Accelerate agile developments with a just-in-time architecture
With you today

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What we’ll cover

● Key challenges
● Agile at Scale Introduction
● Implement just-in-time architecture
● Best practices to interact with development teams
● Conclusion
About MEGA

2,000+ Enterprise Customers
340,000+ Users
52 Countries
30 years of experience

MEGA leader 12 years in a row in the **EA Magic Quadrant**

**“Great tool, easy to use and brings lots of value to the EA team.”**
Group Senior Enterprise Architect in the Services Industry

MEGA leader in the **EA Forrester Wave**

MEGA recognized as **Clear Technology Leader** in the 2020 Enterprise Architecture Tools SPARK Matrix Report

https://www.gartner.com/reviews/customers-choice/enterprise-architecture-tools

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What we do

- **Get the full picture** by connecting Business, IT, Data and Risk perspectives

- **Accelerate time-to-value and generate demonstrable ROI** though an outcome-driven approach based on out-of-the-box reports

- **Automate data-entry and foster adoption** with an open platform that connects seamlessly to third party solutions
The COVID crisis has accelerated digitization

Average share of products and/or services that are partially or fully digitized, %

- **Global**
  - Adoption acceleration\(^1\) 7 years
    - June 2017: 29
    - May 2018: 28
    - Dec. 2019: 35
    - July 2020: 55
- **Asia-Pacific**
  - Adoption acceleration 10+ years
    - June 2017: 31
    - May 2018: 26
    - Dec. 2019: 33
    - July 2020: 54
- **Europe**
  - Adoption acceleration 7 years
    - June 2017: 26
    - May 2018: 25
    - Dec. 2019: 34
    - July 2020: 50
- **North America**
  - Adoption acceleration 6 years
    - June 2017: 33
    - May 2018: 34
    - Dec. 2019: 41
    - July 2020: 60

\(^1\)Years ahead of the average rate of adoption from 2017 to 2019.

McKinsey & Company
Post Covid-19: A return of confidence is expected

The COVID-19 crisis has created an imperative for companies to reconfigure their operations—and an opportunity to transform them

- Leisure travel will bounce back
- A new generation of entrepreneurs will arise
- The Fourth Industrial Revolution will accelerate
- Shopping will be online
- Remote work is here to stay
Key Challenges

COVID-19 has forced many companies to accelerate the digitization pace and build back their business more resiliently.

Digitization and Resiliency  Development Silos  Architecture and Agile
The Agile at Scale Frameworks

Ken Schwaber
Co-creator of Scrum

Jeff Sutherland
Co-creator of Scrum

Dean Leffingwell
Cofounder at Scaled Agile

Craig Larman
Co-creator of LeSS

Henrik Kniberg

NEXUS

SCRUM AT SCALE

SAFe

LeSS

Spotify Model
Poll time!

What is your level of involvement with agile development teams?

• **Often** – I am frequent contact and participate in scrum meetings

• **Sometimes** – From time-to-time I connect with agile team members 1:1

• **Rarely** - I am brought in when they need me, often times missing out on opportunities to help

• **Never** – They don’t see the value
How to implement just-in-time architecture
From a top-down organization to a product-centric organization*

The agile organization is dawning as the new dominant organizational paradigm

From a top-down architecture to a just-in-time incremental architecture

Incremental Architecture in Agile organizations

NIST EA Model initiated in 1989, one of the earliest frameworks for enterprise architecture.
How Architects fit in the equation

- Portfolio
- Enterprise Architects
- Solution/System Architects
- Solution/Program
- Team

Business objectives and roadmap
Enabler Epics
Technology Standards Patterns
Value Streams
Business Capabilities
Value Streams
Business Capabilities

Portfolio
Solution/Program
Local Dev. Teams

IT Portfolio

PI #1
Emergent design
PI #2
Emergent design
PI #3
Emergent design
PI #4
Emergent design

Intentional Architecture
Architectural Runway
Create a just-in-time architecture with the architectural runway
Manage incremental versions of Architecture that follows development pace

PI #6
10 weeks

PI #7

PI #8
10 weeks
Use Kanban boards to track enablers and extend the architectural runway

- Analyzing
  - Business Epic 1
  - Enabler Epic 2
  - Business Epic 3
- Backlog
  - Business Epic 4
  - Business Epic 5
- Implementing
  - Business Epic 6
  - Enabler Epic 7
- Done
  - Business Epic 8
Share Architecture to Agile development tools

Architecture Tool
- Enterprise Architecture
- Solution Architecture

Share intentional Architecture
Share technology standards

Track enabler epics

Agile Development Tool
- User stories
- Backlogs
Connect the customer experience to Agile developments

- Use business capability planning as a key component to plan Agile initiatives
Poll time!

What functionality/feature would help you manage architecture with Agile at Scale? Check all that apply.

• Ability to manage enabler epics in Kanban boards
• Ability to synch architecture with program increments
• Ability to share intentional architecture with development teams
• Ability to connect value streams and customer journeys to epics, user stories through business capabilities
Best practices to interact with development teams
Health Insurance
Enterprise architecture in agile environment

- **Objectives**
  - Transform the EA practice to “turn business vision into IT action”.
  - Support agile developments with enterprise architecture
  - Architects to become an integral part of the delivery scrum teams and provide an architectural runway

- **Results**
  - The company successfully run its first Scaled Agile Framework program, with more than 700 people involved:
    - 70 architects involved
    - Integration of software from 15 different sources, delivered in 10 months and at less than 25 percent of the traditional cost
    - Design defects were reduced by 50% and delivery speed was doubled

The EA practice of the company had “moved from information and app architecture to solution and integration architecture.”
Agile Architecture Shortcomings

The Eleventh Principle of the Agile Manifesto: “The best architectures, requirements, and designs emerge from self-organizing teams.”

Intentional Architecture
- Plan based
- High level
- Cross team alignment
- Foundational Enablers

Emergent Design
- Quickly evolving architecture
- Self organized team
- Incremental
- Refactoring
The key question…and answer

Q - How can an architect strengthen Agile team outputs?

A - “Make sure the soil is rich, the plant is watered, garden it well and become a gardener rather than an architect.” – Enterprise Architect
How architects can use a gardening mindset

- Be a **business partner** and bring a **strategic vision**
- Integrate regulatory constraints and policies to programs

Prepare the soil

- Build an **intentional architecture** that supports Agile developments
- Provide **architectural guardrails** to teams

Water the plants

- Work within dev teams and **break down silos**
- **Facilitate Agile practice adoption** rather than being a roadblock
- **Balance** emergent design and intentional architecture

Tend the garden
Find the Right Balance to Interact With Development Teams

- Architecture disconnected from reality
- Team conflicts
- Team indifference
- Architecture too fragmented

Dev team Self-Governance

Architect Intervention

Agile Architecture
Conclusion: Deliver a just-in-time architecture
Key Takeaways

- Without intentional architecture, emergent design alone cannot handle the complexity of large-scale system development,
- Produce a variety of reference models. Keep them simple.
- Manage a portfolio of standard technologies and identify patterns that can be reused
- Share the intentional architecture to dev teams
- Make a trade-off between the intentional architecture and emergent design.
- Find the right balance to work with dev teams
Start gaining value today

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- Test with your own data
- Leverage out of the box reports or customize to your needs

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www.mega.com

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Questions?

Contact us

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