The TOGAF Architecture Landscape Change Profiles

The TOGAF Standard provides a comprehensive view of changes to an architecture landscape, scoped to the nature of each change. It breaks the changes down into Vision, Version And Transition. Each change cycle delivers one or more features of value and may need to deal with different levels of scale, time and complexity. The TOGAF Standard provides an approach to configuring the change for different profiles of change, broadly described as Robust, Functional or Rapid.

The Architecture Landscape Change Profiles

The three broad change profiles are identified as follows:

Rapid *(time delivery driven) - Near immediate implementations of simple components (e.g. extended prototyping such as RAD)*
Functional *(implementable capability driven) - Fast cycles of component delivery for specific bounded functionality (e.g. JAD, DSDM, Agile Techniques)*
Robust *(risk and architecture driven) - Longer term delivery of complex, riskier, large-scale components, interoperable across the breadth of an enterprise or part of an enterprise (e.g. managed projects or programmes using approaches such as COBIT, Prince 2 or MSP.)*

In most change there will be a significant if not a greater number of transitions implemented using the Functional profile. Occasionally pure speed is needed, the Rapid profile. In some changes careful, Robust profile approaches will be needed. When the Functional profile is chosen and Agile Techniques are adopted, Products align to a set of Requests for Work, MVPs align to a set of Statements of Work, within each Request for Work, and Delivery Sprints align to each Transition Implementation (through its work packages)

Configuring the Change

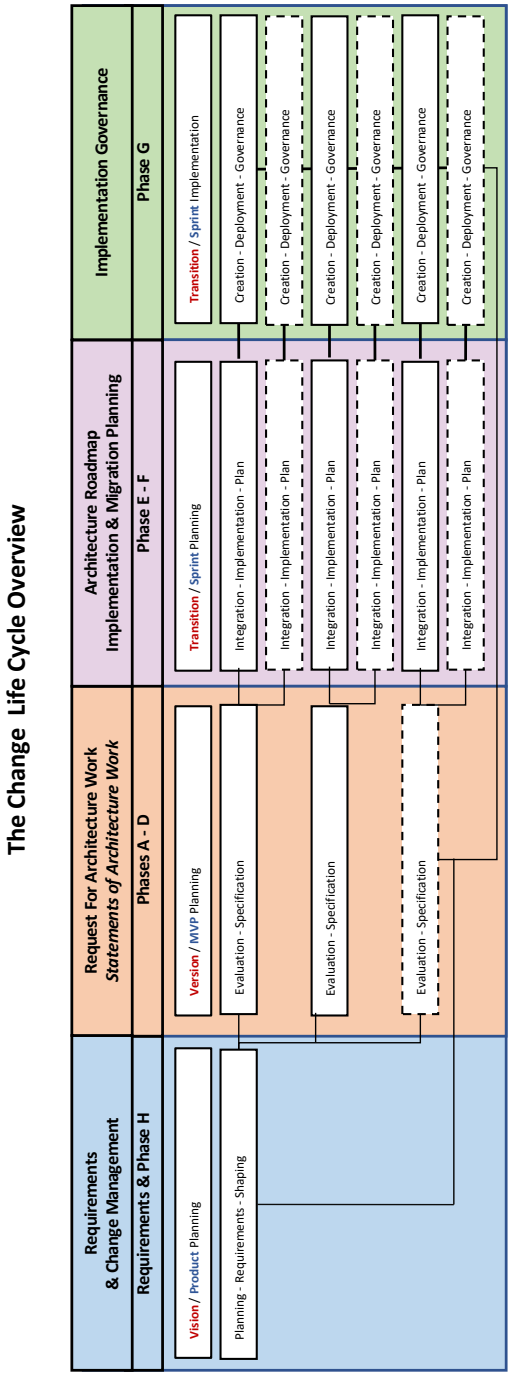
The Architect and Product/Project Leader collaboratively and dynamically manage the changes. Activities and work products are selected based upon the specific requirements and nature of each change. The change's goals, scope and rationale are defined in a Request for Architecture Work and each major set of deliverables in a Statement of Architecture Work. Each implementable solution set is defined in an Implementation and Migration Plan and a Transition Roadmap controlled by an Architecture Contract. Each Transition is progressed through a series of work packages to in-live deployment. The Architect and Product/Project Leader continuously review progress and respond to any additional changes by re-shaping as the need arises. The progress is reported in a Status Report (for minor changes) or in a revised Request, Statement or Transition (for major changes).

Deciding on What to Include

The Architect and Product/Project Leader identify the work products (building blocks, artefacts and deliverables) based on the entities associated with different types of change. The selection can be complex, but a simple rule of thumb is shown below. If the first statements are truer, then the full set should be considered. If the second statements are truer, then the minimal set should be considered.

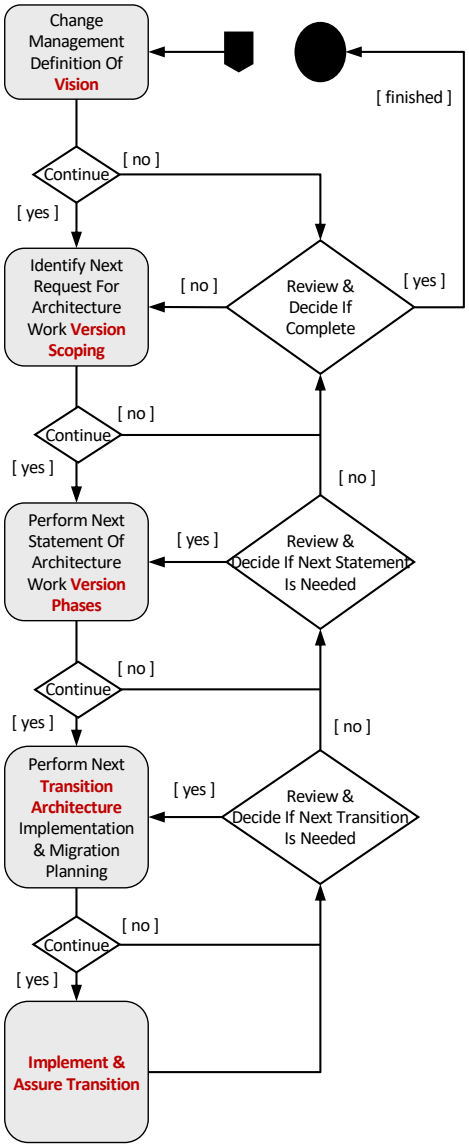
- *The requirement is global - The requirement is localized*
- *The solution needs integration - The solution stands alone*
- *The solution must evolve - The solution will remain the same*
- *There is complex processing - The processing is simple*
- *It is large in scale and scope - It is small in scale and scope*
- *It has not been done before - It has been done before*

Projects that lie between these two extremes should identify an appropriate set of activities, building blocks, artefacts and deliverables that will be somewhere in between the two extremes.



Choosing TOGAF® Building Blocks

The TOGAF Change Process Flow



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Potential Entities for the Building Blocks for Rapid Change

Domain	Entity	Rapid	Agile	Robust
General	Location	Y		
General	Requirement	Y		
General	Work Package	Y		
Business	Driver	Y		
Business	Goal	Y		
Business	Objective	Y		
Business	Actor	Y		
Business	Organisation Unit	Y		
Business	Course of Action	Y		
Business	Business Information	Y		
Application	Physical Application Component	Y		
Data	Physical Data Component	Y		
Technology	Physical Technology Component	Y		

How To Select Building Blocks:

This configurator provides you with a starting point to select the entities from which you will identify the needed building blocks and their associated work products work products to deliver effective and appropriately fast change into an architecture landscape.

For each **Version** / **MVP** complete cycle of change, you should select a relevant set of entities from the Rapid, Functional and Robust profiles.

- The **Rapid** profile provides the minimum needed to deliver a fast, working solution.
- The **Functional** profile adds additional elements focused on implementing basic capability.
- The **Robust** profile adds additional elements, for technical completeness, accuracy, integrity and control.

Once the entities have been identified you can document the associated building blocks identify the associated catalogs, matrices and diagram artifacts needed to clarify and extend the understanding and definition of the building blocks.

Information and definitions about these additional work products can be found in the relevant sections of the TOGAF Standard, 10th Edition.

Note that: Real flexibility and evolvability is based on the ability to identify a change, select an appropriate lifecycle of change and work at a pace for delivery aligned to the business services being delivered and the expectation of the end users adopting the changes. The pace of change and the frequency of implementation should be based on the needs of the sponsors and relevant end users not the approach of the providing stakeholders.

Potential Entities for the Building Blocks for Functional Change

Domain	Entity	Rapid	Agile	Robust
General	Location	Y		
General	Requirement	Y		
General	Work Package	Y		
Business	Driver	Y		
Business	Goal	Y		
Business	Objective	Y		
Business	Actor	Y		
Business	Organisation Unit	Y		
Business	Course of Action	Y		
Business	Business Information	Y		
Application	Physical Application Component	Y		
Data	Physical Data Component	Y		
Technology	Physical Technology Component	Y		
General	Gap		Y	
General	Principle		Y	
Business	Business Capability		Y	
Business	Value Stream		Y	
Business	Business Service		Y	
Business	Service Quality		Y	
Business	Measure		Y	
Business	Use Case / User Story		Y	
Business	Process		Y	
Business	Product		Y	
Business	Role		Y	
Data	Data Entity		Y	
Application	Application Service		Y	
Technology	Technology Service		Y	

References:

- The TOGAF® Standard — 10th Edition
  (The Open Group - 2022)
- Enabling Enterprise Agility:
- (The Open Group - 2022)
- Integrating Enterprise Architecture & Agile Practices:
  (M. J. Anniss - 2021)
- Principles Of Software Engineering: (
- T. Gilb - 1988)
- Agile Estimating and Planning:
  (M. Cohn - 2005)
- Agile Software Development Ecosystems:
  (J. Highsmith - 2002)
- Scaling Software Agility:
  (D. Leffingwell - 2007)

Potential Entities for the Building Blocks for Robust Change

Domain	Entity	Rapid	Agile	Robust
General	Location	Y		
General	Requirement	Y		
General	Work Package	Y		
Business	Driver	Y		
Business	Goal	Y		
Business	Objective	Y		
Business	Actor	Y		
Business	Organisation Unit	Y		
Business	Course of Action	Y		
Business	Business Information	Y		
Application	Physical Application Component	Y		
Data	Physical Data Component	Y		
Technology	Physical Technology Component	Y		
General	Gap		Y	
General	Principle		Y	
Business	Business Capability		Y	
Business	Value Stream		Y	
Business	Business Service		Y	
Business	Service Quality		Y	
Business	Measure		Y	
Business	Use Case / User Story		Y	
Business	Process		Y	
Business	Product		Y	
Business	Role		Y	
Data	Data Entity		Y	
Application	Application Service		Y	
Technology	Technology Service		Y	
General	Assumption			Y
General	Principle (+ Policy & Standard)			Y
General	(Work) Capability			Y
Business	Business Model / Operating Model)			Y
Business	Control			Y
Business	Contract			Y
Business	Event			Y
Business	Business Function			Y
Data	Logical Data Component			Y
Application	Logical Application Component			Y
Technology	Logical Technology Component			Y

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