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TECH LEADERSHIP IN A RESPONSIVE ORGANISATION

Scott Shaw

ThoughtWorks Australia

@scottwshaw

ThoughtWorks®

ENTERPRISE ARCHITECTURE

~~TECH LEADERSHIP~~ IN A ~~RESPONSIVE~~ ORGANISATION

AGILE

Scott Shaw

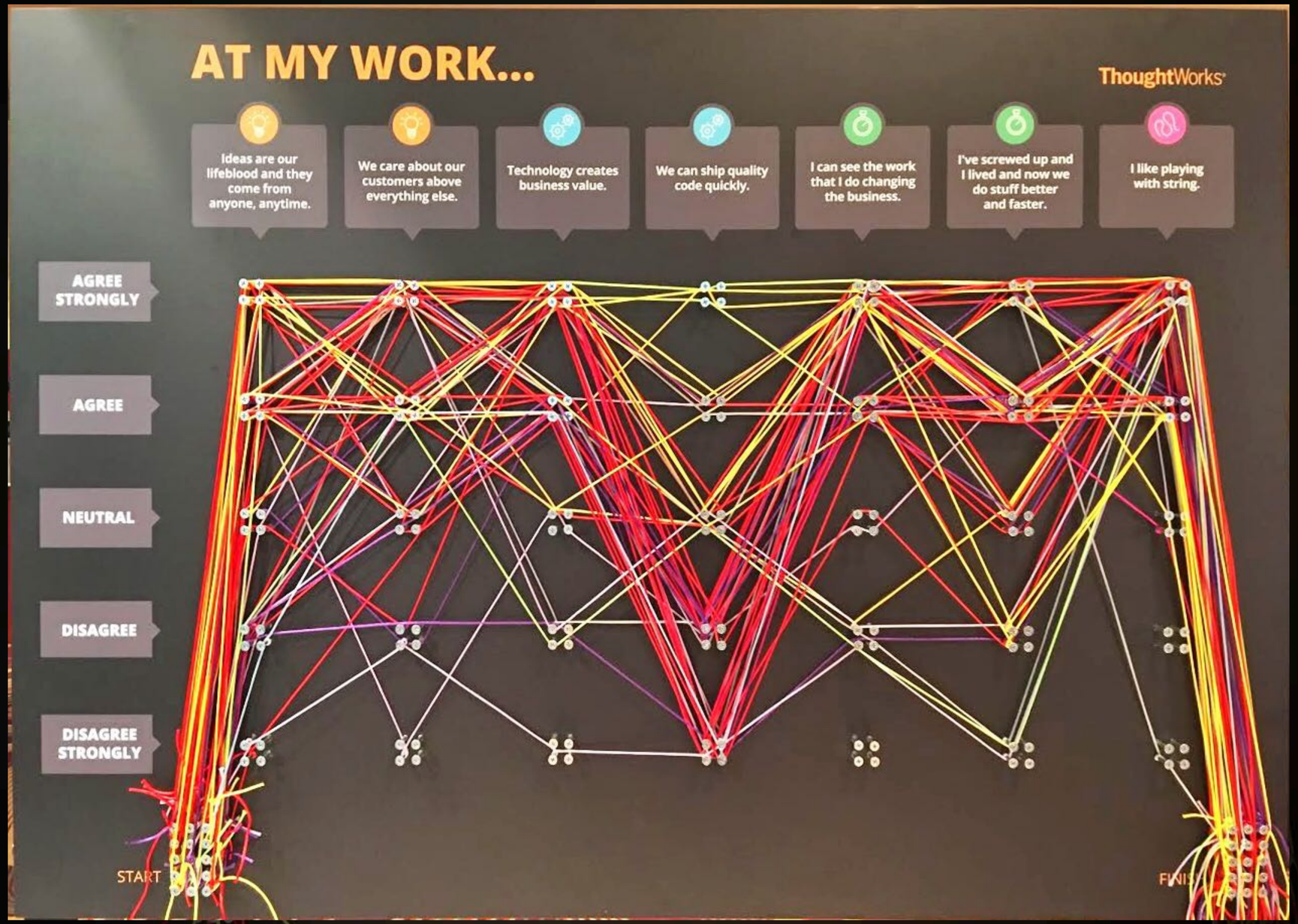
ThoughtWorks Australia

@scottwshaw

Enterprise Architecture

Agile

ORGANISATIONS STILL CAN’T SHIP CODE QUICKLY



DEVELOPER EXPERIENCE IN MOST ENTERPRISES

STILL SUCKS

Developer Pain Point Survey

Negotiating with other teams to make changes

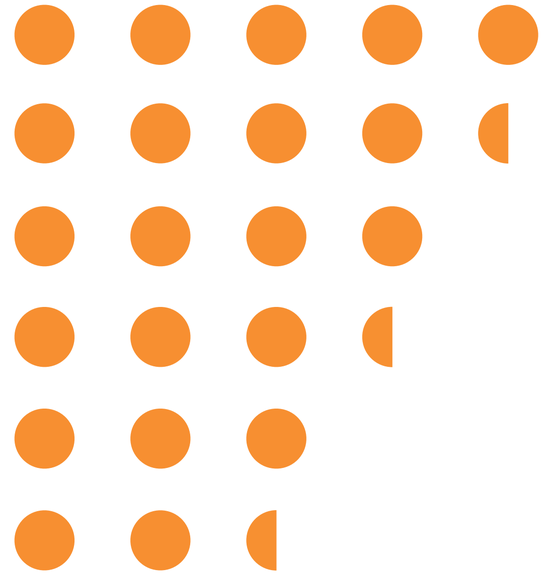
Breaking changes in other teams' services

Waiting for other teams' changes

Complying with the mandated change management process

Poor quality data coming from another service

Setting up a custom deployment pipeline



HOW DID WE GET HERE?

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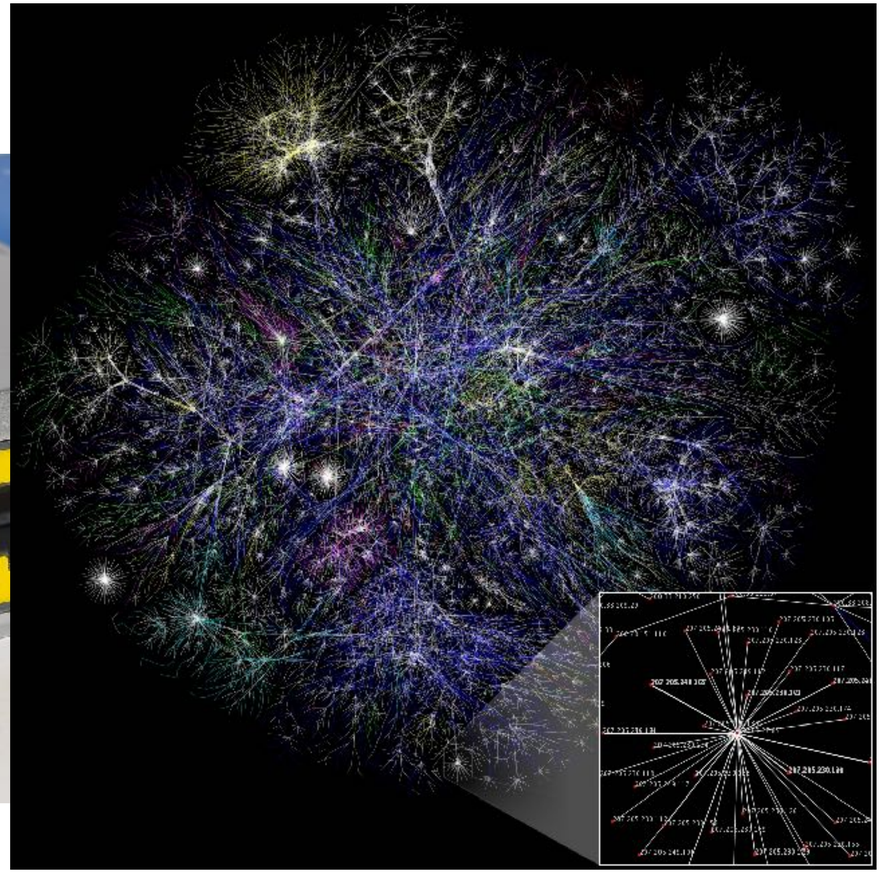
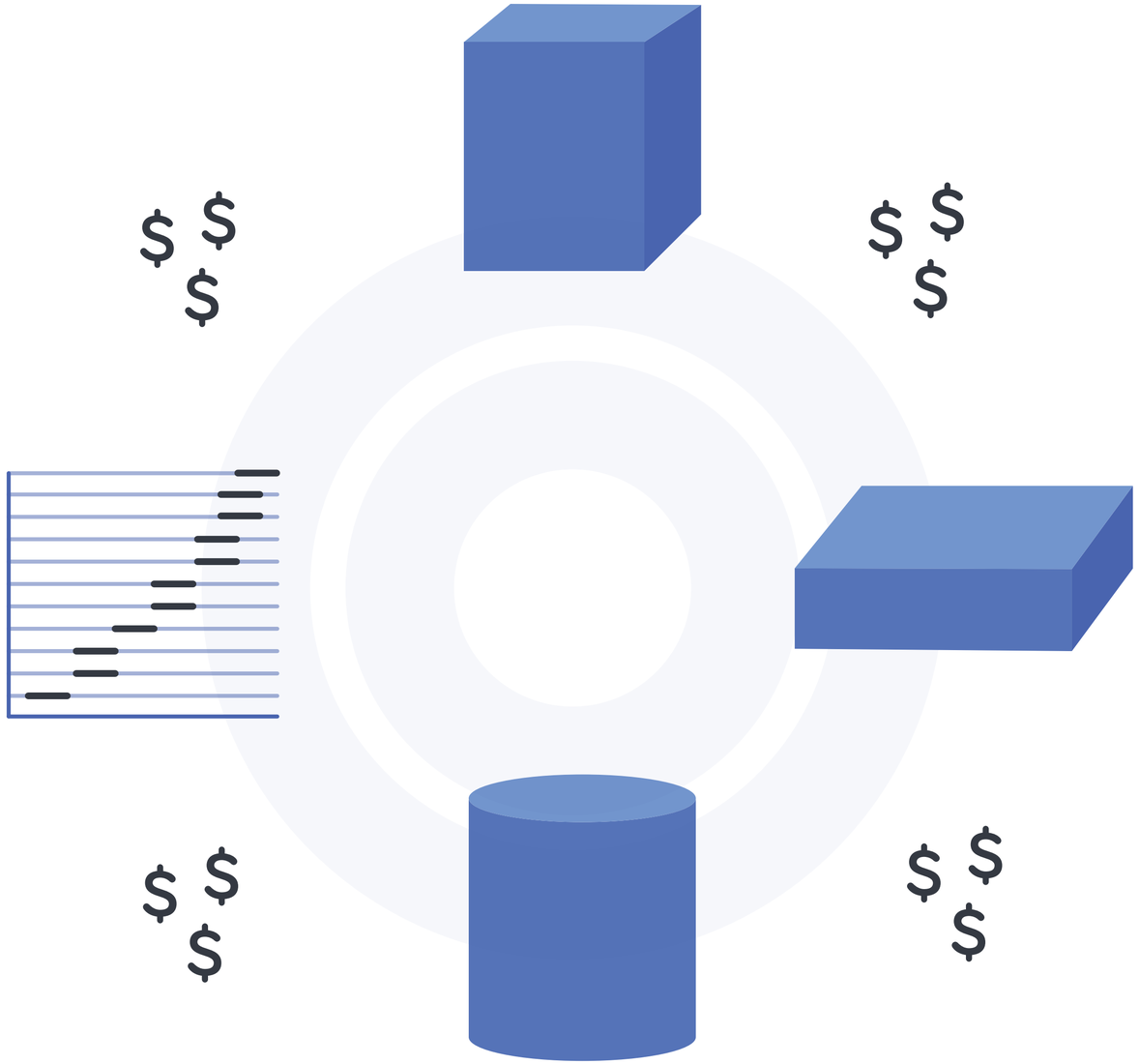
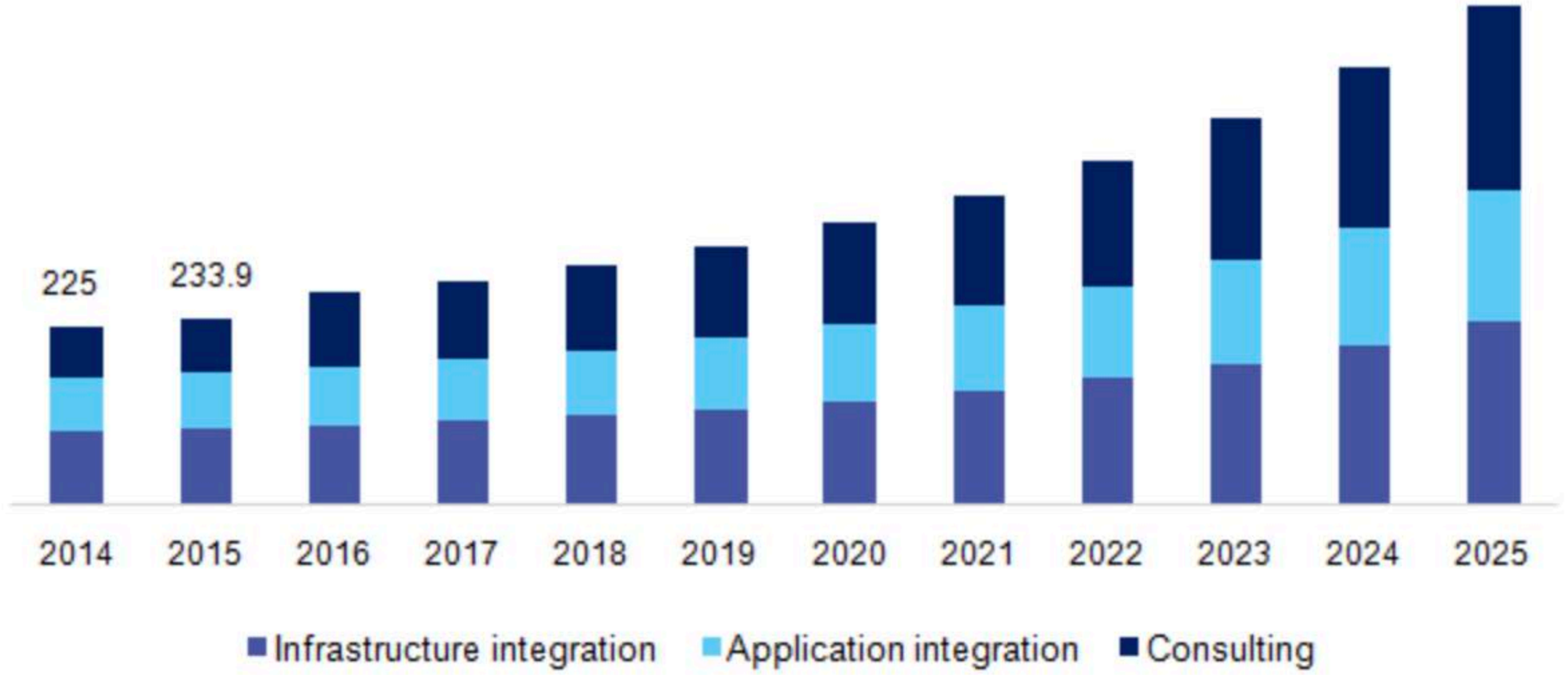




GLOBAL SYSTEM INTEGRATION MARKET BY SERVICES

2014 - 2025 (USD BILLION)



https://www.grandviewresearch.com/in

CIO

Budgets

Schedules

Projects

Org Structure

TECH LEADERS

Packages Selection

System Integration

Roadmaps

Standards

Design Approval

CIO

~~Budgets~~

~~Schedules~~

~~Projects~~

~~Org Structure~~

Capacity

Agile

Lean PMO

Tribes, Squads …

TECH LEADERS

Packages Selection

System Integration

Roadmaps

Standards

Design Approval

CLOUD PLATFORMS

DIGITAL PLATFORMS

BIG DATA

DEMAND FOR TECHNICAL TALENT

CIO

~~Budgets~~

~~Schedules~~

~~Projects~~

~~Org Structure~~

Capacity

Agile

Lean PMO

Tribes, Squads …

TECH LEADERS

~~Packages Selection~~

~~System Integration~~

~~Roadmaps~~

~~Standards~~

~~Design Approval~~

You build it, you run it

+ ? ? ? ?

TWO QUESTIONS ...

1. **What** is the alternative to system integration?

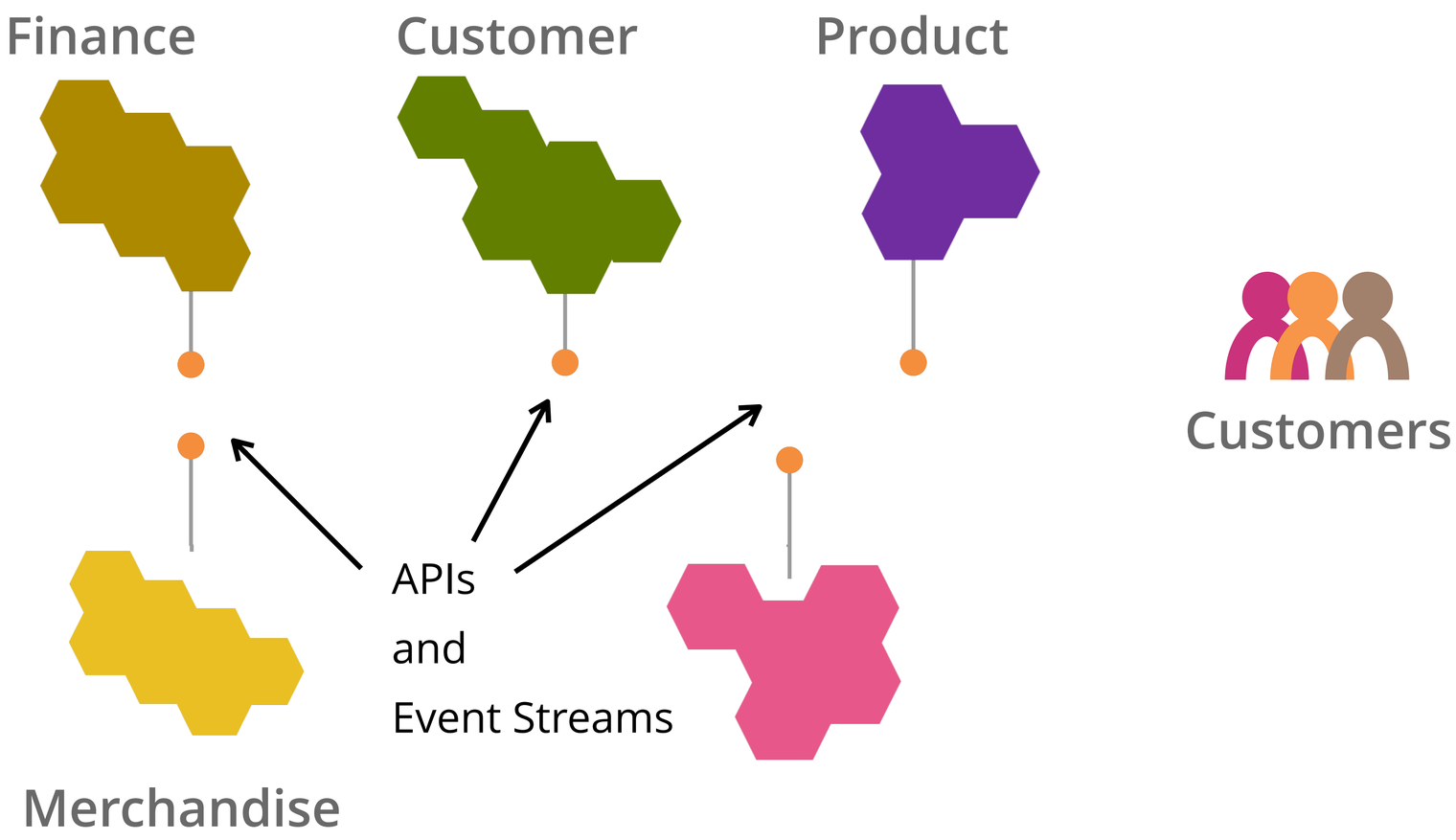
2. In a YBIYRI world, who guides the tech decisions and **how**?

WHAT?

WHAT ARE YOUR CORE BUSINESS CAPABILITIES?

SYSTEMS TIGHTLY COUPLED ACROSS BOUNDARIES

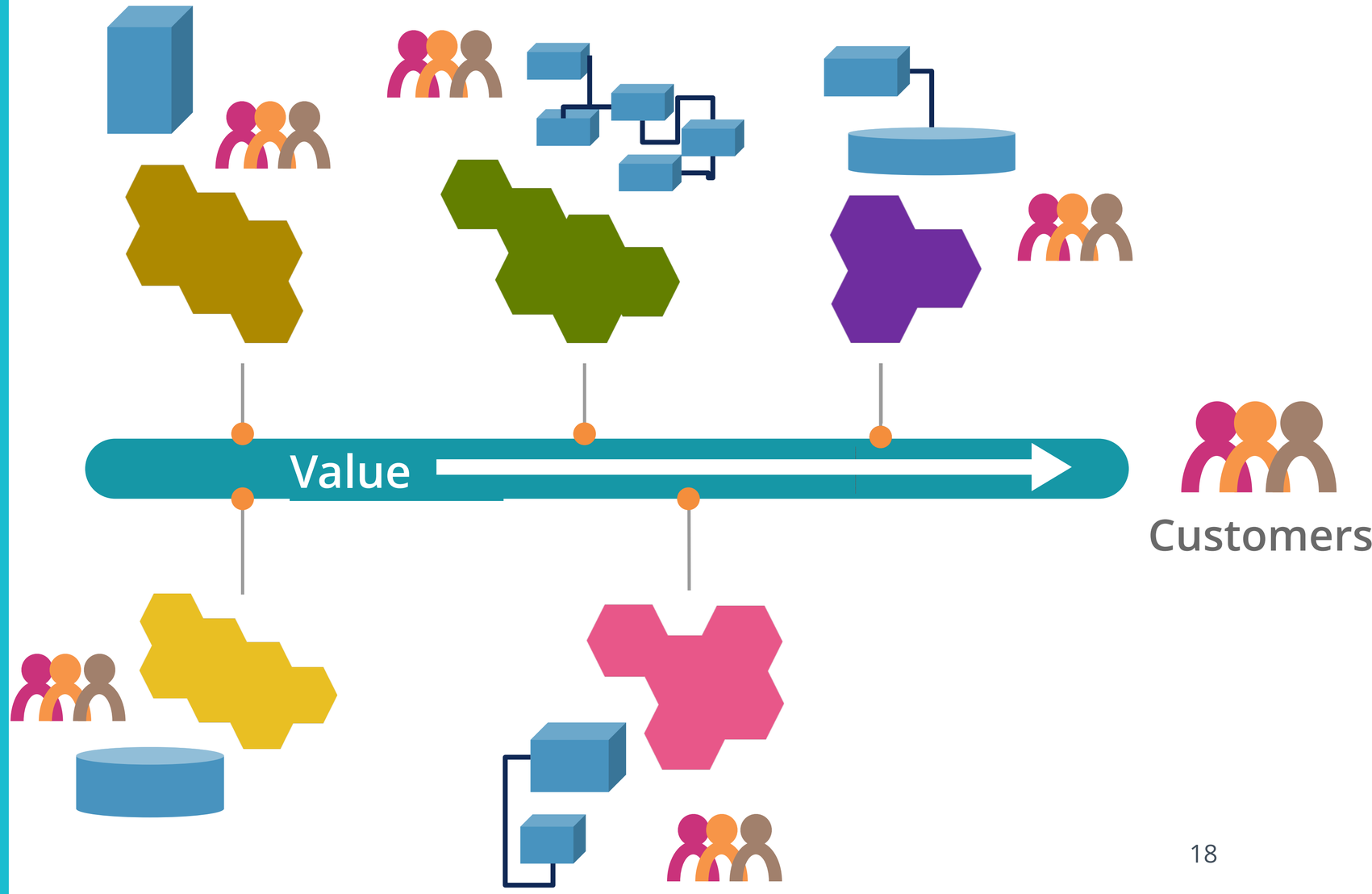
DECOUPLE ACROSS DOMAIN BOUNDARIES VIA APIS



AUTONOMOUS TEAMS

COMPELLING OFFERINGS

INTERNAL CUSTOMERS



Agile

Delivering

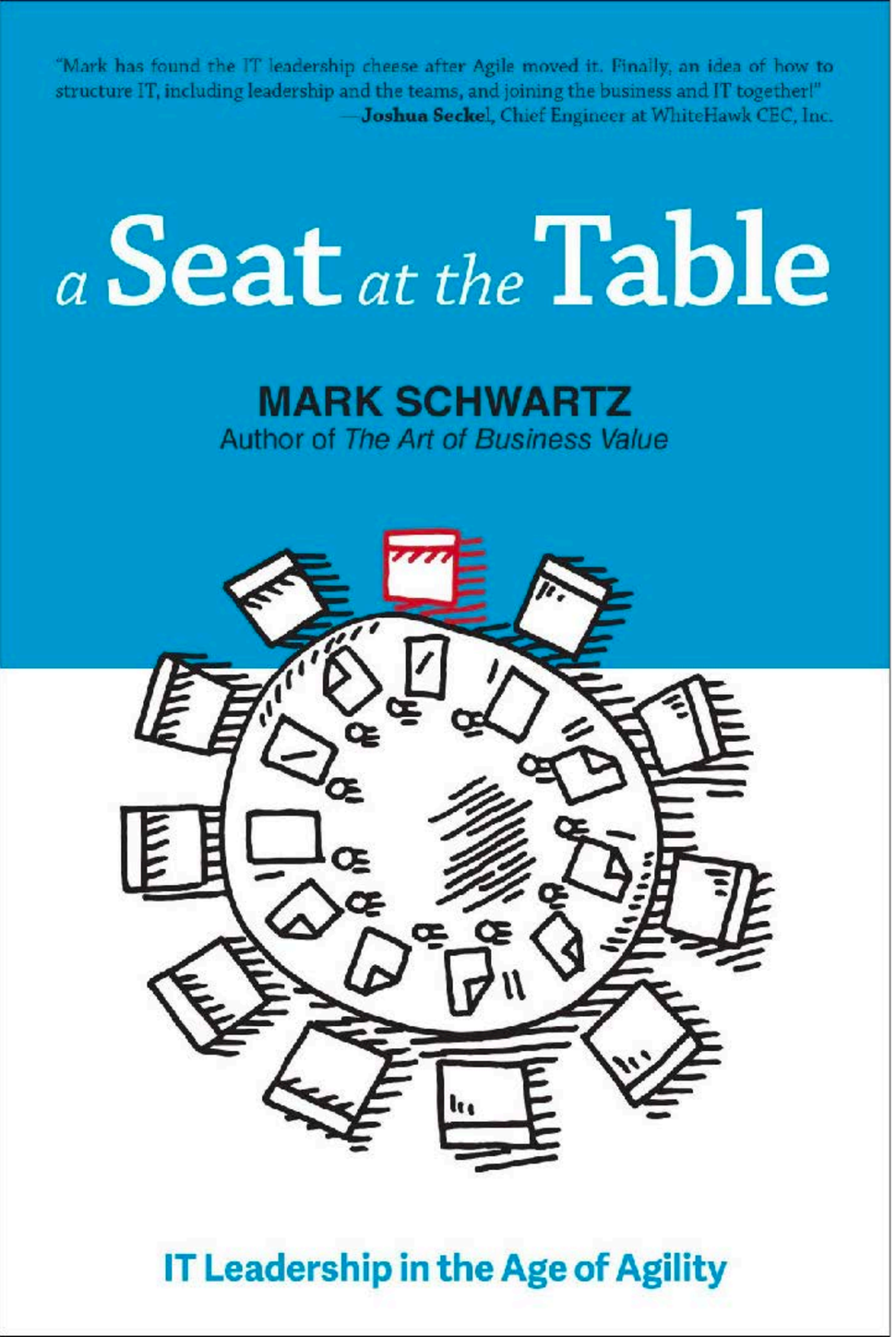
Technology

Technology

Delivering

Agile

HOW?



The EA asset evolves over time through incremental investments. IT leaders must invest wisely with the goal of managing it. Grooming it. Stewarding or cultivating it so that it can easily adapt to meet tomorrow's needs.

Schwartz, Mark. A Seat at the Table and The Art of Business Value (Kindle Locations 2110-2112). IT Revolution Press. Kindle Edition.

LEAD BY PRINCIPLE, NOT PRESCRIPTION

STRATEGIC PRIORITIES

Examples

- **Data enable and digitise**
- **Enable high performance**
- **Innovate**
- **Scale effectively**

ARCHITECTURAL PRINCIPLES

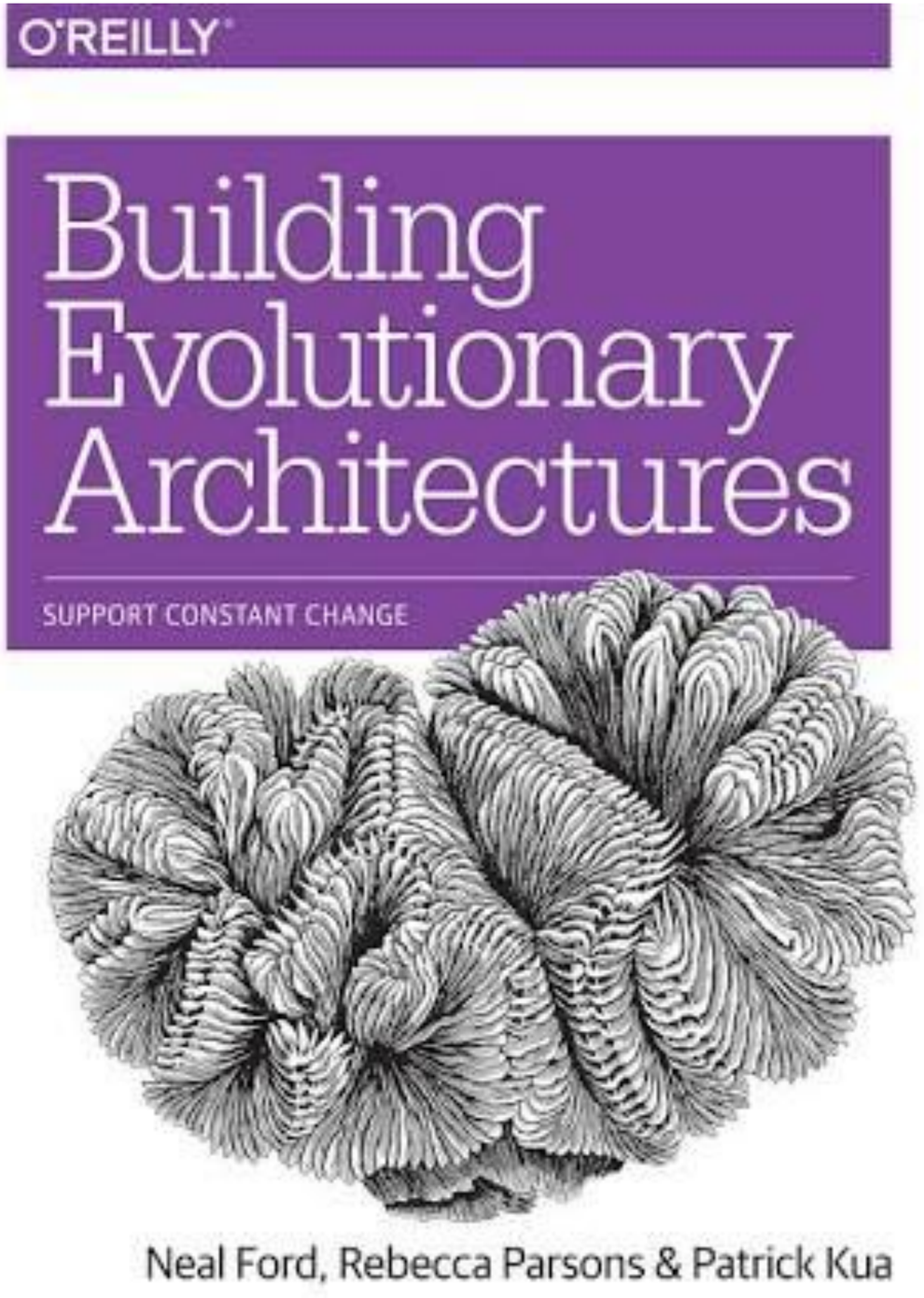
Examples:

- **Build the core; outsource the fringe**
- **Consistent interface and data flows**
- **Data is key**
- **Design for independence and autonomy**
- **No silver bullets**
- **Proactively manage technical debt**

DESIGN AND DELIVERY PRACTICES

Examples:

- **Consolidated data Consumer-driven API's**
- **Continuous deployment**
- **Devops**
- **Domain driven design and bounded contexts**



EVOLUTIONARY ARCHITECTURE

Incremental Change

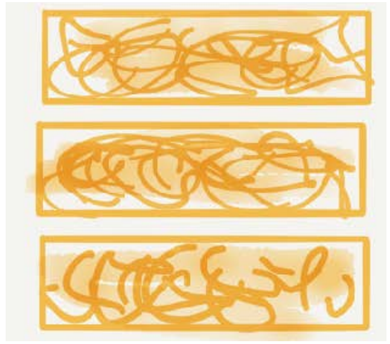
Appropriate coupling

Guided change with **fitness functions**

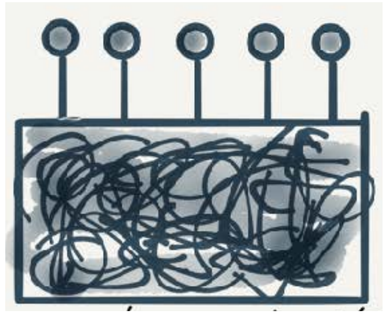
EVOLUTIONARY ARCHITECTURE

INCREMENTAL CHANGE | GUIDED CHANGE WITH FITNESS FUNCTIONS | APPROPRIATE COUPLING

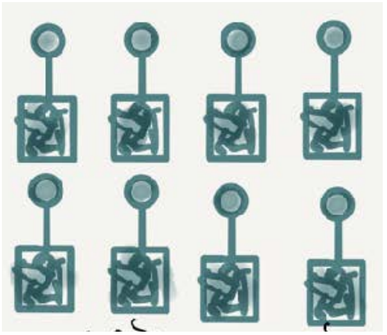
BIG BALL OF STRING



LAYERS OF STRING



LAYERS OF STRING WITH APIS



MICROSERVICES OF STRING

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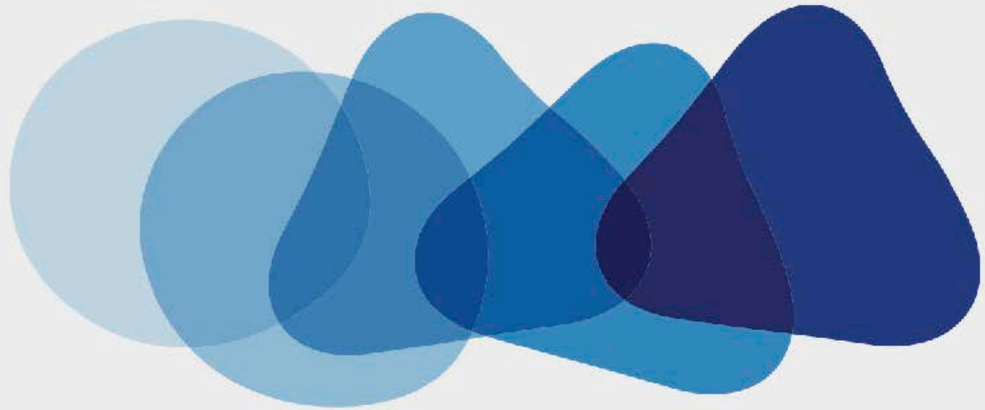
TECHNOLOGY RADAR *VOL.18*

Our thoughts on the technology and trends that are shaping the future



thoughtworks.com/radar

#TWTechRadar

Engineering Culture

ENGINEERING CULTURE

DX

developer experience as a fitness function

DX HIERARCHY OF NEEDS

Pleasurable

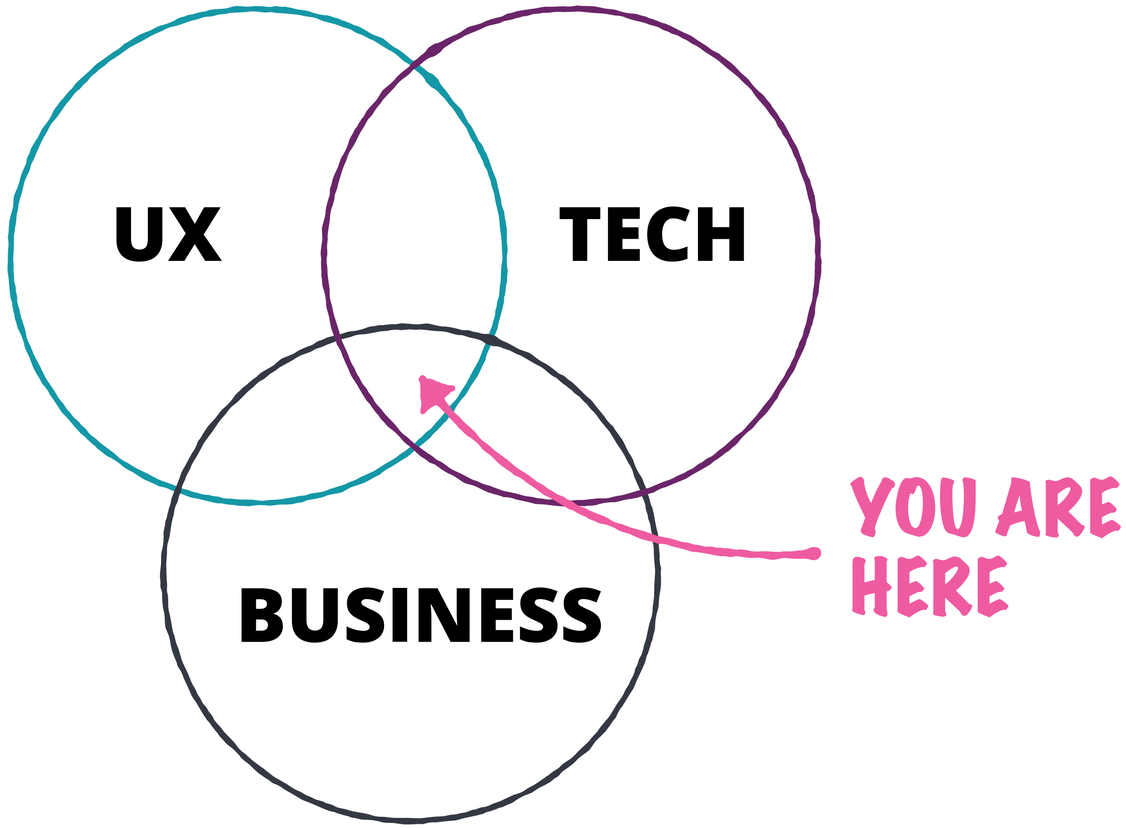
Usable

Reliable

Functional

WHAT IS THE MODEL FOR TODAY'S ENTERPRISE TECHNOLOGY LEADER?

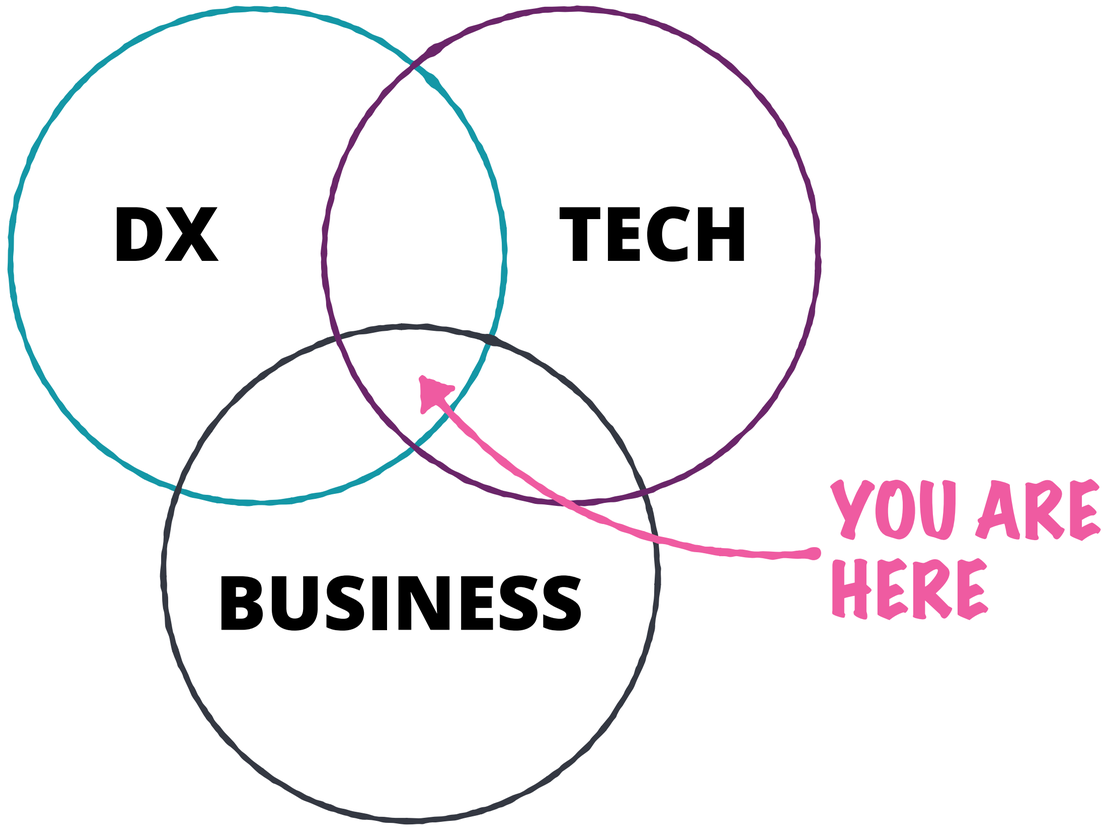
CONSIDER THE PRODUCT MANAGER



"A good product manager must be experienced in at least one, passionate about all three, and conversant with practitioners in all."

- Martin Eriksson

THE NEW ENTERPRISE TECH LEADER



Steward of the technology asset

Deeply technical

Partner to the business

Empathy for the developer experience

THANK YOU!

Scott Shaw

ThoughtWorks Australia

@scottwshaw