Transforming an Architecture Practice

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Innovate2013
The IBM Technical Summit

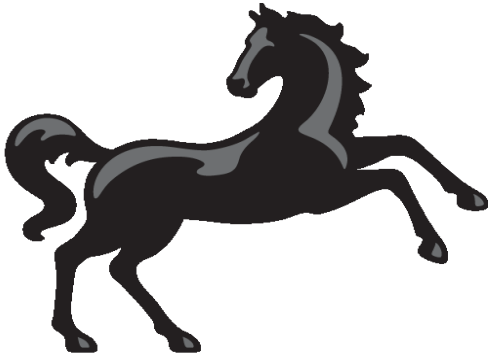
Agenda

- Background to the Architecture Practice
- Industry Input
- From Theory to Practice
- Summary

About Lloyds Banking Group

SCOTTISH WIDOWS INVESTMENT PARTNERSHIP

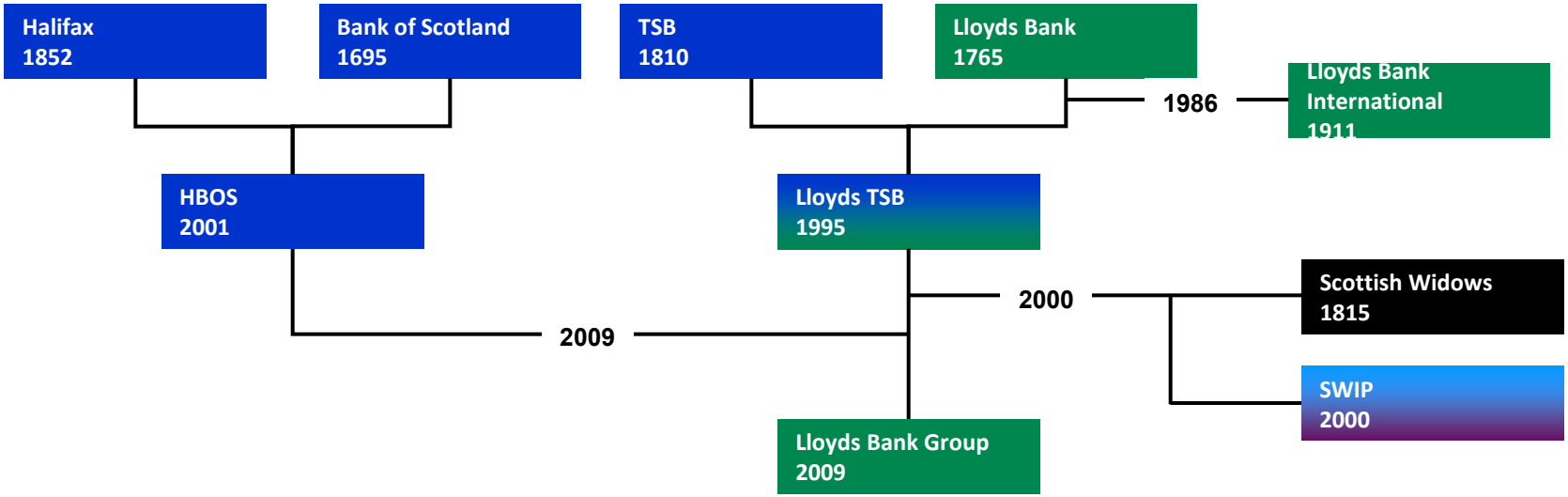
LLOYDS BANKING GROUP



- Lloyds Banking Group is the UK's largest Bank
- 30m Customers
- 100,000 Employees
- UK's leading provider of current accounts, savings, personal loans, credit cards & mortgages
- Brands include Lloyds TSB, Bank of Scotland, Halifax, Scottish Widows, Cheltenham & Gloucester

Company History

- Lloyds Banking Group has been created from a series of mergers and acquisitions….



… which created a complex legacy of IT applications, data and infrastructure

Transformation Roadmap

Use professional industry tools and methods to deliver high quality designs fast

Target State

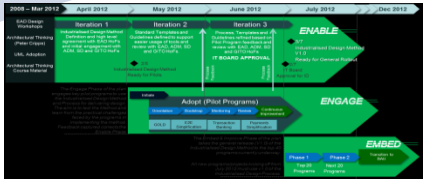
Target State

3rd July 2012

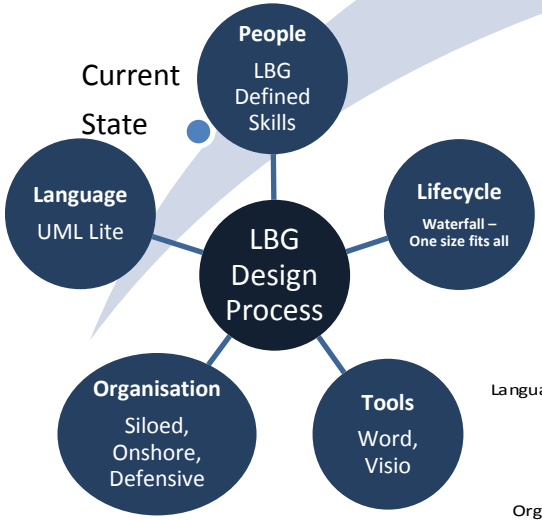
Industrialised Design V1.0

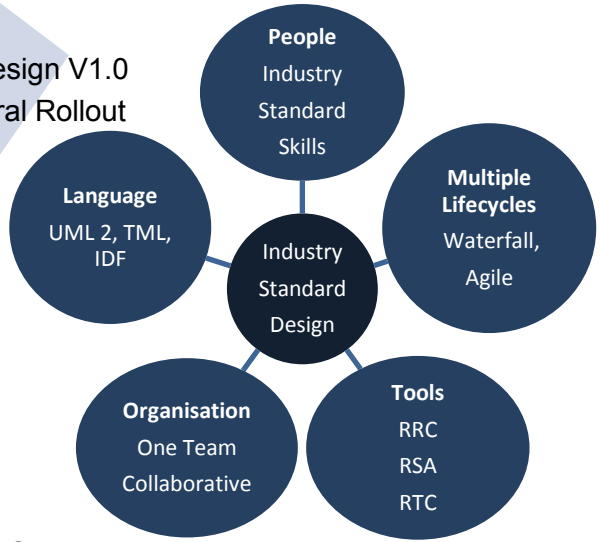
Ready for General Rollout

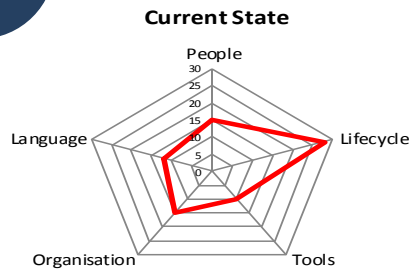
Industrialised Design 3E Plan

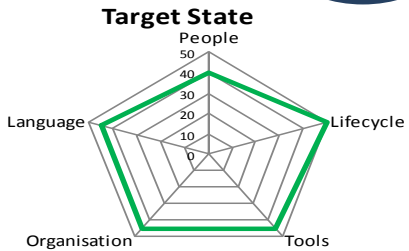


Current State

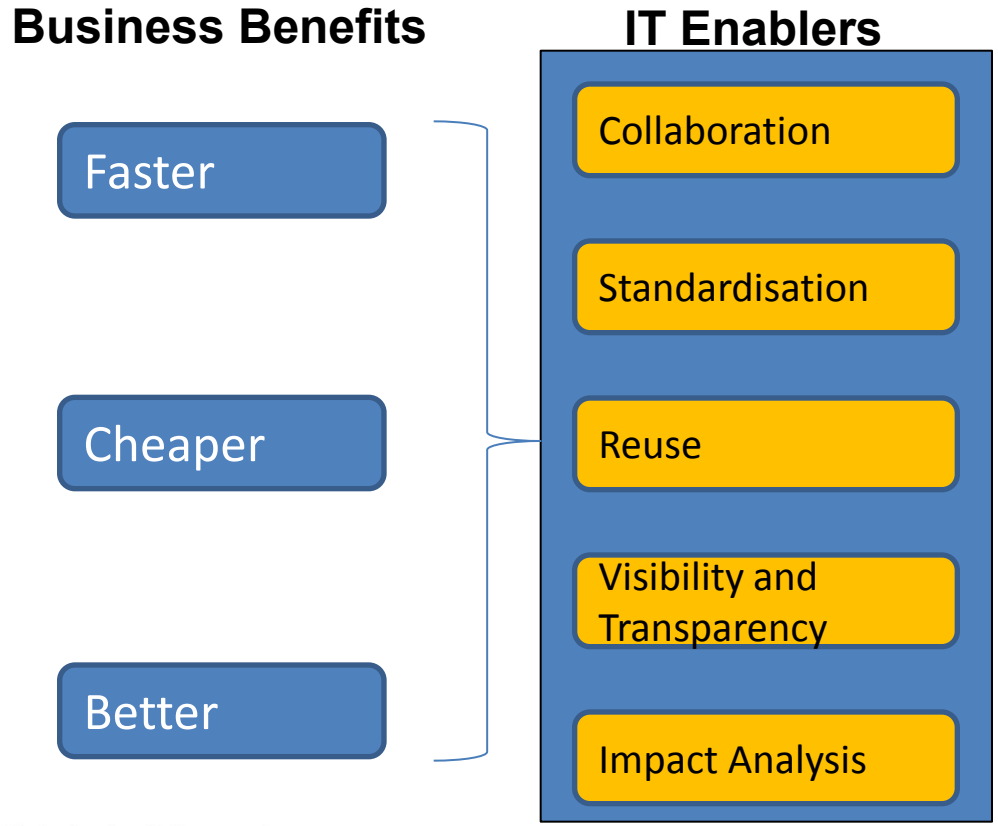




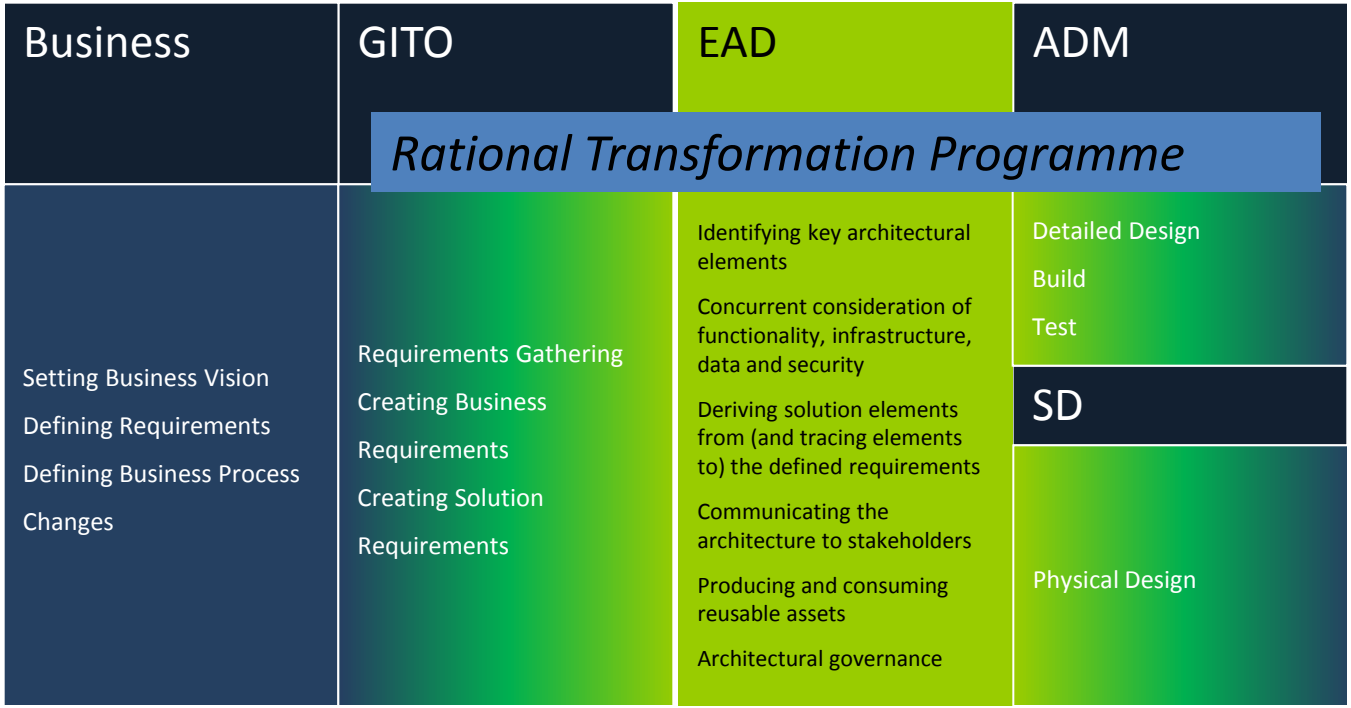




Benefit Levers being Exercised



Scope of Industrialised Design



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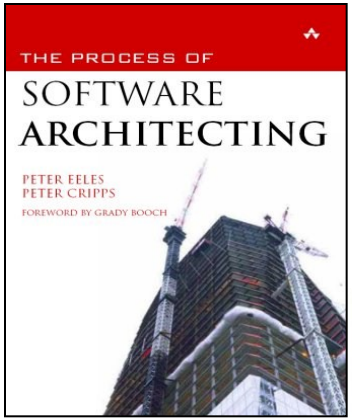
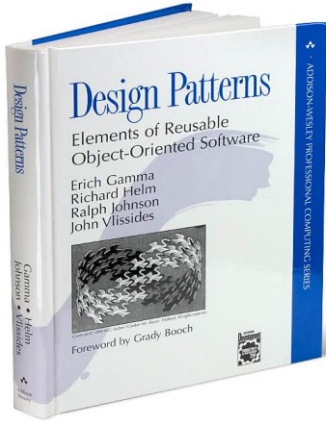
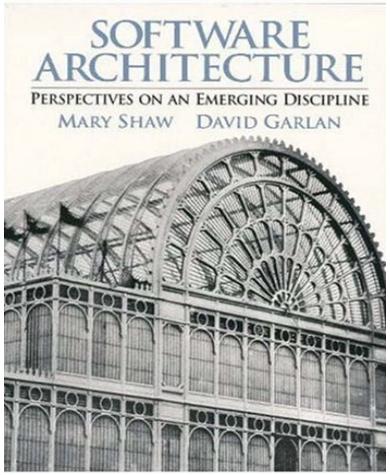
Inspiration

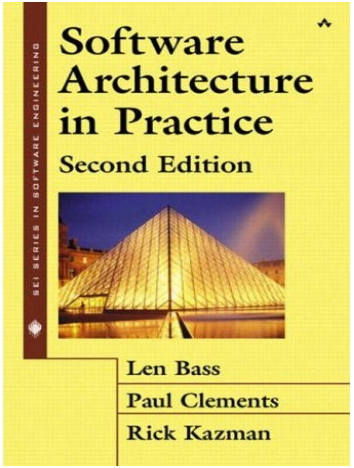
"If I have seen further it is only by standing on the shoulders of giants"

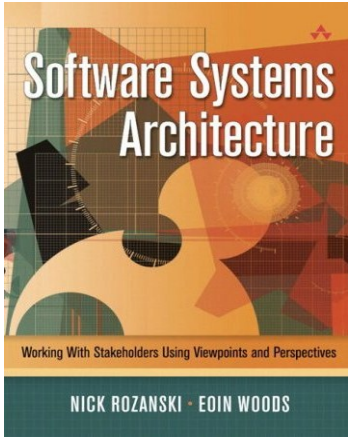
Sir Isaac Newton, letter to Robert Hooke, 15th February 1676







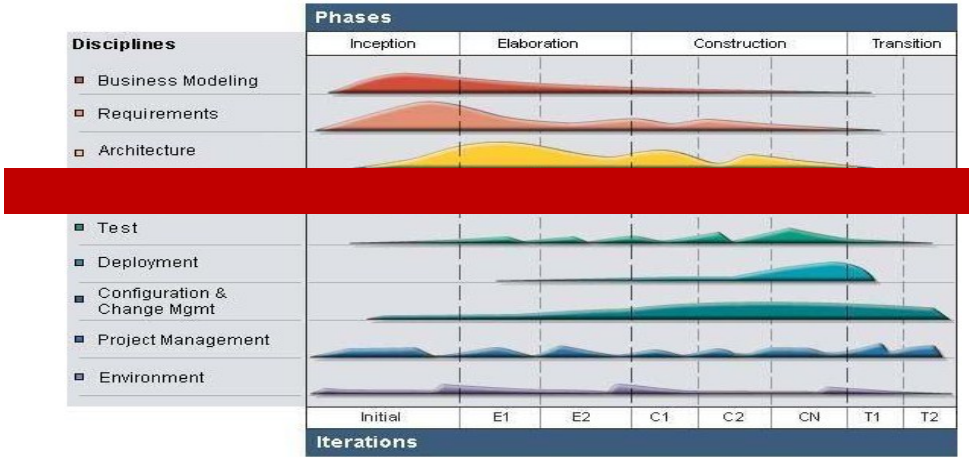




Rational Unified Process

The Rational Unified Process (RUP) is an iterative software development process framework. RUP is not a single concrete prescriptive process, but rather an adaptable process framework, intended to be tailored by organisations and software project teams that will select the elements of the process that are appropriate for their needs.

The Industrialised Design Method is based on elements of RUP, tailored to suit the Group's requirements.



The RUP has a project life cycle consisting of **four phases**.

- These phases provide a focus for the **iterations** that are an inherent part of the project lifecycle
- Each phase has a key objective and an associated milestone that denotes the objective being accomplished.

Mapping RUP to the Industrialised Design Method

- **Disciplines** are organised by logical coherence
  - *The Industrial Design Method covers the **Analysis and Design** discipline.*

- **Phases** are organised by timeframe:
  - *Most of the work for the Industrial Design Method will be done in the **Inception** and **Elaboration** Phases*
  - *Some work could also happen in the other phases if change requests or defects have to be respected*
  - *The significant milestone for the Industrial Design Process is the "**lifecycle architecture milestone**" at the end of the elaboration phase as one of its most significant demands is a stable architecture.*

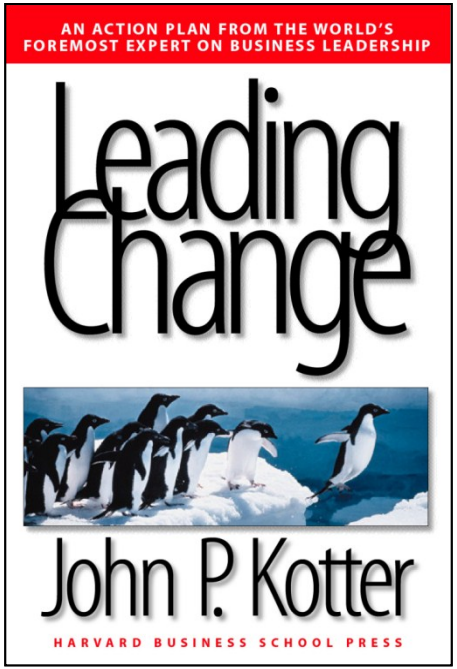
Summary of Best Practices

Rational

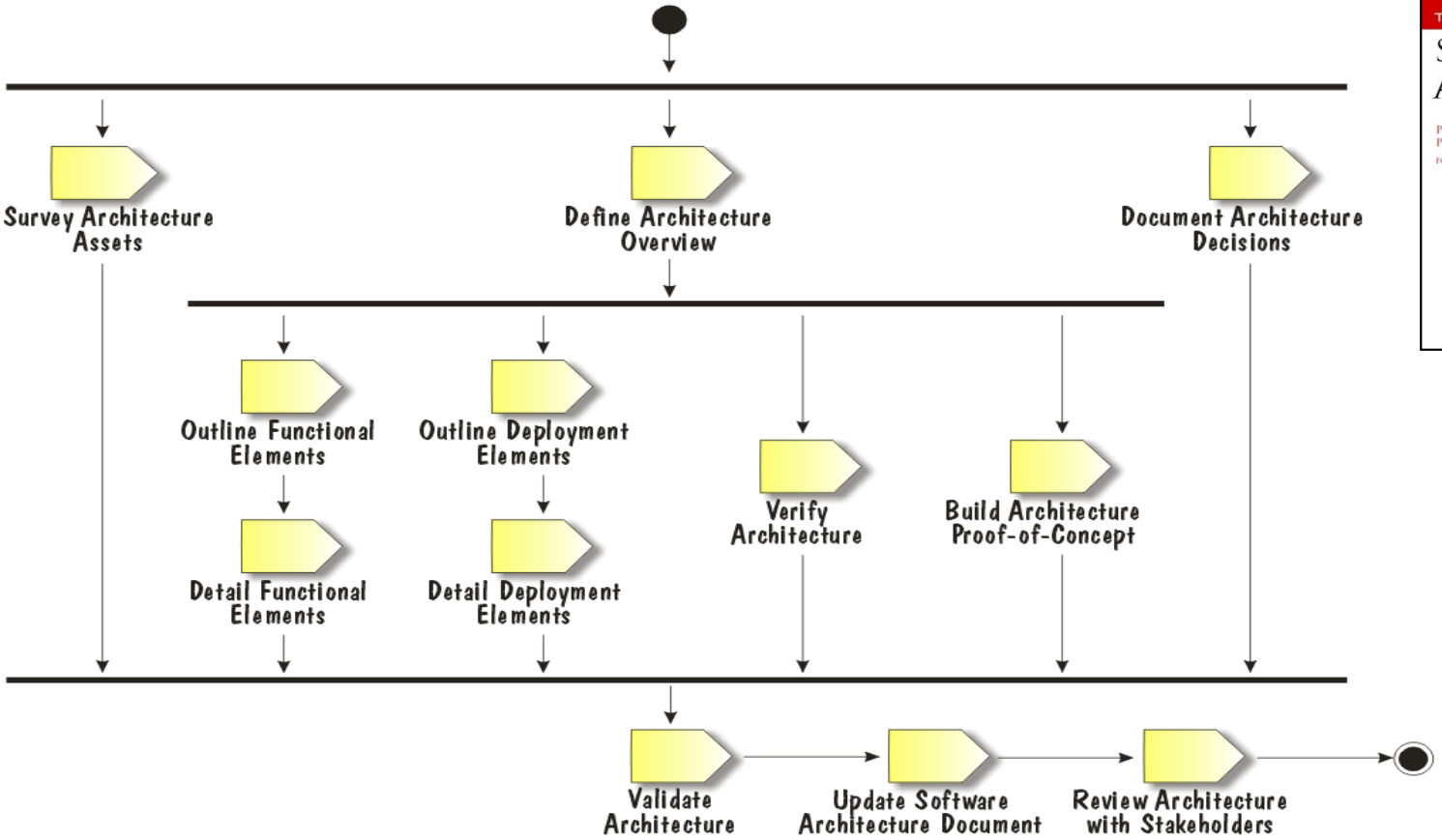
- Consider all elements of a development ecosystem
- Implement a center of excellence
- Plan improvements around capabilities
- Adopt capabilities incrementally
- Embrace principles of organizational change

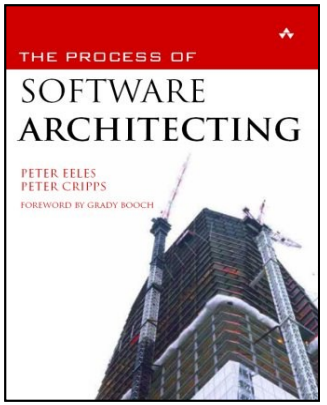
Kotter

- Establish a sense of urgency
- Create the guiding coalition
- Develop a vision and strategy
- Communicate the change vision
- Empower employees for broad-based action
- Generate short-term wins
- Consolidate gains and produce more change
- Anchor new approaches in the culture



Can you Spot the Innovation Enablers?





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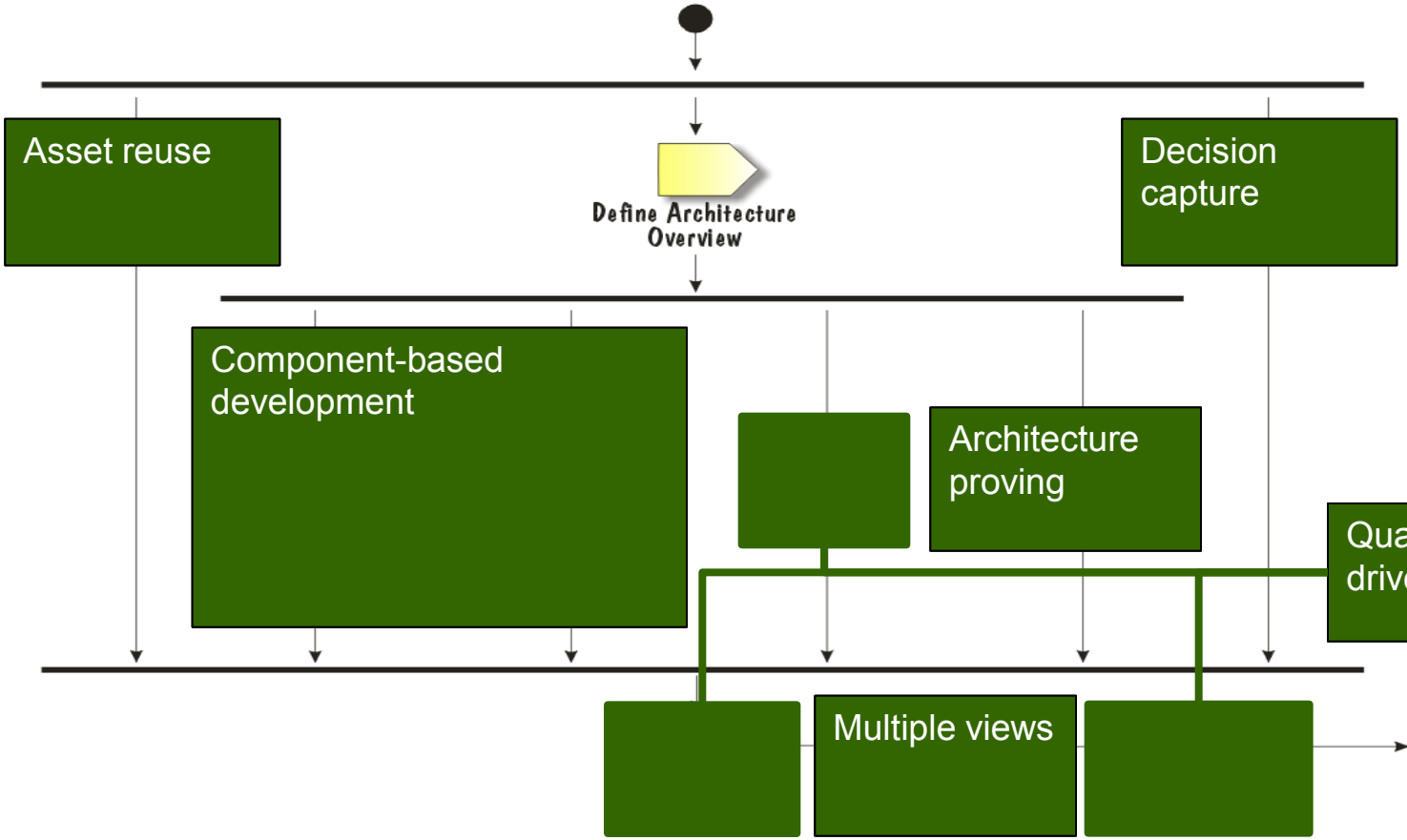
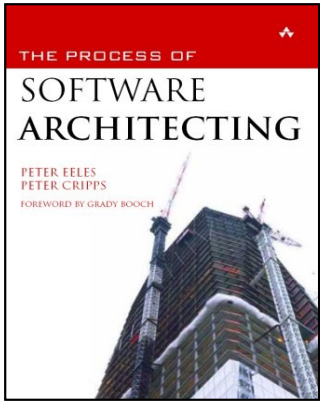
Proven Architecture Practices





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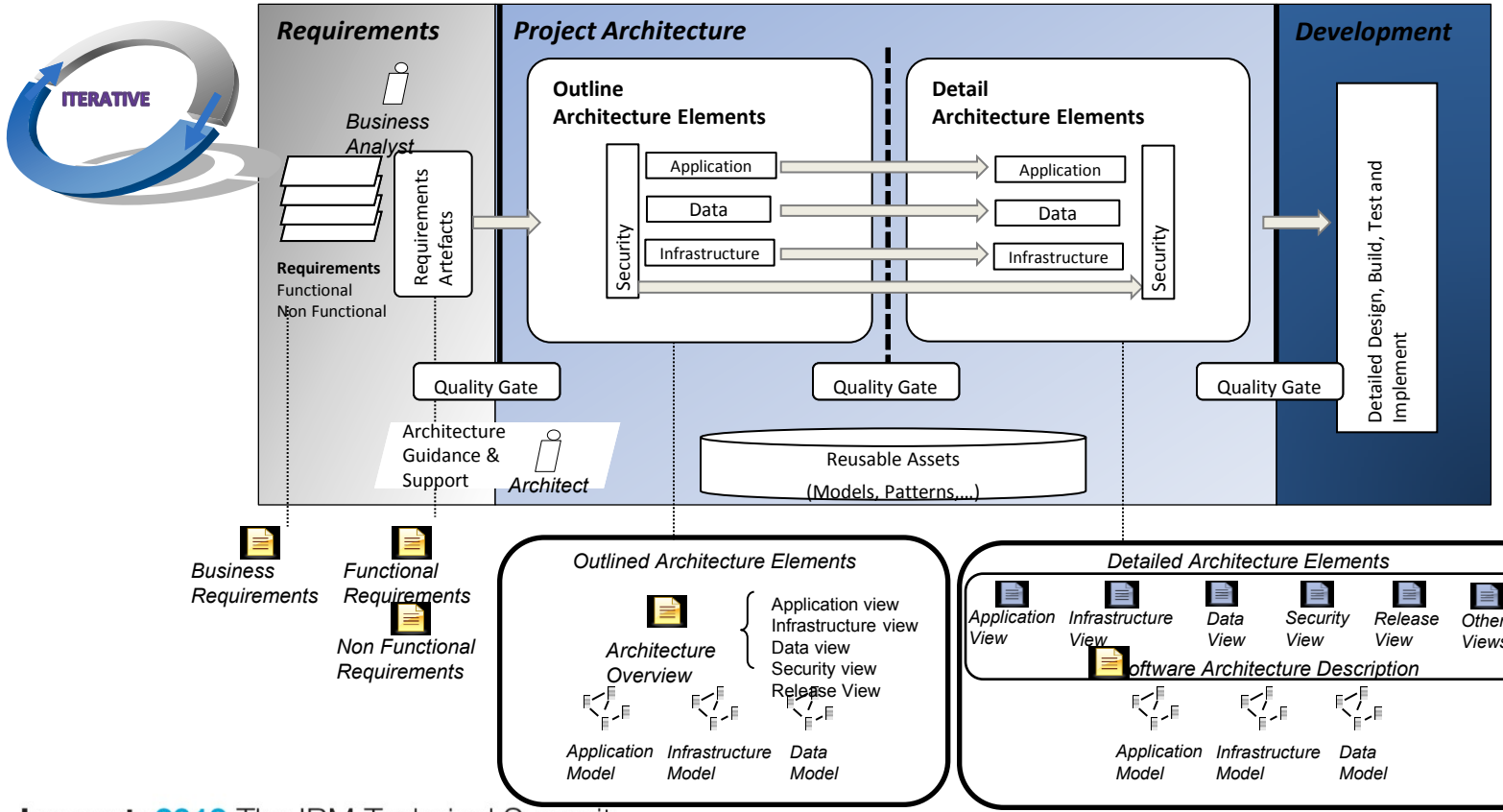
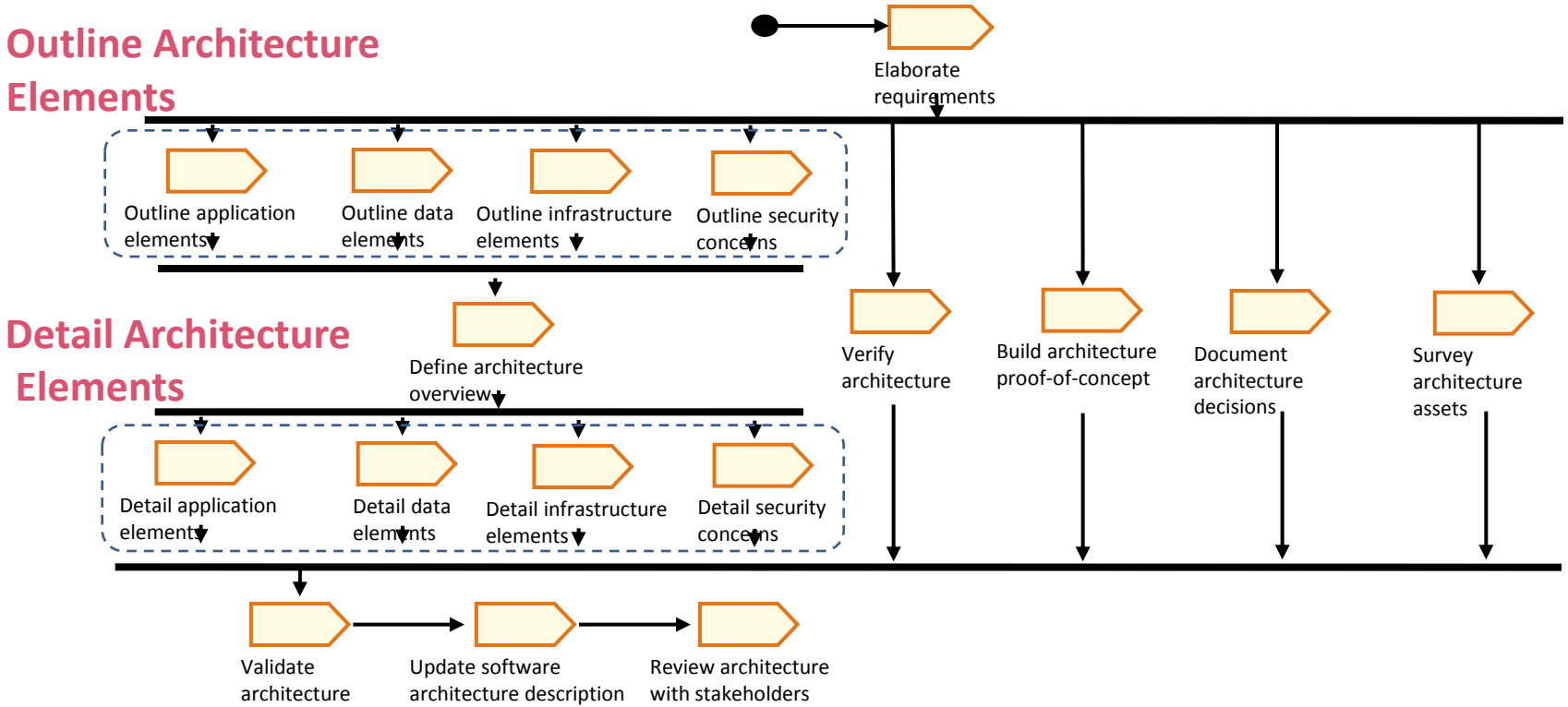
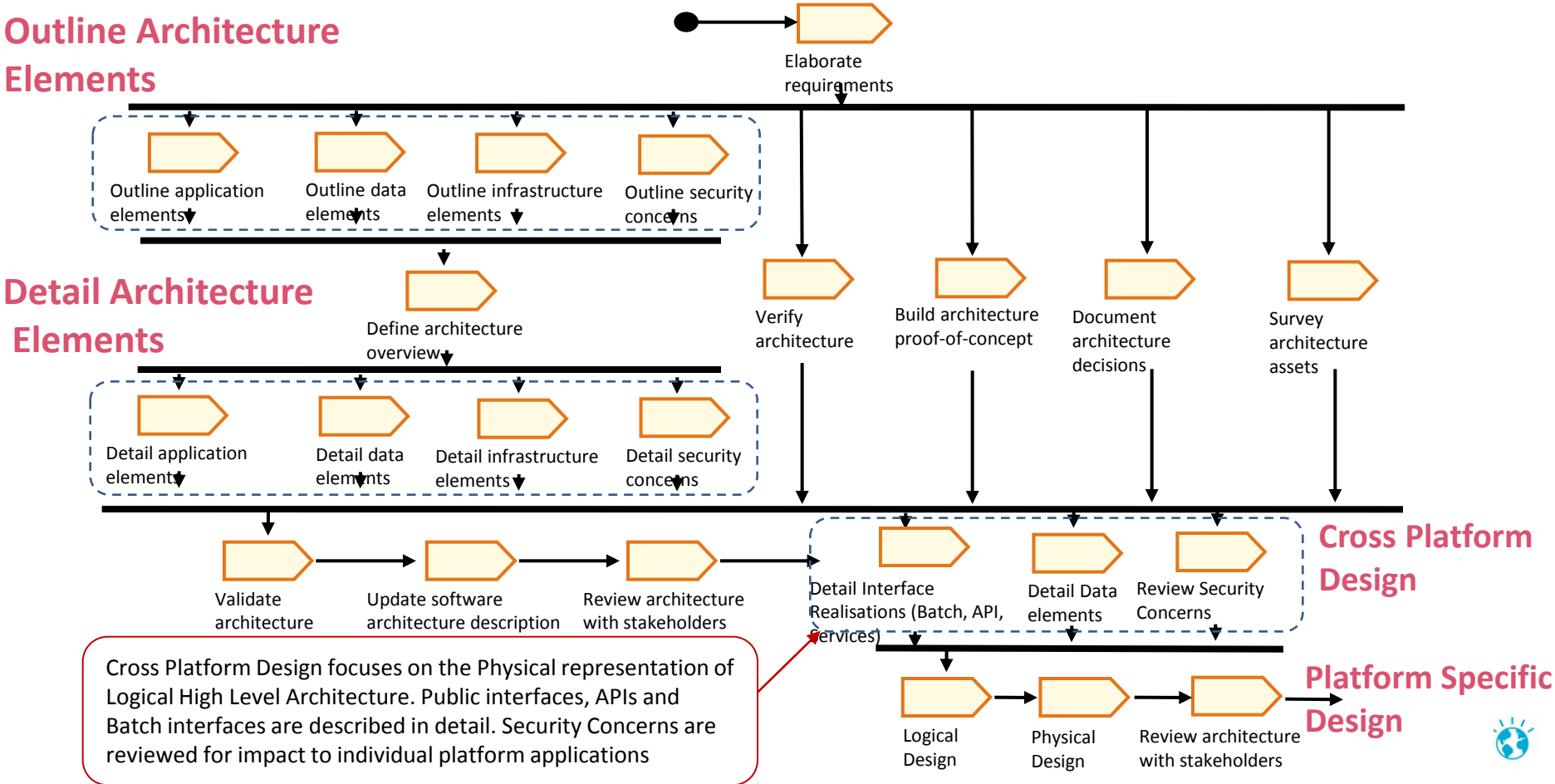
Industrialised Design Method Overview



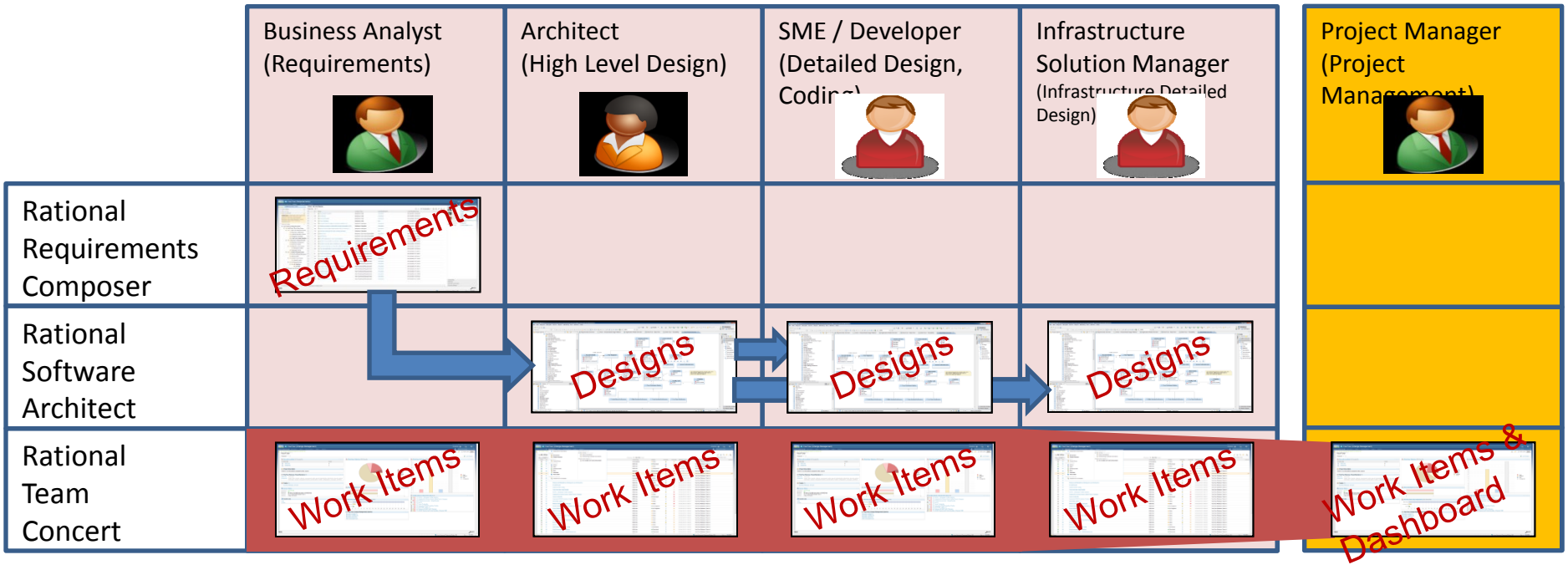
Architecture Method within the Architecture Practice



Method extended into Application Development

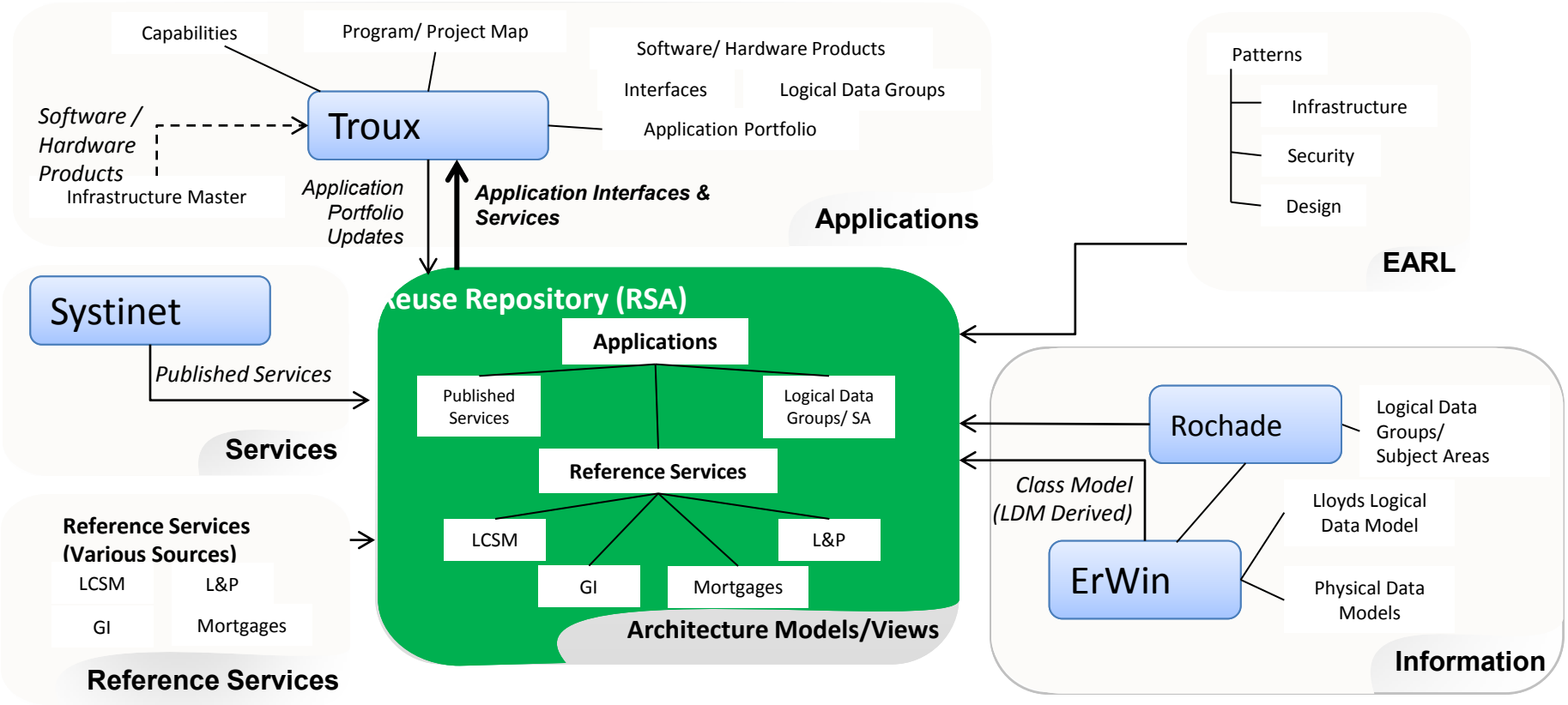


Target Tools Architecture

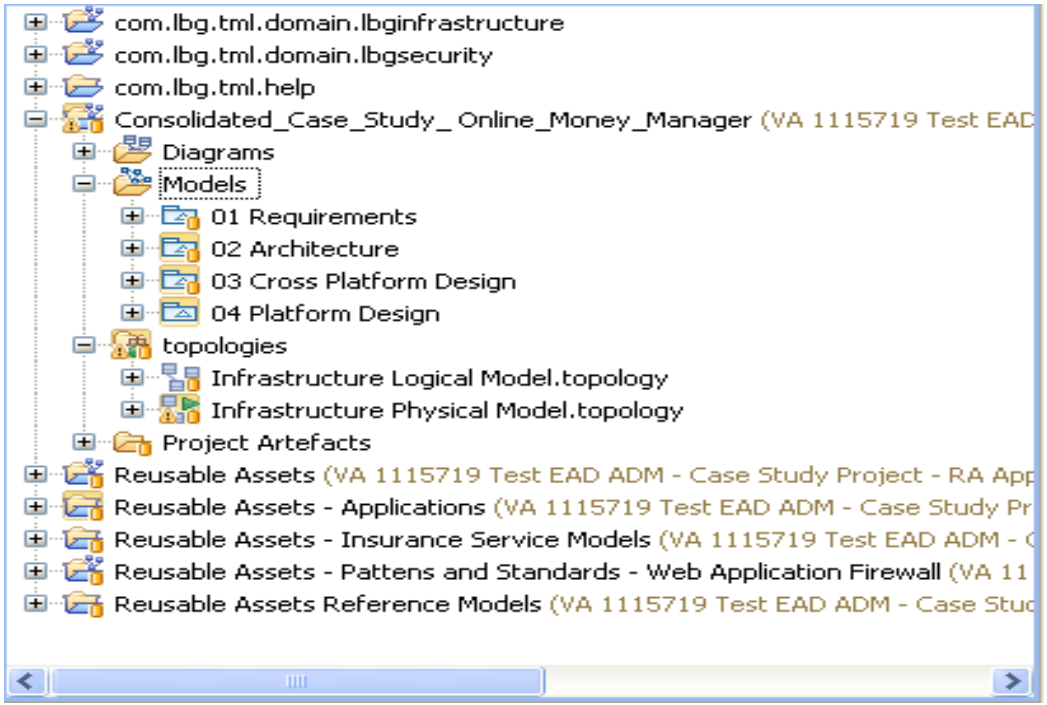


Reuse Architecture

Information Ownership and Control



Overall RSA Project Structure



01 Requirements

- Functional and Non Functional requirements and use cases are represented in this folder. These requirements are represented as components imported from RRC.

02 Architecture

- EAD completes the Architecture Description in this folder
- Models (Application, Data), Views, Topologies and Requirements Realisations are created.

03 Cross Platform Design

- The design activity in this folder is the first level of collaboration between EAD, ADM in Level 4 with confidence.

04 Platform <Name> Design

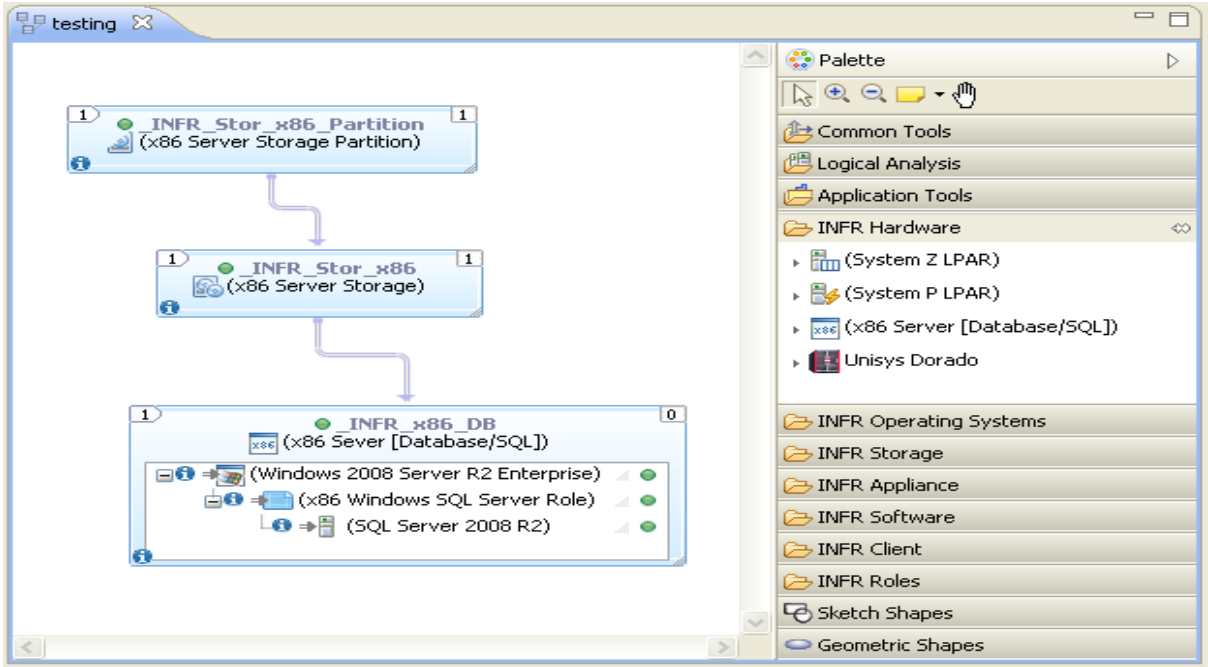
- Designs activity completed by the Platform on the basis of the agreements made in the collaborative design work in Level 3 – Cross Platform Design

Reusable Assets

Topology Modelling Language (TML)

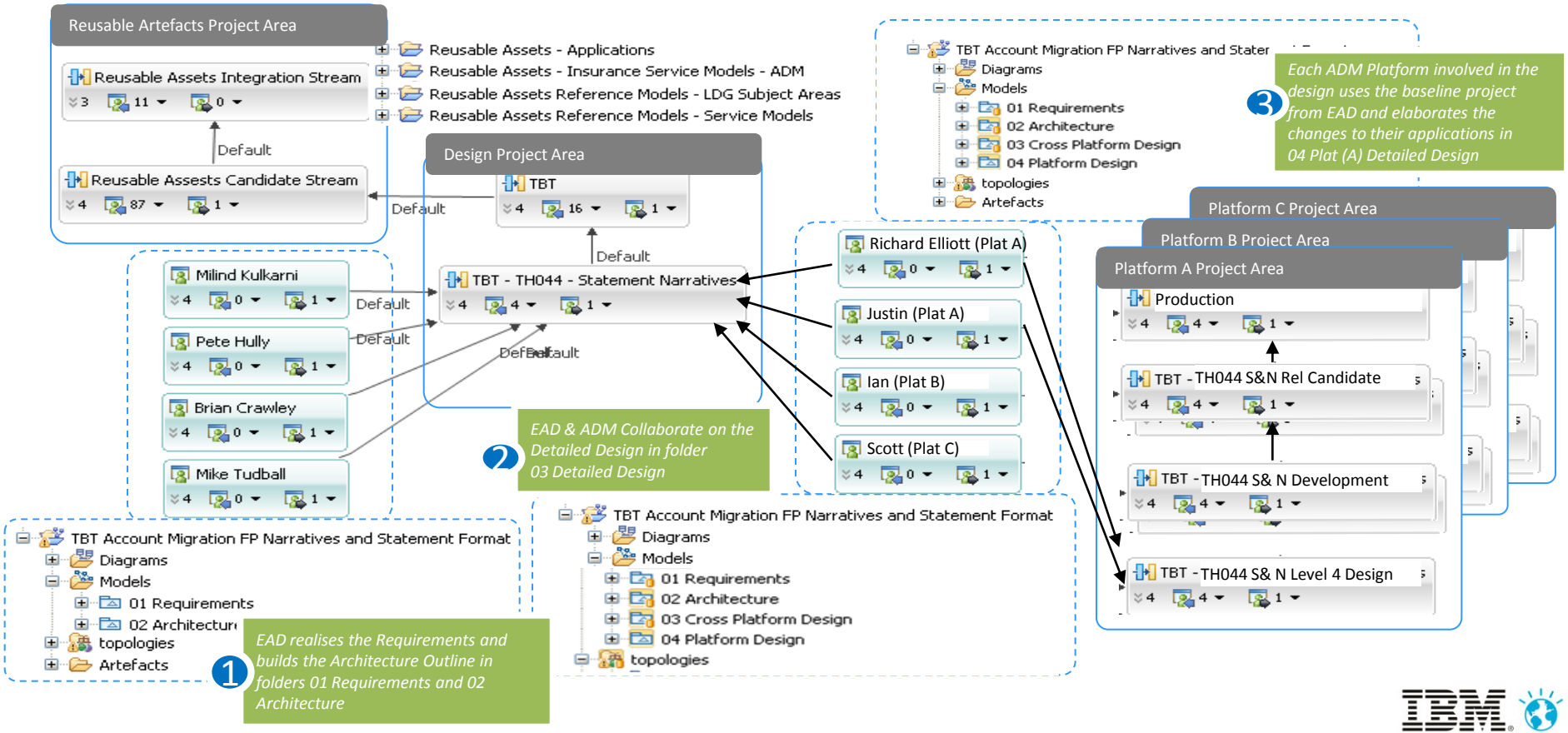
Applied through RSA Deployment Planning and Automation (DP & A)

- With customised palette

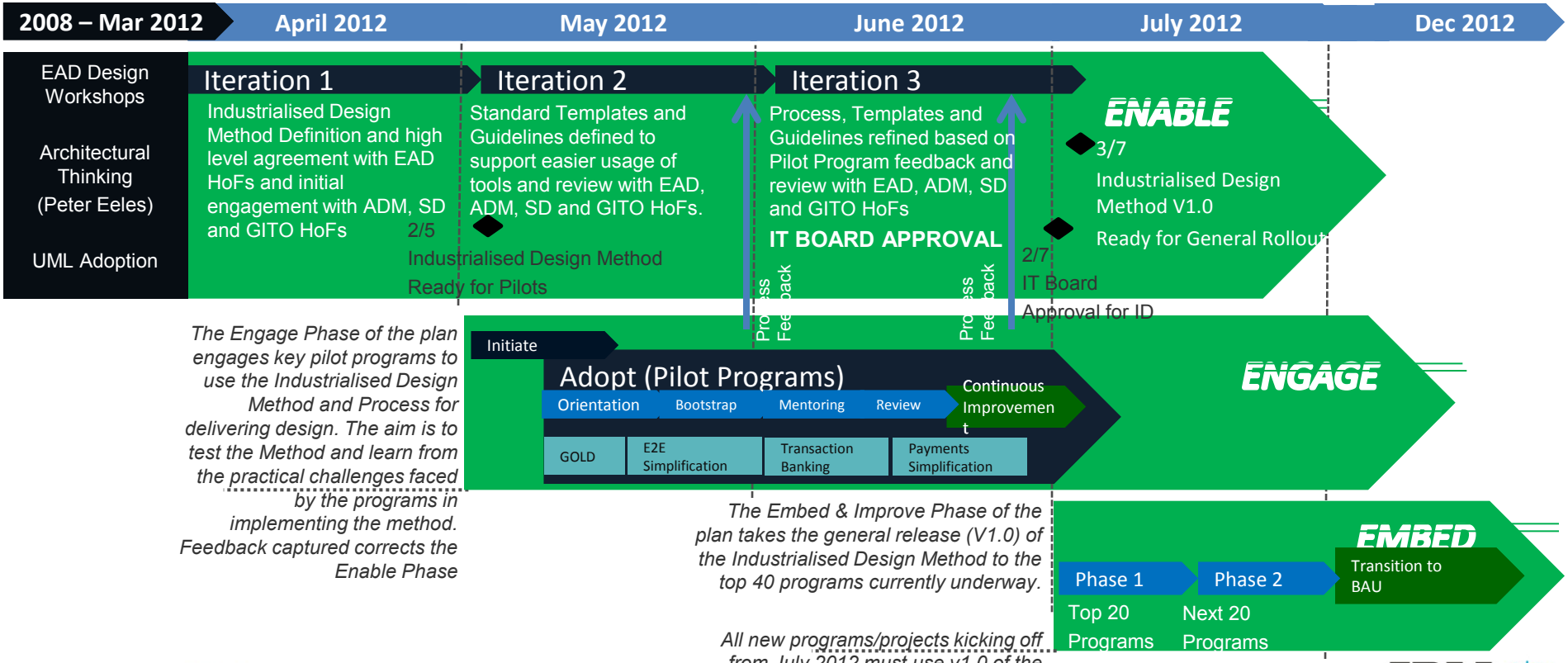


Q. How and Where do EAD and ADM Collaborate RTC Project Structures

Cross Platform design completes in the EAD Design Project Area before Platform Design progress in the Platform Project Areas



Industrialised Design Method 3E Plan



Road shows

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Summary

- IBM perspective
  - Adoption of architecture best practice
  - Embracing principles of organizational change
  - An opportunity to bring experiences from an engagement of this scale to the broader community
- Lloyds Banking Group perspective
  - A thought-through case study that exemplifies the method is key
  - There is a real opportunity to “codify” patterns of practice
  - People-related change is the most difficult aspect of transformation

Questions

Thank You

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