

ADM Cheat Sheet

Every phase at a glance: purpose, inputs, steps, outputs, exam traps and a memory hook. Condensed from the TOGAF Standard, 10th Edition (ADM chapters 2–13); each row cites its section.

1 · ADM phase matrix

★ **Headline output** the one to remember for each phase (our selection, not a TOGAF category)

PHASE · PURPOSE	KEY INPUTS	KEY STEPS	KEY OUTPUTS	EXAM NOTES	MEMORY HOOK
Preliminary Determine the Architecture Capability the organization wants, and establish it: organizational model, governance, tools, Architecture Principles. ADM §2.1–2.4	- TOGAF Library; other frameworks - Board strategies, business principles, goals, drivers - Governance and legal frameworks - Existing Architecture Framework / Organizational Model (if any)	- Scope the enterprise organizations impacted - Confirm governance and support frameworks - Define and establish the EA team and organization - Identify and establish Architecture Principles - Tailor the TOGAF framework - Strategy for tools and techniques	★ Organizational Model for EA ★ Tailored Architecture Framework (incl. Architecture Principles) - Initial Architecture Repository - Architecture Governance Framework - Request for Architecture Work (optional)	- Architecture Principles are DEFINED here (refined in A) - Sets up the capability — the "how and who" of doing EA, not a specific architecture	<i>Prepare the kitchen before cooking: team, rules, tools, recipe book.</i> Memory aid — not TOGAF wording
A · Architecture Vision Develop a high-level aspirational vision of the capabilities and business value; obtain approval for a Statement of Architecture Work. ADM §3.1–3.4	- Request for Architecture Work - Business principles, goals, drivers - Organizational Model for EA - Tailored Architecture Framework - Populated Architecture Repository	- Establish the architecture project - Identify stakeholders, concerns, business requirements (stakeholder map) - Evaluate capabilities - Assess readiness for business transformation - Define scope - Develop Architecture Vision - Develop Statement of Architecture Work; secure approval	★ Approved Statement of Architecture Work ★ Architecture Vision - Capability Assessment - Communications Plan - Draft Architecture Definition Document - Refined principles, goals, drivers	- The trigger is a Request for Architecture Work Approved SoAW is the key sign-off - Multiple business scenarios may feed a single Architecture Vision	<i>A = Agree: agree the vision and sign the SoAW before any detailed design.</i> Memory aid — not TOGAF wording
B · Business Architecture Develop the Target Business Architecture to achieve the business goals; identify candidate Architecture Roadmap components from Baseline–Target gaps. ADM §4.1–4.4	- Request for Architecture Work - Capability Assessment; Communications Plan - Approved Statement of Architecture Work - Architecture Principles - Architecture Vision - Draft Architecture Definition Document	- Select reference models, viewpoints, tools - Develop Baseline, then Target description - Perform gap analysis - Define candidate roadmap components - Resolve impacts; formal stakeholder review - Finalize; create/update the ADD	★ Draft ADD (Baseline + Target Business Architecture) - Draft Architecture Requirements Specification - Business Architecture components of an Architecture Roadmap - Updated SoAW, principles (if necessary)	- B, C and D share the same 9-step pattern - Output is still a DRAFT ADD	<i>B–C–D recipe: pick models → Baseline → Target → Gap → Roadmap bits → Review → Update ADD.</i> Memory aid — not TOGAF wording
C · Information Systems (Data + Application) Develop the Target Information Systems Architectures (Data and Application) that enable the Business Architecture and Vision; identify candidate roadmap components. ADM §5.1–5.2 · §6 · §7	- Approved SoAW; Architecture Vision - Draft ADD and Draft Architecture Requirements Specification - Business (and Data) components of the Architecture Roadmap - Data / application principles, if existing	- Same 9 steps as B, done for Data and for Application - Baseline → Target → gap analysis per domain - Define candidate roadmap components - Create/update the ADD	★ Draft ADD (Data + Application) - Draft Architecture Requirements Specification - Data and Application components of the Architecture Roadmap	- Data and Application may be done in EITHER order - Two domains → two gap analyses - Logical, vendor-neutral building blocks here	<i>C = Computers' contents: the data and the apps — any order.</i> Memory aid — not TOGAF wording

PHASE · PURPOSE	KEY INPUTS	KEY STEPS	KEY OUTPUTS	EXAM NOTES	MEMORY HOOK
D · Technology Architecture Develop the Target Technology Architecture that lets business, data and application building blocks be delivered through technology components and services; identify candidate roadmap components. ADM §8.1–8.4 · §8.3.1.1	- Product information on candidate products - Technology principles, if existing - Approved SoAW; Architecture Vision - Draft ADD and Draft ARS - Business, Data and Application roadmap components	- Same 9 steps as B - Includes product selection (incl. dependent products) - Gap analysis Baseline vs Target technology - Create/update the ADD	★ Draft ADD (Baseline + Target Technology Architecture) - Draft Architecture Requirements Specification - Technology Architecture components of the roadmap	- Product selection MAY occur (re-use, added capacity); significant or non-standard choices → flagged for Phase E - The ADD is still a DRAFT after D	<i>D = Define the platform; big product bets go to E.</i> Memory aid — not TOGAF wording
E · Opportunities & Solutions Generate the initial complete Architecture Roadmap; decide if an incremental approach (Transition Architectures) is needed; define the overall SBBs based on the ABBs. ADM §9.1–9.5	- Product information; planning methodologies - Capability Assessment; Communications Plan - Draft ADD and Draft ARS - Candidate roadmap components from B, C and D - Change Requests for existing programs	- Determine corporate change attributes and business constraints - Review and consolidate gap results from B–D - Consolidate interoperability requirements; refine dependencies - Confirm readiness and risk; formulate Implementation & Migration Strategy - Identify and group work packages; identify Transition Architectures - Create Architecture Roadmap & Implementation and Migration Plan	★ Architecture Roadmap (work package portfolio, Transition Architectures, SBBs) ★ Draft Implementation and Migration Plan - Consolidated Gaps, Solutions, and Dependencies Assessment - Business and IT Capability Assessments - Draft ADD (Transition Architectures)	- Overall SBBs are defined here - First phase focused on HOW to deliver (work packages, Transition Architectures) - Roadmap and I&M Plan are still drafts	<i>E = Envelope of change: bundle gaps into work packages and stages.</i> Memory aid — not TOGAF wording
F · Migration Planning Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan, aligned with the enterprise change portfolio; make business value and cost of work packages understood. ADM §10.1–10.5	- Draft Architecture Roadmap - Draft Implementation and Migration Plan - Draft ADD (incl. Transition Architectures) and Draft ARS - Capability Assessment; Communications Plan	- Confirm management framework interactions - Assign business value to each work package - Estimate resources, timings, delivery - Prioritize migration projects via cost/benefit and risk - Confirm roadmap; update ADD - Complete I&M Plan; document lessons learned	★ Approved Implementation and Migration Plan ★ FINALIZED Architecture Definition Document - FINALIZED Architecture Requirements Specification - FINALIZED Architecture Roadmap - Re-usable ABBs - Implementation Governance Model (if any) - Change Requests for the Architecture Capability (lessons learned)	- The Finalized ADD / ARS / Roadmap are Phase F outputs - Works with project and portfolio managers	<i>F = Finalize: every draft becomes final here.</i> Memory aid — not TOGAF wording
G · Implementation Governance Ensure implementation projects conform to the Target Architecture; perform Architecture Governance for the solution and implementation-driven Change Requests. ADM §11.1–11.4 · §11.3.1	- Implementation and Migration Plan - Implementation Governance Model - Architecture Contract (standard) - ADD, ARS, Architecture Roadmap - Architecture Governance Framework	- Confirm scope and priorities with development management - Identify deployment resources and skills - Guide development of solutions deployment - Perform EA compliance reviews - Implement business and IT operations - Post-implementation review; close	★ Architecture Contract (SIGNED) ★ Compliance Assessments - Change Requests - Architecture-compliant solutions deployed - Populated Architecture Repository	- Architecture Contract is signed here - Solution Architects identify the specific SBBs needed to fill gaps - Architects govern — they do not build	<i>G = Guard: watch the builders and sign the contract.</i> Memory aid — not TOGAF wording
H · Architecture Change Management Ensure the architecture development cycle is maintained, the Architecture Governance Framework is executed, and the EA Capability meets current requirements. ADM §12.1–12.4 · §12.5.2	- Request for Architecture Work - SoAW; Architecture Vision; ADD; ARS; Roadmap - Change Requests (technology changes, business changes) - Architecture Contract; Compliance Assessments - Implementation Governance Model	- Establish value realization process - Deploy monitoring tools - Manage risks - Provide analysis for change management - Develop change requirements to meet performance targets - Manage governance process - Activate the process to implement change	- Architecture updates (maintenance changes) - Changes to framework and principles (maintenance changes) ★ New Request for Architecture Work (major changes → new cycle) - Updated SoAW, Architecture Contract, Compliance Assessments	- Three change categories: Simplification · Incremental · Re-architecting - Re-architecting = the whole architecture goes through the cycle again (new RfAW) - Simplification is handled by change management	<i>H = Heal or rebuild: simplify, increment, or re-architect.</i> Memory aid — not TOGAF wording

PHASE · PURPOSE	KEY INPUTS	KEY STEPS	KEY OUTPUTS	EXAM NOTES	MEMORY HOOK
Requirements Management Keep the requirements process running for all relevant ADM phases; manage architecture requirements from any phase; make them available to each phase as it executes. ADM ch. 13 · ADM §1 (continuous phase)	• Populated Architecture Repository • Organizational Model; Tailored Architecture Framework • SoAW; Architecture Vision • Architecture requirements populating an ARS • Requirements Impact Assessment	• Identify and baseline requirements; set priorities with stakeholders • Record changes in the Architecture Requirements Repository • Assess impact of changed requirements on current and previous phases • Feed results to the phase that needs them	★ Requirements Impact Assessment • Updated Architecture Requirements Specification (if necessary) • Architecture Requirements Repository kept up to date	• Sits at the CENTRE of the ADM — a continuous phase • It manages requirements; it does not dispose of them itself	<i>RM = the heart: every phase pumps requirements through it.</i> Memory aid — not TOGAF wording

2 · Where each deliverable lives

● Created ● Updated / refined ★ Finalized · approved · signed ○ Key input

DELIVERABLE	PRELIM	A	B	C	D	E	F	G	H	RM	NOTE
Request for Architecture Work	●	○	·	·	·	·	●	·	●	·	Optional in Preliminary; F for a new iteration; H for major change ADM §2.4 · §3.2 · §10.4 · §12.4
Tailored Architecture Framework	●	●	○	·	·	·	·	○	○	·	ADM §2.4 · §3.4
Architecture Principles	●	●	●	●	●	·	·	·	·	·	Defined in Preliminary; refined A–D ADM §2.1 · §3.4 · §4.4 · §8.4
Statement of Architecture Work	·	★	●	●	●	●	·	○	●	·	Approved in A; updated if necessary ADM §3.4 · §4.4 · §9.4 · §12.4
Architecture Vision	·	●	●	●	●	●	·	○	○	·	ADM §3.4 · §4.4 · §9.4
Capability Assessment	·	●	○	·	·	●	○	○	·	·	E adds Business and IT Capability Assessments ADM §3.4 · §9.4
Communications Plan	·	●	○	·	○	○	○	·	·	·	ADM §3.4 · §4.2 · §9.2
Architecture Definition Document	·	●	●	●	●	●	★	○	○	·	Draft A–E; Finalized in F ADM §3.4 · §8.4 · §9.4 · §10.4
Architecture Requirements Specification	·	·	●	●	●	●	★	·	·	●	Draft B–E; Finalized in F ADM §4.4 · §9.4 · §10.4 · §13.4
Architecture Roadmap	·	·	●	●	●	●	★	○	·	·	Components in B–D; initial complete version in E; Finalized in F ADM §4.4 · §9.1 · §10.4
Implementation and Migration Plan	·	·	·	·	·	●	★	○	·	·	Draft in E; Approved in F ADM §9.4 · §10.4
Implementation Governance Model	·	·	·	·	·	·	●	○	○	·	ADM §10.4 · §11.2
Architecture Contract	·	·	·	·	·	·	·	★	●	·	Signed in G; updated in H if necessary ADM §11.4 · §12.4
Compliance Assessment	·	·	·	·	·	·	·	●	●	·	ADM §11.4 · §12.4
Change Request	·	·	·	·	·	○	●	●	○	·	ADM §9.2 · §10.4 · §11.4 · §12.2
Requirements Impact Assessment	·	·	·	·	·	·	·	·	·	●	ADM §13.4

Built from each phase's Inputs and Outputs lists. The Standard says outputs "may include, but are not restricted to" these.

3 · Short codes

The letter codes are memory aids — not TOGAF wording. The terms they expand to are the Standard's, in its order.

FCIO

AC §6.4

Enterprise Continuum (Architecture & Solutions)

Foundation
Common Systems
Industry
Organization-Specific

Left to right = generic → specific ("adaptation for use"); right to left = generalization for re-use.

BDAT

CC §3.3 · ADM §5

Architecture domains

Business
Data
Application
Technology

The four domains; Data + Application together = Information Systems (Phase C).

P · ABCDEFGH · RM

ADM ch. 1–13

ADM phases

Preliminary
A Vision
B Business
C Information Systems
D Technology
E Opportunities & Solutions
F Migration Planning
G Implementation Governance
H Change Management
Requirements Management (centre)

Preliminary sits outside the cycle; Requirements Management is the continuous phase at the centre.

SSC

CC §4.77 · §4.67 · Applying the ADM

Architecture Landscape levels

Strategic
Segment
Capability

Broad and long-term → one area → one increment of change.

DAB

CC §3.6

Architecture work products

Deliverables
Artifacts
Building Blocks

Deliverable = contracted & signed off; artifact = describes an aspect; building block = reusable component.

CMD

CC §3.6 · TECH (Stakeholder Management)

Types of artifact

Catalogs
Matrices
Diagrams

Lists of things · relationships between things · pictures of things.

MC - LSR - GRS

AC ch. 7

Architecture Repository — 8 classes

Architecture Metamodel
Architecture Capability
Architecture Landscape
Standards Library
Reference Library
Governance Repository
Architecture Requirements Repository
Solutions Landscape

Architecture Landscape = assets in use or planned; Solutions Landscape = the SBBs supporting that landscape.

NSRI

TECH Table 2-1

Architecture Principle template

Name
Statement
Rationale
Implications

No product names in the Name or Statement; Rationale = business benefit; Implications = what it will cost/require.

URCCS

TECH ch. 2 (developing principles)

Qualities of a good set of principles

Understandable
Robust
Complete
Consistent
Stable

Used to judge a set of principles, not a single one.

DTIARF

CG §3.1.2

Governance characteristics

Discipline
Transparency
Independence
Accountability
Responsibility
Fairness

Six characteristics of governance as an approach.

I·C·C·C·FC·NC

CG (Architecture Compliance)

Levels of architecture compliance

Irrelevant
Consistent
Compliant
Conformant
Fully Conformant
Non-conformant

Compliant = everything implemented is in the spec (not all of the spec); Conformant = all the spec is implemented (plus extras).

SIR

ADM §12.5.2

Phase H change categories

Simplification
Incremental
Re-architecting

Simplification → change management; Incremental → either; Re-architecting → whole cycle again (new Request for Architecture Work).

C-D-T-G

Applying the ADM, Figure 2-1

Iteration cycles

Architecture Capability (Preliminary, A)
Architecture Development (B–D)
Transition Planning (E, F)
Architecture Governance (G, H)

Four suggested iterations that group related phases.

KP·KS·KI·ME

TECH (Stakeholder Management)

Stakeholder power/interest grid

Key Players
Keep Satisfied
Keep Informed
Minimal Effort

High power + high interest = Key Players; high power, low interest = Keep Satisfied; low power, high interest = Keep Informed.

SMART

CC ch. 4 (Goal) · Abbreviations

Goals / objectives

Specific
Measurable
Actionable
Realistic
Time-bound

Trap: in TOGAF the A is "Actionable", not "Achievable".

4 · Last look before the exam

1

OGEA-101: 40 questions · 60 min · pass 60% (24/40) · closed book
Exam plan

2

Architecture Principles are defined in the Preliminary Phase
ADM §2.1

3

Phase A objective: approval of the Statement of Architecture Work
ADM §3.1

4

Phase C: Data and Application Architecture, in either order
ADM §5.2

5

Phase D: product selection may occur; significant choices → Phase E
ADM §8.3.1.1

6

Phase E defines the overall SBBs, based on the ABBs
ADM §9.1

7

Draft ADD from Phase A to E; the Finalized ADD is a Phase F output
ADM §3.4 · §10.4

8

Architecture Contract is signed in Phase G
ADM §11.4

9

Phase H change types: Simplification · Incremental · Re-architecting
ADM §12.5.2

10

Requirements Management is continuous and central to every phase
ADM §13.1