



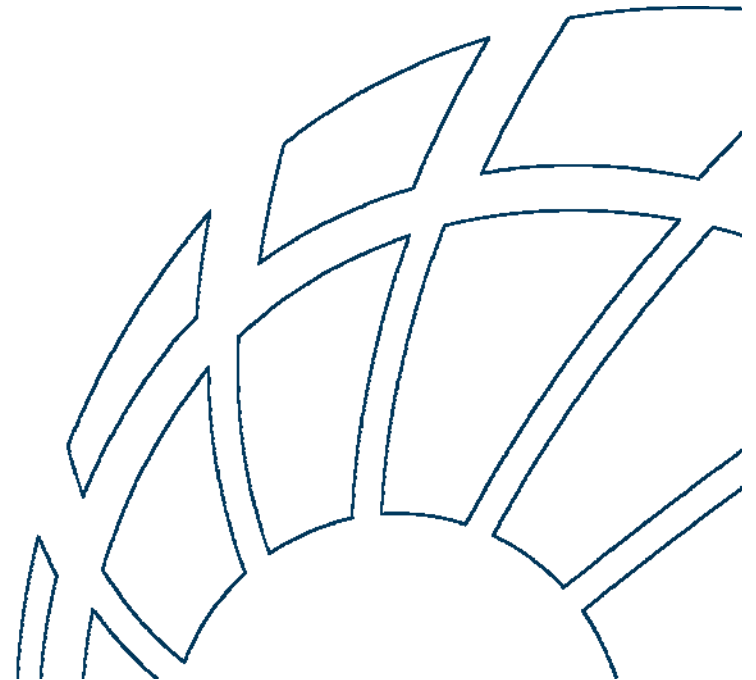
“Where will our knowledge take you?”

Why do Architectures Fail?

Robbie Forder

IBM MODAF Conference

8th July 2010



BMT Hi-Q Sigma - Project Experience



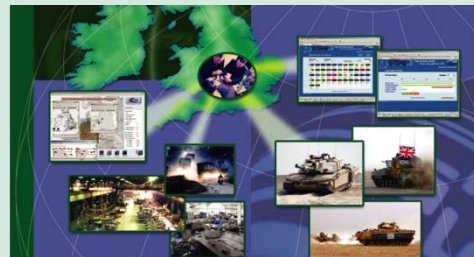
**Secure Beyond
Line of Sight**



**Future Logistic
Information Service**



**Attack Helicopter
Mid Life Upgrade**



**JAMES – Model Driven
Requirements**



Artillery Systems



**Medium Armour
Track Team**



ICE PELS

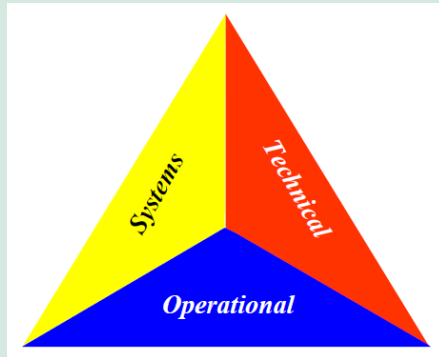


**Singapore Armed
Forces**



CV(F)

BMT Hi-Q Sigma: *Breadth & Depth*



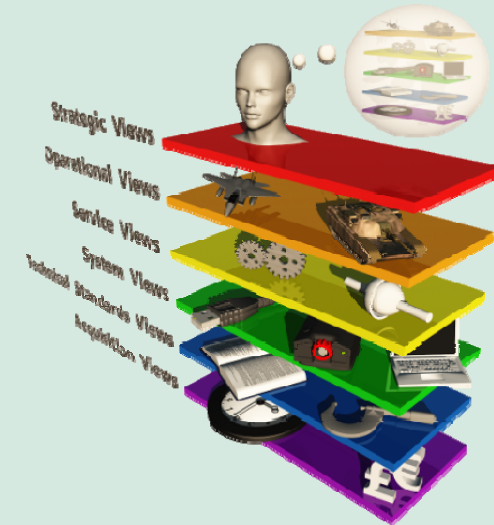
C4ISR Architecture - Small beginnings



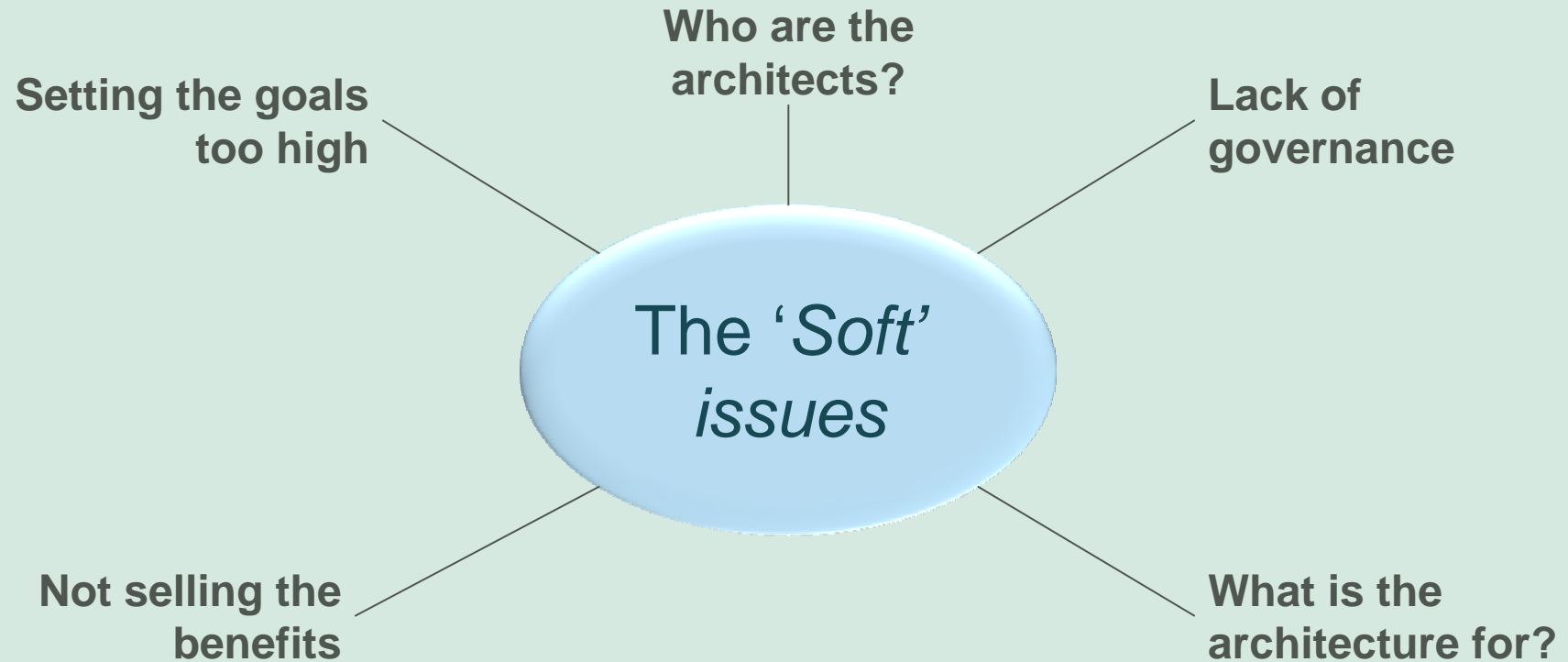
Growing through tool development & operational experience



Maturing into best practice for EA & SE



Why Architectures fail...



Not forgetting the 'Hard' issues...

Who is the Architect?

*Facilitator
of
Architecture*



Architects

Enterprise Architect

Salesperson

Teacher/Mentor

Workshop Facilitator

Consensus Builder

Project Manager

Methodologist/Practitioner

Analyst

Modeller



An Enterprise Architect is not necessarily a technical expert!

Lack of Governance

Architecture governance is the practice by which Enterprise Architectures are directed and controlled.

- ✓ It is about making sound decisions
- ✓ It is about making sure that things are done right

Characteristics of Governance



Discipline



Transparency



Independence



Fairness



Responsibility



Accountability

Failing to understand what the architecture is for

- **Why are you architecting?:** Capability investigations, Interoperability analysis, Requirements Engineering, Business Change and many more...
- **Essential to understand the purpose and scope of the architecture:** Good practice to generate a terms of reference for the architecture
- **BOSCARD Technique:** Can form early AV-1

AV-1 Overview and Summary Information

Architecture Project Identification

- Name
- Architect
- Organization Developing the Architecture
- Assumptions and Constraints
- Approval Authority
- Date Completed
- Level of Effort and Projected and Actual Costs to Develop the Architecture

Scope: Architecture View(s) and Products Identification

- Views and Products Developed
- Time Frames Addressed
- Organizations Involved

Purpose and Viewpoint

- Purpose, Analysis, Questions to be Answered by Analysis of the Architecture
- From Whose Viewpoint the Architecture is Developed

Context

- Mission
- - Doctrine, Goals, and Vision

Failing to sell the Benefits: Stakeholder Engagement



It is essential that the stakeholders take ownership of the architecture and the associated requirements

Modelling is used to facilitate stakeholder engagement



Failing to sell the Benefits: Stakeholder Engagement

Outputs vs. Outcomes



Setting your goals too high



Avoid unrealistic goals & targets

Scope vs. Empowerment



The easy vs. The important

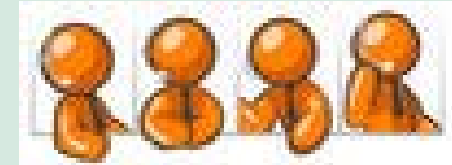
Characteristics of a Successful Architecture



**Governance in
place**



Suitable Mandate



**Stakeholders
Defined**



**Journey vs.
Product**



**People are
involved**

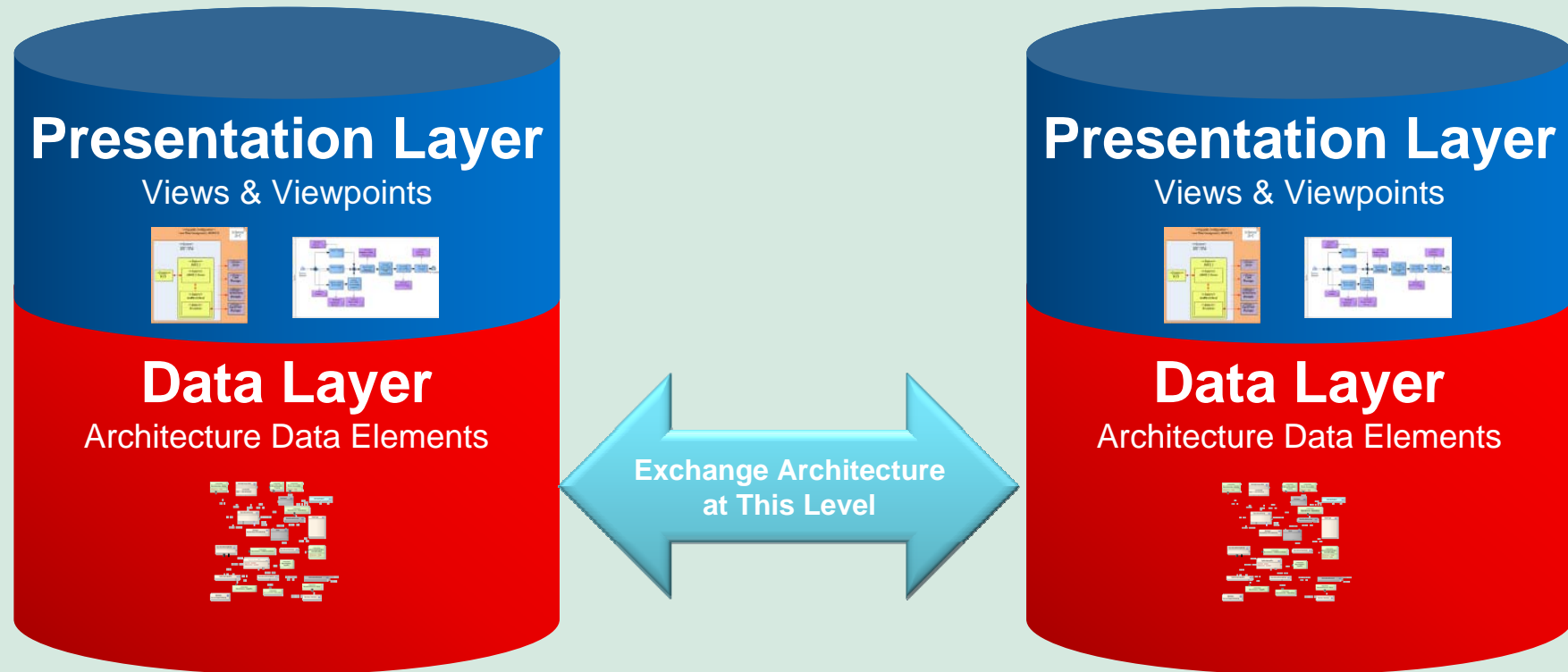


**Defined Scope
& Boundary**



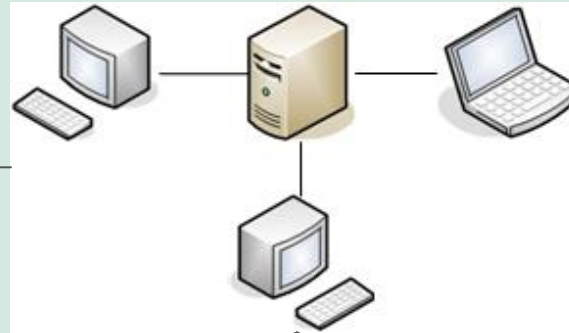
**Ensure Architecture
is used**

Federated Architectures - Presentation & Data Layers



Tips for Federated Architectures

Focus on the data



Federate what brings value

Define a strategy for partitioning

Recognise the degree of federation

Don't change other peoples work...

Why Architectures Fail - Summary

- **Soft issues:** Who's the architect, governance, benefits, use, goals
- **Successful architectures:** User buy in, defined scope etc.
- **Federated architectures:** Focus on the data rather than the views



Thank you

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