LMF
LONDON MARKET FORUMS

**Business Architect
Leaders Practice Group**
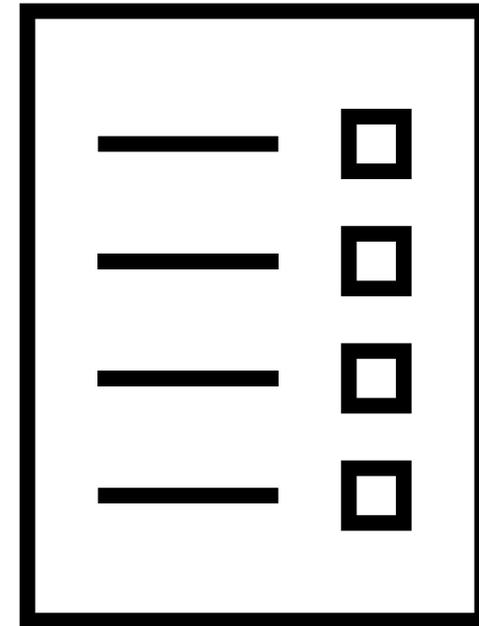
How technologies in the digital age can amplify the work of Business Architects.

24th April 2024

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Agenda

- Polls

- Roundtable topic 1:
    - How do we see the responsibilities and tooling of Business, Enterprise and Solution Architects ?

- Roundtable topic 2:
    - Which digital technologies would help Business Architects increase the efficiency and effectiveness of their collaboration and delivery ?

- Round up and networking drinks

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Polls

These questions are intended to stimulate thinking on the topics to be discussed, as well as gather useful evidence to foster discussion

A. The different types of architect in my organisation (e.g. Business, Enterprise, Solution) with the same job title have consistent responsibilities.

B. The different types of architect in my organisation (Business, Enterprise, Data, Application, Infrastructure/Cloud, Solution) collaborate effectively across architecture disciplines.
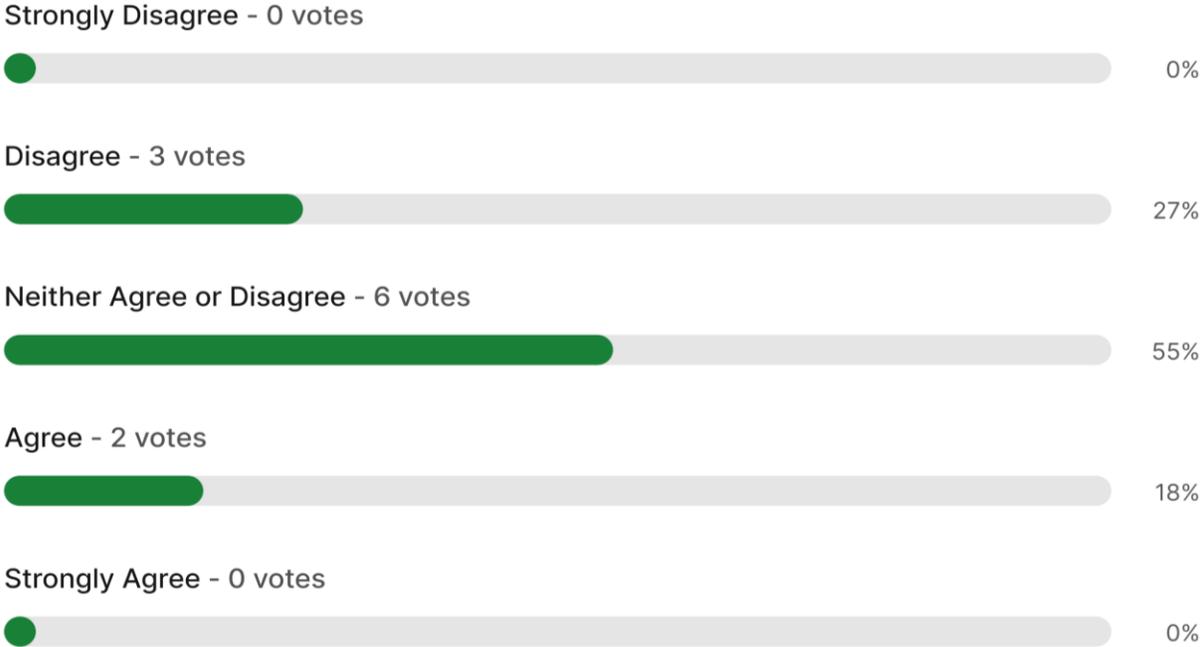
C. What tools are used in your organisation to support business architecture ?

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Poll Result 1

The different types of architects in my organisation (e.g. Business, Enterprise, Solution) with the same job title have consistent responsibilities.
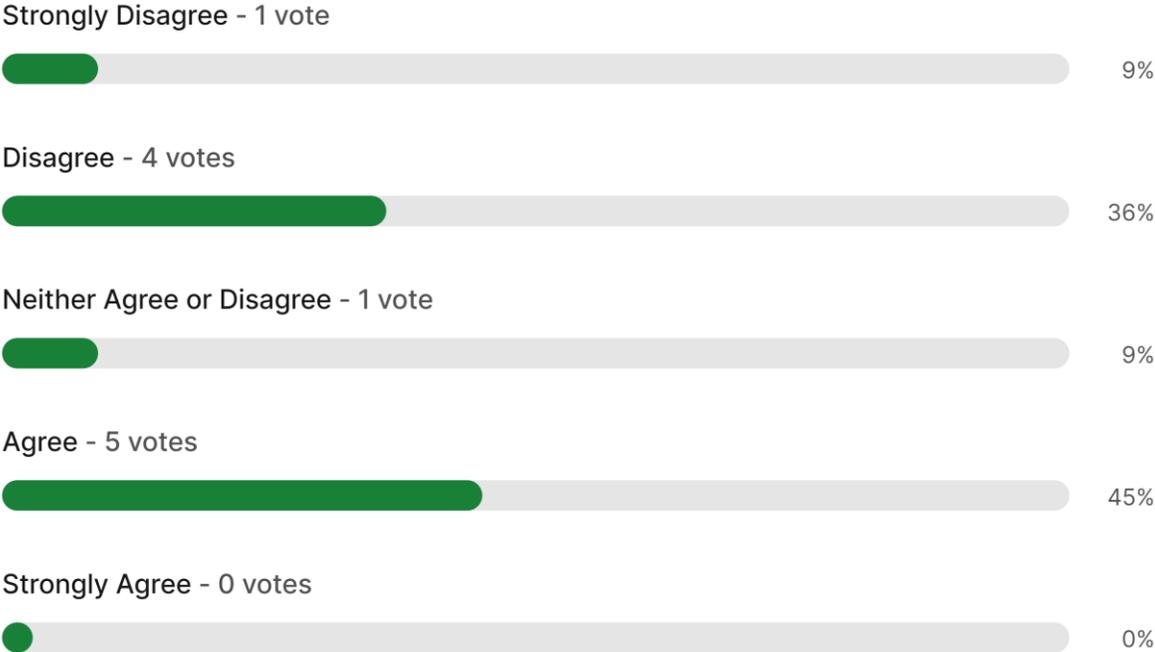
Multiple Choice Poll   11 votes   11 participants

Strongly Disagree - 0 votes

0%

Disagree - 3 votes

27%

Neither Agree or Disagree - 6 votes

55%

Agree - 2 votes

18%

Strongly Agree - 0 votes

0%

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Poll Result 2

The different types of architect in my organisation (Business, Enterprise, Data, Application, Infrastructure/Technical, Solution) collaborate effectively across architecture discipline.

Multiple Choice Poll   11 votes   11 participants

Strongly Disagree - 1 vote

9%

Disagree - 4 votes

36%

Neither Agree or Disagree - 1 vote

9%

Agree - 5 votes

45%

Strongly Agree - 0 votes

0%

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Poll Result 3

What tools are used in your organisation to support business architecture ?

Wordcloud Poll   26 responses   11 participants

Roundtable Discussion 1:

How do we see the responsibilities and tooling of Business, Enterprise and Solution Architects ?

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Why is it so hard to get clarity on architect job titles ?

Aspiration v Reality

Job Title Inflation

Architecture v. Detail

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Definition of roles and tools

Tooling for the different architects varies, but includes:

- Excel, Visio, Powerpoint
- Drawing tools – Lucid, Draw.io
- EA modelling tools
- SA modelling tools (UML, C4 etc.)
- Other...

Business Architect

1. Strategies -> operating models
2. Capability assessment and evolution
3. Blueprint interrelationships
4. Goals and drivers
5. Organisation structure and processes

Enterprise Architect

1. Enterprise architecture
2. Application landscape
3. Roadmaps
4. Architecture governance
5. Definition of standards, guidance and patterns

Solution Architect

1. Planning and prioritisation
2. Business requirements into solutions
3. Future state
4. Lead development teams
5. Roadmaps

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Source: SFIA

Source: Bizzdesign research

Source: Bizzdesign research

Roundtable Discussion 1:

How do we see the responsibilities and tooling of Business, Enterprise and Solution Architects ?
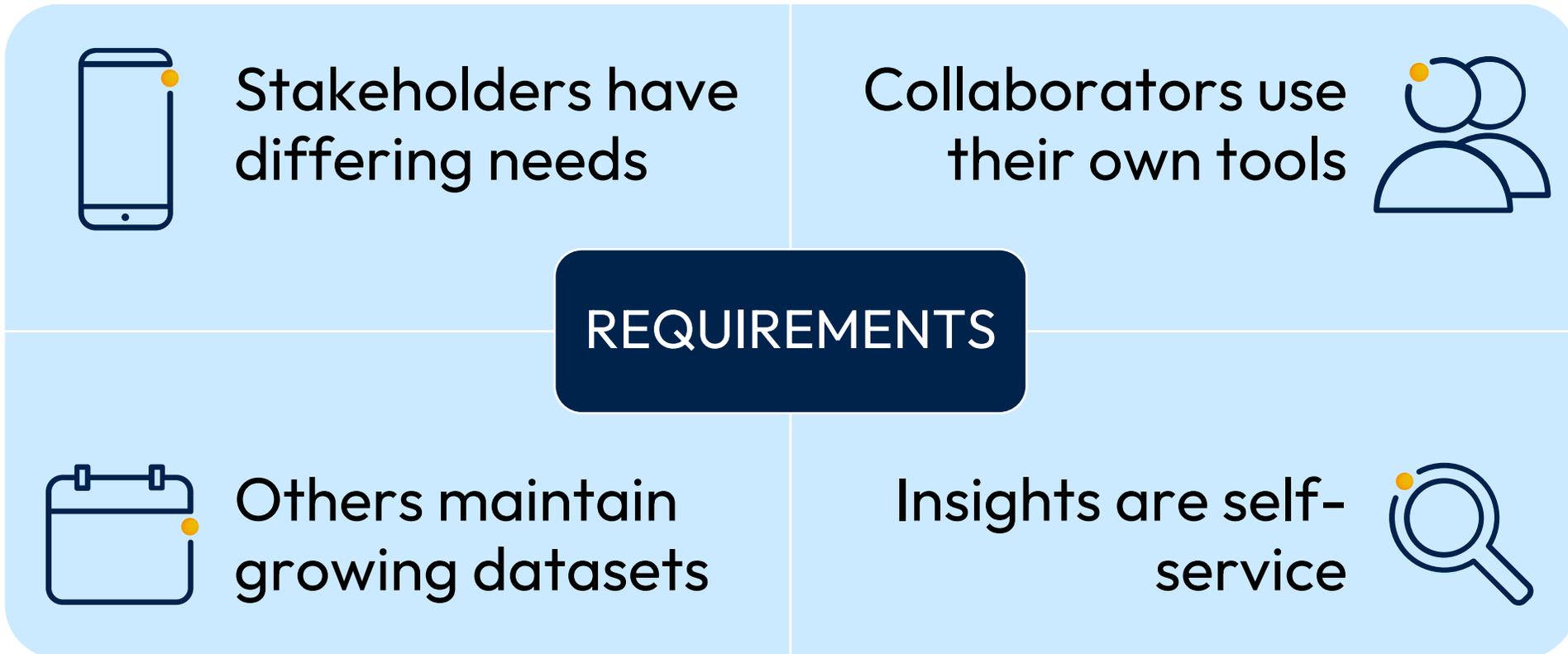
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Roundtable Discussion 1: Notes

- **Strategy to Execution:** In the absence of a business strategy, architects may have to work at a lower level since the high-level does not exist for the traditional translation work done by Enterprise Architect/Solution Architect. However, having a business strategy is not a panacea since there are still problems with successfully executing it (and there were 2 examples explained of where this happened).

- **Human Collaboration:** "Best in class execution happens people get on with each other" – there is no replacement for person to person collaboration, and this applies in architecture as much as anywhere else.

- **Reference Documents:** When executing it is helpful to have artefacts to refer to such as capability maps, annual Enterprise Architecture roadmaps, and change portfolios. These reference documents can foster collaboration (e.g. between business and IT) when they are being developed.

- **Finding (internal) Architecture Customers:** Trying to find the right/willing stakeholders to deliver your architectural insights to. There was the example of Legal and Compliance being big supporter of business architecture work for operational resilience since it provided the necessary detail around people/process/technology and the associated data around scoring and owners.
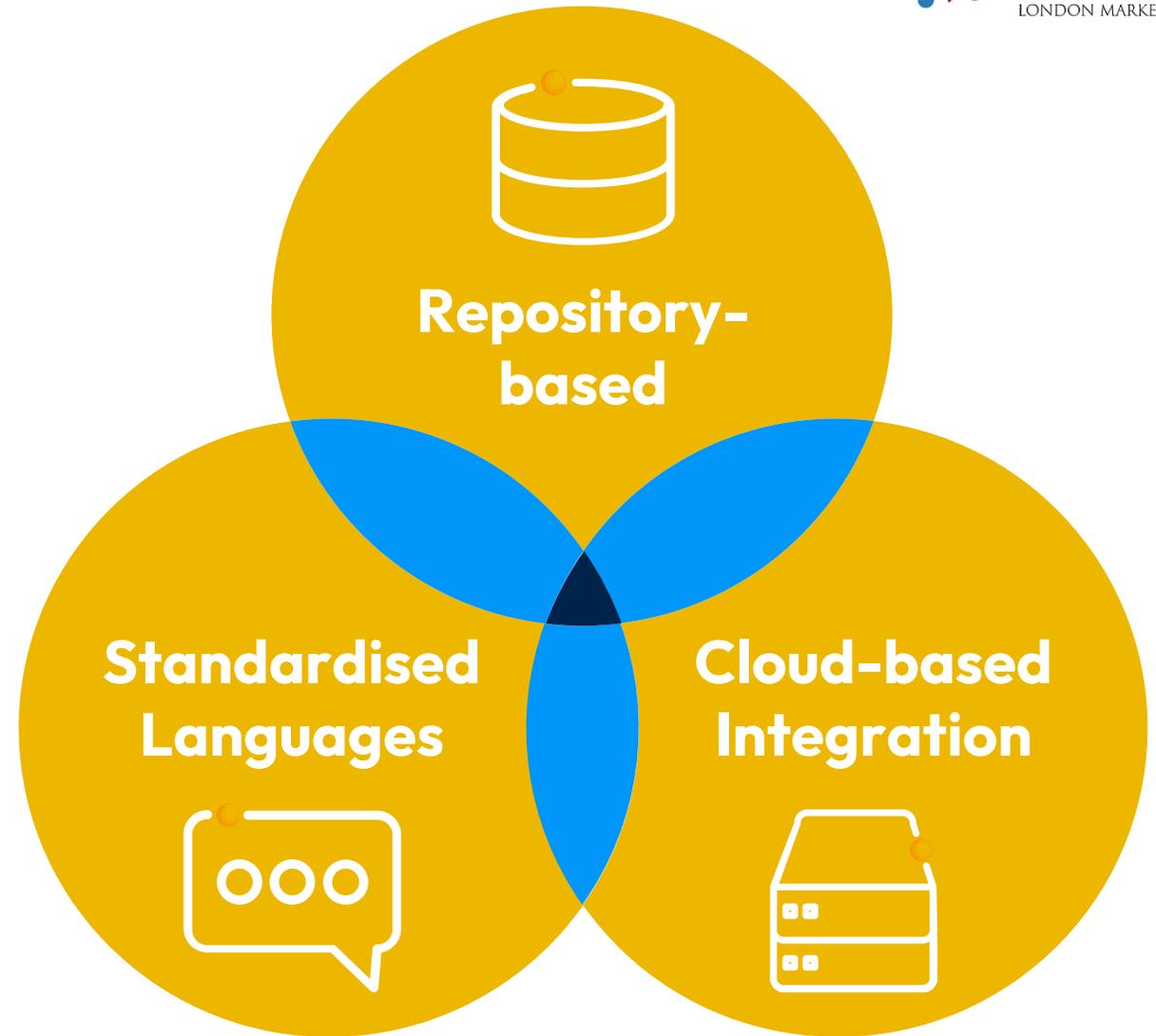
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Roundtable Discussion 2:

Which digital technologies would help Business Architects increase the efficiency and effectiveness of their collaboration and delivery ?

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Challenges to overcome

Stakeholders have differing needs

Collaborators use their own tools

REQUIREMENTS

Others maintain growing datasets

Insights are self-service

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Solution (how digital technologies can help)

An ecosystem of tools

Repository-based

Standardised Languages

Cloud-based Integration

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Roundtable Discussion 2:

Which digital technologies would help Business Architects ?

Roundtable Discussion 2: Notes

- **Visuals are key:** Communications is the critical ingredient around demonstrating the value of architecture models/thinking, and they need to be polished like Marketing-produced documents. Examples provided were interactive visualisations exploring the relationships between objects, and the fact that an architecture view became the CIO's favourite visual.

  - In one case, there is an internal design team working with the architects to create consumable and easily understandable visuals for the Executive team. However, even then it was difficult to keep up with the volume of visuals that need to be created.

- **Successful communication can use existing technologies:** It is possible to use commonly available technologies to collaborate and communicate - such as Powerpoint, Excel, Miro, Zoom/Teams, any digital whiteboard.

  - It was cautioned that while Miro can help collaborating with external parties, the information is static (i.e. not kept up to date) and that a lot of intelligence is locked into this platform.

  - It was clarified that having an Enterprise Architecture tool does not diminish the need for Powerpoint and Visio – but EA tools help to accelerate delivery by having standard catalogues etc. to pull on.

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Roundtable Discussion 2: Notes

- **EA Tool Benefits:** There is scepticism about whether tools are useful or not. There was an example of how using an Enterprise Architecture modelling tool provided a repository, visual outputs, and the ability to successfully create a story.

  - Even just having the information in a tool rather than Excel already raises its status and breadth of visibility/awareness.

  - Tools also enable best practices to be easily shared/adopted (e.g. for application portfolio management, strategy to execution) so that you get pre-built visuals/charts/graphs.

- **EA Tool Challenges:** The effort to get the data in, to validate it, and to keep it up to date – and this needs to happen across all the relevant business functions.

  - It was mentioned how it could be possible to crowdsource the data rather than architects maintaining it, and that some of these artefacts do not change often (e.g. capabilities)

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The end

See you later!

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Appendix

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Enterprise and Solution Architects responsibilities

Source: Bizzdesign research

Enterprise Architect

- Defines, maintains and evolves the enterprise architecture
- Application landscape alignment and rationalisation
- Designs and maintains current state and future state architectures
- Creates architectural and delivery roadmaps
- Technical planning
- Enterprise architecture governance
- Investigates and assess new IT capabilities
- Defines EA principles and guidelines
- Contributes to the definition of standards, guidance and patterns
- Translates business requirements into future capabilities
- Detects potential gaps or required improvements

Solution Architect

- Planning and prioritisation
- Translate business requirements into solutions
- Understand and meet business needs
- Ensure development best practices
- Govern architectural best practices
- Work with and lead the development teams
- Develop roadmaps
- Technical leadership
- Future state architecture
- Resolving technical challenges
- Champion the adoption of patterns, platforms and architectural tools

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Enterprise, Business and Solution Architecture responsibilities

Source: SFIA, *https://sfia-online.org/*

Enterprise & Business Architecture

- Biz: translating business strategies and objectives into an operating model
- Biz: assessing current capabilities and identifying required changes in capabilities to achieve objectives
- Biz: describing the interrelationships between people, organisation, service, process, data, information, technology and the external environment
- Biz: interpreting business goals and drivers

- Biz & Ent: using architectural models and processes to facilitate changes in the organisation's structure, business processes, information or data, business systems and infrastructure

- Ent: creating, iterating, and maintaining architectural models and views embodying the key principles that describe the organisation's future state, and that enable its evolution
- Ent: documenting and communicating constraints, standards and guiding principles necessary to define, assure and govern the required evolution
- Ent: implementing enterprise architecture working practices to support and enable iterative/agile working
- Ent: describing where and why the enterprise will benefit from cloud-based services.

Solution Architecture

- defining the planned operation and maintenance of the solution within a production environment — include changes to services, process, organisation, and operating models as well as technology
- ensuring that existing and planned solution components are compatible with relevant architectures, strategies, policies, standards and practices
- considering requirements for security, privacy and testing of solutions
- taking account of relevant architectures, strategies, policies, standards and practices
- identifying appropriate cloud services
- developing roadmaps to migrate components to cloud services
- developing and communicating an implementation roadmap
- providing guidance and risk-based governance to support solution implementation including managing requests for changes and deviations from specifications.

Business Architecture (UK) Community Event

- **Date:** Thursday 23rd May 2024

- **Time:** 5.00pm – 8.00pm

- **Location:** Legal & General, One Coleman Street London EC2R 5AA

- 'Business Architecture (UK)' LinkedIn Group – https://www.linkedin.com/groups/12777791/

- The registration for the UK Business Architecture Symposium on the 23rd May can now be found here https://lnkd.in/eY4pc958

- The keynote will be delivered by Robin Southwood, titled "The most critical aspect of your organisational architecture is outside the boundaries of your organisation". It's thought leading and impactful content, not one to miss!

- There will also be plenty of time for networking and a chance to discuss key Business Architecture issues with other attendees.

- Please ignore the fact the privacy statement is listed as a question - no need to populate that box!

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