The TOGAF® Standard
10th Edition
ADM Practitioners' Guide

2025 Update

The TOGAF® Standard — 10th Edition

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Preface

The Open Group

The Open Group is a global consortium that enables the achievement of business objectives through technology standards and open source initiatives by fostering a culture of collaboration, inclusivity, and mutual respect among our diverse group of 900+ memberships. Our membership includes customers, systems and solutions suppliers, tool vendors, integrators, academics, and consultants across multiple industries.

The mission of The Open Group is to drive the creation of Boundaryless Information Flow™ achieved by:

- Working with customers to capture, understand, and address current and emerging requirements, establish policies, and share best practices
- Working with suppliers, consortia, and standards bodies to develop consensus and facilitate interoperability, to evolve and integrate specifications and open source technologies
- Offering a comprehensive set of services to enhance the operational efficiency of consortia
- Developing and operating the industry's premier certification service and encouraging procurement of certified products

Further information on The Open Group is available at www.opengroup.org.

The Open Group publishes a wide range of technical documentation, most of which is focused on development of standards and guides, but which also includes white papers, technical studies, certification and testing documentation, and business titles. Full details are available at www.opengroup.org/library.

The TOGAF® Standard, a Standard of The Open Group

The TOGAF Standard is a proven enterprise methodology and framework used by the world's leading organizations to improve business efficiency.

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Referenced Documents

The following documents are referenced in this TOGAF® Series Guide:

[C220]	The TOGAF® Standard, 10th Edition, a standard of The Open Group (C220), published by The Open Group, April 2022; refer to: www.opengroup.org/library/c220
[C226]	ArchiMate® 3.2 Specification, a standard of The Open Group (C226), published by The Open Group, October 2022; refer to: www.opengroup.org/library/c226
[Carver, 2006]	John Carver: Reinventing your Board: A Step-by-Step White Paper to Implementing Policy Governance, Jossey-Bass, 2006
[Conklin, 2005]	Jeff Conklin: Wicked Problems & Social Complexity within Dialog Mapping: Building Shared Understanding of Wicked Problems, Wiley, 2005
[G152]	TOGAF® Series Guide: Integrating Risk & Security within a TOGAF® Enterprise Architecture, The Open Group Guide (G152), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g152
[G184]	TOGAF® Leader's Guide to Establishing and Evolving an EA Capability (G184), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g184
[G188]	TOGAF® Series Guide: Architecture Project Management (G188), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g188
[Hambrick & Fredrickson, 2001]	Donald C. Hambrick, James W. Fredrickson: Are you Sure you have a Strategy?, The Academy of Management Executive, 15, 4; ABI/INFORM Global, November 2001
[ISO/IEC 38500]	ISO/IEC 38500:2015: Information Technology – Governance of IT for the Organization
[ISO/IEC/IEEE 42010]	ISO/IEC/IEEE 42010:2022: Systems and Software Engineering – Architecture Description
[Kaplan & Norton, 1992]	Robert S. Kaplan, David P. Norton: The Balanced Scorecard – Measures that Drive Performance, Harvard Business Review, 70(1), Jan-Feb 1992
[Kruchten, 1995]	Philippe Kruchten: Architectural Blueprints – The "4+1" View Model of Software Architecture, November 1995; refer to: www.cs.ubc.ca/\~gregor/teaching/papers/4+1view-architecture.pdf
[Mintzberg *et al*., 2005]	Henry Mintzberg, Bruce Ahlstrand, and Joseph Lampel: Strategy Bites Back: It is Far More, and Less, than You Ever Imagined, April 2005
[W102]	World-Class Enterprise Architecture, White Paper (W102), published by The Open Group, April 2010; refer to: www.opengroup.org/library/w102
[W16B]	Architecture Project Management: How to Manage an Architecture Project using the TOGAF® Framework and Mainstream Project Management Methods, White Paper (W16B), published by The Open Group, August 2016; refer to: www.opengroup.org/library/w16b

Suggested Reading:

- Cuypers Ataya: Enterprise Value: Governance of IT Investments, The Business Case, IT Governance Institute, 2006
- Peter Swartz: The Art of the Long View: Planning for the Future in an Uncertain World, Currency Doubleday, 1996
- Kees van der Heijden: Scenarios: The Art of Strategic Conversation, 2nd Edition, Wiley, 2005

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Part 1: Introduction

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1. Introduction

1.1. Overview

This document provides guidance on using the TOGAF framework to develop, maintain, and use an Enterprise Architecture (EA). This document is a companion to the TOGAF framework and is intended to bring the concepts and generic constructs in the TOGAF framework to life. This document puts forward an approach to develop, maintain, and use an EA that aligns to a set of requirements and expectations of the stakeholders and enables predictable value creation.

It is intended to take the TOGAF concepts and show how each Practitioner can use the same concept to (a) deliver useful EA for their Enterprise and (b) deliver improvements to EA Capability. This point is important: use the same concept. Not the same technique, not the same template, not the same process. The same concept. For example, evidence from prevalent practice shows that there is not a single EA team that didn't use a repository, whether the repository is a file folder or a fully-fledged installation of modeling and analytic software. If you are struggling with this point, stop and think about any preconceptions you are carrying into the conversation. For example, while reading, if you have a reaction similar to "but a real repository includes …", ask yourself if this is universally true. The concept of a repository is universal; the implementation varies.

The essential scaffolding of the TOGAF framework is the concepts. Everything else in the TOGAF framework is either an example or a starter set to get you moving. If you do not like the example, then you can take advantage of the modular structure of the TOGAF framework and substitute it. Leading Practitioners and users often take this approach. This document is about advising the Practitioner in making the universal structure of the TOGAF framework work.

This document is written for the Practitioner, the person who is tasked to develop, maintain, and use an EA. Choice of the term Practitioner is deliberate, reflecting the role, rather than one of the myriad job titles in an Enterprise the Practitioner may have.

This document is structured to provide the context, content, and rationale behind choices and steps that an EA Practitioner can consult at any point. When effectively used, a thoughtfully developed EA optimizes Boundaryless Information Flow™ within and between Enterprises based on open standards and global interoperability.

This document is explicitly about developing, maintaining, and, most importantly, using an EA. The range of potential Enterprises and purposes require a guide of this length to define the direction.[1] Following the approach suggested in the World-Class Enterprise Architecture White Paper [W102], the TOGAF Standard is routinely applied to develop architectures supporting strategy development, portfolio management, project planning and execution, and solution development. Collective experiences reflect that there is no one right EA deliverable, model, view, work product, or technique. Rather, the correct approach is specific to the purpose of the architecture development initiative. Anyone who suggests there is a single correct approach, model, view, work product, or technique is not providing the right advice for you to succeed. This document will help you, the Practitioner, to identify the approach that is appropriate to any particular purpose.

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Developing, maintaining, and using an EA requires deep interaction with several specialized functions such as strategy development, budgeting, benefits realization, portfolio management, program & project management, and operational units. This document will:

- Introduce key topics of concern
- Describe the TOGAF Standard concepts related to the topic
- Show how it is related to developing, maintaining, and using an EA
- Discuss what the Practitioner needs to know
- Describe what the Practitioner should do with this knowledge

Even though this document has a logical structure, it is not simple task list. The depth and detail of the steps needed to be taken by the Practitioner are specific to the purpose and are iterative. The only variable is time spent for every step. As with all change work, listing what you need to know is not the same as defining the level of detail in the documentation.

Key decisions are made in an Enterprise following a business cycle. An architecture should inform and enable decision-making. Just align the delivery of architecture to the Enterprise's business cycle and the purpose of the architecture development initiative. The value is delivered when the architecture is used. It is plain and simple. This document is divided into six parts, as follows:

Part 1: Introduction

This part contains this introductory part and a set of definitions.

Part 2: Guidance on Enterprise Architecture

This part addresses:

- What an Enterprise Architecture is and what it is used for
- Coordinating EA development across the EA Landscape
- Coordinating EA development with the business cycle

Part 3: Guidance on Developing an Enterprise Architecture

This part addresses:

- Using the ADM
- Developing an Enterprise Architecture to Support Strategy
- Developing an Enterprise Architecture to Support Portfolio
- Developing an Enterprise Architecture to Support Project
- Developing an Enterprise Architecture to Support Solution Delivery
- Special Cases

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Part 4: Guidance on Using an Enterprise Architecture

This part addresses:

- What to do when you are hip-deep in solution delivery
- Architecture in action (agile Enterprise, response to incident, etc.)

Part 5: Guidance on Maintaining an Enterprise Architecture

This part addresses:

- Managing multiple simultaneous roadmaps
- What to do when you are hip-deep in solution delivery

Part 6: Appendices

This part presents:

- A list of useful tables related to frameworks, reference models, etc.

1.2. How to Use this Document with the TOGAF Framework

The TOGAF framework provides essential universal scaffolding useful in a range of organizations, industries, and architectural styles. This document is designed to fill in what is not explicitly addressed by the TOGAF framework and provides an approach to interpret the standard. This does not suggest that the TOGAF framework is flawed. The TOGAF framework is designed to require interpretation or customization. It has to provide universal scaffolding. What is common and universal between all of the different examples provided in the definition of Enterprise? Essential scaffolding expressed as concepts.

One way to look at the TOGAF framework is that it is written for the expert theoretician – the person who thinks about the structure and practice of EA. TOGAF® Series Guide: The TOGAF Leader's Guide to Establishing and Evolving an EA Capability [G184] is for the person tasked with establishing or evolving an EA Capability.

This document is written directly for the person who does the work: develops, maintains, and uses an EA. The person who is not worried about the theory, and who is not worried about how to structure or maintain an EA Capability. The person who develops, uses, and maintains a good EA.

While this document assumes no detailed knowledge of the TOGAF framework, it explores the core concepts of the TOGAF Standard. It places these concepts together in the context of using them to develop, maintain, and use an EA. This includes guidance on iteration, an EA Repository, executing the ADM for the purpose of supporting Strategy, Portfolio, Project, and Solution Delivery, and performing effective governance of the development and use of the EA practice.

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