

CORE ARCHITECTURE CLASS

Growing the skills you need for client success.

ITABoK Version 3.0:
Digital Advantage

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Course Outline

Welcome to the master class in architecture! You are already gifted in designing and delivering technical solutions and this course is intended to grow the complementary skills needed to make your technical skills more valuable to your customers. We are going to push you to think and act in the bending and orthogonal ways of business and innovation, and we are going to push hard. By the end of the class you will be able to think about your technology solutions and communicate them with an entirely new level of stakeholder. You will be able to describe the way your company is positioned within the enterprise and devise methods for making that position stronger. You might be able to leap tall buildings and bend steel with your bare hands but that's more about your level of commitment.

Starting Point

You have shown the ability to take a set of requirements and deliver a solution to an operations team for your customer. This course focuses on the other aspects of a solution, and on maximizing your value and your company value in enabling your customers to reach the full potential for business value that your company provides. Most organizations involved in digital transformation are focused on efforts around three core processes: idea-to-market, market-to-order, and order-to-cash. They are concerned with changes needed to people, process, and technology. To provide the greatest value, you must be able to move beyond creating solutions to satisfy a number of requirements to advising the customer in technology use for the processes, and how people and process will be impacted and need to change as a result of the changes your solution proposes.

Logistics

This 9-Section commitment will require you to attend a mandatory 2-4-hour instructor-facilitated workshop and mentoring each Section and then try the tools and techniques presented during the discussion. Additional self-paced learning materials and templates are provided to help you complete defined tasks. The additional time to complete the self-paced activities will be a minimum of 4 hours of your time.

Points and Awesomeness (Online Course Only)

The class is based on a leaderboard system where demonstrations and attendance (since participation as a group matters to your awesomeness) are the only thing that count. The point system favors those that try, confirm and impact directly with customers. The goal of the class isn't for you to learn, you can do that from a book, but to actually change the way you behave, and to do that you have to do something in the real world with a real customer.

Points are calculated by looking how you execute a technique and who you do the activity with: Try (Alone) 1 pt, Confirm (Peers) 2 pts, Apply (With Customer) 5 pts

So let's say you build a business model canvas for you latest customer (account) on a Sunday night. You will get one point from that. But if you call another peer and you work on your customer accounts and review them together so that each of you has contributed value to the other as well as review, you both get 2 points. If you proactively review that and work on it with a member of your customers staff your score jumps to 5 points!

YOUR INSTRUCTORS WILL KEEP TRACK OF POINTS AND PUBLISH THEM!! – There is a special Iasa gift for the student with the highest points regardless of what, ahem, your employer might decide to do about them.

There is a tracking tool to put your completed artifacts in, as well as peer and customer endorsements. Attending workshops and creating artifacts with listed tools enable you to collect points. You gain points creating completed artifacts on your own, with or for peers, and with or for customers. You have greater exposure to your personal credibility working with your peers or with a customer that you do when practicing the technique or tool on your own. Therefore, the higher your exposure, the more points you earn. The tracking tool and point system enable you to track your efforts against a theoretical maximum number of points that can be achieved in the course.

Progress Tracker		
David Slight		
Learn:	self-paced module	>
1 points	5/29/2020 1:02 PM	
Demonstrate:	IL-class	>
2 points	5/29/2020 1:05 PM	
Demonstrate:	Account planning	>
2 points	5/29/2020 1:25 PM	
Confirm:	Customer Conversation	>
2 points	5/29/2020 1:33 PM	
Confirm:	Customer Meeting	>
5 points	5/29/2020 8:52 PM	
Learn:	Testing for 8	>

Stakeholders, Customers, and the Client's Customer

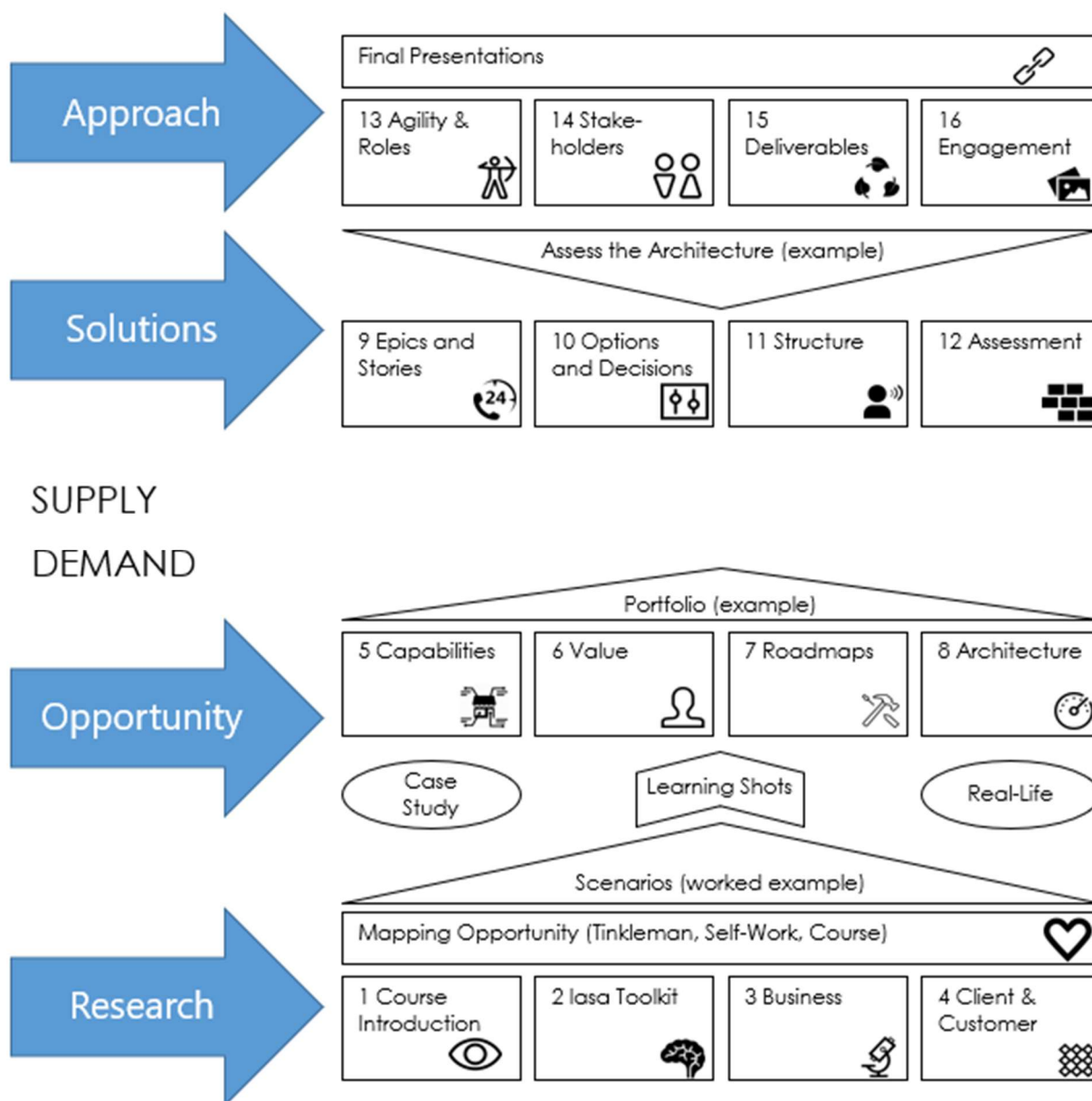
So a client to you is a customer of your company. But a customer to them is whoever benefits from their product or service. As an architect you have a dual-responsibility to the Customer and the Customer's Customer. It can be a little crazy making. In the class when we say customer, we are almost always referring to the Customer's Customer. This is because when you are with your Account, their customer is your true objective as an architect. The demonstration of this fact is what builds a trusted advisor relationship.

Canvas

Each Section we will introduce you to a range of Canvas and Cards; these bring to life the theory as well as provide a workspace for you to experiment, document and share the information you collect and the analysis you perform.



Course Syllabus



Section 1 – Introduction	Lessons 1, 2
Section 2 – Business/Customer	Lessons 3,4
Section 3 – Capabilities/Value	Lessons 5,6
Section 4 – Roadmaps/Architecture	Lessons 7,8
Section 5 – Stories/Options	Lessons 9,10
Section 6 – Structure/Assessment	Lessons 11,12
Section 7 – Agile/Roles/Stakeholders	Lessons 13, 14

Section 8 – Deliverables/Engagement	Lessons 15,16
Section 9 – Summary, Presentations	One hour

Section 1 – Introduction

Section 1 – Getting in Gear
Behavioral Objectives: <ul style="list-style-type: none"> • Define personal course objectives • Define customer outcome goals • Describe your customer • Figure out who is going to enter the leaderboard challenge
Self-paced materials: <ul style="list-style-type: none"> • Iasa self and peer assessments (class invitations to be sent)
Practice/demonstration of techniques and tools <ul style="list-style-type: none"> • Workshop 01: What Is Architecture • Workshop 02: Pains/Gains • Workshop 03: Draw Toast • Workshop 04: Decision Biases • Workshop 05: Experimentation

Section 2 - Business and Customer

Section 2 – Business and Customer
Behavioral Objectives: <ul style="list-style-type: none"> • Define a business model • Understand your clients customer • Define innovation in business • Advise and lead using detailed knowledge of customer's customer
Self-paced materials: <ul style="list-style-type: none"> • Business Models https://itabok.iasaglobal.org/business-model-canvas-learning-shot/ • Customer Personas https://itabok.iasaglobal.org/customer-personas/ • Customer Journeys https://itabok.iasaglobal.org/customer-journey-learning-shot/
Practice/demonstration of techniques and tools <ul style="list-style-type: none"> • Worksheet 03: Business Model • Canvas: Business Model Canvas • Canvas: Customer Journey • Card: Personas

Section 3 – Capabilities and Value

Section 3

Behavioral Objectives:

- Describe your clients capabilities and how they impact services.
- Think in terms of client value from capabilities to customers
- Describe an innovative business case.

Self-paced materials:

- Services <https://itabok.iasaglobal.org/service-blueprints/>
- Business Capabilities <https://itabok.iasaglobal.org/business-capabilities/>
- Value Calculations <https://itabok.iasaglobal.org/value-calculations/>
- Benefits Realization <https://itabok.iasaglobal.org/benefits-realization/>
- Business Cases <https://itabok.iasaglobal.org/business-case/>

Practice/demonstration of techniques and tools

- Canvas: Capability Description
- Card: Lean Business Case (NABC)
- Card: OKR
- Card: Cost/Risk/Benefit

Section 4 – Roadmaps and Architecture

Section 4

Behavioral Objectives:

- Get involved in the organizations investment roadmap to make recommendations.
- Get buy off on new ideas as a trusted advisor
- Develop, track and communicate benefits realization and measurement
- Define and develop and architecture description with the client

Self-paced materials:

- Architecture Descriptions: <https://itabok.iasaglobal.org/archdescriptions/>
- Road-mapping <https://itabok.iasaglobal.org/roadmapping/>
- Investment Priorities <https://itabok.iasaglobal.org/investment-prioritization/>

Practice/demonstration of techniques and tools

- Spreadsheet: Complexity Analysis
- Canvas: Strategic and Product Roadmap
- Document: Architecture Description

Section 5 – Stories and Options

Section 5

Behavioral Objectives:

- When Architects talk to other Architects and get challenged (eg. competitive, on features, etc), challenge back by asking thought provoking questions.

- Define and describe architecturally significant requirements. Be able to defend and describe the impact of the requirements and how it shapes the solution.
- Understand the current architecture landscape, evaluation of options and the development of a context and benefits realization view.
- Describe and define the relationship between options, decisions and requirements.

Self-paced materials:

- **Understanding Stakeholder Ecosystems** <https://itabok.iasaglobal.org/advanced-personas/>
- **Architecturally Significant Requirements** <https://itabok.iasaglobal.org/architecturally-significant-requirements/>
- **Architecture Decisions**

Practice/demonstration of techniques and tools

- **Card: ASRs – Features, Value, Quality Attributes, Constraints**
- **Card: ADR – Options, Decision Record**
- **Canvas: Service Blueprint**

Section 6 – Structure and Assessment

Section 6

Behavioral Objectives:

- Describe an architecture using multiple viewpoints to define its total shape and impacts in both functional and quality attributes.
- Facilitate a design thinking session and mentor the customer through more holistic design methods
- Use both formal and informal methods to analyze a peer and a customer architecture description.

Self-paced materials:

- **Context View** <https://itabok.iasaglobal.org/context-view/>
- **Modern Patterns** <https://itabok.iasaglobal.org/modern-patterns-1/>
- **Technical Debt** <https://itabok.iasaglobal.org/technical-debt/>
- **Architecture Assessment** <https://itabok.iasaglobal.org/architecture-assessment/>

Practice/demonstration of techniques and tools

- **Views/Viewpoints Development – Context, Developer, Information, Delivery**
- **Quality Attributes Viewpoint Selection – Performance, Security, RAS, Usability**
- **Decision Cascade(s)**
- **Architecture Analysis – ATAM, PBAAM, or SARM – QAT Cards**

Section 7 – Agile, Roles and Stakeholders

Section 7

Behavioral Objectives:

- Define an agile team structure which optimizes a client engagement

- When engaged in stakeholder interactions the architect should have a leadership persona and engage based on a deep understanding of stakeholder needs.
- Define Stakeholders using multiple tools to better define a stakeholder management plan
- Actively define architecture team roles, the extended team impacts and related activities.

Self-paced materials:

- **Stakeholder Management Plans** <https://itabok.iasaglobal.org/stakeholder-driven-approach/>
- **Agile Architecture @ Scale Introduction** <https://itabok.iasaglobal.org/agile-architecture-scale/>
- **Dev/Ops and Teams** <https://itabok.iasaglobal.org/agile-architecture-scale/>

Practice/demonstration of techniques and tools

- **Canvas: Power Interest Grid canvas**
- **Document: Stakeholder Management Plan**
- **Canvas: Agile Team Designer**

Section 8 – Deliverables and Engagement

Section 8

Behavioral Objectives:

- Describe an architecture teams deliverables for an end to end process as a trusted advisor to business and leaders of execution.
- Describe critical processes for the architecture team at an organization.
- Describe common elements of an engagement model for a client and how adaptations might impact their progress.

Self-paced materials:

- **Engagement Models Overview** <https://itabok.iasaglobal.org/engagement-models-introduction/>
- **Defining Team Deliverables** <https://itabok.iasaglobal.org/>

Practice/demonstration of techniques and tools

- **Canvas: Engagement Model Process**

Section 9 – Putting It All Together

Finally, we reflect on what was covered and clear up any confusion that might occur as you apply these tools and techniques. We will work together towards your final presentation.

And, as you might expect, architecture is a practice, and growth is a continuum. We will clarify anything you have questions about and provide next steps and links to resources that will help you on your journey.

Section 12 – Putting It All Together

Behavioral Objectives:



- **Define your customer outcomes and describe your wins and losses**
- **Demonstrate changes in your behavior towards customers and businesses**
- **Compile your team engagement model**

Practice/demonstration of techniques and tools

- **Customer Success Scorecard**
- **Account Management Plan**
- **Team Engagement Model**
- **Customer Success Package**