Untying the Gordian knot of control

A worm’s eye view of Enterprise Architecture

Richard Palmer
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Architecture is Strategic Stuff!

- Requirements
- Relationships
- Clients
- Operational
- Strategic
- Tactical
- Training
- Support
- Operate
- Applications and Infrastructure
- Design
- Build
- Deploy
- University
- Governance
- Strategy
- Policy
- Architecture
- Planning
- Management
- Reporting
- Improvement
The Worm’s Eye View

- I just need food scraps and water so I can make lots of lovely dirt.

But...
Everyone wants a piece of me!
The result can be....
**Internal Capabilities are our Factory Floor**

- Intentionally deliver Architecture benefits to internal stakeholders
  - not just the business!

- Don’t forget to consider WIIFM? (It can be an enlightened question!)
  - Listen to the needs and reflections of your internal stakeholders
  - Map them and then put serious effort into delivering to them

- Aim to be a roadblock remover – not a roadblock creator
  - GPS Architecture
  - Turn Controls into Enablers
  - KISS
Dynamics

GPS: Architectural Views & Data

Monash University Capability Model (L2)

Type: Function/Capability Decomposition Diagram
Version: 1.1
Created By: Galen White, 9/2/2011
Last Modified By: Stefan Zamer, 2/8/2011

Description:
This model represents a description of university L2 capabilities. Capabilities are Functions (inputs/outputs) that deliver to a given scale and quality of output based on their supporting People, Processes and Technologies. Further attributes may be overlaid to create views for specific stakeholders.

Strategic Planning and Governance
- Strategic Plan Management
  - Vision and Strategy Development
  - Strategic Program Management
- Brand Development
  - Market Research
  - Campaign Management
- Governance, Risk and Compliance
  - Enterprise Governance
  - Risk Management
  - Insurance
  - Quality Management
  - Policy Management
  - Internal Audit
- Organisational Performance
  - KPI Management
  - Data Collection
  - Performance Reporting
  - Performance Analysis

Research Management
- Research Opportunities and Planning
  - Research Program Development
  - Staff Recruitment and Retention (Research)
  - Research Prioritisation
  - Research Infrastructure Management
  - Collaborative Opportunity Management
  - Funds Sourcing
- Research Training and Delivery
  - Research Production
  - Researcher Training and Development
  - HDR Supervisor Accreditation
  - HDR Student Skills Development
- Research Improvement
  - Researcher Performance Management
  - Research Quality Management
  - Research Program Performance Management
- Research Impact
  - Publications and Outputs
  - Knowledge Transfer
  - Impact Maximisation

Research Capability Support
- Research Application Development
- Research Funds Management
- Research Reporting
- Research Compliance Support

Education Management
- Curriculum Creation and Commercialisation
  - Course Development
  - Course Accreditation
  - Unit Development
  - Education Commercialisation
- Education Delivery
  - Learning Materials Preparation
  - Staff Recruitment and Retention (L&T)
  - Timetable Management
  - Unit Delivery
- Curriculum Improvement
  - Curriculum Performance Management
  - Curriculum Quality Management
- Curriculum Disestablishment
  - Course Disestablishment
  - Unit Disestablishment

Student Management

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ENTREPRISE ARCHITECTS
GPS: A trusted guide in unfamiliar places
Making decisions easy

Competent, reliable, transparent, simple and quick
A single regime of control

- Each control imposes a cost (reducing nett benefit) as well as managing a risk.
  - How does your control impact Time, Cost & Quality? (Project Triple Constraint)

- Conspire with the other Offices to gain the biggest benefit from the smallest number of controls.
  - Pick a few ‘smart’ control points.
  - Cascade rather than ‘controlling at a distance’
A Conspiracy for Good

IT Organisation

Governance

IT Delivery

Architecture
Projects
Services
HR / Finance

Functions

HR
Education
Research
Finance
Student
Facilities

Clients
Faculties
Divisions
Campuses

Contact

Services

A
B
C
D

Service Delivery Managers
Portfolio Managers

Account Managers
Service Centres
Service Desk
Cascading Controls

University

- Governance
  - Strategy
  - Policy & Architecture

- Planning Management
- Reporting & Improvement

Clients

Requirements

- Training & Support
- Design
- Build
- Deploy
- Operate Applications and Infrastructure

Operational

Strategic

Tactical

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Turn Controls into Enablers

- The Win-Win of control
- Become Benefit Maximisers rather than merely Risk Preventers
- When tempted to impose a control, ask:
  1. What’s the positive outcome we’re trying to encourage?
  2. What behaviours will lead to that?
  3. What ‘supports’ would this person need for that to become ‘the easy path’?
KISS

- A full governance map may be useful to Architects
  ...but terrifying to others!
A decision matrix might be better for some audiences…

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<th>Layer</th>
<th>Domain</th>
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<th>Business Apps</th>
<th>Investment</th>
<th>Infrastructure</th>
<th>Architecture</th>
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<td>Project &amp; Subject Boards</td>
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<td>User Groups UAT / CAB</td>
<td>Policy &amp; Procedure</td>
<td>OCIO</td>
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<td>CAB Technical Forums</td>
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Basic framework from Weill & Ross (2004)

*IT Governance : How Top Performers Manage IT Decision Rights for Superior Results*
Don’t inflict random pain

- ‘New ways of doing things’ are easier to introduce with ‘new things to do’
- Introduce ‘process improvements’ on the back of other change
  - Projects
  - Org change
- No point in randomly shaking up the organisation
  - reeks of the naked application of power
    - I did it because the boss said I could
  - Think Orchestra or footy team
The Outcome?

- Folk on the Factory Floor who
  - Know what’s needed: unambiguous priorities
  - Have the tools and information they need at hand
  - Can effectively collaborate with their peers to deliver
  - Make customers happy!