The TOGAF ADM Cycle

OrbusSoftware

The Architecture Development Method (ADM) is about understanding existing architectures and working out the best way to change and improve them.

Never used without some adaptation, the ADM is more like a cookbook of recommendations, ideas, and checklists than a set way of doing things.

Think of it in three chunks and bear in mind that in a large enterprise, there may be quite a few projects all using different phases of the ADM.

Stage 1

Set up an EA team and make sure it can do its work

PRELIMINARY.
Although out of the main circle, you need to keep referring back to it to assess effectiveness of both the EA team and its initiatives.
This stage is about the ongoing improvement of EA capabilities.

ARCHITECTURE VISION.
This isn't a one-off before everything else - architecture visions emerge slowly. And EA is unique in having a holistic view of all stakeholders, complexity, and change, and this is constantly evolving. Communication is the key.

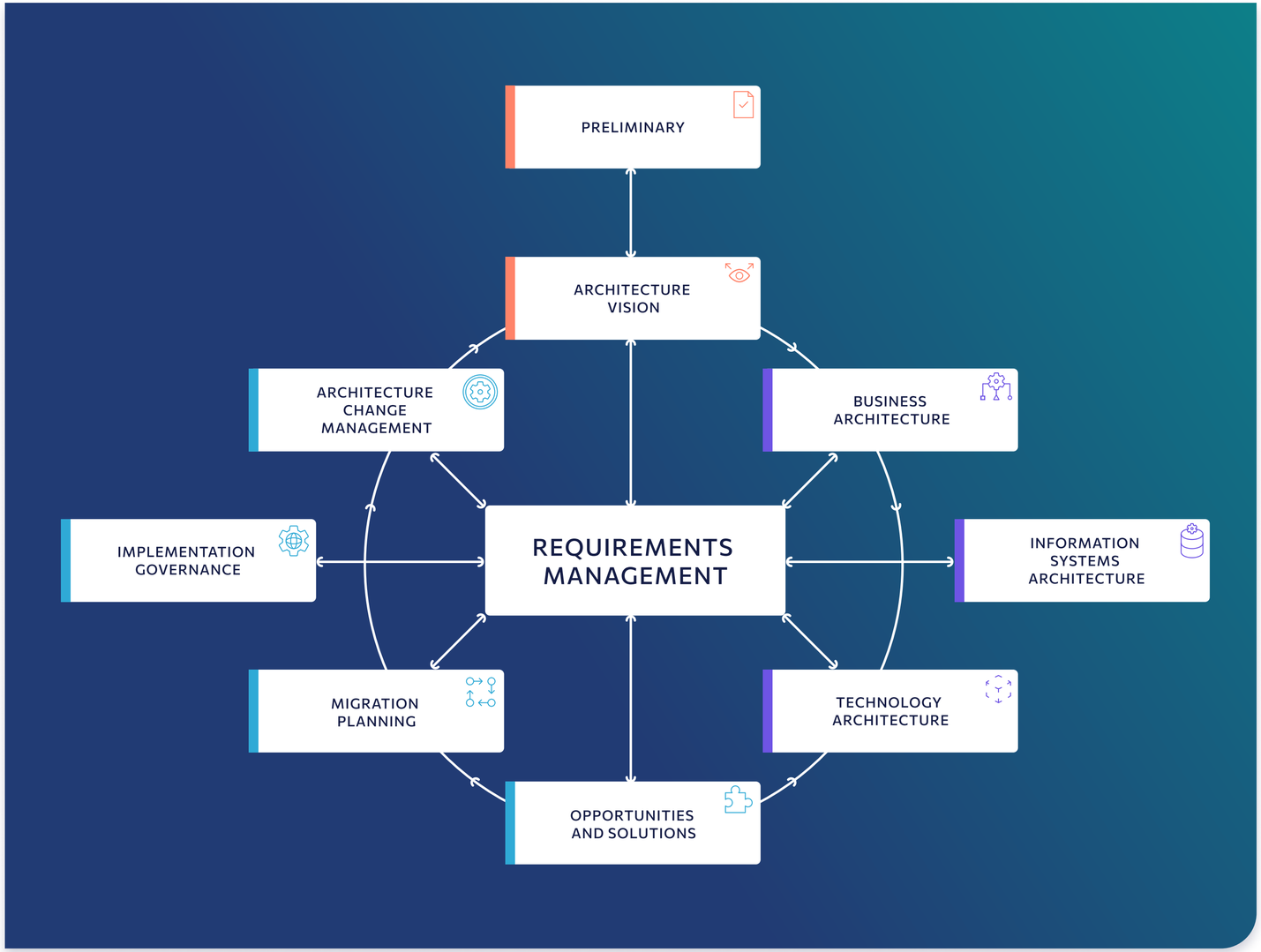
Stage 2

Get a good picture of the architecture: Now and in the future

BUSINESS ARCHITECTURE.
It's important to be independent from technology – planned or current. Focus on business capabilities, process, and products, and relate all analysis to business from an architectural perspective.

INFORMATION SYSTEM ARCHITECTURE.
ISA breaks down into data and applications. It doesn't matter which one you start with – it's likely that you'll have to adjust both as the bigger picture emerges.

TECHNOLOGY ARCHITECTURE.
Focus here is on architecture of IT platforms, especially hardware and communications. It's important to separate the different concerns of business, information systems, and technology stakeholders.



Stage 3

Find ways to make the changes, and then make it happen

OPPORTUNITIES AND SOLUTIONS.
Here we move away from a wholly architectural perspective to figure out how you're going to deliver, fund, and resource the changes.

MIGRATION PLANNING.
The detailed planning here is more the province of project managers than architects, but get involved to make sure commitment is in line with the architecture vision.

IMPLEMENTATION GOVERNANCE.
Along with the policing role of monitoring each project and solution, this plase needs a delicate political sensitivity to remind people of the long-term vision and persuade them not to compromise.

ARCHITECTURE CHANGE MANAGEMENT. When projects and solutions are unable to meet original expectations - due to cuts in spending, changes in priority, or lack of funding and resources – you need to revisit the other phases to address the consequences.

REQUIREMENTS MANAGEMENT.
At the heart of the EA role, this is where a good EA can manage diverse stakeholder concerns and create an integrated view of how the architecture will evolve. All work products created or used in the other phases are managed here!