TOGAF® Poster Series #88 Using TOGAF: How to Manage Several EA Projects

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In this poster we give tips and advice on how to use TOGAF when you are running more than one EA project at a time. The aim is to help you find the most useful resources in the TOGAF documentation and to remind you that there are other sources describing EA practice that you may want to use.

MANAGING SEVERAL PROJECTS AT THE SAME TIME

In a large EA practice there can be 200 or more projects running concurrently. This is a big challenge for the EA team, but fortunately there are many EA techniques to help you manage the evolution of the architecture. TOGAF describes some of the most important concepts, but they are described in different parts of the documentation – and it isn't always clear how they work together. There are additional techniques that are not adequately covered in TOGAF - such as the use of patterns, roadmaps, multiple frameworks, strategic vectors, or using a content framework to synchronise efforts through EA artifacts - that you may want to consider. Our poster focuses on the things that are in TOGAF – remember to adapt and supplement this to meet your exact requirements.



Segmentation and Partitioning



Figure 20-1: Summary Classification Model for Architecture Landscapes

Enterprise Architectures are very complex, so it's important to divide them into manageable chunks.

TOGAF uses 3 levels of granularity – strategic, segment and capability (Section 20.2). It also suggests characteristics such as breadth, depth, time and recency to partition the architecture landscape (Chapter 40).

Iteration and the ADM

The levels of granularity are also applied to the ADM – to give a high-level strategic context to segment and capability level projects. This is one of the main tools suggested by TOGAF for leverage and collaboration. You may need to think this through carefully, as TOGAF doesn't go into detail on how this works in practice. Consider, for example, how artifacts can be reused across projects through a content framework.

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Figure 19-3: A Hierarchy of ADM Processes Example

Types of Engagement, Artifacts,

Reference Models and the

and Building Blocks



Figure 19-2: Classes of Enterprise Architecture Engagement It takes a lot of effort to coordinate many projects that require complex and interdependent EA changes. Simpler projects need less coordination. Reuse artifacts and building blocks by deconstructing them to find the lowest common elements across projects.

Enterprise Continuum



Figure 20-2: Summary of Architecture Continuum

The Enterprise Continuum describes a very important concept in EA – using generalization and specialization to simplify management of multiple projects through standardisation, integration, and sharing common components. TOGAF doesn't go into much detail about this concept, but you can find more by researching reference models and reuse.



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