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The TOGAF® Standard, 10th Edition — Leader's Guide

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Preface

The Open Group

The Open Group is a global consortium that enables the achievement of business objectives through technology standards. With more than 870 member organizations, we have a diverse membership that spans all sectors of the technology community – customers, systems and solutions suppliers, tool vendors, integrators and consultants, as well as academics and researchers.

The mission of The Open Group is to drive the creation of Boundaryless Information Flow™ achieved by:

- Working with customers to capture, understand, and address current and emerging requirements, establish policies, and share best practices
- Working with suppliers, consortia, and standards bodies to develop consensus and facilitate interoperability, to evolve and integrate specifications and open source technologies
- Offering a comprehensive set of services to enhance the operational efficiency of consortia
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Further information on The Open Group is available at www.opengroup.org.

The Open Group publishes a wide range of technical documentation, most of which is focused on development of Standards and Guides, but which also includes white papers, technical studies, certification and testing documentation, and business titles. Full details and a catalog are available at www.opengroup.org/library.

The TOGAF® Standard, a Standard of The Open Group

The TOGAF Standard is a proven enterprise methodology and framework used by the world's leading organizations to improve business efficiency.

This Document

This document is a TOGAF® Series Guide: The TOGAF® Leader's Guide to Establishing and Evolving an EA Capability. It has been developed and approved by The Open Group.

This Guide puts forward advice on establishing an Enterprise Architecture (EA) Capability that aligns to a set of requirements and expectations specific to each enterprise. It proposes an approach for the standing-up and enhancing of an enterprise's EA Capability based upon the established best practice contained within the TOGAF® standard, a standard of The Open Group.

This Guide is structured to provide the context, content, and rationale behind choices and steps that an EA Leader can consult at any point in time to set up, operate, or improve the value extracted from the practice of EA in the organization.

The intended audience for this Guide is as follows:

- Professionals who have been tasked with establishing and evolving an enterprise's EA Capability
- Business Leaders who are contemplating an investment in EA as a strategy
- Strategy and technology advisors to an enterprise's Leaders
- Professionals and experts who are enthusiasts in the field of EA or organizational transformation

This Guide is written directly for the person who is tasked with developing, sustaining, and evolving an EA Capability that delivers what their enterprise needs.

A high-functioning EA Capability optimizes Boundaryless Information Flow™ within and between enterprises based on open standards and global interoperability.

About the TOGAF® Series Guides

The TOGAF® Series Guides contain guidance on how to use the TOGAF Standard and how to adapt it to fulfill specific needs.

The TOGAF® Series Guides are expected to be the most rapidly developing part of the TOGAF Standard and are positioned as the guidance part of the standard. While the TOGAF Fundamental Content is expected to be long-lived and stable, guidance on the use of the TOGAF Standard can be industry, architectural style, purpose, and problem-specific. For example, the stakeholders, concerns, views, and supporting models required to support the transformation of an extended enterprise may be significantly different than those used to support the transition of an in-house IT environment to the cloud; both will use the Architecture Development Method (ADM), start with an Architecture Vision, and develop a Target Architecture on the way to an Implementation and Migration Plan. The TOGAF Fundamental Content remains the essential scaffolding across industry, domain, and style.

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- World-Class Enterprise Architecture: A Leader's Approach to Establishing and Evolving an EA Capability, White Paper (W160), published by The Open Group, January 2016; refer to: www.opengroup.org/library/w160

Part 1: Introduction

1 Introduction

This Guide presents advice on establishing an Enterprise Architecture (EA) Capability that aligns to a set of requirements and expectations that are specific to each enterprise.[1] It proposes an approach for the standing-up and enhancement of an enterprise's EA Capability based upon established best practices. This approach follows a configured path through the TOGAF® Architecture Development Method (ADM).

This Guide is written for the EA Capability Leader, the person who is tasked to lead the effort to establish or evolve an EA Capability. We have selected the term *Leader* deliberately to reflect the role rather than any one of the myriad titles in an enterprise the Leader may have. This Guide is structured to provide the context, content, and rationale behind choices and steps that an EA Leader can consult at any point in time to set up, operate, and improve the value extracted from the practice of EA in the organization. A high-functioning EA Capability optimizes Boundaryless Information Flow™ within and between enterprises based on open standards and global interoperability.

Practicing EA requires in-depth interaction with several specialized functions such as strategy development, HR policies, and corporate accounting. This Guide:

- Introduces key topics of concern
- Defines the terms related to the topic
- Shows the terms that are related to an EA Capability
- Discusses what the Leader needs to know
- Describes what the Leader should do with this knowledge

This Guide transitions its focus between setting up a new EA Capability practice and evolving or re-establishing the practice. It is presented this way to reflect the reality of the state of EA prevalent in the industry at the time of writing.

This Guide is divided into six parts.

Part 1 (this part) is the introduction, including an assessment of the state of EA, definitions, and key concepts used in this Guide.

Parts 2 and 3 present a narrative that leads the reader through a series of topics and related steps to assist in stepping back from the current operational context to seek a broader perspective. Ideally, the contents of these first two parts should form a companion to the TOGAF ADM or

[1] The terms *business*, *company*, *organization*, and *enterprise* are often used interchangeably in various texts. This Guide uses the term *Enterprise* to refer to a logical entity that is taking part in an economic activity; i.e., one that involves some kind of risk/reward or new way of solving socio-economic problems. Likewise, the term *organization* is in reference to a group of personnel brought together to perform a set of tasks and deliver the outcomes defined for them. The term *business* is used to refer to the team that formulates and manages the outcomes that the Enterprise is set to do. And the term *company* is used only when it improves readability, though the definition remains that of an Enterprise.