

Hack the IT Governance Matrix: How Solution Architects Can Drive Change Without the Red Pill

David West // Prairie Dev Con 2023
[Winnipeg]



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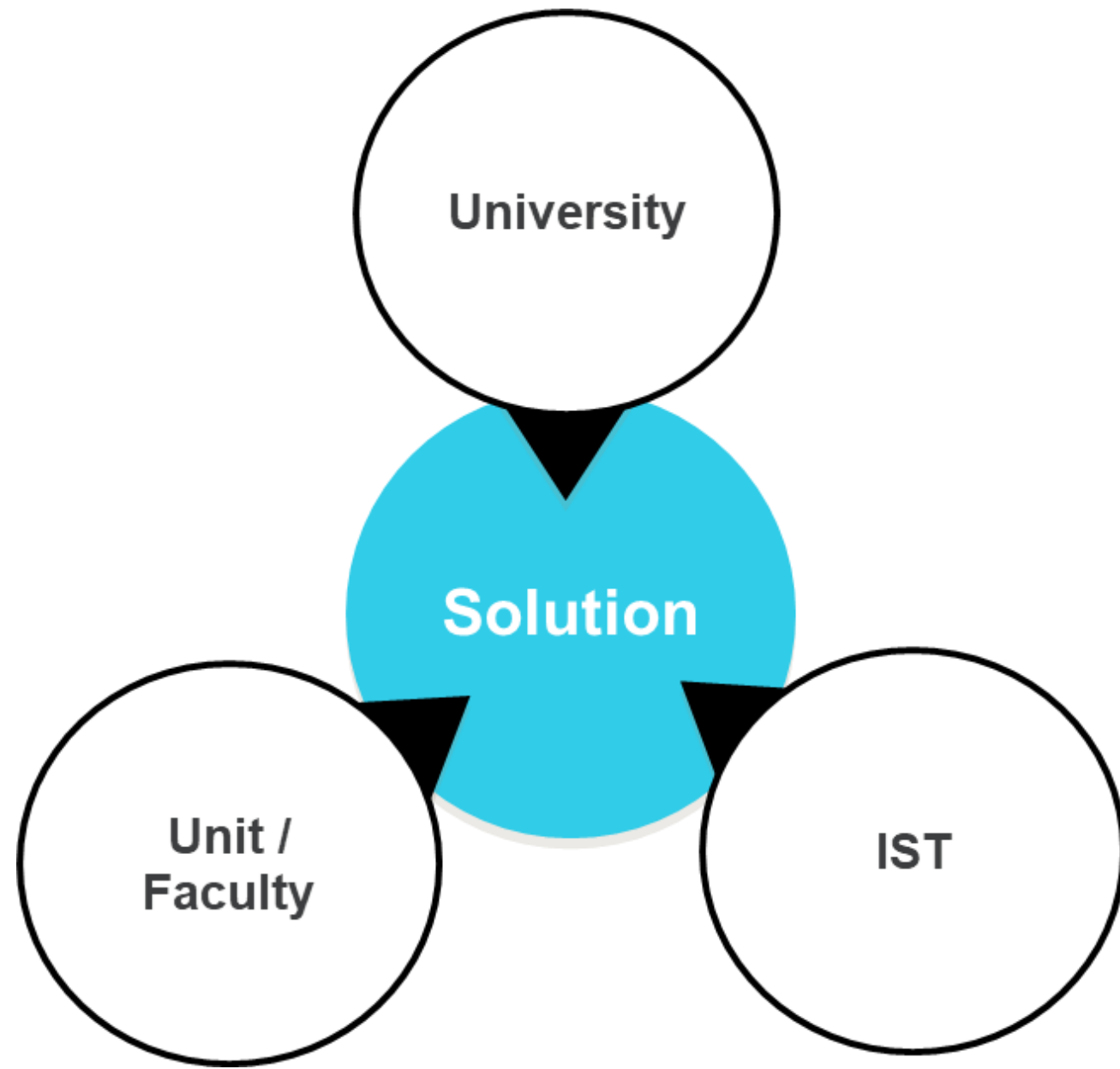


Lotlinx

EXCELLENCE IN RECRUITMENT



From the film "The Matrix" (1999), Copyright Warner Bros.

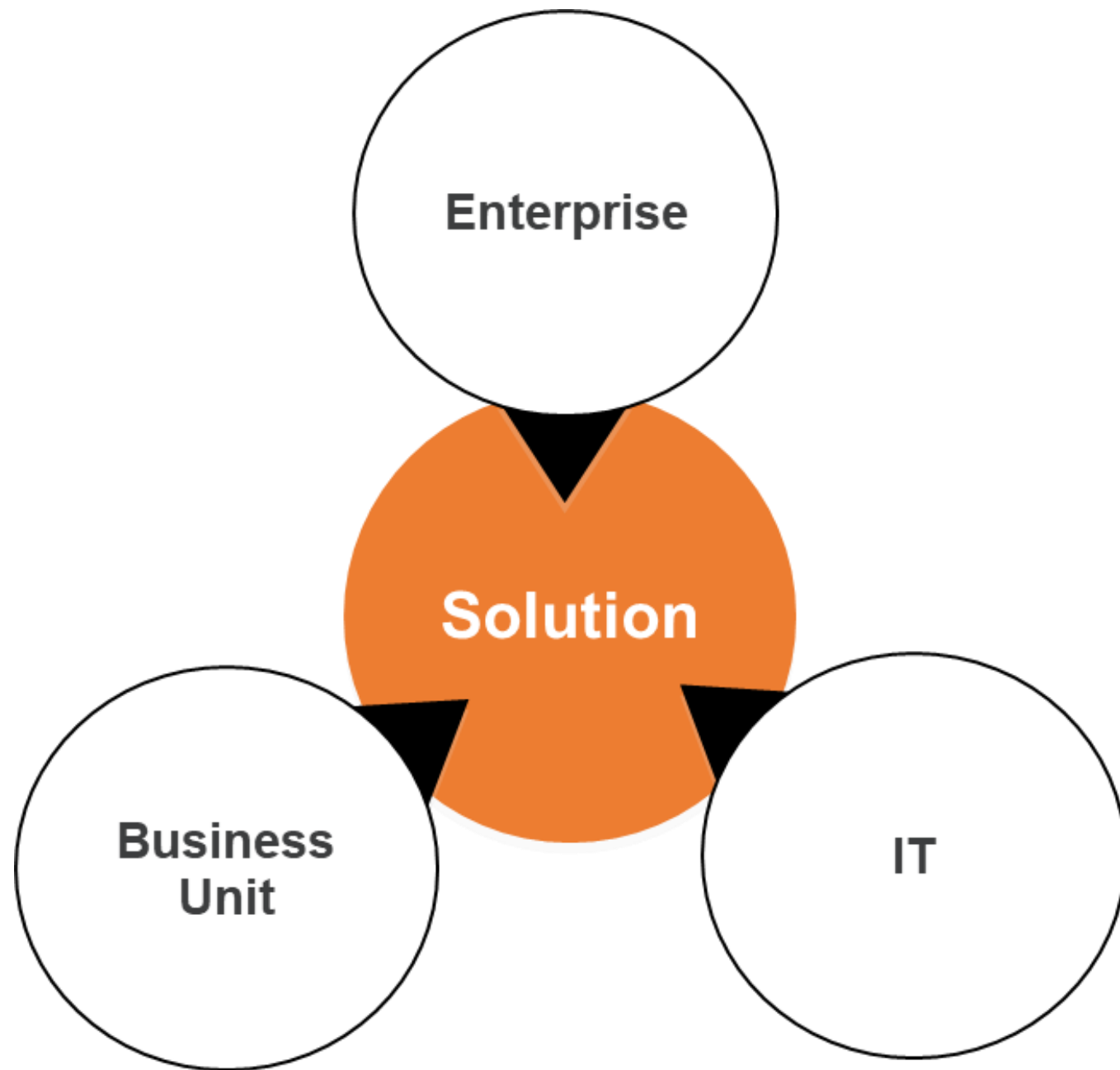


University

Solution

**Unit /
Faculty**

IST



The IT Architect *a profile*

Architects are T-Shaped people: they have breadth and depth.



These technical leaders have a breadth of understanding of the organization coupled with deep technical expertise.

They are integrative thinkers that pull together technical and business domains.

They think with the big picture in mind, so that solutions will not only be the right solution, right now, but also the right solution long term and in the context of the whole technical ecosystem.

The Architect--

Sets technical direction.
Establishes standards.
Plans with a view to the strategic context.

They--

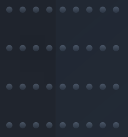
Provides technical leadership on projects.
Own the technical solution
Put the solution into context
Frame decision options and recommend approaches
Plan for long term fit, operation and evolution of systems and environments

They think in term of roadmaps, models, frameworks, patterns, capabilities, trade-offs

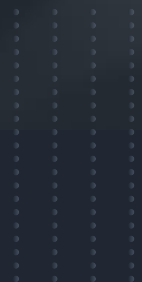
They are planners, designers, integrative thinkers, pragmatic purists

Their focus is standardization and Integration

With a view to balancing competing interests and highlighting risk and costs.



How?



How do you do this?



**UNDERSTANDING CHANGE
MANAGEMENT**



**BUILDING CONSENSUS
AND COLLABORATION**



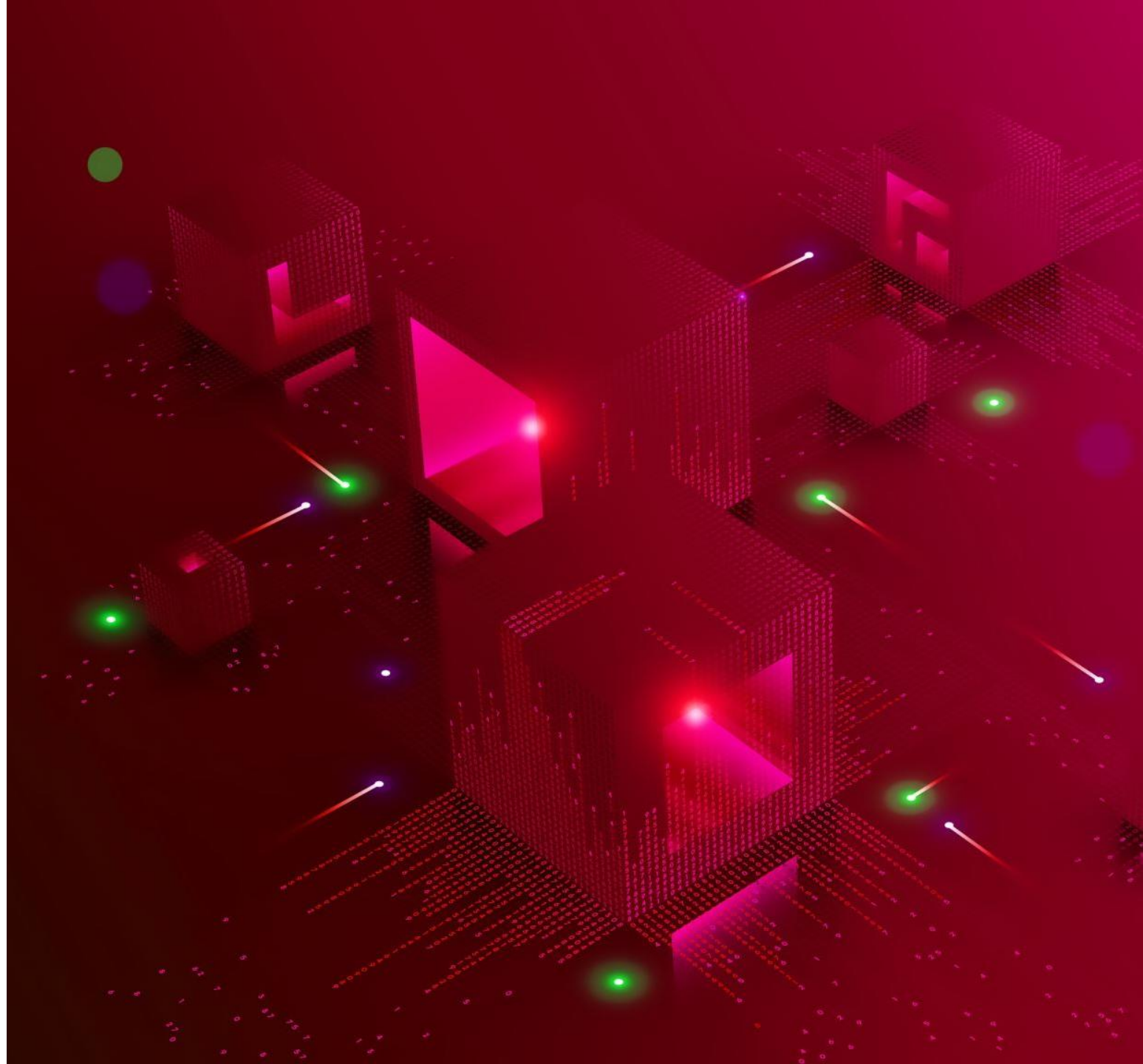
**DRIVING CHANGE
THROUGH GOVERNANCE**



Build Trust & Empathize

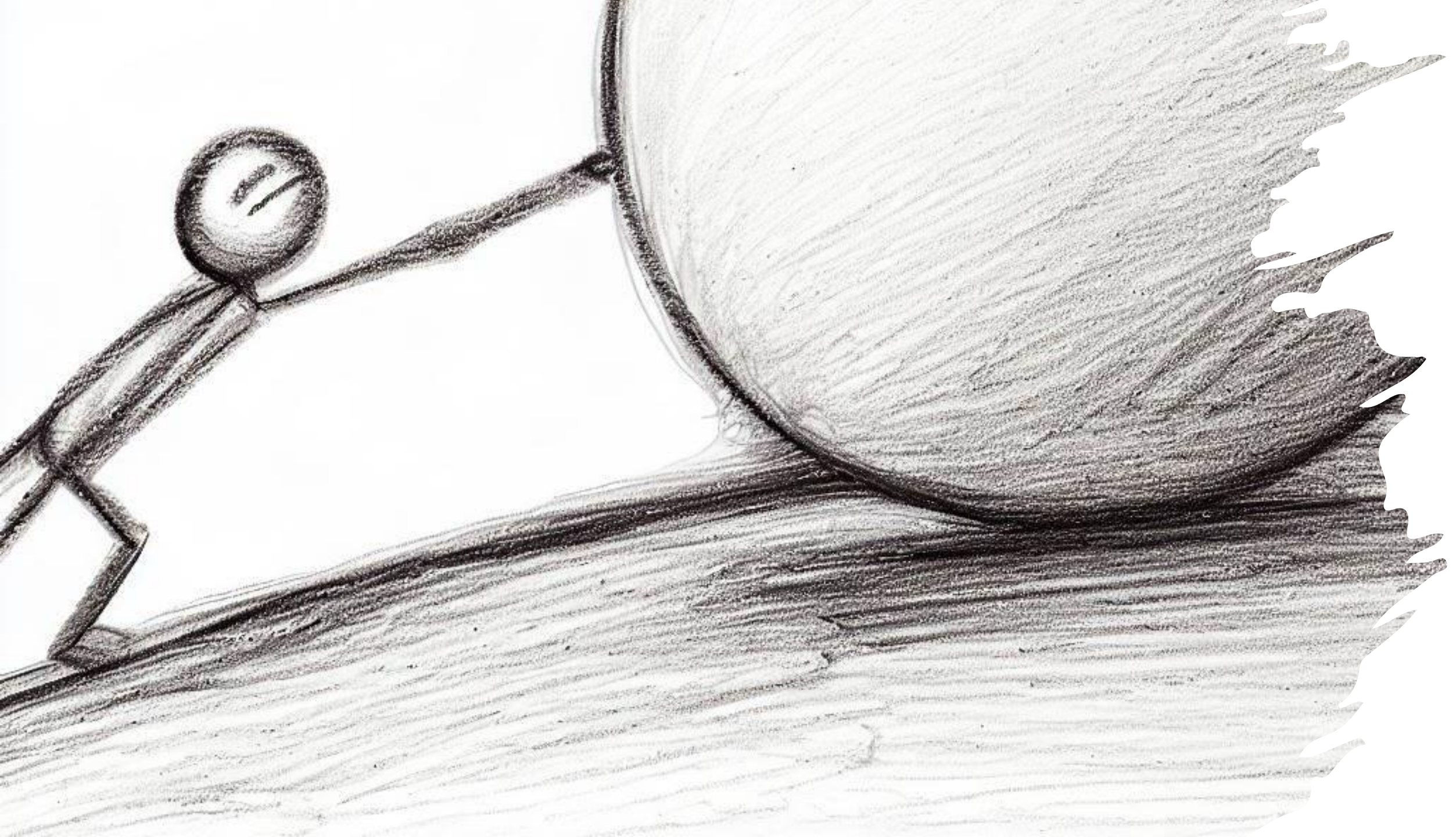


Understanding Change Management





Change is hard





Key Roles

- Sponsor
- Leader
- Manager
- Participants / Audience



Key Principles

- Clear Communication
- Leadership Support
- Audience Involvement
- Organizational Readiness
- Address Resistance
- Training and Education
- Effective Planning
- Continuous Improvement
- Benefits Realization
- Sustainability



Building Consensus and Collaboration





Understand the
Culture

Listen





Patience



Consistent Clear
Communication

A stack of three books is shown on a wooden surface. The top book has a white cover, the middle one has a dark brown cover, and the bottom one has a yellow cover. A white rectangular box is overlaid on the left side of the image, containing the text 'Share the Story' and a vertical line.

Share the Story



Driving Change Through Governance





Standards



Documented Decisions & Exceptions

<https://adr.github.io/>



Architecture Haiku



Architecture Haiku

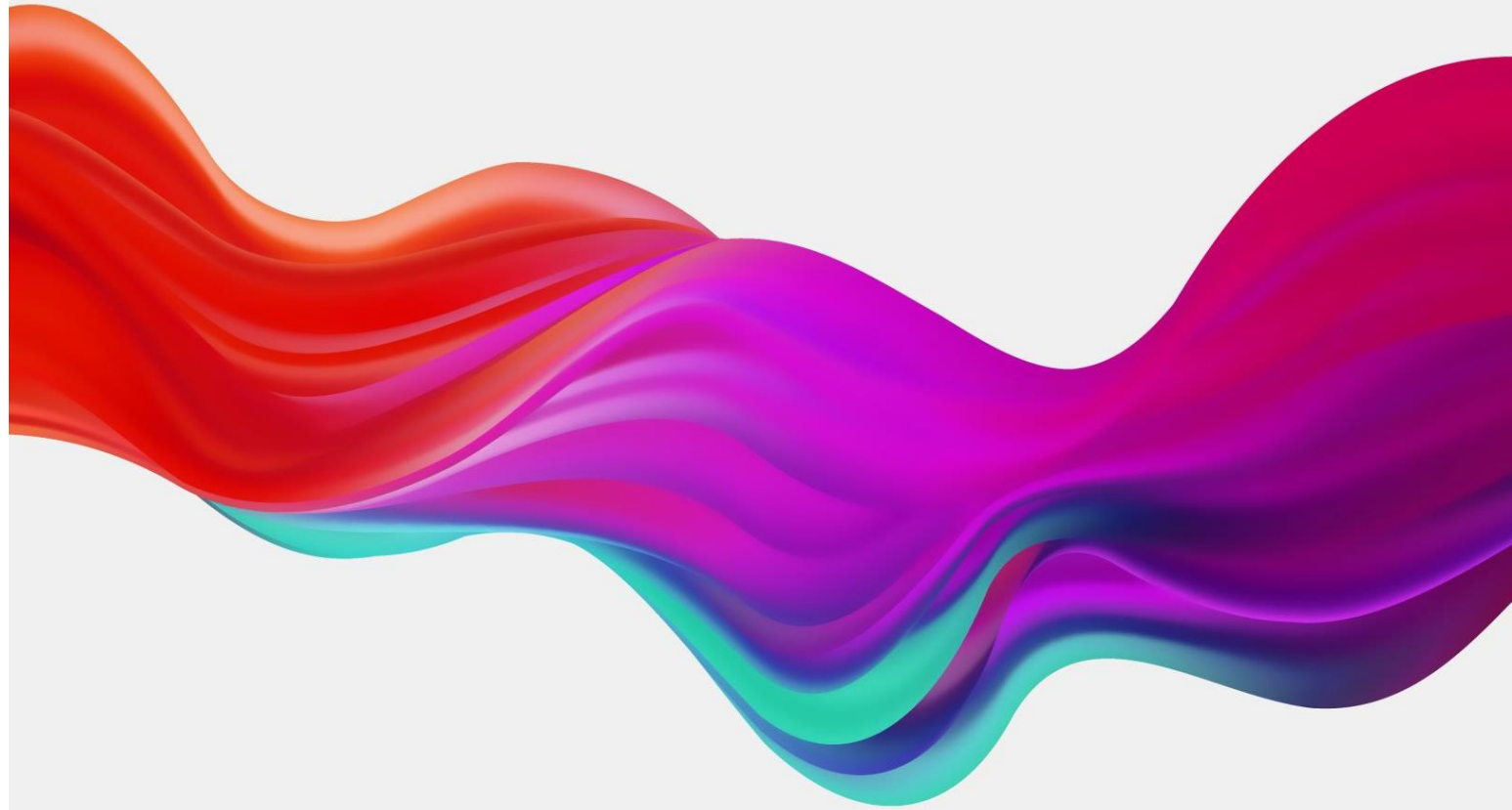
- An architecture haiku aims to capture software system architecture's most important details on a single piece of paper. An architecture haiku helps development teams focus on the most essential information relevant to the architecture, provides clear guidance for construction, and encourages collaboration.



Accessible Governance



Case Studies & Examples





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University of Manitoba holds funeral for mainframe

Contributor 8:45 AM CST • December 19, 2007

Comment

[youtube http://www.youtube.com/watch?v=jEFPPeUJPEA&rel=1&border=1]

The University of Manitoba recently held a funeral for its 47-year old IBM 650 mainframe — four people had to carry the almost 2,000-pound computer as *Amazing Grace* played in the background. This video is pretty funny and it's my opinion that all your favorite technology items should receive similar ceremonies.

[How to really bury a mainframe](#) [NetworkWorld] via [Slashdot](#)

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LAYER 8

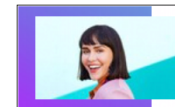
By Michael Cooney, Senior Editor, Network World | DEC 17, 2007 4:50 PM PST

About

Layer 8 is written by Michael Cooney, Senior Editor with Network World.

OPINION

How to really bury a mainframe



HPE GreenLake

Open up opportunities.

Learn more

Some users have gone to great lengths to dispose of their [mainframe](#) but [few](#) have gone this far. On November 21, 2007, the [University of Manitoba](#) said goodbye to its beloved 47-year-old IBM 650 mainframe [Betelgeuse](#) by holding a New Orleans style





Leadership

Everyone Else

Program Overview - DRAFT

Phase 1 – Student Experience

Focused on moving and modernizing the current Student Experience from SSB 8 to SSB 9 + Experience + Advisor experience enhancements

Phase 2 – Faculty and Staff Experience

Focused on moving and modernizing the current Staff & Faculty experiences from SSB 8 to SSB 9 + Experience + Workflow + Reporting

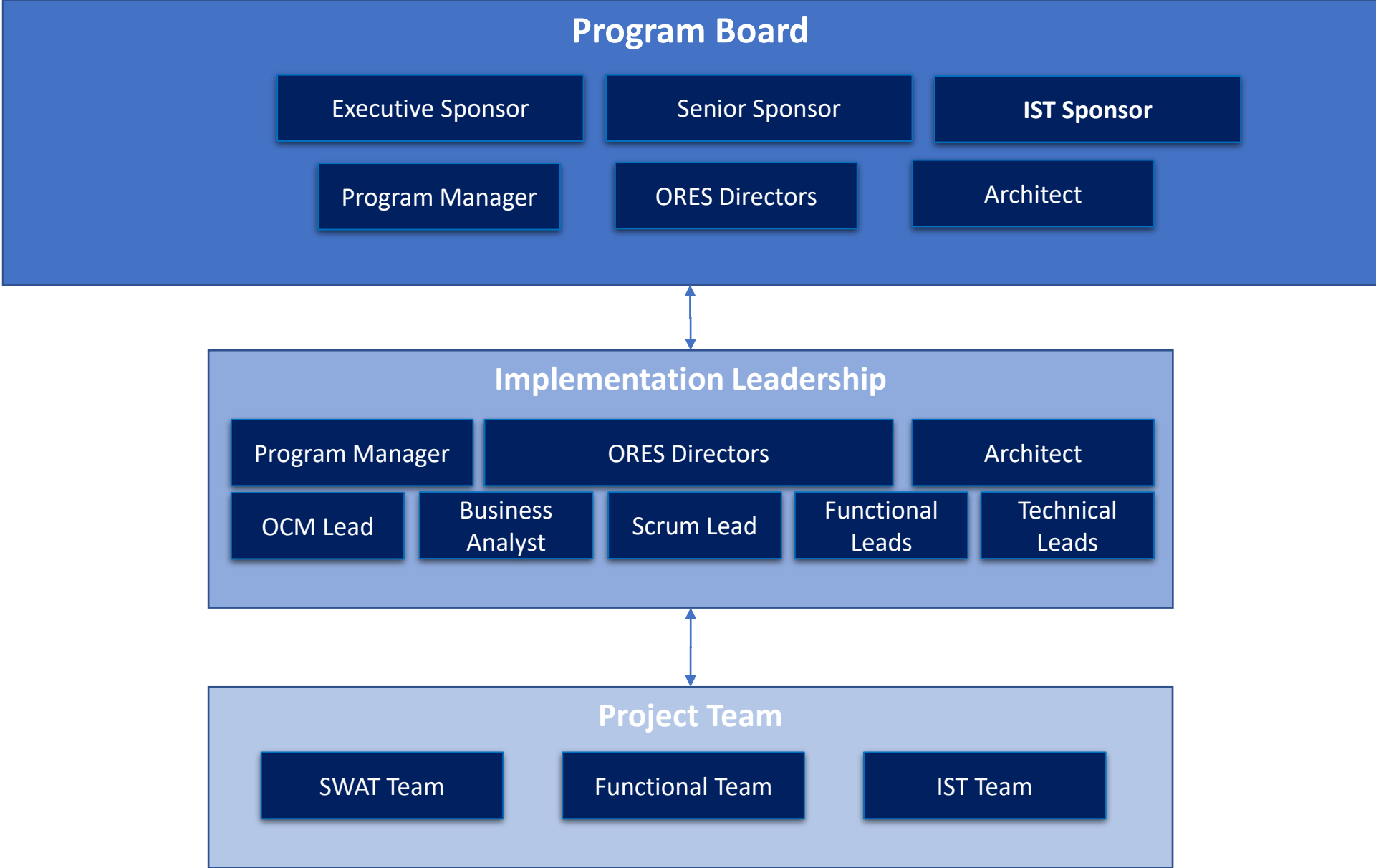
Phase 3 – Integrations

Modernize and streamline over 100 integration points into Banner

Technology refresh:

BDM, Ethos, Infrastructure upgrade, Workflow, Email authentication

Proposed Program Governance





[3-1s26 Banner](#)
[SaaS-Safe](#)
[Integration and](#)
[Extensions.docx](#)

- Integrations and extensions with Banner or the Ellucian platform will be developed technologies and patterns that are defined as “SaaS Safe” by the Aurora Modernization Program.
- For integrations, this generally involves the creation of integrations WITHOUT the need for a direct-to-database connection (e.g. JDBC Connection to Oracle. For Extensions, this involves the appending new or University-specific features to Banner WITHOUT customizing product code, application architecture, or infrastructure.

Takeaways



RESPECT THE EXISTING
CHANGE CULTURE



THE “HACK” IS BUILDING
TRUST THROUGH
COLLABORATION,
CONSENSUS, AND RESULTS



CHANGE IS SLOW, BUT SLOW
MOMENTUM IS GOOD
MOMENTUM



SUCCESS ON PURPOSE
RATHER THAN SUCCESS BY
ACCIDENT (GOVERNANCE)



CHART YOUR CHANGE
JOURNEY AND DOCUMENT
THE CHANGES



Change is hard



Build Trust & Empathize

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