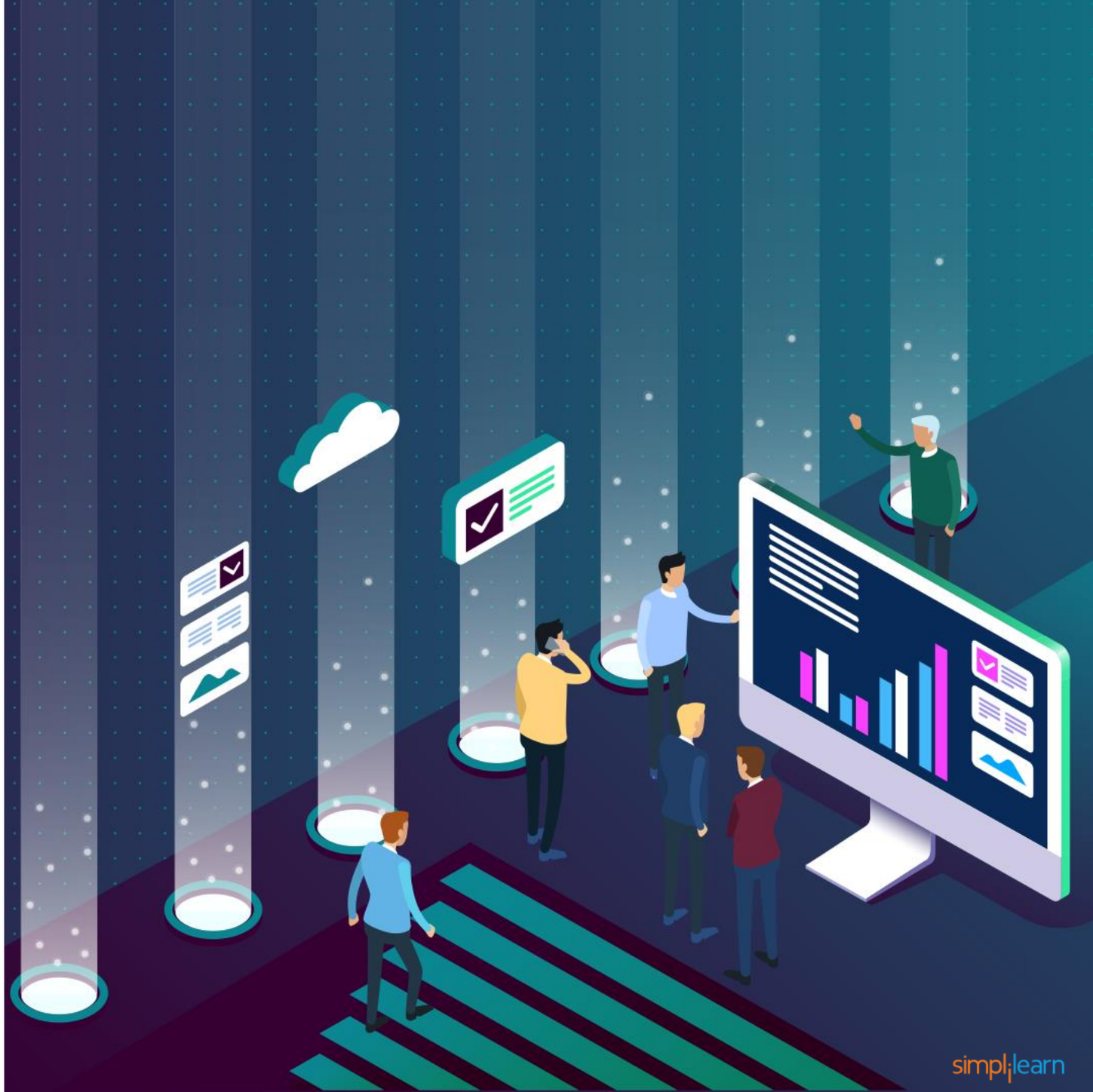
TOGAF® Enterprise Architecture Training Course (Foundation)



Unit 5 - Introduction to Applying the ADM

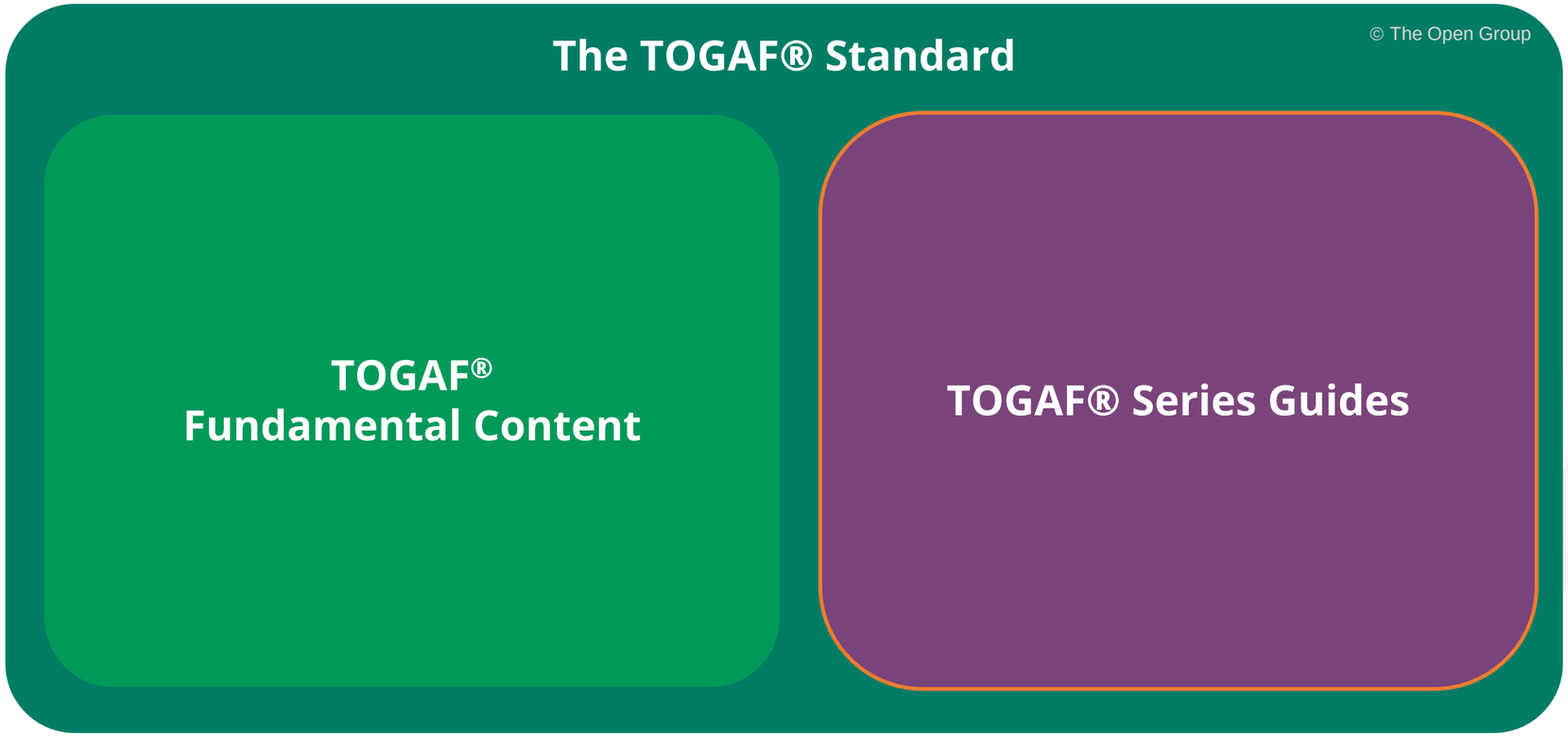
Unit Objectives

Introducing the guidance available to support application of the ADM, including use of iteration, partitioning, Agile delivery, and application in a digital enterprise. Topics include:

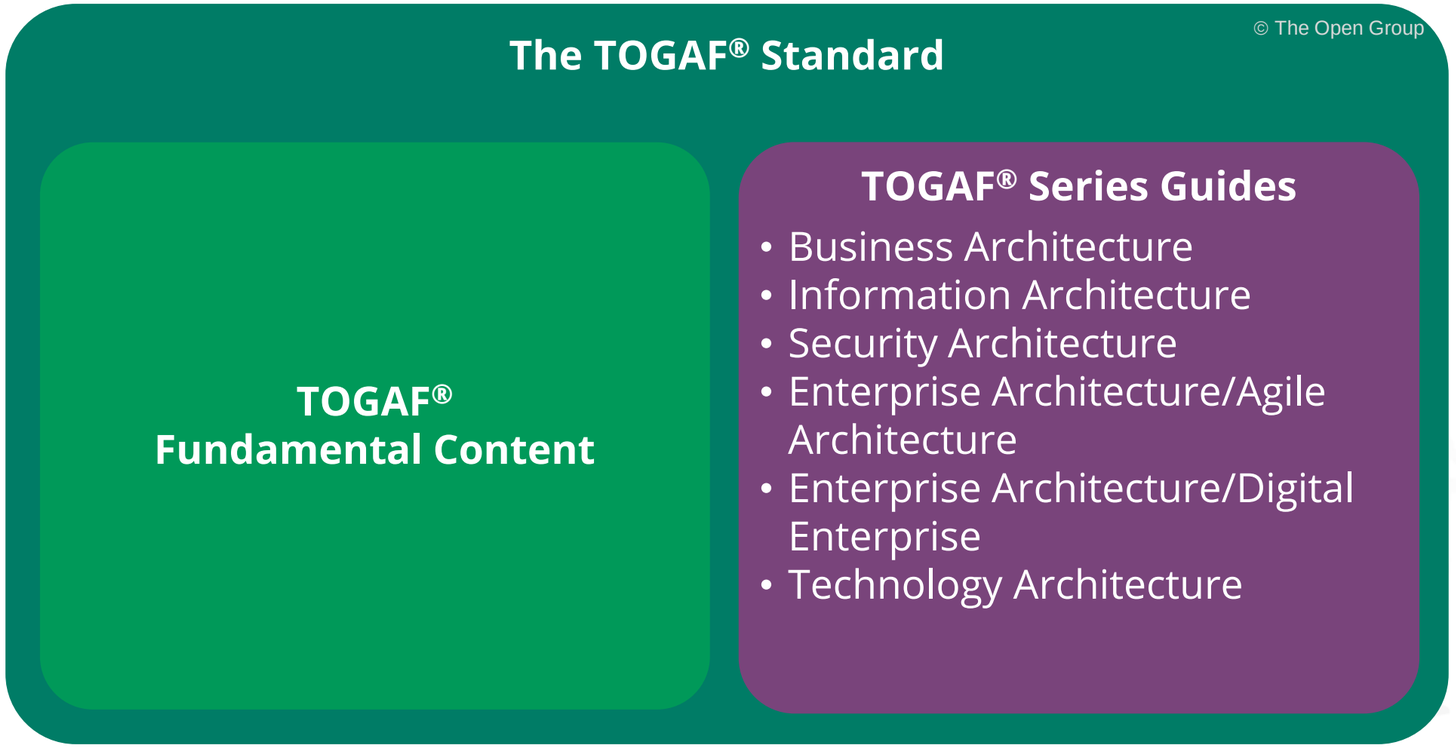
- Where guidance is available
- How iteration within the ADM enables concurrent operation
- The Architecture Landscape
- Purposes to frame Architecture Projects
- How the TOGAF Standard can be applied to support the digital enterprise

5.1 How to Apply the TOGAF® Standard

Guidance on How to Apply the Standard

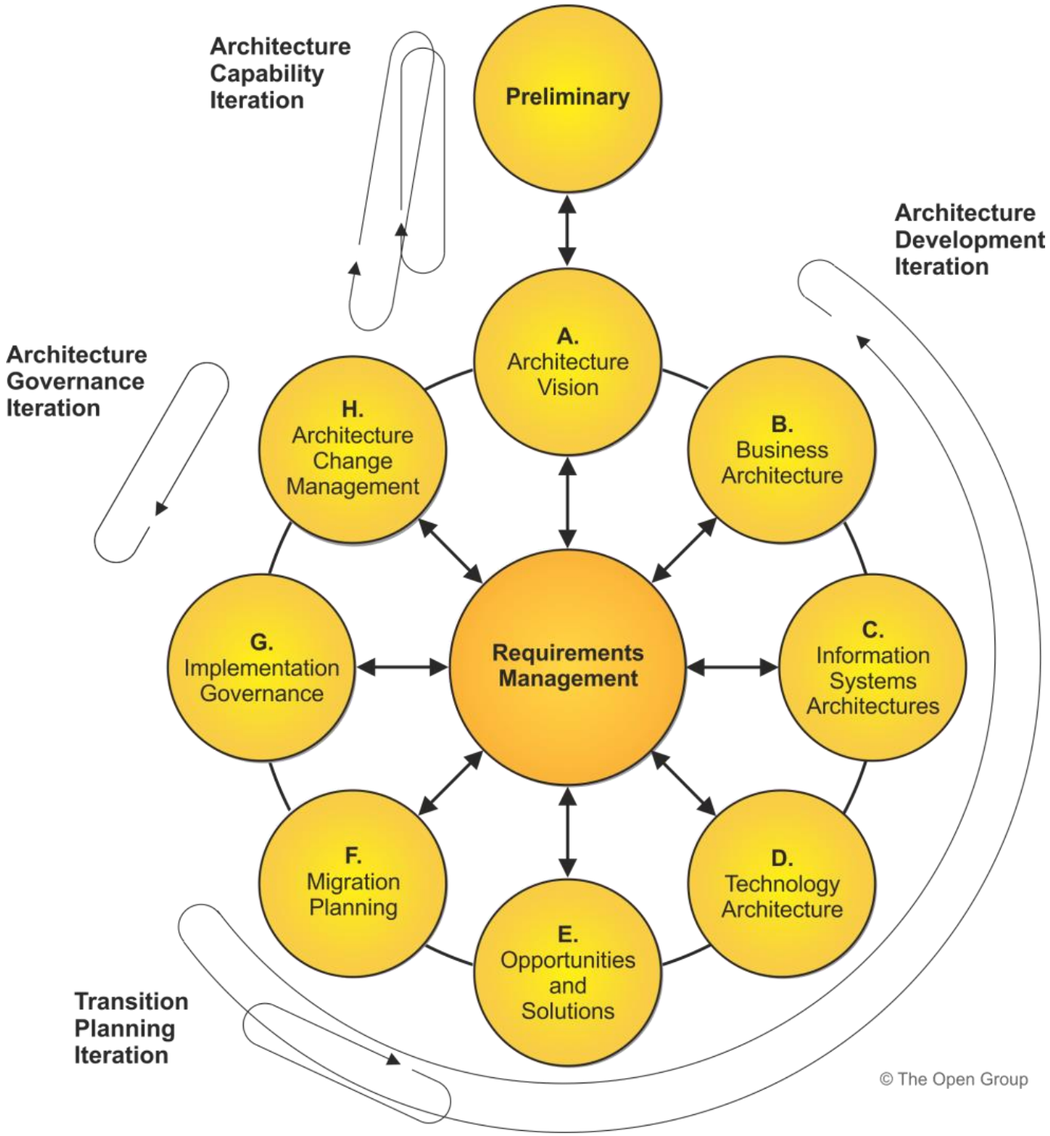


TOGAF® Series Guides



5.2 Iteration and the ADM

Iteration Cycles

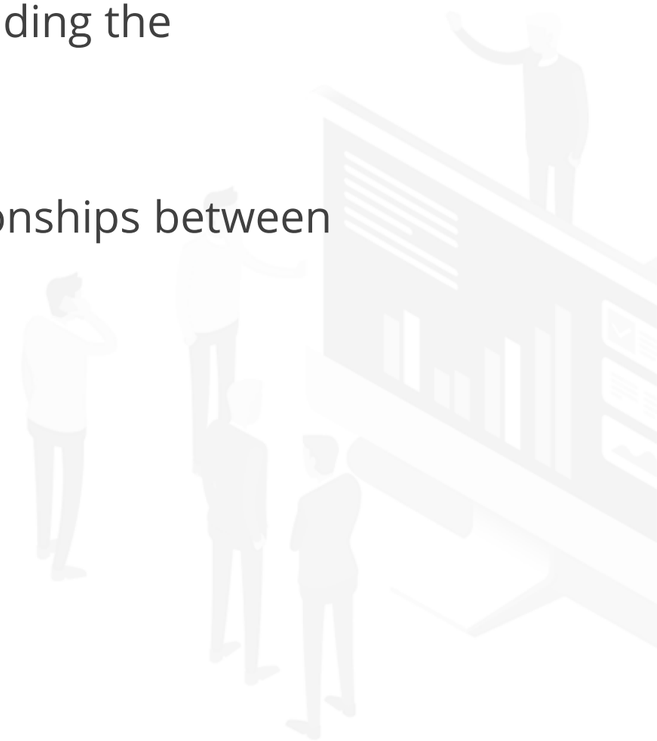


Iteration Within an ADM Cycle (Architecture Development Iteration)

- Projects may operate multiple ADM phases concurrently.
- Projects may cycle between ADM phases, in planned cycles covering multiple phases.
- Projects may update work products with new information.

Iteration to Develop a Comprehensive Architecture Landscape

- Projects will exercise through the entire ADM cycle, commencing with Phase A. Each cycle of the ADM will be bound by a Request for Architecture Work.
- The architecture output will populate the Architecture Landscape, either extending the landscape described, or changing the landscape where required.
- Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects.
- One project may trigger the initiation of another project.

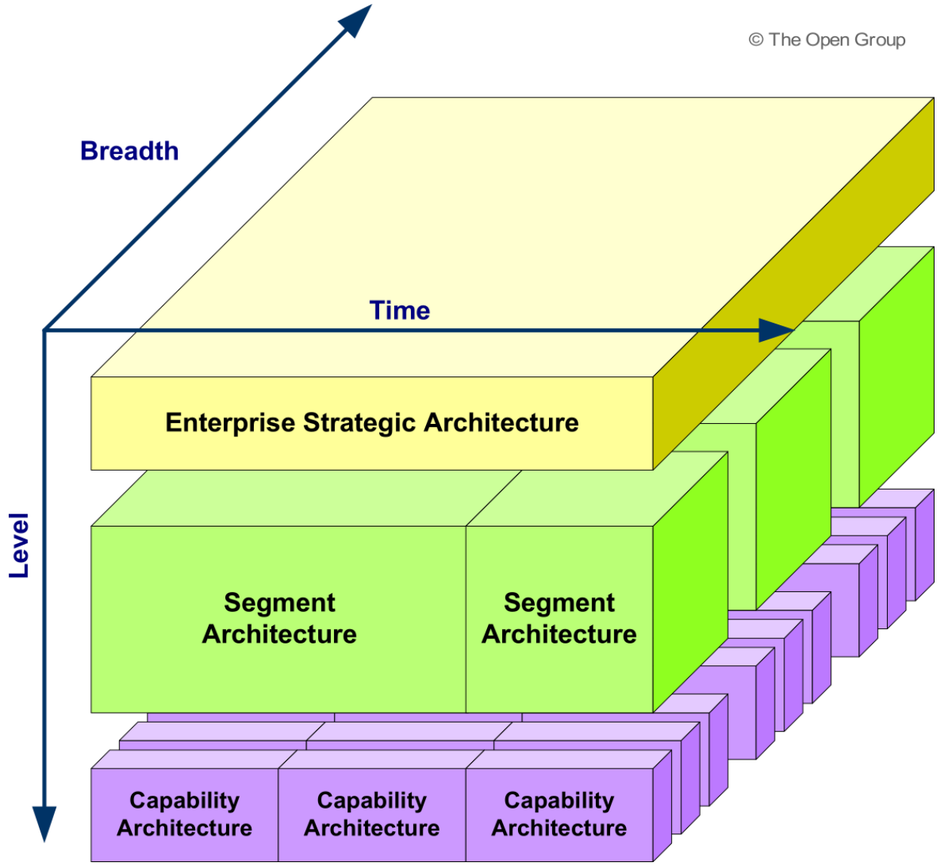


5.3 The Three Levels of the Architecture Landscape

Architecture Landscape

Definition*:* “The architectural representation of assets in use, or planned, by the enterprise at particular points in time.”

Architecture Landscape

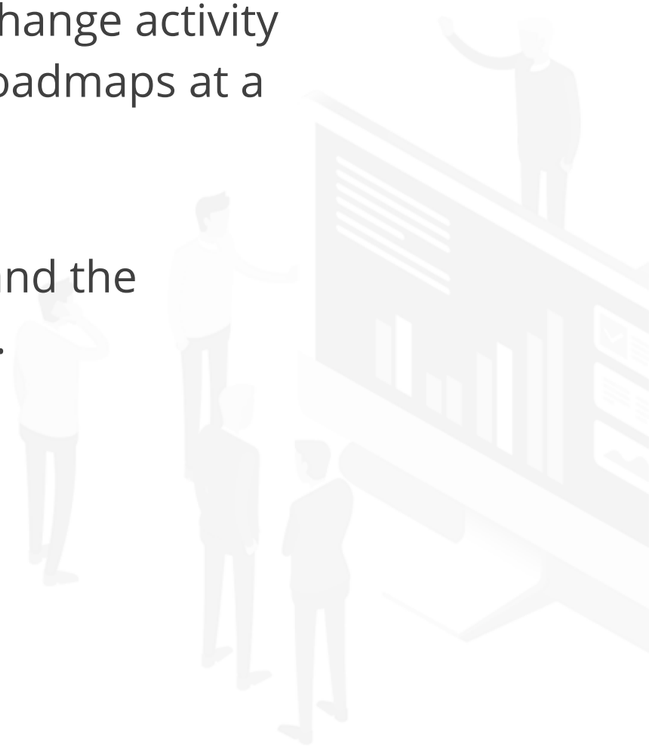


Architecture Levels

- **Strategic Architecture** provides an organizing framework for operational and change activity and allows for direction setting at an executive level.

- **Segment Architecture** provides an organizing framework for operational and change activity and allows for direction setting and the development of effective Architecture Roadmaps at a program or portfolio level.

- **Capability Architecture** provides an organizing framework for change activity and the development of effective Architecture Roadmaps realizing capability increments.



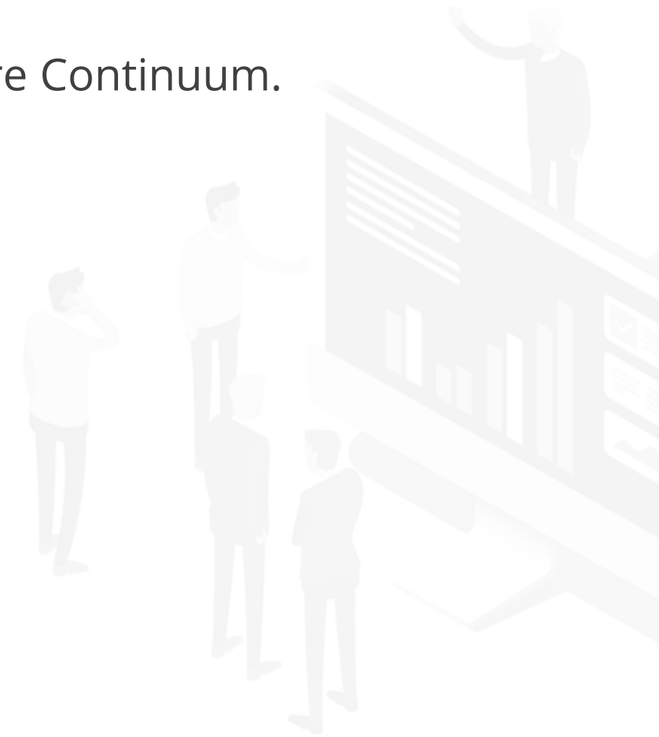
5.4 Partitioning to Simplify the Development of an Enterprise Architecture

Architecture Partition

Definition: “A subset of architecture resulting from dividing that architecture to facilitate its development and management.”

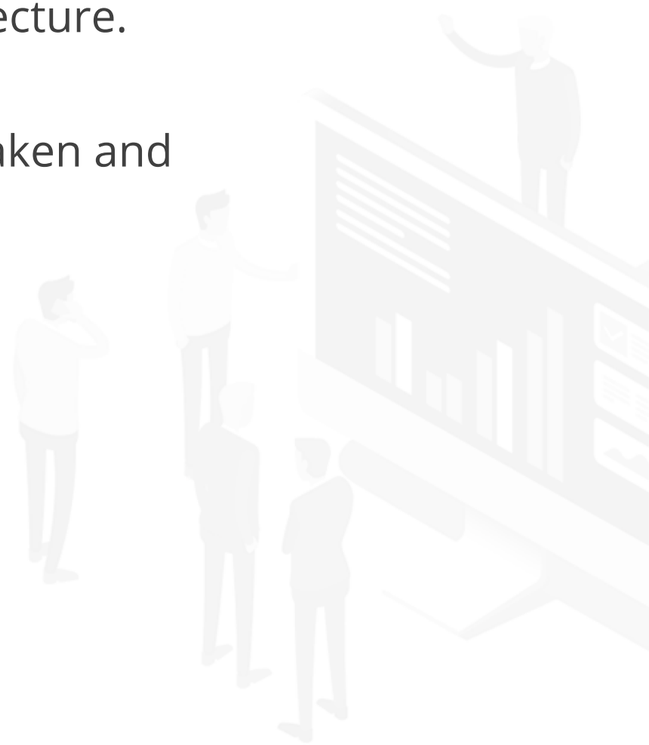
Partitions

- Partitions are used to simplify the development and management of the Enterprise Architecture.
- Partitions lie at the foundation of Architecture Governance.
- Partitions are distinct from levels and the organizing concepts of the Architecture Continuum.

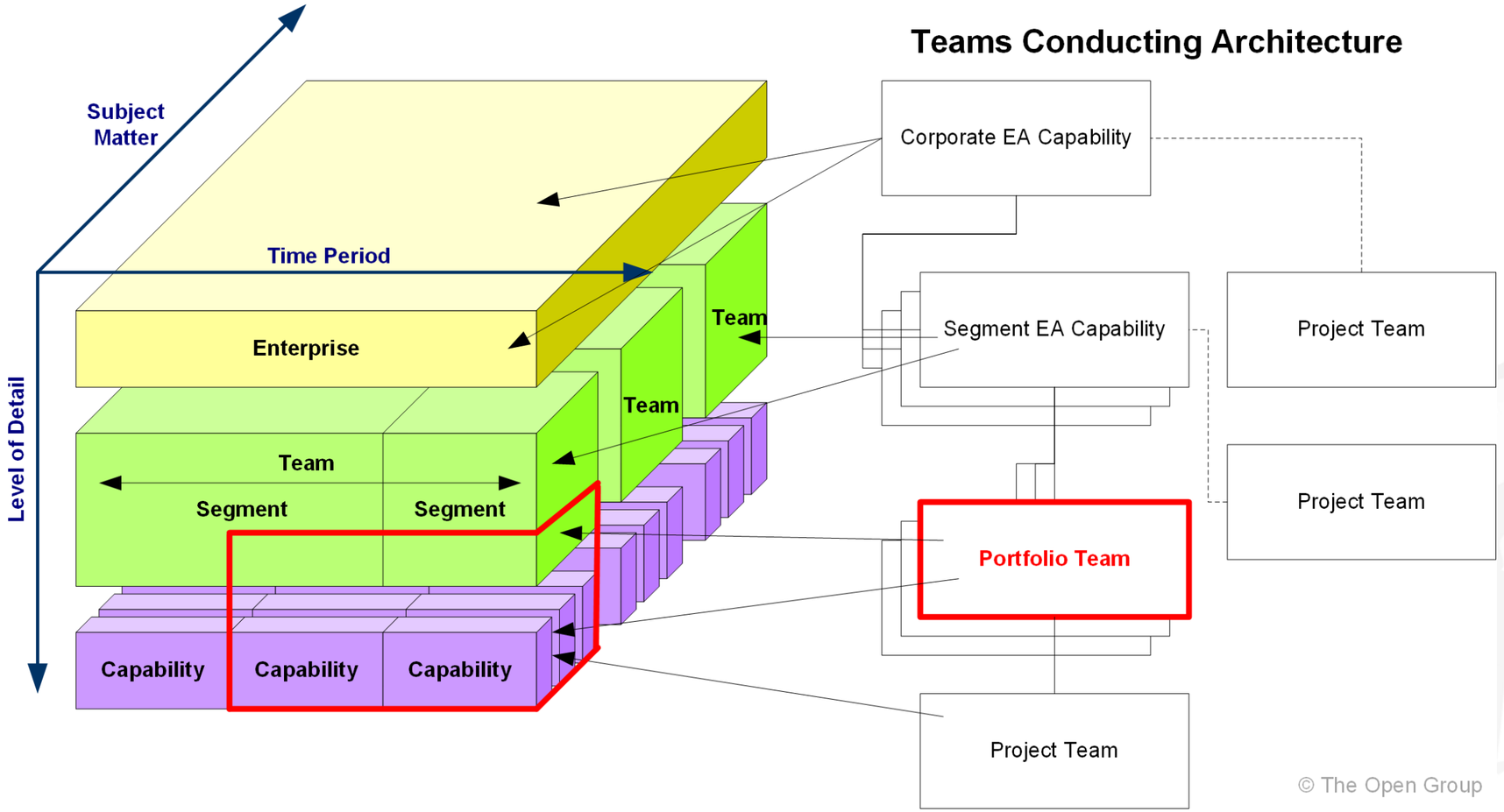


Reasons for Partitioning the Architecture

- Organizational unit architectures conflict with one another.
- Different teams need to work on different elements of architecture at the same time; partitions allow for specific groups of architects to own and develop specific elements of the architecture.
- Effective architecture re-use requires modular architecture segments that can be taken and incorporated into broader architectures and solutions.

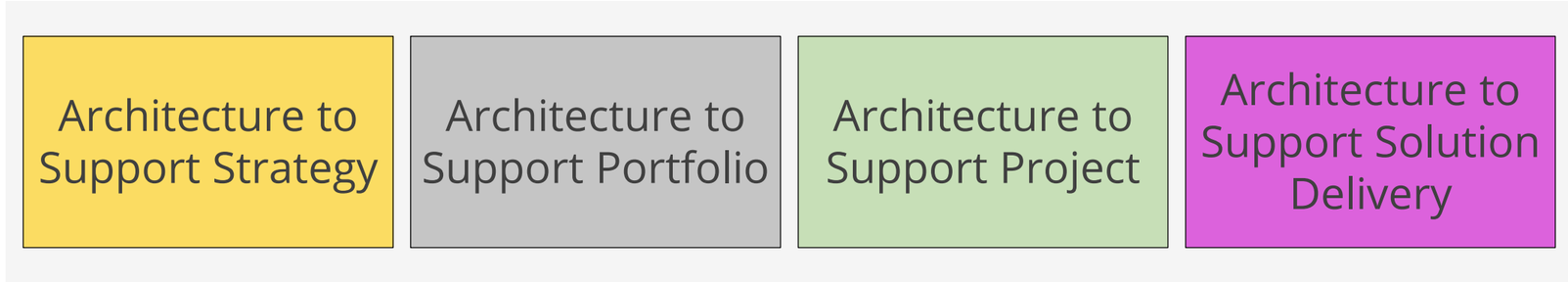


Example



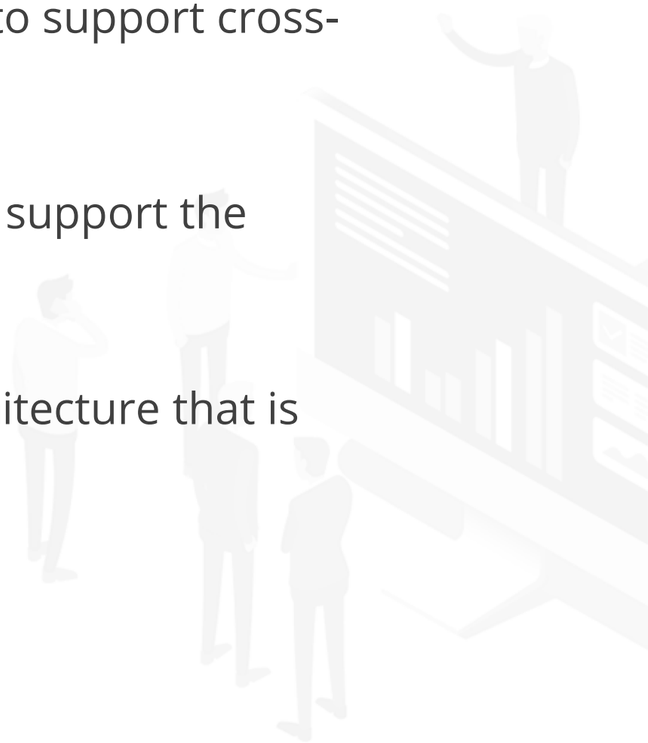
5.5 Purpose-Based Architecture Projects

Purposes of Enterprise Architecture



Four Purposes to Frame Architecture Projects

- **Enterprise Architecture to Support Strategy:** Deliver Enterprise Architecture to provide an end-to-end Target Architecture, and develop roadmaps of change over a three to ten-year period.
- **Enterprise Architecture to Support Portfolio:** Deliver Enterprise Architecture to support cross-functional, multi-phase, and multi-project change initiatives.
- **Enterprise Architecture to Support Project:** Deliver Enterprise Architecture to support the enterprise's project delivery method.
- **Enterprise Architecture to Support Solution Delivery:** Deliver Enterprise Architecture that is used to support the solution deployment.



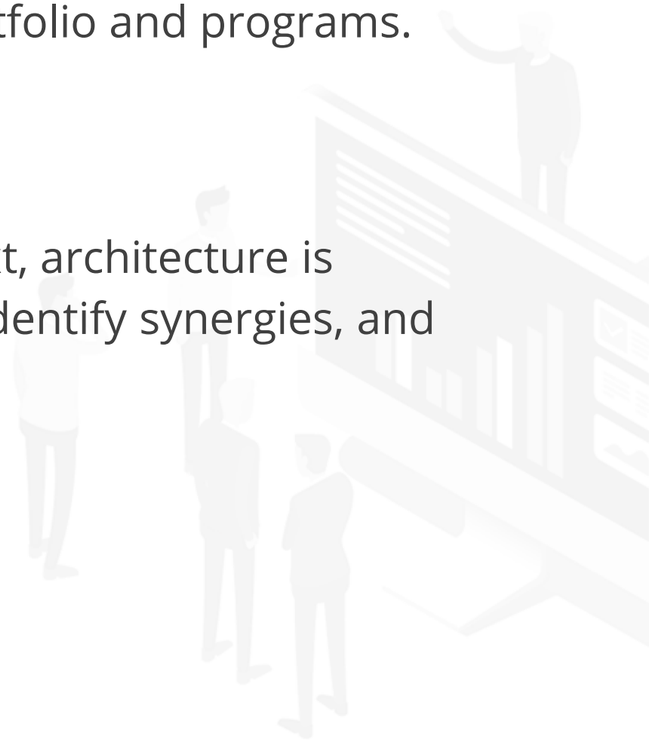
Four Purposes to Frame Architecture Projects

- **Enterprise Architecture to Support Strategy:**

An architecture for this purpose will typically span **many change programs or portfolios**. In this context, architecture is used to identify change initiatives and supporting portfolio and programs. Set terms of reference, identify synergies, and govern the execution of strategy via portfolio and programs.

- **Enterprise Architecture to Support Portfolio:**

An architecture for this purpose will typically span **a single portfolio**. In this context, architecture is used to identify projects, and set their terms of reference, align their approaches, identify synergies, and govern their execution of projects.



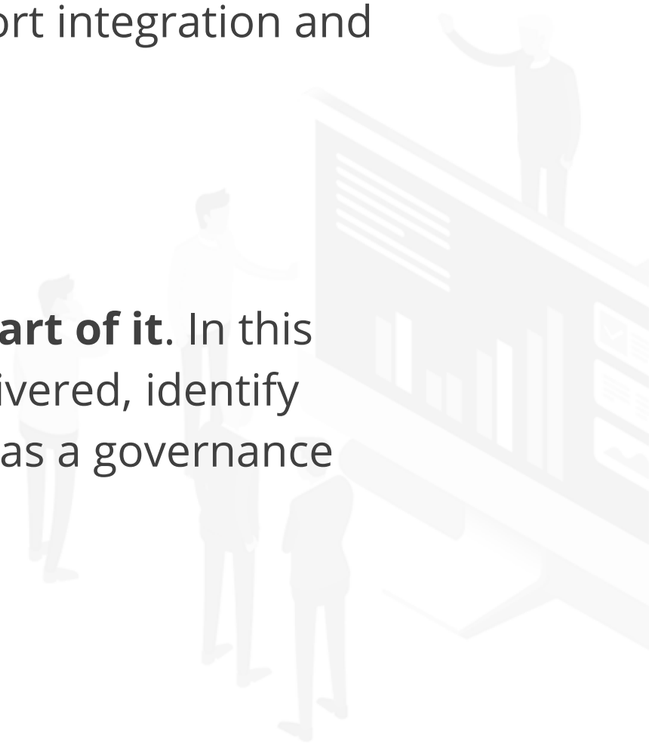
Four Purposes to Frame Architecture Projects

- **Enterprise Architecture to Support Project:**

An architecture for this purpose will typically span **a single project**. In this context, the architecture is used to clarify the purpose and value of the project, identify requirements to address synergy and future dependency, assure compliance with architectural governance, and to support integration and alignment between projects.

- **Enterprise Architecture to Support Solution Delivery:**

An architecture for this purpose will typically be **a single project or a significant part of it**. In this context, the architecture is used to define how the change will be designed and delivered, identify constraints, controls, and Architecture Requirements to the design, and, finally, act as a governance framework for change.

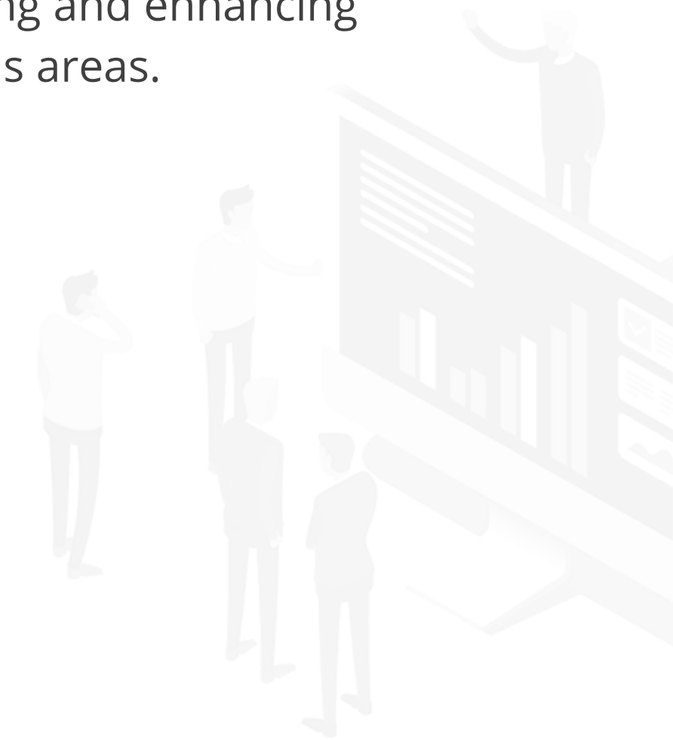


5.6 Applying the TOGAF® Standard to Support the Digital Enterprise

The Digital Enterprise and Enterprise Architecture

- The need for companies to evolve into *digital enterprises* can be linked to a variety of drivers, not least the rapid change in technologies driving new ways of working, socializing, and entertaining.

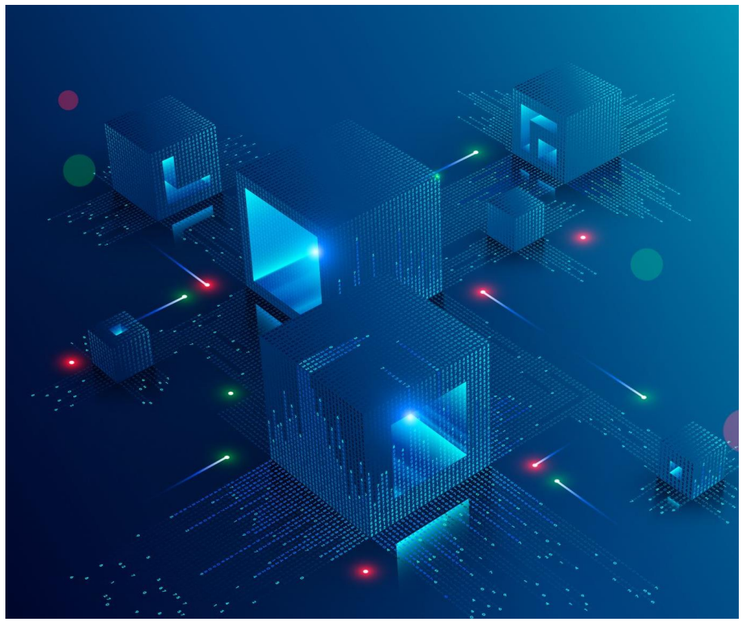
- Enterprise Architecture supports and enables the Agile environment in delivering and enhancing digital products and services quicker and easier by providing insight into various areas.



Enterprise Architecture Supporting and Enabling the Agile Environment

- Reactively managing technical debt as the result of sprints in a cohesive and connected fashion
- Proactively managing technical debt and anticipating Agile development needs by:
  - Identifying standards and re-usable standard components that support shortened Agile development cycles
  - Appropriate governance or guardrails to oversee the re-use of components

Enterprise Architecture Supporting and Enabling the Agile Environment



Managing matured digital products and delivering operational excellence by:

- Simplifying complexity in the digital ecosystem using the TOGAF ADM
- Establishing an Enterprise Architecture Capability that drives operational excellence in the management of digital products and services