

White Paper

TOGAF® 9 Stakeholder Management: Selecting the Right Views for C-Level Buy-in to EA

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Any Enterprise Architecture (EA) initiative or project must find a way to lock-in support from key stakeholders if they want to provide a sustainable EA capability within the organization. C-level executives control key budgets and resources and are potentially the primary sponsors of EA initiatives within an organization.

The Open Group's TOGAF 9 architecture framework can be used by EA teams as an input to defining their own stakeholder management process. Stakeholder management is usually performed as part of an architecture project's scoping phase, but can also be executed as a separate initiative to gain support for EA initiatives within the organization. The stakeholder management process must have at least four steps; identification of stakeholders, classification of stakeholders, stakeholder management approach and Viewpoint or Deliverables Tailoring.

The CEO, and other C-level executives, must be treated as any other stakeholder within the architecture initiative and a proper stakeholder analysis must be performed to understand what and how they will benefit from the architecture initiative. This level of stakeholder will have a significant impact on the success of the overall project and addressing the concerns of these stakeholders will enable the wider adoption of Enterprise Architecture in the organization.

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“Business professors too often forget that executive decision makers are not fact collectors; they are fact users and integrators. Thus, what they need from educators is help in understanding how to interpret facts and guidance from experienced teachers in making decisions in the absence of clear facts.”

Extract from the Harvard Business Review article; How business schools lost their way
(published May2005, Vol. 83 Issue 5, Bennis, Warren G., O’Toole, James)



I found this article very insightful and also very applicable to any architect who needs to communicate with C-level executives. As an Enterprise Architect (EA) and trainer I found that architecture teams struggle to get executive buy-in for their projects. There are several reasons for this, but I believe a key contributing factor is the lack of understanding by the teams of what the executive wants or needs from the architecture initiative. The lack of understanding stems from the fact that most EA professionals are (arti)fact collectors, that they engage the executive team from that perspective and focus on the executive as an interpreter or integrator of facts.

In other words, the C-level executives do not care about the architecture process or methodology per se, only about what the team or initiative can contribute to the bottom line. According to Fred Wilson (Venture Capitalist and principle of Union Square Ventures), in his blog, “MBA Mondays”, a CEO only needs to do three things:

1. Set the organizational strategy and communicate the vision to all stakeholders.
2. Recruit and retain the most talented management team and specialists.
3. Ensure that the organization always has enough cash available.

There is no consensus between management gurus on how to successfully manage and direct an organization. Industry, corporate culture, country and size are some of the factors that influence the management style in an organization.

Using Fred Wilson’s insight (MBA Mondays Blog author) and the collective input from the Open Group Architecture community (TOGAF 9) I believe it will be safe to assume that most CEOs will have at least some of the following concerns that the architecture team need to focus on:

- Communicating his vision and understand how the set strategy is linked to operational initiatives
- Understand the organizational extended supply chain (integration between channel partners, the organization and customers)

- Understand what business capabilities are required to produce and support key organizational products / Business Capabilities
- Insight required into Capex projects and roadmaps for getting new capabilities into production
- Organizational structures
- Staff competencies
- Role and responsibilities
- How IT Capabilities support the business
- Process efficiency and effectiveness

Classify Stakeholder Positions

C-level executives and other senior managers have different responsibilities within the organization and it is important to understand the relationship between these different stakeholders. These stakeholders are responsible for the control and management of all activities within the organization and representing it in a simple map is sometimes challenging. My way of solving this is to use a set of concentric circles, divided into logical groupings, to represent the spheres of control between different management roles within the organization. My classification is based on past experience, wishful thinking, a bit of research and the stakeholder classification matrix available within TOGAF 9. The result is the diagram below, which can be adapted and used in order to understand the positioning of the different stakeholders in the organization and the sphere of influence of certain senior executives



Figure 1: Positioning of different Stakeholders within the Organization

The CEO is in the middle with ultimate control and accountability for the whole organization, followed by his ExCo in the next band, and so on. Depending on the industry (and of course organization) the diagram will reflect different senior positions, especially in larger organizations where the support functions might be much larger (HR in labour intensive organizations and IT in large services or technology dependant organizations.)



TIP: A good article to read is Adrian Grigoriu's (Chief Architect of the TM Forum, published author and Executive Enterprise Strategy & Architecture Consultant) A Single Page Generic Business Architecture, which explains how to group the essential parts of the organization. It is an improvement on the original porter model that decomposes the business into Governance, Operations (subdivided into Marketing & Planning, Production & Delivery, Selling & Servicing), Development and Support.
<http://www.bptrends.com/publicationfiles/FOUR%2012-07-10-ART-A%20Single%20Page%20Generic%20BA-Grigoriu.pdf>

Determine Stakeholder Management Approach

The previous steps identified how executives relate to each other in the organization.

The next step is to identify the key executive stakeholders and start to define how to interact with them, including what channels of communication to use, the format of the deliverables and the frequency of communication.

Most architects don't take this step very seriously and mostly just scribble something on a piece of paper or print a poster as the sum total of their strategy (guilty as charged), but I am trying to change my behaviour and really understand the senior exec's. My adoption of communication strategies has developed since becoming an independent consultant who needs to sell ideas, projects and myself.

I am using the new TOGAF 9 Communications Plan deliverable template as a basis for developing my stakeholder management approach and I am finding it very useful. The high-level Table of Contents from the Communications Plan template is listed below:

- 1 Document Purpose
- 2 Stakeholders
- 3 Communication Requirements
 - 3.1 Overview
 - 3.2 Managerial Approach
- 4 Communication Mechanism

4.1 Events

4.2 Channels

4.3 Formats

4.4 Content

5 Communication Timetable

5.1 Key Activities and Associated Milestones

5.2 Duration, Effort and Resources

Using the template gives me a consistent communication strategy that I can follow, knowing that I included the right stakeholders, that I understand their concerns and how to appropriately address them using the right content at the appropriate intervals based on communication requirements defined by the stakeholders themselves. It is very difficult to give general advice when working with executive stakeholders apart from ensuring that the formality and frequency of communication must be reasonable for the importance and complexity of the problem.



TIP: I normally use the PRINCE2 project methodology to enhance the TOGAF 9 Architecture Development Method, and there are lots of templates available to use – here is an example available from Microsoft that can be used if you are using MS Office: <http://office.microsoft.com/en-us/templates/prince2-communications-management-strategy-project-management-TC030009473.aspx>

Tailor Engagement Deliverables

The stakeholder management approach includes all the criteria needed to create custom views and very specific deliverables for C-level executives. It is always better to start with a generic viewpoint and then customize it for your audience. This is especially true for C-Level executives for which you want to base views generated by a viewpoint that is proven in the market, while also customizing and changing it to address their concerns.

I selected the four TOGAF 9 viewpoints that I believe are the most appropriate for C-Level executives, but it would be prudent to also investigate other frameworks for viewpoint libraries that you can use (see tip below).

MTT Business Footprint Diagram

Type: T9 B Business Footprint Diagram Description
 Version: v1
 Created By: System Administrator on 27/01/2011 08:36:03
 Last Modified By: System Administrator on 30/06/2011 18:40:13
 This is the Business Footprint of MTT Bank

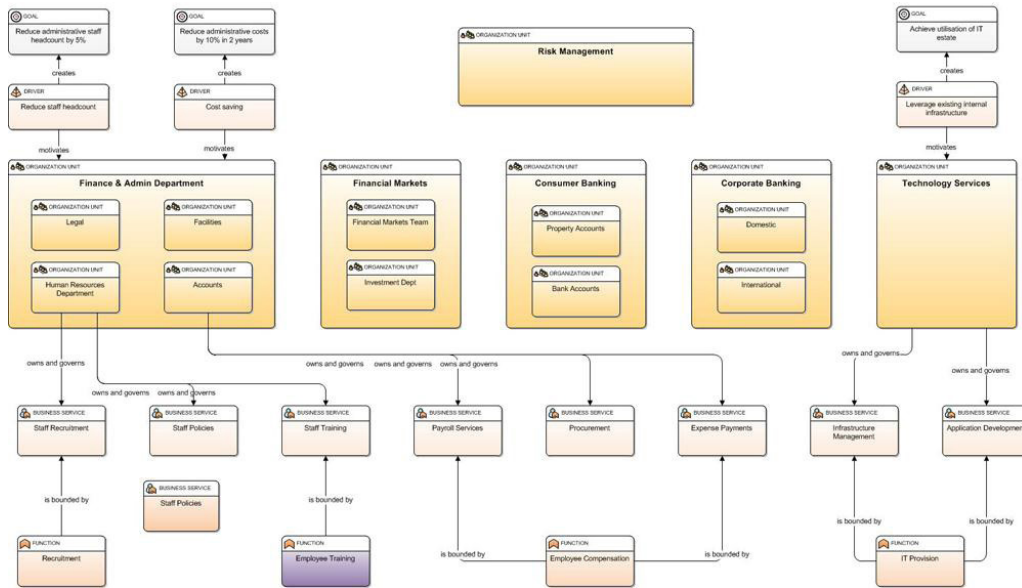


Figure 2: Example of a Business Footprint diagram

MTT Goal/Objective/ Service Model

Type: T9 Goal/Objective/ Service Model Description
 Version: v1
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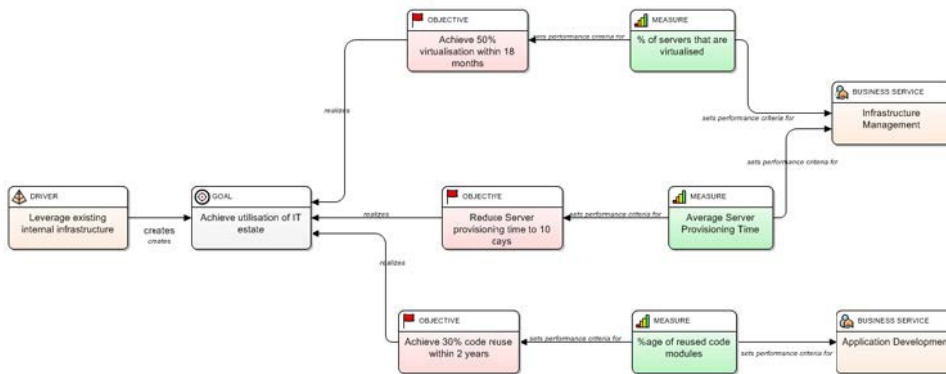


Figure 3: Example of a Goal/Objective/ Service Model diagram

MTT Organization Decomposition Diagram

Type: T9 B Organization Decomposition Diagram Description
 Version: v1
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 Last Modified By: System Administrator on 02/06/2011 09:54:24

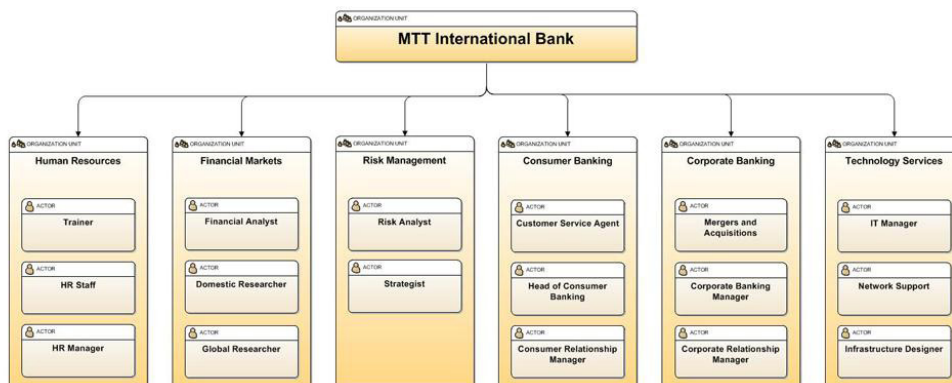


Figure 4: Example of an Organizational Decomposition diagram



TOGAF 9 provide a set of architecture viewpoints that address the concerns of C-level executives, but the majority are still focused on the needs of the CIO and CTO. Other viewpoint libraries include MODAF and ArchiMate, and they can also provide a set of viewpoints that will address the concerns of the C-level executive team. Lastly is the use of the 1 page Operating Model- a key viewpoint that supports the buy-in of senior executives and one that acts as an excellent communication tool.

Also consider the following views from **TOGAF**:

- Standards View*
- Organization/Actor/ Location*
- Application & User Location View*
- Process Flow*
- Business Use-case*
- Environments & Locations View*
- Service/Information Events*
- Service-Information View*
- Functional Decomposition*

Or from **MODAF** consider:

- AV-1 :Overview & Summary Information*
- StV-1 : Enterprise Vision*
- StV-2 :Capability Taxonomy*
- StV-3 :Capability Phasing*
- OV-1a :High-Level Operational Concept Graphic*
- OV-1b :Operational Concept Description*
- OV-1c :Operational Performance Attributes*
- AcV-1 :Acquisition Clusters*
- AcV-2 :Programme Timelines*

Or from **ArchiMate** investigate:

- Organization Viewpoint*
- Business Function Viewpoint*
- Business Process Viewpoint*
- Product Viewpoint*
- Landscape Map Viewpoint*
- Layered Viewpoint*

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