

Organizational Challenges in SOA Adoption

Presentation for Swiss Client
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Take Credit Coe: OCSOAA

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SOA Pilots

- A few high ROI Services
- Build acceptance for SOA
- Get team up to speed
- Work out the kinks
- Pilot the governance model
- Part of an iterative approach to SOA



DANGER! Avoid the SOA Pilot Pitfall

- Piloting only the *Services* instead of the *architecture*
- Remember, the pilot is one step on the roadmap

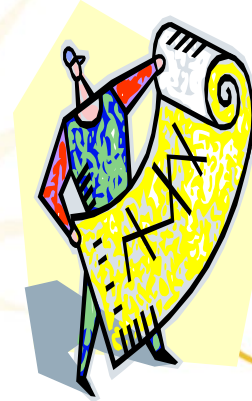
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Building SOA the *Right* Way

- **SOA is all about continuous and sometimes unpredictable change**
- Development issues
 - How to handle versioning?
 - How to handle metadata management?
 - How to develop changing policies?
- Runtime issues
 - Service availability
 - Policy enforcement
 - Guarantee service-level agreement
 - Maintain low TCO



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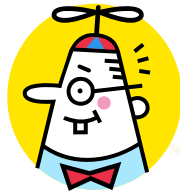
Top-Down & Bottom-Up Approaches

- Top-down only: have the plan, may not be able to execute
- Bottom-up only: build Services, may not be reusable
- SOA planning *must* be both
 - Develop the vision (but not the details) ahead of time
 - Service development should be iterative

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Bring Together Different Mindsets



- Developer Mindset: "Bottom-Up"
 - Everything is a Service or an Interface
 - Goal: connect Services
 - Method: Use objects and App Servers
 - Problem: Too many things to connect!



- Business Mindset: "Top-Down"
 - Everything is a Process
 - Goal: Run business efficiently: manage processes
 - Method: Use diagrams and flowcharts
 - Problem: How can you turn "shelf-ware" into software?

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Role of the Architect

- Where is the architect?
 - Growth of the Enterprise Architecture Team
- Should have dotted-line responsibility to the CIO
 - Avoid the Ivory Tower!
- Become the Master of Best Practices
 - Know the methodologies and approaches
 - Best practices, not software, is where the innovation and opportunities remain!



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Corporate Governance

- Establishing and communicating the policies that employees must follow
- Giving employees the tools they need to be compliant with those policies
- Providing visibility into the levels of compliance in the organization
- Mitigating any deviations from established policy



From project to program to sustainable process

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SOA and IT Governance



- Policy management
 - SOA configured & controlled via metadata, including policy
- Visibility
 - Services abstract heterogeneous data sources, providing necessary business intelligence
- Flexibility
 - Ability to build Services that address compliance issues and adjust them as regulations or business needs change

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Risk & Control

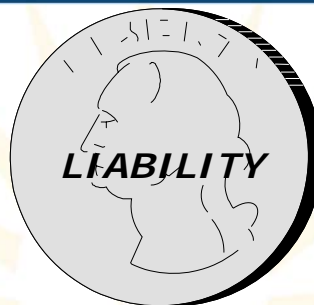
- Effective managers must delegate responsibility, yet maintain control
- “Micromanagement” rarely effective, doesn’t scale
- IT both a curse and a blessing
- SOA → greater visibility → greater *control*



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The Two Sides of Risk



- For Most Companies, Three kinds of risk:
 - Market Risk (Ability to do business)
 - Credit Risk (Ability to stay in business)
 - Operational Risk (Ability to run one’s business)

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The problem with risk



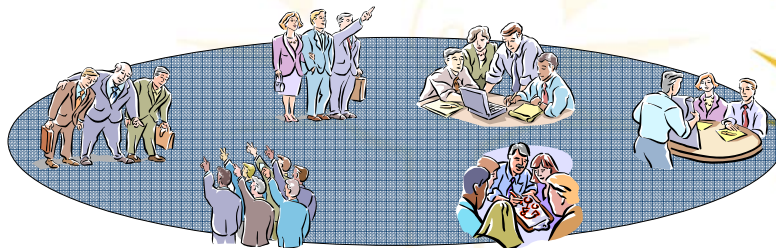
- What is the definition of risk?
- How can you aggregate risk across units?
 - *Hint: "average" risk is meaningless*
- How do you monitor risk?
- How do you prioritize risks?
- How do you control or mitigate risk?
- How can you selectively incur **more** risk?

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Cross-Departmental SOA

- Organizational issues of governance and control become paramount
- Long-term architectural plan critical
- Increased focus on semantic issues



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Service Domains

- A *Service Domain* is a logical grouping of shared Services with a common *business context*
- Manage Services by managing the Domains
- Move away from traditional IT silos



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Ownership of Services



- Shared Services cross organizational boundaries
- Siloed IT management styles are becoming *obsolete*
- The new role for enterprise architects

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How do you Budget?



- Who pays for Service development?
- Who pays for Service changes?
- Should architects have their own budget?

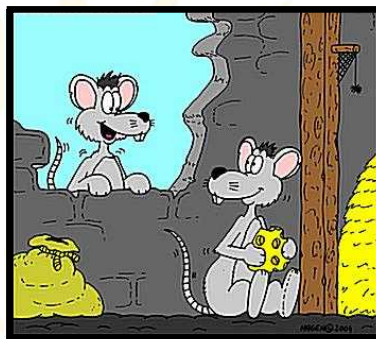
Revenge of the chargebacks!

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Planning for Change

- Why middle management is resisting
- How enterprise architecture helps
- Incremental SOA is the way to go!



Hey Gus, there's a guy playing the pipe in town:
Let's go and follow him...

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Summary

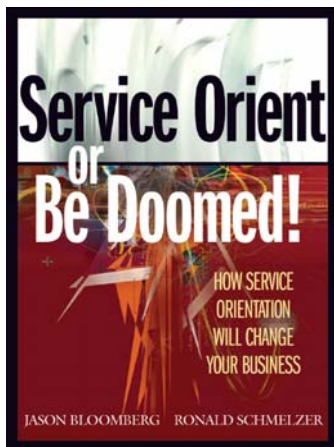


Organizational changes are just as hard, if not harder, to solve than the technical ones for SOA!

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ZapThink's New Book



- This presentation is based on our upcoming book, *Service Orient or Be Doomed! How Service Orientation will Change your Business*
- Published by Wiley, available in the spring
- Pre-order now on Amazon!

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Thank You!



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