

Bushido of the Coherency Architect:

The Ways of the Coherency Architect to Efficiently Apply Suitable Solutions!



The Path to Improvement

The focus is to combine lean, Toyota Production System, Enterprise Architect and Coherency Management into a guide line like the Bushido: The ways of the warrior.

The main principle of Coherency Management is to implement a holistic management approach that enables the management to achieve alignment, assurance and agility.

Enterprise Architecture is the foundation of achieving Coherency Management and it is possible to combine that with efficiency to achieve an enterprise that have a lesser amount of slack and adds more value to its share holders and customers.

First of all an **Enterprise Architecture** program has to be established.

Second of all an economic analysis of the activities that the organization performs to get income.

Third of all communication of change needs to be performed. That means that the Chief **Enterprise Architecture** needs to communicate to various stakeholders. The various forms of stakeholders needs to be dealt with in different ways. The various stakeholders needs different kind of information.

Third of all the Enterprise Architect has to work with various applying a framework e.g., the EA3 Framework, TOGAF, OIO or other framework.

Forth of all the Chief Architect needs to demonstrate the value of the **Enterprise Architecture**. The Enterprise Architect should apply the evaluation models that give the information that the stakeholders needs to make their mind (approve or disapprove) the **Enterprise Architecture** program. It is necessary to apply the evaluation model for the business processes and IT processes before the EA program has been established. This is needed to compare the before and after approach.

Fifth of all the Enterprise Architect has to make use of his or her talent to deal with the persons who have to change their way of working after the **Enterprise Architecture** program has been established. According to Doucet et al. (Doucet et al 2009) then the organization then there are three forms of applied **Enterprise Architecture**. The first form is known as Foundation Architecture. The Foundation Architecture is when the organization has applied **Enterprise Architecture** in the IT department. The IT department has been the driver of the **Enterprise Architecture** and made use of it to uncover the the operational model of the **Enterprise Architecture**. When the organization mature the **Enterprise Architecture** then it should over time come to the Extended **Enterprise Architecture** where both the business side of the enterprise and the IT side. The IT side and the business side works uncovering the business and its processes. There are several forms of architects who have

various functions and responsibilities. There will be a centralized office for **Enterprise Architecture** and there will be a commitment from the Executive Group¹ to enhance and use **Enterprise Architecture** to govern the enterprise. There are business architects, process architects, technology architects information architects and the **Enterprise Architects**. The **Enterprise Architects** will be dealing with handling the overall aspects of **Enterprise Architecture**. The **Enterprise Architects** will be dealing with keeping the other architects in line with the **Enterprise Architecture** program.

After the **Extended Enterprise Architecture** level then the organization will be moving toward the **Embedded Enterprise Architecture**. The form of architecture is so far a kind of utopia where every employee in some way acts as an architect which leads to that there are explicit and implicit architects. There is a focus on a central EA department that consist of the best **Enterprise Architects** who works with the overall Enterprise Architecture framework and enabling the other architects with their work through empowering the framework and governance of the Enterprise Architecture.

Sixth of all the Chief Architect has to implement a Coherency Management framework so far there is only one kind of a kind. That means the CoMOF framework has to be adapted. As it is with all other frameworks then the CoMOF framework is a generic framework and it has to be modified for the particular organization. While applying the modified CoMOF framework in the organization then Coherency Architect (or Chief Architect) has to make use of the efficiency theories such as LEAN, Six Sigma or Toyota Production System. This is a necessity to improve the organization's enterprise.

Seventh of all the Coherency Architect has to ensure that executive group continues supporting the Enterprise Architecture program and Coherency Management program. This have to be done through emphasizing the support for Enterprise Architecture by using external pressure to enable the internal pressure(groups with power) to invest resources into renewing the program. If the Enterprise Architecture program isn't renewed then the value of the Enterprise Architecture program will lose value. The same is the case for the Coherency Management program.

Eight of all the *Chief Enterprise Architect* should be working for improving the channels of how the Enterprise Architecture is transforming.

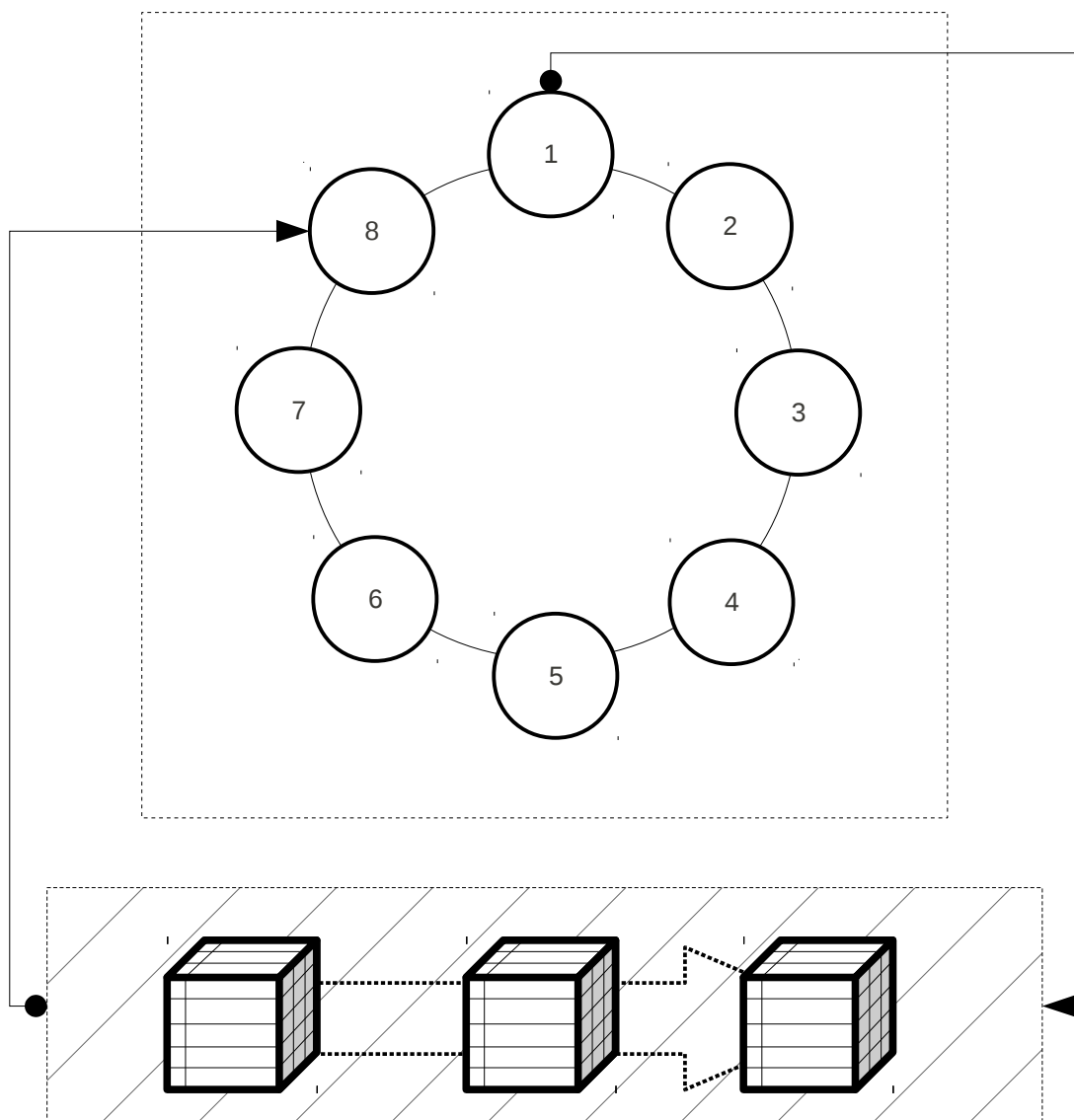
The Code

The Coherency Architect should be therefore be working with being efficient, effective and use his or her experience to develop develop efficient enterprises through Enterprise Architecture.

¹ Top managers including CEO, CIO, CFO and COO etc.

1. Focus has to be on efficiency and effectiveness. The ideal is that the Coherency Architect should be thinking in systems where too much slack is minimized; however enough slack to harvest the benefits of innovation.
2. The vision of Enterprise Architecture has to be communicated to the stakeholders. The people skills and abilities to communicate fluently with people are virtues.
3. Improving the Enterprises and their Enterprise Architectures then the Coherency Architect have to focus on influencing the organization cultures to institutionalize improvement through Enterprise Architecture.

Applying the Code



The code can be applied through the model dealt with above. The path to improvement is designed around the stones in the circle. The circle represents continuity. Bernard's EA 3 framework is located in the bottom is matured a long side the principles of the CoMOF-framework. The lines with arrows are symbolizing the maturing process and a part of the continues process.