

Enterprise Architecture

Microsoft® IT

Practical Alignment of EA and BPM

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Overview

- The Context of Microsoft IT
- Sources of Confusion
- Necessary elements of good collaboration
- Focus on Values, Terms, and Processes
 - Common Values
 - Developing the Touchpoint Map
 - Creating a blended process
- Results of the effort

Microsoft IT - Landscape

First and Best Customer

- 92,000 FTE's
- 165,000 Vista clients
119,000 Win7 clients
- 183,000 Office 2007 clients
- 208,000 SharePoint Sites

Enterprise Infrastructure

- 5 data centers
- 8,200+ production servers
- 106 countries
- 640 buildings
- 894,000 devices
- 185,000 end users

High Scale Processes

- 58,000,000 IMs per month
- 151,000 user mailboxes
- 1,290,000 remote connections per month

Two Initiatives for Change

- BPM team forms in late 1990s, creates taxonomy of processes, introduces Six Sigma techniques
- Enterprise Architecture team forms in late 1990s, creates taxonomy of capabilities, introduces EA governance techniques
- Shared customers (business executives, IT leadership, project teams)
- Different terms, methods

Confusion

The fruits of confusion

You guys don't have the answer... safer to ignore you.

Should we be listen to Weill or Hammer? TOGAF or DFSS?

Do we need two taxonomies? Two tools? Two teams?

You deliver the same value with different methods? Should I pick one?

The Roots of Collaboration

- Collaboration is:
 - Two or more independent organizations, with a common objective, formal roles and responsibilities, and shared risks / benefits / resources.
- Successful Collaboration requires:
 - Leadership
 - Trust
 - Risk Management
 - Communication and Cooperation

Source: Center for Technology in Government "New Models of Collaboration" SUNY-Albany

How to improve our communication and cooperation?

We focused on three areas:

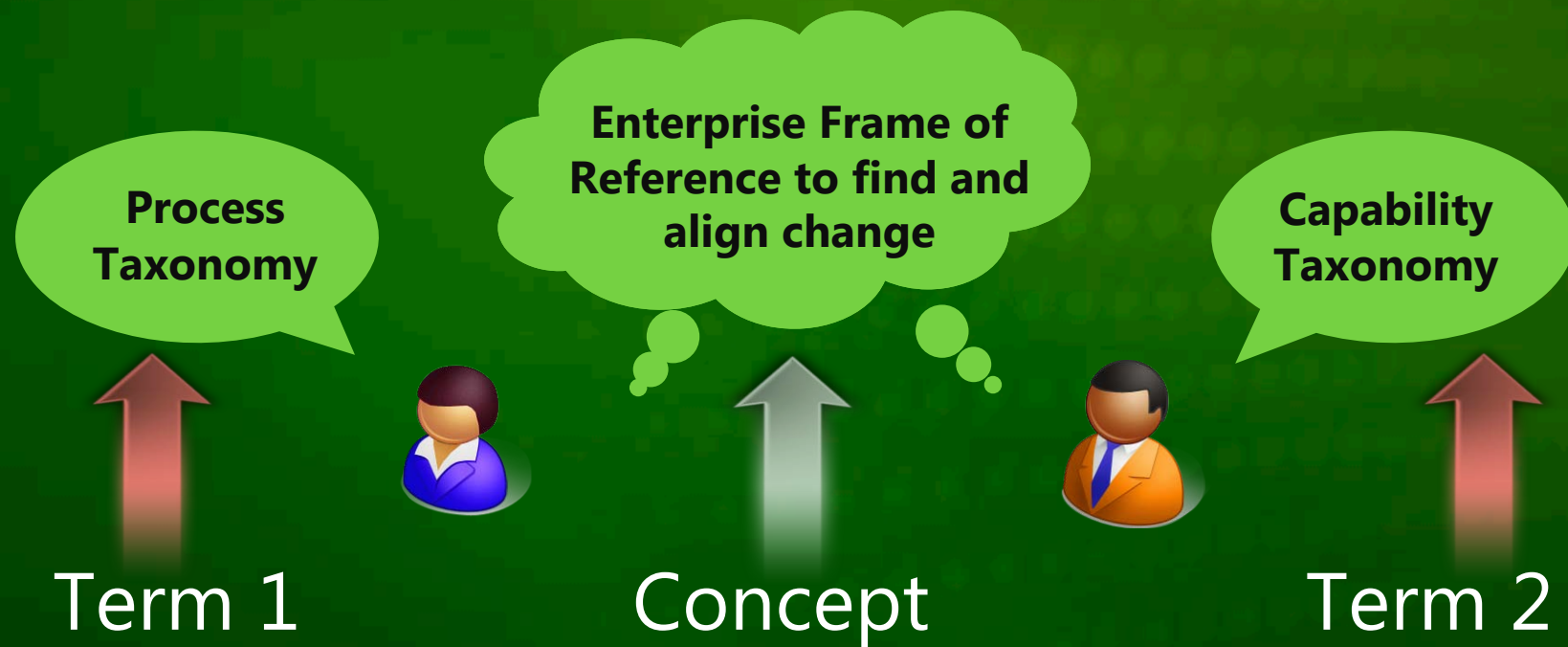
- Highlight Shared Values / Shared Goals
- Create Common Vocabulary
- Develop Shared Processes

Shared Values – EA and BPM

- Take an end-to-end view
 - Use “Cross-Enterprise” viewpoints to overcome artificial silos (Customer, Information, etc)
- Support business strategy
 - Use business strategy as the basis for prioritization: focus on the delivering desired results
- Ask: “are we adding value?”
 - Don’t boil the ocean. Work in areas where the work is likely to produce the greatest benefits.

Common Vocabulary

Two people separated by a common language



How to get to one vocabulary

- Leveraged EA Metamodel
- Practitioners connected concepts to process areas
- Focus only on concepts required by more than one role
- Create a Touchpoint Map for each role
- Teach role a TINY SUBSET of the terms

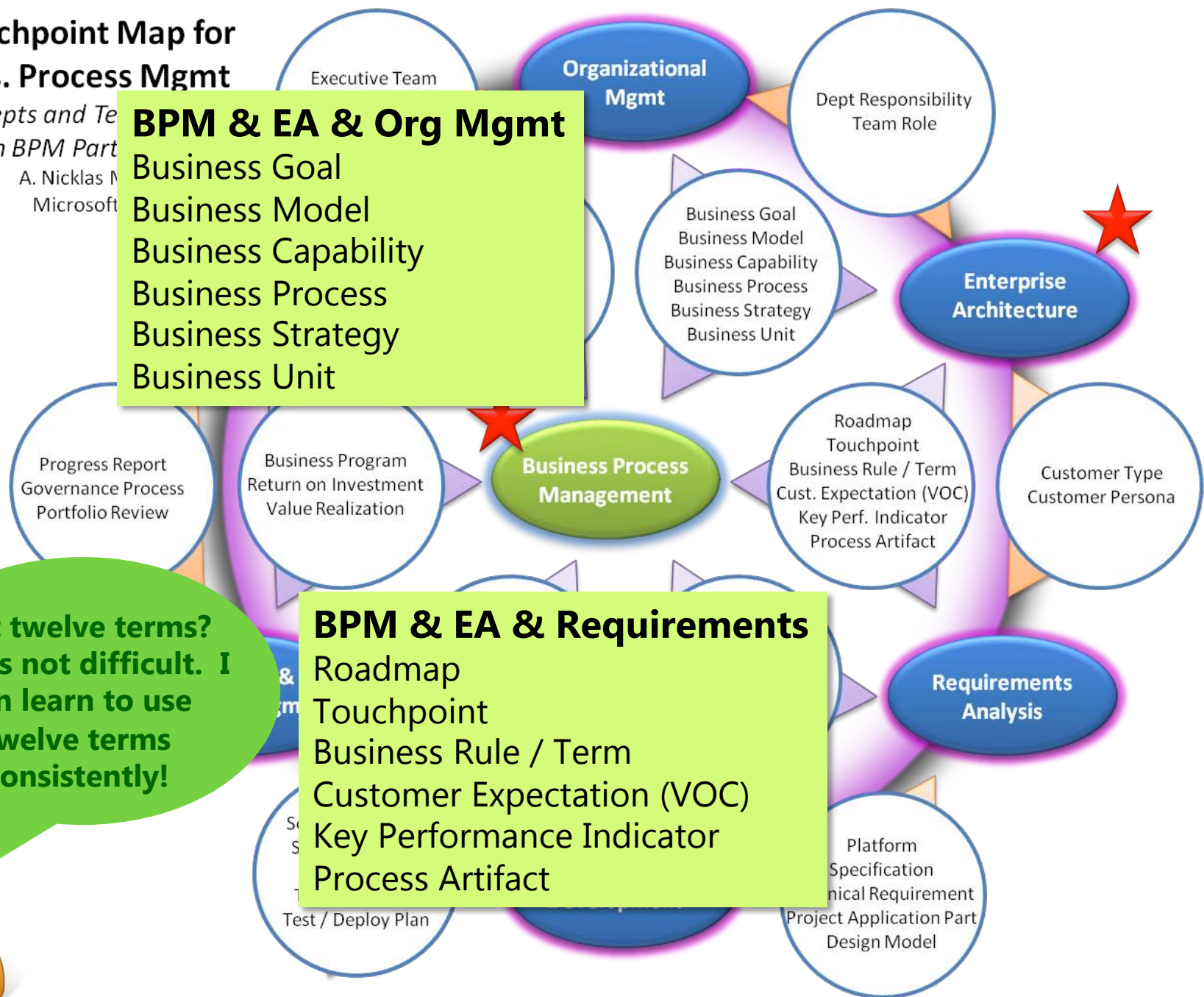
Touchpoint Map for Bus. Process Mgmt

Concepts and Terms
with BPM Part
A. Nicklas M
Microsoft

BPM & EA & Org Mgmt
 Business Goal
 Business Model
 Business Capability
 Business Process
 Business Strategy
 Business Unit

BPM & EA & Requirements
 Roadmap
 Touchpoint
 Business Rule / Term
 Customer Expectation (VOC)
 Key Performance Indicator
 Process Artifact

Just twelve terms?
That's not difficult. I
can learn to use
twelve terms
consistently!



Shared Processes

- Words tie to processes.
- Merging language without merging process is difficult and pointless.
- EA and BPM source materials have their own viewpoint.
- Each demonstrates a “partial view” of an overall governance and execution process.

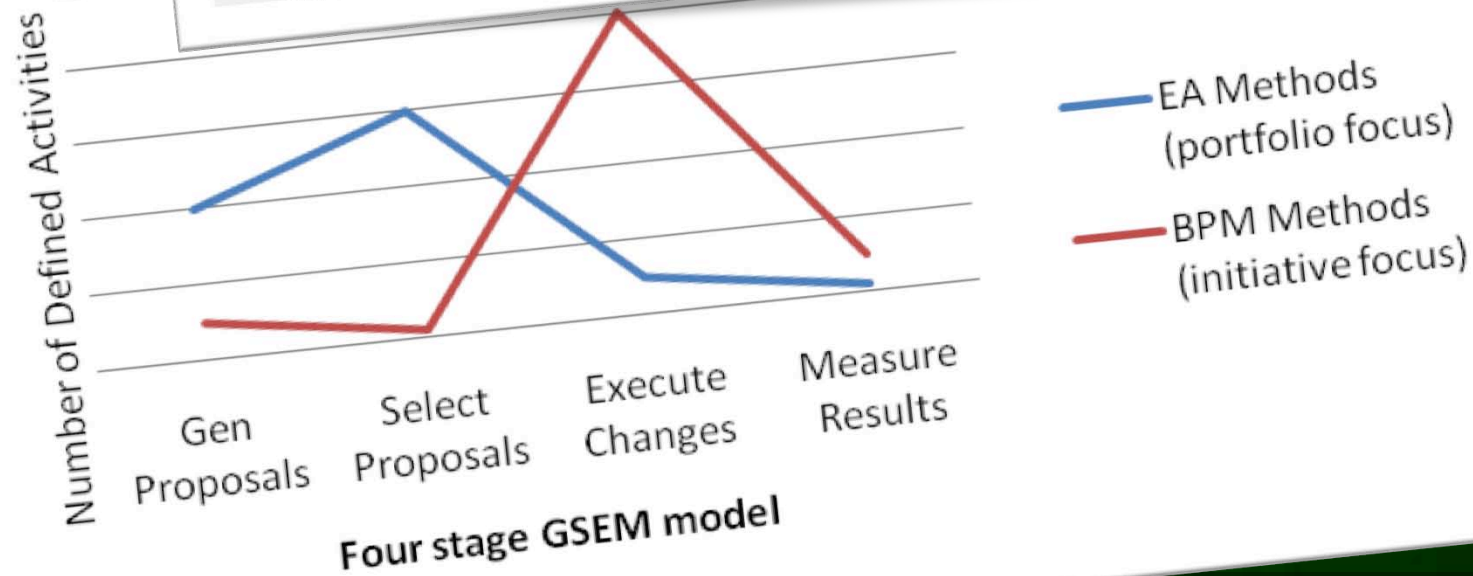
Merging processes... (part 1)

- 1. Create the Overall Process Model
Generate + Select + Execute + Measure = GSEM



- 2. Align processes for EA and BPM to this model.

Merging processes... (part 2)



Blended Best of Breed Approach

**Start from EA Methods
and add BPM**

**Start from BPM Methods
and add EA**



Results!

- Confusion has subsided
- Teams are not seen as "overlapping"
- Team members report better collaboration / friendlier exchanges
- Projects involve EA and BPM at the right stage, for the right reason
- EA and BPM teams have become "natural allies"

What can you use?

- Improve collaboration by insuring key elements are present
- Improve communication by focusing on values, terms, and processes
- Develop your own Touchpoint map to focus your training efforts
- Develop a blended approach to common processes that everyone can follow

Your presenter



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