

**The Enterprise Architect:  
Talents and Skills**  
**June 2008**

# Enterprise Architecture or Rocket Science?

- Many enterprise architecture (EA) programs are deemed to be failing ...
  - Failing to deliver business value
  - Failing to have relevance to the IT community
  - Failing to define expectations, let alone meet them
- EA is perceived to be a complex and mysterious undertaking that requires a little magic and a lot of luck.
- However, 100% of successful EA programs get the basics right, so let's get down to basics.

# Key Findings and Trends

- 3% of IT head count dedicated to enterprise architecture
- Holistic EA (vs. ETA only) becoming more common
- Other Viewpoints still less mature than ETA in almost all cases
- Increasing level of maturity overall
- Maturity varies significantly by industry

## *Maturity by Industry*

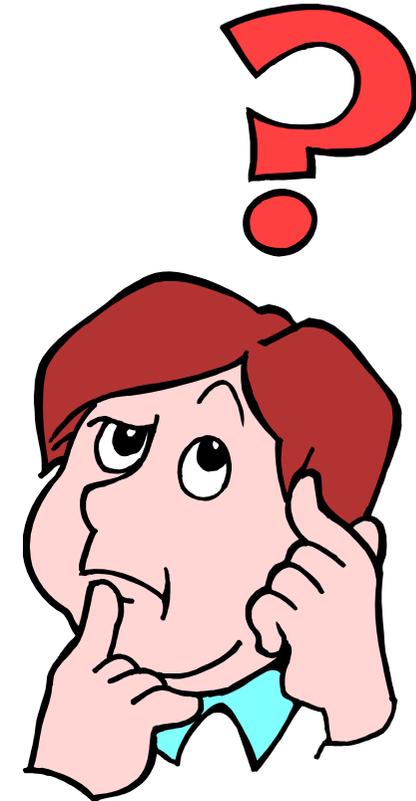
Auto/Tran. Eq.	2.84
Insurance	2.58
Telecomm	2.50
Financial Srvcs.	2.45
Aerospace	2.43
Leisure	2.42
Pharmaceutical	2.33
Transportation	2.27
Energy	2.25
Banking	2.24
Government	2.06
Retail	1.84

# The 7 Myths (and Realities) of Enterprise Architecture

- **“Enterprise architecture is non-political”**
- **“Enterprise architecture is an IT matter - it is of no concern to the business”**
- **“The architecture must be complete”**
- **“Enterprise architects do not need to work at a detailed level”**
- **“Architecture equals models”**
- **“Architecture can be fully outsourced OR no architecture work can be outsourced”**
- **“Choose architects primarily for their technical expertise”**
- **Enterprise architecture is highly political**
- **Enterprise architecture should be business-driven**
- **Don’t get bogged down. Do the most-important things. The 80/20 rule applies**
- **Architects must be prepared to selectively drill down into detail**
- **Architecture is more than models**
- **Selectively used, outsourcers can provide real benefits to architecture**
- **Architects need business and behavioral competencies as well as technical competencies**

# What Is Enterprise Architecture?

Enterprise architecture (EA) is the process of translating business vision and strategy into effective enterprise change by creating, communicating, and improving the key principles and models that describe the enterprise's future state and enable its evolution.



# The Role of EA

## EA enhances the relationship between IT and business.

- EA is a practical mechanism for bridging the gap.
- It creates a process for continuous IT/business alignment.
- It clarifies multiple constituency "viewpoints" into a future vision.

# Architecture

### ***Business Strategy***

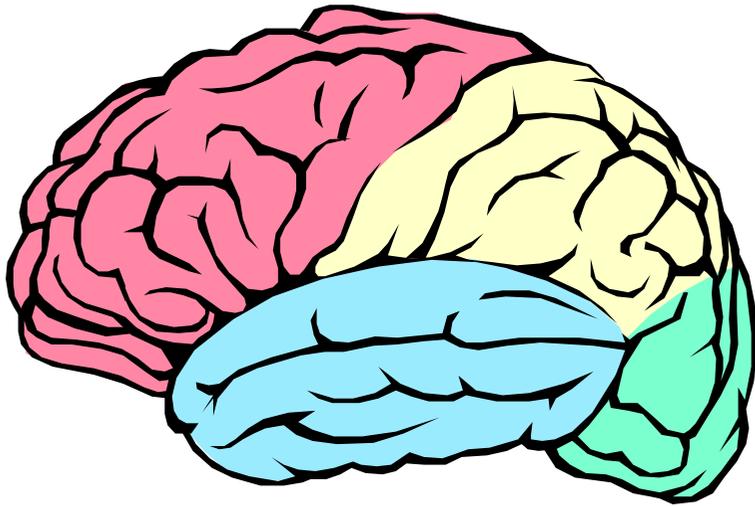
- Environmental forces
- Business goals
- Business policy
- Resource allocation

Business architecture  
Information architecture  
Technical architecture  
Solution architecture

### ***Implementation***

- Business processes
- Information structures
- Application systems
- Technical infrastructure
- Organizational structure

# Enterprise Architects: Talents Required

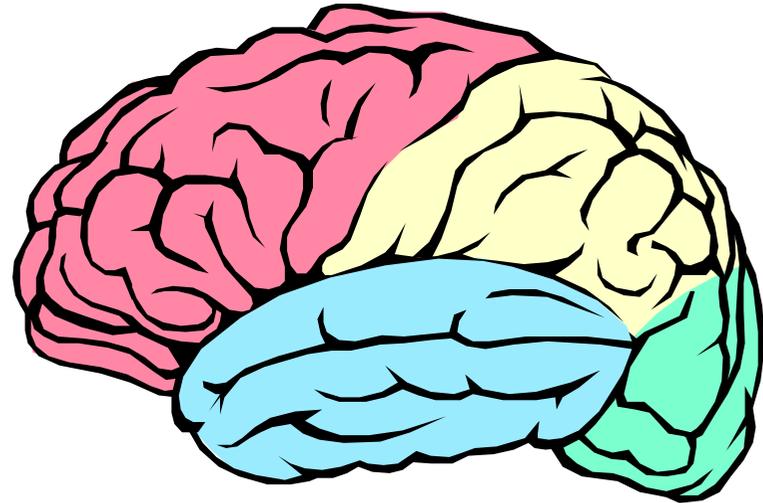


**Enterprise Architects must possess the necessary talents**

- Talents
  - Conceptualization
  - Innovation
  - Enterprise perspective
  - Foresight
  - Consensus building
  - Facilitation
  - Leadership
  - Logic
  - Communication

# Enterprise Architects: Skills Learned

- Skills
  - Create EA Documents
  - Manage EA Processes
  - Define EA Governance
  - Create EA Models
  - Define EA Principles
  - And so on...



**Enterprise Architects can learn additional tools of the trade**

# A Good Architect Is Hard to Find

Chief Architect	Business Architect	Technical Architect
Understanding existing systems and technology 	Applying procedures, tools and methods 	Understanding existing systems and technology 
Understanding emerging technologies 	Understanding emerging technologies 	Understanding emerging technologies 
Understanding business organization, politics and culture 	Understanding business practices and approaches 	Integrating systems 
Communicating/listening and gathering information 	Communicating/listening and gathering information 	Designing technical architecture 
Focusing on customers 	Focusing on customers 	Communicating/listening and gathering information 
Leading, inspiring and building trust 	Thinking creatively and innovating 	Focusing on customers 
Focusing on results 	Focusing on results 	Thinking creatively and innovating 
Thinking strategically 	Thinking strategically 	Focusing on results 
Building relationships/teamworking 	Building relationships/teamworking 	Thinking strategically 
Influencing and persuading 	Influencing and persuading 	Influencing and persuading 

Technical Competencies

Business Competencies

Behavioral Competencies

Coach       Advanced       Proficient       Basic 

# Chief Architect Skills Breakdown

Chief Architect	
Understanding existing systems and technology	
Understanding emerging technologies	
Understanding business organization, politics and culture	
Communicating/listening and gathering information	
Focusing on customers	
Leading, inspiring and building trust	
Focusing on results	
Thinking strategically	
Building relationships/teamworking	
Influencing and persuading	

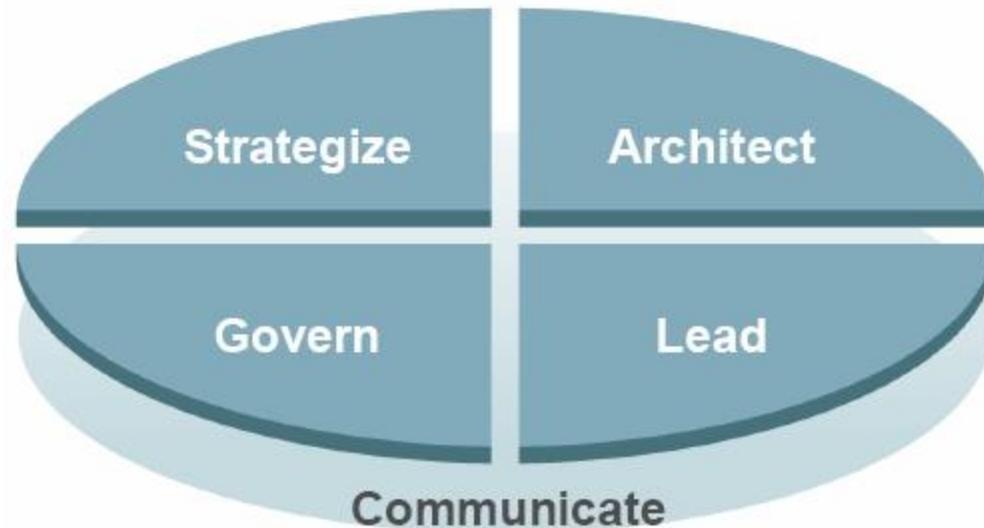
Technical Competencies

Business Competencies

Behavioral Competencies

Basic		Proficient	
Advanced		Coach	

# The Gartner EA Activity Cycle



## Strategize

- Identify business strategy
- Articulate IT strategy
- Build the business context

## Architect

- Develop future state
- Document current state
- Develop gap analysis and road map

## Lead

- Evangelize, encourage and motivate
- Evolve architecture process
- Develop human capital

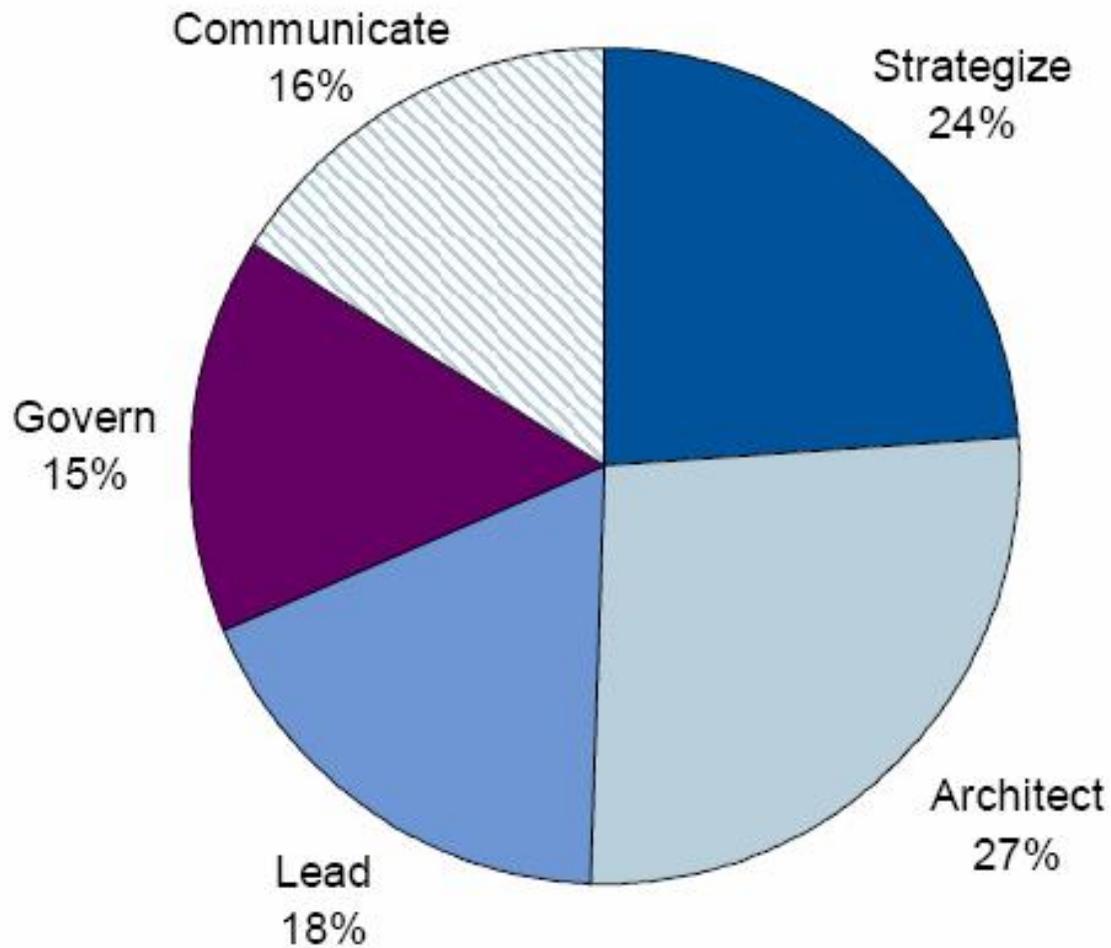
## Govern

- Establish decision processes
- Establish oversight
- Link to related disciplines
- Evaluate performance and adapt

## Communicate

- Craft communications
- Deliver communications
- Analyze feedback

# Distribution of Effort by EA Activity



# How Do You Sell Enterprise Architecture?

1. Define your objectives
2. Identify your stakeholders
3. Understand their needs
4. Speak in their language
5. Craft the messages
6. Select the right channel
7. Rehearse your pitch
8. Invite a dialogue
9. Handle objections
10. Close the deal
11. Deliver ongoing results
12. Go back to Step 1



# Understanding Stakeholder Needs

## The Pain Chain

*What is their pain?*

**Title:** CEO

**Problem:** Revenue growth too low

**Reason:** Culture, regulation and existing systems/processes

**Title:** CFO

**Problem:** Costs are too high

**Reason:** Inefficient processes and systems

**Title:** CIO

**Problem:** Cost of maintaining legacy is too high

**Reason:** Systems not designed to change

**Title:** Director, Application Development

**Problem:** Too much change

**Reason:** Monolithic applications

## Using The Pain Chain

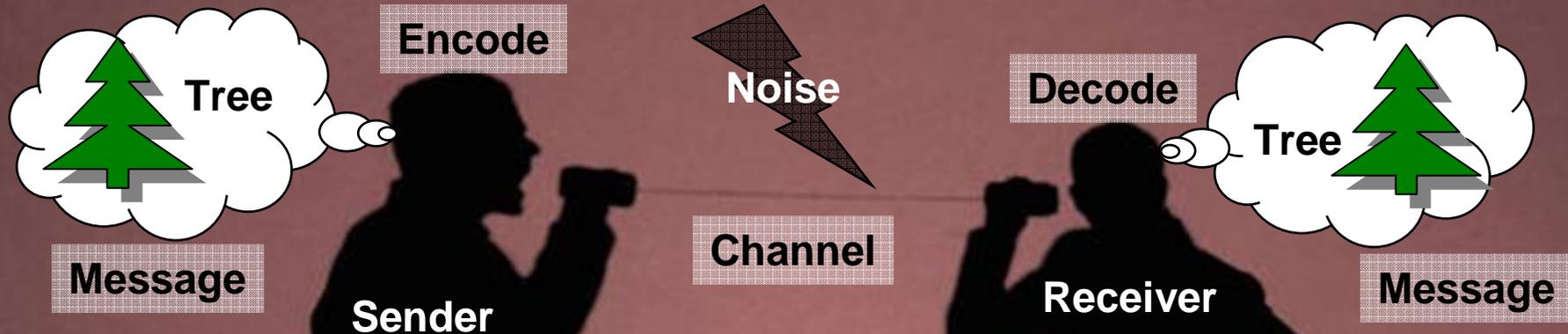
1. Use stakeholder analysis to identify opportunities for EA
2. Identify highest access point
3. Find the pain/issues
  1. Perform research first
  2. Use your network
  3. Ask their influencers
  4. Ask them directly
4. Find what is going to make a difference to them
5. Incorporate value propositions that resonate with those above the initial access point
6. Ask for referrals to move up the chain

# Speak Their Language

- Prepare sales pitch(s) tuned to your target(s).
  - It's not about what you need to say.
  - It's about what they need to hear.
- Use audience-specific language.
- Learn their "terms of art."
- Understand their "hot buttons."



# Shannon-Weaver Communication Model

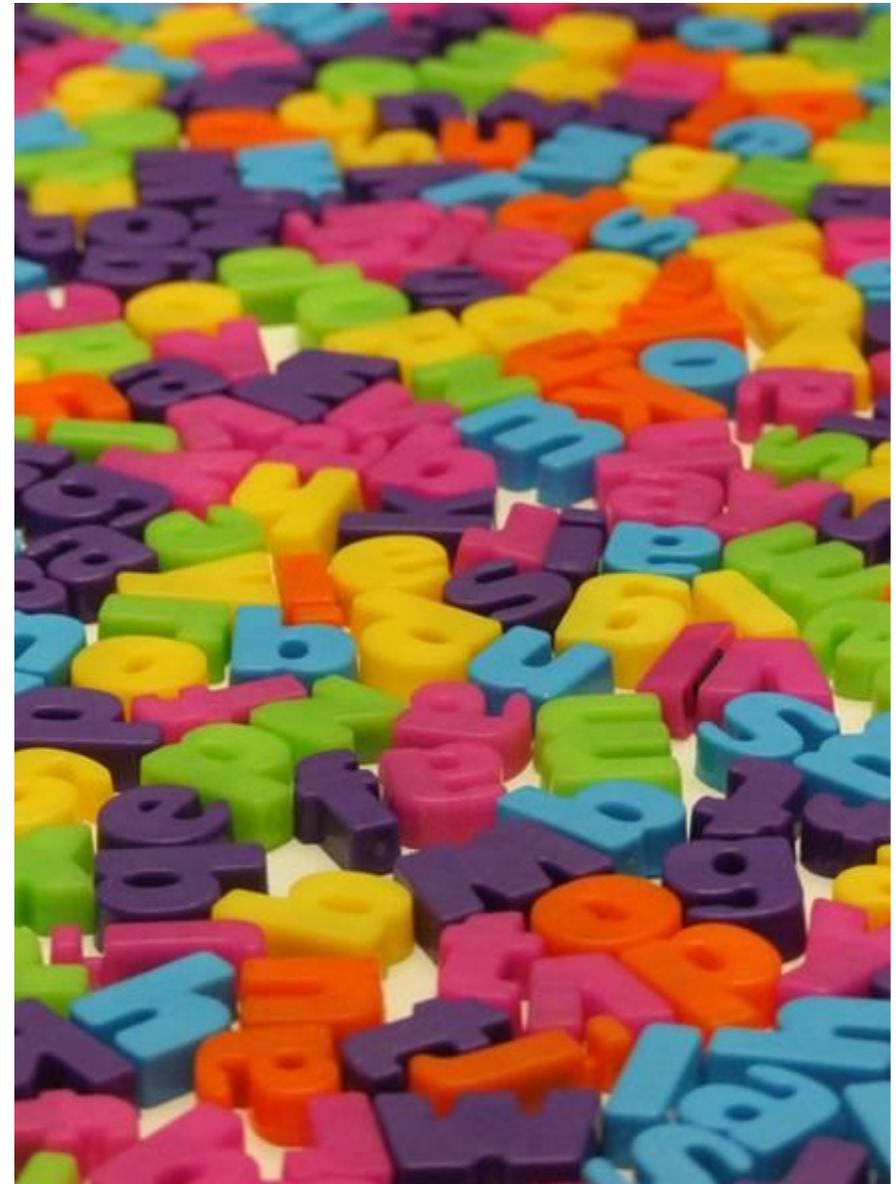


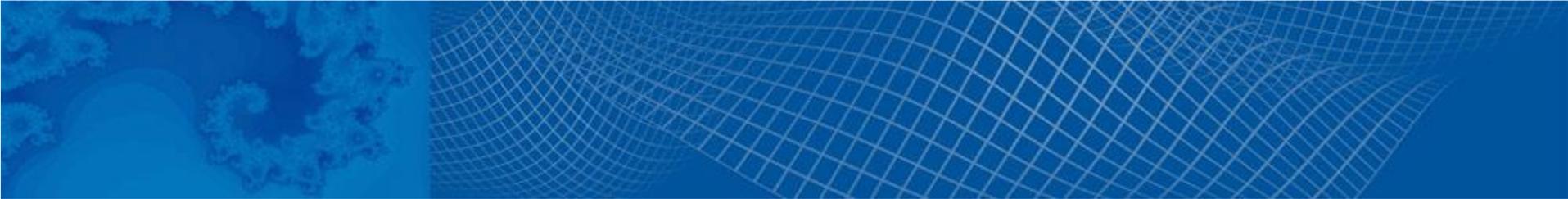
## Six Styles of Business Communication (Bateman and Zeithaml)

Controlling	To give direction — the boss telling people what to do
Egalitarian	To collaborate — working as a team to solve a problem
Structuring	To organize — to provide guidance to achieve a complex task
Dynamic	To persuade — to change behavior (rhetoric)
Relinquishing	To provoke conversation — to understand other points of view
Withdrawal	To not communicate — to limit influence over outcomes

# Craft the Messages

- Leverage Persuasion Principles (Dr. Robert Cialdini)
  - Contrast principle — giving them a negative contrasting experience first.
  - Principle of reciprocity — People feel obligated to give back.
  - Principle of scarcity — People want what they can't have.
  - Principle of authority/credibility — People defer decisions to experts.
  - Principle of trust — Admit a flaw or to show you are trustworthy.
  - Principle of consistency — People want consistency.
  - Principle of liking - People say yes to the people they like.





■ ■ ■ ■ **Questions and Discussion**