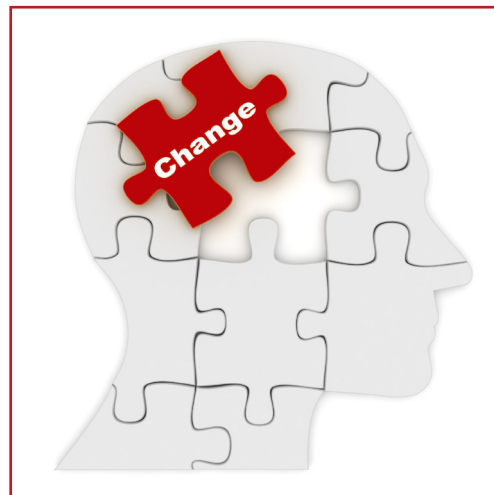


Architecture and Agile, Why should we do it?

As an enterprise architect I advise my customers not to worry about what enterprise architecture is. It is not important. The question that should be asked is: 'How can we benefit from enterprise architecture?'

And for those who still think architecture is no longer needed because of the introduction of Agile/Scrum, please read on.

It is commonly known that enterprise architecture helps to structure the elements of which an enterprise consists. Most will have seen the pile of models which are generated by architects, showing that an enterprise is complex. The models are often under construction because the outside world they try to capture, is constantly changing.



Working under architecture is supposed to create more standard, easily maintainable, and in the end, cheaper solutions with higher reliability. A promise it can certainly fulfil, although it is not often experienced.

Full scale models

In my opinion part of the problem with enterprise architecture is that EA has become a goal in itself. We want to create full scale enterprise models, we want to see how the entire enterprise works and we want to docu-

ment this in architectural models. And in addition, changes or solutions will have to fit in these models.

Is this beneficiary? In my experience this approach of enterprise architecture is an exercise that will take years. The benefits of the architecture principles (which will constrain projects and solutions to fulfil them) are openly questioned. Unfortunately often no satisfactory answers are given to these questions.

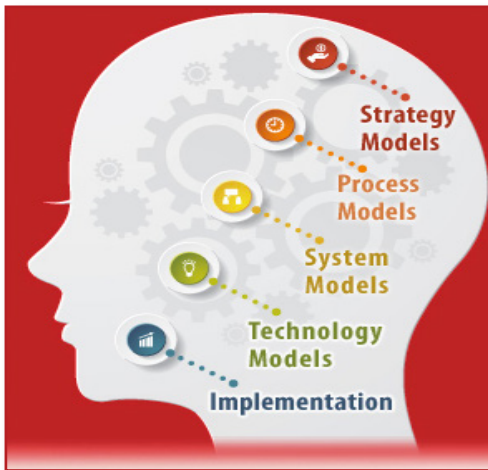
I suggest we start solving enterprise problems without worrying about the how and what of enterprise architecture. Do not create an enterprise wide full scale model first. Let us focus on solutions and have enterprise architecture models as a nice side-effect.

Insight

Based on an enterprise problem or a requirement for change, we create an insight in the elements involved. We consult the stake-



holders related to the elements we found and determine the impact on the enterprise. In stead of doing this in our head, we use models to create the insight based on the elements involved and their relations. This results in a representation of the problem in its complete context, information we share with the stakeholders so we can see the impact from different viewpoints. The advantage of using models is that we can create a more reliable insight, showing a wider scope of the impact than would be possible when you do this in your head. Experience learns the human brain is limited in comprehending the entire context of a problem.



When using models, we are not limited by our brain to show the impact on one (partial) aspect like the process or technology. We can instantly show the impact on all enterprise perspectives: strategy, process, system technology, and implementation. This will result in multiple scenarios, considering all aspects, showing possible solutions to a reliable instantiation.

Solutions

Enterprise architecture will help you to achieve quality solutions to solve your problem or enable your proposition. EA is the means to the solution which enables you to deliver solutions of higher quality in the same

time your traditional approach takes.

Enterprise architecture will not take months or even years to reach a maturity level where you can benefit from it. When used as a tool, or method to a solution, you will instantly experience quality solutions without surprises after implementations or unexpected effects.

So stop worrying about what enterprise architecture is all about, leave that to us, trained and qualified enterprise architects. Focus on your goals and problems you might experience, and let us show you which scenarios will lead to results. All you have to do is choose, choose the scenarios that fit you best.

The Agile Manifesto

Individuals and interactions	over	Processes and Tools
Working Product	over	Comprehensive Documentation
Customer Collaboration	over	Contract Negotiation
Responding to change	over	Following a plan

That is, while there is value in the items on the right, we value the items on the left more.

www.agilemanifesto.org

Agile

Time to market and the ability to adapt to rapidly changing markets are key business drivers. In this environment it is most important to know you are developing the right thing. You might be market leader today but will you still be tomorrow?

Enterprise Architecture will ensure you launch successful initiatives that add to your business value. It will prevent your initiative backfiring as a result of implementation problems or unexpected issues somewhere in your business processes. And it fits perfectly in an Agile/Scrum environment.

The advantage of the Agile philosophy is undeniable. Rapid business changes, high involvement of the business in the development cycle, and working solutions. Due to its short cycle the focus is on here and now, what do we need today. We select the features to develop from the product backlog, choosing the most valuable items first to ensure we always deliver the maximum business value.

Limited time

The creation of the product backlog should represent the required solution scenario to a business problem. And here is where businesses can use some help. How do we ensure we add the right items to the product backlog? How do we know the items in the product backlog represent the best solution to the problem?



Often the available time to respond to a business challenge does not allow us to do a thorough impact analysis on all possible scenarios. Knowledge is distributed over the organisation, and it takes time to analyse how scenarios will add a solution to the problem and what the impact will be to the rest of the organisation. So we try to pick the two or three scenario's we think are the most promising and do an impact analysis with a selection of the stakeholders, as far as time and availability permits.

Is this something you recognise? And have you experienced the effect of progressive knowledge that might have resulted in a different scenario if you would have known upfront? Do you sometimes change your backlog to adjust your solution scenario in the future sprints, using the adaptability of Agile not only to adjust the How but also adjust the What?

Today, we do have a way to help you make the optimum decision upfront, to fill your backlog with the best solution. Enabling you to use the Adaptability of Agile to adjust only the How resulting in even more effective sprints. This solution is the application of Enterprise Architecture (or Business Architecture). Enterprise Architecture will enable you to create an X-ray of your enterprise based on its anatomy.



You don't need to invest months or even years to set up your architecture, you can start applying it to your current problem by defining the anatomy involved. This way you'll get insight in the problem and the objects related to the problem. Not some object, all objects related to the problem! Find the related processes, applications, technology components, business rules, etc.. This enables an analysis on the impact of the

problem and to find the possible solution scenarios.

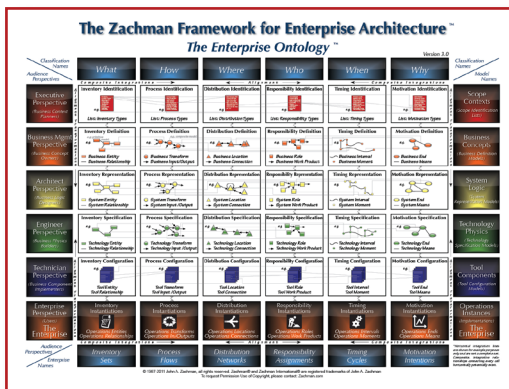
The anatomy will enable you to create multiple X-rays on the spot, enabling you to study all scenarios for all stakeholders and select the one that fits your need.

Start your business change by filling the backlog of your Agile/Scrum teams with the requirements for the best possible solution. Experience the benefits of the enterprise anatomy and X-rays, start applying Enterprise Architecture today.

Jef Bergsma
Enterprise Integration Specialist

j.bergsma@jzz-3d.nl

Architecture - Added value



JZZ-3d has a broad experience with developing business solutions and IT. We have an unparalleled understanding of the importance of IT within an enterprise.

We're specialised in applying the Zachman 3.0 framework to solve current integration problems and prepare enterprises for the demanding future.

www.jzz-3d.nl