Iasa Engagements enhance Corporate Membership

A webinar presented by Iasa Global, 19th August 2015
For more information see http://iasaglobal.org/corporate-member-engagements/
Formally known as the International Association for Software Architects, Iasa 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. Iasa 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 Iasa Global and Iasa 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.
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.
Iasa introduces …

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

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; Iasa 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

<table>
<thead>
<tr>
<th>Understanding and Awareness</th>
<th>Training and Certification</th>
<th>Process and Practices</th>
<th>Techniques and Automation</th>
<th>Compliance</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Advanced forward-thinking understanding</td>
<td>Training and communication support level</td>
<td>Processes and practices</td>
<td>Tools-based technique assessments; extensive, optimized use of technology assets</td>
<td>Global application of IT balance scoring and recommendations; strategy, goal, and KPI guidance</td>
<td>Use of external expertise and industry guidance</td>
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<tr>
<td>4 Understand full requirements</td>
<td>Formal training support level</td>
<td>Process level</td>
<td>Tools-based technique assessments; extensive, optimized use of technology assets</td>
<td>IT balanced scorecard, implemented in some areas with objectives and metrics (management, risk assessment, analysis, etc.)</td>
<td>Involvement of IT specialists</td>
</tr>
<tr>
<td>5 Understand need to act</td>
<td>Informal training support level</td>
<td>Formally defined, standardized, and established, sharing of the better practices</td>
<td>Information available techniques such as: minimum specifications certified; technology standardization</td>
<td>Monitoring and reporting globally; fulfillment of processes, activities; IT balanced scorecard, integration of objectives and measures (application of root cause analysis)</td>
<td>Involvement of domain experts</td>
</tr>
</tbody>
</table>

1. Recognition
2. Awareness
3. Understanding and Awareness
4. Understanding full requirements
5. Understand need to act
6. Assessments
7. Conclusions

Approach and team: Our assessment approach is to always focus on the future state and outcomes prioritized by ability to execute and time to value.
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 Iasa 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
Iasa 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
- Iasa 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).

Iasa 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, Iasa 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 Iasa 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, Iasa 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, Iasa 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:
Iasa 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 Iasa training & educational material
• Dedicated membership manager
• Full access to content and self-paced training

Corporate Contribution:
In addition to local chapter activity, Iasa 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).
http://iasaglobal.org/corporate-member-engagements/

For further information and all inquiries, please contact: engagements@iasaglobal.org

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