

Cape Town EA Forum

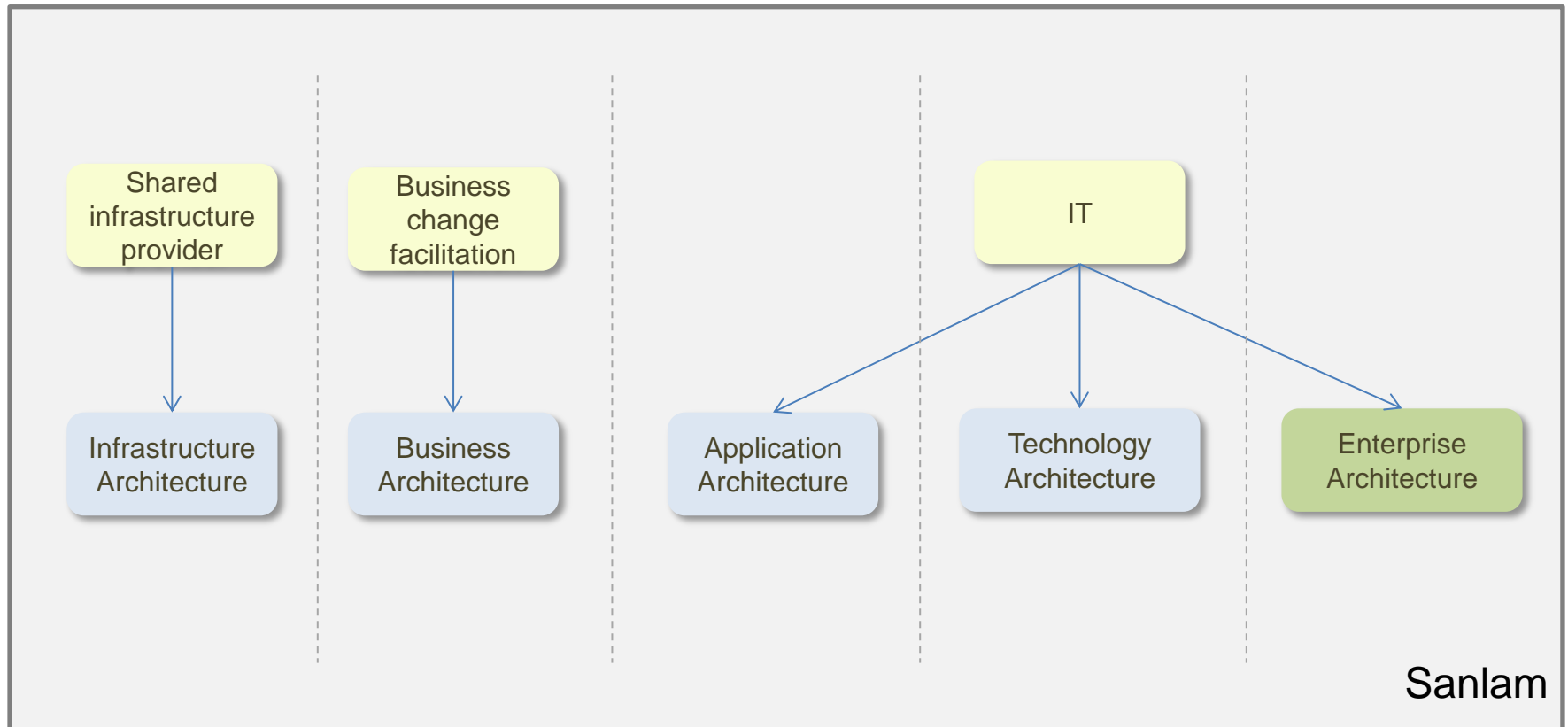
**Delivering Architecture Value
by being Stakeholder Relevant**

31 May 2013

Sanlam (SPF IT) Architecture

- Sanlam has well established architecture practices
- Architecture capabilities include enterprise architecture, solution architecture, business architecture, domain architecture and technical architecture
- SPF architects interface with Group architects and architects from ITISS (shared infrastructure provider)

The federated nature of Sanlam Architecture Functions



Sanlam (SPF IT) Architecture

- Architects are heavily involved with range of projects – from small to some large, Multi Year group-wide projects
- Deliberate focus on project rather than strategic artefacts (driven by capacity)
- Delivery pressure resulted in calls for
 - Additional capacity
 - Working more efficiently
 - More stringent prioritisation

Performance of IT Architecture?

- There are however opinions that
 - Architects are not doing enough
 - Architects not adding value
 - Architects must be more strategic – be involved beyond projects
- In short, the performance of the IT architecture community is being challenged

Improving Architecture performance ...

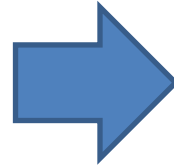
- Several initiatives were launched over time to resolve the performance challenge
 - Improve the maturity of architecture practices
 - Architecture capabilities were assessed and increased
 - Architecture reference material and modelling were updated and refreshed
 - Architecture governance was extended and improved
- The comments about the performance of architecture continued ...

Why were these endeavours only partially successful?

- Architecture Demand continued to be treated in a “one size fits all” manner –
- The effects of the improvements only benefitted architects’ engagement with project work
- Too much emphasis on process and too little on architecture stakeholders
- Not enough clarity on desired outcomes from organisational perspective

Re-framing the Problem ...

**Architecture
Performance
Problem**



**Architecture
Relevance
Problem**

Work Centric

**Stakeholder
Centric**

Making IT Architecture Relevant

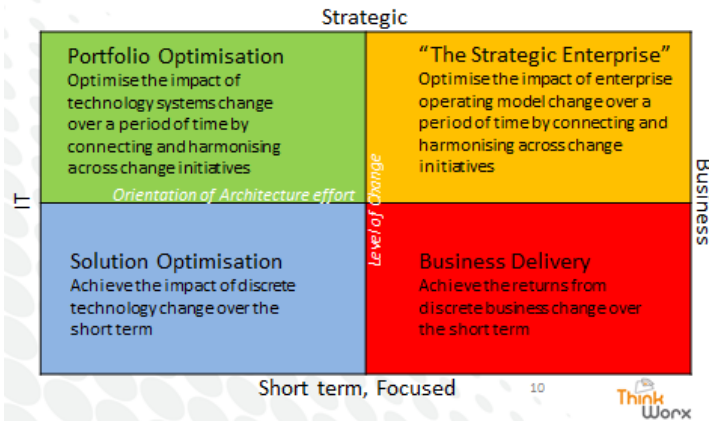
- A different approach was adopted to deal with the issue of architecture relevance
- Aim is to better define the demand for architecture and then to match that with architecture delivery
- The approach
 - Emphasizes different types of change on architecture radar
 - Recognises that architecture has multiple stakeholders

Mindset survey – clarifying demand

Work Document

Work Document

Mindsets are distinguished by level and nature of change to be architected



Mindset profile of all groups: per dimension

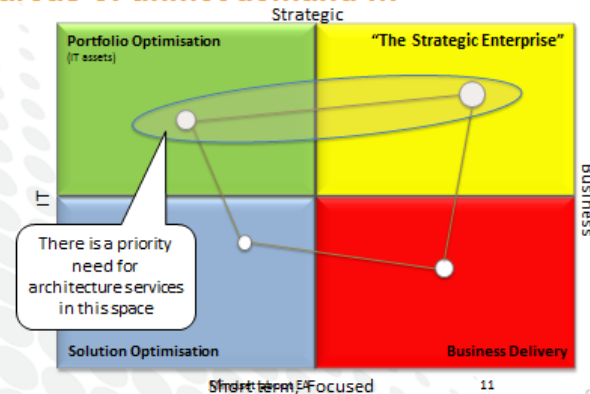
	Solution Optimisation	Portfolio Optimisation	Business Delivery	Strategic Enterprise
Overall	4 th	2 nd	3 rd	1 st
Change focus	4 th	2 nd	3 rd	1 st
Architecture trigger	4 th	2 nd	2 nd	1 st
Nature of Architecture contribution	4 th	3 rd	1 st	2 nd
Integration of Architecture disciplines (co-operation)	4 th	3 rd	2 nd	1 st
Architecture practices & capabilities	4 th	1 st	2 nd	3 rd
Architecture Governance structures	4 th	3 rd	2 nd	1 st
Mandate of Architecture	4 th	2 nd	3 rd	1 st
Scope of Architecture (width)	4 th	2 nd	3 rd	1 st
Scope of Architecture (depth)	4 th	2 nd	3 rd	1 st
Architecture as decision framework for change	4 th	2 nd	3 rd	1 st
Architecture accountability	4 th	3 rd	2 nd	1 st

Mindset Profile by Stakeholder group



	Solution Optimisation	Portfolio Optimisation	Business Delivery	Strategic Enterprise
Quadrant Ranking	4 th 14%	2 nd 28%	3 rd 26%	1 st 33%
SPF S&P Exco	4 th 17%	3 rd 26%	2 nd 27%	1 st 30%
SPF S&P Management	4 th 14%	2 nd 27%	3 rd 25%	1 st 33%
SPF S&P Architects	4 th 13%	2 nd 29%	3 rd 26%	1 st 32%
SPF ITDev Management	4 th 11%	2 nd 29%	3 rd 23%	1 st 37%

The Architecture Mindset profile shows areas of unmet demand ...



Mindset about EA

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Mindset about EA

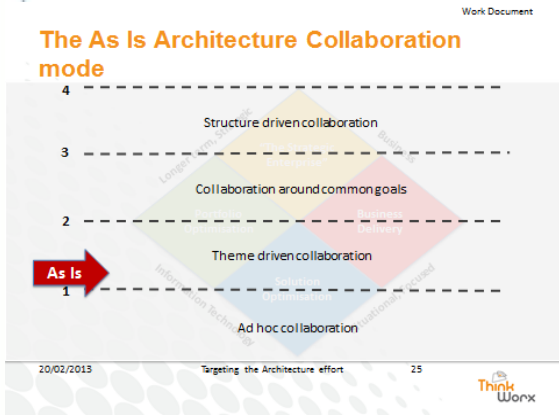
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Work Document

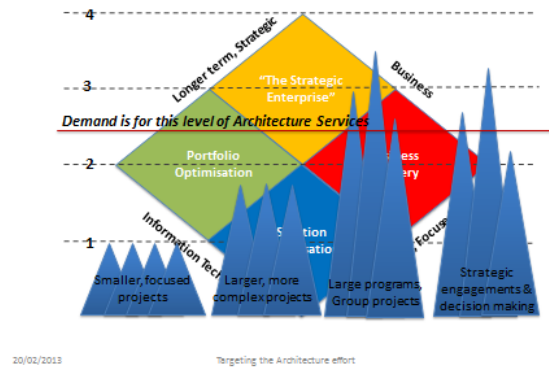


Gap between Architecture Demand and Supply

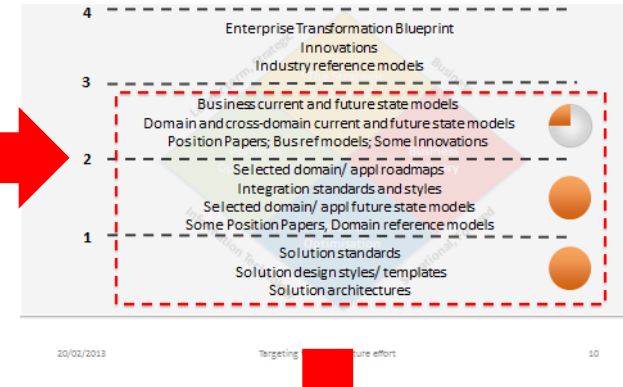
The As Is Architecture Collaboration mode



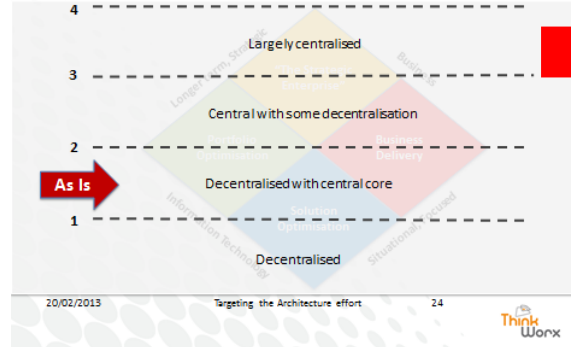
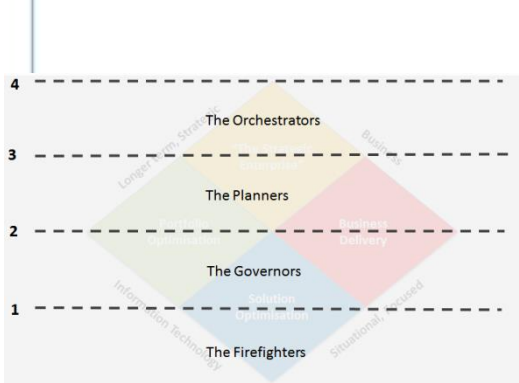
Clarifying architecture demand



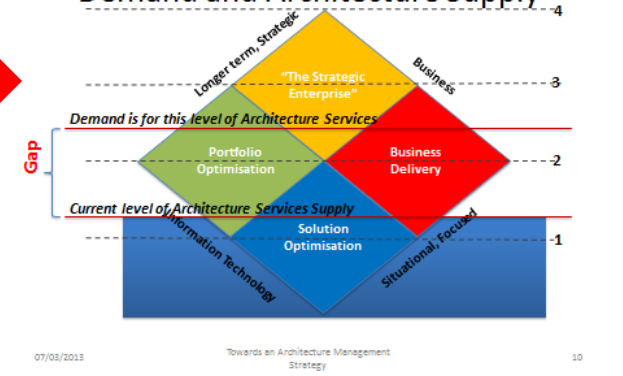
The Signature Architecture Artefacts associated with Level 2+ Demand level



The As Is Architecture Resource Structure



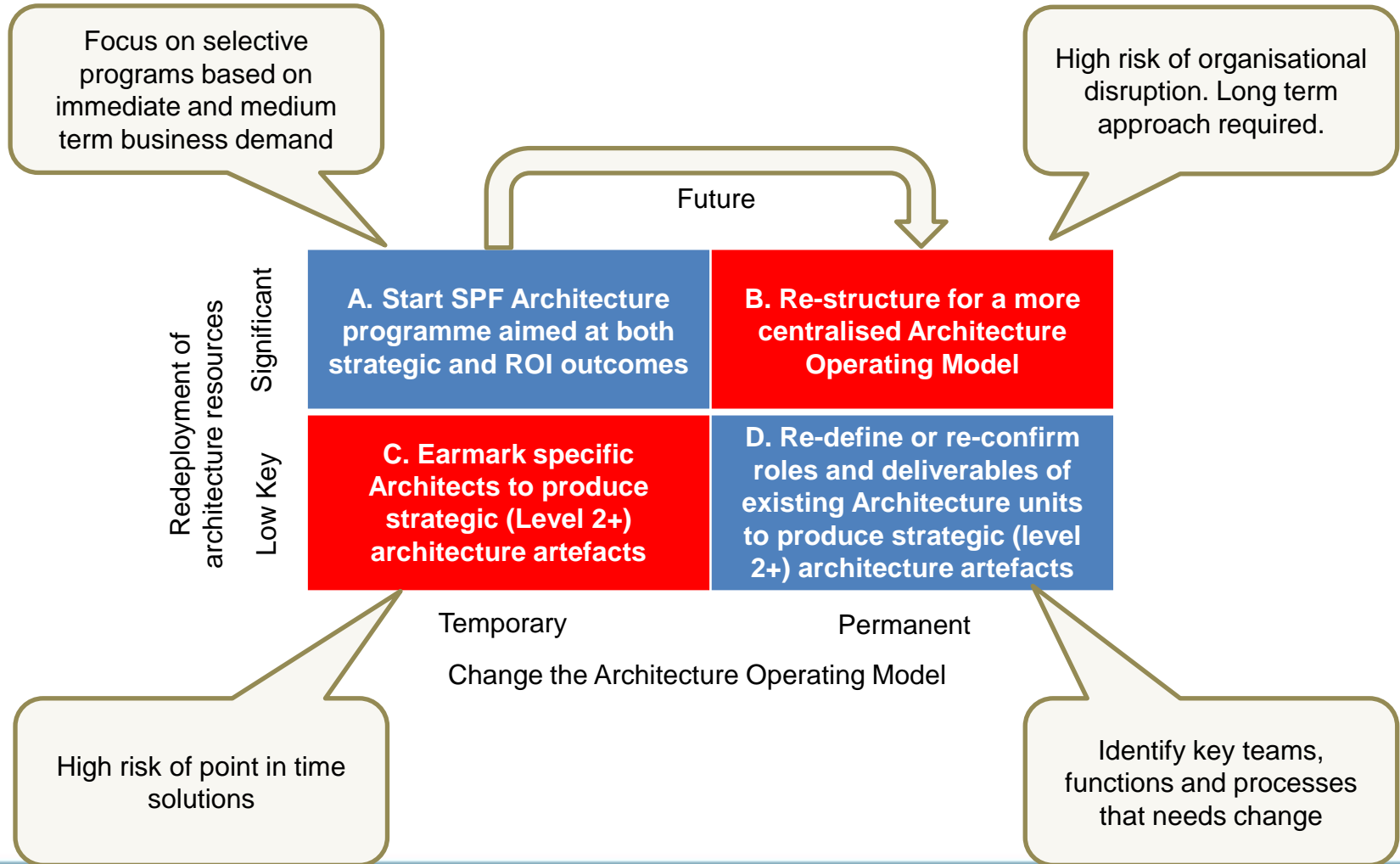
The Gap between the Architecture Demand and Architecture Supply



Mobilising the architecture community to become relevant

Redeployment of architecture resources	Significant	A. Start SPF Architecture programme aimed at both strategic and ROI outcomes	B. Re-structure for a more centralised Architecture Operating Model
	Low Key	C. Earmark specific Architects to produce strategic (Level 2+) architecture artefacts	D. Re-define or re-confirm roles and deliverables of existing Architecture units to produce strategic (level 2+) architecture artefacts
		Temporary	Permanent
Change the Architecture Operating Model			

Focus areas



Initiatives are underway to improve the relevance of SPF architecture

A – Significant temporary changes
Lifting Architecture Delivery

- APM – strategies, roadmaps and blueprints,
- Technology optimisation investigation and
- Group-wide synergies

B – Low key permanent changes
Adapting architecture practices

- Re-focusing architecture governance – focus on key change decisions, and Introduce demand governance.
- Architecture stakeholder engagement
- Review the roles of Portfolio and Solution architects.
- Introduce an architecture steering committee with the primary focus to set and monitor the architecture agenda and monitor the architecture scorecard.
- Review the mandate and capabilities of COE functions (integration, information management, mobility etc).

Changes to bridge the gap – to become relevant

Traditional approach	Our recommendation
Restructure the architecture function	Selected team adjustment
Complete artefact redesign with templates	Review strategic artefacts
Process reengineering	Focus on responsibilities
Attempt to govern all aspects	Govern significant organisational decisions
Select EA tool and build repository	APM maturity improvement
Focus on the IT / technology agenda	Build an agenda based on business appetite and focus
Be efficient	Be effective
Doing things right	Doing the right things

Final Point - For Architecture to be Relevant

Be stakeholder
centric

Be specific
about type of
changes being
targeted

Avoid a one-
size-fits-all
architecture
approach

Involved
Influential
Benefits
Recognised