Driving Collaboration across Enterprise and Solution Architecture

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Who are we?

James is a Technical Director within the Atkins C-Suite Advisory team. He has setup and managed enterprise, solution and data architecture teams, tools and working practices across many industries.

Will is an Enterprise Architect at Edifit, a consultancy that helps organisations develop a model based approach to architecture. He has experiences performing both enterprise and solution architecture roles across public and private sector organisations.
Why are we here?

For most organisations, decision making, design and architecture are typically distributed across multiple teams, with differing goals, budgets and line management. In our work, we have explored ways in which we can drive collaboration and will identify some of the pitfalls you may encounter.

In this presentation, we’ll focus on a recent example of our work in aligning enterprise and solution architecture.
Topics

• **Value Delivery.** How do you deliver value?

• **Context.** How do we collaborate across Architecture, Design and Delivery?

• **Challenge.** What collaboration challenges do we face?

• **Collaboration Value.** How does collaboration improve value delivery?

• **Approach.** How do we drive collaboration?

• **Real world example.** Enterprise & Solution Architecture in Defence.

**Key Ingredients to success.**

Q&A.
Value Delivery

It is hard for many change initiatives to unlock their intended value.

Change initiatives typically focus on the “physical product” and not on the increase in value.

+ Strategy / Business Case

- Continuous change mindset

Minimise upfront investment

Accelerate time to impact

Increase reward & predictability

How does collaboration accelerate and increase value delivery?
Architecture Context

Simple view – multiple teams underpinned by a linear process

Collaboration reality – multiple decisions with continuous iteration
Typical Challenge

Direction
• Strategy with no plan
• Plan with no strategy

Governance
• Budgets & decisions aligned with organisation topology, not value delivery
• Governance and behaviours that stifle agility
• Lack of inter-departmental management (aka touch points)
• Conflicting ways of working, tools, techniques & methodologies
• Designs locked in too early or too late
• Suppliers locked out of the decision
• Customers overlooked

People
• Ineffective use of intellectual capital
• Conflicting team and personal goals
• Limited time, skills & experience
• Different experiences, background and languages

Higher investment
Slower time to impact
Reduced reward
Lower predictability
Collaboration Value

Conway’s law

- “Any organization that designs a system (defined broadly) will produce a design whose structure is a copy of the organization’s communication structure”
- In other words - your approach to collaboration dictates your value delivery

Collaboration seeks to address the limitations of your organisation topology.

- Organisation structures are always evolving, as too are the lines of collaboration
- Collaboration is at multiple levels – team/department/external

Large-scale collaboration is not always the answer.

- Cohesion (internal collaboration) within teams is equally important
- Does not mean boiling the ocean or the need to account for every perspective. Prioritisation is key.
Practical Approach

Win hearts and minds
  • Identify shared inter-departmental value

Understand & Manage the touch points
  • How and when teams should interact

Minimise barriers to entry
  • Simplify approach
  • Simplify the message
  • Universal language

Embed governance that enables agility
  • Standardise ways of working
  • Build a shared mental-model (supported by transparent model-based designs)
  • Drive inter-departmental ownership

Iteratively grow
  • Create a Land and Expand pathway
  • Prioritise your collaboration by the value derived

Treat as a ‘Complex Adaptive System’
  • Provide clear purpose
  • Enable self-organisation
  • Provide transparency
  • Shared mental-model
Example – Framework Objectives

Standardise
- Formalise a ‘template’ approach to Solution Architecture that is simple to apply.

Break down silos
- Across stakeholder groups including EA vs SA. Increase collaboration, reuse & traceability.

Strategic
- Enable SA community to become strategically focused. See & shape the big picture.

Interoperability
- Interoperability across supply chain & external partners.

Insight & Automation
- Data imports, view generation, deliverable generation. Identification of dependencies & duplication across projects and programmes. Build up repository of architecture knowledge.
Key Framework Aspects

- **ArchiMate**
  - Common architecture language

- **Training**
  - Workshops, videos, user guides

- **Collaboration**
  - EA's, SA's, internal/external

- **Viewpoints**
  - Common viewpoints to answer common questions

- **Traceability**
  - Impact assessments & mapping between EA & SA

- **Tooling**
  - Automation, Architecture repository, reporting & dashboards
Ecosystem Stakeholders

**01**
Targeted training across different personas: admin vs designer vs consumer

**02**
Centralised Repository Management team. Collaboration of EA & SA

**03**
Architecture design collaboration across EA & SA communities. Permissions via groups

**04**
Common solution architecture ways of working via training, videos & user guidance.
Solution Architecture Design Approach

- Impact assessments of key EA artifacts (principles & services).
- Import of project data via Excel spreadsheet.
- Automated view generation.
- Workshops held with SME’s to identify key questions.
- Viewpoints designed to answer key questions.
- Exemplar architecture views created across key design phases.
- Templated working space for model design activities.

- Automated & templated deliverable generation.
- Consistent deliverables for architecture review boards.
Viewpoints

- Viewpoints, templates & exemplars published to architecture repository.
- Training sessions & videos published for designers (SA's, EA's).
Simple Soundbite Training
(15 minute videos)

- **Architecture Tooling**
  - Quick start guides for installation & support
  - Overview of governance processes

- **Viewpoints**
  - Hands-on training on each viewpoint, its purpose, & key questions
  - Shared exemplars

- **Governance**
  - Importing Excel data
  - Generating views & deliverables for review boards
  - Metamodel compliance checks to ensure data quality

- **Analytics**
  - Model queries for specific questions
  - Project & portfolio reports & dashboards
  - Generation of solution design packs
Key Ingredients

FROM

- Fruitlessly aiming to align
- Start with a meta-model
- Attempt to align multiple departments in one go
- Train everyone in everything
- Focus on linear gateways
- Worry too much of org structure
- Place blame on your collaborators

TO

- Understand the shared value
- Simplify and understand the key decisions
- Go on a journey land and expand journey
- Provide simple soundbites
- Drive iteration & adaptability
- Explore the inter-team networks & touch points
- Seek to develop shared assets
Q&A

THANK YOU for your ATTENTION!