

TOGAF 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 configure the change to different profiles of change that can be broadly described as Robust, Agile or Rapid.

The 3 Change Profiles

The three broad change profiles can be identified as:

- Rapid** (delivery driven) - Near immediate implementations of simple components (e.g. extended prototyping such as RAD)
- Agile** (functionality 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 Agile profile. Occasionally pure speed is needed, the Rapid profile. In some changes careful, Robust profile approaches will be needed. When the Agile 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

Configuring The Change

The Solution 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 to in-live deployment. The Solution Architect and Product/Project Leader continuously review change 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 Statement (for major changes).

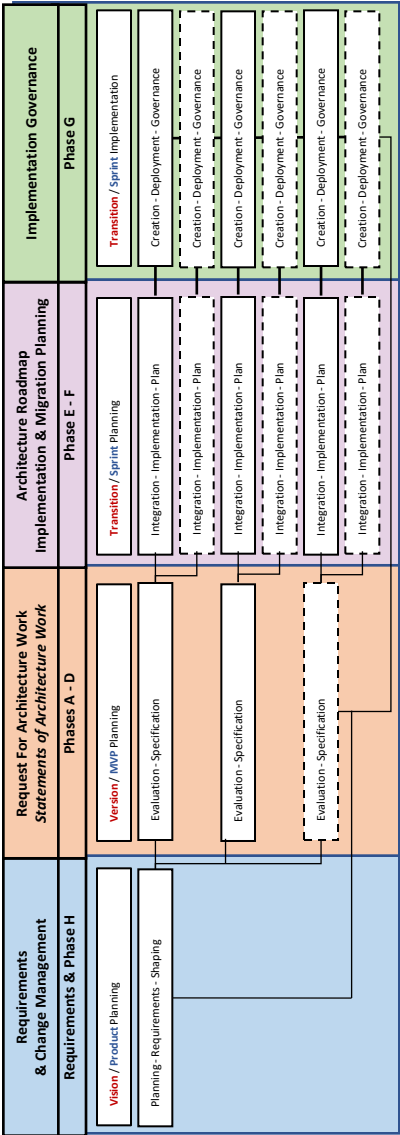
Deciding On What To Include

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

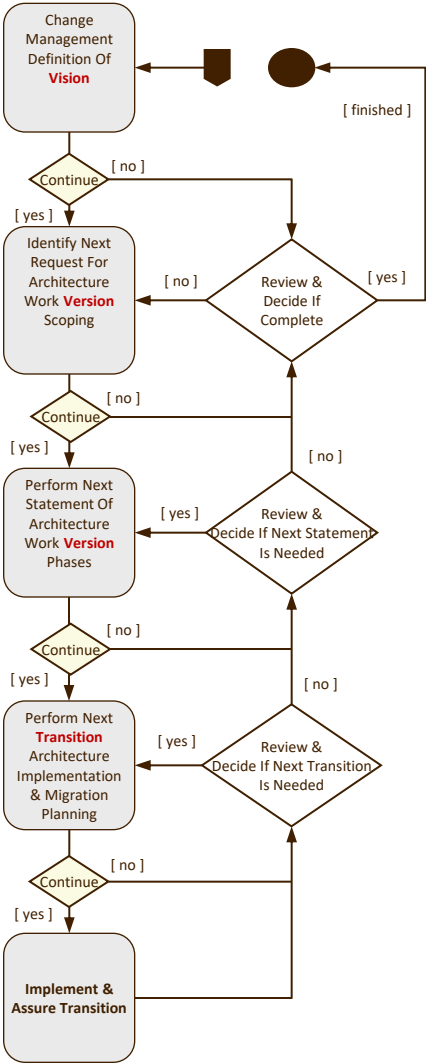
Projects that lie between these two extremes should identify an appropriate set of activities, building blocks, artefacts and deliverables that will be somewhere in between the two extremes.

The Change Life Cycle Overview



The TOGAF Building Block Configurator

The TOGAF Process Flow



Potential Building Blocks For Rapid Change

Domain	Building Block	Rapid	Agile	Robust
General	Location	Y		
General	Requirement	Y		
General	Work Package	Y		
Business	Actor	Y		
Business	Organisation	Y		
Business	Use Case / User Story	Y		
Application	Application Service	Y		
Application	Physical Application Component	Y		
Data	Physical Data Component	Y		
Technology	Physical Technology Component	Y		
Technology	Technology Service	Y		

How To Select Building Blocks:

This configurator provides you with a starting point for identifying the work products needed 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 building blocks from the Rapid, Agile and Robust profiles.

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

Once the building blocks have been selected you can 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 V10.

Note that: Real agility 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 Building Blocks For Agile / Functional Change

Domain	Building Block	Rapid	Agile	Robust
General	Location	Y		
General	Requirement	Y		
General	Work Package	Y		
Business	Actor	Y		
Business	Organisation	Y		
Business	Use Case / User Story	Y		
Application	Application Service	Y		
Application	Physical Application Component	Y		
Data	Physical Data Component	Y		
Technology	Physical Technology Component	Y		
Technology	Technology Service	Y		
General	Gap		Y	
Business	Business Information		Y	
Business	Business Service		Y	
Business	Business Capability		Y	
Business	Contract		Y	
Business	Measure		Y	
Business	Process		Y	
Business	Product		Y	
Business	Role		Y	
Business	Service Quality		Y	

References:

The following references provide the underpinning concepts and ideas supporting development using The TOGAF Standard:

- [The TOGAF® Standard — Digital Edition V10](#) (The Open Group - 2022)
- [Enabling Enterprise Agility](#) (The Open Group - 2022)
- [Integrating Enterprise Architecture & Agile Practices](#) (M. J. Annis - 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 Building Blocks For Robust Change

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