The Agile Architecture Revolution

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About Jason Bloomberg

- President of Intellyx
- Advise companies on their digital transformation initiatives & help vendors communicate their agility stories
- Run Bloomberg Agile Architecture Certification course around the world
- Write for Forbes & Wired on Digital Transformation
- Buy my latest book, The Agile Architecture Revolution
You Say You Want a Revolution...

Different Meanings of “Agile”

- “Agile-with-a-capital-A”
  - Software development that follows the Agile Manifesto
- General meaning of “agile”
  - Business agility as property of an organization
Business Agility

Ability to respond to change in the business environment and leverage change for competitive advantage

- **Responsiveness**
  - Tactical value
- **Resilience**
  - Risk mitigation
- **Innovativeness**
  - Strategic value

Responsiveness

- The ability to respond quickly and efficiently to (potentially) positive change in the business environment
  - Changing customer demand
  - Changing marketplace environment
  - Changing supply chain factors
- **Tactical driver**
Resilience

- The ability to respond quickly and efficiently to negative change in the business environment
  - Managing risk
  - Bouncing back from adverse events
  - Disaster recovery
- **Tactical** business driver

The opposite of *brittleness*

Innovativeness

- The ability to introduce change into the business environment in order to achieve a *strategic* advantage
  - New products or services
  - Expand market share
  - Enter new markets
Where’s Our Business Agility?

- Organizations must be responsive, resilient, and innovative
- Business agility is a property of the enterprise
- People and technology can be flexible as well, but we must architect our organizations to be agile

Why Agile Software Architecture isn’t Agile

- Agile movement focuses on working software
  - Focus on getting the software to meet its requirements
  - Get all roadblocks out of the way
- Agile-built software is coded to be fit for purpose
Fit-for-Purpose Often Means *Brittle*

- Agile software built intentionally with only today’s needs in mind
- Planning for unexpected contingencies contrary to Agile approach

Brittle software leads to brittle organizations

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The Goal of Agile Software

- Requirement to build software that *responds to changing requirements*
- *Inherent* flexibility vs. rapid development & deployment
From DevOps to “BizOps”

- Before: dev chucking code to test, then over wall to ops
- Now: continuous test, continuous deployment
- In progress: responsiveness to continuous requirements change & variation
Today’s Agile Imperative

Organizations must capitalize on disruption to achieve greater innovativeness and resilience in the face of digital transformation priorities.

The Core Business Goal

Agile Digital Transformation
What is Digital?

Customer preferences & behavior drive technology choices
Range of technology touchpoints is exploding

What about Transformation?

Internal organizational change is necessary to maintain focus on the customer in today’s digital world
What is Digital Transformation?

- Customer pressures driving technological and organizational change in companies
- Enterprises rethinking:
  - How they serve customers
  - The role IT plays
  - How they build & manage teams
  - How they innovate

Shifting the Center of Gravity

**The Agile World**

Center of gravity is software

**The Digital World**

Center of gravity is the end-user
The End-to-End Digital Challenge

- Digital technology begins at the customer touchpoint
- Web & mobile apps include numerous third-party services
  - Generally run in cloud
- Apps connect to back end databases & systems of record
  - In cloud & on premise

Digital Transformation

What are you transforming?

- Customer Experience
- Technology
- Internal Organization
- All of the Above

Digital Transformation = Business Transformation
Understanding the Business Agility Driver

- Architects must recognize and identify agility drivers
- Stakeholders may or may not identify drivers as such
- Business drivers *always* connect to mission priority

Optimization vs. Innovation

**Optimization**
Establish feedback loops that maximize business outcome

**Innovation**
*Disrupt* status quo to allow human creativity to flourish
Innovation Requires Disruption

- **External Disruption**
  - Competitive pressures/new entrants
  - Globalization
  - Regulation
- **Internal Disruption**
  - Digital Transformation efforts
  - Innovation initiatives

Disruption Introduces Risk

- **Optimization without disruption** stifles innovation
- **Disruption without optimization** is an innovation crap shoot
- **Optimize what you can & disrupt what you must**

Mitigate risk with resilience.
New Role for Enterprise Architects

- Leverage data to properly balance optimization and disruption
- Essential for achieving market-leading levels of innovation

The Center of Digital Excellence

- EA-centric team responsible for end-to-end best practice across digital effort
- De-emphasize “architecture” title
- How about Director of Digital Excellence?

Let CODE self-organize
There is no Shortcut!

Remember, Digital Transformation isn’t about the Digital, it’s about the Transformation!

Thank You!

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