

PIECING CHANGE TOGETHER

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So you have think you understand PRINCE2, TOGAF and ITIL? So how do you plug them all together?

Piecing Technical Change Together using PRINCE2, TOGAF and ITIL



“About the author”

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PRINCE2, TOGAF and ITIL are venerable frameworks covering best practice in management, enterprise architecture and service delivery. With little overlap, adoption of each will deliver benefit in their respective communities, whilst still leaving uncomfortable disconnects between the disciplines. Does a closer look at the intersection between these frameworks offer an appreciation for closer collaboration and decreased risk of change? In this article we attempt to find out.

Before we commence, why PRINCE2, TOGAF and ITIL? I have picked these three frameworks for two specific reasons:

1. whilst recognising many other frameworks exist, the

2. three chosen have well defined lifecycles which allow us to discuss fitting project management, enterprise architecture, service delivery in less abstract terms, and in recognising they have well defined lifecycle, it begs the question to multi-disciplinarians, like myself, “how should they fit together?”.

Lets take a brief look at each lifecycle (Figure 1,2 and 3). PRINCE2 defines a process model upon which a temporary organisation (i.e. a project) exists to deliver a specific

objective. TOGAF implements a cycle of processes to iterate over the enterprise’s architecture, developing a vision, refining this into designs, planning and governing change and investigating further refinements. ITIL defines a lifecycle for identifying, strategising, implementing and operating changes to the services catalogue

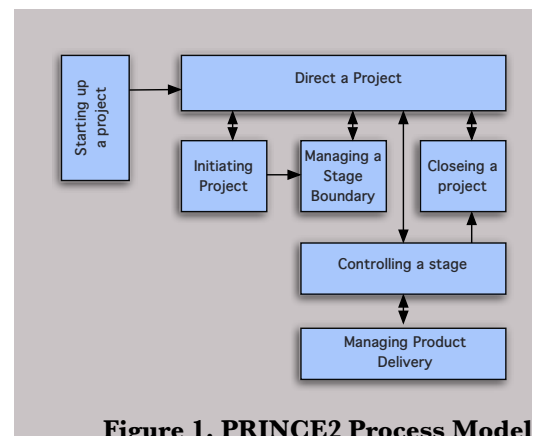


Figure 1. PRINCE2 Process Model

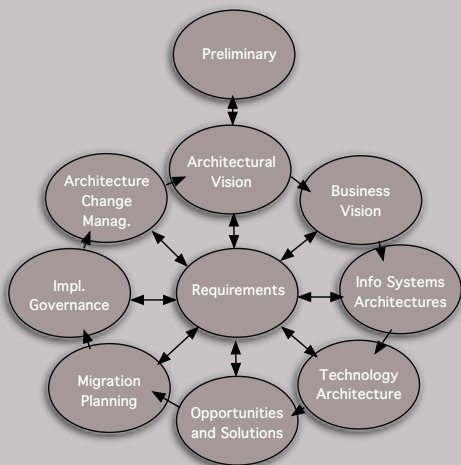


Figure 2. TOGAF Architecture Development Method Cycle

(both business and technical). Both TOGAF and ITIL illustrate the cyclic nature of the process, whilst PRINCE2 is a one off instantiations of the process.

Prince Charming

PRINCE2's place is therefore best served delivering a specific outcome. This could effectively provide a governance structure over specific changes being pulled through ITIL's Service Design and Transition processes as illustrated in Figure 4. This would however depend on the size and nature of the change. For more wide reaching changes where the technical or service change was poorly understood, one could imagine the PRINCE2 project having to conduct work in potential the Service Strategy and/or Service Operation. For example, transitioning an organisation to a SOA architecture within a single PRINCE2 project would likely impact the service catalogue to such an extent that new strategies and

differing operational processes would be needed.

Architectural Decisions

Similar parallels can be drawn with TOGAF. For significant changes, a PRINCE2 project may be interested in a wider strand of work than just delivering a minor capability. This is not the case illustrated in Figure 5 which shows a PRINCE2 project delivering a specific sequence of work (for a contained architectural change) devised within the TOGAF Migration Planning phase. Although the project is likely to function mainly within the Implementation Governance of TOGAF it is worth mentioning that there is significant overlap between the PRINCE2 Business Case (Starting a Project) and the options assessment within TOGAF's Migration planning. It is likely and, I would suggest desirable, that any project has passed through Starting a Project prior to the work moving out of Migration Planning.

Service Architecture

We have made a case for where a PRINCE2 project could coexist with ITIL and also for TOGAF, but what does this mean for the relationship between ITIL and TOGAF? Curiously, this would depend on type of change

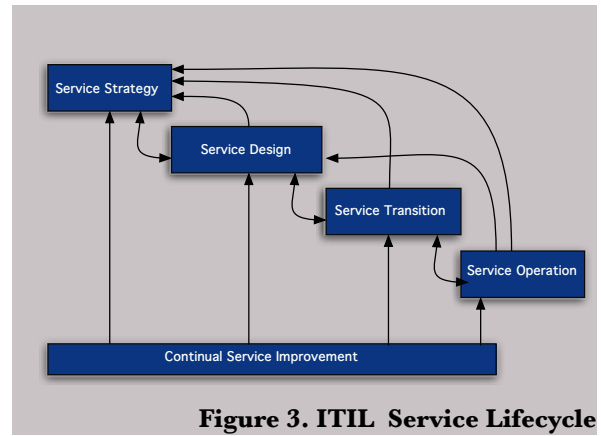


Figure 3. ITIL Service Lifecycle

being considered. There are three main possibilities:

1. the change is architectural, in which case the service implications need to be understood (or perhaps it was service related issues that instigated a review of the architecture), or
2. the change is not related to the architecture but is service related (i.e. a reorganisation of the helpdesk etc), that requires a project to complete the work, or
3. the change is not architecturally significant and requires minimal investment and therefore can be delivered without any project or architectural input (Business as Usual - BaU)

This is essentially the spanner in the works. Without understanding the type of change being conducted, and the community it originated within, it is difficult to detail the precise relationship between ITIL and TOGAF; in short they service two distinct but highly related interests. Figure 6 illustrates the potential options.

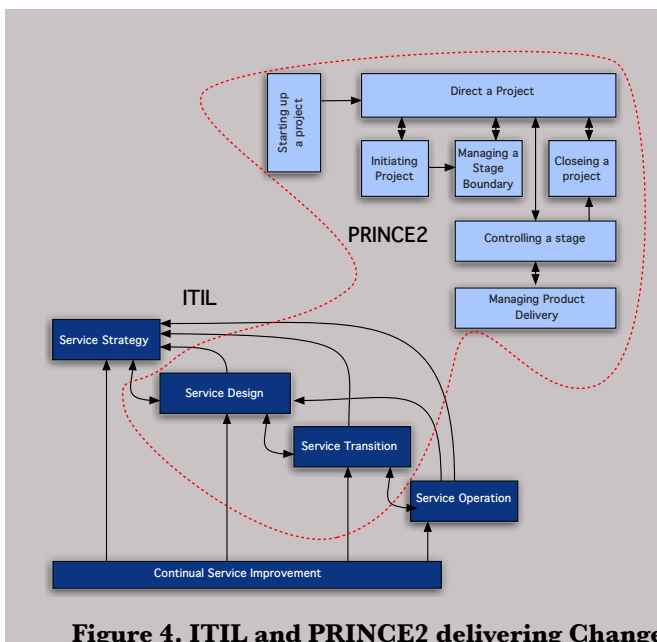


Figure 4. ITIL and PRINCE2 delivering Change

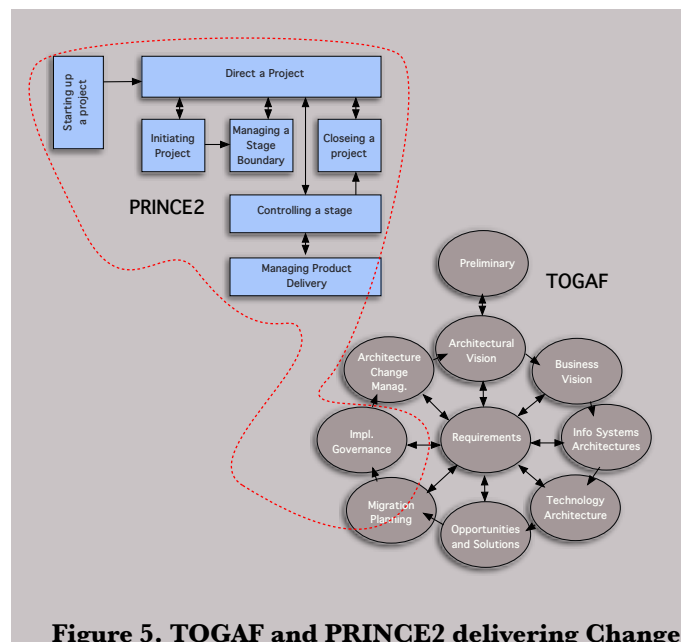
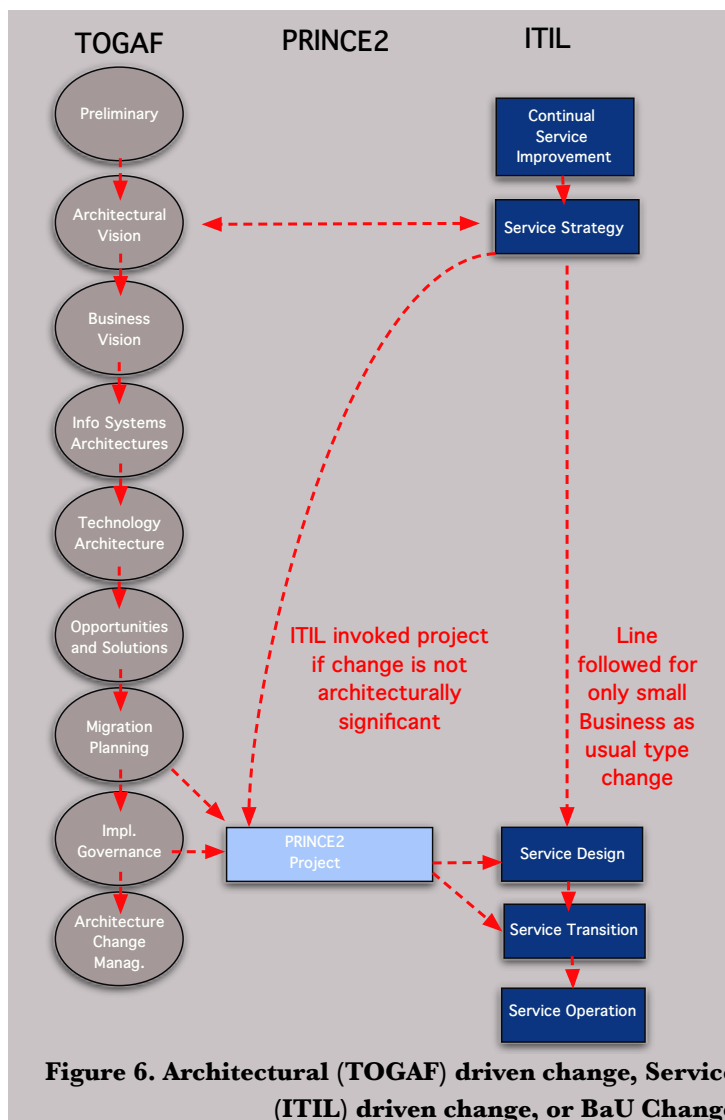


Figure 5. TOGAF and PRINCE2 delivering Change

A further complexity

A further complication, as touched on earlier, is the size of the change, and the organisation's approach to programme and project management. For example, if the organisation tends to work in an agile manner, spawning projects as and when required, or it does not have a strong architectural or service management culture, then it is possible that the project may be more instrumental in setting the strategic direction (as opposed to just delivering change). If on the other hand, the organisation is undertaking a more significant package of change, perhaps under one or more overarching programmes, then it is likely that Projects could be spun up to deliver smaller parts of the bigger ask. Either way, projects need to work with



both an architectural and service delivery communities and the considerations addressed in this paper

been done, and more importantly what is left to do.

are likely to be useful aspects to understand.

Conclusion

PRINCE2 is a flexible delivery framework which can deliver change in both an architectural and/or service delivery context. Projects straddle TOGAF or ITIL instigated change, but the precise relationship and the context in which it must work is likely to vary on a case by case basis. Central to getting this engagement correct is to understand the change and any previous related interaction between the two communities. For example, in a move to a SOA architecture, did the enterprise architects consider the impact on the service delivery community? Or, if the service delivery community is installing a new offshore server hall, did they consider the architecture implication? Armed with this knowledge, the project can understand what has

TOGAF Phase	Brief Description	ITIL Stage	Brief Description
Preliminary	Prepare an organisation to undertake Enterprise Architecture	Service Strategy	Establish an overarching strategy for services (including management)
Architectural Vision	Defines the scope and ambition for a specific increment of the architecture	Service Design	Design and implement services to meet business requirements
Business Architecture	Define the as is and to be business architecture for the increment	Service Transition	Transition new/changed services to the business
Information Systems Architectures	Defines the as is and to be data and application changes required by the increment	Service Operation	Operates the services on behalf of the business
Technology Architectures	Defines the as is and to be hardware, software and communication technology for the increment	Continual Service Improvement	Monitor and improve performance of services delivered to the business
Opportunities and Solutions	Group the work into logical units of work and decide on the approach and priorities		
Migration Planning	Cost benefit analyse of the potential approaches and finalises plans		
Implementation Governance	Perform architectural oversight of the work and monitor business value realisation		
Architecture Change Management	Monitor architectural change and check it remains fit for purpose		

Table 1. Brief reminder of relevant TOGAF Phases and ITIL Stages