

Agile & Business Architecture: *Capabilities as a Product*

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December 7, 2017

What does my organization's move to Agile mean for me?

Will I still have a job? Will my role still exist?

How do I adapt to (adopt) Agile?



What role do I play in Agile?



The Eventual Question:

Help reduce your anxiety by being part of the answer:

- Agile emphasizes that teams should be self-enable to fully deliver their “product.”
- It is highly impractical and cost prohibitive to have specialized roles, such as Architects, on every team.

- **How do I resolve this apparent discrepancy?**
- **How do I avoid redundant capabilities?**



Introductions...

Introduction - Thrivent Financial



We are a membership organization of Christians, and our members are our owners.

Our purpose is to serve our members and society by guiding both to be wise with money and live generously.

We believe that all we have is a gift from God and that generosity is an expression of faith.

We succeed when our members, their families and their communities thrive.

We value our relationships, so we will: Be trustworthy in character and competence, and Act like owners and treat each other as owners, and Live balanced and generous lives

***Christians + Wise with Money + Live Generously =
Our members, their families, and their communities thrive!***

About Thrivent Financial

We're are strong:

- A++ (Superior)
(A.M. Best – highest of 16 ratings)*
(May 2017 – and past 20 years)
- Fortune 316
(Fortune 500 List – June 2017)
- One of the strongest capital positions in the industry

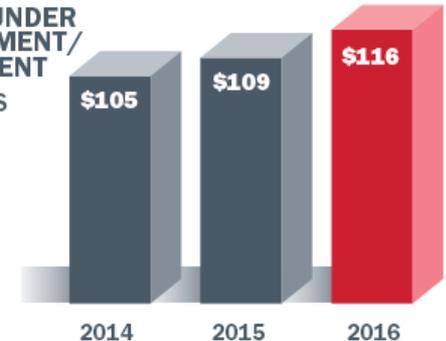
We're honored:

- World's Most Ethical Companies
(Ethisphere Institute 2017)
- 50 Top Performing Life and Health Insurers
(Ward's 2016)
- America's Top Workplaces
(Workplace Dynamics 2015)
- America's Healthiest Companies
(The Wellness Council of America 2013)

We're growing:

- Mission & charter expanded to serve all Christians
- \$193 billion of individual life insurance in force *(current)*
- \$9 Billion in Annual Surplus
(Serves like a rainy day fund)

ASSETS UNDER
MANAGEMENT/
ADVISEMENT
IN BILLIONS



*Ratings reflect Thrivent's overall financial strength and claims-paying ability. They do not apply to the performance of Thrivent's investment products.

Agile Foundations...

Agile Foundations

Manifesto:

- Individuals & interactions over processes & tools
- Working software (solutions) over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

There is value in the items on the right; we value items on the left more.

In Practice:

- It requires a different mindset therefore it is transformative
- It will bring greater transparency (sooner) to work being done, issues, and changes
- It is not about working harder or faster; it is about getting the right work done quicker
- A PRODUCT focus instead of PROJECT focus (work to team; not team to work)

Agile has existed in some organizations for over a decade. Its value has been demonstrated.

Business Architecture...

Business Architecture Foundations

Business Architecture: a blueprint of the enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands is often used to mean an architectural description of an enterprise or a business unit, an architectural model, or the profession itself.

([Business Architecture Working Group of the Object Management Group](#); 2010)

Business Capability:

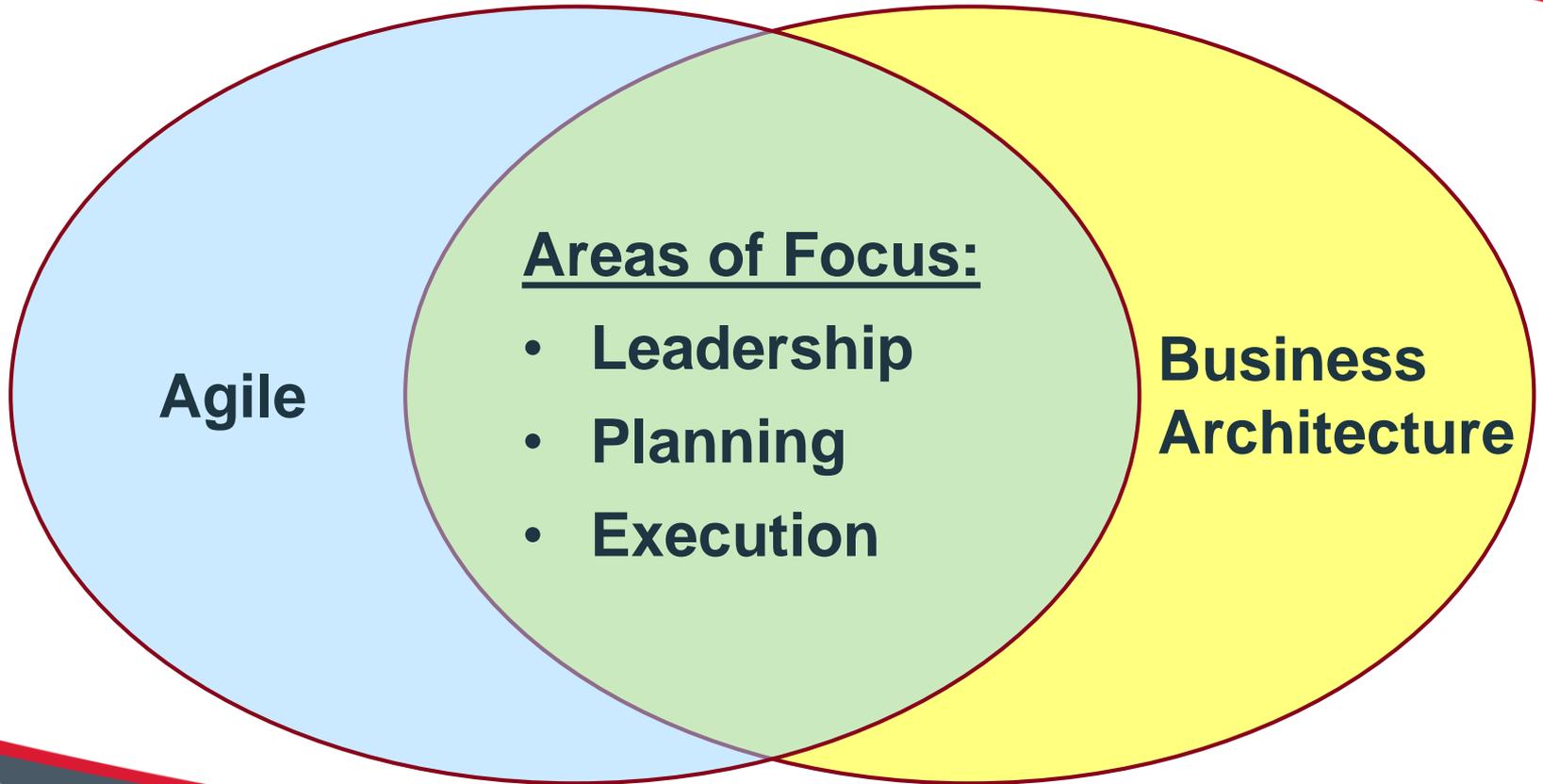
An articulation of WHAT a business needs, in terms of people, process, technology, and information, to be successful to run its business. It is not the HOW the business is done, or how work is accomplished; especially not a description of a specific technology solution.

Capability Planning:

- Provides a means to plan for long term business strategies by identifying gaps in current state (current organization's capabilities).
- Allows strategic planning to occur in abstraction of specific solutions.
- Helps avoid/identify redundancy based on the “what” and less on the “how”

On to the core question...

The Intersection of Agile and Business Architecture



The Intersection of Agile and Business Architecture

Leadership:

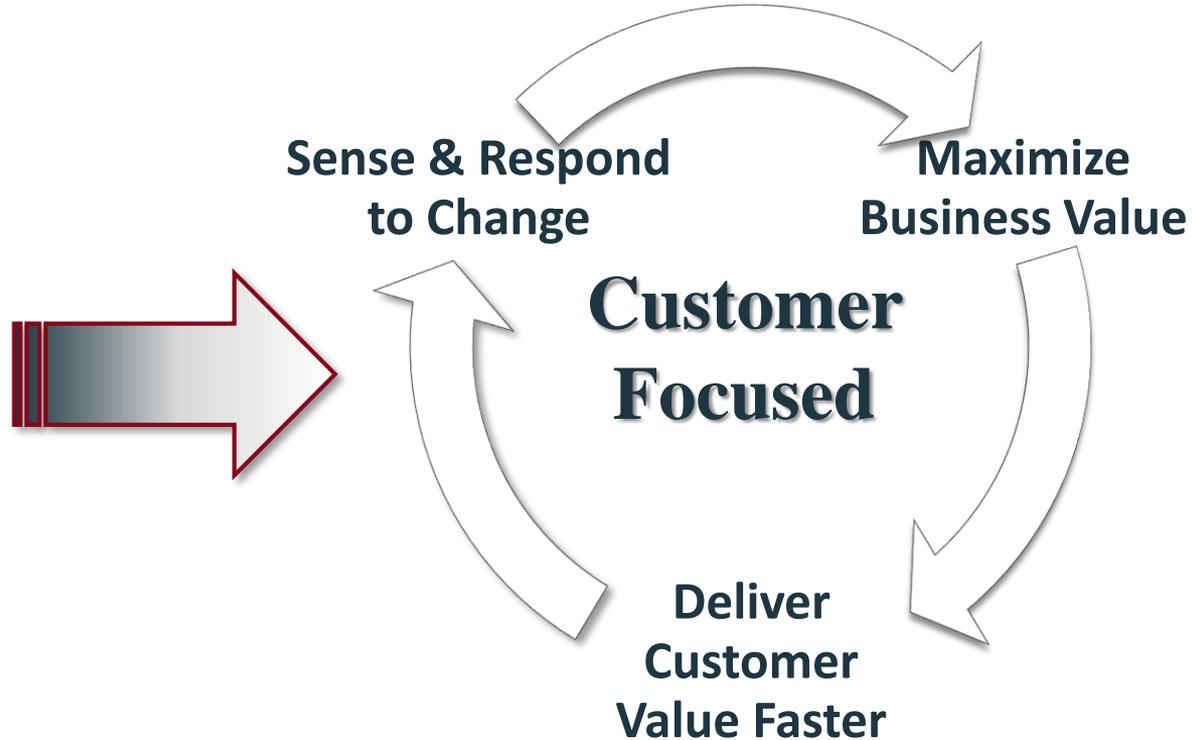
- **Champion of Organizational Agility:** customer-value oriented; reliable; adaptive to change
- **Champion of an Agile Culture:** build culture intentionally by building workers knowledge, skills, and defining behaviors
- **Personal Agility*:** “act your way into changing”
(*Jim Ruprecht • jim@agilityIRL.com)
 - Get smarter and learn something (and hurry)
 - Show more heart and caring (and hurry)
 - Have the guts top solve problems (and hurry)

Business Agility

Business agility is an organization's ability to sense and respond to change, proactively and confidently to deliver business value faster than their competition.

Key Characteristics:

- ✓ **Agile Mindset**
(People)
- ✓ **Adaptive Practices**
(Process & Methods)
- ✓ **Scalable Solutions**
(Platforms/Tools)



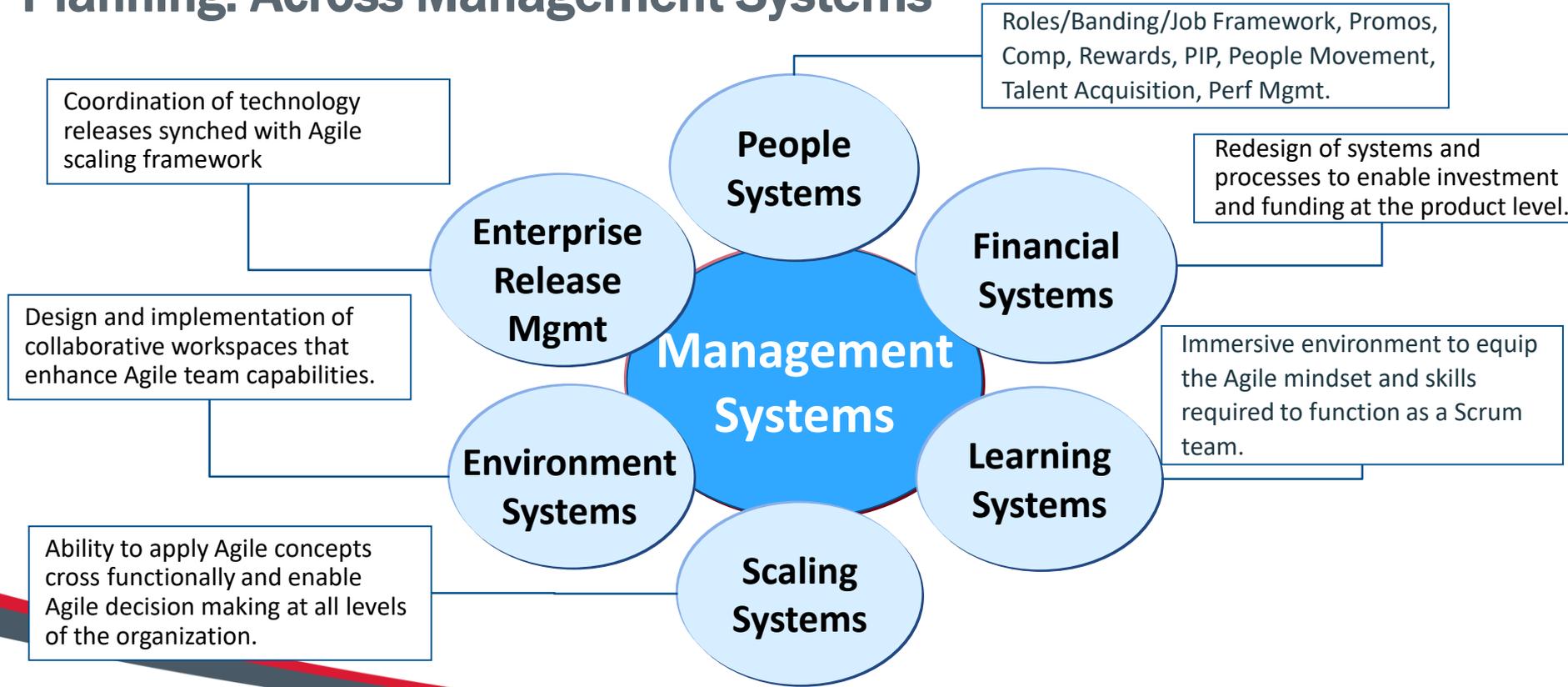
The Intersection of Agile and Business Architecture

Planning:

- **Agile Product Orientation = Shared “Capability” as Product**
- **Capability Planning – Two dimensions:**
 - **Development Life-cycle:** roadmap, release and backlogs relative to shared capability
 - **Capability Maturity:** target level as means to right-size solution; determined in planning; described in terms of people/process/technology/information target states
- **Considerations**
 - “**Customer**” is business units utilizing the capability in their end-customer product (and don’t lose line-of-site to external end-customer)
 - **Agile Scaling** techniques are important : prioritization, issues/barriers, & pivots

The Intersection of Agile and Business Architecture

Planning: Across Management Systems

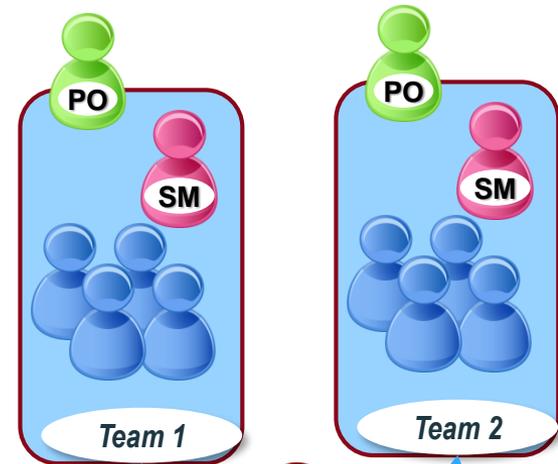
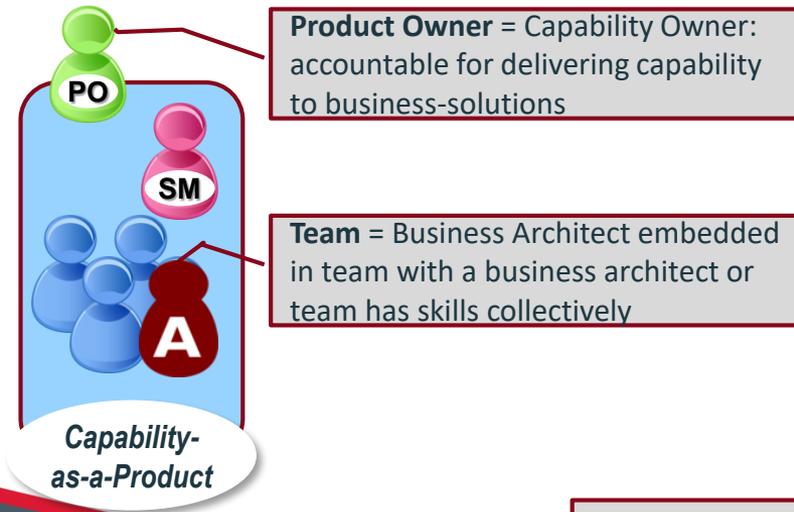


The Intersection of Agile and Business Architecture

Execution: Structure Options:

a. Business Architects as Team Member(s):
team's product is shared capabilities;
business architecture skills employed

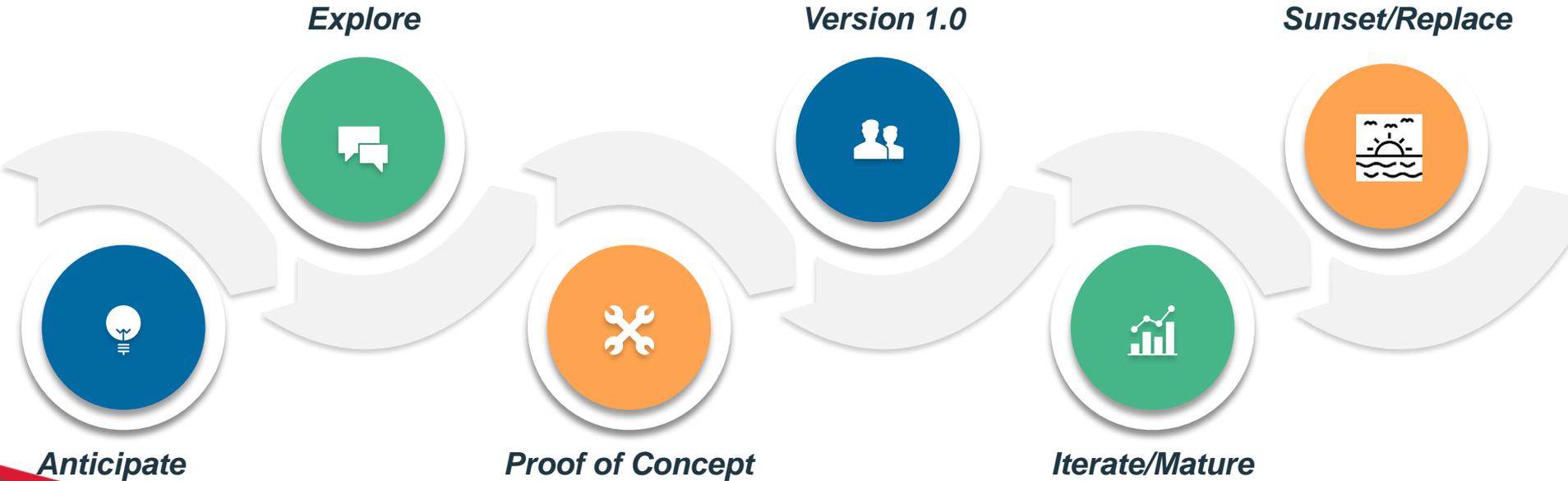
b. Business Architect as a Subject Matter Expert:
works across teams as needed;
demand for capacity is managed at scale



Business Architect = Subject Matter Expert;
works across teams on as needed basis

The Intersection of Agile and Business Architecture

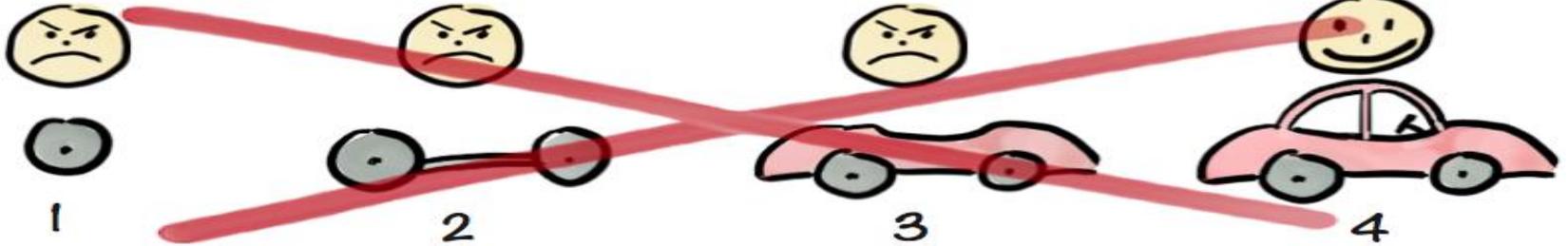
Execution: Life Cycle Phases of the Capability-as-a-Product



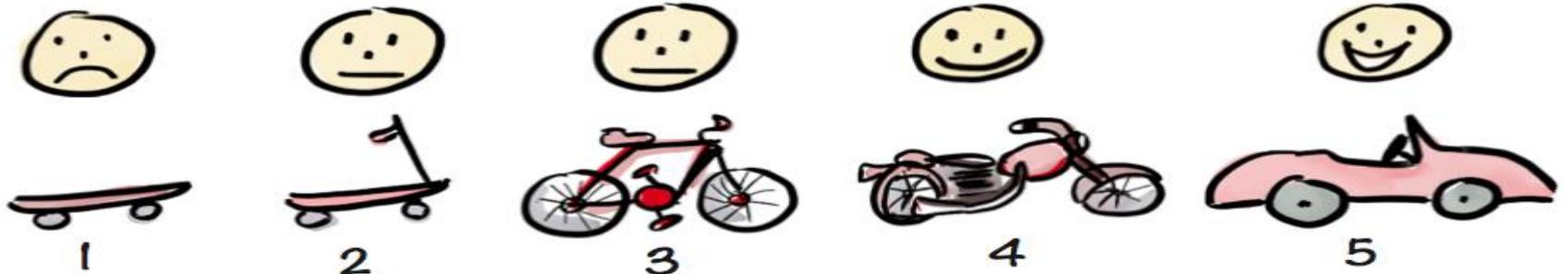
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Execution: Capability Maturity = Right-Sizing Solutions:

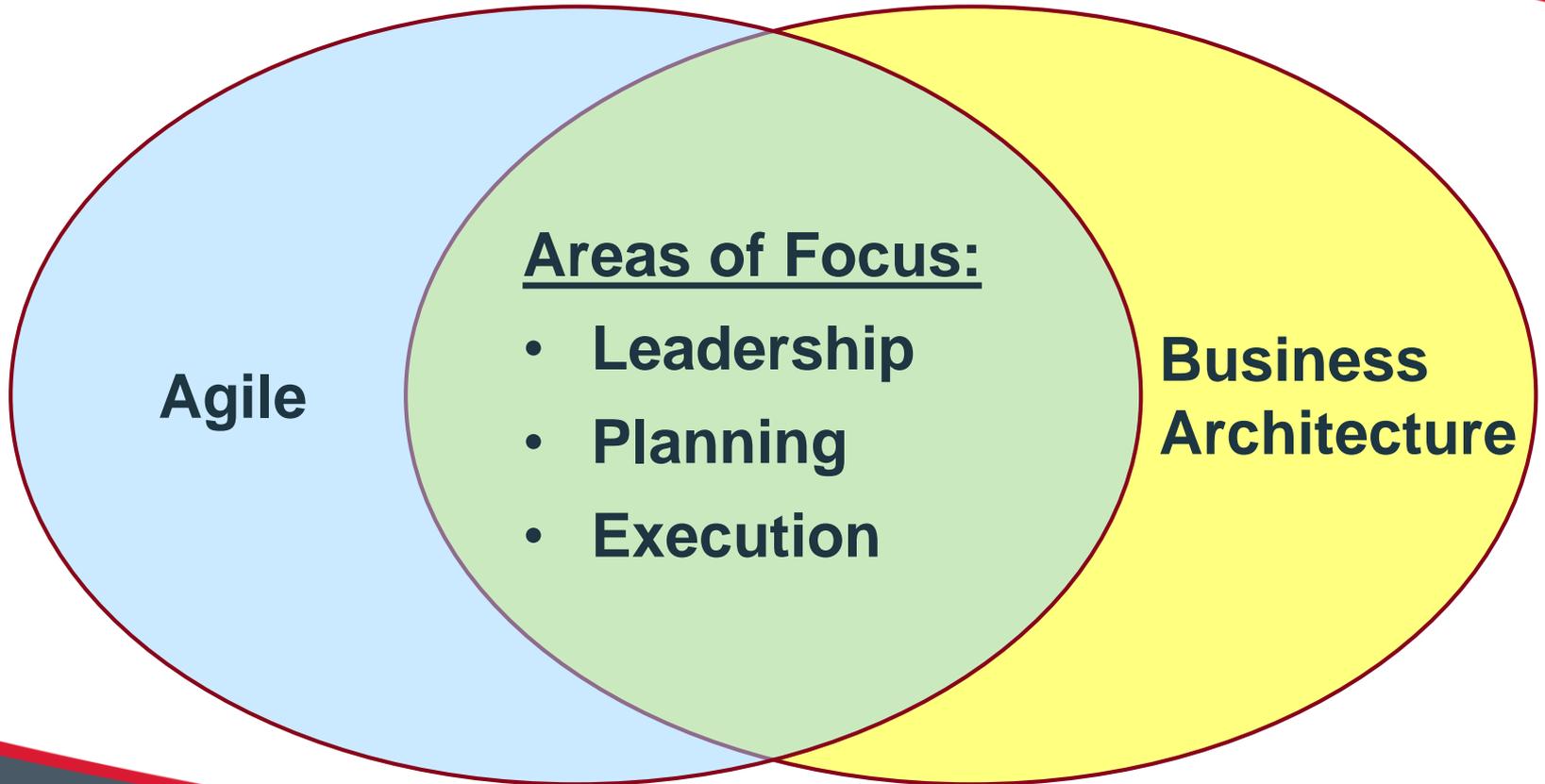
Not like this....



Like this!



Summary: The Intersection of Agile and Business Architecture



Questions & Discussion



Thank you kindly for you attendance and participation!