The South African EA Forum

The EA Forum is a networking event sponsored by The Open Group in South Africa. It started in 2004 and is hosted every second month or so, with events in Durban, Johannesburg and Cape Town. At the EA Forum, industry leaders share their experiences and knowledge of architecture and related topics. Real-world case studies highlight how business problems are solved using the discipline and practice of architecture. The event is also an opportunity for the architecture community members to network and collaborate.

For more information or to submit your presentation topics please contact Stuart Macgregor (s.macgregor@opengroup.org)

THE Open GROUP

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"The starting point for member information about the ArchiMate Forum"

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ArchiMate Model Exchange Format
ArchiMate Translations WGs

Cross-Collaboration WGs
IT4IT-Architecture Harmonization WG
IT4IT-ArchiMate Harmonization WG
TOGAF & ArchiMate Harmonization WG (collaboration w/ Architecture Forum)
Capability Based Planning WG (collaboration w/ Architecture Forum)
Gov. EA Workgroup (collaboration w/ Architecture Forum)
Financial Reference Architecture Modeling

THE Open GROUP The Open Group Amsterdam Event
Agile Architecture
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Status	Review Start / End	Status Style	Title (click for details)				Select for Multiple Delete/Archive
	11-Sep-19 02-Oct-19	Draft Formal	Archi Banking Group Combining the BIAN Reference ... ArchiMate® Modeling Notation, and the TO	0 comments	Forum Members Case Study	Kelly Cannon	
	11-Sep-19 02-Oct-19	Draft Formal	The Open Group Guide ArchiMate® Modeling Notation for the Financial Industry Reference Model: Ba				
	18-Jul-19 08-Aug-19	Draft Formal	ArchiMetal Case Study				
	21-Jun-19 12-Jul-19	Draft Company Review	ArchiSurance Case Study				
	24-May-19 14-Jun-19	Final Formal	ArchiMate® Modeling Notation for the Financial Industry Reference Model: BIAN				
	07-Feb-19 28-Feb-19	Draft Formal	Modeling the Business Model Canvas with the ArchiMate® Specification				
	18-Dec-18 08-Jan-19	Draft Informal	Modelling the Business Model Canvas with ArchiMate				
	29-Jun-18 20-Jul-18	Final Formal	ArchiMetal Case Study - Brazilian Portuguese Translation				
	25-Jun-18 16-Jul-18	Draft Formal	ArchiMate® 3.x Specification				
	08-May-18 30-May-18	Draft Informal	Advantages of a MOF Model for the ArchiMate® Modeling Language				
	03-May-18 28-May-18	Draft Informal	A vision for the ArchiMate® modeling language		Forum Members Review	Kelly Cannon	

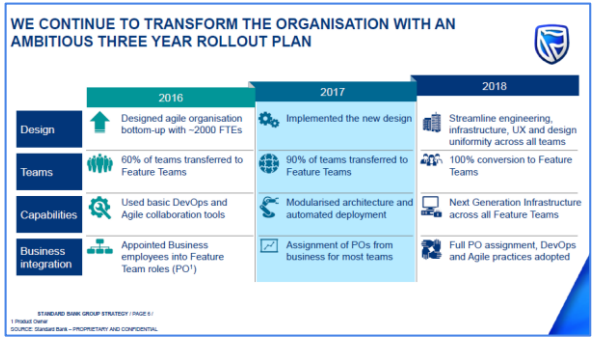
Combining the BIAN Reference Model, ArchiMate® Modeling Notation, and the TOGAF® Framework

Standard Bank's New Ways of Working

During his EA Forum presentation two years ago, Josef Langerman described the journey Standard Bank undertook called "New Ways of Working". He focused mainly on Agile and Lean management, with a special emphasis on the cultural changes needed to drive these changes.

At this month's EA Forum, Josef has returned to share his experiences at Standard Bank during the past two years. His presentation will focus on business transformation and the role that Programme and Portfolio management have played. He will also touch on culture as the key differentiator, and the role that Enterprise Architects can play in guiding the organisation.

Josef Langerman is the Executive Group Head for Technology Strategy, Architecture and Transformation at Standard Bank. In this role he is responsible for the transformation of Standard Bank Group Technology into a high velocity, customer-centric organisation. This entails changing the ways of working to Lean, DevOps and Agile methodologies, as well as establishing the cultural and industry communities that will enable this large scale transformation. Josef holds a PhD in Computer Science and is a Professor of Practice at the University of Johannesburg where he teaches Honours and Master level courses in Technology Management.



THE Open GROUP

SHIFT

IT Challenges (*circa* 2014)

IT is 29% of Operating Cost (Best in class 15%)

Complexity - 2,200+ Applications

Disruptions Within Our Market

Unit Cost = 3x Peers (R32,000 / functional unit)

OHI Index (Culture & Climate) 3rd quartile

300+ Days to Deliver

Low Customer Satisfaction

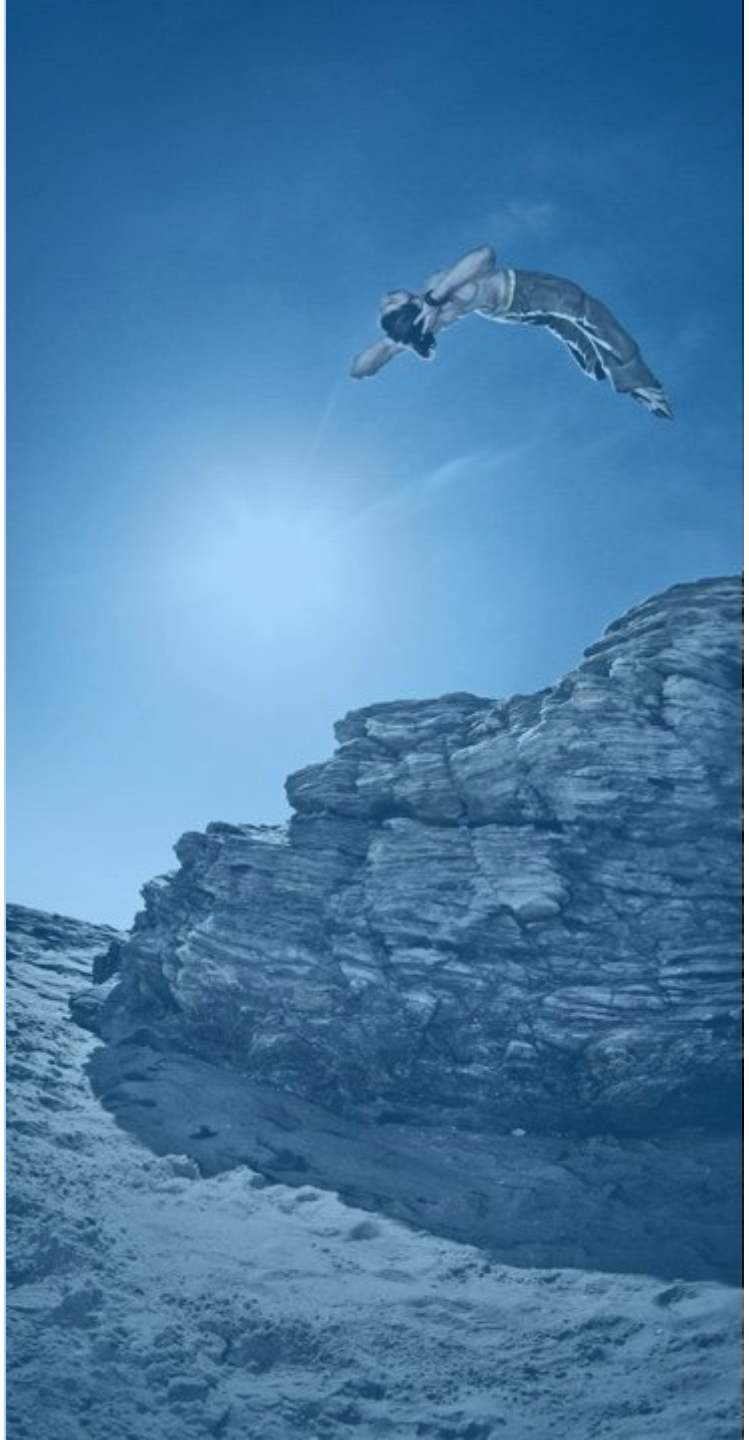
Digital Customers' Expectations Changing

800+ Projects

Instability - Too Many Outages

Inability to Disrupt Market

Making the Shift to Agile at Scale



SHIFT

Internet Banking Refresh
Jan 2014

First Agile Project
Defining an MVP
Applied Basic Scrum

Visit to Silicon Valley
Jun 2014

Saw New Possibilities
Software for Cont. Delivery

Culture Crafters
Nov 2014

Symbolic Change (Dress Code)
Those in the Work Given a Voice

DevOps Pilot
Apr 2015

Created an HSM!
1-Button Push to Deploy
Reduced Variability

SDLC Kaizen
May 2015

Gov.: 80% of Effort
40+ Doc's
Bus = "Customer"

Industry DevOps Day
Aug 2015

Industry-wide Community
Platform to Showcase Progress
Created Healthy Competition

Restack of Workspace
Sep 2015

Space to Collaborate
Symbolic of the New Culture

Teams Move to SAFe OpMod
Jul 2016

Co-located Teams
Pull From a Backlog
Visualised Work
Cross-functional Teams

Training
Jul 2016

Turbo Charged Leaders
1,000 Trained on Agile
Got Ready for First PI

Engineering Culture Event
Aug 2016

Re-confirm Desired Culture
Open to All Levels
Lots of Fun & Colour!

Kick-off PI Planning
Jan 2017

5 Product Areas Together
300+ People
Business & IT Partner
6 Lean-Agile Coaches

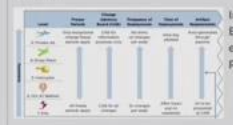
Servant Leadership
Sep 2016

Collaborative Learning
Essential Mental Models
9 Ground Rules

Finance Gone Agile
Jun 2017

Fixed Cost/Fixed Capacity
Basic Agile Principles
Co-location with Business
Remove Hand-off's
Single-page Reporting

Earn Your Wings
Oct 2017



Increase Team Autonomy
Enable Continuous Deliv-ery
Reward Mastery

Agile Goes Business
May 2018

Mar 2014 May 2014 Jul 2014 Sep 2014 Nov 2014 Jan 2015 Mar 2015 May 2015 Jul 2015 Sep 2015 Nov 2015 Jan 2016 Mar 2016 May 2016 Jul 2016 Sep 2016 Nov 2016 Jan 2017 Mar 2017 May 2017 Jul 2017 Sep 2017 Nov 2017 Jan 2018 Mar 2018 May 2018 Jul 2018

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I am a leader
By acknowledging that people are integral to everything we do
And actively removing obstacles from each other
I unleash my personal growth

We are a team
By allowing ourselves to self-organise across all levels
And celebrating the successes of the team
We unlock power greater than any individual

It is all about people
By fostering ownership and trust instead of command and control
Energy and passion in people are unleashed

We partner with customers
By putting the customer's voice in everything
And taking their feedback constantly
We unlock value

We strive for the elegance of simplicity
By focusing on the minimum viable in everything we do
We create products that are just right
And we get it to our customers quickly

We are constantly making everything better
By learning from our mistakes
And reflecting on our performance rather than resorting to blame
We can fearlessly push the boundaries of innovation

We are proud to put our name to it
By putting quality first in everything we do
And by taking pleasure in our craft
We ensure great and reliable products

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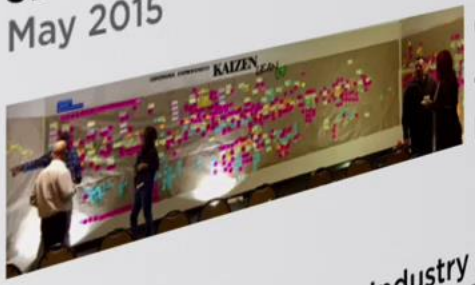

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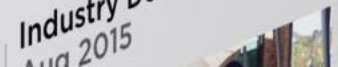

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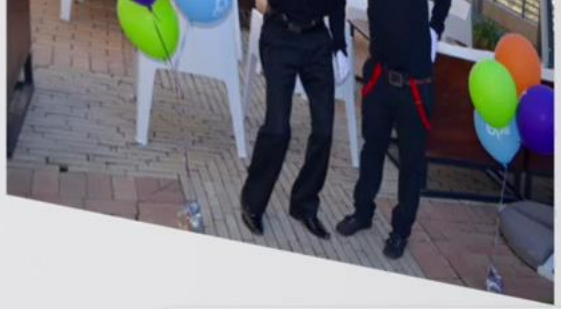

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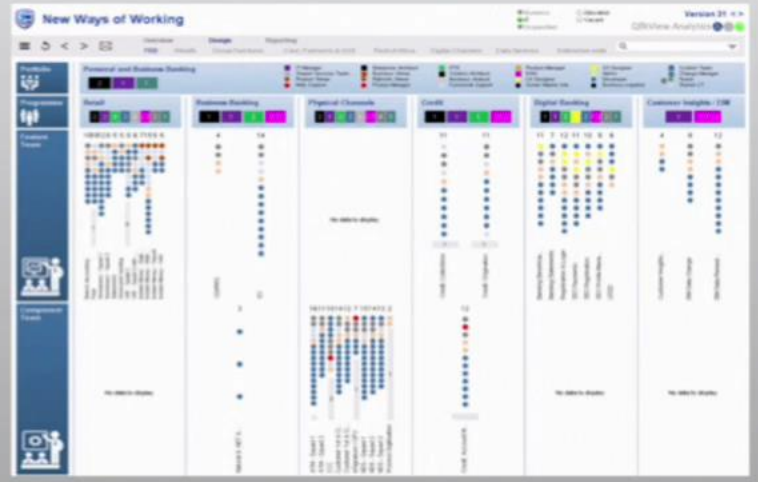

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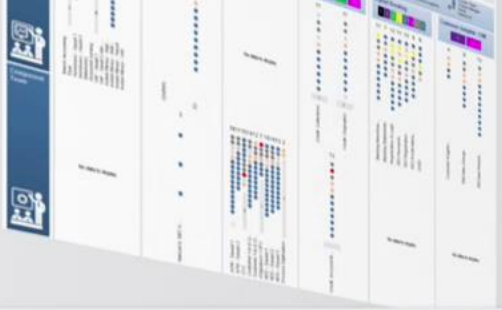

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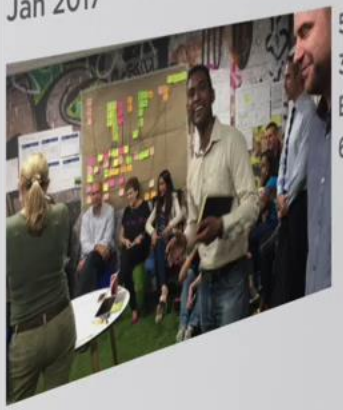

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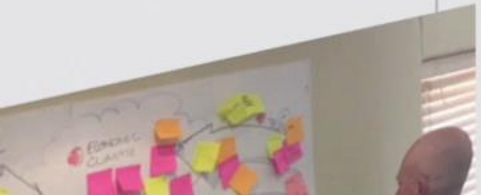

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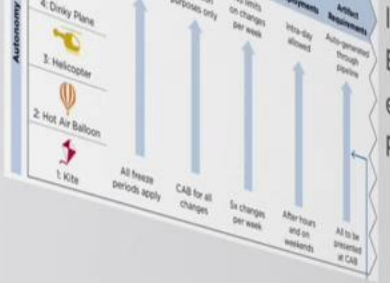
Partner
Lean-Agile Coaches



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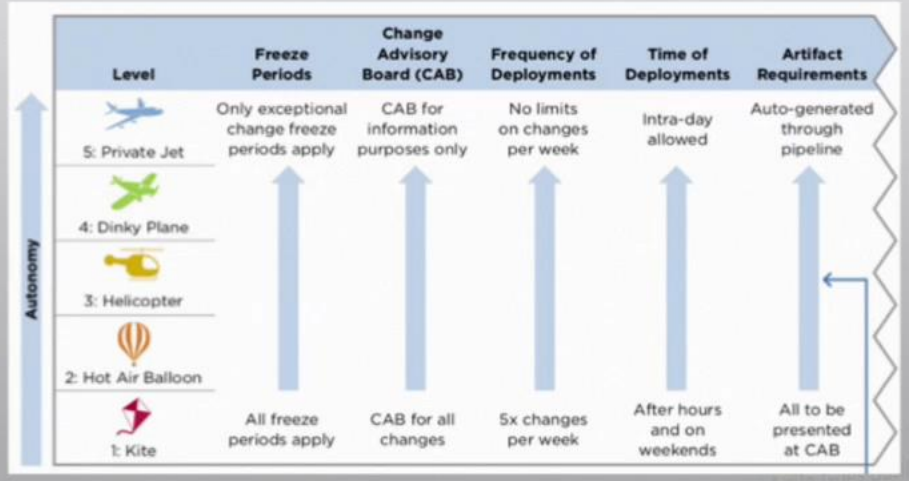

Increase Team Autonomy
Enable Continuous Deliv-
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Reward Mastery

Together

rtner

aches

Agile

Cost/Fixed Capacity

Agile Goes Business
May 2018

Moving Forward

Business Agility

SHIFT

Focus areas for the Future

SHIFT

Working with Exco

- Leadership Culture
- Leadership Agility

Project Blue Goo

- Cross silo processes

Lean Portfolio Management

- Making work visible across the enterprise
- Enterprise Visibility Rooms