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The Digital Practitioner Pocket Guide

Prepared by Andrew Josey

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The Digital Practitioner Pocket Guide

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Comments relating to the material contained in this document may be submitted to:
The Open Group
Apex Plaza
Reading
Berkshire, RG1 1AX
United Kingdom
or by electronic mail to: ogspecs@opengroup.org

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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. Our diverse membership of more than 700 organizations includes customers, systems and solutions suppliers, tools 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 and a catalog are available at www.opengroup.org/library.

This Document

This is the Digital Practitioner Pocket Guide. It is based on selected parts of the Digital Practitioner Body of Knowledge™ Standard. It is designed to help:

- Those who require a first introduction and basic understanding of the Digital Practitioner Body of Knowledge Standard
- Individuals who wish to create and manage product offerings with an increasing digital component, or lead their organization through Digital Transformation
- IT professionals working within any size organization, from a startup through to a large enterprise, that has adopted digital approaches

The audience for this document is:

- Senior digital business professionals, up to and including C-level, who need an increased awareness of digital practices

- Mid-career IT professionals who need retraining to stay relevant and validate their digital Subject Matter Expert (SME) status in specific domain areas
- Entry-level computing and digital business professionals
- College-level students and computing and digital business majors

The high-level structure of the document is summarized as follows:

- Chapter 1, *Introduction* provides a brief introduction to the Digital Practitioner Body of Knowledge Standard
- Chapter 2, *An Introduction to the Body of Knowledge* provides a first introduction to key teminology, key concepts such as digital-first, Digital Transformation, and also the structure of the Body of Knowledge
- Chapter 3, *Digital Fundamentals* describes the basic concepts employed by the Digital Practitioner, such as why people want digital, computing, or IT services; the general outlines of their structure; how they come into being; and how they change over time
- Chapter 4, *Digital Infrastructure* describes the overall capabilities of digital infrastructure and initial concerns for its effective, efficient, and secure operation
- Chapter 5, *Application Delivery* describes the fundamental objectives and activities of application development
- Chapter 6, *Product Management* describes why product management is formalized as a company or team grows, and the differences between product and project management
- Chapter 7, *Work Management* describes the key concerns and practices of work management as a team increases in size
- Chapter 8, *Operations Management* describes the basic concepts and practices of operations management in a digital/IT context
- Chapter 9, *Coordination and Process* describes how to coordinate as the organization grows into multiple teams and multiple products
- Chapter 10, *Investment and Portfolio* describes aspects of IT investment and portfolio management, including finance, sourcing, portfolio management, Service Catalogs, and project management
- Chapter 11, *Organization and Culture* describes various aspects of organizational structure, human resources, and cultural factors, as an organization goes through the “team of teams” transition
- Chapter 12, *Governance, Risk, Security, and Compliance* describes the core aspects of governance, risk, security, and compliance, as an organization operates at enterprise scale
- Chapter 13, *Information Management* describes the basic aspects of information and data management on a large scale; this involves the establishment of formal governance, control, and management techniques for information
- Chapter 14, *Architecture* describes key practices and methods for managing complexity using Enterprise Architecture

Conventions Used in this Document

The following conventions are used throughout this document in order to help identify important information and avoid confusion over the intended meaning:

- Ellipsis (…)

  Indicates a continuation; such as an incomplete list of example items, or a continuation from preceding text.

- **Bold**

  Used to highlight specific terms.

- *Italics*

  Used for emphasis. May also refer to other external documents.

In addition to typographical conventions, the following convention is used to highlight segments of text:

Note

A Note box is used to highlight useful or interesting information.

About the Author

This document builds on materials from the Digital Practitioner Body of Knowledge Standard published by The Open Group. The author listed here has prepared this document. See the Acknowledgements section for more information.

Andrew Josey, The Open Group

Andrew Josey is VP Standards and Certification, overseeing all certification and testing programs of The Open Group. He also manages the standards process for The Open Group. Since joining the company in 1996, Andrew has been closely involved with the standards development, certification, and testing activities of The Open Group. He has led many standards development projects including specification and certification development for the ArchiMate®, TOGAF®, POSIX®, and UNIX® programs. Most recently he has led the development of the TOGAF Business Architecture Level 1 certification credential and DPBoK Foundation certification. He has led the automation of The Open Group standards development using a GitLab-based automated build toolchain. He is the lead author of this document.

He is a member of the IEEE, USENIX, and the Association of Enterprise Architects (AEA). He holds an MSc in Computer Science from University College London.

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The following documents are referenced in this Guide.

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Chapter 1. Introduction

The Digital Practitioner in today's work environment encounters a confusing and diverse array of opinions and diverging viewpoints. This document aims to introduce the practitioner to a foundational set of concepts to make sense of the landscape they find in any organization attempting to deliver digital products. It is based on the Digital Practitioner Body of Knowledge Standard. It is not intended as a replacement for the standard, but a first introduction.

Topics addressed in this chapter include:

- An introduction to the Digital Practitioner Body of Knowledge Standard
- An overview of the content of the standard

1.1. Introduction to the Standard

The Digital Practitioner Body of Knowledge Standard is intended broadly for the development of the Digital Practitioner or professional. It seeks to provide guidance for both new entrants into the digital workforce as well as experienced practitioners seeking to update their understanding on how all the various themes and components of digital and IT management fit together in the new world.

The standard is intended to assist individuals and organizations who wish to create and manage product offerings with an increasing digital component, or lead their organization through Digital Transformation. It is a synthesis of practices and guidance from a wide variety of practitioners and professional communities active in digital technology. It integrates concepts from diverse sources such as business model innovation, product research and monetization, behavioral economics, Agile, DevOps, Enterprise Architecture, organizational development, service management, product management, data management, operations management, and corporate governance.

Naming of the Standard

The Digital Practitioner Body of Knowledge Standard is also known as the DPBoK™ Standard [42]. In this document we refer to the standard using the shorter of the two names, or simply as the Body of Knowledge.

1.2. The Content of the Standard

The high-level content of the standard is summarized as follows:

- Chapter 1, *Introduction* includes the objectives and overview, conformance requirements, and terminology definitions
- Chapter 2, *Definitions* includes the terms and definitions for this document
- Chapter 3, *Digital Transformation* describes the key concept of Digital Transformation

- Chapter 4, *Principles of the DPBoK Standard* describes the principles by which the document will evolve and be maintained, and how Digital Practitioner competencies will be defined
- Chapter 5, *Structure of the Body of Knowledge* describes how the Body of Knowledge is structured
- Chapter 6, *The Body of Knowledge* contains the Body of Knowledge, divided into four stages, called Contexts, which correspond to the stages of evolution of a digital practice.
- *Appendices* contains the list of abbreviations used in the standard