

The State of Architecture 2023

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Challenging times



Best practice
official specialization process hierarchy procedure
PRACTICE
compliance standard Efficiency expertise
Command and control specialization repeatability process
policy control operations BUREAUCRACY execution authority
System administration step Order taking MANAGE consistency
measure control workflow

Digital Requires New Approaches

CMMI

ITIL

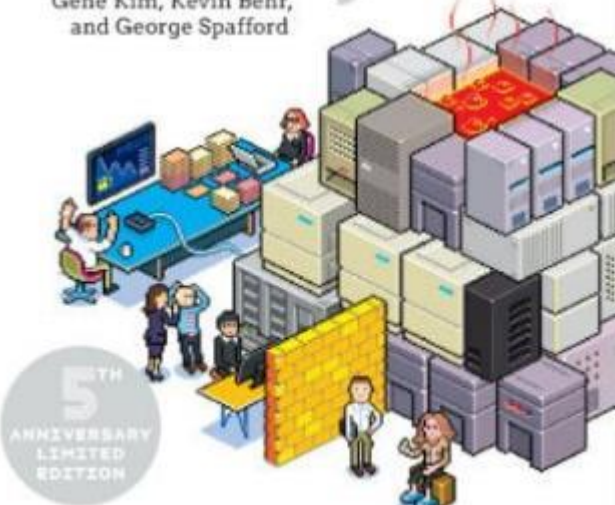
PMBok

COBIT

A Novel About IT,
DevOps, and Helping
Your Business Win

The Phoenix Project

Gene Kim, Kevin Behr,
and George Spafford



5TH
ANNIVERSARY
LIMITED
EDITION

THE SCIENCE OF LEAN SOFTWARE AND DEVOPS

ACCELERATE

Building and Scaling High Performing
Technology Organizations



Nicole Forsgren, PhD
Jez Humble, and Gene Kim

with forewords by Martin Fowler and Courtney Kissler
and a case study contributed by Steve Bell and Karen Whitley Bell

PROJECT TO

HOW TO SURVIVE AND THRIVE IN THE AGE OF DIGITAL DISRUPTION WITH THE FLOW FRAMEWORK

PRODUCT

MIK KERSTEN
FOREWORD BY GENE KIM



TEAM TOPOLOGIES



Foreword by
RUTH MALAN

MATTHEW SKELTON and MANUEL PAIS

“When we deliver change it comes less through a portfolio of projects — single events where you deliver something and then shut down and move on — to having a capability that you are continually improving. You govern your investment by regulating the capacity, moving away from single projects to continuous delivery.”

-Tech exec in a public sector service organization

integrated connection growth standups dynamic
ADAPTIVE
compliance expertise
collaboration DevOps responsive
complexity specialization system creative
learning resilient
operations Story points automation innovative
Extreme programming PRODUCT ideas fast
nimble Agile Speed

A product is (a) defined idea, method, information, object, good, or service that **meets a need or satisfies a want**

Products are **digital** to the extent they exploit software and digitized data.

Design thinking help
Market journey Value Journey map company strategy
driver EMPATHY network
Symbolic Persona sustainable Business Impact
offer key Customer need
Service research Create economic perception metric
Obsessed Product

“EPOCH” model

Empowered

- Granted the autonomy to solve problems as they see fit, within guardrails

Persistent

- Funded as long as there is need and value

Outcome-oriented

- Accountable for outcomes, not just activities.

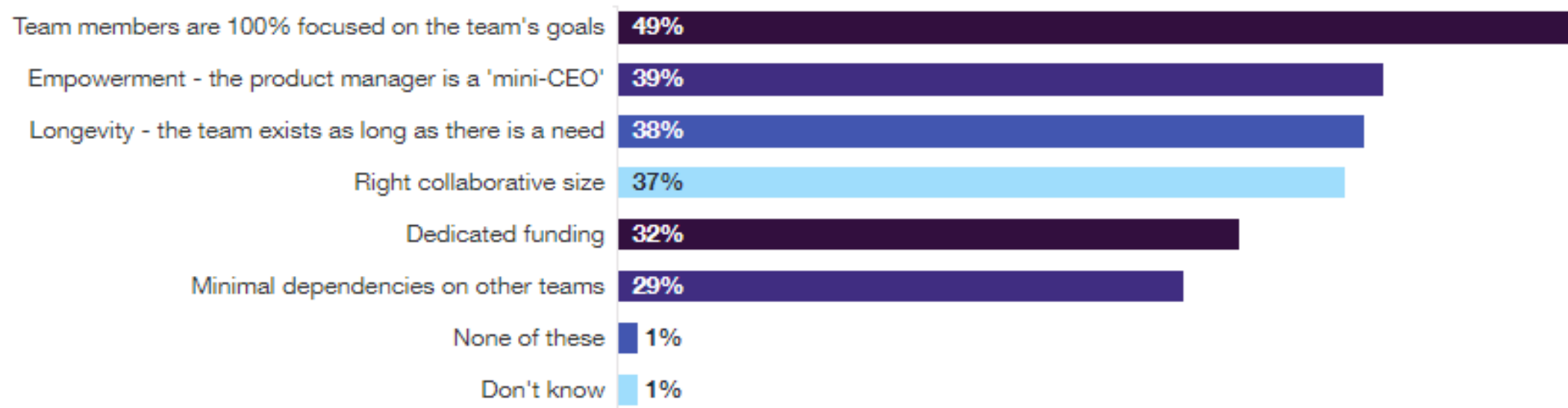
Customer-centric

- Relentlessly focused on personas, journeys, value, and usability (including automation).

Heterogeneous

- Diverse and multi-skilled; able to advocate for valuable, usable, feasible, and viable.

What attributes of product teams does your IT or digital organization prioritize?



Base: 712 Digital and IT professionals whose digital organization's work is performed in a product structure model

Source: [Forrester's Modern Technology Operations Survey, 2022](#)

Think

- Bigger than agile
- Bigger than DevOps
- Bigger than product



Traditional

Modern

Future Fit

Waterfall

Agile

DevOps

Product

**New ways
of working**

Customer

A photograph of a modern glass skyscraper at night, illuminated from within. The J.P. Morgan logo is prominently displayed on the upper part of the building's facade in a large, white, serif font. The sky is dark blue, and the building's windows are lit up, showing interior lights and some office furniture.

J.P. Morgan

“J.P. Morgan is adding 25 ‘mini-CEOs’ as part of a massive plan to overhaul its 50,000-strong tech organization and pivot the bank to operate more like a startup”

— Business Insider, April 15, 2022

What would a mini-CEO do?

- Product conception & development
- Marketing
- Sales
- Operations
- Service
- Finance
- HR
- IT
- Etc.

“The general managers take ownership of the products ...much in the way CEOs do for their own startups. They work closely with the underlying teams and know the product inside out.”

open space
Mini-CEOs
decentralization
Empowerment
design thinking
consensus
experimentation
DAOs
radical enterprise
new ways of working
holacracy
INTRAPRENEURSHIP
corporate rebels
profit sharing
experimentation
self management
sociacracy
rendanheyi
internal investment
autonomy
radical enterprise
customer focus
lean startup
business within business

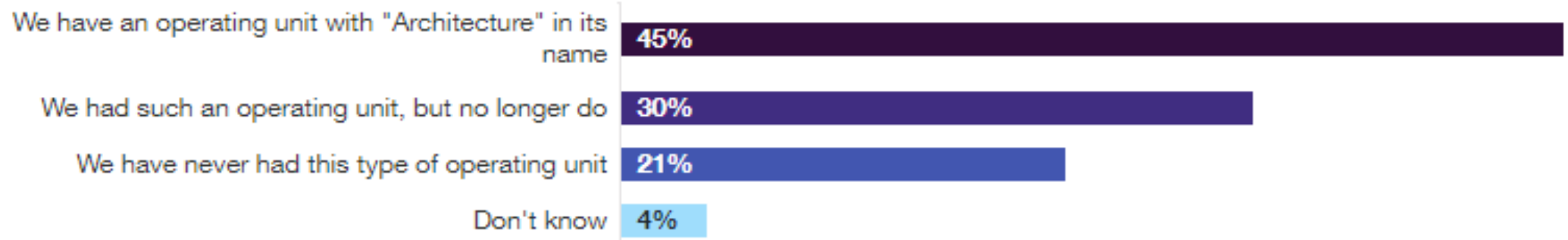
“The problem I have is these groups are independently thinking about just their product and not thinking about how it fits within our overall process. ... Each product has their own vision of how they see it working, but they don’t have a combined vision of how it all fits together.”

-Fed government architect

“If you distribute responsibility you get into a best-of-breed scenario where everybody is only looking for their piece of work and with that comes a lot of redundancies and confusions with users such as what is to be done in which system.”

- Tech exec, medical devices

Which of the following best describes enterprise architecture for your technology organization?



Base: 767 Digital and IT professionals

Source: [Forrester's Modern Technology Operations Survey, 2022](#)

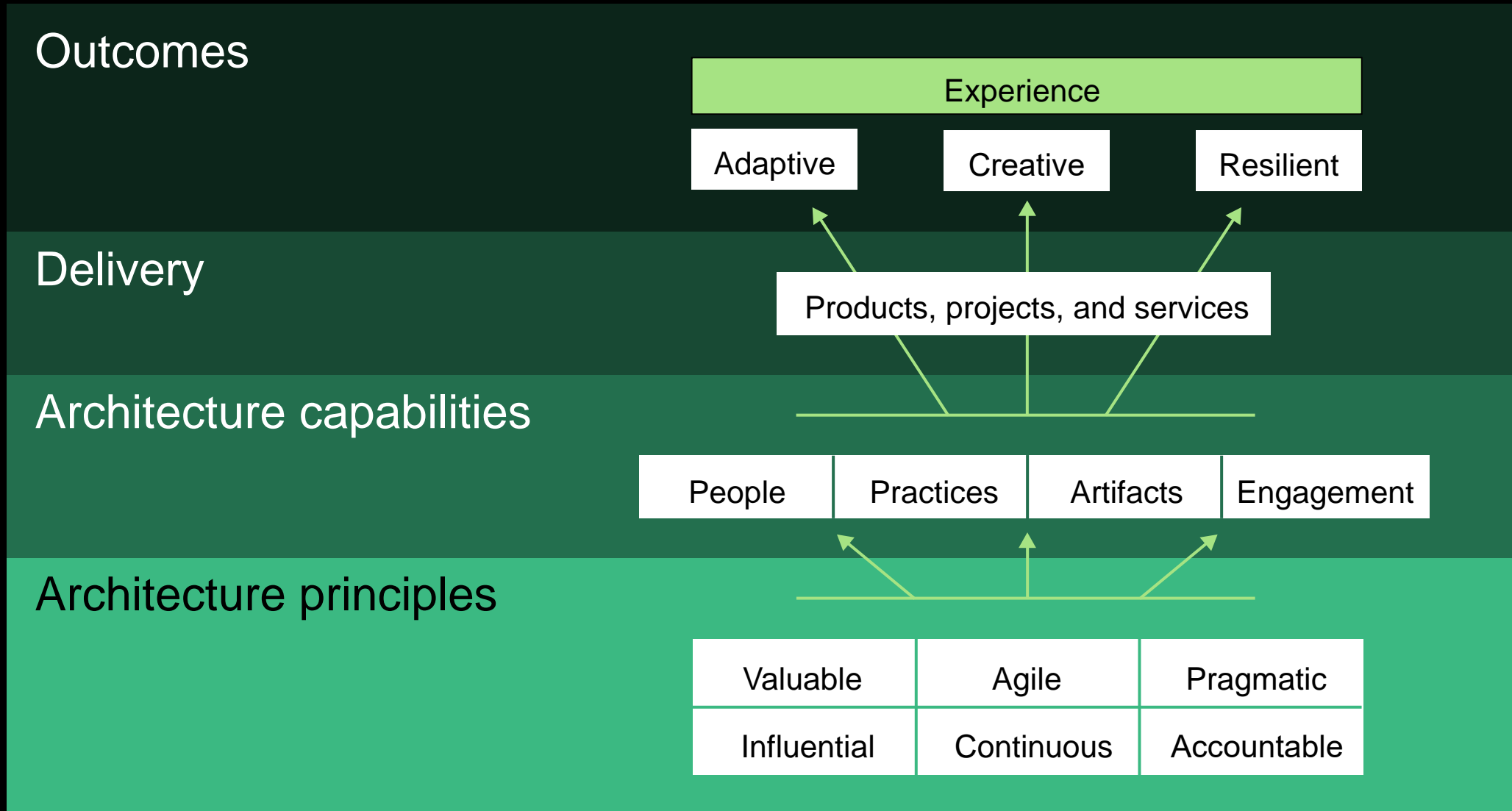
The EA challenge



Escaping the ivory
tower



The Forrester outcome-driven architecture model



Principles

Valuable

Agile

Pragmatic

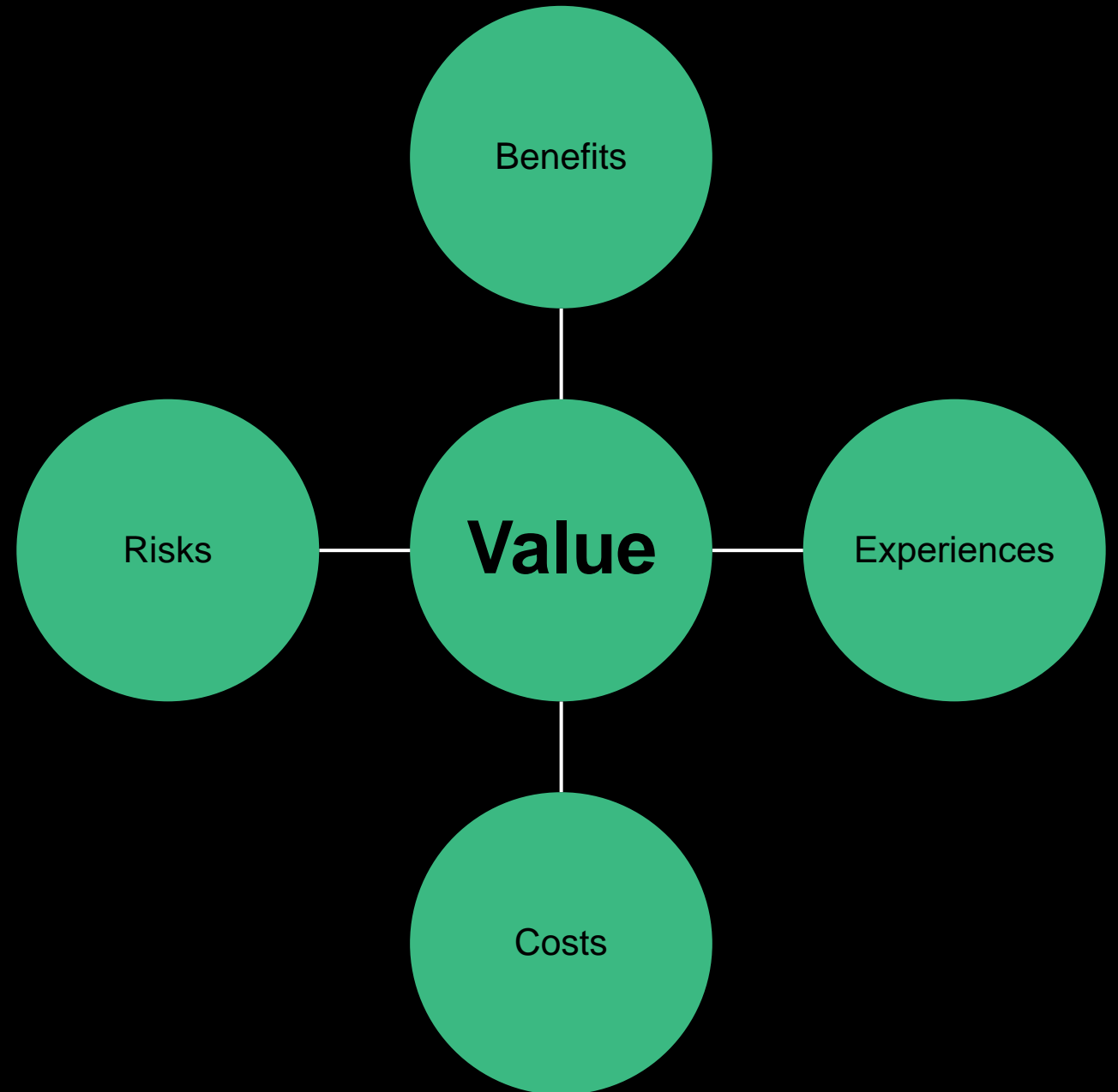
Influential

Continuous

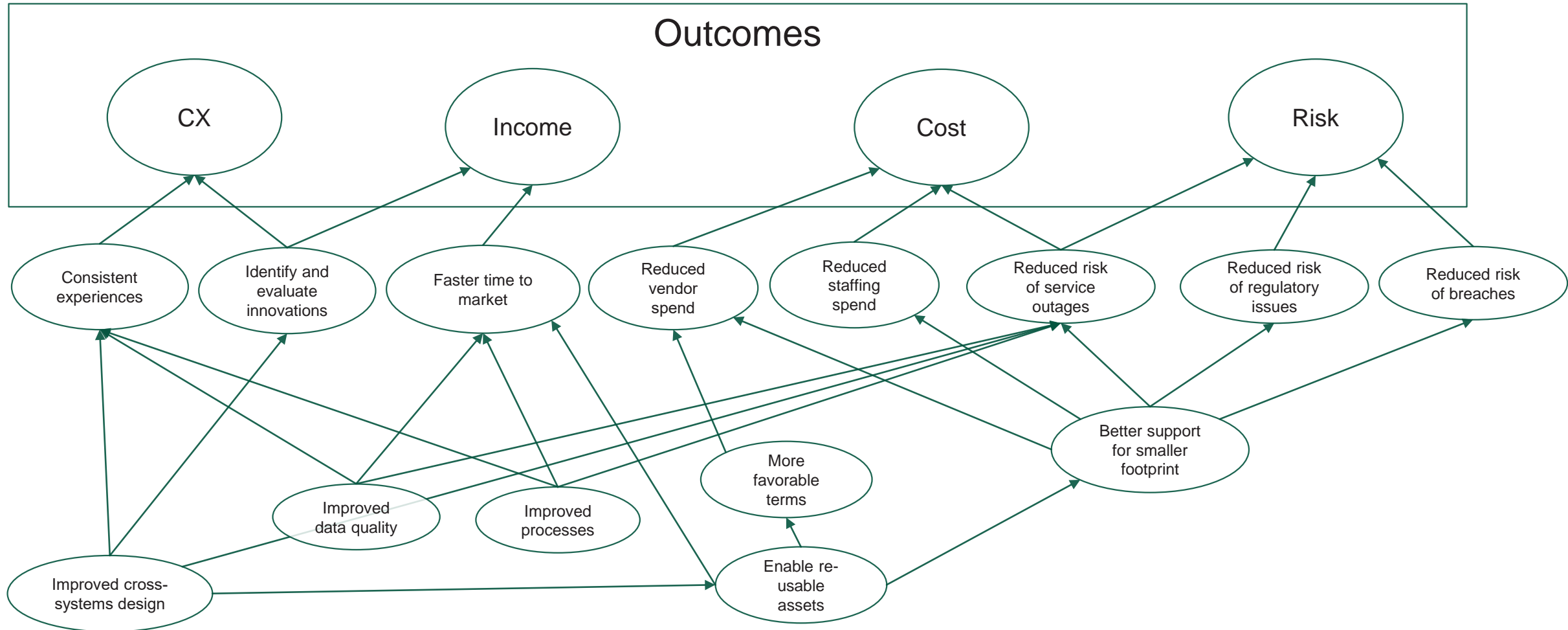
Accountable

Valuable

Biz value of tech



EA Value (impact map example)



Core practices: understand current estate, skills in analysis and design (layers & domains)

Pragmatic



Influential



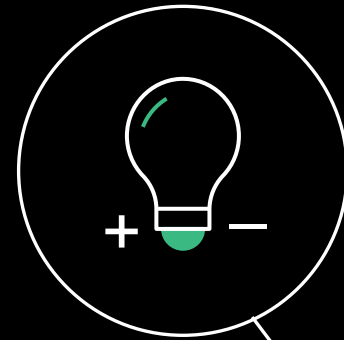
Agile



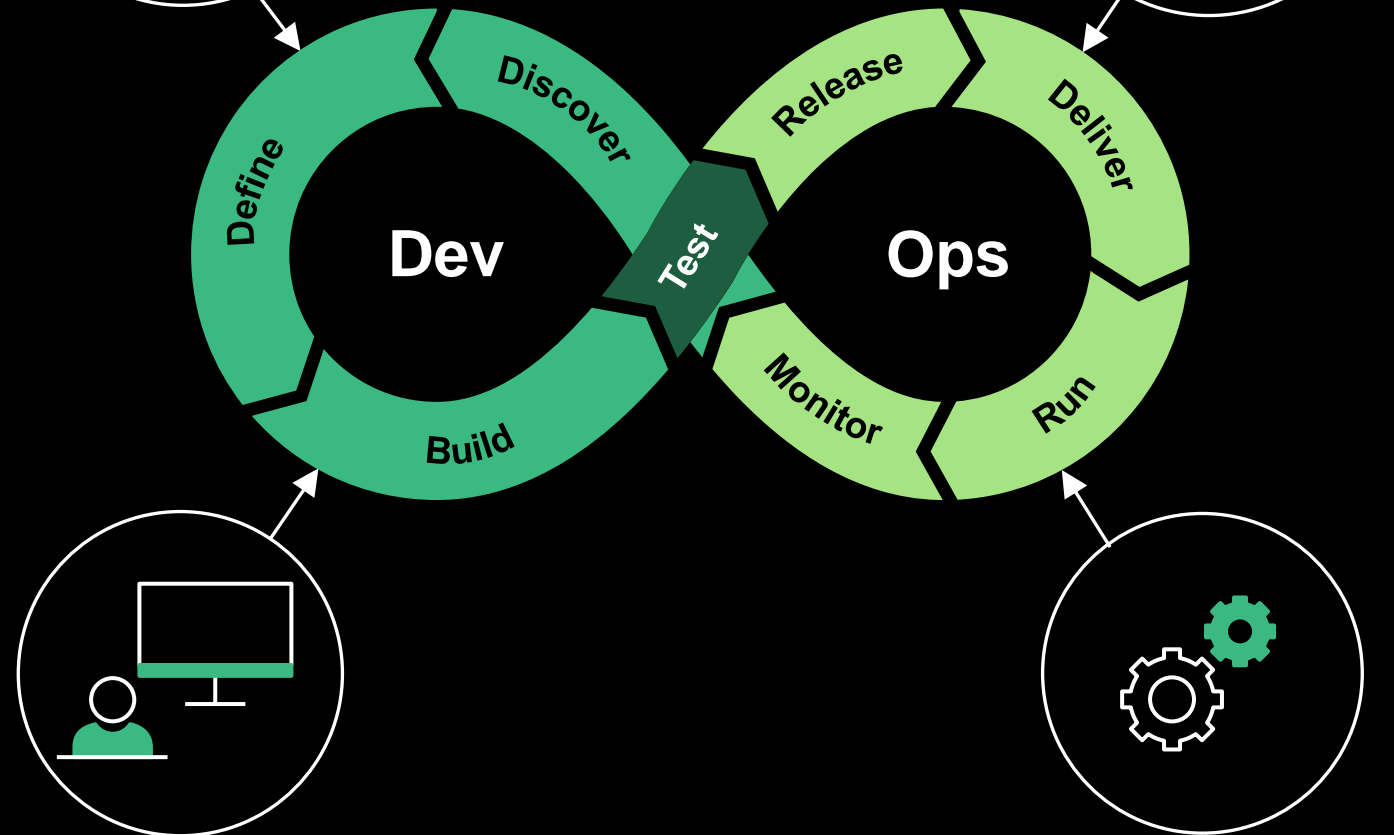
Continuous

Marketing/R&D/product

Sales and services



Convergence



IT/digital

Operations

Accountable



Capabilities

People

Practices

Artifacts

Engagement

People



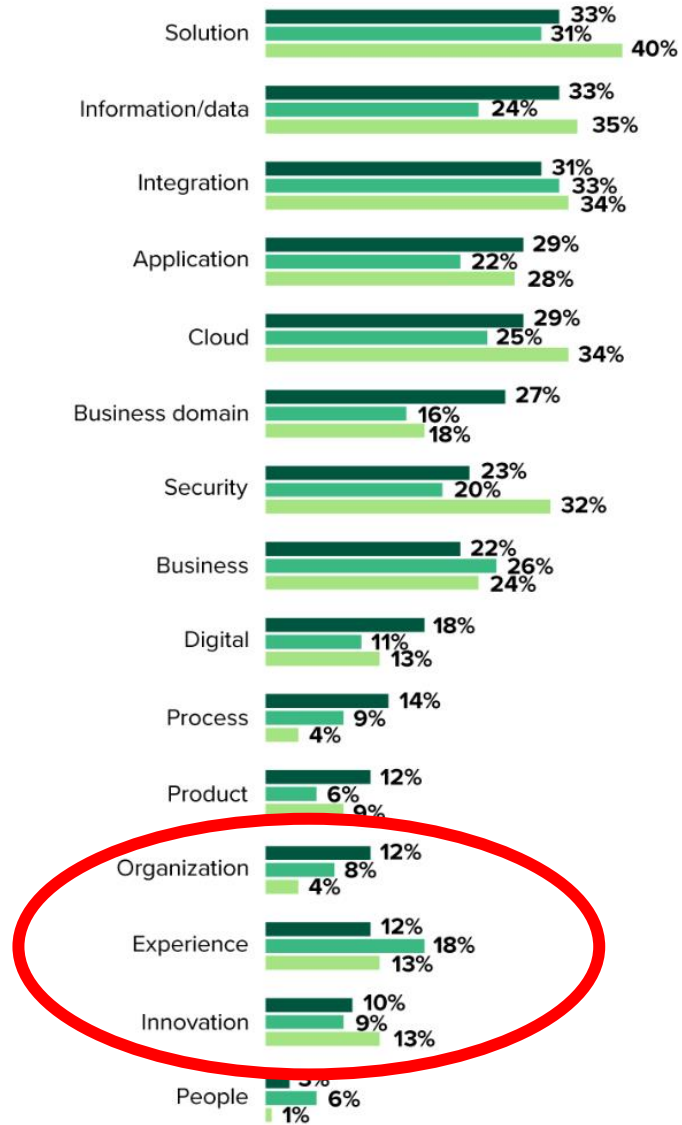
Roles

Does your technology organization offer "Architect" job titles?



Base: 767 Digital and IT professionals
Source: Forrester's Modern Technology Operations Survey, 2022

Roles

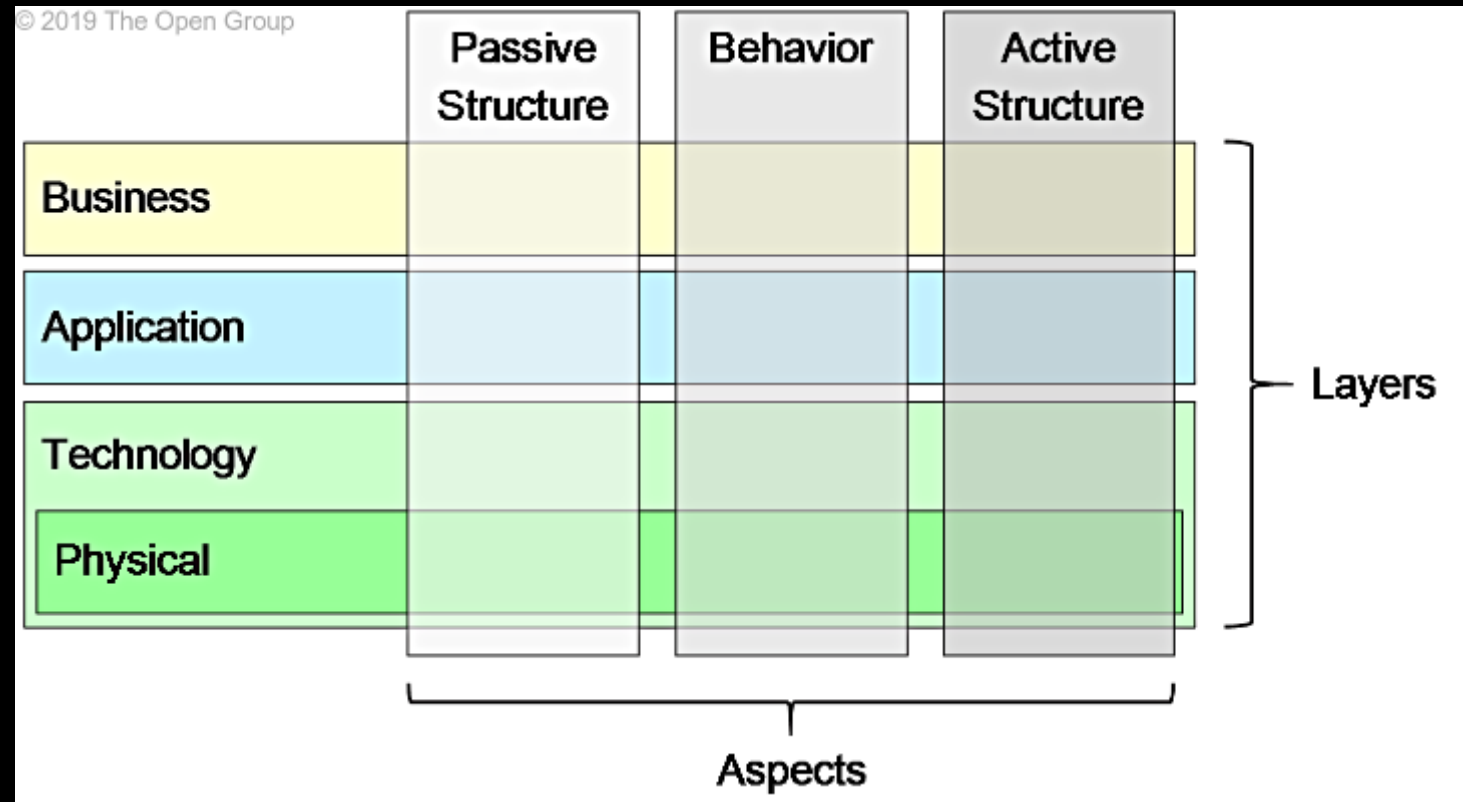


Source: Forrester's Q1 2020 Global State Of Enterprise Architecture Survey; Forrester's Q1 2021 Global State Of Enterprise Architecture Survey; and Forrester's Q1 2022 Global State Of Enterprise Architecture Survey

Practices



Artifacts



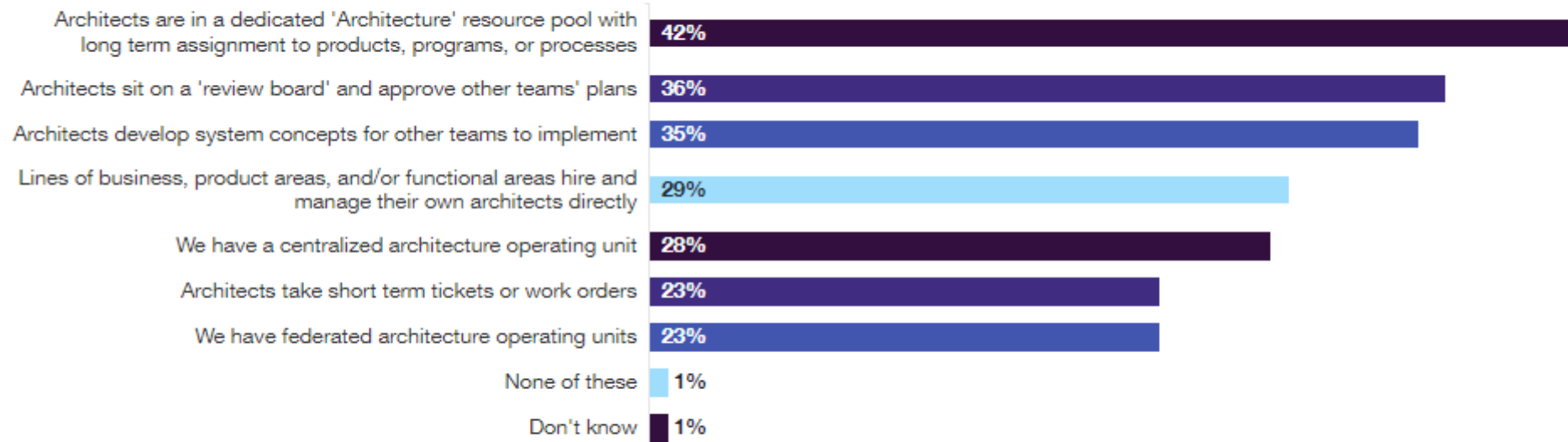
Engagement

“We have five distinct service offerings for EA in the enterprise service portal (ServiceNow).”
— EA chief, \$120B enterprise



Roles

How does architecture work in your technology organization?



Base: 509 Digital and IT professionals whose organization offers "Architect" job titles or has an enterprise architecture operating unit with "Architecture" in its name
Source: [Forrester's Modern Technology Operations Survey, 2022](#)



The 2022 North American EA Awards



US Bank





Target





Blue Cross-Blue Shield North Carolina



**Getting from here
to there**



Thank You.

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BOLD

AT

WORK