Agile Enterprise Architecture – Project Simulation

How to apply the Agile approach to TOGAF®
AUTHORS

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About Architecture Center

• Architecture Center Ltd provides consultancy and training services in the following areas: enterprise architecture, business processes management, IT management and governance.

• Through implementation of proven international methodology and standards we help our clients to achieve their business goals.

• Our team is created by highly experienced consultants and trainers.

• We offer TOGAF® 9 and ArchiMate® 2, IT4IT, COBIT®5 training courses and advisory services.

• www.architecture-center.com
AGENDA

• Goals of the workshop
• Essence of Agile
• Mapping agile approach to the TOGAF® ADM
• Mapping agile practices to the TOGAF® ADM
• Review of selected techniques
• Architecture iteration simulation workshop (executing the iterations)
• Q & A
GOALS OF THE WORKSHOP

• To provide the introduction about using TOGAF® 9 and Agile approach for managing architecture projects.
• To exchange experience and ideas about agility in Enterprise Architecture.
• To build the foundations for agile Enterprise Architecture Management white paper and future TOGAF guide.
## AGILE VALUES

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td>To allow self-directing teams to find their own way.</td>
</tr>
<tr>
<td>Respect</td>
<td>To each other, and to all the voices (bad, good) when team iterate forward greatness</td>
</tr>
<tr>
<td>Openness</td>
<td>To new and different ideas.</td>
</tr>
<tr>
<td>Courage</td>
<td>To take risk and correct the course when learn</td>
</tr>
<tr>
<td>Empathy</td>
<td>To each other and our stakeholders</td>
</tr>
</tbody>
</table>
AGILE PRINCIPLES

1. Start with clarity about outcome.

2. Listen, iterate, learn and correct the course.

3. Self direct team unleashes the innovation.
AGILE PRACTICES

- Social contract
- Story cards
- Planning walls
- Daily standup
- Backlog refinement
- Burn down chart
- Showcase and retrospective
- Estimating techniques
- Mood marbles
- Issue bull-eye
MAPPING TOGAF® ADM AND AGILE APPROACH

H. Architecture Change Management

A. Architecture Vision

B. Business Architecture

C. Information Systems Architecture

D. Technology Architecture

E. Opportunities and Solutions

F. Migration Planning

G. Implementation Governance

Requirements Management

Preliminary
MAPPING TOGAF® ADM AND AGILE APPROACH

1. Agile Values

2. Agile Principles

3. Agile Practices

A. Architecture Vision

B. Business Architecture

H. Architecture Change Management

Preliminary
AGILE ROLES

Sponsor
Stakeholders

Product Owner
Defines requirements

Lead Architect
Promote the agile approach
Servant leader
Facilitator
Remove the roadblocks

Enterprise Architects
Agile Team
Develop, improve and sustain enterprise architecture
MAPPING TOGAF® ADM AND AGILE APPROACH

- A. Architecture Vision
- B. Business Architecture
- C. Information Systems Architecture
- D. Technology Architecture
- E. Opportunities and Solutions
- F. Migration Planning
- G. Implementation Governance
- H. Architecture Change Management

Requirements Management

Architecture Vision
Architecture Backlog
Architecture Release Planning
MAPPING TOGAF® ADM AND AGILE APPROACH

Architecture Vision

A. Architecture Vision

B. Business Architecture

C. Information Systems Architecture

D. Technology Architecture

E. Opportunities and Solutions

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G. Implementation Governance

H. Architecture Change Management

Requirements Management

Refinement

Preliminary

Architecture Backlog

Architecture Release Planning

Iteration Backlog

Architecture Development Iteration

showcase retrospective

Solution Release Planning

Solution Backlog

Defined Architecture

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MAPPING TOGAF® ADM AND AGILE APPROACH

A. Architecture Vision
B. Business Architecture
C. Information Systems Architecture
D. Technology Architecture
E. Opportunities and Solutions
F. Migration Planning
G. Implementation Governance
H. Architecture Change Management

Requirements Management

New Architecture Backlog Items

Preliminary

Architecture Vision

Architecture Backlog

Architecture Release Planning

Iteration Backlog

Implementation

Solution Backlog

Solution Release Planning

Defined Architecture

showcase retrospective
MAPPING AGILE PRACTICES TO TOGAF ADM

Preliminary

A. Backlog planning
   User stories

B. - D. Iteration planning
   Daily standup
   Mood marbles
   Burn up/Burn down charts
   Backlog refinement
   Showcase
   Retrospection

E. Backlog planning for implementation

F. User stories

G. 

H. 

REQUIREMENTS MANAGEMENT

Backlog refinement
SOCIAL CONTRACT

• Is designed by team members
• Set of values, behaviors and social norms
• Consolidate shared understanding of how team behaves and interact
• Social contract can change over time
• Social contract can be different at two teams
STORY CARDS

• Title: <a name for the user story>
• As a <user or persona>
• I want to <take this action>
• So that <I get this benefit>
ESTIMATING TECHNIQUES

Techniques for estimating amount of effort or relative size of a story

• Estimate values:
  • Numbers:
    • $2^n$: 1, 2, 4, 8, 16, 32
    • Fibonachi: 1, 2, 3, 5, 8, 13, 21...

• Shirt size:
## User Story Estimation (2^n)

<table>
<thead>
<tr>
<th>User Story</th>
<th>Estimation (2^n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1 1 4</td>
</tr>
<tr>
<td>2.</td>
<td>1 2 2 2</td>
</tr>
<tr>
<td>4.</td>
<td>2 4 8 8</td>
</tr>
<tr>
<td>5.</td>
<td>16 32 32</td>
</tr>
<tr>
<td>6.</td>
<td>64 64 64</td>
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</table>
RELEASE PLAN AND ITERATION WALL

Architecture Release Plan

<table>
<thead>
<tr>
<th></th>
<th>I1</th>
<th>I2</th>
<th>I3</th>
<th>I4</th>
<th>I5</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAX</td>
<td></td>
<td></td>
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</tbody>
</table>

Architecture backlog

Iteration Wall

- **Planned**
- **In Progress**
- **In Review (Testing)**
- **Done**

MAX
DAILY STAND-UP

• Stand up is a way team can get speed (meeting is organized in the morning), understand

1. What was finished?
2. What will be done in near future?
3. What are impediments that can be removed?

DAILY – 15 minutes
BACKLOG REFINEMENT

• To ensure product backlog is current and complete
• Usually in latter half, when team updates story backlog as preparation for next iteration (also can be done when new requirement will came)
• During Backlog Requirement team with Product Owner can update, add or delete user stories from product backlog
SHOWCASE

• Demonstrate complete iteration feature(s) to Product Owner and Stakeholders
• Solicit their feedback
• Discuss opportunities for course correction
BURNDOWN CHART

Burn down chart

Number of work-items

iterations
RETROSPECTIVE

• Done at the end of iteration
• Organized for team internally
• Focused on performance and possible improvements

• 3 questions:
  • What went well?
  • What didn’t go well?
  • What is puzzling us?
ISSUES BULL-EYE
Workshop
THANK YOU!