

Assessing Architectural Work – Criteria and Metrics for Evaluating Communication, Common Language & Commitment

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7.2.2007



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Why to Evaluate Communication & Common Language and Commitment?

- “Communicating what an EA is and how it will benefit the organization is paramount to its success.” (META Group Inc. 2000)
- Communication is vitally important in order to share knowledge, to achieve a common understanding, agreement and a shared view of the EA scope, vision, objectives, developed models and other artifacts, and to gain commitment to the EA effort (e.g. Luftman 2000; Rehkopf and Wybolt 2003; Lankhorst 2005)
- “Without a shared sense of purpose and mission, effective governance structure, and executive leadership and commitment, enterprise architecture will only have a minimal impact” (Nelson 2004)



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Research Process

- Literature review
 - Especially, communication audit studies (evaluation of organizational communication) and commitment studies were charted, e.g.
 - Downs & Hazen's Communication Satisfaction Questionnaire (presented e.g. in Downs, 1988)
 - Hargie & Tourish's (2000) Communication Audit Questionnaire
 - SEI's degrees of commitment
 - Abrahamsson & Jokela (2000): management commitment
- Workshop 12.10.2006
 - Review, discussion and validation of the literature review results
- Consolidation of the results



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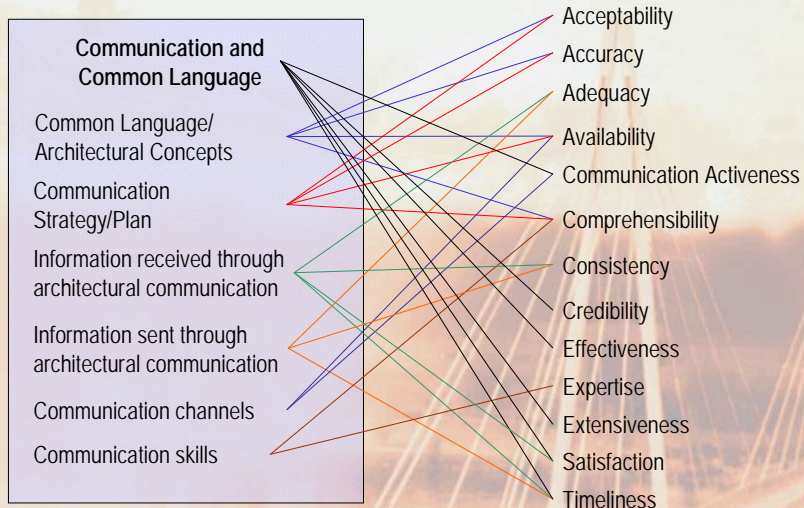
Evaluating Communication and Common Language

- Evaluation of communication is suggested to be conducted with the help of
 - 6 sub-targets in addition to communication in its entirety
 - 13 evaluation criteria in total
- Examples of evaluation questions (metrics) for each sub-target were presented to stimulate the definition of the organization specific questions (metrics)
- Evaluation metrics of communication mainly include
 - On-off measures
 - Identifying the level of satisfaction of a stakeholder



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Sub-Targets of Communication vs. Evaluation Criteria



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Examples of Evaluation Questions for Communication 1/3

Sub-target	Evaluation Questions / Metrics	Metric Type / Possible Values
Communication strategy/plan	Does a strategy/plan exist? Is it approved? Is the communication strategy/plan up-to-date?	On-off: yes/no
Common Language	Are the architectural concepts defined, documented, approved and available to key stakeholders?	On-off: yes/no
Common language	How satisfied you are with the concepts? Are the concepts and terms simple enough, clear and understandable?	Likert scale (ranging from very dissatisfied to very satisfied)
Information received through architecture communication	How satisfied are you with the amount and/or quality of architecture related information you have received? - The types of information may be specified - The sources of information may also be specified	Likert scale



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Examples of Evaluation Questions for Communication 2/3

Sub-target	Evaluation Question / Metrics	Metric Type / Possible Values
Information sent through architecture communication	How satisfied are you with the amount and/or quality of architecture related information you have sent to others? - The types of information may be specified - The receivers of information may also be specified	Likert scale (ranging from very dissatisfied to very satisfied)
Communication channels	Which channels you use in architecture communication? Additional questions: - Are these channels easily available? - Is the information easily available through these channels? - Which other channels would you like to use?	"Checkbox": e.g. Face-to-face contact, telephone calls, written communication, notice boards, internal audio-visual material, e-mail, intranet, meetings, briefings, grapevine
Communication skills	How understandable and clear is the communication/information provided by the architecture team?	Likert scale



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Examples of Evaluation Questions for Communication 3/3

Sub-target	Evaluation Question / Metrics	Metric Type / Possible Values
Communication and Common language in its entirety	How actively do you provide feedback to - The architecture team - the management - your co-workers, etc.?	Likert scale, e.g. daily, weekly, a couple of times a month, a couple of times a year, never
Communication and Common language in its entirety	How satisfied are you with the architecture communication in general? Additional question: How would you change the communication to make you more satisfied?	Likert scale



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Evaluating Commitment

- Evaluation of commitment is suggested to be conducted with the help of five evaluation criteria
 - Awareness, acceptability, satisfaction, involvement and participation
 - activeness, resources (adequacy of resources)
- Examples of evaluation questions (metrics) that demonstrate each evaluation criteria were presented to stimulate the definition of the organization specific evaluation questions (metrics)
- Evaluation metrics of commitment mainly include
 - On-off measures
 - Identifying the level of satisfaction of a stakeholder



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Examples of Evaluation Questions for Commitment 1/2

Criteria	Evaluation Question / Metrics	Metric Type / Possible Values
Awareness	Have you heard/been informed about the <u>EA/architecture approach</u> adopted in the organization?	On-off: yes/no
Acceptability	To what extent do you consider the EA/ architecture approach to be important/ useful/essential to the success of e.g. - the entire organization - your department/your team - your personal work tasks	Likert scale 1-5 (e.g. not at all important - very important)
Satisfaction	To what extent you <u>utilize</u> architecture guidelines/architecture documentation/ architecture guidance given by architects as a normal part of you work tasks?	Likert scale 1-5 (e.g. daily, weekly, a couple of times a month, a couple of times a year, never)



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Examples of Evaluation Questions for Commitment 2/2

Criteria	Evaluation Question / Metrics	Metric Type / Possible Values
Involvement and participation activeness	Does the EA governance team include executive-level representatives from each line of business? Do they have the authority to commit resources and enforce decisions within their respective organizational units?	On-off: yes/no
Involvement and participation activeness	How actively do you provide architecture related <u>feedback</u> to - the architecture team - the management - your co-workers?	Likert scale 1-5 (e.g. daily, weekly, a couple of times a month, a couple of times a year, never)
Resources	Does a budget for EA exist?	On-off: yes/no
Resources	Has an architecture team (architects) been assigned? Have their responsibilities and authorities been defined? Does a chief architect exist?	On-off: yes/no



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Conclusions

- Communication and commitment are important factors to the success of EA work and, therefore, evaluation in these areas should be carried out
 - Communication can be evaluated independently (i.e. not only as part of organizational communication studies)
 - The level of commitment may be derivable from the evaluation of architecture benefits, as well as from the communication assessments
 - If benefits can be demonstrated and value has been gained through EA, commitment has likely been reached
- Selection of metrics is required, as well as translation of the metrics into the organization's own terminology
 - Metrics selection is dependent on the phase of the EA development, or the maturity level
 - Simple metrics (e.g. on-off metrics) may be more useful in the beginning, more detailed metrics (quantitative or qualitative) in later phases



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