



lasa Engagements

enhance Corporate Membership

A webinar presented by lasa Global, 19th August 2015
For more information see <http://iasaglobal.org/corporate-member-engagements/>



Formally known as the International Association for Software Architects, **lasa Global** is now a non-profit association for all IT Architects and is headquartered in Austin, TX with global reach from multiple chapters around the world.

Established in 2002, the association is committed to improving the quality of the IT architecture industry by developing and delivering standards, education programs and developing accreditation programs and services that optimize the development of architecture profession. lasa membership consists of approximately 80,000 members across 55 countries.

Corporate Membership was introduced in 2014 providing tiered levels of benefits and access. Corporate membership allows organizations to take the best of lasa Global and lasa Communities of Practice into their companies and to interact with the top organizations in the world to develop the standard of practice for enterprise and technology architecture.

Corporate Membership

Education

- Skills
- Experience
- Training
- Certification

Community

- Best practice
- Network
- Mentoring
- Industry and Cx Forums

Research

- Partnerships
- Innovation
- Industry Associations

Outreach

- Awareness
- Recognition
- Involvement

Would you answer YES to any of these questions?

- Our team doesn't have credibility with the business
- We work long hours and then our models, artifacts and recommendations are ignored
- People don't understand what we do
- It takes at least six months to come up with a first pass Enterprise Architecture
- Architecture leaders need "decision rights" to fix this
- I don't really understand how different Architect teams work together

Hint: software, solution, Enterprise, business, infrastructure, information, cloud, ...



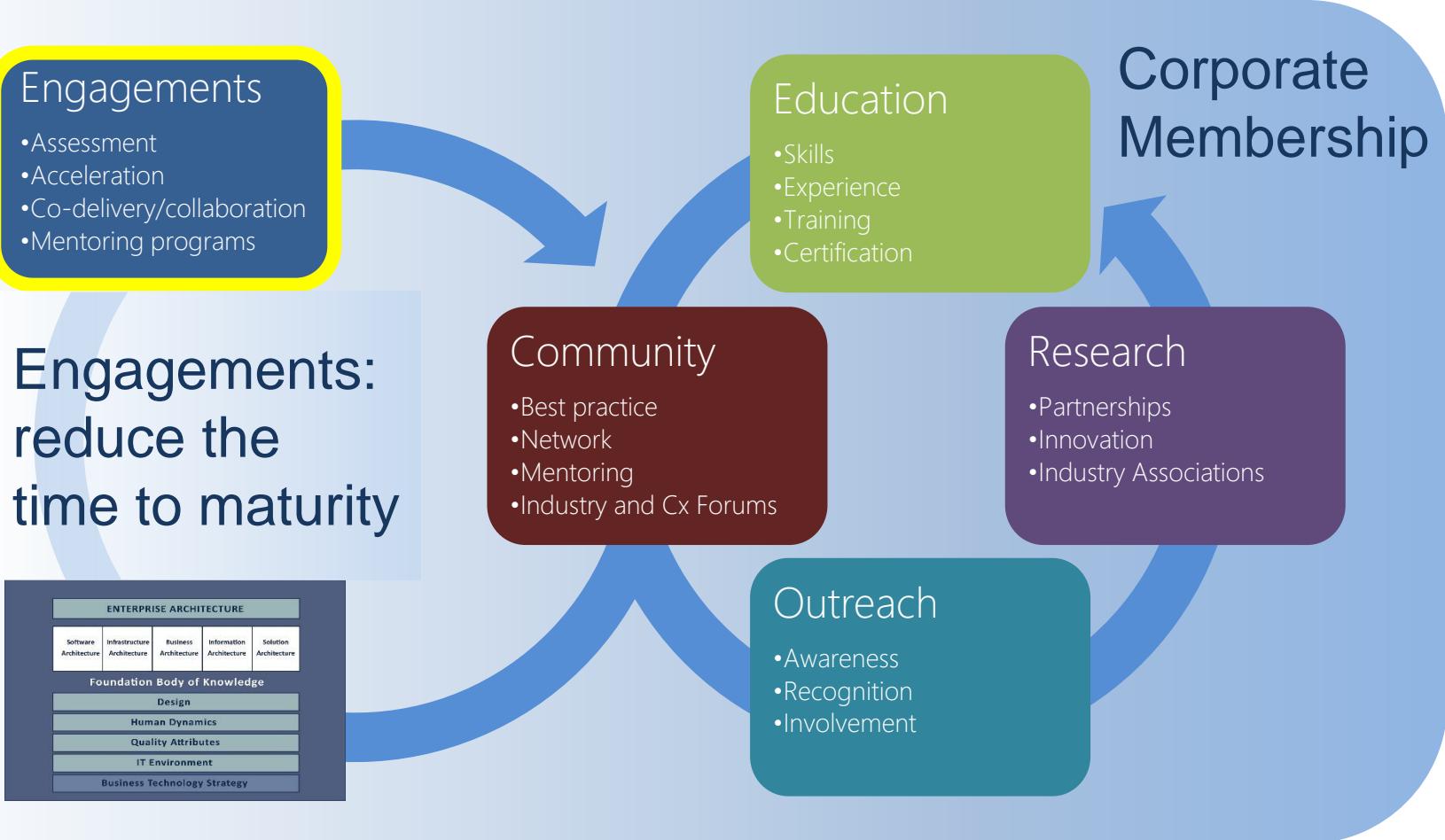
Architecture is changing

- With mergers, acquisitions and frequent reorganizations, the majority of technology architecture teams realize they are poorly aligned, do not have a sufficient understanding of business and are concerned about their place in the evolving digital economy.
- We see architecture teams as part of the digital innovation process; business aligned, value driven, outcome focused. People have great ideas but working across teams, to bring those ideas to reality, is how Architects drive change
- Simply, Iasa Engagements has been developed to turn your team around ... gain credibility, be relevant and involved, help explain what architecture is about and how it helps the business change quicker, respond better, scale faster. Each architecture team is differentiated; coaching and mentoring "on the spot" for individuals and teams; practical experience and guidance from someone who has done this before.

lasa introduces ...

... in response to requests from Corporate Members, and inline with the lasa Mission Statement to "make architecture the most educated, capable, and recognized profession in the world"

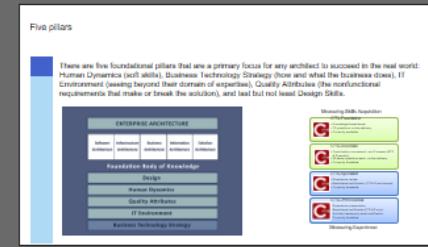
... a range of for-fee offers that aim to accelerate the journey that many architects and architecture groups are on, towards business alignment, value delivery and outcome focus.



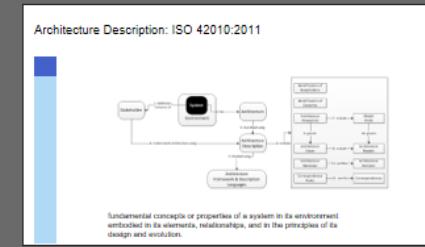
How does this help an architecture team?

Let's look at some examples from our development program; formal models, capability, skill and role mappings, assessments of individuals and team, overall operating models and processes, organizational structures with dependency and value diagrams.

Examples



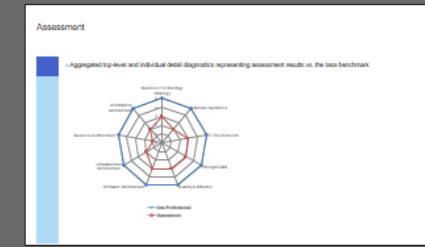
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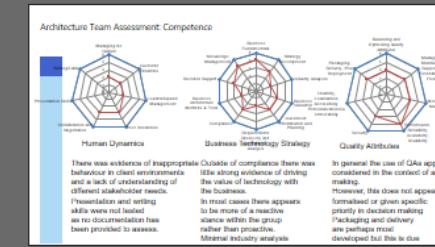
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Category	Capability Building Block	Description
Practices	Architectural Processes	Principles of methods, techniques, and specifications for engineering and providing business and technical architecture components.
	Architectural Processes	Methodologies for defining, developing and maintaining architecture components.
	Architectural Processes	Principles, directions, rules, and methods to drive architecture development and alignment to the organization.
	Architectural Value	Defining, measuring and communicating the value / impact of architecture to the business.
	Architectural Planning	Ensuring adequate architecture is aligned and supports the business objectives.
	Architectural Planning	Approaches to leading strategic architectural management activities and initiatives.
Planning	Architectural Planning	Defining roles and activities for certain IP domains by identifying business needs and trends, and developing and defining components.
	Architectural Planning	Using institution principles & theories to align capabilities to business needs, define a portfolio strategy, allocate resources, develop, sharing and managing value, responsibilities and risks for architecture management.
People	Organizational Building Blocks	Defining, sharing and managing value, responsibilities and risks for architecture management.
	Organizational Building Blocks	Moving communication and cooperation with business and IT stakeholders informed or influenced by architecture management.

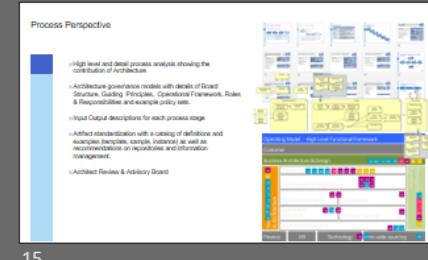
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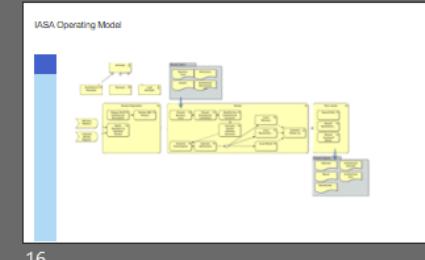
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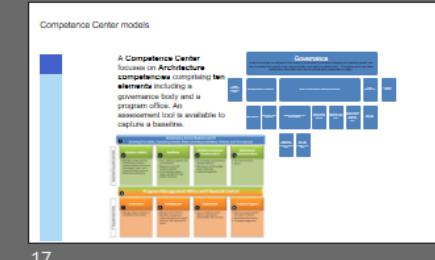
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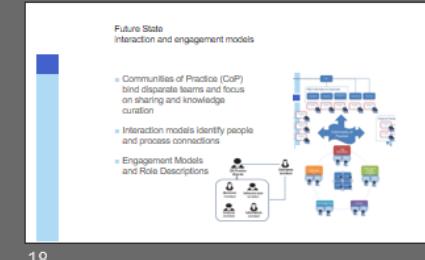
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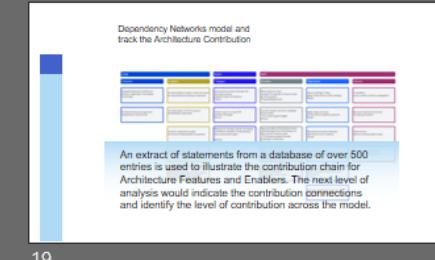
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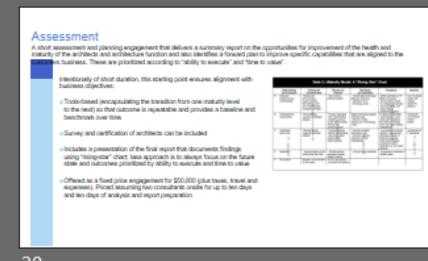
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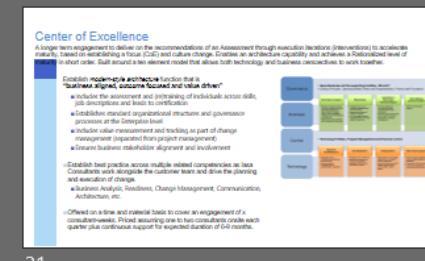
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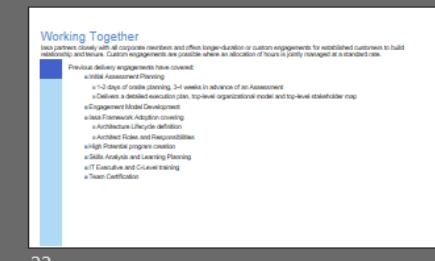
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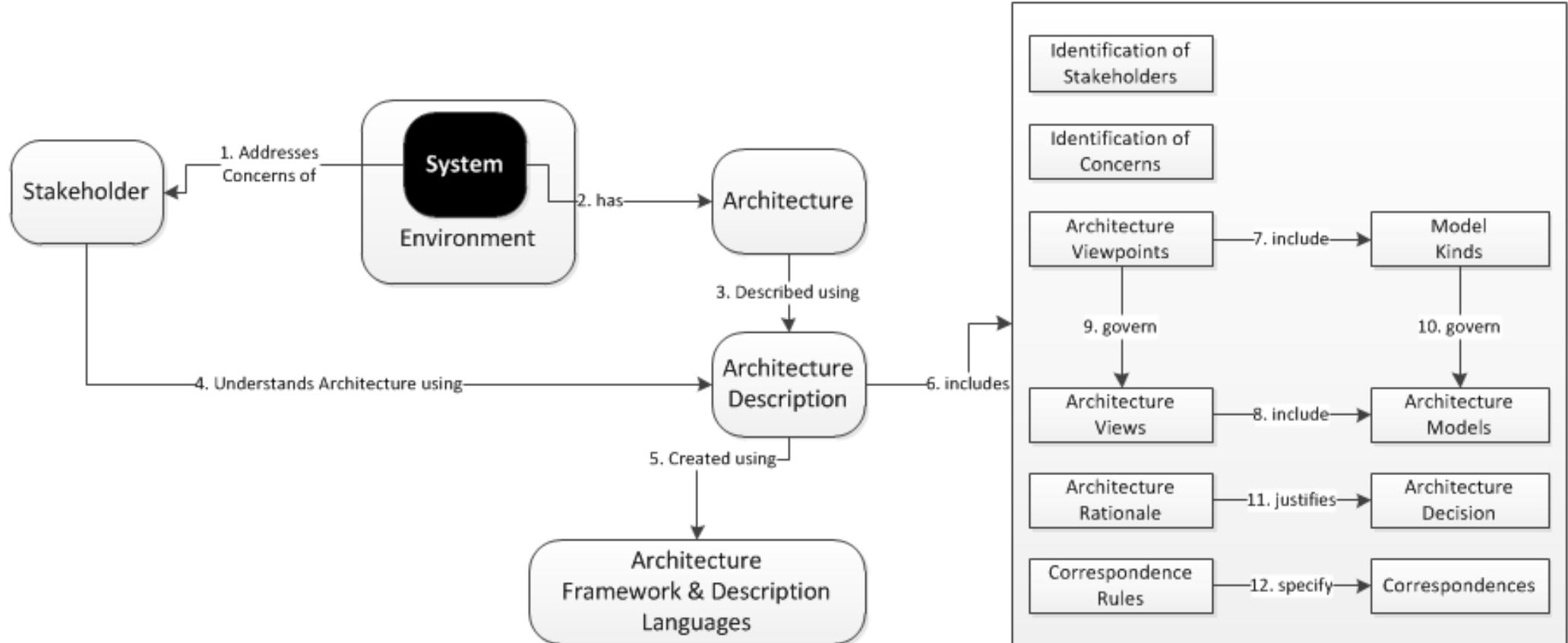


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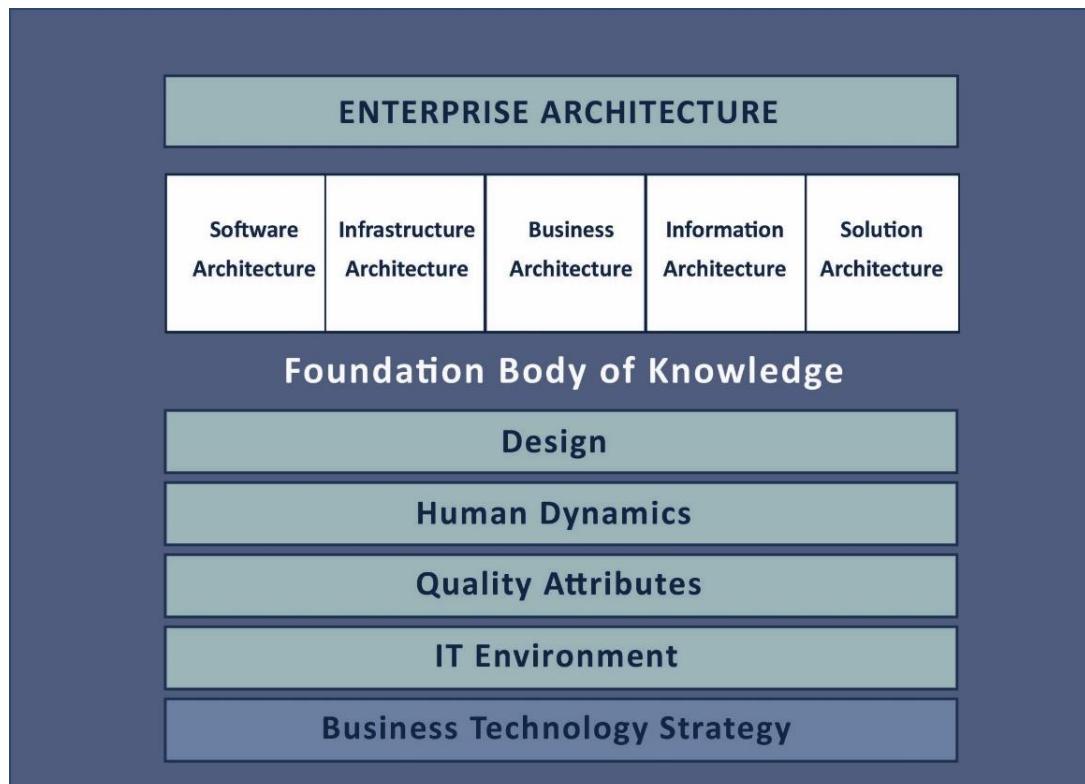
Architecture Description: ISO 42010:2011



Shows the fundamental concepts or properties of a system in its environment embodied in its elements, relationships, and in the principles of its design and evolution.

Five Foundational Pillars

There are five foundational pillars that are a primary focus for any architect to succeed in the real world: Human Dynamics (soft skills), Business Technology Strategy (how and what the business does), IT Environment (seeing beyond their domain of expertise), Quality Attributes (the nonfunctional requirements that make or break the solution), and last but not least Design Skills.



Measuring Skills Acquisition



CITA-Foundation

- Knowledge-based exam
- 75 questions, online delivery
- Currently available



CITA-Associate

- Combination coursework, and 2 exams (BTS & Specialty)
- 50 exam questions each, online delivery
- Currently Available



CITA-Specialist

- Experience review
- Board-level certification (CITA-S and above)
- Currently Available



CITA-Professional

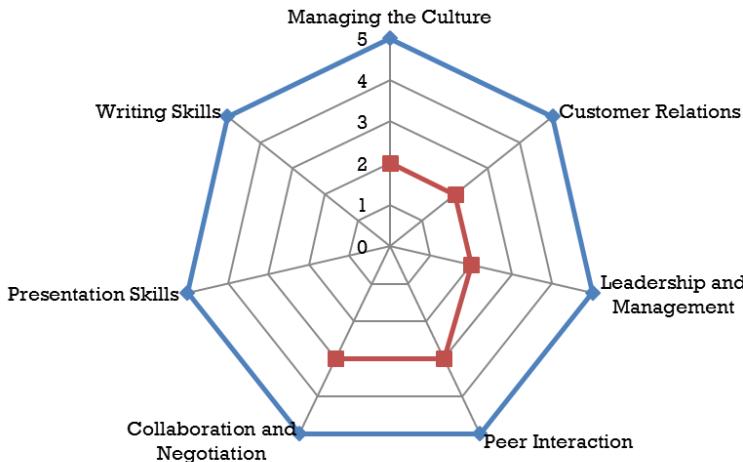
- Experience presentation
- Board-level certification(CITA-P only)
- Architect leadership level certification
- Currently Available

Measuring Experience

Category	Capability building block	Description
Practices	Architecture Framework	Framework of standards, templates and specifications for organizing and presenting business and technical architecture components.
	Architecture Processes	Methodology for defining, developing and maintaining architecture components
	Architecture Governance	Principles, decision rights, rules and methods to drive architecture development and alignment in the organization
	Architecture Value	Defining, measuring and communicating the value / impact of architecture to the business
	Architecture Execution	Ensuring enterprise architecture is aligned to and supports the business objectives
Planning	Architecture Funding	Approach to funding enterprise architecture management activities and initiatives
	Architecture Planning	Defining vision and roadmap for various IT domains by anticipating business needs and trends, developing architecture components.
	Strategic Planning	Architecture principles & blueprints to align IT capabilities to business needs, define a portfolio strategy / direction, allocate resources.
People	Organisation Structure & Skills	Defining, planning, and managing roles, responsibilities and skills for architecture management
	Communication & Stakeholder Mgmt	Managing communication and expectations with business and IT stakeholders interested in or influenced by architecture management

Team Assessments

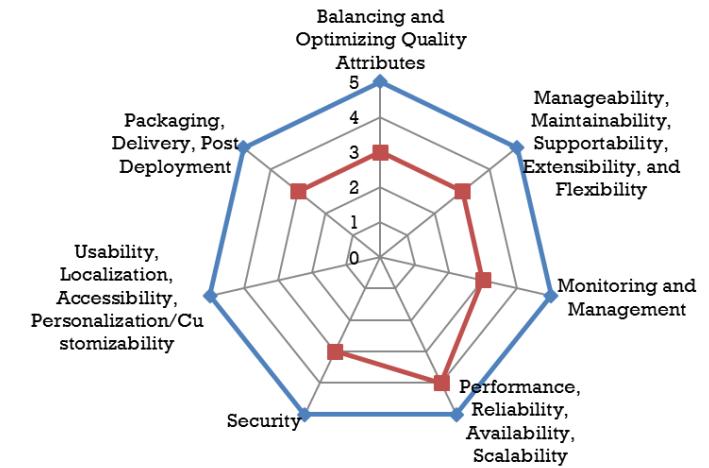
Aggregated top-level and individual detail diagnostics representing assessment results vs. the lasa benchmark



There was evidence of inappropriate behaviour in client environments and a lack of understanding of different stakeholder needs.



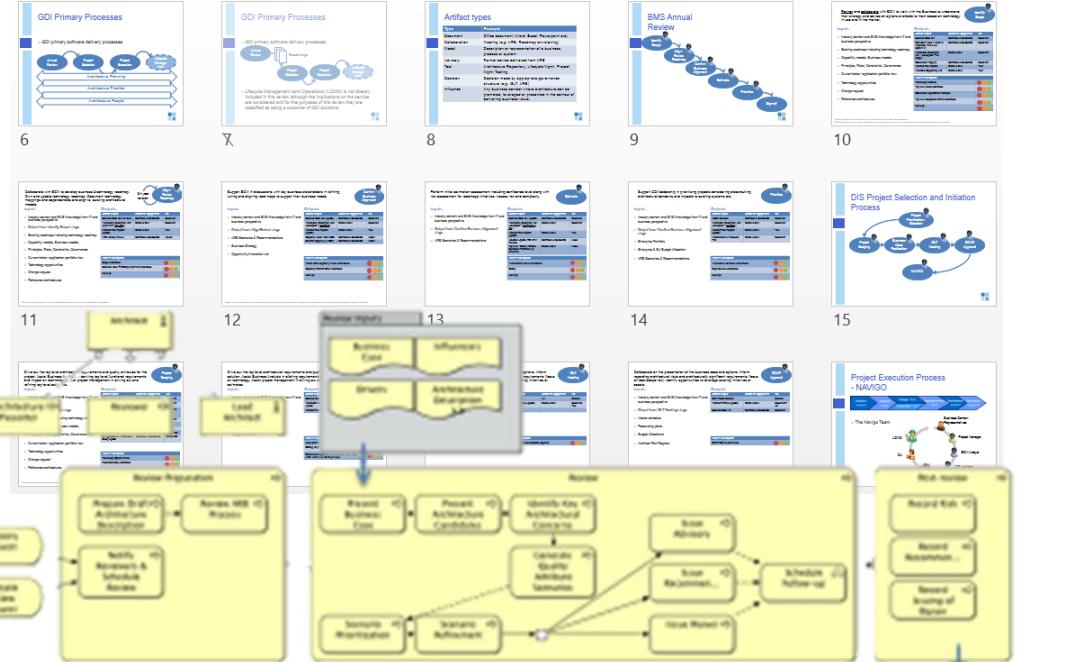
Outside of compliance there was no strong evidence of driving the value of technology with the business. In most cases there appears to be more of a reactive stance within the group rather than proactive.



Use of QAs appear to be widely considered in the context of architect decision making. However, this does not appear to be formalised or given specific priority overall. Packaging and delivery are perhaps most developed but this is due more to the overall processes and not the skills of the architects. Monitoring and management for operations in particular, do not appear to be that well developed.

Process and Operational Perspectives

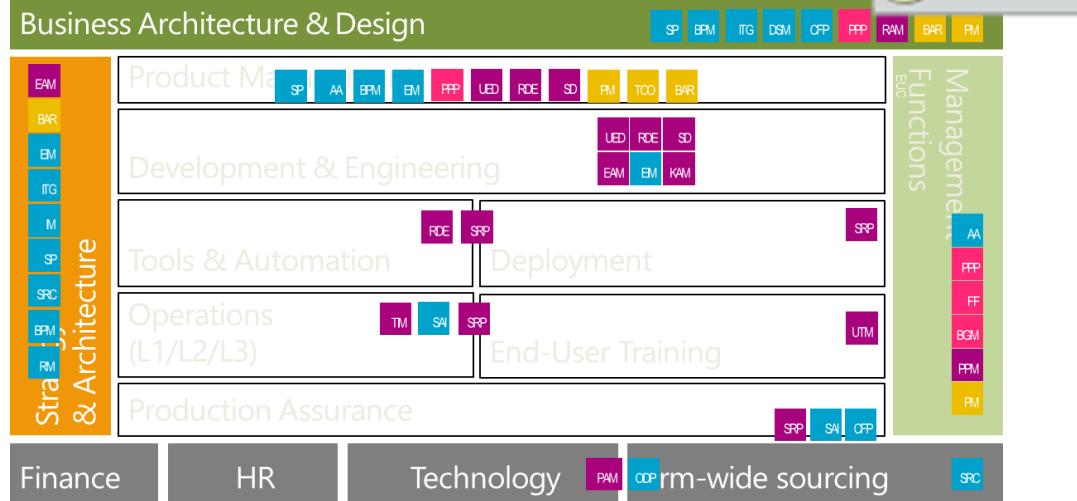
- High level and detail process analysis showing the process contribution of architecture
- Architecture governance models with details of Board Structure, Guiding Principles, Operational Framework, Roles & Responsibilities and example policy sets.
- Input-Output descriptions for each process stage
- Artifact standardization with a catalog of definitions and examples (template, sample, instance) as well as recommendations on repositories and information management.
- Architect Review & Advisory Board structures



Operating Model - High Level Functional Framework

Customer

Business Architecture & Design

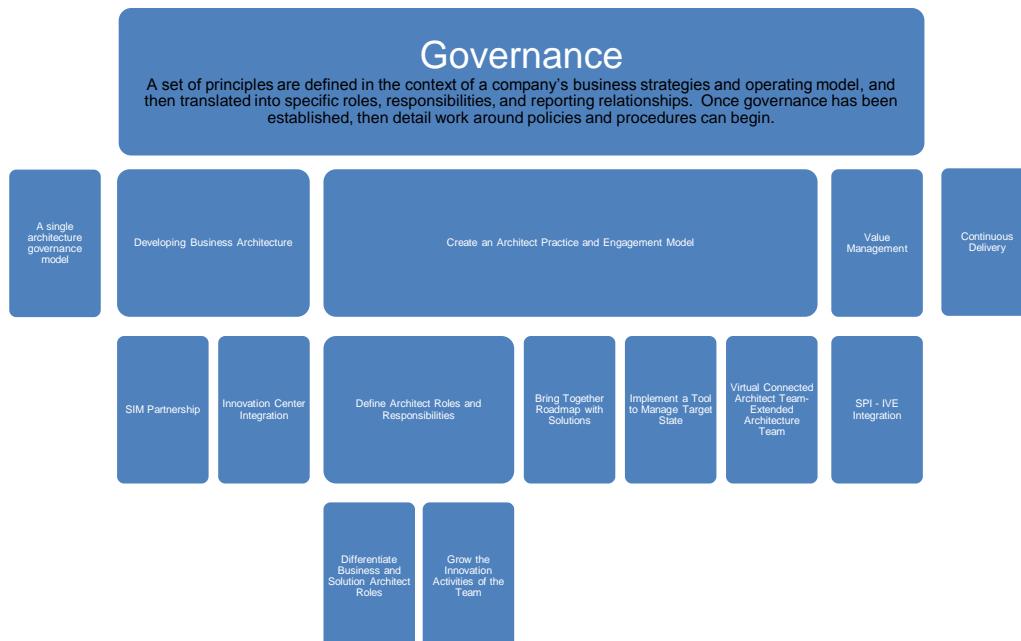


Competence Center models

A relationship model of architecture competencies comprising **ten elements** including a governance body and a program office. An assessment tool is available to capture a baseline.



Governance structures include a set of principles, defined in the context of a company's business strategies and operating model, and then translated into specific roles, responsibilities, and reporting relationships. Once governance has been established, then detail work around policies and procedures can begin.

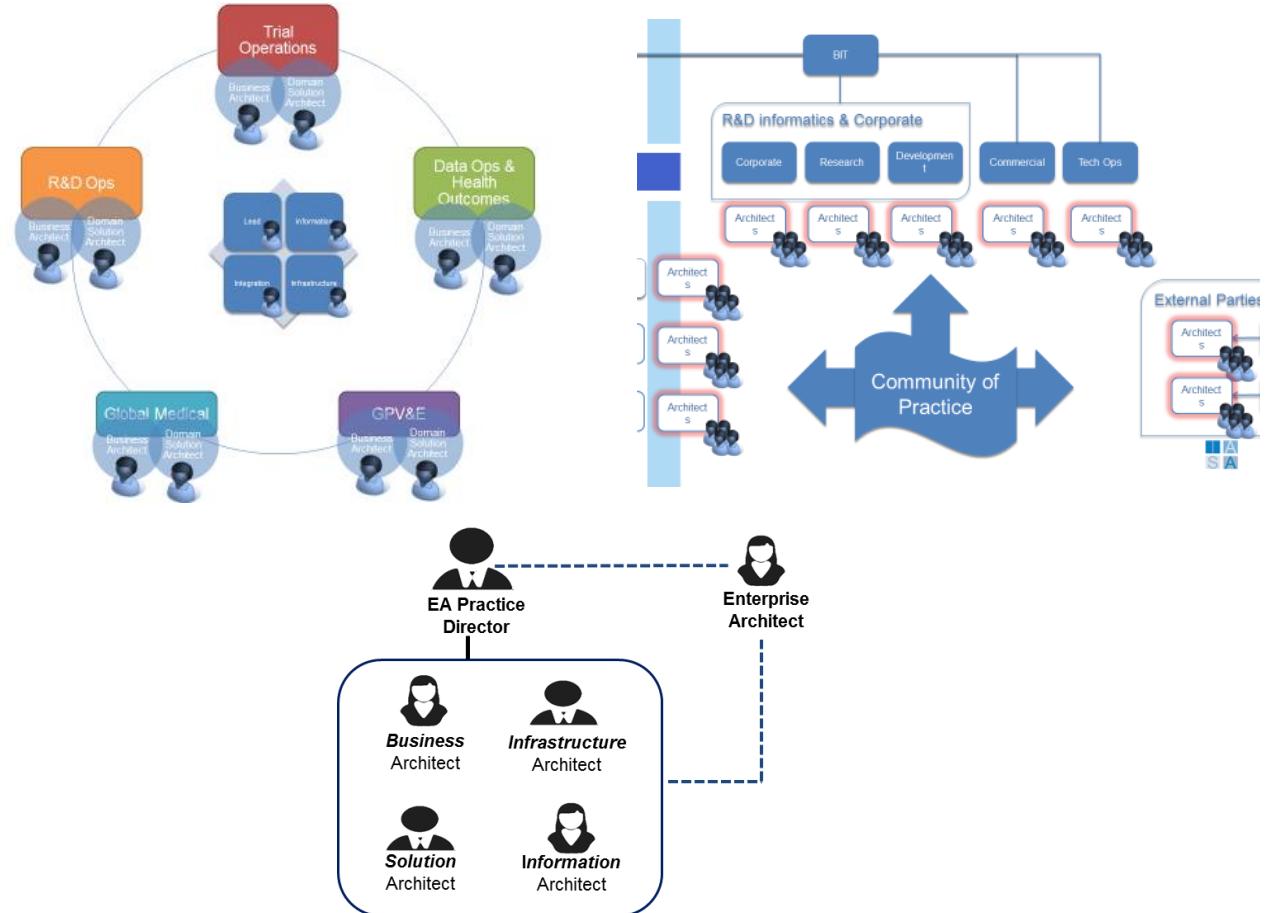


Interaction and engagement models

Communities of Practice (CoP) bind disparate teams and focus on sharing and knowledge curation.

Interaction models identify people and process connections; they also define the points of interaction for mentoring programs and real-time feedback mechanisms.

There is a full definition, used as a starting point, for each Engagement Model and Role Description.



Dependency Networks model and track the Architecture Contribution

BDN Canvas

dim Unrelated hide Orphans just Orphans just Why and What hide Relationships reverse BDN other known Relationships allow Move or Delete draw with Crayons

How

6. Enablers

Standard infrastructure approach (6812)
Technology: Supported by cloud services

frequency: 0 rating:

Integrated Enterprise Architecture (6820)
Architecture: BAIT, BOST, etc
Business, Application, Information, Technology

frequency: 0 rating:

5. Capabilities

Measurement (5780)
Change: ability to track benefits and adoption rates
STANDARD

frequency: 97 rating:

Application quality (5813)
Technology: from reuse of standardized components
UNAWARE

frequency: 1 rating:

Stakeholder Relationships (5815)
Culture: closer alignment on roadmaps
improved understanding of the evolution of business capabilities over time as communicated through roadmaps
UNAWARE

frequency: 1 rating:

What

4. Changes

Increased demand for integrated high-tech electronics (4217)
No ChangeStartDate

frequency: 0 rating:

Advanced EA practices formalize the innovation process (4817)
Culture: establish Center of Excellence
No ChangeStartDate

frequency: 0 rating:

Control costs to increase CM (4219)
Finance: maintain CM target
No ChangeStartDate

frequency: 0 rating:

Reduce non business activities (4819)
Business: Reduction in activities that do not directly contribute to realization of the business vision and business goals
No ChangeStartDate

frequency: 0 rating:

Why

3. Benefits

Improved business and technology decision-making (3818)
Agility: +20% milestones signed off by all parties
More collaborative planning and problem-solving between the business

frequency: 0 rating:

Aligned roadmaps (3805)
Business: +5% quarterly
Across business, people and finance
Start

frequency: 96 rating:

Reduced time to value (3810)
Change Management: reduction in time to validate projects
Better

frequency: 84 rating:

Lowered support costs in simplified environment (3811)
Finance: -10% overall support
Stop

frequency: 79 rating:

Improved clarity of the business vision (3814)
Business: +10% business technology component
Improved clarity of the business vision and understanding of how it relates to the business strategy

frequency: 0 rating:

2. Objectives

Meet planned business demands (2771)
Growth: high levels of service delivery
COO

frequency: 0 rating:

Meet ad-hoc demands (2772)

1. Drivers

Talent Paucity (1782)
People: Hard to recruit top talent locally
Few digital natives, millennials not educated, lack of experience
[External, People]

frequency: 0 rating:

Dynamic Industry Environment

Start again

Save

ArchitectureValue

Do: Drag this shape to a column on the canvas

An extract of value elements and statements from a database of over 500 entries is used to illustrate the contribution chain for Architecture Enablers and Capabilities. Analysis indicates the level of contribution for each of the connections and calculates the level of contribution across the model.

Assessment

A short assessment and planning engagement that delivers a summary report on the opportunities for improvement of the health and maturity of the architects and architecture function and also identifies a forward plan to improve specific capabilities that are aligned to the customers business. These are prioritized according to “ability to execute” and “time to value”.

Intentionally of short duration, this starting point ensures alignment with business objectives:

- Tools-based (encapsulating the transition from one maturity level to the next) so that outcome is repeatable and provides a baseline and benchmark over time
- Survey and certification of architects can be included
- Includes a presentation of the final report that documents findings using “rising-star” chart; lasa approach is to always focus on the future state and outcomes prioritized by ability to execute and time to value
- Offered as a fixed price engagement for \$50,000 (plus taxes, travel and expenses). Priced assuming two consultants onsite for up to ten days and ten days of analysis and report preparation

Table 2—Maturity Model: A “Rising Star” Chart

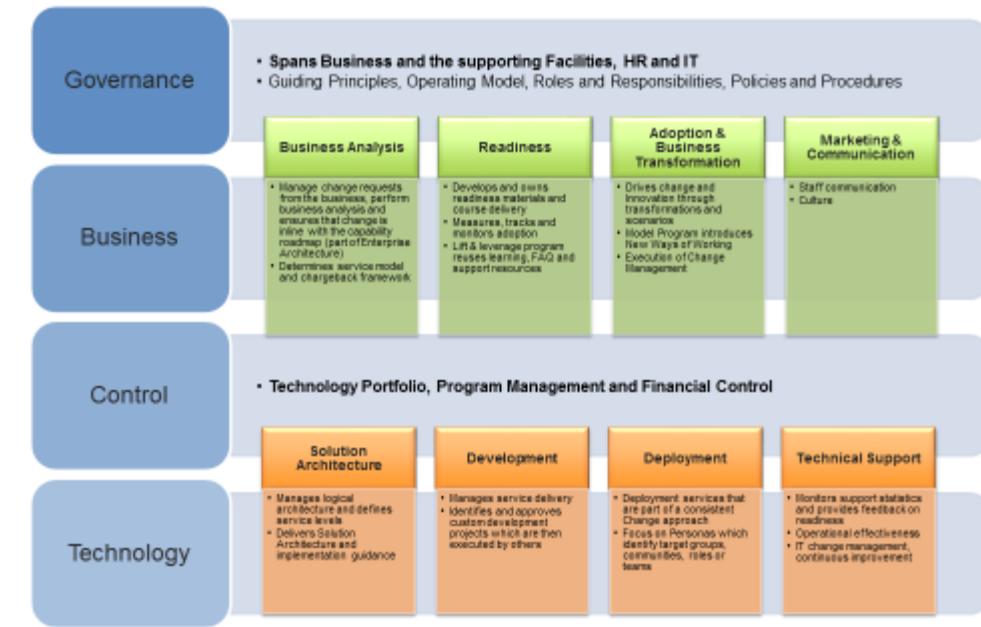
Understanding and Awareness	Training and Communication	Process and Practices	Techniques and Automation	Compliance	Expertise
5 Advanced forward-looking understanding	Training and communication support external best practices and use of leading-edge concepts/techniques	Best external practices applied	Sophisticated techniques deployed; extensive, optimized use of technology exists	Global application of IT balance scorecard and exceptions noted by management globally and consistently; root cause analysis consistently applied	Use of external experts and industry leaders for guidance
4 Understand full requirements	Formal training supports a managed program	Process ownership and responsibilities assigned; process sound and complete; internal best practices applied	Mature techniques applied; standard tools enforced; limited, tactical use of technology exists	IT balanced scorecards implemented in some areas with exceptions and noted by management; root cause analysis standardised	Involvement of all internal domain experts
3 Understand need to act	Informal training supports individual initiative	Existing practices defined, standardised and documented; sharing of the better practices	Currently available techniques used; minimum practices enforced; tool set standardised	Inconsistent monitoring globally; measurement processes emerge; IT balanced scorecard ideas being adopted; occasional intuitive application of root cause analysis	Involvement of IT specialists
2 Awareness	Communication on the overall issue and need	Similar/common processes emerge; largely intuitive	Common tools emerging	Inconsistent monitoring in isolated areas	
1 Recognition	Sporadic communication on the issues	<i>Ad hoc</i> approaches to process and practice			

Center of Excellence

A longer term engagement to deliver on the recommendations of an Assessment through execution iterations (interventions) to accelerate maturity, based on establishing a focus (CoE) and culture change. Enables an architecture capability and achieves a Rationalized level of maturity in short order. Built around a ten element model that allows both technology and business perspectives to work together.

Establish *modern-style architecture* function that is “business aligned, outcome focused and value driven”

- Includes the assessment and (re)training of individuals across skills, job descriptions and leads to certification
- Establishes standard organizational structures and governance processes at the Enterprise level
- Includes value measurement and tracking as part of change management (separated from project management)
- Ensures business stakeholder alignment and involvement
- Establish best practice across multiple related competencies as lasa Consultants work alongside the customer team and drive the planning and execution of change.
 - Business Analysis, Readiness, Change Management, Communication, Architecture, etc.
- Offered on a time and material basis to cover an engagement of x consultant-weeks. Priced assuming one to two consultants onsite each quarter plus continuous support for expected duration of 6-9 months.



Working Together

lasa partners closely with all corporate members and offers longer-duration or custom engagements for established customers to build relationship and tenure. Custom engagements are possible where an allocation of hours is jointly managed at a standard rate.

Previous delivery engagements have included:

- Initial Assessment Planning
 - 1-2 days of onsite planning, 3-4 weeks in advance of an Assessment
 - Delivers a detailed execution plan, top-level organizational model and top-level stakeholder map
- Engagement Model Development
- lasa Framework Adoption covering
 - Architecture Lifecycle definition
 - Architect Roles and Responsibilities
- High Potential program creation
- Skills Analysis and Learning Planning
- IT Executive and C-Level training
- Team Certification

Value Delivered

Our engagements, contribution options and corporate membership work together to deliver a measurable shift in the capability, culture and perception of an architecture practice. Our integrated approach drives this change in a shorter timeframe, usually six to eight months for a medium size team (circa 20-50 architects).

lasa will grow an established practice of architecture and its perceived and actual value

- Skills and knowledge are transferred to staff, to use those skills immediately to solve a problem, to gain an outside perspective including comparing or benchmarking against the competition and to optimize the organization, processes and culture across the team. Measurement and tracking are included to show the speed of change and that the expected benefits were delivered.

A Center of Excellence (CoE) measurably increases the quality, awareness and positive engagement of architects and architecture outcomes with business leaders

- Architecture contributions are not immediately or directly related to specific or immediate business outcomes, however, lasa uses a dependency network to discuss, identify and measure the contribution architecture makes to an organizations goals
- Establishing a CoE brings the relationship and interaction to life
- A CoE measurably increases the value generated both in innovation as well as in operational outcomes of the business
- A CoE will grow the stability and satisfaction of the architecture team, providing a home for deep architecture conversations

Rather than claiming “value”, accelerating the time to value can be used to demonstrate both the impact:

- that Architecture has on the maturity of the organization so that the outcomes desired are realized sooner
- that lasa Consulting Engagements have on these architect teams in an organization.

Summary

As the world's largest professional non-profit membership association for all technology architects, lasa has spent twelve years performing quantitative and qualitative analysis of individuals' architect skillsets, and organizations' architect deployment models. From a community of over 80,000 architects in more than 55 countries, lasa has aggregated this information into actionable best practices, a skills and capability taxonomy, role definitions and an architect career path which has been adopted by many organizations worldwide.

Corporate Membership:

lasa offers customized memberships for organizations of any size with the goal of building the maturity of the architecture teams. Gold level membership defines specific additional benefits to develop this maturity:

- Further access to associate level courses: BTS, Software, Solution, Infrastructure, Information or Business
- Internal license to all lasa training & educational material
- Dedicated membership manager
- Full access to content and self-paced training

Corporate Contribution:

In addition to local chapter activity, lasa is establishing forums to deliver "common and recommended practice" by focused on specific roles and industry perspectives. The first three are:

- Architecture Capability Guide - Define the Next Generation Architecture Skills, Capabilities and Engagement
- Chief Architect Forum – reserved for executives managing an enterprise architecture function
- Industry Architecture forums – to review and promote recommended architecture reference models and practice by Industry

Engagements:

Additional outcome-focused support to drive and accelerate culture change, measurable improvements and the perception of the architecture function. Includes assessment of the teams skills, practice maturity, lifecycle, roles, processes and engagement model and delivers recommendations for action and supports the implementation phase of a change program, offering advice and guidance focused on establishing an Architecture Center of Excellence (CoE).

- Assessments are designed based on the user's needs.
- Programs for members, non-members, and non-members are available.
- User base continues to grow.

Engagement Packages

Currently, three packages offer basic assessments:



1. Aligning Chart

A baseline assessment of people, process and culture and producing an audit plan (independency of other studies), this baseline assessment identifies deficiencies alignment with business processes. The last and most recent model, engagement chart necessary conditions from one usually listed in the new sources the assessment provides a baseline and can be repeated as a benchmark over time.

An online survey form part of the assessment. The engagement defines a full report that documents findings using a "ialogue" where it always focuses on the future state and success prioritized by identifying the ability to measure and reducing the time to value. This assessment can be repeated over time and is offered only via third-party engagements.



2. Gaining Speed

Custom engagement assesses the aligning and implements the engagement model through customized learning and engagement activities like being surveys such as customization, engagement and alignment of IAs.

The engagement activities are with stakeholders assessments and influence mapping and then focus on aligning businesses with strategic performance, resulting in outcomes and communication resulting (very quickly).

Utilizing the concepts of change management, the learning approach focuses on four areas of reporting:

- Data analysis, full review of performance rates and local strategy as they (IA) descriptions are aligned with users and business unit.
- Conducting full consultation in a review and mapping program (using instruments) as well as internal relationship scores (IIS) review.
- Community Definition of the business community and its transition role (IIS), assessment manager, plan and review a 12-month program and calendar of activities. The will provide support for regulatory integration with the community as well as communication moderation across all business teams.
- Analysis of the current business analysis, building on the strengths and IIS available through IIS reporting.

The analysis and assessments define success across the organization, our guidelines and services as a series of generic projects review as they learning regarding the activities. There is included for different executive, business units, business teams and "business as usual" users and enhance the early definition of business contribution to these projects.

Finally, Engagement Committee is initiated and will assist the overall planning and milestones, a bi-monthly review will regarding, a mid-project quality review in addition to the engagement final review as around the alignment model. This should be used to measure milestones are progressing and the outcome metrics.



3. Working Team:

Custom delivery engagement, consulting and reviewing success with a "team-as-one" approach. This process identifies unique business needs and often requires a custom engagement further build relationship and success. Custom engagements are general refines an assessment of how to jointly manage a shared risk. Previous delivery engagements have several:

- Initial Assessment Planning
 - IIS stage of analysis planning, 2nd stage in advance of an assessment.
 - Delivers a detailed assessment plan, regional organizational model and regional leadership map.
- Engagement Initial Consultation
- IIS Framework Alignment mapping
 - Business Strategic Initiatives
 - Business Risks and Opportunities
- High Priority programmatic
 - Risk Analysis and Learning Planning
 - Risk Resolution and Change tracking
 - Team Collaboration

The three engagement offers are all based on an underlying "time is value" proposition:

- no commitment to organization to assess their greatest priority.
- no cost to assess our members for requesting additional assessments or engagements.
- no fee for organization to request an integrated assessment agreement that covers various sources.

Corporate Membership is a **privilege** as Community and success is an essential part of an IAS's business development. By utilizing the members of IAS's industry leaders, including the likes of Archimedes Holdings (the oldest company), IAS's high-profile members demonstrate the largest and IT companies can have real business objectives.

<http://iasaglobal.org/corporate-member-engagements/>

For further information and all inquiries, please contact:
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