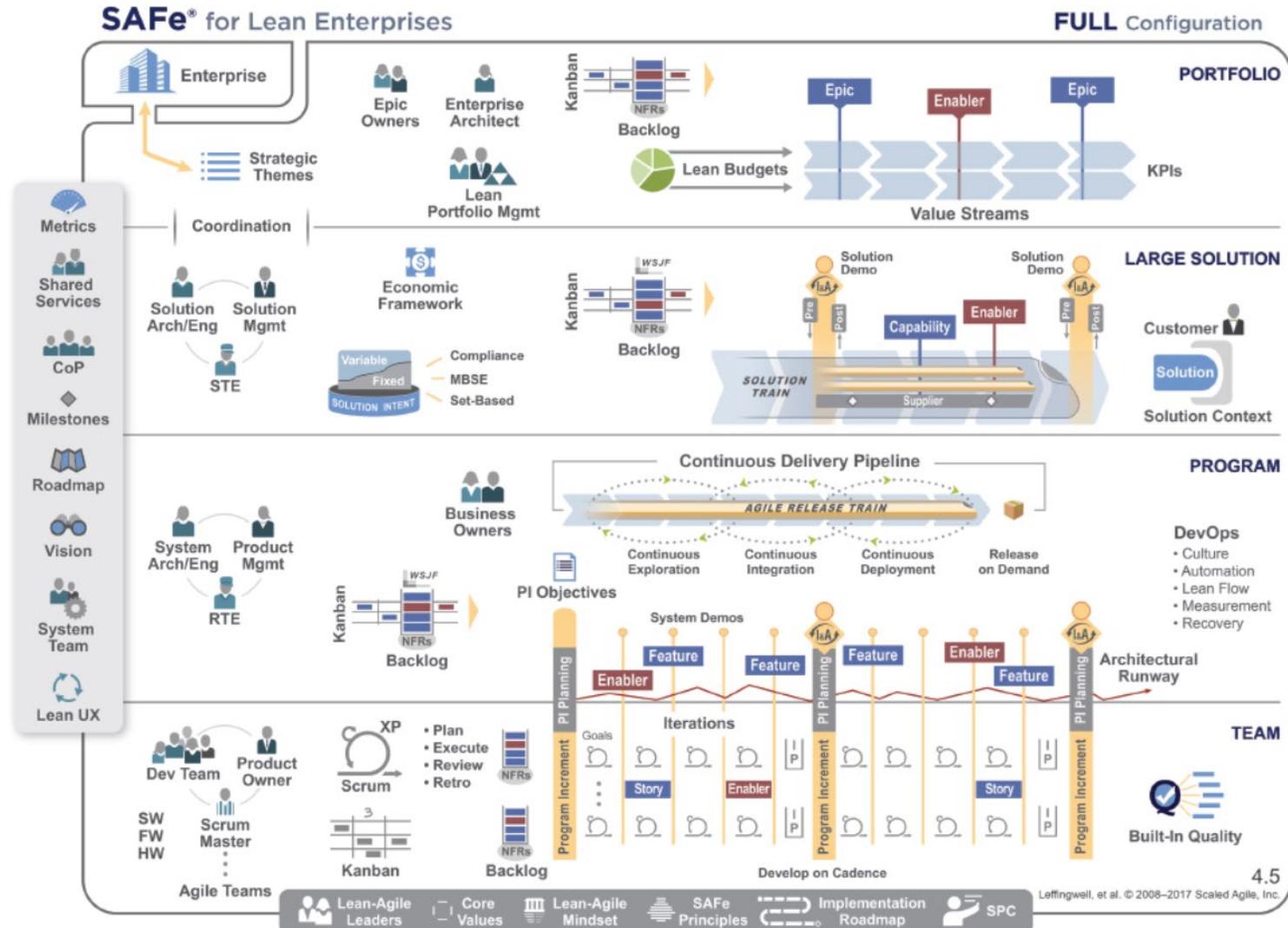
EA's winters



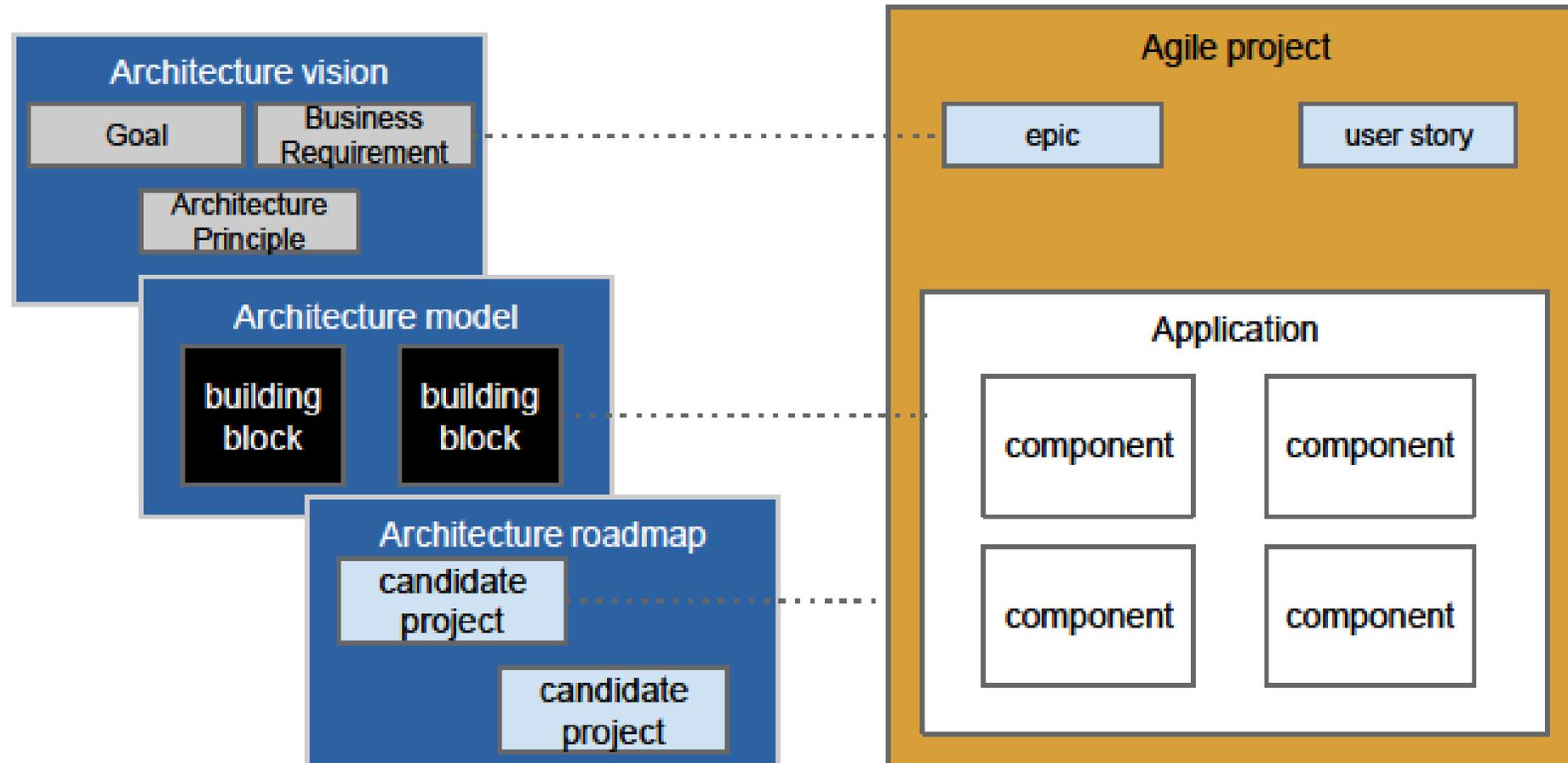
EA for Agile & Agile for EA

How do we see this being addressed?

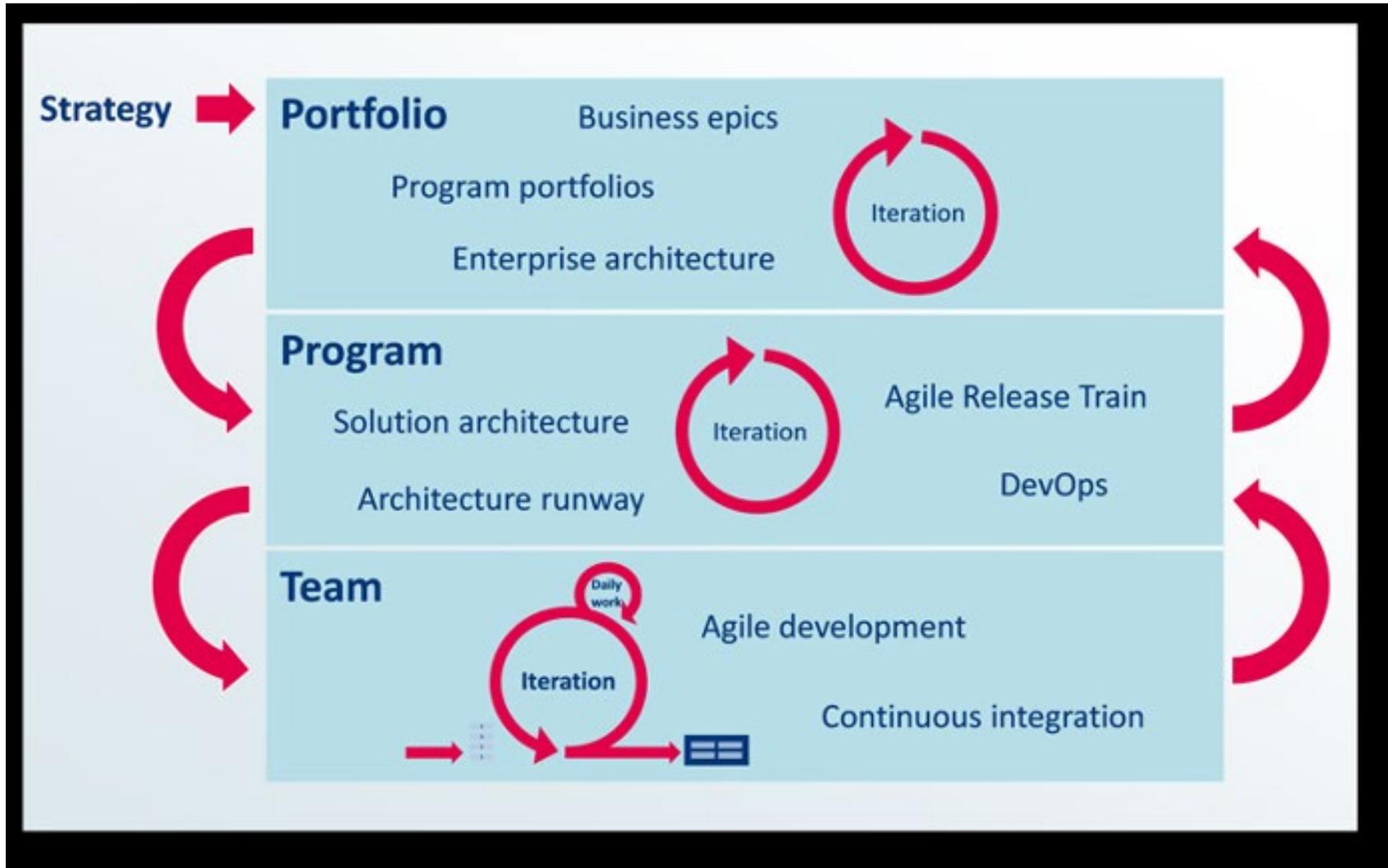
Agile Frameworks that scale... DAD, SAFe,...



Agile Projects can certainly play nicely with EA

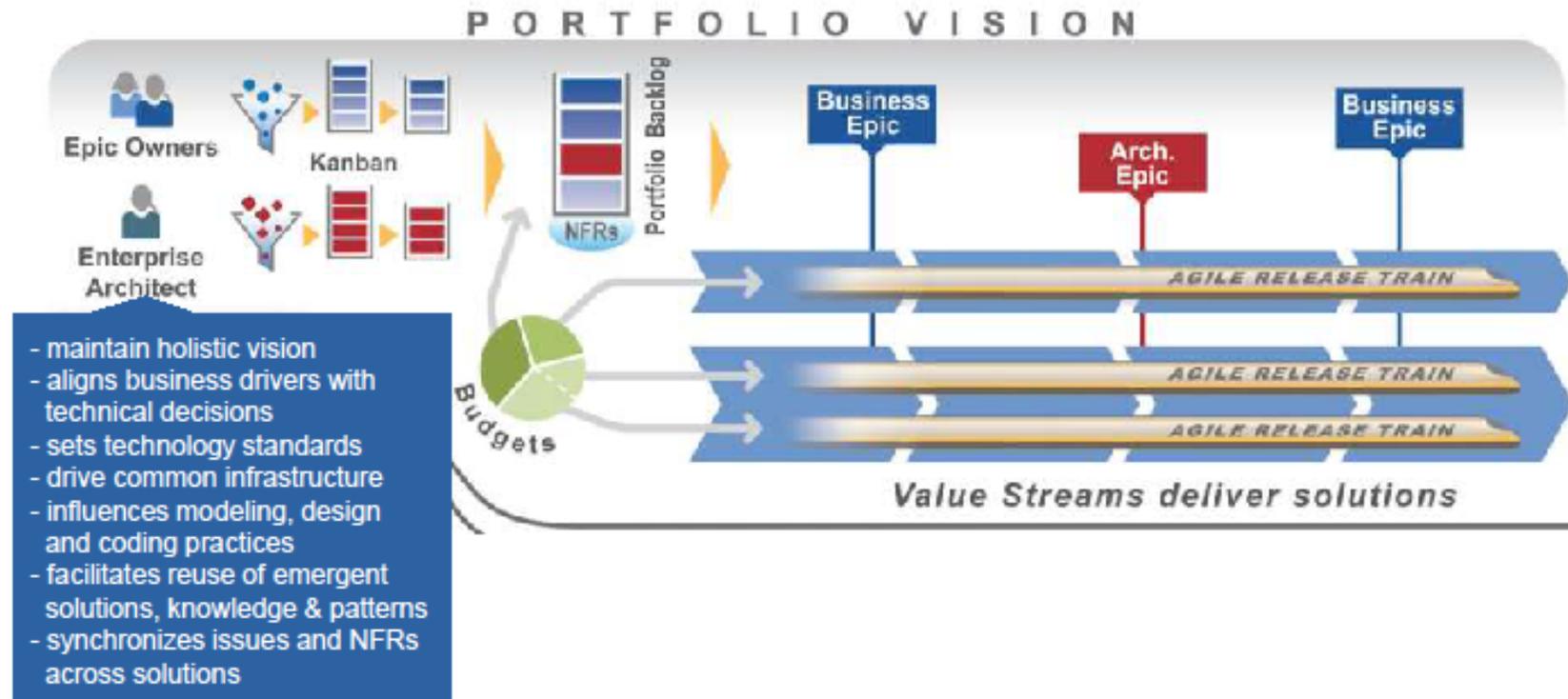


A Simplified view of how SAFe addresses various scales



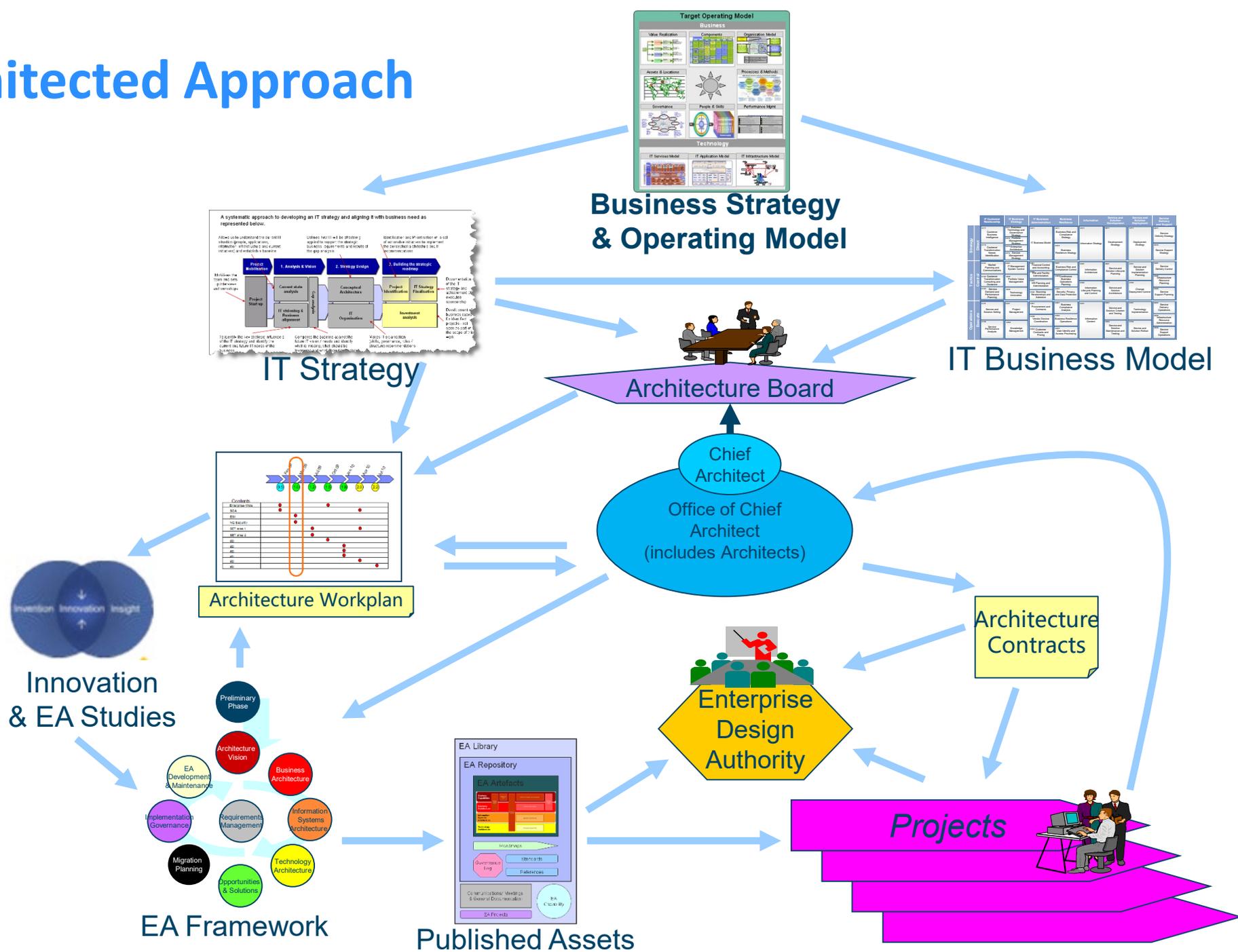
The Enterprise Architect role is an essential part of SAFe, as well as other scaled Agile Frameworks.

Role of Enterprise Architect in SAFe



source: <http://scaledagileframework.com>

An Architected Approach



Agile EA – Principles for Application

JEA
JIT

Agile EA “Building Code” is “just in time” and highly relevant to projects being launched.

- **Iterative and Incremental (Continuous) Development** of the EA “Building Code” in an Agile manner

80/
20

Agile EA is never finished but always ready. Its 80/20. It is short, concise, and usable.

- **Minimum Viable EA** - focuses on the **bare essential** strategic architecture decisions
- **Maximize decentralized (project) design decisions** - while “centralised” (SAFE terminology) EA decisions are the few that really matter most.

Out
In

Agile EA leads innovation by advancing game changing technologies and mitigating risks.

- **Mitigate risk and complexity by deferring key Architecture decisions** until proven effective
- **Enable technology proof of concepts** in partnership with stakeholders while proving value through business use cases (MVP the NFRs)

Up &
Down

Agile EA is stakeholder-subscribed because they have been extensively engaged in its development and they believe its guard rails are in their best interests.

- **Engage stakeholders** by providing insights and value at every EA increment through inclusive workshops, demonstrations, and communications activities.
- **Ensure Strategic Alignment** of architecture decisions
- **Ensure end user adoption** of architecture goodness

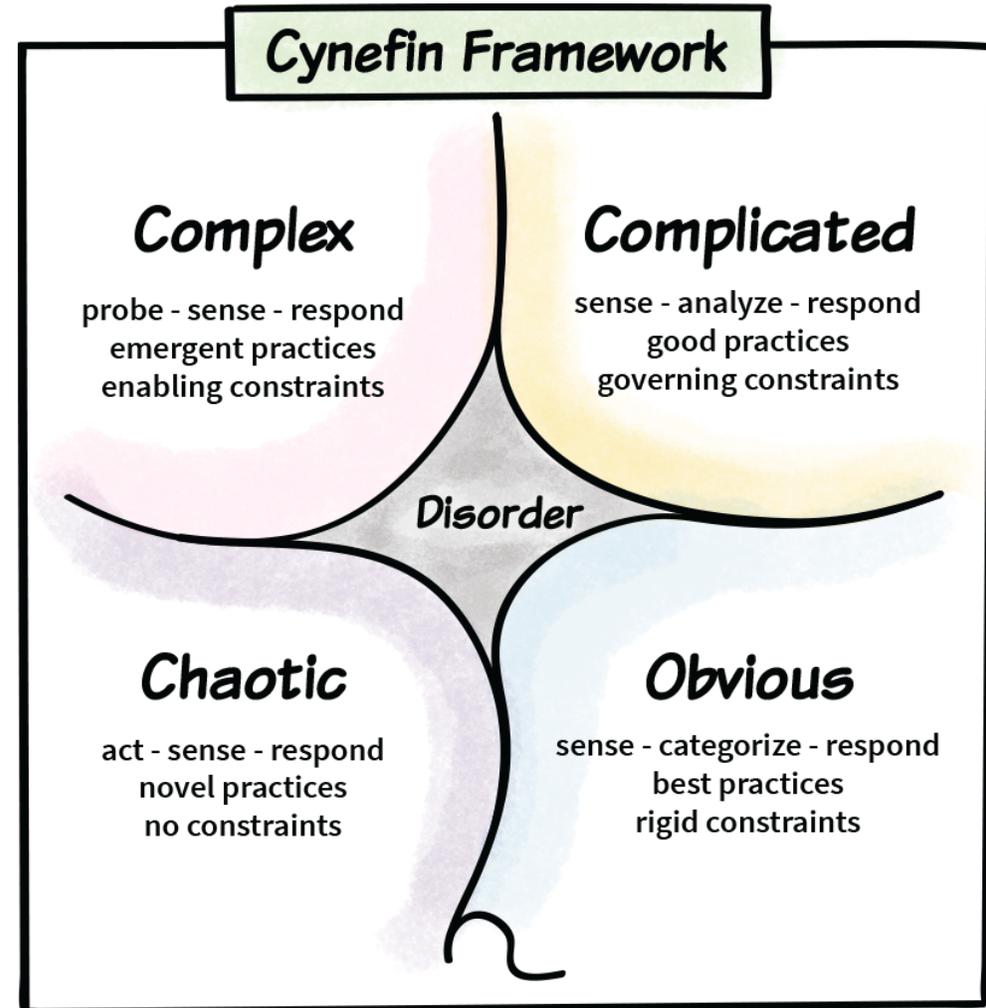
ViE

Agile EA results in “Decision Velocity” – the speed and direction of design decisions is improved because EA provides decision enablers and accelerators

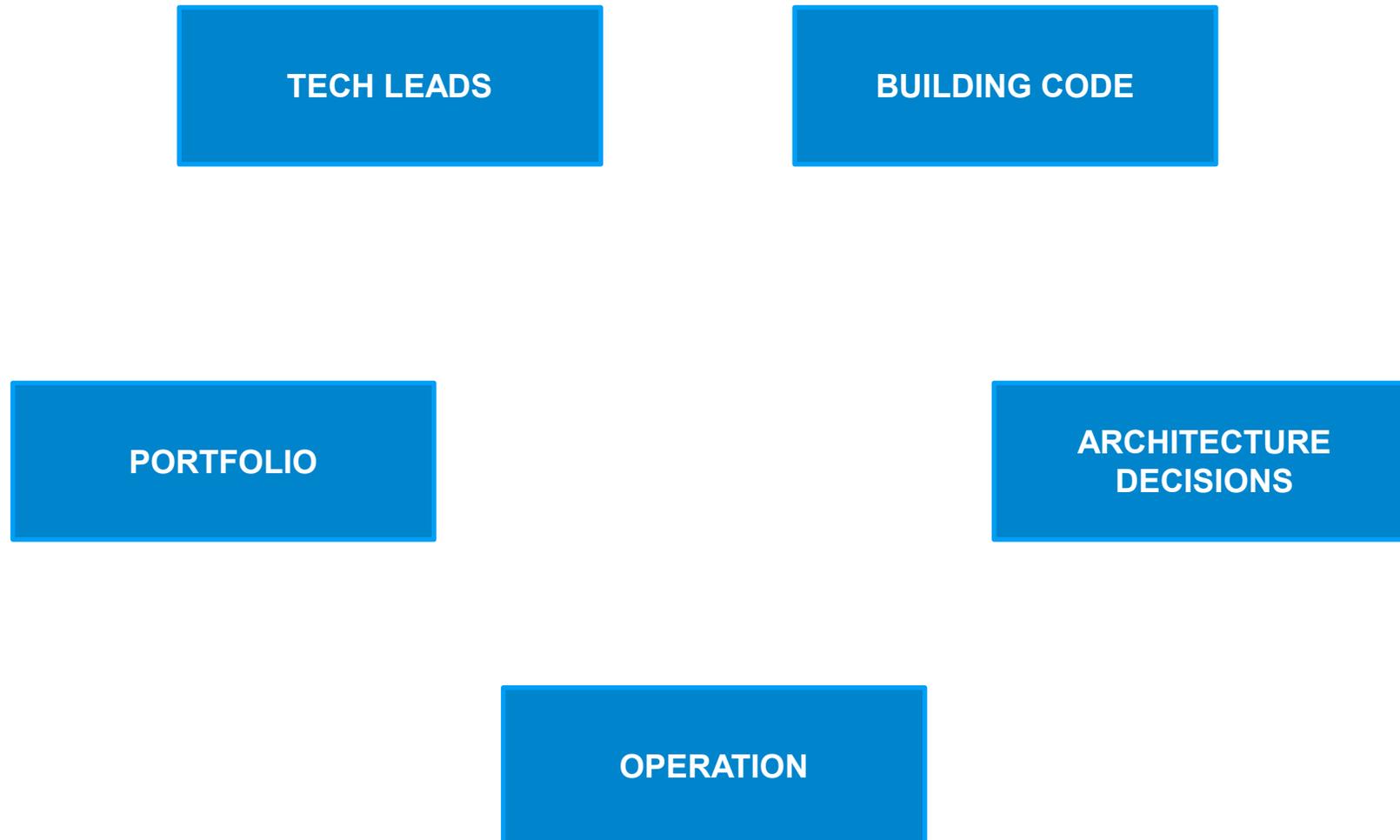
- **Enable Project Agility** providing “how to” guidance and supporting innovation
- **Different projects require varying approaches** - not “one size fits all”
- **Don’t be a “no shop”!**
- **Stick to Agile EA Mandate** – Viability / Integrity / Extensibility

All Projects make decisions...

- Obvious – known knowns... can be big but just follow the recipe, don't deviate – straightforward, no new decisions ... “do it this way”
- Complicated – known unknowns... use governance to keep aligned and sense & respond as progress, decisions within tolerances.. close out the unknowns ... “follow this guidance”
- Complex – unknown unknowns... prove and test, enable and make decisions at point of use, check and iterate... discover unknowns and then get to know them... “be prepared & have coping strategies”
- Chaotic – true wild west... avoid!!



5 Building Blocks of Design Authority... Centre of Enablement



Agile Enterprise Architecture ...

- We seem to be emerging from another EA winter...
- IBM's clients for example are typically large, complex, established, big reputation organisations with IT estates to match – anything we do requires scale & assurance. (*Viability, Integrity & Extensibility*)
- TOGAF® v9 has >82,000 certified practitioners (external proof point)
- Latest IT practices and capabilities such as Agile actually make the case for technical interoperability even greater
- Organisation's roles in their industry value chains are being disrupted by new entrants (& each other) as they create value networks and collaborate in new ecosystems – requiring business interoperability and speed - whilst needing to continually modernise their brownfield estates
- All this would seem to benefit from a more Agile EA approach, founded on established practice, method and experience but configured to support the local empowered decision-making at the point of delivery that our end customers and delivery teams expect & require.

