

Coherency Management: Using Enterprise Architecture for Alignment, Agility, and Assurance

By Gary Doucet, John Getze, Pallab Saha, Scott Bernard

ABSTRACT

This paper represents a significant point of evolution in thought and practice about the design and management of complex enterprises that often exist in highly dynamic, sometimes chaotic operating environments. The paper asserts that Coherency Management is the primary outcome goal of Enterprise Architecture (EA); that the architecture of enterprises should be formalized and promote coherency; and the best way to do this is to adopt EA as the ongoing, overarching method for abstracting, analyzing, designing, and re-engineering new and existing enterprises - regardless of the market, industry, or government sector that the enterprise belongs to. EA is about more than technology as it now has strategic and business dimensions - all of which must align to create agility and assurance in promoting transformation and delivering value. The paper discusses three modes of EA, namely Foundation Architecture, Extended Architecture and Embedded Architecture, that represent progression in thought and practice, with emphasis that the modes are independent but not necessarily mutually exclusive. The paper also discusses how collectively these influence enterprise coherency. The paper concludes by elaborating the ways and approaches to assess organizational coherence.

KEYWORDS

alignment, agility, assurance, change management, coherence, enterprise architecture, governance, organization design, risk management, strategy, transformation

INTRODUCTION

This paper represents a significant point of evolution in thought and practice about the design and management of complex enterprises that often exist in highly dynamic, sometimes chaotic operating environments. The concept of Coherency Management is about using Enterprise Architecture (EA) to advance alignment, agility, and assurance in large, complex organizations. The essence of this concept is that the architecture of enterprises should be formalized and promote coherency, and the best way to do this is to adopt EA as the ongoing, overarching method for abstracting, analyzing, designing, and re-engineering new and existing enterprises - regardless of the market, industry, or government sector the enterprise belongs to.

We see Coherency Management as the most influential and important outcome of EA. This approach to EA is about more than technology as it now has strategic and business dimensions, all of which must align to create agility and assurance in promoting transformation and delivering value. EA is still a young and still evolving management discipline that now includes all dimensions of an enterprise and therefore is uniquely able to serve as the "meta" approach for designing and/or re-designing enterprises to successfully compete in highly dynamic public and private sector environments. The term "enterprise" can address many areas of systematic and purposeful human activity, but in this context the word most often refers to an enterprise, parts of an enterprise, or a group of enterprises.

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The Journey to Enterprise Agility Daryl Kulak, Hong Li, 2017-05-05 This is the first book to seriously address the disconnection between nimble Agile teams and other groups in the enterprise including enterprise architecture the program management office PMO human resources and even business executives When an enterprise experiments with practice improvements software development teams often jump on board with excitement while other groups are left to wonder how they will fit in We address how these groups can adapt to Agile teams More importantly we show how many Agile teams cause their own problems damaging scalability and sustainability by requiring special treatment and by failing to bridge the gaps between themselves and other groups We call this phenomenon Agile illth Adopting a set of best practices is not enough All of us Agile teams and the corporate groups must change our intentions and worldviews to be more compatible with the success of the enterprise Join us on the journey to enterpriseagility It is a crooked path fraught with danger confusion and complexity It is the only way to reach the pinnacles we hope to experience in the form of better business value delivered faster for less cost

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