

The SOA / BPM Imperative

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The SOA / BPM Imperative

SOA + BPM = The holy grail of agility and reuse

- Magic Bullet #2063A: Composite Applications
- *Everybody's doing it!*
- Everyone (Gartner, Forrester, your boss) says
“Just do it!”
- Reusable services and automated processes:
What could be better?

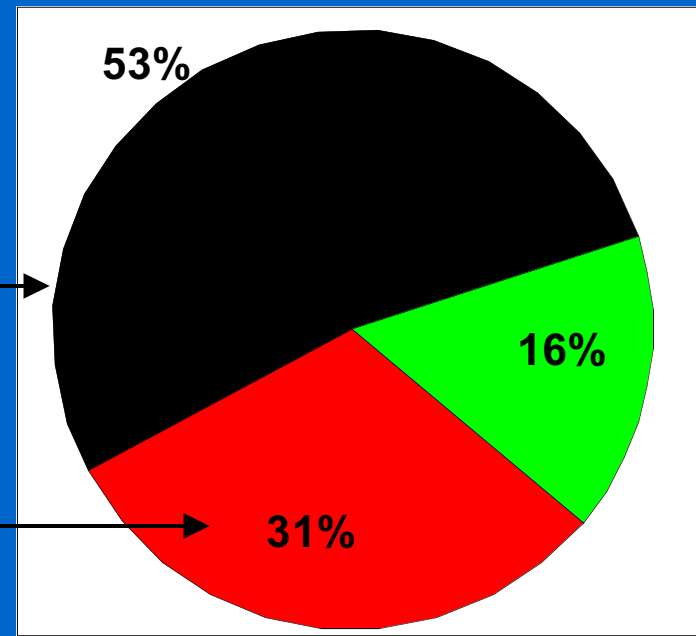


What could possibly go wrong, go wrong?

“Reality” – What a concept!

- **Reality can be painful: 83.8%***
of IT projects fall short of their goals

- ✓ Cost more
- ✓ Take longer
- ✓ Deliver less
- ✓ Get cancelled



- The SOA/BPM **paradox**: To make integration easier, the **hard** integration comes **first**.
 - Old ways of doing things get the job done, if poorly. Legacy systems became legacy systems *because* they don't adapt easily.

*Source: Enterprise Architecture Executive Council



Start here: You don't need SOA or BPM !

Understand what you need, not what you "Gotta have!"

- Answer these questions honestly:
 - ✓ Does your need to simplify multi-system interactions **outrank** other goals?
 - ✓ Is your need for process automation **more mission-critical** than other objectives?
 - ✓ What won't get done if you devote your energies to SOA / BPM?
- Is SOA/BPM the solution? **It depends on the problem!**
- *Strategy 146b: "Let's not and say we did."*



Still want your Ferrari?: Alternative Strategies

Success depends on selecting the strategy that accurately fits your organization's needs, resources and readiness for transformation.



- Big Bang!



- Stealth SOA/BPM: Slip it in under cover of night (i.e. within other projects)



- One significant step at a time (Sorry, no baby steps.)

Hint: If you're worried about the cost of the **license**, don't bother test driving the car!



Beware of the fire-breathing dragons

Everyone will say they're on board, but real organizations are made of individuals and groups with their own agendas and priorities.

- Institutional **Feudalism**: *It's why you **need** SOA & BPM AND why it's so **challenging** to accomplish.*
- Every project, system, and business entity is a **fiefdom**
 - ✓ Each manages budget and resources
 - ✓ Each has its own leadership, goals, "special" characteristics
 - ✓ You can't impose **collaboration, but...**



that's exactly what you must do !


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Solutions: I. From Feudalism to Federation

*Lay the groundwork for change by **organizational evolution**.*

Key elements of **Federated IT**:

- Build a well-designed shared services **cost model** first.
- Form an enterprise-level group of widely respected software engineers & technical managers solely and *permanently* dedicated to shared services.
- Build your **governance model**, but...
 - Don't **overcomplicate**
 - **Leadership** is a lot more than **enforcing policy**
 - ✓ Provide **guidance** and **direction** as well as standards.
 - ✓ A **respected, proactive partner** is more effective than a heavy-handed gatekeeper.
 - ✓ Provide **concrete value** by doing necessary **enterprise** work.



Solutions II: Balance transformation and pragmatism

Success depends on accurately determining where SOA and BPM can make the most demonstrable impact.

- Implement **new** construction as services where multiple systems depend on the related events and data.
- **First** implement BPM where **no** automation exists. **Then** replace hand-crafted workflows with production-quality BPM.
- Where possible, **replace** legacy systems with service-oriented systems.
 - **Don't** assume you can “wrap” legacy systems in SOA clothing.
 - Being SOA doesn't mean **everything** is a service.
- Insist **vendors** provide SOA / BPM compatible solutions
 - Of course, they'll all say they are. Deep-dive into details.



Solutions III: Don't ignore the "WHO" is SOA/BPM

Success can only be achieved by optimally managing up and down.

- Don't kid yourself about how easily key staff will be willing to change their mindsets. Be prepared to reorganize.
 - Respect those who do their jobs, new or old, effectively. But...
 - Deal with obstructionism forcefully and definitively.
- It's **not** sufficient to have one key champion: **ALL C-level leaders and their directs** must:
 - Understand **why** your organization needs SOA & BPM
 - Understand that growth includes pain
 - Understand and be **accountable** for their **specific roles** in the process of change



And, finally...

Have a nice trip!

- Expect many roadbumps, detours, twists and turns before you're done.
- Think ahead: SOA 2.0 = SOA + EDA (Event Driven Architecture)
- Enjoy the ride: By the time you get SOA and BPM to really hum, there'll be another, hotter TLA* and your shiny new Ferrari will just be a "legacy" VW Beetle!
- Questions?

*Three letter acronym

