

Contents

Preface	xi
CHAPTER 1	
The Business Inflexibility Trap	1
The Mother of All Business Problems	3
One Constant Is Change	4
Compliance Conundrum	8
Need for Business Agility	11
CHAPTER 2	
If You're in a Hole, the First Thing to Do Is Stop Digging	15
IT Decision Making's Fatal Flaw	15
The IT "Rat's Nest"	19
Why Are the Nerds Sitting at Their Own Table?	23
CHAPTER 3	
What Really Happened to eBusiness	29
eBusiness was a Great Idea, so What Happened?	29
eBusiness Is Dead! Long Live eBusiness!	34
How to Think like an eBusinessperson	38
Why Aren't the Systems Integrators Helping Anymore?	42
Thrift: Get Used to It	45
CHAPTER 4	
What Do You Want Your IT to Do, Anyway?	50
Everyone's a Grandma	50
Middleware: Part of the Solution or Part of the Problem?	53
Automation Paradox	56
Business Process: Sweetness and Light or Evil Hellspawn?	60
Missing Link in the IT Chain	64
Who's in Control of IT Anyway?	69

CHAPTER 5		
	The Secret Sauce: Loose Coupling	72
	Tale of Distributed Computing	72
	Power of Abstraction	76
	Role of Open Standards	80
	Running IT Like a Railroad	84
	How to Think Loosely Coupled	87
	Secret of the Best Ice Skaters	92
	How Loose Is Your Coupling?	95
CHAPTER 6		
	Service Orientation: Light at the End of the Tunnel	101
	What's a Service, Anyway?	101
	Services + Loose Coupling = Agility	104
	Process This!	108
	How Service-Oriented Process Replaces Traditional Integration	112
CHAPTER 7		
	Is There an Architect in the House?	117
	New Discipline of Architecture	117
	Just How Big Is the Big Picture?	121
	Putting All the Pieces Together	125
	Where Are the Architects?	130
	Whither the IT Department?	134
CHAPTER 8		
	How to Think Service Oriented	138
	When Not to Use Service-Oriented Architecture	138
	Keeping Up with the Competition	142
	Service Orientation for Big Fish	146
	Service Orientation for Small Fish	149
	SOA to Stay Out of Jail	152
	SOA for User Empowerment	157
	SOA for Value Chains	160
CHAPTER 9		
	Okay, So Where Do We Start?	166
	Identifying the Problem	166
	Choosing Your Battles	169
	Top-Down Planning and Bottom-Up Planning	173
	Closer Look at Process Decomposition	176
	Find Your Champion	180

CHAPTER 10	
Tackling the Inertia in the Organization	185
Selling Service Orientation to Your Boss, Team, and Company	185
Quantifying the Cost and the Return on the Service Orientation Investment	190
Money, Money, Money: Where Will It Come from to Pay for SOA?	195
Reaching the SOA Tipping Point	198
Return of the Luddites	200
New Service-Oriented Organization	204
CHAPTER 11	
Build Agility with Agility	209
Death to the Software Development Lifecycle!	209
Lego Block Model of Service Orientation	213
Four Pillars of Service-Oriented Development	217
Not Your Parents' Requirements Gathering	221
Build, Buy, or Repurpose?	226
Reuse: The Holy Grail of IT	229
CHAPTER 12	
Becoming a Service-Oriented Enterprise	233
Making IT Matter	233
Building Metaprocesses	236
Connecting the Dots: Service Orientation, Outsourcing, and the Industrialization of IT	240
Sunset of Legacy	243
Vision of the Business Web	246
What Does It All Mean?	248
Index	249

<http://www.pbookshop.com>