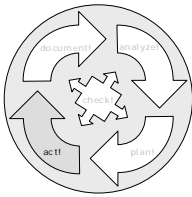


7

Implementation: Developing Enterprise Architecture

*Architects must work with their heads in the clouds
and their feet on the ground*



It is the IT architects who are called upon to forge the first link between strategic planning and operational implementation when it is a matter of the development of the enterprise architecture (EA), when the strategic development planning is to be implemented, and when IT governance is on the agenda. What are the consequences of this task for the organization of the architecture management? How can we secure the thorough transformation of strategy into operational systems? What do the accompanying processes and boards look like? How do we secure results? What are the procedures and tools that will help us to do so?

What requirements can be derived from these considerations for the IT architect? The above quote compellingly captures the necessity of planning on the basis of a broad strategic vision and analyzing and acting at the basis, i.e. in the operational business. The IT architect is obligated to present the expedient solution without thereby neglecting to account for the solution's impact and broader planning objectives.

Comprehensiveness combined with obligation

In the present chapter, I attempt to offer you a broad view of EA implementation. The focus here is on methods, procedures, processes, and organizational forms that help us to transform the specifications that result from EA documentation, analysis, and planning into operational reality. Comprehensiveness and a sense of obligation are important principles to heed when it comes to EA implementation and management.

7.1

Translating Strategy into Operational Reality

One of the most significant challenges for the establishment of a functional architecture management lies in the task of overcoming the gap between strategic planning and operational imple-

mentation. Architecture management is required to master the balancing act illustrated in (Figure 7-1) below:

- Staying close to the IT and enterprise strategy while picking up on business development and IT guidelines and introducing knowledge of technological trends, business cases, emerging standards and enabling technologies
- Staying close to projects, generating expedient solutions, cutting off lengthy discussions of architecture alternatives, supporting methods, introducing guidelines, implementing strategies, and gathering and evaluating experience

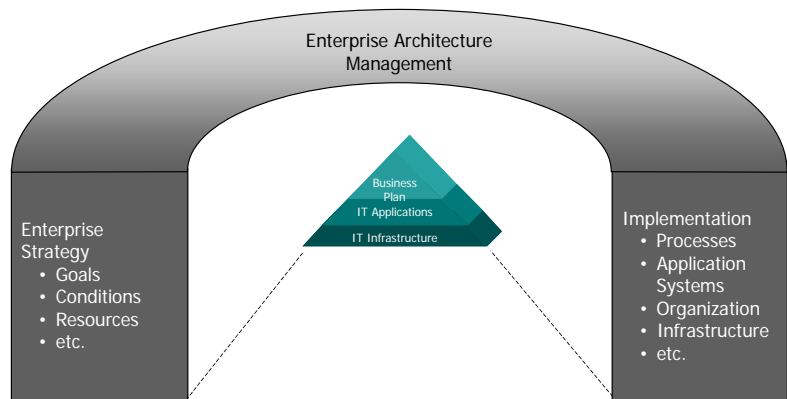


Figure 7-1: Converting Enterprise Strategy into Operational Measures

Strategic planning – an untilled field

This represents how an architecture management can be lastingly effective for the benefit of the entire enterprise. But this is often exactly the stage of failure. As a discussion participant at one of our architecture management conferences once put it so trenchantly: “On the one hand, I am very successful with my architects. They are accepted in projects, vigorously sought out and often seldom released. 80% of the department output can be balanced by projects. On the other hand, I seldom see my people anymore. Feedback from the projects is lacking, the accumulation of person-independent experience is not taking place. And strategic enterprise architecture planning? An untilled field!”

A basis in the operational business

This corresponds roughly to the situation in many established architecture management organizations, a firm basis in the operational business of software and system architecture design, per-